

**Proactive measures: changing  
practices and policies**

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**Proactive measures in private  
enterprises (Spain)**

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- **Fostering equality:**
  - equality label
  - CSR measures
  - balance composition in companies’ boards.

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- **Enterprises' obligations and measures:**

- **Obligations:**

- Real equal treatment and opportunities in the workplace
- prevention of sexual or gender-based harassment in the workplace

- **Measures:**

- Whatever measures required
- Equality Plan

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- **Equality Plan in private enterprises:**

- **Structure:**

- Responsibility: Enterprise. Legal obligation to negotiate.
- Monitoring: mechanisms for supervising implementation of Equality Plan.
- Enforcement: failure to comply with obligations is serious infringement

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- **Equality Plan in private enterprises:**

- **Functions:**

- Measures to make anti-discrimination law more effective: modifying criteria applied to promotion, to job classification system and to salary structures.
- Promoting equality: positive actions in job recruitment and in promotion; promotion of joint responsibility for childcare.

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**Affirmative action and  
promotion in Public Sector**  
(Austria, Germany and Estonia)

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• **Obligations:**

- Eliminating under-representation of women (less than 40% Austria)
- Selecting employees from the underrepresented sex (up to 50% Germany)
- Duty of promotion gender equality (“as equal as possible” Estonia)

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• **Responsibility:**

- Network of institutions and persons (ministers, ombudspersons, working groups, Austria)
- Public bodies (Germany).
- State and local government agencies (Estonia)

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• **Enforcement:**

- Report to Parliament (Austria, Germany and Estonia)
- Equality body (Germany and Estonia)
- Enforcement and political commitment

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