

# Enterprise SBB

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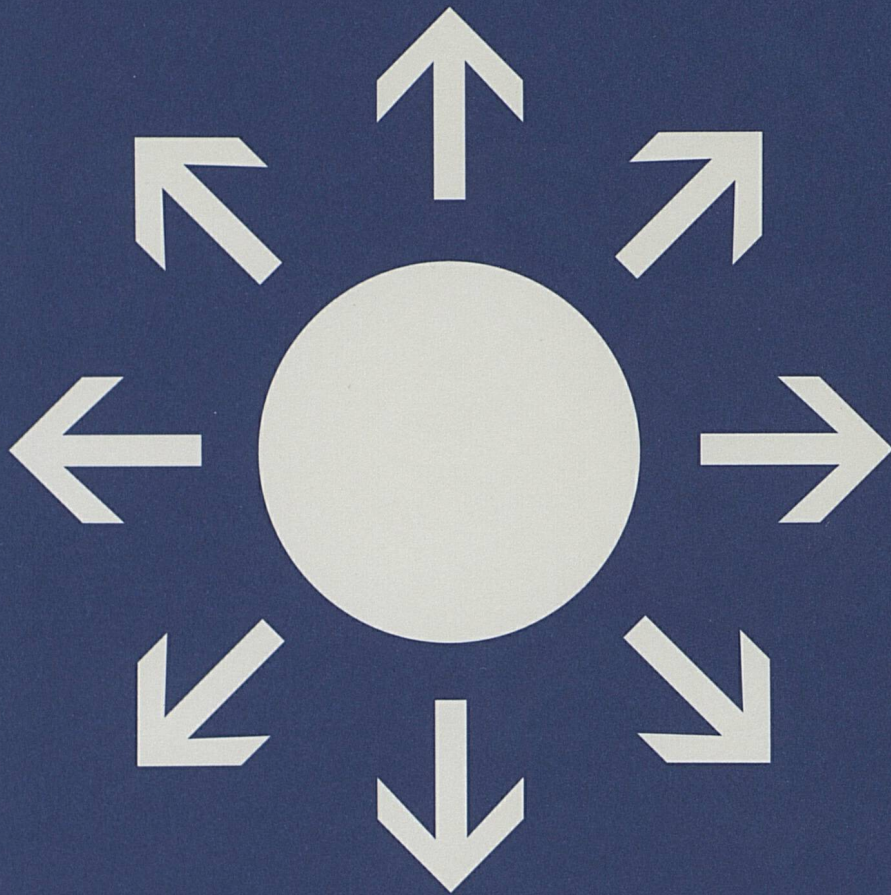
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Enterprise SBB







# We secure.

The SBB puts safety first. This also means a permanent inspection of all installations and the rolling stock. Thereby, the latest technical methods are used, but also visual and tactile examination by specialised staff is not neglected. Because also here, sensitivity may be decisive.



A photograph of a railway worker in an orange safety suit and helmet, focused on his work on a track. The background is slightly blurred, showing industrial structures. A dark blue banner with white text is overlaid on the right side of the image.

# We promote.

The SBB treads new paths in vocational education. Now it only offers apprenticeships that have been acknowledged by the Federal authorities and that enable access to other business branches. Also the vocational education of track builders becomes more flexible. Granted that in the future "Verkehrswegbauer" (traffic route builders), this is their new designation, will mainly be building tracks, but the broad basic professional education also opens up other careers to them.

The SBB AG has made use of the chances of the railway reform. Thanks to a persistent orientation to productivity increases and the big effort of all employees, a positive operating result of CHF 275.2 million and a profit of CHF 120.3 million could be achieved. The first year of the SBB AG was characterized by a radical redesign of the enterprise with separation into three divisions with their own set of accounts.

All areas of the SBB have contributed to the good result. The train services' offer was extended in all areas and the stock of regular customers could be increased further. In freight traffic, the transported volume rose to the new record value of 57.3 million tonnes. In the Infrastructure division, the receipts from the sale of train paths reached CHF 647.4 million, and a positive financial result of CHF 78.4 million could be achieved. The punctuality targets could only partially be reached because of the extreme weather situation.

In 1999, the SBB employed 29 202 persons on the average, 1 659 less than in the previous year. As a result of the continual rationalization and increasing volumes of traffic, productivity could be increased by 9.2 percent in the past year. Since 1992, productivity at the SBB has been increased therefore by around 42 percent.

### → Divisionalization of the enterprise

Because of the special circumstances, the newly elected Board of Directors had already decided in autumn 1998 to drastically redesign the enterprise. The practical implementation of consequential management decisions was pushed forward in the first few months of the year. In most areas, the new structures became already operational by the end of April.

The SBB is newly divided into the three divisions Passenger, Freight and Infrastructure. It has thus adopted a concern structure with sub-units having a high degree of self-responsibility in reaching the targets that have been set for them. The divisionalization was effected in a consistent way, which made it necessary to break up production fields such as traction, and to integrate them in the divisions.



Social partners at the round table:  
Collective Labour Agreement  
negotiations at the SBB.

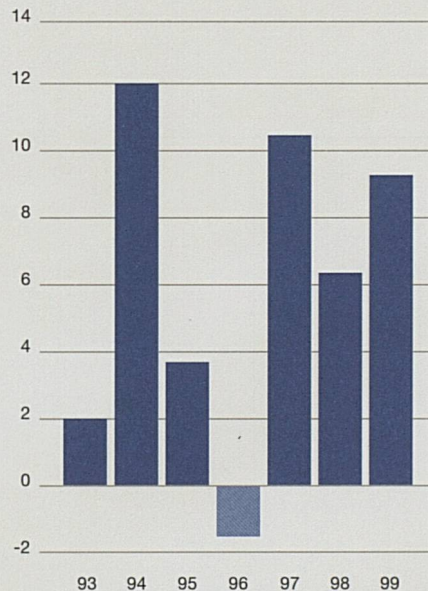
### → New regional structure

The regional structure of the SBB was fundamentally changed and simplified. The traditional Area Managements Lausanne, Lucerne and Zurich were abolished. The regional portfolios of the divisions are managed by them directly. On one hand, more competences were given to the responsible managers in the regions, on the other hand, the personnel management was tightened.

### Personnel policy

With the far-reaching redesign of the SBB into the SBB AG, the continuation of a foresighted personnel policy is of great importance. The company management must make sure that the staff identify themselves with the SBB's goals, even in times of change, and retain their trust in the management. For most employees, the process of change is a burden. The "leitbild" in personnel policy was approved last year. This and the new relations with the trade unions where the social partnership takes the form of a contract partnership where both partners agree with a new autonomy on employment conditions, form the guidelines for human resources management.

Yearly productivity increases in %



## The highest goal is to open up new perspectives on the internal and external labour market for the employees made redundant.

### → More flexible, and shorter working hours

In 1996, the staff was promised that, in return for a temporary wage sacrifice, working hours were to be reduced, also with the intended side effect of saving jobs. The SBB negotiated a reduction in working hours, which, apart from saving jobs, comprised also increased flexibility of working hours. This working time reduction is financed equitably by the company and the staff (through renouncement of the cost-of-living allowance). The 39-hour week will be introduced on 1st June 2000, together with a flexible yearly working time. More than 20 working time models replace the rigid prescriptions of a working time regulation according to civil service law.

### → On the way to the first collective labour agreement

According to the SBB law, the personnel of the SBB AG will continue to be employed under public law. The company management however, can, together with the trade unions, agree on collective labour agreements whose terms may differ from those of the other federal agencies. This possibility was created so that the SBB can advance with the modernization of the employment conditions, independent from the revision of the civil service law. In the first half of the

year 1999, the common preparatory work of the SBB and its social partners for the collective labour agreement were concluded. In September 1999, the negotiations with the staff associations were taken up. In intensive discussions until the end of the year, the newly arranged relations between the SBB AG and the trade unions, as well as important provisions (employment conditions in the fields of wages and working hours) were bargained.

### → New paths in vocational education

The SBB AG adopts new methods in vocational education. As from summer 2000, the training courses which were primarily centred on a professional activity at the SBB, will no longer be offered. Employees will receive a marketable vocational education recognised by the Federal Authorities within the margins of the vocational education law, opening up chances on the labour market and thus giving more flexibility. New vocations are for instance: merchant in public transport, or traffic route builder.

### → Re-orientation and jobs

In order to remain competitive, the SBB AG wants to continually improve productivity. A consequence is a reduction in the workforce by around 10 000 staff since 1993. This reduction could be accomplished without dismissals for operational reasons. The strong decrease of the workforce in 1999 is partly due to an exceptionally high number of early retirements. 948 employees were able to retire at the age of 60, in some exceptional cases even from the age of 58.

Early retirements are a solution that has its limits if with rationalisation measures, also younger employees are made redundant. Precisely this was the case with the closure of the main workshop of Chur, which in a way became the touchstone for the new labour market policy of the SBB AG. After the decision was taken in autumn 1998, an intensive search began to find individual solutions for the staff concerned. With some rare exceptions, new jobs could be found until the end of the year, inside and outside of the SBB.

The experiences in Chur influenced the new SBB labour market policy which is to replace the current job guarantee. The first aim is to open up new perspectives for the employees made redundant, on the internal and external labour market. In order to do this, regional pools named "Neuorientierung" (new orientation) are created, to which the employees without a fixed job are assigned. Personalized action plans are developed there, with the concurrence of the persons concerned, in order to find a fixed place of work again. Main features in this process are the activation of self-initiative and awareness for personal skills and competences. The pool organisation becomes operational in spring 2000.



## Corporate Risk Management

In summer, the new central unit Corporate Risk Management was created, composed of the fields Safety, Quality Management, Environment, Insurance Management and Legal Service, which previously were attached to different organisational units. With the creation of the Corporate Risk Management, it shall be taken account of the requirements of a modern business management in mastering entrepreneurial risks.

### → No compromises in matters of safety

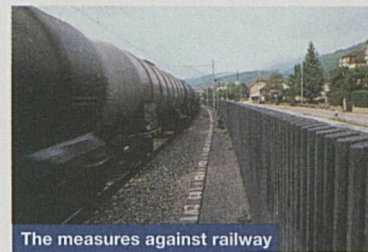
With the creation of a central safety organisation, the SBB has demonstrated the high value it attaches to safety. The central assessment of safety risks and the elaboration of strategies for averting dangers shall assure that throughout the enterprise, comparable standards are applied. Implementation of the safety strategy is the responsibility of the divisions.

Of special urgency was the adaptation of the emergency organisation to the new situation for the event of major incidents. This organisation, comprising regional emergency managers as well as the care offered to victims and their relatives, is now ready.

In regard to the frequency of operating accidents, no marked changes are to report as against the previous year. A

shadow however was cast on the year by the accident of Zurich–Wiedikon on 1st February, where for the first time since 1994, a death in an operating accident had to be deplored. A further accident in which also a shuttle train of the SBB was involved happened in early November at Bern-Weissenbühl on the BLS network, killing two people.

This accident has led to widespread discussion on the safety measures of the railways. Today, it is generally agreed that it is wrong to wait until the European Train Control System (ETCS) is ready for operation and that it is necessary to force the pace of installations with the present ZUB system. The ZUB ("Zugbeeinflussungssystem", an automatic train control system) is already in operation at 1800 places on the SBB network. In the course of the year 2000, a further 120 signals shall be retrofitted with ZUB. (More information on the operational safety measures can be found in the section Infrastructure.)



The measures against railway noise are swiftly realised.

New electronic systems for the reduction of safety risks are being used increasingly in more areas. The application of electronic derailment detectors was tested in 1999 in a trial operation. Not only wagons carrying dangerous goods shall be equipped with them, but also trains of long-distance passenger traffic.

### → New Rail Environmental Center

The Rail Environmental Center as a corporate competence centre is responsible for the elaboration of the environmental strategy and the company's own environment management system. Thereby it can rely on a network of environment agents in all business fields of the SBB. For the first time, the SBB informs on the results of its activity in this field in a comprehensive environment report, published at the same time as the annual report.

The main theme of the environmental policy in 1999 was the question of noise abatement measures at the railway. While the corresponding bill was discussed in the Federal Parliament, the works have been initiated at the SBB for the realisation of this big project. To enable a quick realisation, the SBB has liberated an interim credit of CHF 14.9 million for the sanitation of a total of 450 passenger cars until the end of 2000. Until 2003, sanitation of all 1500 noisy passenger cars shall be completed.

As regards goods wagons, this will take at least until 2009. The full effect will be reached only when the fleets of goods wagons of the other European countries will be upgraded. In order to make this happen, the SBB is active in the respective authoritative bodies of the railways at European level.



The Brünig line is released into independence.

Until 2003, sanitation of all 1500 noisy passenger cars shall be terminated.



The SBB locomotives and depots have been attributed to the divisions Passengers and Freight.

### The Interim Division TWD

With the reorganisation of the SBB on 1st January 1999, units not definitively attributable were, for the time being, attributed to the interim division TWD (traction, workshops, services). This was done in order to integrate the respective units into the new structures as regards subordination, and to effect a final attribution in the course of the year.

– In the second half of the year, the business field Traction (locomotive drivers and locomotives) was broken up and attributed to the two divisions Passenger and Freight.

– In the course of the year 2000, the business field Heavy Maintenance of Rolling Stock will be broken up and attributed to the two divisions Passenger and Freight, and integrated there with Light Maintenance.

– Brünig line: the only narrow-gauge line of the SBB has been managed as a separate business unit since 1997. It is intended in 2000 to release it into independence as a limited company. Concurrently, the line shall be modernised, equipping it with remote control and a new automatic train protection system.

– The fields Safety and Quality Management were integrated on 1st July into the new central unit Corporate Risk Management.

The interim division TWD was dissolved per end of August after it had accomplished its tasks.

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Manager Finances and Controlling

\*\* since January 2000

\*\*\* since March 2000