

Agne Milukaite, Sweden



“It is very inspiring when you are closing deals and there is a woman on the other side. At the same time, we do not see a lot of mixed teams in which men and women work together. This is where we could do better! I hope more women will innovate in mobility.”

Agne Milukaite’s professional background

- Agne Milukaite is the founder of a global platform for peer-to-peer bike sharing, called Cycle.land.

Agne Milukaite’s story

Agne Milukaite’s story began at Oxford University where she obtained her MSc in Migration Studies. Here she developed an interest in start-ups and innovation.

To pursue this interest, she first moved to California, gaining experience working for a start-up company in home robotics, then some time later returned to Oxford and started her own company.

Since it began in 2016, the company has evolved and developed other products. These range from a peer-to-peer product, to providing a booking system service for community bikes, such as pool bikes for students or employees.

What was the reason you started your company?

In a nutshell, it was the desire to trust that urban mobilities, specifically for cities, can do better and reduce congestion, make cities healthier, and also improve the air quality.

A few years leading up to 2016 there was this

overwhelming idea that cars were going to solve all mobility needs. The idea was that autonomous cars were going to drive us everywhere and solve all our problems, and yes, they will solve some, which I am excited and positive about. However, in urban spaces in particular, where there are limited spaces for driving and parking, cars cannot be a solution for every journey we take, it has to be different and diverse means of transport.

“In the beginning, when you start a business, your passion, enthusiasm and energy will be moving you forward. Stay positive because you are being the change that you want to see in the world.”

While car innovation is amazing, it will not solve all problems. We need something else in addition to that. We have this old-school way of getting around that is great for your health, for exercise, and for congestion.

How can your innovation contribute to diversity in cycling, in your opinion?

The whole company is thinking of the lifetime of a person and what kind of transport they need. For example, when you are a baby you need someone to push you while you are in a pram, when you are a student you might want a fast bike, if you become a parent you need to be able to transport a child, and when you are older you might not be able to walk so much anymore and then you need a safe means of transportation. One bike cannot address all your needs during a lifetime, even within the same day you have different mobility needs. In fact, we need bikes that address all the different users' needs, however, it does not have to be one company that provides it all.

With peer-to-peer sharing, you can basically address any bike that someone is sharing, and the more traditional sharing consists of regular bikes and student sharing. But we also have a charity that hosts and shares tandem bikes specifically made for children with disabilities. With the community bikes, the idea is that in a workplace it is more comfortable and convenient to use them if you need to make short journeys. And finally, the one-size model bike that does not fit everyone, is still very important because it makes these companies financially sustainable and helps them survive in the long term.

If we look at e-scooters or bikes that are easily available and accessible you might get users that never thought they would use that type of transportation. I think that, in terms of gender, it is pretty equal, around 50/50 per cent.

What are your experiences as a female entrepreneur in the area of cycling and mobility? Have you experienced any difficulties?

Similar to being an entrepreneur in any new field, there are some positive aspects. The pros are that there are some inspiring women, the cons are that we definitely need more, and we need the community to invest more in women because right now there is not much investment going to women. Without large investments, it is more difficult to grow fast. It is very inspiring when you are closing deals and there is a woman on the other side. At the same time, we do not see a lot of mixed teams in which men and women work together. This is where we could do better! I hope more women will innovate in mobility.

Do you have any advice for other female entrepreneurs in the area of cycling and mobility?

While statistically the progress we have made is not good enough, either in terms of sustainable transport or gender equality in entrepreneurship, there is still a lot to be optimistic about today. Not only are more people cycling than ever, but there have also been more women entrepreneurs starting a business than ever. But we need more women innovating in cycling and mobility. In the beginning, when you start a business, your passion, enthusiasm and energy will be moving you forward. Stay positive because you are being the change that you want to see in the world.



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Andreea Crișan, Romania



“Being the leader of a high growth company within its industry means making the right decisions at the right time, but also taking the time to analyze all outcomes to determine which is the right one for the company and its employees.

I am ambitious and determined. I know my strengths.”

Andreea Crișan’s professional background

- Chief Operating Officer and Executive Vice President of the Andy Transport Group of Companies, Montreal, Canada
- Member of Quebec Bar, since 2015
- 2019, Entrepreneur of the Year Award in the ‘Services’ category, at the Award Gala for the EY Entrepreneur Of The Year® 2019 Québec Program
- 2019, EY Entrepreneur of the Year National Award for: Inspirational Journey
- 2017, recognized as a Canada’s Most Powerful Women: Top 100 Award Winner
- 2-year mandate on the Women in Trucking Association in the USA
- Member of the Board of Directors of the Montreal Traffic Club

Andreea Crișan’s story

Born in Romania, Andreea Crișan arrived in Montreal, Canada with her parents at the age of 10. After 6 months of unemployment and knocking on every door for a job, her father (a professional driver in Europe) bought his first used truck and, six months later, hired an employee to work in his team. At the age of 11, Andreea joined the family business – the “Andy Transport” Company – in the role of payroll, customs and general office clerk. She studied and worked abroad (Shanghai, New York and Montreal) to complete her Law degree at the University of Ottawa, but she continued to be an active employee from a distance.

She moved her way up to assume the role of full-time General Manager by the age of 23. Since 2015

(before her mid-twenties), Andreea Crișan has been the Executive Vice President and the Chief Operating Officer of Andy, a privately owned company ranked for 5 consecutive years (2014 – 2019) in GROWTH 500 of Canada’s Fastest Growing Companies. She is in charge of managing the overall activities, including daily operations, creating and implementing processes to achieve the corporate objectives, identifying growth opportunities and priorities, and developing tools and training that drive growth and performance. Most importantly, she has a pivotal role in the evolution of one of the fastest-growing transportation/logistics companies in Canada.

“Andy” is now a group of 15 companies operating in the transportation, warehousing and logistics industry as well as in ancillary industries (such as heavy truck and trailer maintenance and repairs, professional driving academy, and in the management, operation and holding of real estate within the same industry). The companies operate in Canada, the US and with a subsidiary in Europe. Its largest company operates the 8th largest fleet in Quebec, the 44th in Canada, and the 238th largest in North America. Established in 2001 in Montreal, Andy Transport has managed to grow at a dazzling pace during the past few years from 16 tractors and 32 drivers in 2008 to over 350 tractors and 800 trailers and over 550 employees today. Since its humble beginnings, the company has grown organically through its ability to navigate its way during challenging times of recession and gaining market share through strategic planning and bold business decisions such as: fleet outsourcing services, third party logistics, warehousing, training programs, various modes of transportation, fleet maintenance and repairs, strategic real estate acquisitions and management of fully serviced transportation terminals. As a young female entrepreneur, Andreea came to understand that in order to be successful, many personal sacrifices are required, especially from a time perspective. She understood that the time commitment is what sets her apart from the competition. It has not always been either simple or easy. There were critical moments when, together with her team, she took risks that many of their competitors would not even attempt, for example expanding the company's asset-based fleet rather than following the industry trend by expanding their logistics operations and price cutting.

While the gender balance remains male-dominated within her organization as well as industry-wide, over the years Andreea has felt more challenges from the external environment than the internal one:

- Entering a room and breaking down prejudices by proving her competence and skill: at client meetings, at conference as a panelist, etc.
- Being taken seriously because of her age and young appearance, which makes networking/business development more challenging.

Each time, she managed to rise to the challenge by capitalizing on her knowledge, preparation and confidence – both self-confidence and in her team. Always looking to penetrate new industries, she spearheaded the 2018 launch of the Company's Fleet Maintenance operations, Tristan. Tristan now operates 6 maintenance centres across the province servicing Andy Transport's fleet, as well as trucks belonging to some of its direct competitors. In addition, in early 2019, she initiated the start-up of the company's new outsourcing operations, Tristan Cartage. Currently, with the numerous projects being evaluated within the company, coupled with the driver shortage plaguing the transport industry, Andreea needs to constantly re-evaluate her approach to everyday business in order to preserve the company's continuous evolution. She considers that the diversification of their services and their customers will bring the company closer to their goal of becoming a sustainable, international one, while maintaining their leadership position within the transportation industry. In her capacity as a leader, Andreea's permanent concern is to enhance human resources, to constantly search for opportunities to provide her clients with an efficient service, and to keep up her high standards in business.

“Build up a powerful team of people open to challenge and to new ideas!”

Thus, she initiated the development of a training centre which will ensure Andy Transport's employees are properly certified when regulations become stricter for obtaining the class 1 license. *“I like to believe that I have clearly demonstrated my capacity as an entrepreneur and visionary within the transport industry. I have done so by challenging the normal transport business model and expanded Andy's operations into other industries such as a fleet maintenance business in 2016 (Tristan Fleet Management). Today, over 200 clients use Tristan to help plan preventive maintenance and repairs, and benefit from Tristan's 24/7 road assistance, towing, and road service needs all over North America. My dedication, work ethic and perseverance is what continues to fuel my ambition to transform Andy into an industry leader.”*

Taking part in the Romanian community in Canada, a large number of Romanians choose to work with "Andy Transport". The company is first and foremost a big family that encourages the hiring of diverse backgrounds and experiences by giving them a real chance to integrate and succeed. By training them, the company gives new entrants to the industry the necessary knowledge and a profession while ensuring the sustainability of these achievements. This very high retention rate is not anecdotal; it is the result of a corporate culture similar to a family. Andreea will never miss an opportunity to express her total commitment to the company and to those she works with every day: *"I am aware that a team is only as strong as the bond that holds it together, and I believe that there is no stronger bond than that of a family, which is why I view the company and our employees as an extended family. This is why I am a strong believer in the importance of keeping our employees and their families as close as possible inside and outside of the workplace. We pride ourselves with an entrepreneurial culture which was first instilled by my father, the founder of the company, who believes in hardworking, determination to succeed and satisfaction in a work well done. transportation / logistics companies." We have also built a diverse team: 37% of our management team (manager, director, VP, executive) are women. We also have a diverse team in terms of experiences and backgrounds. We have created a strong sense of belonging and of comradeship within our company. Every person's success depends on everyone else's success. We promote teamwork, collaboration, openness and friendship; I strongly believe in surrounding myself with professionals who are well versed in each*

facet of the business and have the appropriate skills to help me along the way. Most importantly, I am highly motivated to assume a pivotal role in the evolution of one of the fastest-growing

"Do not be afraid to put forward your opinions and make yourself heard!"

In addition to playing an active and strategic role in the development of business growth, Andreea has the mandate to represent these businesses in the community. She served a 2-year mandate on the Women in Trucking Association in the US and is also a member of the Board of Directors of the Montreal Traffic Club. In 2017, she was recognized as an Award Winner of Canada's Most Powerful Women: Top 100 Awards, an honour celebrating fearless female leaders whose efforts to succeed continue to inspire others. *"I am a strong believer in the power of women and have positioned myself as a leader in driving positive change and progress and to remind us of the importance of empowering women in our workforce and in the community."* In November 2019, at the Award Gala for the EY Entrepreneur Of The Year® 2019 Québec program, Andreea Crisan was awarded Entrepreneur of the Year, in the Services category. Each year, EY recognizes unstoppable entrepreneurs who are bettering the world around them and cutting through the noise of this Transformative Age.

A young woman at the beginning of her career path can conclude from this portrait that making the decision to be an entrepreneur takes passion, courage, knowledge and vision, as well as the perseverance to overcome all obstacles. If she decides to take Andreea's advice, she should be aware that, whilst her life may not be easy at all, in the end her sacrifices will pay off.



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Anna Donati, Italy



“Women still have many spaces to conquer and let them [these spaces] become their own areas of development in the field of mobility and services, more than in other sectors.”

Source: <https://finanza.lastampa.it>

Anna Donati's professional background

- Coordinator of the Mobility Group within the Kyoto Club Organization
- Spokesperson for the Alleanza per la Mobilità Dolce Association
- Part of the governance of the Italian Touring Club;
- Member in the Managing Board of Sipotrà;
- Leader of the Scientific Committee of Rete Mobilità Nuova;
- Active collaboration in the National Observatory on Sharing Mobility;
- Collaborator with Legambiente and WWF Italy.

Anna Donati's story

A look at the biography page of Anna Donati on [her site](#) immediately reveals her significant involvement in the transport domain and shows how lucky we are in gaining her input to the TInnGO project.

The list of her current professional involvements is extensive. Her engagement in the transport domain is also demonstrated through her roles at the political and municipality level: Councillor for Mobility and Infrastructure in Napoli from 2011 to 2013; General Director of the Agency for Sustainable Mobility in Campania (an Italian region), in 2009-2010; Councillor for Mobility in Bologna from 1993 to 1995; Board member of the Italian National Railway company from 1998 to 2001 (the first woman in this role). She was elected to the Italian Parliament in 1987, and worked in the Transport Commission of the Chamber of Deputies,

which she led in 2006-2008 (the first ever woman).

Her passion for ecology and the growing environmental impact in the sector pushed her to follow and deepen the theme of transport, with the need to innovate and change direction. These elements have determined her political, associative action, which has turned into a job with different roles and tasks.

Anna's contribution to the smart mobility and transport framework in Italy show her as a woman genuinely interested and expert on the topic. She provided us with concrete examples of successful programmes in the domain of smart transport and mobility, which she implemented or promoted.

Indeed, she recalled that, when she was a councillor for mobility in the city of Bologna in the early 90s, they set up the SIRIO telematic control system of the gates, a technological system of control and management in traffic and transport, a great innovation for those times. In her experience as Councillor of National Railways and also as a Parliamentarian, she dedicated particular effort to the development and growth of services for commuters, urban, metropolitan and regional transport, which are progressively improving quality, quantity, and use. Moreover, she was part of a working group that prepared the contents of the first decree of the Minister for the Environment on Mobility Management and Sharing Mobility (around the year 1998). Her vision for the role of gender (and women) in transport and smart mobility, has matured through such long experience in the field. She stated that *“in general, there is still an imbalance in the politics and institutions of the transport sector towards the male gender. But compared to 30 years ago, when I started dealing with these issues, the situation has definitely improved.”* She observed that, now *“there are women with responsibilities among the Councillors, on the Boards of Directors, among the experts, in the field of innovations, in the logistics companies, in the competent parliamentary committees, among the teachers of the related subjects, in the direction of public and private companies, among the students of engineering, architecture and scientific subjects in the sector”*. The presence of a female Minister of Transport and Infrastructure since 2019 (the first-ever in Italy) is an excellent example of the increased female presence in the domain.

Anna commented on some of the difficulties she had encountered as a woman in the professional transport domain. She stated they were mainly due to:

“being a woman, a historical feminist of the 70s, with a robust environmental criticism of the current transport system based on the all-road model for goods and passengers, in a world dominated by the male gender in ministries, businesses, design.”

The main challenge Anna had faced while working in a male-dominated environment, lay in being a *single* young woman in a males' world, as the transport domain is. However, she admitted having felt great support from the environmental world, greens, associations, councillors, experts, and male politicians that have shared their commitment and point of view with her since the 90s. This support helped her never feel alone in public. Besides, she cited a university professor (a woman) who taught her a lot and with whom she carried out many activities, studies, environmental impact assessments, alternative proposals and networking with cities and territories.

When asked about difficulties related to gender barriers and stereotypes during her professional development, she cited problems associated with the recognition of her role (as a councillor in itself is very complex, even more so for a woman) and also for the remuneration of some activities she carried out. Anna admitted that *“sometimes I did not believe in my means and potential, not applying for roles, projects and positions of responsibility, because I was convinced that I did not have the qualities and the adequate curriculum.”*

Anna provided some useful tips regarding the personal attributes that enable a woman to perform at a high standard in a profession, and, more specifically, in the transport domain. Anna depicted the *“ability to innovate, not burdened by the weight of the inertial choices of the past that had shown their limit”* as a professional advantage for women. At the same time, women could look at the problem with new eyes and identify innovative solutions (and this could happen for both young women and young men).

However, she declared being confident about the fact that *“women still have many spaces to conquer and let them [these spaces] become their own areas of development in the field of mobility and services, more than in other sectors.”* Anna also gave us stimulating feedback on her experience in climbing the career ladder, where she had not found particular difficulties except those around the willingness to innovate. We can gain a useful tip from the strategy she adopted, namely to *“reinvent myself several times as responsibilities, roles and projects [changed]: it has been a great effort to remain within the decision-making and political processes, maintaining innovation and the personal role.”*

We asked her about measures seen as necessary to develop gender smart mobility and possible proposals through which the EU policies and businesses understand and promote gender-related requirements in entrepreneurship, she highlighted that it is essential to promote investigation on mobility, the city, and gender imbalance in services and accessibility. In more detail, Anna said that dedicated projects and experiments are needed, together with specific financing for the European level "Gender Balance Smart Mobility". European projects in each category should always have an accurate check on the effects on the "Gender Mobility Divide" with measurable and progressive objectives to pursue. Regarding 'official' documents, such as White Papers, reports, and strategies for the mobility of the future of the EU, she stated that *“they should devote specific and visible attention to how to overcome the gender imbalance in mobility. For example, starting from the Guidelines for Sustainable Mobility Plans at the European level for Cities.”*

Anna also shared her thoughts about scientific research, innovation, training, and universities, which, she said, must take care of specific projects, masters, and professional courses.

She had suggestions also for companies: *“it is important to start from a survey on employees, on the effects of gender imbalance in mobility, in intermediate and top positions, in management systems and auxiliary services, in remuneration for work. Then prepare organizational, managerial and service innovations to overcome the gender gap”.*

At the same time, she stated that public institutions *“should promote dedicated projects and decide economic and fiscal advantages for those who are oriented (companies and public and private associations) towards gender equality (in a concrete and measured way)”.*

“The space to be occupied [in this sector] is endless and there is a need for commitment, creativity, intelligence and competence of women.”

While moving more to the personal domain, the key factors that Anna assessed as being the roots of her professional success in a male-dominated sector, like transport, focused on determination and personal responsibility in carrying out “different” points of view and new ideas that need both the medium and long term assessment. Another important aspect is the need to constantly study the phenomena, data, alternatives, solutions, and experiences of other countries in particular in Europe.

Using her 40 years experience, passion and environmental commitment, she cited a further necessary element, namely a capacity for institutional and political relationships (style, respect for the opponent, collaboration, willingness to confront), accentuating defeats, relegations, and personal blows as part of the path. She also provided sound motivational advice for women who wish to be successful in

the domain of transport and smart mobility. She highlighted that, as this is a sector in significant evolution, with new technologies on the way, new services need to be imagined and organized, with very complex environmental and social challenges. So, as she said *“the space to be occupied is endless and there is a need for the commitment, creativity, intelligence and competence of women.”*

We are very grateful for Anna’s contribution to our project and activities, and we would like to end this report with a citation she provided from Albert Einstein: *“You cannot solve a problem with the same mentality that generated it.”* We think this could be an excellent suggestion for this innovative sector and for the women who would like to improve it through their personal contribution and vision.



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Anonymous, Spain



“Training is the key. A solid technical background will support your idea in front of a sceptical team and being updated in the last technologies and developments will pave the way for your professional growth.”

Her professional background

- MSC Civil Engineer and master specialization
- 8 years of experience in transport sector, maritime and railway.
- Key Account Manager in the railway sector

Her story

Transport and logistics sector is not the first-choice sector for women in Europe (22% is such a small percentage), and the rest of the world is not refuting this situation. Even so, still some ray of hope can be found.

Have you ever heard about a woman working in transport sector story? Our interviewee had a happy childhood that she spent playing, studying and dreaming about what she would do when she grew up. When she was young, she was aware of the importance of obtaining a university degree, but she would have not known which would have been her future job until some years later. When she was 18 years old, she chose civil engineer by her own initiative and with her parent's support. She studied for 5 years (degree and master specialization) and then she started

to work in the transport and urban services, in the fields of urban mobility, ports, cities planification, railways. As most of her mates, she chose a career path to follow and kept fingers crossed to find a challenging inspiring job, where she could grow and learn day by day.

Let's start from the beginning. When she achieved her university degree, she unfortunately entered the job market in the middle of the economic crisis of 2008. It seemed too complicated to find a job as a civil engineer, so she decided to keep on studying, and reoriented her career path towards management in the transport and logistics sector, by attending a master specialization. An internship in a transport-related company was included and she immediately realized that it was the perfect way to get a foot in the door of a company and to start her career.

Although, she entered a well-known Spanish shipping company and a traditionally male-dominated sector (20% female workers), times were changing, and she did not expect to experiment any gender bias. At the beginning she learned a lot from the company and was grateful for the knowledge she received. However,

although she proposed to attend specialized training courses, she was not allowed. She felt disappointed: *"It is widely recognized that the most prepared an employee is, the better he/she will accomplish his/her tasks and the more confident he/she will be in his/her workplace"*.

Men were employed in responsible positions, whereas women were not considered, despite their high training. The straw that broke the camel's back happened when the company denied her the chance to apply to a job for a position of higher responsibility inside the company without explanations. She witnessed how her male colleagues, with less experience were climbing the career ladder. In fact, all the responsible positions were assigned to men while better qualified women, worked in administrative departments. Our interviewee initially learnt a lot about the maritime sector in the company but, it did not matter how hard she was working, she hit a glass ceiling in the company and her achievements and capacities were barely recognized. Frustrations grew until she decided to leave and to try her luck in a different field inside the transport and logistics sector.

This was how she landed in the railway logistic sector, another masculinized world, another challenge to face and other stereotypes to break down. However, this time it was different. She entered the company as head of logistic operations that means, she was in charge of organizing the operation of movements within the railway terminal and assigning equipment for their realization. At the beginning, it was not easy to make her team trust her: *"My colleagues could not understand why they were told what to do by a young lady"*.

She had to justify all her decisions, highlighting that her choice was the best option for the company. Nevertheless, it is worth noting that she was always supported by her chief, what helped her in gaining respect when dealing with her colleagues, even with senior employees.

"In this company I was given from the very beginning the opportunity to give my opinion, change and improve all the operations that I saw were being performed improperly. They gave me the opportunity without knowing me and bet on me and my way of working. I believe that without the support of your superiors and without sharing the same goals for the company it is very difficult to change the vision of the sector and swim upstream."

Despite the initial barriers, she never gave up, she proved her value day by day and nowadays she is a Key Account Manager. She oversees big customer projects, focusing on teams and resource efficient management. She has already reached almost the top of the career ladder, but she thinks that she still has possibilities to grow personally and professionally. She does not put limits on herself. It is inspiring to see how optimistic she is, after all the difficulties she came across during her 8 years spent working in the transport and logistics sector.

"Be strong, be target-oriented and most of all, trust yourself, your principles and your ideas. In this way you will be able to create great teams that will follow you as they'll see you as a leader."

Her company is still far from the achievement of the gender balance (only 1 out of 3 employees are women). However, changes are about to appear, and she is going to be part of them. Our interviewee was invited to give a speech to master's students to show a typical working day in a railway company. She shared with the students a different vision of the sector and a practical view of the professional world providing technical and centralized information on rail and multimodal terminal. Showing the application in the professional world and how a railway terminal operates

As an employee, *“Training is the key. A solid technical background will support your idea in front of a skeptical team and being updated in the last technologies and developments will pave the way for your professional growth.”*

What’s more, she highlighted job networking as one of the more helpful tools to achieve results inside and outside her company. However, as a woman an extra effort is still required: *“Be strong, be target oriented and most of all, trust yourself, your principles and your ideas. In this way you will be able to create great teams that will follow you as they see you as a leader.”*

She strongly believes in the crucial role of education: in teaching children from an early age that there is no female or male education, or female and male jobs. It is vital to foster girls’ participation in STEM degrees and that would be possible if more female role models were accessible and most of all, more visible. Will our interviewee be the next role model in the railway sector? Who knows, so far, we are glad to have had the chance to share her story with an audience that, we are sure, will be inspired by this insightful experience.



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Carmen Filipescu, Romania



“I have worked hard, read a lot, and have not indulged in complacency over dull yet comfortable routine. I have dared to change something for the better.

I have never asked any questions before having first done my own research, nor have I ever left any question I was asked without an answer!”

Carmen Filipescu’s professional background

- Since 2017 Director of International Affairs “REGIO CALATORI” (Railway Passengers Operator)
- 2013 - 2017, Director of International Affairs “REGIOTRANS” (Railway Passengers Operator)
- 2009 - 2013, International Affairs & International Financing Director, The National Railway Transport Company “C.F.R. Călători”
- Deputy Director General, The National Railway Transport Company “C.F.R. Călători”
- Since 2000 she has been Vice President of CIV (French: Convention Internationale pour le transport des Voyageurs) - Commission of Passenger Transport Law to the International Committee of Transport
- Since 2008 she has been President of SERG (South-East European Group of UIC) – Rail Passenger Activity.
- She is a representative at the General European Assembly:
 - at the Passenger Forum of the International Union of Railways (UIC);
 - a representative of the CER (The European Community of Railway Undertakings and Infrastructure Managers) at the level of “Assistants” and “General Directors”.
- Carmen Filipescu has extensive experience in rail passenger transport, mainly in commercial/ law.

Carmen Filipescu’s story

Born in the family of an ambassador, a family that was always there to support her, Carmen was brought up and educated to cherish and strictly obey moral values and norms. She actually fondly remembers her parents’ advice and guidance: *“Be always up to the mark, be modest, do not boast about your achievements, let the others remark you, and be perfect both professionally and in appearance wherever you may go”*. She considers that the education she received, particularly in her early years, has definitely left its mark on her personality, influencing her destiny and shaping her later career path.

Speaking about the moment of making her career choice, Carmen Filipescu remembers first facing a dilemma over whether to choose engineering or architecture. She admits she owes her career choice mainly to her parents, but ever since, she has been focusing all her energy and effort on her professional development and on building a successful career. With humour and self-irony, Carmen Filipescu tells us about her early years as an engineer in the transport industry, about her vision of the professional world, but also about her commitment and values underlying her entire career.

She considers that “her journey in the railway domain” started when she took the entrance exam at the Faculty of Transport of the Politehnica Institute in Bucharest, and passed it top of the list of admitted candidates (most of whom were young men). After graduating, there followed a one-year internship, at the end of which she passed her exam as a station master. For a while she was employed as a station engineer at the most important supply rail station of the capital, Bucharest. There were years of hard work which came with a big responsibility. She was the only station engineer and the only woman there, in charge of over 150 subordinate men, and of a very complex activity to manage.

She was 27 when she started her career in commercial/law related to passenger rail transport, when, as a result of her winning a contest, she was appointed as an Expert in Tariffs and International Regulations in passenger traffic at the Ministry of Transports. Mrs Carmen Filipescu says this is the first milestone in her subsequent career: *“From then on, I really loved what I did!”*. In parallel, she was also a teacher at a railway profile school, teaching courses on international rail traffic (tariffs, conventions, financial relations), which somehow gave her a foretaste of her later career in commercial/law of rail transport.

Her work and efforts were sometimes hampered by difficulties, firstly related to the rules governing pre-’90s society, when the ‘communist dogmas’ created some problems to her, limiting her access to managing positions, and her right to travel to Western Europe in order to attend international professional meetings organised by the International Union of Railways (UIC), or the International Transport Committee (CIT), although her position, activities and results back then recommended her.

“You can overcome any difficulties in your career as long as you are very knowledgeable about, and serious in everything you do.”

In her early career years, she was sometimes faced with misogynist remarks, or male self-pride, but she considers that only motivated her all the more to perform to her best:

“Of course I was the target of misogynist remarks at the beginning of my career. I was not impressed; I got over them with a smile or a sharp remark, according to the situation. Generally, through my attitude, way of speaking and appearance, I avoided generating such situations. I knew how to be patient, and to prove myself as a serious and well versed professional in my line.”

Nevertheless, she points out that, in spite of the limitations of those times, she was lucky to meet other well-prepared professionals, who supported and guided her. Her colleagues and collaborators acknowledge her as an action-oriented role model who gets good results. She just might be too demanding, too critical, too tough. Mrs Carmen Filipescu says that year 1990 was a turning point in her career. From then on, she was able to stand out in the commercial / law domain without any obstacles. Starting from 1990 she represented the Romanian Railways within The International Union of Railways (UIC), in the domain of tariff, commercial and financial conventions and contracts, as well as of interoperability technical standards.

In 2000, the International Rail Transport Committee (CIT), based in Berne, began to transpose the new inter-governmental convention COTIF (ratified by the Member States in 1999). Carmen Filipescu was one of the 6 people in Europe chosen by CIT Secretariat to be a member of the restricted working group created to that effect. She worked with CIT for 17 years, holding top positions, such as: member of CA CIT, Vice President of CIV Commission of Passenger Transport Law to the International Committee of Transport, President of CIV Commission. In 2004 she also started the collaboration with the Railways Community (CER) based in Brussels. It was a laborious period, in which she gained deeper insight into European legislation in the field of railways, in order to transpose the Convention into the Romanian legislation, in the pre- and post- EU accession period. For 7 years she was the President of the South – Eastern European Group (SERG) in the

field of passenger rail traffic in the region, a group made up of 9 countries. Related to this period, Mrs Filipescu stated: *“I must admit I have benefited from the recognition of my potential also by the international professional organizations. Quite a long time ago, they offered me the opportunity to closely collaborate with them, which motivated and stimulated me”*.

At home, she held key roles in the organizational structure of the national rail system. In 1998, a year of major changes in the Romanian railway system organization, she simultaneously was the Head of two departments newly set up in the organizational structure of the “CFR Calatori” Company, namely: “Tariffs and Regulations in International Traffic” and “International Relations.” Subsequently, she held the position of Director, in charge of 5 departments. She considers it was then that she took on a big challenge, and perhaps her most difficult professional task: to negotiate and sign important loan contracts with international banks in order to purchase rolling stock. Carmen Filipescu’s professional career within the National Company of Passenger Rail Transport reached its climax with her appointment as Deputy Director General of the Trade department, a department with a considerable number of employees, and with numerous and difficult problems to solve, for example the interface with passengers. Guided by a solid value-based philosophy, Mrs Filipescu, permanently eager to learn, adjust and perform her best, managed to successfully carry out each and every assignment.

“The women holding top management positions must combine a male attitude (authoritarian and task-oriented) with a female one (democratic and people-oriented)”.

Speaking of the must-have qualities for a woman to perform a profession to the highest standards, Carmen Filipescu mentioned professionalism

top of the list, doubled by ambition and seriousness. She said: *“The women holding top management positions must combine a male attitude (authoritarian and task-oriented) with a female one (democratic and people-oriented)”*. Mrs Filipescu considers that the modernisation of the rolling stock, as achieved during Romania’s period of pre-accession to the EU, or the digitalization of the sales and of the financial relations were programmes that enhanced the quality and image of passenger rail transport. On the other hand, she considers that the organization of public service in rail transport, a European programme supported by the joint legal framework applied by Romania, (three regulations), could have been successful if rail transport development had been a priority, but public service under-compensation, as well as the lack of investment in rail infrastructure and in rolling stock modernisation have ruined the image of rail transport.

For 4 years, starting from 2013, she was the Director for International Relations at “REGIOTRANS” (private rail operator for passenger transport), and since 2017 up to now she has been holding the same position at another private rail operator for passenger transport, “REGIO CĂLĂTORI”. In this capacity, she coordinates, among others, the company’s collaboration activity with foreign rail enterprises and international rail bodies; the company’s participation in the actions of the international professional organizations (UIC, CER, CIT, SERG, OCCF etc.); follows up the activities derived from transposing European and international legislation, the news, the trends and recommendations at the European level regarding the policy in passenger rail transport, the techniques and technologies in the field, the policies and strategies adopted by rail operators at home or abroad in the field of passenger rail transport. In parallel, she continued her activity within the European organizations and has an

active collaboration with the Railway Club (Club Feroviar) and the Association of the Romanian Rail Engineers, by attending conferences and forums organised throughout the country, as a speaker or a moderator on topics related to passenger rail transport.

During her career, there have been numerous moments that left their mark on her in a positive way, related to professional satisfactions and to the recognition of her merits both at home and internationally. One of these moments was year 1993 when she organised, for the first time in Romania, the Eurail International Conference / InterRail, with representatives from 33 countries attending. It was a success and a big satisfaction. The European Conference regarding GDPR implementation, organised by CIT and Deutsche Bahn in Frankfurt, which she chaired, was another highlight of her career.

“A professionally well versed, ambitious, serious and correct woman can reach the top of the career ladder without any compromise.”

Carmen Filipescu appreciates that *“in the field of rail transport, we can agree we have a relatively balanced gender dimension, particularly because of the diversity of the professions and activities, with both men and women able to find a job to perform in at their best. However, things are different at the management level, where the proportion is no longer the same”*.

With a remarkable career at the national and European level, as well as an exceptional professional experience in the line of rail transport, Mrs Carmen Filipescu is a genuine role model able to inspire and motivate women to choose a career in transport. This brief journey we have made through Mrs Carmen Filipescu’s career, showcases not only some of the key positions she has held, activities she has engaged in, and impressive results she has achieved, but it is also a solid testimony to how fascinating the transport domain can be, and an inspiration to any young woman at the beginning of her career, who must know she can be successful if she takes such pertinent advice offered after long career years.



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Elisabeth Young, France



“...to know how to highlight one’s competences, be able to build visibility and network. Communication and self-confidence are key factors for professional development.”

Elisabeth Young’s professional background

- Elisabeth Young is Vice President Global Accounts at Dekra. Dekra is specialized in safety, working on periodical vehicle inspections, industrial inspections and claims & expertise.
- President of WoMen and Vehicles in Europe (WAVE), a French association that aims to promote equal employment in the auto and mobility sector. Created in 2008, the association targets all employees (men and women) of the automobile and mobility sector.

Elisabeth Young’s story

A graduate of Business School EM Lyon, Elisabeth Young entered the mobility sector 30 years ago, fulfilling her desire to seize a job opportunity abroad. She started her career at MG Rover as the Administrative and Financial Director of the French subsidiary. She then became General Director of the spare-parts activity for Northern Europe.

In 2012, she was appointed as the Director of a Parisian branch of the Renault Retail Group before joining the subsidiary Automotive Solutions of Dekra, as Vice-President Global Accounts.

Especially at the beginning of her career, Mrs. Young encountered multiple barriers to her professional development. For a woman, it is especially hard to progress in an organization in the automobile sector: *“all the positions are taken...men don’t want to leave their roles. The progression is hindered and there are less opportunities for women. They stay longer in a role*

and therefore cannot progress like their counterparts.”

“Don’t hesitate to showcase your success!”

As reported by Elisabeth Young, the majority of management positions is indeed occupied by men in this sector. Professional development is furthermore hindered by a hostile working environment, says Mrs. Young. Comments on appearance and disrespectful remarks coupled with discrimination linked to maternity status were common occurrences in Mrs. Young’s career. Such a masculine environment is also reflected in the internal informal gathering of colleagues. Integration in internal networks is often limited, as informal networks are mainly masculine.

Mrs. Young highlights that such a culture of masculine dominance, coupled with the professional and personal life balance, are the most important challenges she has had to face in her career.

The experiences and challenges encountered throughout her career pushed Elisabeth Young to create WAVE, an association and network of men and women working in the automobile and mobility sector, working to address gender inequalities at play in the sector, and promote equal conditions from men and women. WAVE was born also due to the lack of programs inside and outside companies, able to address such disparities. From her personal experience, the creation of a professional network and the participation in some mentoring and leadership programs has helped her advance in her career. However, inside the various companies she worked for, very few actions were taken besides the implementation of a diversity charter and a legal agreement on wage equality.

Key to her success was the ability to seize opportunities when they appeared. Based on her experience, Mrs. Young's advice is to know how to highlight one's competences, be able to build visibility and network. Communication and self-confidence are key factors for professional development: *"don't hesitate to showcase your success"*!

As for her propositions and suggested measures to address these challenges, Elisabeth Young underlines the importance of legal measures to implement regulations on wage gaps, despite financial constraints for enterprises, including start-up ecosystem. Communication and dissemination are furthermore essential in her opinion, allowing companies to refer to tools and standards to evaluate their own work and organization. To really change how the sector works, communication is also key to inform women of the opportunities available to them in the transport sector, which offers a wide variety of jobs and positions.

Finally, Mrs. Young emphasizes the role of women in key management and design positions: without them, transportation will continue to be thought for and designed for men.



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Hara Koutalou, Greece



"It is difficult to be the only woman in the room sometimes. I have to speak and act as a man, and this is the biggest challenge I face all the time."

Hara Koutalou's professional background

- Founder at Matrix, a Greek SME.
- She holds a Diploma in Mathematics from AUTH (Aristotle University of Thessaloniki) and an MSc.
- For more than 6 years she has been member of the board of directors of SEPVE (Association of Information Technology Enterprises in Northern Greece)
- For more than 4 years she has been Secretary General of SEPVE. She is the coordinator of the AgroTech working group at SEPVE that includes all members offering IT solutions for agricultural & food.
- Is an active member of the Sector of Women Managers and Entrepreneurs (TOGME) of HMA (Hellenic Management Association)
- She is also a member of the Greek ACM-W (ACM's Council on Women in Computing).

Hara Koutalou's story

After her studies, Hara Koutalou worked as an IT professional at many positions and organisations.

In 2010, at the age of near 40, she founded Matrix, an SME that develops and offers IT solutions to the agri-food and the environment sectors. Transportation, storage and logistics are an important part of agri-food products and have a significant impact on the environment and are of course part of the business.

At school Hara loved maths and technology. Her father played an important role in her career choice telling her from a young age that she could do whatever she wanted, regardless of her gender.

10 years before, she decided to start Matrix in order to develop and offer simple but also effective IT solutions. As a young entrepreneur, Hara realised that being successful takes certain sacrifices in private life, particularly regarding time. At her age she was able to manage her time more efficiently than a few years earlier. She had already developed management skills that helped her become more productive and efficient as the head of the new business. She realized that her effort would now have a greater impact on more people and that her responsibility would be greater.

The first critical moment of her career was the

time that she had to decide if she should establish this SME or not. There were also critical moments when, together with her team, she took risks that were important for the company and the team, especially during the first few years. She and her team made these decisions with respect to team members and the customers and partners.

Always eager to enter new fields and be a pioneer, she started this new venture with enthusiasm, faith in her own and her team's potential and having made the decision to work hard.

Gender mainstreaming in businesses and entrepreneurship is her priority. She is an active member of the Sector of Women Managers and Entrepreneurs (TOGME) of HMA (Hellenic Management Association). TOGME's mission is to contribute in practice to the promotion, development and establishment in Greece of as many women entrepreneurs and top-level executives as possible, as well as to improve their competitiveness.

Performing in a male- dominated environment, she was faced with several challenges from the external environment along the years. She had to work harder than men at the same positions and she decided to do her job better as far as she could, so the others could not ignore her.

She decided to use her different "female" abilities to promote more cooperation and to get support from other women and help them too. She chose to participate actively in women's collective organizations for science and entrepreneurship that promote mutual support.

She believes that she owes her success especially to her ambition and commitment to quality results, hard work and the behaviour that she can do things as well as a man.

She is not afraid of work and the obstacles that appear in front of her and especially the obstacles due to gender make her more stubborn.

It is difficult to be the only woman in the room sometimes. These times she reminds herself to work hard and to speak loud and steadily.



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Juliane Krause, Germany



“Further training and education should be provided for the development of gender smart mobility (for young people, but also for people who have been in the job for years).

Training and mentoring programs to motivate girls to enter transport professions.”

Juliane Krause’s professional background

- Since 1985 owner of the planning and consulting office “plan & rat”.
- Since 2017 she holds a lectureship at the RheinMain University of Applied Sciences in the Faculty of Architecture and Civil Engineering in the Mobility Management course, on the subject of "Mobility and Sustainability.“

Her company is active in the field of municipal transport planning and as experts in research and development projects. An integrative, social and environmentally friendly traffic planning is the main focus of the office for municipal planning and consulting.

Juliane Krause’s story

Juliane Krause was born in 1953 in Germany and has worked in the field of transport since 1984. She was already interested in urban and traffic planning by the time she finished school. Questions of mobility and how to make our cities liveable always moved her. After her A-level exams, she began her studies in civil engineering in 1972, specializing in urban and regional planning (methodology of urban and regional planning, urban design), urban transport (road traffic engineering, metropolitan transport) and hydrology at the Technical University of Braunschweig. In 1979, at the age of 26, she successfully completed her studies as a diploma engineer. Afterwards, referendar training in the field of urban planning in the district government of Braunschweig followed which she completed in 1982 with the “Große Staatsprüfung (Great State Exam) and was appointed as a building assessor.

Between 1983 and 1984 she worked as a research assistant at the Institute for Urban Development at the Technical University of Braunschweig. Within the scope of her activities she was responsible for the processing of a research project on route choice of cyclists. From 1984 to 1989 she joined the Department of Transportation at the University of Kaiserslautern for a position as a research assistant. During this time, she was involved in two research projects within the framework of the inter-ministerial model project "Area-based traffic calming". Her focus was on the documentation of measures and public participation. In addition, she was also involved in teaching. Besides working for the University of Kaiserslautern, she began working as a freelance traffic planner in 1984. In 1985 she opened her office for municipal planning and consulting "plan & rat" and since then she has been working on research projects and projects of municipal clients in the field of integrative

urban and traffic planning/communication. Within the scope of her activities Juliane Krause gives many lectures and regularly publishes expert articles. In 1987, only two years after founding her company, Juliane Krause became a mother. Due to her experience during her time as a research assistant as well as from her consulting activities, she received a teaching assignment at the University of Applied Sciences Anhalt - University of Applied Sciences Bernburg - Dessau - Köthen in the field of "Traffic Planning" in the course of studies of Landscape Management from 1997 to 2006. Since 2017 she holds a lectureship at the RheinMain University of Applied Sciences in the Faculty of Architecture and Civil Engineering in the Mobility Management course, on the subject of "Mobility and Sustainability" (Social Dimension of Mobility).

Political commitment

Juliane Krause also expresses her passion for topics such as sustainable urban and transport planning, gender equality and citizen participation at the political level. From 1989 to 1991, Juliane Krause was a member of the Braunschweig City Council as Chairwoman of the Environmental Committee.

Since 1992 Juliane Krause has been an active member of Bündnis90/DIE GRÜNEN. From 1992 to 1996 she was a member of the supervisory board of Braunschweiger Verkehrs AG.

Since 1994, she has been head of the Gender and Mobility working group of the Road and Transport Research Association.

In addition, she was a civic member of the planning committee from 1996 to 2001 and a civic member of the transport committee of the Greater Braunschweig Regional Association from 2001 to 2006. From 1986 to 2001 and again since 2011 she has been a member of the district council of the eastern ring area. Since 2013 she is even deputy mayor of this area.

Interview – Juliane Krause on

...experiencing support during her career.

"My mathematics teacher was formative at school and recommended me to study civil

engineering. During my work as a research assistant at the University of Kaiserslautern I was supported by my professor. He also supported me in topics that were not so popular at that time, such as bicycle traffic, women's issues in traffic planning."

... experiencing hurdles during her career.

"I encountered hurdles when applying for jobs in public administration. Until the year 2000, it was still very difficult for women to get into leading positions (e.g. as head of city planning department). The applications were without success. In my work as a freelance traffic planner with my own office, I feel that I have equal rights."

... facing difficulties related to gender barriers and stereotypes.

"It starts with gender-sensitive language. This is far from being taken for granted. This discussion continues to this day. Until well into the years after 2000, the opinion was also held that a woman (and then with a small child and as a single parent) is not suitable for a leading position in the administration. Another point is the verbal picking up of women (sexual harassment, sexism), which women are still sometimes exposed to."

... the challenge of climbing the career ladder as a woman in this business.

"Climbing the career ladder is difficult, because there are still more men than women in management and top positions. Women are hitting the "glass ceiling", there are still too many "men's unions."

... facing challenges while working in a male-dominated business.

"In the past, at the beginning of my professional career, I was the only woman in meetings or at events. Luckily, this is no longer the case. Also in the past, one used to be traded as a "quota

woman” for projects.”

... being subject to misogynist remarks.

“There were occasional verbal overtures (language, sexism), but not from colleagues at the same level of the hierarchy, but rather from people in the office community (subtenants). But I still never wanted to change to another branch.”

“ Never lose sight of your own goals.”

...how she thinks she is perceived by male colleagues/ collaborators.

“Competent and reliable.”

... the key factors of her professional success.

“Competence and perseverance (never lose sight of your own goals). Enthusiasm for the topic. Network formation.”

... what measures are necessary in order to develop gender smart mobility.

“In my opinion, this includes all the measures that also include sustainable mobility and are necessary for a change in transport: promotion of walking and cycling, ride sharing, car sharing, cargo bikes, sufficient money for the expansion of public transport (supply planning), liveable urban spaces, true costs in traffic.”

... proposals through which the EU policies and business will promote gender-related requirements in entrepreneurship/ activities to develop smart mobility and social and financial equality.

“Further training and education should be provided for the development of gender smart mobility (for young people, but also for people who have been in the job for years). Training and mentoring programs to motivate girls to enter transport professions.”

... how women could get engaged in and contribute to the development of group diversity-driven smart sustainable gender mobility.

“There are a number of possibilities for this. Not only in the professional but also in the political field of activity. What is important is the will to make the environment sustainable and to look for allies for this. It is important to observe and implement the principle of gender mainstreaming as a process-oriented strategy. This means taking a gender-differentiated view in all projects, analyses and decisions.”

... qualities that enable women to perform at high standards in a profession.

“Communication skills. Good expertise. Strategic and conceptual thinking and acting. Open-minded towards new developments. Fearless and convinced of their own skills.”

... motivational advice she would like to give those women willing to be successful in the field of transports and smart mobility.

“Networking. If women act equally and competently, then women are more likely to be perceived as such. Don’t be afraid of tasks and challenges.”

Company “plan & rat”

Plan & rat has been working in the field of municipal transport planning and as experts in research and development projects. An integrative, social and environmentally friendly traffic planning is the main focus of the office for municipal planning and consulting. The activities focus on basic research on mobility and cycling, studies on road safety and the requirements of non-motorised road users. The team has specific experience with qualitative survey procedures, concepts for public participation, the moderation of participation processes (traffic forums, round tables, workshops) and practice-oriented

documentation of scientific facts (guidelines).

Self-perception of the company:

Changed and extended action goals such as social and environmental compatibility, resource efficiency and sustainability of transport means changed requirements for methods, instruments and process organization in transport planning.	Overall strategies and focal points in measures for the urban compatibility of traffic as well as bicycle- and pedestrian-friendly redesign are our priority.
Planning is especially good if it is understood as an interactive process of all participants. This has consequences for the procedure and the process organization in urban and traffic planning. Consensus building, consultation and communication of the current state of knowledge to all participants are of decisive importance.	Greater attention to female mobility and women's specific concerns is a contribution to the revival and reappropriation of public spaces, combined with short, safe distances. This ultimately benefits all population groups and a social city.

The main areas of work are:

- **Cycling:** The aim of supply-oriented cycle traffic planning and the promotion of cycle traffic is to offer cyclists safe, attractive and, as far as possible, detour-free routes for all journeys in everyday and leisure traffic.
- **Research and model projects:** Regional and global networking, sustainability and securing mobility - the demands on transport planning are becoming increasingly diverse.
- **Pedestrian traffic:** Pedestrian traffic plays a major role in urban passenger transport. Walking is the most environmentally friendly form of mobility and the most humane form of transport. Every journey, whether by bicycle, car or public transport, begins and ends with a footpath. Therefore, the conditions for walking affect all sections of the population. But especially those who have a smaller radius of movement in their everyday lives and cover a large part of their distances on foot, such as the elderly and children.
- **Gender & Mobility:** The major part of our lives is only possible through mobility. We need secure mobility so that people can fulfil their needs: shopping, working, taking advantage of leisure activities, meeting friends, taking part in cultural life. Forms of mobility that give everyone equal access to mobility, regardless of income, gender or social status, are walking, cycling and public transport. The successful implementation of gender mainstreaming in the transport sector is a quality feature of planning and policy, especially in a time when household structures and lifestyles are becoming increasingly differentiated.
- **Cooperative participation processes/moderation:** The basic precondition for the integrated approach within the planning process is the consideration of the concerns of those affected today and potentially in the future as well as the entire public ("citizens"). Interdisciplinary research results show that procedures adapted to the situation or to the actors have a positive influence on the planning process. They are target-oriented for political acceptance and results.



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Lucy Prior, UK



Source: LinkedIn

“There was always a challenge, having to know the product I was selling, its interface with the vehicles, etc. Developing a degree of technical competency has always been a challenge, but an interesting one.”

Lucy Prior’s professional background

- Business Engagement Director with 3Squared.
- During her career, she worked with different railway companies.

Lucy Prior’s story

Lucy Prior, business engagement director at 3Squared, moved into the transport industry ‘by luck’, according to her.

After finishing a degree in languages, she was recruited almost immediately to work for a hardware company, selling depot maintenance products for trains.

Her career progression took her to different railway companies, and currently to 3Squared, showing how passion and commitment can open spaces in the industry, independently of your background: *“There was always a challenge, having to know the product I was selling, its interface with the vehicles, etc. Developing a degree of technical competency has always been a challenge, but an interesting one.”* Lucy went from selling train equipment to her position today by knowing her products, how things fell into place in all the environments she’s worked in, developing a good level of technical competency by being curious and dedicated. Although she has faced challenges in her 16 years in transport by not

being a male engineer, most companies have championed her progress: *“I had a lot of supportive male champions on gender inclusion.”* Policy and peer support helped her navigate through male-oriented and engineer-dominated environments.

At 3Squared, based in Sheffield (UK), she works with young railway professionals, women in rail and many trade associations, on one of which she is deputy chair. After a brief period in a software company, she was headhunted by 3Squared, a company committed to equality and aware of the need to self-evaluate and improve their policies and actions:

“We have subconscious bias training, work actively at uni and school recruitment events, advertise on our website, with gender neutral language, we have Disability Confident rating, and we are looking at the redesign of all our software to achieve the maximum accessibility score we can (as a UI, but a great example of our awareness).”

A recent interview with 3Squared's HR manager, Cherry Limb, is available [here](#), showcasing the company's concern with diversity, job advertising/recruiting and the need to hire diverse staff in all areas. Lucy acknowledges there is a long way to go, but they are committed to diversifying transport's work culture and demographics. With a team comprised 1/3 of female employees at all levels, the company is aware of the need to diversify their ethnic background as well, recognising they have a lot to do and being committed to do so. 3Squared is a small to medium-sized enterprise (SME), but its committed role is essential to change the face of smart-mobility and transport, as "SME's represent 99% of all businesses in the EU" (European Commission: Entrepreneurship and SMEs, 2012), holding a lot of influence over the market and society in general. It is still working with local universities, such as Sheffield Hallam University, challenging gender stereotypes in rail and tech-related courses where women's representation is low.

Lucy recognises the existence of gender barriers in her career and in the industry, but also thinks beyond gender. Gender barriers are there, but she asks rhetorically *"Is it as simple as gender though?"*, resonating with TInnGO's multifaceted approach and commitment to equality and intersectional understanding of transport culture and society. Lucy mentioned that Age, for instance, is an important demographic in any policy. Gender and age expectations, alongside a lack of women's representation in certain fields, can also influence women's self-esteem, confidence, and perceptions of peers of their abilities and capabilities: *"I know I have to battle my own imposter syndrome, and that in turn must affect how people perceive me. [...] One angle is for not being from engineering, and other is not being in a "young" category. Very early in my career I remember going to careers where I was the only woman aside from a waitress. Sometimes it's surprising to see there are other women in the room [...] It's good to see such fact is changing, but you feel like it's harder to put your point of view across not being a male engineer, to be considered"*.

3Squared's recruiting is incentivised to look for new talent outside of regular advertising sources,

going through varied and diversified channels. For Lucy, a company "can't be what you can't see", meaning it is important to talk to staff and to outreach, "recruiting groups to align the company's image with its intended policies and diversity actions". "Supporting local schools and youth clubs" is a piece of advice Lucy gives us: *"Reaching out to the young population and presenting them career possibilities they might not be familiar with or considered, especially girls in relation to STE(A)M areas."*

From the ground-up, gender concerns are an important item in 3Squared's agenda, from boosting career levels to tackling gendered perceptions in the workplace. *"We have some amazing ladies in senior roles, but we have to tackle the mid-career, help bring more people up, not to let maternity leave hinder your prospects or progress and we do need to challenge the gendered perceptions of what is 'good' e.g. bossy girl or a confident boy?"* The company is currently helping to raise supply chain awareness of the need for inclusive design and public consultation, also on letting manufacturers know how important this is and who is using it. 3Squared is also translating concepts of policy language, regarding age and population, to speed up communication processes between sectors.

[Being part of the Networking]... "as meeting people and making connections might not have an immediate benefit for yourself, but it can help someone else."

Lucy is also involved with [Women in Rail](#), with STEM networks and many engagement programs: *"As an employer, the sector needs to show that it is a good career for all, and this ties back to the effort you make to a) find diversity and b) show off the benefits of this: there is so much evidence now to prove that a diverse workforce = more successful companies in whatever way you measure it. [...] As a service provider, transport designers, planners, providers, approvers need to truly and totally embrace inclusive design."*

Networking is an important tool for Lucy, *“as meeting people and making connections might not have an immediate benefit for yourself, but it can help someone else.” “Doing that, you create a lot of meaningful and important connections. It instils positivity, helping each other, without it we don’t create new ways of thinking, an inclusive approach.”* It is important, in her opinion, to let students, girls, people with disabilities and many more, know what’s out there, the environments and workplaces they could feel comfortable being part of.

Lastly, her experience tells us how expectations and social perceptions of gender can be challenged when work environments are open to diversity and understanding. When asked about her gender as a factor in her successful story, she believes she has “[...] succeeded ‘regardless’ of being a woman [...].”

Such affirmation showcases that gender expectations, especially in certain professional areas, undervalue professional women, something Lucy helped change in places she’s worked and in the people she influenced, challenging gender misconceptions and influencing her environment:

“When I was pregnant with my child to fiddle with the train’s tools and things, the blokes were scared, there is a kind of protectionism around it. They were always worried about the weight I was carrying when I was with my second child. When I say ‘regardless’ of being a woman, again, certainly the trade association I was working for, they recognised the fact that diversity is a good thing, that different people have different points of view, bringing such things into the conversation. I was enabled in that way, but because I can be like the lads if I want to be, I can hold my own and not be talked down by men [...].”



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Lycke Von Schantz, Sweden



"I think there is, and have been for a long time, a stereotypically male way of doing things..., but I think it is starting to change and hopefully I can contribute to that change."

Lycke Von Schantz's professional background

- Lycke von Schantz is the [founder of Påhøj](#), a product that is a bicycle seat and a stroller for children.

Lycke Von Schantz's story

Lycke Von Schantz has an MSc in Industrial Design from Lunds University, and it is where the idea of Påhøj originated. During the last year of the program she needed to write a master's thesis, which is according to her, the ultimate challenge for an industrial designer to find a solution to everybody's problem. Her mother mentioned an everyday issue she had come across when Lycke was younger: travelling with children by bike. Lycke von Schantz saw the potential and took the project to a certain point for the thesis, but she also realized the work that was needed to make the product a reality.

She moved to Holland after graduation to work in a designer's office, and she later returned to Sweden and started at IKEA as an external designer. After some time, she wanted to start something new, and that was the beginning of the journey towards the creation of the company, Påhøj.

What was the reason you started your company?

I was tired of the role of a product designer, only playing a role in a small part within the whole

Process chain. For example, you gave your product to other people who marketed the product in a way you did not have in mind. Having a company I can now be involved in every step, which of course can be burdensome but also gratifying.

After graduation I appeared in the LTH newspaper (LTH is the faculty of engineering) where I talked about the product, since then the phone started ringing from both potential customers and producers, and it did not stop. This made me realize that this was my mission, and I identified the market needs. I hope Påhøj will contribute to improve travel with children.

"Don't underestimate your view and experiences as a woman, both as a user and observer. Use it as an asset and benefit for future development and progress."

How can your innovation contribute to diversity in cycling, according to you?

When I think of diversity, I consider numerous aspects, e.g. economic and gender. Påhøj can contribute to diversity to make it possible for parents with children to choose a cheaper and more sustainable transportation option within urban areas. The idea is to make bicycling with children easy and accessible, so parents do not see it as an obstacle to take the bike. It is also an investment in the future because how you travel with children when they are young will affect their natural choice of transportation options when they are older. If Påhøj can make more parents take the bike with their children we can change the mindset on what is a natural choice of transportation. Most consumers are women, but it is a bit self-created because it is in these forums (with women) we are showcasing. We are trying to involve more fathers in marketing to reach another group, it does not exist at the moment, but we are working on it. The industry is men, but the buyers are women, there is much that can be improved within that sector.

What are your experiences as a female entrepreneur in the area of bicycling and mobility? Have you experienced any difficulties?

A little bit of both good and bad. One benefit is that I stand out and people think “wow, a female entrepreneur that is also a mother and company founder.” Although it feels questionable that this feels so revolutionary in 2020, I am trying to turn it into an advantage because many think it is interesting to write about and support female entrepreneurs.

However, I feel in some parts of the process, e.g. production, there is a lot of “male behavior”, where it is rough, and I do not want to participate in that. This could be a disadvantage because people can see me as mawkish and not take me seriously or think that I can get things done, but I will do it my way and I don’t think it is necessary to be rough and tough, and if that is more feminine, I do not know. I think there is, and have been for a long time, a stereotypically male way of doing things in the sector, but I think it is starting to change and hopefully I can contribute to that change.

Do you have any advice to other female entrepreneurs in the area of bicycling and mobility?

“Don’t underestimate your views and experience as a woman, both as a user and observer. Use it as an asset and benefit for future development and progress. Diversity in all segments is a profit for everyone!”



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Marta Serrano, Spain



“You must be proactive, have different ideas, be flexible, the sector is changing very quickly. People have different views on how to get around. As women, we must always show that we deserve to be where we are.”

Marta Serrano’s professional background

- She is one of the **high-profile leaders** of the Association Women in Motion (WiM);
- She worked in small consulting companies and in big national and regional ones, both in the private and in the public sector, for 15 years;
- She was a **Project Manager** in transport and urban infrastructures for 5 years.
- In 2015 she was hired as Director of Communication and Consulting at the public transport company in Madrid, becoming the **first woman to hold a management position** in the history of the company, a position in which she has remained for 4 years.
- In 2019 she has been one of the main trainers of the training course given between Alamys and UITP “The **Inclusion of diversity and gender in urban transport**”, which was held in Santiago de Chile with the assistance of operating companies from all over Latin America.
- Currently she is **manager director** of a public transport company in Valencia.

Marta Serrano’s story

Fifteen years the world of transport has given our interviewee the possibility to explore this sector in all its facets, and what she still has to know, learn and share. Like few other women, Mrs Serrano chose the career of urban planning, with the aim of developing an activity that would have a strong, immediate positive impact on the society around her. After studying Civil Engineering, Transport and Urban Design, she spent 5 years working as Project Manager in transportation and urban infrastructures. Driven by her eagerness to know and share knowledge, in the last 15 years she has been alternating jobs, where she has performed more technical functions (Senior transportation

engineer, transport mobility consultant) and others more devoted to education and training (Training Advisor in the Area of Road Maintenance and Operation) After these experiences she gave a twist in her career landing in a large public passenger transport company. She did not know exactly what she was going to meet there, but expectations were high. She was the first woman to take up a manager position. At the local level, women were encouraged to join the public company and the interviewee proved to be the right person in the right place at the right moment.

Mrs. Marta Serrano is now one of the visible heads of the Association Women in Motion (WIM) that was born two years ago in ITF Forum in Leipzig,

Germany, at the “Women mobilize Women” conference, with the aim of promoting the incorporation of inclusion and equity in the construction of sustainable and safe cities. One of the objectives is to consolidate and empower women's leadership in the sustainable agenda. It is not by chance that the interviewee has been one of the main trainers of the training course on gender equality in urban transport, which has been given in Latino America where several people from different cities of the world attended it. The main content ranged from an explanation of the current context, with the situation of women in the world of transport to the cultural roots of this gap and the generation of resources to solve this situation. The course was very well received, the attendees ended up satisfied and currently, they are trying to implement policies that promote equality in their respective companies.

In 15 years of working in small consultancies and large companies at national and regional level, in both the private and public sectors, she has faced the most disparate situations in all types of work and cultural. The main difficulties she experienced were not related to the field of work but her gender. Our interviewee faced some barriers along her career, she witnessed managers sponsoring young male engineers. In her particular case, she saw how the company supported another male colleague rather than on her, even though he didn't have the skills required to the position. Another company, other colleagues, but the same story.. The interviewee had a solid technical background, recognized leadership and team management skills, but, well, she was a young woman. *“The most challenging thing was to gain the credibility of my co-workers, both other managers and collaborators in my team”*.

She remembers a meeting where she presented a manual that she had rewritten completely in inclusive language and one colleague director underestimated the effort that she invested. Despite the relationship with the directors, with the team's collaborators it was even more surprising. In the manager positions, sometimes was difficult to find a way to work with her team. The hierarchical structure was in the DNA company and affected not only the manners but also the way of working. They were so used to a working relationship based on

orders sent from above that they were unable to understand the way the interviewee worked, which was more focused on teamwork and centered on closeness and trust. She had a hard time implementing this other point of view, since at first her colleagues interpreted it as a lack of demand on her part. However, she did not give up and leading with the example, she managed to establish new principles and a new vision of work. *“The support of my team or the other direct ones was a slow, slow work, with small actions and in view of the results.”* During her term of office, she managed to promote many initiatives, aimed at including the gender perspective in transport. First was the adoption of inclusive language, then the introduction of gender blind CVs, and finally the modification of some of the aptitude assessment processes for recruitment.

Spite of the barriers faced, She also had the confidence and support from many of her bosses, specifically in the public company her boss always supported and trusted her, her initiatives were endorsed by him, from the blind CV to the inclusive language. Her boss used to say: *“On these issues, whatever Marta says.”*

All this was made possible thanks to her belief that you have to listen to people to know what they want. *“If you are a woman, you must have a lot of stamina and perseverance, because you have to constantly prove that you deserve to be where you are.”* Women must break down more entry barriers to get into leadership positions, but the truth is that unity is strength and knowledge is power. More specific formal trainings in this field and, above all, a support network of women working in transport and logistics would be of great help: *“It is complicated to enter the existing networks, but as soon as you get in, you know everybody and above all, everybody knows you”*. She sees this as a key element for professional development and this is one of the drivers that led her, together with other founding members who shared her vision, to found “Mujeres en Movimiento” (Women in Motion) which includes an active network of cooperation and governance of the civil, private and public sector.

This is what Marta Serrano is doing. She has recently started working in a new employment with a transport company, a new challenge that she is delighted about and looking forward to face.

This is a major step that is in line with other European initiatives, such as Public Transport for All, where more work is needed and above all “taking a clear stand” on the need to promote the role of women in transport to make this a “cross-cutting issue” that reaches all levels of the sector globally. Good practices could be disseminated in the European transport white paper and then methodologies could be implemented to assess the validity of the measures taken in each country or company. One could even start with the inclusion of quotas in the male-dominated sectors *“I do not share this method, but it can be very useful in allowing access to valuable women, while there is no other solution.”* What is clear is that, beyond the external support, for a woman to be successful in this sector it is crucial to have the right attitude.

Transport is viewed and told as a ‘man's world’. This is the reason why Marta Serrano prefers to talk about mobility instead of transport these days, although it appeals more to the world of moving people than goods. *“It is necessary to change the focus and start talking about the importance of the mobility services for the quality of cities.”*

“Don't let other people's comments make you small, you are valuable, your point of view is as valid as others', so stay calm, be resilient, and keep fighting.”



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Modesta Gusaroviene, Lithuania



“Main traits allowing to achieve good results are: determination, responsibility, cooperation, hardworking, sincerity and trusting the team.”

Modesta Gusaroviene’s professional background

- Director of the Municipal Enterprise “Susisiekimo Paslaugos”, responsible for Vilnius public transport management. Became a head of the company at the age of 33.
- Obtained her Bachelor’s degree in Construction and Engineering at Vilnius Gediminas Technical University in 2000-2004, and a Master’s degree in Construction and Engineering at the same university in 2004-2006.

Modesta Gusaroviene’s story

The transport sector is still mainly male-dominated, and women are still less willing to choose their further education in sectors such as science, technology, engineering and mathematics (STEM). On the other hand, these fields are the ones that can get people a diploma to start and develop a career in the transport sector. In this sense, it seems that women are limiting or distancing themselves from these or related fields and the tendencies pass on from the educational to the employment sector. Women working in the transport sector often identify a need for themselves to explore inspiration and motivation from other women, especially the ones who succeeded in their career.

Talking about transport in Vilnius, the company called “Susisiekimo Paslaugos” is in charge of the overall public transport organization and is under the authority of Vilnius city municipality administration. Interestingly enough, the head of

this company is female. Being an employee of the company for 16 years, (having started there as a student) from 2015 Modesta Gusarovienė holds the director’s position and is responsible for a number of activities of the company: organization of public transport and ticketing services in Vilnius city; toll administration and organization of parking system; coordination of traffic system and maintenance of infrastructure; coordination of development of bicycle and pedestrian infrastructure; implementation of SUMP (Sustainable Urban Mobility Plan) and organization of its improvement. It is also important to mention, that more than half of the departments of the company are led by women. Talking about the professional challenges, Modesta mentioned that nowadays when technologies develop very fast, the attitude and expectations towards the system of mobility and transport, as well as their challenges are directly linked to technologies and innovations. Hence, a separate category of challenges covers

installation, maintenance, supervision and usage of any intelligent solution systems which are an inseparable part of the development and expansion of the improvement of the services. According to Mrs. Gusarovienė, there are 180 employees in the company and approximately 46 percent of the staff is female. Fig. 22 shows the evolution of gender balance within the company, in the period 2015 - 2019.

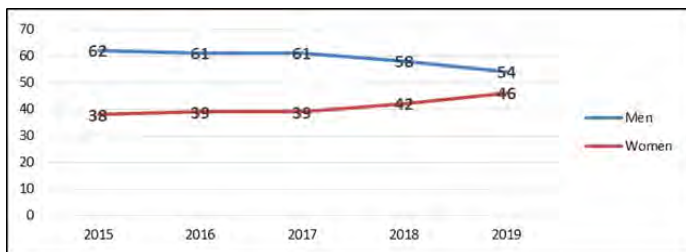


Fig. 22. Gender balance of employees in the period of 2015-2019 (%) – Susisiekimo Paslaugos
Source: Susisiekimo Paslaugos

A list of successful examples contributing to the quality services of public transport in Vilnius are:

- **Optimization of public transport routes in 2013:** hierarchical network of Vilnius public transport routes was introduced including 6 bus rapid transit routes, main and incoming routes.
- **The active participation in the initiation of Vilnius public transport fleet renewal.** For this reason public tenders were announced, EU funds were used to purchase new trolleybuses. At the end of 2019, there were 318 new (more than a half of all transport vehicles) public transport vehicles operating on Vilnius streets.
- **Expansion of public transport tickets purchase network:** major retail chains have joined the ticket purchase system.
- **The “Park and Ride” (P&R) system** was introduced in 2017. There are 4 such spaces at the moment, and further expansion is being planned.
- **Active participation in preparation of Vilnius city SUMP in 2017.** The historical plan was approved by the city council in December 2018.
- **Coordination of bike and pedestrian infrastructure.** In 2015-2019, 80 km of new bike paths were constructed in Vilnius city.

- **The expansion of m.Parking app** (payment for parking) into other cities of Lithuania (Kaunas, Klaipėda, and Trakai).

There are several examples proving that implemented programs have positively affected the company's development, bringing huge value to the City:

- **The m.Parking app** (payment for parking) is being used by 252 thousand of unique users. In comparison with parking slot machines, the app is much more popular and even 85 percent of all toll is being gathered via the mobile app. It is almost 15 percent cheaper solution than the parking slot machines.
- **Another mobile app – m.Ticket** - is being used by 137 thousand unique users for the purchase of Vilnius public transport tickets. This modern channel for selling public transport tickets is much cheaper and it saves around 90 thousand Euro per year.
- **After renewal of traffic lights control software in 2018,** the traffic jams in the morning start 11 minutes later, and they have shortened by 5 minutes.
- **After implementation of an internal document administration system in 2017,** the company significantly reduced usage of paper, while at the same time - control of tasks has become more efficient.

Talking about her personal experience as a female leader, Mrs. Gusarovienė identified the main traits allowing the achievement of good results as: determination, responsibility, cooperation, hardworking, sincerity and trusting the team. When asked whether she had experienced any difficulties in her professional development, she listed the following critical characteristics allowing her to overcome the difficulties: participation, diligence, curiosity, team work and cooperation. These traits have contributed to Mrs. Gusarovienė's successful career development. Unlike some common opinions,

our interviewer did not have the slightest suspicion that Mrs. Gusarovienė's career development could have been in any way affected by the gender issue. As for the stereotype related experience, Mrs. Gusarovienė said she had never felt any advantages or disadvantages for being a woman. She has always believed in her work and knowledge. However, Mrs. Gusarovienė said that she had felt certain barriers because of her young age. According to her, more time and energy was dedicated to prove to other leaders and partners that they could trust her – as a young leader of the company. According to her, the main factors and personal traits for success were: knowledge, constant improvement, involvement, diligence, responsibility and openness.

“It is important to see difficulties not only as problems, and regard them instead as new challenges which one can solve and treat as critical material for learning something that could be adapted in the future.”

Asked about the company's input into developing 'gender-smart mobility', Modesta listed a few of the main factors - and emphasized that the services of "Susisiekimo Paslaugos" had been designed for everyone:

- A lot of attention is dedicated for cultivating awareness of the society. A list of social campaigns is being annually organized. Their aim is to identify and pay more attention to people who need more respect and consideration from the society. The company has spread plenty of educational films and videos promoting respect for seniors, pregnant women, and people with disabilities.
- The vehicles of the public transport fleet are constantly renewed so that travelling for people with disabilities, parents with baby strollers is as comfortable as possible. At present, 70 percent of the public transport vehicles in Vilnius city are low-floored.

- A year ago a social project "the transport voice" was launched. It is an innovative solution for people with visual impairment. 580 public transport stops were equipped with special IT tools, which allow people with visual impairment to use a special mobile app. The application sends some information to its users, e.g., number of a bus or a trolleybus which arrived to a certain stop.

According to Mrs. Gusarovienė, there are no universal solutions regarding measures that entrepreneurs, companies and politicians could use to address and encourage the development of smart mobility, social and financial equality. She is absolutely convinced that the best measure for encouraging gender equality in every sphere of life and for demolishing still existing stereotypes is education of the society and sharing the best examples. She proudly boasts about her company's achievements in the field of equal opportunities. These achievements were awarded with three "Wings of Equal Opportunities" out of total three possible awards (an award initiated by the Ombudsman's Office for Equal Opportunities). This means that the company is quite proactive and voluntarily implements initiatives targeted at promoting equal opportunities and diversity and has created an organizational culture that stimulates equal opportunities. The important thing is, that both employees and employers are equally involved in the activities and initiatives related to equal rights.

When asked to give advice for women making a career in the fields of transport and smart mobility, Modesta emphasized the importance of not underestimating one's own abilities, being self-assured, relying on your individual skills and knowledge. Moreover, having a motivated and reliable team is crucial during challenging times.

It is important to see difficulties not just as problems and regard them instead as new challenges which one can solve and treat as critical material for learning something that could be adapted in the future.



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Patrícia Baptista, Portugal



“Women face different challenges and have different perspectives on the implementation and usage of mobility, so they should be equally represented in decision making forums to add that perspective.”

Patrícia Baptista’s professional background

- Principal Researcher, [IN+ Center for Innovation, Technology and Policy Research](#), Associação para o desenvolvimento do Instituto Superior Técnico, Universidade de Lisboa, Portugal
- Ph.D. degree in Sustainable Energy Systems

Patrícia Baptista’s story

[Patrícia Baptista](#) received the Ph.D. degree in Sustainable Energy Systems within the MIT Portugal Program in 2011 from Instituto Superior Técnico, University of Lisbon, Portugal. She is currently a Principal Researcher at IN+ Center for Innovation, Technology and Policy Research. Patrícia Baptista always wanted to pursue research activities in transport related topics and her current R&D activities combine real world monitoring and numerical tools for the development and assessment of low-carbon urban transport systems. Her research includes vehicle performance optimization and design, life-cycle assessment of energy carriers, technologies and mobility services, user behaviour characterization and spatial analysis of urban infrastructure. *“I believe women should be also at the decision-making table regarding the fostering of smart mobility. Women face different challenges and have different perspectives on the implementation and usage of mobility, so they should be equally represented in decision making forums to add that perspective”*

build a R&D team on the mentioned topics, with the final goal of pursuing a more stable academic career. She has been part of projects involving fleet life-cycle impacts, electric mobility, urban logistics, strategic design of policies namely in European projects. She has also managed and participated in R&D projects, published several journal papers, supervised students’ theses and had teaching experiences as an invited lecturer. Speaking of the challenges facing women in research, Patricia declared: *“The barriers associated to the development of a career as a researcher in Portugal are generalized to men and women. Nonetheless, the fact that women typically combine work and family related tasks can be an additional difficulty”*.

Patricia is a mother of two young children.

“Hard-working and showing high technical skills is the first step to success.”

As a young researcher, she has been working to

Asked about the advice she could offer a woman

wanting to work in transport, or that is a newcomer to the sector, Patricia's answer was: *"I would advise her that being hard-working and showing high technical skills is the first step to success. Dealing with barriers will be part of the career path, but perseverance will help her succeed."*



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Sandra Melo, Portugal



“Key factors for professional success: hard work, tough attitude, self-respect and limit the boundaries in a clear way.”

Sandra Melo’s professional background

- Head of the Department of Applied Intelligence and Analytics Intelligence from Centre of Engineering and Product Development.
- Post Doc at Instituto Superior Tecnico on the “Evaluation of Sustainable mobility policies.”
- Ph.D. at Faculdade de Engenharia da Universidade do Porto/ Faculty of Engineering at the University of Porto.

Sandra Melo’s story

Sandra completed a Post Doc at Instituto Superior Tecnico on the “Evaluation of Sustainable mobility policies” and a Ph.D. at Faculdade de Engenharia da Universidade do Porto, investigating the influence of the power of the local context on the performance of last mile ‘best practices’ towards a more sustainable mobility, considering public and private (freight and passenger) transport. She also holds a Master’s on Urban planning and a Civil Engineering graduation degree. She has extensive experience as consultant on Transport Policy and Planning, technical coordinator of national and international projects, trainer and researcher on sustainable freight transport, transport policy evaluation and transport behaviour decision-making.

Sandra is one of the coordinators of the cluster “Transports and Logistics” of the Network on European Communications and Transport Activities Research and of the scientific committee of the National Group of Research on Transports. She is

author of more than 40 papers and presentations approaching the topic of sustainable mobility of passengers and freight and has been awarded four times with prizes that recognize her scientific and professional work.

“Don’t give up at the first obstacle.”

She finished her PhD on Civil Engineering in 2010 and since then, she has been dedicated to the design, implementation and evaluation of sustainable mobility policies.

Sandra says the emotional intelligence of her mother and the practical entrepreneur spirit of her father strongly influenced her career choice.

She grew gradually, reaching the position of Coordinator of the Department of Applied Intelligence and Analytics Intelligence (CEiiA) in 2021.

CEiiA designs, develops and operates innovative products in the mobility industries, namely Automotive and Urban Mobility, Aeronautics, Ocean and Space, where she is has technical responsibility for the coordination of projects, mentoring and exploratory research.

Sandra says she works *“in companies that respect the balance between private and professional life.”* She considers as *“key factors for professional success: Hard work, tough attitude, self-respect and limit the boundaries in a clear way.”*

As an entrepreneur, Sandra realised that being successful involves making certain sacrifices in private life and consequently, has always chosen to work in companies that respect balance between private and professional life. Requiring that balance is a choice of living that positively impacts her work.

Her piece of advice for newcomers: *“Don’t give up at the first obstacle.”* She also made a recommendation: *“force projects to include a gender minimum percentage (not only in the project team composition but also in the outputs of the project).”*



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