

wiiw Gender Equality Plan

A wiiw Strategy Towards Gender Equality and Wellbeing

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1. Preamble

We acknowledge that the **employees** of the Vienna Institute for International Economic Studies (wiiw) are its most valuable resource and we are committed to creating an inspiring working environment which enables their individual wellbeing and professional development, and thereby laying the ground for a sustainable development and success of our organisation.

We furthermore aim to cultivate an **organisational culture** of openness, diversity and individual appreciation which supports the creative interplay between different disciplines, approaches, and problem-solving perspectives. We want to encourage synergies and cooperation between various (groups of) employees instead of hierarchical (academic and social) barriers.

With regards to **gender equality**, we acknowledge the multiple structural deficits prevailing in the academic sphere, hampering equal professional development opportunities for female researchers, and also accept the fact that wiiw is no exception to it. The wiiw Gender Equality Plan (GEP) therefore specifically addresses three types of gender-specific structural deficits: i) the unconscious gender bias, deeply rooted in the academic sphere, iii) the lack of visibility of female researchers in the public discourse and iii) professional disadvantages emerging from taking on responsibility for families and children.

Last but not least, the wiiw Gender Equality Plan (GEP) responds to the specific requirements by our **key stakeholders**, such as Horizon Europe and Interreg, as well as the Austrian Ministry of Finance, Austrian Chamber of Labour and the general obligation of Austrian public bodies to ensure a gender-just distribution of public funds (gender budgeting)¹².

¹ <https://www.bundeskanzleramt.gv.at/agenda/frauen-und-gleichstellung/gender-mainstreaming-und-budgeting.html>

² The most relevant stakeholder requirements are summarized in Annex II hereof.

2. Objectives

The wiiw Gender Equality Plan aims to

- › ensure equal opportunities for female employees in recruitment, personal and professional development opportunities,
- › compensate professional disadvantages resulting from personal care obligations,
- › increase the proportion of women among researchers, project leaders and the institute's management,
- › increase the visibility of female researchers in public and high-profile activities,
- › increase the awareness among staff and management for gender issues and biases,
- › contribute to improving the work-life balance of all employees.

We acknowledge that pursuing gender equality is a long-term process involving awareness raising and organisational change. Therefore, our objectives and resulting strategy will be changing and evolving over time.

We, however, also acknowledge and regularly experience that increasing the share of female economists is not an easy task, as e.g. the share of female Master graduates in economics at the Wirtschaftsuniversität Wien in 2017/2018 was at only 38%³ and female economists are in great demand. Nevertheless, wiiw aims to be at the forefront of gender equality among economic institutes and hence aims for a much more gender balanced and diverse structure of its employees than what it currently is.

³ https://www.wu.ac.at/fileadmin/wu/h/structure/about/publications/Gleichstellung/Gleichstellungsbericht_2018_final_web.pdf

3. Strategy

The wiiw Gender Equality Strategy (GES) is based upon an initial analysis of female economists at wiiw, which is provided in Annex I hereof, and is inspired by the invaluable advice and experience of Mag. Marie T. Raberger, MSc., Head of Recruiting & HR Development at the Austrian Institute of Technology (AIT). It furthermore follows the structure, requirements and recommendations put forward by the Horizon Europe Program⁴ and thereby also builds upon the experiences and best practices of countless research organisations and universities across Europe.

The GES also consolidates many existing and partially implemented measures aiming at gender equality and employee wellbeing and aims to establish them as standards in wiiw processes.

By its mere nature, the GES addresses various domains of senior management responsibilities such as human resource management, organisational development and culture.

3.1. GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION

As women tend to “face systemic discrimination and structural barriers along their career path in research and innovation”⁵ the GES explicitly aims to counter the (widely researched) “**unconscious gender bias**” prevailing in the academic sphere⁶. Related to this, it aims to eliminate the so-called ‘**motherhood penalty**’⁷, by which “mothers who are researchers are socially under-valued and seen as less competent and dedicated to their work than fathers”.

We have therefore critically reviewed our existing recruitment, selection and career progression processes and derived **nine specific measures** to ensure that women and men get equal chances to develop and advance their careers:

- › Establishment of a **wiiw Equal Opportunities Officer** (EOO) who ensures that female job candidates have the same job opportunities during the recruitment process as males (Measure I.1)
- › Establishment of a **wiiw Gender Office** (GO) to support wiiw management in pursuing gender equality and to develop, implement and monitor the progress of this Gender Equality Plan (I.2)
- › Adjustment of wiiw **recruitment standards** to ensure that female candidates feel explicitly addressed by wiiw job advertisements (I.3)
- › Increasing the **visibility of female economists** in public events and through dedicated PR activities (I.6)

⁴ Horizon Europe Guidance on Gender Equality Plans, European Commission, DG Research and Innovation, September 2021

⁵ Horizon Europe Guidance on Gender Equality Plans, European Commission, DG Research and Innovation, September 2021, p. 38

⁶ Tackling gender bias in research evaluation: Recommendations for action for EU Member States by Standing Working Group on Gender in Research and Innovation, European Research Area and Innovation Committee (ERAC), March 2019

⁷ Horizon Europe Guidance on Gender Equality Plans, European Commission, DG Research and Innovation, September 2021

- › Developing a framework for **project co-leaderships** to allow female part-time economists to assume project leadership roles and gain leadership experiences (I.7)
- › Offering relevant **training opportunities** to all wiiw employees and **gender-specific trainings** to female researchers (I.8)
- › Offering **professional childcare services** to employees with care responsibilities for training activities outside their working hours (I.9)
- › Engagement of **interns and research assistants** to relieve researchers from excess workload and tasks they are overqualified for (I.4)
- › Adjustment of guidelines for **Annual Career Dialogues** to encourage a pro-active management approach to offer employees training opportunities (I.5)

3.2. WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

While wiiw strives for a sustainable work-life balance for all its employees, the particular focus of its GES is on employees assuming care responsibilities for families and children.

It also aims to counter established notions of job advancement based upon (self-) exploitation, long working hours, unlimited availability and flexibility. Such working practices are usually accompanied by physical and mental stress, shattered family structures and personal relationships. In other words, they are destructive to the fundamentals of individual wellbeing and social competence.

Therefore, we reviewed and critically assessed established working practices and put forward six measures aiming to improve the work-life balance of employees and to encourage an open, gender sensitive organisational culture:

- › Offering **flexible and individual working times** to wiiw employees to allow them to accommodate their private and professional responsibilities (Measure II.1)
- › Establishing a **Human Resources Unit** to develop and implement organisational provisions to avoid excess workload and pressure and to align real and contractual working times (II.2)
- › Introduce a **wiiw time concept** to synchronise collective working times and, at the same time, allow for individual time for undisturbed concentrated work (deep work)⁸ and/or family care (II.3)
- › Introduce **gendering** in all German communications - written and verbal alike (II.4)
- › Introduce a **gender monitoring** framework to annually assess the situation of female researchers at wiiw and the progress achieved within the GES (II.5)
- › **Communicate** the existence, measures and progress of the GEP and increase the **awareness** for equality, gender and diversity among the management and employees through internal presentations and seminars (II.6)

⁸ See 'Deep Work: Rules for Focused Success in a Distracted World' by Cal Newport, Piatkus, 2016 (or book summary here: <https://www.shortform.com/summary/deep-work-summary-cal-newport>)

3.3. MEASURES AGAINST GENDER-BASED VIOLENCE INCLUDING SEXUAL HARASSMENT.

Gender-based violence and sexual harassment are subject to criminal prosecution in Austria. This concerns employees actively pursuing such behaviour, as well as management representatives tolerating it. The Federal Law for Equal Treatment (Gleichbehandlungsgesetz, GIBG)⁹ offers detailed provisions for dealing with such situations.

While no such cases are currently known at wiiw, we acknowledge it being an issue often tabooed and underestimated in research organisations. Therefore, we encourage all colleagues to turn to the wiiw Works Council as well as wiiw Management in case they became or fear to become victims of sexual harassment. They will receive all personal, organisational and legal support they seek for.

3.4. OUTLOOK

This GEP represents the initial step in the process of gender equality management at wiiw. It therefore does not yet address all relevant and recommended domains. Instead, it sets the priorities for the next GEP cycle 2023/2024 as follows:

Gender balance in wiiw leadership and decision-making

The wiiw management has recently established two new organisational bodies to consult on decisions and to improve the communication and information flow with and among wiiw departments and research units: A management plus forum, at which representatives of each department regularly meet wiiw management to exchange their views and information on various decisions to be made, as well as regular convenor meetings, at which representatives of each research unit regularly meet wiiw management to e.g. discuss recruiting decisions for new staff. The gender balance in these advisory bodies has been significantly improved, with a female/male ratio of 4:6 in the first, and 2:3 in the latter. Against this background, it will be a priority for the next GEP cycle to evaluate the existing decision-making mechanisms at wiiw and to identify and overcome barriers to gender balance.

Integration of the gender dimension into research

Similarly, the integration of the gender dimension into the wiiw research agenda is underway. Many - if not most - wiiw labour market and migration analyses already differentiate by gender and assess the particular situation of women where this brings explanatory value or new findings. Nevertheless, in the next GEP cycle, the wiiw research agenda shall be assessed with regards to its further potential for gender sensitive research. This is particularly promising, as wiiw recently hired a very promising female economist specialising in gender equality research.

Diversity management

Given the heterogenous composition of its staff in terms of gender, age, ethnicity, cultural and professional backgrounds, wiiw furthermore envisages to advance diversity management at wiiw. On the one hand to ensure the equal treatment and individual wellbeing of all employees, and, on the other, to explore the innovation potential emerging from their diversity.

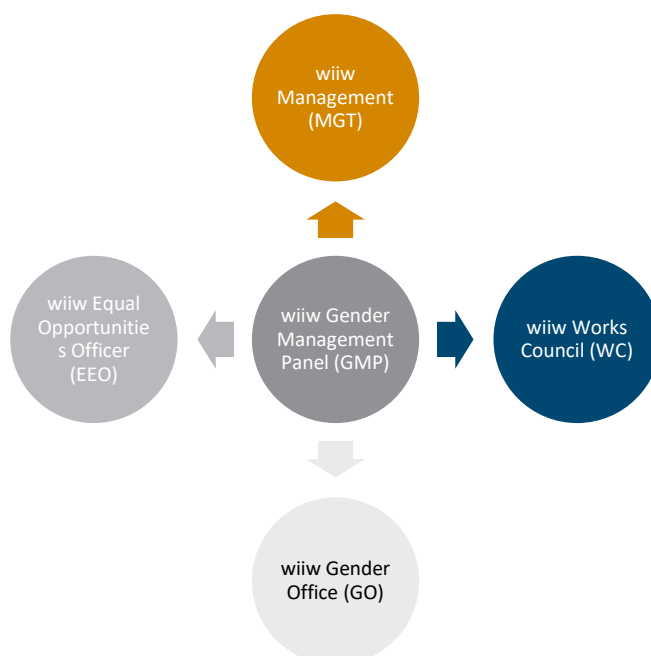
⁹ <https://www.ris.bka.gv.at/GeltendeFassung.wxe?Abfrage=Bundesnormen&Gesetzesnummer=20003395>

4. Organisation

4.1. INSTITUTIONAL ANCHORING

To initiate and maintain an effective process of organisational development, three new gender management bodies are being established to support the wiiw management in pursuing gender equality and improving individual wellbeing at wiiw.

Graph 1 / Organisational set-up



4.1.1. wiiw Equal Opportunities Officer

The wiiw Equal Opportunities Officer (EEO) was already appointed by wiiw management by the end of 2019 to counter female underrepresentation among wiiw economists and to ensure female job candidates face the same job opportunities as males. The role of the EEO has been further specified as follows:

Role of wiiw Equal Opportunities Officer (EEO)

- › Counteract female underrepresentation among economists
- › Ensure female job candidates have the same job opportunities as male candidates
- › Screen pre-selected applicants and participate in their assessment

- › Participate in job interviews and selection decisions in an advisory role, or nominate a substitute instead
- › Sensitize recruitment teams and management for gender equality issues
- › Nominate female candidates if underrepresented at job interviews

Agreed measures to establish gender equality in wiiw recruitment process

- › In case of similar qualification levels and gender imbalance, female candidates are to be favoured
- › EOO to be informed immediately when candidates' pre-selection is completed
- › All job announcements to be circulated internally
- › All job announcements to contain the sentence *“We support the diversity of our workforce as a key to innovation and success, and are committed to offer equal opportunities for everyone”*

4.1.2. wiiw Gender Office

The wiiw Gender Office (GO) is being established to make the wiiw GEP operational. The (so far informal) GO has designed, drafted and agreed this GEP with the wiiw management and aims to pursue its measures at wiiw. It furthermore aims to act as point of contact and network for female employees who strive for advancing their professional career and development. The GO is headed by wiiw project manager Veronika Janyrova and the Equal Opportunities Officer Olga Pindyuk. Its members are all female colleagues who seek support in pursuing their professional development and career.

Role of wiiw Gender Office (GO)

- › Support wiiw management to ensure gender equality and to implementing the wiiw GEP
- › Design, coordinate or implement, monitor, review and communicate wiiw GEP (Measures I.2, II.5)
- › Help Increasing the number of female project leaders at wiiw
- › Help increasing visibility of female wiiw economists
- › Act as contact point and facilitator for female colleagues to achieve leadership and decision-making goals
- › Provide support to female colleagues who are disproportionately burdened to pursue their professional development goals
- › Encourage peer networking and support at open quarterly meetings for female colleagues
- › Organise gender-specific trainings according to individual development needs and plans (e.g. leadership training, individual coaching, acting courses) (M I.8.2)
- › Administer wiiw budget for gender-specific trainings and measures
- › Sensitize wiiw management and employees for gender issues, imbalances and activities

4.1.3. wiiw Gender Management Panel

The wiiw gender management panel is the decision-making body of the wiiw Gender Equality Strategy. It consists of a member of the wiiw Management, the wiiw Equal Opportunities Officer and the Head of the Gender Office. The members are nominated for a period of two years and can renew their mandate on a voluntarily basis. For the period 06/2022 to 06/2024, the Panel consist of

- › Mario Holzner, wiiw Executive Director
- › Olga Pindyuk, wiiw Equal Opportunities Officer
- › Veronika Janyrova, Head of wiiw Gender Office

Their main task is to ensure that

- › gender measures are taken as a wiiw management decision, communicated to and implemented accordingly in the respective organisational units,
- › processes and organisational provisions are established for the effective implementation of the GEP measures,
- › the situation of female employees and gender imbalances are regularly reviewed and acted upon with appropriate measures.

4.1.4. wiiw Works Council

The wiiw Works Council is representing the interests of wiiw employees towards the wiiw management and also has an information, control and communication function within the organisation. It protects wiiw employees and enables them to participate in the shaping of company regulations (see wiiw.wiki)¹⁰. The legal basis for the Works Council activities is laid down in the Labour Constitution Act.

In the context of this GEP, the Works Council (WC) assumes a key role in

- › Balancing excess workload and pressure and in aligning real and contractual working times by supporting wiiw management in implementing organisational provisions that emerged from the 'wiiw workload discussion' (Measure II.2)
- › Designing a wiiw working time concept that allows for undisturbed, concentrated (deep) work and/or childcare by defining collective meeting, working, non-working and offline times that become part of the new wiiw Works Agreement (II.3)
- › Provide personal, institutional and legal support to colleagues in cases of gender-based violence and sexual harassment.

¹⁰ <https://wikijs.wiiw.io/en/betriebsrat/overview>

4.1.5. wiiw Management

It goes without saying that managerial support and attention is indispensable to achieve gender equality, as well as any type of organisational change and development. The wiiw management has therefore participated in the design of the proposed measures, has approved them and is very much committed to their implementation.

The Horizon Europe Program furthermore specifies its role as follows: “The senior leadership of the organisation has full responsibility for the implementation of the commitments set out in the GEP. It will be accountable for the success of the GEP within the organisation and with its key stakeholders, such as the governing body, funding bodies, trade unions and student associations.”¹¹

4.2. THE PROCESS

As mentioned above, a gender equality plan is an ongoing process of organisational development. It will therefore encourage self-reflection by staff and leadership as well as an ongoing review of processes and practices. To that end, a dedicated process is being established including the following stages:

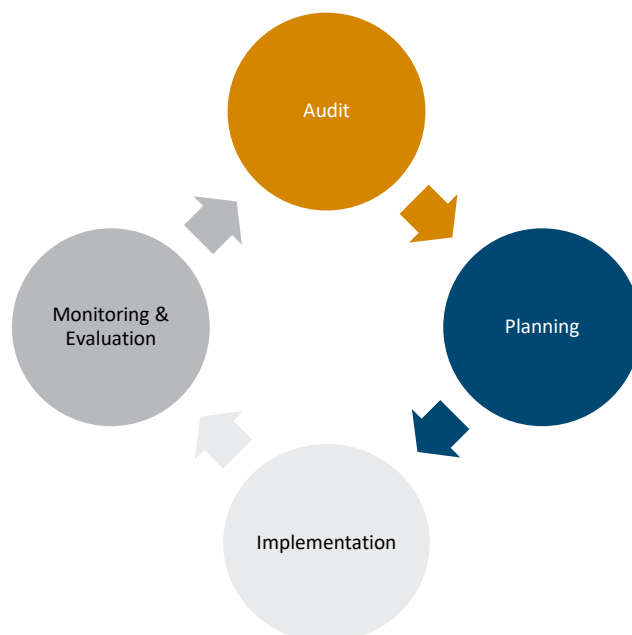
An **audit phase** at which disaggregated, gender-specific data are collected and reviewed together with established practices to identify gender inequalities and their causes.

A **planning phase** is devoted to setting objectives for the next GEP alongside a roadmap of actions and measures. This phase also includes the allocation of resources and responsibilities for its implementation.

During the **implementation phase**, the GEP measures are being implemented and communicated internally. This phase also includes awareness raising and training efforts.

In the **monitoring and evaluation phase**, the progress and impacts of the GEP are being assessed. A joint review of findings and progress shall also provide room for organisational learning and enable adjustments and improvements to the various interventions.

¹¹ Horizon Europe Guidance on Gender Equality Plans, European Commission, DG Research and Innovation, September 2021, p.18

Graph 2 / The annual wiiw GEP lifecycle

4.3. WIIW GENDER MONITOR

We understand that an evidence-based gender monitoring is an integral part of any systematic gender equality initiative and a common practice in the European research sphere. Not least, it is obligatory under the Horizon Europe Program. Since 2006, wiiw reports basic indicators on the gender composition of its personnel to the Austrian Federal Ministry of Finance and collects relevant disaggregated data for this purpose. With this GEP, we aim to expand this regular monitoring system by the following nine indicators, while further indicators (e.g. gender pay gap, recruitment data) may be added:

Number of projects by project leader's gender
 Number of project leaders by gender
 Economists in media coverage by gender
 Economists in wiiw events by gender
 Economists featured at wiiw website by gender
 Sickness leaves by gender
 Parental care leaves by gender
 Other care leaves (e.g. COVID) by gender
 Expenditures for gender equality measures

An initial assessment of the available indicators is provided in Annex II. For the years 2020 and 2021, it reveals the following gender imbalances at wiiw:

Personnel

One third of wiiw economists and 87% of administrative staff are women

The entire wiiw management is male

Two thirds of wiiw part time employees are female

Projects

By the end of October 2021, only five out of 40 (12.5%) projects were led by a female project leader
These five projects were headed by a total of three female economists, one of whom has already retired
While the share of female economists is 30%, the share of female project leaders is 20%

Countering the lack of women among wiiw economist, wiiw management and project leaders therefore is at the core of the wiiw Gender Office's and the wiiw Gender Management Panel's mission.

The Gender Office will furthermore seek collaboration with the Works Council to implement surveys on the wellbeing of employees every two to three years, and to differentiate their results by gender.

The reported indicators will feed into an annual review of the GEP's progress (or lack of it) and enable the wiiw management, together with its newly established bodies, to act upon properly. The Gender Management Panel will decide which data shall be published and which are to be used for internal assessments only.

4.4. RESOURCES AND BUDGET

The GEP requires a dedicated budget and resources for developing, implementing and maintaining it as an ongoing process of organisational development towards gender equality and wellbeing at wiiw. Its resources will mainly consist of the EOO/GO's working time, as well as that of colleagues contributing to the delivery of the plan.

The GO will also be allocated funds to implement specific GEP measures. The use of these funds will follow agreed guidelines and will be reported and documented to the wiiw management.

Table 1 / Budget for GEP cycle 2022/2023

| GEP Measure | Description | Unit | Cost p. unit | No. units | Sum |
|---------------------------------|--|-------------|---------------------|------------------|--------------|
| I.2 wiiw Gender Office (GO) | Quarterly meetings outside wiiw | Meeting | 5 | 24 | 120 |
| I.8.3 Gender-specific trainings | Annual training budget for female economists | Trainings | 400 | 9 | 3,600 |
| I.9 Childcare during training | Optional | Hours | 20 | 20 | 400 |
| II.6 Awareness raising | External lecturers for internal seminars | Lectures | 500 | 2 | 1,000 |
| Total in EUR | | | | | 5,120 |

Other GEP measures, such as the engagement of interns and research assistants (I.4) or employee trainings (I.8.1, I.8.2) will be covered by the general wiiw budget.

5. Measures

Table 2 / Measures

| Measure | Aim | Details | Responsibility, Involvement | To Do | Timing | Progress |
|---|--|---|--|---|--|---------------------------|
| I. Gender equality in recruitment and career progression | | | | | | |
| I.1 wiiw Equal Opportunities (EOO) | Ensure female job candidates face the same job opportunities during the recruitment process. | Strive for gender parity at job interviews by nominating additional (female) candidates. Participate in job interviews Sensitize recruitment teams on gender issues | EOO HR Unit, recruitment teams | Communicate, Standardise | Q3/2022 | ●● |
| I.2 wiiw Gender Office (GO) | Design, implement, monitor, review and communicate GEP and progress. Act as point of contact, support and networking for female colleagues. Ensure female researchers feel addressed by wiiw vacancies Ensure female candidates find the same job opportunities as males. | Ongoing activity Convene and communicate regular meetings open to all female employees. Address female researchers in job vacancies Ensure gender parity at job interviews | EOO, GO Mgt, HR Unit, WC GO Female colleagues HR Unit EOO EOO Recruitment teams | Ongoing Convene kick-off Standardise Standardise | Ongoing Q3/2022 Ongoing Ongoing | ●● ● ●● ●● ●● |
| I.4 Interns & research assistants | Relieve researchers, PR and PM staff from excess workload and tasks they are overqualified for. | Temporary support by interns/research assistants with e.g. data work, literature reviews, interviews for projects. | PM HR Unit, Mgt | Set-up pool of research assistants | Ongoing | ●● |
| I.5 Annual Career Dialogues (ACD) | Offer training opportunities at ACD | Including career prospects and training opportunities into ACD guidelines. | Mgt, GO | Standardise | Q3/2022 | ●● |
| I.6 Visibility of female economists | Increase the visibility of female economists | Ensure gender parity in discussion panels Implement PR activities for female economists | Event teams PR | Communicate, Standardise Pursue | Ongoing Ongoing | ●● ●● |
| I.7 Project co-leaderships | Increase the number of female project leaders at wiiw | Develop a framework for project co-leaderships to enable female part-time economists to assume project leadership roles and gain leadership experience. | PM Female economists | Develop framework Communicate | Q3/2022 | ● |

contd.

Table 2 / Continued Measures

| Measure | Aim | Details | Responsibility, Involvement | To Do | Timing | Progress |
|---|--|---|---|---|---|-------------------------------------|
| I.8 Training opportunities | Offer relevant training opportunities to all employees and gender-specific trainings for female researchers. | <p>I.8.1 Horizontal skills for all employees (e.g. proposal writing, academic writing, presentation and media skills)</p> <p>I.8.2 Vertical skills for individual employees (e.g. languages, statistics, econometrics, specialisation, summer schools)</p> <p>I.8.3 Gender-specific skills for female employees (e.g. (dual) project leadership, individual coaching, acting courses)</p> | <p>HR Unit</p> <p>MGT/ACD</p> <p>GO</p> | <p>Communicate, Set-up pool of training providers</p> <p>Communicate, Set-up pool of training providers</p> <p>Communicate Pool of training providers</p> <p>Calculate budget</p> <p>Communicate Organise</p> | <p>Q4/2022</p> <p>Q3/2022</p> <p>Q3/2022</p> <p>Q3/2022</p> | <p>●</p> <p>●</p> <p>●</p> <p>●</p> |
| I.9 Childcare for training | Ensure employees with care responsibilities can participate in training activities. | Offer childcare services for training activities outside individual working times. | GO | Communicate Organise | Q3/2022 | ● |
| II. Work-life balance and organisational culture | | | | | | |
| II.1 Flexible working times | Allow employees to meet private and professional commitments. | Align working times with individual requirements | MGT | Implemented | Ongoing | ●●● |
| II.2 wiiw Human Resource Unit | Balance excess workload and pressure, align real and contractual working times. | Implement organisational provisions emerged from 'workload discussion' | MGT HR Unit, WC | Implement | Q3/2022 | ● |
| II.3 wiiw time concept | Define collective times for undisturbed, concentrated work (deep work) or family | Define collective meeting, working and non-working times | MGT, GO, WC | Agree | Q3/2022 | ● |
| II.4 Gendering | Introduce gendering in all German language communications | Define common form of language gendering | MGT | Communicate | Q3/2022 | ●● |
| II.5 Gender monitoring | Introduce a gender monitoring framework | Annually assess and communicate the situation of female researchers at wiiw | GO, EOO | Update figures | Q4/2022 | ●● |
| II.6 Awareness raising | Increase awareness for gender issues among the management and employees | Regularly communicate the existence, measures and progress of the GEP, Organise internal presentations and seminars on gender issues. | EOO, GO EOO, GO | Communicate Implement | Q2/2022 Q3/2022 | ●● ● |

Legend progress: ● approved, ●● partially implemented, ●●● fully implemented

Acronyms: ACD = Annual Career Dialogue, EOO/EOO = Equal Opportunities Officer, GO = Gender Office, MGT = Management, WC = Works Council

6. Endorsement

As representatives of the wiiw, I hereby express my consent with and commitment to implement the measures and organisational provisions stipulated in this document.

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Vienna, 24 June 2022

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