WIR – Women In Rail

2nd Thematic Seminar
WORK ORGANISATION
BETTER RECONCILIATION OF WORK AND FAMILY / SOCIAL LIFE

PROGRAMME

Date: June 15/16, 2011
Location: Brussels, ETF headquarter
Galerie Agora, Rue du Marché aux Herbes 105, 1st floor
### Morning session *(Moderation: Aliette Dörflinger)*

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>10:30</td>
<td>Welcome and Aims of the Seminar</td>
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<tr>
<td></td>
<td><em>Sabine Trier</em></td>
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<td>10:45</td>
<td>Opener</td>
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<tr>
<td></td>
<td><em>Aliette Dörflinger</em></td>
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<tr>
<td>11:00</td>
<td>Presentation: Main thematic issues regarding reconciliation of work and</td>
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<td>social/family life</td>
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<td></td>
<td><em>Eva Heckl</em></td>
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<td>11:20</td>
<td>Specific aspect with view to reconciliation: Care for elderly people</td>
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<td><em>Birgit Reinhardt, Deutsche Bahn AG</em></td>
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<tr>
<td>11:35</td>
<td>Identification of main characteristics / challenges of the railway</td>
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<td>sector with view to reconciliation</td>
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<td>Discussion</td>
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<tr>
<td>12:00</td>
<td>Coffee break</td>
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<td>12:15</td>
<td>Presentation of a tool for analysis: allocation of most relevant</td>
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<td>measures in the companies/trade unions</td>
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<tr>
<td>12:45</td>
<td>Presentation: Experiences at the SNCB (Belgium)</td>
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<td><em>Rudy Verleysen, ACOD - CGSP</em></td>
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<td>Discussion</td>
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<td>13:30</td>
<td>Lunch</td>
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### Afternoon session *(Moderation: Eva Heckl)*

<table>
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<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>15:00</td>
<td>Presentation: Company collective agreement on reconciliation of work and family life at Deutsche Bahn AG</td>
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<td><em>Birgit Schmidt, EVG</em></td>
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<td>Discussion</td>
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<td>15:45</td>
<td>Presentation: A practical instrument for implementing a family friendly work organisation at the work place - organisation of local</td>
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<td>workshops</td>
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<td></td>
<td><em>Birgit Reinhardt, Deutsche Bahn AG</em></td>
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<td>Discussion</td>
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<tr>
<td>16:30</td>
<td>Coffee break</td>
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<tr>
<td>16:45</td>
<td>Presentation: The locomotive driver’s job and work – life – balance challenges</td>
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<td><em>Deborah Reay, ASLEF</em></td>
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<td>Discussion</td>
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<td>17:30</td>
<td>Discussion of the results of the day, preparation of the working groups of day 2; closing</td>
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<tr>
<td>18:00</td>
<td>End of day 1</td>
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<tr>
<td>19:30</td>
<td>Joint diner</td>
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</tbody>
</table>
DAY 1

AGENDA

- WELCOME

- RECONCILIATION OF WORK & SOCIAL/FAMILY LIFE:
  - MAIN THEMATIC ISSUES
  - CHALLENGES OF THE RAILWAY SECTOR
  - MEASURES

- PRESENTATIONS:
  - Germany
  - Belgium
  - UK
PRESENTATION] Input to: main thematic issues regarding reconciliation of work and social/family life

Thematic Issues

- **WORK TIME**
  - Reduction/flexibility of work time
  - Additional releases with relation to family duties
  - Flexible working time

- **(CHILD) CARE**
  - Consultation
  - Placement
  - In-house child-care
  - Financial support for childcare
  - (Child-) care in cases of emergency
- **PARENTAL LEAVE**
  - Planning of parental leave
  - Contact
  - Re-entry

- **ORGANISATION / HUMAN RESOURCE DIV**
  - Organisation of working processes
  - Time for communication, meetings
  - Workplace
  - Teamwork
  - Training = considering private responsibilities
    = a part-time
  - Possibility of part-time work in higher management positions

- **OTHERS**
  - Awareness raising measures
  - Support for Jothers
Identification of main characteristics / challenges of the railway sector with view to reconciliation

Specificities / Challenges of the Railway Sector

- Shift Work
- Mobility requirements
- Big Headquarters vs. smaller work locations
- ≠ work places
- Administrative / operative staff
  technician / management
- Long absences from home (time-distance)
- ≠ types of work contracts
Identification of main characteristics / challenges of the railway sector with view to reconciliation

- childcare for children at school
  - tax aspect for the companies
- Recruitment
  - family experience as competence
- what can trade unions do?
  - what can companies do?
- wording, semantic
- Advertisements
- woman as grandmother
- direct / indirect target group of the measures
The aim of this working step was to visualise the status quo, i.e. what measures to reconcile work and family/social life are already implemented in the companies represented at the seminar and how they are related to the specific characteristics of the sector. The results showed that in almost every country reconciliation measures are taken in the railway companies but only a few of them clearly address challenges related to shift work and mobility requirements.
[PRESENTATIONS]

1. Specific aspect with view to reconciliation: Care for elderly people
   Birgit Reinhardt, Deutsche Bahn AG

2. Experiences at the SNCB (Belgium)¹
   Rudy Verleysen, ACOD – CGSP

3. Company collective agreement on reconciliation of work and family life at
   Deutsche Bahn AG²
   Birgit Schmidt, EVG

4. A practical instrument for implementing a family friendly work
   organisation at the work place - organisation of local workshops
   Birgit Reinhardt, Deutsche Bahn AG

5. The locomotive driver’s job and work – life – balance challenges
   Deborah Reay, ASLEF

¹ Original French version can be found in the annex
² Original German version can be found in the annex
Vereinbarkeit von Beruf und Familie – Betreuung pflegebedürftiger Angehöriger

Deutsche Bahn AG
Birgit Reinhardt
Diversity-Beauftragte
Brüssel, 15.06.2011

Erwerbs- und Pflegearbeit zu vereinbaren ist gesellschaftliche Notwendigkeit

Die Situation in Deutschland und Europa

- Die Menschen werden immer älter -> der Anteil von Pflegebedürftigen steigt
- Traditionelle Familienmuster befinden sich im Wandel -> Frauen sind gut qualifiziert und aktiv im Arbeitsleben integriert -> stehen als „kostenloses“ Pflegepersonal nicht mehr uneingeschränkt zur Verfügung
- Die Wirtschaft braucht qualifizierte Fachkräfte und umwirbt die Frauen
- Die pflegebedürftigen Menschen haben einen Anspruch auf qualitativ hochwertige Pflege.

Wir brauchen neue Wege zur Vereinbarkeit von Beruf und Pflege
Charakteristika der Pflege nach SGB IX in Deutschland

- 2,34 Millionen Menschen waren 2009 in Deutschland pflegebedürftig
- 2/3 der zu Pflegenden werden zu Hause versorgt
- 710.000 Frauen und Männer leben in Heimen
- Bis zum Jahr 2050 wird der Anteil der Pflegebedürftigen auf 3,4 Millionen steigen
- 73 % der Pflegepersonen sind weiblich
- Die Durchschnittliche Dauer der Pflege liegt bei 8,2 Jahren
- Ein Großteil der Beschäftigten mit Pflegeaufgaben thematisiert dies nicht im beruflichen Umfeld

Besonderheiten bei der Pflege von Angehörigen gegenüber Kinderbetreuung

- Die physischen und psychischen Belastungen sind wesentlich höher
- Pflegezeitpunkt, Dauer und Umfang sind nicht vorhersehbar und planbar
- eine Vorbereitung auf die Pflege ist kaum möglich
- Heben, umbetten, versorgen von Pflegebedürftigen ist körperliche Schwerarbeit
- Emotionaler Druck der Familie / Gesellschaft wirkt vor allem auf Frauen
- Erfolgsaussichten auf Heilung / Besserung oftmals schlecht, Verfallprozesse und die direkte Auseinandersetzung mit dem Tod sind große Bürde für Pflegende
- Kaum Möglichkeiten der eigenen Regeneration
- Probleme bei der Rückkehr in den Beruf durch höheres Lebensalter
- Einkommensverluste wirken nachhaltiger (Altersversorgung)
- Prozesse der Dequalifizierung mit Folgen für das Lohnniveau
Vorteile einer betrieblichen Unterstützung der Pflege von Angehörigen

Bei einem steigenden Durchschnittsalter unserer Beschäftigten wird auch der Bedarf an Unterstützung bei Pflege steigen.

Vorteile aus Unternehmenssicht
- Erhalt von Fachkräften
- Know-How bleibt im Unternehmen
- Imagegewinn
- Qualitätsverbesserung / Fehlerreduzierung

Vorteile aus Mitarbeitersicht
- Motivation
- Bindung an das Unternehmen
- Erhalt von Know-How
- Psychischer Ausgleich zu Pflegearbeit

Angebote der DB AG zur Unterstützung bei Pflege

Teil II Konzernbetriebsvereinbarung „Vereinbarkeit Beruf und Familie“ – Pflege von Angehörigen
- Kurzfristige Freistellung
- Teilzeitarbeit
- Abbau von Mehrleistungen
- Kurzfristige Inanspruchnahme von Urlaub
- Arbeitszeitflexibilisierung
- Beurlaubung aus privaten Gründen

Vermittlung von Beratungsleistungen und Service
- Erstinformation
- Individuelle Beratung / Unterstützung bei Beantragung von Pflegestufen
- Betreuungslösungen
  Konkrete Pflegedienste – Essensversorgung, Reinigung, Fahrdienste, häusliche Pflege, Heimpflege
WIR – Women In Rail

2nd Thematic Seminar
WORK ORGANISATION
BETTER BALANCE OF WORKING LIFE AND FAMILY/SOCIAL LIFE
Brussels, ETF, 15/16 June 2011

WIR – Women In Rail

Experiences at SNCB (Belgium)

Rudy Verleysen, ACOD - CGSP
WIR – Women In Rail

Men/Women

Not so long ago, the railways were still a typically male world:
1. The Act governing night work
2. Companies stopped recruiting (economic crisis of the 1980s)
3. Education:
   1. Not many women go in for technical training
   2. At present the number of students undergoing technical training in Flanders has decreased by 10%

WIR – Women In Rail

Legislation

Before 1978, SNCB had jobs for men and jobs for women. A man could not do a woman’s job and vice versa
In the course of 1978, a new law made it possible for women to apply for a man’s job

In 1979, the first female conductors were recruited by SNCB
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2009, 30th anniversary of first recruitment of female conductors

November 2010 = 24% out of a workforce of some 2,700

30/01/2012

WIR – Women In Rail

In 1990, after the economic crisis, recruitment restarted

Since 2000 recruitment has increased owing to the growing number of staff retiring

In the course of 2010, the percentage of women reached 10.3%

30/01/2012
### SALARIED EMPLOYEES AS PER 1 SEPTEMBER 2010

<table>
<thead>
<tr>
<th>Job category</th>
<th>Total</th>
<th>Women</th>
<th>Men</th>
<th>Women (%)</th>
<th>Men (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conductor</td>
<td>2,755</td>
<td>680</td>
<td>2,075</td>
<td>24.68%</td>
<td>75.32%</td>
</tr>
<tr>
<td>Chief conductor</td>
<td>231</td>
<td>31</td>
<td>200</td>
<td>13.42%</td>
<td>86.58%</td>
</tr>
<tr>
<td>Train driver</td>
<td>3,844</td>
<td>78</td>
<td>3,766</td>
<td>2.03%</td>
<td>97.97%</td>
</tr>
<tr>
<td>Chief train driver</td>
<td>315</td>
<td>1</td>
<td>314</td>
<td>0.32%</td>
<td>99.68%</td>
</tr>
<tr>
<td>Railroad yard driver</td>
<td>264</td>
<td>8</td>
<td>256</td>
<td>3.03%</td>
<td>96.97%</td>
</tr>
<tr>
<td>Driving (other)</td>
<td>881</td>
<td>12</td>
<td>869</td>
<td>1.36%</td>
<td>98.64%</td>
</tr>
<tr>
<td>Electromechanical technicians</td>
<td>1,600</td>
<td>8</td>
<td>1,592</td>
<td>0.50%</td>
<td>99.50%</td>
</tr>
<tr>
<td>Chief electromechanical technicians</td>
<td>607</td>
<td>3</td>
<td>604</td>
<td>0.49%</td>
<td>99.51%</td>
</tr>
<tr>
<td>Mechanical technicians</td>
<td>508</td>
<td>0</td>
<td>508</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Chief mechanical technicians</td>
<td>75</td>
<td>0</td>
<td>75</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Buildings and structures technicians</td>
<td>119</td>
<td>3</td>
<td>116</td>
<td>2.52%</td>
<td>97.48%</td>
</tr>
<tr>
<td>Chief buildings and structures technicians</td>
<td>70</td>
<td>8</td>
<td>62</td>
<td>11.43%</td>
<td>88.57%</td>
</tr>
<tr>
<td>Track work technicians</td>
<td>228</td>
<td>0</td>
<td>228</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Chief track work technicians</td>
<td>50</td>
<td>0</td>
<td>50</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Technician (grade 5)</td>
<td>17</td>
<td>1</td>
<td>16</td>
<td>5.88%</td>
<td>94.12%</td>
</tr>
<tr>
<td>Chief technician</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0.00%</td>
<td>100.00%</td>
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### WORK ORGANISATION

**BETTER BALANCE OF WORKING LIFE AND FAMILY/SOCIAL LIFE**

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**WIR – Women In Rail**

30/01/2012
**WIR – Women In Rail**

**Career break**

- 32 hours/week (*1996, collective agreement*)
- Part-time (*1996, collective agreement*)
- Complete break (*Belgian law*)
- Parental leave (*Belgian law*)
- Palliative leave ▶ a period of one month (complete or partial) (*Belgian law*)
- Care leave for a member of the household or family who is seriously ill ▶ a period of one month (complete or partial) (*Belgian law*)

(Career break = a monthly allowance from the National Employment Office)

**WIR – Women In Rail**

**COLLECTIVE LABOUR AGREEMENT No. 80 OF 27 NOVEMBER 2001 ESTABLISHING A RIGHT TO BREASTFEEDING BREAKS**

Following pressure from the two recognised trade unions, breastfeeding breaks were finally established at SNCB in October 2009

“During each working day the employee has the right to breastfeed her child and/or express her breast milk. The total period during which the employee is entitled to take paid breastfeeding breaks is 9 months after the birth of the child.”

“The breastfeeding break is half an hour for an employee working part time (~ 4 hours and < 7.5 hours) and two times half an hour for an employee working at least 7.5 hours. When the employee is entitled to two breaks in one working day she can take them in one or two goes in the same day. The time(s) of the day in which the employee can take the break(s) and the place where the employee expresses her breast milk shall be agreed with her immediate boss, taking into account the jobs to be done and, where applicable, by arrangement with the H-HR.121 department.”
Railway workers’ mutual insurance fund and Social Solidarity Fund

(Following the social agreement with the two recognised trade unions.)

- Organises holidays for children (Easter, Christmas, summer)
- Childcare during the summer holidays (after the success of the pilot projects in 2009 and 2010, six locations to be planned at Antwerp, Brussels, Gent, Liège, Louvain and Namur).
- The Social Solidarity Fund gives financial assistance for children attending a playground or a course (sport, dance, computer...) in July and August.
- Change of scenery classes are subsidised by the Social Solidarity Fund for primary schoolchildren attending extracurricular activities organised by their school: outdoor classes (woods, sea, snow, field trips, sport classes etc.), educational excursions or school trips
- Holidays for handicapped and diabetic children

- Babysitting of sick children at home – financial aid for a maximum of 10 days a year (social agreement to end June 2011)
- Crèches for children (current social agreement)
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Equality and Diversity Committee set up

In late 2005, the Board of SNCB-Holding decided in consultation with Infrabel and SNCB to set up an Equality and Diversity Committee, defining its composition in June 2006. The committee comprises:

- Representatives of the main divisions of the SNCB Group
- Several external experts including a representative of the Institute for the Equality of Men and Women and the partners of various projects associated with diversity
- Representatives of the two recognised trade unions
WIR – Women In Rail
Compatibility of Job and Family

What this includes:

- Compatibility of bringing up children and work
- Compatibility of caring for family members and work
- Compatibility – and corporate promotion of health
- Education
Compatibility of Job and Family

and bringing up children
This includes:

Creating free, demand-related childcare facilities such as
- Crèches
- All-day schools
- Family service to assist in exceptional situations

Compatibilty of Job and Family

and caring for family members
This includes:

- Leave of absence in keeping with the provisions covering child sickness
- Adequate day-care facilities
- Greater supply of short-term care
- Family service – for exceptional emergencies
Compatibility of Job and Family

and corporate promotion of health

The WHO laid down a guiding principle:

“Changing patterns of life, work and leisure have a significant impact on health. Work and leisure should be a source of health for people. And the way in which society organizes work should help create a healthy society. Health promotion generates living and working conditions that are safe, stimulating, satisfying and enjoyable.”

Institutions have established:

European Risk Observatory 2008

- 60% of days of absence in 2005 were caused by stress-related illness

The main factor:

Incompatibility of family and work
Compatibility of Job and Family

and corporate promotion of health

Health Report from the Federal German Association of Company Health Insurance Funds 2005:

- 1 in 12 lost working days is due to mental illness

The main factor

is stress caused by multiple strain from a feeling of excessive demands

It is established that:

- A major influence on health is the conditions of working life and family life.

- Employee representation can have a major influence on conditions at work.

- The Occupational Health and Safety Act in conjunction with the Industrial Relations Act in Germany provides for extensive opportunities for action that can be taken.
Compatibility of Job and Family

What we, the EVG, do

- In the network we create a training programme for workers’ representatives

Content:

- Introduction to the pertinent legislation
- Analysis of the corporate situation
- Support for the employees concerned
- Supporting colleagues and superiors
- Creating networks

What we have achieved as EVG:
Compatibility of Job and Family

✓ Provisions in our collective agreements
✓ Group Agreement on Family and Job
✓ Measures to be implemented
✓ Opportunities for the works council

Promotion of the compatibility of family and job, parental leave § 6 MTV-Schiene (master collective agreement for the railway sector)

(1) When exercising rights to determine instructions and other performance, the Employer shall take into account the Employee’s duties arising from family and parenthood whilst considering the company’s possibilities.
Collective agreement regulating alternating telework for the employees of various companies in the DB Group (KonzernTeleTV)

Preamble
... achieve better compatibility of family and job whilst considering individual working practices

Aims of the Group Agreement:

- Promote equal opportunities for men and women
- Prevent employees that assume family duties being at a disadvantage

This includes: Bringing up children and caring for family members
Compatibility of Job and Family

Scope of application:

The Group Agreement applies to every company in the Group except Schenker AG (logistics division)

Assistance before and during parental leave:

✓ Planning discussions must be held with each employee before and during the parental leave

✓ The first discussion before paid maternity leave commences
  - The partner can also attend
  - The employee representative can be included if the employee so wishes
Compatibility of Job and Family

- The line manager issues the invitation to the discussions
- EVG’s aim is to keep colleagues in the company
- Constant contact with the office
- Employees are deputised during leave and sickness
- Part-time work

Obligation to inform in writing of a change in the job
- Such as the introduction of new technologies
- Discontinuation of the job
- But also if the employee has his/her own wishes for change.
Qualifications:

- Further training during the family phase to obtain qualifications
- Costs of the training borne by the employer
- The employee invests time

Employees keep their job and their pay

- The employee basically returns to work after the family phase under the terms of the existing employment contract
- The employee’s job is occupied for a maximum time of three years with the involvement of the employee representation
- The employee can return to work in the third year
- The employer encourages the return to work with part-time work and telework within the company’s possibilities.
 Compatibility of Job and Family

§ 6 Group Agreement on Caring for Family Members

Employees that take on duties of care required for family members are given the opportunity:

✓ of part-time work
✓ of alternating telework
✓ to reduce overtime and accrued leave entitlement
✓ of other forms of flexitime

Assistance during care

Analogous with the provisions applying to parental leave
Compatibility of Job and Family

Differences of opinion between employees and employer

✓ Clearing Office:
  Composed of two representatives each of the employer and the Group Works Council
  Employer: Ms Sylvia Müller, Mr Hans-Joachim Borck
  Employees: Erika Albers – a member of the Works Council concerned

Opportunities of action for the employee representation under the Industrial Relations Act (BetrVG)

✓ Working hours – Arrangement § 87 (1) Nos. 2 + 3 BetrVG
✓ Staff planning § 92 BetrVG
✓ Security of employment § 92a BetrVG
✓ Advertising jobs § 93 BetrVG
✓ Selection guidelines § 95 BetrVG
✓ Qualifications – Vocational training §§ 96 – 98 BetrVG
✓ Individual staff measures § 99 BetrVG
THANK YOU FOR YOUR ATTENTION
Company Working Hours Projects at DB AG

The report on the company working hours projects is intended to answer the following questions:

Part 1: What is the background to the company working hours projects?

Part 2: Why do we carry out company working hours projects?

Part 3: What are the objectives of the company working hours projects?

Part 4: What is the special thing about company working hours projects?

Part 5: What results and findings have been obtained up to now? Where do we go from here?
1. Basis: Negotiation result of 31 January 2009:
   1. Preparation: collective bargaining round 2009 in terms of working time demands of the trade unions: Employers favored to keep it outside of the bargaining round and to discuss within projects.
   2. Result: Working time was negotiated, the new provisions should optimize the operating conditions for the employers.
   3. Additionally agreed: Implementation of joint projects at operational level with the objective to structurally improve the shift scheduling under consideration of a better compatibility of work and family.

2. Objective: Continuous and joint organisation of working time appointments on site by employees, works councils and employers

3. Focus: Core functions with shift and rotating shift work.

4. Responsibility for working hours projects: Social partners on site

5. Project steering:
   1. Department „Tariff and Social Policy – Collective agreements DB Group“
   2. Target: Uniform project frame (project structure, profile and communication concept)
   3. Main task of the project management: Initiate projects, communication of successes
The company working hours projects serve to establish a communication, solution and implementation culture

Joint project in the company for organising the working conditions

- Analysis and survey
- Project implementation
- Company measures

Employees and works councils

- Wishes/offers/demands

Employers

- Wishes/demands/offers

“Ideal” solutions feasible and fitting

- High feasible
- High fitting according to demand
- Low feasible
- Low fitting

Working hours topics are at the heart of it – but this is often not the point to try to solve dissatisfaction ► broad focus in the staff workshop

WHAT
influences the satisfaction of employee?
issues/starting points

<table>
<thead>
<tr>
<th>Duty roster/duty plan</th>
<th>Working/framework conditions</th>
<th>Leadership/communication</th>
<th>Prospects/others</th>
</tr>
</thead>
</table>

WHO
can change the conditions? - action levels

- Central
- Regional
- Local

a. Collect and sort the problems, making a selection according to importance

b. Deal with the selected problems, taking a solution-oriented approach

What is to be done? Who has to be involved?

► Focus on the solution, not the problems! ("Problems are tasks")
Collection and classification of the issues/problems

DB Regio North East “Company Working Hours Project “
Impressions from the project on site, incl. staff workshop
Example DB Regio North East: depending on the complexity of the resulting issues, some solutions have already been found

as of 2nd quarter 2010

<table>
<thead>
<tr>
<th>Customer service agent deployment site</th>
<th>Cottbus (BCS)</th>
<th>Frankfurt/Oder (BFP)</th>
<th>Elsterwerda (BEW)</th>
<th>Senftenberg (BSN)</th>
<th>Falkenberg (LF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of duty plans in too short</td>
<td></td>
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<tr>
<td>2. Holiday scheduling</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3. Maintenance of A/C systems in trains</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Management recognition of work performed by customer service agents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Introduction of basic weeks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Setting up an exchange</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Maintaining the shift contents for trains (lines) on successive days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td>8. 12 hours minimum rest between 2 shifts for those living further away</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cannot be implemented</td>
</tr>
</tbody>
</table>

Legend

- Implemented in planning period 2/2010
- Planned for implementation in next possible planning period
- In progress
- Cannot be implemented

Example DB Regio North East: AZ – Distribution topics implemented using Carmen-CAS in the interests of both employees and the company

as of 2nd quarter 2010

<table>
<thead>
<tr>
<th>Customer service agent deployment site</th>
<th>Cottbus (BCS)</th>
<th>Frankfurt/Oder (BFP)</th>
<th>Elsterwerda (BEW)</th>
<th>Senftenberg (BSN)</th>
<th>Falkenberg (LF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Reduction of short shifts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Deployment of part-timers at the weekend</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Regressive starts of the shifts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Shift monotonous</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Rhythm of shift changes (early/late)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Shift sequence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Grouping scheduling shifts together in one block (one week)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td>10. Free weekend every 2 weeks in time window min. Tue., Saturday to midnight Sunday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cannot be implemented</td>
</tr>
</tbody>
</table>

Legend

- Implemented in planning period 2/2010
- Planned for implementation in next possible planning period
- In progress
- Cannot be implemented
Regular exchange in the framework of coordinating company working hours projects – with various levels of participation

<table>
<thead>
<tr>
<th>2nd + 3rd quarter 2009</th>
<th>4th quarter 2009</th>
<th>1st quarter 2010</th>
<th>2nd quarter 2010</th>
<th>3rd quarter 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informing the trade unions</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Working party on company working hours projects</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Informing the Group Works Council + WC of the business fields</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

Projects

<table>
<thead>
<tr>
<th>Project 1</th>
<th>Project 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment.</td>
<td>Commitment.</td>
</tr>
<tr>
<td>Analysis and survey</td>
<td>Analysis and survey</td>
</tr>
<tr>
<td>Goals</td>
<td>Goals</td>
</tr>
<tr>
<td>Project implementation</td>
<td>Project implementation</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Evaluation</td>
</tr>
<tr>
<td>Company measures</td>
<td>Company measures</td>
</tr>
</tbody>
</table>

Example DB Regio North East - Interim conclusion: “Company Working Hours Project” works on the basis of certain principles and has already generative positive verifiable results

1. Joint project: workers and employers “eye to eye”
2. Direct involvement of deployment site staff in the staff workshops
3. Polarisation eliminated through shared understanding of implementation culture
4. Communication using coordinated communication plan
5. 16 topics identified and deposited in measures profiles
5a. Working hours distribution plan: solution using CARMEN CAS planning tool with deliberate individualisation instead of false “equal treatment” Verification that CARMEN-CAS is ideal for individualisation >90%!
5b. Other topics also perceptibly implemented for employees

The success achieved in the company working hours projects must now be elaborated, communicated neatly and marketed intensively, as well as ensuring they are sustainable.
First mile stone: A joint project agreement between social partners
— Commitment!

- Joint determination of the starting point:
  - further consolidation of existing rules is not promising,
  - Complexity and Diversity of DB Group require differentiated operational solutions,
  - Involve those the project is about: the employees!
- Commitment of each single site essential (works council / employer)
- Definitions regarding What, How and Where

What do employees want / need?
Communicating the company working hours projects based on a communication concept coordinated with all participating levels
Definition of Work Life Balance

Having a measure of control over when, where and how you work, leading to be able to enjoy an optimal quality of life.

Work life balance is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society!
Stress

- Stress is the most common cause of absence from work in the UK
- 2 out of 5 employees suffer from work related stress
- Absence from work due to stress costs UK employers 13.5 million days per annum

Who Initiated the debate/agreement?

- White paper on Fairness at Work in 1998
- After pressure from the Trade Unions, the government eventually passed legislation - the 1999 Employment Relations Act.
- Very weak, only guidelines
- The Unions continue to push for the legislation to be adopted by all Companies
Collective Bargaining

• No National Bargaining

• Rail Industry very fragmented with each individual company having their own Machinery of Negotiation

• It is up to the Company Councils to follow their Companies Machinery to negotiate the best deal for its members within the unions agenda

Work Life Balance Table - ASLEF
Obstacles

- Resistance from within the union
- Resentment from other workers
- Management
- Cost Issues

Who is responsible for it’s implementation?

- The Companies - legal responsibility
- The Trade Unions
How long did it take to implement?

• Still in process
• Introduction of the PTOA in 2002

- Short Term Leave Agreements
- Weekend only working
- Maternity/Paternity and Adoption Provision
- Parental Leave
- Career Breaks
- Fixed Link Rosters
- Jobshare Agreement

Examples of Job Share Working Patterns

<table>
<thead>
<tr>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
<th>Option 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td><strong>Week 1</strong></td>
<td>T/Op A works 1 day each week</td>
<td>T/Op A works 3 months</td>
</tr>
<tr>
<td>T/Op A works 5 days</td>
<td>T/Op A works 3 days</td>
<td>T/Op B works 4 days each week</td>
<td>T/Op B works 3 months</td>
</tr>
<tr>
<td><strong>Week 2</strong></td>
<td><strong>Week 2</strong></td>
<td><strong>Option 3</strong></td>
<td><strong>Option 4</strong></td>
</tr>
<tr>
<td>T/Op B works 5 days</td>
<td>T/Op A works 2 days</td>
<td>T/Op A works 1 day each week</td>
<td>T/Op A works 3 months</td>
</tr>
<tr>
<td></td>
<td>T/Op B works 2 days</td>
<td>T/Op B works 4 days each week</td>
<td>T/Op B works 3 months</td>
</tr>
<tr>
<td></td>
<td><strong>Week 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>T/Op A works 2 days</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>T/Op B works 3 days</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
My Example

• Both parents work full time
• Opposite extreme shifts
• Both members of syndicate
• Pros and cons

First Capital Connect Example

• 4 day week
• 35 hours average week
• Maximum 40 hours per rostered week
• 104 rest days over 52 weeks
Chez Léon
Rue des Bouchers 18
19h30
### Morning session (Moderation: Aliette Dörflinger)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Welcome and opener</td>
<td>Aliette Dörflinger</td>
</tr>
<tr>
<td>9:15</td>
<td>Presentation: Costs and benefits of family-friendly measures</td>
<td>Eva Heckl</td>
</tr>
<tr>
<td>9:45</td>
<td>Presentation: Reintegration after parental leave – PKP CARGO case study</td>
<td>Roman Drążkowski, PKP Cargo S.A.</td>
</tr>
<tr>
<td></td>
<td>Discussion</td>
<td></td>
</tr>
<tr>
<td>10:30</td>
<td>Coffee break</td>
<td></td>
</tr>
<tr>
<td>11:00</td>
<td>Measures for reconciliation of work and social/family life – identification of best-practices elements in already implemented measures and design of new measures</td>
<td>Working groups</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
<td></td>
</tr>
</tbody>
</table>

### Afternoon session (Moderation: Eva Heckl)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13:30</td>
<td>Presentation of working group results and discussion</td>
<td></td>
</tr>
<tr>
<td>14:30</td>
<td>Coffee break</td>
<td></td>
</tr>
<tr>
<td>14:45</td>
<td>Presentation of working group results and discussion</td>
<td></td>
</tr>
<tr>
<td>15:45</td>
<td>Reflection of the workshop and closing remarks</td>
<td></td>
</tr>
<tr>
<td>16:00</td>
<td>End of seminar</td>
<td></td>
</tr>
</tbody>
</table>
DAY 2

AGENDA
DAY 2

- Presentations
  - Costs & Benefits of Family-friendly measures
  - PRP Cenga Case Study

- WORK GROUP
  - Presentation results
  - Discussion

- Reflection of the workshop & Closing
1. Costs and benefits of family-friendly measures  
   Eva Heckl, Austria Institute for SME

2. Reintegration after parental leave – PKP CARGO case study  
   Roman Drążkowski, PKP Cargo S.A.
Costs and benefits of a family-friendly enterprise policy

WIR Seminar, Brussels, 16th of June 2011
Eva Heckl

www.kmuforschung.ac.at

Beneficiaries

- **Employees**: direct beneficiaries through support with co-ordination of family and working life, continuous biography, better perspectives
- **State / Social system**: support in reaching social goals, through higher employment higher tax amount
- **Enterprises**: competitive advantage, cost reduction
Benefits for enterprises

- Competitive advantage
- Higher motivation of the staff
- Higher efficiency
- Reduction of stress
- Decrease of absences
- Decrease of fluctuation
- Increase of return rate after parental leave, shorter parental leave periods
- Improved personal marketing
- Improved image of company
- Marketing effects

Cost-benefit analysis - challenges

- Costs: directly allocable, measurable
- Benefits
  - often difficult to measure in quantitative terms
  - long-term effects
  - not directly allocable (interdependency)
  - effects dependent of enterprise size and sector

➢ Work-life balance can enhance productivity through mechanisms that go beyond the scope of economics but take into account the social context of employment relationships (Yasbeck 2004)
Model calculation

- by Prognos AG
- „model enterprise“ based on controlling data of 10 enterprises in Germany (2003)
- „model enterprise“ based on controlling data of 9 enterprises in Switzerland (2010)

Germany: Cost-reduction potential vs. costs of family-friendly measures

Cost-reduction potential
- Costs related to replacement / labour turnover
- Bridging costs
- Costs for reintegration
- Costs for absenteeism

Costs
- Consultancy services, re-integration programmes
- Working time flexibility and part time
- Teleworking
- Child care facilities (in the company or support for external services)
Switzerland: benefit effects vs. costs for measures

Benefit effects
- Return effect
- Part time effect
- Career effect
- Attractiveness effect

Costs for
- Support related to child care
- Additional release
- Consultancy
- Parental leave for fathers
- Flexible part-time work
- Teleworking

Economic effects of family-friendly measures

Return on Investment (ROI)
- in Germany: 25%
- in Switzerland: 8%

➔ A family friendly enterprise policy pays off
Thanks for your attention!

Website:
www.kmuforschung.ac.at

E-Mail:
e.heckl@kmuforschung.ac.at
Reintegration after parental leave - PKP CARGO case study

Brussels 15th - 16th June

„BETTER REPRESENTATION AND INTEGRATION OF WOMEN IN THE RAILWAY SECTOR”

2nd thematic seminar: Work organisation and work life balance
Reintegration after parental leave

Initiatives supporting women after parental leave

Existing initiatives

New initiatives

Project’s main issues

Part-time job for women returning from parental or maternity leave
Existing issues

- Part-time job
- The goal: To enable work & life balance
- The source of law: National Labour Law
- Target group: Mothers of child under the age of 4

Financial support for working parents and women who are on the parental or maternity leave
Existing issues

**Financial support for family**

- Support for women after parental leave

**The goal**
- Subsidy families with children (holidays) and financial assistance in need

**The source of law**
- Internal regulations – Social Fund

**Target group**
- Working parents and their children
- Women who are on parental or maternity leave

---

New initiatives. The „Working Parents“ Project

**Support for women after parental leave**

- Intranet website for working parents
- Internal questionnaire for women after parental leave
- E-learning for working parents/women
- Consultancy for women after parental leave
Intranet website for working parents

LAW for WORKING PARENTS / WOMEN
RETURN after PARENTAL LEAVE
NEWS for WORKING PARENTS / WOMEN
E-LEARNING

Support for women after parental leave
e-learning for working parents
E-learning for working parents

**case 1 – LAW for WORKING PARENTS**

- The goal of training
  - To increase awareness

- Content of training
  - Law for working parents and pregnant women including:
    - Working time
    - Maternity and parental leave

**E-learning for working parents**

**case 2 RETURN after PARENTAL LEAVE – MOTHER at WORK**

- The goal of training
  - To increase awareness

- Content of training
  - Social situation of parents returning after parental leave
  - Psychological situation and motivation for work
  - Law for parents returning after parental leave
Consultancy for women after parental leave

Contact:
Consultant for working parents and women after parental leave (a mother of 3 children)
Internal questionnaire
for women after parental leave

Questionnaires
let the company
know more
Ankieta dla rodziców powracających po urlopie macierzyńskim lub wychowawczym: Odpowiedz na tę ankiety

Które z powyższych obowiązków jest najtrudniejszym przy odpowiedzi na „Moja obokida rodzica”?

- Takie, które w praktyce nie wchodzi w drogę powrotu do pracy

W którym miejscu obokida nastąpił powrót do pracy?

- Były takie same jak przed urlopem
- Zmieniono się
- Uległo pogorszeniu

Po powrocie do pracy, jakie były zmiany w pracy?

- Były takie same jak przed urlopem
- Zmieniono się
- Uległo pogorszeniu

- Motivation for returning
- Month / time of returning
- Relationship with colleagues
- Relationship with superior
Internal support of project

Management
- Member of Board for Personnel
- Representative of Board for Personnel Strategy
- HR Director

Departments involved in the project
- HR
- Legal
- IT

External support of project

Experts and institutions who have shared with us their unique knowledge or materials
PR and internal communication

Magazines  Mailing  Intranet

Benefits

Increased motivation  Strengthening Employer Branding
THANK YOU
FOR YOUR ATTENTION

Contact
e-mail: personel@pkp-cargo.eu

→ Groups of 3-5 persons

- "Rapporteur"
- ≈ 40 min
- Visualisation

"Fundamental" problems/challenges related to the theme and to the sector

Concrete ideas/measures
**Context/Problem Analysis**

- **WHY?**

**Description of the measures**

- **WHAT? WHO?**

---

**Implementation**

- Success factors
- Barriers

**Conclusions/Consequences/Effects**

- Company/employees
- Joint recommendations
- Policy level
[GROUP WORK] Results group 1: „child care – parental leave“

**Child Care – Parental Leave**

- Shift workers
- Mobility
- Specific measures

Legislation does exist

3 steps
1. Pre-natal
2. Nursery + paternity
3. Parental leave

Announcement / pre-information Cong. Paternité

Entretien avant départ? Quel avenir/partie?

Sw = yes
Bo = no

Gr = yes (meeting)

PA = yes

Caisse de solidarité sociale (Belg)

(consist? Enterprise / employees)

Flexibility = Schedules = Night

UK = yes
Belg / sécurité
Suite measures

Nursery and kindergartens

- Horaires (schedule) nursery
  - Coûture horaire = opening hours
- Bg = Some weekly nurseries (only public)
- Sw = Only in the day → public
- UK = Private, expensive
  - 8 am → 6 pm
- PLO = Monday to Fri / Private - Expensive
  - 7 am → 6 pm / Public
- France = Only in the day
- Bgg = In the day / Public - Private

"It is not the firm's problem"

So one of the solution is:

- Parental Leave
- Parental Leave
  - a link to keep an eye on the prof. universe
    Problem: private sphere?
  - when parents on parental leave return in the company? → which guarantees for the future?
  - Money = has to be better paid

Remark: not only babies or little children also young adults (12-16y)
GROUP WORK] Results group 2: over-ageing of the working force
GENDER
ALT: JUNG

THEMA
ÜBERALTERUNG
WER
SCHICHTDIENST

LÄNGERER VERBLIEB
SCHICHTDIENST
WAS

ANREIZMODELLE

- Recruiting
- Nachfolgeplanung

(DB: PREMIEN FÜR NEUE MA-INSUM)
  - Lehrlingsprämie
  - Lehre mit Matura
  - MBO (genderausgerichtet)
  - betriebliche GF
  - Gesundheitsvorsorge für Lehrlinge, G-Check
  - plus individuelle Betreuung
  - Girls-Day;
  - Kooperationen AMS

A-Modell

- Arbeitsalltag

  - altersgerechte BS-Pläne
  - Gemindete Nachtdienste etc.
  - Schichtlängen kürzen
  - Schichtentzahl, Ruhezeiten
  - Tarifvertrag

- WISSENSTRANSFER
  - Learning by doing
  - MentorInnen-System
  - BGF: JOSEFSHOF
  - Gendermedizin in der Arbeit
  - gesehende TrainerInnen
Unternehmen profitiert
- Sicherstellung Know-how
- zufriedene MA (weniger Fehler)
- Bindung ans Unternehmen
- höhere Kreativität + Produktivität

MA profitiert
- sicherer Arbeitsplatz
- Wertschätzung
- Work-Life-Balance
- Motivation
[GROUP WORK] Results group 3: shift work / working hours
- what did you "learn"?
- what do you take home?