



Recommendations

Project 101101584: 'DELIVERING FAIR TRANSPORT FOR ALL' (DFT4A)

Work package 3: 'WOMEN TRANSPORT WORKERS - Making the transport sector fit for women to work in - how to use the twin transition for the benefit of women in transport through gender mainstreaming?



Women in Transport and the Twin Transition

Twin Transition. How to mitigate the Impact on Transport Women Workers

Climate change is poised to significantly influence the future of transport, affecting energy costs, living expenses, and industrial production in Europe. These challenges, combined with digitalisation, automation, demographic shifts, worker shortages, the lingering effects of the COVID-19 pandemic, and evolving geopolitical issues, are impacting supply chains and transport flows in complex ways.

The European Transport Federation (ETF) has actively addressed the challenges of digitalisation and automation in transport.

Policies to mitigate climate change are essential and will significantly affect transport work terms and conditions. Transport trade unions must be involved in shaping these policies to ensure a just transition.

Unions should be central to these discussions to mitigate impacts on occupational health and safety, address training needs for new propulsion technologies, and prevent the misuse of digital and AI tools. Political campaigning, alliance-building, solidarity, and international action are crucial for achieving a worker-centred green transition, with a gender-sensitive approach which should guarantee a fair transition.

Climate change is already affecting transport workers and their workplaces. Increased frequency and intensity of climate emergencies, such as extreme heat, storms, and flooding, pose significant health and safety risks and can lead to the destruction of infrastructure. Addressing these challenges is critical for ensuring the well-being of transport workers.

Climate change is a pressing issue for the current and future generations. For trade unions to attract young workers, especially female workers, who are underrepresented, they must take a progressive stance on climate justice. Climate change has the potential to exacerbate poverty, create climate refugees, and fuel the rise of extreme right-wing politics.

The current energy and cost of living crises should be leveraged to advocate for stronger climate policies and accelerate the sustainable transformation of transport and mobility, while adhering to the principles of a just transition. Climate change is an existential crisis that demands immediate and sustained action.

The vision includes the critical roles of rail, urban public transport, and waterborne transport as the backbone of a sustainable system, the importance of a multi-modal transport approach, and demands for social conditionality in infrastructure investment, innovation, and technology. Additionally, it advocates for a comprehensive just transition framework at the European level and fights against social dumping, emphasising fair pricing for transport that considers the 'polluter pays principle' and recognises the value of transport work.

Document 1: Recommendations from the European Transport Federation to Policy Makers

The European Transport Federation (ETF) promotes gender equality within the transport sector. To achieve this goal, the ETF has outlined a series of recommendations aimed at policymakers to address systemic barriers and enhance opportunities for women in transport.

Strengthen Digital and High-Tech Skills for Women

- **Objective:** Integrate gender-focused digital and automotive skills training into all sectoral policies to close the gap and ensure women can fully participate in the green and digital transition.
- **Explanation:** Promoting relevant skills and a cohesive industrial policy aligned with the green and digital transition requires close coordination between institutions and private sector stakeholders. This collaboration creates widely accepted frameworks with clearly defined roles and responsibilities.

Sectoral strategies and program-specific key performance indicators should integrate nationally and at the EU level determined contributions and the Sustainable Development Goals to ensure effective policy implementation and monitoring.

These sectoral strategies must explicitly address skills development through action plans to facilitate industry engagement, smooth school-to-work transitions, upskilling and reskilling processes and social protection linkages for learners and workers.

This process needs to be financially supported by the institutions to be defined as a fair transition and have a positive impact on gender gaps.

Positive References:

Directive (EU) 2019/1152 on transparent and predictable working conditions in the EU: promotes training and skills development as part of fair working conditions.

Link: [EUR-Lex Directive \(EU\) 2019/1152](#)

Digital Education Action Plan (2021-2027) by the European Commission: supports initiatives to reduce the gender gap in digital and technological skills.

Link: [Digital Education Action Plan](#)

Gender Equality Strategy 2020-2025: aims to bridge the gender gap, including in digital and high-tech skills.

Link: [Gender Equality Strategy 2020-2025](#)

Practical conclusion: It is recommended that Member States fully implement Directive (EU) 2019/1152 on transparent and predictable working conditions, ensuring that it serves as a foundation for concrete policy actions in the transport sector to promote training, upskilling, and reskilling of workers. Specifically, these actions should align with the Gender Equality Strategy 2020-2025 to introduce gender-sensitive and gender-responsive measures aimed at supporting women's entry, retention, and advancement in various transport subsectors, including maritime, aviation, and public transportation.

To achieve these objectives, policy measures should:

- Develop guidelines and support tailored training programs focusing on digital and high-tech skills critical to the green and digital transition.
- Encourage partnerships between educational institutions, industry stakeholders, and public authorities to create cohesive action plans that ensure smooth transitions with a social justice and gender equality perspective.
- Provide financial incentives and support mechanisms to facilitate upskilling and reskilling initiatives, particularly for women workers transitioning to or within the transport sector.

The implementation of these measures can be further supported by leveraging the Digital Education Action Plan (2021-2027), which offers a framework to enhance digital literacy and reduce the gender gap in high-tech fields. Where applicable, funding opportunities within this plan should be utilised to strengthen initiatives aimed at bridging gender disparities in digital and technological skills development.

Eliminate Gender-Based Violence in the Workplace

- **Recommendation:** Enforce zero-tolerance policies on harassment and violence, with robust support systems and secure reporting mechanisms for all victims, especially considering the increased risks faced by women due to workplace automation leading to greater isolation.

Explanation: One quarter (25%) of women transport workers believe that violence against women is a regular occurrence in the transport sector. Just over a quarter (26%) of women transport workers believe that harassment is considered to be 'part of the job' in transport. The automation of processes often replaces human presence with machines, making workplaces more isolated. This condition disproportionately affects women, increasing their risk of assault, harassment, and gender-based violence. Safety concerns, including sexual harassment, are significant barriers for women in the transport sector. Establishing clear protocols, offering psychological support, and creating safe reporting mechanisms are crucial steps toward a safer workplace, especially in increasingly automated and isolated environments.

Advocate for the development and enforcement of clear, zero-tolerance policies against harassment and violence in the workplace.

Finance and implement mandatory gender-stereotypes awareness-raising training programs for the workforce employed in the transport sector. These programs should be recurring and updated regularly to stay current with best practices and legal requirements.

Require the creation of reporting channels where victims and witnesses can safely report incidents of harassment or violence without fear of retaliation.

Positive References:

Istanbul Convention (2011) by the Council of Europe: Action against violence against women and domestic violence

Link: [Istanbul Convention](#)

Directive (EU) 2024/1385 of the European Parliament and of the Council of 14 May 2024 on combating violence against women and domestic violence: aims to establish minimum standards for the prevention of gender-based violence and protection of victims.

Link: [Directive - EU - 2024/1385 - EN - EUR-Lex](#)

Practical conclusion:

It is recommended that Member States enforce zero-tolerance policies on harassment and violence in the workplace, particularly in the transport sector, where women face heightened risks due to workplace automation and isolation. In alignment with Directive (EU) 2024/1385 and the Istanbul Convention, institutions must take a leading role in financially supporting prevention and training processes within organisations, especially in male-dominated sectors such as transport.

Considering the increased isolation caused by automation, institutions must also collaborate with organisations to introduce targeted safety measures, such as advanced monitoring systems and emergency response protocols. Women's right organisations and Trade Unions should play a central role in designing and implementing these measures to address gender-specific concerns effectively.

The success of these initiatives depends on robust monitoring and evaluation frameworks. Institutions should establish clear performance indicators to assess the effectiveness of zero-tolerance policies and prevention programs. Regular audits, transparent reporting, and active collaboration between public authorities, organisations, and trade unions are essential to ensure accountability and continuous improvement.

Notable progress includes the implementation of the Horizon Europe Programme, which mandates the adoption of a [Gender Equality Plan \(GEP\)](#) at the EU level. Additionally, the Reference Practice UNI/PdR 125:2022, titled "Guidelines on the Gender Equality Management System", introduces specific Key Performance Indicators (KPIs) to assess gender equality policies within organizations. Published in March 2022 by the Italian National Standardisation Body (UNI), this practice outlines the criteria for obtaining gender certification at the national level.

By supporting these actions, institutions can contribute to creating safer and more inclusive workplaces, reducing systemic barriers for women in the transport sector and ensuring their retention and participation in the workforce.

Make Labour Rights Binding in Investor-State Disputes

- **Recommendation:** Ensure that improvements in labour rights and environmental measures are legally binding and not subject to investor-state arbitration.
- **Explanation:** Advocate for the establishment of a more transparent and impartial arbitrator appointment process that includes a diverse pool of candidates. This can help mitigate biases and enhance the legitimacy of the dispute resolution system. Push for greater transparency in proceedings and decision-making processes within both ISDS and MIC frameworks. Consistent and well-reasoned decisions should be a standard to ensure predictability and fairness. Implement measures to reduce the costs associated with dispute resolution, making it more accessible for all parties involved.

Both systems impose restrictions on the ability of governments and unions to enact improvements in working conditions, labour rights and environmental protection that have an economic impact on organisations. This can hinder progressive reforms and social dialogue.

Decisions in ISDS cases have often been inconsistent, and the lack of transparency in proceedings further complicates the predictability and fairness of outcomes.

The excessive costs associated with ISDS and MIC can be prohibitive, especially for smaller states and stakeholders, limiting access to justice¹.

Positive References:

Regulation (EU) 2020/852 on the EU taxonomy for sustainable finance: integrates social justice and workers' rights in financial and investment decisions.

Link: [EUR-Lex Regulation 2020/852](#)

European Parliament resolution of 13 March 2018 on gender equality in EU trade agreements ([2017/2015\(INI\)](#))

Link: [Texts adopted - Gender equality in EU trade agreements - Tuesday, 13 March 2018](#)

Paris Agreement (2015): commits EU Member States to ensure just transitions for workers and respect for social rights in environmental policies.

Link: [ADOPTION OF THE PARIS AGREEMENT - Paris Agreement text English](#)

Practical conclusion:

To ensure labour rights and environmental measures are effectively upheld in the context of investor-state disputes, it is recommended that Member States and relevant stakeholders work to make these rights legally binding and shielded from investor-state arbitration mechanisms. Drawing on the principles of Regulation (EU) 2020/852, which integrates social justice and workers' rights into financial and investment decisions, such protections must prioritise equitable outcomes for workers while fostering sustainable development.

¹ [https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690642/EPRS_BRI\(2021\)690642_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690642/EPRS_BRI(2021)690642_EN.pdf)
Faith Abel Abraham, The Establishment of a Multilateral Investment Court: Lessons Learned from the WTO
Processo al futuro, <https://cdn.associazioneterra.it/media/files/processo-al-futuro-gen2020.pdf>

In line with the Paris Agreement's commitment to just transitions and the European Parliament's resolution on gender equality in EU trade agreements, governments should adopt frameworks that guarantee transparency, impartiality, and accessibility in dispute resolution processes. Specifically, these frameworks should:

- Reform the arbitrator appointment process to include a diverse pool of candidates, reducing biases and enhancing legitimacy.
- Establish mandatory transparency standards for proceedings, ensuring consistent and well-reasoned decisions that uphold labour and environmental protections.
- Reduce the prohibitive costs associated with dispute resolution mechanisms, ensuring fair access to justice for smaller states and stakeholders, including unions and civil society organisations.

By embedding these measures into the governance of ISDS and MIC systems, Member States can safeguard their ability to enact progressive reforms in working conditions, labour rights, and environmental protections. This approach aligns with the EU's broader commitments to social justice, gender equality, and sustainable development, ensuring that economic growth does not come at the expense of fundamental rights or the environment.

Closely monitor the implementation of the EU Directive on Corporate Sustainability Due Diligence

- **Recommendation:** The recent Directive on Corporate Sustainability Due Diligence obligates companies to manage adverse impacts on human and social rights, and environmental conditions across their operations and those of their partners.² Its adequate implementation in Member States should be closely monitored by the European Commission.
- **Explanation:** The Directive can support the enforcement of human and social rights, including gender equality objectives at work as well as environmental conditions throughout the entire supply chain. It has proven to be effective in some cases in logistics but it will be useful in all sectors of the European economies.

Positive References:

Directive (EU) 2024/1760 of the European Parliament and of the Council of 13 June 2024 on corporate sustainability due diligence and amending Directive (EU) 2019/1937 and Regulation (EU) 2023/2859 (Text with EEA relevance): obliges companies to address human rights and environmental impacts throughout their value chains.

Link: [Directive - EU - 2024/1760 - EN - EUR-Lex](#)

² Directive (EU) 2024/1760 of the European Parliament and of the Council of 13 June 2024 on corporate sustainability due diligence and amending Directive (EU) 2019/1937 and Regulation (EU) 2023/2859 (Text with EEA relevance)

Strategy for Financing Sustainable Growth (2018): encourages businesses to integrate sustainability into their operations.

Link: [EU Strategy for Financing Sustainable Growth](#)

Practical conclusion:

It is recommended that the European Commission closely monitor the implementation of the Directive (EU) 2024/1760 on Corporate Sustainability Due Diligence across Member States to ensure its objectives are effectively met. This Directive obliges companies to address adverse impacts on human rights, social conditions, and environmental sustainability throughout their operations and value chains, making it a pivotal tool for promoting ethical and sustainable business practices across all sectors of the European economy.

To maximise its impact, Member States should:

- Align national legislation with the Directive's requirements, incorporating specific measures to address gender equality at work, safeguard human rights, and promote environmental sustainability throughout supply chains.
- Provide clear guidance to companies, particularly small and medium-sized enterprises (SMEs), to help them comply with the Directive's provisions and integrate sustainability into their operations, as the EU's Strategy for Financing Sustainable Growth emphasises.
- The European Commission should establish robust mechanisms for monitoring and evaluating the Directive's implementation.

Embed Gender Issues in Tripartite Social Dialogue

- **Recommendation:** Prioritise gender equality in tripartite social dialogues to ensure a just, inclusive transition that empowers women workers and addresses their unique challenges. This process should include control or follow-up mechanisms with unions, particularly in the context of buses transitioning to electric vehicles, and should address the social impacts of these decisions. It is essential that unions are involved from the very beginning of these transitions.
- **Explanation:** Tripartite social dialogue can be pivotal to govern the twin transition and to make it just. The transport sector is pivotal for the green transition and is experiencing an acceleration in digital transformation. The impacts of the change need to be driven in order not to leave anyone behind. The participation of governments in social dialogue will allow policymakers to design adequate measures such as incentives to orient the actions of social partners. It is, in fact, up to the government to drive the transition according to a strategic industrial vision for the future within a framework of justice and fairness. A vision that will aim at including women and people with intersectional identities in the sector as workers and at the same time take into account their conditions as consumers and users. Trade unions could advocate for policymakers to not only support the digital and green transformation of the sector but also to implement incentives for employing women. This positive action would help address the current underrepresentation of women in the transport sector. Furthermore, involving unions from the outset ensures that the social impacts of decisions, such as those related to electrification of buses, are adequately considered, and that mechanisms for ongoing monitoring and feedback are established.

Positive References:

Directive 2002/14/EC of the European Parliament and of the Council of 11 March 2002 establishing a general framework for informing and consulting employees in the European Community - Joint declaration of the European Parliament, the Council and the Commission on employee representation: ensures the involvement of worker representatives in company decisions, including gender equality issues.

Link: [EUR-Lex Directive 2002/14/EC](#)

Action Plan for the European Pillar of Social Rights (2021): includes measures for a fair and inclusive transition, focusing on gender equality.

Link: [European Pillar of Social Rights Action Plan - European Commission](#)

Practical conclusion:

Gender equality should be prioritised in tripartite social dialogues to ensure a fair and inclusive transition, particularly in the context of green and digital transformation in sectors like transport. The involvement of unions from the outset is crucial to addressing the unique challenges women workers face and ensuring that their voices are heard in decisions that affect their working conditions and broader social impacts. Specifically, the transition to electric buses should include mechanisms for ongoing monitoring and feedback, with a particular focus on the social implications of these decisions.

Governments must take a leading role in facilitating and driving these dialogues, ensuring that tripartite discussions are inclusive and consider gender equality alongside other key issues. They should use this platform to design policies that incentivise gender-responsive approaches, such as promoting the employment of women in the transport sector, which has long been characterised by gender imbalance. By aligning with the Action Plan for the European Pillar of Social Rights, governments can ensure that gender equality is embedded in the broader framework of the green and digital transition.

Trade unions should advocate for measures that go beyond supporting the digital and green transformation and focus on implementing positive actions that actively address the underrepresentation of women in transport.

Incorporating gender-sensitive approaches in tripartite dialogues will not only advance gender equality in the transport sector but will also contribute to the creation of a more just and equitable society as the transition to greener and more digital economies takes place. This process should be accompanied by a strong commitment to continuous monitoring and evaluation, ensuring that gender equality objectives are being met and that women workers are empowered throughout these transitions.

Promote Data-Driven Policies for Women in Transport

- **Recommendation:** Accelerate the collection and use of gender-specific data to shape policies that improve women's access and retention in the transport sector.
- **Explanation:** Building independent knowledge on the conditions of women in the sector can effectively support the participation of policy makers to the tripartite social dialogue in view of favouring women's access and retention in the sector.

Trade unions could advocate for policy-makers to promote knowledge building as a shared and independent knowledge that can effectively support workers' claims in social bargaining.

Positive References:

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation): ensures safe and appropriate use of personal data, including gender-specific statistics.
Link: [EUR-Lex GDPR 2016/679](#)

Sustainable and Smart Mobility Strategy (2020): promotes the use of data to improve access and safety in the transport sector, including gender-related data.
Link: [Sustainable and Smart Mobility Strategy](#)

Practical conclusion:

It is recommended that gender-specific data collection be prioritised and accelerated to inform policies aimed at improving women's access to and retention in the transport sector. The lack of sufficient, disaggregated data on the conditions of women in transport hinders the development of effective and targeted policies.

Institutions should ensure the creation of transparent, reliable and accessible data systems. These data-driven insights will not only inform policy development but also enable more effective representation of women's needs in tripartite social dialogues, contributing to a more inclusive and equitable sector.

Furthermore, in alignment with the **Sustainable and Smart Mobility Strategy (2020)**, which encourages the use of data to enhance safety and accessibility in transport, Member States should establish frameworks for collecting gender-related data in a way that is both comprehensive and secure. Adhering to **Regulation (EU) 2016/679 (GDPR)**, which ensures the safe and ethical use of personal data, will be essential to protect privacy and guarantee that the data is used responsibly.

By fostering a culture of data-driven policymaking, Member States can better design interventions that enhance women's participation in the transport sector, ensuring that gender equality is integrated into the future of mobility.

Document 2: Recommendations from the European Transport Federation to Employers

Target Gender Imbalance in Recruitment and Reskilling

- **Recommendation:** Develop proactive recruitment and reskilling strategies that prioritise women, ensuring they remain an integral part of the transport workforce. It is advisable that this process be defined with the involvement of trade unions from the very beginning.
- **Explanation:** To address the gender imbalance, vacancies left by retiring female staff or those not renewed will be filled by women. Women whose occupation profiles are no longer needed in the organisation should be provided with re-skilling opportunities. This ensures continued female representation within the workforce. Women bring diverse perspectives and skills, which can lead to improved problem-solving and innovation. Evidence suggests that diverse teams are more productive and have better financial performance, making this economically advantageous for employers. Many sectors, particularly in transport and technology, suffer from a severe underrepresentation of women. To address this imbalance and promote gender diversity, it is crucial to maintain and increase the presence of women in these fields. By replacing outgoing female employees with other qualified women, and by offering to women new opportunities by reskilling them when their profile is no longer needed, employers can actively contribute to gender equality, foster a more inclusive work environment, and leverage diverse perspectives that enhance innovation and performance.

Practical conclusion:

It is recommended that trade unions engage in proactive discussions with employers to develop recruitment and reskilling strategies that prioritise the inclusion of women, ensuring their continued representation and advancement in the transport workforce. This process should be initiated with the active involvement of trade unions from the outset, recognising their crucial role in advocating for gender equality while balancing the interests of employers.

Employers and unions should collaborate to establish targeted initiatives that fill vacancies left by retiring female staff or those leaving due to non-renewed contracts, specifically with qualified women. This strategy not only ensures the retention of female workers but also addresses gender imbalances in the sector. Additionally, women whose roles are no longer required due to organisational changes should be offered reskilling opportunities, enabling them to transition into new roles within the company. This proactive approach ensures that women remain integral to the workforce, contributing to both retention and the overall diversity of the organisation.

Prevent Workplace Harassment and Violence

- **Recommendation:** Implement and enforce comprehensive anti-harassment policies, providing robust support for victims and creating safer, more inclusive work environments.
- **Explanation:** One quarter (25%) of women transport workers believe that violence against women is a regular occurrence in the transport sector. Just over a quarter (26%) of women transport workers believe that harassment is considered to be 'part of the job' in transport³. Safety concerns, including sexual harassment, are significant barriers for women in transport. The automation of processes frequently leads to the replacement of human presence with machines, resulting in more isolated work environments. This situation disproportionately impacts women, heightening their risk of assault, harassment, and gender-based violence.

Implementing clear protocols, providing psychological support, and ensuring secure reporting mechanisms are essential measures for fostering a safer workplace, particularly in increasingly automated and isolated settings.

Workplace harassment and abuse are not only detrimental to the affected individuals but also result in significant organisational costs and resource allocation for handling such unsafe situations. Implementing measures to increase the number of women employees can help create a safer and more inclusive work environment. Studies have shown that gender-diverse workplaces experience lower rates of harassment and abuse⁴. The growing green and smart transport systems, encompassing digital ticketing and customer service platforms, are resulting in a reduction in the number of personnel employed in public transport and related infrastructure. The absence of sufficient staff on-site heightens the likelihood of sexual harassment and violence, as there is a lack of assistance available⁵. Women can be involved as passenger specialised assistants or as designers of measures to counteract the phenomenon. In the transport sector, a higher presence of women employees can contribute to a safer environment for all users, particularly those most affected by violence and harassment, such as women and LGBT+ individuals.

Practical conclusion:

Employers in the transport sector should be required to adopt clear zero-tolerance policies, ensuring the prevention of harassment and violence through well-defined procedures. These policies must include protections against retaliation, safeguarding the rights of victims and witnesses who report incidents. The development and

³ VIOLENCE AGAINST WOMEN AT WORK IN TRANSPORT. Summary report of findings from a survey by ETF

https://www.etf-europe.org/wp-content/uploads/2018/09/ETF-summary-report-VAW-at-work-in-transport_EN.pdf

⁴ Shiu-Yik Au, Andréanne Tremblay, Leyuan You (2022), Does board gender diversity reduce workplace sexual harassment?

<https://onlinelibrary.wiley.com/doi/full/10.1111/corg.12496>

⁵ ITF, (2018). Women's Safety and Security A Public Transport Priority. Retrieved from <https://www.itfoecd.org/womens-safety-securit>

promotion of secure reporting mechanisms are essential, with these channels designed to be confidential, accessible, and effective in addressing complaints.

Employers should look at funding opportunities and financially contribute to ensure the adoption of clear zero-tolerance policies and the implementation of comprehensive prevention programs. Positive experiences come from the implementation of the Horizon Europe Programme to adopt a [Gender Equality Plan \(GEP\)](#) at the EU level, and the Reference Practice UNI/PdR 125:2022, "Guidelines on the Gender Equality Management System," establishes specific Key Performance Indicators (KPIs) related to gender equality policies within organisations. Published in March 2022 by the Italian National Standardisation Body (UNI), it defines the criteria for achieving gender certification at the national level.

These efforts should include:

Safe and anonymous reporting mechanisms that allow victims and witnesses to report incidents without fear of retaliation. These channels must ensure confidentiality, accessibility, and effective follow-up procedures.

Mandatory and recurring training programs designed to raise awareness of gender stereotypes and promote a culture of respect in the workplace. These initiatives must be tailored to the transport sector and regularly updated to reflect best practices and evolving regulations.

Enhance Work-Life Balance

- **Recommendation:** Introduce adaptable working hours and remote working options, especially in conjunction with digital transition measures.
- **Explanation:** Work-life balance measures are essential for retaining women in the transport sector. Implementing adaptable schedules and remote working options can help women manage their professional and personal lives more effectively. This is particularly feasible when the working arrangements meet the digital transition of certain tasks, which can open opportunities for agile work arrangements. Such measures improve working conditions and come at no additional cost to employers. Adaptable schedules to and support for family responsibilities help women manage their professional and personal lives effectively.

Practical conclusion:

It is recommended that trade unions and employers collaborate to introduce adaptable working hours and remote working options as part of broader efforts to enhance work-life balance, particularly in the context of the ongoing digital transition.

Employers should recognise that work-life balance measures are not only essential for supporting women in managing professional and personal responsibilities but also benefit the overall workforce. These adjustments can improve employee well-being, reduce absenteeism, and increase job satisfaction, which ultimately leads to a more engaged and productive workforce. Importantly, these measures can be implemented

with little to no additional cost to employers, as they do not require significant infrastructure changes and are often aligned with digital transition goals.

In line with **Directive (EU) 2019/1158 on work-life balance** employers and unions should work together to define clear guidelines around these working arrangements to ensure that they are accessible, fair, and transparent. The introduction of such measures will not only help retain women in the transport sector but also attract new talent, improving gender diversity within the workforce.

Ensure Accessible Training Opportunities

- **Recommendation:** Offer training programs at varied times, including weekends, to accommodate family responsibilities, ensuring equal access to career development.
- **Explanation:** To support women in the transport sector, it's crucial to design training programs that consider the unique challenges women face in balancing work and family life. By offering training at different times, including weekends, employers can ensure that female workers have equal access to reskilling and upskilling opportunities. This approach is essential for keeping pace with the evolving demands of the green and digital transitions in the transport sector. Accommodating women's schedules will enable them to participate fully in training programs, equipping them with the necessary skills to advance their careers and meet new industry standards. This strategy not only promotes gender equity but also enhances the overall workforce's adaptability and proficiency, all without incurring additional costs for the employer.

Practical conclusion:

It is recommended that trade unions work with employers to ensure that training programs are offered at varied times, including weekends, to accommodate the family responsibilities of workers, particularly women. This approach is essential for enabling equal access to career development opportunities, ensuring that female workers can take part in reskilling and upskilling initiatives, which are increasingly critical in response to the green and digital transitions in the transport sector.

Employers should recognise that flexible training schedules can have a significant impact on employee retention and professional growth, especially for women who often juggle work and caregiving responsibilities. By offering training at different times, employers provide an inclusive pathway for women to advance their careers, ensuring that they are equipped with the necessary skills to meet evolving industry standards. This approach also fosters greater gender equity within the workforce, enhancing both individual and organisational performance.

Importantly, providing training at various times does not incur additional costs for employers, as it can be incorporated into existing structures and adapted to suit the needs of the workforce. This flexibility ensures that all employees, regardless of their personal responsibilities, have the opportunity to develop their skills and contribute to the company's long-term success.

Trade unions should advocate for these flexible training opportunities in collective bargaining agreements, ensuring that the interests of workers, particularly women, are represented.

Improve Gender-Sensitive Customer Care Services

- **Recommendation:** Strengthen customer services tailored for families, and elderly passengers, creating new opportunities in customer-facing roles.
- **Explanation:** Investing in tailored customer care services can attract more women as customers and create job opportunities in roles that are typically filled by women. Providing specialised services for families with small children, and elderly individuals enhances customer satisfaction and thus increase the affluence of customers to the service offered (public or private). This action can have positive effects on employment opportunities for women in the transport sector, particularly in customer care positions. A transportation company that is recognised for its commitment to customer care and gender sensitive services would be appealing to prospective women employees, while a fleet of women who are treated with respect as women workers will serve as a motivating factor for travelers to select this mode of transportation.

Practical conclusion:

It is recommended that trade unions and employers collaborate to strengthen customer care services that are specifically tailored to meet the needs of families, elderly passengers, and other vulnerable groups. This approach not only enhances the customer experience but also creates new opportunities for women in customer-facing roles within the transport sector.

Employers should recognise that investing in gender-sensitive customer care services can lead to a dual benefit: improving customer satisfaction and increasing the attractiveness of the workplace for women. Services tailored for families with small children or elderly passengers, for example, can create demand for customer service roles that are often filled by women. Additionally, companies that prioritise such services will be seen as leaders in inclusivity, making them more appealing to prospective women employees who are drawn to workplaces that value and respect gender diversity. Attention to gender based violence and harassment should be also taken into account when designing these services providing support and protection to customers.

Unions should advocate for including gender-sensitive customer care initiatives in collective bargaining agreements. This would ensure that training programs, workplace policies, and recruitment strategies focus on the unique needs of women, thereby helping to close the gender gap in these roles.

At the same time, it is essential to guarantee decent working conditions for all employees. Efforts to increase staff attentiveness towards customers must be accompanied by strong measures to combat harassment against workers particularly women or LGBTQIA+ people, who are more often victims of customer

aggressive behaviour. Employers and trade unions should work together to implement policies and training programs that ensure a safe and respectful work environment in accordance to the previous recommendation on 'Preventing Workplace Harassment and Violence', reinforcing the message that improved customer care should not come at the expense of employees' well-being and dignity.

Promote Gender Equity in Career Advancement and limit the job polarisation

- **Recommendation:** Prioritise women in career advancement programs to actively close the gender gap and ensure balanced representation in leadership roles. Trade unions should negotiate with employers to ensure that these initiatives are implemented effectively, with a focus on addressing job polarisation.
- **Explanation:** To rebalance gender disparities, employers should direct career promotion opportunities predominantly towards women. This can be achieved without incurring additional costs by prioritising female employees in existing advancement programs that facilitate their promotion to more skilled roles within the company. Additionally, job polarisation, characterised by a decrease in jobs requiring moderate skill levels and an increase in both low- and high-skill level jobs, poses challenges for equitable career advancement. It risks increasing wage inequality and exacerbating income disparities. Employers should therefore work with unions to ensure that career advancement programs are designed to address these issues by fostering opportunities for women at all levels of skills, particularly in mid-level roles where opportunities are shrinking. Moreover, a variety of work arrangements, including increased opportunities for remote or smart working, should be promoted to enhance work-life balance. These arrangements can have a significant impact on well-being, with the potential to either improve reconciliation of work and personal responsibilities or, conversely, create challenges related to the right to disconnect.

Practical conclusion:

It is recommended that trade unions and employers collaborate to prioritise women in career advancement programs, aiming to close the gender gap and ensure balanced representation in leadership roles. By actively promoting women's access to these opportunities, employers can contribute to gender equity without incurring additional costs. This can be achieved through existing advancement programs that specifically target women for promotion to more skilled roles, thereby addressing gender disparities in leadership.

Employers should recognise the importance of addressing job polarisation, a phenomenon where moderate-skill jobs are shrinking while both low- and high-skill jobs are on the rise. This shift in the job market can exacerbate wage inequality and limit career advancement opportunities, particularly for women, who may already be underrepresented in higher-skill roles. Therefore, career advancement programs should be designed with a focus on ensuring that women have access to opportunities at all levels, especially mid-skilled positions, where the gap is widening. Trade unions can play a crucial role in negotiating for these initiatives, advocating for programs that offer equitable career progression for women, as well as for the development of policies that ensure fair and inclusive representation in leadership.

In addition, offering a variety of work arrangements, such as remote or smart working options, where possible and applicable, can significantly enhance work-life balance, especially for women who often face additional caregiving responsibilities. These arrangements should be considered an essential part of the career advancement process, helping women manage professional and personal demands.