

TALLINN SCIENCE PARK TEHNOPOL FOUNDATION

Decision

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Gender Equality and Balance Policy and Plan 2026–2031

1. Purpose

The purpose of the Gender Equality and Balance Policy of Tallinn Science Park Tehnopol Foundation (hereinafter Tehnopol) is to systematically promote gender balance, equal opportunities, and fair treatment in recruitment, management, career development, and remuneration. Our goal is to create an organizational culture that supports diversity, innovation, and sustainable development.

Tehnopol values diversity, inclusion, self-development, and freedom of thought. We take continuous and conscious steps to promote gender equality, following good management practices, the organization's values, and ESG principles.

Tehnopol promotes equal treatment of all employees regardless of gender, nationality, language, religion or beliefs, functional abilities, sexual orientation, gender identity, or age.

We provide equal career opportunities, a transparent and fair remuneration system based on objective comparisons, and equal access to decision-making and management processes.

Cases of discrimination are handled through a clear, reliable, and impartial process.

Gender balance and diversity strengthen organizational development, support innovation, and increase Tehnopol's credibility among partners and the wider community.

2. Gender Equality and Equal Treatment Principles

Tehnopol follows the principle that all employees are equally valued and that all organizational decisions are based on objective, work-related criteria.

At Tehnopol, gender equality means equal opportunities in recruitment, career development, remuneration, and management, as well as a respectful and inclusive working environment.

2.1. Management Principles

Management decisions are based on competence, experience, and performance. Both conscious and unconscious bias are avoided in decision-making.

The management team ensures that gender equality and gender balance are addressed systematically and transparently and are integrated into the organization's strategy and daily management practices.

The aim is to avoid long-term one-sided representation at the management level and to promote a balanced and diverse leadership culture.

2.2. Recruitment and Career Development

Recruitment and promotion processes are transparent, fair, and objective. Candidates are evaluated using consistent, job-related criteria.

Job advertisements and communication use gender-neutral and inclusive language.

All employees have equal opportunities for professional development, training, and career advancement.

2.3. Remuneration

Remuneration is based on the responsibilities of the position, competence, and performance.

Tehnopol regularly reviews salaries and assesses whether there is any gender pay gap. Any unjustified differences are identified and corrected.

The remuneration principles are transparent and consistent with both internal and external benchmarking.

2.4. Working Environment and Well-being

Tehnopol provides a safe, respectful, and inclusive working environment where discrimination, harassment, and unequal treatment are not tolerated.

Employees can raise concerns related to equal treatment in confidence. All cases are handled confidentially, impartially, and without unnecessary delay.

Flexible working arrangements support work-life balance, including the possibility to work remotely or part-time when needed. When employees return from parental leave, a gradual return to their previous workload is supported whenever possible.

2.5. ESG and Responsible Business

Promoting gender equality is part of Tehnopol's broader commitment to responsible and sustainable management.

Tehnopol:

- promotes diversity and inclusion within the organization and through its programmes and services;
- operates in a transparent, ethical, and responsible manner;
- considers environmental and social impacts in its activities;
- supports innovation that creates social value and long-term impact.

2.6. Equal Treatment Principle

Tehnopol follows the Constitution of the Republic of Estonia, the Equal Treatment Act, and the Gender Equality Act.

In accordance with these laws, direct and indirect discrimination based on gender, nationality (ethnic origin), race, skin colour, religion or beliefs, age, disability, sexual orientation, or any other characteristic protected by law is prohibited.

Equal treatment means that:

- decisions on recruitment, remuneration, promotion, training, and working conditions are based on objective, work-related criteria;
- all employees have equal access to development opportunities and information;
- discrimination, harassment, and unequal treatment are not tolerated within the organization;
- employees have the right to confidentially contact the HR Manager or the Management Board if they experience or suspect unequal treatment. All cases are reviewed impartially and without unnecessary delay.

When necessary, Tehnopol implements preventive measures to reduce unconscious bias in decision-making and to support an inclusive and respectful organizational culture.

The principle of equal treatment is an integral part of Tehnopol's good governance, HR policies, and daily work practices.

3. Responsibilities and Governance

Promoting gender equality and gender balance is the responsibility of Tehnopol's Management Board.

The Management Board ensures that activities related to gender equality are integrated into the organization's strategy, HR principles, and everyday management practices. It sets priorities, appoints responsible persons, and, when necessary, brings these topics forward for discussion within the management team and across the organization.

As a small organization, Tehnopol considers gender equality to be part of good governance and organizational culture rather than a separate activity.

The HR Manager is responsible for ensuring that the principles, guidelines, and indicators are clearly available and understandable to all employees and supports the daily coordination of these activities together with managers.

The impact of the implemented measures is regularly assessed, and improvement activities are planned when necessary. Tehnopol also promotes awareness through internal training, discussions, and information materials.

An integral part of these principles is Appendix 1 – Gender Equality and Gender Balance Plan and Indicators, which describes the planned activities and monitoring measures for achieving the objectives.

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Agnes Roos

Member of the Management Board

Tallinn Science Park Tehnopol Foundation

Appendix 1. Gender Equality and Gender Balance Plan and Indicators

Based on Tehnopol's activities and opportunities to promote gender equality, we have set six main objectives for the period 2026–2031.

No.	Objective	Activities	Indicator(s)	Target
1	Awareness and Fair Decision-Making	• Address the topic in internal training sessions and discussions when needed. • Make decisions based on clear, job-related criteria. • Follow the principles of equal treatment in all HR processes.	Needs-based, qualitative assessment	Managers and employees are aware of the principles of gender equality and possible unconscious bias to support fair decision-making.
2	Equal Treatment	• No discrimination based on gender or any other legally protected characteristic. • Employment-related decisions are based on objective, job-related criteria. • Reasonable absences (e.g. parental leave) are taken into account. • Employees can contact the HR Manager or the Management Board if they have concerns.	Needs-based, qualitative assessment	Equal treatment in all employment-related decisions. Compliance with the Equal Treatment Act and the Gender Equality Act.
3	Gender Balance and a Supportive Working Environment	• Balanced representation across the organization and management level. • Recruitment is based on competence. If candidates are equally qualified, preference may be given to the underrepresented gender. • Fair and transparent remuneration. • Regular review of salaries and assessment of the gender pay gap. • Flexible working arrangements, including remote and part-time work where appropriate. • Gradual return to work after parental leave whenever possible. • Zero tolerance for bullying, harassment and discrimination. • Confidential and impartial handling of reported cases. • Equal opportunities for training and career development.	• Percentage of women and men in the organization (%) • Percentage of women and men in management (%)	Tehnopol monitors gender representation across the organization and management to avoid long-term gender imbalance and to promote balanced representation, taking into account the nature of the sector and the availability of candidates. Gender quotas are not used, and decisions are never based solely on gender.
4	Equal Access to Programmes and Services	• Equal access to programmes, accelerators, mentoring and other services. • Use inclusive and gender-neutral language. • Monitor gender distribution among participants while selecting participants primarily based on competence and suitability. • Decisions are made using transparent and clear criteria.	Needs-based, qualitative assessment	Equal access to opportunities.
5	Gender-Aware Communication	• Use respectful and inclusive language in internal and external communication. • Avoid stereotypes. • Represent diversity in stories and communication materials. • Where possible, ensure diversity among speakers at events.	Needs-based, qualitative assessment	Balanced and inclusive communication.

English Translation

This document is a translation of the original document in Estonian. The Estonian version is the official version.

No.	Objective	Activities	Indicator(s)	Target
6	Fair Remuneration	• Remuneration is based on job responsibility, competence and performance. • Regular review of salary levels and differences.	Average gross salary of women and men	Prevent an unjustified gender pay gap.

Monitoring and Review

Activity	Description
Monitoring	Tehnopol regularly assesses the state of gender equality and gender balance using the defined indicators.
Analysis	If the indicators show deviations or signs of unequal treatment, the reasons are analysed.
Improvement	Additional measures are implemented where necessary to improve gender balance and equal treatment.
Review of the Plan	If significant or recurring deviations are identified, the plan is reviewed and updated where necessary.