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GENDER EQUALITY PLAN

2026–2029

1. INTRODUCTION

The Faculty of Economics & Business of the University of Zagreb (hereinafter: FEB) adopts this Gender Equality Plan (hereinafter: the Plan) for the period 2026–2029, with the aim of promoting gender equality among all employees and students.

For many years, FEB has been committed to gender equality across all areas of its activities and has incorporated this principle into its internal regulations and practices. This Plan establishes a coherent framework of measures designed to maintain and further strengthen gender equality at FEB, in line with the European Union's Gender Equality Strategy.

The Plan also provides the basis for systematic implementation, monitoring and reporting, including gender-disaggregated data collection and regular awareness-raising among staff, students and faculty leadership, with the objective of increasing knowledge and sensitivity to gender inequalities and stereotypes and of ensuring zero tolerance of any kind of discrimination.

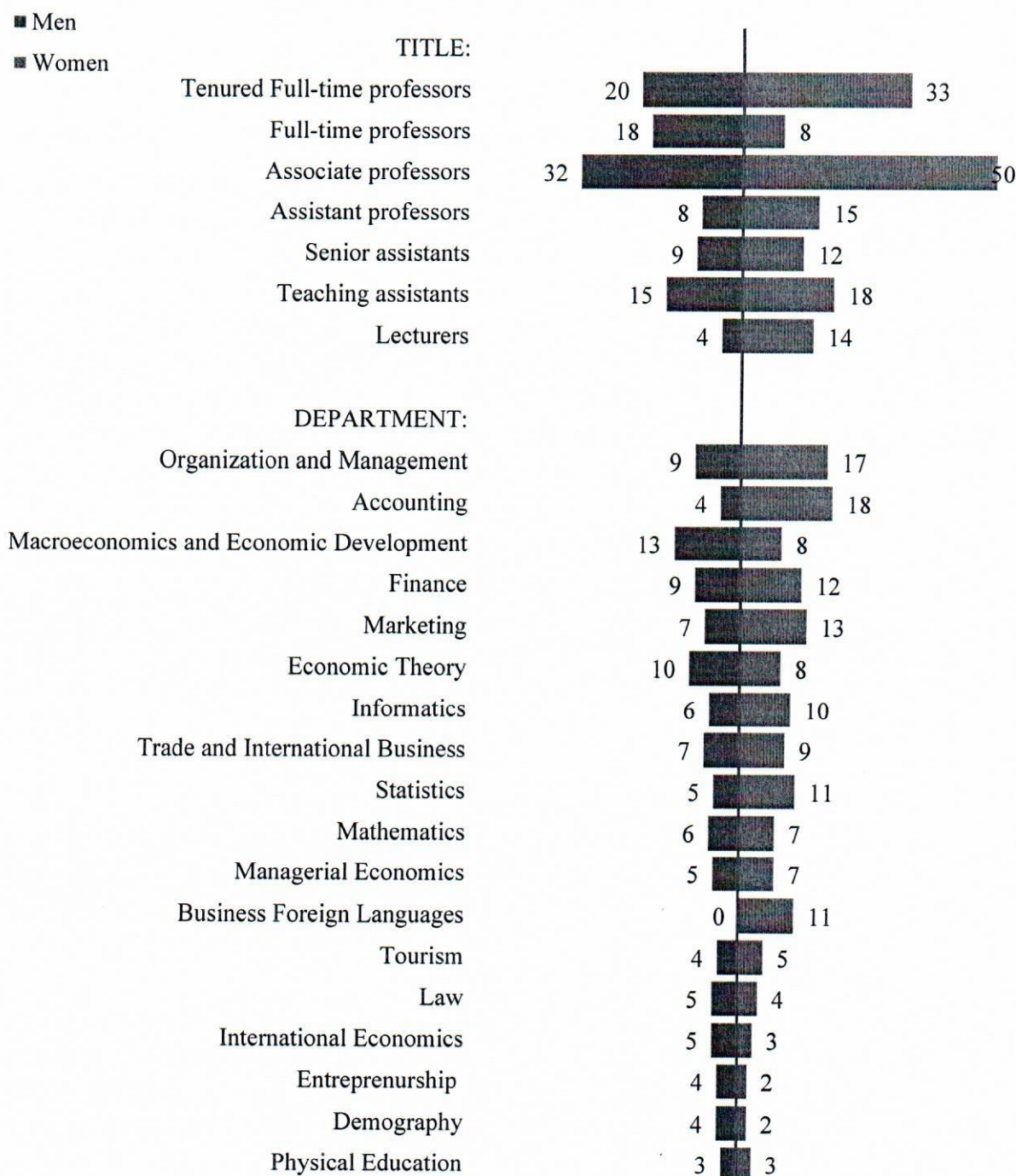
This Plan is published on FEB's official website and actively communicated to all employees and students through internal communication channels and governing bodies. FEB appoints a Gender Equality Officer responsible for coordinating implementation, collecting gender-disaggregated data and preparing annual reports. FEB also allocates dedicated working time and a modest annual budget to support training, monitoring and awareness-raising activities. An annual Gender Equality Report on the implementation of this Plan will be prepared by the Gender Equality Officer and published on FEB's official website.

2. HUMAN RESOURCES

As of December 31, 2025, FEB employed 362 persons, of whom 226 were women and 136 were men. Academic staff accounted for 256 employees (150 women, 106 men), while non-academic staff comprised 106 employees (76 women, 30 men). Women represented 62% of total staff and 59% of academic staff.

Academic staff were distributed across career stages as follows: 23 assistant professors (15 women, 8 men), 82 associate professors (50 women, 32 men), 26 full professors (8 women, 18 men) and 53 tenured full professors (33 women, 20 men). FEB employs 21 senior assistants, 33 assistants, 15 senior lecturers and 3 lecturers.

Figure 1: Gender distribution of FEB's academic staff by academic title and department



This distribution provides the baseline for monitoring gender balance in career progression during the period 2026–2029. The following figure presents the gender distribution of FEB's faculty members by academic title and department.

In 2025, 10 new academic appointments were made (7 women, 3 men) and 21 promotions took place (12 women, 9 men), allowing FEB to monitor gender equality in recruitment and career advancement.

During the same year, 18 employees made use of maternity, adoption or parental leave (17 women, 1 man), providing an important indicator of work–life balance by gender.

More than 10,000 students were enrolled at FEB in the 2025/2026 academic year. At undergraduate and graduate levels there were 9826 students (6213 women, 3613 men), while 318 students were enrolled in doctoral programmes (178 women, 140 men). In 2025, 1358 students graduated (924 women, 434 men), forming the baseline for monitoring gender patterns in educational outcomes and transitions to advanced study.

3. INSTITUTIONAL MANAGEMENT

Institutional management is based on FEB's legal acts. It enables equal participation for both genders in FEB's statutory bodies and committees. Since 2022, FEB has been headed by a female Dean. The Dean is supported by a management team of five Vice Deans, consisting of two women and three men, reflecting gender balance at the highest level of institutional leadership. FEB's main governing body is the Faculty Council; it includes 78 members, thereof 43 men and 35 women. There are 18 academic departments at FEB, run by department heads, 4 women and 14 men. Currently, 11 women and 2 men run non-academic organizational units at FEB. Boards and committees advise the Dean and the Faculty Council in the decision-making process. Gender composition of these leadership positions, as well as of boards and committees, is monitored on a regular basis in order to ensure balanced representation and to support evidence-based gender equality policies. The representation of women and men across different leadership levels (department heads, vice deans and governing bodies) will be monitored annually as an indicator of vertical gender segregation.

4. RECRUITMENT AND CAREER ADVANCEMENT

Career advancement and professional development are enabled to all FEB staff, regardless of gender. The hiring process at FEB is based on applicable legal acts (the Act on Higher Education and Scientific Activity) and established procedures with no direct or indirect gender discrimination in the selection of job candidates. Members of recruitment and promotion committees will receive regular training on gender equality and unconscious bias. Gender-disaggregated data on applicants, shortlisted candidates, appointments, promotions and contract types will be collected annually and analysed. There exist no exclusively male nor exclusively female jobs at FEB. Advancement criteria are transparent and equal for all employees, regardless of age or gender. The Labour Act and the Basic Collective Agreement for Civil Servants and Public Service Employees determine FEB's wage policy. Accordingly, salaries do not depend on gender, but on working-position coefficients defined by the Regulation on Job Titles, Conditions for Assignment, and Coefficients for Salary Calculation in Public Services. One of fundamental principles of the Collective Agreement for Science and Higher Education is "equal pay for equal work or work of equal value". FEB will continue to follow this practice. Recruitment and career advancement will continue to occur without any form of gender discrimination.

5. INTEGRATION OF THE GENDER DIMENSION INTO RESEARCH AND TEACHING

FEB promotes the integration of the gender dimension into research and teaching content where relevant, in line with European research and higher education standards. This includes consideration of sex and gender in the formulation of research questions, data collection, analysis and interpretation, as well as in the design of study programmes and teaching materials.

FEB will encourage academic staff and research teams to take account of gender aspects in research projects, particularly in the preparation of externally funded proposals. Support and guidance will be provided to researchers where appropriate.

In teaching, FEB will promote the inclusion of gender-relevant perspectives in curricula and learning outcomes, where this is academically justified, in order to ensure that graduates develop awareness of gender-related issues in economics and business.

The implementation of these measures will be monitored through regular reporting within the framework of this Plan.

6. GENDER DISCRIMINATION

In broad terms, the Plan aims to reduce and prevent any form of discrimination at FEB – not only discrimination in relation to gender. FEB has established a system to protect its employees and students from any form of harassment. FEB's Rules of conduct and Code of Ethics describe the procedure for filing a workplace harassment claim. FEB has appointed an Official to receive complaints of discrimination.

FEB ensures that reporting channels are accessible, confidential and protect complainants from retaliation. Clear procedural steps and reasonable timelines for handling complaints are defined, and appropriate support is provided to affected persons. In cooperation with student representatives, the Dean and the Faculty Council will further strengthen internal procedures for the prevention of sexual harassment and gender-based discrimination among students. Anonymised annual statistics on reported cases and outcomes will be included in the Gender Equality Report for monitoring and prevention purposes.

7. WORK-LIFE BALANCE

Workplace gender equality is an integral part of equal opportunities, implying that individuals are provided with equal conditions for work, career advancement and self-development, regardless of ethnicity, religion, sexual orientation or gender. As emphasised above, FEB's internal regulations ensure gender equality, and this Plan and the measures proposed herein aim to maintain equality across all areas of FEB's activities, including research, institutional governance and teaching.

Academic research and teaching involve non-standard working schedules. FEB has therefore adopted a Decision on working time arrangements to allow working hours to be adjusted to the needs of research and teaching activities. In accordance with national legislation, flexible

career-advancement criteria apply during maternity and parental leave. Maternity and parental leave benefits may be used by both women and men. In line with national regulations on paternity leave, FEB enables all employees who become fathers to exercise their legal rights without hindrance. FEB's internal acts define procedures that ensure continuity of teaching and work processes during maternity, parental and other types of leave, without limiting the duration or use of these statutory rights. The use of maternity, paternity and parental leave by gender and duration will be monitored annually, providing a basis for identifying potential inequalities and for improving organisational support for work-life balance. FEB aims to ensure a balanced take-up of parental and paternity leave by women and men over the period 2026–2029.

8. CONCLUSION

FEB has a long tradition of promoting gender equality across all areas of its activities and is committed to the continuous improvement of this practice.

In recent years, appointment decisions and other documents regulating the rights and obligations of FEB's employees have included position descriptions and qualifications expressed using gender-sensitive language.

FEB will continue to prevent gender discrimination, ensure equal opportunities for women and men, and raise awareness of the importance of gender equality. Its gender equality objectives focus on strengthening gender awareness, promoting equality at all organisational levels, using gender-sensitive language in all official documents, and supporting the take-up of paternity leave by male employees.

To this end, FEB will continue to collect and provide up-to-date information on employees' rights, ensure equal employment opportunities, support staff in achieving a work-life balance, and provide access to workshops and seminars on gender equality in science and higher education.

In cooperation with FEB's management, the Gender Equality Officer will develop a detailed implementation strategy for the gender equality policy. This strategy will be made publicly available on FEB's website. FEB will also organise workshops for its employees to raise awareness of gender equality issues in science and higher education.

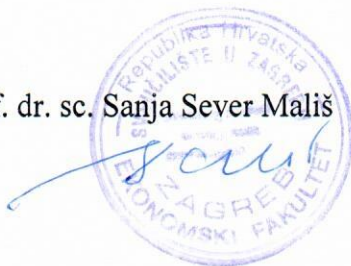
APPENDIX: Objectives, activities, indicators and implementation of the Gender Equality Plan at FEB*

OBJECTIVE	ACTIVITY	INDICATOR	IMPLEMENTATION (person/body in charge and the timeframe)
To continuously promote equality of employees and students of all genders	Appointment of a Gender Equality Officer	Formal decision on the appointment of a Gender Equality Officer	FEB's management (2026)
To regulate and monitor the implementation of the Plan	Annual collection and processing of gender-disaggregated staff and student data	Defined set of indicators and annual gender equality statistics	Gender Equality Officer; FEB Management; Human Resources; Student Office; Postgraduate Student Office (annually)
To raise awareness of gender equality and gender-related challenges	Organisation of workshops and awareness-raising activities	Number of workshops held and participants; presentation of the Gender Equality Plan	Gender Equality Officer (2026 and thereafter annually)
To promote gender balance in FEB's governing and advisory bodies	Development and application of procedures to ensure balanced gender representation	Annual report on the gender composition of governing and advisory bodies	Dean; FEB Management; Faculty Council; Department Heads (continuous)
To ensure objective and transparent recruitment and career advancement regardless of gender	Application of transparent and non-discriminatory recruitment and promotion procedures	Gender-disaggregated data on appointments and promotions	Dean; FEB Management; Faculty Council; Secretariat; Human Resources (continuous)
To support the integration of the	Development of guidance and	Guidance/checklist developed; number	Gender Equality Officer; Academic

gender dimension into research and teaching	support for researchers and teaching staff	of research proposals and courses addressing gender where relevant	Departments (continuous)
To prevent discrimination and protect the dignity of employees and students	Implementation and updating of internal procedures on anti-discrimination and harassment	Adoption and revision of internal acts on prevention and protection	Dean; FEB Management; Faculty Council; Department Heads; Secretariat (by 2027)
To support employees in achieving a work-life balance	Dissemination of information on maternity, paternity, parental and other leave rights	Gender-disaggregated statistics on the use of leave benefits	Secretariat; Human Resources; Gender Equality Officer (continuous)

* Baseline values for all indicators will be established in 2026 and targets for 2029 will be defined by the Gender Equality Officer and approved by FEB management.

Dean's signature: Prof. dr. sc. Sanja Sever Mališ



FEB's Faculty Council adopted the Gender Equality Plan 2026–2029 on 27 January 2026 at its regular session.