ACTION PLAN FOR PROMOTION OF DIVERSITY AND NON-DISCRIMINATION 2022–2025

Key area: **Diversity management**

Goal:
- At all levels, the Institute actively encourages and promotes the principles of diversity and non-discrimination in the workplace.

Measure	Responsibility	Period
Fostering the principle of diversity in the workplace and raising awareness of the value of an inclusive environment in achieving organizational goals	All employees	Continuous
Incorporate the principles of diversity in the workplace into management systems and processes	Management	2024
Identify and address obstacles within the Institute	Managing Board, All employees	Continuous

Result indicator:
- Employee survey and other feedback mechanisms (e.g. individual interviews) show that employees are aware of and clearly understand the principles of diversity and non-discrimination
- Principles of diversity in the workplace are included in management systems and processes
- Processes, policies, plans, practices, and programs meet the different needs of employees and other stakeholders
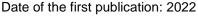
Baseline:
- Results of the employee survey and feedback from the Institute's stakeholders
- Assessment of processes, programs, and activities to develop a culture that values diversity and encourages dignity and measures taken against inappropriate behaviour

Key area: **Recruitment, selection and retention**

Goals:
- Employees and those looking for a job at the Institute have equal access to employment opportunities and are treated equally in selection and advancement processes
- The Institute has established processes that ensure greater diversity of candidates and new employees
- The Institute improves the retention of members of different groups
- The Institute maintains good gender equality at all levels of leadership

Measures in employment	Responsibility	Period
Improve recruitment processes in order to check candidates' readiness to work in a diverse work environment	Management, HR, Legal, General Services	2024

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Develop a Handbook on Diversity and Inclusiveness to ensure that the basic criterion of employment is the existence of competencies to perform a specific job	Managing Board, HR, Legal, General Services	2023
Yearly monitor profiles of employees for a timely decision on establishing balance by age and gender	Managing Board	Annually, in March
Monitor and open employment opportunities, where appropriate, with incentive measures to employ unemployed persons disadvantaged by age/sex/disability in order to increase their employment	HR, Legal, General Services, Managing Board	Continuous

Detention measures	Responsibility	Period
Ensure that there are no inequities or remuneration biases in decisions and reward processes	Management	2025
Encourage management to work closely with new employees to identify problems early, e.g. ease of access and application of solutions	Managing Board	Continuous
Ensure mentoring and promote awareness of reasonable adaptation rules	Management	2023

Result indicator:
- All job opportunities from different groups have been opened up
- Senior management maintains a high proportion of women
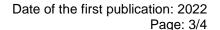- Reduced number of departures due to dissatisfaction with the work environment

Baseline:
- Number of complaints about unequal treatment in the recruitment process
- The role of women in higher management
- Number of departures due to dissatisfaction with the work environment

Key area: **Work environment**

Goals:
- The principles of diversity in the workplace are integrated into the performance management process and into education and development programs
- Executives and employees have the skills and knowledge to prevent and combat any kind of harassment or bullying

Measures	Responsibility	Period
Incorporate behaviours that support diversity principles in education and development programs and performance management systems	Management	2024
Identify specific education and development needs of specific groups of employees and monitor the participation of all groups in individual programs	Management	2025

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Encourage and support executives in fully understanding employees' needs	Managing Board	Continuous
Provide tools for management through workshops and other education activities to identify and manage inappropriate behaviour (e.g. leadership programs)	Managing Board	2024
Facilitate access to assistance programs to protect specific groups of employees and ensure consistency in cases of protection of dignity in the workplace	Management	Continuous

Result indicator:
- The documents/guidelines of the performance management program include behaviours that support diversity
- Surveys and other feedback mechanisms on employees' attitudes show that employees believe that management processes include principles of diversity in the workplace
- Surveys and other feedback mechanisms on employees' attitudes indicate that employees have confidence in support processes
- Reduced number of recorded incidents of harassment
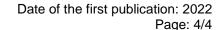- Time required to resolve harassment issues

Baseline:
- Employee attitude surveys and other feedback mechanisms
- Number of recorded incidents of harassment
- Time required to resolve harassment issues

Key area: **Communication and education**

Goal:
- The diversity and non-discrimination policy in the workplace is accessible to all stakeholders and its principles are understood and supported at all levels of the Institute

Measures	Responsibility	Period
Promote the Diversity and Non-Discrimination Policy of the Institute in everyday practice	Management	Continuous
Introduce new practices and communicate them on the Institute's website and portal for promotion to all stakeholders	Managing Board, All employees	Continuous
Implementation of the principles and values of the Diversity and Non-Discrimination Policy through training programs for trainees and new employees	Management	2022
Collect data on the success of a particular model of education and development	Managing Board, HR, Legal, General Services	Continuous
Ensure impartiality in access to all types of professional orientation, vocational training, and professional specialization of employees in achieving the Institute's business goals	Management	2022

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Result indicator:

- The policy is improved and is included in all channels of communication and promotion of organizational values of the Institute
- Updated and improved information access through the portal and regular updating of the website
- Developed a system for preventing unequal treatment in access to all types of education and development of employees

Baseline:

- Diversity and non-discrimination policy is available to all stakeholders of the Institute
- Number of complaints about unequal treatment in access to all types of education and development of employees

Key area: **Work-life balance**

Goal:

- The Institute provides flexible work practices that enable employees to have a balanced relationship between private and work life and it provides continuous support for personal development

Measures	Responsibility	Period
Promote awareness of flexible work practices (part-time work, support in the distribution of working hours and annual leave according to the needs of employees, assistance programs, children support (gifts, socializing, sports games...)	HR, Legal, General Services	Continuous
Include the opinion of a special group of employees (where appropriate) before adopting a decision that the Institute has/plans/introduces to prevent adverse impacts on certain groups	Managing Board	Continuous

Result indicator:

- Number of users of flexible work practices
- Employee satisfaction survey and other feedback mechanisms (individual conversations) show that employees are aware of and have access to flexible work practices
- Special groups of employees are involved in the decision-making process

Baseline:

- Number of users of flexible work practices
- Employee satisfaction survey results
- The number of complaints about the decision-making process

KONČAR – Electrical Engineering Institute, Ltd.
Managing Board

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