

# Human Resources

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## Strong loyalty to SBB.

SBB employees face tough challenges. The economic environment, competition and relentless cost pressure necessarily result in reorganisation. This may cause job losses in some areas, but create new ones in others. SBB accepts its responsibility towards those affected, taking measures to minimise the social consequences. Employee satisfaction increased again in 2003.

In 2003, the headcount at SBB (including subsidiary companies) averaged 28,707 full-time-equivalents – just 79 less than in the previous year. These figures do not include apprentices and their supervisors, who in 2002 were integrated into the Login training association. On behalf of SBB, Login trained 1,148 apprentices (1,062 in 2002). Conscious of its responsibilities in the training field, SBB has increased its apprentice intake to 1,200 for the years 2004–2006.

New jobs in security. While certain projects involved substantial job losses, some measures taken last year created new jobs. For example, although 420 jobs were lost in the reorganisation of wagonload traffic and baggage forwarding, around 350 new jobs were created by the expansion of train crews in the Zurich area and of the railway police. A cost-cutting programme in the company's head office will involve about 50 job losses.

Change as opportunity. Job reductions at SBB do not mean dismissals. The collective contract of employment guarantees that responsible solutions will be found, minimising the social consequences of reorganisation for those affected by it. In the year under review the company spent some CHF 19 million on vocational retraining programmes for 213 persons. Staff spend an average of 372 days in the qualifications programme until they find a job, either within SBB or elsewhere. A new programme for employees over 58, designed to offer them various options for the future after losing their jobs, was introduced in 2003.

Satisfaction increased. Job satisfaction among SBB employees increased again in 2003. Satisfaction in the year under review amounted to 61 points out of a possible 100, a two-point increase on 2002. The reversal in the trend has therefore continued. Factors such as level of identification with the company, workplace situation or employees' own customer focus fared better in the latest representative survey, the fourth of its kind at SBB. Satisfaction grew in almost all surveyed divisions, units and professional groups. SBB has set itself the target of further increasing employee satisfaction.



During the year under review the collective contract of employment (GAV), which was scheduled to expire at the end of 2003, was extended for a year by SBB and its staff associations. This was because preparations for the modifications to the contract, particularly the introduction of a new wages system, were taking longer than planned. In the meantime negotiations have started on a new contract.

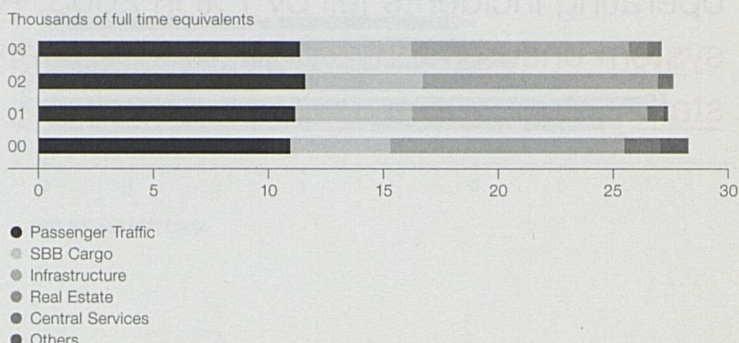
**Professional healthcare management.** Like other companies, SBB has experienced an increasing incidence of physical and mental illness. Measures taken in the past to protect the health of employees and improve safety at work need to be stepped up. In 2003 SBB therefore embarked on the creation of a professional occupational healthcare management system. Its objective is to avoid prolonged absences and generally promote the health of employees in collaboration with personnel and healthcare specialists, managers and staff representatives.

**Part-time working encouraged.** The trend towards new forms of work that has been evident for several years is continuing. Almost one SBB job in ten is now part-time. The higher proportion of men working part-time is particularly striking – the percentage rose from 4.9% to 5.9% last year. As for female employees, nearly half work part-time. The proportion of women in the workforce continued to rise, reaching 12.2% at the year-end in terms of numbers. By the end of 2005, SBB expects to bring this figure to 13%.

2003 saw the publication of SBB's second social report, which reviews HR policy in 2001 and 2002. In addition to the four key topics of change, modernisation, careers and job-related stress, the report provides comprehensive facts and figures on all aspects of staffing at SBB. The report can be ordered or downloaded from [www.sbb.ch](http://www.sbb.ch).

#### Personnel.

Employees<sup>1</sup> by business unit



<sup>1</sup> SBB AG and SBB Cargo

#### Apprentices by vocational group.

(including adults in training)

As at 31.12.2003

