

AFFIRMATIVE ACTION PLAN

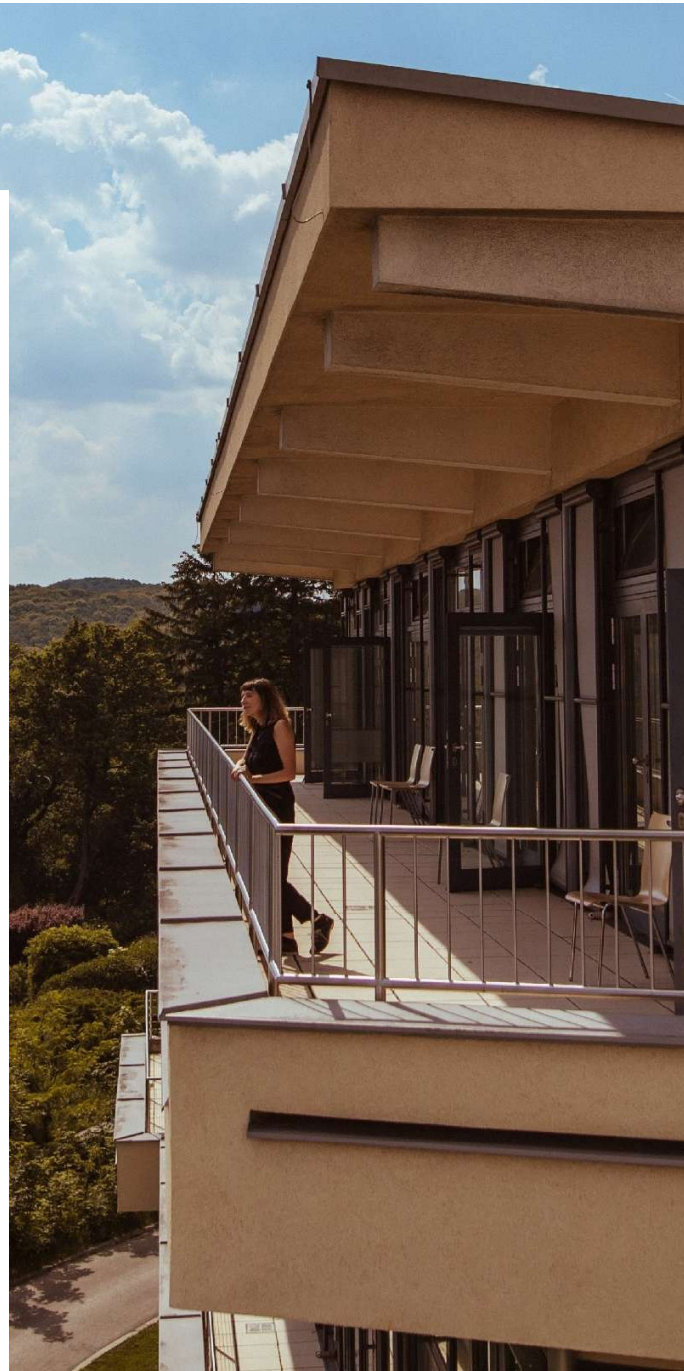
2025 - 2026

GENDER, INCLUSION, AND EQUITY PLAN

DECEMBER 22ND

Modul University

Authored by: GIEP Team



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1. AFFIRMATIVE ACTION PLAN (AAP) FOR MANAGING INCLUSION AND DIVERSITY

§ 1.1 General Principles

- 1.1.1 Modul University Vienna (hereafter MUV; the community of MUV comprises all people employed by, studying at or otherwise representing the university) is committed to the ideal of equal opportunities for people regardless of their background and identity and shall give priority to implementing measures necessary for the prevention of discrimination and to counterbalance unfavorable conditions in society.
- 1.1.2 MUV shall apply this action plan to protect and promote diversity in the university, explicitly, but not exclusively, including age, disability, ethnicity, family status or parenthood, gender and gender expression, national origin, religion, sexual orientation, and social class.
- 1.1.3 All publications, documentation and other forms of communication shall use diversity-sensitive language. Any kind of discriminatory language and/or visual imagery is unacceptable and shall be subjected to review.
- 1.1.4 The Inclusion, Diversity, and Equity Committee (hereafter IDEC) is the body responsible for ensuring that the expression of diversity and inclusion is protected and encouraged within the university.
- 1.1.5 IDEC stands for diversity, equity and inclusion. It is the umbrella term for the programs, policies, strategies, and practices that implement a company's mission to create and sustain a diverse, equitable, and inclusive environment that respects and accommodates every employee's: ethnicity, sexual orientation, gender identity, physical abilities, religion, age, marital status, socioeconomic status, national origin.
- 1.1.6 All members of the IDEC shall hold any personal information divulged to them in the strictest confidence.

§ 1.2 The Working and Learning Environment

- 1.2.1 The IDEC shall ensure that all recruitment processes, including but not limited to staff, faculty and student recruitment, are free from conscious or unconscious bias and discrimination. If the IDEC detects bias or discrimination during recruitment, the process shall be deemed invalid.
- 1.2.2 Positive discrimination measures, according to Austrian National Law, shall be employed in all recruitment processes to pursue equality of representation, particularly in staff and faculty senior positions.
- 1.2.3 The IDEC shall promote the flattening of hierarchies across the MUV community as a tool to achieve a non-discriminatory environment and promote communication between members of the community.

- 1.2.4 The IDEC shall ensure that no discrimination in terms of inclusion or diversity occurs in the working and learning environment and shall investigate and assess any complaints arising from claims of discrimination, according to a predefined complaint procedure.
- 1.2.5 The IDEC shall take measures to improve inclusion and protect diversity within the working and learning environment.
- 1.2.6 Any kind of harassment on the basis of age, disability, ethnicity, religion/worldview, gender or gender expression, national origin, race, sexual orientation, or social class is not tolerated at MUV and is considered a severe violation of the duties of employees and students. MUV is committed to providing a safe environment in which claims of harassment can be voiced and heeded.
- 1.2.7 The MUV community's perception of inclusion and diversity within the university shall be monitored and evaluated periodically through a survey across the community.

§ 1.3 Research and Teaching

- 1.3.1 MUV emphasizes the importance of equality, inclusion and diversity and encourages all faculty members and lecturers to include these topics in their research or lectures where and if appropriate.
- 1.3.2 Inclusion and diversity thesis topics are encouraged at bachelor, master and doctoral level, and supervisors are encouraged to provide thesis topics on these themes.
- 1.3.3 MUV promotes inclusion and diversity as part of its research agenda.

§ 1.4 IDEC Objectives

- 1.4.1 The IDEC shall promote and facilitate the realization of the AAP within the MUV community.
- 1.4.2 The IDEC shall be informed of all inclusion and diversity related actions or events organized by staff and faculty. For the purposes of this Plan, "inclusion and diversity related actions or events" include, but are not limited to, training sessions, workshops, seminars, outreach activities, recruitment initiatives, or policy-related measures aimed at promoting equal opportunity and fostering an inclusive environment.
- 1.4.3 The IDEC welcomes information about students' activities or initiatives related to inclusion and diversity.
- 1.4.4 The IDEC provides guidance on inclusion and diversity related issues. Any guidance shall remain confidential.
- 1.4.5 Members of the IDEC shall not be constrained in their actions and decisions by other members of the MUV community, nor shall they be disadvantaged through their actions.
- 1.4.6 MUV shall provide the resources necessary for the IDEC to fulfil its role.
- 1.4.7 The AAP shall, if necessary, be revised on a yearly basis.

§1.5 Code of Conduct

- 1.5.1 The instrument adopted by MUV to implement anti-discrimination policies is the Code of Conduct, issued in 2025, and last revised and updated in 2025. This is the normative basis for all MUV's procedures pertaining to all complaints regarding IDEC's issues. A further guarantee-figure, but more specific regarding harassment, sexual and otherwise, is that of the HR Specialist.
- 1.5.2 The Code of Conduct is the instrument through which the university adopts the principles and values enshrined in the Austrian Constitution, the Universal Declaration of Human Rights and the Charter of Fundamental Rights of the European Union, as well as those expressed in the commitments made by the Austrian state referring to the principles of scientific research, teaching and other university activities. This code is also the instrument through which MUV regulates, from an ethical point of view, the internal and external relations of the university.
- 1.5.3 This Code emphasises MUV's commitment to education and to the fundamental values contained in the Constitution, in the Nice Charter and in the other Declarations of Rights, recalling, by way of example but not limited to: respect for freedom and fundamental rights; the rejection of all discrimination; the enhancement of merit; the enhancement of individual and cultural diversity; the promotion of equality. With this code, MUV, is rejecting all discriminatory behaviour, sexual abuse and/or harassment and mobbing, aiming to contribute to the creation of a work and study environment based on well-being and marked by dialogue and correct interpersonal relations.

§ 1.6 Bodies for the protection of equal opportunities

The IDEC – Inclusion, Diversity, and Equity Committee is a committee set up by MUV to:

- 1.6.1 promote initiatives for the implementation of equal opportunities and the valorisation of the difference between all humans.
- 1.6.2 ensure compliance with the principle of non-discrimination on grounds of age, disability, ethnicity, religion/worldview, gender or gender expression, national origin, race, sexual orientation, or social class.
- 1.6.3 ensure that no harassment or mobbing takes place within MUV.
- 1.6.4 ensuring support for victims of violations and abuse.
- 1.6.5 The IDEC is responsible for maintaining and implementing the measures outlined in the Gender, Inclusion, and Equity Plan (hereafter GIEP). This plan is signed and validated by the Senate. The AAP and GIEP will be published on MUV's website, internal system (AAS) and disseminated to all members and stakeholders of MUV.

§ 1.7 Whistleblower Protection Act

- 1.7.1 The Inclusion, Diversity, and Equity Committee is committed to upholding a transparent, ethical, and inclusive academic environment. All members of the University community, including students, faculty, researchers, administrative staff and external persons (e.g., contractors, visiting lecturers) must be able to report concerns relating to discrimination, harassment, unequal treatment, or any other breach of integrity without fear of retaliation or disadvantage, whether direct or indirect
- 1.7.2 In compliance with The European Directive (EU) 2019/1937 on the protection of whistleblowers, in other words persons who report breaches of Union Law, and with the Austrian Whistleblower Protection Act (*HinweisgeberInnenschutzgesetz – HSchG*), the IDEC implements a confidential and accessible whistleblowing mechanism.
- 1.7.3 Reports concerning potential misconducts related to discrimination, harassment, unequal treatment, or breaches of ethical and integrity may be submitted through one of the following channels, also anonymously:
- i. By email to IDEC's official mailbox.
 - ii. In person to any IDEC member.
 - iii. By email directly to individual IDEC members.

The confidentiality of the whistleblower's identity shall be strictly maintained and may not be disclosed to anyone beyond the authorized IDEC members.

- 1.7.4 Upon receipt of a report, IDEC will acknowledge its receipt within seven (7) days, as stipulated by Austrian law.
- 1.7.5 Upon the whistleblower's request, a meeting to discuss the report with IDEC shall be made possible within fourteen (14) calendar days.
- 1.7.6 No later than three (3) months from the date of the report's receipt, the whistleblower shall be informed of the follow-up measures that have been taken, are intended to be taken or why the report is not being further pursued. Following assessment of the information provided, and where the allegations appear substantiated, appropriate follow-up measures may be taken by the IDEC.
- 1.7.7 The IDEC will therefore refer the matter to the appropriate University Office – such as Human Resources Department and/or Ombudsperson – for further review and action in line with institutional procedures. Where necessary and in accordance with legal obligations, IDEC may also inform competent external authorities.
- 1.7.8 Any processing of personal data shall be carried out in accordance with Regulation (EU) 2016/679 and Directive (EU) 2016/680. This means that all reports will be processed impartially and in full compliance with the principles of fairness, proportionality, and data protection under the General Data Protection Regulation (GDPR). The confidentiality of all parties involved will be preserved throughout the entire process.

- 1.7.9 The IDEC is responsible for the oversight and administration of the whistleblowing process to ensure that all legitimate concerns are addressed promptly, transparently and appropriately. Individuals who report in good faith are fully protected from any form of retaliation, discrimination, or disadvantage arising from their disclosure.

2. Gender, Inclusion, and Equity Plan (GIEP)

§ 2.1 Introduction

The GIEP is a university-wide document based on our common principles of inclusion and diversity that are embedded in the Inclusion, Diversity, and Equity Committee's Affirmative Action Plan (AAP). It frames our commitment not only to gender equality, but also to the broader conditions that shape fairness within the institution - such as bias, power dynamics, cultural background, socio-economic status, age, and other dimensions of diversity. It therefore outlines a series of pledges and initiatives meant to advance a wider understanding of equity within the company by implementing institutional and cultural changes.

While the European Commission's 2020–2025 Gender Equality Strategy provides an essential regulatory foundation, the GIEP adopts a wider lens. As described by the World Health Organization (WHO), the Inclusion, Diversity, and Equity Committee of Modul University Vienna defines gender equality as:

The absence of discrimination on the basis of a person's sex in opportunities, the allocation of resources and benefits, or access to services.

Furthermore, the broader ecosystem of equity in which multiple forms of diversity and disadvantage intersect is outlined. In general, it contains actions aimed at improving gender equality in Horizon Europe. As a result, all research organizations and higher education institutions must complete the GIEP. According to the European Commission, the GIEP is a strategic plan that aims to:

- identifying and putting into practice strategies to address gender bias.
- defining goals and procedures for monitoring advancement using indicators.
- performing impact assessments of procedures and practices to detect gender bias.

However, within Modul University Vienna this plan goes beyond regulatory compliance. The Development Plan 2020/2021–2026/2027 identifies equality and inclusion as cross-cutting strategic enablers. The GIEP therefore represents a broader institutional commitment: a set of goals and initiatives intended to cultivate a fair, inclusive, and diversity-sensitive culture across the university. The IDEC's objective is to extend this perspective, integrating the analysis of gender with other dimensions of equity and ensuring that the university's policies reflect the complexity of its academic community.

§ 2.2 GIEP Working Group

The GIEP working group is responsible for composing the Gender, Inclusion, and Equity Plan.

Name		Position
Eva Aileen	Jungwirth-Edelmann	Lecturer
Ana	Jugo	Back Office Admission and Housing Specialist
Michele	Bettin	Researcher and Lecturer
Jessica	Knuters	Student Recruitment Advisor
Silvia	Munari	Front Desk Officer

§ 2.3 Principles and norms

2.3.1 Gender and equality policies

MUV's action in favour of gender equality, equal opportunities and non-discrimination originates from a wide range of international, European and internal legislation from which MUV wants to be compliant. Gender equality is a transversal, enabling and strategic factor that MUV wants to include within its Development Plan Modul University Vienna 2020/2021-2026/2027. The adoption of tools and policies aimed at equality are, therefore, part of a set of objectives and actions for the development of an inclusive and gender-sensitive culture in MUV.

Gender equality is one of the sustainable development goals of the UN's Agenda 2030 - SDG 5. Equality and non-discrimination are concepts that are often used interchangeably to express the positive and negative aspects of the same principle: on the one hand, equal treatment, on the other hand, the prohibition of differential treatment based on certain characteristics. However, in recent years the positive dimension of the term has been particularly emphasised, i.e. on the one hand the negative obligation not to discriminate, but also the obligation to recognise differences and take positive action to achieve *de facto* equality. In this sense, therefore, the prohibition of discrimination should be read in the light of the more limited concept of formal equality, while the pursuit of equality reflects the positive approach of substantive equality. Achieving gender equality at MUV would not mean trying to alter or violate existing legislation, it would not mean creating 'fast lanes' but putting in place those actions necessary to achieve equality, without placing anyone in an inferior position.

Paragraph §8 - Positive Action (GIBG):

Measures laid down in laws, decrees, collective labour legislation or in general directions of employers applying to several employees with a view to promoting equality between women and men, in particular by eliminating existing inequalities within the meaning of Article 7, §2 of the Federal Constitution, shall not be deemed discrimination within the meaning of this Act. This also applies to measures to promote equality between women and men in the areas referred to in Section 4 of the aforementioned Act. The federal government may grant subsidies for specific expenses incurred by employers in implementing such measures.

2.3.2 Regulatory Sources: International

In international human rights law, the right to equality and the principle of non-discrimination are recognised in several international legal instruments:

- International Covenant on Civil and Political Rights (art. 2, 3 and 26).
- International Covenant on Economic, Social and Cultural Rights (Arts. 2(2) and 3).
- Specific conventions relating to certain forms of discrimination - the International Convention on the Elimination of All Forms of Racial Discrimination is an example.
- European Convention on Human Rights and Fundamental Freedoms (Art. 14 and Protocol No. 12).
- Charter of Fundamental Rights of the European Union (Arts. 20, 21(1), 23).
- African Charter on Human and Peoples' Rights (Arts. 2, 3, 18(3)(4), 28).
- American Convention on Human Rights (Arts. 1 and 24).
- American Declaration of the Rights and Duties of Man (Art. II).
- Arab Charter on Human Rights (Arts. 2, 9, 35).
- ASEAN Declaration on Human Rights (Arts. 1, 2, 3, 9).
- 1979 UN Convention Against All Forms of Discrimination Against Women (CEDAW) affirms the substantive equality of women in a binding legal instrument for ratifying states.

At European level, gender equality is both a value (Article 2 of the Treaty on European Union) and a substantive objective of the Union (Article 3 of the Treaty on European Union). EU actions are aimed at "*eliminating inequalities, and promoting equality, between men and women*" (Article 8 of the Treaty on the Functioning of the European Union).

The European Union's action for gender equality is clearly stated in the Gender Equality Strategy 2020-2025, which under Goal 5 sets the ambition to achieve gender equality and empower all women and girls. Specific objectives include ending gender-based violence, challenging gender stereotypes, closing gender gaps in the labour market, achieving equal participation across sectors of the economy, addressing gender pay and pension gaps, closing the gender care gap and achieving gender balance in decision-making and politics. While these objectives are explicitly focused on gender, the Strategy also emphasises that promoting equality requires a broader, cross-sectional perspective. Mainstreaming gender across EU policies is framed as part of a wider commitment to fairness and inclusion, particularly in addressing complex societal challenges – including climate change and digital transformation – that affect the quality of life and opportunities of all individuals.

Actions promoted by the EU include:

Council Directive 79/7/EEC, 19 th December 1978	With respect to the gradual implementation of the principle of equal treatment of all humans in the field of social security.

Council Directive 92/85/EEC, 19 th October 1992	On the implementation of measures to encourage improvements in the safety and health at work of pregnant employees, and those who have recently given birth or are breastfeeding.
Council Directive 2004/113/EC, 13 th December 2004,	Implements the principle of equal treatment between all humans in the access to and supply of goods and services.
2006, some legislative acts were repealed and replaced by Directive 2006/54/EC, 5 th July 2006	Regarding the implementation of the principle of equal opportunities and equal treatment of all humans in matters of employment and occupation (recast).
Council Directive 2010/18/EU, 8 th March 2010	It implements the revised framework agreement on parental leave and repealing Directive 96/34/EC.
Directive 2010/41/EU of the European Parliament and of the Council, 7 th July 2010	On the application of the principle of equal treatment between all humans engaged in an activity in a self-employed capacity and repealing Council Directive 86/613/EEC.
Directive 2011/36/EU of the European Parliament and of the Council, 5 th April 2011	On preventing and combating trafficking in human beings, and protecting victims, and replacing Council Framework Decision 2002/629/JHA.
Directive 2011/99/EU of the European Parliament and of the Council, 13 th December 2011	On the European Protection Order.
Directive 2012/29/EU of the European Parliament and of the Council, 25 th October 2012	Establishing minimum standards on the rights, support and protection of victims of crime and replacing Framework Decision 2001/220/JHA.
Directive (EU) 2019/1158 of the European Parliament and of the Council, 20 th June 2019	On the work-life balance for parents and carers and repealing Council Directive 2010/18/EU.

2.3.3 Regulatory Sources: National

In Austria, the principles of equal treatment are primarily enshrined in the following laws:

- Equal Treatment Act (GlBG), applicable to the private sector and other areas.
- Act on the Equal Treatment Commission and the Ombud for Equal Treatment (GBK/GAW Act), establishing and regulating the Equal Treatment Commission and the Ombud.
- Federal Equal Treatment Act (B-GlBG), applicable to employment relationships in the federal public service.
- Equal Treatment Acts of the federal states, governing state and municipal employees (public service law).
- Equal Treatment Acts of the federal states, covering areas that fall within the competence of the federal states.

Under the Equal Treatment Act in its current form, no one may be discriminated against in the workplace on the grounds of gender, age, ethnic origin, religion or belief, or sexual orientation. The

principle of equal treatment applies to all stages of an employment relationship - from recruitment through to termination - as well as to the wider world of work, such as career counselling. Sexual harassment is explicitly recognised as a form of discrimination. The Act also applies where individuals are discriminated against in connection with the exercise of caregiving entitlements, such as parental leave, parental part-time work, care leave, or leave due to urgent family reasons caused by illness or accident. In such cases, discrimination does not necessarily have to be on the grounds of gender. By contrast, discrimination on the grounds of disability is regulated separately under the Disabled Persons Employment Act and the Federal Disability Equality Act and therefore does not fall within the scope of the Equal Treatment Act. The Ombud for Equal Treatment (responsible for employment in the private sector and for discrimination outside the workplace) and the Equal Treatment Officers (responsible for the federal public service) assist affected persons in enforcing their right to equal treatment. The Equal Treatment Commission examines all matters relating to discrimination and may issue expert opinions or carry out case-by-case reviews. Claims for compensation provided by law must be asserted before the courts.

§ 2.4 Modul University Vienna: Gender, Inclusion, and Equity Plan

Promoting gender equality includes valuing diversity in its various facets. MUV 's organizational context reflects the current composition of civil society, whereby diversity is represented not only by gender characteristics but also by age, ethnicity, religion, socio-economic status, cultural level, etc. Starting from this assumption, MUV adopts the IDEC vision – Inclusion, Diversity, and Equity - believing that it relates positively to these diversities.

In accordance with the previous Gender Equality Plan drafted in 2022, multiple areas were defined through an internal context analysis and then translated into the Action Plan that the IDEC committee wants to adopt within the terms of the Affirmative Action Plan.

2.4.1 General Principles and Objectives

- 2.4.1.1 MUV is committed to achieving gender equality, identifying the causes of gender imbalance, and proposing measures to counter gender inequality, across MUV community and in all its ventures.
- 2.4.1.2 MUV sees gender equality through the lens of intersectionality and gender diversity. MUV will ensure that people of all and no gender(s) are treated equally and face no disadvantage, hindrance, or discrimination in any of the workings or actions of the institution.
- 2.4.1.3 The IDEC oversees and steers MUV's GIEP, as well as issues relating to gender-equality governance across MUV.
- 2.4.1.4 The IDEC has a special responsibility for the GIEP. The Committee is also the MUV's contact body for gender competence for the Austrian Federal Ministry of Education, Science, and Research. The current contact information is: idec@modul.ac.at.

- 2.4.1.5 When required, and when specific gender-equality and diversity issues arise, the IDEC will establish temporary working groups, steered by the Chair of the Committee, to design and implement action plans to address any gender discrimination, inequality, or (conscious and unconscious) bias that has arisen or is taking place within MUV.
- 2.4.1.6 The GIEP is a living document which will be updated by the GIEP working group and/or the IDEC when necessary.

2.4.2 Decision Making and Administration

- 2.4.2.1 No management decisions will be made that conflict with the principles of gender equality as outlined in the GIEP.
- 2.4.2.2 Any reported or perceived discrimination, bullying, or violence based on gender and/or gender identity will be investigated by the IDEC. Appropriate measures will be taken, ranging from mediation to recommendations for the University Board to take disciplinary action.
- 2.4.2.3 No member of MUV will face disadvantage or harassment for bringing issues of discrimination on the basis of gender and/or gender identity to the attention of the IDEC.
- 2.4.2.4 MUV will address all genders (and no gender) in internal and external communication.
- 2.4.2.5 MUV will use images and texts reflective of its sensitivity towards issues of gender diversity in all its documents and across all media.

2.4.3 Complaints Procedure

- 2.4.3.1 This procedure establishes how MUV's Inclusion, Diversity, and Equity Committee addresses complaints of discrimination, harassment, or related misconduct. It aims to:
 - i. Ensure fair and respectful treatment for all members of the MUV community.
 - ii. Provide a safe and confidential process for reporting discrimination.
 - iii. Promote accountability and foster an inclusive university culture.
- 2.4.3.2 This procedure is publicly available on the University's website. The IDEC will review this procedure every two years or sooner if legislative or institutional changes occur.
- 2.4.3.3 This procedure applies to:
 - i. All students, academic staff, administrative staff, and external persons (e.g., contractors, visiting lecturers, etc.) engaged in MUV's activities.
 - ii. Conduct that occurs on MUV's premises or in connection with university programs, events, or digital learning environments.

It covers discrimination or harassment based on gender, sexual orientation, race or ethnic origin, religion or belief, age, disability, or any other protected characteristic under the Austrian law (*Bundes-Gleichbehandlungsgesetz, Gleichbehandlungsgesetz*).

2.4.3.4 This procedure grounds on the principles of:

- i. Confidentiality: Information will be treated sensitively and only shared with the designated personnel and with the permission of the complainant.
- ii. Fairness: Both complainants and respondents will be heard and treated equitably.
- iii. Protection from retaliation: No person will suffer direct or indirect disadvantages for submitting or supporting a complaint in good faith.
- iv. Timeliness: The University will handle all complaints promptly, with clear, transparent and complete communication at each stage.
- v. Support: Complainants and respondents may access confidential advice or counselling throughout the entire process.

2.4.3.5 Discrimination: Any unequal treatment or disadvantage based on a protected characteristic that violates dignity or creates a hostile environment.

- i. Discrimination shall also be taken to occur in the case of instructions to harass a person.
- ii. Discrimination shall also be taken to occur where a person is harassed on account of his/her close relationship with another person on grounds of that person's ethnic origin, religion or belief, age or sexual orientation.

2.4.3.6 Harassment (§7 and §21, GIBG): Harassment shall be taken to have occurred where any unwanted conduct related to one of the grounds listed in takes place:

- i. Which violates, or is intended to violate, the dignity of the person concerned.
- ii. Which is unwanted, inappropriate or offensive for the person concerned, and
- iii. Which has the effect or purpose of creating an intimidating, hostile, degrading, insulting or humiliating environment for the person concerned.
- iv. Unwelcome conduct that is offensive, humiliating, or intimidating as outlined in §7 GIBG.

2.4.3.7 Sexual harassment (§6, GIBG): Sexual harassment occurs where conduct of a sexual nature takes place which violates, or is intended to violate, the dignity of a person, is unwanted, inappropriate or offensive for the person concerned and:

- i. creates, or is intended to create an intimidating, hostile or humiliating working environment for the person concerned or
- ii. the fact that the person concerned rejects or tolerates conduct of a sexual nature on the part of the employer or of superiors or colleagues is explicitly or implicitly made the basis for a decision affecting that person's access to vocational training,

employment, continued employment, promotion or remuneration, or for any other decision in the working environment.

2.4.3.8 Complainant: Person making the complaint.

2.4.3.9 Respondent: Person alleged to have committed discrimination or harassment.

2.4.3.10 Roles and Responsibilities

Role	Function
<i>Inclusion, Diversity, and Equity Committee</i>	Receives complaints, ensures confidentiality, coordinates the process, oversees the policy, and ensures fair application.
<i>Works Council</i>	Offers confidential support and information on available options without initiating formal action.
<i>HR</i>	Works with IDEC on the implementation of a satisfactory resolution to the complaint.

2.4.3.11 Any person who believes they have been discriminated against may seek informal advice from the IDEC before making a formal complaint. Where possible, issues may be resolved informally (e.g., mediation, facilitated dialogue) only with the consent of the complainant. If the complainant chooses to proceed, a formal complaint should be submitted in writing (email or form) to the IDEC.

2.4.3.12 A written complaint should include:

- i. Name and contact details of the complainant.
- ii. Description of the alleged conduct, including dates, times, and location(s).
- iii. Identity of the person(s) involved.
- iv. Any supporting evidence (emails, screenshots, witness names).
- v. Desired resolution (if any).

2.4.3.13 A member of IDEC acknowledges receipt within (3) three working days.

2.4.3.14 The IDEC member will review whether the matter falls within the scope of this procedure.

- i. If unclear, request additional information, discuss within IDEC or refer the case to another appropriate procedure (e.g., student misconduct or HR process).
- ii. If accepted, notify both parties that a formal investigation will begin.
- iii. If immediate risk to health, safety, or wellbeing is identified, the IDEC may recommend and oversee the implementation of immediate interim protective measures, such as changes to schedules or supervision.

2.4.3.15 The IDEC (member) will:

- i. Gather relevant facts and evidence, including interviews with both parties and any witnesses.
- ii. Ensure that each party has an opportunity to respond.
- iii. Always maintain impartiality and confidentiality.
- iv. Prepare a written report with findings and conclusions regarding whether discrimination occurred.
- v. If deemed necessary, the IDEC can request the involvement of a third party, such as the Works Council and/or HR.
- vi. IDEC informs the complainant of the further legal remedies available under Austrian laws.

The investigation should be completed within 2-4 weeks, unless justified delays arise (in which case both parties will be informed).

2.4.3.16 The IDEC reviews the investigation report and issues a written decision stating:

- i. The findings.
- ii. The rationale.
- iii. Any actions or recommendations.

The report will be delivered to the appropriate body responsible for the implementation of the recommendation (HR, or Academic Office, or UB).

2.4.3.17 Possible outcomes may include:

- i. Dismissal of the complaint (if unfounded).
- ii. Informal resolution or mediation.
- iii. Disciplinary or corrective measures.
- iv. Training or policy recommendations to prevent recurrence.

2.4.3.18 Both the complainants and respondents receive the decision in writing.

2.4.3.19 Either party may submit a written appeal within (14) fourteen days of notification of the decision, on one or more of the following grounds:

- i. Procedural irregularity.
- ii. New evidence that was not previously available.
- iii. Disproportionate or unreasonable outcome.

The decision on appeal is final within the University process.

2.4.3.20 All complaint records will be kept securely and separately, in compliance with the EU General Data Protection Regulation (GDPR). The IDEC will provide an annual anonymized

report summarizing the number and type of complaints, outcomes, and recommendations for institutional improvement.

2.4.3.21 Complainants retain the right to pursue remedies under Austrian law, including submitting a complaint to:

- i. Gleichbehandlungsanwaltschaft (Ombud for Equal Treatment).
- ii. Gleichbehandlungskommission.
- iii. Other appropriate legal or administrative authorities.

2.4.3.22 IDEC will inform the complainants of these legal remedies. The internal procedure does not replace these legal avenues.

2.4.4 Employee Recruitment and Hiring Processes

2.4.4.1 MUV will never discriminate based on gender (for all genders and none for recruitment across all levels of staffing).

2.4.4.2 The IDEC has the right to scrutinize all calls for open positions to ensure that the language used in recruitment meets the standards outlined in the GIEP and the Language and Gender Guidelines.

2.4.4.3 Although matters of recruitment are based on individual merit, MUV conveys its commitment to equality through its messaging included in all its job listings:

Modul University Vienna is an equal opportunity employer with a strong commitment to equality and diversity that does not discriminate on the basis of, among other factors, age, disability, ethnicity, religion/worldview, gender or gender expression, national origin, race, sexual orientation, or social class. We especially encourage women and people who belong to minority groups to apply and welcome all applications that can contribute to a diverse working culture.

2.4.5 Advisory Role of the IDEC in Selection and Internal Mobility Processes

2.4.5.1 This section defines, comprehensively and in full accordance with the applicable Austrian legal framework (*Bundes-Gleichbehandlungsgesetz*, hereafter B-GIBG or GIBG), as well as with international professional standards, the institutional role, mandate, and operational procedures of the Inclusion, Diversity, and Equity Committee within Modul University Vienna.

2.4.5.2 As outlined in §53 and §54 (GIBG) the IDEC's its primary purpose is to ensure that all processes related to staff recruitment, academic hearings, appointment procedures, and internal role transitions are conducted in full compliance with the principles of equal treatment set forth in the GIBG, and with the requirements of European and Austrian data protection legislation (European GDPR and the Austrian Data Protection Act).

- 2.4.5.3 The IDEC acts as an independent advisory body to the MUV Senate, tasked with monitoring the conformity of institutional processes with the principles of fairness, non-discrimination, equity and inclusion. These functions are grounded in the Austrian legal framework on equal treatment, in particular the provisions of the GIBG, which prohibit any form of direct or indirect discrimination in access to employment, in hearing and interview processes the conduct of interviews, in selection decisions, and throughout processes of promotion or internal reassignment.
- 2.4.5.4 In carrying out these functions, the IDEC is committed to ensure that recruitment processes, academic hearings, and internal role transitions are conducted in a transparent, objective, and non-discriminatory manner, and that the Austrian Equal Treatment Act (GIBG) is fully observed.
- 2.4.5.5 Adhere to the following guiding principles:
- i. Prevention of both direct and indirect discrimination.
 - ii. Protection of confidentiality and data privacy.
 - iii. Informed consent of the candidate for any observational participation by the IDEC.
 - iv. Timeliness and effectiveness in monitoring procedures and implementing corrective measures.
- 2.4.5.6 Exercise its functions across all procedures concerning:
- i. recruitment interviews for academic and administrative staff.
 - ii. hearings and appointment procedures for professorial or advanced academic positions.
 - iii. internal mobility processes, reassignments, promotions, or modifications of contractual responsibilities.
- 2.4.5.7 Fulfil an advisory and monitoring role, including observational participation in panels when requested, with the authority to issue IDEC compliance reports and to propose corrective measures to the MUV Senate.
- 2.4.5.8 Operate as a non-decisional yet binding advisory body. While the IDEC does not determine outcomes, it may require the institution to review and justify any deviations from its observations. The aim is to ensure that the IDEC's role remains preventive - focusing on avoiding discriminatory practices - rather than merely reactive.
- 2.4.5.9 Prior to the formal recruiting process and with enough lead time every recruitment process, candidates shall be informed of the existence of the IDEC and of the possibility that one of its representatives may attend interview or hearing stages as a non-voting observational member. This information shall be provided in writing at the time of the invitation, accompanied by a concise explanation of the purpose of IDEC participation,

the applicable confidentiality safeguards, and the legal bases governing the processing of personal data during the assessment process.

- 2.4.5.10 The presence of an IDEC representative at interviews or hearings is subject to the candidate's explicit consent, and candidates retain the right to withhold such consent without any adverse effect on their application. Should consent be denied, the IDEC retains the right to access the selection criteria, standardized interview questions, and the procedural documentation strictly necessary to verify compliance with anti-discrimination obligations.
- 2.4.5.11 In carrying out these functions, every candidate shall, in accordance with the principle of transparency, be informed at the time of the invitation to an interview, hearing, and/or internal transfer process, of the existence of the IDEC, its mandate, and the possibility that an IDEC representative may participate as an observer should either the candidate or the IDEC request such participation.
- 2.4.5.12 The participation of the IDEC shall require the candidate's consent. The candidate shall receive written notice including an opt-in declaration that must be returned within the minimum timeframe specified (see 2.4.5.13). Should the candidate choose not to consent, the IDEC may nevertheless request access to the procedural documentation specified in point 2.4.5.14 and may issue written observations to the MUV Senate.
- 2.4.5.13 The written notice the candidate shall receive is:

The University is committed to ensuring equal opportunities and preventing discrimination in accordance with Austrian legislation (Bundes-Gleichbehandlungsgesetz). For this purpose, the Inclusion, Diversity, and Equity Committee (IDEC) may be invited to participate in interviews in an observational or consultative capacity. Their participation is voluntary: should you consent, please tick the box below and return the form within (5) five working days. If consent is provided, certain documents will be shared with the IDEC in compliance with confidentiality requirements and applicable data protection legislation.

[] I request and agree to the presence of an IDEC observer during the interview.

Date: _____

Signature: _____

- 2.4.5.14 Access to application documents by the IDEC shall occur in accordance with the principles of data minimisation, necessity, and proportionality. The review of such documents (including curricula vitae, cover letters, position profiles, and evaluation rubrics) is permitted only when it is strictly necessary for assessing the procedural

fairness and correctness of the selection process. This access is grounded in the legal bases established by Regulation (EU) 2016/679 (GDPR), in particular:

- i. the University's legitimate interest in preventing and identifying discriminatory practices, supported by appropriate safeguards and by a data protection impact assessment in cases where potentially sensitive data are processed or where there is a high risk to the candidate's rights.

2.4.5.15 Any document shared with the IDEC, as well as any participation of the IDEC in the process, is subject to strict confidentiality obligations and to full compliance with applicable data protection regulations.

2.4.5.16 Interviews for the selection of academic and administrative staff

I. Publication of the Call

The call must include the IDEC clause, indicating that the University is committed to equal treatment and that the IDEC may be consulted during the procedure.

II. Shortlist

The selection committee shall submit the shortlist of candidates to the IDEC, for information, within (5) five working days of its finalization. In cases where potential discriminatory elements are identified, the IDEC has (3) three working days to submit observations on the shortlisting criteria. The IDEC cannot automatically halt the shortlist; however, it may issue recommendations to the MUV Senate when deemed necessary.

III. Invitation to Interview

The candidate receives information regarding the date and location of the interview, the names of the panel members, the IDEC information notice, and the consent form (opt-in, see 2.4.5.13). Regarding the consent form, the candidate must be given no less than (5) five working days before the interview to express consent.

IV. Access to Documents

Subject to the candidate's consent, the IDEC shall receive the CV, cover letter, and a description of the process at least (5) five working days prior to the interview. If the candidate does not consent, the IDEC may only request copies of the standardized interview questions and the evaluation criteria.

V. Participation

With consent, an IDEC representative shall participate in the interview as a non-voting observational consultant. The representative retains the right to request procedural

clarifications or to point out any deviations from the criteria stated in the job call during the session.

VI. Minutes and IDEC Report

Within (5) five working days following the conclusion of the interview session, the IDEC may submit an IDEC compliance report (either positive or with remarks) to the panel.

VII. Cases of Serious Non-Compliance

In accordance with §54 (GIBG), if the IDEC establishes a breach of the principle of equal treatment, procedural fairness identifies a serious breach of procedural fairness or observes elements that may constitute discrimination under the GlBG, it may request the immediate suspension of the procedure and request the ending of the discriminatory practices. propose a review. The Hiring Committee is required to justify either the continuation or the suspension of the procedure in writing within (7) seven working days. In the absence of an adequate response, the matter may be referred to the Arbeiterkammer or Gleichbehandlungsanwaltschaft or pursued through legal channels.

VIII. Escalation

If the MUV Senate considers the IDEC's observations unfounded or does not respond, the IDEC may refer the case to the Arbeiterkammer or Gleichbehandlungsanwaltschaft, the federal body responsible for equal treatment, or—where the matter involves contractual issues or personal data—to the competent data protection authority. The availability of these external channels strengthens the legitimacy of internal procedures and ensures an adequate level of protection in contested situations.

2.4.5.17 Hearings and appointment procedures related to professorial or advanced academic positions, including participation in qualification committees

I. Procedural Notification

As soon as the appointment and/or habilitation procedure is initiated, the MUV Senate shall issue an official notification to the IDEC, including the provisional timeline and the members of the selection committee.

II. Appointment of IDEC Representatives

The IDEC may appoint up to two representatives to the appointment committees (in a consultative, non-voting role) to attend the public sessions and the procedural deliberations. The representatives are empowered to assess the coherence of the criteria applied, the equal treatment of candidates, the quality and neutrality of the questions posed during the hearing, and any elements that may indicate systemic bias or

procedural irregularities. They may also prepare a written opinion to be included in the official record.

III. Documentation

The selection committee shall make the complete documentation available to the IDEC (and its appointed representatives) at least (14) fourteen working days before the public hearing. This documentation should include the scientific dossier, external evaluations, and the evaluation criteria.

IV. Public Session

The representative(s) shall participate in a consultative capacity. They may request clarifications regarding evaluation criteria and procedural fairness during the closed procedural deliberations. Any procedural concerns identified during the session must be recorded in the minutes.

V. Written Opinion

Within (7) seven working days following the conclusion of the procedure, the IDEC may produce a written opinion to be submitted to the MUV Senate. The MUV Senate shall provide a written, reasoned and detailed response to the observations within (14) fourteen working days.

VI. Cases of Serious Non-Compliance

In accordance with §54 (GIBG), if the IDEC establishes a breach of the principle of equal treatment, procedural fairness systemic or serious violations of equal treatment that constitute discrimination under the GIBG, it may request the immediate suspension of the procedure and propose a review. The Senate is required to justify either the continuation or the suspension of the process within (7) seven working days. Should the MUV Senate fail to provide an adequate, written response, the matter may be referred to the Arbeiterkammer or Gleichbehandlungsanwaltschaft or pursued through legal channels.

VII. Escalation

If the MUV Senate deems the IDEC's observations unfounded or does not respond, the IDEC may refer the case to the Arbeiterkammer or Gleichbehandlungsanwaltschaft, the federal authority responsible for equal treatment, or - if the matter involves contractual issues or personal data - to the competent data protection authority. The availability of these external channels reinforces the legitimacy of the internal procedures and ensures an appropriate level of protection in disputed situations.

2.4.5.18 Internal mobility processes, relocation, promotion or change in contractual responsibilities

I. Notification of Internal Mobility Procedures

Every internal mobility procedure must be communicated to the IDEC. At the start of the procedure, the panel shall submit the draft criteria and the required profile to the IDEC, upon which the IDEC shall have (5) working days to provide observations.

II. Shortlist

The selection committee shall submit the shortlist of candidates to the IDEC within (5) five working days of its finalisation. In the event that potential discriminatory elements are identified, the IDEC shall have (3) three working days to submit observations regarding the shortlisting criteria. The IDEC cannot automatically halt the shortlist; however, it may submit recommendations to the Senate where deemed necessary.

III. Invitation to Interview

The candidate shall receive information regarding the date and location of the interview, the names of the panel members, the IDEC information notice, and the consent form (opt-in, see 2.4.5.13). With respect to the consent form, the candidate must be granted no less than (5) five working days prior to the interview to express consent.

IV. Access to Documents

Subject to the candidate's consent, the IDEC shall receive the CV, cover letter, and a description of the process at least (5) five working days before the interview. If the candidate does not consent, the IDEC may only request copies of the standardised interview questions and the evaluation criteria.

V. Participation

With consent, an IDEC representative shall participate in the interview as a non-voting observational consultant. The representative retains the right to request procedural clarifications or to highlight any problems or deviations from the criteria stated in the internal mobility call, during the interview.

VI. Final Report

Within (3) three working days after the conclusion of the process, the IDEC may submit written observations. The selection committee shall respond within (10) ten working days.

VII. Cases of Serious Non-Compliance

In accordance with §54 (GIBG), if the IDEC establishes a breach of the principle of equal treatment, procedural fairness or identifies systemic or serious violations of equal

treatment that may constitute discrimination under the GIBG, it may request the immediate suspension of the procedure and propose a review. The MUV Senate is required to justify either the continuation or the suspension of the process within (7) seven working days. Should the MUV Senate fail to provide an adequate response, the matter may be referred to the Arbeiterkammer or Gleichbehandlungsanwaltschaft or pursued through legal channels.

VIII. Escalation

If the MUV Senate considers the IDEC's observations unfounded or does not respond, the IDEC may refer the case to the Arbeiterkammer or Gleichbehandlungsanwaltschaft, the federal body responsible for equal treatment, or - if the matter involves contractual issues or personal data - to the competent data protection authority. The existence of these external channels reinforces the legitimacy of the internal procedures and ensures an appropriate level of protection in contested cases.

2.4.5.19 Scholarship interview procedures

I. Publication of the Scholarship Call

The scholarship call must include the IDEC clause, stating that the University is committed to equal treatment in accordance with the Austrian Equal Treatment Act (GIBG) and that the IDEC may be consulted throughout the evaluation and interview process. The call must also specify the criteria for eligibility and evaluation in a clear, transparent, and non-discriminatory manner.

II. Pre-Selection and Shortlist

The scholarship selection committee shall submit the preliminary shortlist of applicants to the IDEC, for information, within (5) five working days of its finalisation. If the IDEC identifies potential discriminatory patterns or inconsistencies in the application of the published criteria, it shall have (3) three working days to provide written observations. The IDEC does not have the authority to halt proceedings automatically; however, it may issue recommendations to the MUV Senate where appropriate.

III. Invitation to Scholarship Interview

Each shortlisted applicant shall receive written notification specifying the date and location of the interview, the names of the panel members, the IDEC information notice, and the consent form (opt-in, see 2.4.5.13). Applicants must be given no less than (5) five working days prior to the interview date to express consent regarding IDEC observational participation.

IV. Access to Application Documents

With the applicant's consent, the IDEC shall receive the application file - including CV, motivation letter, academic records, and the description of the evaluation process - at least 5 working days before the interview. If the applicant does not grant consent, the IDEC may only request access to the standardised interview questions and the documented evaluation criteria, strictly for the purpose of assessing procedural fairness and compliance with the GIBG.

V. Participation in the Interview

Upon the applicant's consent, an IDEC representative shall attend the interview in a non-voting, observational role. The representative may request procedural clarifications or draw attention to deviations from the published criteria during the session. The representative does not participate in deliberations related to merit or academic assessment, except where strictly necessary to ensure the absence of discriminatory practices.

VI. Minutes and IDEC Scholarship Report

Within (5) five working days after the scholarship interview session concludes, the IDEC may submit a compliance report noting whether the process adhered to equal-treatment standards. The report may include positive confirmation or procedural remarks. The report shall be shared with the selection panel and, where relevant, with the MUV Senate.

VII. Cases of Serious Non-Compliance in Scholarship Procedures

If the IDEC identifies a serious breach of equal-treatment principles, procedural fairness, or observes elements that may constitute discrimination under the GIBG, it may request the immediate suspension of the scholarship selection process and propose a procedural review. The MUV Senate must provide a written justified decision regarding continuation or suspension within (7) seven working days. Failure to provide an adequate response may justify referral to the Arbeiterkammer or Gleichbehandlungsanwaltschaft or the initiation of legal channels.

VIII. Escalation

If the MUV Senate rejects the IDEC's observations or does not respond, the IDEC may notify the Arbeiterkammer or Gleichbehandlungsanwaltschaft, the competent federal body for equal treatment, or - where issues concern personal data or procedural transparency - the competent data protection authority. The availability of these external oversight mechanisms reinforces the legitimacy and accountability of MUV's scholarship procedures and ensures adequate protection for applicants in contested cases.

VI. Minutes and transparency

- i. Every procedure must include an official record documenting attendance, any observations submitted by the IDEC, and the reasoned response of the panel and of the Senate.
- ii. IDEC reports (which shall not contain unnecessary sensitive data) must be archived for a minimum of (5) five years in order to enable internal audits and to respond to any potential appeals, in accordance with GDPR requirements.
- iii. The IDEC shall also submit an annual report on the state of procedural compliance and on any critical issues identified, enabling the MUV Senate to adopt systemic corrective measures and to review institutional practices where necessary.

VII. Cases of non-compliance and escalation mechanisms: internal

The IDEC sends a written report to the MUV Senate within the above-mentioned deadlines. The MUV Senate responds within the specified deadline. If the MUV Senate accepts the observations, it modifies the procedure or takes corrective action.

- i. Suspension/review: In serious cases of non-compliance (e.g. evidence of procedural discrimination), IDEC may request that the procedure be suspended pending review. The MUV Senate must justify its decision to suspend or continue the procedure within seven working days.

VIII. Cases of non-compliance and escalation mechanisms: external

If the internal response is unsatisfactory, the IDEC (or the candidate concerned) may contact the Arbeiterkammer or Gleichbehandlungsanwaltschaft (Equal Treatment Ombudsperson) for advice and to file a complaint and/or appeal. The Ombudsperson offers free assistance and can guide towards administrative or legal action.

IX. Legal proceedings

When discrimination concerns contractual aspects or specific employment rights, the case can be brought before the competent courts (labour courts). The GIBG provides for remedies such as compensation for damages or the removal of discrimination.

2.4.6 Institutional Embeddedness of Equity

- 2.4.6.1 Inclusion, Diversity, and Equity Committee (IDEC): Founded in 2015, the IDEC is a university committee which maintains elected representatives (faculty and administration) serving a two-year term. The overall goal is to deepen MUV's commitment to diversity management which includes all issues related to gender equality, special needs, religious freedom, etc. The IDEC represents all stakeholders, and its role and responsibilities are summarized in the Affirmative Action Plan.

- 2.4.6.2 Institutional Review Board (IRB): Founded in 2010, the IRB facilitates ethical principles in research by reviewing, approving, modifying, or disapproving survey questionnaires and interview guidelines submitted by researchers, lecturers, and students.

2.4.7 Teaching and Research

- 2.4.7.1 MUV is proactively taking care of protecting and ensuring the rights of human subjects participating in research conducted by faculty. With the foundation of an independent ethics committee - the Institutional Review Board (IRB), the university laid the foundation for meeting the ethical principles published in the Belmont Report. The IRB facilitates the addressed objectives mentioned above by reviewing, approving, modifying, or disapproving survey questionnaires and interview guidelines submitted by researchers, lecturers, and students.
- 2.4.7.2 MUV's lecturers supervise specific gender equality related thesis topics at both undergraduate and graduate level.

2.4.8 Gender Monitoring

- 2.4.8.1 The monitoring of the gender ratio of students (overall and across individual study programs) that is published in the annual report will be continued.
- 2.4.8.2 The success of the action(s) taken and training(s) given under the GIEP will be monitored by the collection and publication of data on an annual basis on MUV's website.
- 2.4.8.3 The annual collection and publication of data report shall be accompanied by a report showing the improvement in gender balance across the university.

3. ACTION PLAN

§ 3.1 Training and Awareness

- 3.1.1 In line with the goals of this document, the IDEC will offer opportunities for staff to attend workshops focused on issues surrounding gender and diversity sensitivity, inclusion and awareness.
- i. The IDEC aims to offer workshops semi-annually, on a semester basis: Once per fall semester, once per spring semester.
- 3.1.2 The IDEC aims to set and maintain a standard of awareness amongst MUV staff in relation to issues of gender, gender equality, diversity and inclusion. To ensure that this standard is met, the IDEC is planning to distribute a survey before the start of each semester to identify areas of improvement or interest amongst the university personnel.
- 3.1.3 Additional workshops will be offered if necessary and appropriate to further ensure that all members of MUV are made aware of the personal and institutional actions required on an everyday basis to achieve an equal and diverse work, study, and research environment.
- 3.1.4 In the context of the GIEP, the IDEC will allocate and preserve a portion of its yearly budget for the semi-annual trainings. All employees will be given guidance and the opportunity to attend workshops on sensitivity in language use and gender, gender equality, diversity and inclusion. The IDEC has issued Language and Gender Guidelines to ensure that there is no gender bias (conscious or unconscious), discrimination, or malice in the use of language across all forms of communication within and from MUV.
- 3.1.5 In the context of the GIEP, the IDEC will work to promote a healthy work life balance to ensure that all members of MUV have adequate time and space for both personal life and career, including, but not exclusively, the promotion of adequate family and care leave.
- 3.1.6 To strengthen the committee's capacity and expertise, IDEC members are obliged to participate in professional IDEC training for a minimum amount of 16 UEs (*Lesson Units*) per person annually. This training will be funded by MUV and is considered a core responsibility of committee membership.






§ 3.2 Plan 2025-2026



















The progress of the Plan's activities is monitored by KPIs (see section § 3.3 Appendix: Action Plan for details), which are to be reviewed periodically. The frequency is annual. The KPI check list, and related report will be the tool used to verify the achievement of the objectives.







OBJECTIVE	ACTION	2025	2026	NEW
1 Inclusive behaviour pertaining to MUV's practices and departments				
1.1 Promoting gender equality and diversity in student recruitment, admissions, and marketing	Review of guidelines for admission and scholarship interviews			
	Ensuring that recruitment and marketing materials reflect MUV's commitment to IDEC and represent a diverse range of students in visuals and narratives			
	Development and implementation of an additional subcategory in the admission process: <i>Declaration of mental, physical or learning needs</i>			
1.2 Promoting inclusive behaviours in research and departments	Survey on women's participation in research, leadership and project management as managers			
	Coaching and other activities targeted at career transitions and intergenerational exchange (junior and senior employees and researchers)			
1.3 Inclusiveness of HR processes	Inclusion of the gender dimension in call-for-position forms			
	Define processes to ensure non-discrimination, equal opportunities in job interviews, professional development and promotions, based solely on skills and professional levels			
	Promoting a data-driven culture to keep gender equality and inclusiveness goals monitored by making data on staff and trends available			
2 Organizational culture				
2.1 Strengthening the role of MUV with respect to gender and diversity issues	Gender balance plan drafting, updating and approval			
	Networking and training with centres and institutes dealing with gender equality, diversity, inclusion as well as gender-based violence			
2.2 Make the language of MUV more inclusive	Updating of guidelines on inclusive language and definition of a <i>vademecum</i> establishing common rules for internal and external MUV communication			

	Revision of MUV website, institutional documents and forms to bring the language in line with the guidelines			
	Regularly review of admission requirements, study contracts, etc. to make sure that documents/texts have a proper inclusive language			
2.3 Develop actions to spread an inclusive culture within MUV's practices	Survey on perceived inequalities within the University			
	Representation at the Orientation Week once per semester			
	Enhancement of employees' knowledge and awareness of gender equality and diversity topics through internal workshops			
	Social media and student's newsletter representation of inclusion and diversity related topics			
2.4 Ensure gender equality in MUV's dissemination activities	Definition of guidelines to promote gender equality in panels			
	Mapping of panel composition in conferences			
	Programming of conferences, seminars and training activities on the topic of gender stereotypes			
2.5 Develop awareness	Organising talks with female professionals, researchers, scientists and academics whose professional history is an inspiration for guiding study and career choices			
	Planning inclusivity training initiatives to help staff and faculty promote their leadership and develop strategic skills			

3 Gender and intersectionality studies mainstreaming in research and teaching programs				
3.1 Include gender and intersectionality studies topics in MUV's educational programs	Introduction of gender and intersectionality topics into lecturers' curricula			
	Promotion of intersectionality activities in the educational programs			
	Integration of gender-related SDGs into existing institutional environment			
3.2 Promote gender and intersectionality studies mainstreaming as a cross-cutting element in research according to the subject area	Promote the use of research tools (databases, guidelines, etc.) and methodologies to include gender in research			

3.3 Reducing the gender gap in specific study programs	Maintaining and enhancing the provision of scholarships (or different opportunities) for specific study programs			
3.4 Strengthening research on gender and diversity issues	Establishment of prize/recognition award for theses (all levels) on gender, diversity or inclusion studies			
	Organisation of conferences and seminars to promote research results			

4	Raising awareness on gender-based violence, including sexual harassment, and discrimination			
4.1 Promoting knowledge of tools for reporting incidents of discrimination and violence	Raising awareness on the activities of the IDEC, Open Office and the Counsellor, through information materials, both digital and printed			
	Promotion of gender equality and diversity topics and information on Modul's social media platforms			
	Advice on content of an informative guide on all the University services for the inclusion and protection of students and staff			
	Promotion of the IDEC committee and its role during the orientation week			
	Informative session for the MU Buddy program related to the role of the IDEC committee			
	Establish a safe, anonymous systems to report incidents of discrimination and gender-based violence			
	Updating the code of conduct against sexual harassment and gender-based violence in the light of the latest national and international legal instruments			
4.2 Increase knowledge about different forms of gender-based violence and discrimination	Continuous monitoring of data on gender-based violence and discrimination in the University			
	Information activities against sexual harassment, gender-based violence and discrimination			

5	Academic life balance, campus culture and mental health			
5.1 Learning support system	Activation of a counselling support desk			
	Ensure that dyslexia, dyscalculia and other learning needs are properly addressed			
5.2 Inclusive campus culture	Celebrate diversity at graduation by incorporating elements that honour students' varied backgrounds			

	Track and assess IDEC outcomes among alumni, such as career progression and engagement with the University			
	Ensure that all students organizations, clubs, and activities are welcoming students from diverse backgrounds			
	Ensure the accessibility to the University's spaces regardless of disability			
5.3 Workplace equity and flexibility	Support specific initiatives for staff accessing or returning from parental leave			
	Define key meetings by ensuring that workers with flexible and discontinuous employment contracts can also participate			

§ 3.3 Appendix: Action Plan




1		Inclusive behaviour pertaining to MUV's practices and departments		
Timing		2024	2025	2026
1.1	Promoting gender equality and diversity in recruitment, admissions, and marketing			
	Review of guidelines for admission and scholarship interviews			
	Ensuring that recruitment and marketing materials reflect MUV's commitment to IDEC and represent a diverse range of students in both visuals and narratives			
	Development and implementation of an additional subcategory in the admissions process: <i>Declaration of mental, physical or learning needs</i>			
Recipients	Prospective students applying for admission; Admissions coordinators, Student Recruitment Team, interview panels, and marketing staff; Departments and Schools receiving applicants.			
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)			
Structures involved	Admissions Office; Scholarship Coordinator and Scholarship Interview Panel; Marketing Department; Student Recruitment Department; Application Portal; Quality Manager			
Expected outcome	More equitable and transparent admissions and scholarship procedures, including inclusive evaluation of applicants' needs. Recruitment materials that visibly reflect MUV's commitment to diversity and foster trust among underrepresented groups.			
Monitoring	Annual review of admissions guidelines and periodic audits of recruitment/marketing materials for inclusiveness. Ongoing tracking of applicant diversity data and yearly reporting to the Senate.			
Resources	Necessary budget to update and maintain inclusive recruitment and marketing practices. Administrative and technical support for data collection and accessible application processes.			

1		Inclusive behaviour pertaining to MUV's practices and departments		
Timing		2024	2025	2026
1.2	Promoting inclusive behaviours in research and departments			
	Survey on women's participation in research, leadership and project management as managers			
	Coaching and other activities targeted at career transitions and intergenerational exchange (junior and senior employees and researchers)			
Recipients	Faculty and project managers across all departments and Schools; Junior and senior employees participate in coaching or career-transition activities.			

Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Schools at MUV; Research Office; Human Resources Department
Expected outcome	Improved participation and representation of women in research, leadership, and project management roles. Stronger intergenerational collaboration and support for career transitions within departments.
Monitoring	Periodic surveys on gender participation and leadership roles and research. Biannual evaluation of coaching activities and their impact on career progression.
Resources	Staff development resources for coaching, mentoring, and possible career-transition programs. Administrative support for survey design, data collection, and analysis.



1 Inclusive behaviour pertaining to MUV's practices and departments

Timing	2024	2025	2026
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1.3	Inclusiveness of HR processes
	Inclusion of the gender dimension in call-for-position forms
	Define processes to ensure non-discrimination, equal opportunities in job interviews, professional development and promotions, based solely on skills and professional levels
	Promoting data-driven culture to keep gender equality and inclusiveness goals monitored by making data on staff and trends available
Recipients	Applicants, employees, and managers involved in recruitment, development, and promotion processes. HR staff responsible for designing and implementing these procedures.
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Human Resources Department; Department heads and hiring committees; IT Department
Expected outcome	Fair, skills-based HR processes ensure equal opportunities in recruitment, development, and promotion. Strengthened data-driven monitoring of gender equality and inclusion trends.
Monitoring	Regular reviews of job call templates and interview processes for bias reduction. Continuous analysis of staff data and gender/inclusion indicators to track progress.
Resources	HR training on inclusive and unbiased evaluation practices. Data management tools and administrative support for monitoring staff trends.





2 Organisational culture

Timing	2024	2025	2026
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2.1	Strengthening the role of the university with respect to gender and diversity issues
	Gender balance plan updating, drafting and approval
	Networking and training with centres and institutes dealing with gender equality, diversity, inclusion as well as gender-based violence
Recipients	MUV; Inclusion, Diversity, and Equity Committee (IDEC)
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); External training centres and institutions; Operations and strategic projects department, Human Resources Department
Expected outcome	Creating a gender balance plan conformed to national and international standards. Increase awareness on gender equality, diversity, inclusion and gender-based violence. Network with domestic and international centres and institutes. Increase knowledge of IDEC members and therefore the University communities with training opportunities.
Monitoring	Once per year

Resources	Trainings, conferences, workshops, etc. Integration of gender equality policies into institutional processes
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2		Organisational culture		
Timing		2024	2025	2026
2.2	Make the language of MUV more inclusive			
	Updating of guidelines on inclusive language and definition of a vademecum establishing common rules for internal and external MUV communication			
	Revision of MUV website, institutional documents and forms to bring the language in line with the guidelines			
	Regularly review of admission requirements, study contracts, etc. to make sure that documents/texts have a proper inclusive language			
Recipients	MUV; External audience; Internal and external stakeholders; Incoming students			
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)			
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Human Resources Department; Marketing Department; IT department; Management; Student Recruitment Department; Admissions Department			
Expected outcome	Inclusive language in all documents/texts provided by MU University and in the external communication. Reducing the risk of discriminatory or non-neutral language. Institutional website and official documentation consistent with inclusive language standards. Improvement of institutional image and communication accessibility. Reducing the risk of discriminatory or non-neutral language.			
Monitoring	Once per year			
Resources	Gender Language Guideline; Study contracts; Application portal			

2		Organisational culture		
Timing		2024	2025	2026
2.3	Develop actions to spread an inclusive culture within MUV's practices			
	Survey on perceived inequalities within the University			
	Representation at the Orientation Week once per semester			
	Enhancement of employees' knowledge and awareness of gender equality and diversity topics through internal workshops			
	Social media and student's newsletter representation of inclusion and diversity related topics			
Recipients	MUV; Internal and external stakeholders; Incoming students; External audience			
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)			
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); IT Department; Marketing Department; Human Resources Department; Student Service Centre			
Expected outcome	Clear mapping of perceptions of inequality. Identification of priority areas for action. Data-driven support for future policies. Institutional website and official documentation consistent with inclusive language standards. Improvement of institutional image and communication accessibility. Reducing the risk of discriminatory or non-neutral language. Increase awareness on support services for incoming students. Increase accessibility to information. IDEC' s promotion.			

	Increase students, external audience, and employees' awareness on IDEC's topics. Reduce gender bias issues between MUV's staff and management.
Monitoring	Once per year Once per semester regarding the Orientation Week
Resources	Language Gender Guideline; IDEC's data; IDEC's events plan



2 Organisations culture

Timing	2024	2025	2026
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2.4	Ensure gender equality in MUV's dissemination activities
	Definition of guidelines to promote gender equality in panels
	Mapping of panel composition in conferences
	Programming of conferences, seminars and training activities on the topic of gender stereotypes
Recipients	MUV; External audience; Incoming students
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Admissions Department; Student Recruitment Department; External companies, universities, training centers; Student Service Center; Facility and Events Department
Expected outcome	Increase awareness in MUV's community on gender equality. Increase awareness on IDEC's topics. IDEC members' training.
Monitoring	Once per year
Resources	Study contracts; Application portal; Language and Gender Guidelines; IDEC's data; Domestic and international conferences




2 Organisations culture

Timing	2024	2025	2026
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2.5	Develop awareness
	Organising talks with female professionals, researchers, scientists and academics whose professional history is an inspiration for guiding study and career choices
	Planning inclusivity training initiatives to help staff and faculty promote their leadership and develop strategic skills
Recipients	MUV
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Facility and Events Department; Human Resources Department; External companies, universities, training centres
Expected outcome	Increase awareness within MUV regarding gender imbalance, inclusion, equality. Career advice/support for MU students. Help to develop strategic skills for staff members.
Monitoring	Once per year
Resources	Domestic and international conferences; External companies, universities, training centres


3 Gender and intersectionality studies mainstreaming in research and teaching programmes

Timing	2024	2025	2026
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3.1	Include gender and intersectionality studies topics in the University's educational programme
	Introduction or integration of gender and intersectionality topics into lecturers' curricula
	Promotion of intersectionality activities in the educational programs
	Integration of gender-related SDGs into existing institutional environment
Recipients	All faculty, researchers and external lecturers
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Schools at MUV; Deans of the respective programs; Director of Continuous Education; Student Recruitment Department; Marketing Department
Expected outcome	Raising of awareness and the creation of a foundation including gender and intersectionality topics
Monitoring	Regular reviews of curricular and strengthening of Sustainable Development Goals (e.g. Gender Equality)
Resources	Written statement to inform the faculty to include this into the curricular of all courses, additionally, a short Q&A at faculty meetings


3 Gender and intersectionality studies mainstreaming in research and teaching programmes

Timing	2024	2025	2026
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3.2	Promote gender and intersectionality studies mainstreaming as a cross-cutting element in research according to the subject area
	Promote the use of research tools (databases, guidelines, etc.) and methodologies to include gender in research
Recipients	All faculty, researchers and external lecturers
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Schools at MUV; Deans of respective programs; Director of Continuous Education
Expected outcome	Raising of awareness and incorporation of research tools to include gender in research
Monitoring	Regular reviews of curricular
Resources	In-house training; Internal workshops and research seminars

3 Gender and intersectionality studies mainstreaming in research and teaching programmes



Timing	2024	2025	2026
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3.3	Reducing the gender gap in specific study programs
	Maintaining and enhancing the provision of scholarships (or different opportunities) for specific study programs
Recipients	Students in programs with gender imbalance
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC); Open Office
Structures involved	Schools at MUV; Deans of respective programs; International Relations Department; Student Recruitment Department
Expected outcome	Increase of scholarships for underrepresented gender in enrolments and completion rates
Monitoring	Annual analysis of enrolments, progression and completion data by gender
Resources	Dedicated grants and scholarships; Workshops

3		Gender and intersectionality studies mainstreaming in research and teaching programmes		
Timing		2024	2025	2026
3.4	Include gender and intersectionality studies topics in the University's educational programme			
🎯	Establishment of prize/recognition award for theses (all levels) on gender, diversity or inclusion studies			
🎯	Organization of conferences and seminars to promote research results			
Recipients	Students; MUV			
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)			
Structures involved	Schools at MUV; Deans of respective programs; Academic Office; Library; Theses supervisors; Marketing Department			
Expected outcome	Increased visibility and academic engagement with gender- and diversity-related research			
Monitoring	Annual review of number and quality of submissions, awardees' academic pathways, and dissemination of awarded work; Attendance records, numbers of presented papers and/or abstracts			
Resources	Funding for prizes, selection committee time, communication and dissemination support			



4		Raising awareness on gender-based violence, including sexual harassment, and discrimination		
Timing		2024	2025	2026
4.1	Promoting knowledge of tools for reporting incidents of discrimination and violence			
🎯	Raising awareness on the activities of the IDEC, Open Office and the Counsellor, through information materials, both digital and printed			
🎯	Promotion of gender equality and diversity topics and information on Modul's social media platforms			
🎯	Advice on content of an informative guide on all the University services for the inclusion and protection of students and staff			
🎯	Promotion of the IDEC committee and its role during the orientation week			
🎯	Informative session for the MU Buddy program related to the role of the IDEC committee			
🎯	Establish a safe, anonymous systems to report incidents of discrimination and gender-based violence			
🎯	Updating the code of conduct against sexual harassment and gender-based violence in the light of the latest national and international legal instruments			
Recipients	MUV			
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC); Open Office; Counsellor; Academic Office			
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Open Office; Counsellor; Academic Office; Student Service Centre; Human Resources Department; Marketing Department;			
Expected outcome	Improved awareness and accessibility of inclusion-related services; Strengthened protection mechanisms; Increased visibility of IDEC and its role; Enhanced reporting pathways and institutional capacity to respond to discrimination, harassment, and gender-based violence; Clearer understanding of university support structures among incoming and current students and staff			
Monitoring	Annual review of policy updates; Periodic surveys on awareness and perceived safety among students and staff			
Resources	Permanent IDEC's roll-up; Information material			

4		Raising awareness on gender-based violence, including sexual harassment, and discrimination		
Timing		2024	2025	2026

4.2	Promoting knowledge of tools for reporting incidents of discrimination and violence
	Continuous monitoring of data on gender-based violence and discrimination in the University
	Information activities against sexual harassment, gender-based violence and discrimination
Recipients	MUV
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC); Open Office; Counsellor
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Open Office; Counsellor; Student Service Centre
Expected outcome	Systematic and reliable monitoring of incidents and trends; Earlier identification of risks and vulnerable contexts; Increased awareness of behaviors that constitute harassment or discrimination; Stronger prevention culture across MUV
Monitoring	Regular analysis of anonymised reporting data; Annual institutional report on gender-based violence and discrimination; Periodic evaluation of the effectiveness of prevention measure
Resources	Dedicated question in the Course Evaluation





5	Academic life balance, campus culture and mental health
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Timing	2024	2025	2026
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5.1	Learning Support System
	Activation of a counselling support desk
	Ensure that dyslexia, dyscalculia and other learning needs are properly addressed
Recipients	MUV
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC); Open Office; Counsellor
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Open Office; Counsellor; Academic Office; Student Service Centre
Expected outcome	More accessible learning environments and assessments; Early identification and support of students with learning needs; Strengthened counselling and academic support structures; Increased student confidence, well-being, and academic performance
Monitoring	Review of counselling desk usage and feedback; Tracking accommodation requests and implementation rates; Periodic evaluation of student satisfaction regarding learning support; Annual assessment of academic outcomes for students with declared needs
Resources	Budget of training for MUV; IT resources for adaptive learning tools; Collaboration with external specialists when needed

5	Academic life balance, campus culture and mental health
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Timing	2024	2025	2026
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5.2	Inclusive campus culture
	Celebrate diversity at graduation by incorporating elements that honor students' varied backgrounds
	Track and assess IDEC outcomes among alumni, such as career progression and engagement with the University
	Ensure that all students organizations, clubs, and activities are welcoming students from diverse backgrounds
	Ensure the accessibility to the University's spaces regardless of disability
Recipients	MUV
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC); Student Service Centre; Academic Office
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Student Service Centre; Facility and Events Department; Academic Office; Students' clubs and organization; ÖH

Expected outcome	Increased awareness and engagement with diversity, equity, and inclusion initiatives; Improved accessibility and inclusivity of all university spaces and activities; Enhanced support for students with learning needs and disabilities; Recognition and celebration of student diversity at formal events; Tracking of alumni engagement and career progression to measure long-term impact
Monitoring	Regular surveys of student satisfaction and perception of inclusivity; Continuous data collection on incidents of discrimination or harassment
Resources	Informative material

5	Academic life balance, campus culture and mental health
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Timing	2024	2025	2026
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5.3	Workplace equity and flexibility
	Support specific initiatives for staff accessing or returning from parental leave
	Define key meetings by ensuring that workers with flexible and discontinuous employment contracts can also participate
Recipients	MUV
Referring structure	Inclusion, Diversity, and Equity Committee (IDEC)
Structures involved	Inclusion, Diversity, and Equity Committee (IDEC); Human Resources Department; Work Council
Expected outcome	Improved participation and inclusion of all staff in university decision-making and professional development; Better support for work-life balance and reintegration after parental leave; Enhanced staff satisfaction and retention
Monitoring	Review of parental leave reintegration and flexible work arrangements; Periodic surveys
Resources	Informative material; Human Resources Department communication and coordination