



Gender Equality Plan 2022-2026

Science and Technology Park Montenegro

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“Women possess certain qualities that men be missing, and vice versa, so having both genders at the workplace helps to develop complementing skills that drive companies to reach their goals”

Niokolaj Lubanski, Talent Director, Copenhagen

Context

Gender equality represents equal representation, power and participation of the sexes (both male and female). Gender equality is an established right, regarded as an essential human right for the development of society and for the full participation of everyone, regardless of their gender. The concept of gender equality translates into equal rights, freedom, and opportunities for all genders, with the goal of promoting equal value, recognition and participation in all spheres of public and private life. It is a concept that has been receiving special attention and has become more relevant to the main international entities over the last few years, with Montenegro also taking part in this journey.

“Since we were born it was different between the sexes” - this is a sentence that represents a classic stereotype in our society. We can define gender as a biological category that was given to us since the day we were born.

We'll go through couple of different examples where you can easily see the differences in gender:

- School diaries as one of the greatest examples, where the name of the father is put between name and surname of children;
- Equality and equity are different. Equality assumes things are the same, and in many cases, this is not true. Even today, in dual-career marriages where both partners are professionals, women handle more of the domestic duties. Looking for equity may mean creating environments that not only provide access, but also allow for parity, such as true flexible working hours. This includes not minimizing the differences between gender roles at home or in the office;
- In parliament we have some deputies and parties who are not consistent with what they promote;
- Besides, there are some examples in diplomacy and public administration where there is a disproportional number of women compared to men;
- Inequality is present in the economy as well, where there is small number of women in entrepreneurship. There have been some efforts lately and progress to help women run and establish their businesses. The emphasis here is given to the North, by engaging the state, public institutions such as the IDF (with their programs), at the local level of the municipality, in the form of awards for encouraging women in business.

Although we have a higher number of women (50.5%) compared to men (49.5%), but in the labour market, we still have high dominance of men in Montenegro. We still have a large gap in the number of employees in leading positions and decision-making positions, where the number of women is significantly lower, as well as unequal salaries for the same work. Our

efforts should be focused on equalizing that number, to show that the stereotypes that are still being imposed on us are just the past.

In the case of gender inequality in the family, there are countless aspects that we can emphasize. The example of inheritance in our country in practice is still accompanied by the traditional view that the heir, if he has one, can only be a male child.

When we talk about violence against women, that topic two decades ago could be said to have been taboo. Much effort has been made to step out of the darkness. We have that, 6 out of 10 respondents believe that violence against women is common (62%), of which almost a quarter (23%) believe that it is very common. A quarter of them (26%) personally know someone in their family, among friends and in their neighbourhood, who is exposed to violence, with 3 out of 10 respondents experiencing sexual harassment (31%), while 18% say they have experienced sexual harassment during 12 months before the survey was conducted. A small number of women contacted certain services after experiencing violence. Even after the most serious incidents of physical and / or sexual violence, the vast majority of survivors did not inform the police, so they can be classified as 2 out of 5 women that domestic violence is a “private matter” that remains within the family.

Regarding employment/unemployment by gender, the statistics are as follows:

- **Montenegro, like most countries, is characterized by a women's paradox - women make up the majority of the population but a minority in access to opportunities.** According to the Employment Agency's¹ Report from 2021 there were **47,509 unemployed persons (women are 58.82%)**. The high unemployment rate hits primarily vulnerable groups, including women.
- In the period from 2020-2021 with the new situation of the pandemic and COVID 19, the unemployment rate is significantly increasing. However, it is higher in women. **The percentage of women in the Parliament of Montenegro is extremely small, of course there is a shift from 2016 when the presence was only 8.6%, to 2021 when we have 24.69%**. However, the difference in male dominance of **75.31%** is large in this state's body. Regarding the structure of the Government, the President and Vice President of Montenegro has never been a woman. There are more than twice as many male ministers than female ministers, and in the municipalities we have 2 women in the position of mayor, compared to 24 men.
- We have a total turnaround in the judiciary when it comes to gender equality. Significantly more women are represented than men, from the Supreme Court to the Basic Court. The same statistics are in the prosecution.

¹ <https://www.zzzcg.me/wp-content/uploads/2021/06/Mjese%C4%8Dni-statisti%C4%8Dki-izvje%C5%A1taj-31.5.2021..pdf>

Considering the pivotal contribution of business organisations to a fully democratic and inclusive society, as well as the relevance of diversity, particularly gender, for the balance and development of its businesses, Science and Technology Park Montenegro (hereafter „STP” or “STP MNE”) has been dedicating special attention to this topic, seeking to balance the representation of men and women throughout the organisation, with a special focus on leadership positions.

In accordance with Article 3 of Gender Equality Law ("Službeni list Republike Crne Gore", br. 046/07 od 31.07.2007), STP MNE has developed a plan which aims to promote good practices within the scope of gender equality, applicable to both its employees and the members of its governing bodies, and remains committed to its continuous implementation, monitoring and improvement.

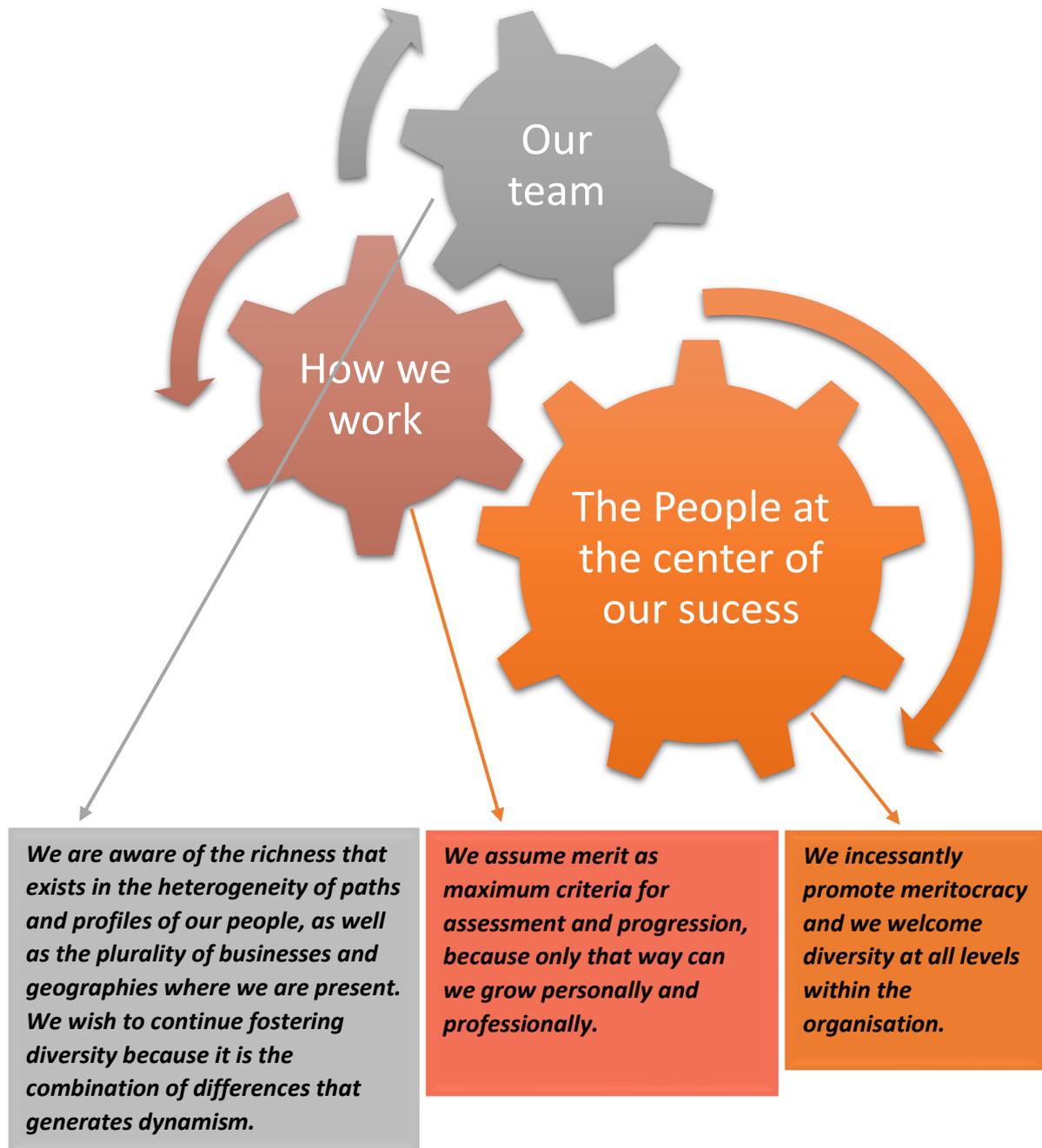
This document presents a comprehensive diagnosis of gender equality at STP MNE, a retrospective of the measures implemented so far and in progress, as well as the plan for 2022-2026.

1. Principles

The values of inclusion and diversity are part of STP’s matrix since its genesis, being intrinsically related to the development, growth and diversification of its businesses and integrating a prominent place on the agendas of our top management. Over the course of time, these same values have been actively fostered across the entire organisation, through the promotion of equal opportunities for all, regardless of their role and position within the organisation, as well as their gender, ethnicity, age, religion or sexual orientation.

Under the motto “we create opportunities”, it has been fundamental for STP to develop and implement a corporate strategy that focuses on and invests in the merit-based development of its people, adopting an approach that aims to ensure sustainability in people management, namely concerning to equal opportunities, regardless of gender.

Specifically, and publicly, STP's commitment to the issue of gender equality can be presented as three main values:



We establish these relationships according to principles of honesty, integrity and transparency.

In line with the aforementioned values, STP's human resources strategy has also adopted the promotion of a diverse and inclusive organisation as one of its essential vectors, considering for this purpose the different moments in the employee lifecycle. In parallel, STP has been systematically monitoring the evolution of a wide portfolio of indicators that intend to consolidate the discussion on diversity and inclusion in the planning and management

internal forums, as well as the subsequent design of action and development plans in this area.

1.1 Legal framework for gender equality

Constitution and gender equality:

1. Socio-economic rights (special protection of women at work, the right of pregnant women to health care outside of the work);
2. Family and marriage (equality of spouses in marriage and special protection of mother and child)

The Law on Gender Equality is the first anti-discrimination law in Montenegro, and its goal is to create an environment for achieving gender equality. This law establishes an explicit prohibition of discrimination on the grounds of sex, for the first time in our legislation.

Article 3 of this Law stipulates the obligation of all bodies to achieve and evaluate the impact of these decisions and activities on the position of women and men in order to achieve gender equality in all phases of planning, decision-making and implementation, as well as undertaking activities within their competence.

Under the institutional mechanism for achieving gender equality, there should be an institutional mechanism (body, official, manager) in all companies / organizations that would deal exclusively with gender equality issues. Unfortunately, Montenegro does not have it. Pursuant to the Law on Gender Equality, the ministries and administrative bodies have appointed officials who perform the duties of coordinators, activities related to gender equality issues within their competence and participate in the preparation and implementation of the action plan on a state level.

Numerous international organizations in their reports recognize shortcomings in the field of gender equality, and continuously recommend Montenegro to improve institutional protection against discrimination based on sex and gender, as well as to work on reducing stereotypes and intensifying programs to support women and people of different genders.

Among them, regular reports on progress in this area are published by the European Commission, the United Nations Committee on Oversight of the Convention on the Elimination of All Forms of Discrimination against Women - CEDAW, the Council of Europe Group of Experts on Oversight of the Council of Europe Convention on and Violence against Women - GREVIO, the European Commission against Racism and Intolerance (ECRI), as well

as the United Nations, through the Universal Periodic Report on the Status of Human Rights (UPR)².

1.2 Operational activities NSRR 2021-2025

Operational objective 1.

To improve the application of the existing normative framework on the implementation of gender equality policies and protection against discrimination on the grounds of sex and gender.

Operational objective 2.

To improve the areas of education, culture and media in order to reduce the level of stereotypes and prejudices towards women and persons of different gender identities.

Operational objective 3.

To enable women and persons of different gender identities to access resources and benefit from the use of resources.

1.3 Gender mainstreaming

What is gender mainstreaming?

Gender mainstreaming means integrating a gender equality perspective at all stages and levels of policies, programmes and projects. Women and men have different needs and living conditions and circumstances, including unequal access to and control over power, resources, human rights and institutions, including the justice system.

The situations of women and men also differs according to country, region, age, ethnic or social origin or other factors. The aim of gender mainstreaming is to take into account these differences when designing, implementing and evaluating policies, programmes and projects, so that they benefit, both women and men, and do not increase inequality but enhance gender equality. Gender mainstreaming aims to solve “sometimes hidden” gender inequalities. It is therefore a tool for achieving gender equality³.

² Ministry of Justice, Human and Minority Rights (March, 2021). *National Strategy for Gender Equality of Montenegro 2021-2025, final draft*, Montenegro.

³ <https://www.coe.int/en/web/genderequality/gender-mainstreaming>

Strategy that ensures the integration of the principles of gender equality in the work of institutions, laws, policies, programs, projects, budgets. Ensuring that women and men are involved in activities, needs analysis of the population (men and women). Directing financial and human resources within the institutions is necessary to achieve sustainable results.

2. Diagnosis

Job descriptions can sometimes be adjusted, application procedures targeted in particular to the gender in minority, and further education can be enhanced. Reconciliation of work and family life also poses different challenges for equality planning at male and female dominated workplaces. The starting point for equality in thinking is not that there are problems in the workplace. Also, those workplaces that are seen to treat women and men equally benefits from examining the state of equality and possible needs for its development.

The purpose of planning is to open the eyes of the workplace actors to looking at things in a new light. New perspectives on workplace practices can bring about simple improvements that can be easily realised. According to studies, wellbeing at the workplace is enhanced when women and men work as equals to the fullest extent possible. Equality planning can also be extended, as appropriate, to cover other factors, such as the employees' age, in addition to the gender aspect. The promotion of equality in working life means that men and women are treated equally and without discrimination in all situations. One goal is also to achieve a situation where women and men are divided more evenly than today at different levels of jobs and in different professions according to their abilities and inclinations.

Every employer must promote equality between women and men within working life in a purposeful and systematic manner. In order to promote gender equality in working life, the STP must, with due regard to the resources available and any other relevant factors:

1. Act in such a way that job vacancies attract applications from both women and men;
2. Promote the equitable recruitment of women and men in the various jobs and create for them equal opportunities for career advancement;
3. Promote equality between women and men in the terms of employment, especially in pay;
4. Develop working conditions to ensure they are suitable for both women and men;
5. Facilitate the reconciliation of working life and family life for women and men by paying attention specially to working arrangements and
6. Act to prevent the occurrence of discrimination based on gender.

Next, and with the aim of supporting the gender equality plan presented ahead, we highlight the most important elements of this diagnosis:

- Talent attraction, development and retention;
- Balance between professional, family and personal life;
- Social climate and
- Communication and partnerships.

2.1 Talent attraction, development and retention

STP seeks to promote equal opportunities, regardless of gender, along the entire employee lifecycle and does so based on 3 distinct pillars:

- ✓ **Attraction:** investment in identifying and attracting talent with varied academic, professional and personal backgrounds, bearing in mind the principle of equality and non-discrimination based on gender. In recruitment processes, whenever recruiters present a shortlist to the business, it is recommended that the representation between men and woman is balanced. Throughout professional careers, it is also sought that this diversity of profiles and characteristics is enhanced and reinforced, to promote a better preparation of employees as a response to the multiple challenges posed by businesses. Furthermore, it is also recommended that, at the company's different levels teams have the representation of both genders.
- ✓ **Development:** as one of the pillars of the strategic human resources management model, it is an area in which we continuously invest, vital for the fulfilment of STP's growth and diversification ambition. A culture of meritocracy is actively promoted, where differentiation of people's performance and contribution is supported by assessment and recognition processes and tools. Performance assessments, promotions, salary reviews and resignations are monitored, according to gender, ensuring proper management of all the teams. Concerning personal and professional training, it is ensured that access is transversal and equitable to the entire organisation, covering the various businesses, functions, generations and geographies where Sonae is present.
- ✓ **Retention:** focusing on the commitment and retention of the talent needed to ensure a response, not only to current needs, but also to medium/long-term challenges, STP has been investing in the development of a set of approaches that promote alignment between the personal and professional expectations of our employees and the strategic goals of the business. This pillar is also inseparable from the initiatives that will be described below, namely in the context of reconciling professional, family and personal life, social climate and communication.

2.2 Balance between professional, family and personal life

The issue of gender equality must be understood in a broader perspective, encompassing equal opportunities for all genders, in different contexts – professional, family and personal. In this sense, STP has been developing transversal programmes that aim to fulfill this ambition.

First of all, it is important to highlight the flexible work programme, which has set out to actively contribute to integrating the personal and professional lives of employees and,

consequently, for their well-being and professional fulfilment. With different formats, adjusted to the needs and reality of each employee, this programme is designed to share and encourage the adoption of flexible work models, allowing employees to work remotely, to freely reduce the number of working hours to reduce their weekly workload, to request unpaid leave and to have up to 5 extra days for personal purposes. After an initial assessment, all of the employees had been enrolled with the initiative.

Also, within this context, STP provides its employees with a comprehensive benefits and advantages system –which covers an extensive network of partners in various spheres of activity, from health and well-being, sports, communications, training and education, retail, tourism, culture and leisure, among many others. STP has been increasingly investing in diversity, in geographic reach, and in the importance of its partnerships, always considering the needs and preferences of its employees.

2.3 Social climate

STP periodically carries out employee social climate surveys, in order to get their opinion on a set of dimensions deemed relevant to their satisfaction and commitment: culture and values (our identity), development opportunities (our growth), job and responsibilities (our job), 360° interpersonal relationships (our people), and well-being and balance (our wellness). These dimensions include issues related to equal treatment and opportunities based on a set of diversity variables, including gender. The results of these studies are analysed in a holistic and comparative way according to gender. This leads to the design and implementation of measures to mitigate aspects referred to as less positive and, simultaneously, expand the points indicated as positive.

It should be noted that the most recent studies carried out do not reveal significant divergences between the responses provided by men and women with respect to equal treatment and opportunities according to gender. Nevertheless, it is important to keep up with and monitor these perceptions, possibly fostering greater frequency and depth in the collection of employees' perceptions regarding the subject.

In addition, STP MNE always shows openness to social dialogue, both with the employees' representation structures, when they exist, and with the employers' representation associations, whenever the nature and importance of the issues requires it.

2.4 Communication and partnerships

In order to consistently underline the importance of promoting gender equality in the company and in society, STP MNE has invested in the development of internal and external communication initiatives, which aim to publicly manifest its position in the context of this theme and raise awareness for its relevance, as well as in the establishment of national and international partnerships with renowned organisations.

Concerning external communication, STP has reinforced its presence in the media, for example, a more active participation of top management in interviews and articles on gender equality. In addition, digital channels (social networks, website and blog) have also been important vehicles for disseminating STP's position on this matter.

In parallel, STP has been strengthening its association with national / international networks, events, research and other external initiatives that aim to promote gender equality.

3. Gender Equality Plan (GEP)

| Dimension-Strategy, Mission and Values | | | | | | |
|--|---|------------------------------------|-----------------------|----------------------------------|----------------|---|
| <i>Objectives</i> | <i>Measures</i> | <i>Responsible Units</i> | <i>Units Involved</i> | <i>Budget</i> | <i>Status</i> | <i>Indicators</i> |
| <p>Publicly assume the company's commitment to the promotion of equality between men and women.</p> <p>Promote and consolidate external relations concerning the promotion of equality between men and women</p> | <p>Establishment of national / international strategic partnerships with stakeholders from different sectors in the community</p> | <p>Managers of different units</p> | <p>All STP units</p> | <p>No specific cost entailed</p> | <p>Ongoing</p> | <p>Public disclosure of partnerships established through the company's communication channels</p> |

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| Ensure the implementation of the plan for gender equality, its monitoring, follow-up and sustainability | Introduction of the topic of gender equality on the agendas of the existing management forums, to ensure that leaders follow the implementation of the defined policies and are responsible and committed to the success of their execution | Managers of different units and Board of Directors | All STP units | No specific costs entailed | Ongoing | Internal reports shared with the management forums identified |
| | Definition of a strategic KPI - Women in Leadership -, based on an increase in the representation of women in leadership roles, and the monitoring of its evolution | Managers of different units and Board of Directors | All STP units | No specific costs entailed | Ongoing | Bi-annual dashboard to monitor the evolution of the indicator |
| | Monitoring and annual reporting of the indicators related to gender equality, throughout the employee lifecycle to Sonae's Executive Committee and the Board of Directors | Managers of different units and Board of Directors | All STP units | No specific costs entailed | Ongoing | Annual report with the evolution of the main indicators |
| Ensure the implementation of | Monitoring and annual reporting of | Management units | All STP units | No specific | Implemented | Annual report with the evidence of |

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| <p>the plan for gender equality, its monitoring, follow-up and sustainability</p> <p>Contribute to a better balance between man and women in the company</p> | <p>the indicators related to gender equality, throughout the employee lifecycle STP MNE</p> | | | <p>costs entailed</p> | | <p>model's approval by the Board of Directors</p> |
| <p>Engage all employees in the implementing the Plan for Equality</p> | <p>Internal and external publication of the plan for gender equality</p> | <p>All STP units</p> | <p>All STP units</p> | <p>No specific costs entailed</p> | <p>Ongoing</p> | <p>Evidence of the model's approval by the Directors of STP MNE</p> |
| <p>Promote a culture of equality between men and women in the workplace, encouraging consistent management and work practices</p> | <p>Development of a communication /activation strategy aiming to enhance the impact of Sonae leaders' role modelling to disseminate inclusive practices that promote gender equality</p> | <p>All STP units</p> | <p>All STP units</p> | <p>No specific costs entailed</p> | <p>Ongoing</p> | <p>Annual report with the evolution of the main indicators</p> |
| <p>Recognise and integrate the equal visibility of men and women in all forms of language, both internally and externally</p> | <p>Sharing with employees all the relevant indicators.</p> | <p>All STP units</p> | <p>All STP units</p> | <p>No specific costs entailed</p> | <p>Implemented</p> | <p>Evidence of the model's approval by the Directors of STP MNE</p> |
| <p>Publicly declare (internally and externally) the company's commitment to the promotion of equality between women and</p> | <p>Creation of a web page on Sonae's websites (Intranet and Internet) dedicated to the topic of Diversity and</p> | <p>Marketing sector</p> | <p>All STP units</p> | <p>No specific costs entailed</p> | <p>To be implemented in 2022</p> | <p>Availability of documents on the appropriate digital channels</p> |

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|---|--|---------------|---------------|----------------------------|---------|---|
| men | Inclusion, addressing gender equality as one of its areas of intervention | | | | | |
| Engage all employees in implementation of the plan for gender equality | Sharing with employees relevant indicators about gender equality, through channels designated for this purpose | All STP units | All STP units | No specific costs entailed | Ongoing | Availability of documents on the appropriate digital channels |

| <i>Dimension: Equal working conditions</i> | | | | | | |
|--|--|--------------------------|-----------------------|----------------------------|-------------------------------|---|
| <i>Objectives</i> | <i>Measures</i> | <i>Responsible Units</i> | <i>Units Involved</i> | <i>Budget</i> | <i>Status</i> | <i>Indicators</i> |
| Promote equality between men and women in terms of progression, professional development and career | Creation of career management programmes for the underrepresented gender, which may provide the necessary tools for their development and enhance their progression. | All STP units | All STP units | No specific costs entailed | Ongoing | Creation of a Development Programme for top talent women in the workplace |
| | Encouraging the review of succession plans, ensuring that they include a pipeline that guarantees gender diversity among candidates | All STP units | All STP units | No specific costs entailed | To be implemented during 2023 | Analysis of the succession plans developed |

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| Encourage balanced participation of men and women in decision-making roles | Control and minimisation of the exit risk of top talent women, particularly at the strategic level | All STP units | All STP units | No specific costs entailed | Implemented | Analysis of women top talent % and its variation |
| Ensure the principle of equal pay for equal work or work of equal value | Regular development of studies to assess and monitor salary conditions, seeking to ensure mechanisms for controlling gender parity in this topic | All STP units | All STP units | No specific costs entailed | To be implemented during 2022 | Internal report for monitoring the evolution of the Group's salary conditions |
| Ensure a work environment free from discrimination based on gender, parenting and/or balance between professional, family and personal life | Regular assessment of the employees' perceptions regarding gender equality in the organisation, seeking to assess existing levers and barriers | All STP units | All STP units | No specific costs entailed | Ongoing | Evidence of internal studies carried out (Social Climate) and respective conclusions |
| Ensure respect for the principle of equality and non-discrimination between men and women | Analysis and monitoring about public participation of people from different genders in national and international events, in order to act on any asymmetries | All STP units | All STP units | No specific costs entailed | Implemented | Internal dashboard to monitor attendance |

| <i>Dimension: Protecting in parenting</i> | | | | | | |
|--|--|--------------------------|-----------------------|----------------------------|---------------|---|
| <i>Objectives</i> | <i>Measures</i> | <i>Responsible Units</i> | <i>Units Involved</i> | <i>Budget</i> | <i>Status</i> | <i>Indicators</i> |
| Promote the balance between professional, family and personal life of employees | Continuous strengthening of the portfolio of benefits offered to employees, in order to provide more effective support for parenting | All STP units | All STP units | No specific costs entailed | Ongoing | Guaranteeing and monitoring the implementation of the measures, with annual report. |

| <i>Dimension: Balance between the professional, family and personal life</i> | | | | | | |
|---|---|--------------------------|-----------------------|----------------------------|---------------|---|
| <i>Objectives</i> | <i>Measures</i> | <i>Responsible Units</i> | <i>Units Involved</i> | <i>Budget</i> | <i>Status</i> | <i>Indicators</i> |
| Promote the balance between professional, family and personal life of employee | Due to the pandemic, encouraging the adoption of flexible working practices already in place, namely remote work, flexible working hours and new forms of work organisation | All STP units | All STP units | No specific costs entailed | Ongoing | Guaranteeing and monitoring the implementation of the measures, with annual report. |

| <i>Dimension: Prevention of harassment in workplace</i> | | | | | | |
|---|---|--------------------------|-----------------------|----------------------------|---------------|--|
| <i>Objectives</i> | <i>Measures</i> | <i>Responsible Units</i> | <i>Units Involved</i> | <i>Budget</i> | <i>Status</i> | <i>Indicators</i> |
| Ensure the prevention and fight against harassment at work. Prevent and combat the practice of other | Existence of a code of conduct to prevent and combat harassment at work | All STP units | All STP units | No specific costs entailed | Ongoing | Guaranteeing and monitoring the implementation of the measures, with annual report |

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| offenses to the physical or moral integrity, freedom, honour or dignity of the employee | Existence of an internal procedure for reporting and analysing situations of potential harassment at work. Person who will be in charge for analysing that situations | All STP units | All STP units | No specific costs entailed | Ongoing | Guaranteeing and monitoring the implementation of the measures, with annual report |
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4. Monitoring and plan execution

The execution of STP MNE's equality plan will be subject to a systematic follow-up process in order to monitor the effectiveness of its actions and the achievement of its goals, identifying potential areas of improvement or new measures to be implemented.

For this purpose, STP MNE as a group with multidisciplinary skills and composed of representatives from the different businesses, whose members are gender balanced and reflect the different reality of the group, the responsibility of:

- Guaranteeing and monitoring the implementation of the measures detailed in this plan;
- Adopting an active role in the debate and sharing of trends and good practices in the field of gender equality;
- Monitoring the evolution of the indicators, on a bi-annual basis, and proposing reinforcement measures, when necessary;
- Promoting, raising awareness and monitoring concrete actions for improvement, ensuring this topic is highly visible within the organisation and
- Monitor the impact of the plan, through the analysis of specific indicators.

As regards the measures that should be taken, it is advisable to specify the objectives, how to achieve them, and ways in which the impact of the measures will be monitored. It is advisable to define a deadline for carrying out these measures, for example 'by the end of 2026' or 'within the next five years'. Views and experiences of the realisation of gender equality can be studied by questionnaires dealing with working climate or with other questionnaires, among others in the following areas:

- pay, fringe benefits;
- management;
- reconciliation of work, family and private life and use of working hour arrangements in support of them;
- work conditions, social premises, sexual harassment;

- attitudes to gender equality;
- specification of placement in different jobs.

Workplace well-being complements OSH (occupational safety and health) measures to make sure workers are safe, healthy, satisfied and engaged at work. Workplace well-being is therefore an overarching concept that includes both traditional OSH aspects including psychosocial and organisational factors as well as measures concerning return-to-work and work ability. Healthy workplace is one where workers and managers collaborate to continually improve the health, safety and well-being of all workers, and by doing this sustain the productivity of the business. Treating people the same way, however, does not always guarantee the realisation of equality, because people differ in terms of their basic characteristics, background and opportunities. The realisation of substantial equality depends on the active eradication of inequality that is based on discrimination in society.

In conclusion, it is important to note that Science and Technology park Montenegro, as an institution with an active and intervening role in society, believes that the ambition expressed in this document should go beyond organisational boundaries, seeking to positively influence the different players with which it interacts, so as to drive a sustained shift in the current paradigm