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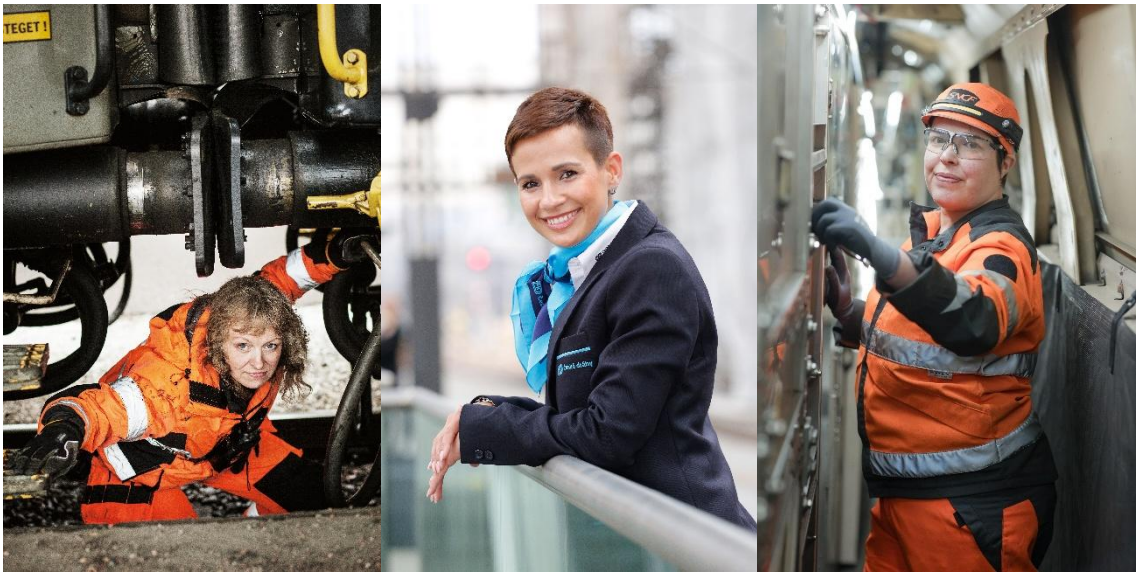

NEW WOMEN IN RAIL (WIR)-REPORT 2025

Final Report

Implementation of the European Social Partner Agreement on Women in Rail (WiR Agreement)

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4 September 2025

FOREWORD EUROPEAN COMMISSION

Roxana MÎNZATU

The launch of the *Women in Rail* Report marks an important milestone for the European railway sector and for European social dialogue.

At the heart of this achievement stands the *Women in Rail* Agreement, concluded by the Community of European Railway and Infrastructure Companies and the European Transport Workers' Federation. This agreement is unique in Europe. It shows what can be achieved when employers and trade unions come together in true partnership, and it offers a model for other sectors on how to advance gender equality through constructive industrial relations.

I warmly welcome and support this initiative. It reflects the spirit of the European Pillar of Social Rights, which calls for equality of opportunity, quality employment, and fair working conditions for all. It also shows the value of strong social dialogue in shaping the future of work in Europe.

The first *Women in Rail* Report shows the progress achieved since the Agreement was signed in 2021: more companies adopting equality strategies, mentoring initiatives linking younger women with experienced leaders, flexible work arrangements that support families, and role models inspiring the next generation.

But the report also makes clear that challenges remain. Women still account for less than one in four employees in the sector. At a time of widespread labour shortages, no sector can afford to cut itself off from half of the workforce, least of all rail – a sector essential for Europe's mobility, competitiveness and climate ambitions.

The *Women in Rail* Agreement offers a response. Covering eight key policy areas, it provides comprehensive measures to improve recruitment, career development, and working conditions for women. It is not only a commitment to fairness; it is a shared vision for the future of the sector.

Most importantly, it sends a strong signal: equality and diversity are essential to the strength and resilience of European rail. The ambition must remain to increase the proportion of women across the sector, until gender equality is no longer a goal on the horizon but a reality.

The European Commission will continue to support these efforts. Promoting women in rail is about making full use of Europe's talent, reflecting the diversity of our citizens, and ensuring that the railway sector is equipped to meet the challenges of the future.

The journey is far from over. But with this report, the next steps are clear. Every woman who joins the railway sector today makes it easier for the next one to follow. Every example of progress builds momentum. And every commitment from companies, trade unions, and institutions brings us closer to our shared goal of gender equality.

Roxana MÎNZATU,
Executive Vice-President

FOREWORD EU SECTORAL SOCIAL DIALOGUE COMMITTEE RAILWAYS

Matthias Rohrmann
(© Werner Popp)

Giorgio Tuti
(© Alexander Egger)

Dear Sir or Madam, dear colleagues,
especially dear female railway workers,

We as social partners - CER and ETF - in the railway sector, are delighted to present the first new "Woman in Rail (WiR) Report".

We thank all colleagues who have contributed to its creation over many months.

This fulfils one of the most important provisions of the Woman in Rail Agreement, which remains unique to this day. After more than three years of negotiations on the WiR Agreement, we are now continuing to demonstrate our commitment to its implementation.

The WiR Agreement aims to increase and improve the employment of women in the railway sector and to promote their integration. This is necessary both to improve conditions for women and to make employment in the railway sector more attractive. Increasing the proportion of women in our sector is also a measure to combat the shortage of skilled workers and promote the future of our sector.

The WiR Report, which will be published regularly from now on, will accompany the implementation of the measures and highlight developments and good examples. However, it will also help to highlight the areas where we still need to work.

In these politically challenging times, the WiR Report and the railway social partners are sending a clear and important signal in favour of diversity! We stand for diversity, a diverse workforce and its active promotion. Diversity is part of our DNA. Diversity is our strength. We call upon politicians and all stakeholders in the railway sector to continue working together towards these goals.

This WiR Report is therefore not the end of the work; on the contrary, it is the beginning, and we will continue it together. Because the following applies: Strong women = strong railways. With this in mind, we hope you enjoy reading this report and look forward to further development and cooperation – for the benefit of employees, colleagues and women.

Matthias Rohrmann (CER) — Giorgio Tuti (ETF)

President — Vice President

EU Sectoral Social Dialogue Committee Railways

"SNCF helped me find housing for my family. I got a parenting benefit and guide from SNCF's Social Support. My children receive guidance from SNCF's Educational Centre and go to SNCF's summer camps. These initiatives make my personal life easier and enable me to do my job in good conditions."

– **MRS JOVAHNNA THARLADIÈRE**
TRAFFIC MANAGER FOR PARISIAN SUBURBAN TRAINS, SNCF, FRANCE

"The sector continues to be male-dominated. Much has already improved, but there is still work to be done. It is not only in Germany that the majority of care work is still carried out by women. The shortage of skilled workers can only be resolved if women are offered good jobs with opportunities for work-life balance. WiR is a first step in this direction."

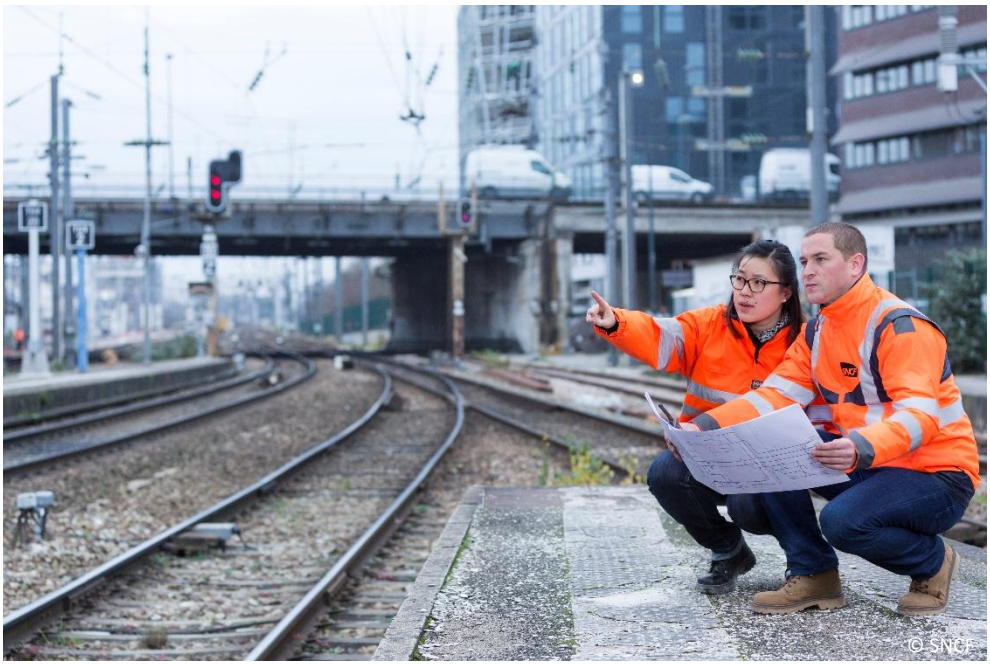
– **NADJA HOUY**
CHAIR OF THE EVG WOMEN'S COMMITTEE

“As a female member of the works council, I am in charge of 160 female colleagues in Vienna. I am proud that we currently have a female quota of 29 %. Thanks to the engagement of my works council team, we have improved the transparency of hearings, salary classification and career development in favour of female colleagues. The social dialogue has made employers aware of the burdens women in rail face. Much greater efforts will be needed in the coming years to tackle the existing problems for women in rail: sexual harassment and violence at the workplace is still a big problem and an expression of power dynamics that predominantly affect women. Employers are called upon to take prompt action so women can work safely in the rail sector.”

– **MELANIE STEINBERGER**
HEAD OF WORKS COUNCIL FOR ÖBB TRAIN ATTENDANCE IN VIENNA, AUSTRIA

"Women in the railway industry continue to face significant challenges, despite their growing presence and contributions. This needs to change – it’s why the Women in Rail (WiR) Agreement is so important. But companies need to be loyal in their application of the agreement in order for things to actually move in the right direction. It’s a matter of equality, attractiveness of the sector and therefore of the survival of the rail industry."

– **CÉLINE RUFFIE**
CO-CHAIR OF THE ETF YOUTH COMMITTEE



"As Deutsche Bahn, we are committed to the equal participation of women and men, recognizing that a higher representation of women in leadership positions is essential for an innovative, resilient, and sustainable railway.

To achieve this goal, we implement specific strategic measures such as transparent succession planning, job sharing, and flexible working models that promote diversity in everyday professional life.

In the long term, we aim for parity in participation to strengthen the creativity and resilience of our organization. Because gender equality is not just a nice-to-have but a necessity — for a strong and lasting future."

– **CHRISTINE EPLER, DIVERSITY OFFICER UND HEAD OF HR STRATEGY, INNOVATION & DIVERSITY AT DEUTSCHE BAHN**

“The time for talking is over, let’s go do something! Let’s Work!”

– **SILVANA FRANKEN**
VICE-CHAIR OF THE ETF WOMEN'S COMMITTEE

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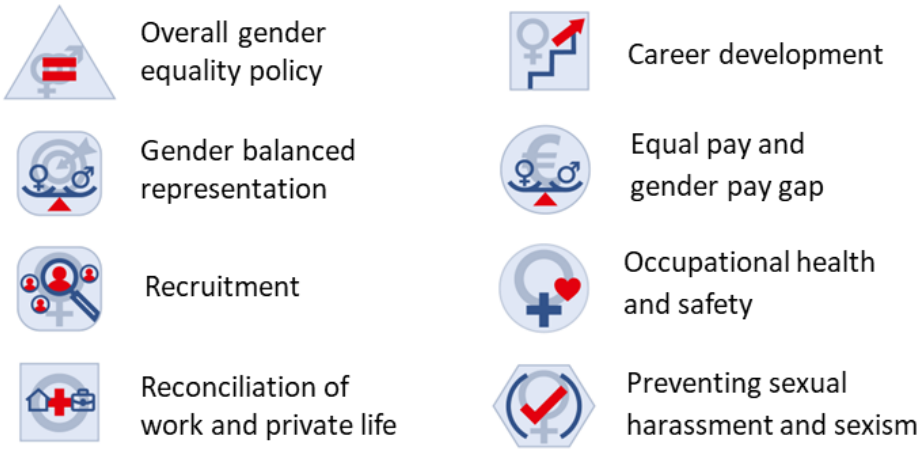
NEW WOMEN IN RAIL REPORT 2025: FACT & FIGURES AT A GLANCE

With approximately 1.5 million employees, the European railway sector is a major employer that plays a pivotal role not only in the European economy but also in reducing carbon emissions and promoting eco-friendly mobility for people and goods. Despite its crucial role, the railway sector faces major challenges, including a strong gender imbalance within its workforce, ageing staff, and a labour shortage. The under-representation of women in the railway workforce is increasingly being challenged by both structural trends as well as explicit policies of the railway companies themselves. National and EU-wide policies are also taking significant steps to promote gender equality on a broad scale, in addition to specifically focusing on the transportation sector.

Within the framework of the European Sectoral Social Dialogue Committee for Rail, the Community of European Railway and Infrastructure companies (CER) and the European Transport Workers' Federation (ETF) have been playing a particularly crucial role in supporting women's employment in the European railway sector and putting gender equality on the agenda. In November 2021, the European Social Partner Agreement on 'Women in Rail' ('WiR Agreement') to promote gender equality in the railway sector was signed.

The WiR Agreement defines principles across eight policy areas and supports the implementation of tangible measures to attract more women to the railway sector and ensure equal opportunities for all employees. The eight policy areas to address are:



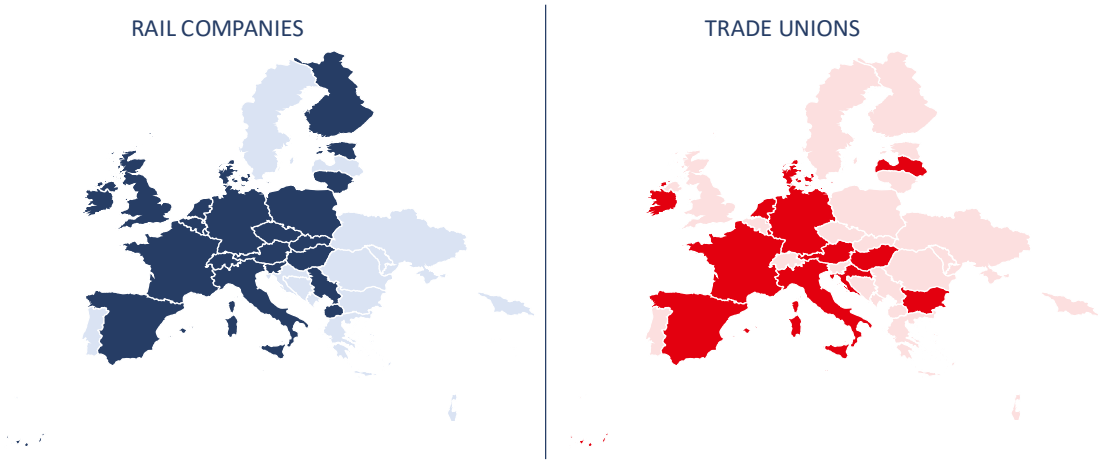
The Agreement also included a commitment to conducting an overall assessment of its implementation and impact. This assessment began in 2024 and was completed in August 2025. The 2025 New Women in Rail (WiR) Report is the first to present the current state of gender equality within European railway companies following the signing of the WiR Agreement. The facts, figures, and assessment of the implementation of the various measures are intended to help the railway companies and trade unions

recognise their successes and identify additional challenges in order to further promote gender equality and women's employment in their respective companies.

WITH THE PARTICIPATION OF 29 EUROPEAN RAIL COMPANIES AND 21 TRADE UNIONS

Within the framework of the 2025 WiR Report, a mixture of various methodological approaches was employed, focusing on two online surveys conducted between January and April 2025, one of rail companies and one of trade unions. One of the key tasks for the scientific experts was to develop meaningful gender indicators; based on the principles and measures defined in the WiR Agreement, indicators were derived for each policy area in order to monitor progress.

A total of 29 European rail companies participated in the survey, representing a total of 696,113 employees in the survey data—nearly half of the rail sector's 1.5 million employees. As an important voice for the implementation of gender equality measures, both as partners and as representatives of the impacted workers, a total of 21 trade unions took part in the relevant survey.



Overall, more than 90% of the surveyed rail companies have adopted the WiR Agreement within their organisation, either as members of CER or as non-EU partner companies that voluntarily apply the agreement. Another two companies chose to participate in the survey on a voluntary basis.

RESULTS IN A NUTSHELL

The most significant figure is the percentage of women across all railway employees, which stands at 23%, while the percentage of women among new hires is 25%. Another significant finding is that 80% of the companies surveyed have adopted a policy document outlining their corporate values concerning gender equality. The findings of the 2025 WiR Report indicate that a number of developments have been successfully initiated or are currently in progress. A comparison with the most recent figures from

2018 (CER, ETF 2018)[1] shows an increase in the overall percentage of women, which was 21% in 2018. The same trend is evident when examining specific occupations (e.g., train drivers, traffic management, or on-board personnel) or the percentage of women at various levels of management.

Nevertheless, there is still little movement towards a workforce structure that is balanced in terms of gender composition in certain areas, particularly in the core domain of professions related to the railway sector, which indicates that initiatives are still necessary and need to be strengthened. The analysis supports and highlights the importance of further joint work between the European Social Partners CER and ETF, as well as their members, and of driving forward the implementation of the WiR Agreement to foster gender equality and diversity through targeted measures.

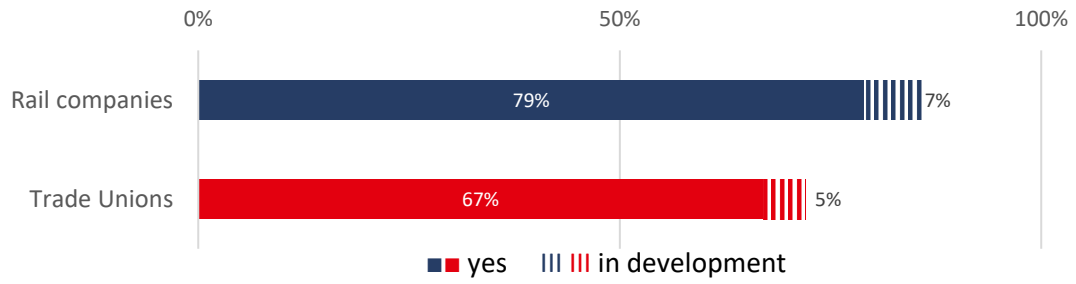
KEY FINDINGS OF THE NEW WOMEN IN RAIL REPORT ACROSS THE EIGHT POLICY AREAS

Regarding the implementation process, more than half of the surveyed companies consider the WiR Agreement to be fully or highly implemented, and an additional 26% consider its implementation to be partially complete. Conversely, only one-third of the surveyed trade unions consider the agreement to be fully or highly implemented by the companies that employ their members. As to joint efforts towards achieving gender equality and diversity in the rail sector, close cooperation between rail companies and trade unions is essential. However, only 35% of the surveyed companies and 29% of the surveyed trade unions rated the current level of this cooperation as 'very close' or 'rather close'.

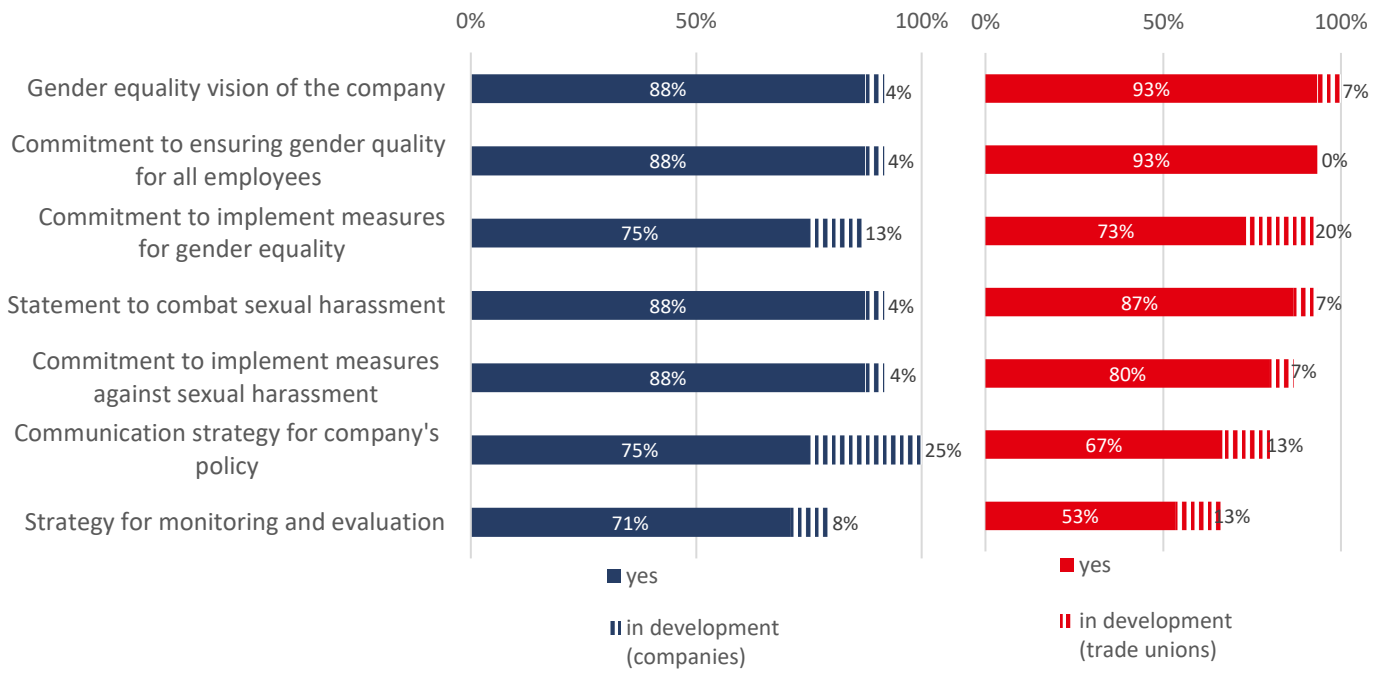
[1] CER, ETF (2018): 6th Annual Report on the Development of women's employment in the European railway sector. Data of 2018. Available online: https://www.etf-europe.org/wp-content/uploads/2020/04/Women-in-Rail-6th-Annual-Report.pdf (last accessed: 07.07.2025).

POLICY AREA 1: OVERALL GENDER EQUALITY

79% of the surveyed rail companies confirmed that they have a policy document, such as a strategy or policy paper, which reflects their corporate values concerning gender equality, while an additional 7% are currently working on developing such a document.

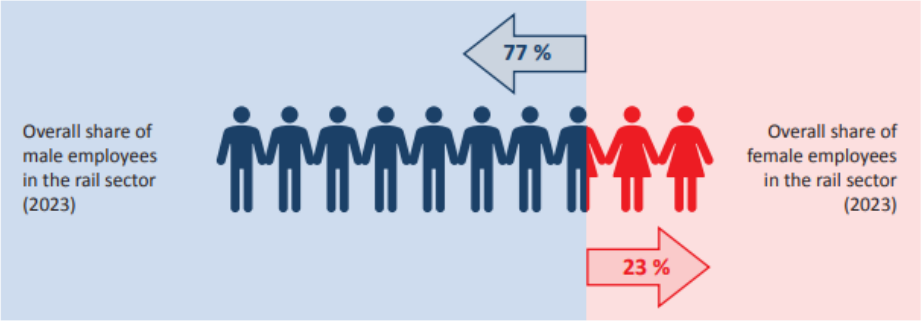


With high scores of 88% each, the vast majority of surveyed companies confirmed that their policy document includes a gender equality vision and a statement to combat sexual harassment, as well as commitments to ensuring gender equality for all employees and implementing measures against sexual harassment. These findings are mostly in line with the responses of the surveyed trade unions: a striking majority of 93% confirmed that the companies' policy documents already incorporate a corporate vision on gender equality as well as a commitment to ensuring gender equality for the entire workforce.

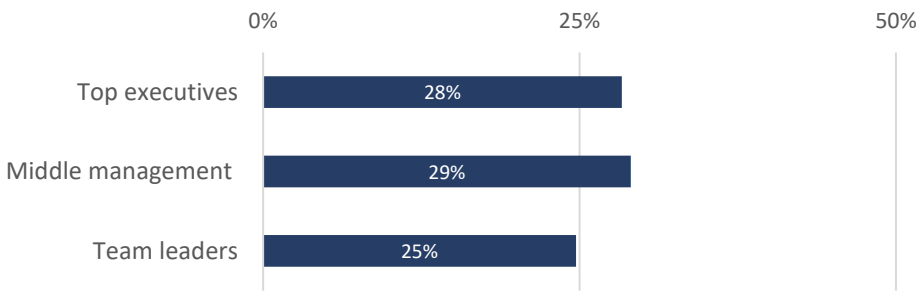


POLICY AREA 2: GENDER BALANCED REPRESENTATION

Based on data from 28 railway companies employing around 693,000 people in 2023, the overall share of female employees in the railway sector is 23%, indicating that there is still a large majority of male employees (77% to 23%). Compared to the overall share of female employees of 21% measured in 2018, a slight increase can be observed five years later (CER, ETF 2018).



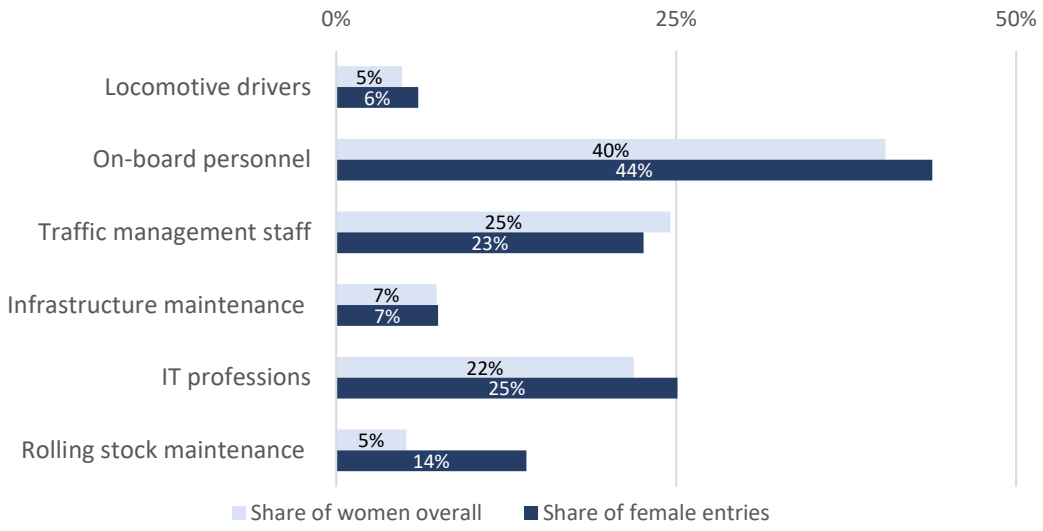
Compared to the overall picture, a more balanced gender representation can be observed at different management levels in rail companies: the overall share of female employees in middle management reached 29% in the surveyed rail companies, followed by 28% among top executives and 25% among team leaders. Women's representation in companies' boards is slightly higher, standing at a share of 34%. In 2018, the shares ranged from 25% among top executives to merely 18% among team leaders (CER, ETF 2018), suggesting a considerable improvement of women's representation in leadership positions.



When comparing female representation in specific occupations, considerable differences emerged. Exceptionally low shares of women could be observed among locomotive drivers and rolling stock maintenance (5% each), as well as in infrastructure maintenance (7%). Higher shares, roughly corresponding to the sectoral average, were found among IT professionals (22%) and traffic management staff (25%). The highest share of women was registered among on-board personnel, standing at 40%. Once again, slight improvements can be observed compared to 2018 figures, when women's proportions measured 3% among locomotive drivers and 37% among on-board personnel (CER, ETF 2018).

POLICY AREA 3: RECRUITMENT

Among new entries, the overall proportion of women is slightly higher than the sectoral average, with a share of 25%.

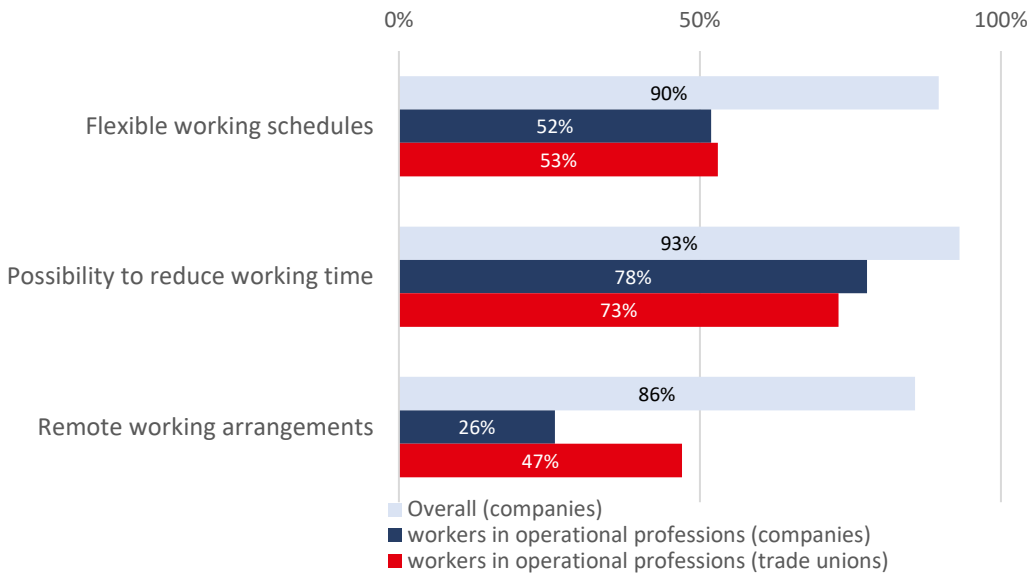


When broken down by occupational categories, slightly higher figures were once again registered among new hires compared to the sectoral averages. The lowest shares of women can still be found among locomotive drivers (6%) and infrastructure maintenance (7%). In contrast, there is a clear upward trend for female representation in rolling stock maintenance, with 14% of new hires being women. The percent of women among new hires was 25% in IT professions and 44% in on-board personnel.

To a large extent, the surveyed companies implement measures for reinforcing gender equality in terms of recruitment. Specifically, 61% of companies offer regular training for non-discriminating recruitment, and 75% have standards for conducting job interviews in a non-discriminating manner and review the description of job profiles to eliminate gender stereotypes. The assessment of the surveyed trade unions notably diverges from this picture: only 43% agree that regular training is being implemented in companies, and only 57% agree that job profiles are being reviewed regarding gender stereotypes. Approximately one quarter of the participating trade unions state that they do not have any information on the measures taken in this area.

POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE

Female employees generally make more use of measures directed at improving their work-life-balance. For instance, in 2023, only 5% of all employed men worked part-time, compared to 19% of all employed women. For employees on parental leave, the share of female employees stands at 4%, which is twice as high as that of male employees (2%).



Most of the surveyed rail companies offer working arrangements aimed at supporting better reconciliation of work and care duties, such as the possibility to reduce working time (93%), flexible working schedules (90%) or remote working arrangements (86%). This claim is also largely confirmed by the surveyed trade unions. Nonetheless, particular challenges emerge in regard to workers in operational professions, where it is necessary to be present on the work site and to have fixed working hours. For this employee group, 26% of surveyed companies indicate they are able to provide remote working arrangements, while 52% said they could provide flexible working schedules. However, reduced working time is still a regular occurrence among operational professions as well, standing at 78%. Trade union representatives emphasise that not all measures taken succeed in improving work-life balance for all job categories. This is notably the case for the core railway sector, particularly in operational roles, where solutions like smart working are not widely available and part-time options are uncommon.

POLICY AREA 5: CAREER DEVELOPMENT

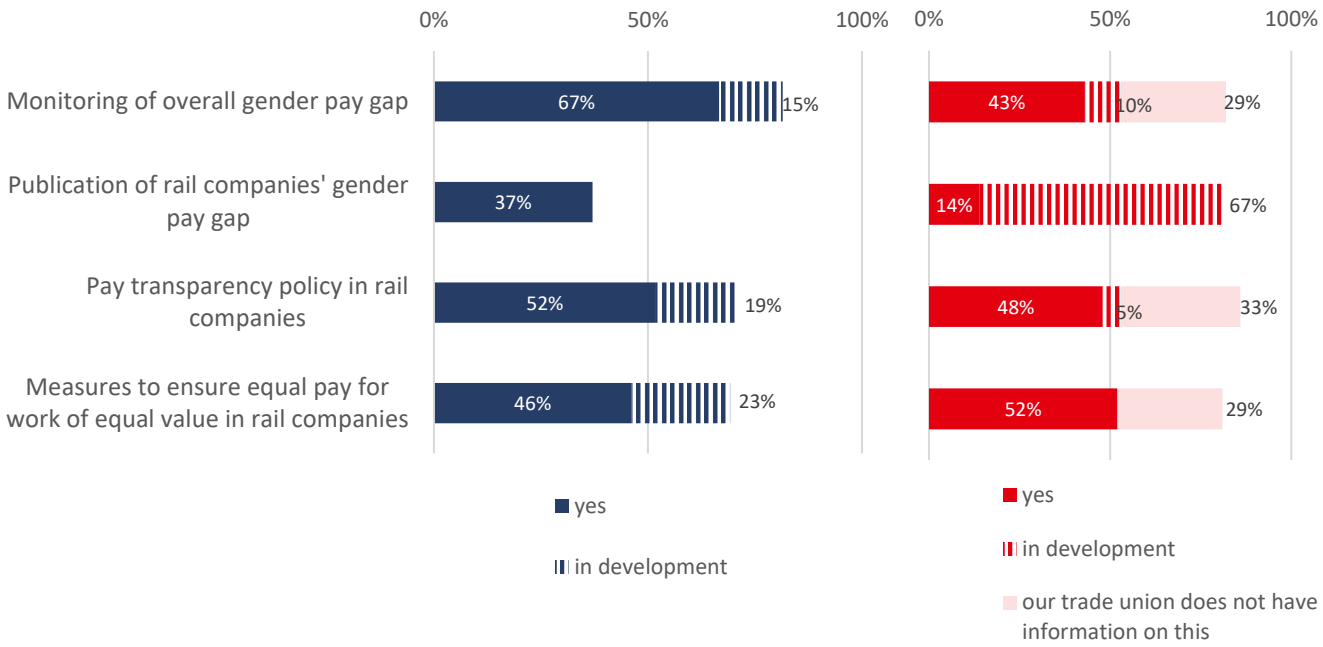
In 2023, 75% of all internally promoted employees were male and 25% were female. Compared to the overall share of women in the rail companies, which amounts to 23%, this result could cautiously be interpreted as an indication that women are encouraged to take up leadership roles.

When asked for specific measures to ensure gender sensitivity in promotions, 56% of the surveyed companies stated that they have guidelines or policies in place for non-discriminating promotions, while half offer training in non-biased promotion interviews, and 41% have specific strategies to encourage women to apply for higher positions. The surveyed trade unions once again take a more sceptical stance, with around half of them being aware of existing guidelines for non-discriminating promotions and slightly fewer (43%) stating they are aware of strategies to encourage women to apply for higher positions.

Women's representation in both initial and continuous vocational training adds another dimension to career development. With women accounting for 23% of all employees in continuous training and 26% of those in initial vocational training, these figures correspond to and lie slightly higher than the sectoral average, respectively.

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP

Essential for achieving equal pay, systems for monitoring remuneration policies in rail companies already exist in many of the surveyed rail companies. A total of 67% of companies indicate they are currently monitoring the overall gender pay gap, while another 15% are working on developing a monitoring system for this purpose. At the same time, only 43% of the surveyed trade unions are aware of rail companies monitoring the overall gender pay gap, with another 39% having no information on this matter.

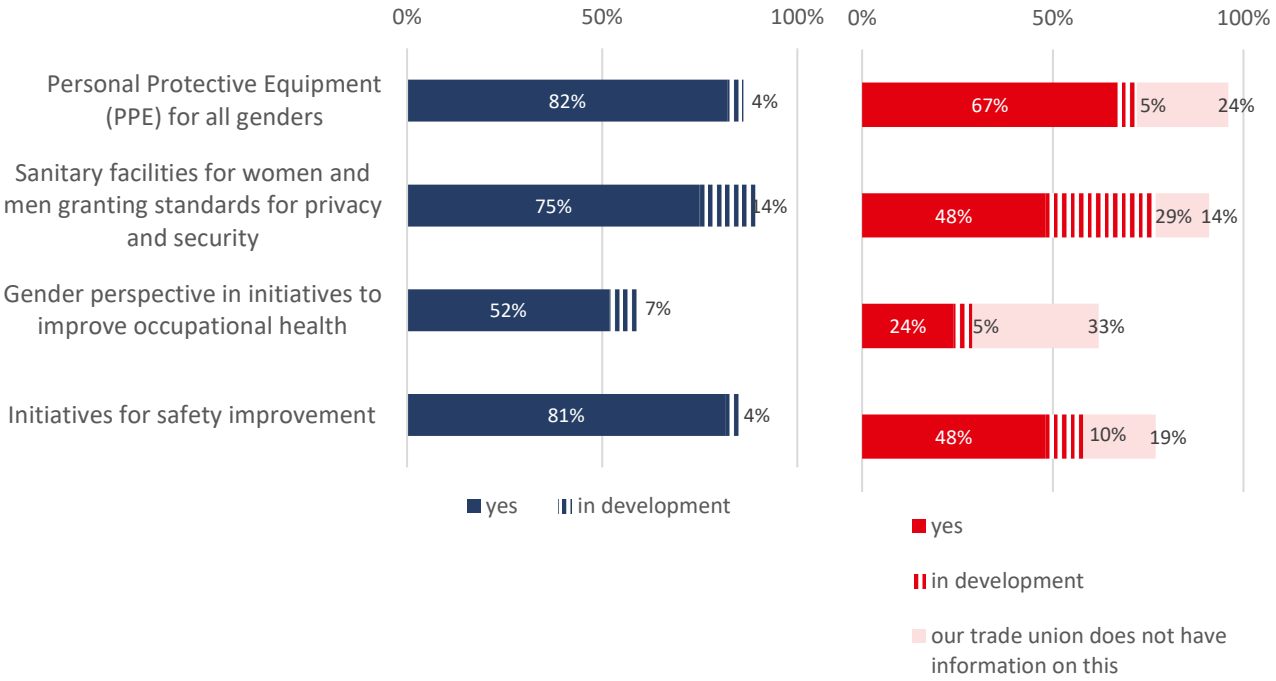


Further indications that transparency is lacking in regards to pay policies are the relatively low shares of surveyed rail companies that publish their gender pay gap (37%) and that have pay transparency policies in place (52%). Moreover, only 14% of the surveyed trade unions reported being aware of rail companies publishing gender pay gap data, while 48% were aware of companies' pay transparency policies.

At the same time, rail companies are striving to close existing gender pay gaps, with 46% of the surveyed companies already reinforcing measures to ensure equal pay for work of equal value, while another 23% are currently developing such measures. These findings are largely corroborated by the surveyed trade unions as well.

POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK

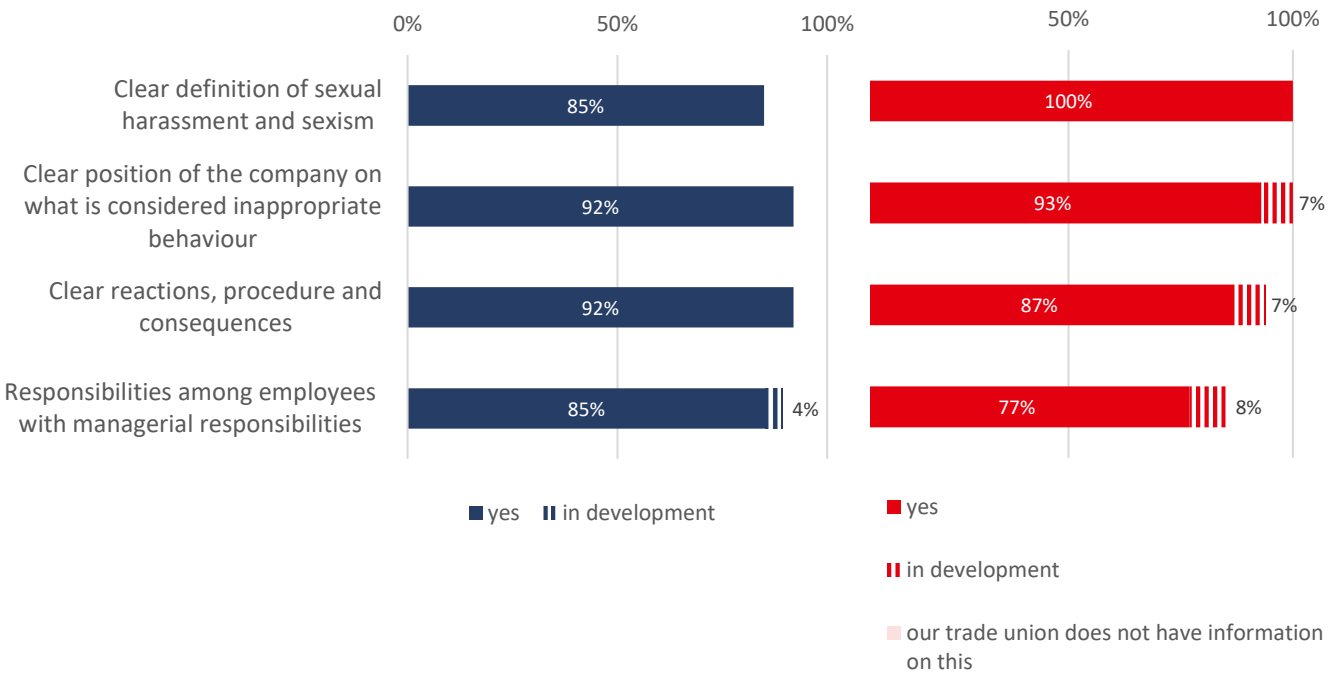
Placing a particular emphasis on occupational health and safety, the surveyed rail companies have highly implemented measures to this end: 82% of companies reported providing personal protective equipment (PPE) that meets the needs of all genders, while just 75% have installed appropriate sanitary facilities. The overall commitment to workplace safety appears to be strong, with 81% of companies indicating that they have launched general safety initiatives.



According to the surveyed trade unions, the most widely implemented measure regarding occupational health and safety in rail companies is the provision of Personal Protective Equipment (PPE) for all genders, with 67% confirming its availability. Sanitary facilities that meet the privacy and safety standards for both women and men are confirmed by only 48% of the participating trade unions, and the same share claims that rail companies are conducting safety improvement initiatives.

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

In addition to adopting policies against sexual harassment and sexism, the surveyed rail companies also design and implement associated measures to this end. As such, 89% of the companies agreed that granting privacy to victims when reporting an incident is of the utmost importance, and 82% indicate they have established a reporting office or person of trust for such incidents. Reporting systems for collecting data on sexual harassment and sexism as well as measures to raise awareness among all employees are in widespread use among rail companies, with shares of 68% and 75%, respectively. In comparison, fewer rail companies have implemented monitoring mechanisms for procedures or measures against sexual harassment and sexism (64%).



The results of the trade unions' survey could confirm the implementation of these measures only to a small degree, with high shares of trade unions indicating a lack of information about such actions. For instance, only half of the trade unions could confirm the existence of monitoring systems against sexual harassment and sexism, with a striking 45% being unaware of such measures. Similarly, 55% of trade unions were able to confirm that rail companies had reporting systems in place for collecting data on sexual harassment and sexism, and only 45% could confirm measures to raise awareness among all employees had been implemented.

INCREASING WOMEN'S EMPLOYMENT IN THE EUROPEAN RAILWAY SECTOR

The railway sector plays a pivotal role in the European economy and in achieving sustainable development goals. The European Railway system is one of the densest and most extensive in the world, comprising a combination of interregional high-speed, regional and urban railways. As a network, it forms one of the key backbones of the Trans-European Transport Network (TEN-T). Connecting people and companies across borders, railway networks thus contribute to economic growth and regional integration not only within the European Union but Europe as a whole.

With around 1.5 million employees, the railway sector is a major employer in Europe, with around 1 million of these employees working in EU countries. However, the economic significance of European railways extends well beyond direct employment effects due to their numerous connections with various industrial and service sectors, ranging from track construction to European train traffic management systems. The European railway sector also makes a significant contribution to the EU's Green Deal. Railways play a central role in reducing carbon emissions and promoting eco-friendly transport of people and goods. Despite its crucial role, the railway sector faces significant challenges, including an ageing workforce and skilled labour shortages in technical and engineering positions. [2]

Women represent a largely untapped resource due to their underrepresentation, for various reasons, during the development of the railway sector, which historically was dominated by job occupations fulfilling traditional male clichés (e.g. hard, physical labour; dangerous, noisy, etc.) that fostered persistent cultural stereotypes about railway jobs. However, these stereotypes are increasingly being challenged by both structural trends as well as explicit policies of the railway companies themselves. National and EU-wide policies to promote gender equality in transport also provide an important framework. Also, recent European reports stress the importance of attracting, recruiting and retaining women in the transport sector, offering recommendations.[3]

This offers a pathway to modernising the sector as such. Women are increasingly visible in leadership roles, customer services, and in technical fields, helping to challenge outdated stereotypes and contributing to a modern, "fresh" image of the sector.

Nevertheless, it is important to emphasise that the necessary modernisation is less about image and more about adapting working conditions and work culture to the needs of women and men. A recent study stresses that a still predominantly masculine working culture, lacking work-life balance, a lack of consideration for women's occupational health and safety, or violence against transport workers are the main barriers to increased participation of women in the European rail sector.[4]

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[2] See Voss (2022): Employability in the Rail Sector in Light of Digitalisation and Automation. Commissioned by the European social partners. Berlin.

[3] European Commission: Directorate-General for Mobility and Transport (2025): Women in transport. EU platform for change – 25 recommendations to attract, recruit and retain women in the transport sector. Luxembourg: Publications Office of the European Union.

[4] EIGE (2023): Gender Equality Index 2023. Towards a green transition in transport and energy. Luxembourg: Publications Office of the European Union.

COOPERATING AND WORKING TOGETHER TO ACHIEVE BIGGER GOALS

Against this background and within the framework of the Sectoral Social Dialogue Committee for Rail, CER and ETF have been working since 2004/2005 to promote better representation and integration of women in their sector through various activities.

In 2007, a "Joint recommendation for a better integration of women in the Railway Sector" was signed by CER and ETF – a starting point for various studies and activities in the sector[5]. Since 2012, the social partners CER and ETF have regularly published annual reports (WiR Report - Women in Rail), analysing 12 indicators in order to follow the progress made on the topic. The sixth and last report until now contained data on the situation in 2018, with 28 railway companies from 21 countries returning questionnaires, which provided insights on the state of gender equality in the railway companies. At that time, the average share of women in the rail workforce was 21%, with women making up 22% of all managerial positions, 3% of all locomotive drivers, 37% of all on-board personnel, and 21% of all traffic managers 21%.

The outcome of the WiR Reports demonstrated the need to strengthen efforts to increase women´s presence and gender equality in the railway sector. Within their social dialogue, Work Program 2018/2019, CER and ETF decided to enter into negotiations for a binding autonomous agreement in accordance with Article 155 TFEU1 on promoting gender equality and gender diversity in the rail sector.

This binding, autonomous European agreement corresponds to the objectives and challenges of the European Union. Indeed, a Union of Equality is one of the major priorities of the Ursula von der Leyen Commission. This is highlighted by the proposal of new anti-discrimination legislation and the Gender Equality Strategy 2020-2025. This strategy outlines a set of key actions, including putting an end to gender-based violence (including sexual harassment), ensuring equal participation and opportunities in the labour market (including equal pay), and achieving gender balance in decision-making bodies, such as corporate boards. Moreover, the Gender Equality Strategy calls for concrete action to ensure that EU rules on work-life balance for women and men work in practice by ensuring that Member States transpose and implement these rules.

[5] https://www.cer.be/images/publications/positions/070612_CER-ETF-Women.pdf

THE EUROPEAN SOCIAL PARTNER AGREEMENT ON WOMEN IN RAIL

Gender diversity is a source of enrichment and better performance. It contributes to better working conditions for all and respectful climate among employees.[6]

NEGOTIATION AND TIMELINE

The Women in Rail negotiations began in October 2019 during the European Sectoral Social Dialogue framework supported by the European Commission, and after several rounds of negotiations spanning 2019–2021 (interrupted due to the COVID-19 pandemic), a positive outcome was reached thanks to the hard work and commitment of both delegations. CER's General Assembly adopted the agreement on 20 September 2021, and ETF's Railway Section adopted it on 27 October 2021, leading to the final stage of the process: the official signing of the agreement, which marks its entry into force.

On 5 November 2021, CER and ETF, representing railway sector employers and railway workers respectively, officially signed the Women in Rail autonomous agreement aimed at promoting women's employment in the sector.

This agreement aims to attract more women to the rail sector by providing them with greater protection and ensuring equal treatment in the workplace, thanks to the numerous measures agreed upon under the overarching general policy of gender equality. These measures cover areas such as target goals, how to attract more women to the sector, reconciling work and private life, promotion and career development, equal pay, health and safety and work environment, and the prevention of sexual harassment and sexism.

The agreement came into force upon signing. Companies were given 12 months to establish a gender and diversity policy and 24 months to implement it. The original deadline for implementation was the end of 2023, but was extended to the end of 2024 by mutual agreement between the social partners. This report at hand covers the implementation period up to the end of 2023 and thus also serves as a baseline for assessing the impact of the implementation until 2024.

[6] European Social Partner Agreement on WOMEN IN RAIL, henceforth referred to as 'WiR Agreement', page 4, available online at: https://www.etf-europe.org/resource/etf-cer-european-social-partner-agreement-on-women-in-rail/ (last accessed: 10.06.2025).

THE WIR NEGOTIATION TEAM

The WiR negotiation team from ETF's side includes Giorgio Tuti, Jedde Hollewijn, Jolanta Skalska, Katarina Mindum, Maria Cristina Marzola, Maria Rathgeb, Marie Poinsel, Michelle Rodgers, Plamena Zhelyazkova and Sabine Trier. From CER's side Alberto Mazzola, Matthias Rohrmann, Yves Baden, Barbara Grau, Claudia Kürzl, Jitka Ceskova, Roberta Tomassini, Susanne Elfström and Wladyslaw Szczepkowski.

Joost Korte, Director General of DG Employment, and Charlotte Norlund-Matthiessen from Commissioner Valean's cabinet, who were both present during the signing ceremony, congratulated the delegations and warmly welcomed the agreement. They emphasised that this agreement is a major achievement, and was of particular significance seeing as it had been accomplished during the European Year of Rail.

"The WIR Agreement is a unique symbol of the strength of European social dialogue and reflects our commitment to make the rail sector more attractive to women across Europe. We believe that a diverse workforce is not only socially essential but also critical to our business success. As Deutsche Bahn, we are actively supporting equal opportunities through numerous strategic initiatives and aim to increase the proportion of women in leadership positions to 40% by 2035 — a strong commitment to diversity and, in the long term, to achieving gender parity."

– MARTIN SEILER, BOARD MEMBER FOR HUMAN RESOURCES AND LEGAL AFFAIRS AT DEUTSCHE BAHN

THE EUROPEAN SOCIAL PARTNER AGREEMENT ON WOMEN IN RAIL IN A NUTSHELL

The European Social Partner Agreement on Women in Rail, grounded in Article 155 of the Treaty on the Functioning of the European Union (TFEU), underscores the railway sector's commitment to promoting gender equality and diversity.

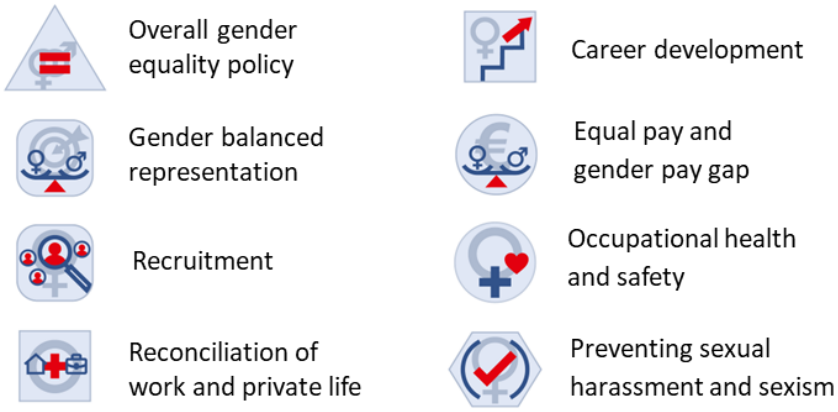
THE AIM OF THE AGREEMENT IS TO …

- attract more women to the rail sector, especially in underrepresented areas;
- increase gender diversity and end gender based professional segregation;
- create an appealing working environment and attractive conditions for women to retain them in the long term;
- create a work environment that abolishes stereotype thinking and male male-dominated culture
- eliminate gender discrimination;
- ensure equal opportunities for women and men at all levels and in all areas;
- achieve gender equality.

To reach these goals, eight policy areas have been defined for which different measures and goals have been discussed and set in the WiR Agreement.

IMPLEMENTING MEASURES IN EIGHT DEFINED POLICY AREAS

The WiR Agreement defines principles and measures along eight policy areas. The participating companies commit to complying with these principles and implementing the necessary measures.



The participating companies commit to complying with the principles and implementing the necessary measures; this includes all CER members as well as non-EU partner companies that voluntarily apply the agreement.

REPORTING THE IMPLEMENTATION OF THE WIR AGREEMENT

This report provides a comprehensive analysis of the progress made in implementing the provisions of the WiR Agreement. Drawing on insights from experts, trade unions, and rail companies across various European countries, the report at hand highlights achievements, challenges, and areas requiring further action to achieve the objectives of the WiR Agreement.

METHODOLOGY IN A NUTSHELL

To this end, a mixture of various methodological approaches was employed, encompassing qualitative interviews with select key stakeholders, two online surveys of rail companies and trade unions, as well as elaborating on examples of best practices to showcase successful measures and initiatives supporting the implementation of the WiR Agreement, and the hosting of two joint workshops, which provided a platform for mutual learning and further exchange between the European Social Partners.

Furthermore, one of the key tasks for the scientific experts was to develop meaningful gender indicators. Based on the principles and measures defined in the WiR Agreement, indicators were derived for each policy area in order to monitor the progress made as a result of the agreement's implementation. In a subsequent phase, these indicators were operationalised and included in the questionnaires for the two online surveys. All these activities occurred in close coordination with the Steering Committee, which has been strategically guiding the project at hand.

QUALITATIVE INTERVIEWS

Between May and October 2024, 27 individual qualitative guided interviews were conducted with key stakeholders with the aim of gaining additional insights into previous as well as planned activities of the European Social Partners in connection with the Women in Rail initiative. More specifically, these interviews could provide insight into activities that have already been carried out within rail companies and trade unions to support the implementation of the WiR Agreement. Furthermore, the interviews also served as an opportunity for the interviewees to reflect on topics and matters of interest that they believe are essential to consider when setting up the new WiR Report. The interview partners were selected in consultation with the Steering Committee; it was of the utmost importance to ensure a balanced distribution of interviews among rail companies and trade unions, as well as among the participating countries. The interviews were transcribed, coded thematically and analysed for further use, particularly for gathering input for the development of gender indicators.

ONLINE SURVEYS

Based on the provisions in the WiR Agreement, suitable gender indicators were developed for each of the eight Policy Areas of the agreement in order to assess its implementation. More precisely, these

indicators were derived from the principles and measures agreed upon for each policy area, and serve the purpose of verifying the extent to which these provisions have been fulfilled thus far. As such, they illustrate the progress made towards reaching gender equality in the European railway sector. Where relevant, existing indicators from the previous reports were also considered in order to provide some continuity; however, this was merely of secondary interest, with the focus clearly lying on developing new indicators in line with the specifics of the WiR Agreement.

All indicators were compiled in two questionnaires – one for the rail companies and one for the trade unions. The questionnaire for the rail companies was more extensive, entailing key performance indicators (KPIs) in addition to policy indicators. The trade unions' perspectives further supplemented the input provided by the rail companies. It should be noted that the survey endeavoured to collect data on all genders and other facets of diversity, thus addressing gender diversity beyond the binary understanding; however, data availability proved limited in this regard.

The questionnaires were programmed as online tools, and the surveys were conducted among rail companies and trade unions between January and April 2025. After data cleansing, a total of 29 survey responses from rail companies active in 22 countries and 21 responses from trade unions from 13 countries were able to be included in the analysis.

The collected data was analysed via descriptive statistical methods and visualised by means of comprehensive tables and figures. Additionally, key data – such as KPIs – was illustrated by means of "pictorial statistics" [Bildstatistik] in order to easily convey the development of key gender equality goals. Also, pictograms illustrating each policy area were created and used throughout the report for improved recognition value.

JOINT WORKSHOPS

Within the framework of the project at hand, two workshops were designed, organised and moderated by the scientific team in close coordination with the European Social Partners. The workshops served not only as a means for informing key stakeholders on the progress made in implementing the WiR Agreement, but also as a discussion forum for collecting feedback and further input for the new WiR Report.

For both workshops, representatives of rail companies and trade unions alike were strongly encouraged to take the floor and present examples of best practices from their countries that could also serve as inspiration for other stakeholders. Furthermore, experts were invited to comment on recent developments relating to the implementation of the WiR Agreement and share relevant input from their area of expertise.

STEERING COMMITTEE

The Steering Committee is the project's main decision-making body and consists of representatives from the railway sector's European Social Partners. During the project runtime, the committee met a total of six times, usually after important milestones of project implementation had been achieved.

OVERVIEW OF THE IMPLEMENTATION

Before presenting the results of the implementation process for each policy area, this part of the report provides an overview of the participating companies and trade unions. In total, 29 rail companies in 22 European countries and 14 trade unions representing employees from 20 rail companies were involved.

The participating rail companies employ a total of 696,113 people in various occupational fields (see Policy Area 2 for more details). The companies vary significantly in terms of the number of employees, ranging from 55 employees to 231,100. Twelve companies have more than 10,000 employees, three of which have more than 50,000 employees. Eleven companies employ between 1,000 and 10,000 and five companies are rather small, employing less than 1,000 people.

PARTICIPATING RAIL COMPANIES AND TRADE UNIONS IN THE WIR SURVEY

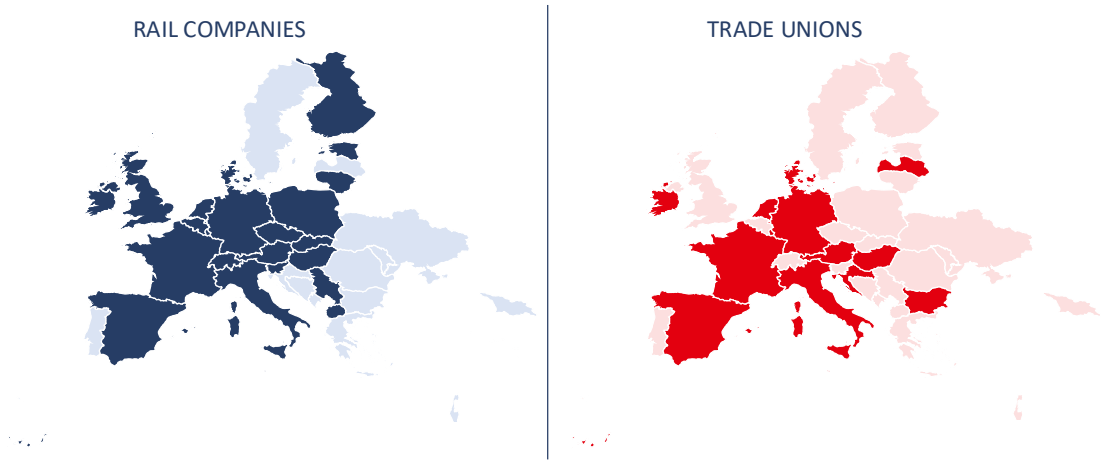


Figure 1, Source: L&R Database ‚WIR_companies', n=29; WIR_trade_unions', n=21

BUSINESS FIELDS COVERED BY PARTICIPATING COMPANIES

As shown in Figure 2 and taking into account multiple answers, about half of the participating rail companies are operating in the business fields of freight transport as well as infrastructure management. Additionally, more than two-thirds cover passenger transport and around one-third of the surveyed companies are also a holding. A few also operate in other business fields, namely engineering, rolling stock maintenance, and subsidiaries (e.g. site services, real estate).

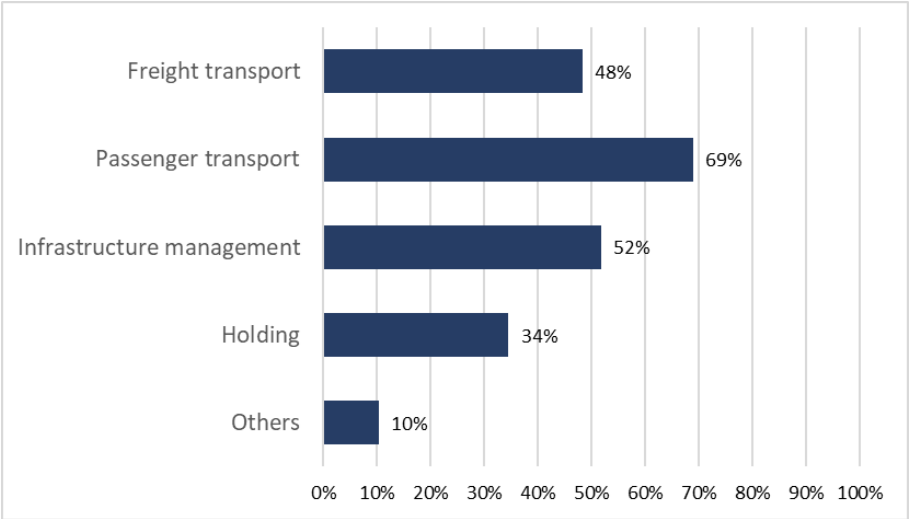


Figure 2, Source: L&R Database ‚WIR_companies', n=29; Note: multiple answers possible

COMPANIES PARTICIPATING IN THE WIR SURVEY

All participating companies and their key characteristics are listed below.[7]

COUNTRY	COMPANY NAME	NUMBER EMPLOYEES	BUSINESS FIELDS (Data referring to)
Austria	ÖBB-Holding	40,452	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Belgium	Eurostar	2,691	Passenger Transport
Belgium	Société Nationale des Chemins de Fer Belges/Nationale Maatschappij der Belgische Spoorwegen (SNCB/NMBS BELGIUM)	17,512	Passenger Transport
Czechia	České Dráhy (CD)	13,388	Passenger Transport
Denmark	Danske Statsbaner (DSB)	6,500	Passenger Transport
Estonia	Eesti Raudtee (EVR)	703	Infrastructure Management
Finland	VR-Yhtymä Oy (VR Group)	8,416	Freight Transport, Passenger Transport
France	SNCF-Holding	153,456	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Germany	Deutsche Bahn (DB)	231,080	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Germany	e.g.o.o. Eisenbahngesellschaft	55	Freight Transport
Germany	eurobahn GmbH Co. KG	866	Passenger Transport
Hungary	Magyar Államvasutak (MÁV)	16,734	Infrastructure Management
Ireland	Iarnród Éireann (IÉ)	4,689	Passenger Transport, Infrastructure Management
Italy	Ferrovie dello Stato Italiane (FS Italiane)	68,444	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Italy	FNM Group	210	Holding
Lithuania	Lietuvos Geležinkeliai (LTG)	5,697	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Luxembourg	CFL Group	5,125	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Netherlands	Nederlandse Spoorwegen (NS)	20,559	Passenger Transport

[7] The companies are listed in alphabetical order of the country they are operating in.

North Macedonia	ŽRSM Infrastructure	795	Infrastructure Management
Poland	Polskie Koleje Państwowe (PKP)	12,331	Holding
Serbia	ŽS Infrastructure	5,786	Infrastructure Management
Slovakia	Železnice Slovenskej Republiky (ŽSR)	12,707	Infrastructure Management
Slovakia	Železničná Spoločnost' Cargo Slovakia (ZSSK Cargo)	3,771	Freight Transport
Slovakia	Železničná Spoločnosť Slovensko (ŽSSK)	5,240	Passenger Transport
Slovenia	Slovenske Železnice (SŽ)	7,102	Freight Transport, Passenger Transport, Infrastructure Management, Holding
Spain	Renfe Operadora (RENFE)	15,872	Freight Transport, Passenger Transport
Switzerland	BLS	3,930	Freight Transport, Passenger Transport, Infrastructure Management
Switzerland	Schweizerische Bundesbahnen / Chemins de Fer Fédéraux Suisses / Ferrovie Federali Svizzere (SBB CFF FFS)	32,002	Freight Transport, Passenger Transport, Infrastructure Management, Holding
United Kingdom	Rail Delivery Group (RDG)	n.D.	Freight Transport, Passenger Transport

TRADE UNIONS PARTICIPATING IN THE WIR SURVEY

All participating trade unions and their key characteristics are listed below.[8]

COUNTRY	TRADE UNION	REPRESENTING EMPLOYEES OF COMPANY
Austria	Vida	ÖBB-Holding
Austria	Vida	Fachverband der Schienenbahnen (WKO)
Bulgaria	Federation of Transport Trade Unions in Bulgaria	BDŽ Holding
Croatia	Railroad Engineer Trade Union	Hrvatske Željeznice Infrastructure (HŽ Infrastructure)
Croatia	Railroad Engineer Trade Union	Hrvatske Željeznice Passenger (HŽ Passenger)
Denmark	Dansk Jernbaneforbund	Danske Statsbaner (DSB)
France	CGT Cheminots	SNCF-Holding
France	FGTE CFDT (Fédération Générale des Transports et de l'Environnement)	SNCF-Holding
Germany	EVG	Deutsche Bahn (DB)
Germany	EVG	Verband Deutscher Verkehrsunternehmen (VDV)
Hungary	Trade Union of Hungarian Railwaymen (Vasutasok Szakszervezete)	Magyar Államvasutak (MÁV)
Hungary	Trade Union of Hungarian Railwaymen (Vasutasok Szakszervezete)	Györ-Sopron-Ebenfurti Vasút/Raab-Oedenburg-Ebenfurter Eisenbahn (GySEV/Raaberbahn)
Ireland	SIPTU (Services, Industrial, Professional and Technical Union)	Iarnród Éireann (IÉ)
Italy	FILT CGIL (Federazione Italiana Lavoratori Trasporti CGIL)	Ferrovie dello Stato Italiane (FS Italiane)
Italy	FILT CGIL (Federazione Italiana Lavoratori Trasporti CGIL)	FNM Group
Latvia	Latvian Rail and Transport Industry Trade Union (Latvijas Dzelzelnieku Arodbiedriba)	RailBaltica (RB Rail)
Latvia	Latvian Rail and Transport Industry Trade Union (Latvijas Dzelzelnieku Arodbiedriba)	Latvijas Dzelzceļš (LDZ)
Luxembourg	FCPT-SYPROLUX	Société Nationale des Chemins de Fer Luxembourgeois (CFL)

[8] The trade unions are listed in alphabetical order of the country they are operating in.

Luxembourg	FCPT-SYPROLUX	CFL Cargo
Netherlands	FNV	Nederlandse Spoorwegen (NS)
Spain	FeSMC-UGT	Euskotren

Additionally, representatives of the Ukrainian Trade Union (Trade Union of Railwaymen and Transport Construction Workers of Ukraine) gave us insights into their field of work.

ADOPTION AND OVERALL IMPLEMENTATION OF THE WIR AGREEMENT

In the following, an overview of the implementation as well as the cooperation between companies and trade unions will be presented. It should be kept in mind that the comparison between companies and trade unions is only possible to a limited extent because for some companies the union perspective is missing, and vice versa. Nevertheless, it makes sense to compare the two points of view in order to include both perspectives on the one hand and to be able to present the possibly differing assessments on the other.

Overall, more than 90% of rail companies taking part in the survey indicated that they have adopted the WiR Agreement in their company, either as members of CER or as non-EU partner companies that voluntarily apply the agreement. Another two rail companies chose to participate in the survey on a voluntary basis, without having adopted the agreement prior to the survey. Regarding the implementation process, 4% consider the agreement to be fully implemented and – on a scale from 1 to 10[9] – an additional 48% consider the agreement to be highly implemented in their company. Around one-quarter consider the agreement to be more or less implemented. 15% of the participating companies have not or have barely taken measures to reach the aims of the agreement (see figure). Most of them have not adopted the agreement and therefore all measures taken by these companies are on a voluntary basis

Comparing the overall assessment with those from the trade unions, there are some differences. Around the same share (5%) consider the agreement to be fully implemented, but only 29% view it as highly implemented. Around one-third of the trade unions say that the agreement is more or less implemented, 14% say that it is barely implemented, and 5% say, that the agreement is not implemented at all, which is a lower share compared to the companies' assessment.

[9] For better comprehensibility, the values have been grouped together. 1 = not implemented at all, 2,3 and 4 = barley implemented, 5,6 and 7 = more or less implemented, 8 and 9 = highly implemented and 10 = fully implemented

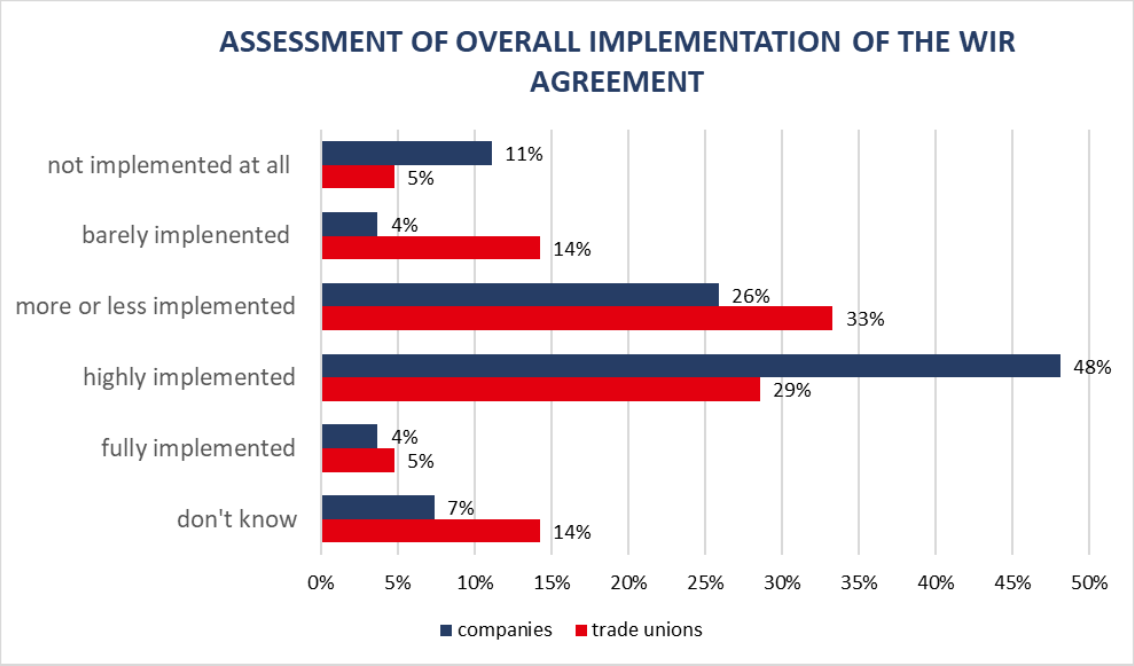


Figure 3, Source: L&R Database ‚WIR_companies', n = 27; WIR_trade_unions', n=21

COOPERATION BETWEEN COMPANIES AND TRADE UNIONS

With regard to the powerful joint measures implemented, close cooperation between companies and trade unions is not only essential, but is a requirement of the WiR Agreement itself.

To this end, 14% of the participating companies rate the current level of cooperation between these two parties as 'very close', with 21% rating it as 'rather close' and one quarter viewing it as 'more or less close'. By contrast, 4% say that there is no cooperation at all between the trade union and the company regarding the implementation of the WiR Agreement, and 7% see it as 'barely close'. Moreover, 14% do not know if or how these parties work together, and the same amount considers the rating to be inapplicable to their situation.

The assessment from the trade unions differs in some ways. A higher share – 14% – say that the cooperation is not close at all, and an additional 5% rate the joint working relationship for the implementation process as 'barely close'. However, significantly higher values are seen in rating the cooperation as 'more or less close', a rating which was given by nearly half of the participating trade unions. A further 19% see the working relationship regarding the agreement as 'rather close' and 10% consider it to be 'very close.

Unsurprisingly, the values for the lack of information and the suitability of the assessment are significantly lower: 5% say this rating does not apply to them.

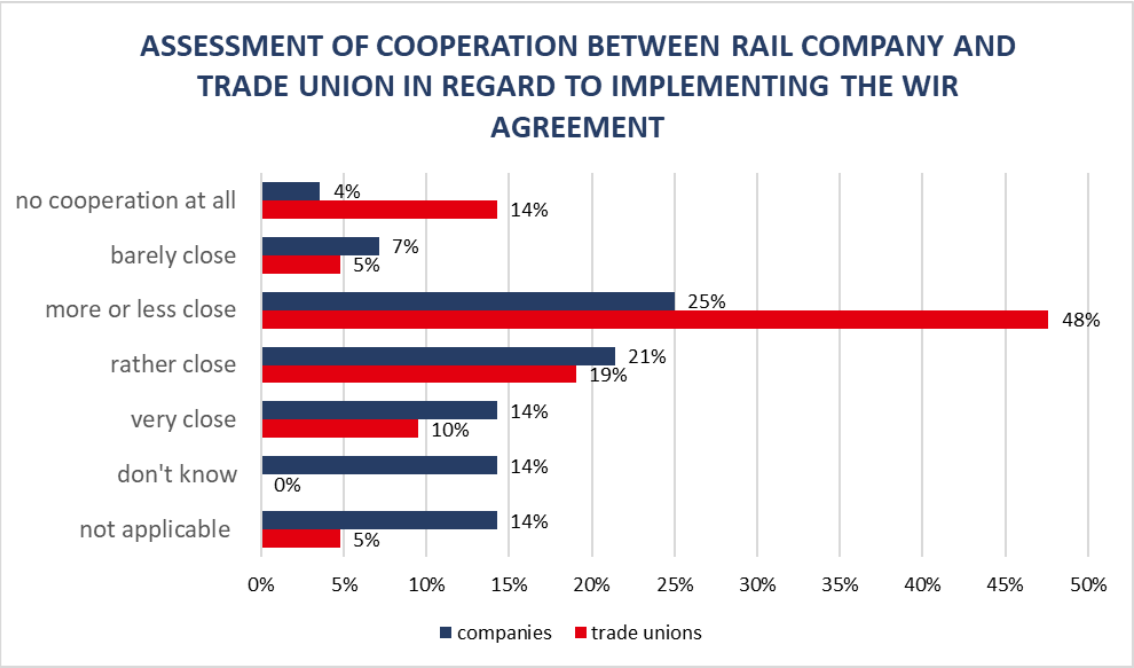


Figure 4, Source: L&R Database ‚WIR_companies', n = 28; WIR_trade_unions', n=21

COOPERATION BETWEEN COMPANIES AND WORK COUNCILS

Regarding cooperation between rail companies and work councils or other committees with trade union involvement in the implementation process, ratings differ slightly within both the companies and trade unions. A smaller share of the rail companies considers this cooperation to be either 'very' or 'rather close' compared to that between companies and trade unions. Around one-third rate the working process as 'rather close'.

Moreover, one-quarter says that this rating is not applicable to them, and an additional 11% have no information on these relationships. This could also be connected to the fact that different forms of employee representation exist in European countries, with work councils not having the same role and scope of functions in all countries.

The major part of the participating trade unions assesses the cooperation between the rail companies and work councils or other committees with trade union involvement as 'rather close' (33%) or 'more or less close'. However, 14% say that there is no cooperation at all and the same share states that the working relationship between the parties is 'barely close'. An additional 14% say that this rating does not apply to them.

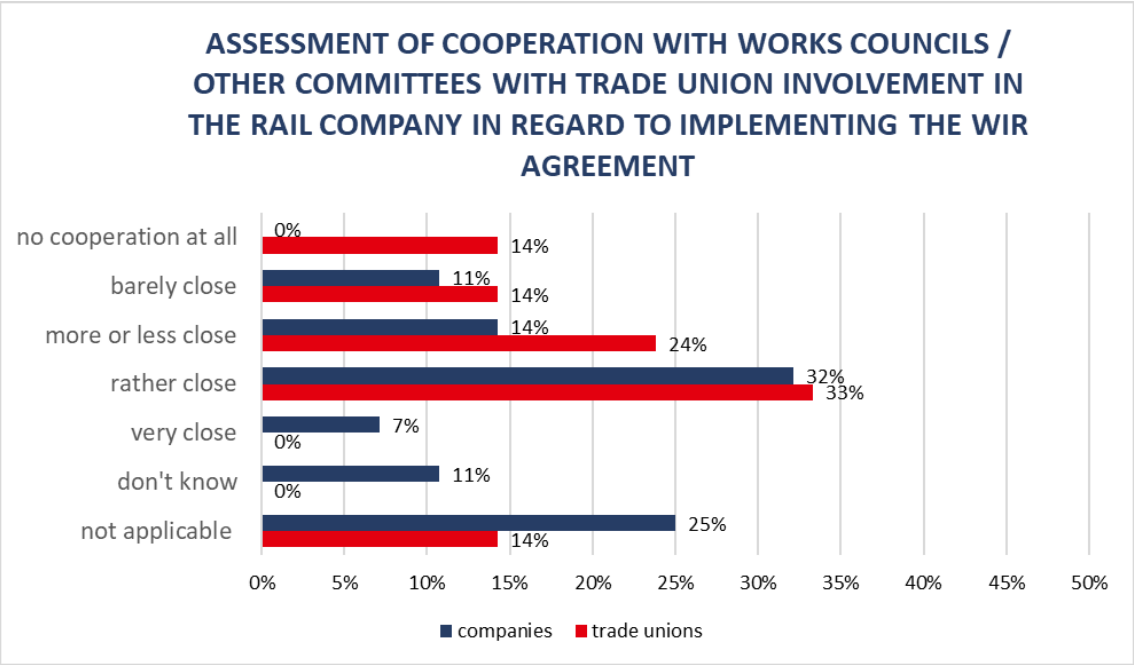


Figure 5, Source: L&R Database ‚WIR_companies', n = 27; WIR_trade_unions', n=21

POLICY AREA 1:
OVERALL GENDER EQUALITY POLICY

Equality between women and men is a fundamental EU value and objective. Therefore, gender equality in the workplace shall follow the principle of non-discrimination, equal treatment and equal opportunities. Direct and indirect discrimination is not permitted.[10]

[10] WiR Agreement, page 8.

Gender equality is a crucial, overarching issue across the European railway sector, intersecting with more specific topics that are being tackled in upcoming policy areas, and with significant implications for workforce diversity. As Europe's railway networks continue to expand, addressing gender equality through diversified, yet integrated approaches is crucial for ensuring a more inclusive, innovative, and equitable work environment. Therefore, overall gender equality policies form the cornerstone of the WiR Agreement, putting forward concrete measures to foster gender equality within rail companies:

- ✓ *Gender equality shall be part of the companies' policy, vision and objectives. Companies have to commit to principles and measures to be applied in their organisations.*
- ✓ *Companies shall develop, implement and monitor a gender equality policy in a top-down approach. […] The aim is to change work culture to make it free from gender stereotypes.*
- ✓ *Companies shall adopt a policy document that states the company's values in relation to equality and how they will be put into practice in their respective organisations. […]*
- ✓ *Additionally, a gender equality strategy has to be defined under the companies' top management responsibility.*

This section of the report presents the survey findings on how rail companies and trade unions across European countries are incorporating overall gender equality principles and measures into their work realities, and together are striving towards making these fairer and more accessible for their employees. The analysis is based on the principles and commitments outlined in the WiR Agreement, established between CER and ETF. This agreement serves as a critical framework for advancing gender equality in the railway sector, reinforcing the European Social Partners' commitment to non-discrimination, equal treatment, and equal opportunities, while at the same time eliminating all forms of gender discrimination. Specifically, this part of the report investigates how companies set goals, assign responsibilities, and measure progress in achieving their gender equality objectives, ensuring alignment with the principles of the WiR Agreement.

COMPANIES' POLICY THAT STATES THEIR GENDER EQUALITY VALUES

The WiR Agreement places a strong emphasis on the commitment of the signatory parties to principles driven by gender equality and non-discrimination. Accordingly, rail companies and trade unions were surveyed during the initial phase in regards to the existence of policies reflecting the companies' and trade unions' values in relation to gender equality.

Of the 29 rail companies that participated in the survey, 79% confirmed having a policy document of some kind, be it a strategy or policy paper, a resolution or a code of ethics. Furthermore, an additional 7% are currently working on developing such a policy document, while 14% state that they do not have one.

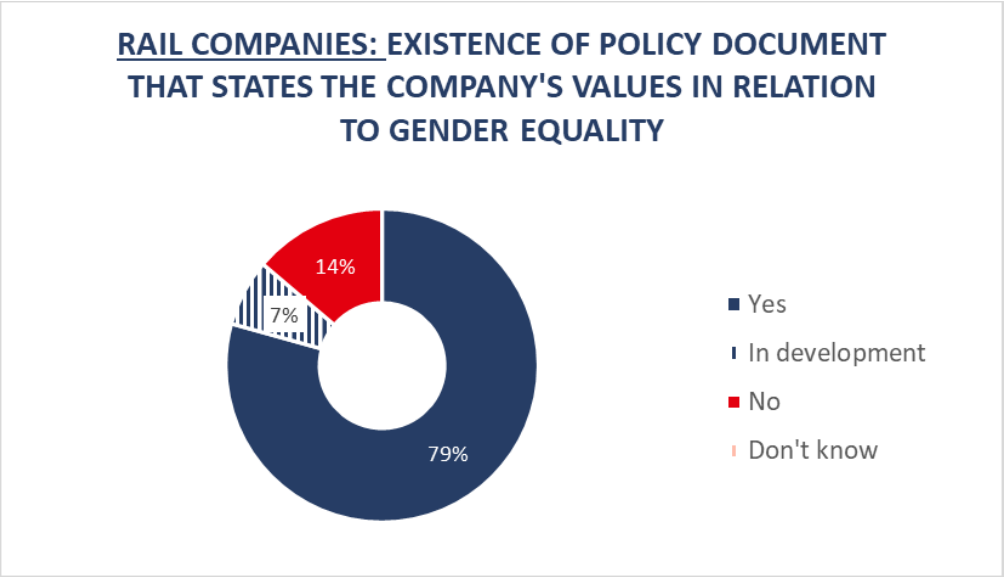


Figure 6, Source: L&R Database ‚WIR_companies', n=29

The surveyed trade unions paint a similar picture, with more than two-thirds (67%) affirming that the rail companies where their members are employed have a policy document outlining the corporate vision for gender equality. Of note is the fact that 19% of the trade unions have no information whatsoever on this topic. Despite the overall positive assessment of cooperation between rail companies and trade unions, as demonstrated in the previous chapter, this could nonetheless be a sign of poor communication in selected cases.

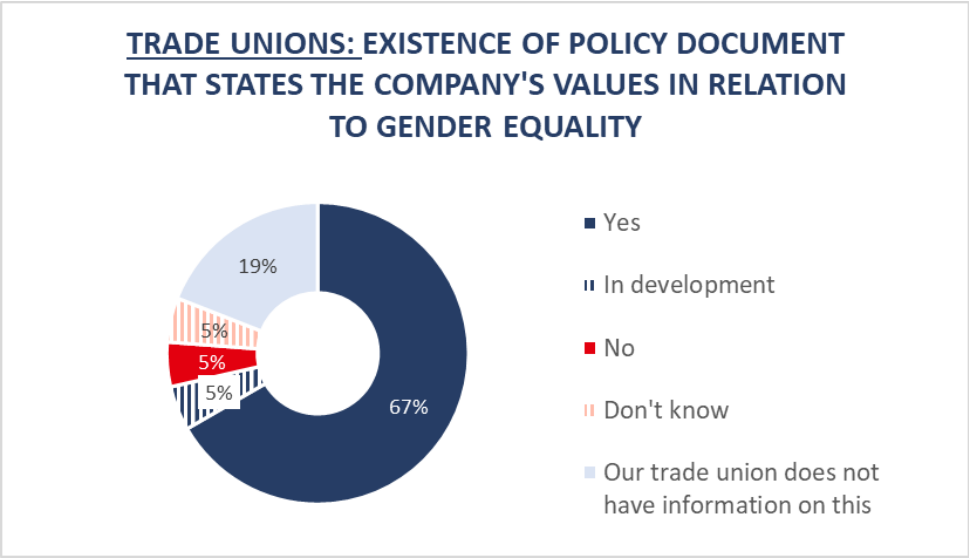


Figure 7, Source: L&R Database ‚WIR_trade_unions', n=21

In a subsequent step, rail companies were further queried on specific elements contained in their policy documents. The vast majority of participating companies confirmed that their policy document includes a gender equality vision and a statement to combat sexual harassment (88% for each element), as well as commitments to ensuring gender equality for all employees and implementing measures against sexual harassment. Slightly fewer companies include a communication strategy or a commitment to implement measures for gender equality in their policy document (75% each), as well as a strategy for monitoring and evaluation (71%).

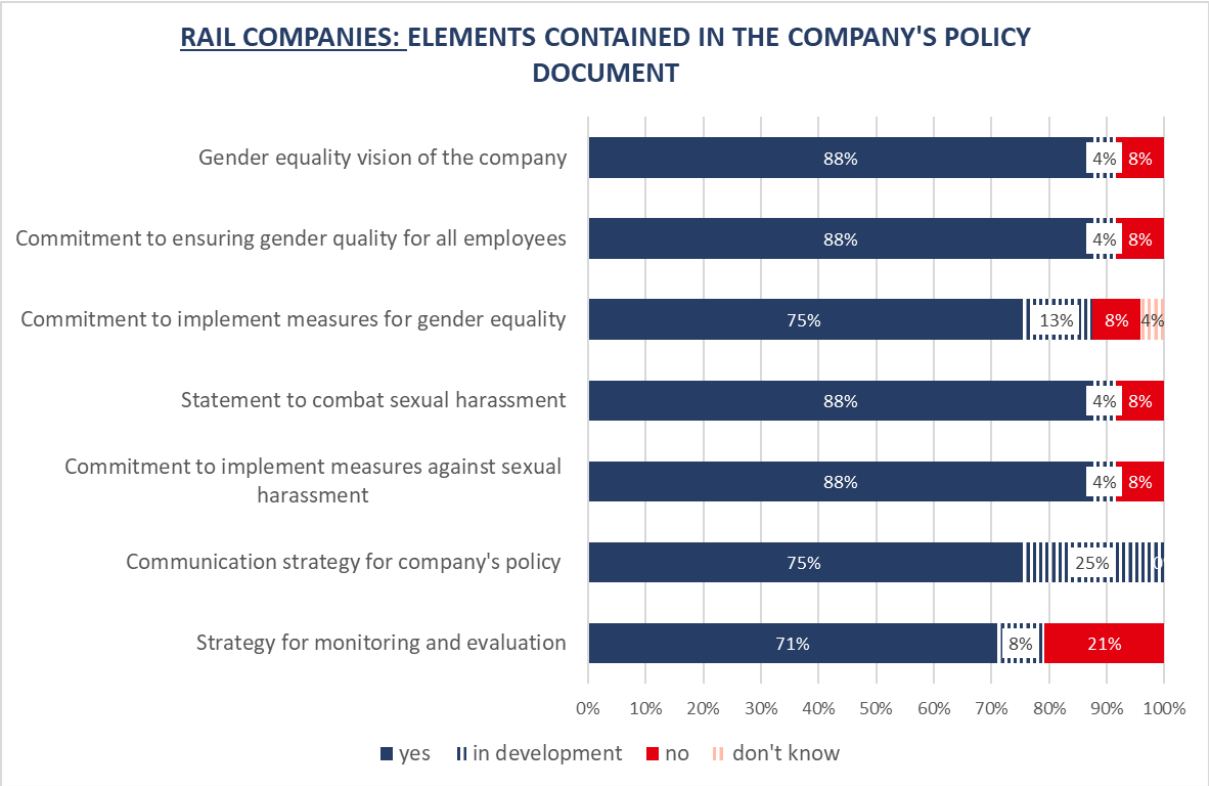


Figure 8, Source: L&R Database ‚WIR_companies'; n=24

These findings are mostly in line with the responses of the surveyed trade unions: a striking majority confirmed that a corporate gender equality vision as well as a commitment to ensuring gender equality for all employees are elements that are already integrated into the rail companies' policy document (93% for each element). The same applies to statements to combat sexual harassment as well as commitments to implement measures to this end, the presence of which in the companies' policy documents was confirmed by 87% and 80% of the surveyed trade unions, respectively. The lowest level of agreement was observed in relation to strategies for monitoring and evaluation, with only slightly more than half of the participating trade unions (53%) being aware of its inclusion in the companies' policy document.

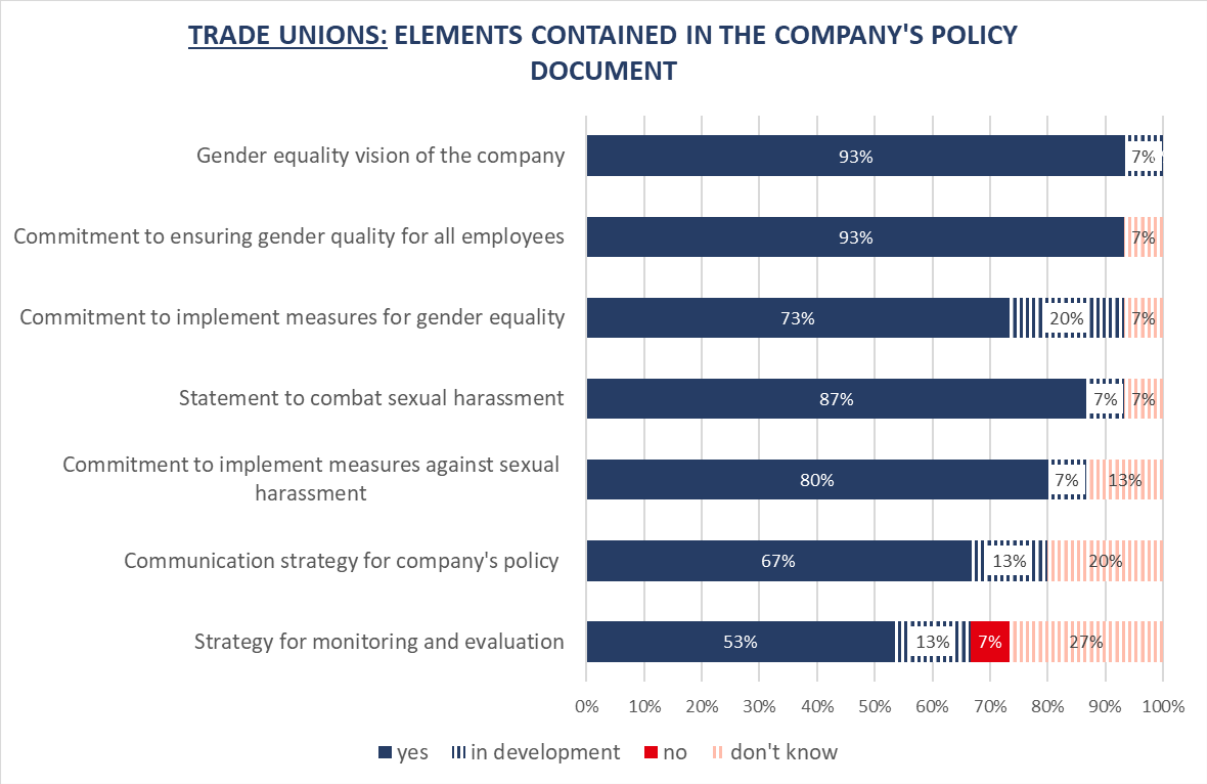


Figure 9, Source: L&R Database ‚WIR_trade_unions'; n=15

Furthermore, the surveyed rail companies also named additional elements included in their policy documents that are missing from the list above. These elements are described in more detail in the box below.

ADDITIONAL ELEMENTS INCLUDED IN THE RAIL COMPANIES` POLICY DOCUMENTS

IÉ, Ireland

Various gender representation and equality initiatives, such as policies to ensure gender balance in the company boards, and policies to ensure fair recruitment and promotion.
Workplace policies supporting flexible working arrangements, equal pay policies, and to guarantee harassment prevention and safety for women.

ÖBB, Austria

Equal Treatment Policy, which includes programmes to promote women's representation and to improve work-life balance
Guidelines against workplace bullying and a Diversity Charter (Vida, Austria).

LTG, Lithuania

Guidelines for the prevention of violence and harassment and contributing to ensuring equal opportunities in the company.

NS, Netherlands

Gender equality has been implemented since the 1980s, and a reporting system to this end is currently in place.
Diversity & Inclusion action plan and code of conduct outlining the companies' values on gender equality.

SNCB/NMBS, Belgium

Diversity Charter, Actiris Diversity Plan, and Compass PROS code of conduct (including a chapter on respect and equality).
Equality and Diversity Policy (RDG, Belgium).

SNCF, France

Company vision for gender equality, actions for parenthood and measures against sexual harassment.
Commitment to fight against all forms of discrimination anchored in Charter of Diversity since 2004.
Company agreements on gender equality since 2006, and specific committees with the trade unions to monitor the implementation of these agreements.
Employee network for the promotion of gender equality since 2012.
Strategic council on gender equality with CEOs of the holding and all Group companies since 2020.

MÁV, Hungary

Equal Employment Opportunity Plan aimed to familiarise all employees with the principles of non-discrimination.

DB, Germany

A commitment to diversity and inclusion has been a foundation of DB corporate strategy since 2019.
Commitment to equal opportunities and diversity reaffirmed, e.g. by recognising and promoting diversity within the company while clearly speaking out against discrimination and gender-specific disadvantages. The understanding of gender goes beyond the distinction between women and men and includes gender identity.
Group agreements, e.g. on the compatibility of career, family and biography to promote gender-equitable participation.

CFL Group, Luxembourg
Specifications in terms of governance, delegating a specific committee to monitor the policy document implementation.

SELECTED EXAMPLES OF MEASURES AND PLANS FOR A BALANCED GENDER REPRESENTATION IN RAIL COMPANIES

DB, Germany
Diversity, including gender equality, is anchored in DB's Group strategy; commitment to equal opportunities and diversity.
In the long term, DB is aiming for equal participation. In this regard, a quarterly report to the Group Executive Board to review progress has been implemented. Transparent figures on gender distribution in internal and external reports.
Recognising and promoting diversity within the company, including gender, origin, sexual orientation, disability, age and religion. Clear positioning against discrimination and gender-specific disadvantages. Measures to reconcile work and private life, international human rights standards as the basis of corporate policy.

IÉ, Ireland
Workforce Composition (e.g. Raise female graduate intake/recruitment; Policy alignment via annual reviews to ensure compatibility with gender goals, including updates to parental leave structures, structural support by maintaining and growing the SHINE Women's Network for mentorship and policy advocacy.
Continued monitoring (e.g. annual gender pay gap reports; forthcoming ED&I Strategy 2030 document).

ÖBB, Austria
The Group's Equal Treatment Policy includes programs to promote women and programs to improve work-life balance.
Goals are set out in the Diversity Charter 2026 and are accessible to all employees and managers of the company. This charter includes goals on different levels.
Implementation of the Women's Career Index (FKI) in 2021, with reindexing taking place every two years. A total of 72 measures were derived within the framework of this FKI, 70% of which were already implemented.

SNCB/NMBS, Belgium
Pillar 1/Recruitment and selection
Pillar 2/Raising awareness, internal communication and external positioning: Continued communication of figures and the evolution of diversity within the company in a simple, clear and expressive way by means of infographics.
Pillar 3/Human resource management: Continued monitoring and analysis of gender diversity and other forms of diversity in the company. Monitoring of the perpetuation of the leadership model in which diversity and inclusion were integrated, as well as the continued integration of inclusion.

CFL Group, Luxembourg
Development of a range of actions related to the recruitment of women and career development in

order to reach a balanced gender representation among the total workforce and/or in specific occupational categories.

SBB CFF FFS, Switzerland
Structural measures (e.g. Conducting staff surveys including the measurement of gender differences; Establishment of a D&I Council, consisting of top executives who deal with D&I issues and carry the topic into the company; Formation of a working group with HR specialists to develop and implement measures for the promotion of equality and diversity; Implementation of the "Comply or Explain" principle in the recruitment of leadership positions; Conducting diversity & equality reporting to the Executive Board and the Board of Directors; Provision of a leadership dashboard with real-time data to represent the proportion of women in the respective areas.

RENFE, Spain
The group's second equality plan establishes fundamental measures to continue advancing real equality, as well as to integrate the gender perspective into management.

PKP, Poland
An equality policy is implemented within the PKP Group, which has been adopted by the PKP Group's management. Each company has the opportunity to implement more detailed provisions within the framework of this policy.

Eurostar, Belgium
Each business area will work with the Diversity, Equity and Inclusion team to create an actionable plan, which may include elements such as recruitment, retention, and development.

NS, Netherlands
The gender equality strategy until 2025 is part of the action plan Diversity & Inclusion of our Board.

TRADE UNIONS' POSITION TOWARDS GENDER EQUALITY

Rail companies and trade unions alike express their deep appreciation for gender equality and other related principles pertaining to non-discrimination, equal treatment and equal opportunities. Almost half of the surveyed trade unions (48%) rate the importance of these principles within their organisation with the highest possible score of ten, followed by another one-third that provided scores of eight or nine. Generally, it should be noted that, with the exception of one trade union that refrained from answering this question, all other trade unions participating in the survey assessed the relevance of principles of gender-equality in their organisations with scores of at least six out of ten.

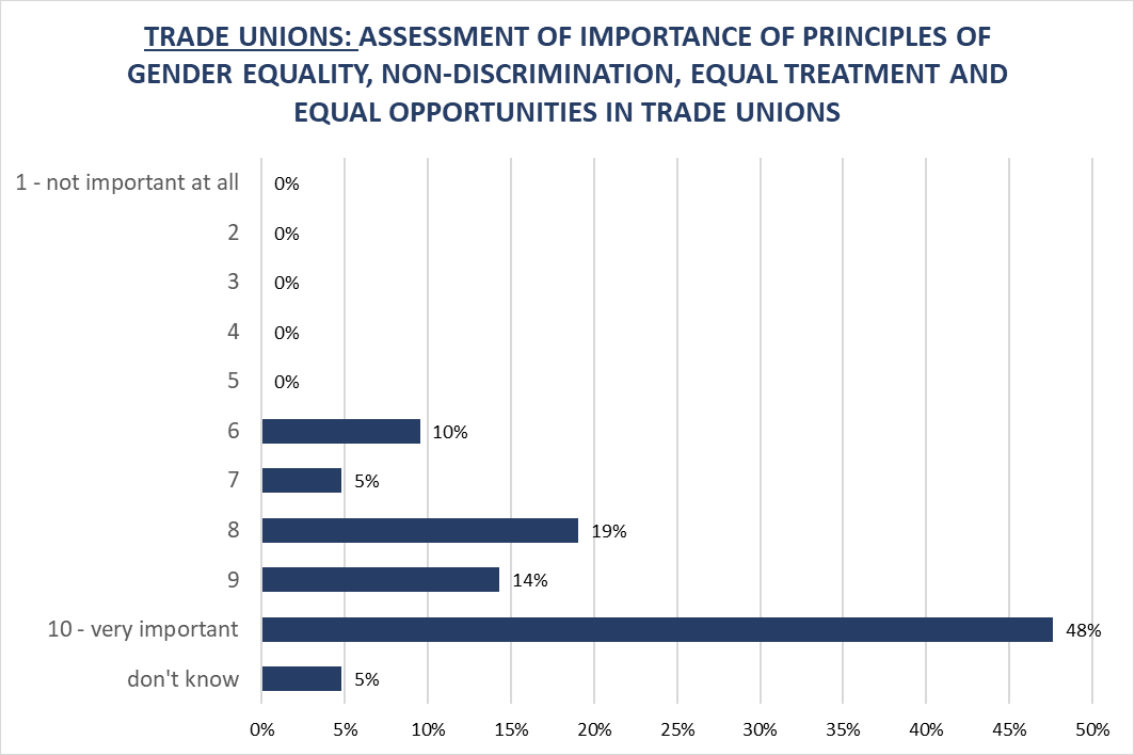


Figure 10, Source: L&R Database "WIR_trade_unions', n=21

GENDER EQUALITY STRATEGY AS A RESPONSIBILITY OF THE TOP MANAGEMENT

In addition to a policy document, the rail companies were also surveyed about the existence of a Gender Equality Strategy that is being enforced by the company's top management. Out of the 29 rail companies that participated in the survey, 59% indicated that they have such a strategy as part of their top management responsibilities, followed by 7% that are currently working on creating one. A total of 31% of the surveyed rail companies, however, do not have a gender equality strategy.

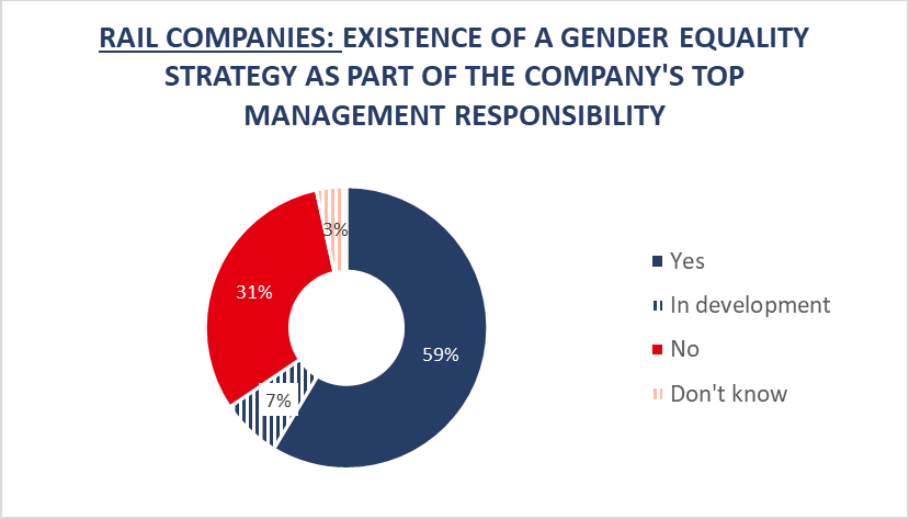


Figure 11, Source: L&R Database ‚WIR_companies', n=29

Regarding the trade unions' assessment of the strategies in place at the rail companies where their members are employed, it can be observed that they largely share the same view as the companies: 62% of surveyed trade unions confirmed the existence of a gender equality strategy within the rail companies. However, around one-third of the trade unions were once again unable to answer this question due to a lack of information.

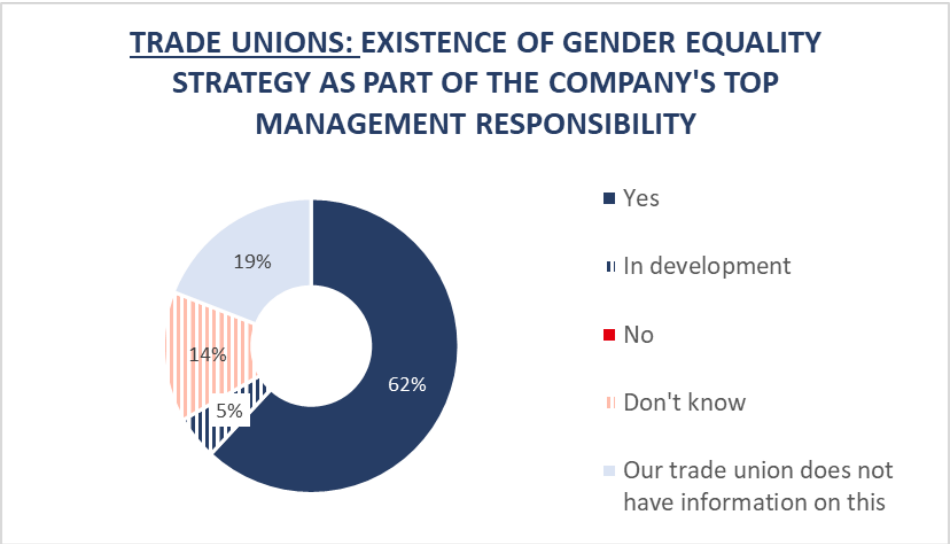


Figure 12, Source: L&R Database "WIR_trade_unions', n=21

A follow-up question identified specific elements that form part of the gender equality strategies of the surveyed rail companies that have such documents. With shares between 68% and 79%, the rail companies for the most part confirmed all listed elements, ranging from objectives for a balanced gender representation and measures to enforce the strategy (79% each), to the assignment of responsibilities for enforcing the strategy, monitoring and evaluation plans to check strategy implementation, and timelines for applying the strategy (all 74%), as well as reporting on the level of strategy implementation (68%). However, a considerable share of surveyed companies is still preparing timelines for applying the strategy and reporting activities (21% each).

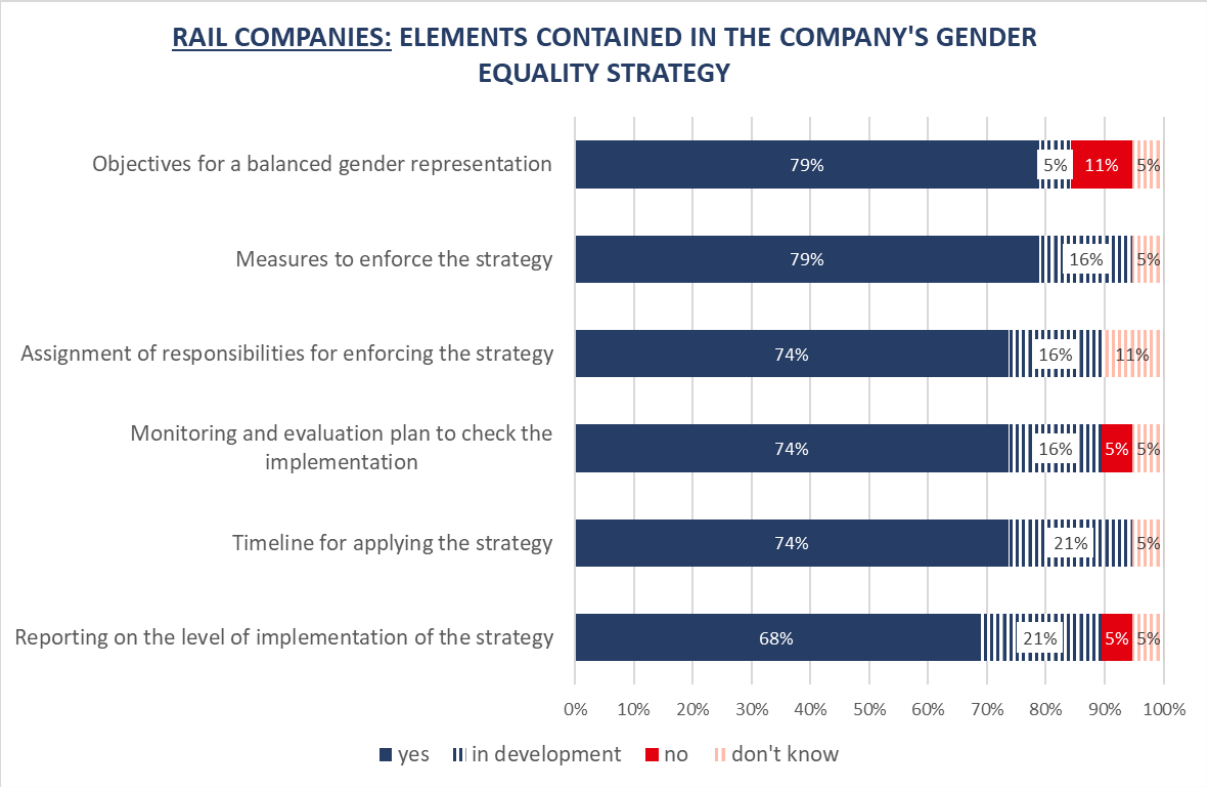


Figure 13, Source: L&R Database ‚WIR_companies", n=19

Conversely, the surveyed trade unions paint a somewhat divergent picture in regards to specific elements included in the rail companies' gender equality strategy: here, we see just 79% of trade unions clearly confirming that objectives for balanced gender representation are part of the gender equality strategy, while confirmation of the other items lies below the 50% threshold. In particular, only 21% of surveyed trade unions could confirm companies assigning responsibilities for enforcing the gender equality strategy, with another 21% each either believing that had not yet occurred or being unable to answer the question.

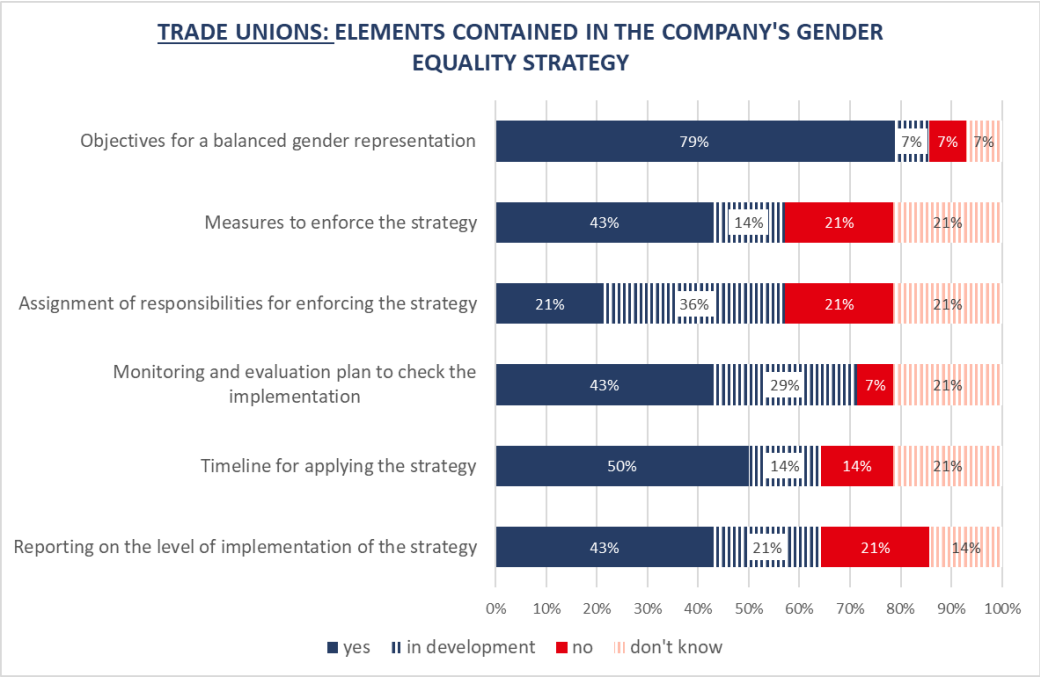


Figure 14, Source: L&R Database ‚WIR_trade_unions', n=14

The surveyed rail companies also elaborated on which employee categories are responsible for enforcing the gender equality strategy in their organisations: a total of 94% of these companies assigned this responsibility to their top management, while 88% assigned this to their middle management and human resources departments, respectively. In 71% of the participating companies, this responsibility lies with a dedicated equality department, unit or responsible person. To a lesser extent, companies place works councils or other committees where trade unions are represented in charge of enforcing the gender equality strategy. It is somewhat less common to make representatives of different business fields responsible for implementing this strategy.

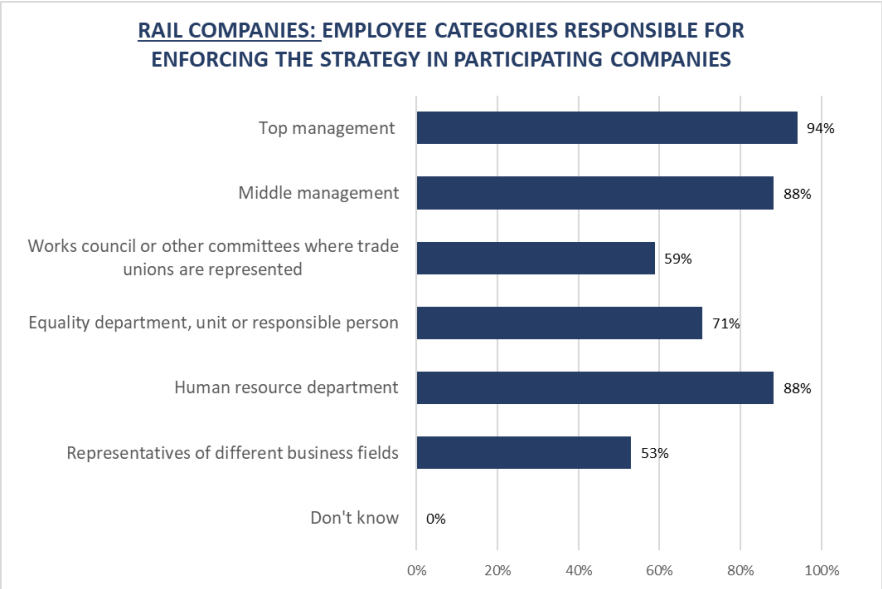


Figure 15, Source: L&R Database ‚WIR_companies', n=8

OBJECTIVES AND MEASURES FOR A BALANCED GENDER REPRESENTATION IN RAIL COMPANIES

Upon request, several of the surveyed rail companies have outlined their objectives for achieving a balanced gender representation within their organisations. Several of these objectives were also known to the trade unions representing the employees at the respective rail companies, who were therefore largely able to confirm these set objectives.

EXAMPLES: OBJECTIVES FOR BALANCED GENDER REPRESENTATION IN RAIL COMPANIES

DB, Germany

Increase the proportion of women in management within the company group to 40% by 2035 (at least 30% women in management in the company group already achieved in 2024). To this end, 40 measures are implemented across four fields.

Increase the proportion of women in the overall workforce from the current level of around 24% to 28% by 2035, with a long-term goal for achieving equal participation.

The target for the proportion of women on the Group Management Board of Deutsche Bahn was set by the Supervisory Board of DB at 50% by 30 June 2027.

LTG, Lithuania

Increase the total number of women in the company group from 33% in 2024 to 36% by 2028. Increase the number of women in leadership positions at all levels in the company group from 31% in 2024 to 34% by 2028.

IÉ, Ireland

Double the number of women by 2030: 25% of all new recruits are to be women.

ÖBB, Austria

According to the Diversity Charter 2026:

Increase the proportion of women in the company group to 17%.

Increase the proportion of women in the fully consolidated companies of the company international group to 26,7%. Increase the proportion of women in the company's domestic group to 15,9%. Increase the proportion of women in management positions in the company's domestic group to 20%.

Secure the proportion of women of at least 20% among new recruits of the company's domestic group

Secure the proportion of women of at least 20% in apprenticeship training in the company's domestic group

Secure the proportion of women of at least 25% in management continuing education programmes of the ÖBB Akademie in the company's domestic group

Secure the proportion of women of at least 35% (capital representation) in the supervisory boards of the consolidated companies of the company group with a holding participation of ≥50% by the federal government

SNCB/NMBS, Belgium

Increase the proportion of women for the Brussel region by 2% in the timeframe 2024-2026 (according to the Actiris Diversity Plan)

CFL Group, Luxembourg
Set goals for women's representation in the group overall
Introduced an indicator to monitor the career development of women and men
No goals set for specific levels of occupational categories, but the measures taken focus on levels and areas where women are underrepresented.

FS Italiane, Italy
Introduction of structural actions to reduce the gender pay gap in managerial roles.
Promotion of DE&I as a distinctive professional competence of the company group's employees.
Raising awareness of structural gender equality.

SBB CFF FFS, Switzerland
Increase the number of women by two employees in every management team.

SNCF, France
Recruit more women.
Increase the proportion of women in management.
Increase the proportion of women in the company's boards of directors and supervisory boards to at least 40% (according to the Copé-Zimmermann Act of 2011)
Increase the proportion of women in executive positions to at least 30% by 2026 and 40% by 2029 (according to the Rixain Act of 2021)

ŽS Infrastructure, Serbia
Increase the number of women employed in services dealing with main activities (balanced gender representation already achieved in secondary activities).

SŽ, Slovenia
Increase the proportion of women in supervisory bodies and collective leadership bodies to 25% in the timeframe 2025-2027 and subsequently to 40% between 2028-2030.

BLS, Switzerland
Increase the proportion of women in leadership positions to 20% by 2030.
Increase the overall proportion of women to 25% by 2030.

RENFE, Spain
Integration of Sustainable Development Goal 5 (SDG 5) which refers to gender equality in the business strategy.

Eurostar, Belgium
Agreement on gender representation targets for each business area in 2025, to work towards by 2030.

INSPIRING PRACTICES: OVERALL GENDER EQUALITY POLICY

SNCF (FRANCE): A STRUCTURED COMPANY AGREEMENT FOR GENDER EQUALITY AND DIVERSITY

SNCF, France's national railway company, has implemented a far-reaching agreement (2021–2024), negotiated with the representative trade unions, to promote gender equality and diversity across all parts of the organisation. Building on previous agreements dating back to 2006, this fourth iteration defines a clear and structured policy in three priority areas: increasing gender diversity in recruitment and internal mobility, ensuring equality in career progression and pay, and combating gender-based and sexual violence.

To attract more women into technical roles and management positions, SNCF has introduced targeted measures such as women-only recruitment forums, influencer-led campaigns, and co-opting bonuses for female candidates. Additionally, the company promotes female leadership through professional development programmes and non-discrimination training for recruiters and managers. Initiatives like "Les Potentielles" (formerly "Girls' Day") bring young girls into contact with technical careers early on through school visits, testimonials, and site tours, aiming to break down stereotypes.

Working conditions have also been a focus: SNCF adapts facilities such as changing rooms, offers protective equipment suited to all body types—including for pregnant employees—and provides menstrual products and breastfeeding breaks. The company further ensures that maternity leave does not hinder pay progression or training access and supports work-life balance through paternity leave incentives and childcare support.

In parallel, SNCF enforces a zero-tolerance approach to sexual and gender-based violence, with clear support mechanisms such as leave for victims, harassment representatives on Works Councils, and dedicated training. Progress is monitored via structured roadmaps and steering committees, ensuring union participation and strong accountability. The agreement is grounded in both French legislation and proactive corporate responsibility—making it a robust model for systemic gender equality in the railway sector.

CFL GROUP (LUXEMBOURG): WOMEN@CFL INITIATIVE – PROMOTING GENDER EQUALITY IN A TRADITIONALLY MALE-DOMINATED SECTOR

The "Women@CFL" initiative by the Luxembourg railway company CFL exemplifies a comprehensive and participatory approach to increasing gender equality within a historically male-dominated industry. Faced with a low proportion of female employees (only 15% in 2021) and no women on the board of directors at the time, CFL launched a strategic program aligned with its 2021–2025 corporate goals. The initiative draws on European frameworks such as the Women in Rail Agreement and integrates national tools like the "Actions Positives" label.

CFL's approach includes a Gender Equality Policy signed by the entire board and a Group-wide Action Plan targeting recruitment, career development, work-life balance, equal pay, and the prevention of harassment. Concrete measures include employer branding campaigns (e.g. "Empow(her)ing Journey"), gender-sensitive recruitment training, and communication tools such as a dedicated careers

page for women. Internally, CFL promotes female role models through campaigns like “LeadHership” and adapts work environments, for example, by improving facilities and offering flexible work models.

To support work-life balance, CFL introduced a variety of flexible options such as part-time work (even for those at the start of their careers), flexible hours, parental and social leave, and partnerships with daycare centres—especially valuable for shift workers. These measures have helped foster an inclusive work environment where both women and men can thrive.

Attention was also given to physical and psychological safety: from the provision of gender-specific personal protective equipment and sanitary facilities to anti-harassment campaigns and training. CFL implemented procedures for reporting discrimination and harassment and took concrete steps such as banning inappropriate materials and launching awareness materials across the organisation.

The trade union (Syprolux) stresses the importance of social dialogue in this regard at all levels, including the governing board; the trade union is part of the Women@CFL and its gender equality committee.

The results are measurable: from 2022 to 2024, the share of women recruited rose from 14.5% to 24.5%, and female representation on the board went from 0 to two members. These early outcomes demonstrate that with sustained commitment and broad stakeholder involvement, real progress is achievable in fostering gender equality in the rail sector.

Website: Women@CFL - Empow(her)ing Journey

ÖBB (AUSTRIA): ‘MANY LOUD WOMEN’ – THE GROUP-WIDE PROJECT FOR ÖBB WOMEN'S DAY (‘LAUTER FRAUEN’)

Target group(s) of the measure / activity:
All women/female employees and occupational groups in the technology-driven, still male-dominated ÖBB (from apprentices to CFO), from young female apprentices to employees approaching retirement

Timeline for implementing the measure / activity:
01/2025–03/2025: Start and preparations
07/03/2025: Conducting the survey/World Café throughout Austria
03/2025–07/2025: Qualitative analysis of inputs / Derivation of measures / Presentation of results with stakeholders
Since 06/2025: Preparation and implementation of initial measures -> long-term processing of the results

Description: Content of the measure / activity: “Lauter Frauen” (Loud and many Women) work at ÖBB. They have something to say, and we want to know what it is. Because ÖBB not only needs more women, but also women who stay in their jobs for a long time and enjoy doing so. It is important to create a working environment in which everyone (including women!) feels comfortable and can contribute equally. This requires the right conditions.

In a large corporation such as ÖBB, there is a lot of potential and many opportunities to shape the future. That is why it is even more important to involve those who are affected – especially those who are operationally active in their everyday work and have little contact with other women (e.g. very low proportion of women or working alone, e.g. as a train driver).

That is the goal of the ‘Lauter Frauen’ (Loud Women) project. All female ÖBB employees were invited to participate in a World Café on ÖBB Women's Day (7 March 2025): What concerns female ÖBB employees in their everyday work?

Twenty-seven different questions were addressed across Austria in all nine federal states: from occupational safety to women over 50, women's health, career development, male-dominated fields, technology and work-life balance. The feedback identified specific problem areas that can be addressed and eliminated in the future – with the aim of positively changing technology- and male-dominated work environments for women. As part of the ‘Lauter Frauen’ project, 11 clusters of findings were identified, which will be addressed in the future. Quickly implementable measures, such as self-defence courses or awareness-raising measures for mental load, are already in concrete planning.

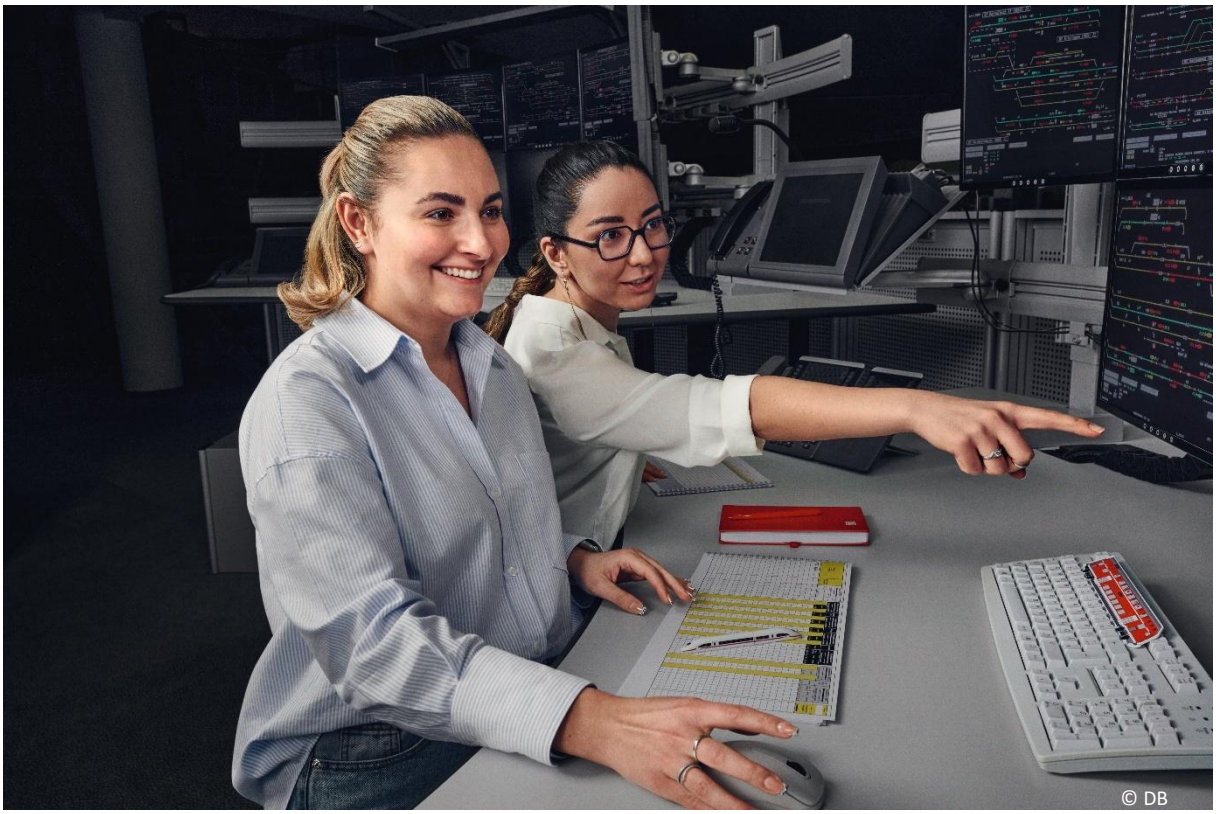
Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

600 women participated in person, 9 locations across Austria, Over 1,000 inputs from participants, 27 topics: Occupational safety, exchange and communication, preventing harassment, education, care work, flexible working time models, women aged 50+, attracting women, retaining women, proportion of women, women's successes, women's health, leadership roles, innovation and AI, career development, cultural diversity, male allies, male-dominated fields, physical and psychological stress, safety and external assaults, solidarity, technology and IT, tone of communication, work-life balance, networking, full-time/part-time
82 topic tables distributed throughout Austria 11 cluster of findings

Lasting impact: The more than 1.000 responses were qualitatively analysed and clustered in a multi-stage process. In the first step, the 11 cluster of findings were presented in detail to the individual stakeholders. The derivation of measures is now underway for each cluster of findings – concrete measures that can be implemented directly (e.g. training on coping strategies in male-dominated companies) are in concrete planning. Strategic anchoring is ensured thanks to the integration with the group-wide management tool ‘Women's Career Index’. The 11 cluster of findings and the measures derived from them will serve as working documents for the coming years.
Weblink: https://konzern.oebb.at/de/vielfaeltige-oebb/geschlecht/oebb-frauentag-2025

POLICY AREA 2:
TARGETS FOR GENDER BALANCED REPRESENTATION

Increasing the gender balance in the workforce and in the company´s management and providing an appropriate representation of women in the company´s boards is a condition to remedy gender imbalances in order to reap all potential of a mixed workforce for the rail sector. [11]



[11] WiR Agreement, page 9.

Achieving a gender balance in the workforce and management of rail companies is not only a matter of equality, but also a strategic necessity in order to fully unlock, realise and utilise the potential of a diverse workforce in the European rail sector. To this end, the following measures are put forward in the European Social Partner Agreement on Women in Rail (WiR Agreement):

- ✓ *Companies shall aim to reach a more balanced gender representation, namely by increasing the proportion of the underrepresented sex when there is a strong imbalance.*
- ✓ *In order to reach a balanced gender representation among the total workforce and/or in specific occupational categories, companies should identify the main barriers and put in place adequate measures.*

The underrepresentation of women in key positions in the rail sector limits the sector's ability to innovate and grow. Therefore, achieving gender-balanced representation in the rail sector is key to achieving its full potential. Gender-balanced representation at all levels of the rail sector is essential not only to promote equality but also to deal with increasing labour shortages as well as ensure sustainable growth and improved decision-making in a rapidly evolving sector. By fostering equal representation of women and men, rail companies can create more innovative and inclusive work environments that reflect the diversity of their workforce.

This section of the report explores the survey findings in reference to the efforts made by rail companies across Europe to achieve gender-balanced representation in the workforce, management, and boards, and furthermore provides insights into the trade unions' perspective. The results provide valuable insights into how companies and trade unions are working to remedy gender imbalances in the workforce, ensuring that the benefits of a gender-balanced approach are fully realised. Specifically, we assess the readiness, commitment, and willingness of companies and trade unions operating in the rail sector to improve gender equality. This includes evaluating the availability of relevant strategies, resolutions, and action plans that align with the WiR Agreement.

SHARE OF EMPLOYEES IN 2023 BY GENDER

Based on data from 28 rail companies, approximately 696,100 people were employed in the railway sector in 2023, with a significant majority being male employees. Specifically, 77% of employees were male and only 23% were female, with shares of female employees ranging from 12% to 59% across the various surveyed companies, and one company corresponding precisely to the average share.

Figure 16, Source: L&R Database 'WIR_companies', n=28

Of the twelve surveyed companies with above-average shares of female employees, two operate in all four business fields, while more than half are active in the field of passenger transport and one-third each are active in infrastructure management and holding, respectively. While most of these companies are located Czechia, Slovakia, Poland and Germany, above-average shares of women can also be found in rail companies in Lithuania, Estonia, Belgium and the Netherlands.

Below-average shares of female employees were found in 16 of the surveyed companies, twelve of which operate in the field of passenger transport and eleven in infrastructure management. Out of these 16 companies, six are active in all four business fields, namely freight and passenger transport as well as infrastructure management and holding. Viewed regionally, these companies are located in various countries across Europe, ranging from Finland, to Ireland, Germany, Switzerland and Luxembourg, as well as Spain, Italy and North Macedonia.

SHARE OF WOMEN IN MANAGEMENT

Looking at the various levels of management, we can observe a more balanced gender representation compared to the overall picture. This is particularly evident in middle management, where the overall share of female employees within the surveyed rail companies reaches 29%, followed by 28% among top executives. Team leaders rank third with a marginally above-average overall share of female employees of 25%. Of approximately 700,000 people employed in the surveyed rail companies in 2023, 5,573 were top executives, 24,255 were in middle management roles, and 22,389 were team leaders.

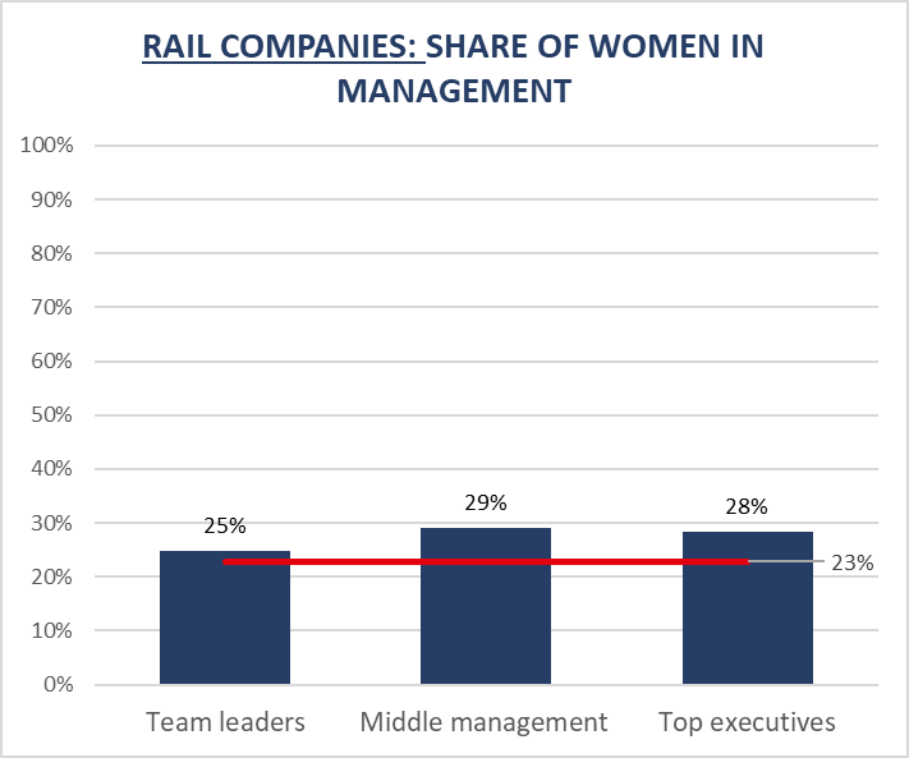


Figure 17, Source: L&R Database 'WIR_companies', n between 23 and 27

However, the results vary considerably at the management level as well. Among **top executives**, female employees' shares range from 0% to a perfectly balanced gender representation of 50%. A total of 17 of the surveyed rail companies rank below the average share of female top executives, with six companies registering shares of 0% in this category. This mainly concerns smaller companies with fewer than 1,000 employees as well as companies that operate solely in the field of infrastructure management.

It must be noted that the surveyed rail companies define top executives quite differently. Some companies consider CEOs and board members to be part of their top executive level, while others explicitly exclude them. Other functions assigned to the top executive level include heads of department or sectors, directors general, and deputy directors, as well as members of executive leadership teams and executive committees with significant decision-making power in strategic decisions.

On the **middle management level**, the shares of female employees range from 12% to 50%.

Four companies registered high shares of women in middle management (above 40%). Out of these four companies, two are medium-sized and located in Lithuania and Serbia, respectively, followed by a

large holding company from Poland and a small German company operating exclusively in the field of passenger transport.

Ten companies registered below-average scores. These were mainly medium or large companies exceeding the 1,000-employee threshold that are active in all four business fields. From a regional perspective, we notice that companies with below-average shares of women in middle management mainly operate in Switzerland, Germany, Czechia, Austria and Slovakia.

Middle management roles include directors and deputy directors of departments or organisational units, heads of divisions, departments or cells, as well as coordinators with extensive leadership responsibilities and employees with a more restricted scope of delegated authority than top executives, but who have also completed higher-level professional training and perform managerial functions.

On the **team leader level**, the shares of women vary even more between the rail companies, ranging from 0% to 71%. Below-average shares were registered in 13 companies, with four companies having strikingly low shares below the 15% threshold. While only one of these companies is also a holding and active in all business fields, the activities lie mainly in the fields of freight transport and infrastructure management.

Very high shares above 40% can be found in four other companies that are located in Slovakia, Italy, Poland and Spain. Out of these, two companies are exclusively holding companies, while the third only operates in the field of freight transport, and the fourth operates in the fields of freight and passenger transport.

It is worth mentioning that the surveyed companies use different definitions to describe this management level, depending on their individual structures and organigrams. This leads to widely different distributions of responsibilities among team leaders and adjacent roles. However, a common trait is found in leadership responsibilities towards other employees, although the number of employees under their management may be capped. Furthermore, the team leader level encompasses roles such as heads of departments, units, centres, sections or worksites, as well as coaches and experts in exceptional fields and supervisors with advanced technical qualifications who perform managerial functions at a lower level of responsibility than middle management.

It can be observed that the distinction between middle management and other levels is not always clear, as some companies define heads of departments or units as middle management rather than team leaders. A key distinction from top executives is that the latter mainly have significant decision-making power over strategic company matters, whereas the two lower management levels mainly focus on personnel decisions.

SHARE OF WOMEN IN COMPANY BOARDS

In 2023, women's representation was slightly higher on the board management level among the surveyed rail companies compared to their representation in management, with a total share of around one-third (34%). The range of women's shares in the companies is once again very broad, with values as low as 0% in some companies and as high as 75% in others.

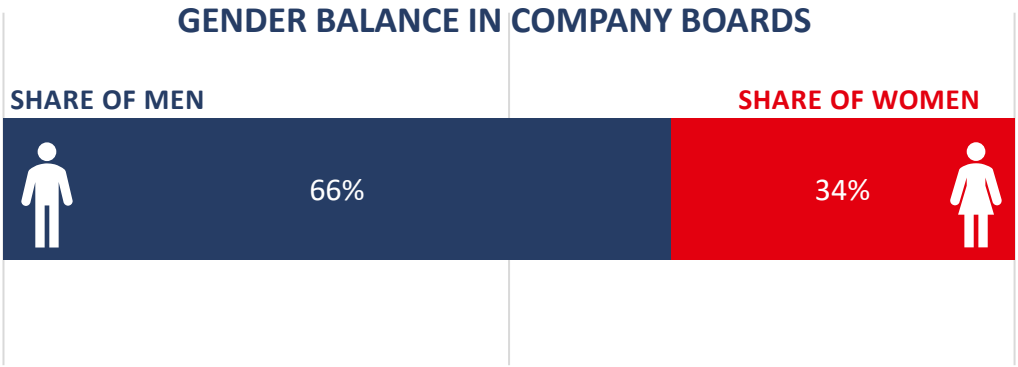


Figure 18, Source: L&R Database 'WIR_companies', n=26

Of particular note is the fact that in ten companies, no women are active on the board. Furthermore, five of these companies also have no female representation among top executives, indicating a more profound vertical segregation problem in terms of a "glass ceiling effect". This concerns four companies operating exclusively in the business field of infrastructure management and a fifth company specialising in passenger transport. These companies are located in Slovakia, North Macedonia, Serbia and Estonia and are predominantly small- to medium-sized enterprises.

High shares of 40% and above are registered in eight of the surveyed companies. These companies tend to be larger and are located across Europe, spanning from Ireland and the United Kingdom to Denmark, France, Austria, Germany and Italy. In terms of the business fields covered, we can observe that all but one of these companies operate in the field of passenger transport, while the remaining one is a holding company. However, three companies cover all business fields, which is in line with the larger company sizes.

SHARE OF WOMEN IN SPECIFIC RAILWAY-RELEVANT OCCUPATIONS

The results below illustrate considerable differences with regards to female representation in specific occupations, with average women's shares below 7% in half of the examined occupations on the one hand, and shares ranging between 22% and 40% on the other. Exceptionally low shares of women can be observed among locomotive drivers as well as in rolling stock maintenance and infrastructure maintenance – all three known as rather technical, male-dominated occupations. Higher shares, roughly corresponding to the sectoral average, are found among IT professionals and traffic management staff, while the highest share of women is found among on-board personnel.

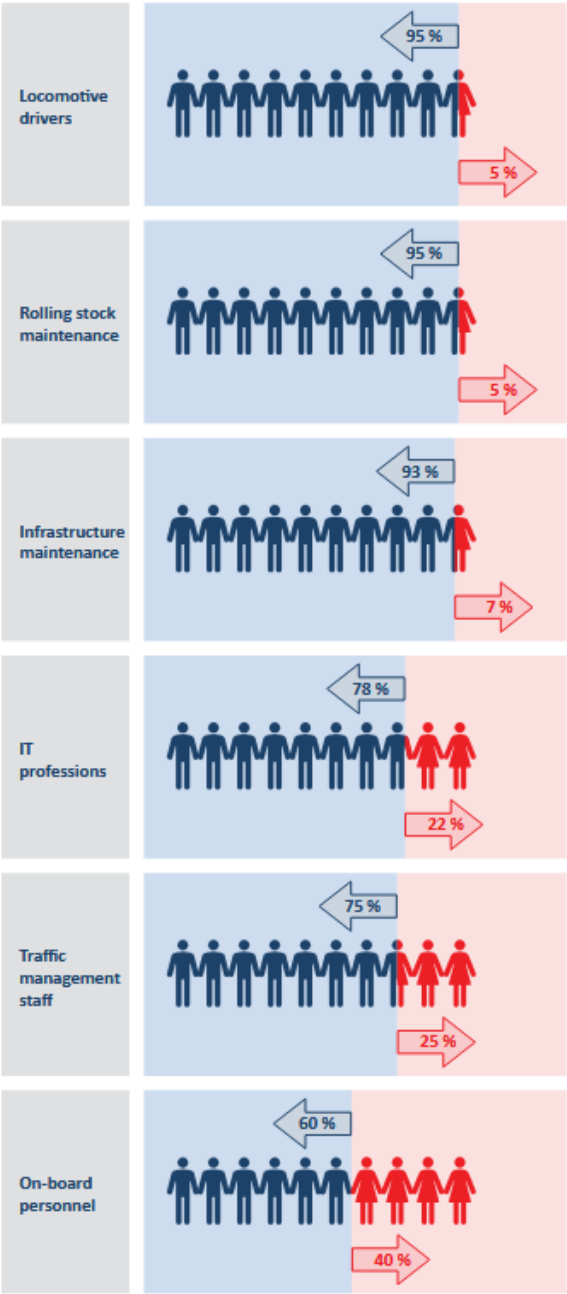


Figure 19, Source: L&R Database 'WIR_companies', n between 17 and 26

Out of the 73,606 **locomotive drivers**[12] employed in the surveyed rail companies in 2023, on average, only 5% are female. A closer look at the individual companies does not show much variation, as all surveyed companies register women's shares below 9%.

The same low average share of female employees (5%) is also registered in **rolling stock maintenance**, an area where 61,068 persons were employed in total in the surveyed companies. In this area, we can observe shares ranging between 0% and 23%, with a total of eleven companies registering below-average shares, five of which are larger holding companies that also operate in all other business fields, namely freight and passenger transport, as well as infrastructure maintenance.

A comparatively high figure of 23%, in line with the overall women's share in the rail sector, is registered in a medium-sized Danish company operating only in the area of passenger transport. A slightly higher female representation occurs in **infrastructure maintenance**, amounting to an average share of 7% female employees among a total of 94,389 employees. On a company level, shares vary from 0% to 41%. Two large companies register high women's shares of more than one-third each, namely a Czech company operating in the field of passenger transport and a Slovak company specialising in infrastructure maintenance.

[12] This category also includes train drivers in the broader sense.

In 2023, a total of 19,037 **IT professionals** were employed in the rail companies participating in the survey. On average, 22% of these employees were female, though this figure ranged from 0% to 55% across individual companies. A share of 0% was recorded in one small company. However, ten other companies also had below-average shares of women among IT professionals. These companies are both medium and large in size, operating in several business fields, with the exception of two companies specialising in passenger transport and another in freight transport, as well as a holding company. Two small companies operating exclusively in the field of infrastructure maintenance registered comparatively high shares above 40%.

Among the 65,779 employees working in **traffic management** in 2023, on average, 25% were female. A closer look at individual companies reveals a wide range of shares, spanning from 4% to 85%. Exceptionally high shares of over 50% are found in four companies located in Lithuania, Czechia, Belgium and Estonia. One of these companies operates in all four business fields, while two specialise in passenger transport and one in infrastructure maintenance.

The highest proportion of female employees occurs among **on-board personnel**. Of the 53,030 people in this profession at the surveyed rail companies in 2023, an average of 40% were women. Here, too, we notice a wide range of percentages among the companies, from 13% to 81%. Three medium-sized companies from Lithuania, Slovakia and Switzerland operating in several business fields and a large holding company located in Poland register very high women's shares of over 50%.

QUANTITATIVE TARGETS FOR THE SHARE OF WOMEN IN COMPANIES

In order to increase female representation, some of the surveyed companies chose to set clear targets for minimum shares of women to be reached in the near future. Specifically, 41% of the companies participating in the survey indicated they had set such targets, while an additional 10% were in the process of implementing this measure at the time of the survey. However, nearly half of the companies (48%) did not have any quantitative targets at this point.

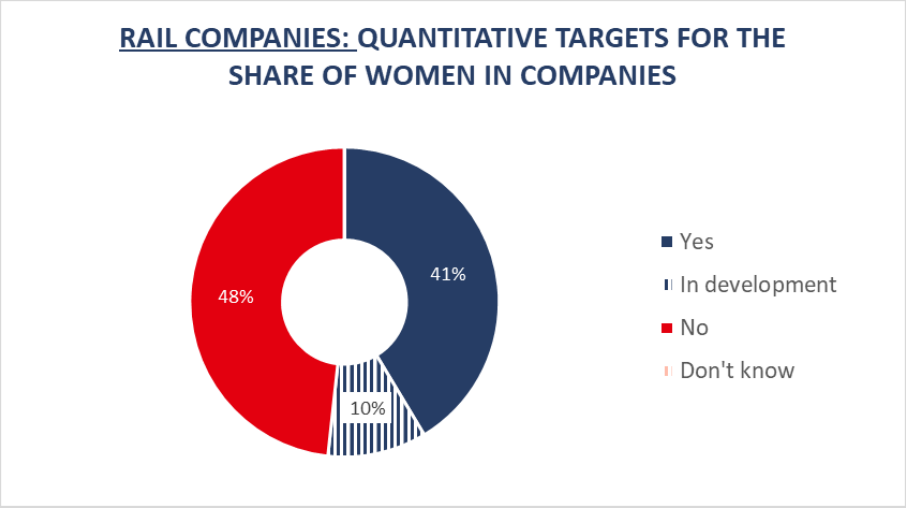


Figure 20, Source: L&R Database 'WIR_companies', n=29

Additionally, companies that had already set quantitative targets or were currently working on developing targets were queried further on the nature of these targets. Most commonly, the set targets addressed the share of women in the company's management, as indicated by more than two-thirds

of these companies, with an additional 7% currently developing such targets. These targets range between a share of 20% women among top executives in a medium-sized Swiss company, going up to 40% in two medium-sized companies located in Denmark and Slovenia. For middle management and team leader levels, the set targets also range between 20% and 40%. Noticeably, it is mainly medium-sized or larger companies that have set targets for middle management. These companies operate across all business fields, ranging from freight and passenger transport to infrastructure maintenance and holding.

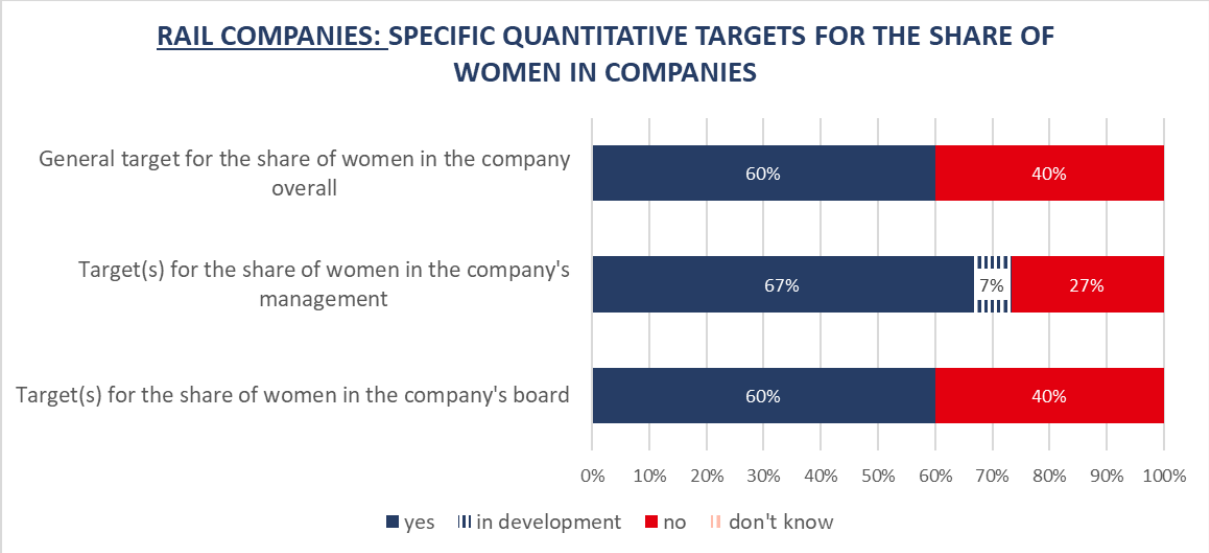


Figure 21, Source: L&R Database 'WIR_companies', n=15

Furthermore, a respective 60% of the companies' targets referred to increasing gender-balanced representation, both within the company as a whole as well as on their boards. The overall goals set for female employees range from 5% to 40%, depending on the company. One Serbian rail company specialising in infrastructure management has set a target of 5%, whilst a Danish company specialising in passenger transport aims to achieve an overall female representation of 40%. The targets set for company boards range from a share of 20% women in a Swiss rail company to one of 50% in Germany and Ireland.

In contrast, the surveyed trade unions could only partially confirm the findings of the company survey. Most strikingly, around 30% of the trade unions indicated a lack of information regarding any targets set by the companies in regards to a balanced gender representation. Furthermore, only 24% of trade unions are aware of targets addressing the share of women in management, while 30% are aware of targets set to define the share of women in company boards.

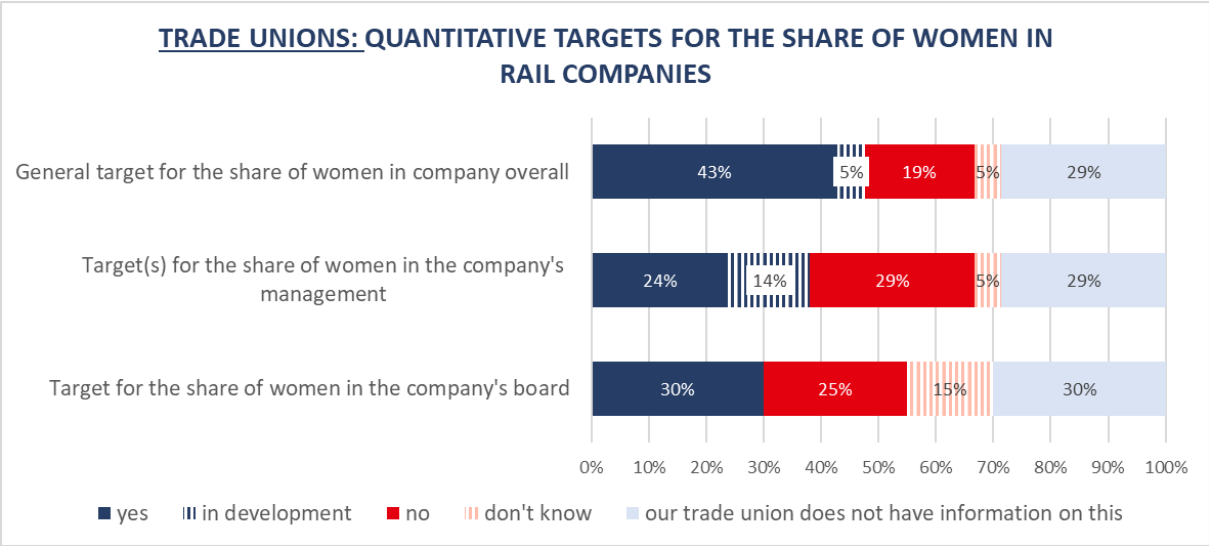


Figure 22, Source: L&R Database 'WIR_trade_unions', n between 20 and 21

As for the motivators for setting quantitative targets, more than two-thirds of the surveyed rail companies that already have such targets or have plans for developing any stated that this occurred on a voluntary basis. The remaining 33% defined the basis for setting such targets as both voluntary and legally motivated.

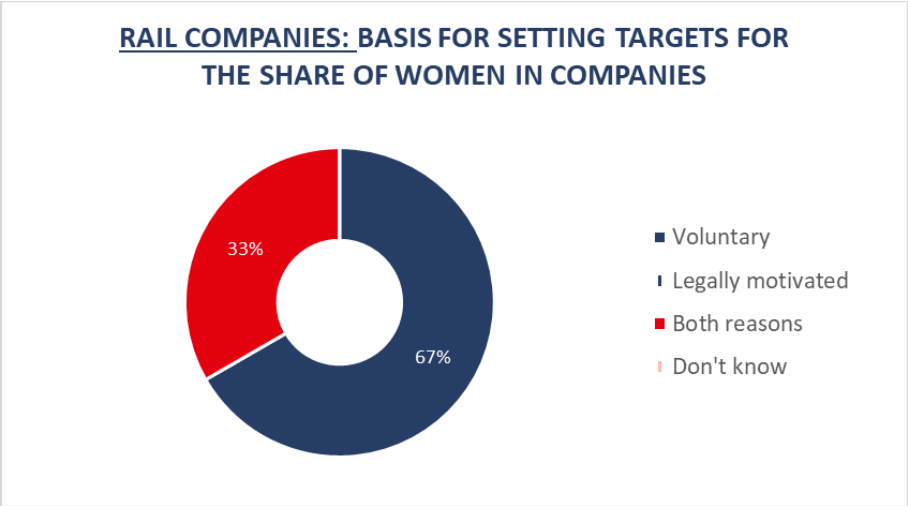


Figure 23, Source: L&R Database, 'WIR_companies', n=15

This statement was largely confirmed by the surveyed trade unions as well, with the difference that merely 45% of trade unions considered the basis for setting quantitative targets as solely voluntary, 27% attributing these actions to legal motivators, and just 27% considering both reasons as the impetus for rail companies to define targets for balanced gender representation.

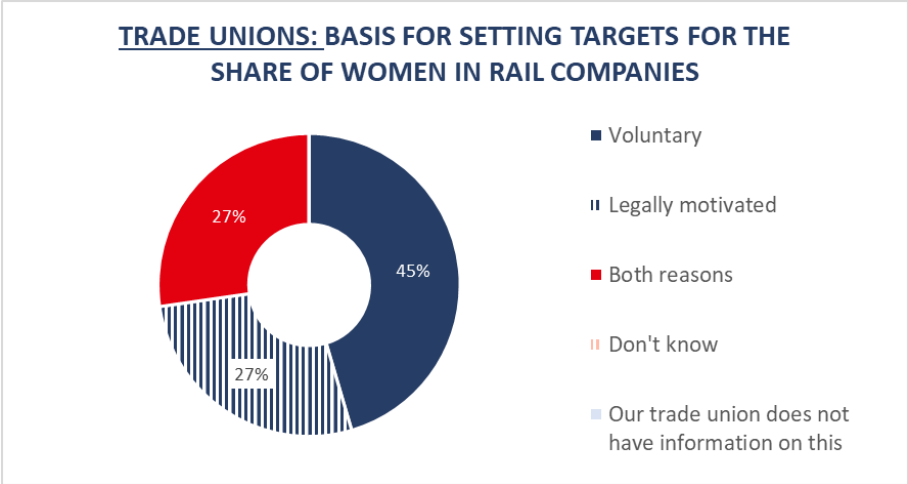


Figure 24, Source: L&R Database, 'WIR_trade_unions', n=11

COMPANY MEASURES TO ADDRESS BARRIERS IN REACHING GENDER BALANCE

Both the surveyed rail companies and trade unions identified several barriers hindering rail companies' efforts to achieve gender balance. In short, the rail companies view the main barriers as stemming from a complex interplay of limited pools of female applicants for technical jobs, deeply ingrained cultural perceptions and stereotypes about the rail sector and gender roles, as well as legal and physical limitations due to the demanding nature of the work, and masculine internal organisational and cultural dynamics that hinder women's recruitment and advancement in rail companies. The trade unions largely agree with this assessment, but also highlight additional aspects such as barriers being rooted in educational pathways as well as an overall lack of attractiveness for the railway sector – at least in some countries.

Among the most pressing educational challenges mentioned are a lack of female students engaging in technical areas at higher education (high school and university), as well as in the specific training needed for most technical positions, thus also leading to a smaller pool of qualified female candidates. In connection with recruitment, challenges emerge from a lack of female applicants, particularly in technical, operational, and craft roles such as train drivers, IT professionals, maintenance staff, and mechatronic engineers. Moreover, unconscious gender bias likely also plays a role in recruitment and career development.

The public and cultural perception of the railway sector as a historically male-dominated sector represents another barrier towards achieving gender balance in companies. Traditionally perceived as a male domain and reinforced by stereotyped roles, this can create a perception that the railway sector is not a welcoming environment for women and thus deters women from considering careers in this sector. Furthermore, less exposure to the railway sector for women compared to other fields can be another contributing factor to a lack of awareness among women and interest in pursuing careers in this sector.

Additionally, internal cultural and systemic company issues were also identified as barriers to achieving gender balance. Due to the male-dominated culture within companies, women can feel pressured to adapt "male behaviour" – particularly in light of the potential stigmatisation associated with being labelled as a "quota woman" – and ingrained biases and ways of thinking can generally impede their progress. Moreover, the promotion of women in rail companies can lead to resistance from some male

colleagues who feel disadvantaged and see their own career opportunities as being at risk. Unattractive framework conditions at higher management levels (e.g. high time commitment, permanent availability) also hinder a good work-life balance, and deter women from applying for promotions. Individual factors also come into play here, such as the impact of parenthood on career choice and progression due to a lack of work-life balance and unattractive framework conditions. Moreover, issues related to a lack of confidence among female employees in applying for promotions and self-censorship also play a pivotal role in gender-based imbalances within companies, as some women may self-limit their career choices or aspirations based on societal expectations or internal beliefs. Another point of criticism is the varying commitment to gender balance at different management and/or operational levels in rail companies, thus further limiting women's career development possibilities. At the same time, a lack of data-driven analysis hinders an in-depth understanding of female underrepresentation in rail companies and the related targeted interventions.

Moreover, limitations such as inadequate facilities and a lack of accommodating working conditions for women, as well as the high physical demands of mainly operational and maintenance jobs, combined with legislative restrictions on certain types of heavy physical work for women in some countries (e.g. lifting objects weighing more than 20kg), are also standing in the way of achieving gender balance in companies. Apart from gender-based differences, companies also criticise the overall lack of attractiveness of the railway sector, based on the declining interest among potential employees due to the highly demanding nature of the work and working conditions in the sector.

To counteract these issues, 61% of rail companies are implementing measures targeted at improving gender balance within the companies, while another 7% are currently actively working towards developing measures for the future. Still, almost one-third of the surveyed companies are not addressing current barriers in the rail sector at present.

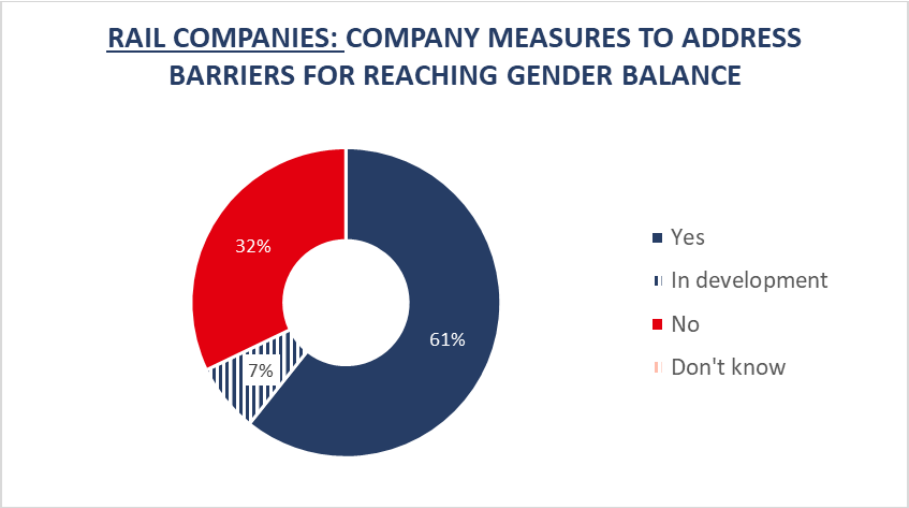


Figure 25, Source: L&R Database 'WIR_companies', n=28

The trade unions state that they do not have sufficient information on company measures aimed at addressing barriers to achieving gender balance – this applies to 29% of the surveyed trade unions. However, more than half of the trade unions are aware of such company measures already being in place (38%) or currently in development (14%).

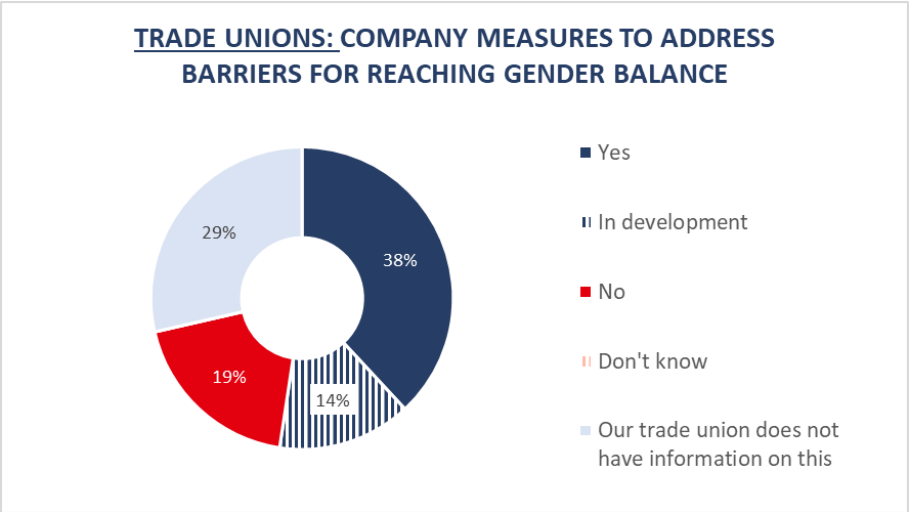


Figure 26, Source: L&R Database 'WIR_trade_unions', n=21

EXAMPLES OF MEASURES TO ADDRESS BARRIERS FOR REACHING GENDER BALANCE

EXTERNAL COMMUNICATION, AWARENESS-RAISING, BRANDING AND MARKETING

Employer branding campaigns, which involve various employees and include themes on gender equality, and generally increasing engagement on this topic (SNCF, France; LTG, Lithuania; ÖBB, Austria; SNCB/NMBS, Belgium; DB, Germany)

Raising young people's – especially girls' – awareness about the company businesses and combating gender stereotypes, e.g. through the "Les Potentielles" programme or the ELLES BOUGENT programme, or through partnerships with associations such as CAPITAL FILLES (formerly Girls' Day) (SNCF, France; DB, Germany)

Talking to women's associations about the importance of railway engineering (EVR, Estonia)

Developing targeted advertising campaigns featuring women. Incorporating images of women in promotional materials (PKP, Poland; DB, Germany; SNCF, France)

Use of gender-neutral language and images (RENFE, Spain; SNCF, France; DB, Germany)

Organisation and media featuring of an exhibition titled "Women in Railway Professions" to promote the employment of women in the company (SŽ, Slovenia)

Promotion of female ambassadors internally and externally, breaking stereotypes that the railway sector is not for women (DB, Germany; LTG, Lithuania; SNCF, France)

INTERNAL PROCESSES AND CORPORATE CULTURE CONDUCIVE TO GENDER EQUALITY

Strengthening commitment and responsibility: Clear target of 40% women in management by 2035, with regular reporting to the Group Management Board (DB, Germany)

Strengthening measures to achieve a share of women in management positions of at least 30% by 2026 and 40% by 2029 (SNCF, France)

Work with internal communication, on creating an open and respectful culture, ongoing internal campaigns to break down prejudices and emphasise the importance of gender equality (LTG, Lithuania; DB, Germany; SNCF, France)

Raising awareness of non-discrimination among managers, unconscious bias training for managers to reduce conscious and unconscious bias in the selection process (SNCF, France; DB, Germany)

Improve transparency and access to measures: Clearer communication about career measures and how to access them to reduce uncertainty (DB, Germany; SNCF, France)

The measures to date are part of the overall strategy for obtaining gender equality certification, which includes the establishment of a gender equality steering committee, the drafting of a three-year rolling plan (2025-2027), and the setting up of a gender equality management system (FS Italiane, Italy)

In addition to the company agreement on gender equality and diversity, the Board of Directors voted on a 2020-2030 gender equality and diversity roadmap for SNCF (SNCF, France)

Involvement of employee groups in the development of strategies and Group values – for example, the digitisation strategy. Innovation processes with employees directly affected by the innovation and much more (ÖBB, Austria)

Development of a toolbox with presentations and workshops for self-service; strengthening of own Employee Resource Groups (ERGs) by financial support of events; communication and portraits about equality, work-life balance, diversity) (SBB CFF FFS, Switzerland; SNCF, France; DB, Germany)

Regular events on diversity topics (e.g. Info and recruiting evenings for all ages, with a focus on gender), cooperation with the Women's Network and the Queer Network (DB, Germany)

Each business area will work with the Diversity, Equity and Inclusion team to create an actionable plan, which may include elements such as recruitment, retention, and development (Eurostar, Belgium; SNCF, France)

IMPROVING WORKING CONDITIONS FOR WOMEN

Improving physical working conditions (LTG, Lithuania; SNCF, France)

More flexible working models: 'Wherever you want' jobs, job-sharing models for managers, work-life balance measures for managers so that a change to a management position is not associated with a loss of flexibility (DB, Germany)

Actions and measures in the area of working conditions and career path, as well as work-life balance in connection with working hours, but also occupational health and gender-based violence (RENFE, Spain; SNCF, France)

INTERNAL TRAINING, COACHING AND MENTORING PROGRAMMES FOR WOMEN

Women in Leadership Programmes, partly in cooperation with external networks (IÉ, Ireland; RDG, United Kingdom; DB, Germany)

Coaching and Mentoring Circles chaired by the CEO (RDG, United Kingdom)

Organisation of train driver courses to encourage women to obtain a locomotive driver's license, and then a certificate (PKP, Poland)

Mentoring via the SNCF gender equality and diversity network “SNCF Mixité” and leadership programmes (SNCF, France)

Visibility of female role models and role models to encourage women to aspire to management positions, mentoring programmes to prepare women specifically for higher positions (DB, Germany; SNCF, France)

Women Network and Mentoring Programmes; involved actors are Top Management, D&I Core Team and Community (BLS, Switzerland; SNCF, France)

Actions and measures in the area of training (RENFE, Spain; SNCF, France)

Strategic partnerships with different organisations like ‘Advance - Gender Equality in Business (weadvance.ch)’; *Profawo.ch (Compatibility)’ (SBB CFF FFS, Switzerland)

GENDER GAP IN RAIL COMPANY ATTRITION RATES

Although not directly included in the WiR Agreement as a binding element, the gender gap in turnover rates is considered a key element of most gender statistics in providing an indication of work satisfaction among employees, as well as a measure of the success of companies’ retention strategies. This is illustrated by means of the indicator focusing on the gender gap in attrition rates. For the calculation, only employees who have voluntarily given notice within the reference year 2023 are considered, and are further differentiated by gender. This results in an aggregated gender gap in attrition rates of 0.03% among all ten rail companies that offered to provide data on this matter. This strikingly low figure indicates that there is no significant difference in the behaviour of male and female employees when deciding to leave a rail company.

INSPIRING PRACTICES: TARGETS FOR GENDER BALANCED REPRESENTATION

DB (GERMANY): DB GLOBAL WOMEN’S MONTH

Target group(s) of the measure / activity: Overall company: employees, executives, top management and women outside the company

Timeline for implementing the measure / activity: National Campaign: Every year in March, first rollout in March 2020 on the occasion on International Women’s Day/Month

Description:

Content of the measure / activity: Instead of celebrating women just one day per year on International Women’s Day, Deutsche Bahn puts women and especially female colleagues in the spotlight for a whole month. The aim is to present ourselves as a company that promotes women and to attract more women to the company. Every year, we present ourselves as a top employer and celebrate the so-called Global Women’s Month with a wide range of images and recruitment formats. We focus on the topics of diversity and equal opportunities and generate media attention. Our measures are effective: We have increased the number of applications and hires of women at DB.
Activity: We implement a recruiting or image campaign for the entire Global Women's Month in

March. Possible campaigns range from regional measures, a DB join-in campaign and marketing via our own DB channels to recruitment events with a high-reach marketing campaign.

Findings:

We have been able to establish the “Global Women's Month” brand and increase the proportion of women at DB since the beginning in 2020. Our monthly women's recruitment report also shows that applications from women increase after March. As one of 30 measures, the campaign was therefore an important lever for achieving the target of 30% women in management positions by the end of 2024. In 2024, this strategy was expanded to 40 measures with the target of 40% women in management positions by 2035.

Weblink Db.jobs/weltfrauenmonat2025 (changing every year)

DSB (DENMARK): PROMOTING GENDER DIVERSITY IN S-TRAIN OPERATIONS (S-BANE DRIVER)

In response to changes brought by the introduction of a new signal system (CBTC), DSB – Denmark’s largest train operating company – saw a unique opportunity to reshape the role of the S-train operator (S-bane drivers). Traditionally male-dominated, the role now offers potential for greater flexibility and a more service-oriented profile, prompting DSB to reimagine recruitment and training processes with a strong focus on inclusion and diversity.

This transformation was not only technical but cultural. DSB systematically revised legislation, developed a new training curriculum, and redesigned the employment terms to make the job more accessible, especially to women and younger applicants. A fast and efficient implementation process was crucial, and within less than a year, DSB went from idea to execution – with the first cohort of new S-train drivers trained and onboarded.

To attract a more diverse talent pool, DSB launched a targeted employer branding campaign, including recruitment videos, social media ads, and an updated career portal. The application process was simplified to a “one-click” mobile-friendly system, eliminating the need for a CV and instead using a brief questionnaire and mandatory safety profiling test. Tracking tools allowed DSB to analyse applicant data in real time and adjust accordingly.

These strategic efforts yielded impressive results: the share of female applicants for S-train drivers roles rose from approximately 6% to 18%. Moreover, the employee engagement score for the new drivers was high, ranging between 75 and 85 in the annual well-being survey of 2024.

Key learnings from the initiative highlight the importance of aligning recruitment experiences with campaign messaging, ensuring a welcoming environment for new hires, and maintaining strong focus and commitment throughout the process. Notably, this initiative also had positive spillover effects across DSB, enhancing recruitment efforts for other roles such as long-distance train drivers.

By rethinking a traditionally rigid role and making it more inclusive, DSB has set a benchmark for modern, purpose-driven recruitment in the public transport sector.

ÖBB (AUSTRIA) "YOU ARE OUR POTENTIAL"/ "DU BIST UNSER POTENZIAL" - INTERNAL CAMPAIGN TO RAISE AWARENESS AND INCREASE KNOWLEDGE ABOUT EMPLOYEES WITH DISABILITIES – FOCUS ON INCREASING THE PROPORTION OF WOMEN IN THE COMPANY

Target group(s) of the measure / activity: Overall company: employees, executives, top management

Timeline for implementing the measure / activity: Internal Campaign: Begin 2023 till Oct 2025, relaunch of the campaign in mid-2025

Description:

Content: Employees with disabilities talk about their passion for the company, about their job, which they excel at, and about what their everyday work life looks like and what all colleagues and managers should know about disabilities.

Activity: Posters featuring employees with disabilities aimed at encouraging other colleagues and supervisors to engage confidently and positively with disabilities. Conversations and interviews with colleagues with disabilities on internal social media channels, on screens and in printed materials. Training and in-depth insights for executives and employees, e-learning, knowledge quizzes, events, and discussions. Cooperation with career platforms for job seekers with disabilities, collaboration with the association of women with disabilities, with the aim of increasing the proportion of female employees with disabilities.

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

The increase in the proportion of employees with disabilities is a strategic corporate goal (Diversity Charter).

The campaign was evaluated in the autumn of 2024. The evaluation shows that awareness and knowledge of disabilities has increased and that the uncertainty of managers regarding hiring has decreased. Another result of the internal campaign is the establishment of an internal network for employees with disabilities. This network also serves as a sparring partner for executives.

Weblink: Kampagne "Du bist unser Potenzial" - ÖBB Konzern

RENFE GROUP SIGNED WITH SEMAF, CC.OO., UGT (SPAIN): THE SECOND EQUALITY PLAN OF THE RENFE GROUP, SIGNED IN THE YEAR 2022

Target group(s) of the measure / activity: The female population that applies for public job offers for operational personnel

Timeline for implementing the measure / activity: These measures take effect at the time of signing the II Equality Plan in 2022, reinforcing what has been developed regarding equality within the public employment offer since 2018.

Description:

All these actions and measures are included in the II Gender Equality Plan of the RENFE Group.

First example: Access to the Renfe Group. Public Job Offer for operational staff. Criterion: Continue with criteria of equality, merit, and ability for entering the company that ensures equal opportunities. Specific objective: To prevent discrimination based on sex in access to employment at Renfe.

The bases of the calls state the following:

"...after respecting the principles of equality, merit, and capacity, they will promote gender balance, encouraging, as much as possible, the increase of the underrepresented gender within their staff, taking into account the principle of equal treatment between men and women regarding access to employment, in accordance with Article 14 of the Spanish Constitution, Organic Law 3/2007 of March 22..."

As in the selection process, where:

"In case of a tie, the ranking with the total score will be based on the following criteria:

1. First, on the underrepresented gender in the professional group of the offered positions..."

Second example: "Continue promoting parity in the courts and selection bodies, with special emphasis on holding their most representative positions (presidency and secretariat)," this example being complementary to the previous one.

These are measures that effectively contribute to increasing the number of women in a workforce as male-dominated as the railway sector, having been negotiated with the RLPT.

Findings:

Impact of the measure / activity (e.g. based on reports, evaluations):

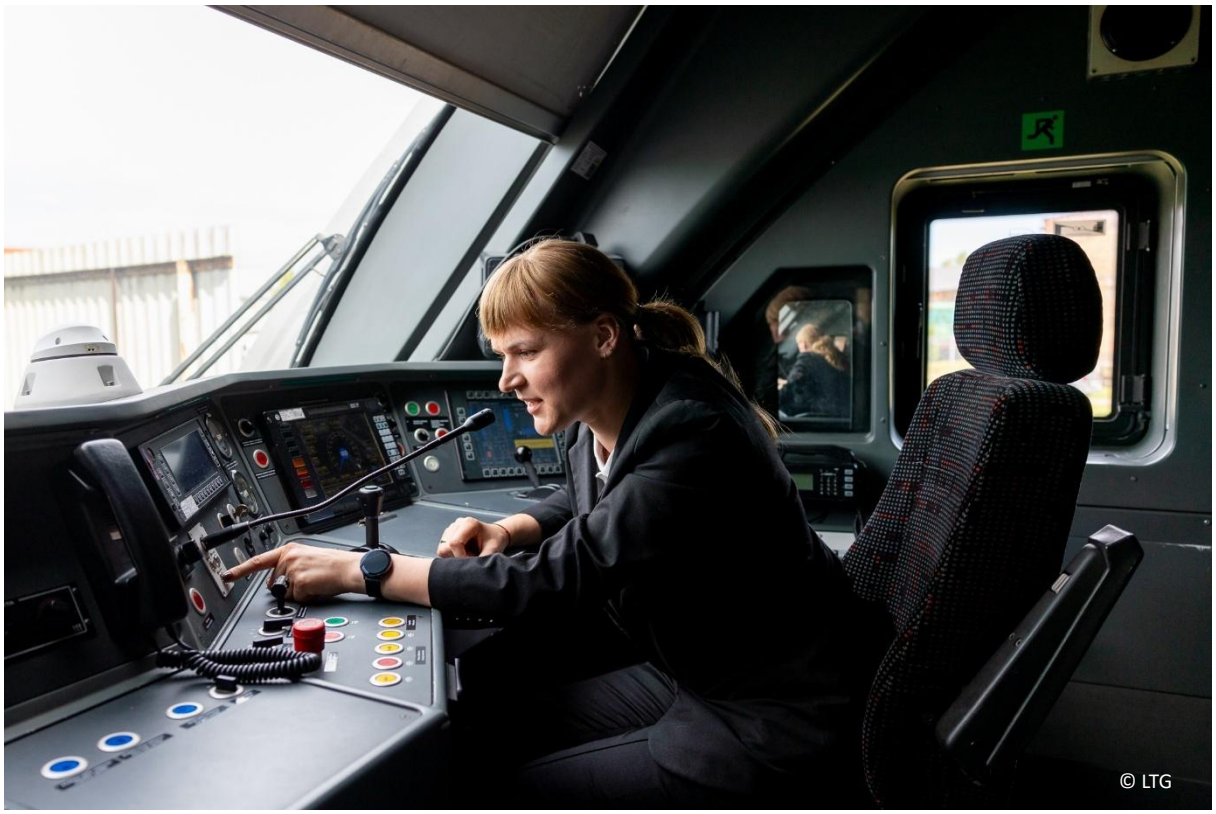
In 2018, women in the Renfe Group represented 13.49%. Prior to the signing of the II Equality Plan, women represented 17.08%. In 2024, women represent 22.01% of the workforce.

Weblink II Plan de Igualdad de Género del Grupo Renfe,

empleo.renfe.com (see the bases of the calls)

POLICY AREA 3: RECRUITMENT

To attract women to apply for a job or a career in the railway sector, companies have to directly address them during the entire communication and recruitment process, including job descriptions. [13]



[13] European Social Partner Agreement on WOMEN IN RAIL, p. 10

In order to increase the proportion of women in the rail sector, effective recruitment practices are pivotal in laying the foundation for gender-balanced representation across all levels of the sector. This includes specific measures or job advertisements that explicitly target women. However, evaluating the recruitment process for potential gender bias and developing the corresponding gender competencies among responsible personnel can also support the goal of attracting more women to rail professions.

Given the relevance of the topic, the WiR Agreement dedicates a policy area to recruitment. The measures to be taken shall evaluate the company's external communication and job descriptions with regard to gender-sensitive language and non-discrimination principles and, if necessary, adapt them accordingly. Additionally, the agreement requires recruiters to develop awareness and competencies to ensure a fair application process for all, regardless of gender. Furthermore, networking with educational institutions and public campaigns are seen as relevant measures for actively encouraging women to enter the railway sector.

This section of the report includes an overview of key performance indicators (KPIs) regarding recruitment. Additionally, it examines the initiatives and measures taken by companies and trade unions across European countries to create a more inclusive recruitment process. These efforts aim to eliminate gender-based barriers, ensure non-discriminatory practices, and highlight the railway industry as a viable and appealing career path for women. By adopting inclusive recruitment strategies, railway companies can not only attract a broader talent pool but also build a workforce that mirrors the diversity of the communities they serve.

The analysis provides valuable insights into best practices, challenges, and opportunities in fostering a gender-sensitive approach to recruitment in the railway sector. It emphasises the importance of creating an environment where women are encouraged to join and thrive, thereby contributing to the long-term success and sustainability of the industry.

OVERALL SHARE OF WOMEN AND MEN JOINING A RAIL COMPANY IN 2023

As reported by the companies, 64,592 people joined the rail sector in 2023[14], 25% of which are female employees and 75% are male employees. Compared to the overall share of women (23%; see Policy Area 2) this indicates a slight increase in the share of women and therefore a step towards gender-balanced representation.

[14] The number of new entries in the sector refers to the data of 24 companies, information from 5 companies is missing.

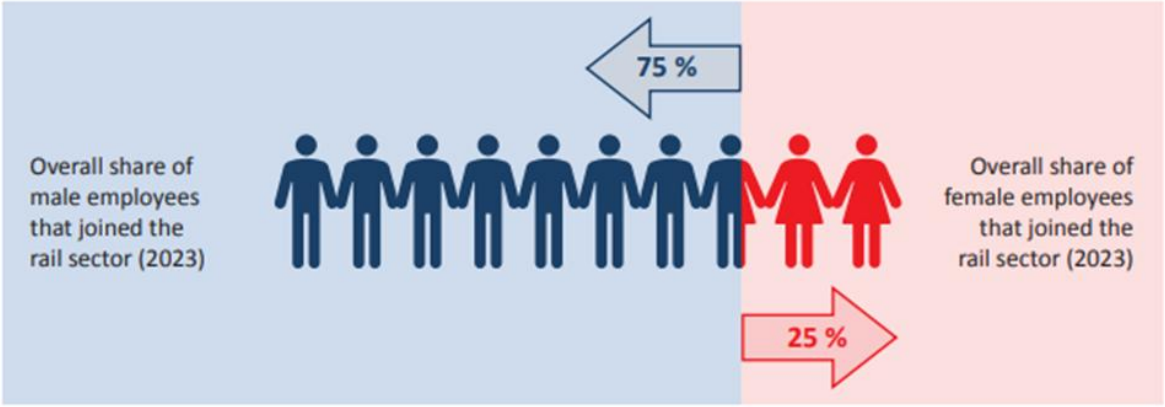


Figure 27, Source: L&R Database ‚WIR_companies', n = 25

The share of women among new entries ranges from 0% to 77%, with the most extreme figures occurring in small companies. The highest rate can be observed in a company that provided data as a holding, a business field that does not traditionally cover male-dominated occupations in the railway industry.

Most companies that provide data for all four business fields are close to the average of 25%. The share of women among all new entries in 2023 was slightly higher, ranging from 27% in Slovenia – as previously mentioned – to 31% in Czechia (data referring to passenger transport), Serbia and Estonia (data referring to infrastructure management).

High rates of women among new hires can also be observed in Poland (33%) and Slovakia (37%). However, these countries are covering data referring to the business fields of "holding" (Poland) and "passenger transport" (Slovakia), which are not typically male-dominated. In Lithuania, 41% of the new hires in 2023 are female, with this data covering all four business fields.

SHARE OF WOMEN AND MEN JOINING A RAIL COMPANY: SPECIFIC OCCUPATIONS

With regard to selected occupations, there are significant differences in the proportion of women among new hires.

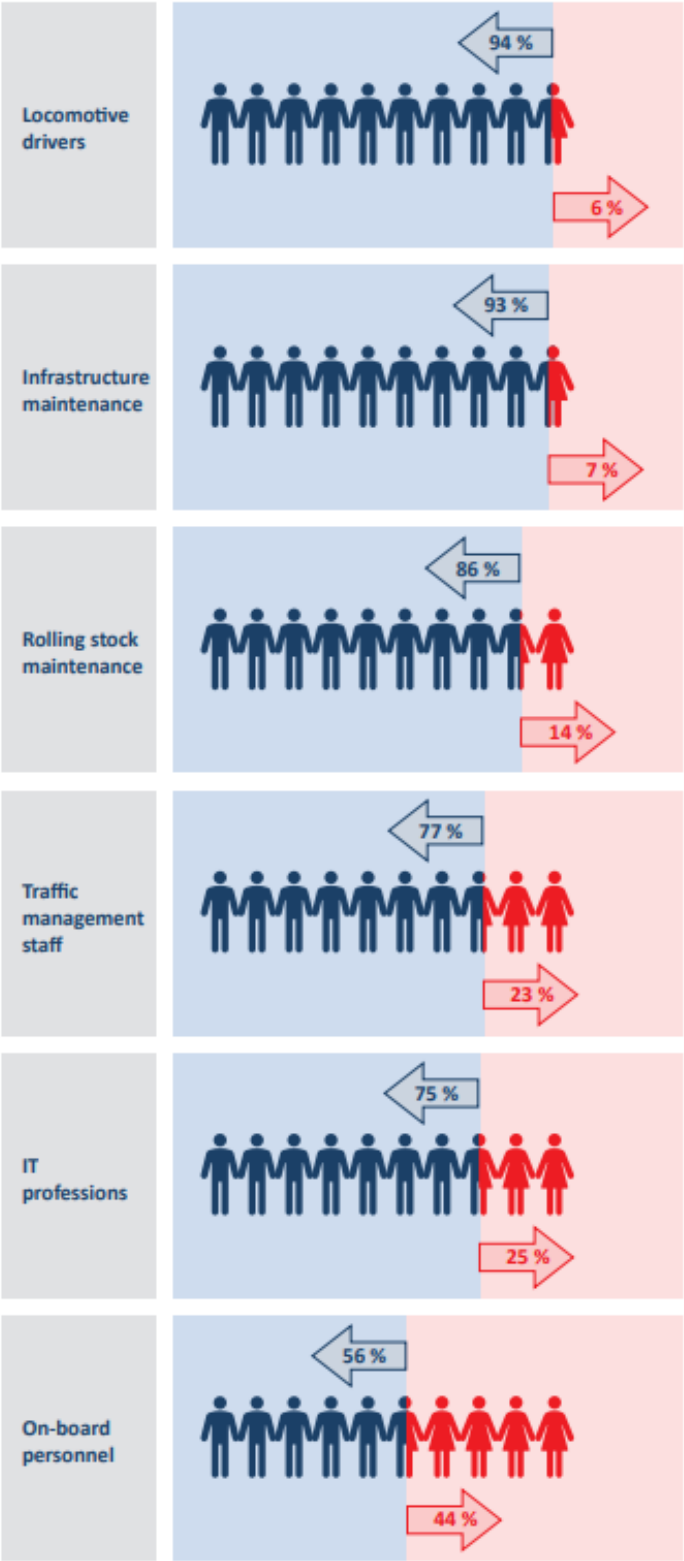


Figure 28, Source: L&R Database ‚WIR_companies', n between 14 and 20

The lowest share of 6% can be observed among **locomotive drivers**, which is slightly higher compared to the overall share of women employed in this profession (5%; see Policy Area 2).

Comparable rates are found in **infrastructure management**, with 7% of women entering this field in 2023. Compared to the female share of total staff (7%; Policy Area 2), hardly any increases can be expected here.

In contrast, there is a clear upward trend for professions in **rolling stock maintenance**. 14% of new hires are female, which represents an increase of nine percentage points compared to all female staff (5%; Policy Area 2).

With regard to **traffic management staff**, however, a slight decline in the proportion of women is to be expected. Of the new hires in 2023, 23% are female, with the proportion of female workers overall being 25% (Policy Area 2).

The proportion of women among new hires in **IT professions** is 25%, which corresponds to the average proportion of newly employed women in 2023. Compared with the proportion of women in these professions as a whole (22%; Policy Area 2), a slight upward trend can be expected here.

As expected, the highest proportion of women is found among **on-board personnel**. In 2023, 44% of the workforce are women, which is slightly higher than the proportion of women in this occupational field as a whole (40%; Policy Area 2).

In all occupational fields, there is a more or less wide range in the proportion of women among new hires in the companies. The proportion of women newly recruited as train drivers in 2023 ranges from 0% to 14%, with proportions above the average of 6% observed in Belgium, Switzerland, Italy, Ireland, France and Spain.

For infrastructure maintenance, the proportion of female new hires in the companies is between 0% and 44%, with the highest value observed in Czechia. The number of women joining the rolling stock maintenance in 2023 ranges between 1% and 100%, without taking into account companies with low case numbers.

Apart from extreme values, which can be traced back to very low case numbers, the proportion of women entering traffic management jobs in 2023 ranges between 11% and 82%, with the highest proportion in Estonia. However, the case numbers are also low here. Higher proportions (from 30%) are also found in Lithuania, Czechia, Austria, Italy, Hungary, Serbia and Slovakia.

Taking a closer look at IT professions and also excluding extreme values based on low case numbers (fewer than 16 employees), the proportion of women among new hires in these professions ranges from 19% to 31%. Higher proportions can be observed in Austria, Luxembourg and Italy, with Germany, Lithuania and France being close to the average.

As already mentioned, the proportion of newly recruited women is the highest on average at 44% for the on-board personnel. However, there is a range of 25% to 73% of new hires being female. Low rates can be observed among those companies with only a low number of new entrants in this field. The highest proportion is found in Lithuania, which is also the country with the highest proportion of women among new recruits overall. The same applies for Slovenia, Poland and Czechia – countries that also have a comparatively higher proportion of women among new hires.

MEASURES FOR REINFORCING GENDER EQUALITY IN TERMS OF RECRUITMENT

In order to make the rail sector more attractive to women, measures relating to recruitment are crucial. Derived from the WIR agreement, the implementation of three key measures was surveyed. Overall, out of the 28 companies surveyed, 16 have implemented all three measures.

As shown in the following figure, 61% of the participating companies offer regular training for non-discriminating recruitment, and 75% have standards for conducting job interviews in a non-discriminating manner, as well as reviewing the description of job profiles to eliminate gender stereotypes.

However, about one-third do not offer regular training, 21% don’t have any standards for non-discriminating interviews, and 18% do not review their job description from the perspective of gender stereotypes. However, even if this includes some companies that are not yet bound by the WiR agreement, none of the above measures were implemented in companies that are part of the agreement.

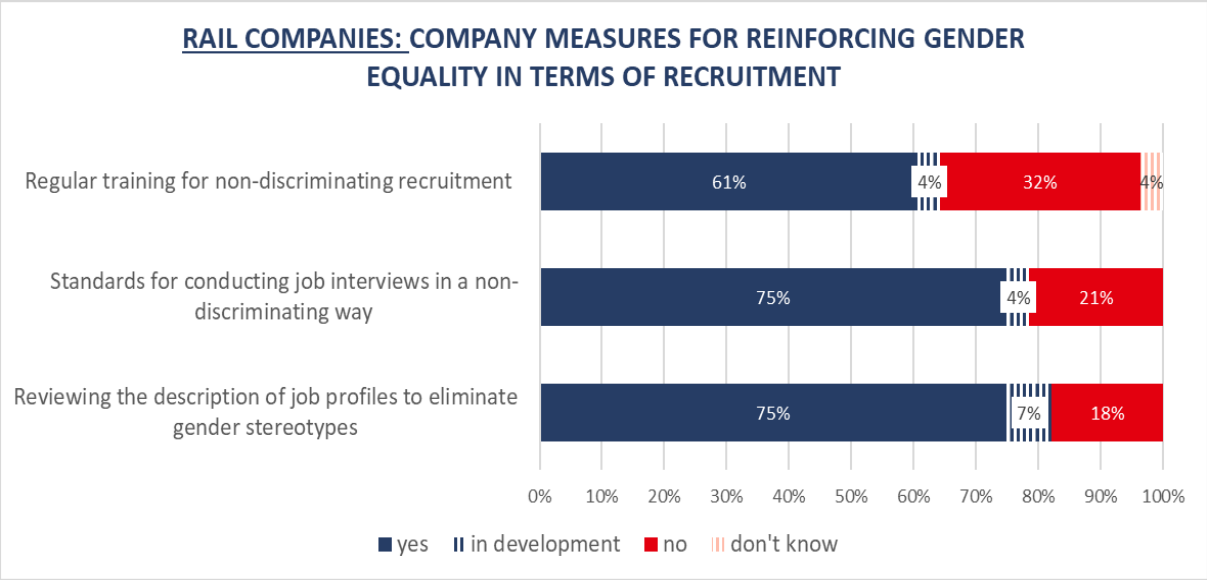


Figure 29, Source: L&R Database ‚WIR_companies', n=28

The implementation of the measures mentioned is not directly linked to the proportion of women among new recruits. Among the companies that have implemented all of the measures mentioned, there are both those that have a comparatively lower proportion of female new recruits and those that report comparatively higher proportions. However, this does not mean that the measures are not linked to gender-balanced representation among entries and employees.

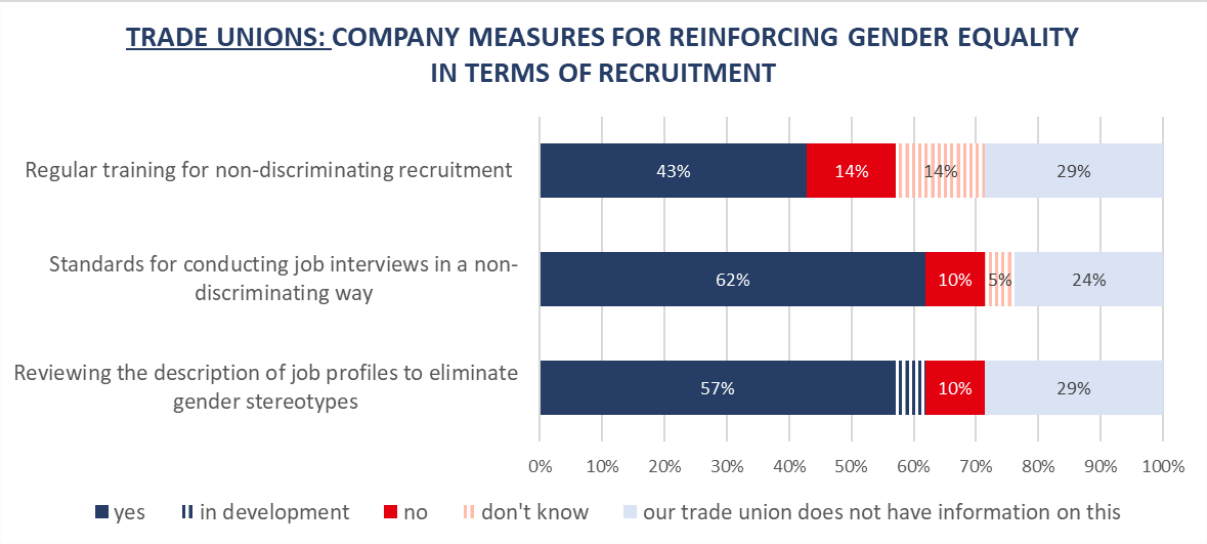


Figure 30, Source: L&R Database ‚WIR_trade_unions', n=21

The assessment of the trade unions differs among the surveyed measures taken by the companies. 43% agree that regular training is provided, 62% say that there are standards for job interviews, and 57% say that the job profiles are reviewed in regards to gender stereotypes. However, between 24% and 29% say that the trade union does not have information on these measures. Given this, the share of those saying that each measure is not implemented is lower compared to the company survey.

EXAMPLES OF MEASURES FOR GENDER SENSITIVITY IN RECRUITMENT

TALENT PROMOTION AND FEMALE-FOCUSED RECRUITMENT

Recruitment and marketing involve female-focused adverts and a gender decoder, common practice to put the female gender first in job ads, special campaigns to attract female employees, such as female engineers, addressing young women in particular (IÉ, Ireland; LTG, Lithuania; MÁV, Hungary; PKP, Poland; DB, Germany; eurobahn, Germany; SNCF, France)

Specific measures related to recruitment (DB, Germany; CFL Group, Luxembourg; RENFE, Spain; SNCF, France)

Measuring the applications of women in every area. Involvement of talent acquisition department (SBB CFF FFS, Switzerland; SNCF, France; DB, Germany)

Participation in job fairs to reach a broader audience (PKP, Poland; SNCF, France; DB, Germany)

Encourage women to study engineering and hiring female interns, collaborations with universities (DB, Germany, EVR, Estonia; PKP, Poland)

Encourage young girls to study technical subjects and choose rail professions, in collaboration with institutional players, the national education system, universities and engineering schools, as well as the French public employment service "France Travail" (SNCF, France)

Giving preference to female candidate, e.g. for management positions, provided that the candidates considered have equal qualifications (ŽS Infrastructure, Serbia; eurobahn, Germany; DB, Germany)

TRAINING FOR NON-DISCRIMINATING RECRUITMENT

Recruiters participate in a comprehensive training program (e-learning session and two-day face-to-face course) focusing on legal overview, unconscious bias awareness, and practical exercises through role-playing (SNCF, France)

Training for recruiters and hiring managers on diversity and gender (DB, Germany)

A 'Recruiting Academy' trains recruiters with a focus on diversity and inclusion (FS Italiane, Italy)

Online courses (Irish Centre of Diversity) focusing on unconscious bias, fairness, and inclusion (IÉ, Ireland), webinars on unconscious biases, as well as training on psychological safety (BLS, Switzerland), providing unconscious bias training (SBB CFF FFS, Switzerland)

Recruiters receive yearly training from RoestvrijTaal (NS, Netherlands)

Train recruiters regarding stereotypes, e.g. "Recruter les talents de demain" (Recruit tomorrow's talents) (CFL Group, Luxembourg)

Managers and recruiters complete EQUALITY ABC and non-discrimination training (LTG, Lithuania)

Managers receive recruitment awareness training with "Recipe for Good Recruitment" brochures (PKP, Poland)

Promotion of inclusive recruitment through training in barrier-free hiring, accessible communication, and non-discriminatory practices (ÖBB, Austria)

Staff is required to complete training on ethical principles (VR Group, Finland)

E-Learning program since 2023, with 74 participants, first classroom training session focusing on role-playing (SNCB/NMBS, Belgium)

All employees have received allyship and bystander training. Managers have also been trained on how to conduct inclusive interviews; "blind CV" in recruitment (RDG, United Kingdom)

STANDARDS FOR CONDUCTING JOB INTERVIEWS AND HIRING IN A NON-DISCRIMINATING WAY

Guidelines for writing gender-sensitive job advertisements; women are prioritized on shortlists for active sourcing; specific measures are in place for various job groups (SBB CFF FFS, Switzerland)

Guidelines for writing non-discriminatory and gender-neutral job advertisements; the recruitment teams give priority processing to applications received from women (SNCF, France)

Adding women to shortlists for leadership positions (at least one woman), online interviews, internal application sessions (DB, Germany); shortlists include at least one woman when possible (LTG, Lithuania); women are prioritized on shortlists for certain roles (SBB CFF FFS, Switzerland), preference of female candidates when qualifications are equal (ŽS Infrastructure, Serbia); for each vacant position, proposals, subject to availability, for at least one female and at least on male candidate and assurance that the proposed candidates are given due consideration and are received (SNCF, France)

Include different genders in every interview panel (NS, Netherlands); gender-sensitive recruitment committees (PKP, Poland); at least one female interviewer is included where possible; external recruiters are used for some senior roles (IÉ, Ireland); assurance of gender diversity among those responsible for the recruitment, especially in technical professions (SNCF, France)

Internal procedures ensure gender equality in selection processes (FS Italiane, Italy), maintaining the involvement in further professionalising the selection juries by also organising training for all employees who will play a role during selection interviews in the future (SNCB/NMBS, Belgium)

Audit concerning gender bias in recruitment and internal career transition processes (SNCF, France)

Recruitment protocols (e.g. gender-balanced panels with 50% female representation on all hiring/promotion panels by 2027; final stage representation with at least one woman progressing to the final stage of every recruitment/promotion process) (IÉ, Ireland)

External partners involved in selection processes are informed about the company's commitment to equal opportunities and gender equality in selection committees (especially key roles like President and Secretary); active prevention of gender discrimination in recruitment (RENFE, Spain)

ADDITIONAL MEASURES

Female Recruiting Days to specifically recruit women for specialist and management positions; female headhunts to actively identify female talent for management positions, reporting on the number of women in leadership positions and job listings in Women Recruiting Report and Management Report (DB, Germany)

Recruitment and outreach, e.g. STEM partnerships to attract young women to railway careers, also via school programmes such as Women in STEM Girl's School Initiative; "Intentional recruitment" targeting underrepresented groups via community outreach (IÉ, Ireland); the LES POTENTIELLES (former Girls' Day) programme (SNCF, France)

PUBLIC RELATIONS (PR) AND COMMUNICATION MEASURES IN RAIL COMPANIES

The WiR Agreement also states that external communication can and should be used to attract women to the rail sector. In addition to using gender sensitive language, this also refers to actively promoting specific, primarily male-dominated professions to women.

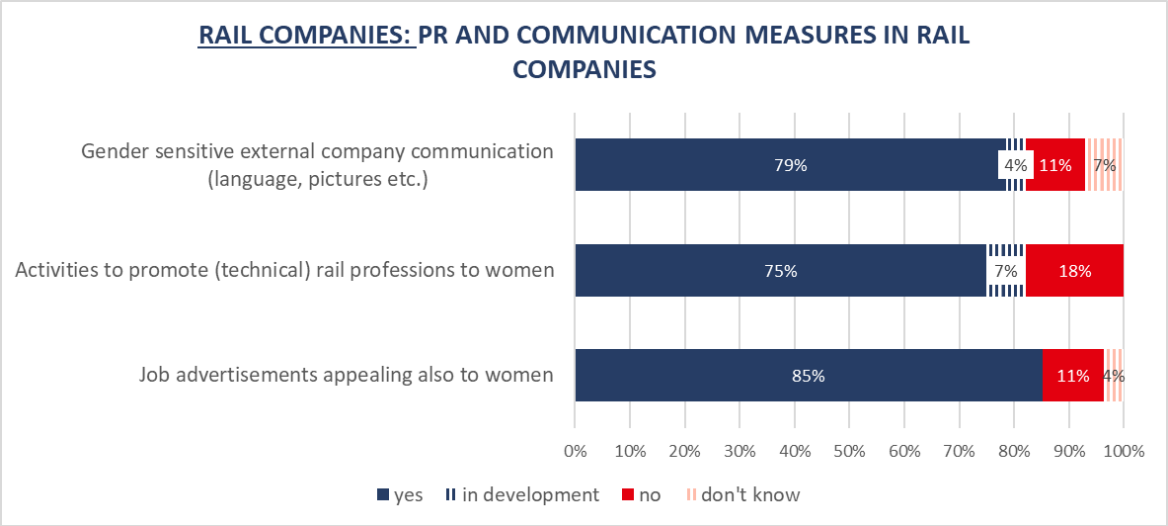


Figure 31, Source: L&R Database ‚WIR_companies', n=28

Overall, out of 28 companies, 29 have implemented all three measures surveyed regarding PR and communication strategies. As shown in the following figure, 79% of the rail companies pursue gender-sensitive external company communication, 75% establish activities to promote (technical) rail professions to women, and 85% say that their job advertisements appeal to women as well as to men.

While only one company has implemented none of the mentioned measures, 11% say that they haven't implemented gender sensitive language measures or do not have job advertisements which appeal to both women and men. Moreover, 18% do not promote (technical) professions for women.

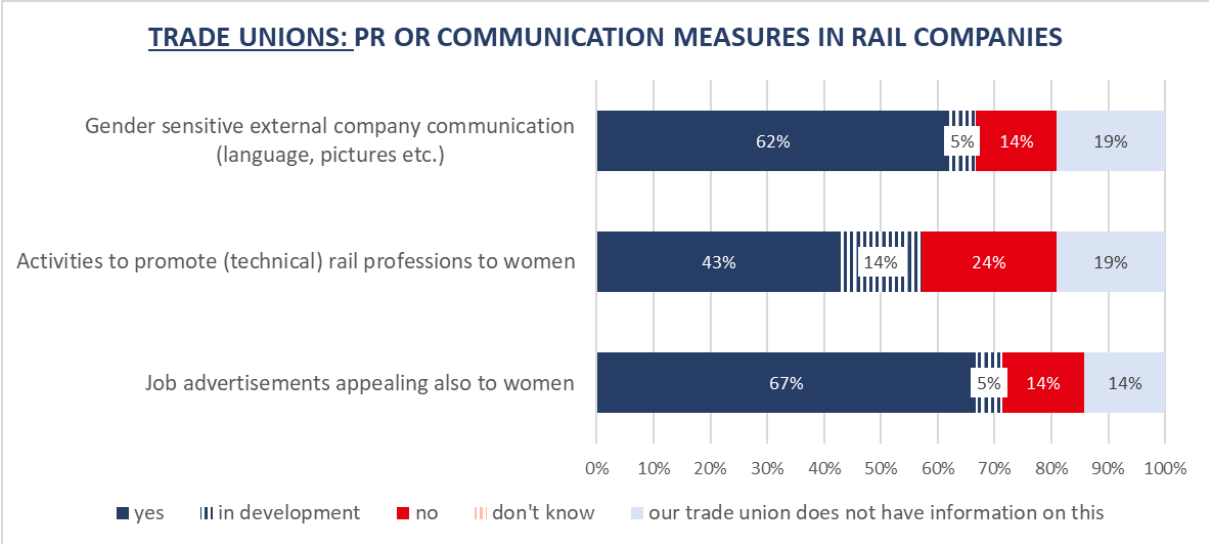


Figure 32, Source: L&R Database ‚WIR_trade_unions', n=21

In contrast to the gender-sensitive recruitment measures, among the trade unions, the proportion of those saying that no measures are taken regarding PR and communication are higher compared to the companies' survey results, with 14% saying that there is no gender-sensitive company communication and the same amount saying that job advertisements do not appeal to women in the same way as they do to men. Moreover, 24% don't see any measures established to actively promote (technical) rail professions to women, and, between 14% and 19% say that they don't have any information on those measures.

EXAMPLES OF MEASURES REGARDING PR AND COMPANY COMMUNICATION

GENDER SENSITIVE EXTERNAL COMPANY COMMUNICATION AND JOB ADS

Development and application of gender-inclusive language in job advertisements and company communication (SNCB/NMBS, Belgium; DB, Germany; PKP, Poland; IÉ, Ireland; SNCF, France)

Use of gender-neutral job titles in job postings (CD, Czechia), bias screening of job advertisements to ensure inclusivity (DSB, Denmark), with an internal audit (SNCF, France)

Use of gender-sensitive visuals and language, including imagery featuring women (DB, Germany; PKP, Poland; SNCF, France)

Promotion of diversity (gender, LGBTI+, disabilities, migration background) in external communication campaigns (NS, Netherlands; SNCF, France)

Social media content highlights women in rail to attract more female applicants (IÉ, Ireland; SNCF, France)

ACTIVITIES TO PROMOTE RAIL PROFESSIONS TO WOMEN

Campaigns, events and strategic partnerships

Development of strategic partnerships, media campaigns, and initiatives targeting women in the labour market (SNCB/NMBS, Belgium; SNCF, France; DB, Germany)

Girls' Day participation, national careers days, and school collaborations to challenge gender stereotypes and promote technical professions to young women (SNCF, France; ÖBB, Austria; NS, Netherlands; DB, Germany)

Organisation of targeted recruiting events and mentoring programs, including 'Female Recruiting Days', 'Women's Talks', 'Women Recruiting Dashboards', and support of external women's networks (DB, Germany; SBB CFF FFS, Switzerland)

World Women's week (around 8th March) on the theme of gender equality, with themed conferences, awareness-raising workshops, communication activities, internal dissemination of women's profiles, and speeches by senior managers; Participation in National Industry Week with the LES POTENTIELLES programme; International Day for the Elimination of Violence against Women on 25 November; National Day Against Sexism on 25 January; International Day Against Homophobia, Transphobia and Biphobia on 17 May, and a month-long focus on diversity on external networks (SNCF, France)

World Women's Month & diversity events to make the topic of equality visible within the company and beyond, and focus on women in technical professions to create role models for the next generation. Participation in external campaigns (e.g. Equal Pay Day, Diversity Day, International Day against Violence against Women, International Women's Day) (DB, Germany)

Participation in women-focused job fairs and initiatives like the "Best Employer for Women in Rail" competition (PKP, Poland; ŽS Infrastructure, Serbia; SBB CFF FFS, Switzerland; SNCF, France; DB, Germany)

Employer branding and visibility

Running of female-centred employer branding campaigns such as 'Missions that Rock' and 'Empow(her)ing Journey'; dedicated career pages and HR blog posts highlighting women's experiences; yearly actions focusing on presenting women in rail occupations during the World Women's Day, with different formats and mottos (DB Germany; CFL Group, Luxembourg; SNCF, France)

Hosting annual women-focused events and organising initiatives to increase the visibility of women in technical professions, as part of the women recruitment strategy (FS Italiane, Italy; SNCF, France; DB Germany)

Use of hashtags and storytelling like #WomenInRailway, social media campaigns, and participation in podcasts and conferences to promote role models and women's networks (LTG, Lithuania; DB, Germany)

Women's Club activities, including mentoring and internal networking for female employees (LTG, Lithuania)

Internal Women's Network since 2015, offering different formats for exchange (DB, Germany)

Activities of the Gender equality and diversity network "SNCF Mixité" (formerly "SNCF au Féminin") since 2010 with more than 13,000 members (the largest employee network in France), including mentoring and network for female employees (SNCF, France)

Unique engagement formats such as 'Diner op hakken' (Dinner on Heels), 'Young Talent Award' and 'Topvrouw' to promote women in technical roles (NS, Netherlands)

Mentoring programs for women and female students, including initiatives like EmpowHER, ChallengHER, WIM (FS Italiane, Italy), the Female Mentoring Program (ÖBB, Austria), several other mentoring programs addressing women (DB, Germany)

Internal Women's Clubs and back-to-business programs supporting re-entry into the workforce after breaks (LTG, Lithuania; SBB CFF FFS, Switzerland)

INSPIRING PRACTICES: RECRUITMENT

DB (GERMANY): DIVERSITY RECRUITING AT DEUTSCHE BAHN – DATA-DRIVEN RECRUITMENT FOR MORE INCLUSION

Deutsche Bahn (DB) has developed a comprehensive and data-driven diversity recruitment strategy to meet the demands of an evolving labour market and to fill around 100,000 positions in the coming years. With demographic shifts, skill shortages, and changing candidate expectations, DB views diversity not only as a value but as a strategic necessity. Their approach, rooted in the "Strong Rail" strategy, actively seeks to reach underrepresented groups—especially women—through a combination of mindset change, marketing, targeted recruiting measures, and continuous monitoring.

One central instrument is the quarterly Diversity Recruiting Report, which monitors and evaluates recruitment across key diversity dimensions such as gender, age, origin, and ability. This report visualises the entire recruitment process—from application to hiring—and benchmarks progress against labour market potential. For example, thanks to the women-specific recruitment strategy "Women@DB2035," the proportion of women among new hires increased from 21% in 2020 to around 26% in 2024.

Key measures include inclusive marketing campaigns (e.g., for International Women's Month), gender-sensitive language in job postings, flexible work formats (job-sharing, remote), and internal diversity trainings for recruiters and hiring managers. DB also developed a "role model pool" and tailored outreach strategies, including cross-border recruitment and targeted approaches to women, older workers, and people with disabilities.

By using real-time data to guide recruitment efforts and measure impact, DB not only increases the visibility of diversity but also ensures that its workforce reflects the full range of talent available in society. The case of DB shows how a systemic, data-informed approach can turn diversity goals into measurable outcomes in recruitment.

db.jobs/vielfalt und db.jobs/frauen

General Diversity Strategy for the whole group: https://www.deutschebahn.com/de/konzern/Menschen-Einziganders-/Einziganders--10365240

POLICY AREA 4: RECONCILIATION OF WORKING AND PRIVATE LIFE

The possibility to reconciliate working and private life is key to attract and retain women in the rail sector. Flexible working arrangements as well as maternity, paternity, parental and carers´ leave can significantly improve the work-life balance of employees. The different means should be available to all employees and for all types of occupations. [15]

[15] WiR Agreement, page 10.

Work-life balance is essential for attracting and retaining both women and men in the railway sector, particularly those with care responsibilities. Flexible working arrangements, as well as actively supporting maternity, paternity and parental leave, are vital tools to improve work-life balance for employees. It is important that these opportunities are available to everyone, regardless of their gender and role, including those working in shifts or in operational positions.

This section of the report focuses on how the rail companies address these challenges in accordance with the European Social Partner Agreement on Women in Rail. The agreement highlights the importance of creating flexible working opportunities tailored to individual needs while ensuring these arrangements are fair and feasible for all types of roles and positions. Additionally, the report underscores the significance of aligning with existing legal frameworks, such as Directive (EU) 2019/1158 on Work-Life Balance for Parents and Carers[16], to ensure consistency and equity in policy implementation.

Another critical aspect is ensuring that flexible work options do not hinder employees' career growth or skill development. By promoting a corporate culture that values both professional advancement and personal well-being, railway companies can foster a supportive and inclusive work environment.

The reconciliation of work and family life is essentially influenced by the extent to which care work is taken into account in gainful employment and the extent to which gainful employment can also be geared towards caring work.

This analysis explores the progress made in implementing work-life reconciliation measures. An assessment of how these efforts contribute to a more balanced, equitable, and sustainable railway sector is not easy to make, due also to different national laws and reconciliation systems in the involved countries. Nevertheless, some conclusions are drawn based on the available figures and answers provided by railway companies and trade unions.

WOMEN AND MEN ON PARENTAL LEAVE AND RESPECTIVE REINTEGRATION MEASURES

Parental leave systems are quite different throughout Europe. For European Union countries, common minimum standards have been set with the Directive (EU) 2019/1158 on Work-Life Balance for Parents and Carers. These standards guarantee a minimum duration of leave period for women and men: A minimum of four months of parental leave must be available to parents, two out of the four months are non-transferable from one parent to another, and at a minimum, the two non-transferable months must be adequately compensated at a level to be decided in each EU country. Since August 2022, these minimum requirements must be in force in the EU countries, which means that these requirements were already in force in the 2023 reference period. Nevertheless, parents in EU countries and especially non-EU countries face different parental leave schemes – from minimum requirements to paid leave periods covering 30 months and more. It is against this background in which the following figures and especially specific measures must be interpreted. While in some countries paid leave periods are quite long, they are very short in others. Reintegration measures might therefore be more important in countries with long parental leave schemes, while days off might be of particular importance in countries with short leave schemes, just to give an example.

[16] Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU, in OJ L 188, 12.7.2019, p. 79–93

As the figure below indicates, 4% of all female employees took parental leave at least for some time in 2023, while the corresponding figure among all male employees was 2%.

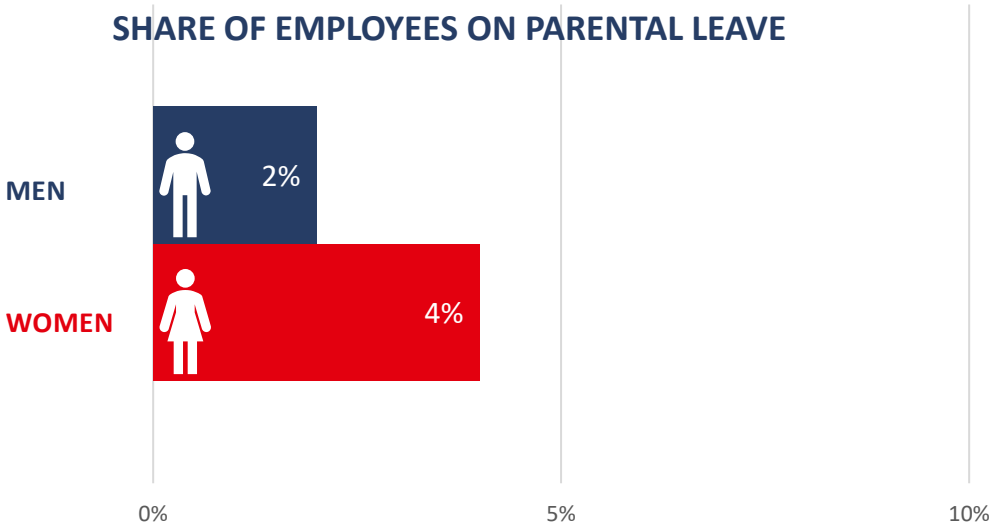


Figure 33, Source: L&R Database ‚WIR_companies', n between 19 and 20

Although there is still a gap between women and men taking parental leave – especially considering that women tend to take (much) longer parental leave periods – it is worth noting that a significant proportion of men take at least some parental leave in many, but not all, rail companies. This trend might have been supported by national laws and measures indicated by the European Social Partner Agreement on Women in Rail. National measures in care infrastructure might also make it not necessary to take parental leave.

It is not possible to determine whether the overall proportion of employees on parental leave in railway companies is above or below national averages. It is therefore difficult to assess whether the railways are particularly supportive in terms of parental leave. The question of how parents are dealt with after taking time off is therefore an important indicator.

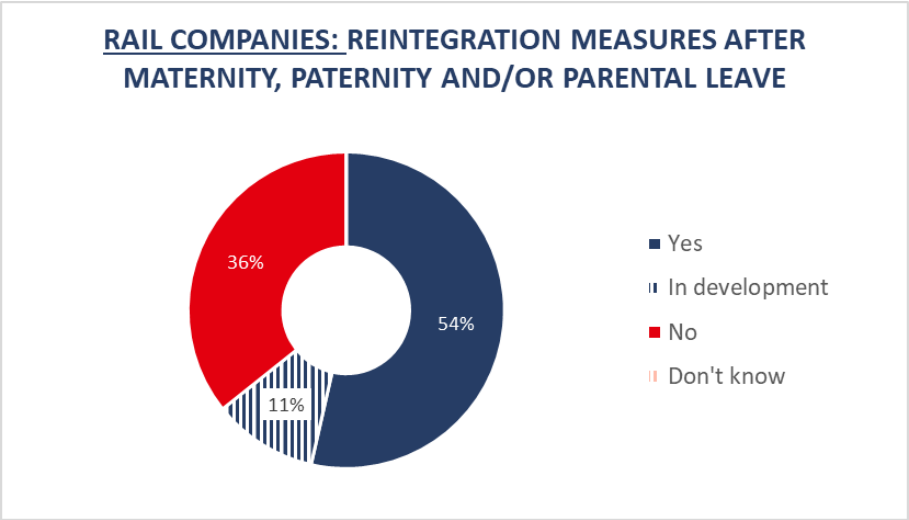


Figure 34, Source: L&R Database ‚WIR_companies', n=28

54% of the companies state that they have reintegration measures in place after maternity, paternity and/or parental leave and 11% are developing respective measures, while just over a third do not have specific measures to support reintegration. The assessment of the trade unions is quite similar, with 57% of trade unions agreeing that there are reintegration measures in place, and 19% stating they do not have information on this topic.

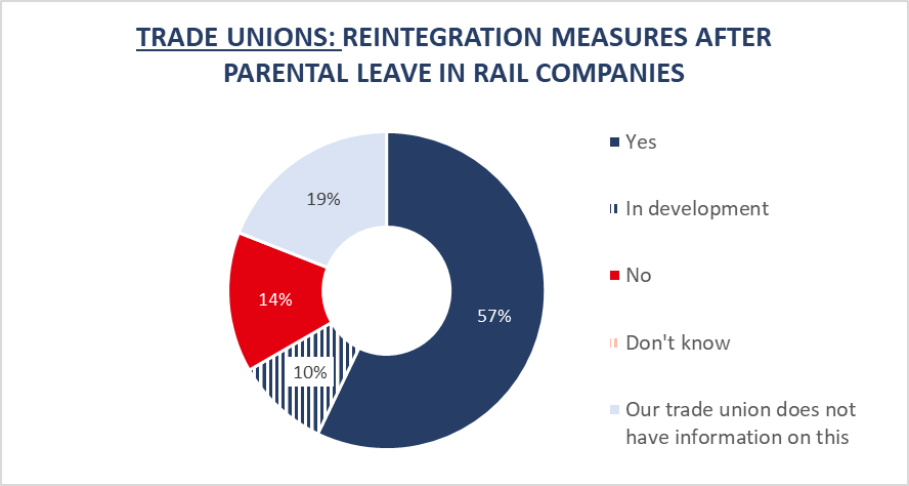


Figure 35, Source: L&R Database ‚WIR_companies', n=21

Those railway companies which do have reintegration measures report quite different approaches in how they support returning mothers or fathers as "open answers option", starting with structured return and reboarding programs, communication tools or support of breastfeeding-friendly facilities to childcare infrastructure and flexible working models. In the following box, measures taken by the companies are listed and sorted along categories to provide some insights into how companies support reintegration after parental leave periods.

EXAMPLES OF MEASURES SUPPORTING THE REINTEGRATION AFTER MATERNITY, PATERNITY AND/OR PARENTAL LEAVE ACCORDING TO THE RAIL COMPANIES

Pre-Leave and planning support

A preparatory meeting offered by the manager at the start of maternity leave to plan work organisation, adjustments of the working conditions, discuss employee rights, and plan for reintegration (SNCF, France)

Reboarding meetings before leave, during and before returning, with planning and flexibility built-in (DB, Germany)

Before and after maternity, paternity and/or parental leave, the conditions for returning to work are discussed in detail, taking into account the needs and interests of the employees as far as possible. In addition, employees are informed in detail about the various options for returning to work (e.g. part-time) and additional support offered by the employer (e.g. company childcare facility, nanny service) (ÖBB, Austria)

Structured return and reboarding programs

Onboarding program after returning from long leaves (VR Group, Finland)

Structured reboarding programmes: meetings with managers and HR before, during and after parental leave; individualised return-to-work plans with flexible options; gradual return and flexitime (DB, Germany)

All returnees have a catch-up with the 'People and Inclusion Team' to ensure support and full reintegration (RDG, United Kingdom)

A new process (starting 2025): HR is notified 3 months prior to the end of leave, evaluates possible positions with the manager, contacts the employee to assess preferences (LTG, Lithuania)

During maternity, paternity and/or parental leave, it is also possible - depending on the specific job - to remain in part-time employment in order to keep up to date with current developments in the department, if the employee so wishes (ÖBB, Austria)

Gender-sensitive career planning to ensure equal advancement post-leave (DB, Germany)

Internal workshops and return-to-work events for parents (DB, Germany)

Reintegration interview with the manager: adaptation of work organisation, training needs, review of objectives, career plan, obligation to return to the same or an equivalent position (SNCF, France)

Measures focussing on fathers

Encouragement for fathers to take parental leave to challenge traditional gender roles (DB, Germany; SNCF, France)

Internal study on the paternity leaves taken within the company (SNCF, France)

Flexible working models

Reversible part-time and reduced hours to ease re-entry into the work cycle, part-time during parental leave (FS Italiane, Italy; DB, Germany)

Part-time work, flexible working hours, job sharing, teleworking, parental leave, childcare leave, flexible working hours when the child starts school, right to disconnect (SNCF, France)

Flexible working hours, home office, job sharing—even in management roles—plus "where-you-want-to-work" positions (DB, Germany)

Flexible working arrangements tailored to the role and social needs; support for parents and carers (NS, Netherlands)

Flexible working schedule, remote work, integrative parental leave salary (FNM Group, Italy)

Right to same/equivalent job, part-time work, reduced hours during parental leave (PKP, Poland)

Communication, information tools and internal networking

Digital tool (Rail Map Compatibility) with checklists and information from pregnancy registration to return to work (ÖBB, Austria)

Digital platform with comprehensive info on care and support (ÖBB, Austria)

E-learning content and a newsletter are being developed for returnees after maternity/paternity/care leave (RENFE, Spain)

Information about return-to-work options (e.g. part-time) and available employer support (e.g. child-care, nanny service) during and after leave (ÖBB, Austria)

Parent network for exchange, advice, and peer support (DB, Germany)

Parenting guide for employees, manager kit to support employees who are parents, digital platform SharePoint with brochures on parenting, helpline SNCF social services, parenting conferences, internal social workers from SNCF social services to support parents (SNCF, France)

Facilities and child care infrastructure

Investment in breastfeeding-friendly infrastructure (SNCB/NMBS, Belgium)

Four pumping rooms for mothers, partnerships with daycare centres for shift workers, and a parenting guide (CFL Group, Luxembourg)

Emergency childcare services to cover short-term gaps (DB, Germany)

Childcare cost subsidies and company daycare on selected locations ("Bahnbini") (DB, Germany)

Provision of a breastfeeding room and paid leave for employees to breastfeed the child up to one hour or two half-hours per day for one year starting from the date of birth (SNCF, France)

The company's social support service provides financial aid info and connects employees with internal support; the internal social support service provides support to employees in finding childcare and subsidies for childcare costs (SNCF, France)

Other measures

Maternity mentoring pilot, Wellness Hub for female health, Employee Assistance Program with 6 free counselling sessions (IÉ, Ireland)

In addition to some of the measures mentioned by the companies above, the trade unions further emphasise the importance of returning employees having the same access to training and support in this respect. Especially after longer periods of absence, trade union representatives view training programs for skills recovery as essential for these employees. Another issue highlighted by trade union representatives is the need to adapt shift planning to the childcare needs of returning parents.

In this regard, it was mentioned that, for example, when returning to work, it is essential to provide training programs for skills recovery to facilitate women's reintegration, updating their professional skills and supporting their full return to the workforce. These measures could also contribute to promoting an inclusive work environment that respects both family and professional needs.

FLEXIBLE WORKING ARRANGEMENTS

The importance of flexible working arrangements – which includes flexible working schedules, and the opportunity to arrange reduced working time (with part-time) and remote working– is widely recognised as a means for reconciling work and care duties. In addition to the Directive (EU) 2019/1158 on Work-Life Balance for Parents and Carers, the WiR Agreement includes the provision of these opportunities for people with care responsibilities, explicitly mentioning the need to provide respective options for shift workers and workers in operational professions as well.

The following chart shows that almost all companies provide flexible working schedules and the opportunity arrange reduced working times, with the exception of two companies stating they do not offer these options. Regarding the question of the extent to which remote working is possible, 80% agree these arrangements are possible, while four companies state they do not know.

More specifically, the survey reveals that 'flexible working schedules' for nearly all companies (93%) include the possibility of flexible working time (agreed core work time and flexible start and finish times), while for 67%, this includes working time accounts (registration of overtime work compensated by time off), and for 26%, it includes annual work time accounts (possibility to collect working time over several years for longer sabbaticals).

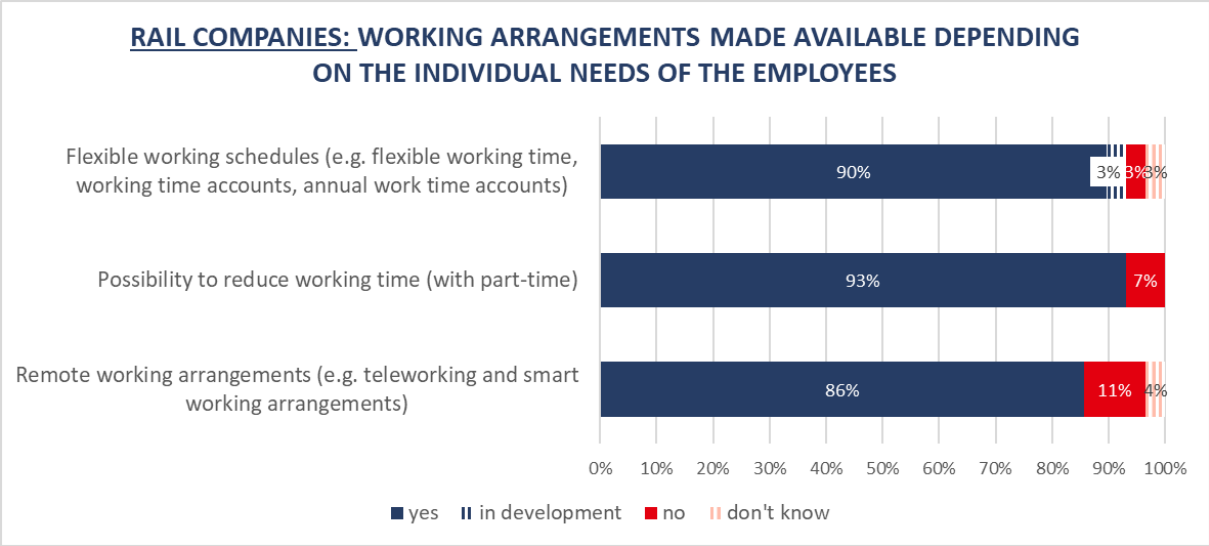


Figure 36, Source: L&R Database ‚WIR_companies', n between 28 and 29

The situation for operational professions remains more complicated, however: half of the companies offer flexible working times for these professions as well, three-quarters offer the possibility of reduced working time, and a quarter offer remote work.

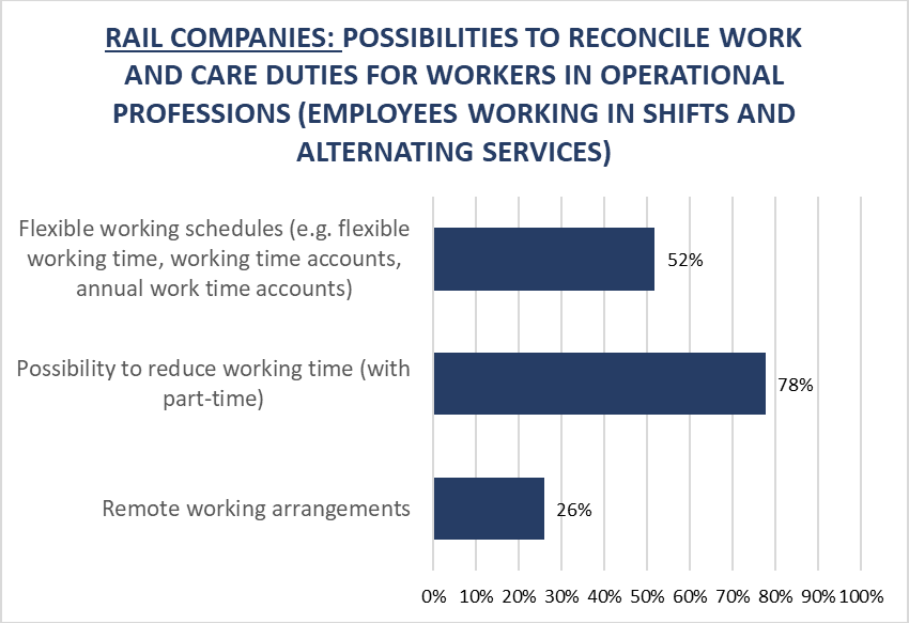


Figure 37, Source: L&R Database ‚WIR_companies', n=25

These figures indicate that reconciliation of work and care duties might still be more challenging for workers in operational professions compared to other groups of employees.

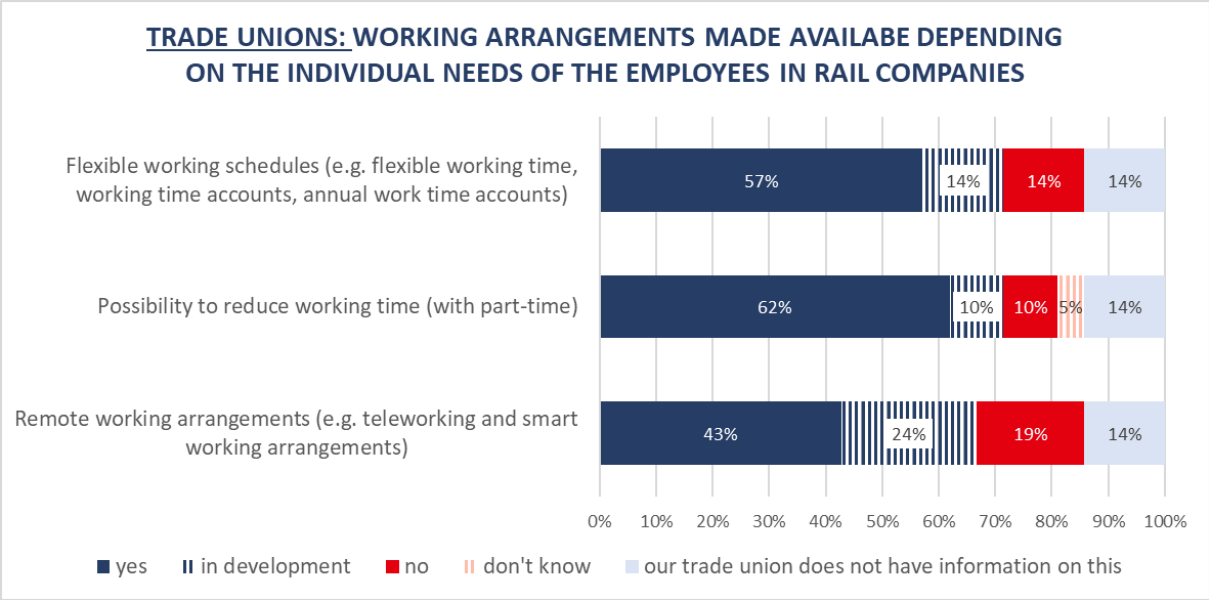


Figure 38, Source: L&R Database ‚WIR_trade_unions', n=19

Regarding the availability of flexible working arrangements for workers in operational professions, the trade unions report a picture that's quite similar to that of the rail company representatives. As shown in the figure above, their overall assessment concerning available working arrangements tends towards a more sceptical view for all three dimensions. More specifically, 53% of the surveyed trade unions

were aware of flexible working schedules in place at the rail companies whose employees they represent, followed by 73% mentioning the possibility of reduced working time at the rail companies.

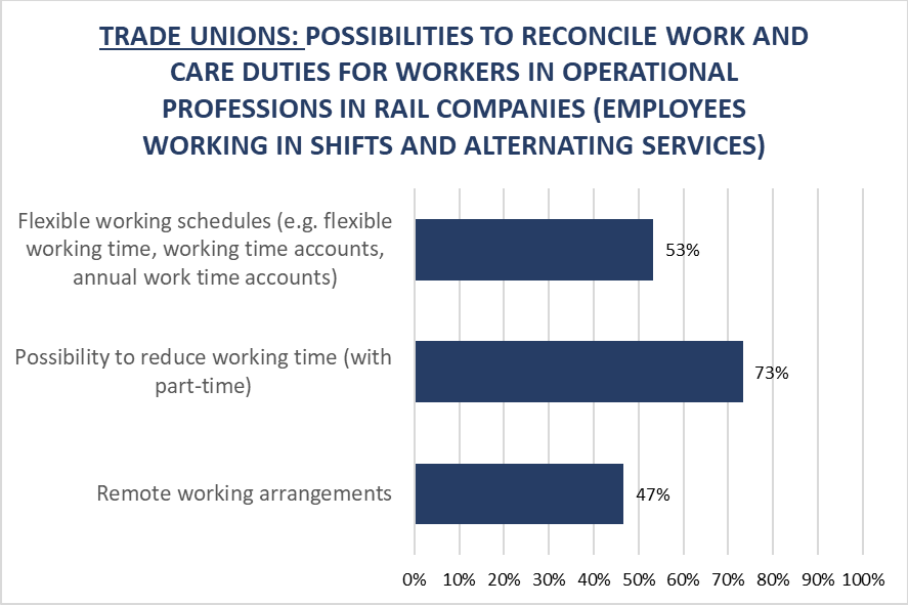


Figure 39, Source: L&R Database ‚WIR_trade_unions', n=15

More than half of the companies and one-third of the trade unions agree that additional measures to support the reconciliation of work and care duties have been established. Once again, companies and trade unions were given the opportunity to elaborate on these measures in an open answer field.

EXAMPLES OF ADDITIONAL FAMILY-FRIENDLY MEASURES IN EUROPEAN RAILWAY COMPANIES

Flexible Working Arrangements

Employees can choose remote work, part-time arrangements, or individually tailored schedules (LTG, Lithuania)

Employees can benefit from part-time work, flexible working hours, job sharing, teleworking, parental leave, childcare leave, flexible working hours when the child starts school, right to disconnect (SNCF, France)

Employees are supported through flexitime and job sharing (IÉ, Ireland)

Employees can accumulate working hours over several months to take a sabbatical of up to one year (ÖBB, Austria).

Flexible working models are offered, including flex time and remote work (DB, Germany)

Improving compatibility in shift work through pilot projects (SBB CFF FFS, Switzerland)

Part-time options are available even for management positions (SBB CFF FFS, Switzerland)

Employees can reduce their working time by up to 20% and purchase an additional two weeks of vacation per year (BLS, Switzerland)

Leave Options for Caregiving and Family Events

Employees caring for children, especially those with disabilities or single parents, are granted time off with wage compensation (ŽSR, Slovakia)

Various types of caregiving leave are provided (partially according to legal requirements: short-term (up to 10 days), care leave (up to 6 months), family care leave (up to 24 months part-time), and end-of-life care leave (up to 3 months) (DB, Germany)

Carers' leave is available for employees (IÉ, Ireland)

Extra days off are granted for family-related life events, such as a child starting school, weddings, bereavement, relocation, or health prevention (SŽ, Slovenia)

Employees are entitled to unpaid leave and additional rest days, e.g. for marriage or family needs (LTG, Lithuania)

Various types of leave for carers are available: parental presence leave, family solidarity leave, leave in the case of announcing the diagnosis of cancer or a disability or chronic illness of the child, leave for a close relative who is a carer and leave to care for a sick child stay; employees are entitled to donate days off to other employees (SNCF, France).

Financial Support and Welfare Services

Financial aid is provided for caregivers, reimbursement for child and elder care expenses, and salary protection during parental leave (CFL Group, Luxembourg)

Welfare services cover nursery school and babysitting costs (FNM Group, Italy)

Financial support is available for employees with disabled dependents (FS Italiane, Italy)

Interest-free loans and expert caregiving consultation are offered (DB, Germany)

Financial aid for external childcare is available (SBB CFF FFS, Switzerland)

SNCF's service Prim'Enfance with allowances for childcare: home childcare in case of an emergency, temporary nursery places assistance with additional childcare costs during company training courses, additional family allowance depending on the number of children (SNCF, France)

Free and reduced rail tickets for the family and offers from the works council as part of social and cultural activities (holiday camps, activities for children, etc.) (SNCF, France)

Parental and Paternity Leave Support

Improved access to paternity leave is offered; improvement of conditions for workers on parental leave (LTG, Lithuania)

Parental leave is supported with experience sharing through internal communication (CFL Group, Luxembourg)

Paternity/maternity leave does not negatively impact bonuses or variable salary (FS Italiane, Italy)

Promotion of parental leave for men too, to support an equal distribution of family responsibilities (DB, Germany)

Father-Crash-Course (SBB CFF FFS, Switzerland)

Internal promotion of paternity leave with a guide on parenting, awareness campaigns and conferences (SNCF, France)

Counselling and Social Support Services

Internal lectures are provided on topics such as stress and time management (LTG, Lithuania), e.g. in the frame of the Health Week (DB, Germany)

Counselling and childcare services are provided in collaboration with external partners; a parents' community is also supported (SBB CFF FFS, Switzerland; DB, Germany)

A multidisciplinary internal social support service (social action centres, medical-psychological centres and educational guidance centres) for employees and their children helps employees manage personal/professional life changes, illness, or family crises (SNCF, France), cooperation with external partners offering support on these topics (DB, Germany)

Support for Caregivers within the Company Culture

Specific networks for working parents and caregivers are in place (Iarnród Éireann, Ireland)

Colleagues can voluntarily transfer holidays to coworkers with caregiving responsibilities (FS Italiane, Italy; SNCF, France)

Financial support for employees with caregiving duties; social action program supports carers by distributing a guide for employees (SNCF, France)

Asked specifically about measures addressed to different groups of employees, examples given mentioned that childcare services for the school holidays – so-called "flying nannies" – are made available for shift workers (Austria, ÖBB), a new planning system has been introduced to allow more part-time work for locomotive drivers, bus drivers and on-board personnel, as well as for new employees in those occupational categories (Luxembourg, CFL) or a digital solution, an app called ‚My Time' [Meine Zeit] was developed, specifically for employees in the long-distance on-board service. This application enables employees to specify their personal working time preferences for the coming weeks. Individual requests, such as early or late shifts, rest periods or overnight shifts, can be taken into account when planning. This makes it easier for employees, particularly those with family or care responsibilities, to organise their working day in the long term. The 'My swap' app [Mein Tausch] was also introduced, which offers a spontaneous shift swap option (Germany, DB)

Trade union representatives stress that not all measures aimed at improving work-life balance apply to all job categories. Especially in the core railway sector, particularly in operational roles, solutions such as smart working are considered to be unavailable and part-time opportunities are quite rare. This is partly due to the fact that it is difficult for companies to find staff for these specialised functions. The lack of opportunities to fill vacancies could make it more difficult to implement such measures.

WOMEN AND MEN WORKING PART-TIME

Finally, the part-time employment rate can be used as an indicator of the extent to which railway companies are ready to support different working time models, which have the potential to support reconciliation of different spheres. Overall, 5% of all employed men work part-time, compared to 19% of all employed women. This proportion varies depending on the country and company: shares range from 0% to 21% for men working part-time, and between 0% and 56% for women working part-time, reflecting country specific norms as well. In 13 companies, the share of employees working part-time is below 5% for women as well men (mostly around or lower than 1%). In central European countries such as Austria, France, Germany, Luxembourg, Italy and Switzerland, part-time rates are amongst the highest.

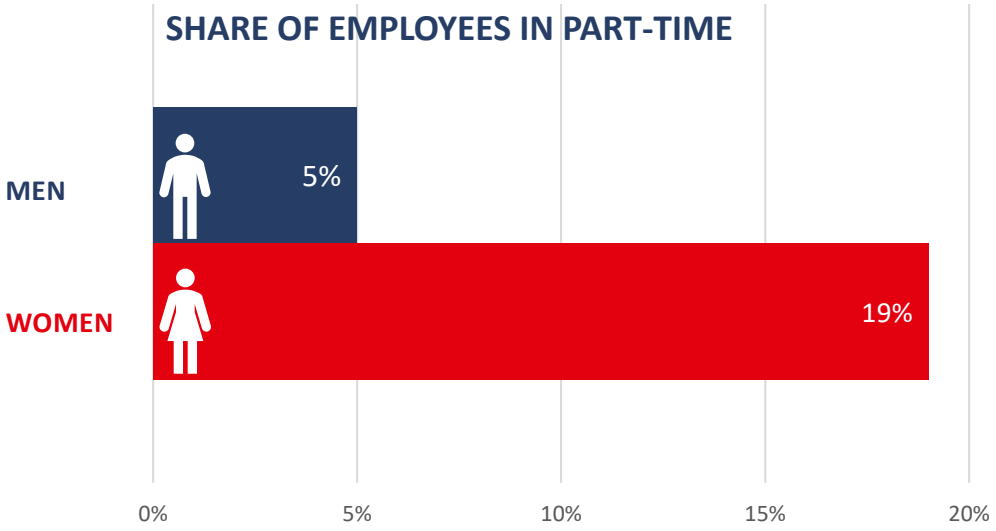


Figure 40, Source: L&R Database ‚WIR_companies', n=22

The extent to which part-time work is a valuable tool for reconciling paid and unpaid work or whether it should be viewed critically, given that part-time work can restrict income and career opportunities, is the subject of controversial debate. In many cases, part-time work is an instrument for participating in working life despite having care responsibilities, especially if no other reconciliation instruments are available or access to institutional childcare is limited. Companies that do not provide this option can therefore be disadvantageous for people with caring responsibilities - still often mainly women - to be able to pursue gainful employment. Compared to the overall part-time share in the aforementioned countries, the respective part-time rate in companies is still below the national average (Eurostat 2024).

FURTHER EFFORT NEEDED

According to the trade unions' open responses, railway companies need to find better solutions for parents with care responsibilities under special working conditions, such as (irregular) shifts and in operational professions. This is still seen as a major unresolved challenge by trade union representatives.

INSPIRING PRACTICES: RECONCILIATION OF WORKING AND PRIVATE LIFE

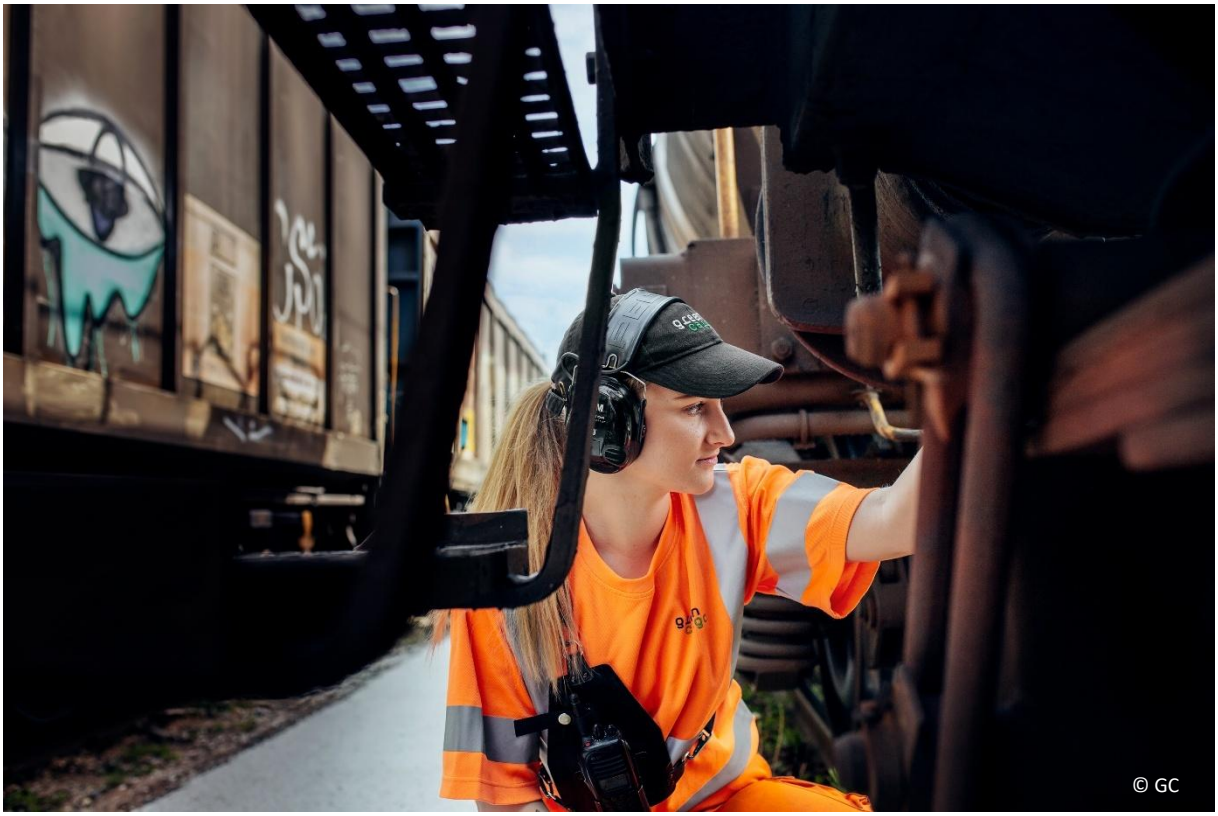
EVG AND DB (GERMANY): JOINT AGREEMENT: SUPPORTING WORK–LIFE BALANCE THROUGH THE R-KBV BFB FRAMEWORK (GERMANY)

Germany, the Eisenbahn- und Verkehrsgewerkschaft (EVG; Railway and Transport Workers' Union) and Deutsche Bahn has established a progressive framework agreement known as the R-KBV BFB (Reconciliation of Career, Family and Biography), which has been in effect in its revised form since September 2022. This comprehensive agreement aims to improve work-life balance across various life phases by creating flexible and inclusive working conditions. It supports employees through structured measures such as the individualisation of working hours, expanded options for part-time work and teleworking, and targeted return-to-work discussions after parental or family-related leave. Special attention is also given to childcare and nursing care responsibilities: employees can request a range of flexible arrangements – including part-time or telework options, use of long-term time accounts, or leave for caregiving. In collaboration with social institutions like the 'Stiftungsfamilie', the framework provides counselling on statutory entitlements and access to support services. Additionally, the framework includes clear guidelines on maternity protection, conflict resolution, and new training offers to ensure awareness and implementation.

The agreement is backed by a jointly managed clearing centre and a detailed FAQ section to aid understanding. With its holistic and employee-oriented approach, the R-KBV BFB serves as a strong example of how social partnership and tailored flexibility can support gender equality and caregiving responsibilities in the railway sector.

POLICY AREA 5:
CAREER DEVELOPMENT

Women are still underrepresented in the railway sector. Consequently, the actions taken till now have to be intensified to promote and support women promotion and career development at all levels. [17]



[17] European Social Partner Agreement on WOMEN IN RAIL, page 11

Promoting women's career development is essential to overcoming their underrepresentation in the railway sector. While some progress has been made, more targeted efforts are needed to ensure that women have equal opportunities to advance their careers and take up leadership positions at all levels of the industry.

This section examines how the European Social Partner Agreement on Women in Rail supports initiatives to foster gender equality in career progression. A key focus is on ensuring that internal promotions are conducted with the same non-discrimination principles as external recruitment. The importance of equal access to training, qualification programs, and leadership positions is emphasised, including for women who may not work full-time.

To further advance gender balance, companies are encouraged to base career evaluation systems on fair, gender-neutral indicators, ensuring assessments are focused on job quality and results. Additionally, efforts to shortlist women for management positions are critical, with the agreement outlining that at least one woman should be considered for any leadership role, unless all reasonable efforts to identify a candidate have been exhausted.

Transparency and active encouragement also play a pivotal role. Employees must be informed about available career advancement opportunities, and HR departments should take proactive steps to motivate women to apply for higher positions.

This analysis explores the progress and challenges in implementing these measures, highlighting the importance of career development initiatives in building a more diverse, inclusive, and dynamic railway sector.

SHARE OF WOMEN AMONGST INTERNALLY PROMOTED EMPLOYEES

In 2023, a total of 19,151 employees were internally promoted according to the figures provided by the rail companies, with 75% of being male and 25% female. Compared to the overall share of women in rail companies, which stands at 23%, this slightly higher figure could be cautiously interpreted as indicating that women are encouraged to take up management positions. However, it must be added here that an internal promotion covers all levels, i.e. not only management positions, but also team leadership or supervisors.

The share of women in internal promotions varies between companies, ranging from 10% to 63%; this figure mainly depends on the overall share of women in the respective companies.

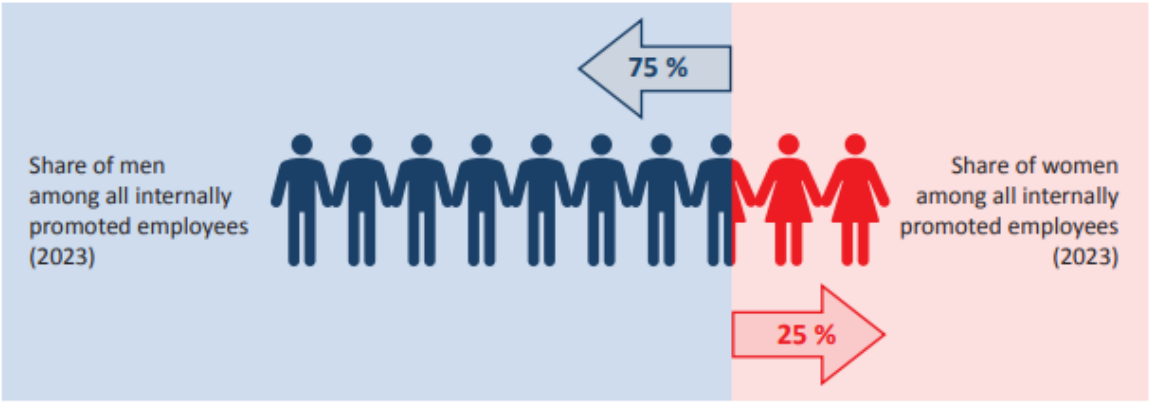


Figure 41, Source: L&R Database ‚WIR_companies', n between 28 and 29

When developing the indicator, it was important to only focus on those who were promoted internally within the existing workforce, as this indicator points to the internal promotion process and measures taken in this respect.

When asked about specific measures to ensure gender sensitivity in promotions, 56% of companies indicated that they have non-discriminatory promotion guidelines or policies in place, a similar share (50%) offer training for non-biased promotion interviews, and 41% have specific strategies to encourage women to apply for higher positions in place (see figure below).

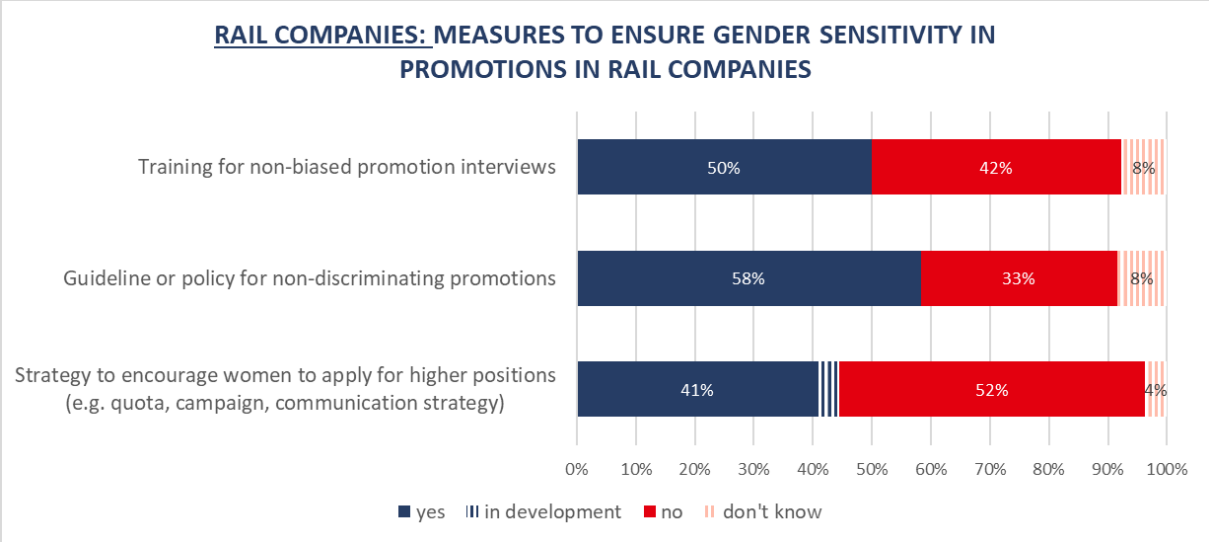


Figure 42, Source: L&R Database ‚WIR_companies', n between 28 and 29

Trade unions are somewhat sceptical: around one-quarter state that they do not have information on these issues, around half of the trade unions know about existing guidelines, less about strategies to encourage women, and one third knows about training for non-biased promotion interviews.

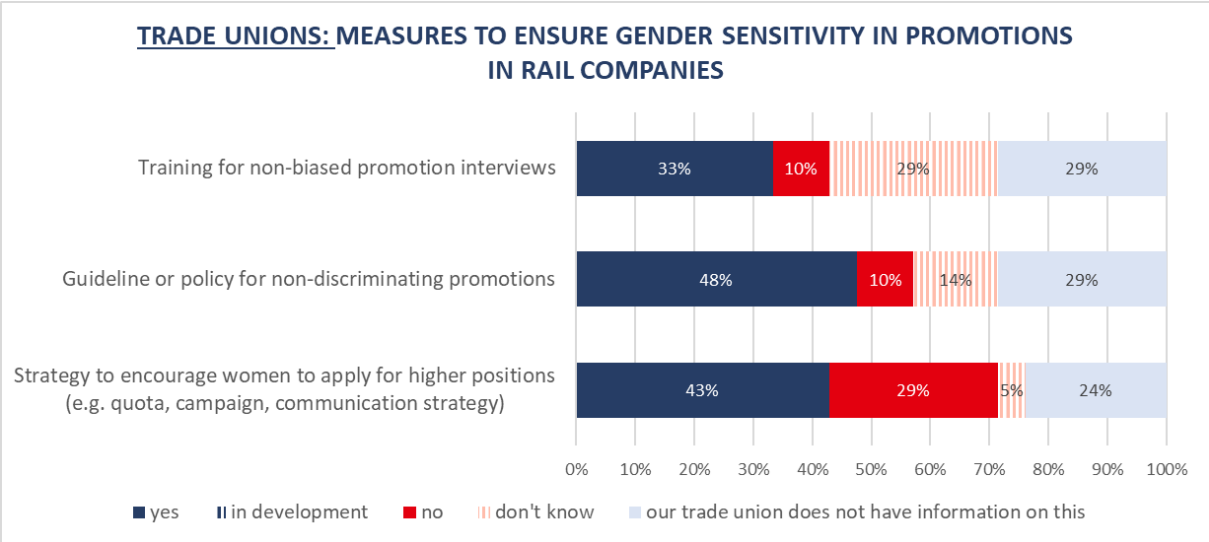


Figure 43, Source: L&R Database ‚WIR_trade_unions', n=19

When answering the open questions to describe specific measures set to support promotion of especially female employees, some companies stress that measures which they described in the other parts of the survey support this policy goal as well, especially qualification and training measures for all employees, which are inclusive and support gender equality as such.

Seven companies described additional measures to ensure gender sensitivity in promotion, listed in the following box.

EXAMPLES OF MEASUERS TO ENSURE GENDER SENSITIVITY IN PROMOTION

Training and Awareness for Inclusive Promotion Practices

Mandatory and optional training on unconscious bias, inclusive leadership, intercultural communication, equal treatment law, disability management, and sexual harassment – aimed at creating fair promotion structures (ÖBB, Austria; SNCF, France)

DE&I (Diversity, Equity & Inclusion) training for HR and management staff, as part of a broader gender equality certification and promotion strategy (FS Italiane, Italy; SNCF, France)

Empowerment training and targeted encouragement for women to apply for leadership roles, e.g. through training sessions for job applications addressing women (SBB CFF FFS, Switzerland; DB, Germany)

Coaching and mentoring for leadership to encourage women to take on positions of responsibility, annual reminder to HR staff responsible for employee appraisals (promotion and pay rises) of the inclusion and non-discrimination policy, guaranteeing a minimum pay rise equal to the average for their category to all female employees on maternity (or adoption) leave at the time of appraisal campaigns (SNCF, France)

Inclusive Recruitment and Evaluation Policies

Use of an inclusive evaluation and promotion system and equal access for internal and external candidates, with a commitment to openness and transparency in job postings (PKP, Poland; NS, Netherlands; SNCF, France)

Minimum working hours policy (e.g., equal promotion access for employees working 24+ hours/week), to reduce structural barriers (NS, Netherlands)

Monitoring and annual reporting to the gender committee with the trade unions (SNCF, France)

Gender Balance in Succession Planning and Shortlisting

Application of “50/50 gender balance” guidelines in succession planning, leading to measurable outcomes (e.g., 35% of successors in 2024 were women), and oversight by a gender equality committee with annual reporting (FS Italiane, Italy)

Internal recruitment policies that actively require searching for female candidates when filling internal positions (CFL Group, Luxembourg; SNCF, France)

Succession planning with mandatory consideration of women; networks and exchange platforms such as the DB Women's Network as a strong internal community; role model campaigns to make successful women visible; external partnerships with organisations such as Frauen-Karriere-Index, Frauen in die Aufsichtsräte e. V., Initiative Chef:innensache Charta der Vielfalt (DB, Germany)

Equal access to promotions for all employees defined in the company policy; all job listings posted internally and open to all employees; promotion of female role models who can talk about their career paths (SNCF, France)

Encouraging Female Applications for Promotions

Development of motivational strategies to encourage qualified women to apply for internal promotions (RENFE, Spain)

Targeted encouragement efforts for women to pursue leadership roles through internal programs and communication, e.g. “Fast Track” Program (DB, Germany; SBB CFF FFS, Switzerland; SNCF, France)

Those who indicated that they have a company strategy to encourage women to apply for higher positions were also asked to elaborate on these strategies. The answers are collected in the following box and grouped along cross-cutting topics.

STRATEGIES TO ENCOURAGE WOMEN TO APPLY FOR HIGHER POSITIONS

Mentoring und networking

Mentoring and leadership programs are part of the new EDI strategy (IÉ, Ireland)

Mentoring via SNCF Mixité (SNCF, France)

Internal women mentoring network (Eurostar, Belgium)

Development of a database of qualified women and mentoring implied (RENFE, Spain)

Employee platforms for dialogue and networking: DB Women's Network with over 6,500 members as an internal communication platform; Mentoring Programme ‘Women at DB’ and ‘Women in Executive Program’ (DB, Germany)

Training and development

Competency-based interviews and interview training for staff; career mapping via Oracle, so women can see what qualifications and experience is needed for their desired role (IÉ, Ireland; DB, Germany)

Dedicated training opportunities; structured monitoring (FS Italiane, Italy)

Development opportunities, including exchanges with female leadership role models (ÖBB, Austria)

Manager and leadership training programs (SNCF, France)

Role Models and visibility

Internal campaign “LeadHership” showcasing women leaders to inspire others (CFL Group, Luxembourg)

Promoting female role models through development exchanges (ÖBB, Austria)

Communication on role models and women's career paths (SNCF, France)

Women in management positions are made visible, and portraits of women are published on DB Planet (DB, Germany)

Quota and balanced promotion practices

Balanced practices, including at least one woman in shortlists for management and team leader positions; applications are for full-time and part-time positions (DB, Germany)

Quota regulations, preference given to women with equal qualifications, job postings encourage women to apply (ÖBB, Austria)

Managers must ensure a “balanced” talent pool for leadership roles, Rixain Law to ensure the representation of women in management and senior management (SNCF, France)

Supportive working culture

Anti-harassment policies, psychologically safe environment and inclusion of men in gender discussions to promote a culture of inclusion (FS Italiane, Italy; SNCF, France)

The trade union representatives who mention specific measures of their respective companies also cite similar approaches, with the only criticism being that part-time employees are not always sufficiently taken into account.

MEASURES TO SUPPORT WOMEN’S CAREER DEVELOPMENT IN RAIL COMPANIES

The following diagram illustrates which measures are implemented by companies to support women’s career development – without a specific focus on internal promotion – and in what proportions. The most popular answer is that access to qualifications measures is being provided (64% of companies), followed by internal mentoring/coaching programmes to support women (59%). Provision of resources to support women in the company - e.g. a women's network - was mentioned by 48% as a strategy. The question with the least support was the existence of a strategy to promote women’s career development (37%).

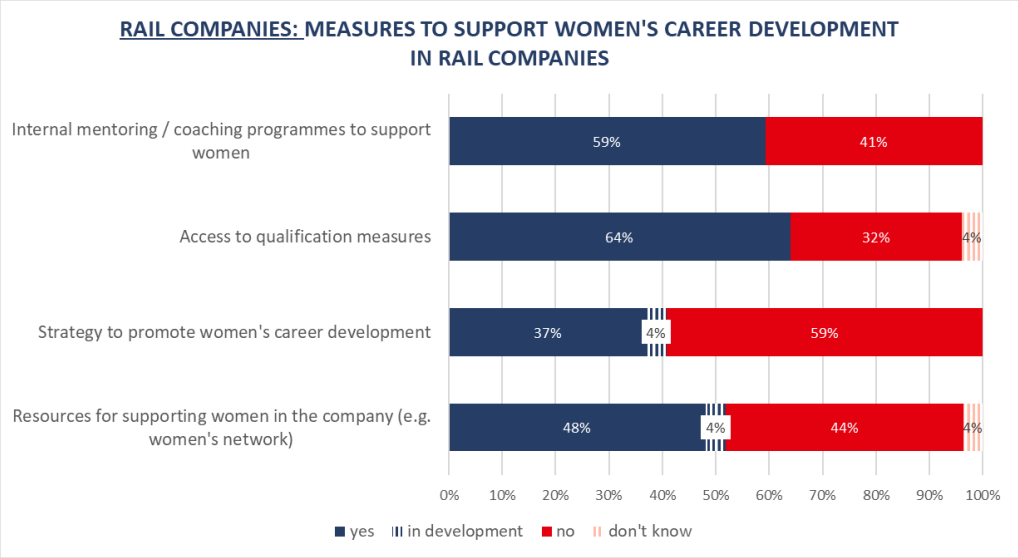


Figure 44, Source: L&R Database ‚WIR_companies', n between 28 and 29

Again, the answers from trade unions indicate they have a more sceptical view: around one-quarter state that they do not have information on these issues, while less than half of the trade unions agreed that their respective companies promote access to qualification measures as well as internal mentoring/coaching programmes. As far as the other two options are concerned, only slightly less than 30 % are aware of companies' initiatives in these areas.

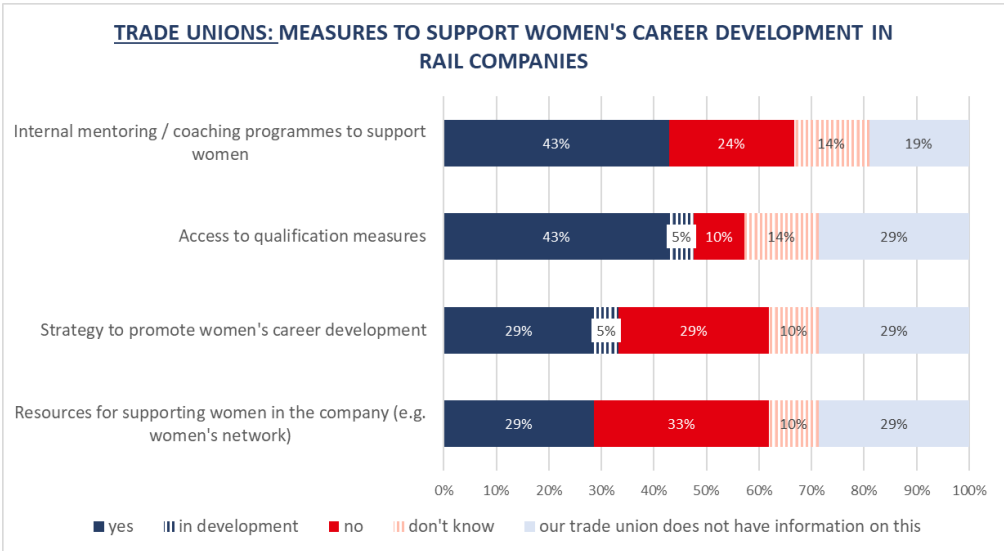


Figure 45, Source: L&R Database ‚WIR_trade_unions', n=19

Five companies described their respective strategies to promote women's careers in more detail. One company – Lietuvos Geležinkeliai (LTG) – stresses that it does not have a specific women's career development strategy, but it supports career growth for all through annual performance reviews, 360° feedback for managers, extensive training programs, and fair leadership selection processes. The company promotes diversity awareness and gender equality to ensure equal opportunities.

COMPANY STRATEGIES TO PROMOTE WOMEN'S CAREER DEVELOPMENT

Leadership Development Programs and Mentoring

Promotion of women's leadership through dedicated programs, mentoring, coaching, and workshops designed to build leadership skills and career progression (IÉ, Ireland; ÖBB, Austria; DB, Germany; SNCF, France)

Cross-mentoring initiatives and exchanges between female leaders and young female talents to foster networking and visibility (ÖBB, Austria; SNCF, France)

Structured talent pipelines and alumni networks for high-potential women to support career growth and retention (DB, Germany)

Mentoring, exchange between female leaders and young talents; supporting women through training, certification and an internal gender-equality network (SNCF, France)

Diversity, Equity & Inclusion (DEI) Strategies and Accountability

Embedding DEI principles into hiring, pay equity, transparent career paths, and merit-based evaluation processes (FS Italiane, Italy; SNCF, France)

Active efforts to combat gender stereotypes and promote inclusive behaviours at all organisational levels (FS Italiane, Italy; SNCF, France)

Management accountability for meeting gender balance targets (e.g., raising women in leadership to 40% by 2035) tracked through KPIs (DB, Germany; ÖBB, Austria)

Fair hiring, pay equality, transparent career paths and merit-based evaluations; increase the proportion of women in management positions to at least 30% by 2026 and 40% by 2029 (in accordance with the Rixain Act of 2021) (SNCF, France)

Talent Acquisition and Internal Networking

Expanding talent teams and hosting initiatives (such as annual development programs for women) to increase leadership readiness (IÉ, Ireland)

Promoting job vacancies and career opportunities within women-focused networks and communities (SBB CFF FFS, Switzerland; DB, Germany)

Direct outreach to talented women for career opportunities (SBB CFF FFS, Switzerland; SNCF, France)

From the trade unions' side, for the DB, it was stressed that managers must report at least once a year on what they are doing to attract more women to the DB. Another trade union from Bulgaria explicitly mentions that it is currently campaigning for a company's strategy to promote women's career development to be anchored in the company. To this end, information campaigns are being organised and conferences held with the participation of employers.

SHARE OF WOMEN IN INITIAL VOCATIONAL AND CONTINUOUS TRAINING

In this context, the participation of female employees in initial and in continuous training is an important topic. Summarising the figures reported by the companies that provided information on participants in these two types of training, the following picture emerges:

- 104,530 employees were in initial vocational training in 2023, 26% of which female.
- 281,745 employees were in continuous training in 2023, 23% of which female.

Starting with more details for the initial vocational training: considering that in many countries, initial vocational training is offered at the start of the job in order to acquire the relevant qualifications to perform the job, the comparison between the share of females amongst new entrants and training participants seems appropriate. As described under policy area 3, the share of women amongst new hires is 25%, which is roughly equivalent to the 26% of women in initial vocational training. Between the companies, the share of females in initial training varies, ranging from 0% to 47% (these extremes cover companies with rather small numbers; for those with at least 500 initial vocational trainees, the share is between 7% and 40%).

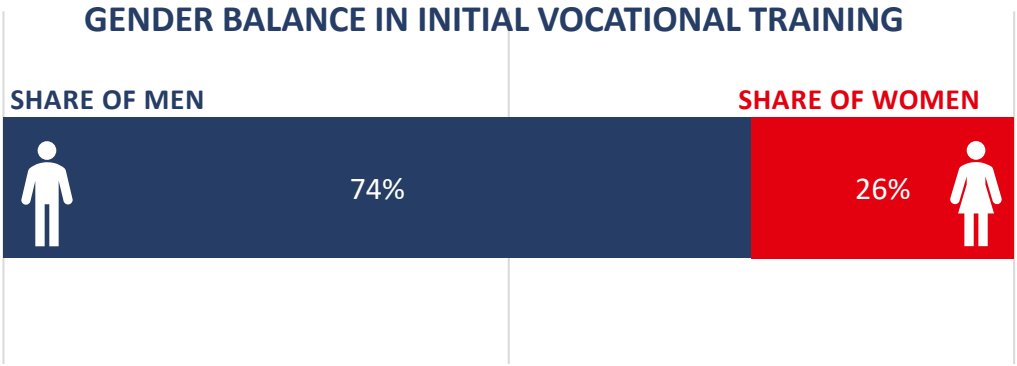


Figure 46, Source: L&R Database ‚WIR_companies', n between 28 and 29

With the next figure, the share of female employees in continuous training is in the centre of attention. The female participation rate amongst all employees is lower, standing at 23%. As this quota corresponds to the exact proportion of women in the workforce (also 23%), this indicates that there seems to be no explicit promotion of women in training measures.

Considering the individual railway companies, the participation rates of women in training programmes vary substantially, ranging from 9% to 55%. Compared to the respective proportions of women in companies, there are some companies that promote significantly more women than their respective proportions. MÁV (Hungary), IÉ (Ireland) and ŽSR (Slovakia) in particular stand out here (whereas it should be noted that the latter two, on the other hand, train hardly any women in initial vocational training).

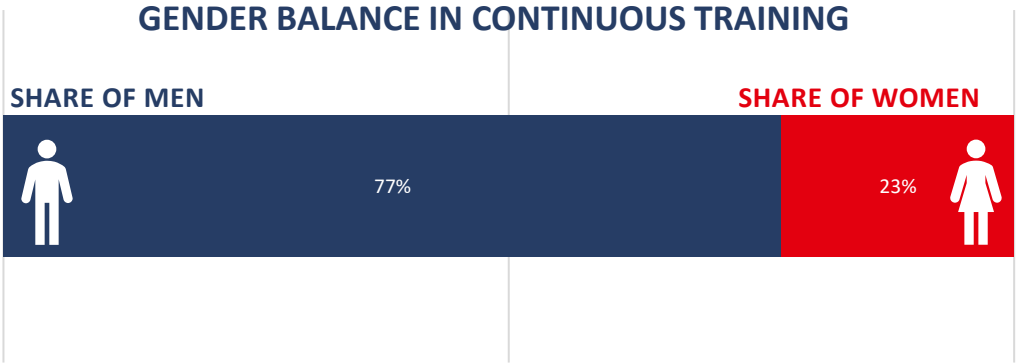


Figure 47, Source: L&R Database ‚WIR_companies', n between 28 and 29

Overall, these policy areas show a mixed picture: around half of the companies have described and implemented many specific measures (even more companies in some areas), while at the same time, there are also companies that do not enact any specific initiatives here. The proportion of women participating in training is roughly the same as the proportion of employees, while the proportion of women participating in internal promotions is slightly higher, including all positions and levels.

INSPIRING PRACTICES: CAREER DEVELOPMENT

SBB (SWITZERLAND): MEETING POINT ONESBB 2025 ('TREFFPUNKT ONESBB 2025', LEADERSHIP – MEETINGS WITH FOCUS ON DIVERSITY & INCLUSION)

Target group(s) of the measure / activity: The target group is "Führungskräfte der SBB" (SBB leadership personnel). Participation is voluntary, but strongly recommended by the corporate leadership Timeline for implementing the measure / activity:

The timeline for implementation is from April 2025 to October 2025. During this period, there will be approximately 50 meeting opportunities, and around 1000 leaders will be engaged in these sessions. Each meeting is self-moderated, with participation from someone from the top management and two other leadership personnel who facilitate the sessions.

Description: Content of the measure / activity:

The measure, "Treffpunkt OneSBB 2025," is designed to reflect on diversity and its challenges and value-adding benefits. It aims at cross-divisional exchange among leaders from all divisions to share and understand different perspectives to foster overall optimization. The focus for the year is on the SBB value of "respectful" and strengthening the OneSBB movement. The activities include moderated sessions, discussions on personal experiences, team dynamics, and corporate perspectives regarding diversity and respect. Additionally, a card set has been developed with various real-life scenarios that present challenges for everyday leadership in the context of diversity and inclusion. These card sets allow leaders to engage in experiential exchanges, empowering each other with experiences and ideas to overcome these challenges. Through these interactions, self-reflection and empathy are strengthened, further enhancing leadership capabilities and fostering a respectful and inclusive environment.

The activity focuses on leadership reflection, diversity, and fostering inclusivity within teams, which aligns well with career development initiatives. It emphasizes leadership development by encouraging leaders to reflect on diversity challenges, share perspectives, and enhance respectful leadership practices, which are critical components of career advancement and development.

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

The measure emphasizes respectful leadership and diversity as central components to achieving the SBB strategy. The strategy places the individual at the centre and encourages employees to view diversity as a value-add, fostering a sense of inclusion and belonging, which is especially important for women, who may often be in the minority. The focus on psychological safety and inclusion serves as a prevention against sexism. Additionally, diversity within teams is valued for bringing new ideas and innovations, fostering solutions that are inclusive, customer-oriented, and sustainable.

LTG (LITHUANIA): RAILWAYS' WOMEN'S CLUB AND MENTORSHIP PROGRAM – EMPOWERING FEMALE TALENT FROM WITHIN

Lithuanian Railways (LTG) has taken a proactive approach to fostering gender equality and building a more inclusive organizational culture by launching the LTG Women's Club and an associated mentorship program. These initiatives are embedded in the company's broader Diversity & Inclusion strategy, which prioritizes gender balance, youth engagement, and the employment of people with disabilities.

Founded in 2020, the Women's Club has grown to include around 230 women and focuses on leadership, personal and professional development, health, and work-life balance. Its mission is to unite women across the LTG Group, support their development, and ultimately position LTG as the most attractive employer for women in European railways.

A central pillar of the initiative is the mentorship program, launched in 2021, which pairs women employees with experienced mentors from all management levels—including male mentors. The program runs over six months and includes training sessions, peer support from previous mentors, and expert-led discussions. Participation is voluntary and creates a supportive space for career development, exchange, and empowerment.

Results are already visible: the share of women in leadership positions has increased steadily—from 25% in 2021 to 29% in 2024—with a target of 35% by 2029. The gender pay gap has also narrowed, and future plans include measuring correlations between female engagement, well-being, and career mobility.

By combining internal community-building with structured career support, Lithuanian Railways has created a scalable model for how to foster female leadership and break down gender stereotypes in the rail sector.

RDG (UNITED KINGDOM): EMPOWER MENTORING CIRCLE

Target group(s) of the measure / activity: Employees who are not currently in senior management roles. Whilst the mentoring circle is an initiative led by our gender equity network 'Empower', it is open to anyone who would benefit and is not limited to female staff.

Timeline for implementing the measure / activity: Mentoring circle is held over six months – one 1-hour session per month.

Description: Content of the measure / activity:

Our gender equity network 'Empower' is sponsored by our CEO, Jac Starr. To support employees with career progression, she held group mentoring sessions, each with a different topic. During these sessions, Jac shared her experience as a woman in senior and executive leadership, and the challenges and opportunities she encountered along the way. The attendees of the sessions are also able to learn from each other's perspectives and experiences. We have held two 'rounds' of the mentoring circle, with 10 attendees from across the business on each.

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

Feedback from attendees has been very positive – it has given them the opportunity to develop their confidence, learn how to become more resilient, and gave them the chance to have in-depth conversations with our CEO.

The success of the mentoring circle has resulted in another being created, led by our network for minority ethnic employees, 'Embrace', and attendees will be mentored by our CFOO, Ola Ogun.

BLS AG (SWITZERLAND): DIVERSITY MENTORING

Target group(s) of the measure / activity: Especially Women, but also other underrepresented population

Timeline for implementing the measure / activity: First Round ends in January 2026, after Evaluation we go in second round.

Description:

The goal is to enhance women in leadership roles and rising awareness of the barriers in career development for women (and other represented population)

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

Not yet evaluated.

Very successful start with over 30 Coaches / Coach-ees

DB, EVG TRADE UNION, AGV MOVE (GERMANY): NEGOTIATING THE FUTURE – EMPOWERING FEMALE HIGH POTENTIALS THROUGH JOINT UNION-COMPANY COLLABORATION

In a pioneering collaboration, Deutsche Bahn (DB), the EVG trade union, and AGV MOVE launched the joint leadership programme "Negotiating the Future!" in 2024 to empower high-potential women from both the employer and employee sides. The programme selected ten participants—five from each side—and focused on building leadership readiness early on by fostering mutual understanding and shared qualifications beyond organisational boundaries. Over the course of a year, the participants took part in five modules covering communication, negotiation, expertise, and cooperative leadership, with a strong emphasis on identity-preserving development. A key principle of the programme was to support women in leadership without forcing them to assimilate into traditional male norms—acknowledging that success can stem from authenticity and "leading as a woman."

Particular attention was given to interpersonal skills like empathy, active listening, and target-oriented communication, along with strategic understanding of the railway system across departments. The final module dealt with leading diverse and experienced teams—especially relevant for younger, non-traditional, or first-time female leaders. Regular digital follow-ups and informal networking opportunities complemented the training sessions. A lasting alumni network has also been established to encourage continued peer support, sparring in new management roles, and cross-role advice—especially valuable for those navigating between employee and employer responsibilities. This initiative not only enhances gender diversity in leadership but also models effective cooperation between management and unions in transforming organisational culture.

POLICY AREA 6:
EQUAL PAY AND GENDER PAY GAP

The right to equal pay between women and men for equal work or work of equal value is one of the EU's founding principles enshrined in the Treaty of Rome and has to be implemented. A basis for effective implementation of this right to equal pay is to ensure that the remuneration policy of a company is transparent for all employees. [18]

© CFL

[18] WiR Agreement, page 12.

Despite the fact that achieving equal pay for equal work or work of equal value constitutes a fundamental principle of the European Union, gender pay gaps do in fact still persist in many industries, including the railway industry. Transparent and fair remuneration policies are essential to ensure equality, fairness and create a workplace where women and men are equally valued for their contributions. In this context, the adoption of the EU Pay Transparency Directive in 2023[19] is of the highest importance. It aims to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms.

This section delves into the application of the measures outlined in the WiR Agreement that are aimed at eliminating gender-based pay discrimination and implementing pay transparency. Specifically, these measures require that:

- ✓ *Companies shall not discriminate based on gender when it comes to remuneration levels, salary increases and awarding of bonuses*
- ✓ *Employers shall monitor the level of wages for men and women in comparable positions.*

Therefore, rail companies are encouraged to regularly review their remuneration policies in order to ensure fairness and compliance with anti-discrimination principles. These reviews should assess the value of work based on clear, objective criteria such as skills, responsibilities, and the nature of tasks performed, reducing the risk of bias in pay scales. Furthermore, monitoring pay levels for men and women in comparable roles is another crucial step in addressing disparities. Transparent salary structures and equitable processes for salary increases and bonuses are necessary to build trust and promote gender equality in the workplace.

By implementing these measures, the railway sector can take meaningful steps toward closing the gender pay gap and fostering a fair and inclusive environment that benefits all employees. This section will analyse progress, challenges, and best practices in achieving pay equality within the sector.

[19] Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms. Online available at: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32023L0970 (last accessed: 12.06.2025).

MONITORING OF REMUNERATION POLICIES IN RAIL COMPANIES

The WiR Agreement emphasises the importance and indispensability of the right to equal pay for equal work or work of equal value, calling for pay transparency and regular monitoring of gender pay gaps. A review of the various systems for monitoring the remuneration policy in rail companies, as assessed by the rail companies themselves and corroborated by the trade unions, allows for drawing key insights.

Based on the conducted analysis of remuneration policy monitoring in rail companies, 67% of surveyed companies currently monitor the overall gender pay gap, while another 15% are working on developing a monitoring system for this purpose. At the same time, 59% of rail companies are monitoring gender pay gaps at the management level and 52% at the occupation level. Concerning the development of benefits, such as bonuses or variable pay components, just 65% of the rail companies participating in the survey indicated tracking this aspect. Most strikingly, however, only 36% of the surveyed companies are conducting monitors based on the concept of equal pay for work of equal value, using objective job value criteria, and including consideration of skills, efforts, responsibility, and workers' conditions. As the EU Pay Transparency Directive regulating these aspects is still quite new, it may take more time for rail companies to fully integrate it into their monitoring systems, as indicated by the comparatively high share of rail companies that are currently working on developing this system (24%).

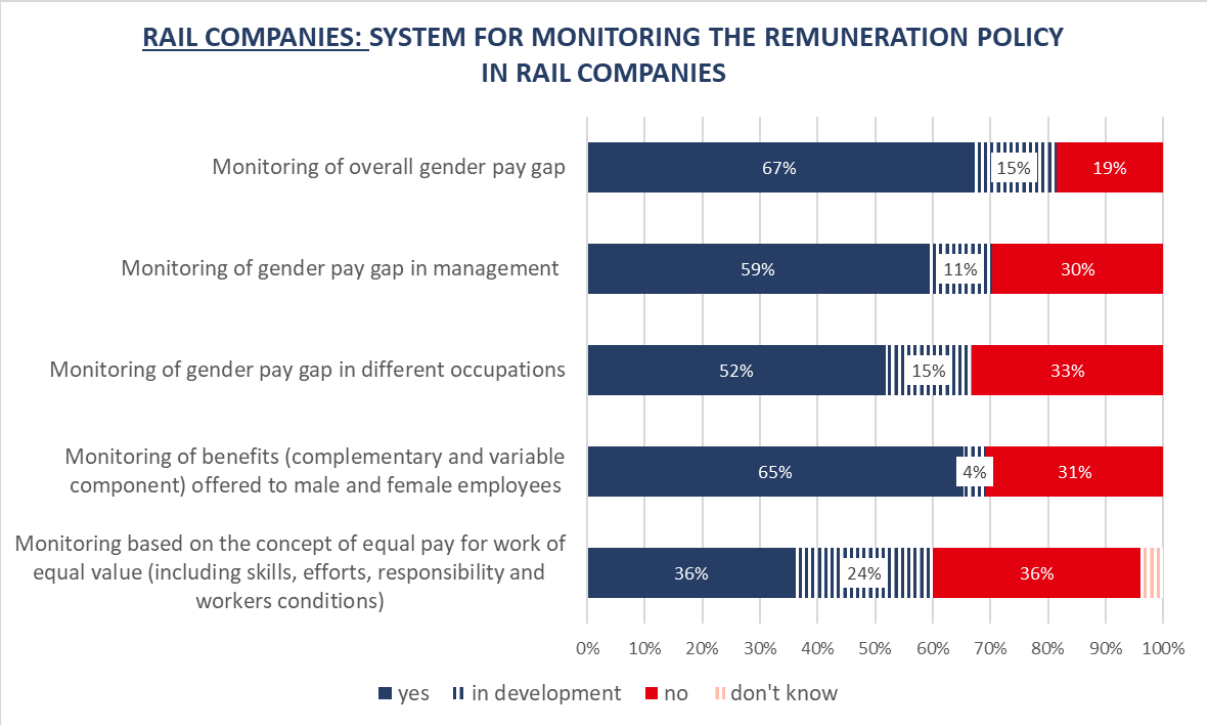


Figure 48, Source: L&R Database 'WIR_companies', n between 25 and 27

Although there has been a relatively positive trend in monitoring the overall gender pay gap, transparency gaps remain due to trade unions having limited access to information. Knowledge concerning the monitoring of gender disparities in management is also insufficient, indicating a lack of attention to hierarchical inequality. A critical shortcoming is the lack of information given to the surveyed trade unions regarding the tracking of benefits and variable pay in rail companies. There is also a significant

gap in applying objective criteria for evaluating equal pay for work of equal value – a core EU principle – in companies, and the surveyed trade unions' knowledge about these activities.

Based on the survey of trade unions, the current state of monitoring remuneration policies in rail companies, especially concerning gender pay equity, reveals several critical insights. Expressed in figures, only 43% of the surveyed trade unions are aware of rail companies monitoring the overall gender pay gap, while 39% have no information on this matter. To the knowledge of the surveyed trade unions, merely one third of the rail companies whose employees they represent are monitoring gender pay gaps in management and different occupations, respectively, and almost half of them have no knowledge of such efforts. A similarly large percentage of the surveyed trade unions reported no information available to them on rail companies having monitoring systems in place for benefits or based on the concept of equal pay for work of equal value, whereas merely 24% could confirm the latter and merely 14% the former.

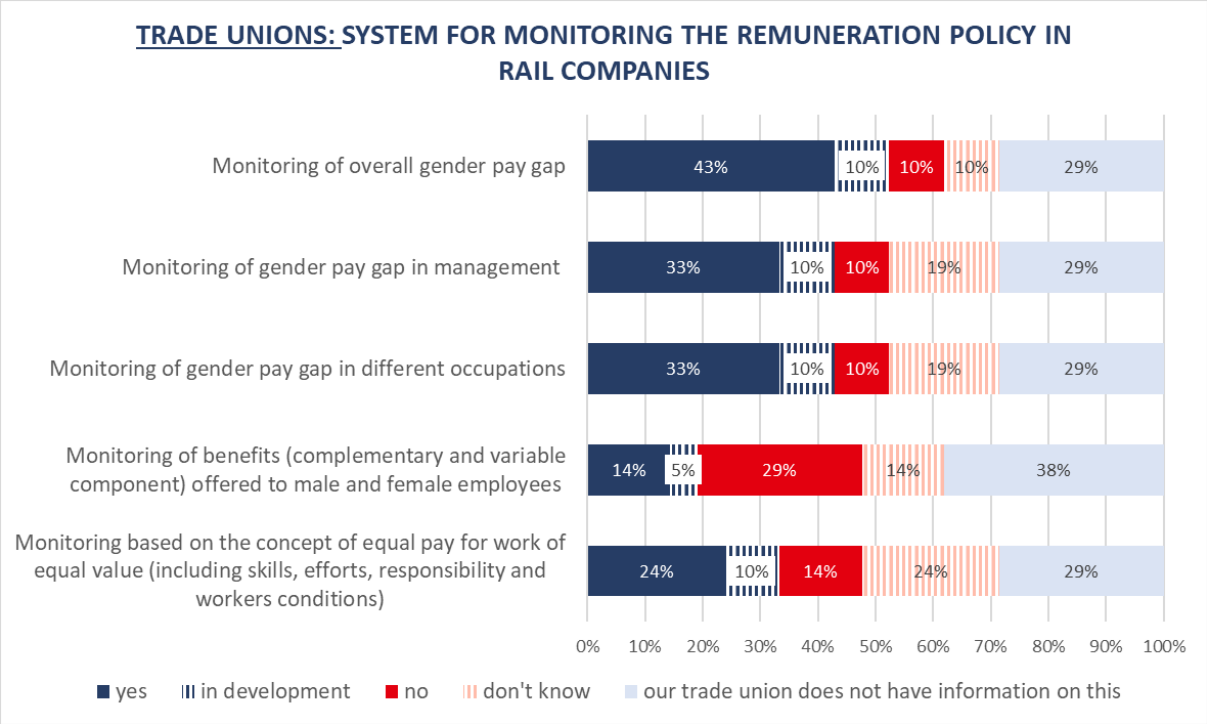


Figure 49, Source: L&R Database 'WiR Agreement', n=21

The surveyed rail companies and trade unions also mentioned additional elements of monitoring systems currently planned or already in place at the companies, which are used to assess and compare the value of work based on objective criteria.

ADDITIONAL ELEMENTS OF MONITORING SYSTEMS FOR EQUAL PAY IN COMPANIES

LTG, Lithuania

Taking into account remuneration market information when determining the minimum and maximum monetary amount of the base salary assigned to the corporate level of a position, including information on employee selection or turnover rate from internationally recognized and widely used remuneration market research, as well as from publicly published economic reviews, company reports and other sources

SBB CFF FFS, Switzerland

Commissioning of the University St. Gallen for an external check for the gender pay gap, and subsequently awarding the company the label "we pay fair"

NS, Netherlands

Research allegedly confirming the lack of a gender pay gap in the company

Conducting bi-annual monitoring of the gender pay gap in the company since 2019

IÉ, Ireland

Monitoring the share of women among the company's highest and lowest earning employees

Using a grading system to ensure equal pay for all employees and provisions for transparency in job listings, pay setting and pay progression, as part of the transparent remuneration policy

SNCB/NMBS, Belgium

Development of a job grading system for management/expert roles, in future also for operational staff

ÖBB, Austria

Development of a system to assess the working conditions of jobs and functions, in line with the EU Pay Transparency Directive

The income report of the ÖBB Holding is legally required and thus prepared at the company level every two years (Vida, Austria)

DB, Germany

Working conditions and remuneration are largely based on collective bargaining agreements concluded with the relevant trade unions, in addition to country-specific statutory regulations

Gender-neutral agreements and other regulations of the Group on employment conditions,

Evaluations and remuneration levels based exclusively on the requirements of the respective jobs

MÁV, Hungary

Salaries based on a job classification system as a measure to avoid discrimination

ŽRSM Infrastructure, North Macedonia

Salaries determined by jobs within the company's structure

SNCF, France

National Collective Agreement for the railway sector contains the Agreement about classification and remuneration; signed in 2021 by the French professional organisation UTPF on behalf of its members and the representative trade unions of the sector

Remuneration levels are based exclusively on the requirements of the job classification and are therefore gender-neutral

Own job grading system and grid

Monitoring of the gender pay gap conducted within the framework of the comparative situation report that also compares remuneration levels between women and men, and includes pay information on seniority positions, also disaggregated by qualifications and part-time or full-time employment (CGT Cheminots, France)

FS Italiane and FNM Group, Italy

No monitoring system required, as salaries are clearly defined by the National Collective Labour Agreement (CCNL), and therefore each professional role corresponds to a specific salary and allowances, without the need for further objective assessments (FILT CGIL, Italy)

Critical situations are noticed for all those roles that are not strictly contracted, as within the FS Italiane managerial positions are regulated by individual agreements, where differences may be applied, for instance, on allowance or rewards (FILT CGIL, Italy)

BDŽ Holding, Bulgaria

Salaries are clearly described in the job characteristics list and therefore no difference in pay between genders, no matter the position (Federation of Transport Trade Unions in Bulgaria)

LDZ, Latvia

Trade union has full access to analytics on salaries within the rail company, thus being able to transparently check any disparities (Latvian Rail and Transport Industry Trade Union)

PAY TRANSPARENCY POLICIES IN RAIL COMPANIES

With the adoption of the WiR Agreement, the European Social Partners recognise pay transparency as a key mechanism to enforce the principle of equal pay for equal work or work of equal value. This approach is reinforced by the EU Pay Transparency Directive and supported through the WiR Agreement.

Whether rail companies voluntarily choose to publish their gender pay gap is an important indicator for pay transparency. Out of the 27 surveyed rail companies, only 37% make their gender pay gap data available to the public, while a significant 63% refrain from publishing such data.

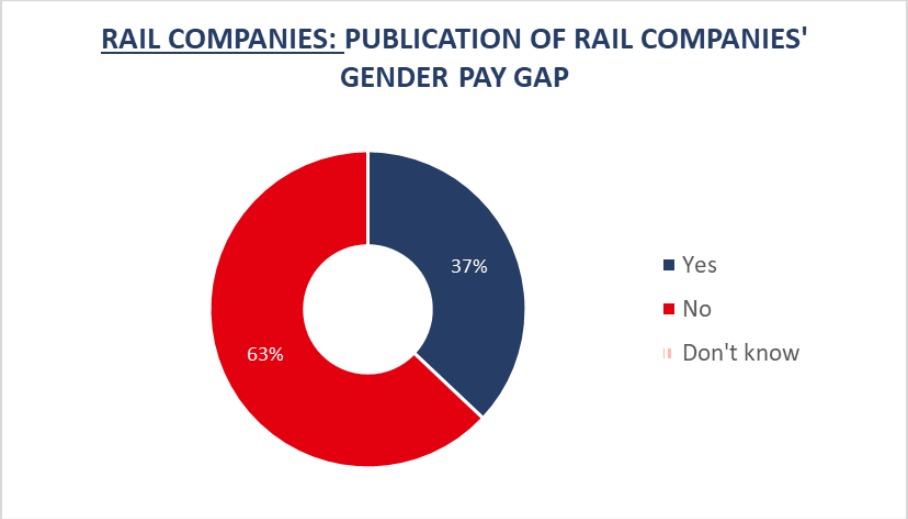


Figure 50, Source: L&R Database 'WIR_companies', n=27

The trade unions participating in the survey reported that only 14% have knowledge about rail companies publishing gender pay gap data. However, 67% of the surveyed trade unions presume that processes and systems to support the publication of gender pay gaps are currently under development in rail companies, indicating potential future progress in terms of pay transparency.

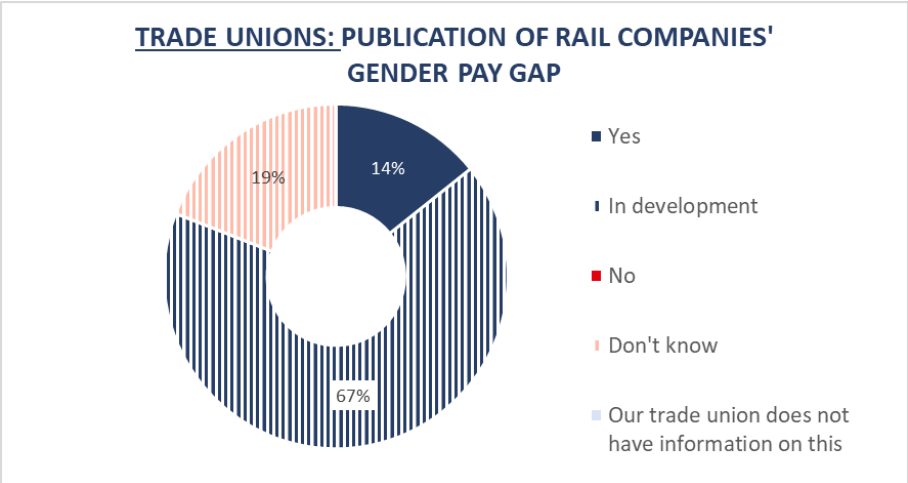


Figure 51, Source: L&R Database 'WIR_trade_unions', n=21

According to the surveyed rail companies, 52% have already implemented a pay transparency policy, followed by 19% that are currently in the process of developing one. The remaining 30% report having no such policy in place.

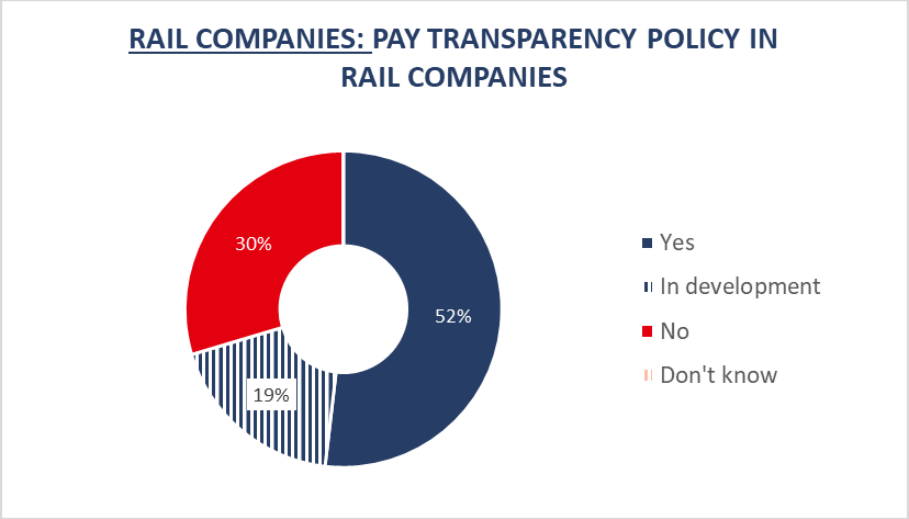


Figure 52, Source: L&R Database 'WIR_companies', n=27

The surveyed trade unions paint a similar picture, with 48% reporting knowledge of a pay transparency policy in the rail companies whose employees they represent, and 5% each reporting such policies being under development or missing, respectively. At the same time, a considerable proportion of trade unions (43%) did not have information on any pay transparency policies in rail companies.

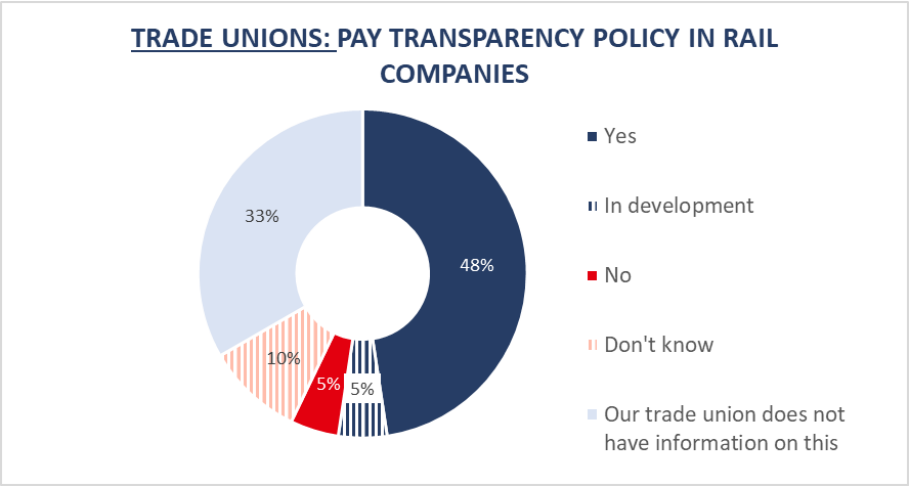


Figure 53, Source: L&R Database 'WIR_trade_unions', n=21

Therefore, while the majority of the surveyed rail companies have already adopted or are in the process of adopting pay transparency measures, the 30% without any such policy remain a significant obstacle to ensuring fair and non-discriminatory pay. The discrepancy between company and trade union perspectives on policy implementation suggests insufficient coordination and communication, as well as inconsistency in applying transparency principles across the sector.

In line with the EU Pay Transparency Policy and the provisions of the WiR Agreement, the European Social Partners are required to take concrete actions to ensure pay transparency and implement specific measures to achieve these objectives. According to the surveyed rail companies, 67% already implement measures to guarantee pay transparency in job listings, and an additional 22% are currently working on developing such measures. Merely 6% of companies state having no such measures at the moment. Similarly, 65% of the rail companies participating in the survey report having measures supporting transparency of pay setting and pay progression, such as accessibility to information for employees, in place, followed by 24% that are at the moment developing such measures.

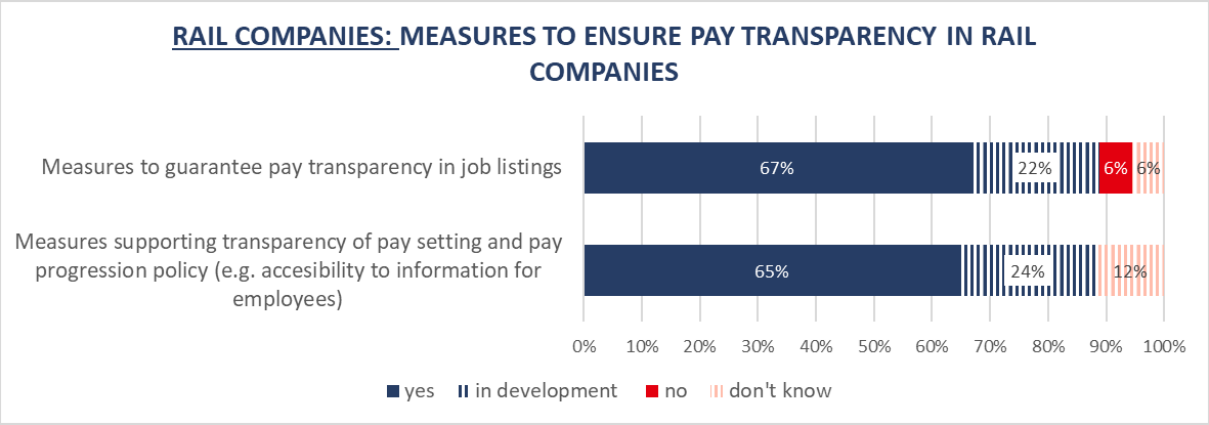


Figure 54, Source: L&R Database 'WIR_companies', n= 17 and 18

In contrast, merely 45% of the surveyed trade unions confirmed measures to guarantee pay transparency in job listings already being installed in the rail companies whose employees they represent, followed by 9% that acknowledged such measures being under development. However, a comparatively much higher share of 27% of trade unions indicates that rail companies in their countries have no such measures in place. With regards to measures supporting transparency of pay setting and pay progression policy in rail companies, the views of the surveyed trade unions and rail companies largely coincide: 64% of trade unions are aware of such measures currently in place, and another 9% are aware of such measures being under development. Still, 9% state that such measures are currently missing in their rail companies.

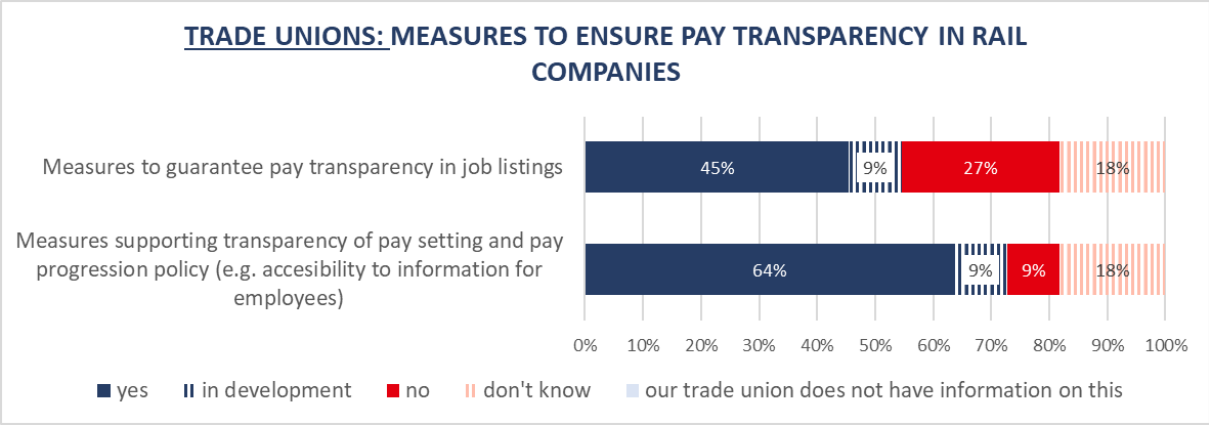


Figure 55, Source: L&R Database ,WIR_trade_unions', n=11

To sum up, the lack of transparency in remuneration practices presents multiple challenges and prevents the identification of systemic pay inequalities and structural biases. Moreover, it limits employees' ability to assert their rights, especially with regard to equal pay. At the same time, it weakens trade unions' capacity to monitor, assess, and respond to gender pay disparities effectively. Overall, it undermines the implementation of the EU Pay Transparency Directive, which mandates transparent remuneration structures and access to redress mechanisms. To a certain degree, the findings indicate a misalignment between some current sector practices and EU legal standards, thereby jeopardising the sector-wide realisation of equal pay objectives within the railway sector. Still, it should be noted that a significant majority of the surveyed rail companies have already introduced basic transparency measures (over 65% in both categories). Approximately a quarter of the companies are in the process of developing their frameworks, indicating positive momentum, but also the need for support. A persistent minority either still lack any transparency measures or are unaware of them.

The exact measures rail companies are making use of in order to guarantee pay transparency in job listings or to support transparency of pay setting and pay progression policy are described in more detail below. Moreover, many of these measures also contribute to the rail companies' efforts to ensure equal pay for equal work or work of equal value, as several of the surveyed companies reiterated.

EXAMPLES OF RAIL COMPANY MEASURES TO SUPPORT PAY TRANSPARENCY

TRANSPARENT REMUNERATION CONDITIONS FOR NEW RECRUITS

Remuneration policy that assigns to each advertised position a remuneration range/scales or statement of exact salary, which is publicly disclosed along with the job advertisement (LTG, Lithuania; RDG, United Kingdom; SNCF, France; ŽRSM Infrastructure, North Macedonia)

Development of a model for publishing a pay range in job listings, trialling for selected areas/activities (SNCB/NMBS, Belgium; DB, Germany)

Minimum salary in job postings according to the respective collective bargaining agreement. In certain cases, e.g. for management positions, a realistic salary is stated (ÖBB, Austria)

Publication of basic salary in advertisements unrelated to gender, and disclosure of bonuses (ŽSSK Cargo, Slovakia)

Company directive for filling vacancies (CD, Czechia)

Publishing of job profiles with description of skills, experience and education requirements in job listings, and defined job categories and salary range for each job (SBB CFF FFS, Switzerland; SNCF, France)

Inclusion of pay scale classification or job evaluation for internal job advertisements (DB, Germany; SNCF, France)

Monitoring of equal pay for women and men at recruitment and corrective measures in the event of inequality pay (SNCF, France)

TRANSPARENT REMUNERATION CONDITIONS FOR CURRENT WORKFORCE

Remuneration policy that defines the remuneration based on the corporate level set for the position, the results achieved by the employee in the annual performance assessment, the remuneration market situation and the budget allocated to salaries (LTG, Lithuania)

Salaries for individual positions are regulated by internal regulations or guidelines (ŽSSK Cargo, Slovakia; ŽSSK, Slovakia)

An indexation system that fixes the status and salary of CFL employees in the permanent service for each grade and step in accordance with the job classification table, the salary index tables and additional provisions. The value corresponding to index one hundred in the indexed remuneration tables is that which is or will be in force for civil servants. The pensionable components of staff members' salaries shall be subject to pension deduction at the rate applicable to civil servants (CFL Group, Luxembourg)

Transparent pay scales (e.g. salary matrix) and evolutions within pay scales. Salaries determined on the basis of function, skills and professional experience (SNCB/NMBS, Belgium; e.g.o.o., Germany; ŽSSK Cargo, Slovakia)

Application of the principle of equal and fair remuneration, where the conditions for determining remuneration for the same or equivalent work are the same, but the employee's knowledge, skills and experience are also considered (EVR, Estonia; PKP, Poland)

HR-determined criteria for setting and increasing salaries, shared with staff representatives, and the total budget of individual salary increase proposals are shared with staff representatives in dedicated committees (SNCF, France)

Catalogue of jobs or functions for more transparency (CD, Czechia; BLS, Switzerland; SNCF, France)

Commitment to pay equity: prohibition of gender-based pay discrimination. Regular review of the remuneration structure to ensure fair pay (DB, Germany; SNCF, France)

COMPANY-INTERNAL TOOLS AND FURTHER SUPPORT FOR PROMOTING PAY EQUALITY

HR tool illustrating the personal pay progression of employees (SBB CFF FFS, Switzerland)

Monitoring using the indicators required under the tools "Equality Index" (yearly publication of results on company website) and the annual comparative report on gender equality; protection of maternity leave from affecting bonuses and promotion (SNCF, France)

Own grading system for assessing jobs, with possibility for employees to apply for regrades (IÉ, Ireland)

Support of the HR business partners and Comp & Ben in the process of pay setting (BLS, Switzerland)

EMBEDDING OF NATIONAL OR EU-LEGISLATION INTO COMPANY REMUNERATION POLICY

Implementation of equal pay directives planned in 2025/26 (CD, Czechia)

Salaries according to the respective collective bargaining agreement dependent on specific positions (ÖBB, Austria; ŽS Infrastructure, Serbia)

Consideration of payment structures in the team and group-wide in the process of pay setting (could be subject to revision based on information from the EU Pay Transparency Directive) (ÖBB, Austria)

Legal obligation by national law and collective agreements to respect the principle of equal pay for work of equal value (FS Italiane, Italy)
Legal right of employees to request information on the median monthly gross pay for employees of the opposite gender in their pay group under German law (Entgelttransparenzgesetz) (DB, Germany)

While the surveyed trade unions mostly confirm these measures, at the same time, they also raise attention to certain blind spots or shortcomings. Thus, the Austrian trade union Vida states that greater transparency based on real wages at ÖBB would be desirable in order to close the gender pay gap. Similarly, the French trade union CGT Cheminots observes for new hires in 2020 in SNCF a loss in transparency since the end of the status and its single grid. On this note, the Italian trade union FILT CGIL (Federazione Italiana Lavoratori Transporti CGIL) also points out that despite salaries being generally clearly defined by the National Collective Labour Agreement (CCNL), in the case of FS Italiane roles that are not strictly contracted, such as managerial positions regulated by individual agreements, can be difficult to grade consistently.

EQUAL PAY FOR EQUAL WORK OR WORK OF EQUAL VALUE IN RAIL COMPANIES

In terms of fair remuneration policies, the rail companies were surveyed in reference to measures that they have installed to ensure equal pay for equal work or work of equal value. Out of the 26 participating rail companies, 46% confirmed the existence of such measures, with an additional 23% indicating that these measures are currently in development within their companies. A total of 27% state that, at the moment, no such measures are in place or planned.

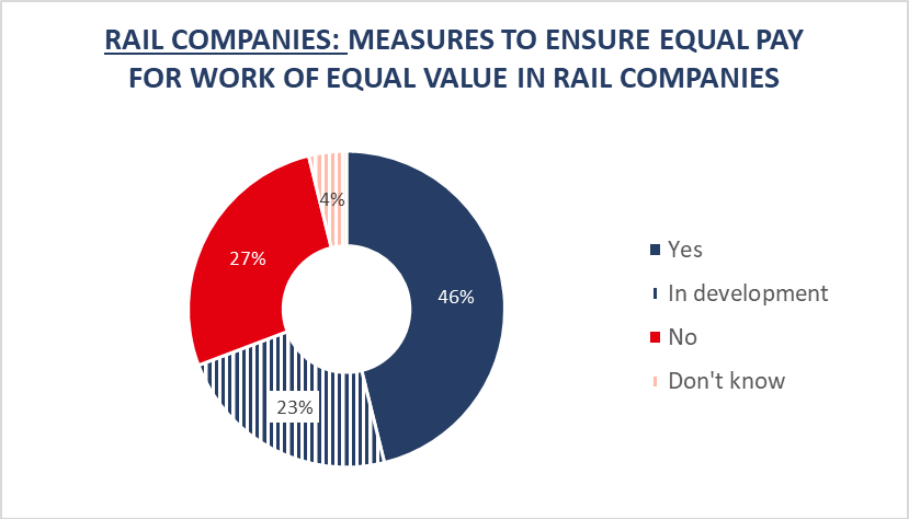


Figure 56, Source: L&R Database 'WIR_companies', n=26

These findings are to a large extent corroborated by the surveyed trade unions, more than half of which express knowledge about such measures being implemented in the rail companies whose employees they represent (52%). However, 29% of the surveyed trade unions experience once more a lack of

information on this topic, possibly signalling poor communication on the national social partner level or insufficient employee engagement in trade unions.

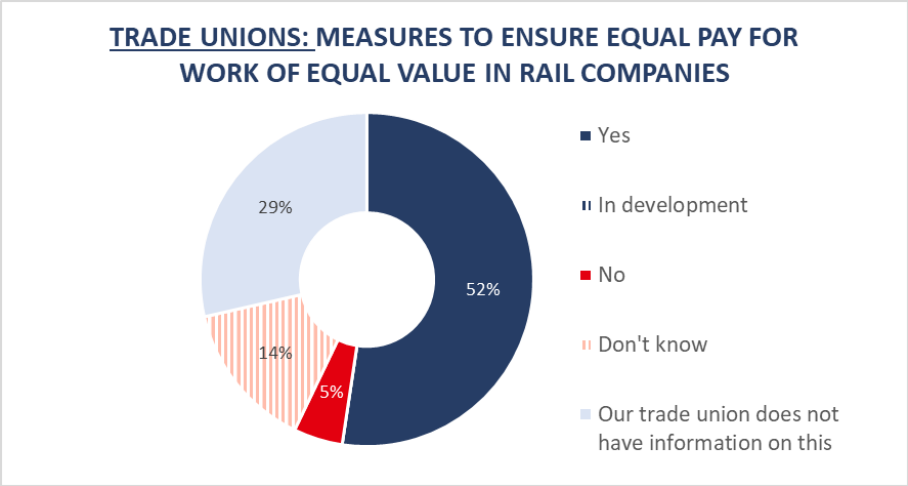
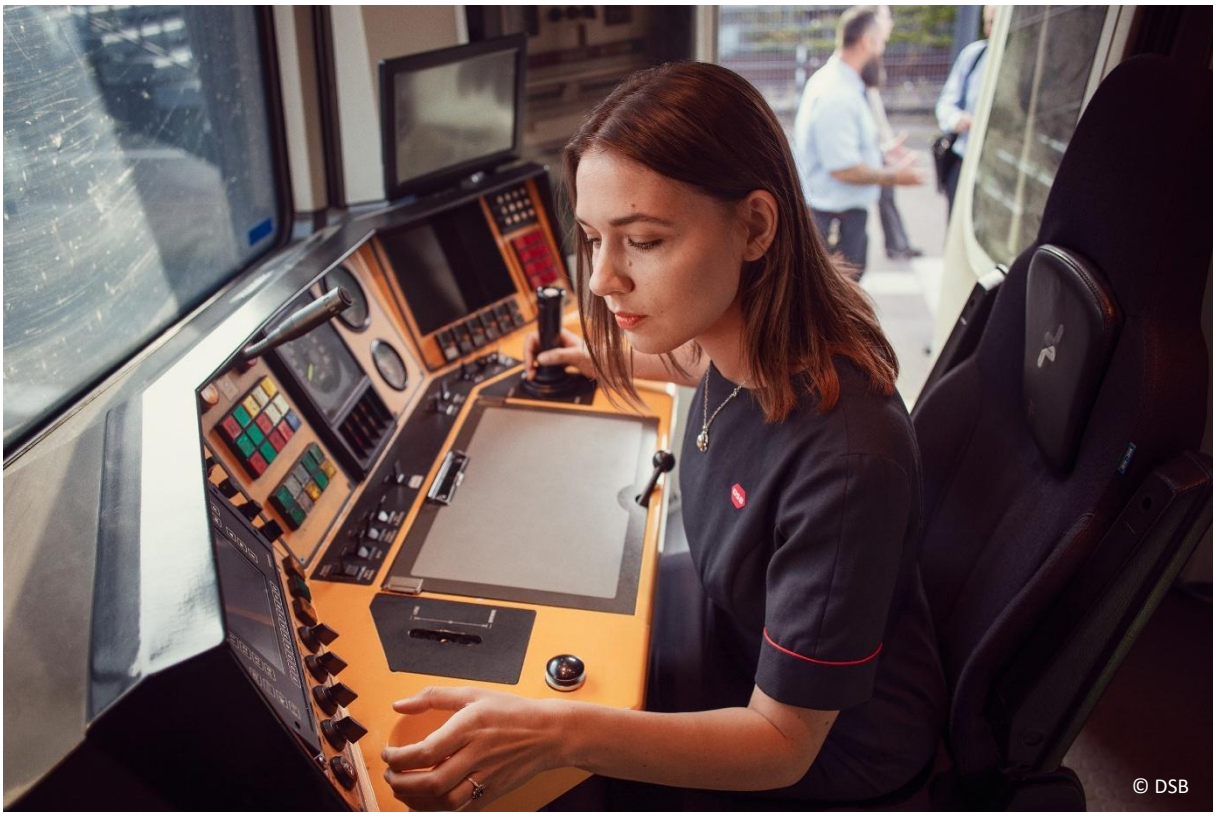


Figure 57, Source: L&R Database 'WIR_trade_unions', n=21

Although foundational elements of key equal pay policies are already in place in most of the surveyed rail companies, full compliance with the EU Pay Transparency Directive requires systemic improvements in monitoring, transparency, and cooperation with employee representatives. Pay transparency is not only a legal obligation but also a strategic driver for structural change, fostering trust, motivation, and a fair workplace culture. While over 65% of rail companies have introduced pay transparency measures, universal compliance is still needed, with all companies maintaining transparent, well-documented, and accessible pay policies that incorporate gender-sensitive elements and ensure equal access to information and career progression opportunities for all employees. Achieving consistent and comprehensive implementation of such policies will require coordinated efforts to enhance transparency, strengthen monitoring mechanisms, actively involve trade unions, and raise awareness of pay equity across all organisational levels. Addressing these gaps will align practices with European standards and contribute to more equitable, inclusive, and accountable workplaces within the railway sector.

POLICY AREA 7: OCCUPATIONAL HEALTH, SAFETY AND WORK ENVIRONMENT

Companies' prevention policies to ensure occupational health and safety and a safe and secure work environment require also a gender perspective in order to take into account female-specific needs. This helps to retain women within the railway sector.[20]



[20] WiR Agreement, page 13.

Ensuring occupational health and safety is a fundamental responsibility for railway companies. To create an inclusive and supportive work environment, these policies must also incorporate a gender perspective, addressing the specific needs of women. A workplace that prioritises safety and considers gender-specific requirements not only enhances employee well-being but also strengthens efforts to retain women in the railway sector.

This section examines the implementation of principles and measures outlined in the WiR Agreement, focusing on occupational health, safety, and the work environment. One key aspect is providing Personal Protective Equipment (PPE) that is not only safe and effective, but also designed to accommodate a diverse workforce, including the physical requirements of women. Ensuring that PPE fits properly is essential for safety and comfort on the job.

Another critical measure involves improving sanitary facilities to meet standards of privacy and safety for all employees, with special attention to the needs of women. A gender-sensitive approach in this regard underscores the importance of dignity and respect in the workplace.

Additionally, the safety of women working on trains as on-board personnel, especially during late or night hours, requires tailored measures to create secure working conditions. Addressing these challenges demonstrates a commitment to fostering an environment where on-board personnel feel safe and supported.

This chapter assesses how various initiatives contributing to the objectives presented above are being implemented, highlighting progress, challenges, and opportunities for further improvement to ensure a safe and inclusive work environment for all employees in the railway sector.

POLICIES FOR GENDER-SENSITIVE OCCUPATIONAL HEALTH AND SAFETY

In the initial phase, the analysis focuses on whether rail companies have policies in place that contribute to fulfilling gender-sensitive occupational health and safety standards, and ensuring a safe work environment for all employees. While half (50%) of the surveyed rail companies have already introduced gender-sensitive policies, a significant share (43%) does not currently have any form of such policies in place. Moreover, the small percentage of rail companies that are in the process of developing such policies (7%) indicates slow progress towards more health-conscious approaches and safer work environments.

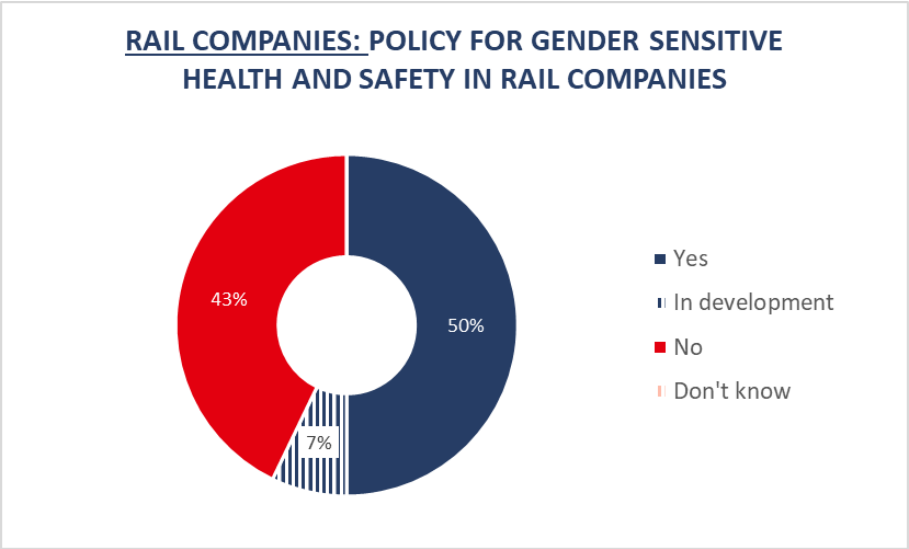


Figure 58, Source: L&R Database ‚WIR_companies', n=28

The surveyed trade unions express a different perception of gender-sensitive health and safety policies in rail companies, with only one-third being aware of the existence of such policies and 19% reporting no such policies are currently in place. A significant share of 47% of participating trade unions either do not know of any such policies or do not have any information on this topic.

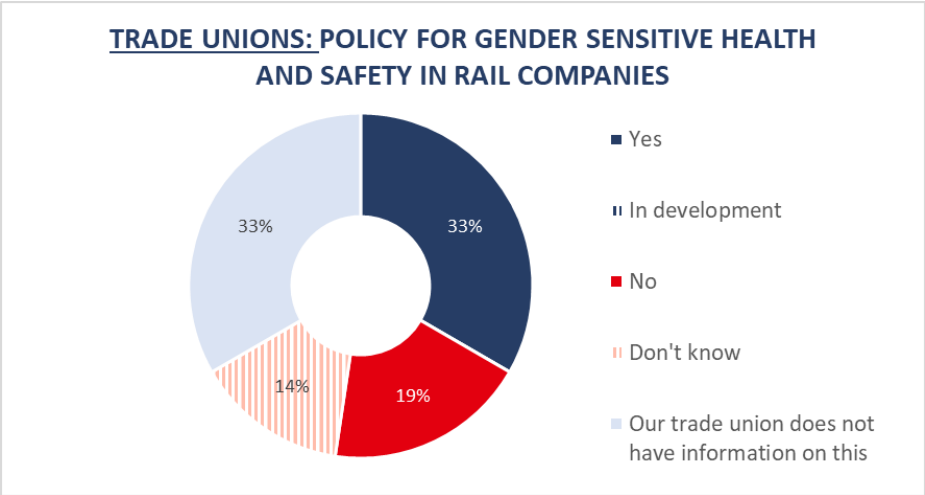


Figure 59, Source: L&R Database ‚WIR_trade_unions', n=21

CONCRETE MEASURES REGARDING GENDER-SENSITIVE OCCUPATIONAL HEALTH AND SAFETY IN RAIL COMPANIES

In addition to policies, concrete gender-sensitive health and safety measures are equally important for creating inclusive, fair and safe workplaces in the railway sector. Rail companies that address gender needs through appropriate facilities, equipment and safety protocols demonstrate a commitment to both employee well-being and gender equality.

The following chart provides an overview of the current status of various health and safety measures in rail companies from a gender perspective. It shows how widely surveyed rail companies have implemented these practices so far and also identifies areas that require more attention. Concerning the supply of gender-appropriate Personal Protective Equipment (PPE), the vast majority of the surveyed rail companies (82%) confirmed that they provide PPE that meets the needs of all genders. This is a significant step towards inclusive safety standards, recognising the importance of proper fit, comfort and protection for every worker, regardless of gender. Taking into account gender differences in body shape and size when designing PPE is important for both comfort and hazard prevention. Nevertheless, 11% of the surveyed rail companies report that they do not yet offer gender-specific PPE. This group represents a critical safety gap that potentially exposes workers, especially women, to discomfort or even physical risks due to improperly fitted equipment.

According to the survey, 75% of rail companies have already installed appropriate sanitary facilities, which indicates that this important standard is widely recognised. In addition, 14% of the surveyed rail companies are currently in the process of developing or improving these conditions, which indicates positive outcomes in closing the remaining gaps. However, 7% of companies admitted that they do not have adequate conditions, and another 4% are cannot assess the situation, which makes up 11% of the rail companies, where the lack of conditions may undermine the dignity and well-being of employees, especially women and gender-diverse staff.

Only slightly more than half of the rail companies surveyed (52%) reported that they have actively integrated a gender perspective into their occupational health and safety strategies. This figure suggests that, despite growing awareness, the adoption of specific gender-sensitive approaches to occupational health and safety remains uneven. Another 7% are developing such perspectives at the moment; however, 33% stated that their occupational health and safety policy does not currently take into account gender aspects.

The overall commitment to workplace safety appears to be strong: 81% of the surveyed rail companies indicated that they have launched general safety initiatives. These efforts reflect the widespread recognition that safety is fundamental to performance and employee well-being. Another 4% of companies are currently developing such initiatives. However, 7% reported that they have not implemented any safety-related improvements. Safety initiatives may include regular training, ergonomic assessments, risk analysis, or the introduction of digital safety monitoring systems.

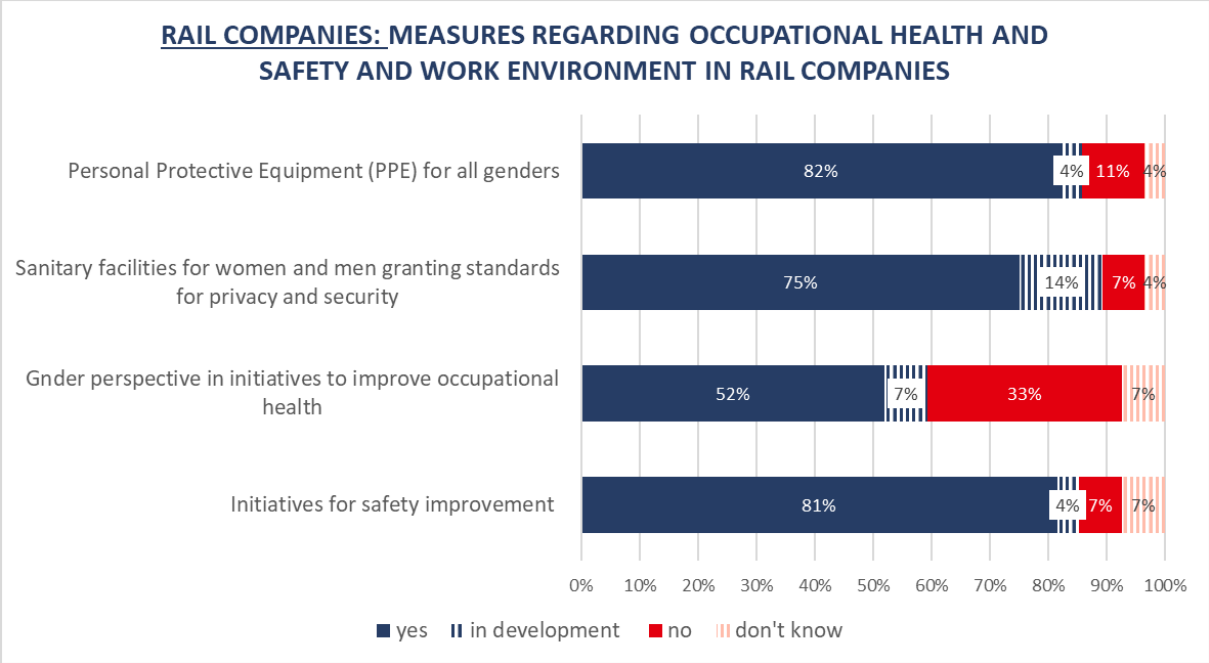


Figure 60, Source: L&R Database ‚WIR_companies', n between 27 and 28

The following is an analysis of responses provided by the surveyed trade unions that highlights both progress made and areas for further improvement in reference to gender-sensitive health and safety measures in rail companies. The data presents a mixed picture: While many rail companies demonstrate a strong commitment to inclusive safety standards, critical gaps remain. Noteworthy is again the lack of information provided to trade unions concerning key measures in this area – an indicator that some rail companies are currently not fulfilling their commitments in regards to the WiR Agreement in this respect.

According to the surveyed trade unions, the most widely implemented measure in rail companies is the provision of Personal Protective Equipment (PPE) for all genders, with 67% confirming its availability in rail companies. Sanitary facilities that meet privacy and safety standards for both women and men in rail companies are confirmed by 48% of the surveyed trade unions, with another 29% claiming that such facilities are under development. A much smaller proportion of surveyed trade unions – only 24% – report rail companies having incorporated a gender perspective into occupational health and safety initiatives. This is a critical gap, especially given the wider importance of inclusive occupational health and safety. General safety improvement initiatives in rail companies are confirmed by 48% of the surveyed trade unions.

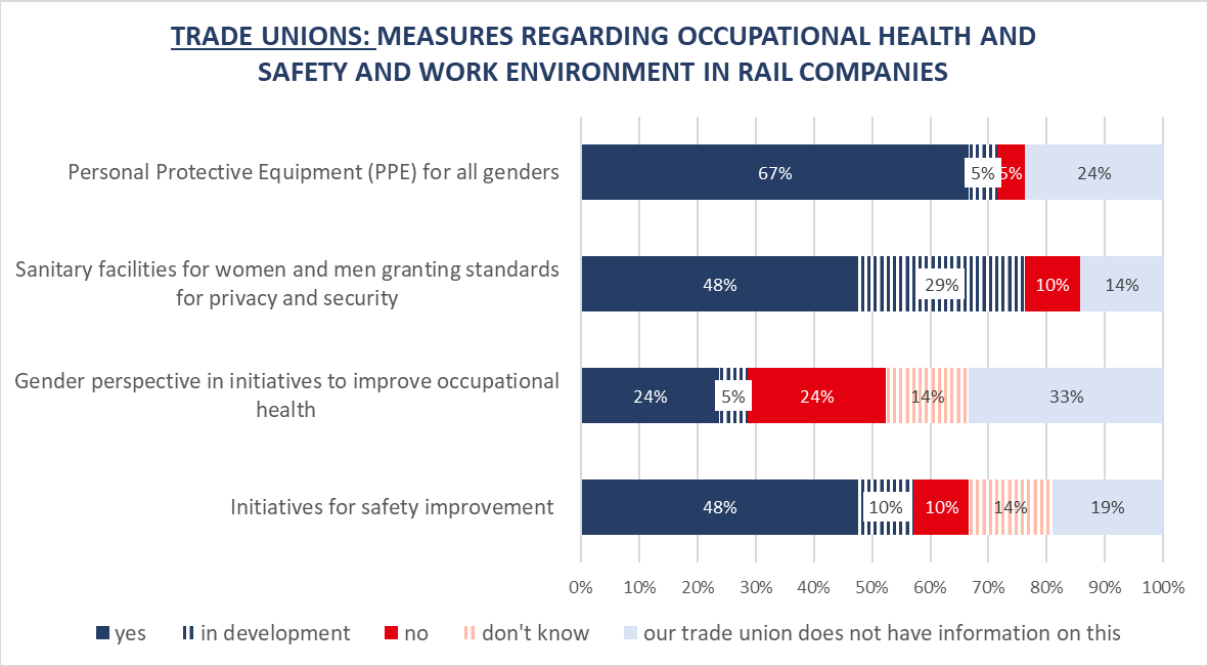


Figure 61, Source: L&R Database 'WIR_trade_union', n=21

An increasing number of European rail companies are recognising the importance of integrating a gender perspective into occupational health and safety (OSH) policies and work environments. While the overall level of institutionalisation varies, successful initiatives across several countries illustrate growing efforts to address the specific needs of diverse employee groups. Below is an overview of measures taken, highlighting both progress and innovation.

MEASURES REGARDING GENDER-SENSITIVE OCCUPATIONAL HEALTH AND SAFETY AND WORK ENVIRONMENT IN RAIL COMPANIES

GENDER-SENSITIVE WORKING CONDITIONS

Offering tailored workspaces (lighting, noise, physical strain) (LTG, Lithuania)

Inclusive policies for employees with caregiving duties (IÉ, Ireland)

Provides gender-sensitive personal protective equipment (ŽSSK, Slovakia; Austria; SNCF, France; CFL Group, Luxembourg)

There are legal requirements that certain work-related risks (e.g. lifting and carrying heavy loads) are assessed on a gender-specific basis and appropriate measures are implemented (DB, Germany; SNCF, France)

Access to external partners for childcare and family services – contributing to a holistic, inclusive work environment (SBB CFF FFS, Switzerland)

Childcare and family services provided internally (SNCF, France)

Integrates gender-sensitive practices through internal evaluations and flexible scheduling, and adjusts working conditions to accommodate parental or caregiving responsibilities (SŽ, Slovenia)

Runs a welfare system focused on work-life balance, peer-to-peer support for caregivers (FS Italiane, Italy)

Measures to improve the working conditions of transport personnel, including the development of women's workwear, digitalisation (BDŽ Holding, Bulgaria; SNCF, France)

HEALTH-PROMOTING MEASURES

Health insurance and access to private healthcare (LTG, Lithuania; SNCF, France)

Internal medical department; sport opportunities (SNCF, France)

Active psychological and mental health support (CD, Czechia; LTG, Lithuania; SBB CFF FFS, Switzerland; SNCF, France)

Proactive ergonomic assessment (LTG, Lithuania; ŽSSK, Slovakia; SNCF, France)

Menopause Working Committee. Chemist on Call programme, the medical insurance GP Scheme, the Employee Wellbeing Department, the Employee Assistance Programme (EAP), and income support for individuals with long-term disabilities (IÉ, Ireland)

Work underway on support for female employees going through menopause and endometriosis (SNCF, France)

Provision of menstrual products to female employees (ÖBB, Austria; SNCF, France)

Gender-responsive risk assessments (e.g. during pregnancy) through an internal medical department (IÉ, Ireland; SNCB/NMBS, Belgium; SNCF, France)

Adapts jobs for pregnant women or those with temporary health restrictions (ŽSSK, Slovakia; SNCF, France)

Organises health days, vaccination campaigns, and OSH workshops with attention to gender (CD, Czechia; SNCF, France)

Offers regular health check-ups (SBB CFF FFS, Switzerland; SNCF, France)

Well-being measures, e.g. training for resilience, stress reduction, vaccination option, sport opportunities, instructions for safety during pregnancy at the workplace (BLS, Switzerland)

Measures to improve the prevention of health-related issues (e.g. electronic training on employer obligations in occupational health and safety, digital tools for handling appointments and assessments for occupational health consultation), regular health circles, digital and local prevention measures, digital health week, various communication channels on the topic of health (DB, Germany)

Transition leave, special conditions during menstruation, and the provision of hygiene products for female employees (NS, Netherlands)

MEASURES FOR ENSURING SAFETY AND SECURITY

Implements a comprehensive security strategy that includes regular training (e.g. self-defence, anti-violence), predictive analytics to identify risks and an anonymous reporting system to maintain a culture of trust and openness. Additional measures include accompaniment during ticket checks, information about the use of body cameras and transport bans for violators (ÖBB, Austria)

Ensures safe working conditions for all genders, and promotes open reporting of safety issues (SNCB/NMBS, Belgium)

Encourage reporting of unsafe practices (CD, Czechia)

Conflict management training for employees, self-defence workshops, stand-up workshops on how to respond to sexist or sexual assaults, internal barometer on sexist and sexual violence and action plan (SNCF, France).

Provides special training focused on improving security conditions for on-board staff. Test use of body cameras to protect staff (DB, Germany)

Implementation of specific prevention and protection measures for the risk of aggression and violence, in accordance with ILO Convention No. 190 of 2019 (for example, specific training and information activities for staff) (FS Italiane, Italy)

Development of self-defence courses and trainings for on-board staff (CFL Group, Luxembourg; BLS, Switzerland; SNCF, France)

Development of tools to help tracking incidents against staff in trains and in stations. On-board staff is accompanied by (private) security officers on 12% of trains (CFL Group, Luxembourg)

Self-defence courses, incident monitoring, and security guards accompany staff on 12% of trains (the target for 2025 is 15%). Video surveillance covers all trains, buses, and stations. The measures apply to all staff, including drivers, conductors, ticket agents, and station staff (CFL, Luxembourg)

Increased police control on risky routes to improve safety (BDŽ Holding, Bulgaria)

Regular training, seminars, and risk assessments are held, and the safety management system is maintained on an ongoing basis (IÉ, Ireland)

These examples underscore an evolving landscape in which railway companies increasingly recognise that gender equity and employee well-being are integral to workplace safety. Nevertheless, the absence of specific gender measures in some companies highlights the need for further mainstreaming, structured audits, and the exchange of best practices across the sector.

According to the surveyed trade unions, European rail companies are implementing a variety of measures to ensure a safe, healthy and inclusive working environment, with an increasing focus on gender-sensitive approaches. Adding to the listing above, trade unions provide further examples of measures targeting occupational health and safety improvements in rail companies, with a focus on joint initiatives carried out by companies in cooperation with trade unions. Below is a brief overview of key practices, illustrated with examples from individual companies.

GENDER-SENSITIVE SECURITY CONDITIONS IN RAIL COMPANIES

Ensuring a safe and secure working environment is essential for promoting gender equality and attracting more women to traditionally male-dominated sectors such as rail transport. The results presented below reflect the current state of implementation of appropriate security conditions for women in the surveyed rail companies.

According to the survey, the majority of rail companies (61%) reported that they have already created appropriate safety conditions for women employees. This is a significant step forward in addressing gender-related safety issues in the workplace, and a clear signal of commitment to inclusivity and equal treatment. However, almost a third of the surveyed rail companies (29%) reported not having implemented such measures yet.

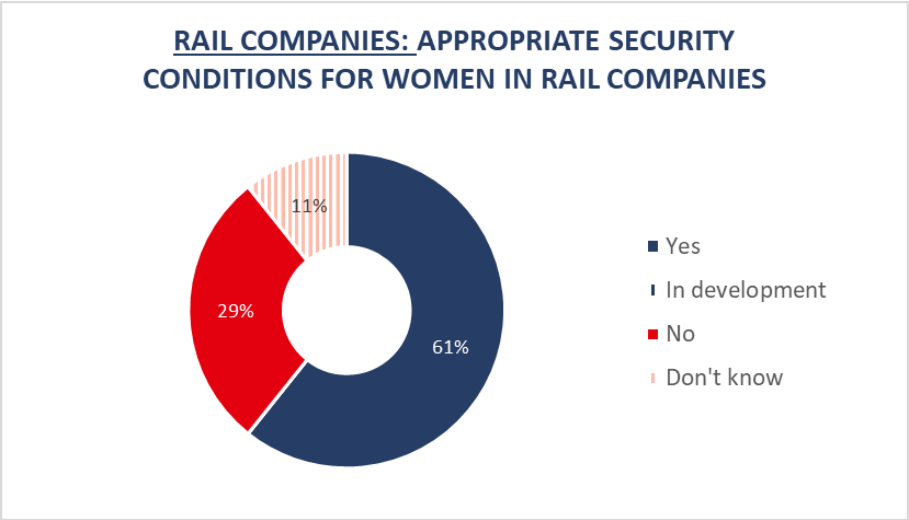


Figure 62, Source: L&R Database ‚WIR_companies', n=28

The perspective of the surveyed trade unions diverges once again: Only 19% of trade unions confirm that appropriate security conditions for women are currently in place in the rail companies whose employees they represent. A similar share of trade unions (19%) indicates that such measures are in development. However, one third of the surveyed trade unions report no such measures currently being in place in rail companies, and another 24% declare not having information on this topic, reflecting once more the limited transparency on the implementation of such actions in rail companies.

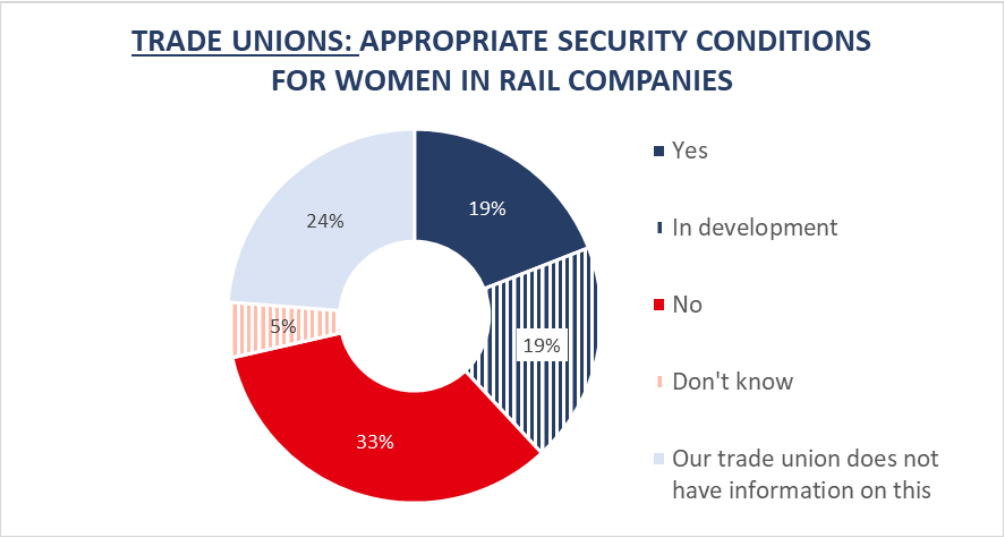


Figure 63, Source: L&R Database ‚WIR_trade_unions', n=21

Based on the analysis of data collected from rail companies and trade union, several areas for improvement have been identified in the field of occupational health and safety and work environment. A key concern raised in the open responses is the issue of irregular working hours and shift patterns, which pose particular challenges for women trying to balance work and family responsibilities. These insights suggest the urgent need to introduce more flexible, inclusive, and gender-sensitive working arrangements to ensure safer and more supportive workplace environments across the railway sector. The absence of specific gender measures in some of the surveyed rail companies highlights the need for further mainstreaming, structured audits, and the exchange of best practices across the sector.

INSPIRING PRACTICES: OCCUPATIONAL HEALTH AND SAFETY AND WORK ENVIRONMENT

NS AND FNV UNION (NETHERLANDS): MENSTRUAL HEALTH AND PRODUCTS, THE NETHERLANDS

Target group(s) of the measure / activity: Women

Timeline for implementing the measure / activity: Q1 2025

Description:

Support for menstrual and/or menopausal complaints. NS wants to support employees who are limited in their functioning due to menstrual or menopausal complaints.

Research shows that menstrual poverty also exists in the Netherlands: not being able to pay for menstrual products or only being able to pay for them to a limited extent. NS will make free menstrual products available in women's toilets near the workplace to reduce the menstrual taboo, absence related to menstruation and menstrual poverty. The topic was initially campaigned for form the FNV Union Netherlands in 2023 and agreed upon by the Dutch railway company. Both partners agreed to put the issue of menstrual health on the agenda. As a result of it was possible for the trade union to demand the inclusion of menstrual measures in the Collective Agreement in 2024. The joint

agreement stipulates that women can talk to their superiors about treatment at work if they have problems at work during their period. And there are menstrual products for women in every workplace.

Weblink (if available): 63697-akkoord-cao-n-s-2024-2025.pdf (in Dutch), see paragraph 8 'Divers'.

DB (GERMANY): NON-BINARY CORPORATE CLOTHING AT DEUTSCHE BAHN

Target group: Employees in direct customer contact, i.e. at train stations, on trains, travel centres, and DB buses.

Description: Since 2022, Deutsche Bahn employees no longer have to squeeze into ill-fitting clothing, but can choose company clothing that suits their bodies and their tastes. This applies regardless of their biological sex or gender identity. The approximately 80 different company clothing items – from trousers, skirts, and dresses to blazers, vests, and quilted jackets, as well as ties, scarves, and hats – can be combined according to the wardrobe principle. The background to this is that more and more employees have spoken out in favour of abolishing gender segregation. This not only increases well-being at work, but it also promotes identification with the job and corporate culture. This step sends a strong signal of openness and diversity, as it reflects DB's position as a cosmopolitan and diverse employer.

Link: https://www.deutschebahn.com/de/konzern/Menschen-Einziganders-/DB-Unternehmens-bekleidung-feiert-Non-Binary-10439104#

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

Safety and mutual respect are crucial for employees' well-being and in turn for their performance at work. Behaviours related to harassment, sexual harassment and sexism humiliate, degrade and damage a person's well-being, value or dignity; it is unacceptable and may adversely affect the quality of work assigned. Furthermore, such forms of behaviour have a real economic effect in terms of absences, staff turnover and well-being of employees. Harassment shall be deemed as discrimination. [21]

[21] WiR Agreement, page 13.

Ensuring a safe, respectful and supportive working environment is essential for the well-being and productivity of employees in the railway sector. Sexual harassment, harassment and sexism not only damage the dignity of the individual, but also disrupt workplace harmony, increase absenteeism, staff turnover and lower employee morale. Such behaviour is unacceptable and should be unequivocally stopped.

This section examines how rail companies are implementing the provisions of the WiR Agreement to combat harassment and sexism in the workplace. A key focus is on developing and enforcing clear policies that define inappropriate behaviour, discourage and penalise such actions, create a safe space for victims to voice their complaints, and establish transparent disciplinary procedures. These policies must create a zero-tolerance culture and ensure that all employees understand their rights and responsibilities.

Managers play a vital role in this effort by setting a positive example, implementing anti-harassment policies, and taking swift corrective actions when incidents occur. Their leadership is critical in fostering a workplace culture that values dignity and mutual respect.

The report also highlights the importance of protecting victims when reporting incidents, ensuring privacy, and preventing retaliation. Regular monitoring and evaluation of policy effectiveness are essential to ensure continuous improvement and accountability in addressing harassment and sexism.

By actively preventing and addressing inappropriate behaviour, rail companies can build a safer and more inclusive work environment, contributing to the long-term success and sustainability of the railway sector.

POLICIES AGAINST SEXUAL HARASSMENT AND SEXISM IN RAIL COMPANIES

The surveys of rail companies and trade unions looked more closely into what policies are in place in the railway sector for combating sexual harassment and sexism, as well as their specifics and individual elements that could distinguish them. The very high share of 90% of surveyed rail companies reporting such policies already in place in their organisation is a strong statement on the great importance of this topic and their commitment to making a positive contribution in this respect.

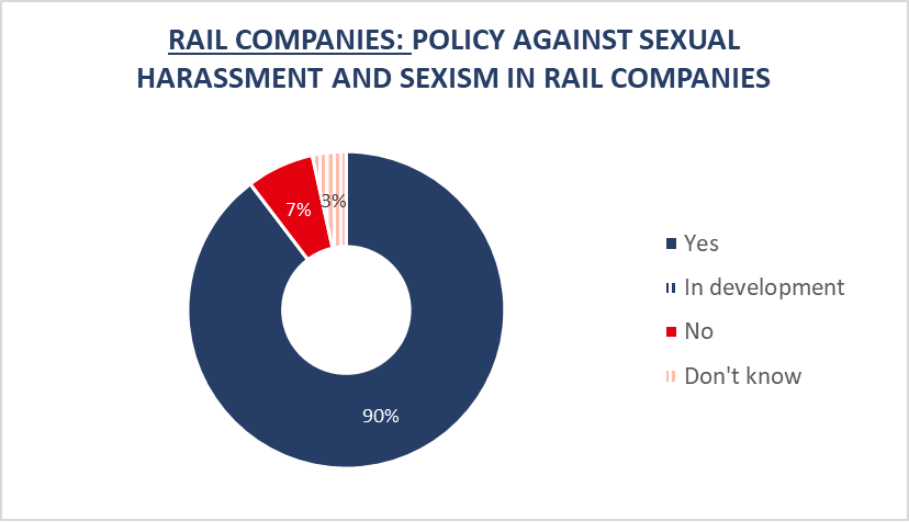


Figure 64, Source: L&R Database 'WIR_companies', n=29

Albeit to a somewhat lesser degree, this finding is clearly supported by the surveyed trade unions, 67% of which confirm their knowledge of such policies already installed in the rail companies whose employees they represent. As was the case with previous responses of trade unions too, a considerable proportion of 29% indicate not having any information on this topic or not being aware of such measures.

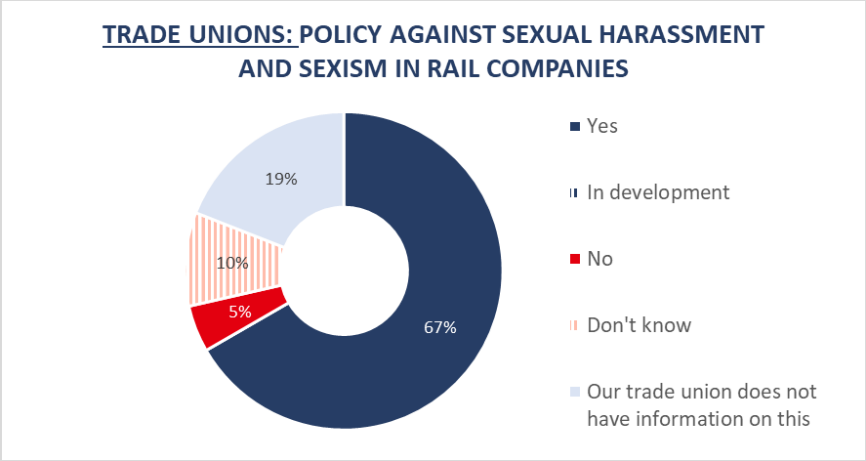


Figure 65, Source: L&R Database 'WIR_trade_unions', n=21

In line with the strong commitment shown by the surveyed rail companies in regards to opposing sexual harassment and sexism through company policies, their agreement with the different elements contained in such policies is just as high. This indicates that companies not only have policies against sexual harassment and sexism in place, but also that these are mature and comprehensive. Accordingly, 85% of the surveyed rail companies state that their policies contain a clear definition of sexual harassment and sexism – a crucial starting point for further action. In addition, 92% report that their policies have defined clear positions on what is considered inappropriate behaviour as well as clear reactions, procedures and consequences in this regard. Clear responsibilities among employees with managerial responsibilities are furthermore already defined in 84% of the participating rail companies, with an additional 4% currently working on their development.

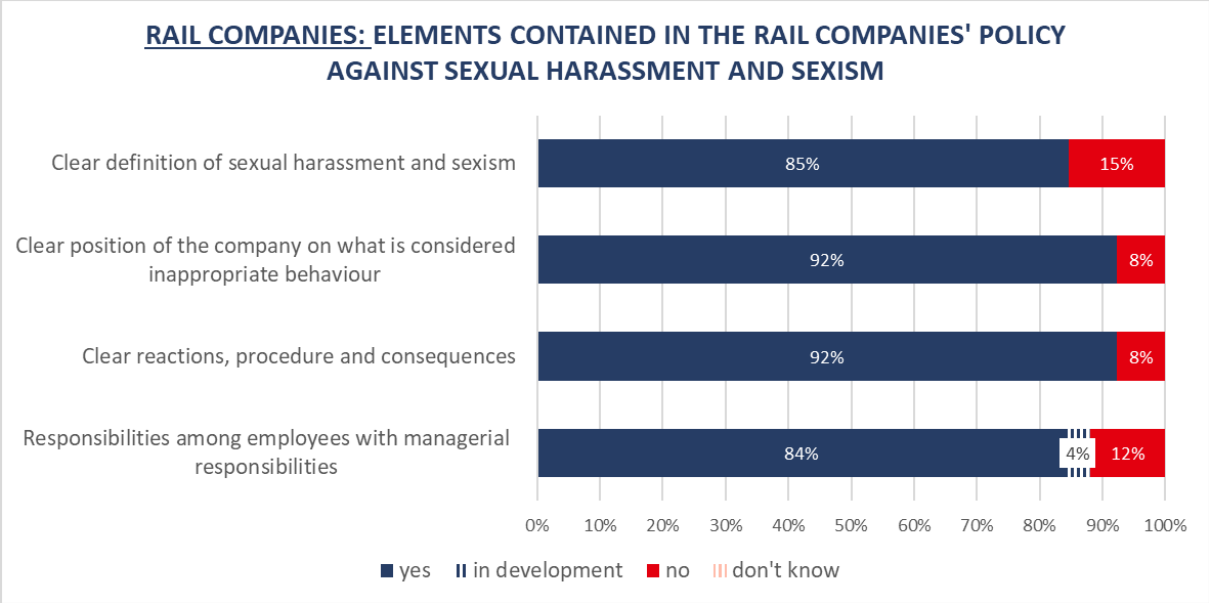


Figure 66, Source: L&R Database 'WIR_companies', n between 25 and 26

According to the surveyed trade unions, the contents of the rail companies' policies against sexual harassment and sexism are well known: All trade unions state their knowledge about clear definitions of sexual harassment and sexism being included in the policies. Similarly, 93% of the surveyed trade unions are aware of clear positions of the rail companies on what is considered inappropriate behaviour, and 87% of clear reactions, procedures and consequences. Merely the assignment of responsibilities to combat sexual harassment and sexism within the management level was confirmed by a comparatively lower, yet still considerable share of surveyed trade unions (77%).

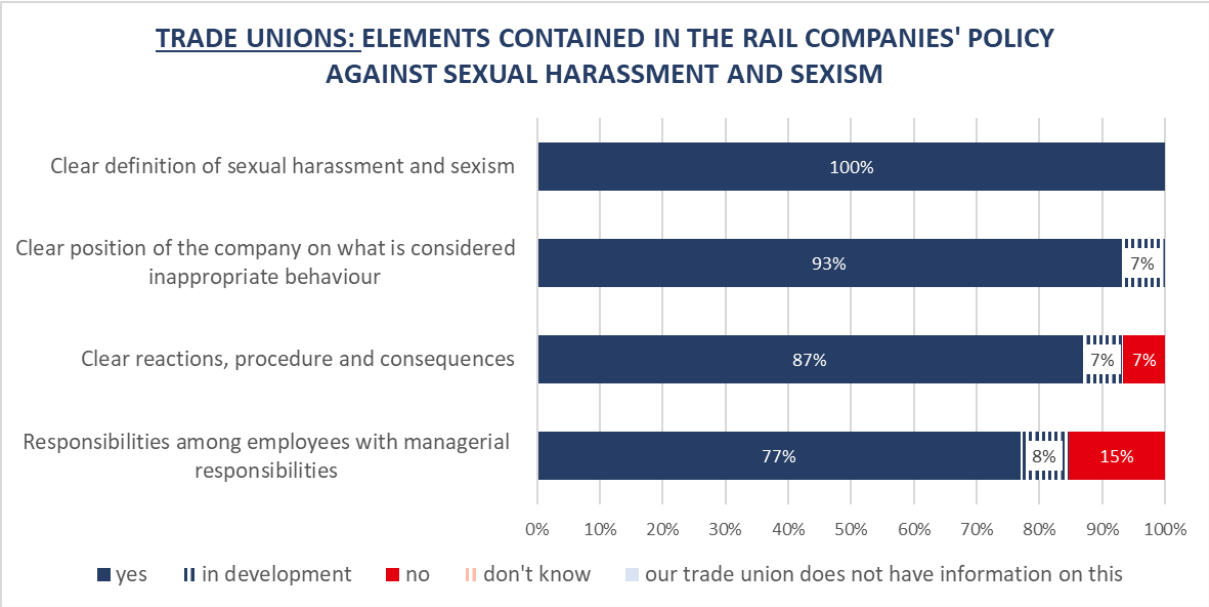


Figure 67, Source: L&R Database 'WIR_trade_unions', n between 13 and 15

MEASURES AGAINST SEXUAL HARASSMENT AND SEXISM IN RAIL COMPANIES

The surveyed rail companies however do not stop at adopting policies against sexual harassment and sexism, but also to a great extent design and implement concrete measures to this end. The highest agreement among 89% of the surveyed rail companies was with the fact that granting privacy to victims when reporting an incident is of utmost importance. Furthermore, 82% of the companies have established a reporting office or person of trust for such incidents. Reporting systems for collecting data on sexual harassment and sexism as well as awareness-raising measures among all employees are also widespread measures among the surveyed rail companies, with shares of 68% and 75%, respectively. In comparison, fewer rail companies have monitoring mechanisms for procedures or measures against sexual harassment and sexism installed (64%).

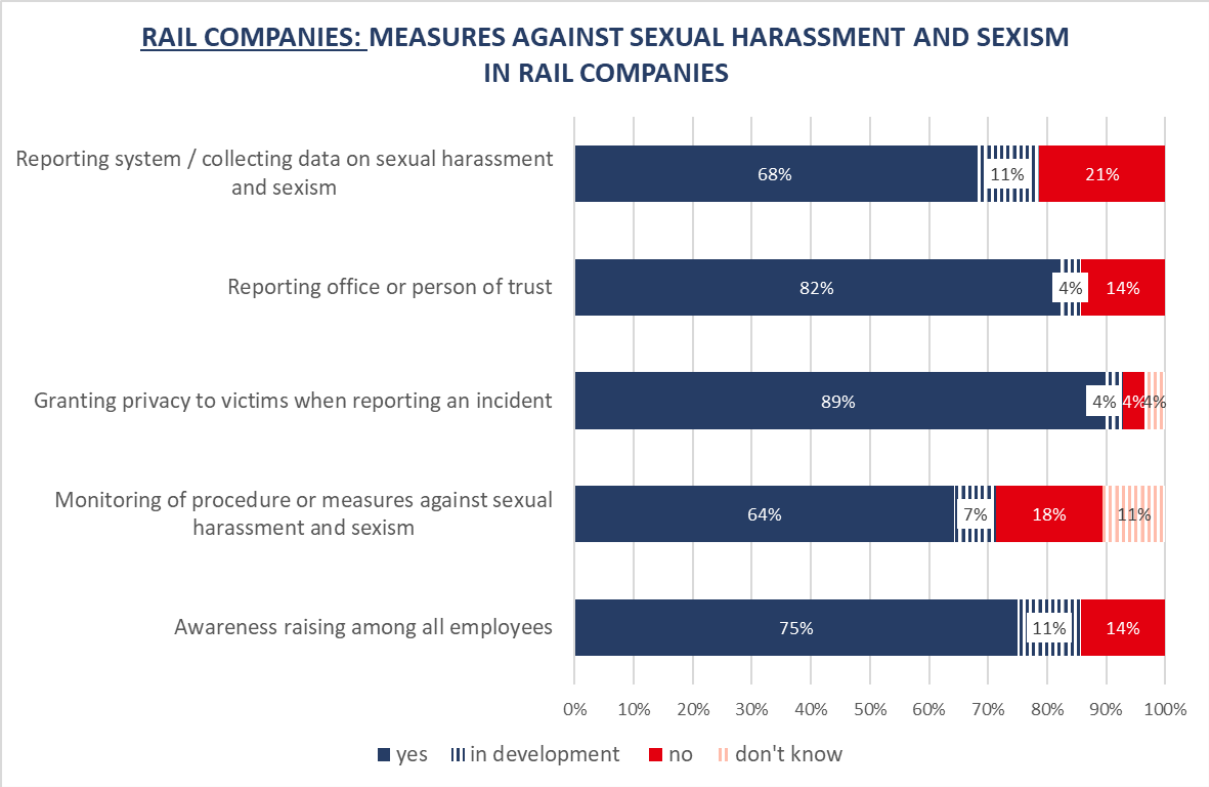


Figure 68, Source: L&R Database 'WIR_companies', n=28

The results of the trade unions' survey could confirm the implementation of these measures only to a small degree, with very high shares of trade unions indicating a lack of knowledge about such actions. Concerning monitoring systems against sexual harassment and sexism, only half of the surveyed trade unions could confirm their existence, with a striking 45% being unaware of such measures. Similarly, 55% of surveyed trade unions were able to confirm reporting systems for collecting data on sexual harassment and sexism being in place in rail companies, and a mere 45% could confirm awareness-raising efforts among all employees. On the other hand, 40% each again had no knowledge of such measures being implemented in the rail companies whose employees they represent. Somewhat higher scores were registered in connection with efforts to grant privacy to victims when reporting an incident, with 70% of trade unions corroborating this statement, and having a reporting office or person

of trust in the rail companies, as indicated by 60% of the surveyed trade unions. However, in both cases, 25% of the trade unions again had no knowledge of such actions within the rail companies.

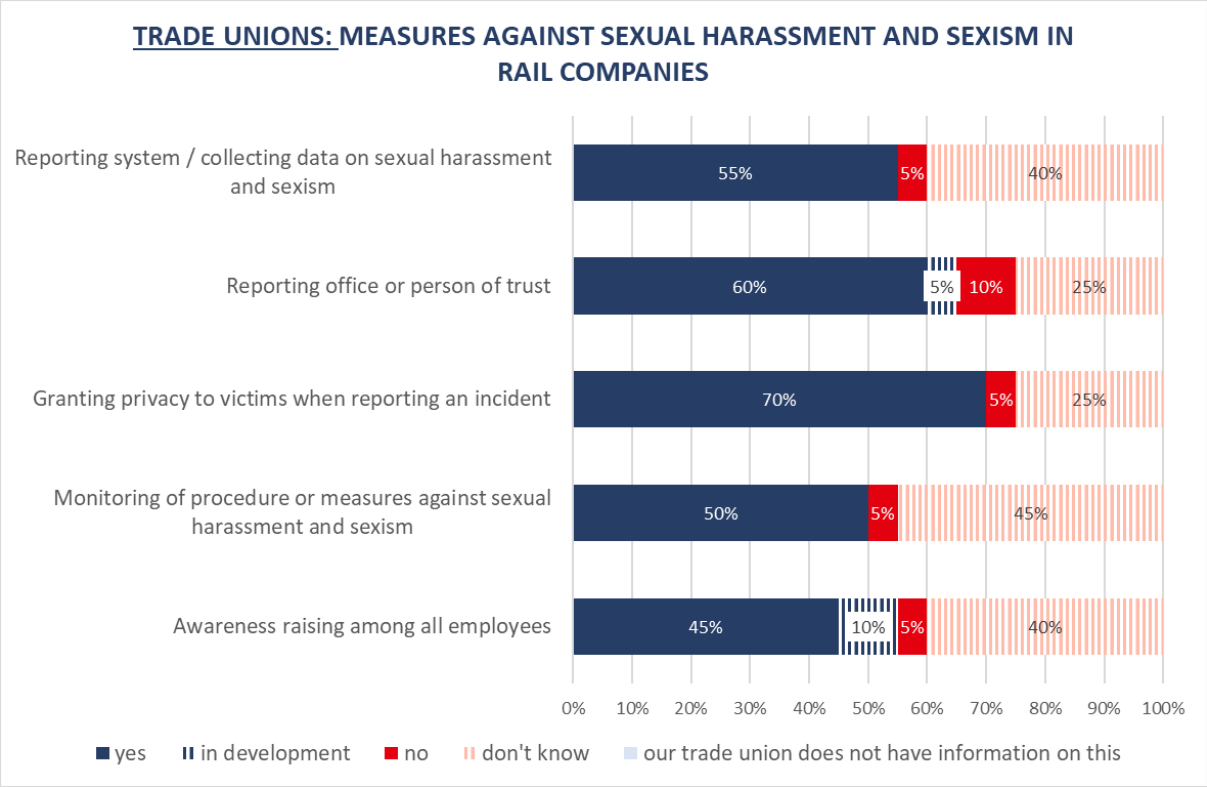


Figure 69, Source: L&R Database 'WIR_trade_unions', n=20

Below is an overview of the various measures taken by the surveyed rail companies, and selectively complemented by the trade unions participating in the survey.

EXAMPLES OF RAIL COMPANY MEASURES AGAINST SEXUAL HARASSMENT AND SEXIM

Reporting Systems and Trusted Contact Points

Anonymous or confidential reporting systems, including a dedicated inbox, internal reporting platforms (e.g. CIRAS, MyEthic), formal ethics committees (IÉ, Ireland; BDŽ Holding, Bulgaria; SNCF, France)

Designated persons of trust, such as equal opportunities officers, regional solution centres, or union-nominated harassment referents in employee councils (ÖBB, Austria; SNCF, France)

Psychological support services for victims of harassment or assault provided at the company level (ÖBB, Austria); with psychological support, medical services and social action department (SNCF, France)

Establishment of a consultation and reporting office in the company and definition of processes (SBB CFF FFS, Switzerland); with the Ethics department (SNCF, France)

Provision of a "Mental Health Support Program" including an individual psychosocial counselling, which is strictly confidential, available around the clock and without counselling fees; access to

confidential lawyers (ombuds office) to discuss various topics including sexual harassment; threat management including 24/7 hotline for all employees with provision of immediate assistance in emergency situations and support services in other cases (DB, Germany)

Awareness Raising and Anti-Harassment Campaigns

Internal communication campaigns to raise awareness about sexual harassment, sexism, and inappropriate behaviour, using posters, flyers, videos, testimonials, or leadership messages (ÖBB, Austria; SNCF, France; CFL Group, Luxembourg; SNCB/NMBS, Belgium)

CEO-led or top-management supported initiatives, such as public statements or video addresses (SNCF, France; ÖBB, Austria)

Campaigns on workplace respect and inclusion, addressing broader themes such as discrimination, conflict resolution, and respectful communication (SNCB/NMBS, Belgium; SNCF, France)

Poster campaigns and visual reminders in the workplace about respectful conduct (SNCF, France)

Guide on domestic violence and company-wide events with conferences on 25 November (SNCF, France)

Training and Onboarding

Mandatory or voluntary e-learning modules, webinars, or specific awareness training sessions for all employees and managers on topics such as sexual harassment and respectful behaviour (ÖBB, Austria; SNCF, France; CFL Group, Luxembourg; BLS, Switzerland; FS Italiane, Italy; DB, Germany)

Dignity & respect workshops: Conducted nationwide to address workplace behaviour standards (IÉ, Ireland)

Inclusion of harassment-related content in onboarding programs and manager training (CFL Group, Luxembourg); and also for new recruits (SNCF, France)

Training for internal gender diversity officers on how to respond to employees who are victims of or witnesses to gender-based and sexual violence (SNCF, France)

Policy Updates and Ethics Procedures

Regular updates of internal policies and procedures regarding harassment and discrimination (CFL Group, Luxembourg; SNCF, France)

Ethics committees that are convened to handle employee or union-submitted complaints (BDŽ Holding, Bulgaria; SNCF, France)

Specific rules prohibiting inappropriate content, e.g. the ban on pornographic posters/images in the workplace (CFL Group, Luxembourg)

Development and publication of an action guideline to tackle sexual harassment (DB, Germany)

Regular training sessions and workshops that can be attended by managers and employees to recognize, prevent and intervene in cases of discrimination and sexual violence (DB, Germany)

Appointment of sexual harassment officers in all work councils (SNCF, France)

Support measures for employees who are victims of domestic violence (granting of three days' exceptional paid leave to file a complaint, emergency accommodation, support from internal social workers, etc.) (SNCF, France)

Surveys and Monitoring

Annual employee surveys (e.g. “Employee Voice”) including specific questions on psychosocial risk factors, violence, and harassment, followed by data-based action planning (LTG, Lithuania)

Conduction of a full survey on discrimination, bullying, and sexism in 2023; anchoring of the code of conduct in the contract (SBB CFF FFS Switzerland)

Conducting an internal barometer on gender-based and sexual violence since 2015, raising awareness among 100% of management committees, targeted workshops and conferences organized throughout the year, rollout of e-learning mandatory for all employees, zero-tolerance policy campaign, virtual reality awareness workshops, prevention guide for reporting and dealing with sexist and sexual behaviour (SNCF, France)

Partnerships and External Engagement

Participation in international campaigns like “Orange the World” or “16 Days of Activism against Gender-Based Violence,” often involving internal discussion rounds and partnerships with external support centres (ÖBB, Austria)

Partnerships with the association “OneInThreeWoman” to support the fight against domestic and intra-family violence, with the “Fondation des Femmes” (SNCF, France)

Following up on the example cited by the Italian rail company Ferrovie dello Stato Italiane (FS Italiane), the trade union FILT CGIL (Federazione Italiana Lavoratori Transporti CGIL) reported own efforts to involve the rail company more in actions with respect to the issue of sexual harassment and sexism through joint projects with external organisations or group that are sensitive to this topic.

Moreover, the Luxembourgish trade union FCPT-SYPROLUX confirmed the statements of the rail company CFL that having updated their internal procedures on the subject of discrimination and harassment in 2024, but also having conducted large communication campaigns to prevent sexual harassment and sexism, are among other some of the most important achievements in this area, and that the Luxembourgish rail company Société Nationale des Chemins de Fer Luxembourgeois (CFL) must also be credited in this regard.

INSPIRING PRACTICES: PREVENTING SEXUAL HARASSMENT AND SEXISM

SNCF (FRANCE): ACTION PLAN TO TACKLE SEXISM

Target group(s) of the measure / activity: All employees

Timeline for implementing the measure / activity: Three-year action plan (November 2022 to November 2025)

Description:

ACCELERATING AWARENESS: Raising awareness about sexism as well as gender-based and sexual violence.

o National awareness campaign to raise awareness with a lot of posters concerning sexism

o 100% of SNCF Boards of directors trained in the "Mixité en jeu" workshop by the end of 2024 to understand gender diversity issues, share best practices, and implement action plans within their teams.

o Mandatory awareness-raising e-learning module (accessible and simple) for all employees.

FREEDOM OF SPEECH: Strengthen our reporting mechanisms

o Reporting process for gender-based and sexual violence to improve how reports are listened to and handled

o Guide to help handle reports of sexual harassment and sexist behaviour, with training of the Work council Sexual Harassment representatives

o Anonymous professional alert platform to empower people to speak up

ESTABLISH THE PRINCIPLE OF ZERO TOLERANCE on sexism and gender-based and sexual violence

o Video statement by the SNCF' CEO Jean-Pierre Farandou and the other CEOs of SNCF companies on the principle of zero tolerance

o Communication on the number of disciplinary measures taken.

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

An internal survey addressing sexism and gender-based and sexual violence in the workplace has been conducted every two years since 2015. The last survey conducted in January 2025 among a sample of SNCF employees who are representative for the entire SNCF workforce showed among others the following impacts of the action plan:

- A majority of employees have noticed positive changes in the behaviour of staff within their entity (fewer comments, less sexist attitudes, etc.)

- A majority of employees recognize the usefulness of the actions taken by the company.

Weblink:Sexisme : zéro tolérance à la SNCF - YouTube

FS GROUP / CPO EQUAL OPPORTUNITY COMMITTEE (ITALY): CODE OF CONDUCT ON SEXUAL HARASSMENT IN THE WORKPLACE

CPO is a joint company-trade unions body composed by six components from the different companies of FS Group and six components from trade unions

Target group(s) of the measure / activity: All the Employees of FS Group Companies that apply the FS Group collective agreement.

Timeline for implementing the measure / activity: The Code of Conduct has been already implemented in all his parts: information, training, disseminations, identification and the appointment of the Confidential Counsellor.

Every year, in January, the Confidential Counsellor sends a report to the CPO (Equal Opportunity Committee) with the details, numerical and divided by geographical area, of the cases dealt with in the previous year. The same Committee, after the appropriate evaluations of the data, sends the report's summary to the Director of Human Resources, with the relative proposals for new initiatives regarding sexual harassment in the workplace. The Human Resources of FS Italiane continuously promotes throughout the year initiatives to raise awareness and knowledge on the issue of sexual harassment in the workplace and to disseminate the role of the Confidential Counsellor.

Description:

- The Confidential Counsellor: help desk activities (in person and online): listening (people who turn to the Counsellor to receive suggestions on how to manage the situation from a psychological and legal point of view and deal with colleagues and managers); actions (confrontations with alleged harassers, with managers, to evaluate the situation and the incident to activate, if necessary, general actions on the work team, etc.); promotion of solutions to stop the incident and to prevent it for the future;

- awareness-raising activities on the subject of sexual harassment in the workplace (promotions on the company intranet, distribution of information posters among staff);

- training of the managers on the topic;

- meetings in the territory (throughout Italy) to inform and promote the importance of the role of each person in ensuring safe workplaces free from sexual harassment and the importance of the Confidential Counsellor as a garrison for the activation of the informal procedure.

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

In 2024 alone, the Confidential Counsellor was directly involved by workers 54 times for requests to be listened to (Help Desk activity), an increase compared to previous years, demonstrating that the

dissemination activity of the garrison has brought the phenomenon to light and given concrete answers to the needs of the FS Italian Group staff.

After 5 years of activity, the data shows that knowledge of the figure of the Counsellor has increased significantly among workers. The synergic work between the CPO, the Confidential Counsellor and the People Care Structure has allowed in recent years:

- the dissemination of the Code of Conduct;

- the creation of a relational network between National and territorial CPOs, for the identification of critical situations and for the dissemination throughout the National territory of the Listening and Support Desk;

- the development and implementation of "Learning Pills", to raise awareness among staff on the issue of sexual harassment in the workplace and to illustrate the role of the Confidential Counsellor and the methods of access to the Services.

ÖBB (AUSTRIA): "WE ARE PAYING ATTENTION"/ "WIR SCHAUEN HIN" - INTERNAL CAMPAIGN AGAINST SEXUAL HARASSMENT

Target group(s) of the measure / activity: Overall company: employees, executives, top management

Timeline for implementing the measure / activity: Internal Campaign: Begin Sept 2024 till Sept 2025

Description: Content: Commitment of the entire company against sexual harassment in the workplace

Activity: Posters with testimonials from top management and employees, use of digital screens, handouts for leaders and employees, training and deep dives for leaders and employees, e-learning, events, and discussions.

Findings: Impact of the measure / activity (e.g. based on reports, evaluations):

The basis is the equal treatment balance, with an increase in cases of sexual harassment, which is presented to the HR management and top management once a year.

The internal campaign aims to raise awareness and provide role security for those affected and for managers. The awareness-raising takes place at every regional location and includes all groups: from apprentices to executives.

The evaluation of the internal campaign will take place in September 2025.

Weblink Hinschauen statt wegsehen - ÖBB Konzern, Gleichbehandlung macht den Unterschied - ÖBB Konzern, Sexuelle Belästigung am Arbeitsplatz ein Thema? - ÖBB Konzern

VOLUNTARY INPUT OF THE TRADE UNION OF RAILWAYMEN AND TRANSPORT CONSTRUCTION WORKERS OF UKRAINE

The Trade Union of Railwaymen and Transport Construction Workers of Ukraine was invited to share its insights of the implementation of gender equality within the JSC 'Ukrainian Railways'. The company was also invited to participate, but asked for understanding that the war against Ukraine means that the railway and its employees are facing major problems and challenges on a daily basis, which is why other priorities must be pursued at present, such as the integration of people with war-related injuries and disabilities. But it was stressed, that the aim is supported.

The following insights reflect therefore the perspective of the trade union.

BACKGROUND INFORMATION AND MEASURES SET

As of 2025, Ukrzaliznytsia employs about 185,000 people, of whom 38% (71,000) are women. Compared to 2021 (the pre-war year), the number of employees reached 241 thousand, of which 96,000 were women, i.e. 39.9%. Since the union members include not only railway workers, but also subway workers and transport builders, the number of working women members of the union is now almost 77,000.

At Ukrzaliznytsia, anti-discrimination measures are regulated by the Code of Ethics and Business Conduct in the company implemented in December 2018. Its principles are mandatory for chairmen and members of the Supervisory Board, chairman and members of the Management Board, directors, other officials and employees.

In September 2021, Ukrzaliznytsia joined the Declaration on Gender Equality and the Prevention of Domestic Violence, initiated by the United Nations Population Fund in Ukraine (UNFPA). By doing so, the company has declared its intention to develop a policy to expand women's rights, gender equality and family-friendly attitudes. It is intended to promote the prevention of domestic violence and counteract gender-based violence in the workplace, as well as on trains and at railway stations.

Ukrzaliznytsia cooperates with the United Nations Population Fund (UNFPA) to implement gender-sensitive approaches in the company's work. The main objectives of this cooperation include creating conditions for decent work and equal employment, implementing family-friendly policies and contributing to the prevention of domestic violence.

To prevent diseases and detect illnesses at early stages, all railways have equipped women's health centres.

The vast majority of Ukrzaliznytsia's structural units and railway transport enterprises have established records of female employees in preferential categories, such as those with two or more children under 15 or a child with a disability, and single mothers are granted social paid leave.

In the Trade Union of Railwaymen and Transport Construction Workers of Ukraine, anti-discrimination measures are provided for in clause 4.1 of the Statute - all members of the trade union have equal rights. Clause 3.10 also provides for the retention of membership in the union in the event of temporary suspension of employment due to childcare or care for a sick or disabled family member.

As of the end of 2024, 4,111 employees at Ukrzaliznytsia were on parental leave, compared to 6,205 at the beginning of 2022.

In its work, the trade union is guided by the Trade Union Policy Concept for Improving the Socio-Economic and Legal Protection of Women, adopted in 2009, the main areas of which are: employment, labour protection, health care, family responsibilities and child-rearing.

The trade union is also actively working to introduce women into elected trade union bodies through gender quotas.

When drafting sectoral agreements and collective bargaining agreements, measures are developed to align working and living conditions for women with relevant state standards and industry norms. For example, some collective bargaining agreements provide women with financial support for large families.

GOALS FOR IMPROVING THE EMPLOYMENT SITUATION OF WOMEN

1. Enhancing trade union oversight of:
    - compliance with labour legislation concerning women's employment, ensuring the full provision of annual and social leave, and preventing discrimination in remuneration;
    - observance of working and rest time regulations for women;
    - compliance with occupational health and safety legislation for women, including the creation of proper working, sanitary and welfare conditions, the provision of standard-compliant special footwear and clothing, and the arrangement of hygiene facilities for women.
2. Encouraging the appointment of women to managerial positions.
3. Resuming professional skills competitions for women.
4. Promoting the railway profession among the general public, with a particular emphasis on highlighting the role of women in this field, through information campaigns in the media, social networks, and other communication platforms.

MAIN OBSTACLES TO IMPROVING THE EMPLOYMENT SITUATION OF WOMEN IN THE RAILWAY SECTOR AND INCREASING THE PROPORTION OF WOMEN

- The existence of so-called «glass ceilings» – barriers that impede women's career development. Women who have the same or higher level of education and professional training as their male colleagues often remain in subordinate roles or, at best, reach the level of deputy manager.

- Unsatisfactory working conditions for women, including inadequate sanitary and welfare facilities in many of the company's structural units, and the absence of targeted measures to improve the workplace environment for female railway workers.
- Biased attitudes towards women's physical abilities, which limits their access to performing complex work on the railway or to technical professions.
- Lack of awareness among female pupils and students about professions in the railway sector, particularly in terms of technical specialities, and the absence of targeted information campaigns for this audience.
- Absence of mentoring programmes and support systems for women's professional development.
- Lack of detailed gender reporting in the company, as well as in-depth analysis of internal statistics from a gender perspective.

IMPORTANT MEASURES TO SET TO IMPROVE THE EMPLOYMENT SITUATION OF WOMEN AND INCREASE THE PROPORTION OF WOMEN IN THE RAILWAY SECTOR

- To overcome barriers to career advancement, it is advisable to implement comprehensive measures such as mandatory retraining or professional development programmes for women, especially those returning to work after maternity leave, and to support women in obtaining second higher education or pursuing postgraduate studies. These measures require the support of business leaders, additional funding and organisational resources.
- To improve working conditions for women, it is advisable to establish (where absent) and strengthen special commissions or offices within trade union committees focused on women's issues. Regular surveys should be conducted among female employees in various company divisions to assess their needs regarding working conditions, welfare facilities, and occupational safety. The findings should inform the development of annual enterprise work plans.
- Implement women's leadership development programmes across enterprises in the railway sector.
- Launch mentoring programmes and professional development support systems for women with the involvement of relevant commissions or representatives of trade unions.
- Conducting awareness-raising campaigns to promote railway professions among young people, organising presentations, open days and career guidance events at schools, colleges and higher education institutions.
- Disseminating to the public examples of successful professional development and career growth of women working in the railway sector.
- Continuation of the implementation of the company's gender strategy, with the involvement of a greater number of women in the planning and implementation processes.
- Introduction the practice of developing gender reporting, which involves an in-depth analysis of the company's internal statistics with regard to gender equality, as well as continuous monitoring of relevant indicators.

CONCLUDING REMARKS

With the signing of the European Social Partner Agreement on 'Women in Rail' in 2021, CER and ETF committed to promoting women's employment in the rail sector, to attract more women to the sector as well as to foster safety, career development opportunities and equal treatment in the workplace.

As part of the 'New Women in Rail Report', this survey is the first comprehensive assessment of the current situation in the European rail sector based on the agreed policy areas of the Women in Rail Agreement. The figures were collected for the year 2023 in order to get an idea of how the situation has developed during the second year after the agreement was signed. Based on the targets, principles and measures defined in this agreement, the previous chapters present facts and figures about the state of gender equality and the implementation of measures strengthening gender equality within the European Railway sector – both, from the perspective of the railway companies as well as trade unions.

A comparison with existing figures from 2018 – collected in the 6th Annual Report on the development of women's employment in the European railway sector – shows that the proportion of women has increased significantly in some key areas. At the same time, a closer look at the figures and measures to be implemented, as well as the inclusion of the trade unions' point of view, makes it possible to identify areas where further development is needed.

IN A NUTSHELL: The overall share of women in the railway sector, as well as shares in specific occupations, increased between 2018 and 2023: while in 2018 the average share of women was at 21%, the share was at 23% in 2023. The same development can be observed when focusing on specific occupations like locomotive drivers, traffic management or on-board personnel, or on the share of women in different levels of management. Even though it must be considered that not all the same companies were involved in both surveys, a positive trend can be assumed - albeit at a relatively modest level in some cases.

The survey shows that the implementation of corresponding measures varies depending on the policy area:

A general gender equality policy - written down in a document, located at the top management level - is reported by almost all companies. However, the specific elements of the gender equality strategies are sometimes questioned by trade unions, especially the issue of responsibility within the rail companies and that of specific measures (Policy Area 1: Overall Gender Equality Policy).

Policy Area 2 – targets for gender balanced representation - shows that less than a quarter of railway employees are women, with large differences between the employee groups: 5% of train drivers are women compared to 40% of on-board personnel. Women now make up just under 30% of top and middle management (28% and 29% respectively), and 34% of company boards. Around 60% of the companies have specific targets for the share of women, even more for the share of women in company management.

Recruitment – Policy Area 3 – reveals that the share of women amongst employees who joined the rail sector in 2023 lies slightly above the average overall share. 25% of the new recruits in 2023 were female (overall 23%); a quite similar pattern can be observed for most specific occupations. In this policy area, rail companies are particularly likely to have implemented specific PR measures, while training programmes for non-discriminatory recruitment are used somewhat less frequently.

The reconciliation of working and private life – Policy Area 4 – is somewhat more complicated to assess, also taking into consideration specific legal frameworks, despite a common EU Directive. 4% of female employees and 2% of male employees were on parental leave in 2023. Considering reintegration measures after leave periods, only around half of the companies have some in place. Although flexible working arrangements, the possibility to reduce working time and/or remote work are available in almost all surveyed rail companies, the situation for operational professions remains more complicated, as not all possibilities are available in all companies to specific groups of workers. In this regard, trade unions also see more need to support parents with caring responsibilities working shift work and/or in operational professions.

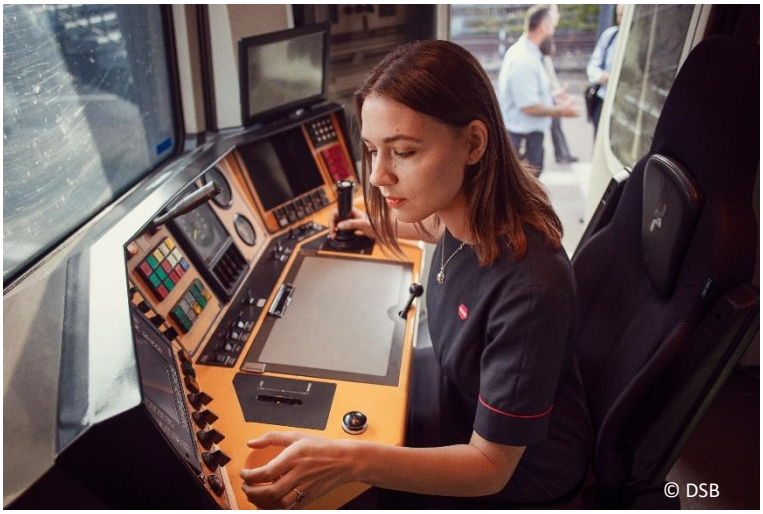
Concerning the careers development – Policy Area 5 – an internal female promotion rate of 25% indicates that women seem to be as equally supported to take further career steps as male colleagues, considering their overall representation in the railway sector. Nevertheless, there is room for improvement, as only around half of the surveyed rail companies implement specific measures to this end. Access to qualification is the approach which most of the companies emphasise they have implemented in regard to supporting women's career development. Nevertheless, the respective share of 26% women in initial vocational training and 23% in continuous training can be interpreted as a hint to strengthen these efforts.

The same might be concluded in regard to Policy Area 6: Equal pay and gender pay gap. While collecting actual data on the gender pay gap itself was not part of the survey, the question of corresponding monitoring measures was addressed. Monitoring the overall gender pay gap has been implemented by most of the surveyed rail companies, but with regard to the new EU Pay Transparency Directive, steps have already been taken or are planned in around half of the companies. Trade unions are particularly critical of the question of whether benefits are being monitored; only a few of the surveyed trade unions state that this is being monitored. Pay transparency measures are implemented by two-thirds of the companies, while another quarter is currently in the process of developing such measures. The overall assessment leads to the assumption that equal pay for equal work or equal work of equal value seems to be a topic still needing intensified efforts.

Occupational health, safety and work environment (Policy Area 7) is one of the areas of which the surveyed trade unions are much more critical. While many rail companies demonstrate a strong commitment to inclusive safety standards, sanitary facilities that meet privacy and safety standards for both women and men and have incorporated a gender perspective into occupational health and safety initiatives, more surveyed trade unions see their implementation not yet completed or lack any information on the topics. Nonetheless, rail companies as well as trade unions agree the provision of Personal Protective Equipment (PPE) for all genders is an issue which is implemented by most of the companies.

Finally, for Policy Area 8 – Preventing Sexual Harassment and Sexism – most surveyed rail companies agree that they have taken a policy against sexual harassment and sexism and have implemented specific measures, again having more sceptical voices from the trade unions side. All in all, the new Women in Rail Report indicates that many developments have been successfully initiated and are currently underway, and consequently that a mainly male-dominated field is gradually showing gender equality-oriented distributions. Nevertheless, in some areas and in particular in the core area of occupations pertaining to the railway sector, there is still little movement towards a gender equality-oriented

workforce structure, which points to the fact that appropriate initiatives are still lacking. Driving forward the implementation of the WiR Agreement, therefore, constitutes an important goal.



FACT-SHEETS: MEASURING DEVELOPMENT ON COMPANY LEVEL

One of the main aims of this report is to make the railway companies and their efforts to achieve greater gender equality visible and to capture developments in the coming years. In addition to the European level, the presentation at the company level is particularly helpful for measuring improvements.

Therefore, the following part will give insights in each participating company along selected Key Performance Indicators as well as measures taken per policy area. The aim of these fact sheets is not to compare individual companies, but to provide an overview per company that allows the long-term tracking and presentation of developments within the eight policy areas at company level.

In addition to company characteristics (such as country, number of employees, and business fields), key indicators are outlined for each policy area. Where data is missing, this is indicated accordingly ("missing data" or "n.d."). The following indicators are highlighted per company.

INDICATORS IN EIGHT POLICY AREAS

Policy Area 1:
Elements of company's policy for gender equality

Policy Area 2:
Share of women in company overall

Policy Area 3:
Share of women among entries (recruitment)

Policy Area 4:
Gender balance in part-time/parental leave and measures taken

Policy Area 5:
Gender balance in promotions/ trainings and measures taken

Policy Area 6:
Measures for equal pay and gender pay gap

Policy Area 7:
Measures for occupational health and safety

Policy Area 8:
Measures to prevent sexual harassment and sexism

LIST OF ALL COMPANIES

The fact sheets are presented for the following companies in alphabetical order by country.

COUNTRY	COMPANY NAME
Austria	ÖBB-Holding
Belgium	Eurostar
Belgium	Société Nationale des Chemins de Fer Belges/Nationale Maatschappij der Belgische Spoorwegen (SNCB/NMBS BELGIUM)
Czechia	České Dráhy (CD)
Denmark	Danske Statsbaner (DSB)
Estonia	Eesti Raudtee (EVR)
Finland	VR-Yhtymä Oy (VR Group)
France	Société Nationale des Chemins de Fer Français (SNCF)
Germany	Deutsche Bahn (DB)
Germany	e.g.o.o. Eisenbahngesellschaft
Germany	eurobahn GmbH Co. KG
Hungary	Magyar Államvasutak (MÁV)
Ireland	Iarnród Éireann (IÉ)
Italy	Ferrovie dello Stato Italiane (FS Italiane)
Italy	FNM Group
Lithuania	Lietuvos Geležinkeliai (LTG)
Luxembourg	CFL
Netherlands	Nederlandse Spoorwegen (NS)
North Macedonia	ŽRSM Infrastructure
Poland	Polskie Koleje Państwowe (PKP)
Serbia	ŽS Infrastructure
Slovakia	Železnice Slovenskej Republiky (ŽSR)
Slovakia	Železničná Spoločnost' Cargo Slovakia (ZSSK Cargo)
Slovakia	Železničná Spoločnosť Slovensko (ŽSSK)
Slovenia	Slovenske Železnice (SŽ)
Spain	Renfe Operadora (RENFE)
Switzerland	BLS
Switzerland	Schweizerische Bundesbahnen / Chemins de Fer Fédéraux Suisses / Ferrovie Federali Svizzere (SBB CFF FFS)
United Kingdom	Rail Delivery Group (RDG)

ÖBB-HOLDING (ÖBB)

AUSTRIA

40,452

employees

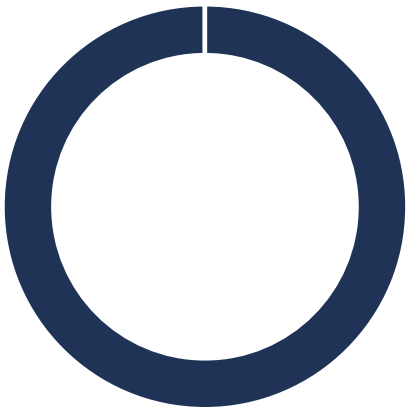
BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

15%

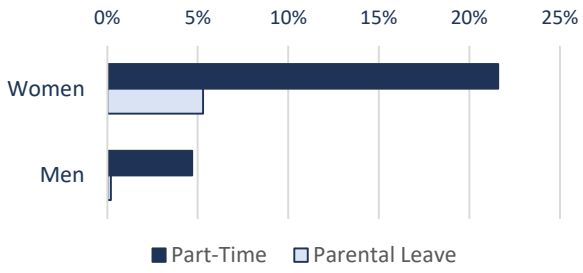
Share of women in company overall

POLICY AREA 3: RECRUITMENT

25%

Share of women among entries

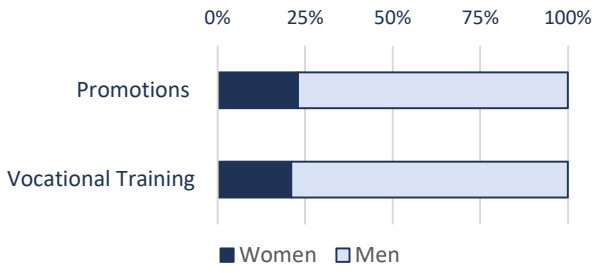
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

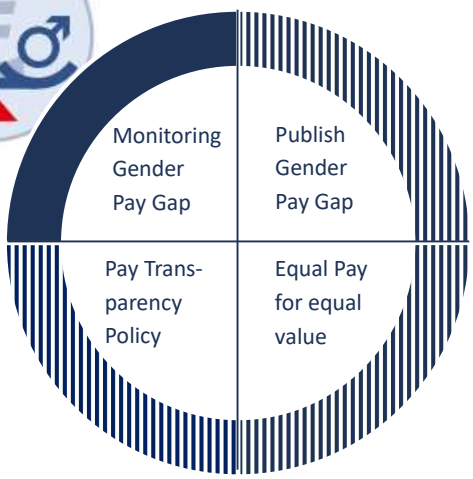
POLICY AREA 5: CAREER DEVELOPMENT



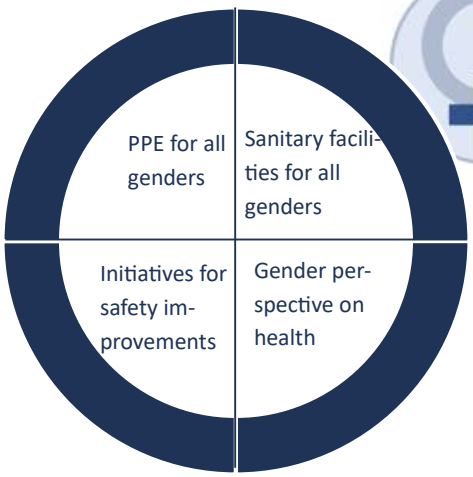
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

EUROSTAR

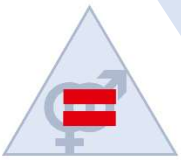
BELGIUM

2,691

employees

BUSINESS FIELDS

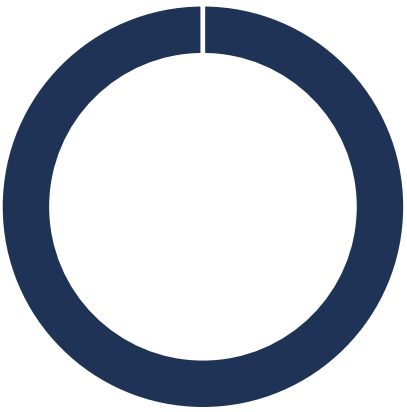
- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

36%

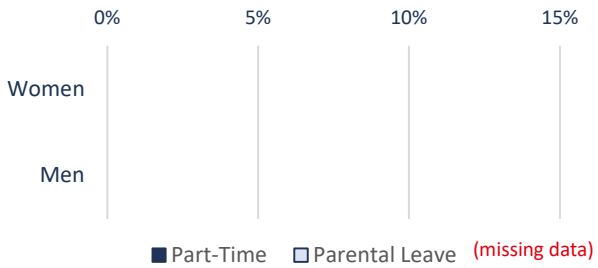
Share of women in company overall

POLICY AREA 3: RECRUITMENT

n.d.

Share of women among entries

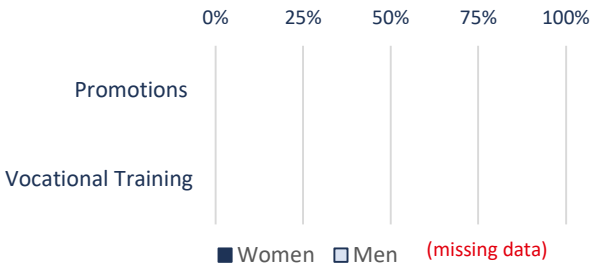
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

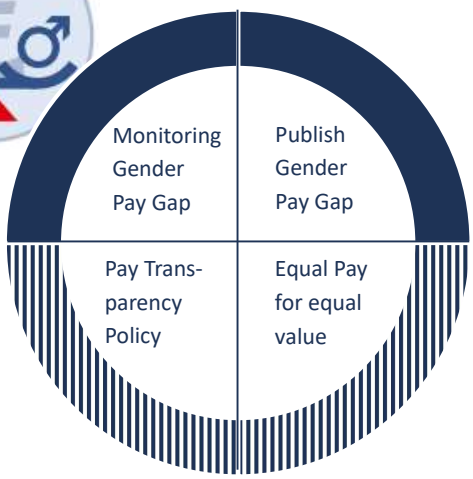
POLICY AREA 5: CAREER DEVELOPMENT



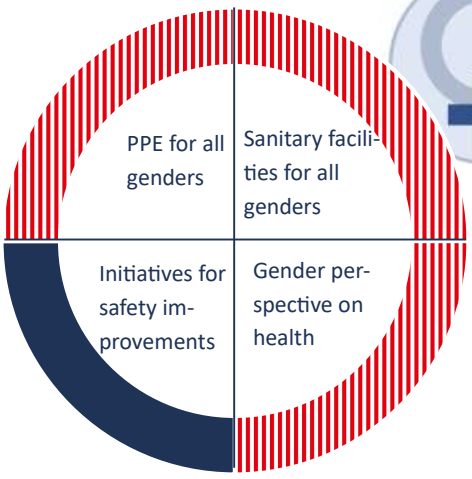
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- Monitoring of procedure / measures
- ✓ Awareness raising

SOCIÉTÉ NATIONALE DES CHEMINS DE FER BELGIQUE (SNCB)

BELGIUM

17,512

employees

BUSINESS FIELDS

- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
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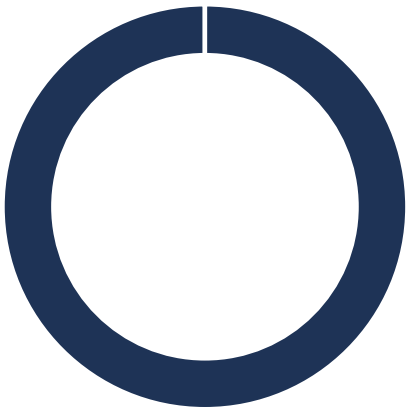


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

20%

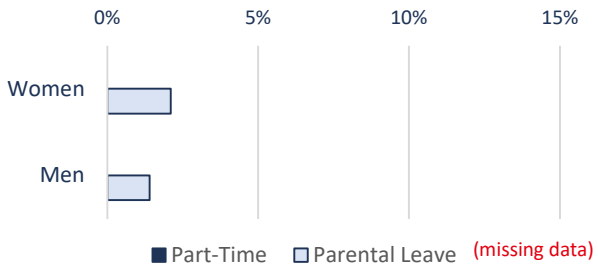
Share of women in company overall

POLICY AREA 3: RECRUITMENT

22%

Share of women among entries

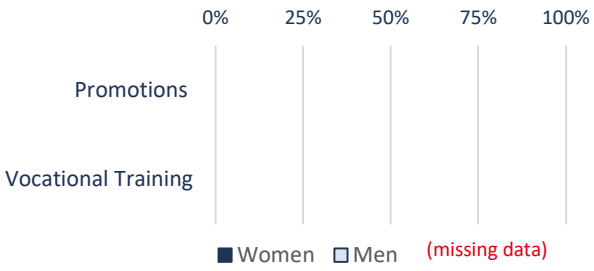
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

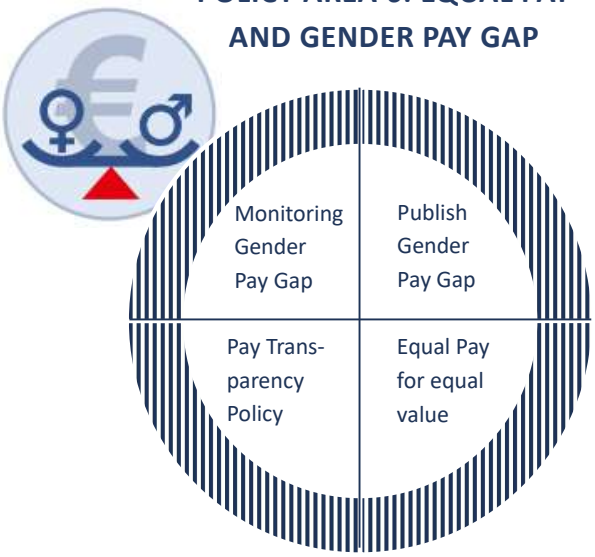
POLICY AREA 5: CAREER DEVELOPMENT



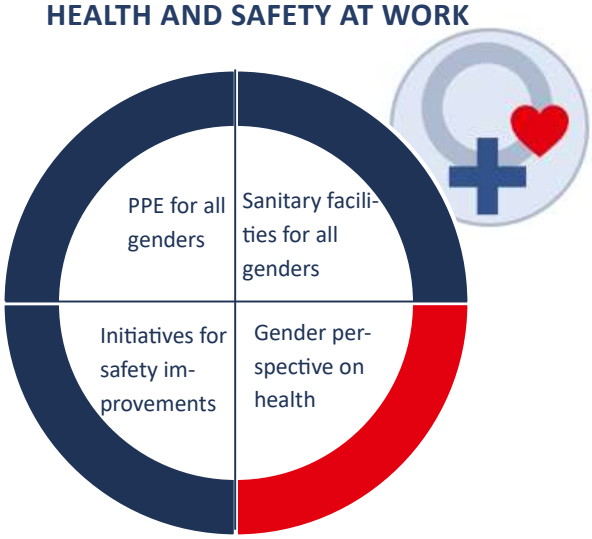
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

ČESKÉ DRÁHY (CD)

CZECH REPUBLIC

13,338

employees

BUSINESS FIELDS

- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

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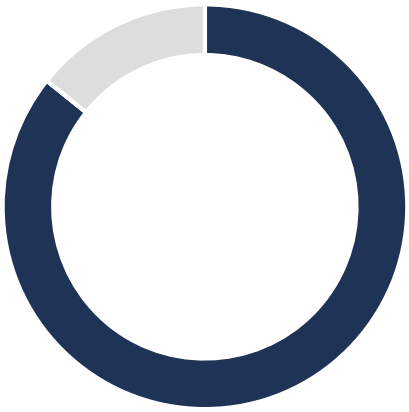


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

30%

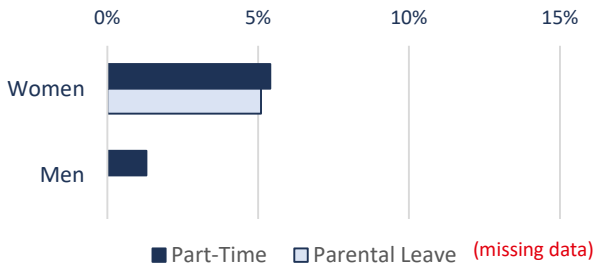
Share of women in company overall

POLICY AREA 3: RECRUITMENT

31%

Share of women among entries

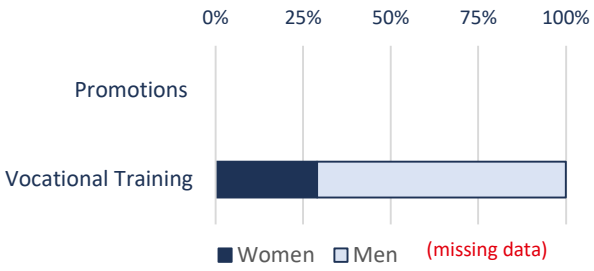
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

POLICY AREA 5: CAREER DEVELOPMENT



MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
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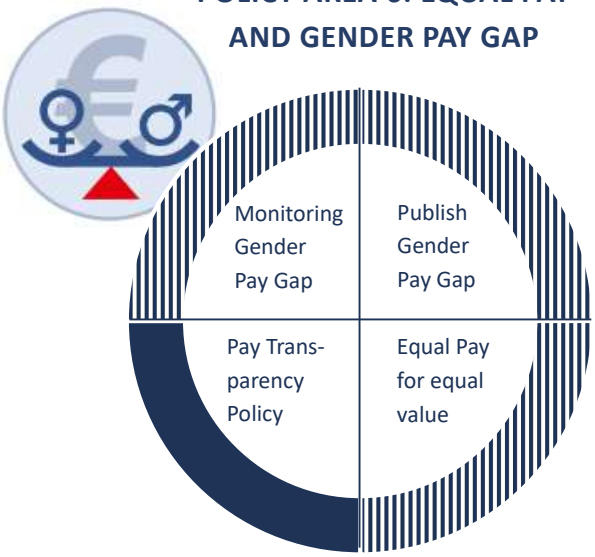
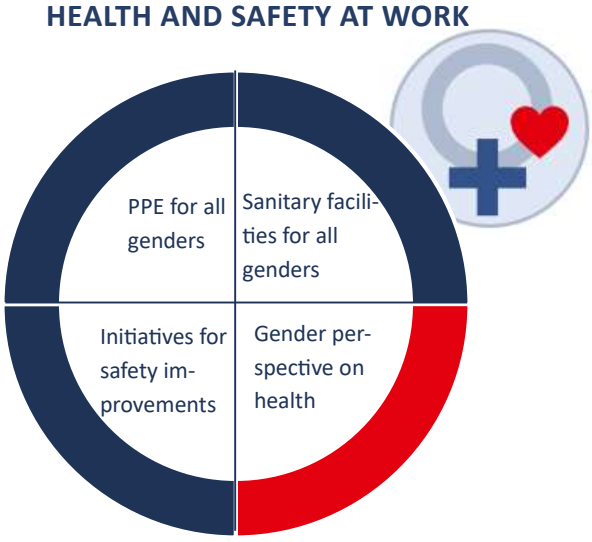
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

DANSKE STATSBANER (DSB)

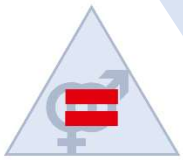
DENMARK

6,500

employees

BUSINESS FIELDS

- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

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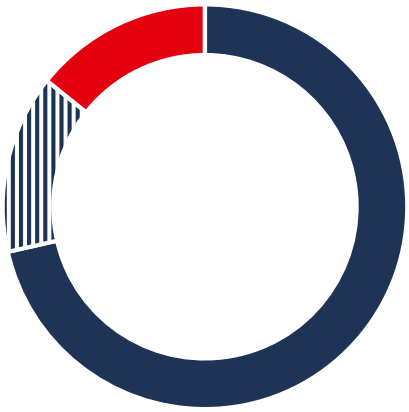


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

30%

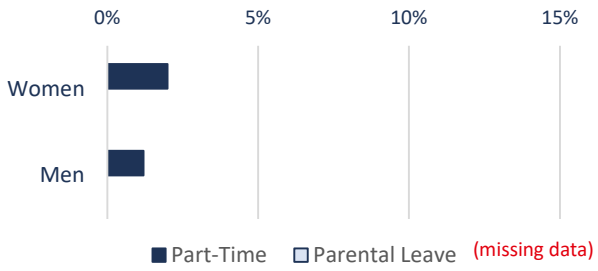
Share of women in company overall

POLICY AREA 3: RECRUITMENT

n.D.

Share of women among entries

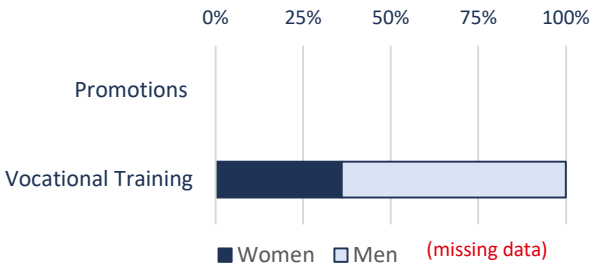
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- Reduction of working time
- ✓ Remote working arrangements

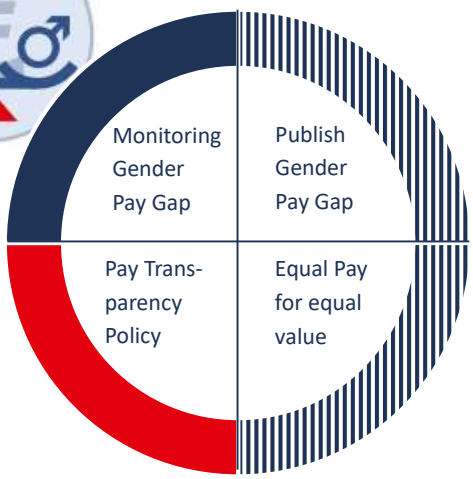
POLICY AREA 5: CAREER DEVELOPMENT



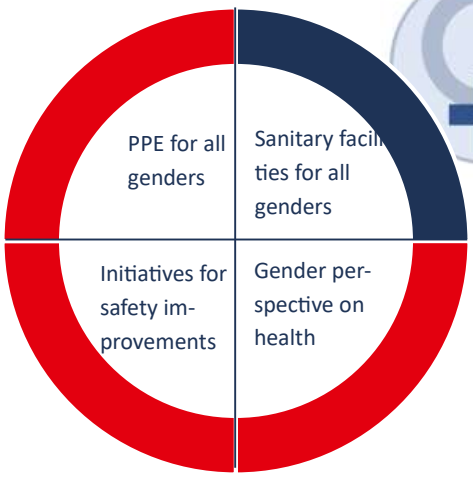
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- Awareness raising

EESTI RAUDTEE (EVR)

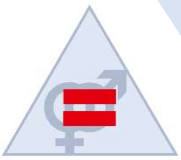
ESTONIA

703

employees

BUSINESS FIELDS

- Freight Transport
- Passenger Transport
- ✓ Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

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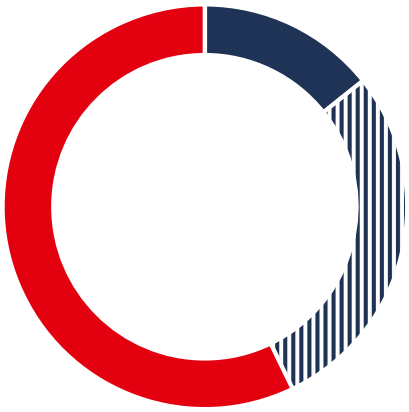


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

42%

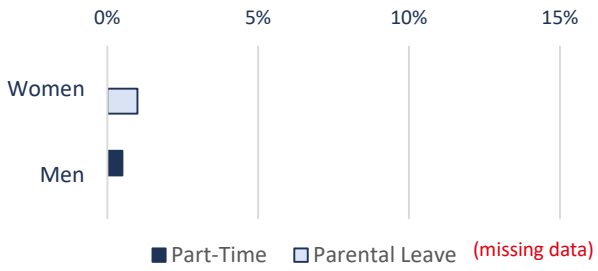
Share of women in company overall

POLICY AREA 3: RECRUITMENT

31%

Share of women among entries

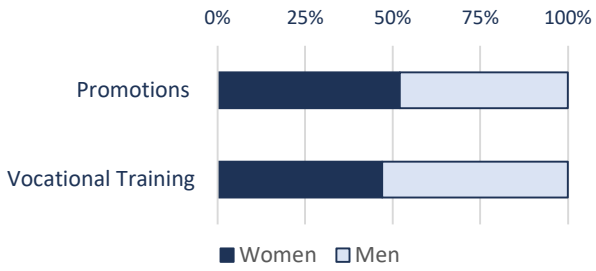
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

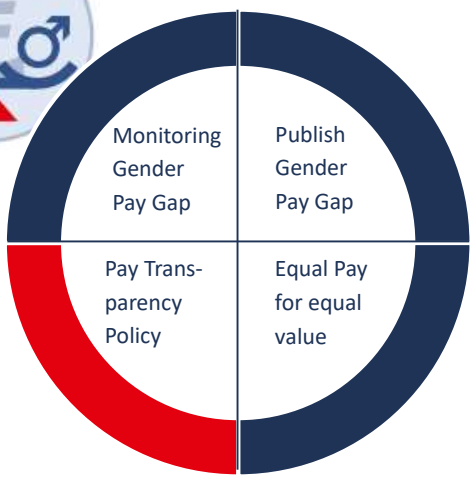
POLICY AREA 5: CAREER DEVELOPMENT



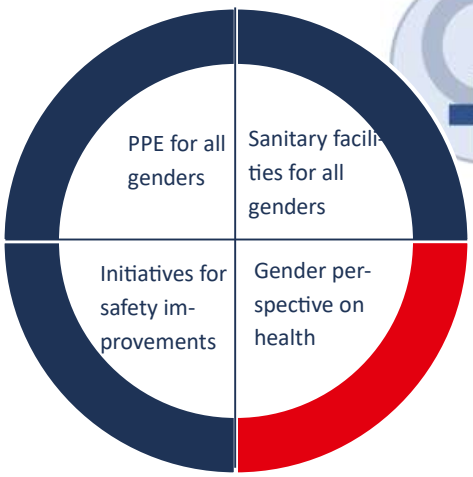
MEASURES TAKEN

- Internal mentoring programmes
- ✓ Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- Reporting office / person of trust
- ✓ Granting privacy to victim
- Monitoring of procedure / measures
- Awareness raising

VR-YHTYMÄ OY (VR GROUP)

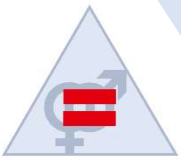
FINLAND

8,416

employees

BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding



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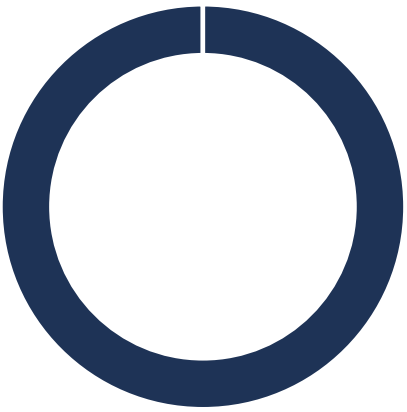


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

21%

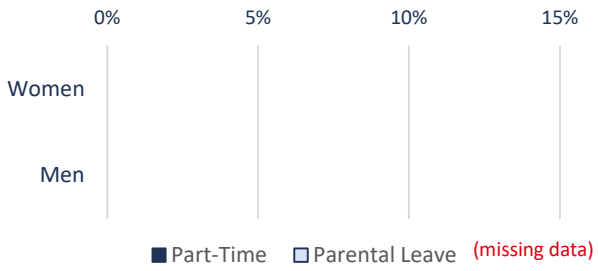
Share of women in company overall

POLICY AREA 3: RECRUITMENT

n.d.%

Share of women among entries

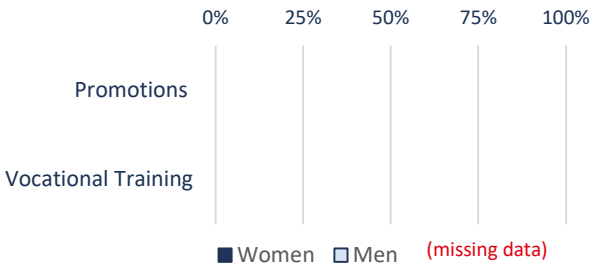
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

POLICY AREA 5: CAREER DEVELOPMENT



MEASURES TAKEN

- Internal mentoring programmes
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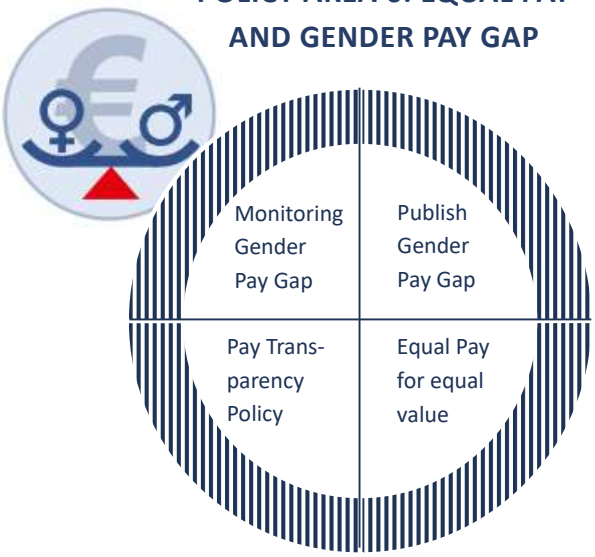
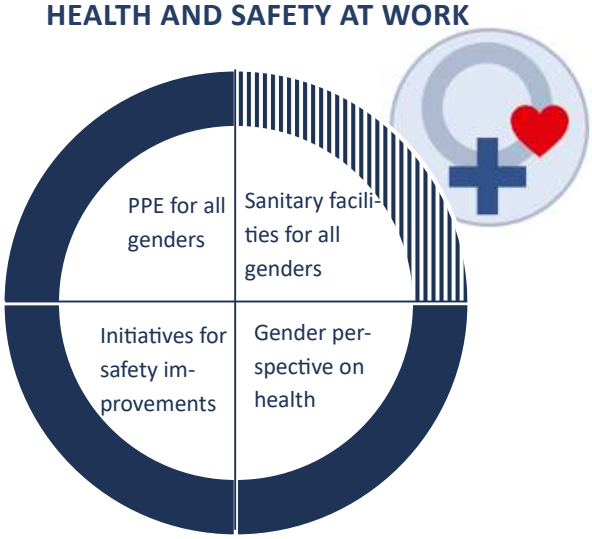
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

SOCIÉTÉ NATIONALE DES CHEMINS DE FER FRANÇAIS (SNCF)

153,456
employees

BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

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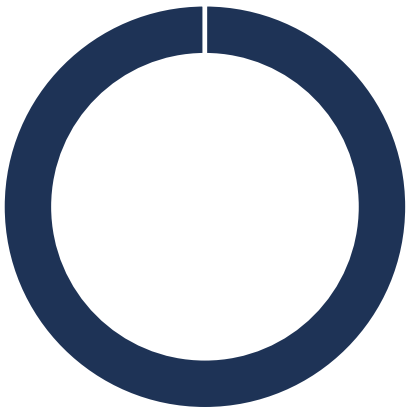
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

23%

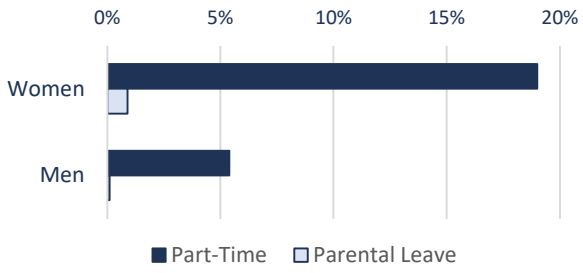
Share of women in company overall

POLICY AREA 3: RECRUITMENT

21%

Share of women among entries

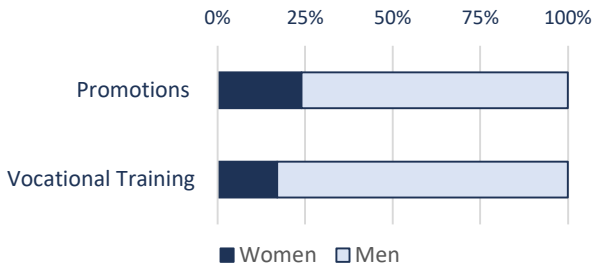
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

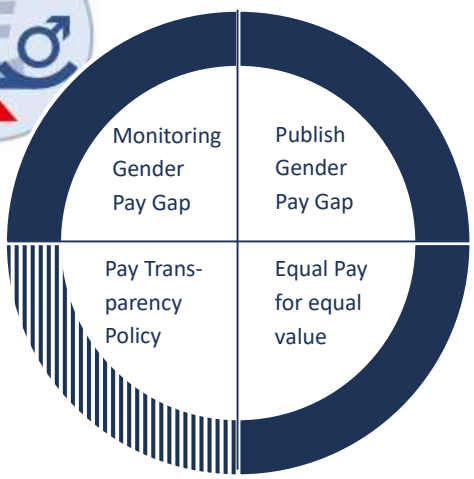
POLICY AREA 5: CAREER DEVELOPMENT



MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK

yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

DEUTSCHE BAHN (DB)[1]

GERMANY

231,080

employees

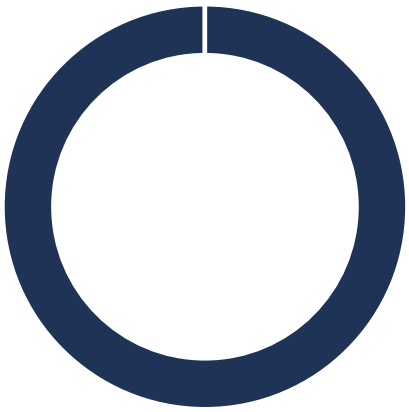
BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

24%

Share of women in company overall

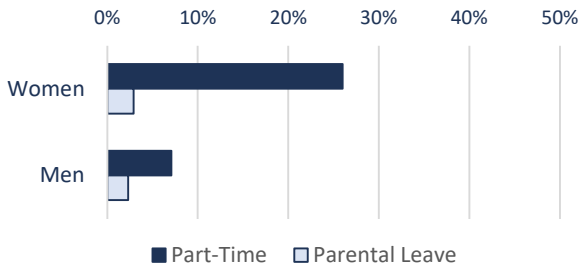
POLICY AREA 3: RECRUITMENT

27%

Share of women among entries

[1] According to Deutsche Bahn Integrierter Bericht 2023, Region Deutschland

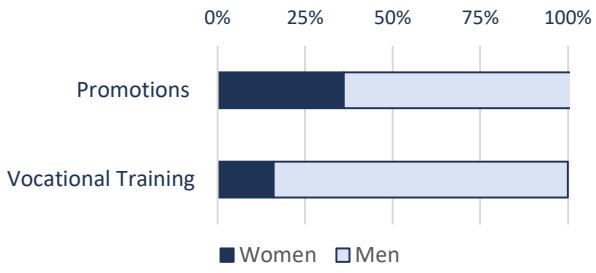
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

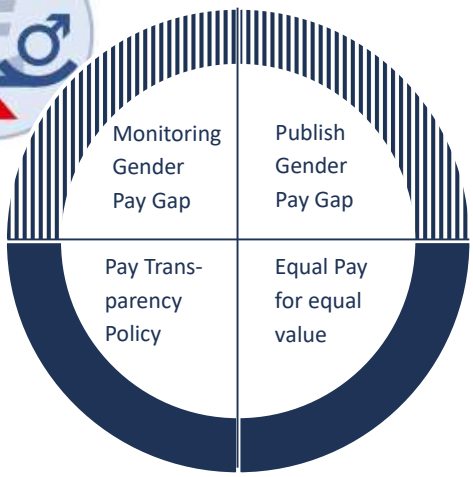
POLICY AREA 5: CAREER DEVELOPMENT



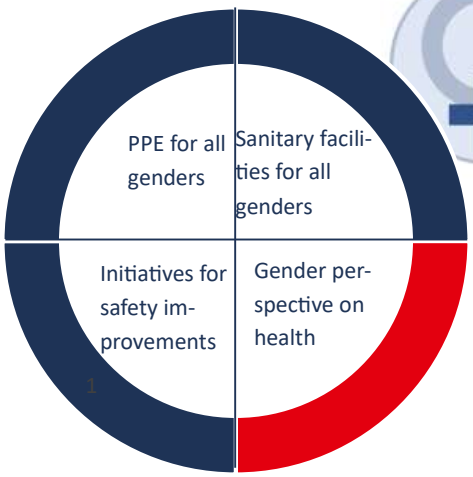
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

EISENBAHNGESELLSCHAFT OSTFRIESLAND – OLDENBURG (E.G.O.O)

GERMANY

55

employees

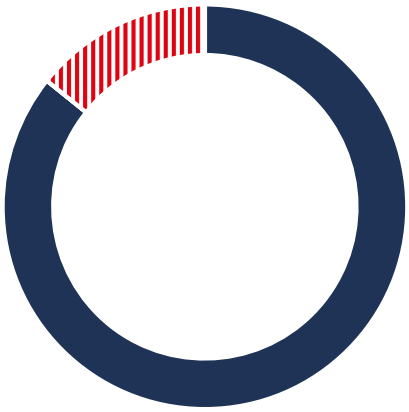
BUSINESS FIELDS

- ✓ Freight Transport
- Passenger Transport
- Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

16%

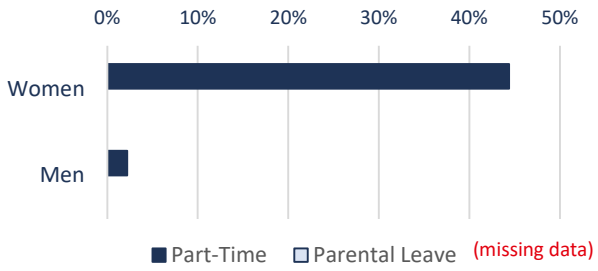
Share of women in company overall

POLICY AREA 3: RECRUITMENT

0%

Share of women among entries

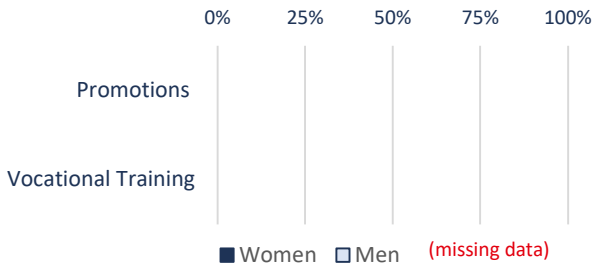
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

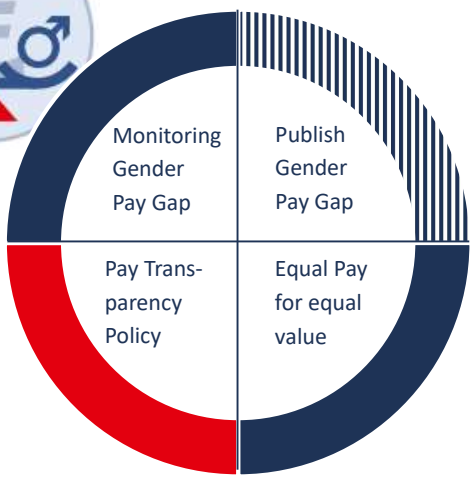
POLICY AREA 5: CAREER DEVELOPMENT



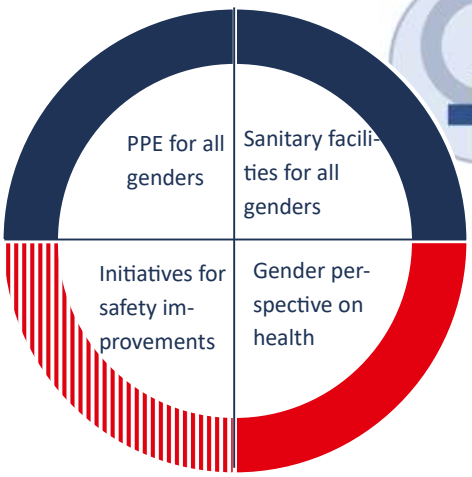
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- Monitoring of procedure / measures
- ✓ Awareness raising

EUROBAHN GMBH CO KG

GERMANY

866

employees

BUSINESS FIELDS

- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation

yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

19%

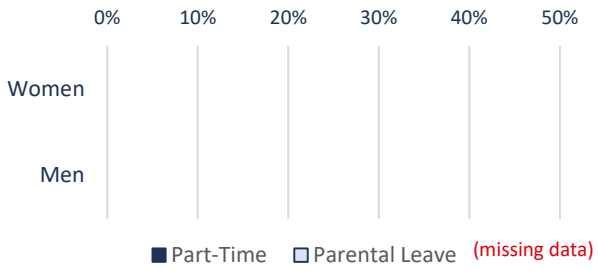
Share of women in company overall

POLICY AREA 3: RECRUITMENT

19%

Share of women among entries

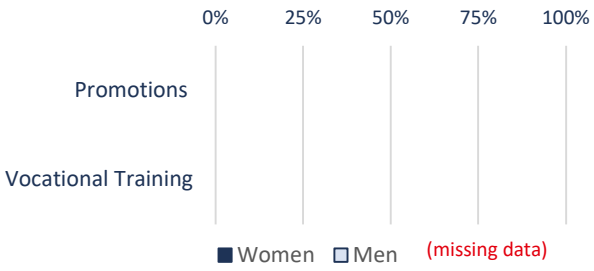
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- Remote working arrangements

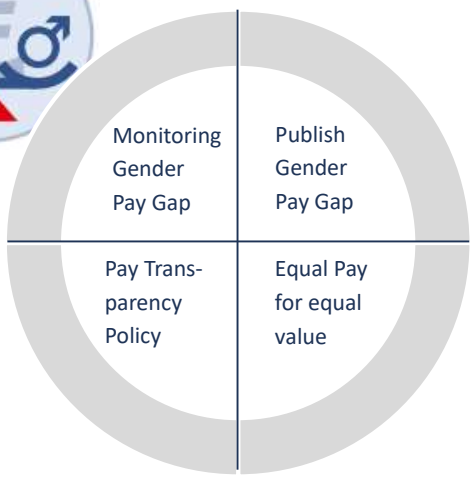
POLICY AREA 5: CAREER DEVELOPMENT



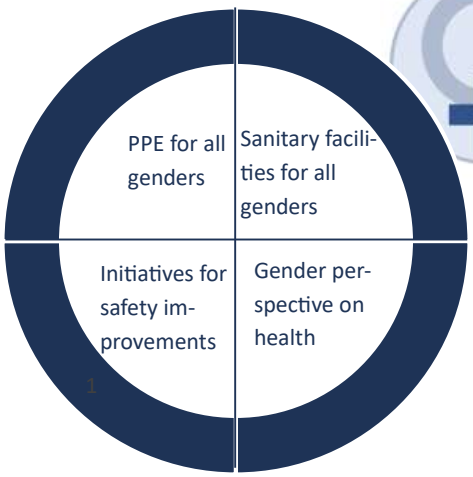
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- Reporting office / person of trust
- Granting privacy to victim
- Monitoring of procedure / measures
- Awareness raising

MAGYAR ÁLLAMVASUTAK (MÁV)

HUNGARY

16,734

employees

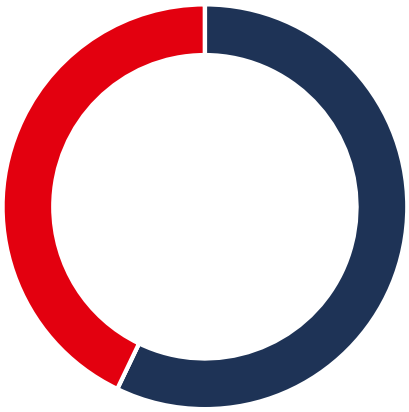
BUSINESS FIELDS

- Freight Transport
- Passenger Transport
- ✓ Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

19%

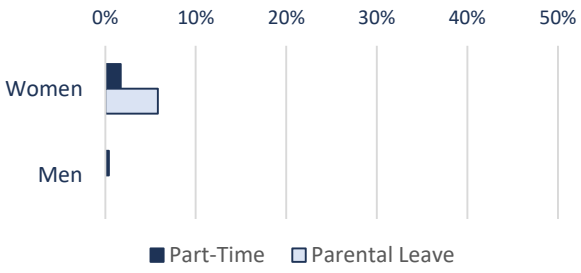
Share of women in company overall

POLICY AREA 3: RECRUITMENT

20%

Share of women among entries

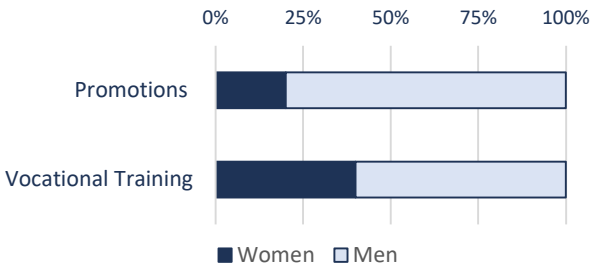
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- Remote working arrangements

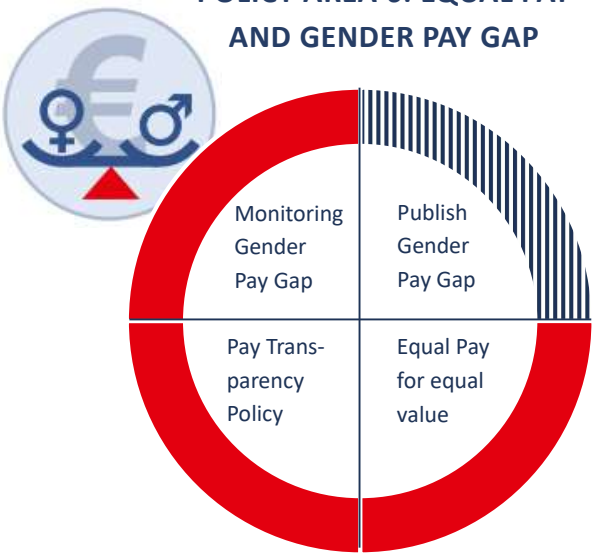
POLICY AREA 5: CAREER DEVELOPMENT



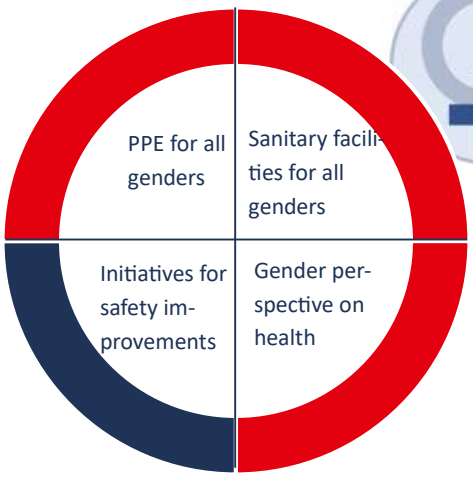
MEASURES TAKEN

- Internal mentoring programmes
- ✓ Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

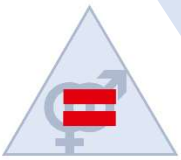
- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

IARNRÓD ÉIREANN (IÉ)

4,689
employees

BUSINESS FIELDS

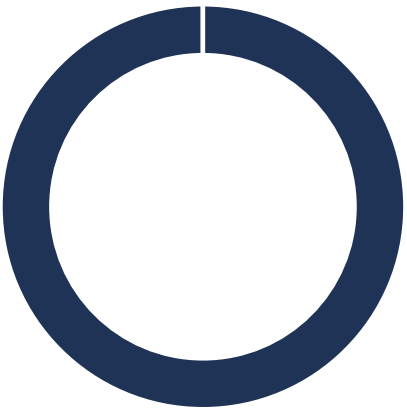
- Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

12%

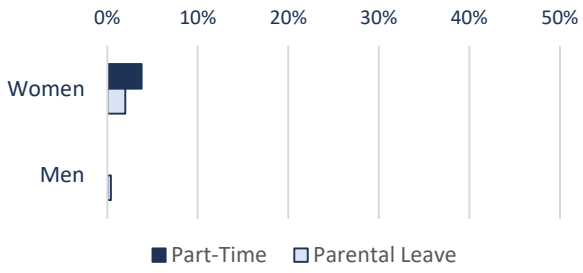
Share of women in company overall

POLICY AREA 3: RECRUITMENT

16%

Share of women among entries

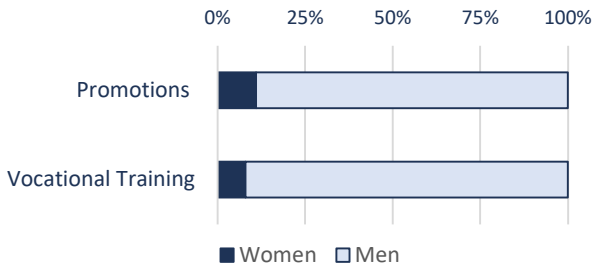
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

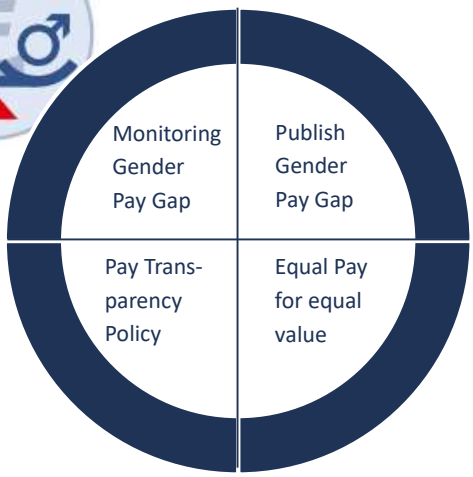
POLICY AREA 5: CAREER DEVELOPMENT



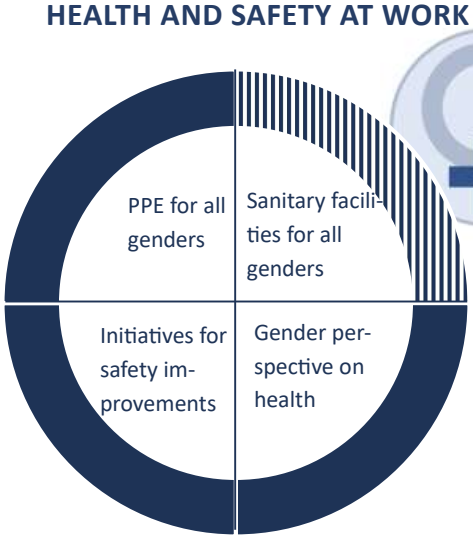
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

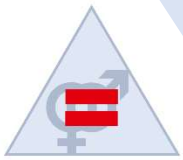
- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

FERROVIE DELLO STATO ITALIANE (FS)

68,444
employees

BUSINESS FIELDS

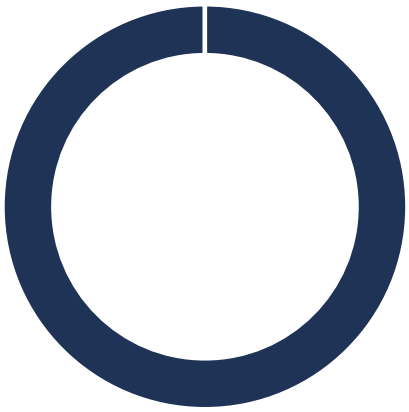
- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

20%

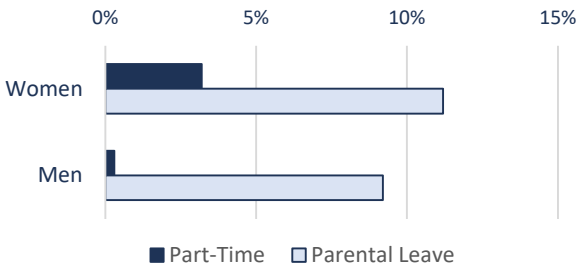
Share of women in company overall

POLICY AREA 3: RECRUITMENT

23%

Share of women among entries

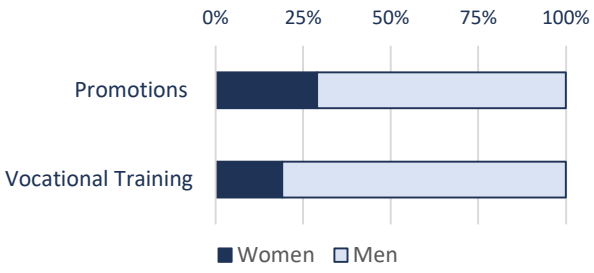
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

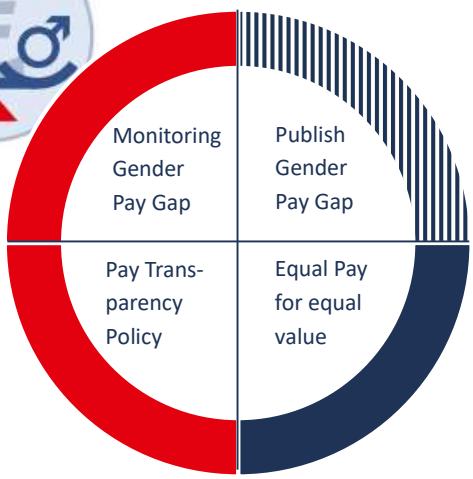
POLICY AREA 5: CAREER DEVELOPMENT



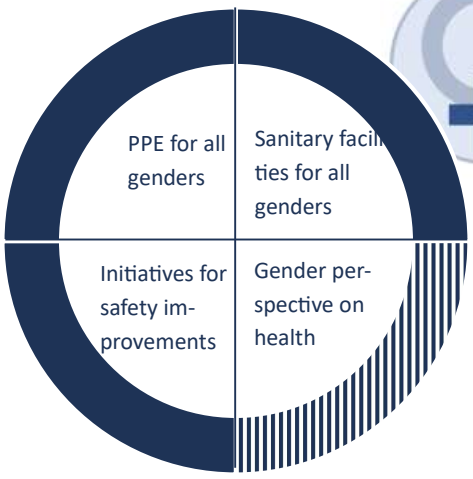
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

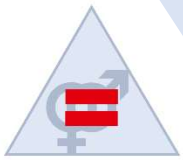
- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

FNM GROUP

210
employees

BUSINESS FIELDS

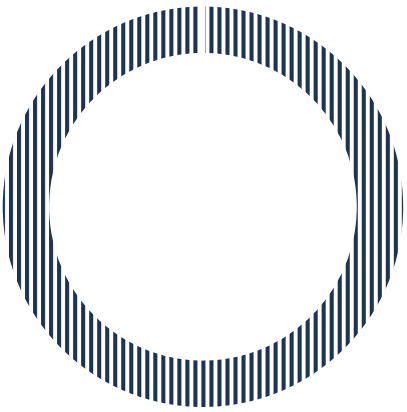
- Freight Transport
- Passenger Transport
- Infrastructure Management
- ✓ Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

59%

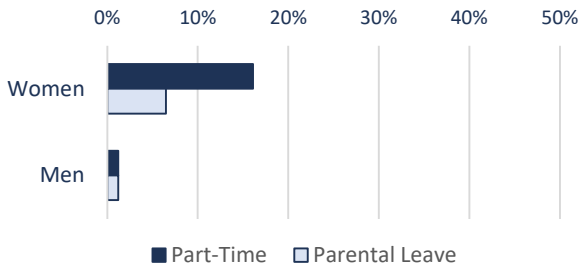
Share of women in company overall

POLICY AREA 3: RECRUITMENT

77%

Share of women among entries

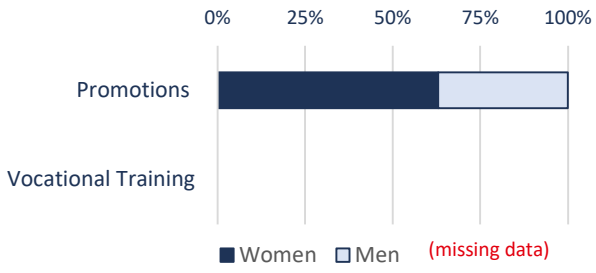
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

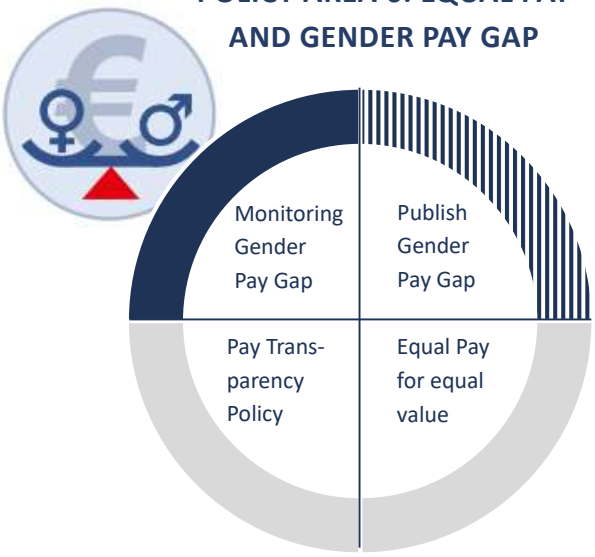
POLICY AREA 5: CAREER DEVELOPMENT



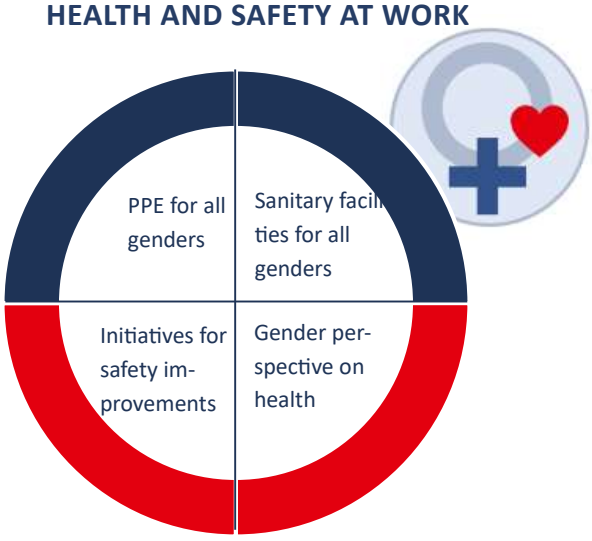
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- Reporting office / person of trust
- Granting privacy to victim
- Monitoring of procedure / measures
- Awareness raising

LIETUVOS GELEŽINKELIAI (LTG)

LITHUANIA

5,697

employees

BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
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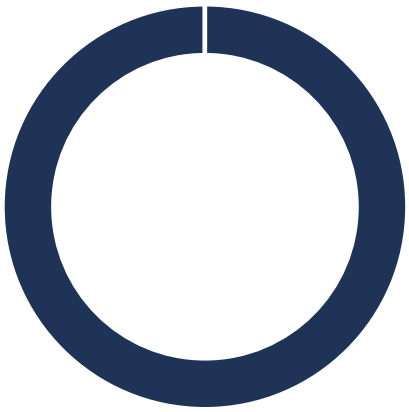
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

33%

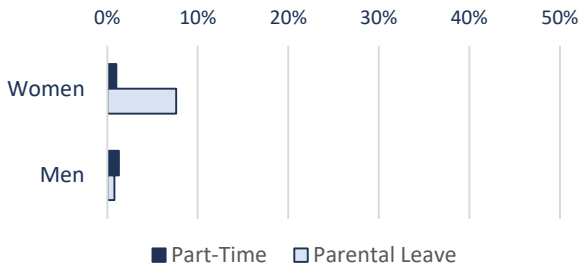
Share of women in company overall

POLICY AREA 3: RECRUITMENT

41%

Share of women among entries

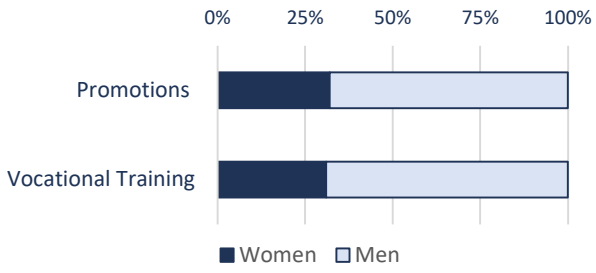
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

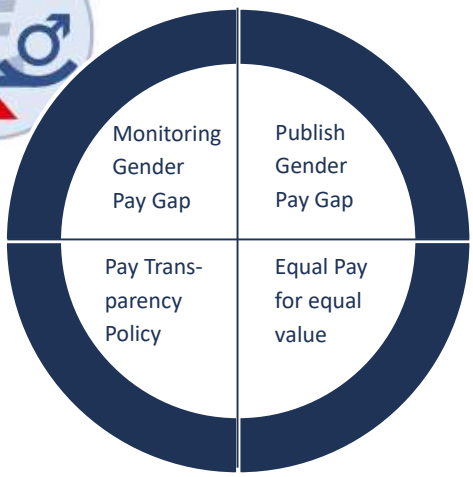
POLICY AREA 5: CAREER DEVELOPMENT



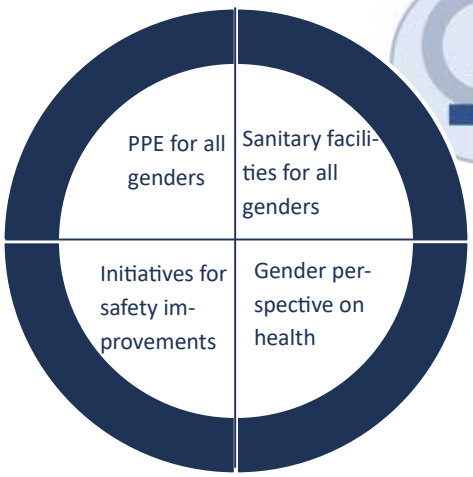
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

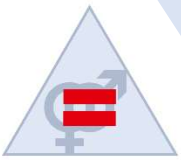
CFL

5,125

employees

BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

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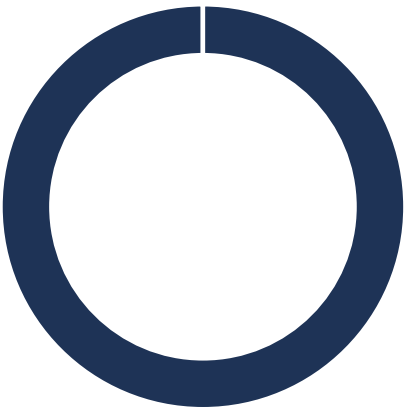


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

15%

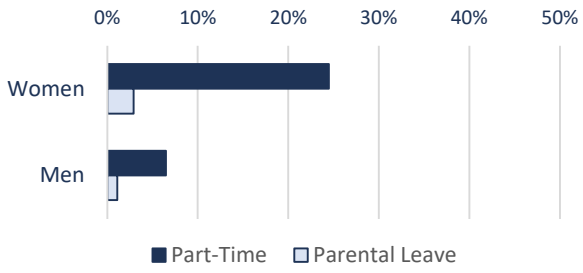
Share of women in company overall

POLICY AREA 3: RECRUITMENT

25%

Share of women among entries

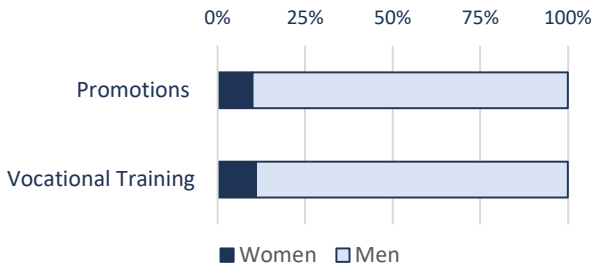
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

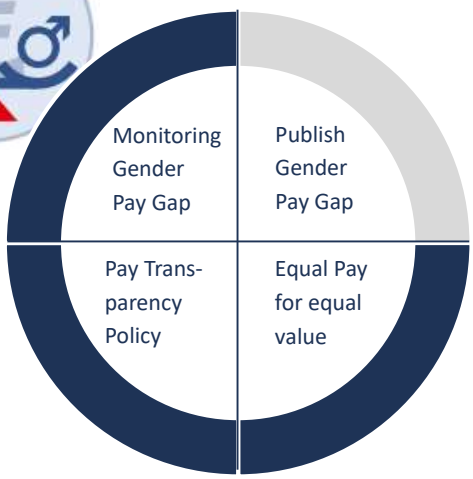
POLICY AREA 5: CAREER DEVELOPMENT



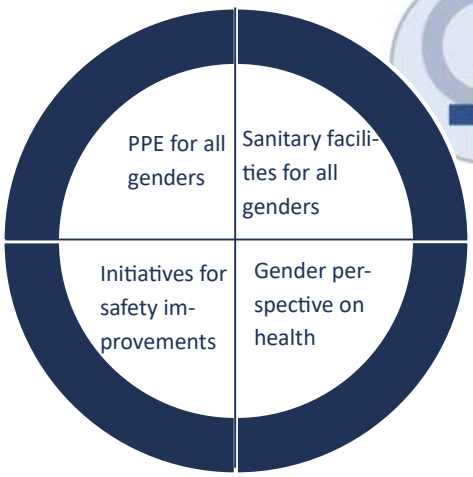
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

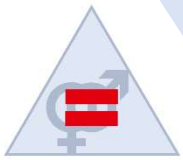
- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

NEDERLANDSE SPOORWEGEN (NS)

20,559
employees

BUSINESS FIELDS

- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

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- Commitment to ensure gender equality
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- Statement to combat sexual harassment
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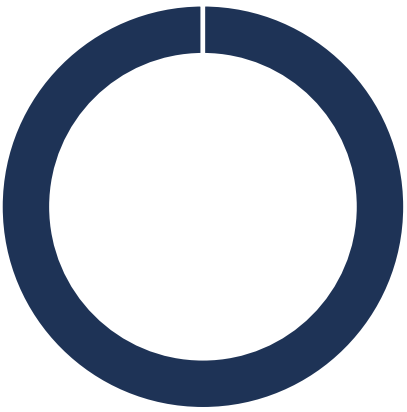
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

30%

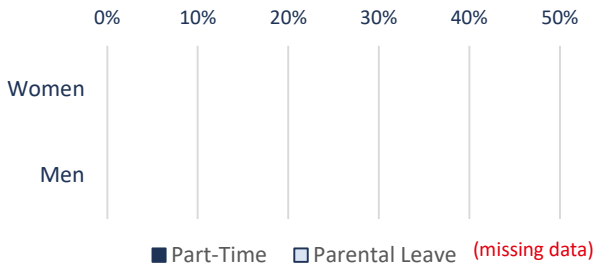
Share of women in company overall

POLICY AREA 3: RECRUITMENT

n.d.%

Share of women among entries

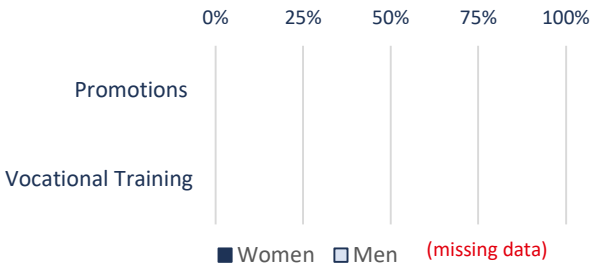
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

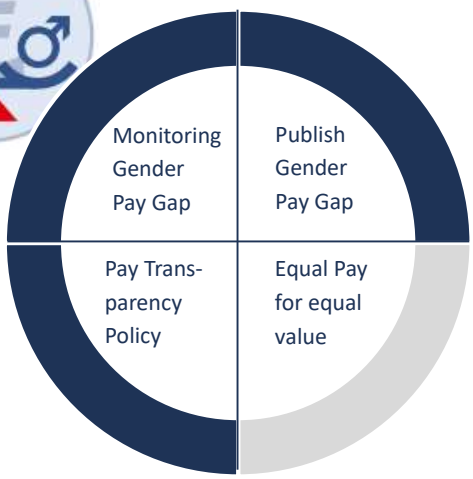
POLICY AREA 5: CAREER DEVELOPMENT



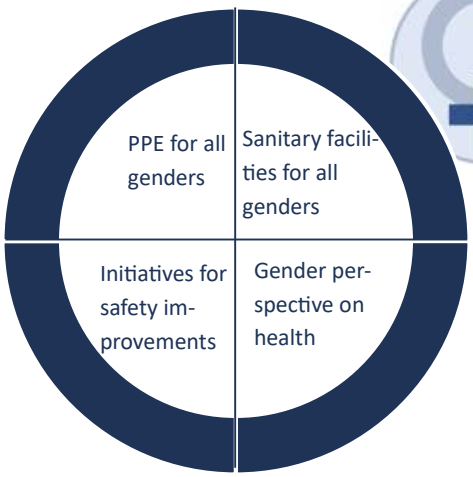
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

ŽRSM INFRASTRUCTURE

NORTH MACE-
DONIA

795
employees

BUSINESS FIELDS

- Freight Transport
- Passenger Transport
- ✓ Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation

yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

12%

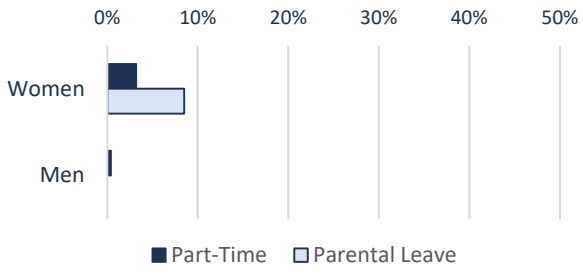
Share of women in company overall

POLICY AREA 3: RECRUITMENT

32%

Share of women among entries

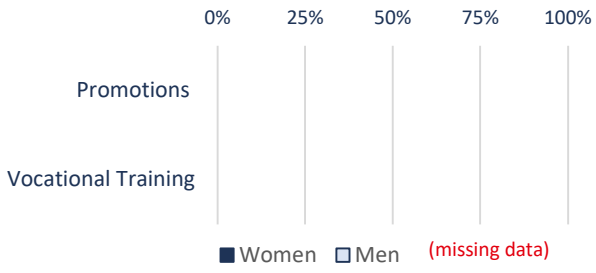
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- Flexible working schedules
- ✓ Reduction of working time
- Remote working arrangements

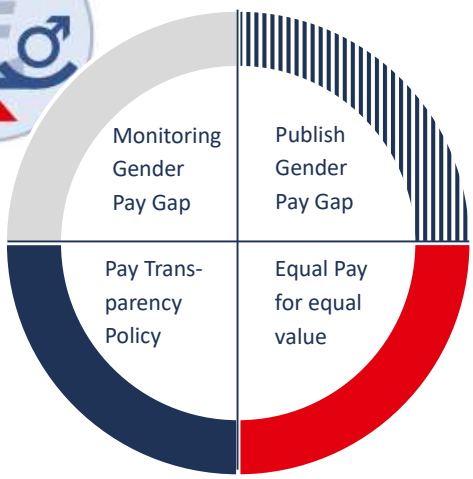
POLICY AREA 5: CAREER DEVELOPMENT



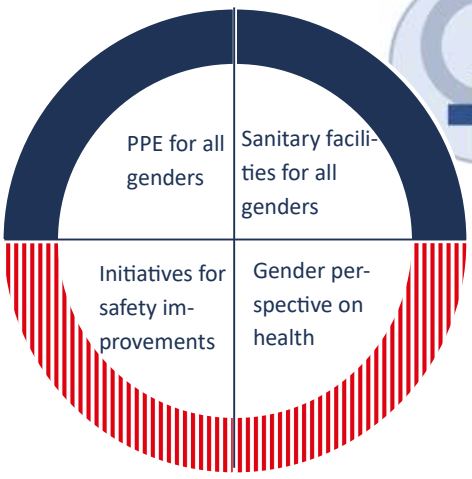
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- ✓ Reporting office / person of trust
- Granting privacy to victim
- Monitoring of procedure / measures
- ✓ Awareness raising

POLSKIE KOLEJE PAŃSTWOWE (PKP)

POLAND

12,331

employees

BUSINESS FIELDS

- Freight Transport
- Passenger Transport
- Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
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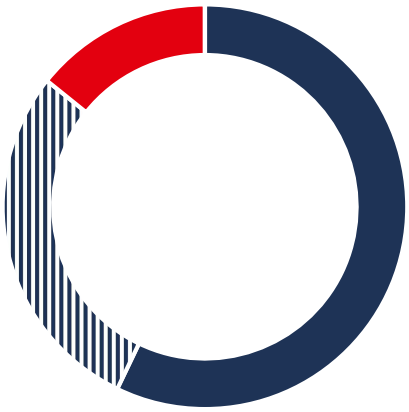
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

36%

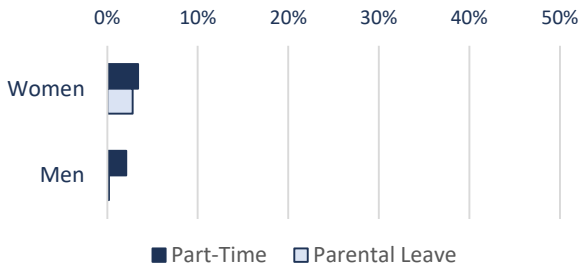
Share of women in company overall

POLICY AREA 3: RECRUITMENT

33%

Share of women among entries

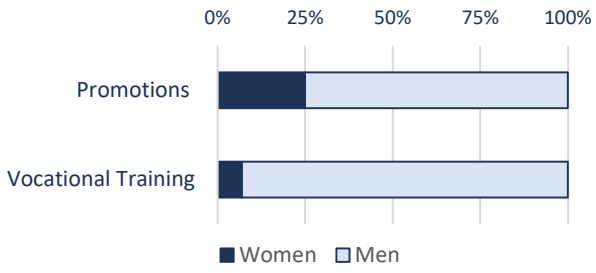
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

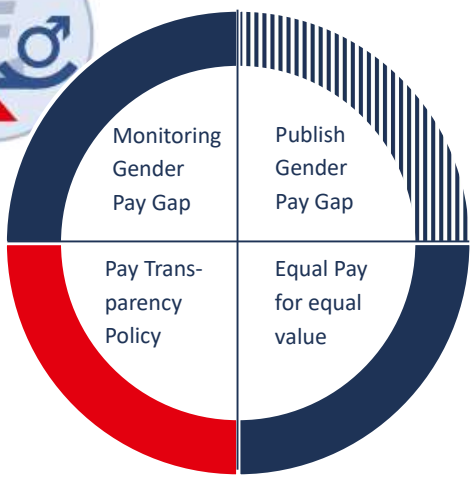
POLICY AREA 5: CAREER DEVELOPMENT



MEASURES TAKEN

- ✓ Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



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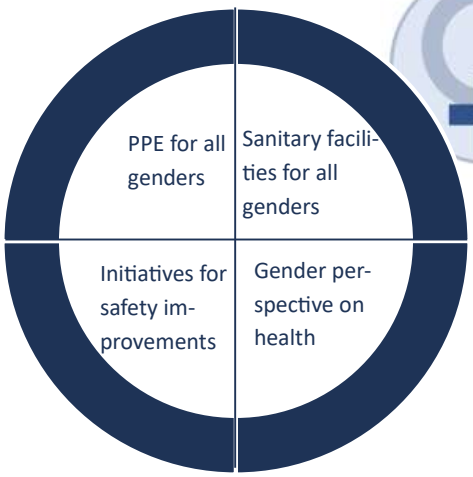

yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

ŽS INFRASTRUCTURE

SERBIA

5,786

employees

BUSINESS FIELDS

- Freight Transport
- Passenger Transport
- ✓ Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
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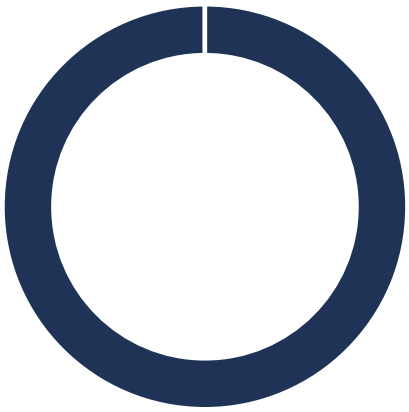


yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

21%

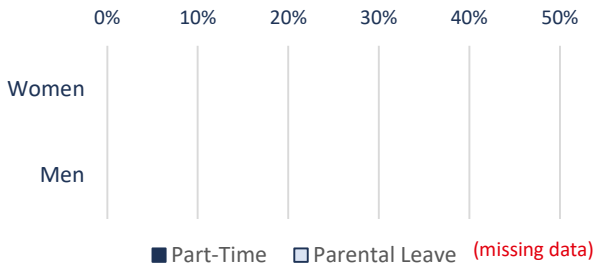
Share of women in company overall

POLICY AREA 3: RECRUITMENT

31%

Share of women among entries

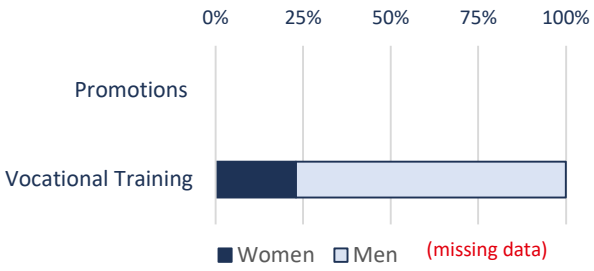
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- Flexible working schedules
- Reduction of working time
- Remote working arrangements

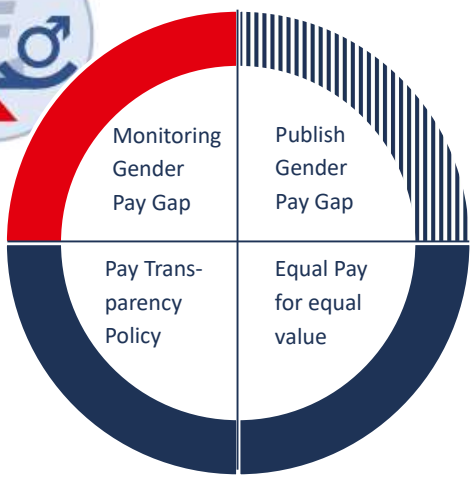
POLICY AREA 5: CAREER DEVELOPMENT



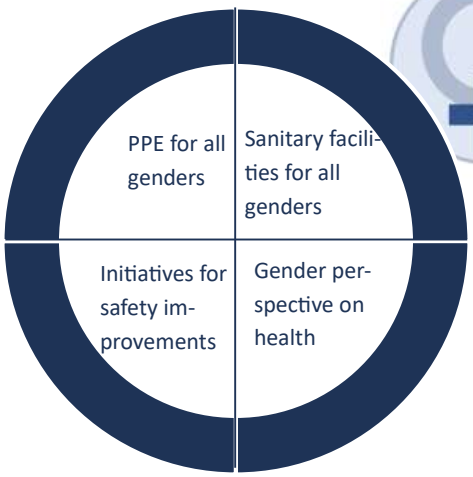
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim

Monitoring of procedure / measures

Awareness raising

ŽELEZNIČNÁ SLOVENSKEJ REPBULIKY (ŽSR)

12,707
employees

BUSINESS FIELDS

- Freight Transport
- Passenger Transport
- ✓ Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation

yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

25%

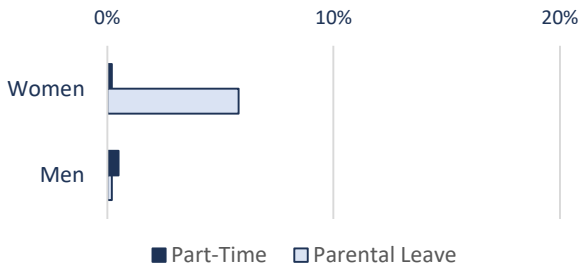
Share of women in company overall

POLICY AREA 3: RECRUITMENT

29%

Share of women among entries

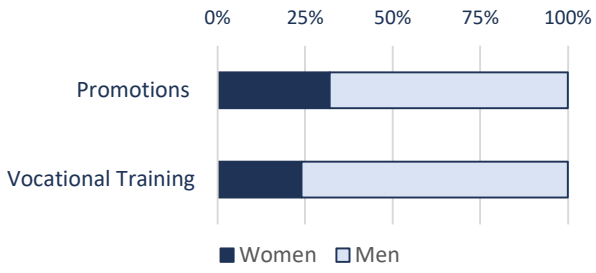
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

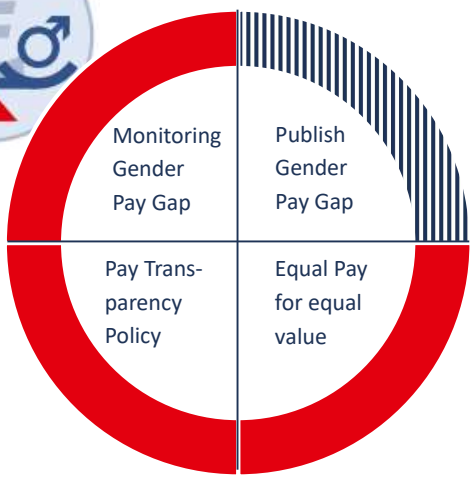
POLICY AREA 5: CAREER DEVELOPMENT



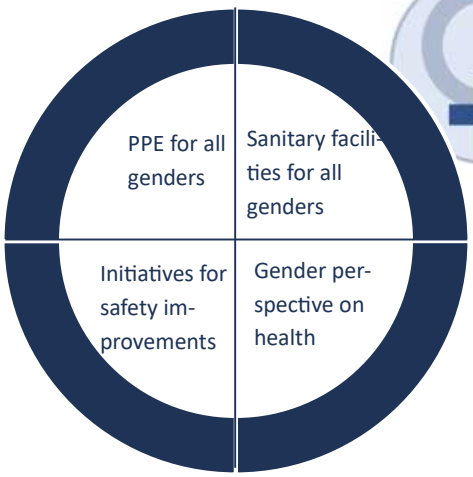
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- Monitoring of procedure / measures
- Awareness raising

ŽELEZNIČNÁ SPOLOČNOSŤ CARGO

SLOVAKIA

3,771

employees

BUSINESS FIELDS

- ✓ Freight Transport
- Passenger Transport
- Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation

yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

26%

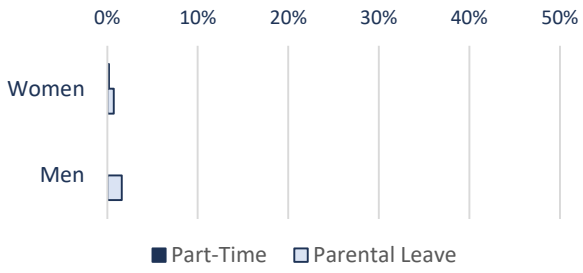
Share of women in company overall

POLICY AREA 3: RECRUITMENT

23%

Share of women among entries

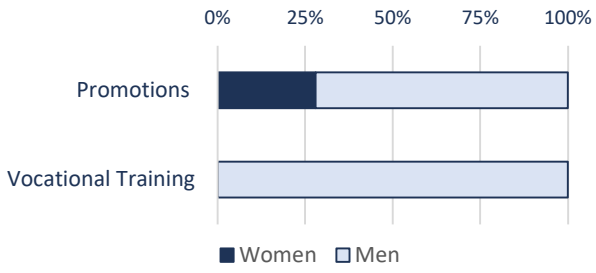
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

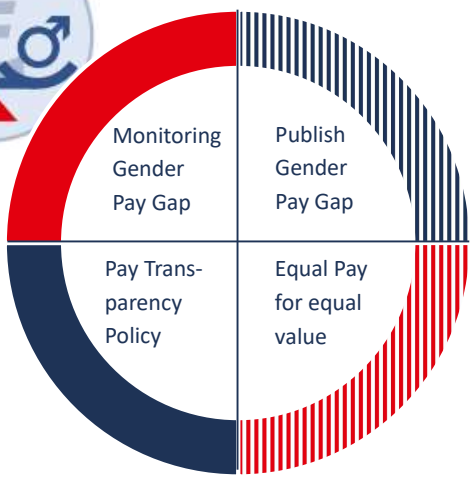
POLICY AREA 5: CAREER DEVELOPMENT



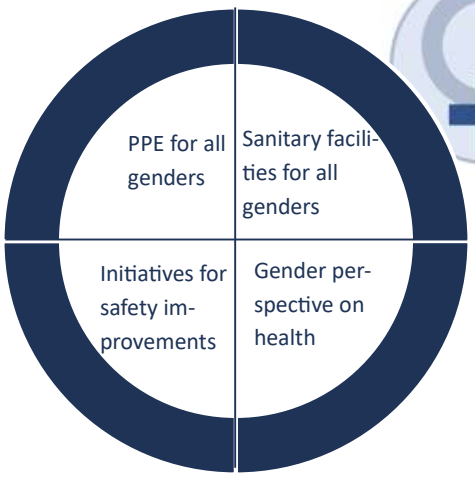
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- Reporting office / person of trust
- ✓ Granting privacy to victim
- Monitoring of procedure / measures
- Awareness raising

ŽELEZNIČNÁ SPOLOČNOSŤ SLOVENSKO (ŽSSK)

5,240
employees

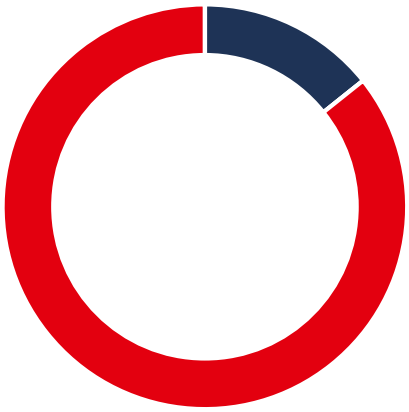
BUSINESS FIELDS

- Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

35%

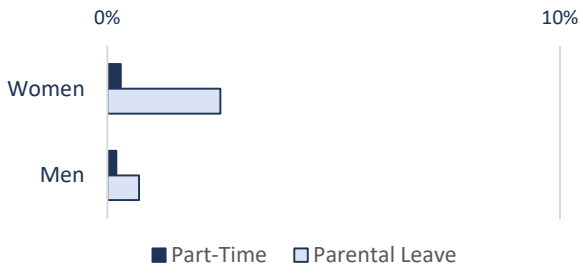
Share of women in company overall

POLICY AREA 3: RECRUITMENT

37%

Share of women among entries

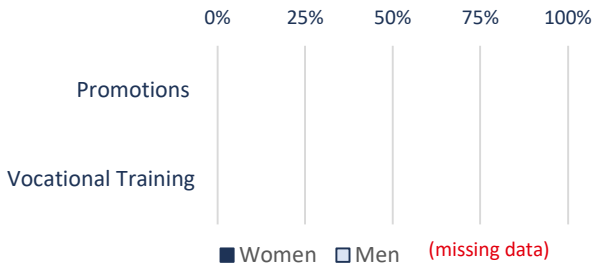
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- Remote working arrangements

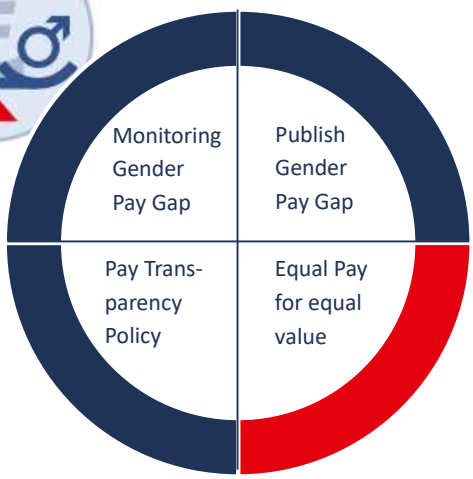
POLICY AREA 5: CAREER DEVELOPMENT



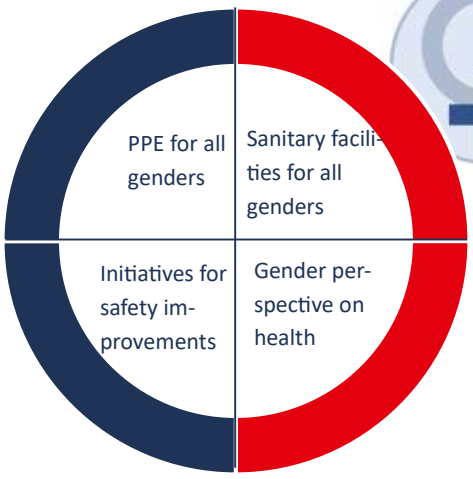
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- Reporting office / person of trust
- Granting privacy to victim
- Monitoring of procedure / measures
- Awareness raising

SLOVENSKE ŽELEZNICE (SŽ)

7,102
employees

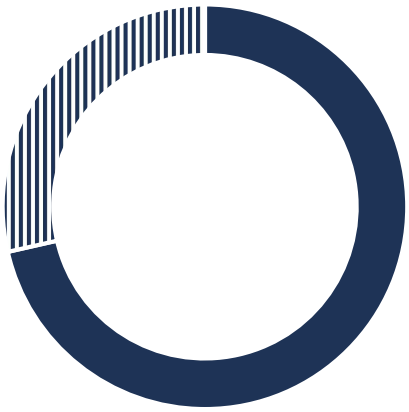
BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

19%

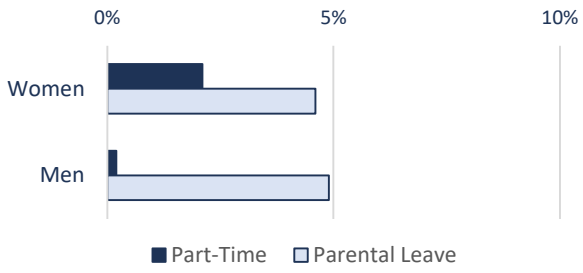
Share of women in company overall

POLICY AREA 3: RECRUITMENT

27%

Share of women among entries

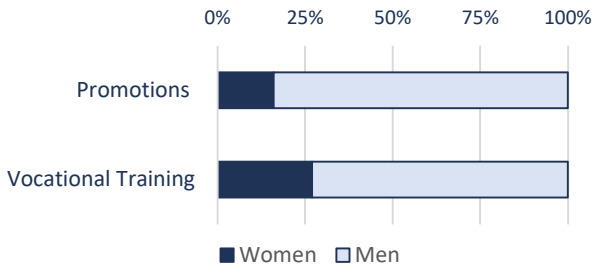
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

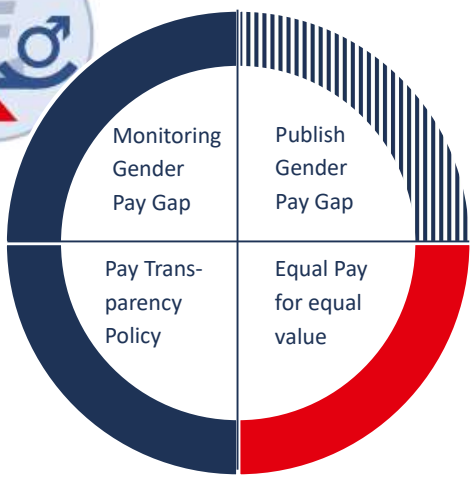
POLICY AREA 5: CAREER DEVELOPMENT



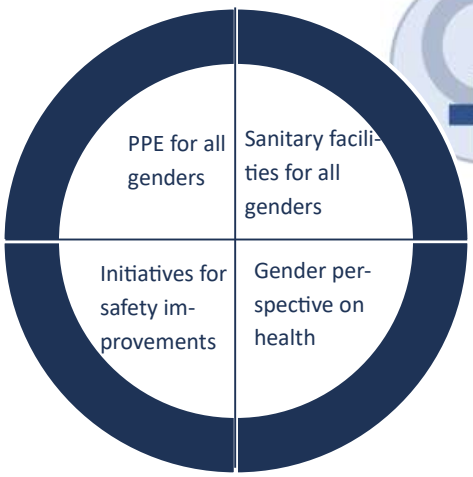
MEASURES TAKEN

- Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

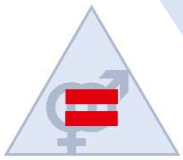
- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

RENFE OPERADORA (RENFE)

15,872
employees

BUSINESS FIELDS

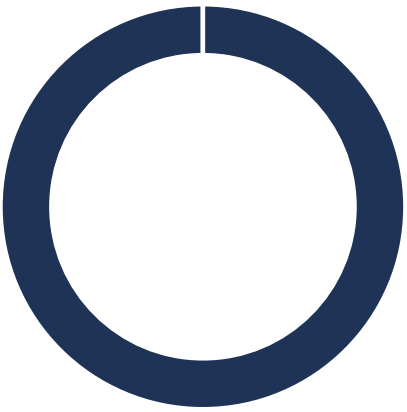
- ✓ Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

21%

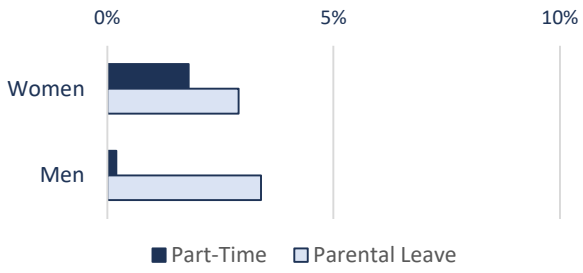
Share of women in company overall

POLICY AREA 3: RECRUITMENT

22%

Share of women among entries

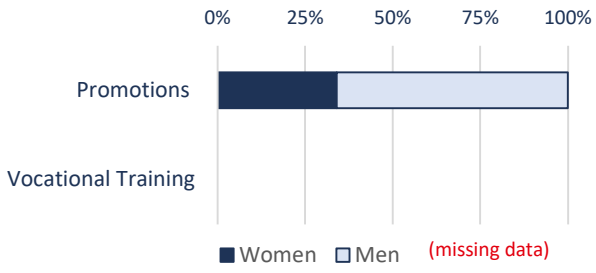
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

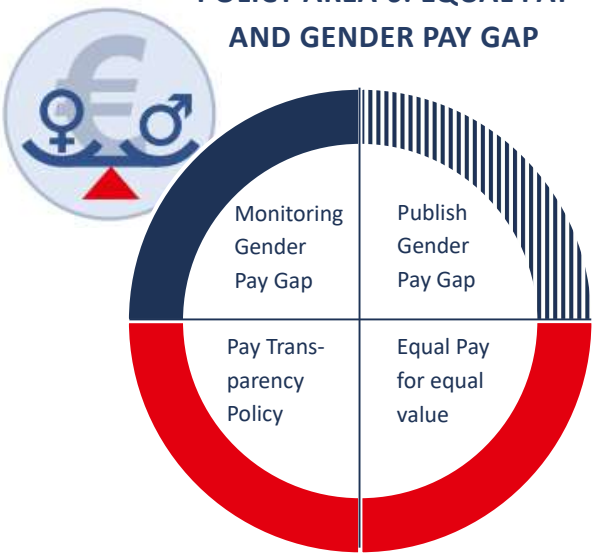
POLICY AREA 5: CAREER DEVELOPMENT



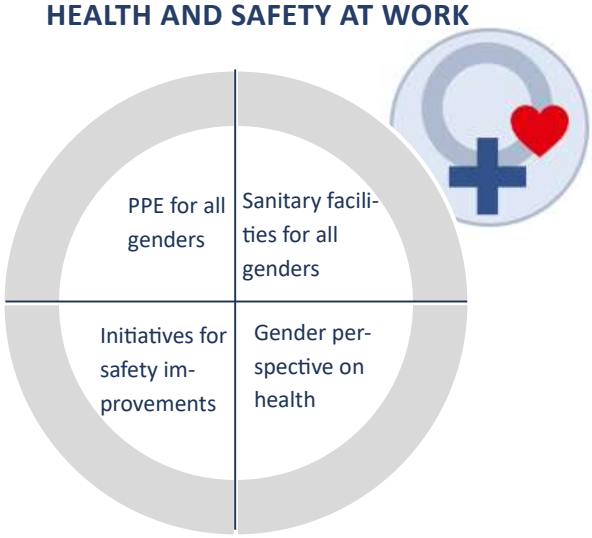
MEASURES TAKEN

- ✓ Internal mentoring programmes
- Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

BLS AG

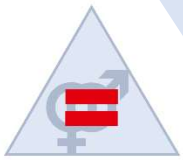
SWITZERLAND

3,930

employees

BUSINESS FIELDS

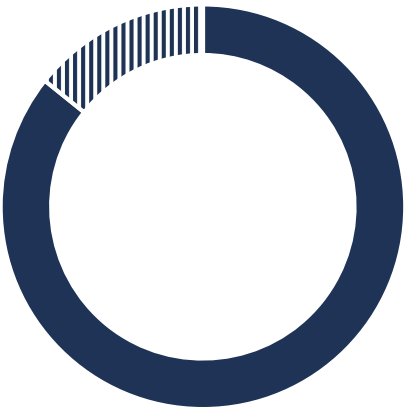
- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
  Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

19%

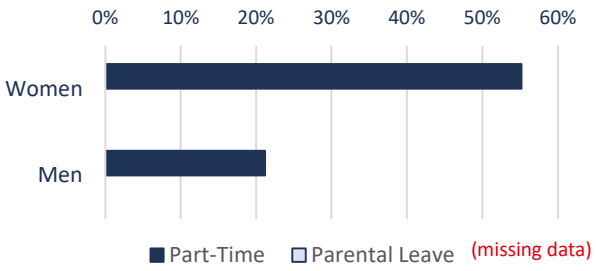
Share of women in company overall

POLICY AREA 3: RECRUITMENT

30%

Share of women among entries

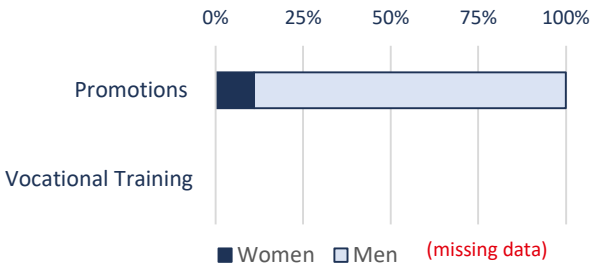
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

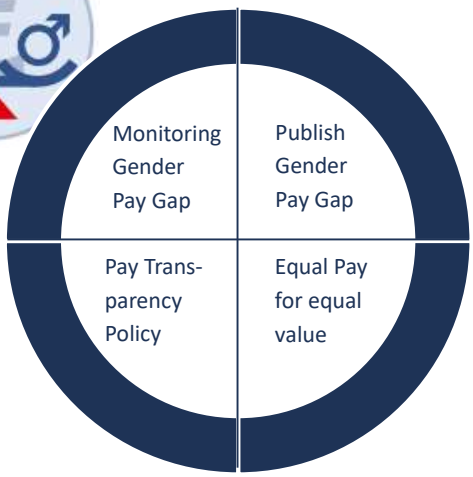
POLICY AREA 5: CAREER DEVELOPMENT



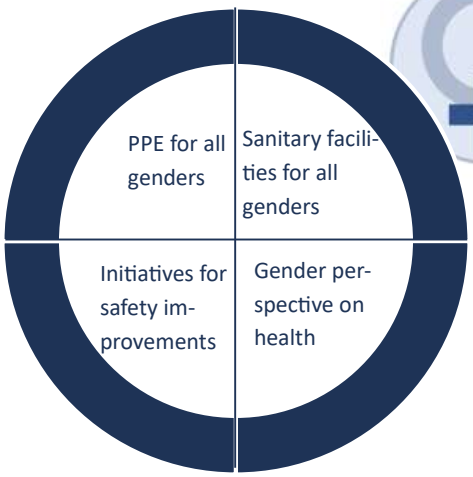
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

SCHWEIZERISCHE BUNDESBAHN (SBB)

SWITZERLAND

32,002

employees

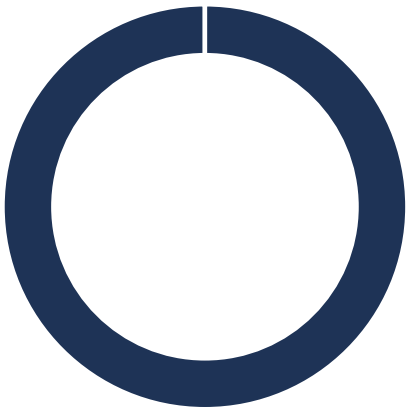
BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- ✓ Infrastructure Management
- ✓ Holding

POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation



yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

20%

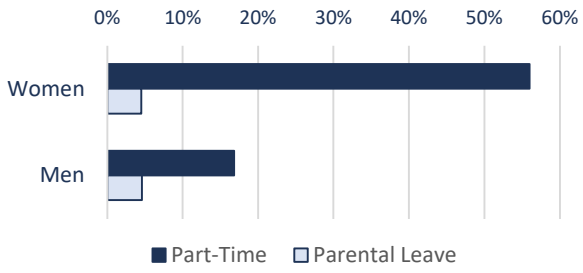
Share of women in company overall

POLICY AREA 3: RECRUITMENT

25%

Share of women among entries

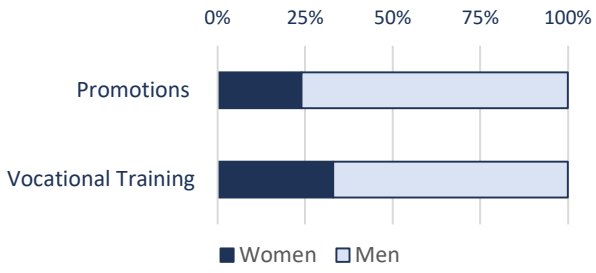
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

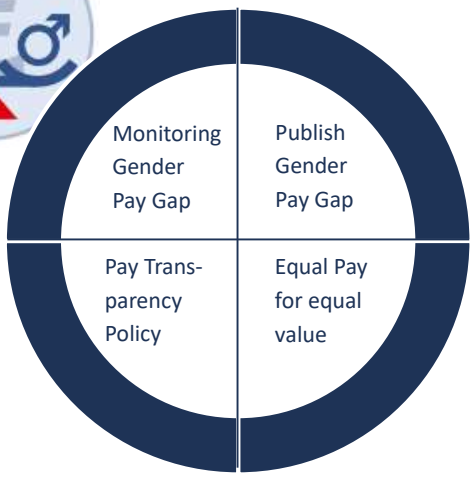
POLICY AREA 5: CAREER DEVELOPMENT



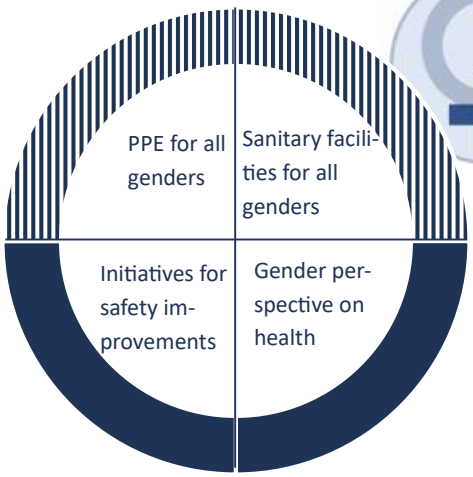
MEASURES TAKEN

- ✓ Internal mentoring programmes
- ✓ Provide access to qualification measures
- ✓ Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK

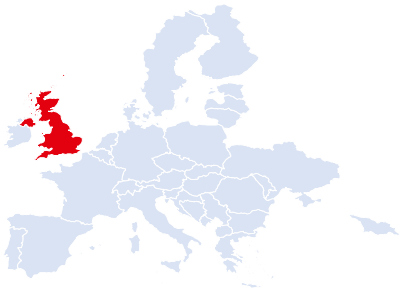


yes | in develop. | no | don't know | no data

POLICY AREA 8: PREVENTING SEXUAL HARASSMENT AND SEXISM

- ✓ Reporting system
- ✓ Reporting office / person of trust
- ✓ Granting privacy to victim
- ✓ Monitoring of procedure / measures
- ✓ Awareness raising

RAIL DELIVERY GROUP (RDG)



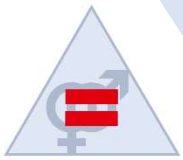
UNITED KING-DOM

n.d.

employees

BUSINESS FIELDS

- ✓ Freight Transport
- ✓ Passenger Transport
- Infrastructure Management
- Holding



POLICY AREA 1: OVERALL GENDER EQUALITY

ELEMENTS OF COMPANY'S POLICY FOR GENDER EQUALITY

- Vision on gender equality
- Commitment to ensure gender equality
- Commitment to implement measures
- Statement to combat sexual harassment
- Committed measures against sexual harassment
- Communication strategy for company's policy
- Strategy for monitoring and evaluation

yes | in develop. | no | don't know | no data

POLICY AREA 2: GENDER BALANCED REPRESENTATION

n.d.

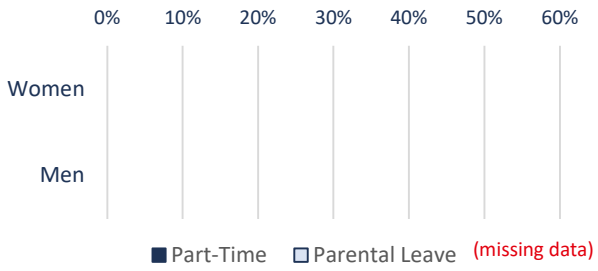
Share of women in company overall

POLICY AREA 3: RECRUITMENT

n.d.

Share of women among entries

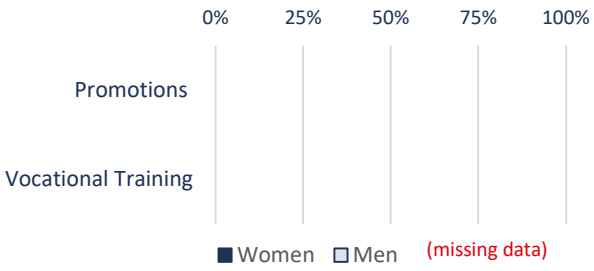
POLICY AREA 4: RECONCILIATION OF WORK AND PRIVATE LIFE



MEASURES TAKEN

- ✓ Flexible working schedules
- ✓ Reduction of working time
- ✓ Remote working arrangements

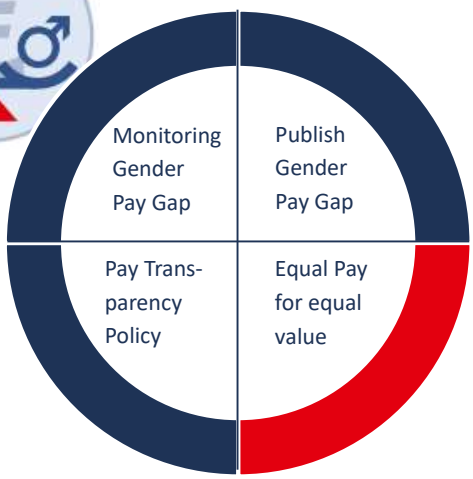
POLICY AREA 5: CAREER DEVELOPMENT



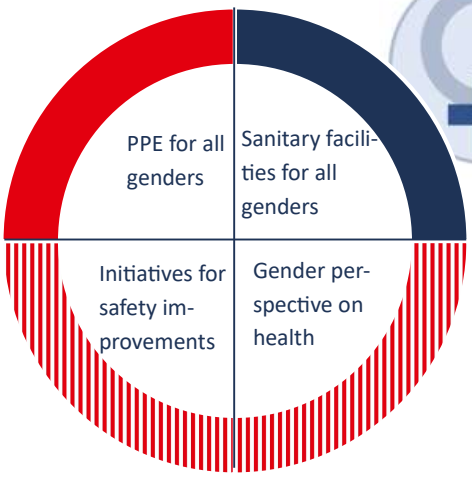
MEASURES TAKEN

- ✓ Internal mentoring programmes
- Provide access to qualification measures
- Strategy for women's career development
- ✓ Provide resources to support women

POLICY AREA 6: EQUAL PAY AND GENDER PAY GAP



POLICY AREA 7: OCCUPATIONAL HEALTH AND SAFETY AT WORK



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