



*The Voice
of European
Railways*



European Rail
Infrastructure Managers



Women in Rail – Seminar Reports Summary

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1 Introduction

In the framework of the European social dialogue project “Follow-up of the CER / ETF Joint Recommendations ‘Better Representation and Integration of Women in the Railway Sector’: Implementation – Evaluation – Review” three thematic seminars have been organised during the year 2011. The seminars addressed topics which have been identified as crucial issues for women in the railway sector. The following table gives an overview of the seminars:

Topic	Date	Location
How to attract and retain women in the rail sector, especially in technical professions	13.-14. April	Berlin
Work organisation and work life balance	15.-16. June	Brussels
Gender pay gap and career opportunities for women	19.-20. September	Rome

The seminars had the primary function of deepening and widening the knowledge of the participants with view to the addressed topics. Representatives of railway companies and trade unions active in the railway sector¹ of ten different European countries came together to share knowledge and experiences. A key element of the seminars was the mutual learning of the participant as their work and national context broadly differs. The seminars’ objectives were as follows:

- The identification of problems and barriers within the sector and the organisations (companies and trade unions) with view to women in general and to the topics of the seminars in particular
- The discussion of the progress made and backlashes related particularly to the representation of women in the railway sector and generally to the situation of women in society
- The building of a network of people supporting gender equality issues in the sector
- The presentation and discussion of good practices
- The development of innovative solutions
- The discussion of adaptations of the Joint Recommendations

The three seminars were similarly structured. The research team of the Austrian Institute of SME Research supported the Steering Committee in designing the seminars and moderated them. The seminars included presentations, plenum discussions as well as group work exercises, using creativity techniques. The seminars dealt with the different topics through a theoretical, practical and experience-based approach.

¹ Some of them already participated in the former ETF-CER project.



This report summarises briefly the seminars by means of short descriptions of the content of the presentations that were held at the seminars and the outcomes of the group discussions. Next to this summary, an additional workshop report has been compiled which comprehends by means of photo-minutes all documentation of the seminars (e.g. detailed agendas, group work results, handouts of all presentations). Furthermore, in the context of this project “Follow-up of the CER / ETF Joint Recommendations ‘Better Representation and Integration of Women in the Railway Sector’: Implementation – Evaluation – Review”, a comprehensive study report and a good-practice guide have been elaborated by the Austrian Institute for SME research. In terms of content, these two publications deepen and describe in detail topics and good-practices discussed within the context of this three thematic seminars.



2 Seminar Berlin

“How to attract and retain women in the rail sector, especially in technical professions? How to ensure access for women?”

In April 2011, the participants of the seminars came together for the first time in Berlin². As the share of women in the railway sector, and especially in technical professions, is still very low in the majority of the European countries, it remains an important challenge for the organisations active in the sector to gain access to female human resources and to attract women. Thus, the first seminar in Berlin referred to a fundamental aspect of the issue “Women in the railway sector”: How to attract and retain women in the railway sector – especially in technical professions? How to ensure access for women? The participants discussed about barriers for women to enter the sector and it came up that in some countries the access for women to certain professions within the sector is even restricted by law. An important share of women works in administrative or commercial jobs in the railway companies but women are strongly underrepresented in technical professions. Austrian and German initiatives provided good practices examples on how to enable girls and young women to pursue training and education in technical, male-dominated professions and studies. The participants agreed upon the fact that education and training in technical fields (e.g. more girls studying technical studies) are essential to increase the share of women in the sector. Companies should engage in initiatives aiming e.g. at co-operating with organisations of the education sector. However, it was commonly agreed upon that the public sector has to address this issue primarily. The issue discussed on the second day of the seminar concerned the work culture in the railway companies as this turned out to be a crucial element to attract and retain women in the sector. As work culture and gender stereotypes derive from numerous determinants and have long traditions they have to be addressed with a comprehensive and multifaceted approach at different levels.

[PRESENTATIONS]

1. **Women in the railway sector in Germany: a historical review**
Birgit Reinhardt, Deutsche Bahn AG
2. **Women in technical positions (facts & figures)**
Eva Heckl, SME Research Institute Austria
3. **Good practices of enterprises active in training and educating girls in male-dominated professions**
Jutta Saf, Sprungbrett
4. **Technical studies for women**
Prof. Dr. Juliane Siegeris, Hochschule für Technik und Wirtschaft (HTW) Berlin

[GROUP WORK] Attracting women in technical positions / in the railway sector: barriers and potential

² The list of participants in the annex of this document gives an overview of all represented organisations as well as the countries of origin.



5. **Work culture, corporate culture and gender stereotypes: theoretical input**
Céline Freund, Deutsche Bahn AG
6. **Company good practice example in the automotive industry**
Ute Hasler, Work council Daimler AG

[PLENUM DISCUSSION] How to create a corporate culture which supports gender equality?

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(1) Presentation: “Women in the railway sector in Germany: a historical review”, Ms. Birgit Reinhardt, Deutsche Bahn AG

Historical documents show that already since 1870 women have been employed in railway companies. The first social institutions within the railway companies were established at the beginning of the 20th century, e.g. orphanages, bathing cures for sick children and nursery schools (German “Kleinkindbewahranstalten”) for not yet school-aged children. In 1905, the association for female public railway officers has been established, which had already 15 associations at district level in 1912. They all lobbied for equal opportunities of women in the railway sector already. During World War I and II women were increasingly recruited and placed in all occupations. After 1949, it was taken for granted that women are allowed to work in all areas. “Equal pay for equal work” was applied as well as special support programmes were implemented. In Western Germany, the reduction of jobs happened at the expense of women. In the course of the economic miracle it was considered a particular achievement of women taking care of housekeeping and children instead of participating in working life.

(2) Presentation: “Women in technical professions – facts and figures on gender segregation”, Ms. Eva Heckl, Austria Institute for SME

This presentation provided an overview on facts and figures concerning gender segregation in the labour market. The segregation phenomenon can be classified into two different types, the horizontal and the vertical segregation. Whereas the horizontal segregation results in women tending to be found in similar occupation groups and economic sectors – their fields of activities are on average very different from that of men, the vertical segregation results in women being more concentrated at lower or intermediate levels of hierarchies and professions while men are over-represented in senior level positions. For the latter phenomenon the term glass ceiling is common.

Concerning the horizontal segregation, most women can be found in retail trade, education, and human health sector. Men are mostly to be found in construction activities, public administration and retail trade. More than 60% of the women can be found in the top 10 occupational sectors, whereas this is true for only 48% auf men.

Concerning the technical sectors which are relevant for the railway sector, following results can be highlighted: As expected these sectors are highly male dominated. For example civil engineering including the construction of railways and underground railways has a female share in its workforce of less than 10% (9.8%). In contrary to that, technical sectors such as information service activities (data processing, hosting and related activities, other information service activities) have 42.2% of women among



the workforce. At least in some technical sectors (mostly in the ones with a higher “service” orientation) there can be already found a “critical mass” of women.

There are various explanations why these segregations exist/persist and they change over time. From the literature some key factors can be singled out:

- the **biological argument of the comparative advantages**: physical differences (e.g. muscular power versus dexterity (adroitness) or neurobiological differences. *Although, given the technological progress, these physical characteristics seem to become less important.*
- the **under-investment**: there is an under-investment of women in education and training as there is an anticipation of work discontinuity (due to maternity). *This explanation can be confuted as young women tend to be better educated than men (school and university statistics).*
- the **socialisation and gender stereotypes**: Because of socially constructed preferences, women tend to enter specific sectors and choose “female” professions (e.g. caring duties), on the other hand these domination in specific sectors lead to stereotyping all women as being more qualified and eligible for these jobs. The absence of women in male dominated jobs is interpreted in stereotyping women as being less qualified for “male” jobs. *Education and the media can remove gender stereotypes in a medium and long run or on the other side reinforce them.*
- **entry barriers and organisational practices**: Legal barriers existed or still exist in some European countries to prevent women to apply or enter the workforce of many sectors or organisations. Furthermore, practices of recruitment and promotion (communication channels, recruitment via networks) hinder women to enter and advance in business. *A formal and transparent recruitment and promotion process can tackle these problems.*
- the **different income roles**: man as main bread-winner and the woman concentrating on managing family life results in (the assumption) of an unequal commitment to securing monetary income. Therefore the pin money stereotype is still widespread (standing for the prejudice that women only seek for a job to earn “additionally” a kind of pocket money and don’t need so much). Because of the problem of reconciliation women tend to accept a lower income if this is the only way to combine work and family life. *If the household burden is equally shared and suitable childcare facilities of high quality are available, the negotiation power of women would ameliorate.*

Beside the argument of fairness, there is a business case for gender equality:

- Taking women into consideration means to access the full talent pool and to not restrain oneself.
- A mixed workforce reflects the customer base. The company can better respond to the demand and offer adequate products to all of its customers.
- A lack of equality can entail the risk of reputation damage, of legal disputes (and the legal regulations tend to become more demanding which can be seen in the debate on quota).
- Supporting gender equality can lead to becoming the employer of choice – a comparative advantage in the war for talents against the background of the shortfall of skilled workers.



- And finally, many studies show the correlation between gender equality and profitability in listed companies. The best performing companies have women in management boards and the performance grows where there is a “critical mass” of women on board.

(3) Presentation: “Women in technical positions - girls/women in technical vocational apprenticeships”, Ms. Jutta Saf, Verein sprungbrett, Vienna

The presentation provided information about Austrian activities of the association “Verein Sprungbrett” which aims at integrating young women in the labour market through technical apprenticeships. It is obvious that, in future, young women should orientate on the whole range of possible professions rather than on only a few professions to make use of better working and development possibilities.

Many companies are interested to recruit more women due to several reasons:

- having a better choice when recruiting both sexes (more applicants),
- awareness of equal opportunity rights,
- customer´s aspects,
- requested quotas of females in governmental enterprises,
- challenges that open up new perspectives,
- to improve the social climate,
- mixed teams are more profitable (diversity aspect).

The Austrian experience showed that enterprises interested to recruit and retain more women (especially in technical apprenticeship) should:

- treat them equally and provide equal rights,
- assure girls and young women respect and acceptance,
- install instructors who speak up for them and consequently take actions,
- provide female colleagues/females to speak to (female mentors),
- divide work fair and correct,
- provide future perspectives,
- provide clean and accessible toilets.

They should avoid a rough tone, special treatment, expectations that women have to be better than males (120 % performance), pin-up posters, sexualised wordings/jokes, inappropriate and tasteless jokes (this is also part of sexual discrimination and punished by the Austrian Equal Treatment Commission), sexual harassment (i.e. stared at, to be touched, and stories about penis lengths etc.).

Within the enterprises, the framework conditions for young women have to be created and improved in order to be attractive also for women: measures to break prejudices / stereotypes, present role models and best-practice examples, provide adequate sanitary facilities, dispose of pin-ups, and to ensure a good mixture of women and men in the teams.



(4) Presentation: “Frauenstudiengang Informatik und Wirtschaft” (engl. Women’s study programme Computer Sciences and Economy), Prof. Dr. Juliane Siegeris, Hochschule für Technik und Wirtschaft (HTW) Berlin

Ms. Siegeris presented the successful women’s study programme at HTW (Hochschule für Technik und Wirtschaft) in Berlin. In the first year, there were 130 applications for 40 places at the university. Apart from the main study courses computer science (60 %) and economy (20 %), the women are learning languages (5 %) and soft skills (15 %) such as career management, conflict management and start-ups of new businesses. The study programme is characterised by e-learning, block courses in the lecture-free period, family-friendliness, innovative and practical teaching methods, lecturers from enterprises and small groups. Enterprises such as SAP, HP and Daimler are supporting the study programme through practical courses and excursions. There is a very good feedback from women participating in this programme. Teaching and learning methods adapted to a “female way of learning” proved being very successful and confuted the idea that women have more difficulties with technical matters.

[GROUP WORK] Attracting women in technical positions / in the railway sector: barriers and potential

Following the presentations, working groups have been formed which were discussing questions as follows:

a) Why are women underrepresented in the railway sector?

Reasons mentioned include

- organisation of working hours
- working conditions
- shift work
- image of sector
- physically-demanding work
- legal regulations
- need to work overtime
- male dominated working and corporate culture
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b) Why should more women work in the railway sector? Which potential do they have?

- Mixed teams are more innovative and better solve problems
- Improvement of the corporate culture
- The demographic change makes necessary a better integration of women
- Improvement of products and services
- Involvement of different experiences and perspectives
- ...

c) How can the attractiveness of the railway sector and especially the technical professions be improved for women?

- Improvement of the image of railway companies
- Creating role models



- Break prejudices / stereotypes
- More gender competence in the field of HR
- Online-info-platform
- Trainings especially for young women
- Improvement of the working conditions
- Adaptation of job descriptions for women
- Gender-adequate recruitment and hiring process
- Massive advertising with the help of brochures, internet etc.
- Creating and offering part-time jobs

(5) Presentation: “Work culture, corporate culture and gender stereotypes: theoretical input”, Ms. Céline Freund, Deutsche Bahn AG

Gender stereotypes are roughly simplified perceptions of male and female attributes and behaviour. In contrast to other attributes like age, gender stereotypes remain stable. Due to diversity reasons there is no evidence that women and men correspond to these gender stereotypes. Dealing with gender stereotypes has changed: what has been talked about openly in former times is not openly discussed nowadays. Men and women are treated as counter-poles. Specific attributes are assigned to women and other attributes are assigned to men. Behaviour and attributes of women and men are valued differently. By analysing gender stereotypes of other cultures, biology as a source of differences could be excluded. For instance, in Germany, most doctors are men, while in Russia they are women. Further, in Germany, men are responsible for doing physically demanding work, while in some African countries women are doing the physically demanding work such as carrying firewood and establishing houses etc. Also, differences could be identified in the historical development. Depending on societal needs, women were either integrated in the labour market or restricted to be housewives. Gender stereotypes are emerging from socialisation and from the expectations of society regarding their children. On the one hand, stereotypes have an important function – without them the complexity of the world would not be controllable. On the other hand, gender stereotypes are the most frequent cause of discrimination, because they are used to compensate the lack of information on an individual.

The impact of gender stereotypes can be subsumed as follows:

- *Lack-of-fit-Model*: The attributes of women do not fit to the task or job description of an enterprise e.g. women in typically male professions. Women are objected and do not have the chance to work in an enterprise.
- *Token Effect*: A woman is working with men only. She is visible as a minority and is seen as representative of the minority. The behaviour and the attitudes of the majority group “men” are dominant. The women either adapt to the behaviour and attitudes or leave the company. Only when approx. 40 % of a group are women they can change the behaviour of the whole group.
- *Glass Ceiling*: These are barriers of prejudices and discrimination which are not visible and hardly to overcome. They are faced especially by women who want to advance in their professional career. As a consequence, women resign or leave the company.
- *Queen-Bee-Model*: Especially women successful in male-dominated professions are approving to gender stereotypes and disapprove of feminist movement. The existing structures are beneficial for them. As a consequence, other women are put at a disadvantage.



What can companies do against gender stereotypes? Enterprises can get active at different levels:

- *Employees*: Employees must be made aware of gender stereotypes. This may be done through (gender-)trainings or providing conflict guidance (mediation).
- *Processes*: All processes in the enterprise shall be proved in terms of stereotypical assumptions e.g. HR processes (recruiting, assessment, development etc.).
- *Communication*: Open communication can break gender stereotypes e.g. paying attention on how women are presented in internal media or to use a gender-adequate language.
- *Additional regulation*: This refers to the creation of additional regulations which prevents stereotyping in the enterprise e.g. “code of conduct” or ethical standards, but also to signal appreciation.

What can single persons do against gender stereotypes?

- to question own assumptions:
 - When using phrases like “these people...” or “women...”, people are grouped to stereotypes
 - Instead of concentrating on differences, common grounds shall be searched for
 - Question: “Are these stereotypical assumptions or facts?”
- to question assumptions of others:
 - React directly when someone uses stereotypes
 - Cite a counter-example
 - Ask for the experiences of the other person
- to extend the field of view:
 - Give room for face-to-face encounters with the “others”
 - Make new experiences through the contact to other groups

(6) Presentation: “Company good practice example in the automotive industry”, Ms. Ute Hass, member of the Works Council at Daimler AG³

The Works Council member Ms. Ute Hass talked about affirmative actions for women that are implemented at Daimler. The company agreement regarding affirmative actions for women ensures that the development of the share of women and target achievements are subject to regular control. The company regularly provides data to the Works Council members in order to analyse the development and identify problem areas. The following indicators are examined:

- Share of women among all staff
- Share of women among apprentices / trainees
- Women in management positions
- Structure of qualification of men and women
- Share of flexible working-hours models
- Ageing structure and seniority
- Measures / offers regarding the support of women / families

³ This measure is described in detail in the good practice guide.



Since the signing of the company collective agreement and launching the programme in 2000, the share of women increased from 16.9 % up to 20.7 % in 2009. This was only possible due to numerous measures in the field of technical vocational education. For instance, throughout Germany, engineers of Daimler are delivering insights into the world of technics at over 100 secondary schools through the concept of “technics at your fingertips” and engineers available for discussions. Practical courses, trial days and events dealing with “girls and technics” are completing the activities. At Daimler, there is a special focus on master craftswomen: There are special affirmative action and mentoring programmes, diversity-trainings for managers and development programmes for master craftswomen which support women in their jobs and careers.

[PLENUM DISCUSSION] How to create a corporate culture which supports gender equality?

In order to attract and eventually retain women in the railway sector and especially in technical professions, the company itself must generate a general corporate culture supporting gender equality. In the context of the plenum discussion at this seminar, topics were identified in which measures for gender equality are considered as very important and could thus enhance a beneficial corporate culture.

Important discussion points were as follows:

- How to create a corporate culture which supports gender equality – topics to be addressed:
 - Working places
 - Working hours
 - Definition of what is a “model worker”
 - Access to resources (e.g. information)
 - Communication
 - Career development / promotion
 - Corporate culture – “behaviour”, “habitus”
 - Job segregation (horizontal/vertical segregation)
- One prerequisite and cross-cutting issue is the communication: internal and external communication made by the company. So, one discussion point was to say that the right approach is to say “we”, and not “women” and “men” when we talk about the issue of gender equality.
- What are possible concrete instruments to reach this objective?
 - change the language (nowadays still male oriented);
 - increase the external communication (with gendered contents and visuals);
 - keep in contact with schools regularly (projects, meetings, etc. – to make young girls interested in the railway companies and technical jobs);
 - give the message that a woman can remain woman and work in the rail sector;
 - create a network inside each company and among different companies about gender equality matters.
- About internal communication: It should be useful to organise training courses on the subject (equal opportunities) for the middle management.



3 Seminar Brussels

“Work organisation” - “Reconciliation of work and family/social life”

The second seminar took place in Brussels and dealt with the topic of “work organisation and the better reconciliation of work and family/social life”. The awareness for this topic is rather high within companies and trade unions. Many different measures exist, but only few of them directly addressed the issue of reconciliation in the context of the specific working conditions in the railway sector (e.g. shift work, mobility requirements). Furthermore, national legislation and political programmes still diverge strongly within the European Union concerning for example the protection of pregnant women, maternity leave/parental leave regulation or access to childcare facilities. A key discussion point concerned the question to which extent society and the political system are responsible for providing childcare facilities and when this is rather the task of the companies (e. g. providing childcare facilities for shift workers during night working hours).

Another discussion took place on the question of promoting part time work as a major solution in order to better reconcile work and family.

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[PRESENTATIONS]

1. **Main thematic issues regarding reconciliation of women and social/family life**
Eva Heckl, Austria Institute for SME
2. **Specific aspect with view to reconciliation: Care for elderly people**
Birgit Reinhardt, Deutsche Bahn AG
3. **Experiences at the SNCB (Belgium)**
Rudy Verleysen, ACOD – CGSP
4. **Company collective agreement on reconciliation of work and family life at Deutsche Bahn AG**
Birgit Schmidt, EVG
5. **A practical instrument for implementing a family friendly work organisation at the work place - organisation of local workshops**
Birgit Reinhardt, Deutsche Bahn AG
6. **The locomotive driver’s job and work – life – balance challenges**
Deborah Reay, ASLEF
7. **Costs and benefits of family-friendly measures**
Eva Heckl, Austria Institute for SME
8. **Reintegration after parental leave – PKP CARGO case study**
Roman Drażkowski, PKP Cargo S.A.

[PLENUM DISCUSSION] Characteristics / challenges of the railway sector with view to reconciliation

[GROUP WORK] Measures for reconciliation of work and social/family life – identification of best-practice elements in already implemented measures and design of new measures

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(1) Presentation: “Main thematic issues regarding reconciliation of women and social/family life”, Ms. Eva Heckl, Austria Institute for SME

Work time

(Particular challenge in the railway sector: a large part of the occupations requires shift work, rolling shifts and night work.)

- Reduction of the work time: various part time models, possibility of changing models, part time in management positions
- Additional releases with relation to family responsibilities: extent of parental leave, additional holidays (paid or not)
- Flexible working time: flextime, annual working hours as reference, organisation of holidays

(Child) care

- Consultation
- Placement: co-operation with external childcare providers
- In-house childcare
- Financial support for childcare
- Childcare in cases of emergency: weekends, evenings, in case of illness

Parental leave

- Planning of parental leave: before
- Contact during parental leave: internal news provided, training possibilities, holiday replacement
- Re-entry after parental leave: flexible organisation

Organisation and human resource development

- Organisation of working processes: taking into account family responsibilities
- Time for communication, meetings, etc.
- Workplace: Teleworking
- Teamwork: awareness raising of team, tools for self-organisation
- Organisation of training considering private responsibilities
- Training and part-time
- Possibility of part-time work in higher management positions

Others

- Awareness raising measures: work-life balance as corporate objective, family as value
- Support for fathers: motivation of men to take responsibility for the family, role models

(2) Presentation: “Specific aspects with view to reconciliation: Care for elderly people”, Ms. Birgit Reinhardt, Deutsche Bahn AG

It is a societal necessity to reconcile employment and care work. Due to demographic developments, the share of persons in need of care is rising. At the same time, traditional family patterns are changing. Women are well qualified and working. Thereby they are no longer unlimitedly available as caring personnel. Economy needs female skilled labour. Reconciliation of work and care will thus be an important topic in the future. Supporting employees in this field is an advantage for the enterprise. Employees are motivated and staff retention is facilitated. Thus, know-how remains



within the enterprise. By offering leaves of absence on short notice and support in the organisation of care services mistakes in everyday business can be avoided. The image of the company will be ameliorated as well.

Care for relatives substantially differs from child care:

- The physic and psychic burdens are higher.
- The time needed for caring, the period of time and the complexity are not predictable or difficult to schedule respectively.
- Prearrangement of care is hardly possible.
- Prospects of success for healing / recovery are in many cases not visible.
- The possibilities for one's own regeneration are rare.
- Upon return to the job problems occur due to higher age as compared to the return after parental leave.
- Income losses take more enduring effects (poverty among the elderly).

In their group collective agreement on reconciliation of work and family, Deutsche Bahn AG together with the trade union/Works Council has considered the care for relatives as well. Possible offers are:

- Leave of absence on short notice
- Part-time work
- Reduction of over-time
- Usage of holiday on short notice
- Working hours flexibility
- Special personal leave

Besides, the Workers' Welfare Association (AWO) supports employees by offering free advisory services for the organisation of care services, meal supply, cleaning, driving services, domestic care and residential care.

(3) Presentation: “Experiences at SNCB (Belgium)”, Mr. Rudy Verleysen, ACOD – CGSP

In Belgium, until 1978, there were defined jobs for women and for men. 1979, the SNCB recruited the first women as train conductor. In 2010, the average share of women at SNCB reached approximately 10 %, while they are still underrepresented in all kind of technical professions at SNCB.

Concerning measures of reconciliation of work and family life, the Belgian law foresees some measures, like parental leaves, leave due to care duties. Others like a reduced work hours scheme (32h / week, part-time arrangement) or breast feeding arrangements were implemented at SNCB through social agreements within the company. The part-time model is, referring to Mr. Verleysen, a solution but it is not THE solution as this model affects only a few percentages in the company, only for those who can afford it (single parent families therefore mainly excluded).

In 2005, an equality and diversity committee was constituted including representatives from the executive level of the company, external experts and representatives from two recognised trade unions (members of the national joint committee of the SNCB-holding). A result of their work is illustrated through the brochure “Diversité sur les rails” – “Diversity on the rails” which is a guideline for a more women friendly company policy.



(4) Presentation: “Company collective agreement on reconciliation of work and family life at Deutsche Bahn AG”, Ms. Birgit Schmidt, EVG⁴

Reconciliation of work and family – what has to be considered:

Reconciliation of work and family in business context has many facets. Studies prove that the incompatibility of work and family in a high number of cases causes stress-related diseases. The European Risk Observatory stated in 2008 that 60 % of the absence days in 2005 were caused by stress-related diseases. Therefore more and more enterprises together with the trade unions look for suitable solutions and e. g. take over issues that can be seen as political task, like offering child care. Which measures are meaningful in practice does last but not least depend on the national framework conditions in the different countries. Successful measures in Germany are:

- *Group collective agreements* that regulate the handling of:
 - Pregnant employees
 - Employees using parental leave
 - Employees in leave of absence due to caring responsibilities for relatives

Thus, at the Deutsche Bahn AG, persons from the HR department and managers have “planning” interviews with the concerned before and during the leave of absence. The following issues are co-ordinated in these discussions:

- The time of return – temporary placement in the case of child care for up to three years,
- Whether and how contact shall be held – mailing of information material, invitations to employees meetings, readiness to take over holiday or sickness representation,
- Whether the return shall be in part time or in full time.
- Support with the *search for suitable child care* in general, in vacation times and in unforeseen situations, e.g. when regular child care fails
- Entitlement to *reduction of working hours* / flextime arrangements for fields where this is possible
- *Support with the care of relatives* through advice and organisation of suitable caring services
- Possibilities to take leave of absence on short notice / usage of holidays, discharge of over-time when *caring situations* arise suddenly
- In case of differences of opinion between employee and employer the clearing house is consulted. This clearing house is constituted on a basis of parity of two representatives of the employer and the Group Works Council each.

(5) Presentation: A practical instrument for implementing a family friendly work organisation at the work place - organisation of local workshops, Ms. Birgit Reinhardt, Deutsche Bahn AG⁵

Shift systems and weekend work represent a large challenge for the employees of the railway companies. Although there are similar requirements also in many other sectors of society as e. g. the health system, these circumstances are often named as causes

⁴ This measure is described in detail in the good practice guide.

⁵ This measure is described in detail in the good practice guide.



for the low share of women in railway companies. In the presentation on the Company Working Hours Projects at Deutsche Bahn AG ways to simultaneously optimise working time and work organisation to match corporate requirements with the wishes and needs of the (female and male) personnel working in that respective site (depot; railway station, etc.) were described. Since 2009, in many regions and sites of Deutsche Bahn AG such Company Working Hours projects are being implemented. In these projects, employees, managers and the Works Council members are cooperating. The problems of the respective sector are being identified jointly and rated according to their relevance; then solutions are sought and appropriate timetables realised. Thereby, e.g. many locomotive drivers at the suburban train in Hamburg benefit from the rearranged shift plans and can now better reconcile work and family.

(6) Presentation: “The train driver’s job and work life balance in the UK”, Ms. Deborah Reay, ASLEF

Stress is the most common cause of absence from work in the UK, it costs UK employers upwards of 13.5 million days lost through stress related sickness. Following pressure from the trade unions, debate/agreement was initiated at government level and in 1999 the Employment Relations Act was passed. The problem with this Flexible Working legislation is that whilst it provides the employee the right to ‘request’, it fails to place any real responsibility on the employer. This makes it easy for managers to establish a reason to decline such requests when it suits them.

The rail industry in the UK is 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 union’s agenda.

The implementation of Work Life Balance - measures are still in process (short term leave agreement, weekend only working, maternity/paternity and adoption provision, parental leave, career breaks, fixed link rosters, jobshare agreement). Some Companies are much further ahead than others in adopting Flexible Working measures, some of the obstacles are:

- Resistance from within the union:
 - Some thought (and some still do!) that this is an unfair policy and is pandering to women and single parents.
- Resentment from other workers:
 - Who don’t have children; these policies are seen as favouritism.
- Management:
 - Worried about coverage and staff productivity
- Cost issues:
 - Employers worried about the cost to the business.

Ms. Reay illustrated examples of job share working patterns with personal experience related to that model. The individual level (in this case, company and worker) let both sides find the best solution in terms of flexibility.



(7) Presentation: Costs and benefits of family-friendly measures, Ms. Eva Heckl, Austria Institute for SME Research

Enterprises benefit from reconciliation measures. The gains for enterprises are:

- Higher employee motivation
- Higher efficiency
- Reduction of stress among the employees
- Shorter periods of absence
- Lower fluctuation
- Augmentation of the return rate after parental leave
- Shortening of parental leave period
- Facilitation of personnel marketing
- Amelioration of the image of the enterprise
- Marketing effects

With the help of two different studies in Germany (2003) and in Switzerland (2010), Prognos AG could prove that family-friendly measures are reducing costs. In Germany, return of investment (ROI) amounted to 25 % and in Switzerland to 8 %. The following measures could be identified as positive influencing factors:

- Re-integration programmes after leave of absence
- Working time flexibility and part time
- Teleworking
- Child care services at the enterprise or support in the search for such services

(8) Presentation: Reintegration after parental leave – PKP CARGO case study, Mr. Roman Drażkowski, PKP Cargo S.A.⁶

At PKP Cargo, a project was initiated to support women with children aged up to 4 years especially for the phase of reintegration after parental leave. A specific Intranet page has been created to inform about legal regulations that deal with pregnancy / parental leave as well as about support offers and news. Special e-learning modules support parents. For questions, there are contact persons in the company.

[PLENUM DISCUSSION] Characteristics / challenges of the railway sector with view to reconciliation

In the plenum discussion, following characteristics / challenges of the railway sector with view to reconciliation were identified:

- Shift work
- Long absences from home
- Mobility requirements of the work force
- Work places: big headquarters vs. smaller work locations
- Differences within the workforce: administrative vs. operative staff, management vs. technicians
- Different types of work contracts

⁶ This measure is described in detail in the good practice guide.



[GROUP WORK] Measures for reconciliation of work and social/family life – identification of best-practice elements in already implemented measures and design of new measures

In the discussion, it was pointed out, that discriminatory elements in measures must be avoided, e. g. to offer measures only to employees with children (and discriminate employees without children). The context of the implementation of the measures (e. g. national contexts, legal provisions) is also very relevant here and there are important country differences to be considered.

The following issues have been discussed in working groups and subsequently in plenum:

- group 1: „child care – parental leave“
- group 2: over-ageing of the working force
- group 3: shift work / working hours

Working time and the different part-time schemes are subject of collective bargaining and in a number of countries the trade union or works council representatives are involved in the concrete definition of work organisation at a site. Since working time flexibility and part-time work are sensitive issues it must be clear that more family friendly work organisation or working time models are answers to the wishes of the personnel concerned and not imposed by the company in order to better serve other company interests than reconciliation objectives. Both, managers and workers' representatives have to be sensitised.



4 Seminar Rome

“Gender pay gap between men and women” - “Career perspectives for women in railway companies”

The topic of “career opportunities for women in the rail sector” and the “gender pay gap” that exists between women and men were dealt in Rome at the last of the three seminars. The presentations and good practices showed that transparency is the key element in the case of tackling the gender pay gap problem.

The rail sector is characterised by a large coverage of collective bargaining agreements (CBAs) on e. g. remuneration, which determine specific professions and activities to defined levels of pay. It can be assumed that the principle of equal pay applies to the majority of the work force in the rail sector, covered by those CBAs and the problem of gender pay gap is more related to fringe benefits or specific contracts for managerial positions. Moreover, the gender pay gap reflects the different career development of women and men. To foster career opportunities for women the participants identified the strong backing from the top management as crucial element, for example through quantitative target setting.

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[PRESENTATIONS]

1. **Gender Pay gap: What are we talking about? Why “gender pay gap”? What are the causes?**
Eva Heckl, SME Research Institute Austria
2. **Calculation methods / Certification of wage equality**
Véronique Goy, Foundation “equal salary”, Swiss
3. **Close the gender pay gap – Proposals for initiatives and actions at company level**
Bianca Schrittwieser, Chamber of Labour Austria
4. **Women career paths and the “glass ceiling” effect – some facts**
Birgit Reinhardt, DB AG
5. **Case study Sweden: presentation of figures on the duration of career developments of women and men**
Bengt Blomberg, Trafikverket
6. **Career opportunity for women in Bulgarian railways**
Daniela Zlatkova, FTTUB
7. **Italy: a good practice example in Italferr (engineering company)**
Floriana Stellani, Italferr S.p.A. (FS Group)
8. **Austria: an example for quantitative target setting**
Traude Kogoj, ÖBB

[GROUP WORK] Topics related to the “career opportunities for women in the railway sector”

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(1) Presentation: “Gender Pay gap: What are we talking about? Why ‘gender pay gap’? What are the causes?”, Ms. Eva Heckl, SME Research Institute Austria

“Gender pay gap” is the relative difference between men’s and women’s pay based on hourly earnings across the economy. The unadjusted gender pay gap (GPG) is an important indicator used to monitor the inequality in pay between men and women all over Europe.

In 2009 women earned in average 17 % less than men in the European Union (EU-27) as well as in the euro area (EA-17). The GPG ranged from below 3 % for Slovenia to above 30 % for Estonia. The GPG may differ strongly between Member States as the underlying reasons for the existence and size of the GPG differs significantly between countries.

Educational attainment is a key element affecting both female participation in the labour market and their level of earnings. Educational background and age can negatively affect the gender pay gap at the expense of women. On average, in the EU-27 and EA-16 the GPG is much higher for people with higher educational level (tertiary education) than with lower education level (up to lower secondary education): it is respectively 26.1 % and 13.9 % in the EU-27 in 2006 (23.6 % and 15.0 % in the EA-16). Young women aged up to 30 earn only 3.1 % less than men. For women aged between 40 and 50 the difference already accounts for 23.8 % on EU-average. (Source: Eurostat)

The following explanations for the existence and size of the GPG can be identified:

- Horizontal segregation: over-representation of women in certain sectors and industries and an under-representation in others. Female-dominated sectors are characterised by lower pay levels which results from the undervaluing of women’s work.
- Vertical segregation: women are under-represented in higher hierarchical positions.
- Traditions and stereotypes (statistical discrimination): The male worker model, the man as main breadwinner. Women’s reality is being different from that model and therefore less valuable.
- Unequal balance of work on the labour market and family work: Women are responsible for the family work and caring duties.
- Direct discrimination
- Different negotiation behaviour and objectives: women tend to negotiate less frequently about pay - they tend to negotiate for other incentives (more flexibility, part-time work etc.). Negotiation behaviour tends to gain more importance in new individualised pay systems that are far less transparent.

Alternative methods of measurement of gender pay gaps are:

- Completely unadjusted GPG
- Unadjusted GPG (comparison of hourly earnings - exclusion of part-time effect)
- Adjusted GPG (taking into account measurable differences)
 - Comparison of hourly earnings in same sector (exclusion of horizontal segregation)
 - Comparison of hourly earnings with same educational level
 - Comparison of hourly earnings in same hierarchical positions (exclusion of vertical segregation)



(2) Presentation: “Calculation methods / Certification of wage equality”, Ms. Véronique Goy, Foundation “equal salary”, Swiss

“equal salary” (www.equalsalary.org) is a Swiss association that established a certification scheme (label equal-salary) of equal compensation for women and men. It operates in collaboration with “The Observatoire universitaire de l’emploi (OUE) – the Geneva University Employment Observatory”. “equal-salary” was created in 2005. A steering committee gathering experts brought in the necessary competencies in order to develop the certification process. Two years were necessary to solve the complex requirements behind this proposition and develop a watertight certification process applicable to commercial companies, not-for-profit and governmental institutions. This period was followed by a 2-year pilot phase to fine-tune the certification process. During this period, out of 7 candidate organisations, 6 received the equal-salary label. Since April 2010, equal-salary is available to any interested company or organisation, in Switzerland or abroad. The Federal Office for Gender Equality financially supports the certification with funds made available through the law on equality.

The process is split in two phases: a statistical evaluation of the salary data followed by an on-site audit. A certification company manages the entire process. The certification procedure starts with a statistical evaluation of the company’s salary policy and all its salary data. The second phase consists of an on-site audit during which interviews are conducted to verify the company’s commitment to an equitable salary policy and its implementation in the HR processes as well as a survey among employees followed by interviews with staff members to measure their perception of the company’s salary policy.

Once these two phases have been concluded and all requirements have been met, the company is certified for a three-year period and obtains the equal-salary label. During that period, the company has to undergo two monitoring audits to ensure the company respects the recommendations for improvement set by the auditors. It is possible that the statistical evaluation unveils incoherencies in the company’s salary policy or discrepancies in compensation levels between women and men exceeding 5%. If this is the case, the report will indicate where the problems are and the company will know what needs to be done to overcome them. Having remediated the situation, the company can then again apply for certification.

(3) Presentation: “Close the gender pay gap – Proposals for initiatives and actions at company level”, Ms. Bianca Schrittwieser, Chamber of Labour Austria

In Austria, a National Action Plan for the Equality of Women and Men on the Labour Market is part of the government program 2008-2012 and coordinated by the Minister for Women Affairs. Its objectives are to

- improve the economic position of women
- reduce the gender pay gap.

In order to tackle the gender pay gap, new legal instruments have been implemented to increase transparency of pay: e.g. an obligatory income report at company level and compulsory disclosure about remuneration in jobs advertisements.



For example, starting from 2011 until 2014 enterprises will be obligated to prepare an income report (step by step introduction depending on the company's size). The contents of the income report are:

- the number of women per occupation group (pay level),
- the average or median income of women and men in the given year by occupation group (pay level)
- must comprise all forms of work remuneration, i.e. bonuses, premiums, extra hours, benefits in kind, commissions and other remuneration components
- part-time employment is to be grossed up to full-time; employment that did not last the whole year is to be grossed up to the full year

The companies' works councils committees have access to the report but may inform the employees only to a limited extend as there is the provision of confidentiality of the reports.

Those income reports, however, are a useful instrument in order to address gender pay gap issues within the company social dialogue and within collective bargaining. Trade unions in Austria are training their elected works council members in how to analyse the income reports and to draw conclusions for the social dialogue with the management.

(4) Presentation: Women career paths and the “glass ceiling” effect – some facts, Ms. Birgit Reinhardt, Deutsche Bahn AG

Despite continually rising shares of women among the students and women on average showing better study results, the share of women in top-management has been stagnating for years. This phenomenon is also described as “glass ceiling”. According to this, women get stuck in middle management levels because men are preferred to women with equal qualifications.

There are two theoretical approaches which provide explanations:

- **Token-problem of Kanter (1977)**
 - The minority status of women leads to disturbances in cooperation and exclusion of women from informal networks. In consequence, women underline their “male side” and call themselves untypical. At the same time they excessively demonstrate their professional competence.
 - Men react with fear and resistance as the number of leading positions is limited and each female manager hampers the promotion of a man. Men fear losses in status as female work is rated lower. The “feminisation” of the management threatens man's identity.
- **Gender stereotypes:** Men are predominantly associated with instrumental qualities that are taken as typical qualities of leaders, such as assertiveness and decision-making ability, task orientation and independency. Women are predominantly associated with expressive qualities such as emotionality and dependency.

The study “Brücken und Barrieren” (Engl. “Bridges and Barriers”) from Dr. Carsten Wippermann could disclose three significant mentality patterns among male respondents in leading positions:



- *Conservative* – Denial of women due to gender
 - Women disturb the well-rehearsed circles and networks as well as existing moral concepts whereupon respectability requires a “stable family background”.
 - Women morosely fight for acceptance and therefore copy male virtues.
 - Women delegate too little and want to do everything by themselves.
- *Liberal in principle*
 - Women are “ok” in middle management, but not in top-management.
 - Women lack the necessary “rigidity” that is required as board member.
 - A woman that shows the necessary “rigidity” is not female and harmful to the image of the company.
- *Individual View*
 - Gender does not play a role, but there is a lack of capable women
 - Too few women apply for leading positions.
 - Women lose their “women authenticity” on the way up.

(5) Presentation: “Case study Sweden: presentation of figures on the duration of career developments of women and men”, Mr. Bengt Blomberg, Trafikverket

In Sweden the government implemented a project with 20 authorities from the central administration. The project goals include amongst others to increase the numbers of women in managerial and key strategic positions, to decrease the gender pay gap and to develop individual programmes to support women’s career development. The baseline for the analysis of quantitative criteria was a collection of quantitative data through questionnaires and existing data of HR systems such as pay gaps, number of men/women in different positions, level of education. Furthermore, qualitative data was gathered concerning questions like notions about how women and men perceive their career within their agencies. The analysis combined with the results from the gender equality indicators constitutes a powerful tool for making skills management visible.

Some results:

Gender Equality Index:

Nine key performance indicators (KPI) to analyse central aspects of gender equality in an organisation:

- 1) Occupations – gender equal?
- 2) Senior management – gender equal?
- 3) Career opportunities for managers – equal for women and men?
- 4) Pay-equal pay?
- 5) Illness/health – long-term sick leave rates?
- 6) Parenting – how many days do men take?
- 7) Part time work – gender equal?
- 8) Employment security – the same for men and women?
- 9) Gender equality plan – is the agency actively working with its gender equality plan?



Main findings of the 20 public authorities benchmark:

- 1) Women are two years younger than men.
- 2) Women have fewer children than men.
- 3) Women have longer educations and at higher levels than men.
- 4) Women have a three year shorter employment history than men.
- 5) Women have rotated between positions during their careers, and have a more diversified employment history.
- 6) Women have worked outside of Sweden less frequently than men.
- 7) Women more often hold support positions compared to men.
- 8) Women have 50 % less financial/budgetary responsibility on average than men.
- 9) Women earn SEK 3,000 less per month (not adjusted for age and position) on average.

These areas for change were identified within the agencies:

- *Gender mainstreaming* – meet the needs and demands of citizens.
- *Good working conditions* – to eliminate structural discrimination through analysing work processes that can contribute to discrimination
- *Recruitment* – processes are objective and non-discriminatory
- *Competence development* – make sure that employees and managers have knowledge about gender mainstreaming and equality
- *Talent-management and management development* – good leadership with capacity to handle their tasks and meets the governments political ambition about equality
- *Establish common criteria for good management within the central public administration and a common framework for assessing managers*

(6) Presentation: “Career opportunity for women in Bulgarian railways”, Ms. Daniela Zlatkova, FTTUB

In the state railway companies of Bulgaria, the proportion of female employment at management level and especially amongst the top executives is relatively low, as in many other countries considered. One of the most relevant “female” problems within the companies and trade unions of the railway sector pointed out in this presentation are the male work culture and the gender stereotypes, as well as the gender related prejudices. In this presentation the biography of the career of two successful women within the railway companies were outlined and related to illustrate the career opportunities for women in practice and offer some role-models.



(7) Presentation: “Italy: a good practice example in Italferr (engineering company)”, Floriani Stellani – Italferr S.p.A. (FS Group)⁷

ITALFERR is an engineering company of the FS Group and the principal mission is to export Italian railway know-how and to develop infrastructural and innovative technological projects in the field of infrastructure.

The “Sé – Self empowerment” project was a pilot project aiming at supporting female employees towards the Operations Directorate (works manager, project assistant, and departmental specialists as in these positions female workers are underrepresented – 16 % against an average female share of 19 %) by providing a training pathway. The training actions aimed toward a better awareness of the organisation and the individual’s own job and position as well as a personal and organisational empowerment. The contents of the training were online self-development training, front classes in group and individual coaching meetings as well as an experience exchange with successful women managers of the company.

(8) Presentation: “Austria: an example for quantitative target setting”, Ms. Traude Kogoj, ÖBB⁸

The project „Gleichstellungsmanagement“ (Gender Equality Management) of ÖBB 2015 has the following targets:

- Development and arrangement of a policy for equal treatment at corporate level.
- Formulation of the requirements as regards the content and the system for the income report which has to be published regularly according to the law on equal treatment.
- Implementation plan for the attainment of the ÖBB equal treatment targets

Tasks to be performed are:

- Analysis of the actual situation
- Identification and prioritisation of key topics for the development of the group
- Development of a relevant programme for the group concerning gender and diversity management with emphasis on the advancement of women.
- Definition of key data to be monitored for the implementation and quality assessment, also as basis for reporting
- Establishment of an implementation and communication plan

In 2012 the focus shall be laid on the topics “age” and “sexual orientation” and in 2013 on the topics “handicap” and “culture / ethnos”.

⁷ This measure is described in detail in the good practice guide.

⁸ This measure is described in detail in the good practice guide.



[GROUP WORK] Topics related to “career opportunities for women in the railway sector”

The following questions have been discussed in working groups and the results have subsequently been presented in plenum:

- Do networks have an impact on the career development?
- Do temporary interruptions during the working life have a negative impact on the careers of women?
- What is the impact of the family situation (e.g. married or not) and children on the career?
- Are there differences in the motivation in favour of a career between men and women?
- Do women in leadership position have a different approach to tasks and time than men?

Studies document that men in leading positions have as well as women interrupted their professional life respectively their career. Therefore, this cannot be the reason for the low number of women in top-positions. Moreover, the study proves that also women with children have definitely made their way into leading positions – therefore, children are as well no obstacle. Statistics show that more and more men want to intensify participation in the education of their children and take parental leave respectively work part-time. A change in career models therefore appears to be necessary not only to serve women.





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WIR – Women In Rail

Follow-up of the CER/ETF Joint Recommendations “Better representation and integration of women in the railway sector” – Implementation – Evaluation - Review

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