



GOOD PRACTICE TOOLKIT PROMOTING FEMALE LEADERSHIP IN TRANSPORT AND LOGISTICS

Introduction to our Toolkit

The Good Practice Toolkit for promoting Female Leadership in Transport and Logistics is **aimed at the Transport & Logistics companies** that play a pivotal role in ensuring change is enacted. From SMEs to large corporations' internal prejudices and pre-conceived notions must be dealt with in order to foster better relationships and equality.

Our Wil Power Toolkit will

promote good practices in hiring, training, working environment, etc within Transport and Logistics companies.

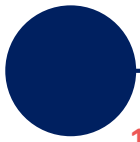
We hope that you will find inspiration within the toolkit, we have included some links within this toolkit so you can reach out to the companies directly if you would like to begin your career within logistics or if you want to find out more information.

Where did the idea for this Toolkit come from?

The need for this Toolkit stems from the reluctance within these organizations to make the vital shift in attitudes and practices. Traditionally, this has not been an issue; in today's world, standards are shifting and women are demanding equality. Through best practice examples of progressive logistics organisations managed and led by strong female employees, as well as showcasing the top traits within leadership which are gender-neutral

this Toolkit will help encourage progressive approaches to hiring and promotions within the sector. Our Toolkit will allow the users to become immersed in the success of similar logistics organisations, therefore cementing their understanding that equality and female leadership can have an overwhelmingly positive effect on their organisation.





Categories

1. Women stories

- MEGAN YEATS
- ANONYMOUS 1
- ANONYMOUS 2
- SOPHIE PERKTOLD
- ECONSULT
BETRIEBSBERATUNG

2. Business practices

- GEODIS
- HAMILL WHOLESALE
- TTS
- AFCC (Austrian Federal
Economic Chamber)
- Robert Bosch Ltd.
- DHL: Poland
- Logwin
- Mercedes

3. Women in logistics organisations

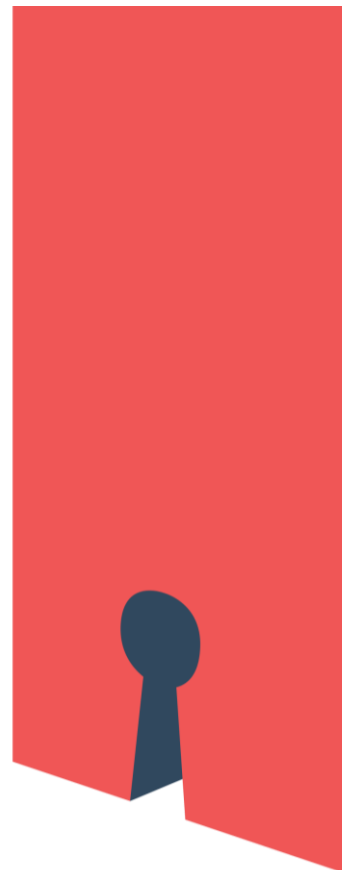
- IKEA: Poland
- RABEN
- KOPIA

4. Equality approaches in logistics

- ARKA
- KK WIND SOLUTION
- NAVIGATION OFFICE
- WROCLAW AIRCRAFT
- DHL: Ireland
- KUEHNE NAGEL

5. Networks, education & policy engagement

- SKILLNET
- WOODSIDES: Northern
Ireland
- MENTORME
- LADIES LOGISTICS LOUNGE



1. Women's Stories

- MEGAN YEATS
- ANONYMOUS 1
- ANONYMOUS 2
- SOPHIE PERKTOLD
- ECONSULT
BETRIEBSBERATUNG





Megan Yeates

Megan Yeates, Gold Medal Winner in Freight Forwarding and Logistics

Promoting female Leadership

Resources:

- [Opportunities for women in logistics](#)
- [WorldSkills competition](#)
- [My Logistics Life Journey blog](#)

Sources:

- <https://momentumconsulting.ie/wp-content/uploads/2022/06/WIL-Opportunities-for-Women-in-Logistics-in-2022-by-Megan-Yeates.pdf>
- <https://worldskills.org/media/news/choosetochallenge-megan-ireland-freight-forwarding/>
- <https://mylogisticslifejourney.home.blog/>
- <https://worldskills.org/>
- <https://fleet.ie/picture-of-the-week-megan-yeates-honoured-at-tud-from-russia-with-gold/>
- <https://www.irishtimes.com/sponsored/lidl/graduate-to-a-rewarding-career-at-one-of-ireland-s-leading-retailers-1.4355645>

Born in Dublin, Megan, aged 24, took a year out after finishing high school. While working at a retailer, she became interested in logistics. She joined the degree of Logistics & Supply Chain Management at the Technological University Dublin and competed in WorldSkills Kazan 2019, where she got a gold medal in Freight Forwarding.

As with any competitive event on the world stage, it is not simply a case of turning up and hoping for the best. Competing at this level requires training and dedication, especially when considering that Megan was required to finish her final year exams and completing her dissertation before travelling to Kazan. With this in mind and for Megan to emerge victorious with the WorldSkills Gold Medal in Freight Forwarding was an incredible achievement.

In this [podcast](#), Megan explained her background and how she became interested in logistics and supply chain management, while also breaking down some of the stigmas that have been attached to this line of work. Fears surrounding Covid-19 were also mentioned throughout.

Moreover, her perceptions relating to this pandemic often came as a breath of fresh air and differed significantly from the commonly expressed pessimistic narratives of current times.

Finally, in the latter part of this podcast, Megan gave her insight to what the future may hold for the Irish logistics industry. Ultimately, her enthusiasm and her extensive knowledge of the logistics industry can be found in abundance throughout this short Q&A.



[CLICK TO VIEW OPPORTUNITIES](#)



"I have always been outnumbered in terms of men and women, both in college and in my jobs. It's been very much all males, especially at a senior level... It's great to see successful women in the industry share their story, the challenges they've faced and how they overcome them"

Megan Yeates

The #ChooseToChallenge Interview:

<https://worldskills.org/media/news/choosetochallenge-megan-ireland-freight-forwarding/>

Megan's Message

The one message I would like to get across is that Logistics and Supply chain is not all dirty warehouses and trucks (our warehouses are very clean!) In my roles, I have done a lot of desk and project work. There are so many opportunities in the sector and so many exciting challenges. I would love to see more women joining and hopefully creating a better gender balance.

I am privileged that I have had the opportunities to attend events and talk about my experiences and share my story to encourage others. Especially anyone who knows they would like to do a business degree but would like something

specialised while also having lots of variety.

In these difficult times, the Logistics industry has proven its importance; from importing essential PPE, to keeping the grocery stores shelves stocked, and everything in between. Everyone in the Logistics and Supply Chain industry has played their part to keep the country moving. I am proud to call myself an #Essentialworker.

SOURCE: <https://the-irish-graduate.com/2020/07/20/my-graduate-life-megan-yeates/>

Career in logistics

- "Logistics covers everything from transport to warehousing to getting goods into stores. When you think about all the steps your morning coffee has to take before it gets to you, that's logistics and supply chain management in action", Megan says.
- Megan recommends looking into upskilling opportunities, events and networking groups to further the logistics career



Name

Anonymous

Date of Interview

05.01.2022

Contact Person

Anonymous

Email

Anonymous

This case study was prepared from the details given by a woman employee working in logistics.

Through this interview that we conducted over the call, we were able to understand that the participant is seeking change in the field in terms of the growth of Women in the industry.

She strongly believes that women are equally capable of performing their duties in the field and there need not be any barrier that stops them from moving forward.

She also feels that there is no equal pay for women in the logistics compared to men.

Women in logistics are being paid less than men in the industry and her opinion towards this is women should be given the same pay as men and women should stand up for their rights.

CLICK
TO VIEW



The female employee said

This logistics company “Anonymous” has promoted job offers equally to men and women. They give opportunities for all the employees irrespective of the gender. They also offer paid job trainings for all the trainees who seek training. Apart from that, they have special policy for the female employees such as anti discrimination policy and as a special concern the company has a lawyer whom the employee can approach incase of any irrelevant activity occurs such as bullying, harassment etc.

But the flaws..

In spite of all the special programs offered to the employees, the company analyzed that the female employees are finding it difficult to work longer hours.

Female employees are not being able to manage their personal life and work as they are obliged to look after the family, kids etc.

For this reason, women choose this field less compared to any other field as they are not able to cope up with work and their personal life.

So, the company had taken initiative to to reduce the working hours of women.





So the company decided to

Establishing different policies and programs to ease the work of the female employees to give them more flexibility at workplace and retain the female employees in the company.

These are not steps towards women empowerment or towards promoting capabilities of women employees. But there are steps in the right direction to make the workplace more accommodating for women employees



Conclusion

Through these policies and flexibilities offered to the female employees, they are able to continue working in the company with ease. They are able to manage their working hours and they family time in a smarter way. The quality of the work done is also improving day by day.



Name

Ms. Milena

Date of Interview

23.03.2022

Contact Person

Title

Email

Title

Based on the situation faced professionally by a woman executive in a logistics firm. This case throws light on a familiar situation where competencies of a woman is ignored due to pre conceived notions. Such virtual glass walls and glass ceilings calls for better awareness and techniques to deal with such situations.

CLICK
TO VIEW

People involved

Company A - The parent company (referred as Parent Inc.). Foreign, non-European country. Its representative, owner and director, Mr. A.

Company AB – Daughter company (referred as Subsidiary). Buyer. Company from non-EU country in EU. Its representative, logistics manager, Ms. Milena.

Company C – Sales company (referred as Seller). Company from EU country. Its representative, the director, Mr. C.

Background

According to the agreement between the director of the Parent Inc. and the Seller, an agreement was concluded for the purchase of goods and their import from EU country to non-EU European country, on behalf of the Subsidiary. The director of Parent Inc. from abroad informs Milena (the logistics manager of the Subsidiary) that a purchase agreement has been concluded with the Seller and that the equipment will be delivered from the EU country to non-EU European country in a very short time.

The business problem

Milena checks the possibility of using possible import privileges, in order to avoid paying customs duties, if the law allows it. Of course, this possibility exists if the conditions are met, ie. if there are bilateral, multilateral free trade agreements or agreements with the importing country, and if the condition of cumulative preferential origin is met; simply

if the imported equipment is manufactured in the exporter country. However, there is no such agreement with the EU country of the company's presence, so Milena quickly realizes that her Subsidiary company will have to pay customs duties on imports.



The response

Milena informs her superior from Parent Inc., and with the attached excerpts from the law and the agreement, she states that there will be an obligation to pay customs duties if the equipment is imported from the EU country. The correspondence also includes Mr. C, the director of Seller company, who insists that the beams were made in Russia and that it does not matter if they were imported from Russia to the EU country and then from EU country to the non-EU European country, claiming that it will be possible to use the privilege of import without paying customs duties, considering the Free Trade Agreement between the non-EU European country and Russia.



The clause

The Free Trade Agreement between Russia and non-EU European country allows the import/export of goods from non-EU European country to Russia and vice versa under few conditions: that the trade will be done directly between companies from Russia and non-EU European country, and the sold/bought goods has a preferential Russian/non-EU

European origin, and that were manufactured in one of these countries.

It was obvious that none of these conditions were fulfilled and that the Subsidiary company would be obliged to pay customs duties on the import of goods, which will increase additional costs of goods.

The outcome

The salesman and the director of the Seller company, is already noticeably angry. They claim that there will be no problems and starts using inappropriate and unprofessional phrases in correspondence. Milena's superior doesn't want to accept her analysis. He is suspicious, and he accepts the proposal of the seller. Unaware of the laws of the market in which the Subsidiary company operates, he trusts the Seller, and not his employee, who has been given authorizations and responsibilities for the work.

Unfortunately, this case ended with the Subsidiary being forced to pay import customs and fines too for trying to "abuse" the Free Trade Agreement with Russia

The learning

Had Milena persisted with her analysis, she could have pushed her argument further.

However, she feared coming across as rude if she persists.

The ability to be persistent at work, without coming across as rude is an acquired skills that takes many years of learning and practice.

However, it is also possible to learn such skills through training programs.

WIL Power's training program could add a lot of value to women like Milena who are made ineffective at workplace as they are unable to demonstrate their capabilities and competences because of the mindset of the dominant workforce.



Sophie Perktold, BSc

Anonymous

JULY 2022

"We are a company where everyone is constantly training and learning from each other and sharing experiences."

I am a Junior Logistic Consultant responsible for the analysis of customer processes, modeling and parameterization as well as implementation of new software at the customer's site

Successfully studying "Industrial Logistics" led to the decision to currently work on my Master Degree in "Industrial Logistics" as well.

During my studies I gained valuable practice in the real "World of Logistics" e.g. in production and packaging, picking or disposition of rental equipment.

We are a company where everyone is constantly training and learning from each other and sharing experiences.

I'm still studying and finishing my master's degree at the same time, and when I have an exam, for example, I'm supported and it's possible to organize my work accordingly.

In my opinion opportunities for advancement for females are promoted in my company. As examples part-time work is possible and you can return to work earlier from maternity leave.

There is no difference in the company between male and female employees, so the extra for women is not necessary from my point of view. Everyone in the company is promoted regardless of the gender.



Mag. Gerda Hartmann

Econsult Betriebsberatung

JULY 2022

Providing strategic and operational logistics consulting for companies as well as the planning and implementation of logistics systems is the business of the logistics consulting company ECONSULT which is located in Vienna, Austria. An experienced team of experts with a focus on practice and implementation works to overcome logistic challenges.

My name is Gerda Hartmann and I have been working for ECONSULT as a Senior Consultant since 2001 with changing fields of activities. I started with process management and controlling topics and specialized in healthcare logistics therein. Over time, I shifted my focus to logistics research.

To do this job I studied Economics and Business Administration in Vienna where I specialized in “Transport Management” and “Environment and Regional Development”.





Women in Logistics
and Transport

“Logistics is still a strongly male-dominated discipline. Often, the attempt to recruit female employees alone fails because only men apply for the advertised positions.”

OPPORTUNITIES FOR WOMEN IN LOGISTICS

The ECONSULT team consists of about 20 experts from different disciplines. As it is a small company, the many processes are not very formalized. Contact and selection are very personal.

In small companies trainings are very individual and depend on the needs and interests of the single employees. As the organisational structure is very flat due to the size of the company, personal advancement is more likely to be in the area of responsibility.

As mentioned before, ECONSULT is a small company where problems are solved face-to-face. The family atmosphere in the company also makes for a good basis for discussion.

The job advertisements are formulated in a gender-neutral way (which can be a challenge as the German language distinguished between male and female forms). Applications often also arise from personal contacts.

In Austria, salaries are traditionally not discussed - sometimes not even within the family.

Since 2012, a wage transparency law has been in force in Austria: companies with 150 employees or more have to submit income reports and thus show what the pay for the same and comparable jobs looks like in their company. If companies do not produce reports, however, there are no consequences.

Small companies are not obliged to publish reports, which is why no statements can be made about equal pay.

2. Business Practices

- GEODIS
- HAMILL WHOLESALE
- TTS
- AFCC (Austrian Federal Economic Chamber)
- Robert Bosch Ltd.
- DHL: Poland
- Logwin
- Mercedes





GEODIS: Giving women a voice

GEODIS' women leaders share their tips for growing and thriving at work

Commitment to Gender Diversity
GEODIS, Ireland + global

Company: GEODIS

Sources:

- <https://geodis.com/ie/blog/sustainability/why-do-we-need-more-women-top-management-positions>
- <https://geodis.com/ie/blog/sustainability/why-do-we-need-more-women-top-management-positions#author-anchor>
- <https://geodis.com/newsroom/press-releases/geodis-pledges-firm-commitment-gender-diversity>
- <https://geodis.com/newsroom/press-release/geodis-supports-improved-diversity-logistics>
- <https://www.youtube.com/c/GeodisCorporate/video>

CLICK
TO VIEW



GEODIS, a worldwide Transport and Logistics leader, supports its clients in Ireland with customized solutions spanning a large range of services: Overland Transport, Freight Forwarding, Supply Chain Optimization, Contract Logistics, Express & Parcel Deliveries.

The passion that drives our teams, their expertise and their knowledge of your markets guarantee a constant commitment.

GEODIS' vision is to be the growth partner for its clients. As a logistics company, they achieve this through proven expertise across five lines of business: Supply Chain Optimization, Freight Forwarding, Contract Logistics, Distribution & Express and Road Transport.

Their emphasis on excellence in these areas has made them a worldwide supply chain leader, committed to helping clients overcome their logistical constraints.

GEODIS has built its strength as a transport company through more than a century of experience and a highly structured customer approach.

GEODIS pledges a firm commitment to Gender Diversity.

"Onno Boots, GEODIS' CEO for APAC reflected, "Women now constitute a third of our management board in APAC; up from zero just a little over a year ago," he said. "It shows our commitment to diversity and inclusion. It is also strong evidence of the range of talented women who are now attracted to the world of logistics. At our country management level across the region, 40% of the team are women."

GEODIS pledges a firm commitment to Gender Diversity

On the occasion of the Global Women's forum, GEODIS announces an agreement with Bureau Veritas to recognize its commitment to gender equality in the workplace. The aim is to achieve a recognized standard across 12 countries over the next 3 years.

By obtaining the GEEIS (Gender Equality European & International Standard) designation, GEODIS would establish common gender equality and diversity in the workplace standards within its various lines of business. These standards include pay, the advancement of women, skills development and diversity.

Under the agreement with Bureau Veritas, which is expected to be signed before the end of the year, GEODIS will have its practices audited for a 3-month period across 12 of the countries in which the Group operates.

"This label is a way to create a common culture with regard to gender equality in the workplace internationally, and to deploy best practices on a large scale. Among other goals, it is aimed at seeing more women in management positions," says Mario Ceccon, Executive Vice President, Human Resources of GEODIS.

GEODIS Women's Network, the world within reach

"At GEODIS, we are working towards a world where women are equal leaders in business. To get there, it is crucial that their voices be heard. Our "GEODIS Women's Network" works on promoting inclusion, decreasing professional gender disparity and enhancing the work and private life balance both internally and externally. On the one hand, our regional internal women's development project "Ladies First!" aims to develop and promote women in leadership positions through individual coaching and training. On the other hand, our female colleagues are encouraged to position themselves in the job through the promotion of networking. Together, these programs fuel our overarching goal of strengthening the female workforce and encouraging women to step into managerial roles and to keep them.

I think that true gender balance celebrates the complementary skills and talents of women and men. With that in mind, we

must focus on driving inclusive solutions not only for a better gender balance but for sustainable growth. As I look to the future, I envision a "gender-equal world", a world free of bias, stereotypes, and discrimination. A world that's diverse, equitable, and inclusive. A world where difference is valued and celebrated.

I think this world is within reach, don't you?"

- Kathleen Rehbein, Director Human Resources, North East and Central Europe, GEODIS.

Kathleen Rehbein is a Senior Expert on Human Resources and Labour law. She is responsible for sustainable HR strategies and concepts in the North East and Central Europe at GEODIS. Kathleen has been with GEODIS for 18 years and held different roles in the field of HR.



Hamill Wholesale

Date of Interview
September 2022

Contact Person
Francis Hamill

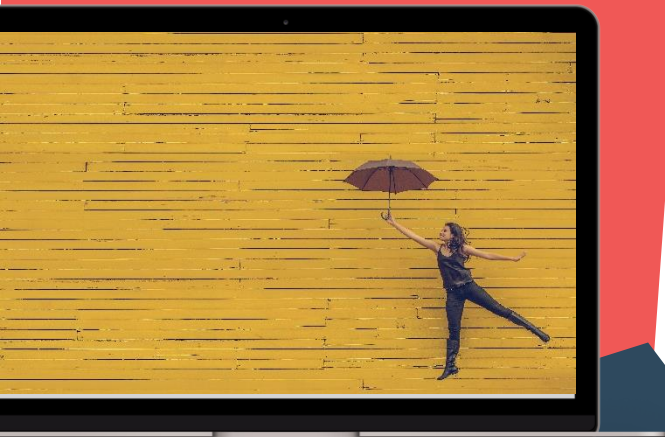
Email
f.hamill@hamillwholesale.co.uk

Hamill Wholesale Business is a second generation family business and we are very proud of our heritage and humble beginnings.

In 1994, with the support of his wife Francis and his daughters Gregory expanded, opening their own wholesale premises and getting a lorry on the road.

From here the Hamill family would mix and match with products and delivery approaches, finding out what worked best for their growing client base!

From there it was a steady development and the cementing of themselves and as a staple within the community.





"It works best because it is a family run business, we are all equally invested and everyone has the opportunity to shine"

Frances Hamill



**HAMILL
WHOLESALE**
CONFECTIONARY YOUR WAY

Humble beginnings

A family run business, Hamill wholesale has been in business since 1979, taken over by Gregory in 1994 from his Father.

Gregory and his wife are a dynamic duo and it was their mission to modernize the business and build on the success which had been achieved so far. Although a compact business usually pulling in staff from their

children, Hamill wholesale thrived. Frances, became chief operating officer, with Clare the oldest of the children taking care of invoicing and Meave in charge of stocktaking and ensure that products were kept in proper conditions and ensuring quality standards.

A female led team driven and determined.

Spreading your wings and seeing where you land

- Within Hamill Wholesale "sink or swim" is a daily motto.

By pushing their mostly female staff into roles where they may feel a little out of their comfort zone is exactly how they test out determination, the fit with the role and also help them to discover new or long ago forgotten talents and passions.

Research shows that women are often restricted to tasks that stifle their leadership and creativity or put them into positions where their talents are not noticed by leadership and therefore they are passed over for promotional opportunities.

However within the Hamill company, ensuring no one member of staff becomes stagnant in their role is key to innovation and excitement!



Transport Training.org Women Driving Change!

Training and career advancement

Sources:

<https://www.transporttraining.org/drive-change/>

Transport Training Services is a social enterprise focusing on apprenticeships and career development training specifically for the automotive, transport and logistics sectors in Northern Ireland.

As well as delivering a range of accredited courses and bespoke training to develop talent for businesses and for automotive, transport and logistics professionals, we also provide industry-leading apprenticeships to support these sectors in securing their future workforces. Logistics industry apprenticeships include logistics operations, supply chain management, customer service, warehousing and storage, as well as team leading and management.

As the training delivery arm of the registered charity, Transport Training Board for Northern Ireland, TTS has a genuine, longstanding interest in facilitating best practice and the highest levels of compliance for the transport sector.

Backed by over 50 years' experience as a leading, recognised transport training service provider, our advice is sought after and trusted around the UK and Ireland.





*OUR KEY AIM:
To be at the forefront of the
development of training in new
vehicle technologies e.g.
Hydrogen, Electric and Hybrid
energy systems*

Education is key to success

Our focus is on providing class-leading expertise, purpose-built facilities and modern teaching methods to deliver relevant skills for the 21st century.

We know that the transport, logistics and motor sectors are facing a shortfall of talent across all areas, but each has a lot to offer.

1.2m vehicles licensed in NI – all need maintained/repaired

150,000 goods vehicles and 3,400 buses all need drivers

And these sectors are crying out for more females!

Opportunities

- TTS is committed to improving the diversity of talent across the transport, logistics and automotive sectors in Northern Ireland and the sectors themselves are working hard to attract more female talent.
- If you want to find out more or access some of TTS training or apprenticeships click the link below:

[Automotive, Transport & Logistics Training | Belfast | Northern Ireland \(transporttraining.org\)](https://transporttraining.org)

Sonja Bredl

Austrian Federal Economic Chamber,
Energy Intensive Industry with special
Focus on Logistics

JULY 2022

For several years I am now successfully working in the Austrian Federal Economic Chamber.

Even it is a state-owned company we are comparable to other big companies in the sectors we represent.

In my case it is the Raw Materials sector and the Logistics sector.

“At the Economic Chamber we have a system of equally balanced Training and career advancement programs for women and men. The "Family and Work" programme can solve as an example here.”

OPPORTUNITIES FOR WOMEN IN LOGISTICS

At the Economic Chamber we have a system of equally balanced Training and career advancement programs for women and men. The "Family and Work" programme can solve as an example here.

Attempts are made to respond more to the needs of female employees, even if this is not always easy in such a large company.

The Economic Chamber also promotes a fair and fixed salary system based only on years of experience and education. This is supported by the fact that we only have a small surplus in male management positions.



Name

Lina Bogdanova

Date of Interview

13.05.2022

Email

<https://www.bosch.pl/kontakt/>

Ms. Lina Bogdanova is a logistics specialist at the production plant of Robert Bosch Ltd. Seniority in this position is 1.5 years. Her responsibilities include short-term and long-term planning, order management, monitoring of department indicators, packaging management and optimization, Lean process improvement, PDCA inventory analysis. In this interview, she presents her professional experience and the importance of gender policy in the company.

Does the company use different approaches in recruitment? (Recruiting both externally and internally, first promoting its own employees to managerial positions?)

I know that there is both external and internal recruitment in the company. Anyone can apply for the position.

Does your company provide an equal opportunity approach in hiring? (are you hiring regardless of gender, or in practice does gender influence hiring ?)

I can only state from my point of view. At the interview I was asked about experience, knowledge of the area. I did not feel that my gender affected the recruitment process. The proportion of women and men currently employed in the company is 50/50, in the logistics department we have women and men equally.



[CLICK
TO VIEW](#)



"Recruitment for higher positions is open to anyone who feels up to it, can compete in a recruitment competition, gender is not important here."

Lina Bogdanova

What training and upskilling opportunities your company offers and are the training/upskilling offerings equally accessible to men and women?

We apply for training and qualification personally to our manager. If it is in line with our position, the company is happy to send us to the training. The offer of trainings is available for women as well as for men, gender does not matter. Everyone has the opportunity for further education and training in every position.

Are promotion opportunities for women transparent? What determines an employee's chances for promotion?

I did not notice that the opportunity for advancement was gender specific. Whether an employee has a chance for promotion is determined by his/her experience and predisposition for a given position. Also, recruitment for higher positions is open to anyone who feels up to it, can compete in a recruitment competition, gender is not important here.

”

“Working hours are flexible and managers are open to the needs of employees.”

Lina Bogdanova



Are salaries equal for all positions and are they negotiable?

Salaries are a taboo subject in most companies in Poland. However, who gets what salary, depends on how much we negotiate. It is hard to talk about it when, you do not know openly who earns how much. Of course everyone has the possibility to apply for a raise, but it has to be well justified.

Is the benefit system equally tailored to the needs of men and women?

Benefits are available to everyone regardless of gender or position and the variety of benefits allow to make the best choice.

How would you rate your working conditions? (job equipment, working hours, incentive system, etc.).

I am satisfied, the company takes care of every detail and makes sure that the employee gets all the work tools they need. Working hours are flexible and managers are open to the needs of employees. The incentive system is also equal for everyone.





“Both women and men need to reconcile their professional and family roles, and the company has no problem with that.”

Lina Bogdanova

Does the company make it easier for women to reconcile their professional and family roles?


At Robert Bosch Ltd, you can take advantage of flexible working, and you can take advantage of all the benefits to which nursing mothers are entitled. You can use the home office if you need to. Both women and men need to reconcile their professional and family roles, and the company has no problem with that.

Does the company adapt the working conditions to the needs/capacities of the employees (e.g. do men and women have access to the same equipment/tools at workstations, flexible working hours, etc.)?

Of course, as I mentioned earlier, the company takes care of every employee. Everyone gets all the necessary work tools, as well as privileges everyone is entitled to without limitation.

Do you think your company stands out when it comes to working conditions compared to other companies in the logistics sector?


In my past positions, I have had the opportunity to experience different conditions at several companies. So far Robert Bosch stands out, because you can actually feel the attention to detail and the needs of the employee. They are open to different suggestions and helpful with any problem.



Is the company strictly enforcing the law against discriminating against an employee based on sex, age, religion, race , etc. and have you encountered (personally, or to someone else) actual sex discrimination in your workplace?


The laws against discrimination against an employee, are followed quite strongly. The company makes sure that everyone feels comfortable and is not discriminated against in any way. At Robert Bosch Ltd there is an anti mobbing policy as a formally written

HR document. As far as the second part of the question is concerned, I have never personally experienced such treatment. When selecting people for promotion or training, it is ambition and determination that are important, not gender.



Are there as many women and men among the company's specialists and managers and does the company promote female leadership? How many leadership (managerial) positions in the company (in percentage) belong to women?

It is difficult to determine exactly if there are as many women as men, but there are quite a few women in specialist and managerial positions. This is not promoted, if women and men are treated equally, this should not happen. Everyone has equal opportunities. However, it seems to me that there are slightly more women in management positions.



Is there a "glass ceiling for women" phenomenon? (i.e. women reach a certain maximum career level and are not promoted further) and does the company in any way help women in aspiring to higher positions? (e.g. are there special trainings, workshops promoting women's managerial careers, internships for women, career coaching?)

It is hard for me to say, the question is whether they still want to be promoted? Do they stay with what they have now and do not try to go higher. I am not able to answer this question. I would have to hear from people who are trying to get higher positions. Does the company in any way help women to aspire to higher positions? There is no gender distinction. Trainings or workshops are available for both women and men, it depends only on determination and personal willingness.





Company name:

DHL Supply Chain (Poland) Ltd.

45D Komitet Obrony Robotników

Street02-146 Warszawa

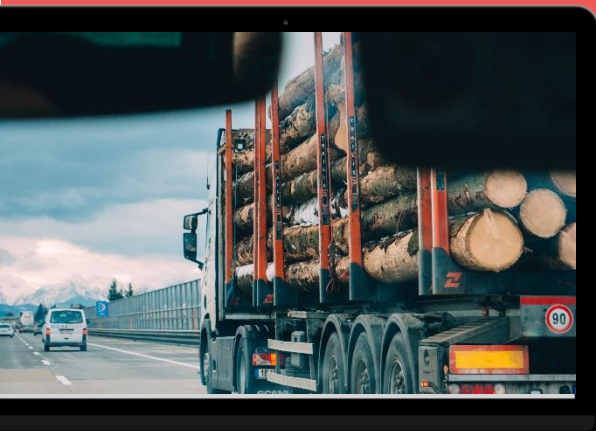
Monika Duda

Part of the €56.6 billion DPDHL Group, DHL Supply Chain is the world's leading contract logistics provider. In its strategy, the global company focuses not only on innovation, digitization, environmental responsibility and engagement with local communities, but also on harnessing the potential of women in the labor market and supporting initiatives aimed at children and young people, including girls.

One of the elements of the global strategy pursued by the company (until 2025) is diversity as a core value. Differences, not only those related to gender, are treated by the company as a driving force and a source of inspiration.

The Polish branch of DHL Supply Chain employs over 6,000 people, more than half of this team are women.

The company focuses on management in which gender is neither a criterion for employee selection nor for decisions related to promotions. An important element of the company's strategy is also caring for and supporting pregnant women and young mothers. Activities are focused on making sure that women who are on maternity leave know that after this period the way to return is open. Through this approach, the company seeks to create conditions for development for women both in the professional and family fields.





"Equality for women in business should come naturally, and I consider it my duty and privilege to initiate this change. "

Andries Retief, CEO of DHL Supply Chain in Central and Eastern Europe

In terms of recruitment, the company has launched a recruitment campaign aimed at women in the entire CEE cluster, in which it shows that it is a company that enables women to develop professionally and build their career. Recruitment is conducted for all positions (warehouse workers, team leaders, female managers and directors in functional departments).

Half of our employees are women. They are excellent professionals who are fulfilled, promoted and successful in all areas of the company. We want both women and men to feel good in DHL Supply Chain, to have the same opportunities to perform every day at work, and to be judged for their competence and how they do their jobs, not for their gender- says Monika Duda, who has been Managing Director for almost a year, and is the first woman in the DHL Supply Chain structure in Poland to hold such a high managerial position.

”

“Equality for women in business should be a natural occurrence, and I consider it my duty and privilege to initiate this change. I am convinced that talent has no gender, and we at DHL Supply Chain are committed to building the best team.”

Monika Duda Managing Director
DHL Supply Chain (Poland) Ltd.



The company runs programs to attract and develop talent:

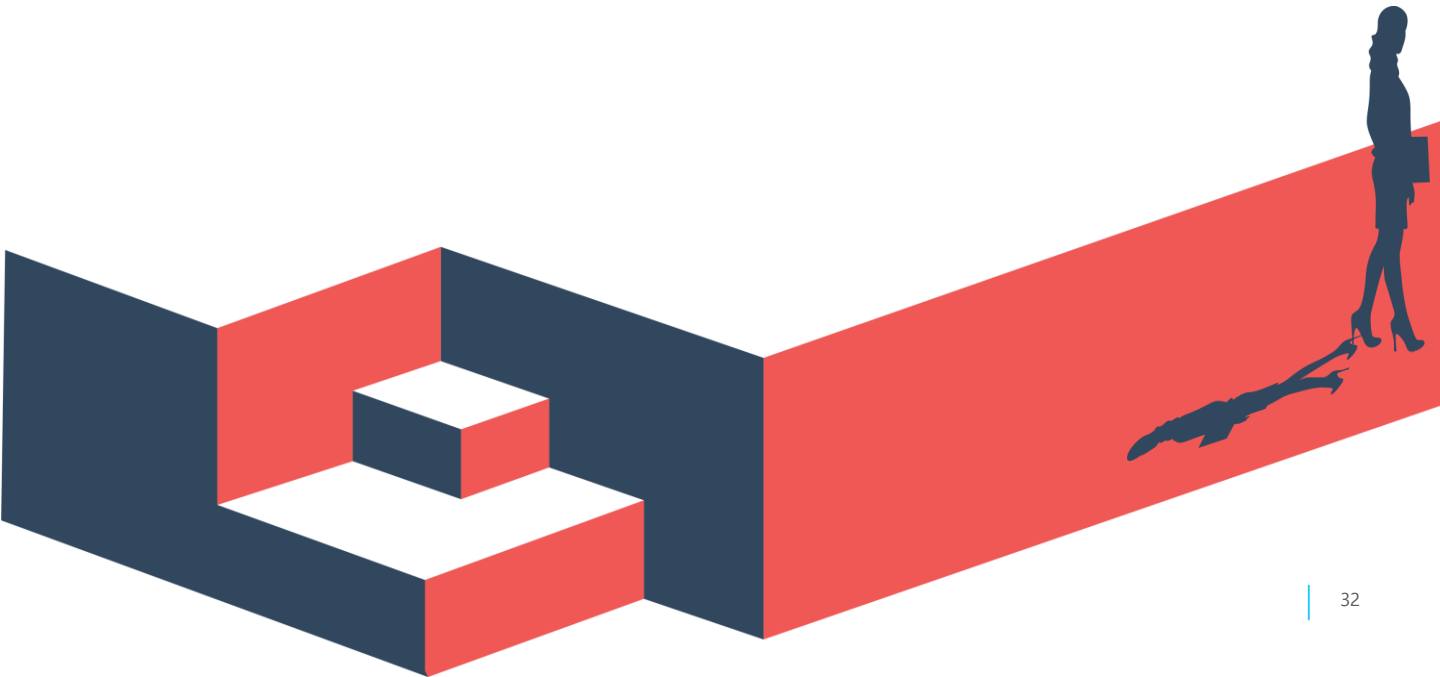
- "Women at DHL" initiative, which aims to support women in the company through: workshops, training, development projects to help build professional skills and develop competencies.
- Support program for athletically talented youth, including girls and young athletes. From 2020 the company is a partner of the volleyball team of young girls training in the Warsaw club MOS Wola Warszawa. From 2019 it supports the football academy for girls Diamonds Academy.

Sources used:

<https://www.dhl.com/pl-pl/home/prasa/prasa-archiwum/2021/kobieca-strona-dhl-supply-chain.html>

<https://www.pracujwlogistyce.pl/12-kobiety-w-logistyce/8146-kobieca-strona-dhl-supply-chain>

<https://www.pulshr.pl/rekrutacja/gigant-logistyki-stawia-na-kobiety-stanowia-juz-ponad-polowe-zespołu,82899.html>



Name

Ewa Kremer

Date of Interview

10.06.2022

Contact Person

Logwin Poland Ltd.

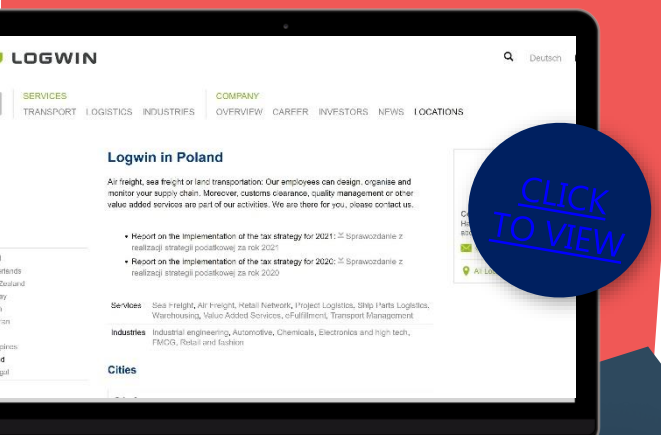
Email


poland@logwin-logistics.com

Ms. **Ewa Kremer** is a graduate of the Gdańsk University of Technology, Faculty of Management and Economics. Is operations manager at Logwin Poland Ltd. She has been with the company for 12 years and for the past three years has been employed as **Shipping Department Manager**.

On a daily basis, she manages the forwarding team, and in particular supervises the operational activities of the forwarding agents within the scope of the international transport process, with particular emphasis on the quality of customer service. Prioritizes operational activities in order to achieve required key performance indicators and to meet budget assumptions. Activates efforts to optimize operating costs, develops cooperation with other departments and builds relationships with subcontractors.


In addition, creates a strong team based on mutual trust and takes care to strengthen the bonds within the team, by creating a favorable atmosphere at work and taking care to maintain relationships outside of it. Also, analyzes department performance on an ongoing basis and reports to immediate supervisor. Before becoming the head of the shipping department, she worked as a freight forwarder, which allowed her to gain the experience and knowledge necessary to achieve the tasks and goals assigned.





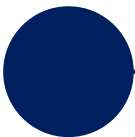
Does your company provide an equal opportunity approach in hiring? (are you hiring regardless of gender, or in practice does gender influence hiring ?). What is the ratio of men and women currently working at the company?

Definitely the company provides equal opportunities in recruitment, hiring is independent of gender. The company currently employs more men than women, with no significant differences.



Does the company use different approaches in recruitment? (Recruiting both externally and internally, first promoting its own employees to managerial positions?). When recruiting for managerial or specialist positions (manager - manager - coordinator), does gender affect employability?

The only criterion for hiring managers is the candidates' qualifications; if internal recruitment allows, the company promotes this solution, if not - the company uses external recruitment. No, gender has no influence on employment opportunities.




What is the approach during the interview to the candidates (Is the interview conducted in the same way for women and men? Are the same questions asked?)

The approach during the interview does not depend on gender, candidates have equal chances, the choice is determined by the qualifications of the candidates. The only differences may be determined by the specifics of work in the warehouse sector, where due to the loads carried, the employment of men is more desirable, while formally there are no such reservations. Candidates of both genders may apply for all positions.



"Definitely the company provides equal opportunities in recruitment, hiring is independent of gender."

Ewa Kremer



What training and upskilling opportunities does your company offer and are the training/upskilling offerings equally accessible to men and women?

The company has a very wide range of internal and external training, both initial and specialized. The training offer is the same for women as for men, the gender does not matter.



Are promotion opportunities for women transparent? What determines an employee's chances for promotion?

Yes, promotion opportunities for women are the same as for men. An employee's promotion opportunities are determined by his/her qualifications. Everyone has an equal right to apply for promotion, the determination to achieve it is character traits, not gender. There is no special incentive for either women or men.



How does your company ensure equal pay for men and women in the company? Are salaries equal for all positions and are they negotiable?

The salary is independent of gender, only of the position held, experience and results. When it comes to salary negotiations, women and men have the same chances.

”

“The company promotes professionalism regardless of gender, each employee has similar chances for promotion.”

Ewa Kremer

How does your company ensure equal pay for men and women in the company? Are salaries equal for all positions and are they negotiable?

Experience, education, etc. are analyzed. No attention is paid to gender. There is no gender pay gap in our company. As a rule, there is no possibility to negotiate salary.

Is the benefit system equally tailored to the needs of men and women?

The system of benefits is very rich, both women and men can choose options tailored to their needs.

How would you rate your working conditions? (job equipment, working hours, incentive system, etc.).

I have a very positive opinion about my working conditions, both the equipment of the workplace and all other aspects of employment are implemented in a well thought out way to ensure comfort of work for all employees.





"The approach during the interview does not depend on gender, candidates have equal chances, the choice is determined by the qualifications of the candidates."

Ewa Kremer

Does the company make it easier for women to reconcile their professional and family roles?

Definitely yes, each case is treated individually.

Does the company adapt the working conditions to the needs/capacities of the employees (e.g. do men and women have access to the same equipment/tools at workstations, flexible working hours, etc.)?)

Yes, women and men benefit equally from the equipment/tools at workstations having equal access to them. The company adapts the working conditions to the needs and capabilities of the employees, which is a very big advantage.

Do you think your company stands out when it comes to working conditions compared to other companies in the logistics sector?

Definitely yes, the company not only takes care of the right working conditions, but also places great emphasis on the widely understood comfort of work: work atmosphere, personal relations, professional development, benefits for employees, etc.

Is the company strictly enforcing the law against discriminating against an employee based on sex, age, religion, race , etc. and have you encountered (personally, or to someone else) actual sex discrimination in your workplace?

Definitely yes. The company is sensitive to these issues. As for the second part of the question, no, I have never personally come across such a phenomenon in the company, also I have not heard about cases of gender discrimination.

Are there as many women and men among the company's specialists and managers and does the company promote female leadership? How many leadership (managerial) positions in the company (in percentage) belong to women?

It seems to me that comparably. The company promotes professionalism regardless of gender, each employee has similar chances for promotion. Percentage of female managerial positions is comparable with male ones.

Is there a "glass ceiling for women" phenomenon? (i.e. women reach a certain maximum career level and are not promoted further) and does the company in any way help women in aspiring to higher positions? (e.g. are there special trainings, workshops promoting women's managerial careers, internships for women, career coaching?)

It does not occur, if the desire for promotion coincides with the required competence, then there are no contraindications to employment, regardless of gender. The company is committed to equality of rights for women and men, so it does not promote any gender, but helps in the development of individuals if only they express such a need.



Name

Marlena Biadała-Domino

Date of Interview

6.06.2022

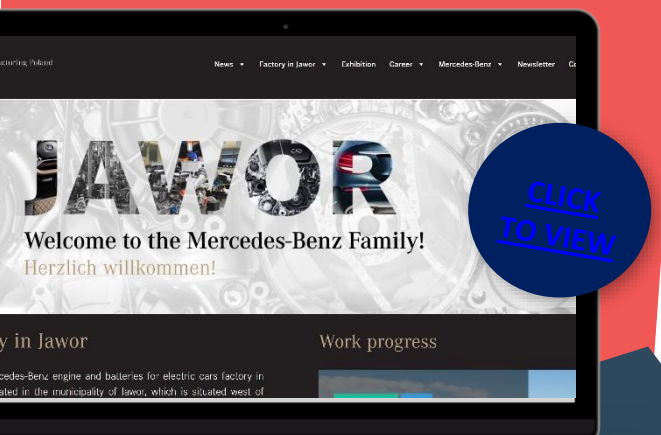
Contact Person

Marlena Biadała-Domino

Email

marlena.biadala-domino@mercedes-benz.com

Ms. **Marlena Biadała-Domino** is communications and PR Manager at Mercedes-Benz Manufacturing Poland Ltd. The first plant of Mercedes-Benz engines and electric batteries in Poland is located in Jawor municipality, 70 km west of Wrocław, within the Wałbrzych Special Economic Zone. The plant, within the newly established Mercedes-Benz Manufacturing Poland, produces four-cylinder petrol and diesel engines as well as electric batteries for Mercedes-Benz passenger cars. The state-of-the-art factory is a combination of the highest standards of the automotive industry and the idea of "Industry 4.0", and its commissioning has helped to increase the Group's production capacity in Eastern Europe and the flexibility and efficiency of Mercedes-Benz's global production network.



Does your company provide an equal opportunity approach in hiring? (are you hiring regardless of gender, or in practice does gender influence hiring ?)

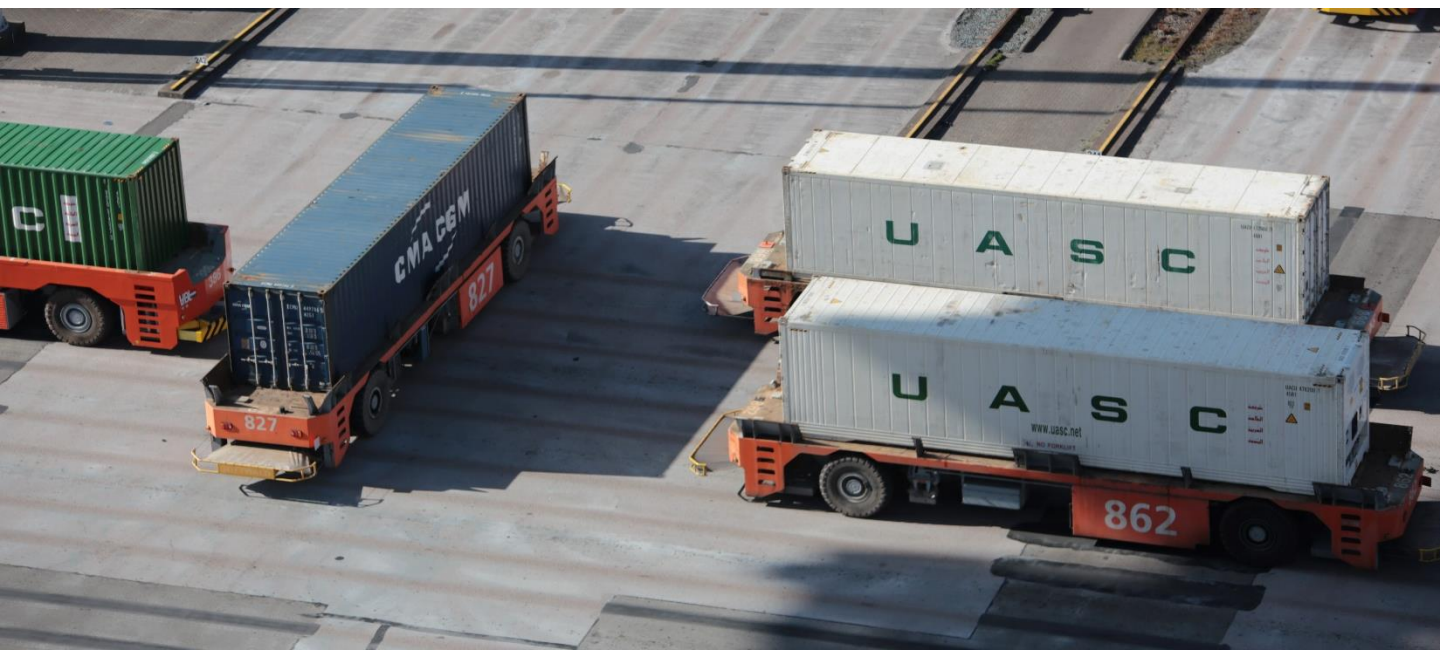
Yes, women are employed in every position, from the lowest rank of fitter/assembler through foremen, engineers, specialists, etc. to management, which is 50/50 represented by both a woman and a man. The proportion of women and men currently working in the company is 46% women, 54% men, while the trend for female employment is increasing.

Does the company use different approaches in recruitment? (Recruiting both externally and internally, first promoting its own employees to managerial positions?)

At the moment we focus mainly on internal recruitment when it comes to promotion to foreman, master or manager. We make sure that among the candidates there are both men and women.

When recruiting for managerial or specialist positions (manager - manager - coordinator), does gender affect employability?

Gender does not affect employment in our company, but we strive to have women in every position. When publishing the offer and its criteria, all candidates are considered regardless of gender. The interview is conducted in the same way for women and men.





“Gender is not a factor in hiring at our company, but we strive to have women in every position . ”

Marlena Biadała-Domino

What training and upskilling opportunities does your company offer and are the training/upskilling offerings equally accessible to men and women?

Soft and professional training provided by both training companies and in-house trainers. Training offers are equally available for men and women.

Are promotion opportunities for women transparent? What determines an employee's chances for promotion?

Promotion opportunities are transparent and the same for both men and women. An employee's chances for promotion are determined by potential and a job well done. In the company it is emphasized at every step that everyone has a chance of promotion and that it in no way depends on gender.

”

“There is no gender pay gap in our company.”

Marlena Biadała-Domino



How does your company ensure equal pay for men and women in the company? Are salaries equal for all positions and are they negotiable?

Experience, education, etc. are analyzed. No attention is paid to gender. There is no gender pay gap in our company. As a rule, there is no possibility to negotiate salary.

Is the benefit system equally tailored to the needs of men and women?

Of course, the benefit system is equally tailored to the needs of men and women.

How would you rate your working conditions? (job equipment, working hours, incentive system, etc.).

I am very satisfied.


Does the company make it easier for women to reconcile their professional and family roles?

Yes, such as home office and flexible office hours

Does the company adapt the working conditions to the needs/capacities of the employees (e.g. do men and women have access to the same equipment/tools at workstations, flexible working hours. etc.)?)

Yes, workplaces are ergonomic if there are no health and safety contraindications, both men and women work in the position.






Is the company strictly enforcing the law against discriminating against an employee based on sex, age, religion, race , etc. and have you encountered (personally, or to someone else) actual sex discrimination in your workplace?


Yes, equal treatment is part of our corporate culture. I have not personally encountered gender discrimination. The company has a formal anti-bullying policy. So far, there have been no incidents of sexual harassment of

women in the company, but we have a corporate body dealing with typical sexual harassment, and there is an e-mail address where such behavior can be reported.



Are there as many women and men among the company's specialists and managers and does the company promote female leadership? How many leadership (managerial) positions in the company (in percentage) belong to women?

I think this group is minimally outnumbered by men. There are about 35% women in management positions.



Is there a "glass ceiling for women" phenomenon? (i.e. women reach a certain maximum career level and are not promoted further) and does the company in any way help women in aspiring to higher positions? (e.g. are there special trainings, workshops promoting women's managerial careers, internships for women, career coaching?)

No, there is no "glass ceiling for women" phenomenon at the company. The fact that women apply for higher positions is a given within the company. No special training is provided.



3. Women in logistics organisations

- IKEA: Poland
- RABEN
- KOPIA





IKEA

Equality is the key to success

Company

IKEA Retail Sp. z o.o

Sources:

Wikipedia.com
www.industry.ikea.pl
www.ikea.pl

Based on the interview with Kamila
Olkiewicz

The Swedish furniture industry in the early 1960s started boycotting the company for lowering prices. It was then that Ingvar Kamprad decided to establish cooperation with Polish companies. Kamprad placed its first order in Poland in January 1961 at Zakłady Mebli Bent in Radomsko and it concerned, among other things, 500 Ögla chairs made of bent beech wood. Four years later, this chair was recognized as a showcase of the company's quality in the Allt and Hemmet test. In the same year, Ingvar Kamprad, together with IKEA furniture designers, visited the Poznań fair. The following year, he ordered 20,000 in Fameg. pieces of this type of chairs. By 2010, the value of IKEA's orders in Poland increased to approximately PLN 6 billion. The first IKEA contract in Poland concerned the production of furniture and was concluded with the state-owned company Fameg in 1961. On September 19, 1990, the company launched a Start Shop at Grażyny Bacewiczówny Street in Warsaw's Stokłosy, offering a limited range of furniture and accessories. In 1992, she turned it into the company's first full shop located at Aleje Jerozolimskie (at the intersection with Żelazna Street) in Warsaw, and in 1993 the oldest currently operating shop was opened in Janki. In 2021, the twelfth store of the chain was opened in Szczecin. In addition to stores, IKEA has a dozen or so collection points for orders from an online store and additional mobile points for collecting products from network trucks at specific times.

CLICK
TO VIEW





My conditions in my job look like I always wanted them to be. I have a lot of influence for business and people in the logistics area

Kamila Olkiewicz

The first woman in the Logistics Department in IKEA Poland

Mrs. Mrs. Kamila Olkiewicz - Perczyńska is a Functional Manager of customer relations and distribution. In IKEA Retail Sp. z o.o, she works 7,5 years. Before she became a Functional Manager, she was a Leader in the Customer Service Department for two years. Another position in IKEA Wrocław was the Leader in the Goods Flow Department. She was working there for the next two years. After that, she moved to Katowice where she started her career as a Functional Manager in IKEA Katowice where she looked after the Customer Service Department, Cash Department, and Service Department.

All of these workplaces gave her experience to be a good manager. Today she lives in Szczecin and she the first woman in the Logistics Department at IKEA Poland. Being the Leader of the Goods Flow Department also for the next two years - the important thing is that she was the first woman in the Logistics Department in IKEA Poland.

IKEA gives equal opportunities for men and women. Recreation is the same for both sexes and the questions are the same for everyone. One difference is the safety rules, about the possible weight that can be lifted by a man and a woman. IKEA focuses on people and has a huge system of benefits for employees.



RABEN

Commitment to Gender Diversity and Opportunities

Company

RABEN LOGISTICS POLAND

Sources:

Based on the interview with Marta
Mika

CLICK
TO VIEW



RABEN Logistics Polska has been operating on the market for over 30 years and is the largest company of the Group, offering services in the field of domestic and international distribution and comprehensive logistics services. There are 5,400 employees in Poland, 520000 m2 of warehouse capacity in Poland.

RABEN Logistics Polska has an extensive network of terminals throughout the country and almost 30 years of experience in the logistics services market. It is characterized by a wide range of logistics solutions tailored to the individual needs of customers from various industries. RABEN Logistics Polska is a leading logistics company in the country. As part of the service provided, the company carries out transport projects of varying complexity, meeting the requirements of modern retail chains. As a transport company, it organizes distribution to end users based on an extensive network of cross-docking warehouses. RABEN Logistics Polska also acts as a forwarding company, cooperating in this area with European operators and offering international groupage connections practically all over Europe.

RABEN Group is committed to creating a positive atmosphere full of commitment and the best possible working conditions, which are provided to almost 5,400 people employed in Poland

RABEN pledges a firm commitment to Gender Diversity

RABEN Group support diversity and signed the Diversity Charter. Nearly 40% of staff are women who at the same time constitute one-third of the managerial staff in RABEN Group. When it comes to earnings, the ratio of women's salaries to men's in the entire RABEN Group in Poland is 94%. The result was 88% on top management positions, (managing director and director), while on management positions it was as much as 101% (managing director, director and

manager).

RABEN believes that any differences make the company unique as an individual. RABEN cares about ensuring equal opportunities in development and employment for women and men.

RABEN has implemented and pursues the following "RABEN Group Code of Ethics" which sets rules and policies on human rights, occupational health & safety, equal treatment, confidentiality, counteracting corruption and gift policy.

RABEN counteracts all forms of discrimination



RABEN counteracts all forms of discrimination - does not accept any forms of discrimination and unequal treatment due to age, sex, religion, disability, sexual orientation, skin color, marital status, pregnancy, parental status, political beliefs, nationality, ethnic origin, union membership and status social. In 2020, no complaints of discrimination were reported in RABEN Group.

Wherever RABEN Group operates, it pays wages that are determined on the basis of local market conditions, and not the minimum wages specified by law. Moreover, it regularly monitors and corrects the approach to equal remuneration in the Group. RABEN appreciates many years of employees' commitment by celebrating their jubilees and awarding them with RABEN awards.

RABEN-Special Forces

RABEN supports employees by providing them with the necessary training and workshops. One of the most important projects is Special Forces. It is a group of experienced employees, including RABEN Group managers, prepared for special tasks. In an emergency situation, the employed are delegated to help another company (also in another country). The task of employees is to integrate the acquired companies, operational support, implementation of a new client, support in opening a new branch, etc.

RABEN supports the development of women in the transport industry, also outside the company's structures, as a long-term partner of Women in Logistics Forum. I feel very much support and the contribution that the company has made to my development and I am very grateful to the fate that I can develop my career in RABEN Group.



"RABEN supports the development of women in the transport industry (...) which is why I am very grateful to the fate that I can develop my career in RABEN Group" ..

Marta Mika

Opportunities for development

Every day, working at RABEN gives many opportunities for professional and personal development. Over the years, RABEN organizes the opportunity to participate in many projects and trainings. RABEN is developing very dynamically and also cares about the development of its employees, which is why a proprietary development program has been created within the entire Group. In 2020, RABEN focused efforts on the development of the company leaders from all Business Units. In order to achieve this objective, RABEN developed "Manager of Choice" – a set of RABEN policies and practical tips covering such issues as hiring new employees, onboarding, principles regulating the daily management of teams, supporting & developing employees' careers, exit

procedure and presenting best management practices within the Group. Manager of Choice was introduced in the form of a gamification program during which almost 1,000 key managers from 13 RABEN Group countries faced 40 different tasks in the area of human resources management. One of the participants was Martyna Mika who says that „It was an amazing experience, a huge dose of knowledge and experience. The Manager of Choice project won the main award in the "Remote support for employee development" category." The aim of this development program was to change attitudes and educate managers on how to become an engaging leader and to be more sensitive to aspects relating to team management.

From Student to Depot Customer Service Supervisor

”

"RABEN supports the development of women in the transport industry (...) which is why I am very grateful to the fate that I can develop my career in RABEN Group".

Marta Mika joined for RABEN Logistics Poland in 2008 as a student. Today she's working in the Szczecin branch, which is one of the 53 branches in Poland. RABEN has been operating on the market for over 30 years and is the largest company of the Group, offering services in the field of domestic and international distribution and comprehensive logistics services.

After 14 years working for RABEN, Marta decided to tell her employment story, simultaneously emphasizing how important is the equality policy, a positive atmosphere full of commitment and the best possible working conditions.

As Marta Mika says: "RABEN supports the development of women in the transport industry (...) which is why I am very grateful to the fate that I can develop my career in RABEN Group".

Martyna and her career in RABEN



My name is Marta Mika and I have been working for RABEN Group since June 2008. I was a member of the scientific logistic circle during my studies at the Maritime University. We started working with RABEN during the organization of the student SeaPoint 2007 conference. Then I decided to start my professional career during my studies. I started as a customer service specialist, 3 years later I was promoted to the Customer Service Coordinator, and for 2 years I have been Depot Customer Service Supervisor. RABEN Group is a European supplier of comprehensive logistics services on the European market for over 90 years, offering. The Group's companies are located in 14 European countries. The family nature of the company allows for quick decision-making and the preparation of long-term development plans that do not depend on the composition of the Management Board.



incora™

INCORA

Supply Chain Leader

Company:

Incora

Source:

<https://www.mwsl.eu/aktualnosci/954-nawiazanie-wspolpracy-z-incora>

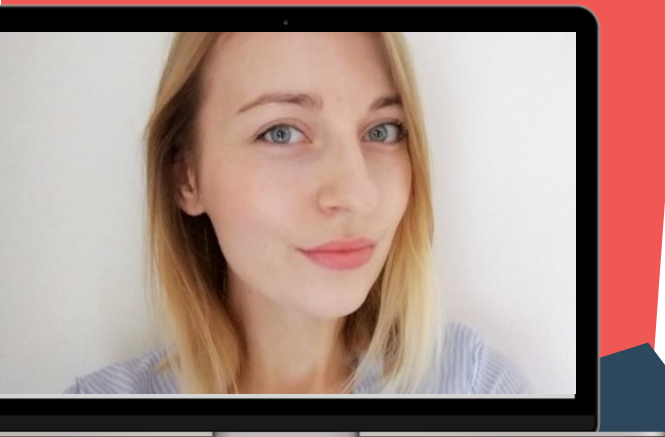
<https://www.incora.com>

Based on interview with Monika
Sikora

Incora is a leading independent distributor and global provider of innovative supply chain solutions.

Incora was established by combining two industry leaders specializing in innovative supply chain solutions, Wesco Aircraft and Pattonair. Pattonair is a company with over 100 years of experience in supply chain management service improvement.

Knowledge and global reach allow the company to support some of the world's industries, including commercial aerospace, aftermarket, defense and space, automotive, industrial equipment manufacturing, and pharmaceutical research and development.



Equal Opportunitites

Incora promotes equal opportunities for people recruited in the company and all applicants are treated equally in terms of expectations regarding a job offer. Company offers employees participation in various groups enabling employee development in such areas as knowledge of Excel, French language workshops or business improvements. The Learn + platform enables participation in numerous virtual trainings.

Salaries are item-specific, within specific ranges for each role. Wages can be negotiated at the employment stage and are to some extent dependent on the performance of both-the company and individual employees. Working conditions are adjusted in the same way for gender and meet professional expecatations.

The company offers working conditions tailored to the requirements of employees and ensures that they are at the best possible level under benchmarking with other organizations on the market. The company is committed to ensuring that the work environment is non-discriminatory.

Supply Chain Leader

Monika Sikora is an example of success and oportunities which Incora gives to employees. Monika Sikora is Supply Chain Leader in Incora for 3 years. She is responsible for managing two teams of Material Controllers (7 people), contact with suppliers, escalations and reporting the results of the supply chain.

MSc. Quality Management at the Faculty of Commodity Science at the University of Economics in Krakow. During her studies, she was involved in the activities of student organizations and research clubs. Author of scientific articles and participant of scientific conferences in the field of quality management.



4. Equality approaches in logistics

- ARKA
- KK WIND SOLUTION
- NAVIGATION OFFICE
- WROCLAW AIRCRAFT
- DHL: Ireland
- KUEHNE NAGEL





ARKA SP.Z.O.O:

Unexpected career path

Company

ARKA SP.Z.O.O

Sources:

<https://arka.eu/oferta.html>

Based on the interview with Izabela Knopka



ARKA has been transporting goods for over 20 years. ARKA SP.Z.O.O provides support to companies from various sectors in European Union. Mrs. Izabela Knopka is a freight forwarder working in ARKA, and her duties are as follows: managing transport documentation, planning routes, and taking care of customer relations. Even though she works in the Logistics segment, she didn't think she ended up there. Having a degree in German language and literature, Mrs. Knopka proves that there are no limitations for women!



“Always believe in yourself. There isn't anything you can't do and you are the only one to prove it. You go girl!”

Izabela Knopka

ARKA give equal opportunities to everyone

ARKA treats every potential employee equally. Gender does not influence whether a person gets hired or not. What matters is the competence and experience of the candidate. There are no questions such as “Are you planning on getting pregnant in the nearest future” ARKA gives the same opportunities for everyone. In ARKA there is a similar number of female and male managers. In the beginning, all newly employed people have one-week long training, during which employees learn about the principles of the company, their so-called “philosophy” and standards. Next, they are familiarized with their future partners. After that employees learn some basic information about the logistics market and how it works. Besides that, whenever there is a drastic or important change, whether it is a political change, a change in law, or a new system all employees get a message from their managers about it with additional sources of knowledge attached.





KK Wind Solutions



Equality is the key to success

Company

KK Wind Solution

Sources:

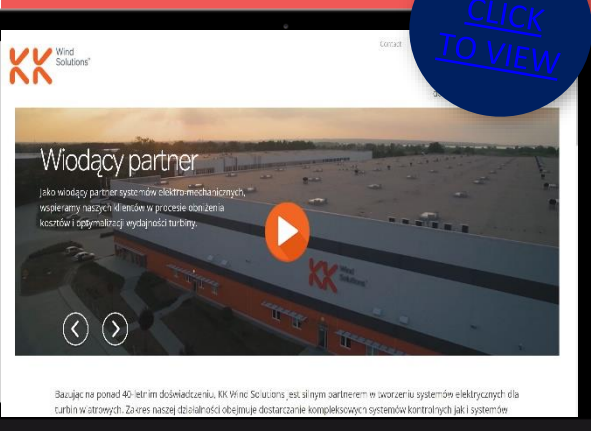
<https://www.kkwindsolutions.pl/>

Based on the interview with Mrs,
Ewa Kapuściak

Based on over 40 years of experience, KK Wind Solutions is a strong partner in the development of electrical systems for wind turbines. The scope of company activity includes the provision of comprehensive control systems as well as systems and subsystems for the management and monitoring of the turbine. KK Wind Solutions helps customers reduce costs and optimize turbine performance.

More information about KK Wind Solutions, and its approach toward equal opportunities, will be provided by Mrs. Ewa Kapuściak, who is a Logistics director of the company. Her responsibilities include managing the logistics department.

CLICK
TO VIEW



Biegając na ponad 40-letnim doświadczeniu, KK Wind Solutions jest silnym partnerem w tworzeniu systemów elektrycznych dla turbin wiatrowych. Zakres naszej działalności obejmuje dostarczanie kompleksowych systemów kontrolnych i systemów



“Everyone has equal promotion opportunities and everyone has equal rights. It also all depends on the human predisposition.”

Ewa Kapuściak

In KK Wind Solutions, there are no restrictions that will only employ men or only women. It is also noticeable that the company hires more and more women in the warehouse.

Recruitment talks are only on a business level and never touched on the gender sphere. There are no questions such as “if one plans to have children if I have children, if one will have children, or if one has a husband”. In the company, the approach is very professional.

Everyone has equal promotion opportunities and everyone has equal rights. It does not depend on gender but on human predisposition. It often happens that someone feels good in a certain area and does not want to be promoted. On the other hand, sometimes someone could feel that a given area is not for them and that they would like to do something else. Therefore, the possibility of promotion depends on the willingness and predisposition of a person, and not on his/her gender.

The company has a stalking policy. It is not strictly related to gender though, only with people in general. These are the rules of behavior and cooperation, they define what is allowed or not, e.g. it is unacceptable to harass someone for reasons of a different gender or nationality.





Urząd Żeglugi Śródlądowej w Szczecinie

Company:

The Inland Navigation Office
in Szczecin

Soures:

Based on the interview with Dr.
Ewa Łuczak

<https://www.szczecin.uzs.gov.pl/>

The Inland Navigation Office in Szczecin

In February 1961, the Inland Navigation Inspectorate in Szczecin started its activity, taking over the supervision of Inland Navigation from the Waterways Regions in Szczecin and Gorzów.

The Inland Navigation Office in Szczecin is an organisationally separated team of people and resources appointed to carry out the competences of the Director of the Inland Navigation Office as a local inland navigation administration body.





Women are appreciated for their organization, multitasking and accuracy when performing their job duties.

Dr Ewa Luczak

The Inland Navigation Office in Szczecin

Job offers are determined by the current needs of employment for a specific position, and each offer may be applied by both a woman and a man. The questions asked during the interview are developed in advance and relate to substantive issues. The questions are the same for all candidates. The gender of the person applying for work in our Office does not matter during the recruitment process, what counts is the candidate's knowledge, experience, and competences. The vast majority of the office employs civil servants. It is connected with an additional obligation to comply with the code of ethics of the civil service at work, also by the recruiting persons. It is a kind of guarantee that the most important rules of civil service ethics, such as impartiality and disinterestedness, are respected during recruitment, which in turn is associated with the same approach to job applicants. The company adjusts the conditions to the needs of both female and male employees. The director places great emphasis on employee training, and often initiates internal training himself or directs them to train organized by external entities. It is also welcome to independently search for training courses that raise the knowledge and qualifications of an employee in a given position and report to the supervisor with a ready proposal to participate in the training. It is also worth adding that a newly hired employee of the preparatory service in the civil service undergoes obligatory training completed with an exam. The office does not have to deal with gender discrimination. Women are appreciated for their organization, multitasking, and accuracy when performing their job duties. We can cooperate, regardless of gender. Promotions depend on achievements and merits not on gender. To prevent any type of discrimination there is an internal regulation of the Director introduced an anti-mobbing procedure in the office, which sets out the rules for reporting such situations.



WAMS

Barbara Kaśnikowska

WAMS supports employees in their career development in the same way, regardless of gender.

Company

Wrocław Aircraft Maintenance Services sp. Z.O.O



WAMS

Wrocław Aircraft Maintenance Services sp. Z. O.O - a company from the Ryanair group, dealing with the maintenance of the fleet of this largest carrier in Europe. Place of business: the airport in Wrocław. About 200 people are employed, of which 180 are technical staff (aviation mechanics). Barbara Kaśnikowska is an economist. From February 2018, General Manager at WAMS sp. Z o. O. Responsible for managing the company, supervising the team, and providing material and financial resources necessary to conduct operations by the requirements of aviation supervision and customer expectations.

BACKGROUND

A graduate of the Warsaw School of Economics. Almost 30 years in managerial positions. For years, she was responsible for the use of European Union funds for entrepreneurs, incl. as vice president of the Polish Agency for Enterprise Development. From 2013-2016, the President of the Wałbrzych Special Economic Zone. In the aviation industry since 2018.



WAMS supports employees in their development in the same way, regardless of gender.

In terms of employment, there is no such thing as gender division; the most important is the qualifications of candidates, adequate to the tasks provided for in a given position. We are constantly looking for licensed B1 / B2 aviation mechanics, and mechanics for composite repairs and structural repairs. We use a standard recruitment form. But of course, depending on the position and scope of duties, the interviewers modify the questions. Job offers are created in terms of the scope of duties in a given position. If the company is looking for technical staff, the candidate is asked about experience in Boeing maintenance and repairs. If the company is looking for warehouse personnel, candidates are asked for a forklift license. All employees must use English and a computer. Technical personnel must meet very clearly defined requirements, it is regulated by air traffic regulations. Therefore, recruitment is conducted according to one accepted standard.

WAMS staff, as a company from the Ryanair group, is subject to a very extensive training system. E-learning is our everyday life. Some of the training courses result from the regulations, while others are aimed at constantly improving the qualifications of our employees.

At WAMS, promotion is always associated with passing the competency assessment process. The path of promotion for technical employees is strictly defined, the same for everyone, regardless of gender





The Inland Navigation Office in Szczecin

WAMS adjusts working conditions to the needs of employees and the company's capabilities. Gender is irrelevant here.

The company is located in a restricted area of the airport, which means one needs to undergo security checks on the way to work. All employees must also follow fairly restrictive rules regarding behavior in the restricted area.

Working at WAMS is very different from working in other companies. WAMS does not offer "fruit Thursdays" or other benefits. However, offers a good salary and the opportunity to work in a unique place - this is something for aviation enthusiasts.

Promotion is always linked to the assessment of competencies. The employee must undergo an assessment, skills assessment, knowledge of air procedures, etc

The aviation world is dominated by men, but this is due to the physical conditions / requirements of working on airplanes. However, WAMS also has women in their team and they are subject to exactly the same rules / requirements as men.

WAMS has a group-wide code of ethics and procedures to deal with allegations of mobbing.



DHL GLOBAL FORWARDING IRELAND NAMED AS A BEST WORKPLACE FOR WOMEN

Working conditions

Resources:

- https://mobile.twitter.com/hashtag/DHL4Her?src=hashtag_click
- <https://www.youtube.com/channel/UCzIQ6tyEFNOIAEXImzGdLxg>

Sources:

<https://www.dhl.com/ie-en/home/press/press-archive/2021/dhl-global-forwarding-ireland-named-as-a-best-workplace-for-women.html>
<https://expresscareers.dhl.com/global/en/dhl-life>

- DHL Global Forwarding Ireland has been recognized by Great Places to Work Ireland as a Best Workplace for Women 2021,
- DHL Global Forwarding Ireland is ranked 4th in the medium-sized business category,
- The certification process is based on direct feedback from employees, provided as part of an extensive and anonymous survey about the workplace experience

DHL Global Forwarding Ireland is delighted to announce that they have been officially recognised as one of the Best Workplaces in Ireland in 2021. DHL Global Forwarding Ireland were recognised at the 19th annual Great Place to Work Best Workplaces in Ireland awards which, for the first time, took the form of a virtual broadcast on Wednesday 10th March 2021. This is DHL Global Forwarding Ireland's first year to be named as a top Irish workplace, which is assessed through Great Place to Work's robust 'Trust Index©' employee survey and a thorough 'Culture Audit©' assessment of their policies and practices. The event also recognised DHL Global Forwarding Ireland as a best workplace for women 2021. The best workplace for women list identifies organisations for going the extra mile for Women in their company culture.

**Best
Workplaces™**

for Women

**Great
Place
To
Work®**

**IRELAND
2021**



“Great Places To Work recognition endorses that DGF Ireland have successfully nurtured a culture of integrity, inclusivity and openness, where looking out for each other is a priority and working together, as a team, achieves excellent results across our business.”

- Maurice Meade, CEO DGF Ireland



#DHL4Her

Whilst, traditionally, logistics has been a male-dominated industry, DHL4HER seeks to establish a gender-balanced business by encouraging more women to consider a career in logistics and placing a heavy focus on nurturing the existing female talent at DHL Express. From female couriers to senior leaders, we are transforming the perception of logistics and inspiring teams around the world to create diverse workplaces that offer equal opportunities for all.

Being the most international company in the world DHL have a responsibility to lead the way for diversity. With the launch of [#DHL4Her](#) the

The goal is to build an infrastructure that enables women to grow in their careers and inspire the next generation of women leaders. [#EachforEqual](#).

Follow the hashtag
[#DHL4Her](#)



DHL Express Ireland - Diversity & Inclusion



Watch the video





Kuehne+Nagel

Logistics company voted one of the best workplaces for women in Ireland

Pay, recognition, training and promotional opportunities for women

Company

Kuehne+Nagel Ireland

Sources:

- <https://ie.kuehne-nagel.com/>
- <https://www.image.ie/agenda/this-logistics-company-was-voted-one-of-the-best-workplaces-for-women-in-ireland-248788>
- <https://jobs.kuehne-nagel.com/global/en/blogarticle/let-s-open-our-minds-during-the-international-women-s-week>
- <https://2019-annual-report.kuehne-nagel.com/sustainability/making-the-difference/raising-diversity-awareness>

CLICK
TO VIEW

KUEHNE+NAGEL 

Since 1996 Kuehne+Nagel Ireland offers national and international customers a full scope of forwarding and logistics services. The company's 250 experts provide integrated and competitive supply chain solutions, backed by state-of-the-art information technology tailored to customers specific requirements.

Great Place to Work has recognised Kuehne+Nagel Ireland, in their 2021 awards for the tenth consecutive year. In addition to being recognised as one of Ireland's Best Workplaces 2021, Kuehne+Nagel Ireland was also recognised as one of the Best Workplaces for Women this year.

The award recognises organisations that go above and beyond to ensure that women in their workforce are treated fairly when it comes to pay, recognition, training and promotional opportunities.

Kuehne+Nagel Ireland was presented with the award for ensuring that the women who work with them are constantly empowered and supported to do their best work, whilst also given the flexibility to meet their priorities outside of the workplace.

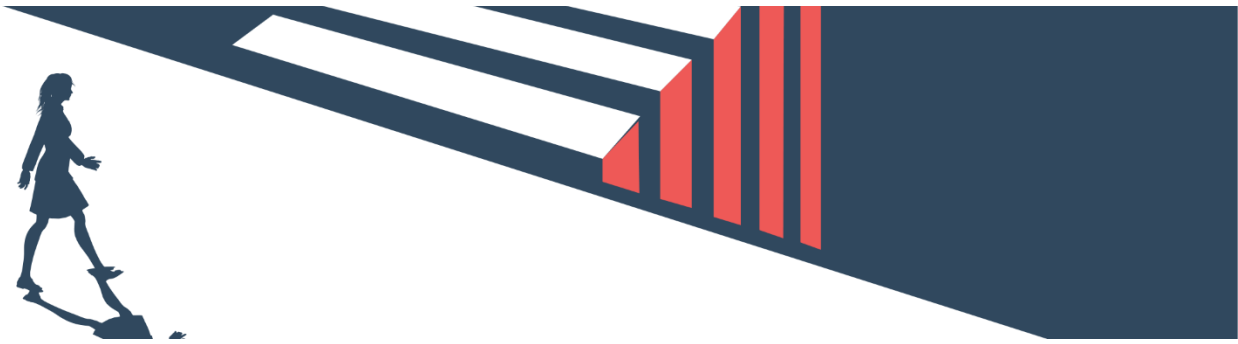
Kuehne+Nagel prides itself in creating a safe and personable workplace environment built on a sustained culture of trust, something that has been recognised by the Great Place to Work programme for ten consecutive years.

Female friendly policies, combined with a high trust index

When audited for the awards, Kuehne+Nagel were found to have female-friendly policies and practices in place, including supports to increase female participation in leadership, activation measures to help returning to the workforce and innovative approaches to developing female talent.

They also had an extremely high trust index score of 70 per cent amongst female respondents when surveyed about the workplace environment.

Kuehne+Nagel is often hiring across a wide range of positions and if you'd like to apply, you can do so [here](#)



A blog full of inspiring female logistics professionals' stories

On their website Kuehne+Nagel raise awareness and advocate for women in logistics through sharing stories of female logistics professionals, thus inspiring women further.

Read the blog by Senior Vice President Human Resources, Asia Pacific Region. Claudine has worked for Kuehne+Nagel for over 16 years. Claudine started in Kuehne+Nagel UK, then Kuehne+Nagel Northwest Europe, then our Corporate Headquarters in Schindellegi. In her current role, Claudine is based in Singapore:

[Curiosity is an advantage](#)

What she says to her female colleagues:

"Speak up, talk a bit louder, be a bit prouder. Remember that you're as capable, as valuable, as the other half of the world. Know the people who can provide you with meaningful feedback and listen, even when it hurts. Compete as a woman, that's a strength ..."



We see you. We want to hear you. And we promise to stand with you as we foster a company that welcomes your talent and heart.

We are committed to deliver progress to society and drive our future – inclusively.

The Kuehne+Nagel Management Board
August 2020

Balance+Belonging Program

“As part of our transformational journey, we launched our Balance+Belonging program last year. In the past years and months, dozens of colleagues around the world have committed themselves to the spirit and work of Balance+Belonging inside Kuehne+Nagel, forming regional and global teams devoted to achieving our aim of an equitable and inclusive organization.

We are building on this work and continue to drive our Balance+Belonging program by:

- Listening to our colleagues around the world, beginning with a 2020 global survey that will reveal issues and opportunities;
- Learning alongside one another, beginning with a Balance+Belonging workshop series designed for our global leadership team that

addresses bias and other barriers to belonging, how to design stronger + more inclusive teams, and inclusive leadership;

- Designing and amending processes, policies, and programs within recruiting + interviewing, hiring + onboarding, talent development, promoting + succession planning, work/life integration, remote working + travel, and rewards + recognition; and
- Holding each other accountable through Care, our culture and engagement program that invites colleagues around the world into empowerment and action.

At Kuehne+Nagel we are aiming for a future designed with care and equity for everyone.)”,
The Kuehne+Nagel Management Board
August 2020

Making the Difference: Raising Diversity Awareness

- The intensified efforts to achieve a more gender balanced split in Leadership positions is starting to pay off although the starting point in the logistic industry was admittedly difficult. By now already 20% of the senior management position globally are held by female colleagues and a good pipeline of additional female candidates has been build up.
- Kuehne+Nagel believes that creating an environment that respects and aims for diversity and inclusion is and has to be the base for workplace sustainability. The diverse aspects of sustainability require involvement of different interest groups where creativity, ability to change perspectives and empathy are needed to achieve the desired multi-faceted solutions. For 2019, the focus of Kuehne+Nagel has been on gender diversity, initiated by the following actions:

- ✓ **Active participation of all Regions in celebrating International Women’s Day.**
- ✓ **Launch of mentoring programmes for women leaders**

5. Networks, education & policy engagement

- SKILLNET
- WOODSIDES: Northern Ireland
- MENTORME
- LADIES LOGISTICS LOUNGE



Women Transforming Transport, Logistics and Supply Chain in Ireland

CILT Mobility
& Supply
Chain

Skillnet,

International Women's Day Webinar, Women Transforming Transport, Logistics and Supply Chain in Ireland

Training and career advancement

Resources:

- [Certificate in Sustainable Supply Chain and Logistics](#)
- [Year Two Higher Certificate in Sustainable Supply Chains, Digitalisation & Logistics](#)

Sources:

<https://ciltskillnet.ie/news/women-transforming-transport-logistics-and-supply-chain-in-ireland/>
<https://www.cilt.ie/Join-CILT/Women-in-Logistics-Transport>

CLICK
to FIND THE
WEBINAR VIDEO

CILT Mobility & Supply Chain Skillnet is co-funded by Skillnet Ireland and network companies. Skillnet Ireland is funded from the National Training Fund through the Department of Further and Higher Education, Research, Innovation and Science.

CILT Mobility & Supply Chain Skillnet is a learning network for enterprises of all sizes within the transport, logistics and supply chain management sectors. We offer subsidised industry-led training courses to businesses in the Republic of Ireland. CILT Mobility & Supply Chain Skillnet is the only Skillnet learning network dedicated to supporting these sectors.

The objective of this national network is to support the growth of Ireland's transport, logistics and supply chain management sectors by enhancing specialised knowledge and skills, increasing access to skills development opportunities and encouraging ongoing professional development. CILT Mobility & Supply Chain Skillnet receives an annual grant from Skillnet Ireland which enables it to offer a wide range of subsidised courses to companies and sole traders in the sector.

To celebrate International Women's Day, CILT Skillnet are hosting a FREE webinar on 8th March.



Women in Logistics and Transport

Female members of CILT are automatically members of WiLAT International.

Male members of the Institute or anyone interested in the group but not a current CILT member can become a Friend of WiLAT.

*For more information contact:
www.cilt.org*



Opportunities for Education

CILT Mobility & Supply Chain Skillnet offer off-the-shelf courses, specifically chosen and tailored to meet many of the training needs of businesses.

- CILT are committed to developing capability and enhancing professionalism in our industry sector.
- An established provider of education services, students can study for CILT qualifications in a flexible and supportive environment.

• Tutors are drawn from a wide variety of disciplines and third level institutes while course modules are enhanced by the support of executive level CILT members who apply their unique knowledge and experience to the students learning experience.

• Courses are suitable for experienced professionals seeking formal accreditation and acknowledgement of their practical skill set.



Women in Logistics and Transport (WiLAT)

WiLAT is a member group designed to support women in the logistics, transport and supply chain industry. It is part of the wider CILT International network with branches in 14 countries and over 1600 members worldwide.

Vision: To be the most sought-after group for advocacy, professionalism and empowerment of women in the transport, logistics and supply chain industry.

Mission: WiLAT exists to:

- Promote the status of women in the logistics, transport and supply chain industry.
- Bring together those who support the talent and career development of women.
- Provide a support network and mentoring opportunities for women working in the industry.



Woodside Logistics Group

Date of Interview

August 2022

Contact Person

Sarah Crowe

Email

sarahcrowe@woodsides.com

Woodside Logistics Group is spearheading changes within the logistics sector and they have begun this journey by implementing policies and change within their own organisation first.

With an almost even split of male and females at leadership levels. Woodsides strive for equality throughout their organisation and are acutely aware of the needs of women in a predominantly male sector such as logistics.



Currently, they have women in every single role, from *brand new starts* to *managers*, from *traffic planners* to *drivers* to *customer service* and *fleet maintenance* and *warehouse*.



CLICK
TO VIEW

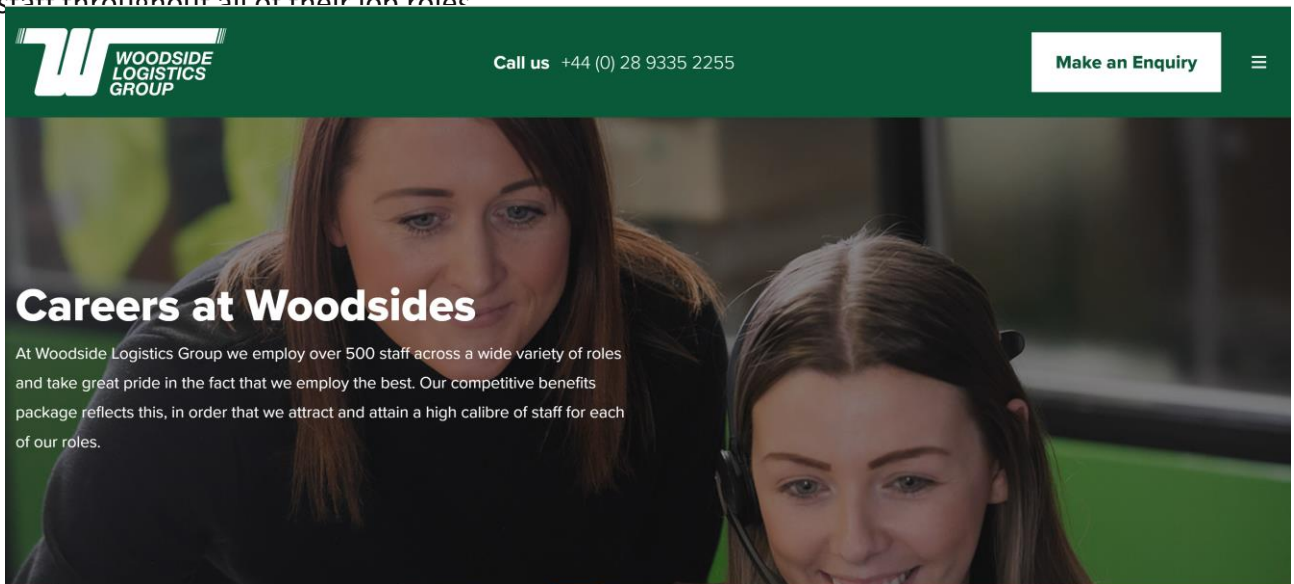
Opportunities for career development – “A Question asked at every interview”

With over 500 members of staff, a massive talent pool that is clearly nurtured and encouraged at every level within the organisation there are clear opportunities for career advancement within Woodsides.

“Our competitive benefits package reflects this, in order that we attract and attain a high caliber of staff for each of our roles.”

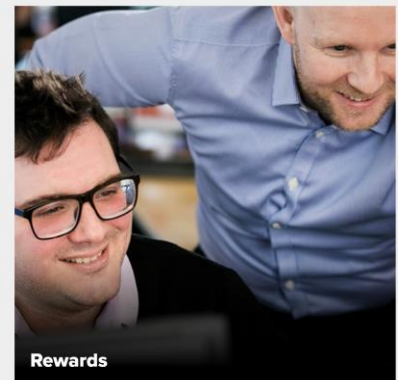
Woodsides pride themselves on recruiting, employing and promoting the most talented staff throughout all of their job roles.

They actively Promote Institute of Leadership & Management (ILM) to their staff and are proud of the growth their staff undergo under the umbrella of Woodsides. Internal promotion and development within existing talent internal, HR are finding less and less they are having to go external for managerial roles. Simple things such as adequate representation on their website

A screenshot of the Woodside Logistics Group website. The header is green with the company logo on the left, the phone number 'Call us +44 (0) 28 9335 2255' in the center, and a 'Make an Enquiry' button on the right. Below the header is a large image of two women smiling. Overlaid on the left side of this image is the text 'Careers at Woodsides' in a large, bold, white font. Below this text is a smaller paragraph in white: 'At Woodside Logistics Group we employ over 500 staff across a wide variety of roles and take great pride in the fact that we employ the best. Our competitive benefits package reflects this, in order that we attract and attain a high calibre of staff for each of our roles.'

Interested in a Career?

Check out the sections below to find out what it's like to work for us and to learn about the rewards and benefits that we offer.



If you're interested in a career in logistics why not check out Woodsides website by clicking the image above.



MENTOR ME

Promoting Female Leadership

Resources :

<https://www.bme.de/netzwerk/young-professionals/>

Introduction

MentorME is a support program for young women in purchasing, SCM and logistics.

It helps young women to transition from university to work so that they can successfully master their career entry.

The project “Mentor Me” was initiated by an organization called BME verband. BME is a strong community for purchasing , supply chain management and logistics. This organization was founded in 1954 and is the trade association for buyers, supply chain managers and logisticians in Germany and also in continental Europe.

BME stands for Bundesverband Materialwirtschaft, Einkauf und Logistik e.V



CLICK
TO VIEW

ABOUT THE PROGRAM

In MentorMe female young professionals are guided towards finding a job and supported in their career advancement or in their reorientation in their careers.

The career guidance is done through individual advice, practice-oriented training and inclusion in a network of experienced experts and employers.

This helps young women to gain the confidence that women are capable of excelling in any field irrespective of the nature of the job.



OPPORTUNITIES AND BENEFITS

Female students and female young professionals (up to and including the age of 30) who have proven connection to purchasing, supply and chain management and logistics are eligible to apply to this program.

BME membership is free of cost for female students, female young professionals (upto and including the age of 27)





Ladies Logistics Lounge

Training and Career Development

Resources:

<https://www.hamburg-logistik.net/ladies-logistics-lounge/>

Introduction

A logistics event for female specialists and managers from the industry - this was a somewhat unusual but very resonant event to which the Hamburg regional group of the Federal Logistics Association (BVL) in cooperation with the Logistics Initiative Hamburg, the Ministry of Economics, Transport and Innovation and the Hamburg Chamber of Commerce had invited on 10 June 2010 on the premises of Hamburger Hafen und Logistik AG. This event marked the birth of the "Ladies Logistics Lounge", a networking event on current key topics in an interactive format, usually held once a quarter.





Flexibility is an important criterion for women and men to be considered an attractive employer. Empathy, appreciation, all this is important.

Stephan Koop

What is it about?

The Ladies Logistics longue is a quarterly networking event for female specialists and executives from the logistics industry with specialist lectures, workshops and a convivial get together.

Through this group the Hamburg was able to form a women's network and they were able to conduct regular network meetings through which one can introduced to a group of women in the same industry.

They conduct meetings and events for the female specialists enrolled in their network.

During this meeting the team organizes lectures from specialists in the similar industry and several workshops to motivate the female specialists.

They are also flexible enough to organize and host events if a company approaches them with a topic related to women empowerment in logistics and the welcome the idea of venue suggestions as well.

So, if an organization is willing to organize an event for their female employees, they are most welcome to approach this group

Oppurtunities and Benefits

Through these events conducted by the initiative of the Ladies Logistics Longue, women gain more knowledge about the current topics happening in the industry which keeps them updated.

Meeting senior people and getting to know them can help them in their career growth like finding a job or getting into a better role etc.

Through the lectures they attend during the meeting, these female specialists stay motivated through which they will gain the confidence to carry themselves well in their job roles and will be educated on their rights as women in their work place.

THANK YOU FOR USING OUR TOOLKIT!

You have reached the end of the WIL POWER Toolkit, we hope you have been **inspired** and empowered throughout and have discovered some new companies, policies and approaches that you weren't aware of!

Follow along with the WIL POWER project and partners at:

LinkedIn:

<https://www.linkedin.com/groups/13963313/>

Project Website:

<https://www.womeninlogistics.info/>

Pledge Card:

<https://www.womeninlogistics.info/wil-power-network-club-pledge-card/>

