



WISE

WISE II – Women's Employment and Gender Policy in Urban Public Transport Companies in Europe

Examples of policies and practices



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This document was prepared for the European social partners in the urban public transport sector, the Union Internationale des Transports Publics (UITP) and the European Transport Workers' Federation (ETF) within the framework of the project "Women's Employment and Gender Policy in Urban Public Transport companies in Europe – WISE II" by EVA Europäische Akademie für umweltorientierten Verkehr.

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Commissioned by the European social partners

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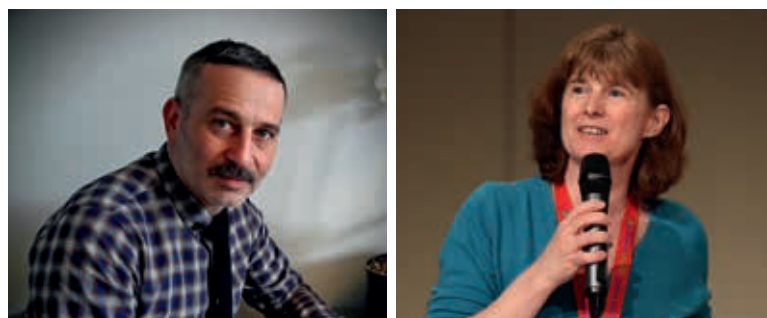
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1 Foreword

Contributing to strengthening women's employment and equal opportunities for men and women in the different professions of the urban public transport sector is a clear objective of the European social partner organisations, UITP and ETF. After a detailed analysis of the state of affairs in the urban public transport sector, the European social partners signed in 2014 joint recommendations that are setting ambitious targets to increase the current share of women's employment from 17,5% to at least 25% in 2020 and to at least 40% in 2035.

With this brochure, the European social partners aim to illustrate the wealth of initiatives which are already undertaken by both employers and trade unions in the urban public transport sector to address those obstacles currently inhibiting higher shares of women's employment. Very often those measures and activities are not only to the benefit of female employees but profit to both genders. In addition, they represent a lever towards improving the overall image of the sector and help companies to become an "attractive employer".



Beyond the diversity of initiatives, this brochure also describes some overall company strategies which represent the prerequisite for the success of any gender policy.

The described cases and practices therefore provide concrete examples and ideas to those companies and trade unions that endeavour to enhance their gender policies and increase women's employment.

Last but not least, this brochure also represents a contribution to the announced initiatives of the European Commission to support gender equality and women's employment in the transport sector. In particular, the collected initiatives and practices provide a valuable input to a future "Platform for action" gathering commitments and best practices.

We are confident that this brochure will enrich the gender policy initiatives in our sector and wish you an interesting reading.

Thomas AVANZATA
UITP Europe Director

Sabine TRIER
ETF Deputy General Secretary

2 Introduction and objectives

In 2010/2011 the International Public Transport Association (UITP) and the European Transport Workers' Federation (ETF), within the European Social Dialogue, organised a joint project with the title: Women's Employment in Urban Public Transport Sector. Within this project a series of quantitative surveys (carried out by questionnaires sent to transport companies, associations and trade unions) and qualitative surveys (carried out by interviews with women working in local public transport in several EU cities) culminated in the production of a comprehensive report reflecting the key aspects influencing women's employment in urban public transport. More information is available on the WISE homepage¹.

In 2014, the European Social Partners (UITP and ETF) signed joint recommendations to promote women's employment in the urban public transport sector and set the ambitious target to increase the share of women employed from the average value of 17.5% in 2011 to at least 25% until 2020 and to 40% in 2035².

In order to assess and support the implementation of those joint recommendations, the European Social Partners developed WISE II, on "Women's Employment and Gender Policy in Urban Public Transport Companies in Europe". Within this project, a survey was organised among UITP and ETF members to follow-up the developments of women's employment since 2010/2011 within the sector. In addition a joint conference was held to exchange experiences and disseminate good practices.

This guide illustrates the culminated results of the quantitative survey in the first period of 2016 between UITP and ETF members. It gives an overview of company policies and some "good practices" implemented within the sector both by companies and trade-unions, to promote the employment of female staff in the urban public transport sector.

This brochure thus addresses the decision-makers in companies, trade unions and employer associations, providing them with recent information and relevant examples.

¹ <http://www.wise-project.net/pages/index1.html>

² <http://www.etf-europe.org/etf-3916.cfm> or <http://www.uitp.org/sites/default/files/documents/Strengthening%20women%20employment%20in%20urban%20public%20transport.pdf>



There are differences between Western and Eastern European countries where the percentage of female staff is higher.



3 Background

In 2011/2012 Project WISE initiated a study of the employment situation of women in the urban public transport sector in Europe, with a view to contribute to a better representation and integration of women in the sector.³ The study identified following areas as having a high importance for women's employment in the urban public transport sector:

- Reconciliation of work and family/social life: work organisation
- Reconciliation of work and family/social life: work-life-balance
- Health and safety in the workplace
- Working culture
- Wages
- Career, qualification and training
- Recruitment

Attracting women to the sector can help companies to recruit new staff, improve work-life balance, and ensure better working conditions for both genders. Women bring additional skill sets to the industry, from communicative skills to their ability to diffuse potentially volatile situations;

thus we see the emergence of a new and better quality of public transport.

The study identified barriers which could account for the low number of women employed in the sector: "contextual barriers" of work organisation in the sector, for example rolling shift work; "barriers of inadvertence" related to shortages of equipment, for example the lack of facilities, and "barriers of discrimination" based on stereotypes and a male working culture leading to a lack of recognition and support.

There are differences between Western and Eastern European countries where the percentage of female staff is higher. There is a lack of gender diversity in technical and operational divisions, and in management positions. The representation of women is high in administration and customer service.

The aim to increase the number of women in the sector has been formulated by the social partners in their **joint recommendations**⁴ of 2014. To attract and retain women to the sector a bundle of activities in different areas are necessary, which are mentioned here with some concrete examples:

- **Recruitment policy:** Address and welcome specifically women directly into the company. Negotiation of a recruitment procedure between the trade unions and workers' representatives.
- **Qualification and training:** Recruit young women for professional education, assure equal access for women to vocational training and avoid a "glass ceiling effect".
- **Work-life balance:** Introduce working time models that allow a better reconciliation of work and social/family life which include instruments allowing for the integrating of individual's wishes and needs.
- **Health and safety at work:** Adapt occupational health & safety, workplace ergonomics, workplace security, and provide appropriate facilities like toilets, canteens, lockers, break rooms and changing rooms.
- **Equality in wages:** Analyse the "gender pay gap" and develop policies to eliminate it.
- **Working culture and gender stereotypes:** Change the corporate cultures from a male working culture to a diversity culture, sensitise the management on gender stereotypes and unconscious bias and include management, trade unions and workers representatives in the activities.
- **Corporate policies:** Set clear & measurable targets and develop instruments to implement them with a top-down approach.

With the WISE II project these recommendations are followed-up. The project produced a survey on the quantitative development of the share of women in the sector, the description of current gender policies in companies and a collection of good practice examples.

³ Results from the WISE report <http://www.wise-project.net/pages/index1.html>, p.4-6.

⁴ <http://www.etf-europe.org/etf-3916.cfm> or <http://www.uitp.org/sites/default/files/documents/Strengthening%20women%20employment%20in%20urban%20public%20transport.pdf>

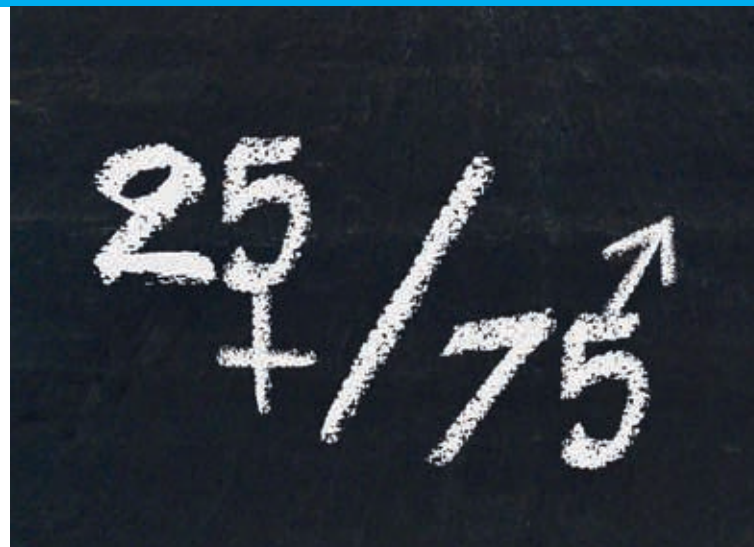
4 Quantitative survey results

In their joint recommendations, the European social partners of the urban public transport sector have set the goal of raising the percentage of women within the workforce from 17.5 % to 25 % by 2020.

In 2016 the social partners conducted a survey tasking UITP members to collect new data, and tasking the ETF and UITP members to collect examples of gender specific policies and good practice examples.

The quantitative questionnaire asked for the number of female and male employees in the company in the year 2015, compared to those in 2010. Participants had the option to explain any increase or decrease in numbers. The second part of the questionnaire requested the number of female and male employees by departments, and the various roles within the company in 2015.

20 companies from 13 European countries responded to the quantitative questions. The answer from Poland included 76 companies grouped within the Polish IGKM.



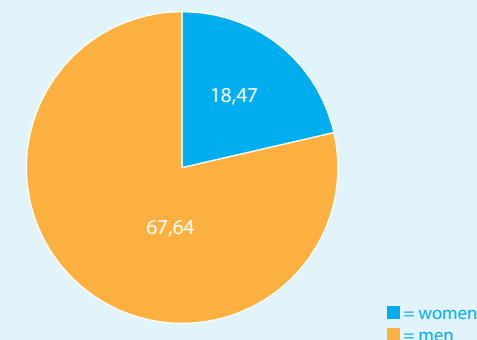
Most women are engaged in administrative positions and in customer service.

While the figures are not representative, they do give an indication of trends due to the wide spread of companies responding from many countries. Participating companies are listed in the box.

- ALT – Autoliikenteen Työntajaliitto ry, Finland
- Berliner Verkehrsbetriebe (BVG), Germany
- Bremer Straßenbahn AG (BSAG), Germany
- Bus Éireann, Ireland
- Dublin Bus, Ireland
- IGKM - Izba Gospodarcza Komunikacji Miejskiej, Poland
- Keolis Sverige, Sweden
- Metroliten EAD, Sofia, Bulgaria
- Metrorex SA – Societatea Comerciala de Transport cu Metrol Bucuresti, Romania
- Prague Public Transit Company / Dopravni podnik hl. m. Prahy, Czech Republic
- RATB – Regia Autonomă de Transport București, Romania
- RATP – Régie autonome des transports Parisiens, France
- Stolichen Elektrotransport EAD, Bulgaria
- STIB-MIV – Société des Transports Intercommunaux de Bruxelles / Maatschappij voor het Intercommunale Vervoer te Brussel, Belgium
- Stolichen Avtotransport, Sofia, Bulgaria
- Tallin Urban Transport / Tallinna Linnatranspordi AS, Estonia
- Transport for London, UK
- üstra Hannoversche Verkehrsbetriebe AG, Germany
- Wiener Linien GmbH & Co KG, Austria
- Wiener Lokalbahnen, Austria
- More information on the companies in the annexe

The replies of the 20 companies show that in many cases the percentage of women slightly increased, around 1%. In some cases larger gains were reported (Tallinna Linna-transporti 13.55% after company merger, üstra Hannoversche Verkehrsbetriebe 4.83%, BVG 2%, BSAG 2%). However, very slight reductions were also seen (Stolichen Elektrotransport with a relative high share of women of 25 %, ALT Finland, Bus Éireann, Keolis Sverige). On average the percentage of female workers rose over the 5-year period by about 1 %, leading to 18.47 % overall.

Share of female and male staff 2015 in the 20 companies participating in the survey in %



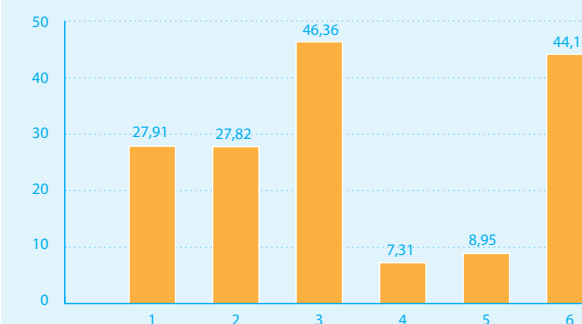
Reasons for growth in the number of women employed were offered: BVG has set a target for gender balance, to include a bonus for the management. Clear company equality policies, that are visible and known, helped TfL to increase its female workforce. At STIB-MIVB woman-friendly employer branding actions such as testimonials from colleagues in print and online media, and advertisements addressing women, have started to show results. With the "Future Days" for women at Üstra women have the opportunity to experience how it feels to be a bus driver.

Some reasons mentioned by the participating companies have been disadvantageous regarding women's employment. In one country a political decision did not take into account women as a target group for bus driving licenses funded by the employment office. In another country dismissals due to a cost recovery program affected mainly female staff in administration. The requirement to have a category D license to apply for a job as a (trolley) bus driver is a hindrance. It was mentioned several times that job applications by women remain relatively low.

When the figures are broken down into occupational groups, it is clear that most women are engaged in administrative positions and in customer service, with marked underrepresentation in the areas of driving and maintenance.

Women are relatively well represented on boards and among managers with HR competence. There has been little change in staff structures since the results of the 2011/2012 study were published. Although the company sample is different to the one of the previous WISE study, the figures for 2010 show the same result in the share of female workers in the companies. Therefore we can assume that the figures reflect the reality.

Share of women by positions in %



The table reflects the percentage of women only in the companies that responded to the project survey.

- 1 = % women in the board of directors
- 3 = % women in administration
- 4 = % women in maintenance positions
- 5 = % female drivers
- 6 = % women in customer service

The survey also contained qualitative topics which will be reflected in the descriptive part of gender policies and good practice examples.



5 European legal framework

In the European Union equal opportunity for, and equal treatment of, men and women is enshrined in law and the principle extends to the world of work. Discrimination at the workplace and in other areas of life on the basis of gender has long since been prohibited by law.

Improvement of the physical working conditions and H&S Article 157 of TFEU⁵ lays the basis for gender equality. Article 23 states that equality between men and women must be ensured in all areas, including employment, work and pay. In Article 33, to reconcile family and professional life, everyone shall have the right to be protected from dismissal for a reason connected with maternity, and the right to have paid maternity leave and parental leave following the birth or adoption of a child.

Directive 2006/54 of 5th July 2006 contains a recast of the “implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation”. The text is particularly concerned with equal treatment in respect of access to employment, including promotion, working conditions including pay and occupational social security schemes.⁶

The non-discrimination laws are now being understood by some companies in a way that precludes any special measure favouring women, even when the female share of a company's workforce is small.

However in introductory statement no. 22 of the Directive it is expressly stated that “with a view to ensuring full equality in practice between men and women in working life, the principle of equal treatment does not prevent Member States from maintaining or adopting measures providing for specific advantages in order to make it easier for the under-represented sex to pursue a vocational activity or to prevent or compensate for disadvantages in professional careers. Given the current situation and bearing in mind Declaration No 28 to the Amsterdam Treaty, Member States should, in the first instance, aim at improving the situation of women in working life.” Hence, measures that promote the employment of women in sectors where they are underrepresented are explicitly permitted and encouraged.

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Other topics relating to equal treatment as enshrined in national legislations are rules governing social security⁷, the

health and safety of pregnant or breast-feeding employees⁸, access to and supply of goods and services⁹, parental leave¹⁰ and self-employment¹¹. These directives and other recommendations, reports, notifications and Council decisions can be consulted on the website of the European Commission¹².

The European Commissioner for Justice, Consumers and Gender Equality has defined five priority areas to improve gender equality¹³. These priority areas are

1. Increasing female labour market participation and equal economic independence;
2. Reducing the gender pay, earnings and pension gaps and thus fighting poverty among women;
3. Promoting equality between women and men in decision-making;
4. Combating gender-based violence and protecting and supporting victims; and
5. Promoting gender equality and women's rights across the world.

Effective application of EU law on equal pay at national level currently remains one of the biggest challenges and is crucial for tackling the pay discrimination and gender pay gap effectively. The Commission is constantly monitoring

Effective application of EU law on equal pay at national level currently remains one of the biggest challenges.

the correct application and enforcement of the existing EU law on equal pay in Member States¹⁴. The Commission supports Member States and other stakeholders in the proper implementation of existing rules.

The Commission wants to tackle challenges of work-life balance faced by working parents and caregivers. Objectives are to address the low participation of women in the labour market. The initiative seeks to promote equality between men and women with regard to labour market opportunities and equal use of occupational rights. The Commission wants to modernise and adapt the current EU legal and policy framework to today's labour market by improving measures to facilitate work-life balance and incentivising their equal use by men and women.

⁵ Treaty on the Functioning of the European Union, <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:12012E/TXT&from=EN>

⁶ Cf. Article 1 “Directive 2006/54/EC on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation”

⁷ **Directive 79/7 of 19 December 1978** on the progressive implementation of the principle of equal treatment for men and women in matters of social security

⁸ **Directive 92/85 of 19 October 1992** on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding

⁹ **Directive 2004/113 of 13 December 2004** implementing the principle of equal treatment between men and women in the access to and supply of goods and services

¹⁰ **Directive 2010/18 of 8 March 2010** implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive of 3 June 1996

¹¹ **Directive 2010/41 of 7 July 2010** on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive of 11 December 1986

¹² http://ec.europa.eu/justice/gender-equality/law/index_en.htm

¹³ <http://ec.europa.eu/justice/gender-equality/>

¹⁴ http://ec.europa.eu/justice/gender-equality/gender-pay-gap/index_en.htm



6 Policy implementation approach

The findings of the WISE study showed that there are several good reasons to implement gender policies in companies. How can this be done? An implementation strategy of diversity policies can be seen as a change process and should be managed in this way. According to Eurofound the following points have to be considered¹⁵:

1. Define a clear case for action
2. Build active senior leadership commitment
3. Engage managers at all levels
4. Establish infrastructure to support implementation
5. Communicate diversity and inclusion principles to staff, customers and other stakeholders

These considerations have to be underpinned with concrete steps. Having identified the need for change and a case for action, clear targets and a timeframe have to be set. Only with quantitative and qualitative targets can success be measured. The status quo concerning the share of women in all jobs, hierarchies, apprenticeships etc. has to serve as a basis for the strategy, and has to be analysed by appropriate means.

Different models have been developed to structure a change process in companies. The **5-phases model of Krüger**¹⁶ is useful for the implementation of gender policies. Krüger identified five phases within a change process. To implement successful measures, it is recommended to have an holistic approach.

Phase 1: Initialization

Due to certain indicators, a need for change is identified. Internal and external analyses of the system and the situation, concerning the concrete topic, are carried out in order to make the situation assessable and projectable. The actors and involved persons have to be identified and activated, e.g. executives and workers representatives.

Phase 2: Conception

When designing the change process, objectives have to be formulated and the related measures have to be determined and defined.

Phase 3: Mobilization

The planned change will be communicated to those concerned. Communication is very important in order to gain the acceptance of all stakeholders and to prepare them with appropriate measures for the changed conditions. This phase prepares the implementation.

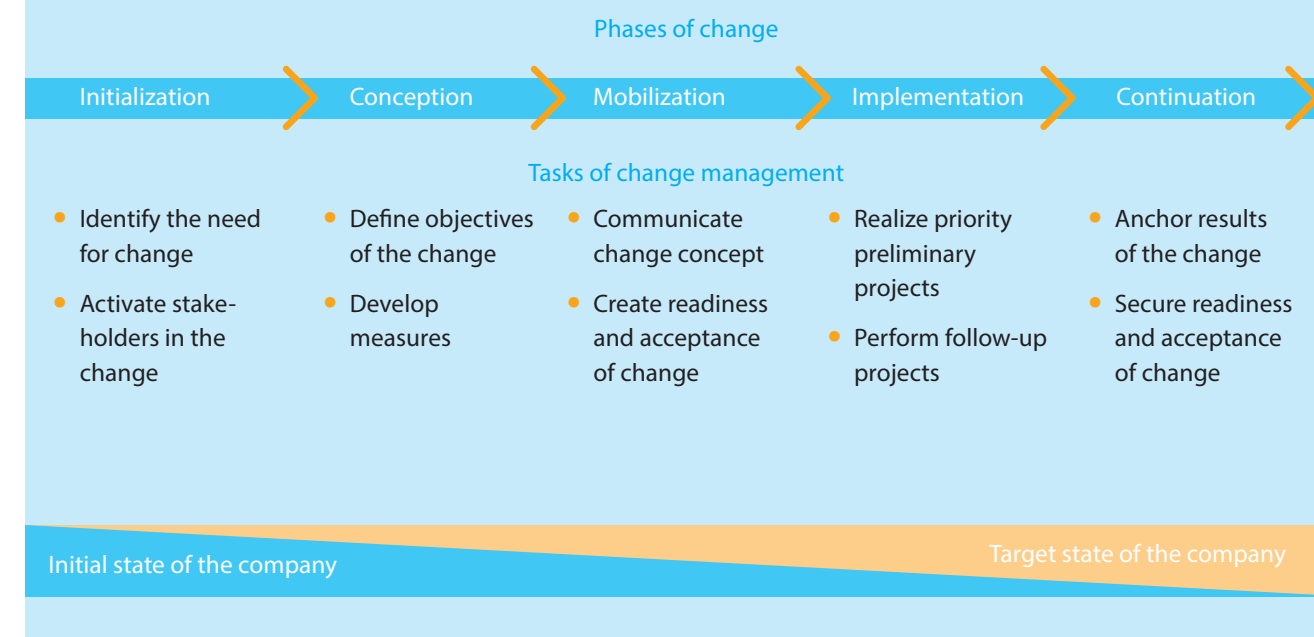
Phase 4: Implementation

The planned changes are carried out and possible follow-up projects are initiated. Each project is subsequently checked, evaluated and, if necessary, corrected.

Phase 5: Continuation

In the last phase, the results of the change process are anchored and consolidated to ensure that the organization has internalised the new approach. In the course of consolidation, the readiness for future changes should also be ensured.

Change process and change management



III. 2: Five Phases of Change Management; source: Krüger, W. (2006): Excellence in Change. Wege zur strategischen Erneuerung. 3rd edition, Gabler Verlag, Wiesbaden, p. 67.

<https://organisationsberatung.net/change-management-modelle-im-vergleich/>

Krüger's 5-phases support the implementation measures with a structural background. The top-down approach guarantees the commitment of the top management level. Nevertheless, a change process can only be successful when all involved persons support the measures. Acceptance and success of the process has to include employee and trade union representatives. The social dialogue, which is en-

shrined in the Treaty on the Functioning of the European Union, should be used as the most beneficial approach. Collective agreements ensure the consideration of interests of all involved parties. The European social partners of the urban public transport sector UITP and ETF support their members by developing topics of joint interest.

¹⁵ <http://www.eurofound.europa.eu/observatories/eurwork/articles/companies-and-workers-benefit-from-diversity-policies>

¹⁶ Quelle: Krüger, Wilfried (2009): Excellence in Change. Wege zur strategischen Erneuerung. 4. Auflage, Gabler Verlag, Wiesbaden, S.68 ff



7 Descriptions of company gender policies

Some urban public transport companies and associated unions gave us an insight into their policies designed to improve the situation of women and achieve gender parity; thus they were chosen as a result of their consent in the sharing of their gender policies and good practice examples.

The interviews were conducted in summer 2016 and addressed company policy and aims. The findings derived from the interviews show different situations, approaches and stages of gender policy development. As there are no companies with a real gender balance, the measures identified are relevant across the board. Prerequisites for employment differ between countries, and this is reflected in the different approaches and arguments used. It should again be made clear that the European legal framework permits measures to be taken to improve the condition of the underrepresented gender within the companies.

BVG

Berliner Verkehrsbetriebe (BVG), Germany

Legal framework

BVG is a service provider with the legal form of a public institution. It is subject to the **Berlin Gender Equality Act** (LGG) of 1991. The Act requires that companies actively promote the equal status of men and women as a way of enlarging the proportion of a company's staff made up of women. The Act requires companies to use instruments such as the appointment of women's representatives and the drawing up of a **Frauenförderplan** – a plan to improve the situation of women.

Company policy

Equality for BVG means achieving equal opportunity between the genders. In 2003 BVG drew up its first **Frauenförderplan**, 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. Each local BVG office has a desk dedicated to the representation of women company-wide. In 2010 BVG resolved to increase

the proportion of its staff made up of women. The subject is taken very seriously at BVG and is actively promoted by management. With its equality policy the company is pursuing a whole string of objectives and has deployed a range of instruments to achieve them. "The measures will provide targeted support for our female staff, encourage more women to work for us and ensure equality of opportunity for men and women in the company." Increasing the female workforce as a percentage of the whole is also part of management's **plan**. 2012 saw the introduction of a **minimum quota** of positions to be filled by women, which set a target to be aimed at in every department. The aim is to have women comprising 27% of staff by 2022. No special funding has been set aside to achieve this; all measures have to be approved by management and are planned and implemented in tandem with the HR department in line with **co-determination** practices. The policy includes moves to improve information and communications by virtue of gender equality.

Current situation

In 2015 BVG employed a staff of 11,699, of whom 2,242 were women (19.16%). The staff statistics are being broken down according to gender, occupational groups and organisational units. Employees can describe their needs and interests in **staff conversations**. The company uses a variety of techniques to ascertain the opinions of its staff (surveys, feedback, social media, complaint procedures).

Staff recruitment and development

All job vacancies are posted company-wide. In addition, a number of job portals are used for the **recruitment** of new staff. As women do not traditionally pursue jobs in local public transport, **advertisement visuals** address women to the same degree that they address men. **Advertisement texts and captions** reflect gender mainstreaming. At the **selection stage** male and female applicants are considered in equal proportion, with the women's and minority-interest representatives brought in as part of the process. **Job-application statistics** are kept to help in the drawing up of the next **Frauenförderplan**. To boost applications from women in the areas of IT and the technical trades, BVG uses a raft of measures such as Girls' Days, internships, stands at careers and job-training fairs, part-time training courses, dual-track courses of study and the organisation of technical years for young women and those returning after a period away.

Public attitudes towards BVG have shifted as a result of **image campaigns** that use witty and appealing messages to give the company a modern, personal touch. The campaigns feature female employees and address women – and applications by women are already up by 50%. But with staff numbers set to rise over the next ten years, even more female applicants will be needed. As Berlin's population is growing and local public transport along with it, the company has increased its intake compared to 2010.

All employees have the same degree of access to activities, occupational groups and further training. **Special further-training** courses are available for women; the options relate to managing career and family and profes-

sional communication techniques. The courses have names like "JUMP" (Junior Management Programme), "Career Anchor" and "Princesses were Yesterday". Participation in further-training modules is possible during parental leave and the company bears any costs of child care. A new **mentoring programme** was launched in 2016 to help women decide if a managerial position is right for them. A mentor 'shadows' the woman she is accompanying for a while. The coaching programmes are open for all and the take up is 25% women and 75% men, the percentage of women participants exceeding the percentage of BVG staff made up of women. "Women with Drive" is a programme hosted jointly with the Job Centre to help women retrain as drivers. The programme was initiated by Evelyn Nikutta, Chair of the BVG Board. Backed by public funding, potential job-seeking candidates are identified and given a 4-month course of training.

As stipulated in the LGG, a **General Assembly for women** convenes once a year and a **gender-equality conference** is also held, which is hosted on a rotation basis by the individual company departments.

Good working conditions

BVG wants to use the **Frauenförderplan** to tailor working conditions to the needs of employees, especially female employees, for example by establishing break rooms or using **labour-saving devices** (simpler technical aids such as machines, devices and tools).

There has been good take-up of measures geared to **health and safety management**, physiotherapy and other options available during working hours. Protection from sexual harassment, discrimination and violence is also important.

Where feasible, flexi-time, part-time work and geographically independent work models are offered as a way of helping employees to manage family and career.

The interview was conducted with **Diana Kelm and Bettina Jankovsky, BVG**

¹⁷ Landesgleichstellungsgesetz (LGG) in the version dated 6th September 2002 (GVBl. p. 280), last amended by Article 6 Berlin E-Government Act of 30th May 2016 (GVBl. p. 282) §4 (2): "As a minimum, the **Frauenförderplan** must set out the staffing, organisational and further-training measures to be taken pursuant to §3 in compliance with gender-equality commitments within the relevant organisation and indicate the timescale required for these measures to have the desired effect."

¹⁸ Berliner Verkehrsbetriebe (BVG) (2016): Women's Power Wanted! **Frauenförderplan** 2016-2022. p. 5.



Dublin Bus, Ireland

Legislation

In Ireland the “Employment Equality Act” came into force in 1998 which sets out 9 grounds of discrimination, one of them being gender. This has put more of a focus on the issue of gender equality. Until 1973 women in the public sector were required to leave their employment when they got married due to the “Marriage Bar”. With accession to the EU, and the implementation of several EU directives, the situation has changed.

Company policy

Gender policies are part of the Equality, Diversity and Non-Discrimination Strategy at Dublin Bus. It covers all employees, customers and the wider community. The **equality executive** develops an annual action plan in consultation with the management of each area of the company. Jointly they decide on what will be the main focus for the following year. Each area is responsible for the implementation of their own measures. Dublin Bus has established a **gender steering group** which aims to increase the number of women employees, especially in bus driving, as well as support their career progression. The gender steering group is divided into sub-groups. They each focus on specific gender issues. The gender strategies are supported by senior management. Funding for gender measures are part of the wider HR function budget.

Evaluation and current situation

Of 3,469 employees 243 are women (7%). In 2008 Dublin Bus stopped recruiting due to the economic downturn in the economy and a number of employees left the company through a voluntary redundancy scheme, including a number of women. Recruiting began again in 2014. Gender-specific monitoring fosters awareness of the total number of employees and certain grades and areas where there are problems. Of the 9 members on the board of directors 4 are women which marks a significant increase over the last 10 years. Dublin Bus does not have a gender quota but sets its own targets.

Dublin Bus has just under 3,500 employees, and **communication** with a workforce that is primarily dispersed and works in shift patterns is difficult. This is an issue which the company is currently tackling. Briefing sessions with small groups of employees are currently taking place with the goal of creating greater dialogue between management and employees. A **survey** was conducted in 2015 with a 33% response rate. The response rate from shift workers and those not employed in the building was also high. This survey is carried out every 2 years. It is not gender-specific but the subsequent surveys will include questions on gender and other diversity issues. Dublin Bus is working on establishing more channels of communications between all grades including an intranet system.

Training on gender awareness is included in all training programs in the form of an equality and diversity module. The senior executive team received unconscious bias training and further briefings in the area of diversity and inclusion are planned.

Harassment is not a huge problem but nevertheless it does happen. Incidents are investigated but the number reported is quite low. The dignity and respect policy deals with bullying and harassment, with incidents reported to the local managers. Formal complaints are reported to the equality executive, there were fewer than 10 incidents reported in 2015. The local managers resolve most of them informally. The dignity and respect policy is very well known in the company due to ongoing communication around the policy.

Development

The public image of the sector can be problematic as it is viewed as male dominated. This is reflected also in the number of female employees. Open days focusing on women-only drivers were organised in 2016 as part of their overall **recruitment campaign**. The positions are open to both men and women but, since the open days the number of applications from women has increased. The open days have been very successful and the feedback from the women who attended has been positive. Two additional open days were organised due to the demand. A number of family members of employees attended the open days. Employees have been very supportive regarding women's employment. At a senior level the benefits of an increase in the number of women in the company, especially among drivers, is known. Managers are of the opinion that women are safer drivers and receive fewer complaints.

Career development is possible within the company. Progression opportunities for bus drivers include inspector (supervisory grade), tour driver, part-time trainer, revenue protection panel, and management positions. The Head

of HR for example started his career as a bus driver. There is no gender-specific promotion. Positions are open to all employees once they meet the minimum criteria for the role.

Training opportunities include an education support scheme. Employees who want to return to tertiary education receive financial support. These are open to men and women; some courses are fully funded. Employees in administrative jobs take up these offers more often than bus drivers. Ongoing training and development is provided to all employees each year. This ranges from driving skills courses for bus drivers, to technical training for engineering employees, and IT training for administrative employees.

Measures

The change in **driving licence** preconditions allowed more female drivers to be recruited. It is now possible to apply with a Class B (car) licence; training for the Class D (bus) licence and to be a bus driver is provided by the company. This has resulted in more women applying for the position of bus driver.

The provision of **facilities** is an ongoing issue. There are agreements with shopping centres, hotels, cafes etc. located along the route and at the final stop. It is an issue for both sexes but more for women, especially if the terminus is in the middle of a housing area.

Depending on operational necessities, support is given regarding **working time** and work-life balance. Work sharing is available: 2 bus drivers can share one position. They work half time, 5 days/2 weeks instead of 10 days/ 2 weeks. Men take advantage of this more often than women; part-time work is not possible.

The interview was conducted with Vivienne Kavanagh, equality executive Dublin Bus



Wiener Stadtwerke, Wiener Linien, Austria

Legal framework

Wiener Stadtwerke Holding AG is fully owned by the city of Vienna. The group functions as an umbrella company for the groups various operations. The European Directive on equal treatment of men and women was transposed into an equal-treatment law in Austria. 1996 the Vienna equality act was adopted. A binding women's quota is not prescribed for Wiener Stadtwerke.

Company policy

Wiener Stadtwerke views the **rich mosaic** of professional and life experience, of attitudes and values, as a valuable attribute, since it helps school the staff in their dealings with passengers. The company espouses the core principles of tolerance and equal opportunity. It is proactive in fostering the integration and gender parity of men and women and enforces a strict anti-discrimination policy.

A new **programme to improve the situation of women** is being rolled out in 2016, initiated by Dr. Gabriele Domschitz, Director for mobility, legal issues and acquisitions. The programme applies to all companies within Wiener Stadtwerke and focuses on 1) attracting young female employees, 2) introducing measures such as networking get-togethers, women's festivals and info-letters on gender promotion and 3) fostering woman-to-woman cross mentoring that

straddles boundaries between departments and two network meetings per year (Info-brunch).

According to the Vienna equality act an **equality officer** has been appointed. She has the right to attend the hearings for administrative officers. Courses on gender stereotypes and gender equality are not yet available.

The **trades union** is involved through the works council members in the formation of company policy. Works councils are a strong force at Wiener Stadtwerke.

Current situation

With a staff of approx. 16,100 employees, the group Wiener Stadtwerke is active in the energy, mobility, garaging and funerals & cemeteries sectors. 8,847 employees work at Wiener Linien. Of the 4,554 drivers, 598 are women. The proportion of staff at Wiener Linien made up of women remained largely constant in the period between 2010 and 2015. The number of job applications from women has remained low despite a series of measures designed to help employees combine career and family in the local public transport segment.

In 2012 the system for collating **HR statistics** was overhauled; a distinction is now made between manual work and office-based work. Steps are being taken to monitor the quota for the employment of women at managerial

level. The introduction of a women's quota regarding the re-filling of executive positions is under discussion.

Annual conversations are held with employees to collect feedback and information on what is important to staff.

Staff development

Staff development strategy focuses on the four phases in the working life of employees – training, settling in, career and pre-retirement.

The **wording of job-vacancy texts** is gender-neutral and not specifically aimed at women. Women are especially invited to apply.

Wiener Stadtwerke organises **activities** for all staff who are **making a start or transition** at the group. These include welcome days, shadow programmes and hop-on, hop-off tours. They not only help staff to get to know the company and settle in, and start creating a network of friends and contacts; they also help staff to understand and value people as individuals. This offer is also open for returners after abstention or maternity leave.

As it's contribution to equal treatment along gender lines, Wiener Stadtwerke places a high value on providing support for women training as technicians or to enter a trade. The company is involved in the annual **Vienna Daughters Day**, which aims to spark the interest of girls and young women in occupations traditionally dominated by men. This event is beginning to yield results, with considerable take-up by the target group. Effective publicity work need not be expensive.

Occupations where women are poorly represented are also those for which women show little interest in studying – IT, urban planning and engineering. Recruiting women from such a small pool of candidates is not easy. A completed project for postgraduates, **Urbem college**, gained a high share of women due to the wording of application criteria. A new cooperation with the TU Wien shall inform interested women during a networking evening about job possibilities at Wiener Stadtwerke.

Wiener Stadtwerke is actively involved in all measures planned, executed and evaluated by the group, or its companies and staff, in relation to the training and supporting of employees and the ongoing development of the company. Two **seminars** are designed exclusively for women – “Active

Collaboration Management” and “Taking Responsibility, Setting Limits”.

Women are encouraged to apply for **higher positions** when they become available. Women considered by HR officers to be suitable for senior posts are approached on the subject.

On management level an info-brunch is organised twice a year. Participants can discuss their career with prominent female guests from economy, politics and science, and grow their network. Wiener Linien hosts a regular networking get-together centring on a range of activities that include in-house information events, a trip around the city's river port installations and sports events. Approx. 100 invitations are sent out to female staff.

Female contact persons at Wiener Linien have a say when it comes to working clothes.

Wiener Stadtwerke values its **older employees** for the experience they bring to the company. 2015 saw the launch of a knowledge-management project that aims to preserve and share employees' knowledge as a valuable resource for Wiener Stadtwerke.

Good working conditions

Wiener Stadtwerke employees have a strong **sense of belonging**.

A raft of **health and safety** structures are in place which exceed the standards stipulated by law. Wiener Stadtwerke sees these regulations as part of its social responsibility. It is of the opinion that healthy and well protected employees are important for the success and prosperity of a company; special measures include secure driver cabs in buses. The workforce is involved in the decision-making process.

The **atmosphere at work** changes to reflect the ways female employees communicate with their co-workers. At certain stages in their working lives employees can switch to teleworking to help them combine career and family. A pilot-program regarding part-time management is on the way.

The interview was conducted with Barbara Hauenschild, Wiener Stadtwerke



Transport for London (TfL), UK

Legal framework

The Equality Act 2010 is the current legislation against discrimination for England, Scotland and Wales. It covers discrimination on the basis of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Public authorities like Transport for London (TfL) have to comply with the general equality duty to act against discrimination, victimisation, harassment and to advance equality of opportunities.

Company policy

Part of the Greater London Authority family of organisations led by Mayor of London Sadiq Khan, TfL is the integrated transport authority responsible for delivering the Mayor's strategy and commitments on transport. The operational responsibilities include London Underground, London Buses, Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. On the roads, TfL regulates taxis and the private hire trade, runs the Congestion Charging scheme, manages the city's 580km red route network, operates all of the Capital's 6,300 traffic signals and works to ensure a safe environment for all road users.

In 2012, TfL produced a Single Equality Scheme (SES) following wide-ranging involvement with stakeholders and colleagues in the London boroughs and Greater London Authority (GLA). The SES sets out what TfL will do as an employer to ensure the workforce is even more reflective of London's diversity at all levels of the organisation. It also set out the commitment to improving transport in London by making it more accessible, safer and reliable. Further details

are presented in "Action on Equality"¹⁹ and the "Annual Workforce Monitoring Report"²⁰.

TfL supports Staff Network Groups – BAME, LGBT, faith and wellbeing, disability and women. Over the past year, the Women's Staff Network Group alone has influenced a number of gender based policies and working practices by developing a buddy scheme for staff with the Maternity Leave Working Group, partnering with pregnancy charity Tommy's and created guidelines for women going through IVF treatment and the Menopause.

A key focus over the past two years has been the 100 Years of Women in Transport (YOWIT) campaign, which launched in November 2014. Since then TfL, who has spearheaded the campaign, has collaborated with Network Rail, the Department for Transport (DfT), Crossrail Ltd, Women's Engineering Society, Women's Transportation Seminar, London Transport Museum and a host of sponsors to inspire, engage and motivate not only women working within the industry but also future generations. Due to a comprehensive programme of activity over the past two years, the campaign's network has grown to over 12,500 people across 270 organisations.

The YOWIT programme has been internationally recognised by the Inter-American Development Bank and World Bank. As part of their Transport Week, representatives were invited along to discuss the programme as it was seen to be leading the industry in terms of diversity and inclusion. Along with this, the programme has featured prominently across social media and now has over 9,400 twitter followers. YOWIT has also been incorporated into the DfT's Transport Infrastructure Skills Strategy as an effective way of increasing diversity, encouraging more women and BAME people to be part of the transport industry.

¹⁹ Transport for London (2016): Action on Equality
<http://content.tfl.gov.uk/action-on-equality-tfls-commitments-to-2020.pdf>
Transport for London: TfL's Annual Workforce Monitoring Report 2014/2015.

²⁰ <http://content.tfl.gov.uk/tfl-2014-15-annual-workforce-monitoring-report.pdf>

Evaluation and current situation

There is a very clear commitment to increasing diversity within TfL. The Mayor recently appointed a new TfL Board which is the most diverse Board TfL has had to date. The new Board is 57 per cent female, 29 per cent BAME and 13 per cent with a disability.

Staff development

In 2015, the **recruitment materials** were changed to attract more female graduates. More women are now showcased in presentations, posters and books. As a result of this, TfL has seen a rise in applications from female graduates from 20 per cent to 40 per cent. A lot is being done for technical and engineering jobs, with the focus on young people. The recruitment team approaches them by going to schools and career fairs, for example, introducing young women to the wide range of exciting jobs that exist.

TfL has also piloted **Women on Boards** membership, run a Springboard programme, run Inspire Engineering Workshops for young people and developed an Unconscious Bias film for use in recruitment.

YOWIT has hosted over 20 events in collaboration with its partners and sponsors, in a variety of formats, to meet the needs of its diverse audience. These have included insight sessions featuring inspirational women, debates, workshops, panel discussions, and speed mentoring evenings which have given employees the opportunity to engage with, seek advice from, and network with senior figures from across the industry. These events, attended by around 2000 people, have all been a means of supporting the personal development and progression of staff. Feedback has been overwhelmingly positive, with comments such as, "The session was very inspiring and it motivates me to reach my potential" and, "I enjoyed hearing about how to go about broadening my skills which may contribute to moving towards board positions."

The campaign has also launched two informal networking schemes, called coffee roulette, one industry-wide and one for TfL employees, where participants are randomly paired for a coffee. Over 100 people participate at an industry-wide level, and over 240 internally, ranging from early career professionals all the way to director level. The schemes have been an effective way of creating links, sharing knowledge and breaking down barriers both within and between organisations. Feedback has been overwhelmingly positive.

A key differentiator of YOWIT has been its innovative engagement strategy, exemplified by a number of initiatives launched in its inaugural year. For example, in order to promote the benefits of an engineering career to young people, the campaign broke a Guinness World Record. Nearly 900 people came together for National Women in Engineering Day 2015 to high five engineering, breaking the record for most simultaneous jumping high fives. Two films were produced out of the event, to promote the industry in a creative, fun and different way. These films, as well as two produced for the launch have helped open the industry to a public audience, providing people with real insight into the variety of careers in transport.

As part of the YOWIT programme, 130 women were profiled and their interviews shared online. By promoting women in real roles, from a variety of backgrounds and with diverse skills, the campaign has given the industry a human face and challenged stereotypes.

The campaign has also engaged extensively with schools and young people to tackle the issue of gender stereotyping and the growing skills gap affecting the industry. A number of initiatives have been launched to inspire young people to consider a career in transport, such as a 'bring your daughter to work day', a teacher industrial partners scheme and a nationwide schools debating competition. These initiatives have been made possible by the YOWIT network, of which more than 300 people have signed up as YOWIT Champions. Young people have told us how their eyes have been opened to new possibilities because of these initiatives.

Changes noted

We have seen a notable increase in women applying to our graduate scheme since we changed the recruitment material to attract more women.

As a result of new initiatives and new policies introduced by the Women's Staff Network Group, there is a general consensus that women feel more supported within the business, although we recognise there is clearly a lot more to do.

The YOWIT programme has engaged women currently working within the industry and as part of its legacy it will continue to do so by inspiring, motivating and engaging future generations to consider a career in transport through the roll-out of its schools toolkit – Inspiring a generation. (www.inspiringageneration.tumblr.com)

The interview was conducted with Kate Keane, TfL



Üstra Hannoversche Verkehrsbetriebe AG, Germany

Legal framework

“Überlandwerke und Straßenbahnen”, formerly a private company, was municipalised by the local authority in 1970. As a public company it conforms to the Gender Equality Act.

Company policy

The Board has formally resolved to increase **women’s representation** in the workforce to 22% by 2022. Owing to the current state of the job market there is a growing need for the company to tap into the pool of female labour. No minimum quota is in place for management positions of women, but a target was set to ensure that 14.3% of management positions are filled by women by 30.6.2017. Thus, the current women’s quota is kept, since there will be no vacancies due to natural fluctuation. Based on the „Act for Equal Participation of Women and Men in Leadership Positions in the Private Sector and Public Sector“, the company is expected to increase the proportion of women in management positions in the medium term, therefore, the target will be adjusted in due course.

By virtue of their presence on the Supervisory Council representing the interests of employees, **unions** are involved in the design of company policy. Agreements on a number of issues have been enshrined in the company’s working conditions.

Current situation

Staff are analysed along gender lines. **Conversations** are conducted with all members of staff, who are also **polled** every two years on their wishes and their level of job satisfaction. Employees can turn to their superiors or the Works Council for support at any time, and a company doctor is also available.

Gender-specific topics are discussed at an annual **Women’s Forum**, with ideas and suggestions being developed before being passed on to management.

Staff development

The ‘Üstra rocks’ campaign has resulted in a rise in the number of **job applications** by women as well as men. Trial days are organised (‘More Women Behind the Wheel’) along with ‘Miki Days’ for employees’ children, and events offering career guidance for the future.

The company’s **coaching courses** are open to all. Team leaders and managers are schooled in gender-equality and communication. Special measures such as self-confidence seminars, and courses on how to deal with “energy drainers” in the workplace are popular among women. Participation is equally split among men and women throughout the different departments.

Good working conditions

The company has improved its image and working conditions over recent years. There has been a large number of job applications submitted by women and a special course is available to help them achieve their **Class D licences**. Female bus or tram drivers are now a much more visible presence in the streets. This encourages more women to apply for drivers’ jobs.

A number of employment models offer **flexible working hours**. Part-time work is also possible on day shifts. The company’s family service helps parents organise child supervision and care for the elderly. Administration has a room that is fitted out for use by employees and their children.

The interview was conducted with Tanja Schindler, Üstra



RATB – Regia Autonomă de Transport București, Romania

Legal framework

The gender equality law is the basis for RATB in Romania, a publicly owned company.

Company policy

RATB does not have a special gender policy. It is not necessary because there is no discrimination between men and women at company level. The company promotes **equal opportunities** when filling vacancies. Quotas do not exist for women for leadership positions; the decisive criteria are competence, commitment, professional experience and managerial skills.

Women benefit from more rights in line with **collective agreements** and the legal framework. These relate mainly to free time for health care for pregnant women and the easing of certain working conditions. The collective agreement contains additional agreements negotiated between the company and the trade unions, with the law setting out the minimum standards. No other topics are regulated in the collective agreement because the company works on the basis of equality. It is an internal rule which all workers have to respect.

The company assures **decent working conditions** for all employees working throughout Bucharest. Separate facilities for men and women are common. There have been no reports from employees of internal violence and harassment incidents. Third-party violence happens, and employees can report incidents, which are then investigated by the company. Measures are taken depending on the gravity of the incident, and if the driver was found to be at fault, he or she receives a penalty.

Current situation

End of 2015 the number of employees was 10,036, of which 7332 were men and 2704 women. 2698 employees have individual open-ended contracts, 6 have fixed-term contracts. At RATB no women have applied to become a bus driver, but 104 women are trolley bus and tram drivers. There are sectors within the RATB where the percentage of women is very low. Examples are: roadway/track maintenance (requires physical overloading, difficult environmental conditions, heat, frost, etc.); cleaning of vehicles (physical strain, working at height etc.); security (working in shifts); ticketing control (physical and mental stress). There are no women at the highest level

of management within RATB, but women represent 30% of the roles in middle management.

Commissions at departmental level organise meetings to discuss incidents that have occurred. Every 6 months the behaviour of the employees is analysed, and if there are problems a psychologist has to be consulted. All employees have a duty of loyalty to the company, and as drivers present the face of the company, it is important to maintain that high level of loyalty to RATB. Loyalty is linked to benefits: job stability and the punctual payment of wages. In the case of any incident, the Commissions meet to analyse the respective situation. Every 6 months drivers receive medical and psychological check-ups, being taken off the road should they not attain required standards, until such time as their results are to standard. All RATB employees are checked once per year.

Staff development

It is not a problem for RATB to hire new staff. All employees benefit equally from **training offers**. The company offers training opportunities if employees want to gain a further qualification; receiving their salary during the training period. When a worker needs re-qualification, participation is compulsory and the company pays for the training. Every 2 years workers need to re-qualify as drivers and hence are re-examined. The company has its own training office.

Good working conditions

The high percentage of women working in the sector is still due to the crisis. In comparison with other urban public companies from Europe, even in a crisis jobs in public transport are perceived as stable and **salaries are guaranteed**. The collective agreement provides several benefits which are interesting for employees, and some existing facilities encourage them to be more involved in the company.

It was said that women are more cooperative, like to work in a team, are dedicated to their work, even if they have children, and are diplomatic at the working place, creating a good atmosphere at work.

The interview was conducted with Gabriela Dinica, RATB – Regia Autonomă de Transport București, and Marinela Angelescu, Federation of Transport Unions, Transloc and Public Services ATU Romania



Société des Transports Intercommunaux de Bruxelles/ Maatschappij (STIB-MIVB), Belgium

Legal framework

Equal-treatment legislation was introduced in Belgium 10 years ago. As a public enterprise, STIB-MIVB is particularly bound to implement the equal-treatment Act. In Belgium the "Institut pour l'Egalité des Femmes et des Hommes" is charged with ensuring that women and men are treated equally.

Company policy

In January 2016 management announced its objective to raise the **proportion of staff made up of women** from 9.5% to 11% by the end of 2016. Previously the company had had no explicit gender policy. Every position in the company is open to men and women equally and hiring decisions are based purely on qualifications. STIB has had a **dedicated committee** addressing diversity issues and responsibility for implementing diversity in the company. Diversity is approached in a variety of ways at STIB, not only from the gender perspective. Gender stereotypes are not a special area of focus in the company; diversity is more likely to be reflected in the cultural background of staff members. Female employees are described as confident and assertive.

It is not easy to recruit young women in the areas of **IT and the technical trades**, such occupations requiring the applicants to have studied courses that are much more popular among men than among women. The paucity of women is most marked on engineering, mechatronic and electrotechnology courses, making it hard to recruit women in these areas. Nonetheless, the company is working to do just that.

STIB wants to attract more **women as bus and tram drivers**. The company cites as its motivation the fact that women are less confrontational and they drive more smoothly. It would be good to retrain female employees

currently in other roles within the company by offering driver qualification. The issue of shifts and work timetables is a snag when it comes to recruitment. There is no way to avoid weekend work, and many shifts are tailored to peak traffic hours and involve a split shift of 4 hours on, 4 hours off and 4 hours on. This kind of work pattern is hard to juggle with family life. Some women, too, simply cannot imagine themselves at the wheel of a bus, and yet the more women seen driving a bus, the easier it will be to motivate others to opt for this occupation. It has a knock-on, role-model effect.

There are no **collective agreements** specific to gender equality because the law assumes gender equality. The subject is not discussed much and awareness of opportunities and benefits is not particularly developed. More room for discussions and for introducing measures to raise awareness could be helpful. In the company's interaction with the unions the subject of gender equality is not high on the list of priorities. This may be due to male dominance among union representatives. Of the 5,000 drivers at STIB, most are not concerned with equality issues, and the staff are more split along linguistic lines, with some speaking French and some Dutch. As can be seen, measures for promoting diversity and integration take many approaches.

Current situation

Of 8,295 employees in 2016, 755 were women (9.1%). The 7-member board includes two women. Statistics are kept on the genders, occupation and job description of staff members, to enable management to monitor recruitment and the proportion of the workforce made up of women.

There is no minimum quota of positions to be filled by women, and there is no desire for any quota of this kind. Staff are hired based on their qualifications.

Staff development

Since 2016 STIB has been taking more steps to recruit women. A full-page advertisement (statement) was taken out in a free paper, "Metro"; testimonials were published, a start was made in referral marketing, and ads were posted with the message that the company is keen to employ more women. At press conferences and presentations or when employees are depicted on posters or in photos or videos, care is taken to be even-handed when targeting men and women. At job fairs women deliver talks focusing on their experiences as bus drivers. In a situation where a man and a woman are equally qualified to fill a particular vacancy women are increasingly getting the nod as a way to obtain a better gender balance. The workforce has been informed of this company goal.

No distinction is made between men and women where **career planning** is concerned. Each job vacancy is advertised internally at first; only if no suitable applicant is found does the search shift to external applicants. A talent manager is responsible for career planning and the search for suitable successors. STIB has 104 female and 47 male HR employees, one of the rare departments where women outnumber men.

To date, there have been no **surveys of job satisfaction** among employees. This could be a good way for the company to understand why, for instance, women with 5 or more years at the company display the highest rate of absenteeism.

Two options are open to women who have been subjected to **violence or sexual harassment**. They can talk either to their boss or to a social counsellor. Both have their own team of assistants, with the social counsellors' team made up of 8 women and 1 man. They can also approach a confidante who has received training in this function and speaks both

Dutch and French. The counsellors' superior's report to the HR board once a month. Counselling is provided with assistance from an external expert. Traumatized women are entitled to 10 sessions free of charge with a psychologist.

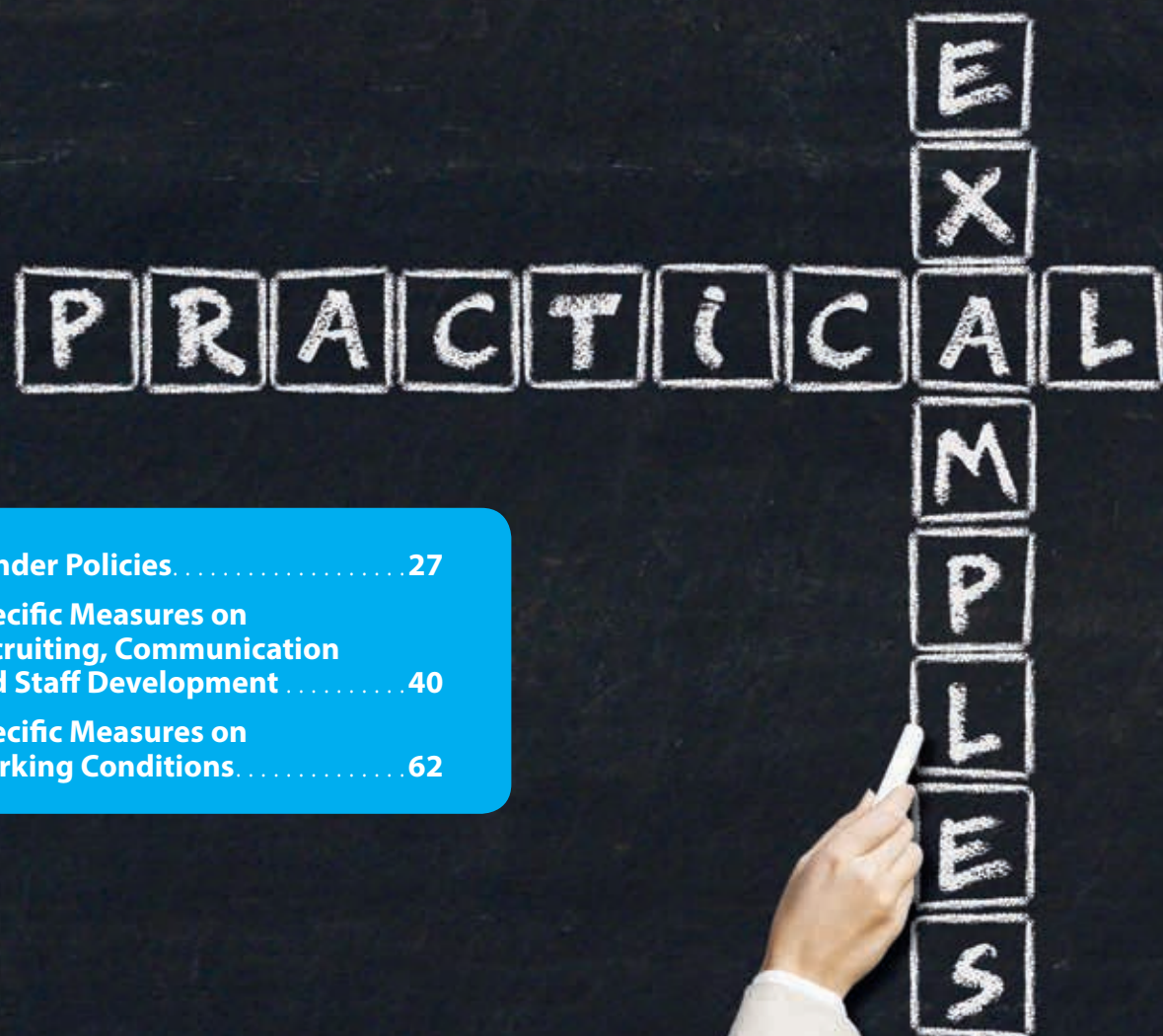
Measures taken

It is not easy for STIB to encourage women to apply for jobs in the company, however all necessary actions are taken to convince women that STIB strongly respects values such as work-life-balance and gender equality. The local public transport company does not have a particularly positive **image** as an employer, and prejudice born of a conviction that STIB does not offer a women-friendly work environment puts many women off from applying for a job. The company is circumspect when organising special measures so as not to run the risk of sponsoring discriminatory activities. Yet the EU's Gender Equality Act fosters measures supporting the underrepresented gender. A special Open Day for women is planned.

Part-time work is offered as a way of helping employees to achieve a healthy work-life balance. The option is available to all employees but it is mostly women who take advantage of it.

The installation of gender-specific toilet facilities at the end of some lines represents a greater problem. The facilities are designed with men in mind and management has resolved to make changes here. Inadequate toilet facilities can result in women quitting as drivers.

The interview was conducted with Pierre Massant and Johan Claes, STIB-MIVB



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Kommunal.

Swedish Municipal Workers Union
Sweden

Women's representation in decision-making bodies and women's conference

Objectives

Women's participation in trade union and company policies

Implementation

Our policy is to make sure that women are represented in all decision-making bodies (e.g., company boards, trade union committees at all levels, working groups and European Works Councils). A balanced representation of women in the trade union committees and the company boards supports the influence of women. Balanced representation on negotiating teams during collective bargaining is also important if the trade union is to negotiate at company and workplace level.

We have started to host a women's conference to focus on how to attract more women to the transport sector. We also make sure that women are represented at trade fairs and in all of our trade union literature and videos.

Nobina has taken the decision to have women making up 20% of the company within five years.

Success factors

- Inclusion of women in decision making processes is absolutely necessary to raise the relevant topics
- A comprehensive discussion of all relevant topics improves the conditions for all employees

8 Practical examples of initiatives to promote women's employment

Practical examples have been collected by the qualitative survey which addressed company and trade union representatives of the urban public transport sector in Europe. The examples shown are responses from companies and unions explaining their objectives, implementation and experiences. These are practices that have had a positive impact for the companies or trade unions who implemented them. The project steering committee reviewed the selection of policies and practices for promoting gender equality in the urban public transport sector; this is a first collection of examples. The social partners will have to evaluate, in the coming years, if these practical imple-

mentations have been useful and led to the intended objectives. Those companies and trade unions who have experience with the implementation of gender policies stress the necessity to implement measures at all levels. Not only one highlight activity will make the difference, but a comprehensive policy taking into account measures in the areas presented in the joint recommendations of the European social partners: recruitment policy; qualification, training and career opportunities; work-life-balance/reconciliation of work and social life; health and safety at work; equality in wages; working culture and gender stereotypes and corporate policy.

Contact

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Austria

Promotion of women and gender equality

(multiple activities organised and measures taken)

Objectives

WSTW has initiated a wide range of activities to

1. increase the proportion of female staff at the company,
2. actively promote female employees within the company

Implementation

Ad 1. Increase the proportion of female staff at the company:

WSTW is eager to increase representation of women within the company in general and especially in management positions. WSTW believes that these two points are closely interlinked. Women are often hard to find for executive positions because there is a lack of women on lower levels. In order to be qualified for a management position a certain knowledge of the topic (and procedures within the company) is needed. So, WSTW is convinced that it is pivotal to increase the interest of girls and young women in technical matters.

- Daughter's Day event: Once a year interested daughters of employees are invited to visit their parents at their workplace. Most subsidiaries of WSTW take part in this initiative, among them Wiener Linien and Wien Energie.
- Urbem College: WSTW part-finances a doctorate college at the Technical University of Vienna (TU Vienna). This college is dedicated to researching future (technical) issues relating to transportation, energy and other fields. Four out of 10 doctoral students are female.

Ad 2. Promotion of female employees within the company:

- **Networking:** Once a year a broad networking event is organised to which all female employees of the WSTW are invited. In addition, a networking brunch of female executives is also organised several times per year in order to improve and tighten the links of female executive staff. Similarly, Wiener Linien has created a women's network consisting of some 100 women in higher positions. They meet at irregular intervals for different activities such as excursions, women's runs etc.

- **Sensitisation of executive staff with respect to gender equality and the promotion of women:** Once per year an event on the topic is organised to raise awareness among executives and make women more visible (also when it comes to applications for higher positions).
- **Stimuli for women to apply for vacancies** (in higher positions): Women are explicitly pointed towards interesting vacancies in order to guarantee that a decent share of women will apply.
- **Advanced training specifically geared to women:** The workforce of WSTW can choose from different offers regarding advanced training courses. The data of the gender of participants is collected to ensure that the number of women and men in advanced training is balanced (which is currently the case). In addition to that there are specific training courses for women.
- **Good working conditions:** WSTW offers flexible working conditions such as part-time and flexi-time.

Success factors

- Commitment of top management level shows respect and appreciation
- Minimize drop-outs
- Knowledge about women's needs
- Professional and comprehensive approach
- Cultural change for the benefit of all
- Measurable targets which can be evaluated in the set timeframe

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Germany

Exemplary implementation and establishment of continuous and systematic management for the advancement of women, equality and better compatibility of family and career in the Stadtverkehr Lübeck GmbH

Objectives

The implementation of the promotion of women, equality and better compatibility of family and career requires a systematic, strategic and operative management (management cycle) with effective management tools and effective implementation instruments as well as implementation measures.

Implementation

Strategic level:

- Equality, promotion of women and compatibility are established in the articles of incorporation of Stadtverkehr Lübeck GmbH as an objective; the company guidelines derived from this form the basis for the specified management guidelines.
- Plans for the advancement of women with equality and compatibility objectives and measures are adopted in the supervisory board every two years and are reported annually (intermediately).

- Conclusion of the collective wage agreement demography TV-N in 2015- the establishment of compatibility measures or auditing for the audit "Family and career", etc. therein.
- Auditing every three years since 2007 with "Audit family and career" by "Berufundfamilie gGmbH" (Hertie Foundation)
- 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.

Agreement on objectives at management level for equality, promotion of women and compatibility

- Remuneration-related management objectives with the Executive Board and divisional managements (next hierarchy level agreed) and the implementation of measures with the concerned departments are cascaded annually.

Tools and operative implementation

For agreement:

- Service offerings:** three weeks of holiday care proposals, occupancy rights for places in the child day care centres, emergency care for children (children can e.g. be taken care of "ad hoc" at home in case of illness), 50% or 20% subsidy with respect to the cost of day care centres, guaranteed child care placement, assisted care in case of dependents in need of care, across the nation.
- Working hours:** proposal for training in part time, including automotive mechatronics engineer, if necessary; addressing individual working hours model even in shift schedule as far as possible, various part time models, structured comeback after having taken a break for family commitments.
- Workplace:** wherever possible-telecommuting job offers.

For the promotion of women and equality:

- Service offerings:** regular proposals for (promotion-oriented) women on micro politics and networking, participation in (external) mentoring program, annual organisation of "girls-day", regular addressing of "gender" in (higher) management meetings and conferences, regular seminar offers for all the employees on equality and compatibility related topics; stipulation of minimum number of women for headhunting.
- Communication:** Intensive public address of women for bus driver training and ferry guide training (less complex), detailed communication on the complete range of topics Internet and Intranet, "Gender" even in "visual communication".
- General support and promotion for the topic** e.g. flyer to all the employees on "domestic violence" and advertising campaign outside of the bus at information centres for the concerned individuals.

Controlling Instruments

Plan for advancement of women: e.g. overall "women's participation", in which salary level, "hierarchy" and for the "planned replacement targets".

Reporting family and career: e.g. increases in the working hours of the part time staff, attracting management staff in part time, duration of parental leave; availability of management positions in part time, attracting management staff in part time, attracting work from home, etc.

Equality report-area-specific: e.g. remuneration structure for men/women and changes, external and internal attitude of men/women, etc.

Success factors

- Promotion of women and equality are assigned as strategic objectives with clear guidelines by the supervisory board and the executive board to the management and their operative implementation is controlled regularly and continuously.
- Objectives for equality, promotion of women and compatibility are finalised with the management in the remuneration-related objective agreements, starting at the executive management level.
- There is a transfer and application of the business (standard) management tools also for equality, advancement of women and for better compatibility of family and career.
- Sufficient personnel and budget resources are required for the operative implementation and persistent further development of the agreed objectives and measures.

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United Kingdom

Gender policies

Objectives

Improvement of working conditions for women in the urban public transport sector

Implementation

Unite believes that the implementation of and adherence to gender policies can only be achieved by regular, structured meetings between employee representatives (via Union) and ALL levels of management – using a top-down approach, ie. getting the director on board will ultimately ensure compliance by managers. The tools available to workplace representatives are knowledge of legislation (interpretation thereof) and the grievance procedure; invariably the latter is not used enough!

Unite has produced a presentation entitled “why – what cost to the company” which explains cost saving by using new rotas, wording for job advertisements, raising the profile of women within the company, changing public opinion, career perspectives, top-down support, job perception etc.

One of UK's largest bus companies has a National Women's

Committee (NWC). The company's liaises at national level with the women in the depots and is up-to-date on changes to legislation. A women's representative is present at all management committee meetings. It is responsible for the communication. The achievements of this company's NWC include:

- Changes to female uniform to make it more serviceable
- Design and introduction of maternity uniform
- Production of employee booklet in Q&A format explaining maternity/paternity rights – which the company pays for.
- Annual issuing of self-exam breast cancer packs for ALL female employees within the company
- Introduction of child-care voucher system
- Ensuring adherence to Harassment Policy
- Ensuring adherence to Bullying & Victimisation Policy
- Questioning and working with the company to increase the number of women drivers
- Organised open/taster days for women drivers
- Initiated a national agreement that ALL companies may pursue the same initiative

- Took part in Unite equality audit, involving the female Operations Director
- Promoting women's presence at annual steward's week (paid for by the company) & including a session in that course outlining women's issues and on-going challenges. This includes the need for a women's rep. at ALL depots.
- Raising awareness about domestic violence being a workplace issue.
- Up-dating/provision of female toilet/shower facilities with sanitary provisions
- Request for Equalities rep paid stand-down
- Questioning of gender perceptions relating to specific occupations and the nature of specific job roles; examples of women in male dominated positions

Examples of the company's workplace policies

- As a basis, the Recognition Agreement
- Disciplinary Policy and Procedure
- Pregnancy & Maternity Guide
- Risk Assessment & Questionnaire
- Stress Policy
- Harassment Policy
- Equal Opportunities Policy
- Dignity at Work Guide
- Assaults at Work Guide
- Good communications between union representatives (locally and nationally) and ALL levels of management is crucial to implementation of and adherence to all company policies for the benefit of employees.
- Joint Consultation Forum
- Menopause

Unite would like to negotiate a Gender Neutral Job Evaluation Scheme – information available on www.equaltyhumanrights.com

Success factors

- Cooperation of management, workers and trade unions representatives can reach the best results. Commitment of top management level shows respect and appreciation
- Each working area can improve the specific situation or condition the employees have to face. A better awareness and discussion of the issues are guaranteed
- The knowledge about women's needs and demands can be identified and solutions elaborated
- Combating stereotypes at management level and among employees (both men and women)
- Training on equal opportunities raises awareness at all involved persons and levels
- Reach a consensus of behavior and communication

Contact

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France

Rolling out Gender equality Action Plan. Partnership with Femmes&Pouvoir, a network of elected French women

Objectives

Build relationships around mobility with local authorities
out of traditional commercial relationships

Implementation

We signed a unique partnership with Femmes&Pouvoir,
early 2016

Femmes&Pouvoir offers to their elected women members training, access to specific workshops both in “how to get the codes of power” and how to be a woman in the political world and seminars where they can share ; they offer also specific access to expertises regarding key public issues such as mobility.

Getting to know each other

All along 2016 we met monthly either presential or call meetings to discuss mobility and give answers thanks to our expertise in the sector.

Some of us (from the Gender Equality group) would join and contribute to the meetings, the rest of us – thanks to our Gender equality club on Yammer would contribute with written answers to questions we posted each months.

Gathering both Femmes & Pouvoir members & Transdev Gender equality club

After 6 months of such meetings, we are organizing a full day – after 2 years we meet again;

Half the day is devoted to panels around elected women’s key questions on mobility;

The other half will be focused on building our action plan for 2016_2017.

We are working fully aligned with French CEO, who welcomes the modernity and target of getting new talents the approach allows.

Success factors

- Empowerment of women in leading positions
- Motivation and mobilisation of women for a career in the business
- Individual personal development and career promotion

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France

Gender equality & performance National initiative to create the momentum

Objectives

How to turn gender equality into a lever for performance?

Implementation

Gathering of a diverse and cross silos workforce to address
the subject during a one day workshop

As an official kick off to the national new gender equality program, we invited 30 Transdev staff – casting was intentionally diverse – in terms of gender of course but also age, experience, skills, jobs, operational & support functions, locations.

We designed the day around gender equality and performance – positioning our day as part of our business. This took place mid 2014.

Use collaborative intelligence tools to build a multi dimensional action plan

We made the day a collaborative day with “market place” and “world café” methodologies so as to design together the transdev action plan for France as a group and design a program very inclusive of staff members. We ended up with a 6 dimension action plan

1. Monitoring gender equality [key figures to track our progress]
2. Change management – and creation of a “gender equality club” we named Lime UP ! eon yammer – that enabled the group and new members throughout France to share
3. Training [based on a full argumentary we co built after the kick off day]
4. Work organization [HR processes for work/life balance]
5. Talent management [internal promotion and action to attract female talents]
6. External partnerships to promote and build on gender equality [with chosen stakeholders]

Insert and inspiring speech – testimony of remarkable
best practice outside of the company

JM Monot from Sodhexo, key and emblematic leader in terms of diversity was with us and told the story of Sodhexo and Gender equality.

Conclude the day with the sponsorship of top management

Our CEO and both Performance Director and France Director (members of excom) got involved and the last 2 became official sponsors of our program

Success factors

- Organising gender equality actions as a change management process assures a professional and comprehensive approach. The commitment of the management level is important.
- Measurable targets are set which can be evaluated in the given timeframe
- Training on equal opportunities raises awareness at all involved persons and level. The measures initiate discussion among staff and subsequently a possible change of opinions
- The support of a working group concentrates on outcomes and follows-up the activities what is necessary to stick to the targets
- Reach a consensus of behavior and communication

Contact

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Bremer Strassenbahn AG
Germany

Collective agreement women's promotion (Kollektivvertrag Frauenförderung)

Objectives

The collective agreement women's promotion was concluded in 2010 to guarantee equal treatment of women and men.

Implementation

Collective agreement women's promotion

- Annual analysis of the employment structure
- Preparation of a women's development plan
 - Filling of jobs and apprenticeship training positions
 - Women with equal qualifications are given priority
 - In the case of the filling of training positions, half of the apprenticeships should be taken by women
 - Jobs must be designed in such a way that they can be temporarily been filled in the form of part-time work
- continuing education and training
 - Inclusion of the theme „equality of men and women“
 - Women are to be appointed increasingly as leaders of advanced training courses

Women's representative

- she has the task of promoting the implementation of the collective agreement
- the women's representative performs her duties as honorary position

Success factors

- Collective agreements are a broad commitment of all stakeholders, the commitment of the management level shows respect and appreciation
- Equality in training modules combats stereotypes at all levels
- With this agreement a consensus of behavior and communication can be reached

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France

The GEEIS Standard

Objectives

GEEIS is the first label for Gender Equality at work at European and international level. The goal of this standardisation process is to contribute to the creation of a European common culture of "gender equality in the workplace".

- Offering multinational companies international recognition in terms of gender equality
- Developing a European culture gender equality
- Providing the impetus for the implementation of resources designed to provide management of the European gender equality strategy
- Helping companies to put in place the right conditions for internal contact between countries, the sharing of cultures, the identification of good practices and their deployment

Implementation

The GEEIS is conducted as any other certification project. After 6 months of work to comply with the referential of the certification, 5 European entities of Keolis got audited: Keolis Norway, Keolis SA, Syntus, Keolis UK and Dockland.

Bureau Veritas, the certifying body, evaluates the company against 9 criteria in 3 main areas:

1. Management resources: general policy on gender equality, instigation of specific country-level initiatives and evaluation of the gender equality policy
2. HR and Management practices: training and communication initiatives, work-life balance accommodations and measures, pay practices and gender mix in each job of the organisation

3. The impact of European policy: dialog with the social partners and think-tank implemented to improve gender equality at work

The certification process has risen the awareness among the staff and initiated changes.

Success factors

- A certificate is the visible success of the company on implementing gender policies. It unfolds the effect internally and externally. The professional and comprehensive approach includes the commitment of the management level.
- Measurable targets are included which can be evaluated in the given timeframe
- Training on equal opportunities raises awareness at all involved persons and level. The measures initiate discussion among staff and subsequently a possible change of opinions
- The international approach facilitates comparisons between the countries and cultures and leads to a general consensus of behavior and communication

Contact

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- European Transport Workers' Federation
- Community of European Railway and Infrastructure Companies

WIR – Women in Rail. Good Practices and Implementation Guide

Objectives

The “Good Practices and Implementation Guide” of the European project “WIR – Women in Rail” contains a comprehensive overview of areas where gender-based measures or strategies can be implemented. The findings can serve as guidelines also for urban public transport companies.

Implementation

Recruiting

“Do’s” ...:

- Communicate that technology replaces physical power
- Make women visible / present positive role models
- Actively seek contact to potential female candidates
- Prefer women when qualifications are equal
- Try to admit at least 2 girls / women
- Empower women and support lobby work
- Encourage girls to do attend non-traditional (technical) formation
- Put the topic “recruiting more women” on the social dialogue’s agenda

... and “Don’t’s”:

- ✗ Expect that one single change / measure will attract women
- ✗ Tap the usual recruitment channels and methods
- ✗ Expect that the premier employment of a girl / woman is not a topic in your team

Reconciliation of work and private life

“Do’s” ...:

- Reconciliation is a task of the company
- Involve all employees in reconciliation measures
- Involve the whole team in planning work
- Allow reduction / flexibility of working time when wished-for
- Plan leaves (exit and re-entry) and keep close contact
- Support the concept of work-life balance in the social dialogue

... and “Don’t’s”:

- ✗ Offer part-time only for low skilled workers / under precarious conditions
- ✗ Think of care as an issue for parents of young children only

Career and Equal Pay

“Do’s” ...:

- Set quantitative targets and monitor them
- Be open with employee classification, goals and career paths
- Offer mentoring programmes and support networking activities
- Plan “inclusive” training
- Actively invite women
- Apply transparency against gender pay gap
- Put career development and equal pay on the social dialogue’s agenda

... and “Don’t’s”:

- ✗ Have the illusion that “everything works out”
- ✗ Think that good leadership is subject to availability “around the clock”
- ✗ Expect that individual negotiations lead to fair pay

Overall Equality Policy

“Do’s” ...:

- Gender equality is a management task
- Set targets and monitor them
- Communicate and support gender equality (internally and in external relations)
- Continuously work on a change in culture

... and “Don’t’s”:

- ✗ Simply think of equal opportunities as of equal treatment
- ✗ Expect that an equality / diversity strategy is sufficient
- ✗ Expect that all instruments / measures applied turn out to be useful

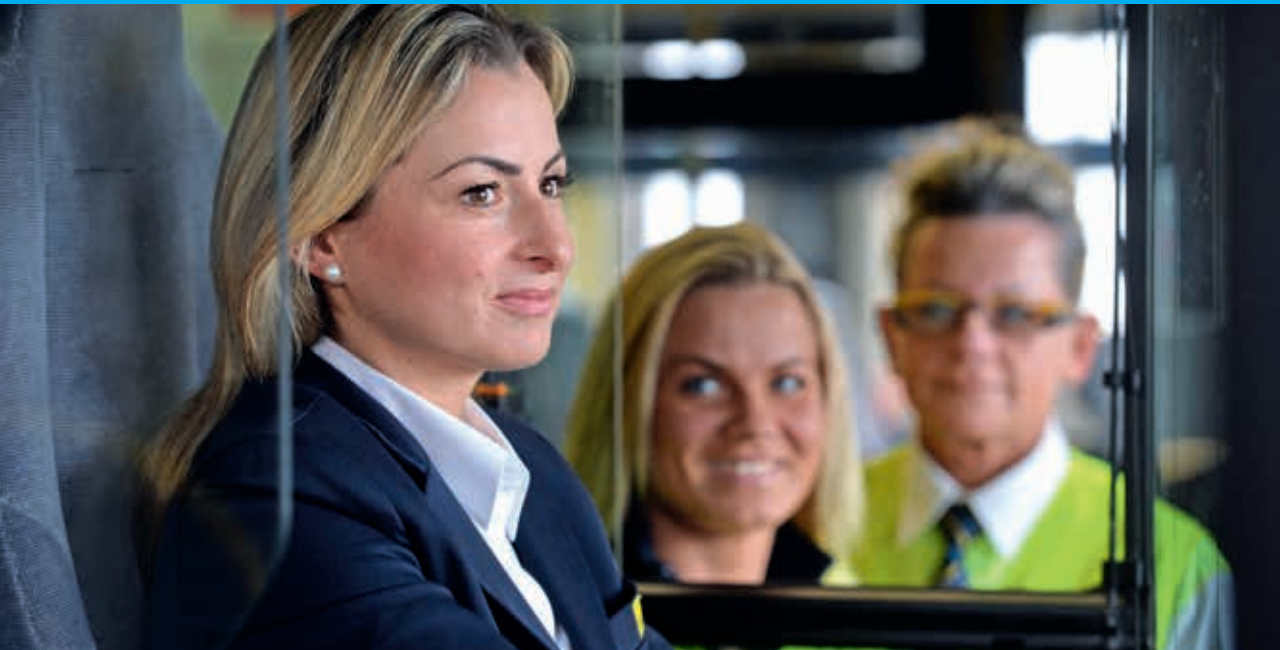
Link to the publication:

<http://www.etf-europe.org/etf-3556.cfm>

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Berliner Verkehrsbetriebe BVG AöR
Germany

“Women Behind the Wheel” and “Women with Drive”

Objectives

BVG hopes to create interest among women in the driving profession and train them to become drivers. The initiative is also open to unemployed women wishing to rejoining the labour market. Women can use the course of further training to expand the number of job options open to them.

Implementation

The initiative is organised in partnership with the Job Centre in Berlin-Mitte and is designed to permanently increase the proportion of BVG staff made up of women across all BVG departments. The idea of liaising with the Job Centre came from BVG Women's Representative Ines Schmidt. Women who are looking for work or registered as unemployed and are interested in rejoining the labour market are eligible to apply. Lateral entrants are welcome, be they saleswomen, medical assistants or single mothers. One key condition is not to be afraid to get behind the wheel of a metro or tram or steer a bus through the hectic city traffic. The Job Centre issues an aptitude certificate as a first step. Interested women are then invited to a roadshow and take part in trial week. The cost of acquiring the driving licence is born by the Job Centre, living costs etc by BVG. Over 400 women have signalled their interest so far and approx. 70 applicants have passed the aptitude tests. A large number are currently pursuing courses at one of the training centres.

Women with Drive: This training course is likewise conducted in partnership with the Berlin Job Centre. It is aimed at women wishing to resume paid employment in their original line of work. Women must be registered as unemployed at the Job Centre and be interested in receiving further training as a driver. Successful trainees will emerge with a Class D driving licence and a licence to transport passengers in a bus. The Job Centre bears the cost of the course and the expenses of the trainees.

The course is part of steps being taken by BVG to train equal numbers of men and women as drivers.

Success factors

- From the unique idea of collaboration between the company and the Job Center to recruit more female bus drivers, all involved partners benefit: the Job Center can offer job opportunities, the company gains access to more candidates and the candidates experience new positions.
- Gaining experience as a driver make the candidates experience how it feels to be in the position. It can diminish fear and prejudice. Women can ask questions and develop their skills

Contact

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Berliner Verkehrsbetriebe BVG AöR
Germany

Girl's Day

Objectives

To encourage more women to choose a technical trade.
To achieve a situation in the future where half of all positions are filled by women.

Implementation

On Girl's Day girls have the chance to learn a little about a technical trade or occupation that is not normally considered by women looking for a career or training opportunity. At BVG this applies especially to the technical trades and driving positions. Girls can chat with BVG staff and are given a taste of what it is like to be a woman working as a builder of railway tracks, an industrial mechanic, a mechatronics technician, an electronics and maintenance engineer or an IT systems engineer.

Success factors

- Gaining experience as a driver and technician enables candidates experience how it feels to be in the position. It can diminish fear and prejudice.
- Women can ask questions without having the fear to be laughed at
- During open days not only the candidates learn, also the HR managers hear about their wishes and expectations which can be included in future recruitment campaigns
- Different communication specifically targeted at women
- Contact of the company with potential candidates, questions can be answered, insight into the job descriptions is possible
- Show that jobs are not physically demanding

Contact

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Berliner Verkehrsbetriebe BVG AöR
Germany

Gender Equality conference

Objectives

The conference is designed to remedy the underrepresentation of women in the company

Implementation

As part of the plan to improve the situation of women a Gender Equality conference will be held once a year. Invitations are sent to ten employees from each respective organisational arm of BVG. Women's representatives will be involved in the selection of delegates, with an eye on equal numbers of men and women. The selection will reflect a cross-section of salary levels, professions and activities. The agenda will focus on women's issues where they relate to the world of work. The Gender Equality conference is not held in place of the Women's General Assembly stipulated in the LGG. To ensure that all gender-equality issues receive equal attention, a rotation system will be used when addressing points in the individual areas. Responsibility for organising, managing and conducting the conference lies with the HR department and the Overall Women's Representative.

Success factors

- Commitment of top management level shows respect and appreciation
- Company's knowledge about women's needs will be improved
- A cultural change for the benefit of all

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Eisenbahn- und Verkehrsgewerkschaft EVG
Germany

Training courses, women's committees and collective agreements

Objectives

The course helps women to develop confidence and participate more fully in the company policies. The women's committees support the development of ideas and demands. The collective agreements set frames for good working conditions

Implementation

Special training seminars for women are conducted by EVG. They address women at their workplace and workers' representatives. Women's committees work on different topics. Collective agreements have been signed on the following topics:

1. Collective agreement – Demographics
2. Collective agreement – Group works agreement on the compatibility of job, family and biography
3. Collective agreement – Group works agreement regarding equal treatment and protection from discrimination

Success factors

- Empowerment of women
- Motivation and mobilisation
- Personal development
- Networking
- Collective agreements for a broad commitment of all stakeholders, retaining employees

Contact

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Der schönste Grund,
warum Männer Rock tragen,
sind Frauen.



Üstra

Üstra Hannoversche Verkehrsbetriebe AG, Germany

Üstra rocks

Objectives

The aim of the campaign is to become a more attractive employer in the eyes of women and to encourage more women to apply for positions as bus or tram drivers.

Implementation

The Department for Culture and Internal Communications launched the initiative in 2015 with 2 films ("Üstra rocks" and "We make rock stars"), both with the backing of the Board and funding from the budget. All actors are members of staff. In the films men wear skirts (kilts) to welcome women to the company as co-workers. "The new arrivals are the best reason to rock." The idea is to demonstrate that women are employed in repair workshops and women, too, are capable of manoeuvring large vehicles. The aim is to recruit women as drivers, but the films have also led to a rise in the number of applications from men. Üstra was awarded the HR Award for the campaign.

Special campaign: All dressed up: Üstra rockt (rock = German for skirt)

The men of Üstra dressed in skirts have not only been a talking point in Hannover recently, they have also been getting attention from across the globe, from Taiwan to Samoa. The extraordinary image campaign from the Üstra Hannoversche Verkehrsbetriebe AG, aimed at strengthening their employee branding, has really sent out a clear message. It sees ten real life Üstra bus and tram drivers displayed on XXL displays across buses and trams, as well as in viral clips on both the internet and onboard television.

Finding new employees, both male and female, will be one of the big challenges for Üstra over the next few years. The new campaign „Üstra.de/rockt“ has set the target of making Üstra particularly attractive as an employer of women. Üstra has aimed this campaign primarily at women because that is the target group that is clearly underrepresented in the driving roles and technical professions. They want to change that. This is the reason for the slogan: „The best reason for men to wear skirts? Women.“ The background to all this is that Üstra is going to have to replace around 1000 employees by 2022 as a result of planned employee departures. By that time, however, the aim is to

raise the proportion of women from 16% to 22%.

Interest from the public and the media has been great; rarely has Üstra been so successful in gaining attention and winning fans with such a campaign. A taster course offered for women was booked out immediately. Further courses are to follow. There has also been a rise in the interest shown by technical professions in employing women.

The result has been a wave of media recognition. The campaign has sent ripples through national media channels, including Bild, Spiegel, Stern, taz, SAT 1, ARD, NDR. Everywhere people have been talking about it, on social media, TV, in the street and the industry. The echo has even reached Taiwan. Trial courses with female drivers are fully booked. The telephones haven't stopped ringing. There have been four times as many applications, with over 55% from women. More drivers will wear a skirt to work in 2016, each catching the eye of female passengers. All this makes them even happier to do their job.

Üstra won the Human Resources Excellence Awards 2015 – best Recruiting campaign. See the award-winning book: http://www.hr-excellence-awards.de/wp-content/uploads/sites/6/2016/02/HR-Excellence-Awards_digitales-Gewinner-buch-1.pdf

Success factors

- The special success factor of this campaign is to play with expectations and role models
- Videos are a good medium to reach people, better than written text
- A high credibility arises by having own employees who communicate the message in the video, on fairs and events

Contact

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France

Good practices sharing

(available on an online community)

Objectives

Keoshare is a collaborative platform to share good practices among subsidiaries all over the world

Implementation

A workspace was created on Keoshare to spread the best practices to advance gender equality in the company.

Examples

- Introduce a written company policy on equal opportunity that states the company's commitment to equal opportunity at all stages of the employment relationship and a zero tolerance approach to sexual harassment or discrimination
- Communication tools to attract more female candidates in male jobs and male candidates in female jobs: posters, goodies, videos featuring female/male employees in their work environment
- Insure that the wording of job advertisements specify men and women are welcome to apply
- Improve facilities for women and men: conduct an audit of toilets, common areas, uniforms and other facilities of all the routes and upgrade facilities that are in need of refurbishment

- Invite female employees to speak in conferences or job fairs
- Propose your employees to sponsor external female candidates
- Have at least 1 female candidate in the shortlist for a top management job
- Procedure to circumscribe overtime
- Adopt a work/life balance Policy
- Provide managers and employees with guides on parenthood
- Launch an employee survey with questions about employees satisfaction regarding work/life balance

Success factors

- The success of the workspace can be measured by the number of users and targets met, e.g. the number of applications from women
- Result of the survey, and the satisfaction of employees with their working conditions and the company culture

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France

Keolis Pluriel

Objectives

The Keolis Pluriel network brings together more than 200 women and men from across the Group around two common goals:

1. **Solidarity: creating opportunities for knowledge sharing and support amongst Keolis employees, via workshops, conferences, events...**
2. **Co-creation: submitting proposals to the Executive Management Board through organisation of work-groups to produce studies and recommendations.**

Implementation

The Keolis Pluriel network was implemented by female managers of the Group in agreement with the president to empower women and give them confidence

It has a budget to organize workshops, conference and workgroups.

All women and men willing to contribute to the gender equality programme can join the network on a voluntary basis

Activities are run all over the year: female role models, conference, mentoring, networking events, etc

Success factors

- Empowerment of women in leading positions
- Motivation and mobilization of women for a career in the business
- Individual personal development and career promotion

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France



France



France



Sweden

Girls' day

Objectives

Stimulate an interest in female students to work in the transport sector

Implementation

Once a year, Keolis organizes in several subsidiaries an open day for students in partnership with local schools to stimulate an interest in female students to work in the transport sector : visit, face-to-face contact with staff, questions about what it involves to work at Keolis are in the program of that day. The focus of the Girl's day are operational jobs. It is targeting students of selected technical highschools.

Success factors

- From the girls' day women can gain experience and information about positions in urban public transport companies
- During open days not only the candidates learn, also the HR managers hear about their interests and expectations. These can be included in forthcoming recruitment campaigns
- Specific communication is necessary to address women, their interests and needs
- Contact from the company with potential candidates, questions can be answered, and insight into job descriptions is possible
- Show that jobs are not physically demanding

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Keolis Graduate programme

Objectives

Encourage a fair gender balance

Implementation

Keolis Graduate programme gives students the opportunity of a fast-track career development in order to rapidly take on management responsibilities in our operations. The program is foreseen for operations, maintenance and marketing. Since 2008 on 120 employees who have followed Keolis graduate programme, 37 % were female.

This initiative aims to ensure on a long run a fair gender balance at the top of the organization and in the managerial roles

Success factors

- Empowerment of women in leadership positions
- Motivation and mobilisation of women for a career in the business
- Individual personal development and career promotion

Contact

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Training programs

Objectives

To raise awareness about gender equality

Implementation

To raise awareness and train its people on key subject related to gender equality (benefices of gender equality for the organisation, gender discrimination and harassment, stereotypes and biases), Keolis dedicates sessions/workshops to explain the responsibilities of all employees in maintaining a workplace environment free from discrimination, harassment and retaliation. And to present the company's commitment and initiatives

We use games and quiz to give a playful touch in the sessions

Success factors

- Combating stereotypes at management level and among employees (both men and women)
- Interactive methods are useful to make people think about preconceptions and unconscious bias
- Provoke discussion among staff and subsequently a possible change of opinions. Training on equal opportunities raises awareness to all involved persons and levels
- Reach a consensus of behavior and communication

Contact

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Open day for women

Objectives

Recruiting more female bus drivers

Implementation

Keolis and the employment office invited females to one of our bus depots. 80 females took part and got the opportunity to drive a bus. We explained the advantages of becoming a bus driver. If they were interested in becoming a bus driver they applied via the employment office. The initiative resulted in the recruitment of 9 female bus drivers.

Success factors

- Gaining experience as a driver make the candidates experience how it feels to be in the position. It can diminish fear and prejudice
- During open days not only the candidates learn, also the HR managers hear about their wishes and expectations which can be included in future recruitment campaigns
- Benefits are applications from more women to become drivers

Contact

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Régie autonome des transports Parisiens
France

An equivalent percentage of women in management committees related to the rate of feminisation of women cadres The establishment of a women's RATP network

Objectives

In her strategic orientations presented during the RATP's Board of Directors meeting held on 30 October 2015, President Elisabeth Borne hoped to challenge women's positions within the RATP for the social innovation and development of the Group.

The initiative promotes the integration of women, takes steps to dismantle the glass ceiling and supports women keen to take up positions of responsibility.

The creation of the Women's Network fulfils the following objectives:

- Contribution to the advancement of W/M professional equality within the group
 - Awareness
 - Empowerment
 - Involvement of M and W
- Awareness of the benefits of diversity (order of performance)

- Prioritising professional assertiveness of women and their ambition (through business projects, mentoring ...)
- Removal of obstacles to encourage women to pursue technical professions

Implementation

To promote this assertive policy of feminisation and create conditions for its implementation, the feminine network is structured as below:

- A central network having the following missions:
 - Large scale federal events (conferences, round table conferences ...)
 - Trainings/coaching/mentoring
 - Meetings and networking between jobs
- Tradewise "Local" networks with their missions for:
 - Networking within the job
 - Working on attractiveness of the jobs and the actions "proposed" outside the company

The percentage of women sitting on management committees is monitored and evaluated in an attempt to raise the percentage of women on the committees. The evaluation includes a comparison of the situation in the different committees, an understanding of why there are disparities, and the action taken to reduce them. A working group will be set up to define the operational objectives of the network and its operation.

Success factors

- The commitment of the management of the company at the highest level is essential to obtain a commitment from all the employees.
- The network's success will contribute to fulfil the commitments undertaken under the framework of the agreement on professional and wage equality between women and men including feminisation of the governing structures (rate of the feminisation of Codir with the nearest rate of feminisation of the executives of the concerned depart-

ment) and more generally, the feminisation of all the jobs in the group (supervision, engineering, maintenance, ...).

- The success can clearly be measured by the target figures. The success factors are the understanding of barriers and the support of applications.
- The responsibility and the work of the working group to reach the aim is crucial. The support of the management level is necessary to have the commitment of the whole staff.

Contact

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United Kingdom

Women in Transport (formerly 100 Years of Women in Transport)

Transport for London and partners. Pan-Transport Industry, spearheaded by TfL and supported by a number of partners and sponsors, including Crossrail, Network Rail, the Department for Transport, Women's Engineering Society and Women's Transportation Seminar

Objectives

To inspire, engage and motivate women currently in the transport workforce, and to engage with and inspire young people to consider a career in the transport industry. Also to understand the customers and reflect the city where TfL works.

Implementation

The programme "Women in Transport" (WIT) was launched by TfL in 2014. It was a campaign to celebrate 100 Years of Women in Transport. The initiative is spearheaded by TfL, although it is very much an industry-wide programme. Five main partners (Network Rail, Crossrail, the Department for Transport, the Women's Engineering Society and the Women's Transportation Seminar) supported by a whole range of external companies, have supported the programme. All activities undertaken as part of the programme are sponsored by an external partner.

Activities:

- Insight sessions with inspiring speakers, industry debates, panel discussions and networking workshops
- Speed mentoring sessions for young people and current transport staff
- Bring-your-daughter-to-work days
- A nationwide schools debate
- Inspiring the Future scheme allowing employees to volunteer one hour per year dedicated to inspiring the next generation
- Guinness World Record to celebrate National Women in Engineering Day
- Inspiring a Generation – a schools engagement toolkit to communicate to young people, parents and schools the opportunities that exist in transport
<http://inspiringageneration.tumblr.com/>
- Profiles of women in transport shared extensively online
- Coffee Roulette – an informal networking scheme
- Dedicated 'Women in Transport' page on the TfL website and an active Twitter feed @transportwmn with over 9,400 followers
- A monthly newsletter sent out to more than 2,000 people working within the industry



- Films produced about history of Women in Transport, Women in the Bus Industry, Women in Engineering and the YOWIT campaign
- Recognition of staff through entrance into Industry Awards, such as Everywoman in Transport and Logistics Awards
- Speed Mentoring sessions

All activities have been very successful. They attract largely a female audience although men are encouraged to come along also. TfL, along with the support of the wider transport industry, has received an excellent response to the 'WIT' programme in general.

Success factors

- A professional and comprehensive approach with different engaging measures
- Commitment of top level management from within TfL as well as the wider transport industry
- Inspiring, motivating and engaging women currently working within the industry
- Profiling women working in the industry on the TfL website
- Cultural change for the benefit of all

Contact

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Société des Transports Intercommunaux de Bruxelles/
Maatschappij voor het Intercommunaal Vervoer te Brussel,
Belgium

Training of female maintenance agents (electricians)

Objectives

The objective is to hire more female technicians

Implementation

The training course is a pilot project with a technical school. A one-year training course is planned for a group of 15 workers. At the end of a successful course the aim is to recruit them for STIB.

The training is aimed at women with an interest in technical studies. Female maintenance agents are to be trained in cooperation with a technical school. It will motivate more women to start a job in this area. The problem in Belgium is a differentiation between regular and technical schools, these are separate institutions. The plan is to reintegrate technical studies into regular schools as a way of fostering closer contact with others and not separating the students.

Success factors

- The success factors of this cooperation are the extension of the pool of female applicants, and the training according to the needs of the company
- The benefit will be more female applicants for technical jobs

Contact

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United Kingdom

WR – Women in Rail. Initiated through Angel Trains but now a charitable organisation with trade union support

Objectives

Founded in 2012, Women in Rail is a charitable organisation created to improve the gender balance and help bridge the skills gap in the UK railway sector by supporting women working in the industry, promoting rail as an attractive career choice to the younger generations and influencing key stakeholders to support diversity initiatives, both on a national and regional level.

Implementation

Women in Rail achieves its objectives through:

- regular networking events throughout the UK allowing women in the railway to expand their networks
- workshops to address some of the key issues identified by women as barriers to success
- a very successful mentoring programme giving young professionals and women the opportunity to receive guidance from senior professionals and peers
- engagement at schools, colleges and universities level to promote the benefits of a career in rail
- collaboration with key stakeholders and various surveys on the skills gap and aimed at celebrating female role models in the UK railway industry.

- The membership of Women in Rail includes representatives and stakeholders from a wide range of organisations across the UK rail industry.
- Since its creation, the Group has gained many influential supporters in the UK rail industry, business and politics and has received extensive coverage in the national press and media.

Success factors

- Supporting and developing women in UK rail careers with a view to elevating them to more senior positions
- Creating a more open perception of the rail industry and demonstrating the vast range of benefits that a career in rail affords
- Forging partnerships with key industry stakeholders such as employers, employees, trade unions and the public, creating dialogue and debate about key issues such as skills and encouraging a pro-active approach to diversity.

Contact

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Open Day for Women Drivers

Objectives

The objective was to increase the number of applications from women for the position of bus driver with Dublin Bus.

Implementation

A number of Open Days for women drivers were held by Dublin Bus as part of their most recent bus driver recruitment campaign. The women were given the opportunity to drive a training bus, supervised by the training instructors, around a short course in the depot yard. They also got a tour of Central Control and received information on the recruitment process for bus drivers and on the benefits of working for the company. Current female bus drivers and inspectors acted as guides on the day to answer any questions the participants had about working for Dublin Bus.

The response to the open days was so good that the company had to hold two extra days. Nearly 100 women attended the open days. Applications from women for bus driving positions now make up 10% of applications compared to less than 1% before the full Class 'D' license requirement was changed.

The women-only days, the company benefits and their realisation that they can drive a bus sparked interest among the women. Before they were not 100% sure but after the open days they had a better impression of the company

policy. It is easier for the women to ask questions. The perception that it is difficult to drive a bus has changed.

The campaigns and public relations overall address more the female target group. The text and visuals of advertisements might turn women off inadvertently, e.g. when the image is old-fashioned.

Success factors

- Gaining experience as a driver and how it feels to be in the position can diminish fear and prejudice
- Women can speak about topics they are interested in
- During open days not only the candidates learn, also the HR managers hear about their wishes and expectations what can be included in the coming recruiting campaigns
- The company has the possibility to get in contact with potential candidates, questions can be answered, insight into the job descriptions is possible
- The company has the possibility to show that jobs are not physically demanding

Contact

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Change of application criteria concerning driving licence

Objectives

The objective was to increase the number of applications from women for the position of bus driver with Dublin Bus.

Implementation

Dublin Bus have changed the criteria for bus driver applicants from having a full Class 'D' licence (bus licence) to having a Class 'D' learner driver's permit. The requirement that applicants have a full category 'D' license is a known barrier to recruiting more women into bus driving roles. This change now means that the company will train new drivers up to a full Class 'D' licence. This requires a huge investment from the company.

The necessary training is done internally. It consists of a 6-week training programme, 3 ½ weeks driving training and 2 weeks classroom-based training. The theoretical training is in ticketing machines company policies, customer service, well-being, benefits, safety issues, driving standards etc. Then trainees go back to driving, first in late shifts to get used to night-time driving. Then they are allocated to a depot and get a mentor to support them during the first week. The management supports them by answering questions and queries. An assessment is conducted three times in the first year. Dublin Bus is the only transport company in Ireland which trains bus drivers themselves with

the advantage that the trainees get to know the company. They are not obliged to stay for a period of time, but most of them stay voluntarily.

Success factors

- With the change of application criteria it is much easier for women to apply for a drivers job. The necessary competences and skills are trained by the company.
- The benefit for the company are more applications of women as a bus driver

Contact

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ASLEF the train drivers' union
United Kingdom

On Track – diversity report

Objectives

Female recruitment at London Underground

Implementation

In 2012 ASLEF produced the “On Track with Diversity” report which looked at the lack of female recruitment within the rail industry. One of the case studies in this report was London Underground, the main urban transport system in the UK, within which we are organised.

As a union ASLEF continues to work with train companies promoting the career of train driver to women and much of this is driven by the national women's committee.

London Underground is the main urban transport system in the UK. Predominantly the company recruits its train operators from existing staff, which means they are selecting from a pool of employees that is already diverse. During past external recruitment campaigns the company has used advertising that targets women, with adverts featuring women and also placed in women's publications.

Success factors

- Recruiting personnel internally minimises costs and extends knowledge on the company itself. Women are committed to the company's targets
- The use of different wording to reach women assures that they feel addressed

Contact

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Dublin Bus



Ireland

Mentoring programme

Objectives

Support of career advancement for women

Implementation

A mentoring programme for newly appointed executives and managers was introduced into the four CIÉ group companies with a view to supporting women and other minority groups. The mentors are members of the senior management teams in each of the companies who can pass on knowledge, advice and support to their mentee.

Success factors

- One success factor of the mentoring program is the inclusion of female instructors and their knowledge about the job.
- Working atmosphere and collaboration among staff members are strengthened and networks are initiated.
- With the program female employees have a better access to higher positions, they are motivated and mobilised and their personal development is enhanced

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Ireland

Campaigns and communication

Objectives

More applications from women and a better awareness of gender issues in the company

Implementation

Media campaigns

Both companies have increased the use of female bus drivers / employees in their advertising, communications and media campaigns, so as to create more visible female role models. Examples of this include the Dublin Bus 'Mad Dash Home' campaign (see the Dublin Bus YouTube channel), a radio interview with female Dublin Bus drivers as part of the recruitment campaign, and the Bus Éireann apprentice mechanic recruitment advert.

International Women's Day conference

The CIÉ group of companies (Dublin Bus, Bus Éireann, Iarnród Éireann and the CIÉ Holding Company) have held a joint International Women's Day conference annually since 2013. The conference provides women from all areas and levels of the four companies to network, listen to both internal and external female speakers, and partake in interactive workshops aimed at providing the attendees with some tools and skills that they can incorporate into their everyday working lives, improving confidence and helping them identify their own goals and a path to achieving them. The feedback from all of the conferences to date has been overwhelmingly positive.

Apprentice heavy goods vehicle (HGV) mechanic recruitment

Bus Éireann and Dublin Bus jointly recruit apprentice mechanics annually. To attract more female candidates to what has long been traditionally perceived as a male-only role, we have re-focused our recruitment campaign for 2016 on females and our advert prominently features an image of a female and male employee at work in the cab of a vehicle. The campaign ran in national newspapers, on Bus Éireann and Dublin Bus websites, Facebook and twitter.

Success factors and benefits

- Showing women as drivers and mechanics change preconceptions and stereotypes. An indicator for the success of media campaigns is the rise in applications of women. At the same time the company and the sector become a modern image.
- The Women's day conference raises awareness of the topic among staff in the company, raises knowledge about women's needs and develops confidence and knowledge of the female staff.

Contact

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Ireland

Monitoring the development and set-up of a gender steering group

Objectives

Identification of barriers to women's employment and advancement

Implementation

A Gender Steering Group

A Gender Steering group was set up in 2015 in Dublin Bus to determine the barriers to entry and progression for women in the company and to identify what actions could be taken to address these barriers. It is comprised of a cross section of women and men from different grades and from different areas of the company. The group is split into sub-groups to look at the barriers to entry for women (specifically in bus driving) and the barriers to progression within the company. Qualitative research was carried out internally and identified a number of areas and issues that the company can address to help women advance in their careers. This has been presented to the senior management team for a final decision to be made as to what initiatives can be pushed forward.

Monitor statistics

Once a year employee statistics on gender (and also disability, age and country of origin) are collated and reported to the senior managements of Dublin Bus and Bus Éireann. This allows the companies to monitor any changes in workforce demographics.

Promotional statistics

Bus Éireann and Dublin Bus monitor annually the gender of applicants and successful candidates for promotional positions within the company.

Success factors

- Measurable targets which can be evaluated in the set timeframe
- Commitment of top management level shows respect and appreciation
- Minimize drop-outs
- Knowledge about women's needs
- Professional and comprehensive approach
- Cultural change for the benefit of all

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Ireland

Working time models

Objectives

Improvement of work-life balance

Implementation

Flexible working

Both Bus Éireann and Dublin Bus offer their employees a range of flexible working arrangements. These are all dependent on the operational requirements of each company at the time of the request.

Dublin Bus

- Job-sharing – clerical employees
- Job-sharing – bus drivers
- Reduced working week – clerical employees
- Flexitime – clerical employees
- 4-day week late rosters – bus drivers
- Parental leave
- Carer's leave
- Career breaks
- Paternity leave – 3 days' paid leave offered to male and female employees who do not qualify for maternity or adoptive leave (e.g. someone in a same sex partnership whose partner has given birth to or adopted a child)

Bus Éireann

- Job-sharing – clerical employees
- Reduced working week – clerical employees
- Flexitime – clerical employees
- Parental leave in the form of one or two days per week in line with operational requirements.
- Carer's leave
- Career breaks

Success factors

- Inclusion of the individual needs of employees while serving the expectations customers
- Improvement of working conditions taking into account individual needs
- Drop-outs, sick leave and absenteeism can be reduced

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United Kingdom

Equal pay audit

Objectives

The aim is to ensure visible and more rapid progress towards salary equality

Implementation

TfL undertakes an equal pay audit every two years. This compares the pay of staff doing the same work and looks at sex, ethnicity and whether employees are full or part-time. It also considers performance-related pay and rewards for senior managers. Pay differentials are driven largely by the overall demographics and underrepresentation of both women and ethnic minorities in the workforce. If there are any potential pay discrimination issues, the employing manager and TfL's reward and recruitment teams work together to identify and resolve them. These conversations include reviewing existing internal pay rates for similar roles, as well as external market rates of pay. TfL follows the Equality and Human Rights Commission's model for carrying out an equal pay audit.

TfL is of the opinion that fair pay brings significant benefits to the organisation: employees feel more valued, trust the organisation and in return are more engaged with their work. Equal pay is embedded into the business culture as a core value and business function. It is considered part of a manager's 'toolkit' and is respected when line managers are recruiting new staff, setting salaries and giving promotions.

Success factors

- Equal value of equal work makes employees feel fairly treated
- Retention and motivation measure

Contact

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Regia Autonomă de Transport București
Romania

Work-life Balance

Objectives

RATB aims to maintain a proper balance between personal life and work. Rights and facilities are enshrined in the Collective Bargaining Agreement, signed between the employer and social dialogue partners / trade union representative at the organisation level.

Implementation

All employees, regardless of gender, receive equal treatment. Any form of discrimination is prohibited.

The applicable Collective Labor Agreement stipulates the following: Art. 27:

1. The industrial/Labour Relations R.A.T.B is based on the principle of good faith compliance with the provisions of Article 8 paragraph 1 of Law no. 53/2003 – Labour Code republished and Law No.202 / 2002 regarding equal opportunities and treatment between men and women.
2. Every employee regardless of his/her characteristics or membership of a group, is respected and treated equally in labour relations and in relations between colleagues.
3. Any direct or indirect discrimination against an employee

based on gender, sexual orientation, genetic characteristics, age, nationality, race, colour, religion, political opinion, social origin, disability, family status or responsibilities, union affiliation or union activity is strictly prohibited.

4. Any form of exclusion, distinction, restriction or preference based on one or more of the criteria set out in point 3 which has the purpose or effect of denial, restriction or elimination of the recognition, enjoyment or exercising of rights under labour law constitutes direct discrimination.
5. Any person who performs work shall enjoy adequate working conditions of employment, social protection, health and safety at work and respect for his dignity and conscience, without any discrimination.
6. To create and maintain a work environment that encourages respect for the dignity of each person, procedures will be established through RATB Internal Regulation for amicable settlement of individual complaints lodged by employees, including those relating to violence or sexual harassment, in addition to those prescribed by law.

7. The definition of sexual harassment is regulated by law. Regarding women, Collective Labour Agreements provide rights / benefits such as:

Art. 36: In the RATB women benefit from all the privileges and rights provided for by law.

Art. 37:

1. Based on the advice of occupational doctor regarding pregnant women, those who have recently (up to 6 months from the date on which they gave birth) and nursing benefit of Ordinance no. 96/2003 on maternity protection at work approved with amendments by Law no. 25 /March 2004.
2. Pregnant and nursing women will not be assigned to night shifts, will not be called upon to do overtime, will not be seconded or included in delegations and will be removed only with their consent.
3. The employer is obliged to grant pregnant women dispensation for prenatal consultations up to a maximum of 16 hours per month without their remuneration being affected. The relevant employees shall present a medical certificate attesting to checks for which consent was granted.

Art. 38: Women who take care of children aged up to 6 years can work on the basis of part-time individual labour contracts, enjoying all rights in proportion to the working time worked.

Art. 44 (l): In addition to annual leave/vacation, employees are entitled to be paid for time taken off and/or unpaid vacations, as follows: h) March 8 International Women's Day Art. 55:

4. At the request of pregnant employees the company will allow medical checks during working hours, as recommended by the doctor monitoring the pregnancy, without her wages being affected, if those medical tests can take place only during working hours. The relevant employees shall present a medical certificate attesting to checks for which consent was granted.

Special rates:

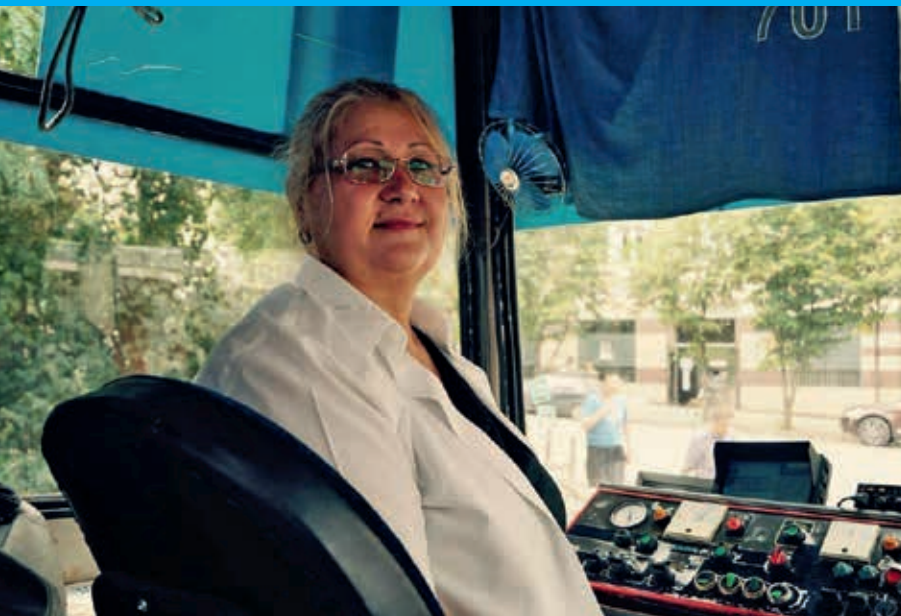
5. For prenatal consultations granted under Art. 37 – the company is legally bound to pay more than 16 hours/month basic salary schedule.
- Other rights and benefits stipulated by the Collective Labour Agreement apply to all employees.

Success factors

- Collective agreements reach a broad commitment of all stakeholders
- The agreement on work-life balance supports the retention of employees

Contact

Gabriela Dinica Teodora



Bulgaria

From campaigning to collective agreements

Objectives

Improvement of health and safety and working conditions through decreasing of work related violence

Implementation

On 25th November 2009 FTTUB initiated a campaign regarding the 10th anniversary of the International Day for the Elimination of Violence against Women. The campaign started with a Round table discussion, followed by an **Agreement for joint actions on prevention of work related harassment and violence of women in the urban public transport companies in Sofia**, signed by the Mayor of Sofia Yordanka Fandakova and the President of FTTUB Ekaterina Yordanova.

The first step was gathering information about the existence and the nature of violence which women face at their work. An anonymous questionnaire was spread to all units of the urban public transport companies in Sofia. In 2010, as a next step, Recommendations to the companies have been developed and presented to the same group of officials. The recommendations include:

- to set up and maintain a database to record any forms of violence against workers by gender
- to develop clear procedures that must be followed in cases of violence
- to discuss the issue with trade unions and draw up joint solutions

- to conduct analysis and to implement „best practices“ to combat violence
- to develop training plans and programmes
- to organise „zero tolerance“ campaigns
- to organise various forums and regular meetings to discuss the next steps in combating violence and more specific gender based violence in the workplace

The initial campaign has been expanding and has been transformed into one of the most important policies of FTTUB. Agreements for joint actions on preventing and eliminating work related violence against women have been signed in four other cities, as well as with the Bulgarian national railway passenger operator /BDZ Passengers transport/ and Sofia airport.

Within the frame of the Agreement, the Mayor of Sofia initiated self defense training for women. It was launched on May 2010 aiming to give women at a high risk positions / such as drivers/ a model for reaction given a particular situation of attack.

Many other activities on prevention of violence against women have been implemented by FTTUB such as:

- Yearly events to mark the **25-th November** - the International day for the Elimination of Violence against Women and to raise the awareness on the issue.
- A brochure **“NO TO VIOLENCE AGAINST WOMEN AT WORK! Social partners together to fight work related**

violence against women in the urban public transport of Sofia”. The aim was to give a short description of the campaign activities as well as to explain the nature of violence, and thus to encourage proactive and preventive activities by all.

- Seminars on Prevention of workplace harassment and violence against women and the introduction of the topic in the social dialogue and collective bargaining.
- Production of stickers “Stop violence against women”, which were distributed to the fleet of UPT in Sofia
- Training on Project work for trade unionists with project topics focused on Violence against women.

The campaign, the agreements and the recommendations played an important role facilitating the negotiations of the sectoral and company CBAs, where FTTUB proposed texts on prevention of violence as well as equal training opportunities, access to professions and career development, work-life-balance, corporate social responsibility etc. After their inclusion in the Sectoral CBA in 2010, the proposed texts have been negotiated in eight company collective agreements, including a chapter on gender equality and policy against violence. With the chapter on Prevention of work related violence, the employers agree to establish:

- Effective measures to prevent workers from all forms of physical and psychosocial abuse.
- Working conditions that prevent workers from work related stress, physical and mental disabilities.
- Policy of zero tolerance against workplace violence in its

various manifestations - physical, mental and sexual.

- Training of managers and employees in order to raise awareness of, and be able to identify signs of abuse and workplace violence, and to initiate preventive or corrective actions.
- Procedures to be established in cases of violence, which include:
 - Immediate and fair internal investigation;
 - Statistics;
 - Follow-up;
 - Adequate disciplinary measures against the perpetrators in case they are employees in the same establishment;
 - Aftercare – support for the the victim / financial, psychological, reintegration support.

Success factors

- Collective agreements reach a broad commitment of all stakeholders
- The public awareness of the topic is supported by accompanying campaigns
- The agreement on health and safety at work supports the retention of employees

Contact

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Bulgaria

Agreement on Better conditions for women in public transport

Objectives

Attraction and retention of women in UPT

Implementation

On the 4th of March 2014 the President of FTTUB and the Mayor of Sofia signed up an Agreement for cooperation in promoting and creating better conditions for a higher female employment in the urban public transport.

The agreement reaffirms the real common effort of both sides in the scope of their competencies to implement in the best way gender equality policies. The initiative reflects the understanding of the social partners that the pursuit of quality public services inevitably passes through the creation of high-quality and attractive jobs. Both parties agreed:

- To enhance their cooperation on equal opportunities for women and men;
- To analyze policies to attract and motivate staff in the public transport and support the career development of women;
- To work for higher qualification of women;
- To develop and implement policies to reconcile work and private life;
- To take action to increase women's ability to meet the requirements of the labor market after a long absence due to maternity leave;

- To work for better health and safety conditions in the workplace;
- To address the gender pay gap;
- To encourage women to take "new" jobs in emerging professions and so-called "green jobs" etc.

With the agreement the social partners show that they attribute a great importance to achievement of equal opportunities for men and women.

Success factors

- Commitment of top management level shows respect and appreciation
- The agreement can help to minimise drop-outs
- Drafting the agreement increased company knowledge about women's needs
- A professional and comprehensive approach
- A cultural change will be for the benefit of all

Contact

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Stolichen Electrotransport EAD
Bulgaria

Health care for female workers

Objectives

Early detection and treatment of serious diseases. Preservation of health and working capacity of female workers.

Implementation

Stolichen Electrotransport EAD has organised and financed free annual medical examinations for female workers in the company since 2009. Targets of preventive examinations are specifically diseases affecting women. The examinations included visitations to gynecologist, mammologist (examination for breast cancer) and a specialist in osteoporosis.

Success factors

- Women receive support on health care
- Individual well-being supports performance at the workplace

Contact

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9 Annexe

List of companies contributing to this publication

ALT – Autoliikenteen Työntajaliitto ry, Finland; Employers Federation of Road Transport

Berliner Verkehrsbetriebe (BVG), Germany; public law institution, urban public transport company in Berlin and outer conurbation area operating metro, tram and buses

Bremer Straßenbahn AG (BSAG), Germany; municipal transport company in the town of Bremen, tram and buses

Bus Éireann, Ireland; Irish bus operator providing a large part of the interregional public transport in the Republic of Ireland and Northern Ireland

Dublin Bus, Ireland; Irish bus operator based in Dublin which runs the bus network in Dublin and the surrounding counties

IGKM – Izba Gospodarcza Komunikacji Miejskiej, Poland; Economic Chamber of Urban Transport in Poland

Keolis France, France; subsidiary of the French National Railway Company SNCF operates international passenger transport by metro, tram and buses

Keolis Sverige, Sweden; the subsidiary of Keolis S.A. in Sweden. Keolis, subsidiary of the French National Railway Company SNCF operates international passenger transport by metro, tram and buses

Metropolitan EAD, Sofia, Bulgaria; the Metro operator in Sofia

Metrorex SA – Societatea Comerciala de Transport cu Metrul Bucuresti, Romania; Bucharest Metro Company operating the metro network in Bucharest

Prague Public Transit Company / Dopravni podnik hl. m. Prahy, Czech Republic; operating the public transport network of metro, trams and buses in Prague

RATB – Regia Autonomă de Transport București, Romania; the publicly owned local passenger transport company in Bucharest and Ilfov county responsible for buses, trolley buses, tram and metro

RATP – Régie autonome des transports Parisiens, France; the national public transport operator in Paris and the surrounding area, operating metro, suburban trains, trams and buses

Stadtverkehr Lübeck GmbH / Urban Public Transport Company in Lübeck, Germany; 50,1 % publicly owned, operating buses and ferries in Lübeck

Stolichen Elektrotransport EAD, Bulgaria; Sofia Electrical Transport Company, operating tram and trolley buses

STIB-MIV – Société des Transports Intercommunaux de Bruxelles / Maatschappij voor het Intercommunaal Vervoer te Brussel, Belgium; the municipal transport operator of the 19 municipalities in the Brussels-Capital region operating metro, tram and buses

Stolichen Avtotransport Sofia, Bulgaria; Joint stock company for bus transport in Sofia

Tallin Urban Transport / Tallinna Linnatranspordi A S, Estonia; transport company owned by the city of Tallinn providing bus, trolleybus, and tram services in Tallinn

Transdev, France; private group operating public transport internationally

Transport for London, UK; is the umbrella organization, which has coordinated the traffic system in London since 2001, divided in three main directorates London Underground, London Rail, Surface Transport

üstra Hannoversche Verkehrsbetriebe AG, Germany; a joint-stock transport company operating suburban trains and city bus network in Hanover and surrounding municipalities

Wiener Linien GmbH & Co KG, Austria; urban transport company of Vienna and part of Wiener Stadtwerke Holding AG, operating metro, tram, buses, suburban trains and rail

Wiener Lokalbahnen, Austria; a subsidiary of Wiener Stadtwerke Holding AG, rail line Vienna-Baden, buses and freight

List of trade unions contributing to this publication

ASLEF the train drivers' union (Associated Society of Locomotive Steam Enginemen and Firemen), UK

ATU – Federației Sindicatelor din Transporturi, Transloc și Servicii Publice 2016 ATU Romania / Federation of Transport Unions, Transloc and Public Services ATU Romania

FTTUB – Federation of Transport Trade Unions in Bulgaria

Kommunal – Swedish Municipal Workers' Union

EVG – Eisenbahn- und Verkehrsgewerkschaft / Rail and transport trade union, Germany

Unite the Union, UK

Ver.di Vereinte Dienstleistungsgewerkschaft, Germany



Social partners in the local public transport sector UITP and ETF¹

JOINT RECOMMENDATIONS: STRENGTHENING WOMEN EMPLOYMENT IN URBAN PUBLIC TRANSPORT

This version constitutes the sole authentic text

Introduction

The European social partners in the urban public transport sector (UPT), UITP and ETF agree that strengthening women employment in their sector is to the benefit of the whole sector, the companies and their employees.

- More women means more talents integrated in the company, a broader view on innovation, more additional and complementary skills like people orientation or communicative skills of women;
- More women working in typical male dominated sectors usually improves the working conditions for all: it contributes to a better work environment and sense of respect and thus an improvement of the attractiveness of the job;
- The demographic change creates problem for companies and they cannot afford to do without women;
- And last but not least it is a matter of equal opportunities: more women in public transport contribute to enhance the image of the public transport companies and the sector.

It is the interest of both, the companies and the workers to attract more women to and retain them in the sector.

General outcome of the UITP / ETF WISE project

In 2011/2012 the European social partners in the local public transport sector carried out joint project called WISE – Women Employment in the Urban Public Transport Sector.

- The proportion of women employed in the urban public transport is relatively low since it is only 17, 5% in average of the analysed companies (ranging between 5% and 30% in individual companies).
- The "male domination" is evident for two employment categories: in top leadership positions and in the "technical professions"; less than 10% of the drivers are women (a bit more in Eastern Europe than in Western Europe) and less than 6% of the employees in other technical functions are women (Western Europe) or 11,1% (Eastern Europe);
- In two employment categories women are more or less equally represented or even over-represented:
 - in the administrative professions (business administration, human resources, marketing or communication) which can offer good jobs and career opportunities for women in the sector;
 - in "low skilled professions" (ticket office/cashier, cleaning service, gate staff...) which are potentially precarious jobs, jobs that are either disappearing due to technological developments or being outsourced.

¹ So-called in the document below as UPT (Urban Public Transport) social partners.

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- Public transport is a sector that is largely dominated by a male working culture since the technical or operational professions constitute the biggest employment category in public transport companies.

The WISE project tried to identify the main barriers for women to access the urban public transport sector and to stay in the sector. Basically women have to cope with three groups of obstacles/barriers:

1. "Contextual barriers" related to the specific forms of work involved on the ground. The specificities of the production and of the work organization in urban public transport seem to constitute a bigger barrier for women than for men: (rolling) shift work, early morning / late night working hours, weekend work; lack of consideration of work-life-balance or reconciliation of work and private life requirements.
2. "Barriers of inadvertence" or lack of attention related to shortages of equipment and, more generally, related to the absence of policy adjustments to business and to the working reality of women. That means specifically a lack of facilities and hygienic requirements in maintenance workshops and depots and a lack of toilets along and at the end of lines which is often under the responsibilities of the municipalities as owner of the land. Those elements would improve working conditions also for men.
3. "Barriers of discrimination", which seems to be persistent, despite changes in legislation and social mores. Discrimination is usually based on stereotypes concerning the "natural state" of women and the difference between men and women. These stereotypes are often rooted in mentalities of both, men and women and are considered as norms that contribute towards social discrimination. That means specifically a lack of recognition and support of co-workers and supervisors, situation of being the single women in a workshop up to open and direct gender discrimination (e.g. verbal disrespect and discrimination).

Additionally the increasing phenomena of verbal and physical violence by third parties in urban public transport damages the image of the sector as an employer in particular for women.

JOINT RECOMMENDATIONS OF THE SOCIAL PARTNERS TO PROMOTE WOMEN EMPLOYMENT IN THE URBAN PUBLIC TRANSPORT SECTOR

Based on the EU legal framework on equal opportunities and based on the Europe 2020 employment strategy including an increase of the employment rate of population aged 20 – 64 years from 69 % achieved in 2009 to 75 % in 2020 with the greater involvement of women, **the share of female employees in European urban public transport companies should increase from the current average value of 17.5% to at least 25% until year 2020 with the objective to reach at least 40% in 2035. The UPT social partners share the opinion that the necessary renewal due to the demographic changes should foster the increase of the share of women in UPT.**

A better representation and integration of women in the urban public transport sector and its companies requires a bundle of activities and measures as expressed in the paragraphs below in order to attract women to the sector and its professions and to retain them.

The necessary measures and activities for attaining this objective are not only to the benefit of female employees. According to the notion of gender equality both, women and men can profit from these activities.

Recruitment policy

Companies need a recruitment policy that directly addresses women and welcomes them to the company. The presentation of the different professions and in particular the technical professions and career opportunities has to include women and their needs.

It is necessary to review and to elaborate jointly with the trade unions and workers' representatives the recruitment procedures and the selection criteria in order to value a broad variety of skills and



competences, to ensure equal access to all professions and hierarchical levels and to ensure that within the process women are encouraged and not discouraged.

Qualification, training and career opportunities

A qualified professional education is the foundation for required competencies and good work performance. As professional initial training and vocational training are the foundation for the employees' career planning and career development.

More young women need to be recruited for a professional education and companies should develop corresponding offers, especially in the technical professions.

The sector's vocational training includes manifold approaches and offers for different target groups. The proclaimed objective is to make sure that female employees have equal access to internal and external vocational trainings. Training content, training methods and the timing of training courses shall take into consideration specific requirements in order to encourage women.

Companies should be fully aware that corporate possibilities of life-long learning are an important factor for binding women employees (but also men) to the companies of this sector.

The UPT social partners appeal to the companies' responsible persons, decision-makers and executives to invest more in policies and their implementation towards the development of women careers in all fields, management and operations within the companies (i.e. time and financial means). In order to avoid the so called "glass ceiling effect" a decisive corporate policy in favor of women integration in the company and a top-down approach based on a variety of instruments is highly recommended.

Such vocational training and career development policies shall be agreed in the process of social dialogue and developed in cooperation with the trade unions and workers' representatives.

Work-life balance / reconciliation work and social life

Urban public transport companies need a policy on the organization of working time that allows all employees a better reconciliation of work and social/family life. Such an active policy does not only attract and retain women to the urban public transport sector but also young workers.

In particular in urban public transport companies, in which shift work is indispensable in order to meet the mobility requirements of European citizen, such a policy should include more flexible and individual components and variations, which is not yet the case today.

The possibilities of part-time work for all groups of employees, when wished for, also on a temporary base, taking into consideration different life-phases with different needs for child or elderly care, can be an instrument for realizing working time flexibility according to the needs of the employees.

Reconciliation policies have to be developed in cooperation with the trade unions and workers' representatives and include instruments that allow integrating individual wishes and needs.

We recommend to urban public transport companies to offer or to help with finding child care possibilities for female and male employees.

Health and safety at work

In order to integrate more women in particular in the operational and technical professions, occupational health and safety, workplace ergonomics as well as workplace security need to be adapted. This includes for example the design of the drivers' work place or investment in tools for maintenance workshops that facilitate physically heavy work.

The UPT social partners point out the importance of social facilities for employees in urban public transport companies and for the realization of a gender-oriented corporate culture. Consequently,



companies have to provide for example working clothes for women and men, a sufficient number of clean toilets, modern and pleasing break rooms and canteens, appropriate (separate) dressing rooms. For toilets along and at the end of the lines, solutions should be found with the municipalities as owner of the land.

For protecting employees in driving operation and other customer-related professions from violence cases of third parties, companies need to create further appropriate measures. This and the constant development and realization of these measures will be a major challenge in future years.

UITP and ETF underline that all employees benefit from such measures.

Equality in wages

Urban public transport companies should assure the principle of wage equality, analyse within the company the extent of a "gender pay gap" and develop policies to eliminate it.

Although in the public transport sector the principle "same wage for same work" is valid in the several tariff payment groups for the different professions negotiated through collective bargaining agreements, wage discrimination usually occurs in subtle ways e.g. through the evaluation of different skills. In particular at management level wage differentiation is quite common.

Working culture and gender stereotypes

The corporate culture of companies is a major issue for their attractiveness. Sectors and companies, in which the majority of employees are male, tend to gradually create a typical „male working culture“. This also applies to the sector of public transport companies. This "male working culture" with all their implications like gender stereotypes (e.g. "technique is nothing for women") or sexual harassment still is a considerable barrier on the way to increase this sector's attractiveness for women and their employment share. Moreover, changing an established culture is hard work and requires a lot of efforts from companies, associations, trade unions and works councils. They need to sensitize first of all management at all levels, from top level to line/team managers but as well all employees for this work.

Gender stereotypes are the most persisting barriers to create a women friendly work culture, also in day to day working life. Stereotypes are based on misconceptions about natural differences between men and women. The natural differences are changed through the stereotypes in cultural and social differences as justifications of discrimination's facts but hiding these discrimination's facts behind references to the nature. Such vicious circle from the nature to the culture and from the culture to the nature can be fought by:

- The recognition and denunciation of the discriminatory action of the stereotype;
- The lack of reality of the natural differences in working relations as social relations;
- References to cons-examples, issued from the working and social relations, on the facts describe by the stereotype in order to keep the stereotype in the cultural field and not the natural one.
- Specific training for all management levels including team managers in order to be sensitized, being able to identify stereotype behavior and to introduce counter measures.

Corporate policy

Attracting more women to urban public transport companies and gaining the image of a women friendly company is possible only when the top management itself is convinced.

The European social partners recommend a top down approach in which the top management sets clear targets for women employment and career development in different areas and develops instruments to realize those targets. Preferable are measurable targets with clear time objectives that are regularly monitored and published. These targets should become part of the company's strategic targets. This corporate policy should be guided by the principle of equal opportunities and "gender mainstreaming". A top-down approach is necessary because the middle and low management has to realize those targets what is not possible when it is not convinced (see work culture and gender stereotypes).

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Follow-up

The European UPT social partners will promote these joint recommendations and commit to monitor their implementation on a regular basis.

UITP und ETF will use the results of the WISE project, in order to initiate a broader and more intense discourse between the European transport companies, their associations and trade unions. The objective is to commonly discuss and to validate the proposed measures as well as to define further fields of activity, which help to further increase the share of female employees.

Three years after signature the European UPT social partners will organize a follow-up project to evaluate the progress of the implementation of these recommendations and to strengthen them if necessary.

Signed in Brussels on the 8th of April 2014.

For ETF

Alain Soutour
Chairman of the ETF Urban Public Transport Committee

Sabine Trier
Deputy Secretary General

For UITP

Nicolas Blain
Chairman of the UITP EU Committee

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The **European Transport Workers' Federation (ETF)** is a pan-European trade union organisation embracing 243 transport trade unions from the European Union, the European Economic Area and the Central and Eastern European countries. The ETF is the recognised Social Partner in seven European Sectoral Social Dialogue Committees and represents the interests of more than 2.5 million transport workers from 41 European countries vis-à-vis the European Institutions.

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UITP is the international organisation of public transport, based in Brussels. In the European Union, UITP represents the views of the public transport undertakings of the 28 member countries. It is closely following and participating in the elaboration of the different European policies and initiatives that have an impact on urban, suburban and regional public passenger transport.

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