



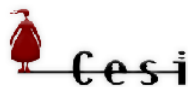
PROGRESS
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Supporting Equality in Croatian Labour Market
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Hrvatski zavod za zapošljavanje – Croatian Employment Service

COMPENDIUM

Good practice examples in promoting diversity and implementing antidiscrimination measures in the labour market



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The seven-year Programme (2007-2013) targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA and EU candidate and pre-candidate countries.

To that effect, PROGRESS purports at:

- providing analysis and policy advice on employment, social solidarity and gender equality policy areas;
- monitoring and reporting on the implementation of EU legislation and policies in employment, social solidarity and gender equality policy areas;
- promoting policy transfer, learning and support among Member States on EU objectives and priorities; and
- relaying the views of the stakeholders and society at large.

More information can be found on the following link:

http://ec.europa.eu/employment_social/progress/index_en.html

Information in this document do not reflect the official opinion or views of the European Union.

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Introduction

For many years the focus of EU activity in the field of non-discrimination was on preventing discrimination on the grounds of nationality and gender. In 1997 the Member States approved unanimously the Treaty of Amsterdam. Article 13 of this new Treaty granted the Community new powers to combat discrimination on the grounds of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The current legislation comprises two directives, the Racial Equality Directive (2000/43/EC) and the Employment Equality Directive (2000/78/EC) which were agreed on by the then 15 EU Member States in 2000.

As part of this legislation, organisations to promote equal treatment and provide independent assistance to people who have been discriminated against on the grounds of their racial or ethnic origin have been established in most EU Member States. These national equality bodies, which often also deal with discrimination based on religion and belief, age, disability and sexual orientation, will help advise concerned target groups or individuals on their rights and how to fight a complaint if necessary. In some EU Member States these bodies also cover discrimination based on gender, while in others separate organisations, gender equality bodies, exist¹.

Combating different forms of discrimination in the labour market also includes affirmative actions against discrimination and efficient inclusion of non discriminatory provisions in developing and implementing labour market policies and strategies.

The project "Supporting equality in the Croatian labour market" deals with the implementation of anti-discrimination measures in the labour market in the fields of disability, race and ethnic origin, age, religion and sexual orientation. Gender discrimination is another key dimension in the project.

This compendium of good practice examples in promoting diversity and implementing antidiscrimination measures in the labour market is part of the project and should introduce a broad set of ideas that might be implemented against different forms of discrimination. The good-practices were selected from different EU countries and cover different levels of intervention as well as different forms of discrimination.

When available each example includes the following information:

- Name of responsible institution/organisation;
- Background information;
- Main objective;
- Target groups (and if different: end recipients);
- Financing and the value of project;
- Activities;
- Results / Evaluation;
- Links, documents, contact.

The examples of the compendium were discussed at working group meetings with important stakeholders of the Croatian labour market policy as well as anti-discrimination policy. There were discussions about the transferability to the Croatian labour market policy. Important remarks of the stakeholders are included at the end of the description of each example.

¹ Further information is available on the homepage of the Directorate-General for Employment, Social Affairs and Equal Opportunities:

http://ec.europa.eu/employment_social/fdad/cms/stopdiscrimination/fighting_discrimination

These examples should be used as a pool of ideas for the development of future activities in the field of labour market policy. Of course they cannot easily be copied as the background differs between the countries, but they might give new ideas for developing similar projects.

Measures against different forms of discrimination

Country: Belgium
Project name: Equality processes in selection and recruitment
Name of responsible institution/organisation: Belgian Federal Government's Selection and Recruitment Office (Selor)
Background information: The Belgian Federal Government's Selection and Recruitment Office (Selor) is the organisation responsible for the recruitment and career development of civil servants. Diversity is one of the 'supportive processes', and it interacts with the main processes (selection, orientation, certification, communication and innovation).
Financing and the value of project: As a governmental organization Selor is funded by a general budget envelope; approx. 125.000€ working credit for Diversity in 2010, the team consists of 4 fulltime collaborators.
Main objective: The aim is to create objective and neutral reserve lists of competent candidates for specific posts. In order to achieve this goal, selection and screening methods must be accessible to all.
Target groups (and if different: end recipients): Disabled people, ethnic minorities, women
Activities: The first task of any organisation in terms of equality is to ensure that it applies all existing non-discrimination laws. All personnel must be aware of the legislation, not just the management and the legal service. Selor has developed diversity training that tackles all legal issues and informs all employees of relevant legal requirements (diversity management, the diversity 'state of the art' in Belgium and concrete tools that can be used to promote diversity). <u>Different projects:</u> Proactive diversity screening It's compulsory for a contractor to take diversity into account while developing new test procedures. A pilot project was testing the screening process with volunteers to see how ethnic background can influence the selection process. 'Reasonable accommodation' is made in the selection procedures, so that all candidates for a post who have a disability can take part in a selection process that caters for their specific needs. Promoting equal opportunities Second step is the promotion and communication of the projects to target groups and to the wider public. There are expert networks on the issues of 'disability' and 'ethnic minorities' to analyse and validate current and future projects. At job fairs and seminars Selor is in charge of information desks about diversity. Selor also organises its own events.

Increasing diversity

Selor's diversity policy aims to reach in particular job candidates from ethnic minorities, candidates with disabilities and women applying for posts in management.

Successful recruitment and representation:

- Any candidate with a certified disability can be included on a specific reserve list for disabled candidates;
- Candidates on this reserve list can be prioritised – i.e. considered before those on the regular list;
- Sponsoring of women's networking events in order to encourage more women to apply for management positions;
- Selecting more women to serve on the recruitment panels.

Results / Evaluation:

- A qualitative assessment of the process is available;
- Key developments are monitored (change 2008-2009);
- 33% females succeed (versus 28% males);
- Ethnic minorities within our selection procedures: + 14%;
- The database contains over 1.000 candidates with a disability.

Links, documents, contact:

<http://diversity.selor.be>

Mrs Silvia Akif: diversity manager in Selor: Silvia.AKIF@selor.be

Vincent Van Malderen, Head of the Diversity Unit, SBU Manager Innovation (R&D), Tel 02/788.66.52; e-mail: vincent.vanmalderen@selor.be

Article about Selor in:

European Commission. Directorate-General for Employment, Social Affairs and Equal Opportunities (2007): Putting Equality into Practice: What role for positive action? Luxembourg

Country: Croatia
Project name: <p style="text-align: center;">Supporting the implementation of the Anti-discrimination Act</p>
Name of responsible institution/organisation: Office for Human Rights, Government of the Republic of Croatia Partners: <ul style="list-style-type: none"> • Ombudsman Office; • Centre for Peace Studies.
Financing: Community Programme for Employment and Social Solidarity – PROGRESS.
Duration of the project: December 1 st 2008. – January 1 st 2010.
Project value: 306.000 €
Main objective: The project aimed to support the implementation of Anti-discrimination Act through increasing awareness and knowledge on the existence and implementation of the EU and national policies and legislation in antidiscrimination field. On the level of wider benefits to the sector/society, it could be argued that the Project was contributing to the goals of PROGRESS programme, hence the overall objectives of the Action might be defined in terms of desired outcomes of PROGRESS: compliance with EU law; shared understanding and ownership of objectives of PROGRESS among policy/decision makers and stakeholders; and effective partnerships with national and international stakeholders in support of outcomes related to PROGRESS policy areas.
Target groups (and if different: end recipients): <ol style="list-style-type: none"> 1. Specific groups/stakeholders in implementation of the Anti-discrimination Act (employees of equality bodies, judges, attorneys, lawyers, representatives of NGOs and unions, representatives of the business sector); 2. Regional and local authorities; 3. General public.
Activities: Capacity building activities: <ul style="list-style-type: none"> • Training for the employees of the equality body (Ombudsman); • Training of trainers; • Training of judges; • Training of attorneys, lawyers and mediators; • Training for representatives of media and non-governmental organizations;

- Training of business sector;
- Regional public discussions;
- Development of a manual on the implementation of the anti-discrimination act.

Public awareness activities

- Regional public discussions;
- Public campaign;
- National conference.

Results / Evaluation:

- Increased capacities / level of knowledge of the actors that are more or less directly responsible for effective implementation of the law – Ombudsman, judiciary, police, lawyers, NGOs, media, etc.;
- Increased networking and improved partnership culture in implementation of anti-discrimination measures at national and local level;
- Increased level of awareness and information in general public on the issue of discrimination.

Links, documents, contact:

www.suzbijanjediskriminacije.hr

www.ljudskaprava-vladarh.hr

www.ombudsman.hr

www.cms.hr

Country: UK
Project name: <p style="text-align: center;">ACAS</p>
Name of responsible institution/organisation: Advisory, Conciliation and Arbitration Service (ACAS)
Background information: ACAS was founded in 1896, when the government set up a voluntary conciliation and arbitration service. In 1974, they renamed to "Conciliation and Arbitration Service" and separated from government control, with an independent Council to direct them. In 1976 ACAS was made a statutory body by the Employment Protection Act 1975.
Financing and the value of project: Total funding in 2009 was 49.4 Mio. Pounds. http://www.acas.org.uk/CHttpHandler.ashx?id=1055&p=0
Main objective: Improve organisations and working life through better employment relations
Target groups (and if different: end recipients): Employers and Employees (and their representatives)
Activities: <p>Promotes best practice in the workplace through free counselling and via free information on the website and telephone helpline, also in the fields of equality and diversity (different forms of discrimination).</p> <p>Provides a lot of useful material, handbooks, guidance, legal background information to assist employers and employees to combat discrimination. Separate material is available covering different forms of discrimination. All materials are available as download at the homepage.</p> <p>Offers independent service for dealing with disputes (collective conciliation) between groups of workers and their employers (collective disputes). Also deals with disputes where individuals claim their employer has denied them a legal right.</p> <p>Provides authoritative advice and guidance on employment and work policies to the Government and social partners (trade unions and employers or their representative organisations).</p>
Links, documents, contact: http://www.acas.org.uk/index.aspx?articleid=1461

Measures against discrimination on the grounds of disability

Country: Austria
Project name: <p style="text-align: center;">"Apprenticeship without Barriers"</p>
Name of the institution/organisation : Federal Social Office / Public Employment Service
Background information: <p>In Austria disabled people have one of the highest employment rates in Europe. Austria has different approaches to support the integration of disabled people in the employment system:</p> <ul style="list-style-type: none"> • quota schemes for the public and private sector; • financial incentives to employers hiring persons with disabilities; • targeted active labour market policies (vocational rehabilitation programmes, sheltered workshops, projects to support the integration of disabled people in the regular labour market).
Partners: Different project providers
Main objective: Open early integration in regular employment for young people, especially at the beginning of an occupational carrier (during their vocational training period).
Target groups (and if different: end recipients): Disadvantaged young people in terms of social background, talent, or physical capacity.
Activities : <p>The scheme offers some novel approaches to vocational training of young people with special needs:</p> <ul style="list-style-type: none"> • Under the "extended apprenticeship" programme the duration of vocational training may be extended by up to one year and at the end participants may take exams to receive regular apprenticeship certificates. • Apprenticeship programmes for the acquisition of some goal-oriented partial skills rather than all the skills related to the job profile of one or several apprenticed trades are also available and last for one to three years. Having passed the final examination, participants will receive a certificate. <p>The AMS's (Public Employment Service) "apprentice guarantee" for disadvantaged youth</p> <p>Training companies as well as the young people to be trained can receive ongoing socio-educational, psychological and didactic support during integrated vocational training.</p>

Assistance for training companies includes:

- Information on programmes, schemes and subsidies;
- Counselling and support in respect of the legal and social aspects of integrated vocational training;
- Mediation in case of conflicts and crisis situations.

Support workers will help young people prepare their training schedules and/or define the partial skills they want to acquire. Such apprenticeships are monitored and supported in close cooperation with the young people concerned, their families, their training companies and the authorities involved.

Any costs incurred under the training assistance programme are borne by the regional centres of the Federal Social Office or the public employment service (AMS).

Financial incentives for companies training apprentices:

Training companies may claim a reward for training apprentices in the form of a training bonus of €1,000 per year for every apprentice in compensation for average wage costs lost while an apprentice attends vocational school. Additionally non-wage labour costs have been significantly reduced for employers willing to train apprentices. They need not pay any contributions: to work accident insurance for the entire duration of an apprenticeship; to social health insurance during the first two years of an apprenticeship; to unemployment insurance prior to the last year of apprenticeship.

Companies which offer apprenticeships for young people at a disadvantage in the labour market (those with disabilities, social problems, learning deficits, but also apprenticeship dropouts) as well as participants in integrated vocational training receive **an additional subsidy** (€ 400 - € 750 per year depending on the age of the trainee).

Results / evaluation:

Start of the programme was 2003; as at 31 December 2007 a total of 3,410 young people had a training place under the integrated vocational training programme (2,344 of whom in companies and 1,066 in special training centres).

An evaluation is only available in German. The evaluation is a qualitative research about the situation of the apprentice and the employer's position. The evaluation is quite in favour of the integrated approach.

Links, documents, contact:

Information about the programme in English:

<http://www.eu-employment-observatory.net/resources/reports/Youth%20and%20Work%20in%20Austria.pdf>

Evaluation (only available in German):

<http://www.kmuforschung.ac.at/de/Projekte/Integrative%20Berufsausbildung/Integrative%20Berufsausbildung.pdf>

Country: Czech Republic
Project name: <p style="text-align: center;">Wheelchair Association</p>
Name of responsible institution/organisation: Wheelchair Association
Background information: NGO established in 1990 to support people with a physical handicap; Motto of this NGO is "... we just don't walk!" -
Financing and the value of project: Most of the activities provided by the organization are free. To assure the run of the organization and all the activities, a budget of over € 423,000 per year is needed. The main sources of funding are the following: Donations from public sources – Ministry of Social Affairs, Ministry of Public Health, Ministry of Culture, Regional Authority of the South Moravian Region, The City of Brno Municipality; grants from the EU and from foundations, sponsorship, public fund-raising campaigns, payments from users of our services, EU grants
Main objective: Gain equal rights and duties for people with a physical handicap
Target groups (and if different: end recipients): People with physical handicap
Activities: <u>Regular Activities</u> <ul style="list-style-type: none"> ▪ Counselling and info services; ▪ Personal assistance. <p>This modern social service enables handicapped users to live at home with their families and friends and do activities that are common for healthy people. Handicapped people use the service usually at home, at school, at work, when travelling etc. This service may be provided regularly or occasionally, depending on the needs of the user.</p> <ul style="list-style-type: none"> ▪ Working, education and integration <p>The organisation helps people with a physical handicap to avoid social separation and to reach good quality living standards. They offer educational activities (e.g. PC courses) and activities which help people to integrate into the society (JOB club, regular informal meetings in a café, individual consultations) etc. They provide microbus transportation services by means of a van specially modified for immobile people.</p> <ul style="list-style-type: none"> ▪ Theatre without barriers "Barka" ▪ Public Relations

Description of six projects funded by the EU (some of them finished, some still running)

▪ **Agency for Supported Employment (finished)**

The main objective was to gain and maintain jobs for handicapped people. This project received two grants. First one from "Phare 2003 Human Resources Development" in 2005 and two years later a grant from the European Social Fund – Operational Program Human Resources Development.

▪ **Accessibility Consulting Centre (finished)**

This project was funded by the European Social Fund – Operational Program Human Resources Development.

▪ **Information against discrimination (finished)**

Transition Facility 2004 (Program supporting NGOs)

▪ **Chance to get a job (just implemented)**

This project will run in the course of the following 3 years and is supported by the European Social Fund – Operational Program Human Resources and Employment. The project is aimed at educational activities (PC and other courses), counselling services, and training of skills of handicapped people and on cooperation with employers in the Brno region. The main objective is to prepare handicapped people to get a job, help them to find a convenient one and create more job opportunities for handicapped people. The costs of the project are ca. € 120,000.

▪ **Setting up of a course for workers in social services (just implemented)**

A two-year project funded by the European Social Fund – Operational Program Human Resources and Employment. As a part of the project, 36 people working in social services will be trained, instructed and accredited. The budget for this project is ca. € 49,000.

▪ **Against Discrimination (still running)**

This project will run from July 2009 to June 2010 and is funded by the Czech NGO Fund (Block Grant for NGOs), which is a part of the Financial Mechanisms of the European Economic Area and Norway. During the project, counselling services in social areas (with specialization on handicapped people) will be offered. Also cooperation with students of the Faculty of Law will be established, who will provide legal services. Services will be offered in the South Moravian region. The budget for the project is € 27,471.

Links, documents, contact:

<http://www.ligavozic.cz/index.php?akce=260>

Zdeněk Škaroupka (director): Tel: +420 537 021 482, E-mail: info@ligavozic.cz

Country: Croatia
Project name: <p style="text-align: center;">Access to Employment – Social inclusion of people with intellectual disabilities</p>
Name of responsible institution/organisation: Association for Promoting Inclusion - API (main beneficiary). Partners: Centre for Education
Background information: Supported employment is paid employment where a person with intellectual disabilities works in a regular work environment and receives continuous support. In the beginning the support is provided by a job coach and gradually the co-workers take over the role of providing support to the person. The program of Supported employment in Croatia was developed by the Association for Promoting Inclusion in the year 2000. The program is implemented in cooperation with the Ministry responsible for social welfare, other public institutions, public and private companies, experts and researchers from the Faculty of special education and rehabilitation (associates of API) and with support of relevant international organisations. It is financed partly from Ministry funds, and partly through projects and donations. The overall objective of the program is to encourage changes in legislation to allow for its full implementation and formal introduction to the social welfare system through Agencies for supported employment.
Financing: CARDS 2004 – Providing non-profit sector services in health care, social welfare and non-institutional education and Supporting civil society organisations in environmental protection and sustainable development.
Main objective: The aim of this project is social inclusion of people with intellectual disabilities and increasing of employment opportunities for people with intellectual disabilities on the open labour market in Zagreb, as well as their empowerment through self-advocacy, to actively participate in promoting their right to work.
Target groups (and if different: end recipients): <ul style="list-style-type: none"> • People with intellectual disabilities with legal capacity; • People with intellectual disabilities deprived of legal capacity.
Activities: The program includes the following phases: <ol style="list-style-type: none"> 1. Employability assessment – detects abilities, interests and habits that give a positive view of the client and his/her employment needs. 2. Representing individuals in finding the desired and appropriate workplace – which includes contacting potential employers, finding an adequate working position and preparing the employer. 3. Analysis and adjustment of the workplace.

4. Creating and implementing a support program directed to the person – this is based on the analysis of usual and occasional work assignments and other activities related to the job.
5. Supporting the person with intellectual disabilities in training and practice of work task fulfilment (with the support of a job-coach).
6. Supporting the person in acquiring social competence and actualisation of social relations in the working environment (with the support of a job-coach).
7. Supporting the person in situations indirectly related to employment, in protection of rights and assistance seeking (with the support of a job-coach).
8. Continuous monitoring of the person after the completion of the basic training (through communication with the employer, providing additional support where necessary, mediation in case of change of position, working activities or working conditions, in case of problem or crisis).
9. Monitoring of working efficiency and quality of person's working life.

Results / evaluation:

This model of training for work and employment of persons with intellectual disabilities in regular conditions, shows good results:

- Realisation of income by the persons with intellectual disabilities themselves – persons who are employed with support receive appropriate compensation for their work.
- Social integration and interaction – development of social inclusion and creating smooth relationships between workers, with the possibility to count on the support of colleagues.
- Satisfaction with quality of working life – workers are largely satisfied both with the working activities and the social relationships in the workplace, as well as the benefits of employment in everyday life.
- The views of employers and colleagues in the workplace – employers and regular employees change their negative attitudes and show satisfaction with the Supported employment model, the role of job-coaches and the work of supported employees.
- Economic viability – the costs of Supported employment are significant, but “pay off” in time, as they diminish the number of claims for benefits through the social welfare system, and still cost less than expensive and unproductive daily programs and “protective” workshops.
- The families of persons with disabilities are more satisfied.
- Persons with intellectual disabilities are better accepted in the community and achieve a better quality of life in other areas, too.

Direct results of the project:

- Employment of around twenty persons with intellectual disabilities on the open labour market;
- Establishment of the first working centre in Croatia with around forty users and the impact on changes in legislation;
- Establishment of Agencies for Supported employment for persons with intellectual disabilities.

Main difficulties and barriers in the development of supported employment in Croatia:

- High unemployment rate in general, which makes finding jobs for persons with intellectual disabilities a very demanding task;

- Lack of incentives for the employment of persons with disabilities, whether through legislative obligations for employers or tax exemptions;
- A legal basis for partial employment of persons with severe disabilities without them losing benefits through the social welfare system is still lacking (even though their earnings couldn't cover the cost of living);
- A legal basis for the establishment of a systematic Supported employment Service or Agency is still lacking.

Considering the fact that one cannot conclude an employment contract or pay wages to workers deprived of legal capacity, the following agreements are concluded with the employers:

- agreement of cooperation between the supported employment agency and the employer;
- contract of working activities, which defines the rights and obligations of both workers and employers.

Formal working contracts are only concluded for individuals who are not deprived of legal capacity.

Links, documents, contact:

Contact person: Neda Mišćević

Tel: 01 / 37 58 932

E-mail: inkluzija@inkluzija.hr

Web page: www.inkluzija.hr

Measures against ageism

Country: UK
Award for companies which attract and retain workers over 50 years (international)
Example for a winner of the “International Innovative Employment Award”: British Telecom (BT, UK)
Name of responsible institution/organisation: AARP International / winner: British Telecom
Background information: The AARP International Innovative Employer Award recognizes non-U.S.-based employers that have implemented innovative workforce and/or human resource practices which accomplish the following: <ul style="list-style-type: none"> • Address issues relevant to age-50+ workers • Create roadmaps for the aging workforce of tomorrow
Main objective: Recognizing international best practices in age management
Target groups (and if different: end recipients): Companies
Activities of one of the winners: BT <ul style="list-style-type: none"> • Career Life Planning tool - assists employees in developing their careers at every stage • Flexible-work arrangements - part-time work options, compressed hours, job sharing, working from home etc. • Program „Achieving the Balance“ - flexible and agile working policies program portfolio <ul style="list-style-type: none"> ○ <i>Wind Down</i> - giving employees more personal time ○ <i>Step Down</i> - moving to roles with less responsibility and less stress ○ <i>Time out</i> - providing career breaks and sabbaticals for up to two years ○ <i>Helping Hands</i> - “secondments” or loaning the services of a BT employee to a charity for up to two years ○ <i>Ease Down</i> - gradually reducing the level of responsibility while continuing work for BT • Health promotion and protection <ul style="list-style-type: none"> ○ promotes physical and mental well-being (engagement in health-promotion activities, early assistance when problems arise, rehabilita-

tion after illness and/or advice from specialists)

- “Positive Mentality” - a mental well-being awareness program
- “Passport” initiative – a document describing any special work or personal circumstances or requirements
- **Diversity promotion** - initiatives to promote diversity in relation to attraction, recruitment, promotion, and training
- **Age-neutral recruitment** procedures, graduate and apprentice schemes without any age limit

Results / evaluation:

The only figures available are about flexible-work arrangement: 14,500 employees work from home, and 75,000 have other types of flexible work arrangements. BT’s own research shows that this has improved productivity and reduced sick absence and employee turnover.

Links, documents, contact:

AARP is a non-profit, nonpartisan membership organization that helps people aged 50 and over to improve the quality of their lives; more information:

http://www.aarp.org/aarp/About_AARP/

Description of BT:

http://www.aarp.org/money/work/articles/bt_2009.html

More about BT:

<http://www.btplc.com>

Country: Finland
Programme name: <p style="text-align: center;">Finish National Programme on Ageing Workers (FINPAW)</p>
Name of responsible institution/organisation: Ministry of Social Affairs and Health, Ministry of Labour and Ministry of Education
Background information: <p>The Finish national programme on ageing workers (FINPAW) was a broad national program based on 40 actions (researches, campaigns, information and training programs, occupational health initiatives and work ability measures, studies and preparations for change on certain legislative topics).</p> <p>The key problems addressed by the FINPAW were:</p> <ol style="list-style-type: none"> 1. Early retirement of ageing workers and general attitudes favoring early retirement 2. Low employment rate of ageing workers 3. Weak re-employment of ageing workers 4. Weakening working capacity of ageing workers, 5. Low educational level of ageing workers, 6. Lack of information in society on ageing in general and the situation of ageing workers 7. Ageism: Prejudice, even discrimination towards ageing people creates a serious problem in society. <p>Encouraging workplace health promotion to maintain the working capacity of ageing workers was the main objective, but this example refers to the actions set by the Ministry of Labour which focused on the employment services and older long-term unemployed people.</p>
Financing and the value of project: FINPAW was funded from the Budget, and a total of € 4, 2 mio. was earmarked for it for the five-year programme period. There are no figures available about the specific budget for the measures carried out by the Ministry of Labour (measures described below).
Partners: Ministry of Finance, the Ministry of Trade and Industry, the labour market organizations, the Association of Finnish Local and Regional Authorities, the Institute of Occupational Health, the Social Insurance Institution (KELA), the Federation of Employment Pension Institutions, the Federation of Finnish Enterprises and the Central Union of Agricultural Producers and Forest Owners.
Main objective: The overall aim of the programme was to encourage workplace health promotion to maintain the working capacity of ageing workers and to increase awareness about issues related to ageing.

Target groups (and if different: end recipients):

- *Primary target group*: employed and unemployed people aged 45-64
- *Other target groups*: occupational health care and occupational safety staff, labour administration staff, education administration staff, employers and workplace communities for whom the programme provided research, training and information
- general public was also a target group of information campaigns on ageing

Activities:**Actions in the responsibility of the Ministry of Labour and the PES**

- **Extensive information and training programme** for various target groups, i.e. labour administration staff. The training was designed to influence the attitudes of labour administration staff, teaching them to recognize and appreciate the strengths of ageing clients and apply them more effectively in working life. The aim of the training programme was to create common guidelines for the entire administration on how to serve ageing clients. Meanwhile the issue has been successfully mainstreamed within the Ministry's staff training programme.
- **Survey on the needs of older long-term unemployed people** - intensified services are needed to establish the employment potential, training and rehabilitation needs, and pension options of the older (aged 50-58) long-term unemployed
- **Survey of age discrimination in working life**: the study showed that the provisions prohibiting discrimination in recruitment situations are not very widely known in the labour market. Therefore the Ministry published a brochure.
- **Information campaigns like „Prime Years campaign“**: The aim was to support the client services of the labour administration through information provision to improve the employment rate of the over-45s, to remind employers of the value of ageing workers, to give ageing workers themselves more confidence and to foster more positive attitudes to ageing workers in general.
- **Additional actions were for example:**
 - Research about and promoting age management
 - Guide about functional and healthy working times
 - Promotion of flexible working time arrangements

Results / evaluation:

FINPAW was evaluated and peer-reviewed; in English the following evaluations are available:

Robert Arnkil, Merja Hietikko, Kati Mattila, Jarmo Nieminen, Pekka Rissanen, Timo Spangar: The National Programme on Ageing Workers. Evaluation. Helsinki, Finland, 2002

MINISTRY OF SOCIAL AFFAIRS AND HEALTH: The Many Faces of the National Programme on Ageing Workers. The Concluding Report on the Programme. Helsinki, Finland, 2002

Robert Arnkil, Jarmo Nieminen, Pekka Rissanen, Sari Pitkänen, Sanna-Mari Lyytinen: Peer Review The National Programm for Ageing Workers. Assessment of the Finnish National Programme on Ageing Workers (FINPAW). Helsinki, 2003

The peer review emphasizes the multifaceted approach of the FINPAW as interesting and beneficial, in that it comprises a number of different actions (including preventive action), efforts to foster awareness on a wide front, and cooperation between different authorities (including three ministries) in the implementation of the program. The wide consensus among policy-makers in Finland on the importance of helping ageing workers stay in

work, and the strong role taken by occupational health care in development action were mentioned among Finland's strengths in the Peer Review discussions.

The national evaluation stresses the positive effects of the program on the rising employment rate of older people as well as their higher retirement age. Concerning the chances of older people to find new work in case of unemployment the program had not a huge impact.

Links, documents, contact:

http://pre20031103.stm.fi/english/tao/publicat/age_evaluation/age_evaluation.pdf

Ministry of Labour: <http://www.mol.fi/mol/en/index.jsp>

Country: UK
Project name: <p style="text-align: center;">Ageless at work</p>
Name of responsible institution/organisation: All major authorities in the South West UK Region
Financing and the value of project: <p><i>Ageless at Work - changing workplace culture, developing skills</i> is part-funded under Priority 2 in the ESF ITM Programme - demographic change and older workers: developing a skilled and adaptable workforce.</p> <p>Total value of the Project is £831,674. Almost half of this is ESF funding, the other half comes from match funding from public sector organisations. A number of organisations have already 'pledged' match funding for specific work; it is expected that all Partners delivering an individual project will be able to part-fund their project through match-funding</p> <p>There are different, for the specific project and region individual types of match funding available. More information about funding sources and guides on how to apply for funding at : http://www.skillsforcare.org.uk/funding/funding.aspx</p>
Partners: Partners in Sweden, Finland and Poland
Main objective: To develop innovative work-related training schemes to enhance employment flexibility for an ageing population ("age-management")
Target groups (and if different: end recipients): People aged 50+
Activities: Project has three main activities: <ul style="list-style-type: none"> • Researching and analysing good/innovative practice (Marchmont/Exeter University are leading this theme), • transforming workplace culture and • developing skills of older workers. <p>The project will research on how workforce culture changes to value employment skills for the target group, e.g. those looking to retrain because of unemployment or mismatch in skills or demands.</p> <p>The target group should be employed in the social/care sector.</p> <p>The project is also planning to establish a network for exchanging experiences with different regions and the national partners.</p>
Results / Evaluation: The projects operates from May 2009 to April 2012; there is not yet an evaluation available

Links, documents, contact:

<http://southwest.skillsforcare.org.uk/>

Project Management Information:

Ageless @ Work - changing workplace culture, developing skills (2009): Project Handbook for Project staff and Partners delivering individual projects.

Download:

<http://southwest.skillsforcare.org.uk/nmsruntime/saveasdialog.aspx?IID=380&SID=457>

Contact: Chris Bell, e-mail: chris@cbebd.co.uk

Country: Various
Project name: <p style="text-align: center;">Mature@eu</p>
Name of responsible institution/organisation: Mature@eu is a transnational project by 15 partners from Austria, Czech Republic, Belgium, Italy, Latvia, Lithuania, Poland, Slovakia, Spain, Switzerland and Turkey.
Financing and the value of project: <p>In the proposal, up to 75% of the project value for each country, in total for all countries no more than €150.000/year can be financed via Leonardo da Vinci.</p> <p>If the project goals correspond with the national priorities, another 12,5% of the project value could be financed by a ministry – for example in Austria: Ministry of Education.</p> <p>For the rest of the costs it is advisable to look for other institutions to interest them in funding.</p> <p>Funding instrument: Leonardo da Vinci (10/2008-3/2010).</p>
Main objective: Tackling prejudice that exists against older workers' participation in the labour market
Target groups (and if different: end recipients): Employers in the participating countries that employ the 50+ generation
Activities: E-learning platform which enables employers to establish an age-diverse recruitment policy. Toolbox that contains over 400 documents which will assist in the implementation of age-diverse recruitment policies and practices.
Results / Evaluation: Project was running from 10/2008 to 3/2010 and was the follow up of the earlier mature@eu project, funded also by Leonardo da Vinci for 18 months. The project won the "Keeping on track best project award". More information on the project-website.
Links, documents and contact: http://www.mature-project.eu/index.html Austrian Project Coordination: Maria Schwarz-Wölzl Zentrum fuer Soziale Innovation / Centre for Social Innovation +43 1 49 50 442-52, schwarz@zsi.at

Country: Spain
Project name: <p style="text-align: center;">PATRON</p>
Name of responsible institution/organisation: Oviedo Chamber of Commerce - Spain
Financing and the value of project: Total value: 394.711 € EU co financing: 295.327 € (74'82%) through: Lifelong Learning Programme (Grundtvig)
Partners: <ul style="list-style-type: none"> • V.A. Graiciunas School of Management (AVM) - Lietuva • Istituto Formazione Operatori Aziendali (I.F.O.A) - Italy • Ancona Chamber of Commerce, Industry, Crafts and Agriculture - Italy • Chamber of Crafts and Small and Medium Enterprises in Katowice - Poland • VUSTE ENVIS, Ltd. - Czech Republic • Slovak Chamber of Commerce and Industry Prešov Regional Chamber - Slovakia • Employers' Confederation of Latvia (LDDK) - Latvia
Main objective: Intergenerational learning and transfer of transversal skills related to entrepreneurial management
Target groups (and if different: end recipients): Senior managers and young managers/entrepreneurs
Activities : 24 months (from 01-12-2007 to 31-01-2010) Project tested and identified ways transfer of the skills that senior managers have developed in their lives to young entrepreneurs and managers. Young entrepreneurs and managers will receive the transfer of these skills in the technical participant countries and regions (vertical transfer). The methods and results will be disseminated as to be employable in other participant regions, aiming at a multiplying effect through the involvement of local entrepreneurs and Chambers of Labour (horizontal transfer).
Links, documents, contact: Corrochano, Yolanda (2010): Intergenerational Learning and Transfer of Transversal Skills Related to Entrepreneurial Management. Final Report. Oviedo, Spain http://www.patronproject.org/default.aspx E-mail: info@patronproject.org

Measures against discrimination based on nationality or ethnical origin

Country: Hungary
Project name: <p style="text-align: center;">Nagykanizsa Roma Centre</p>
Name of responsible institution/organisation: Responsibility for contents came from the Austria-Hungarian Experts Academy, the employment office in Zala, the town of Nagykanizsa and the Roma self-governing bodies.
Financing and the value of project: The project is being promoted as part of the Interreg IIA program "Austro Hungarian Experts Academy". Different sources of funding for the different activities. No specific information about the amount of funding available. Preparatory phase was financed to two thirds by special funds of the Austrian Federal Ministry of Economics and to one third by the employment office in Zala, Hungary.
Main objective: Assist integration of Roma in Western Hungary and learn from others how discrimination against ethnic minorities can be successfully combated
Target groups (and if different: end recipients): Roma
Activities: <ul style="list-style-type: none"> • Supervision of learning Average of 60 young people benefit from learning supervision, which takes place at a weekend school with board and lodging; in addition there is also assistance to 10-15 particularly gifted young people. Funded from several national sources. • Evening classes The Roma Centre has an evening class, where around 30 young Roma can acquire the upper secondary leaving certificate, giving them the opportunity to gain access to higher secondary education while remaining in a familiar surrounding. Funded from various national sources. • Employment and training of long term unemployed people (part of the program "combat exclusion") Employment programmes are implemented in cooperation with the local regional authorities. An ESF project offers 50 long-term unemployed Roma temporary employment plus training opportunities in the building industry and social work. Support in job-seeking and setting up a business is also available. • Community employment programme This programme enables 20 unemployed Roma to find employment in landscape conservation. Partners and clients are the rural authorities. Funding from national funds of the council for community employment.

- **Promotion of access to the (regular) labour market**

Counselling sessions by representatives of various authorities are organised every two weeks at the Roma centre. The Centre is also open all day for those seeking guidance/counselling.

- **Training for Roma officials**

24 Roma officials have been taken part in supervision training, training in the public relation sector and mediation instruction. Training is financed by the PHARE programme.

- **Legal Protection Bureau**

Supports and organises the networking of anti-discrimination projects, informs about funding and offers legal counselling. Funded by the Ministry of Social affairs and the Ministry of Justice.

- **Public relations and Cultural activities** are regularly held at the centre to spotlight the situation of the Roma and the need for help.

- **Internet Tea House**-free use of internet at the Roma Centre.

Links, documents, contact:

Andrea Tóth, +36 93 516770, ckonagykanizsa@chello.at

Country: Sweden
Active labour market policies oriented towards immigrants
<p>The following three projects are part of the Swedish strategy for integration of immigrants in the labour market</p> <p><i>Source: Hagos, Michael (2008): Ministry of Integration and Gender Equality. Update on Policy Developments.</i></p> <p>Michael Hagos, Division for integration and urban development, Swedish Ministry of Integration and Gender +46 8 4054042 Michael.hagos@integration.ministry.se</p>
Project name: <p style="text-align: center;">“Re-entry jobs” (New start jobs)</p>
Name of responsible institution/organisation: Ministry of Integration and Gender Equality, Sweden
Main objective: Facilitating access to the labour market
Target groups (and if different: end recipients): Long-term unemployed and newly arrived immigrants
Activities: Subsidising payroll costs for employers and social security contributions for employees for the same period as the individual has been absent from the labour market, up to a maximum of five years;
Results / evaluation: <ul style="list-style-type: none"> • Launched in January 2007; • In October 2008, 17.000 people participated in this program, of which one-third was foreign born. • 90 days after the program period had finished, half of the participating immigrants had kept their job (compared to 58% of Swedish-born).
Project name: <p style="text-align: center;">“Trial opportunity”</p>
Name of responsible institution/organisation: Confederation of Swedish Enterprises and the Swedish authorities
Main objective: Improve labour market participation of immigrants

<p>Target groups (and if different: end recipients): Immigrants</p>
<p>Activities: Internships (“Trial opportunity”) that are offered at an “authentic” work environment, e.g.: private company, public institution or non-profit organisation; Internships are followed by job offer or individual receives certificate Program can be combined with assessment of professional skills.</p>
<p>Results / evaluation:</p> <ul style="list-style-type: none"> • Launched 2004 • In 2007, two-thirds of the participants were immigrants • 90 days after the program period had finished, 41% of the participating immigrants had a job (compared to 49 % of Swedish-born).
<p>Project name: “Work-Place Access” (WPA)</p>
<p>Name of responsible institution/organisation: Employment Office, Sweden</p>
<p>Main objective: Compensate for the lack of networks and informal channels to find a job</p>
<p>Target groups (and if different: end recipients): Immigrants</p>
<p>Activities: A special trained team has been available for job-seekers at the employment offices for their individual support prior to employment (while looking for a job) and in the initial working period;</p>
<p>Results / evaluation:</p> <ul style="list-style-type: none"> • Launched in 2003. • 2007, WPA was offered to 4.000 job-seekers, of which 95% were immigrants. • 90 days after the program period had finished, 71% of the participants had found a job. According to the evaluation, WPA increases the likelihood of finding a job by 15%.

Country: Sweden
Measures for new arrivals
Name of responsible institution/organisation: Employment Office, Sweden
Main objective: Integration of newly arrived immigrants in the labour market
Target groups (and if different: end recipients): Newly arrived immigrants
Activities: <p>“Step in Jobs”</p> <p>Step-in jobs are subsidised jobs in the public or private sector, which offer the possibility to combine language training with part time employment Wage subsidy amounts to 75% of gross salary (max. 750 SEK/day). Salary is fixed according to collective agreements.</p> <p>Recognition of skills</p> <p>The public employment service has received additional resources for the period 2007-2010 in order to ensure that newly arrived immigrants are offered a speedy and efficient assessment of their diplomas, skills and work experience.</p> <p>Language acquisition</p> <p>A special bonus system will be introduced to strengthen the incentives for immigrants to learn the Swedish language. Also the “Swedish for Immigrants” program will be improved.</p>
Results / evaluation: Launched July 2006
Links, documents and contacts: <p><i>Hagos, Michael: “Update on policy development”, Swedish Ministry of Integration and Gender, memorandum, 17.November 2008</i></p> <p>Michael Hagos, Division for integration and urban development, Swedish Ministry of Integration and Gender</p> <p>+46 8 4054042</p> <p>Michael.hagos@integration.ministry.se</p>

Country: Belgium/Flemish Region

Project name:

Proportional employment of immigrant workers

Legal Background information (Flanders):

In Flanders, a policy of “proportional labour participation and diversity” is pursued. The important decree on proportional participation in the labour market passed the Flemish Parliament on April 24 2002 based on the EU directives of equal treatment (2000). The two basic principles are proportional participation and equal treatment. The decree applies inter alia to labour negotiation, professional training and career support. It applies also to the Flemish government and the services dependent on the Flemish government including schools. Priorities are a policy of anti-discrimination and the removal of a series of obstacles opposing equal opportunities. Discrimination and under-representation of the target groups (i.e. migrants) in the labour market have a negative impact on the life quality. This decree converted the European directives on non-discrimination into Flemish regulations and aimed to guarantee equal treatment, preventing any form of discrimination on grounds of gender, so-called race, ethnicity, nationality, etc., in the fields of career guidance, vocational training, career supervision, and employment mediation, and also in the field of working conditions for government employees and teaching staff. Confirming the aim of employment equity in the Flemish labour market, and thereby moving beyond what is required by the European directives, the decree encourages companies to adopt a policy of employment equity and diversity (see infra examples on diversity management). Moreover, it fixes the monitoring and independent evaluation of the decree, as well as the procedures for dealing with complaints and the possibility of sanctions.

The Flemish government prioritizes in this regard the proportional labour participation within the framework of a general diversity policy. The Flemish government and social partners have opted for a positive incentive approach towards employment equity and diversity, as opposed to an approach that imposes sanctions when legal quotas are not attained. For this ‘voluntary yet committed’ approach to be sufficiently effective, clear target figures have been adopted, i.e. create each year 2000-5000 jobs for non-EU nationals by 2010.

The whole legislation of anti-discrimination and combating racism has been revised in 2003 and 2007. The revisions in 2007 reversed the burden of proof (to be delivered now by the accused), enlarged the protection measures for witnesses. It is also now a matter of civil law, which simplifies the procedure. The victim can also now opt for a fixed compensation claim (in the labour realm this compensation is 6 months pay).

The following two projects/programs are part of the Flemish anti-discrimination strategy for immigrants/ethnic minorities:

Project name:

“Collective Agreements for anti-discrimination”

Name of the institution/organisation that has developed and implemented project:

[Centre for Equal Opportunities and the Fight against Racism](#) (Centre pour l'égalité des chances et la lutte contre le racisme, CECLR). The CECLR is an independent, state-financed Institute which fights against racist discrimination, offers (legal) consulting and does public relation campaigns in the field.

Partners:
Social partners and employers
Main objective:
To achieve collective agreements between social partners and employers which are anti-discriminatory
Target groups (and if different: end recipients):
Flemish employers, who employ immigrants/foreign born
Activities:
The CECLR was working together with the social partners and the employers in awareness raising and information processes to develop archetype collective agreements for anti-discrimination in different sectors.
Project name:
“Positive Action Plans”
Name of responsible institution/organisation:
Agreement between Flemish government and social partners
Financing and the value of project:
Up to € 10.000 from the Flemish government for each employer.
Main objective:
Proportional employment of immigrants in sectors and job-levels of 5% (according to their proportion in the labour-force)
Target groups (and if different: end recipients):
Flemish employers, who employ immigrants/foreign born
Activities:
The Flemish government grants a subsidy of € 10.000 to yearly action plans of employers (in the private and public sector) and offers them a local project developer to implement them. The focus of these action plans lies in workshop in inter-cultural teamwork, conflict management, integration measures like language-courses and cultural information
Results / Evaluation:
Evaluations (Doyen et al, 2002) showed that these plans led to <ul style="list-style-type: none"> • A visible shift towards a more integrated approach to diversity management, • Greater attention for a complementary combination of actions, • Greater attention for career planning, with emphasis on personal development plans linked to job orientation interviews, • Growing attention for the well-being of employees and the quality of work, in particular the coordination between work and family life/leisure time, • Growing involvement of disadvantaged groups’ representatives in the execution of the diversity plans.

- In the year 2006 alone 503 companies participated in 441 plans.

Country: Belgium/Flemish Region
Project name: <p style="text-align: center;">Diversity Management Strategy</p>
<p>The following three projects - developed and implemented by the social partners - are part of the Flemish Diversity Management strategy.</p>
Background information: <p>The involvement of the social partners and also immigrant organisations is monitored and supervised by a Diversity Commission of: the social-economic council of Flanders (SERV), which is the consultative and advisory body of the Flemish social partners. The SERV comprises ten employer representatives (from BB, Unizo, Verso and Voka — Flanders' Chamber of Commerce and Industry) and ten representatives from the Flemish trade unions (ABVV, ACLVB, and ACV).</p> <p>The diversity projects include not only ethnic minorities but different forms of discrimination.</p>
Project name: <p style="text-align: center;">“Job channel Project”</p>
Name of the institution/organisation that has developed and implemented project: <p>All Flemish employers organisations: VOKA, UNIZO and Verso (Association of Social for Profit Enterprises)</p>
Main objective: <p>Help 5000 target group members to find a job</p>
Target groups (and if different: end recipients): <p>Immigrants, people with disabilities and people aged 50+</p>
Activities: <p>40 job consultants promote the recruitment of the target group members by tackling the mismatch between supply and demand</p>
Links and documents: <p>http://www.jobkanaal.be/ (only in Dutch)</p>
Project name : <p style="text-align: center;">“Entrepreneurs Platform Diversity”(Ondernemersplatform Diversiteit)</p>
Name of the institution/organisation that has developed and implemented project: <p>The employers organisations: VOKA, UNIZO and VKW (Christian association of employers in Flanders)</p>
Main objective: <p>Inform and sensibilise employers about the added-value of a diversity-management policy</p>

<p>Target groups (and if different: end recipients): Employers</p>
<p>Activities: Development of brochures, toolkits and a learning network on diversity management Issuing of a yearly “Pioneer Prize” on diversity</p>
<p>Project name: “Diversity Consultants”</p>
<p>Name of responsible institution/organisation: Flemish trade unions (ABVV, ACLVB and ACV)</p>
<p>Main objective: Awareness raising, remove resistance for employment of immigrants, development of diversity plans;</p>
<p>Target groups (and if different: end recipients): (Flemish) employees and employers</p>
<p>Activities: 25 diversity consultants of the Flemish trade unions operate as second line helpdesk for employee representative to mainstream the diversity issues at the workplace level. Experience has shown that the most successful diversity plans are those in which employees and their representatives actively participate</p>

Measures against discrimination based on sexual orientation

Country: UK
Organisation: <p style="text-align: center;">Stonewall</p>
Background Information: <p>Stonewall was founded in 1989. The aim was to create a professional lobbying group against attacks on lesbians, gay men and bisexuals. Some major successes of the lobbying work include helping achieve the equalization of the age of consent, lifting the ban on lesbians and gay men serving in the military, securing legislation allowing same-sex couples to adopt and the repeal of Section 28. More recently Stonewall has helped secure civil partnerships and ensured the recent Equality Act protected lesbians and gay men in terms of goods and services. Stonewall also works with a whole range of agencies to address the needs of lesbians, gay men and bisexuals in the wider community. It has offices in England, Scotland and Wales.</p>
Financing and the value of project: <p>Stonewall is a charitable organization and receives no public funding, but raises all its money itself.</p>
Main objectives of Stonewall concerning treatment at the workplace: <p>Promoting fair treatment at work, enlarging the Diversity Champions program, promoting pension equality and continuing promotion of the business case for equality.</p>
Target groups (and if different: end recipients): <p>Employees and employers (both straight and LGBT (lesbian, gay, bisexual, and transgender people))</p>
Activities: <ul style="list-style-type: none"> • Campaigning and Lobbying against discrimination of LGBT people at the workplace (general); • Research about discrimination of LGBT people at the workplace (general); • Recruitment guide for LGBT jobseekers <p>Annually issued guide for job-seeking tips and listing LGBT friendly employers; 1000 copies are distributed at schools, universities, unions etc; also available online http://www.startingoutguide.org.uk/</p> <ul style="list-style-type: none"> • Diversity Champions programme <p>A good practice forum in which employers can work with Stonewall and each other on sexual orientation issues. From 2005 to 2009 the programme has grown from 100 to over 550 members. The annual membership cost of £2000 includes access to networking opportunities, a seminar programme, entry into the annual Recruitment Guide and various research publications. Employers based in Scotland and Wales can benefit from programmes provided for diversity management in their companies.</p>

- **Workplace Materials**

Stonewall offers free guides for download with information about the legal background of anti-discrimination law, of how to set up a LGBT network at a company, on special career training for LGBT people and on discrimination against LGBT employees (all with best practice examples from organisations which are in the diversity champion's programme). The target group of these handbooks are employers.

Links, documents and contacts:

<http://www.stonewall.org.uk/>

<http://www.startingoutguide.org.uk/>

Country: Croatia
Project name: <p style="text-align: center;">United Against LGB Discrimination at Workplace</p>
Name of the institution/organisation : Lesbian Group Kontra. Partners: M.I.A. – Institute for Mobilization, Intervention and Action Iskorak – Sexual and Gender Minorities’ Rights Centre
Financing: Croatia 2006 Phare National Programme – support scheme “Enabling the Civil Society Sector for active contribution in the pre-accession process”
Duration of the project: November 29 th 2008 – November 30 th 2009.
Value of the project: 75.957,13 €
Main objective: The overall objective of the action is to stimulate the implementation of EU and national anti-discrimination policies in the labour market. Specific objectives: <ol style="list-style-type: none"> 1. To strengthen the capacities of the leaders from the 3 national trade unions for dealing with cases of discrimination based on sexual orientation of individuals and working on improvement of working conditions of LGB population; 2. To inform LGB population on their rights at the work place and available support systems; 3. To encourage the creation of positive climate among general public regarding LGB population and their position in the working community.
Target groups (and if different: end recipients): Target groups are Trade union leaders and commissaries. The final beneficiaries are the LGB community and Croatian society in general.
Activities: <ol style="list-style-type: none"> 1. Setting up of the project office and project team; 2. Training for trade union leaders and commissaries and preparation of handbooks; 3. Providing direct legal help, support and information to LGB people; 4. Public campaign; 5. Organisation of closing event to present project results and main findings; 6. Drafting comments to the national labour related legislation; 7. Monitoring and evaluation of the project.

Results / Evaluation:

- 220 Trade union leaders, commissaries and lawyers were trained to provide support to LGB workers related with discrimination at the work place;
- Through cooperation with trade unions lawyers a better system of support to LGB workers related to discrimination at the work place was established;
- Relevant information for LGB people about their labour rights, institutes of legal support and ways of reporting about discrimination at the work place became easily accessible through distribution of *Guide to LGB Rights at Workplace* (300 copies distributed at friendly places, also published on web pages) and public campaign;
- LGB population was encouraged to report discrimination and ask for legal support (10 cases reported during implementation period);
- Amendments to the Labour Bill were created in cooperation with the Union of Independent Trade Unions and sent to relevant institutions; amendments were discussed at the Parliamentary Committee for Human Rights and proposed by the vice-president of the Committee to the Parliament;
- General public gained insight of the situation regarding discrimination of the LGB population at the work place and on the labour market due to intensive public promotional activities as well as media reporting about the project implementation.

Recommendations/problems during implementation:

Due to the high level of homophobia in Croatian society, the project faced problems in several areas.

One of the aims of this project was to establish cooperation with associations of trade unions and train their leaders and commissaries to provide support to LGB workers. However, two associations of trade unions – Independent Croatian Trade Union and Croatian Association of Trade Unions did not show any interest in this kind of cooperation with LGB organisations.

Successful cooperation was established through the Women's Section with the biggest association of trade unions - Union of Autonomous Trade Unions. At the training session organised in cooperation with the Women's Section, members of the Section for International Relations, the Section for Organisation, Education and Publishing Activity, the Youth Section and the Women's Section of the Union were present. These are sections that are dealing with human rights inside the Union. At the training session, Ms. Ana Knežević, president of the Union of Autonomous Trade Unions and Ms. Jasna Petrović, representative of the Union in the European Trade Union Confederation (ETUC), were also present. Separate two days trainings for lawyers were also organised (attended by lawyers of the Union of Autonomous Trade Unions from different parts of Croatia). Cooperation with the Union was also established in regards to advocating rights for LGB workers (Labour Act in 2009). Cooperation with the Union in all fields (advocacy, providing direct legal help and educational activities) will continue in the future.

The basic idea of the project's public campaign was to create promotional material that would contain pictures of LGB employees in their working areas and slogans against discrimination based on sexual orientation at workplace. Unfortunately, due to fear of discrimination present among LGB population in Croatia, it was impossible to find enough persons to pose for billboards that would contain their names and occupations. It was decided to change the message of the campaign and to put emphasis on raising awareness on the presence of homophobia and discrimination based on sexual orientation in Croatian society. The reason for changing the content of the campaign was presented to the public and used to illustrate the high level of homophobia in the society.

Links, documents, contact:

Web page: www.kontra.hr

E-mail: kontra@kontra.hr

Publications created in the scope of the project:

- Sexual Orientation Guidelines for Employers
- Guide for Trade Unions – Protection of LGB Workers' Rights
- Guide to LGB Rights at Workplace

Country: UK
Union bargaining for LGBT rights
<p>Name of responsible institution/organisation: European Trade Union Confederation (ETUC) has a general LGBT strategy e.g.: UK trade unions UNISON and TUC have a LGBT rights lobbying strategy</p>
<p>Main objectives: Workplace Negotiating Issues for LGBT</p>
<p>Target groups (and if different: end recipients): Employers</p>
<p>Activities:</p> <ul style="list-style-type: none"> • Equal Opportunities policies and training Unions should pressure employers to include LGBT issues in their equal opportunity policies. • Workplace benefits Include same sex partners in work place benefits and Pension Schemes. Pressure employers when these work place benefits are offered to unmarried heterosexual couples, to also offer them to same sex couples. Change wording of agreements to gender neutral wording, e.g.: Several national banks including Barclays, and the Bank of Scotland now offer their employees a pension scheme that does not discriminate on grounds of sexual orientation or marital status. • Provisions for time-off Many workplaces will already have in force either written agreements, or custom and practice arrangements, to cope with, for example, bereavement, emergency situations at a worker's home, illness of children or dependents (etc.). The UK law requires that such arrangements be extended to civil partners where the current entitlement is based on being married. However, unions will want to press for the extension of such arrangements to encompass everyone who might have need of them, regardless of marital or civil partnership status. • Bullying and harassment NGOs for LGBT rights, as well as workers representatives can support LGBT employees to fight against bullying and harassment in front of the employee's court. In the UK some of harassment cases have gone to court, where employers faced fines for not reacting on harassment. The threat of a fine/court process can encourage employers to provide proper training for managers on LGBT issues generally. Awareness that the organisation recognises the seriousness of harassment, and is equipped to respond to any incidents, will also give individuals facing harassment the confidence to take up such behaviour in the workplace.
<p>Links, documents and contact: http://www.etuc.org/a/5808 http://www.tuc.org.uk/equality/tuc-11663-f0.pdf</p>

<http://www.unison.org.uk/file/Bargaining%20for%20LGB%20workers%20-%20June%202009.doc>

Measures supporting gender equality

Country: Austria
Project name: <p style="text-align: center;">Gender Mainstreaming Coordination Unit</p>
Name of responsible institution/organisation: Federal Ministry of Employment and Economics, Department European Social Fund as initiator of the project, L&R Social Research as project provider
Background information: Austria has politically and legally put itself under obligation to implement the Gender Mainstreaming strategy in national policies. The European Social Funds (ESF) gave important incentives for the actual implementation of Gender Mainstreaming in Austria and the ESF Gender Mainstreaming Coordination Unit (GeM Co) was founded.
Financing and the value of project: For seven years: 1,264.000 € (ESF-funded) Structure: Two fulltime coordinators, one part-time assistant
Partners: Public Employment Service Austria (AMS), the Federal Social Welfare Offices, the territorial employment pacts, the federal state authorities as well as the project executing organisations, which implement employment market and educational measures.
Main objective: The mission of the Gender Mainstreaming Coordination Unit (GeM Co) was to promote the implementation of Gender Mainstreaming within the ESF measures and, in a wider sense, in the Austrian labour market and for employment policies.
Target groups (and if different: end recipients): All institutions and organisations which are involved in European Social Funds measures, especially that mentioned under “partners”, representatives and employees from national as well as regional level; also NGOs, social partners, institutions involved in gender equality
Activities: To support the implementation of gender mainstreaming a number of multifaceted activities have been developed and designed, which can be subsumed in following focal points: <ul style="list-style-type: none"> • Information and Knowledge • Counselling and Development • Networking and Cooperation
Focal Point Information and Knowledge The handling and preparation of Gender Mainstreaming and labour market policy topics

as well as the appropriate counselling of central stakeholders were the centre point of attention, especially at the beginning of the project. The main tool for provision of information was the creation of an own GeM website and the publication of a GeM-info letter, published four times a year. The GeM helpdesk supplied advice and information via phone or email.

Two large GeM Conferences, presenting a synopsis of central scientific and practical experiences in the field of gender mainstreaming, established further elements (2003 and 2007) of the services and processed the respective status quo of the implementation of gender mainstreaming in the field of the labour market policy for a broader public.

Focal Point Counselling and Development

To support the implementation of gender mainstreaming in the field of the labour market policy, the GeM 4-step method was created, which is also the basis for a set of guidelines for the implementation of gender mainstreaming. These guidelines were collected within the GeM Tool Box and made accessible through the website for whoever was interested in this topic. Furthermore, GeM Workshops especially targeted to all the ESF target groups have been conducted to collectively discuss and test the possible implementation methods for gender mainstreaming. In the coordination unit half time the comprehensive GeM Practice-Guide was developed, consisting of tips and implementation examples for the field work, based on the experiences which were collected up to this point. At the same time, there was always the possibility of receiving individual counselling concerning implementation related questions.

Focal Point Networking and Cooperation

Building up and supporting networks between persons who are actively involved in implementing Gender Mainstreaming within active labour market policy were another important approach of the GeM-Coo. In addition to a large number of topic related events, the so-called GeM Topic Forums, annual GeM Roundtables were held in all federal states to keep the topic of gender mainstreaming visible nationwide and to discuss implementation methods together.

Results / evaluation:

The GeM Coordination Unit processed and documented the implementation of gender mainstreaming in the Austrian labour market and employment policy in the years 2001 to 2006 in the GeM Field Report.

Also an external qualitative assessment of the GeM-Coo took place.

Links, documents and contact:

Bergmann, Nadja / Sorger, Claudia: Die Umsetzung von Gender Mainstreaming in der österreichischen Arbeitsmarkt- und Beschäftigungspolitik. Ein Erfahrungsbericht der Gender Mainstreaming Koordinationsstelle. Wien 2007

Bergmann, Nadja / Pimminger, Irene: Praxishandbuch Gender Mainstreaming. Konzept. Umsetzung. Erfahrung. Wien 2004

Bergmann, Nadja / Pimminger, Irene: Die ToolBox Gender Mainstreaming. Wien 2004

<http://www.lrsocialresearch.at>

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Country: Sweden
Project name: <p style="text-align: center;">Equal Pay Survey</p>
Name of responsible institution/organisation: Equality Ombudsman is responsible for supervising the provisions on pay surveys
Background information: <p><i>Legal background:</i></p> <p>On 1 January 2009, a new, comprehensive Discrimination Act entered into force. The provisions on pay surveys contained in the old Equal Opportunities Act have been incorporated into the new law, with certain changes.</p> <p><i>Recent history of the legislation:</i></p> <p>On 1 July 1994, a provision was introduced into the Equal Opportunities Act requiring employers with ten or more employees to survey pay differentials between women and men performing different kinds of work, and also for different employee categories.</p> <p>On 1 January 2001, the wording was made more stringent and explicit. Under this amendment, all employers were required to survey and analyse their provisions and practices regarding pay and other terms and conditions of employment. They also had to survey and analyse differences in pay between women and men performing work regarded as equal or of equal value. A definition of the term 'work of equal value' and a more specific explanation of how the process was to be implemented were both incorporated into the law. Employers with at least ten employees were also required to draw up an action plan for equal pay. This work was to be carried out in cooperation with the employees and their organisations. Pay surveys had to encompass all employees in the company or organisation concerned.</p> <p>On 1 January 2009, the Equal Opportunities Act was replaced by an all-inclusive Discrimination Act. For the purpose of detecting, remedying and preventing unjustified differences in pay and other terms and conditions of employment between women and men, employers are now required to undertake a pay survey and analysis every three years. The obligation to draw up a written action plan for equal pay only applies to employers with 25 employees or more. Action plans now have to be updated at least every three years.</p> <p>The more limited scope of these provisions reflects the Government's desire to reduce administrative costs for private companies. A number of employer organisations at national level have complained that work on the pay survey provisions has been complicated and time-consuming.</p>
Main objective: Achieving equal pay
Target groups (and if different: end recipients): Employers (with 25 or more employees); end recipients: women (but also men if income discriminated)
Activities: Employers are to survey and analyse pay criteria and other terms and conditions of employment for their employees to determine whether they are gender-neutral and apply

equally to women and men. All pay provisions that may be regarded as remuneration for work are to be scrutinised from a gender equality perspective. This may include such aspects as the wording of a collective agreement, fringe benefits, or criteria for assessing an employee's performance. Such reviews then serve as a basis for further analysis of differences in pay for equal work and work of equal value.

Action plan:

The action plan is to include a report on the results obtained in the survey and analysis. Unjustifiable differences in pay between women and men performing what is regarded as equal work or work of equal value must be remedied as soon as possible and within three years at the latest. The action plan is to include a cost estimate for implementing any pay adjustments that may be required, and a timetable specifying when such adjustments are to be made. Other measures taken in pursuit of equal pay are also to be specified in the plan.

Employers' equal pay analyses are to be carried out in collaboration with the employees, usually represented by their union organisations. To ensure that they are able to collaborate properly, unions are entitled to have access to whatever information they need for their work on pay surveys.

Pay survey and analysis – step by step:

1. Survey and analyse what pay provisions and other terms and conditions of employment apply.
2. Decide which jobs should be regarded as equal.
3. Analyse differences in pay, wage spread and wage growth for women and men performing work regarded as equal.
4. Define on what grounds different jobs are regarded as being of equal value and group them together.
5. For each group of jobs of equal value, analyse differences in pay, wage spread and wage growth. It is particularly important to compare female-dominated jobs against jobs that are not or are not usually dominated by women.
6. Decide what pay adjustments are required. Draw up a cost estimate for this.
7. Decide a timetable for the pay adjustments.
8. Examine whether other types of measures may be warranted.
9. Draw up an action plan for equal pay.

Guidance and advice, development and supervision are important aspects and are all integral to work in this area. This approach could be said to reflect the supervisory authority's primary task, which is to persuade employers to comply with the legal provisions voluntarily.

During the first few years after the introduction of the more stringent provisions in 2001, much effort was devoted to informing and training employers and developing material and methods that would make it easier for them to comply with the law. Advisory material and tools were available at the website and could also be ordered in printed form.

Results / evaluation:

Over the period 2001–2008, several thousand pay surveys from employers have been scrutinised. Together, they have involved more than a quarter of all employees in the Swedish labour market.

In 2003 and 2005, the Ombudsman reported to the Government on the results yielded by the tougher rules from 2001. The agency was granted additional funding by the Government in 2006 to enable it to intensify its efforts to support and scrutinise employers' work on pay surveys.

- 60 per cent of employers had introduced pay adjustments or other measures in order to achieve equal pay for women and men performing work regarded as equal or of equal value.
- 44 per cent had identified unjustified pay differentials that were to be remedied.

Pay adjustments totalled at least SEK 72 million (approximately 7 million Euros).

The pay adjustments concerned at least 5800 employees, of which about 90 per cent were women. This means an average monthly pay rise of just over SEK 1000 (100 Euros) per person.

Links, documents and contacts:

Diskrimineringsombudsmannen (2009): Pay surveys – provisions and outcomes. Ödes hög

Equality Ombudsman: <http://www.do.se/sv/Other-languages/English/>

Country: Croatia
Project name: <p style="text-align: center;">Improving the legal and institutional framework of gender equality</p>
Name of responsible institution/organisation: CESI - Centre for Education, Counselling and Research. Partners: University of Zagreb, Faculty of Law, Department of European Public Law.
Financing: CARDS - Good Governance and the Rule of Law (90 % of total value of the project).
Value of the project: 203.781,50 €
Duration of the project: May 17 th 2006 - January 17 th 2008
Main objective: Raising public awareness about the unequal position of women and enabling and creating conditions for achieving de facto gender equality through the effective application of the legal framework.
Target groups (and if different: end recipients): Direct beneficiaries: A total of 336 interested persons from the public and the private sector and NGOs participated in various project activities (education and / or raising awareness). Indirect beneficiaries: The study included a total of 238 subjects. It is estimated that 100,000 people were involved in awareness raising activities (public action, media coverage, internet sites, forums and discussion).
Activities: 1. Research and analysis 1.1. Research on gender equality in the labour market Questionnaires were sent to the personnel departments of private and public companies and the employees working in these companies throughout the city of Zagreb. A difference was found between the companies / institutions of public and private sectors, and thus the conditions of employment, advancement and the satisfaction of the workers who work in them. Most women are employed in state owned enterprises, and they usually have a university degree, master's degree or doctorate. As regards gender, the answers of respondents point to the fact that women experience more difficulties on the labour market, especially those that must harmonize family and work assignments and responsibilities. Women get jobs harder, they work harder to maintain a job and generally do not make the managerial hierarchy of the company. They are also exposed to violation of dignity by their male colleagues more often.

1.2. Survey: Institutional mechanisms for gender equality in Croatia

The aim of this study was to determine:

- how the institutional mechanisms for gender equality and women's civil society organisations cooperate in creating public policies for women;
- how the institutional mechanisms cooperate and how effective they are in the imposition, implementation and enforcement of the national policy of gender equality and the incorporation of gender perspectives into public policies in general;
- if the "institutionalization of feminism" contributed to strengthening the network of women's organizations and enhanced their influence on the creation of gender sensitive public policies;
- formulate conclusions and recommendations for further development and improvement of institutional mechanisms and civil society organizations in mainstreaming gender equality and improving women's status in the Republic of Croatia;
- familiarise the general public, especially the formal and informal actors in the creation of gender equality policies, with the research results.

1.3. Analysis of the Law on Gender Equality

The analysis comprised the compatibility of definitions of direct and indirect discrimination under the Labour Law and the Law on Gender Equality, as well as their compliance with the EU Acquis. The analysis was distributed as a handout to the members of the working group for amendments to the Law on Gender Equality.

2. Specific proposals for the creation of equal opportunities in the labour market and women's empowerment

Two publications designed to improve the implementation of equal opportunities' policy for women and men in the workplace have been produced:

- Guide to promoting equal opportunities in the workplace, and
- Rules for achieving equal opportunities in the workplace.

3. Education

- Seminar for lawyers judges;
- Seminar for employers "What employers should know about gender equality in the workplace?";
- Seminars for students of law school;
- Stands, promotions, discussions, conferences.

4. Web www.ravnopravnost.cesi.hr

Project web site "Equality" is designed for informing all stakeholders who are interested in the topics that were covered by the project.

5. For the general public

CESI, Croatian Women's Network and the Union of Autonomous Trade Unions organized a procession on March the 8th, the International Women's Day. Also, a radio spot was made. In cooperation with local commissions for gender equality in Beli Manastir, Rijeka and Split, public forums were organised, where the research on women in the labour market was presented and a discussion on the issue at a national and local level was conducted.

Results / Evaluation:

- The interest of employers and the media for issues of equal opportunities of

women and men in the labour market;

- Participation in the working group to amend the Law on Gender Equality;
- Participation in the working group for drafting the Code of Employment;
- Specific examples of employers on how to improve internal policies that define equal opportunities for women and men and anti-discrimination mechanisms.

Problems in implementation:

- Cooperation and coordination between different mechanisms and with civil society organisations is crucial to the success of mainstreaming and advancement of the status of women. In Croatia, there was no networking of parliamentarians, formal coordination under VURS responsibility is not satisfactory, the cooperation of institutional mechanisms for promoting gender equality and women's organizations is not organised and depends on many subjective factors;
- Institutional mechanisms do not understand their roles in the system;
- The data from the local level particularly points to the lack of focus within the institutions: the coordinators there are more concerned with social issues (family, child care, violence) than the feminist agenda and position within the system or the influence of political and financial (budgetary) decisions, which delves much deeper into the existing relations of power between men and women and changing gender regimes;
- The mechanisms and public policies exist, but what lacks is specified means, institutional support, elaborate measures, detailed timelines, the dynamics of implementation, the vertical and horizontal coordination, system of monitoring and evaluating measures, indicators of their performance and assessment (evaluation) of their impact ;
- The government and the institutions both outside and within the mechanisms dedicated to gender issues, are not sufficiently familiarised nor educated on the concept of gender equality, equality between women and men, equal opportunities policies as well as the general social importance of these topics;
- Local units of government which should implement gender equality policies are not involved in decision-making and do not have enough resources, people or knowledge.

Recommendations:

- A common strategy to establish political will for integration of gender policies is necessary to achieve common goals. National machinery should mobilize the women's movement for their own campaigns and also publicly and visibly support their campaigns;
- In the process of valid adoption of the Law on gender equality, a normative restructuring of the national machinery is necessary, as well as creating a strong institutional system for gender mainstreaming;
- Parliamentary Committee for Gender Equality should have a much more pronounced role of supervising the gender machinery, policies and programs of the government, public authorities and private institutions, as well as enforcement of laws and decisions of the competent authority;
- Strengthen the mandate of the Ombudsman / woman;
- De-politicization and professionalization of the mechanisms;
- Openness, inclusiveness, participation of women's machinery towards female citizens and civil society organisations throughout the policy process.

Experience shows that best results are achieved where the NGOs managed to create a healthy alliance with the institutions for the promotion and protection of women's rights (ministries, offices, agencies, commissions) at all levels of government. The present state in Croatia - on the one hand, the crisis of the feminist movement, and on the other hand the preconditions for the integration of the feminist agenda in the country achieved, could prove to be productive.

Links, documents, contacts:

The web site www.ravnopravnost.cesi.hr contains all the educational material, as well as the published analyses and research.

Web page: www.cesi.hr

E-mail: cesi@cesi.hr

Country: Croatia
Project name: <p style="text-align: center;">Improving workers' participation in equal opportunities policies</p>
Name of responsible institution/organisation: Centre for Women's Studies (Beneficiary of grant contract) Partners: The Trade Union of Textile, Footwear, Leather, Rubber of Croatia. The Union of Autonomous Trade Unions of Croatia.
Financing: Funded by the European Community (PHARE 2006 Grant Scheme "Enabling the civil society sector for active contribution in the pre-accession process in the area of democratization and human rights"); Co-funded by the Friedrich Ebert Foundation, Zagreb and the Embassy of the United States, Zagreb.
Value of the project: 63.367,54 €
Duration of the project: November 26 th 2008. – November 25 th 2009.
Main objectives: To contribute to the achieving of sustainable solutions of the problems of social and economic position of women in their local communities by empowering and educating them for an efficient dialogue with the local government and their employers and full enjoyment of their human rights. To detect gender specific needs of industrial workers in one region, to create a pilot model for efficient and sustainable problem solving in the context of the imminent industry's restructuralisation and loss of work places, and to increase the negotiating power of the target group (worker's representatives) by education and support.
Target groups (and if different: end recipients): Target groups of the Action were Trade Union of Textile, Footwear, Leather, Rubber of Croatia representatives, some 450 of them. Final beneficiaries are workers in textile and clothing industry, members of the Trade Union of Textile, Footwear, Leather, Rubber of Croatia, totalling up to 11 000 – which are predominately women.
Activities: <ul style="list-style-type: none"> • Round table <i>Gender equality in the time of economic crisis</i> Round table addressed the problem of interrelation of gender equality and economic and developmental strategies in the political sphere to the wider public. Additionally, it was an occasion for presenting other actions of this project. Guest lecturers of the Round Table were six experts in gender equality, economy, trade unions, politics, public governance and civil society. Participants of the round table were mostly representatives of the textile trade union;

politicians outside the parliament, representatives of state institutions, women's human right activists as well as individuals interested in political and economical theory and practice. The total number of participants of the round table was 48. Media representatives were also present and the special contributions of the round table speakers' were used for different articles and broadcasts and a review of the round table was published in the Institute of Economics' journal Economic trends and economic policy.

- **Educational seminars for union representatives and members of the TUTFLRC**

Educational seminars for the union representatives and members of the Trade Union of Textile, Footwear, Leather, Rubber of Croatia were held at Čakovec and Varaždin once a month. Three seminars per city were held within which different topics, such as communication, advocating rights and interests, sexual harassment, mobbing, health, dealing with stress and political activism were covered. Educational seminars were attended by a total of 92 representatives, on average 39 in Čakovec and 35 in Varaždin.

- **Consultancy sessions for union representatives and members of the TUTFLRC**

Consultancy sessions with the union representatives were held on July 1st and 3rd in Stubičke Toplice. A smaller group of union representatives (selected from the educational seminars' participants) were intensively trained in communication skills: how to prepare and present argumentation, how to negotiate union members' interest, how to prepare meetings etc. There were 18 participants from different local communities at each of the consultancy sessions.

- **Joint action with the union representatives and members of the TUTFLRC**

Project team members accompanied, consulted and monitored trade union representatives before their meetings with the local government, employers and during other actions taken by the Trade Union of Textile, Footwear, Leather, Rubber of Croatia on three specific occasions in Koprivnica and Čakovec.

- **Closing seminar and Round table "Endangerment of textile industry: consequences for local communities"**

This final activity was actually carried out in two parts: the first, closing seminar was closed for the public, as its main purpose/goal was to offer a place for evaluating the results of the action by the target group (trade union representatives and members) and project team members; the second, closing round table was an event opened for and directed to the public, as its main purpose/goal was to present the results of the action to the public as well as to continue the public debate on the strategies of promotion of women's interests on economic issues in politics; obstacles and solutions for workers in the textile industry etc. and to draw attention to the dramatic situation of the Croatian textile industry in the context of the global financial crisis as well as to the consequences that these have for the local communities (predominately those in the northern Croatia). Participants of the closing round table, along with the speakers at the Round Table, by their structure, were mostly representatives of the textile trade union; representatives of political parties' women's branches, representative of Croatian Employment Service, several representatives of local institutions as well as several individuals interested in political, economical and gender issues. The total number of the participants was 77.

Results and problems during the implementation:

Taking into consideration that the economical and political context in which the project was implemented drastically changed since the time the project started (and even more so since the project was envisaged/written), project implementation was far from ideal. Global financial crisis, national political crisis, closing of factories, bankruptcy processes, embezzlement charges in the textile sector etc. all had consequences on the possibilities of the partner and the target group to participate. It also changed their perspectives of the priorities – both for life/work and for this project. For example, participation in the educational seminars became a topic of heated negotiations with the employers, whereas it should have been a right; the improvement of the working conditions as a project goal came second to a mere detainment of jobs as they are, and so forth. As a symbol of this change we should mention that since spring 2009 and until the end of this project 3900 workers (predominantly women) lost their jobs. However, we must report that even in these troubled times the target group kept enthusiastic and eager to learn – their attendance was always high, as well as their interest in the

topics of the seminars. All of this is visible from numerous positive evaluations, whether written or oral. The most recent one, closing evaluation seminar, proved: that participants increased their knowledge and skills, that they themselves served as multipliers in disseminating attained knowledge to their colleagues, that the cohesion between the representatives was strengthened through this project, that their awareness on gender issue was raised as well as their self-esteem. In addition to this, the immediate impact of the project activities was observed in a number of instances when several trade union representatives took concrete actions, as Ms. Šokčević, the president of Trade Union of Textile, Footwear, Leather, Rubber of Croatia, reported. One representative pressed charges against her employer for sexual harassment; one representative requested additional city funds for his factory's co-workers that lost their jobs during project implementation period (and obtained them!) and one representative felt confident enough to take over the role of acting manager in her firm. We can conclude that, although the socio-economic context deteriorated which has dramatic consequences on the final beneficiaries, the project had nothing but positive outcomes for our target group. A strong political will to change and improve the conditions in the textile industry, is now necessary for a "ripple effect" to take place.

Evaluation:

Activities were evaluated internally (by the project team and expert team members) as well as externally (by the beneficiaries, project partners and an independent evaluator). Evaluations done by the beneficiaries were twofold: conversations and oral feedback, as well as written responses to the evaluation forms (prepared for the majority of executed activities). Additionally, the Closing seminar served as a place for project evaluation and planning of future activities. Participants/beneficiaries reacted extremely well to the project: they were "pleasantly surprised", found the atmosphere "relaxed but also stimulating", thought the educational programme was "great", "interesting", "applicable", "just what was needed". In general, seminar and consultancy sessions evaluation forms and personal conversations with the union representatives as well as union president's emails, are filled with statements of gratitude and enthusiasm. At the same time, our internal evaluation concluded, although the project was a success, that in the future more time is needed for these types of educational activities, that personal restraints of the participants need to be taken into account when planning them (i.e. difficulties in getting time off of work) and that joint education of the union representatives and their employers is needed.

Links, contacts, publications:

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Publications:

Manual "Improving workers' participation in equal opportunities policies" at a print run of 1.100 copies, also leaflets, posters, working materials and certificates.