



POLIS25
ANNUAL CONFERENCE

26-27 November 2025
Royal Jaarbeurs | Utrecht, Netherlands

**Use our hashtag:
#POLIS25**

Hosted by:



Intersectionality in the transport sector -

ADVANCING DIVERSITY, EQUITY, AND INCLUSION

intermobility.

THE EUROPEAN NETWORK ON MOBILITY

DAGMARA WRZESINSKA

Cubic Transportation Systems

Business Development Director: Northern Europe

Intermobility Co-founder & Board Member

intermobility.

THE EUROPEAN NETWORK ON MOBILITY

founded in 2023

+1000 experts

+40 countries

FOR a network of mobility professionals, standing out as a premier expert network, facilitating meaningful interactions and collaborations among leaders. We provide a vibrant platform for networking, sharing insights, and advancing knowledge through diverse events, working groups, and publications.



Intersectionality recognizes that individuals face multiple, compounding forms of discrimination that cannot be addressed through a singular approach.

Addressing systematic barriers. Traditional transport policies often fail to consider these overlapping factors, leading to exclusionary designs and policies that reinforce existing inequalities.

Theory that isn't followed by practice. While many companies offer equal opportunities (e.g. parental leave) and have dedicated protocols, culture gap, stigma and career progression issues remain.

Workforce inequalities

Accessibility & safety challenges

Disproportionate impact of policies



Intermobility: Acting today for more inclusion, diversity and equity in mobility and transportation (2024)

SURVEY:

~100 responses from European transport/mobility companies

INTERVIEWS:

~50 key stakeholders (think tanks, associations, companies).

LITERATURE:

PAST 20 YEARS REVIEW

ENDORESMEN

T: POLIS, UITP, Cercle CIME, Femmes en Mouvement, Ambassador for Diversity in Transport

Only ~48% of respondents have a dedicated DEI role (part- or full-time)

Only a minority report on DEI regularly (quarterly, monthly)

1/3 have equity KPIs & DEI education or mentorship program

Areas most affected by inequalities:

Engineering **44%**
General Management **42%**



→ 71%

Vast majority of respondents expressed pessimism about resolving DEI-related inequalities in their companies, highlighting ongoing issues with salary disparities, maternity support, and career progression.

→ Top 5 barriers

- Lack of diversity in skills/experience (65%)
- Non-inclusive work cultures (50%)
- Gender pay gaps (33%)
- Work-life balance challenges (31%)
- Harassment risks (27%)



Innovation that doesn't fail people

→ Policy makers and regulators

Encourage DEI via public procurement, incentives, reporting standards.

→ Private sector

Adopt the building blocks, start a DEI audit, collect data, set KPIs.

→ Industry professionals

Advocate, represent, join DEI networks, mentor, share good practices.





- The new Procurement Act 2023 mandates that public contracts consider social value; many contracts now use a **minimum 10% weighting for social value** in award criteria.
- Under the PPN 002 Social Value Model, contracting authorities now have a **standardized approach** to scoring social value.



- In the Wallonia region, social clauses are **mandatory in public works contracts above €1,000,000 (excl. VAT) threshold.**
- These clauses are used to hire **disadvantaged workers** (e.g., long-term unemployed), integrate trainees/apprentices, and collaborate with social enterprises / “work integration enterprises” (WISEs).



- Under **Directive 2014/24/EU**, public contracts can be reserved for economic operators whose main purpose is the social and professional integration of persons with disabilities or disadvantaged persons.
- The Court of Justice of the EU, in a case (C-598/19 Conacee), affirmed that Member States may require higher social criteria (e.g., a minimum % of persons with disabilities in workforce), as long as the procurement objectives are balanced with fundamental EU freedoms.





- A strategy (2024–2029) explicitly committed to **“bringing your whole self to work”**
- Rolling out **resources** and conversations around neurodiversity, cultural celebrations, fertility, baby loss, etc.
- **Data-driven inclusion** to understand which intersecting groups are underserved.



- TPE launched a **Neurodiversity Network Group**, specifically for employees with ADHD, autism, dyslexia etc.
- They also provide **neurodiversity training** (via The Brain Trust) and encourage adjustments for neurodivergent colleagues.



- **6 internal network groups**, including LGBT+ Southeastern and Mind the Gap (mental health).
- Wide support policies: e.g., **shared parental leave, fertility guidance, baby-loss awareness, menopause support**, and gender identity guidance.
- **+50% more female drivers/conductors** over a couple of years.
- Mentorship to support **underrepresented groups**.



5 ACTIONABLE PILLARS *for change*

CORE VALUE

Embed DEI in mission, allocate resources, communicate regularly, training.

Put your money where your mouth is.



FLEXIBILITY ACROSS THE EMPLOYEE LIFECYCLE

TRANSParent career paths, pay policies, flexible working, (reverse) mentoring.



MEANINGFUL PARTICIPATION

Clear rules, communication channels, safe spaces, long-term commitment.



MONITORING & EVALUATION

Collect **disaggregated data** (gender, age, disability, etc.), report transparently, tie to ESG.



LEADERSHIP

DEI champions at the board / C-level, share learnings, influence policy, set KPIs.





**Thank you for
your attention!**

**For more
information:**
Dagmara Wrzesinska
Cubic Transportation Systems
dagmara.wrzesinska@cubic.com

POLIS
CITIES AND REGIONS FOR TRANSPORT INNOVATION



City of Utrecht

POLIS25
ANNUAL CONFERENCE

26-27 November 2025
Royal Jaarbeurs | Utrecht, Netherlands

Use our hashtag:
#POLIS25

