

WHITE PAPER

ON DIVERSITY, EQUITY AND
INCLUSION IN MOBILITY AND
TRANSPORT COMPANIES

2024



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Foreword

A warm thanks to everyone who took part in the creation of this white paper. Excellence comes from teamwork.

Inclusion, diversity, and equity is a societal topic that has hardly been addressed in the past decades by companies and administrations, resulting in various forms of discrimination on the job market but also in our daily usage of transportations.

Intermobility gathered experts from associations, governments, and companies to explore those topics from a corporate point of view, to better understand how things could change to keep our promise for a more inclusive world.

Intermobility would like to thank all those who participated in the expert interviews and poll, helping us structure and provide tangible results. Our thanks also go to the companies, associations, and institutions that supported the creation of this white paper, as well as their ongoing support for our organization. We would specifically like to give mention to Cercle CiME, Femmes en Mouvement, POLIS Network, the Ambassadors for #DiversityInTransport Network, Mobilians and the Union Internationale des Transports Publics/ International Association of Public Transport (UITP).

Lastly, a big thank you to the expert team who dedicated their time and expertise to this white paper, making it professional and relevant to authorities and stakeholders alike, specifically **Heather Allen, Catherine Bichara, Lucia Schlemmer, Tu-Tho Thai, and Dagmara Wrzesińska.**

A big thanks to the co-founding team of Intermobility for their support.

François Hoehlinger

Co-founder of Intermobility



Ambassadors for
#DiversityInTransport

MOB
LIANS
Les entreprises
de la mobilité

UITP
ADVANCING
PUBLIC
TRANSPORT

CIME.

FEMMES EN
MOUVEMENT

POLIS
CITIES AND REGIONS FOR TRANSPORT INNOVATION

What is Intermobility?

[Intermobility](#) is a professional network of more than nine hundred experts from thirty-nine countries including Europe and North America, founded in 2023 around the need to gather and exchange on key topics in transportation and mobility sectors.

Intermobility focuses on the world of mobility and transportation, since it is a large segment of the economy, as well as a sector known to show strong disparities. This sector of the economy has a lot to learn from other sector and needs to keep up with stronger commitments towards equity and inclusion made.

Intermobility's role is to gather and function as an enabler to allow people meet, discuss, and collaborate. People may join the network in their organizational capacity and at an individual level. One of the first goals of this network is to increase access to, and share, information and be a changemaker in the transportation and mobility ecosystem.

“While gathering experts is necessary for the ecosystem to communicate, committing to create a safer and more inclusive environment in transportation is our most important duty” says François Hoehlinger, co-founder of Intermobility and CiME think tank, a French think tank dedicated to transportation and mobility.

Executive Summary

The transport sector has traditionally been a male-dominated sector and has limited diversity. However, the sector needs to serve increasingly diverse communities and individuals, as well as become more inclusive if it is to adequately adapt to and address current trends and challenges, including the green and digital transitions and societal shifts tied to urbanization, migration and changing demographics and alterations in labor markets, often leading to labor shortages in the sector.

This document provides an insight into the challenges and opportunities related to diversity, equity, and inclusion (DEI) in the transportation and mobility sector. It encapsulates a review of literature, expert interviews, and data collection from various areas of activities around transportation.

The study, conducted through an **online survey with one hundred participants** from diverse transport and mobility companies in Europe, alongside **fifty expert interviews**, delves into the experiences and challenges faced by individuals, both men and women, within these sectors. Through this research, the aim is to gain an overview of the diversity and inclusion challenges encountered by employees. Additionally, the study provides insights into the existing policy frameworks and initiatives undertaken within these companies and how these policies correlate with actions aimed at fostering inclusion diversity and equity.

Based on evidence and data collected, we have produced a “5-building blocks” toolkit, identifying **key entry points where actions could be taken** to improve diversity in transport and mobility companies, as well as inspire and bring change in the industry:

1. Set DEI as a core value and clearly communicate it to every stakeholder
2. Provide flexibility throughout the life of an employee.
3. Be consistent with the meaningful participation (*having a role that matters*)
4. Monitoring and evaluation (*from top managers to employees*)
5. Show leadership when it comes to DEI.

The toolkit is designed to tackle inequality and unfairness in a specific and efficient way, in depth, offering examples and concrete actions to take. It is also shaped in a way that it can be set as an example for any future reflection on this topic.

While our toolkit relies on data collection and statistics, it is set as an indicator of progress in any company that monitors those building blocks, understanding that investing time and resources in those pillars will result in a reduction of inequalities. Reducing those inequalities will enable companies to reach their highest potential by allowing each employee to evolve in a secure environment.

This work was made on a voluntary basis and supported by industry experts.

Introduction

“While companies are making a lot of efforts in communicating on inclusion, diversity and equity (IDE), a new step need to be made to turn it into a daily reality, from recruitment to retention.”

Quote from respondent.

Overview of inclusion, diversity, and equity in the European transport system

Equity is recognized as one of the fundamental values in our modern society, it is a cornerstone of the international Sustainable Development Goals (*Goal 4: Increase quality in education, Goal 5: Gender equity, Goal 10: reduction in inequalities*), as well as for the European Commission, which has made significant strides towards promoting inclusion, diversity, and equity (IDE) across Europe, a reflection of its commitment to social justice and sustainable development.

For example, equal opportunities are acknowledged as one of the key pillars of the [European Pillar of Social Rights](#) (*notably, pillar number 3*) and access to transport specifically is perceived as a critical enabler of human well-being, especially for disadvantaged groups, as outlined in principle number 20 of the [European Pillar of Social Rights](#), as well as in the [UN Sustainable Development Goals](#).

Transportation and mobility are thus a particularly important part of human rights: the right to move freely and to have easy access to public services (*transportation, administration, hospitals*). It allows citizens to enlarge their scope of work, having access to more jobs and is a vital condition to social and economic integration. **However, the sector suffers from a lack of diversity.** The workforce is predominantly male (84% of the transport sector’s workforce in the EU was male in 2022) and comprised of older individuals (35% of the transport workforce is close to retirement age - between the ages of 50 and 64 (3.19 million individuals) – and will thus need to be replaced) (*Eurostat, 2022*).

While progress has been made, there remains a continuous push for further efforts to create truly inclusive and equitable transport systems throughout Europe. This is imperative in the face of various environmental, economic, and social transformations/challenges the sector faces, such as:

- **Digitalization and technological advancement**, including the emergence of digital platforms, shared mobility, mobility-as-a-service (*Maas*), e-logistics, intelligent transport systems (*ITS*) and connected automated vehicles (*CAV*). In some instances, challenges arise as some individuals are unable to fully engage with these modern technologies due to a lack of basic resources, skills, or autonomy in travel decisions, resulting in transport disadvantages for these groups. Moreover, the transport workforce is confronted with sector-specific challenges, including the obsolescence of certain jobs and a shift in the skills demanded of workers (*Langeland et al, 2023; European Commission, 2022a; Durand et al, 2023, European Commission, 2020a; ILO, 2020; Polydoropoulou et al, 2023*).
- **Societal shifts** tied to urbanization, migration and changing demographics and alterations in labor markets are poised to impact the transport system. For example, urbanization could lead to heightened demand for transport services, while an aging population will influence transport

requirements as well as the availability of labor for the transport sector (*European Environment Agency, 2022*).

- The urgency to bolster the resilience and robustness of the transport system has grown due to the impacts of **climate change**. This is correlated to several intersectional elements, including gender. Specifically, women are more vulnerable to physical impacts of climate change, such as extreme weather events, as well as indirect vulnerabilities stemming from heightened complexities within the transport system and its interconnections with other critical infrastructure like electricity and ICT systems. Increased attention has been placed on decarbonizing the transport sector and shifting to more sustainable and cleaner modes of transport, primarily via the European Green Deal and the Sustainable and Smart Mobility strategy (*ITF, 2021; EEA, 2023*).
- **Labor shortages**, both due to changing demographics and the unattractiveness of certain jobs in the sector is a pressing issue. For example, it has been cited as a chronic problem by IRU in their latest driver shortage report with around 380.000 truck driver jobs unfilled in 2021 in European countries. This is because jobs in the sector often have poor working conditions, including long hours, low wages, a poor work-life balance, and unsafe, unhygienic work settings (*ESDE, 2023; IRU, 2022*).

Among transport users, factors such as gender, age, employment, income, education, car ownership and household size negatively impact the extent to which individuals can access and utilise transport (*Kuttler and Moraglio, 2020; Lättman et al., 2016*). Often multiple socio-economic disadvantages interact (such as: a migration background, no driving licence, old age, gender, and/or having several children), limiting individual's ability to access and make use of transport solutions. For instance, women with disabilities, who travel with several children and who do not have access to a car or who cannot afford public transport are generally worse off than other groups of the population and are therefore at a higher risk of social exclusion (*Hireach, n/d*).

Addressing these challenges and trends demands a more diverse and inclusive sector. To deal with these challenges and trends, it is imperative that the sector becomes more diverse and inclusive, as this gives the sector a competitive advantage by offering a variety of different perspectives, skills, and experiences (*Goswami, 2018*). The past decade has seen an increased awareness of the importance of DEI and there is now a substantial amount of data and evidence which underscores the value it brings to companies, with numerous studies showing that diverse teams are more agile and innovative (*Executive Horizons for HEC, 2018*). In addition, research has pointed out that such companies are 8 times more likely to have good business outcomes and are 6 times more likely to be innovative (*Giannelos et al, 2019*). Various companies have placed an increase focus on diversity **through policies that encourage a diverse workforce** and the recognition of various cultural perspectives within the industry.

Within the EU transport system specifically, **various initiatives have been implemented to ensure equal access to transportation services for all citizens**, regardless of their background or abilities. This includes improving transport infrastructure to cater to diverse needs, such as accessible public transport for individuals with disabilities, older persons and mothers with young children, as well as launching the [European Disability Card](#). Equity is a key focus, with efforts directed towards reducing disparities in transport access and affordability across different regions and socio-economic groups.

What do inequalities look like?

Inequalities and imbalances are often inherited from historical or cultural preconceptions combined with societal norms. Various authors explore such issues, from Simone de Beauvoir to Sheryl Sandberg, advocating for diversity and gender equity, as preconditions for freedom and economic growth. For example, in her book *'Lean In: Women, Work, and the Will to Lead,'* Sheryl Sandberg highlights the current misconceptions inherited from years of operating in a 'male dominated' society and explains, through fifty interviews with women C-level, how we could tackle this.

As a historically 'male dominated' industry, the transport sector still experiences various forms of discrimination, stereotyping and barriers within the workforce. For example, some of the topics highlighted are:

- Cultural norms and **the expectations** around women's roles.
- Gender-based pay gaps, especially for technical jobs (*finance, engineering*).
- Political and legal structures that have previously excluded/ discriminated against women.
- Racial and ability-based discrimination.
- Intersectionality, which is the cumulative effect of multiple types of violences/inequalities faced.
- Recruitment bias.

Which inequalities are we talking about?

To be clear on what we want to measure, we need to be clear about what we are discussing, given the wide range of inequalities and forms of discrimination that individuals can face. The focus of the report at hand is on inequalities faced within transportation and mobility companies:

- **Work-based discrepancies:** explore the inequalities inside the work pyramid (*white & blue collars jobs*).
- **Biased processes:** biased decision or remuneration processes and stereotypes present in the company itself.
- **Diversity imbalance:** focus on the diversity imbalance, especially inside management layers, highlighting how the structure itself generates imbalanced decision processes.
- **Safety:** validate that every woman or visible minority perceives workplace as a safe space.
- **Technical-based job bias:** most of the technical jobs used to be done by men, so processes and schemes typically are male-focused.

Throughout our research, this report seeks to highlight the **current inequalities within transportation and mobility companies** and the level of focus on DEI issues. Being able to point out what is currently not working inside these organizations, in collaboration with professionals, will help guide companies in developing correct next steps towards promoting more DEI in their workplace.

Why do we need a white paper on inclusion, diversity, and equity?

As shown above, the transport sector is undergoing various deep transformations, including digitalization, societal shifts such as urbanization, migration and changing demographics, climate change and alterations in labor markets and labor shortages, as well as various workforce skill gaps. These skills and personnel shortages are being driven by the transitions being experienced, as well as the fact that historically, transport has been a highly technical sector with unique, often physically demanding, and unsafe, working conditions. This has resulted in an aging, male-dominated workforce. Many conferences, discussion panels, and workshops make the same assessment: there is a need to improve the diversity of the transport workforce if the resilience of the transport sector is to be bolstered.

However, the evidence base and statistics are often incomplete or missing across many diversity dimensions. It remains hard to understand intersectionality in transportation and to rigorously evaluate diversity issues outside of gender imbalance (*e.g. including disabled users, provide security in transports*).

This white paper aims to make **practical recommendations** and **increase the evidence base available** to transport/mobility companies to help **address workforce diversity gaps** and **user-based** inequalities. Our recommendations are based on existing published literature and a series of expert interviews (*reference page 27*) with key stakeholders and have been validated by practitioners from the sector.

Our end goal: Enforcing equity and diversity in the sector, as a crucial cornerstone of transport's sustainable future and development.

Scope and methodology

Transport is an exceptionally large sector covering a vast number of modes, approaches, actors, and decision makers. This guidance can be applied to all existing areas in the transportation and mobility sectors, as action at all levels is required if transport is to be correctly positioned to fully face the future and be an attractive and dynamic working environment for all.

The evidence for this White Paper has been collected through an online, EU-based survey with over one hundred responses, fifty interviews with key European stakeholders (*associations, communities, think tanks*), and desk-based research. An overview of the respondents and the support are listed on page 27 of this report.

We have included examples from both the public and private sectors and reviewed recommendations on DEI in the transport sector, as well as best practices in other sectors to assess what can be replicated and scaled. This has been summarized into a list of measures that transportation and mobility companies can easily adopt, and that will be promoted inside the Intermobility Network to demonstrate ways to tackle this issue.

We reviewed **20 years of literature**, **50 survey responses** and more than **100 interview answers** to propose five rules to improve DEI in their company, that can be used by any of our network members, or

any person who wants to change things inside the mobility and transportation world. Specifically, our sources included the following:

- **Literature:** deep dive into the recent literature about gender DEI in transportation and mobility.
- **Expert survey:** interviewing fifty experts to gather qualitative feedback and insights. We made sure that we gathered experts from various industry backgrounds, age, genders, and level of seniority. To provide the most honest experience, we have decided to anonymize the experts.
- **Questionnaire:** providing a thorough set of twenty-three questions to cover most of our data point needs. We deliberately choose a longer questionnaire to exclude respondents that might have been irrelevant for the study, the questionnaire being shared on our social networks.

Through qualitative interviews and questionnaire answers, we were able to understand the current difficulties employees are facing in their companies, but also into the rule setting in transport to ensure better gender management in transportation and mobility companies.

State of the art findings

Literature from the last 20 years showed us that DEI has grown in importance. However, **companies that are willing to commit towards DEI often struggle to set the correct frameworks and allocate the adequate budget/resources**. Through interviews and a questionnaire, we could observe precisely where the key challenges lie, and efforts still needed to be made in transport and mobility companies to reshape their approach towards IDE.

Overview of the respondents

We conducted an online survey with 50 transportation and mobility companies across Europe, to better understand how these companies are structuring their DEI processes and what the perceptions of DEI are internally.

The size of the organizations varied quite widely, as shown by Figure 1 below. This highlights the representativity of the study and allowed us to compare the responses and ensure the guidance can be applied to both large and small companies.

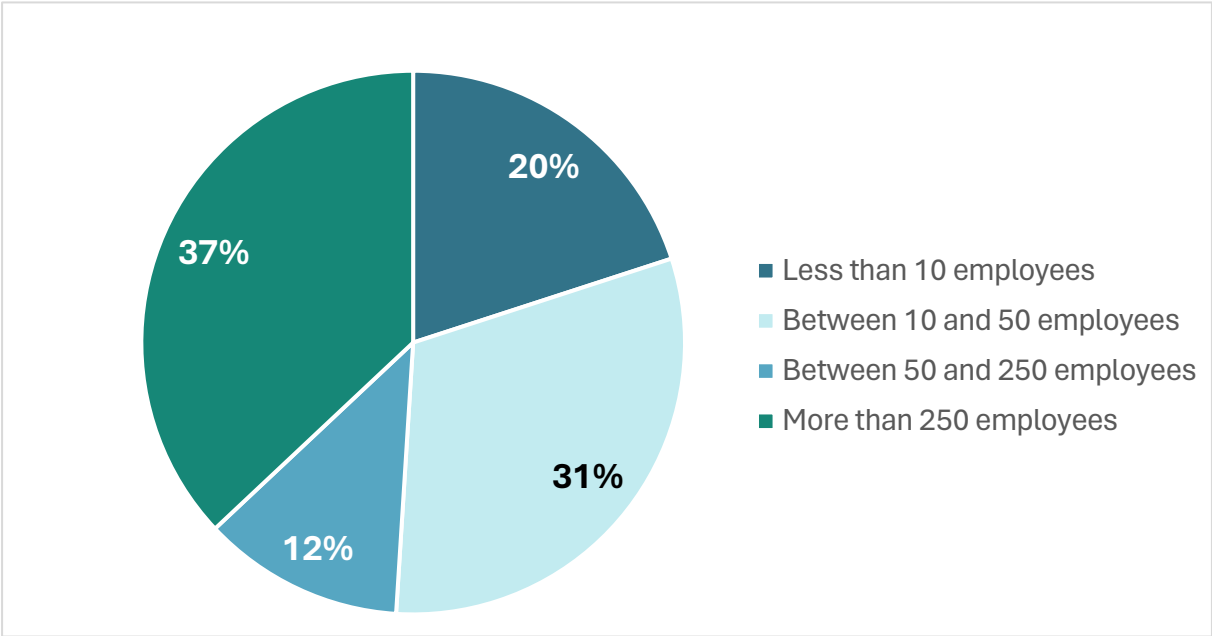


Figure 1. Company size
Source: Intermobility, questionnaire - from November 2023 to January 2024

The respondents ranged from analysts to CEOs, namely:

- 8 (16%) respondents were at an entry level
- 12 (24%) respondents were at a middle-management level (5 to 10 years without large management functions)
- 15 (30%) respondents were at top-management level, with more than 10 years' experience, a large team to manage and cross-functional responsibilities

- 12 (24%) respondents were Chief Executive Officer, General Manager or Country manager, managing a business unit or the whole company (thus have the resources and support from top management to expand an DEI program).
 - Eight of the respondents are CEO or inside the C-suite of a company they co-founded, with an average of twenty-five employees.
 - Four of the respondents are in a leading position inside a larger organization.
- 3 (6%) respondents are either leading a key organization, part of a bigger organization or inside a governmental structure.

State of DEI in transport and mobility companies

DEI is not yet fully embedded into corporate culture. Just over half of the respondents (52%) stated that they did not have a dedicated position (full time employee) covering DEI in the workplace. However, the remaining 48% had either the equivalent of a part time employee (25%) or full-time employee (23%) addressing these topics. Of these, 9 people were part of the team tackling DEI in their organization.

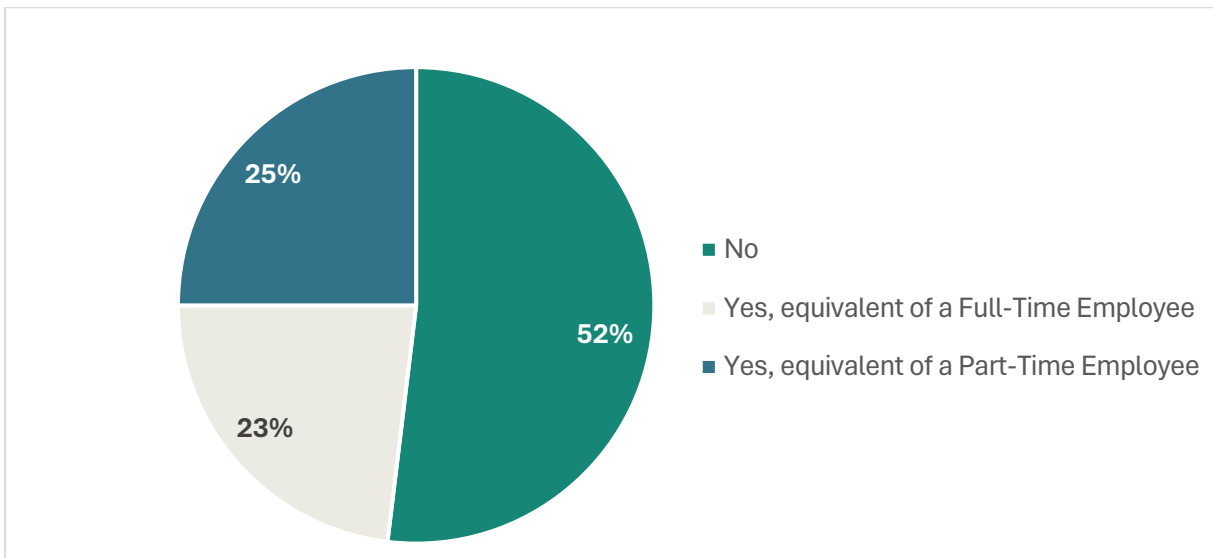


Figure 2. Staff involved in DEI work

Source: Intermobility questionnaire - from November 2023 to January 2024

Of the companies who do have a dedicated focus on DEI, this **was not a key issue addressed in board meetings**, with only 32% (8 companies) monitoring it on a quarterly basis, followed by 20% on a monthly and 16% on an annual basis (see figure 3 below).

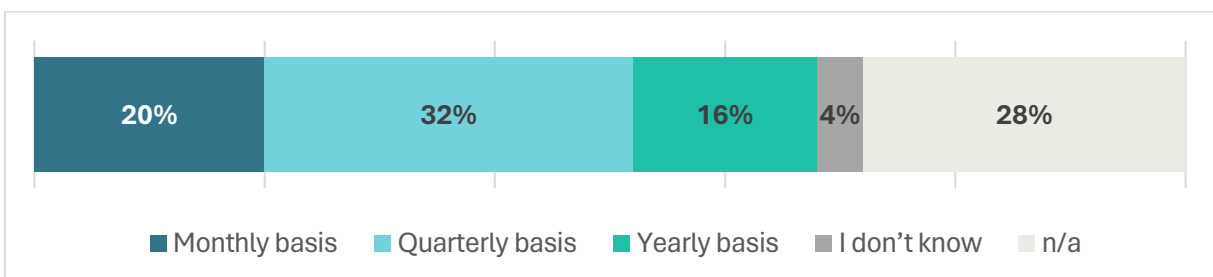


Figure 3. Frequency of DEI reporting

Source: Intermobility questionnaire - from November 2023 to January 2024

It became clear from the interviews that **most individuals were aware of the current state of DEI in their company** and had a strong will to support the next generations of employees. However, it became evident that many companies **lack a clear plan to move forward**. In addition, there was a clear discrepancy was observed between top-level management and employee’s perception of the necessity of DEI: more than 50% of the interviewees expressed that “top management would not move forward until DEI is linked to performance”.

The absence of a dedicated position and/or budget highlights either a gap in the commitment of top management for addressing this topic within their organizations, a lack of/limited resources or difficulties in knowing how to address this topic effectively within the company given the complexities of DEI issues (see Box 1 below).

Interview responses – “What are your key take-aways when we speak about gender equity and inclusion?”

- “Most of the inequalities are complex to perceive.”
- “I am not sure my current company is prepared for the coming working generations.”
- “I try my best to support the younger generation of women managers.”
- “Salary gap is only the tip of the iceberg.”

Box 1. Interview responses on complexity of DEI issues
Source: Intermobility interviews - from November 2023 to January 2024.

In addition, there was also found to be a **lack of clear key performance indicators (KPIs)** focusing on DEI topics. Only 33% of companies had any indicators to measure equity internally (see figure 4 below). These are often the larger organizations that are reporting on their ESG requirements, however some of the smaller companies interviewed are also starting to do this on a voluntary basis.

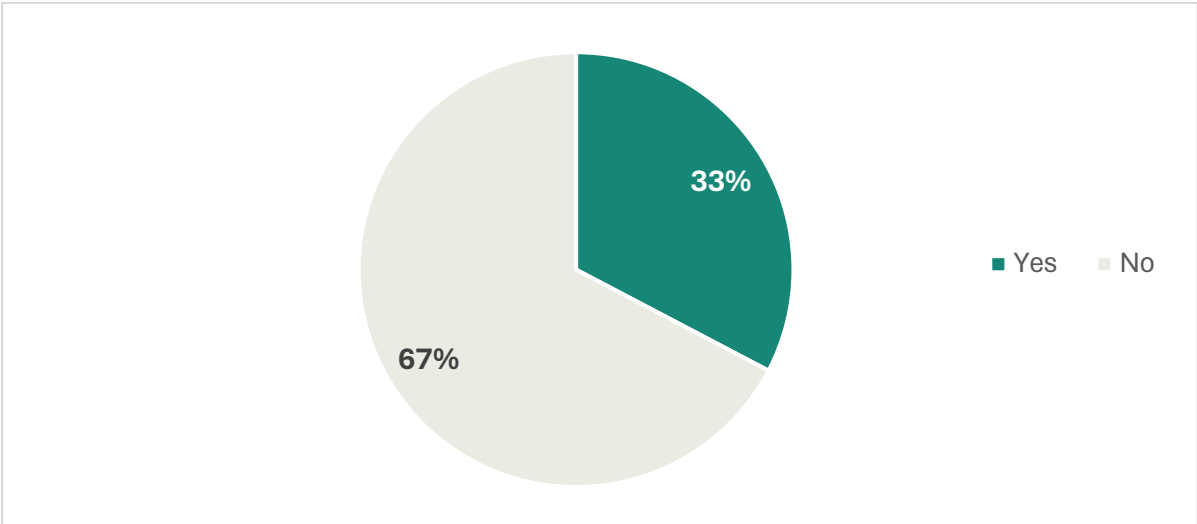


Figure 4. Indicators to measure equity
Source: Intermobility questionnaire - from November 2023 to January 2024

Typical KPIs of companies that are measuring their performance include salary grids, percentages of diversity within teams, measures according to the B-Corp evaluation, quotas for gender diversity of the

board (i.e. no more than 60% same gender) and 50/50 hiring targets for men and women. Given the importance of KPIs in monitoring organizational performance and shaping the incentive structure, it is imperative that DEI be better integrated in the performance objectives of the company and assessed like other key results (*operations, logistics, financials*), as well as supported by a clear structure (*taskforce, dedicated FTE*).

Capacity building and raising awareness about DEI is also lacking. We also explored the extent to which DEI is covered in educational, training or mentoring programs for individuals in the mobility and transportation industry, which was also found to be limited. Only 29% of organizations had any such initiatives (*see figure 6 below*).

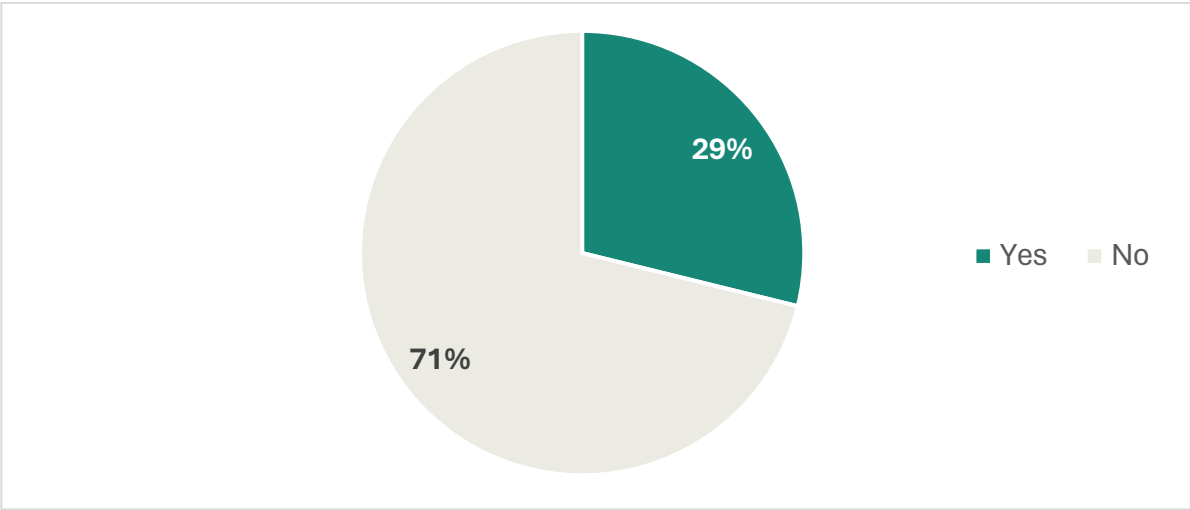


Figure 5. Awareness of education initiatives to promote IDE
Source: Intermobility questionnaire - from November 2023 to January 2024

Of the companies that did, this included a pairing program for underrepresented people, leadership and inclusivity programs, mentoring programs for women, separate training for hiring managers, webinars to address these topics and a pairing program for underrepresented individuals and annual diversity trainings (*see Box 2 below*).

Good practice initiative: The [EDICT \(Empowering Diverse Climate Talent\) Internship Program](#)

The EDICT program creates a diverse pipeline of talent for the climate sector, working with both employers to create inclusive cultures where new talent can succeed, and with youth to develop new skills and unlock powerful networks for rising leaders from traditionally excluded groups. The EDICT Internship Program is a partnership between Clean Energy Leadership Institute (CELI), Elemental Exceleator, and FutureMap. We place a diverse pipeline of talent in 10-week paid internships at partner employers dedicated to solving climate change. It is designed to match employers from all corners of climate innovation — for-profits, nonprofits, funders, and government organizations — with aspiring climate professionals, college students, and recent graduates from traditionally excluded backgrounds. This includes Black, Indigenous, and people of color (BIPOC), members of the lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual (LGBTQIA+) community, people who have disabilities, people from low-income backgrounds, people who identify as nonbinary and women continue to be severely underrepresented in our sector.

Box 2. Good practice initiative: EDICT internship program

Respondents were also asked which areas of their organizations were most affected by inequalities. The most affected areas included engineering (44%) and general management (42%), followed by finance/accounting (13%) and human resources (8%) (see Figure 7).

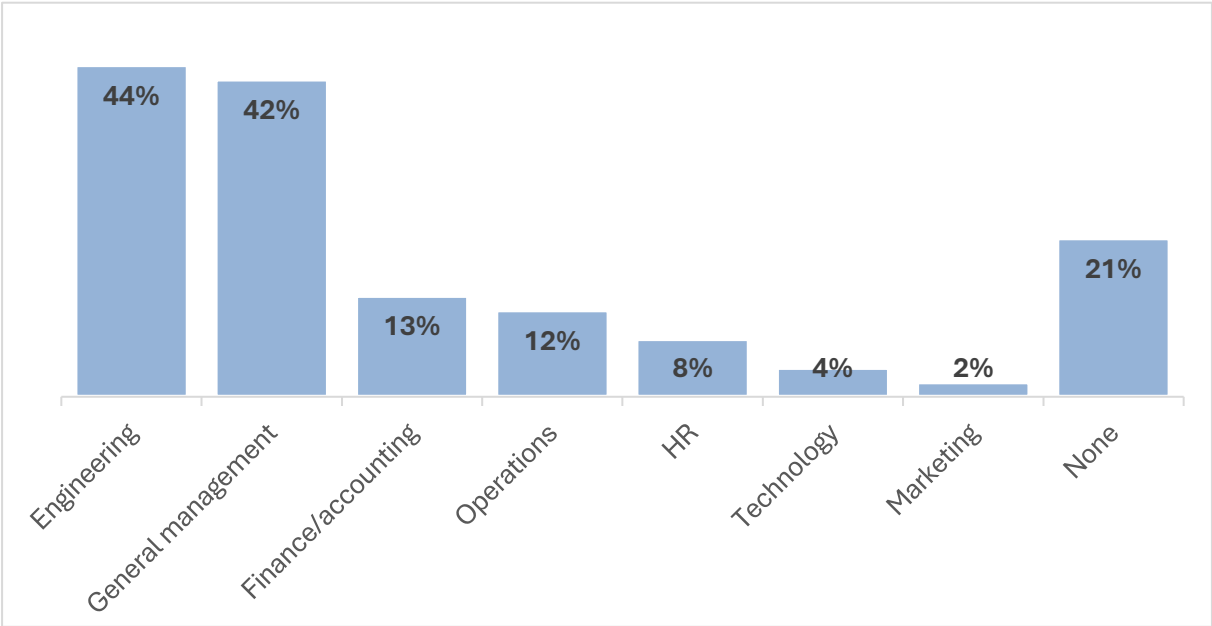


Figure 6. Areas most affected by inequalities
 Source: Intermobility questionnaire - from November 2023 to January 2024

Company policies and processes

Parental leave

In this questionnaire, we also wanted to explore the efforts that have been made in terms of parental leave. Most **companies provide equal opportunities for individuals**, in terms of parental leave or care responsibilities (see figure 7 below)¹.

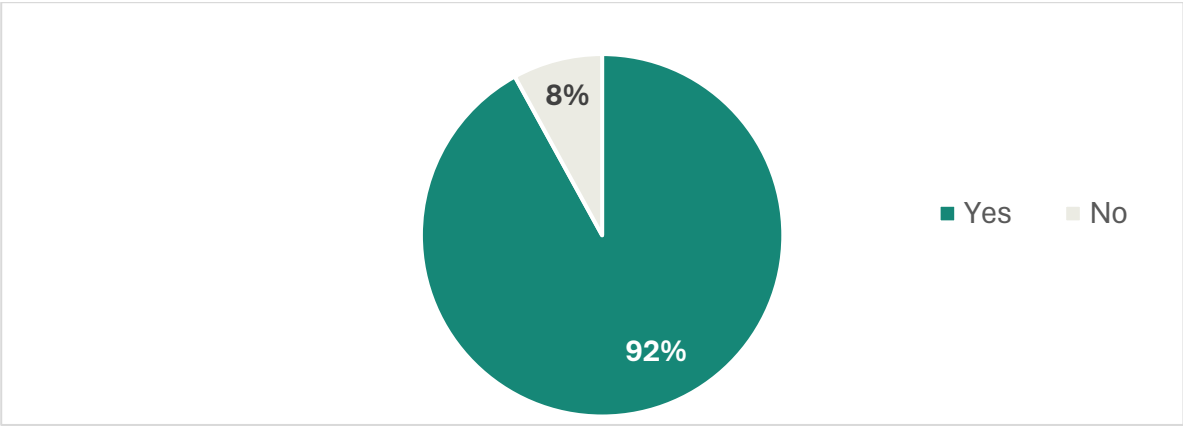


Figure 7. Equal opportunities for parental leave or flexibility to care
 Source: Intermobility questionnaire - from November 2023 to January 2024

¹ However, it is important to note that this is often part of national or EU requirements for parental leave.

Nevertheless, our interviewees still mentioned that **birth-related leave is still often stigmatized** and that it has a negative impact on a woman's ability to grow within the company - or at least it is perceived this way. More work thus needs to be done to change perceptions around birth-related leave and support women in their return to the workplace.

Noticeable improvements in legislations and policies tackling diversity issues regarding workplace policies.

Through our interviews and the research work we have achieved, we gathered positive opinions on numerous improvements in European legislations and policies.

- Gender equity laws (including equal pay, anti-discrimination acts and leadership promotion) in most of the companies. Europe is constantly improving salary and bonuses rules to enforce equity (e.g., 2030/970 of May 10th, 2023)
- Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation, to ensure equal working conditions.
- Family friendly policies, to reduce the social and peer pressure of family/work imbalance (e.g., improvement of maternity or parental leave rights)
- Creation of Anti-Discrimination Agencies, with the ability to promote diversity, fight stereotypes and promote inclusive behaviors (e.g., SOS Racisme)
- Increased representation inside the organization and companies. Most of the EU countries have adopted strict laws in terms of representation in management boards (e.g., France with the 24/12/2021 law enforcing 30% of women CEOs by 2027; etc...)
- Awareness and advocacy to raise diversity issues and finding ambassadors inside all the types of structures to fight discrimination, call for accountability and systemic change.
- Education and trainings, inside every type of structures to raise awareness about what is sexual harassment and gender-based discrimination.
- Data collection & publication (e.g., France with its law from 24/12/2021 forces companies with more than 1.000 employees to publish a yearly result for IDE).

Hiring processes

DEI was better incorporated into company hiring policies, with 48% of respondents mentioning that DEI is included in the application process to improve the diversity of applicants. When asked about the level of diversity of the applicants, it became clear that this was relatively diverse (see Figure 8 below), with over two thirds of respondents mentioning that diversity was ‘high’.

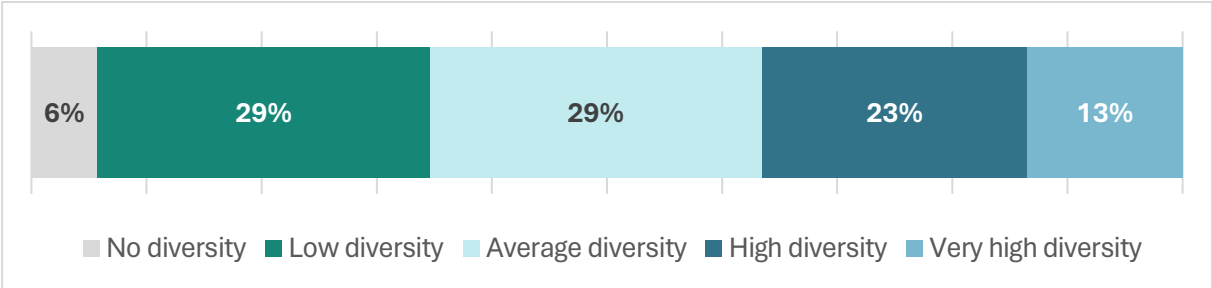


Figure 8. Diversity of applicants
 Source: Intermobility questionnaire - from November 2023 to January 2024

Personal security and harassment at work

When analyzing the level of personal security and harassment at work, 58% of respondents did have specific tools, processes, or protocols in place, to prevent and/or react to sexual harassment or any other form of minority-based violence. When asked whether they feel their organization is tackling DEI issues and providing a safe environment of work for every employee, 74% of respondents were very confident or confident that this was being done. However, it is important to note that most companies are required to have a policy on zero tolerance².

Key barriers to DEI in the workplace

Respondents were also asked “how would they rate the level of difficulty in achieving equity in mobility” and it is evident from Figure 9 below that 71% thought it would be very difficult or difficult to achieve equity.

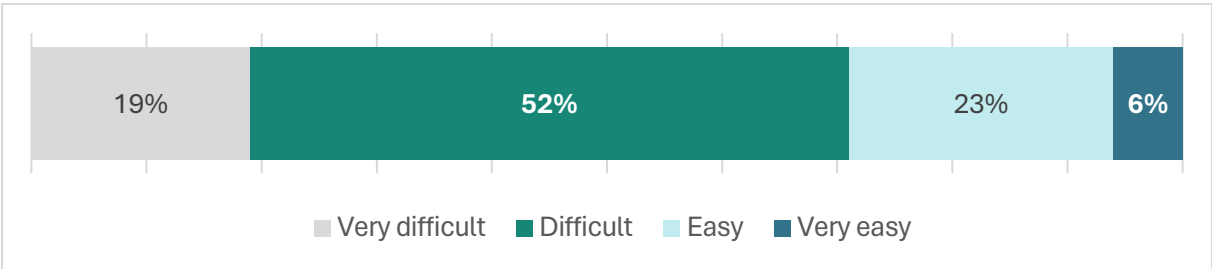


Figure 9. Perception of level of difficulty in achieving equity in mobility
 Source: Intermobility questionnaire - from November 2023 to January 2024

When asked why individuals perceived it to be difficult to achieve equity in employment within the mobility and transportation industry, the two most cited barriers to achieving greater equity in employment are clearly **a lack of diversity in the skills and experience of the workforce (65%)** and a **lack of inclusiveness in working cultures (50%)**. Other significant barriers include the gender pay gap, difficulties in maintaining work-life balance and risk of/ exposure to harassment at work. There is thus a need for increased training and education around diversity in the sector, as well as efforts to change working cultures (see Figure 10 below).

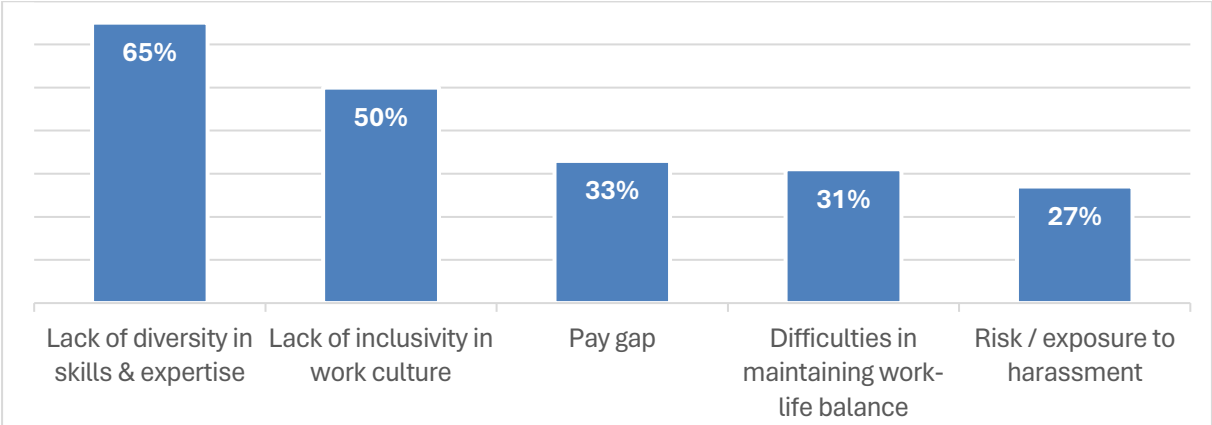


Figure 10. Key barriers to achieving equity
 Source: Intermobility questionnaire - from November 2023 to January 2024

² Please see the [European Trade Union Confederation’s Autonomous Framework on Harassment and Violence at work](#), as a useful guide.

Good practice examples

Having interviewed businesses owners, top-managers, and managers, we have understood that some good examples already exist in transportation and mobility companies, such as:

- An **automated tool to provide a salary ranking** and easily allow adjustments to be made if there are some discrepancies between two employees with the same background/gender.
- **Quarterly reports on inclusion, diversity, and equity (IDE)** with investments and key actions that need to be taken to improve the situation.
- **Blind CV reviews** (sometimes called blind recruitment), whereby personally identifiable information is removed from a job candidate's resume prior to being reviewed by an employer.
- **Gender-sensitive recruitment** (having the recruitment and selection process guided by gender equality principles).
- **Internal training** to educate staff on inclusion and diversity's benefits.
- **Quotas for women in top management and hiring quotas** more broadly, to ensure diversity among management and staff.

These actions are a first good step within an imperfect system. However, for lasting change, they should be integrated into a broader and more strategic framework. This will encourage companies to not only take these first steps but also to pursue further measures towards IDE.

Our five “building blocks” for success

Participants often share a sense of common purpose grounded in the shared network values of equity, fairness, and progress. We have realized through our questionnaire and our interviews that people were willing to tell their stories and pinpoint key barriers and inefficient processes. This allowed us to develop our five building blocks for success, which are strategic measures that any company can follow to underpin and create the conditions to provide an inclusive, safe, and positive working environment for all.

The five building blocks are designed to make companies (*managers*) and employees act more efficiently:

1. Set **DEI as a core value** and clearly communicate it to every stakeholder
2. Provide **flexibility** throughout the life of an employee.
3. Be consistent with the **meaningful participation** (*having a role that matters*)
4. **Monitoring and evaluation** (*from top managers to employees*)
5. Show **leadership** when it comes to DEI.



Figure 11. Overview of the 5 building blocks
Source: Author's own

These are explained in more detail below.

1. **Set DEI as a core value, allocate resources, raise awareness/educate and clearly communicate DEI to every stakeholder.**

Definition: DEI should be clearly articulated as a fundamental core value of your company, ingrained in its mission statement and values. In addition, it should be communicated to every stakeholder, internally and externally. This ensures that everyone within the organization, from employees to leadership, understands and embraces the principles of DEI.

- **Allocate resources specifically for DEI initiatives.** This could include funding for training, workshops, and events focused on DEI, employee resource groups (*ERGs*), diversity recruiting efforts, mentoring programs, and community partnerships, as well as forming a dedicated DEI function, team, or committee responsible for driving initiatives, assessing progress, and advocating for diverse perspectives. While companies can find resources and funding, this

funding needs to be encapsulated in a long-term strategy, monitored with milestones and data, ensuring this strategy does not backfire.

- **Management:** Hold leadership accountable for owning, promoting, and embodying DEI principles. This includes setting an example for inclusive behavior, addressing any issues that arise, and actively participating in DEI initiatives.
- **Raise awareness/educate:** Invest in DEI training for employees at all levels of the organization. This training should focus on topics such as unconscious bias, inclusive leadership, cultural competence, and harassment prevention.
- **Communication:** Ensure that DEI messages are consistently communicated through all channels, from internal memos to external marketing materials. This helps create a culture where everyone understands the importance of DEI.

2. Provide support throughout the life of an employee.

Definition: To focus on acquisition and retention of talents inside your company, the company is committed to provide flexibility (*space, time, budget*) to enable talents to operate their job.

- **Recruitment & career progression:** Integrate DEI principles into recruitment processes to attract a diverse pool of candidates. Establish clear pathways for career progression that are transparent and unbiased. Support ongoing learning and growth through training programs, workshops, conferences, and educational reimbursements.

Good practice example: Support career evolution and pay policies.

While gender gap still fosters most of the complaints in the society, it is not the major pain point flagged by our respondents but the clarity of career paths and the glass ceiling still existing in most of the companies. Companies having been built by male for males, it is still a tough time to climb the ladder to the top level of management, with the associated pay plan and the structure of the company need to be ready to do so, with political courage and adequate structure.

Pay policies have evolved and rules have been set in most of the developed countries to ensure a parity in the pay plans for the same jobs.

“In Latvia, we already achieved salary parity and equity in recruitment and western companies can take our rules as a good benchmark” says Egija Gailuma, co-founder of OXdrive, a car sharing company based in Riga (Latvia).

Box 3. Good practice example: Support career evolution and pay policies

- **Policies**, including:
 - **Safety/harassment policies:** Ensure robust policies are in place to prevent harassment and discrimination. Provide training to all staff on respectful workplace behavior and avenues for reporting incidents. Provide adapted protective equipment,

especially **adapted to body size and weight**, to avoid being injured by your own equipment.

- **Salary policies (equal pay for equal work):** Regularly review salary structures to identify and address any gender or ethnicity-based pay gaps. Commit to equal pay for equal work, regardless of gender, race, or other factors.
- **Flexible Working Arrangements:** Implement policies that allow employees to work remotely, adjust their hours, or work part-time where feasible. This flexibility accommodates various needs such as childcare, caregiving, health issues, or personal preferences.
- **Leave Policies:** Offer generous and inclusive leave policies, including parental leave, sick leave, bereavement leave, and sabbaticals. Employees should feel supported during times of personal need without fear of repercussions.
- Develop a **culture of respect for personal life/family values** and tolerance (i.e. if children or parents are ill, allow employees to work from home) and share this information without fear.
- **Communication**
 - **Transparent Policies:** Clearly communicate the company's commitment to DEI, flexible working policies, leave entitlements, and career development opportunities. This information should be easily accessible to all employees.
 - **Regular Updates:** Keep employees informed about changes or updates to policies related to flexibility. Regularly solicit feedback to ensure that these policies meet the evolving needs of the workforce.
 - **Open-door Policy:** Encourage an open and inclusive culture where employees feel comfortable discussing their needs and preferences. Managers should be approachable and willing to listen to concerns.
- **Mentorship (regular & reverse mentorship)**
 - **Regular Mentorship:** Pair employees with mentors who can provide guidance, advice, and support in their career development. Mentors can offer insights based on their experience and help employees navigate challenges.
 - **Reverse Mentorship:** Encourage opportunities for reverse mentorship, where younger or less experienced employees' mentor senior colleagues. This fosters a culture of learning and mutual respect, allowing senior leaders to gain insights into emerging trends and perspectives.

Good practice example: Mentoring young females

From our respondents, most of them acknowledge that the mentor/mentee program is always greatly beneficial to better include employees in a company but also to confront them in their career paths. While most of the companies already have such a program, we observed a high drop rate when this program is not specifically targeted (*>90% of the respondents dropped their program because of the lack of substance*).

The emergence of mentoring programs outside the companies (e.g., *Fondation des Femmes, Women in Tech*) is a good example of a lack that was not compensated yet by companies.

“I founded my company with the idea of supporting other female founders one day” says *Angela Muresan*, mobility, and sustainability expert.

Providing a clear and structured program (*without emphasizing on gender or high potential*) will help new joiners to feel secure in their new company, regardless of their seniority level.

Box 4. Good practice example: Mentoring young females

3. **Be consistent with the meaningful participation** (*having a role that matters*)

During our expert interviews, we also understood from our participants that they expected from their hierarchy and their companies to provide a safe and consistent environment to create a long-lasting framework and structure. To achieve such a structure, we have gathered consistent feedback on three major pillars that can make such a participation meaningful.

- **Communication:** One of the first channels that was regularly quoted was the capacity to extensively communicate about a topic that is not always perceived as crucial for the company. To start a great DEI campaign, our respondents highlighted the full access to all the company’s channels of communication and the adequate resources to do it overall. Clear channels to communicate and a safe space to discuss DEI rules and potential problematics so that enforcement appears as credible as it needs to be.
- **Rules:** Having the support from the top management is spotted as a crucial point to make a long-lasting policy inside companies, but the rules need to be clearly stated (*from hiring to off-boarding*) and they need to be enforced by human resources but also by the leading teams (*executives, top-management, middle managers*): a clear set of rules, regularly updated and communicated through an official channel.

“I could not have grown in tech without the support of the top management and it’s a key aspect of a strategy’s success” says *Zuzana Pucikova*, Co-President at Volt Slovakia.

- **Budget:** Supporting a clear strategy, guided by clear rules and a dedicated yearly budget and an associated team to show how credible this project will be and that it is meant to stay. To reinforce the budget component, our respondents regularly recommended making this a three-years budget.

Through questionnaires and interviews, we understood that consistency is key to make a strategy work and that allocating enough resources on the long run will help the employees to better understand how DEI should become a pillar in their company.

4. **Monitoring and evaluation**

Definition: Collecting and aggregating the data points inside the company to be able to communicate on clear goals and clear milestones. It will also help to break down any figures to a micro level to have a greater impact on the daily life of every employee.

- **Collect and report the data** (*along ESG principles, even for SMBs*): Follow Environmental, Social, and Governance (ESG) principles when collecting and reporting diversity data, as well as tracking metrics related to gender, race, ethnicity, age, disability status, LGBTQ+ representation, and more. In addition, ensure transparency in data collection methods and reporting and establish a schedule for reporting DEI metrics. To make this data collection efficient, we recommend disaggregating as much as possible the data to better emphasize on the origins of inequalities.
- Lastly, **regularly review DEI initiatives and outcomes** to assess their effectiveness. Based on this review, adapt strategies as needed to ensure they align with the company's goals and values.

“At VOI, we collect data daily and act accordingly. We are extremely strict on DEI rules and make sure every VOI user feels included” says Christy Pearsons, Director of Public Affairs at VOI.

- **Clear and regular communication:** Communicate DEI goals, progress, and initiatives internally to all employees. This can be done through company-wide emails, newsletters, intranet updates, and town hall meetings. Consider sharing DEI efforts externally, such as in annual reports, sustainability reports, or on the company website.
- **Actions to enforce / fulfill:**
 - Establish clear accountability measures for meeting DEI goals. This could include tying DEI progress to performance evaluations or creating DEI -related KPIs for leadership.
 - Ensure that DEI policies are not just on paper but actively enforced. This includes having processes in place to address discrimination, harassment, or other DEI violations.

5. Show leadership when it comes to DEI.

Definition: Becoming an industrial leader with a strong DEI backbone will be essential to showcase examples and use cases that can be deployed in every company from the field of activity. Being a leader means that your company is acknowledged as a pioneer on DEI by candidates but also by your own employees and those values are a key differentiator in the company's DNA.

- **Share with others (be a voice):** As a leader in DEI, it is essential to share insights, best practices, and lessons learned with others in the industry. This could involve speaking at conferences, participating in panel discussions, or authoring articles and blogs on DEI topics.
- **Influence**, which can include:
 - Use your influence to advocate for DEI policies and practices at the industry and governmental levels. This might include supporting legislation that promotes diversity and equity or advocating for industry-wide standards for DEI.
 - Acknowledge and celebrate DEI achievements within your company/industry.
 - Gender balance in leadership and decision making.
 - Gender equity (as well as LGBTQI+ equity) in recruitment and career progression
 - Measures against gender-based violence including sexual based harassment (as well as for the LGBTQI+ community) .

In the influence section, we can quote numerous examples of our interviewees showcasing how a single individual can convince a group of leaders to move forward with DEI with simple actions:

- **Convincing a board of leaders**

Having your board of leaders “on board” is a prerequisite to the success of a large DEI campaign, because the company is strongly correlated with meritocracy and exemplarity. Having leaders on-board, that support this campaign in their daily communication is a strong signal for the employees but also to the outside world that this is a matter taken seriously and where the company is keen on investing.

Through our interviews, our respondents gave us key examples:

- A signed letter of engagement from the management board
- A media statement by the CEO
- A dedicated monthly report directly sent to the management board (*data collection and monitoring*)
- Allocated budget resources and budget for the DEI team
- A resource that directly reports to a member of the management board

- **Support new recruitment policies.**

Most of our respondents (>85%) confirmed that DEI is now part of their recruitment policies, in the way they shape the interviews but also in the question candidates are asking, caring about their potential future company treats its employees. While quotas have proven to be short-term efficient, a strong and sustainable DEI recruiting strategy is proven to be more efficient to attract better talents (*at the right spot*) and to be better accepted by the employees.

- Implement quotas and hiring suggestions.
- Train the hiring team to be inclusive in the hiring session.
- Advertise and speak in schools about company’s commitments.

How can you score your company or your association?

Through those five building blocks, you can understand and apply a first framework to act and train your teams towards more DEI. From those 5 building blocks, we have created a rating grid with [a simple Google Typeform](#) to use to be able to understand where my company is ranked in terms of DEI regarding each building block.

Thanks to this anonymous typeform, we can simply rate the companies who are willing to test themselves and be providing with expert advice on how to get better at DEI.

Conclusion

The transportation and mobility sectors are undergoing profound changes, yet face deep-rooted challenges in DEI. While those challenges will become a strength in the long-term, allowing a better inclusion into the companies, requires a lot of investment and discipline from the structures but also from the people inside the structures.

Throughout our questionnaire and the expert interviews, we understood that while a lot has been achieved in a few years, the road is long until equity can be reached where mobility and transport area clear mirror of the society.

Reducing stress, inequalities and harm coming from the dominant population towards minorities is a priority for all of us, and the “five building blocks’ strategy is here to guide any company willing to introspect and progress towards more equality. This equality has been proven being beneficial in every company that we scrutinized, through our research and through the expert interviews.

This white paper provides practical recommendations, validated by experts, to drive meaningful change. Our goal is clear: to catalyze a shift towards a more equitable and diverse transport workforce. By embracing these recommendations, the industry can enhance resilience and unlock new opportunities.

Awakening opportunities and a world class of DEI leaders is a clear target to provide long-term growth for companies, and a new category of leaders pushing policies towards more inclusion, diversity, and equity.

Let us build a transport sector where all voices are heard, and talents valued—for a sustainable future together.

Annex 1: Interviews

(*classification of the fifty interviews led for the Intermobility report)

Table 1. Overview of interviews

Industry	Field of activity	Type of corporation (SME, association, solo-preneur)	Number of interviews
Mobility and transportation	SaaS, software, and services	Scale-up (above 100 employees)	6
	SaaS, software, and services	Startup (below 100 employees)	8
	Sharing services	Scale-up (above 100 employees)	3
	Sharing services	Startup (below 100 employees)	7
	Transportation modes	Corporate (above 500 employees and 10 years of existence)	3
Payment and services	Payment and services	Corporate (above 500 employees and 10 years of existence)	2
Infrastructure and supply-chain	Infrastructure and transportation segment	Corporate (above 500 employees and 10 years of existence)	2
Tech-based companies	SaaS based companies	Corporate (above 500 employees and 10 years of existence)	1
Tech-based companies	SaaS based companies	Startup (below 100 employees)	3
Organization, administration, lobbies	Fair organization	Startup (below 100 employees)	3
	Association (users, companies)	Startup (below 100 employees)	4
	Lobbies and governmental organization	Startup (below 100 employees)	3
Finance, VC and banking	Banking organization	Corporate (above 500 employees and 10 years of existence)	1
	Venture Capital	Startup (below 100 employees)	3

Annex 2: Resources & materials

The Intermobility “gender equity and inclusion” white paper gathered experts and key stakeholders from everywhere in Europe. We structured our approach on a consistent library of papers and expert documentation including.

Documentation

- [“Invisible Women: exposing data bias in world designed for men”](#), Caroline Criado [2019]
- [10 Dimensions of transport related exclusion](#), N.Van Oort [2023]
- Anne Durand, Toon Zijlstra, Niels van Oort, Sascha Hoogendoorn-Lanser & Serge Hoogendoorn (2021): Access denied? Digital inequity in transport services, *Transport Reviews*, DOI: 10.1080/01441647.2021.1923584
- Cereq, *“Inégalités de genre en début de vie active, un bilan décourageant, 2023”* - link [here](#)
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- [EDICT Management Program \[2023\]](#)
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- The recently published report ([ESDE, 2023](#))
- The World Bank (2023), “ *Making Way for Women in Transport and Logistics: Promising Practices in Europe and Central Asia*”
- Women on Boards (2022),” *Gender Diversity Index Report, (WWW)*”
- World Economic Forum (2022), “*Global Gender Gap Report 2022 Insight Report July 2022*”

Image references

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Partners

- [Intermobility](#) Europe, network for mobility and transportation experts, Munich
- [Cercle CiME](#), French think tank for mobility, Paris
- [Les Conseillers du Commerce Extérieur de la France](#), economic circle, Paris
- [Cercle K2](#), lawyers & experts, Paris



Ambassadors for
#DiversityInTransport



IV Inter Mobility