Business case to increase female employment in Transport

Final Report

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Written by:
Ioannis Giannelos, Geert Smit, Rianne Lakamp, Ana-Rosa Gonzalez Martinez (Ecorys)
Lucia Meija Dorantes, Claus Doll (ISI-Fraunhofer)
Jasper Tanis, Paul Vroonhof (Panteia)
Federico Perciaccante (PWC)

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Directorate-General for Transport and Mobility
Directorate for Transport and Mobility - DG MOVE
Unit B.5 – Social aspects, passenger rights & equal opportunities
Contact: Sophie Marin-Combeaud

E-mail: Sophie.Marin-Combeaud@ec.europa.eu
MOVE-MORE-WOMEN-IN-TRANSPORT@ec.europa.eu

European Commission
B-1049 Brussels

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Abstract

Employment in transport is by far male dominated compared to the rest of the economy. The share of women working in the EU transport sector is only 22% while the share of women working in the entire European Union is 46%. Despite a rich literature explaining the mechanisms and barriers that lead to this imbalance, there is less structured information available concerning the measures companies can implement to overcome these barriers. Besides, there are only anecdotal evidence highlighting the benefits of a more balanced working environment for employers and employees. This raises a key question: how to attract more women to the transport careers and, in particular, to the more technical professions of the sector?

In this study, a number of case studies are performed with companies that are advanced in implementing gender equality policies and measures across all transport modes.[1] These measures are examined in terms of costs and benefits. Their transferability to smaller, not yet gender balanced, companies is also assessed.

1 with the exception of IWT.

Résumé

Comparé au reste de l'économie, l'emploi dans le transport est dominé de loin par les hommes. La part des femmes travaillant dans le secteur du transport de l'UE est de 22% seulement alors que 46% des femmes ont un emploi dans l'ensemble de l'Union européenne. Malgré la richesse des ouvrages expliquant les mécanismes et les obstacles à la source de ce déséquilibre, il existe moins d'informations structurées concernant les mesures que les entreprises peuvent mettre en œuvre pour surmonter ces obstacles. Du reste, il n'existe que des preuves anecdotiques pour souligner les avantages apportés par un environnement de travail plus équilibré pour les employeurs et les employé(e)s. Se pose ici une question essentielle: comment attirer plus de femmes aux carrières dans le transport et, plus particulièrement, aux professions plus techniques du secteur ?

Dans ce document, plusieurs études de cas ont été menées auprès d'entreprises avancées sur le plan de la mise en œuvre de politiques et de mesures d'égalité entre les sexes à travers tous les modes de transport.[2] Ces mesures sont examinées en termes de coûts et d'avantages apportés. Leur transférabilité aux sociétés plus petites, pas encore équilibrées au niveau des sexes, est également évaluée.

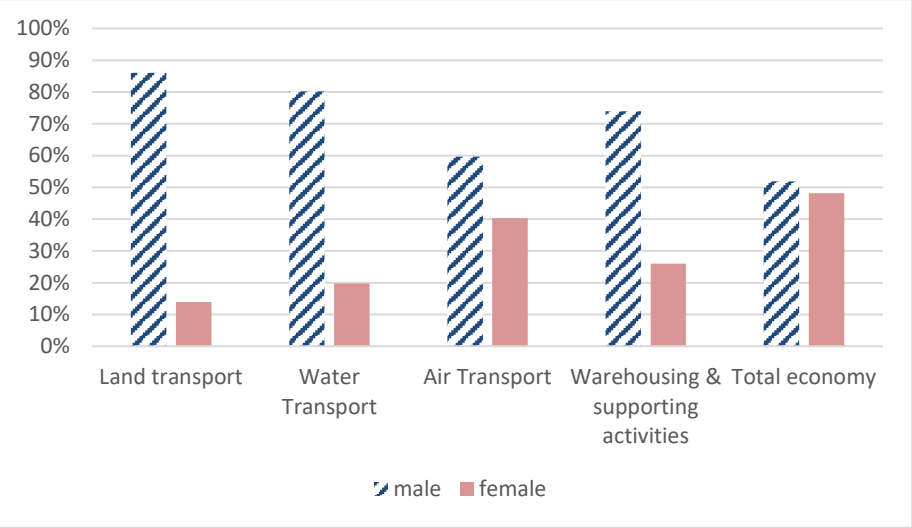
[2] à l'exception de la navigation intérieure.

Executive Summary

Status of female employment in transport

Employment in transport is by far male dominated compared to the rest of the economy. The share of women working in the EU transport sector is only 22% while the share of women working in the entire European Union is 46%. This segregation is both horizontal (specific industries or sectors of the labour market are mostly made up of one gender) and vertical (opportunities for career progression for a particular gender are limited and narrow).

Figure 0.1 Gender structure of employment in the EU (2016) (in %)



Source: Panteia, based on EUROSTAT's Labour Force Survey.

From Figure 0.1 it can be concluded that the share of women working in all transport subsectors is lower than the relevant figure for the total EU economy. To be specific, there are 6.2 males for every female employee in land transport, the same figure is 4.1 for water transport, 1.5 for air transport, and 2.8 for warehousing & supporting activities, whereas this ratio is only 1.1 for the total economy. Overall, it appears that transport falls behind the economy average in being inclusive to women while the situation doesn't seem to be changing significantly since 2010. Moreover, countries with higher work equality ethics tend to be more receptive to women working in transport compared to those with average or low work equality.

Women are underrepresented in technical jobs (e.g. drivers or pilots) as these figures become even more imbalanced should the mobile transport occupations be examined in isolation. On the contrary, women are about equally represented in administrative professions, which offer good career opportunities. However, it seems that women cannot fully exploit these career opportunities since in top leadership positions women are still underrepresented. From this, the conclusion is that the key questions are how to attract more women to the technical professions and how to ensure that women do not face the glass ceiling in their career?

Barriers for female employment

A distinction can be made between barriers for transport sector employers to hire more female employees and barriers for employees to apply for a job in transport. This distinction is particularly relevant when considering the measures that can be taken to increase female employment in transport sectors, and the costs related to such measures or to barriers as such (e.g. pregnancy leave legislation). To reduce barriers for employers to hire more women, measures have to be taken at a national or at a sectoral level. Overcoming the barriers for women to apply for a job in transport, measures can be taken at a national or sectoral level, or even by individual companies. Table 0.1 presents the diverse set of barriers identified.

Table 0.1 Barriers from the employees perspective

Barriers from the employees perspective		
Discrimination and stereotyping		
1.1.1	Gender stereotypes	Social belief that females are less suitable to perform the tasks demanded by the specific transport profession.
1.1.2	Gender discrimination	Expectation that female candidates are less likely to getting hired because of the company perception that women are less suitable to perform the tasks demanded by the specific transport profession.
1.1.3	Company/Working culture	Women's belief that they would not fit into a male-dominated company environment.
Labour conditions		
1.2.1	Work-life balance	Working conditions that hinder balancing work and family/social life obligations. These can be inflexible working times, little schedule control, atypical shifts or changing working locations that prevent women with child or elder caring responsibilities from performing their obligations.
1.2.2	Safety	Safety concerns arise in transport modes where workers are vulnerable to violent behaviour.
1.2.3	Sexual harassment	Sexual violence against women by colleagues, clients or managers as well as not desired physical contact, sexist "jokes" or repeated sexual invitations threatening the retention of female employees.
1.2.4	Health and hygiene	Lack of segregated dressing rooms, appropriate medical and toilet facilities as well as expected low the level of hygiene at these facilities.
1.2.5	Wage gap	Gender discrimination in terms of wages at the workplace, also resulting from unequal career prospects. Another driver for the wage gap is the fact that often women are employed in different positions than men which can be in less paid jobs or part time positions.
1.2.6	Training	Lack of (visibility of) training opportunities for women to gain the relevant skills needed for the specific professions. This can also consist a barrier for further career development and retention in the sector for women already in transport professions.
1.2.7	A-typical contractual	The use of self-employment or third-party contracts reduces

Barriers from the employees perspective		
	relations	employees' rights, job security and can bring in worsened working conditions that can deter women from entering specific professions. Also, specifically when significant money investments are required to enter a profession reduced job security can be a significant deterring factor.
Job perception		
1.3.1	Job perception	Negative perception of the job either true or driven by social prejudices that associates the specific job with a lower quality of life, the perception of poor career growth, the expectation that experience is expected for certain jobs in the sector or other unappealing characteristics. This is a barrier for both genders, however the expectation of poor career prospects [see also point 1.5.1 below], discourages especially newcomer employee groups (such as women) from pursuing transport professions.
Corporate/Public policies		
1.4.1	Lack of corporate gender policies	Lack of corporate policies for gender-balance recruitment or to facilitate women in the workplace. Also the absence of support mechanisms for women in male-dominated professions and the absence of role models.
Career prospects		
1.5.1	Career prospects	Career prospects that can be perceived as leaving limited room for career advancement for women. This is aggravated for part-time workers.
Shortages of competences		
1.6.1	Physical demands	Jobs being too physically demanding for women.
1.6.2	Investment needs for education and training	The need to finance one's education or training to acquire the relevant skills, especially when combined with other barriers (e.g. career prospects, a-typical contracts etc.) deters women from pursuing specific professions.

Measures to increase female employment

This study concentrated at measures that can be taken at a company level to increase female employment and the attractiveness of the transport sector to women. Through a series of case studies with companies that have been implementing gender policies, a number of company-level measures have been identified, analysed regarding their implementation details, costs and impacts and categorised into the following 4 main groups each of which contains a number of measure types as presented in Chapter 4 of this report:

1. Recruitment, training and career development measures;
2. Gender awareness[3] measures;

[3] Gender awareness, according to the definition provided by the EIGE, is the ability to view society from the perspective of gender roles and understand how this has affected women's needs in comparison to the needs of men.

3. Work-life balance measures;
4. Health and safety measures.

Examining the specific measures it can be concluded that most of the measures come at relatively low costs for their design and implementation as the case study companies would often declare they perceive a number of them as zero-cost measures (see Annex 6: Case studies) indicating the low perceived effort in implementing them. Naturally, more expensive measures that require money investments have also been identified, while the time of employees devoted in designing and implementing and participating in measures should also be accounted for. A counterfactual case study has been performed for each of the transport sub-sectors to assess the transferability of results across the EU while an adequate number of SMEs participating in the case studies showcased that simplified versions of most measures can be implemented even at smaller scales. When assessing the use of specific measures for new cases, it should be also considered that their implementation effectiveness is improved when combined with other supplementing measures and as such, measures should hardly be viewed in isolation.

Business case for attracting women to transport

The following table shows the key benefits for female employment that were concretely identified during the case studies as well as a suggestion for collecting data that will facilitate companies in measuring and monitoring their impact

Table 0.2 Benefits of employing more women

Benefit	Explanation	Measurement
Improving vacancy coverage	By attracting women as well as men, the chance of (quickly) filling a vacancy increases. Especially for professions with a shortage of skilled candidates, this can be an important benefit.	HR statistics on time for covering vacancies. Statistics on % of vacancies filled in by female applicants.
Better talent attraction	By being an attractive employer for women (in addition to men) the potential talent pool is doubled. Thus there is more talent for the company to choose from making more probable the identification of suitable candidates. Moreover, an increase in applicants (also driven by an increase in female applicants) ensures also that better applicants are available	Number of applications (from women) per position. In cases where scoring of applicants is a common practices, statistics on average scores (of successful candidates) can be used as an indicator of recruitment quality.
Increased retention rate	Improvements in the working environment can lead to longer commitments to the company,	HR data on employee retention rate or turnaround time.

Benefit	Explanation	Measurement
	increasing the turnaround time of staff (in some cases specifically women).	
Improved public image	Employing more women results in a more positive image of the transport company, as it better reflects societies' consistency.	Public image index through survey or amount of positive publicity in media.
Increased client satisfaction	Employing more women, considered better in handling client relationships results in friendlier image and happier customers.	Customer satisfaction index from survey.
Improved decision making, creativity and innovation	Increasing diversity within teams and organisations leads to improvements within the working processes, resulting in improved decision making, creativity and innovation.	Experience of employees or managers within the company.
Improved workplace	Having a mixed-gender working environment promotes team spirit and improves relationships and behaviour within a group.	Experience of employees or managers within the company.
Increased employee satisfaction	Creating an open and inclusive working environment contributes to employee satisfaction with the company.	Employee satisfaction survey or experience of employees within the company.
Improved employee engagement	Having an open, mixed-gender working environment improves employee engagement, as people feel more included.	Employee engagement statistics or experience of employees within the company.
Improved safety	Employing more women can result in safer driving, less accidents and less incidents of violence.	Number of incidents reported or experience of employees
More efficient vehicle operation (fuel and maintenance)	There is a wide perception that women are efficient drivers. This results in fuel efficiencies, but also in reduced maintenance costs.	Fuel consumption statistics, experience of employees
Reduced sick leave	Measures to reduce physical workload can make a job more accessible for women, while also reducing sick leave due to injuries.	Sick leave statistics

Recommendations

A number of recommendations have been derived on how to support further action in improving female employment in the transport sector:

- *Awareness on measuring the benefits*: The collection of harmonised or at least comparable statistics or quantitative indicators from transport companies in order to create a statistical analysis of their performance has proven to be extremely difficult. This is not only because companies have different reporting systems and metrics, but also because there is, in many cases, a lack of understanding of what can be measured in relation to gender equality and how this can connect to tangible benefits;
- To facilitate this measuring, easy to collect, *gender-specific, indicators* can be promoted as a useful monitoring tool for a company's performance:
  - Measuring the **number of vacancy and the number of applications per gender**; these can be used to estimate the impact of actions on attracting talent via monitoring the impact of measures (overall and for female employees);
  - **Time needed to fill in vacancies**; this can be used to understand the impact of measures in attracting talent;
  - In cases were **scoring of applicants** is an industry practice, monitoring the average scoring of successful employees can indicate a potential increase in talent quality due to the measures introduced;
  - **Retention (especially post-maternity) or turnaround rate** for female and male employees; this is an indicator of the success of the policies to keep talent on board the company;
  - **Employee engagement index** (per gender); this can be estimated via a survey with questions on quality of employment or rating of the employee Increased female presence may cause an increase in engagement also for male employees;
  - Measurement of **absenteeism** for all employees is an alternative measure for assessing employee engagement but also indicates the capacity of flexible arrangements and improved roaster control to support employees in dealing with personal obligations;
  - **Positive media publications**; this is yet another area where the public image impact of projecting a more socially sensitive corporate profile can be measured;
  - Alternative to the above is the measuring of **public image index** and especially the **client satisfaction with personnel**, this can be complemented by the measurement of the **number of complaints received** also per gender of employee;
  - Driving performance data such as **fuel consumption, or accidents per employee** can assist in monitoring the performance of employees after the introduction of specific measures.
- *Improving the job offer;* Transport companies need to step up in improving their working conditions and environment. Taking measures to create flexibility for employees, reduce a-typical working hours and contracts and to improve the job perception, beyond attracting women to the sector, improves also the ability of companies to attract and retain talent overall, especially in periods where there is a shortage of qualified personnel;
- *Political initiative* and push can bring change as seen by examples of cases where the introduction of an equality committee and equality plan requirement has brought momentum for improvement measures;
- *Reporting obligations* have proven to be a powerful tool to sensitize companies in seriously dealing with the topic and including it in their Corporate Social

Responsibility actions as can be seen by the example of reporting on the gender pay gap for England;

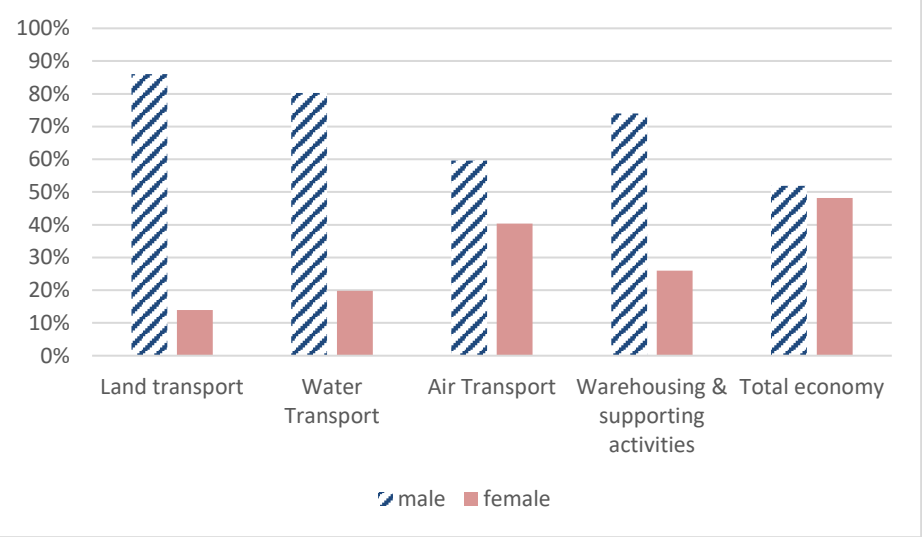
- *Commitment on top* of the hierarchy can be a catalyst for changes in the way a company perceives the need for measures for female participation. Women, or committed men at senior key positions are key to making such a strategy a success. For public organisations there is room to influence this decision, while reporting on board members composition can be an additional lever for change;
- Measures driven by an *expected company benefit* (e.g. need to attract and retain skills and talent) can be effective since they are treated as operational targets. It is thus important to make clear to companies what this benefit is (and how it can be measured);
- In male-dominated professions, especially those involving *higher training requirements,* the only way to bring in women is to aim early in the process and specifically target youth in education organisations. This is most effective by coordinated sector or industry/government action. Regardless, any impact can only be gradual and slow.

Document de synthèse

La situation de l'emploi féminin dans le transport

Comparé au reste de l'économie, l'emploi dans le transport est dominé de loin par les hommes. La part des femmes travaillant dans le secteur du transport de l'UE est de 22% seulement alors que 46% des femmes ont un emploi dans l'ensemble de l'Union européenne. Cette ségrégation est aussi bien horizontale (certaines industries ou certains secteurs spécifiques du marché du travail sont essentiellement l'apanage d'un sexe) que verticale (les occasions d'évolution de carrière pour un sexe particulier sont étroites et limitées).

Figure 0.2 Structure sur le plan des sexes de l'emploi au sein de l'UE (2016) (en %)



Source: Panteia, basé sur l'Enquête d'EUROSTAT sur les forces de travail.

L'Figure 0.1 enquête nous montre que la part des femmes actives dans tous les sous-secteurs du transport est inférieure au chiffre correspondant pour le total de l'économie de l'UE. Pour être précis, il y a 6,2 hommes pour chaque femme employée dans le transport terrestre, et ce même chiffre est de 4,1 pour le transport par voie navigable, 1,5 pour le transport aérien et 2,8 pour les activités d'entreposage et les services auxiliaires, alors que ce taux est de 1,1 seulement pour le total de l'économie. Globalement, il apparaît que le transport affiche un retard par rapport à la moyenne de l'économie en termes d'inclusion des femmes, alors que la situation ne semble pas changer de manière significative depuis 2010. De plus, les pays présentant une éthique du travail plus égalitaire ont tendance à être plus ouverts au travail des femmes dans le transport comparé à ceux où l'éthique du travail est moyennement ou moins égalitaire.

Les femmes sont sous-représentées dans les métiers techniques (les chauffeurs ou pilotes, par exemple) alors que le déséquilibre s'accentue encore davantage si l'on examine les professions du transport mobile de manière isolée. Par contre, les femmes sont représentées de manière égale dans les professions administratives qui offrent de bonnes occasions de carrière. Cependant, il semblerait que les femmes soient incapables d'exploiter pleinement ces occasions, puisque dans les postes de direction, elles restent sous-représentées. Force est donc de conclure que les questions

essentielles sont les suivantes: comment attirer plus de femmes vers les professions techniques et comment s'assurer que les femmes ne soient pas confrontées au plafond de verre dans leur carrière?

Les obstacles à l'emploi féminin

Nous pouvons distinguer les obstacles rencontrés par les employeurs du secteur du transport à embaucher plus de femmes de ceux auxquels font face les employées qui postulent pour un emploi dans le transport. Cette distinction est particulièrement pertinente lorsqu'on envisage les mesures qui peuvent être prises pour améliorer l'emploi féminin dans les secteurs du transport et les coûts liés à de telles mesures ou aux obstacles en tant que tels (législation de congé de maternité, par exemple). Pour réduire les obstacles à l'embauche de femmes par les employeurs, il faut prendre des mesures au niveau national ou au niveau sectoriel. Afin de surmonter les obstacles pour les femmes qui postulent dans le secteur du transport, des mesures peuvent être prises au niveau national ou au niveau sectoriel, voire même par des entreprises individuelles. Table 0.1 présente la variété d'obstacles identifiés.

Tableau 0.3 Les obstacles du point de vue des employées

Les obstacles du point de vue des employées		
La discrimination et les stéréotypes		
1.1.1	Les stéréotypes de genre	Selon ces stéréotypes, la croyance sociale dicte que les femmes sont moins aptes à réaliser les tâches exigées par la profession de transport spécifique.
1.1.2	La discrimination de genre	Conformément à cette forme de discrimination, on s'attend à ce que les femmes soient moins susceptibles d'être embauchées en raison de la perception de l'entreprise selon laquelle les femmes sont moins aptes à réaliser les tâches exigées par la profession de transport spécifique.
1.1.3	La culture de l'entreprise / du travail	Il s'agit ici de la croyance des femmes selon laquelle elles seraient incapables de s'intégrer à un environnement de travail dominé par les hommes.
Conditions de travail		
1.2.1	L'équilibre travail-vie	Les conditions de travail qui empêchent de trouver un équilibre entre les obligations de travail et de la famille / la vie sociale. Il peut s'agir d'heures de travail rigides, d'un manque de contrôle des horaires, de services atypiques ou de lieux de travail variables qui empêchent les femmes ayant des responsabilités de soins vis-à-vis d'enfants ou de personnes âgées de répondre à leurs obligations.
1.2.2	La sécurité	Les questions de sécurité se posent dans les modes de transport où les travailleurs sont vulnérables faces aux comportements violents.
1.2.3	Le harcèlement sexuel	La violence sexuelle contre les femmes par les collègues, les clients ou les directeurs, ainsi que le contact physique non souhaité, les « blagues » sexistes ou les invitations sexuelles répétées qui menacent le maintien des employées.
1.2.4	La santé et l'hygiène	L'absence de vestiaires distincts, d'équipements médicaux et de toilettes appropriés, ainsi qu'un niveau d'hygiène plus faible prévu

Les obstacles du point de vue des employées		
		dans ces installations.
1.2.5	L'écart salarial	La discrimination entre les sexes en termes de salaire sur le lieu de travail qui résulte également de perspectives de carrières inégales. Citons comme autre moteur de l'écart salarial le fait que souvent, les femmes sont embauchées à des postes différents des hommes, susceptibles d'être moins bien payés ou à temps partiel.
1.2.6	La formation	Le manque (de visibilité) d'occasions de formation pour les femmes à acquérir les compétences utiles nécessaires aux professions spécifiques. Cette situation peut également constituer un obstacle à l'évolution de carrière pour les femmes qui occupent déjà des postes dans le transport.
1.2.7	Les relations contractuelles atypiques	Le recours aux contrats de travailleur indépendant ou de tierce partie réduit les droits des employées, la sécurité de l'emploi et crée des conditions de travail moins bonnes susceptibles de dissuader les femmes à intégrer certaines professions. Ajoutons que lorsque des investissements financiers considérables sont requis pour intégrer une profession, la sécurité réduite de l'emploi peut constituer un facteur de dissuasion significatif.
La perception de l'emploi		
1.3.1	La perception de l'emploi	La perception négative de l'emploi, qu'elle soit véridique ou motivée par des préjugés sociaux associant le poste spécifique à une moindre qualité de vie, la perception d'une piètre évolution de carrière, la conviction qu'une expérience est prévue pour certains emplois du secteur ou d'autres caractéristiques peu attrayantes. Il s'agit d'un obstacle pour les deux sexes, toutefois, la conviction de mauvaises perspectives de carrière [voir également le point 1.5.1 ci-dessous], décourage particulièrement les groupes de nouveaux arrivants (comme les employées) d'opter pour les professions dans le transport.
Les politiques d'entreprise / publiques		
1.4.1	Le manque de politiques d'entreprise en termes d'égalité des sexes	Le manque de politiques d'entreprise au niveau du recrutement équilibré entre hommes et femmes ou d'encouragement à l'égard des femmes sur le lieu de travail. Citons également l'absence de mécanismes de soutien pour les femmes dans les professions dominées par les hommes et l'absence de modèles de référence.
Les perspectives de carrière		
1.5.1	Les perspectives de carrière	Les perspectives de carrière peuvent être perçues comme laissant peu de place à l'évolution de carrière pour les femmes. Cette situation est pire pour les employées à temps partiel.
Les pénuries de compétences		
1.6.1	Les exigences physiques	Les emplois trop exigeants physiquement pour les femmes.
1.6.2	Les investissements nécessaires à l'éducation et à la formation	Le besoin de financer son éducation ou sa formation afin d'acquérir les compétences nécessaires, surtout combiné aux autres obstacles (perspectives de carrière, par exemple, contrats atypiques, etc.) dissuadent les femmes de poursuivre certaines professions.

Les mesures pour améliorer l'emploi féminin

Cette étude s'est focalisée sur les mesures qui peuvent être prises au niveau des entreprises pour améliorer l'emploi des femmes et l'attractivité du secteur du transport pour les femmes. Grâce à une série d'études de cas auprès d'entreprises qui ont mis en œuvre des politiques d'égalité entre les sexes, plusieurs mesures ont été identifiées au niveau des entreprises, elles ont été analysées en termes de détails, de coûts et d'impacts de mise en œuvre, puis catégorisées suivant les quatre groupes principaux, contenant chacun plusieurs types de mesures telles que présentées au Chapitre 4 de ce rapport:

1. Mesures de développement de recrutement, de formation et de carrière;
2. Mesures de[4] sensibilisation à l'égalité entre les sexes;
3. Mesure pour encourager l'équilibre travail-vie;
4. Mesures de santé et de sécurité.

L'examen des mesures spécifiques permet de conclure que la majorité des mesures sont relativement peu coûteuses en termes de conception et de mise en œuvre, puisque les entreprises des études de cas indiquaient souvent percevoir certaines de ces mesures comme ne coûtant rien (voir Annexe 6: Études de cas) ce qui indique le peu d'effort perçu pour leur mise en œuvre. Bien entendu, des mesures plus coûteuses nécessitant des investissements d'argent ont également été identifiées, alors que le temps des employé(e)s consacré à la conception, la mise en œuvre de et à la participation aux mesures doit également être pris en compte. Un étude de cas contradictoire a été menée pour chacun des sous-secteurs du transport afin d'évaluer la transférabilité des résultats à travers l'UE alors qu'un nombre adéquat de PME participantes aux études de cas a démontré que des versions simplifiées de la plupart des mesures peuvent être mises en œuvre même à des échelles plus modestes. Lors de l'évaluation du recours aux mesures spécifiques pour les nouveaux cas, il faut également tenir compte du fait que l'efficacité de leur mise en œuvre est améliorée lorsqu'elles sont combinées à d'autres mesures de mise en œuvre et en tant que telles, les mesures ne doivent certainement pas être envisagées de manière isolée.

L'étude de cas pour attirer les femmes dans le secteur du transport

Le tableau suivant présente les avantages principaux de l'emploi féminin identifiés concrètement dans les études de cas, ainsi qu'une proposition en vue de recueillir des données qui aideront les entreprises à mesurer et suivre leur impact.

Tableau 0.4 Les avantages apportés par l'emploi de plus de femmes

Avantage	Explication	Mesure
La pourvoyance améliorée de	En attirant des femmes aussi bien	Les statistiques RH sur la durée

[4] Selon la définition fournie par l'institut européen pour l'égalité entre les hommes et les femmes (EIGE), la sensibilisation à l'égalité entre les sexes est la capacité à percevoir la société du point de vue des rôles de genre et d'en comprendre l'impact sur les besoins des femmes comparés aux besoins des hommes.

Avantage	Explication	Mesure
postes vacants	que des hommes, on augmente les chances de pourvoir (rapidement) les postes vacants. Surtout pour les professions affichant une pénurie de candidats compétents, ceci peut constituer un atout important.	de pourvoyance de postes. Les statistiques de % de postes vacants pourvus par des candidates.
Un meilleur recrutement des talents	Le fait d'être un employeur attrayant pour les femmes (en plus des hommes) permet de doubler le potentiel de talents. Il y a donc plus de talents parmi lesquels l'entreprise peut choisir, ce qui rend l'identification de candidats appropriés plus probables. De plus, une hausse des candidats (également due à une augmentation des candidates) garantit également la disponibilité de meilleurs candidats.	Nombre de candidatures (pour les femmes) par position. Dans les cas où l'évaluation des postulants est une pratique courante, les statistiques sur les moyennes de résultats (de candidats ayant réussi) peuvent servir d'indicateur de la qualité du recrutement.
Un meilleur taux de maintien	Les améliorations de l'environnement de travail peuvent donner lieu à des engagements de plus longue durée à l'égard des entreprises, augmentant le temps de rotation du personnel (dans certains cas les femmes spécifiquement).	Les données RH sur le taux de maintien des employé(e)s ou le temps de rotation.
Une meilleure image de marque	L'emploi de plus de femmes crée une image de l'entreprise de transport plus positive, car elle reflète mieux la cohérence des sociétés.	L'indice de l'image de marque par une enquête ou la quantité de publicité positive dans les médias.
Une meilleure satisfaction clientèle	L'emploi de plus de femmes qui sont considérées comme meilleure dans la gestion des relations clients crée une image plus agréable et des clients plus satisfaits.	L'indice de la satisfaction clientèle à partir d'enquêtes.
Une prise de décisions, une créativité et une innovation améliorées	L'amélioration de la diversité au sein des équipes et des organisations donne lieu à des améliorations au sein des processus de travail, entraînant une prise de décisions, une	L'expérience des employé(e)s ou des directeurs(-trices) au sein de l'entreprise.

Avantage	Explication	Mesure
	créativité et une innovation meilleures.	
Un meilleur lieu de travail	Le fait d'avoir un environnement de travail caractérisé par la mixité favorise l'esprit d'équipe et améliore les relations et les comportements au sein d'un groupe.	L'expérience des employé(e)s ou des directeurs(-trices) au sein de l'entreprise.
Une meilleure satisfaction des employé(e)s	La création d'un environnement de travail ouvert et inclusif contribue à la satisfaction des employé(e)s par rapport à l'entreprise.	Enquête de satisfaction des employé(e)s ou expérience des employé(e)s au sein de l'entreprise.
Un meilleur engagement des employé(e)s	Le fait d'avoir un environnement de travail caractérisé par la mixité favorise l'engagement des employé(e)s, puisqu'ils se sentent plus inclus.	Statistiques d'engagement des employé(e)s ou expérience des employé(e)s au sein de l'entreprise.
Une meilleure sécurité	L'emploi de plus de femmes peut donner lieu à une conduite plus sûre, moins d'accidents et moins d'incidents de violence.	Nombre d'incidents signalés ou expérience des employé(e)s.
Une exploitation plus efficace des véhicules (carburant et maintenance)	Selon une perception très répandue, les femmes seraient des conductrices plus efficaces. Il en résulte des économies de carburant, mais également une réduction des coûts de maintenance.	Statistiques de consommation de carburant, expérience des employé(e)s.
Un absentéisme réduit	Les mesures pour réduire la charge physique de travail peuvent rendre un poste plus accessible aux femmes, tout en réduisant l'absentéisme pour cause de blessures.	Statistiques d'absentéisme

Recommandations

Plusieurs recommandations ont été déduites concernant la manière d'encourager les mesures supplémentaires pour améliorer l'emploi féminin dans le secteur du transport:

- *La sensibilisation à l'évaluation des avantages:* Le recueil de statistiques harmonisées ou du moins comparables ou d'indicateurs quantitatifs des entreprises de transport, afin de créer une analyse statistique de leurs performances, s'est avéré extrêmement difficile. Non seulement parce que les entreprises disposent de systèmes et de mesures de signalement différents, mais

également car il existe, dans de nombreux cas, un manque de compréhension de ce qui peut être mesuré en termes d'égalité entre hommes et femmes et du lien éventuel par rapport aux atouts tangibles;

- Pour simplifier ces mesures, les rendre plus simples à recueillir, des *indicateurs spécifiques au genre* peuvent être encouragés comme outils de suivi utiles afin d'évaluer les performances des entreprises:
  - La mesure du **nombre de postes vacants et du nombres de candidatures par sexe;** ces chiffres peuvent servir à évaluer l'impact de mesures pour recruter les talents en suivant l'impact des mesures (dans l'ensemble et pour les employées);
  - **La durée nécessaire à pourvoir les postes vacants;** cette donnée peut servir à comprendre l'impact des mesures sur le recrutement de talents;
  - Dans les cas où **l'évaluation des candidats** est une pratique du secteur, le suivi des résultats moyens des employé(e)s qui réussissent peut indiquer une hausse potentielle de la qualité des talents due aux mesures introduites;
  - **Le taux de maintien (post-maternité surtout) ou de rotation** pour les employés hommes et femmes; ce chiffre est un indicateur de la réussite des politiques destinées à maintenir les talents au sein de l'entreprise;
  - **L'indice d'engagement des employé(e)s** (par sexe); ce taux peut être évalué par une enquête de questions sur la qualité de l'emploi ou l'évaluation de l'employé(e). La présence de plus de femmes peut également entraîner un meilleur engagement de la part des employés hommes;
  - La mesure de l'**absentéisme** pour tous les employés est une mesure alternative d'évaluation de l'engagement des employés, mais indique également la capacité en termes de flexibilité des arrangements et de contrôle amélioré des horaires pour aider les employés à répondre à leurs obligations personnelles;
  - **Des publications positives dans les médias;** il s'agit d'un domaine de plus où l'impact de l'image d'un profil d'entreprise plus sensible socialement peut être évalué;
  - Citons comme alternative aux propositions ci-dessus l'évaluation de l'**indice de l'image** et surtout de la **satisfaction client par rapport au personnel**, ce qui peut se compléter par l'évaluation du **nombre de réclamations reçues** y compris par sexe de l'employé(e);
  - Les données de performances de conduite telles que la **consommation de carburant, ou les accidents par employé(e)** peuvent aider à suivre les performances des employés après l'introduction de mesures spécifiques.
- *L'amélioration de l'offre de postes:* Les entreprises de transport doivent intensifier l'amélioration de leurs conditions et de leur environnement de travail. La prise de mesures pour créer de la flexibilité au bénéfice des employé(e)s, la réduction des heures et des contrats de travail atypiques et l'amélioration de la perception des postes, outre le fait d'attirer les femmes vers le secteur, améliore également la capacité des entreprises à recruter et à maintenir les talents dans l'ensemble, surtout pendant les périodes de pénurie de personnel qualifié;
- *Les initiatives et les impulsions politiques* peuvent apporter le changement comme l'indiquent les exemples de cas où l'exigence de l'introduction d'un comité d'égalité et d'un plan d'égalité a donné un élan aux mesures d'amélioration;
- *Les obligations de signalement* se sont avérées constituer un outil puissant de sensibilisation des entreprises à traiter sérieusement le sujet et à l'inclure dans leurs mesures de Responsabilité sociale des entreprises comme en témoigne l'exemple du signalement de l'écart salarial entre les sexes pour l'Angleterre;
- *L'engagement au sommet* de la hiérarchie peut servir de catalyseur pour modifier la façon dont une entreprise perçoit le besoin de mesures en faveur de la participation des femmes. Les femmes ou des hommes engagés occupant des postes senior sont essentiels pour assurer la réussite d'une telle stratégie. Pour les

entreprises publiques, il y a moyen d'influencer une telle décision, alors que le signalement concernant la composition des membres de la direction peut constituer un levier de changement supplémentaire;

- Les mesures motivées par un *avantage prévu pour l'entreprise* (le besoin de recruter et de maintenir les compétences et les talents, par exemple) peuvent être efficaces, car elles sont traitées comme des cibles d'exploitation. Il est donc essentiel de clarifier aux entreprises la nature de l'avantage en question (et comment il peut être mesuré);
- Dans les professions dominées par les hommes, surtout celles impliquant des *exigences de formation supérieures,* la seule manière d'attirer les femmes est de cibler le stade précoce du processus et plus précisément la jeunesse dans les institutions éducatives. Cette méthode est particulièrement efficace par secteur coordonné ou par campagne industrielle ou des pouvoirs publics. Malgré tout, un impact quelconque ne peut être que lent et progressif.

Introduction

Background

The present report forms part of the study mandated by the European Commission to the consortium of Ecorys (leading partner), ISI-Fraunhofer, Panteia and PwC on a *Business Case to increase Female Employment in Transport*. The report presents results of the activities carried out during the study.

Objective of this report

The objective of this study is to (according to the Terms of Reference):

- identify the costs and benefits of women's employment across the range of transport sectors;
- provide evidence to persuade employers of the benefits of an increase in female's employment for their businesses;
- provide material which other actors such as trade unions can use to engage with decision-makers/employers to persuade them of the business case.

These objectives are mainly achieved through the three main deliverables that are submitted alongside this report; namely:

- 22 Good practice **company case studies**; providing inspiring examples of measures undertaken to increase female participation in transport;
- 6 **Counterfactual case studies**; assessing the suitability of the identified measures for each mode of transport are for other companies of the transport domain;
- An **economic benefit toolkit**; identifying suitable measures that stakeholders can use to engage with decision makers and presenting their costs as well as identified benefits for companies that have applied them;
- A **business case** presentation; highlighting evidences of the benefits of increasing female's employment for transport businesses.

This report serves to provide to the European Commission an overview of the process and main results of how the study objectives have been pursued and met through the specific tasks.

- ## Contents of this report

The Report consists of the following Chapters:

- Chapter 2: Presenting the approach adopted during this case study;
- Chapter 3: Providing the status of women's employment in transport;
- Chapter 4: Highlighting the relevant measures and the costs connected to their implementation;
- Chapter 5: Outlining a business case to increasing female participation in transport; and
- Chapter 6: Suggesting recommendations for further actions.

A total of six annexes are included, providing information on the literature that has been consulted (Annex 1); stakeholders and initiatives that have been approached (Annex 2); the clusters of European MS regarding maternity leave and working culture clusters (Annex 3); the case study selection (Annex 4) and implementation process (Annex 5); the package of cases studied (Annex 6) and counterfactual cases (Annex 7) and finally the flow-chart of the economic benefit toolkit (Annex 8).

• Study approach

• Overall approach

Objective and results of the project

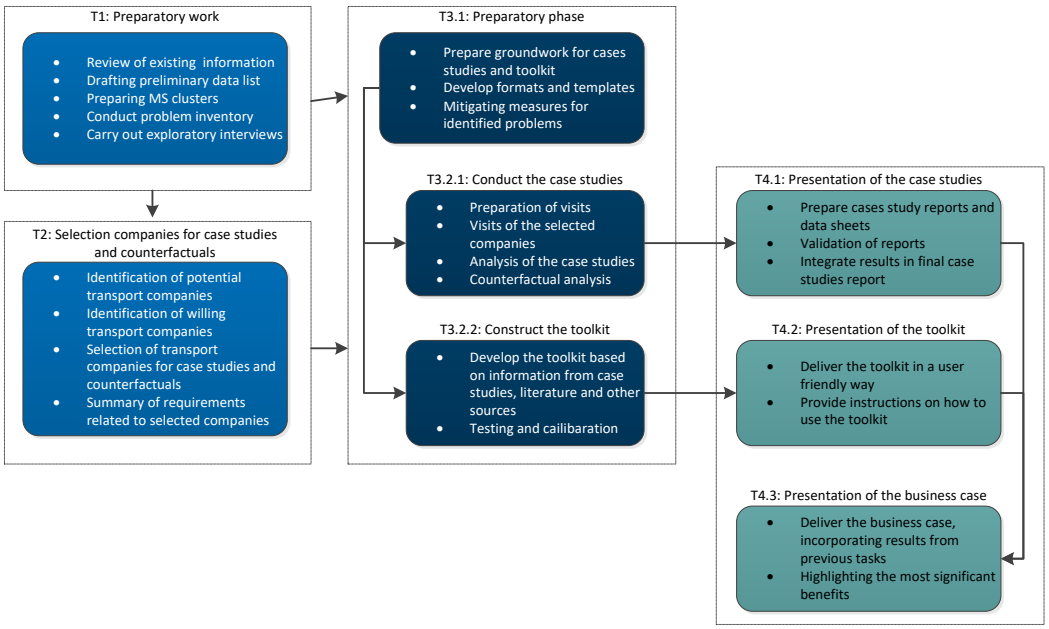
This study focused on *developing a business case for women's employment in transport*. This business case is based on findings from desk research and real-life case studies of transport companies. These possibility of transposing these results to companies in the rest of the sector was validated by discussing the transferability of measures and their results as derived from the case studies, with companies selected as counterfactual case studies. By presenting the business case (and consequent benefits), companies in the transport sector should be motivated to adopt actions in order to attract and retain more women.

To deliver the above-mentioned objective, three *results* are foreseen:

- *Case studies* illustrating the benefits of employing female workers in the transport sector;
- An *economic benefit toolkit* to support the development of policies, strategies or specific measures advancing gender mainstreaming in companies of the transport sector. The toolkit is tested through a series of counterfactual studies;
- A *business case* highlighting the costs and benefits involved in applying measures aimed in increasing women participation in the transport workforce.

Our approach, which covers principal tasks as included in the ToR and some additional tasks, is presented in **Figure 2.1**.

Figure 2.3 Methodological approach - tasks



- ## Overview of specific tasks

In the following sections we elaborate how this overall approach has been used to produce the three main deliverables of the study, namely:

1. the case studies;
2. the economic benefits toolkit (and the counterfactuals that are used to test it);
3. the business case.

- ### *Preparatory work*

The preparatory work of the study aimed to:

- collect existing information regarding the status of women in transport in Europe;
- identify differences in the status between MS and derive relevant clusters; and
- prepare an inventory of barriers preventing female employment in transport.

In doing that, an extensive desk research on existing material was conducted targeted the collection of information from various sources including:

1. Reports, books and articles on female employment in the transport domain. An overview of these documents is provided in Annex 1;
2. Data and information from the websites of stakeholders and initiatives dedicated to female employment;
3. Statistics on female participation in transport, including publicly available data sources (e.g. Eurobarometer, Structural business statistics-SBS etc.);
4. Various documentation provided by the Commission, such as gender issues or transport sector relevant reports;
5. Other publications by international bodies (e.g. ILO, etc.) on gender equality.

Additionally, the collected inputs were expanded and validated through a stakeholder outreach approach aiming to broaden the body of the identified relevant sources, validate the barriers that have been recognised and potentially lead to interesting company cases having implemented measures to overcome these barriers.

A selected set of stakeholders that have been identified and approached for exploratory interviews in that respect:

1. World's Road Transport Organisation – IRU;
2. Prof. Turnbull – Expert in transport social and labour;
3. Madrid public bus company – EMT;
4. European Transport Workers' Federation – ETF;
5. International Organisation for Public Transport Authorities– UITP.

Additionally, a broader consultation approach has led to interaction with a number of stakeholders with interest on the topic. The list of stakeholders that responded and engaged in this approach can be found in Annex 2.

- ***Case studies***

Further, a series of case studies was foreseen in order to examine in depth the gender equality policies of some of the most advanced companies in the field. The case studies served the purpose of:

- validate literature findings regarding barriers to female employment;
- identify and assess the effectiveness of specific measures to promote female employment;
- collecting data regarding impacts, costs and benefits that can be used to populate the economic benefits toolkit.

The selection process for the case studies followed a step-wise approach. This included four discrete steps aiming to identify the most suitable cases to be studied:

1. **Identification of potentially eligible transport companies**. This regarded their identified activity in regard of taking measures to promote gender equality;
2. **Confirmation of companies willingness to participate to the study.** This considered their capacity to participate sharing data and making personnel available for the case study;
3. **Pre-selection of case studies**. This considered balancing the selected case study sample for representing different transport sectors, companies from countries with different working cultures, different company sizes and ownership status;
4. Finalisation of the set of selected case studies in consultation with the European Commission.

With these steps, a final selection of 22 case studies has been made as can be seen in Table 2.1.

Table 2.5 Case studies selection

	Company name	Ownership status	Member State	Company size[5]	Sub-sector
1	EMT - Madrid	Public	ES	Large	Urban public transport
2	EasyJet	Private	UK	Large	Aviation
3	Port of Rotterdam	Private	NL	Large	Ports
4	Maersk Line	Private	DK/NL	Large	Maritime
5	Damco	Private	DK/NL	Large	Logistics
6	Sofia Electric	Public	BG	Large	Urban public transport
7	Dublin Bus	Public	IE	Large	Urban public transport
8	Snel Shared Logistics	Private	NL	SME[6]	Logistics

[5] Company size categories were defined as the following: SME = Less than 250 employees, Large = more than 250 employees.

[6] SNEL Shared Logisitcs used to be an SME when they initiated the gender equality policy, nowadays they have just passed the employee limit to be considered a large company.

	Company name	Ownership status	Member State	Company size[5]	Sub-sector
9	KLM	Private	NL	Large	Aviation
10	RATP – Paris	Public	FR	Large	Urban public transport
11	Valencia Port	Public	ES	Large	Ports
12	Wiener Linien	Public	AT	Large	Urban public transport
13	Bremer Strassenbahn	Public	DE	Large	Urban public transport
14	Austrian Railways (ÖBB)	Public	AT	Large	Rail
15	GT Location	Private	FR	Large	Logistics
16	Ferrovie Dello Stato Italiane (FS)	Public	IT	Large	Rail
17	ATM	Public	IT	Large	Urban public transport
18	CZ Railways	Public	CZ	Large	Rail
19	SNCF	Public	FR	Large	Rail
20	Maier Reisen	Private	DE	SME	Road
21	Sehmer Reisen	Private	DE	SME	Road
22	Brouwer Coach / Taxi	Private	NL	SME	Road

The Maersk Sipping and Damco cases although representing 2 fully-fledged case studies, are presented jointly as they are part of the same group and therefore their strategies are closely linked. Due to the sheer size and spread of operations across the globe of the two Maersk companies, we selected to focus on their operations through their Danish and Dutch offices. Additionally, the Maier Reisen and Sehmer Reisen case studies have been merged and presented in combination because of the similar company type represented (German, road SME).

The final selection of case studies has aimed to bring in representation of different cases with regards to the following criteria:

- **Transport sub-sector**; with urban public transport and rail being the two most mature sectors in promoting gender equality policies, they have been the most promising source of information regarding company good practices and possibilities for data collection. Thus just under half of the selected cases (11 out of 23) have been selected from these two transport sub-sectors with the rest coming from aviation, road, ports, shipping and logistics;
- **Member State cultural clusters**; Case studies are selected from eleven different MS coming from three distinct cultural clusters representing high, medium and low gender equality in the workplace[7]. Again, most cases come from the high equality cluster (10), followed by the medium equality cluster (9), with the remaining coming from the low equality cluster (4). The reason for this imbalance is again the highest learning potential and availability of cases in the high and medium equality clusters;

[7] Cultural clusters are defined in Annex 3.

- **Company size**; The intention to select cases from different sizes has taken into consideration the structure of some of the transport sub-sectors, It is unavoidable that sub-sectors such as ports, shipping, urban public transport, aviation and rail are only represented by larger enterprises. Five (5) SMEs where selected for the road and logistics sub-sector which are not dominated exclusively by larger enterprises;
- **Ownership**; Half of the case studies chosen come from the public sector (12 out of the 23 cases) and the other half are privately owned.

Annex 4 presents a more elaborate analysis of how this selection is covering the different criteria for the pre-selection of cases (i.e. country of establishment, sub-sector, and size and ownership status).

The approach adopted for the implementation of the case studies included the following steps:

- Confirming the company's willingness to participate in the study;
- Arranging an exploratory discussion to set the scope of the case study and discuss data availability, potential interviewees and confidentiality issues;
- Collecting the relevant, available data;
- Performing a series of interviews with internal and (where available) external stakeholders;
- Preparing the case study report.

The steps of this process as well as supporting documents and templates for the implementation of the case study are presented in Annex 5.

- ***Economic benefits toolkit***

Building on the framework structure of linking barriers, measures, costs, impacts and benefits, the economic benefit toolkit has been designed to be a tool that fulfils the following functionalities:

- Provide an overview of measures companies can take to tackle the barriers to increasing female employment;
- Customise this overview, where possible, to specific company parameters as introduced by the user (i.e. sub-sector, size, country etc.);
- Indicate the costs related to these measures and where possible calculate these for the specific company based on user inputs;
- Provide to users a benchmark related to their company's participation of women;
- Present inspiring examples of companies that have applied relevant measures and the results (benefits) they have achieved.

Delivering the necessary contents for the economic benefits toolkit has been a major consideration from early in the process of this study and has shaped the development of the case study approach, already defining the data requests and interview questionnaires. Moreover so as the desk research findings, albeit strong in their presentation of barriers and measures, lack insights into quantified information regarding the impacts of these measures and especially into the quantified benefits.

We have tried to deal with this major data constraint by addressing the data shortage already during the initial design of the case studies which have focused specifically on data collection targeting the quantification of benefits. Data sets requested by companies aimed to quantify the specific benefits expected by the measures of a gender equality policy can be seen in Table 2.2 but companies were not able to provide data for all the indicators below.

Table 2.6 Quantification of potential benefits

Potential benefit	Explanation (example)	Potential measurements
Employee satisfaction / engagement	Having a mixed-gender working environment promotes team spirit and improves employee engagement.	Employee satisfaction index, employee engagement index; Sick leave statistics.
Improved access to talent	Attracting more women increases the labour pool for the company resulting in better access to skills and eventually better average quality of hires.	Increase in number of applications submitted for vacancies.
Better employee retention	Improved employee engagement can lead to longer commitments to the company, increasing the turnaround time of staff.	HR data on employee retention rate or average time in company.
Less and shorter vacancies	By being attractive for women to apply for a job the potential transport labour pool is doubled. Additionally there is more talent available for hiring reducing time needed to fill vacancies.	HR data on time needed to cover vacancies.
Image	Employing more women results in a friendlier image of the transport company as it mirrors better local societies consistency.	Public image survey; Customer satisfaction survey; Media coverage statistics.
Client satisfaction	Employing more women, considered better in handling client relationships results in friendlier image and happier customers.	Customer satisfaction index.
Safety	Literature proves that having more women results in safer driving and less accidents (more considerate drivers).	# of accidents per employee and # of accidents per km-driven.
Reduced vehicles operating costs	There is a wide perception that women are efficient drivers. This results in fuel efficiencies, but also in reduced maintenance costs.	Fuel consumption statistics, employee productivity statistics.
Improved decision-making, productivity and Innovation	Literature proves that employing more women results in increased productivity. This can be both as a result of increased employee engagement and access to a wider	Employee productivity statistics per department, company productivity statistics per department.

Potential benefit	Explanation (example)	Potential measurements
	skill group.	

In addition to the data related to benefits, the toolkit drew input from the identified barriers and the suggested measures, as collected through the desk research and validated via the case studies. The case studies have been especially crucial in providing cost estimations for the specific measures at stake.

The structuring of data collected via the economic toolkit is validated through the counterfactual case studies.

- ***Counterfactuals***

The initial objective of the counterfactual studies has been to compare the performance of gender-balanced companies or companies that apply an active gender equality policy with that of companies that are not as balanced or do not have an active policy in place. Nevertheless, this objective has proven to be unattainable for the following reasons:

1. The performance of companies (also in the specific categories of impacts identified as relevant for the gender equality policies) is dependent by a broader set of contextual parameters and the case studies conducted proved it is difficult to connect specifically to the existence of a gender equality policy. This rendered such a comparison to be of reduced relevance;
2. Different companies do not collect similar datasets especially when it comes to gender-specific data, actually some do not collect gender-specific data at all. Under this circumstances a direct comparison of different companies is also becoming challenging;
3. Finally, willingness of relevant companies to participate in such counterfactual comparisons is another restricting factor. The risk of such a comparison illustrating a company that does not apply a gender policy in a negative way can act as a further preventing factor for their participation.

Eventually the difficulty of identifying and even more of committing company pairs, overcoming the difficulties mentioned above, has rendered the identification of case study-counterfactual pairs not only extremely challenging, but also of reduced relevance.

For this reason, the objective of the counterfactuals has been redefined to serve in validating the results from the case studies and assessing their transferability of measures to other companies of the same sub-sector and beyond. They serve as a sample test to verify that the measures identified from the case studies of well performing companies are also applicable to companies of different:

- Member State of establishment (representing different regions within Europe);
- Company size (ranging from large multinationals to SME's with only a few employees);
- Ownership status (including public, semi-public or private companies and organisations).

The counterfactuals thus provided an opportunity to adjust our findings to fit countries or types of organisations that were not represented in the case studies and that do not have advanced gender equality policies. Table 2.3 provides an overview of the selected case studies with a description of their added value for this study.

Table 2.7 Selected counterfactual cases

Company name	Sub-sector	Member State	Added value
Breytner	Logistics	NL	Breytner is a small zero emission road transport company, using only electric trucks. With 15 employees, they represent a category of very small companies that have been only limitedly covered in the study thus far. It also represents a sub-sector of trucking which transports mainly heavy goods, making it especially challenging for female employment. Furthermore, it is an innovative and forward thinking SME.
Assoporti, Shoreham & CM Port	Ports	IT, UK, DK/ SE	This case brings together perspectives from three different port organisations: Assoporti (the Italian Ports Association), Shoreham Port (port authority in the South of England) and CM Port (joint port authority for Copenhagen and Malmö). This brings in perspectives from four different countries, and includes public, semi-public and private companies. Moreover, Assoporti offers a national perspective on the issue, while CM Port provides insight from a joint authority for two different countries.
MZA Warsawa/ Warsaw Metro	Urban public transport	PL	This case brings in perspectives from two Polish urban public transport companies in Warsaw: MZA Warsawa bus services and Warsaw Metro services.
PKP/ Koleje Mazowieckie	Rail	PL	PKP is the dominant railway operator in Poland and Koleje Mazowieckie is a regional railway operator in the Mazovia province.
Iberia	Aviation	ES	Iberia is the Spanish legacy airline, which has published a gender equality policy which encompasses a number of the measures already identified in aviation.

The implementation of the counterfactual studies had a similar approach to the case studies, but with less extensive data collection than a full case study, as the purpose is to validate the results. Firstly, the company was approached to confirm interest for the topic of gender equality and inclusion, and willingness to participate in the study.

Consequently, two to three interviews were conducted with HR representatives, directors, managers or (female) employees from operations. During the interviews, information on the companies' current gender balance and existing barriers to female employment were identified, followed by a discussion on possible measures to overcome these barriers. For this, a list of identified measures was drafted based on the case study findings from other companies of the same sector. The feasibility and willingness of implementing these measures was checked for these organisations.

Ultimately, the information collected from the interviews was analysed and summarised in a counterfactual report. The report indicates whether the measures

have already been implemented by the company, whether it would be possible to implement them and describes the potentially expected costs of implementation. Furthermore, the counterfactual studies provide conclusions for the feasibility of the measures for the counterfactual case and other key findings that originated from the case. These findings provide a final check for the economic toolkit and feed into the business case and recommendations of this study.

- ***Business case***

The aim of the business case is to highlight the benefits of employing more women for companies in the transport sector. Illustrative examples of how specific benefits have been achieved via a gender equality policy are collected and presented to convince companies of the advantages and importance of creating a diverse workforce. Furthermore, the business case also shows measures taken to achieve these benefits, and emphasises that many of the measures are low cost and easy to implement. These benefits are presented in a visually attractive way to create inspiring and easy to read communication materials.

A direct connection of specific measures leading to certain benefits is in many cases difficult to prove. Often there is no or insufficient monitoring of effects from measures to conclude a direct causal relationship between measures and benefits. However, by logical deduction it is possible to analyse which causal relationship between measures and benefits are plausible. It is important to note however, that the benefits mentioned in the business case are also influenced by other factors or measures in the company or general societal developments in the area.

In addition to highlighting the benefits of female employment, we analysed the different approaches of the transport companies to attract and retain more women. By comparing all the approaches used in different sub-sectors, company sizes and countries, a list of key messages was derived that ensure a successful strategy for increasing female employment.

Status of women in transport

This section presents the results of the review of existing and identified material. This intends to build a concrete understanding of the status of employment of women in the transport sector, a preliminary identification of barriers and relevant legislation impacting the introduction of women in the workforce. Also, in this section an identification and categorisation of potential measures that have been identified in literature and can be applied in order to increase female employment is provided. Finally, a first understanding of potential cost and benefit elements of gender mainstreaming is also presented. These presented barriers, measures, costs and benefits have been revised and updated upon the conclusion of the case studies based on the analysis of their findings.

Demarcation transport occupations

Before presenting a review of the material it is important to present a demarcation between the type of transport occupations that have been the focus of this study and the type of transport occupations have not. After all, transport occupations occur outside of the transport sector (e.g. truck drivers in the construction and retail sector) and non-transport occupations occur inside the transport sector (e.g. administrative jobs). In this case, it was decided to closely link the demarcation to the main target groups of the study (i.e. employers in transport) and focus on occupations within the transport sector. This implies that from the viewpoint of specific transport occupations the focuses at 60% of the total jobs[8].However, also other occupations are covered within the case studies that were considered relevant, such as the participation of women in management positions and boards within the examined companies.

Occupations in transport include both mobile transport occupations (e.g. pilots, drivers, assistants, inspectors, and conductors), and non-mobile transport occupations (e.g. mechanics, engineers, and managerial positions including middle management positions). Within the category of mobile transport occupations, the study distinguishes in particular between short and long distance mobility, and uses overnight stays as criterion. When there is no overnight stay it is considered to be a short distance mobility job and when there is an overnight stay, it is considered to be a long distance mobility job. However, data allowing this distinction is very scarce.

Where relevant, further focus lies with transport modes and occupations where women are clearly underrepresented[9]. The next section intents to clearly define which type of occupations fall under this category for each transport mode. In order to get an initial idea for which type of occupations this holds, data from the fifth European Working Conditions Survey (EWCS) from 2010 is used[10].

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8 Analysis of the trends and prospects of jobs and working conditions in transport, Panteia, 2015.

9 Including managers and other occupations in which women are underrepresented.

10 Data from a more recent (2015) EWCS version was not accessible for the researchers at the required level of detail. 2010 figures include the 28 Member States of the EU.

In the 'Analysis of the trends and prospects of jobs and working conditions in transport' study (Annex 5) the following transport occupations are being mentioned (based on 4-digit ISCO 08 classification, the mobile transport occupations are marked with an *):

- Supply, distribution and related managers (1324);
- Car, taxi and van drivers (8322)*;
- Bus and tram drivers (8331)*;
- Heavy truck and lorry drivers (8332)*;
- Lifting truck operators (8344);
- Freight handlers (9333);
- Other transport occupations, including:
  - Business services and administration managers not elsewhere classified (1219) that are working in the transport sector;
  - Ships' engineers (3151);
  - Ships' deck officers and pilots (3152)*;
  - Aircraft pilots and related associate professionals (3153)*;
  - Air traffic controllers (3154);
  - Air traffic safety electronics technicians (3155);
  - Travel attendants and travel stewards (5111)*;
  - Transport conductors (5112)*;
  - Locomotive engine drivers and related workers (831)*;
  - Ships' deck crews and related workers (835)*.

All driver professions are considered to be typical mobile transport occupations. Also included as mobile transport occupations are ships' deck officers and pilots, aircraft pilots and related associate professionals, travel attendants, travel stewards, transport conductors, locomotive engine drivers and related workers, and ship's deck crews and related workers. For some of these mobile transport occupations it is not clear whether it needs to be considered as a short distance mobility occupation or a long distance mobility occupation, given the criterion of overnight stay, which is used for this. However, for most of these mobile transport occupations, a share of the jobs will be short distance mobility and a share of the jobs will be long distance mobility. This is certainly the case for the largest group (heavy truck and lorry drivers). Some jobs will have characteristics of both long distance and short distance mobility jobs.

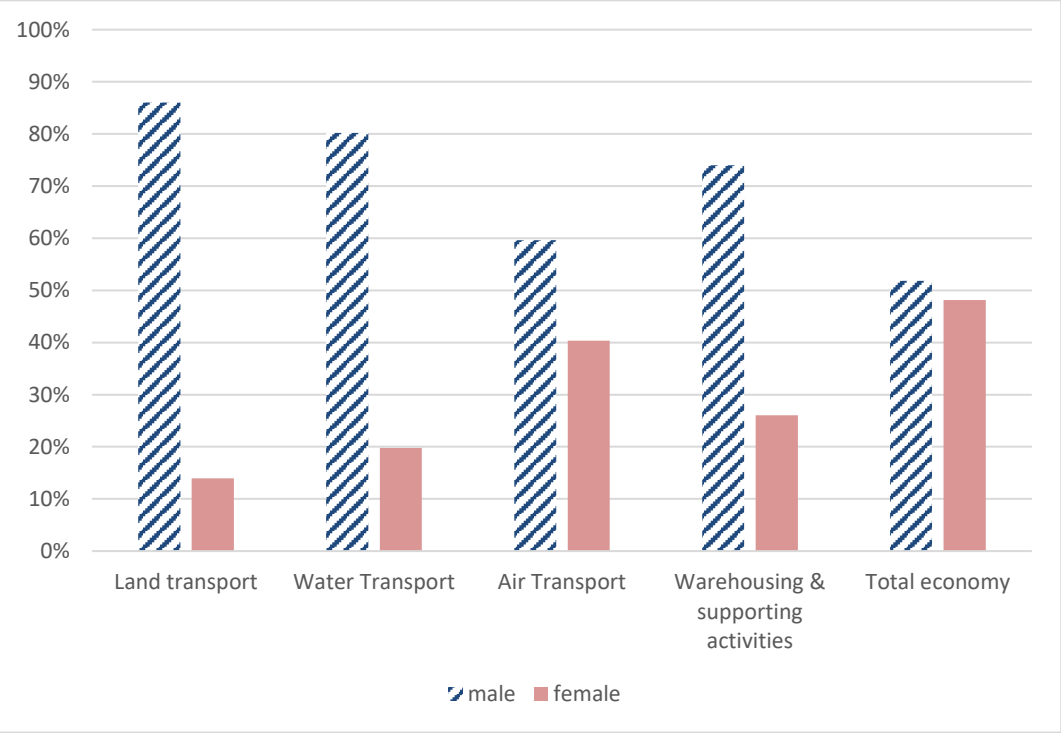
• Status of female employment in transport

Employment in transport is by far male dominated compared to the rest of the economy. The share of women working in the EU transport sector is only 22% while the share of women working in the entire European Union is 46%. This segregation is both horizontal (specific industries or sectors of the labour market are mostly made up of one gender) and vertical (opportunities for career progression for a particular gender are limited and narrow).

Considering the horizontal segregation Figure 3.1 shows the gap in employment between men and women in the transport sector compared to the total economy for the European Union in 2016. This figure has been based on data from Eurostat's Labour Force Survey (LFS). In the LFS the transport sector is further divided into land transport, water transport, air transport, and warehousing & supporting activities.

From Figure 3.1 it can be concluded that the share of women working in all transport subsectors is lower than the relevant figure for the total EU economy. To be specific, there are 6.2 males for every female employee in land transport, the same figure is 4.1 for water transport, 1.5 for air transport, and 2.8 for warehousing & supporting activities, whereas this ratio is only 1.1 for the total economy.

Figure 3.4 Gender structure of employment in the EU (2016) (in %)



Source: Panteia, based on EUROSTAT's Labour Force Survey.

Table 3.3 below shows the gap in employment between men and women in the transport sector compared to the total economy from 2010 to 2016. Overall, it can be concluded that the ratio of women to men working in these sectors is rather similar in 2016 to what it was in 2010. Apparently, not much progress has been achieved in these years towards employing more women in transport.

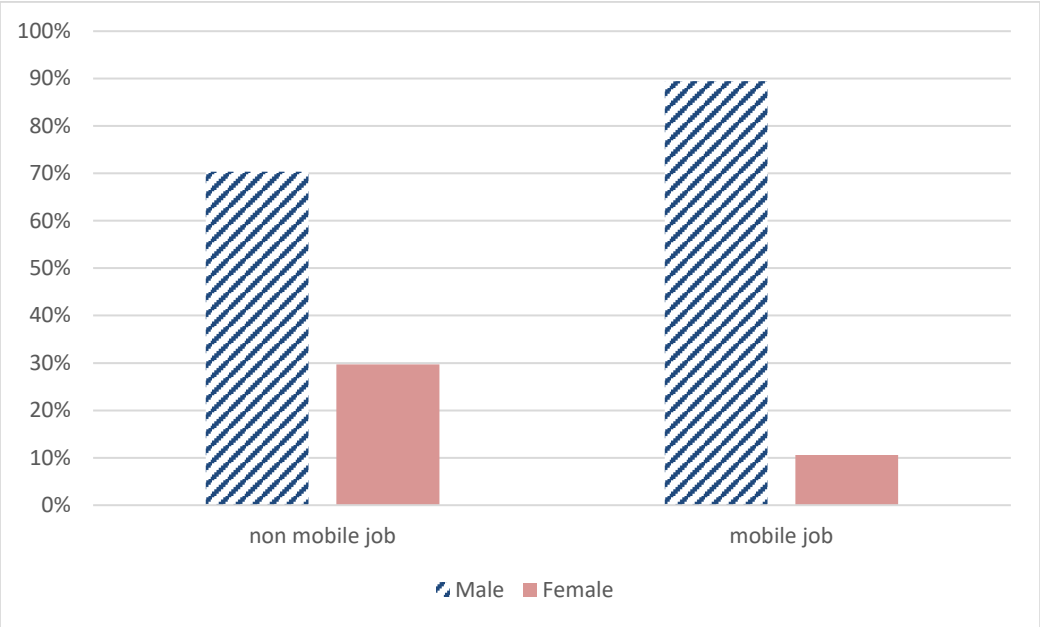
Table 3.8 Ratio of male to female employees in each transport domain in the EU (2010 and 2016)

Transport mode	2010	2016
Land transport	6,2 (13,9% female)	6,2 (14,0% female)
Water Transport	4,0 (20,2% female)	4,1 (19,8% female)
Air Transport	1,4 (41,5% female)	1,5 40,4% female)
Warehousing & supporting activities	3,0 (25,1% female)	2,8 (26,0% female)
Total economy	1,1 (47,8% female)	1,1 (48,2% female)

Source: Panteia, based on EUROSTAT's Labour Force Survey.

Data from the EWCS has been used to calculate the percentage of male and female employees for different occupations. Figures presented are the unweighted respondents of the EWCS. The results give an indication of the type of occupations in which female employees are underrepresented. Figure 3.8 presents the results for mobile and non-mobile jobs in the transport sector. The results from the figure make clear that in the mobile transport occupations (roughly estimated to be just over 50% of the employees in the sector), females are heavily underrepresented. For the non-mobile transport occupations, the ratio of male to female employees is more balanced, although female employees are still significantly underrepresented compared to the total economy.

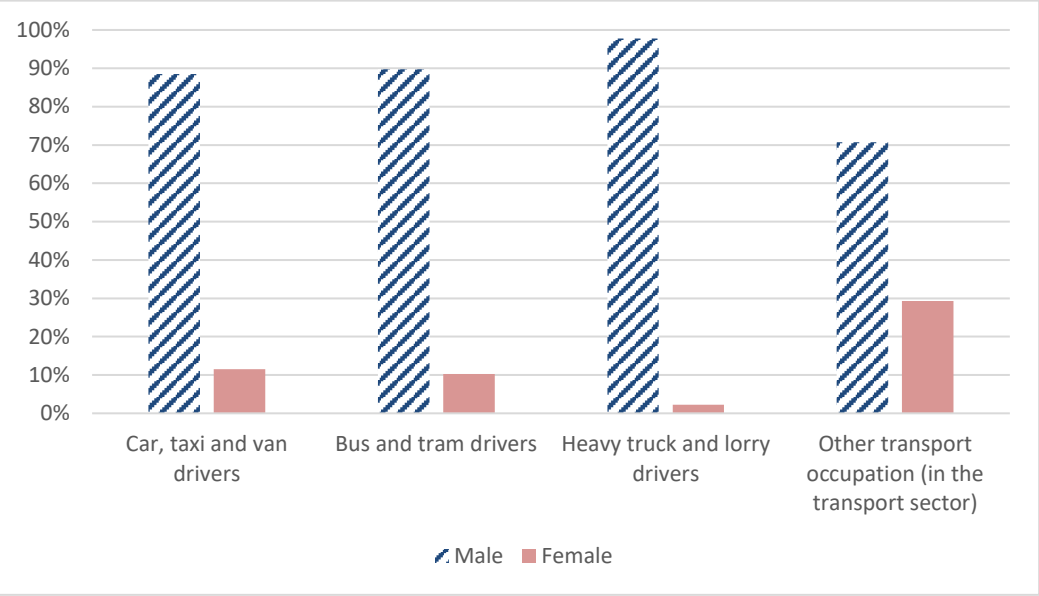
Figure 3.5 Gender structure of employment in mobile and non-mobile jobs in the transport sector in the EU (2010) (in %)



Source: Panteia, based on European Working Conditions Survey.

Figure 3.8 further illustrates the above with some examples of mobile occupations (these occupations have sufficient observations to be considered reliable). The results for the other transport occupations include both mobile transport occupations and non-mobile transport occupations.

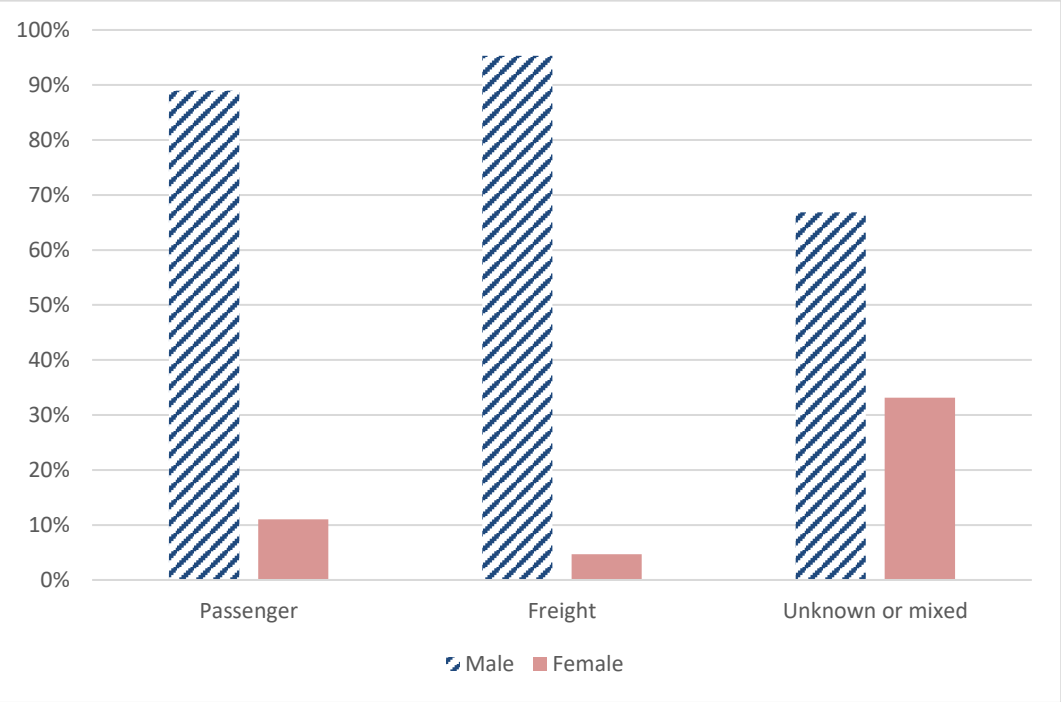
Figure 3.6 Gender structure of employment in specific occupations in the transport sector in the EU (2010) (in %)



Source: Panteia, based on European Working Conditions Survey.

Another interesting comparison can be made between freight and passenger transport. As before, not all occupations can easily be classified; the figures should be considered indications. Figure 3.10 makes clear that in freight transport, the dominance of male employment is again very prominent, more so than in passenger transport. One should take note that the large number of heavy truck and lorry drives strongly influences this observation.

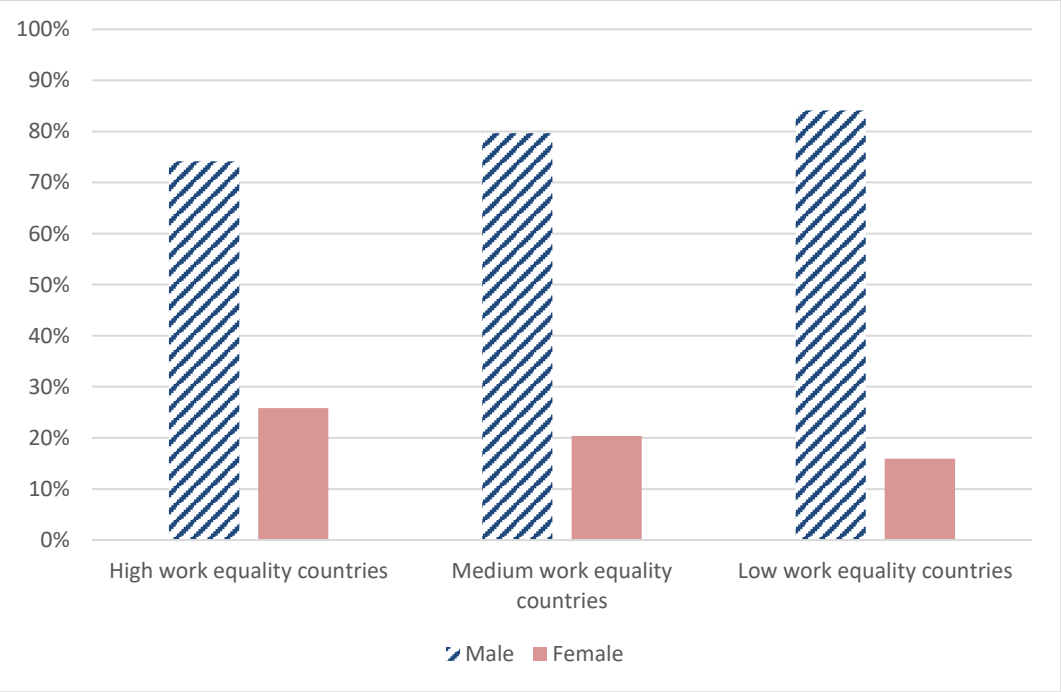
Figure 3.7 Gender structure of employment in passenger and freight transport occupations in the transport sector in the EU (2010) (in %)



Source: Panteia, based on European Working Conditions Survey.

Finally, linking the figures to the work equality country clusters (EIGE index presented in Annex 3), it becomes clear that there certainly exist differences between countries. Still, even in the high work equality countries, men outnumber women about 3 to 1.

Figure 3.8 Gender structure of employment in occupations in the transport sector in the EU by work equality country cluster (2010) (in %)



Source: Panteia, based on European Working Conditions Survey.

An interesting comparison can be made with so-called STEM occupations, where STEM refers to Science, Technology, Engineering and Mathematics. These occupations are also widely known as male dominated, which is proven by the results in Table 3.4 which shows the proportion of men and women in the main STEM occupations in the EU the year 2013-2014.

Table 3.9 Proportion of women and men in STEM occupations in the EU (2013-2014)

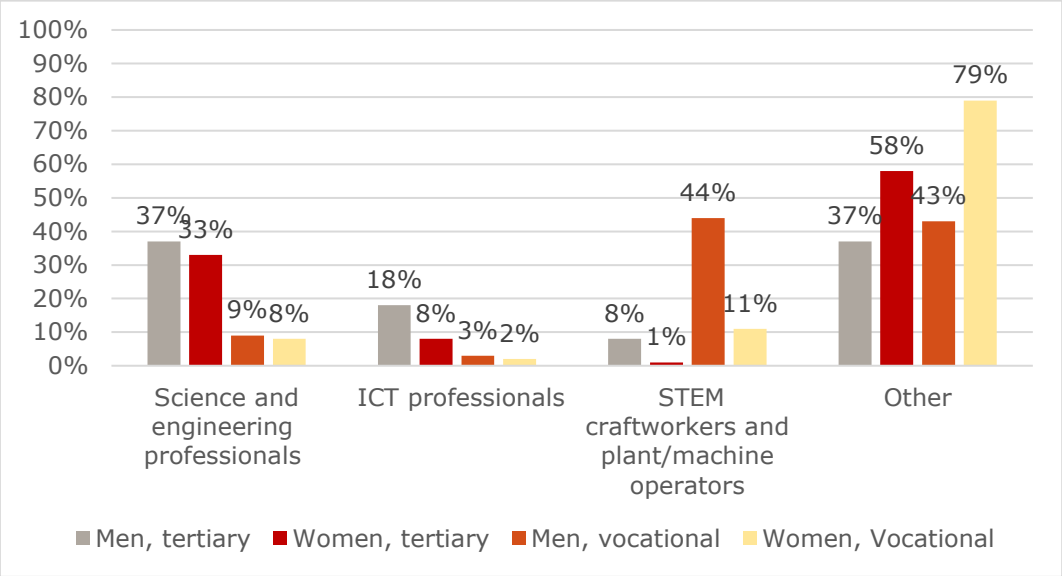
	Men	Women
Science and engineering professionals	75%	25%
ICT professionals	84%	16%
Science and engineering associate professionals	84%	16%
ICT technicians	82%	18%
Building and related trades workers	97%	3%
Metal, machinery and related trades workers	96%	4%
Electrical and Electronic Trades workers	96%	4%
Stationary Plant and Machine Operators	67%	33%

Note: Data refer to an average across the period 2013-2014 due to limited sample size; indicator at the EU level is calculated on the (weighted) individual- level data.
Source: EU- LFS, calculations based on 2013-2014 microdata. ((European Council segregation report, 2017. Available at: http://data.consilium.europa.eu/doc/document/ST-12709-2017-ADD-2/en/pdf. Accessed at 31/05/2018.).

Figure 3.12 shows the percentage of occupations of women and men graduates with STEM education for the year 2014. Most of women with a STEM vocational education (79%) move away from the STEM occupations, something that is also observed (but in lower share) for women with tertiary STEM education (58%). The proportion of men with tertiary as well as vocational education that find jobs outside the STEM sector is much lower (around 40%).

Regarding the tertiary STEM graduates, men and women share similar proportion of occupations in science and engineering fields. This is not the case for the ICT professionals as well as STEM craft workers and plant/ machine operators where the share of women is much lower than men, with the later occupation being particularly popular among male vocational education graduates. It is unclear why, but apparently the initial interest of women in STEM occupations when they choose an education is at a later stage reduced substantially.

Figure 3.9 Occupations of women and men graduates in STEM, EU-27* (in %), (2014)



Note: *There are no data for Malta due to lack of comparable occupational data.
Source: EU-LFS, calculations based on 2014 microdata. (European Council segregation report, 2017. Available at: http://data.consilium.europa.eu/doc/document/ST-12709-2017-ADD-2/en/pdf. *Accessed at 31/05/2018*.).

According to the data presented in the sections above, it appears that transport falls behind the economy average in being inclusive to women while the situation doesn't seem to be changing significantly since 2010. Women seem to be less attracted to mobile jobs compared to non-mobile jobs. A logical consequence of this seems to be their lower representation in long-haul transport compared to shorter trips. Also their participation tends to be higher for passenger rather than in freight transport. Countries with higher work equality ethics tend to be more receptive to women working in transport compared to those with average or low work equality. These results are based on the European Working Conditions Survey data which produces a homogeneous comparison level across EU Member States. However the lack of detailed data more recent than 2010 makes assessments over progress achieved in specific elements difficult to realise.

- **Differences in the status of female employment for different transport sectors**

Based on the available data a global idea of the status of female employment in transport is obtained. In order to have a better understanding of the status of female employment more information has been acquired from existing documentation and from the explanatory interviews. When differences between transport sectors are mentioned, an explanation is given for them, whenever possible.

There are also many common issues between modes. However, in this section, whenever an issue is reported in relation to a particular mode, it means that there is a source in literature mentioning the issue. If no such source was identified, the issue is not reported but this does not mean that the same issue does not arise in other modes (only that no source could be identified for it).

- ***Road transport sector***

In the exploratory interview, Professor Turnbull mentioned that in road transport the share of female employees is lower than in, for example, rail or urban transport due to less flexible working timetables and longer driving hours. On top of that, the International Road Union mentions that the share of female employees is lower in road transport due to the male dominated culture of companies in the sector.

- ***Urban public transport sector***

With the intention to increase the share of female employees in the Urban Public Transport sector, the European social partners carried out a joint project in 2011/2012 called WISE ''Women Employment in the Urban Public Transport Sector'' (hereafter: WISE I). In order to assess and support the implementation of the joint recommendations from WISE, the European social partners developed WISE II, on ''Women's Employment and Gender Policy in Urban Public Transport Companies in Europe'' (hereafter: WISE II)[11].

The results of the survey conducted in WISE I among public transport companies in EU Member States show that the portion of women employed in the urban public transport sector is 17,5% in average of the analysed companies (ranging between 5% and 30% in individual companies).

One finding from WISE I is that, in general, the share of female employees in urban public transport is higher in Eastern European Member States than in Western European Member States. The main reasons for this are historical and cultural differences between these Member States. There are exceptions to this conclusion though. For example, in Scandinavian countries it is culturally more accepted for women to drive a bus.

- ***Railway transport sector***

During the past decade, there have been subsequent initiatives to promote female employment in the Railway sector:

- In 2005, the European social partners in the Railway sector[12] launched the project ''Representation and better integration of women in the Different Professions of the Railway sector". Based on this project, the social partners formulated and

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[11] WISE I and II are projects co-funded by the European Commission, DG Employment, Social Affairs and Inclusion, under the call for proposals related to the support to social dialogue. WISE I (http://www.wise-project.net/pages/index1.html), WISE II (https://www.uitp.org/wise-ii-womens-employment-and-gender-policy-urban-public-transport-companies-europe).

[12] The European Transport Workers' Federation (ETF), the Community of European Railway and Infrastructure Companies (CER) and the European Rail Infrastructure Managers (EIM).

signed in 2007 Joint Recommendations with the appeal to implement and put them into practice[13];

- As an outcome of these Joint Recommendations a follow-up study was conducted[14] in 2011-2012, on the implementation of the European social partners' Joint Recommendations;
- As an outcome of this follow-up study, CER and ETF decided to establish annual reporting on the development of women's employment in the sector, based on a limited number of indicators.[15] [16] [17]

In all of these projects, surveys to railway companies and trade unions in Europe have been conducted in order to gain an overview of the representation of women in European rail enterprises, under the acronym Women in Rail (WiR)[18]. The developments on participation and integration of women in the rail sector can be tracked when the results of the WiR surveys to companies during the years are compared with each other.

Despite a general decrease in employment in the railway sector, the representation of women among all staff is increasing since 2005. According to the WiR survey to companies, the share of women among employees in the railway sector was 20.0 % in 2010, while the share of female employment in the predecessor study of 2005 was 18.8 %.[19] Continuing to 2015, the share of female employment to the total remains relatively stable.

- ***Maritime transport sector***

In maritime transport, women participation accounts for a very small proportion of the workforce. One of the main barriers hindering female participation in the seafaring professions seems to be the work requirement of spending long periods on-board vessels and away from home which makes it increasingly difficult for female captains to reconcile work and family needs.[20] In order to tackle this fact, efforts have been

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13 http://www.cer.be/sites/default/files/publication/070612_CER-ETF-Women.pdf.

14 Follow-up of the CER / ETF Joint Recommendations ''Better Representation and Integration of Women in the Railway Sector.''

15 http://www.cer.be/publications/latest-publications/women-rail-annual-report-development-womens-employment-european.

16 http://www.cer.be/publications/latest-publications/fourth-annual-report-development-womens-employment-european-railway.

17 http://www.cer.be/publications/brochures-studies-and-reports/third-annual-report-development-womens-employment.

18 http://www.cer.be/sites/default/files/5-WIR%20project%20-%20Good%20Practices%20and%20implementation%20Guide.pdf.

19 There are differences to the group of companies that have replies to the survey in both years. Therefore, one needs to be careful when comparing the results.

20 Statement connected to the findings of the Maersk case study.

made by ship-owners and unions during the past years. The most noticeable was the global program of International Maritime Organization for the Integration of women in the Maritime Sector[21]. In the same line, the European Commission underlines that social partners "should make every effort to promote and facilitate women's access to the seafaring professions" while an OECD study on the availability and training of seafarers stated that "greater encouragement should be given to female entrants to the industry" (Dragomir et al., 2012)[22]. However, despite the efforts the results remain disappointing (Sulpice, 2011)[23].

Recent statistics of the International Workers' Federation show that women account only for an estimated 2% of seafarers' worldwide[24]. At the European level, women make up a 20% of the total workforce in the waterborne sector (Eurostat, 2017)[25] but it needs to be noted here that this figure includes women working onshore (e.g. in offices). In addition, the proportion of the women seafarers between European Countries varies significantly. More specifically, a survey from ILO carried on by the Seafarers International Researcher Center in 2003 shows that in Scandinavian countries women account for more than 10% of the seafaring labor force, 8.3% in the UK, 4,2% in Germany, when for other European countries the figures are negligible (Sulpice, 2011). The majority of the women are occupied in the service and catering sectors while the proportion of women to the top of the ship hierarchy is significantly small. For instance, in 2001, among the 1,603 German ship leaders or captains there were only 4 women (Dragomir et al., 2012).

- ***Aviation sector***

Aviation has been more successful than the other transport modes regarding gender equality. More specifically, women employees account for 40% of the total workforce in air transport in Europe (Eurostat, 2017). However, the majority of female employees in aviation work in customer service and administrative roles while in senior roles their proportion is still statistically sparse. In particular, only 3% (4,000 out of 130,000) of the airline pilots worldwide are women, and only 450 of them are captains (McCarthy et al., 2015)[26]. Among European Union countries, women make up 42% of the persons employed in passenger air transport, when the proportion of women employed in freight air transport and airport operation and handling is 23%

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21 http://www.imo.org/en/MediaCentre/HotTopics/women/Pages/default.aspx.

22 Dragomir, C., Bătrînca, G., & Surugiu, F. (2012). Motivation of joining women in the maritime sector. *Maritime Transport & Navigation Journal*, *3*(3), 2-79.

23 Sulpice, G. (2011). Study on EU seafarers employment: final report. European Commission, Directorate-General for Mobility and Transport, Directorate C–Maritime Transport.

24 *Women Seafarers*, International Transport Workers' Federation, available at http://www.itfseafarers.org/ITI-women-seafarers.cfm, accessed at 28/05/2018.

25 https://ec.europa.eu/transport/sites/transport/files/images/women-in-transport-infographic.jpg, accessed at 28/05/2018.

26 McCarthy, F., Budd, L., & Ison, S. (2015). Gender on the flight deck: Experiences of women commercial airline pilots in the UK. *Journal of air transport management*, *47*, 32-38.

and 26% respectively (Gleave, 2015).[27]. At the same time, there are significant variations in employment levels between EU Member States. In 2013, three quarters of the total air transport employment in Europe was concentrated in Germany, France, the UK, Spain, Italy and the Netherlands meaning that the employment of women in the this sub-sector is heavily influenced by a small number of MS (Juul, 2016).[28].

- ***Logistics sector***

The logistics sector is still largely male-dominated. Recent studies show that the proportion of women participating in the industry worldwide is as low as 20% to 30%. The share is even lower for management positions where women only hold 10% of the jobs (Tomski et al, 2014).[29]. Nevertheless, there are figures indicating that this trend is going to change significantly in the next decades. Since more women are getting advanced degrees and, in particular, more women are studying logistics, the proportion of women employee in the logistics industry is expected to grow (Tomski et al, 2014).

- ***Inland Waterway Transport sector***

There is barely any sort of information available on the status of female employment in Inland Waterway Transport (IWT). This is likely because many companies within this sector are small, family owned companies, due to which not much information is available on the status of female employment in this sector.

• Differences in the status of female employment for different transport occupations

Within the transport sectors, employees are employed in different types of occupations. These are important to take into account in the analysis for the reasons of both horizontal segregation [between occupations] as vertical segregation [career progression]. The status of horizontal and vertical segregation for the different type of occupations within the transport sector is described with the existing documentation available and the results of the explanatory interviews. Hereby the aspect of career prospects and promotion receive special attention.

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[27] Gleave, S. D., (2015). Study on employment and working conditions in air transports and airports. *European Commission*. Available at: https://ec.europa.eu/transport/sites/transport/files/modes/air/studies/doc/2015-10-employment-and-working-conditions-in-air-transport-and-airports.pdf. (Accessed at 29/05/2018).

[28] Juul, M., (2016). Employment and Working conditions in EU civil aviation. *European Parliament Research Service*. Available at: http://www.europarl.europa.eu/RegData/etudes/BRIE/2016/580915/EPRS_BRI(2016)580915_EN.pdf. (Accessed at 29/05/2018).

[29] Tomski, P., Lis, T., & Bajdor, P. (2014). On Diversity Management. The Transportation and Logistics Sector Perspective. *Logistyka*, *4*, 1416-1423.

From WISE [7] some detailed results are available regarding the share of female workers in urban public transport:

- The proportion of women employed in the urban public transport sector is 17,5% in average of the analysed companies (ranging between 5% and 30% in individual companies) as indicated above;
- Female workers are especially underrepresented in top leadership positions and in technical professions (e.g. drivers);
- Female workers are more or less equally represented or even overrepresented in two employment categories:
  - In administrative professions (e.g. business administration, human resources, marketing or communication) which can offer good jobs and career opportunities for women in the sector;
  - In low skilled professions, (e.g. ticket office/cashier, cleaning service, gate staff).
- The technical or operational professions constitute the biggest employment category in public transport companies, which is the major explanation why the result of WISE is that the share of female workers to the total is only 17.5%.

The results from WISE tell that women are equally represented or overrepresented in administrative professions. Some of these jobs offer good career opportunities for women in the sector. However, since women are underrepresented in top leadership positions the preliminary conclusion can be that women are facing the glass ceiling for the top leadership positions in the sector.

From the 2012 WiR [14] final report the following result are obtained. The rail companies participating in the 2010 survey indicated what was their percentage of employees per main occupations and the percentage of female employment for each of these occupations to the total employment (see below between brackets).

- around 20.0 % are working in the field of construction/maintenance / infrastructure (13.1% of employees in construction/maintenance / infrastructure are women);
- 11 % are drivers (2.7% of drivers are women);
- 10.1 % belong to the occupational group of traffic controllers / signalling (16.2% of traffic controllers / signalling are women);
- 5.3 % are conductors / on board personnel (26.2% of conductors / on board personnel are women);
- around 46 % of the employees work in mobile and operational professions;
- 1.6 % of employees are working in the human resource department (63.2% of employees in human resource department are women); and
- 1.2 % of employees are working in financial / controlling departments (59.8% of employees in financial / controlling departments are women).

Other findings from WiR are that the slight increase in female employment in rail was due to:

- A higher share of women among new recruitments than the percentage of female employment among the current staff. In contrast, the share of women among the total number of exits is lower than the percentage of female employment among the current staff;

- A lower share of women having part-time contracts between 2003 and 2010. Similarly, a slight decrease of women can be observed among employees on parental / childcare leaves.

As regards the development in different occupational groups, the WiR surveys find an upward trend from 2013 to 2016 in the share of women in the following occupations:

- On-board staff (an increase of women of 3.23%);
- Engineers (an increase of women of 3.11%);
- Managers (an increase of women of 1.4%);
- Women in traffic management jobs (an increase of women of 1.2%);
- Locomotive drivers (an increase of women of 0.35%).

Detailed information has been found regarding the status of female employment in transport occupations in the urban public transport sector and the railway sector. Less detailed or no information is available regarding the status of female employment in transport occupations in other transport sectors.

Drawing on these findings from the urban public transport and the rail transport sectors, we can conclude that women seem to have no significant problem in being integrated in administrative positions within transport companies. However it seems that they are heavily underrepresented in operational occupations, such as bus or train drivers. The same is also the case for higher management positions.

Concluding remark on the literature review findings

From this chapter on the status of female employment in transport the following conclusion is made.

Women are underrepresented in technical jobs (e.g. drivers) and about equally represented in administrative professions, which offer good career opportunities. However, it seems that women cannot fully exploit these career opportunities since in top leadership positions women are still underrepresented. From this, the preliminary conclusion is that the key questions are how to attract more women to the technical professions and how to ensure that women in administrative professions do not face the glace ceiling in their career? There are also differences in the actual extent of the underrepresentation of women for different transport sectors.

• Identification of barriers

A distinction can be made between barriers for transport sector employers to hire more female employees and barriers for employees to apply for a job in transport. This distinction is particularly relevant when considering the measures that can be taken to increase female employment in transport sectors, and the costs related to such measures or to barriers as such (e.g. pregnancy leave legislation). To reduce barriers for employers to hire more women measures have to be taken at a national or at a sectoral level. To reduce barriers for women to apply for a job in transport, measures can be taken at a national or sectoral level, or even by individual companies.

The barriers mentioned here compose findings from literature research and the exploratory interview as well as barriers identified in the implementation case studies

that have been performed. Finally, it should be mentioned that barriers for employees to apply for a job in transport and barriers for employers to hire women for the vacancies they have can be closely linked to each other.

Barriers categorisation

From the *employee perspective*, a diverse number of barriers can be identified for women working in the transport sector[30]. These are presented in Table 3.5 below.

Table 3.10 Barriers from the employees perspective

Barriers from the employees perspective		
Discrimination and stereotyping		
1.1.1	Gender stereotypes	Social belief that females are less suitable to perform the tasks demanded by the specific transport profession.
1.1.2	Gender discrimination	Expectation that female candidates are less likely to getting hired because of the company perception that women are less suitable to perform the tasks demanded by the specific transport profession.
1.1.3	Company/Working culture	Women's' belief that they would not fit into a male-dominated company environment.
Labour conditions		
1.2.1	Work-life balance	Working conditions that hinder balancing work and family/social life obligations. These can be inflexible working times, little schedule control, atypical shifts or changing working locations that prevent women with child or elder caring responsibilities from performing their obligations.
1.2.2	Safety	Safety concerns arise in transport modes where workers are vulnerable to violent behaviour.
1.2.3	Sexual harassment	Sexual violence against women by colleagues, clients or managers as well as not desired physical contact, sexist "jokes" or repeated sexual invitations threatening the retention of female employees.
1.2.4	Health and hygiene	Lack of segregated dressing rooms, appropriate medical and toilet facilities as well as expected low the level of hygiene at these facilities.
1.2.5	Wage gap	Gender discrimination in terms of wages at the workplace, also resulting from unequal career prospects. Another driver for the wage gap is the fact that often women are employed in different positions than men which can be in less paid jobs or part time positions.
1.2.6	Training	Lack of (visibility of) training opportunities for women to gain the relevant skills needed for the specific professions. This can also consist a barrier for further career development and retention in the sector for women already in transport professions
1.2.7	A-typical contractual relations	The use of self-employment or third-party contracts reduces employees rights, job security and can bring in worsened working conditions that can deter women from entering specific professions.

[30] Not all barriers are necessarily applicable to all modes. A more detailed analysis is introduced in the economic toolkit.

Barriers from the employees perspective		
		Also, specifically when significant money investments are required to enter a profession reduced job security can be a significant deterring factor.
Job perception		
1.3.1	Job perception	Negative perception of the job either true or driven by social prejudices that associates the specific job with a lower quality of life, the perception of poor career growth, the expectation that experience is expected for certain jobs in the sector or other unappealing characteristics. This is a barrier for both genders, however the expectation of poor career prospects [see also point 1.5.1 below], discourages especially newcomer employee groups (such as women) from pursuing transport professions.
Corporate/Public policies		
1.4.1	Lack of corporate gender policies	Lack of corporate policies for gender-balance recruitment or to facilitate women in the workplace. Also the absence of support mechanisms for women in male-dominated professions and the absence of role models.
Career prospects		
1.5.1	Career prospects	Career prospects that can be perceived as leaving limited room for career advancement for women. This is aggravated for part-time workers.
Shortages of competences		
1.6.1	Physical demands	Jobs being too physically demanding for women.
1.6.2	Investment needs for education and training	The need to finance one's education or training to acquire the relevant skills, especially when combined with other barriers (e.g. career prospects, a-typical contracts etc.) deters women from pursuing specific professions.

On the other hand, quite similar is the situation regarding barriers from an *employers' perspective*[31]. These are presented in Table 3.6 below.

Table 3.11: Barriers from the employers' perspective

Barriers from the employers perspective		
Discrimination and stereotyping		
21.1.1	Company/Working culture	Company belief that women would not fit into a male-dominated corporate environment.
Money investment		
2.2.1	Safety	Considerations that hiring women in specific jobs would require additional investments to deal with safety concerns in transport modes where workers are vulnerable to external violence.
2.2.2	Health and hygiene	Considerations that hiring women would require investments in

[31] Not all barriers are necessarily applicable to all modes. A more detailed analysis will be introduced in the economic toolkit.

Barriers from the employers perspective		
		segregated dressing rooms, appropriate medical and toilet facilities as well as in improving the level of hygiene at these facilities.
2.2.3	Training for women	Need to invest in training for new female employees to gain the relevant skills needed for the specific professions.
2.2.4	Child/elder care services	Considerations that hiring women would require investments in childcare or other relevant care services.
Job perception		
2.3.1	Tolerance environment	Personnel untrained to cultural issues and gender stereotypes leads to a less friendly environment for women.
2.3.2	Social prejudices regarding the job	Social belief that females are less suitable to perform the tasks demanded by the specific transport profession.
Corporate/Public policies		
2.4.1	Leaves	Consideration of leaves for medical appointments and (medical or other care) for children (or elderly) at home, maternity and parental leave requirements utilised by women as an obstacle for company performance.
2.4.2	Costs to facilitate female employee needs	Employing female employees comes with a requirement for adjusting infrastructure, equipment and working conditions so that basic and legal requirements linked to their employment are facilitated. The cost of facilitating these needs can be seen as a barrier by some companies.
2.4.3	Collective agreements	Provisions of collective agreements in favour of women that induce costs or need for investments to companies when women are employed.
Career prospects		
2.5.1	Career prospects	Perception that women do not have the skills or aspiration to pursue a path of career development in this profession.
Shortages of competences		
2.6.1	Skills requirements	Lack of women qualified according to the training and experience requirements of the profession (e.g. women with driver licence, pilot training etc.).

In the following paragraphs, the specific barriers are explained and literature is provided to back their relevance for specific transport sub-sectors. This does not mean that these barriers are not relevant for other sub-sectors, as proven by interviews and specific case studies.

According to Turnbull (2013), women in all the transport modes face barriers concerning **discrimination and stereotyping**. Among them, the current male working culture deters women's employment in all the transport modes by mainly targeting males as potential employees through more and more male oriented design of jobs (Turnbull 2013). Moreover, due to the social belief that the females are less able to perform more physically demanding tasks than men, gender stereotypes tend to be significant for jobs in all transport modes (Panteia & PwC 2015, WIR 2012, Thomas 2004, McCarthy & Budd 2015).

Considering the **working conditions**, some aspects are key to attract and retain women in the transport labour market. Turnbull (2013) identifies work-life balance among the main causes for the low share of women in transport jobs. This involves

inflexible working times, atypical shifts or changing working locations that prevent women with child or elder caring responsibilities from a satisfactory reconciliation between work and family life. Health and hygiene tend to be an important barrier, notably in rail, urban and maritime transport, where there is often a lack of segregated dressing rooms, appropriate medical and toilet facilities (WISE, WIR 2012, and Panteia & PwC 2015). Furthermore, safety concerns arise in transport modes such as rail and urban transport where workers are vulnerable to external violence (WIR 2012, WISE). Similar is the case for long-haul road transport where truck drivers may be required to spend the night in parking areas that are not considered safe enough.[32] The gender pay gap, which reflects gender discrimination in terms of wages at the workplace, is indicated as a potential barrier for women in the maritime[33] and urban nodes (WISE). The last identified barrier regarding the working conditions is the lack of training for women. This issue is identified as being especially relevant for air, rail, and urban transport (Germain et al. 2012), although the way in which this issue is relevant for these sector differs for each of these modes. The project WISE has concluded that most companies do not make a special distinction in trainings between the offers for women and men. The majority of the companies do not offer functional courses or trainings for improving personal skills or dealing with gender stereotyping. Also in the WIR report (2012) trade unions in the rail sector indicated that provision of appropriate training is of considerable relevance with respect to women's employment and the career advancement of women is classified as a considerable relevant critical issue. The lack of appropriate training for women could be one of the reasons for problems with career advancement.

Another issue is sexual harassment.[34] This behaviour, often associated with not desired physical contact, sexist "jokes" or repeated sexual invitations is considered a serious threaten to the retention of female employees. (WIR 2012, Thomas 2004). The results of a survey carried out among female workers for a study of the European Transport Federation (ETF), published in May 2017, say that there is alarming evidence of high levels of violence against women at work in transport across Europe. Responses on this survey (N=1444) have been received from female workers in railways (49%), road transport (17%), urban public transport (16%), civil aviation (6%), maritime transport (4%), dockers (2%), and other (6%), and the high violence appears in all transport sectors mentioned. These risks of violence are aggravated by changes in work organisation, staffing shortages and job insecurity. According to the International Labour Organization, violence is one of the most important factors affecting the retention and attraction of transport jobs for women (Turnbull, 2013).

Another main barrier dissuading women employment in transport is the negative **perception of the job**. This negative perception is sometimes partly unfunded and driven by social prejudices that associate a particular job with a lower quality of life, the perception of poor career growth, the expectation that experience is expected for certain jobs in the sector or other unappealing characteristics. In an online survey conducted among young people, over 50% of young women responding positively to the prospect of working in human resources or as travel attendants, as opposed to 30% and 20% respectively for young men. On the flip side however, only 15% of

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32 As indicate in exploratory interviews and some of the relevant case studies.

33 Identified at least for the UK maritime sector: https://www.gov.uk/government/publications/marine-management-organisation-mmo-gender-pay-gap-report-2017.

34 http://www.etf-europe.org/etf-press-area.cfm/pressdetail/11661.

young women respond positively to driving a truck, train, bus or tram. It is no surprise that with these perceptions of young people more women are active in jobs dealing with people than in jobs dealing with machinery or equipment. Maritime and the port sector, rail transport, urban public transport and road transport are pointed out as transport modes where this barrier has to be systematically overcome. Within these transport sectors this is especially relevant for mobile jobs which are often associated as unappealing jobs for different reasons, and for which the career opportunities are considered to be limited (Deloitte, Coffey & Panteia, 2017).

The absence of **role models**, which are usually a motivation in the achievement of their careers, creates a feeling of solitude in women in urban and air transport companies (Opengart & Ison 2016, WISE). Recruitment policies promoting gender equality are generally missing in all the transport modes, where the mechanisms of attraction and selection of employees tend to be biased towards the male gender (Thomas 2004, McCarthy & Budd 2016, WIR 2012, and WISE). Moreover, lack of information often creates ''an image of semi-slavery'' regarding the job that harms the attractiveness of the job (Aggrey 2000). Finally, **career prospects** in certain modes fail to match the needs of career development of women. Evidence for this is found in maritime and rail transport (WIR 2012, Thomas 2004). For the maritime sector this is confirmed by an interview in one of the case studies where it was understood that women seem to not always have equal prospects for promotion as men.[35]

The introduction of modern technologies in the transport sector has led to **skill mismatches** in the labour market. The competences now required by the employers for the job are higher than before, while the working conditions and wages have not changed much in modes such road and maritime, leading in turn to shortages in those labour markets. This could be an opportunity to attract highly educated women to the sector since new technology appears to have contributed to making jobs intrinsically more interesting and satisfying with greater autonomy. In addition, with automation, future jobs are also expected to be less mobile, which will make them easier to reconcile with social and private life. Also, there is some evidence that women are beginning to achieve better access to more highly qualified jobs with, for example, similar levels of participation in appropriate training (Panteia & PwC 2015). Still, as presented in the previous section, not many women choose to study STEM; competition between companies and sectors to find and hire STEM entrants on the labour market will be fierce. Many other sectors will (appear to be) more attractive.

The lack of policies promoting **better employment conditions** at the corporate level is mentioned to be a significant barrier for attracting young women to the transport sector. The use of **a-typical contracts**, although not targeting specifically female employees, can result in an erosion of employment rights resulting in the deterioration of employees control on elements important for maintaining a healthy work-life balance. It also deteriorates the image of the affected professions. These can impact the decision of women to get in specific professions.

Some professions with high training prerequisites (i.e. pilots, captains, port workers driving boats (i.e. maritime pilots) etc.) come hand-in-hand with relatively **high educational investment needs** for employees. While this can be a preventive factor to get in the profession for both men and women, when this regards male-dominated jobs, women may think twice regarding the riskiness of such an investment.

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[35] Confidential finding from the case study.

• Suggesting measures to increase female employment

In this chapter, the identified measures aiming at impacting the introduction of women in the transport sector workforce are presented. Not all of these measures can be equally applied to all companies as the size of the organisations seems to play a role in defining the form of each measure. This means that a measure implemented by larger companies (e.g. media campaigns to promote their diversity initiatives including promotion in media and public advertisement) may be applied in a simplified way (e.g. promotion in social media). Additionally, some measures presented (e.g. gender hiring quotas or full-fledged equality plans and equality officers) might be irrelevant to apply in smaller companies in a strict way due to the limited amount of employees/recruits or the disproportionate costs to apply them in smaller enterprises.

This categorisation is derived from the potential measures that have been identified in literature and can be applied in order to increase female employment. In addition to these, measures identified in the case studies have been added and the expected cost elements of each measure are presented alongside indicative cost quantifications derived from the specific case studies. The benefits of these measures vary from improved access to talent and better retention rate of staff, to reduction of sick leaves and improved customer satisfaction. Although, the measures presented in this section are responsible for yielding a wide array of benefits, these are difficult to attribute to specific measures. The following chapter (Business case for attracting women) highlights the specific benefits that can be expected from the application of these measures. The economic benefit toolkit is also here presented as a tool to link the need to overcome specific barriers to suitable measures to achieving this, as well as to presentation of the case studies were these measures have been identified.

• Measures to increase female employment

Measures to increase female employment can be taken at different levels, such as the company or division level, the sub-sector (national) level and the sub-sector level (international).

One important aspect through which measures at the national and international level can have an impact on female employment in transport is through legislation. In this study the main focus is on measures that companies can apply, thereby taking the legislative situation of specific Member States as given. Therefore, the case studies focus on the identification and analysis of company-level measures that employers can take to improve the participation of women in their workforce. Nevertheless, relevant policy-level measures that have been instrumental to propel change in the transport industry will be also highlighted.

Below we provide some examples of company-level measures that have been identified through literature as possible to be implemented in order to reduce barriers for women and to increase the attractiveness of the sector to women.[36] These measures are categorised in 4 main groups:

[36] Measures identified in the following publications, WISE, WIR, Opengart (2016).

1. Recruitment, training and career development measures;
2. Gender awareness[37] measures;
3. Work-life balance measures;
4. Health and safety measures.

For each of the measures, the relevant cost elements are presented and an indicative quantification of these costs is presented based on the case study findings. For each measure category a brief discussion based on the counterfactual findings aims to suggest how these measures can be affected by their implementation in a different company context. In the economic benefit toolkit, a specific elaboration on the applicability of each measure to SMEs is also provided.

It should be noted that most of these measures should not be viewed in isolation as their implementation is often combined. For example, setting targets for female employment and designing the specific measures to realise these targets are in the table assessed separately, but in practice they are usually combined. The reason we present them separately in the following tables is that no fixed combinations exist and practitioners should consider what fits the needs of their organisation before considering an optimal mix of measures for their company.

[37] Gender awareness, according to the definition provided by the EIGE, is the ability to view society from the perspective of gender roles and understand how this has affected women's needs in comparison to the needs of men.

- ***Measures for recruitment, training and career development***

#	Measure	Description	Cost Elements	Measure Costs
1.1	**Targeted recruitment campaign**	This is about taking specifically into account of how to reach out to women during the recruiting process. This includes utilising specific channels such as open days, job fairs, advertisement etc. and customising the approach considering how to better approach (also) a female audience. Specifically, relevant approaches include the use of gender-neutral or female role-model images and language in vacancies and advertisements, advertising the company as an appealing workplace for women, promoting female role models as well as taking into account what formulation can be used to lower the barrier for women to apply for a position.	Recruitment advertisements, events and campaigns have a cost, but this does not change due to the targeting of the campaign. However there is a cost relevant to the time spent by personnel to create/adjust the approach to be gender-neutral. This cost should not be a considerable one and would be reduce towards zero (without necessarily getting there) as the company gets used to a gender-neutral approach.	Low cost measure. Time costs consist of a handful of person-days by HR personnel devoted in designing the overhaul of the recruitment approach. This is a one-off cost. Near-zero additional labour costs for time spent in proofing the approach recurring every time a campaign is launched to hire a new person or at every regular recruitment round. Eventually these costs will decrease to near-zero levels as the HR administration gets used to the new processes. Dublin Bus estimated labour costs of € 5.000 to implement a fully-fledged media campaign however, these costs do not refer only to gender mainstreaming the campaign but to the labour effort put into overall campaign development a big part of which would be undertaken regardless of the gender policy.
1.2	**Counter recruitment gender bias**	Examining recruitment processes to identify and counter conscious and unconscious bias in the process. This may include training sessions with recruiters, hiding gender	Costs relate to the time spent to review, and adjusting the recruitment process and relevant tests should take place one-off. This should be a minor cost element but	Usually a low-cost measure. Time cost for recruiters depends on how elaborate the recruitment process is. These can range from an investment of a few hours to more

#	Measure	Description	Cost Elements	Measure Costs
		information or adjusting the position requirements to fit better to both genders.	the support of a specialist could be helpful such as in cases where elaborate psychological tests are part of the recruitment process. Another cost element is the time spent in training the recruiters and making them aware of unconscious bias. The last one, being part of the normal recruiter training process should be perceived as a zero cost measure.	considerable time spent in cases with complex recruitment requirements. One-off cost for the revision of the recruitment process. Recurrent costs for training the trainer as new employees are hired in HR
1.3	**Recruiting applications and hiring quotas and targets**	Setting specific targets or quotas to the percentage of women hired or shortlisted in the recruitment process. This can include both operational and management positions. Variants could be setting a quota for hiring women proportionally to their applications, or to their participation in specific study programmes at a national level.	Time will be needed to reflect on the right targets/quotas and to follow-up on their implementation by supplementing the analysis of recruitment outcomes with gender-specific information. The targets need to be communicated to the recruiters and HR departments. This should come at no additional costs. Costs come mainly from supporting measures that need to be taken in order to achieve these goals. These costs are included under the specific measures. Reporting on the implementation results as part of the regular recruitment analysis would only need to be supplemented by an additional field on gender.	Low cost measure regarding time spent between HR and management for setting a target for female intake. This is a one-off cost of between a few hours and a few days depending on how elaborate an analysis of the labour market is needed before deciding for an appropriate target. This is assuming that the design of supporting measures is considered under those specific measure costs. Reporting on the implementation results incurs near-zero additional time costs compared to the regular recruitment analysis. Overall, case study companies considered these as being zero added costs

#	Measure	Description	Cost Elements	Measure Costs
1.4	**Project diversity in order to counter the societal stereotype**	Projecting diversity can be achieved in different levels depending on the company at stake. These can include paying attention to projecting diversity in regular communication activities. More advanced approaches could be the organisation of targeted awareness and media campaigns and events aiming at projecting diversity.	There are nearly no costs associated with adjusting ones regular communication activities except for the minimum time needed to draft a relatively simple guide. A more proactive gender-targeting awareness campaign would usually require the dedication of a coordinator who would spend part of his time in this, but also of potentially dedicated capacity within the marketing and communications department of a company.	Adapting regular communication activities to a gender neutral-vocabulary on the point: Near zero-cost for time spent to produce a guidance. Extensive awareness raising campaigns including site visits: 0.25-0.5 FTE for a communication employee/year, depending on the extent of the campaign. Companies tend to consider such costs as near-zero as a certain communications budget is usually anyway available for such activities.
1.5	**School visits and open days to attract more women to the sector**	Actions such as participating at school visits to promote a less masculine image of the sector and organising open days at the company's premises to introduce school-age girls can be used. Additionally, cooperation's can be established with training organisations, schools and universities with the aim to attract more women into technical professions.	Relevant costs can be linked to the participation of company personnel to events (except if this is done voluntarily on personal time). Larger scale campaigns would need also time spend for their coordination similar to (or in combination with) measure 1.4 Organising open days and other events comes with labour costs in addition to other costs related to the event organisation.	School visits: 1-day of personnel per school visit. Coordination costs for large-scale campaigns can be at the level of 0.25 FTE as reported by easyJet for the coordination of the 100+ school visits per year Event organisation: Estimation of Open-day cost: €1,000 - 5,000 for 1 event/year; OR approx. €10-20 per student invited. All the above costs are recurring on an annual basis as long as the company persists with the policy

#	Measure	Description	Cost Elements	Measure Costs
1.6	**Internships and traineeship programmes for women**	Arranging internships, traineeships and apprenticeships especially for women can be an attractive way to attract recent graduates into technical subjects. These can be based on the regular programme setting specific quotas for female participants, or could be a totally new programme targeting female graduates. Such initiatives should be combined with other promotional measures (such as 1.4 and 1.5) to secure adequate applications from women are received	There are no additional costs compared to a regular internship programme which is a normal activity for many companies. Just the allocation of a specific number to women (exclusively or in priority). A system of female mentors/supervisors might be put in place this is just a matter of a choice of which staff members are going to put the time investment in this, rather than a new investment altogether. Costs related to attracting female applicants are presented in other measures.	Zero cost measure. Recurring in every recruitment round Costs related to attracting female applicants are presented under other measures.
1.7	**Provide training for professional qualifications**	Accepting candidates that are suitable for the job but have not all the necessary qualifications yet such as driving licences. Providing some sort of support or security can attract more candidates to consider the investment in acquiring an expensive certificate. This support can be in the form of guaranteeing a job position, underwriting a loan, subsidising or covering the training cost.	There are no costs related to guaranteeing a job position to successful applicants, while minor administration costs can be expected in underwriting a loan which can be recovered during the employment contract. Supporting the employees training can be by providing either a part or the whole of the training costs.	Job guarantee: Zero cost. Loan underwriting: Near-zero cost. Training support (one-off): Public Transport (bus): up to approx. €10,000 per new driver; Logistics (truck): up to approx. €10,000 per new driver; Aviation (pilot): up to €100,000 per new pilot.
1.8	**Support the professional progression of**	Women as newcomers to the transport companies which can be characterised by a masculine culture might need some	Costs relate to the participation of employees in the specific training programmes include the time spent by the	Development schemes exist in great varieties regarding their intensity, target group and settings. These parameters

#	Measure	Description	Cost Elements	Measure Costs
	women	coaching or training to be able to release the most of their capacities in this environment. Coaching and mentoring programmes can be used to facilitate their adjustment or promote their skills development. Full training programmes are more relevant for management positions, while at the operational level a mentoring programme can be introduced.	participating employees, as well as the training costs. The duration of this programme can differ depending on the specific targeting. Leadership training should be available for management functions. For higher managerial positions, more attendance time is required. Additionally, depending on the format of the programme, external or internal experts and other organisation costs need to be accounted for. As these measures aim to improve the employees capacities, it should not be perceived as a gender-specific cost, but rather as an employee development cost.	impact the costs considerably, some examples are provided underneath: Cost of 2-day training (Wiener Linien): €3.200 (indicative per group of 15 employees). Participation cost: 2-days/woman in management positon. Cost of a personal coaching scheme (OEBB): €185/ hour-employee resulting in approx. €925 for a 5-sessions scheme. Higher level management courses from CZ Railways and SNCF require attendance of 5 and 12 days respectively per participant although targeting a very limited number of employees (5 and 9 respectively). Participation cost 5-12 days per woman at higher management positions. These are recurring costs the frequency of which depends on the number and turnaround of women in management positions
1.9	**Avoid the use of atypical contractual relations**	The use of regular, permanent and local contracts of the country of operation without precarious working conditions can increases job security and job perception	The costs depend highly on the types of contracts already in use and the difference in working provisions in relation to what local contracts would foresee.	Unspecified, differs per country.

#	Measure	Description	Cost Elements	Measure Costs
		facilitating newcomers to the field to conceive a possible carrier.		
	Transferability of measures based on counterfactual cases analysis:	Measures focused on visibility, such as job fairs or advertisements weren't considered useful by all companies. Some organisations indicated that lack of visibility was not always the problem and they would rather improve the attractiveness of the job itself. Companies that do want to improve their visibility are positive about advertisement campaigns, especially on social media. Another concern is that job fairs are often too general to target people that are qualified for the jobs. Partnerships with schools that offer relevant education for the company can offer a better solution when looking for specific backgrounds. Reviewing the recruitment for conscious bias is considered relevant by some of the companies (e.g. using gender neutral language in vacancies or unconscious bias trainings for managers). However, completely anonymising the applications was considered too time consuming. Some companies would rather focus on alleviating the heavy workload for physical jobs or making the working conditions more attractive, rather than changing the recruitment process. Implementation of such measures as mentoring and coaching programs for women is considered to be more challenging for smaller companies and organisations. However, these measures could be adapted to the company's size by making coaching and mentoring program more informal.		

- ***Measures to improve gender awareness***

#	Measure	Description	Cost Elements	Measure Costs
2.1	**Sensitize employees on gender stereotype problems (trainings)**	Use of internal awareness campaigns and trainings to inform company employees and work to create a tolerant working atmosphere. These can combine trainings on unconscious bias, anti-discrimination, diversity and gender issues and even go on to raising awareness of the benefits of promoting diverse working groups.	Cost elements relate to the cost of providing the training course and the cost of the employees time to attend this. The cost of the training can be relatively small and can even be organised internally by the HR department of a company. The training should not take more than a couple of hours of each employee and can	Training costs: indicative €600 (per training session or per year). Participation cost: 2h per employee. Recurring cost for all new employees according to the turnover time of employees

#	Measure	Description	Cost Elements	Measure Costs
			be gradually unrolled across the company.	
2.2	**Promote female role models to increase women's share of employment and progression rate**	Projecting female role models in order to show the career prospects that are available for women. This measure has an internal dimension aimed to inspire female employees in their career paths and an external one focusing in attracting new employees to the sector (strong link with measure 1.5).	The costs depend on the type of promotion activities. Using female images in communication campaigns and company websites should come at a minimal cost, not being in excess of effort put in regular activities. Similarly, attending open days and other external actions also with female employees can be seen as a regular activity as this does not require more people attending but rather a better selection of the people attending. Costs relevant to organising these activities are elaborated under the other measures.	Low-cost measure. This takes some time for the Communications department to design and implement a specialised campaign. The costs for coordinating a full-fledged communications campaign could be around 0.5 FTE. These are recurring annually costs.
2.3	**Women's network**	Establishing women networks to assist female employees in navigating in a male-dominated environment. The goal of these networks can include supporting their members, coaching and mentoring and facilitating career development. These can operate at varying levels of formality and can include organisation of regular meetings, workshops and seminars. A web-presence can facilitate the participation of employees that need to travel as part of their work. The networks can play a further role in identifying and proposing relevant measures to be taken across the company to promote gender equality.	The operation of these networks is of very low cost. Costs of operating the networks relate to the costs of organising events and inviting speakers during these. The main costs would be related to the time spent by company employees to participate especially if this is expected to take place within working hours. For a number of these networks, participation is happening on the employees personal time. There are also small costs associated with setting up a web presence which can be arranged by the company's marketing department.	Cost of operating a network are naturally depending on the network's activities. These are recurring costs and comprise of the costs of organising the network activities including potential time spent by coordinators and catering costs and the cost of participation which depends on the frequency and duration of events, the number of employees attending and whether this is organised within or outside working hours. The cost of a large annual networking

#	Measure	Description	Cost Elements	Measure Costs
				event has been estimated in the case studies to be between €1,000 (OEBB) and €3,000 (Wiener Linien). This means it can be as low as € 2.6 per female employee per year. The operation of a fully-fledged women's network can cost as much as € 20,000 (KLM) which corresponds to €1.8 per female employee.
2.4	**Include gender equality issues in the corporate social dialogue**	Integrating gender equality into the corporate dialogue can be done through (regular) corporate reports on the situation of women in the company, establishing company committees to discuss gender issues and incentivising a bottom-up approach to suggest new measures. This measure is strongly linked with 2.5 (but also 2.3 and other measures) as the institution of a specific body strengthens the attention of the topic in the corporate social dialogue.	Cost elements regard the time spent in investigating the position of women in the company and the costs of operating an internal consultation mechanism including the time participants put in its preparation, meetings and follow-ups.	Reporting on women's situation: a couple of thousand €. Recurring once every 2-3 years. Internally consulting on the gender policy can cost a couple of days per year per participant. Low cost measure annually recurring assuming an annual update of the dialogue.

#	Measure	Description	Cost Elements	Measure Costs
2.5	**Specific bodies in the company responsible for equal opportunity issues**	Diversity and inclusion responsible parties can be instituted to oversee the implementation of specific measures. This can be for smaller organisations either in the form of an employee (equality officer/agent) that works on this part-time; a gender equality committee that meets regularly to discuss progress; or a dedicated diversity and inclusion officer/department for larger companies.	Depending on the structure that is chosen, the costs will vary significantly. An equality officer or another HR employee working on the topic part-time can be considered as a cost element. The operation of a committee does not lead to considerable costs as the costs regard mostly to the time spent on it by the participants if done during work time and on the side of their regular occupation.	Equality officer part-time on the topic: approx. €15-30k / year. Operation of an equality committee: A permanent committee for the Port of Valencia is reported to cost € 600 annually. The time of participants dedicated into the Equality Committee of EMT accounts for €840 /year
2.6	**Gender equality plan**	A gender equality plan encompasses the company's gender equality policy and the measures identified as relevant to promote the equal treatment of men and women. A plan should include specific objectives and targets as well as tangible actions.	Costs are linked exclusively to the time spent in creating an equality plan. This can be created internally by the company, or can be prepared by an external party. In the first case the cost of the plan is actually the amount of time that needs to be invested by company personnel. In the latter case, the cost of involving internal personnel is more limited, but an external party needs to be paid.	One off: Cost of personnel: Unspecified; depending on the company size. Cost of external party (optional): Indicative for a large company €70,000. Recurring: Costs (time spent) of updating the plan annually
2.7	**Equal opportunity plan objectives and monitoring**	An equal opportunity plan can be created to encompass the company's approach and set of measures in pursue of providing equal career opportunities to women and men alike. This type of plan is different from the more overarching general equality plan which covers all gender-	The costs related to such a policy are minimal and relate to reviewing the promotion processes and setting specific objectives and targets. Such a process should anyway be part of HR regular processes and thus adding gender-specific	Near-zero cost measure since it only concerns setting objectives, this doesn't cost more than a minimum amount of time in coordinating amongst company officials regarding objectives setting. The specific

#	Measure	Description	Cost Elements	Measure Costs
		relevant aspects. The equal opportunities plan is usually target-oriented aiming at achieving specific levels of female representation in management positions and/or process-focused paying attention to whether promotion decisions are objective and whether women are equally treated as men in that respect.	objectives and criteria should have a minimal impact.	measures foreseen are costed separately One-off costs to set the objectives and recurring costs to review them annually.
2.8	**Reporting on gender pay gap**	Reporting on the pay gap is the first step for addressing it. For this reason a reporting method needs to be created. Taking measures to eliminate it is the next step and relates to establishing specific and transparent pay-ranges and objective criteria for wage levels along each profession. Also policies to eliminate the pay gap across the whole company should be expected. These can include measures to promote more women so as to achieve gender-balance across the highest pay-scales.	There are very limited costs for this measure. These are linked to establishing a reporting methodology for the pay-gap. This should only be a slight modification of existing methodologies for reporting on employment levels, There are also costs (time needed) to report on the pay gap. These will depend on the organisational structure of the company and the amount of data that needs to be processed.	Low-zero cost measure; One-off are the costs in time for establishing the reporting methodology. This should be at the area of a few person-days. Unknown amount of recurring costs every year for the calculation and reporting of the pay gap. As this probably comes on the back of existing reporting activities, it is expected to not require more than 1 additional person-day per organisation. Case study companies perceived this as a zero-cost measure
2.9	**Working clothes and equipment for both genders**	Making uniforms available that suit the physique of all employees. Consultation with women's networks within the company can raise points for improvement. Additionally, working equipment should be able to operate with the physical capacity of both male and female employees.	Female uniforms cost slightly more than male ones as they are ordered in smaller numbers. This cost should be less than 10% of a uniform cost. This increased prices is usually the pay for the new design of the uniform which is mostly taken up by	Near-zero cost measure. Adjusting uniform design: No cost for transport company, costs usually included in the increase cost of uniforms.

#	Measure	Description	Cost Elements	Measure Costs
			manufacturer.	Female uniforms: A few € per female pilot / bus / tram / coach / train driver / seafarer / engineer / mechanic (less than 10%). One-off for every female employee.
	Counterfactual analysis:	Highlighting female role models is considered a very important measure to show to women that they can have a career in transport. Some of the other measures are considered to be more difficult to implement by smaller companies or organisations. For example, making specific bodies in the company responsible for equal opportunity issues (e.g. an equality agent or equality committee) may not be feasible on a small scale due to cost considerations, or can made in a more informal way given the limited extend of the management group in SMEs. However, these measures could be adapted to a smaller organisation by including the tasks of a gender equality agent in an existing HR function. Finally, gender equality, equal opportunities and pay gap plans do not need to be strictly formalised or be equally extensive in the case of SMEs.		

- ***Work-Life balance measures***

#	Measure	Description	Cost Elements	Measure Costs
3.1	**Flexible working according to employees needs arrangements (reduced working time or home-office)**	Allowing flexible part-time working arrangements like reduced working hours or home office provisions (for white collar professions) can facilitate an improved work-life balance. These should not be a forced flexible arrangement but rather be set in place as a response to employee needs. This means that employees are paid proportionally to the time they work.	This is mainly a change in mind set rather than a change in working patterns. Once part-time working is institutionalized this becomes a near zero cost measure. Due to the need for more employees to deliver the same amount of work, increased recruitment is needed depending	Low cost measure. Cost of additional recruitment is one-off per employee going part-time, but recurrent for the company. Assuming that an average employee replacement costs a company approximately 5 monthly salaries[38] in

[38] Elaborated in Chapter 5.

#	Measure	Description	Cost Elements	Measure Costs
			on the part-time provisions. Consequently this recruitment will have additional costs. Additionally, professions in which a certain training/qualification test is needed at regular intervals (e.g. pilots) face increased time spent on these. However, this is expected to be a marginal cost for a limited number of professions. Finally, this requires an adjustment to the planning approach (especially regarding shift work). However it is expected that in cases this is anyway done via specialised software, this is only a case of adjusting settings. Home office equipment (laptop) and software.	recruitment, training and adjustment costs, an employee converting to 80% employment costs approximately 1 monthly salary. For some professions not possible to apply, for others this comes hand in hand with specific costs due a suboptimal operational efficiency under the new structure. Recurring cost. Near-zero additional costs for adjusting planning software settings and a small amount of hours for planners to adjust to this. Laptops and software to enable home-office arrangement: €1.000/ per employee (GT Location). Recurring cost for companies depending on their employment turnaround time.

#	Measure	Description	Cost Elements	Measure Costs
3.2	**Increased roaster control**	These are measures that provide schedule security to employees, with irregular work schedules. The increased control over their roaster assists with better planning of their social and family life. This can be achieved by providing the possibility to arrange, well in advance guarantees of specific days-off or shifts, accounting for employees preferences in the scheduling process, facilitating shift exchanges amongst colleagues etc. The use of advanced planning software or other internet technology for this can be very useful.	The adaptation of the planning process to account for various external parameters is a business need. Adjusting these to account also for employee requests if provided within a specific time framework can come at a relatively low cost. Some limited additional effort needs to be done by the planning department.	Low cost measure to adapt the planning process; One-off for potential adjustment of relevant planning software. Accounting for employee requests: Limited time effort by the planning department are required to facilitate such requests; Recurring cost.
3.3	**Adjust shift-work for women (and men) with young children**	Permanent/regular adjustment of schedule to accommodate preferential shift selection for women (or men) with young children so as to fulfil their family needs. This is in some countries obligatory by law. There is however a threshold to the flexibility that can be brought by this measure to accommodate young parents as there is the need to provide services during the whole day. Should this be impossible to manage with the service requirements, alternative measures can be sought in matters of childcare see measures 3.7 and 3.8 (e.g. kindergarten, baby-sitting service etc.).	Planning-wise this brings limited new costs as it can be incorporated to the planning process. A cost further element kicks in when the work preferences are incompatible with the service hours. BSAG estimates that they can facilitate in a cost neutral way such requests up to a 27% penetration in the company workforce. In this case childcare options should be preferred. Otherwise additional staff recruitment is required.	Zero cost measure; For companies not operating under shifts or as long as the amount of employees requesting specific provisions is maintained below a specific threshold (specific to labour regulations and the amount/setting of shift-work required), this can be a zero-cost measure. For high levels of shift labour and high levels of employee requests for adjustment of shifts the costs of measures related to childcare should be considered or the costs of hiring additional staff to operate the shifts that are left vacant. EMT reports a €5 million annual cost for such additional

#	Measure	Description	Cost Elements	Measure Costs
				recruitment. These are recurring costs.
3.4	**Harmonising maternity leaves processes**	As maternity leaves can be seen as a complexing factor for the workflow of both the employee and their managers and teams, a set of recommendations can be suggested to harmonise the process and potentially reduce their negative impacts. Examples of such assistance can be the use of parental portals or coaching assistance to prospective parents on how they can better prepare their leave and their return.	Preparing the relevant information for a maternity manual or portal requires some effort be devoted on the side of the company. In practice this does not produce any additional hassle in the event of maternity leaves, on the contrary, as provisions are structured, this can even lead to an actual cost saving.	Cost of composing the information and guides: Low cost measure, potentially a handful of days one-off. Updating such material will be rare and might cost a few hours per year Cost of applying recommendation: Near-zero cost measure – Recurring every time a maternity leave is requested.
3.5	**Improved maternity provisions and re-entry policy**	Improved provisions for maternity leaves and re-entry policies can include increased leave provisions, part-time working when pregnant, arrangement of less stressful work, arrangement of transition phases in and out of maternity and managers training for handling these. Most advanced policies may arrange an increased paid-leave for employees. Specifically for aviation and maritime jobs that may require long leaves from home, offering land-based jobs for the period of pregnancy or just after can facilitate a swift transition to and from the maternity leave.	These measures come at increased costs for the company depending on the exact provisions in place. Usually, beyond-the-legal-limit provisions for additional maternity leave or part-time work can be arranged at a proportionally reduced salary level. Operational arrangements for transition phases are not considered to produce additional costs as these serve operational needs such as structuring the re-entry to routine work and monitoring re-integration process. Breast-feeding provisions also come down to only operational arrangements. Increasing paid maternity leave provisions or increased parental leave after maternity leaves can	Part-time working: Recurring costs for the company, impact similar to measure 3.1 Designing re-entry measures: Near-zero cost measures. Increased paid maternity leave: Employees salary for the extended timeframe plus further recruiting needed depending on the exact provisions

#	Measure	Description	Cost Elements	Measure Costs
			be costly measures including costs for replacement recruits, which are however effective if combined with improved work-life balance measures after re-entry. These can be compensated by an increased retention rate.	
3.6	**Enable special leave and extended parental leaves**	Special provisions can also be allowed to facilitate parents in taking care of sick kids. Although these are some times in place due to national legislation, there are companies that have extended provisions for leaves to take care of sick children or of extended parental leaves.	The costs that this measure incurs are a limited number of paid days on leave when children are still in their first years. Extended parental leaves come at zero cost.	Extended parental leaves: Zero cost measure if covered by social security or results in arrangements for reduce payment. Should this be extended and result in the need for more recruits i.e. this is the case when parental leaves produce a significant capacity constraint to the organisation, then the replacement costs would be similar to those of measure 3.1. Sick leaves to take care of children: Measures identified went to offer up to 10 paid days for each employee with young children.
3.7	**Kindergartens and day-care**	Providing childcare or kindergartens facilities within or near the company premises. This can be run by third parties funded partially by the company and partially by the employees.	The cost of providing the facilities infrastructure can be considerable. The company can partially contribute to cost of the operation of the service alongside the parents.	For partial funding of the service costs by the company this can be €100 - 200 per employee child per month. The rest of the cost can be contributed by the parents.
3.8	**Arrangements for evening child care**	When having extended night shifts and not possible to arrange the shifts of care-taking	The cost of providing the facilities infrastructure can be considerable. The	Night care is in principle more expensive than day-care. In the

#	Measure	Description	Cost Elements	Measure Costs
		parents so that they can be home at night, evening arrangements such as a baby-sitting service or a night kindergarten (implementation of such measures should be consulted with employees-parents regarding what option is preferable) can be arranged to take care of employees children.	company can partially contribute to cost of the operation of the service alongside the parents. However costs can be reduced if such services are clustered by companies in the same region that aim to make a similar offer to their employees. For example a common evening kindergarten service can be offered between transport companies and other large employers operating in shifts (such as hospitals).	Netherlands, this can cost between € 7-10 per child per hour.[39] These are recurring costs and can be shared between companies and employees.
	Counterfactual analysis:	Flexible working arrangements, adaptation of shift work or special leaves are often difficult for transport companies to realise, due to many of the jobs being tied to a strict schedule with shifts which especially for smaller enterprises provides for less flexibility. The number of hours an employee works or how many members are in a team are often agreed upon in a collective labour agreement, therefore changes in working conditions are needed at a higher level to increase flexibility. For the office jobs, it is possible to have more flexibility in terms of working from home, starting or leaving at different times or working part-time. This already happens to some extent, however there is a recognition that the mentality within the transport sector is relatively old-fashioned in this regard. Several companies indicated that it is common that fulltime presence in the office is expected or that the more you are present in the office the better. Measures to improve childcare options can be very beneficial to enable women to pursue a career next to having a family. The need for this strongly depends on the county however, in some cases a strong lack of childcare options was identified by companies, whereas in other cases national policies already facilitate abundant affordable child care. For larger companies, establishing a childcare centre for the companies' employees may be a feasible solution for this. Whereas smaller companies might be able to collaborate with existing childcare facilities, offer childcare vouchers, or work together to set up a childcare service for multiple companies in the same region.		

39 https://www.xpat.nl/living-netherlands/kids/day-care/.

- ***Health and safety measures***

#	Measure	Description	Cost Elements	Measure Costs
4.1	**Training against third-party violence**	Providing trainings to employees on dealing with third-party violence can include self-defence and assertiveness training. This is relevant for employees with high exposure to third party violence and specifically during night shifts	Cost of the training course is not substantial. An additional cost element is the time employees require to follow this training	Training costs: Costs of a self-defence training range from around € 50- € 100 per person for a course with multiple lessons. This may vary depending on the country. Recurring until all old and new employees are covered and potential update classes can be planned. Participation cost: limited number of hours per employee. A typical course consists of 5-10 sessions- One-off
4.2	**Safety equipment**	Equipping vehicles with CCTV cameras, panic buttons, anti-theft equipment, closed cabins etc. to protect drivers and other personnel from aggressive third party behaviour	There are limited costs for retrofitting vehicles with these equipment.	Camera system cost: €2.500/bus – One-off
4.3	**Security staff**	Making security staff available to intervene in case of need. This can be also a third party security service	Costs are linked to the provision of the security service. The extend of this depends on the specific operations of each company	Unspecified cost depending on the number and use
4.4	**More and better employee's facilities**	Making segregated changing rooms, toilets, breast feeding rooms etc. and making sure this is adjusted to be used by women. If no individual infrastructure is possible then a shared facility can be used.	This can sometimes already use existing infrastructure retrofitting it or new infrastructure can be created. This can be more costly, but it is a low additional cost in case overall retrofitting or building takes place. In the meantime temporary toilets can be introduced. A common practice is to combine this with other/regular renovation	Cost of temporary toilets: €1,500/year These are included as indicative minimal cost as building actual toilets brings in unique costs specific to the building at hand. Combining with regular renovation can considerably bring down costs. One-off.

#	Measure	Description	Cost Elements	Measure Costs
			work so as to achieve economies of scale.	
4.5	**Zero-tolerance policy for sexual harassment including, communication lines for victims and policy visibility**	Applying and actively communicating a zero tolerance policy to sexual harassment. This includes providing multiple channels of confidential communication for employees and making sure, through regular and visible communication, that they are aware of their options. Confidential councillors need to be appropriately trained and informed of the relevant legal framework. A step further could be the outsourcing of the whistle-blowing communication line to a third party providing professional support.	There are only low costs relevant to having a zero tolerance policy or confidential lines of support. The training of the confidential counsellors can be a minor cost element. Outsourcing the service can also have some additional costs	Low- cost measure for the zero tolerance policy and the training of the confidential counsellor. A typical case would require between 1 and 5 hourly sessions. For internal staff, this would come at their hourly fee, an external councillor would charge about €150/hour. The overall costs would depend on the number of cases produced per year. This is a recurring cost. Unspecified costs for outsourcing the whistle-blowing service, recurring as this is a permanent service.
4.6	**Health checks and offices for medical services**	This measure aims to improve the attractiveness of the sector and reassure employees that they are monitored regarding the work they are doing and whether this can be harmful for their health. Although this is not a measure targeting exclusively women, providing increased attention to the company's employees works to counter a potentially negative job perception of companies not caring about their employees and can help attract/retain more women in the work. This is a useful measure for all jobs that involve a challenging physical activity	Cost of annual health check. Plus the employees' time spend in the doctor visit. Costs can decrease for larger number of employees checked	Potentially a day per employee per year.
4.7	**Use of high-end**	Use modern equipment, material and	The cost of the equipment needed to	Providing electric pallet trucks: (indicative)

#	Measure	Description	Cost Elements	Measure Costs
	equipment and material	vehicles to provide safer and more secure working conditions, improve the job perception and make work less physically demanding and more attractive. Reducing the physical effort needed, such as with the use of electric pallet trucks can make the work possible for both male and female employees. While more modern vehicles can reduce safety concerns.	reduce the physical effort will differ per transport activity. Modernizing vehicles is usually a cost-effective measure on itself so this should not be perceived as a gender related investment.	€2,000 per truck. One-off Replacement possible when life-cycle can be accounted for.
4.8	**Feedback culture**	Cultivating a feedback culture assist women to speak up in a male dominated environment. This can be done by a number of indirect measures like having regular feedback sessions and team meetings where everyone is asked to express their thoughts	This is a work practice that does not bring additional costs if properly integrated in the team working methods	Zero cost measure
4.9	**Reviewing safety procedures**	Reviewing the job procedures to make sure that the tasks can be delivered by both male and female employees. This reduces the safety concerns but also takes away the physical constrain of female employees for specific works	There are limited costs relevant to reviewing job procedures and adjusting them to become safer and adjust the work to the capacities of both male and female employees	Low- cost measure, one-off for reviewing and redesigning job procedures. Recurring costs for reviewing in regular intervals
	Counterfactual analysis:	A promising measure for transport companies with physically demanding jobs (that involve heavy lifting and such) is to review the working processes and tools to ease the physical workload. This can help make the physical jobs more accessible to women and improves health and safety for everyone. In the counterfactual studies, one company mentioned they employ a work environment expert to describe all work processes and provide suggestions for improvement to ease the physical work. Another company mentioned experimenting with robotic suits as a new tool to assist in heavy lifting. For harassment issues, most companies have a procedure and contact person in place. However, for very small companies it can be more difficult to appoint a contact person for this as for example in small enterprises this person would then either be a direct colleague or the director.		

- **Economic benefit toolkit**

The economic benefit toolkit is building on the framework structure of barriers, measures, costs, impacts and benefits that have been identified through desk research and the case studies and draws the links between these basic study findings. An overview of the workflow of the Toolkit presenting the different modules is given in Annex 8. The toolkit provides through its different sheets the option to users to:

- Identify information about their company's profile in order to receive more specific insights;
- Benchmark their stand on female employment compared to good case companies;
- Get an overview of the type of measures they are interested in exploring; special attention is given to:
  - Presenting measures relevant for the specific sub-sectors;
  - Addressing the differentiations for SMEs;
  - Receiving examples of other good practice companies applying these measures.
- Observe how other transport sub-sectors deal with specific barriers to increasing female employment;
- View the benefits other companies have grasped applying specific measures;
- Estimate the costs of specific measures (where possible) for their organisation.

A full overview of the toolkit can be found in the Microsoft Excel file submitted. This is provided in a version that can be easily distributed to and used by a broad array of stakeholders.

The measures suggested via the toolkit have been tested with the counterfactual case studies that have volunteered to use it. This resulted in adaptations especially regarding the insights it provided for SMEs. The toolkit will be further tested with the remaining counterfactual companies in order to derive (if necessary) a final version.

Business case for attracting women

This chapter outlines the business case for attracting more women to the transport sector. The main output of the business case is in the form of an infographics presentation to be used as communication material. However, in this chapter the building blocks in structuring the benefits of adopting a gender policy for the business case are outlined. Firstly, the expected benefits of increasing female employment in transport companies are explained. Here, some striking examples of companies that have grasped these benefits are provided.

Benefits of female employment in transport

In this section the benefits of employing more women, as identified in the case studies, are summarised. These include benefits observed, measured or intended by the companies. Some of the benefits are monitored using specific indicators, whereas others are more subjective and difficult to measure, but were identified by the case study companies as relevant benefits.

Summary of the most important benefits

The following table shows the key benefits for female employment that were concretely identified during the case studies. Examples of companies more concretely realising this benefit are presented to illustrate these. More, specific cases can be found in the case study Annex of this study (Annex 6) and the economic benefits toolkit.

Table 5.12 Benefits of employing more women

Benefit	Explanation	Measurement	Company example
Improving vacancy coverage and	By attracting women as well as men, the chance of (quickly) filling a vacancy increases. Especially for professions with a shortage of skilled candidates, this can be an important benefit.	HR statistics on time for covering vacancies. Statistics on % of vacancies filled in by female applicants.	Snel Transport is one of the few logistic companies in NL **not facing a driver shortage**, in part, due to their female-friendly recruitment approach. At the same time 78% of logistic companies in NL face driver shortages with a 5.6% lack of truck drivers nation-wide limiting the sector growth. SNEL successfully (more than) doubled their drivers since 2011, with 8% of the increase coming from women (compared to 0% previously). In comparison, an average Dutch company of this size would be experiencing 10.5 unfulfilled driver vacancies while

Benefit	Explanation	Measurement	Company example
			SNEL does not experience a similar shortage.
Better talent attraction	By being an attractive employer for women (in addition to men) the potential talent pool is doubled. Thus there is more talent for the company to choose from making more probable the identification of suitable candidates. Moreover, an increase in applicants (also driven by an increase in female applicants) ensures also that better applicants are available	Number of applications (from women) per position. In cases where scoring of applicants is a common practices, statistics on average scores (of successful candidates) can be used as an indicator of recruitment quality.	Dublin Bus increased their talent pool access with their recruitment campaign targeted specifically at women. **Total applications raised by approximately 10%, and female applicants increased by 23%**. The Italian State Railways managed an increase of female applicants for technical applications by 50% easyJet has managed to increase the participation of women introduced in their cadet scheme from 5% to 13% within 2 years and aims to reach a 20% participation by 2020.
Increased retention rate	Improvements in the working environment can lead to longer commitments to the company, increasing the turnaround time of staff (in some cases specifically women).	HR data on employee retention rate or turnaround time.	With Maersk, the **post-maternity retention rate increased from 85% to 100%**.[40] due to their re-entry policy after maternity leave. The company also saw a **decrease in turnover of female employees from 16% to 10%** between 2015 and 2017.[41] This eclipses the need for 54 staff replacements a year each saving the equivalent of up to 5 monthly salaries.[42] [43] (A total saving that

[40] For the Maersk and Damco operations examined in Denmark and the Netherlands. The overall Maersk Group post-maternity retention rate increased from 70% to 71%. Maersk aims for a 90% global retention rate.

[41] Taw data was provided as confidential. Until a specific approval is obtained for these by Maersk we keep this label.

[42] Example of replacement costs for pilots (equal to 5.2 monthly salaries) https://commons.erau.edu/cgi/viewcontent.cgi?article=1737&context=jaaerhttp://www.personaler-online.de/typo3/fluktuation/kosten-der-fluktuation.html.

Benefit	Explanation	Measurement	Company example
			could mount up to the level of 270 monthly salaries annually).
Improved public image	Employing more women results in a more positive image of the transport company, as it better reflects societies' consistency.	Public image index through survey or amount of positive publicity in media.	EasyJet's Amy Johnson initiative to hire more female pilots resulted in **400+ positive publications**.
Increased client satisfaction	Employing more women, considered better in handling client relationships results in friendlier image and happier customers.	Customer satisfaction index from survey.	Sofia Electric reported receiving a number of **positive feedback from clients** in response to their female drivers' driving and social skills. Dublin Bus reported **38% fewer client complaints** for an average female driver compared to an average male driver
Improved decision making, creativity and innovation	Increasing diversity within teams and organisations leads to improvements within the working processes, resulting in improved decision making, creativity and innovation.	Experience of employees or managers within the company.	KLM indicated that **diversity is considered to result in new and innovative solutions**, challenging team members to think out of the box and being better able to handle stress. **Diverse teams achieve better results.**
Improved workplace	Having a mixed-gender working environment promotes team spirit and improves relationships and behaviour within a group.	Experience of employees or managers within the company.	RATP described that having **mixed teams improves the inter-personal relationships** among employees and personnel behaves better when both genders are part of the team.
Increased employee satisfaction	Creating an open and inclusive working environment contributes to employee satisfaction	Employee satisfaction survey or experience of employees within the company.	The equal pay and equal promotion system of KLM **provides full transparency and leads to tranquillity**

[43] Example of replacement costs for administrative employees (equal to 7 monthly salaries)s https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKEwiQ8v7NwI_dAhXKblAKHRaaDSoQFjAAegQIAhAC&url=https%3A%2F%2Fciss-consult.de%2Fwp-content%2Fuploads%2F2014%2F07%2FInfoblatt-Kosten- Mitarbeiter-Fluktuation2.pdf&usg=AOvVaw0QWrxunT5yPx3Rprydm40H.

Benefit	Explanation	Measurement	Company example
	with the company.		**among all staff members.** The Port of Rotterdam increased its employee satisfaction rat from 7.1 to 7.4 points (out of 10) between 2014 and 2016
Improved employee engagement	Having an open, mixed-gender working environment improves employee engagement, as people feel more included.	Employee engagement statistics or experience of employees within the company.	For Port of Rotterdam, their mix of policies and actions contributed to an **increased employee engagement by 6%** in two years.[44].
Improved safety	Employing more women can result in safer driving, less accidents and less incidents of violence.	Number of incidents reported or experience of employees	Employees from Dublin Bus suggested **a reduction in violent events** and indicated that female drivers are involved **in less accidents and cause less damage** to vehicles.
More efficient vehicle operation (fuel and maintenance)	There is a wide perception that women are efficient drivers. This results in fuel efficiencies, but also in reduced maintenance costs.	Fuel consumption statistics, experience of employees	Sofia Electric indicated that women take **better care of vehicles**, are less likely to cause risky situations, which in turn leads to less repair costs.
Reduced sick leave	Measures to reduce physical workload can make a job more accessible for women, while also reducing sick leave due to injuries.	Sick leave statistics	Port of Valencia indicated **a reduction in sick leave from 5.9% to 1.7%.**[45] (more than 70% decrease) within 8 years since starting their gender equality policies. Based on the average transport productivity and annual working hours in Spain, this could mean a **productivity saving of as much as €2,240 per employee per year** or € 1.0 million for the company as a whole Although this might not be attributed exclusively to the gender equality policy, it can be evidence of the

[44] From 33.5% to 39.5% in 2 years.

[45] This figure has been provided confidentially.

Benefit	Explanation	Measurement	Company example
			improved working conditions in the Port.

The business case is presented in full by means of a PowerPoint presentation.

• Key messages for a successful approach

After analysing the measures of different companies participating in this study, several lessons have been derived in terms of the approach or line of thinking that can be adopted to formulate and implement a successful gender-equality policy. In this section, seven key messages are extracted from the gender equality strategies of the industry front-runners of diversity in the transport sector.

• *Setting clear targets*

This relates to setting clear targets for increasing the participation of women within the company. This can be achieved through creating a gender equality/diversity action plan or just by designing a programme with a more specific focus. The main approach is that the company sets clear targets and works toward their achievement, monitoring their success. This approach helps the company to determine in a structured way, what they actually want to achieve and when their policy is successful.

• *Place someone in charge*

This regards assigning the responsibility to a specific person or body to identify, put in motion and monitor the actions that can be taken to advance the position of women within a company. Making someone responsible for this topic creates ownership over the issue, being a catalyst for change. This can be the HR department, a gender equality officer, and a committee on gender issues or a programme coordinator. The exact implementation can be adapted to fit the size, culture and budget of the company, by using different structures: e.g. including this as a specific task for an existing HR function, setting up a committee of current employees that volunteer to work on this topic or hiring a new fulltime or part-time employee as equality agent.

• *Attract a variety of talent*

This links to taking action with regard to attracting more and better talent to a company. Companies that take extravert actions aiming at expanding their applicants' basis also to women, achieve a better access to skilled employees compared to their competitors. This can be through actions like gender-neutral vacancy advertisement and recruiting, approaching schools and youth organisations, or providing traineeships and scholarships. When incorporated into existing outreach activities, this can be a low-cost approach, while gaining access to a larger talent pool.

- ***Establish a dialogue with employees***

This message translates to getting employees involved in the process of designing measures that can create a more attractive environment, not only in order to attract more women, but also to create better working conditions for men in their workspace. This can include measures like gender committees, women networks, feedback mechanisms etc. to suggest improvements on work-life balance, provide control over one's roaster and address employees concerns regarding health, safety and security. The main approach is to give a voice to the employees and empower them to realise the change they want to achieve. This can be implemented in a low-cost, informal way, while enhancing employee engagement.

- ***Unleash your employees' potential***

This concerns paying attention to the development of ones employees, their capacities and potential. This includes actions to provide equal opportunities, reviewing promotion decisions, salary imbalances and establishing transparent pay scales, but also on providing training opportunities and supporting female staff to be able to cope in a male-dominated environment. The key is to invest in the employees and enable them to reach their full potential. This facilitates retention of employees and their knowledge base within the company.

- ***Address evolving needs***

This aims to place attention on retaining the talent within the company by addressing the needs employees develop when they change phases in their life (e.g. when creating a family). Facilitating a transition to a family life by enabling maternity, paternity and parental leaves, as well as bringing in flexibility (part time-working or flexible time schedule and work from home provisions) and support mechanisms (e.g. kindergartens and day care) for (young) parents are relevant lines of action. These actions prevent experienced employees from leaving the company after having children, by supporting them in their new family life style. By retaining the expertise within the company, expenses and time investments of training new employees are reduced.

- ***Create a welcoming working environment***

This targets the physical working environment and equipment and making sure that both genders are equally enabled to perform their work undistracted. This includes the provision of clean and separate toilet and changing room infrastructure for both genders, also making sure a secluded area is available for expressing milk. Further, addressing safety concerns with the introduction of safety equipment (e.g. CCTV cameras, panic buttons, closed driver's cabin, etc.) and security personnel is necessary as well as providing the tools to deal with sexual harassment and other forms of unethical behaviour. Finally, making sure that safety procedures and relevant equipment are provided accounting for the physique if both genders can render more professions accessible to both genders.

• Recommendations

A number of recommendations have been derived on how to support further action in improving female employment in the transport sector:

- *Awareness on measuring the benefits*: The collection of harmonised or at least comparable statistics or quantitative indicators from transport companies in order to create a statistical analysis of their performance has proven to be extremely difficult. This is not only because companies have different reporting systems and metrics, but also because there is at many case a lack of understanding of what can be measured in relation to gender equality and how this can connect to tangible benefits;
- In facilitating this measuring, easy to collect, *gender-specific indicators* can be promoted as a useful monitoring tool for a company's performance. Such indicators have been proposed in the case study template, but while implementing the case studies we have identified some further useful additions:
  - Measuring the **number of vacancy and the number of applications per gender**; these can be used to estimate the impact of actions on attracting talent via monitoring the impact of measures (overall and for female employees);
  - **Time needed to fill in vacancies**; this can be used to understand the impact of measures in attracting talent;
  - In cases were **scoring of applicants** is an industry practice, monitoring the average scoring of successful employees can indicate a potential increase in talent quality due to the measures introduced;
  - **Retention (especially post-maternity) or turnaround rate** for female and male employees; this is an indicator of the success of the policies to keep talent on board the company;
  - **Employee engagement index** (per gender); this can be estimated via a survey with questions on quality of employment or rating of the employee Increased female presence may cause an increase in engagement also for male employees;
  - Measurement of **absenteeism** for all employees is an alternative measure for assessing employee engagement but also indicates the capacity of flexible arrangements and improved roaster control to support employees in dealing with personal obligations;
  - **Positive media publications**; this is yet another area where the public image impact of projecting a more socially sensitive corporate profile can be measured;
  - Alternative to the above is the measuring of **public image index** and especially the **client satisfaction with personnel**, this can be complemented by the measurement of the **number of complaints received** also per gender of employee;
  - Driving performance data such as **fuel consumption, or accidents per employee** can assist in monitoring the performance of employees after the introduction of specific measures.
- *Improving the job offer:* Transport companies need to step up in improving their working conditions and environment. Taking measures to create flexibility for employees, reduce a-typical working hours and contracts and to improve the job perception, beyond attracting women to the sector, improves also the ability of companies to attract and retain talent overall, especially in periods where there is a shortage of qualified personnel;

- *Political initiative* and push can bring change as seen by examples of cases where the introduction of an equality committee and equality plan requirement has brought momentum for improvement measures;
- *Reporting obligations* have proven to be a powerful tool to sensitize companies in seriously dealing with the topic and including it in their Corporate Social Responsibility actions as can be seen by the example of reporting on the gender pay gap for England;
- *Commitment on top* of the hierarchy can be a catalyst for changes in the way a company perceives the need for measures for female participation. Women, or committed men at senior key positions are key to making such a strategy a success. For public organisations there is room to influence this decision, while reporting on board members composition can be an additional lever for change;
- Measures driven by an *expected company benefit* (e.g. need to attract and retain skills and talent) can be effective since they are treated as operational targets. It is thus important to make clear to companies what this benefit is (and how it can be measured);
- In male-dominated professions, especially those involving *higher training requirements,* the only way to bring in women is to aim early in the process and specifically target youth in education organisations. This is most effective by coordinated sector or industry/government action. Regardless, any impact can only be gradual and slow.

Annexes

Annex 1 – Literature list

Main literature identified to date

- Analysis of the trends and prospects of jobs and working conditions in transport, Panteia, 2015. Available: https://www.panteia.com/news/analysis-of-the-trends-and-prospects-of-jobs-and-working-conditions-in-transport/;
- Austrian Institute for SME Research (2012), WIR – Women in Rail, Study on the situation of women in the rail sector and on the implementation of the European social partners' Joint Recommendations, Final report, Vienna;
- Dragomir, C., Bătrînca, G., & Surugiu, F. (2012). Motivation of joining women in the maritime sector. Maritime Transport & Navigation Journal, 3(3), 2-79;
- EC initiatives such as Women in transport, for which not only output but also participants to conferences etc. could be relevant. See for example European Commission (2016), Consultation document Women in Transport. Also interesting are the replies, such as ETF (2016), ETF contribution to the DG MOVE Consultation on gender in transport ETF contribution;
- EIGE. Gender Statistics Database: http://eige.europa.eu/gender-statistics/dgs/indicator/gei_core__gei_core_scores__dom/bar/year:2012/geo:EU28,BE,BG,CZ,DK,DE,EE,IE,EL,ES,FR,HR,IT,CY,LV,LT,LU,HU,MT,NL,AT,PL,PT,RO,SI,SK,FI,SE,UK/domain:OVERALL;
- ETF (2017), Violence against women at work in transport, Summary report of findings from a survey by ETF;
- European Commission and the Joint Research Centre, (2015), Analysis of the trends and prospects of jobs and working conditions in transport, prepared by Panteia and PwC;
- European Commission, (2017), Impact Assessment Accompanying the document Proposal for a Directive of the European Parliament and of the Council on work-life balance for parents and carers and repealing Council Directive 2010/18/EU;
- European Commission, (2017), Study on a Pilot project: Making the EU transport sector attractive to future generations, prepared by Deloitte, Coffey and Panteia;
- European Council segregation report, 2017. Available at: http://data.consilium.europa.eu/doc/document/ST-12709-2017-ADD-2/en/pdf. Accessed at 31/05/2018.);
- Gleave, S. D., (2015). Study on employment and working conditions in air transports and airports. European Commission. Available at: https://ec.europa.eu/transport/sites/transport/files/modes/air/studies/doc/2015-10-employment-and-working-conditions-in-air-transport-and-airports.pdf. (Accessed at 29/05/2018);
- International Labour Organization (ILO) Statistics: http://www.ilo.org/global/about-the-ilo/multimedia/maps-and-charts/WCMS_241698/lang--en/index.htm;
- Investing in Women's Employment; Good for business, good for development (International Finance Corporation, 2013);
- Juul, M., (2016). Employment and Working conditions in EU civil aviation. European Parliament Research Service. Available at: http://www.europarl.europa.eu/RegData/etudes/BRIE/2016/580915/EPRS_BRI(2016)580915_EN.pdf. (Accessed at 29/05/2018);
- Maternity, paternity and parental leave: Data related to duration and compensation rates in the European Union. Study for the FEMM Committee (2015);
- Social partner initiatives, such as WISE, Women in Rail, etc.;

- Sulpice, G. (2011). Study on EU Seafarers employment: final report. European Commission, Directorate-General for Mobility and Transport, Directorate C– Maritime Transport;
- The EP Infographic from December 2016 on Maternity and paternity leave in the EU: http://www.europarl.europa.eu/RegData/etudes/ATAG/2016/593543/EPRS_ATA(2016)593543_EN.pdf;
- The GenPort provides a good starting point to find additional information / identify sources;
- The tea-cost action (www.teacost.eu) discusses current issues to incorporate equity consideration in transport project evaluation and decision making (little on employment;
- Tomski, P., Lis, T., & Bajdor, P. (2014). On Diversity Management. The Transportation and Logistics Sector Perspective. Logistyka, 4, 1416-1423;
- Turnbull, P. (2013), Promoting the employment of women in the transport sector - Obstacles and policy options, ILO Working Paper No. 298;
- Various ILO publications, presenting an extensive array of tools and instruments for both transport and gender, in the form of Conventions and Recommendations, guidelines, training packages, toolkits, codes of conduct and codes of practice. E.g. ILO (2013), Working Paper 'Promoting the employment of women in the transport sector - Obstacles and policy Options';
- Women Seafarers, International Transport Workers' Federation, available at http://www.itfseafarers.org/ITI-women-seafarers.cfm, accessed at 28/05/2018.

Some other examples

The list below includes a variety of examples of possibly relevant literature. This also includes publications concerning other sectors of the economy on comparable topics.

Included in handout 1 of the kick-off docs:

- Advisory Committee on Equal Opportunities for Women and Men (2015), Opinion on how to overcome occupational segregation;
- Austrian Institute for SME Research (2012), Women in Rail: Final Report, Study on the Situation of Women in the Rail Sector and on the Implementation of the European Social Partners' Joint Recommendations, Vienna;
- Babcock, P. (2012): The Crossroads of Gender and Corporate Social Responsibility;
- Caprile, Maria et al. (2012): Meta-analysis of gender and science research, Synthesis report, Luxembourg, Publications Office of the European Union;
- Catalyst (2004): The bottom Line: Connecting Corporate Performance and Gender Diversity, New York, San Jose, Toronto;
- CER, EIM & ETF (2014), 2nd Annual report on the Development of women's employment in the European railway sector;
- CER, EIM & ETF (2012), Women in rail – Good practices and implementation guide;
- European Commission (2006): Women in Science and Technology. The Business Perspective, Brussels;
- European Institute of Gender Equality EIGE (2015): Gender equality index 2015: Measuring gender equality in the European Union 2005-2012, Luxembourg;
- Fuirich Transport Development Partnership (2002), An Investigation into Cause and Effect of Gender Imbalance in Employment in the Transport Industry;
- Guo, J-L. and Liang, G-S. (2012) 'Sailing into Rough Seas: Taiwan's Women Seafarers' Career Development Struggle', Women's Studies International Forum;

- Hoogendoorn, S.; Osterbeek, H.; van Praag, M. (2011): The impact of gender diversity on the performance of business teams, http://dare.uva.nl/document/2/96364;
- McKinsey and Company (2007): Women Matter. Gender diversity, a corporate performance driver, McKinsey & Company Inc.;
- Sampson, H. (2013) International Seafarers and Transnationalism in the Twenty-First Century, Manchester: Manchester University Press;
- Stvilia, B.; Hinnant, C.; Schindler, K.; Worrall, A.; Burnett, G.; Burnett, K.; Kasmer, M.M.; Marty, P.F. (2011): Composition of Scientific Teams and Publication Productivity at a National Science Lab. JASIST, 62(2), 270-283;
- Thomas, M. (2004) '"Get Yourself a Proper Job Girlie": Recruitment, Retention and Women Seafarers', Maritime Policy & Management, 31(4);
- Turnbull, P., Fairbrother, P., Heery, E., Martínez Lucio, M. and Stroud, D., (2009) Women in Ports, Centre for Global Labour Research (CGLR), Cardiff University;
- Vilké, R. et. al. (2014): Gender and corporate social responsibility: 'big wins' for business and society? In: Procedia – Social and Behavioural Sciences 156 (2014), 198-202;
- Woolley, A.W.; Baer, J.B. (2011): The role of gender in team collaboration and performance, Interdisciplinary Science Reviews, 36(2), 146-153;
- Research Report 'Investing in Women's Employment Good for business, good for development', International Finance Corporation (IFC) http://www.ifc.org/wps/wcm/connect/5f6e5580416bb016bfb1bf9e78015671/InvestinginWomensEmployment.pdf?MOD=AJPERES;
- Report 'Gender strategy Toolkit', Australian Government., Workplace gender equality Agency: A direction for achieving gender equality in your organisation https://www.wgea.gov.au/sites/default/files/Gender_Strategy_Toolkit.pdf;
- Australian Human Rights Commission. "Women in male dominated industries: a toolkit for strategies". http://www.humanrights.gov.au/our-work/sex-discrimination/projects/women-male-dominated-industries-toolkit-strategies;
- Australian Government, Workplace Gender Equality Agency. "The business case for gender equality". https://www.wgea.gov.au/sites/default/files/business_case_for_gender_equality.pdf;
- "Unlocking female employment potential in Europe: drivers and benefits". International Monetary Fund. https://www.imf.org/en/Publications/Departmental-Papers-Policy-Papers/Issues/2016/12/31/Unlocking-Female-Employment-Potential-in-Europe-Drivers-and-Benefits-43712.

Additional literature identified:

- WIR Report 2012 (http://www.cer.be/sites/default/files/publication/2343_9._WIR_comparative_study_final.pdf);
- Aggrey, H. A. (2000). Women in the maritime industry: a review of female participation and their role in Maritime Education and Training in the 21st century;
- Bhirugnath-Bhookhun, M., & Kitada, M. (2017). Lost in Success: Women's Maritime Careers in Eastern and Southern Africa;
- Davey, C. L., & Davidson, M. J. (2000). The right of passage? The experiences of female pilots in commercial aviation. *Feminism & Psychology*, *10*(2), 195-225;
- Depperschmidt, C. L., & Bliss, T. J. (2009). Female flight students: Perceptions of barriers and gender biases within collegiate flight programs. *Collegiate Aviation Review*, *27*(2), 18;
- Employment in the EU transport sector, European Commission (2013);
- European Parlament (2017). Research for TRAN Comittee- Road Transport Hauliers in the EU: Social and working conditions;

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- Institute for women on aviation worldwide (Goyer 2011), Fifty years of female pilots in the United States;
- Germain, M. L., Herzog, M. J. R., & Hamilton, P. R. (2012). Women employed in male-dominated industries: lessons learned from female aircraft pilots, pilots-in-training and mixed-gender flight instructors. *Human Resource Development International*, *15*(4), 435-453;
- Gibbon, D. (2016). Difficult, Dangerous, Not a Job for Girls: Factors Impacting Women and Girls' Orientation Towards Pilot Careers. *Absent Aviators: Gender Issues in Aviation*, *43*;
- Kitada, M. (2010). *Women seafarers and their identities*. Cardiff University (United Kingdom);
- McCarthy, F., Budd, L., & Ison, S. (2015). Gender on the flight deck: Experiences of women commercial airline pilots in the UK. *Journal of air transport management*, *47*, 32-38;
- Opengart, R., & Ison, D. (2016). A strategy for alleviating aviation shortages through the recruitment of women. *International Journal of Aviation Management*, *3*(2-3), 200-219;
- Reymen, D., Gerard, M., De Beer, P., Meierkord, A., Paskov, M., Di Stasio, V.,... & Lutz, H. (2015). Labour market shortages in the European Union. Study for the EMPL Committee;
- The future for women in aviation and aerospace (2009) Report for Royal Aeronautical's Society, Women in Aviation and Aerospace Committee;
- Theotokas, I., & Tsalichi, C. (2013). Employment of women at sea. Perceptions, attitudes and experiences of male seafarers in the Greek context. In Ponencia en la Conferencia IAME, Marsella. Disponible en http://www.academia.edu/8883613/Employment_of_women_at_sea_Perceptions_attitudes_and_experiences_of_male_seafarers_in_the_Greek_context. Consultado el (Vol. 9, p. 2015);
- Women in Transport event, Brussels, 21st April 2016.

Annex 2 - List of stakeholders and initiatives contributing to this study

The gender equality networks and transport sector stakeholders presented in the table below have been approached during the study to provide insights on the issue at hand. This is certainly a non-exhaustive list of relevant stakeholders however within the framework of this study it has not been possible to meet all relevant stakeholders.

Table A.2.1 List of stakeholders and initiatives approached

Name of organisation			
Gender equality networks	**Sub-sector**	**Transport Stakeholders**	**Sub-sector**
Netherlands – vereniging Logistiek management (vLm) Vrouwennetwerk	Logistics	International Union for Road-Rail combined Transport (UIRR)	Road and Rail
France - L'AFT Itinéraire Egalité	General	International Road Transport. Union (IRU)	Road and Logistics
Women in Logistics UK	Logistics	International Association of Public Transport (UITP Europe)	Urban Public Transport
Women in Rail UK	Rail	European Sea Ports Organisation (ESPO)	Ports
The 5th International Conference on Women's Issues in Transportation	General	European Transport Workers Federation (ETF)	General
Aviation and women in Europe (AWE) annual conferences	Aviation	European Association for Forwarding, Transport, Logistics and Customs Services (CLECAT)	Logistics
Pierston	General	Freight Transport Association	Logistics
Regional and urban public transport for Lombardia region Women Engineers Association	Urban Public Transport	Nordic Logistics Association	Logistics
Women in Logistics and Transport (WiLAT)	Logistics	Central Europe Energy Partners (CEEP)	General
Poland - Women's Forum in Infrastructure and Transport	General	Verband Baden-Württembergischer Omnibusunternehmer (WBO)	Road
Community of European Railway and Infrastructure Companies (CER)	Rail		

Annex 3 - Clusters description

Member States (MS) have been clustered to as a check mechanism to assure that the selection of case studies is representative of the variety of different situations encountered across the EU. For this exercise, two main clustering criteria have been used:

- **Leave clusters:** MS are clustered according to the difference in leave provisions between paternity and maternity leave. This is relevant to understanding the cost perception of companies when it comes to maternity or paternity leaves;
- **Cultural clusters:** MS are clustered according to their ranking regarding work equality. These clusters represent the level of gender awareness in work places. This is considered to be a critical enabler for the successful implementation and yield of measures aiming to increase the participation of women in the transport sector.

Both clusters are described in the following sections. However, despite the selection of case studies being made in a way that all clusters are represented for both criteria, further literature research regarding these costs indicated limited relevance for the leave cluster as the costs of maternity leave provisions are in many cases taken up by social security. Meaning that the perceived costs for companies can be significantly lower. Further, the implementation of the case studies did not identify specifically the length of a potential maternity leave as one of the most defining barriers impacting female employment in the transport sector. Thus, the main cluster used during the study has been that of the cultural cluster.

Leave clusters

One of the major barriers to the introduction of women in the workforce is considered to be the increased costs related to legal provisions considered specific to women. The most considerable element of this category is considered to be the cost of maternity, paternity and parental leave (which is often allocated to female employees) although in most of the cases most of the parental leave is covered by the social insurance system. In most cases, companies need to hire someone in replacement of the person that has gone on a leave. This means that the company will still have to pay someone during the absence of the regular employee, however there are often significant costs related to the recruitment and training of new staff as well as productivity losses until they can get up to speed with the capacity of the employees that left. In the majority of EU MS (24 out of 28) it is the social security insurance system that takes up covering the employment cost of the employee that is on leave and so the company can be seen as simply replacing the employee in their payroll. In the remaining 4 MS (Germany, Spain, Estonia and Bulgaria), a mixed compensation system is in place where the employer also contributes which means that we can expect a portion of the additional costs of hiring a replacement lay with the company itself. Nevertheless the exact proportion differs for each of these MS.

However, a number of other legal provisions can contribute to the cost of employing women, these can be a result of either national or sectoral labour conditions or even of collective agreements at a company level. Examples of possible provisions include requirements for work-life reconciliation measures (e.g. flexible working arrangements), adopting a gender equal approach (e.g. obligation for gender-neutral hiring or for a gender equality plan) or provisions for parents with children (e.g.

providing compensation for baby-sitting costs during days that an employee needs to spend away from home).

In the table below, we present an overview of the legal provisions for maternity, paternity and parental leave across all EU MS as well as the proportion of parental leave taken up by each gender and its source of funding. The intention in this table is to summarize all the relevant information. The complexity of national legislation of each MS[46], makes it difficult to summarize everything in a single number due to the multitude of parameters involved.

[46] As also commented by the sources of this table.

Table A.3.1 Leave duration and compensation during leaves

MS	Matern. leave (wks) [1]	Approx. pay (%) [1]	Patern. leave (wks) [1]	Approx. pay (%) [1]	Difference	Parental leave [1]	Approx. pay (%) [1]2	% of parental leave by women 2010 [3]	Source of funding of maternity leave
PT	10	100	5.0	100	5	3 Month/parent	0,25	n/a	Social security (social insurance)
FI	17.5	79.2	9.0		8.5	30 work days+ 128 workdays	75% *+ 70%*	96,4	Social security (social insurance)
SE	14	80	2.0	80	12	14 month +3 month	78% + flat rate	92,8	Social security (social insurance)
SI	15	100	3.0	90	12	9 month	1	98,6	Social security (social insurance)
BE	15	76.75	2.0	82	13	4 month / parent or 8 m. or 20 m. partly	Flat rate	97	Social security (social insurance)
DE	14	100	0.0	0	14	12 or 14 month (2)+ 2 years	67%+ unpaid	83,9	Mixed (social insurance for a flat rate benefit and employer liability)
ES	16	100	2.0	100	14	until child 3 years	unpaid	86,3	Mixed (public funds and employer)
FR	16	100	2.0	100	14	until child 3 years	Flat rate	96	Social security (social insurance)
HR	14	100	0.0	0	14	6 month+ 2 m + (4)	100%, 50% after 6 month	94,6	Social security (social insurance and public funds)
LI	18	100	4.0	100	14	until child 3 years	100% first year.Or 70%	93,5	Social security (social insurance)

MS	Matern. leave (wks) [1]	Approx. pay (%) [1]	Patern. leave (wks) [1]	Approx. pay (%) [1]	Difference	Parental leave [1]	Approx. pay (%) [1]2	% of parental leave by women 2010 [3]	Source of funding of maternity leave
							first y +40% second y. Last year unpaid		
LT	16	100	1.4	80	14.6	19.5 Month/parent	0,7	100	Social security (social insurance)
NL	16	100	0.3	100	15.7	26*(working hours/week) /parent	unpaid	83,9	Social security (social insurance)
AT	16	100	0.0	0	16	max 36 month	Flat rate (1)	99,9	Social security (health insurance fund for 6 months, then public funds)
DK	18	100	2.0	100	16	8 month per parent	100% 8 first Months + unpaid	n/a	Social security (social insurance)
LU	16	100	0.0	0	16	6 Month/parent	Flat rate	80	Social security (social insurance)
EL	17	100	0.3	100	16.7	Private sec. 4 m./parent (3)	unpaid		Social security (social insurance)
RO	18	85	1.0	100	17	child's one or two years	85% * and incentive pay to return to work	83,3	Social security (social insurance)
MT	18	100	0.3	100	17,7	4 month / parent	unpaid	n/a	Social security (social insurance)

MS	Matern. leave (wks) [1]	Approx. pay (%) [1]	Patern. leave (wks) [1]	Approx. pay (%) [1]	Difference	Parental leave [1]	Approx. pay (%) [1]2	% of parental leave by women 2010 [3]	Source of funding of maternity leave
CY	18	72	0.0	0	18	4.5 month	unpaid		Social security (social insurance)
EE	20	100	2.0	100	18	16 + 23 month	100% * + flat rate	95,4	Mixed (employer liability and social insurance)
IT	20	85	0.3	100	19.7	until child 3 years (5)	0,3	92,8	Social security (social insurance)
HU	24	70	1.0	100	23	until child 3 years	flat	98,8	Social security (social insurance)
CZ	28	70	0.0	0	28	39 month	0,7	99,1	Social security (social insurance)
SK	34	65	0.0	0	34	until child 3 years	Flat rate	99,1	Social security (State health Insurance)
IE	42		2.0		40	4.5 month /parent	unpaid	n/a	Social security (social insurance)
PL	52	80	2.0	100	50	34 month	Flat rate	96,2	Social security (social insurance)
UK	52		2.0	90	50	4.5 month/parent	unpaid	94,2	Social security (social insurance)
BG	58.6	90	2.0	90	56.6	6.5 Month	0,9	100	Mixed (employers reimbursed up to 92% by public funds)

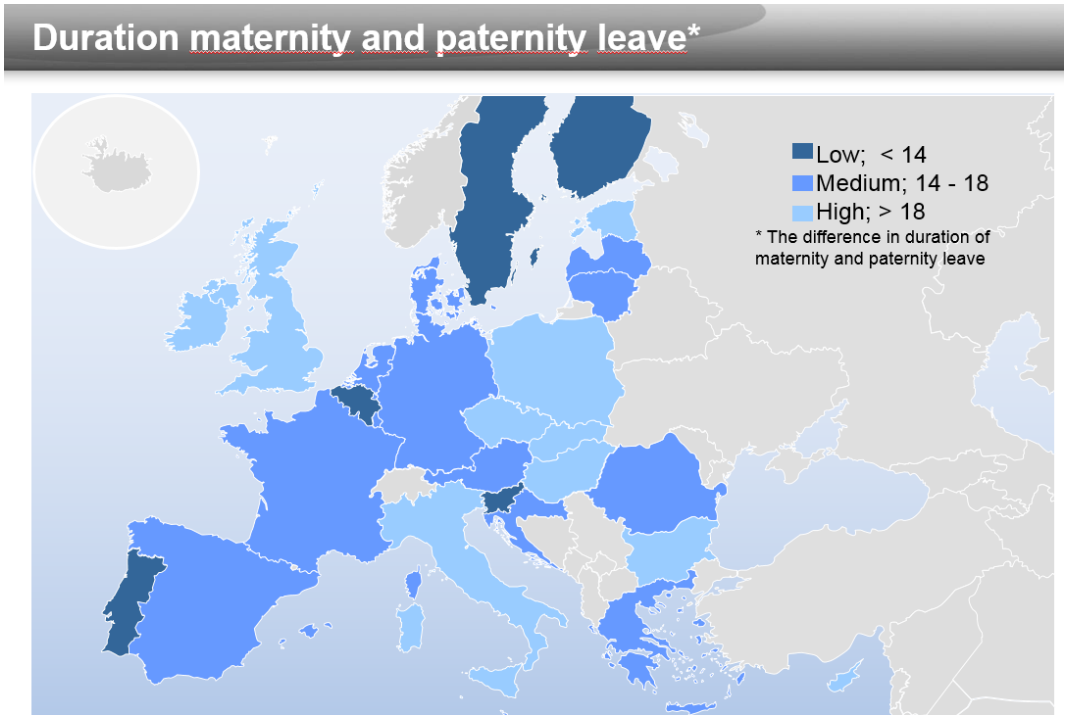
n/a: No data available.

* up to a ceiling.
**up to a ceiling, no ceiling in the public sector.
*** 230€/wk first 26 weeks, rest is unpaid.
****There are differences if both parents share the leave on pay and on weeks.
(1) Max 36 months (30 months if not shared) with a pay 440/month. 14 months (12 if not shared) with 80% previous income (up to 2000€).
(2) 14 months if both parents take at least two months parental leave.
(3) Public sector: 4 months per parent, not transferable.
(4) Can be prolonged 2 more months if the father takes up his 3 months.
(5) Private sector notably shorter (see source [1]).

Sources: -1 Maternity, paternity and parental leave: Data related to duration and compensation rates in the EU 2015 /
-2 Infographic: Maternity and paternity leave in the EU 2016
-3 EIGE Gender Statistics Database:
-4 ILO. Maternity and paternity at work – Law and practice across the world 2014, p. 136.
Source: ISI-Fraunhofer and Ecorys based on EP, FEMM Committee and EIGE.

Following the above, 3 clusters can be identified concerning the difference between maternity leave and paternity leave duration. With the majority of MS indicating a difference of leave between 14-18 weeks of pay, we can distinguish 3 distinct clusters as can be seen in the figure below. This distinguishes countries with a small difference in leave duration (below 14 weeks), average difference (14-18 weeks) and high difference (over 18 weeks) for female employment.

Figure A.3.1 Marginal costs for employing female employees (in weeks of pay)



Source: Ecorys based on EP, FEMM Committee and EIGE.

Additional, specific, national, sectoral or company-wide provisions for gender employment for the specific Member States will be identified and validated during the case studies with companies and fed into the economic toolkit. The intention of this clustering is to secure that the selection of case studies provide cases in countries covering the whole spectrum of different labour provisions.

Cultural clusters

Cultural difference regarding the participation of women in the labour workforce can have an impact on the effectiveness of measures taken to increase female employment. For example, in countries with an established culture for female participation, relevant measures can be more effective than in countries where the culture for female participation is less advanced.

The EIGE, Work domain index[47] for the EU-28 measures the "extent to which women and men can benefit from equal access to employment and good working conditions". This is composed of 5 indicators comparing male and female working conditions. These indicators assess female participation, gender segregation and difference in the quality of work:

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[47] http://eige.europa.eu/gender-equality-index/2015/domain/work.

- Participation in rates of full-time equivalent (FTE) employment;
- Duration of working life;
- Sectorial segregation;
- Flexibility of work (ability to take an hour or two off during their working time);
- Career Prospects Index.

The five indicators are combined into an index, which is measured on a scale between 0 and 100 points, where 100 is complete equality. The scores for each member state are expressed in the table below.

Table A.3.2 EIGE work index

Country	Index*
Sweden	82,6
Denmark	79,2
Netherlands	76,7
United Kingdom	76,6
Austria	76,1
Finland	74,7
Luxembourg	74
Ireland	73,9
Belgium	73,8
Latvia	73,6
Lithuania	73,2
Spain	72,4
Estonia	72,1
France	72,1
Portugal	72
Slovenia	71,8
Germany	71,4
Malta	71
Cyprus	70,7
Croatia	69,4
Bulgaria	68,6
Hungary	67,2
Romania	67,1
Poland	66,8
Czech Republic	66,1
Slovakia	65,5
Greece	64,2
Italy	62,4

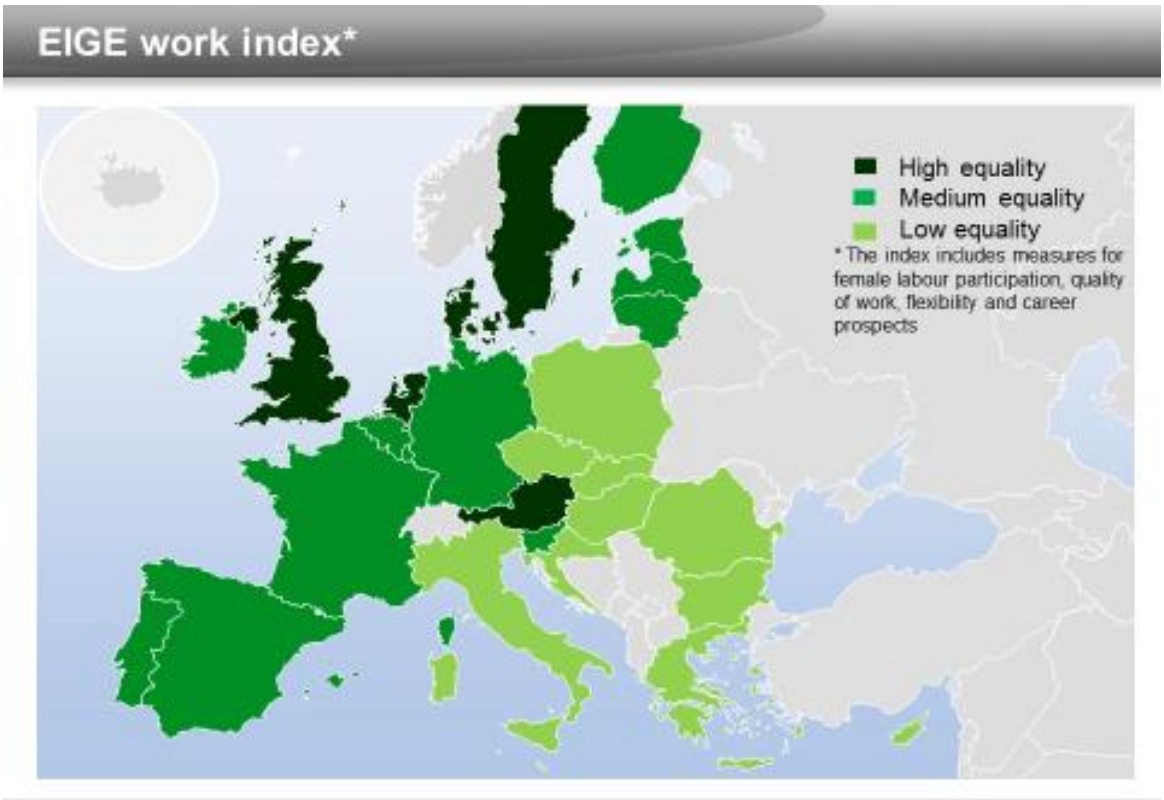
Source: EIGE[48].

Based on the EIGE work index, the following three clusters of MS have been derived as seen in the figure below:

48 http://eige.europa.eu/gender-equality-index/2015/domain/work.

1. **High work equality** – Index: 74 – 83, including: Sweden, Denmark, Netherlands, United Kingdom, Austria, Finland;
2. **Medium work equality** – Index: 70 – 74, including: Luxembourg, Ireland, Belgium, Latvia, Lithuania, Spain, Estonia, France, Portugal, Slovenia, Germany, Malta, Cyprus;
3. **Low work equality** – Index: 62 – 70, including: Croatia, Bulgaria, Hungary, Romania, Poland, Czech Republic, Slovakia, Greece, and Italy.

Figure A.3.2 Work equality index MS clustering



Annex 4 - Case studies selection process

A total of 22 companies have been selected to participate in the study offering the opportunity to analyse their adopted measures to derive a case study. These cases have been agreed in close consultation with the European Commission. Additionally, 6 counterfactual cases have been conducted with the aim to assess the potential of implementing the measures identified in the case studies as relevant for specific modes, in a different context with companies from other cultural clusters, or less advanced in adopting gender equality policies and measures.

Our approach to selecting companies for the case studies comprised of four discrete steps:

1. Identification of potentially eligible transport companies;
2. Confirmation of companies willingness to participate to the study;
3. Pre-selection of case studies;
4. Finalisation of the set of selected case studies in consultation with the European Commission.

Identification of potentially eligible companies

Participating in the case studies and sharing a wealth of potentially sensitive business information places the barrier for companies to participate rather high. Therefore, only really motivated companies with a high level of awareness of the issue are probable to devote the resources necessary to participate to this study. This is the reason our approach to identifying potentially eligible companies relies on four highly tailored channels:

1. Consortium stakeholder network and direct company contacts;
2. EC contacts and recommendations;
3. Key stakeholder approach;
4. Literature review on measures.

Consortium stakeholder network and direct company contacts: These companies have worked extensively in the past on transport social issues and gender equality issues in specific with members of our consortium. These companies have proven their social awareness and commitment on the topic and are thus highly probable to cooperate for this study. Additionally, having worked with our consortium partners in the past we can reassure them of the quality of our work. Similarly, key stakeholder organisations at a European or national level are contacted through our researchers' network of contacts to identify and liaise with further potential candidate companies.

European Commission contacts and recommendations: Some companies came directly out of the recommendations we received from the European Commission. This is another highly promising stream of contacts as those companies have either proactively communicated their willingness to participate to this or a relevant study, or have been identified as industry front-runners taking action on the topic of gender equality.

Key stakeholder approach: Another stream of companies came directly from the recommendation of transport industry stakeholders and key experts on the field of

transport social issues. Approaching these stakeholders has provided a wealth of information on relevant initiatives and companies that are not only applying relevant measures, but have also been willing to share the results of their work. This approach has commenced already from the exploratory interviews phase and has unrolled during the last months to reach to a broad selection of stakeholders including European and national level associations, academics and relevant female employment initiatives for the transport sector resulting in a significant number of proposed cases and in a number of occasions yielding new contact points for information (snowball effect).

It should be also noted that the publicity created by the launching and implementation of the study has resulted also in some companies and stakeholders voluntarily approaching the study team and offering to become case studies. A full list of the stakeholders that have been approached is presented in Annex 2.

Literature research: Last, but not least, a final branch of companies has identified through desk research. This is mainly based on the sources of information identified and presented in the inception report, which have been reviewed to identify companies that have put in place potentially interesting practices. The list of signatories of the *Declaration on equal opportunities for women and men in the transport sector* was also used to identify companies that would potentially result in interesting cases[49].

The long list of identified companies with the interesting information about them, as well as the streams utilised to identify them, are presented in the following section.

Long list of potential case studies

Table A.4.1 Long list of identified cases

#	Company	Sector	MS	Comment
1	Austrian Federal Railways	Rail	AT	Gender equality policy with concrete targets for the equality of women and monitoring of results. Newly launched Girlpower beim Töchtertag 2017 campaign.
2	Deutsche Bahn AG	Rail	DE	DB has in the past focused on gender equality. The company has set an ambitious goal to increase women in the overall workforce from 22.1% to 25% by 2015.
3	Ferrovie Dello Stato Italiane (FS)	Rail	IT	Women in motion Project, aiming to promote women's career in technical area. The top management has joined the 30% club. 'maternity training' to increase awareness of managers about the challenges of combining motherhood and work. Favourable parental leave agreements. Value D association to support female leadership in the company. Programming seminar seminars on women's talent. The STEM project to get in touch with (female) students. The equal

[49] https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en.

#	Company	Sector	MS	Comment
				opportunity committee has various initiative, for instance to address sexual harassment.
4	ATM	Urban	IT	Training to develop female leadership. The training is destined for women employed as managers or staff and focuses on the development of leadership and management skills. The "Pink Keys" initiative is part of the company policies to improve working environment and enables to reserve sanitation facilities for female workers.
5	Port of Rotterdam, STC	Port	NL	Hoge hakken in de haven (high heels in the port) initiative to attract more women for training and work in port professions followed more recently by the setting-up of the Rotterdam Port of Welfare Committee.
6	Transport for London (TfL)	Urban	UK	The TfL has an ambitious gender equality strategy supported by detailed gender statistics. It also uses its leverage in the market to promote gender equality also amongst its suppliers. [1] In 2012, TfL produced a Single Equality Scheme (SES) Indicating that TfL should ensure its workforce is reflective of London's diversity at all levels of the organisation.
7	DHL	Logistics	DE	Awarded the Times Top 50 Employers for Women 2017, the only transport company in the UK top 50. Programme for women in executive position.
8	Arriva	Urban	DK	Training programme for women called "Women behind the wheel" (Kvinder bag rattet).
9	Renfe-Operadora	Rail	ES	Already since 2006 committed to facilitate female employment.
10	Highways England	Road	UK	Commitment to increase female employment. Created an Equality, Diversity and Inclusion tool.
11	Franceline Transport	Road	UK	Female friendly environment. 2017 FTA Everywoman in Transport & Logistics awards.
12	CTS Logistics Scrl	Logistics	NL	Women at the helm initiative to promote female employment.
13	Üestra Hannover	Urban	DE	The Board has formally resolved to increase women's representation in the workforce to 22% by 2022.
14	C.S.CARGO	Road	CZ	Lady drivers campaign implemented.
15	Air France/KLM	Air	NL	Air France signed the Convention for Occupational Gender Equality with the French Ministry of Women's Rights, formalizing a number of commitments, such as those on work life balance, increasing the number of women on steering committees and providing support for equality initiatives among SME subcontractors and suppliers.
16	EasyJet	Air	UK	Trainee programme aiming to double the intake of women pilots in 2 years.
17	Berliner	Urban	DE	In 2003, BVG drew up its first Frauenförderplan,

#	Company	Sector	MS	Comment
	Verkehrsbetriebe (BVG)			scheduled to run for 6 years and entitled "Women's Power Wanted!". The 2016 Frauenförderplan aims to bring about equal distribution of jobs among the genders.
18	Dublin Bus	Urban	IE	Recruiting since 2014 on gender-specific monitoring fosters awareness of the total number of employees and certain grades and areas where there are problems with gender balance.
19	Wiener Stadtwerke, Wiener Linien	Urban	AT	A new programme to improve the situation of women is being rolled out in 2016.
20	SNCF	Rail	FR	Implementing policy to promote female participation in the workforce.
21	STIB-MIVB, Brussels	Urban	BE	One-year goal in 2016 to raise the proportion of staff made up of women from 9.5% to 11%.
22	Nobina	Urban	SE	Nobina has taken the decision to have women making up 20% of the company within five years.
23	Stadtverkehr Lübeck GmbH	Urban	DE	Amongst other measures: Equal opportunities officer: Supervisory board entitled to participate, administrative department with a lot of freedom for content-related work. Most important overall target: women are preferred in case of equal qualification.
24	Transdev	Urban	FR	Rolling out Gender equality Action Plan.
25	Timmi Transport	Road	DE	They are a start-up in Germany and are founded by a woman. Timmi Transport operates as a platform in which bicycle couriers are matched with work. The company profiles itself as being green and socially responsible, so we can ask them if they have any specific gender equality policies or ideas. If they are interested and if they fit into our criteria, Panteia could do that case study.
26	Network Rail, H2S, Angel Trains	Rail	UK	The UK rail companies have undertaken commitments to increase the participation of women in their workforce.
27	EMT	Urban	ES	Obliged according to Spanish law to implement a gender equality plan
28	PKS Gdansk – Oliwa SA	Logistics	PL	PKS Gdańsk-Oliwa SA currently employees are 55.5% women. Women also account for 44.4% of the company's management staff. Already since 1953, women were employed as truck drivers.
29	SEMITAN	Urban	FR	Indicated as having applied gender equality policies by key stakeholders
30	NRIC (Bulgaria Infrastructure manager)	Rail	BG	Participant to the WIR study
31	Chalot	Road	FR	Road transport company that expressed willingness to participate in the study. The Director is also

#	Company	Sector	MS	Comment
				Vice=President of the French National Road Transport Association.
32	RATP	Urban	FR	Feminisation rate for 2015 was 20.1% RATP has expressed willingness to participate in the study.
33	De Lijn	Urban	BE	Participant to the WISE study
34	BREMER STRAßENBAHN AG	Urban	DE	Participant to the WISE study
35	Port of Valencia	Port	ES	Good example of a company that has increased the share of women in its labour force adopting a more open mentality to hiring.
36	Maersk Line	Shipping	DK	Mentioned by prof. Turnbull as an example of systematically reviewing and adjusting their training program to attract more women. Also considered to monitor closely the impact of their decisions - diversity improvement targets which are set at Group and individual company level. The Group targets are reported annually in our sustainability report.
37	Damco (Maersk)	Freight transport	DK	Member of the Maersk group. Realised a large increase in female employees between 2014 (38%) and 2015 (52%) accompanied with a similar increase in employee engagement from 68% to 77%.
38	Port of Felistowe	Port	UK	Having put in place measures to improve female employment but have not been very successful in doing so up to now.
39	Sofia public transport authority	Urban	BG	Having aimed to increase the participation of women in the workforce. Need to investigate.
40	Samskip	Logistics	NL	Advertising as actively promoting women in the company.
41	MZA	Urban	PL	Indicated as relevant by key stakeholder during exploratory interviews
42	Expeditor	Shipping	UK	Indicated as relevant by key stakeholder during exploratory interviews
43	RUBINO TRANSPORTS	Logistics	FR	Indicated as relevant by key national stakeholder
44	PERGUILHEM SAS	Logistics	FR	Indicated as relevant by key national stakeholder
45	GT LOCATION	Logistics	FR	Indicated as relevant by key national stakeholder
46	TRANSPORTS PRUDENT	Logistics	FR	Indicated as relevant by key national stakeholder
47	STEF SUD OUEST	Logistics	FR	Indicated as relevant by key national stakeholder
48	STEF TRANSPORT VALENCE	Logistics	FR	Indicated as relevant by key national stakeholder
49	ROUTIERS BRETONS	Logistics	FR	Indicated as relevant by key national stakeholder
50	TRANSPORT CLEMENT	Logistics	FR	Indicated as relevant by key national stakeholder
51	Lovers Canal Cruises	Inland	NL	Indicated as relevant by industry association as being

#	Company	Sector	MS	Comment
		Water		known for employing above sector average female employees
52	Stromma	Inland Water	NL	Indicated as relevant by industry association as being known for employing above sector average female employees
53	DPP	Urban	CZ	Indicated as relevant by industry association

Identification of companies willing to participate

The companies identified in the long-list of the previous tasks were targeted for confirmation. First, we launched a wide approach to confirm the willingness of these companies to participate to the study. This approach included an introductory e-mail communicating the letter of support provided by the Commission and a note with information on the scope of the study while follow-up e-mails were also needed for a number of cases.

Companies that have positively replied to the initial invitation to participate, were further invited for an exploratory discussion to verify the information retrieved regarding the company profile and discuss the terms of cooperation including contributions required (in time and data) and confidentiality concerns. These interviews have been used to confirm the following information points relevant for building the case study profile:

- Performance in gender equality:
  - Percentage of female employees for the total workforce and for specific positions;
  - Company strategies to attract women;
  - Practical changes implemented;
  - Increase in the share of women employees;
  - How long is the policy in force;
  - Initiatives to reduce gender-based violence.
- Availability of relevant data on costs and benefits;
- Potential interview schedule including stakeholders both internal and external to the company;
- Check confidentiality.

Pre-selection of case studies

Following the previous step of confirming company willingness to participate to the study, a pre-selection list of 25 potential case studies has been drafted and discussed with the Commission. This pre-selection took into account for the five following criteria:

Sub-sector coverage: As identified during the inception report, the level of awareness and interest on the topic of the selected transport sub-sectors may differ greatly. This view has been confirmed by the exploratory interviews and the extensive stakeholder approach effort. Public urban transport and rail transport companies exhibit the most examples of companies identified as eligible for the case studies and also are by far the sub-sectors that are the most motivated to participate in the study. For this reason, this criterion serves to ensure that all sectors are present in the final selection even if not possible to achieve a totally balanced set of cases.

Cultural cluster: Selecting companies from the three different culture clusters (as seen in Annex 3) is foreseen so as to understand how the different measures are applied and how efficient they can be in the diverse contexts created by the different levels of gender equality in the workforce among MS. Although the second cluster (average gender equality in the workforce) includes more EU MS including some of the most populous ones (e.g. Germany, France and Spain) a considerable effort has been made to achieve a more balanced representation of companies from the 3 clusters. The MS culture clusters are described in Annex 3 of this report.

Advanced in applying (and monitoring) relevant measures: With one of the main goals of the case studies being the extraction of quantitative information regarding the impact of measures for female representation, it is necessary to include companies that are more advanced in applying relevant measures. For this reason, the selection of cases has a bias towards including cases from the most advanced sub-sectors and clusters in dealing with gender inequality. Also, public companies seem more probable to have adopted relevant measures than private companies.

Confirmed willingness: The willingness of companies to participate is another distorting element for the selection of cases. With companies that are more advanced in applying such measures naturally seem to also be more willing to participate in the study, thus the selection is biased towards the more advanced cultural clusters and sub-sectors.

Public sector companies, which are often obliged to by law to pursue an active gender equality policy tend for this reason to be more advanced in implementing relevant measures. This means that the bias explained in the previous paragraph expands also along the private-public sector distinction line.

Company size: As SMEs (Small and Medium enterprises - companies with less than 250 employees) comprise the majority of transport companies and are especially important for the road sector it is considered very important to include also smaller companies in the selection of case studies. This will create insight into the specificities of the application of specific measures to smaller companies. However, the small size of SMEs often does not allow for a structured gender mainstreaming policy or for the development of sophisticated measures to advance the participation of women.

Leave provision: The current situation in the EU28 countries in regards to their maternity and paternity leave provisions is presented in Annex 3 although not used for the selection of cases as the underling legal framework for companies in each country can be very much complicated due to sectoral or company-wide employment agreements.

Selection of case studies

The list of selected case studies as has been developed in close consultation with the European Commission based on the application of the above-mentioned criteria.

Table A.4.2 Case studies selection

	Company name	Ownership status	Member State	Company size	Sub-sector
1	EMT Madrid	Public	ES	**Large**	**Urban public transport**
2	EasyJet	Private	UK	**Large**	**Aviation**
3	Port of Rotterdam	Private	NL	**Large**	**Ports**

	Company name	Ownership status	Member State	Company size	Sub-sector
4	Maersk Shipping	Private	DK/NL	**Large**	**Maritime**
5	Damco	Private	DK/NL	**Large**	**Logistics**
6	Sofia Electric	Public	BG	**Large**	**Urban public transport**
7	Dublin Bus	Public	IE	**Large**	**Urban public transport**
8	Snel Transport	Private	NL	**SME**	**Logistics**
9	KLM	Private	NL	**Large**	**Aviation**
10	RATP	Public	FR	**Large**	**Urban public transport**
11	Valencia Port	Public	ES	**Large**	**Ports**
12	Wiener Linien	Public	AT	**Large**	**Urban public transport**
13	Bremer Strassenbahn	Public	DE	**Large**	**Urban public transport**
14	OBB	Public	AT	**Large**	**Rail**
15	GT Location	Private	FR	**Large**	**Logistics**
16	FSI	Public	IT	**Large**	**Rail**
17	ATM	Public	IT	**Large**	**Urban public transport**
18	CZ Railways	Public	CZ	**Large**	**Rail**
19	SNCF	Public	FR	**Large**	**Rail**
20	Maier Reisen	Private	DE	**SME**	**Road**
21	Sehmer Reisen	Private	DE	**SME**	**Road**
22	Brouwer's Taxi	Private	NL	**SME**	**Road**

The Maersk Sipping and Damco cases although representing 2 fully-fledged cases studies, are presented jointly as they are part of the same group and therefore their strategies are closely linked. However, this increases the number of total cases to 22.

Sub-sector coverage

As can be seen in Table A.4.3 urban public transport is the most represented sector with 7 cases studies, while also the rail sector contributes 4 cases. Together these two, considered as the most mature sectors, represent half of the selected cases (11 out of 22) while the other half (11 cases) come from the other transport sectors of interest which are considered less advanced on the topic. This means that the current selection contains a balanced mix of cases, which bring in the long-standing experience from more advanced sectors in the topic, and cases from less mature sectors that contribute to showcase how measures can be implemented also in these sectors.

It should be here noted that a number of case study companies operate in multiple sectors bringing in different insights.

Table A.4.3 Sub-sector coverage

Sub-sectors	# of cases
Urban public transport	7
Aviation	2
Ports	2
Maritime	1
Logistics	3
Road	3
Rail	4
Total	22

The Inland Waterway Transport (IWT) sector is not represented in the above selection of case studies as it has not proven possible to identify a company of the sector with an active gender equality policy that would be willing to participate in the study.

Coverage of countries and culture clusters

The three cultural clusters that have been defined during the inception report represent the different levels of equality between the two genders in their participation in the labour market as seen also in Annex 3:

1. Low equality;
2. Average equality;
3. High equality.

The case study selection covers eleven different countries spread across all three different cultural clusters (see Table A.4.4 A.4.4). The most cases fall into cluster 3 (9), followed by cluster 2 (9), with the remaining coming from cluster 1 (4). This is sensible in view of the fact that more advanced countries in matters of gender equality are likely to host companies with more advanced gender policies. It should be however noted that a number of the companies of the case studies are operating in multiple countries and therefore this categorisation is not absolute while insights will be brought also from additional countries.

Table A.4.4 Coverage of countries and culture clusters

Culture cluster	Country	# of cases	Cluster coverage
1	Bulgaria	1	4
	Czech Republic	1	
	Italy	2	
2	France	3	9
	Germany	3	
	Ireland	1	
	Spain	2	
3	Austria	2	9
	Denmark	2	
	Netherlands	4	
	UK	1	

Coverage of company sizes and ownership

As can be seen in Table A.4.5, 12 out of the 22 cases come from the public sector, while 10 are privately owned. The cases range from very small companies to large multinationals. Given the nature of some of the transport sector, it is unavoidable that a number of sectors can only be represented by larger enterprises. This is the case for aviation, maritime, rails and urban public transport where fewer SMEs operate. It is also mostly the case that the largest companies usually have developed an equality plan. Therefore, most of the selected cases (13) have more than 5.000 employees. Another 5 cases have between 250 and 5.000 employees and finally 4 companies have less than 250 employees.

Table A.4.5 Ownership status and company size

	# of cases
Ownership status	
Public	12
Private	10
Company size	
Less than 250 employees	4
Between 250 and 5.000	5
More than 5.000 employees	13

The counterfactual case studies have been used in an attempt to correct the bias in favour of large companies and address the transferability of these results also to smaller companies or to parts of Europe that are less represented.

Annex 5 - Case studies preparation

Case study instructions

Instruction case studies: Business case to increase female employment in transport

The purpose of the case studies is to gather data that is needed for the development of the economic toolkit. This will come from tapping into the experience of companies that have implemented gender equality policies, plans or measures. For each case study, the following sections need to be addressed:

- company profile and key data;
- barriers and success factors for female employment;
- measures undertaken to increase gender balance;
- observed impacts of the measures; and
- costs and benefits.

In this document, guidelines on how to perform the case study and fill in the template are provided in chapter 1. Furthermore, a template sheet for the case studies is presented in chapter 2. This template indicates what the final product of the case study should look like.

Process guide for conducting case studies

This guide explains how to conduct the case studies and fill in the case study template that is presented in chapter 2.

The companies on our list of case studies have already been contacted by Ecorys and partners. They have indicated to be willing to participate and have relevant information that we can use for the case study. To continue with the case study, the following tasks are needed:

1. Online research for background information of the company

This first step is to identify background information on the company and explore what information on measures and impacts is already available.

More specifically, try to find information on the following topics:

- Information on gender balance (total and for specific positions if available);
- Brief description of strategies/measures and date of introduction;
- Practical changes introduced;
- Specific initiatives to prevent/reduce gender-based violence;
- Impact on the share of women.

This information can serve as a basis of preparation for the exploratory interview. If (parts of) the information is not available online, you can ask the company during the interview which information they have available internally (next step).

2. Liaise with the company to define the scope and timing of performing the case study

This step is necessary for both the company and ourselves to prepare in order to be able to implement the case study as swiftly as possible. For this, we would suggest to arrange an exploratory interview (approx. 1h) with a person that has an overview of the company gender policy.

This interview should focus on:

- Discussing the scope of our study:
  - What we aim to do;
  - What we offer to the company (publicity, recognition as good practice);
  - What we ask from the company (interviews with relevant people, any available data regarding female employment and impacts of measures);
  - Confidentiality issues and promise of partial anonymity to protect certain business data (we can also sign a relevant statement).
- Discussing the following:
  - Background and objectives of the company gender policy;
  - Higher level understanding of measures applied;
  - Reasons / motives to implement measures;
  - Realized impacts and benefits;
  - Company policy implementation monitoring and policy results;
  - Availability/suitability of relevant data to quantify benefits (see data identified for quantifying benefits);
  - Identify major country/regional provisions (relevant laws, actions, programs, etc.) that are affecting the company policy (only when relevant).
- Identifying relevant internal stakeholders to interview (joint interviews are also possible) – to validate the selection of interviewees with the company contact point and also ask for his/her suggestions:
  - HR (or gender/diversity manager, strategy department, CSR);
  - Relevant managers to discuss impact (e.g. drivers department, depot manager etc.);
  - Female and male workers at different hierarchical levels;
  - Labour union / Working Council;
  - Other suggestions.
- Defining a timeframe for the case study (and potentially arranging the company visit);
- Also, identify which clients could be interviewed.

Keep clear minutes of the interview focusing also on commitments made to provide information and data and to connect us with appropriate persons internally.

3. Arrange the timing of the case study (1-2 day visits recommended, duration depending on budget availability)

The case studies need **to be performed in principle within January and February**. Company visits should take place for each case study. Preferably, arrange all relevant interviews during the company visit. If a person is not available during the visit, a phone interview can be performed. Be sure to complete all interviews within the given timeframe.

4. Collection of relevant company information and of specific quantitative data

After the exploratory interview, our intention is to define the appropriate data that can be collected remotely (combining the data the company is collecting and what has been defined as needed to monitor impacts) and send a specific data request to our contact person. This will include both data relevant to the:

1. Company profile;
2. Documentation (internal or public) of the gender policy and measures;
3. Data monitoring implementation of the policy;
4. Data quantifying benefits and costs.

Try to collect and assess these data before conducting the case study interviews as a lot of information that can be made available will facilitate the focusing of the interviews.

5. Conduction of case studies

In preparation of the case studies, you need to read through the material that has been collected, and especially regarding what the gender policy/measures applied regard. In addition, a first understanding of the implementation monitoring and impacts is important.

The option of combining interviews into a joint session can be explored when possible to talk to multiple employees or managers of different departments. Be careful not to combine employees with managers in interviews, as we want everyone to be able to speak freely.

Be sure to keep clear minutes from the interviews. If the interviewee allows, recording the interviews could be a good option to focus on the discussion. Confirm the minutes with the interviewees after you have concluded them.

Keep an option to call them later to clarify issues.

6. Write-up

In the following sections, instructions are provided regarding filling in the content of the case study template. If you have any questions, don’t hesitate to contact us.

Company profile

In the relevant section of the case study and counterfactual template, fill in the general information about the company, including ownership status (public or private), company size, member state of establishment, and sub-sector (aviation, road, rail, maritime, ports, inland navigation, logistics or multimodal/urban transport).

This section should also provide workforce gender statistics for the total workforce and for specific functions (e.g. percentage of female drivers). The company may have information on gender by division, which would be important for the development of the interview. The focus is on functions in which the percentage of female employment is low.

Background information

The Background Section of the template we should provide background information regarding reasons the company took action. This includes discussing barriers for female employment identified by the company from both the employees and employers side. Data from interviews with different people in the company can be used for this. A list of possible barriers is provided below. In case other barriers are identified, they can be added as well.

Barriers identified on the employees side

In order to cover the differences between different professions within the same company, it would be useful to interview employees within the different divisions. From the employee perspective, a diverse number of barriers can be identified for women working in the transport sector in specific mobile occupations:

1. Gender direct issues:
    - Gender stereotypes / unconscious bias;
    - Gender discrimination;
    - Corporate/Working culture.
2. Labour conditions:
    - Work life balance;
    - Flexibility of work arrangements;
    - Security;
    - Sexual harassment or mobbing;
    - Health and hygiene;
    - Wage gap;
    - Training.
3. Job perception;
4. Corporate/Public Policies:
    - Lack of corporate policies;
    - Legal restrictions;
    - Labour rights.
5. Career prospects;
6. Mismatch of competences.

Barriers identified from the employers side

On the other hand, quite similar is the situation regarding barriers from an employers perspective:

1. Discrimination and stereotyping:
    - Corporate/Working culture.
2. Money investments:
    - Security;
    - Health and hygiene;
    - Training for women;
    - Child/elder care services.
3. Job perception:
    - Tolerance environment;
    - Social prejudices regarding the job.

4. Legal framework:
    - Leaves;
    - Legal restrictions/benefits;
    - Collective agreements.
5. Career prospects;
6. Skills requirements.

Measures undertaken to improve gender awareness

In the measures section of the template, a general outline of the gender equality policy should be described to understand the aim of the policy. Thereafter, the specific measures that have been undertaken by the company to solve the barriers should be addressed. These measures can be targeted to specific functions or the company as a whole. The measures may be related to e.g. work-life balance, health and safety, gender awareness issues or HR issues (recruitment, training and career development). Below is a list of examples of measures.

Work-Life balance

- Promote voluntary part-time possibilities (employees with children/ prior retirement/ with elder care duties);
- Adaptation of shift-work for women with children (e.g. promote intranet in order to make easier to swap shift with colleagues);
- Parental leave (both genders and, non-transferable basis, Possibility to split maternity leave between mothers and fathers);
- Re-entry policy considering the working hours after maternity leave;
- Special leave in case of child's illness;
- Introduction of child nursery/ recreation centres;
- Public kindergarten with large opening hours;
- Special short leave for families' issues.

Health and safety

- Training against third party violence;
- More security equipment;
- More security staff;
- Protection in the installations (emergency buttons, close cabins, cameras);
- More and better employee's facilities (segregated dressing rooms, break rooms, and toilets);
- Preventive measures/ Punishment for workers committing sexual harassment or mobbing;
- Availability in the company of a social worker to discuss harassment problems;
- Health offices for medical services.

Gender awareness issues

- Sensitize employees on the gender stereotype problems (trainings);
- Working clothes for both genders;
- Create a tolerant working atmosphere (cultural and gender trainings);
- Female role models to promote women's share of employment;
- Include gender awareness issues in the corporate social dialogue;
- Regular corporate reports on the situation of women in the company;
- Specific bodies in the company responsible on equal opportunity issues;

- Equal opportunity plans: objectives and monitoring (wages, gender representation…);
- Elimination of gender pay gap.

Recruitment, training and career development

- Participation in job fairs targeting female audience;
- Advertisement, articles;
- Partnership with schools of engineering;
- Mentoring and coaching programs for women;
- Changes in the career promotion procedures to benefit women.

Observed impacts of the measures

The impacts section of the template should describe qualitatively what the direct impacts of the measures in the company are. It will be mainly based on information from interviews on perceived effects of the policies, e.g. increase in female staff, increase in female job applications, improvement in the professional progression of women (to directive positions) or improved retention rate of women (especially after maternity leave).

Costs and benefits

The section on costs and benefits in the case study and counterfactual template, a quantification in monetary terms of the effects should be provided. The economic costs and benefits of implementing the measures are described, quantified and monetized (as far as possible). This may include using information from the interviews as well as numerical data from the company (e.g. productivity rate, fuel consumption, client satisfaction, etc.).

As for the benefits, the positive impacts of the measure can be quantified in monetary terms in order to provide a list of economic benefits. When there is no economic data available, an estimate of the benefit can be provided. Regardless the monetization, the benefits should be quantifiable wherever possible. The table below provides examples of potential benefits.

Potential benefit	Explanation (example)	Potential measurement
Safety	Literature proves that having more women results in safer driving and fewer accidents (more considerate drivers).	# of accidents per employee, also # of accidents per km-driven.
Reduced vehicles operating costs	There is a wide perception that women are efficient drivers. This results in fuel efficiencies, but also in reduced maintenance costs.	Fuel consumption statistics, employee productivity statistics.
Customer satisfaction	Employing more women, considered better in handling client relationships results in friendlier image and happier customers.	Customer satisfaction survey.
Less and shorter vacancies	By being attractive for women to apply for a job the potential transport labour pool is doubled. Additionally there is more talent available for hiring. Reducing time needed to fill vacancies.	HR statistics on time for covering vacancies.
Productivity /Innovation	Literature proves that employing more women results in a more productivity. This can be both as a result of increased employee engagement and access to a wider	Employee productivity statistics, company productivity statistics.

Potential benefit	Explanation (example)	Potential measurement
	skill group.	
Image	Employing more women results in a friendlier image of the transport company as it mirrors better local societies consistency.	Customer satisfaction survey / Public image survey.
Team spirit / employee engagement	Having a mixed-gender working environment promotes team spirit and improves employee engagement.	Employee satisfaction survey, employee engagement statistics.
Better employee retention	Improved employee engagement can lead to longer commitments to the company, increasing the turnaround time of staff.	HR data on employee turnaround time.

As for the costs, the table below provides examples of potential costs of implementing the policies. The costs also need to be quantified or estimated in monetary terms.

Potential costs	Internal or external costs	Related barrier (example)	Measure of the company (example)
Leave pay	Both	By legislation it is enforced that women get leave after and before they get a child, in some countries also the father gets leave (before and/or after). (Only include costs that the company has to pay, not social security).	Company or collective level agreements on payment of part of salary during leave.
Wages	Both	For a lot of transport subsectors, occupations, and countries there is a wage gap between men and women.	Reducing the wage gap could increase the attractiveness of working in the transport sector for women.
PR campaign	Both	Women might not be aware of the labour market opportunities in the transport sector.	PR campaigns that account for not alienating women through stereotypes could increase the attractiveness of working in the transport sector for women. The study on 'Making the EU transport sector attractive to future generations' provides recommendations for successful promotion & communication initiatives to increase the attractiveness of working in the transport sector for women.
Safety measures & facilities	Both	In some specific transport sectors and for some occupations women are (feeling) less safe than men, due	Safety measures and/or special facilities for women should result in safer conditions for women to work in

Potential costs	Internal or external costs	Related barrier (example)	Measure of the company (example)
		to e.g. (sexual) harassment and violence[50].	transport, thereby increasing the attractiveness of working in the transport sector for women.
Education / training	Internal	For some transport sectors and occupations, special training is required for young employees.	Promote relevant training programs in channels visible to female students; use female staff to talk to students; make loans or scholarships available for training.
Flexibility in work hours and schedule	Both	Literature shows that women are less attracted to being away from home multiple days in a row and can consider this to be a barrier.	Facilitate women employees that are required to work atypical hours (e.g. cover day care etc.).
Training for culture change	Internal	Gender stereotypes are responsible for lack of trust in or promoting hiring female employees in the sector.	Training personnel to overcome cultural issues and gender stereotypes can result in a friendlier environment for women.
Sanitary and security infrastructure	Both	Lack of infrastructure targeting the needs of female employees renders some transport professions unfriendly for women.	Invest in sanitary infrastructure (e.g. toilets and changing rooms), or security provision especially during night shifts.
Adjust equipment and uniforms	Internal	Lack of gender-adjusted uniforms and equipment render some transport professions unfriendly for women.	When hiring more women employees, designs for uniforms and other equipment should account for female characteristics.

[50] Measures can be used to combat both the feeling of unsafety and being unsafe.

Template Case Studies

Company profile

Company name:	Company X
Ownership status:	Public or private
Company size:	X number of employees
Member State of establishment:	Country X
Operation in other EU MS:	Countries, X, Y, Z
Sub-sector	*aviation, road, rail, maritime, ports, inland navigation, logistics or multimodal/urban*

Workforce statistics	**Policy Year 0**		**Policy Year 1**		**Policy Year 2**	
Description	**% female**	**Absolute number**	**% female**	**Absolute number**	**% female**	**Absolute number**
Total workforce						
Non-mobile jobs						
Higher management						
Middle management						
Specific profession 1						
Specific profession 2						
Etc.						
Mobile jobs						
Specific profession 1						
Specific profession 2						
Etc.						
Additional statistics						
Wage gap (difference in salary for comparable jobs and working hours)						
Other relevant data						

Here to fill in the specific professions of interest for the categories non-mobile jobs (e.g. engineer) and mobile jobs (e.g. driver). If possible, fill in data from both before the implementation of the policy (Policy Year 0) and after the implementation (Policy Year 1, Policy Year 2, etc.). Please fill in whatever data is available, mentioning which year it is from. When available, information on wage gap for different positions or departments can be added. Extra rows or columns can be added to this table to add more categories or other relevant information that is available.

Background information

Here to elaborate on the triggers for action and main barriers identified by the company. Please write a short story incorporating answers to the following questions:

- What has been the trigger for action?

- Have there been external parameters to that (local/ regional/national//EU developments)?
- What are the barriers they noticed and aimed to tackle?
- When, how and by whom have the policy / measures / actions have been implemented?

Measures undertaken to improve gender awareness

Outline of gender equality policy:

Short description of the general aim of the company's policy (before going into specific measures.

Ask for the (optimally quantified) objectives and timeframe (e.g. increase of women in the workforce from 5 to 20% by 2030) and who is responsible for reaching the objective.

Measure 1:

Description of the measure
Barriers the measure aims to overcome
Target group of the measure
Cost elements of the measure

Measure 2:

Description of the measure
Barriers the measure aims to overcome
Target group of the measure
Cost elements of the measure

Etc.

Observed impacts of the measures

Describe here the direct outcome of these measures:

- Increase in female staff;
- Increase in female job applications;
- Improvement in the professional progression of women;
- Improved retention rate of women (especially after maternity leave);
- Etc.

Focus here on the description of these impacts including qualitative evidence and examples with a company flavour.

Costs and benefits

Here the positive impacts and the cost elements of the measures need to be translated into economic costs and benefits. Please refer to the tables in the previous sections of this document for examples of possible costs and benefits.

Costs	
Description cost 1	Quantification cost 1

Description cost 2	Quantification cost 2
Benefits	
Description benefit 1	Quantification benefit 1
Description benefit 2	Quantification benefit 2

Annex 6 - Case study reports

1 Case Study - EMT

• Company profile

Company name:	Empresa Municipal de Transportes de Madrid (EMT)
Ownership status:	Public
Company size:	9,200 employees
Member State of establishment:	ES
Operation in other EU MS:	No
Transport sub-sector:	Public transport (Urban)

Workforce statistics	2012		2017	
Description	Total (number)	% female	Total (number)	% female
Total workforce	7,808	5.32% (4.2% in 2008)	9,183	6.11%
Non-mobile jobs				
General Manager (Gerente)	1	0.00%	1	0.00%
Higher Management (Directores)	11	0.00%	12	8.33%
Middle management (Mandos)	158	19.62%	213	20.19%
Intermediate management (Mandos Intermedios)	207	21.25%	248	20.56%
Technical staff (Técnicos)	242	5.37%	270	10.37%
Administrative staff (Administrativos)	288	16.67%	328	28.05%
Mobile jobs				
Drivers	5,245	3.09%	6,323	3.59%
Workshop jobs	624	1.42%	801	1.00%
Personnel working on the streets	509	4.50%	561	3.39%
Personnel in units/offices	244	20.46%	426	21.60%
Mobile jobs with overnight stays - none				
There is a nightime shift for bus drivers and crane services. Otherwise, the drivers and personnel sleep at their home. Only those who need to travel due to presentations or regarding a specific project may spend a night away.				
Other gender statistics	**female**	**male**	**female**	**male**
Relevant for drivers and workshop employees				
Average wage (monthly or hourly)	A wage-table exists, salaries are settled according to the position and activity. Only premiums are out of the Union's supervision			
Company turnover				
Turnover (in EUR)	460,305,806		478,595,990 (*)	

(*) info from 2016.

- **Background information**

As a framework of this case study, it is worth highlighting that in Spain an equality program is required by law for companies with more than 250 workers (Ley Orgánica 3/2007, 22 de marzo para la igualdad efectiva entre hombres y mujeres[51]). Its goal is to achieve equal treatment and opportunities for men and women, while banning discrimination in certain spheres of employment.

The equality committee focuses on reducing biases on gender, discussing and supervising problems regarding gender equality and presenting new measures to overcome gender discrimination. It is comprised by relevant member of the company (HR, Union, and female workers) and it is recommended that it presents a balance between female-male workers.

In 2012 the equality plan was signed in accordance to the national legislation. The Union, company managers and the company Equality Committee participated in its design. The plan is implemented since 2012 by the General Manager in strong collaboration with Management, Human Resources, and Unions and most importantly with the supervision and collaboration of the Equality Committee. It seeks to improve the situation of female workers and improve conciliation policies. The EMT has recently focused on policies to reduce bias when hiring new personnel. In the EMT it is considered that an increase in female employees in the company is necessary to better reflect the society and the commitment of the company to provide a better service.

However, even though there was this equality plan, many actions were neither implemented nor correctly tackled until recently.

It is worth noting that, in the EMT, after the arrival of a new director in 2015 (due to new elected local government in Madrid), new policies were implemented in order to diminish the gender gap, as they were really committed with gender issues. For example, the environment and mobility town councillor (Mrs. Inés Sabanés Nadal,) specifically wanted to have a female manager in the EMT after 70 years, due to the lack of female leading positions in the transport sector. The vacancy was filled in by Mrs. Marta Serrano (Consultancy Manager). Later, one of the Workshops manager (General Manager of Operations Carabanchel centre) was also filled in by a female worker (internal promotion, Mrs. Lidia León).

However, according to the interviewees, different laws are to a certain extent conflicting. Whereas one considers that gender bias und misrepresentation in certain sectors that are clearly having an important lack of women, should be limited by enforcing policies that hire more women than men, enforcing positive discrimination is necessary. On the other hand, another law expresses that there should not be any type of discrimination in any employment. The former produces a conflict within the company, according to the interviews. If the HR department allowed discrimination (even if positive) they would risk of having problems against the law.

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[51] https://www.boe.es/buscar/pdf/2007/BOE-A-2007-6115-consolidado.pdf.

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

After the 2007 law on equality, companies were enforced to have an equality committee and present an equality plan with an assessment of different gender related problems within the company. The meetings should take place regularly and the plan (and its update) is discussed within the meetings, along with other relevant gender issues. Unfortunately the initial plan lacks quantitative targets, but its main axes are:

- Eliminate hiring bias;
- Increase women participation;
- Conciliation policies;
- Equal pay;
- Gender equality internal / external campaigns.

Measure 1: Equality Plan 2012

Equality Plan 2012
Description of the measure
The Equality Plan aims to create a portrait of the current situation of the company regarding conciliation, gender and equality. It proposes how to overcome equality problems, but lacks specific plans and quantifiable goals. An update is expected soon (probably within 2018).
Barriers the measure aims to overcome
Gathering information, statistics, and its discussion with the Equality committee
Target group the measure is aimed at
Entire workforce
Cost elements of the measure (and overall cost if available)
It is included as part of the Equality Committee meetings.

Measure 2: Equality Committee meetings

Equality Committee meetings
Description of the measure
In the last 6 years (approx.) the equality committee monitors problems regarding equality in the company, discusses the measures proposed by the equality plan and proposes an updated version of the Equality Plan (like increasing female participation in underrepresented areas and in management positions).
Barriers the measure aims to overcome
disagreement between colleagues and lack of follow-up
Target group the measure is aimed at
Entire workforce
Cost elements of the measure (and overall cost if available)
840€ /year (taking into account the number of people involved in the meetings and hours per year)

Measure 3: Unbiased hiring process in 2016

Unbiased hiring process in 2016
Description of the measure
Improvement of the hiring procedure to reduce gender bias while incentivizing female candidates. The way the EMT hires personal has completely changed in order to maintain as far as possible the confidentiality of the personal information of the candidates. They are registered numbers and it is not possible to know their gender until the later stages of the recruitment process (when preselected). For example for engineering posts, the candidates must send two envelopes; in one envelope, the candidate presents a small project and a pseudonym, whereas the other envelope contains his/her personal information. The second envelope is used for the personal interview, if and only if, the candidate is evaluated as a potential candidate and is pre-selected, in order to limit gender bias as far as possible. Where necessary, psycho-technical exams are externalized and assigned to a contractor company, so candidates for specific posts (like drivers) present the psycho-technical with the contractor company, who sends the results to the EMT results. Later EMT has to verify the required degrees and finally proceed to the personal interview, but this procedure already notably decreases the amount of work for HR. Just recently, the requirements in the last call for bus drivers' job offers were modified, thus it is expected that more women may be able to be hired by the company. In this case the number of years of experience set as pre-condition for bus drivers were not included as a pre-requisite. As getting experience for female candidates for a driver's post in private transport companies is difficult, the EMT has decided to get rid of this point. Within the evaluation process, they need to first, pass the theoretic-exam and then they have to present a practical examination. This does not mean that candidates do not know how to drive, as they need to have already obtained the required license permit for bus-drivers after passing the corresponding official test (theory and practice).
Barriers the measure aims to overcome
gender discrimination /job application
Target group the measure is aimed at
Vacancies and internal promotions for the entire workforce and drivers (drivers represent approx. 60% of the EMT workforce)
Cost elements of the measure (and overall cost if available)
none, or even a (monetary) benefit regarding the amount of work that is reduced. E.g. in the last driver's test, 6,000 people sent an employment application. Before, all the 6,000 applications were reviewed to check requisites/experience and the application fees were returned when candidates did not fulfil the requisites. Nowadays all the 6,000 applications are presented (fee is pay by candidates), and requisites are reviewed after the theoretical/psychological tests, which results in reviewing only 1,200 applications and a notable decrease the amount of work for the human resources department.

Measure 4: Internal campaigns regarding gender equality

Internal campaigns regarding gender equality
Description of the measure
Internal campaigns which discuss topics regarding gender equality. Educational and relevant information for employees.
Barriers the measure aims to overcome
gender gap and working culture
Target group the measure is aimed at
Entire workforce
Cost elements of the measure (and overall cost if available)
None, as they use their own communication's department and paid time (probably not more than 5% of their monthly resources).

Measure 5: Conciliation policies

Conciliation policies
Description of the measure
By law conciliation policies are allowed for both men and women, namely: choosing working schedule, work shift for employees (male and female) having children between 0-12 years old. Employees are able to choose which hours they are able to work (from which time to which time and which days). Regarding bus-drivers, this legislation present a major problem regarding balancing the hours drivers choose to work and the bus schedules which are fixed. As many drivers choose shifts that are incompatible to the bus-driving schedules, there is an excess of drivers in those shifts which means that they stay in the offices as replacements, or carry out other activities in the offices. There is an unbalance between employees availability and working hours which need to be covered.
Barriers the measure aims to overcome
Work life balance
Target group the measure is aimed at
Entire workforce, men and women. The problem is mainly for people working as bus drivers or in the workshops and/or offices that work 24h/day (approx. 60% employees).[52].
Cost elements of the measure (and overall cost if available)
5 millions €/year. (People that need to be hired to cover full time shifts, and drivers that need to perform other activities in the offices and due to a complicated schedule, they cannot drive a bus anymore)

[52] It is important to take into account that unpaid work (home chores) in the Spanish society heavily affects women, more than men. So interviewees questioned whether this policy is efficiently/effectively used by men in order to carry out family tasks.

Measure 6: Zero pay gap policy

Zero pay gap policy
Description of the measure
The Union and the Equality Committee promoted the use of a table with wages for each job post, category and experience level. These are available for all workers. This does not include premiums regarding punctuality, night hours and others are out of this measure.
Barriers the measure aims to overcome
Wage gap
Target group the measure is aimed at
Entire workforce
Cost elements of the measure (and overall cost if available)
None

Measure 7: Update of the passengers' regulations, in gender-neutral language

Update of the passengers' regulations, in gender-neutral language
Description of the measure
Promote inclusive language in passengers' regulation to improve the relationship with the users.
Barriers the measure aims to overcome
Corporate image, working culture
Target group the measure is aimed at
passengers' regulation, society as a whole
Cost elements of the measure (and overall cost if available)
None

Measure 8: Gender-neutral language manual development

Gender-neutral language manual development
Description of the measure
A manual for workers to integrate gender in their reports and reduce language barriers. It is a language inclusive tool regarding internal and even external communication.
Barriers the measure aims to overcome
Corporate/Working culture
Target group the measure is aimed at
Entire workforce
Cost elements of the measure (and overall cost if available)
Part of the tasks from Communications department. Detailed information is not available.

Measure 9: External communications campaign: EMT's women

External communications campaign: EMT's women
Description of the measure
Show society the presence of women in the company. External communication, brochures, videos in YouTube, they all seek to have the presence of men and women and not only men working in the company.
Barriers the measure aims to overcome
Corporate image, working culture
Target group the measure is aimed at
society as a whole
Cost elements of the measure (and overall cost if available)
This task is carried out by the communication department. They have their own resources (human/material) they just need to correctly address these issues when carrying out an EMT communication's campaign.

Measure 10: Gender awareness training

Gender awareness training
Description of the measure
Gender awareness training, mandatory and included in every course
Barriers the measure aims to overcome
Corporate/Working culture
Target group the measure is aimed at
Entire workforce
Cost elements of the measure (and overall cost if available)
n.a.

• Observed impacts of the measures

The gender equality plan has managed a number of achievements in the last years. Specifically:

- Increase in female staff in Managing positions: nowadays there is one female managing director in the company after 70 years (Consultancy, Mrs. Marta Serrano); and
- Since 2017 there is the first female General Manager of Operations Centre (Caranbanchel, Mrs. Lidia León);
- Increase in female job applications: the new call for drivers is in process. No numbers are available at this moment. However, in 2016, in the central offices 4 people were hired following the new protocol. 3 out of 4 were women. One of them was 7 months pregnant. Since 2007 this protocol has been implemented to hire workshop personal[53];
- Inexistence of pay gap, due to wages tables according to years of experience, post and category;

[53] In fact during the interviews, it was highlighted that due to the Spanish economic situation, there is a problem regarding limited vacancies, therefore the overall performance regarding gender may not change notably as they do not have a high amount of vacancies. As one of the interviewees said: "we would need to fire a lot of people to hire new in order to notably change our gender statistics".

- In 2008, only 4.2% of the personal in the EMT where women, whereas nowadays this share has increased to 6.11% (580), **due to better hiring processes and improved retention rate**;
- Stability in female working positions has increased. In 2008 the most common length of service ranged between 1-3 years, and in 2016 it has increased to 4-10 years;
- Moreover, long term contracts for women have increased, effective conciliation measures for family and work have been implemented, equity in salaries is under monitoring and an effective protocol to minimize gender bias in hiring processes has been implemented[54].

According to the different interviewees (for example Consultancy department), female employees which work in male-dominated areas are really committed with their work and really like their profession.

- ## Costs and benefits

Cost element	**Costs**	
Conciliation policies	Choosing working shift and percentage of working hours for **men and women (mostly men as they are majority).**	5 million € /year
Equality Committee meetings	The equality committee meetings take place a couple of times per year and each meeting is around 2 hours. (70€ day x 12 members).	840 € /year (approximately)
Assuring toilet facilities for all the end of lines	There are still 13 lines without toilet facilities **for men and women**. The Union has an agreement to install temporary toilet facilities for **men and women.**	20,300 € /year total[55]
Benefit element	**Benefits**	
Improved recruitment process	Notably reducing the amount of (paper) work to review candidatures for a certain post through the externalisation of the recruitment assessment and the anonymization of the procedure (avoiding gender bias). For example, 1,200 profiles / out of 6,000.	Amount of work of the company HR reduced by 80%
Access to talent	Increased number of applications received.	Not available
Retention rate	Increased retention rate of employees, especially for female employees.	Not available
Higher employee commitment	According to the different interviewees, female employees which work in male-dominated areas are	Not available

54 Collective agreement does not allow this kind of hiring process for drivers or workshop operators.

55 http://www.generadordeprecios.info/obra_nueva/Seguridad_y_salud/YP_Instalaciones_provisionales_de/YPC_Casetas_ (alquiler_construccion/Alquiler_de_aseo_portatil.html.

	really committed with their work and really like/enjoy their profession.	

Isabel López, workshop employee, EMT. Source: https://www.youtube.com/watch?v=s_ih-y8iznY.

Bus drivers, EMT. Source: https://www.youtube.com/watch?v=s_ih-y8iznY.

- ## Interviewees

Division	Place	Interviewees	Participant No.
General Manager Caranbanchel Operations Centre	Carabanchel	Lidia León	1
Mobility department (Movilidad)	Carabanchel	Mª Elena Martínez Martín	2
		Salvador Guzmán Canalejas	3
		José Rosa Gómez	4
		Carmen Fernández Rodríguez	5
Drivers	Carabanchel	Jose Luis Vivas	6
		Jesús Gil	7

Division	Place	Interviewees	Participant No.
		Margarita Ramos	8
		Nuria Garcia	9
Workshop (Talleres)	Carabanchel	Mª Isabel López Olivera	10
		Constanza Torres Álvarez	11
		Miguel Ángel Gadea Cedenilla	12
		Antonio Alcázar Díaz	13
Union (Comité Empresa)	Carabanchel	Carmen Benavente	14
		Manuela Benítez Menayo	15
		Antonio Vaca Gómez	16
Human Resources Manager (Dir. RRHH)	Cerro de la Plata	Gabriel Carrasco	17
Consultancy Management (Dir. Consultoría)	Cerro de la Plata	Marta Serrano	18
General Manager (Gerente)	Cerro de la Plata	Álvaro Fernández	19
Administrative Staff (personal Administrativo)	Cerro de la Plata	Miguel Pascual Prieto	20
		Mª del Carmen Ares	21
		Fco Carlos Díaz Escribano	22

- ## Sources

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- EMT. 70 aniversario EMT Madrid. Online: https://www.youtube.com/watch?v=s_ih-y8iznY;
- BOE 2007 Ley Orgánica 3/2007, de 22 de marzo, para la igualdad efectiva de mujeres y hombres. online https://www.boe.es/buscar/pdf/2007/BOE-A-2007-6115-consolidado.pdf;
- EMT (2016) Towards gender equality at EMT Madrid: Two examples of good practices. Communications and Consultancy Management.

Case Study - easyJet

Company profile

Company name: easyJet

Ownership status: Private

Company size: 11,655

Member State of establishment: UK

Operation in other EU MS: Operating 29 bases in the UK, FR, DE, IT, ES, PT, NL and CH

Transport sub-sector Aviation

Workforce statistics	2014		2015		2016		2017	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	8,400	46%	9,164	45.4%	10,273	46.1%	11,655	46.2%
Non-mobile jobs								
Board of management	10	20%	10	20%	10	30%	9	33%
Higher management	63	22.2%	65	23.1%	62	27.4%	62*	24.1%
Middle management	245	31.0%	249*	33.3%	252	35.3%	n/a	n/a
Executive management team	11	36%	11	45%	9	54%	9	44%
Mobile jobs								
Pilots	n/a	n/a	2600	5%	2865	5%*	3291	5%*
Pilot cadets	n/a	n/a	223	5%	275	12%	377	13%
Jobs with overnight stays								
Not applicable.[56]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
other gender statistics	**female**	**male**	**female**	**male**	**female**	**male**	**female**	**male**

[56] Due to operating only short-haul and the business model of the company aiming to have pilots sleep at their home at the aircraft basis as soon as possible no jobs are considered to have overnight stays in a structural way.

Workforce statistics	2014	2015	2016	2017
Average wage (monthly or hourly)	Same for both genders	Same for both genders	Same for both genders	Same for both genders
Average productivity (per hour)	Not available disaggregated	Not available disaggregated	Not available disaggregated	Not available disaggregated
other statistics	**2014**	**2015**	**2016**	**2017**
Company turnover (in £ mln)	£4,527	£4,686	£4,669	£5,047
Employ engagement index	83%	83%	76%	n/a
Employee turnover (retention)	6.7%	6.7%	9.0%	7.4%
Client satisfaction index	78%	75%	72%	71%

- ## Background information

Female pilots in easyJet are appreciated as being well qualified by both colleagues and managers. Even at the current low levels of women pilots (approx. 6%), currently each male pilot flies approximately twice a month with a woman co-pilot. The main social skills that are considered necessary for easyJet pilots are organisational skills, team leadership, communication skills, approachability and the capacity to accept criticism can build consensus amongst the crew. These are not skills necessarily associated as being masculine skills. Although, nowadays *in European airlines it is seen as totally normal to hire women pilots*, it has not always been so and this is certainly not the perception that the public has. The *public pilot job perception is that this is a male profession* and this stereotype is developed very early in one's life. A number of female pilots report that early in their life they have been discouraged by career advisors due to the persisting stereotype. This results in a *very low number of women currently training to become pilots*.

A survey among 500 easyJet pilots (60 of which were women) showed that, male pilots usually already developed the willingness to join the profession at the age of 5-10 while women pilots only made such a decision at the age of 11-20.[57] This is indicative of the fact that *for girls, a pilot career is not an obvious possibility*. It might be seen as a consequence of the above that both positive and negative passenger reactions to coming across women pilots in a flight usually tend to come from women passengers. This is proving even more the existence of this gender stereotype and the

[57] EasyJet Pilot survey.

need to intervene to reverse this perception already addressing children in primary schools.

easyJet has been operating the *easyJet Women's Network* already since 2012 in order to provide peer support and mentoring to women employees for their career development. Also *flexible part-time working arrangements* have been steadily introduced as a means to improve work-life balance. Part-time working arrangements have been facilitated according to the existing national legal provisions for each of the company's operational bases and even beyond where operationally possible based on the existing needs. Nevertheless, female pilots remained underrepresented in the company at about 5-6%, more or less the same as the UK aviation industry average. The main barrier easyJet faces in attracting women remains the social stereotype perceiving piloting as a male profession which discourages girls and teenagers from seeing themselves as potential pilots.

However, renewed attention to the issue of attracting more women in the field has been brought by the then company *female CEO*, Carolyn McCall back in 2015 who *proved to be a catalyst for the adoption of the Amy Johnson initiative*. The initiative aims to particularly counter the public stereotype by creating visibility to the issue with the goal to attract more female pilot cadets. The initiative foresees visits to schools and STEM (science, technology, engineering and mathematics) organisations which is supplemented by media outreach activities in order to bring more publicity to the subject. Further, a coordinated approach together with pilot training organisations targets to increase the number of female candidates in the cadet program.

In order to design a comprehensive approach, easyJet has worked together with the British Women Pilots' Association. A female pilot (Marnie Munns) has been appointed to coordinate the company's and employees inputs in support of the Initiative and organise coordinate in that respect with the British Women Pilots' Association. Also the Recruitment department is working closely with the training organisations to achieve an increase in the number of female pilots entering the cadet program and, the easyJet Women's' Network alongside flight operation's department provide formal and informal mentoring to women pilots regarding their career progression.

This activity can also be seen in the context of *aiming to recruit the best possible people* in a setting of an increased need for pilots to accommodate the company's growth. Thus, an increase in applications from women allows for recruitment from a wider talent pool and thus an overall improved employee selection.

Recently, the UK government has required all companies with over 250 employees to publish information regarding gender pay gap as of 2018. easyJet has been proactive in this respect to calculate and voluntarily publish relevant information already two years in advance of this obligation. Although easyJet had been already actively working to increase the participation of women in its pilot community and the fact that there is a 0% gender pay gap for cabin crew and pilots within the company, the publication of figures showing a gender pay gap at a company level, has been picked up and criticised by the press. This requirement to publish relevant data has increased pressure on UK companies across all industries to address the gender pay gap issue.

- ## Measures to increase gender equality

Outline of gender equality policy:

The easyJet strategy aims to increase the proportion of female pilots steadily by attracting more female pilots to their ranks. Beyond being flexible in offering flexible working arrangements to improve the work-life balance of female pilots and improved mentoring to support the career progression of female pilots, the easyJet strategy takes a long term-stand aiming to combat the gender stereotype in the profession and increase the number of women applying for pilot cadet schools. In order to achieve this, a PR campaign is launched in cooperation with the British Women Pilots' Association (BWPA) and pilot training organisations L3 Academy and CAE Oxford Aviation Academy to reach to schools and science, technological, engineering and mathematics graduates (STEM) to increase the visibility of this career path to female potential candidates.

The aim of the strategy is to increase the proportion of female candidates joining cadet program from 6% in 2015 to 20% by 2020. Eventually this will form the pipeline for an increase of female pilots in the company overall. However, it remains a struggle to increase the participation of women in the flight operations management team (middle management) positions with low turnover time and require multiple years of experience to qualify, thus progress can only be slow in this respect and mainly by encouraging female pilots to progress faster. Currently only 1 of the 29 operating bases managers is a woman, however she is managing the Gatwick company base, the larger of the company proving the capability of female pilots as well as the willingness of the company to assist in their professional progression.

- ### *Measures undertaken to increase gender equality*

Measure 1: easyJet's Womens' Network

easyJet's Women Network
Description of the measure
easyJet Women's' Network started in 2012 and has been re-launched in 2015 with a range of new activities. The group has a mission to empower and inspire women across the airline. A large event was held in 2015 with the Chief Executive and members of the airline's Executive Management Team. The group has also heard from a range of external speakers and female leaders within the airline. The Women's network is a vehicle to support female employees across the company and assist them with their career development. The Network retains also an on-line presence to facilitate the participation of pilots and cabin crew who might not be able to attend regular meetings. More recently a series of 1-day workshops has been organised with the participation of 65 female pilots (1/3 of the UK female pilots) that discussed issues relevant to female pilots such as regional differences in maternity leave provisions, uniform suitability and career progression and coaching.
Barriers the measure aims to overcome
This measure aims to help female employees by helping them tackle obstacles in their prospects.
Target group of the measure
Entire workforce
Cost elements of the measure
Perceived as a zero cost measure as it operates on the participants own time. At most this can be assumed

easyJet's Women Network

to consume 1 person-day per female pilot per year assuming all female pilots can participate every year.

Measure 2: Equal pay policy and merit-based progression

Equal pay policy

Description of the measure

easyJet strives to have equal pay for both genders across each function. This is achieved via a transparent pay scale with fixed wage levels for each role. Basic and variable pay rates for cabin crew and pilots are collectively agreed and apply for all employees of the same function. Although the average pay per gender across the company indicates a gap for the two genders with the average female employee receiving just 48.3% of the hourly wage of the average male, this statistic is misleading when considering the gender composition and average pays of the two larger professional communities within the company (pilots being predominantly male and cabin crew being largely female). When comparing the average pay for the different functions accounting for similar roles, the average pay for female cabin crew and pilots is 100% of that of the average male wage.

Moreover, the promotion criteria up to the level of captain in easyJet are transparent and merit-based rather than based exclusively on the years of operation. This has been reported as a factor attracting women to the company.

Barriers the measure aims to overcome

With this measure the barrier of gender pay gap is addressed within each of the functions.

Target group of the measure

Pilots and cabin crew

Cost elements of the measure

Zero cost measure

Measure 3: Informal mentoring and open environment

Informal mentoring and open environment

Description of the measure

Women are actively encouraged and supported as they progress through the organisation. In addition to the current mentoring for all pilots, easyJet introduced an enhanced mentoring approach for female pilots. Female captains are given further development support so they can take on leadership roles such as training and base management roles. The need to increase women captains exists in all countries. Amongst the 29 easyJet bases, there is often a check whether there are women pilots that are could potentially fulfil the promotion criteria or are near to such a point and that are not yet applying for promotions. Then there is an informal meeting to check whether they are interested in applying and support and guidance is given on how they can manage the remaining promotion criteria and to make the application.

Additionally, the flat authority system and open environment where even a cadet can challenge the pilot facilitates female pilots to feel more comfortable and grow faster in higher positions. One third of the easyJet female pilots have risen to the first captain function. Through facilitating this natural progression, women are encouraged to gradually progress to higher ranks and eventually find a place also in training and management positions.

Barriers the measure aims to overcome

Informal mentoring and open environment
The mentoring scheme and the open environment facilitates female pilots to see career prospects within the company and tackles the job perception that especially higher ranks are suitable only for men.
Target group of the measure
Pilots
Cost elements of the measure
This enhanced mentoring approach is part of the normal mentoring program. It is considered to be cost free. At most, a meeting needs to take place between female pilots and their managers once every couple of years to advice on their promotion (basically after 5 years of employment).

Measure 4: Flexible roaster and work-life balance measures

Flexible roaster and work-life balance measures
Description of the measure
There has been a great change in the working patterns of pilots in the last 20 years. Now pilots are not expected to work full time anymore and part-time working, beyond being a legal right for young parents in most EU countries, is also a popular option. easyJet aims to facilitate as much as possible flexible working arrangements depending on the capacity of each operational base to accommodate such requirements. Also the low-cost, short-haul airline model facilitates air crew to spend as many nights as possible in their home base and so their personal life is not that much distracted by their flying roaster. A number of additional provisions help improve the work-life balance further: **Preferential bidding:** Employees can declare their preferred shifts (morning or evening) and days of work and therefore influence as much as possible their roaster as easyJet tries to accommodate such requirements; **Part time working**: Working 50% or 75% is possible. Depending on the capacity of each operational base, the management of the base tries to accommodate such requests; **Paternity/ maternity/ companionate allowance**: easyJet is complying with all local relevant legislations as their crews are hired locally. The company tries to go even beyond the legal requirements when employees request longer or different arrangements.
Barriers the measure aims to overcome
Work-life balance for employees is as far as possible normalised by the minimisation of "away-nights" and the option to influence one's roaster comes brings an additional element to creating a healthy work-life balance.
Target group of the measure
Pilots and cabin crews.
Cost elements of the measure
This does not come at any additional cost for the company as the roaster is defined via a specialised software that takes into account employee requests automatically.

Measure 5: Amy Johnson Flying Initiative

Amy Johnson Flying Initiative
Description of the measure
In 2015 easyJet introduced a new strategy to encourage more women to become pilots and to develop women already in pilot roles. This became the Amy Johnson Flying Initiative, in partnership with the British

Amy Johnson Flying Initiative
Women Pilots Association, named after the female aviation pioneer. The envisaged activities included: working with the UK government and organisations which promote female take-up of STEM (science, technology, engineering and maths) subjects; offering loan underwriting of around £100,000 for six female new entrant pilots; offering up to 10 training loan underwritings for A320 type ratings for female pilots entering from other airlines; current pilots at easyJet have visited more than 130 schools and youth organisations to talk about aviation careers during the 2.5 years of the Initiative; and easyJet female pilots have been highlighted in the media and through easyJet's own communication channels. The 42 press releases of easyJet regarding the Amy Johnson Initiative activities have been met by more than 400 media publications.
Barriers the measure aims to overcome
The Amy Johnson initiative activities aim to overcome the gender stereotypes around the suitability of women to become pilots. Moreover, the underwriting of training loans aims to reduce the barrier related to training costs.
Target group of the measure
Pilots
Cost elements of the measure
A female pilot is appointed as coordinator of the company inputs to the school and youth organisations visits. This requires 25% of her time. Some additional time is expected to be put in this by the public relations department Pilots that visit schools are doing this voluntarily on their free day so this does not pose a cost element for the company.

- ***Measures under consideration***

Measure 6: Selection process review

Selection process review
Description of the measure
While it seems improbable that there is any intended bias in the recruitment process as the majority of the involved people are women (HR department), however easyJet recognises there is always the probability of unconscious bias in the way recruitment tests are structured. Therefore it recognises the need to review the selection process of pilots to rethink if there is any unconscious gender or other bias in the tests that are undertaken. To do this, work will need to be undertaken in close cooperation between the recruitment experts and psychologists to define if there is any bias and correct it. The intention of this measure is not to lose talent because of the way the selection process is structured.
Barriers the measure aims to overcome
Unconscious gender discrimination in the traditional design of recruitment and suitability tests
Target group of the measure
Pilots (and especially pilot cadets)
Cost elements of the measure
Unspecified. This is expected to be a part of an FTE for a couple of employees from the recruitment department and the cost of hiring an external psychologist expert.

Measure 7: Web portal for female pilot candidates

Web portal for female pilot candidates
Description of the measure
EasyJet partners with training organisations to sponsor a website that would become a portal for all women that want to get in aviation. The aim of this site is to explain to women that want to become pilots what they need to do and encourage them for this career options. This site will further explain where they can seek financing for the training cost which can facilitate the decision and lower the barrier to invest in this. It is expected that this site will become operational before summer.
Barriers the measure aims to overcome
The aim of this site is to counter the career perception of the public and to further combat gender stereotypes showcasing that this profession is also open for women.
Target group of the measure
Pilots
Cost elements of the measure
Costs are not available as this is work in progress. Estimation is that this will cost to the airlines and training organisations the time to collect the relevant information and to host and maintain the website

• Observed impacts of the measures

The measures applied by easyJet have contributed in creating an open and gender-neutral environment where female pilots feel accepted and respected. Additionally, the attention placed in improving the work-life balance of employees and especially the preferential roaster and part-time work provisions have had also a positive effect on women pilots as they can now easier combine work and personal life. These measures are seen as contributing to the overall *employee engagement,* with more than 84% of company employees considering easyJet as a good working environment and relatively low turnover rates, fluctuating between 2.7-5.7% in the last 3 years.

The equal pay policies and merit-based progression, the easyJet Women's' Network and the informal mentoring scheme have helped women achieve *career progression*. Currently, one third of the female pilots of the company have progressed to the level of first captain and a positive outlook is expected as women achieve higher levels of experience in the company. Additionally, the transparent pay system does not allow for any pay gap within the same roles.

The Amy Johnson Initiative has produced a massive impact on the *number of applications* received as there has been a very significant increase in the number of female applications received. This has a positive impact to the overall quality of applicants creating a better access to talent for the company. Although a significant increase in the number of female pilots has not been achieved given the timeframe of the policy implementation (2015-2017), the low availability of female pilots and the high training requirements needed to become a pilot. Nevertheless, the number of female cadet entrants to the company's roaster has seen a significant increase. From 5% in 2015,[58] female cadets have risen to 12% in 2016 and 13% by 2017.[59]

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[58] Approximately the industry average.

"The gender policy is not about turning opportunities off for men but about making the skill pool as wide as possible. – Christopher Murphy, easyJet Recruitment Manager".

- **Costs and benefits**

Cost element	**Costs**	
PR campaign – Amy Johnson	The Amy Johnson initiative is supported by easyJet with pilots contributing in their own time. Therefore the expenses for easyJet are minimal. The only paid contribution is the time spend in coordinating the campaign which takes up a small part of (25%) of the time of the Initiative coordinator. Additionally, one could consider also the time spend by the Public Relations department to produce the relevant press-releases. As this theme consists 1 of the 5 priority communication activities of the PR team, this is estimated to consume approx. 10% of their time.	25% of an FTE = £23,050 (in this case calculated against an average pilot wage of £92.200) Approx. 10% of the communication team 6 FTEs = 0.5- 1 FTE
easyJet Women's' Network	The operation of easyJet's Women network works with the use of online tools which come at no cost. The Network organised a series of 1-day workshops where 65 of the company female pilots participated.	Zero cost if organised in employees own time. 1/3 or a person-day /female pilot per year (assuming all female pilots participate every 2-3 years)
Targeted recruiting campaign	The recruiting campaign of easyJet is performed in cooperation with the cadet training schools. The use of Google Display to approach potential candidates is given, the only additional action to target a female audience is to tailor the target group requirements which comes art no additional cost. The interest to approach more female pilots has brought an incentive to make made spending on advertisement more efficient and strategic but does not really cost more to the company.	Zero additional cost
Informal mentoring to women career progression	The two measures working in this direction come at practically zero cost. The informal support and guidance to female pilots provided by the flight operation's management is limited to a short talk and	Near zero cost. (Maximum estimation: 1h of a manager + 1h of a female pilot

59 Between 2016 and 2017 the number of female entrants have increased by 48% in absolute numbers (from 33 to 49) however this is not apparent given the increase in the overall number of accepted candidates.

	encouragement to female pilots that are considered ready to apply for a promotion.	every 3-5 years per female pilot)
Female uniforms	Female pilot uniforms are slightly more expensive than those of males as they are produced in fewer numbers.	A couple of Euros per female pilot
Diversity training	Training courses, aiming to make employees sensitive to gender and diversity issues where anyway in place and part of the pilot and cabin crew training programme as part of their overall skills development.	These should be in place regardless of the intention to increase the participation of women pilots so not considered a female attraction cost.
Selection process review	This is expected to be a mildly time-consuming task with time needed to review test samples for both genders and analyse results to confirm eh existence of any bias. This will probably need to be taken in cooperation with a psychologist.	Unspecified – this measure is being planned. Hiring of psychologist specialist. Time spend of HR department employees.
Information website	The creation of an information website for women that are interested in a career as pilots will burden the pilot training organisations and the airline by means to time spend to design the website and prepare the relevant content. Also cost for maintaining the website are foreseen. As this is a measure under development costs are yet to be specified.	Unspecified – this measure is being planned. Time spend to prepare the website. Cost of procuring and maintaining the website.
Benefit element	**Benefits**	
Better access to talent	Women are considered to be equally capable as men to become pilots. The PR campaign has resulted in increased applications from women which helps widen the pool of candidates and therefore increase the average quality of applicants. The Amy Johnson campaign has also resulted in easyJet being portrayed as more accepting of female pilots and so as a more attractive employer for female pilots.	Increase in applications for vacancies. Increasing the talent pool by at least 7% (increase in female participation in the cadet school). Increase in rating of the quality of applicants.
Better staff development	Faster progression of staff to more senior positions when female pilot progress faster to captains and other functions	Non quantifiable
Public image	The Amy Johnson initiative works to counter the social stereotype of pilots being a male profession. The positive publicity generated by the relevant company press releases in local and national media across the countries of operation of the company has been significant.	More than 400 articles in local and national media created in response to 42 relevant company press releases.
Employee	It is considered that female pilots tend to be more	Increased pilot

engagement	engaged than their male counterparts. They tend to be more prone and elaborate when asked for feedback and this facilitates a lot especially when assessing the introduction of new policies. Further easyJet has a rather high employee engagement rate as employees responded at a relevant survey in 2015 with over 80% that they consider easyJet a good place to work. Also the turnover rate is rather low fluctuating between 2.7-5.7% in recent years. These can be seen as a partial impact of the work-life balance arrangements and the open environment.	engagement rate. Employee engagement is over 80%..[60] Pilot turnover rate at 4%.
Client satisfaction	Women are able to show good capacity in dealing with passengers and exhibit great communication skills which facilitates with customer satisfaction rates. Additionally, the Amy Johnson Initiative has received a lot of positive feedback from parents that are pleasantly surprised that their children ae inspired to follow their dreams regardless of gender.	Not possible to capture this in the client satisfaction survey as this relies on a number of parameters.

- **Sources**

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  - David Morgan, Flight Operations Manager and pilot, easyJet;
  - Marnie Munns, Female pilot and Coordinator of the Amy Johnson Initiative, easyJet;
  - Christopher Murphy, Recruitment Manager, easyJet;
  - Julie Westhorp, Female pilot and Chair of the British Women Pilots' Association;
  - Rudi Louisberg, pilot, easyJet pilot working council and VNV association.

- Websites
  - easyJet Corporate Website - http://corporate.easyJet.com;

[60] Probably not an exclusive impact of the gender measures.

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• Case Study – Port of Rotterdam

• Company profile

Company name: Port of Rotterdam

Ownership status: Private

Company size: 1,164

Member State of establishment: Netherlands

Operation in other EU MS: NA

Transport sub-sector Ports

Workforce statistics	**2012**		**2014**		**2016**		**2017**	
Description	**Total nr.**	**% female**	**Total nr.**	**% female**	**Total nr.**	**% female**	**Total nr.**	**% female**
Total workforce	1,149	24.3%	1,128	25.1%	1,130	25.8%	1,164	26.5%
Non-mobile jobs								
Board of management	3	0%	3	0%	3	0%	3	0%
Supervisory Board	5	20%	5	20%	4	25%	5	40%
Management positions	71	16.9% (15% in 2010)	70	18.6%	78	20.5%	86	23.3%
All non-operational jobs	677	36.3%	661	37.7%	668	37.1%	708	37.7%
Management of non-operational jobs	64	17.2%	63	19.0%	71	21.1%	65	24.6%
Operational jobs (including mobile jobs and jobs with overnight stays)								
Division harbour master	472	7.0%	467	7.3%	462	9.3%	456	9.2%
Management of harbour master	7	14.3%	7	14.3%	7	14.3%	21	19.0%
other gender statistics	Female	Male	Female	Male	Female	Male	Female	Male
other statistics	**2012**		**2014**		**2016**		**2017**	
Company turnover (in €)	€ 615,000,000		€ 660,000,000		€ 675,000,000		€ 712,000,000	
Client satisfaction	7.4		n/a		7.4		n/a	
Employee engagement percentage	n/a		33.7%		39.5%		n/a	
Employees pride of company index	n/a		7.4		7.7		n/a	
Employee satisfaction	n/a		7.1		7.4		n/a	
Public image	n/a		82.4		n/a		n/a	
Stakeholder satisfaction	n/a		7.4		n/a		n/a	
Sick leave - harbour master	5.73%		4.34%		5.75%		7.13%	
Sick leave -	3.30%		3.21%		3.29%		3.83%	

Workforce statistics	2012	2014	2016	2017
other jobs				
Sick leave - overall	4.35%	3.68%	4.23%	5.12%
Efficiency (as experienced by employees)	n/a	5.3	5.3	n/a
New employees	n/a	n/a	7.0%	8.5%
New functions/ promotions	n/a	n/a	12.9%	14.5%
Employees leaving	n/a	n/a	5.3%	5.5%

- ## Background information

The Port of Rotterdam started working on measures for gender equality by signing the "Talent to the top' charter". This charter was signed by many companies in the Netherlands to promote diversity and included a program to learn more about diversity and inclusion in terms of gender, cultures, top sports and disabilities. This program was the start of the learning process for the Port Of Rotterdam, and they have now internalized these values in the company.

There is a recognition in the company that more diversity leads to better performance. Therefore, Port of Rotterdam aims to have a 50-50 male-female distribution in the company overall. This aim has not been translated into a formal objective, but is put into action through various informal policies, practices and initiatives. The Port of Rotterdam focuses on raising awareness on this topic within their company to initiate change. In 2017, the share of female employees in the total workforce was 26.5%. There has been a slow but steady increase in their share of women over past 5 years, as in 2012 this was 24.3%.

The share of female employees is especially low for the operational professions (9.3% in 2016 for the division of harbour masters), although this has also increasing over the past few years (from 7% in 2012). This division includes many jobs with long working hours, physical labour and often special requirements, such as a certificate of competence for inland and coastal waters. The combination of these working conditions and the requirement to have a boating license lead to a low percentage of female participation. One underlying reason for this is that schools where people are trained to get their boating license are also male dominated. Therefore change is also required early in the process, when children and teenagers decide what type of education to follow.

For the management functions, specific targets have been set to stimulate gender equality. Port of Rotterdam aims to have at least 25% women in management positions. In 2017, the management positions had a 23.3% share of women. There has been an increasing trend in female participation in management over the period 2012-2017, with percentages ranges from 16.9% to 23.3%.

For the higher management functions (Board of Management and Supervisory Board), the aim is to have at least 30% women on each of the boards, in accordance with Dutch legislation. As of 2017 this goal was not met, as the Board of Management consisted of 3 men, however the Supervisory Board consisted of 2 women and 3 men bringing the participation of women to 40%.

The Port of Rotterdam implements several soft measures to stimulate gender diversity, such as awareness raising among staff and adjusting vacancy texts to increase the chances of women applying. They are also actively projecting an image of diversity to the outside world, e.g. in movies that advertise their traineeships. Furthermore, the Port of Rotterdam strives to investigate how to further stimulate diversity and inclusion in the company. In order to do this, they are currently working on a research project that will identify the problems and barriers people are facing in terms of diversity and inclusion.

Another important stream of measures is to inform children and students about the port activities and generate their interest for working in the port. For this purpose, Port of Rotterdam has initiated the Educative Information Centre (EIC Mainport Rotterdam), which organizes excursions and provides learning materials for school children and students. Initiatives that focus specifically on girls and women are the Girls day in the port and the Port Angels women's network.

- ## Measures to increase gender equality

Outline of gender equality policy:

The Port of Rotterdam strives to have a workforce that represents the population. They believe that diversity will lead to a better working environment. Recruitment and communication are the most important instruments for the Port of Rotterdam gender equality policy.

For management positions, the Port of Rotterdam has specified a target of at least 25% females. Based on Dutch legislation, the target for the Board of Management and Supervisory Board are 30% each.

- ### *Measures undertaken to increase gender equality*

Measure 1: Talent to the Top charter

Talent to the Top charter
Description of the measure
Port of Rotterdam signed the Talent to the Top charter in 2010, which commits them to pursuing an active diversity policy. The female member of the Board of Management they had at the time, was the initiator for this. The charter's main focus is on increasing the female participation in the top level of organisations. The charter contains guidelines for the organisation on how to work towards effective results and monitors progress on a yearly basis. The organisations that have signed the charter together form a community, where knowledge can be exchanged in cross-company meetings and mentoring programs. The charter also offers trainings on inclusive leadership, which teaches how to use a mix of masculine and feminine leadership styles. For Port of Rotterdam, signing the charter has led to the decision of setting the target of 25% women in management (this was 15% in 2010).
Barriers the measure aims to overcome
Corporate/working culture that doesn't facilitate female participation in top level functions
Target group of the measure
The top level of the company
Cost elements of the measure
Signing the charter is free of costs. There might be extra costs for the trainings (to be clarified).

Measure 2: Generating interest for the port among youth

Generating interest among youth

Generating interest among youth
Description of the measure
Through the Educative Information Centre Mainport Rotterdam (EIC), interest for the port is generated among young people. On a daily basis, educational institutions from all levels are visiting the port and the EIC to discover the port and the possibilities of working there. This supports the youth in making decisions about their future careers and choice of education. The EIC also provides learning materials about the port to be used in the classrooms. The EIC specifically targets girls by organising a Girls day in the port, where they get to experience the different job possibilities and talk to women that work in the port.
Barriers the measure aims to overcome
Public image of the port as being male dominated, gender stereotypes of women being less suitable to work in the port, lack of women with maritime education.
Target group of the measure
School children and students, among which potential future (female) employees
Cost elements of the measure
Costs for events and learning materials (unspecified).

Measure 3: Inclusive vacancies and hiring process

Inclusive vacancies and hiring process
Description of the measure
The HR department takes several soft measures to stimulate an inclusive hiring process. One way they do this is by having informal talks with the hiring managers regarding diversity. Another measure they take is adjusting the vacancy text to make them more inclusive. They have noticed that often women are very strict in their perception of meeting the requirements that are listed in the vacancy. If they don't meet all the listed criteria, they tend to think they are not suited for the job and won't apply. Whereas men in general tend to focus less on these requirements, and will still apply if they don't meet all of them. To overcome this hurdle, they adjust the texts in their vacancies to stimulate women to apply as well. They phrase the criteria in a more flexible way, e.g. instead of specifying a specific degree that must be obtained, they require a certain level of thinking the candidate must have.
Barriers the measure aims to overcome
Lack of female applications due to vacancy criteria.
Target group of the measure
Potential new female employees.
Cost elements of the measure
No extra costs.

Measure 4: Projecting diversity

Projecting diversity
Description of the measure
In order to attract a diverse set of employees and fight the stereotype of the port being a place for men, the Port of Rotterdam aims to project an image of diversity. They do this by actively showing diversity in their communications materials. For example in movies they pay special attention to showing both male and female employees. On the careers and vacancy part of their website they show a variety of men and women that talk about their experience working for Port of Rotterdam.
Barriers the measure aims to overcome
Public image of the port as being male dominated, gender stereotypes of women being less suitable to work in the port.
Target group of the measure
Potential new female employees, the general public.
Cost elements of the measure
No extra costs

Measure 5: Port Angels Women's Network

Port Angels Women's Network
Description of the measure
Port Angels is an initiative to attract more women to the port. It is an informal network that organizes workshops, seminar and networking events. They mainly communicate through a LinkedIn group, which hundreds of women have joined. Port Angels has been initiated by women working for Port Of Rotterdam, the municipality of Rotterdam, Watertalent, Plant One and the Shipping and Transport College. They use their expertise and network to help companies and educational institutions related to the port and industry to become more attractive for women.
Barriers the measure aims to overcome
Public image of the port as being male dominated, gender stereotypes of women being less suitable to work in the port.
Target group of the measure
Potential new female employees, the general public.
Cost elements of the measure
No costs, voluntary working hours from female employees.

• Observed impacts of the measures

The signing of the talent to the Top charter was the starting point for Port of Rotterdam to increase female employment in the company. This has led to the decision of setting the target of 25% women in management positions. When they set this target in 2010, the share of women in management was 16%. Their initial target was to reach the 25% in 5 years' time. Although this ambitious goal was not achieved, they have managed to significantly increase the share of women in management, as in 2017 it was 23.3%. The number of women in the total workforce of the Port of Rotterdam has also increased over the past years. In 2010, approximately 23% of all employees was female, whereas in 2017 this has increased to 26.5%.

The increase in the share of female employees in the total workforce as well as in management are likely to be the result of multiple measures taken by Port of Rotterdam and developments in society in general. Signing the charter contributed to this increase by putting the topic of gender diversity high on the agenda within Port of Rotterdam. Following this, the topic of diversity internalized into the company and its practices. The awareness of the importance of gender diversity led to more inclusive vacancies and hiring processes and including diversity in communications materials.

Initiatives such as the Port Angels and the events organized by the EIC aim to counter the stereotype of the port being a place for men, not for women. Furthermore, they show the interesting opportunities the port has to offer for women as well. These initiatives, and the publicity they generate, positively affect the public image of the Port of Rotterdam, which has a score of 82.4 out of 100 in 2015. It is expected these measures will also positively affect the amount of women applying for jobs in the port. This effect has however not been quantified.

Furthermore, the increase in the share of female employees is also expected to have a positive effect on the functioning of teams, leading to different interactions and more creativity. This can translate into higher employee engagement and satisfaction and more pride in working for the company. Although many other factors also influence employee engagement, satisfaction and pride, the increased diversity may partially explain the increasing scores over the last few years.

- ## Costs and benefits

Cost element	**Costs**	
Talent to the Top charter	Signing the charter is free of costs. The charter also offers trainings, which might have additional costs.	Costs per training need to be specified.
Events in the port	Costs for organisation of events that promote working in the port, such as the Girls day in the port.	Costs need to be specified.
Learning materials	Providing learning materials for schools to teach about the port.	Costs need to be specified.
Adapting vacancies and hiring process	Taking gender diversity into account when writing vacancies and during the hiring process, does not lead to extra costs. The HR staff will invest hours in this regardless of the diversity aspect.	No extra costs.
Communication materials showing diversity	There are no extra costs for showing diversity in communication materials, such as the website and movies. These communication materials would have to be produced regardless of the diversity aspect.	No extra costs.
Port Angels Women's Network	The network is run on a voluntary basis by female port employees in their own time. Therefore this doesn't lead to any extra costs.	No extra costs if organised by employees in their own time.
Benefit element	**Benefits**	
Public image	The different measures counter the stereotype that the ports is only a place for men, by showing the general public that the port also offers interesting opportunities for women. The initiates such as Port Angels and the Girls day also generate extra publicity for the Port of Rotterdam. These factors contribute to a good score in terms of public image.	Public image index score of 82,4 (out of 100) in 2015.
Employee engagement and satisfaction	The Port of Rotterdam acknowledges that diversity is an important factor in creating well-functioning teams. Increasing diversity leads to different interactions and more creativity in the team. This can also translate into higher amounts of engaged employees, higher employee satisfaction and more pride the employees feel in working for the company.	39.5% employee engagement in 2016 (5.8% higher than 2014). Employee satisfaction score 7.4 in 2016 (0.3 higher than 2014). Proud of the company 7.4 (0.3 higher than 2014).

- ## Sources

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• Case Study – A.P. Moller - Maersk (Damco and Maersk Line)

• Company profile

• *Maersk Group*

Company name: A.P. Moller – Maersk

Ownership status: Private

Company size: 85,667 (FTE, 2017 data)

Member State of establishment: Denmark

Operation in other EU MS: Present in 130 countries worldwide

Transport sub-sector Logistics

Workforce statistics	2015		2016		2017	
Description	**Total (based on FTE)**	**% female (based on FTE)**	**Total (based on FTE)**	**% female (based on FTE)**	**Total (based on FTE)**	**% female (based on headcount)**
Total workforce	88,355	25%	87,736	25%	85,667	26%
Women in leadership	n/a	15%	n/a	16%	n/a	23%
Representation of women in continuing transport and logistics businesses						
Executives	n/a	n/a	n/a	10%	n/a	16%
Senior leaders	n/a	n/a	n/a	10%	n/a	11%
Leaders	n/a	n/a	n/a	20%	n/a	22%
Senior managers	n/a	n/a	n/a	27%	n/a	29%
Other statistics [61]	**Policy Year 2015**		**Policy Year 2016**		**Policy Year 2017**	
Company turnover (in USD million)	30,161		27,266		30,945	

• *Damco*

Company name: Damco

Ownership status: Private

Company size: 10,993 (FTE, 2017 data)

Member State of establishment: Denmark and Netherlands

Operation in other EU MS: Present in 100+ countries worldwide, within the EU major activities take place in the Netherlands and Sweden.

[61] Based on figures for Damco and Maersk Line in Denmark and the Netherlands.

Transport sub-sector Logistics

Workforce statistics	2015		2016		2017	
Description	**Total (based on FTE)**	**% female (based on FTE)**	**Total (based on FTE)**	**% female (based on FTE)**	**Total (based on FTE)**	**% female (based on headcount)**
Total workforce	11,087	52%	11,292	48%	10,993	44%
Women in leadership	n/a	26%	n/a	30%	n/a	29%
Other statistics	**Policy Year 2015**		**Policy Year 2016**		**Policy Year 2017**	
Company turnover (in USD million)	2,740		2,507		2,668	

- ***Maersk Line***

Company name:	*Maersk Line*
Ownership status:	*Private*
Company size:	*32,240 (FTE, 2017 data)*
Member State of establishment:	*Denmark*
Operation in other EU MS:	*Present in 100+ countries worldwide.*
Transport sub-sector	Shipping

Workforce statistics	**2015**		**2016**		**2017**	
Description	**Total (based on FTE)**	**% female (based on FTE)**	**Total (based on FTE)**	**% female (based on FTE)**	**Total (based on FTE)**	**% female (based on headcount)**
Total workforce	32,750	35%	31,858	34%	32,240	32%
Women in leadership	n/a	17%	n/a	17%	n/a	28%
Other statistics	**Policy Year 2015**		**Policy Year 2016**		**Policy Year 2017**	
Company turnover (in USD million)	23,729		20,715		24,299	

- **Background information**

A.P. Moller – Maersk (hereinafter Maersk) is an integrated transport and logistics company with multiple brands and is a global leader in container shipping. One of its core values is its employees: the company aims to create the right environment for the right people[62]. In its strive to be an agile and forward-looking company prepared to meet the challenges of the future, Maersk has adopted diversity and inclusion within the workforce as a responsible business practice: '*talent is diverse by nature*. *It is about being able to retain diverse talent and to support that talent in an inclusive environment, enabling competitive advantage through increased engagement and innovation*'[63]. Incentives for gender diversity also come from Maersk clients. These can be both formal and informal: for example, a requirement in a tender questionnaire received from one of its biggest clients of Damco, requested for the gender equality policy in place or for a compliment on the gender diversity within the management team.

Maersk diversity and inclusion policies with respect to gender equality evolve along the four major axes: work-life balance; recruitment, training and career development; gender equality; health and safety. Some of these measures apply to Maersk as a

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62 A.P. Moller – Maersk. (2018). A.P. Moller - Maersk Core Values. https://www.maersk.com/about/core-values.

63 A.P. Moller – Maersk. (2017). Sustainability Report.

whole while others concern only specific brands within the group as the nature of work and therefore the needs of female employees differ per subsidiary. The focus of this case study is on the global policies as well as measures that are taken only on the level of Damco (logistics and warehousing subsidiary) and Maersk Line (container shipping subsidiary).

One of the main work-life balance policies of Maersk is the global maternity leave policy. Under this policy female employees are entitled to an extended leave and 20% reduced working hours at full contractual pay up to six months after returning to work. The policy is especially aimed at countries where maternity protection by legislation is weak. The company's management decided to introduce the policy after discovering that the retention rate of the recent mothers is low. Since having to recruit and train new employees to replace women who are not returning to their workplaces after the maternity leave involves high costs for the global businesses, Maersk has realised that it is efficient to set up an improved maternity benefits programme for all its companies.

Maersk is very active in facilitating career progression of its female employees. There are a range of different training opportunities and networks that allow women to gain new skills and connect with female role models. Concrete targets for female representation in management positions have been developed to track the progress of these measures while unbiased recruitment practices ensure that Maersk has a wide pool of female candidates to choose from.

Gender awareness measures implemented by Maersk help to create an inclusive environment and are crucial for adaptation of such atypical working groups as female employees in a male-dominated environment. Various measures are aimed not only at the company's personnel but also at broader public, which contributes to breaking societal gender stereotypes.

Concerning sexual harassment issues, Maersk has a policy of zero tolerance to any form of harassment at the workplace. Harassment victims can turn to any manager to report. Regular communication about this policy serves as a preventive measure for harassment incidents. Maersk ensures that there is constant monitoring with respect to this topic: harassment issues are regularly discussed within the respective departments of the company's subsidiaries (usually HSE departments). There are also ad-hoc actions to compliment the regular ones: for instance, recently Maersk took #MeToo movement as a good opportunity to re-communicate the policy.

The interviews with the different representatives of Maersk revealed that its employees do not believe that there are barriers for progression of females who are already working in the company. However, there might be some difficulties for women to get in, which is especially apparent for the operational roles. Maersk tries to tackle this issue with the help of the recruitment strategy when the candidates are hired based on their profile rather than gender; sometimes if a man and a woman are equally suited for a role, the preference might be given to a woman for the sake of diversity. As far as white-collar jobs are concerned, the numbers of male and female employees are almost equal. An important exception is the composition of management teams where men usually dominate. This can be due to the fact that men tend to be more persistent than women when it comes to the advancement of their careers. Another reason is the child-care obligations that prevent many women from taking up management positions, which often require frequent business trips as Maersk is such a globally connected organisation. Gender imbalance is also more pronounced in the blue-collar and operational jobs (e.g. warehousing or seafaring), however, here the reasons for it are mostly stereotypes that such jobs involve a lot of

physical work as well as the lack of female role-models. More importantly, blue-collar jobs are often associated with atypical working hours, which is a more serious obstacle for women with children than social stereotypes.

- **Measures undertaken to increase gender equality**

Outline of gender equality policy:

Maersk sets targets for the share of women and nationalities in management, which drive its activities to increase workplace diversity. In 2015, the company set new targets due to an internal restructuring process and therefore concluded on the previous targets set in 2013. Table 4.1 shows the targets for women in management that Maersk aims to achieve by 2020.

Table 4.13. Maersk 2020 targets for women in management

Category	Target 2020
Executives	20%
Senior Leaders	18%
Leaders	25%
Senior Managers	35%

There are separate targets for representation of women in the Board of Directors: 3 female members if the board consists of less than 12 members, and 4 female members if there are 12 or more members[63]. The organisation also introduced a diversity dashboard in 2015, which helps the Maersk Group and business units better track progress in meeting targets, as well as identify current and future challenges.

In 2016 Maternity Leave Policy was introduced, including 18 weeks leave on full pay, plus a phased return to work with 20% less hours during the child's first year. Its aim is to achieve a global maternity retention level of 90% (up from 70% in 2014)[64].

- ***Global measures***

Global Measure 1: Maternity Leave Policy and Parents' Portal

Maternity Leave Policy and Parents' Portal
Description of the measure
In 2016 a new maternity and paternity leave was implemented across Maersk Group aimed at increasing the retention of women following childbirth or adoption, from the current 70 percent to 90 percent. The policy consists of providing: ▪ a global minimum standard of least 18 weeks of fully-paid maternity leave; ▪ a 'return to work' policy: a scheme that gives onshore employees (both men and women) the opportunity to work 20% less hours at full contractual pay within the first year of childbirth or adoption for up to six months after returning to work; ▪ a one week paternity leave. As a part of the policy, a parents' portal was set up. It provides employees and line managers with the practical tools and guides they need to support the transition of new parents from and back to work. Employees and line managers can find in the portal: ▪ global policies; ▪ some videos from existing best practices in the organization to support employees; ▪ guides, tools and a check list focused to support line managers in successfully managing parental leave: before, during and when employee returns to work;

Maternity Leave Policy and Parents' Portal
▪ guides, tools and a checklist focused to manage their leave and return to work. The portal helps to map stakeholders, to ensure that the handover is done properly and that career opportunities after re-entry are discussed.
Barriers the measure aims to overcome
This measure aims at increasing the retention rate of female employees who go on a maternity leave, ensuring smoother transition back to work and improving the work-life balance.
Target group of the measure
Female employees, but also male employees with children
Cost elements of the measure
Cost comes at providing additional time on leave at 100% payment. In the case of operation in the Netherlands this means providing 2 additional weeks paid by Maersk + reducing 20% working hrs. for 6 months after returning from leave.

Figure A.6.1 Maersk Parents' Portal

Global Measure 2: Strategies for Success

Strategies for Success
Description of the measure
The Strategies for Success Programme aims to provide the skills, tools and techniques needed for women in Maersk to maximise their career potential. Since its launch six years ago (in 2012), more than 950 women have taken part globally, with more than 50 senior leaders attending as speakers. Programmes have been held in Singapore, India, Denmark, the US, Hong Kong and Panama. The two-day agenda includes sessions on: Personal Brand, Executive Impact, Career Vision, Self-Belief, Social Styles, Personal Introductions, Exposure, Office Politics and Networking. Apart from that, all programme alumni have access have access to one-hour webinars that provide a deeper dive into the critical elements of the programme. Maersk also holds a follow-up webinar for participants' line managers to equip them with the tools needed to further support their employees' development. The programme is run in partnership with the UK-based learning company Edit Development, co-facilitated with an internal senior female employee from Maersk to ensure a balance between theory and internal realities[64]. This programme also provides monthly one-hour upskill sessions to all alumni and opportunity to connect and share insights and personal experiences through an on-line platform. At the same time, it involves all participants' managers to provide a general overview of the program and their role on developing and mentoring the participants.
Barriers the measure aims to overcome
This measure is aimed at providing training opportunities for women who are entering management positions and facilitating their career progression at Maersk.
Target group of the measure
Women at junior management levels.
Cost elements of the measure
Exact costs were not provided by Maersk but cost elements include the expenses for outsourcing the training and two days off work for the female employees participating in the training.

Global Measure 3: Signature and Signature Select leadership course and participation in the Danish Diversity Council

Signature and Signature Select leadership course and participation in the Danish Diversity Council
Description of the measure
Signature Programme is tailored to women entering executive leadership levels. This is an external programme run with a consortium of companies. It targets high-potential women who may be considered for the next level of leadership. The modules within the programme include: creating and communicating your vision, bringing your A game every day, defining your leadership brand, your network = your worth, sustainable high performance, intentional communication. Signature Select is an external programme run with a consortium of companies to bolster the middle of the talent pipeline. High-potential women who want to build important skills needed for the next level of leadership can enter the programme. It includes the following modules: authentic leadership, sustainable performance, coaching others and self, communication savvy, building trusted relationships. The programme focuses on cross-industry, cross-company networking to accelerate the progress of women in the middle management levels. The network continues and grows beyond the course, with periodic networking events for all Signature alumni, providing a forum for ongoing connections and relationships across different companies. Maersk is also a part of the Danish Diversity Council, which gives the company access to an external programme run by AVT business school (also a part of the Council). This programme has been created for women who have the potential to reach the top levels of leadership. Modules in this programme include: strategic leadership, centred leadership, results through winning teams, language of leadership, exponentials.

[64] Maersk. (2017). Getting in the MIX. https://www.maersk.com/stories/20170607-getting-in-the-mix.

Signature and Signature Select leadership course and participation in the Danish Diversity Council
Barriers the measure aims to overcome
The objective of this measure is to close the gender gap in the senior ranks of the organization and to provide networking opportunities for women.
Target group of the measure
Women at different levels of management.
Cost elements of the measure
Exact costs were not provided by Maersk but cost elements include the expenses for organising the leadership training.

Global Measure 4: Projecting the image of diversity

Projecting the image of diversity
Description of the measure
Maersk always tries to feature women in the advertisements for traineeships to show-case diversity within its workforce. For the Maersk graduate programme, gender-neutral language in job descriptions was adopted two years ago.
Barriers the measure aims to overcome
This measure is aimed at breaking societal gender stereotypes and closing gender gap.
Target group of the measure
General public.
Cost elements of the measure
Exact costs were not provided by Maersk but this is considered to be a nearly zero-cost measure.

Global Measure 5: "License to recruit" training

"License to recruit" training
Description of the measure
This is an e-learning programme on recruitment processes which includes elements on how to tackle bias in the key steps of the process. It is available to all employees who are involved in the recruitment process.
Barriers the measure aims to overcome
Unconscious gender bias, gender stereotypes.
Target group of the measure
Everyone involved in the recruitment process.
Cost elements of the measure
Exact costs were not provided by Maersk but cost elements include the expenses for organising the training.

Global Measure 6: Training for culture change

Training for culture change
Description of the measure
This measure is currently under development and is nearly ready to be launched. This training will help personnel to overcome personal bias and would allow to create a more inclusive environment and decrease gender bias that may hinder women progression.
Barriers the measure aims to overcome
This training will help personnel to overcome personal bias and would allow to create a more inclusive environment and decrease gender bias that may hinder women progression.
Target group of the measure
All personnel
Cost elements of the measure
Exact costs were not provided by Maersk but cost elements include the expenses for organising the training.

Global Measure 7: Job safety analysis

Job safety analysis
Description of the measure
Job Safety Analysis is performed for all jobs with physical requirements. Neither men nor women are allowed to lift materials that weigh more than a certain amount. Use of special heavy-lifting equipment is always advocated. That makes the nature of the job gender-neutral. Safety procedures also depend on the specific Maersk brand since the companies within the Group perform very different types of work.
Barriers the measure aims to overcome
This measure is aimed at improving gender equality.
Target group of the measure
Personnel in jobs with physical requirements.
Cost elements of the measure
Exact costs were not provided by Maersk but it is considered to be an almost zero cost measure.

Global Measure 8: Zero tolerance policy for any form of sexual harassment in the workplace

Zero tolerance policy for any form of sexual harassment in the workplace
Description of the measure
There is a zero tolerance policy for any form of sexual harassment in place and a special body within the company responsible for its implementation and enforcement – work ethics committee. Regular communication on this topic to all employees helps to ensure that everyone is well aware of the consequences of harassment and how to act in case it occurs.
Barriers the measure aims to overcome
This measure ensures a safe working environment for the company's employees.
Target group of the measure
All female employees.
Cost elements of the measure
Nearly a zero-cost measure, the only cost elements are the working hours of works ethics committee.

Global Measure 9: Whistle-blower system

Whistle-blower system
Description of the measure
In 2011, Maersk Group implemented a whistle-blower system, which gives employees, directors and external stakeholders an additional channel of reporting possible violations of laws and/or Group policies. The system is available worldwide in over 75 languages, and persons can make reports by telephone or online, accessing the system through a website. Employees can also type "whistleblow" in their browser and they will get directed to the site. All complaints received through this system are treated confidentially. There is also a local employee handbook available which outlines what are the procedures to be followed. This system is run by an external company which reports to Maersk on the monthly basis. The reason for outsourcing this is that Maersk believes that people feel more confident to report about various issues to an independent company.
Barriers the measure aims to overcome
This measure ensures a safe and secure working environment for the company's employees.
Target group of the measure
All personnel.
Cost elements of the measure
The costs involve the services of an external company which processes all complaints received through the system.

- ***Brand-specific measures***

Damco

Measure 1: Career Support Network

Career Support Network
Description of the measure
Career Support Network's Mission is to actively support the women of APM Terminals and Damco in the Benelux area to accelerate their career development: "*we do this via engaging women and men in our organization as well as internal and external resources*". The network is supported and founded by the business units but is driven by employees. Every year an agenda which focuses mainly on development programs and network opportunities across the company is developed. Some networking events take place during the working time, while others are scheduled in the employees' private time (e.g. lunch sessions).
Barriers the measure aims to overcome
This measure promotes diversity and inclusion at Maersk/Damco and aims at reducing the gender gap and give the drive for equal opportunities for men and women.
Target group of the measure
Female employees.
Cost elements of the measure
Exact costs were not provided by Maersk but cost elements include the expenses for organizing events and seminars.

Maersk Line

Measure 1: Pre-navigation sessions for female cadets

Pre-navigation sessions for female cadets
Description of the measure
There are information sessions for female cadets in the navigation school before the sailing practice takes place. This meeting is held by senior female cadets who already did the sailing practice and they exchange their experiences with the junior ones. They talk about the women's needs on board.
Barriers the measure aims to overcome
This measure helps women to adapt in the male-dominated environment and contributes to creating a secure and safe atmosphere on board.
Target group of the measure
Female seafarers.
Cost elements of the measure
Zero cost measure.

Measure 2: 60/40 target for job candidates

60/40 quota for job candidates
Description of the measure
For any role – commercial/operational/etc. – HR have to invite 60% female and 40% male candidates. 60-40 balance is a guideline, so in practice there are some deviations from this rule. This measure is meant to attract more women to the logistics industry. If one looks at the company overall, the number of men is still much higher, so this was intended as a corrective measure. This target is a part of the contract with the recruitment company, it is a KPI which is regularly measured. It is convenient because it is easy to track. The target of having at least 1 woman in the short list was reached last year.
Barriers the measure aims to overcome
Unconscious gender bias, gender stereotypes.
Target group of the measure
Recruiters.
Cost elements of the measure
Zero cost measure.

Measure 3: "Leading Others and Leading Leaders" course

"Leading Others and Leading Leaders" course
Description of the measure
A course for all senior officers about how to handle and coach colleagues at sea. The emphasis of the course is on how to develop an individual approach to each of the colleagues depending on his/her character and personality.
Barriers the measure aims to overcome
Lack of corporate gender policies.
Target group of the measure
Senior officers.
Cost elements of the measure
Exact costs were not provided by Maersk but cost elements include the expenses for organizing the training.

Measure 4: "Sea to Shore" programme

"Leading Others and Leading Leaders" course
Description of the measure
In the last 6 months, a global programme has been rolled out for all personnel working at sea who are interested in switching to shore positions. The duration of the programme is 2 years; during this time programme participants retain their "offshore" wage level, which is generally higher. After 2 years they should either return to sea or apply for another position ashore, which, however, may entail a different salary level.
Barriers the measure aims to overcome
Work-life balance, career prospects that fail to match the needs of career development of women.
Target group of the measure
Offshore personnel.
Cost elements of the measure
Costs are associated with having to maintain the employees' wages at the offshore rate for 2 years after transferring them to shore.

Measure 5: Huddles, safety meetings and feedback culture on board

Huddles, safety meetings and feedback culture on board
Description of the measure
The management system of Maersk Group foresees regular meetings on safety and the general working environment on board of a vessel. They take place every 5 weeks. In addition to that, there is a monthly group talk called "huddle" where such matters as budgeting, vessel performance and general welfare on board are discussed. All crew members are encouraged to make suggestions for improvements of the working processes. These contribute to building a very strong feedback culture on board of Maersk vessels. Feedback sessions are not a formal procedure and take place on an ad-hoc basis, typically after a certain task has been accomplished. They are very useful for both senior and junior officers since all involved crew members exchange personal feedback and share improvement ideas. Such feedback culture ensures that everyone is very approachable and creates an inclusive working environment which is especially important for adaptation of atypical groups (such as female seafarers in this case).
Barriers the measure aims to overcome
This measure ensures a safe and secure working environment on board of a vessel.
Target group of the measure
Offshore personnel.
Cost elements of the measure
Zero cost measure.

Measure 6: Equal opportunities for promotion policy

Equal opportunities for promotion policy
Description of the measure
There is a global promotion policy in place, it is not related to gender. It includes a range of targets to check who is ready for promotion. HR looks at the experience of people and how long they work in the company.
Barriers the measure aims to overcome

Equal opportunities for promotion policy
This measure is aimed at improving gender equality.
Target group of the measure
All personnel.
Cost elements of the measure
Exact costs were not provided by Maersk but it is considered to be a nearly zero cost measure. Possible cost elements include the working hours needed to develop the targets and monitor who is eligible for promotion.

Measure 7: Fair pay system

Fair pay system
Description of the measure
There is a specific wage range for every rank. These wage ranges are determined in the collective bargaining agreement with labor unions, so there is no room for differentiation of salaries between male and female employees. For the Netherlands there is an audit committee which audits the salaries of employees and checks that they make sense. In general, HR always investigates the cases when the figures seem awkward, regardless of the employee's gender.
Barriers the measure aims to overcome
This measure is aimed at improving gender equality.
Target group of the measure
All personnel.
Cost elements of the measure
Exact costs were not provided by Maersk but it is considered to be an almost zero cost measure. Possible cost elements include the audit committee services.

• Observed impacts of the measures

Based on the responses of interviewees, the measures undertaken by Maersk aimed at improving the work-life balance (e.g. maternity leave policy) helped to increase *employees' engagement*. Since April 2016, almost 1300 employees have used the new Maersk maternity policy and over 800 employees have taken paternity leave. At least 300 employees have used the 20 percent reduced working hours benefit after returning from leave. Of all of the women that went on maternity leave 69% already have returned to work. Today, Maersk has a retention rate of 71% of women returning to work and remaining with the company for 12 months or longer. The goal is to increase the retention rate to 90%. The feedback on the policy was generally very positive with many employees welcoming additional support from the company.

A variety of training and career development measures helped Maersk to considerably increase the number of female executives of 10% in 2016 and 16% in 2017 overall observing a jump from 593 to 746. Female representation in other management levels also saw a steady rise of 1-2% within the last 2 years. This means that the effort put in development of female personnel has paid off and resulted in better *career progression* opportunities for women. This signifies that Maersk can access *a wider talent pool*.

The management of Maersk brands recognises the importance of having more women within the company's workforce: for example, Anders Lund Kristensen, CEO of Damco, Nordic & Eastern Europe, argues that "*female colleagues may indeed have an advantage in building relationships with clients. Women tend to bring in more empathy, action, engagement".* Thus, another observed impact is improved *client relationships*.

An important indicator of the combined impact of all measures carried out by Maersk is the attitude towards the company that female employees voiced during the

interviews: they feel secure, empowered and recognised, and they believe that men and women have equal promotion chances. All interviewees agreed that Maersk looks only at what a person can bring to the table and not at the gender or race.

- ## Costs and benefits

Cost element	Costs	
Maternity leave and 'Return to work' policy	Maternity leave policy includes 18 weeks leave on full pay, plus a phased return to work with 20% less hours during the child's first year.	Cost comes at providing additional time on leave at 100% payment. In the case of operation in the Netherlands this means providing 2 additional weeks paid by Maersk + reducing 20% working hrs. for 6 months after returning from leave.
Strategies for Success	Two-day training consisting of several sessions aimed at providing women with the skills, tools and techniques to maximise their career potential.	Cost elements include the expenses for outsourcing the training and two days off work for the female employees participating in the training.
Career Support Network	The initiative is aimed at organising seminars and events for female employees.	Cost elements include the expenses for organizing events and seminars.
Signature and Signature Select leadership course and participation in the Danish Diversity Council	A leadership programme for women entering executive levels.	Cost elements include the expenses for organising the leadership training.
Training for culture change	A training helping personnel to overcome personal bias and facilitating a more inclusive environment.	Unspecified – this measure is being planned. Cost elements will include the expenses for organising the training.
"License to recruit" training	A training for recruiters and line managers to overcome unconscious bias in the process of recruitment: it teaches how not to let the information on gender, nationality or race of the candidate influence the hiring decision.	Cost elements include the expenses for organising the training.
Fair pay system	For the Netherlands there is an audit committee which audits the salaries of employees.	Exact costs were not provided by Maersk but it is considered to be an almost zero cost measure. Possible cost elements include the audit committee services.
Zero tolerance policy for any form of sexual harassment in the workplace	The policy implies regular monitoring as well as ad-hoc information campaigns.	Nearly a zero-cost measure, the only cost elements are the working hours of works ethics committee.
Whistle-blower system	A special phone number is available to all Maersk employees which they can call if they are not comfortable with raising an issue with their seniors. A shore team will further take up the issue. This system is run by an external company which reports to Maersk on the monthly basis.	The costs involve the services of an external company which processes all complaints received through the system.
"Sea to Shore" programme	An opportunity for all personnel working at sea to switch to a shore position for 2 years while retaining the same wage level.	Costs are associated with having to maintain the employees' wages at the offshore rate for 2 years after transferring them to shore.
"Leading Others and Leading Leaders" course	A course for all senior officers about how to handle and coach colleagues at sea.	Exact costs were not provided by Maersk but cost elements include the expenses for organizing the training.
Benefit element	**Benefits**	
Employees'	In April 2016 Maersk implemented policies to	So far the retention rate of women

Cost element	Costs	
retention rate	support female employees going on maternity leave (see Global Measure 1: Maternity Leave Policy).	going on maternity leave is 70% and there is a target to increase it up to 90%.
Better staff development	At Maersk globally there are three leadership development programmes (2 external and 1 internal realized with support of external consultants) only for women from entry level to senior management that aim to accelerate their progression in the company.	The participation of women creates a more coherent team and increases the professionalism of the interaction compared to a fully-male environment, this translates into a direct business benefit[65].
Employee engagement	Measures aimed at improvement of the work-life balance have a positive impact on employees engagement (based on the information received from interviews).	Non-quantifiable.
Client satisfaction	Gender diversity is a tender requirement for some of Damco's clients.	Improved hit rate for client contracts that require gender diversity plans And non-quantifiable: improved client relationships

- ## Sources

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  - Patricia Laures, Customer Service Manager for the Netherlands, Damco;
  - Bas Elisen, Head of HR for the Netherlands and Switzerland, Damco;
  - Berend Hut, COO for area Benelux, Damco;
  - Anders Lund Kristensen, Chief Executive Officer for Nordic & Eastern Europe, Damco;
  - Sophie Kronlein, Customer Service Office Manager for Sweden, Damco;
  - Nenne Hjaelmberg, Employee Warehousing in Sweden, Damco;
  - Marie Arildsen, HR Manager for Denmark, Sweden, Russia and Belarus, Damco;
  - Malene Munk-Madsen, Continuous Improvement Manager for Denmark, Damco;
  - Kristina Lindskog, WND Customer Service Manager for Sweden, Damco;
  - Eva-Lisa Sabina Åhman, 3rd Officer (seafarer), Maersk Line;
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- Maersk (2016). Building networks to drive women to the top. https://www.maersk.com/stories/building-networks-to-drive-women-to-the-top;
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• Case Study - Sofia Electric Transport Joint Stock Company

• Company profile

Company name:	Sofia Electric Transport Joint Stock Company
Ownership status:	Public
Company size:	1956 (year 2016)
Member State of establishment:	Bulgaria
Operation in other EU MS:	No
Sub-sector	Urban transport (trams and trolleybuses)

Workforce statistics	**Policy Year 2014**		**Policy Year 2015**		**Policy Year 2016**	
Description	**% female**	**Absolute number**	**% female**	**Absolute number**	**% female**	**Absolute number**
Total workforce	24.7%	2037	24.6%	1993	24.1%	1956
Non-mobile jobs						
Management Board	-	3	-	3	-	3
Higher management	33.3%	18	33.3%	18	35.0%	20
Middle management	35.9%	64	34.4%	64	34.9%	63
HR Department	100%	14	100%	14	100%	14
Personnel Service	100%	8	100%	8	100%	8
Technical Assistants	100%	6	100%	6	100%	6
Mobile jobs						
Tram-drivers	41.6%	457	41.3%	441	39.9%	426
Trolleybus-drivers	7.8%	255	7.9%	254	8.1%	259
Night shift positions						
Drivers	85.1%	47	83%	47	81.3%	48
Other statistics	**female**	**male**	**female**	**male**	**female**	**male**
Average remuneration per month (BG/EUR)	1102.44 (563.67)	1033.92 (528.63)	1107.09 (566.05)	1068.08 (546.10)	1081.98 (553.21)	1103.85 (564.39)
Average worked hours per month	151.21	146.11	148.74	147.66	145.78	149.13
Additional statistics						
Sick leaves, %	4.25%		4.50%		5.41%	

• Background information

Sofia Electric Transport is one of the three urban transport companies in Sofia. It runs the city tram and trolleybus lines (the others are responsible for bus and metro lines, respectively). It should be noted that the Company has always had a high share of women in its staff, including tram and trolleybus drivers compared to the other urban

transport companies. For this reason, it could not be said that there was a particular trigger which demanded action for increasing the number of women in the Company. The data in the table above show that the share of women on night shifts positions is rather high, which could be explained with the fact that more women take either early (e.g. from 5.00 o'clock in the morning till noon) or evening (e.g. from afternoon till 23.30 o'clock) shifts. According to the Bulgarian labour law, the work performed before 6.00 a.m. and after 22.00 o'clock is considered a night shift.

Sofia Electric Transport Company has a gender equality policy in place which is part of its general corporate policy. Furthermore, there is a Chapter "Gender equality and protection against violence at the workplace" in the Collective Labour Agreement of the Company. On 8th of March 2018, Sofia Electric Transport Company and the Federation of Transport Trade Unions in Bulgaria signed a Joint Declaration on the need of measures for increasing the share and the career opportunities of women[66]. It is the first Bulgarian company, which joined[67] the initiative of the European Commission "Women in transport - EU platform for change" by signing the Declaration. The Joint Declaration provides for measures aimed at increasing the number and improving the career opportunities of women in the Company. To that end, both organisations will:

- analyse the implementation of already undertaken measures for providing better opportunities for quality employment of women and prevention of violence;
- analyse the real employment and the place of women in the Company (the results will be used for planning of adequate, concrete and measurable policies and measures);
- work towards improving the labour conditions as a factor for attracting more women to the Company; - organise targeted campaigns for attracting (including through training) women to open job positions;
- carry out campaigns for overcoming the stereotypes with regard to the professions in the Company (these campaigns will target young people, including children).

And last but not least in terms of importance for maintaining and securing equal opportunities at the workplace, it should be said that Bulgaria has an Equality between Women and Man Act[68], which explicitly forbids gender discrimination.

In general, Bulgarian culture and traditions at the work place do not make distinction between men and women. There are none broadly identified gender-based prejudices. If male or female employees prevail at a given position, this usually could be

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66 „Столичен електротранспорт" ЕАД стана първата българска компания подкрепила Платформата за промяна на ЕК (Sofia Electric Transport" JSCo is the first Bulgarian company, which supported the Platform for Change of the European Commission), 08.03.2018, the article is available in Bulgarian at http://www.stsb.bg/stolichen-elektrotransport-ead-stana-parvata-balgarska-kompaniya-podkrepila-platformata-za-promyana-na-ek/.

67 Signed by Gantchev Evgueniy, Executive Director Stolichen elektrotransport EAD.

68 Equality Between Women and Man Act (Закон за равнопоставеност на жените и мъжете), promulgated State Gazette No 33 of 26.04.2016; the act is available in Bulgarian at https://www.lex.bg/bg/laws/ldoc/2136803101.

explained with the nature of the work. There are jobs, including in the transport sector, which require physical strength, which is typical for men.

The main objective of the equality policy of Sofia Electric Transport is to use the capacity of all workers to the maximum extent taking into consideration their skills and qualifications, regardless of their gender. This policy is elaborated by a team of experts, which participate in other activities of the company.

Due to historical reasons, Sofia Electric Transport Company entered the 21st Century with many female tram drivers whereas bus and trolleybus drivers are still far less than the former. Over time, the share of female tram drivers dropped, which is explained with the poor labour conditions (obsolete trams) and due to reaching of retirement age for older generation female drivers. With the gradual renewal of trams and improvement of labour conditions, as well as thanks to the efforts of the Federation of Transport Trade Unions, the Company launched a campaign for attracting more women to take the job of a tram driver. However, the number of female tram and trolleybus drivers most likely will continue to decline since there are much less girls in transport vocational schools than boys (e.g. four girls and twenty boys in a class). Moreover, a significant barrier for trolleybus drivers is the rules for obtaining a professional driver's licence. Obtaining Category D requires several years of practical experience as a driver with a licence B and C categories. Even if one chooses to become a driver during his or her secondary education, transport vocational schools do not grant Category C licence, which is another barrier. A year after obtaining Category B, one should take a training course for licensing under Category C. Thereafter, the driver should have 2 years driver's experience before applying for a training to become a professional bus / trolleybus driver. This is a problem which affects not only women but men as well, and to a great extent explains the smaller number of female trolleybus drivers compared to that of the tram drivers. When the new rules on obtaining Category D licence entered into force, in order to overcome this barrier, Sofia Electric Transport Company paid for the training courses of its staff.

Another significant barrier, which drives both women and men out of the public transport sector, is the passengers' aggression. Although panic buttons are installed in the driver's cabins, which are closed and inaccessible for passengers and all drivers are equipped with mobile phones with a direct connection to the dispatching point, they still feel unsafe and stressed. This is a serious problem for the Company that still needs to be dealt with.

Furthermore, it should be noted that the technical professions (including of drivers) are unattractive for women because they are considered to be "dirty" and "heavy" ones.

With regard to management positions, it should be said that still there is a lack of targeted policies in companies for impartial selection procedures and best candidates to be appointed at the management positions. In most cases, a male candidate is appointed to the job. Within a study, the Federation of Transport Trade Unions, with regard to the railways sector, found that: 1) a woman having the necessary education and professional experience applies for an open management position. When submitting her application through her direct manager, the latter unambiguously stated that the job is not for women and that she does not have a chance. The woman requested a reasoned refusal in written form. It was explained to her that this could not be confirmed officially; 2) a woman at a high management position has shared that she had to work twice as hard as men and to prove herself much more and for a longer time than her male colleagues in order to reach this position.

The staff of Sofia Electric Transport Company supports the view that it is important that women are selected on management positions because their experience and viewpoints provide another perspective with regard to professional challenges, which is considered to be of a significant benefit.

In summary, it could be said that the gender equality policy of Sofia Electric Transport Company is more or less a "positive" policy aiming at awareness rising, providing opportunities etc. rather than placing restrictions or forceful changes. It was developed more than 10 years ago and is part of the Internal Rules of the Company (not publicly available). The Policy was elaborated by its management and takes into account individual needs of both men and women and promotes a balance between work and family life.

It is believed that the work of a tram or of a trolleybus driver does not require any typically masculine skills. Nevertheless, there are jobs which are mainly occupied by men, in particular those related to driving, repair activities and maintenance of infrastructure (engineering positions). The skills, which are usually regarded as masculine and which are needed in the transport sector, are related more or less to hard physical work. For example, there is only one woman in the Service and Repair Centre of the Company. Its manager is not inclined to hire a female worker because he and the technicians (all men) could not imagine seeing a woman with hands dirty to the elbows with machine oil. However, some men think that there are no skills which are deemed typical for men.

The general conclusion is that the women in Sofia Electric Transport Company are not overall subject to gender based discrimination, stereotypes or prejudices. The Management of Sofia Electric Transport Company does not allow any form of discrimination. There are not any prejudices against hiring women at drivers' positions but their share was greater in the past, however this does not hold also for positions that are more physically demanding where hesitation to integrate female workers is observed. The drop could be explained with retirement of the women who reached the retirement age and with the poor labour conditions. The latter are being slightly improved in the recent years, including through buying new trams but passengers' aggression proves to be a hard obstacle to be overcome. In general, it could be said that the sector as a place for professional realisation is more popular among men.

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

As mentioned above, the Gender equality policy of Sofia Electric Transport Company is part of its Internal Rules and Collective Labour Agreement and is more or less a "positive" policy aiming at awareness rising, providing opportunities, etc. rather than placing restrictions or forceful changes. All decisions aim at developing and improving working conditions and the wellbeing of all workers and not only of a certain group.

Years ago, some activities were performed only by men due to the nature of the technological process. For example, driving old model trams required more physical strength whereas the new ones, which are equipped with electronic devices, are much easier for navigation. Therefore, nowadays, thanks to the technological developments and automation of the work, most of these activities could be performed by women on an equal basis. Nevertheless, still there are prejudices against women working as repair workers because fixing engines and other elements of trams or trolley bus

chassis is a regarded more or less a filthy job and therefore not appropriate for women.

The social dialogue and the collective labour bargaining are the main instruments for implementation of gender policies. The priority measures outlined in the Collective Labour Agreement of Sofia Electric Company are: 1) Promoting the balance between work, family and private life through: equal access to workplaces; opportunities for flexible working time for mothers of children; additional qualification upon returning from maternity leave; 2) Gender equality in terms of equal pay and labour conditions; 3) Equality between men and women and equal access to profession, career development and to management positions; and 4) Protection against discrimination and violence at the workplace. Dirty.

- ***Measures undertaken to increase gender equality***

Measure 1: Flexible work schedule

Flexible work schedule in Sofia Electric Transport Company
Description of the measure
The work schedule of tram and trolleybus drivers allow for maintaining a good balance between work and family life. There are possibilities for both men and women to take only morning or afternoon/evening shifts, and to spend their free time with children and/or to take care for their homes and families. Furthermore, the company allows voluntary schedule for part time work or for special leaves, so as the workers to be able to take care for their families, whenever this is necessary. Bulgarian legislation allows part-time work (at least 4 hours per day), which is counted for work experience and for social security purposes. It is up to the employee and the employer to agree on the duration of the part time contract and on the exact hours that should be work out. Both men and women may request a part-time job and its permission is not subject to special personal conditions (e.g. small children, etc.). Nevertheless, advantage is provided to female workers, as well as to men whose wives work at the company, too. The latter is taken into account with the purpose of respecting the balance between staff's work and personal life. The remuneration, however, is proportionally reduced (e.g. a person having a 4 hours contract will receive 50% of the remuneration). Therefore, less time worked will lead to smaller amount of money received at the end of the month.
Barriers the measure aims to overcome
The measure aims at providing opportunities for balanced work and family/personal life.
Target group of the measure
Target group of the measure are both men and women but the latter make use of it more often than the former.
Cost elements of the measure
There are not direct costs related to implementation / application of the measure. Costs could arise if more people have part time contracts. This would mean that the company will need to hire more people so as to implement its transport plan, which in turn will result in more paper work and administrative costs.

Measure 2: Regular update of job requirements

Regular update of job requirements
Description of the measure
Another measure for retaining both women and men is the regular update of job requirements stemming

Regular update of job requirements
from the new developments in the transport sector. In the recent years, Sofia Electric Transport Company bought new trams and new trolleybuses. They are modern, environmentally friendly and with electronic equipment. All these developments require new driving and maintenance skills which should be reflected in job announcements, as well as in the training courses. The latter are organised by Sofia Electric Transport Company and is provided free of charge to all employees. It is not considered a barrier by both the employees and the company. The former are not required to spend money for improving their skills, and the latter, in either case, will have to train its staff to operate new trams and trolley buses.
Barriers the measure aims to overcome
The measure aims at overcoming barriers stemming from technological changes in the trams and trolleybuses.
Target group of the measure
Target group of the measure are both men and women but the latter more often than not regard technological changes as a barrier.
Cost elements of the measure
Costs for implementation of the measure are related to the time necessary for updating the job requirements. It is usually performed by the Human Resources department as one of the tasks associated with retaining existing staff and attracting and hiring new personnel.

Measure 3: Equal access to open positions and awareness raising campaigns

Equal access to open positions and awareness raising campaigns
Description of the measure
All open positions are advertised on the web site of the Company. Neither announcement provides for gender requirements or preferences. Therefore, it could be said that all persons, who meet the requirements in terms of education, qualification and professional experience, are eligible applicants. As regards management positions, the Federation of Transport Trade Unions in Bulgaria organises awareness raising events about the benefits of more female leaders. Furthermore, Sofia Electric Transport Company promotes job opportunities (including for female drivers) among students in vocational schools with the aim of attracting young graduates.
Barriers the measure aims to overcome
The measure aims at increasing the number of female applicants and of women in management positions.
Target group of the measure
Target group of the measure are women who consider the opportunity to work in the transport sector and who would like to further their professional development at a management position.
Cost elements of the measure
Costs are mainly related to organising awareness raising events, including travel expenses, rental costs, for promotional materials, etc.

Measure 4: Legal provisions protecting maternity

Legal provisions protecting maternity
Description of the measure
The measures for retaining women, especially after maternity leave, are provided for by legislation. It should be noted that all workers, regardless of their gender, are part of the social security system and they are insured against general illness and maternity. In case of a maternity leave, the National Social Security

Legal provisions protecting maternity

Institute (and not the employer) pays for 410 days compensation equal to 90% of the average gross remuneration which the insured person has received in the preceding 18 months.

Furthermore, the Labour Code provides for measures aiming at protection of pregnant women, nursing mothers and mothers with children up to 3 years of age. In general, dismissal of a mother of a child up to 3 years of age could happen only after permission issued by the General Labour Inspectorate (art. 333 of the Labour Code). In addition to the legal requirements with regard to women coming back to work after maternity leave, Sofia Electric Transport Company implements measures for their smooth returning to work, including trainings or refreshing courses, flexible schedule, etc.

Barriers the measure aims to overcome

The measure aim at retaining women after maternity leave and their smooth returning to work.

Target group of the measure

Target group of the measure are women who return to work after maternity leave.

Cost elements of the measure

All costs are borne by the National Social Security Institute. However, in most cases employers hire substitutes to the person in maternity leave. So, in order to run their business and to maintain optimal staff capacity, employers continue to pay similar or the same amounts as that to the women in maternity leave. Furthermore, the Company incur expenses for refreshing courses and training of women returning to work but the benefits of retaining women outweigh the costs.

Measure 5: Improving safety and security

Improving safety and security

Description of the measure

Employees of Sofia Electric Transport Company feel unsafe at the workplace due to passengers' aggression. There is an isolated driver's cabin; panic buttons are installed; and drivers have mobile phones with a direct connection to the dispatching point to signal if an emergency situation occurs (the dispatching officer is authorised to call the police, ambulance and the fire service). In general, the Company takes preventive and penal measures against workers committing sexual harassment. However, such cases have not occurred in the company so far, at least have not been officially reported. Furthermore, a psychologist is always available. It should be noted that any person has legal rights and their violation would be declared to the competent authorities. Despite these measures, there is still a feeling that women have been subject to sexual abuse. However, they are not inclined to report or to talk about it because of shame and guilt. The Federation of Transport Trade Unions in Bulgaria works towards breaking this psychological barrier but it will take a while before real results are evident. As a whole, the Company invests in safety and security measures so as to increase the trust and to reduce turnover of women.

Barriers the measure aims to overcome

The measure aim at providing safe and secure workplace both to women and men.

Target group of the measure

Target group of the measure are all workers of the Company, especially women.

Cost elements of the measure

Costs depend on the elements introduced for safety and security. E.g. the Company pays for panic buttons in tram and bus cabins; all tram and trolleybus driving seats are separated from the passengers (there is a driver cabin); all trams and trolleybuses are equipped with a GPS system, etc.

Measure 6: Free medical health checks for women; regular free medical checks for all staff

Free medical health checks for women; regular free medical checks for all staff
Description of the measure
In 2009, Sofia Electric Transport Company organised free medical checks for female workers. They were initiated by the Mayor of Sofia Municipality and the latter cover the costs. The aim of the medical checks was early diagnosis of diseases specific for women. The medical procedures included check with a gynaecologist, with a mammologist (examination for a breast cancer) and with a specialist in osteoporosis. Furthermore, according to the Collective Labour Agreement, all workers of Sofia Electric Company should undergo full medical checks once a year at the expense of the Company. If an employee should stay at home or at a hospital for a longer period due to a medical problem, the Company provides him or her a one-off financial support. The amount depends on the duration of the absence period. It is intended more or less to compensate the difference between the real salary and the sick-leave compensation which is 80% of the former. Financial support is paid also to the family of a worker who have passed away regardless of the reason for death (work or non-work accident, illness, etc.).
Barriers the measure aims to overcome
The measure aim at providing free health checks both for women and men and to support them in case of longer sick-leave.
Target group of the measure
Target group of the measure are all female and male workers of the Company.
Cost elements of the measure
Costs for health checks. Their amount might increase in case further checks are necessary.

Measure 7: No pregnant women at a driver position

No pregnant women at a driver position
Description of the measure
Sofia Electric Company does not allow pregnant women who work as a tram or a trolleybus driver to continue to drive during pregnancy. The moment a woman reports that she is expecting a baby, the manager moves her to another position (usually an administrative one) in the Company which does not pose a risk for her or for the baby. Usually, these positions are lower paid and some women are not willing to change the job. Still, they could chose – either to work at this less insensitive position or to take a sick leave (legislation provides for sick leaves for pregnant women before birth if they do not feel safe or for whom there is a safety risk). This measure is not officially stipulated in the Collective Labour Agreement, in the Company's policy or in the national legislation. It is more or less a culture of the Company which is in huge contrast to other (small private) companies which are either hesitant to hire young women or find a way to release them if they get pregnant.
Barriers the measure aims to overcome
The measure aim at providing safe workplace for (pregnant) women and facilitate maternity
Target group of the measure
Target group of the measure are all pregnant female drivers of the Company.
Cost elements of the measure
Moving workers to a lower paid position is not costly. However, the shifts of the pregnant women should be taken over either by her colleagues or by new employees. In either case, the Company would have higher

No pregnant women at a driver position
costs – first due to the remuneration of the pregnant woman (until she takes maternity leave), and second – for the extra salary for overtime work (if a colleague takes over her shifts) or for full remuneration (if a new employee is hired).

• Observed impacts of the measures

The relative share of women in the total workforce of Sofia Electric Transport Company is constant in recent years. The dynamics in the number of employed women and men could be explained with various external factors such as level of remuneration in the sector and in other economic sectors, optimising urban transport (extension of metro lines, reducing land lines, etc.).

For each open position, the company publishes a job announcement. The requirements to all potential candidates are related to education, qualification and professional experience and not to gender. It is unacceptable and the law forbids placing requirements or preferences for either of the genders. Any discrimination (be it a positive or a negative one) would be subject to sanctions by anti-discrimination authorities. With regard to this, there are no legal routes for taking concrete measures aimed at increasing the share of female applicants. The measures for retaining workers, regardless of their gender, are related to raising remunerations, improving qualification, balancing professional and private life, etc. The remunerations depend on the level of attained educational level, professional qualification, nature of the job, willingness for career development, etc.

It could be said that there is no difference in terms of career opportunities for men and women in the Company. Furthermore, it is believed that the assessment of their work is not subjective to gender. In terms of professional development, workers are entitled to acquiring additional qualification and attending various trainings. Therefore, it could be said that both genders have equal opportunities for career development.

It should be noted that the high legal protection of female workers in maternity leave and with small children leads to a higher retention rate of women as it facilitates their return to work. In terms of safety and security, the presence of the above-mentioned measures is intended to lead to the feeling of a safe environment that also eventually reduces the turnover of women. Free health checks for women (and men) lead to early detection of serious diseases and to better health condition of male and female workers in the Company. The protection of pregnant women from working at a driver's position and the option to move them to less intensive and stressful jobs help improving female workers' health and safety.

With regard to impacts, there is an overall perception that participation of women helps to improve efficiency and effectiveness in terms of number of worked hours, and to reduce the number of mistakes and losses. However, the Company does not collect disaggregated gender data because such a need was not identified so far.

• Economic costs and benefits

The economic costs and benefits of hiring more women could hardly be measured.

In summary, more women in the Company leads to solidarity, team work, common values and timely implementation of all tasks, which in turn materialise in management and team satisfaction. Furthermore, higher number of women leads to a more positive feedback from clients[69] - women are more talkative, have better communication skills, listen to passengers, are more polite, smile more and drive more calm than men. Moreover, it is believed that the higher participation of women has led to better public image of the company and to greater organisational productivity. Monitoring of the effects is performed on the basis of a set of indicators for new policies and methods for reducing the costs and for improving the efficiency of the company. It receives feedback from its clients and their views and opinions are taken into account for improving the organisational plan of the activities performed by the Company. In terms of operative benefits, the overall perception is that the greater share of women helps for realising economies of scale and more efficient use of resources. As a whole, it could be said that the benefits brought by women benefit men, too.

Employing and retaining more women in the company require some expenses such as: costs for campaigns for raising awareness among women for job opportunities; costs for additional safety and security measures; costs for special trainings; administrative costs for flexible work hours; costs for adapting equipment (where necessary); costs for women specific sanitary environment, etc.

The official statistics shows that the economic loss stemming from the difference in employment between men and women in the EU amounts to 370 billion euro annually, or 2.8% of EU's GDP (Eurofound data). In addition to the above-mentioned benefits, it could be said that: - more women mean more talents; - women are more considerate drivers and more rarely cause risky situations both for themselves and for the passengers; - they take care for the vehicle, which saves repair costs; - women are more communicative and offer better services; - women notice problems which men do not pay attention to, and offer solutions (e.g. availability of sanitary facilities and equipment - running water, soap, etc., maintaining cleanness of these sanitary rooms and workplace, etc.). Solving these issues benefits not only women but men and the Company, too; - the contribution to the social security and pension systems is increased and the State Budget is relieved; - there is a room for reducing the gap in the incomes and pensions of men and women, which in turn reduces poverty among certain social groups.

Cost element	Costs	Quantification
Awareness raising campaigns	Costs for campaigns for raising awareness among women for job opportunities, e.g. among young graduates.	Not available
Safety and security equipment	Costs for additional safety and security measures (e.g. panic buttons, closed cabin of the driver, GPS systems, etc.	Not available
Re-entry training costs	Costs for special trainings of women after returning	Not available

[69] The statement is based on the overall feedback received from clients which is received at the Sofia Electric Transport Company and on the web site of Sofia Municipality. There is no survey organised.

for women	from maternity leave.	
Arranging flexible working schedules	Administrative costs for flexible work hours (e.g. part time job or morning or evening shifts).	Not available
Sanitary facilities (E.g. female toilets)	Costs for women-specific sanitary environment (e.g. building new sanitary facilities).	Not available
Free medical checks	Costs for free health checks (for female specific diseases and for regular medical checks) once per year per employee.	Not available
Cost of pregnant replacement driver	Costs for moving pregnant women from driver's position to less intensive and stressful jobs.	Not available
Benefit elements	**Benefits**	
Employee engagement	The inclusive working environment aims to boost employee solidarity, team work, common values and timely implementation of all tasks.	Not available
Client satisfaction	More positive feedback from clients (women are more communicative, polite, etc.).	Not available
Vehicle operation	Greater share of women helps for realising economies of scale and more efficient use of resources (women take more care of vehicles, are less likely to cause risky situations, which in turn leads to less repair costs).	Not available
Safety	Decrease in violent incidents due to the installation of safety equipment.	
Public image	Better public image of the company (women are more calm drivers, listen to clients, tend to explain more, etc.).	Not available

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    - Female tram driver, Sofia Electric Transport Company;
    - A Labour Union Representative, female, Sofia Electric Transport Company;
    - Director of a unit with higher share of women, female, Sofia Electric Transport Company;
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• Case Study - Dublin Bus

• Company profile

Company name:	Dublin Bus
Ownership status:	Public
Company size:	3.500
Member State of establishment:	Ireland
Operation in other EU MS:	None
Transport sub-sector	Urban public transport

Workforce statistics	2014		2016		2017		Current / 2018	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	3155	6,4%	3372	6,55%	3500	6,8%	3469	6,7%
Non-mobile jobs								
Board members	7	43%	9	44%	unknown	unknown	8	37,5%
Executive	77	28,6%	87	29,9%	85	29,4%	92	27,2%
Clerical	120	60,8%	139	60,4%	156	57,1%	151	57%
Supervisors	160	2,5%	168	3%	166	3%	166	2,4%
Craftworker/apprentice	208	0%	208	0%	212	0%	213	0%
Engineer/operative	188	5,3%	186	5,4%	188	5,3%	188	5,3%
Miscellaneous	96	10,4%	112	18,8%	118	19,5%	101	12,9%
Mobile jobs								
Drivers	2306	3,6%	2472	3%	2575	3,3%	2558	3,7%
other statistics	**2014**		**2016**		**2017**		**Current / 2018**	
Company turnover in terms of revenue (in EUR)	219 million		236.2 million		251.7 million		n/a	

• Background information

Diversity at the core of the company

Dublin Bus was founded in 1987 and is a wholly owned subsidiary of the state-owned Córas Iompar Eireann Group. The origins of the company date back to the end of the 19th century when a network of tram routes and motor bus routes started to develop quickly. Nowadays, Dublin Bus operates the Public Service Operation network in the Greater Dublin Area under a contract of services with the National Transport Authority.

These are all public transport bus service. Their 2.500 drivers operate the fleet of 950 double deck buses. In total the company employs 3.400 people from 68 different countries.[70]

The company has a strong commitment to supporting the diversity of their employees as well as their customers and the wider community it serves.[71] This commitment dates back to the late 80's when it was very difficult to recruit bus drivers. To solve this issue, people from all kinds of ethnic backgrounds were recruited resulting in a quite sudden influx of over 40 nationalities to the company's workforce. A diversity and inclusion policy was necessary and later on evolved to include also other types of diversity such as gender. Since then the company has become more aware of its customer profile and the wish and need to represent them in their workforce in order to know and fulfil their needs.

However, also external parameters such as the Irish Employment and Equality Act (1998) and a European project on equal working conditions (2000), served as triggers for the strong commitment of Dublin Bus to diversity. This triggered among others the appointing of a Diversity and Equality Officer in 2001. Dublin Bus is keen on knowing changes in legislation with regards to equality and implementing these in the company. But more importantly, they try to be ahead of the game, by for example implementing policy before it is obliged by law.

Gender diversity: status quo and barriers for female bus drivers

Overall, less than 7% of Dublin Bus's workforce consists of women. That said, there is a strong imbalance between divisions concerning the share of female employees. Most women work in clerical jobs (57%), in executive jobs (27.2%) and in miscellaneous jobs (12.9%). Apart from that the board consists of 37.5% women. However, among craftworkers/apprentices (0%), supervisors (2.4%), engineers/operative employees (5.3%) and also bus drivers itself (3.7%), the figures are completely different.

Dublin Bus has initiated and continuously commits to diversity policy and measures to, among others, create a more gender balanced workforce in general and among bus drivers in particular as they are the face of the company. In order to do so, it is important to be aware of the barriers for women to work as a bus driver. The following barriers have been identified by the respondents.

Image of bus driving being a (1) difficult, (2) unsafe and (3) dirty job

Two to three decades ago the job of bus driver used to be a physically demanding job. During the last couple of decades technological progress has made it much less physically demanding to drive a bus, because of e.g. change from manual to automatic and power steering support.

Nowadays, (1) Women may still have the image that driving a bus is difficult, also in terms of physical requirements. This may be connected to the size of the buses – all double deckers – which may intimidate and scare of women. The vehicle itself may be overwhelming for women, and women may not feel confident enough to drive such a big vehicle. (2) Furthermore dealing with the public is at the core of the job of a bus driver. Women may have the idea that their safety in driving a bus and dealing with

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[70] https://www.dublinbus.ie/About-Us/.

[71] https://www.dublinbus.ie/About-Us/Diversity-and-Inclusion-Strategy/.

the public is not guaranteed. (3) Lastly, women may see driving a bus as a dirty job in which they need to handle its mechanics.

High number of male bus drivers as a self-retaining mechanism

At this moment bus driving is a male dominated and male oriented job. Women may feel it to be too big of a challenge to break into this male dominated area. Women may be intimidated or at least not positively triggered to aspire a job as a bus driver. It appears that women have to adapt to the male dominated culture. It could be that (some) women prefer more other women to socialize with in the company they work for.

This barrier is more the image of a male working culture and a male's type of job than what is actually is reality. In Dublin Bus the male workers treat their male and female colleagues with respect. In general, there are no issues between male and female workers.

Requirement of D-license / costs of getting a D-license

Before someone is allowed to drive a bus he or she must get his/her D driving license. Getting this D-license requires a high personal and monetary investment. The minimum age in Ireland to get a learner permit for the D-license is 24 years, or 21 years when there is a Diver Certificate of Professional Competence (CPC).

Challenging work-life balance

Drivers in public transport companies work on schedules. Predetermined routes are driven on predetermined times, all days per year. Shifts can occur at any time and a driver may have to work at irregular times, including evenings, weekends, and holidays. Someone that starts his or her job as bus driver in Dublin Bus will start as a spare driver. A spare driver is available for the shifts that cannot be done by other drivers, and the spare drivers gets informed about his or her schedule 24 hours in advance. The working times of a spare driver can be very irregular. After some years the driver is promoted and he or she will get a regular weekly schedule. Currently, Dublin Bus encounters a shortage of bus drivers that have a regular schedule in the weekends and in the evenings. Therefore, spare drivers are mostly used during these time slots.

Because of the working hours, this type of shift work can be difficult to combine with personal life including raising children. This especially holds for spare drivers for who the working times can be very irregular. Nowadays, personal life becomes more and more important and apart from that in families it becomes more apparent that both partners work and both partners take care of the children. As such, making the work-life balance to match with caretaking has become more challenging. This is a barrier for both men and women, but since women are still more often the primary caretaker it is more a challenge for them then for men.

Since the public transport operation can only continue with a driver on a bus, it is difficult for Dublin Bus to be flexible towards its drivers on the working times. However, the company is certainly accommodating to fit the needs of the drivers as much as possible when it comes to scheduling. Therefore it is partly also a matter of the image of shift work: women need to be made aware of what shift work means in practice and how much the company can accommodate your working hours to fit your needs.

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

Dublin Bus has committed themselves to support the diversity of employees, customers and the wider communities that they serve. The company's Diversity and Inclusion Strategy (dated: November 2017) is designed:

- to ensure an efficient and fulfilling work environment for our employees;
- to meet the changing needs of the customers and to underpin the quality of the experience of the customers to their services; and
- to deepen the connection to the diversity of the communities that they serve.

The commitment to social progress and equality that Dublin Bus outlines in this strategy goes beyond their obligations in Irish law to take proactive steps to promote equality, protect human right and combat discrimination as an employer and as a service provider.

Dublin Bus' Diversity and Inclusion Strategy has three key objectives:

- Promote an inclusive workplace for the diversity of their employees;
- Provide a diversity-friendly service to their customers;
- Communicate their commitment to equality, diversity, and non-discrimination to the companies that they work with and to the wider communities that they serve.

A lot of workers in higher positions have been working as a bus driver before in Dublin Bus. The company beliefs that this is good for decision-making, since managers that have been working as a bus driver do understand the needs of bus drivers better. In addition, the company beliefs that women in higher positions will bring in new perspectives and will make sure that also the needs of female bus drivers and female customers are taken into account in the decision-making process.

Over the years Dublin Bus has known periods where it has recruited new bus drivers and also periods where there was a vacancy stop due to economic shifts and developments in and around the company. The years in which new bus drivers were recruited were taken as an opportunity by the company to recruit and work towards a more diverse and balanced workforce. In recent years, the recruitment stalled during the economic crisis (2008-2014). From 2014 when the economy was recovering Dublin Bus started to recruit again. Most measures (mentioned in this case study report) that have been taken in recent years to recruit more women and create a more diverse work environment come from this period of time. However, recently the National Transport Authority[72] has been offering routes previously run by Dublin Bus for tender to private companies. Because of this 24 routes are going to another private bus company in a couple of months' time. For this reason Dublin Bus just recently stopped recruiting new drivers so for this moment there is no momentum anymore to recruit more female drivers.

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[72] This is the transport authority for Greater Dublin and the public transport licensing agency for Ireland.

Measure 1: D-drivers' license

D-drivers' license
Description of the measure
Since it has become easier to drive a bus because of improvements in the design of a bus, the necessary technical skills to drive a bus can be trained more easily. Dublin Bus accepts applicants with a driver license for a car alone and provides them with training to obtain a D license. Dublin Bus is paying for the instructors and the test, and during the training period, the applicants get a salary from Dublin Bus. This measure has resulted in an increase in the total number of applications received. Especially female applicants increased from only 1% of its total applicants to 10%.
Barriers the measure aims to overcome
Requirement and costs of getting a D-license.
Target group of the measure
Potential bus drivers (applicants).
Cost elements of the measure
2 extra weeks of training with costs of salary for the applicants, instructors, and test to get a license. Total costs are around € 10.000 per driver. These costs include the training allowance paid to the driver, the pay costs of the driving instructor, driver mentor etc. and other administrative costs.

Measure 2: Training on social skills

Training on social skills
Description of the measure
Previously a bus operated by Dublin Bus had a bus driver and a conductor on them. Since a couple of years there is no conductor on the bus anymore. Since then, drivers have a lot more interactions with the customers of Dublin Bus. Therefore, in addition to technical skills, social skills are becoming more important for a bus driver, and the job is becoming more service-oriented. In the training the company has learned that technical skills can be taught more easily than social skills. For these two reasons, the company is focussing since a couple of years in its training on social skills and not solely on technical skills. In general, female applicants have the necessary social skills to be a bus driver and sometimes, female applicants can be better fitted to have or develop the necessary social skills than male applicants. Furthermore, during the training period Dublin Bus has been using female instructors, besides male instructors, as well providing in this way female role models.
Barriers the measure aims to overcome
Aim to change the image stereotype of bus driving as unsafe, dirty, and difficult.
Target group of the measure
Potential bus drivers (applicants).
Cost elements of the measure
2 extra weeks of training with costs of salary for the applicants, instructors, and test to get a license. Total costs are around € 10.000 per driver. These costs include the training allowance paid to the driver, the pay costs of the driving instructor, driver mentor etc. and other administrative costs.

Measure 3: Advertising campaign & open days

Advertising campaign & open days
Description of the measure
Dublin Bus organized open days in 2016 accompanied by a marketing campaign, specifically targeting

Advertising campaign & open days

women. The Female Driver Recruitment Campaign was launched on February 9th 2016 through radio, online and print advertisements. The campaign used the tagline 'Take a Different Route' and the campaign attempted to highlight the skills needed for the role of bus driver, hoping that women may recognize these from the skills they already have and use for their daily lives.

Visitors of the open days were allowed to test-drive a bus. In addition, the open day included a visit to the control centre and to see all the safety measures that are put in place. The purpose was to make visitors feel what it is like to drive a bus and be a bus driver, and to dispel the myth of bus driving being hard, unsafe, and dirty.

Initially Dublin Bus wanted to organise just one open day, but because of the many registrations eventually three open days were organised. The feedback that was received during these open days was positive. Female visitors indicated that driving a bus was much easier than they expected, even compared to driving a car. The open days were visited by over 170 persons. After the open days Dublin Bus have had its first all-female class The open days resulted in 24 female applicants and therefore an increase of 23% in the number of female applicants resulting in 6 women being hired as drivers.

Barriers the measure aims to overcome

The advertising campaigns and open days aim to break the image of bus driving being hard, unsafe, and dirty.

Target group of the measure

Potential bus drivers (applicants).

Cost elements of the measure

Advertisement: ca € 15.000,-.

Costs for employees of duties supporting the open day: ca. € 5.000,-.

The total costs amounted around € 20.000,-. All costs made during the advertising campaign and open days are not structural and are made solely to organise these events.

Measure 4: Flexibility in contractual arrangements and working schedules

Flexibility in contractual arrangements and working schedules

Description of the measure

New drivers enter the company as a spare driver. The company informs them about their schedule 24 hours in advance. When drivers have a couple of years' experience they get a regular schedule.

Due to the nature of the job it is very difficult for the company to fully accommodate to the wishes and needs of its drivers for a good work-life balance. However, in the society of today work-life balance becomes more important for both men and women. For this reason, the company has taken two concrete actions to improve the work-life balance of the drivers as much as possible:

Since 15 years Dublin Bus has introduced the concept of 'shared driving' as a way to work part-time. This concept entails two bus drivers share the same route as a drivers' duo on one fulltime position;

Drivers can arrange among themselves to swap shifts, and where possible (based on the operational requirements of the company) Dublin Bus is flexible with roaster and tries to accommodate the preferences of the drivers as much as possible;

The average age of the women working in Dublin Bus is relatively high. It is assumed that this is because the job of bus driver is easier to combine with private life for older women than for younger women. Dublin Bus is aware that in its recruitment it is likely to recruit older instead of younger women.

Flexibility in contractual arrangements and working schedules
Barriers the measure aims to overcome
These combined measures aim to improve the work-life balance of the workers.
Target group of the measure
All mobile jobs.
Cost elements of the measure
There are no additional costs of part-time work since drivers are payed per ratio. Dublin Bus is allowing drivers to swap shifts, however it is not taking an active approach in this and therefor there are not much costs related to this measure.

Measure 5: Safety & security measures

Safety & security measures
Description of the measure
In order to ensure safety for the customers and drivers Dublin Bus has taken several investments in security measures. All busses of the company are equipped with 12 CCTV cameras and there is a central control room watching them. In addition, each bus has a back-up of a mobile chief inspector that is able to go to the bus when necessary. The company is actively involved in communications with communities that are more unsafe or antisocial, and the company has a good relation with the police. Each bus has a 'panic-button' that can be used by the driver, and cash money is saved in a box that cannot be opened by the driver diminishing the incentive to rob a bus.
Barriers the measure aims to overcome
With the safety measures being a bus driver and a client in the bus becomes safer. By using this in promotion, the company aims to break the image of bus driving being unsafe.
Target group of the measure
Drivers and passengers.
Cost elements of the measure
The costs of the CCTV camera system are around € 2.500 for each bus.

Measure 6: Publish gender pay gap figures

Publish gender pay gap figures
Description of the measure
Recently the national government of Ireland adopted legislation that every company with more than 250 employees needs to publish figures about the pay gap between male and female workers. In addition, these companies need to provide an explanation for the possible difference in salary between male and female workers, and if necessary, develop an action plan how to deal with this. Dublin Bus is ahead of legislation for many years. Also for this legislation, they strive to publish their gender pay gap still this year before the legislation enters into force next year. By doing this, they present themselves in the society as a frontrunner for eliminating (gender) discrimination. In order to do so, Dublin Bus initiated a gender pay gap study now. The companies hopes that this gender pay gap study will provide insights to this gap, and why this gap exists, so that the company can act and adapt their gender equality policy accordingly so that is will be more effective in promoting diversity and (gender) equality.
Barriers the measure aims to overcome
Dublin Bus wants to adapt its diversity and (gender) equality policy accordingly to what (other) barriers might be shown by the gender pay gap study.

Publish gender pay gap figures
Target group of the measure
All people in society.
Cost elements of the measure
Costs of conducting a gender pay gap study and publish the outcomes of the study.

Measure 7: Gender Steering Group & Diversion and Inclusion Officer

Gender Steering Group & Diversion and Inclusion Officer
Description of the measure
Dublin Bus has a very strong commitment to supporting the diversity of their employees as well as their customers and the wider community it serves. Therefore, Dublin Bus has initiated and committed a strong diversity policy, in order to create a more gender balanced workforce. In order to keep developing the gender diversity policy and to continuously monitor the development of gender diversity in the company the company has established a Gender Steering Group and has appointed an Equality and Diversion: The Gender Steering Group was set up in 2015 to determine the barriers to entry, progression of women in the company, and to identify what actions could be taken to address these barriers. The group is composed of different men and women from different grades and areas in the company. From the research in the company by this group a Gender Action Plan has been developed. Dublin Bus is collecting several monitor statistics in order to monitor any changes to the demographics of the workforce, and to adapt the Gender Action Plan accordingly if necessary; Dublin Bus also appointed an Equality and Diversion Officer. The officer is responsible for developing an Annual action plan in cooperation with management across all functional areas of Dublin Bus.
Barriers the measure aims to overcome
The Gender Steering Group and Equality and Diversity Officer were/are responsible for developing an action plan, for monitoring the development of the plan, and for updating the plan annually. In this way the company tries to ensure that it keeps developing its policy and that it stays committed to a developing a more diverse work environment.
Target group of the measure
This is an internal measure that should ensure the implementation of other measures.
Cost elements of the measure
Personnel costs of the time that workers are spending to the Gender Steering Group and the salary of the Equality and Diversity Officer.

- ## Observed impacts of the measures

From 2014 to 2018, the number of female drivers in the company has increased with more than 10% from 202 to 232. Because the number of male workers has increased with a similar percentage in the same years, the share of female workers has remained relatively stable around 6%-7%. Because Dublin Bus had to stop recruiting new drivers recently, the opportunity to increase the number of female drivers even more is slim. Drivers make the vast majority in the company with a share of circa 73% of the total workforce. There has been an increase in the share of female drivers by almost 15% from 83 in 2014 to 95 in 2018.

Dublin Bus has a very active policy to promote gender diversity in its workforce. Because of this active policy the company is collecting employee statistics on gender (as well as disability, age and country of origin) annually, which results in a very good

overview of the development of gender diversity in the company and opportunities to take action. These statistics are reported to the senior management, so that this allows them monitor any changes to the demographics of the workforces.

When the company decided to open applications for applicants without a D-license, and to train themselves until the moment they pass the test to get their D-license, the number of female applicants increased from 1% of the total to 10% of the total. Opening up the applications for applicants without a D-license has been part of the group of strategies and measures in organising the open days. 24 female applicants applied at the company after the open days, which was in increase of 23% from the previous year, and the first all-female training class was made. Eventually this resulted in 6 female applicants being recruited as bus driver.

The bus drivers are the workers that are in touch with the clients, and therefore the bus drivers present the company to the outside. For this reason, the company strongly beliefs that the pool of bus drivers should be representative for its customers. Because roughly 50% of the customers are women, Dublin Bus beliefs that it needs a higher share of female bus drivers. Female drivers provide better service, and the number of incidents and complaints with customers are slightly lower. From November 2017 to April 2018 there were 1861 customer complaints associated with 1057 drivers. Male drivers received 1818 complaints for 1032 drivers (1.8 complaint per male driver that received a complaint) and female drivers received 43 complaints for 25 drivers (1.7 complaints per female driver that received a complaint) This means that on average female drivers that received a complaint, did receive these 2.5% times less per driver than their male colleagues. The comparison though is much different though when these figures are compared to the total amount of drivers of each gender. In this case female drivers seem to receive 38% less complaints than male drivers on average.

The interviewees at Dublin Bus indicate that female drivers are less involved in accidents and make less damage then male drivers. This statement is from the personal experience of the interviewees at Dublin Bus as statistics are available to quantify this effect.

- ## Costs and benefits

Cost element	Costs	
Training	The costs of training are composed of the salary costs of the applicants, the cost for the instructors, and the costs to get a license.	The costs are estimated to be around € 10.000 per driver.
Advertising campaigns	These are the costs of developing and placing advertisements through different channels.	Estimated around € 15.000,-. This costs are made only once and not structural.
Open days	Costs for the employees that are available during the open days.	Estimated around € 5.000,-. This costs are made only once and not structural.
Shared driving	There are no costs to the shared driving concept.	Zero cost measure

Swap shifts	There are no costs to the flexible approach in working schedules, since this flexibility is limited by the operational requirements of the company.	Zero cost measure
Security equipment	Among others, the costs of investments of having 12 CCTV camera's in each bus. In addition there are the costs of the control centre and the inspectors.	The costs of the CCTV camera system are € 2.500 for each bus.
Gender pay gap figures	Because the company is obliged by law to publish its gender pay gap figures this is not considered an additional cost factor.	These costs are not determined yet.
Costs of uniforms	Uniforms for women are more expensive because of the small numbers. For men they are bought in larger quantities than for women.	The difference between the average costs price of a male uniform and the costs price of a female uniform.
Benefit element	**Benefits**	
Client satisfaction	Female drivers provide better service, and the number of incidents are lower. They also tend to receive a slightly lower number of complaints proving that they provide at least the same level of client satisfaction.	Female drivers receive less complaints (1.7 per female driver) than male drivers (1.8 per male driver).
Improved public image	Through projecting diversity, the company aspires to connect better with the diverse communities they serve.	Non-quantifiable.
Improved decision-making	Diversity brings in new perspectives and will make sure that also the needs of female bus drivers and female customers are taken into account.	Non-quantifiable.
Less accidents	Female drivers are involved in less accidents and make less damage then male drivers.	This is an observation but not backed by figures.
Safer and more secure transport services	Both clients and employees enjoy a safer service and work environment respectively as the probability of violent events are reduced.	Great reduction in violent incidents

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  - Stephen Gilligan, male driver;
  - Jennifer O'Donoghue, female driver;
  - Sandra McDermott, female driver.

- Websites
  - https://www.dublinbus.ie/About-Us/;
  - https://www.dublinbus.ie/About-Us/Diversity-and-Inclusion-Strategy/;
  - https://www.dublinbus.ie/About-Us/Dublin-Bus-Strategy1/.

• Case Study – SNEL Shared Logistics

• Company profile

Company name:	SNEL Shared Logistics
Ownership status:	Private
Company size:	350
Member State of establishment:	The Netherlands
Operation in other EU MS:	Belgium, Luxembourg
Transport sub-sector:	Logistics

Workforce statistics	**Current (2017)**	
Description	**Total (number)**	**% female**
Total workforce	350 (86 in 2012)	7% (0% in 2012)
Non-mobile jobs		
Board of management	2	0%
Higher management	6	33%
Middle management	19	60%
HR department	2	100%
Manager drivers	7	0%
Mobile jobs		
Drivers (city) trailers, LZV.[73]	4	0%
Drivers (city) trailers, non-LZV	133	3%
Drivers 'bakwagens'	15	13%
Mobile jobs, overnight[74]		
Drivers (city) trailers, LZV	5	0%
Drivers (city) trailers, non-LZV	26	4%
Drivers 'bakwagens'	2	50%
Total mobile jobs	185	4,5%
other gender statistics	female	male
Average wage (EUR)	2568,15 / month	2568,15 / month
Average productivity (per hour)	Unknown	Unknown
Average hours worked (per week)	50	50
Other statistics		
Company turnover (in EUR)	Not available	
Employ engagement index	Not available	
Client satisfaction index	Not available	

[73] Long and heavy truck combination.

[74] SNEL Shared Logistics is an urban distribution company and in general there are no jobs which require an overnight stay. However, there is a service that is distributing during the night. Jobs that are classified here as 'mobile jobs, overnight' should be considered as jobs in the night distribution service of the company.

Sick leave (%)	5,55%
Employee average time in the company	10,7 years

- **Background information**

SNEL Shared Logistics' history

SNEL Shared Logistics was founded in 1889 by the Snel family and originally operated internationally. After financial hardship and difficulties to maintain the business during the recent worldwide financial crisis, the current director was installed on interim basis to initiate and support a turnaround of the company. This resulted in a new focus on logistics and transportation for the market in the Benelux offering warehousing, distribution, cross docking, web shop logistics, container handling, value added services, on-site support and completely taking over the logistics of clients. Its focus is on the retail-branch characterized by speed, vulnerable products and complex delivery sites.

Trigger for action

Since SNEL's turnaround and the rise of the general economy, the company has been growing exponentially with a large influx of new clients. Initially, SNEL experienced large difficulties in finding the new employees needed to handle this growth; it had to literally 'peddle' for applicants on town fairs using billboards. SNEL's director realised a new strategy was necessary.

Measures to attract employees

SNEL's strategy was initiated around six years ago, when there were no female drivers employed in the company. Even now, it does not intentionally target female employees or applicants or consciously aims to overcome barriers connected to women (aspiring) working in logistics, see below. However, the side effects of the strategy are related.

Essential part of the strategy is to offer *customization* for its employees with regards to the number of hours they work, their schedule and their preferences for types of distribution. Right from the start, employees are offered these conditions. Furthermore, the company invests in showing the sector they have an eye for its employees, are reasonable in the commitment it asks in return and is always on time with payment. Apart from that SNEL invests in its material, high-end, modern and always clean, in order for its employees to be proud drivers. Through the employees own Facebook page, they can show this pride by posting on the road stories and pictures. All this serves well for the *company's image* as a good place to work. The company also makes sure to *limit the physical burden* as much as possible by providing every driver with an electric pallet truck. Lastly it invests in *easy accessible recruitment* through its active company's Facebook page and in an *on boarding trajectory*.

Barriers for women in logistics

Overall, SNEL employs 7% women, of which most work in office instead of in mobile jobs as driver of one of the many types of trucks used in its distribution. In these jobs only 4.5% is female. SNEL does not differentiate between men and women, but indeed experiences a very limited number of female employees. This may have to do with barriers that are connected to the job.

Physical requirements

The physical requirements related to being a driver can work as a barrier. Depending on the type of goods being transported, the job involves heavy lifting. Especially transporting tires or provisions involve lifting and transporting carts which requires large physical strength.

Prejudice 'Women can't drive'

There is still a prejudice that women are less skilled in driving. Driving is the essence of the job: being able to drive well without causing damage, staying focused even in heavy traffic and being able to park and turnaround in the most impossible places. Apart from this, women are said to be insufficiently skilled in navigating. Women who work as drivers are put under a magnifying glass to see how they are doing and often receive comments while driving. As such, they need to be confident and know how to stand up for themselves. These prejudices can have a daunting effect on the women with ambition in logistics.

Driver as a men's job

Generally being a driver is still seen as a men's job and is spoken about from a male's perspective and using masculine words. It is seen as a tough job with tough conditions. As a female driver you are an exception and are therefore carefully watched by other drivers, customers and the general public.

High number of male drivers as a self-retaining mechanism

Only very rarely one comes across a female driver. Therefore there are close to zero options for girls and women to come across female role models supporting their potential ambitions to become a driver or make them even consider this a profession they can aspire. Drivers themselves meet maximum 8 women out of 100 drivers they cross paths with, let alone how rare this occurs among the general public. Furthermore, it can be less attractive to start working at a company in which you are clearly the minority which may entail an, in this case, all men's culture.

Work-life balance: working hours

Recent study shows that more women work part-time (two-third) than full-time (one-third); twice the amount of men that work part-time (one-third).[75] Working in logistics often means starting at four or five in the morning and making 60 hours a week in order to get a decent pay check. This is far from part time. Although this may be a barrier for both men and women, the more prominent preference for part time work among women, makes that this barrier may be more apparent among women.

Difficulties related to influx from other sectors

With the costs related to the education to become a driver being relatively high at € 8.000 to € 10.000. This itself forms a barrier to consider switching careers for both men and women. However, it is an additional barrier for women who are not considered traditional candidates for the profession. Generally, an employee that still needs to complete the driver's education, meanwhile works in the warehouse. This is a very different and physically demanding work which may obstruct especially women to make the switch.

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[75] Werken aan de start, jonge mannen en vrouwen op de arbeidsmarkt (2018).

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

SNEL does not have a concrete diversity policy, that is there is no separate or specific policy for or aimed at the women in its workforce. Female employees have the same rights, the same duties and get the same opportunities as male employees. Furthermore, women go through the exact same procedures as their male counterparts when it comes to recruitment, promotion or in any other case. Recruitment activities are also not specifically aimed at women. There is no special attention given to female drivers or to the fact that there are female drivers in the company. It is seen as a non-issue as female drivers have to and actually do the same job as their male counterparts. It is even seen as disadvantageous to the position and acceptance of female drivers to initiate policy or measures directed at stimulating participation of women in the company. A female driver is simply one of the drivers

Nonetheless, for its sector SNEL has a relatively high influx of female drivers. And quite interestingly, SNEL has no difficulties in filling in its vacancies. On the contrary; every week two to three applications come in and most of the time they have possibilities to hire the applicants if they are found suitable. This is most likely due to a number of measures the company has installed to facilitate the number of applicants as well as the preservation of current staff. Measures that also apply to facilitating female drivers.

Measure 1: Customized work

Customized work
Description of the measure
It is possible to work part time from the start and the company is very flexible in catering to the needs of its employees. Drivers are free with regards to the number of hours they work, their schedule and their preferences for types of distribution. Drivers can indicate if they want to be home early, and planning aims to respect this while making the schedule. Although this requires effort from planning, SNEL strongly believes that happy drivers are committed drivers that stay in the company.
Barriers the measure aims to overcome
Work-life balance.
Target group the measure is aimed at
All (potential) drivers.
Cost elements of the measure (and overall cost if available)
Close to zero, with solely costs regarding scheduling which is more challenging with its customization.

Measure 2: Electric pallet trucks

Electric pallet trucks
Description of the measure
Every truck is provided with an electric pallet truck limiting the physical requirements for lifting and general transport of the goods to close to zero. This makes for a stable, secure and safe workplace where no physical strength is needed. This enables both men and women to be involved in all SNEL's deliveries.
Barriers the measure aims to overcome
Physical requirements.
Target group the measure is aimed at

Electric pallet trucks
All (potential) drivers.
Cost elements of the measure (and overall cost if available)
Price of electric pallet truck (starting from around € 2.000,-) times the number of vehicles (160) SNEL operates.

Measure 3: High-end material

High-end material
Description of the measure
SNEL invests in new material; its trucks are on average no older than three years. Trucks have elevated spacious cabs, facilitating comfortable working and living (including hygienic) conditions. Furthermore, SNEL has its own garage to fix possible damages on the interior or exterior of its trucks right away. And its own car wash with a strict washing schedule resulting in every truck being washed at least every three weeks.
Barriers the measure aims to overcome
Diminishing the image of driver being a tough job by means of providing qualitative material and working conditions.
Target group the measure is aimed at
All (potential) drivers.
Cost elements of the measure (and overall cost if available)
Costs of garage and car wash which are lower than when this is outsourced, costs of maintaining a 'young' fleet.

Measure 4: Company's Facebook page, recruiting and company's image

Company's Facebook page, recruiting and company's image
Description of the measure
SNEL started up its own Facebook page in 2012 and since then its number of followers has grown to almost 2.500. The page is mainly operated by SNEL's director and used to raise 'a good feeling' around the company by posting its highlights, responses to other media's content to shed a positive light on the profession and sector (i.e. when it was said truck drivers are reckless) and showing its proud employees and impressive trucks. It also serves as a stage to show the company is a good employer for its employees and its material; an image that seems to be well-known. Furthermore, it is used as a medium to attract applicants and recruit new employees. It is an easy accessible tool in which its target group is very active. Its most recent post directed at finding new employees received close to 300 likes, was shared around 200 times and received numerous responses. Furthermore, in all its posts drivers are referred to as both male and female and in vacancies always explicitly include SNEL is searching for a male or female driver. Lastly it shows pictures of its male and female workforce. Both are essential in breaking the stereotype of driving being a male's job.
Barriers the measure aims to overcome
Among others breaking the stereotype of driver being a male's job.
Target group the measure is aimed at
Whole workforce and potential employees.
Cost elements of the measure (and overall cost if available)
Close to zero, only investment is the time needed to post messages and keep track of responses.

Measure 5: (former) employees Facebook page

(former) employees Facebook page
Description of the measure
Apart from the company's official Facebook page, its employees as well as its former employees have their own public Facebook page. The page is completely owned and managed by SNEL's (former) employees; SNEL's management does not interfere in any way. This shows the trust SNEL has in its employees. The page was founded four years ago and the number of members is still increasing; in February 2018 it received nine new members. At this moment the page has 327 members that on average post five messages a day and around 200 per month. On the page drivers post pictures of moments during their work day showing their trucks, their job as a driver and the pride they have this. Apart from pictures of recent times, (former) employees also post pictures from back in the days to give a nostalgic feeling. Both male and female drivers are active on the page and post pictures, therefore showing that drivers are both male and female.
Barriers the measure aims to overcome
Among others breaking the stereotype of driver being a male's job.
Target group the measure is aimed at
Whole (former) workforce.
Cost elements of the measure (and overall cost if available)
No costs.

Measure 6: On boarding procedure

On boarding procedure
Description of the measure
Applicants are invited for a job interview and when this leads to a further interest from both parties, the applicant is invited to accompany one of SNEL's drivers for a day's work to see whether there really is a match with the type of work SNEL offers. At the end of this day they come together to see how the applicant has experienced the day. If he or she is positive the applicant is hired and starts with a temporary contract with a strong prospect of a permanent contract. The newly hired driver is matched with a mentor driver and its first three days they work together on one truck. Only after the mentor feels the new driver is ready, he or she starts working on its own. During the whole period of onboarding, but also after onboarding, the mentor driver is available for any necessary support.
Barriers the measure aims to overcome
Overcoming hesitation if the job of driver is suitable for a potential applicants.
Target group the measure is aimed at
All (potential) drivers.
Cost elements of the measure (and overall cost if available)
Close to zero as it is simultaneous with the regular work of the mentor drivers.

Measure 7: Type of work

Type of work
Description of the measure
SNEL focuses solely on logistics and transportation for the market in the Benelux. Its work field is retail in inner cities with a lot of client contact during a shift which may especially appeal to women. The type of work gives way to work days starting at around 7 in the morning and being off in the afternoon. There is

Type of work
only a small proportion of drivers working night shifts; that is their workday takes place during the night. Furthermore, the type of goods that are transported are suitable for electric pallet trucks and do not ask for physical exertion. SNEL explicitly does not work for supermarkets as this type of work puts a high physical demand on its drivers.
Barriers the measure aims to overcome
Physical requirements.
Target group the measure is aimed at
All (potential) drivers.
Cost elements of the measure (and overall cost if available)
No costs.

Measure 8: Pilot target recruitment

Pilot target recruitment
Description of the measure
Inspired by the study on women in transport, SNEL has launched a post on its Facebook page implicitly calling for female applicants. It showed a picture of one of its female drivers and calling others to apply for the job of driver just like Iris (name of the employee) did. The post received 260 likes, was shared 40 times and responded to 40 times by both men and women.

Pilot target recruitment

Barriers the measure aims to overcome
Overcoming the image of driver being a men's job.
Target group the measure is aimed at
All (potential) drivers.
Cost elements of the measure (and overall cost if available)
No costs.

• Observed impacts of the measures

The measures SNEL has initiated have resulted in a large influx of new employees (100 drivers out of which 8 where women), no difficulties in finding applicants and on average two to three applications a week. SNEL is proud to say that among its newly installed employees, are also women. Women that are highly proud of their job and have a sense of sturdiness to them. It shows the company has a good image and is an attractive place to work. With more and more women working at SNEL, the company appeals more and more to other women expecting to result in more applications from women. With now 8 female drivers, they hope this number grows. This hope stems from the positive impact female drivers bring to the company. Their presence is good for the company's atmosphere and the company's image. Clients generally respond

highly positive when a female driver comes to their doorstep. SNEL experiences their female drivers receive more support and help than their male counterparts, which results in higher productivity from female drivers.

- ## Costs and benefits

Cost element	**Costs**	
Customized work	Taking into account the wishes of drivers puts a larger pressure on making the trucks schedules.	Non quantifiable
Electric pallet trucks	Limiting the physical burden on its employees by investing in electric pallet trucks.	Price of electric pallet truck (starting from around € 2.000,-) times the number of vehicles (160) SNEL operates.
High-end material	Investing in high-end material, maintenance and washing of trucks.	Costs of garage and car wash which are lower than when this is outsourced, costs of maintaining a 'young' fleet.
Company's Facebook page and pilot targeted recruitment	Hosting the company's Facebook page for profiling the company and sending out vacancies.	Close to zero, only investment is the time needed to post messages and keep track of responses. Costs for advertising vacancies are saved using this method.
(former) employees Facebook page	Hosting the (former) employees Facebook page.	Zero costs.
On boarding procedure	Procedure to make sure a right match between applicant and vacancy is made.	Close to zero as it is simultaneous with the regular work of the mentor drivers.
Benefit element	**Benefits**	
Better access to applicants	Using its Facebook pages and because of its positive company image in the sector, applicants are easy to find; in general two to three applications come in weekly irrespective of whether there is a vacancy.	Increase in applications for vacancies, no difficulties in receiving applications when needed.
Better staff development	Through the onboarding procedure applicants receive the opportunity to get a taste of the job, and are therefore able to make a better informed decision about their match with the company. New employees are supported in their development by mentor drivers.	Only hire applicants with a true match with the company.
Employee engagement	By means of customized working schedules, employees are able to balance work and life which makes them more	Committed drivers that are willing to do 'the extra

	happy, healthy and committed.	step'.
Public image and client satisfaction	SNEL has a positive image in the sector resulting in both interest from applicants and clients giving way to grow. Female drivers result in positive responses from clients. When coming across with a female driver, clients are more willing to give support and provide help resulting in a quicker fulfilment of the job.	Positive responses and extra support and help for female drivers by clients resulting in higher productivity.

- **Sources**

- Interviews
  - Peter de Vries, director, SNEL Shared Logistics;
  - Piet Verdoold, operational manager (including hiring new staff), SNEL Shared Logistics;
  - Jeroen Maijenburg, planner, SNEL Shared Logistics;
  - Unidentified, male driver, SNEL Shared Logistics;
  - Suzanne Klever, driver, SNEL Shared Logistics;
  - Iris Severijns, driver, SNEL Shared Logistics.

- Websites
  - http://www.snel.nl/;
  - https://www.facebook.com/snelsharedlogistics/;
  - https://www.facebook.com/groups/snel.edelman/.

• Case Study – KLM

• Company profile

Company name:	KLM Group
Ownership status:	Private
Company size:	26.000
Member State of establishment:	The Netherlands
Operation in other EU MS:	France, in relation to merge with Air France
Transport sub-sector	Aviation, focus on pilots

Workforce statistics	**2015**		**2016**		**2017**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	35.488	n/a	34.363	unknown	25.949[76]	44.0%
Non-mobile jobs: KLM overall						
Board of management	3	0.0%	3	0.0%	3	0,0%
Supervisory board[77]	9	30%	9	30%	9	30%
Higher management	n/a	n/a	n/a	n/a	114	13,2%
Middle management	n/a	n/a	n/a	n/a	1.175	23,1%
HR department	n/a	n/a	n/a	n/a	440	72,5%
Manager pilots	n/a	n/a	n/a	n/a	5	0,0%
Manager cabin crew	n/a	n/a	n/a	n/a	40	55%
Mobile jobs: pilots						
Second officer	n/a	n/a	n/a	n/a	384	7,8%
First officer	n/a	n/a	n/a	n/a	1.189	5,8%
Captain	n/a	n/a	n/a	n/a	1.290	4,2%
other gender statistics: pilots	female	male	female	male	female	male
Average wage (monthly or hourly)	n/a	n/a	n/a	n/a	16.629 (512/hour)	18.217 (506/hour)
Average hours worked (per week)	n/a	n/a	n/a	n/a	32,5	36
other statistics: KLM overall	2015		2016		Current	

[76] This includes employees of KLM Group's divisions KLM and KLM city hopper alone in which its pilots are employed, whereas in 2015 and 2016 the total workforce reported includes the entire KLM Group workforce.

[77] In the event that candidates for new appointments to the Supervisory Board are to be selected, they are searched outside of KLM's workforce.

Workforce statistics	2015	2016	2017
Company revenue (in million EUR)	9.905	9.800	n/a
Employee compensation and benefit expenses (in million EUR)	2.774	2.860	n/a
Client satisfaction index: Net Promotor Score	40	n/a	n/a
other statistics: pilots	2015	2016	Current
Sick leave (%)	n/a	n/a	6,94%
Employee average time in the company	n/a	n/a	15.7 years

- **Background information**

KLM identity and overall male-female balance

KLM has a strong shared so-called 'blue' identity with a high sense of commitment among its employees. Most employees have a long lasting career within KLM. Furthermore, its image to jobseekers seems positive as there are no great difficulties in filling in vacancies, apart from those in IT. Its trainee programme is one of the channels through which new employees are hired. Most pilots are recruited from the KLM Flight Academy and only scarcely vacancies are available for pilots from elsewhere. This is largely because the pool from the KLM Flight Academy is sufficient to fulfil KLM's need for pilots.

Overall, the spread of male and female employees in the company is largely in balance. However, this pictures changes when looking at specific divisions. For example the share of female employees is much larger than its male counterparts when it comes to service-oriented positions. The reverse is the case when it comes to technically oriented positions.

KLM strongly beliefs in the *importance of diversity in all its forms*, i.e. diversity in gender, ethnicity and age. Equal opportunities and capitalising on the different skills of its employees are the pillars of KLM's diversity policy.[78] KLM complies to the gender diversity principle of the Act on Management and Supervision as one third of the directors of the Supervisory Board is female and its aims is to increase this number through promotion from within.[79]

Imbalance among pilots: status quo and barriers

Looking at pilots, that are employees in the positions of second officer, first officer and captain, only approx. five percent consists of women. It is believed that increasing the number of female pilots is beneficial. A prerequisite for taking action is a sense of urgency which at this moment is not ample: there are sufficient pilots and there is no trouble in filling in vacancies. However, even if there was a sense of urgency, some barriers need to be overcome to achieve an increase in the participation of female pilots. These barriers are outlined below.

[78] https://www.klm.com/corporate/nl/topics/corporate-social-responsibility/workforce.html.

[79] KLM: 2016 Annuel report.

Perception that pilot is a men's job

The main barrier identified is the *image of pilot as a male profession*. It used to be a *profession with long periods away from home*, up to two weeks in a row. And it used to be a rather *dangerous profession only attractive for the adventurers and pioneers*. This image fits more with the classical image of boys and men. However, with the technical developments of the past 20 years this is no longer the reality: as an intracontinental pilot a work shift could be finished within a day and there is no longer an issue of safety. Nevertheless, the image of pilot being more a male profession seems to remain strong. It still is a job in which being away from home is a central characteristic. A characteristic which may appeal more to men than women, especially when it comes to the combination with having children.

High number of male pilots as a self-retaining mechanism

It is also mentioned that the status quo of only five percent of the pilots being female serves as a self-retaining mechanism. Pilots say they come across a female pilot only once in every 25 flights they operate, let alone how rare this occurs among its individual clients. As such, this *limits options to show the public*, and girls specifically, that there are indeed female pilots and as such break the stereotype of it being a male profession. The domination of male pilots, can scare off women from aspirations in this profession. But it is also suggested it can result in a *homogeneous team that unconsciously forms a bias towards including members that are different then its current members*.

Preferences to work part-time and maternity

Recent study shows that more women work part-time (two-third) than full-time (one-third); twice the amount of men that work part-time (one-third).[80] The *(image) of the options to retain a good work-life-balance* in the pilot profession could therefore work as a barrier for women to aspire this profession: being a pilot is a 365 days a year job. Especially when it comes to combining work with maternity. *Arranging care for children* is often a challenge because of irregular schedules that do not fit with regular child care services. Or when something happens during a shift, it has far reaching effects; when a plain has technical problems it could easily mean you are away from home for an additional day.

Inflexible regulations and legislation are seen as a barrier, for example when it comes to maternity leave. More flexibility and differentiation in options for part-time work schedules is necessary instead of a 'one fits all' mentality. Working part-time for a short or flexible period (less than three months) is only possible in combination with 'parental leave' (so-called ouderschapsverlof) and when asked for six months ahead. With regards to breastfeeding, KLM offers a nine-month period only in which the pilot is scheduled on flights without overnight stays. However, options for expressing milk during shifts are limited, especially when it comes to flights shorter than two hours and with only 45 minutes layover.

Selection (criteria) flight academy

As mentioned earlier, KLM's main gateway for recruiting new pilots is the KLM Flight Academy. The selection criteria are amongst others, a completed high secondary education (or its equivalent) including physics, mathematics, English and Dutch. *Physics and math are still subjects that are less popular among high school girls* especially when it comes to physics. Although a shift is occurring, there still remains a

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[80] Werken aan de start, jonge mannen en vrouwen op de arbeidsmarkt (2018).

large difference between boys and girls. From the 20 high school subjects, girls put physics on the 14th to 16th spot of most popular subjects, whereas boys put in on the 6th spot.[81] This results in a smaller potential influx of girls in the academy. Furthermore, spatial awareness is an important criteria to be accepted, a skill that is said to be less apparent among girls than boys. It could also be that the age of applying for the Academy can play a role; it may well be that girls are more insecure, show insufficient leadership skills and stress-resistance at the time of selection, but fully develop these skills later on. The application procedure does not take into account a potential different learning curve among boys and girls. All in all, since 2005 the number of girls applying for the Flight Academy fluctuates between 9 and 17% of the total number of applications. From those applying, in 2017 74% of the girls and 81% of the boys scored positively on the capacity test. This was mostly related to girls scoring higher on the ability for verbal abstraction, but boys scoring higher on technical insights. With regards to the personality test, 86% of the girls scored positively and only 63% of the boys. This is related to girls scoring higher on assertiveness, empathy, ability to listen and ability to work together, whereas boys score higher on stress resistance.

High costs of flight academy

Speculations are that a larger influx of boys may be related to the high costs of the academy and no options for governmental funding as is the case for other types of education. This may discourage those who have not had the dream to become a pilot from a young age. A dream that may be more apparent among boys than girls. Following the above, the *possible influx of 'fresh' female pilots stays behind that of male pilots*.

Measures to stimulate diversity

Actions towards stimulating diversity in general and more specifically among pilots are largely indirect measures not solely or specifically aimed at promoting girls and women to aspire becoming a pilot, apply for a vacancy for pilot at KLM or if necessary improve their working conditions or climate. In general, there is said to be no company-wide, official diversity policy with clear measures, regulations or guidelines, or at least it is felt as insufficient. Nonetheless, there are measures that facilitate the promotion of women working at KLM in general and more specifically as a pilot.

The women's network *Women on board* aims to support all female employees within KLM including its female pilots in their professional development, career opportunities and networking efforts. Women on board was restarted by the former female Senior Vice President Customer Experience. Initially the network focused on women in the highest divisions of corporate positions only. With the restart in the fall of 2016 it was opened up to all female employees, from all divisions and all levels, including female pilots.

The following measures are largely results of cao-negiotiation (collective labor agreements). KLM has strong policies aimed to facilitate a *good work-life-balance* with options to work part-time. That is a minimum of 50% of the hours for employees working as an intracontinental pilot and a minimum of 67% for employees working as an intercontinental pilot. Requests to work part-time cannot be refused. KLM also offers measures to compensate for its work that runs 365 days a year in which there

[81] Study by Qompas among 25.000 high school students around the popularity of diverse high school subjects (2016): https://corporate.qompas.nl/media/15009/Persbericht.pdf.

are *no weekends*. KLM also provides good alternative work during *pregnancy*, and offers early maternity leave with 60% payment or when it comes to facilities related to breastfeeding. Furthermore, an *irregularity allowance* is paid to ease the burden of working overnight shifts. KLM's policy is clear about *equal pay and equal promotion options* in its entirety: there are no options in its strict regulations to deviate from full equality. An equal working atmosphere is largely a natural result of the strict regulations that apply to the job of a pilot. Because of these regulations there is not much room to differentiate.

Lastly, the KLM Flight Academy offers funding as a safety net for the *study costs* made by students that for some reason are unfortunately not able to complete their studies. Furthermore, the Academy explicitly incorporates strategies to appeal to both boys and girls.[82]

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

Equal opportunities and capitalising on the different skills from its employees are the pillars of KLM's diversity approach. Diversity among its employees with regards to gender, ethnicity and age is important in order to form a reflection of society.[83] Different people bring in a diversity of viewpoints, solutions and modes of action. Furthermore, KLM beliefs that embracing diversity gives way to optimal usage and placement of its employees. As such, diversity within KLM, including its 'air' divisions, is stimulated. Largely this is done by indirect measures and/or supporting bottom-up initiatives. Also, KLM's divisions are stimulated to put together teams that include diverse qualifications, skills and personalities. The large amount of reactions to its vacancies offer great opportunities to recruit with the aim of diversity in mind. However, there is no specific standard outlined or quantifiable objectives formulated. In general, there is said to be no company-wide, official diversity policy with clear measures, regulations or guidelines, or at least it is felt as insufficient in the eye of the interviewees. They feel a far more structured policy is needed. Nonetheless, there are general measures that facilitate the overall promotion of women working at KLM and more specifically as pilots.

Measure 1: Women on board

Women on board
Description of the measure
Women on board is a network of female KLM employees. Initially it was reserved only for women working in the corporate section and in management positions, but in the fall of 2016 it opened up for all female employees to join. The network has 800 members and organizes four events a year and manages an online community. The objective is to facilitate networking and to stimulate personal and professional development of female employees. Recently the network's board has set an additional goal; stimulating an active and structurally implemented diversity policy.
Barriers the measure aims to overcome
This measure aims to empower KLM's female employees and support them in their career prospects.
Target group the measure is aimed at

[82] http://pilootworden.nl.

[83] https://www.klm.com/corporate/nl/topics/corporate-social-responsibility/workforce.html.

Women on board

All female employees.

Cost elements of the measure (and overall cost if available)

(And overall cost if available): € 20.000, - annually provided by KLM, supplemented with a contribution made by the participants in the activities Women on board organizes.

Measure 2: Equal opportunities in pay and promotion

Equal opportunities in pay and promotion

Description of the measure

KLM works with a so-called seniority list. Every newly installed pilot is new in line and starts at the bottom of the list. With every pilot that leaves the company or every newly installed pilot coming after you, you rise in your place on the list. Your place on the list determines when it is your turn to make promotion. Promotion options are thus solely based on objective measures; your time in the company and the number of flight hours you have made. It is a fair and transparent system without any room for differentiation between men and women. Salaries are connected to the same system and completely standardised. Furthermore, there is no variable remuneration.

Barriers the measure aims to overcome

This measure assures there is no differentiation between men and women, or any other group for that matter, when it comes to pay and promotion; all members of the cockpit crew are, apart from differentiation in ranking, treated fully equal.

Target group the measure is aimed at

Cockpit crew.

Cost elements of the measure (and overall cost if available)

(And overall cost if available): zero cost measure.

Measure 3: Control over schedules

Control over schedules

Description of the measure

As a result of cao - negotiations (collective labour agreements) measures are implemented to effectuate pilots having as much control over their schedule as possible. Being a pilot is a 365 days a year job with no weekends as most regular jobs have. Therefore, pilots are provided with the option of 20 single days a year in which they will not be scheduled. These 20 days need to be interpreted as weekend-days. Pilots need to send a request 9 weeks prior and are guaranteed of a day off. Apart from this, pilots have a holiday- and schedule-arrangement in which they can distribute points according to their preferences. The less widespread your preferences, the higher the points given to single preference(s) and thus the higher the chances of your preference(s) being met. Schedules are known 4 weeks prior and the scheduled off-days therein are guaranteed.

Barriers the measure aims to overcome

This measure provided options to ease the work-life balance.

Target group the measure is aimed at

Cockpit and cabin crew.

Cost elements of the measure (and overall cost if available)

(And overall cost if available): Assuming that large companies already have planning software this brings minimum nuances to its use and as such is perceived as a zero cost measure.

Measure 4: Work-life balance measures

Work-life balance measures
Description of the measure
There are also ample options to work part-time with a minimum of 67% for those working intercontinentally and 50% for those working within Europe. This is the absolute minimum since otherwise pilots are not able to meet legislation around exposure, that is the number of flight hours, take-offs and landings in order to keep their license. By definition, following the cao for KLM pilots, a request to work part-time cannot be refused. Recently regulations around part time options for instructors was changed from minimum of 80% to a minimum of 67%. This increases the options for female pilot to take up this side function, as a large portion of them work 67%. Furthermore, there is an irregularity allowance as well as a formula to calculate off-time between shifts compensating for the irregular working hours. Lastly, KLM provides a course on how to deal with the work-life balance. Still some female pilots choose to resign after maternity re-entry because of the difficulties to balance motherhood with execution of their profession.
Barriers the measure aims to overcome
This measure provides options to meet preferences to work part-time and ease the work-life balance.
Target group the measure is aimed at
Cockpit and cabin crew.
Cost elements of the measure (and overall cost if available)
(And overall cost if available): Costs of irregularity allowance and course on work-life balance unknown.

Measure 5: Maternity leave and re-entry

Maternity leave and re-entry
Description of the measure
In the first and last trimester of pregnancy pilots are by law prohibited to fly. In these periods other work has to be found in which the available options are dependent on the pilot's education apart from the Flight Academy as well as whether the pilot already fulfils a function besides being a pilot. During the last trimester KLM offers female pilots to resign from work with preservation of 60% of the regular salary. During the first 9 months after re-entry, the schedule takes into account giving as much opportunity as possible for breastfeeding or to express milk. However, this still remains a challenge and requires that you have no trouble with expressing milk in the first place.
Barriers the measure aims to overcome
To ease the combination of working and maternity.
Target group the measure is aimed at
cockpit crew
Cost elements of the measure (and overall cost if available)
(And overall cost if available): 3 months 60% salary with requirement of a fill-in and zero cost measure.

Measure 6: Promoting KLM Flight Academy among girls

Promoting KLM Flight Academy among girls
Description of the measure

Promoting KLM Flight Academy among girls
KLM Flight Academy's website[84] explicitly showcases female pilots and students; its homepage immediately shows the same number of boys and girls and in all other pages both genders are represented. Furthermore, it explicitly states 'we are looking for boys and girls with ambition and talent'. The website also includes stories of future pilots which consists of female and male students alike and explicitly mentions in 1973 the first female student was welcomed.
Barriers the measure aims to overcome
Overcoming the status quo of mostly male pilots and connected image of pilots being mostly men, by means of providing an image of female pilots.
Target group the measure is aimed at
Cockpit crew.
Cost elements of the measure (and overall cost if available)
(And overall cost if available): zero cost measure as it is part of general PR of the Academy.

• Observed impacts of the measures

As KLM does not monitor the effects of the measures outlined above, its impact on diversity and equal opportunity cannot be observed. Only estimations can be made and one should keep in mind the impacts outlined below are rather expectations instead of observations.

The measures taken by KLM may contribute to a working environment with equal opportunities and equal treatment of both male and female pilot. The equal pay and equal promotion system provides full transparency and leads to tranquillity among all staff members as it is clear, fair and as such avoids any potential discussions. The measures around work-life balance serve both men and women, but appeal in particular to women: pilots can more easily combine work and personal life. Together with other secondary terms of employment this leads to most pilots working until their retirement. The recent change in regulations concerning becoming an instructor are also expected to raise the number of female pilots to pursue this side-function.

In general the pilot profession includes numerous standard rules and regulations that do not give room for differentiation among colleagues. Furthermore, the profession has changed in such a way that there is no longer a difference in suitability of either gender. The job no longer entails dangers and long absences as it used to in the past. And due to technical developments physical strength is no longer a requirement nor an asset. Back in the days the pilot would really pilot the aircraft in the exact sense of the word. Nowadays it is more about managing the interfaces and being alert on potential problems. As such, leadership skills, stress-resistance, the ability to work in a team, being able to oversee a complex operation as well as decisiveness are seen as the current essential skills. Skills that are not necessarily seen as more present among either men or women.

Although in the last decades there are more and more female pilots and female captains – the first female student in the Flight Academy applied in 1973 –, there is still much to gain. Especially when it comes to stimulating interest of girls to aspire to become a pilot. This is a

84 http://pilootworden.nl.

general challenge among all studies and professions with a technical aspect and not just an issue in aviation.

• Costs and benefits

Cost element	**Costs**	
Women on board	The involvement of board members of the network is done in their own time. Therefore the expenses for KLM are minimal. The only costs are those made available for expenses related to the events that are organized and the online community that is managed.	€ 20.000 annually provided by KLM, supplemented with a contribution made by the participants in the activities Women on board organizes.
Extended maternity leave	During the last trimester of pregnancy KLM offers female pilots to stop working with preservation of 60% of the regular salary.	3 months 60% salary plus salary of fill-in.
Benefit element	**Benefits**	
Diverse views	Diversity in all its forms provides a differentiation of viewpoints resulting in new and innovative solutions, challenging team members to think out of the box and being better able to handle stress. More diverse teams achieve higher results.	Higher results and innovative solutions, no further specifications available.
Improved working atmosphere	A diverse team in the cockpit and cabin gives way for an atmosphere in which all team members work together.	Better teamwork, non-quantifiable.
Client satisfaction: exceeding expectations	Customers are not used to a female pilot and their expectations of a female pilot are therefore not that high. As such, it is easy to exceed the expectation and leave them with a positive experience.	High customer satisfaction, no further specifications available.
Client satisfaction: information and service	In general customers appreciate being informed during the flight and to be given personal attention. Women can be more communicative, have a more personal touch and are more service oriented then men and as such positively influence the client satisfaction.	High customer satisfaction, no further specifications available
Company's image	The current society is more and more emancipated with women working in all kinds of sectors and professions. It is old-fashion to not have a number of female pilots reflecting this image. As a company you want and need to be ahead of the game.	Non quantifiable

• Sources

- Literature
  - KLM, Annual report, 2016;
  - KLM, Annual report, 2015;
  - Study by Qompas among 25.000 high school students around the popularity of diverse high school subjects (2016):

https://corporate.qompas.nl/media/15009/Persbericht.pdfhttps://corporate.qompas.nl/media/15009/Persbericht.pdf;
- Werken aan de start, jonge mannen en vrouwen op de arbeidsmarkt (2018): https://www.scp.nl/Publicaties/Alle_publicaties/Publicaties_2018/Werken_aan_de_start.

- Interviews
  - Jolanda Veeken, Consultant Culture & Behavior, KLM;
  - Tina Bergsma, VP HR & BP commercial, corporate & IT, KLM;
  - Frank Hofstra, Pilot, KLM;
  - Eimerd Bult, Pilot and Chief pilot, KLM;
  - Dario Fucci, Pilot and member employee association, KLM;
  - Lisa Westerhof, Pilot, KLM;
  - Esther van de Gulik, Cabin attendant and manager cabin crew, KLM;
  - Vasthi Paulus, Unit manager access control, KLM;
  - Marijke Somers, Product manager Front Office Business Intelligence, KLM;
  - Eef Korzilius, Project manager IT, KLM.

- Websites
  - https://www.luchtvaartnieuws.nl/nieuws/categorie/2/airlines/nieuwe-topman-air-france-klm-wil-meer-diversiteit-in-top;
  - https://www.klm.com/corporate/en/about-klm/profile/index.html;
  - https://www.klm.com/corporate/en/about-klm/students/the-crew.html;
  - http://insightsontopic.com/op-weg-naar-een-nieuw-klm/;
  - https://www.klm.com/corporate/nl/topics/corporate-social-responsibility/workforce.html;
  - https://pilootworden.nl/.

• Case Study - RATP

• Company profile

Company name:	RATP
Ownership status:	Public
Company size:	61,000[85]
Member State of establishment:	France
Operation in other EU MS:	UK, Italy, Switzerland[86]
Sub-sector:	Multimodal/urban (cable car, bus, tramway, metro and regional trains)

Workforce statistics	**2009**		**2014**		**2015**		**2016**	
Description	**Total**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	45,466	19.8%	54,014 54,790	19.08 %	56,728 57,801	18.85 %	55,975 56,911	19.10%
Mother company			45,748	20.1%	45,315	20.1%	45,144	20.3%
Non-mobile jobs EPIC RATP (Mother company)								
Board of management[87]				30.42 %		28.88 %		33.42 %
Supervisors			11,581	26.4 %	11,663	26.6 %	11,676	27.2 %
Higher management[88]	3,949	29.8%	4,069	32.2%	4,141	32.7%	4,244	33.8%
Master and senior technicians	**7,659**	**23.3%**	**7,512**	**23.2%**	**7,522**	**23.2%**	**7,432**	**23.4%**
HR department			2,201	49.1 %	2,170	48.2 %	2,087	49.2 %
Maintenance / Information systems			1,920	3.9 %	1,930	4.2 %	1,905	4.7 %
Development			867	11.5 %	871	11.9 %	880	11.8 %

85 https://www.ratp.fr/groupe-ratp/presentation-du-groupe/lessentiel-sur-notre-groupe.

86 https://www.ratp.fr/groupe-ratp/presentation-du-groupe/lessentiel-sur-notre-groupe.

87 http://rapportannuel2016.ratp.fr/ratp-content/uploads/2017/03/RADD.pdf.

88 RATP (2016) Rapport de situation comparée entre les femmes y les hommes. RATP.

Workforce statistics	2009		2014		2015		2016	
Project management / Engineering								
Exploitation / Commercial			2,524	19.3 %	2551	20.1 %	2,560	20.2 %
Mobile and on-site jobs (Departments which are independent from the mother company)								
Operators	**33,822**	**17.8%**	**32,967**	**18%**	**33,652**	**17.9%**	**33,468**	**17.9%**
HR departments (independent from mother company)			1,731	33.8 %	1,795	*34.8 %*	1,723	*34.8 %*
Maintenance / information systems			5,575	1.3 %	5,472	*1.4 %*	5,398	*1.3 %*
Development Project management / Engineering			14	7.1 %	11	*9.1 %*	11	*18.2 %*
- Commercial exploitation			25,848	20.5%	26,374	20.2%	26,336	20.2%
- Machine operator			13,961	7.9%	14,656	8.0%	14,691	7.8%
- Drivers			3,954	15.9%	3,992	15.9%	3,980	15.8%
- Metro station Agents			3,894	55.4%	3,938	55.1%	3,924	55.4%
- Rail station agents			1,368	52.8%	1,374	54%	1,372	55.2%
- Ticket inspectors			951	42.5%	974	42.3%	1,016	44.1%
- Manoeuvre coordinator			185	18.4%	165	18.8%	170	13.5%
- Other jobs			1,535	16.7%	1,275	12.6%	1,183	12.5%
Other gender statistics			female	male	female	male	female	male
Average wage (monthly or hourly)	According to the report on the professional equality in the RATP[89], in overall, on gross average monthly earnings in all situations, the difference is minus 1%. [90]							

[89] RATP (2018) L'accord sur l'égalité professionnelle et salariale entre les femmes et les hommes à la RATP. Fiche Mémo January 2018.

[90] RATP (2018) L'accord sur l'égalité professionnelle et salariale entre les femmes et les hommes à la RATP. Fiche Mémo January 2018.

Workforce statistics	2009	2014	2015	2016
other statistics	**2009**	**2013**	**2015**	**2016**
Company turnover (in EUR)	4,432,677,000[91] 4,982, 500,000 (2011)	5,142,700,000	5,556,355,000	5,447,76, 000
Absenteeism	11.6%	12.57%	13.36%	13.19%
Part time employees	4.08%	3.45 % RSC EPIC: 2.8%	4.17 % RSC EPIC: 2.7%	3.94% RSC EPIC: 2.5%
Courses provided to employees (in hours)		2 131 115	2 573 122	2 386 476

- ## Background information

The RATP is one of the essential actors in the City of Paris, due to its provision of everyday services and influence in the city. It promotes the values[92]:

- Respect;
- No discrimination;
- Equal opportunities /chances;
- Mixed teams;
- Professional integration;
- Social insertion.

Moreover, at legislative level, RATP has to comply with the order No. 2012-1408 of 18 December 2012, which strengthens the penalty system for companies that do not respect the obligations regarding professional equality. This decree applies to all companies with 50 or more employees. In particular, it makes equal remuneration compulsory. In addition, companies will now have the obligation to submit their action plans for professional equality to the state services. These action plans are now required to deal with more topics related to professional equality, including sexual harassment. In addition, the decree introduces a primacy of social bargaining for companies with 300 or more employees who can only adopt a unilateral action plan in the event of a proven failure of negotiations. It also establishes a target of 40% per gender in future appointment to senior positions, board of directors, supervisory bodies or equivalent in public institutions, by 2018.

In 2012, female employees represented 20% of total workers (Epic RATP). This third employer-employees equality agreement was divided into three axes[93]:

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91 RATP (2010) Rapport d'activité et développement durable 2009.

92 Specified in the fourth-professional equality agreement: RATP (2015) Accord sur l'égalité professionnelle et salariale entre les femmes et les hommes. 10 Novembre 2015.

- To change mentalities, sensitize and train the different actors and representatives of the company and to improve and better develop communication on these issues;
- To guarantee professional and wage equality among genders throughout the different stages of professional life;
- To facilitate the work-life balance.

According to the 2012 [94] RATP report, during the recruitment process the percentage of new female hired employees is compared to the total number of candidates. This indicator been analysed for each department and transversally across the company to identify potential actions for improvement.

More recently, in 2014 the law on "real equity" was approved [95]. This caused the fourth-professional equality agreement [96] to be negotiated and signed in 2015 [97] by all workers' unions and the company's management. The objective of reducing the gender wage gap of 10%, defined in the agreement from 2012, was achieved. RATP continues to analyse the gender wage gap and its causes in order to take the appropriate measures to correct it. Moreover, it seeks to:

- To improve the female employment rate in the company, which currently around 20%;
- Ensure that career development is not impacted by any type of maternity, paternity and/or parental leave;
- Foster a better work-life balance, thanks to normalising starting and ending times of meetings and by using communication tools like telephone and emails limited to normal working hours;
- Reduce the gender gap in the board of management, in order to equal it to the base (cadre) workers of each department.

Likewise, the program "*RATP au féminin*", was created and promoted by the president/ general directive (at that time, Mrs. Elisabeth Borne). The main aim of the programme is to promote diversity. It also targets all employees (women and men) and aims to encourage and facilitate women's access to all professions. This program is beneficial for all employees, because it is the source of proposals to develop new management models or to create a better working environment. The Department of Human Resources (DRH) of the group elaborates the equality policy of the company

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93 RATP (2012) Rapport développement durable 2012. https://www.ratp.fr/sites/default/files/inline-files/pdf_rdd_fr_web.pdf.

94 RATP (2012) Rapport développement durable 2012.

95 Gouvernement.fr (2017) Faire progresser l'égalité des droits. La loi pour l'égalité réelle entre les femmes et les hommes. Online http://www.gouvernement.fr/action/la-loi-pour-l-egalite-reelle-entre-les-femmes-et-les-hommes.

96 RATP (2017) Rapport Financier et RSE 2016 http://rapportannuel2016.ratp.fr/ratp-content/uploads/2017/03/RADD.pdf.

97 RATP (2015) Accord sur l'égalité professionnelle et salariale entre les femmes et les hommes. 10 novembre 2015.

according to the legislative background. It is responsible for assuring equality during the hiring processes. It also monitors, in agreement with other HR local representatives, the correct application of these measures. In addition, human resources, with accord to the operational units, pursues the reinforcement of these equality actions, specifically by assisting with discovering professions and removing stereotypes.

The RATP group has proven that it wants to remove the gender stereotypes related to certain professions being perceived as 'only for men' and open these positions up to women, and is fully concerned with the pursuit of professional equality. In 2016, female representation in the company increased slightly from 20.1% to 20.3%. This increase, however slight, is relevant given the difficulty with increasing the female employment rate on a year to year basis. In many cases, the number of female employees that are employed in technical fields has surpassed the number of females graduating from technical schools, which implies that there is an intake of females from other fields. This is an important reference to use when analysing the possibilities the company has to increase female employees in men-dominant jobs.

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

In 2015 the fourth agreement on Professional Equality was signed and implemented in 2016.

Measures in place include:

- Internal information with testimonials from female workers in jobs with a small female rate;
- Information days hosted at schools and universities to promote the jobs with low female employment rate;
- Promoting mixed teams;
- Equal recruitment processes that have the same requirements for male and female applicants. The hiring process is a matter of matching the qualifications of applicants with the competencies required for a specific post;
- Employment campaigns for women especially in relation to gender-sensitive jobs, such as engineers, drivers.

Moreover, shift work posts are managed in a way that instead of working reduced hours (e.g. 50%), employees work for the full shift, so they eventually reduce the number of days they have to work. This point is important because it does not constrain the service (either for drivers, maintenance or other services). The employees are allowed to interchange their shifts with colleagues in a systematic and easy manner.

Measure 1: Parental assistance service (L'Espace Pimprenelle)

Parental assistance service (L'Espace Pimprenelle)
Description of the measure
The Espace Pimprenelle informs and guides RATP employees in the following areas: steps related to the arrival of a child, services available to adapt to the family situation and the regulation of childcare. For 15 years, the RATP has implemented the parental assistance service consisting of three measures:

Parental assistance service (L'Espace Pimprenelle)

- Information channels;
- Assistance to look for daily care alternatives according the specific needs of the family;
- Economic assistance to partially pay the daily care services.

Documentation is made available to employees to inform them. For example: an information booklet "The reception of the child", as well as the provision of thematic files on maternal childcare and homecare. Moreover, personal advice can also be provided, especially when the childcare contract is signed.

Barriers the measure aims to overcome

Work-life balance / access to jobs

Target group of the measure

Entire workforce with small children (80% male employees in the company).

Cost elements of the measure(and overall cost if available):

n.a.

Measure 2: RATP au féminin

RATP au féminin

Description of the measure

Launched in 2017 as part of the challenges 2025 strategic plan, the "RATP au féminin" program promotes diversity within the company. It targets all group employees (women and men) and aims to encourage and facilitate women's access to all professions. This program benefits all employees, because it is the source of proposals to develop new management models or to create a better working environment. It promotes a wide set of activities to promote equity such as presentations and courses, information for employees via different communication channels, conducts analyses of the company numbers regarding equity, develops different external activities to remove the stereotypes surrounding certain jobs and promote such jobs to a wider female audience and updates the company's equity goals. It works in coordination with the HR department.

Barriers the measure aims to overcome

Reduce gender gap in the company.

Target group of the measure

Entire workforce.

Cost elements of the measure(and overall cost if available):

n.a.

Measure 3: Internal and external communication of gender diversity

Internal and external communication of gender diversity

Description of the measure

A brochure with the RATP group's values and know-how regarding equality, developed in 2017, is given to each worker and external candidate when recruited. It highlights feminization as a performance factor of the group[98]. Other communication actions include:

- Photos and information of female employees (role models) are provided in the company intranet

98 RATP (2016) Rapport de situation comparée entre les femmes y les hommes. RATP.

Internal and external communication of gender diversity

(UrbanWeb) with regards to equality within the company and in the occasion of the women's rights international day;

- RATP takes part in reports regarding good practices, in order to counter gender stereotypes, like the guide: "tout savoir sur l'égalité professionnelle entre les femmes et les hommes"[99] carried out by the ORSE (Observatoire de la Responsabilité Sociétale des Entreprises).

At a European level, RATP contributed to the WISE II project regarding female employment in the public transport, as continuation of the actions taken in 2012.

Barriers the measure aims to overcome

Gender gap, stereotypes.

Target group of the measure

Total workforce

Cost elements of the measure

n/a

Measure 4: External information channel & partnerships

External information channel & partnerships

Description of the measure

In order to promote technical education amongst female students, and to present technical professions to women, the company has implemented different communication strategies to highlight the value of these professions. Examples include:

- Field visits for college girls, high school girls and other students;
- Presentation of professions with testimonials from women employees from the RATP;
- Participation in different forums and trade shows with the presence of female "ambassadors" to present the group's professionals and talk about their daily work.

Pole employment (pole emploi): This national institution actively promotes technical professions targeted to the female population through videos. It also promotes employment offers in male dominated areas like bus drivers, technical professions, and maintenance roles with the aim of increasing the number of females in these jobs. The RATP actively collaborates with this institution.

Barriers the measure aims to overcome

Reduce gender gap

Target group of the measure

(effectif complet ou profession spécifique)

Cost elements of the measure

n.a.

Measure 5: Internships for students since "troisième" class (13-14 years old)

Internships for students since "troisième" class (13-14 years old)

Description of the measure

This measure seeks to make the company visible among teenagers (female and male) and inform them on how the company works and the wide number of professions that the company needs. The RATP seeks to unveil the different professions through an equity perspective. The internship is required as part of their

[99] ORSE (2016) Tout savoir sur l'égalité professionnelle entre les femmes et les hommes. Guide. Observatoire de la responsabilité sociétale des entreprises.

Internships for students since "troisième" class (13-14 years old)
studies to discover the professional world. It is understood that it is also good for the future human resource's needs of the company (operation, maintenance and engineering).
Barriers the measure aims to overcome
Gender gap, especially in technical fields.
Target group of the measure
Entire workforce, especially in technical fields.
Cost elements of the measure
n.a.

Measure 6: Working group with the National Educational Ministry (2016) and other stakeholders

Working group with the National Educational Ministry (2016) and other stakeholders
Description of the measure
A working group was established in 2016 between RATP and academic inspectors from the Ministry of National Education in charge of tasks concerning equity among female and male students. The aim of this working group is to assess the potential for a future collaboration agreement regarding equality and gender balance in different professions. Moreover other activities have been carried out, for example: ▪ Work with the Rectorate of Créteil[100] on school guidance before the second class, intervention in classes of 3rd preparatory school (approx. 14 years old) to present the RATP professions through the angle of feminization. It is an optimal age to show them how many professions are stereotyped; ▪ Work on the redesign of the BTS Assistant Manager (vocational diploma in technical assistance for engineers) with the National Education Council; ▪ Jury of the inter-academic tournament of the BTS Assistant Manager[101]:
Barriers the measure aims to overcome
Lack of female students in technical/scientific professions, stereotypes.
Target group of the measure
Technical professions.
Cost elements of the measure
n.a.

Measure 7: Recruitment processes avoiding gender bias and stereotypes

Recruitment processes avoiding gender bias and stereotypes
Description of the measure
In order to improve the recruitment process, three studies were carried out in 2016: ▪ The RATP has committed to analyse their global recruitment process to assure equity in every single stage of the recruitment process. The result was that gender discrimination was not identified; ▪ The RATP promoted a second study which analysed the gender balance of protection and security agents and drivers, and also analysed the gender balance during the different levels of the recruitment process for these specific jobs;

[100] http://www.ac-creteil.fr/.

[101] http://www.ffmas.com/actions/synergie-enseignement.html.

Recruitment processes avoiding gender bias and stereotypes
▪ A third study concerned the number of female students with a diploma in engineering and female students in target schools. It shows that the RATP recruits a proportion of women that is equal to or higher than the rate of females leaving the targeted schools. This evaluation is carried every year.
Barriers the measure aims to overcome
Equal opportunities, gender gap in technical fields.
Target group of the measure
Workforce in technical fields.
Cost elements of the measure
n.a.

Measure 8: Partnership with the General Councils for funding internal bus and rail drivers' training

Partnership with the General Councils for funding internal bus and rail drivers' training
Description of the measure
In order to increase the number of candidates for the position of a bus driver, the RATP works in partnership with the local councils of the territory of *Ile de France* to better identify potential future candidates for bus drivers. They are targeted by various communication channels, such as women's campaigns specific to the employment pole, among others. Moreover, the RATP recruits people without the necessary drivers permit and provides an internal training for these people while on the salary with the condition that, if the performance of the candidate has been satisfactory and she/he passes the drivers' test, the applicant gets posted as driver.
Barriers the measure aims to overcome
Lack of drivers' force and especially female drivers, stereotypes.
Target group of the measure
Female drivers in the RATP.
Cost elements of the measure
n.a.

- ## Observed impacts of the measures

The RATP group has been somewhat successful in its pursuit of professional equality. In 2016, female representation in the company increased from 20.1% to 20.3%. Even if this increase might not be seen as relevant, due to the high number of employees, it should be noted that it is quite difficult to significantly increase the female rate on a year-to-year basis.

However, there have been steady increases in female managers over the last years. Three female directors of RATP highlighted the constraints and limitations facing women in the industry and have pushed forward measures to reduce the gender employment gap. In addition, top-down learning on feminization has increased.

The French subsidiaries RATP Dev seek also to increase the feminization rate in their different structures. Cébous has doubled the number of females with a professional training contract, from 6% in 2006 to 13% in 2016, and has over 30% of the total workforce being female. These subsidiaries reach others like Ixxi or STU Bourges that had achieved the 30% in 2015. Likewise, many subsidiaries signed agreements

regarding gender wage equality (Cars Dunois, Cars Perrier, STU Bourges, TVM, FlexCité 77, FlexCité94).

Nowadays, three out of ten employees on the RATP executive committee are female. Likewise, the RATP board of directors, appointed in 2014, has eleven out of twenty-seven members being female, around 40%.[102]

According to different interviewees, increasing the female employment rate is a core objective of the RATP. The different impacts of this initiative have been cited as:

- Increased inter-personal relationships among employees;
- Improved behaviour of personnel when both genders are part of the teams;
- Reduced conflict and better problem-solving strategies when teams are mixed;
- Mixed teams perform better, solutions come from different perspectives which improves the quality of solutions brought about;
- Female employees in stereotyped posts are committed and active, as they have chosen their job vocationally. One may always count on them to discuss issues to improve satisfaction of employees (and recruit more female employees).

At national level, taking part at the discussions regarding gender with the National Education Ministry validates the steps taken by RATP concerning gender gap. It proves that the problems concerning the lack of candidates/employees in technical fields are not an isolated case and most notably, that many issues are beyond the resources of the RATP, for example the Operators sector, where it is quite difficult to get female employees.

- **Costs and benefits**

Cost element	Costs	Quantification
RATP au féminin	Cost of the whole program to introduce, measure, update and discuss measures/ actions within the company and externally.	n.a.
Espace Pimprenelle	Platform to get information on parental leaves, look for daily care alternatives or economic assistance regarding daily care costs.	n.a.
Driver's training	Internal professionalization and costs of training.	n.a.
Benefit element	**Benefits**	
Espace Pimprenelle	In 2015, 25 % female and 75 % male employees contacted the Espace Pimprenelle to get information, look for daily care alternatives or economic assistance regarding daily care costs. 23% female and 77% male employees are benefited by this last measure. It is worth noting that the company has 20% of female employees.	n.a.
Reduced gender gap	Measures have proven to have a positive impact on the number of female employees. The female interviewees observe that compared to the past, things have changed in a positive manner for female employees.	n.a.

[102] RATP (2017) Rapport Financier et RSE 2016 http://rapportannuel2016.ratp.fr/ratp-content/uploads/2017/03/RADD.pdf.

- **Interviews**

- Mrs. Murielle DUBOIS: RATP, MOA du programme RATP au féminin;
- Mrs. Magali LOPES: RATP, Responsable de l'entité GPEC et Politiques Emploi;
- Mr. Fleuret, Adjoint de la directrice du département du matériel roulant ferroviaire – MRF;
- Mrs Emeline d'Avico, Maîtrise d'ouvrage Projets pour le département Métro, transport et services;
- Mr. Yann Gérard directeur de la ligne 2 du métro et qui est aussi membre du comité de pilotage de MTS au féminin;
- Mrs. Levy, Chef de projet Ingénierie/ Exploitation au sein du département Maitrise d'ouvrage des projets;
- Mr. Laurent Baude, Responsable Communication;
- Mrs. Patricia Delon, Directrice du département Commercial et Marketing;
- Mr. Olivier Duthuit, Manager de département;
- Mrs. Sandra Rajoelisolo, Chargée d'études GPEC et politiques emploi au sein de la DRH.

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• Case Study - Valencia Port (VP)

• Company profile

Company name:	Valencia Port (VP)
Ownership status:	Public
Company size:	409 employees (2015)
Member State of establishment:	Spain
Operation in other EU MS:	None
Transport sub-sector	Port

Workforce statistics	**2009**		**2012**		**2018**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	384	10%	415	11.99%	452	15%
Non-mobile jobs						
Assistant director	1	0%	1	0%	1	0%
Managers	40	15,00%	40	15,00%	47	19,15%
Head of department	42	14,29%	43	13,95%	48	18,75%
Management assistant	3	0%	3	0%	3	0%
Supporting Staff Chairman's Cabinet	1	100%	1	100%	1	100%
Principal Assistants Management Cabinet	1	0%	1	0%	1	0%
Other	45	8,89%	35	5,71%	70	11,43%
Technical personal	63	19,05%	68	22,06%	89	29,21%
Shift personnel						
Shift personnel (Emergency control Centre, Port Police and Electric Systems)	111	1,80%	123	3,25%	190	8,94%
other gender statistics	female	male	female	male	female	male
Average wage	Equal by law					
other statistics	**2009**		**2012**		**2015**	
Company turnover (in mln € EUR)	104.9		116.4		127.3	
Sick leave (%)	5.89% (in 2010)		2.76%		1.70%	

- **Background information**

In 2007, Spain adopted *the Conciliation* Law addressed to firms beyond 250 employees (known as LO 3/2007[103]). These equality and conciliation policies include among others: Reducing gender gap in different departments, creating an equality unit, presenting an equality plan, reducing the working hours for men/women who have children between 0-12 years old, improve policies against sexual harassment, and so on. For the Valencia Port it was not clear whether they had to implement it or not. Officially, they did not have to implement it, as they are a Public institution and could wait for measures coming from the National Port Authority (Puertos del Estado). However, some authorities, like the Court of Auditors (Tribunal de Cuentas) had asked them whether they had implemented measures and at the end, the VP decided to, first analyse their current situation by hiring a consultancy, and later on, to implement specific measures.

In 2008, the Permanent Equality Committee was created, which has an equal representation between workers' and VP managers). They realized that it gave good reputation/ good references from the Port and the Human Resources department was interested in implementing these kind of measures.

A diagnosis report in this respect was carried out by a private consultancy, and in July 2011 the equality plan was presented and implemented. The actors in charge of gender topics were the Human Resources department and the Equality Committee (which currently has 10 members, five representing the workers and five representing the company) and the equality agent (an specific employee who devotes part of his/her working hours to manage equality topics, with workers and the Committee). The VP considers that these measures implemented do not cost to the company. It is worth highlighting that, according to their understanding, they were the first port in Spain to implement conciliation policies at the time the law was approved.

Moreover, after the diagnosis report, all the personal of the VP (top-bottom) underwent an equality training programme, to make all employees understand the importance of equality within the port.

The first problem that the company encountered when analysing the situation of the port was the lack of women to start promoting/introducing measures, regarding conciliation, changing working shifts, breastfeeding hours and so on. They needed to improve the participation of women in the Valencia Port. More generally, according to the interviewees, there is an issue that needs to be addressed; this concerns how to get female students interested in non-typical female careers as some jobs are seen as culturally more male jobs. For example, the Port Police ("policía portuaria o guardamuelles") or Maintenance (mechanic /electric workshops) which represent (33% and 17% of the VP employees respectively). The rest are in the Emergency Control Centre and administration.

In these three areas (maintenance, emergency control and police port), there are three different working shifts: 6hrs-14hrs; 14hrs-22hrs and 22hrs-6hrs as the service needs to be operational 24h/7d.

Due to this situation, actions have been implemented to encourage female participation in the Port Police selection process. Namely:

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[103] https://www.boe.es/diario_boe/txt.php?id=BOE-A-2007-6115.

- Advertising vacancies in female-oriented institutions and networks (Instituto de la Mujer, Infodona);
- Reducing the scales to pass the physical tests to get into the Port police (as it is nowadays in other corps, like the national police);
- Finally, explaining the policies aiming at conciliating work and family life balance in each post offer, to make it more interesting for candidates with family.

Changing shifts (or free days) for a certain date (for example in the case of the Port police, with three different shifts per day) is also possible between colleagues, with the agreement of the Unit supervisor, which facilitates managing family life. They have recently developed an app which notably facilitates exchanging shifts with colleagues, and which reduces administrative work.

When more women came to the Port Police it was clear that there was the need for specific uniforms (before there was only one model -male port police uniform). After a couple of years, the appropriate version was ordered and nowadays there are the female and male port police uniforms.

The VP has a very powerful construction department (to construct docks, piles or any other port infrastructure and for maintenance purposes). They are always in the port to build and give maintenance to the entire port infrastructure. When it was necessary to construct new female facilities (toilets and dressing rooms), or renovate the existing toilets and dressing rooms for all the employees, the budget implication was negligible, comparing with the other civil works they have to carry out.

When the VP analyses female/male workers, it is possible to see that temporary jobs increased notably as a result of the economic crisis (especially relevant to women).

In offices, that carry out management/administration work there are even more women than men. However, this representation is not always the same in managerial posts, where there are more men than women. In the last months, there has been a noticeable change. It is an important milestone in the Port that at managerial level there are more women than before. There used to be two positions filled by women and nowadays the managerial positions filled by women are nine. The former is probably because of the different measures to promote equality at all levels.

Home-office is not possible due to the type of work they carry out (Port police, maintenance, etc.) and not allowed either for people working in offices as they are a public entity and it is officially prohibited.

The Human Resources Department is deeply concerned with these topics, therefore, they encourage parents to take the maternity/paternity/parental leave even as it is not mandatory to take the whole of it, especially for fathers. The HR manager believes that mixed teams perform better and the higher female presence portraits better the society where they live.

Finally, for the VP, once the equality policies have been put in place, there are many things, which nowadays run "automatically" and which right now have no extra cost. In other words, these concepts have been socially internalised by the company. The Equality committee discusses new measures and policies. They currently do not meet as often as they used to. In addition, regarding the everyday questions and enquiries, there is an Equality Agent who acts as a contact point on gender topics (Mrs. Dunia Ramos who works in Human Resources).

- ## Measures undertaken to increase gender equality

Measure 1: Diagnosis report of the VP regarding equality

Diagnosis report of the VP regarding equality
Description of the measure
A company was hired to carry out a diagnosis report, to understand the situation of the VP regarding gender equality. After the diagnosis report, it was promoted that all the personal of the VP (top-bottom) underwent an equality training programme, to have all employees understand the importance of equity within the port. This equality training program was included as part of the diagnosis report costs.
Barriers the measure aims to overcome
Lack of company policies.
Target group of the measure
Entire workforce.
Cost elements of the measure
(And overall cost if available): 70,000 €.

Measure 2: Equality Committee

Equality Committee
Description of the measure
Permanent committee at company-level where new actions regarding gender equality are discussed. Composed by five men/five women. Here new measures and actions are discussed for its future implementation.
Barriers the measure aims to overcome
Gender gap.
Target group of the measure
Entire workforce.
Cost elements of the measure
(And overall cost if available):600 €/year.

Measure 3: Equality Agent

Equality Agent
Description of the measure
Person to whom employees pose questions regarding equality and conciliation policies. Person to whom requests are exposed. For example those regarding conciliation policies, like reducing the working hours or changing to morning shifts. In this case Mrs. Dunia Ramos is the Equality Agent and part of her working time is devoted to these issues. She is the contact point regarding all these requests and takes special requests to the equality committee.
Barriers the measure aims to overcome
Gender gap.
Target group of the measure
Entire workforce.
Cost elements of the measure
(And overall cost if available): 15,000 €/year (or less).

Measure 4: Equal salary policy

Equal salary policy
Description of the measure
Especially relevant is that there is no gender pay gap as there is a general index per profession. As it is a public company, salaries are fixed by experience and type of work. It is recognized (by male employees) that women are equal colleagues and that the Valencia Port is a good company to work in given the fairness of the salary policy (especially for female employees).
Barriers the measure aims to overcome
Gender wage gap.
Target group of the measure
Entire workforce.
Cost elements of the measure
(and overall cost if available): none

Measure 5: Attracting more women in the Port Police

Attracting more women in the Port Police
Description of the measure
Advertising the measures regarding conciliation increased the likelihood to make the post more attractive for people with family tasks. Moreover, it is worth noting that, in all the recruitment processes, when there is a tie between men and women, the less represented gender in the department is recruited. The information regarding gender is also included in the call, to make it clear that if there is a tie among candidates, why a specific gender will be selected.
Barriers the measure aims to overcome
Gender gap, work-life balance.
Target group of the measure
Women.
Cost elements of the measure
(And overall cost if available): none.

Measure 6: Reducing female scales of qualifying examinations for the Port Police

Reducing female scales of qualifying examinations for the Port Police
Description of the measure
After an analysis of the male/female scales physical tests, it was clear that some female scales were too high, so they were adapted (reducing the scales to pass the physical tests was also made for other corps, like the national police). Also reducing height as a pre-requisite.
Barriers the measure aims to overcome
Gender gap in the port police.
Target group of the measure
Port Police (female).
Cost elements of the measure
None.

Measure 7: Male and female uniforms

Male and female uniforms
Description of the measure
When more women enter the port police it was clear that a female uniform model was needed, to meet female comfort standards. The port has a work clothes committee, in charge of hearing the problems employees have with their uniforms and their suggestions. This committee suggested ordering a new set of female uniforms.
Barriers the measure aims to overcome
None.
Target group of the measure
Female port police
Cost elements of the measure
none, every year the port police receives a new set of uniform

Measure 8: Conciliation policies

Conciliation policies
Description of the measure
Conciliation policies are enforced by the national law like: ▪ Flexibility on working hours for family conciliation /reducing number of hours (when a person has kids until they are 12 years old, by law); ▪ Equality plan: for the port police and the emergency control centre, where there are three different working shifts, the service never stops. The morning working shifts is preferred for new mothers (0-2 years old) and reducing working hours for parents with kids (0-12 years old) is preferred; ▪ Also for men conciliation policy (0-12 years old) is given; ▪ Breastfeeding time (1 hour a day until a baby is 1 year old in the VP, by law is until the baby is 9 months old).
Barriers the measure aims to overcome
Working life balance, reducing gender gap.
Target group of the measure
Mostly for the entire workforce and some specifically for women like breastfeeding time.
Cost elements of the measure
None.

Measure 9: Harassment team and reliable communication channel against harassment

Harassment team and reliable communication channel against harassment
Description of the measure
There is an email address to which only three persons in the VP have access in order to deal with problems related to this issue. Only a couple of members of the equality committee and the equality agent are informed.
Barriers the measure aims to overcome
Zero tolerance against harassment.
Target group of the measure
Entire workforce but especially women.

Harassment team and reliable communication channel against harassment
Cost elements of the measure
None.

Measure 10: Equality plan APV training course

Equality plan APV training course
Description of the measure
All the employees need to take the equality plan course. In 2014, 94 employees (2 female and 92 male employees) attended the course, which takes 3 hours. It is worth noting that the port promotes courses (continuous learning) among their workers as an important value. They need to have it for internal promotion and it is part of the examination topics in the external job offers. In 2014 there were approx. seventy different training courses in 2014 in the Port (online and not online), attended by 995 employees (77/995 female/male) with a total cost of 132,043 €, an average of €310 per person for an average of 42.08 hours per year[104]. Meaning that the average training course is estimated to cost €7.4/hour.
Barriers the measure aims to overcome
Gender gap and tolerance.
Target group of the measure
Entire workforce, only once. It is for employees that had never taken the course before.
Cost elements of the measure
1,974€ in average, compared to the total budget of 132,043 € in training courses in 2014 (1.5% of the 2014 training budget). The 3h equality course thus costs approx. €22/employee.

Measure 11: Continuous awareness-raising campaigns, and continuous check of gender neutral language use

Continuous awareness-raising campaigns, and continuous check of gender neutral language use
Description of the measure
In the port, HR promotes continuous campaigns regarding safety, health, risks at work and so on. Among them, they have included an awareness-raising campaigns and days regarding equality (equal treatment and opportunities). Educational campaigns regarding gender. Moreover, language check is carried out to avoid gender discrimination among other problems when internal documents or bulletins are shared, or other campaigns are published.
Barriers the measure aims to overcome
Tolerance, inclusion, gender gap.
Target group of the measure
Entire workforce or specific profession.
Cost elements of the measure

[104] ValenciaPort. Memoria de sostenibilidad 2015. Autoridad Portuaria de Valencia. Online. https://www.valenciaport.com/publicaciones/.

Continuous awareness-raising campaigns, and continuous check of gender neutral language use
None as they always have different campaigns circulating as part of continuous training.

• Observed impacts of the measures

In overall, the female staff has increased and more women have ascended to higher responsibility jobs. More women apply for a job and most importantly, there are more women in departments like the Police Port. Unfortunately, in the maintenance division, there are still no female applicants, which it is seen as societal problem.

There is still an issue regarding working shifts, when employees (both male and female) reduce their number of daily working hours. For example as the police port needs to be available 24 hrs and the new shift needs to coordinate and ask for activities report with the former shift if the shift is already gone or comes later, this chain of information is lost. It is necessary to have a replacement to fill the number of hours where the former and new shift come. For example, Mrs. Dunia Ramos, who started in the Police Port, she asked to reduce the number of daily hours, and at the end, she was moved by internal promotion to carry out administrative work in the human resources department. Her career has evolved and improved, and apart from the HR tasks, she is also the equality agent and continues to develop her career within the VP.

There are some cases of shift jobs where this problem is not that relevant, like flexibility: they come later and finish later, like team manager and service manager (*jefe equipo and jefe de servicio,* in Spanish) which are male employees.

The policies adopted by the VP have led to a merit-based structure which is appreciated by the different employees. As an employee in the Emergency Control Centre said: "You are here just another number", and "you are here because of merit-based competition", which is important for the work that we carry out in this department.

As it was previously mentioned, for the VP, once the equality policies have been put in place, there are many things, which nowadays run "automatically" and which right now have no extra cost. The Equality Committee meets seldom compared with before. For the equality agent, everything goes quicker, and there are less tasks that devote so much of her time, because everyone is aware of the different gender dimensions in the port.

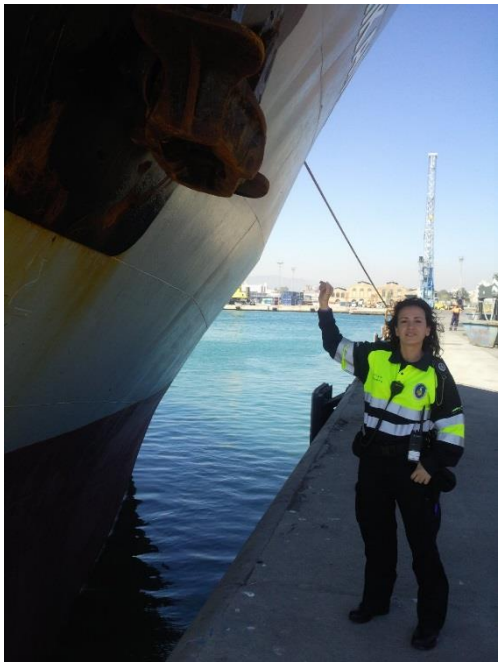
Unfortunately, the new people that get a post in the VP have a temporary job. There are many people that do not want to retire and therefore, there are not free posts available. The VP workforce is rather old and should try to bring down the age of the employees.

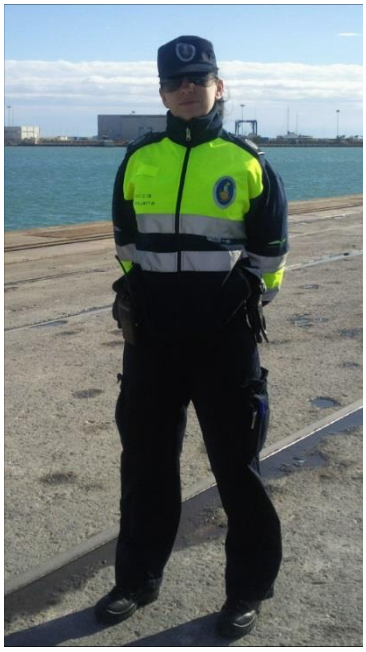
• Costs and benefits

Cost element	**Costs**	
Diagnosis report	Report on the analysis of the VP's situation regarding equality, carried out in 2011	70,000 € once

	approx.	
Equality committee meetings	Equality committee meetings (10 people/year: five representing employees and five the VP).	600 €/year
Equality agent	Equality agent.	15,000 /year
Equality Training course	Equality plan formation training course.	1,974 €/ annually (€22 / person per 3-hour training)
Benefit element	**Benefits**	
Conciliation Policies within the company	Different conciliation measures like flexibility, reducing number of working hours.	35 parental leaves taken by women and 55 by men.
Adapted scales	Adapted scales for physical tests to qualify for the Port Police.	Shift personnel (including Port Police) increased in overall from 1.8% in 2009 to almost 9% in 2018
Absenteeism rate	Decreased staff absenteeism. Even if the causes have not been directly investigated[105], it is clear that no one wants to leave the company and that the conciliation policies impact on the working environment and better working conditions	From 5.89 in 2010 to 1.70% in 2015
Female port police increase	Increasing female rate in the port polices facilitates tasks like, when cruises arrive, body search to female passengers may be carried out by a female port police, instead of male.	Shift personnel increased in overall from 1.8% in 2009 to almost 9% in 2018
High retention rate	According to the interviewees, VP are committed and happy in the company, among other things, due to the conciliation policies and healthy working environment. The retention rate is high; no one wants to leave the port, even after a maternity leave. All the interviewees agreed that it is a really nice company to work in.	Not available

[105] Satisfaction questionnaires or similar surveys for employees have not taken place, because in the context of the economic crisis, (for example, their salaries were reduced 5%), the information is going to be biased due to this situation and the rest of actions will be avoided or simply forgotten.





Mrs. Dunia Ramos, one of the female examples of internal promotion: ex-Port Police, currently works in Human Resources and acts as Equality Agent in the Valencia Port.

- **Interviewees:**

- Mrs. Dunia Ramos, Equality agent;
- Work Council employee (Comité de Empresa);
- Mr. Vicente Jiménez, Manager corporate development (Jefe de Área Desarrollo Corporativo)
- Mrs. Margarita. Maintenance;
- Emergency Control Employee;
- Mr. Lorenzo Martín. Manager Human Resources;
- Mrs. Elena Oliver Human Resources General Manager.

- **Other references**

- Valencia Port 2015. Anuario Estadístico;
- Valencia Port 2012. Anuario Estadístico;
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- Valencia Port. 2012. Plan de Igualdad.

• Case Study - Wiener Linien (WL)

• Company profile

Company name:	Wiener Linien (WL)
Ownership status:	Public
Company size:	8,700 (current)
Member State of establishment:	Austria
Operation in other EU MS:	None
Transport sub-sector	multimodal/urban (bus, metro, light rail)

Workforce statistics	**2011**		**2016**		**2017-2018**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce				13,17%	8,700	13,16%
Non-mobile jobs						
Managing directors				33.33%		42.86%
General department manager				28.92%		26.87%
Head of department				18.75%		26.55%
Head of Unit				24.60%		24.48%
Jobs with overnight stays						
Tramway drivers		15%			1,485	13.87% (206)
Underground drivers		16%			941	21.79% (205)
Bus drivers					1,390	2,30% (32)
Mechanics (garage, workshop) vehicles and technical issues					2,012	3.48% (70)
Construction and Maintenance					1,252	6.47% (81)
other gender statistics	female	male	Female	Male	female	male
Average wage (monthly or hourly)	They are equal by law; wages are determined according to experience, responsibility and type of work					
other statistics	**2010**				**Current**	
Company turnover (in	441,4 Million Euro				566 Million Euro (2017)	

Workforce statistics	2011	2016	2017-2018
EUR).[106]			

- **Background information**

Wiener Linien (WL) is a public company and a daughter company from Wiener Stadtwerke. Ten to fifteen years ago, equity policies started to be developed and implemented in WL, after equality measures were introduced by law. By 2006, different policies in this respect had already been developed within the company. Interestingly, in WL the first woman tram-driver started in 1970. In 2011, 15 % of the tramway drivers were women and one sixth of all underground drivers in Vienna were women.

The Austrian laws facilitate women and men to get maternity/paternal leave along with re-entry policies to come back to work after this leave. In this respect, one female interviewee commented on this point, highlighting the fact that she was an expert and she had this expertise before her having her babies which, in a framework of good social conditions, has helped her to appoint her career options especially *after* the maternity leave. She did not feel the risk of losing her position (her expertise was still there) and it was a favourable point in order to come back to work after one year of maternity leave.

Moreover at national and city level, different gender measures have been promoted like, adopting a gender-neutral language, gender information report, etc. All these reports serve as framework for the WL company measures. Moreover, the interest of different institutions at different levels concerning equality, improves the acceptance of measures among workers and the society in general. Measures ranging from encouraging fathers to take the month off of paternity leave and stay with the newborn baby at home ("Familienzeit"), a high acceptancy of paternal leave by fathers, to celebrating the Daughters' day in Vienna ("Wiener Töchtertag"), where companies open their doors to invite daughters of staff members to spend the day and understand what their parents do at work.

As WL is a public company, there are no differences in gender gap due to job grades and salary structure system. **The issue of lack of female students in technical fields came as an important topic during the different interviews.** The company has confirmed this issue during many years, in order to tackle this problem they participate in different initiatives and collaborate with the TU-Wien University to attract more females in technical studies. The company promotes its activities at school-level of technical subjects and studies or apprenticeships and actively motivates girls to choose non-traditional education paths. It also cooperates with the City of Vienna, regarding open days for children, teenagers and long-term unemployed, especially when focused on female visitors.

The company seeks to promote working teams composed by men and women. The reason behind this choice is that, as one of the interviewees stated: *"mixed teams perform better".*

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[106] Wiener Stadtwerke. Zukunft erleben. Geshäftsberich 2016 and Wiener Stadtwerke. Ein Blick auf die Fakten. Geshäfts- und Nachhaltigkeitsberich 2010.

In the HR department and in the workers' council there are persons who explicitly deal with the issue of women in the company and who serve as contact for female apprentices (and who can assist in case of questions and problems). Moreover, the HR department assist women on assessing their career and their interests. Working shifts for men and women are individually evaluated in order to respond to their interests and needs.

The company has separated facilities for men and women (toilets, changing rooms) within areas that are male dominated (e.g. own toilets, etc.). Safety measures are the most important concern for wearing uniforms and appropriate shoes, the WL provides appropriate uniforms (shoes, jackets, winter jackets, pants...) to all their employees. Uniforms are tailored/adjusted according to each person and they are washed externally, which is something that employees working in the workshops highlight also as really important.

Communication seems to be an important topic; therefore, they seek to promote gender balance within photos and advertisements both for internal and external information.

After 2017, the WL Company was obliged to introduce Equity measures by the Wiener Statwerke (holding company). From this moment on, more measures have been implemented regarding:

- Combining work and family life;
- Flexible working hours;
- Home office solutions;
- Leading in part-time;
- Children day-care during holiday breaks;
- internal kindergarten (whole Stadtwerke Group);
- night kindergarten for shift workers;
- exclusive women`s network events and socialising programs;
- Talent Programs and Leadership/Expert programs;
- Executive Education;
- Encouraging women to take over key positions in both the expert and leading segment.

• Measures undertaken to increase gender equality

Outline of gender equality policy:

Wiener Linien has sought to increase female staff and the board of management is deeply committed to gender issues, they take part in many initiatives and promote the establishment of new ones. This engagement is totally favourable to promoting gender equality from different angles and promotes a healthy working environment. It is evident that many measures are well settled down after so many years. The company is also part of a major public company (Wiener Stadtwerke), which promotes values like:

- Increasing the proportion of women in higher functions;
- Paying attention to areas where women are underrepresented in a professional field in the Municipal Directorate - Personnel Office Wiener Stadtwerke;
- Ensure equal treatment of women and men in recruitment procedures;
- Equal access for women to education and training;
- Awareness raising on equal treatment and promotion of women;

- Mandatory implementation of gender-appropriate language.

There is a zero-tolerance policy on sexual harassment. Female and male workers are aware of it and how to handle this situation, along with the appropriate channels to look for advice. Moreover, the human resources department is committed with gender balance and promote measures like flexible working hours, talent programs, individual training plans, female leaders and female apprenticeships, among others. In the last year, human resources implemented a new policy in order to foster equality in hiring processes, so in case of tie of different candidates, they will choose the under-represented gender of the department.

Professional progression of women in the WL is also a hot topic, not only within the company but also at a City level. Therefore, there are programs for evaluating the progression of women and courses are giving to female employees to motivate them to apply for promotion within the companies. These courses are given not only in the company but also from the City Council but the WL employees can take part in them. The company is concerned with this point and monitors the professional progression of women.

Measure 1: Kindergarten for all the employees and "night kindergarten"

Kindergarten for all the employees and "night kindergarten"
Description of the measure
Next to the offices there is the opportunity to have daily care and kindergarten[107]. The WL provides the infrastructure (building) and a private company organizes the Kindergarten. It is partially paid by Wiener Stadtwerke. The employees pay a monthly quota (which is not too high) and there are officially other national measures to compensate having children in a private kindergarten (per family). Moreover, there is the opportunity to have daily care in partnership with a medical clinic (which have similar working shifts) when night shifts are needed.
Barriers the measure aims to overcome
Work life balance.
Target group of the measure
Entire workforce and workforce with night shifts.
Cost elements of the measure
Costs not available.

Measure 2: Seminar women and their voice

Seminar women and their voice
Description of the measure
To teach women how to come up with new ideas, speak up in a sometimes male-dominated department.
Barriers the measure aims to overcome
Female progression in a male dominated job.
Target group of the measure

[107] in contrast to the Austrian case studies where the Austrian State has enough kindergarten resources, the German State has not enough kindergarten places available.

Seminar women and their voice
Female workforce.
Cost elements of the measure
€3,200 / 2days.

Measure 3: Female coaching

Female coaching
Description of the measure
To promote individual training plans for career development.
Barriers the measure aims to overcome
Career prospects.
Target group of the measure
Female workforce.
Cost elements of the measure
Total budget 40,000 € /year (per men/women).

Measure 4: Women's day networking meetings

Women's day networking meetings
Description of the measure
To promote networking with different female employees, get together to get support from other female employees and perhaps counselling.
Barriers the measure aims to overcome
Career prospects.
Target group of the measure
Female workforce.
Cost elements of the measure
3,000 € / per event.

Measure 5: Cross mentoring programs for apprentices

Cross mentoring programs for apprentices
Description of the measure
Typically the apprentice programs in WL are conceived to learn from different employees in technical fields, and to get advice from them. Later they stay and work in the company. It is important to note that apprentices are shifted to learn from different workers after a certain time. The program is designed in a manner that they learn from female and male employees and that female apprentices are always taken on board by other female workers, in order to limit dropouts.
Barriers the measure aims to overcome
Engage female/male employees and female apprentices in technical field.
Target group of the measure
Apprentices avoiding gender roles.
Cost elements of the measure
None.

Measure 6: Summer internships (16-25 years approx.) and trainees for female students

Summer internships (16-25 years approx.) and trainees for female students
Description of the measure
To promote female interest in technical fields and showing how it is to work in a company like WL. They strive to create gender-balanced teams of apprentices by recruiting males and females in equal numbers. This is an internship for female/male teenagers. They work in the company and get a wage (depending on their diploma level (if the student has the Matura certificate). Moreover, trainees (approx. 7 trainees) stay in the company for 1 to 1.5 years. Trainees are a target group which finished a university diploma (bachelor or Master degree: Business, controlling, engineering). If they are good and suitable positions are available, at the end of this time, the company will offer a fixed job.
Barriers the measure aims to overcome
Gender gap.
Target group of the measure
technical workforce
Cost elements of the measure
The budget is 100,000 € / year + each Trainees (approx. 7 per year).

Measure 7:"Schnuppertage" and girls' day (10-14)

"Schnuppertage" and girls' day (10-14)
Description of the measure
Due to the lack of female workers in technical fields, the target is to promote job alternatives within Wiener Linien for female students with these two measures. This includes showing them how it is to work in WL, speaking with other female employees and showing girls the work of the different departments like infrastructure and maintenance to foster their interest in technical fields. They invite girls who are between 10 - 17 years old. The girls' day objective is to promote working in WL in technical fields and apply for an apprenticeship in WL.
Barriers the measure aims to overcome
Lack of female apprenticeships and female employees in technical fields.
Target group of the measure
Technical workforce.
Cost elements of the measure
(Estimated) 900 € /day.

Measure 8: Individual evaluation of working shifts for men and women

Individual evaluation of working shifts for men and women
Description of the measure
For a company it is a challenge to manage part-time work when employees work in shift jobs because the buses/trains start working at a specific hour and need to come back to the depot again at a certain hour. During the interviews this point was also highlighted by the human resources department as an important task. Intermediate changes complicate this management. In order to facilitate part-time work and work-life balance of workers who have shift jobs (especially bus drivers and mechanics), their schedule is individually evaluated in order to respond to their interests and needs. The negotiation is needed to keep a balance

Individual evaluation of working shifts for men and women
between being positive and flexible and also understanding the service needs. Normally negotiations come to a happy end but it takes time. It is easy to handle the alternatives when only a few workers ask for part-time, but when there are many of them, each one with its particular needs, it has an impact complicating the service planning. For all these reasons, there is a new Pilot program to evaluate if personalized shifts work better.
Barriers the measure aims to overcome
Work-life balance, part-time work.
Target group of the measure
Shift Workers (like mechanics, bus/tram/underground drivers).
Cost elements of the measure
Not available.

• Observed impacts of the measures

The cornerstone for increasing female applications in the company is related to fostering female apprenticeships. This is understood to be important for the future, as the company is getting old and new vacancies will be available in the future. This approach has the potential to bring higher number of women in the workforce in technical fields.

One of the female interviewees stated that she had receive compliments from her male colleagues like "since you are here, things are much better in the department", where she is the only female employee out of 600. Not because of being a female worker, but because she comes with new ideas, her own expertise and problems might be discussed and tackled differently.

As previously mentioned, the company seeks to promote working teams composed by men and women. The reason behind this choice is that, as one of the interviewees stated: *"mixed teams perform better".*

• Costs and benefits

Cost element	Costs	Quantification
Kindergarten WL	Kindergarten alternatives (day / night). Infrastructure belongs to WL (buildings). Personnel pay part of the kindergarten. Employees receive once per couple an economic benefit (it is so in Austria).	Not available
Coaching	A lot of coaching in the company, for female and male leaders. It is difficult to plan how many hours of Coaching a person needs.	40,000 € /year 220 € /hour
Networking activities	Women's day networking meetings. In the company there are approx. 200 female workers invited. I.	3,000 € / per event
Seminar	Women and their voice. The WL has a lot of trainings and therefore they get special costs. One of them is this	3,200 / 2day

	one.	
Summer Apprenticeships	Summer apprentices, aiming to attract equal number of male and female.	No additional cost for gender-balanced apprenticeship schemes. Overall apprenticeship scheme costs 100,000 € / year. Apprenticeship salaries are 800-1,000 € neto / month
Practicum (Pflichtpraktikum)	Pflichtpraktikum (observing, not working) is not paid. Only voluntary.	Zero cost
Trainees	Trainees (7 trainees) are a target group which finished (bachelor or Master degree: Business, controlling, engineering). They stayed to 1-1.5 years. If they prove that are a good employee, WL will offer a fixed job.	€ 210,000 /year Which is € 2,500 /month/trainee
Benefit element	**Benefits**	**Quantification**
In order to get the benefits from the policies implemented, the company foresees to look at:		
Female promotion	Analyse how many female employees on the promotion program have been promoted.	Not available
Employee survey	Employee satisfaction is consider to increase with the work-life measures. There will be relevant questions included in next year's survey regarding female employees' satisfaction.	To be discussed for the next survey in autumn 2019
Retention rate	Increased employee retention rate.	Not available
Recruitment analysis	Analyse if the WL recruits more female employees, number of female candidates and the impact of employer branding actions to employ women.	Not available

Female Apprentice. Source: Wiener Stadtwerke (online). Karriere / Lehrlinge. https://www.wienerstadtwerke.at/eportal3/ep/channelView.do?channelId=-51098.

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- **Interviewees**

- Mrs. Stephanie Schneider (female employees - technical field);
- Mr. Martin Handler (male employee in department with increasing women participation);
- Mrs. Eva Keuschnig (lead position middle management);
- Mrs. Stephanie Pokorny (HR Substitute).

• Case Study - Bremer Straßenbahn AG Case Study

• Company profile

Company name:	Bremer Straßenbahn AG
Ownership status:	Public
Company size:	2,213 (31.12.2017)
Member State of establishment:	Germany
Operation in other EU MS:	No
Transport sub-sector	public transport (bus, tram)

Workforce statistics	**2016**		**2017**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**
Total Workforce	2,166	32.46%	2,213	32.49%
Board of Management	2	0	2	0
Higher management	11	36.36%	11	36.36%
Admin. Employees	359	38.16%	360	41.11%
Technical Employees	88	12.5%	93	13.98%
Technicians	13	0	14	0
Technical Employees	1,592	31.28%	1,642	31.24%
Admin. Trainees	58	60.34%	51	52.94%
Technical Trainees	43	41.86%	40	35%
Mobile jobs				
Driver bus, tram	1,057	33,87%	1,074	33,15%
other gender statistics	female	male	female	male
Average wage (monthly or hourly)	16.48 €/h	17.75 €/h	16.94 €/h	17.85 €/h
Average hours worked (per week)	32.60	37.08	32.59	36.85
other statistics	**2015**		**2016**	
Company turnover (in mln €)	103.6		112.6	
Sick leave (%)	9,1%		9,3%	

• Background information

Since the 70's the BSAG hired women as drivers due to peak demands during the week. Since then, more and more women were employed. Within these years, changes in the infrastructure like separate toilets and changing rooms for men and women were established. The changes were needed in order to get women hired. To establish equal rates for women and men was a slow process, which was not monitored for a long time. But due to the growing demand on public transportation and the need of new employees the company didn't differentiate between men and women.

Starting in the 90's the company encouraged women to participate on trainings for management positions. This persuaded women to work as executive employees or in the top level management. No barriers can be pointed out, as it was a slowly developing process since the 70's to hire women. Within these years a gender equality culture developed which also implied diversity. Deficits still occur in the departments Infrastructure and Plant Maintenance. In these departments especially the recruitment of girls for technical apprenticeships and women working in management positions still need more effort to improve gender equality. Regarding the latter reservations of women about more responsibility, the lack of self-confidence and longer working hours don't match family life. The BSAG determined different rules, plans and measures to push on gender equality. Not only the top management, but also the works council and external stakeholders were involved in designing these measures. As the BSAG only operates in Bremen, Germany, there have not been external parameters. As a public limited company, some of the measures taken (e.g. Women's Promotion Plan) are until now almost unique in the public transport sector.

The BSAG is supporting women to find a healthy work life balance and is offering part-time arrangements (even in top management level) or special leave agreements for up to 4.5 years after a child's birth.

Several rules and standards regarding equal opportunities for women are in place:

- Works council agreement for a women and family friendly personnel policy in 1995;
- In the Articles of association in 2008 the managing board of the BSAG is obligated to take actions for equal rights for men and women employed;
- In the Public Service Agreement with Bremen the BSAG is obligated to draft a Women's Promotion Plan;
- In 2011 the collective labor agreement regarding the advancement of equal opportunities for women became effective.

The BSAG has one of the best - in overall and regarding bus driver - gender statistics of Germany. Moreover, and after achieving a relevant female participation in different departments and management levels of the company, and getting the support from the board of directors concerning gender issues, they observed that they need to take into account diversity within the company. For example, at this point, they understand that integration is a new challenge for society and their company as well. The company has and intends to have more people from different cultural backgrounds in order to better meet the society needs. The BSAG has sought and seeks to have more international and mixed gender teams (revision of tickets for example).

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

The BSAG set different rules, plans and measures to push on gender equality. Not only the top management, but also the workers council and external stakeholders were involved in designing these measures. Some of the measures, which were applied (e.g. agreement of promotion of women) are until now almost unique in the public transport sector. The BSAG is supporting women to find a healthy work life balance and is offering part-time arrangements (even in top management level) or special leave agreements for up to 4.5 years after a child's birth.

Women's promotion Plan

This plan includes five targets that need to be reached over a fixed period of time. Measures are set to reach those targets. All measures and targets have to be reported yearly to the board. The newest version of the Women's Promotion Plan includes the target of increasing the proportion of women on all management levels. To achieve this target the company is planning to look for female employees at the external labour market and to train female employees internally towards more qualified and executive positions. Also newly drafted job offers shall encourage more women to apply. Furthermore, the company plans to analyse the low proportion of women in management level 3. Measures for recruiting more women are in place; e.g. like special career planning and counselling.

Moreover, between 2015 and 2019 all BSAG drivers are invited to attend a health program called "Salute B" with individual measures for workplace health promotion. 50% of the participants of Salute B are women (at 33.3% female drivers).

A third target is the improvement of working conditions for women in part-time and parental leave. As a fourth, new target the company wants to improve working conditions for women working shifts. One of the measures shall be fixed shifts for women taking care of family members or children. Furthermore the proportion of female apprentices shall be increased especially in M.I.N.T professions. (STEM: Science, technology, engineering and mathematics in German).

Measure 1: Girls' Day

Girls' Day
Description of the measure
The Girls' Day is intended to show girls the work of the departments of infrastructure and plant maintenance to trigger their interest in making their educational career or apprenticeships in a technical profession at the BSAG. Nowadays boys are also to be included in this day.
Barriers the measure aims to overcome
Gender stereotypes
Target group the measure is aimed at
girls (female pupils) interested in working/ doing their apprenticeship at the BSAG
Cost elements of the measure (and overall cost if available)
not available

Measure 2: Collective labour agreement regarding the promotion of equal opportunities for women

Collective labour agreement regarding the promotion of equal opportunities for women
Description of the measure
The Collective labour agreement regarding the promotion of equal opportunities for women was negotiated and signed by the municipal employees' association and German Unified Service Sector Union (ver.di) for the BSAG and became effective in April 2011. Herein the company agreed to support and encourage female employees and take measurements for hiring more women. A yearly analysis with data and developments including targets and relevant information has to be presented to the board. Female job applicants with the same qualification as male applicants are preferentially hired if women are under-represented in this department. To achieve a certain women's quota the company goes to great lengths and the hiring process

Collective labour agreement regarding the promotion of equal opportunities for women
may be extended to find a woman suiting the advertised position.
Barriers the measure aims to overcome
personal insecurity of women, male oriented job descriptions/requirements
Target group the measure is aimed at
entire workforce
Cost elements of the measure (and overall cost if available)
None

Measure 3: Vacant jobs and hiring process

Vacant jobs and hiring process
Description of the measure
The Collective labour agreement regulated that the BSAG has to address both, male and female applicants and therefore has to describe vacant jobs using the female and male form. In departments where women are under-represented the vacant job offer has to especially call upon women to apply. The BSAG is planning to hire more women. Published job offers have to include the information that applications of women will be favoured to applications of men if the respective woman is equally qualified and suited according to the collective agreements. Furthermore, to achieve a certain women's quota the hiring process may be extended to find a woman suiting the advertised position.
Barriers the measure aims to overcome
gender gap
Target group the measure is aimed at
entire workforce, new employees; internal employees for higher positions
Cost elements of the measure (and overall cost if available)
None

Measure 4: Women's representative

Women's representative
Description of the measure
In 2011 the women's representative was elected and is nowadays released of 80 % of her normal work. It means that 80% of her working time is committed to carry out tasks related to gender equality and supervision of progress.
Barriers the measure aims to overcome
gender gap
Target group the measure is aimed at
female workforce
Cost elements of the measure (and overall cost if available)
not defined

Measure 5: Internal circle for women in executive positions

Internal circle for women in executive positions
Description of the measure

Internal circle for women in executive positions
Female employees in executive positions meet monthly for peer coaching not only but also related to female topics. Women participate voluntarily and during working time, can speak freely about problems and under the obligation of confidentiality.
Barriers the measure aims to overcome
Gender gap.
Target group the measure is aimed at
Female employees in executive positions.
Cost elements of the measure (and overall cost if available)
Cost of time spent twelve times a year.

Measure 6: Equal wage

Equal wage
Description of the measure
There are no gaps in wages in the different departments/ labour wages are determined on the basis of the Collective Agreement TV-N HB and according to experience, responsibility and type of work (The slight difference between gender gaps in table 1 is due to a different collective agreement in the past; and as in the past more men (almost only men) were employed, they still benefit from the old collective wage agreement because of their seniority.)
Barriers the measure aims to overcome
None
Target group the measure is aimed at
entire workforce
Cost elements of the measure (and overall cost if available)
None

Measure 7: Punishment for workers committing sexual harassment

Punishment for workers committing sexual harassment
Description of the measure
The BSAG follows strict measures in such cases. There are different contact points where an affected employee could go for help. Persons concerned can also address the women's representative, the worker's council, the human resources department, social counselling, and senior management, the company doctor (female and male) and in case of trainees contact the training supervisors. In case of sexual harassment the BSAG has a zero tolerance strategy that can lead to an intermediate dismissal of the accused employee.
Barriers the measure aims to overcome
sexual harassment, unsafety for employees
Target group the measure is aimed at
entire workforce
Cost elements of the measure (and overall cost if available)
not defined

Measure 8: Home office

Home office
Description of the measure

Home office
In the future the BSAG plans to offer home office. This measure is still in progress. It is not a measure suited for all employees, esp. the group of drivers and employees working in infrastructure and maintenance are mostly can't take advantage of this measure because their work doesn't qualify for home office.
Barriers the measure aims to overcome
work life imbalance
Target group the measure is aimed at
entire workforce
Cost elements of the measure (and overall cost if available)
not available

Measure 9: Part-time work

Part-time work
Description of the measure
Under the Women's Promotion Plan the BSAG offers indeterminately part time work; this also applies to (top) management positions and employees working in shifts. Offering working time for drivers during care provision time regarding children or family members; with about 27% drivers working part time operations can't work cost-neutral anymore; ex.: the option of splitting work shifts is leading to additional costs.
Barriers the measure aims to overcome
Work life imbalance
Target group the measure is aimed at
entire workforce, especially drivers and employees working in shifts
Cost elements of the measure (and overall cost if available)
not available

Measure 10: Parental leave

Parental leave
Description of the measure
Parental leave is possible up to 4.5 years from the time the child was born (it is paid approx. only the first year of maternity leave). The company ensures that at the return of the employee, the person gets offered his/her old or an equivalent position. If desired and it is possible he/she gets offered part-time work. Pregnant women working with in a toxic or risky environment will be released immediately from work for health safety reasons. One example is paint work at trams where toxic air can be emitted.
Barriers the measure aims to overcome
gender gap, work life imbalance, end of career
Target group the measure is aimed at
all employees
Cost elements of the measure (and overall cost if available)
not available

Measure 11: audit "Awarded family friendly company" ("Beruf und Familie" / since 2018 "Ausgezeichnet Familienfreundlich")

audit "Awarded family friendly company" ("Beruf und Familie" / since 2018 "Ausgezeichnet Familienfreundlich")
Description of the measure
In the past the BSAG was audited and certified by "Beruf und Familie". Since 2018 the BSAG has replaced this certificate by the regional seal of Bremen "AUSGEZEICHNET FAMILIENFREUNDLICH". The certificate shows the family-friendliness of the company and therefore helps encouraging women to apply for vacant jobs at the BSAG. It also helps developing new strategies and measures to support families. The criteria for obtaining the certificate depend on the company size. Companies are judged upon their offer of: ▪ Work-Life conciliation policies; ▪ Labour rights; ▪ Working environment; ▪ Childcare; ▪ Maternity protection; ▪ Provisions for to carers; ▪ Services to employees; ▪ Future plan.108
Barriers the measure aims to overcome
work life imbalance, skills shortages improve working conditions, audit form objective point of view
Target group the measure is aimed at
entire workforce
Cost elements of the measure (and overall cost if available)
first audit 1,500 € (2 years), future audits 1,250 € (2 years)

Measure 12: Women's assembly

Women's assembly
Description of the measure
Once a year the woman's representative is holding a meeting for all female employees. Each employee attending the women assembly gets paid 28 € as a compensation. The participation is voluntarily.
Barriers the measure aims to overcome
gender gap, work life imbalance, stereotypes in a male working environment
Target group the measure is aimed at
female employees
Cost elements of the measure (and overall cost if available)
not available

• Observed impacts of the measures

Due to the different measures regarding gender equality the company is a very modern employer. The aim of the company is to increase the proportion of women in

108 http://www.ausgezeichnet-familienfreundlich.de/files/ausgez_famf_fragebogen_2018_1.pdf.

all departments, especially in those, where the number of female employees is small. Due to the Women's Promotion Plan at the end of 2017 the company reached a total proportion of female employees of 32.49 %. At the management level 1 and 2 a proportion of 33.3 % and 32.4 % was reached on 31st of December 2017. Deficits are to be seen in the management level 3 and 4 and in the departments of infrastructure and maintenance, as well as in the small number of female apprentices in M.I.N.T. professions. As the company offers different work time models women even in top management are able to work part-time (due to family reasons). Especially women taking care of their family or family members benefit from an according collective agreement.

Employees have a strong bond to the company. Most of the employees in the interview have been working for the company more than 10 years. Due to the given working conditions and gender awareness anchoring in the company's culture the satisfaction of the employees seems to be high. As women get employed as drivers since the 70's and an open-minded culture towards women could emerge slowly the majority of employees doesn't have bias or stereotypes against women at work.

The company gets positive feedback from other transportation companies and due to the measures implemented regarding the promotion of women, the BSAG has a positive image in public. With more and more women working in the company the motivation of the employees got higher and the atmosphere was described very positive.

Women have open discussions in different voluntary meetings that provide a place for an exchange of views and encouragement to women. Individual trainings also help to recruit female employees internally for leading positions.

The issue of lack of female apprentices in technical fields (M.I.N.T. or S.T.E.M. in English) is relevant for the BSAG. The company is coping with this issue through different measures, such as Girls' Days and radio advertisements addressing especially women and similar initiatives.

The BSAG is also taking into account diversity (different cultural backgrounds) to better react to the needs of society and the employment market. Promoting and encouraging women goes with the self-perception of the BSAG. All measures are developed from within the company and implemented at the company's own speed. As the BSAG started a long time ago to take care of the needs of their still under-represented female employees and meet the concerns arising from the balance of family and career commitments it has a quota of more than 32% of female employees.

- ## Costs and benefits

Cost element	Costs	
Audit: recognized as family-friendly company ("Ausgezeichnet familienfreundlich")	The company pays every 2 years to be audited by "Beruf and Familie". Also working hours of the employees engaged with the auditing need to be taken into account.	€ 750 /year
Internal circle for female	Internal circle for women in executive positions. An	Cost of 12 meetings

employees in executive positions	average of four female employees meet to discuss different topics.	/year
Women's representative	Women's representative who supports and verifies if measures targeted to reduce gender gap conciliation and so on are implemented and monitored.	€ 30,800 / year (80% wage of one person[109]).
Girls' day	Girls' Day is designed to promote working in technical fields and to apply for an apprenticeship at the BSAG.	n.a.
Women's assembly	Each year one assembly for female employees is taking place.	28 € per attendant.
Part-time work	The BSAG is supporting women to find a healthy work life balance and is offering part-time arrangements (even in top management level) or special leave agreements for up to 4.5 years after a child's birth.	n.a.
Benefit element	**Benefits**	
Employee satisfaction	High employee satisfaction and engagement index.	High employee satisfaction.
Employee retention rate	Due to their positive measures employees like to work in the company.	High retention rate.
Public image	Social concepts are understood and recognized by the society.	High reputation.
Modern company with quick reaction to society needs	Due to all the measures implemented and long tradition and expertise in equality measures the BSAG is capable of reacting quickly to societal changes and understands society needs.	Quick reaction to changes (diversity in the society for example).

- ## Sources

- Interviewees:
  - Group interview with employees in Workshops and Infrastructure;
  - Group interview with (bus/ tram) drivers;
  - Mrs. Nina Lepper HR Manager (Centerleiterin Personal);
  - Mrs. Sandra Werner, Wogens repräsentative (Frauenbeauftragte);
  - Mr. Thomas Bode (Chairman of the workers' council);
  - Group interview Administration(Verwaltung);
  - Mrs. Susann Hälke (Diversity representative);
  - Mr. Michael Hünig, Management Board Operations and Personnel / Labor Director (Vorstand Betrieb und Personal / Arbeitsdirektor);
  - Mrs. Sonja Kupilas, Assistant Management Board Operations and Personnel / Labor Director *(Referentin Vorstand Betrieb und Personal / Arbeitsdirektor);*

- Sources

[109] https://data.oecd.org/earnwage/average-wages.htm.

- http://www.bsag.de;
- BSAG Tarifvertrag Frauenförderung;
- BSAG Geschäftsbericht 2016;
- BSAG Geschäftsbericht 2015;
- BSAG Frauenförderung bei der BSAG. Bericht zum Frauenförderplan 2013 - 2016 und Frauenförderplan 2017 – 2022;
- BSAG Nachhaltigkeitsbericht 2015.

• Case Study - ÖBB

• Company profile

Company name:	OEBB or ÖBB
Ownership status:	Public
Company size:	40,265 people (current)
Member State of establishment:	AT
Operation in other EU MS:	Hungary, Bulgaria, Germany, Italy, Croatia, Romania, Slovenia, Czech Republic
Transport sub-sector	Rail, Bus, Freight

Workforce statistics	**2012**		**2015**		**2016**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	41,543		41,603	11.7%	41,954	12%
Non-mobile jobs						
Board of management	12	17%[	13	15%	11	18%
Higher management	13	8%	n/a	n/a	12	25%
Apprentices	1,814	16%	1,572	16%	1,689	15%
Mobile jobs						
Train driver			3,870	2%	4,209	n.a.
Bus drivers					3,280	6%
other gender statistics	female	male	female	Male	female	male
Average wage (monthly or hourly)	There is not a difference. It is related to experience, type of work and diplomas.					
Average hours worked (per week)	40	40	38.5	38.5	38.5	38.5
other statistics	**Policy Year 2012**		**Policy Year 2015**		**Current (2016)**	
Company turnover (in EUR)	6,267.2 million €		6,345 million €		6,415.8 million €	
Client satisfaction index			2,14 (being 1 the best note and 5 the minimum)		2,13 (being 1 the best note and 5 the minimum)	
Sick leave (average)	17 days		19 days		Not available	

• Background information

The company various equality policies since 2011 and in 2018 has decided to put in place a diversity officer. The objectives are to ensure equal rights with regard to

gender, age, ethnicity, sexual orientation or disability and to promote equal opportunities and reconciliation policies through a wide variety of specific programs.

Moreover, ten regional equal opportunities officers observe operate at regional level and assist colleagues if they have a problem or question regarding gender, ethnicity, sexual harassment or any other question or problem. A Gender Central Committee supports the work of the regional equal opportunity Commissioners.

The OEBB Company has committed itself to achieving a 20% increase in the proportion of women at all employment positions by 2020. In order to achieve this strategic goal and to promote an excellent work-life balance, different measures have been implemented, for example:

- Targeted recruiting, especially for female apprentices;
- Ensuring women's places in ÖBB academy training programs;
- Career workshops;
- Specific coaching offers for Women;
- Seminars on the Equal Treatment;
- Workshops on Gender / Diversity Management;
- Structured Generation Management;
- Work-life balance measures such as the Career & Family Audit, Child Care in own Kindergartens (MINTs) focusing on Mathematics, Information, Science and Technology;
- Flying Nannies.

The diversity of the company has increased; the workforce is made up of individuals from more than fifty different countries around the world. In 2015, the group announced the first ÖBB Diversity Award where almost 100 employees worked on 30 innovative concepts related to different aspects of diversity. The best ideas are rewarded and in 2015, one third of them had already been implemented.

Moreover, the Company has made a great effort to increase the number of female trainees in their different technical areas. In pursuit of this goal, the company also takes part in national and regional initiatives such as "Technikqueens[110]", Girls Tech-Camp[111], and the platform meeting for equal gender chances [112] (Plattformtreffen für Chancengleichheit). The latter is a network initiative created in 2012 by the OEBB Company and the Faculty of Medicine from the Vienna University, where they meet twice a year.

One of the reasons for the company putting this amount of effort in to enhance female participation is, as Mrs Nora Steiner from Human Resources stated, to become "one of the best companies to work at; in the future we will need more employees as many will retire. It would not make sense to seek employees accounting for only half of the overall workforce, while we compete with other big companies to get the best".

[110] https://konzern.oebb.at/de/vielfaeltige-oebb/gender/die-technikqueens-auf-exkursion-bei-den-oebb.

[111] https://konzern.oebb.at/de/vielfaeltige-oebb/gender/nachbericht-girls-tech-camp-2017.

[112] https://konzern.oebb.at/de/vielfaeltige-oebb/gender/plattformtreffen-fuer-chanchengleichheit.

Finally, the OEBB Company understands that "more diversity in the company should also bring something to their travellers and customers. Because our drivers work for the entire market, they of are challenged to think like the market, which means thinking like women who comprise more than half of the ÖBB travellers" (OEBB Diversity, online).

- ## Measures undertaken to increase gender equality

Outline of gender equality policy:

It would be difficult to describe in some pages the measures taken by the company to improve the chances of women within the company and the measures undertaken to promote a better work-life balance. The concern of the company regarding these issues is tackled using a well-structured plan. Their aim is to increase in overall the female workforce by 20% in 2020.

Moreover, given that OEBB is one of the biggest Austrian companies, it also wants to become recognised as one of the ten best firms to work in. The promotion of gender awareness and a good work-life balance will greatly help them to achieve this goal, and will assist them in attracting a much wider range of business graduates, technicians, engineers and apprentices.

Measure 1: The Department for Diversity and Gender

Diversity department
Description of the measure
This department is in charge of managing issues related to gender and diversity. It works independently and has its own budget, however coordinates its activities with the other departments within the company (e.g. HR). It conducts a detailed analysis of the company's situation regarding these issues and promotes the adequate measures to improve gender representation. This is compiled in a report, presented every four months, containing statistics related to diversity and the gender balance in the company, and also presents concrete measures. This department is also in charge of organising career workshops, specific coaching offers for women, seminars on equal treatment, and workshops on gender/diversity management, among others.
Barriers the measure aims to overcome
Gender gap, low level of female participation in technical fields, career prospects, work-life balance.
Target group of the measure
Entire workforce.
Cost elements of the measure
A specific budget for this department.

Measure 2: Increasing female apprentices

Female apprentices
Description of the measure
The company pays attention to increasing the number of female apprentices in technical fields; these apprentices have the chance to learn in the company and later will become part of the OEBB workforce.
Barriers the measure aims to overcome
Increase female participation in technical fields.

Female apprentices
Target group of the measure
Apprentices in technical fields.
Cost elements of the measure
Cost part of the diversity budget.

Measure 3: Mini MINT kindergarten close to work and flying nannies

Kindergarten close to work and babysitting alternatives
Description of the measure
The OEBB wants to be one of the best firms to work in. To achieve this, they promote great alternatives and work-life balance measures, such as the provision of a kindergarten next to the offices, which improves work-life balance of employees. https://youtu.be/hjk1StnJlZ4. Flying Nannies are another alternative to provide childcare services at request. This facilitates the attendance of workers in meetings.
Barriers the measure aims to overcome
Work-life balance and financial constraints
Target group of the measure
Entire workforce.
Cost elements of the measure
Partly paid by the company and partly by the employee.

Measure 4: Internal measures to foster women's careers

Internal measures
Description of the measure
Internal measures such as excellent further education programs of the ÖBB academy, coaching offers, networking and a good work-life balance assist women to better plan their careers.
Barriers the measure aims to overcome
Career perspectives, work-life balance.
Target group of the measure
Entire women's workforce.
Cost elements of the measure
A specific budget for all these measures as part of the diversity department.

Measure 5: ÖBB Diversity Award

Internal measures
Description of the measure
In 2015, the Group announced the first ÖBB Diversity Award. Almost 100 employees worked on about 30 innovative concepts related to diversity and on overcoming specific barriers. The best ideas are rewarded each year and a third of the ideas had already been implemented in 2015.
Barriers the measure aims to overcome
Career perspectives, work-life balance.
Target group of the measure
Entire women's workforce.

Internal measures
Cost elements of the measure
A specific budget for all these measures as part of the diversity department.

- ## Observed impacts of the measures

There is no pay gap in the company, as the salary is determined according to years of experience, type of work and diplomas. This significantly reduces conflict between employees.

According to Mrs. Traude Kogoj, one of the benefits of the coaching programme has been improved career development for the participants involved, with approximately one third of the women attending the Womens' Coaching Programme having advanced in their careers since.

The Diversity department also promotes, both internally and externally, a diversified vision of the people working in the company through gender-neutral photos and videos. There is still a gender stereotype regarding women being interested in technical careers, which makes it is difficult for the company to hire female employees in technical areas. However, the retention rate is high and people generally do not want to leave the company.

- ## Costs and benefits

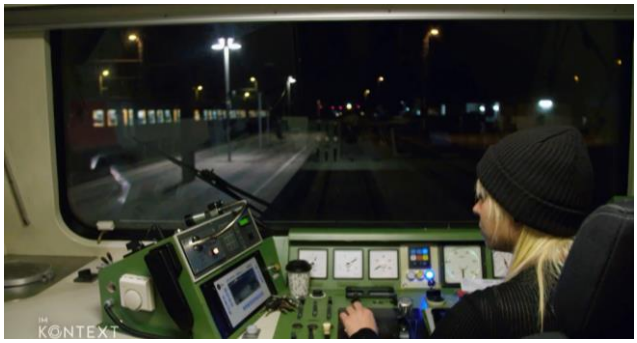
Cost element	Costs	Quantification
Diversity department	Their budget is approved by the OEBB holding. Every action is part of this budget.	Own budget (information not available)
Kindergarten	Partially funded by ÖBB. Parents also contribute, but the costs are probably lower or equal of what they would pay in a public Kindergarten. It is important to note that ÖBB has a lot of infrastructure (buildings) where the Kindergarten is.	Not available
Coaching	It is difficult to plan how many hours of Coaching a person needs, however it is foreseen that in a normal case for or five sessions of coaching would be enough[113].	€ 185 / hour / worker (approx.) Total: 925 € for 5 sessions[114]
Networking activities	Women's day networking meetings.	€ 1000 per evening (approx.)[115]
Seminar	Women's seminar organised.	€ 2,000 (approx.) / day

[113] https://coaches.xing.com/magazin/was-kostet-eigentlich-ein-coaching.

[114] Everything managed by the diversity department and the costs are part of their budget.

[115] Everything managed by the diversity department and the costs are part of their budget.

Benefit element	Benefits	Quantification
Better employees career development	Coaching is given to women in order to better structure their career's prospects.	Approx. 1/3 of the participants have advanced in their careers.
Improved employee satisfaction	The firm is perceived as really good employer due to their inclusion strategy. This leads to an improved employee satisfaction.	Not available
Public image	The firm is perceived as really good employer and through the inclusion of men/women and the relevant publicity, it is recognized for their diversity. Resulting in an improved client perception/public image.	Not available



Mrs. Julia Scherzer, Train driver in OEBB. Source: Im Kontext, Die Reportage. 2017. Frauen in Österreich. Alltag zwischen Quote und Gewalt. Online: https://www.addendum.org/feminismus/im-kontext-feminismus/.

- **Interviewees**

- Mr. Wolfgang Jicha. ÖBB-Production, Head of Staff (train drivers);
- Mrs. Traude Kogoj (Diversity Representative);
- Mrs. Julia Scherzer (Rail driver);
- Mrs. Nora Steiner (HR-Manager);
- Mr. David Gansrigler (Diversity department).

- **Sources**

- OEBB Diversity. Online. https://konzern.oebb.at/de/vielfaeltige-oebb/gender;
- OEBB Annual report 2016;
- OEBB Annual report 2015;
- OEBB Annual report 2012;
- Im Kontext, Die Reportage 2017. Frauen in Österreich. Alltag zwischen Quote und Gewalt. Online: https://www.addendum.org/feminismus/im-kontext-feminismus/;
- OEBB Karriere. Online: https://karriere.oebb.at/de/top-arbeitgeber/mitarbeiterinnen-angebote.

• Case Study - GT Location

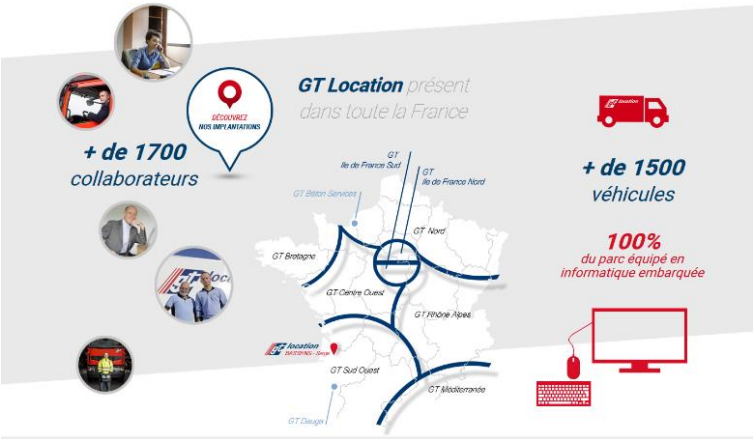
• Company profile

Company name:	GT Location
Ownership status:	Private
Company size:	1,919 (current)
Member State of establishment:	France
Operation in other EU MS:	None
Transport sub-sector	Logistics (short distance)

Workforce statistics	**2009**		**2015**		**2017-18**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	1,209	5.79%	1,587	4.98%	*1,919*	5.88%
Non-mobile jobs						
Higher management	45	17.77%	68	14.70%	77	23.37%
Mobile jobs						
Drivers	956	1,78%	1,279	1,25%	1,604	2,24%
other statistics	**Policy Year 2012**		**Policy Year 2015**		**Current (2016)**	
Chiffre d'affaires de l'entreprise Company turnover (in EUR)	101 M€		119 M€		128 M€	

• Background information

GT Location was founded in 1988. Currently, it is active throughout France. This is an important point to bear in mind because, due to the company structure, the proposed policies need to be applicable across the country, where employees are employed.



Source: http://www.gt-location.fr/chiffres-cles/.

The company's main activity is to rent industrial trucks with drivers to clientele, although it has expanded its portfolio to all logistics sectors, including the distribution of concrete, industrial products, sensible/risky industrial products, health-related products, food (including live poultry), and frozen products.

As background, at the national level, a first attempt to improve gender awareness took place in 2012 with the entry of a law for all companies with more than 50 employees. This law was focused specifically on addressing the wage gap between female and male employees[116]. The firms are obliged to present their action plan to a public office (*Service de l'Etat*). Companies with more than 300 employees may adopt a unilateral action plan when negotiations with unions/workers' representatives fail. Sexual harassment is also addressed within the law provisions. In 2014, a new legislation on "real equity" was approved[117]. It has increased the opportunities to visualize the problem at company level, and to propose alternatives to benefit employees.

According to GT Location, this sector is male-dominated. The company's activities are divided into two main activities; around 50% of its activities correspond to driving and the other 50% to handling, often heavy, packages. Moreover, schedules and shifts are not always easy to handle, even though the company is operating in short distance shipping where unlike long-haul services, drivers have the opportunity to return home at night. These two reasons decrease the interest of candidates as truck drivers; the interviewees indicated that it is already difficult already to recruit male drivers and it gets even more difficult with female drivers. To address this issue. GT Location created a strategic axe named "*the driver, our force*", further explained in the following section. Other functions within the company have less gender disparity, human resources and managers for example. The number of female workers in this area has often even increased.

- **Measures undertaken to increase gender equality**

Outline of gender equality policy:

Many measures applied by the company are not specifically gender-oriented but rather focus on conciliation policies. They have been implemented in different years.

In 2016, the employees co-wrote the vision of the company: *How do we want the company to be in 10 years from now?* The company has developed four different strategic axis with steps toward the Vision 2026:

- International development;
- Let us innovate with our clients;
- Increased well-being at work;
- The driver, our force initiative to develop a culture combining enablement and accountability, and to give more power to the drivers to decide their working

[116] Secrétariat d'État chargé de l'Égalitè (online) Chronologie des dispositions en faveur de l'égalité femmes-hommes http://www.egalite-femmes-hommes.gouv.fr/dossiers/actions-dispositifs-interministeriels/chronologie-des-dispositions-en-faveur-de-legalite-des-femmes-et-des-hommes/.

[117] Gouvernement.fr (2017) Faire progresser l'égalité des droits. La loi pour l'égalité réelle entre les femmes et les hommes. Online http://www.gouvernement.fr/action/la-loi-pour-l-egalite-reelle-entre-les-femmes-et-les-hommes.

conditions themselves – shift planning, their holiday pay, to take the truck to the garage, innovative solutions to ease their tasks, etc.

A leader is appointed to guide each of the axes. The leader of "well-being at work" (bien-être au travail) has 50% of her time devoted to this axis. The rest of her time is devoted to prevention risks/ accidents, which belong to human resources. The axe "driver, our force" is guided directly by the Director of Operations (*Directeur des Opérations)* who, according to the interviewees, devotes around 60% of his time to this axis. In other words, it is one of his main tasks. According to these strategic axes, the company identifies measures to tackle each issue, evaluates their costs and decides if they are approved. Each year, a number of actions are accomplished and an action plan for the coming year with a projected budget is made.

Measure 1: Equity plan (Plan d'égalité)

Equity plan (Plan d'égalité)
Description of the measure
The company's equity plan was introduced a number of years ago, which is updated every year according to the situation of the company. It takes into account the current measures being taken by the company and the gender balance of each department.
Barriers the measure aims to overcome
Work-life balance, gender gap
Target group of the measure
Entire workforce
Cost elements of the measure
n.a. It is the legal department who updates the plan every year.

Measure 2: Home Office (teletravail)

Home Office (teletravail)
Description of the measure
This measure allows employees to work up to two days a week in a home office. They are required to "book" the days where they are working in home office, which must be days that do not disrupt the normal activity of the company. It is beneficial because it avoids wasting time travelling and can provide a peaceful time to concentrate on certain tasks (e.g. working on the specific dossiers).
Barriers the measure aims to overcome
Work-life balance.
Target group of the measure
Specific professions (administrative/management jobs).
Cost elements of the measure
Computer equipment although there was a grant by the regional government "Conseil Général de la Gironde" to reimburse 50% of the equipment to develop this measure. The total costs were around 60,000€ = 30,000€ GT + 30,000€ Conseil Général de La Gironde).

Measure 3: Childcare services (Crèche service)

Childcare services (Crèche service)
Description of the measure
The daily-care service is provided by a company that has different locations around France, allowing child-care alternatives which are close to the drivers' place of residence.
Barriers the measure aims to overcome
Work-life balance.
Target group of the measure
Entire workforce or specific profession
Cost elements of the measure
In 2017, the costs of this measure were around 160,000€, although the costs depend on the number of reservations and the locations in France. GT Location benefited from a tax credit up to 50%, so the French government payed 80,000€ back to GT. However, the company is going to stop this service because the employees without small children also would like to take advantage of similar services. Therefore, it was decided that other measures would be evaluated, for example a firm's concierge service which has more alternatives or Employee's Universal services (under evaluation, not yet implemented).

Measure 4: Firm's concierge

Firm's concierge
Description of the measure
The company concierge service covers activities such as ironing, picking up packages, baby-sitting, etc. with preferential tariffs.
Barriers the measure aims to overcome
Work-life balance.
Target group of the measure
Headquarters (110 persons).
Cost elements of the measure
Shared by the company and employee. The cost is 21,180€/year for the company. The costs for the employees depend on how often they use these services.

Measure 5: Equipment for the handling heavy loads, like electric pallet trucks

Equipment for the handling heavy loads, like electric pallet trucks
Description of the measure
Electric pallet trucks are an example of implementation assistance. Many of the GT Location activities involve more than driving. 50% of the activities involve handling the packages which often can be heavy loads. The electric pallet trucks support these handling activities. This lessens/removes the physical requirements from the driver's activities so that the profession becomes more accessible to women. The cost of this measure is unknown but it depends on the material used, however electric pallet trucks are more expensive than manual pallet trucks.
Barriers the measure aims to overcome
Gender gap.
Target group of the measure
Drivers.
Cost elements of the measure
n.a. but clearly more expensive than the manual pallet truck.

Measure 6: Dissemination of employment offers (female and male) as truck drivers with possible training

Dissemination of employment offers (female and male) as truck drivers with possible training
Description of the measure
Advertisements have been put on GT Location trucks for recruiting drivers, focusing on attracting female applicants[118]. Moreover GT Location offers the possibility to have the training to become a driver within the company, and paid for by the company. This offer includes the possibility to apply for a job before having the truck driver's license. Training and examination is performed within the company through the GT Institute ("L'institut GT - Ecole du conducteur"). It is worth highlighting that the company faces problems in recruiting drivers (both male and female). So the wide dissemination of this offer via different information channels will assist them with increasing the overall candidates for truck drivers.
Barriers the measure aims to overcome
gender gap, lack of drivers (both female and male)
Target group of the measure
Truck drivers.
Cost elements of the measure
n.a

• Observed impacts of the measures

GT Location has carried out different assessments for the implemented policies, including:

- The crèche service was implemented two years ago. A recent evaluation indicated that the employees wanted more than a single service, especially those without small children. The "cheque emploi-service" has not yet started and probably will replace crèche service as a result of the evaluation or with "cheques vacancies" [119] which can be used for pay holidays (transport, location, amusement parks…);
- The Concierge services started in September 2017 and an evaluation will be carried out in April 2018.

It became evident that the following measures undertaken to improve the working environment provided some good results:

- The employees developed the vision of the company together with the managers, improving employee engagement and participation;
- The measures undertaken by the axes ("well-being" and "the driver, our force") to provide a better working environment and tools for the employees (both in the office and drivers).

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[118] See the illustrated examples at the end of the document.

[119] Vacancy voucher.

There was an increase in the number of female drivers; the employees are satisfied by the measures provided and are willing to discuss alternatives to increase this.

GT Location has not measured the impact of the implemented policies on increasing female employment quantitatively, but rather qualitatively. The company is aware that an evaluation could be carried out through different indicators (absenteeism, turnover…), and they have planned to evaluate how the policies impact on the well-being of workers and how they are satisfied with the service provided in October 2018.

- **Costs and benefits (Couts et benefices)**

Cout / Cost element	Costs / couts	Quantification
Representative of well-being at work	"Well-being at work" axis. 50% of employee's time.	20,000 €/year
"The driver our force" Initiative	Time devoted by the "Directeur opérations" around 60%, to improve the situation of drivers.	60% of salary, manager level
Meetings to understand needs from "driver our force" axis	The Operations manager (Directeur opérations) leads the meeting "The driver, our force" (conducteur, notre force) in order to improve drivers' working conditions and autonomy. Costs include booking a seminar room in Paris for two days and hosting 40 persons from the company	Approx. 20,000 € per year (300€/person+ transport costs+ daily wages)
Home-office (Measure 2)	Computer Equipment (50% subsidised)	Total costs 60,000€.[120]
Childcare services (Measure 3)	50% subsidised	Around 160,000 €. in 2017.[121]
Firm's concierge (Measure 4)	Employees top-up what is covered by the company.	21,180€/year
Benefices Benefit element	**Benefices / Benefits**	
Positive feeling that measures are working and that employees are satisfied with measures and actions implemented.		

[120] A grant was provided from regional government.

[121] A grant was provided from government.

change, bouge et innove...
MICHEL SARRAT
NOUS RÉINVENTONS NOTRE ENTREPRISE
Comment la confiance et l'intelligence collective transforment une organisation et son leader
vision
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gt location
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CONDUCTRICES
CONDUCTEURS
NOUS RECRUTONS

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CONDUCTRICES
CONDUCTEURS
NOUS RECRUTONS

In detail, publicity to recruit female and male drivers on GT Location's trucks. Source: Journal GT Location May 2018.

Female driver in GT Location. Source: https://www.youtube.com/watch?v=t7VmMHPG0Cw&t=6s.

- **Interviews**

- Mrs.Valérie CASSAT -Résponsable Marketing Opérationel and workers' representative;
- Audrey COCHOU - Human Resources;
- Caroline BRUN Human Resources and workers' representative axe well-being.

- **Other sources**

- GT Location (online) Chiffres clés. http://www.gt-location.fr/chiffres-cles/;
- Secrétariat d'État cargé de l'Égalitè (online) Chronologie des dispositions en faveur de l'égalité femmes-hommes http://www.egalite-femmes-hommes.gouv.fr/dossiers/actions-dispositifs-interministeriels/chronologie-des-dispositions-en-faveur-de-legalite-des-femmes-et-des-hommes/;
- Gouvernement.fr (2017) Faire progresser l'égalité des droits. La loi pour l'égalité réelle entre les femmes et les hommes. Online http://www.gouvernement.fr/action/la-loi-pour-l-egalite-reelle-entre-les-femmes-et-les-hommes;
- Journal GT Location Mai 2018;
- Observatoire de la responsabilité Sociétal des entreprises, ORSE (2016). Guide: Tout savoir sur l'égalité professionnelle entre les femmes et les hommes;
- Video testimonial from GT Location female driver. Source: https://www.youtube.com/watch?v=t7VmMHPG0Cw&t=6s.

• Case Study - Ferrovie Dello Stato Italiane (FS)

• Company profile

Company name:	Ferrovie Dello Stato Italiane
Ownership status:	Public
Company size:	60.191
Member State of establishment:	Italy
Operation in other EU MS:	Greece, UK, France, Germany, The Netherlands
Transport sub-sector	Road, rail, logistics or multimodal/urban

Workforce statistics	**2012**		**2016**		**2017**	
Description	**Total (number)**	**Of which females**	**Total (number)**	**Of which females**	**Total (number)**	**Of which females**
Total workforce	65545	9130 (13.9%)	60191	8804 (14.6%)	61913	9287 (15.0%)
Non-mobile jobs						
Board of management	-	-	5	20%	7	0
Higher management	621	109 (17.5%)	636	110 (17.2%)	541	123 (22.7%)
Middle management	9720	1916 (20.7%)	10722	1767 (16.4%)	8871	1776 (20.0%)
Stationmaster	-	-	1859	196 (10.5%)	1815	314 (14.7%)
Maintainers	11190	414 (3.4%)	15318	404 (2.6%)	15601	451 (2.9%)
Mobile jobs						
On board personnel	5307	1149 (21.6%)	5152	1318 (25.6%)	5365	2129 (29.4%)
Train operators	8988	75 (0.8%)	7651	60 (0.8%)	8009	70 (0.9%)
Jobs with overnight stays						
other gender statistics	female	male	female	male	female	male
Average wage (monthly)	-	-	-	-	2997 / month	2911 / month
Sick leave (total number of hours)	3.960.282	769.772	-	-	4.153.258	792.957

• Background information

> "People are the great assets of the Group: they constitute their strength, effectiveness, intelligence, reputation and are a guarantee for the future. Only with full involvement at every level, in teamwork, respect for diversity, in sharing objectives, and in their protection and promotion, the Group can fulfil its mission "(from the Code of Ethics).

The Ferrovie dello Stato Italiane Group, in respect of the values and principles contained in its Code of Ethics, recognizes the importance of the diversity of each individual without distinction of gender, age, sexual orientation, ethnicity, religion, opinion and skills and all the others visible and invisible factors that may concern internal, external and organizational dimensions.

Barriers and key profession with underrepresentation of women

As it is the case in many comparable companies across Europe, FS has a problem of gender balance, which is indeed closely tied with the nature of the business.

Diversity & Inclusion

Diversity means understanding, respecting and strengthening differences (gender, orientation, skills, ethnicity, socio-economic status, political beliefs or other ideologies, etc.) of each individual placed within a community, with the goal of sharing and developing the skills, talents and physical and intellectual energies of each one. It is the exploration of these differences in a safe, positive and generative environment of ideas and new practices. Diversity is a cultural path of personal enrichment and professional learning, thanks to which the person finds himself perfectly integrated - and not homologated - to his group.

Inclusion means the removal of all obstacles to free access by people to processes, services, groups / work environments, communities of practice, etc. Inclusion is the creation of a climate of open and collaborative work, in which everyone is encouraged to participate and to make a distinctive contribution, feeling truly respected, listened to and authentic. It is the clear, simple and transparent communication of information and objectives of a group. Inclusion is going beyond the status quo, promoting opportunities for exchange and contamination of ideas, providing opportunities for sharing personal and professional interests, to encourage change.

The Ethical Code

The Ferrovie dello Stato Italiane Group, in compliance with the values and principles contained in the Ethical Code, recognizes the importance of the gender diversity and all other factors visible and invisible that can concern internal, external and organizational dimensions.

The processes of management and development of people are based on the recognition of merit, transparency and fairness, without any discrimination.

Equity, transparency and enhancement of diversity are, from this perspective, the basis for:

- the involvement of all staff in the business project, the consolidation of the sense of belonging, the sharing of common values;
- the attraction and enhancement of talents and professional skills and the monitoring and growth of company know-how;
- the drive towards innovation, creativity and growth of the Group with respect to new challenges;

- the ability to relate with customers, to understand and respond to their increasingly diversified needs.

- ## Measures undertaken to increase gender equality

> "The recognition of diversity and non-discrimination is reflected in all aspects of our daily activities and in every opportunity to relate with others. We ask everyone from Top Management, Management, to each of us to always act in full respect of all, without discrimination about differences or similarities "(from the Code of Ethics)

Outline of gender equality policy:

The Ferrovie dello Stato People Experience structure has the task of supervising the indicators of the respective monitoring dashboards, and being informed of all the activities and initiatives - in the field of female inclusion and, generally, D&I policies - implemented by each organizational unit and Group Company.

In addition, the People Experience structure of Ferrovie dello Stato Italiane ensures the coordination of the D&I Committee, annually elaborates the indicators of the "monitoring dashboard" and the "Action Plan" on Diversity and Inclusion, including actions on female inclusion, providing specialized support for the implementation of the Plan in the different processes.

Based on these principles and commitments, the Ferrovie dello Stato Group, through this policy, intends to pursue the following objectives:

- breaking down stereotypes, conscious and unconscious, linked to gender;
- to enhance the wealth offered by diversified teams of men and women;
- develop multifaceted leadership in management, capable of modulating style and approach according to the different needs of employees;
- improve the gender balance in all company functions, especially those where they are less represented, as women;
- recognize and enhance the talent of women present within the Group;
- ensuring the protection of people during the entire professional life, their enhancement and work integration, including through redevelopment processes;
- respond to the diversified needs of work life integration.

These objectives translate into concrete actions and measurable indicators for the main roles and processes involved in the application of the policy, as this case study will show.

The verification of the achievement of the objectives is carried out through the definition of a set of measurable indicators, processed annually in a "monitoring dashboard" of the D & I in the FS Group.

Measure 1: Women in motion

Women in motion
Description of the measure
The WIM - Women in Motion project's goal is to help overcome the stereotypes linked to the presence of women in technical roles in the railways. It started in 2016, and it is composed of a diverse set of initiatives involving school-age girls in the work environment. Initiatives include:

Women in motion

- Speed Mentoring: a hundred women from the technical areas of FS, appropriately trained, will tour Italy in schools and universities to raise awareness among girls in the choice of technical careers. The mentors of FS will provide their knowledge and experience through moments of brief individual meetings where they will offer young girls advice and suggestions on the path of study and future work. Valore D has formed mentors with an ad hoc training path;
- Social Area: creation of a social area to build a community of girls interested in discovering technical crafts.

Barriers the measure aims to overcome

Gender stereotype The aim of this measure is to reduce salary gap.

Target group of the measure

All employees

Cost elements of the measure

The cost of the measure is linked with the number of schools that participate in the initiative, and also with the % of women in the company, which is expected to rise in the future, meaning that there will be less need for this kind of initiatives.

Measure 2: Viaggiare con l'altra metà del cielo

Viaggiare con l'altra metà del cielo – various initiatives in schools

Description of the measure

Viaggiare con l'altra metà del cielo is a path of school – work alternation connecting the students of the Technical - Professional Institutes, the elementary school children and the staff of the technical areas of the FS Italiane Group, in place from 2016.

Each school will have to work on a railway-themed project and involve the girls on a journey into the world of technology, with the aim of overcoming gender stereotypes.

Among the goals of the initiative:

- To get the little girls from elementary schools in contact with the world of technology and let them know, through the example of older children, a little-known reality, often not chosen by the girls for lack of models to inspire;
- Make the students of the Technical Institutes reflect on gender stereotypes and challenge the barriers impeding the presence of women in technical jobs;
- Give the schools involved the possibility to realize a qualified, flexible, competitive school service, careful to take into account gender differences and valorise diversity, open to relationships and interactions with the job environment.

Thanks to the WIM project, the candidacies of women with technical diplomas have increased by 50% in less than a year.

Barriers the measure aims to overcome

The aim of this measure is to fight gender stereotypes

Target group of the measure

Children and teenagers from elementary and high schools

Cost elements of the measure

NA

- ## Measures under consideration to increase gender equality

Measure 3: Recruiting and selection process

Recruiting and selection process
Description of the measure
Recruiting is the preferred channel to promote the diversification of workforce by ensuring the identification of the best talent available and facilitating the creation of a context in which multifaceted perspectives improve the achievement of company objectives. In this framework, the recruitment and selection process must: ▪ increase the gender diversification of the corporate population in all areas of the organization, including those in which there is currently greater homogenisation (e.g. presence of women in the areas of rolling stock maintenance and infrastructure); ▪ disseminate an image of the Group that represents a company population that is diversified by gender; ▪ expand the audience of women potentially interested in working in the field of mobility through employer branding initiatives in schools and universities. Means to achieve these objectives include, but are not limited to: ▪ ensure that the communication tools used for recruitment and selection activities (eg "Work with us" section, LinkedIn page, announcements, brochures, etc.) convey an image of the inclusive Group (also through images and multimedia contents)) and do not contain criteria for exclusion or gender discrimination; ▪ ensure that the selection process, in all its phases (screening, tests, interviews, etc.) is based on an objective assessment of the skills and experiences that the company needs to cover a specific role or position and is not from any risk of discrimination; ▪ ensure a gender balance in all work-school alternation initiatives (internships, diploma papers, scholarships, etc.); ▪ in the short lists for selections from the external market, propose balanced female and male candidates (50% of female candidates and 50% of male candidates) or, if this is not possible, provide objective motivations; ▪ in case of new insertions in the technical areas, favour a gender balance in order to remove potential discrimination (for example: do not allow the female presence in a facility to be limited to only one woman); ▪ carry out guidance and sensitization activities starting from middle schools (Mentoring, Role Modelling, Social Networks, and Community) and Campaigns to favour the presence of women in schools and university faculties with technical guidance. The selection process indicators that will be included in the monitoring dashboard are: ▪ % women hired on total hires; ▪ % women hired on the total women evaluated in the selection campaigns; ▪ % female nominations in the selection shortlist on the total candidacies; ▪ % women hired in the technical areas on total recruitment in technical careers; ▪ % women hired on total recruitment in roles requiring graduation; ▪ % women graduates hired on total women evaluated.
Barriers the measure aims to overcome
The aim of this measure is to stimulate a culture of inclusion in the company.
Target group of the measure

Recruiting and selection process

All employees

Cost elements of the measure

This measure has no additional cost as it only indicate best practices to follow in the recruiting process. The only costs are related to the employer branding initiatives.

Measure 4: Diversity and inclusion *training*

Diversity and inclusion training

Description of the measure

Training is, on the one hand, a lever to spread the culture of inclusion and diversity, on the other it must itself be a guarantee of equal opportunities, as regards the access of all to training initiatives.

In this framework, the training process must:

- ensure compliance with the principles of fairness and non-discrimination in the selection of participants in training initiatives, promoting gender balance in the population involved;
- promote the diffusion of a non-homologous culture oriented towards female inclusion, overcoming stereotypes, highlighting the added value brought by diversity and providing transversal behavioural skills that facilitate integration and reception;
- provide direct managers with knowledge and skills to support the ability to modulate their style according to the gender diversity of employees;
- to support the inclusion and exploitation of typically "vulnerable" categories, such as women.

To achieve these objectives, it is necessary to:

- give equal opportunities to access training based on the needs and skills gaps of employees regardless of gender;
- ensure that the language and communications of training courses are not homologous and respect the principles of fairness, non-discrimination and enhancement of gender diversity;
- provide training programs that promote awareness of gender diversity issues, at different levels and population targets, through dedicated seminars or by inserting D & I content into traditional management and behavioural training courses (e.g. multi-faceted leadership in managerial training courses; enhancement of interdisciplinary and diversified teams in courses on team working, etc.);
- create specific training programs for typically "vulnerable" categories to facilitate their inclusion and enhancement within the organization (e.g. training in support of female leadership, training for return from maternity leave).

The indicators of the training process that will be included in the monitoring dashboard are:

- % women participating in training on total employees;
- % women participating in training on the total number of dependent women (by target, classification);
- N. man/days of training on issues related to female employment.

Barriers the measure aims to overcome

The aim of this measure is to stimulate a culture of inclusion in the company.

Target group of the measure

All employees.

Cost elements of the measure

Costs of training has not be calculated yet.

Measure 5: Development paths

Development paths
Description of the measure
Development is a fundamental lever to promote the diversity of the managerial structure and to promote non-homologating leadership models. In this framework the development process must: ▪ ensure professional development opportunities without discrimination, whose reference criterion is merit and enhancement of skills; ▪ ensure that the development paths are transparent, clear and known within the organization; ▪ favouring gender balance in the Group's management composition (Board of Directors, first levels, managers, senior managers); ▪ favour diversified and non-homologating leadership models that enhance diversity. To achieve these objectives it is necessary: ▪ ensure the maximum dissemination of information on open positions within the group through internal job posting channels; ▪ guarantee equal opportunities for access to potential assessment processes and internal selections based on the criteria and requirements required by the target role or development path; ▪ in the short lists for career progression to managerial levels (access to management, top selections) and for internal job posting to propose 50% of female candidates and 50% of male candidates or, if this is not possible, provide objective motivations; ▪ to favour the maximum extension of the population involved in the annual performance evaluation process through SIV; ▪ promote coaching or mentoring courses aimed at encouraging diversified and non-homologating leadership models that enhance diversity. The indicators of the evaluation and development process that will be included in the monitoring dashboard are: ▪ % executives / cadres by co./ cadres women on total managers / cadres by co./ cadres; ▪ % of executives / cadres by co./ cadres of women on total managers / cadres by co./ cadres in technical areas; ▪ % women in promotions (executives, cadres, co-workers), on the total number of women evaluated in the different processes vs.% men in promotions (managers, cadres, managers) on the total number of men evaluated in the different processes; ▪ % women in promotions (managers, cadres, managers) on the total promoted; ▪ % women with excellent / good results promoted on the total promoted.
Barriers the measure aims to overcome
Tackle the glass ceiling and provide equal opportunities for career progression The aim of this measure is to enhance the gender diversity through the training of the managers.
Target group of the measure
Board, Managers
Cost elements of the measure
Costs of training has not be calculated yet.

Measure 6: Fair and transparent *compensation*

Fair and transparent Compensation
Description of the measure
Having a fair and transparent compensation system is essential to ensure inclusion and non-discrimination within the organization. The compensation systems must: ▪ guarantee fair and transparent remuneration policies; ▪ rewarding inclusive and attentive organizational behaviours to enhance gender diversity; ▪ monitor the fairness of remuneration policies with particular attention to the most vulnerable categories, such as women. To achieve these objectives it is necessary to: ▪ Issue compensation policies that guarantee retributive fairness; ▪ Define a set of indicators for the annual monitoring of the gender pay gap; ▪ Include inclusive leadership measures in the MBO of managers. The indicators of the compensation process must be defined following the policies. Indicators to be included in the monitoring dashboard are: ▪ Overall gender wage differential expressed in% (total salary of women / total salary of men); ▪ Salary differential of gender managers for bands of comparable positions expressed in% (total salary of women / total salary of men).
Barriers the measure aims to overcome
The aim of this measure is to reduce salary gap.
Target group of the measure
All employees
Cost elements of the measure
The cost of the measure is also linked with the % of women in the company, which is expected to rise in the future.

• Observed impacts of the measures

The effects of the measures Ferrovie dello Stato has implemented in recent years, and plan to adopt going forward, are evident on many aspects of the company's profile.

First, taking action to address gender inequality has helped creating a culture in which diversity is valued, instead of being ostracized, and inclusion of different people is the common practice.

Women applications for jobs in the FS group, while still fewer than the ones posted from male colleagues, are growing in every sector, as the number shows; even greater improvements are expected in the following years, when the policies linked with different form of actions targeting high-school students will start having concrete effect. Specifically, a 50% increase has been noticed in the applications from women for technical profession vacancies.

The turnover rate, which for FS is close to being non-existent, as resignations and firing in 2017 accounted together for only 224 exits, a mere 0,3% of the total

workforce, is another prove that the overall working environment is considered in a positive way from the employees.

- ## Costs and benefits

Cost element	**Costs**	
WIM	Women in Motion is an initiative which has been taken by the FS group with the support of "Valore D" –an association of companies for diversity and female leadership- which also sustains part of the economic burden. The cost is mainly related with the training activities, the recruitment of trainers and the time spent by the employees to attend those courses.	Exact quantification of cost is not available.
New guidelines on D&I policies	The FS group is in the middle of a process of renewal of its set of rules and guidelines for what concerns diversity and inclusion matters, with one of the most important aspect of those policies being the gender awareness. The new set of rules is being prepared jointly with a dashboard useful to measure the improvements using specific indicators.	The cost of updating the set of guideline, although not available at the moment, is composed by the work of the People Experience unit joined by external consultants.
Benefit element	**Benefits**	
Better access to talent	The increased number of women in the FS group is the result of policies oriented at attracting talent from a wider and gender equal pool, with the positive side effect of guarantying FS an increased level of expertise in crucial areas.	Although this benefit can hardly be put into numbers, the healthy state of the company proves these policies to be effective.
Increased reputation of the company	The FS group has been a historically highly regarded workplace from employees, as the retention rate has always been high; the implementation of the measures put in place in recent times, and the ones which are projected to be implemented in the near future, had only make the environment better, as demonstrated by the decreasing of already low turnover.	Employee retention is crucial for the reputation and the well-functioning of a company.

- ## Sources

- Literature
  - Ferrovie dello Stato Italiane, various publications and material, 2015, 2016, 2017.

- Interviews
  - Sofia Nasi - Head of People Experience Unit, Ferrovie dello Stato Italiane;
  - Teresa Casiello - People Experience Unit, Ferrovie dello Stato Italiane;
  - Maria Annunziata Giaconia - Head of passenger regional unit, Ferrovie dello Stato Italiane;
  - Del Rosso Fausto – Head of Marche regional unit, Ferrovie dello Stato Italiane;

- Nannetti Elisa - Head of Friuli Venezia Giulia regional unit, Ferrovie dello Stato Italiane;
- Trotta Marco - Head of Abruzzo regional unit, Ferrovie dello Stato Italiane;
- Anna Manzone - Asset Management, Venice department, Ferrovie dello Stato Italiane.

- Websites
  - Ferrovie dello Stato Italiane Website https://www.fsitaliane.it/;
  - Women in Motion website - http://wim.win/;
  - Women in motion YouTube channel - https://www.youtube.com/watch?v=lr5H2FtHBhY&list=PLbSZ18iuW7LhC7Gb36hbT3Rn6K9nktpp8.

• Case Study - ATM

• Company profile

Company name: ATM

Ownership status: private

Company size: 9443

Member State of establishment: Italy

Operation in other EU MS: Trasporto Pubblico Locale

Workforce statistics	**2014**		**2017**	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	8,963	7,19%	9,443	7,36%
Non-mobile jobs				
Board of management			26	11,54%
Higher management			103	9,71%
Middle management			209	24,88%
Higher and middle management				
Entire company				
Managerial professions	215	19%	312	19,87%
Coordination department	1,108	8,5%	1,191	10,58%
Operational	7,362	3,14%	7,647	6,07%
Generic positions	249	14,3%	267	14,98%
Mobile jobs				
Automotive subsector			4,241	2,52%
Rail and subway subsector			1,105	9,14%
Ancillary mobility services subsector			538	27,15%
Jobs with overnight stays				
Mechanics,, network maintainers etc.			217	0%
other gender statistics			**female**	**Male**
Average wage (monthly)			2,045 Euro	2,220 Euro
Average hours worked (per week)			31,2	31
other statistics			**Current**	
Company turnover (in EUR)	NA		793.000.000	

• Background information

The workforce of ATM is predominantly male, with only 628 women to be found between the 9,400 employees. The management of diversity and inclusion in the ATM Group was established in 2007 with targeted policies and a governance system. The aim is to allow all differences to emerge and each person to engage responsibly within the organization thanks to a business culture that respects individual differences and highlights individual experiences and talents.

Diversity and inclusion are therefore part of the corporate welfare and corporate social responsibility policies that are implemented in a structured system of services for the wellbeing and quality of life, in innovative management processes and good organizational practices. Diversity and inclusion are therefore considered by the Group as opportunities for company growth and the growth of the community of employees.

• Measures undertaken to increase gender equality

In 2010, in line with the policies for the inclusion of respect for diversity, a diversity manager was appointed and several projects and initiatives were carried out on the subject, although there are no policies exclusively targeting gender balance, but they focus overall in diversity management. These projects have as their common goal the maximum integration of the female population in the organizational context and to sensitize the corporate culture. The realization of this cultural shift will allow the company to take the following step, that is to say focusing on increasing the presence of women in operational contexts (especially among maintenance staff, where the female population is almost absent), together with the implementation of measures to reduce the salary-gap among women and men.

Outline of gender equality policy:

As mentioned earlier, ATM is actively working to foster a cultural change impacting all of the company's population. At the same time, the company is focused on the topic of "Age Management" and on initiatives aimed at maximizing health, safety and general well-being of the over-55 population.

With respect to gender awareness, despite actively working for a better, more women-friendly environment, ATM does not intend to set quantitative standards to measure it, as gender quotas are not believed to be an efficient policy to achieve it.

Measure 1: Shift policy

Adaptation of shift-work for women
Description of the measure
Shift management office employees are available to rearrange schedules in case of family needs, regardless of gender. This can include both the arrangement of shifts among employees and the management of the shift duration with the responsible entity. Women can request to avoid specific shifts (i.e. night shifts) in order for them to be able to have a good work-life balance and to conciliate the necessities of the family with those of the company. Specific attention is guaranteed to the needs of single parents. Shift management is facilitated by the constant relationship with the personnel office, who is responsive to employees feedbacks and work proactively to guarantee the best possible arrangement according to both the company's and the employee's needs.

Adaptation of shift-work for women
Barriers the measure aims to overcome
Facilitating mothers (and parents in general) to achieve a better work-life balance compared to working on a fixed shift-schedule.
Target group of the measure
Mothers, and parents in general whose position includes shifts
Cost elements of the measure
This measure does not need additional funding to be implemented.

Measure 2: Parental leave

Parental leave
Description of the measure
ATM increases the optional parental leave paid-period by 30% with respect to what is publicly offered by INPS (*Istituto nazionale della previdenza sociale* - National Institute of Social Security), which itself amounts to a maximum of 10 months to be shared among the parents. Both men and women can enjoy it equally. The integration greatly benefits men in requesting optional parental leave by making them responsible for their paternal role and the caregiver figure. Moreover, 10 days of paid sick leave are granted to parents until the third year of the child.
Barriers the measure aims to overcome
Facilitate parental leaves to improve work-life balance.
Target group of the measure
All positions.
Cost elements of the measure
30% of the amount guaranteed by INPS for parental leave.

Measure 3: Reintegration

Reintegration
Description of the measure
Mothers can benefit of up to 2 hours of breastfeeding per day until the child is one year old. Since 2015, Maternity Coaching is available on the return of maternity leave for women of staff.
Barriers the measure aims to overcome
Work-life balance and child care.
Target group of the measure
All female employees.
Cost elements of the measure
The measure does not need additional funding to be implemented.

Measure 4: *Nurseries*

Nurseries
Description of the measure
The company offers a total of 68 places, divided into three nurseries located in the company depots of

Nurseries
Baggio, Leoncavallo and Precotto. The service welcomes children and grandchildren of employees from 3 to 36 months of age, from Monday to Friday from 7.30 to 18.00. The activity, born in 2005, has a specific Pedagogical Project and employs qualified educators, a supervisor for the permanent training of educators and a paediatrician. In addition to the nursery service the service includes the meal, prepared with internal kitchen and with foods from organic farming, children products (diapers, creams, detergents) and sleeping bags. The fees are allocated on the basis of the total family income and are divided into three different classes: minimum € 80, average € 186, maximum € 373. The Nest is always open except for public holidays and the four weeks of August. Of the total cost of the nursery service, on average 25% is paid from parent, while the remaining 75% of the costs are covered by the company. ATM Foundation also offers residential and day-time summer camps for children from 6 years up to 18, a service particularly useful as schools are closed from mid-June to mid-September.
Barriers the measure aims to overcome
Child care.
Target group of the measure
All employees.
Cost elements of the measure
75% of the nursery's total cost is covered by ATM.

Measure 5: Pink bathrooms

Pink bathrooms
Description of the measure
Starting from 2011, 55 pink bathrooms have been created, dedicated exclusively to traveling female staff. This measure helped facilitating access to toilets for women carrying out itinerant activities and greater protection of privacy.
Barriers the measure aims to overcome
Health and hygiene.
Target group of the measure
Female employees.
Cost elements of the measure
Data on the cost of toilets was not available.

Measure 6: Female leadership paths

Female leadership paths
Description of the measure
The training course, was carried out with professional training mentors and in collaboration with the ATM Foundation and it involved about a hundred women managers or from other staff roles. The topics focused on leadership, employee management and enhancement of differences and inclusion in the company. The course, which includes training in the role and development of economic and management skills, also comprehends an outdoor training module, where two women from the Board of Directors offered their testimonies of women who have reached top positions in the organization of work.
Barriers the measure aims to overcome
Counter the perception that there are limited career perspectives for women.
Target group of the measure

Female leadership paths
Female employees, managers and staff.
Cost elements of the measure
Exact figures are not available. The cost can be quantified in the working time missed by the employees who attend the courses, which typically take up to 2 days.

Measure 7: *Pink keys*

Pink keys
Description of the measure
"Pink keys" initiative. Launched in 2011, it is part of the company policies to enhance differences and improve the quality of work environments. It allows to reserve toilets for female itinerant working staff, both on the surface and on the underground. The services, exclusively dedicated to female staff, are located at the focal points of the ATM network: depots, underground stations and surface kiosks, for a total of 58 dedicated workstations. To date, over 400 pink keys have been delivered.
Barriers the measure aims to overcome
Problems for female employees in sharing bathrooms with men.
Target group of the measure
Female employees.
Cost elements of the measure
Data was not available.

Measure 8: Discrimination reporting

Discrimination reporting
Description of the measure
The procedure for reporting discrimination and harassment is in compliance with the SA8000[122] standard, the procedure is aimed at defining the methods for reporting, by employees, collaborators and interns of the companies of the ATM Group. Reporting includes any situations of discrimination or perceived harassment, of which of which the employee has been presumed victim or witness in the work environment.
Barriers the measure aims to overcome
Discrimination and harassment.
Target group of the measure
All employees, particularly women.
Cost elements of the measure
The measure does not need additional funding to be implemented.

[122] Social Accountability International website http://www.sa-intl.org/index.cfm?fuseaction=Page.ViewPage&pageId=1689.

Measure 9: Maternity coaching

Maternity coaching
Description of the measure
Born as a pilot project in 2015, it has now become a system-wide service for all staff. To date, a total of 7 maternity coaching sessions have been carried out. The course includes coaching meetings aimed at enhancing and reconciling professional skills and responsibilities with personal ones. The person responsible will give role objectives to be integrated with the valorisation of the responsibilities of the different roles. At the end of the course, in addition to a follow-up, the process is reported to the manager / head in the presence of both the coaches and the coach. The objectives of the course are varied and summarized as follows: managing long absences and returning to work; reinforcing the relationship and alliance (pact) between employee and company; enhance maternity soft skills versus professional and role competences; effectively manage work-family reconciliation. Coaching has had great satisfaction both from the organization and from the coaches. The project will soon be extended to women drivers as well.
Barriers the measure aims to overcome
All barriers impeding a full reintegration of mothers back at work.
Target group of the measure
Mothers.
Cost elements of the measure
Data was not available.

• Observed impacts of the measures

The positive effects of the measures put in place by ATM, and those which the company plans on implementing in the future, go to demonstrate the impact that gender policies can have on the overall performance and work environment.

Even if the increased number of women in every profession shows the effectiveness of the policies, ATM does not intend to set a precise standard for women in the company, as this is not believed to be a reasonable method to approach the gender issues.

The measures implemented by ATM covered different areas of the firm, resulting in a concrete impact on the different kind of female employees that work for the company; examples of this are Pink Keys and the Pink Bathrooms, started in 2011, by which work environment has been made more women-friendly through the provision of specific toilets for female workers, or the Female leadership path, carried out with important training partners and in collaboration with the ATM Foundation, involved about a hundred women managers or in staff roles.

As it is the case in other big transport companies, turnover rate is particularly low in ATM, with this serving as an example that overall the working environment is considered in a positive way from the employees, something that is also proved by both customers and employees satisfaction surveys. The 2017 annual customer satisfaction survey, carried out in October 2017, shows a good result: the overall satisfaction for the ATM service has an average score of 7.3 (on a scale of 1 to 10) with 95% of users giving a score from 6 to 10.

- ## Costs and benefits

Cost element	Costs	Quantification
Adaptation of shift-work for women	This measure does not account for any additional cost	Not available
Parental leave	ATM integrates the optional parental leave by 30% in addition to what offered by INPS (public funded).	Not available
Reintegration	This measure does not account for any additional cost	Not available
Nurseries	3 corporate nurseries open 11 months a year, 7:30 to 18:00 from Monday to Friday.	75% of the cost is covered by ATM. Average cost for employee is €186/month
Pink bathrooms	Adaptation of the 55 dedicated bathrooms	Not available
Pink keys	Apart from the symbolic cost of the keys, the measure does not account for any additional cost	Not available
Female leadership paths	This measure does not account for any additional cost	Not available
Maternity coaching	Cost of hiring professional coach. This is a pilot initiative, and despite its encouraging results it is still too early to evaluate it in terms of cost.	Not available
Discrimination reporting	This measure does not account for any additional cost	Not available
Benefit element	**Benefits**	
Better access to talent	Initiatives aimed at girls in school age helped making clear that all ATM roles are open to women, with this resulting in a slight increase in the applications from women. The increased number of applications also has the upside of granting a better pool of candidates, statistically.	Not available
Retention rate	The work-life balance policies as well as the initiatives aiming at reconciliation lead to very low turnover rate for the company.	Not available
Public image	Even though the public image of ATM is already good, as the public transport level in Milan is considered good by the citizens, the ultimate users of the service, actively tackling gender issues helped giving the image of a company that looks to the future and embraces its challenges.	Not available
Client satisfaction	Despite drawing a univocal connection between the increased number of women employees and better overall results, the literature indicates that women tend to show better communication and social skills when interacting with clients, and customer satisfaction	An average satisfaction index of 7.3

	indexes (detailed earlier in the text) seems to demonstrate this.	
Better staff development	The overall level of training of the ATM staff benefits from a superiorly informed female population, which is the result of coaching initiatives and tutoring programmes. The same initiatives also made it easier for female employees to reach high managerial roles, differently from the past.	Not available

- **Sources**

- Literature
  - Azienda Trasporti Milanesi, various publications and material, 2016, 2017, 2018.

- Interviews
  - Germana Maria Laura Montroni – Finance and Administration Director / Diversity Manager / ATM Ethical Committee member – Azienda Trasporti Milanesi S.p.A.;
  - Simona Zandonà – Welfare responsible – Azienda Trasporti Milanesi S.p.A.;
  - Alissia Pistarà – Psychologist / HR, External relations and Marketing - Azienda Trasporti Milanesi S.p.A.

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• Case Study – České dráhy, a.s.

• Company profile

Company name:	České dráhy, a.s.
Ownership status:	Public
Company size:	14,704
Member State of establishment:	Czech Republic
Operation in other EU MS:	No
Transport sub-sector	Rail

	2014		2015		2016		2017	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	15,206	31.1%	15,230	31.3%	14,933	30.9%	14,704	30.8%
Non-mobile jobs								
Higher management	38	23.7%	37	24.3%	33	27.3%	36	30.6%
Middle management	317	37.2%	354	40.4%	357	40.1%	324	37.7%
Administrative	4,630	63.9%	4,616	64%	4,400	64.5%	4,325	63.8%
Non-mobile transport professions								
Mechanics	1,667	1.1%	1,649	1.1%	1,622	1.4%	1,626	2%
Craftsmen (e.g. metal welders, metal turners etc.)	292	0%	286	0%	281	0%	243	0%
Other non-mobile transport professions (carpenters, painters etc.)	1,842	19.7%	1,823	18.9%	1,735	17.1%	1,594	16.2%
Mobile jobs								
Train drivers	3,554	0.1%	3,568	0.2%	3,601	0.4%	3,598	0.5%
Conductors	2,866	43.9%	2,897	44.6%	2,904	44.6%	2,958	44.7%
Number of part-time employees								
Total	124	83%	137	83%	169	73%	193	64%

	2014		2015		2016		2017	
other gender statistics	female	male	female	male	female	male	female	male
Average wage	Same for both genders							
other statistics	**2014**		**2015**		**2016**		**2017**	
Turnover (in mln €)	752.7		772.5		798		n/a	
Employee turnover	4.5%		5.1%		8.1%		8.3%	

- ## Background information

Despite the absence of a specific gender policy, the company is following the principle of equal opportunities for men and women. The company does not differentiate according to gender when hiring new employees, or treating the existing ones. This includes the salaries, which are determined in a very transparent manner, in line with the collective agreement. All measures that ensure equal opportunities are embedded in the collective agreement or are based directly on the existing legislation.

The existing legislation in the Czech Republic is also quite favourable for mothers (and fathers) taking a childcare-related leave. Mothers are entitled to a maternity leave of 27 weeks, followed by a parental leave up to the age of 4 of the child. The employer is mandatorily obliged to keep the job position for the mother (or father) who can take a parental leave until the child reaches the age of three. On top of that, state owned kindergartens are available for children of ages 3-6 almost free of charge, therefore the motivation for companies to offer company childcare facilities is reduced.

The female employees in České dráhy, in particular in the traditionally masculine teams, are seen as having a positive influence on the working environment; they are considered to have among others stronger communication and interpersonal skills.

However, the number of female employees in some professions is still marginal compared to the number of male employees (only 2% of mechanics and 0.5% of train drivers are female). This is being mostly attributed to the fact that girls and young women are usually not encouraged to perceive a career in the technical area. That leads to a lower share of women qualified to apply for example as train drivers. Despite the share of women on these position being low, it has slowly increased in the last couple of years. We understood from the interviews that this increase started after the first female train driver was employed in 2010. Before this decision, the company could not imagine having a women as a train driver, however, the first one persuaded the managers and since than the approach in the company has started to be changing gradually. Other factors include lack of available workforce due to low unemployment rate.

In recent years, the company has been actively committed to change the social stereotypes by promoting the company's effort to employ women in "traditionally male" professions. In 2017, the company joined the "Declaration on equal opportunities for women and men in the transport sector", which further strengthened their appearance as gender neutral company.

Over the last 5-7 years, the flexible working arrangements (such as part-time work and work from home) have become more supported by the company and the increase of their utilization is supported by data. These working arrangements though are limited in their application to mobile positions, however, they are seen as a benefit in particular for the administrative and management positions.

In order to encourage women to perceive their career in managerial positions in the company, České dráhy has joined the British Chamber of Commerce program "Equilibrium". Over the last 3 years, several women have participated at this mentoring program, benefiting from sharing experience and building confidence to further progress in their careers.

The employee turnover has been increasing in the recent years. There are two major reasons for that. First one is the economic boom and related low unemployment rate, which means that the employee can easily find a job in different company and related to that the tendency of competitors to Czech Railways luring away the company's employees, especially those with high technical skills.

- ## Measures to increase gender equality

Outline of gender equality policy:

Although the company does not have any formal gender equality policy nor respective quantitative targets, it fully supports the increase in female staff. Over the course of the past decade(s) the company has steadily worked on improving the working conditions, to be attractive also for women. Particularly forthcoming is the offer of flexible working arrangements, above-standard length of vacation, measures increasing security of employees and transparent determination of salary.

Most recently the company has launched activities with the aim to change the perception of rail business as being solely appropriate for men.

While the share of women in the total workforce has been rather stable (around 31%), the number of women in managerial positions has been growing significantly (reaching 39% in 2016). Women are further encouraged to take their career to a next level by participating at an external mentoring program.

Measure 1: Mentoring program Equilibrium

Mentoring program Equilibrium
Description of the measure
České dráhy started their participation in the British chamber of commerce mentoring program Equilibrium in 2016. Since then, 8 female employees have completed the program and two are currently attending it. The program is open to all women in the company (a limiting factor is the required knowledge of English). Its aim is to encourage female employees to develop their careers. The participants have a chance to meet several inspirational mentors, sharing experience among the program participants and enhance their confidence.
Barriers the measure aims to overcome
This measure aims to enhance female participation in the company management.
Target group of the measure
All female employees

Mentoring program Equilibrium
Cost elements of the measure
Sponsorship of the program represents annual cost for the company. Employee participation for 40h

Measure 2: Equal pay policy

Equal pay policy
Description of the measure
In České dráhy, salaries are determined in a very transparent manner, in line with the collective agreement. The applicable tariff group is derived from the position and number of years spent in the company, while, to avoid discriminating women, the period spent on childcare (on maternity and parental leave) is recognized as time spent in the company. This measure applies to all positions within the company. Therefore the gap between salaries of male and female employees on the same position is theoretically possible only through the personal bonus. Interviewees across the company, however, trust that gender of an employee has no impact on the amount of the personal bonus.
Barriers the measure aims to overcome
With this measure the barrier of gender pay gap is addressed.
Target group of the measure
All employees
Cost elements of the measure
Zero cost measure

Measure 3: Increase of safety

Increase of safety
Description of the measure
The concern of safety for some of the jobs in the rail transport (especially the client facing positions, such as conductors) can be seen as an obstacle for female considering to work for the company. In order to decrease this risk, all employees are entitled to self-defence and assertiveness training. A corporate psychologist is also available. Safety counters were installed at the cash registers, moreover, selected train connections (such as night connections, transport of football fans, etc.) are attended by the Police of the Czech Republic or a private security service.
Barriers the measure aims to overcome
Security issues, aggressive customers
Target group of the measure
Employees in operation, especially conductors and cashiers
Cost elements of the measure
The costs of the trainings and private security service

Measure 4: Work-life balance measures

Work-life balance measures
Description of the measure
Over the last 5-7 years, flexible work arrangements have become more supported by the company. Part-

Work-life balance measures
time work and work from home is enabled in particular for non-mobile professions. For mobile positions other flexible work arrangements, such as reduced working hours per month, can be considered on an individual basis. This measure is particularly targeted at female employees after returning from maternity/parental leave, as it gives them flexibility when caring for children. The above-standard vacation allowance (6 weeks compared to the in the Czech Republic mandatory 4 weeks) also largely contributes to maintaining the work-life balance and attractiveness of employment in the company for women taking care of children. On top of that the employees are entitled to further benefits, such as one additional day off per month in connection with the care of a sick child. At the same time the company also benefits from the flexible working arrangements, as the employees do not loose contact with work even if they are not able to work full time or directly in the office, e.g. due to care for a child, and there is no need to renew their qualifications upon returning to work. It can be expected that these arrangements assist the company to speed up the return of employees on maternity or parental leave.
Barriers the measure aims to overcome
Work-life balance, easier return after maternity/parental leave.
Target group of the measure
All employees, with particular measures for non-mobile professions
Cost elements of the measure
Increased number of trainings, health checks and uniforms in case of part-time working arrangements, costs of establishing secure connections for home office, notebooks, cost of extra days off

Measure 5: PR activities to overcome stereotypes in society

PR activities to overcome stereotypes in society
Description of the measure
The problem of lack of female candidates for technical jobs in the rail industry is partly caused by the stereotypes in society. Girls are not encouraged to take interest in trains and technical subjects in general and therefore do not develop positive attitude to this field from the early years. Interest in the rail industry is particularly important prerequisite for becoming a train driver, as it requires significant time and efforts to acquire the necessary qualification. These factors lead to underrepresentation of female employees in some of the positions, which is highly visible in the company statistics for the positions of train drivers, mechanics and engineers. The company is therefore trying to overcome the barrier of society stereotype by promoting the company's readiness to employ women in "traditionally male" professions. These efforts, declared by signing the "Declaration on equal opportunities for women and men in the transport sector", involve collecting and publishing up-to-date statistics related to female employment and presenting female role models in rail industry via company press releases.
Barriers the measure aims to overcome
The PR activities aim to overcome the gender stereotypes concerning the suitability of work in rail industry for women.
Target group of the measure
Potential female employees
Cost elements of the measure

PR activities to overcome stereotypes in society
Minor travel and administrative cost

• Observed impacts of the measures

The measures undertaken by České dráhy have led to a gender equal environment within the company. The female employees feel appreciated by their male colleagues. Their return from the maternity leave back to work is smooth due to the flexible working hours, in particular in administrative positions. Female managers are encouraged to progress further in their careers, among others through joining the mentoring program. Pay gaps within individual positions across the whole company are eliminated by the transparent salary determination.

Although most of the measures do not in particular aim to the mobile jobs and non-mobile technical positions, there is an apparent slight increase in the proportion of female employees in these professions. This is mostly attributed to the changing society stereotypes and related higher acceptance of female workers on positions requiring technical skills by both male co-workers and managers. This shift in perception was caused by employing the first female train driver before the year 2010. The modernization of trains also reduces the need of the technical skills as well as the physical demand of the job.

Apart from the statistics already collected, České dráhy could also monitor the impact of the measures by collecting the data on share of job application send by women and the time it takes to find a new employee. This data could clarify whether the PR activities lead to the change of perception in the society and therefore whether more women apply for the open vacancies. In connection to this, the company could also monitor the public opinion on female employees working for the company.

• Costs and benefits

Cost element	Costs	
Uniforms	The additional cost result from the more demanding adaptation of uniforms to female employees, as well as the need for higher number of uniforms as a result of part-time arrangements.	A few EUR per uniform adaptation, approx. 20 thousands CZK (approx. 800 EUR) per new uniform.
Equilibrium mentoring program	The company not only participates in the program, but also sponsors it, which bears some additional costs. The participants need to allocate a few days per month for the activities within the program.	One day per week and additional one day per month of employee's time; sponsorship cost.
Equal pay policy	The policy of equal pay is derived from the collective agreement and no costs are connected with its implementation.	Time investment to design measures to implement this policy, also time is needed to regularly analyse data to identify potential pay gap

Security trainings, private security service	The employees are entitled to self-defence as well as assertiveness trainings to be able to better cope with difficult or aggressive passengers. Some trains are attended by private security service.	Cost of the trainings and private security service.
PR campaigns	As part of the PR campaigns used to help promote the company as a suitable employment for women, some minor travel and administrative costs are incurred.	Minor travel and administrative cost.
Part-time work	Every employee, regardless of whether he works as part-time or full-time employee, must have completed training and went through a health check. As more part-time employees are needed as an equivalent of one full-time employee, this measure is associated with increased costs.	Additional costs for training and health checks
Home-office	Before allowing the possibility to work from home to the administrative employees, measures must be taken to ensure secure connections to the company databases. This also includes the provision of company notebooks.	Costs for secure connection, notebooks.
Hygienic infrastructure	At some places, hiring the first women means also building additional facilities such as toilets and changing rooms.	Cost of separating hygienic infrastructure.
Benefit element	**Benefits**	
Public image	The PR activities change the perception of working in a rail company to be solely for men. This increases the number of potential candidates for employment and as such reduces the time and cost of the recruitment process.	
Reduced costs due to flexible working arrangements	During interruption of employment, professional qualification is lost and needs to be renewed or a re-examination must be taken. Therefore it brings benefits to the company if it enables the employees to maintain qualifications through flexible working arrangements.	
Female element	Corporate culture benefits from the female element, it softens and balances the "male" behaviour of male colleagues, which is a clear positive for a customer-oriented company. At the same time, increasing female representation further increases the acceptance of women by male colleagues.	
Adaptation to female passengers	Having more women working for the company can bring a different perspective to the services provided and can lead to adaptation of the offer of the carrier to the specific needs of female passengers.	

- ## Sources

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- Interviews
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  - Mgr. Lenka Zohnová, Director of the Deputy Chairman's Office, České dráhy, a.s.;
  - Vladislav Vokoun, Chairman of the Business committee of the Railway union association for ČD, a.s.;
  - Ing. Květuše Skřivanová, Head of the depot, České dráhy, a.s.;
  - Petra Procházková, Train driver, České dráhy, a.s.;
  - Lukáš Hübner, Association of railway passengers.

• Case Study - SNCF

1.1 Company profile

Company name: SNCF

Ownership status: Public

Company size: 150.000

Member State of establishment: France

Operation in other EU MS: -

Transport sub-sector Rail, general freight and passanger transport

Workforce statistics	2015		2016		2017	
Description	**Total**	**% female**	**Total**	**% female**	**Total**	**% female**
Total workforce	150.960	20,33%	148.919	20,24%	146.800	20,55%
Non-mobile jobs						
Top management						25%
White collar						27.8%
Administrative						61.2%
Commercial						47.6%
Transport jobs						
Traffic management department		9.5% (2012)				12%
Infrastructure maintenance & engineering department						4%
Rolling stock department						3.3%
Mobile jobs						
Train driving department		4.4% (2012)				6.1%

1.2 Background information

SNCF wishes to develop a corporate culture based on equality between women and men in their career paths. For several years now, collective agreements have been signed with the representative trade unions about gender issues; the most recent was

signed unanimously in July 2015 and involves the three EPICs[123] of the GPF ("Groupe Public Ferroviaire" = Public Railway Group).

This new agreement continues with the policy that has already been applied for several years and aims at the following:

- To increase the number of female employees at the company;
- To guarantee equal regulations in the career paths;
- To battle against all forms of sexism;
- To promote a positive work/life balance;
- Change the masculine image of SNCF, especially for what concerns technical positions.

The company will successfully continue its evolution if it knows how to attract and integrate people reflecting the reality of French society. However, women, who make up half of the population, make up only 20% of its employees, and although this rate has increased by more than 10 points compared to the 1980s, it is still insufficient.

In June 2015, the managers also committed themselves to increasing the numbers of women in the company via a manifesto presented to the Deauville seminar of "SNCF au Féminin" ("SNCF Women's Network"), where the decisions passed supplement the commitments taken in the Gender agreement.

By fighting against the **stereotypes** associated with occupations considered specifically male or female, SNCF intends to reaffirm that the internal and external recruitment criteria focus on the skills, experience and professional qualifications of the candidates.

In order to promote a **greater mix** among its employees, especially in the technical trades, SNCF applies a proactive approach by creating more favourable working conditions, by **intensifying the communication** on its professions to women, by **multiplying the cooperation** with the National Education and public actors in the field of employment and training.

Improving the integration of **parenthood** and reaffirming that the individual appreciation of employees is based on **objective criteria** related to the work done are two key levers of the principles of **equity** in terms of **pay, career paths, job offers** and **training**.

SNCF therefore undertakes to apply a strict equal pay policy and to allow the construction of professional projects for all, in particular through a non-discriminatory training offer.

To make professional equality and diversity one of the components of the company's culture, SNCF intends to act as well on prejudices, images and a priori as on all forms of discrimination.

[123] An "établissement public à caractère industriel et commercial" or "EPIC" is a category of public undertaking in France. It includes state-controlled entities of an industrial or commercial nature. The three EPICs are: SNCF (corporate), SNCF Mobilités (the operator) and SNCF Réseau (the infrastructure manager).

To this end, managers are trained to apprehend and then share the issues of diversity and respect for all employees.

The company is committed to a dynamic of progress by identifying innovative solutions in terms of work organization in order to help employees better live the articulation between their work and their personal life, in response to a strong waiting in the matter.

Women In Rail

The EU social partners CER/ETF set up joint Recommendations for a better representation and integration of women in the railway sector already back in 2007. In 2012, a follow-up project of the CER/ETF joint Recommendations continued to develop common objectives, strategies and actions to develop on this issue. The WIR Good practices and Implementation Guide from 2012 provides measures and initiatives in order to increase and ameliorate female employment in the railway sector. The project allowed SNCF having more ideas to integrate in their Gender Agreement from 2012. For example SNCF took over the idea of a Girls' Day which is organised every year since then.

SNCF au Féminin

Launched in January 2012, SNCF au Féminin is a corporate network open to all employees of the Group dedicated to gender diversity. It's a meeting place where the women and men of the Group discuss their professions, their career paths and share their experiences at SNCF and are trained in order to break the glass ceiling. SNCF *au Féminin* contributes:

- to the Group's economic and societal activity;
- to change the vision of leadership;
- to bring a feminine perspective on the management and organization of work.

1.3 Measures to increase gender equality

Outline of gender equality policy

For SNCF, improving the rate of feminisation of its teams, in all occupations and at all levels, is both a will and an obvious take, given the positive results already achieved over the course of the years.

To achieve gender diversity, SNCF is determined to develop a culture based on the values of equality and equity between men and women as soon as they are recruited and throughout their careers.

In order to combat the stereotypes associated with professions considered to be specifically masculine or feminine, SNCF reaffirms that the internal and external recruitment criteria must focus exclusively on the skills, experience and professional qualifications of the candidates. In order to promote a greater mix of diversity, particularly in the technical occupations, now predominantly occupied by men, SNCF applies a proactive approach by creating more favourable working conditions, by intensifying its communication on its professions to women, by multiplying the cooperation with National Education and the actors of the public service of employment and training.

With the new agreement, the company is strengthening its commitments and putting in place a series of concrete measures, through four lines of action:

- increase feminization;
- ensure professional equality between women and men in career paths;
- fight against all forms of sexism;
- promote work-life balance.

These actions, which are part of the changes introduced by the law of 4 August 2014 for effective equality between women and men, are aimed at helping to change attitudes and benefit all employees, regardless of gender.

Setting up goals is also of the major importance:

- for non white-collar employees, hiring a proportion of women at least equivalent to the percentage of female CVs received for the GPF,
- for white-collar employees, hiring a proportion of women of at least 27% of recruited engineers, corresponding to the share of engineers leaving engineering schools.

Each year a number of women which reflects -at least- the proportion of female requests received is recruited. For the managerial staff, a percentage of women that corresponds, at least, to the proportion of women leaving the education system with the skillset matching the needs of the company is also hired by SNCF.

Thanks to its wealth of technical business areas, and the fact that the gender balance is particularly challenging to achieve in the technical positions, SNCF Réseau is particularly involved in this desire to achieve a closer balance between men and women, and intends to drive forward the female employment rate in its team, which as of now remains largely inadequate. A plan of action has been put in place to drive this forward. On a side, positive note, gender balance is already achieved on its Board of Directors.

Measures undertaken to increase gender equality

Measure 1: SNCF au Feminin

SNCF au Féminin
Description of the measure
Thanks to its 6,500 members, women and men, SNCF *au Féminin* promotes daily mutual aid and solidarity within an active community, promoting change and progress within the Group. The life of the network is punctuated by regular meetings: ▪ in Paris or in the region, to share and inspire outside any hierarchical system; ▪ during "think & do tanks" to initiate collective reflections. The site, reserved for employees of the SNCF group, permanently allows: ▪ to learn about the life of the network; ▪ to exchange live with the members of SNCF in the Feminine throughout the territory; ▪ to know the actions of the SNCF group in favour of gender diversity; ▪ to follow international news and good practices aimed at improving the position of women in business and society.

SNCF au Féminin

Boosting the voice of women in the company, SNCF *au Féminin* allows the entire Group to benefit from their expertise and to be clearly part of an innovative and sustainable approach.

France's leading professional women's network, SNCF *au Féminin* acts daily in order to:

- promote gender diversity;
- propose new managerial practices aiming in particular at promoting the promotion of women in the company;
- change the a priori position of decision-makers;
- cement women's know-how;
- allow the empowerment of women and bring forward the notion of "dare";
- support personal initiatives.

The more women participate in the network, the more its actions will find an audience. This is how SNCF au Féminin concretely and effectively contributes to the stakes of the company.

SNCF *au Féminin in figures*:

- 6500 members;
- 50 ambassadors;
- 25 innovative projects from Expert Groups;
- 1,000 people benefiting each year from leadership, mentoring and personal development workshops.

Barriers the measure aims to overcome

Lack of representation for the women employees.

Target group of the measure

All employees, with a natural focus on women.

Cost elements of the measure

NA.

Measure 2: Gender diversity week

Diversity week

Description of the measure

For the third year in a row, the Human Resources Department of the GPF organized the Week of Gender Diversity. This was an opportunity to shed more light on diversity-related issues, such as the underrepresentation of women in the company, the risk of discriminating behaviours, the particular needs women have with respect to men on the workplace. Different events took place in a number of places:

- Workshops on the work-life balance in Paris Rive Gauche, Nord Pas de Calais and Pays de Loire;
- The photo exhibition: "Elles" - Portraits of Female Railway workers";
- A game "Focus on diversity" to learn about teams in professional equality and diversity at SNCF Réseau (Headquarters, North Star);
- A lecture by Jean-Louis Debré on his book "Those women who have awakened France" at Headquarters;
- Workshops SNCF au Féminin on "Resistance to the ordinary sexism", meetings with the ambassadors;
- Booths of the Social Action Unit to make known their offer on everything related to parenthood, support for children, and other related topics;
- Conferences with the co-crews of the SNCF crew and the team member of Kéolis at the Rallye des Gazelles at SNCF Réseau, at the SNCF Headquarters and at the Gare du Nord;

Diversity week

- Workshops for CODIR "Mixity at stake" to understand the issues of gender diversity, the risks of discrimination and to fight against unacceptable behavior in Nantes, Normandy;
- At the national level, from 7 to 18 March, a "Mixité dans l'Art" contest was offered to all employees, to make you (re) discover works of art through the lens of gender diversity.

Barriers the measure aims to overcome

Lack of gender diversity in the company

Target group of the measure

All employees

Cost elements of the measure

NA

Measure 3: Girls Day

Girls Day

Description of the measure

On November 24, 2016, SNCF organized the "Girls' Day - Diversity Day" for the 5th consecutive year. This operation is intended to make known the technical positions available at SNCF to high school students, in order to promote diversity in the company.

SNCF opened the doors of its facilities for one day to potential future candidates, who met 200 employees of the company in about fifteen regions.

1,800 young girls were made aware of the gender diversity in SNCF technical professions thanks to the testimonials of many employees. Visits to rolling stock workshops and infrastructure construction sites and driving simulator tests and forums on gender diversity were all occasions for exchanging with these girls and making them want to move towards technical studies.

With the ultimate goal of fighting against stereotypes, participants are guided towards the realization that jobs usually perceived as being only suited for men can be occupied by women, and make them want to build a professional project in the meanwhile.

Key objectives of the initiative include:

- Change the masculine image of SNCF;
- Get everyone together around;
- Feminize all our professions.

Barriers the measure aims to overcome

Stereotypes excluding women from technical positions.

Target group of the measure

Potential candidates to open technical positions at SNCF.

Cost elements of the measure

Minimum of €30,000

Measure 4: Awareness Action Plan Specific to the Train Driving Department

Awareness Action Plan Specific to Traction

Description of the measure

This initiative is a sensitization plan, specifically targeted to jobs in the Train Driving Department, started in October 2015, accounting for different actions. Since 2015, the HR-team is in possession of a discrimination awareness kit, intended to be presented during a meeting of about one and a half hour to young people recruited during the welcome days. In the second half of 2016, 80 Train Driving Department trainers were trained in the importance of gender diversity and in the prevention of discrimination and sexism in genera land in particular during their training classes. (Duration of the training: 1 day).

Barriers the measure aims to overcome

Stereotypes excluding women from technical positions

Target group of the measure

Train Driving Department trainers and young people recruited

Cost elements of the measure

Although exact figures are not available, one day training for new-comers and trainers compensation are the main accounts for this cost.

Measure 5: 2015-2018 Gender Agreement

2015 - 2018 agreement for professional equality and gender diversity

Description of the measure

In mid-2015, SNCF signed a new agreement with all representative trade union organizations (CGT, UNSA-Ferroviaire, Sud-Rail and CFDT) "in favour of professional equality between women and men and gender diversity".

Covering the period from mid-2015 to mid-2018, it is a continuation of a dynamic initiated since 2006 and is aimed at the 150,000 employees of the Public Railway Group created by the law of 4 August 2014.

Increase the feminization of the company:

- Write job postings using the words which include men and women from the point of view of gender;
- Ask recruitment agencies to broaden the search for applications to non-technical profiles;
- Propose at least one female candidate for each position to be filled (subject to availability);
- Develop partnerships with associations that can facilitate female recruitment ("Elles bougent", "Déployons nos Elles"...);
- Experiment internship scholarships to attract students from technical fields;
- Promote successful career paths for women to showcase models to follow;
- Extend to the students the operation of discovery of the trades of the company "Girls' Day SNCF", intended originally for high school girls;
- Mobilize a specific annual budget of € 1 million to subsidize achievements to improve the working conditions of women and to take action in favor of gender diversity.

Ensure fair rules in career paths:

Invite managers to be vigilant to allow better integration of women in teams with a male majority and vice versa.

- Look for access to training (dates, proximity, remote access...) to facilitate personal and family organization;

2015 - 2018 agreement for professional equality and gender diversity

- Mandate an external provider for a study on pay gaps between women and men;
- Initiate an investigation of the "ceiling and glass walls" effects.

Fight against all forms of sexism:

- Promote actions promoting equality between women and men at national and local level, including through the corresponding diversity and professional equality;
- Put in place reminders related to the regulation on the prohibition of posting and dissemination on the workplace of images of stripped persons, with mention of disciplinary sanctions;
- Extend the professional alert system to issues of sexism (by reporting to the Ethics and Ethics Department);
- Accompany the managers of each unit to make employees aware of the respect of everyone, whatever their gender;
- Develop a gender training and integrate it into existing managerial training;
- Organize interventions concerning gender diversity in the CODIR (Executive committee) of all units.

Promoting the balance between professional and personal life:

- Respond favourably to a request from an employee wishing an interview on personal topics likely to impact his/her professional career;
- Prepare a departure on maternity leave through an interview with the manager;
- Systematically offer a professional interview after returning from a leave of absence maternity, paternity or adoption;
- Maintain a proportion of variable pay items during maternity, adoption and paternity leave;
- Guarantee the non-influence of maternity or adoption leave on remuneration;
- Make a favourable response as much as possible to part-time requests;
- Facilitate and encourage access to paternity leave.

Barriers the measure aims to overcome

Various form of discrimination related to gender in SNCF

Target group of the measure

All employees

Cost elements of the measure

NA

Measure 6: Recruitment

Recruitment policies

Description of the measure

The SNCF Group is one of the leading employers in France, having recruited 6,250 employees on permanent contracts in 2017, 21% of whom were women, i.e. 1 point more than in 2016.

70% of recruitments concern technical positions.

The percentage of women recruited is 22%, close to the percentage of female CVs received.

Among the best practices used to help give the Company a better standing among women, actions like the feminization of job titles and animated representations of the workforce are planned.

Recruitment policies

Moreover, advertising campaigns representing women, targeted at female audiences, are being shared on both the general press relations and the women's press; in this ambit there is also the multiplication of media (photos and videos) with women shared by the Company on various platforms.

Setting up goals is also of the major importance:

- hiring a proportion of women equivalent to the percentage of female CVs received for the GPF;
- maintaining the share of 27% of recruited engineers, corresponding to the share of engineers leaving engineering schools.

All those measures were paired by local actions of SNCF's internal recruitment agencies, for example for Girl's Day.

This set of measures and actions has led to a progressive growth in the recruitment of women.

Barriers the measure aims to overcome

Discrimination in recruiting, low number of women hiring.

Target group of the measure

All candidates, with a focus on female candidates.

Cost elements of the measure

NA.

Measure 7: Parental leave policy

Parental leave policy

Description of the measure

In order to ensure fair rules for all, the integration of parenthood into the career path has been strengthened. In this sense, SNCF is now committed to the following actions, which have resulted in a more parent-friendly environment:

- systematically offer a professional interview upon return from maternity, paternity or adoption leave;
- guarantee the non-influence of maternity, paternity or adoption leave on earnings;
- facilitate and encourage access to paternity leave;
- fight against the cult of avoiding the parental leave by a charter of good practices.

Barriers the measure aims to overcome

Difficulties for parents to reach a healthy work-life balance.

Target group of the measure

Parents employees.

Cost elements of the measure

NA.

Measure 8: Feminine intrapreneurship

Feminine entrepreneurship course

Description of the measure

This training allowed selected *SNCF au feminin* members to master internally the ideas or even to start of a value-added solution, identified by the women's SNCF expert groups. An intrapreneur journey led by experts to accompany women, moving from the idea to the realization of all internal targets identified.

Feminine entrepreneurship course
The training went on for 6 months, its main features including: ▪ Step by step accompaniment; ▪ Sessions dedicated 100% to exchanges with entrepreneurs, specialists in change management; ▪ A state of mind, a focused work, taking initiatives, obtaining results, developing impact power; ▪ A professional immersion; ▪ An accelerated and intensive part-time format. By working as a team on a real project, women involved in the course explored entrepreneurial skills at every stage of the process. Face-to-face classes, made up of coached workshops, case studies, workshops, trainings and other activities helped making them through the path towards the intrapreneur. Feedback from experiences and exchanges with professionals also represented a focal point of the initiative. The course took place over 12 days (84 hours) per session, with 9 trainees participating.
Barriers the measure aims to overcome
Lack of women in apical positions at SNCF
Target group of the measure
Female employees
Cost elements of the measure
12 day course for each participant

1.4 Observed impacts of the measures

At SNCF, diversity and professional equality are the fundamentals that the firm claims and wants to pursue. Concrete measures and actions are deployed to make this desire become, as soon as possible, a tangible reality.

In order to combat gender stereotypes linked to certain professions, and following the implementation of the set of measures described in the previous sections, SNCF adopt recruitment and internal mobility criteria focusing on the candidates' skills, experience and professional qualifications.

This policy results in approaches that have proved effective in ameliorating the work environment, as well as reducing the gender gap towards the years:

- write job offers using words which include men and women;
- propose at least one female candidate for each position to be filled;
- offer internship grants to attract female students from technical fields;
- promote successful career paths for women in the company;
- develop partnerships with associations to facilitate female recruitment.

Quantifiable results

- The SNCF Group recruited 6,250 employees on permanent contracts in 2017, 21% of whom were women, i.e. 1% more than in 2016 (20%), 2% more than in 2015 (19%) and 4% more than in 2014 (17%);
- maintaining the share of 27% in technical professions.

Those results have been possible to achieve due to the 2015-18 Gender Agreement, which makes the policy-development process shared with the employees and which helped indicating the right direction and supported all the gender related initiatives the company had undertaken in recent years and also due to the close cooperation between the Human Resources Department and the SNCF au Féminin network.

1.5 Costs and benefits

Cost element	**Costs**	
SNCF *au Feminin*	A meeting place where the women of the Group discuss their professions, their career paths and share their experiences at SNCF. Thanks to its 6,500 members, women and men, SNCF *au Féminin* promotes daily mutual aid and solidarity within an active community, fostering change and progress within the Group.	SNCF has a dedicated budget within the firm, linked with specific lines of action.
Targeted recruiting campaign	Feminization of job titles and animated representations of the workforce are measures taken in order to attract more female candidates. Advertising campaigns are also representing women more often, and are being thought in order to target female audiences specifically.	The additional cost is zero, as this only represents the natural evolution of the advertising effort made by SNCF.
Mentoring to women career progression	Feminine entrepreneurship course is a series of initiatives aimed at women in the company, oriented in particular at enhancing their career growth opportunities. This initiative is also paired with informal mentoring happening in many forms internally, notably through the effort of the SNCF *au Feminin* network members.	The mentoring activity does not account for additional cost, other than the time spent by mentors in their activity. The same goes for the activities of the SNCF *au Feminin* network members.
Girls' Day	SNCF opened the doors of its facilities for one day to potential future candidates, who met 200 employees of the company in about fifteen regions. 1,800 young girls were made aware of the diversity and diversity of the SNCF professions thanks to the testimonials of many employees.	Minimum of 30.000 €
Benefit element	**Benefits**	
Better access to talent	The efforts made by SNCF resulted in an increased number of female candidates over the years; even though better results need to be achieved yet, the path is clearly the right one.	Increase in applications for open positions, implicitly increasing the quality of applicants.
SNCF *au Feminin*	Boosting the voice of women in the company, SNCF au Féminin allows the entire Group to benefit from their expertise and to be clearly part of an innovative and sustainable approach.	Creation of working groups are to conduct studies, formulate recommendations and

	The network is a lever for transformation and performance for the company.	proposals. General improvement of the women condition in SNCF.
Public image	The set of actions and measures implemented by SNCF helped increasing the general perception of the firm as a workplace which people are more willing to join. Such measures include, but do not limit at, the Girls' Day and Gender Diversity week initiatives.	These measures are bringing in benefits on the long term, and the return in term of public image improving are difficult to quantify.
Faster talent development		
Improved working environment / employee satisfaction	In 2014 SNCF earned the Workplace equality certification" from Afnor, a French standards authority[124].	The value of this certification relies on the increased attractiveness of the firm for job-searcher, and also in the boost in public image perception that comes with it.

1.6 Sources

- Interviews
  - Francesca Aceto – President of SNCF au Féminin
  - Catherine Woronoff-Argaud - Diversity responsible at the Human Resources Department
  - Gaëlle Delepaut – Marketing Recruitment responsible at the Human Resources Department
  - Isabelle Pavlin - Employment and competences responsible for the Traffic management Department
  - Sophie Hequet Roy - Employment responsible for the Infrastructure maintenance Department.

- Websites
  - http://womeninrail.org/;
  - www.sncf.com;
  - https://business.lesechos.fr/directions-ressourceshumaines/ressources-humaines/recrutement/0301082955264-sncf-reseau-recrute-2-800-professionnels-du-rail-317551.php.

- Literature
  - 2015 CSR REPORT, SNCF GROUP.

[124] https://www.eveprogramme.com/10532/sncf-entreprise-certifiee-egalite-pro-par-lafnor/.

• Case Studies - Maier Reisen GmbH & Sehmer Reisen GmbH[125]

• Company profiles

Company name:	*Maier Reisen GmbH*	*Sehmer Reisen GmBH*
Ownership status:	*Private*	*Private*
Company size:	6 *(current)*	16 *(current)*
Member State of establishment:	*Germany*	*Germany*
Operation in other EU MS:	None	None
Transport sub-sector	*Tour bus services, public transport (bus)*	*Public transport (bus) and tour bus service*

Workforce statistics	Maier Reisen Current (2017-2018)		Sehmer Reisen Current (2017-2018)	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	6	33	16 [1]	37,5
Non-mobile jobs				
Managing directors (Geschäftsfürung)	2	100	1	100
Mechanics (garage, workshop) vehicles and technical issues	2	50	2	0
Public Bus drivers	1	100	12 [2]	25
Jobs with overnight stays				
Tour bus drivers	6	33	8	0
Average wage (monthly or hourly)	They are equal by law; wages are determined according to experience, responsibility and type of work			

1 Employees are often in multiple functions (e.g. driver and mechanic, see: http://www.sehmer-reisen.de/unternehmen.html).
2 Two employees are specifically for transport of disabled persons.

• Background information

Both, **Maier Reisen** and **Sehmer Reisen** are a private family-owned bus companies that operates in the German state of Baden Württemberg. **Maier**, a small company, is located in a rural area about 50 kilometre east from Stuttgart. The owners and

[125] Due to the companies small size, these case studies were merged and are shorter due to limited information compared to other case studies. Most of the information presented here is based on interviews.

managers of the company are two sisters, Mrs. Kristina Maier and Mrs. Tatiana Wiesenhütter, who took over from their father only in January 2017. Maier Reisen currently operates one public bus line, but the main focus of the company is on travel and tour busses. The company has a travel calendar offering various tours throughout the year and busses and drivers can also be reserved for privately organised tours. Many of their clients are long-time and loyal clients, who reportedly reacted very positive when the two sisters took over the company and for newer clients the most important factor is always the price.

Sehmer is located in a rural area about 45 kilometre north from Konstanz. The owners and managers of the company is Kerstin Sehmer who took over from her parents in 2005. Sehmer Reisen strategic focus is on public bus lines and the company has currently 10 buses who are commissioned by different transport companies to operate on several public lines. They also offer tour services and to plan individual trips, but do not have an annual tour catalogue.

The company has grown quite a bit in the past years and is trying to rebrand itself not just as a bus company but as a service company. For example, in 2015 Sehmer Reisen bought over Gebhard Reisen another family-owned bus company and took over their public bus lines as well as their 18 busses and all their employees.[126] The company is facing a shortage of skilled labour and is actively trying to hire more women. At times 7 female drivers were working at Sehmer, however due to various reasons (e.g. illness, taking care of parents etc.), these are now down to 4. To combat this shortage of labour, the company is trying to become more modern and to make the job more attractive by allowing more flexibility and part-time work arrangements. Sehmer Reisen puts out ads with the employment agencies and also has its own driving school bus and driving teacher in the company. Through them they can offer students cheaper licenses.

Due to the company's small size, it does not implement any gender-specific strategy. However, from our interviews[127] and research we could discern a few insights into particular difficulties for women in this particular trade (bus driver), the issues of companies in rural areas, bias in employment agencies and in general how SMEs see the issue of women participation rates in the transport sector.

(Tour) bus driver, a relative expensive trade with difficulties in balancing work and life.

In general, bus driver is an expensive job to get into, due to the high cost of the license and the long time it takes to get one. This is a deterrent for many people especially women, partly because men often already have a truck license from their time in the army[128] and also because it is seen more as a male job, deterring women from making the decision to get a licence.

Moreover, one of our (less surprising) results from our interviews is that especially tour bus driver is a difficult job to balance work and family with. It often requires

[126] Gebhard buses now drive under the Sehmer logo. Available at: https://www.schwaebische.de/landkreis/landkreis-sigmaringen/wald_artikel,-gebhard-busse-fahren-jetzt-unter-sehmer-logo-_arid,10352939.html.

[127] With Maier Reisen and Sehmer Reisen.

[128] Since conscription has ended in Germany in 2011, this may become less relevant.

drivers (male and female) to be on the road for several days. Consequently, tour bus drivers are often older and male unless the driver has a partner, grandparents or other persons who can take care of the children (or other family members in need of care) in their absence. There are other jobs that require being away for several days, some of which are more prestigious and more open to both genders, thereby making this sacrifice easier (e.g. Pilot), others like truck drivers face a similar problem. Drivers of public bus lines have also problems in balancing life and work, since flexible arrangements or part-time work are often not feasible due to the schedules buses have to keep in servicing their routes. This means that drivers with young children, either need a partner who can stay at home or good day-care services[129], which are not easy to find in rural areas of Germany.

In case the two owners of Maier Reisen are able to combine their families with their work, thanks on the one hand to the fact that they as managers do also quite a lot of office work and drive the bus only if needed and on the other hand have families who can take the children in for a few days. However, they note that they are quite lucky with this and that most people (also male) become tour bus driver only at later age when the children are out of the house. Before that many would prefer driving public busses, which allow a more regular weekly schedule. Kerstin Sehmer is also able to combine her family with her work, since she also does quite a lot of office work and drives the bus only if needed and her husband is a househusband. However, this is of course an exception to most people's situation.

The difficulties of companies in rural areas

All interviewees agreed that one of the current main challenge is a constant labour shortage. In 2015, nationwide 25.000 drivers were needed for the public buses.[130] It is especially difficult in rural areas to find suitable and interested candidates. One of the biggest issues (next to in general people moving to cities and the profession not being seen as very prestigious) is the expensive bus driving license. A license can cost in Germany between 8.000 and 10.000 Euro. Quick check reveals costs closer to 4,000 euro] this is a substantial investment for anyone that might discourage many people in choosing this profession, especially if the profession doesn't seem to be a natural choice for women.

However, all interviewees agreed that getting more women interested in the profession could alleviate problems with labour shortage, but at the same time they do not receive many applications from women and find it difficult to raise the interest in the profession.

Possible bias and old-fashioned views in employment agencies

In the interview with Sehmer Reisen it was noted that there is hardly any support coming from employment agencies in addressing the shortage of employees. Despite gender-neutral advertisements being put out at the agencies, only male unemployed are being forwarded these openings. There might be some recruitment bias at employment agencies who would offer unemployed women only typical female jobs (e.g. supermarket cashiers) without considering that unemployed women could also be interested in becoming bus drivers. In general, it was noted that it would be good if

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[129] Of course this does not apply to tour bus drivers, who have to stay away from home for several days.

[130] https://www.schwaebische.de/landkreis/landkreis-sigmaringen/wald_artikel,-gebhard-busse-fahren-jetzt-unter-sehmer-logo-_arid,10352939.html.

women receive more support in taking up an atypical profession, from either colleagues or family but especially agencies could help women more in taking the first steps into a job that might at first glance seem less appealing to them.

Women in transport and gender equality through the lenses of SMEs.

In terms of gender awareness and bias against women in transport, we received mixed results. One interviewee stated that she was the only women during her apprenticeship as a mechanic and that in general women are not perceived to be good with cars and technical things. She has faced some prejudices since starting her apprenticeship in 1999 and does not believe that the attitude has changed much. However, while sometimes still being perceived as an oddity by a few clients, the drivers feel treated equally and friendly by clients. Only one case was reported were a customer jokingly talked to a female public bus driver in a demeaning way due to her gender.

Another interviewee did not report any prejudices or bias against women, she reported that in the past it was more difficult but currently she has no problems at all. A male employee said that while there is some bias, it is not as bad that it would stop someone from pursuing this profession if they want to and said as well that it was more difficult in the past.

At Sehmer Reisen it was noted that there is still a lot of bias against women behind the wheel. Even one case was reported in which a customer refused to enter a bus because a women was driving, although this incident supposedly happened many years ago it may be evident of the traditional mind-set that used to govern the sector. These days this seems to be changing with more and more women driving buses and it becoming more normal. However, women also to need to work harder to proof themselves, but normally colleagues and clients quickly adapt and accept the new normal and many are also quite supportive.

• Possible measures for gender equality for SMEs

Outline of gender equality policy:

Both companies, as mentioned above, have no gender specific policies or measures, however in general the owners seek to increase female staff (or in general the overall workforce) and they are aware of gender issues. Past efforts to hire more women at Maier Reisen have received mixed results, but failures in hiring were reportedly not due to gender issues but personal issues of the applicants. The company has also reached out to the local driving school in order to find more applicants, however they did not target specifically women. In contrast at Sehmer Reisen efforts to hire more women were quite successful and the company is also trying to adapt and become more modern making the job more attractive also for women via flexible work arrangements. The company has grown continuously and has enlarged its influence sphere/service area. The relative success compared to Maier Reisen is probably due to the different types of services (public vs. tour busses), but Kerstin Sehmer has also good network with other companies, clients and local authorities and has also reached out to the employment agencies in order to find more applicants, including female ones.

In the following section a few measures are outlined that could help with the issues encountered at Maier Reisen and Sehmer Reisen.

Measure 1: Support the acquirement of bus driving licenses

Support the acquirement of bus driving licenses
Description of the measure
The high costs of bus driving licenses were mentioned as the main problem in both SME case studies (Sehmer and Maier Reisen). The high investment needed to enter this profession (up to € 10 000 for a license) seems to be for many the main barrier for people (especially women) to become a bus driver. Better support by granting a low-interest loan, fully paying the license or entering into an agreement with the future employer could alleviate this problem. The support could come from private (companies) or public (employment agencies) sources.[131]
Barriers the measure aims to overcome
Recruitment and career development.
Target group of the measure
Entire workforce.
Cost elements of the measure
Full license, up to € 10 000, which however could be repaid and due to the labour shortage could be beneficial in the long-term.

Measure 2: Increase flexible work arrangements

Increase flexible work arrangements
Description of the measure
Another big issue mentioned in the interviews were the difficulties in balancing work and life. Increasing the availability part-time and other flexible work arrangements could make the profession more attractive for women and men alike. This applies of course mainly for public bus drivers and not to tour bus drivers, which already do not have a very regular schedule. Sehmer Reisen is trying to make these arrangements more accessible, but they of course require a larger workforce, so that arrangements can be made without disturbing the regular bus schedule.
Barriers the measure aims to overcome
Work-life balance.
Target group of the measure
Entire workforce.
Cost elements of the measure
N/A.

Measure 3: Coaching and role-models

Coaching and role-models
Description of the measure

[131] Sehmer Reisen itself offers such a scheme, applicants can do the license with the company's own driving teacher for half the price (€ 5 000) and in return the applicants once done with their license will work for the company for at least some time.

Coaching and role-models
To have female role-models (e.g. female bus company owners) promote the profession and thereby reduce fears of perceived risk and clarify issues like work life-balance at public events or at schools or receive in general more support from employment agencies.[132]
Barriers the measure aims to overcome
Career prospects, work-life balance.
Target group of the measure
Female workforce.
Cost elements of the measure
N/A.

Measure 4: Improve cooperation between bus companies to facilitate exchange of employees

Improve cooperation between bus companies to facilitate exchange of employees
Description of the measure
For some companies with public bus lines it is a challenge to manage part-time work because the buses start working at a specific hour and need to come back to the depot again at a certain hour. In other companies focusing on tour bus services it is difficult to balance work and family especially for drivers with young kids. Increased cooperation among bus companies in certain areas and among their workforces could facilitating shifting workforce into positions fitting their current life situation (e.g. birth of a new kid, children reach an age, where they can stay home alone for a longer time, etc.). This could be done in-between companies or by some kind of job market website (privately run or by employment agencies).
Barriers the measure aims to overcome
Work-life balance, part-time work.
Target group of the measure
Entire workforce.
Cost elements of the measure
N/A

• Costs and benefits

Cost element	Costs	Quantification
Subsidising or supporting driving licence costs	Up to € 10.000 per license, depending on how much is paid. In case of low- (or no-) interest loans from employment agencies or private companies, these cost could be mitigated.	€ 10.000 per new driver
Increase in flexible and part-	Difficult to measure, however a larger staff is needed to fulfil the same work on part-time basis, plus costs from	Not available

[132] Kerstin Sehmer indicated in her interview that she is quite well-known in her region and has better access when hiring female drivers than her male competitors. Moreover, she said that she had good support from collegial competitors who helped her starting and that it would be good in general to have better support from public agencies and people for women.

time work contracts	coordination between employees.	
Coaching	Low costs in terms of being available to speak at local events and in general be more present and active in the local area.	A couple person-days per year
Inter-company cooperation	Costs either of running the job market website or of coordination between companies. Could be lessened if able to integrate in employment agencies' websites. However, might be difficult to arrange in rural areas and involve moving for drivers to different towns.	IT and other costs
Benefit element	**Benefits**	
Improved fulfilment of vacancies	Meeting the labour shortage and getting more people interested in the job overcoming the high entry barrier by supporting the acquirement of driving licenses and allowing flexible arrangements for newcomers.	Not available
Improved retention rate	Through the better adjustment to women's (and men's) needs with flexible working arrangements and adjustment of the work type to their family situation, it is possible to retain skilled drivers for longer period.	Not available
Public image	Taking a more active role will increase the visibility of companies and might boost their reach in finding new employees. In the longer-term it might also make the profession more appealing.	Improved recognition of brand/ company name
Better fulfilment of vacancies	Various companies need people with bus driving licenses, however they each have their unique needs in terms of availability of the employees. Increased cooperation could lead to an inter-company labour market.	Not available

- ## Interviewees

- Mrs. Kristina Maier, Maier Reisen (Owner, occasionally driver);
- Mrs. Tatiana Wiesenhütter, Maier Reisen (Owner, occasionally driver);
- Mr. Florian Mueller, Maier Reisen (Driver);
- Mrs. Kerstin Sehmer, Sehmer Reisen (Owner, occasionally driver).

It should be noted that due to the small size of the companies, the owners usually conduct also HR and manager tasks.

Two more interviews were initially planned for Sehmer Reisen, one with a female and one with a male driver, however these could not be followed up due to unresponsiveness from the company.

• Case Study - Brouwer Company

• Company profile

Company name:	Brouwer Company
Ownership status:	Private
Company size:	295 employees
Member State of establishment:	Netherlands
Operation in other EU MS:	-
Transport sub-sector	Road

Workforce statistics	**As of 1-1-2018**	
Description	**Total (number)**	**% female**
Total workforce	302	19%
Non-mobile jobs		
Office jobs Taxi Brouwer	18	33%
Office jobs Taxi de Jong	4	50%
Office jobs Brouwer Tours	23	43%
Management team	7	29%
Mobile jobs		
Mobile jobs Taxi Brouwer	116	15%
Mobile jobs Taxi de Jong	31	39%
Mobile jobs Brouwer Tours	103	9%

Brouwer company is separated into three main departments that together have two core activities: 1) taxi services and 2) coach services. Coach services are organised into Brouwer Tours. After the takeover of Taxi de Jong the taxi services are organised into Taxi Brouwer and Taxi de Jong. In the employment figures that Brouwer Company has provided this separation into the three departments is taken into account.

There are no major changes in the total employment and the share of female employment during the last couple of years.

• Background information

Many road transport sub-sectors have to deal with a shortage of drivers which is only expected to worsen in the future. One of these sub- sectors having to deal with these problems is that of bus and coach. In addition, just as in other road transport sectors, female drivers are heavily underrepresented in the professions of bus and coach drivers. Several stakeholders in the road sector identify that successful strategies to

recruit more female drivers can contribute to reducing the shortage of drivers in the sector.

Brouwer Company (based in Noordwijk, the Netherlands) is a family business that is providing passenger transport services since 1905. The business units of Brouwer can be separated into two type of transport services. Taxi Brouwer, Taxicentrale Oegstgeest, and De Jong's Taxicentrale provide passenger transport services by taxi in and around Noordwijk in the Netherlands. Brouwer Tours, and Brouwer Travel provide passenger transport services by coach for both day trips, as multi-day trips. There is a large diversity of passengers for both type of transport services, e.g. schools children, business trips, conference attendees, football trips, and night crowds.

Just as similar companies, Brouwer Company is facing a shortage of drivers for their coach transport activities. The management team at Brouwer realized recently that a change in the human resources strategy is required in order to sustain the coach services of the company. Given the small number of female drivers in the company and in the sector, and given the broader realization and discussion in the sector about this, the management team is also identifying the women population as a large potential to solve its driver problem.

One of the main barriers for the company is that not many women apply for a job as a coach driver. The company and the coach drivers that work in Brouwer Company identify the following barriers to be relevant that prevent more women from applying to a coach driver job in Brouwer:

- Hesitation to start with the training for coach driver: the training to become a coach driver requires a high monetary and personal time. This makes these trainings less attractive to follow compared to trainings that are cheaper and require less time;
- Irregular working hours: as in other driver jobs coach drivers have irregular working hours. This can be a barrier, especially for (young) mothers;
- Perception: some women have the (incorrect) image of driver being a men's job. In addition, the image of coach drivers is deteriorating due to recent traffic accidents that have been in the news with coach drivers. These accidents are creating the image of coach drivers being a very exhausting job (as in long drives with little rest).

Brouwer Company strives to change this situation by taking a couple of measures that are aiming to promote the image of the job among women and increase the number of female applicants. In addition, the company is trying to create an attractive working environment, with good contractual conditions, in which employers are happy and want to stay within the company for a long period of time.

• Measures undertaken to increase gender equality

Outline of gender equality policy:

Brouwer Company acknowledges the benefits of a more diverse company workforce. It is one of their priorities to reduce the difficulties they encounter to recruit good drivers. Hereby the company is not biased towards any gender and the company would be happy to recruit more female drivers that fit into the criteria of the company. No specific timeframe has been specified for this.

The sector faces a structural problem in recruiting and retaining skilled drivers in general, and especially in recruiting and retaining skilled female drivers. Most of the causes for this apply to the entire sector. Brouwer Company tries to make a difference by changing the strategy in a way that they become a more attractive employer for (potential) skilled (female) drivers, given the limitations of changing strategy due to a number of factors (e.g. the characteristics of the job). It is also important to note that some of the structural problems cannot be tackled by individual companies, but have to be tackled by the sector, or policy makers.

Measure 1: Bouwer Academy

Bouwer Academy
Description of the measure
The training to become a coach driver requires time, personal effort, and a monetary investments of € 8000,- This could discourage men and women who are potentially very qualified coach drivers to start with the training of becoming a coach driver. At Brouwer Company they do not see a difference between the number of men and the number of women who are discouraged by the high personal and monetary costs of the training. The training to become a coach driver involves, among other things, the following activities[133]: 1. Bus driving license (license D); 2. Certification of professional competence (Code 95); 3. Social training: guiding groups. The Brouwer Academy is designed to help and guide an unskilled person who wants to become a driver to a person who has all the necessary qualifications and diplomas to become a driver. Within the Brouwer Academy a couple of actions are taken to bridge this gap: 1. When a potential applicant has the skills that are required for a coach driver job in Brouwer Company, but this person does not have the diplomas yet Brouwer can guarantee the person a job when he or she will pass all the necessary trainings. The applicant has to pay him- or herself for the training; 2. The company encounters less difficulty in finding applications for taxi driver jobs than for coach driver jobs. Therefore, the company is approaching taxi drivers with the question if they are interested in becoming a coach driver. This approach has not been very successful yet. Up to the date that this report is written there is only one taxi driver who is willing to do this. Most taxi drivers seem to feel a barrier to start driving a coach.
Barriers the measure aims to overcome
With the measures taken in the Brouwer Academy the company is motivating potential male and female coach drivers to start with the training for becoming a coach driver. The measures are providing job guarantees and thereby they aim at increasing the willingness of making the personal and monetary investment in the training.
Target group of the measure
The measures is aimed at potential coach drivers. Some of the potential coach driver may already be in another driver job and some may not. The measure should result in a higher number of men and women

[133] The activities mentioned apply to the training in The Netherlands.

Bouwer Academy

that start the training to become a coach driver, and eventually in a higher number of applications on the vacancies for coach drivers in Bouwer Company.

Cost elements of the measure

The costs are near to zero.

Measure 2: Flexibility in contractual and working conditions

Flexibility in contractual and working conditions

Description of the measure

Mobile jobs in the taxi-/ and coach sector require a lot of flexibility from the employees in these type of jobs. The working schedule of employees is announced 2 weeks in advance and employees need to be willing to work on irregular schedules, including evenings, nights, weekends, and holidays. In addition, coach drivers can be away from home for a couple of days with overnight stays away from home. These job characteristics can make it difficult for some groups of people to find a good work-life balance in a driver job, e.g. for (young) fathers and mothers that combine their work with raising and taking care of their children.

The shortage of drivers is particularly evident in the coach sector. One of the reasons for this is that the irregular working hours turn out to be a barrier for some men and women to start working as a driver in the sector. The irregular working hours in combination with short time period in advance that the working schedule is announced makes that a flexible attitude is required from the drivers. The sectors' Collective Labour Agreement and legislation gives the provisions and limitations within which this flexibility is required. To improve the work-life balance of its driver Brouwer Company listens to the needs and wishes of its drivers, and is having a flexible attitude as employer to its employees, e.g.:

- The company offers the driver the opportunity to take more rest time (both for the short and the long rest) than is required by the Collective Labour Agreement and legislation;
- If a driver indicates that he or she prefers not to work at particular times the planning department is taking this into account. Only when all options are exhausted the planning department will ask the driver to work at the time he or she does not prefer to work;
- At Brouwer Company it is possible to work part-time and to have standard days off.

Barriers the measure aims to overcome

The measure aims to improve the work-life balance of the drivers.

Target group of the measure

These measures are targeted at drivers, especially the drivers that attach a lot of value to having a good work-life balance such as fathers and mothers with children. Brouwer Company is doing this because it strongly beliefs that happy drivers are committed drivers that stay in the company. The coach drivers that are spoken with for this research work in the company for multiple years. All of them appreciate the freedom and flexibility they have at Brouwer, and this is, among other reasons, a motivation for them to stay working in the company.

Cost elements of the measure

Due to the flexibility of the company to its employees it takes more time and effort to finalize the working schedules.

Measure 3: Presence at open days & use of female role models

Presence at open days & use of female role models
Description of the measure
Most road transport sector driver jobs have the image of being a men's job. Sometimes, these driver jobs also have the image of being a physically demanding job which is very hard to be done by a women. Coach drivers in Brouwer Company do not recognize their job in this image. Both male and female drivers mention the following skills to be important as a coach driver: social skills (e.g. hospitality), driver skills, stress-resistance and flexible attitude towards working times. The drivers do not think that either male or female drivers are more qualified to have the necessary skills and can do the job of coach driver. Given the skills that are necessary Brouwer Company recognizes that a driver job can be done equally well by both men and women. However, the job has the image of being a men's job and the vast majority of drivers in the company and in the sector are men. Therefore, Brouwer Company is taking a couple of actions to make their contribution in changing the image of a driver job. The company tries to increase its potential labour pool as a result of these actions. Brouwer Company is intending to be present at open days to get in the attention of potential new drivers. In these open days they will allow men and women who are interested to drive a bus. In addition, to show to them that being a driver is not just a men's job there are female coach drives during these open days. On top of that, the vacancies of Brouwer Company are written in a gender neutral way.
Barriers the measure aims to overcome
The measure aims to break the stereotype of driver being a male's job**.**
Target group of the measure
Potential drivers.
Cost elements of the measure
Costs of organising training, costs of making coaches and personnel available during the training.

Measure 4: High-end material

High-end material
Description of the measure
Over the past few years Brouwer Company is replacing the older coaches with newer coaches. Compared to the older ones, these newer coaches are safer and easier to drive. Due to higher safety standards the safety features of the coaches are more up to date. In addition, the newer busses drive on automatic instead of manual gear. The coach drivers in Brouwer Company state that the job of coach driver is not physically demanding. Newer coaches are making the job even less physically demanding. Other type of skills, such as driver skills and social skills, are of higher importance in the job.
Barriers the measure aims to overcome
The measure aims to reduce the importance of physical skills (e.g. strength) by means of providing qualitative material and working conditions.
Target group of the measure
All (potential) drivers.
Cost elements of the measure
The costs of this measure are the costs of replacing older coaches with newer coaches. Given that at some

High-end material
moment in time it is a necessity to replace the coach fleet because of the economic and technical depreciation of the fleet, the additional costs of this measures are close to zero[134].

- ## Observed impacts of the measures

There are no indicators that the measures taken Brouwer Company have resulted in a quantifiable impact in the short term. At the date that this report is written it is too soon to possibly identify any quantifiable result in the long term. Although not quantifiable yet, a couple of impacts are identified in the company. Most important, there are less difficulties in finding applicants and employees are willing to stay for a longer time in the company. On top of that, some state that women drive safer (less accidents) and are more customer oriented and customer friendly. In order to quantify these potential benefits, it could be recommended to start collecting statistics on a couple of indicators, e.g. accidents and customer satisfaction. Currently, Brouwer Company is collecting statistics on these type of indicators for insights into their performance. However, none of these statistics are being collected and analysed in a way that they could prove the benefits identified in interviews.

- ## Costs and benefits

Cost element	Costs	
Brouwer Academy	Currently not much time is devoted to the Brouwer Academy. Therefore there are hardly any costs as a consequence of that. In addition the job guarantees that are provided by Brouwer do not come at an extra costs. This might change in the future if the company decides to change the strategy of the Brouwer Academy.	The costs are near zero
Part time work	There are almost no additional costs that come from allowing employees to work part time. Except for the costs related to hiring additional personnel to cover the FTEs gap due to the part time work requests	No extra costs except for the costs related to additional hiring personnel
Working schedule flexibility	These are the extra time costs by the planning department to complete the working schedules. There are no costs of foregone work since schedules always have to be completed.	Very limited extra costs related to increased time for planning
Investments new busses	Costs of investing in new material. At some point in time it is a necessity to replace the older fleet with newer fleet, given the economic and technical depreciation of the busses.	No extra costs as this is a financially sound investment

[134] Additional costs are costs that are made solely for the purpose of increasing the number of (female) applicants for (coach) driver jobs.

Benefit element	Benefits	
Less difficulties in finding applicants	With a higher attractiveness of the job to women, and an increase in qualified female applicants, the company reduces its difficulties in finding qualified drivers.	Figures not available.
Less accidents and damages	Some state that women drive safer and make less accidents and damages than men do.	Figures not available.
Higher customer satisfaction	Some state that women are more customer oriented and manage better to deal with some customer groups.	Figures not available.

- ## Sources

- Interviews
  - Joke Brouwer, Director;
  - Sangeeta Bahoran, HR Manager;
  - Jacqueline van Leyden, female driver;
  - Karin Duivenvoorden, female driver;
  - Arend Jan Meulmeester, male driver;
  - Jaap van Rijn, Commercial Manager and Planner.

- Websites
  - https://www.brouwercompany.nl/en/.

Annex 7 – Counterfactual cases

1 Breytner zero emission transport

• Company profile

Company name:	Breytner
Ownership status:	Private
Company size:	15
Member State of establishment:	Netherlands
Operation in other EU MS:	Not applicable
Transport sub-sector	Road, logistics

Workforce statistics	**(2018**	
Description	**Total (number)**	**% female**
Total workforce	15	7%
Non-mobile jobs		
Director	1	100%
Fleet manager	1	0%
Mobile jobs		
Drivers	6	0%
Co-drivers	7	0%

• Background information and barriers

Breytner is a small zero-emission transport company, using only 100% electric trucks. They started recently, in 2014, by trying to get electric trucks on the road, which they managed to do by 2016. The fleet of Breytner is small: there are only 4 trucks, but the company works with large international companies. The focus of the company is mostly on Rotterdam and neighboring areas.

Breytner is owned and led by a female director. The other personnel (six drivers, seven co-drivers and one fleet manager) are all male. The main reasons for this are the physical workload and the working hours arrangements necessary. Breytner transports often heavy goods, such as furniture and appliances that need to be delivered to people's houses. This regularly involves carrying heavy goods up the stairs. Therefore, the truck drivers and co-drivers need to pose physical strength in order to be able to deliver. Furthermore, the job arrangements are not really attractive, one needs to put in long hours and start very early in the morning.

In short, the following potential barriers for female employment were identified at Breytner:

- Physical workload, as Breytner delivers many heavy goods;
- Long working days, with duties starting early in the morning, resulting in unfavorable work-life balance;

- Relatively low salary (according to the collective labor agreement), reducing the job perception;
- Low predictability of the working day, as traffic jams may lead to delays and negative work-life balance;
- Some technical skills are required, such as replacing a tire on truck. There is considered to be shortage of or less affinity with such skills amongst women;
- Traditional mindset and gender stereotypes within the sector.

Breytner is open to hiring female truck drivers, however the applicants have to pass the physical test to ensure they are fit for the job. Not many women can pass this test, as also a considerable number of male candidates are rejected due to this reason.

• Current gender equality policy or measures

Breytner does not currently have a gender equality policy in place, although there is a general aim to provide opportunities to women as well. If the company grows a bit more and will have opportunities for hiring also administrative staff to work more on acquisition and communication, there could be a good option for having more female employees.

Benefits of employing more women, according to Breytner, include a positive change in working atmosphere and communication, and bringing in new points of view. Women in general approach topics in a different way than men, and having a mixed team positively affects the dynamics between people. Having women in the team helps to ensure that an issue is looked at from different angles as compared to the men-only environment.

• Feasibility of possible measures

In this section, we address the feasibility for Breytner to implement the measures identified as relevant for other logistics companies. This serves as a checkpoint to confirm that measures applicable to larger companies are also transferable to SMEs.

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
HR recruitment measures			
Partnership with schools/ countering the gender stereotype in schools and other youth organisations	Yes, but mostly via the sister company of Breytner. They often do school visits or welcome students for short internships via the sector institute of transport and logistics (STL).	Yes	Not addressed
Media campaign / targeted recruiting (e.g. with press	No	Yes, especially a social media campaign is great	Another logistics company indicated

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
releases, advertisements and articles, social media etc.)		for storytelling and reaching a young audience.	that the costs for a social media campaign are close to zero. Only a minor time investment is needed, and it can even save the costs of advertising vacancies via other channels.
Reviewing the recruitment process for unconscious bias (e.g. anonymised applications, reviewing character tests, reviewing scales of physical tests etc.)	No	No, physical strength will remain an essential competence for this specific type of work. For transport of other (not so heavy) goods, this would be a good measure.	Not applicable
Test workday, where the applicant goes along with an experienced driver for one day to see if there is a match	Yes, Breytner has test days for new drivers, which is good for managing expectations. This is also a good way to check the social skills of the driver, as Breytner's drivers have a lot of contact with clients.	Yes	None, this is a normal work process and considered part of the induction process.
Gender equality measures			
Highlight female role models to promote women's share of employment	Yes, the director is a female role model herself and participates o.a. in interviews with transport magazines to inspire other women to take over the family business or pursue a career in transport.	Yes	None, promoting female role models is a near-zero cost measure that can be considered a normal marketing activity.
Specific bodies in the company responsible for equal opportunity issues (e.g. equality committee/ equality agent)	No	Partially, for SME's like Breytner it wouldn't be feasible to have one person devoted to this task. This should be included in the tasks of the person responsible for	It depends on how relevant activities contribute to costs for HR to address also gender issues amongst other tasks.

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
		HR, in a way acting as equality agents.	
Mentoring and coaching programs for women	No	No, for an SME this is not feasible. But for larger companies this would be a very good measure, especially for women who are on their way to the top level management. Coaching could be performed in a more informal way, but there is limited opportunity to do so specialised for women.	Not applicable
Health and safety measures			
Review of working processes and tools so that women are physically able to perform the work	Yes. Breytner has recently started experimenting with a robotic suit that is worn on the legs to make lifting of heavy objects easier. Such innovations can make the job more attractive and accessible. They also adapt the driving routes, so that the heavy deliveries are divided over the trucks (even if this if more inefficient in terms of distance).	Yes.	Not calculated
Availability in the company of a confidential social worker to report harassment problem	No	No, for very small companies with only a few employees, this is very difficult to realise. Employees can go to the director regarding their problems.	Not applicable.
Work-life balance measures			
Promote flexible working arrangements, such as part-time possibilities or flexible working schedules	No	Yes, although for drivers it is obviously not possible to work from home, working part-time might be possible, but would also mean a lower salary. For	Near zero-cost perceived for the company.

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
		office jobs this would be a very good measure. The transport sector is often still very traditional in requiring everyone to be present at work fulltime.	
Adaptation of shift-work for women (and men) with children (e.g. intranet in order to make easier to swap shift with colleagues, morning shifts preferred for new parents)	No	Yes, but it would only work for the very regular and predictable deliveries, that are the same every day. For more irregular delivery services this is not possible.	Near zero cost measure perceived for the company.
Re-entry policy considering the working hours after maternity leave (e.g. working 4 days the first year after return)	No	No, this will only have a negative effect, confirming the idea that it is easier to just hire a man instead.	Not applicable.
Introduction of child nursery/recreation centers/ public kindergarten with long opening hours	No	No, not possible for SMEs. For the very large transport companies that might be an option.	Not applicable.

- ## Conclusions

As Breytner is only a small enterprise, some of the measures that were successful in other larger companies, aren't feasible to implement for an SME. Especially measures that require capacity, such as a gender equality agent or committee, or a social worker to report harassment issues are difficult to realize. Also large scale mentoring and coaching programmes or child care centres would require a larger number of employees to be feasible. Some measures can be partially applied if adapted to the context of the SME, e.g. by integrating the gender equality agent into an existing HR function or by organising a more informal coaching network. As a large part of the transport (and especially trucking) sector consist of SME's, it's important to take this into account.

The policies that have most potential for an SME like Breytner include:

- A social media campaign targeted at recruiting women;
- Review of working processes and tools to decrease physical workload;
- Partnerships with schools to counter the gender stereotype;
- Highlighting female role models.

Since the largest barrier for Breytner to employ female drivers is the heavy physical nature of the work, decreasing the physical workload is the most important measure for them. Breytner is currently experimenting with robotic suits that assist in heavy lifting from the knees. If such or further technological innovations are successful, the

drivers profession would become much more accessible to women. However, even with such measures being taken, the trucking sector remains unattractive due to long working hours, low pay and irregular driving schedules. Unless action is taken to improve the outlook of the sector, it will remain largely unattractive to both genders.

Furthermore, the director of Breytner stressed the importance of focusing on the jobs of the future. The road transport sector is changing rapidly, with innovations like automated driving and electric vehicles. In the near future, the driver profession might no longer be existing. However, other jobs related to loading and unloading cargo or maintenance and repair of vehicles will remain necessary. At Breytner they already notice a change in the maintenance and repair profession. With their electric trucks, they no longer need a mechanic to come by, but often they just receive updates. The IT sector is starting to play a much larger role in transport. Therefore, the best approach for increasing female employment in transport would be to educate women for the transport professions of the future.

- ## Interviews

Two interviews have taken place with Marie-José Baartmans, Director of Breytner.

• Ports: Assoporti, Shoreham & CM Port

• Company profile

Company name:	Assoporti/ Shoreham/ CM Port
Ownership status:	Public/ private / semi-public
Company size:	26 /112/ 350
Member State of establishment:	Italy/ England/ Denmark & Sweden
Operation in other EU MS:	Not applicable
Transport sub-sector	Ports

Workforce statistics (2017)	Assoporti[135]		Shoreham		CM Port	
Description	**Total (number)**	**% female**	**Total (number)**	**% female**	**Total (number)**	**% female**
Total workforce	24	25%	112	± 20%	350	± 15-20%
The Board	16	6.25%	7	43%	12	17%
Higher management	2	0	8	38%	9	44%

• Background information and barriers

For this case three different ports organisations were asked for their reflections on different measures to increase female employment in the ports sector.

Assoporti is the Italian Port Authority Association. Italy has 15 different port authorities (now called port authority systems), who are members of Assoporti. They bring a perspective from the overall situation in Italian ports. Within the Italian ports, there are some women that have important positions. However, in general, the female participation at a high level in the Italian ports is very low. The ports sector and maritime education is not very attractive for women. There is often a difference in wage between men and women, as a woman it's not easy to go up in scale. Another major barrier for women in Italy is combining their career with a family. The social assistance (such as childcare) is insufficient, making the combination of motherhood and a career nearly impossible. Additionally, there is often the traditional mindset that the man should be working and the women should take care of the kids.

Shoreham Port is the port authority of one of the largest cargo handling ports on the South coast of England. Of its 112 employees, approximately 20% is female. Women are specifically underrepresented in the engineering and marine departments, there are currently no women working there. One reason for this is the lack of promotion of

[135] Employment figures refer to the umbrella association a big part of it consists of its management board as the association itself has few employees. However the inputs received mirror the reality of the Italian Port sector overall.

these career paths. More needs to be done at a school level, such as providing a working experience place in engineering. There is also a certain perception and stereotype of these types of jobs, which is not accurate. Better education could help to combat these stereotypes.

Copenhagen Malmö Port (CM Port) is the joint port authority of the ports in Copenhagen and Malmö. Currently there are around 350 employees, of which approximately 15 to 20% female employees. The majority of these women are in office jobs, but there are some women in container handling, and quite a proportion in the loading and unloading of cars in Malmö. These type of jobs usually don't require physical strength, as for example cars can be loaded and unloaded by driving them. However, the bulk operation often involves a lot of heavy lifting and it is mainly men who work there.

- ## Current gender equality policy or measures

Assoporti indicated that there are some initiatives in place in Italian ports to increase female participation. Such as school visits to educate and inspire young girls (and boys) about the port. However, there is still a lot more that could be done. It would be very useful to put more emphasis on the added value of women in the workplace, even if they have obligations at home.

Shoreham is very committed to gender equality, but there is no official policy. Within the company culture this topic is very important and this is supported by the higher management. Shoreham is member of the Women in Maritime Task Force that addresses fairness, equality and inclusion within the maritime sector. They are also very proactive in getting students in with tours to educate and inspire young people.

CM Port established their gender equality policy in 2003. Now they don't actively use this policy anymore, but mainly focus on the culture and values within the company. They are working with three key values: respect, ambition and community. Their approach is not to work with restrictions and rules, but with this positive culture.

The port organisations mentioned the following benefits of attracting and employing more women:

- A wider talent pool to choose from;
- A larger variation in skills;
- Improved working culture;
- More efficient and wider thinking teams;
- Positive for the image of the port.

- ## Feasibility of possible measures

In this section, we address the feasibility to implement the measures identified as relevant for other companies from the ports sector. This serves as a checkpoint to confirm that measures are applicable in different countries and for different company sizes.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
HR recruitment measures			
Participation in job fairs	No	No, port authorities indicated that visibility is not the major issue, or that job fairs are often too general and therefore don't bring them the right candidates.	Not applicable
Media campaign (e.g. with press releases, advertisements and articles, social media, etc.)	Yes, Shoreham is starting a campaign highlighting their staff (including female employees).	Yes, but not necessarily useful to all port organisations. CM Port doesn't consider lack of visibility to be the problem.	Not addressed
Partnership with schools/ countering the gender stereotype in schools and other youth organisations	Yes, the port organisations indicated to be active in school visits or port tours.	Yes.	This depends on the type of activity and how it is arranged. There will be a time investment for the tour guide, but possibly also a contribution from the schools.
Targeted recruiting / reviewing the recruitment process for unconscious bias	Yes, Shoreham uses gender neutral language and had trainings to prevent unconscious bias for managers. They have tried anonymised applications, however this was too time consuming.	Yes, but not necessarily useful for all port organisations. CM Port considers it important to make the jobs attractive for women, but doesn't believe changing the recruitment process is the solution for this.	Not applicable
Gender equality measures			
Working clothes for both genders (e.g. port police uniforms)	Yes, Shoreham has both male and female uniforms.	Yes, however the other two organisations did not regard this as an effective approach to make the job more	Not addressed

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
		attractive for women. The clothes are functional and for safety.	
Highlight female role models to promote women's share of employment	Yes, the organisations do this to some degree and consider this an important way to show women they can have a career in the port.	Yes	None, promoting female role models is a near-zero cost measure that can be considered a normal marketing activity.
Specific bodies in the company responsible for equal opportunity issues (e.g. equality committee/ equality agent)	No	Partially, it is considered a useful measure, but mostly for larger port authorities. Shoreham considered their organisation too small for this. The measure could be adaptable to smaller organisations if integrated into existing HR functions.	It depends on how relevant activities contribute to costs for HR to address also gender issues amongst other tasks.
Elimination of gender pay gap / reporting on the situation of women in the company	Yes, Shoreham does benchmarking of all professions by external party and publishes their pay gap analysis. CM Port monitors and eliminates the pay gap, and publishes gender statistics internally on Intranet.	Yes.	A small time investment is required for pay gap analysis. Outsourcing the benchmarking bring some extra costs, but also saves time got internal staff.
Mentoring and coaching programs for women	Yes, Shoreham has a coaching scheme for high potentials to build up confidence.	Partially, depending on the size of the organisation. CM Port considers their organisation too small for this measure; there wouldn't be enough people to use the program. They would rather assist the single cases than set up a program for this.	This very much depends on how the program is set up. It can be near zero-cost if mentors and coaches come from within the company.
Health and safety measures			
Review of working processes and tools so that	Yes, CM Port has a work environment expert	Yes.	Costs of one staff member to perform

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
women are physically able to perform the work	describing the working processes and providing suggestions to ease the physical work.		this task. There may be cost reductions due to reduced injuries and sick leaves.
Availability in the company of a confidential social worker to report harassment problem	Yes, Shoreham and CM Port have a clear process for reporting sexual harassment in place.	Yes, Assoporti indicated that in Italy the communication regarding zero tolerance policies should be improved. Having more women in higher management positions would facilitate awareness raising.	Near zero cost, as this role can be integrated into an existing function.
Work-life balance measures			
Promote flexible working arrangements, such as part-time possibilities or flexible working schedules / adaptation of shift-work for women (and men) with children	Partially, for office jobs some flexibility is possible (e.g. working from home, leaving earlier to pick up children from school).	Partially, but further flexibility for the operational jobs (e.g. dockworkers) would be very difficult to realise, due to required presence and shift work. CM Port indicated that these matters are agreed upon in the collective labour agreement, so it is not possible to divert from this.	Near zero-cost perceived for the company as part-time work means part-time pay. In case this results in the need for more recruitments (depending on company size/structure etc.) these costs should also be considered.
Parental leave (both genders, equal pay rate and non-transferable basis, possibility to split maternity leave between mothers and fathers	Yes, CM Port has an equal parental leave for both men and women. Shoreham has recently significantly enhanced the pay for parental leave.	Yes	Depending on the parental leave policies in place in the country.
Re-entry policy considering the working hours after maternity leave (e.g. working 4 days the first year after return)	No	Partially, for the office jobs it would be possible to implement such a measure. It would be a good way to prevent experienced employees from leaving after pregnancy. However, for	Zero-cost for the company.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
		the operational jobs it is very difficult.	
Introduction of child nursery/recreation centers/ public kindergarten with long opening hours	Yes, Shoreham offers childcare vouchers. This is a government-approved scheme, where employees can exchange part of their gross salary for childcare vouchers, without paying taxes over it.	Yes, according to Assoporti, providing better childcare would solve a major issue for many women. No, CM Port indicates there is sufficient (partially subsidized) childcare available.	Depending on the way it is organised and the childcare policies of the country. For the company there may be an initial investment to set up a program.

- ## Conclusions

From the perspectives of the three different port organisations, there are a number of differences in the measures they have implemented and the measures they consider feasible to implement. The issues that the organisations are facing, strongly depend on the county's policies and culture. For example, Assoporti indicated that insufficient childcare availability is a major issue for Italian women. As the women are usually expected to look after the children, it is very difficult for them to combine a career and a family. Whereas CM Port indicated that this is no issue for them at all, as there are plenty of child care options available. Additionally, Shoreham makes use of the option to provide the government-supported childcare voucher scheme.

Company size is a factor often mentioned in the discussion on a measure's feasibility. Specific bodies in the company responsible for gender equality issues and mentoring and coaching programs are more difficult to realize for smaller companies, according to the port organisations. However the organisations do not seem to agree on the size that is required for certain measures. For example, some consider their organisation too small for a mentoring and coaching scheme due the structure of the company, whereas smaller ports had success in implementing a mentoring and coaching scheme. For these types of measures, there might be different ways to incorporate them into bigger or smaller organisations. Bringing companies together to share experiences or providing more detailed guidelines from success stories can help organisations to consider implementing these measures in a different way.

Another important factor to consider regarding female employment in port authorities, is that the employee retention rate is very high, meaning that it takes a very long time before the current workforce is replaced. Employees in the ports sector tend to stay in their jobs for a relatively long time, resulting in a very low number of vacancies opening up. Thus, it will also take a relatively long time for the gender balance in this sector to change, unless the port authorities grow and are able to hire many more people.

Additionally, the attractiveness of the operational jobs in the ports, such as dockworkers, is largely determined by the working conditions, pay and shift schedules (mostly agreed upon in collective labour agreements). In addition to measures that companies can take themselves, action is needed on a higher level in order to make the ports sector more attractive to both men and women.

- **Interviews**

- Assoporti, Tiziana Murgia, Head of activities Communication, Promotion and Administration;
- Shoreham Port, Nicky Goldsbrough, Director Corporate Services;
- CM Port, Pia From Jeppesen, Chief Human Resources Officer.

• Iberia Airlines

• Company profile

Company name:	Iberia
Ownership status:	Private
Company size:	16.000
Member State of establishment:	Spain
Operation in other EU MS:	Yes
Transport sub-sector	Aviation

Workforce statistics	2018	
Description	**Total (number)**	**% female**
Total workforce	16,393	37.5%
Non-mobile jobs		
Senior management	37	10.8%
Senior managers and technicians	862	46.1%
Support services	4,120	69,4%
Aircraft maintenance technician	4,300	9.5%
Mobile jobs		
Pilots	1,250	5.4%
Cabin crew	3,091	70,5%

• Background information and barriers

Iberia is the national airline of Spain, based in Madrid, with destinations in near 50 countries. Iberia group carries out passenger and freight transport, but also related activities such as aircraft maintenance and handling in airports. Its parent company is the International Airlines Group (IAG), which also encompasses British Airways, Vueling and Aer Lingus.

According to the Iberia Sustainability report 2017, Iberia's total share of female employees is 37.5%. For some types of professions, women represent a large part of the employees, such as in the cabin crew (70.5%), the general administration body (69.4%) and the senior managers and technicians (46.1%). However, the share of female pilots (5.4%), aircraft maintenance technicians (1.4%) and support service employees (9.5%) are much lower. The low number of female pilots is a sector wide issue, as Iberia's 5.4% female pilots is not exceptional, but around average for airlines in the EU and worldwide.

- **Current gender equality policy or measures**

Gender equality is incorporated into Iberia's sustainability strategy, as described in their Sustainability Report 2017. This strategy is defined by the Sustainability Department of IAG, and is in line with the 17 Sustainable Development Goals defined by the United Nations. One of the goals described in Iberia's sustainability strategy is to: "Foster personal, labour and social development of our employees within a framework of equal opportunity."

In 2018 Iberia agreed with the Unions' representatives on an Equality Plan and also launched a Diversity Plan to embed diversity management in the company strategy.

The **Equality Plan** is focused on the following goals, developed within more than 50 specific measures:

- support and promote policies to avoid discrimination based on sex in the areas of recruitment, promotion and compensation;
- encourage and improve the presence of women in those groups where they are less represented;
- zero tolerance regarding any type of sexual harassment or mobbing, as well as try to resolve any conflict with the greatest possible diligence;
- appropriate actions to support victims of gender-based violence.

The **Diversity Plan** has three pillars:

- Diversity awareness: Organization's awareness is key for sustaining diversity in time. Diversity is people focus. Diversity reinforces customer satisfaction by adding more valuable insights;
- Diversity leadership accelerator: Diversity leads to a stronger talent pool. Diversity acts as a booster of innovation as it increases the range of unique perspectives;
- Diversity facilitators: Corporate Culture matters, as the most important driver. Facilitators endorse diversity implementation.

Iberia also participates in several initiatives to show their commitment to these goals, including 'Companies for a society free from violence against women'. This protocol has been set up by the Spanish ministry of Health, Social Services and Equality to collaborate on promoting and supporting its information campaigns.

- ## Feasibility of possible measures

In this section, we compare the measures identified as relevant for other airlines or transport companies to the measures Iberia is taking. We describe the relevant measures that Iberia undertakes according to their 2017 sustainability report. The cost estimations are based on the costs of similar interventions identified in the other case studies.

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
HR recruitment measures			
Partnership with schools/ countering the gender stereotype in schools and other youth organisations	Yes, the company has put in place the Iberia Graduate Experience, for attracting young talent and collaborating with academic institutions to ease access to the job market by recent graduates. This is not specifically aimed at countering gender stereotypes.	Yes	Time investment, by the HR department of the company and potentially also by personnel from other departments to participate in the organisation and implementation of the initiative. Also potential event costs depending on the type of events organised
Media campaign / targeted recruiting (e.g. with press releases, advertisements and articles, social media etc.)	Partly, Iberia`s LinkedIn`s profile shows that "Iberia is an equal opportunity employer" and that commitment is also in all the job offers. There is no specific campaign targeted at women.	Yes	Time investment, for preparing social media inputs. Usually this is already part of the regular tasks of the marketing and communications team
Reviewing the recruitment process for unconscious bias (e.g. anonymised applications, reviewing character tests, reviewing scales of physical tests etc.)	Yes, according to Equality Plan, all the processes are under review, not only for unconscious bias but also for a language with gender perspective. Head hunters are required to offer 50% female candidates and in the last 10 months 46% of people recruited for strategic positions were women.	Yes	Time investment for review of the processes and making decisions on instructions on language used for vacancies and to head hunters.
Gender equality measures			
Highlight female role	Yes, there is a specific	Yes	Promoting role models requires

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
models to promote women's share of employment	development program, "Take the lead" for identified talented women in order to break the glass ceiling. A part of the Steering Committee are participants as mentors. There are also some initiatives to promote female role models. Iberia had a special event in 2014, when for the first time on a long-haul flight; the crew was made up exclusively of women. They also have articles about female pilots on their website. The company promotes the visibility of female pilots in public events, such as the delivery of the first A320neo model, the celebrations of their 90th anniversary or the punctuality award as the most punctual airline in the world.		a time investment by the HR team, but is perceived as a no cost action as part of normal work. Similar is the perception on communication activities since the company performs communication activities anyway No cost information available for the "take the lead" program.
Specific bodies in the company responsible for equal opportunity issues (e.g. equality committee/ equality agent)	Yes, Iberia has a Diversity & Equality Responsible and there is an Equality Committee.	Yes	Time investments of the employees taking up these roles besides their normal work
Mentoring and coaching programs for women	Yes, Take the lead is a development program based on mentoring & coaching for women.	Yes	Time investment by employees acting as mentors and coaches No information available on the specific costs of the programme.
Sensitize employees on gender stereotype problems (cultural or gender trainings)	Yes, an online training pill "Manage diversity in your work environment" was launched last July	Yes	Time investment from employees to complete the online course.

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
	voluntary for all the staff and was finished by 6.000 persons (69% male, 31% female). There is also a group of Diversity Ambassadors to deploy initiatives related to this topic		Costs for online training course unknown
Regular corporate reports on the situation of women in the company	Yes, Iberia communicates about the share of female employees in different types of professions in their sustainability report and in the Diversity Ambassadors Sessions.	Yes	Minor time investment needed to make a gender-specific analysis of the employees data in the report
Elimination of gender pay gap	Yes, Iberia did in 2018 a competitiveness study with Willis Towers Watson that showed they don't have a gender pay gap for the same positions for people not covered by collective labour agreement. The salaries of employees not covered by collective labour agreements are fixed according to the market and following the criteria of specialisation, experience, duties, etc., with no discrimination on grounds of sex or race. (People under collective agreement get paid according to their position and time in the company, regardless of gender or other circumstances.).	Yes	Costs of competitiveness study, only partially attributable to this measure
Health and safety measures			
Training against third party violence	Yes, in collaboration with Fundación Integra, Iberia	Yes	No specific cost information available.

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
	planned a training related to prevention of third party violence in teenagers.		
Availability in the company of a confidential social worker to report harassment problem	Yes, the company has published protocols for action in case of complaints of psychological or sexual harassment to guarantee correct handling of complaints, corresponding investigations and appropriate decisions.	Yes	Time investment needed by HR to develop this material
Work-life balance measures			
Promote flexible working arrangements, such as part-time possibilities or flexible working schedules	Not mentioned in sustainability report.	Potentially	Not addressed-
Adaptation of shift-work for women (and men) with children (e.g. intranet in order to make easier to swap shift with colleagues, morning shifts preferred for new parents)	Yes, Iberia offers reduced working hours for legal guardians to promote childbirth and protect maternity, paternity and care for the elderly. In 2017, 4417 employees signed up for this This is more than double of the 2,029 employees that signed up for this in 2016.	Yes	No specific information available on costs
Parental leave (both genders, equal pay rate and non-transferable basis, possibility to split maternity leave between mothers and fathers)	Not mentioned in sustainability report.	Potentially	Potential costs of needs for additional recruits
Re-entry policy considering the working hours after maternity leave (e.g. working 4 days the first year after return)	Not mentioned in sustainability report.	Potentially	Potential costs of needs for additional recruits
Introduction of child	Not mentioned in	Potentially	Costs depend on solution

Measure	Implemented by the company (yes/no)	Possible to implement (yes/no)	Costs of implementation
nursery/recreation centers/ public kindergarten with long opening hours	sustainability report.		chosen Costs of kindergarten facility and operation

- ## Conclusions

Iberia is very active in the topic of sustainability in a broad sense, using the UN Sustainable Development Goals as a starting point. Gender Equality is one of the goals they focus on, with their most prominent measures on this topic being:

- Diversity Plan: training for all staff, ambassadors, mentoring for high potential women, monitoring gender pay gap;
- Equality Plan: more than 50 measures related to recruitment, training, compensation, health & safety, work-life balance, against third party violence & discrimination & harassment, protocols for action against discrimination & harassment.

Furthermore, Iberia has a strong focus on personal development and training of their personnel. They offer a large variety of trainings to their employees, and have set up a.o. a school of in-house trainers, a summer-school programme and talent pool programme.

- ## Sources

No interviews were conducted for this case. The presented findings are based on the company website and documents, but were reviewed and further elaborated upon by Monica Fernandez Marquez (Iberia, Direction Talent and Innovation). The following documents and websites were used:

- Iberia Sustainability Report (2016 and 2017);
- Iberia Equality Plan (Plan de Igualidad);
- IAG Annual report and accounts 2017;
- Iberia Sustainability webpage: http://grupo.iberia.es/portal/site/WebCorporativa/menuitem.9f6f76b37fbac6bd5c3bd55cf34e51ca/;
- Iberia article on female pilot: http://love2fly.iberia.com/2014/01/a-day-in-the-life-of-an-iberia-pilot/.

• Polish Rail: PKP PLK & KM

• Company profile

Company name:	*PKP PLK/ KM*
Ownership status:	*Public*
Company size:	40,000 / 2,800
Member State of establishment:	Poland
Operation in other EU MS:	Not applicable
Transport sub-sector	Rail

Workforce statistics (2017)	**PKP PLK**			**KM**	
Description	**Total (number)**	**% female**	**Description**	**Total (number)**	**% female**
Total workforce	39,503	-*	Total workforce	2,848	23%
Management Board	7	0%	Management Board	4	0%
Supervisory Board	6	0%	Supervisory Board	4	50%
White collar	7,287	-*	Traffic officer	7	86%
Blue collar	32,216	-*	Technical worker	243	68%
			Train manager / conductor / dispatcher / controller	-	20%
			Driver / rolling stock controller / manoeuvring controller / setter	-	0%

*For these job categories, no gender specific data is available.

• Background information and barriers

For this case two companies from the Polish rail sector were asked for their reflections on different measures to increase female employment in the rail sector.

PKP PLK (PKP Polskie Linie Kolejowie S.A.) is the Polish rail infrastructure manager. They maintain the Polish rail infrastructure and arrange the timetables for passenger and freight trains for the carriers. There are no exact figures available of the number of women within the company, however the number of women is generally lower than the number of men. One of the barriers identified within PKP PLK, is that the management and supervisory boards consist solely of men. This makes is difficult to put the topic of gender equality on the agenda or to highlight female role models

within the company. Another barrier may be that for women with large families it is difficult to combine their work with family life.

KM (Koleje Mazowieckie) is the railway carrier of the Mazovia region. They are the second largest carrier of Poland in terms of the number of passengers. The total share of female employees in KM is around 23%. However, they are mainly represented in certain positions (e.g. administration, cashier, debt collection), while in other positions their share is only around 20% (e.g. train manager, conductor) or even 0% (e.g. driver, manoeuvring controller). The interest of women in some of these underrepresented positions is growing, although still more men apply. The barriers for women are often the required education or health conditions, which are usually impossible for women to meet.

• Current gender equality policy or measures

PKP PLK does not have a specific gender equality policy in place. They do implement several measures related to education and work-life balance that may contribute to making them an attractive employer to both genders.

KM does not have a specific gender equality policy in place. They apply the labour code and the provisions regarding gender equality included in it. They don't see the need for additional activities in this area. They do have some measures in place that may indirectly facilitate female employment.

• Feasibility of possible measures

In this section, we address the feasibility to implement the measures identified as relevant for other companies from the rail sector or broader transport sector. This serves as a checkpoint to confirm that measures are applicable in different countries and for different company sizes.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
HR recruitment measures			
Participation in job fairs	No, there is no need for it at this moment as there is no problem recruiting enough people.	Yes, if there is a deficit this can be a good solution.	Not applicable
Media campaign (e.g. with press releases, advertisements and articles, social media, etc.)	No, the companies use their own websites/ social media for advertisement but don't see the need for a campaign to target women.	Maybe, if there would be a deficit.	Not applicable
Partnership with schools/	Yes, they have	Yes	Time investment for the school

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
countering the gender stereotype in schools and other youth organisations	partnerships with schools, but not with the specific aim of reaching out to girls. PKP PLK has partnerships for their educational campaigns. KM has a partnership supporting dedicated classes in technical secondary schools, offering internships and scholarships for the best students.		visits and potentially costs of scholarships
Offering the opportunity to obtain a required driver's license/ education at the company.	Yes, both companies offer possibilities for education. In PKP PLK, it's possible to gain additional technical qualifications or do partly financed language courses. KM has its own training centre, offering courses for employees to further develop.	Yes	Time investment by internal trainers or costs of co-financing studies.
Targeted recruiting / reviewing the recruitment process for unconscious bias	No, the companies indicate they have a gender neutral recruitment process, but don't have specific measures to ensure this or target more women.	No, the companies don't see a need for such measures.	Not applicable
Gender equality measures			
Sensitise employees on the gender stereotype problems / create tolerant working atmosphere	No, the companies have no cultural or gender trainings.	Maybe, there might be an interest in such a training.	Not applicable
Highlight female role models to promote women's share of employment	Partly. PKP PLK indicated that this is very difficult for them, since there are only men in the company board. KM often showcases female employees in their magazine and does	Maybe, depending on availability of female role models within the company.	Time investment for promoting female role models by the communications team and the role models themselves.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
	a special article on KM women on Women's day.		
Specific bodies in the company responsible for equal opportunity issues (e.g. equality committee/ equality agent)	No, both companies do not have such a system in place.	No, it could be interesting but the companies don't see a real need for this.	Not applicable
Mentoring and coaching programs for women	No, they do have general training programs for employees.	Maybe, such programs could have the power to raise awareness and trigger requests for promotions, pay increases and equal rights.	This very much depends on how the program is set up. It can be near zero-cost if mentors and coaches come from within the company.
Health and safety measures			
Review of working processes and tools so that women are physically able to perform the work	No, but KM does review for safety. For PKP PLK this topic is not relevant.	No, KM does not see a need for this.	Not applicable
Training against third party violence / security staff / protection in the installations.	Yes, KM has a self-defence training, Railway Protection Guard and cameras and alarm buttons in place.	Yes.	Costs of hiring self-defence trainer, Railway Protection Guards and equipment. Costs of a self-defence training range from around € 50- € 100 per person for a course with multiple lessons. This may vary depending on the country.
Availability in the company of a confidential social worker to report harassment problem	Yes, both companies have a helpline or team dedicated to this.	Yes	Costs of an external councillor is around € 150 per hour for 1-5 sessions.
Health offices for medical services / free medical checks for staff	Partly, KM has this in place, but PKP PLK does not have such a system.	Yes, PKP PLK indicated this would a good thing to offer employees.	Costs of medical health package.
Work-life balance measures			
Promote flexible working arrangements, such as part-time possibilities or flexible working schedules /	Partly, KM indicated that their management has a positive attitude towards this. PKP PLK also has	Yes	No extra costs.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
adaptation of shift-work for women (and men) with children	some possibilities for flexibility, but the rules are quite strict and working from home is not allowed at all.		
Parental leave (both genders, equal pay rate and non-transferable basis, possibility to split maternity leave between mothers and fathers	Yes, there is the possibility of dividing maternity and paternity leave among the parents.	Yes	Depending on the parental leave policies in place in the country.
Re-entry policy considering the working hours after maternity leave (e.g. working 4 days the first year after return)	Yes, in both companies it is possible to work less hours after maternity leave.	Yes	Near zero-cost for the company.
Introduction of child nursery/recreation centers/ public kindergarten with long opening hours	No, the companies don't have any child care facilities in place.	Maybe, there would definitely be interest for this. This would pose large additional obligations for the company however.	Depending on the way it is organised and the childcare policies of the country. For the company there may be an initial investment to set up a program.

- ## Conclusions

Both of the Polish rail companies have indicated not to have a specific gender equality policy in place, as they don't see a need for this or experience problems in this respect. Also, they don't publish any figures on the share of women working in the company in their year reports. However, as is shown in the table in the previous section, they do implement several measures that may indirectly facilitate female employment. These measures include:

- Offering opportunities for education and obtaining required qualifications.
- Taking safety measures an offering self-defence training.
- Possibility to divide parental leave between both parents.
- Re-entry policy for returning to work after maternity leave.

The companies did identify several barriers for female employment in their own organisation. Addressing these barriers might enable the companies to further improve their accessibility as an employer to both genders. The three most important barriers identified from the interviews are discussed below, together with potential measures for addressing them.

Having an *all-male board* can be a barrier to put the topic of gender equality on the agenda within a company. Firstly, this may limit the interest for e.g. mentoring and coaching programs for women, even though these have potential to raise awareness of this issue among employees and empower employees to stand up for their rights. Secondly, the lack of female role models at the top may make the company less attractive for women to apply and may limit their ambitions within the company. Thus, this underlines the importance of having women in the board of the company, for both the function of a role model and as enabler of action.

Combining *family life* and work can be difficult, especially with large families. It happens often that women feel forced to take vacation or resign from professional work for the sake of the children. Measures to provide childcare that is easily accessible, affordable and aligns with the working hours expected from the employees would therefore be an important step forward to addressing this barrier.

The *requirements for health and education* are often the reason for rejecting women applying for physical or technical jobs within the rail sector. Rethinking the health requirements or reviewing the working processes and tools to enable women to physically perform the work may be key to making the physical professions more accessible tom women. Taking a more active role in stimulating young girls to pursue their interests in technical subjects or enabling women to get a degree for e.g. railroad electric equipment technician (co-)financed by the company may stimulate more women to work in the technical professions.

- **Interviews and sources**

- Jolanta Bombinska, Organizational specialist, PKP PLK;
- Annual report 2016, PKP PLK.

- Agata Kruczek, Deputy Director of HR Department, KM;
- Annual report 2016, KM.

• Warsaw Urban Transport: ZTM & MW

• Company profile

Company name:	ZTM/ MW
Ownership status:	Public
Company size:	700 / 2,500
Member State of establishment:	Poland
Operation in other EU MS:	Not applicable
Transport sub-sector	urban public transport

Workforce statistics (2017)	ZTM			MW	
Description	**Total (number)**	**% female**	**Description**	**Total (number)**	**% female**
Total workforce	729	50%	Total workforce	2482	14%
Warehousing	3	33%	Management Board	5	0%
Ticket controller	67	7%	Supervisory Board	6	0%
Dispatcher	58	5%			
Traffic controller	34	20%			
Senior maintenance	9	22%			

• Background information and barriers

For this case two companies from the Polish urban public transport sector were asked for their reflections on different measures to increase female employment in the sector.

ZTM (Zarzad Transportu Miejskiego w Warszawie) is the Municipal Transport Authority in Warsaw, organising and supervising public transport (buses and trams) in the Warsaw agglomeration. They provide travel to more than two million residents and connect Warsaw with 33 neighbouring municipalities. Overall, they have a 50-50 gender balance within the company. However, in several more physical and technical professions (e.g. warehousing, maintenance, ticket controlling), the share of women is much lower.

MW (Metro Warszawskie) carries out passenger transport by underground railways in Warsaw. The company uses the metro infrastructure made available by the city of Warsaw and is responsible for their maintenance. The share of women in their overall workforce is 14%. They are observing an upward trend in female employment, at least for some professions like traffic duty officers, which are now mostly women. However, in the more technical and physical professions (e.g. mechanics, electricians, rolling stock managers). There are almost no women applying to these technical and physical professions at MW.

- ## Current gender equality policy or measures

ZTM does not have a specific gender equality policy in place. They do adhere to the labour code, which prohibits all discrimination, including that concerning gender. They don't see a need to have an additional gender equality policy, especially since they have a 50% share of women in the overall workforce of the company. They do implement several measures that may contribute to making them an attractive employer to both genders.

MW does not have a specific gender equality policy in place. According to the company, applying such a policy would be a manifestation of unequal treatment according to the Labour Code. They do have some measures in place that may indirectly facilitate female employment.

- ## Feasibility of possible measures

In this section, we address the feasibility to implement the measures identified as relevant for other companies from the urban transport sector or broader transport sector. This serves as a checkpoint to confirm that measures are applicable in different countries and for different company sizes.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
HR recruitment measures			
Participation in job fairs	Partly, both companies participate in job fairs, but only when invited to participate (not specifically targeted at women).	Yes.	Time investment of employees going to the job fairs. Generally one to two persons spend one day per job fair event.
Media campaign (e.g. with press releases, advertisements and articles, social media, etc.)	Partly, the companies do publish vacancies on their own websites and social media or job portal. However there is no specific campaign to increase female employment.	Yes, especially if there is a deficit.	Social media and press campaign and its coordination might demand a 0.25 – 0.5 FTE Costs of advertisement campaign can be at the area of € 10-20k.
Partnership with schools/ countering the gender stereotype in schools and other youth organisations	Yes, MW's promotion office is involved in meetings with schools, advertising MW activity. ZTM is currently running an education and information campaign called: "A woman behind the wheel of an electric vehicle".	Yes.	Time investment of one person day for the school visit and costs of campaign materials.

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
Offering the opportunity to obtain a required driver's license/ education at the company.	Partly, MW offers subsidies and co-financing for studies, and training as part of acquiring the necessary competences in relation to the position.	Yes.	Time investment by internal trainers or costs of co-financing studies. Time investments and costs depend on the type of study or training.
Targeted recruiting / reviewing the recruitment process for unconscious bias	No, the companies indicate they have a gender neutral recruitment process, but don't have specific measures to ensure this or target more women.	No, the companies don't see a need for such measures.	Not applicable.
Gender equality measures			
Sensitise employees on the gender stereotype problems / create tolerant working atmosphere	No, the companies have no gender stereotype trainings. ZTM does have a cultural training, to make people more aware/tolerant of cultural differences between people of different nationalities living in Warsaw.	No, the companies don't see a need for training related to gender.	Not applicable.
Highlight female role models to promote women's share of employment	Partly, MW does have a newsletter where they display people who have been promoted. Recently, many of these were women. ZTM doesn't highlight any female role models.	Maybe, although ZTM shows concern that this might interfere with women's private life too much.	Time investment to highlight female role models.by the communication team.
Specific bodies in the company responsible for equal opportunity issues (e.g. equality committee/ equality agent)	No, both companies do not have such a system in place.	No, it could be interesting but the companies don't see a real need for this, as they don't see a problem.	Not applicable
Mentoring and coaching programs for women	No, they do have general training programs for employees.	No, the companies don't see any reason to implement this.	Not applicable
Health and safety measures			
Review of working processes and tools so that women are physically able to perform the work	No, the companies have not taken any measures to adapt working processes.	No, the companies don't see a need for this.	Not applicable

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
Training against third party violence / security staff / protection in the installations.	Yes, the companies have a self-defence training for certain professions and security staff and equipment in place.	Yes, one employee indicated that this training would be useful for traffic duty officers as well (they don't currently take the training). Another employee indicated that more security staff are needed.	Costs of hiring self-defence trainer, security staff and equipment. Costs of a self-defence class vary from € 50- € 100 for a course of multiple lessons, exact price depending on the country.
Availability in the company of a confidential social worker to report harassment problem	Yes, both companies have an ethics committee or employee dedicated to this and have procedures in place to deal with any incidents.	Yes.	Costs of an external counsellor is around € 150 per hour for 1-5 sessions.
Health offices for medical services / free medical checks for staff	Yes, both companies have medical health packages, providing free medical checks for their employees.	Yes.	Costs of medical health package. This very strongly varies per country and the offer for the medical package. This is not a regular health insurance but ad hoc checks
Work-life balance measures			
Promote flexible working arrangements, such as part-time possibilities or flexible working schedules / adaptation of shift-work for women (and men) with children	Partly, both companies have some flexibility in starting times (in the office) and part-time working. Some professions are very much bound the shift schedule however, but they often do have the possibility to change shifts (e.g. to take care of the children). ZTM is also working on an electronic calendar to facilitate this.	Yes.	Near zero costs as long as this results only in planning impacts. Cost of recruitment of additional staff should be considered if this proves to be the case. However, the companies consider this as a zero-cost measure
Parental leave (both genders, equal pay rate and non-transferable basis,	Yes, there is the possibility of dividing maternity and paternity leave among the	Yes, paternity leave is now also becoming more	Depending on the parental leave policies in place in the

Measure	Implemented by the companies (yes/no)	Possible to implement (yes/no)	Costs of implementation
possibility to split maternity leave between mothers and fathers	parents.	popular and is more often used.	country.
Re-entry policy considering the working hours after maternity leave (e.g. working 4 days the first year after return)	Yes, in both companies it is possible to work less hours after maternity leave. However for some jobs with shift work, this is not possible.	Yes, although for jobs with shift work this would require a change in schedule.	Near zero-cost for the company.
Introduction of child nursery/recreation centers/ public kindergarten with long opening hours	No, the companies don't have any child care facilities in place.	No, this would not be convenient for parents, as they prefer to bring their children to a childcare centre close to their home. Employees live all over Warsaw and neighbouring area, therefore this wouldn't be feasible.	Not applicable.

- ## Conclusions

Both of the urban public transport companies from Warsaw do not have a gender equality policy in place, and don't see any reason to implement any measures to attract more women to certain professions where they are underrepresented. Therefore, they don't see an added value in many of the measures that were discussed (e.g. reviewing recruitment process, sensitising employees on gender stereotypes, specific bodies in the company responsible for gender equality, mentoring and coaching programs for women, review of working processes).

This case therefore underlines the importance of raising awareness among transport companies and engaging in discussion with them regarding the topic of gender equality. Showing more clearly the benefits of (measures for) increasing female employment in transport, may convince transport companies to implement certain measures that they otherwise wouldn't see a need for.

However, the two companies do have several measures in place that may indirectly benefit female employment, by attracting or retaining more female employees. Especially in terms of health and safety and work-life balance, the companies had implemented several measures making them an attractive employer for both men and women.

- **Interviews and sources**

  - Barbara Janiszewska, Head Human Resources and Social Affairs, ZTM;
  - Barbara Erbel, Heas Training and Recruitment, ZTM.

  - Agnieszka Mlynarczyk, Director of HR and Training Office, MW;
  - Boguslawa Krasuska, Station Traffic Duty Officer, MW;
  - Annual report 2016, MW.

• TiMMi Transport

Disclaimer: *For this case study, an online questionnaire survey has been launched for cycling couriers. It is important to note is that this questionnaire is not only completed by bicycle couriers that perform their courier services in the TiMMi platform. Most of the answers that are given are anonymous. Therefore, they are not necessarily answers given by cycling couriers in the TiMMi platform. In addition, the recommendations that are provided do not necessarily apply to TiMMi Transport as well.*

• Company profile

Company name:	*TiMMi Transport*
Ownership status:	*Private*
Company size:	*5 staff (+ cycling couriers in the platform)*
Member State of establishment:	*Germany*
Operation in other EU MS:	None
Transport sub-sector	Cycle- logistics

Workforce statistics	**Current**	
Description	**Total (number)**	**% female**
Non-mobile jobs		
Staff	5	40%
Mobile jobs		
Cycling couriers		10-15% (est.)

The numbers of (female) cycling couriers that are participating in the TiMMi platform is continuously changing. On average, the owners of the TiMMi platform estimate that around 10%-15% of the cycling couriers is female.

In order to identify the barriers that (female) bicycle couriers encounter, possible measures that have been taken to reduce these barriers, and to develop suggested measures a questionnaire for bicycle couriers is designed. The response to this questionnaire is given in table 1.1. The questionnaire together with the profile of the respondents can be find in the Annex.

Table A.7.1 Number of participants

Description	Number	Percentage
Male	14	70%
Female	4	20%
Other/ Prefer not to answer/ Missing	3	10%
Total	**21**	**100%**

In the questionnaire regarding bicycle couriers there were 27 participants from which 21 responded that they are working as bicycle courier. From the 21 individuals, 14 (around 70%) are male while 4 (20%) female, indicating the low participation of women in this workplace (table 1.1).

Another fact that indicates this low participation are the answers on the question of how many bicycle couriers and how many female bicycle couriers the respondents know. 65% of the participants answered that they know 5 or more bicycle couriers, however 70% stated that they know less than 5 female bicycle couriers (table 2.1).

Table A.7.2 Percentage of respondents that know (female) bicycle couriers

How many…	Less than 5	5 or more
Bicycle couriers do you know?	35%	65%
Female bicycle couriers do you know?	70%	30%

- ## Background information

TiMMi Transport is a bicycle courier service for business and personal deliveries (B2B and B2C) operating in the city of Leipzig (Germany). The company is operating as a digital platform in which demand and supply for bicycle courier services by individuals and companies are matched with each other. Courier services that are included in the platform are, among others, beverage deliveries, package deliveries, dry cleaning deliveries, pharmacy deliveries, and return recycling bottles. The TiMMi platform is promoting themselves with the following benefits of using the platform: fast and flexible, delivery from door to door, eco-friendly, neighbourly and personal, and more time for yourself. Additionally, the TiMMi platform is employing among others 2 female workers, underlining that this emerging type of job in transport can attract female employees despite the traditional gender stereotypes.

A number of valuable information obtained from the responses to the questionnaire. This information concerns mainly the motivation to work as a bicycle courier, the skills which are needed in order to do this job, as well as the barriers that a female employee faces which prevent her from working in such workplaces.

Several reasons have been identified regarding the motivation to work as a bicycle courier. Financial reasons and the fact that cycling is good for health were the main motivations to start working as bicycle courier, for participants of the questionnaire. The flexible working conditions such as part time contracts, freedom to choose one's schedule or to easily swap shifts with other colleagues are also important reasons that give the opportunity to employees to combine studies or several other activities. Finally, sustainability concerns and the keenness to cycle are mentioned as additional motivational factors.

As far as the needed skills for this job are concerned, the majority of the respondents consider physical fitness and flexible mind-set the most important skills for bicycle couriers, while customer/ client oriented skills and communicational skills are following.

Generally, some barriers have been identified that could prevent the participation of women in the cycling courier sector:

- Weather conditions such as strong winds and frequent rain showers make cycling difficult especially for women;
- Furthermore, there might be physical factors related to stamina for cycling as electronic bikes are not the norm;
- The working conditions in the cycle- logistics sector including hygiene concerns, such as lack of toilets;
- Cycling at high speed could also lead to accidents making therefore an unsafe working environment;
- Intense and stressful working environment. Some companies tend to pay their couriers per delivery, emphasizing on competition between couriers regarding their speed and performance. This creates a very competitive and perhaps stressful working environment;
- Stereotypes that indicate bicycle courier as a male job. The owners of some bicycle courier services can be reluctant to hire women and may be reluctant to take measures that could contribute to incentivizing women to apply for a job as cycling courier;
- Security concerns or threats from harassment that women may be facing from colleagues, other bicycle couriers or people on the street during their shift.

• Measures undertaken to increase gender equality

Outline of gender equality policy:

The survey yielded no identified overall policy regarding the barriers mentioned above. In fact, none of the respondents is aware of any measure taken to prevent discrimination or threats against bicycle couriers. However, from the questionnaire response and from the interview with TiMMi transport, a couple of suggested actions and measures can be given. These measures can potentially contribute to promoting the share of female cycling couriers in the cycling courier sector:

- Companies should offer a flexible and non-stressor working environment. For example they could pay per hour instead of per delivery, which action could take the pressure off from the cycle messengers;
- Companies should not emphasize or promote competition between couriers about speed and performance. They should emphasize on customer reviews which require good customer/ client oriented skills and communicational skills;
- For long distance companies can consider to offer e-bikes so that the cycling courier can do a part of the delivery on pedalling power and a part of the delivery powered by electricity. Hereby, the job becomes attractive to a wider audience;
- Better facilities regarding hygiene, such as enough toilets, spacious changing/ locker rooms, should be offered by companies. In this way, the working conditions would be better for women, since barriers that are connected with long swifts or weather conditions would eliminate.

• Observed impacts of the measures

During the course of this study no measures are identified that have been taken to take away barriers for female cycling couriers and promote gender equality in the sector. However, from what has been learned in the interviews and the questionnaire answers a couple of suggested actions and measures can be given.

If companies are willing to take these measures it is likely that the job of cycling courier would become a more attractive job to a wider audience, attracting potentially more women. Therefore an increase in the female job applications is likely. Indirectly this can result in an increase of client/customer satisfaction since customer/client oriented and communicational skills are considered to be more feminine. Lastly, the well-being and employee satisfaction can increase when the pressure to deliver quickly will be reduced. This measure can also lead to a safer working environment, since due to the stress for delivering fast, the possibilities of accidents are increasing.

- ## Costs and benefits

Cost element	**Costs**	
Labour costs	The labour costs can increase when: ▪ Cycling couriers are paid per hour instead of per delivery; ▪ Companies empathise other skills to be important rather than the time in which the delivery can be completed.	No figures are available
Investment e-bikes	The investment costs of purchasing e-bikes for cycling couriers.	No figures are available
Investment in hygiene facilities	The investment costs of building extra facilities such as toilets and changing rooms.	No figures are available
Benefit element	**Benefits**	
Client satisfaction	If customer oriented skills are emphasized one can expect an increase in client satisfaction.	No figures are available
Employee satisfaction	With less pressure on the time of the delivery an increase in employee satisfaction is expected.	No figures are available
Safety and health of couriers	Better and more hygiene facilities will increase employee satisfaction. Additionally, with less pressure on the time of delivery, working environment would be safer with less accidents.	No figures are available

Annex: Questionnaire – Bicycle Couriers

The European Commission has commissioned a study to develop a business case to increase female employment in the transportation sector. The aim of the study is:

- to identify barriers for increasing female employment;
- to introduce measures to overcome these barriers;
- to notify the benefits of employing more women in the transport sector.

The cycle-logistics sector is an important sector in this research. However little is known yet about its working conditions and their characteristics. What is the number of female bicycle couriers? What skills are important for the job? Do bicycle couriers have any concern in their job or do they encounter any barriers? And if so, what measures can be taken to remove these concerns and barriers?

For this research we would like to invite bicycle couriers from cities around Europe to complete this questionnaire. Your input is crucial to understand the working conditions in the sector, what needs to improve, and what measures can contribute to the promotion of gender equality in the sector.

General questions

1. Are you working as a bicycle courier?
   - Yes
   - No

If no -> end of survey

2. What is your gender?
   - Male
   - Female
   - Not listed [OPEN]
   - Prefer not to answer

3. What is your age?
   - Younger than 18 years
   - Between 18 years – 25 years
   - Between 25 years – 35 years
   - Between 35 years – 45 years
   - Older than 45 years

4. For how long are you working as a bicycle courier?
   - For less than a year
   - For 1 to 2 years
   - For 2 to 3 years
   - For 3 to 5 years
   - For 5 to 10 years
   - For more than 10 years

5. In what contractual condition are you working as a bicycle courier?
- As employee with a permanent contract
- As employee with a temporary contract
- As temporary agency worker
- Self-employed
- Self-employed via a platform
- Other [OPEN]

6. How many hours per week do you work as bicycle courier?
- 0-5 hours
- 5-10 hours
- 10-20 hours
- 20-30 hours
- 30-40 hours
- More than 40 hours

7. Do you also have any other job than bicycle courier?
- Yes
- No

If answer to Q7 = No, go to Q9.

8. How many hours per week do you work in other jobs than as a bicycle courier?
- 0-5 hours
- 5-10 hours
- 10-20 hours
- 20-30 hours
- 30-40 hours
- More than 40 hours

Status of female employment in cycle logistics

9. How many people do you know that are a bicycle courier, approximately?
   [INSERT NUMBER]

10. How many female bicycle couriers do you know, approximately?
    [INSERT NUMBER]

11. Do you think there are specific barriers preventing women from being bicycle couriers? If yes, what are these?
    [OPEN]

Motivation

12. What was your motivation to start working as a bicycle courier? – multiple options possible
- Good for health / condition
- Financial reasons
- Like to cycle
- Working conditions/ flexibility
- Other [OPEN]

13. What skills do you consider to be important for bicycle courier? – multiple options available
- Physical fitness
- Physical strength
- Perseverance
- Other physical skills [OPEN]
- Customer / client oriented skills
- Communicational skills
- Commercial skills
- Flexible mind-set
- Other social skills [OPEN]
- Other skills [OPEN]
- None of the above

If answer to Q13 = none of the above, go to Q16

14. Do you consider any of these skills to be typical masculine?
- Yes [Which skills you consider to be typical masculine?]
- No

15. Do you consider any of these skills to be typical feminine?
- Yes [What skills you consider to be typical feminine]
- No

Discrimination, health and safety

16. Do you experience gender stereotype, bias or discrimination in performing your work, or in the hiring process?
- Yes [OPEN]
- No

17. Do you experience hygiene concerns (e.g. lack of toilets), or do you experience concerns with your equipment (e.g. no appropriate bicycles, backpacks, clothing etc.) in your work?
- Yes [OPEN]
- No

18. Do you experience security concerns or threats from harassment when you are working? – multiple options possible
- Yes, because of colleagues / other bicycle couriers [OPEN]
- Yes, because of clients [OPEN]
- Yes, because of people on the street [OPEN]
- No

If answer to Q18 = No, go to Q20

19. Do you experience security concerns during any particular moment of the day? – multiple options possible
- Yes, During the day [OPEN]
- Yes, During the evening [OPEN]
- Yes, During the night [OPEN]
- No, not at all

20. Are you aware of any measures taken to prevent discrimination or threats against bicycle couriers?
- Yes [OPEN]
- No

If answer to Q20=No, go to Q22

21. Do you know who is taking these measures? – multiple options available
- The national government
- The regional or local government
- The private sector (e.g. companies)
- The community
- Other [OPEN]
- None of the above

Work-life balance

22. Does your work schedule allow for a good work-life balance, and could you give an explanation for your answer?
- Yes [OPEN]
- No [OPEN]

23. Can you think of specific actions/measures that can be taken to facilitate the employment of female couriers? If yes, what would such measures be and who should take them?
[OPEN]

Other questions / closing questionnaire

In addition to this questionnaire the researchers would like to communicate in person with some bicycle couriers for a better understanding of the answers. Therefore, we invite you to complete the next couple of questions.

24. Could you please share with us the country and city in which you are working as bicycle courier?
[OPEN]

25. Could you share with us the type of goods you deliver in your job?
[OPEN]

26. Could you provide us the name of the company / platform you are working for?
[OPEN]

27. Do you provide permission to approach you for a more detailed interview on the subjects in this questionnaire?
- Yes, thank you very much! please give us the following details so that we can contact you:
  - Name [OPEN]
  - Email address [OPEN]
  - Telephone number (optionally) [OPEN]
- No

Thank you very much for completing the questionnaire! Your contribution is greatly appreciated.

Characteristics of respondents

The majority of respondents were male (70%) with only 20% to be female. Regarding the age of participants, the 50% stated that they are between 18- 25 years old, 25% between 25-35 years old, 15% older than 45 years old while 10% younger than 18 years old. (Table 2.1)

Most of the respondents are working as bicycle couriers for less than a year or for 1 to 2 years while the contractual condition in most cases is a temporary contract. As far as the hours per week are concerned, the majority works for 10 – 20 hours (50%).

Table A.7. 3 Characteristics of responders

Description	Number	Percent
Age		
Younger than 18 years	2	10%
Between 18 – 25 years	10	50%
Between 25 – 35 years	5	25%
Older than 45 years	3	15%
Work duration		
Less than a year	8	40%
For 1 to 2 years	5	25%
For 2 to 3 years	3	15%
For 3 to 5 years	1	5%
For 5 to 10 years	1	5%
For more than 10 years	2	10%
Contractual Condition		
As employee with a permanent contract	3	15%
As employee with a temporary contract	10	50%
As temporary agency worker	1	5%
Self- employed	1	5%
Self- employed via a platform	3	15%
Other	2	10%
Hours per week		
0 – 5	3	15%
5 – 10	4	20%

Description	Number	Percent
10 – 20	10	50%
20 – 30	1	5%
More than 40	2	10%

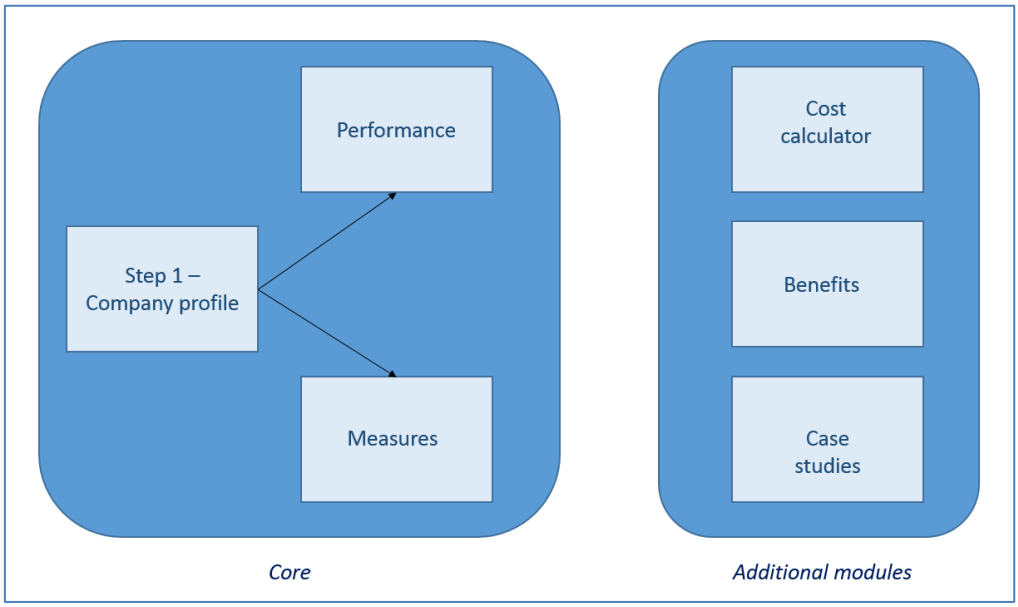
Annex 8 – Toolkit structure

Toolkit structure

The structure of the toolkit is divided in two building blocks (Figure 1):

- Core modules; and
- Additional modules.

Figure A.8.1 Toolkit structure



Note: README and USER MANUAL are excluded from the figure, although they will be included in the toolkit.

Core

The three modules that compound the core are linked by the sector in which the company of the user is operating.

In the 'Company profile Step' the user is asked to provide information on the sector in which he/she is operating. This criteria is used for (i) selecting the sector-specific professions (pilots, harbour master, etc.) that are shown in 'Performance'; (ii) the sector is also used as the criterion for the toolkit to 'filter' the selection of measures that will be automatically displayed.

Additional modules

These modules are not linked to the core of the toolkit. In other words, the user can skip the assessment of the company performance, the selection of the sector and the list of measures to directly access these modules. These modules can be used independently for different tasks:

- Estimate of the costs of different measures (COST CALCULATOR);
- Read information on evidence of improving female participation at company level (BENEFITS); and
- Read the key messages of the case studies (CASE STUDIES).

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