

1. Opening speech by Mr. Henrik Hololei (Director-General, European Commission, Directorate-General for Mobility and Transport)

Mr. Hololei took stock of the progress made since the launch of the *Women in Transport – EU Platform for Change* in November 2017 (engagement has visibly increased, all transport modes are now covered, the first action by the Swiss railways has kicked-off and the Platform is recognised as a best practice in international fora). His question to the participants was how to go a step further to attract more women to the sector?

He underlined that improving work-life balance was one of the incentives that could make jobs more appealing. Work-Life balance is a broad topic ranging from rules on maternity and parental leave, care for children and elders to part-time arrangements and flexible rosters. A recent Eurobarometer survey showed that a third of Europeans do not have access to flexible work arrangements. In April 2017, the Commission proposed a comprehensive package to improve work-life balance for working parents and carers¹. Mr Hololei invited the audience to look beyond this legislative frame and to focus their discussions on what could be done at company level, in a financially sustainable way, to allow employees to better conciliate their rosters with their family obligations. The outcome of the discussions would feed into a study to be launched in 2019.

Mr Hololei also stressed that another way to improve the attractiveness of the sector would be to break stereotypes and to lead by example. Part of the Conference would therefore be dedicated to gather positive insights from participants on their reasons to be passionate about their jobs.

Mr Hololei concluded by saying that *“we need new people in transport and mobility sector as new challenges and new solutions require also people with different skillset and different mind-set when decarbonisation and digitalisation are bringing about profound changes to our transport systems. (...) I can assure you that improving gender balance in transport and mobility sector will continue to be high on our agenda.”*



¹ <https://ec.europa.eu/social/main.jsp?catId=1311&langId=en&moreDocuments=yes> (provisional agreement was reached on the text in January 2019)
<https://ec.europa.eu/social/main.jsp?langId=en&catId=1311&furtherNews=yes&newsId=9285>

2. Presentation and exchange of views on the findings from two studies

- ***‘Making the EU transport sector attractive to future generations’* – Presentation by Kahina Bensalem and Chloé Gavard (Deloitte)**

The study (finalised in June 2017 and already published²) looks at the image of the transport sector for young men and women. It seeks to uncover the factors explaining this unattractiveness and proposes ways to address the issue.

To do that, the consultants mainly used (1) two online surveys completed by stakeholders and (2) focus groups comprising students, on the one side, and low to medium level workers, on the other side, in 8 Member States (Bulgaria, Germany, Spain, France, Italy, Poland, Sweden and the UK – see Annex D of the study).

They concluded that negative stereotypes are present but that, if informed better about transport professions, young people would be more inclined to work in the sector. What is essential to workers is taking pleasure in their job as well as fair pay.



- ***‘A business case to increase female employment in transport’* – Presentation by Ioannis Giannelos and Rianne Lakamp (Ecorys)**

The study focuses on around 25 case studies showing examples of innovative corporate policies to increase gender balance. It was published after the conference³.

The presentation highlighted certain key examples taken from the study. For instance, easyJet’s policy led to a rate of about 15 % new female pilots (from 5 %) or of Maersk where retention was significantly improved by their policy on return from maternity. Other examples related to the topics discussed during the conference include the use of social media to attract women; flexible schedules; sharing a full time shift; and having an app enabling workers to trade their shifts among themselves.

The key message is that companies do have a role to play and that they bear a social responsibility. The measures they can take are not necessarily costly. Another takeaway is that eventually companies benefit from such measures because employees are happier and they will want to stay.

Participants had a chance to address their comments and questions on the two studies via Sli.do (see questions and replies in Annexes I and II).

² https://ec.europa.eu/transport/themes/social/studies/social_en

³ https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en (see under “list of measures”)

3. How to reconcile work patterns with social and family life in an economically sustainable way in the transport sector (conversations in small groups)?



The discussions covered the following main topics:

- Work-life balance is a challenge especially in transport as there can be 24h shifts but it should also be regarded as a long-term investment (e.g. savings on costs of hiring and training new employees; be an attractive employer as happy workers are more productive).
- Technology will help as we can create apps for workers to express their preferences/to exchange shifts.
- Having some long-term visibility/predictability about rosters is important for workers.
- There cannot be one solution fits all as the work patterns differ (e.g. from long-term shifts in maritime to daily shifts in urban transport).
- Other issues are also important for work-life balance, such as adequate childcare, changing mentalities to also get men involved in the caring tasks. These issues go beyond the company level.

The more detailed comments collected via Sli.do. are reproduced in Annex III.

4. Intervention by Pierre-Jean Coulon, President of the Transport and Energy section of the European Economic and Social Committee

Mr. Coulon highlighted the strong support of the EESC (from the launch of the Platform last year in the EESC premises). He stated that he truly believes in the need to increase the involvement of women in transport as they are the future.

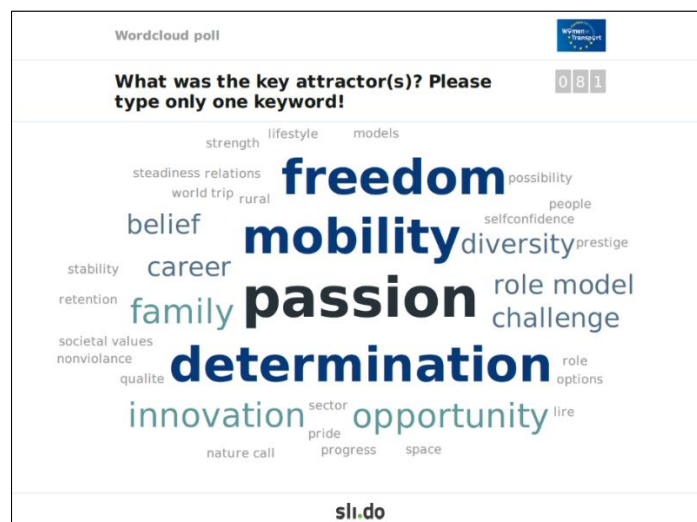


5. Looking for partners?

- Participants had the opportunity to present a gender-related project for which they are looking for partners. The European Transport Workers' Federation (ETF) has developed a **gender training package** with a **module on violence and harassment against women** which includes a training kit for trade union leaders, professional and non-professional trainers, tutors, teachers and employees' representatives (project "*Women in transport – Education for Valuable Employment*" (EVE))⁴. ETF has also launched a campaign to prevent and address violence against women transport workers, which is based on best practices and takes into account the specific work situations that expose women transport workers to risks of violence⁵.
- The **Horizon 2020 TinnGo research project (Transport Innovation Gender Observatory)** will look at the participation of women in the transport sector both as users and workers by using living labs for innovative solutions. It has just started and will run until the end of 2021⁶.
- The International Road Transport Union (IRU) proposes the creation of a **network to organise gender-related events** in all transport sectors and is looking for partners.
- The Directorate-General for Mobility and Transport of the Commission called for more **actions to be brought to the Women in Transport – EU Platform for change**⁷ and for partners to be involved in the preparation of a **toolkit for primary and secondary school teachers to fight gender stereotypes**.

6. What are the attractors for women in the transport sector?

Each participant was asked to tell the story on what attracted them to the transport sector and to sum it up by a keyword. The most mentioned keywords included freedom, mobility, passion, determination and family.



⁴ <https://www.etf-europe.org/activity/gender-training-package/>

⁵ <https://www.etf-europe.org/activity/violence-against-women/>

⁶ <http://www.diati.polito.it/en/research/projects/sheets/tinn-go>

⁷ https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en

Freedom	Of choice, for instance freedom to set a business with one's partner. Discovery of new places in Europe. Historical: flying across the iron curtain.
Family	Vocations are transmitted from one generation to another.
Mobility	Working in the transport sector can enable someone to leave his or her home country.
Passion	Those jobs can be tough so you need passion (e.g. of a woman winning an annual drivers' competition).
Determination	<p>Determination is required to enter the profession (e.g. to drive a truck when a woman can be denied her licence just because of her gender or is facing extra difficulties to become a pilot) and to remain in a male dominated sector (e.g. by contributing to improving working conditions).</p> <p>Determination to be treated as an equal, not to suffer from any discrimination.</p> <p>Story of the first female bus driver in Egypt who chose this path to feed her family after the death of her husband who was himself a bus driver.</p>
Role model	The importance of mentors and models was highlighted several times including by Commissioner Bulc who mentioned the example of a pilot Smurfette painted on a plane.

7. Exchange of views on the attractiveness of the transport sector with Mrs Violeta Bulc, European Commissioner for Transport



Commissioner Bulc spent an hour of open exchanges with participants.

She started by saying that she came from a conference on drones where women were not numerous among the participants.

She listened to the inspiring stories collected by the participants and asked them what made them come to the conference. Examples of answers included:

- I am here because I am Swedish so my government supports gender balance.
- I am here precisely because the Italian government does not see it as a priority and I work in the male dominated port sector.
- I am here because I want observations made by the workers (truck drivers) to be heard and taken into account.
- I am here because I am convinced women are a driving force
- I am here to meet others and to share.
- I am here because this sector lacks people and truly needs women.
- I am here because we should all act together to drive change
- I am here to increase women's visibility

She also answered questions/comments from the audience (e.g. on social issues in aviation, the need to invest in human capital and not only in infrastructure, the importance of social fairness, of physical safety and dignity, the impact of digitalisation, the work achieved by social partners,). She pointed out the discrepancy between the rates of female employment for pilots and cabin crew and quoted the good example of easyJet having reached a rate of 13 % – aiming at 20 % in 2020 –, urging Ryanair, a representative of which was present at the conference, to catch up.

The Commissioner took good note of participants' comments on indirect discrimination in aviation (e.g. only night slots available to use simulators) and on the importance of the words we use (“parental leave” – not maternity-, “women and men” – women coming first).

She shared her vision that having 40 % of female transport workers in 2030 would be possible if women's employment came at the top of companies' agenda and if there was a good cooperation between the unions, the industry and the regulators. She mentioned the example of the Commission (gender balance has been set as a goal by the President).

As a practical way to make things evolve, she shared and encouraged participants to refuse to go to conferences in which there is no female speaker.

She also stressed that while going through our 4th industrial revolution, we should not nourish fear.

8. Next steps announced by Commissioner Bulc and Elisabeth Kotthaus, Head of Unit Social Aspects, Passenger Rights & Equal Opportunities in the Directorate-General for Mobility and Transport of the Commission

- Publication of the study ‘*A business case to increase female employment in transport*’
- Next Women in Transport Platform meeting on 19 March 2019
- Launch of two new gender related studies in 2019 (1) to develop a toolkit for primary and secondary school teachers to fight gender stereotypes and raise awareness about transport professions among young people (2) to identify good practices on how to organise rosters in the best family friendly way.
- Next annual conference in 2019 (most likely in September)

Words mostly used in Sli.do during the day

A word cloud visualization of terms used in Sli.do. The most prominent words are 'transport', 'women', and 'companies', all in large, bold, dark blue font. Other significant words include 'sector', 'work', 'study', 'job', 'focus', 'pilot', 'drivers', 'training', 'good', 'people', 'important', 'mobility', 'working', 'maritime', 'company', 'change', 'make', 'start', 'results', 'attract', 'young', 'stereotypes', 'men', 'case', 'time', and 'day'. The words are arranged in a somewhat circular pattern, with 'transport' at the bottom center, 'women' to its left, and 'companies' at the top center.

ANNEXES

Annex I – Answers to the questions and comments collected via Sli.do on the study ‘Making the EU transport sector attractive to future generations’

Question	Answer
Methodology and scope	
Did the study differentiate between attractiveness of mode v node? (Aviation/airport or shipping/port)	The study differentiated between modes (rail, road, air, maritime and inland waterways) with several case studies and survey questions focusing on nodes, especially ports.
When the port jobs were addressed was there a distinction between the blue collars and white collars?	Some of the initiatives identified as good practices (e.g. Cyprus’ Day of the Sea) concerned both blue and white collar jobs.
Could you elaborate more on geographical distribution and indicate if this had an impact on perceptions and answers?	The sample size for the survey targeting young people was proportionate to each country’s population. When relevant, the results were broken down by Member State, in particular for the questions on the perception of the quality and attractiveness of jobs in the transport sector. Answers diverged significantly across Member States. The eight Member States where focus groups took place were selected in agreement with the European Commission on the basis of geographical coverage, labour market characteristics and the existence of best practices in transport promotion. The results of the focus groups were differentiated by groups of countries, usually based on the economic situation.
What are the relationships between the responses and the national culture.	
Why did the study/focus groups focus on middle-lower education groups?	The European Commission requested the study to focus on young people with low or medium level schooling qualifications because current shortages concern professions with this level of qualifications. It was also based on the assumption that they had a more limited access to information about jobs and careers than more highly educated people.
How were respondents chosen? Did you choose them with the help of national level stakeholders?	The survey for stakeholders, which gathered 141 answers from 25 Member States (the exceptions being Hungary, Poland and Slovenia), was disseminated to a database of contacts provided by the European Commission. The survey for young people aged 16 to 25 was hosted and launched by GDCC (an independent data collection company) in all Member States with a sample size proportionate to each country’s population. The focus groups participants were recruited by Ipsos, with a focus on students at secondary level or following vocational education or training and on workers with low or medium level qualifications.

<p>Is then the study heavily biased by the simple perception by young gamers, not having a complete view of the whole range of opportunities?</p>	<p>The study aimed at investigating young people's perceptions of opportunities in the transport sector in order to determine how best to address information gaps and stereotypes. The views are those of the young people surveyed and do not indeed represent a complete view of opportunities within the sector.</p>
<p>How did you introduce transport issues in the focus groups?</p>	<p>In order to collect spontaneous associations with the sector, participants were not made aware that transport jobs would be the topic of the focus groups. They were asked about their perception of the transport sector as an employer after an ice-breaker and a first session investigating their general job expectations.</p>
<p>Were participants aware of some policies encouraging women to enter the sector? Do they expect such?</p>	<p>Participants to the focus groups were shown a series of communication examples from their respective countries in order to understand the kind of information young people need to make a career choice towards the transport sector and which type of communication examples are impactful in reaching young people seeking to make a career decision. Respondents to the survey for young people were asked what could or should be done to make jobs equally attractive to young men and women. Stakeholders who responded to the dedicated survey were asked about their knowledge of campaigns, actions, social charters or awards which they felt had been successful in attracting and retaining young people in transport jobs, without a specific focus on women.</p>
<p>Data breakdown</p>	
<p>In which countries were women most interested (even if overall low) in maritime transport?</p>	<p>In the focus groups, the most positive image of water transport among young men and women were found in Sweden (where it is perceived as a traditional world built on routines, which brings comfort), in Spain (where it is associated with adventure and glamour, slightly aspirational – particularly working on cruises for women – and is perceived as a younger sector than in other countries) and in Germany (where young people were aware of the modern technology used). Among survey respondents, the highest number of women who would consider working in the maritime sector was found in Croatia, Greece and Italy; for inland waterways, it was in Denmark, Slovenia and Greece; for ports, it was in Croatia, Estonia, Latvia and Greece.</p>
<p>Tackling stereotypes</p>	
<p>How do we change the perception of young girls that transport is a valid work choice? How can this start already early at their school life? We need to get rid of stereotypes though I don't know how to do that ;-)</p>	<p>A number of successful communication practices were identified which can effectively contribute to tackling stereotypes:</p> <ul style="list-style-type: none"> • Display success stories on people (including women) working in (cross-border) transport jobs

<p>How to battle stereotypes from an early age?</p>	<ul style="list-style-type: none"> • Showcase young people and women as role models and in recruitment initiatives • Confront potential recruits with misconceptions about particular types of work • Direct face-to-face contact in schools and colleges: developing a plan of events in many schools, not relying on careers fairs where it can be difficult to compete for attention, working with careers advisors, training job coaches on company processes and taking them to schools, bringing apprentices to talk to school children, offering work experience to school children, helping schools to develop employability skills training/curriculum. • Provide opportunities to experience the job. • Women’s networks to support the recruitment and retention of women in technical fields of transport. Networks can be at national and regional or regional-only level and could be sector-wide or relate to one individual organisation. <p>The European Commission plans to develop a toolkit for primary and secondary school teachers to fight gender stereotypes and to raise awareness about transport professions among young people (planned for 2020).</p>
<p>It is generally believed that women are bad drivers, but how true is this really? And can there be a change of opinion about train-laden women, to be valued as a trustworthy driver?</p> <p>Should we be doing road show round schools to highlight the pros of working in the transport sector? This would break down the myths of the transport sector</p> <p>Increasing the attractiveness of transport sector goes hand in hand with collaboration of school system, that's what we are doing more and more at the national railway company especially for technical jobs</p>	
<p>How do we reconcile the desire to remove gender stereotypes with the knowledge that some jobs will always be better suited to men or women?</p>	
<p>The media does not help as often the stories in the press puts a negative spin on the sector from how they report strikes, delays etc which is then seen as not a great place to work. How can we showcase the good work and job variety through our media?</p>	<p>The gender issue is not only an issue of attitude or perception. There are many practical obstacles to gender equality, not least in mundane terms of providing separate gender-specific rest rooms and other facilities. These are, of course, commonplace in most workspaces, but appear to be lacking or inadequate in many areas of transport – a factor that will clearly have to be actively addressed as part of any initiative to tackle the massive gender imbalances within the sector. In addition, the heavy dominance of men in certain roles can lead women feeling isolated in the workplace, particularly if they experience sexist attitudes during their work. For this reason, many organisations place an emphasis on networking women across the organisation and/or sector. With technological progress and digitalisation of certain tasks, physical requirements will become less and less of an issue.</p> <p>In terms of positive actions to make jobs equally attractive to young men and women, some 70 % of young women supported proposals to, for example, set up promotional schemes, present successful examples of women taking up previously male-dominated positions, improve the working environment and make any necessary changes in education and training.</p>
<p>Work/life balance</p>	
<p>Why should the private life/ work balance be more important in the</p>	<p>Work/life balance was mentioned as a key expectation for any job by participants to the focus groups, whether in transport or</p>

<p>transport sector than in other ones? E.g. nurses have much worse time constraints but women are the majority of the work force.</p>	<p>in other sectors. Moreover, the stakeholders consulted for the study highlighted work/life balance as one of the major challenges in recruiting young people for transport jobs. Therefore, the topic is of particular relevance to the transport sector.</p> <p>Most nurses do not have mobile jobs far away from home, contrary to many transport workers. This being said, stereotypes come into play to explain why there are more female nurses than female bus drivers for instance. When it comes to mobile jobs, stereotypes also come into play to explain why there are more female cabin attendants than female pilots.</p>
<p>Informing young people</p>	
<p>Should we breakdown the transport sector into the modes when presenting to young people?</p>	<p>There are significant differences across modes in the perception of young people: aviation is by far the most attractive sector, while road and rail have more negative perceptions. The sectors of water transport are much less known. Emotional disconnects seem strongest in relation to road and rail transport, especially for young women.</p> <p>The public perception is still very much focused on traditional occupations. One conclusion from the study was that the variety of transport jobs was not well known by young people and that, if presented with such information, they would be more inclined to join the sector.</p>
<p>Does it still make sense to talk about the "transport" sector, or should we better focus on the "mobility" sector? Job profiles and opportunities would be quite different and broader.</p>	<p>The study has identified a number of highly effective promotional practices, which could be transferable across the full spectrum of transport sectors in the EU Member States. The practices highlight the importance of tailoring efforts to specific opportunities targeted towards specific candidates. They also confirm that generally raising public 'awareness' of issues would not hit the spot.</p>
<p>There is so much more within the transport sector than actually driving/operating a vehicle. Planning, designing, building, maintaining infrastructure but also decision-making, policy-making within the transport/mobility sector</p>	<p>Obviously, the development of multimodal activities, Platform work and of new types of jobs will make modal distinctions somewhat less relevant in the future.</p>
<p>Should we better explain the job profiles to young women to change the current perception?</p>	<p>Women feel more supported in environments that recognise the range of skills they have, provide opportunities for progression and take a firm line on sexist behaviour – all of which requires conscious and active policies and practices.</p>
<p>How to reach more women for recruitment?</p>	<p>Focussing promotional efforts on attracting more female recruits only addresses part of the problem. Transport organisations need to have strategies in place to generate male employee buy-in to addressing the problem, support female career progression, openly recognise the contribution of female employees and facilitate more flexible working for carers (male or female).</p>
<p>Don't you think involving men in the everyday life of women working in transport fields could be useful for them to understand difficulties or simply reasons that keep women away from this field</p>	

Should we encourage more young people's readiness to go abroad, move around in Europe in order to fill job gaps in other countries? If so, how? And who should take the lead?	Tools exist at European level to facilitate young people's mobility (e.g. the Erasmus programme, the EURES portal for job vacancies https://ec.europa.eu/eures/public/homepage , etc). However, they rely on companies/people applying and using them.
Violence	
It appears that abusive behaviour/third party violence is becoming almost acceptable against transport drivers- were there any identified solutions to this problem? Was it a recognised issue?	Violence was identified as an issue in the study. Since then, the European Transport Workers' Federation (ETF) published a report, a training kit and launched a campaign. https://www.etf-europe.org/tag/violence-against-women/ . Stakeholders are also encouraged to bring actions fighting gender based violence to the Women in Transport-EU Platform for change and to share their good practices in this field.
Women in management	
What about women's involvement in the top management (boards, supervisory councils) of different transport modes? What are priorities for woman to be involved in top management? A good way to attract women in the sector is to promote the management training course in big multimodal companies	Women in management positions are very important both as role models and to drive change in companies (on that topic, see the second study). Currently, because of the limited number of women in transport companies, the pool of women who can be promoted internally is also limited.
Miscellaneous comments	
I would like to know which industries are represented here today.	The list of participants was distributed in the meantime
What about city bikes?	They should also be taken into account! The Platform economy is an important trend.
I think that gender balance in transport is a problem because you know when you start your day but not when your day stops	
Exposure to the public is more of an issue than higher mobility	
Why is pilot education treated so differently to other safety critical professions such as doctors or nurses whose training is funded from education departments. Financing initial pilot training is the greatest barrier to entry for young pilots	
Is the career for women a point? As PT is mainly a male sector?	

Annex II- Answers to the questions and comments collected via Sli.do on the study 'A business case to increase female employment in transport'

Question	Answer
Methodology and scope	
Why did you not study a company from each sector in the Transport industry?	We covered case studies from most of the transport sub-sectors, including urban public transport, aviation, maritime, ports, road, rail and logistics. We were aiming to also include a case study from inland waterways, but we did not succeed in finding a suitable company that was willing to participate. A sub-sector not covered could however learn from those presented.
Did you focus on several companies per sector to ensure the results are broadly representative of the sectors?	As we only have one or a few cases per sub-sector, it would not be correct to state that the results are broadly representative for the sector as a whole. These case studies indicate some best practice examples from the industry front runners. However we believe that the whole of the sector can learn from the case studies made.
How were respondent companies selected? Was there only one maritime company (Port of Valencia) because maritime companies do not have a track record in good practice in employing women?	The companies included as case studies in our research were selected to represent industry front runners from multiple transport sub-sectors. They were also selected on their data availability and willingness to cooperate. From the maritime/ports sector three case studies participated: Maersk, Port of Valencia and Port of Rotterdam.
The transport sector is divided in several different modes. Within each mode there are several job profiles. Also, there are differences between countries and even regions. Is it, in light of all this, possible to draw conclusions?	The selections of companies studied was made taking into account the variety of countries/modes and jobs. The best course of action for a company is always dependent on its specific situation. There is no one size fits all solution. However, we do believe that companies from different countries and modes of transport can learn from each other and we hope the study can help exchange knowledge and experiences.
Here again you give example of a pilot and drivers. But job in transport/mobility are much more diverse. What about city traffic managers? Logistics organisers? Infrastructure planned? ICT operators? Etc.	Within this study we paid specific attention to mobile jobs (e.g. pilots and drivers), because these were often identified as the most challenging jobs to combine with a family life, due to the time spent away from home and the irregular working hours which makes some of the barriers in these professions more specific to transport than white-collar jobs. Of course there is more variety in transport jobs, and many of the study's recommendations can be useful for these types of jobs as well.
What are the results for the maritime sector compared to others?	The study did not make a comparison between different modes at a sub-sector level. Our expectation is that results are indeed quite different as the shipping and ports have much more specific working conditions than aviation. Aviation is the most "feminised" sector but this comes with asterisks as cabin crew
Did you find that ports and shipping had different results compared to airports and aviation?	

<p>The aviation industry is the most popular according to the first study, therefore easyJet will succeed with branding the Company. What about the maritime industry, which young women are not attracted to? Did you make a case study for the maritime industry?</p>	<p>can affect overall statistics. For results specifically from the maritime and ports sectors, we would recommend reading the case studies from Maersk, Port of Rotterdam and Valencia Port in the final report.</p>
<p>Interesting with pilots but in numbers it would be more interesting with a study on how to get more female local bus drivers, metro drivers or other public transport jobs where the numbers are so much bigger.</p>	<p>The study looked at the transport sector in a broad sense, including both aviation and public transport. Indeed, the total number of drivers in public transport is larger than the total number of pilots, therefore this is an important group to target. However, it is important to strive for gender equality throughout the whole transport sector, and therefore the study provides recommendations for female employment throughout the whole transport sector.</p>
<p>Did the study look at how training for professional qualifications is funded across different sectors of the transport sector?</p>	<p>Our research did not study this in full detail across all transport sectors. However, several of our case study companies had measures to fund or co-fund (new) employees to obtain required qualifications, which can be a good strategy for attracting women as well. e.g. easyJet underwriting loans, RATP and Dublin Bus funding driver licences etc.</p>
<p>Within the different sectors where women were more highly represented than men, especially in higher compensation roles?</p>	<p>The study did not focus on this specifically. Within the companies we studied, generally the more administrative jobs had a high representation of women as well as certain jobs such as flight attendants. Overall, aviation is the most "feminised" sector.</p>
<p>Concernant les femmes pilotes combien de temps restent elles dans l'entreprise ?</p>	<p>We do not have specific data for how long female pilots stay in easyJet or the other aviation companies in our study.</p>
<p>General comment for organisation: we are missing some images in the presentations. Graphs from the studies... from the stats showed... Or some pictures of the companies benchmarked...</p>	<p>This is due to the presentation setting. Please refer to the report, toolkit and the business case presentation published at https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en</p>
<p>An evolving sector</p>	
<p>How do you attract people, and especially women, to an ever changing sector? The job you start now might be completely different in a few years time...</p>	<p>This is not a gender specific issue. We will need to adjust our employees' skillsets for both genders. It might be that this is an opportunity for women rather than a threat, as more white-collar jobs will be expected. See also the response below.</p>

<p>What about an increasing automation in transport? How do companies consider related challenges and opportunities for women? How does this change our discussion re. attracting women into the sector?</p>	<p>This is a very important point, as the increasing automation is likely to change the types of jobs that will be needed in the transport sector in the future. The future jobs will likely require different skills, meaning that we should be intervening at an early stage to divert women to studies related to IT, engineering etc. Again fighting stereotypes is an important element to this approach.</p>
<p>Recruitment</p>	
<p>How about quotas? How successful are they?</p>	<p>What we take away from the case studies, is that quotas can be a powerful tool but companies may prefer the flexibility of setting their own targets. To be successful, they should be monitored closely. The company would need to decide where to apply them (on applicants, shortlisted candidates, candidates across a sector/division/company?), how ambitious they should be (e.g. continuous improvement, reach average percentage of relevant graduates, sector average etc.) and how strict their enforcement would be (in relation to the previous).</p>
<p>How important is it that companies clearly state that they have a goal of recruiting more women in the company and that they also measure the progress?</p>	<p>Setting clear targets is one of the key strategies for a successful approach to gender equality. It helps a company to determine in a structured way, what they actually want to achieve and when their policy is successful. But this is only the basis for initiating the thought process, specifying measures and setting up a monitoring system are equally important. These and other key lessons can be found in the final report under 'Key messages for a successful approach'.</p>
<p>The proportion of female applicant pilots hired by Ryanair is greater than the overall proportion of female applicants. The challenge is to increase the overall number of applicants through outreach initiatives that break down negative stereotypes.</p>	<p>The higher than average success rates for women are a strong indication that women do not lack any of the skills necessary for working as pilots. Indeed, the challenge is to attract more female applicants, we have included some examples of how this can be achieved in the cases studies and measures outline. Outreach initiatives are a key action to this.</p>
<p>Similarly to how you are encouraged to remove your age from CVs, would it make sense to remove reference to gender, to prevent restrictions when it comes to promotions to management roles for instance?</p>	<p>Yes, this can be a successful strategy to prevent bias in the hiring process. See EMT case study with the "blind-CVs" approach that increased the amount of female candidates shortlisted. We aren't sure this could work equally for promotions, however equal promotions measures, including a structure and objective review of promotions can be implemented.</p>
<p>Have you looked at the use of language in adverts and representation of transport?</p>	<p>In our study we did find some companies re-writing their vacancies to ensure they were attractive to both women and men. This can be a subtle but very important attractor and it comes at minimum cost.</p>

Maternity	
Are any companies engaging with women on maternity leave? Communicating vacancies and promotional opps, and inviting expectant mums into work to stay in touch is also best practice example.	Yes, one example from our study is the parent's portal set up by Maersk. This provides employees and line managers with the practical tools and guides they need to support the transition of new parents from and back to work. The guides and tools focus on the process before, during and after parental leave, including career opportunities after re-entry.
Ref. Maternity policy, 18 weeks leave, is that on full pay? What is Statutory Maternity leave in this instance?	Maersk has a global maternity policy of 18 weeks that is fully paid. This is their minimum standard across all countries they operate in, regardless of the statutory maternity leave in that country. For some countries this is a larger improvement than for others (e.g. USA, NL).
Working conditions	
Have you looked at the 'pay gap between genders' issue in this business sector?	Yes, several of our case study companies have measures dedicated to reporting on and eliminating the gender pay gap. However, not all companies are currently monitoring this data and making it publicly available. Making it compulsory to publish such data can be an initiator for change as can be currently seen in the UK.
Did your study look @ pay gaps and/or imbalance in career perspectives in these companies that attract more women?	
Have any of the companies you talked to made investments into the industry infrastructure itself (make it safer, more appropriate etc.)? Do you think this is an important factor?	Yes, some of the companies we visited have implemented measures in the industry infrastructure, such as safety cameras, toilets or dressing rooms for women. Safety and hygiene can be important factors for attracting and keeping employees (and especially women) in the company. Please see examples of Port of Valencia, ATM (Milan), Dublin Bus etc.
Do you have more information about the app for shift changes? (Port of Valencia) Do you think it could be easily applicable to any company having shift workers?	Valencia Port has developed this app for the Port Police, which have three different shifts per day. This app facilitates changing shifts or free days between colleagues, also reducing administrative work. In other companies with shift workers looking for an easier ways to change shifts, such an app could be a good solution. This should of course account for the specifics of each work position (e.g. limitations in working time, rest time, working days in a month or week etc.).
When trying to attract women and change working conditions you will at the same make it better for everyone which is good	Indeed, the measures we identified to increase female employment, generally create a better working environment for everyone. This can be highlighted by overall improved functioning of companies (e.g. overall retention rate) and a lot of qualitative input we received on the functioning of teams.
In some airline companies female pilots and cabin crew can work in a part time system and make decision about travelling away from home base or not. It's a good thing in the work life balance.	Agreed!

<p>The case study of the Netherlands is interesting. But often flexibility in companies is not chosen by the workers. For many (men and women) a part-time job is no option. So: give people decent full-time jobs, so that they can live comfortable lives.</p>	<p>Agreed, whether part-time working is an option is very dependent on a person's personal situation and country they live in. Both full-time and part-time jobs require decent working conditions so that people can live comfortable lives with reasonable work-life balance. We don't suggest mandatory flexibilisation of working times, but rather giving the option to women to choose, should they opt for a different work-life balance.</p>
<p>Working conditions in many cases seem to be very important for the low attractiveness for the job. For example the legal framework for resting conditions for truck drivers seems to be disadvantageous for woman. What is your opinion about it?</p>	<p>The study did not look into the legal framework applicable to the different modes. As far as we are aware, gender considerations were not taken into account during the adoption of the Regulation on driving and resting time in the road transport sector.</p>
<p>Maternity is not the question. The problem for women pilot is the violence from the colleagues.</p>	<p>Agreed, countering violence is by far the most important priority. Gender discrimination should be met with a zero-tolerance policy and encouragement of "just culture" and open/feedback mentality. A number of the case study companies have elaborated on their relevant measures. The other measures come to tackle remaining barriers and complement a satisfactory achievement in this area.</p>
<p>Sharing of good practices</p>	
<p>Best practices exist: how can these be easily shared and made available across companies and institutions?</p>	<p>The European Commission has an online form to share good practices available on the Europa Website (at https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en). The <i>Women in transport – EU Platform for change</i> will also help spreading good practices. Stakeholders are encouraged to use these tools. Similar sector-wide and national-wide initiatives could be set up. In the case of easyJet, the widespread media coverage helped.</p>
<p>Do women set perceptions/gender stereotypes for young children? Was this identified from study results?</p>	<p>Gender stereotypes were identified in our study as one of the barriers for women to choose a profession in transport. The study didn't specifically analyse the mechanisms for setting these perceptions or stereotypes for young children. Some of the company case studies from our research aim to counter gender stereotypes already at a young age, by approaching kids already at schools (also) with female role models. This proves effective in countering stereotypes, so the short answer is broadly yes, women affect stereotypes and measures can be taken to exploit this positively.</p>
<p>We have some great examples of women in senior position in transport companies should we not use these examples to further encourage women into transport?</p>	<p>Indeed, having women in senior positions can be a great inspiration for other women to start their career in the transport sector. Female role models are an important way to promote female employment in transport that many of our case studies are using.</p>
<p>Thank you for actually making the change with these companies you worked with. This is a great step in changing the attitude and conceptions in the mobility sector</p>	<p>Thanks to all the companies that worked very hard on creating a more inclusive and diverse working environment and sharing their experiences with us!</p>

The role of trade unions	
EasyJet was used as an example of a do called model employer ... in how they leading the way in improving working conditions for women workers, is the down to the fact they have a strong union presence...Did the survey ask about trade union density within the companies you spoke to..,	Yes, we talked with trade unions in easyJet and a number of other case study companies. Our experience is that they can be lever for change but this is not always/necessarily the case. For easyJet, trade union action helped for instance regarding the socalled "atypical" contracts. However, the improved attraction of women came from a different pathway. However, we agree that there is an important role for trade unions to play in participating in the design of successful policies, e.g. such as in the case of SNCF.
Was the project implemented as an agenda item in each different European social dialogue committee?	The study was commissioned by the European Commission outside European Sectoral Social dialogue Commitees. However, gender equality is a -sometimes recurrent- item on the agenda of several Sectoral Social dialogue Committees (https://ec.europa.eu/social/main.jsp?catId=480&langId=en). Some transport social partners have agreed on joint recommendations/Declarations (e.g. rail, urban transport, port and maritime).
General outcome of the study	
What are the conclusions of the study - is there a business case for more women in transport? Did you compare results to those of other (non-transport) sectors?	The study did not make a comparison with other (non-transport) sectors, except of at a higher level where transport and construction seem to underperform overall. However, there is a business case for more women in transport (see business case slides). Creating an open working environment and good working conditions results in several benefits for the company itself; including doubling the talent to choose from, avoiding loss of know-how and having a positive public image.
Understanding the diversity as a social responsibility, is a question of maturity of the company. Then how can we work on this?	We hope that with this study, we can convince companies of the benefits of working towards a more diverse workforce, regardless of the maturity of the company. We have included in the final report a number of measures to do so, and also some minded suggestions.
Were the programs for attracting women supported by all male managers and employees/ workers? How were they involved?	The pathways for introducing such policies are as many as the individual companies. Some begun top-down (by management or HR) while also bottom-up initiatives have been identified (motivated by women's networks or labour associations). However the success of such policies requires that support is drawn from a good part of the company including male managers. The key to their involvement is to convince them of the benefits!
How do we break down the old style negative stereotypes facing the transport sector?	See the first study and previous questions.
When is the study going to be published?	Now published at https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en

Annex III – Answers from participants to the question: How to reconcile work patterns with social and family life in an economically sustainable way in the transport sector?

General remarks
One size does not fit all across transport sectors; No „ One size-fits-all” recipe for the entire transport sector
If you want to discuss work life balance (which is really not the issue to attract women to transport - there are other pressing issues such as image of the sector) then you cannot discuss this generically across the entire transport sector
Politics have to create a level playing field
Gender neutral approach - open to all women and men
Policy legislation needs to reflect gender roles; Tax aids, fiscal incentives, social welfare enabling equal participation of genders
Should the focus be on mobility not transport?
Can we learn about work-life balance from other sectors, not just a transport problem?
More women on the top so that they are decision makers for our problems
Flexibility of work
Government to encourage organisation to have a flexible working policy/approach. Rationale: gender equality
Flexible working arrangements.
Flexible approach to contracts at company level
Flexible working patterns to organise personal life
All policies and provisions on flexibility (part time work, night shifts etc.) should be optional for employees
Different shifts/pattern options
Flexible working schedule (where possible)
Sharing work/ a job
Fitting work pattern to life phase

Flexible work arrangements for every period / needs in a lifetime
Industry investing in showing overall career development and prospects in different phases of life. For example sailing before starting a family, have an alternative position within the company and come to sailing when children are older
Parental leave and allowing parents with kids under a certain age to work part time
Improve flexibility in the organisation of work, for example shifts and part time
Better integration of family needs in an individual's career path
Shift swapping opportunities
Long-term career paths / possibilities which can accommodate different social and family life styles (or moments in life)
Flexibility working time & conditions legislative endorsement: "sharing days and hours" in the company. More visibility of female needs.
Flexibly working or job share for women
Scheduling of shifts e. g. later starts to drop children off at school.
Work life balance in various areas of the transport sector can be very differently understood. By default the hours can be particular and work remote. We need to compensate for that somehow as it may not be able to change.
Flexibility when it comes to working hours
Working time model: to work part time, flexitime and flexibility arrangements
Encouraging working time + work shifts + flexibility according to workers' needs on a temporary basis or not
Working from home via telework for office workers (customer service, call centre, head office positions).
Prioritization of holiday periods for families.
Identify and promote niche functions (that will allow flexible working)
Employers providing different options depending on age, family status, health etc
Women should be involved in developing workplace roles who have knowledge of their sector and work-life balance
Think beyond maternity: parental leave, options to work during pregnancy
Promotion of transportation careers within the sectors. Mobility and opportunities.
Internal occupational mobility (optional)

Shorter periods away from home (changing crews)
The commitment to be flexible should go both way with workers open to possibilities
Flexible contracts : combining different positions
Allow career breaks
Facilitate change of career paths
Compensation for unattractive shifts
Transparency and Predictability
Having access to accurate information about working conditions, family benefits etc
Clearly define career paths, shifts and salary
Predictability
Stable work patterns (rosters) foreseeable in advance but with bid or appeal system for family issues
Working hours fixed advance allow workers to plan childcare etc. Employers should respect collective agreements and relevant social legislation recognition of trade unions is necessary to protect workers' rights
Guideline booklet made for all female transport workers for basic rights/gender equality
Time-saving accounts (framework set at company level)
No more gender pay gap; the pay should be in line with industry norms
Childcare (and care for dependant persons)
Investment in childcare facilities, both public and private
Corporate social responsibility in action: e.g. company nurseries, old age care, lifelong retention policies
Company measures are not enough! We need a national and EU framework (social welfare, e.g. childcare, tax aids)
Childcare within the company
Improve flexible working for men (career breaks) in order that they can share child caring responsibilities
Day care 24/7

In-house nursery- consideration with shift work - create financial compensation
Childcare supports
Free childcare 24/7 to working parents subsidized by the government as an incentive for women to return to work.
Flexible childcare and family care provisions
Legislation on parental leave that enables sharing leave between parents
Family care-childcare and elderly
Ensure that females hold key positions in Management Company funded childcare (member states provide tax aide for childcare).
Special facilities for children in transport sector
Global childcare system. Refunded by government / funds. Public organized/Companies organized
Child care in place
Make it more attractive for men to assume the traditional role of care giver, both financially and by providing role models for men
Improve flexible working for men (career breaks) in order that they can share child caring responsibilities
Corporate social responsibility in action: e.g. company nurseries, old age care, lifelong retention policies
Promote an internal network for women and men in care functions
Technological solutions
Digitalisation could improve working conditions (or arrangements) and facilitate social & family life.
Digitalisation and technology to improve flexibility of work, for example home working
Use of IT-tools for flexibility
Technological solutions to swap shifts
Digitalisation and smart work.
Opportunity for new professions and women to take male dominated jobs
Apps for shift/roster planning

Rota App for flexibility: swapping shifts, respecting safety regulations, team culture
Virtual meetings/skype
Shift in mentalities
Cultural change; cultural acceptance of diversity
Female/male; Role Models; Male allies who work flexibly; Men and women
Reduce stigma, both when hiring women, and for women who choose to work away from home. No more “perfect wife” myth.
Change of perception, family life = social issue not just private
Breaking bias from young age
Open-minded management on flexible working arrangements for both men and women
Positive role models to encourage young girls from school ages to promote transport jobs and to battle stereotypes.
Work life balance is not the issue. Attracting women is. Need to improve public perception of transport, i.e. what people see every day.
Gender neutral approach - open to all women and men
Perception of men as 'the wage earner' MUST change
Education gender neutral (make it fit)
Workers shouldn't be afraid to ask! Sometimes the restrictions are in your own head, if you don't ask, you'll never get a change... and if your employer doesn't know what you want/need they will never change their archaic ways. Women should stand up.
Positive role models to encourage young girls from school ages to promote transport jobs to battle stereotypes and to explain the roles and policies i.e. basic rights
Line managers \often the belief that you are not working unless you are seen in the office lack of trust / working from home you can be more productive.
Open communication within companies
Enable men to be parents as well
Better Communication and daring (shift of mind) Women on top / in decision positions
Female workers are “not a company burden but a golden asset”
Implement info campaigns and field trips to fight stereotypes

Promote inclusive work places
Miscellaneous
Negotiated bonuses for all family members help too!
Mentoring role for active seniors
The workplace should be safe for women (in turn ensuring more flexibility, women being able to work at night/in remote locations)
Less work pressure
Dressing rooms and toilets
How to solve safety issues; Social and physical safety and security
Promotion of transport careers, the attractiveness, mobility, opportunities. Equal career possibilities Increase awareness of jobs in transport sector and within the companies.
Equal opportunities: remuneration, education/training, parental leave (both parents), maternity leave, safety and security, working environment conditions.
Ensure a gender neutral EU framework - Increase awareness of jobs in transport sector and within the companies; EU recommendation and monitoring role
Weak legislation still errs on the side of the company, in as much as refusal may be the outcome if perceived to be to company's detriment
More women in trade unions
Legal framework: ILO Convention