

Environmental and Social Consulting Services for the Baku Metro Expansion Project



Gender Action Plan, March 2026

Prepared by Baku Metropolitan CJSC for Baku Metro Expansion Project

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Acronyms and Abbreviations

Acronym	Definition
ADB	Asian Development Bank
AIIB	Asian Infrastructure Investment Bank
BMEP	Baku Metro Expansion Project
CoC	Code of Conduct
ESP	Environmental and Social Policy

ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
GAP	Gender Action Plan
GBV	Gender-Based Violence
GBVH	Gender-Based Violence and Harassment
GRM	Grievance Redress Mechanism
HSE	Health, Safety and Environment
HR	Human Resources
IDP	Internally Displaced Person
IFC	International Finance Corporation
ILO	International Labor Organization
LARP	Land Acquisition and Livelihood Restoration Plan
LMP	Labor Management Plan
MER	Monitoring, Evaluation and Reporting
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PIU	Project Implementation Unit
PWD	Persons with Disabilities
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
TVET	Technical and Vocational Education and Training
MER	Monitoring, Evaluation and Reporting
SMS	Short Message Service



CCTV	Closed-Circuit Television
PWDs	Persons with Disabilities
WGM	Worker Grievance Mechanism



EXECUTIVE SUMMARY

The Baku Metro Expansion Project (BMEP) Gender Action Plan (GAP) has been developed to ensure that the Project assesses and manages gender- and vulnerability-related risks and impacts on women and vulnerable groups, ensures the meaningful participation of women and vulnerable groups in the activities of the Project, and ensures equitable access to Project benefits to all stakeholder groups. The GAP supports inclusive and safe urban mobility in Baku and is aligned with Azerbaijan's national legislation, the Asian Infrastructure Investment Bank (AIIB) Environmental and Social Framework, and relevant international standards.

The GAP covers upgrades to the existing Darnagul Depot, Khojasan Depot and ten stations on Baku Metro's existing Green Metro Line, across all phases of the Project lifecycle. The GAP applies to direct, contracted, subcontracted, and primary supply workers, as well as a range of external stakeholders including metro users, including women and vulnerable groups, residents, and small businesses around the two depots and ten stations being upgraded.

The GAP was informed by a comprehensive gender analysis, including a review of Baku Metro policies, interviews with management and employees, and consultations with external stakeholders at the ten project stations being upgraded and the Darnagul and Khojasan depots. Stakeholders consulted included women passengers, elderly users, persons with disabilities, women travelling with children, students, retail workers, informal vendors, and nearby residents.

The assessment identified gender and vulnerability issues across three core areas:

- 1) Employment and workforce participation, including low female representation in technical and leadership roles, disability inclusion gaps, labor-influx risks, third-party recruitment, workplace facilities, training opportunities, grievance access, and prevention of gender-based violence and harassment (GBVH).
- 2) Passenger safety and accessibility, including peak-hour overcrowding, barriers for women with dependents, elderly passengers and persons with disabilities, station design limitations, and lighting and wayfinding needs.
- 3) Community and public-space impacts, including road safety near stations and depots, construction-related disturbance, impacts on informal livelihoods and local businesses, limited awareness of grievance mechanisms, and risks associated with temporary worker influx.

To address these issues, the GAP sets out clear objectives, actions, indicators, responsibilities, and timelines covering workforce inclusion, GBVH prevention, disability inclusion, pay equity, gender-responsive stakeholder engagement, grievance mechanisms, training and capacity building, inclusive station design, pedestrian and road safety, land acquisition and livelihood



restoration, information disclosure, and community safety. Contractor and subcontractor compliance is reinforced through contractual requirements.

Implementation will be supported through defined roles and responsibilities, integration into procurement and contracts, targeted training, and budget allocation. Gender-disaggregated monitoring, evaluation, and reporting will enable adaptive management throughout the Project lifecycle.

The GAP provides a practical and enforceable framework to ensure the BMEP contributes to safe, accessible, and equitable transport outcomes for women, men, and vulnerable groups in Baku, in line with national priorities and AIIB requirements.



1. Introduction

1.1. Project Description

The Government of Azerbaijan (GoA), through Baku Metropolitan Closed Joint Stock Company (Baku Metro), is implementing the BMEP to enhance the city's public transport network in line with national transport and urban development strategies. The project is planned for financing by the AIIB, with potential parallel financing from other multilateral development banks.

The Project includes upgrades to the existing Darnagul Depot and Khojasan Depot, ten existing stations, and the extension of the Green Line from Khatai to Hazi Aslanov, including the construction of four new stations and approximately 8.6km of tunnelling and improvements to ten green line stations. The Project is currently designed to include three phases of work.

1.2. Context

An Environmental and Social Screening Report was prepared for Phase I of BMEP, covering the construction and commissioning of the Darnagul and Khojasan depots in line with the Environmental and Social Policy (ESP) of AIIB and Azerbaijani legislation, and provides an early assessment of potential environmental and social (E&S) risks and impacts associated with the Project.

The objective of the screening was to identify key risk areas, propose preliminary mitigation measures and determine appropriate safeguard instruments to guide implementation, including the development of this Gender Action Plan (GAP), to project risks relating to vulnerable groups and gender, and address gaps between Azerbaijani legislation and AIIB's requirements. This GAP should be implemented alongside the BMEP Labor Management Plan (LMP) which also contains management measures relating to gender and vulnerable groups.

1.3. Purpose and Objectives of the Gender Action Plan

The purpose of the GAP is to ensure that the Project contributes to sustainable and inclusive development by:

- Ensuring gender equality in line with Azerbaijani legislation – in particular the Law of the Republic of Azerbaijan 'On Guarantees of Gender (Men and Women) Equality', whose purpose is 'ensuring gender equality by elimination of all forms of discrimination on sex, creation to men and women of equal opportunities in political, economic, social, cultural and other spheres of public life.'
- Supporting Azerbaijan's national commitments to gender equality (for example, as reflected in its National Action Plans on gender equality for 2025-2027) and their integration into sectoral investments.



- Contributing to the achievement of Sustainable Development Goal 5 (‘Achieve gender equality and empower all women and girls’) in Azerbaijan.
- Meeting the requirements of the Asia Infrastructure Investment Bank (AIIB) Environmental and Social Framework (ESF), particularly ESS 1 (Environmental and Social Assessment and Management), which requires the identification and management of gender-related risks and impacts and the promotion of inclusive access to project benefits.
- Promoting the principle that infrastructure or investment projects not only avoid doing harm to women and men differently but actively enable positive gender outcomes – such as increased participation of women in decision-making, improved access to services, employment opportunities for women, and reduction of gender-based inequalities.

The key objectives of this GAP are to:

- Ensure compliance with national gender equality legislation and the AIIB ESF.
- Prevent and mitigate gender- and vulnerable-group-based risks, including discrimination, violence, harassment, and labor-influx-related impacts.
- Promote equal access to opportunities and benefits.
- Strengthen women’s and vulnerable group’s participation and leadership.
- Build institutional and contractor capacity and raise awareness on gender equality, safe conduct, and community protection.
- Collect and use gender-disaggregated data for monitoring and evaluation.
- Contribute to long-term worker equality goals and sustainability.

1.4. Report Structure

This GAP is structured as follows:

1. **Introduction** – including *sub-sections* on Project Description, Context, Purpose and Objectives of the GAP, and Report Structure.
2. **GAP Scope and Application** – including GAP Scope, Stakeholder Scope, Definitions, Link to other E&S Instruments, Effective Date, and Authorization and Review.
3. **Applicable Standards** – including national laws and Constitutional Provisions (Republic of Azerbaijan), AIIB ESF, and ILO Conventions ratified by Azerbaijan.
4. **Methodology** – including Stakeholder Identification and Mapping, GAP Data Collection, GAP Design, and Confidentiality Statement.
5. **Baseline Data Collection and Gender Analysis** – including Socio-Economic Baseline, Baku Metro Worker Demographics and Project Employment, Findings from Interviews with Baku Metro Employees, Findings from Interviews with Stakeholders at 10 Stations, and Findings from Interviews with Stakeholders at Depots.



6. **Gaps, Risks and Opportunities.**
7. **GAP Objectives, Actions and Indicators.**
8. **Integrate GAP into Project Implementation** – including Roles and Responsibilities, GAP Requirements into Contracts, and Budgeting.
9. **Capacity-Building and Training.**
10. **Monitoring, Evaluation and Reporting** – including Monitoring, Evaluation and Reporting.
11. **Grievance Management** – including General Grievance Mechanism and Worker Grievance Mechanism.
12. **APPENDICES:**
 - I. External Stakeholder Consultation Plan
 - II. Baku Metro Employees Interviews
 - III. 10 Stations Interviews
 - IV. Depot Interviews
 - V. GAP Contractual Clauses

2. GAP Scope and Application

2.1. GAP Scope

This GAP covers: a) the upgrades to the existing Darnagul Depot and Khojasan Depot; b) and upgrades to ten stations on Baku Metro's existing Green Metro Line. These stations include:

1. Khatai (Xətai);
2. 28 May;
3. Nizami;
4. Elmler Akademiyasi (Elmlər Akademiyası);
5. İnshaatchılar (İnşaatçılar);
6. 20 Yanvar;
7. Memar Ajami (Memar Əcəmi);
8. Nasimi (Nəsimi);
9. Azadlıq Prospekti (Azadlıq Prospekti); and
10. Darnagul (Dərnəgül).

The **two depots** are critical for ensuring maintenance capacity, operational reliability, and safety across the expanding metro system. Project works include building maintenance, repair, washing, electrical, and administrative facilities, along with water, wastewater, and energy systems.

The **ten stations** will be modernized to developing and improving safety systems, ventilation and cooling systems, lighting systems, sound and warning systems, wayfinding and passenger information, inclusivity and accessibility, architectural and interior solutions, exit turnstiles and validation systems, non-fare revenue initiatives and social projects (including development of commercial and social spaces within station areas), and platform extension for six-car trains.

Potential impacts assessed in this GAP and actions proposed relate to the project works described above.



2.2. Stakeholder Scope

The GAP applies to all categories of **workers** engaged in the BMEP, whether employed directly or indirectly, at any stage of the project lifecycle (planning, design, construction, operation, and maintenance). The GAP follows the worker classification set out in the AIIB ESF and national law.

Direct Workers are workers employed directly by Baku Metro to work specifically on the Project, for example:

- Project management staff.
- Supervisors, engineers and consultants.
- Administrative and technical personnel directly hired by the project.
- HR or labor project representatives, including the Grievance Coordinator and Gender Focal Point.

Contracted Workers are workers employed or hired by third-party contractors, subcontractors, or service providers to perform project-related work, for example:

- Construction laborers.
- Machine operators.
- Equipment operators.
- Security, cleaning, catering, and transport personnel hired through service contracts.

Primary Supply Workers are workers employed by companies providing goods or materials that are critical to the core function of the Project and sourced directly for the Project, for example:

- Workers at a concrete batching plant supplying directly to the project.
- Railway systems manufacturers.
- Steel rebar or track suppliers.

Community Workers who are also covered under the GAP if the project involves voluntary, unpaid or community-contracted labor, however, these workers are subject to different risk assessments and protections.

Indirect / Downstream Workers who are not formally part of the GAP but who may be indirectly impacted by the project, such as workers in services or businesses impacted by the project or informal workers near project sites.

The GAP also applies to **external stakeholders** (listed by group below) who are directly or indirectly affected by, or can influence, the project, company's operations, supply chain, or community impact.

Female and male **public transport users**, including:

- Women who travel late at night / early morning.



- School and university students, especially girls.
- Women with disabilities using the metro.
- Pregnant women and women with small children / prams.
- Elderly women.

Local communities and neighborhood residents around stations and depots, including:

- Women and men living near the project site.
- Vulnerable or marginalized groups such as persons with disabilities, LGBTQI+ individuals, migrants, elderly and youth, migrant workers.
- Women in informal employment around stations (street vendors, kiosks, cleaners).
- Residents affected by construction impacts, land acquisition, resettlement or changes in access to services/markets.

Local businesses and service providers around stations and interchanges:

- Shops, markets, kiosks, cafés whose staff and customers are affected by station design, lighting, safety, and harassment risks.
- Female-owned micro and small enterprises that may benefit from demand but also may face competition or harassment.

Education and care institutions linked to metro usage:

- Schools, universities and vocational colleges along the metro corridors.
- Childcare centers and kindergartens whose users rely on metro services.
- These are relevant for both travel patterns (school runs) and GBVH / safety concerns on commutes.

Law enforcement and security actors:

- Metro police / transport security and station guards.
- Municipal police or national police units dealing with GBVH, harassment, and crime in public spaces.

Municipal and urban-planning bodies:

- Baku Transport Agency, urban mobility / traffic departments.
- City planning / street lighting / parks departments (lighting, sidewalks, crossings around stations).

Transport unions and worker associations:

- Unions representing drivers, station staff, cleaners, security guards, construction workers, even if they are not directly employed by the metro operator.
- Women members' committees or equality focal points where they exist.

Civil society and community groups in Baku:



- Women's rights organizations and GBVH support services (hotlines, shelters, legal aid).
- Disability rights organizations and DPOs.
- Youth groups and NGOs working on safe cities / public space, urban mobility, or environmental justice.
- LGBTQI+ organizations (even if engagement is sensitive, they can inform risk analysis and training content).

Contractors and subcontractors linked to metro expansion:

- Construction companies and their site workers.
- Security, cleaning, maintenance and retail concession companies operating at stations.
- Recruitment agencies bringing in foreign workers for construction or O&M (relevant for labor and GBVH risks at camps and depots).

2.3. Definitions

This section provides definitions of key terms used throughout the GAP. These definitions are intended to ensure clarity and consistency in understanding and implementation of the GAP across all stakeholders. The terminology reflects internationally recognized standards, including those of the AIIB, and national legislation in Azerbaijan related to gender equality, labor rights, and social inclusion. Understanding these terms is essential to the effective delivery of gender-responsive and inclusive project outcomes.

- **Vulnerable Groups:** Individuals or communities who may be disproportionately impacted by project activities due to social, economic, physical, or cultural factors. This includes, but is not limited to, women, persons with disabilities, internally displaced persons (IDPs), and those with limited access to resources or representation.
- **Gender-Based Violence and Harassment (GBVH):** An umbrella term for any harmful act directed at an individual based on their gender. It includes physical, sexual, psychological, or economic harm and threats of such acts, coercion, and other deprivations of liberty, whether occurring in public or private life. This also covers harassment in the workplace.
- **Sexual Exploitation and Abuse (SEA):** A subset of GBV, referring specifically to actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, or politically from the sexual exploitation of another.
- **Persons with Disabilities (Disabled Workers):** Individuals with long-term physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in employment or other areas of life on an equal basis with others.
- **Migrant Worker:** A person who is engaged or employed in a country or area other than their place of habitual residence. Migrant workers may face additional risks of exploitation, discrimination, and exclusion due to legal status, language barriers, or lack



of access to social protections. The GAP includes measures to ensure equal treatment and protections for all workers, regardless of origin.

- **Internally Displaced Persons (IDPs):** People who have been forced to flee their homes due to armed conflict, generalized violence, or human rights violations, but who have not crossed an international border. In Azerbaijan, IDPs are a legally recognized group with specific social protections.
- **Disabled Persons' Organization (DPO):** An association led and governed primarily by persons with disabilities that advocates for their rights, inclusion, and accessibility in society. It represents the lived experiences of people with disabilities and is recognized under the UN Convention on the Rights of Persons with Disabilities (CRPD).
- **LGBTQI+ Organizations:** Groups that advocate for the rights, equality, and inclusion of people of diverse sexual orientations, gender identities, gender expressions, and sex characteristics. They provide support, raise awareness, and promote social and legal protections for LGBTQI+ individuals.

2.4. Link to other E&S Instruments

This GAP forms part of a package of documents for the wider project. Specifically relevant to the GAP are:

- Environmental and Social Management Plan – applicable to the two depots.
- Environmental and Social Management Plan Framework – applicable to all project components funded by AIIB.
- Labor Management Plan.
- Land Acquisition and Livelihood Restoration Plan.
- Stakeholder Engagement Plan.
- Climate Risk Assessment.

2.5. Review

This Plan is owned by Baku Metro, and specifically, the BMEP. The GAP will be reviewed on an annual basis and updated as needed to reflect changes in the project and/or project context, and any changes to Baku Metro's policies and procedures. The responsibility for review and revisions of the GAP lies with Baku Metro.

3. Applicable Standards

This chapter outlines the national and international legal and policy frameworks that provide the legal basis for gender and vulnerable group equality, non-discrimination, labor rights and related protections that the GAP should reference and incorporate. The project will comply with all relevant labor legislation of the Republic of Azerbaijan, the requirements of the AIIB ESF, and International Labor Organization (ILO) conventions ratified by Azerbaijan.

3.1. National Laws and Constitutional Provisions (Republic of Azerbaijan)

Table 1 provides an overview of the key Azerbaijani laws and constitutional provisions relevant to developing a GAP for a project aligned with applicable national legislation and the AIIB ESF.

Table 1: Key Azerbaijani Laws and Constitutional Provisions

Law	Summary
Law of the Republic of Azerbaijan on Occupational Safety and Health (OHS) Regulations (various secondary acts)	<ul style="list-style-type: none"> - Establishes detailed requirements for workplace safety, risk prevention, and employer obligations beyond the primary Labour Protection Law. - Relevant for construction sites, depots, stations, and worker accommodation, including gender-differentiated OHS risks and safe working environments for women and vulnerable workers.
Law of the Azerbaijan Republic No. 1153-VQ About the Rights of Persons with Disability (2018)	<ul style="list-style-type: none"> - Prohibits any form of discrimination based on disability and guarantees equal participation of persons with disabilities in all areas of public life. - Requires the state and private entities to ensure physical, informational, and social accessibility in public transport, buildings, workplaces, and communication. - Mandates support for inclusive employment, vocational training, and participation in decision-making, encouraging integration of women and men with disabilities into economic and social development initiatives.
Law of the Republic of Azerbaijan on Employment (2018)	<ul style="list-style-type: none"> - Regulates access to employment, equal opportunity principles, and state support for employment of vulnerable groups. - Relevant for inclusive recruitment, employment of women, youth, persons with disabilities, and prevention of discriminatory hiring practices by contractors and subcontractors.

Law	Summary
Law of the Republic of Azerbaijan on Citizens' Appeals (2015)	<ul style="list-style-type: none"> - Establishes the right of individuals to submit complaints and receive responses from public entities. - Provides a national legal basis for community grievance mechanisms, information disclosure, and accountability, supporting gender-sensitive GRM design and accessibility.
Urban Planning and Construction Code of the Republic of Azerbaijan (2012)	<ul style="list-style-type: none"> - Sets requirements for urban development, building design, and public infrastructure. - Relevant for integrating universal design, accessibility standards, lighting, safety features, and inclusive station and public-space design benefiting women and vulnerable groups.
Law of the Republic of Azerbaijan on the Prevention of Domestic Violence (2010)	<ul style="list-style-type: none"> - While not specific only to labor or infrastructure projects, this law provides protection for victims of domestic violence and includes provisions relevant to gender-based harassment. - For a GAP addressing labor and workplace issues, this can be relevant if gender-based violence and harassment (GBVH) are anticipated risks.
Law of the Republic of Azerbaijan 'On Guarantees of Equal Rights for Women and Men' (sometimes translated as 'On Guarantees of Gender (Men and Women) Equality') (2006)	<ul style="list-style-type: none"> - Establishes the purpose of ensuring gender equality, eliminating all forms of discrimination on the basis of sex, and creating equal opportunities for men and women in political, economic, social, cultural and other spheres of public life. - Relevant for external stakeholders (community members, local businesses, service-providers) because it underpins gender equality in economic, social and cultural spheres. - Article 3: prohibits all forms of discrimination on the basis of sex. - Article 6: obliges the state to eliminate all forms of gender discrimination, create equal opportunities, and prevent the dominance of one gender over another in decision-making.
Labor Code of the Republic of Azerbaijan (1999, with amendments)	<ul style="list-style-type: none"> - Article 16: In labor relations, discrimination between employees on grounds including sex is prohibited. - The Code establishes equal rights and duties of parties in employment, and safe and health working conditions. - Employers must ensure equal conditions for employees working in the same working environment, the same qualifications, the same value of work, regardless of gender.

Law	Summary
	<ul style="list-style-type: none"> - Recent amendments have removed or reduced many of the restrictions on women’s employment in certain “dangerous or heavy” occupations. - Applicable not only to direct employees but also to contractors/sub-contractors.
Law of the Republic of Azerbaijan on Social Protection of Children (1998)	<ul style="list-style-type: none"> - Establishes protections for children’s welfare, safety, and access to services. - Relevant where construction activities, station upgrades, and traffic management affect children’s safety, school access, and caregivers (particularly women travelling with dependents).
Law of the Republic of Azerbaijan on Road Traffic (1998, as amended)	<ul style="list-style-type: none"> - Regulates road safety, pedestrian protection, and traffic management responsibilities. - Directly relevant to depot and station access, pedestrian crossings, lighting, speed control, and protection of women, elderly persons, children, and persons with disabilities as vulnerable road users.
Constitution of the Republic of Azerbaijan (1995)	<ul style="list-style-type: none"> - Article 25 provides: ‘Men and women possess equal rights and freedoms’. - It prohibits discrimination on grounds including sex. - This constitutional guarantee is a foundational norm for the GAP’s alignment with national law.
Law of the Republic of Azerbaijan on Labor Protection (1992)	<ul style="list-style-type: none"> - Guarantees the right of both citizens and foreign workers to protection of life, health and safety during labor activity. - Relevant when workers are commuting, working on site or interacting with local communities – so it supports transport safety, housing/worker-camp safety, and community interface.

3.2. Asian Infrastructure Investment Bank (AIIB) Standards

AIIB integrates gender equality and social inclusion considerations within its Environmental and Social Framework (ESF, 2024) and Environmental and Social Policy (ESP). The ESF establishes three Environmental and Social Standards (ESS) that guide the assessment and management of environmental and social risks in AIIB-financed projects:

- ESS 1: Environmental and Social Assessment and Management.
- ESS 2: Land Acquisition and Involuntary Resettlement.
- ESS 3: Indigenous Peoples.



The requirements for integrating gender considerations are embedded primarily within ESS1, particularly in relation to stakeholder engagement, labor and working conditions, community safety, and inclusive access to project benefits. For the Baku Metro Expansion Project, ESS 1 and ESS 2 are applicable. ESS 3 (Indigenous Peoples) is not triggered.

3.3. International Labor Organization (ILO) Conventions

Azerbaijan is a member of the ILO and has ratified numerous conventions relevant to gender and vulnerable groups, which are presented in Table 2. The project will also be guided by the principles of these ILO Conventions.

Table 2: ILO Conventions Ratified by Azerbaijan and Description

ILO Convention	Description
C29 – Forced Labor (1930)	All forms of forced or compulsory labor prohibited, directly relevant to construction projects and migrant workers, including recruitment fee issues or restrictions on movement.
C81 – Labour Inspection Convention (1947)	Establishes requirements for effective labor inspection systems to ensure compliance with labor laws and protections. Relevant to monitoring contractor and subcontractor compliance with gender equality, OHS, GBVH prevention, and working conditions.
C87 – Freedom of Association (1948) and C98 Right to Organize and Collective Bargaining (1949)	Protects the rights of workers (including women and migrants) to unionize and negotiate collectively.
C100 – Equal Remuneration (1951)	Ensures equal pay for men and women for work of equal value.
C105 – Abolition of Forced Labour Convention (1957)	Prohibits the use of forced or compulsory labor as a means of coercion, discrimination, or punishment and relevant to large infrastructure projects involving contractors and subcontractors, reinforcing protections against coercive practices, retaliation, or abuse of vulnerable workers.
C111 – Discrimination (Employment and Occupation, 1958)	Eliminates discrimination in employment and occupation on grounds including sex, race,

ILO Convention	Description
	religion, political opinion, national extraction, or social origin.
C122 – Employment Policy (1964)	Promotes full, productive, and freely chosen employment – supports inclusive labor opportunities for women, youth, and persons with disabilities.
C138 – Minimum Age (1973)	Sets minimum working age and prohibit hazardous child labor, relevant to supply chain monitoring.
C155 – Occupational Safety and Health (1981)	Ensures safe and healthy working conditions.
C156 – Workers with Family Responsibilities (1981)	Promotes equality of opportunity and treatment for workers with family responsibilities – including maternity, paternity, childcare and elder care – to enable them to engage in employment without discrimination.
C159 – Vocational Rehabilitation and Employment (Persons with Disabilities) (1983)	Calls for inclusive employment and equal opportunity for persons with disabilities.
C182 – Worst Forms of Child Labour Convention (1999)	Prohibits the worst forms of child labor, including hazardous work likely to harm health, safety, or morals. Highly relevant to construction activities, supply chains, and informal economic activities around stations and depots.
C183 – Maternity Protection (2000)	Protects women workers during maternity, ensuring health, employment security and non-discrimination.
C190 – Violence and Harassment (2019)	Establishes the right of everyone to a world of work free from violence and harassment, including gender-based violence (GBV).

4. Methodology

4.1. Stakeholder Identification and Mapping

Stakeholder identification and mapping were undertaken to ensure that at the time of writing, the GAP was informed by the perspectives and experiences of the project's current and future stakeholders, including both internal company Baku Metro stakeholders and external stakeholders in and around Darnagul Depot, Khojasan Depot and the ten stations being upgraded.

Key stakeholders identified as having a potential interest in the project include the following key stakeholder groups:

1. **Internal company stakeholders**, including senior management, the Project Implementation Unit (PIU), HR management, Grievance Coordinator, Gender Focal Point, the project HSE representative, procurement and supply chain management, operations and site supervisors, workers' committees, trade unions, or employee representatives, security personnel.
2. **Contractors and subcontractors** including construction companies and their site workers, security, cleaning and maintenance companies operating at station sites, and recruitment agencies (if applicable) bringing in foreign workers for construction or operations (relevant for labor and GBVH risks).
3. **Workers**, including Baku Metro and project direct employees, contracted and subcontracted workers, primary supply workers, community workers, and indirect/downstream workers.
4. **Female and male public transport users**, including students, persons with disabilities, pregnant women and women with small child/prams and elderly women.
5. **Local communities and neighborhood residents** around stations and depots, including women and men living near the project site, vulnerable or marginalized groups, women in informal employment around stations e.g. street vendors, kiosks and cleaners, and residents affected by construction impacts such as land acquisition, resettlement or changes in access to services/markets.
6. **Local businesses and service providers** around stations and interchanges, including shops, markets, kiosks and cafes, and female-owned or run enterprises that benefit from demand or face competition or harassment.
7. **Education and care institutions** linked to metro usage, including schools, universities and vocational colleges along metro corridors, and childcare centers and kindergartens whose users rely on metro services.



8. **Government and regulatory stakeholders** including the Baku Transport Agency, city planning, Ministry of Labor and Social Protection of Population, the State Committee for Family, Women and Children Affairs, the State Employment Service, Local Municipality / District Executive Authorities and the State Statistical Committee (AzStat). Municipal police or national police units dealing with GBVH, harassment and crime in public spaces, transport security, and station guards.
9. **Civil Society, NGOs and community-based organizations** including women's rights committees and organizations, disability rights organizations and DPOs, minority associations, trade unions and associations, GBV/SEA support service providers (health, legal and social), youth groups and NGOs working on safe cities and urban mobility, LGBTQI+ organizations, and academic and research institutions.

4.2. GAP Data Collection

The GAP was developed drawing on a combination of primary and secondary information and data, summarized below:

- Publicly available socio-economic data and information focused on gender and vulnerable group issues in the transportation section in Baku in Azerbaijan;
- Existing Baku Metro corporate level policies and procedures relating to gender and vulnerable groups;
- Meetings with Baku Metro senior management, including HR (who has oversight of the Baku Metro Worker Grievance Management System), Procurement and Supply Chain Management, and the Construction Management Department;
- Interviews with four groups of workers, selected randomly across a range of Baku Metro positions, some of which could be engaged on the upcoming project, including two all-male groups and two all-female groups, with a managerial and non-managerial group for each same-sex group, to gain as many different perspectives and lived experiences as possible;
- Stakeholder engagement with external stakeholders in and around the two depots; and
- Stakeholder engagement with external stakeholders in and around the ten stations being upgraded.

4.3. GAP Design

For Baku Metro, the GAP survey design involved a combination of individual and group semi-structured interviews with management and workers, and a desktop review of secondary data and information – accessed both online from reliable sources and directly from Baku Metro, covering both national and regional demographics and company worker numbers, along with policies and procedures.



For external stakeholder engagement at the two depots and 10 stations being refurbished, a GAP External Stakeholder Consultation Plan was developed (Appendix I External Stakeholder Consultation Plan), which included details on the consultation dates and attendance, the geographic scope of the consultation, the consultation audience, the sampling strategy, an interview introduction to the project, and questions to stakeholders.

At the ten stations, short intercept interviews were carried out with metro station users, including women, persons with disabilities, elderly passengers, women with dependents, students and youth, retail workers and station staff.

At the two depots, short intercept interviews were carried out with nearby residents near Darnagul Depot, including women, the elderly and persons with disabilities, female vendors and small retail operators near depot entrances, cemetery visitors and local faith representatives, and vulnerable road users, including female pedestrians, school children and the elderly near Khojasan Depot.

4.4. Confidentiality Statement

All data collection and stakeholder consultations undertaken during the preparation of this GAP were conducted in accordance with strict confidentiality and ethical standards. Information shared by participants during interviews was treated as confidential and used solely for the purposes of developing the GAP. No personal identifiers or sensitive details have been recorded, disclosed, or attributed to individuals in any reporting.

Consultation sessions were conducted in private spaces at the Baku Metro offices in Baku to ensure participants could express their views freely without fear of retaliation or exposure. Intercept interviews with external stakeholders were conducted outside in discreet locations, and all interviews with workers were carried out in the Azerbaijani language.

5. Baseline Data Collection and Gender Analysis

5.1. Socio-Economic Baseline

Baku is Azerbaijan's primary urban and economic center, with the metro system playing a critical role in facilitating access to employment, education, healthcare, and essential services. Gender roles and caregiving responsibilities continue to influence mobility patterns, labor participation, and access to opportunities, with women generally experiencing greater time constraints and reliance on affordable, reliable public transport.

According to the World Bank Gender Data Portal for Azerbaijan (country-wide), the labor force participation in 2022 was 62 % for women and 75 % for men, with employment rates at 58 % for women and 71 % for men¹. In Azerbaijan's transportation and storage sector overall, women comprised approximately 17 % of workers², and a number of sources note that women are under-represented in leadership and technical roles in the transportation sector in Azerbaijan.

Women and men exhibit different public transport usage patterns. Women are more likely to undertake multi-purpose trips, travel during off-peak hours, and prioritize safety, accessibility, and affordability when selecting transport modes. Safety concerns, including harassment and poor lighting or visibility in stations and surrounding areas, can limit women's use of the metro, especially during early morning and evening hours. Accessibility barriers also affect older women, women with disabilities, pregnant women, and caregivers travelling with children.

Gender-based safety risks may arise during both construction and operation phases, including increased harassment risks in disrupted public spaces and potential workplace risks for female workers. Access to grievance mechanisms and confidence in reporting remain key challenges. Vulnerable groups include female-headed households, low-income women, women with disabilities, migrant or minority women, and women engaged in informal livelihoods near station areas.

5.2. Baku Metro Worker Demographics and Project Employment

Baku Metro employs approximately 4,825 staff, of whom 78% are male and 22% are female, which is higher than the average percentage of women in Azerbaijan's transportation sector. In addition, 8% of all female employees hold positions in management. For the project, the gender composition of the project workforce remains unknown as the main EPC Contractor and supporting subcontractors are yet to be hired. Due to the sector and nature of the (predominantly) construction work, low female workforce representation is anticipated,

¹ <https://www.trend.az/azerbaijan/society/3980810.html>.

² <https://en.apa.az/finance/world-bank-azerbaijan-has-made-progress-in-eliminating-gender-inequality-in-several-sectors-455301?utm>



however, Baku Metro plans to promote inclusive hiring and equal opportunity standards among third-party contractors.

Individuals with disabilities can face significant barriers to employment, and in the transportation sector, this could be exacerbated further, due to a lack of accessible infrastructure, leading to lower employment rates among this group. In Azerbaijan, national legislation requires companies above the statutory employment threshold to reserve at least 5% of positions for persons with disabilities and other legally designated socially vulnerable groups. Baku Metro currently employs 141 workers with disabilities, accounting for 3% of the total workforce. Furthermore, when the full scope of legally designated marginalized groups is taken into account, Baku Metro employs 848 employees categorized as marginalized, representing approximately 18% of the workforce, thereby meeting and exceeding the statutory 5% employment quota.

Azerbaijan is home to over 40 national minorities, who may encounter discrimination or bias in hiring practices within the transportation sector. While specific employment data for these groups are scarce, their overall underrepresentation in various sectors suggests similar trends in transportation. As a state-subsidized public entity, Baku Metro follows a nationalization program and is committed to employing and developing local talent. In line with this policy, the vast majority of the workforce is currently Azerbaijani and there is only one worker categorized a 'migrant worker' from Turkey.

For the project, as the EPC Contractor has not been selected yet, it is not clear what the demographic profile of the future contracted workers will be and whether they will be recruited from countries outside of Azerbaijan, which could put them into 'vulnerable' worker categories. Baku Metro reported that in cases where specialized expertise cannot be sourced locally, it may engage workers from other countries to support strategic projects, but that such recruitment would be carried out in accordance with national legislation.

It is currently not known whether project workers will need to be recruited or employed via third party recruitment or employment agencies or accommodated on-site in project-provided accommodation. The project may involve a temporary influx of construction and technical workers, which could increase gender-related and community safety risks, particularly for women and vulnerable groups in areas surrounding stations, depots, and worker accommodation.

5.3. Review of Baku Metro Documentation and Interviews with Management

To support the development of this GAP, prior to the selection of the EPC Contractor and commencement of the project, semi-structured interviews were carried out with Baku management to assess Baku Metro's existing formal policies and informal practices that



influence gender equality, inclusion, and GBV/SEA risk management. These interviews took place with:

- HR Management.
- Construction Management Department.
- Procurement and Supply Chain Management.
- Four groups of male and female middle management and non-managerial workers.

Baku Metro has some policies and procedures which address gender equality, equality and non-discrimination. The Baku Metro Code of Conduct and Business Ethics promotes equality and prohibits any form of discrimination towards company employees based on ethics, religion, race, views, affiliations, or any other aspects. The Code of Conduct also prohibits any form of harassment, however violence or Gender-Based Violence and Harassment (GBVH) is not explicitly mentioned.

Baku Metro 'Recruitment Rules' provides commitments to equal opportunities (Section 7) and states that employees will not be discriminated against based on gender, age, race, religion, ethnicity, physical disability, property status or other rights during employment in the company. The Recruitment Rules also state that all candidates are provided with equal opportunities, and that selection is based solely on suitability for the position, skills and experience.

For the project, there is currently no project-specific grievance management procedure in place. At the corporate level, Baku Metro has a functioning and documented corporate grievance management system, called the 'Code of Discipline', which outlines the formal process through which employees can raise grievances, including information on how a grievance is investigated, resolved and followed up on, in accordance with applicable labor legislation. It is understood the grievance management system can also be used for workers reporting incidents relating to violence, harassment and discrimination, however, there are no additional safeguards in place to protect survivors or provide specialized support.

For employees, Baku Metro has an active labor union, and in accordance with national legislation and the company's Code of Conduct and Business Ethics document, workers can freely join trade unions and engage in trade union activities to protect their labor, social, economic and other rights. Baku Metro is also committed to fulfil terms in any collective agreements concluded with the trade union.

In August 2025, the HR Department conducted a Worker Satisfaction Survey with a 68% participation rate, gathering gender-disaggregated feedback. The main concerns raised by both male and female employees included dissatisfaction with salaries, however, this finding was not limited to a particular vulnerable group or related to pay inequity across vulnerable groups. The HR Department is analyzing the results through focus groups and plans to take action, including efforts to improve female representation in specific departments.



5.4. Findings from Interviews with Baku Metro Employees

Interviews were also carried out with four groups of Baku Metro employees, totaling 16 workers, selected randomly across a range of Baku Metro positions, including station operations, depots, technical, legal, procurement, logistics, and management functions, some of which could be engaged on the upcoming project.

There were two all-male groups and two all-female groups, with a managerial and non-managerial group for each same-sex group. Consulting separately with different groups, such as men and women, and managerial and non-managerial staff, ensures that the GAP captures diverse perspectives and experiences that may not emerge in mixed-group discussions. Participants had between 1 and 35 years of service and were all permanently employed.

Interviews were carried out in a private space without Baku Metro management present and with Azerbaijani-English interpretation. The interviews included questions on:

1. Policies and Benefits.
2. Recruitment, Promotion, and Career Development.
3. Work Environment and Behavior.
4. Safety and Facilities.
5. Incident Reporting.
6. Attitudes and Awareness.

Responses to Baku Metro employee questions are included in Appendix II Baku Metro Employees Interviews.

Overall, respondents across all groups reported a perception of equal treatment between men and women in recruitment, promotion, training opportunities, access to safety equipment, and day-to-day workplace interactions.

Awareness of formal gender equality, non-discrimination, and anti-harassment policies was generally low, particularly among non-managerial staff. While some managers referred to compliance with national labor law or the existence of internal commissions or upcoming ethics policies, most workers reported no specific knowledge of written policies or formal training on gender equality, harassment, or discrimination. Training at induction was described as largely technical, with limited focus on labor, HR, or gender-related topics.

Parental leave provisions were consistently reported as being available in line with Azerbaijani law, including extended maternity leave for women and limited paternity leave for men. Flexible working arrangements were limited, with most roles operating on fixed hours or shift-based schedules. These arrangements were generally perceived as being applied equally across genders, although flexibility itself was limited.

Across all groups, respondents stated that they felt safe and supported in their workplaces, including during night shifts, and that facilities such as uniforms, changing rooms, and



restrooms were generally adequate. However, some managers noted that facilities in older stations reflect Soviet-era infrastructure and could benefit from upgrades, despite workers not identifying this as a major concern.

No interviewees reported experiencing or witnessing gender-based violence, harassment, or discrimination. Workers generally stated they would feel comfortable reporting concerns to line managers or supervisors. However, the interviews identified a lack of a clearly communicated, formal Worker Grievance Mechanism, particularly among non-managerial staff. While management described forthcoming ethics policies and grievance channels, most workers had not received training on reporting procedures and were unaware of confidential or independent reporting options.

Interest in additional training and awareness-raising on gender equality and workplace conduct was expressed across both female and male groups, including management. While respondents did not identify specific gender-related challenges or propose changes to improve gender equity, the findings indicate opportunities to strengthen policy awareness, formalize grievance mechanisms, and enhance communication and training to ensure consistent understanding and implementation across all levels of the organization.

5.5. Findings from Interviews with Stakeholders at 10 Stations

Interviews with external stakeholders at the ten metro stations being upgraded—including women and men passengers, students and youth, elderly users, women travelling with dependents, station staff, and retail workers—indicate that the Baku Metro is widely perceived as safe, clean, and well managed. Strong staff presence, CCTV coverage, and police visibility contribute to a high overall sense of security, and most respondents reported no personal experiences of harassment or violence. Stakeholders generally expressed confidence in approaching station staff, security personnel, or police if assistance were needed.

Across all user groups, overcrowding during peak hours emerged as the most significant concern. Women, elderly passengers, students, and passengers travelling with children described peak-hour conditions as stressful, uncomfortable, and, in some cases, unsafe, with many reporting difficulties boarding trains and having to wait for multiple services. Long train intervals and limited boarding and alighting time were identified as contributing factors. Overcrowding was also cited as a key driver of anxiety for women and youth and a physical challenge for elderly passengers.

While women passengers and those travelling with dependents generally felt safe within stations, they highlighted accessibility and inclusivity gaps, including lack of step-free access, difficulty using strollers on stairs, absence of protective platform-edge barriers, limited seating, and challenges navigating turnstiles with children. These issues were seen to increase safety risks, particularly during peak periods. Station staff reported feeling safe and



supported at work, including during late shifts, and noted regular training on emergency response and assisting vulnerable passengers. Retail workers near station entrances similarly reported feeling secure, though some identified ventilation and access to dedicated sanitary facilities as areas for improvement.

Information provision was generally viewed positively, with clear signage and announcements, particularly on newer trains equipped with electronic displays. However, older trains were consistently described as less comfortable and offering poorer information quality. **Overall, the feedback directly supports the project's focus on platform extensions for six-car trains, improved station layouts, upgraded safety, lighting, sound and warning systems, enhanced accessibility and inclusivity measures, improved ventilation, upgraded wayfinding and passenger information, and renewal of older rolling stock.**

5.6. Findings from Interviews with Stakeholders at Depots

Stakeholder consultations around the depots—particularly near Darnagul and Khojasan—identified night-time noise, road safety, and limited awareness of grievance mechanisms as the most significant community concerns. Nearby residents, including women, elderly people, and persons with disabilities, generally reported feeling safe in the area but highlighted noise from depot activities as a disturbance, particularly in the evenings. None of the residents interviewed were aware of a formal Grievance Redress Mechanism (GRM), and several indicated they would have raised complaints if they had known how. Stakeholders expressed a strong preference for clear, proactive communication, including SMS notifications, in-person engagement, and community meetings, especially regarding construction schedules, access changes, and project timelines.

Cemetery visitors and local faith representatives near Darnagul Depot anticipated minimal direct impacts due to physical separation from the depot but emphasized the importance of respectful engagement, minimizing noise, avoiding disruption during religious holidays, and communicating information in person. Women vendors and small retail operators near depot access roads generally did not expect negative livelihood impacts and, in some cases, anticipated increased business activity, though concerns were raised about parking congestion during construction and the need for advance notice of works.

Around the Khojasan Depot, vulnerable road users, particularly women pedestrians and youth, reported serious road safety risks linked to heavy traffic, high vehicle speeds, and the absence of conveniently located pedestrian crossings near station and depot entrances. These risks were perceived to increase during peak hours, evenings, and adverse weather, with some stakeholders citing frequent near-misses or accidents. Stakeholders recommended improved pedestrian crossings, better lighting, speed control measures, and overpasses located closer to station entrances, alongside timely communication on traffic changes via SMS and social media.



Overall, the feedback is directly relevant to depot design and operations, underscoring the need for effective noise mitigation, safe access and traffic management measures, improved pedestrian infrastructure, clear information disclosure, and accessible grievance mechanisms throughout construction and operation.

6. Gaps, Risks and Opportunities

Drawing on the information presented in the previous chapter, **Table 3: Gender Gap and Risk Matrix** presents where potential gender gaps exist for the project, what risks they create for the project and stakeholders, and what actions or mitigation measures are needed to address them. This aligns with AIIB ESF, particularly ESS 1 and ESS 2, as well as Azerbaijan's gender equality and labor legislation, which require:

- Non-discrimination and equal treatment;
- Gender-responsive employment, consultation, and engagement; and
- Safe and secure working and public environments, including protection from Sexual Harassment (SH), Sexual Exploitation and Abuse (SEA), Gender-Based Violence (GBV), workplace bullying and intimidation, and physical or psychological abuse.

The BMEP Labour Management Plan (LMP) sets out management measures to be implemented by Baku Metro, project contractors, and subcontractors to prevent and address violence, harassment, discrimination, and gender-based risks, particularly affecting women and vulnerable groups. These measures apply to all project workers and interactions with affected communities and are designed to ensure safe, secure, and healthy working and public environments, in line with occupational health and safety requirements and international good practice.

To prevent, monitor and address any forms of violence, harassment and discrimination, the project will develop and implement the following policies and procedures, covering direct employees, contracted workers, subcontracted workers and where relevant, primary supply chain workers, which are all described in the LMP:

1. **Code of Conduct or Anti-Violence, Anti-Harassment and Anti-Discrimination Policy** that explicitly prohibits violence, harassment and discrimination, including GBVH, SEA and SH, with disciplinary actions and repercussions outlined for violations.
2. **Equal Opportunities Policy** that commits to equal opportunity hiring and promotions, and that the Project will not make employment decisions on the basis of personal characteristics unrelated to inherent job requirements. The employment relationship for all workers engaged to work on the Project will be based on the principle of equal opportunity and fair treatment and the Project will not discriminate with respect to aspects of the employment relationship.
3. **Worker Grievance Mechanism** through which workers can report grievances or incidents related to violence, harassment or discrimination without fear of retaliation. All cases will be handled promptly, confidentially and fairly, with support provided to victims, and corrective actions and disciplinary measures taken against perpetrators.



4. All project workers, including workers engaged via contractors and subcontractors, will receive **induction and periodic training** on the developed policies, respectful workplace behavior and grievance procedures, as well as the support available to victims of violence, harassment and discrimination.

Table 3: Gender Gap and Risk Matrix

No.	Thematic Area	Potential Gender Gap	Gender Risk	Affected Group	Required Action / Mitigation	Responsible Party	Project Lifecycle	Indicator
1	Workforce participation.	Currently unknown demographics for future project contracted workers but anticipated low female representation in the transport sector; lower female representation in technical and managerial roles than men.	Project may perpetuate gender inequality; limited access to quality jobs for women.	Women (especially young women and minority groups).	Introduce gender- and vulnerable group-inclusive recruitment policies; set % target for women hires; require contractors to follow gender-equal hiring practices; conduct outreach to women's training institutions.	HR Department, PIU (in collaboration with the Construction Management Department), Contractors, Subcontractors.	Pre-construction and construction.	% women and vulnerable group individuals hired in new positions on project.
2	Workplace safety and GBV.	No formalized or documented anti-violence, harassment and discrimination or GBV/SEA policy and incident reporting procedure or Code of Conduct.	Increased risk of violence, harassment and discrimination, reduced retention of women workers.	All workers.	Adopt GBV/SEA policy and incident reporting procedure; require contractors and subcontractors to sign and implement a Code of Conduct; train workers and supervisors.	HR, HSE, Contractors, Subcontractors.	Pre-construction and construction.	GBV policy adopted; # workers trained.
3	Marginalized groups and disability inclusion.	Project potentially not fully meeting statutory 5% employment quota for legally designated marginalized groups,	Non-compliance with Azerbaijani law; exclusion of persons from marginalized	Marginalized groups and persons with disabilities (PWD).	Review recruitment policies; reasonable accommodation; partner with marginalized group and disability NGOs.	HR, Recruitment, PIU, Contractors, Subcontractors.	Pre-construction and construction.	% of workforce comprising persons with disabilities and other legally designated socially vulnerable groups.

No.	Thematic Area	Potential Gender Gap	Gender Risk	Affected Group	Required Action / Mitigation	Responsible Party	Project Lifecycle	Indicator
		including persons with disabilities.	groups and with disabilities.					
4	Gender pay gap.	Women concentrated in lower-paid administrative roles.	Persistent pay inequity and demotivation.	Female staff.	Ensure equal pay for equal work, regardless of gender.	HR, PIU, Contractors, Subcontractors.	Construction and operation.	Gender pay gap ratio reduced.
5	Stakeholder engagement and participation.	Under-representation of women and vulnerable (e.g. minority) groups at consultations.	Women and vulnerable groups concerns not integrated in project design.	Women, minority groups, vulnerable groups.	Schedule gender-sensitive consultations; women-only focus group discussions where relevant; include minority and vulnerable groups in planning; accessible venues.	PIU, Community Engagement, Consultants.	Pre-construction and ongoing.	% women, minority and vulnerable group participants in consultations.
6	Worker Grievance Mechanism access.	GRM not tailored to women or survivors of GBV.	Under-reporting of incidents; no protection for vulnerable workers.	Women, Persons with Disabilities, minorities.	Establish gender-sensitive Worker Grievance Mechanisms; anonymous channels; referral pathways; safeguards to protect survivors; support services; appoint and train Gender Focal Point; access to Contractors and Subcontractors.	PIU, Grievance Coordinator, Gender Focal Point, Grievance Committee, Contractors, Subcontractors.	Construction and operation.	# gender-related grievances reported/resolved.

No.	Thematic Area	Potential Gender Gap	Gender Risk	Affected Group	Required Action / Mitigation	Responsible Party	Project Lifecycle	Indicator
7	Training & advancement.	Potentially fewer opportunities for women and vulnerable groups in technical skills training.	Lack of career progression and leadership representation.	Female employees.	Offer targeted upskilling and mentorship programs.	HR, Training Unit, Contractors, Subcontractors.	Construction and operation.	# of women in training programs; promotion rates.
8	Cultural barriers.	Perceptions of transport work as 'male-dominated'.	Women discouraged from applying or remaining in sector.	Women jobseekers, young professionals.	Conduct awareness campaigns and inclusive project branding.	Communications, HR, Contractors, Subcontractors.	Pre-construction, construction and operation.	# women, young professional, and vulnerable groups applicants.
9	Third-party recruitment.	No policy on gender-or migrant worker-sensitive recruitment for workers engaged through agencies.	Risk of bypassing GAP provisions, exploitation.	Women, migrant workers, third-party workers.	Develop and implement gender- and migrant-worker sensitive recruitment policy.	HR, Procurement, Contractors, Subcontractors.	Pre-construction, construction and operation.	Policy adopted, inspections of third-party agencies completed.
10	Worker accommodation .	Lack of gender- and migrant worker-sensitive accommodation Code of Conduct (CoC).	Harassment and safety risks for female workers or vulnerable groups.	Female workers, migrant workers, vulnerable groups.	Develop accommodation CoC, gender-segregated facilities, inspections.	HR, HSE, Contractors, Subcontractors.	Pre-construction and construction.	CoC adopted, % trained, inspection reports.
11	Workplace facilities.	Lack of gender- and minority-appropriate facilities (e.g. toilets, breastfeeding rooms, prayer spaces, accessible infrastructure).	Discrimination, exclusion, reduced participation.	Women, minorities, people with disabilities.	Upgrade facilities; ensure universal design and cultural appropriateness.	HSE, HR, PIU, Contractors, Subcontractors.	Construction.	# facilities upgraded; compliance audits.

No.	Thematic Area	Potential Gender Gap	Gender Risk	Affected Group	Required Action / Mitigation	Responsible Party	Project Lifecycle	Indicator
12	Land Acquisition and Resettlement.	Women or vulnerable groups may lack formal land rights and be excluded from compensation or consultation.	Economic loss, lack of participation, increased vulnerability.	Female-headed households, informal settlers, women, vulnerable groups.	Ensure women and vulnerable groups' inclusion in consultation and compensation; gender-sensitive livelihood restoration.	PIU, Land Acquisition Department.	Pre-construction.	# of women and vulnerable groups consulted; % of female / vulnerable group compensation recipients.
13	Passenger safety and overcrowding.	Peak-hour overcrowding disproportionately affects women, elderly passengers, youth, and passengers travelling with children or dependents.	Increased stress, anxiety, injury risk, and reduced perceived safety; barriers to equitable access to public transport.	Women, elderly passengers, youth, passengers with children or dependents.	Implement measures to reduce overcrowding, including platform extensions for six-car trains, improved passenger flow management, increased train frequency where feasible, and crowd control measures during peak hours.	PIU, Operations Department, Design Consultants, Contractors.	Construction and operation.	Peak-hour passenger density reduced; # of crowd-related complaints.
14	Accessibility and inclusive station design.	Limited step-free access, difficulty using strollers on stairs, lack of protective platform-edge barriers, limited seating and child-friendly facilities.	Increased safety risks and exclusion of women with dependents, elderly passengers, and persons with disabilities.	Women with dependents, elderly passengers, persons with disabilities.	Apply universal design principles; provide step-free access where feasible; install protective platform-edge barriers; provide designated seating and	PIU, Design Consultants, Contractors.	Design and construction.	# of stations upgraded with inclusive features; accessibility audits completed.

No.	Thematic Area	Potential Gender Gap	Gender Risk	Affected Group	Required Action / Mitigation	Responsible Party	Project Lifecycle	Indicator
					stroller-friendly circulation routes.			
15	Public safety and road access (stations and depots).	Unsafe pedestrian access near station and depot entrances due to traffic volume, high vehicle speeds, poor crossings, and limited lighting.	Increased risk of traffic accidents and restricted safe mobility for women and vulnerable road users.	Women pedestrians, youth, elderly pedestrians.	Implement pedestrian and traffic safety measures, including safe crossings near entrances, improved lighting, speed control measures, signage, and coordination with local authorities.	PIU, HSE, Contractors, Local Authorities.	Construction and operation.	# of safety improvements implemented; reduction in reported near-miss incidents.
16	Information disclosure and communication.	Women, elderly people, and persons with disabilities may have limited access to timely and accessible project information.	Increased anxiety, reduced trust, and limited ability to plan travel or raise concerns.	Women, elderly people, persons with disabilities, local communities.	Provide multi-channel, accessible communication (SMS, posters, in-person outreach, community meetings) on construction schedules, access changes, and safety measures.	PIU, Community Engagement Team, Contractors.	Pre-construction, construction and operation.	# of information updates issued; stakeholder feedback on information access.
17	Community grievance mechanism access.	Low awareness of GRM among women, elderly people, and persons with access.	Under-reporting of safety, noise, or harassment	Women, elderly people, persons with disabilities,	Publicize gender-sensitive GRM through signage, SMS, community outreach, and in-person	PIU, Grievance Coordinator, Contractors.	Construction and operation.	GRM awareness rate; # of community grievances received and resolved.

No.	Thematic Area	Potential Gender Gap	Gender Risk	Affected Group	Required Action / Mitigation	Responsible Party	Project Lifecycle	Indicator
		disabilities living near stations and depots.	concerns; reduced accountability.	local communities.	explanation; ensure confidential and accessible channels.			
18	Labour influx and community safety.	Temporary influx of predominantly male construction and technical workers, including migrant workers, with limited familiarity with local norms and gender-related risks.	Increased risk of SEA/SH, harassment, GBV, and reduced perception of safety for women and vulnerable groups in surrounding communities and workplaces.	Women and girls in nearby communities; female workers; vulnerable groups (including youth and elderly).	Enforce worker Codes of Conduct; deliver mandatory GBV/SEA and community conduct training; manage worker behavior in accommodation and public areas; strengthen worker and community grievance mechanisms; monitor worker–community interactions.	PIU, HR, HSE, Contractors, Subcontractors.	Construction.	% of workers trained; # labor-influx-related grievances reported/resolved; community safety complaints tracked.

7. GAP Objectives, Actions and Indicators

The next step following the Gender Gap and Risk Matrix is to turn the identified gaps and risks into a concrete GAP, with objectives, actions, measurable indicators, and resource allocation, with timelines and responsibilities, presented in **Table 4: GAP Objectives, Actions and Indicators**. Table 4 is aligned with:

- Azerbaijan national legislation — particularly the Labor Code, Law on Guarantees of Gender Equality (2006), Law on Rights of Persons with Disabilities (2018), and legal requirements on disability employment quotas (5% rule).
- AIIB Environmental and Social Framework (ESF) — especially:
 - ESS 1: Environmental and Social Assessment and Management,
 - ESS 2: Land Acquisition and Involuntary Resettlement.

The targets presented in Table 4 represent minimum implementation targets for the Project based on available baseline data and national legal requirements. As the EPC Contractor and subcontractors have not yet been appointed, final workforce composition, recruitment pipelines, and contractor management arrangements are not yet known.

In addition, several measures included in the GAP — particularly those related to station accessibility, passenger flow management, safety features, and other infrastructure-related improvements — depend on the outcomes of detailed engineering design and operational planning. Accordingly, some targets and measures may be confirmed or refined during detailed design and contractor mobilization, in consultation with the Project Implementation Unit (PIU), to ensure that they remain achievable, technically feasible, and consistent with Azerbaijan’s labor market conditions, engineering requirements, and national legislation. Where relevant, indicators therefore include appropriate qualifiers such as “where feasible”, “subject to engineering feasibility”, or “based on the composition of affected households” to reflect these implementation-stage variables while still establishing clear monitoring expectations.

Table 4: GAP Objectives, Actions, Indicators and Resources

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
1	Increase female and vulnerable group (e.g. people with disabilities and internally displaced peoples) participation and representation.	<ul style="list-style-type: none"> Develop gender- and vulnerable group-inclusive recruitment policies. Set gender-balanced recruitment targets. Partner with women's associations and vocational schools. Use gender-sensitive job ads. 	HR Department, PIU in collaboration with the Construction Management Dept. (and Contractors and Subcontractors if there is leverage).	Pre-construction and construction.	<ul style="list-style-type: none"> Minimum 25% women among new non-manual project hires, where feasible and consistent with national labor market conditions (corporate baseline: 22% female workforce). Minimum 15% of women in technical or supervisory roles, where feasible and subject to availability of qualified candidates in the national labor market. Minimum 5% of new hires comprise persons with disabilities or other legally designated socially vulnerable groups in line with national legislation (corporate baseline: 18%³). Minimum 5 outreach and recruitment activities conducted annually targeting women and vulnerable groups. 	<ul style="list-style-type: none"> Recruitment and outreach budget. HR staff time. Gender / vulnerable group specialist support. 	AIIB ESS 1; Azerbaijan Labor Code.
2	Promote a safe, respectful, and gender-sensitive work environment.	<ul style="list-style-type: none"> Develop and adopt GBV/SEA and anti-harassment policy. 	HR, HSE, Contractors, Subcontractors.	Pre-construction and construction.	<ul style="list-style-type: none"> GBV/SEA and anti-harassment policy adopted and implemented. 100% of workers sign GBV/SEA and anti-harassment policy. 	<ul style="list-style-type: none"> Training budget. Legal review costs. 	AIIB ESS 1; Law on Gender Equality.

³ The corporate workforce of Baku Metro includes approximately 18% employees categorized as socially vulnerable groups, which includes persons with disabilities, internally displaced persons (IDPs), and other legally designated groups under Azerbaijani legislation. As the EPC contractor and subcontractors for the Project have not yet been appointed and the demographic composition of the construction workforce is not yet known, the GAP establishes a minimum target aligned with the national statutory employment quota of 5%, while encouraging higher participation through inclusive recruitment and outreach measures.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
		<ul style="list-style-type: none"> Integrate clauses into contractor agreements. Deliver mandatory GBV training. 			<ul style="list-style-type: none"> 100% of workers receive GBV/SEA training prior to site deployment. Annual refresher training delivered. 	<ul style="list-style-type: none"> GBV consultant. 	
3	Ensure compliance with national employment requirements for persons with disabilities and other legally designated socially vulnerable groups, including the statutory 5% quota.	<ul style="list-style-type: none"> Update recruitment policy if required. Monitor workforce composition. Partner with marginalized group and disability NGOs. Provide workplace accommodations. 	HR, Recruitment, PIU (and Contractors and Subcontractors if there is leverage).	Pre-construction and construction.	<ul style="list-style-type: none"> Minimum 5% of new hires comprise persons with disabilities or other legally designated socially vulnerable groups. Annual accessibility and inclusion audit completed. 	<ul style="list-style-type: none"> Accessibility and inclusion audit budget. HR resources. Inclusion advisor. 	AIIB ESS 1; Law on Rights of Persons with Disabilities (2018).
4	Ensure equal pay and career advancement for women and men.	<ul style="list-style-type: none"> Monitor pay equity. Adjust salary structures if needed. Create mentorship and leadership programs for women. Integrate clauses into contractor agreements. 	HR, PIU, Contractors, Subcontractors.	Construction and operation.	<ul style="list-style-type: none"> Annual gender pay review completed. Gender gap not exceeding 5% for comparable roles. Proportion of women among promoted staff annually equal to or higher than their proportion in the relevant workforce category. At least 20% women among participants in leadership, supervisory, or career development training programmes. 	<ul style="list-style-type: none"> HR/payroll review budget. Mentorship program resources. Specialist support. 	AIIB ESS 1; Labor Code.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
5	Strengthen women's and vulnerable groups' participation in stakeholder engagement.	<ul style="list-style-type: none"> Schedule accessible consultations. Hold women-only focus groups. Engage minority and disability organizations. 	PIU, Community Engagement Team.	Pre-construction and ongoing.	<ul style="list-style-type: none"> Minimum 40% women participation in stakeholder consultations. At least two women-only focus group discussions conducted per station cluster where relevant. At least one targeted consultation activity conducted with vulnerable groups (e.g., persons with disabilities, elderly passengers, or caregivers travelling with children) for each station cluster. 100% of consultation records maintained with gender- and vulnerability-disaggregated participation data. 	<ul style="list-style-type: none"> Consultation logistics budget. Community liaison staff. Translation/interpretation 	AIIB ESS 1; Gender Equality Law.
6	Establish gender-sensitive Grievance Mechanism.	<ul style="list-style-type: none"> Update Grievance Mechanism to ensure confidentiality. Include GBV referral pathways, safeguards to protect survivors and support services. Appoint and train Gender Focal Point/s. 	PIU, Grievance Coordinator, Gender Focal Point, Grievance Committee, Contractors, Subcontractors.	Construction and operation.	<ul style="list-style-type: none"> 100% of workers informed of Worker Grievance Mechanism during induction. 100% of grievances acknowledged and registered within two working days⁴ of receipt. 100% of grievances investigated and resolution proposed within 14 working days. 100% of grievances recorded in the grievance log with gender-disaggregated reporting. 	<ul style="list-style-type: none"> Grievance Mechanism platform enhancement costs. Staff time. Training costs. 	AIIB ESS 1; AIIB ESP; Azerbaijan Labor Code.

⁴ Indicators in accordance with Worker Grievance Handling Steps in the BMEP Labor Management Plan.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
7	Expand women and vulnerable group's access to training and technical skills development.	<ul style="list-style-type: none"> • Prioritize women and vulnerable groups for training. • Include flexible schedules. • Partner with technical institutes. 	HR, Training Unit, Contractors, Subcontractors.	Construction and operation.	<ul style="list-style-type: none"> • Minimum 25% women participation in project training programs. • Minimum five women per year enrolled in technical or supervisory upskilling programmes. • 100% of training records maintained with gender- and vulnerability-disaggregated participation data. • At least one targeted outreach activity per year undertaken to encourage participation of persons with disabilities and other vulnerable groups in project training programmes. 	<ul style="list-style-type: none"> • Training budget • Partnerships with Technical and Vocational Education and Training Institutions. • HR time. 	AIIB ESS 1; Law on Gender Equality.
8	Challenge gender stereotypes and promote inclusive workplace culture.	<ul style="list-style-type: none"> • Run awareness campaigns. • Inclusive workplace messaging and training. 	Communications, HR, Contractors, Subcontractors.	Pre-construction, construction and operation.	<ul style="list-style-type: none"> • At least one gender equality or inclusive workplace awareness campaign conducted annually. • Inclusive workplace messaging integrated into 100% of worker induction and refresher training sessions. • Communication materials promoting respectful workplace behavior displayed at all project sites and worker accommodation areas. • Worker awareness of respectful workplace standards assessed through periodic worker surveys or feedback mechanisms. 	<ul style="list-style-type: none"> • Comms and outreach budget. • Worker survey / feedback mechanisms resources. • Staff time. • Media/design support. 	AIIB ESS 1; National Gender Equality Strategy.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
9	Ensure gender- and migrant worker-sensitive recruitment of third-party/agency workers.	<ul style="list-style-type: none"> Develop recruitment policy for agencies. Monitor compliance with policy. 	HR, Procurement, Contractors, Subcontractors.	Pre-construction, construction and operation.	<ul style="list-style-type: none"> Recruitment policy for third-party labor agencies developed and adopted prior to commencement of construction 100% of labor recruitment agencies and contractors required to comply with the project recruitment policy and Employer Pays Principle. At least one labor recruitment compliance audit conducted annually for contractors or subcontractors using labor agencies. All recruitment records maintained with gender- and nationality-disaggregated data for direct and agency workers. 	<ul style="list-style-type: none"> Policy development budget. Monitoring time. Audit or compliance review resources. 	AIIB ESS 1; Labor Code.
10	Promote gender-sensitive accommodation standards.	<ul style="list-style-type: none"> Develop accommodation Code of Conduct. Provide segregated facilities. Training to workers. 	HR, HSE, Contractors, Subcontractors.	Pre-construction and construction.	<ul style="list-style-type: none"> Worker accommodation CoC developed and adopted prior to occupation of worker accommodation facilities. 100% of worker accommodation facilities provide gender-segregated sleeping, sanitation, and bathing facilities. 100% of workers accommodated on-site receive training on accommodation rules, respectful behavior, and GBVH prevention. Worker accommodation inspections conducted at least quarterly, with corrective actions implemented where non-compliance is identified. 	<ul style="list-style-type: none"> Policy drafting. Training budget. Construction /modification budget and facility management resources. Monitoring time. 	AIIB ESS 1; Gender Equality & Labor Laws.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
11	Provide gender- and minority-appropriate workplace facilities.	<ul style="list-style-type: none"> Install gender-segregated toilets, breastfeeding and prayer spaces. Ensure accessibility. 	HSE, HR, PIU, Contractors, Subcontractors.	Construction.	<ul style="list-style-type: none"> 100% of construction sites provide gender-segregated sanitation facilities during construction. Accessible sanitation facilities provided at construction sites employing workers with disabilities where applicable. At least one breastfeeding, prayer, or private welfare space provided at major construction sites employing female workers or workers requiring prayer facilities. Workplace facility inspections conducted at least quarterly to verify compliance with worker welfare standards. 	<ul style="list-style-type: none"> Construction /modification budget and facility management resources. Monitoring time. 	AIIB ESS 1; Labor & Gender Equality Laws.
12	Ensure women and vulnerable groups are equitably included in resettlement	<ul style="list-style-type: none"> Identify women as project-affected persons. Targeted consultations. Gender-sensitive Land Acquisition and Livelihood Restoration Plan (LARP). 	PIU, Land Acquisition Department.	Pre-construction.	<ul style="list-style-type: none"> 100% of affected households recorded with gender-disaggregated data in the LARP database. Minimum 40% female participation in consultations related to land acquisition and livelihood restoration planning, where feasible and based on the composition of affected households. 100% of compensation agreements include both male and female household members where applicable. 100% of livelihood restoration consultations documented and reported using gender- and 	<ul style="list-style-type: none"> Budget for outreach and livelihood support. 	AIIB ESS 2.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
					vulnerability-disaggregated participation records.		
13	Improve passenger safety and comfort by addressing peak-hour overcrowding.	<ul style="list-style-type: none"> Integrate platform extensions for six-car trains into station upgrades. Improve passenger flow management and crowd control measures during peak hours. Review operational measures to reduce train intervals where feasible. 	PIU, Operations Department, Design Consultants, Contractors.	Construction and operation.	<ul style="list-style-type: none"> Peak-hour passenger density measured and reported annually at all upgraded stations. At least one passenger flow management measure implemented at each upgraded station prior to commencement of operations. Passenger complaints related to overcrowding monitored annually and trends reviewed to inform operational adjustments. Passenger flow management procedures developed and implemented for 100% of upgraded stations prior to operation. 	<ul style="list-style-type: none"> Capital investment in platform upgrades. Operations planning resources. Monitoring staff time. 	AIIB ESS 1.
14	Enhance accessibility and inclusivity of stations for women, elderly passengers, and persons with disabilities.	<ul style="list-style-type: none"> Apply universal design principles in station upgrades. Improve step-free access where feasible. Install protective platform-edge barriers. Provide designated seating and stroller-friendly circulation routes. 	PIU, Design Consultants, Contractors.	Design and construction.	<ul style="list-style-type: none"> Universal design features (e.g., step-free access, tactile guidance, accessible signage) incorporated into 100% of upgraded stations, subject to engineering feasibility confirmed during detailed design. Accessibility audits completed for 100% of upgraded stations prior to commissioning. Accessible circulation routes connecting entrances, ticketing areas, and platforms provided at 100% of upgraded stations. 	<ul style="list-style-type: none"> Design and construction budget. Accessibility specialist input. Audit costs. 	AIIB ESS 1.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
					<ul style="list-style-type: none"> Designated seating areas for elderly passengers and persons with disabilities provided at 100% of upgraded stations. 		
15	Improve public and road safety around stations and depots for women and vulnerable road users.	<ul style="list-style-type: none"> Implement traffic and pedestrian safety measures near station and depot entrances. Improve lighting, signage, speed control, and pedestrian crossings. Coordinate with local authorities on road safety interventions. 	PIU, HSE, Contractors, Local Authorities.	Construction and operation.	<ul style="list-style-type: none"> Pedestrian safety measures (e.g., lighting, signage, crossings, or barriers) implemented at 100% of station and depot entrances affected by project construction prior to commencement of construction activities. Traffic and pedestrian safety inspections conducted at least quarterly during construction, with corrective actions recorded where non-compliance is identified. Pedestrian safety controls (e.g., speed limits, signage, or barriers) implemented on 100% of designated construction traffic routes. Construction-related road safety incidents recorded and reported annually through the project incident reporting system. 	<ul style="list-style-type: none"> Traffic safety and lighting budget. Coordination and supervision resources. 	AIIB ESS 1.

No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
16	Ensure timely, accessible, and gender-sensitive information disclosure to communities and passengers.	<ul style="list-style-type: none"> Provide multi-channel communication (SMS, posters, in-person outreach, community meetings). Share advance notice on construction schedules, access changes, and safety measures. Ensure information is accessible to elderly people and persons with disabilities. 	PIU, Community Engagement Team, Contractors.	Pre-construction, construction and operation.	<ul style="list-style-type: none"> Construction notices and service disruption updates issued prior to construction activities that affect public access, traffic circulation, or passenger services. Project information disseminated through at least three communication channels (e.g., SMS, posters, community meetings, website) during construction. At least one community information update issued quarterly during active construction. Information materials provided in accessible formats (e.g., large print, clear visual signage) for elderly people and persons with disabilities for all community information updates. 	<ul style="list-style-type: none"> Communications budget. Community liaison staff time. SMS and printing costs. 	AIIB ESS 1; National Access to Information requirements.
17	Strengthen awareness and accessibility of community grievance mechanisms, including for women and vulnerable groups.	<ul style="list-style-type: none"> Publicize GRM through signage, SMS, and in-person explanation. Ensure confidential, gender-sensitive, and accessible grievance channels. Train staff and contractors on GRM procedures and referrals. 	PIU, Grievance Coordinator, Contractors.	Construction and operation.	<ul style="list-style-type: none"> Community grievance mechanism publicly disclosed at 100% of construction sites and through communication materials distributed in affected communities. 100% of community grievances acknowledged within the timeframe established in the project grievance procedure. 100% of community grievances recorded in the grievance log with gender-disaggregated data. At least one community awareness activity conducted annually to inform communities 	<ul style="list-style-type: none"> GRM outreach and training budget. Staff time. Grievance mechanism monitoring and reporting resources. 	AIIB ESS 1; Azerbaijan labor and grievance regulations.



No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
					about the grievance mechanism and reporting channels.		
18	Prevent and manage gender and community safety risks associated with labor influx.	<ul style="list-style-type: none"> • Enforce worker Codes of Conduct covering behavior in communities and public spaces. • Provide mandatory GBV/SEA, community conduct, and local norms training to all workers. • Apply gender-sensitive management of worker accommodation and site access. • Strengthen worker and community grievance mechanisms to address labor-influx risks. • Monitor worker–community interactions and 	PIU, HR, HSE, Contractors, Subcontractors.	Construction.	<ul style="list-style-type: none"> • 100% of project workers sign the project Code of Conduct covering community behavior and respectful workplace standards prior to starting work on site. • 100% of workers receive training on GBV/SEA prevention, community conduct, and local norms prior to starting work on site. • Worker accommodation and construction sites inspected at least quarterly to verify compliance with labor influx and community safety measures, with corrective actions recorded where non-compliance is identified. • 100% of labor-influx-related grievances recorded and monitored through the project grievance mechanism. 	<ul style="list-style-type: none"> • Training and awareness budget. • Community engagement and GRM resources. • HSE and supervision staff time. 	AIIB ESS 1.



No	GAP Objective	Actions / Measures	Responsible Party	Timeline	Indicators	Resource Allocation	Alignment
		respond promptly to incidents.					

8. Integrate GAP into Project Implementation

8.1. Roles and Responsibilities

Table 5 provides a summary of the various parties responsible for implementing actions in the GAP.

Table 5: GAP Roles and Responsibilities

Responsible Party	Core Responsibilities under the GAP
HR Department	Lead inclusive recruitment; monitor gender, disability, and vulnerable group workforce data; ensure equal pay and non-discrimination; oversee GBV/SEA policy adoption and training; support gender-sensitive worker grievance mechanisms.
Project Implementation Unit (PIU), in collaboration with the Construction Management Department	Coordinate overall GAP implementation; ensure integration of gender, safety, and inclusion measures across stations, depots, and operations; oversee implementation of overcrowding mitigation, accessibility, and road safety actions; lead monitoring and reporting; ensure contractor and subcontractor compliance.
Contractors and Subcontractors	Implement inclusive hiring and training practices; comply with gender-sensitive workplace, safety, and Codes of Conduct; manage labor influx risks through worker induction, accommodation, and site access controls; provide appropriate and accessible facilities; implement traffic and pedestrian safety measures within work areas; participate in grievance handling and community information disclosure; and provide worker accommodation in line with company standards.
Health, Safety & Environment (HSE) Team	Integrate gender-responsive occupational and public safety measures; oversee road and pedestrian safety near stations and depots; support noise mitigation measures; ensure workplace health and safety standards reflect gender and accessibility considerations.
Recruitment Team	Apply inclusive recruitment policies; enforce disability and other legally designated socially vulnerable groups quota requirements; support outreach to women, youth, and persons with disabilities; coordinate with external partners and training institutions.

Responsible Party	Core Responsibilities under the GAP
Community Engagement Team	Lead inclusive stakeholder engagement; implement multi-channel information disclosure (SMS, posters, meetings); ensure women, elderly people, persons with disabilities, and other vulnerable groups are informed of construction schedules, access changes, and safety measures; gather feedback and relay concerns to PIU.
Gender Focal Point(s)	Support implementation of GAP actions; advise on gender-responsive design and operations; support GBV-related grievance management; raise internal awareness on gender, safety, and inclusion issues; act as liaison between workers, communities, and management.
Grievance Coordinator / Committee	Maintain and publicize gender-sensitive and accessible grievance mechanisms for workers and communities; ensure confidentiality, survivor safeguards, and referral pathways; track and report on grievances related to safety, noise, harassment, and discrimination.
Training Unit	Design and deliver inclusive technical and safety training programs; incorporate modules on crowd management, accessibility, and assisting vulnerable passengers; liaise with Technical and Vocational Education and Training (TVET) institutions; monitor post-training outcomes.
Communications Team	Lead inclusive communications and awareness campaigns; disseminate project information on safety, access, and works; challenge gender stereotypes; support visibility of GRM and safety messaging.
Procurement Department	Develop and enforce gender- and migrant-worker-sensitive procurement and recruitment standards; include safety, accessibility, and grievance requirements in contractor contracts and supplier agreements.
Land Acquisition Department	Ensure equitable inclusion of women and vulnerable groups in land acquisition and resettlement processes; conduct gender-sensitive consultations; implement and monitor gender-responsive LARP measures.



8.2. GAP Requirements into Contracts

All contracts with contractors and subcontractors will include binding provisions to comply with requirements in the GAP, summarized as follows:

- Ensure gender- and vulnerable-group-inclusive recruitment processes, including outreach and hiring targets.
- Implement and enforce a Code of Conduct addressing gender-based violence and harassment (GBVH), including sexual exploitation, abuse and harassment (SEA/SH).
- Provide regular, mandatory training to all workers on gender sensitivity, non-discrimination, GBV/SEA/SH prevention, workplace respect and safe conduct, including expected behavior in communities and public spaces in the context of labor influx.
- Guarantee equal pay for equal work, monitor pay equity, and support career advancement opportunities for women and vulnerable-group individuals.
- Provide gender-appropriate, accessible, and safe workplace facilities, including segregated restrooms, breastfeeding spaces where relevant, disability access, and culturally appropriate facilities.
- Establish or participate in a gender-sensitive Worker Grievance Mechanism, ensuring confidentiality, survivor-centered referral pathways, and protection from retaliation, and ensure accessibility for workers engaged through labor influx.
- Support inclusive technical and vocational training initiatives, prioritizing participation of women, persons with disabilities, and other legally designated socially vulnerable groups.
- Implement occupational and public safety measures relevant to the works, including crowd management during construction, pedestrian and traffic safety measures near stations and depots, adequate lighting, signage, and safe access arrangements, in coordination with the PIU and local authorities where required.
- Integrate accessibility and universal design requirements into construction activities, including measures supporting passengers with disabilities, elderly passengers, and passengers travelling with children or dependents.
- Apply noise, dust, and nuisance control measures, particularly during night-time works near residential areas and sensitive receptors, in line with environmental and community safety requirements.
- Support clear, proactive information disclosure to workers and communities, including advance notice of construction schedules, access changes, and safety measures, using channels agreed with the PIU (e.g. signage, SMS, in-person briefings).
- Participate in and support community-level grievance mechanisms, including referral of community complaints related to safety, noise, access, or harassment, or labor-influx-related impacts, and timely resolution in coordination with the PIU.



- Accommodate the needs of female and vulnerable workers in any project-related worker accommodation settings, including appropriate facilities and accommodation-specific codes of conduct, and apply gender-sensitive management of worker accommodation where labor influx occurs.
- Cooperate in monitoring, reporting, and audits related to GAP implementation, gender indicators, safety performance, labor influx risks, and stakeholder feedback as part of project performance tracking.
- Comply with all applicable national laws and the AIIB Environmental and Social Framework (ESF), particularly ESS 1 (Environmental and Social Assessment and Management), ESS 2 (Land Acquisition and Involuntary Resettlement), as relevant.

More detailed contractual clauses are provided in Appendix V GAP Contractual Clauses.

8.3. Budgeting

Effective implementation of the GAP requires dedicated financial, human, and technical resources. Budgeting should ensure that sufficient funds are allocated to support all priority measures outlined in the GAP, including gender-inclusive recruitment outreach, GBV/SEA prevention and response training, development of gender-sensitive workplace policies and facilities, accessibility and universal design measures, and stakeholder engagement and information disclosure activities targeting women and vulnerable groups.

Each action listed in the GAP is accompanied by indicative resource allocation requirements, which must be reflected in project planning, design budgets, operational planning, and contractor budgets. The Project Implementation Unit (PIU), contractors, and subcontractors are responsible for ensuring that GAP-related expenditures are clearly itemized, adequately resourced, and monitored throughout the project lifecycle, with the PIU overseeing alignment with the AIIB Environmental and Social Framework (ESF), particularly ESS 1 and ESS 2, as well as relevant Azerbaijani legislation.



9. Capacity-Building and Training

Capacity-building is a critical component for the successful implementation of the GAP, ensuring that all stakeholders—particularly those responsible for recruitment, supervision, safety, compliance, operations, and community engagement—are equipped to fulfil their roles effectively and in alignment with AIIB Environmental and Social Standards (ESS 1 and ESS 2) and relevant Azerbaijani legislation. This includes building capacity to identify, prevent, and manage gender and community safety risks associated with labor influx.

Training will be delivered to a range of stakeholders, including the PIU, HR personnel, operations staff, contractors and subcontractors, the HSE Team, the Grievance Coordinator, Gender Focal Point(s), and community engagement staff. Core training topics will include gender equality and non-discrimination, inclusive recruitment, prevention of GBVH and SEA/SH, survivor-centered grievance mechanisms, and the needs of vulnerable groups such as women, persons with disabilities, elderly people, youth, and internally displaced persons. Additional modules will address labor influx-related risks, including expected standards of worker conduct in communities, prevention of SEA/SH, and respectful interaction with local residents.

In light of the project's station and depot-related risks, additional targeted training modules will be provided on public and occupational safety, including crowd management during peak periods, safe interaction with passengers and communities, pedestrian and traffic safety near stations and depots, accessibility and universal design principles, assisting passengers with disabilities or those travelling with children, and managing noise and nuisance impacts during construction. Training will also cover information disclosure and communication, ensuring that staff and contractors understand how to provide clear, timely, and accessible information to affected communities, particularly where construction activities and labor influx overlap with residential areas.

Mandatory training sessions will be held at key project phases—pre-construction, construction, and operation—with refresher courses provided periodically. Contractors and subcontractors will be required to deliver induction and ongoing training to their workers, including gender-sensitive workplace conduct, Code of Conduct obligations, public safety responsibilities, labor influx management measures, and access to worker and community grievance mechanisms. Targeted training will also be provided to personnel responsible for company-provided accommodation (where applicable), facility management, and site supervision to ensure gender-sensitive, safe, and inclusive living and working conditions.

Training materials will be developed in Azerbaijani and other locally appropriate languages and delivered through a mix of in-person workshops, practical toolkits, and visual guidance to support accessibility. The PIU will oversee training quality and consistency and ensure that



training activities are adequately resourced and monitored through participation records, pre- and post-training assessments, and feedback mechanisms.

10. Monitoring, Evaluation and Reporting

Effective implementation of the GAP requires a clear framework for monitoring, evaluation, and reporting (MER) to track progress, ensure accountability, and enable adaptive management across the project lifecycle, including workplace, passenger-facing, and community-level gender and safety risks.

10.1. Monitoring

The PIU, supported by relevant departments including HR, Operations, Community Engagement, and HSE, will be responsible for day-to-day monitoring of GAP actions. Contractors and subcontractors will be required to report regularly on compliance with gender-related commitments, including data on recruitment, training, workplace conditions, public and road safety measures, accessibility, noise and nuisance management, information disclosure, and worker and community grievances. This will include monitoring of labor influx-related risks and mitigation measures, particularly where project workers interact with local communities.

Monitoring will focus on both quantitative and qualitative indicators set out in the GAP, including but not limited to:

- Percentage of female and vulnerable group hires and promotions;
- Number and quality of gender- and accessibility-appropriate facilities provided;
- Number of GBV/SEA cases reported and resolved;
- Participation rates of women and vulnerable groups in consultations and training;
- Peak-hour overcrowding indicators and passenger flow performance (where available);
- Implementation of accessibility and universal design features at stations and depots;
- Road and pedestrian safety measures implemented near stations and depots;
- Noise and nuisance complaints received and addressed;
- Awareness and use of worker and community grievance mechanisms;
- Incidents, complaints, or grievances linked to worker behavior in communities, including labor influx-related concerns.

All monitoring data will be disaggregated by sex, age, and vulnerability status (e.g. persons with disabilities, elderly people, youth and IDPs) where feasible.

Monitoring tools will include site inspections, worker and community interviews, facility and accessibility audits, review of HR and grievance records, and observation of station and depot operations during peak and off-peak periods. Gender Focal Point(s), where appointed, will support data collection and verification, particularly in relation to GBV/SEA, discrimination, labor influx impacts, and safety-related concerns affecting women and vulnerable groups.



10.2. Evaluation

Periodic evaluations will assess whether GAP objectives are being achieved, identify implementation challenges, and recommend corrective actions. Evaluations may be internal (led by the PIU or oversight committees) or external (conducted by independent consultants or third-party monitoring bodies) and will be undertaken at mid-term and at the end of key project phases, including completion of construction works.

Evaluations will assess, among other aspects:

- Effectiveness of GAP actions in promoting gender equality, safety, and inclusion;
- Effectiveness of measures addressing overcrowding, accessibility, and public safety risks;
- Effectiveness of labor influx management measures, including Codes of Conduct, training, accommodation management, and controls on worker–community interactions;
- Responsiveness and adequacy of training and capacity-building efforts;
- Accessibility, awareness, and effectiveness of worker and community grievance mechanisms;
- Stakeholder satisfaction, including feedback from women, elderly passengers, persons with disabilities, youth, and other vulnerable groups;
- Incidence and management of community concerns or grievances linked to construction workforce presence; and
- Gaps between planned and actual outcomes and lessons learned.

Evaluations will also assess alignment with the AIIB Environmental and Social Framework (ESF) particularly ESS 1 and ESS 2, and compliance with relevant Azerbaijani legislation on gender equality, labor, disability rights, public safety, and community protection.

10.3. Reporting

Gender-related progress will be reported through:

- Quarterly internal monitoring reports from contractors and subcontractors to the PIU, covering workforce, safety, accessibility, grievance, and community engagement indicators;
- Grievance Mechanism reports, including gender- and vulnerability-disaggregated data on worker and community complaints and actions taken; and
- Evaluation reports summarizing findings, recommendations, and corrective actions.

All reports will ensure confidentiality, particularly for GBV/SEA-related cases. Where appropriate, aggregated findings related to safety, accessibility, and service improvements will be shared with external stakeholders to promote transparency and accountability. A clear reporting schedule, responsibilities, and formats will be agreed at project inception and overseen by the PIU.

11. Grievance Management

11.1. General Grievance Mechanism

The Baku Metro Expansion Project's Stakeholder Engagement Plan (SEP) provides a detailed breakdown on the Project's Grievance Mechanism, which is aligned with the AIIB Environmental and Social Framework (ESF), particularly ESS 1. A Grievance Log template is also provided in the SEP (Appendix B Grievance Log) to support the tracking and continuous monitoring of worker grievances. The Grievance Redress Mechanism described in the Baku Metro Expansion Project Stakeholder Engagement Plan (SEP), will also be the mechanism through which external stakeholders can submit any grievances relating to current or historical land acquisition or resettlement, which is referenced in the Baku Metro Expansion Project Land Acquisition and Resettlement Planning Framework (LARPF) (Chapter 10 Grievance Redress Mechanism).

11.2. Worker Grievance Mechanism

The Baku Metro Expansion Project's Labor Management Plan (LMP) (Chapter 8 Grievance Management provides a detailed breakdown on the Project's Worker Grievance Mechanism (WGM), which is aligned with the Labor Code of Azerbaijan, AIIB ESS 1 and best international practices (ILO, IFC and EBRD grievance handling models).

In accordance with the AIIB Environmental and Social Framework, sensitive and safety grievances relating to violence, harassment, discrimination and worker OHS, will be handled promptly, confidentially and fairly, led by qualified and trained personnel (Gender Focal Point and OHS Officer), and with medical, counselling or legal support provided to victims. The WGM will be anonymous if desired, operated independently from the project management chain, and both culturally and gender sensitive.

For grievances relating to violence, harassment or discrimination, a separate strictly confidential Grievance Log will be maintained with access limited to the Gender Focal Point and authorized and approved personnel to oversee specific cases. Grievances related to violence, harassment and discrimination and other serious incidents will be reported to AIIB in accordance with the project's incident reporting requirements under the AIIB Environmental and Social Framework. Corrective actions and disciplinary measures will be taken against perpetrators, and workers will have the opportunity to appeal if unsatisfied with the outcome, and escalate to senior project management, worker representatives or trade unions, the State Labor Inspectorate or Ombudsperson, human rights commissions, NGO support services or AIIB's Project-affected People's Mechanism.

For violence, harassment or discrimination incidents, follow-up monitoring will be conducted to ensure no retaliation or repeat incidents. Patterns and trends will be reviewed to improve preventative measures, training and policies.

APPENDIX I: EXTERNAL STAKEHOLDER CONSULTATION PLAN

GAP External Stakeholder Consultation Plan

PART 1 – 10 STATIONS (BEING REFURBISHED)

Date and Attendance

- Consultation planned for Thursday 11th December 2025 (ten stations) and Tuesday 16th December 2025 (two depots).
- Social Consultant from Vista Environment.
- Communications Team representative from Baku Metro also attending.

Geographic Scope of Consultation

- Khatai (Xətai)
- 28 May
- Nizami
- Elmlər Akademiyası (Elmlər Akademiyası)
- İnşaatçılar (İnşaatçılar)
- 20 Yanvar
- Memar Əcəmi (Memar Əcəmi)
- Nəsimi (Nəsimi)
- Azadlıq Prospekti (Azadlıq Prospekti)
- Dərnəgül (Dərnəgül)

Consultation Audience

- Women passengers
- Persons with Disabilities
- Elderly passengers
- Women with dependents (children or elderly relatives)
- Students and youth
- Retail workers or small vendors operating within or near stations, particularly women
- Station staff (e.g. ticketing agents, cleaners, security guards), particularly women



Sampling Strategy

- Carry out consultation at as many of the 10 stations as possible.
- Short intercept interviews.
- Aim for 4–6 participants per station, ensuring diversity by gender, age, and physical ability.
- Record **age/gender/time of interview** for analysis of patterns.
- Keep questions short and conversational (5 minutes maximum) — focus on safety, accessibility, and comfort.
- Female interviewer, to make female respondents feel comfortable.
- Conduct interviews **inside and outside stations**, at **different times of day** (rush hours vs off-peak).

Interview Introduction

Hello, my name is [XXX], and I'm working on behalf of Baku Metro, who will be upgrading 10 metro stations — including this one — to make them safer, more comfortable, more accessible, and easier for everyone to use.

We're speaking today with metro passengers, nearby shop workers, and station staff to gather feedback that will help shape the project's design and improvements. It will only take a few minutes — would you be happy to answer a few quick questions?



Questions

1. Women Passengers

- 1) How safe do you feel when using this metro station, especially during early morning or evening hours?
- 2) Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?
- 3) Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?
- 4) How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?
- 5) Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?
- 6) Would you know who to contact or where to go if you needed help in the metro?
- 7) What improvements would make the metro safer or more comfortable for women?
- 8) Are there times you avoid using the metro because of safety or crowding concerns?

2. Persons with Disabilities (PWDs)

- 1) How easy is it for you to access and move through this metro station independently?
- 2) Are lifts, ramps, or tactile paths working and easy to use?
- 3) Do you receive enough audio or visual information about train arrivals, delays, or emergencies?
- 4) Have you ever needed assistance and been able to get help easily?
- 5) How comfortable and safe do you feel when waiting or travelling on the metro?
- 6) What changes or improvements would help you use the metro more safely and independently?
- 7) Are staff trained or available to assist passengers with disabilities when needed?

3. Elderly Passengers

- 1) How comfortable and safe do you feel when using this station?
- 2) Are there enough resting places or seating areas available while waiting?
- 3) Is lighting clear enough for you to see steps, signs, and platforms easily?
- 4) Do you find it easy to hear announcements and understand information?
- 5) How easy is it for you to enter and exit the station – are lifts and escalators working and safe?



6) Are there times of day you prefer not to use the metro because of crowding or safety concerns?

7) What improvements would make your journey more comfortable or safer?

4. Women with Dependents (Children or Elderly Relatives)

1) How easy is it to use this metro when travelling with children or dependents?

2) Are there enough spaces for strollers or for helping elderly relatives move safely?

3) How do you find the lighting, cleanliness, and general comfort of the station?

4) Are there parts of the station that feel unsafe or difficult to navigate with dependents?

5) How easy is it to find information, exits, or staff assistance when needed?

6) Have you experienced crowding or rushing that makes travel stressful with dependents?

7) What would make your journey easier and safer with family members?

5. Students and Youth

1) How often do you use the metro, and at what times of day?

2) Do you feel safe while waiting or travelling, especially in the evenings?

3) Are signs and announcements clear enough for you to understand where to go?

4) How would you describe the cleanliness and comfort of the stations and trains?

5) Have you or friends ever experienced or witnessed harassment or unsafe situations?

6) Would you know who to contact or where to go if you needed help in the metro?

7) What improvements do you think would make the metro more youth-friendly or safe?

6. Retail Workers or Small Vendors (Especially Women)

1) How safe and comfortable do you feel working in or near the metro station?

2) Do you have access to clean facilities (toilets, rest areas, water) during your working hours?

3) Is the lighting and ventilation in your work area adequate throughout the day?

4) Have you or your colleagues experienced harassment, theft, or security issues?

5) How easy is it to reach your workplace during construction or crowded hours?

6) Are you informed in advance about any station closures or renovation works that affect your business?

7) How do the station closures or renovation works affect your livelihoods?

8) What is the livelihood rehabilitation plan if livelihood is affected?



9) What are the challenges with that plan?

10) What changes would make your workplace safer and more comfortable?

7. Station Staff (Ticketing Agents, Cleaners, Security Guards – Especially Women)

1) How safe and comfortable do you feel working in this station, especially during late shifts?

2) Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?

3) How adequate are the lighting, ventilation, and rest areas in your work environment?

4) Have you faced any health or safety issues (e.g., noise, air quality, long hours)?

5) Are there clear systems for reporting workplace problems or grievances?

6) Do you feel supported by management when you raise safety or security concerns?

7) What changes would improve your working conditions or safety at the station?



PART 2 – DARNAGUL AND KHOJASAN DEPOTS

Date and Attendance

- As above

Geographic Scope of Consultation

- Darnagul Depot in the Binagadi district
- Khojasan Depot in the Yasamal district

Consultation Audience

- Nearby Residents (especially women, elderly, and persons with disabilities near Darnagul Depot)
- Women Vendors or Small Retail Operators Near Depot Entrances
- Cemetery Visitors and Local Faith Representatives
- Vulnerable Road Users (Women pedestrians, schoolchildren, elderly near Khojasan Depot)

Sampling Strategy

- Carry out consultation at the two depots.
- Short intercept interviews.
- Aim for 4-6 interviews per depot.
- Record age/gender/time of interview for analysis of patterns.
- Keep questions short and conversational (5 minutes maximum).
- Female interviewer, to make female respondents feel comfortable.

Interview Introduction

Hello, my name is [XXX], and I'm working on behalf of Baku Metro, who is planning improvements at the Darnagul and Khojasan depot areas. These works aim to make the metro system safer, more reliable, and more comfortable for passengers and nearby communities.

We're speaking today with people who live, work, or travel near the depots to understand any local concerns and gather ideas on how the project can reduce impacts and better support the community. The questions will only take a few minutes – would you be happy to share your views?



Questions

1. Nearby Residents (women, elderly, persons with disabilities) – especially around Darnagul Depot

- 1) How often do you or your family members pass by or use the areas near the depot?
- 2) Have you noticed any issues with noise, dust, or traffic from ongoing or past metro activities?
- 3) Do you feel safe walking near the depot area, especially in the evening or during busy traffic hours?
- 4) Are there any particular challenges faced by women, elderly people, or persons with disabilities in accessing or moving around this area?
- 5) What kind of information or updates would you like to receive during the construction phase of the project (e.g. access changes, noise, safety)?
- 6) How would you prefer to receive updates – for example, by posters, leaflets, text messages, or through community meetings?
- 7) Do you know who to contact or where to go if you have complaints or grievances related to environmental, social, or any other issues concerning the Project?
- 8) Are you aware of the Project's Grievance Redress Mechanism (GRM)?
- 9) If your livelihood would be affected by the Project, what measures or plans are in place to address this?
- 10) What challenges do you foresee in restoring or rehabilitating affected livelihoods?
- 11) What improvements would make the area safer and more comfortable for you and other community members?

2. Cemetery Visitors and Local Faith Representatives (Darnagul Depot)

- 1) How often do you visit the cemetery, and at what times of the day?
- 2) Are there any difficulties in accessing the cemetery area currently (e.g. roads, lighting, safety)?
- 3) How do you think construction activities near the cemetery might affect your ability to visit or carry out religious or cultural practices?
- 4) What would be the most respectful way for the project to manage works near the cemetery?
- 5) Are there specific times, days, or religious events when access to the cemetery is particularly important?



- 6) How should the project communicate upcoming works or temporary restrictions to families who visit the cemetery?
- 7) What would help ensure that the project shows respect for community traditions and the people buried here?

3. Women Vendors and Small Retail Operators (near depot entrances and access roads)

- 1) How long have you been working here, and what type of business do you run?
- 2) Do you expect the construction works to affect your business, customer access, or income in any way?
- 3) Have you faced any issues related to personal safety, harassment, or crowding in this area?
- 4) What could the project do to help keep your business accessible and safe during the works?
- 5) Are there any specific safety concerns for women vendors working here early in the morning or late in the evening?
- 6) Would temporary signage, barriers, or improved lighting help make the area safer for you and your customers?
- 7) How would you like to be informed about construction schedules or disruptions that may affect your business?
- 8) How the station closures or renovation works effect your livelihoods?
- 9) What is the livelihood rehabilitation plan if livelihood is affected?
- 10) What are the challenges with that plan?

4. Vulnerable Road Users (women pedestrians, schoolchildren, elderly near Khojasan Depot)

- 1) How often do you walk or travel along the roads near the depot area?
- 2) Do you feel safe walking along or crossing the roads near the depot, especially during peak traffic hours?
- 3) Are there areas where visibility, lighting, or crossings are poor or unsafe?
- 4) Are there particular times or seasons when road safety risks are higher (e.g. after dark, bad weather)?
- 5) Have you or others in your household ever experienced accidents or close calls near this area?
- 6) What improvements — such as lighting, sidewalks, speed controls, or crossings — would make the area safer for pedestrians, especially women and children?



- 7) How should the project inform the community about construction works that could affect road safety or access?

APPENDIX II: BAKU METRO EMPLOYEES INTERVIEWS

Interview Transcripts from Interviews Conducted with Baku Metro Employees on 18 September 2025

GROUP 1 (OF 4)

Demographics of Group Interview:

Gender of participants	Four female workers
Roles/positions	Station staff (platform dispatcher) and operations – non-managerial
How long have you worked here	4-18 years
Role permanent, temporary, contract-based?	Permanent

Questions and Responses from Each Interview:

No.	Question	Response
Policies and Benefits		
1	Are you aware of any policies or procedures your workplace has on gender equality or non-discrimination, and if so, which ones?	No.
2	Are you aware of any Baku Metro policies or procedures prohibiting violence, harassment and discrimination, and if so, which ones? Did you receive training on these policies and procedures?	No.
3	Do you feel that policies around flexible work (e.g. hours, location) are applied fairly to all genders?	Fixed hours.
4	Does your workplace offer parental leave? Is it accessible and encouraged for all genders?	Yes, and women get up to three years of maternity leave.
Recruitment, Promotion, and Career Development		
5	Do you believe that recruitment practices in your organization are free from gender bias?	Yes, men and women are treated equally.

No.	Question	Response
6	Do you think men and women have equal chances of being promoted in your organization?	Yes.
7	Are training and professional development opportunities equally accessible to all genders?	Yes.
Work Environment and Behavior		
8	Do team leaders and supervisors actively promote a gender-inclusive work environment?	Yes.
9	Do you feel that all genders are treated equally in your workplace? Please explain	Yes, there is no discrimination in the workplace.
10	Are workers of all genders given equal access to: <ul style="list-style-type: none"> o Safety gear and equipment? o Training and mentorship? o Overtime or shift options? 	Safety gear and equipment is provided to all workers. Interviewed workers work in shifts. There is no overtime.
11	Are there any workplace behaviors or norms that make it harder for a particular gender to succeed or feel included?	No.
Safety and Facilities		
12	Do you feel safe and supported at your workplace (e.g., in depots, on the road, during night shifts)?	Yes.
13	Do you feel that policies on workplace safety take into account the specific needs of women and gender-diverse staff?	Yes.
14	Are facilities (e.g., uniforms, changing rooms, restrooms) adequate and appropriate for all genders?	Yes – separated facilities for men and women.
Incident Reporting		
15	Do you feel comfortable voicing concerns or reporting inappropriate behavior related to gender?	Yes.
16	How would you report concerns about inappropriate behavior, gender-based issues or complaints?	Yes, but have not faced any issues. If issues occur, workers report to the Head

No.	Question	Response
		of Department. There is currently no formal Worker Grievance Mechanism.
17	Have you received any training on how to report an incident?	No, but incidents can be reported to management.
18	Have you observed or experienced any form of gender-based violence, harassment or discrimination in your work? (If yes, was it reported? What action was taken?)	No.
Attitudes and Awareness		
19	Has your workplace offered any training or education on gender equity or workplace harassment?	No.
20	Would you be interested in more training or discussions about gender equality?	Yes.
Open-Ended		
21	What challenges have you experienced at Baku Metro or in the transport sector related to your gender?	None.
22	What changes would you suggest to improve gender equity and inclusion in your workplace?	None as we are not aware of any discrimination in the workplace.
23	Do you have suggestions for encouraging more women and gender-diverse people to join and stay in the transport sector?	No.
24	Do you have any personal experiences related to gender (positive or negative) you'd like to share?	No.

**GROUP 2 (OF 4)****Demographics of Group Interview:**

Gender of participants	Five male workers
Roles/positions	Station staff including tube driver, two platform dispatchers and depot worker – non-managerial
How long have you worked here	2-29 years
Role permanent, temporary, contract-based?	Permanent

Questions and Responses from Each Interview:

No.	Question	Response
Policies and Benefits		
1	Are you aware of any policies or procedures your workplace has on gender equality or non-discrimination, and if so, which ones?	Not specifically.
2	Are you aware of any Baku Metro policies or procedures prohibiting violence, harassment and discrimination, and if so, which ones? Did you receive training on these policies and procedures?	Aware of company policies and procedures.
3	Do you feel that policies around flexible work (e.g. hours, location) are applied fairly to all genders?	During induction.
4	Does your workplace offer parental leave? Is it accessible and encouraged for all genders?	14 days of paternity leave for men.
Recruitment, Promotion, and Career Development		
5	Do you believe that recruitment practices in your organization are free from gender bias?	Yes, men and women are treated equally.
6	Do you think men and women have equal chances of being promoted in your organization?	Yes. There are also female tube drivers who receive equal terms of employment,

No.	Question	Response
		conditions and opportunities as men.
7	Are training and professional development opportunities equally accessible to all genders?	Yes.
Work Environment and Behavior		
8	Do team leaders and supervisors actively promote a gender-inclusive work environment?	Yes.
9	Do you feel that all genders are treated equally in your workplace? Please explain	Yes, there is no discrimination in the workplace.
10	Are workers of all genders given equal access to: <ul style="list-style-type: none"> ○ Safety gear and equipment? ○ Training and mentorship? ○ Overtime or shift options? 	This is provided to all genders.
11	Are there any workplace behaviors or norms that make it harder for a particular gender to succeed or feel included?	No.
Safety and Facilities		
12	Do you feel safe and supported at your workplace (e.g., in depots, on the road, during night shifts)?	Yes.
13	Do you feel that policies on workplace safety take into account the specific needs of women and gender-diverse staff?	Yes.
14	Are facilities (e.g., uniforms, changing rooms, restrooms) adequate and appropriate for all genders?	In some stations, changing rooms and restrooms are separated for men and women. However, some stations are older with soviet period facilities where restrooms are not separate. However, workers did not see any safety or comfort

No.	Question	Response
		issue with this, and all facilities are clean.
Incident Reporting		
15	Do you feel comfortable voicing concerns or reporting inappropriate behavior related to gender?	Yes – complete a form and had to Supervisor. There is an investigation process.
16	How would you report concerns about inappropriate behavior, gender-based issues or complaints?	As above.
17	Have you received any training on how to report an incident?	Informal training yes.
18	Have you observed or experienced any form of gender-based violence, harassment or discrimination in your work? (If yes, was it reported? What action was taken?)	No.
Attitudes and Awareness		
19	Has your workplace offered any training or education on gender equity or workplace harassment?	No formalized training.
20	Would you be interested in more training or discussions about gender equality?	Yes.
Open-Ended		
21	What challenges have you experienced at Baku Metro or in the transport sector related to your gender?	Not asked due to time limitations.
22	What changes would you suggest to improve gender equity and inclusion in your workplace?	Not asked due to time limitations.
23	Do you have suggestions for encouraging more women and gender-diverse people to join and stay in the transport sector?	Not asked due to time limitations.
24	Do you have any personal experiences related to gender (positive or negative) you'd like to share?	Not asked due to time limitations.

**GROUP 3 (OF 4)****Demographics of Group Interview:**

Gender of participants	Three female workers, all management
Roles/positions	Utility Department including Deputy to Head of Department, Safety Department, Legal Department, Engineer, and Procurement
How long have you worked here	5-35 years
Role permanent, temporary, contract-based?	Permanent

Questions and Responses from Each Interview:

No.	Question	Response
Policies and Benefits		
1	Are you aware of any policies or procedures your workplace has on gender equality or non-discrimination, and if so, which ones?	No specific policies – work regulations are based on law. There is one ‘commission’ at Baku Metro on gender equality for any worker complaints or issues.
2	Are you aware of any Baku Metro policies or procedures prohibiting violence, harassment and discrimination, and if so, which ones? Did you receive training on these policies and procedures?	As above.
3	Do you feel that policies around flexible work (e.g. hours, location) are applied fairly to all genders?	Yes.
4	Does your workplace offer parental leave? Is it accessible and encouraged for all genders?	Yes.
Recruitment, Promotion, and Career Development		
5	Do you believe that recruitment practices in your organization are free from gender bias?	Yes.

No.	Question	Response
8	Do you think men and women have equal chances of being promoted in your organization?	Yes – there is no discrimination.
7	Are training and professional development opportunities equally accessible to all genders?	Yes – equal access.
Work Environment and Behavior		
8	Do team leaders and supervisors actively promote a gender-inclusive work environment?	Yes – half of the department are women.
9	Do you feel that all genders are treated equally in your workplace? Please explain	Yes, there is no discrimination in the workplace.
10	Are workers of all genders given equal access to: <ul style="list-style-type: none"> ○ Safety gear and equipment? ○ Training and mentorship? ○ Overtime or shift options? 	This is provided to all genders.
11	Are there any workplace behaviors or norms that make it harder for a particular gender to succeed or feel included?	No.
Safety and Facilities		
12	Do you feel safe and supported at your workplace (e.g., in depots, on the road, during night shifts)?	Yes.
13	Do you feel that policies on workplace safety take into account the specific needs of women and gender-diverse staff?	Yes.
14	Are facilities (e.g., uniforms, changing rooms, restrooms) adequate and appropriate for all genders?	Yes, prayer rooms are also separated by gender.
Incident Reporting		
15	Do you feel comfortable voicing concerns or reporting inappropriate behavior related to gender?	Yes – all workers have information on the ‘commission’ from HR.

No.	Question	Response
16	How would you report concerns about inappropriate behavior, gender-based issues or complaints?	As above.
17	Have you received any training on how to report an incident?	No special training. Workers report directly to the Manager, which is then forwarded to the 'commission' or trade union.
18	Have you observed or experienced any form of gender-based violence, harassment or discrimination in your work? (If yes, was it reported? What action was taken?)	No.
Attitudes and Awareness		
19	Has your workplace offered any training or education on gender equity or workplace harassment?	No formalized training.
20	Would you be interested in more training or discussions about gender equality?	Yes.
Open-Ended		
21	What challenges have you experienced at Baku Metro or in the transport sector related to your gender?	Not asked due to time limitations.
22	What changes would you suggest to improve gender equity and inclusion in your workplace?	Nothing to add – however, more awareness on the Worker Grievance Management System / 'commission' would be useful, posters etc.
23	Do you have suggestions for encouraging more women and gender-diverse people to join and stay in the transport sector?	Not asked due to time limitations.
24	Do you have any personal experiences related to gender (positive or negative) you'd like to share?	Not asked due to time limitations.

**GROUP 4 (OF 4)****Demographics of Group Interview:**

Gender of participants	Four male workers, all management
Roles/positions	Logistics Division, Chief Risk Officer, Division Manager, Escalator Services, Commercial
How long have you worked here	1-9 years.
Role permanent, temporary, contract-based?	Permanent

Questions and Responses from Each Interview:

No.	Question	Response
Policies and Benefits		
1	Are you aware of any policies or procedures your workplace has on gender equality or non-discrimination, and if so, which ones?	Currently no, however, the company has just completed the review of the Baku Metro Ethics Policy and will be issued to the Supervisory Board soon.
2	Are you aware of any Baku Metro policies or procedures prohibiting violence, harassment and discrimination, and if so, which ones? Did you receive training on these policies and procedures?	As above. Three-day training program when a new employee joins, however, the training is focused on technical training and is not focused on labor or HR.
3	Do you feel that policies around flexible work (e.g. hours, location) are applied fairly to all genders?	Yes, but workers generally work 9.00-18.00 or 8.00-17.00.
4	Does your workplace offer parental leave? Is it accessible and encouraged for all genders?	Parental leave for mothers and fathers in accordance

No.	Question	Response
		with Azerbaijani law and the Collective Agreement with the Trade Union.
Recruitment, Promotion, and Career Development		
5	Do you believe that recruitment practices in your organization are free from gender bias?	Yes.
6	Do you think men and women have equal chances of being promoted in your organization?	Yes – there is no discrimination.
7	Are training and professional development opportunities equally accessible to all genders?	Yes – equal access.
Work Environment and Behavior		
8	Do team leaders and supervisors actively promote a gender-inclusive work environment?	Yes.
9	Do you feel that all genders are treated equally in your workplace? Please explain	Yes, there is no discrimination in the workplace.
10	Are workers of all genders given equal access to: <ul style="list-style-type: none"> ○ Safety gear and equipment? ○ Training and mentorship? ○ Overtime or shift options? 	This is provided to all genders. There is HSE training next week.
11	Are there any workplace behaviors or norms that make it harder for a particular gender to succeed or feel included?	No.
Safety and Facilities		
12	Do you feel safe and supported at your workplace (e.g., in depots, on the road, during night shifts)?	Yes.
13	Do you feel that policies on workplace safety take into account the specific needs of women and gender-diverse staff?	Yes.

No.	Question	Response
14	Are facilities (e.g., uniforms, changing rooms, restrooms) adequate and appropriate for all genders?	Facilities are fine and clean, but the infrastructure could be improved.
Incident Reporting		
15	Do you feel comfortable voicing concerns or reporting inappropriate behavior related to gender?	Yes.
16	How would you report concerns about inappropriate behavior, gender-based issues or complaints?	As described in the upcoming Ethics Policy, there will be numerous channels for workers to submit a grievance, ensuring confidentiality, which will be communicated to workers during their onboarding. A Supervisory Board will review each complaint. There will also be an Ethics Commission made up of HR, risk and internal control, legal, and security personnel, who will be responsible for analyzing each grievance, carrying out an investigation, and reporting to the Chairman.
17	Have you received any training on how to report an incident?	The system is in place but has not been communicated to workers yet.
18	Have you observed or experienced any form of gender-based violence, harassment or discrimination in your work? (If yes, was it reported? What action was taken?)	No.
Attitudes and Awareness		

No.	Question	Response
19	Has your workplace offered any training or education on gender equity or workplace harassment?	No formalized training yet but is upcoming (see above).
20	Would you be interested in more training or discussions about gender equality?	Yes.
Open-Ended		
21	What challenges have you experienced at Baku Metro or in the transport sector related to your gender?	Not asked due to time limitations.
22	What changes would you suggest to improve gender equity and inclusion in your workplace?	Not asked due to time limitations.
23	Do you have suggestions for encouraging more women and gender-diverse people to join and stay in the transport sector?	Not asked due to time limitations.
24	Do you have any personal experiences related to gender (positive or negative) you'd like to share?	Not asked due to time limitations.

APPENDIX III: 10 STATIONS INTERVIEWS

Interview Transcripts from Interviews Conducted with External Stakeholders at 10 Stations being Refurbished on 11 December 2025 (Thursday)

Location: Elmler Akademiyasi

Respondent Category: Students and Youth

Age and Gender: 20, Male

Time of Interview: 13:05

Question	Response
How often do you use the metro, and at what times of day?	I use the metro every day – early in the morning at 07:30 and again around 13:00 when I leave my classes.
Do you feel safe while waiting or travelling, especially in the evenings?	Yes, I feel safe in the metro during the evenings; I have never had any problems. There are cameras and police officers present.
Are signs and announcements clear enough for you to understand where to go?	Yes, the announcements and signs are clear, and I can understand which direction I need to go. The new trains are very comfortable as they show directions electronically on the monitor, but the older trains do not have this feature.
How would you describe the cleanliness and comfort of the stations and trains?	The stations and train carriages are very clean. However, it would be good if the older trains were replaced with newer ones.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	I have neither experienced nor witnessed any unsafe or dangerous situations.
Would you know who to contact or where to go if you needed help in the metro?	If any problem occurred, I would first approach the platform supervisor, and then, if necessary, the police or security staff.
What improvements do you think would make the metro more youth-friendly or safe?	The most important improvement, in my opinion, is reducing overcrowding in the metro. Train delays should also be eliminated by reducing the intervals between trains. Sometimes it is impossible to board

Question	Response
	the train – we have to let several trains pass before we can get on.

Location: Elmler Akademiyasi

Respondent Category: Station Staff

Age and Gender: 43, Female

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	Even when my shift falls during late hours, I feel very safe and secure because there are cameras and police officers present. There is nothing to be afraid of – naturally, it is our duty to help prevent any dangers here.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	Yes, we regularly receive training on various topics, and we even conduct emergency drills almost every day. These are very important for us from a practical standpoint. In addition, the station chief provides guidance, especially on Wednesdays and Thursdays, on how to assist passengers from vulnerable groups as well as other passengers in different situations. Depending on the topic, these training courses are held either once a month or once a week.
How adequate are the lighting, ventilation, and rest areas in your work environment?	I am very satisfied with the overall condition, the lighting, seating areas, and rest places are all good. The ventilation is also satisfactory.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	So far, I have not experienced any negative health effects.
Are there clear systems for reporting workplace problems or grievances?	If any problem arises – whether related to work or a passenger – I know immediately that I must report it to the station chief, and that is what I do. He always supports us, listens, and resolves the issue.



Question	Response
Do you feel supported by management when you raise safety or security concerns?	Yes, I always feel supported; the station chief consistently listens and helps address any concerns.
What changes would improve your working conditions or safety at the station?	I am satisfied with everything and have no suggestions for improvement.

Location: Elmler Akademiyasi

Respondent Category: Elderly Passengers

Age and Gender: 73, Male

Time of Interview: 13:25

Question	Response
How comfortable and safe do you feel when using this station?	I use the metro about three times a week, and I try to avoid peak hours because it becomes extremely crowded. It is difficult to board the train, and as an elderly person, I feel very uncomfortable in such situations.
Are there enough resting places or seating areas available while waiting?	Yes, there are places to sit, and they are generally sufficient for me.
Is lighting clear enough for you to see steps, signs, and platforms easily?	Yes, the lighting is good, and everything is clean and visible.
Do you find it easy to hear announcements and understand information?	Yes, I can hear the announcements and understand them clearly.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	The escalators always work and are safe. Whenever I need help, the staff are always ready to assist.

Question	Response
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	Yes, I prefer not to use the metro during peak hours because of the heavy crowding. It becomes very stressful for me.
What improvements would make your journey more comfortable or safer?	It would be better if the crowding were reduced and if the number of train carriages were increased. As an elderly person, entering a very crowded carriage makes me feel unwell.

Location: Elmler Akademiyasi

Respondent Category: Retail Worker (Pharmacy)

Age and Gender: 28, Female

Time of Interview: 13:35

Question	Response
How safe and comfortable do you feel working in or near the metro station?	I feel very comfortable and secure because there is security, police, and cameras in the area. If anything happens, we can immediately contact the police.
Do you have access to clean facilities (toilets, rest areas, water) during your working hours?	Yes, access to toilets and water is available. Since this is a pharmacy located near the metro entrance, we do not have our own toilet, but we are allowed to use the toilet inside the metro station.
Is the lighting and ventilation in your work area adequate throughout the day?	The lighting is good, but the ventilation system is not adequate. Sometimes there is an unpleasant smell coming from the sanitary drainage system, which is uncomfortable.
Have you or your colleagues experienced harassment, theft, or security issues?	Once, I noticed that someone attempted to steal something, and I immediately reported it to the security staff. The issue was resolved quickly.
How easy is it to reach your workplace during construction or crowded hours?	I have been working here for three years and have not encountered any construction, or renovation works during this time.

Question	Response
Are you informed in advance about any station closures or renovation works that affect your business?	I have not experienced any closures or renovation works, so this situation has not occurred.
How the station closures or renovation works effect your livelihoods?	Since I have not encountered any closures or renovation, there has been no impact on my livelihood.
What is the livelihood rehabilitation plan if livelihood is affected?	This has not been applicable to me, as I have not experienced any disruptions or closures.
What are the challenges with that plan?	There have been no challenges because such a situation has not occurred.
What changes would make your workplace safer and more comfortable?	I would like the ventilation system to be improved and to have access to our own sanitary facility.

Location: Inshaatchilar station

Respondent Category: Station Staff

Age and Gender: 38, Female

Time of Interview: 13:50

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	Even when I work during late hours, I feel completely safe. The presence of surveillance cameras and police officers creates a secure environment. There is really nothing to worry about – ensuring safety is part of our responsibility here.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	We regularly undergo different training sessions, and emergency drills are carried out almost daily. These are very helpful for us in terms of practical preparedness. Additionally, the station chief provides instructions twice a week on how to support vulnerable passengers and handle various situations.

Question	Response
	Depending on the topic, some training courses are held weekly, while others take place once a month.
How adequate are the lighting, ventilation, and rest areas in your work environment?	I am satisfied with the station's overall conditions. The lighting, seating, and rest areas are all adequate. The ventilation system also works well.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	Up to now, I have not encountered any negative impacts on my health.
Are there clear systems for reporting workplace problems or grievances?	Whenever an issue occurs – whether it concerns our duties or a passenger – I immediately inform the station chief. He responds promptly, listens carefully, and assists in resolving the matter.
Do you feel supported by management when you raise safety or security concerns?	Yes, I feel supported. The station chief is always attentive and helps whenever needed.
What changes would improve your working conditions or safety at the station?	At this stage, I am content with everything and do not have any recommendations for improvement. Improvements we needed in salary.

Location: Inshaatchilar station

Respondent Category: Elderly Passengers

Age and Gender: 60, Male

Time of Interview: 14:00

Question	Response
How comfortable and safe do you feel when using this station?	I usually take the metro every day in a week, but I try to avoid the rush hours because the trains get extremely crowded except at the weekends. It becomes quite challenging to get on, and as an older person, I feel uneasy in such situations.

Question	Response
Are there enough resting places or seating areas available while waiting?	The seating areas are generally adequate for me, and I can usually find a place to sit.
Is lighting clear enough for you to see steps, signs, and platforms easily?	The station is well-lit, clean, and everything is easy to see.
Do you find it easy to hear announcements and understand information?	I also hear the announcements clearly without any difficulty.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	The escalators operate reliably and feel safe to use. Whenever I need assistance, the staff are always kind and helpful.
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	I do avoid the metro during busy times, because the level of crowding makes the journey very stressful for me. As an elderly person, stepping into a packed carriage is physically and emotionally uncomfortable.
What improvements would make your journey more comfortable or safer?	One issue I notice is that the intervals between trains are quite long. Sometimes, when traveling from one station to another, the train waits in the tunnel for a bit. We understand that this is usually due to congestion, but still, it would be better if the crowding could be managed in other ways as well. For example, at the station entrance, security staff check passengers for safety – perhaps some sort of queue management could be introduced there to help regulate the flow of people during peak hours.

Location: Inshaatchilar station

Respondent Category: Students and Youth

Age and Gender: 19, Female

Time of Interview: 14:10

Question	Response
How often do you use the metro, and at what times of day?	I use the metro every day as I am a student. I usually travel in the morning around 07:40 and again in the afternoon at about 13:30 when commuting to and from the Elmlər Akademiyası area.
Do you feel safe while waiting or travelling, especially in the evenings?	Since I do not stay out very late in the evenings, I generally feel safe while using the metro.
Are signs and announcements clear enough for you to understand where to go?	Yes, the announcements and signs are clear, and I can understand which direction I need to go.
How would you describe the cleanliness and comfort of the stations and trains?	The stations are very clean, and overall conditions are good. The newer trains are much more comfortable than the old ones.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	I have never experienced or witnessed any inappropriate or unsafe behavior. However, if such a situation were to occur, I would definitely report it to the police.
Would you know who to contact or where to go if you needed help in the metro?	I would definitely report it to the police.
What improvements do you think would make the metro more youth-friendly or safe?	The main difficulty I face is overcrowding, which is quite stressful. Another major issue is the long interval between trains. When trains are delayed, a large number of people gather on the platform, and it becomes very difficult to board the train. In some cases, we have to wait for several trains before being able to get on. Reducing overcrowding and shortening the intervals between trains would



Question	Response
	significantly improve the metro experience for students and young passengers.

Location: Inshaatchilar station

Respondent Category: Women Passengers

Age and Gender: 43, Female

Time of Interview: 14:20

Question	Response
How safe do you feel when using this metro station, especially during early morning or evening hours?	I feel very safe when using the metro. The main advantage is that it allows you to reach destinations quickly. However, it is necessary to manage travel times and avoid using the metro during peak hours because it becomes very crowded.
Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?	There is no specific part of the station where I feel unsafe or at risk.
Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?	Yes, the presence of CCTV cameras and metro staff makes me feel secure and confident while using the station.
How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?	Movement within the station is generally easy, but during peak hours the heavy crowding makes it uncomfortable.
Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?	So far, I have not witnessed or experienced any inappropriate or unpleasant behavior. However, if I did, I would immediately report it to security staff.
Would you know who to contact or where to go if you needed help in the metro?	Yes, if any issue arises, I am confident that the platform supervisor would provide assistance if I approached them.

Question	Response
What improvements would make the metro safer or more comfortable for women?	In my opinion, women face greater safety concerns during evening hours and in overcrowded conditions. The most important improvement would be addressing the overcrowding issue and ensuring that trains operate more frequently.
Are there times you avoid using the metro because of safety or crowding concerns?	Yes, I try to avoid using the metro during peak hours due to severe crowding.

Location: 20 Yanvar station

Respondent Category: Station Staff

Age and Gender: 49, Female

Time of Interview: 14:35

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	Working night shifts is comfortable for me, and I feel safe during late hours. The presence of surveillance cameras and police officers creates a secure environment. Ensuring safety is part of our responsibility, and we take this role seriously.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	We regularly participate in meetings and training sessions related to safety and service provision. Depending on the situation, these sessions are organized on a weekly or monthly basis and cover a wide range of topics. They include how to interact with passengers, how to communicate with people from vulnerable or sensitive groups, and how to provide quality services in line with our job responsibilities. Regarding passengers with disabilities, it is true that they rarely use the metro without prior notice. In fact, there is a dedicated service in

Question	Response
	place: passengers with disabilities usually call in advance, and we meet them at the station and provide assistance. Although most stations do not have ramps, we use special equipment to help lift and move wheelchairs. This equipment is not automated, but it allows us to assist passengers effectively. The same type of assistance is often provided to passengers using baby strollers, with support from staff or other passengers when needed.
How adequate are the lighting, ventilation, and rest areas in your work environment?	I am satisfied with the station's overall conditions. The lighting, ventilation, and cleanliness meet my expectations, and the seating and rest areas are adequate.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	So far, I have not experienced any health problems related to my working conditions.
Are there clear systems for reporting workplace problems or grievances?	If any issue arises at work—whether related to operational matters or passenger concerns—we immediately inform the station chief. He consistently responds promptly, provides support, listens carefully, and ensures that problems are resolved. I feel fully supported by management.
Do you feel supported by management when you raise safety or security concerns?	Management staff consistently responds promptly, provides support, listens carefully, and ensures that problems are resolved. I feel fully supported by management.
What changes would improve your working conditions or safety at the station?	At this stage, I am content with everything and do not have any recommendations for improvement. Improvements we needed in salary.



Location: 20 Yanvar station

Respondent Category: Students and Youth

Age and Gender: 19, Female

Time of Interview: 14:45

Question	Response
How often do you use the metro, and at what times of day?	I do not face significant crowding in the morning hours however, during the afternoon return trip, the metro becomes extremely crowded, and it is often impossible to board the train. I usually have to let several trains pass before I can get on.
Do you feel safe while waiting or travelling, especially in the evenings?	I generally feel safe while using the metro, as I avoid staying out late in the evenings and try not to use the metro during late hours.
Are signs and announcements clear enough for you to understand where to go?	Inside the station, there are sufficient signs and announcements to guide passengers. On the trains, the newer carriages are much more convenient, as they provide both audio announcements and electronic screens that clearly display directions and route information. Unfortunately, these features are not available on the older trains. Audio announcements and metro station directions are provided on posters.
How would you describe the cleanliness and comfort of the stations and trains?	Both the stations and the trains are consistently very clean, and the overall environment is well maintained.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	I have never experienced or witnessed any unpleasant or unsafe behavior. However, if such an incident were to occur, I believe it should first be reported to station security or the station supervisor.

Question	Response
Would you know who to contact or where to go if you needed help in the metro?	first be reported to station security or the station supervisor.
What improvements do you think would make the metro more youth-friendly or safe?	Reducing crowding, shortening train intervals, replacing older trains with newer ones, and providing Wi-Fi access in stations and trains would significantly improve the metro experience for us as students.

Location: 20 Yanvar station

Respondent Category: Women Passengers

Age and Gender: 49, Female

Time of Interview: 14:55

Question	Response
How safe do you feel when using this metro station, especially during early morning or evening hours?	Overall, I feel very safe when using the metro. One of its main advantages is that it allows passengers to reach their destinations quickly and efficiently. Since I am not commuting to work, I do not usually use the metro very early in the morning or late in the evening. I use the metro approximately four times a week, and I am aware that traveling during peak hours is extremely difficult due to heavy crowding. For this reason, I try to avoid using the metro at those times.
Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?	In general, I consider the metro to be very safe, and there is no specific area of the station where I feel unsafe or at risk.

Question	Response
Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?	I feel confident and secure because metro staff are always present, surveillance cameras are installed throughout the station, and security personnel are on duty at all times.
How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?	The stairs and escalators are easy to use; however, during peak hours, overcrowding makes movement uncomfortable and stressful.
Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?	have not experienced or witnessed any inappropriate or unethical behavior.
Would you know who to contact or where to go if you needed help in the metro?	If such an incident were to occur, I would first report it to the station supervisor and, if necessary, to the police.
What improvements would make the metro safer or more comfortable for women?	Overcrowding is a major concern for women passengers and causes significant discomfort. Addressing this issue—by reducing crowd density and increasing train frequency—would greatly improve safety and comfort for women using the metro.
Are there times you avoid using the metro because of safety or crowding concerns?	Yes, I try to avoid using the metro during peak hours due to severe crowding.

Location: 20 Yanvar station

Respondent Category: Students and Youth

Age and Gender: 29, Female

Time of Interview: 15:10

Question	Response
How often do you use the metro, and at what times of day?	I use the metro regularly, mainly in the early morning and around midday. In the morning hours, I do not usually face overcrowding, however, during the afternoon the metro becomes extremely crowded. At times, it is impossible to board the train, and I often must let several trains pass before I am able to get on.
Do you feel safe while waiting or travelling, especially in the evenings?	Overall, I feel safe while using the metro. Although I generally try to avoid staying out very late in the evenings, on the few occasions when I have returned late, I have still felt safe while using the metro.
Are signs and announcements clear enough for you to understand where to go?	The station environment is easy to navigate. All announcements and signage are clear and understandable. On newer trains, route information is provided through both audio announcements and electronic display screens, which makes travel more convenient. In contrast, older trains lack these features and rely mainly on posters and basic audio announcements for station and direction information.
How would you describe the cleanliness and comfort of the stations and trains?	Both the stations and the trains are consistently very clean, and the overall environment is well maintained.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	I have not personally experienced any unsafe or unpleasant incidents. However, I have witnessed situations where the police intervened immediately, which increased my sense of safety. In the event of any inappropriate or unsafe behavior,

Question	Response
Would you know who to contact or where to go if you needed help in the metro?	I believe the correct procedure is to first inform the station supervisor, followed by security staff or the police if necessary.
What improvements do you think would make the metro more youth-friendly or safe?	By reducing crowd density, shortening train intervals, replacing old trains with newer ones

Location: Memar Acami station

Respondent Category: Station Staff

Age and Gender: 33, Female

Time of Interview: 15:30

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	Overall, working at the station, including during night shifts, is very safe and comfortable. The metro environment is well secured. As station staff, we understand that ensuring safety is part of our core responsibility, and we take this duty seriously, not only for ourselves but also for passengers.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	Yes, we regularly receive training in accordance with established procedures. These training courses and meetings are conducted on both a weekly and monthly basis and cover a wide range of topics, including emergency response, passenger interaction, communication with vulnerable and sensitive groups, and the provision of quality services in line with our job responsibilities.



Question	Response
How adequate are the lighting, ventilation, and rest areas in your work environment?	The overall working environment is satisfactory. The lighting, ventilation, cleanliness, and seating arrangements are adequate, and rest areas provide sufficient space for staff to take breaks.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	To date, I have not experienced any health or safety issues related to noise, air quality, or working conditions.
Are there clear systems for reporting workplace problems or grievances?	Yes, if any issue or complaint arises—whether related to operational matters or passenger concerns—we report it directly to the station chief. He consistently responds promptly, listens carefully, provides support, and ensures that issues are resolved effectively.
Do you feel supported by management when you raise safety or security concerns?	Yes, I feel fully supported by management. Safety and security concerns are taken seriously, and management responds quickly and constructively.
What changes would improve your working conditions or safety at the station?	Greater passenger responsibility and awareness would further support a safe and orderly metro environment. Improvements we need in salary.

Location: Memar Acami station

Respondent Category: Elderly Passengers

Age and Gender: 53, Male

Time of Interview: 15:40

Questions	Response
How comfortable and safe do you feel when using this station?	I use the metro several times a week and generally try to avoid peak hours, as trains become extremely crowded on weekdays. Boarding the train can be quite difficult, and as

*Environmental and Social Consulting Services for the Baku Metro Expansion Project
Gender Action Plan*

Questions	Response
	an elderly passenger, such situations make me feel uncomfortable and uneasy.
Are there enough resting places or seating areas available while waiting?	It would be better to add more sitting places.
Is lighting clear enough for you to see steps, signs, and platforms easily?	The station environment is well lit, clean, and visually clear, which makes moving around easier.
Do you find it easy to hear announcements and understand information?	Announcements are audible and easy to understand.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	The escalators function properly and feel safe to use. When assistance is needed, metro staff are consistently supportive and helpful.
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	I deliberately avoid using the metro during busy periods because overcrowding makes travel very stressful for me.
What improvements would make your journey more comfortable or safer?	By reducing the long interval between trains and overcrowding could potentially be managed.

Location: Memar Acami station

Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 31, Female

Time of Interview: 15:55

Question	Response
How easy is it to use this metro when travelling with children or dependents?	Traveling on the metro with a child can be somewhat challenging.
Are there enough spaces for strollers or for helping elderly relatives move safely?	Using a stroller is particularly difficult because it is not possible to move it independently on stairs, and assistance from others is often required. In many cases, metro staff are helpful

	and provide support. There is generally enough space to move around within the station; however, when accompanied by a small child, constant supervision is necessary. It would be much safer if protective barriers were installed along platform edges to prevent potential accidents.
How do you find the lighting, cleanliness, and general comfort of the station?	Overall, the station's lighting, ventilation, and cleanliness are satisfactory and contribute positively to comfort.
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	Traveling during peak hours is particularly stressful when accompanied by a child due to severe overcrowding. Managing a stroller and ensuring a child's safety in such conditions is very difficult. Near the platform is not safe when travelling with children
How easy is it to find information, exits, or staff assistance when needed?	Information boards, signage, and exit directions are clearly marked, making it easy to navigate the station and locate assistance when needed.
Have you experienced crowding or rushing that makes travel stressful with dependents?	When boarding the train, it is sometimes difficult to find a seat for a child. The experience would be improved if there were designated seating areas or zones specifically for passengers traveling with children.
What would make your journey easier and safer with family members?	Managing the overcrowding, installing appropriate equipment to facilitate stroller movement, placing protective barriers along platforms, and creating designated seating areas for children inside train carriages.

Location: Memar Acemi

Respondent Category: Students and Youth

Age and Gender: 18, Female

Time of Interview: 16:15

Question	Response
How often do you use the metro, and at what times of day?	I use every day in the morning and afternoon hours. At 7:50 in the morning and 13:20 in the afternoon.
Do you feel safe while waiting or travelling, especially in the evenings?	Usually, I do not travel in the evening. But in general, it is very safe.
Are signs and announcements clear enough for you to understand where to go?	Yes, very clear.
How would you describe the cleanliness and comfort of the stations and trains?	Yes, it is very clean in station as well as in the trains.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	No never experienced.
Would you know who to contact or where to go if you needed help in the metro?	In case if needed firstly I will ask the security.
What improvements do you think would make the metro more youth-friendly or safe?	By reducing crowd density, shortening train intervals, replacing old trains with new ones.

Location: Nasimi station

Respondent Category: Station Staff

Age and Gender: 61, Female

Time of Interview: 16:25



Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	Working at the station, including during night shifts, is very safe and comfortable. Cameras are everywhere.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	Yes, we regularly receive training regarding our procedures. They conducted weekly and monthly basis and cover a wide range of topics as well as the emergency response and managing the vulnerable and sensitive groups.
How adequate are the lighting, ventilation, and rest areas in your work environment?	The lighting, ventilation is moderate, cleanliness, and seating arrangements are adequate, and rest areas are also sufficient.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	No, I have not experienced any health or safety issues related to my working conditions.
Are there clear systems for reporting workplace problems or grievances?	In such cases we report it directly to the station chief. He responds promptly, provides support, and resolves the problem.
Do you feel supported by management when you raise safety or security concerns?	Yes, I feel fully supported by management.
What changes would improve your working conditions or safety at the station?	There is no need for changes except the salary.

Geographic Scope of Consultation: Nasimi station

Respondent Category: Elderly Passengers

Age and Gender: 59, Male

Time of Interview: 16:45

Question	Response
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How comfortable and safe do you feel when using this station?	I use the metro three times a week and generally try to avoid peak hours, as trains become extremely crowded. I feel very safe except for peak hours.
Are there enough resting places or seating areas available while waiting?	Sitting places not so much.
Is lighting clear enough for you to see steps, signs, and platforms easily?	Yes, it is.
Do you find it easy to hear announcements and understand information?	Mostly I understand.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	Yes, they are safe but if I need help, I ask the personnel.
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	Yes, especially early in the morning from 8:30 to 10, then around 13:00-14:00 and 18:00.
What improvements would make your journey more comfortable or safer?	Reducing the long interval between trains and managing the overcrowding.

Location: Nasimi station

Respondent Category: Women Passengers

Age and Gender: 46, Female

Time of Interview: 16:55

Question	Response
How safe do you feel when using this metro station, especially during early morning or evening hours?	Overall, I feel very safe when using the metro. But in the morning hours it is trouble to use. It is overloaded. I try to avoid using the metro at those times.

Question	Response
Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?	For me the nearby platforms is not safe and very uncomfortable.
Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?	Feel confident and secure because metro staff are always here and the cameras is on.
How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?	It is not difficult to use; they are working properly.
Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?	I have never experienced it in a metro.
Would you know who to contact or where to go if you needed help in the metro?	Firstly, I will ask the station supervisor and, if necessary, the police.
What improvements would make the metro safer or more comfortable for women?	The first reason for discomfort for the women is overcrowding Addressing this issue would greatly improve the situation.
Are there times you avoid using the metro because of safety or crowding concerns?	During peak hours due to severe crowding

Location: Nasimi station

Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 30, Female

Time of Interview: 17:15

Question	Response
How easy is it to use this metro when travelling with children or dependents?	Traveling on the metro with a child can be challenging issue.
Are there enough spaces for strollers or for helping elderly relatives move safely?	There are enough spaces but if you use a stroller, it is difficult because it is not possible to move it independently on stairs, and you need assistance from others. There are no protective barriers being installed along platform edges.
How do you find the lighting, cleanliness, and general comfort of the station?	Yes, the station's lighting, ventilation, and cleanliness are satisfactory.
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	It is very stressful to travel during peak hours when accompanied by a child due to severe overcrowding. Near the platform is not safe when travelling with children.
How easy is it to find information, exits, or staff assistance when needed?	Yes, the information boards, signage, and exit directions are clearly marked and it is easy to navigate.
Have you experienced crowding or rushing that makes travel stressful with dependents?	Yes, Difficulties to find a seat for a child. It could be better for setting up the designated seating areas or zones specifically for passengers traveling with children.
What would make your journey easier and safer with family members?	Reduce overcrowding, installing equipment to facilitate stroller movement, protective barriers along platforms, and creating designated seating areas for children inside train carriages.

Location: Azadliq station

Respondent Category: Women passengers

Age and Gender: 44, Female

Time of Interview: 17:30

Question	Response
How safe do you feel when using this metro station, especially during early morning or evening hours?	In overall, I feel very safe. But during times in the morning and evening not safe when using the metro.
Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?	No there are no such places here. I feel safe everywhere and when using the escalator.
Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?	Yes, we feel safe because metro staff are always here and the cameras are on.
How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?	It is not difficult to use; they are working properly.
Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?	I have never experienced it in a metro.
Would you know who to contact or where to go if you needed help in the metro?	Maybe if it happens, I will ask security staff
What improvements would make the metro safer or more comfortable for women?	The activities for reducing the overcrowding Addressing this issue would greatly improve the situation.
Are there times you avoid using the metro because of safety or crowding concerns?	During peak hours due to severe crowding

Location: Azadliq station

Respondent Category: Students and Youth

Age and Gender: 20, Female

Time of Interview: 17:45

Question	Response
How often do you use the metro, and at what times of day?	I use every day in the morning in the evening not possible to use because of overcrowding issues.
Do you feel safe while waiting or travelling, especially in the evenings?	As I mentioned, I do not travel in the evening. But in general, I think it is very safe.
Are signs and announcements clear enough for you to understand where to go?	Yes, very clear and understandable.
How would you describe the cleanliness and comfort of the stations and trains?	Yes, it is very clean in station as well as in the trains.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	Never experienced such kind of situations.
Would you know who to contact or where to go if you needed help in the metro?	In case if needed I will ask the security.
What improvements do you think would make the metro more youth-friendly or safe?	Reducing the crowd density by shortening train intervals and increasing the number of train carriages.

Location: Azadliq station

Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 36, Female

Time of Interview: 18:00

Question	Response
How easy is it to use this metro when travelling with children or dependents?	My child is autistic and is nine years old, which creates several challenges when using the metro. I carefully choose travel times for clinical visits and school so that we do not travel during peak

Question	Response
	hours, as crowded conditions cause my child significant distress and anxiety.
Are there enough spaces for strollers or for helping elderly relatives move safely?	Previously, when my child was younger, I used a stroller, which created additional difficulties. There are no appropriate facilities or equipment to safely lift or move strollers on stairs, making travel physically demanding. In addition, tactile paving is installed in very few stations, which limits accessibility for passengers with special needs.
How do you find the lighting, cleanliness, and general comfort of the station?	Yes, the station's lighting, ventilation, and cleanliness are satisfactory.
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	Another difficulty relates to ticketing and turnstiles. Since my child is older, I must pay a separate fare for her. I must first let her pass through the turnstile and then pass myself, but during this process he often runs ahead, which is unsafe. These situations are not adequately considered in station design or procedures. The lack of protective barriers along platform edges is also a serious safety concern, especially for children with special needs. Inside the train carriages, there are no designated seating areas for children.
How easy is it to find information, exits, or staff assistance when needed?	Yes, the information boards, signage, and exit directions are clearly marked and it is easy to navigate.
Have you experienced crowding or rushing that makes travel stressful with dependents?	The lack of child-friendly and disability-sensitive infrastructure makes travel challenging and, at times, unsafe. Especially during the crowding time.



Question	Response
What would make your journey easier and safer with family members?	Reduce the overcrowding, installing equipment to facilitate stroller movement, protective barriers along platforms, and create designated seating areas for children inside train carriages.

Geographic Scope of Consultation: Azadliq station

Respondent Category: Station Staff

Age and Gender: 32, Female

Time of Interview: 18:15

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	Working at the station, including during night shifts, is very safe and comfortable.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	Yes, we regularly receive training based on our regulatory mechanism. Emergency drills are conducted here daily, covering various scenarios and topics. For the covering the vulnerable and sensitive groups weekly and monthly training were conducted.
How adequate are the lighting, ventilation, and rest areas in your work environment?	The lighting and ventilation are of very high quality because of the modern equipment installed in our station. Cleanliness and seating arrangements are adequate, and rest areas are also sufficient.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	No, I have not experienced any health or safety issues related to my working conditions.
Are there clear systems for reporting workplace problems or grievances?	In such cases we report it directly to the station chief or call line 964. They respond promptly, provide support, and resolve the problem.



Question	Response
Do you feel supported by management when you raise safety or security concerns?	Yes, I feel fully supported by management.
What changes would improve your working conditions or safety at the station?	There is no need for changes when we installed modern equipment.

Location: Azadliq Station

Respondent Category: Retail Worker (jewelry shop located near the metro entrance)

Age and Gender: 28, Female

Time of Interview: 18:25

Question	Response
How safe and comfortable do you feel working in or near the metro station?	The presence of security personnel, police, and CCTV cameras creates a strong sense of safety and comfort. Any issues can be promptly reported to the police.
Do you have access to clean facilities (toilets, rest areas, water) during your working hours?	Yes, access to toilets and drinking water is available. As our jewelry shop is located near the metro entrance, we do not have a private toilet; however, we are permitted to use the facilities within the metro station
Is the lighting and ventilation in your work area adequate throughout the day?	The lighting and the ventilation system are sufficient.
Have you or your colleagues experienced harassment, theft, or security issues?	I once noticed an attempted theft and reported it to security right away. The matter was resolved quickly.
How easy is it to reach your workplace during construction or crowded hours?	I have been working here for two years and have not encountered any construction or renovation work during this time.

Question	Response
Are you informed in advance about any station closures or renovation works that affect your business?	Never experienced here.
How the station closures or renovation works effect your livelihoods?	Never impacted on my livelihood.
What is the livelihood rehabilitation plan if livelihood is affected?	Not applicable to me, as I have not experienced any disruptions or closures.
What are the challenges with that plan?	Such a situation has not occurred.
What changes would make your workplace safer and more comfortable?	I would like the ventilation system to be improved and to have access to our own sanitary facility.

Location: Darnagul station

Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 54, Female

Time of Interview: 18:40

Question	Response
How easy is it to use this metro when travelling with children or dependents?	Using the metro while traveling with a child can be difficult at times.
Are there enough spaces for strollers or for helping elderly relatives move safely?	While space is generally sufficient, the absence of step-free access makes traveling with a stroller difficult, as assistance is required on stairs. Moreover, the lack of protective barriers along platform edges raises safety concerns.
How do you find the lighting, cleanliness, and general comfort of the station?	Yes, the station's lighting, ventilation, and cleanliness are satisfactory.

Question	Response
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	Peak-hour travel with a child is very stressful because of heavy crowding, and the platform area does not feel safe for children.
How easy is it to find information, exits, or staff assistance when needed?	Yes, the information boards, signage, and exit directions are clearly marked and it is easy to navigate.
Have you experienced crowding or rushing that makes travel stressful with dependents?	It is difficult to find seating for children, and it would be helpful to have designated areas for passengers traveling with children.
What would make your journey easier and safer with family members?	Reducing overcrowding, improving stroller accessibility, installing protective platform barriers, and providing designated seating for children in train carriages.

Location: Darnagul Station

Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 57, Female

Time of Interview: 18:55

Question	Response
How easy is it to use this metro when travelling with children or dependents?	Using the metro while accompanied by a child can sometimes be difficult.
Are there enough spaces for strollers or for helping elderly relatives move safely?	Space is generally adequate, but strollers are difficult to manage on stairs due to the lack of step-free access, and the platform edges lack protective barriers, which raises safety issues.
How do you find the lighting, cleanliness, and general comfort of the station?	Yes, the station's lighting, ventilation, and cleanliness are satisfactory.

Question	Response
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	The platform area does not feel safe for children.
How easy is it to find information, exits, or staff assistance when needed?	The station's signs, information boards, and exit directions are clear, allowing for easy navigation.
Have you experienced crowding or rushing that makes travel stressful with dependents?	Securing seats for children is sometimes difficult.
What would make your journey easier and safer with family members?	reducing overcrowding, facilitating stroller movement, adding platform barriers

Location: Darnagul Station

Respondent Category: Students and Youth

Age and Gender: 22, Female

Time of Interview: 19:10

Question	Response
How often do you use the metro, and at what times of day?	I use every day in the morning and in afternoon.
Do you feel safe while waiting or travelling, especially in the evenings?	I generally avoid evening travel, but overall, I feel the metro is very safe.
Are signs and announcements clear enough for you to understand where to go?	Yes, very clear.
How would you describe the cleanliness and comfort of the stations and trains?	Yes, it is very clean in station as well as in the trains.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	Never experienced.



Question	Response
Would you know who to contact or where to go if you needed help in the metro?	If needed I will ask police.
What improvements do you think would make the metro more youth-friendly or safe?	Reducing the crowd density by shortening train intervals.

Location: Darnagul Station

Respondent Category: Station Staff

Age and Gender: 40, Female

Time of Interview: 19:20

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	I feel safe and secure even on late shifts because cameras and police are present. It is also our duty to help prevent any potential dangers.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	The station chief offers guidance, especially midweek, on supporting vulnerable passengers and managing different situations. Training courses are held weekly or monthly depending on the topic.
How adequate are the lighting, ventilation, and rest areas in your work environment?	The lighting, seating, and rest areas are good, and the ventilation works well.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	I have not encountered any health issues.
Are there clear systems for reporting workplace problems or grievances?	If any problem occurs, I immediately inform the station chief. He always listens carefully and supports.



Question	Response
Do you feel supported by management when you raise safety or security concerns?	I always feel supported.
What changes would improve your working conditions or safety at the station?	I am satisfied with everything and have no suggestions for improvement.

Location: Nizami Station

Respondent Category: Women Passenger

Age and Gender: 42, Female

Time of Interview: 19:45

Question	Response
How safe do you feel when using this metro station, especially during early morning or evening hours?	I feel safe using the metro, except for the peak hours.
Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?	There is no specific part of the station where I feel unsafe or at risk.
Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?	I feel safe and confident in the station thanks to the CCTV cameras and staff presence.
How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?	It is usually easy to move around the station, but overcrowding during peak times can be inconvenient.
Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?	I have not faced or seen any inappropriate behavior, but I would report it to security immediately if it happened



Question	Response
Would you know who to contact or where to go if you needed help in the metro?	If any problem occurs, I am sure the platform supervisor would help if I asked.
What improvements would make the metro safer or more comfortable for women?	Women's safety is more at risk in the evenings and during overcrowding. Reducing crowding and increasing train frequency would greatly improve conditions
Are there times you avoid using the metro because of safety or crowding concerns?	during peak hours due to severe crowding.

Location: Nizami station

Respondent Category: Elderly Passengers

Age and Gender: 67, Male

Time of Interview: 19:55

Question	Response
How comfortable and safe do you feel when using this station?	I take the metro around four times weekly and avoid the 18:00–19:30 peak, when overcrowding makes boarding difficult and uncomfortable for me as an elderly passenger.
Are there enough resting places or seating areas available while waiting?	There are seats, and they are usually sufficient for me.
Is lighting clear enough for you to see steps, signs, and platforms easily?	Yes, the lighting is good, and everything is clean and visible.
Do you find it easy to hear announcements and understand information?	Yes, I can hear the announcements and understand them clearly.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	The escalators always function properly and feel safe, and the staff are always willing to help.



Question	Response
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	I try not to travel during peak times because overcrowding is stressful.
What improvements would make your journey more comfortable or safer?	It would help if crowding were reduced and more carriages were added, as very crowded trains make me feel unwell.

Location: Nizami Station

Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 42, Female

Time of Interview: 20:10

Question	Response
How easy is it to use this metro when travelling with children or dependents?	Using the metro with a child can be difficult at times.
Are there enough spaces for strollers or for helping elderly relatives move safely?	Space in the station is usually enough, but with a small child, supervision is needed. Platform-edge barriers would make it safer.
How do you find the lighting, cleanliness, and general comfort of the station?	The station's lighting and cleanliness are satisfactory.
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	Platform edges are unsafe for children.
How easy is it to find information, exits, or staff assistance when needed?	Signage, information boards, and exit directions are clear, making it easy to find your way and seek help if needed.
Have you experienced crowding or rushing that makes travel stressful with dependents?	Yes.



Question	Response
What would make your journey easier and safer with family members?	Reduce overcrowding, improve stroller accessibility, add platform barriers.

Location: Nizami Station

Respondent Category: Station Staff

Age and Gender: 38, Female

Time of Interview: 20:20

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	I feel safe. We are responsible for preventing any potential dangers.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	Yes of course, we receive the needed instructions based on topic and situations daily, weekly and monthly.
How adequate are the lighting, ventilation, and rest areas in your work environment?	The station has good lighting, seating, and rest areas, with proper ventilation.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	I have not faced any health problems.
Are there clear systems for reporting workplace problems or grievances?	I immediately inform the station chief of any problem.
Do you feel supported by management when you raise safety or security concerns?	I always feel supported by managers.
What changes would improve your working conditions or safety at the station?	Have no suggestions for improvement.

Location: 28 May Station



Respondent Category: Women with Dependents (Children or Elderly Relatives)

Age and Gender: 30, Female

Time of Interview: 20:35

Question	Response
How easy is it to use this metro when travelling with children or dependents?	When the metro is overcrowded it is more difficult to travel with children and not safe.
Are there enough spaces for strollers or for helping elderly relatives move safely?	Supervision is needed with a small child, and platform barriers would make it safer. But the platform barriers do not exist.
How do you find the lighting, cleanliness, and general comfort of the station?	The station's lighting and cleanliness are good.
Are there parts of the station that feel unsafe or difficult to navigate with dependents?	Absence of platform edges present potential dangers for passengers accompanied by children.
How easy is it to find information, exits, or staff assistance when needed?	Information boards and exit directions are clear.
Have you experienced crowding or rushing that makes travel stressful with dependents?	Yes.
What would make your journey easier and safer with family members?	Reduce overcrowding, improve stroller accessibility, add platform barriers.

Location: 28 May Station

Respondent Category: Elderly Passengers

Age and Gender: 56, Female

Time of Interview: 20:45



Name	Response
How comfortable and safe do you feel when using this station?	I take the metro 3-4 times weekly and avoid the peak hours. It is safe for me.
Are there enough resting places or seating areas available while waiting?	The seating places not so much.
Is lighting clear enough for you to see steps, signs, and platforms easily?	Yes, the lighting is good, and everything is clean.
Do you find it easy to hear announcements and understand information?	Yes, I can hear the announcements and mostly understand them clearly.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	The escalators function properly and feel safe, and the staff are always ready to help.
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	I avoid travelling during peak times. It is very stressful for me.
What improvements would make your journey more comfortable or safer?	It would be helpful to reduce crowding and add more carriages, as very crowded trains make me feel unwell.

Location: 28 May Station

Respondent Category: Students and Youth

Age and Gender: 20, Female

Time of Interview: 20:50

Question	Response
How often do you use the metro, and at what times of day?	I use the metro every day, at 12:00 when going to classes and at 7:00 in the evening. During these times, there is extreme overcrowding, which causes significant discomfort. During peak hours, I do not feel completely safe and become anxious.



Question	Response
Do you feel safe while waiting or travelling, especially in the evenings?	No not safe.
Are signs and announcements clear enough for you to understand where to go?	Yes, it is clear enough.
How would you describe the cleanliness and comfort of the stations and trains?	The stations are well maintained and very clean, with overall conditions being satisfactory. In addition, the newer trains offer a significantly higher level of comfort compared to the older ones.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	I have observed inappropriate or unsafe behavior. However, if such a situation were to occur, I think that immediately you should go and report to the police.
Would you know who to contact or where to go if you needed help in the metro?	I would definitely report it to the police.
What improvements do you think would make the metro more youth-friendly or safe?	Increasing the number of trains operating on the line, reducing the intervals between trains, and alleviating overcrowding.

Location: 28 May Station

Respondent Category: Retail Worker (Pharmacy)

Age and Gender: 36, Female

Time of Interview: 21:00

Question	Response
How safe and comfortable do you feel working in or near the metro station?	I feel safe and at ease due to the presence of security personnel, police officers.



Question	Response
Do you have access to clean facilities (toilets, rest areas, water) during your working hours?	Yes, access to toilets and water is available. As this is a pharmacy located near the metro entrance, we do not have a separate restroom of our own; however, we are permitted to use the toilet facilities inside the metro station.
Is the lighting and ventilation in your work area adequate throughout the day?	Both the lighting and ventilation are good.
Have you or your colleagues experienced harassment, theft, or security issues?	No never experienced.
How easy is it to reach your workplace during construction or crowded hours?	I have been working here for two years and have not experienced any construction or renovation activities during this period.
Are you informed in advance about any station closures or renovation works that affect your business?	I have not experienced any closures or renovation works, so this situation has not occurred.
How the station closures or renovation works effect your livelihoods?	As I have not experienced any station closures or renovation works, my livelihood has not been affected.
What is the livelihood rehabilitation plan if livelihood is affected?	I have not experienced any disruptions or closures.
What are the challenges with that plan?	Such a situation has not occurred.
What changes would make your workplace safer and more comfortable?	No suggestions.

Location: Khatai station

Respondent Category: Elderly Passengers



Age and Gender: 59, Male

Time of Interview: 21:10

Question	Response
How comfortable and safe do you feel when using this station?	Overall, I feel safe, but problems can arise during peak hours. The main issue is that only 30 seconds are allocated for boarding and alighting from the train, which is very short. This makes it difficult to get on or off in time and causes stress.
Are there enough resting places or seating areas available while waiting?	The seating places are not so much.
Is lighting clear enough for you to see steps, signs, and platforms easily?	Yes, the lighting is good, and everything is clean.
Do you find it easy to hear announcements and understand information?	Yes, I can hear the announcements and mostly understand them clearly.
How easy is it for you to enter and exit the station – are lifts and escalators working and safe?	The escalators function properly and feel safe.
Are there times of day you prefer not to use the metro because of crowding or safety concerns?	I avoid travelling during peak times. It is very stressful for me.
What improvements would make your journey more comfortable or safer?	To improve the situation, the 30-second allotted time for boarding and alighting should be increased.

Location: Khatai Station

Respondent Category: Female Metro User

Age and Gender: 34, Female

Time of Interview: 21:20

Question	Response
How safe do you feel when using this metro station, especially during early morning or evening hours?	I feel safe using the metro.
Are there any parts of the station (entrances, tunnels, platforms) where you feel unsafe or uncomfortable?	No specific part of the station where I feel unsafe or at risk. Only maybe near the platform.
Do you think the lighting, CCTV, and staff presence are enough to make passengers feel secure?	Yes, I feel confident and safe knowing that metro security staff are here and the cameras are on.
How easy is it for you to move through the station – stairs, escalators, lifts, or turnstiles?	It is usually easy to move around the station, but overcrowding during peak times can be inconvenient.
Have you ever seen or experienced harassment or unwanted behavior on the metro? If so, did you know how to report it?	I have not encountered or witnessed any inappropriate behavior; however, if it were to occur, I would report it to security immediately.
Would you know who to contact or where to go if you needed help in the metro?	If any issue arises, I am confident that the platform supervisor would help if I requested it.
What improvements would make the metro safer or more comfortable for women?	Women's safety is particularly at-risk during evening hours and periods of overcrowding. To improve safety, crowding should be reduced, and the 30-second time allocated for boarding and alighting should be extended.
Are there times you avoid using the metro because of safety or crowding concerns?	During peak hours due to severe crowding.

Location: Khatai Station

Respondent Category: Students and Youth



Age and Gender: 24, Female

Time of Interview: 21:30

Question	Response
How often do you use the metro, and at what times of day?	I use the metro in the mornings and around noon. Overall, I feel safe. However, I believe a common concern for everyone is that only 30 seconds are allotted for boarding and alighting from the trains, which can really cause problems.
Do you feel safe while waiting or travelling, especially in the evenings?	Yes.
Are signs and announcements clear enough for you to understand where to go?	Yes, it is clear enough.
How would you describe the cleanliness and comfort of the stations and trains?	They are clean and comfort except the old trains.
Have you or friends ever experienced or witnessed harassment or unsafe situations?	Never experienced but I think in such kind of cases you have to go directly to police and to report.
Would you know who to contact or where to go if you needed help in the metro?	Station security staff and police.
What improvements do you think would make the metro more youth-friendly or safe?	Increasing the number of trains operating on the line and as I mentioned before the time (30 seconds) regulating issue.

Location: Khatai Station

Respondent Category: Station Staff

Age and Gender: 47, Female



Time of Interview: 21:40

Question	Response
How safe and comfortable do you feel working in this station, especially during late shifts?	I feel safe, and it is our responsibility to help prevent any potential hazards.
Do you receive training on handling emergencies, harassment cases, or assisting vulnerable passengers?	Yes of course, we receive the needed instructions daily, weekly and monthly.
How adequate are the lighting, ventilation, and rest areas in your work environment?	The station has good lighting, seating, and rest areas, with proper ventilation.
Have you faced any health or safety issues (e.g., noise, air quality, long hours)?	I have not experienced any health issues.
Are there clear systems for reporting workplace problems or grievances?	I report any issues to the station chief immediately.
Do you feel supported by management when you raise safety or security concerns?	I always feel supported by station chief.
What changes would improve your working conditions or safety at the station?	Have no suggestions for improvement.

APPENDIX IV: DEPOT INTERVIEWS

Interview Transcripts from Interviews Conducted with External Stakeholders at Depots on Tuesday 16th December

ENGAGEMENT 1 - Nearby Residents (women, elderly, persons with disabilities), especially around Darnagul Depot

No	Questions	Female Stakeholder (Age / Time)	Elderly Stakeholder (Age / Gender / Time)	Person with Disability (Age / Gender / Time)
1	How often do you or your family members pass by or use the areas near the depot?	40 / 4pm Every day.	69 / Female / 4.20pm Every day.	65 / Female / 4.50 pm My two children pass by the area every day. I have panic attacks and sometimes can only walk nearby.
2	Have you noticed any issues with noise, dust, or traffic from ongoing or past metro activities?	Mostly noise issue. It is terribly noisy at night and after 6 pm.	Do not remember.	No.
3	Do you feel safe walking near the depot area, especially in the evening or during busy traffic hours?	Yes.	Yes.	Yes.
4	Are there any particular challenges faced by women, elderly people, or persons with disabilities in accessing or moving around this area?	No.	No.	No.

No	Questions	Female Stakeholder (Age / Time)	Elderly Stakeholder (Age / Gender / Time)	Person with Disability (Age / Gender / Time)
5	What kind of information or updates would you like to receive during the construction phase of the project (e.g. access changes, noise, safety)?	I would like to know where the station access will be and when all the works will be finished.	When the station opens.	When construction finishes.
6	How would you prefer to receive updates – for example, by posters, leaflets, text messages, or through community meetings?	By SMS.	I would like a community meeting organized for people living here, where they are informed of all the latest news and updates.	In person, coming and knocking on doors.
7	Do you know who to contact or where to go if you have complaints or grievances related to environmental, social, or any other issues concerning the Project?	No, I was actually going to complain about the noise, but I did not know how. It is good you came today.	No complaints so far.	I rely completely on my two children. They are both working and highly educated, and they will find out if necessary.
8	Are you aware of the Project's Grievance Redress Mechanism (GRM)?	Never heard.	Never heard.	Never heard, but my two children probably have heard.
9	If your livelihood would be affected by the Project, what measures or plans are in place to address this?	No comments.	No comments.	No comments.

No	Questions	Female Stakeholder (Age / Time)	Elderly Stakeholder (Age / Gender / Time)	Person with Disability (Age / Gender / Time)
10	What challenges do you foresee in restoring or rehabilitating affected livelihoods?	No comments.	No comments.	No comments.
11	What improvements would make the area safer and more comfortable for you and other community members?	No comments.	No comments.	No comments.

ENGAGEMENT 2 – Cemetery Visitors and Local Faith Representatives (Dərnəgül Depot)

No	Questions	Local Faith Representatives (Age / Gender / Time)	Visitor (Age / Gender / Time)
1	How often do you visit the cemetery, and at what times of the day?	(50 / Male / 3.30pm) On religious and national holidays, on Thursdays.	(55 / Male / 3.10pm) On religious and national holidays, usually.
2	Are there any difficulties in accessing the cemetery area currently (e.g. roads, lighting, safety)?	No.	No.
3	How do you think construction activities near the cemetery might affect your ability to visit or carry out religious or cultural practices?	No, the depot is located far from the cemetery and is surrounded by a fence.	No idea, the area is too far.
4	What would be the most respectful way for the project	To finish construction works as soon as possible.	Silence.

No	Questions	Local Faith Representatives (Age / Gender / Time)	Visitor (Age / Gender / Time)
	to manage works near the cemetery?		
5	Are there specific times, days, or religious events when access to the cemetery is particularly important?	On religious holidays (Ramazan, Kurban Bayram), on Thursday, when people visit cemetery. Usually, the preferred time is in the morning before the afternoon, or close to evening in the summer season, but not too late.	People come on Thursdays and Fridays, sometimes during weekends. Also, during national and religious holidays (Novruz, Ramazan and Kurban bayram).
6	How should the project communicate upcoming works or temporary restrictions to families who visit the cemetery?	In person.	In person. We remember the experience of relocating graves, when people were informed in person. That was a way that people appreciated, and no-one was missed by chance.
7	What would help ensure that the project shows respect for community traditions and the people buried here?	Providing information, ensuring access, and avoiding noise.	The construction area is far from here. There will be minimal impact.

ENGAGEMENT 3 – Women Vendors and Small Retail Operators (near depot entrances and access roads)

No.	Questions	Female Vendor (Age / Gender / Time)	Small Retail Operator (Age / Gender / Time)
1	How long have you been working here, and what type of business do you run?	(27 / Female / 2.50pm) Two years. This is my beauty salon.	(30 / Male / 2pm) 8 years. Selling vegetables and fruits.

No.	Questions	Female Vendor (Age / Gender / Time)	Small Retail Operator (Age / Gender / Time)
2	Do you expect the construction works to affect your business, customer access, or income in any way?	No.	I think it may have a positive effect. An increased number of people involved in construction work may be potential clients.
3	Have you faced any issues related to personal safety, harassment, or crowding in this area?	No.	No.
4	What could the project do to help keep your business accessible and safe during the works?	Could parking conditions be improved? Due to the busy construction work, the number of vehicles parking nearby may increase, which could cause parking problems for our clients.	No idea.
5	Are there any specific safety concerns for women vendors working here early in the morning or late in the evening?	No.	Only male workers in business.
6	Would temporary signage, barriers, or improved lighting help make the area safer for you and your customers?	No.	No suggestion on how it can be further improved. It is already quite safe.
7	How would you like to be informed about construction schedules or disruptions that may affect your business?	In person.	In person.

No.	Questions	Female Vendor (Age / Gender / Time)	Small Retail Operator (Age / Gender / Time)
8	How the station closures or renovation works effect your livelihoods?	No impact. Most of our clients use personal vehicles. Besides, there is another metro station in the lose vicinity (Azadliq).	No comment.
9	What is the livelihood rehabilitation plan if livelihood is affected?	No comment.	No comment.
10	What are the challenges with that plan?	No comment.	No comment.

ENGAGEMENT 4 – Vulnerable Road Users (Female Pedestrian and Youth around Khojasan Depot)

No.	Questions	Female Pedestrians (Age / Gender / Time)	Youth (Age / Gender / Time)
1	How often do you walk or travel along the roads near the depot area?	36 / Female / 5pm Daily.	16 / Male / 4.40pm Daily.
2	Do you feel safe walking along or crossing the roads near the depot, especially during peak traffic hours?	No, I do not feel safe at all. There is an overpass, but it is not at the station entrance. The trains leave in 10 minutes. If I am in a hurry, I will not walk to the overpass to cross the road; of course I will cross it right here, close to the metro entrance. Why should I walk there and then back to the station entrance?	I feel unsafe. There is no suitable overpass, and I have witnessed numerous accidents involving pedestrians crossing the road.

No.	Questions	Female Pedestrians (Age / Gender / Time)	Youth (Age / Gender / Time)
3	Are there areas where visibility, lighting, or crossings are poor or unsafe?	I can think of two measures for safe crossing: 1) an overpass right at the station entrance; and 2) regulating the frequency of traffic, since there are four lines here and traffic never stops.	At the entrance to the station and at the overpass.
4	Are there particular times or seasons when road safety risks are higher (e.g. after dark, bad weather)?	At night and in rainy weather.	During the winter season and in rainy weather conditions, mornings and after 6 pm.
5	Have you or others in your household ever experienced accidents or close calls near this area?	I am at risk of having an accident almost every day. As far as I know, I have never observed or remember any.	A lot.
6	What improvements – such as lighting, sidewalks, speed controls, or crossings – would make the area safer for pedestrians, especially women and children?	Speed control and overpass in a proper place.	I would propose overpasses each 100 meters.
7	How should the project inform the community about construction works that could affect road safety or access?	SMS is more practical.	Social media could be an option.

APPENDIX V: GAP CONTRACTUAL CLAUSES

Contractual Clauses: Gender Action Plan Compliance

1. Obligation to Comply

The Contractor shall comply, and shall ensure that all Subcontractors comply, with all applicable provisions of the Project Gender Action Plan (GAP), as updated or amended from time to time, and shall undertake all reasonable efforts to promote gender equality, non-discrimination, and the inclusion of vulnerable groups (including women, persons with disabilities, and internally displaced persons), including the prevention and management of gender and community safety risks associated with labor influx, in accordance with national legislation and the Asian Infrastructure Investment Bank (AIIB) Environmental and Social Framework (ESF), particularly ESS 1 (Environmental and Social Assessment and Management) ESS 2 (Land Acquisition and Involuntary Resettlement), as relevant.

2. Inclusive Recruitment and Workforce Diversity

The Contractor shall:

- Implement gender- and vulnerable group-inclusive recruitment processes, including the use of gender-sensitive job advertisements.
- Support outreach to women's associations, vocational schools, and minority/disability organizations to encourage diverse candidate participation.
- Strive to meet gender-balanced recruitment targets, including in technical and managerial roles.

3. Safe and Respectful Workplace

The Contractor shall:

- Adopt and implement a Code of Conduct (CoC) that prohibits all forms of Gender-Based Violence and Harassment (GBVH), including sexual exploitation, abuse, and harassment (SEA/SH).
- Integrate GBVH and anti-harassment clauses into all subcontracts and worker agreements.
- Provide mandatory induction and refresher training for all workers on GBV, non-discrimination, respectful workplace behavior, grievance procedures, and expected standards of conduct in communities and public spaces, particularly where labor influx occurs.

4. Equal Opportunity and Pay Equity



The Contractor shall:

- Ensure equal pay for work of equal value and monitor for gender pay disparities.
- Facilitate mentorship and career development opportunities for women and vulnerable group members.
- Monitor and report on the promotion and retention of vulnerable group individuals, including women and minority workers.

5. Facilities and Accommodations

The Contractor shall:

- Provide gender-appropriate and culturally sensitive workplace facilities (including but not limited to gender-segregated toilets, breastfeeding rooms, and prayer areas) and ensure accessibility for persons with disabilities.
- Ensure that any project-provided worker accommodation meets the standards outlined in the GAP, including provisions for privacy, safety, and appropriate behavior in communal areas.
- Adopt and enforce an accommodation-specific Code of Conduct and apply gender-sensitive management of worker accommodation in labor influx contexts.

6. Grievance Mechanism

The Contractor shall:

- Ensure access to a gender-sensitive Worker Grievance Mechanism that guarantees confidentiality, supports survivors of GBV, and includes referral pathways to appropriate services and protection from retaliation.
- Appoint or support the appointment of trained Gender Focal Point(s) to assist in grievance intake and resolution.
- Promote awareness of the Grievance Mechanism among all workers through training and visible materials, and support community-level grievance handling for labor-influx-related complaints linked to contractor activities.

7. Training and Capacity Building

The Contractor shall:

- Facilitate access to training opportunities for women and vulnerable groups, including through partnerships with Technical and Vocational Education and Training (TVET) institutions.



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- Provide flexible scheduling and support services where feasible to increase participation.
- Track training outcomes by gender and vulnerable group status, and include training on accessibility, crowd management, and assisting vulnerable passengers, and labor-influx-related community safety risks where works affect public areas.

8. Monitoring and Reporting

The Contractor shall:

- Maintain accurate and up-to-date records on gender and inclusion indicators as specified in the GAP, including indicators related to labor influx, community safety, and GBV/SEA risks.
- Cooperate with the PIU in providing timely data and documentation.
- Participate in periodic audits, inspections, and reviews as required.

9. Community Safety, Access, and Nuisance Management

The Contractor shall:

- Implement measures to manage community health and safety risks arising from construction activities, including those linked to labor influx such as pedestrian and traffic safety near stations and depots, crowd management, adequate lighting, signage, and safe access routes.
- Apply noise, dust, and nuisance control measures, particularly during night-time works near residential or sensitive areas, and provide advance notice of works and access changes through channels agreed with the PIU.

10. Non-Compliance

Failure to comply with the requirements of this clause and the GAP may be considered a material breach of contract and may result in penalties, corrective action requirements, suspension of work, or termination of the contract, as deemed appropriate by the Employer.

However, failure to meet hiring percentages indicated in **Table 4: GAP Objectives, Actions, Indicators and Resources** shall not constitute a material breach where the Contractor provides verified documentation demonstrating extensive outreach and recruitment activities, as defined in the Project Implementation Manual.



REFERENCES

Azerbaijan Laws and Legislation

- Law of the Republic of Azerbaijan on Occupational Safety and Health (OHS) Regulations (various secondary acts)
- Law on Rights of Persons with Disabilities (2018).
- Law of the Republic of Azerbaijan on Employment (2018)
- Law of the Republic of Azerbaijan on Citizens' Appeals (2015)
- Urban Planning and Construction Code of the Republic of Azerbaijan (2012)
- Law of the Republic of Azerbaijan on the Prevention of Domestic Violence (2010)
- Law of the Republic of Azerbaijan 'On Guarantees of Equal Rights for Women and Men' (sometimes translated as 'On Guarantees of Gender (Men and Women) Equality') (2006)
- Labor Code of the Republic of Azerbaijan (1999, with amendments)
- Law of the Republic of Azerbaijan on Social Protection of Children (1998)
- Law of the Republic of Azerbaijan on Road Traffic (1998, as amended)
- Constitution of the Republic of Azerbaijan (1995)
- Law of the Republic of Azerbaijan on Labor Protection (1992)

ILO Conventions

- C29 – Forced Labor (1930)
- C81 – Labor Inspection Convention (1947)
- C87 – Freedom of Association (1948) and C98 Right to Organize and Collective Bargaining (1949)
- C100 - Equal Remuneration Convention (1951).
- C105 – Abolition of Forced Labor Convention (1957)
- C111 - Discrimination (Employment and Occupation) Convention (1958).
- C122 – Employment Policy (1964)
- C138 – Minimum Age (1973)
- C155 – Occupational Safety and Health (1981)
- C156 - Workers with Family Responsibilities Convention (1981).
- C159 – Vocational Rehabilitation and Employment (Persons with Disabilities) (1983)



C183 - Maternity Protection Convention (2000).

C190 - Violence and Harassment Convention (2019).

International Standards (AIIB)

Asia Infrastructure Investment Bank (AIIB) Environmental and Social Framework (ESF) (2024 update).

Environmental and Social Standard (ESS) 1 –Environmental and Social Assessment and Management.

Environmental and Social (ESS) 2 (Land Acquisition and Involuntary Resettlement).

Website References

Trend.az, “Azerbaijan’s Baku hosts event on leadership excellence in advancing women’s employment and career growth,” December 11, 2024. Available at: <https://www.trend.az/azerbaijan/society/3980810.html>.

Trend News Agency. “World Bank: Azerbaijan has made progress in eliminating gender inequality in several sectors.” 11 December 2024. Available at: <https://en.apa.az/finance/world-bank-azerbaijan-has-made-progress-in-eliminating-gender-inequality-in-several-sectors-455301>.