

In 2019, the activities of "Lietuvos Geležinkeliu" were accompanied by many good news - record profits and the number of transported passengers per year were achieved, record dividends were paid to the state, the group's ambitious long-term strategy was implemented, and the company's board of directors was declared the most professional. The emergence of Covid-19 that occurred in our country at the beginning of this year turned the lives of one of the largest companies in the country upside down. The daily activities of thousands of employees were disrupted by numerous unexpected problems dictated by the new reality: restrictions on transport activities, rapidly changing operational requirements, uncertainty about the future. In difficult moments, we could enjoy the high concentration and professionalism of the team - this helped us quickly find the right solution for each challenge, allowed us to take care not only of the company's affairs, but also to help other organizations in the fight against the consequences of the virus and transport disruptions throughout Europe. The challenges of this period have become a catalyst for faster testing of new business methods and services that are now needed. Undoubtedly, many of the lessons learned during this period will become a solid foundation for new growth. And losses – we meet them realistically by assessing the situation and enjoying timely decisions that allowed us to reduce possible losses.

The first signs of anxiety were recorded almost three weeks before the quarantine was declared. On 28 February 2019, the first case of COVID-19 was reported in Lithuania. It became clear that the bomb was ticking and that the infection could spread uncontrollably at any time, including transport. Therefore, on February 29, a package of safety measures was introduced in passenger trains: trains must be cleaned with disinfectants at least once a day, and trains traveling to the airport or on border sections - at least twice. Railway stations were also cleaned with disinfectants. The company "LTG Link" prepared an action plan and also prepared itself for the complete disinfection of the trains, in the event of a suspected case of coronavirus on any of them. Trains should be ventilated longer at the initial and final stops on the routes.

In March, disinfectant liquid dispensers were placed on the trains, personal protective equipment was distributed to train drivers and conductors, and the temperature of these employees began to be measured. On March 16, with the introduction of quarantine, all international routes were suspended. LTG Link recently announced that it is starting to limit the number of passengers on local trains by ensuring that a seat is within one meter of another passenger. The sale of tickets and food on trains has also been suspended, and cash payments at ticket offices have also been suspended. With passenger flow reduced by more than 80 percent, almost half of train journeys - 106 out of 226 - were optimized from late March to early April, but



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

essential connections remained in place. For a while, after the bus fleets ceased operations, LTG Link was the only intercity public transport operator.

With the heightened anxiety and uncertainty regarding security in the country, all employees of the group were covered by Covid-19 insurance, which guarantees financial support against the virus in the event of admission to medical facilities. However, it was not necessary in principle - until the date of this report, the first days of June, the "Lietuvos geležinkeliu" group managed to avoid the outbreak of the corona virus. In a group of companies with more than nine thousand employees, two infected workers have already recovered. During the quarantine, more than 7,000 employees performed tasks in the LTG group at workplaces. Providing effective protective measures to such a large number of people has suddenly become a difficult task, as the demand for these measures has increased tremendously across all sectors. This statistic is partly determined by the fact that stricter requirements than official recommendations were applied for the maintenance of premises, disinfection procedures were carried out even when they were not mandatory. During the quarantine, employees were issued with:

Disposable gloves - 250 110 pcs.

Disposable gowns - 180 pcs.

Disposable overalls - 1,476 pcs.

Shoes - 6,700 pcs.

Respirators (FFP1) – 303 units.

Respirators (FFP2) – 39,614 units.

Neck sleeve - 3,084 pcs.

Safety glasses - 2,567 pcs.

Face shield - 216 pcs.

Quarantine "accidentally" opened up new possibilities in the routine of employees. At the beginning of May, a record number of people - almost 500 specialists from various IT sector companies around the world - attended the annual conference of the Center for Information Technologies "Lietuvos Geležinkeliu". About 100 guests participated in the live event a year ago, so the global migration to communication applications has undoubtedly advantages. In 2019, a contract with "Microso" was signed and a modern "Office 365" package was installed for all employees in corporate functions, which includes the remote collaboration tool "Teams", various cloud data storage systems, etc. In cooperation with "Telia", the administrative staff is equipped with laptops and remote work access. During quarantine, these solutions became key working tools for teams and allowed most corporate workers to work effectively at home.



**Co-funded by  
the European Union**

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

The LTG Group Emergency Center and the teams of the group companies did not stop preparing for the challenges of the pandemic even after the end of the official quarantine. The Group has a personal protective equipment (PPE) reserve, business continuity plans and is prepared for even the worst scenarios.

In order to identify and highlight the experience of employers and employees of Lithuanian railways in the field of cooperation in the management of the health and economic crisis caused by COVID-19, a survey of employees of Lithuanian railways was carried out in order to examine the following aspects:

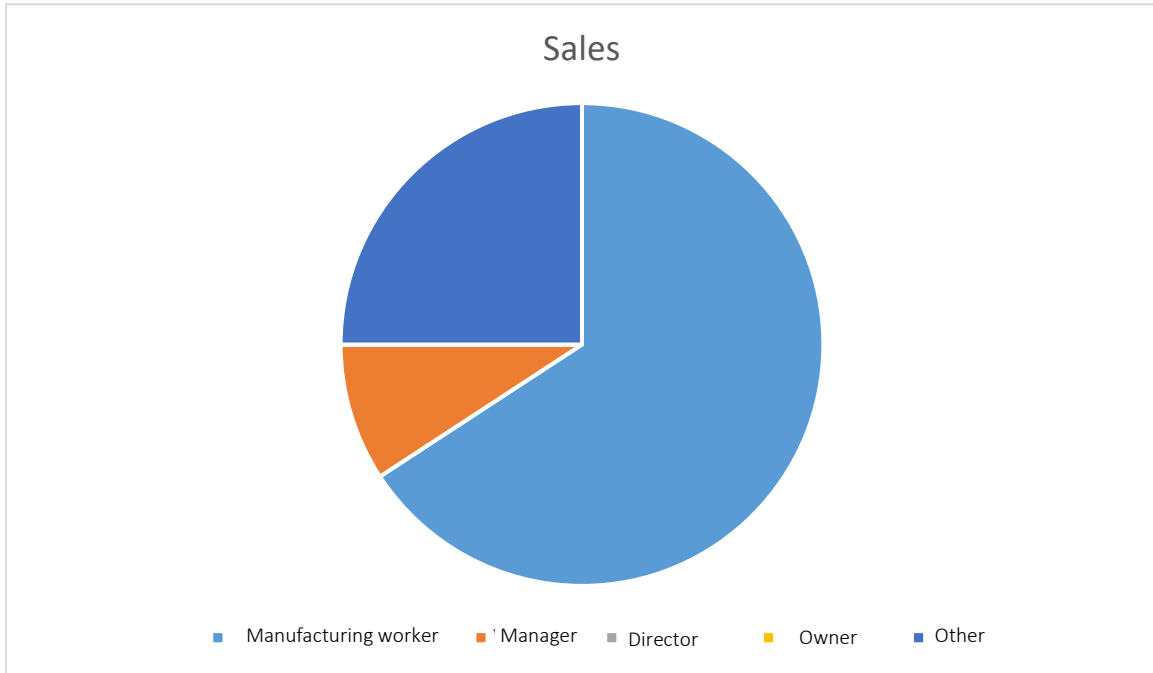
- Experience with employee participation and consultation in decision-making related to the COVID-19 crisis. Talk about chances and mistakes.
- Obstacles, difficulties and obstacles in organizing consultations and employee participation.
- Decisions/actions/initiatives that contributed to information, participation and consultation of employees.
- Partnership (human, financial, material resources) in participation and consultation processes.
- Good practices in the management of the COVID-19 crisis, which were developed and implemented on the basis of the employer-employee agreement and the possibility of their transfer and application in other emergency situations.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

The study included 76 respondents, 50 production workers and 7 managers



Hierarchical level of respondents.

The largest number of respondents indicated belonging to a trade union, 47 or 7, and only 7 respondents indicated belonging to a business company. The majority of respondents stated that they work in technical maintenance departments. 74 respondents stated that they are workers.

As many as 67 respondents indicated that they belonged to the age group 46-65, none of the respondents belonged to the age group 18-30. The number of respondents was similarly distributed by gender, 45 men and 31 women.

Activity.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

Most of the respondents - 64 indicated that they work in infrastructure, that is, 72 that they work in a large company whose form of ownership is a state enterprise. Practically all respondents mentioned land/rail/transport.

Were you or your representatives consulted on the best course of action in selecting protective measures before making decisions?

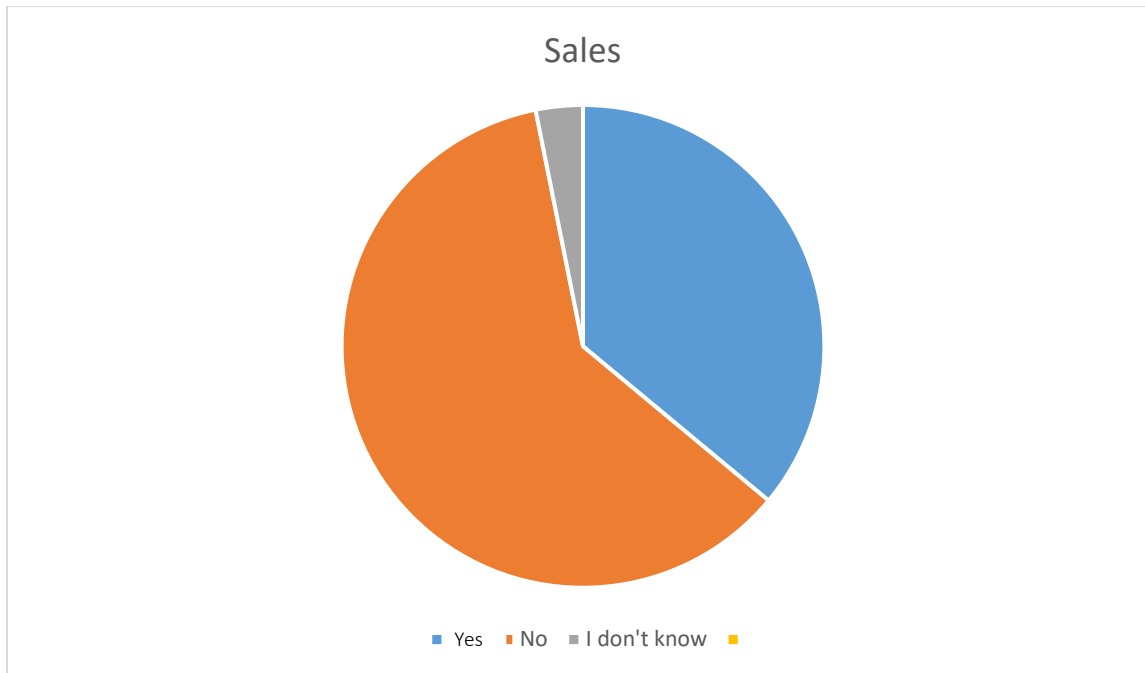
When asked about consultations, 47 employees stated that they were consulted about protective measures, as many as 54 employees stated that they were consulted when choosing and sending information about symptoms of the disease COVID-19, methods of infection and prevention, 43 employees stated that they were consulted when choosing the necessary information about the necessary protective measures established by the Government, which directly affected the mentioned sector and affected the complete or partial suspension of transport activities. 59 respondents indicated that there was good communication in selecting the necessary information to be forwarded, which explains how to carry out work tasks safely and without endangering either us or our clients.

Staff interviewed indicated that they did not know whether appropriate channels and resources had been consulted to ensure that all information related to COVID-19 was communicated quickly and effectively to all staff. This is exactly what 50 respondents answered. 58 employees confirmed that they were consulted both for the necessary training and for determining the measures to be applied in the company for infection protection /56/. Summarizing the answers given, it can be concluded that the workers and their representatives were properly consulted on the pandemic control measures.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

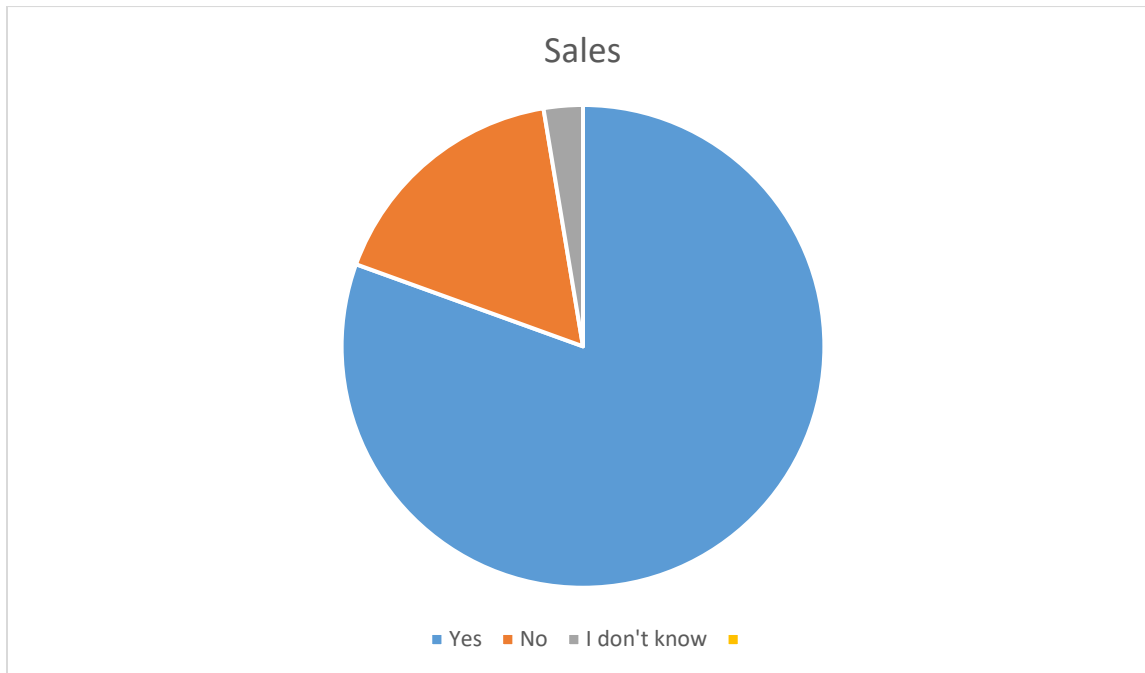


Before making decisions, consultations were held with you or your representatives to discuss when it is better to save business and maintain business continuity due to the closure of the company, cessation of business. 27 respondents stated that they did not know, 33 stated that there were no such consultations. In addition, 33 respondents stated that there were no consultations on layoffs, and 16 said they did not know. 31 respondents answered that there was no consultation regarding the announcement of a stoppage, 26 answered that they do not know if there was any consultation. Regarding the reduction of wages and the extension of working hours, 44 respondents stated that they did not have an answer, that is, 25 and 24 respondents said that they did not know. Summarizing the answers received, it can be said that the company's representatives did not sufficiently consult with the employees regarding business preservation and business continuity.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”



Have you or your representatives been consulted on the best practice in identifying and assessing the risk of infection before making decisions? More than half of the respondents answered positively, i.e. 43 respondents. Also, as many as 49 respondents indicated that they were consulted when developing solutions and technical prevention, control and protection measures and ways to protect persons at risk of infection. 50 respondents confirmed that they discussed how best to communicate with other employees in the company about risks and preventive measures to prevent infection, 49 - solving the issue of employee training and 44 - determining the monitoring of diseases and possible cases of infection.

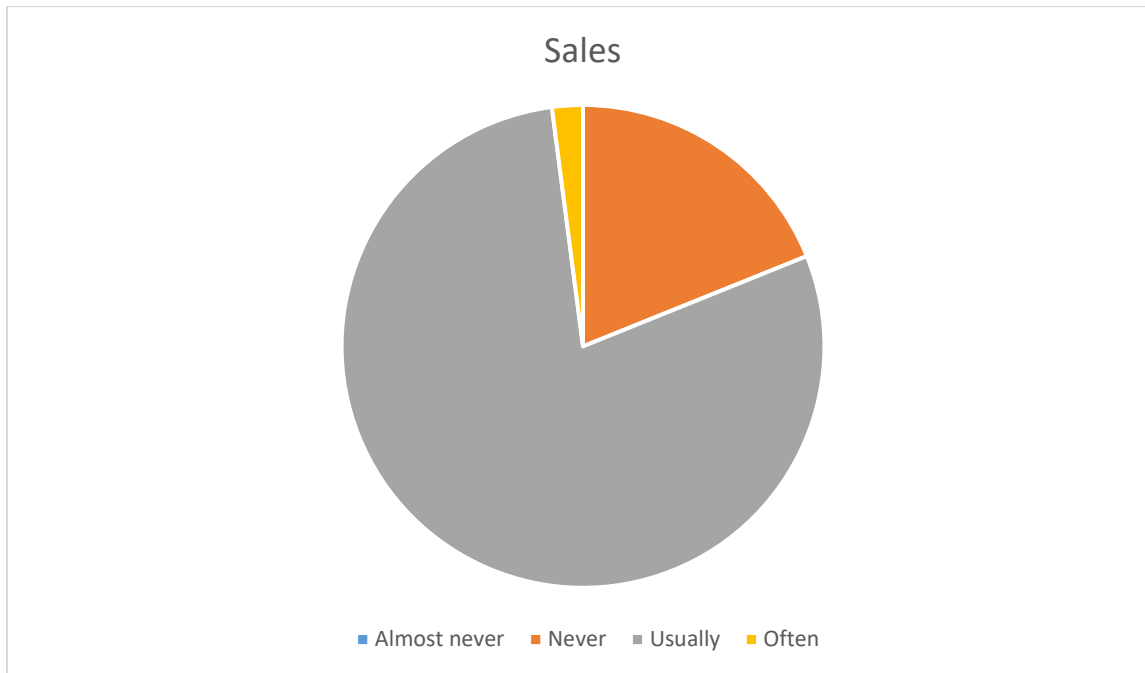
Summarizing the answers, it can be said that the absolute majority of the respondents indicated that consultations were carried out in connection with risk assessment, prevention measures and identification of possible cases of the disease.

Has there been any consultation with you or your representatives prior to making decisions to discuss when it is best to preserve the business and maintain business continuity to develop economically viable solutions that ensure sustainable and profitable business continuity.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”



When you think about the present or the future, does the impact of the pandemic on your social life, family life and work make you concerned about possible changes in the way you do your job. As many as 46 respondents indicated that they were very concerned. When asked if they were worried about possible lower pay, respondents were roughly evenly split, with 27 respondents saying they were often worried and 24 saying they were almost never worried. Similarly, 20 respondents indicated that they hardly ever worried about the potential negative impact of changes to working time, shifts or rest days, while 22 indicated that they often worried about it. As many as 33 respondents stated that they were often worried about the possibility of losing their job, 15 that they were very worried.

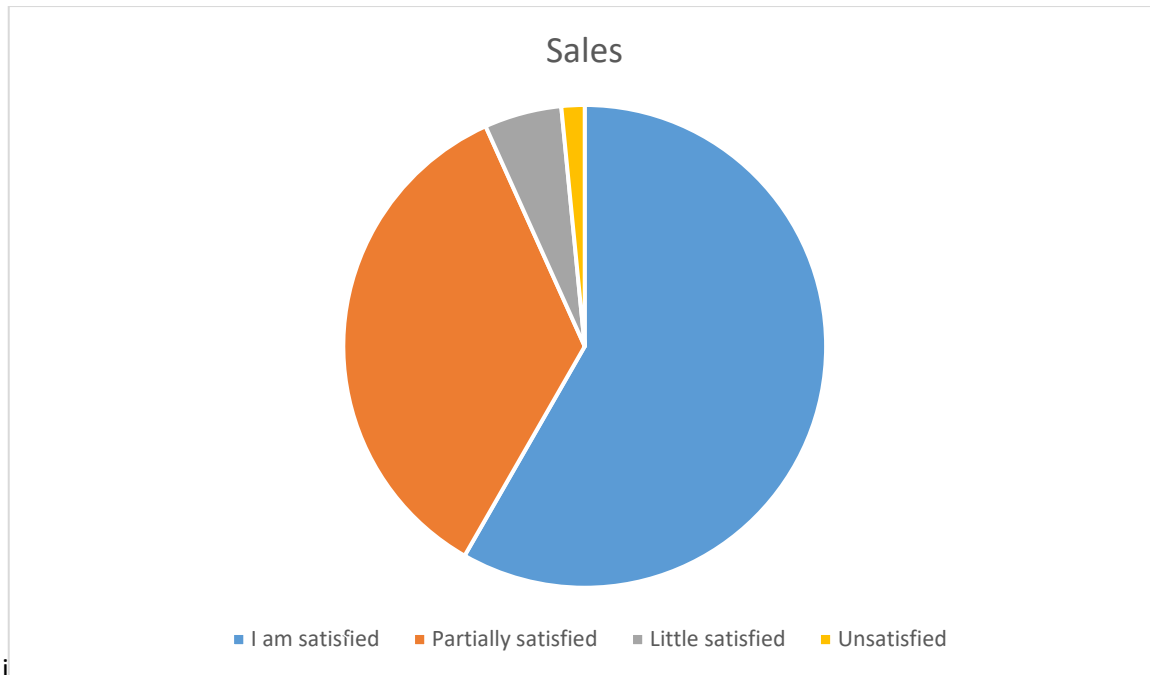
Summarizing the answers, it can be said that for more than half of the respondents, the impact of the pandemic on social and family life caused concern about possible changes at work and the future.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”





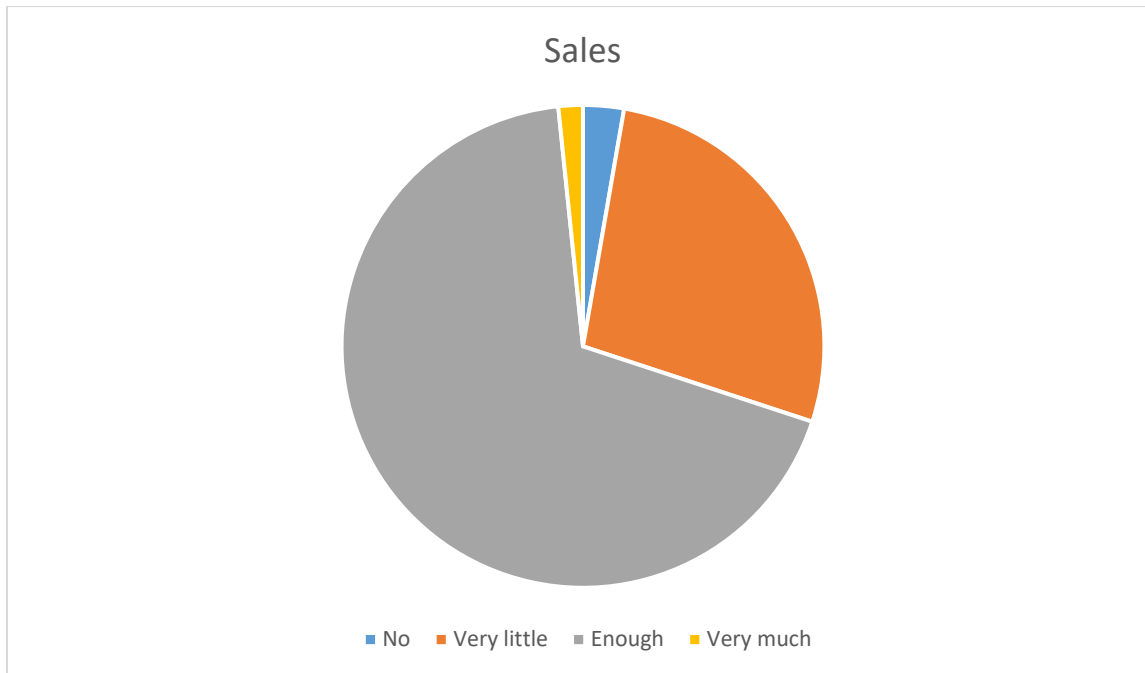
How do you think your company addressed issues related to information and training on COVID-19 prevention during and after the pandemic consultation and engagement. Answering this question, 45 respondents indicated that they were satisfied. The same number stated that they were satisfied with the implementation of preventive measures. As many as 50 stated that they were satisfied with how colleagues respected the rules of safety and health, 48 were satisfied with how the rules were followed by managers, and 43 were satisfied with how the rules were respected by customers. The majority of respondents confirmed that they were satisfied with various measures, including a flexible work schedule, in order to balance work and private life, - 41 respondents, 27 stated that they were partially satisfied. As many as 55 employees stated that they were satisfied with how the company takes care of the safety and health of employees during the COVID-19 pandemic, 18 stated that they were partially satisfied.

In conclusion, it can be said that after consultation with employee representatives, the company managed the issues related to information and training on the prevention of COVID-19 quite well.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”



If we look at the whole situation through the prism of the pandemic period, how would you rate your personal experience with the actions taken by your company to manage the health and economic crisis caused by COVID-19 / I feel valued as an employee / - 50 answered positively, only 2 respondents answered negatively. 40 respondents stated that they were recognized as professionals, only 10 responded negatively. Also, 38 respondents stated that the company's action gave them more confidence in it. Accordingly, 41 respondents confirmed that their company trusts him / her more.

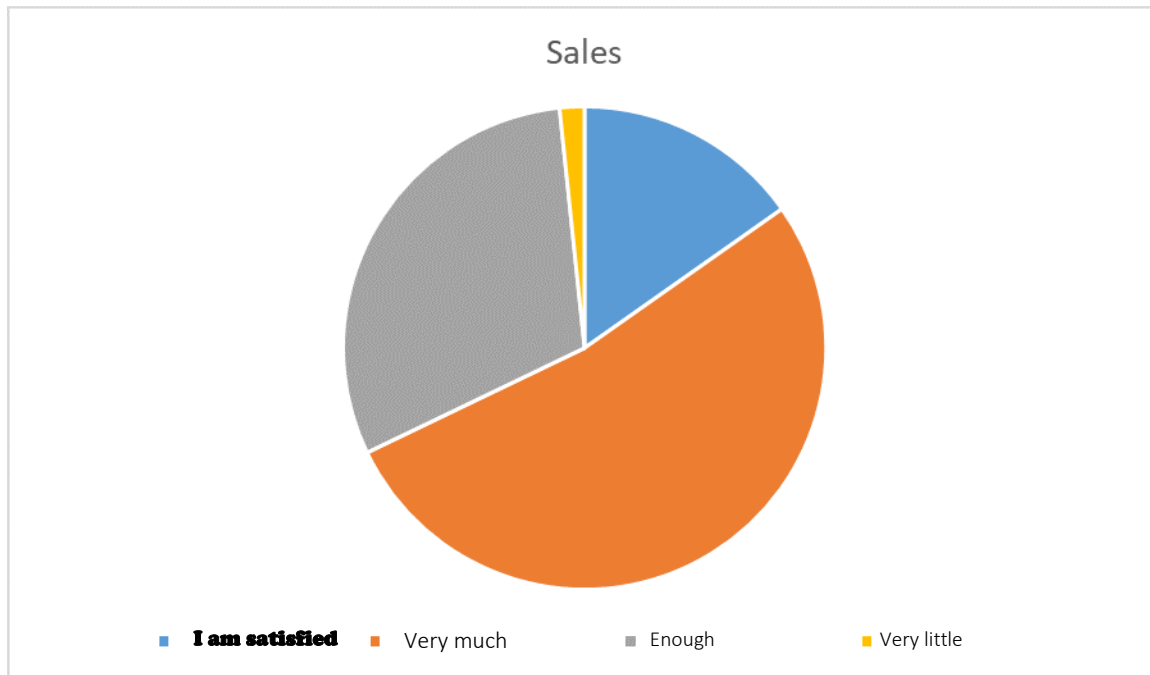
Practically similar survey results on the current state of pandemic management show that employees feel respected and confident in their company.

In short, it can be said that the pandemic control actions, properly executed communication with employee representatives strengthened the employees' trust in the company.



**Co-funded by  
the European Union**

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."



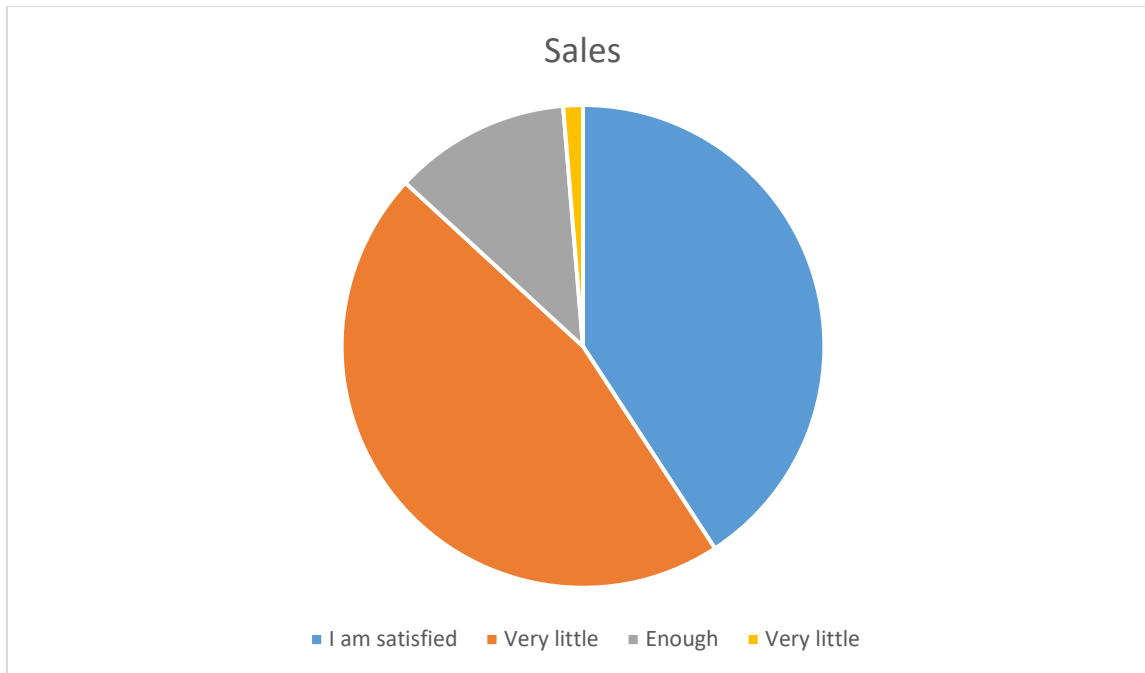
How would you rate the Government's actions in relation to the management of the health and economic crisis caused by COVID-19/ the adoption of special regulations and rules that regulate emergency prevention, infection control and coordination measures to overcome the health crisis/ - 5 respondents answered in the negative, 38 stated that are partially satisfied, 11 are satisfied. More than half of the respondents stated that they are satisfied/15/ or partially satisfied /34/ with the promotion of health care programs that involve the allocation of resources. During the pandemic, 13 respondents were satisfied with the launch of the program for revitalizing the economy of the sector, 35 were partially satisfied. 40 respondents were satisfied with the launch of the current programs of economic sector recovery measures, 8 satisfied, 7 dissatisfied. 41 respondents were partially satisfied with the guidelines for strengthening social dialogue, 6 satisfied, 8 dissatisfied.

In short, it can be said that more than half of the respondents are generally satisfied with the government's actions to overcome the pandemic and the development of infection control and coordination measures.



**Co-funded by  
the European Union**

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."



How would you rate the union's performance in managing the economic and health crisis caused by COVID-19 and related to the communication of up-to-date health information. 31 respondents were satisfied, 35 were partially satisfied, and only 1 respondent was dissatisfied. Also, 29 respondents stated that they were satisfied with the support provided to the sector in providing advice on the rights and obligations of employees, 38 said that they were partially satisfied. 26 respondents were satisfied, and 42 respondents were partially satisfied with the exchange of good practices in the sector.

From the answers given, it can be seen that in the context of managing the pandemic, the trade unions actively acted and cooperated with the employer, took care of their members, gave consultations, which is confirmed by the results of the survey, which show that practically all those interviewed positively evaluated the work of the trade union.

In the same context, evaluating the company's actions in managing the economic and health crisis caused by the pandemic and supporting the sector by giving advice on the rights and obligations of workers, 46 respondents stated that they were partially satisfied, and 17 that they were satisfied, and as many as 52 respondents expressed the opinion that they partially satisfied with the sharing of good sector practices, and 17 that they were satisfied.



**Co-funded by  
the European Union**

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

So, to summarize, we can say that practically the majority of the respondents were satisfied with the actions of both the union and the company, so it can be concluded that the level of social dialogue in the company is high, the opinions of the employees were listened to and they were consulted as well.

During the survey it was determined that:

- workers and their representatives were properly consulted on pandemic control measures.
- company representatives did not sufficiently consult with employees regarding business preservation and business continuity.
- consultations were held on risk assessment, prevention measures and identification of possible cases of the disease.
- the impact of the pandemic on the social and family life of Lithuanian railway employees has caused concern about possible changes at work and the future.
- after consultation with employee representatives, the company has sufficiently resolved issues related to information and training on the prevention of COVID-19.
- actions to control the pandemic, properly managed communication with employee representatives strengthened employees' trust in the company.
- employees are generally satisfied with the government's actions to overcome the pandemic and develop infection control and coordination measures.
- the majority of employees were practically satisfied with the actions of both the union and the company, so it can be concluded that the level of social dialogue in the company is high, that the opinions of employees are listened to and consulted with them.

The conducted survey showed that the level of social dialogue in Lithuanian railways is high, that the opinions of employees are listened to and consulted with them, but that company representatives did not sufficiently consult with employees regarding the preservation of business and business continuity.



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”



**Co-funded by  
the European Union**

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”