

## 2. Business Practices

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- 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>



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

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### Date of Interview

September 2022

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### Contact Person

Francis Hamill

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### 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.





*“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.

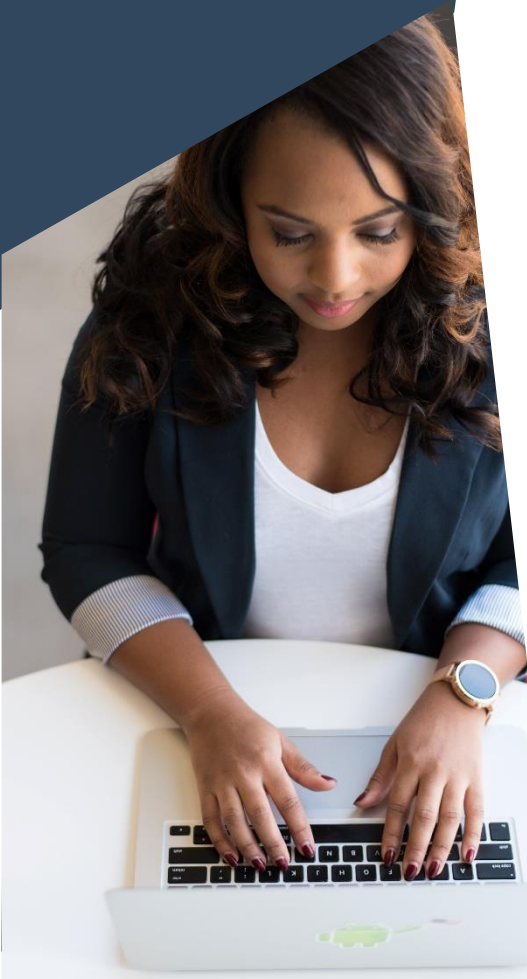
## **Are promotion opportunities for women transparent? What determines an employee's chances for promotion?**

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.

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*“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.

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45D Komitet Obrony Robotników Street02-  
146 Warszawa

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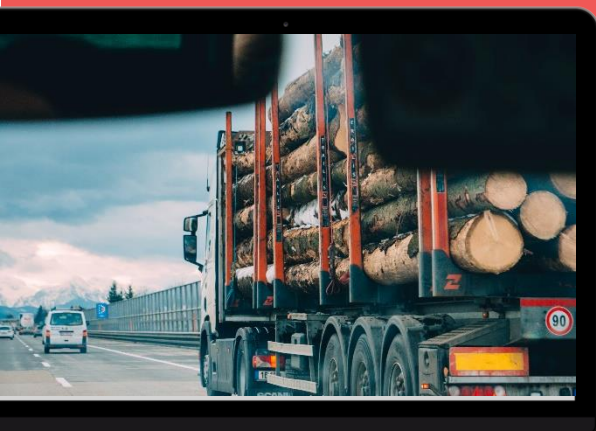
Monika Duda

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.

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“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.

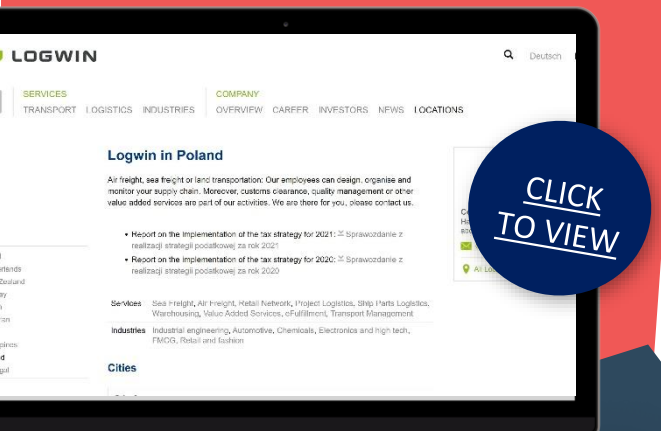
## Email

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.

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*“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

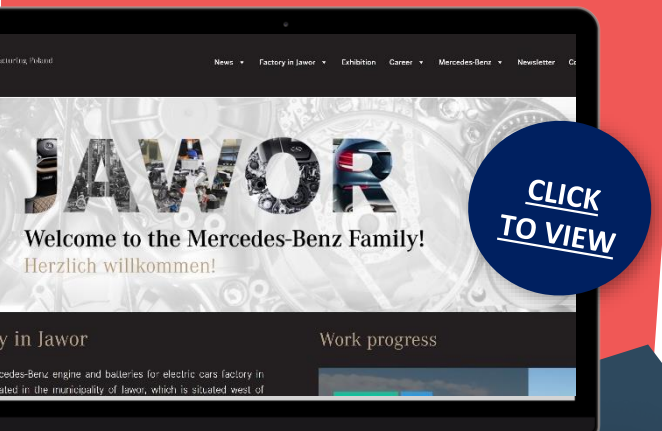
**Contact Person**

**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 ? )**

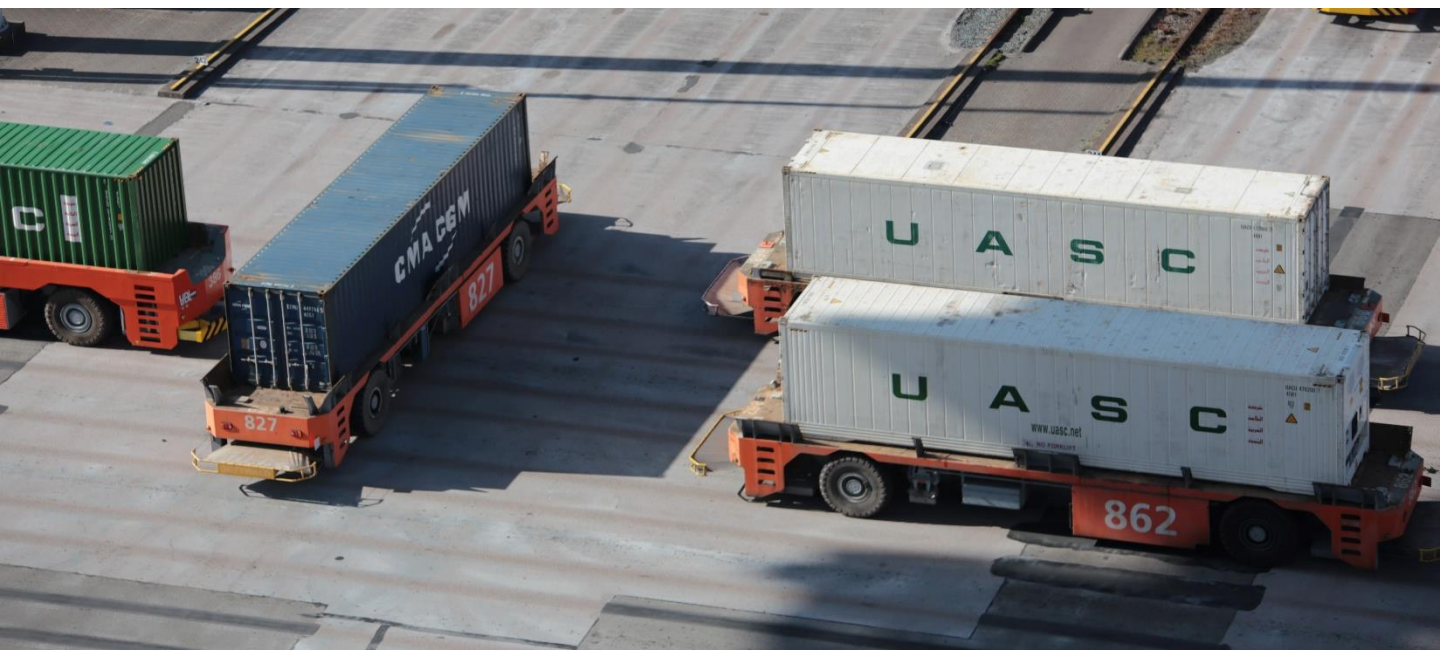
Yes, women are employed in every position, from the lowest rank of fitter/assembler through foremen, engineers, specialists, etc. to management, which is 50/50 represented by both a woman and a man. The proportion of women and men currently working in the company is 46% women, 54% men, while the trend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

