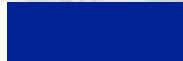




European  
Commission

# European Network of Ambassadors for #DiversityInTransport

## Guidance Note



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# 1. Introduction – setting the context

Are you interested in diversity and equality? Do you work or have a keen interest in the transport sector? Do you think that you have the resources and the willingness to shape a society which perceives diversity as an enrichment rather than a barrier?

**Then the European Network of Ambassadors for #DiversityInTransport is looking for you!**

**Who can be an Ambassador for #DiversityInTransport?** Anyone committed to promoting inclusion, diversity and equality in the transport sector, both among the transport workforce and among transport users! No specific academic or professional background is required. We only need motivated people ready to contribute.

**Why do we need Ambassadors to promote diversity in the transport sector?**

**The European transport sector is currently facing several challenges**, including an ageing workforce, staff shortages, low competitiveness, poor resilience to external shocks (e.g. wars or pandemics), climate change and is also undergoing significant changes including automation, digitalisation and the rising use of alternative fuel. To deal with this, the sector needs to become more diverse, as this gives it a competitive advantage by offering a variety of different perspectives, skills, and experiences.



**However, the transport workforce is not sufficiently diverse.** Women only make up 22% of transport workers, despite representing more than half of the European Union population. In addition, the employment rate of people with disabilities is below 50%, much lower than the overall employment rate (72.5%).

**Inclusiveness is also an issue among transport users.** In 2019, over one in five Europeans were at risk of poverty or social exclusion and over 70 million people (nearly one in six) live with some kind of disability. As the EU population is getting older, this number is expected to grow. Accessible and affordable transport and the fight against exclusion are therefore crucial.



**However, too often diversity is perceived as a “cost” rather than an “asset”,** even though research shows that companies with a balanced workforce and an inclusive culture are better workplaces, twice as likely to meet or exceed their financial targets and six times more likely to innovate.

**Awareness is the first step towards change.** This is where Ambassadors will play a key role, in reaching out to people at all levels, to increase awareness and drive change.



Image sources <sup>1 2 3 4 5 6</sup>

<sup>1</sup> Goswami, S., & Goswami, B. K. [Exploring the Relationship between Workforce Diversity, Inclusion and Employee Engagement](#). *Drishtikon: A Management Journal*, 9(1), 65–89. 2018.

<sup>2</sup> European Transport Workers' Federation. [Making the Transport Sector Fit for Women to Work](#). 2020.

<sup>3</sup> Eurostat. [Women per 100 men](#). 2021.

<sup>4</sup> European Commission, Directorate-General for Mobility and Transport, Giannelos, I., Smit, G., Gonzalez Martinez, A., et al., [Business case to increase female employment in transport : final report](#), Publications Office, 2019.

<sup>5</sup> Eurostat, 2022, [People at risk of poverty or social exclusion](#).

<sup>6</sup> European Commission, 2021, [European Disability Strategy 2021 – 2030](#).

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## If I join the Network, how am I expected to contribute?

Ambassadors are free to engage in the activities that suit them best, bearing in mind their individual circumstances. For instance, you can contribute directly from home, through activities within your company and/or persons around you. As an Ambassador you will be also in touch with the other members of the Network to share your experiences and find inspiration.

Check out Section 4 for some ideas on which kind of activities you can promote considering your own circumstances and Section 5 for available resources and tools.

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## Eager to know more about the Network? Find out more below.

The sections below present a detailed guide to the Ambassadors' Network. In the digital routing figure below, you can jump to the section with the information that suits you best.

### Why an Ambassadors Network?

Go to **page 5** to learn more about the need to raise awareness about diversity in the transport sector.

Go to **page 10** and you can learn more about the activities of the Network and what you can do to promote inclusion, equality and diversity in transport.

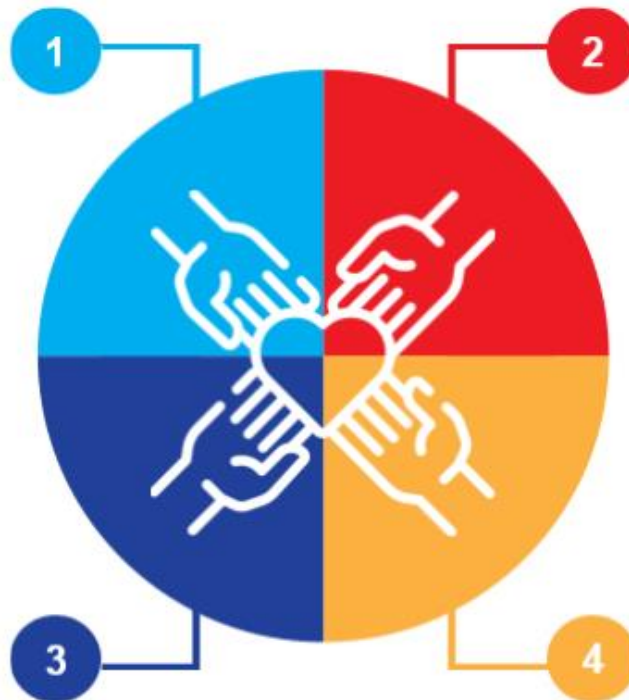
### Ambassadors Activities

### Becoming an Ambassador

On **page 7** you'll find information about what it takes to become an Ambassador, what the benefits are and the application process.

**Page 15** contains links to information and tools that you can use as an Ambassador.

### Resources and tools





## 2. Why an Ambassadors Network?

*“The European Union ‘draws strength and unity from its diversity — of people, of culture and of traditions. But Europe can only move forward if it uses all its assets, talents and potential. This means creating a fairer society in which those who share the same aspirations have the same opportunities to fulfil them”<sup>7</sup>.*



**At present the transport sector is not sufficiently diverse.** This limits the sector’s ability to remain resilient in the face of emerging challenges and trends. A more inclusive sector will have a competitive advantage by offering a variety of different perspectives, skills, and experiences to how the sector can overcome emerging challenges and move forward. However, too often diversity is perceived as a ‘cost’ rather than an ‘asset’, even though companies with a balanced workforce and an inclusive culture are twice as likely to meet or exceed their financial targets and six times more likely to innovate.

**Awareness is the first step towards change,** and this is where the Ambassadors will play a key role, in reaching out to people at all levels, to increase their awareness about the value of building a society that works for everyone and drive change in the transport sector<sup>8</sup>.

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<sup>7</sup> European Commission, 2019, [Mission letter: Helena Dalli](#).

<sup>8</sup> See also the [EU Diversity Charters](#)

As an Ambassador, your commitment will help to:



**Increase inclusivity and equality among transport workers:** Transport has yet to provide equal and inclusive conditions for all. Women represent only 22% of transport workers in the EU. This figure drastically drops for some professions such as pilots (5%), train drivers (3%) and seafarers (2%). Other diversity figures are very difficult to find for the transport sector. But we know that the employment rate of persons with disabilities is only 51%, much lower than the overall employment rate (75%).



**Address labour shortages.** Transport is an ageing and predominantly masculine sector, with a third of workers above 50 years old. It suffers from sometimes harsh working conditions and a rather negative image, making it unattractive to young people, women and men, thus increasing the risk of labour shortages which are becoming chronic in some sectors.



**Reap the benefits of equality.** Equality is a fundamental principle of the European Union, but it also brings about economic benefits. Research shows, for instance, that companies with a balanced workforce and an inclusive culture are better workplaces, twice as likely to meet or exceed their financial targets and six times more likely to be innovative.



**Better reflect the diversity of transport users.** Ensuring that the transport system is truly inclusive and that all citizens' needs are considered is essential. For instance, women use public transport more than men do but have more complex and time-consuming travel patterns, which are rarely accounted for in the design of mobility policies. Women are also more concerned about safety and the very real threat of harassment or violence in public transport. This concern is also shared by most LGBTQIA+ people



**Fight exclusion.** There is a risk that some people will be left behind during the evolution that transport is undergoing, namely digitalisation and the green transition (e.g., older people, people with disabilities and with reduced mobility, people living in remote areas, people with low income/unemployed, migrants and ethnic minorities and persons who are digitally illiterate). Accessible, affordable and inclusive transport solutions are therefore crucial.

Image sources <sup>9 10 11 12 13 14 15 16 17 18 19 20</sup>

<sup>9</sup> European Parliament. [Employment and disability in the European Union](#). 2020.

<sup>10</sup> IRU. [A fifth of driver positions unfilled in the European road transport sector](#). 2019.

<sup>11</sup> European Commission. [Making the EU transport sector attractive to future generations](#). 2017. In particular Annex D.

<sup>12</sup> IRU. [Driver Global Shortage Report](#). 2022.

<sup>13</sup> This was a clear result of the business case for diversity. For more information, see 'list of measures' and Annex IV.

<sup>14</sup> Bourke, J. and Dillon, B. [The diversity and inclusion revolution, eight powerful truths](#), Deloitte Review. 2018.

<sup>15</sup> ITF, [Women's Safety and Security](#). 2018.

<sup>16</sup> European Union Agency for Fundamental Rights. [A long way to LGBTI equality](#). 2019.

<sup>17</sup> Kuttler, T. and Moraglio M. *Re-thinking Mobility Poverty*, Routledge, London. 2020.

<sup>18</sup> Lucas, K., 2012, [Transport and social exclusion: Where are we now?](#) *Transport Policy*, Elsevier, vol. 20(C), 105-113. 2012.

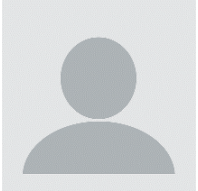
<sup>19</sup> Titheridge, H., Mackett, R., Christie, N. et al. [Transport and poverty: a review of the evidence](#), UCL Transport Institute: London. 2014.

<sup>20</sup> See the [Strategy for the Rights of Persons with Disabilities 2021-2030](#)

# 3. Becoming an Ambassador

## Who can be an Ambassador for #DiversityInTransport?

The Network should be as diverse as possible! Hence, anyone is welcome to join the network.

Ambassador For #DiversityInTransport: Profile	
	<p>Ambassadors are individuals who have the following qualities. However, please note it is not required to fulfil all these criteria:</p> <ul style="list-style-type: none"><li>• Have diversity, equality and inclusion as personal values;</li><li>• Have a genuine interest in improving diversity, inclusion and equality within the transport sector;</li><li>• Believe in the mission, goals, and values of the Ambassadors' project and are willing to actively share information about it with others in their networks (community, professional, digital or personal networks) and raise the awareness of their networks on diversity topics;</li><li>• Show a high level of commitment and can dedicate time to the Ambassadors' project;</li><li>• Take a broader perspective and think beyond the point of view of a particular group;</li><li>• Are able/willing to relate to others, to show mutual respect and have good communication skills;</li><li>• Be a representative of certain (underrepresented) transport user group and be active in giving a voice to those who are more vulnerable, less vocal or are defending a certain cause, to better cater for the needs of all transport users;</li><li>• Are working or potentially working in the transport sector (including as heads of transport companies or organisations, academia, etc.), and who are committed to promote diversity;</li><li>• Have previous experience in the field of diversity and inclusion in transport or elsewhere;</li><li>• Already have a good network and/or are willing to reach out to people.</li></ul>

Bear in mind that you may have an even greater impact if diversity is not the focus of your daily job. Indeed, you can reach out to those people and organisations that are not already dealing with diversity or might not be active in this field. In addition, there is no maximum number of Ambassadors from the same organisation.

## How to sign-up as an Ambassador?

The process to apply to become an Ambassador is simple! All you need to do is complete the application form available at the [following link](#) and thereafter sign a Declaration of Self-Commitment. Thereafter, our team will review your application and let you know within two weeks whether your application was successful or not.

If you are selected, you will gain access to the web platform (Wiki) of the network. Upon your explicit consent<sup>21</sup>, your name will also be added to the list of Ambassadors for #DiversityInTransport, which will be published on the Commission's Europa website.

For any questions, you can use the functional mailboxes:

- [MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu](mailto:MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu)
- [Diversity\\_Ambassadors@panteia.nl](mailto:Diversity_Ambassadors@panteia.nl)

**The network has no limit in size!** Thus, please reach out to any of your contacts who could be interested in joining the network, but who are not yet aware of its existence.

## What are the benefits of being an Ambassador?

As an Ambassador, you will be able to raise awareness about diversity issues in transport and promote inclusion in the sector, as well as affordable and accessible transport. Whatever the action you take towards achieving a more diverse, equal and gender balanced transport sector, you will contribute to the overall goal of raising awareness, promoting equality and, ultimately, achieving an equal society.

As an Ambassador for #DiversityInTransport, you will have the opportunity to:

- Belong to an **EU-wide network of exceptional, like-minded individuals** from various backgrounds who are committed to create a more diverse and inclusive transport sector;
- Participate in **networking sessions, awareness raising activities** and other activities/events;
- Gain access to a network which can give **visibility to your work and efforts** in the area of diversity;
- **Benefit from the efforts of others** (be of inspiration to, and get inspired by, the activities of the Ambassadors in the network);
- Actively **initiate and contribute to initiatives and projects to increase equality and inclusion** in your own environment, community, locality and in the transport sector in general, thereby further **developing leadership skills and capabilities**;
- Gain **access to thought leadership and knowledge** of global, regional and industrial challenges related to diversity in transport;
- Engage in **opportunities that strengthen entrepreneurship and entrepreneurial spirit** as a means of creating economic and social development;
- Contribute to **modernising the transport sector** and to making it more **competitive and resilient** as well as better serving the needs of all users;
- **Engage your organisation/company, etc. in equality and inclusion activities.** For example, this could include the development of the organisation's or company's diversity action plan, support or mentoring activities, motivating the appointment of a diversity manager who can develop targeted actions and design a strategic roadmap to embrace a diverse and inclusive workforce, etc.

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<sup>21</sup> See also the privacy statement in Annex **Error! Reference source not found.**



### Specific benefits for transport users

- Have access to broader, more resilient and better tailored transport solutions
  - Give visibility to underrepresented stakeholder groups
  - Experience improved accessibility to transport solutions in the future
- Experience improved access to economic opportunities and essential services



### Specific benefits for transport workers/ employers:

- Increasing diversity within teams and organisations leads to improvements within working processes, resulting in improved decision making, creativity and innovation, benefitting the organisation as a whole
- Better talent attraction by expanding access to a wider pool of skilled individuals (both by widening the scope of applicants and by being an attractive employer) and tackling workforce shortages
- Employees will benefit from improved satisfaction and engagement, from having a more inclusive working environment
  - Employers will benefit from an improved retention rate (improvements in the working environment can lead to longer commitments to the company)
- Organisations will benefit from improved client satisfaction and public image

*Image source*<sup>22</sup>

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<sup>22</sup> European Commission, Directorate-General for Mobility and Transport, Giannelos, I., Smit, G., Gonzalez Martinez, A., et al., [Business case to increase female employment in transport : final report](#), Publications Office, 2019.

## 4. Ambassadors' Activities

### What can Ambassadors do to promote inclusion, diversity and equality?

**The sky is the limit!** Small steps count as much as big ones. Ambassadors are encouraged to be as creative as possible and are free to engage in activities that best suit them, considering their individual circumstances.

Collecting, collating and sharing existing data is often a good first step to analyse the situation and identify gaps and areas where work is needed. Consider also getting in touch with relevant authorities at local, national or EU level, families and friends and see what you can do together.

### How does the Network of Ambassadors operate in practice?

- **Through a web platform (wiki).** The wiki is an internal, online collaborative tool that will facilitate the exchange of information/sharing of good practices between Ambassadors who have few opportunities to meet in person. You can also use it to share less successful experiences, from which we can learn our lessons, too! A template will be provided on the wiki for the reporting of Ambassadors' activities. The wiki is meant to be a dynamic platform. Ambassadors can shape it in the way which best suits their activities.
- **Sharing on social media.** Creating content for social media about the network and activities, e.g. through a short video or with a picture. Do not forget to use the official hashtag #DiversityInTransport, which is an easy way to collect all the contributions and create momentum for this important topic.
- **Webinars.** Online tools give Ambassadors the possibility to connect more easily with a broader public. This can be done at EU level/national level/company level. Companies or organisations with seats in different cities could organise a webinar for their employees/contact points for diversity and inclusion.
- **Establishing national sub-networks/gatherings at national level.** National contact points could serve as intermediaries for Ambassadors who do not have sufficient command of English. They could also organise small gatherings at national or regional level.
- **Establishing themes for discussion/further cooperation.** In the wiki, 'discussion corners' can be set-up to exchange views on specific topics. Ambassadors with a similar background (e.g. trade unionists, students) can also discuss the main challenges and opportunities they face. In transport, despite the specificities of each sub sector, everyone can learn from exchanges across modes. Nevertheless, discussion corners per mode might also be useful to be created if Ambassadors wish so.
- **Initiating activities to further promote diversity in transport** – see some examples of what specific stakeholders can do below.

## How can I increase awareness within my network?



**Sensitise.** Start from the basics, with people close to you, including children. Are your immediate colleagues aware of what a gender equal and diverse working environment means? You may start discussing with them during lunch or coffee breaks. You can then raise the issue during meetings with colleagues and clients and share the outcome of the discussion with other Ambassadors.



**Flag.** Liaise with key people in your company to bring these topics to the interest of the management/staff representatives/trade unions, for instance during staff meetings. Bring a general diversity perspective also in your daily work and apply 'equality mainstreaming' whenever working on a project, a budget, commenting on documents or collecting figures.



**Commit.** Invite your contacts to sign the Declaration on equal opportunities for women and men in the transport sector ([link here](#))



**Learn.** Read and disseminate studies and best practices supported by the European Commission to address social aspects in the transport sector, [available online](#).



**Liaise and discuss** with other Ambassadors. You can get tips and new ideas from them. You can share your achievements but also your difficulties and discuss possible ways out. For instance, how to deal with the resistance of colleagues?



**Diversity champion.** If the position does not exist yet, advocate for the nomination of a gender equality/diversity manager in your organisation



**Engage leadership:** work with local authorities to promote an equal and diverse community engagement on a wide range of transport-related issues (for instance design or renovation of public transport means and infrastructure, stations, cycling paths, bus stops, pilot projects – drop-off on request). A consultative forum to exchange and receive feedback from citizens could be set up.

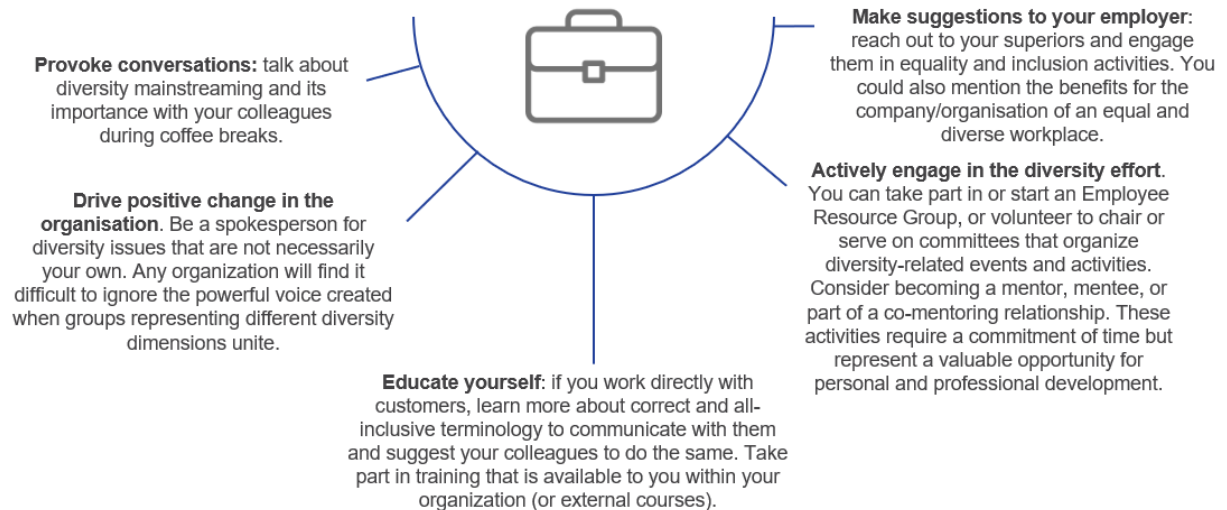
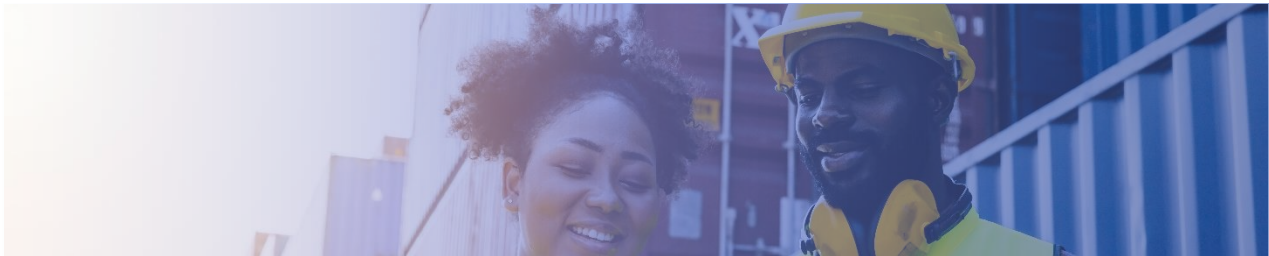
## Targeted actions

In addition to the above, you can engage in **more targeted actions depending on your daily occupation**. For HR/gender equality/diversity managers, these tasks will be part of their daily work. More targeted activities for CEOs and students are presented below. However, if your profile is not yet there, please don't hesitate to reach out to us using the contact references and help us develop other examples!

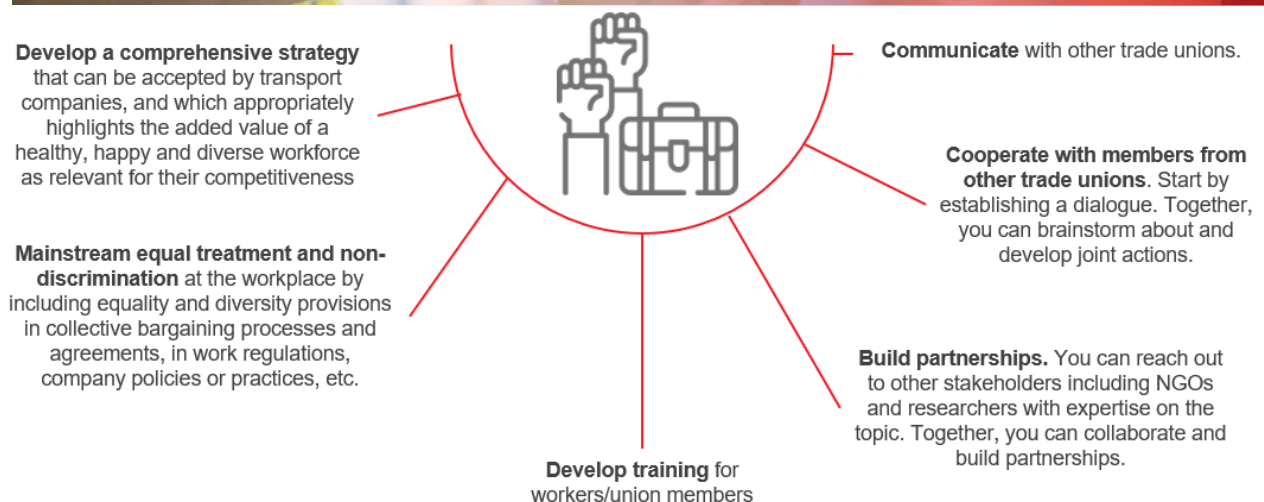
### What can I do as a CEO?



## What can I do as an employee?



## What can I do as a Trade Unionist?





## What can I do as a student?<sup>23</sup>



**Set up a discussion group.** For instance, you could establish a student association or study group for diversity including gender equality, where you can reflect together on diversity and equality and come up with practical ideas.

**Launch a blog.** The blog can become a space for discussion and a tool to share thoughts and experiences allowing students to remain anonymous if they wish.

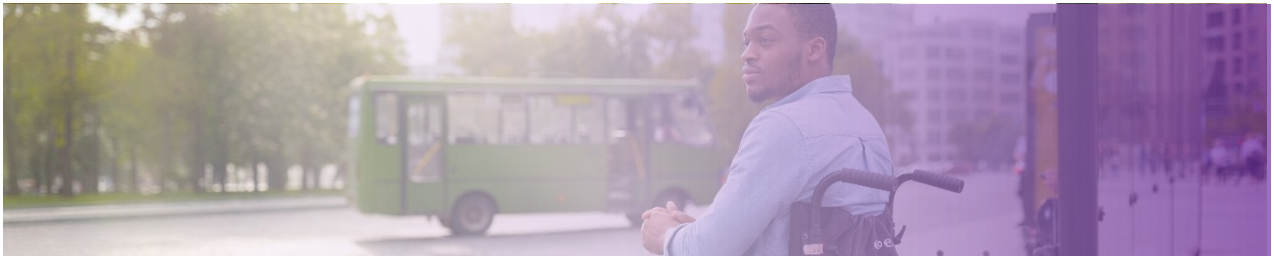
**Organise meetings with transport companies** supporting diversity and inclusion to encourage cooperation between schools/universities and businesses on that topic.

**Promote the educational toolkit** for primary and secondary schoolchildren to fight gender or other diversity-related stereotypes based on examples from the transport sector.

**Reach out** to your teachers, the administration of your school/university, and other student groups to put your ideas into practice.



## What can I do as a transport user?



**Set up a discussion group.** For instance, you could establish a community association for diversity including gender equality, where you can reflect together on diversity and equality and produce practical ideas.

**Launch initiatives** within your local community, to improve diversity in transport

**Educate yourself** on diversity related issues, such as the correct terminology to use when addressing different groups of people, unconscious bias, issues that minority groups face, etc. to improve your understanding of diversity in transport

**Provoke conversations:** talk about diversity mainstreaming and its importance with your community

**Speak up** about diversity related issues that you might be facing when you take transport and share them with those around you



<sup>23</sup> [European Commission, Educational toolkits to help fight gender stereotypes based on the example of the transport sector, 2021](#)

# 5. Resources and tools

## What kind of resources can Ambassadors use?

### EU transport specific resources

- The Commission developed a **business case to increase female employment in transport**. The results show that achieving gender equality brings about many benefits for the entire workforce, such as reduction in sick leaves and increase in the work motivation<sup>24</sup>. See the presentation and Annex III.
- The good practices and examples of measures proposed on the website of the **Women in Transport EU Platform for Change**<sup>25</sup>.
  - You can find a list of good practices at the following link.
  - Information on measures that companies can take are also available through the following link.
- The best practice guide on the **carriage of persons with reduced mobility** (available here).
- **Educational toolkits to fight gender stereotypes**. One of the main reasons for gender imbalances in the EU transport sector is the persistence of strong gender stereotypes which are often developed at a young age. To tackle this, the European Commission developed an Educational toolkit<sup>26</sup>.
- **Recommendations to cope with automation and digitalisation**. A study on policy-oriented recommendations to guide the automation and digitalisation of the transport labour force, from a social and European perspective and considering all modes of transport<sup>27</sup>
- **Good practices on rostering and staff scheduling**. This study aimed to identify good staff scheduling and rostering practices in the transport sector and make practical recommendations on these systems can be improved<sup>28</sup>.

### Horizontal EU resources

- The Eurobarometer 493 on Discrimination in the EU, 2019.
- The Eurostat figures on gender equality, age equality and disability equality
- Summaries of EU legislation on protection against discrimination
- The EU Open Data Portal
- The Action plan to implement the European Pillar of Social Rights
- The European Pillar of Social Rights (europa.eu)

#### *On gender-related issues*

- Information about the general EU gender policy, for instance on work life balance and pay gap.
- A Union of Equality: Gender Equality Strategy 2020-2025
- Legislative proposal for binding pay transparency measures which will allow workers, once adopted, to compare pay for equal jobs and jobs of equal value.
- EIGE Gender Equality Index. You can check how your country is performing.
- Proposal for a Directive on combating violence against women and domestic violence

#### *On disability-related issues*

- The Strategy for the rights of persons with disabilities 2021-2030
- The Evaluation of the European Disability Strategy 2010-2020

#### *On other possible discrimination grounds:*

- The new strategic framework for the equality, inclusion and participation of Roma in EU countries and preparation of the post-2020 initiative.

<sup>24</sup> You can find more data on the overall economic benefits of gender equality in the EU on [the following link](#).

<sup>25</sup> You can find more information about the platform in Annex **Error! Reference source not found.**

<sup>26</sup> European Commission, [Educational toolkits to help fight gender stereotypes based on the example of the transport sector](#), 2021.

<sup>27</sup> European Commission, [Study on the social dimension of the transition to automation and digitalisation in transport, focusing on the labour force](#), 2021.

<sup>28</sup> European Commission, [Good staff scheduling and rostering practices in transport](#), 2021.

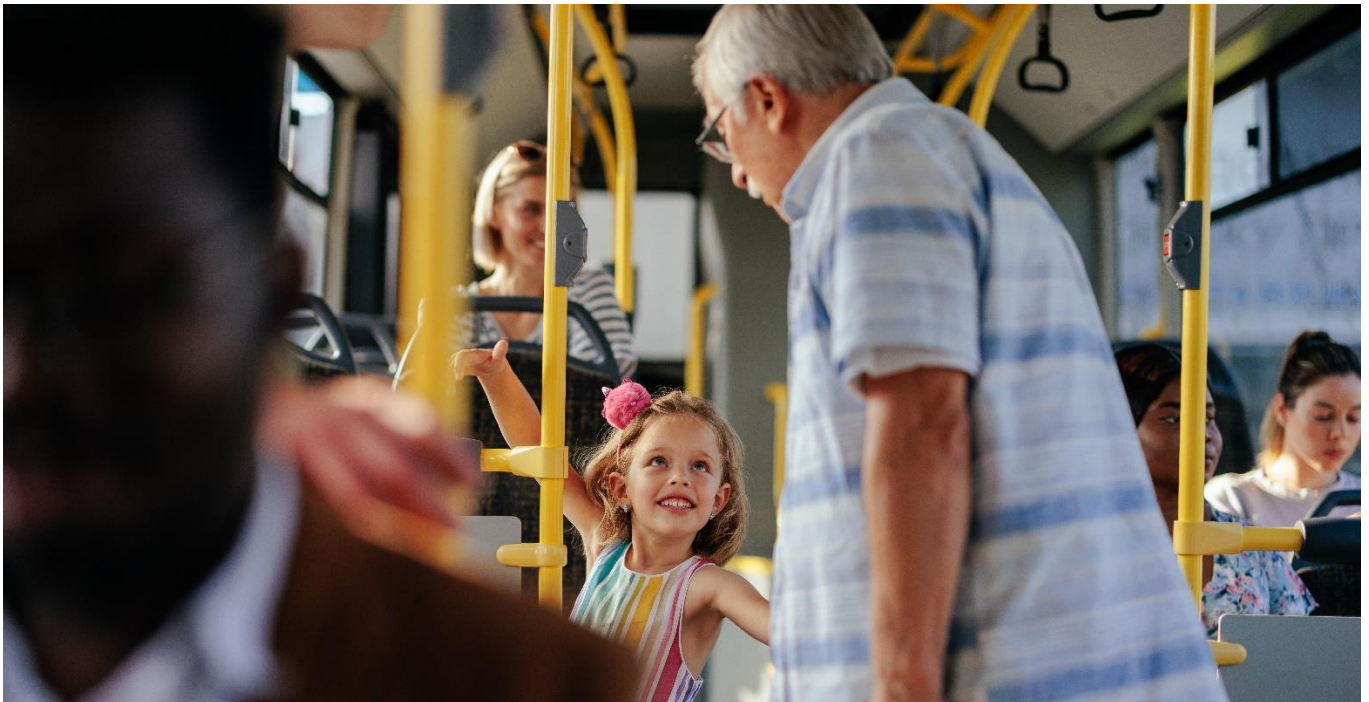
- The LGBTI Equality Strategy 2020-2025.
- The EU Racism Action Plan

### Research and Innovation projects on diversity in the transport sector

- TInnGO – Transport Innovation Gender Observatory<sup>29</sup>
- DIAMOND - Revealing fair and actionable knowledge from data to support women's inclusion in transport system<sup>30</sup>
- HiReach - High reach innovative mobility solutions to cope with transport poverty<sup>31</sup>
- DIGNITY - DIGital traNsport In and for socieTY<sup>32</sup>
- INDIMO - Inclusive digital mobility solutions<sup>33</sup>
- MoTiV - Mobility and Time Value<sup>34</sup>

### Resources shared on the Wiki by other Ambassadors

The Network will allow you to share ideas and relevant material (including on existing data/ research and initiatives at international level<sup>35</sup>), to enable a greater number of people to benefit from tools already developed by EU countries' administrations, organisations, NGOs or the private sector. Groups of Ambassadors could also decide to cooperate to develop new tools together. As a matter of example, during the conference 'Towards a more inclusive and diverse transport sector' of September 2019, participants proposed to develop a standardised training package on diversity or an educational campaign on security and safety at the workplace. Guidelines for good communication on inclusion, diversity and/or equality could also be developed (for instance how to talk about diversity-related topics with a non-specialist audience; what is equality mainstreaming, gender budgeting in practice? How to engage the audience, how to use social media?).



<sup>29</sup> European Commission, [Transport Innovation Gender Observatory](#).

<sup>30</sup> European Commission, [Revealing fair and actionable knowledge from data to support women's inclusion in transport systems](#).

<sup>31</sup> European Commission, [High reach innovative mobility solutions to cope with transport poverty](#).

<sup>32</sup> European Commission, [DIGital traNsport In and for society](#).

<sup>33</sup> European Commission, [Inclusive digital mobility solutions](#).

<sup>34</sup> European Commission, [Mobility and Time Value](#).

<sup>35</sup> For instance, the [United Nations and the Sustainable Development Goals](#).

## 6. Annexes

### I. Frequently Asked Questions

#### **What is an Ambassador?**

An 'Ambassador' should be understood in its non-diplomatic sense, as a person committed to promoting a particular topic, in the present case, inclusion, diversity and equality in transport.

#### **What do you mean by diversity?**

'Diversity' aims at equal treatment and opportunities for all, irrespective of gender or gender identity, age, disability, race or ethnic origin, social origin, religion and sexual orientation. Ambassadors may choose to address particular inequalities, supporting the Union's action in combating "discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation" [Article 10 of the Treaty on the Functioning of the European Union; Title III of the Charter of Fundamental Rights of the EU on 'Equality'].

#### **What activities are included in scope of transport sector? Do I need to work in this sector to become an Ambassador?**

'Transport sector' includes all the activities involved in moving people and freight, whether directly or indirectly (including, for instance, mobility as a service, online platforms, ride-sharing, ride-hailing, bike-sharing, ancillary legal or financial activities, infrastructure, training of staff and transport related research). More inclusion is meant to be achieved for both the transport labour force and transport users. Therefore, you do not need to work in the transport sector to become an 'Ambassador'.

#### **How much time will I have to invest in the Network?**

As an Ambassador, you are not required to dedicate a specific amount of time to the work of the Network. Depending on your availability and personal ambition, you can develop your own strategy in order to achieve results. Nevertheless, you are welcome to discuss with your fellow Ambassadors about potential targets that you would like to achieve, as a team or as an individual. As a matter of example, you could draft an action plan and share it with the network, with activities or topics you will bring into discussion in your company, organisation, etc.

#### **Whom will I represent as an Ambassador?**

Becoming an Ambassador is a personal commitment and you only engage yourself. However, if your activities take place at your workplace, we advise you to inform your organisation about your participation. This will also give you a first grasp of the extent of your organisation's support.

#### **What can I do to make the transport sector more diverse?**

There are a variety of different options at your disposal:

You can sign the '[Declaration on equal opportunities for women and men in the transport sector](#)'. It is available in all EU languages (except Gaelic): [link here](#) (see under 'signed Declaration').

Share a good practice, also by using the list of measures already published (EUSurvey - Survey (europa.eu)) (see also the EU transport specific resources listed in Section 5).

You can become an Ambassador for Diversity.

You can present an action under the Women in Transport - EU Platform for Change (hereafter the platform – see Annex II).

These activities have common goals, but they are independent from each other. You can choose to join one or several of these initiatives.

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**What is the geographic scope of the network? Can a non-EU citizen become an ‘Ambassador’?**

The activities pursued by Ambassadors should mainly take place in the EU, EFTA and in EU candidate countries, even though cooperation with other regions is possible. This being said, a non-EU citizen can be an ‘Ambassador’, provided that their activities target EU Member States or are of relevant at the EU level.

**What is the role of European Commission?**

Ambassadors commit to and participate in the network on a personal capacity. Their activities and/or statements do not engage the European Commission. However, the Commission supports the development of the network mainly by playing the role of facilitator by:

Setting-up and administrating the Network web platform (wiki) to offer a channel for the Ambassadors to communicate, for instance for the exchange of good practices.

Keeping the list of Ambassadors up to date

Promoting the mutual exchange of experiences between them.

Sharing information (e.g., on the outcome of relevant studies, the work of the Women in Transport EU Platform for Change).

Subject to budgetary approval and resources availability, it could also:

Organise gatherings of Ambassadors for Diversity.

Provide tools to help visually identify Ambassadors/thank newcomers (e.g. tote bags, pins, business cards, hashtag, email signatures and labels).

**Who can I contact for further information about the Ambassadors’ Network?**

For any question and to apply to the Network, you can use the functional mailbox [MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu](mailto:MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu) or [Diversity\\_Ambassadors@panteia.nl](mailto:Diversity_Ambassadors@panteia.nl)



## II. Women in Transport EU Platform for Change

Organisations committed to improving female employment in transport come together in this platform and share their actions for equal opportunities. Actions can be very diverse, from very practical ones (for instance installation of appropriate sanitary facilities) to the development of full strategies or action plans. They should be result-oriented and will be monitored.

### General objective of the platform

The objective of the platform, launched on 27 November 2017, is to strengthen women's employment and equal opportunities for women and men in the transport sector thanks to specific actions initiated by the platform members. It also serves as a forum to discuss and exchange good practices. Improved gender balance will contribute to more diverse workplaces, with positive effects both internally and externally. It will benefit both men and women, positively influence the attractiveness of jobs and the competitiveness of the sector. The above-mentioned actions pursue one or several of the specific objectives listed below:

- Raising awareness.
- Collecting gender disaggregated data to provide a sound basis for planning policies and measures, monitoring progress and assessing the impact of targeted actions.
- Improving the opportunities for female employees, for women-owned companies and for women in managerial and decision-making positions.
- Improving working conditions to attract and retain women in the sector by providing:
  - Better work-life balance
  - Zero tolerance towards violence (safety and harassment)
  - Equal recruitment, pay, training and career opportunities
  - Quality of the working environment and facilities
- Changing culture to eliminate gender stereotypes and make the sector appealing to women:
  - Within the company. For instance via awareness raising, training
  - In the society, (improving the image of the sector /fighting stereotypes).

### Who can become a member of the platform?

Organisations and Member States from the EU, EEA, EFTA and EU candidate countries. Any other stakeholder/person active in the EU ready to propose an action contributing to the objective of the platform.

You can find more information about the platform (membership, rules of procedure, presentation of an action) at [the following link](#).

### III. The Business Case for Equality

- More gender equality would lead to between **6.3 million and 10.5 million additional jobs in 2050**, with about 70% of these jobs taken by women (European Institute for Gender Equality report on the 'economic benefits of gender equality'<sup>36</sup>)
- A more gender equal EU would have strong, positive GDP impacts growing over time, higher level of employment and productivity and could respond to challenges related to the ageing population in the EU. According to EIGE, by 2050, **improving gender equality would lead to an increase in EU (GDP) per capita by 6.1 to 9.6%**, which amounts to €1.95 to €3.15 trillion.
- At the Member State level, the estimated GDP impacts of increased gender equality vary considerably. Countries with more room to improve gender equality have much to gain. On average, improved gender equality in these countries is expected to lead to an **increase in GDP of about 12% by 2050**.
- Considerable part of economic growth in Nordic countries can be attributed to improvements in gender equality, OECD evidence shows. Indeed, in Denmark, Iceland, Norway and Sweden, increases in women's employment alone accounted for the equivalent of about **10-20% of average annual GDP per capita growth over the past 40-50 years**<sup>37</sup>.
- Worldwide, gender balanced participation in the labour markets can **add up to \$28 trillion to annual global GDP by 2025**. This is roughly the combined size of the economies of the USA and China (Mc Kinsey 2016)<sup>38</sup>
- An IMF paper from 2018 concludes that 'a range of (macro- and microeconomic) data suggest that **women and men complement each other in the production process**. The implication is that there is a value to diversity: adding more women to the labour force should induce larger gains than an equal increase in male workers. [...] Our findings also suggest that greater gender diversity is likely to boost male incomes. This makes discrimination against women in labour markets not only economically inefficient but also directly costly to men.'<sup>39</sup>

#### The business case to increase female employment in transport:

Employment in transport is rigorously male dominated. The share of women working in the EU transport sector is only 22% while the share of women working in the entire European Union is 46%. This segregation is both horizontal (specific industries or sectors of the labour market are mostly made up of one gender) and vertical (opportunities for career progression for a particular gender are limited and narrow).

As pointed under Section 1 (point 3), research also shows that companies with a balanced workforce and an inclusive culture are better workplaces, twice as likely to meet or exceed their financial targets and six times more likely to be innovative<sup>40</sup>. Case studies of transport companies having a gender equality policy in place show that most gender equality measures are rather cheap to implement and generate significant benefits, notably of an economical nature.

To find out more, the full business case and case studies are available on the Platform webpage under 'list of measures'<sup>41</sup> and under the following link: **[Business case to increase female employment in transport - Publications Office of the EU \(europa.eu\)](#)**. With the toolkit, you can check what kind of measures could help increase the gender balance and how much this will (or will not) cost!

<sup>36</sup> EIGE, [Economic benefits of gender equality in the European Union](#).

<sup>37</sup> OECD, 2018, [Is the last mile the longest? Economic gains from gender equality in Nordic Countries](#).

<sup>38</sup> McKinsey & Company, 2016, [Delivering the power of parity: Toward a more gender-equal society](#).

<sup>39</sup> IMF, 2018, [Economic Gains From Gender Inclusion: New Mechanisms, New Evidence](#).

<sup>40</sup> Juliet Bourke and Bernadette Dillon, 'The diversity and inclusion revolution, eight powerful truths', Deloitte Review, January 2018

<sup>41</sup> [Women in Transport – EU Platform for Change](#).

## IV. National Contact Points

As explained in the guidance, the Network will operate at EU level. However, in order to change the current situation and to achieve more diversity, it is paramount to reach out to local and regional communities. This is where national contact points can help.

### **What is it expected from national contact points?**

Minimum requirement: The minimum requirement is to provide support to Ambassadors who do not have a sufficient command of the English language to help them stay in touch with the rest of the network.

#### *Optional requirements:*

- National contact points may also voluntarily engage in more activities at national/regional level. They are free to launch and coordinate national initiatives, organise gatherings, online calls or webinars, etc;
- National contact points may choose to centralise/gather information about the activities of the Ambassadors of their country and report back to the network;
- National contact points may decide to liaise with each other to share information about activities, challenges, success stories, etc.

#### *How can I volunteer?*

The role of national contact point is taken-up on a completely voluntary basis. You can signal your interest while signing-up as an ambassador (see Section 2 of the guidance and Annex V). If you take your decision at later stage, please inform us by e-mail at [MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu](mailto:MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu) .

## V. Declaration of Self-Commitment

### European Network of Ambassadors for #DiversityInTransport

*Please tick the appropriate boxes to confirm your agreement.*

- By joining the European Network of Ambassadors for #DiversityInTransport, I personally commit to:
- Respecting the EU fundamental values, including those of equality and non-discrimination [Art. 10 TFEU];
  - Taking concrete steps to promote a more diverse, equal and inclusive transport sector;
  - Liaising with the rest of the network, in particular to exchange good practices;
  - Always acting in good faith.
- I understand that my commitment is personal and that my activities/statements do not engage the European Commission.
- I confirm that I have read the guidance document and privacy statement related to the network.

I confirm that my name, position, organisation, country and region of residence can be added to the list of Ambassadors and published on the Europa website.

- Yes  
 No

I accept to disclose my e-mail address to other Ambassadors and to be contacted for matters related to the functioning of the network and events related to diversity, including gender equality.

- Yes  
 No

I accept to disclose the information regarding my spoken languages to other Ambassadors.

- Yes  
 No

Last name:	_____	Country of residence:	_____
First name:	_____	Region of residence	_____
Gender:	_____	E-mail address:	_____
Position:	_____	Languages spoken:	_____
Organisation:	_____		

You can decide to withdraw from the network at any time, by sending an email to the functional mailbox: [MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu](mailto:MOVE-DIVERSITY-AMBASSADOR@ec.europa.eu)

Date \_\_\_\_\_ Signature \_\_\_\_\_

# VI. Privacy Statement

## Ambassadors for #DiversityInTransport Network: Privacy Statement

### PROTECTION OF YOUR PERSONAL DATA

**This privacy statement provides information about the processing and the protection of your personal data.**

**Processing operation:** *Functioning of the European Network of Ambassadors for Diversity in Transport*

**Data Controller:** *European Commission, Directorate-General for Mobility and Transport (DG MOVE), Directorate B - Investment, Innovative & Sustainable Transport, Unit B.5 - Social Aspects, Passenger Rights & Equal Opportunities*

**Record reference:** DPR-EC-03928 - Management of subscriptions to receive information and DPR-EC-01063 - Processing of personal data linked to meetings and events.

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#### 1. Introduction

The European Commission (hereafter 'the Commission') is committed to protect your personal data and to respect your privacy. The Commission collects and further processes personal data pursuant to [Regulation \(EU\) 2018/1725](#) of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data (repealing Regulation (EC) No 45/2001).

This privacy statement explains the reason for the processing of your personal data, the way we collect, handle and ensure protection of all personal data provided, how that information is used and what rights you have in relation to your personal data. It also specifies the contact details of the responsible Data Controller with whom you may exercise your rights, the Data Protection Officer and the European Data Protection Supervisor.



The information in relation to processing operations for the functioning of the European Network of Ambassadors for Diversity in Transport undertaken by the Data Controller is presented below.

## **2. Why and how do we process your personal data?**

Purpose of the processing operation: The European Commission, Directorate-General for Mobility and Transport (DG MOVE), Directorate B - Investment, Innovative & Sustainable Transport, Unit B.5 - Social Aspects, Passenger Rights & Equal Opportunities, the Data Controller, collects and uses Ambassadors' personal information **to ensure the smooth functioning of the European Network of Ambassadors for #DiversityInTransport.**

This includes managing the list of Ambassadors, giving them access to the network's IT Platform (Wiki) allowing them to interact between themselves, contacting them whenever necessary to ensure the good functioning of the network, organising meetings and inviting them to events related to diversity including gender equality.

Personal data will not be used for an automated decision-making including profiling.

## **3. On what legal ground(s) do we process your personal data**

The processing operations of personal data are necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the Union institution or body, namely the promotion of diversity and equality in the transport sector. It is in line with Article 10 of the Treaty on the Functioning of the European Union, which stipulates that *"In defining and implementing its policies and activities, the Union shall aim to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation"*.

Data subjects (Ambassadors) give their explicit consent to the process of their personal data by signing a *Declaration of Self-commitment* when joining the Network and by signing a privacy statement when registering to events.

## **4. Which personal data do we collect and further process?**

In order to carry out this processing operation, the Data Controller collects the following personal data for each Ambassador: data necessary for the organisation, management, development and smooth functioning of the Network, such as gender (needed for gender statistics)/age /name/surname/position/organisation/e-mail address/country and region of residence/languages spoken as well as whether an individual falls under a particular group – women, parents, older persons, caretakers, persons with disabilities, LGBTIQ+ or ethnic/religious minorities

For security reasons, in the case of meetings convened by the Commission, the following information will be collected from participants to give them access the meeting venue: name/first name/date of birth/nationality/ID number/ID expiry date/e-mail.

Whenever meetings/events will be organised, it may happen that pictures, photos, films will be taken, but only after the explicit and free consent of participants.

In case of travel arrangements organised/subsidised by the European Commission, the following information will also be collected: information about the form of transport used, hotel and banking information for the purpose of reimbursement of travel expenses/allowances, as well as identity/passport number/ passport expiry date/date of birth whenever necessary.

## **5. How long do we keep your personal data?**

The Data Controller will only keep Ambassadors' personal data as long as necessary for the functioning and the management of the European Network of Ambassadors for Diversity in Transport. Whenever an Ambassador will leave the Network, their personal data will be removed right after their notification of withdrawal.

Personal data not relevant for the functioning of the network (e.g. data collected for meetings/events such as passport data), will be deleted immediately after the meeting/event has taken place.

## **6. How do we protect and safeguard your personal data?**

All personal data in electronic format (e-mails, documents, databases, uploaded batches of data, etc.) are stored either on the servers of the European Commission or of its contractors, if applicable. All processing operations are carried out pursuant to the [Commission Decision \(EU, Euratom\) 2017/46](#) of 10 January 2017 on the security of communication and information systems in the European Commission.

If the Commission outsources the organisation of events or activities related to the Network to a contractor, the Commission's contractor will be bound by a specific contractual clause for any processing operations of personal data on behalf of the Commission, and by the confidentiality obligations deriving from the transposition of the General Data Protection Regulation in the EU Member States ('GDPR' [Regulation \(EU\) 2016/679](#).)

In order to protect your personal data, the Commission has put in place a number of technical and organisational measures. Technical measures include appropriate actions to address online security, risk of data loss, alteration of data or unauthorised access, taking into consideration the risk presented by the processing and the nature of the personal data being processed. Organisational measures include restricting access to the personal data solely to authorised persons with a legitimate need to know for the purposes of this processing operation.

#### **7. Who has access to your personal data and to whom is it disclosed?**

Access to your personal data is provided to the Commission staff responsible for carrying out this processing operation and to authorised staff according to the "need to know" principle. Such staff abide by statutory, and when required, additional confidentiality agreements.

The Data Controller does not share personal data with third parties for direct marketing.

Upon the explicit agreement of data subjects (Ambassadors), their name, position, organisation, country and region will be published on the Europa Website. Upon Ambassadors' explicit consent when signing-up to the network, the e-mail address of each Ambassador will be communicated to other Ambassadors to facilitate direct communication between them, including through the dedicated Wiki. E-mail addresses will not be published on the Europa Website. Where applicable, upon the explicit agreement of data subjects, pictures from events and meetings may also be made available on the Europa Website, social media and/or the Wiki platform.

#### **8. What are your rights and how can you exercise them?**

You have specific rights as a 'data subject' under Chapter III (Articles 14-25) of Regulation (EU) 2018/1725, in particular the right to access, your personal data and to rectify them in case your personal data are inaccurate or incomplete. Where applicable, you have the right to erase your personal data, to restrict the processing of your personal data, to object to the processing, and the right to data portability.

You have the right to object to the processing of your personal data, which is lawfully carried out pursuant to Article 5(1)(a) on grounds relating to your particular situation.

You have consented to provide your personal data to the Data Controller for the present processing operation. You can withdraw your consent at any time by notifying the Data Controller. The withdrawal will not affect the lawfulness of the processing carried out before you have withdrawn the consent.

You can exercise your rights by contacting the Data Controller, or in case of conflict the Data Protection Officer. If necessary, you can also address the European Data Protection Supervisor. Their contact information is given under Heading 9 below.

Where you wish to exercise your rights in the context of one or several specific processing operations, please provide their description (i.e. their Record reference(s) as specified under Heading 10 below) in your request.

#### **9. Contact information**

##### **- The Data Controller**

If you would like to exercise your rights under Regulation (EU) 2018/1725, or if you have comments, questions or concerns, or if you would like to submit a complaint regarding the collection and use of your personal data, please feel free to contact the Data Controller, [MOVE-B5-SECRETARIAT@ec.europa.eu](mailto:MOVE-B5-SECRETARIAT@ec.europa.eu).

- **The contractor for the duration of the specific contract (Data Processor)**
  - Panteia
  - Stratec
  - TIS

Regarding data that is stored on Panteia's SharePoint, Microsoft regularly conducts a Data Protection Impact Assessment (DPIA) of Office 365, inclusive of OneDrive and SharePoint to ensure the security of customer data. In addition, Office 365 has five different layers of security: access security, application security, data security, physical data centre security, and network security, to protect customer data against accidental, unauthorized or unlawful access, disclosure, alteration, loss, or destruction. In addition, Panteia is certified according to the information security standard ISO 27001 ([more information can be viewed here](#)). With this certification, Panteia proves that information is in safe hands. In addition, Panteia is a member of the trade association MOA and adheres to the Code of Conduct for Research and Statistics (Gedragcode voor Onderzoek en Statistiek). With this code of conduct, Panteia aims to deal responsibly with personal data within its core activities. Furthermore, Panteia fully commits to the AVG. Panteia assists clients with a processor agreement, has appointed its own Data Protection Officer and provides clients and respondents with full cooperation in exercising the rights defined in the AVG.

Lastly, Panteia endorses the ten basic principles of the Fair Data Privacy Code. Data and privacy are in good hands with us. The Fair Data Hallmark may only be used by organizations that are members of the MOA.

You can exercise your rights by contacting the Data Processor:

Gerben Zwart (Data scientist – Panteia)  
[g.zwart@panteia.nl](mailto:g.zwart@panteia.nl)

Ambassadors for #DiversityInTransport  
[diversity\\_ambassadors@panteia.nl](mailto:diversity_ambassadors@panteia.nl)

- **The Data Protection Officer (DPO) of the Commission**

You may contact the Data Protection Officer ([DATA-PROTECTION-OFFICER@ec.europa.eu](mailto:DATA-PROTECTION-OFFICER@ec.europa.eu)) with regard to issues related to the processing of your personal data under Regulation (EU) 2018/1725.

- **The European Data Protection Supervisor (EDPS)**

You have the right to have recourse (i.e. you can lodge a complaint) to the European Data Protection Supervisor ([edps@edps.europa.eu](mailto:edps@edps.europa.eu)) if you consider that your rights under Regulation (EU) 2018/1725 have been infringed as a result of the processing of your personal data by the Data Controller.

## **10. Where to find more detailed information?**

The Commission Data Protection Officer (DPO) publishes the register of all processing operations on personal data by the Commission, which have been documented and notified to him. You may access the register via the following link: <http://ec.europa.eu/dpo-register>.

This specific processing operation has been included in the DPO's public register with the following Record reference: DPR-EC-03928 - Management of subscriptions to receive information and DPR-EC-01063 - Processing of personal data linked to meetings and events.



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