



**UNIJA POSLODAVACA
CRNE GORE**
MONTENEGRIN EMPLOYERS FEDERATION

PROMOTION OF EQUALITY AND PREVENTION OF DISCRIMINATION AT WORK IN MONTENEGRO

GUIDING PRINCIPLES

PROMOTION OF EQUALITY AND
PREVENTION OF DISCRIMINATION
AT WORK IN MONTENEGRO
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Guiding principles

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Expressions used in this publication make no distinction between female and male gender but imply both genders.

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1. INTRODUCTION

This guidebook is an attempt of Montenegrin Employers Federation (MEF) to offer to employers the main guidelines for promotion of equal opportunities and treatment and prevention of discrimination at work.

It provides general guidelines and it is not a legal guide.

It is developed by MEF with the support and expertise of International Labor Organization (ILO), for which we want to thank them, and the aim to help employers in the context of taking measures for promotion of equal opportunities and treatment, thereby preventing or eliminating discrimination in their policies and practices of management.

We believe that this guide will be a supporting tool in management, in order to ensure that hiring and employment in their companies are in full compliance with national and international standards on non-discrimination at work.

Application of the principles of equality and prevention of discrimination at work and employment can bring numerous benefits to enterprises in the context of: an increased ability to attract talented and skilled workforce; greater satisfaction, motivation and reduced fluctuation of employees; reduced or eliminated risk of conflicts at workplace, or minimized risks of legal disputes; enhanced innovation and creativity; improved sale and business development; improved connections with groups important for a company (suppliers, subcontractors ...); brand development, better reputation and public image.

Compliance with these guidelines is a good business move that will facilitate the efforts of companies to be socially responsible employers.

The guidelines in this document are derived from national legislation and ILO Convention 111 which relates to discrimination in respect of employment and occupation and ILO Convention 100 on equal remuneration for men and women for the work of equal value.

Montenegrin Employers Federation

2. SCOPE OF APPLICATION AND TERMS USED IN THIS GUIDEBOOK

2.1 Scope of application

This guidebook is intended for business owners and managers, supervisors and all employees, including part-time workers, temporary workers, contractors and agents who work for a commission. It covers the following areas:

1. Conditions of employment and selection of candidates for a specific job;
2. Conditions and all rights arising from employment;
3. Education, training and development;
4. Promotion;
5. Termination of employment contract.

2.2 Terms

Discrimination is any unjustified, legal or factual, direct or indirect distinction or unequal treatment or non-treatment of a person or group of persons in relation to other persons, as well as exclusion, restriction or preference to any person in relation to other persons, based on race, color, nationality, social or ethnic origin, relation to any minorities or minority national community, language, religion or belief, political or other opinion, sex, gender identity, sexual orientation, health, disability, age, financial status, marital or family status, membership in a group or assumed membership in a group, political party or other organization, as well as based on other personal characteristics.

Direct discrimination occurs where an act, action or omission bring a person or group of persons which are in a similar situation, in an unequal position in relation to another person or group of persons on any of the above stated grounds.

Indirect discrimination occurs when an apparently neutral provision of a regulation or general act, criteria or practice bring or could bring a person or group of persons in an unequal position in relation to other persons or group of persons on any of the above stated grounds, unless that provision, criteria or practice are objectively and reasonably justified by a legitimate aim, with the use of resources that are appropriate and necessary to achieve the objective and that are in proportional relation with the objective to be achieved. Discrimination is inciting, facilitating, giving instructions and announced intention to discriminate specific person or group of persons based on any of the above mentioned grounds.

(See Inherent requirements of the job and Positive discrimination as exemption from these general rules)

Equal treatment and opportunities at work

Equal treatment and opportunities at work mean that for work engagement or employment the decisions are to be made, i.e. that the conditions and manner of employment are determined solely in relation to the merits, skills, experience, abilities, without any interference of discriminatory bias or assumptions.

• **Equal opportunities** – means to give equal opportunity to apply for a particular job or certain position, and that every employee has an equal opportunity for education, training and career development based on merit and work performance.

• **Equal treatment** relates to equal rights, such as wages, working conditions, career advancement, and social protection.

Equal pay for work of equal value (equal pay):

The term payment means remuneration or salary, basic or minimal one, and all the other benefits that are paid directly or indirectly, in cash or in kind, by employer to employees based on their work.

Equal payment between for male and female labour force for work of equal

value refers to the amount of remuneration determined without discrimination based on sex.

The principle of equal remuneration for work of equal value refers to equal pay for work that is the same, identical or similar and for work that is different but has the same value. The work of equal value means the work which requires the same level of qualification or the same education level or level of professional qualifications, responsibilities, skills, working conditions and work results.

In case of violation the employee is entitled to compensation in the amount of the unpaid portion of the earnings.

The extent to which different jobs consist of work of equal value is usually measured by analysing job characteristics, such as skills, experience, efforts, responsibilities and working conditions.

Harassment:

Harassment and sexual harassment at work and in connection with the work are prohibited.

Harassment is any unwelcome behaviour caused by any of the discrimination grounds as well as harassment by audio and video surveillance, which has the purpose or is a violating the dignity of a person seeking employment or an employee, causing fear or creating a hostile, humiliating or offensive environment .

Sexual harassment is any form of unwelcome verbal, non-verbal or physical conduct that has the purpose or is a violation of dignity of a person seeking employment or an employee in the sphere of sexual life, which causes fear or creates a hostile, humiliating, embarrassing, aggressive or offensive environment.

Inherent requirements of the job (genuine occupational characteristics):

Inherent requirements of the job refer to the necessary, objective and proportionate qualifications that an employer requires from an employee in order to perform basic functions of the job, duties and responsibilities. They are mostly related to certain abilities and skills, but may in exceptional circumstances include also personal characteristics of applicants or employees, such

as sex, religion or absence of a specific impairment or disability, if deemed essential for adequate performance of the job. Any distinction, exclusion or preference based on the inherent requirements of the job in question shall not be deemed to be discrimination.

Adjustment of the workplace:

Accessibility of the work place usually refers to adapting the work environment to the needs of disabled persons and persons with special needs. At the stage of employment, the adjustment may involve organizing tests and interviews in such a way that they are performed in a place that is accessible to a wheelchair, and at the time that is customized to all candidates, including those with family responsibilities.

It is not good for the employer to reject the possibility of hiring a qualified worker because of his or her special needs, especially when it comes to a person who may very well perform the job with adjustment of a workplace. An employer who employs a person with disability is entitled to the grants for adapting the workplace and working conditions and in the amount of 100% of eligible costs.

Positive discrimination

It is not considered discrimination when making distinction, exclusion or preference in respect of a particular job when the nature of job itself or the job is performed under such conditions that the characteristics associated with some of the grounds of discrimination are real and decisive conditions of doing business and when the purpose to be achieved is legitimate.

Provisions of the laws, collective agreements and work contracts relating to special protection and assistance to certain categories of employees, especially those concerning the protection of persons with disabilities, women during pregnancy and maternity leave and leave for child care or special child care as well as provisions relating to special rights of parents, adoptive parents, guardians and foster parents are not considered discrimination.

Special measures (measures of affirmative actions) are measures based on more favorable treatment. Those are protection measures taken in order to

eliminate a disadvantage of certain categories of persons (vulnerable groups), since they are facing circumstances which make them in unequal position in comparison to the rest of population.

3. KEY PRINCIPLES OF EQUAL OPPORTUNITY AND TREATMENT AND NON-DISCRIMINATION AT WORK

3.1 Legal compliance

Employers should have a good knowledge and apply national legislation, regulations and procedures relating to non-discrimination and equality in employment and occupation.

3.2 Equal opportunity and treatment

The employer should ensure that all decisions on hiring and employment in his company are made solely on the basis of the person's qualifications and their performance, gained education and training, experience, demonstrated skills and/or capacities, effort and level of responsibility, which correspond to the requirements of a particular job (work position).

In order to ensure that all decisions are made without discrimination in the employment process, the employer should establish and use objective criteria in all aspects of employment and labor relations and in hiring new employees, promoting, advancing to other positions, professional development, termination of employment contract, as well as working conditions.

3.3 Non-discrimination

- a. Employers should ensure that all their recruitment and employment policies and practices are free from any discrimination on the grounds referred to in part 2.2 of this guidebook.

- b. Under this guidebook, direct and indirect discrimination are prohibited on the grounds covered in Montenegrin legislation and ILO Convention No. 111.
- c. Employers are encouraged to take further actions in promoting equal opportunity and treatment and fight discrimination on any additional grounds which are related to personal characteristics.

4. FAIR EMPLOYMENT PRACTICE

4.1 Job description and job advertisement

Job advertisement should include a job description and clearly stated selection criteria which are mainly related to qualifications, skills, knowledge and experience.

Criteria related to personal characteristics of job applicant, such as gender, nationality, religion, disability, and infectious disease, social origin, political affiliation, should not be an integral part of the job advertisement.

An employer who advertise a specific position and requires a specific personal characteristic that may be observed discriminatory, should indicate the reasons for advertising such requests.

It is desirable that the employer emphasizes the commitment to equal employment opportunities in job competitions and specifies that all jobs are open for all qualified persons without discrimination on grounds specified in this guidebook. It should be mentioned in the advertisement if the company implements affirmative action measures aimed at specific categories of employees.

4.2 Job application forms

In the job application form there should be indicated that it is necessary for a candidate to submit only information relevant to the determination of his ability, such as qualifications, skills, knowledge, relevant experience, willingness to accept certain responsibilities and willingness to adapt to specific conditions.

If one objectively meets the requirements of a certain job, employers should not ask from applicants additional personal information related to their sex, ethnicity, religion, disability, infectious disease, social origin, national origin or political affiliation. If personal data are required based on the above stated issues for specific purposes, for example for the purposes of security controls, the employer has to state the reason and justification for requesting such information.

The candidates should not be required to submit a photo in their application form (biography), unless the physical appearance is considered a legitimate requirement for a specific vacancy.

4.3 Short listing

Employers should use consistent selection criteria as the basis for short listing, which would meet all objective standards for corresponding qualifications, necessary skills, knowledge and experience of each applicant. Efforts to make a diverse composition of the workforce may be valid selection criteria.

4.4 Tests

Tests used for selection purpose should be adjusted to the requirements of the job and to objectively measure applicants' actual or potential ability to perform or to be trained for the job.

4.5 Job interviews

Interviewers should use consistent criteria for assessing ability of each candidate to ensure fair selection and systematic and impartial assessment of the strengths and weaknesses of the candidates. The interview should be conducted by the interview panel in which both genders are represented.

Interviewers should not require from candidates personal information

related to sexual orientation, ethnicity, religion, invalidity, infectious diseases, social and ethnic background or political affiliation.

If the job requires a commitment which is beyond normal job requirements, such as necessary physical ability to perform certain tasks or willingness to travel frequently, the interviewers should specify all the details about the job requirements and ask the candidates whether they would be able to respond to them.

4.6 Pre-employment medical examinations

Employers should not use pregnancy tests as a condition for employment, except in the case of jobs which have a substantial risk to the health of women and child determined by a competent medical authority.

Employers may require from job applicants to undergo a medical examination to assess their abilities when it comes to a particular job.

Medical examination may not include testing for some of the diseases, such as Hepatitis B or HIV / AIDS and which do not have an immediate impact that a person can freely do their jobs. Hepatitis B and HIV / AIDS tests must not be provided as a special condition for employment, except in cases where it is determined by special regulations. On the other hand, measures to encourage employees to know their HIV status through truly voluntary counseling and testing are recommended.

The employer is obliged to respect confidentiality of the health status of employees and not to take any actions that might lead to violation of personal data protection.

4.7 Records and procedures after the employment

In the case of complaints by candidates who were not selected for the job, the results of tests and interviews shall be kept for several months after the sele-

ction process. Employer should inform the candidates who were not selected for the job on the outcome of selection process.

4.8 Employment through the National Employment Agency or agencies for recruitment services

When recruitment is done through the National Employment Agency of Montenegro or agency for employment services, the employer needs to notify in accordance with the law.

If an employer decides to engage the agency for employment services, than the agency must be aware of the equality policy implemented by the company.

5. EQUAL TREATMENT OF EMPLOYEES AT WORK

5.1 Pay and benefits

Employers need to pay employees in proportion to the value of their work. The value of the work needs to be determined in relation to the effort, expertise, responsibility and working conditions of a particular job. There should be no difference in pay based on sex, ethnicity, religion, disability, infectious disease, social origin, national origin, political affiliation or union membership.

The employer is obliged to deliver to employees a written calculation of earning, when giving salaries or compensation.

Employers need to make sure that the company rules, requirements and procedures for obtaining the so-called addition to salary, such as commissions, bonuses, etc., do not discriminate against any group.

Employers should ensure that the system of work performance assessment for determination of salaries is exempted from any kind of discrimination, prejudice and stereotypes.

5.2 Work conditions

Employers should make sure that all employees enjoy equal work conditions, including working hours, assignment of work and duties, rest periods, occupational safety and health measures, without any discrimination.

5.3 Management and assessment of performance

Employers should adopt formal appraisal systems which are based on fair and objective criteria free from discriminatory bias, with measurable standards for evaluating job performance. Employers should keep records of their employees' performance and conduct.

Employee should be informed in advance on the norms/standards of work, and on plans and programs, the criteria for determining work performance and stimulating part of their earnings.

5.4 Training and professional development

It is very important to provide all employees equal opportunities for training and professional development. Eligibility for training should be determined on the basis of objective selection criteria.

Employers should assess all interested candidates on the basis of fair and consistent selection criteria and to focus attention on affirmative policy of the company.

Consistent criteria for promotion should include assessment of all the candidates, their merits, abilities and qualities, including their potential to take the job.

When creating a schedule of training, one should bear in mind the special needs of employees with family responsibilities.

5.5 Termination of employment contract

Termination of the employment contract by an employer cannot be based on discriminatory principles. Termination of employment shall be conducted in accordance with the Labour Law and in the same way for both men and women.

The decision to dismiss an employee should be based on documented poor performance or misconduct, in accordance with the law. Decisions regarding dismissal have to be free from discriminatory bias. In addition, it has to be fair and reasonable, documented with justified reasons, and it must be conducted according to the prescribed procedures.

Employers should not dismiss or threaten with dismissal an employee on the basis of pregnancy, marital status, medical condition or disability, membership in a political party or a trade union.

When layoffs are inevitable due to economic problems or restructuring, they should be done responsibly and in consultations with the union and/or with the affected employees. Selection for dismissal needs to be done on the basis of fair and objective criteria. First of all, it is acceptable to take into account the length of service, skills and qualifications, and measures of positive discrimination.

Procedures and criteria for release and the selection should be reviewed in order to ensure that they are not discriminatory and that they eliminate all effects of disproportionate and unjustified impact on certain groups of employees.

6. CREATION OF PRODUCTIVE LABOUR FORCE

Employers are required to provide and take care of the work environment in a way that job is conducted in an atmosphere of respect, cooperation, openness, safety and equality. Therefore, employers need to:

- Work on raising awareness among employees about the need for mutual respect, cooperation and teamwork in performing work assignments;
- Provide a good example by acting with courtesy to everyone and with dignity and respectfully;
- Allow unions to contribute to the training and prevention of mobbing;
- Allow employees to express their opinions, views and suggestions in connection with the work performance, then listen to their opinions and ensure that employees do not suffer adverse consequences because of that.

6.1 Harassment

Employers should ensure that the work environment is free from harassment. Any type of violence, harassment or abuse, either physical, sexual, verbal, or non-verbal, undertaken on any of the grounds is prohibited.

Employers are encouraged to adopt a policy of zero tolerance for harassment and to communicate the policy to all employees, and clients, customers, suppliers and other business-related parties.

6.2 Maternity protection

Employers should ensure maternity protection for all pregnant women employees and mothers in accordance with the relevant national legislation. Maternity protection should include maternity and parental leave pursuant to the law. Temporary assignment of woman during the pregnancy and while breastfeeding may occur only based on findings and recommendations of a medical

doctor in order to protect her health and health of her child. And if that is not possible, such female employee has the right on absence from work with the salary in the amount which she would gain at her workplace.

The employer should not refuse to conclude an employment contract with a pregnant woman, or to cancel the contract due to pregnancy, including the maternity leave.

The employer is obliged to extend the contract of employment with a working woman to the expiry of maternity leave when the employment contract is for a definite period, as well as to respect the duration of maternity and parental leave of 365 days from the date of a child birth.

During the maternity and parental leave an employee is entitled to compensation in the amount of earning at their work place, and after the leave the person is entitled to return to the same position or to a position corresponding to at least the same salary.

6.3 Work-family balance

Employers should particularly take into account the needs of employees with family responsibilities in terms that flexible work arrangements and facilities for the child care are adopted appropriately and in accordance with economic possibilities.

7. RESPECT OF GUIDING PRINCIPLES

Employers can use this guide in different ways. Below are some of the most commonly used methods/ways that have proven successful in the world.

Failure to comply with one of the methods should not be construed as any kind of evidence of failure to promote equal opportunity and treatment, or in

disrespect of their legal obligations. However, compliance with any or all of these methods can provide support in confirming that these legal obligations are fulfilled.

8. OBLIGATIONS AND RESPONSIBILITIES

Employers should follow the guidelines set out in this guidebook. Highest management should formally endorse them and be an example of best practice. The guidebook should be integrated into company core policies, management and practices, including existing human resource policies.

Procedures should be established to encourage compliance with the guidebook across company human resource management and, to the greatest possible extent, amongst suppliers, subcontractors and service providers.

Employers should consult with trade union organisations and/or (directly concerned) employees on activities related to this guidebook as well as to its implementation.

9. HUMAN RESOURCES POLICIES AND PRACTICES

Employers should follow the guidelines set out in this guidebook in making decisions on employment in the company, and to align their existing human resource policies.

Employers are encouraged to adopt specific policies and measures to promote equality of opportunity and treatment at work.

10. COMMUNICATION, AWARENESS RISING AND CAPACITY BUILDING

Non-discrimination policy should be formalized and made available to all employees, as well as to representatives of trade union organizations in a language comprehensible to everyone.

We should work on raising awareness on these guidelines among all employees in order to improve their application and facilitate understanding on the implementation and benefits of the equal treatment and opportunities and elimination of discrimination at work.

All employees should be provided with all information on acceptable and unacceptable behaviour or practice at the workplace.

Employees should behave towards other employees and employers with dignity and respect. They should be an example in contributing to the working environment where there is no harassment, i.e. to perform their work in an atmosphere of respect, cooperation, openness, security and equality.

Employers should provide training for managers, supervisors and other employees in order to enable implementation of the principles of equality and prevention of discrimination at work. They should obtain practical information on how to apply these guidelines in human resource management and business practices in companies.

This guidebook should be given to customers, clients, suppliers, contractors, business partners and relevant stakeholders, including trade unions and employee representatives.

11. MONITORING AND CORRECTIVE ACTIONS

Implementation of this guidebook should be regularly monitored to determine compliance and efficiency of its implementation.

Instances of non-compliance should be addressed immediately when they are discovered, and steps should be taken prevent such issues.

12. MANAGING DISSATISFACTION

Employers should develop procedures for documenting and initiating proceedings within the company for protection from discrimination and enforcement of unequal treatment at work.

Employees can not suffer adverse consequences when reporting or testifying discrimination or unequal treatment at work.

Persons are protected from any adverse treatment or consequences as a response to a complaint or proceeding conducted due to violation of principles of equality.

Any disputes arising from discrimination should be primarily conducted through peaceful settlement (in the competent Agency) and then in the court.

13. TRANSPARENCY AND DIALOGUE

Implementation measures should include periodic communication with stakeholders about performance and progress related to the promotion of equal opportunities and treatments and prevention of discrimination at work.

ANEX

Checklist for employers on implementation of equality principles.

Check success of your company in implementation of equality policy

Workforce structure	Yes	No	Not sure
1. Workforce in company is diverse and includes both men and women belonging to different ethnic, religious and social groups/they are of different social status.			
2. The company employs persons with disabilities.			
3. All employees feel that they are treated equally, fair, without difference based on sex, ethnicity, religion, invalidity, health status, social origin, nationality or political affiliation.			
4. Women and men are equally present in different work positions and occupation categories.			
5. Both women and men are on positions of managers and supervisors.			
Employment			
6. The job advertisement clearly outline selection criteria relating to qualifications, skills, knowledge and experience required for the job, without specifying any personal characteristics such as gender or social background.			
7. The shortlist of candidates and selection are made solely on the basis of objective selection criteria relating to qualifications, skills, knowledge and experience necessary for the job.			
8. When interviewing the candidates are not asked questions relating to child care, family responsibilities, marital status or other personal issues that are not associated with the job.			

9. Pregnancy test is not a condition of employment.			
10. Testing for HIV and Hepatitis B is not a condition of employment, except for those positions for which this test is required by the law.			
11. Employment contracts do not contain a clause that restricts the right of an employee on marriage or an extension of the family.			
12. All managers and employees involved in the hiring process are trained for application of selection methods based on merit and the principle of non-discrimination.			
13. The Company implements specific employment programs for promotion of diversity of workforce and hires people who belong to groups that are currently underrepresented in the structure of company's workforce.			
Salaries and benefits			
14. Women and men of different social origin are equally paid for the work of equal value.			
15. All employees have a right for increased salary, benefits, use of facilities and services (including allowances for transport, child care, etc.) with no difference based on sex, ethnicity, religion, disability, health status, social origin, nationality or political affiliation.			
16. The system of performance appraisal that the company uses to define the salary increase for good individual achievements are objective, impartial and are applied in a non-discriminatory manner.			
17. Employment contract of female worker is extended until the end of maternity leave and her salary is not reduced after the end of maternity leave and when returns to the job.			

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Work conditions			
18. Assignment of tasks and working hours (including the overtime work) are defined in equal and fair manner without discrimination on any grounds.			
19. Adequate facilities are provided for both men and women in order to ensure safety and hygiene (eg. separate men and women toilets and dressing rooms).			
20. All employees have safe work conditions and safety equipment with no difference based on sex, ethnicity, religion, disability, health status, social origin, nationality or political affiliation.			
Training, promotion and assignment to other work position			
21. All categories of workers are eligible for training and career advancement based on their personal abilities and motivation, without discrimination based on sex, ethnicity, religion, disability, health status, social origin, nationality or political affiliation.			
22. Opportunities for career advancement are promoted throughout the organization and the whole process is based on assessments of capacity, performance and employee's aspirations.			
23. Special training and development programs are provided for women and other groups of employees that are less represented in higher positions.			
Termination of employment			
24. Dismissal is always fair and reasonable, based on the documented poor performance or misconduct of an employee.			

25. Reduction of the number of employees is always implemented in a non-discriminatory manner, without any unjustified and unequal impacts on specific groups of employees (e.g. women or ethnic minorities).			
26. Women are never forced for early retirement compared to men.			
Work environment			
27. Relationship between different groups of employees is good and everyone is always treated with respect.			
28. Active measures are conducted to provide a work environment free of any kind of sexual harassment.			
29. Active measures are conducted to provide a work environment free of any kind of discriminatory harassment.			
30. Special attention is paid to women in the last months of pregnancy and to breastfeeding mothers, in terms of the adjusted work, the work load and conditions.			
31. All employed women and including women foreigners are entitled to maternity benefits and absence from work.			
32. Breastfeeding mothers are provided with break and room for breastfeeding.			
33. Both men and women were given the opportunity for work – family balance (e.g. through flexible working hours and absence from work due to family commitments).			
34. Necessary conditions for the child care are provided (e.g. child care facilities within a company or allowance for childcare).			
35. Each work place is accessible for employees who use wheelchairs or other mobility aids (e.g. elevators and bathrooms).			

36. Employed persons with disabilities are provided with special tools and equipment for work in order to meet their special needs.			
37. The company strives to meet the needs and requirements related to religious and ethnic customs or other personal reasons (e.g. specific dietary requirements, agreements regarding the arrival to/from work).			
Business practice			
38. The principles of equality and non-discrimination in all business practices are respected, including relation with customers, marketing and financing.			
39. Every employee working with customers is trained to treat them with respect and in non-discriminatory manner.			
40. All suppliers and business partners are fairly treated.			
Managing equality in company			
41. Leaders in companies recognize equal treatment and non-discrimination as a key value of managing style.			
42. The Company has clear policies, rules and/or procedures to promote equality and non-discrimination.			
43. The Company has clear policies, rules and/or procedures for prohibition of violence in the workplace such as sexual and other harassment.			
44. The Company has clear policies, rules and/or procedures for the protection of mothers, parental leave and work-life balance.			
45. The Company has recognized the existence of a pay gap between men and women or between other groups such as employees in urban areas and migrant workers from rural areas, and take measures for their elimination.			

46. The Company has conducted an equality audit to determine and monitor the situation in the company in this regard.			
47. The company has managers for equality issues.			
48. If you use the services of employment agency, they are always requested to respect equality policies which company implements in recruitment.			
Cooperation at workplace and social dialogue			
49. Policies, rules and/or procedures in the company (including its equality policy) are prepared in consultation with the trade union and/or employees' representatives.			
50. Employees successfully concluded collective agreements that include provisions concerning equality, protection of mothers, flexible working hours, etc.			
51. All groups of employees (men, women, ethnic minorities, migrants, and people with disabilities) participate through their representatives in the consultation process on issues that directly affect their work and working conditions.			
52. The company has a box for comments and suggestions that employees can use to express their concerns or interests.			
Awareness raising and training on equality			
53. All employees in the company are familiar with the policies, rules and/or procedures related to discrimination, harassment, protection of mothers and work-life balance.			
54. All employees in the company understand what is/isn't acceptable behavior at the workplace.			

55. All managers are trained to implement the policy of equality and non-discrimination at the company.			
56. All employees in the company are trained on equality and relation between business and private life.			
57. All employees in the company know who the person in charge of equality issues is and how to contact him/her.			
Grievance			
58. There is a procedure for complaints in a company relating to unacceptable behavior such as harassment, unequal treatment or other discriminatory practices.			
59. All employees in the company know how to file complaint using this mechanism.			
60. Mechanism for complaints is successfully used for investigation and settlement of several complaints in the company.			

