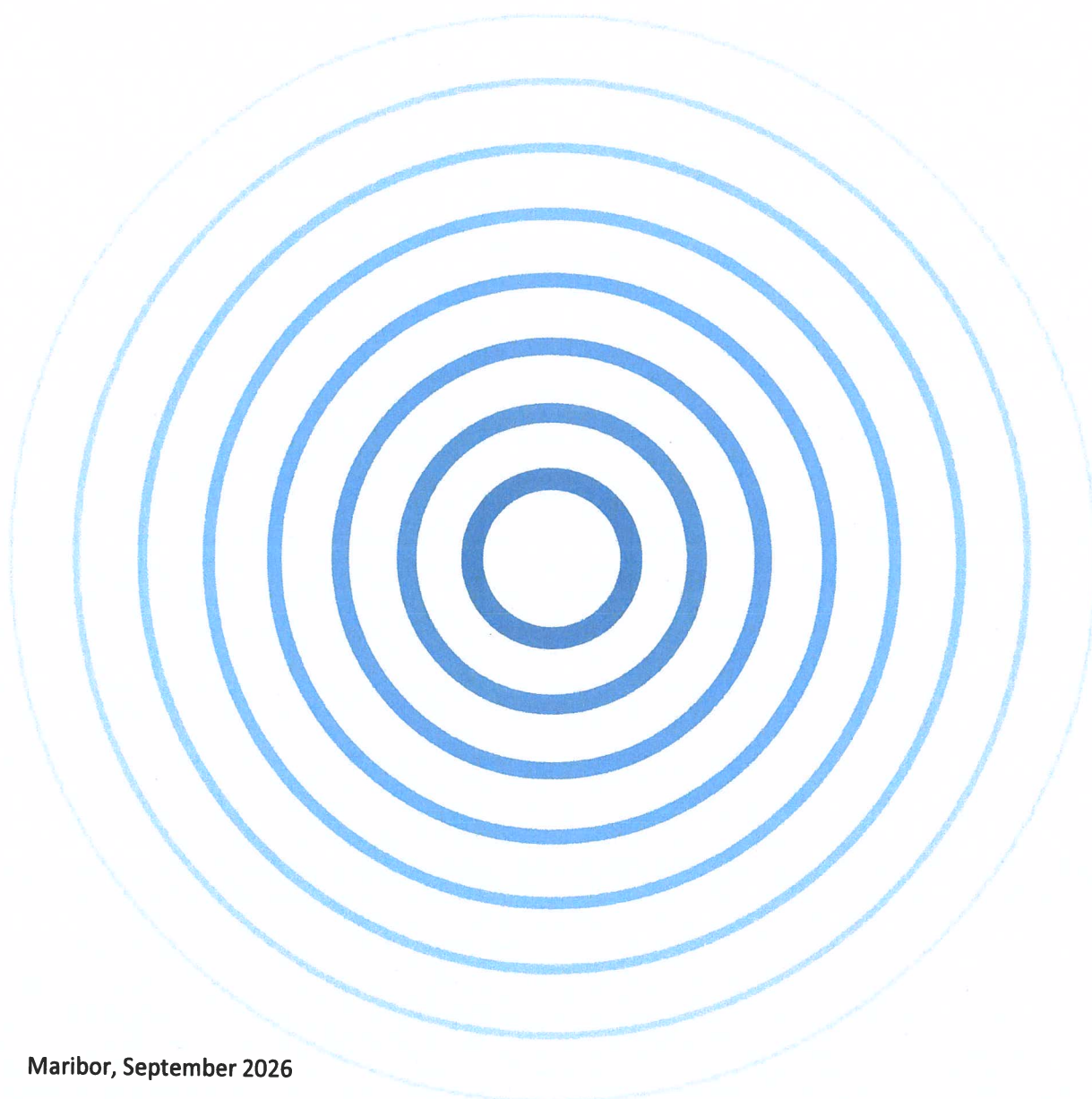


ACTION PLAN FOR GENDER EQUALITY OF THE REGIONAL DEVELOPMENT AGENCY FOR PODRAVJE-MARIBOR



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1 INTRODUCTION

The main purpose of the Action Plan for Gender Equality of the Regional Development Agency for Podravje-Maribor (RRAPM) is to systematically promote, strengthen, and continuously improve equal opportunities, balanced representation, and the overall position of all genders across every aspect of the agency's work. This includes fostering an inclusive organizational culture, ensuring fair access to employment, career advancement, and decision-making roles, and integrating gender equality principles into all policies, programs, and projects implemented by RRAPM.

The Action Plan for Gender Equality also aims to identify and address existing inequalities or structural barriers that may hinder equal participation, while encouraging awareness, education, and accountability among employees and stakeholders. Through regular monitoring, evaluation, and adaptation of measures, the plan seeks to create a sustainable framework that not only upholds gender equality internally but also serves as a model for regional development practices that are equitable, inclusive, and socially responsible.

1.1 Gender Equality Strategy 2026–2030¹

On 5 March 2026, the European Commission introduced its **Gender Equality Strategy** for the period **2026–2030**, setting out a comprehensive framework to advance equality between women and men in all areas of life. The strategy aims to integrate a gender perspective across both digital and offline environments, spanning sectors such as education, healthcare, employment, and leadership. It builds on the previous strategy by incorporating the full set of commitments outlined in the 2025 Roadmap for Women's Rights, which received support from all EU Member States.

Alongside ensuring the effective implementation of recently adopted legislation, the strategy also responds to emerging challenges. These include issues such as online gender-based violence, the spread of anti-gender narratives, and risks associated with artificial intelligence, all of which disproportionately impact women.

The new framework reinforces the European Commission's efforts across multiple policy domains. For example, it proposes measures to combat cyberviolence through structured cooperation with major online platforms, with the aim of improving compliance and strengthening the role of trusted reporting mechanisms. In the area of health, the strategy foresees closer collaboration with the World Health Organization, as well as research into the broader societal and economic consequences of addressing gaps in women's health.

To reduce gender disparities in the labour market, the Commission plans to introduce a dedicated Action Plan focused on women in research, innovation, and entrepreneurship, with the objective of making the European Union a leading environment for women in these fields by 2030. Complementary initiatives will also seek to address occupational imbalances by encouraging greater participation of men in sectors like healthcare and education, while continuing efforts to support girls and women in science and technology.

¹ *Gender equality strategy*. (n.d.). European Commission. https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

1.2 The Resolution on the National Programme for Equal Opportunities for Women and Men 2023–2030²

The Resolution on the National Programme for Equal Opportunities for Women and Men 2023–2030 (ReNPEMŽM23–30) represents Slovenia's key strategic document for promoting gender equality through 2030. It defines the main objectives, measures, and policy actors responsible for their implementation across various areas of social life. The Government of the Republic of Slovenia and individual ministries play a central role, integrating the gender equality perspective as a horizontal principle into their respective policies and programmes. The legal basis for the preparation and implementation of the resolution is the Equal Opportunities for Women and Men Act, which establishes the obligation to adopt a national programme and sets out its essential content.

The main objective of ReNPEMŽM23–30 is to improve the position of women in all their diversity and to ensure equal opportunities for women and men in areas such as employment, education, health, social protection, family life, and political participation. Its ultimate goal is to achieve substantive (de facto) gender equality, which goes beyond formal equality to ensure equal opportunities and conditions in practice. This includes equal participation of women and men in both public and private life, equal access to rights, and equal opportunities to develop personal potential. Gender equality is also a key prerequisite for sustainable development, economic growth, and the reduction of social inequalities.

Although Slovenia has achieved a high level of formal equality and legal protection against gender-based discrimination, challenges remain in achieving equality in practice. Gender disparities persist in economic, social, and political structures, highlighting the need for a comprehensive approach that includes effective institutional mechanisms, legislation, and broader societal change. Progress in this area is monitored through various international indices, such as the Gender Equality Index, the Global Gender Gap Index, the SIGI Index, and the Gender Inequality Index, which enable cross-country comparisons and support the development of effective policies aimed at achieving real gender equality.

1.3 Act of Equal Opportunities for Women and Men³

Formally, the field of equal opportunities for women and men in Slovenia is regulated by the **Act of Equal Opportunities for Women and Men (ZEMŽM)**. This law establishes a general framework aimed at improving the status of women and promoting equal opportunities for both women and men across political, economic, social, educational, and other areas of public life. Achieving equal opportunities is understood as a responsibility shared by the whole society. It involves removing barriers that prevent gender equality, particularly by addressing and eliminating unequal treatment based on gender. Such inequalities often stem from historically and culturally shaped social roles. The law also emphasizes the importance of ensuring balanced representation of both genders in all spheres of society.

To fulfill its purpose, the law defines both general and specific measures designed to promote equality. It identifies the bodies responsible for implementing these measures, along with their powers and duties. In addition, it introduces a special, informal procedure for handling cases of alleged gender-

² PisRS - Pravno informacijski sistem. Resolucija o nacionalnem programu za enake možnosti žensk in moških 2023–2030 (ReNPEMŽM30). (n.d.). <https://pisrs.si/pregledPredpisa?id=RESO132>

³ PisRS - Pravno informacijski sistem. (n.d.). Zakon o enakih možnostih žensk in moških <http://pisrs.si/Pis.web/pregledPredpisa?id=ZAKO3418>

based discrimination. An authorized advocate for equal opportunities is appointed to deal with such cases, while the law also outlines the rights and obligations of all parties involved.

Furthermore, the Government of the Republic of Slovenia and the relevant ministries are required to work closely with social partners and non-governmental organizations when developing policies and proposals related to equal opportunities. This cooperation ensures that a wide range of perspectives and expertise contributes to achieving the law's objectives.

1.4 Horizon Europe⁴

Under Horizon Europe, certain organisations—such as public institutions, research organisations, and higher education establishments from EU Member States and associated countries—must have a Gender Equality Plan (GEP) in place to be eligible for funding. This plan must already be established at the time the grant agreement is signed and must remain active throughout the project's duration.

A Gender Equality Plan is essentially a structured set of measures designed to advance gender equality within research and innovation organisations. Its purpose is to foster institutional and cultural change by addressing inequalities and promoting inclusive practices.

To satisfy Horizon Europe requirements, a GEP must include several key components defined by the European Commission. First, it must be a formal document that is publicly available on the organisation's website and endorsed by senior leadership. Second, the organisation must allocate sufficient resources and expertise to ensure the plan can be properly implemented. Third, institutions are required to collect and monitor gender-disaggregated data on staff—and students where relevant—and produce regular reports based on specific indicators. Finally, the plan should include activities such as training sessions and awareness-raising initiatives to address gender equality issues and unconscious bias among employees.

1.5 Woman in regional government⁵

Local and regional institutions play a decisive role in shaping the everyday experiences of citizens, as they represent the closest and most immediate level of governance. They are often the first point of interaction between individuals and public authorities, responsible for delivering essential services and implementing policies that directly affect communities. At the same time, they serve as an platform for women's empowerment, offering opportunities to engage in political life and progress national and EU-level leadership positions. Ensuring that these decision-making bodies reflect the diversity of the population is essential for inclusive governance, as it allows different perspectives and lived experiences to be considered. Given that women constitute more than half of the EU population, their equal representation at all levels of subnational governance is not only a matter of fairness but also a fundamental democratic principle.

Evidence shows that greater participation of women in politics contributes to more effective policymaking and improved socio-economic outcomes. Studies, including those by the United Nations, indicate that women in local decision-making roles tend to promote more inclusive policies,

⁴ European Commission: Directorate-General for Research and Innovation, *Horizon Europe, gender equality – A strengthened commitment in Horizon Europe*, Publications Office of the European Union, 2025, <https://data.europa.eu/doi/10.2777/97891>.

⁵ European Parliamentary Research Service. (2025). *Women in local and regional government: Trends, challenges and best practices*. European Union. Retrieved from <https://www.europarl.europa.eu/thinktank>

particularly in areas such as family support, employment equality, and parental leave. However, despite progress, gender balance has not yet been achieved across the EU.

In 2023, women accounted for 35.7% of members in regional assemblies and 34.5% in local or municipal councils. This average is significantly influenced by France, where women represent 42.1% of councillors and account for 56% of the total number of councillors in the EU; in the remaining 26 Member States, the average drops to just 29%. Among the 19 Member States with regional self-government, only four—Spain, France, Finland, and Sweden—have reached at least 40% female representation at both local and regional levels. While Belgium (42.5%) and Denmark (50.2%) have achieved gender balance in regional assemblies, their local councils still show lower shares of women, at 38.6% and 35.4% respectively, whereas countries like the Netherlands are approaching balance at the regional level with 38.4%.

Disparities are also evident in leadership roles and the distribution of responsibilities. Women hold only 18.2% of mayoral or municipal leadership positions and 22.1% of top roles in regional parliaments or assemblies. Furthermore, the allocation of thematic portfolios reveals clear gender imbalances. Women are more strongly represented in areas such as culture and sports (43%), youth (40%), and finance, budget, and the economy (37%). In contrast, they remain significantly underrepresented in sectors traditionally perceived as male-dominated, including security and police forces (7%), transport (9%), and civil protection (12%). These figures highlight that, although progress has been made, substantial gaps persist, underscoring the need for continued efforts to achieve balanced representation and equal participation in local and regional governance across Europe.

2 GENDER EQUALITY AT RDAPM

2.1 Project Women Entrepreneurs Networking 2025⁶

The project **Women Entrepreneurs Networking 2025** was running from July to November 2025 and was funded by the **Ministry of Economy, Tourism and Sport**. With a total budget of €5,766.00 plus VAT, the initiative aimed to support women entrepreneurs in growing and developing their businesses.

A series of ongoing networking sessions was organized throughout 2025, designed to encourage the exchange of knowledge and real-world experiences. These sessions highlighted best practices from women entrepreneurs who are actively growing and developing their businesses.

Each networking cycle focused on key business areas, including:

- accelerating business growth and development,
- improving financial management,
- enhancing marketing and sales effectiveness.

The program was intended for sole proprietors or women who own at least 50% of a company and have been operating for a minimum of one year. It was especially suited for those facing challenges in scaling their business and looking to gain practical insights, learn from proven examples, and apply effective solutions within their own operations.

Each networking group consisted of three connected in-person meetings, held at the Regional Development Agency for Podravje – Maribor. Each session lasted two hours. Participation was limited to a maximum of eight entrepreneurs per group to ensure a focused and interactive environment.

2.2 Project Promoting women's entrepreneurship in the Danube region⁷

RDAPM was an active member of the consortium for the project “Promoting Women’s Entrepreneurship in the Danube Region.”

Young women in the Danube region represent a significant entrepreneurial potential, as women make up 52% of the population, with 30% of them being self-employed. However, only 10% of young women in the region embark on entrepreneurial activities, and just 2% succeed in establishing ventures that survive longer than three and a half years. This indicates that the entrepreneurial potential of young women in the Danube region remains largely untapped.

The project addressed the specific needs of current and future young women entrepreneurs in the region through transnational activities aimed at developing a comprehensive understanding of their challenges and barriers. It assessed and compared these needs with existing policy measures in the Danube region, identify opportunities for policy improvements aligned with regional development agendas, and introduce innovative solutions and training models to strengthen entrepreneurial

⁶ Regionalna razvojna agencija za Podravje - Maribor. (n.d.). *Mreženje podjetnic 2025*. RRA Podravje - Maribor. <https://rra-podravje.si/projekti/mrezenje-podjetnic-2025>

⁷ Regionalna razvojna agencija za Podravje - Maribor. (2021, July 27). *Women in business*. RRA Podravje - Maribor. <https://rra-podravje.si/projekti/women-in-business>

culture, skills, and competencies among young women. These solutions were pilot-tested and implemented in four women's entrepreneurship centers, ensuring practical application and sustainability.

A transnational strategy was developed to guarantee the long-term sustainability of these centers. The project consortium, consisting of 15 partners from nine Danube regions—including national and regional authorities, public and private organizations, and universities—brought together specialized knowledge and expertise to design innovative, targeted solutions. Existing cooperation mechanisms with target groups was enhanced, following a quadruple-helix model that integrates public institutions, academia, industry, and civil society.

The outputs and results of the project was shared across the broader Danube region, generating social impact beyond the immediate participants. Knowledge and best practices developed during the project was disseminated to other countries in the region through project events, various communication channels, and European networks involving partner organizations.

The project was implemented over a period from June 2018 to November 2021.

2.3 RRA Podravje-Maribor Action Plan

Regardless of the formally established principle of gender equality, RRAPM aims, through this Action Plan, to further strengthen its commitment to promoting equality and fostering an inclusive and fair working environment. With targeted measures, the organisation seeks to contribute to the following objectives:

- Gender equality in employment and career advancement;
- Gender balance in leadership and decision-making positions;
- Reconciling work and private life within the organizational culture;
- Consideration of the gender dimension in the content of research;
- Prevention of gender-based violence, including sexual harassment.

The RRAPM will regularly allocate part of its financial resources to finance the implementation of measures and trainings from the Action Plan.

The Action Plan in question is a public document published on the RRAPM website. Employees from various sectors within the organization are involved in creating the Action Plan, and all employees are familiar with its content.

The Director of the RRAPM also informs the Institute Council of RDAPM about the adoption and amendments to the Action Plan.

2.4 Coordinators of the Gender Equality Action Plan at RRAPM

To analyse the current situation, implement the action plan and monitor, adjust and coordinate its activities, the director of RRAPM appoints one woman and one man from among its employees, who have the title of coordinator of the Action Plan for Gender Equality. Their term lasts 2 years. After the end of the term, the director appoints the same or two others from among the employees for the next 2 years at coordinators of the Action Plan. During their term of office, the coordinators propose activities and measures to promote equal opportunities for both genders in the RRAPM as an organization, to monitor implementation, take initiatives and participate in discussions in the field of equal opportunities.

The coordinators of the Action Plan are responsible for collecting data and analysing the situation in cooperation with the General Sector.

Every 2 years, the coordinators will inform the employees about the results and activities for the past two years, and the coordinators will also check the opinions and collect proposals in the field of gender equality and equal opportunities through an anonymous survey.

2.5 Training and awareness-raising on gender equality

In addition to the topic-specific trainings outlined in the following chapters, RRAPM commits to organizing, at least once every two years, a general training or awareness-raising session on gender equality intended for all employees and decision-makers, including management. The training will address, among other topics, the concept and consequences of unconscious gender bias, the principles of non-discrimination, and practical guidance for promoting equal opportunities in day-to-day work. Attendance will be recorded by the General Sector, and the training content will be reviewed and updated regularly in line with emerging good practices and legislative developments.

GOALS	MEASURE	INDICATORS	ADDRESSES	RESPONSIBLE	TIME FRAME
Raising awareness among all employees and decision-makers about gender equality and unconscious bias	Organizing a general gender equality training/workshop for all employees, including management	Number of trainings organized; share of employees and decision-makers who attended; results of post-training feedback survey	All employees, Management, Director	Action Plan Coordinators, Director, General Sector	Every 2 years (starting 2026)

Table 1: Action Plan for Training and Awareness-Raising on Gender Equality

2.6 Compliance with Horizon Europe minimum requirements

This Gender Equality Plan fulfils the minimum process-related requirements set out under Horizon Europe for public bodies, research organisations and higher education establishments. It is a formal document, adopted by the Director and published on the RRAPM website (Section 2.3). The organisation commits dedicated financial resources and appointed personnel — the Action Plan Coordinators — to ensure its implementation and monitoring (Section 2.4). Sex-disaggregated data on personnel is collected and reported at least every two years, based on defined indicators (Sections 2.4, 3–7). Finally, the plan includes regular training and awareness-raising activities for all employees and decision-makers, including on

unconscious gender bias (Section 2.5). RRAPM therefore considers this Action Plan equivalent to a Gender Equality Plan as defined by Horizon Europe.

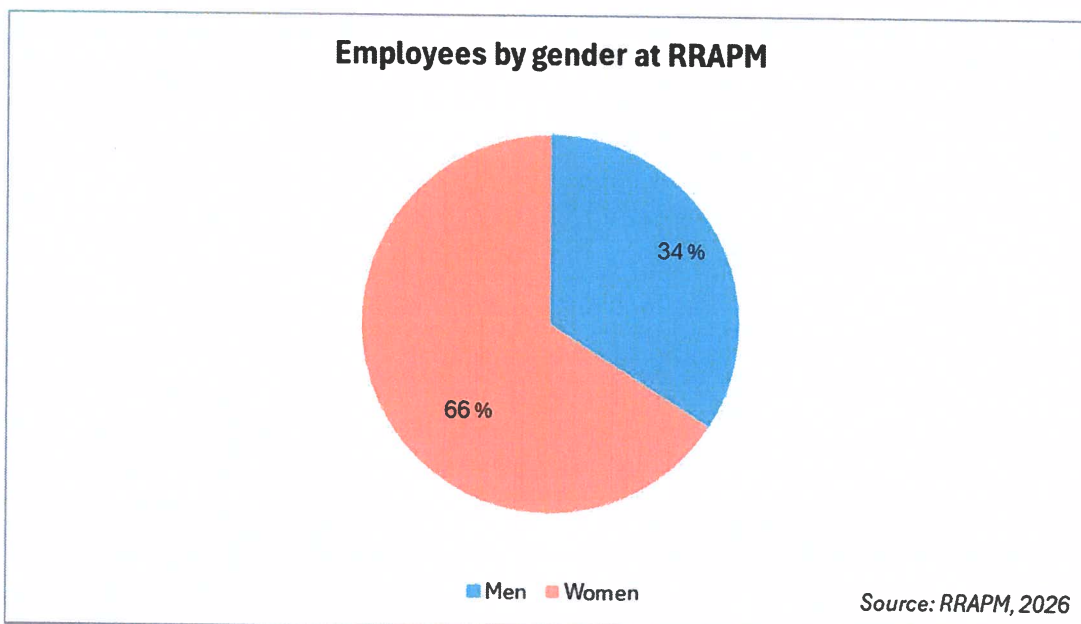
3 Gender equality in employment and career advancement

Gender equality in employment and career advancement is a fundamental principle that ensures all individuals, regardless of gender, have equal access to opportunities, resources, and fair treatment in the workplace. This plan promotes transparent recruitment, promotion, and compensation processes based on merit and qualifications, while actively addressing unconscious bias and structural barriers that may disadvantage certain groups. It supports equal access to professional development, mentorship, and leadership opportunities, and encourages a work environment that values diversity, inclusion, and work-life balance.

3.1 Analysis of the existing situation

3.1.1 Employees by gender at RRAPM

As of the 31st of December 2025, the RRAPM employed a total of 32 people⁸, of which 21 were women and 11 were men.



Graph 1: Representation of employees by gender at the RRAPM

The most represented job title was Senior Advisor in Area I⁹; there were 7 of them, of which 6 were woman and 1 was men.

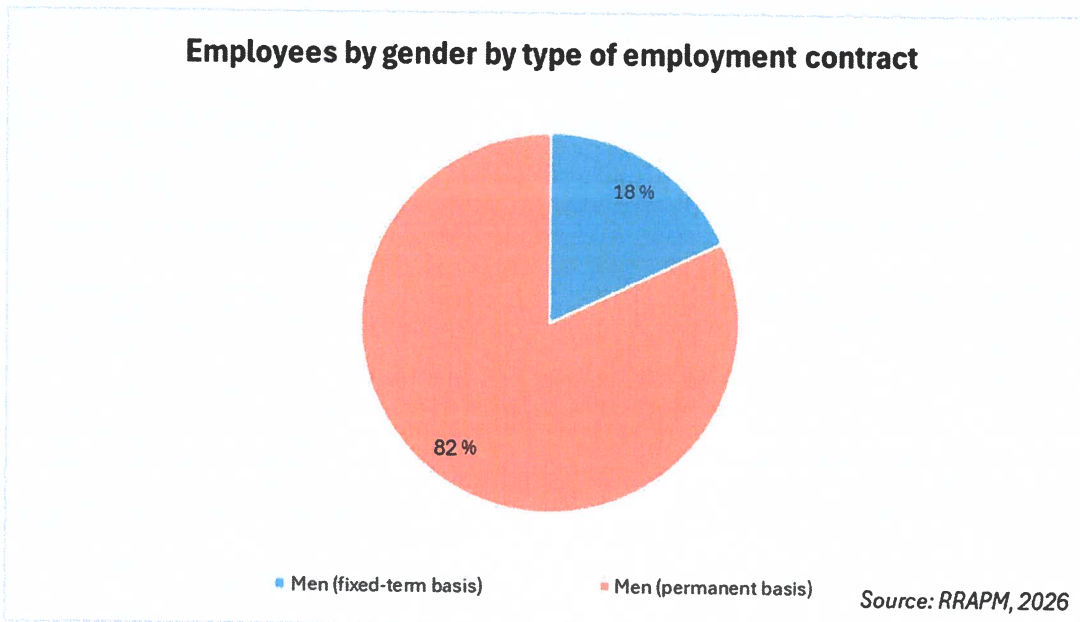
The highest title, director, is a woman (in the history of the RRAPM, only three woman was appointed to this title; one of which was acting director).

⁸ This number does not include project-employed PONI members, as they change every 4 months and therefore it does not make sense to include them in the analysis of the current situation.

⁹ The RRAPM job systematization stipulates that the terms of individual titles are used as neutral for men and women. The same applies to employment contracts and signatures in employees e-mails.

3.1.2 Employees by gender by type of employment contract - men

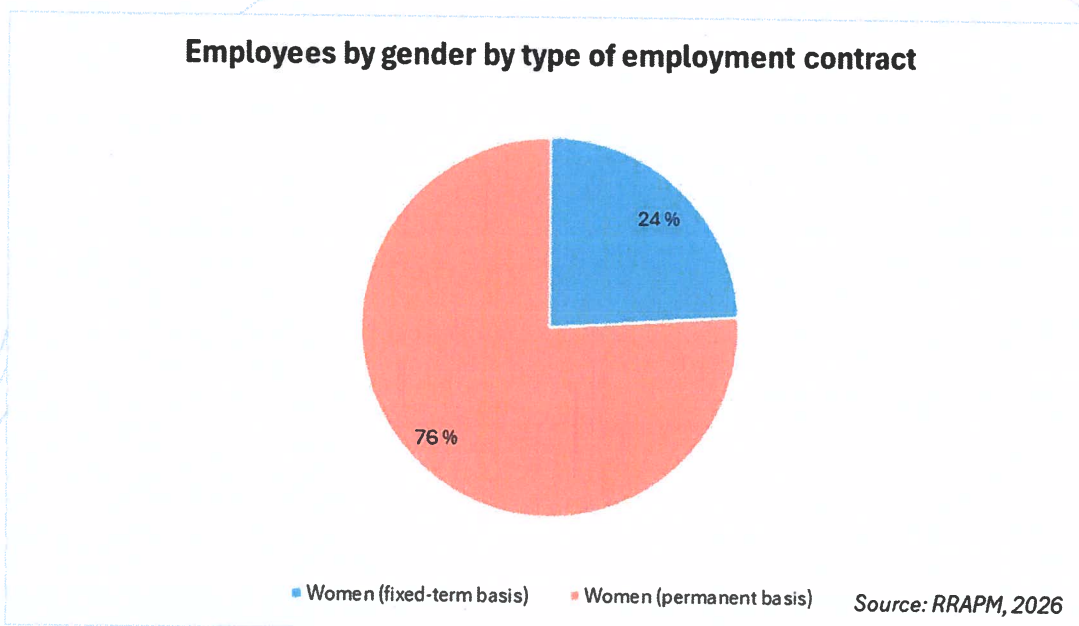
An analysis of the employment contracts showed, that 2 out of 11 men are employed on a fixed-term basis and 9 on a permanent basis, amounting to 82%.



Graph 2: Employees by gender by type of employment contract – men

3.1.3 Employees by gender by type of employment contract - women

Out of 21 women at RRAPM, 16 are employed for undefined period, which is 76 %.



Graph 3: Employees by gender by type of employment contract – women

3.2 Objectives for the future

For RRAPM to work as efficiently as possible to enable equal opportunities in employment and work of its employees, it is necessary to establish regular collection of data on employees by gender. The coordinators of the Action Plan will oversee this.

Based on the analysis, the two most important objectives were identified. The first is to increase the share of women in the highest positions. Namely, although number of women among the employees of RRAPM is much higher than the number of men, they occupy 2 of 5 (40 %) of the highest positions in the systematization, which also means higher salary classes.

As the type of employment (fixed / indefinite) is one of the most important factors for motivating the successful career development of employees, the second identified goal is to equalize this incentive between women and men, as the share of permanent employment is lower for men than for women.

3.3 Planned measures to achieve the set goals

GOALS	MEASURE	INDICATORS	ADDRESSES	RESPONSIBLE	TIME FRAME
Overview of employees by gender in terms of type of contract, titles	Collection of data on employees by gender	Statistical analysis of RRAPM employees	Action Plan Coordinators, Director	Action Plan Coordinators, General Sector	Every 2 years (until 31st January for the past two years)
Increasing the share of women in management/senior positions	Encouraging female employees to advance in their careers	Increased number of women with 6 highest titles in the standardization of RRAPM	Employed women at RRAPM	Director Sector Leaders	2030
Employee awareness of the importance of gender balance of all levels of the organization	Educating employees about the importance of gender balance at all levels of activity of the RRAPM	Organized professional education on selected topics	Employees RRAPM	Action Plan Coordinators, Director	2026, then every 2 years

Table 2: Action Plan for Gender Equality in Employment and Career Advancement

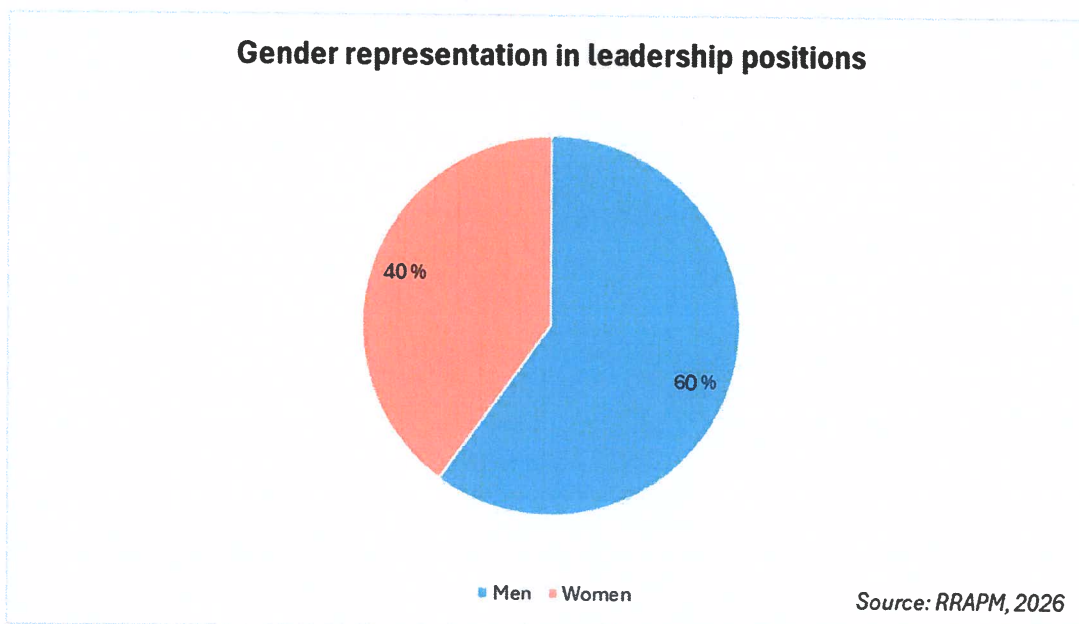
4 Gender balance in leadership and decision-making positions

Achieving gender balance in leadership and decision-making positions is essential for fostering inclusive governance and diverse perspectives within the organization. This plan commits to increasing the representation of underrepresented genders in managerial and executive roles through fair and transparent selection processes, targeted leadership development programs, and succession planning. It also promotes mentorship opportunities to support career progression, while addressing barriers such as bias.

4.1 Analysis of the existing situation

4.1.1 Gender representation in leadership positions

In the action plan, we present an analysis of gender representation by levels of titles and by representation in individual sectors. The share of women in leading or highest positions in RRAPM is 40 % (director, 1 heads of sectors III) and share of men is 60 % (3 Heads of sector III).



Graph 4: Gender representation in management positions

Out of 21 women, 4 employees hold the title of Senior Adviser of Area III, which is 19 % women, and 1 out of 11 men, which represents 9 % men.

6 women and 1 man have the title of Senior Adviser in Area I, which means 29 % of the employed women and 9 % of employed men.

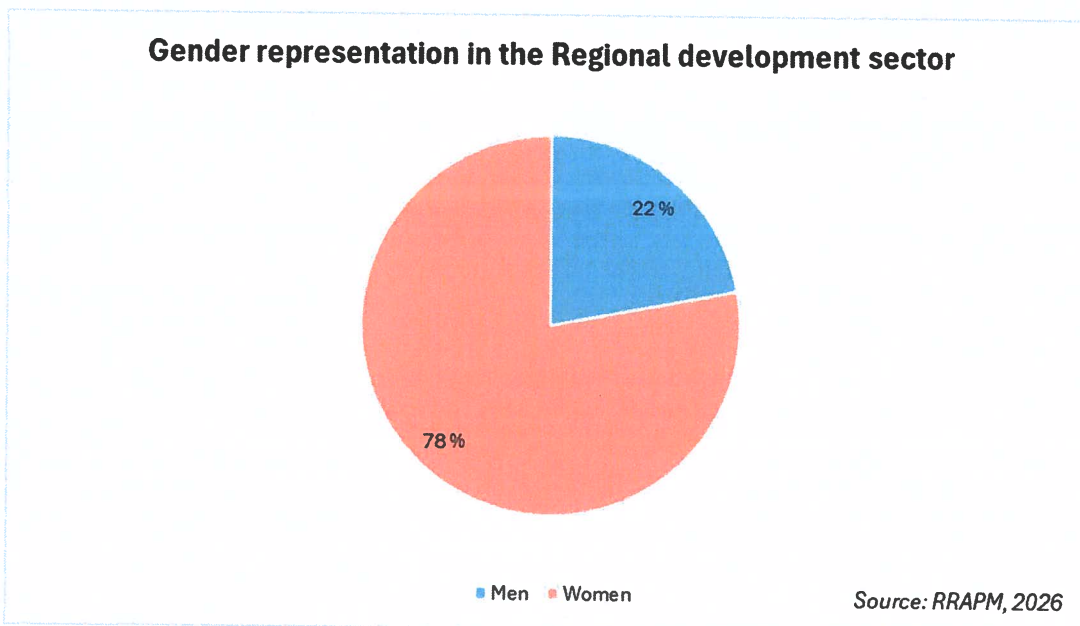
The title of Regional Adviser I is held by 3 employed women, representing 14 % of women, and 3 employed men, representing 27 %.

Out of 32 employees, 7 woman and 3 men have the last 5 lowest titles¹⁰ after standardization with consequently lower starting salary grades, which means 33 % women and 27 % of men.

¹⁰ The title of Auxiliary Worker II, held by PONI members, is excluded from the analysis.

4.1.2 Gender representation in the Regional development sector

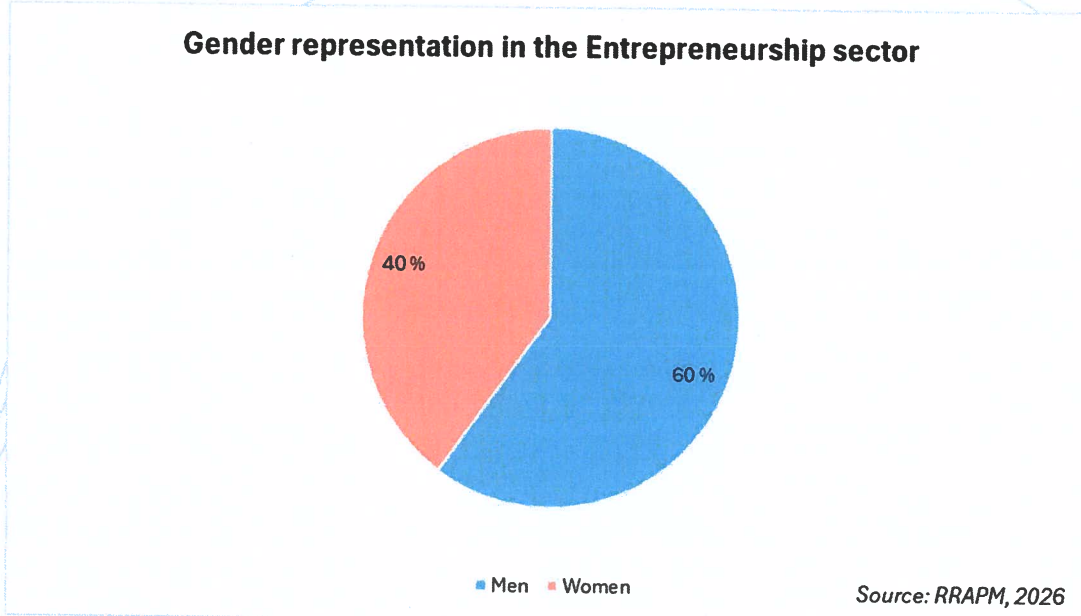
There are 2 men and 7 women in the Regional Development Sector. The gender breakdown within the sector is therefore 22 % : 78 %.



Graph 5: Gender representation in the Regional development sector

4.1.3 Gender representation in the Entrepreneurship Sector

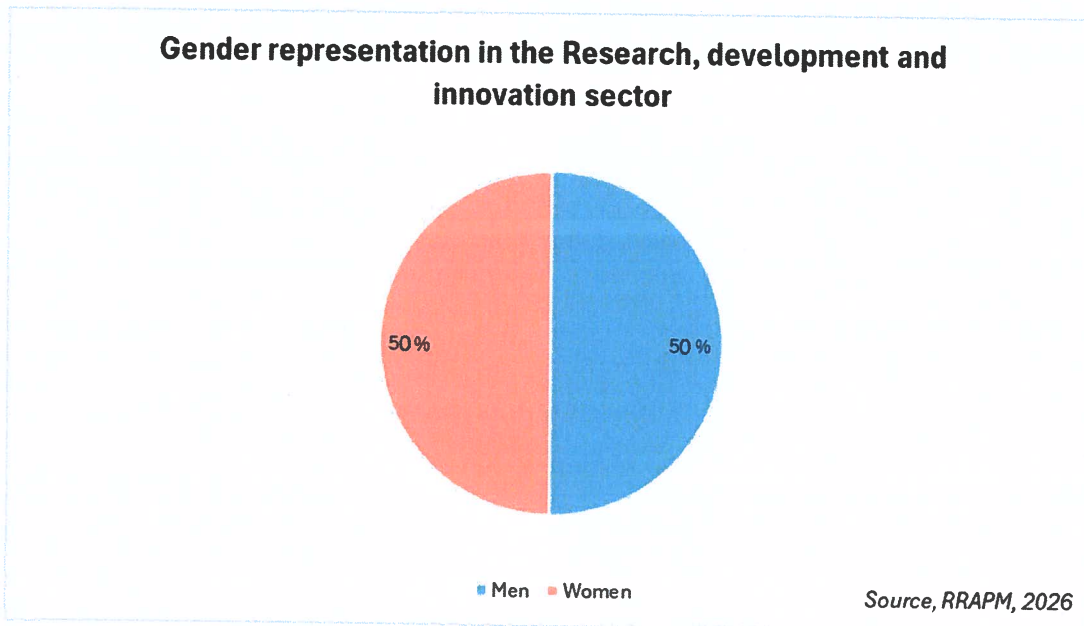
There are 5 employees in the entrepreneurship sector, of which 3 are men (60 %) and 2 are women (40 %).



Graph 6: Gender representation in the Entrepreneurship Sector

4.1.4 Gender representation in the Research, development and innovation sector

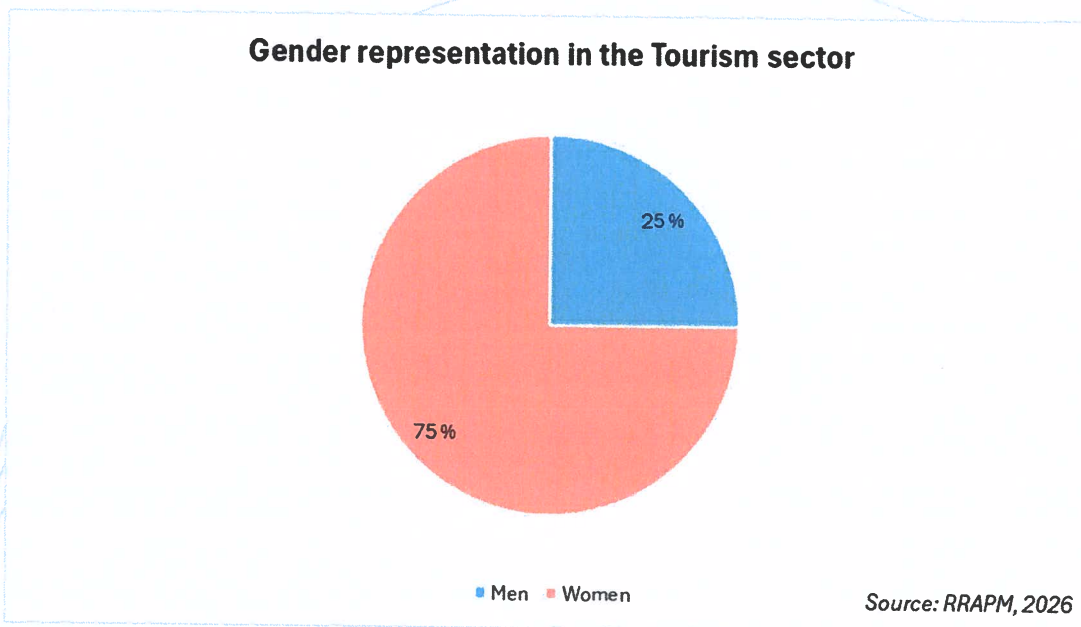
The Research, Development and Innovation sector consists of 3 men and 3 women (50% : 50%).



Graph 7: Gender representation in the Research, development and innovation sector

4.1.5 Gender representation in the Tourism sector

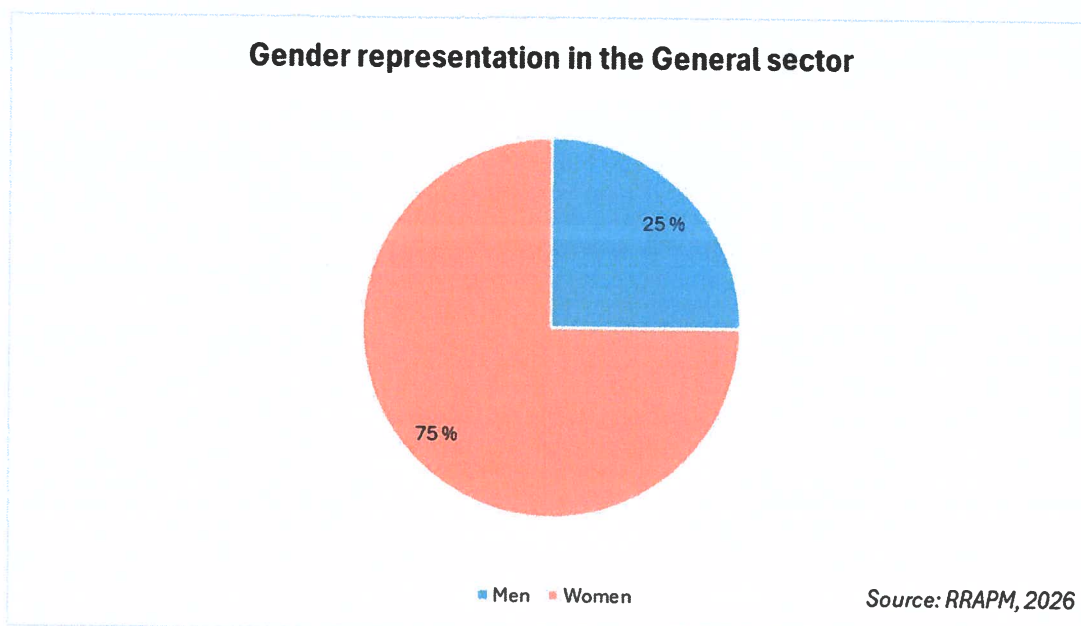
The Sector for Tourism consists of 3 women and one man (75% : 25%).



Graph 8: Gender representation in the Tourism sector

4.1.6 Gender representation in the General sector

The general sector has 8 employees, of which 6 are women and 2 are men, so the ratio is 75% : 25%.



Graph 9: Gender representation in General sector

After considering the above data on gender division within sectors and between individual titles or positions, it was found there is a relatively unequal distribution between genders in favour of one or the other gender, except in the Research, Development and Innovation Sector, where the division is perfectly even.

The most prominent difference is found in the representation of women in management positions.

4.2 Goals for the future

Men predominate in management and senior positions, while women predominate in the joint service or, according to standardization, in lower positions. It is therefore necessary to strive to create such a work environment that will encourage women to apply for higher ranking or managerial positions. In sectors where gender representation is more uneven (Tourism, Regional development, General Sector), this fact needs to be considered in future employment.

4.3 Planned measures to achieve the set goals

GOALS	MEASURE	INDICATORS	ADDRESSES	RESPONSIBLE	TIME FRAME
Overview of employees by gender in management and decision-making positions	Collection of data according to titles in management by gender	Employee statistics RRAPM	Director	Action Plan coordinators	Every 2 years (until 31st of January, for past 2 years)
Balancing gender representation with individual (higher) title after standardization	Gender balance in management positions	Data on gender representation by individual (higher) titles	Employed women at RRAPM	Director	2028
Gender balance within sectors with markedly unequal gender representation	Gender balance within sectors	Data on gender representation within individual sectors	Employees of RRAPM	Director Sector Leaders	2028

Table 3: Action Plan for Gender Balance in Leadership and Decision-Making

5 Reconciling work and private life within the organizational culture

Reconciling work and private life within the organizational culture is essential for promoting employee well-being, productivity, and gender equality. A supportive organizational framework recognizes that employees have diverse personal responsibilities, including caregiving, family commitments, and individual well-being needs, and ensures these are respected and accommodated without negatively affecting career progression.

5.1 Analysis of the existing situation

Reconciling career and family or private life is challenge not only for women with children, but also for most employees, as we all face the care of our loved ones (parents, relatives etc.) sooner or later. For this reason, the management of RRAPM will strive to monitor and introduce examples of good practise in this field. In accordance with the Rules of Employment Relations of RRAPM, employees already have the opportunity to use 10 days of leave during the summer holidays and two days during other holidays, also parents of children in 1st, 2nd and 3rd grade of elementary school can enjoy a day off on the first day of school and an additional three days if desired. Working hours are flexible, and it is also possible to work from home due to extraordinary circumstances.

Once again, a holiday gift is planned for the children of employees during Christmas.

RRAPM also regularly takes care of the promotion of a healthy and active life, and for this purpose it organizes sports-coloured gatherings of employees several times a year. A plan for the promotion of health at the workplace was also adopted for the effective implementation of such activities.

5.2 Socially Responsible Employer Certificate

The Socially Responsible Employer Certificate is a modern initiative based on the guidelines of the international standard ISO 26000 for social responsibility. Its purpose is to promote responsible and sustainable management in Slovenian organizations, especially in relation to employees. With this approach, strategic management of social responsibility is also increasingly being implemented in Slovenia.

The special feature of this certificate is that it not only emphasizes the commitment of management, but also encourages the active role of employees. They participate in the planning and implementation of activities that contribute to the socially responsible operation of the organization, which strengthens general awareness of these values at all levels.

RRAPM is also among the holders of this certificate, which confirms its commitment to creating a responsible and inclusive work environment. The certificate enables organizations to introduce various improvements, such as better work-life balance, care for the safety and health of employees, promotion of intergenerational cooperation, and the implementation of ethical leadership and equal opportunities for all.

By introducing such practices, working conditions improve, work flexibility increases, and a positive organizational culture is strengthened. As a result, employees are more satisfied, motivated, and willing to stay active longer, which contributes to greater organizational performance and higher employment rates and quality of work in the wider society.



Družbeno odgovoren delodajalec

Pristopni certifikat R.Š. 0002/2023

Image 1: Socially Responsible Employer Certificate

5.3 Goals for the future

For RRAPM to become an even friendlier employer, it would be sensible to introduce anonymous surveys of employees at the end of every second year on the topics of the Action Plan. Based on the responses, comments, suggestions, of employees, this could improve the working environment, which would further positively motivate employees and thus contribute to even greater success of entire organization.

5.4 Planned measures to achieve the set goals

GOALS	MEASURE	INDICATORS	ADDRESSES	RESPONSIBLE	TIME FRAME
Analysis of the situation and introduction of improvements based on results	Satisfaction survey and topics of reconciling private life and work among employees	Survey analysis (report)	Employees RRAPM	Action Plan Coordinators	2026, then every 2 years (until 31st of January)
Participation of leading staff in educational workshops	Training of management staff on the topic of employee motivation, optimal work processes for reconciling private life and career	Participation in educational workshops	Management staff	Director General sector	2027

Table 4: Action plan for reconciling work and private life within the organizational culture

6 Consideration of the gender dimension in the content of research

The gender dimension in research must be considered in all its phases, from the conception of the initial concept to the presentation of findings and results. This is important above all to ensure equal representation of both men and women in scientific work.

6.1 Analysis of the existing situation

Within the RRAPM, the Research, Development and Innovation Sector is primarily in charge of scientific research, in which the division by gender is completely evenly represented. The establishment of a special cross-sectoral research group, which will focus exclusively on research and scientific activity, is currently in its infancy, so that gender balance will be one of the priorities in its formation.

6.2 Goals for the future

The management of RRAPM will strive and encourage gender equality in scientific work when hiring new employees as well as present employees. The situation in this area will be regularly monitored and, if necessary, changes will be introduced in accordance with examples of good practise in other organizations.

6.3 Planned measures to achieve the set goals

GOALS	MEASURE	INDICATORS	ADDRESSES	RESPONSIBLE	TIME FRAME
Equal opportunities and gender representation in research	Considering the element of equal gender representation in the scientific research cross-sectoral group	Analysis of the number of employed women and men in the research group	Employees RRAPM	Sector leaders	2027
Upgrading existing knowledge, skills of employees	Providing professional, scientific education	Participation in the professional and domestic and international trainings	Employees	Director Sector leaders General service	Regular activity

Table 5: Action plan for gender mainstreaming in research and teaching content

7 Preventing of gender-based violence, including sexual harassment

Preventing gender-based violence, including sexual harassment, is a critical component of a safe, respectful, and inclusive organizational environment. This plan establishes a zero-tolerance policy toward all forms of gender-based violence and misconduct, supported by clear definitions, codes of conduct, and transparent procedures for reporting and addressing incidents.

7.1 Analysis of the existing situation

To protect its employees, the RRAPM has adopted the Rules on the Prohibition of Harassment and violence at the workplace, which regulates measures to prevent, eliminate and control cases of harassment at work that may endanger the health of employees. In 2025, we did not record any formal or informal harassment at RRAPM, but regardless of that, relations between employees will still be continuously and closely monitored, as of course there is zero tolerance of any violence in the organization.

7.2 Goals for the future

In the future, we will continue to provide various education and awareness of various forms of violence in the workplace, and if still occurs, we will act in accordance with the aforementioned internal rules, which set clear consequences and sanctions for violators.

7.3 Planned measures to achieve the set goals

GOALS	MEASURE	INDICATORS	ADDRESSES	RESPONSIBLE	TIME FRAME
Awareness of forms and inadmissibility of violence	Raising awareness about violence and informing employees about behavioural protocols	Participating in trainings	Employees RRAPM	Management General sector	Regular Activity
Empowering employees and awareness of their rights without concerns, reservations	Awareness of employees about the importance of immediate reporting of violence to superiors/competent institutions	Successful prevention of violence	All employees	All employees	Ongoing activity
Immediate disabling of the continuation of violence by the same or another person	Sanctioning violence	Absence of violence within the organization	All employees	Sector leaders Director	Immediately upon the occurrence of violence
Use of gender-inclusive language at all levels of the organization	Introduction of gender-inclusive language in the systematization and internal documents of RRAPM	Gender mainstreaming in titles from systematisation/internal documents, signatures	All employees	Director General Service	2026

Table 6: Action Plan for the Prevention of Gender-based Violence, including Sexual Harassment

8 IN CONCLUSION

With this Action Plan, RRAPM commits to actively participating as a responsible and inclusive employer in a continuous process aimed at strengthening gender equality within the organization. The organization recognizes that fostering a safe, respectful, and stimulating work environment is not a one-time effort, but an ongoing responsibility that requires collaboration between management and employees at all levels.

The review of the current situation shows that there are no serious or inadmissible violations in the field of gender equality within the organization. This indicates a solid foundation upon which further progress can be built. Nevertheless, the assessment also highlights specific areas where improvements can and should be made. These include strengthening awareness, enhancing internal practices, and ensuring that equal opportunities are consistently upheld in all aspects of employment, including recruitment, career advancement, work-life balance, and decision-making processes.

RRAPM acknowledges that achieving and maintaining gender equality requires continuous monitoring, reflection, and adaptation. For this reason, the Action Plan is designed as a living document. It will be regularly reviewed, updated, and refined in line with organizational developments, employee feedback, and emerging best practices. Employees will play an active role in this process, as their experiences, perspectives, and suggestions are essential for identifying challenges and shaping effective solutions.

Furthermore, the organization will ensure that responsibility for implementing and overseeing gender equality measures is clearly defined, and that those entrusted with these responsibilities are adequately supported. Transparency, accountability, and open communication will remain key principles guiding the implementation of this plan.

Through this commitment, RRAPM aims not only to maintain its current standards but to continuously improve and serve as a positive example of an organization that values diversity, promotes equality, and actively works towards an inclusive and fair working environment for all.