

Information by Austria
with regard to paragraphs 72 and 91
of the report of the Intergovernmental Working Group
on the Effective Implementation
of the Durban Declaration and Programme of Action
(A/HRC/16/64)

On Para. 72:

“72. The Working Group invites Member States and other stakeholders, including relevant human rights bodies and international organizations, in particular the United Nations Children’s Fund (UNICEF) and the Committee on the Rights of the Child, to submit to OHCHR all pertinent information, inter alia, relevant legislation, good practices and reports related to child protection against racism, racial discrimination, xenophobia and related intolerance, which will be placed on the website of OHCHR.”

The importance of integration

The advancement of integration is a key concern of Austrian youth policy. Thus, in 2010 and 2011, in cooperation with the Muslim Youth of Austria and the young Muslim women of Austria, the following nationwide integration projects took / are taking place:

- "*Fatima*" is an affirmative action for young Muslim women and girls. The participants are multipliers and activists from all over Austria with a focus on Vienna. The training in communication, presentation, project management and team-leadership improve women's participation in social life.
- "*Mustafa*" is a similar project aimed at young Muslim men. In a series of seminars different topics are worked on: body language, public speaking, conflict management and mediation, gender-sensitive youth work, project management, political education and inter-religious dialogue. Thereby young men are encouraged to become aware of their role in society and to critically question the traditional allocation of roles.
- "Peaceful coexistence" is a project for the training of mentors. Together with young people from immigrant backgrounds, a "code of conduct for cross-cultural living" is developed and published.
- Initiative: Global Experience - Experience abroad. Providing information and advice for young people who want to volunteer abroad - from Europe to Asia, from the European Voluntary Service to development aid.

Volunteering as a tool to foster respect and understanding

Prerequisite for the success of integration is a conscious process, reflecting on both perspectives – „oneself“ as well as the „other“. Thus, in the Austrian Federal Youth Promotion Act the defined principles of youth work are aiming to encourage the

willingness of young people to tolerance, understanding and peaceful coexistence, as well as to promote mutual understanding in the national and international field, human rights education, gender equality and the integration of people with disabilities. In the „out-of-school“-youth work particular attention is given to the advancement of such social competences.

Financial support can be provided to such projects which are specifically dedicated to respond to those concerns and principles.

Awareness Raising

The Federal Ministry of Economy, Family and Youth runs a website to inform comprehensively about children's rights. This site contains also information about non-discrimination, equal opportunities, minorities, asylum, migration-integration to raise awareness against racism, xenophobia and related intolerance. The website www.kinderrechte.gv.at receives about 10.000 visitors a month.

Preventive measures taken by the Security Authorities

In the context of the security authorities' tasks to fight against racism, xenophobia and right-wing extremism, the protection of youth is of particular importance. The following preventive measures have been taken in this connection:

- Skinhead music is often used as ideological influence to familiarize young persons with right-wing extremist, xenophobic and anti-Semitic tendencies and ideas. Concerts and other music events organized by this scene are playing an important role in creating a sense of belonging and in establishing national and international contacts. The Federal Agency for State Protection and Counter Terrorism (BVT) compiled an "information folder". This folder describes the backgrounds and the threats of right-wing extremist skinhead music and explains how this scene proceeds in renting premises. The idea behind this folder is to make the population more sensitive to such approaches and to ask for support and cooperation with security authorities in order to prevent such right-wing extremist gatherings. These folders are made available for distribution to local authorities. Such measures are aimed at preventing the proliferation of right wing extremist ideologies.
- In connection with skinhead events, information on the skinhead scene and on the legal requirements for banning or dispersing skinhead gatherings, if there are suspicions of National Socialist reactivation, is provided to the authorities in charge of the authorization for public assemblies.
- A pilot project on district level is carried out since 2010 in an Austrian province to train officials in the prevention of right-wing extremism. This project will be extended to the other provinces.
- As part of their preventive work, the state protection authorities have invited the public to join awareness campaigns and information workshops organised notably in training institutions. In this field, the Ministry of the Interior has been

cooperating with NGOs such as the webpage “Stopline” and ISPA (Internet Service Provider Austria).

- The Provincial Agencies for State Protection and Counter Terrorism (Landesämter für Verfassungsschutz und Terrorismusbekämpfung/LVT) have been in regular contact with the Municipal and Provincial School Councils (Stadt- bzw. Landeschulräte) in order to assist these Councils in preventing dissemination of a racist, xenophobic and anti-Semitic ideology in schools.
- Since 1997, people have the possibility to report cases of National Socialist reactivation over the Internet, namely over the national reporting point created on the webpage of the Austrian Ministry of the Interior.
- The preventive measures taken by the state protection authorities in the field of racism and xenophobia are also directed against potential circles of perpetrators from other subcultures having affinities with racism/right-wing extremism such as football hooligans.”

On Para. 91:

“91. The Working Group requests that examples of relevant legislation, good practices and other pertinent information related to non-discrimination in the area of employment be placed on the website of OHCHR.”

Legal Basis of Non-Discrimination in Austria:

- **Equal Treatment Act:**

Relevant Austrian legislation of non-discrimination in the area of employment revolves around the **Equal Treatment Act** which dates back to 1979 and originally dealt only with equal treatment of women and men at work. The prohibition of discrimination on grounds of religion, beliefs, age, sexual orientation and ethnic origin was introduced in 2004.

Presently, the equal treatment legislation currently comprises **following aspects** at the federal level and in the area of private sector employment:

- Equal treatment of women and men at work
- Equal treatment at work irrespective of ethnic origin, religion or beliefs, age or sexual orientation
- Equal treatment irrespective of ethnic origin outside work
- Equal treatment of women and men in the access to and supply of goods and services
- Principles concerning the regulation of equal treatment at work in agriculture and forestry.

- **Equal Treatment Commission and Ombudspersons for Equal Treatment:**

The Act Governing the **Equal Treatment Commission** and the **Ombudspersons for Equal Treatment** deals with the institutions for combating discrimination (see below). Persons feeling discriminated against can appeal to them.

- **Federal Equal Treatment Act:**

The **Federal Equal Treatment Act** applies to all persons employed with federal authorities or applying for employment or training with federal authorities; it forbids discrimination on grounds of gender, age, sexual orientation, ethnic origin, religion or beliefs. Its provisions apply in particular to the establishment of employment or training relationships, fixing of pay, promotion and termination of the employment or training relationship

- **People with Disabilities:**

The **Act Governing the Hiring of People with Disabilities** implements the principle of equal treatment at work of persons with disabilities. The **Federal Act on Equal Treatment of People with Disabilities** includes the protection from discrimination in

everyday life. Both acts took effect on 1 January 2006 and apply both to the private sector and to federal institutions. Both acts were amended in 2008 to further improve the situation of persons affected by discrimination.

The Federal Equal Treatment Act for People with Disabilities and the Act Governing the Recruitment of People with Disabilities covers also cases of multiple discrimination involving discrimination on the grounds of disability.

Institutions and Mechanisms for Combating Discrimination

- **Equal Treatment Commission**

The Equal Treatment Commission is an independent board at the Federal Ministry for Women, Media and Civil Service that focuses on:

- Examining every individual case for discrimination
- Preparing general expertises on questions of discrimination.

The Equal Treatment Commission consists of 3 senates:

- Senate I for equal treatment of women and men at work
- Senate II for equal treatment at work irrespective of ethnic origin, religion or beliefs, age or sexual orientation
- Senate III for equal treatment irrespective of ethnic origin in other areas and for equal treatment of women and men in the access to and supply of goods and services.

Proceedings are introduced by filing a request with the Equal Treatment Commission. The request can be filed by the affected person, works councils, stakeholder groups or the Ombudspersons for Equal Treatment.

Proceedings are free of charge. They are meant to determine whether or not discrimination has occurred.

The Equal Treatment Commission hears all persons involved. The affected person can be accompanied by a third party of his trust. This could also be a representative of a non-governmental organisation. Upon request of the affected person, it is also possible to invite an expert from a non-governmental organisation.

The examination result is sent in writing to the persons involved. If the Equal Treatment Commission has found that discrimination has occurred, it must require the responsible person for putting an end to the discrimination. It includes recommendations on realising equal treatment in the specific situation.

The examination results must be implemented within three months of the decision. They are made public anonymously on the homepage of the Federal Minister for Women, Media and Civil Service.

The Equal Treatment Commission cannot award damages. This lies within the competence of the courts.

A decision of the Equal Treatment Commission has no binding effect for courts, however, if a court comes to different conclusions from the findings of the Equal Treatment Commission, it must explain its decision.

Interpreting costs will be paid if required.

- **Ombudspersons for Equal Treatment**

The Ombudspersons for Equal Treatment is a federal institution for the implementation of the equal treatment principle. It has been established at the office of the Federal Minister for Women, Media and Civil Service. The Ombudspersons for Equal Treatment offer affected persons free and confidential advice and support. It is also entitled to represent affected persons in the Equal Treatment Commission.

The Office of the Ombudsperson for Equal Treatment has three subdivisions:

- The Ombudspersons for equal treatment of women and men at work
- The Ombudspersons for equal treatment at work irrespective of ethnic origin, religion or beliefs, age or sexual orientation
- The Ombudspersons for equal treatment irrespective of ethnic origin in other areas and for equal treatment of women and men in the access to and supply of goods and services.

Essential duties of the Ombudspersons for Equal Treatment:

- It advises and assists persons or relatives of persons who feel discriminated against and accompanies them in proceedings before the Equal Treatment Commission.
- Advice is also provided for persons wishing to avoid discrimination (e.g. employers, members of works councils). Counselling is free of charge and confidential.

Further duties of the Ombudspersons for Equal Treatment

- Obtaining information from employers, works councils, employees and other informants, all of whom are obligated to provide information
- Negotiations in the run-up to proceedings
- Support with the handling/prevention of conflicts
- Right to submit requests to the Equal Treatment Commission
- Right to attend and speak at the sessions of the Equal Treatment Commission
- Performance of investigating activities on behalf of the Equal Treatment Commission
- Submission of requests to the district administrative authority in the event of discriminatory job advertisements
- Performance of independent investigations on the subject of discrimination
- Preparation of independent reports and recommendations on all questions related to discrimination
- Awareness raising, lectures, workshops

Claims arising from Discrimination:

Advice and Support For Affected Persons

- **How to Enforce Claims**

Persons feeling discriminated against can also take court action before, concurrently with or after proceedings in the Equal Treatment Commission.

Trade unions and chambers of labour as well as non-governmental organisations offer help and advice. District courts also offer advice on court days.

- **Burden of Proof**

If a person feels discriminated against and appeals to court and/or the Equal
Depending on the kind of discrimination, persons discriminated against can bring a claim in court requesting redress of the discrimination or material damages.
Moreover, s/he may in both cases claim immaterial damages for the sustained personal impairment in compensation for the perceived humiliation.

The compensation amount is assessed by the court as a lump sum. Essential criteria are the duration and intensity of the discrimination as well as the need of protection of the affected person (e.g. apprentice). In case of multiple discriminations, this will also be taken into consideration in the assessment of the amount of immaterial damages.

Treatment Commission, s/he must show credibly that s/he was discriminated against on account of his/her gender, age etc. S/he must give plausible reasons for the discrimination. The burden of proof is on the discriminating person to show that discrimination did not occur.

Special Regulations for People With Disabilities (Legislation on Equal Treatment of People With Disabilities)

People with disabilities are protected against discrimination by special laws:

- A comprehensive amendment to the Act Governing the Recruitment of People with Disabilities introduced the prohibition of discrimination at work.
- The Federal Equal Treatment Act for People with Disabilities regulates the prohibition of discrimination on grounds of disability in many other areas of everyday's life.

- **Discrimination on the grounds of disability**

All physical, intellectual, mental and sensory disabilities are covered by the discrimination prohibition. The degree of severity is irrelevant.

- **Provisions applying both to people with disabilities and persons protected by the equal treatment act**

Following forms of discrimination are prohibited in respect to persons with disabilities:

- Direct discrimination
- Indirect discrimination
- Instruction to discriminate
- Harassment

To a large extent, the discrimination prohibition is subject to the same regulations with regard to work (see below, "Prohibition of discrimination at work").

The regulation of the burden of proof when asserting claims in court also applies to people with disabilities.

- **Differences to the equal treatment act?**

People with disabilities are protected by a number of regulations that go beyond or deviate from the rights defined by the Equal Treatment Act.

The protection afforded in connection with discrimination on grounds of disability does not apply solely to the affected persons themselves and persons subject to the discrimination prohibition in their function as witnesses or informants, but – under certain conditions – **also relatives** of the persons mentioned above.

However, it is important to note that only a court can determine whether discrimination has in fact occurred. The court examines whether it would have been reasonable for the employer or the company to remove the barriers.

Work-related regulations are largely the same as those of the Equal Treatment Act. The prohibition of discrimination on grounds of disability applies to:

- All employment and training relationships based on a contract, as well as persons whose status is assimilated to employment
- Federal employees and all federal training relationships
- Work in general.

The occasions covered by the discrimination prohibition are also the same, e.g.

- Establishment of an employment
- Pay
- Promotion
- In-house training and other advanced training
- Termination of employment (it also applies in the case that employment has been terminated in a discriminatory manner during the probationary period or a temporary employment was not renewed on discriminatory grounds).

The Act Governing the Recruitment of People with Disabilities does not cover employees of state and local authorities and agricultural labourers. The rights of these groups are regulated by state legislation.

- **Claims and how to assert them**

If a person with a disability is discriminated against, s/he may claim damages in the same way as under the Equal Treatment Act. These also include immaterial damages on account of sustained personal impairment.

Persons with disabilities can also assert their claims in court.

Exception: Civil servants must take administrative action at the civil service authority to assert their claims resulting from discrimination in an employment relationship.

If someone is discriminated against outside employment by public authority, resulting claims must be asserted via official liability.

For people with disabilities, there is one significant difference vis-à-vis the Equal Treatment Act: while the latter permits taking court action at any time without first appealing to the Equal Treatment Commission, an attempt at conciliation at the

Federal Social Welfare Office is mandatory in the event of discrimination on grounds of disability.

In cases of special significance, the Austrian National Council of Disabled Persons (Österreichische Arbeitsgemeinschaft für Rehabilitation) can bring class action.

- **Conciliation procedure at the Federal Social Welfare Office**

The Federal Office of Social and Disability Affairs (Federal Social Welfare Office) is the central contact point for all questions related to discrimination on grounds of disability.

Prior to court action, a mandatory conciliation procedure takes place at the Federal Social Service Office, which suspends all time limits for assertion of claims resulting from discrimination. If the procedure is closed, with the Federal Social Welfare Office issuing a confirmation that the parties failed to reach an agreement, legal action can be brought in court (civil servants must appeal to the civil service authority).

With the aid of the conciliation procedure, the parties concerned can reach an agreement without incurring the costs of a lawsuit.

Within the scope of conciliation, mediation by independent mediators is also offered free of charge.

If no agreement is possible, it is recommended to seek comprehensive advice prior to bringing legal action.

- **Ombudsperson for People with Disabilities**

The Ombudsperson for People with Disabilities provides advice for people who feel discriminated against on grounds of disability. S/he holds periodical consultations in the entire federal territory.

Equal Treatment of Women and Men in the Labour Market

On governmental level, the current Federal Government has made a commitment to promoting women and ensuring equal opportunities in the world of work. Key elements in this effort are fairness and transparency with regard to incomes, as well as measures to increase the proportion of women in top positions.

Based on this commitment, the National Action Plan on “Equal Opportunities for Women and Men in the Labour Market” was published in June 2010. This document lays down strategy until 2013, as well as setting out concrete measures to improve the position of women in the labour market.

A central aim of the National Action Plan is the reduction of income differences between women and men. In order to counteract such differences, the Plan calls for the disclosure of the salaries paid within particular occupational groups with a view to achieving a higher degree of transparency. A requirement to draw up annual income reports is laid down in the Federal Equal Treatment Act, as well as in the corresponding legislation for the private sector.

The extent to which women are represented in managerial positions is a further central issue in the context of ensuring equal rights in the workplace. For one thing, management responsibility entails the power to make decisions and the increased possibility of action; for another, the degree of management responsibility correlates with levels of pay, making it one of the decisive reasons behind the difference in income between women and men.

In Federal Civil Service, one good way of ascertaining the existence of management responsibility is to define “high-grade groups” within the different, qualification-based pay schemes. This method allows for efficient, meaningful audits of the extent to which female staff have held management responsibility over time.

For this reason, every Ministry defined the proportion of women in management positions in 2008 ought to be reached by the end of 2013. The management positions as well as the targets are divided into 4 groups:

- top management (university graduates)
- middle management (university graduates)
- management positions of persons with upper secondary school leaving certificate and
- management positions of persons having completed intermediate vocational school

These four indicators and the progress of each ministry is released annually to the public.

In order to effectively support the increasing tendency for women to assume management positions, several concrete measures for Federal public employees have been taken:

- These include an obligation upon Ministries to publish on their websites the key outcomes of recruitment processes for managerial posts, as well as the composition of the panels evaluating applications for such posts.
- In addition, the representation of women on evaluation and recruitment panels will be guaranteed in future through a requirement to delegate equal numbers of women and men to these panels. Furthermore, the chair of the respective Ministry’s Equal Treatment Committee (or her representative) is entitled to take part in the meetings of evaluation and recruitment panels in an advisory capacity.
- Finally, in order to increase transparency and objectivity in the selection of management staff, advertisements for management positions must state how specific types of knowledge and skills will be weighted in evaluating a candidate’s suitability for the post in question.

The Federal Equal Treatment Act documents the Federal Civil Service’s intention to set an example to other employers with regard to the equal treatment of women and men in the workplace, as well as enhancing the position of women in general.

The Federal Civil Service continually renews its commitment to ensuring equal opportunities for the female and male members of its staff, e.g. by creating bodies such as the Federal Equal Treatment Commission (Bundes-Gleichbehandlungskommission) and appointing equal treatment officers and women’s representatives; through legal instruments such as mandatory schemes for

the promotion of women; through regular reports to Parliament on the implementation of these schemes and other equal treatment instruments; and by continually developing the relevant legal provisions from a gender perspective and adapting them to the changing conditions and requirements of the world of work.

Example of a good practice project: “Diversity and Equality in Companies”

1. DESCRIPTION OF THE PROJECT

Summary

The project ‘Diversity and Equality in Companies’ aimed at stimulating the acknowledgement of diversity and the implementation of equality in Austrian companies. The assistance provided to companies interested in participating in such a process consisted in counselling and steering of the elaboration of respective strategies and measurements and by concrete training activities. Concrete work with and within companies was accompanied by setting up and running of a company network and by the publication of a manual on ‘Diversity and Equality in Companies.’

The project was carried out with funding of the EC under the Progress programme, with national co-funding by the City of Vienna and the Viennese Chamber of Commerce.

Objectives

Main aim of the project was to provide for assistance in the implementation of the principles of non-discrimination and promotion of equality in Austria. This included the goals of raising awareness about the benefits of diversity in and of motivating to create more equality within Austrian companies.

Activities

Project activities were two-fold as they addressed concrete companies on the one hand and the general public on the other hand.

Together with companies that agreed on taking part in the project as pilot companies individual counselling and training plans were designed, which were based on a preliminary analysis of the status quo within the respective companies. Companies received counselling and steering in the elaboration of a definition of goals, the design of a strategy for their organisational development, including concrete measures adequate for reaching the goals defined as well as considerations, what is needed in order to implement those.

Concrete activities in companies were diverse as they were tailored to the concrete needs, the organisational framework and the level of diversity and equality within the company’s profile beforehand. Activities included for example, an assessment of the status quo in terms of activities implemented already, diversity trainings, trainings on the legal framework, trainings on how to handle difficult situations with clients in a diverse setting, support in the elaboration of guidelines for acknowledging diversity and creating more equality and written feed-back to diversity plans that had been in place before. The processes were accompanied by interim meetings with steering groups within the companies in order to adapt strategies and measurements and concluded by a final meeting, where the process was reflected and potential next steps were discussed. Most of all the trainings contributed positively to reducing inner-organisational barriers, to build and further develop knowledge and competences on issues of how to manage diversity and to assist in the concrete and strategic implementation of diversity and equality in the companies involved.

A **network of companies on diversity** was set up and organised for the course of the project, which was open to any Austrian company interested in issues of diversity and equality. Four network meetings were organised in the course of the project duration and met a lot of interest by side of Austrian companies. Network meetings consisted in presentations of selected issues, like the legal framework and good practises and moderated exchange of experience. Up to 30 company representatives attended network meetings and their high level of interest resulted in the continuation of the network as a working group for diversity, organised by respACT – Austrian business council for sustainable development – and content management by the Ludwig Boltzmann Institute of Human Rights also after the project had ended.

Project results and experiences were incorporated in a **Manual on Diversity and Equality in Companies,** which was published (in German) as a final product of the project. The manual was presented to a wider public by a plenary discussion on the issue and aims at making experience and knowledge of the project team and of the pilot companies accessible to a wider public.

Vielfalt und Chancengleichheit im Betrieb - Ein Leitfaden für den Umgang mit Vielfalt und die Herstellung von Chancengleichheit in österreichischen Unternehmen
<http://bim.lbg.ac.at/files/sites/bim/VielfaltUndChancengleichheitImBetrieb.pdf>

Stakeholders and partners

The project was carried out by an interdisciplinary team of experts and trainers with different organisational and professional backgrounds. Team members were selected according to their qualifications and in order to ensure a high grade of diversity in terms of educational disciplines, stakeholder representation and viewpoints. This could be guaranteed by the selection of partner organisations, which represented a wide spectrum of scientific organisations (Ludwig Boltzmann Institute of Human Rights and the Research Platform Human Rights in the European Context), trade unions (Union of Private Sector Employees, Graphical Workers and Journalists), business associations (respACT - Austrian business council for sustainable development) and NGOs (ZARA – Civil Courage and Anti-Racism Work and the Litigation Association of NGOs against discrimination).

2. HUMAN RIGHTS ISSUES AT STAKE

The *implementation* of EC Directives 43/2000 (Race Directive) and 78/2000 (Framework Directive) obliging EU Member States to provide for legal protection against discrimination *inter alia* at the work place and in the labour market have been a first and important step on the way to more equality of opportunities. However, legal provisions in most countries and also in Austria are in principle adequate for individuals to act against discrimination, but are no big impact in practise. This is due to huge barriers in access to justice (low levels of knowledge of rights and of institutions competent for providing assistance, complexity of legislation and procedures in place, fear of making a case, fear of losing a job, etc.) and to issues of structural discrimination, which have to be addressed on a more general way than by individual cases.

Awareness raising within companies, where a lot of discrimination takes place, be it in recruitment or at the workplace, is a necessary tool in order to create more equality in the labour world. Most companies do not discriminate on purpose but they lack experience and knowledge about how to identify discrimination and discriminatory

structures and how to change organisational structures and procedures in order to make them easier accessible and inclusive for all.

3. IMPACT ASSESSMENT AND EVALUATION

Diversity and Equality are being addressed more frequently by Austrian companies in the course of the last few years. Raising interest in the issue however is paired with a lack of knowledge about how to implement measurements in a strategic way. Activities tend to be limited to small scale projects and lack an overall strategic approach that could lead to sustainable changes and success. What was identified as necessary therefore was to provide assistance in change management procedures, in raising awareness about how to identify discriminatory structures, in elaborating ways for overcoming barriers and in learning about the economic case of non-discrimination on the level of the organisation as well as in terms of meeting costumers' interests.

The project aims were addressed by ways of intensive examination of the issues at stake, both by ways of exchange of experience of companies in the framework of the company network as by the counselling work done in concrete companies, specifically by ways of trainings. Beyond the group of companies involved and the time scale of the project the manual on diversity and equality in companies will contribute to the project aims.

The project was met with high interest by Austrian companies. Both, the offer of concrete assistance in implementation within companies as the creation of a framework for structured exchange of experience (company network) received positive feed-back. Company networks as such are no new instrument, but they are not very common in the area of diversity and equality

In those companies that received counselling and training feed evaluation interviews were conducted, which resulted in a high level of satisfaction due to the tailored approach of the counselling and training provided. The project led to a higher level of awareness about the need to strategically incorporate diversity management in the organisational development. External counselling and training were identified as important elements in implementation procedures as they enable the identification of 'own blind spots' within the organisational structure. Moreover the exchange of experience facilitated by the company network was underlined as a valuable tool to solve concrete problems and challenges.

4. CONCLUSIONS FOR INSPIRING SIMILAR PROJECTS ELSEWHERE

Increasing interest in managing diversity and providing for equality in Austrian companies has not yet been met by the relevant knowledge and experience about how to implement measurements in this regard in a successful and strategic way.

The project 'Diversity and Equality in Companies' started at this point and has shown that change is possible but needs assistance and exchange of experience.

Lessons learnt include the acknowledgement that managing of diversity needs

- an overall management approach with strategic planning,
- the development of a set of tailored measurements for each company or even department

- exchange of experience and of good practise
- involvement of all hierarchy levels of a company/organisations
- readiness for change, and ideally
- a favourable societal context.

Recommendations for national governments as well as for the European Commission included

- the creation of an EU-wide platform that would facilitate exchange of experience in implementing diversity and equality in organisations
- Accessibility of (national) case law on discrimination cases for companies in order to take away insecurities and create more rights clarity
- Promoting measurements that provide for assistance, counselling and training for the implementation of diversity and equality in organisations
- Fostering promotional factors, for example by ways of making equality a factor for public procurement policies, fiscal benefits for the implementation of diversity policies, public support and acknowledgement of seals of quality and awards for diversity, etc.

5. CONTACT

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