

FLERE KVINDER I FØRERSÆDET!



**RECRUITING WOMEN INTO THE FREIGHT TRANSPORT
INDUSTRY – A TOOLBOX**

TASK FORCE FOR MORE WOMEN IN THE DRIVING SEAT

WWW.JOBTRANSPORT.DK



WHY MORE WOMEN IN TRANSPORT?

... BECAUSE IT'S GOOD FOR BUSINESS

The freight transport industry is facing a shortage of drivers. More than a third of Denmark's lorry drivers are over 50 years old and the industry predicts that it needs to recruit about 2,500 new drivers in the next few years.

Meanwhile freight transport is one of the industries with the smallest proportion of female employees, with only 2 out of every 100 lorries on Danish roads driven by women.

International research has shown that increased diversity in the workplace leads to benefits for businesses in terms of talent pool, culture and the bottom line.

That's why Danish freight transport unions and associations 3F, ATL and DTL-A set up the Task Force for More Women in the Driving Seat, with the backing of the Transportens Udviklingsfond (Transport Development Fund) and Godstransportens Udviklings- og Uddannelsesfond (Freight Transport Development and Education Fund). Over the past two years, its members, who are drawn from all across the industry, have identified the existing barriers to entry for women and developed a number of solutions to help get more women in the driving seat.

The conclusion is clear: The industry needs drive this from within. Managers have to be brave enough to take the lead and initiate the change required for more women to choose to work in transport.

The task force has put together this toolbox of advice and tools, which contains 13 practical recommendations to help companies, industry organisations and trade unions make the industry more attractive to women.

Together we can create a change that benefits the whole industry!

10% WOMEN IN THE DRIVING SEAT BY 2030

WE HAVE TO CREATE CHANGE

When managing our companies, we constantly set targets. We set targets for budgets, targets for fuel consumption, targets for customer satisfaction and much more. Targets help create direction and clarity on where we want the company to head in the future.

When it comes to gender diversity, which is good for both recruitment and the bottom line, we also need to be bold and set targets.

Goals for gender diversity can vary from company to company. If you don't employ any women at the moment, your goal may be to have two women employees by next year. Or if you are well on your way and already employ five women, you might want to double this to ten over the next two years. The most important thing is to set a target.

What is your company's target for gender diversity?

Right now just 2% of all Danish drivers are women. We believe there are not enough female drivers. That's why the task force has set the industry a clear target.

We want:
10% women in the driving seat by 2030

"Companies and employees experience benefits from having greater diversity in their management and operations, and these benefits include happier employees, better performance, more innovation and generally a stronger bottom line. This requires working with the culture of the industry and the degree of inclusion. The first step is setting goals for diversity."



Helene Aagaard,
diversity expert and CEO of Diversity Factor

A woman with short blonde hair, wearing a red hard hat with safety glasses on top and a yellow high-visibility safety vest, is looking out over a complex industrial structure. The structure consists of numerous white pipes and metal beams, some of which are in the foreground and slightly out of focus. The background is a clear, bright blue sky. The overall scene is brightly lit, suggesting a sunny day.

**SEVEN
RECOMMENDATIONS FOR
COMPANIES**

**SIX
RECOMMENDATIONS
FOR INDUSTRY
ORGANISATIONS
AND TRADE UNIONS**

A woman in a high-visibility yellow safety suit is walking on a road, smiling. She is wearing a jacket and pants with reflective strips. In the background, a white truck is moving, and there are trees and a clear sky. The text '7 RECOMMENDATIONS FOR COMPANIES' is overlaid on the left side of the image.

7 RECOMMENDATIONS FOR COMPANIES

1. Set targets for recruiting more women into your company
2. Show that women are welcome and create a positive culture
3. Set up a mentoring scheme
4. Offer flexible working hours
5. Provide work clothes for both genders and lockable changing rooms
6. Create a focus on health, exercise and diet in the workplace
7. Invite local schools to visit or offer to visit local schools

SET TARGETS FOR RECRUITING MORE WOMEN INTO YOUR COMPANY

What's your company's target for gender diversity?

Visionary leaders take initiative and inspire others. The targets you set for your company determine its course. These targets tell your employees, customers and partners how ambitious you are.

Freight transport companies in Denmark are very different from each other, so targets for gender diversity will be very different too. You might not have any female employees yet or you might already be well on your way to having a workforce where 10% of your employees are female. The most important thing isn't where you are now, but that you set a target for the change you want.

Here are some tools to help you set ambitious, realistic targets for gender diversity in your business.



TOOLS

- Set targets for the number or percentage of female drivers you want to employ by, for example, 2025 or 2030
- Communicate these targets clearly to employees, and consider telling your customers and partners too
- Remember to explain why it's important: More diversity is good for recruitment, the bottom line and culture

SAMPLE TARGETS

- We will hire two women during 2021
- We need to interview 50% more women in the next recruitment phase
- We will hire 15% more women in the next five years

SHOW THAT WOMEN ARE WELCOME AND CREATE A POSITIVE CULTURE

For women to be attracted to the industry, they have to be able to picture themselves in the job. That's why women need to feature much more in company marketing. This will also create a greater sense of pride among the women already working in the transport industry.

First impressions mean a lot. Your potential new employees will usually form their first impression of your company through your website or job adverts.

So it is important that your communication and marketing clearly show, in both words and images, that you want to hire women. If you have female employees who can act as role models, make sure they feature prominently.

And create a positive culture in which women and men treat each other with respect.

#2



**Lene Engkvist, truck driver
at Viggo Petersens Eftf.**

“Girls need role models, and it's important that they are introduced to the driving profession at school from a young age. They need to learn early on that they can do anything they want to do. Gender should never determine whether you become good at a profession.”

TOOLS

- Include images of both women and men
- Ask your female employees what they think of the wording of your website and job adverts. Do they find the descriptions of the job and workplace appealing?
- Be clear that all employees are treated equally and with respect

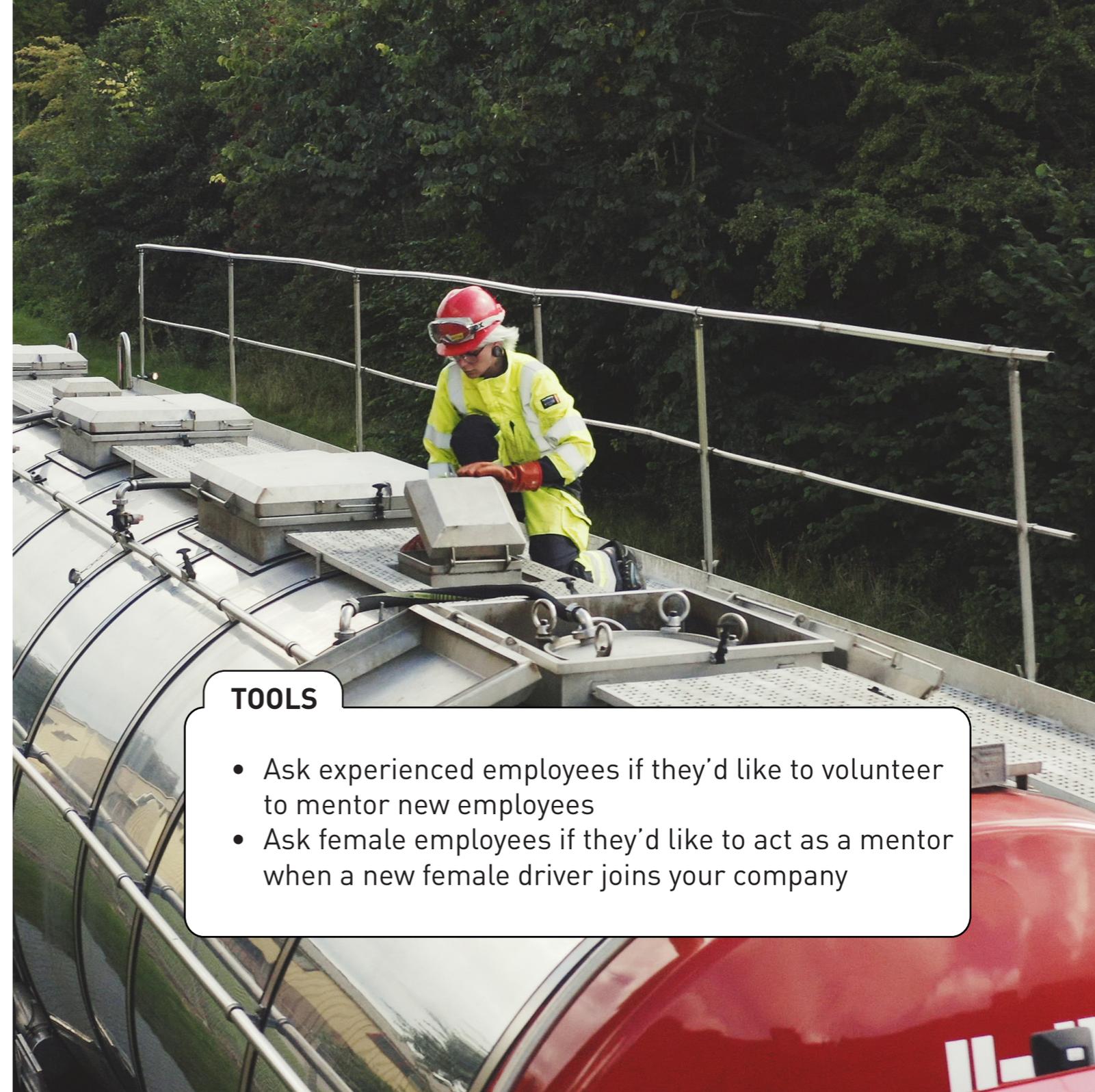
SET UP A MENTORING SCHEME

Many companies in the industry have found that a mentoring scheme can make a real difference. Both female and male employees say that they experience greater job satisfaction and wellbeing if they have had a mentor.

As most transport industry workers are male, it can be particularly valuable for new female employees to be able to talk to and relate to experienced colleagues.

Experienced, skilled employees make good mentors who can welcome new colleagues. Ask them if they would be willing to volunteer to mentor female employees joining your company.

#3



TOOLS

- Ask experienced employees if they'd like to volunteer to mentor new employees
- Ask female employees if they'd like to act as a mentor when a new female driver joins your company

OFFER FLEXIBLE WORKING HOURS

The freight transport industry is known for its unpredictable working hours. Many in the industry believe that this is a barrier to recruiting more women.

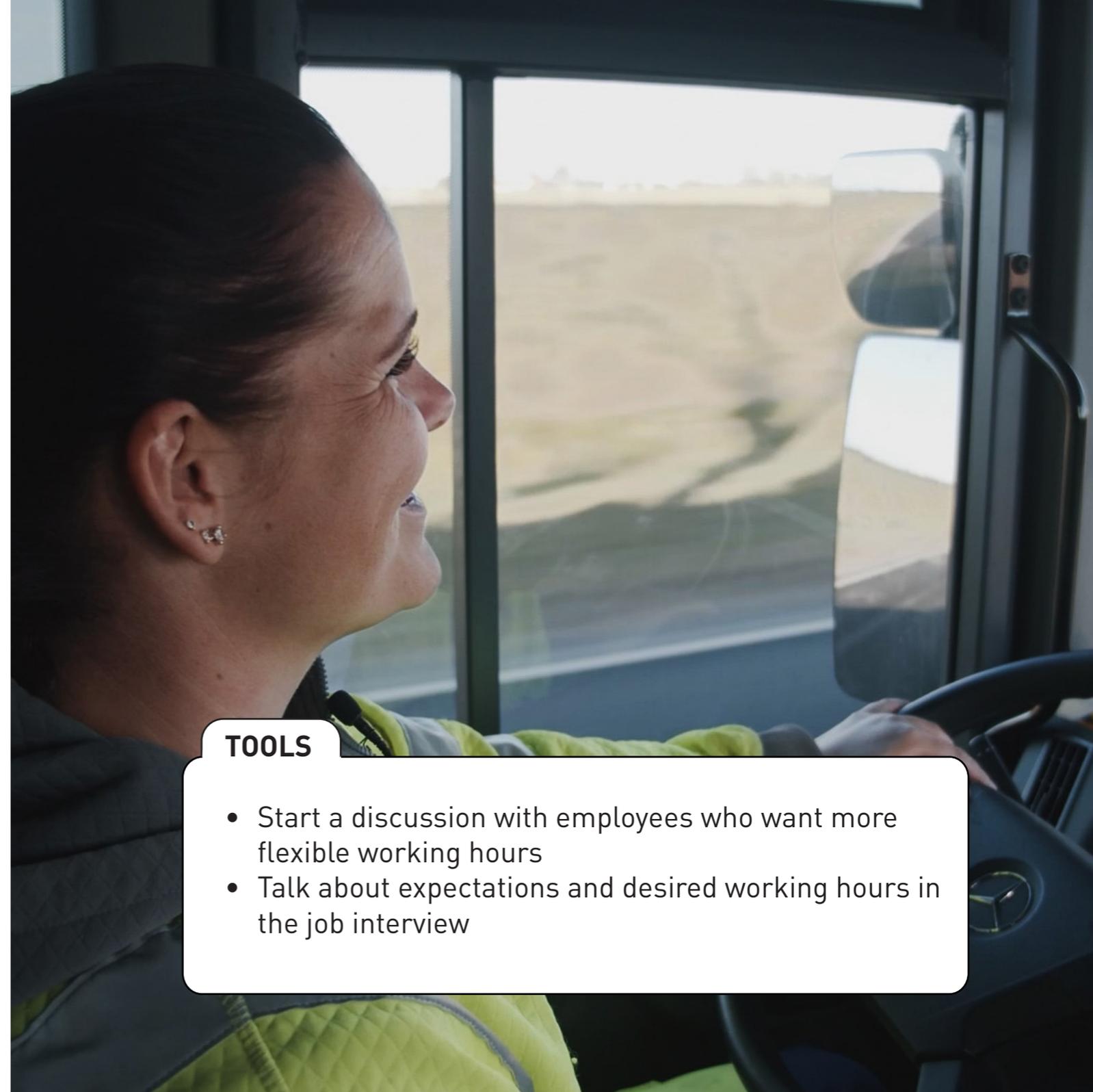
Although goods must be delivered at all hours of the day, many companies can still accommodate requests for working hours that fit around family life.

See what's possible in your business. Are there drivers, male or female, who want more flexibility? Start a discussion and explore what you can do. If you can offer more flexible working hours and schedules, this can help you retain existing employees and attract new ones – both men and women.

#4

TOOLS

- Start a discussion with employees who want more flexible working hours
- Talk about expectations and desired working hours in the job interview



PROVIDE WORK CLOTHES FOR BOTH GENDERS AND LOCKABLE CHANGING ROOMS

Often it's the little things that make you feel welcome in a workplace. But it's also the little things that can make you feel unwelcome.

At some transport companies, the practical working conditions still only cater to the male majority of employees. This can put women off the industry all together.

Female drivers in the industry say that it means a lot to them to have workwear in their size and fit, and to have access to changing rooms that can be locked.

#5

TOOLS

- Make sure all employees at your company have access to lockable changing facilities
- Choose a clothing supplier that also offers workwear designed for women

CREATE A FOCUS ON HEALTH, EXERCISE AND DIET IN THE WORKPLACE

As many driving jobs are largely sedentary, drivers are particularly vulnerable to health problems.

Focusing on health in the workplace may make your company more attractive to potential employees, both men and women.

Other driving jobs involve lots of fresh air and movement – for example, driving a refuse truck. You can use this actively in your communication and job postings, countering misconceptions about the job.

#6

TOOLS

- Focus on offering good advice on ergonomics, exercise and nutrition
- Offer a packed lunch scheme as an alternative to fast food
- Share exercise videos that can inspire drivers to move around during their breaks



INVITE LOCAL SCHOOLS TO VISIT OR OFFER TO VISIT LOCAL SCHOOLS

Inviting classes from local schools to visit your company is a good way to make young people aware of the job opportunities in transport.

Students can gain insight into a modern industry that performs an important function in society while getting the opportunity to experience these big vehicles up close. Female students can also get the chance to see that you don't need to be a big man with lots of muscles to drive a lorry.



**Lars William Wesch, director of
ATL under The Confederation
of Danish Industry.**

"We are facing a future in which there is a major shortage of drivers. That's why it's a serious problem that half of the population very rarely even considers a job as a lorry driver. We have to appeal to women, but there is also a need for us, as an industry, to look inwards and think about whether we can do more to make more women find our jobs and job opportunities attractive."

TOOLS

- Contact local schools once a year and invite a year group to visit
- Contact 'Job i Transport's roadshow to find out whether the specially designed lorry can visit your area
- Tell young people about www.jobitransport.dk, where a special GPS system can show them their way into the industry



6 RECOMMENDATIONS FOR INDUSTRY ORGANISATIONS AND TRADE UNIONS

1. Increase awareness of the positive effect of gender diversity on recruitment and the bottom line
2. Make it a shared responsibility to welcome women into the industry
3. Put gender diversity on the agenda of managers and union representatives
4. Break down stereotypes and put women at the forefront of the industry
5. Create a framework for offering more internships with transport companies
6. Focus on gender diversity in the 'Job i Transport'-campaign

INCREASE AWARENESS OF THE POSITIVE EFFECT OF GENDER DIVERSITY ON RECRUITMENT AND THE BOTTOM LINE

If we are to achieve the overall goal of having women make up 10% of freight transport industry workers by 2030, the entire industry must know about the documented positive effect that gender diversity has on companies' bottom lines.

Trade associations and unions can support this goal by helping to spread awareness of the benefits.

Research from around the world shows that companies and industries benefit from having a more equal gender distribution. The same applies when there is increased diversity across age, ethnicity, sexuality, etc.

Diversity has a direct positive effect on the bottom line, but also has a positive effect on performance, wellbeing and customer satisfaction.



WE MUST

- Communicate the benefits of diversity in the industry at conferences and meetings with members, as well as to companies' HR managers
- Focus on recruiting women as a way to secure a future workforce
- Continuously gather knowledge about the industry's experiences of recruiting women

MAKE IT A SHARED RESPONSIBILITY TO WELCOME WOMEN INTO THE INDUSTRY

With support from the 'Transportens Udviklingsfond' and 'Godstransportens Udviklings- og Uddannelsesfond' funds, 3F, ATL and DTL-A have set up the Task Force for More Women in the Driving Seat. The task force's recommendations and advice are compiled in this toolbox.

An important part of our job is to get as many people as possible to use these tools so that we can promote healthy growth, culture and recruitment in the future.

#2



Lars Overgaard, lawyer at DTL-A under The Danish Chamber of Commerce.

"We want the task force to turn words into action. The previous 'Transportens Rekrutteringsalliance' (Transport Recruitment Alliance) industry collaboration has proven that it pays to work together and share more perspectives on the challenges and solutions. The Alliance developed seven specific initiatives that addressed recruitment challenges in various ways. This model works, which is why we are now using it to work together to get more women into freight transport."

WE MUST

- Spread the task force's recommendations to the entire industry
- Get everyone involved and start a movement for change
- Take inspiration from the world around us, for example, from countries like Sweden, where more women are moving into the transport industry

PUT GENDER DIVERSITY ON THE AGENDA FOR MANAGERS AND UNION REPRESENTATIVES

Employers' and workers' organisations run many different training courses and communicate regularly with industry leaders and union representatives. A focus on increased gender diversity can be easily incorporated wherever appropriate, such as in courses, or at meetings and conferences.

#3



WE MUST

- Engage with managers and union representatives on the positive effects of increased diversity
- Communicate the task force's recommendations to managers and union representatives
- Encourage discussion of possible barriers and challenges that companies encounter in the recruitment process
- Work towards initiatives that support mentoring work

BREAK DOWN STEREOTYPES AND PUT WOMEN AT THE FOREFRONT OF THE INDUSTRY

The more often we see a woman in the driving seat of a big lorry, the more natural it seems to us. Organisations can contribute to breaking down stereotypes by regularly putting women in the industry at the forefront in their communications.

Organisations in the industry communicate through many different channels, such as websites, members' magazines and conferences, which means that there are plenty of opportunities to show female drivers at work.

#4



Kim René Busch, negotiation secretary at 3F and chair of the 'Transportens Udviklingsfond' and 'Godstransportens Udannelses- og Udviklingsfond' funds.

"There are many myths about women not wanting to, or even not being able to, drive a lorry. We know that women make good drivers and that the women in the industry are happy in their jobs. Unfortunately, far too few people are aware of the opportunities in the freight transport industry. That's why we are now working hard to reverse this trend."

WE MUST

- Highlight the female drivers in the industry
- Showcase the industry's female leaders
- Help women in the industry become "ambassadors" who can inspire young women to follow in their footsteps

CREATE A FRAMEWORK FOR OFFERING MORE INTERNSHIPS WITH TRANSPORT COMPANIES

All Danish high school students do an internship when they are 15 or 16 years old. Industry organisations are constantly working to improve opportunities for students to experience the industry for the first time while they're still at school.

Internships give students insight into what it means to be a lorry driver, refuse truck driver, warehouse operator, etc. And an internship is also an opportunity for girls to gain insight into the industry and to be inspired to apply for training in transport.

Offering students internships can help break down many of the stereotypes about the driving profession.

#5

WE MUST

- Improve opportunities for internships with transport companies
- Encourage girls to apply for internships in the transport industry
- Break down stereotypes about the industry through internships



FOCUS ON GENDER DIVERSITY IN THE 'JOB I TRANSPORT'-CAMPAIGN

The 'Job i Transport'-campaign has a wide reach through its digital channels, website and the roadshow, which travels around Denmark's schools.

The campaign must increase its focus on gender diversity even more, for example, by using promotional videos and social media content featuring both men and women.

The task force also recommends that the roadshow puts more emphasis on showing girls that the transport industry is also for them. This could be done by showing films featuring women and by having female drivers at the roadshow.

#6

WE MUST

- Use the digital campaign to show cool female drivers who can inspire girls to take the same career path
- Use the campaign's reach to bring the industry together and create change
- Ensure that girls who see the campaign can easily spot an opportunity for themselves in the industry and get the information they need

WE STAND TOGETHER ON GETTING MORE WOMEN INTO TRANSPORT



THE TASK FORCE FOR MORE WOMEN IN THE DRIVING SEAT

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Lars Overgaard, lawyer, DTL-A



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