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## Gender Equality Plan

Development Agency Split – RaST d.o.o.

Plan rodne ravnopravnosti

Razvojna agencija Split – RaST d.o.o.

Split, 2026

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## 1 Leadership Commitment

The European Commission (EC) has stipulated that starting from 2022, every organization must have a Gender Equality Plan (GEP) in order to be eligible for Horizon Europe funding. This requirement is part of the plans drawn up by the European Commission to actively promote gender equality (Gender Equality Strategy 2020-2025; Gender Equality in the European Research Area).

This Plan is drawn for the purpose of Development Agency Split – RaST Ltd (Razvojna agencija Split – RaST d.o.o.).

RaST is committed to fostering a work environment grounded in gender equality and inclusion. We recognize the power of diversity of thought, experience, and background in creating healthy work environment as well as achieving Company's goals. We firmly believe that all individuals, regardless of gender identity, deserve the opportunity to reach their full potential and contribute meaningfully to our organization.

## 2 Basic Institutional Characteristics

RaST is a local development agency and entrepreneurial support institution operating in the area of the city of Split. Our key activities include:

- **Support for Local Business Development and Innovation Promotion**

We manage the Technology Park Split and the RaST+ Entrepreneurial Center, providing education, consulting, and information services for micro, small, and medium-sized enterprises.

- **Advisory and Technical Assistance**

We assist the City of Split in preparing strategic projects and projects co-financed by EU funds. Additionally, we support city institutions and companies in project preparation and implementation.

- **Coordination of Strategic and Development Documents**

We participate in the creation and monitoring of the implementation of the City of Split's strategic documents, guiding the city's long-term development.

The headquarters of Development Agency Split – RaST d.o.o. is located at Dračevac 3D, 21000 Split.

### 2.1 Team members

RaST has 16 team members as of March 2026. The gender composition of the team is 43% males (7) and 57% females (9).

### 2.2 Main stakeholders

Internal stakeholders: Leadership & team members

External stakeholders: Customers, startups, SMEs

### **3. Introduction**

#### **3.1 Purpose**

This Gender Equality Plan (GEP) outlines RaST's roadmap towards a gender inclusive and equitable work environment.

#### **3.2 Scope**

This GEP applies to all individuals associated with RaST, regardless of their role or engagement with the organization. It encompasses all activities conducted on behalf of the organization, both within and outside of the workplace.

### **4 Core Principles**

The Gender Equality Plan will be developed along the following principles to be followed in the implementation and monitoring of gender equality goals:

#### **4.1 Participation**

The development and adoption of the GEP involve engaging employees at both individual and group levels, ensuring their collective participation. The establishment, implementation, and monitoring of the GEP occur transparently in front of the entire organizational community, enabling all employees to actively engage in the process. This participatory approach is vital for the democratic functioning of the organization, fostering the emergence of diverse perspectives.

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#### **4.2 Fairness**

This GEP is guided by the principles of fairness and equity throughout its objectives, actions, and implementation. The relationships, procedures, and programs established under the GEP operate on the basis of fair treatment, taking into account the unique circumstances and individual needs of each person involved. This approach ensures that decisions and actions are made with careful consideration of the diverse perspectives and experiences of all stakeholders.

#### **4.3 Cooperation**

This GEP is developed, formulated, implemented, and monitored through collaborative consensus. The foundation for implementing the principle of cooperation involves organizing training sessions and seminars aimed at facilitating access to information, collective interpretation of data and experiences, and fostering attitude shifts among participants. The principle of cooperation entails both rights and responsibilities, as well as mutual obligations among all parties involved.

#### **4.4 Credibility**

Consistency and accountability govern the creation, execution, and oversight of the GEP. All data incorporated within the gender equality plan, along with any additional research data, are genuine and credible, adhering to the methodological standards of social science research.

#### **4.5 Transparency**

We demonstrate transparency by openly communicating progress, challenges, and ongoing efforts related to our diversity and inclusion initiatives. Transparency also displays RaST's genuine commitment to achieving gender equality and allows employees to hold leadership accountable. Employees will feel more invested in the plan, see the current state of gender representation within the organization and can help identify areas where there are gaps and opportunities for improvement.

#### **4.6 Continuous Improvement**

Recognizing that gender equality is an ongoing journey, we are committed to continuous monitoring and learning. We will actively seek out best practices, adapt our strategies when needed, and strive for consistent improvement.

#### **4.7 Alignment with EU directives**

Throughout the development, execution, and monitoring of the GEP RaST will adhere to EU laws and regulations, with these serving as the foundation for the content and implementation of the plan. The principle of gender equality is integrated as a cross-cutting principle across all regulations, decisions, and actions undertaken by the organization.

### **5 Data Collection and Monitoring**

RaST will annually monitor the sex composition of management, supervisory and internal decision-making bodies. Where significant imbalance exists, RaST will consider proportionate measures to broaden participation and candidate pools, while appointments remain based on competence and applicable legal requirements.

Our data collection system on gender equality enables us to analyse both qualitative and quantitative data, which serves various functions, including:

- Establishing a baseline situation regarding gender equality within the organization, against which progress can be regularly monitored, annually.
- Conducting a gender equality analysis to identify areas of strength and weakness, facilitating better targeting of actions and priorities within the GEP, ensuring it is evidence-based.
- Communicating the organization's commitment to gender equality and the progress made to staff, students, project participants (where relevant), other key stakeholders, and the wider public.
- RaST will create an Annual Gender Equality Monitoring Report, focusing on specific areas including:
  - Staff gender distribution across all levels, disciplines, functions, and contractual relations with the organization.
  - Gender distribution of participants involved in different projects.
  - Gender wage gaps by job category.
  - Number of female and male applicants for distinct job positions.
  - Staff turnover rates, specifying the length of tenure within the organization for those who have left.

- Gender distribution of staff applying for/taking parental leave, duration of leave, and the rate of return after leave.
- Number of absence days taken by women and men, categorized by absence motive.
- Training hours attended by women and men.

## **6 Training and Capacity Building**

We organize the following types of in-house trainings:

### **Gender equality and unconscious gender bias training**

RaST will provide periodic awareness-raising and training on gender equality and unconscious gender bias to all employees, with particular attention to employees involved in recruitment, promotion, staff evaluation, project selection and management decision-making. New employees will receive relevant information as part of their induction.

### **Active bystander training**

The active bystander training is available to all staff members. Its purpose is to equip individuals with the skills to respond effectively to inappropriate behaviour. Through this training, participants learn to identify signs of misconduct and gain tools for addressing such behaviour in discussions.

### **Dealing with inappropriate behaviour training**

This training aids both staff members and managers in recognizing what constitutes inappropriate behaviour and how to respond appropriately when faced with it. It specifically highlights behaviours such as (sexual) harassment, discrimination, aggression, violence, or bullying.

### **Intercultural competence training**

We offer three distinct training sessions designed to enhance understanding and handling of diversity among team members and consultants, as our team is based in different parts of the world. While the primary emphasis is on cultural variances, these sessions also delve into gender stereotypes. Here are the training options:

Building Intercultural Competence for Team Members  
Enhancing Intercultural Awareness for Team Members  
Advanced Intercultural Training for Team Members

## **7 Dedicated Resources**

### **7.1 Dedicated Gender Equality Function**

Our dedicated gender equality function is closely aligned with our main strategy, and simultaneously, we strive to ensure clarity for our stakeholders regarding the understanding that promoting gender equality is the responsibility of every staff member. To achieve a high-quality gender equality function, we have taken relevant steps to align our structure, values, principles, and everyday activities with our commitments and objectives outlined in the GEP.

Responsible function: Gender Equality Coordinator

Appointed by: Director

Responsibilities: implementation, annual data collection, preparation of the annual monitoring report, organisation of training, coordination of complaints procedures and preparation of GEP revisions.

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Our gender equality structure enables us:

- To set up, implement, monitor and evaluate the GEP.
- To provide practical support and tools to the actors involved in the GEP implementation.
- To cooperate with and engage stakeholders at all levels to ensure the implementation of the GEP's measures.
- To raise awareness about the benefits of gender equality in our stakeholder community.
- To assess the progress towards gender equality in our organization.

## 7.2 Wider Staff Time

To ensure the success of our Gender Equality Plan, we believe it's crucial to involve team members from across the organization throughout the entire process. This means they will play a key role in tasks like analysing current data and practices, pinpointing areas that need attention, and establishing the objectives of the plan.

Additionally, some team members may join specialized working groups focused on specific issues, such as organizational culture. These groups will collaborate to develop new policies and practices, gathering input from various parts of the organization. To support this effort, we'll make sure to allocate extra time as a valuable resource for all involved team members.

## 7.3 Budget

Gender budgeting goes beyond addressing pay gaps among staff; it aims to identify and address gender inequalities in resource allocation and workload distribution. Our annual budget planning process considers these needs and expectations, and we allocate a specific amount to implement the GEP. This will cover training programs, communication materials, and external resources like consultants specializing in diversity and inclusion.

# 8 Thematic Areas of Action

## 8.1 Measures affecting RaST's organizational and institutional system

| Objectives                                      | Indicators                                              | Implementation time       | Responsibility | Monitoring & Evaluation       |
|-------------------------------------------------|---------------------------------------------------------|---------------------------|----------------|-------------------------------|
| Updating and review of the Coordinator's tasks. | Expand and redraft the text of the Gender Equality Plan | continuous implementation | GEC            | Checking changes to documents |

|                                                                   |                                                                                    |          |     |                                                                    |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------|----------|-----|--------------------------------------------------------------------|
| Development and implementation of a gender data collection system | Development of new data collection aspects; set up a gender data collection system | Q4, 2026 | GEC | Monitoring the implementation of the gender data collection system |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------|----------|-----|--------------------------------------------------------------------|

## 8.2 Development of organizational culture

| Objectives                                                                                                                                                               | Indicators                                                                                      | Implementation time                                 | Responsibility | Monitoring & Evaluation                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|--------------------------------------------------------------------------|
| Implementing the principle of participation: developing the final text of the GEP with the involvement of team members                                                   | Organizing and holding meetings during the GAP discussion phase                                 | Q2, 2027                                            | GEC            | preparation of reports summarizing the content of the discussions        |
| Introduction and acceptance of the principles and logic of gender equality to stakeholders                                                                               | Preparation of explanatory and informative background material                                  | Q2, 2027                                            | GEC            | completion of background material                                        |
| Development of the curriculum of the training and elaboration of the training process                                                                                    | Development of the training curriculum and process                                              | continuous implementation                           | GEC            | checking the materials and process plan of the trainings                 |
| Continuous development and dissemination of the principles of gender equality, monitoring of scientific data, experiences and analysed based on gender equality database | Continuous monitoring of international professional and scientific results, performing analyses | continuous implementation, but at least once a year | GEC            | Continuous monitoring, evaluation of the implementation in every 2 years |
| An overview of the organization's communication practices in terms of gender equality                                                                                    | Align the result of the review with current practices                                           | Q2, 2027                                            | GEC            | monitoring the coordination of communication practices                   |

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## 8.3 Work-life balance measures

RaST calls for the implementation of the European Union principle of work-life balance primarily focus on family-friendly measures, supplemented by the following components:

- Part-time work
- Flexible working hours and core hours
- Staff satisfaction surveys
- Support networks
- Parental leave policies beyond legal minimum requirements

The following components are managed by our existing or planned trainings:

**Self-management:** Effective self-management can be challenging, especially in ensuring proper sleep, exercise, and nutrition. Self-management involves recognizing that effectively utilizing the spaces in our lives is vital, and that available resources, time, and life are finite.

**Stress management:** Managing stress is essential in our modern world where constant change is the norm. Continually adopting new methods and readapting others is vital to a successful career and happy home life. Effective stress management involves making periodic and concerted efforts to ensure that the volume and rate of change at work and at home do not overwhelm or defeat you.

**Managing change:** In our fast-paced world, change is the only constant. Continually adopting new methods and readapting others is vital to a successful career and happy home life. Effective change management involves making periodic and concerted efforts to ensure that the volume and rate of change at work and at home do not overwhelm or defeat you.

**Managing technology:** With the proliferation of technology, managing its use becomes crucial. Striking a balance between utilizing technology for productivity and avoiding its negative effects on well-being is essential.

**Managing leisure time:** Rest and relaxation are vital components of a balanced life and should not be overlooked. Time off is a vital component of the human experience. Effective leisure management involves varying your activities to avoid monotony, even if the activities are enjoyable.

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#### 8.4 Combating sexism and gender-based violence and harassment

| Objectives                                                                    | Indicators                                                                                                                                                               | Implementation time | Responsibility | Monitoring & Evaluation                                                                                             |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------|---------------------------------------------------------------------------------------------------------------------|
| Making visible the phenomenon of sexism, violence and gender-based harassment | Make the topic a priority and keep it on the agenda. Develop a special complaint procedure for victims of sexual and gender issues, considering the situation of victims | 1 year              | GEC            | monitoring the development of the complaints procedure, measuring the operation and effectiveness of new procedures |
| Development of victim support systems                                         | Establish victim support programs and practices                                                                                                                          | 3 years             | GEC            | measuring the effectiveness of initiatives                                                                          |

#### 8.5 Gender equality in work

| Objectives                                                                      | Indicators                                                                                       | Implementation time | Responsibility | Monitoring & Evaluation                                       |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------|----------------|---------------------------------------------------------------|
| Defining and representing gender perspective in each area of activity           | reviewing and analysing processes, developing recommendations                                    | 2 years             | GEC            | monitor the development and implementation of recommendations |
| Development of common practices on gender equality in international cooperation | Participation in projects that consider gender equality (as well), and support for such programs | 2 years             | GEC            | monitoring the implementation of projects                     |

## 9 Conclusion

This Gender Equality Plan outlines our commitment to creating a fairer and more inclusive environment for all individuals. Through the strategies and programs detailed here, our goals are clear:

- Eliminate gender biases from our practices, policies, and procedures.
- Empower people of all genders to realize their full potential and contribute their unique skills.
- Foster a culture that values and respects diversity.
- Bridge the gender gap in areas such as opportunities, pay, and leadership positions.
- Demonstrate our dedication to social responsibility and ethical business conduct.

Achieving gender equality is a continuous journey and this plan represents our starting point. We will continuously monitor our progress, assess the effectiveness of our initiatives, and adjust our strategies as necessary. Throughout this process, we prioritize open communication and collaboration, ensuring that everyone's voice is heard as we work towards a more inclusive future.

The Gender Equality Plan is adopted by the Director of RaST and applies for the period 2026-2028.

RaST commits to providing the human and financial resources necessary for its implementation, annual monitoring and periodic review.

**Goran Batinić**

**Director**