



WIR – WOMEN IN RAIL

Good Practices and Implementation Guide



The Voice
of European
Railways



European Rail
Infrastructure Managers



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IMPRINT

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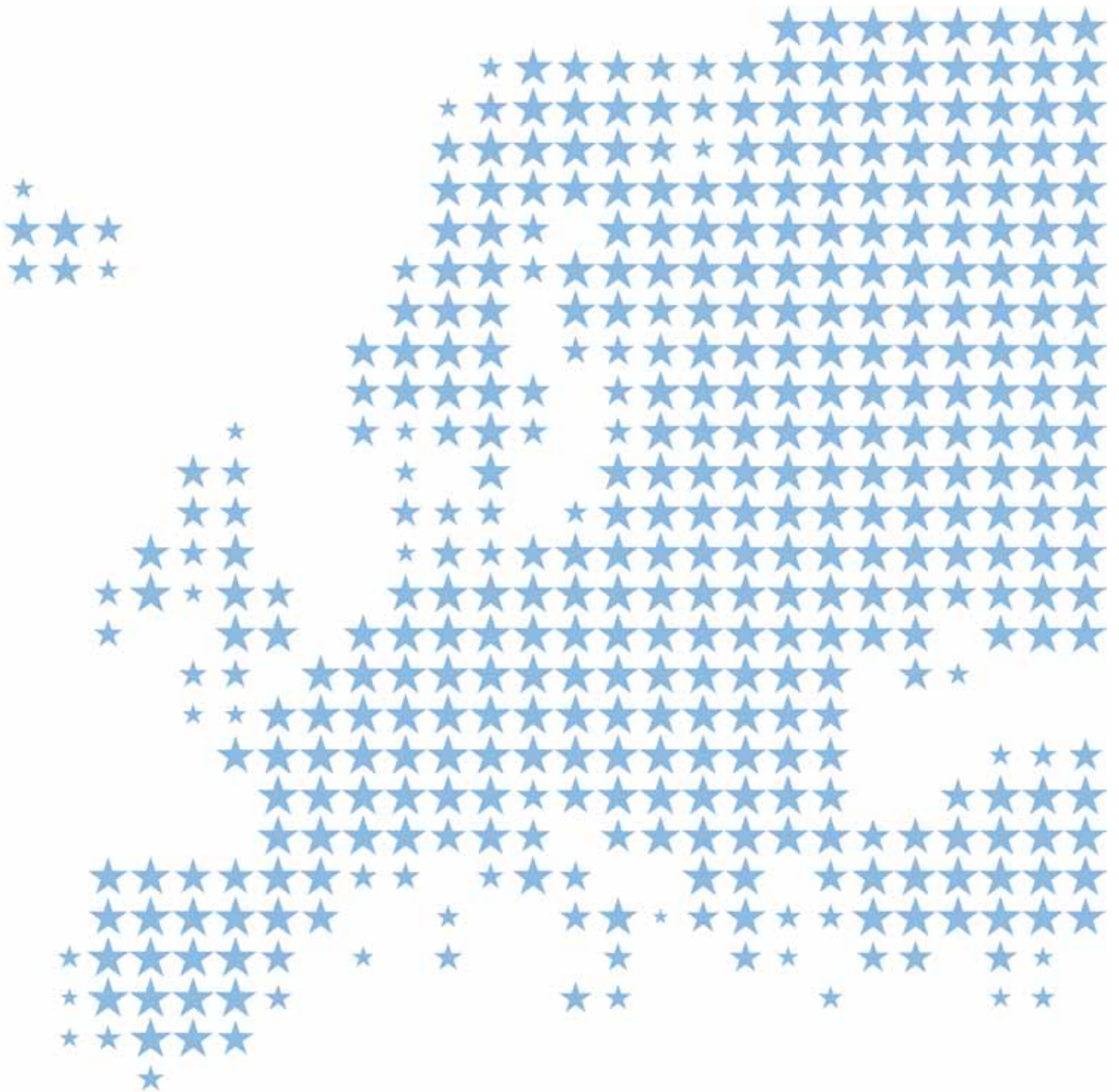
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1 INTRODUCTION

The railway sector faces important challenges. Changes in the economy and society, like the mobility behaviour of people and requirements from business clients on the one hand and the pressure of competition due to liberalisation and globalisation in combination with restricted public budgets and funding on the other hand requires new solutions and products and efficient organisations. Demographic change leads to a decline of the working-age population and therefore to new framework conditions on the labour market. Railway companies are particularly affected as the average age of their staff is rather high (a survey in 2010 where data from 19 European countries could be gathered revealed that 54 % of employees are older than 45 years and 34 % past the age of 50 years). Thus, companies are confronted with skill shortage and have to present themselves as a good employer to persist in the fight for talents.

Against this background the potential of women has been recognised. They record higher educational attainment than men in almost all European countries (60 % of new university graduates in the EU are women, in 2009 35.7 % of women and 28.9 % men aged 30-34 years had successfully completed tertiary-level education) and many studies show the advantages of mixed teams with view to business success. Furthermore a more gender-balanced staff reflects the structure among clients and including different perspectives boosts innovation and has positive impacts on the social climate. Last but not least, the discrimination of women can have negative legal consequences.

Finally, a better gender balance and mixed teams also in male dominated professions and occupations contribute to a general improvement of working conditions for all, men and women, an improved work atmosphere and motivation with an overall effect of better well-being at work for the employees and thus a positive impact on productivity for the company.

Contrary to that, the railway sector is one of the most traditional ones where a male-dominated work culture persists. The typical rail jobs require physical strengths – at least in the general perception although technical progress has eliminated the physical character of most of the occupations – and the technical image of the sector has led to a gender unbalanced staff. The need for spatial mobility, irregular working hours and shift work which seem to be incompatible with family life also hamper the employment of women.

Nevertheless, many railway companies have already implemented measures to attract women to the sector as visionary managers are aware that they cannot do without the potential of women and that the problems with view to the demographic trends cannot be solved without employing more women in the railway sector. For a sustainable change an overall strategy with view to gender equality in the companies is required and should include the following elements:

- **Commitment of the management:** The commitment of the management board is a prerequisite to implement a comprehensive set of measures and has to be actively communicated to underline the importance of the issue. If gender equality becomes an integral part of the corporate strategy this commitment is “institutionalised” and the top executives have to take over the responsibility for gender equality.
- **Status quo as basis:** The analysis of the status quo (share of women in all jobs, hierarchies, in part-time, trainee programmes etc.) builds a basis for the designing and planning of the concrete measures as it reveals the future activity fields and the targets to be achieved.
- **Setting of (quantitative) targets:** To assess the success of the implemented measures the setting and monitoring of (quantitative) targets in different fields (e.g. for recruitment, training, career advancement, etc.) are necessary. This on the one hand guarantees that concrete measures are implemented that go beyond lip services and on the other that the efforts of different departments can be assessed with view to concrete results. Moreover, the monitoring results can give important information with view to required adaptations of the instruments.

Also trade unions in the railway sector address gender issues within the social dialogue and suggest the introduction of gender issues in collective bargaining or negotiate specific collective bargain agreements with the companies on e. g. women employment in the different rail professions or work-life-balance issues.

A successful policy in the railway companies in order to attract and retain women has to be based on social dialogue. A commitment of the top management is essential but successful implementation requires support and commitment at all management levels and of all employees.



As many companies face the above mentioned challenges now and tackle the problems proactively, instruments have not necessarily to be invented, but the companies can rely on experiences made by others. This guide presents such already successfully implemented measures and instruments.

This Good Practices and Implementation Guide is published by the European Social Partners in the railway sector, the Community of European Railways and Infrastructure Companies (CER), the European Infrastructure Managers (EIM) and the European Transport Workers' Federation (ETF). It is one outcome of the joint CER / ETF / EIM project "Follow-up of the CER / ETF Joint Recommendations 'Better Representation and Integration of Women in the Railway Sector' Implementation – Evaluation – Review", in short "Women In Railway – WIR". The case studies described in here have been identified by the European social partners in the course of the project. The information provided is based on document analysis, interviews with railway companies and trade unions representatives and presentations in the thematic seminars, organised by the social partners.

The case studies (see table below) have been structured according to specific fields of activity of gender equality: recruiting, reconciliation of work and private life, career and equal pay, overall equality policy. The examples have been chosen with the aim to illustrate a variety of possibilities. Although companies often also implement more measures than described in here, only specific aspects are discussed with view to the field of activity the examples are assigned to. As the different aspects of gender equality interrelate also interrelations of measures between the chapters occur.

This Good Practices and Implementation Guide shall inform on what companies in the railway and in related sectors already do to better integrate women in the railway sector. It shall inspire both railway companies and trade unions to exchange their experiences and the social dialogue on the development of the instruments and measures to promote gender equality at the workplace in the future – in order to achieve a work environment, where everybody, women and men, can develop their full potential under the same conditions.

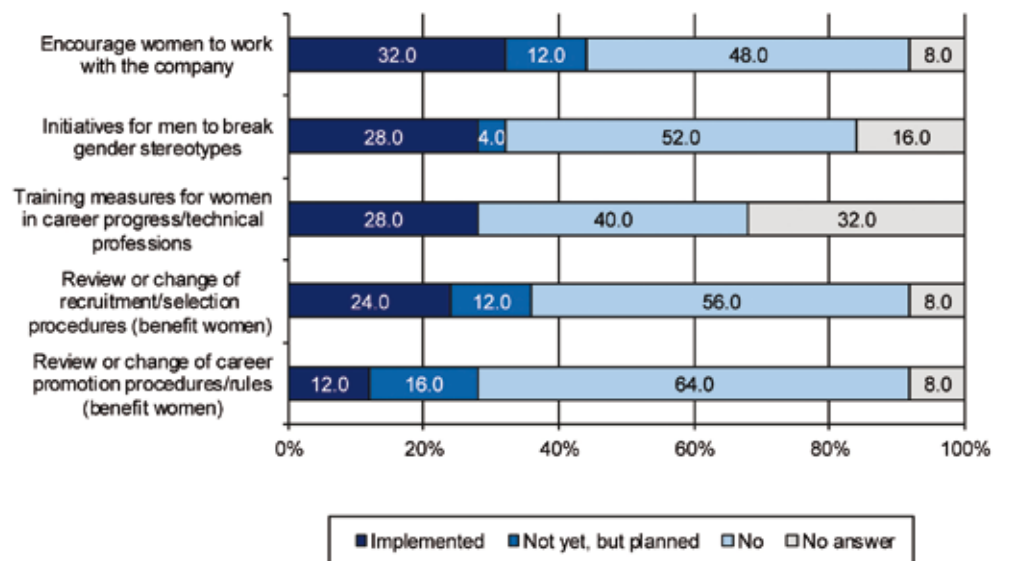


List of case studies presented in this guide

NAME	COMPANY	COUNTRY
<i>Recruiting:</i>		
Films publicitaires (Promotion films)	SNCF	France
Frauen als Lokführerinnen (Women as locomotive drivers)	SBB	Switzerland
Mädchen in Männerberufe (Girls into men's professions)	Wiener Linien	Austria
<i>Reconciliation of work and private life:</i>		
Freiwillige Rahmen-Konzernbetriebsvereinbarung (Voluntary group collective agreement)	Deutsche Bahn	Germany
Arbeitszeitprojekte (Company Working Hours Projects)	Deutsche Bahn	Germany
Projekt – Rodzic w pracy (Project "Working Parents")	PKP Cargo	Poland
<i>Career and Equal Pay:</i>		
"Sé – Self Empowerment" (“Self Empowerment” Project)	Italferr / FS Group	Italy
Quantitative Ziele / Frauen im Management (Quantitative target for women in Management)	Deutsche Bahn	Germany
<i>Overall Equality Policy:</i>		
Gleichstellungsprogramm 2015 – Leitlinie Geschlecht (Equality Programme 2015 – guideline gender)	ÖBB	Austria
Frauenförderung (Gender) Diversity Strategy)	Daimler	Germany
Quelle: KMU FORSCHUNG AUSTRIA		



Measures and initiatives in the field of recruitment and training of employees taken up by European railway companies, percentage



N=25

Source: Austrian Institute for SME Research, survey of European railway companies, 2011

2 RECRUITING

2.1 Main problems and current development

In the course of the survey among railway companies and trade unions, various **barriers to women's employment** have been identified.

Among the most important reasons, that either induce companies to be sceptical about employing women or that discourage women to apply for a job in the railway sector still is the **physical strain** in some of the jobs. Although due to technical progress this is still relevant for only a few jobs, it is rather the perception of the job than the railway job itself that presents a barrier.

Perceptions can be considered as “soft” factors, but they are the real and important challenges to the employment of women in the railway sector: **Gender related stereotypes and prejudices** are still common in European railway companies and in many fields of the railway sector there is a **typical male work culture**. The companies in the railway sector by trend have the image of being male-oriented, an image that for a long time has been cultivated in many countries and that now needs to be reframed. As railway companies usually have many small sites throughout a country, such an image can be preserved more easily than in other sectors. Therefore the railway sector simply does not appear attractive to many women.

The need for **shift work** and **spatial mobility** (e. g. for locomotive drivers, conductors/on-board personnel) especially represent barriers to women (but also – though still to a lower extent – to men) with caring responsibilities. The schedules for shift work and the opening times of (often publicly provided) child care possibilities simply do not match and thus there are too few female applicants for certain railway occupations.

Although women are equally well educated as men in general, in particular in the technical studies they are still underrepresented throughout Europe and thus women often **lack the required skills and knowledge** for some of the jobs in the railway sector. Together with **recruitment procedures** that may be outdated and often serve “typical” male behaviour better than female behaviour, entry (also as career changer) into railway jobs can be rather difficult for women.

Compared to these barriers, **health and safety at work and hygiene issues** (e. g. the lack of appropriate infrastructure for women, such as separate toilets or toilets at all like on board of freight trains) that are obvious can be considered as “hard” factors are relatively easy to be overcome.

Finally, in some countries and for some cases, there are **legal provisions** that limit women's employment in the railway sector.



2.2 Approaches

There are several good reasons for companies in the railway sector to **recruit more women**, e. g. mixed teams are more productive and the working climate ameliorates, railway companies do have problems to fill job vacancies and can no longer allow themselves to attract only half of the labour force as well as the demography argument. Investing in (gender) diversity pays off for companies and for society. Setting **measurable targets** (e. g. quotas) for the **presence of women** in the company can serve as starting point.

Women seek jobs that offer professional growth and earnings potential. Thus, in general, before recruiting girls and women, the admission of females in all firm levels shall be discussed. It has to be made clear to women that there are jobs in the railway sector that offer career and earnings potential for them – **prejudices and a male-dominated work culture** may still exist, but they **are there to be overcome** and the top management has to initiate and support such cultural change. This is an essential prerequisite to making railway companies attractive to women (and is also discussed in more detail in the chapter on overall policy).

Although the topic of skills shortage gains in importance and the shares of women working in the railway sector on average are still rather low, only up to one third of the companies surveyed have started to **explicitly address women in their recruitment activities** or initiated career development projects for women and almost a quarter of the railway companies participating in the survey also have reviewed or changed their recruitment / selection procedures to the benefit of female job candidates.

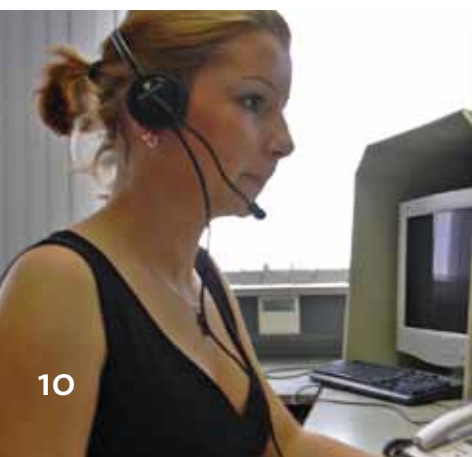
Existing recruiting methods are often not communicating well enough with women who have to have a picture of what the job is before they either turn away or take the next step. Obviously, **connecting with women** (i. e. directly reach and address this target group) is an essential step in the recruiting process, and it may require **deviating from typical recruitment strategies and forms** (see case study SNCF).

Antiquated **images of professions** have to be tackled, as well as unfavourable educational paths of girls or eventually **existing legal restrictions** and internal and external recruitment processes have to be (further) revised. A special challenge lies in attracting women for work in **technical fields**, here difficulties occur as the education systems are still characterised by a high gender-segregation regarding the professional choices (problem of horizontal gender segregation) and therefore it is hard to find women with technical education. Companies therefore need to start “recruiting” at school-level to promote technical subjects and studies or an apprenticeship and to actively motivate girls to choose non-traditional education paths (see case study Wiener Linien).

The perception that occupations involving **family-unfriendly schedules** (e. g. rolling shifts or changes of shifts announced on short notice) are not for women influences the recruitment, retention and lay off decisions of employers as well as the acceptance of women in male-dominated transport professions (the issue of **working hours / shift work** is discussed in the chapter on reconciliation of work family life). Moreover, such perceptions feed the stereotypical definition of gender roles.

To tackle the problem of **spatial mobility** (with longer absences from home), there e. g. is an approach to let locomotive drivers work part-time which allows for longer periods at home (see case study Swiss Federal Railway). Another possibility would be to re-arrange shifts in a way that long distances are not combined with additional tours at the destination (which is difficult with a lack of personnel, as often is the case with locomotive drivers).

Last but not least, employing women in male-dominated occupations also requires such simple but effective **infrastructural changes**, as the provision of sanitary facilities for women which will facilitate the life of both, men and women.



The above considerations thus lead to the following aspects to be thought about in the field of recruiting:

“Do’s” ...:

✔ **Communicate that technology replaces physical power**

The argument of physical strength for many jobs in the railway sector is antiquated, technical progress has abolished the “physical character” of many typical “rail” jobs.

✔ **Make women visible / present positive role models**

Simple, but most basic initial message women should get: You belong in this job! / You do not have to pretend to be a man to do this job! Good visuals (i. e. showing women on the web site, in films, in advertisements, etc.) are the fastest way to convey the message and vault prospective female applicants over the first hurdle – the automatic perception that a company’s jobs are reserved for men.

✔ **Actively seek contact to potential female candidates**

e. g. via co-operations with girl’s / women’s associations, at job fairs, etc.

✔ **Prefer women when qualifications are equal**

This applies to vocations that are male-dominated, provided that such “positive discrimination” is legal in your country.

✔ **Try to admit at least 2 girls / women**

This refers to male dominated vocations / departments in general and to apprenticeships in such areas in particular. When there are (as often happens) only very few applications from girls or women, invite all female applicants.

✔ **Empower women and support lobby work**

Make sure that there are other women to refer to (e. g. female instructors in technical fields, female colleagues)

✔ **Encourage girls to do attend non-traditional (technical) formation**

E. g. establish contacts and co-operations with schools, etc.

✔ **Put the topic “recruiting more women” on the social dialogue’s agenda**

Discuss the issue of recruiting women (in all professions) in the social dialogue and review the collective agreements

... and “Don’t’s”:

✘ **Expect that one single change / measure will attract women**

Within recruiting but also on the whole, it always is the set of measures / the overall corporate philosophy and strategy that makes a workplace attractive to women or not.

✘ **Tap the usual recruitment channels and methods**

Recruitment policy has to be reviewed with respect to where and how to reach and attract the target group best (e.g. wordings and visibles that appeal to men do not necessarily attract women in the same way).

✘ **Expect that the premier employment of a girl / woman is not a topic in your team**

Prepare and discuss the employment of the first girl / woman with your team. By not talking about it and by not taking stereotypes and prejudices seriously you risk a worsening working climate and gossip.



2.3 Good practices

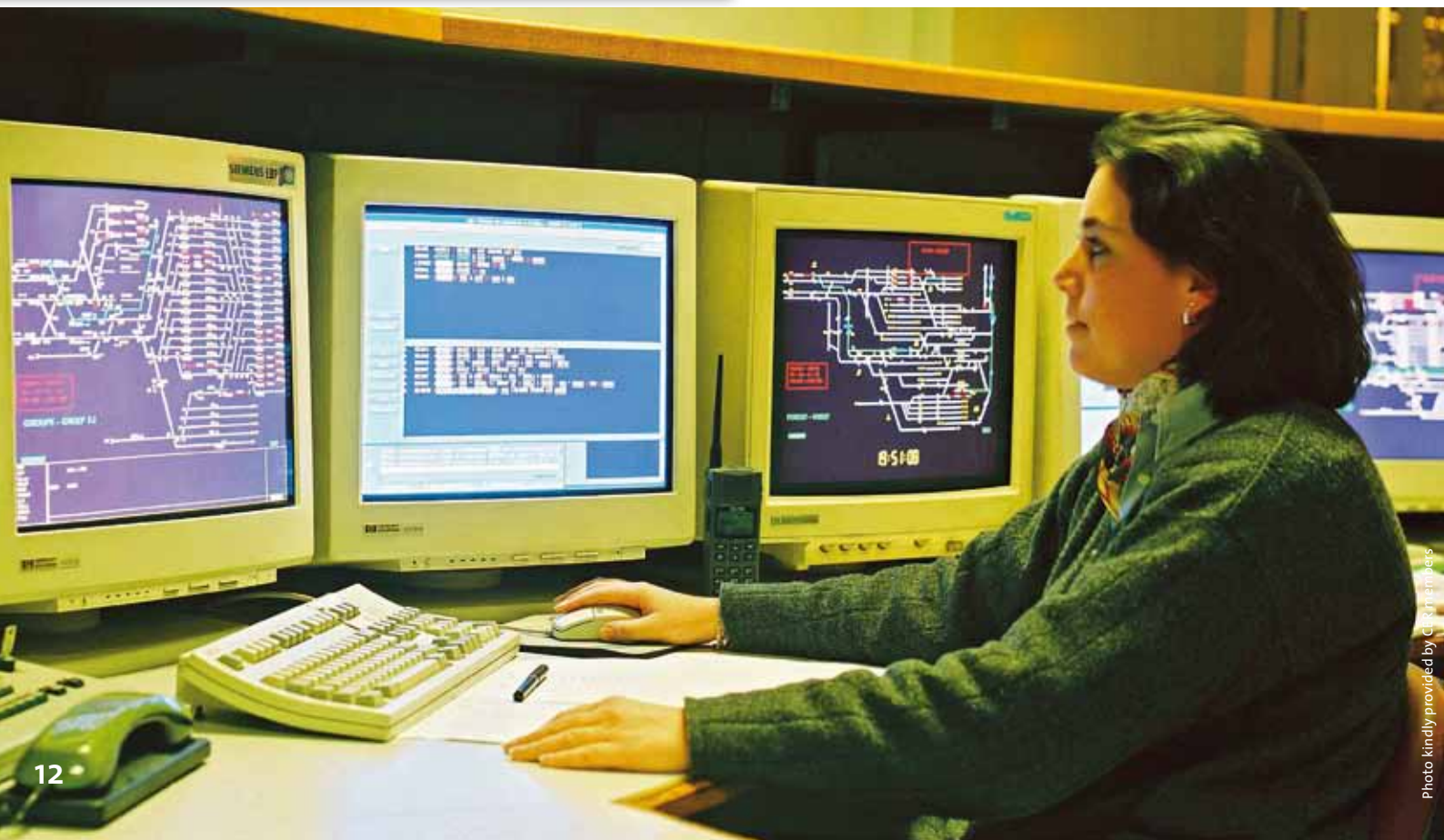
2.3.1 Promotion film (Films promotionnels) – SNCF (France)

Objectives

Since the signing of the company collective agreement on diversity and professional equality between men and women (“Accord sur la mixité et l’égalité professionnelle homme-femme”) in 2006 (and then the prolongation from 2009 until 2012), SNCF fixes recruitment and progression targets (not quotas) to raise the presence of women within the company (in general and specifically to attract and promote more women in technical positions and as train drivers) together with all relevant trade unions.

The company has then identified two main barriers that hamper putting the agreement into practice and recruiting more women to be tackled:

- Too few women choose technical studies – therefore SNCF seeks to raise knowledge about technical issues among girls / young women and to show them ways to enter into technical jobs.
- Stereotypes about women in professional life and in technical occupations – these shall be rethought and overcome.



Content

Since the signing of the agreement on diversity and professional equality, the hiring of women for male dominated professions at SNCF is favoured and the communication of perspectives for women has top priority. In 2006, a training to raise awareness on discrimination as well as non-discrimination regulations have been introduced for all persons who are responsible for recruiting; since 2011 managers are trained as well. Measures to reconcile work and family apply to men and women, thus SNCF emphasises parenthood.

On the occasion of the Women's Day in 2010 SNCF wanted to evoke a reflexion and an awakening at all levels of the company (thus reaching the greatest possible number of employees) on the stereotypes towards women in professional context.

Supported by strong engagement from the board, a DVD with 4 humoristic sketches on certain clichés and a film on female locomotive drivers has been produced and distributed to managers at SNCF. Along with the DVD, an introduction letter reminding on the diversity agreement, the two main barriers to be addressed and giving hints for showing and discussing the film with the employees has been sent. A questionnaire for voluntary (anonymous) feedback and to exchange ideas on stereotypes and on how to overcome them has been included as well. For one week, the films have also been available on the intranet.

As recruiting campaigns are oriented towards the opening of all professions at SNCF to women, the film on female locomotive drivers could be seen on the company's web site. The film shows a girl who wants to become locomotive driver and plays with prejudices and stereotypes from the side of her male colleagues. In the first part the film shows a girl who wants to become a locomotive driver but imagines anything wrong on the occupation (with much humour). In the second part, we see a woman who is a locomotive driver and the truth about the occupation. Finally, the girl understands that this occupation is really possible for her and she is very pleased. Besides this film, on the web site, there are also many images of women working in technical occupations at SNCF.

Performance and development

Since 2008, SNCF writes a report on the comparative situation of men and women. This report refers to the general terms of employment, remunerations, training and work conditions. It also gives an overview on the indicators relating to reconciliation of work and family as well as actions of the company for the past year and the year to come. It is presented to the members of the Central Works Council of SNCF each year.

All the occupations at SNCF are accessible to women, the technical ones as well as those with strong physical constraints like servicing/machine care or shunting. Feminisation rises since 2008 in these technically and physically demand-

ing occupations, and more and more young female engineers join SNCF.

In 2010, the share of women among the newly recruited personnel was 22.8 %.

In the first trimester of 2011, 2,000 managers were sensitised with the risks of discrimination and trained on how to act in favour of diversity.

As the films were first shown to the employees around the Women's day which was a very busy period for the company, when many HR actors could not go to the different departments to personally promote the films, they were shown a second time in September 2010. Almost all employees saw the films, found the stereotypes and agreed upon their existence but liked the humour of the films.

Success factors

The promotion films can be qualified as good practice in the field of recruiting for several reasons:

- Stereotypes are not only a matter of managers but of all employees and it is important to discuss and fight these stereotypes on the ground, with humour and derision being the best weapons to convince. Ideally, the discussion and common reflexion about stereotypes shall reach as many employees as possible. The films have been produced in a way to provoke a mirror effect – i. e. employees see overacted typical every day dialogues at work that are based on clichés, thus they laugh about themselves while watching which in turn makes them re-think and re-act in their own work situations.
- The films are also a good medium to show that the top management considers fighting stereotypes and the promotion of women in technical jobs as top priorities, via introductory statements of top executives (HR, president, directors).
- The film on female locomotive drivers implements a role model and shows that this occupation can be achieved by women. By its humour in dealing with stereotypes it makes hope that stereotypes are, although still existing, vanishing.

2.3.2 Women as locomotive drivers (Frauen als Lokführerinnen) – SBB (Switzerland)

Objectives

In 2009, the top management of the Swiss Federal Railway (SBB) group passed a gender management strategy to realise equality of opportunity. This strategy, among others, foresees to raise the share of women (particularly in technical and classical railway occupations). Thus the share of women throughout all occupations shall be raised from 14 % in 2008 to 18 % by 2014; yearly intermediate steps have been defined.

Within the next 7 years, SBB needs to newly recruit and train approx. 1,000 locomotive drivers. Therefore it is of great importance, that women develop an interest in this occupation.

Content

Concrete measures for the gender management strategy have been developed in 2010. In 2011, the year of the 20th anniversary of women as locomotive drivers in Switzerland, several measures to attract women as locomotive drivers became operative. All the three unions involved have been informed about the anniversary and the interest of SBB to attain more women for the job as locomotive driver; their statements have then been published in the SBB journal for locomotive personnel.

The intention to have more women as locomotive drivers is now part of the integral gender management strategy. Annual objectives and measures are defined in the framework of the annual programme, which is part of the group's strategy respectively the HR strategy. Since 2010, gender mainstreaming has been embedded into all HR-Proceedings (e. g. neutral language, part-time offers, consideration of informal know-how).

To better attract and train women as locomotive drivers, the following measures are currently being pursued:

- Revised communication with the aim that job advertisements and media reports in words and pictures appeal to women: reports on female locomotive drivers, pictures of men and women, wording to attract women and men, specific web site / e-mail contact for female applicants;
- Revised information events: the issues of reconciliation, part-time work, solitude at the workplace are no longer presented as “women's issues” but as part of the job; a gender neutral language is spoken; women and men are represented;
- Presentations at events that deal with career change (specific publication for women), Lady's Day with only female representatives;
- Entry terms have gradually been changed and barriers for women have been removed:
 - In principle all persons with school leaving examination or completed vocational training and technical interest can apply (until 1990 only persons with technical educational background or from recruit's schools were eligible).
 - Age limits have been extended to reach persons between 20 and 40 years.
- Training and employment in part-time (workload 60-80%) are offered since October 2011.
- On the occasion of the anniversary, a one day future forum has been held with all female locomotive drivers, their superiors and the HR director (who is a woman) to network, exchange opinions and discuss room for improvement.



Performance and development

In the framework of the gender management strategy, gender reporting based on 8 key indicators is effected on bi-annual basis to the HR management and annually to the group management and the administrative board. The key indicators are: overall number of women; number of women in management and per management function; overall number of women entering SBB and in management; overall fluctuation of women and men and in management; Employment level of women and men; returners after maternity leave; women and men in talent programmes and management seminars; average wages of women and men per performance salary class. In 2011, the overall share of women at SBB group was 15 %.

The first female locomotive driver started at SBB group in 1991, 6 other women followed in the 1990-ies. In 2008, before the start of the gender management strategy, of the 3.200 drivers working for SBB and SBB Cargo only 45 were women, which is 1.4 %. Today, in 2011, 71 locomotive drivers were women at the SBB group (2 %) and 6 women were in training.

Before the launch of the comprehensive gender management strategy, an attempt to recruit women has been made in 2004 when one training class exclusively for female future locomotive drivers has been carried out in Biel.

The number of women in training for locomotive drivers is constantly rising, especially since active steps have been taken to more effectively promote this occupation. Success happens in small steps; it should be possible to have at least 3 women per training for locomotive drivers (share of 25 %); currently there are on average 1.5 women per training. A women's ratio of 25 % per training would lead to approx. 30 new female locomotive drivers each year. The part-time locomotive driver's training class in October 2011 started with 7 men and 5 women, which is a remarkable high share of women.

Measures such as the Women's Day have shown that it is possible to specifically attract women – this event inspired 70 to 80 women to attend a rather unattractive, technical and men dominated fair to obtain further information on the occupation as locomotive driver, train manager and traffic controller.

Success factors

The set of measures to attract women as locomotive drivers at SBB deals with several aspects that should be highlighted:

- **Gaining experiences:** The experiment of the locomotive driver's training exclusively for women in Biel, which was successful due to the efforts of all the persons involved, revealed which fears, prejudices and rumours about women as locomotive drivers exist. This allowed for a different conception of the process of recruiting and training women as well as of internal communication.
- **Differentiated communication:** Taking care of a very differentiated (internal and external) communication that a company wants more women and men, that women need to fulfil the same requirements and also do so successfully by in the same time also communicating why and what specifically has to be done for women is crucial.
- **Commitment of management:** The director of the locomotive drivers started the celebrations and get together in the anniversary year; he very much engaged into the events and in all critical questions about it. All female locomotive drivers and trainees have been released from work to attend the future forum.
- **Mandatory participation:** All female locomotive drivers and trainees have been released from work to participate in the future forum (this was accounted for in their work schedule). It would not have worked if every woman would have had to decide individually upon participation and justify her decision in front of colleagues / her superior. Therefore, superiors as well had to attend in order to gain better insights and understanding of the issues female locomotive drivers have to cope with.



Photo kindly provided by CER members

2.3.3 Girls into men's occupations (Mädchen in Männerberufe) – Wiener Linien (Austria)

Objectives

Work teams function better when they are composed of men and women, e. g. the conversational language in mixed teams is more polite and co-operation in general is easier. Both men and women bring different qualifications into the team and this mixture enriches co-operation. Beyond that well trained women are very capable and reliable employees.

This conviction and experiences more than political objectives have induced the Viennes public transport company Wiener Stadtwerke / Wiener Linien to seize targeted measures for the promotion of women in occupations and areas that are male dominated so far. Provided that there are enough applications from women and girls, the company wants to continuously employ more female staff.

Content

With more than 8,100 employees, Wiener Linien are among the largest employers in the city of Vienna, Austria. The holding company, Wiener Stadtwerke, that ranks among the 10 largest apprenticeship offering companies in Austria recruits 130 apprentices annually for 15 different education professions.

Specific programmes and activities shall encourage girls / women who are looking for an apprenticeship to choose a technical occupation within Wiener Stadtwerke / Wiener Linien. The measures which have been implemented concern different aspects:

General framework conditions:

- In the HR department and in the workers' council there are persons who explicitly deal with the issue of women in the company and who serve as contact for female apprentices (and who can assist in case of problems).
- Infrastructure respectively facilities for women have been created within areas that are male dominated (e. g. own toilets, etc.).

Recruiting of female apprentices:

- Offensive public relations and external communication to recruit female apprentices (apprentice girls are promoted on posters, on the Internet, at vocational fairs, etc.) are being pursued.
- Close co-operation with organisations that advise girls and young women with the occupational choice (and that present Wiener Linien as potential employer on various occasions) has been established and is kept.
- Participating in the Viennese Daughters' Day (Wiener Töchtertag) attracts girls to work in technical professions.
- All female applicants for technical occupations are invited to acceptance tests.
- When qualifications of male and female applicants are equal, women are preferentially recruited for technical jobs.
- It is made certain that a female apprentice is not placed in a department or team where there are exclusively men (at least 2 girls ideal-prove).

Training of apprentices:

- The company created instructor profile that exactly determines necessary qualifications (also concerning the gender topic).
- Where possible, female instructors are teaching (e. g. first female instructor of mechatronics) in order that girls have a direct contact person and role model
- There is a training course for all instructors where the issue of female apprentices is explicitly dealt with (in a seminar on diversity and gender).
- Regular networking meetings of apprentice instructors in the crafts / technical field (every two months) as well as continuing contact with and support from the person in charge of apprentices are held.
- The acquisition of auxiliary qualifications, that go beyond the requirements of the 3 to 4 years lasting apprenticeships, is prompted (e. g. European Computer Driving Licence, seminars on rhetoric and presentation techniques, promotion of social aptitudes, etc.) and open for all apprentices.



Performance and development

Already in 2008 Wiener Linien were awarded with the price „amaZone“ by the association Sprungbrett (an association that counsels girls and young women). The amaZone is an honour for companies that engage in the training of girls and women in occupations relating to crafts and technics. Wiener Linien impressed the jury particularly by the preferential admission of women in technical occupations when qualifications are equal as well as by the offensive public relations for the recruiting of female apprentices. The enabling of regular networking meetings for instructors of female apprentices in the area relating to crafts and technics and the promotion of the acquisition of auxiliary qualifications for a successful career path have also been highlighted.

Starting from the apprentice training, Wiener Stadtwerke / Wiener Linien motivate women and girls to seize also occupation in technics, crafts and construction. Thus the share of girls in the skilled occupation vehicle engineering experienced a rise by the threefold since 2006.

The problem to find suitable female apprentices nevertheless still exists. From approx. 2,000 applications for the apprentice training in the year 2010 approx. 1,300 applications related to the crafts and technical area. Out of these 1,300 applications only 60 came from girls. It then turned out with many girls at the acceptance test that they do not really want to work within the technical area. Interestingly, the girls did not fail with the technical test, but some simply did not e. g. want to cut their nails properly for work or take off their jewellery, which however is a condition with some activities (e. g. as electro energy technician, vehicle technician).

Tramway respectively underground driver does not require an apprenticeship (where girls are especially promoted as described above), however also here the development shifts slowly but surely away from pure male domination. For the first time in July 1970, Wiener Linien assigned women as tramway drivers. Shortly before the Ministry of Transport had given permission for the employment of women. In 1991 the first woman worked as underground driver. Today (in 2011) 15 % of the tramway drivers and one sixth of all underground drivers in Vienna are women.

The share of women with the newly recruited personnel at Wiener Linien in 2011 amounted to approximately 15 %. Besides tramway and underground train, the areas station observation and technical breakdown management show rising shares of female personnel.

In the field of apprentice training, a future focus lies on the further promotion of women to become instructors in the crafts and technical area.

Success factors

Wiener Linien has in the course of the years implemented many different measures to become an attractive employer for women and especially for female apprentices. The following factors have primarily contributed to their success:

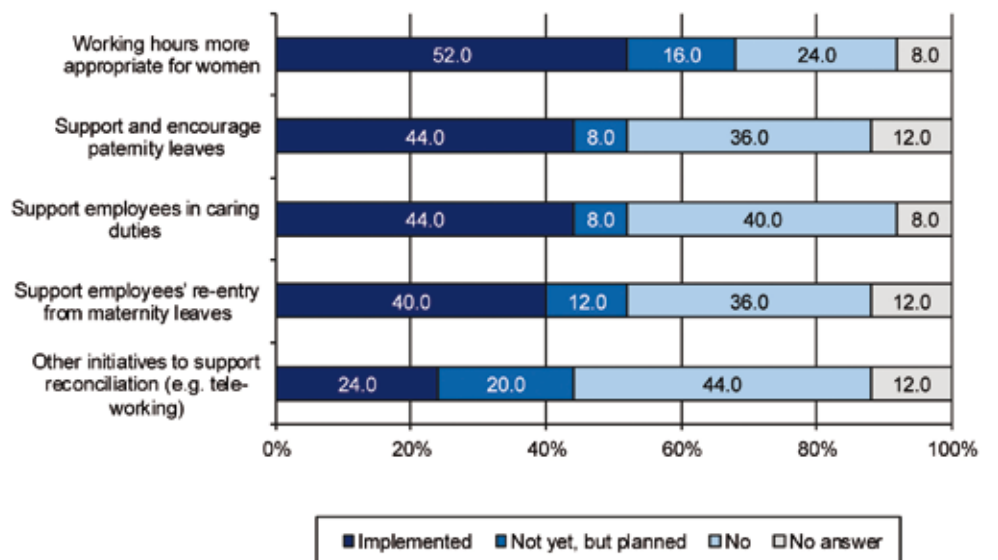
- The topic of equal opportunities for men and women is present in all areas; employees and instructors are trained in this regard and there is a lived consensus on behaviour and interaction to enable gender equality within the company.
- Wiener Linien has established a network with various organisations to directly get in contact and promote a technical apprenticeship in such a public transport company among young women. Thereby, the target group is addressed directly and more girls are encouraged to be educated and start a career in male-dominated technical fields.
- The measures that have been implemented within Wiener Linien in the field of apprentice training relate to the whole time period from recruitment to graduation to minimise drop-out.
- The different measures are concerted and complementing and all involved persons are included, e. g. instructors are trained on the gender issue and this is then also lived with women being instructors in technical areas. Thus, girls have role models and references, wherever possible.
- Last but not least, at Wiener Linien importance is given to raise the number of female instructors in technical professions, i. e. to enable women to attend additional training and become instructor.



Photo kindly provided by CER members



Measures and initiatives in the field of reconciliation of work and family life taken up by European railway companies, percentage



N=25 companies

Source: Austrian Institute for SME Research, survey of European railway companies, 2011

3 RECONCILIATION OF WORK AND PRIVATE LIFE

3.1 Main problems and current development

The **need to strike the work-life balance** still rather restricts women's participation in both, certain transport occupations (e. g. long distance drivers, on-board personnel, personnel with rolling shifts, with long periods of absence from home) and certain types of working time arrangements (e. g. inflexible 9-5 working time arrangements or inflexible patterns of rolling shifts) than men's.

Among the most important factors that hamper reconciliation of work and family life in the railway sector are (rolling) **shift work**, **long working hours** (including unforeseen overtime sometimes) and the **need for spatial mobility** (e. g. in jobs on the train).

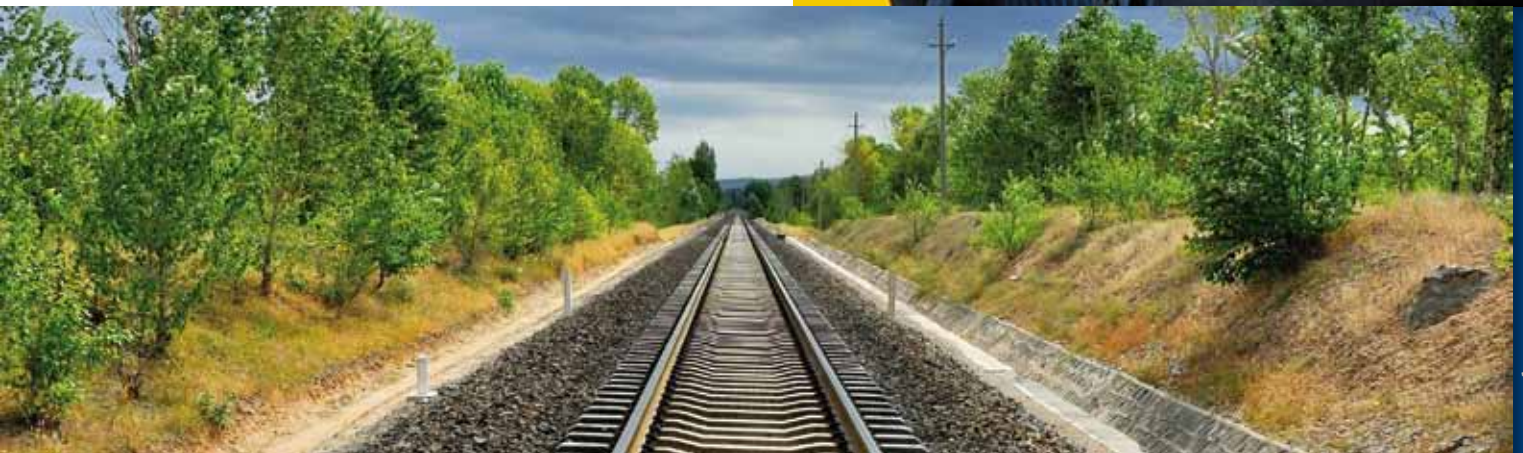
Difficulties in organising leaves for care or family reasons as well as unclear **re-entry** possibilities and procedures, together with a **lack of support in caring duties** are also barriers that still rather affect women's employment in the railway sector.

National legislations still diverge strongly within the European Union concerning e. g. the protection of pregnant women, maternity leave regulations or provision of and access to child-care facilities (concerning the latter, the question whether the public or the private sector shall be responsible for sufficient provision is unsolved in many countries).

Although many enterprises have already implemented measures in the field of reconciliation of work and family life, the issue will remain of high priority. Especially the still existing habit to **attribute family issues (primarily) to women** (which hampers their participation especially in operational railway jobs) will have to be changed within society. Moreover, the general trend to attain a better **work-life balance** for all employees, men and women, persons with or without caring duties, has to be addressed.



Photo kindly provided by CER members



3.2 Approaches

Equality at the workplace depends on and is interconnected to **equality in family life**: The precondition to allow for a better reconciliation of work and family life is that both, men and women share family responsibilities on fair terms.

Therefore, measures that are aimed at facilitating the reconciliation of work and family life but that are at the same time only targeted at women, although helpful in the first place, are not sustainable. Such measures should always be **targeted both at men and women**, and moreover, they should also consider and involve staff without caring responsibilities to prevent from segregation. Studies show that for both, employees and companies, investment in family-friendly enterprise policy **pays off**.

In general, the approaches of railway companies in the field of reconciliation of work and family life relate to **working hours and work organisation** (more appropriate for women), **parental leaves** as well as **caring duties**.

An interesting and logic approach to deal with **working hours and shifts** in a way to facilitate reconciliation for both, men and women, is to (stronger) involve all the employees concerned into shift planning. Such an exchange on corporate requirements and individual desires can lead to a win-win situation for the parties involved (see case study Deutsche Bahn / Company Working Hours Projects).

Measures to support and encourage **paternity leaves** are a good sign to the rising number of fathers who would think of taking over child care but fear consequences at work.

To facilitate the fulfilment of **caring duties** for employees (e. g. for children or for elderly) companies can provide consulting services and child care placement. Nevertheless, as there are many different work locations in the railway sector, the provision of childcare facilities by the company often only makes sense economically at the headquarters or bigger sites.

Another crucial issue in the field of reconciliation is to actively support the **re-entry of employees** from parental leaves. Effective approaches are to stay in close contact with the employees on leave (via access to e. g. intranet and actively informing them on news at the company) and in case of longer leaves, offer training or consulting to facilitate re-entry (see case study PKP Cargo).

Collective bargaining agreements between employers and workers' unions are an important instrument in the field of reconciliation; e. g. they can explicitly aim at supporting equal opportunities, avoiding discrimination of working parents and facilitating the re-entry of employees with family responsibilities (see case study Deutsche Bahn / Voluntary group collective agreement).

The **implementation** of the already existing possibilities should be fostered by raising the awareness among the staff and the management and by supporting self-organisation in teams.

Despite what has been done in this field already, the issues that can be seen as **future priorities** in the area of reconciliation are e. g. further fostering men's involvement (i. e. involve both, men and women); widening the support in caring duties (internal versus external solutions) also for dependent persons other than children as well as exploring possibilities to work part-time in any kind of occupation along with innovative working hour models.

The acceptance of the reconciliation measures among all staff could be improved with a **paradigm shift towards a general work-life balance concept**.



The above considerations thus lead to the following aspects to be thought about in the field of reconciliation of work and private life:

“Do’s” ...:

Reconciliation is a task of the company

Especially in railway companies, where shift work and spatial mobility complicate reconciliation, a framework of assistance respectively structures that facilitate the issue (to be applied on-site) shall be provided.

Involve all employees in reconciliation measures

To raise acceptance and avoid different classes of employees, men and women as well as staff without caring obligations should be included into reconciliation measures, where appropriate, and e. g. have the possibility to take a leave (for further education, etc.).

Involve the whole team in planning work

When e. g. planning shifts the whole team on-site shall be involved so that corporate requirements and individual employee’s desires can be met best. It is also important that reliable work schedules are made a certain period of time in advance.

Allow reduction / flexibility of working time when wished-for

This refers to both, men and women; with caring responsibilities and without – where possible under consideration of the specificities of the different jobs in the railway sector. Show that flexible time arrangements have advantages for all parties involved.

Plan leaves (exit and re-entry) and keep close contact

Think of employees on leaves as part of the team and keep them informed on all important issues, invite them to events, offer them to take over holiday replacements, etc.

Support the concept of work-life balance in the social dialogue

Discuss the issue of reconciliation and work-life balance in the social dialogue and review the collective agreements

... and “Don’t’s”:

Offer part-time only for low skilled workers / under precarious conditions

Part-time is mostly offered in low skilled areas or in low hierarchical levels. Moreover, many flexible jobs (in part-time, with fix term contracts) that are offered in the emerging sectors / companies of transport (e. g. supply chains / logistics companies; which offer least job guarantee) are also precarious while the relatively secure work remains full-time and male-dominated. Part-time shall be possible in all hierarchical levels and for all types of occupations.

Think of care as an issue for parents of young children only

In fact, also adolescents aged 12 to 16 years need their parents. Moreover, besides child care there also is the need to care for elderly persons and such care leaves are even more difficult to plan (as they happen suddenly, the time-period is not predictable, and in general the employee is older than after birth of a child upon return).



Photo kindly provided by CER members

3.3 Good practices

3.3.1 Voluntary group collective agreement (Freiwillige Rahmen-Konzernbetriebsvereinbarung) – Deutsche Bahn (Germany)

Objectives

The voluntary collective agreement aims at

- Supporting equal opportunities
- Avoiding discrimination of working parents
- Facilitating the re-entry of employees with family responsibilities (child care and care of family members)

The agreement represents the framework of initiatives to reconcile work and family life within Deutsche Bahn.

Content

The agreement has two sections: one for the issue of parental leave and working parents and one for the care of family members. The following topics are regulated for the issue of parental leave:

- Planning of the re-entry after and the support in parental leave: For a better planning personal planning interviews are to be held with employees with caring duties. The first interview has to be conducted before the period of legal protection of working mothers (the partner respectively a Works Council member can participate), the second before the parental leave period and the third six months before the end of the parental leave period if requested by the employee. The interviews have to follow a guideline to ensure that the employee's request concerning work time is recorded. The employee also informs if the child care is organised or if information and support is needed. Moreover, the employee can manifest his / her interest in receiving newsletters and information material and information on (in-house) training and qualification activities, company outings, work meetings and holiday replacements.
- Support: The employer is responsible for the implementation of the measures which have been agreed upon in the interviews and for contacting the employees who have declared their interest in holiday replacements. The employer has to inform the employees in parental leave in written form on structural changes, the implementation of new technologies and deriving qualification requests, new jobs (if the former job is lost or the employee is interested in a job change) and supporting measures for child care. The employee has to inform the employer in written form on relevant changes in the family and personal requests for modification.

- **Qualification:** The participation in training measures during the period of parental leave is to be supported. The employer has to inform about appropriate measures and bears all related costs. Moreover, the employer offers consultancy with view to child care during the training period.
- **Workplace, remuneration, work time:** The re-entry is based on the current work contract. The employee in parental leave is replaced in his / her job for a limited period time of a maximum of three years. In the third year a re-entry at an earlier stage is principally possible. Part-time work and alternate teleworking is supported.

Concerning the care of family members the agreement regulates as follows: Employees who organise or take over care responsibilities for family members are offered possibilities to part-time work, alternate teleworking, reduction of overtime and other forms of flexible working hours. If a nursing case occurs at short notice the employee can make use of a non-paid leave of absence. The employer supports the employee concerning the organisation of external care services. Concerning the support and the possibility for training during the period of absence the regulations are as the ones for employees in parental leave.

If differences of opinion with view to the interpretation of the collective agreement occur, a clearing house with two members from the employer and the Works Council each is established.

Performance and Development

In 2010, 1,700 employees of Deutsche Bahn have been in parental leave (12 % thereof men). 10,600 persons made use of working part time and several female employees have taken over holiday replacements for some time while they were in parental leave from their job. They used this opportunity to get insight into similar jobs, break their parental leave for a short time to keep up with the developments at work and hold closer contact with the company.

Although the employees on parental leave receive all the relevant information on (in-house) training and qualification activities, they usually attend qualification measures upon their re-entry and in their working time.

Most of the conflicts of opinion between employer and employee on issues covered by the voluntary collective agreement could already be solved between the parties with assistance of the Works Council without the necessity of the clearing house to become active (approx. 20 cases by autumn 2011); another 3 cases could be solved with the clearing house.

The Works Council now aspires to enhance the group collective agreement to further clarify the group of people covered and the concrete entitlement.

Success factors

The voluntary group collective agreement can be qualified as good practice in the field of reconciliation of work and family life for several reasons:

- The instrument of a collective agreement and the inclusion of the social partners to build a framework for the reconciliation of work and family life guarantee a widespread commitment for the topic and the dissemination of the regulations.
- The regulations reflect the priority of the company to bind the employees in a long run and to adapt the working situation on the changing private circumstances of the employees.
- The strong focus on training possibilities during the periods of absence offers the possibility for career development despite of career breaks and shows that (parental) care leaves are seen as an integral part of the employee's working life in the company.
- The request of planning interviews shows that the problem of reconciliation is approached in an active way and that the period of absence should be actively planned and organised and adapted to possible changes.
- As the company is responsible for implementing the agreed measures and the provision of information concerning further developments, training etc. the mutual interest of company and staff in reconciling work and family life is emphasised.



Urheber: Max Lautenschläger. Copyright: Deutsche Bahn AG

3.3.2 Company Working Hours Projects (Arbeitszeitprojekte) – Deutsche Bahn (Germany)

Objectives

Two third of the employees at Deutsche Bahn AG (DB) work in shift or alternating shift. Over the years, the social partners have introduced more and more detailed regulations concerning (the allocation of) working time. Nevertheless, rising regulation depth on wage level incorporates the danger that individual co-worker's desires as well as the (partly very different) operational interests are not accounted for sufficiently.

Moreover, the social partners on-site opted for transparent and commonly applicable working time solutions in order to guarantee fairness and equal treatment, which also did not ameliorate employee satisfaction as individual solutions were not possible.

Thus, as regards (the allocation of) working time, DB faced the challenge that operational framework conditions vary between sites or even places of assignment and that employee's requirements are very heterogeneous.

In order to solve this unsatisfying situation for both, managers and employees, a new system to establish shift schedules needed to be designed. The target was to better account for individual employee's requirements to facilitate reconciliation of work and private life (and thereby raise employee satisfaction) while ensuring compatibility with operational framework conditions and possibilities.

Content

As a result of the wage agreement negotiations of 2009 and 2011, the social partners have agreed upon the implementation of Company Working Hours Projects (CWHPs), which are not a central project, but a recommendation for sites and fields of business.

The sites that engage in Working Hours Projects under the CWHP label submit to a project template that has been conceptualised by the holding company (the Department Remuneration and Social Policy – Collective Agreements as steering unit; HBP) and agreed upon with all the social partners (unions, employers' association) as well as all fields of business.

The Company Working Hours Projects (CWHPs) are a co-ordinated project procedure for the derivation and co-ordination of operation specific work time organisation parameters on operational level. Where appropriate, the organisation parameters can also be considered in an already existing IT-assisted work time planning system. However, this is not about an IT-assisted planning system for the elaboration of duty rosters and work schedules.

Preconditions of CWHPs and for the utilisation of the CWHP label within the group are:

- The focus has to be on core functions working in shifts and alternating shifts.
- Structure and project template (project mile stones and phases) guarantee common procedures as well as a basis for a common understanding and a desired quality standard.
- CWHPs are carried out voluntarily and with responsibility on-site.
- Projects serve to establish a communication, problem solving and implementation culture in which employees, works council and employer cooperate to achieve work schedules that account for employee's desires and operational requirements.
- CWHPs are common projects where all persons involved are on a par.



A CWHP starts with the commitment (project agreement) on the project charter (the first mile stone) by the involved parties. A member of the HBP department is on-site for assistance and moderation when the standardised procedure according to the project template is carried out. This is followed by a phase of analysis and survey to establish goals. All employees concerned are actively involved, in particular through employees' workshops. The outcomes of the workshops are documented and handed to all the parties involved for further interpretation. Prioritised measures as defined according to a template build the basis for further measures and steps in project implementation. The project implementation is then evaluated and results are made visible and are exchanged.

As the result of the CWHPs, ameliorated duty and assignment schedules in shift and alternating shift work on the respective sites and in the different business fields are achieved by giving due consideration to corporate requirements and employees' desires to better reconcile work and private life.

Performance and development

A standardised, common procedure (project structure and project template) allows for a uniform project framework that in turn enables transparency and ensures the quality of the outcome. Moreover, exchange of experiences and results is facilitated. In the framework of the project mile stone "evaluation of the project implementation phase" project results are monitored on the basis of an opinion picture of the involved parties (via employee survey or polls).

Since the start in 2009, the number of projects has continuously been growing. Currently (end of 2011) there are 40 CWHPs in the DB group at 65 sites in operation respectively agreed upon. Approx. 3,600 employees working in shift or alternating shift currently participate in these projects. Quality of the projects comes before quantity of projects, as an outcome that works best for each individual employee involved and the employers shall be achieved.

Deficits in communication and leadership, that often result in considerable negative effects on working time allocation and thus work and assignment schedules could be detected and resolved by applying the procedure for CWHPs. Project results are used directly to ameliorate regular processes of working time allocation.

Success factors

The Company Working Hours Projects at Deutsche Bahn illustrates, that general negotiations on working time are necessary in order to set a framework for equal treatment for all employees. However, the implementation for the complicate arrangement for shift workers and in particular rolling shifts can create dissatisfaction since individual needs do not necessarily correspond to the equal treatment rules. A method, which is able to combine the equal treatment principle with individual wishes in an open and transparent way, which allows all workers involved to agree upon, can raise satisfaction. In this case success is determined by:

- A clear structure and project template (project mile stones and phases) that have intensively been co-ordinated with all parties involved.
- Project responsibility lies with those involved on site and not on central level. Responsibility is shared among all on-site project partners (there is one project leader from the side of the employer and one from the side of the workers council).
- Neutral accompaniment is provided and further development of the process is pursued by the HR department of the group.
- Employees' workshops where discussions are held and opinions are exchanged facilitate acceptance of the outcome (better than e. g. standardised employee surveys).
- There is intense communication about CWHPs in the group and on-site (e. g. articles in employee's magazines, topic in team talks, etc.) which leads to the achievement of snow ball effects.
- There is regular exchange and open communication in the framework of co-ordinating working hours projects with various levels of participation.



3.3.3 Project “Working Parents” (Projekt – Rodzic w pracy) – PKP Cargo (Poland)

Objectives

The “Working Parents” project aims at supporting women and men after the parental leave period and to enable work life balance for employees with young children and at raising awareness for the problems of working parents. It is one of three pillars for ameliorating the reintegration after the parental leave, next to the opportunity to work part-time for mothers of children under the age of 4 (based on the National Labour Law) and financial support for working parents and women who are on parental leave (based on internal regulations and funded by the company’s social fund).

The project on the one hand intends to make parental leave more attractive to male workers and on the other hand it is also directed particularly to superiors of female workers who re-enter from maternity or parental leave in order to break gender stereotypes concerning parents having small children.

Content

The “Working Parents” project has been implemented in 2010 and consists of four elements:

- Intranet website: The intranet website for working parents informs on the relevant legislation and legal regulations and provides practical information on issues to be organised after parental leave. News for working parents is presented. Moreover it contains information on the other elements of the project and presents the project as a whole.

- E-learning: The e-learning platform which can be found on the intranet website informs in-depth about the law for working parents and the work-related problems which can occur in pregnancy and when returning from parental leave (including working time, maternity and parental leave). The issues of the training are among others the social situation of parents returning after parental leave and the psychological situation and motivation for work.
- Consultancy: Consultancy (e. g. on possibilities, decision finding) is offered to working parents by an experienced woman (a mother of 3 children).
- Internal questionnaire: To gain more information on the situation of working parents and to ameliorate their situation the persons returning from parental leave are asked to answer an online questionnaire. The respondents are among others asked about their motivation of returning and their relationship with colleagues and superiors.

The project is internally supported by the management – the member of board for personnel, the representative of board for personnel strategy and the HR director. The involved departments are the HR, the legal and the IT department.

The “Working Parents” project is internally promoted and communicated via various channels, e. g. magazines, mailing and Intranet.

External experts and institutions consult the enterprise in the frame of the project.



Photo kindly provided by CER members

Performance and development

The “Working Parents” project has only been implemented in 2010. Nevertheless, PKP Cargo has received positive feedback from working mothers and from pregnant women who intend to go on maternity leave or want to return to the company after parental leave. The project can be summarised with these testimonies: “I feel more sure and safe as a working mother.”, “I am convinced that the employer will treat me in a fair way after my parental leave.”, “These practices help me to take a decision to return after my parental leave.”, “I increased my awareness about my rights as a mother.”.

The internal questionnaire on the Intranet in 2010 included 7 questions, the respondents were among others asked about their motivation for returning and their relationship with colleagues and superiors. As this questionnaire is not anonymous, the questions in 2011 have been changed. Returners are now questioned what initiatives, measures he or she would recommend to the company for a better reconciliation of work and family life.

A good co-operation with an external organisation specialised in gender equality has been established in order to intensify PKP Cargo’s knowledge about gender equality. External support has also proven helpful in establishing the first measures in this field.

At PKP Cargo, 5,000 to 6,000 employees of the 24,000 total staff do in 2011 have access to the Intranet website of the “Working Parents” project. Subject to good evaluation results, a paper version with information for all employees will be created.

More and more pregnant women and working mothers, who return from the leave, seek contact with the consultant. Additionally, various informal contacts among the working parents emerged. This specific network allows sharing useful information and baby equipment.

It is estimated that hundreds of working parents and their superiors have visited the internal website and have the used e-learning materials The software of the internal website communication system has been amended in autumn 2011.

The project will be continued and it is intended to analyse its achievements in 2012. Then figures that show the possible benefits for parents as well as for the company e. g. if employees tend to take shorter parental leaves since the implementation of the “Working Parents” project, if more fathers take advantage of parental leave, etc. will be available.

In general, it is expected that the “Working Parents” project will contribute to increase motivation among the staff, strengthen the employer branding and raise awareness on the issue of work-life balance. Working parents involved in the project voluntary give various propositions of useful initiatives to the HR department. Therefore, the project is still developing and brings new solutions for working parents and for the company; it shall be extended step by step in order to build a good system from reintegration after parental leave in particular to gender equality in general.

Success factors

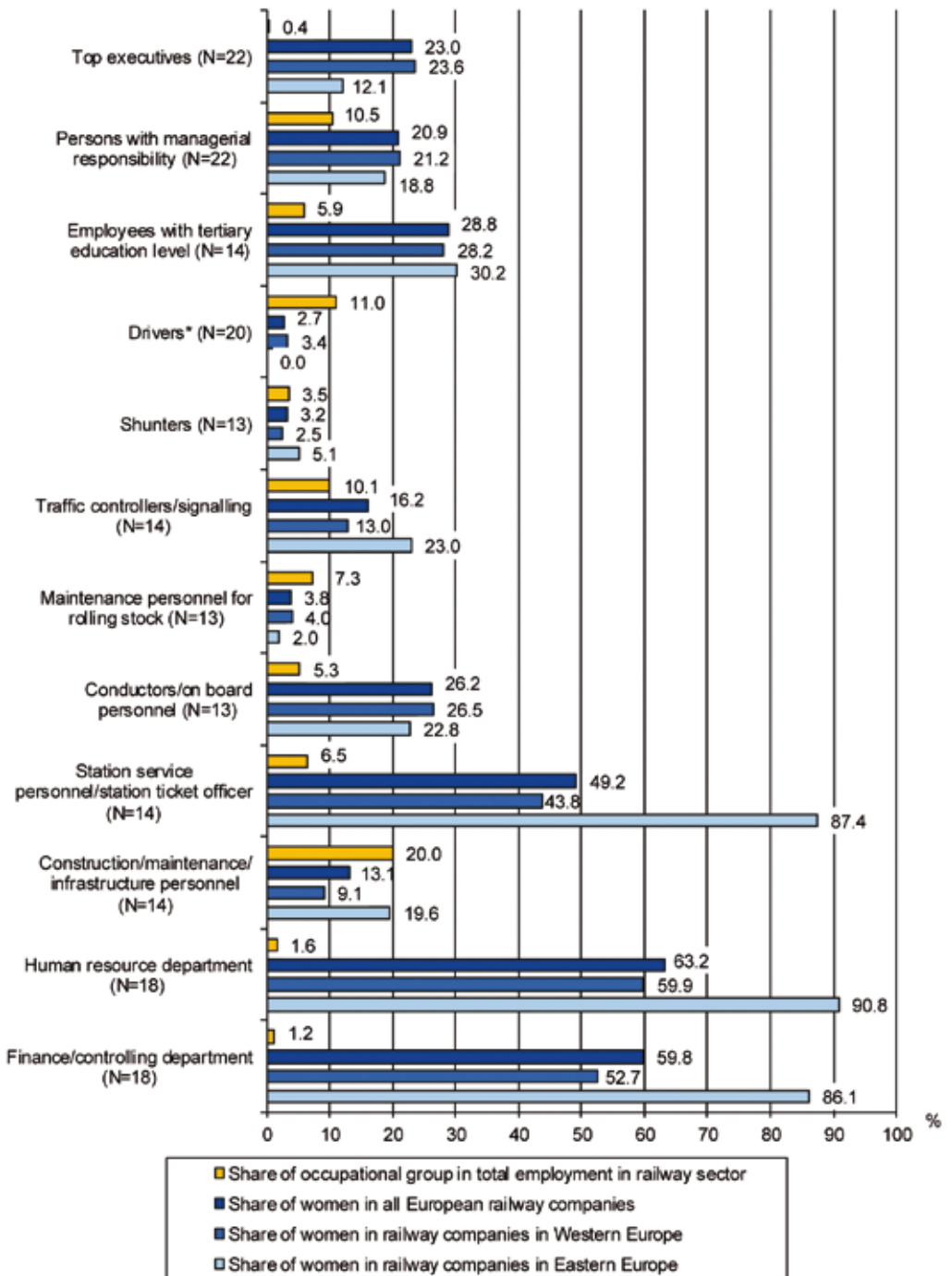
The “Working Parents” project has several characteristics which should be highlighted:

- **Availability:** Being an online-tool all elements are permanently available for the whole eligible staff. Thus, also future parents can make use of the tools and the parental leave can be prepared based on throughout information.
- **Awareness rising:** As the tool is available for the whole staff it contributes to raising the awareness of the specific situation of men and women in parental leave and working parents and can enhance the comprehension for the target group among colleagues and superiors.
- **Learning element:** With the questionnaire the project includes a learning element for the company as all working parents and employees returning from parental leave are asked to share their experience to gain information on how to adapt the tools and the supporting instruments.



Photo kindly provided by CER members

Relevance of different occupational groups and share of women in different occupational groups in European railway companies, 2010, percentage



Note: The number of companies which could provide data on this issue is shown in brackets.

* Drivers: The share of women in railway companies in Eastern Europe is 0.0 %. This does not mean that there are no female drivers at all, but that the share is so low that it cannot be expressed by a figure with only one decimal place.

Source: Austrian Institute for SME Research, survey of European railway companies, 2011

4 CAREER AND EQUAL PAY

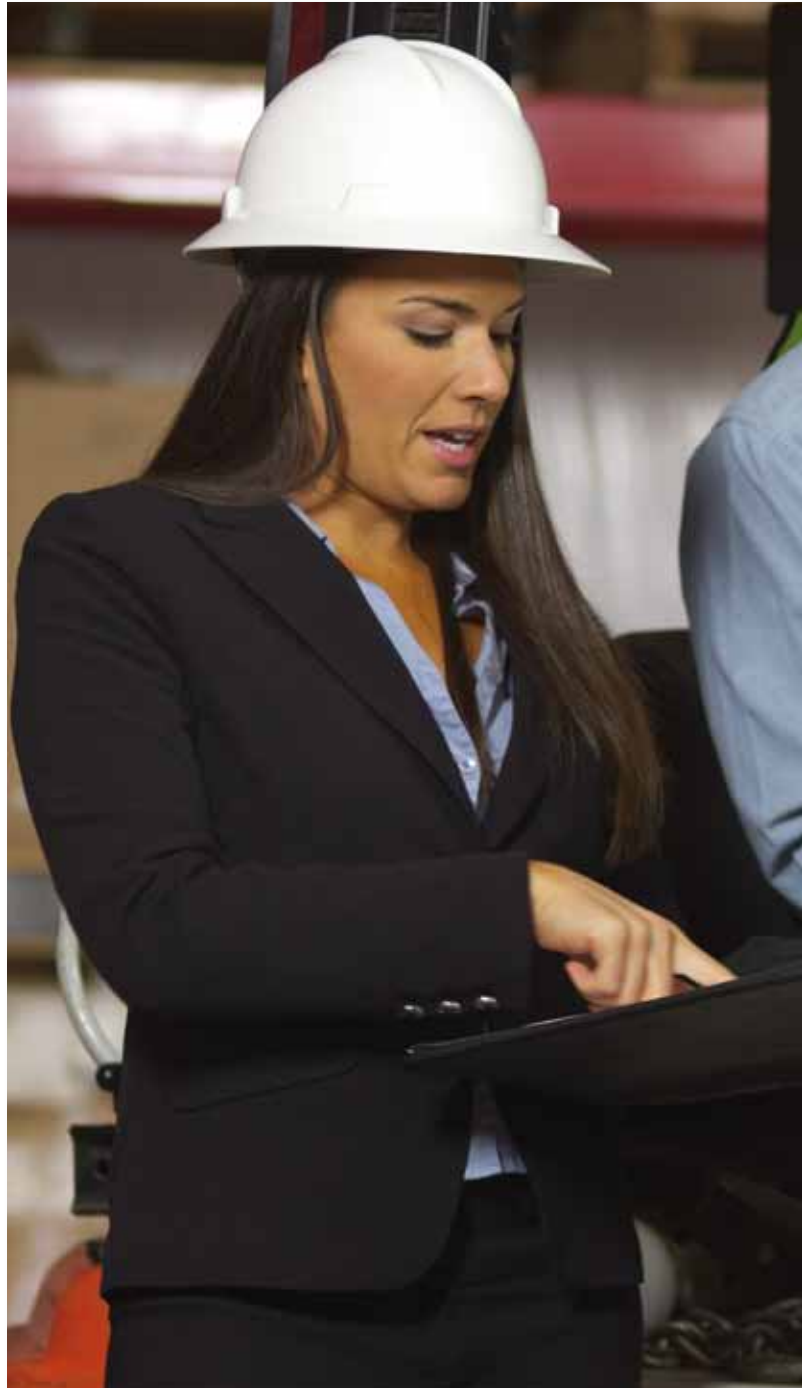
4.1 Main problems and current development

Required working hours (in terms of flexibility, overtime, etc.) for (some of the) higher positions and **gender related prejudices** (e. g. on leadership styles) are important barriers that hamper career development of women in the railway sector. As outlined in the previous chapter, part-time solutions are still rare. They are also mostly not offered in hierarchically higher occupations.

The **lack of appropriate training** (that accounts for gender differences in learning styles) also ranks among the reasons for problems with career development, which is especially true for technical occupations in the railway sector (as on average women today leave the educational system very well trained).

Maternity / child / elderly care leaves in general still have consequences on career paths as career development is still often connected to quantitative criteria (e. g. hours spent at work) and re-entering actions are not so common. There is less guarantee that, after professional breaks, women will return to the original job and often women are excluded from further training opportunities due to family commitments.

Educational background (the lack of appropriate training) and age can negatively affect the **gender pay gap** at the expense of women. So, on average for better educated women the difference is higher than for the low qualified. Young women aged up to 30 years earn only slightly less than men. For women aged between 40 and 50 years there on average already is a considerable difference. Women still tend to accept lower wage (and part-time work) to combine the role of mother and wage earner which is another factor that influences the gender pay gap.



4.2 Approaches

Career advancement of women has not yet become a focus of many railway companies. Although there might be e. g. targets for women in management or offers for professional trainings by some companies, railway companies would need to apply a more comprehensive approach. Such an approach should combine quantitative targets, adequate training and working hours, the review of career and remuneration paths, networking and, last but not least, the breaking of still existing stereotypes towards leadership respectively what competences are really required to succeed to give women a real chance for a career.

So far, concerning measures and initiatives in the field of **career development**, some of the European railway companies have implemented **training, development or qualification measures** (incl. mentoring, coaching) to support women in career progress or in technical professions (in general or for specific occupations respectively types of skills) (see case study Italferr).

Professional development training is a perk that benefits both men and women but is often more immediately valuable to women, since they tend to come into technical positions from non-traditional career paths. When companies promise training, they also have to take care not to set up near-impossible barriers to entry. Companies that can demonstrate how they help staff gain new skills will attract and retain women.

Often, also a **review or change of career promotion procedures** to the benefit of women (in general or for specific occupations) becomes necessary, as despite of being well trained, women still lack behind.

Thus, on the agenda stays the **underrepresentation of women in typical rail jobs and technical and management positions**. Career development programmes, the creation of talent pools, the support of networking among women and other measures to tackle the glass ceiling are of a top priority to address the vertical segregation (see case study Deutsche Bahn).

Similarly, **publishing and clearly defining career tracks** lets employees know where they are and where they're headed. That way, if one takes a break for a year for family reasons, he / she knows where they are when leaving and when coming back. Studies document that men in leading positions have as well as women discontinued their professional life / career, so taking leaves per se cannot be the reason for the low number of women in top positions.

It is absolutely necessary to further discuss and tackle the **gender pay gap** and direct and indirect wage discrimination. **Regular reports** on the issue of the gender pay gap (e. g. annual wage average of women and men at different positions) are not very popular among railway companies yet but will (also due to legislation) become an issue in future. Some of the companies have only made a **one-off study** (e. g. for assessing the general equality situation) so far.

Public salary scales can make a big impact on employees' perception of fairness. It is not necessary to publicise everybody's salary, but putting each job in a category and making the pay scale for each category public can answer a lot of questions and make women believe they are not (or are) getting taken advantage of.

Despite all this efforts, the phenomenon described as the **"glass ceiling"** (women get stuck in middle management positions because men are often preferred to women who are just as capable) that is partly due to prejudices and so called "old boys networks" but also to different motivations and approaches to leadership that might exist between men and women has to be further and more sustainable investigated and tackled.



Photo kindly provided by CER members

The above considerations thus lead to the following aspects to be thought about in the field of career and equal pay:

“Do’s” ...:

✔ Set quantitative targets and monitor them

To foster women’s careers, strong backing from the top management is a crucial element, e. g. via the setting and controlling of quantitative targets with view to women in management positions.

✔ Be open with employee classification, goals and career paths

Classify and evaluate qualifications and also define career paths along with the requirements for advancement. Tap internal sources (re-orientation, promotion) to fill management positions with qualified women.

✔ Offer mentoring programmes and support networking activities

An active mentoring programme is crucial, especially for women in a male-dominated field. Also enable the establishment and maintenance of networks for women (keeping in mind the possibly different approaches of men and women towards networking).

✔ Plan “inclusive” training

Training has to be planned and tailored so that men and women can benefit from it. Make sure that content, trainers and timing also appeals to women and define which career progress can be made after having attended certain training.

✔ Actively invite women

Address and motivate women explicitly:

- to attend training;
- to apply for occupations in an higher hierarchical level.

✔ Apply transparency against gender pay gap

Transparency plays a key role in tackling the gender pay gap. Common and strict remuneration systems which determine specific positions to defined levels of pay are essential. Nevertheless, the gender pay gap is still related to fringe benefits or specific contracts. Thus, criteria which lead to benefits are to be defined and communicated.

✔ Put career development and equal pay on the social dialogue’s agenda

Discuss the issue of career development and equal pay in the social dialogue and review the collective agreements

... and “Don’t’s”:

✘ Have the illusion that “everything works out”

There is no “invisible hand” that ensures that the best employees advance in their career. By trend, there are e. g. different attitudes to leadership by men and these have to be accounted for.

✘ Think that good leadership is subject to availability “around the clock”

Leadership is rather a matter of organisation than of being available all the time, thus leadership in part-time is possible. Studies show that there are men as well as women in management positions who had career breaks.

✘ Expect that individual negotiations lead to fair pay

Rather, because of individual negotiations inequality rises and those who market themselves best earn more.

4.3 Good practices

4.3.1 Self Empowerment (Sé – Self Empowerment project) – Italferr / FS Group (Italy)

Objectives

Italferr is the engineering company of the FS Group. In line with the group-wide initiatives on the positive action for gender equality and in a general context of disseminating an equal opportunities culture – meant as the development of personal and professional skills and resources for all of its employees, Italferr has promoted a training project intended for the enhancement of a special segment of the corporate population. Thus, female workers employed as Works Manager, Project Assistant and Departmental Specialists, who are responsible in all business units for checking that engineering projects are completed were selected for participation.

In these positions, female workers are underrepresented (16 % against an average of 19 %), owing to logistic and organisational difficulties, impediments preventing work-life balance and, last but not least, their need to further strengthen managerial and leadership skills in interacting with a number of players (general contractors, subcontractors, stakeholders, etc.).

Content

Sé – Self Empowerment is a pilot project that aims at promoting a training pathway to enhance the segment of the female population working in the Operations Directorate (management of buildings). Therefore, the aim is to strengthen female employees in terms of their self-determination and ability to make choices, by developing feelings of occupational and personal value and effectiveness of control of their employment situation.

More specifically, training actions are designed to foster:

- Better awareness of the organisation and the individual's own job and position
- Personal and organisational empowerment

The pilot project ran from May 2010 until February 2011. In the course of the Sé project online training and modules in classroom alternated, the whole process was accompanied by up to 10 hours coaching in individual meetings to support the personal development plan. There also were informal opportunities for dialogue such as mailings, suggestions and help by phone. The creation of a network among the female trainees has been enabled. The whole project has been supported by testimonies, i. e. female managers of Italferr.

Self Empowerment started with online pre-classroom training in May 2010, then the following 4 modules in classroom were held on the topics:

- The Safety Culture (20 hours in June / July)
 - Health and safety: general legal aspects; main actors in prevention; company doctor, prevention and health surveillance (e. g. industry production cycle and main specific risks; collective-prevention measures at work; position/post-related risks; duties, responsibilities and sanctions).
- Self Empowerment (20 hours in September / October)
 - Self-empowerment and self-efficacy: introduction to the topic and conditions for effectiveness; fundamental dimensions and drivers for change; self-confidence; self-awareness, competence, cause-effect link.
- The other and I (20 hours in November / December)
 - Effectively communicating and managing relations (main barriers to communication; identification of customised corrective actions); functional communication (communication strategy); communication issues and interpersonal relations style (communication and interpersonal relations at work; identification of customised corrective actions).
- The others in the group and I (20 hours in January / February)
 - Team-working and team-building: Leadership (how to represent leadership; dimensions; concept evaluation; management and leadership); employee's management and development (useful behaviours; situational leadership model; prescribing, motivating involving and delegating).

In between these 4 modules in classroom, online self-development training was offered. The project finished with online post-classroom training and a final meeting of all participants.

For the coaching, three in-house tutors and a supervisor were duly trained and certified through a tutoring process – which also implied a fruitful exchange of views, support and guidance – and helped trainees to become aware of their individual strengths and areas needing additional improvement while defining from time to time development objectives through a personal action plan.

Besides organisational and personal empowerment (enhanced organisational and role awareness), the Sé project enabled its participants to develop their transversal skills (i. e. soft skills such as creativity and innovative capacity).

Performance and development

All women in the above identified occupations with no personal and / or work impediments attended the Sé project, thus 28 women have participated.

For classroom training modules, distance learning contents and mentoring activities, specific evaluation sheets were compiled to measure participants' perception. On completion of the classroom training course, the investigated areas were e. g. effectiveness of trainers in covering subjects or usefulness for personal development and for the achievement of personal / professional objectives.

Evaluation areas with regard to the training material accessed through the corporate intranet for distance learning concerned the material's degree of effectiveness, the specialisation and broadness of contents, and material's capacity to trigger reflection. On completion of the training course, system-developed charts were compiled and fed to the midterm and final reports on the course performance.

In addition, at the end of the practical section of each training module, all trainees committed to a number of actions in view of developing their individual behaviours and competences whenever areas for improvement existed.

The objectives achieved during the training course were summarised in a project windup meeting, held in the presence of the customer / co-financer and titled "Il racconto dell'esperienza" (About the training experience). The women trainees gave a first-hand account of their experience by illustrating their acquired knowledge and individually achieved development and growth. The major proactive initiative from participants in this Sé – Self Empowerment project was the creation of the first network of Italferr women exchanging among each other and with their tutors suggestions, tips and requests. The same trainees further contributed to the compilation of a final paper featuring a visual account of the most salient phases of their experience.

The following objectives were achieved: enhancement of the role of women working in the identified functions; organisational empowerment and self-empowerment processes by

promoting the strengthening of women's self-efficacy and the development of their transversal skills associated with their role and the management of interpersonal relations on various levels of the organisation; consolidation of the "psychological contract" between the organisation and individuals through the recognition of the value of personal and professional contributions associated with gender differences.

The idea for the future is to continue experimenting this method with the involvement of male colleagues by targeting other groups of the corporate population (e. g. the youth).

Success factors

The Self Empowerment project of Italferr succeeded in empowering women and thereby strengthening the organisation due to the following factors:

- The project Self Empowerment has been supported by the top management and the HR manager, i. e. there was top-down commitment that is crucial for the success of such initiatives.
- This was an organisational and personal empowerment project aimed at enhancing the experience of the female component, while recognising and emphasising diversities.
- This training project also raised the awareness of organisational roles and developed personal mastery so as to most suitably cope with changes, restraints and opportunities within the organisation.
- The conditions to complete the project included a specifically trained, proactive and well-motivated staff of internal and external trainers, a good degree of knowledge of opportunities offered by the ESF and EU procedures, confident trainees who were positive vis-à-vis the corporate organisation and who also were able to take risks and test new skills.
- By empowering women, the project in the same time also contributed to the amelioration of organisational processes as role-understanding, communication and team-working have been enhanced.



Photo kindly provided by CER members



4.3.2 Quantitative Targets for Women in Management (Quantitative Ziele / Frauen im Management) – Deutsche Bahn (Germany)

Objectives

To remain competitive, DB is in the urgent need of a qualified junior workforce. Due to the general lack of potential new employees resulting from demographic change in Germany, the competition for highly qualified employees in the labour market is becoming increasingly fierce for companies. DB can and will not do without women. At the same time, young employees – men and women – today have a different outlook on life. They expect a better work-life balance and more time with their families.

Whereas the public discussion whether or not to introduce women's quotas in Germany is currently focussing on women in management / supervisory board positions, DB rather focuses on raising the share of women across all management levels by means of quantitative targets. By 2015, Deutsche Bahn (DB) intends to

- raise the share of female executives to 20 % across all management levels (2010: 16 %);
- raise the share of female employees to 25 % of total employment (2010: 21 %).

In this case study the focus lies on the first target.

Content

In order to further develop a corporate culture of Diversity offering equal opportunities for men and women where every employee feels appreciated, in 2011 DB set itself quantitative targets to raise both the number of women in management positions as well as the overall number of women employed within the company.

Based on a detailed analysis of the status quo (e. g. current share of women in management positions at various levels) plus an analysis of anticipated developments over the coming years in retirements, positions to be filled compared to women available within the company, DB has defined the above quantitative targets. Furthermore, in 2010 the company launched a comprehensive programme (targeting company culture and organisational structure) into which the above targets are now incorporated. This comprehensive programme focuses on the following:

- The whole process was initiated by the new board strongly committed to a change in company culture shifting towards more diversity and, seeing that structures at DB are highly hierarchical, the line management has been involved in the process from top to bottom. Two important workshops have been held:
 - WS I with 38 female managers identifying barriers and discussing possibilities to overcome them. Female managers are simultaneously seen as role models and multipliers in the process.
 - WS II with 70 participants from top management discussing possibilities of how to keep the topic of promoting women's careers high on the daily agenda and get people talking about it.
- At the end of 2011 DB appointed 14 female managers as members of the Supervisory Boards of DB subsidiaries.
- For any management position to be filled at least one woman has to be shortlisted as a potential candidate.
- The mentoring programme "Career with Children" ("Karriere mit Kindern") has been initiated. The programme aims at supporting managers and fast-track graduates in the early phases of starting a family while still promoting their career. To participate, you must take at least two months parental leave. Participation is open to both genders.
- Already existing cooperation programmes with schools are to be used more intensively to further girls' and young women's interest in technical careers.

Performance and development

Since the quantitative targets have been agreed by DB only recently, no evaluation has taken place as yet. But within the strategic management process, a semi-annual monitoring of the results is conducted by the management board. Furthermore, special attention is paid to the recruitment of women.

It has been recognised that within the company there is a certain dormant potential of women not having reached management positions yet, e. g. women who participated in graduate programmes or specialists (also women aged 50 years and over) who would appreciate work in a management position and who also have managerial potential to be further developed.

The on-going mentoring programme "Career with Children", open to 30 managers and fast-track graduates (male and female) has a defining effect on corporate culture. As part of the programme, additional workshops with managers, members of the works council and HR managers are held to start a process of change within the whole company.

Success factors

Quantitative targets to promote women's careers throughout different levels of management are an effective and sustainable tool if the following circumstances are taken into consideration:

- There must be a strong commitment throughout the management structure from top-down. The Diversity Agent, HR and the internal training institute DB Academy work closely together on the promotion of women's careers.
- Clear and direct communication is essential. Male employees may fear that their careers may come to a standstill because of female colleagues being promoted to higher positions just to meet the targets. Yet it is still performance that counts. What must be communicated clearly is that this cultural change is for the benefit of all employees – male and female alike.
- The general assumption that railway companies are, and will be, male dominated domains can no longer hold true, as data from past decades and especially the former "Deutsche Reichsbahn" reveal that high shares of women through all professions are possible. Moreover, down to technical progress physically demanding work is diminishing.
- Last but not least, the overall political climate is an ideal backdrop for the envisaged change in corporate culture.



British locomotive driver, ASLEF



Most important positive impacts of gender diversity on European railway companies, percentage



5 OVERALL EQUALITY POLICY

5.1 Main problems and current development

Studies prove that **gender equality correlates with profitability**. There is clear evidence that companies that have women among their top management perform better, as these companies are able to tap the whole pool of talents and competencies and also understand the needs of their male and female customers better.

Many railway companies have recognised these aspects and have put efforts into raising the shares of women working for them throughout all areas of business and in different hierarchical levels. They have set measures in certain areas, but often with limited success – throughout Europe, the railway sector still remains **male-dominated and the situation only changes slowly**.

Despite the fact, that there are still too few women interested in studying the technical subjects that would enable and facilitate their career in the railway sector, a male-dominated **work culture and gender stereotypes** in railway companies still represent a major barrier to the employment of more women. Work culture can only be changed slowly and such a change requires a rather comprehensive overall equality strategy (that includes a bundle of measures for all levels and in all areas).

While it is already difficult to implement an overall equality strategy and policy **on all hierarchical levels** within a company (starting from a top-down commitment), the railway sector has to cope with the additional challenge of its broad and plane organisation, i. e. there are **many different sites** spread all over the respective country that act rather autonomously.

The **institutional incorporation of gender equality** issues is not yet common in the majority of the railway companies, but seems to be of increasing importance and a step towards an overall and broad approach.



5.2 Approaches

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.

Prerequisite for tackling the horizontal (in terms of occupations) and vertical (in terms of career) segregation in employment within the sector which reflects the segregation in the labour market in general is the overcoming of **gender stereotypes**. The **cultural change** has to affect all organisational levels in the companies, starting from the top management to division managers, supervisors and immediate superiors. There, it is very important to show that also men are hampered by stereotypes and the advantages of mixed teams.

Executives and managers need to understand what constitutes **stereotypes** how they can be overcome and they need to provide **training** on that subject to their entire staff. After the training is complete, the CEO needs to formulate the consequences of rule-breaking.

As regards the **incorporation of gender equality issues at company level**, gender equality issues should be included in the company's social dialogue with trade unions and/or works councils. This may include the negotiation of company collective agreements. A **regular corporate reporting** on the situation of women in the company (e. g. on numbers, payment, hierarchy levels) is an indispensable instrument. The establishment of a **specific body** (unit, group, person) responsible for equal opportunity issues would as well be a supportive measure.

Such initiatives and measures also help to **detect if and where exactly problems** with equal opportunities occur (and thus provide a basis for defining strategies to tackle these). In large companies, there often is a gender equality committee consisting of representatives of both, employers and trade unions, while in smaller companies the HR manager / department takes over this task. Concerning the implementation of specific bodies for equal opportunities it is crucial that the competences are clearly defined and that appropriate financial sources are provided.

Equal opportunity plans usually define overall and specific objectives which have to be fulfilled within a given time frame and are often in line with the overall company's strategy. The development of equal opportunity action plans, the clear definition of equality targets and the **setting of (quantitative) targets** together with a regular monitoring makes the issue binding. Thus quantitative targets are a means to enhance and communicate the commitment of the management to support the issue, but a continuous monitoring has to be implemented to assess the progress. The **implementation process** also is a crucial issue where **regular monitoring** allows for "fine-tuning" of measures.

The **cultural change** should not only be **visible internally but also externally**. Thus, networking with institutions and other companies active in gender equality issues is highly recommended and practised by about one third of the companies. To contribute to a changed image of the sector PR initiatives should be reinforced where women are visible on all kind of occupations. Signing equal opportunities charters and labels can illustrate the commitment to gender equality.

As more and more railway companies can rely on experiences, **lessons learnt** should be drawn with view to the design of future measures and the **exchange of experience**. Programmes are to be redesigned taking into account experiences gained in former projects. Here, overall and coherent programmes are to be favoured as this corresponds to the fact that gender equality is a process which is influenced by multiple interdependent factors.

In this chapter, case studies from ÖBB and Daimler AG (a supplier to the railway sector) are presented as examples for rather comprehensive, overall equality policies. Nevertheless, today many more companies (e. g. SNCF, SBB, etc.) have such overall corporate policies.



The above considerations thus lead to the following aspects to be thought about in the field of overall equality policy:

“Do’s” ...:

✓ Gender equality is a management task

A top-down strategy has to be developed, implemented and controlled for. Such a gender equality strategy should be part of the overall corporate strategy and binding for the management.

✓ Set targets and monitor them

Create responsibilities on the different management levels and set standard procedures for monitoring and reporting.

✓ Communicate and support gender equality (internally and in external relations)

Involve the whole company, as stereotypes that hinder equality may occur on any hierarchical level and in different situations (at work or in advertisements for the company).

✓ Continuously work on a change in culture

Such a work culture is the basis for every day work in the company, it does not come by itself but has to be developed.

... and “Don’t’s”:

✗ Simply think of equal opportunities as of equal treatment

When men and women at work are treated equally (and often in a way that traditionally serves male behavioural patterns) that does not mean that both have equal opportunities to develop their real potential (to apply their talents and serve the company purpose best).

✗ Expect that an equality / diversity strategy is sufficient

This is just the starting point for implementation, controlling and re-thinking of the process. Achieving gender equality is a long-term process that actively needs to be supported, made conscious and visible.

✗ Expect that all instruments / measures applied turn out to be useful

This is a (non-linear) learning process and often adaptations become necessary in order to achieve the targets.



5.3 Good practices

5.3.1 Equality programme – guideline gender (Gleichstellungsprogramm 2015 – Leitlinie Geschlecht) – ÖBB (Austria)

Objectives

To draft the equality programme the project “equal opportunities management” has been implemented from February to July 2011 with the following objectives:

- to develop a programme to support women on the basis of the ÖBB equality-strategy, which is an integral part of the ÖBB strategy;
- to develop and implement the equality policy within the ÖBB corporate group;
- to analyse the requirements of the remuneration report which is to be published regularly according to the law on equal treatment;
- to draft an implementation plan to reach the equality targets.

Deriving from these objectives, the tasks of the project team included

- the analysis of the status quo;
- the identification and prioritisation of thematic issues;
- the definition of the equality policy content in the framework of the ÖBB-equality strategy;
- the development of a topic-related programme for gender and diversity management with a focus on gender;
- the development of indicators for monitoring and assessment;
- the development of an implementation and a communication plan.

Content

Against the background of experiences made with supporting programmes for women since the late 1990s gender equality issues should be institutionalised in the enterprise’s policy. Thus, gender equality has been integrated in the strategy of the corporate group ÖBB following the concept of gender mainstreaming and diversity management.

The ÖBB guideline “Gender” which has been drafted within the project consists of the ÖBB women’s programme and the ÖBB equality policy. Within the women’s programme a key element is the setting of quantitative targets as follows:

- Increase of the share of women among the workforce from 8,2 % to 11 % in 2015 (this should be reached by having among three new-recruited persons at least one woman), as approx. half of the persons leaving the enterprise are women);
- Increase of the share of women in management positions from 7,6 % to 15 % in 2015 (among all divisions);
- Increase of the share of women in supervisory boards to 25 %;
- Increase of the share of women among apprentices to 20 % 2015;
- Female share of 25 % in top performer and high potential programme.

These targets will be monitored each year and published in the business report. The targets should be reached in different domains, as there are traditionally female dominated domains (e. g. 40 % of the managers in the domain passenger transportation are women). Thus, the managers will be asked, which contribution they will / can contribute to reach the targets. Moreover, it is intended to include the equality targets in the management by objectives.

The ÖBB equality policy consists of a commitment to equal chances and treatment regardless of gender, age, migrant background, sexual orientation or disability, as well as programmes for equality, for better reconciliation of work and family life and (in December 2011) the instalment of an equal opportunity committee and regional gender opportunity commissioners.



Photo kindly provided by CER members

Performance and development

The project “equal opportunity management” was finished in July 2011 and several milestones have been achieved. Concerning the equality strategy within the corporate group’s strategy, it was the management board that decided the women’s programme including the quantitative targets and the equality policy. Indicators have been developed to monitor progress. Moreover, the gender pay gap report has been drafted.

The project has been communicated externally (“ÖBB is female”, girl’s day) and internally in the internal communication channels (corporate group journal, intranet, management information etc.). The project seems to be one of the most interesting internal initiatives as this project has more visits in the intranet of ÖBB compared to other projects.

As the programme has just started and the quantitative targets have been mainly set for 2015 an overall assessment of the programme developed in the project is not possible up to now. By the end of 2011 the regional equal opportunity managers and the group’s diversity manager have been nominated.

Each year the equality programme will have a new thematic focus. After 2011 with the gender focus, 2012 is dedicated to age and sexual orientation and 2013 to disability and culture / migrant background.

Success factors

Although the success of the programme cannot be assessed yet key elements should be highlighted which show the commitment of the enterprise towards gender equality and create adequate structures for a substantial and sustainable change:

- The setting of quantitative targets and the implementation of a yearly monitoring enables a detailed assessment of the measures implemented. This increases the pressure of justification if targets are not reached as interpretation space is limited. This makes gender equality more tangibly.

- The embedding in an equality policy as part of the management strategy shows on the hand the commitment of the management for gender equality issues and enhances the responsibility of the management board to support gender equality and reach verifiable achievements.
- The preparation of the programme in a project with a clear division of tasks and responsibilities and the back-up of the management board and the work council which were involved in the preparatory project as supervisory board members.



Photo kindly provided by ÖBB members

5.3.2 (Gender) Diversity Strategy (Frauenförderung) – Daimler AG (Germany)

Objectives

Daimler AG is a German manufacturer of automobiles, motor vehicles, and engines; the company, among others, is a component supplier to the railway sector. Daimler AG is part of the Daimler Group that has a very comprehensive world wide diversity strategy and organisation and serves as an example for an enterprise with many technical occupations.

A company collective agreement reached back in 2000 (GBV "Frauenförderung" of 2000, amended in 2006 and 2010) sets target corridors for the proportion of women in all positions covered by collective bargaining agreements in Germany. Corporate management has also defined target corridors for increasing the share of women in senior management positions.

In detail, the objectives are (incl. target corridors for 2006-2010 in the agreement):

- A) Increase the proportion of women in senior management positions to 20 % worldwide by 2020. An annual rise by one percentage point has been agreed upon by the company and the trade union in Germany.
- B) Increase the share of women in Level 4 (middle management) positions to between 14 % and 18 % by 2015 (target corridor 2006-2010: 10 % to 14 %).
- C) 35 % of the people hired via the programme CAREer to be women by the end of 2011.
- D) Increase women's share of the workforce to between 12.5 % and 15 % by 2015 (target corridor 2006-2010: 12.5 % to 15 %), while also increasing the proportion of women trainees to between 22 % and 26 % (target corridor 2006-2010: 20 % to 24 %), and of women trainees for commercial-technical professions to between 13 % and 16 % (target corridor 2006-2010: 11 % to 14 %).

Content

To achieve these objectives, the Daimler group together with the trade union and works council has elaborated a comprehensive system to support equal opportunities that ranges from e. g. pre-recruitment, working time, career promotion, work-life balance to health care measures. Several company agreements have been signed at Daimler in Germany since 2000, e. g. on part-time (GBV "Teilzeit" of 2000), on family time (GBV "Familienzeit" of 2000) on child care (GBV "Kinderbetreuung" of 2008) as well as on caring for nursing at home (GBV "Häusliche Krankenpflege" of 2008).

The group's HR management system is geared towards the long term. In 2005, the Daimler Group established diversity management as a line responsibility and set up a diversity management organisation in order to emphasise the strategic importance of this issue. This organisation consists of the Global Diversity Council (GDC), the Global Diversity Office (GDO), and the diversity officers at the business units. The GDC is made up of Board of Management members and high-ranking executives. This decision-making body utilises the strategic approach that has been defined by the GDO to develop measures for the permanent establishment of a diversity management system. These measures are implemented in co-operation with managers, human resources units, and the diversity officers from the business units.

Daimler's diversity management activities initially focused on promoting women to management positions (gender diversity). The group therefore analysed pertinent data and facts, defined strategies, and developed appropriate measures. Daimler is pursuing this objective within the framework of an evolutionary process that is based on various company agreements related to equal opportunity, e. g. the principle of "equal pay for equal work" is written into the group's Social Responsibility Guidelines and a special company-wide agreement.



Principal topics within diversity (gender diversity) and the most important corresponding measures (that are reviewed regularly and can be adapted or newly introduced when necessary) are:

- Intensified recruiting of women in technical professions:
 - The junior staff programme CAREer (offering traineeships) was launched throughout the group in 2007 to ensure that enough young people are attracted to the company and for targeted recruiting of women.
 - Recruiting events for female college graduates are held as well as a Girls' Day and a Girls' Week. To overcome the difficulty of finding technically qualified women, co-operations with schools have been established in Germany in the areas around the plants in order to interest more girls in technical subjects.
- Increasing the proportion of women in the workforce and throughout all management levels:
 - Mentoring programmes: by consulting with experienced managers for the period of one year (in most cases a woman and a man are matched as mentoring couple) women in management positions (from 2006 onwards; from 2007 onwards also for female administrators) can gain the knowledge they need to advance personally and professionally. E. g. TANDEM is a mentoring programme for female executives.
 - Diversity workshops have been introduced in 2006 to sensitise all managers, male and female.
 - Training: e. g. in Germany, women who have graduated from an apprenticeship at Daimler are supported in doing their master crafts diploma.
 - Networking events: e. g. as follow-up of the junior staff programme, a network for women (CAR-WIN) has been created in 2010.
- Improving the ability to balance the demands of career and private life:
 - Provision of part-time and flexible work models: The group utilises several flexible work models.
 - Creation of "sternchen" day care centres for 350 children at Daimler's location in Germany in 2008.

All these measures are internally and externally communicated via various channels (e.g. Diversity Report & Trendbook, internal / external diversity publications).

Performance and development

All indicators are monitored and reported regularly so that measures can be amended accordingly. Among others, em-

ployee surveys serve as basis for decisions upon the need to launch and / or ameliorate measures.

Achievements – figures for December 31st, 2010 for Daimler AG:

- A) Women fill 8.9 % of the senior management positions.
- B) Women account for 12.4 % of middle management (Level 4) positions (compared to 10.0 % in 2006; the 2010 figure is in the target corridor).
- C) Women account for 35 % of the people recruited via the programme CAREer (the target for 2011 is already met).
- D) Women's share of the workforce at Daimler AG increased to 13.5 % (compared to 12.0 % in 2006; the 2010 figure is in the target corridor).

20.6 % of the trainees and 11.3 % of the trainees for commercial-technical professions were women (compared to 19.0 % resp. 11.0 % in 2006; the 2010 figure is in the lower end of the target corridor). It has been noticed, that still too few women in Germany are interested in studying technical subjects and that it is therefore difficult to find and hire trainees.

There have been slightly lower target corridors for the period 2000-2005; for the period 2011-2020 the company agreement is again being reworked and in some cases slightly higher targets will be set.

Around 900 mentees and mentors have taken part in the group-wide TANDEM monitoring programme since 2007.

Daimler AG's "sternchen" day care centres (which were established as a result of the first company agreement for day care for children under the age of 3 years in an enterprise in Germany) will be able to accommodate 569 employee children throughout Germany by 2012. The purpose of these centres is to make it easier for parents (women in particular) to balance the requirements of a career and family commitments.

Worldwide, around 4,400 managers had taken part in diversity workshops by the end of 2010.

At the moment (in 2011), Daimler AG is also conducting a research project with Heidelberg University that examines methods for improving the work-life balance of their employees (on the basis of employee surveys).

In the future, the Daimler Group will continue to focus on the area of gender equality and work toward their goals by means of tried and tested measures. Nevertheless, the attention will also have to turn to other topics, such as generation management and international scope. This is why Daimler will be applying a combination of measures encompassing not only activities to promote opportunities for women but also initiatives for all managers and the workforce as a whole.

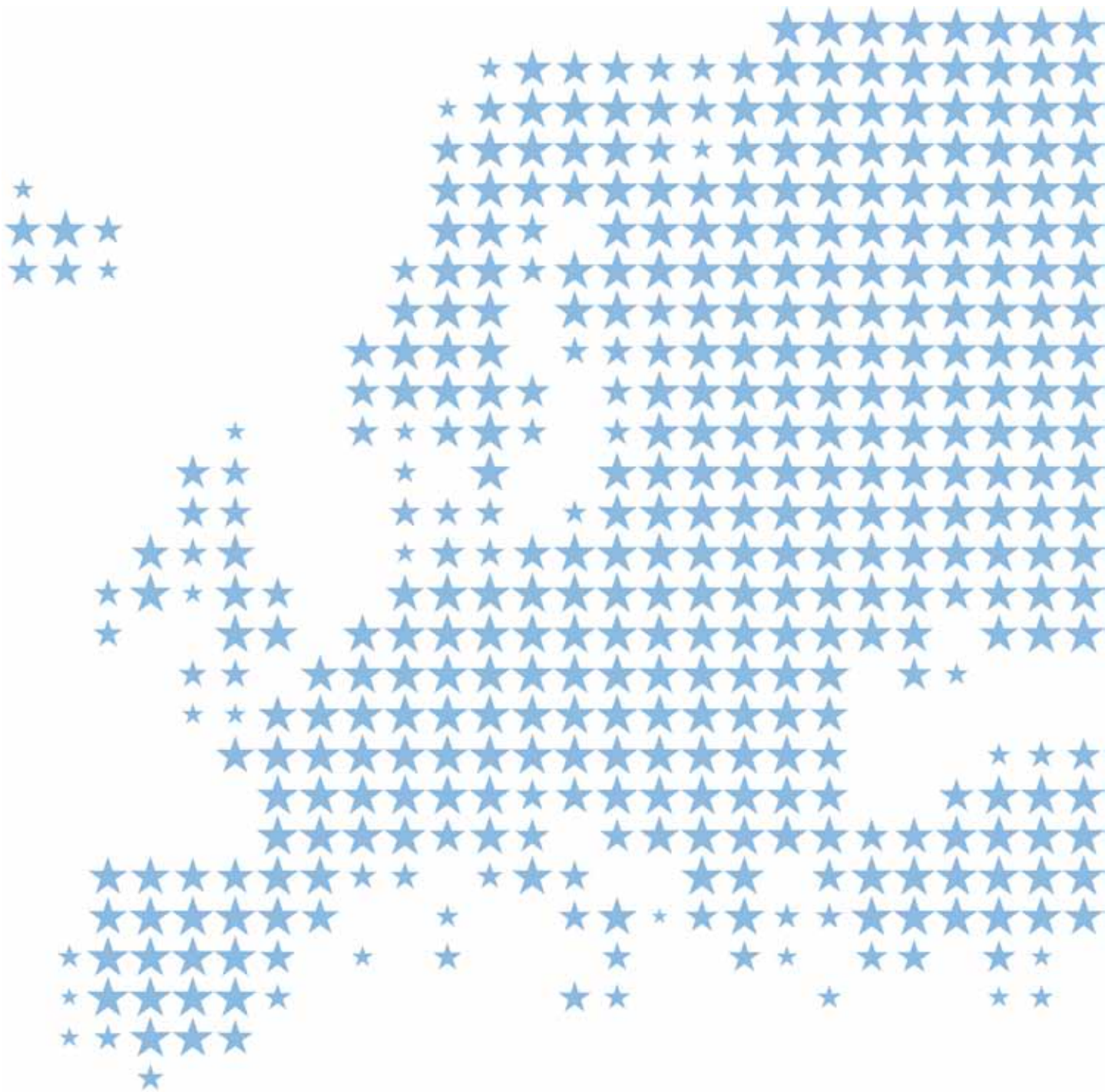
Success factors

The following aspects of Daimler's (Gender) Diversity Strategy at Daimler AG should be highlighted:

- What is not measured is not improved – therefore clear, quantitative, targets that are also monitored and controlled are needed in order to sustainably implement the diversity thought throughout all levels. The objective of the target corridors for women has strongly been supported in the period as DaimlerChrysler due to US legislation (target of 20 % women in senior management).
- Daimler's Diversity strategy has clear focal points and quantitative targets and these are valid for a five to ten year period which allows for continuity. On the other hand, the measures, that have been elaborated within this strategy and that are applied to achieve the targets, can be amended or changed whenever necessary. So there are clear targets but there is also enough flexibility for fine-tuning.
- The measures that are created and implemented in order to reach the defined target corridors are elaborated in cooperation with the trade union and the works council and the persons involved; amendments of measures are as well agreed upon so that there is a broad consensus.
- In the field of training, in order to advance women in technical professions and enable them to have a career, the women are not only informed about the possibility to do a craft masters diploma, they are actively supported to succeed in male-dominated areas.
- Networking throughout different levels and business units (workers' council – managers; but also among the colleagues in the different business establishments) is crucial to support any effort in promoting gender equality and in developing the strategy further. Moreover, by being part of a network, the female colleagues know that there is always someone they can refer to for sharing experiences and obtaining advice, etc. (even though they might be the only woman in a certain position in their business unit).

Sharing good practices and informing about persons who are very active (but sometimes themselves not aware how important they are as role models) certainly is a success factor that will further be developed in the future.





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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