
APPENDIX A:

List of organizations from which interviewees were sourced

Central Ohio Transit Authority (COTA)	London Councils
City of Riga	Movmi
Barefoot Facilitator	Royal Aeronautical Society
EMT Madrid	Stagecoach
EMT Valencia	Swedish Maritime Agency
European Transport Workers Federation (ETF)	Tesla Europe
Go-Ahead Group	Tessa Wright
International Roads Federation (IRF)	Transit Services Department City of Ottawa
International Roads Union (IRU)	Transport Infrastructures Ireland (TII)
International Transport Federation (ITF)	Uber
International Transport Workers Federation (ITF)	Urban Catalysts
ITS America	West Midlands Transport Authority
LA Metro	World Bicycle Relief
LAT Freight	World Road Association (PIARC)

APPENDIX B:

Gender Transport Initiatives Networks

Table B.1. Network

Name	Overview / Key information	Geographical dimension	Region covered	Transport mode	Link to website
Emerging Leaders in Transportation Fellowship	<p>"The Emerging Leaders in Transportation fellowship program, held by NYU's C2SMART Center and the Rudin Center for Transportation Policy and Management, aims to enhance the toolkit of early-career employees to make transportation more efficient, effective, and people-oriented. The programme is free to participate in and covers, Leadership sessions, where emerging leaders will collaborate on long-term leadership goals and developing innovative projects and ideas within an organization, hands-on learning about industry goals and challenges, networking opportunities.</p>	National	USA	All	Emerging Leaders in Transportation Fellowship 2022 NYU Wagner
Association Women in Transport (Latvia)	<p>"Association Women in Transport was founded in 2020, and is a Latvian network which brings together stakeholders from across the sector to promote education, training and leadership development for women in the transport sector. They have organised multiple events such as Career Opportunities for Women in The Carriage of Passengers: From Employee to Manager", organised by the Association of Women in Transport in cooperation with the Ministry of Transport. The network provides a forum for stakeholders to join to clear and open discussion.</p> <p>Some of the key actions being worked on are the promotion of changes in legislation to reduce barriers to labour inflows into the sector, to assess the level of wages in the sector to stimulate labour turnover, to support good practices in companies to improve working conditions and motivate employees, to develop joint training and pilot projects to transfer knowledge and find solutions to industry and economic challenges."</p>	National	Europe	All	Association "Women in Transport" - Women in Transport (sieviet-estransporta.lv)
Women in Maritime Associations	<p>"IMO has facilitated the creation of professional networks to improve gender balance in the shipping industry.</p> <p>Within the framework of maritime development, and through its Women in Maritime programme, under the slogan: "Training-Visibility-Recognition", the International Maritime Organisation (IMO) has taken a strategic approach towards enhancing the contribution of women as key maritime stakeholders</p>	International	All regions-through various regional chapters	Maritime	Women in Maritime (imo.org)

Name	Overview / Key information	Geographical dimension	Region covered	Transport mode	Link to website
	<p>Under IMO's auspices, eight Women in Maritime Associations (WIMAs) have been established in Africa, Arab States, Asia, the Caribbean, Latin America and the Pacific, covering some 152 countries and dependent territories and 490 participants.</p> <p>Access to these regional maritime associations for women provides members with a platform to discuss a number of issues, not just about gender, but also technical issues. These associations could go some way to bridging the gap in narrowing some of the institutional barriers and cultural stigma facing women who enter the maritime industry.</p> <p>Through IMO, each regional network has established national chapters which have delivered maritime career days and various activities, such as information on HIV prevention and sexual health; and beach clean ups.</p> <p>Regional networks include: Pacific Women in Maritime Association (PacWIMA) set up in Fiji in February 2004 and relaunched in Tonga in April 2016; Network of Professional Women in the Maritime and Port Sectors for West and Central Africa (NPWMP-WCA); Arab Women in Maritime Association and others. “</p>				
<p>Women's Transportation Seminar (WTS)</p>	<p>“The WTS organization is an established association, known for promoting and advancing women within the transportation industry.</p> <p>Since 1977, WTS has been providing relevant professional development, mentoring, and networking opportunities to connect, support, and advance women in the industry.</p> <p>The organisation provides a range of initiatives including a Leadership Programming which seeks to prepare professionals to lead the future of the transportation industry by learning and refining essential management skills.</p> <p>They also coordinate, Transportation YOU is a hands-on, interactive, mentoring program that offers students an introduction to a wide variety of careers in transportation.</p> <p>The mission of the Transportation YOU, a mentoring program which seeks to develop the next generation of the transportation industry by growing the involvement and interest of girls and young women in STEM studies and more. Through the program, WTS Chapters work to make a difference in the lives of girls by offering activities that introduce them to all modes of transportation, and encourage school course selection in math, science, technology, and communications - the stepping-stones to careers that can change the face of the transportation industry.”</p>	National	USA	all	Transportation YOU WTS (wtsinternational.org)

Name	Overview / Key information	Geographical dimension	Region covered	Transport mode	Link to website
Women in Logistics and Transport (WiLaT)	<p>"Women in Logistics and Transport was launched in June 2013 to promote our industry to female members and to encourage and support their career development. By 2018 WiLaT had over 2000 members in 20 countries and we're still growing. Nigeria was the first to establish a women group in 2010 while the global launch of WiLaT was in Colombo in June 2013.</p> <p>WiLaT are formed within CILT Territorial Organizations and Branches.</p> <p>The network seeks to promote the status of women in Logistics and Transport, to bring together those who support talent and career development of women and to provide a support network and mentoring opportunities for women in the sector"</p>	International	Africa & Asia		
"Women on the Move"	<p>"The network aims to spread more awareness on the obstacles women face in public transport through hosting events like panel discussions, knowledge hubs, or presentations of research on gender and mobility. Lastly, it is the network's goal to have more women working in the transport sector.</p> <p>Through a mentorship program and the exchange with many women already employed in this sector, we want to get in touch with young women and motivate them to become part of the movement.</p> <p>Active exchange among members is particularly important for a network. For this reason, the Women on the Move Network launched the Connect & Chat Meeting series at the beginning of 2022. The series of one-hour meetings will take place every second or third Wednesday of the month. The sessions will include short inputs from inspiring women in the field and an open discussion with the audience."</p>	Regional	Asia	All	(1) Women on the Move Transforming Transport in Asia LinkedIn
Women Mobilize Women	<p>"In 2018 the Transformative Urban Mobility Initiative (TUMI) launched Women Mobilize Women as the first conference to empower women in transport, with 200 female as well as male transport experts gathering in Leipzig, Germany. Today, Women Mobilize Women is a network of female change makers from all over the world, seeking to actively transform the mobility sector to become more diverse. In addition, Women Mobilize Women aims to raise awareness to the topic of gender and transport amongst planners and decision-makers in the transport sector.</p> <p>TUMI also coordinate a ""remarkable women in transport"" program each year to elevate the voices of key women in decision makin "</p>	International	World	all	Women Mobilize Women Community by TUMI Groups LinkedIn

Name	Overview / Key information	Geographical dimension	Region covered	Transport mode	Link to website
Mujeres en Movimiento	<p>"This is an international initiative led by women that was born within the framework of the International Transport Forum in Leipzig, on May 24, 2018. It seeks to strengthen women's leadership in sectors that lack diversity and gender equality through a network of active cooperation and governance of the civil, private and public sectors.</p> <p>Mujeres en Movimiento is the chapter which is active in a range of South American countries and Spain. They run a range of mentoring programmes and a leadership programme where participants gain technical knowledge on mobility and gender, sustainable leadership and project management. It also supports participants to structure a sustainable mobility project with a gender perspective."</p>	Regional	Latin America	all	https://www.mujeresenmovimiento.net/
Women and Vehicles in Europe (WaVE)	<p>"This network seeks to promote diversity in the automotive and mobility professions. Created in 2008 under the impetus of several women working in the automotive sector, the association is aimed at all employees (women and men) of companies in the automotive and mobility sector: manufacturers, importers, equipment manufacturers, distribution and repair networks, service providers, etc.</p> <p>They also run a programme aimed specifically at women in the later stages of their career. The WISE program (acronym for Women In Senior Employment) designed by WAVE for the Renault Group Foundation is aimed at women over 45, with or without experience in the automotive sector, actively seeking employment. The participants are women at odds with the world of work (in a precarious situation, in isolation). No degree level is required."</p>	Regional	Europe	Automotive	Wave Autos La mixité dans l'automobile
Emerging Trucker Association of South Africa (TASA)	<p>"The aim of the association - officially launched in Sandton, Johannesburg - is to help bring on transformation in this industry that generates R12bn per annum. The leading women seek to create an environment where emerging and upcoming role-players can also succeed and form part of the thriving field.</p> <p>TASA aims to focus on the plight and exploitation of emerging cargo carriers by big companies and to be the voice of emerging truck operators in the country, across all sectors. The association also plans to empower young people to take part in key businesses within the transport sector and commits to and mentoring those who are statutory certified."</p>	National	South Africa	Freight	https://www.facebook.com/TruckersAssocSA/

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"Women's international Shipping & Trading Association (WISTA)"	<p>"Formed in 1974, the Women's International Shipping & Trading Association (WISTA International) is a global organisation connecting female executives and decision-makers around the world. WISTA International serves as a connector for its network of more than 3,800 female professionals from all sectors of the maritime industry.</p> <p>56 countries support a National WISTA Association (NWA), each of which in turn is a member of and is guided by WISTA International. NWAs provide in-country and regional networking, business and skill-building opportunities, corporate visibility, and also facilitate relationships within the industry.</p> <p>WISTA is an international networking organization whose mission is to attract and support women, at the management level, in the maritime, trading and logistics sectors.WISTA works toward:</p> <p>Minimizing the existing gender leadership gap in the maritime, trading and logistics sectors.Building a community among its members, facilitating the exchange of contacts, information, and experiences</p> <p>Promoting the creation of business relationships among its membersFacilitating the professional development of its membersProviding liaison with other related institutions and organizations worldwide"</p>	International	World	Maritime	Home WISTA International
"Federation of European Women Pilots "	<p>"THE European women pilots network to cultivate and retain links between women pilots, provide opportunities for women pilots to meet and fly to all European countries, develop international relationships between women pilots, promote aviation to women, support female pilots.</p> <p>The Federation holds an annual gathering and Fly-In, which is hosted by member countries in turn, usually over the second weekend in June. Members fly in from all parts of Europe to meet up with old friends, make new ones and share experiences."</p>	Regional	Europe	Aviation	European Women pilot - Home (fewp.info)
Alta	<p>"Alta is an on-line mentoring platform and part of a wider networking effort- launched within the aviation and aerospace industry in 2019- which connects female mentors and mentees from across the aviation and aerospace industry, designed to attract more women to the industry and to retain those women already present, with a focus on supported career development.</p> <p>Funding to design and launch Alta was provided by the Economic and Social Research Council and the University of the West of England and the project was match funded by the co-founding partners (the Royal Aeronautical Society, Airbus, the Royal Air Force, and Little Blue Private Jets Ltd). The scheme was also awarded the ESRC prize (2022) for outstanding impact in business and enterprise.</p>	international	world-wide	aviation	Mentoring at Alta (onpld.com)

Name	Overview / Key information	Geographical dimension	Region covered	Transport mode	Link to website
	Supported by the careers service at the Royal Aeronautical Society and donations from the industry, it provides mentor/mentee training, regular networking events and advocates the tackling of gender inequality across the industry. “				
Women in Cycling	<p>“initiative launched by CIE, ECF, Velokonzept, Mobycon and CONEBI aiming to help women to get more visibility, impact and leading seats in the cycling industry and in the entire sector.</p> <p>They have organised a series of networking events, webinars and other activities to promote women across the sector”</p>	Regional	Europe	cycling	https://cyclingindustries.com/wic
FAIR (Female Advocates In Rail)	<p>“The FAIR Network is made up of around 80 male and female members of CSjv and the supply chain (at peak around 300 people were working on the project).</p> <p>There are different ways to be involved in the network:</p> <p>As an ally: share the FAIR message, attend and support events run by the network, and advocate for gender equality. As a pair in a reverse mentoring partnership over a six-month period: agree to attend training about the scheme and commit to meeting with your partner to learn about gender equality and how to be an advocate for women. There were five women mentees and five mentors involved in this scheme, as it was held with the Board. Five guidance documents regarding reverse-mentoring partnerships are provided as supporting materials for this paper. As a role model: agree to be placed on the FAIR Role Model Directory as a point of contact for any woman on any site to get in touch if she needs support, wants to meet other women or is looking for advice. In February 2020, 10 role models in a range of positions were listed in this Directory, accessible on the project SharePoint site; information provided includes the role models’ names, current roles, last three roles, and telephone numbers. The Directory enables targeted support, networking and advice to be provided within the CSjv environment. As a member of the Steering Group: attend monthly meetings to set the direction of FAIR, increase membership, run the network and lead events and initiatives. As the Chair of the network (rotating every six months): lead the network and liaise with senior management on behalf of the members.”</p>	national	UK	Rail	Female Advocates in Rail (FAIR) Network - HS2 Learning Legacy

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Women in Green Hydrogen	<p>"They organise networking events and panels about relevant topics in green hydrogen, manage an international expert database, and offer a mentorship programme.</p> <p>It is coordinated by the German federal ministry, GIZ and the International Climate Initiative.</p> <p>Partners (including UNIDO, FTI and SEC) have committed to plan future events having at least 30 % representation of women on each panel. These partnerships are an opportunity to increase women representation at events while providing women in our network a greater visibility and networking chances."</p>	Regional	Europe	all	https://women-in-green-hydrogen.net/
Women of EVs	<p>"WEVs "eIEVates" women who are working in the EV industry by establishing a community built for "her" from the ground up. A space to coalesce women globally towards the urgent need to rapidly shift to electric transportation.</p> <p>They have chapters in Australia, New Zealand, Canada and the USA"</p>	international	international	Automotive	Women of EVs
EmpowerISM	Supporting women led start-ups in the mobility sector. Runs competition awarding funding and industry experience/ exposure to winners.	international	international	Shared mobility	EmpowerWISM 2022: Meet the 19 Applicants! - movmi
All-Party Parliamentary Group for Women in Transport	The All-Party Parliamentary Group (APPG) for Women in Transport is a cross-party group of MPs and Peers, launched in 2016. The Group provides a forum to discuss and overcome the under-representation of women in transport by promoting best practice examples of employers leading the way in gender diversifying their workforce. Women in Transport acts as the Secretariat for the APPG and supports parliamentarians to deliver its activities.	national	UK	all forms	APPG – Women in Transport
Women in Transport	<p>"Women in Transport is a not-for-profit that empowers women in the industry to maximise their potential. Membership provides exclusive access to events, professional development programmes and the All Party Parliamentary Group for Women in Transport.</p> <p>They run multiple programmes including; Advance mentoring programme, structured to address the needs of professional women in transport seeking to develop and progress their career. Launched in 2017, the programme has supported 220 mentees and mentors to date.</p> <p>"Lead" programme is a 100% virtual, leadership development programme tailored to the capability and progression needs of women leaders in the transport sector. "</p>	national	United Kingdom	All	Women in Transport

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Women & Girls in Transportation Initiative (WITI)	<p>"U.S Department of Transportation: internship program for young women in the transportation sector.</p> <p>The USDOT Women & Girls In Transportation Initiative (WITI) offers an internship program enabling young women from colleges and universities across the country to participate. The WITI internship programs is administered through the department's Small Business Transportation Resource Centers (SBTRC) which provide resources, technical assistance and outreach to all 50 states and U.S. territories. Each SBTRC is responsible for placing qualified female college students in transportation related internships throughout their regions."</p>	national	USA	all	USDOT's Women & Girls in Transportation Initiative (WITI) US Department of Transportation
Women in Trucking	<p>"The Women In Trucking Association is a non-profit organization with the mission to encourage the employment of women in the trucking industry, promote their accomplishments, and minimize obstacles faced by women working in the industry.</p> <p>They also host a careers centre which provides information on roles available across the sector.</p> <p>In addition, their mentoring programme is an online networking and career development tool helps women in the sector find, connect, and share experiences with others."</p>	International	United States & canada	Freight	Women In Trucking
Women in Parking	<p>"This network is part of the British Parking Association (BPA), which aims to actively promote, represent and raise women's profile in the UK parking sector. Founded in September 2020, its main effort is to ensure diversity and inclusivity within the industry and encourage women within the parking community.</p> <p>Membership for this association grows yearly, allowing women to network, attend webinars and join a mentorship programme, actively encourage and celebrate women throughout the industry.</p> <p>"</p>	national	UK	Parking	Women in Parking (britishparking.co.uk)
Women in Maritime UK	<p>"In 2018, Maritime UK established the Women in Maritime programme to address gender fairness, equality and inclusion within the maritime sector. A Taskforce was created to bring together leaders from across the maritime sector to identify practical steps to increase the number of women in maritime, and crucially within senior roles across its shipping, ports, marine and business services industries.</p> <p>In 2019, the Minister for Transport released the Maritime 2050 People Route Map which celebrated the work of Women in Maritime and called for Maritime UK to expand on these foundations to develop Diversity in Maritime. "</p>	National	UK	Maritime	Women in Maritime Network Maritime UK

Name	Overview / Key information	Geographical dimension	Region covered	Transport mode	Link to website
Femmes en Mouvement	<p>"Femmes en Mouvement is a French association aiming to create a female professional network for mobility and passenger transport. It was created in its current form in 2015, aiming to create a cross-organizational network to promote women's careers in the transport sector.</p> <p>The network is incredibly active and organise networking events at leading transport conferences and support organisations across France's transport sector to improve gender-equal employment mechanisms. "</p>	national	france	all	Femmes en Mouvement (femvt.fr)
Women in Mobility	<p>"This network has several 'hubs' across Europe (largely in Germany and the UK). The network creates greater visibility for its members. The aim of the WiM is to make female perspectives on the design of mobility, women as sparring partners, managers, project managers, speakers and experts in the mobility industry more visible.</p> <p>To achieve this, they organise a range of networking and mentoring events. "</p>	International	Europe	All	Women in Mobility - Das Netzwerk für Frauen aus der Mobilitätsbranche

Table B.2. Tool

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
The Macho Index	Byggcheferna	A tool for employers in the construction sector (and beyond) to understand gendered cultures in the workplace.	<p>“Byggcheferna’s macho index is a measurement tool that can be used by everyone. It has been developed in collaboration with psychologist and researcher Magnus Johansson at Oslo Metropolitan University.</p> <p>A macho index is calculated through a survey with eleven questions. The result shows the degree of macho culture as a percentage.</p> <p>Byggcheferna has launched the macho index because the macho culture is a root cause of many problems in the building and construction sectors – including accidents, corruption, gender inequality, and recruitment difficulties. A measured value makes it easier to see the problem, understand what the cause is and strive for an improved figure.”</p>	Construction managers Macho index (byggcheferna.se)	International
Women in Transport - EU Platform for change	European Commission	EU Commission initiative to provide a forum to discuss and exchange good practices on gender equal employment.	<p>“The objective of the Women in Transport - EU Platform for change (hereafter the Platform), launched on 27 November 2017, is to strengthen women’s employment and equal opportunities for women and men in the transport sector thanks to the actions brought about by the Platform members. It also serves as a forum to discuss and exchange good practices.</p> <p>Organisations committed to improving female employment in transport come together in this platform and share their actions for equal opportunities. Actions can be very diverse, from very practical ones (e.g. installation of sanitary facilities) to the development of full strategies or action plans. They should be result oriented and will be monitored.”</p>	Women in Transport - EU Platform for change (europa.eu)	Europe

Name	Provider/developer	Outline	Description	Link	Region(s) covered
Gender Equality Toolkit in Transport - GET IT	Future Transport Visions Group	Research and key recommendations on integrating gender equity across transport planning. With a channel of focus on employment.	This project has been delivered through the Future Transport Visions Group (FTVG), funded by the Rees Jeffreys Road Fund. The FTVG is run as an annual competition; incentivising early career professionals to submit a paper, presentation, or product that responds to the challenges and opportunities posed by ongoing changes in the transportation industry.	OUR RESEARCH GET IT (the-get-it.com)	UK
EMPOWER - She Can	Vectos consortium (UK High Volume Transport)	<p>"The outcome of the EMPOWER Decision-Making Tool. This will be a user-friendly, internet-based resource, building capacity amongst policymakers and transport providers to develop an evidence-based approach to improving safety and personal security within public transport, addressing sexual harassment.</p> <p>The tool and its resources will be transferable to cities across the world which face similar challenges."</p>	<p>"The EMPOWER project aims to make a change in the existing policies, regarding sexual harassment and gender bias in the transportation sector in Sub-Saharan countries.</p> <p>Led by Vectos, funded by UKAID. Building capacity of transport professionals to deliver gender-equitable transport, improving safety and personal security for women and girls.</p> <p>The most important expectation from EMPOWER is for policymakers and transport providers to have access to a Decision-Making Tool that will enable them to collect the evidence needed to identify the problem, and to apply the available measures to tackle it head on."</p>	https://shecan-tool.info/	Lagos, Abuja, Blantyre and Kigali.
Mobility XX	ITS America and WTS International	The Pledge helps organisations in the transport sector to develop and publish tailored action on gender equal employment.	<p>"MobilityXX, a partnership of the Intelligent Transportation Society of America (ITS America), The Ray and WTS International, is engaging the broader transportation industry to increase the number of women from all backgrounds in the transportation workforce by 10% over the next ten years.</p> <p>It seeks to educate stakeholders and managers on the issues of gender inequality in the mobility ecosystem and build accountability and commitment from corporate leadership."</p>	About Mobility XX — Mobility XX	USA

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
DIAMOND project	European Commission	A European reference tool for obtaining knowledge, recommendations and support on gender inclusion in current and future transport systems.	<p>“The research assessed women’s needs and barriers as employees in Europe’s transport sector with the aim to translate this understanding into specific and better gender-oriented job descriptions and adapted candidate search processes.</p> <p>This use case studied the key factors regarding fairness and inclusiveness of employment in order to increase the percentage of women working in the transport sector, traditionally dominated by man roles. The activities carried out in this use case will help to establish measures in order to stop discriminatory situations.</p> <p>This is part of wider research into gender-equal mobility in which the DIAMOND project analysed and converted data into knowledge with notions of impartiality to support gender inclusion in current and future transport systems from the perspective of women as transport users and professionals in the sector.</p>	https://diamond-project.eu/	Europe
ITF Gender Analysis Toolkit for Transport	International Transport Forum	ITF Gender Analysis Toolkit for Transport offers governments, international organisations, contractors and all those who work on transport projects a hands-on tool to carry out gender analyses and incorporate a gender perspective into their plans and policies.	<p>“Three questions informed the development of the Gender Analysis Toolkit for Transport: How are travel behaviours and patterns of women and men affected by their social roles and the level of accessibility of transport services? How will transport policies, programmes and projects affect women and men differently? How will greater gender equality in the transport workforce enhance transport infrastructure, systems and modes to benefit women and other users?</p> <p>The resulting Gender Analysis Toolkit for Transport makes it easy to assess how gender-inclusive a project is via a straightforward checklist. It also offers a comprehensive list of transport-related gender indicators from which project leads can select the most relevant metrics for their work. Finally, it provides a ready-made template to design surveys and data collection processes to address any identified gaps in gender-relevant data that the analysis. “</p>	https://www.itf-oecd.org/itf-gender-analysis-toolkit-transport	International

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
Gender decoder	Kat Matfield	Online platform for checking gendered language in job advertisements.	<p>"This site is a quick way to check whether a job advert has the kind of subtle linguistic gender-coding that has this discouraging effect. It was inspired by the paper (Danielle Gaucher, Justin Friesen, and Aaron C. Kay (2011), Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality (Journal of Personality and Social Psychology, July 2011, Vol 101(1), p109-28).)</p> <p>It allows anybody to check the gendered language contained within their job advertisement. "</p>	https://gender-decoder.katmatfield.com/	
Applied	Applied	Online platform for checking gendered language in job advertisements.	<p>"This is a ""paid for platform"" , with free to use tools too. It hosts gendered language and reading burden tools to create smarter and more inclusive job descriptions. To get richer insights, you can also complement these built-in tools with Applied's stand-alone Job Description Analysis Tool.</p> <p>It also shows and supports users with moving from bias-loaded CV method to an alternative set of Applied Assessments."</p>	<p>"Applied (zendesk.com)</p> <p>https://textanalysis.beapplied.com/"</p>	International
Women into Science and Engineering (WISE)	WISE	Forum and support for organisations looking to improve gender balance in their workforce	<p>"In 1984 the Engineering Council collaborated with the Equal Opportunities Commission to launch the Women into Science and Engineering (WISE). Spearheaded by Baroness Beryl Platt, Chair of the Equal Opportunities Commission at the time, the initiative intended to highlight the career opportunities for girls and women in science and engineering professions.</p> <p>Following on from the Finiston Report on the future of engineering in the UK.The report emphasised the need for a broad talent pool of scientists and engineers.</p> <p>Since then it has helped a huge number of individuals, organisations and businesses, and contributed to a wide range of campaigns to raise the profile of women and girls in STEM.</p> <p>They offer a range of resources for buildin opportunities, allyship building and more. "</p>	<p>WISE – Diversity Inclusion Change (wisecampaign.org.uk)</p>	UK

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
HER City	UN Habitat	Guide urban actors to implement projects through a step-by-step methodology for Supporting urban development from a girl's perspective	Her City supports urban development from a girl's perspective; it guides urban actors to implement projects through a step-by-step methodology providing an open and digitally accessible platform for all.	https://hercity.unhabitat.org/	International
GEAR	European Commission	supports organisations to meet the Gender Equality Plan (GEP) eligibility criterion of the Horizon Europe Framework Programme for Research and Innovation 2021-2027	<p>"This Guidance supports organisations to meet the Gender Equality Plan (GEP) eligibility criterion of the Horizon Europe Framework Programme for Research and Innovation 2021-2027.</p> <p>Guidance presents the components of the eligibility criterion as set by the European Commission, explains what these requirements mean in practice when developing and implementing a GEP or reviewing the equivalence of existing plans or policies, and provides concrete practical examples, building on existing materials, good practices and various resources that support gender equality in research and innovation (R&I) at national and institutional levels."</p>	https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1	Europe
Gender Equality Training	European Institute for Gender Equality	"This online tool is designed to stimulate investment in improving the gender equality skills of public administration employees and to facilitate the process of designing effective gender equality training."	<p>"This online tool is designed by the European Institute for Gender Equality (EIGE) to stimulate investment in the gender-equality skills of public administration employees and to facilitate the process of designing effective gender-equality training.</p> <p>This online tool is designed to stimulate investment in improving the gender equality skills of public administration employees and to facilitate the process of designing effective gender equality training.</p> <p>As gender equality training is a tool for gender mainstreaming, civil servants working for governmental, regional or local offices, departments or ministries tasked with integration of a gender perspective into any policy, programme or project should be recipients of gender equality training.</p> <p>Gender equality training provides participant(s) with the relevant knowledge, skills and values that allow them to</p>	https://eige.europa.eu/gender-mainstreaming/toolkits/gender-equality-training/why-invest-gender-equality-training	Europe

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
"Gender Equality Organizational Assessment Tool"	World Customs Organisation	The World Customs organisation has created an analysis of the indicators which offer insight into the many aspects that can have a direct impact on people and on the performance of the organization.	contribute to the effective implementation of the gendermainstreaming strategy in their field, organisation, institution or country"	Gender Equality Organizational Assessment Tool (wcoomd.org)	International
"Gender equality diagnostic tool"	Workplace Gender Equality Agency	"The Workplace Gender Equality Agency's ('WGEA' or 'Agency') Gender Equality Diagnostic Tool (Diagnostic Tool) helps you to analyse the status of gender equality and pinpoint gender equality gaps within your organisation"	"The Workplace Gender Equality Agency's ('WGEA' or 'Agency') Gender Equality Diagnostic Tool (Diagnostic Tool) helps you to analyse the status of gender equality and pinpoint gender equality gaps within your organisation. It can be used with the Gender Equality Strategy Guide (the Guide) to assist with the development of a strategy for addressing inequalities. You can use this tool before you develop your overarching strategy or as part of a regular review process. The diagnostic process involves answering 'yes'/'no' questions in 17 gender equality focus areas and accumulating an overall score which indicates where your organisation falls between 'meeting minimum requirements' and 'leading practice' in addressing gender equality."	2019_WGEA_GE_Diagnostic_Tool_0.pdf	International

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
The Employers guide to childcare	Working Families	Practical guide for developing childcare solutions, which will enable individuals to build the case for their organisation and provides practical solutions which will suit different budgets.	<p>"Working parents and the Government cannot tackle this challenge alone, there is a clear role for employers when discussing the issues and the solutions. Employers offering some form of childcare support as part of a benefits package can widen the pool of talented individuals they recruit from and find that it acts as a competitive differentiator when it comes to attracting staff.</p> <p>This guide demonstrates some of the effective ways of developing childcare solutions."</p>	Working Families The Employers Guide to Childcare - Working Families	national (UK)
How to measure diversity	SurveyMonkey	This is an extensive guide from the survey software company, Survey Monkey, on how to create an effective survey of employee experiences.	This online guide provides Free survey templates to diagnose culture, guidance from Diversity and Inclusion leaders, guidance on tracking diversity, and template questions which can be adapted for use.	How to measure Diversity and Inclusion for a stronger workplace SurveyMonkey	International
Parental Leave Toolkit	University College London (UCL)	UCL's toolkit for their own employees on how to navigate paid leave and return to work, offers a framework for other employers to make the process as seamless as possible.	The tool gives an in depth analysis of application and management of maternity leave, paternity/partner leave, adoption leave and shared parental leave at UCL. This toolkit provides employees with the relevant policies, forms, calculators and important information required before, during and after parental leave.	Parental leave toolkit UCL Human Resources - UCL - University College London	International
Tram Lab	Monash University, Australia	TramLab brings together pioneering research expertise from La Trobe University, Monash University XYX Lab and RMIT, in violence against women; gender, space and design; and technology-facilitated sexual violence and harassment	<p>"Their work has created a range of toolkits to provide a framework and practical steps to help make public transport safer for women and girls, providing stakeholders with direction about how to reduce their fear and risk.</p> <p>These include:</p> <p>Toolkit 1 lays out the steps for developing gender-sensitive communication campaigns.</p> <p>Toolkit 2 details the process for engaging gender-sensitive placemaking to enhance safety for women.</p> <p>Toolkit 3 details the steps for gathering gender-sensitive data for transport spaces.</p>	https://www.monash.edu/mada/research/tram-lab	International

Name	Provider/ developer	Outline	Description	Link	Region(s) covered
Gender Tool Kit: Transport - Maximising the benefits of improved mobility for all.	Asia Development Bank	Report covering gender and transport developed in 2013	<p>Toolkit 4 outlines the implementation of gender-sensitive training for public transport service providers and aligned security staff."</p> <p>Guidance for incorporating gender into transport projects in Asia. The purpose of the tool kit is to assist staff and consultants of the Asian Development Bank (ADB) and government partner executing agencies to conceptualize and design gender-responsive projects in the transport sector. ADB's Policy on Gender and Development adapts gender mainstreaming across all sectors to promote and support gender equality and women's empowerment.</p>	https://www.adb.org/documents/gender-tool-kit-transport-maximizing-benefits-improved-mobility-all	Regional

APPENDIX C:

Case Studies

These case studies provide in-depth analyses of the ways in which organizations from across the public and private transport sectors are confronting the challenges facing women in the sector. They do so by addressing at least one of the five entry points discussed in this toolkit.

- 1. Barrier:** Gender stereotyping for certain jobs
Entry point: Eradicate stereotyping for certain jobs
- 2. Barrier:** Discriminatory work cultures
Entry point: Eradicate discriminatory work cultures
- 3. Barrier:** Lack of flexible working and childcare provision
Entry point: Provide flexible working for childcare
- 4. Barrier:** Invisible glass ceilings and restricted career options
Entry point: Smash the glass ceiling and open up career options for women
- 5. Barrier:** Gender equity and its relationship with wider diversity, behavior and culture change
Entry Point: Achieve gender equity through wider diversity, behavior, and culture change

The case studies in this section are the full versions of the case studies that appear in section 4 of the toolkit. They explore the key actors involved, challenges faced in implementing these positive action initiatives, key successes, and lessons for others.

1. Gender stereotyping remains strong for certain jobs

Gendered stereotyping was scored as the biggest barrier for women entering the sector in this survey. Despite the presence of 'equal opportunity' policies, stereotyping for certain jobs in the sector remains strong, particularly for engineering and technical roles. Organizations in all regions are struggling to attract women and reach new audiences to encourage women to enter the sector and enable them to ascend the career ladder.

London Councils: Addressing bias in job advertisements

What they did

London Councils is the collective of local government in London where shared ambitions are developed, agreed, championed, and delivered by members working together. It provides several services to Londoners and its member boroughs, including the London European Partnership for Transport, which facilitates access to European funding for transport projects.

London Councils altered how they advertised roles, the way they assessed skills and qualifications, and reviewed applications. They coordinated an approach, which addressed the language used in job advertisements, the information demanded from applicants, and how candidates were assessed.

Why they did it

Following the murder of George Floyd in 2020 and the Black Lives Matter movement—which this prompted—London Councils recognized the urgency of addressing racial and gender diversity in their workforce. This also emanated from feedback from employees who highlighted the need for more diversity and urgency for action.

Furthermore, the presence of women in the organization dropped the higher up the career ladder one looked (table B.1).

Table B.1. Gender balance according to band.*

Grade Group	Females	Female %	Male	Males %	Total
Band A to B	26	72%	10	28%	36
Band C to D	39	64%	22	36%	61
Band E to F	8	44%	10	56%	18
CO grades	9	47%	10	53%	19
Grand Total	82	61%	52	39%	134

Source: London Councils

***Note:** A being the lowest band, and CO being the highest.

How they did it?

They assessed their existing recruitment techniques to examine how to ensure the entire process could encourage diverse applicants and create a fair evaluation of candidates. They removed gender-biased language through the online platform that assesses the masculinity of language used.

“It has also made us be more considered when setting the questions we ask candidates, and also to be more deliberate when forming our recruitment panels, which we try and make reflective of the communities we serve.”

Stephen Boon, Director, Transport and Mobility, London Councils.

Results?

This approach has seen an increase in the numbers of female employees and staff from black, Asian, and minority ethnic communities. London Councils has 134 staff (table B.2)—61 percent women and 39 percent men, with the percentage of female staff increasing since 2019 from 53 to 61 percent and 82 staff.

From 2018 to 2022, London Councils has also seen an overall increase in black, Asian, and minoritized ethnic staff from 31 (25%) in 2018 to 37 (28%) in 2022.

This approach has also allowed London Councils to track the number of applicants and final recruits, displaying successes and remaining challenges. It examined 143 applicants for 10 roles—46 percent of applicants were women, 61 percent of women were shortlisted, with 72 percent of new recruits being women.

Table B.2. Gender breakdown according to division within London Councils.

Service Groups	Females	Female %	Male	Males %	Total
CE & Corp Gov	10	63%	6	38%	16
Comms, LOTI, Pol Advrs	14	67%	7	33%	21
Communities	23	72%	9	28%	32
Corp Res	5	45%	6	55%	11
Fin & Impr	4	44%	5	56%	9
Future & Place	10	50%	10	50%	20
Transport & Mobility	16	64%	9	36%	25
Grand Total	82	61%	52	39%	134

Source: London Councils.

“For me, the change in approach has meant taking more time at the beginning of the recruitment process to think about what we need and how we communicate that need in a way that is attractive to a wider pool of candidates.”

Stephen Boon, Director, Transport and Mobility, London Councils.

London Councils invested in a comprehensive platform with wider antibias features, but a range of low cost and even free tools also provide an initial assessment of the gender language deployed in a job advertisement and how these can be adapted.

The example (table B.3) was generated using an online platform, which supported in adapting job descriptions and identifying bias.

Table B.3. A sampling of gender-biased language.

Masculine Words	Feminine Words	Neutral
Lead	Collaborate	Empower
Decide	Cooperate	Develop
Driven	Interpersonal	Deliver
Competitive	Support	
Analyze	Understand	

[EMT Madrid & Comillas University's Stem Chair: Partnerships for change](#)

What they did?

The Chair for the Promotion of Women in STEM Vocations in Training Professional for Sustainable Mobility is a partnership between Comillas University, Madrid’s transport operator, EMT Madrid, and the electricity company Iberdrola.

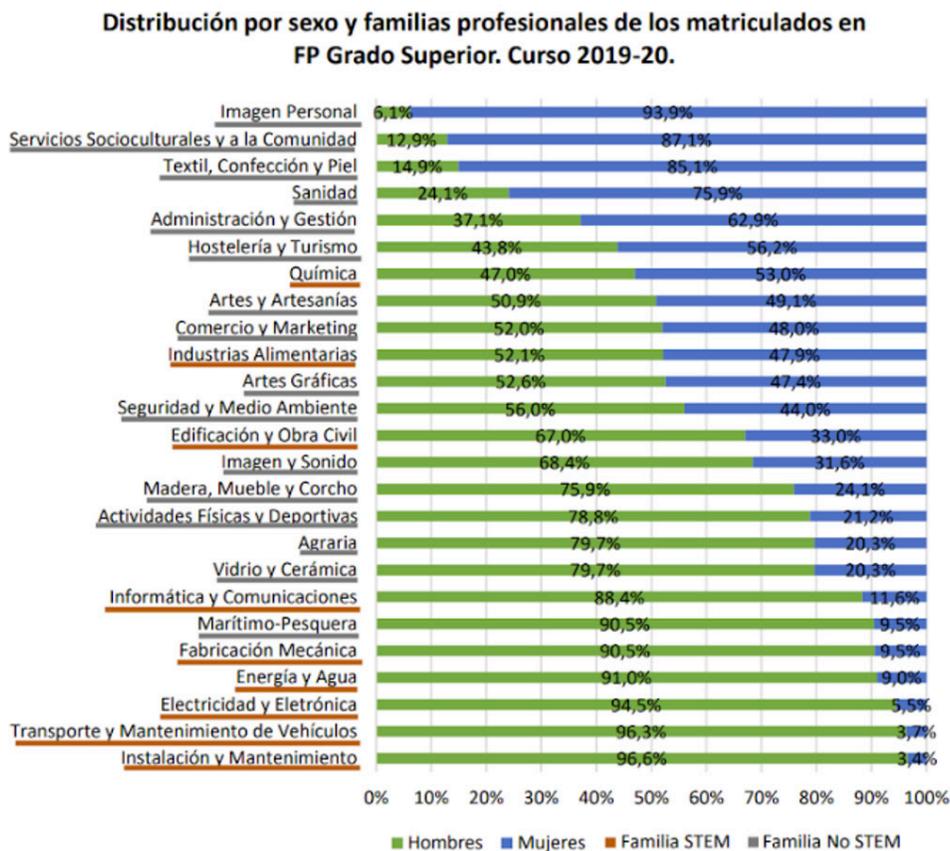
Across several years, the initiative has examined the gender balance in Spain's higher education and vocational training (VET), sought to understand why women and girls are not entering STEM fields or continuing to higher education, and promoting the field and related professions in mobility to students.

Why they did it?

Spain is seeing a very low number of female students opt for STEM subjects at tertiary level; and despite a growing number of students enrolling in vocational training, the gender balance remains heavily imbalanced. In the academic year 2019-2020, women made up just 29.8 percent of students, with this figure dropping substantially at intermediate and higher VET. Although the gender gap is closing, it fails to translate into the workforce, and Comillas University's report "STEM Education in Spain, and women's participation. Vocational Training, an opportunity for the future", revealed the persistence of Spain's STEM gender division (figure B.1). This creates substantial challenges for employers who are struggling to locate recruits.

Given EMT Madrid's intention to develop its digital payment platforms and accelerate its electrification strategy—as well as current labor force shortages—bridging this division is an important focus for the public transport operator.

Figure B.1. Distribution by sex and professional families of Higher Education Vocational Training.



Source: The STEM Chair report's elaboration based on the MEFP Non-university Education Statistics (2021).

How they did it?

The initiative has combined intensive research into the factors inhibiting women and girls entering STEM, with targeted workshops for students to confront these.

It also sought to attract political attention to this issue by engaging with leading political figures including Queen Doña Leticia, industry and academic leaders, and municipal decision makers.

Their report revealed that girls' social and family environments, gender bias within the classroom, and the wider social image of STEM studies—stereotypes, undervaluing of vocational training—is deterring women and girls to enter or continue in STEM fields.

As a result, Comillas University partnered with EMT Madrid and electricity company, Iberdrola, to devise a series of workshops that provided students with hands-on introductions to potential fields in mobility and sustainability, which are accessible through STEM education and training. Activities included:

- Hackathon workshop "Transforming the world: Sustainable Cities" in various centers
- Dedicated coaching sessions
- Science Week-Workshop "Discovering Artificial Intelligence"
- 3D design with the Humanejos Institute
- STEM workshops with Siemens Mobility
- Guidance Days: Guidance toward STEM studies.

They also engaged teachers, educational counsellors, and families in these workshops to help erode the gendered biases and stereotypes found across their research.

Critically, the initiative has sought to target the lived experiences of women and girls, with forums for sector leaders to recount their personal and professional experience and the difficulties they have faced in their work environments, tackling these tangible concerns face on.

Results?

The initiative has successfully mobilized interest from young people, teachers, and education counsellors. A total of 709 people attended the Chair activities carried out in the 2020-2021 and 2021-2022 academic years, of which half were women. Yet, perhaps equally as critically, it has successfully engaged stakeholders from across Madrid's transport sector by participating in a range of the city's working groups on connected mobility of people, zero emission vehicle industry, and urban logistics ensuring the needs of women and girls are incorporated in these dialogues.

Where can I find out more?

Further information is available in the report, 'STEM studies in Spain and women's participation': https://www.comillas.edu/documentos/catedras/STEM-mujer/Estudios_STEM_en_Espa%C3%B1a_y_participacion_de_la_mujer_dic_21.pdf

A full overview of the STEM Chair's activities is available on their website: <https://www.comillas.edu/catedra-stem-mujer>

Kochi Metro: Gender diverse recruitment drives

What they did?

India's Kochi metro was inaugurated in 2018 and is operated by the state-owned entity, the Kochi Metro Rail Limited (KMRL).

The state government of Kerala in southwest India, where Kochi is situated, identified gender equality as a key priority and has been incorporating gender as part of its policy and urban development plans since 2055 with its Gender Equality and Women's Empowerment Policy adopting gender mainstreaming as the key approach. This has been supported by international development agencies such as the Asian Development Bank (ADB) and Agence française de développement (AFD).

Why they did it?

India is making progress toward development goals, yet gender disparities persist across sectors. It ranks 112 of the 153 countries on the overall Global Gender Gap Index 2020 and since 2006, the gap collectively—economic, education, health, political participation—has grown significantly wider. According to the latest World Bank figures, from 2021, fewer than one in five Indian women work, although many women work in agricultural or domestic work, which is considered to be informal and often does not get counted.

The proportion of women in India's workforce overall is declining. Over nearly two decades, India's female labor participation rate dropped from 32 percent in 2005, to 19 percent in 2021. It is estimated that the earned income of women is one-fifth of male income.

Despite this, efforts are being put in place to accelerate the country's inclusive economic transformation, especially on women's empowerment and social inclusion.

How they did it?

In 2016, KMRL signed an agreement with Kudumbashree, a women's self-help group in Kerala to engage it for facilities management at metro stations including ticketing, customer relations, housekeeping, parking management, and running the canteens. Facilities at the Kochi metro station are now managed by all-women staff from Kudumbashree, making it the largest crew of women to be employed by any metro in India.

Moreover, in accordance with the transgender policy of the Kerala state government, KMRL also introduced a policy to recruit members of the transgender community. Sixty members of the transgender community were hired for a variety of roles ranging from handling ticket counters to maintaining the metro line.

Results

From the start of its operations, approximately 80 percent of Kochi metro's staff have been women working across a wide range of positions: cleaning staff, ticket machine operators, train drivers, station managers, and more, including eight women metro operators of a total of 39.

Tesla – Respectful workplace and equal opportunities across the whole supply chain

What they did?

Tesla expanded access to hiring opportunities to underrepresented communities by putting diversity, equity, and inclusion (DEI) in the hiring process.

Why they did it?

Tesla recognizes the value of different backgrounds and perspectives of the workforce, and fully promotes equal opportunity for all employees, both existing and prospective, without discrimination on the basis of race, color, religion, creed, sex, sexual orientation, gender expression or identity, national origin, disability, medical condition, military and veteran status, marital status, pregnancy, or any other characteristic protected by law, regulation, or ordinance. It also requires its suppliers to similarly respect the people in their workforces.

How they did it?

Tesla has been focusing on increasing gender-neutral language in job descriptions, broadening sourcing efforts, revamping interviewing guides, building community partnerships, educating on unconscious bias, and facilitating training for recruiters, hiring managers, and interview panelists.

They publicly state that candidates do not need to have a college degree to work at Tesla. This characterizes an enormous opportunity for high school graduates from underserved communities to join Tesla and be able to grow their careers.

They have attended more than 75 diversity hiring events targeting women and students of historically Black colleges and universities and Hispanic serving institutions. For example, Tesla was able to connect with more than 3,000 students from various disciplines at the Society of Hispanic Professional Engineers (SHPE) National Convention, the US's largest annual gathering of Hispanic STEM students and professionals.

Specific programs include:

1. **Manufacturing Development Program** - a two-year program where recent high school graduates in the U.S. start a career at Tesla as a production associate while continuing their education in automation and robotics at a local community college. Since its launch in 2017, 168 graduates have been hired into this program—especially in Nevada, New York, Texas and California.
2. **Tool & Die Apprenticeships** - in partnership with local community colleges, it offers a federal and state certified Tool & Die Apprenticeship program. These apprenticeships blend on-the-job training by qualified mentors with classroom learning, providing a holistic approach to learning a trade in high demand. Apprentices learn welding, machining, blueprint reading and other critical skills. Similar programs run in Europe, for example in Berlin where they collaborate with local vocational schools and train students through facilitated workshops, self-led modules, and on-the-job exercises for a variety of roles.

3. **Introduce a Girl to Engineering Day and National Manufacturing Day** - and associated activities help promote gender diversity in STEM. Since 2018, Tesla has encouraged girls to see engineering as a means to pursue their goals by participating in "Introduce a Girl to Engineering Day". In 2022, more than 1,200 middle school students from 140 schools across California, Nevada, Texas, and New York joined the virtual event, which showcased a variety of engineering career pathways and inspiring female Tesla engineers through virtual tours, engaging videos and hands-on STEM activities. Similar initiatives take place in Europe, like Girls' Day, which is dedicated to girls who want to explore future career paths in the industry.
4. **Social safeguarding programs** - several programs help to provide temporary support to employees due to a change in circumstances. Examples include: SafetyNet—started in 2016—provides limited financial assistance for employees experiencing temporary hardship such as the sudden loss of housing, emergencies or natural disasters or expenses related to the loss of an immediate family member. This was expanded in 2021 to include health insurance that includes travel and lodging support for those who may need to seek healthcare services that are unavailable in their home state. Provision of five days of back-up child or elder care for employees, infertility benefits, including assisted reproductive technologies, and transgender benefits aligned with the clinical protocol set forth by the World Professional Association for Transgender Health have also been available since 2018.

Results

Tesla is a majority-minority company with a large representation of employees from communities that have long struggled to break through the historic roadblocks to equal opportunity in the U.S.A. At the end of 2020, 34 percent of US directors and vice presidents were non-white, this is considered high considering that only 0.3 percent of employees are director level and above at Tesla.

By comparing Tesla's diversity data with that of other tech companies, they found that in nearly all categories, Tesla's representation of people of color exceeds that of peer companies and in nearly every job category, Tesla's employee base is more racially diverse than the automotive industry average per US figures.



2. Discriminatory work cultures

These findings revealed that gendered stereotyping and bias is prevalent across all modes and regardless of geographic location. This jeopardizes women's safety, security, wellbeing and indeed, ability to conduct their jobs. Organizations should take active steps to counteract this and create inclusive workplaces.

Central Ohio Transit Authority: Creating a dedicated Diversity Officer position

What they did?

The Central Ohio Transit Authority (COTA) is the regional public transit provider for greater Columbus and Central Ohio (USA). They serve an area with more than 1.2 million residents and with more than 19 million trips every year.

In 2020, the inaugural Chief of Equality, Diversity, and Inclusion (EDI) was hired for COTA, which has enabled the organization to double down on its approach to inclusive and equitable recruitment, promotion and workplace cultures, bringing diversity and inclusion into all aspects of COTA's work.

Why they did it?

The decision to create a new division dedicated to equity, diversity, and inclusion had been a discussion point for the executive leadership team (ELT) based on COTA's prior research that involved climate and culture surveys, focus groups, individual interview, organizational assessment, data gathering, and analyses.

COTA sought to make itself an inclusive employer, attracting and retaining personnel from a wide variety of backgrounds.

“As public transportation professionals, we must acknowledge that all forms of transportation have been impacted by race and racism—deed restrictions, zoning and mortgage lending policies (red-lining), highway development through Black neighbourhoods.”

Monica Jones, COTA's Chief Equity Officer.

How they did it?

Key to COTA's development of this role was the commitment from board members and senior executives including the CEO and Deputy CEO. The EDI Officer was given full support from the top-down to move individuals beyond their comfort zones to ensure that equity was interwoven into all systems, from hiring, promotion, recruitment, and succession.

At COTA, the Chief Equity Officer therefore has latitude to “be in every department's lane”, encouraging all departments and divisions to work with the EDI Division—Finance, Human Resources, Legal, Operations, President and CEO Offices, Government Affairs.

This allows collaboration with all divisions and departments to ensure the equity, diversity, and inclusion are not the responsibility of one unit but is an organizational goal that is shared among all sectors.

“I believe that there are 5 necessary steps in addressing barriers to gender equity: Awareness, Knowledge, Skills, Practices and Transformation.”

Monica Jones, COTA's Chief Equity Officer.

Successes?

The Human Resources department is now reviewing all policies to ensure inclusive language, creation of paid-family leave, and domestic partnership benefits.

All members of the leadership team completed the intercultural development inventory (IDI) assessment to determine the group profile cultural competency and have developed individual plans of action to expand our cultural knowledge and humility as a leadership team.

Following the creation of this role, COTA has also developed five employee resource groups (ERGs):

- WISE (Women for Inspiration, Strength, and Excellence)
- VERG (Veteran's Employee Resource Group)
- BELIEVE (Black Employees Leading in Inclusion, Excellence, Vision, and Education)
- PACT (Parents Actively Collaborating Together)
- PRIDE (LGBTQIA+ members and allies)

These have helped champion diversity across COTA, organizing events such as charity drives and volunteering. BELIEVE, in a collaboration with the Mid-Ohio Food Collective handed out more than 9,400 pounds of food, which included 200 boxes of fresh food and produce for families.

Human Resources has implemented an Awards and Recognition Program for 2023 so that COTA is able to celebrate employees in ways that employees have shared.

Go-Ahead Group: Collecting and analyzing data on employee satisfaction

What they did?

The Go-Ahead Group is an international transport operator, responsible for several global operating companies, including 10 UK bus companies, three international bus companies (Ireland, Singapore, Sweden), one UK rail company, and two international rail companies (Germany and Norway).

Colleague engagement has been measured at Group and throughout the operating companies for many years, predominantly on an annual basis. They are now in the process of rolling out a new approach to surveying employee satisfaction, which will enable a greater insight into diversity and inclusion, to identify challenges for employee retention, particularly for underrepresented groups.

Why they did it?

Go-Ahead's strategy of "The Next Billion Journeys" names people engagement as key to the Group's success. To achieve this, they are seeking to enable leadership teams to have access to data and resources, understanding how people experienced work in a systematic way to create a better and improved sense of belonging.

"We know that data and insight are the key to unlocking even more business improvements and growth at Go-Ahead and it is no different in the field of employee engagement. Understanding how our colleagues are experiencing their work at Go-Ahead is critical to us creating environments where everyone can really thrive".

Claire Mahoney, Head of Colleague Experience at Go-Ahead Group

The Group have determined that the process by which they survey colleagues is heavily manual, resource intensive, and not fit-for-purpose, given the importance of engagement in their strategy.

For example, the existing survey structure only provides a breakdown of quantitative scores and qualitative data (verbatim comments) in a .pdf or .csv file format. This does not provide opportunity to analyze data from different angles for example, comparing locations, and drilling down by different levels of management. They are seeking to give leadership more insight into and ownership of employee satisfaction, and to collect data more frequently than once a year.

How?

Go-Ahead is re-evaluating the way in which they undertake colleague surveying, while reinforcing the anonymity and confidentiality of respondents. To do so, they will use a hosted engagement survey platform, where individuals receive an online link to complete their survey, uniquely coded to each individual and is preloaded with key data about that individual such as location, role, and gender. They are also looking outside of transport to bring in new thinking about how to manage diversity and inclusion such as using the "Six Cs of commitment and courage, cognizance of bias, curiosity, cultural intelligence and collaboration" promoted by Deloitte.

Therefore, they do not have to rely on colleagues self-selecting this information, and potentially not giving accurate responses. It also means that each survey can only be completed once, giving more confidence in the integrity of the data. This does not affect the confidentiality of the data – personal information is handled directly by the third-party and they, as the employer, never see the survey responses in conjunction with individual or personal information.

Managers are then given access to dashboards that help them understand the response rate. Here, data can be filtered in a number of different ways, with the opportunity to link with other key metrics such as absence, turnover, operational performance, which will further help leaders to understand the impact of colleague engagement on other key drivers of performance.

Results?

This process is ongoing, and costs have been calculated and key stakeholders providing feedback. However, critically, this process has been enabled by the creation of the role 'Head of Colleague Experience' who, with the support of leadership, has been empowered to pioneer and oversee this process effectively.

3. Lack of flexible working and childcare provision

Inability to balance childcare obligations was a major physical and psychological challenge for women, even in countries with some of the most generous provisions. Across the board, pregnancy forced women to abandon their careers in transport, with pregnancy identified as a key cut-off point. Accommodating maternity and parental needs was regarded as imperative to women's ability to remain in the sector and access career progression opportunities.

Transport Infrastructure Ireland: Hybrid working and job sharing

What they did?

Transport Infrastructure Ireland (TII) is a state agency in Ireland dealing with road and public transport infrastructure, established in 2015 by merging the former National Roads Authority and Railway Procurement Agency.

The organization has implemented a hybrid working arrangement which is designed to support a more flexible work-life balance while allowing managers to maintain oversight of performance and retain the in-person contact necessary for a cohesive workplace. This is offered alongside possible parttime or workshare options.

Why?

Following the onset of the COVID-19 pandemic, TII needed to implement a structure which enabled flexible and home working in the clearest and more effective way possible (figure B.2).

Figure B. 2. The impetus for TII's move to more flexible working.



Source: TII

How they did it?

Employees are requested to attend the office a minimum of two full days each week,1 one team day to be agreed with the respective line manager aligned with the head of department. The second day can be decided by the employee, which can vary having regard to the requirement to attend in-person meetings or collaboration with colleagues or stakeholders that may arise.

Employees can select three options for start and finish times. Each of the options is based on taking a 1-hour lunch break and is subject to the weekly hours Monday to Friday target being fulfilled. Regardless of the working hours option chosen, all employees must work during core hours 10h00 – 12h30 and 14h30 to 15h30.

“Having flexibility with where I work and when I come into the office allows for better work life balance to attend to both my work and family commitments.”

Kathleen Jacobi, Sustainability Portfolio Co-ordinator, TII.

Parttime and workshare are also available. Part-time work means working fewer hours than a comparable full-time worker. Examples of part time work attendance patterns may include mornings only, afternoons only or three or four days per week, with hours and pattern of work arranged to suit both TII and the employee. Workshare involves two or more employees working part time, to share one TII role by working alternate attendance patterns resulting in a fulltime role being fulfilled.

Results?

TII now has a clear request and implementation procedure for flexible working, which it can showcase in its job offer. It has been shown to encourage female candidates. This has enabled employees with a variety of flexible working needs to adapt the structure, while retaining managerial oversight.

Stagecoach: Creating a better work-life balance for drivers

What they did?

Founded in 1980, Stagecoach is the UK's biggest bus operator with services connecting more than 100 major towns and cities in England, Scotland, and Wales.

They have sought to make bus driving more attractive to women and others need to prioritize work-life balance. They have achieved this by adapting rosters and holiday allowances to provide flexibility, while enabling more constancy around rest days for drivers.

This has been combined with a range of outreach initiatives, endeavoring to reach a more diverse pool of candidates and support women through their training and development.

Why they did it?

The operator recognized the need to improve drivers' work-life balance to retain staff and create a more attractive job offer.

How they did it?

Stagecoach has adapted driving rosters to provide them with a daily rest of 11 hours, improved rest day patterns, and working weeks with all similar shifts—early or middle or late).

Holiday allowance during school holidays—Easter, Whitsun, August, Christmas and New Year—has also been increased, with 29 drivers off per each one of these weeks, opposed to previous number of 15. This has also reduced administration for drivers and enabled more control over holiday and lieu day allocation (table B.4).

Table B.4. Changes in the rosters which prioritize work-life balance. Left, is the previous rota; right is the new rota.

WEEK COMM 17.02.2022											WEEK COMM 27.11.2022										
5 DAY / NURSERY ROSTER											5 DAY / STARTER ROSTER										
NAME	COVER	COVER	VER	SUN	MON	TUES	WED	THUR	FRI	SAT	NAME	COVER	COVER	COVERED BY	SUN	MON	TUES	WED	THUR	FRI	SAT
1				RD	101	101	102	102	RD	203	1				RD	107	RD	101	102	101	201
2				RD	111	104	RD	106	105	204	2				RD	RD	146	152	146	152	246
3				AS DETAILED											AS DETAILED						
4				RD	102	103	RD	103	101	205	4				310	119	RD	RD	106	105	261
5				316	107	118	106	115	RD	RD	5				RD	108	107	107	RD	108	220
6				RD	106	102	107	RD	106	207	6				301	105	106	119	107	RD	RD
7				321	154	154	149	148	RD	RD	7				RD	RD	102	102	101	103	203
8				RD	RD	156	154	158	160	241	8				RD	152	151	RD	151	146	233
9				RD	115	106	115	RD	108	212	9				AS DETAILED						
10				RD	150	147	RD	149	148	243	10				306	103	105	106	119	RD	RD
11				AS DETAILED											RD	RD	101	103	105	102	202
12				RD	158	159	159	156	159	RD	12				AS DETAILED						
13				310	156	150	147	150	RD	RD	13				318	102	104	RD	RD	106	217
14				RD	113	RD	119	119	103	214	14				RD	148	152	148	152	148	RD
15				RD	160	160	156	160	152	RD	15				RD	RD	142	146	142	142	239
16				RD	151	151	151	RD	151	237	16				RD	RD	188	136	137	188	204
17				RD	153	152	153	152	153	RD	17				RD	106	119	105	RD	107	206

Source: Stagecoach.

Importantly, this was established with clear communication between managers and drivers. "Meet the manager days" have been a time for staff to bring opinions to their attention.

This has undoubtedly been a complex process, with the need to cover the gaps left. However, through clear communication between managerial staff—within a roster working group—piloting measures and securing feedback from staff, new rosters have been able to accommodate drivers' needs while maintaining Stagecoach's level of service.

Stagecoach has also explored innovative options for filling unpopular shifts with groups such as students who are seeking more flexible, irregular shift patterns at shorter notice. This has been combined with additional actions to support women into driving—and other STEM related roles—where they remain significantly underrepresented.

Stagecoach recruits most of its apprentices externally, but it also hosts a "trade-up" scheme. This allows existing employees to commence an engineering apprenticeship, helping to facilitate movement into STEM based roles. Critically, under this scheme, Stagecoach West honors the pay rate of an apprentice's previous role while they are training. Stagecoach also organizes a series of in-person recruitment days to allow those interested in driving roles to try it out, and have any questions answered by managerial staff on site.

Results?

Stagecoach has received a 19 percent improvement in staff satisfaction based on staff surveyed in December 2022 versus staff surveyed in March 2022. Staff retention across that period has improved by 19 percent also across all sites, with some sites exceeding this. They are also seeing a gradual increase in the number of women on their apprenticeship schemes.

Swiss Federal Railways: Supporting return to work and childcare

What they did?

Swiss Federal Railways (SBB) is the national railway company of Switzerland, employing 33,000 employees from 84 nations with 150 occupations.

SBB has extensive flexible working offers and a return-to-work scheme, which supports parents in maintaining their career while managing family life. The organization offers a wide range of options that can be tailored to individual preferences and needs, as well as childcare provisions.

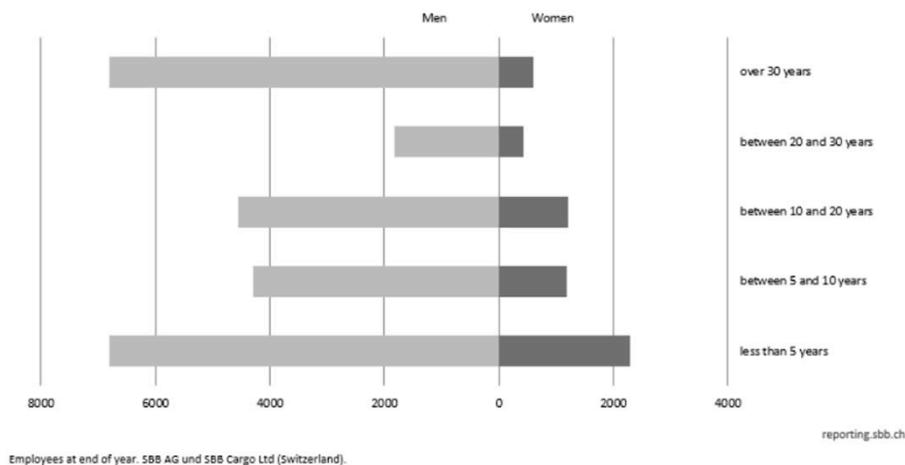
Why they did it?

One of the key themes to emerge from the COVID-19 pandemic in the world of work has been the challenge for businesses in recruiting and retaining talent. As a public transport operator, this has not only affected SBB's service delivery, but also transformed their employment offer in their effort to attract and retain talent, especially female talent.

SBB's retention rate of women is far below that of men. Retention of female employees drops off dramatically after five years, then again between 10-20 years (figure B.3).

Figure B.3. Employees displayed by years of service at SBB.

Employees by years of service in 2021.



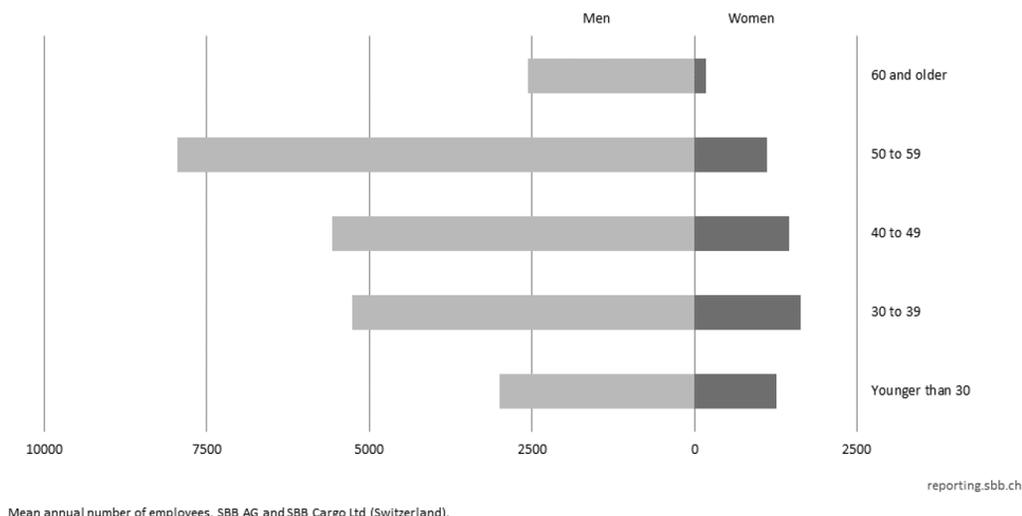
Source: SBB Facts and Figures - Personnel ([sbb.ch](https://www.sbb.ch))

Retaining female employees after childbearing age is a challenge. While male employees above age 30 remain in the organization, the number of women has seen a dramatic drop (figure B.4).

Figure B.4. Number of employees according to age.*



Employees according to age in 2021.



Source: SBB, Facts and Figures - Personnel (sbb.ch).

***Note:** Graph showing number of women dropping off after age 50.

How they did it?

Flexible working can be arranged on a daily, weekly, or annual basis, with the ability to trial reduced working hours before committing to this.

On a daily basis, employees are eligible to work every morning or nearly five hours every day. On a weekly basis, they get time off on fixed or varying days of the week. The desired days off are set in advance, either within the scope of monthly planning or as fixed parttime days. This model is particularly suited to employees with set childcare, secondary employment, or when working in shifts.

There is also the capacity for trialing flexible work before establishing this working pattern on a long term basis. Employees can reduce working hours by up to 20 percent for a period of three months, so long as this does not fall short of the 50 percent mark. During this time, they can test whether this option is suitable for them and return to their original hours without any problem if it is not.

Employees are also offered advisory services, which support new parents with childcare advice and help locate suitable childcare services. Their scheme, Kidz Care supports in organizing and financing childcare. Depending on income, Kidz Care means up to 90 percent of childcare costs are taken care of.

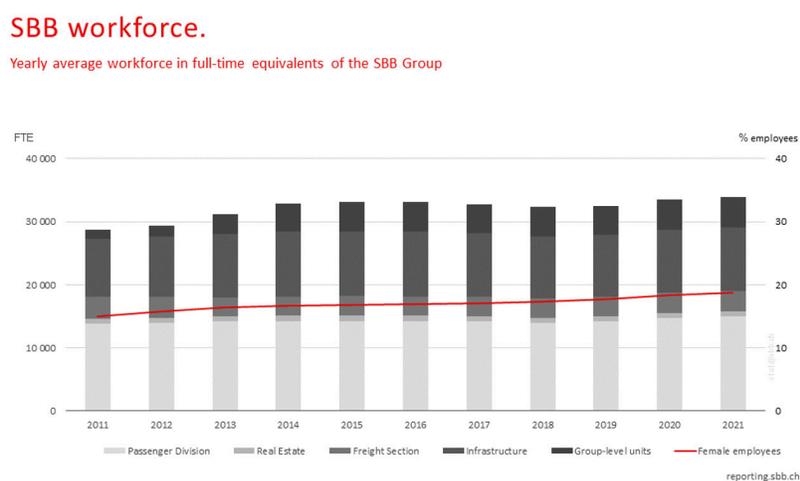
Their return-to-work scheme provides part time training roles before recruits can return to fulltime employment. For example, their civil engineer return-to-work program comprises a six-month introduction to all areas of civil engineering and to risk and safety management for railway infrastructure. The program

can be followed at a 50–80 percent working percentage. Smaller projects are implemented in parallel to the courses, and participants are mentored throughout. Similar schemes are offered for passenger attendants and customer consultants.

Results?

Although the number of female employees remains just under 20 percent, this figure has risen gradually over the last decade (figure B.5).

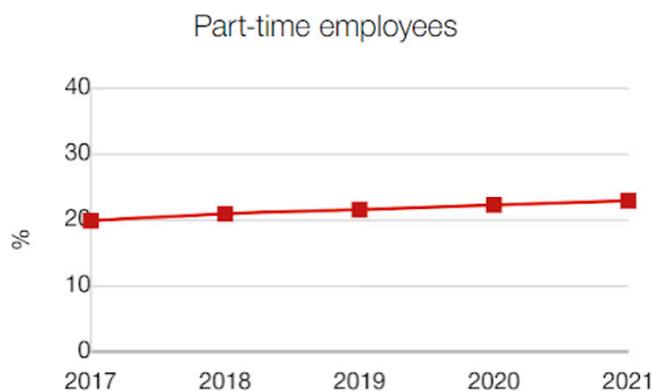
Figure B.5. Number of employees across SBB, displaying the percentage of female employees.



Source: SBB.

The number of part time employees has also risen, suggesting this scheme has been successful in supporting employees in working in a diversity of formats (figure B.6).

Figure B.6. Number of employees in part time employment.



Source: SBB Facts and Figures - Personnel (sbb.ch)

Note: “Parttime” means employment relationships of less than 100 per cent.

4. Invisible glass ceilings and restricted career options

The career pipeline for women to gain a foothold in leadership positions remains inadequate. Enabling women to access career progression prospects is critical to enhance their representation and create a pipeline of opportunities for women across the sector.

EmpowerWism: Supporting women-led businesses

What they did?

In 2021, movmi, an agency focused on shared mobility, from micromobility, carsharing to Mobility-as-a-Service, launched EmpowerWism, a competition that promotes and supports one women-led mobility venture for 12 months. A winner is selected from a pool of applicants and helped in taking their start-up to the next level through free consultancy support, to places at leading transport events, tapping into EmpowerWism's network for connections and other opportunities that promote and grow their business.

The award is gaining international recognition and applicants now come from all over the world. It now provides a platform for past and present winners and runners up to meet and exchange, building a cohort of shared knowledge and experiences.

The 2022 winner was Wheel!, a Norwegian based cargo bike company, and 2021's winner was SINGE Network (now HALO), that develops digital safety guides that integrate into mobility apps with a focus on gender equality and migration.

Why they did it?

New technologies and mobility services are creating fresh opportunities for transport start-ups, from electric vehicle (EV) charging to geolocation apps, bike sharing and beyond. However, women-run businesses—particularly in the transport sector—remain incredibly low. The EmpowerWism program seeks to elevate women-run businesses and support them as they grow and evolve.

The scheme was developed by Sandra Philips, founder of movmi, who recognized a clear lack of women in leadership across the shared mobility space and struggles for female entrepreneurs to secure the connections and funding they need to develop their businesses in the transport sector.

How they did it?

The program publishes a call for applicants from around the world and selects a winner through a formalized and transparent process judged by a jury panel. Applicants must:

- Provide a product, service, or technology usable for personal mobility or transportation—can be in shared mobility but doesn't have to be.

- Be majority women owned and have at minimum one female Co-Founder and C-level executive— cis or transwomen, non-binary, gender-fluid or gender nonconforming people. Additional points are given for more female representation.
- Be less than five years old.

Many challenges came in the way in developing this initiative and encouraging women to put themselves forward as applicants. In the first few years, it required extensive active outreach from movmi in locating and convincing women entrepreneurs to apply.

“In many cases women founders replied that they weren’t sure if they met all the criteria or were ready for this award. It took personal conversations to reassure them that, indeed they are ready and that—even if they don’t win—they will be promoted and supported by EmpowerWism.”

Sandra Phillips, founder of movmi

The competition also draws vital support from partners including, UITP, ITS America, Stanford University, and others who provide funding and opportunities for winners.

Results?

Despite a slow start, 17 applications were received for the 2023 edition, with applicants from across Europe, Australia, Asia, South America, and Africa.

The scheme does not just benefit the winners, it has also established a forum for connecting women entrepreneurs, with movmi running a series of virtual workshops that bring together all applicants to share experiences and offer advice to others.

“Women say that it is incredibly valuable to be able to connect with like-minded individuals who have gone through similar experiences, and afterwards, our applicants talk to each other about their work.”

Sandra Phillips, founder of EmpowerWism.

Advice for the sector for supporting women leaders and entrepreneurs:

1. Do not dismiss smaller schemes or start-ups which want to begin local and scale up later.
2. Service focused concepts which are often spearheaded by women, may not be a trendy or hot investment, but critical to the transport sector. Investors should take these start-ups more seriously
3. Support women-led businesses securing the right connections for developing and scaling up their concepts and products
4. Larger organizations can use their resources to support women and minority led businesses. Many national funding opportunities are available for larger transport providers to support minority owned businesses, make use of these. For example: the US Department of Transportation’s Federal Highway Administration has put aside US\$10 million in funding to help minority owned small businesses compete for large transportation projects.

Alta: Establishing durable mentoring schemes

What they did?

Alta is an online mentoring platform, launched within the aviation and aerospace industry in 2019, which connects female mentors and mentees from across the aviation and aerospace industry, designed to attract more women to the industry and to retain those women already present, with a focus on supported career development.

Funding to design and launch Alta was provided by the Economic and Social Research Council (UK) and the University of the West of England and the project was match funded by the co-founding partners—the Royal Aeronautical Society, Airbus, the Royal Air Force, and Little Blue Private Jets Ltd. The scheme was also awarded the ESRC prize (2022) for outstanding impact in business and enterprise.

Supported by the careers service at the Royal Aeronautical Society and donations from the industry, Alta provides mentor-mentee training, regular networking events and advocates the tackling of gender inequality across the industry.

Why they did it?

Alta seeks to tackle the underrepresentation of women within the aviation and aerospace industry, especially at the highest levels. It therefore provides one-to-one mentoring for women in the industry and a network that is dedicated to ensure that talented women reach their full career potential.

It also seeks to broaden action from internal positive action to a sector-wide movement, providing women with longstanding contact networks, support systems and wider knowledge and expertise, crucial to enabling their success in aviation, and across the transport sector.

Women being mentored by Alta mentors are predominantly being supported with:

- Career direction and progression
- Authentic feedback and coaching to improve confidence, competence, and self-worth
- Experience with a senior woman or successful role model in leadership who can advise on moving into a leadership role
- Building identity, positive assertiveness, and confidence in behavior.

How they did it?

The scheme is the outcome of a joint knowledge exchange project between academics and industry. It was designed and launched to meet the mentoring needs of women in this male dominated industry, who otherwise had no, or very little, mentoring support.

Alta's steering group took a rigorous approach to establish the scheme. It was initially shaped by academic research across the industry—a survey, focus groups and interviews—with women in the sector, who provided input on optimum approaches and formats for the platform.

The founding partners, now the Steering Group, trialed Alta for a period among their own organizations, which enabled them to address any areas of the platform that needed further attention, such as the matching questions. The platform was then fully launched through a mentoring platform specialist, Perform Learn Develop (PLD).

The algorithm-based software used helps avoid some of the problems associated with the more subjective matching process where one or two people decide about the match—hand matching.

Once a mentee has completed their profile through the platform, they will be presented with a broad list of potential mentors who match the criteria they selected. Once a mentee is satisfied that they have found an appropriate mentor, they can send a mentoring request.

Activities between mentors and mentees can vary, but they generally convene in person or online every 6-8 weeks, where mentees are supported in navigating important career challenges.

Successes?

“I think the success of Alta has been due to this gradual, yet targeted and effective approach which is based on thorough research and a great collaboration between academia and the industry. Many of our supporting organisations are industry competitors who have joined together to tackle gender inequality in their industry.”

Professor Susan Durbin, Co-founder of Alta

The steering group has now embarked on a more extensive outreach and marketing process having established a prominent reputation and a growing sponsorship base—Collins Aerospace, Raytheon, Signature, GKN and Boeing UK.

The program now has over 500 individual members—mentors and mentees—from across the globe. It is free for individuals to sign up, and companies can also sign up for a small annual fee, allowing their employees to gain access too.

Advice from Alta for others:

“Developing a strong collaboration between program partners is essential, it is about trust, respect and dedication.”

Professor Susan Durbin, Co-founder of Alta

Establishing a clear approach to what mentoring should provide is also critical, for example, Alta lays out that mentoring is not:

- a substitute for the role of the line manager
- a replacement for other types of learning and development, including coaching
- a replacement for specialist support services, where issues may be too complex for the mentor to deal with

- sponsorship
- paying lip service to the idea of mentoring
- a one-way conversation.

But mentoring is:

- a two-way process
- an adult-to-adult relationship, which may include constructive criticism
- a critical friendship between mentor and mentee
- a place for development, for both mentor and mentee
- a separate, objective sounding board
- a source of experienced advice and guidance on a range of work related and social and emotional issues
- making time and space to achieve the above
- a development opportunity for the mentor.

Find out more here: <https://alta.onpld.com>

UPS: Women's Leadership Development

What they did?

The Women's Leadership Development is a program launched in 2006 by UPS, the world's largest package delivery company, and a leading global provider of specialized transportation and logistics services.

Why they did it?

UPS has long been committed to the professional development of women, who today constitute about 20 percent of its workforce. One of its core values that helps to drive and shape its Gender, Equality and Diversity programs is creating a culture of belonging under the banner of "You Belong at UPS".

How they did it?

The employee-led Business Resource Group (BRG) has 185 chapters in more than 30 countries. The chapters allow employees to connect better and offer networking and learning opportunities outside of regular work teams, serve as an extension of the firm's diversity and inclusion strategy (figure B.7), and reflect UPS's "commitment to employee development and engagement."

Figure B.7. Range of diversity in UPS's inclusion strategy.



Results?

The WLD groups focus on “enhancing its members’ personal and professional skill sets in order to prepare them to step confidently into leadership roles at UPS.” In addition, the program aims to retain the women it already has in management, by finding ways to be responsive to their needs and priorities.

This is reflected throughout the organization and Carol B. Tomé is the twelfth CEO in UPS’s 115-year history and the first woman to serve in this role. The UPS Board of Directors is 46 percent women, far above the average for other US Fortune 50 companies and she has served as a member of the board since 2003. In addition, UPS Information Technology (I.T.) has been named as one of the “2021 Best Places to Work in I.T”.

5. Gender equity and its relationship with wider diversity, behavior, and culture change

Gender inequality is part and parcel of difficulty navigating wider questions and confusion around diversity, and across the survey and interviews, it was clearly recognized that the sector cannot approach gender in isolation from racial, sexual or socioeconomic equality.

[ILWU: Bystander intervention training on British Columbia’s docks](#)

What they did?

The Be More Than a Bystander Program is an intervention model, run by the Ending Violence Association of British Columbia (EVA BC) and implemented by The International Longshore and Warehouse Union (ILWU), an ITF affiliate and dock workers union in Canada.

ILWU Canada is a union representing more than 7,200 men and women throughout British Columbia.

The training took place as a three-day intensive course, covering a range of topics to provide an in-depth understanding of the bystander intervention model including:

1. Why these are men's issues
2. What role socialized masculinity plays toward violence in society
3. What sexism and misogyny are
4. The pressure to be tough and not empathetic
5. Media literacy and understanding the role of media in establishing and maintaining social norms
6. The power of men stepping in and speaking up
7. Role of bystander intervention as a men's leadership issue
8. Know what options are available to speak up or interrupt abuse and violence—with people they know and with strangers

Why they did it?

British Columbia's docks have become increasingly diverse, with employees from many different backgrounds over several years. However, challenges have remained for creating inclusive cultures, which employers and trade unions have sought to confront.

Bystander intervention training increases workplace safety by addressing gender workplace harassment, bullying, and violence and creates more respectful and inclusive workplaces.

A video,² produced in collaboration between the BCMEA and the ILWU, takes an insightful look at bullying and harassment, and demonstrates the important role of bystander intervention when witnessing harassment in the workplace.

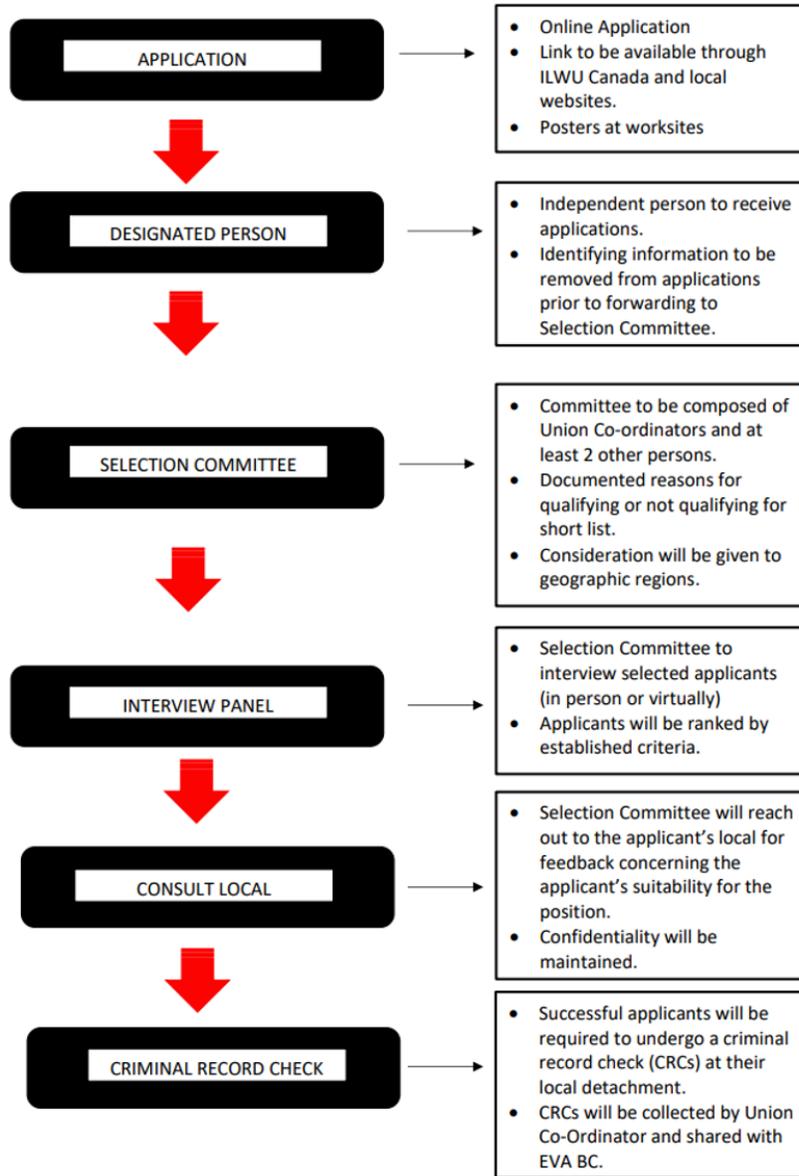
How they did it?

Focused on providing practical tools to empower people to “stand up instead of stand by,” this program addresses the complex and challenging subject of workplace harassment and bullying.

In collaboration with Ending Violence Association of BC (EVA BC)—which supports and trains close to 300 antiviolence programs and community coordination initiatives across the province—it equips leaders and employees at all levels with concrete skills to appropriately address these issues and create respectful workplace cultures.

Applicants were able to apply online on the ILWU Canada and local websites. Independent individuals received the applications, with identifying information removed from applications prior to forwarding to a selection committee, which then conducted an interview with the individual to assess their suitability for the training (figure B.8).

Figure B.8. A flow chart displaying the selection process for candidates to participate in the program.



Source: ILWU, <https://www.ilwu.ca/train-the-trainer-opportunity-for-ilwu-canada-members/>

“The whole point of this program is about stepping back and understanding that some of the things we have always seen, a little clearer. Having the courage to support one another.”

EVA BC.

As such, the program:

- Provides practical tools to empower people to “stand up instead of stand by,” and addresses the complex and challenging subject of gender-based workplace harassment and bullying.
- Recognizes that the vast majority of men and women in the workplace want to do the right thing and value a fair respectful environment.
- Provides the practical tools and information to recognize the range of behaviors that contribute to a negative culture where gender workplace harassment and abuse can occur.
- Equips leaders and staff at all levels with concrete skills to appropriately address these issues and create the respectful culture everyone wants.

Once trained, the idea is that these spokespersons can be used to deliver the “Be More than a Bystander” to other non-longshore ILWU locals or other groups within the ILWU.

Results?

The ILWU have trained more than 6,000 of their workers and representatives speak passionately about the roadmap for behavioral and cultural change that this program has brought to their workplaces and the communities their workers represent.

You can find out more on this webinar introduction,³ which provides insights from individuals who have directly worked on implementation of the program.

This ITF interview “Men can be part of the solution”⁴ with ILWU docker Cam Sture, a “Be More Than a Bystander” trainer, reveals powerful truths about what needed to change in his workplace and how we all can be part of the solution to end domestic violence.

[LA Metro: Employee led positive action with a Women & Girls Governing Council](#)

What they did?

Los Angeles County Metropolitan Transportation Authority (Metro) looks to provide gender sensitive services and to improve the diversity and gender balance of its workforce. This includes developing a gender action plan (GAP) based on the recommendations from the 2019 “Understanding How Women Travel” (UHW) study, a first step in Metro’s process to understand and better serve the needs and preferences of women riders. GAP is a tactical plan to implement safety, fare policy, service, and design changes that will improve the travel experiences of women.

This includes actions to help attract and retain women workers. Twenty-nine percent of Metro’s workforce is female, 73 percent are within childbearing years. Metro is committed to supporting staff with family responsibilities, as well as creating a welcoming environment for their return to work with special ‘Returning’ programs and by providing lactation rooms for nursing mothers.

Among other actions it has also established the Women & Girls Governing Council (WGGC) in September 2017 to examine Metro policies, programs and services, as well as recommend changes to the CEO. The WGGC looks to find opportunities to remove barriers to success and expand opportunities at LA Metro, as well as examine gender sensitivity on transit services themselves.

Why they did it?

LA Metro currently has a significant gender imbalance in its employee profiles, although the Metro forecasts that it will need to add more than 700,000 jobs, it is seeking to find new ways to make the organization attractive to female recruits.

How they did it?

The WGCG Council comprises a diverse group of Metro employees representing every department—union and nonunion, entry level to executive—that meets monthly to develop recommendations to the CEO to help advance and empower women and girls.

Some of the plans approved and in implementation include: (i) guidance to the agency to foster an inclusive working environment through the CEO Action Plan for Diversity and Inclusion; (ii) promotion of women in creating a career pathway for mechanics and construction management roles; and (iii) to eliminate gender bias for entry-level positions with a low number of women.

The Council has also addressed sexual harassment prevention, implementing an effective reporting, reviewing, and responding process to reduce or prevent sexual harassment.

Critically, this has been supported and reinforced by LA Metro's leadership. Indeed, the Council's founder, Stephanie N. Wiggins, is the Metro's CEO and continues to embed inclusion and diversity. She was honored as Los Angeles Business Journal's CEO of the year in their 2022 Diversity, Equity and Inclusion Awards.⁵

“We have had a lot of support from our board, our gender actions have been given visibility, support and scope for work. Without this support, our initiatives would not have been able to get the momentum it has today.”

Elba Higeuros, Deputy Chief of Staff.

Successes?

The Council has helped guide and support actions, which it has identified as key to transforming recruitment and workplace cultures. The group recommends effective actions (or “business cases”) to LA Metro's leadership—recommendations borne from embedded and situated experiences from a diverse range of colleagues on the WGCG.

For example, following recommendations, LA Metro is updating job specifications to remove gender bias. Specifically, minimum qualifications have been removed for jobs such as cleaning or custodial work and service attendants, because these minimum qualifications may have been creating a barrier to employment for women.

“We worked with our operating staff to remove some qualifications (such as heavy lifting); this led to a significant increase in women able to qualify and get the job.”

Elba Higeuros.

It has also incorporated a pilot of blind screening for job applicants. Through this effort, they are working to determine if a hiring bias exists in the agency. With this applicant blind screening, applicants are given a number that does not indicate their name or gender. Applicant scores are then determined based on qualifications of the applicant, without including any personal demographics.

The agency also hosts a childcare center, begun in 2012, which provides subsidized childcare for all LA Metro employees. Metro has recently partnered with a private, not-for-profit childcare and development agency, to provide further family support services to increase access to high-quality child development programs and resources to Metro employees.

“I can personally vouch how this safe, secure childcare near work gives me the peace of mind and I feel more valued as an employee.”

Khanna Meghna, Senior Director, Systemwide Team, Mobility Corridors.

This has led to increased hiring of women. One year after implementing this process, 30 women were hired into service attendant roles; compared with only three women hired in the previous three years. This Council has been combined with the hiring of its first Executive Officer, Equity and Race in January 2020, to lead implementation of the equity platform.

Notes

- 1 An “office” day is defined as a day where people work from a non-home location such as a TII office location, a TII site location, a stakeholder location, or other suitable locations for the purpose of their work.
- 2 Video - Prevent Harassment & Violence - https://www.youtube.com/watch?v=zezg_5_xh0U
- 3 “Be more than a bystander” - https://ichca.com/wp-content/media/ichca_webinar_19may.mp4
- 4 “Men can be part of the solution.” <https://www.facebook.com/itfwomen/videos/904416796884573/>
- 5 <https://labusinessjournal.com/business-journal-events/2022-diversity-equity-inclusion-awards/>

APPENDIX D:

Survey Questions

The blank survey, which shows the questions posed to the interviewer can be accessed via the link (Link to be added)

SUM4ALL Gender Survey October 2022

International Survey on Barriers to Women Working in the Transport Sector

1. Could you self identify? *

- Female
- Male
- Other - Write In

2. We are expecting you to answer this survey based on your experience but we would also like to try to gather information on what organisations that are directly or indirectly working in transport are doing in gender mainstreaming. Could you provide the name of your organisation? *

3.

Would you describe your organisation as:

(please fill in even if you are answering as an individual) *

- Public sector - national level e.g Ministry
- Public Sector - governmental e.g. UN Agency
- Public Sector - city level
- International development organisation /agency
- Private Sector (with shareholders)
- Private Sector (majority family owned)
- Public Sector Other - give short description
- Not for profit/ professional association
- NGO/ CSO
- None of these describes it - Write short description

4. Which regions does your organisation mainly operate in?

- Europe 27
- Wider Europe
- Asia including China and India
- Australasia
- North Americas (USA & Canada)
- Middle East North Africa (MENA)
- Sub Saharan Africa
- Global
- Other - give details

5. Are you a member of a network examples include POLIS, Women in Transport, WomenMobilizeWomen, Mujeres en movimiento?

- Yes
- No
- Yes other - Write In

6. State which network.

- POLIS
- Other - please state

7. Would you consider yourself as a decision maker (such as a Mayor or Vice Mayor, head of transport company, or other senior position that can influence decisions about transport)?

- yes
- no

8. Does your city have a female mayor?

- Yes - currently
- Not at the moment but in the recent past (past 3 years)
- No - not yet

9. What are the areas of activities that you are involved with (personally) *

- Road based transport - passenger
- Rail based transport - passenger
- Aviation operations
- Aviation - technical and management
- Transport planning
- Maritime operations
- Maritime -technical and management
- Inland waterways
- Road based transport - freight & logistics
- Rail based transport - freight & logistics
- Industry / technology

10. If the above does not fit with what your organisation does and your role you may add some details here?

11. Thinking about the scope and scale of your personal position and your current work - can it be described as:

- Local
- National
- Regional
- International
- Other - Write In

12. Would you agree or disagree that the Sustainable Development Goals and call to action on gender equality and equity have helped increase the opportunities for women to enter the formal labour force (generally and within transport)?

- Yes - agree
- Somewhat agree that they have helped
- No - do not agree
- Any comments?

13. Are you aware of any international policy changes over the past decade that have encouraged women (specifically) to work in transport?

- Yes
- No
- Not aware of any
- Please indicate an example if answered yes

14. Are you aware of any national policies that restrict women to work (in transport)

- Yes
- No
- Don't know
- Could you give an example or why you think this?

15. Do you think that there are any international or national policies that are of particular importance to attract women to the transport sector? This may include policies that would apply to other sectors as well as transport.

- Yes
- Please describe

- No

16. Do you think that there are any international or national policies that constrain or detract women from working in the transport sector?

Yes

Please describe

No

17. To what extent do you feel policy frameworks support gender equitable employment in transport.

Great extent

Somewhat

Not much

I am not sure

18. To what extent do you feel policy frameworks restrict gender equitable employment in transport.

Great extent

Somewhat

Not much

I am not sure

19. Are there other aspects that support or restrict gender equitable employment - you can provide suggestions or details here.

(untitled)

20.

In your view, should we be looking to increase diversity in the transport workforce?

- Yes
- No
- Comments/ clarifications

21. Does your organisation actively encourage women to join? (While respecting equal opportunities requirements).

- Yes
- Can you say how and /or give an example?

- No
- Not specially
- Comments/ clarifications

22. Would you agree or disagree that women can easily join and work the transport sector if they have the right qualifications. *

- Agree
- Disagree
- Only in some areas /jobs
- It is possible but not easy
- No opinion

23. Does your organisation find it easy to attract women to work in the transport related departments?

- Yes
- Not sure
- No
- Write any comments

24. In your opinion, do you think that all employees have the same opportunities for career progression, regardless of gender in your organisation?

- Agree
- Agree somewhat
- Disagree
- I don't know / I am not sure

25. Does your organisation have any schemes to support women's job retention and career progression?

- Yes
- Not really
- Don't know

26. If you answered yes - does it have any of the following?

- Gender equity policies
- Equal pay policies
- Positive quotas
- Blind CV selection
- Mentoring schemes designed to fast track or support women
- Internal networks to support women or diversity
- Flexible working
- Support for or assistance with child care
- Protocols and processes for addressing sexual harassment in the workplace
- Details of networks (optional)
- Other - please give some details

27. Does your organisation provide training to avoid stereotyping and unconscious bias within the workplace?

- Yes
- No

28. You may like to give us some examples or provide hyperlinks to complement your answers above.

29. Are there any leadership and senior positions in your organisation that are currently (or in the recent past) held by women? (Such as Chief Executive /Operating/ Financial officers / other senior position).

- Yes
- No
- Could you describe the position?

30. Has as the number of women holding leadership positions changed over the last decade in your organisation?

Yes

No

Could you give some details

31.

In your opinion, which are the key barriers inhibiting women entering the sector, their career progression and ability to remain in the sector? Please indicate on a scale the extent to which they inhibit women's ability to work in the transport sector. 1 being the most important in your view and 5 the least important. *

	1	2	3	4	5
Equal pay	<input type="radio"/>				
Difficulties in recruitment/ getting the job	<input type="radio"/>				
Gender stereotyping for certain jobs especially in education	<input type="radio"/>				
Lack of flexible working hours	<input type="radio"/>				
Lack of childcare provision	<input type="radio"/>				
Insecurity in the workplace	<input type="radio"/>				
Glass ceilings and lack of career options	<input type="radio"/>				
Problems to reenter workforce after having a child/family	<input type="radio"/>				
Lack of training options to help career development	<input type="radio"/>				
Inadequate or difficulties with maternity /paternity leave options	<input type="radio"/>				
Other	<input type="radio"/>				

32. If you checked 'other' in the previous question or if you would like to add any details of the above that you think are useful for our study- please fill in here.

33. Out of the list in Question 31 is there one key barrier that you feel is stopping women joining the transport sector?

Write the option you feel is most important from the list in Q 31

Add one not listed

34. Did you decide to join the transport sector as a specific career decision?

Yes

No - it happened by accident

Other - give reason

35. In your personal view and personal experience, do you think that it is as easy as a woman to join and progress in the transport sector (meaning that there is no difference between women and men) if you show you are capable.

- Yes
- Sometimes
- Not really
- Definitely not - there are many barriers
- Any comments

36. What area of activity best describes your position?

- C-suite (CEO/COO/CFO/ Board/ Director/Senior decision maker)
- Senior manager
- Middle manager
- Administration
- Specialist trained in transport e.g planner
- Other type of specialist/expert e.g. statistician, cycling advocate
- Technician with professional qualification (engineer, pilot, captain)
- Other

37. From your perspective, drawing on your own experience working in the transport sector, where would you like to see major change? Please select your top 3.

	1	2	3
Needs to start at school and university (education and training)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruitment strategies for gender balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safe/ secure working conditions (zero tolerance for sexual harassment in the workplace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Break the glass ceiling and ensure career progression is equal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better representation at senior/ decision making levels (this can be at organisational, city, major agencies and political levels)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deconstructing gender norms and stereotypes in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing the voice of underrepresented groups and improving diversity in the workforce at all levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remove legal barriers stopping women perform some specific job functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving childcare provisions paternity and maternity leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better options for flexible & part time working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text" value="Enter another option"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. We are looking to interview some key influential women from the transport sector. Can you suggest someone for us to contact and /or would you be willing to participate in an interview?

39. We may have missed something that you think is important - please let us know here!

40. Would you like us to take contact with you directly - if so please provide your email address for us to contact you.

Contact details

APPENDIX E:

List of useful resources and documents

A list of useful resources and documents related to this paper can be found through this link https://drive.google.com/drive/folders/1tXk2FauLgJjKAKPOiCcYqmCZHUa9DbG7?usp=share_link