

**Gender Equality Plan  
University of Zadar  
2022 – 2026**

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## Introduction

Since its founding, the University of Zadar has constantly emphasized and developed elements of complete equality for all involved groups (teachers, non-academic staff, and students). However, per the requirements of current legislation, the employer should implement and enforce specific measures to ensure gender equality. The scope and content of the measures ensuring gender equality depend on the specifics of the employer's activities, with the emphasis placed on the fact that men and women working in higher education institutions should have equal conditions and opportunities to achieve results and realize their potential.

The plan includes measures and activities that will contribute, as far as possible, to the meeting of the objectives of the European Commission's *Gender Equality Strategy 2020-2025*. In a broader sense, the goal of the Plan is to prevent any discrimination among employees of the University of Zadar, regardless of their age, gender, race, ethnicity, language, religion, political beliefs, functional abilities, gender identity, and other biological and social characteristics and differences. The Plan concurrently regulates the implementation and monitoring of the implementation of planned measures, including raising the awareness of staff and the administrative bodies throughout the University regarding gender equality, stereotype avoidance, and the development of a culture of prevention, while sanctioning discrimination and violence based on gender. By considering the performance indicators, the Plan also envisages periodic data collection and their annual publication. The Plan is open to all employees, external stakeholders, and students of the University, and allows changes in measures and activities in accordance with the acquisition of new insights and knowledge.

## Situation before the adoption of the Plan

Employment, career advancement, use of maternity leave, and salary policies at the University of Zadar are conducted transparently and in accordance with the protocols set forth in the institutional regulations and rules of procedure that accompany the applicable national regulations:

- Labour Law
- Law on Scientific Activity and Higher Education
- Law on Salaries in the Public Service
- Law on Institutions
- Collective agreement for science and higher education
- Basic Collective Agreement for Civil Servants and Employees

Business information is available to employees through the website and upon request from the University's Administrative Services.

In accordance with legal provisions, employment, rights and obligations of employees, working conditions and workload, education and career advancement, and remuneration for work in public scientific research institutions in the Republic of Croatia are not influenced by age, gender, race, ethnicity, religion, political beliefs, gender identity, and other biological and social characteristics and differences.

The University of Zadar has approached the drafting of a Gender Equality Plan to further develop a culture of gender equality in all activities of the University. The University has already included the dimension of gender equality in all its previous actions and is striving to further strengthen it through the adoption of appropriate legal acts valid at the national and international level.

In accordance with the three main objectives established by the European Commission in relation to higher education and scientific institutions, the University has monitored the proposed actions under the Plan, including the following:

- gender equality in scientific careers
- gender representation in decision-making processes
- the integration of the gender dimension in the content of research and innovation

## **Legislative, strategic, and institutional framework for the adoption of the Plan**

The plan has been developed following institutional, national, European, and global strategies, as well as policies and criteria for monitoring the fight against all forms of discrimination:

- EU-CONEXUS Research and Innovation Gender Equality Plan
- EU Gender Equality Strategy 2020-2025
- Directive 2006/54 EC of the European Parliament and the Council of Europe on gender equality in the labor market
- Directive (EU) 2019/1158 of the European Parliament and the Council of Europe on work-life balance for parents and carers
- Council of Europe Gender Equality Strategy 2018-2023
- Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention)
- Universal Declaration of Human Rights
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 1979
- Recommendations of the Committee on the Elimination of Discrimination against Women for Croatia, 2015 (CEDAW/C/HRV/CO/4-5)
- European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

- Human Resources Strategy for Researchers (HRS4R)
- Horizon Europe (2021-2027)
- The Constitution of the Republic of Croatia (OG 56/90, 135/07, 08/98, 113/00, 124/00, 28/01, 41/01, 55/01, 76/10, 85/10, 05714) - Chapter III. Art. 14.
- Anti-Discrimination Act (OG 85/05, 112/12)
- Gender Equality Act (OG 82/08, 69/17)
- Strategic Plan of the Ministry of Science and Education for the period 2020-2022
- National Plan for Combating Discrimination 2017-2022
- National Development Strategy of the Republic of Croatia until 2030
- Statute of the University of Zadar
- Strategy of the University of Zadar 2017-2022
- Strategic program of scientific research in the field of biomedicine and health, biotechnical, interdisciplinary, natural, and technical sciences for the period from 2019 to 2023
- Strategic program of scientific research in the field of social sciences and humanities, and in the field of arts from 2020 to 2024
- Code of Ethics of the University of Zadar
- Quality Policy of the University of Zadar

The University of Zadar uses employment protocols that prevent employment bias. Adopted institutional procedures and activities are based on the Labor Act, the Law on Scientific Activity and Higher Education, the Law on Salaries in Public Service, the Collective Agreement for Science and Higher Education, and the general laws of the University - the Statute of the University of Zadar, the Rules of Procedure of the University of Zadar, and the Code of Ethics of the University of Zadar. According to these legal acts, direct or indirect discrimination in the field of work and working conditions is prohibited, including selection criteria and conditions of employment and promotion. Gender equality is also guaranteed in all areas of activity of the University.

The criteria for progress in science and teaching are transparent, established by law and statute, and are the same for all public universities in the Republic of Croatia. The University of Zadar website provides open access to all relevant information, including work procedures and forms, which can be read and used by all employees and the public. The law prescribes flexible criteria for promotion in case of maternity leave. There are no measures to promote the career advancement of persons of the underrepresented gender at the institutional level. There are no soft quotas, targets, or jobs for only one gender.

Regarding work-life balance, all measures are listed in the Labor Act. All prescribed measures are available to employees. Information on employee rights and services can be found on the University of Zadar website and can be requested from Administrative Services.

Finally, equal pay in public institutions is established by law. Salary does not depend on gender, i.e., equal pay for equal work, regardless of who does the work.

## **Basic elements of the Plan**

The Gender Equality Plan should:

- be a publicly available official document adopted by the management structure of the institution and disseminated within the institution itself
- have secured funds for the preparation, implementation, and the monitoring of the Plan
- include ways of data collection and monitoring to shape the objectives and indicators of the Plan, and therefore enable the continuous assessment of progress
- be supported through training activities and capacity building activities

### **Public announcement**

The Plan is an official document published on the institution's website, which is open to promoting the goals and outcomes of the plan's implementation. The Plan indicates the intention of the University of Zadar to pursue a policy of gender equality and respect for diversity among employees in all activities of the institution. The Plan sets long-term goals for harmonisation of institutional activities with policy guidelines on gender equality in Europe and proposes action measures and staff responsibilities for implementation and monitoring of the plan's activities.

### **Dedicated resources and competencies for implementation**

The Administration of the University of Zadar is committed to establishing a permanent administrative mechanism dedicated to the question of gender equality at the University of Zadar by appointing members to the Commission for Gender Equality (hereinafter - the Commission).

The members of the Commission are elected from among the employees employed in scientific, associate, professional, and administrative positions, together with the acting managerial positions present at the University of Zadar.

The Commission must include one employee of the University that is a legal expert, and it may include an external associate.

The term of office of the Commission is four years.

The responsibilities of the Commission are to propose and monitor the implementation of the Plan's activities, promote the results of the implemented activities, highlight examples of good practice in the field of gender equality, match the Plan's priorities according to applicable national, European and international regulations and guidelines, collaborate with appropriate external experts for the

education of employees and the managerial segment of the University of Zadar, monitor the situation, update important data and report to the management of the University of Zadar on the outcomes of the implementation of the Plan. The Commission regularly cooperates with heads of departments, coordinators, and other administrators of organizational forms of work, as well as with the management of the University of Zadar. The Commission meets at least twice a year.

### **Data collection and analysis**

The Commission is committed to continuously monitoring the state of human resources at the University of Zadar, the manner of advertising and criteria for the employment and the promotion of employees, as well as the implementation, regarding gender, of equal policies and practices. It is further committed to collecting and recording data on staff classified by gender, analyzing indicators of the fulfillment of the objectives of the Plan, and reporting to the management of the University of Zadar at least once a year. The managing body uses the reports of the Commission to assess the progress of the implementation of the Plan, identify new or remaining challenges and opportunities, and take appropriate measures to address them in the coming year.

### **Education and promotional campaigns**

The development of a culture of gender equality is a long-term process of adopting new practices while at the same time seeking to eliminate the unconscious resistance of individuals in the community. The Commission commits to implement measures to develop and maintain gender balance at the University, address prejudices among employees and decision-makers, establish, if necessary, expert working groups dedicated to relevant topics, and raise awareness through workshops and other educational activities. The promotion of a gender equality practice is also carried out through organized public events (round tables, professional gatherings, and other professional and popularization activities).

### **Analysis of the current situation**

Several steps have been taken in the development of the Gender Equality Plan of the University of Zadar. First, a focus group was conducted (December 9<sup>th</sup>, 2021) with all levels of researchers (from associates to the highest academic titles), within which the opinions of the involved employees regarding gender equality were collected.

Based on the results of the focus group, it is possible to emphasize several elements that are being addressed by the Gender Equality Plan at the University of Zadar:

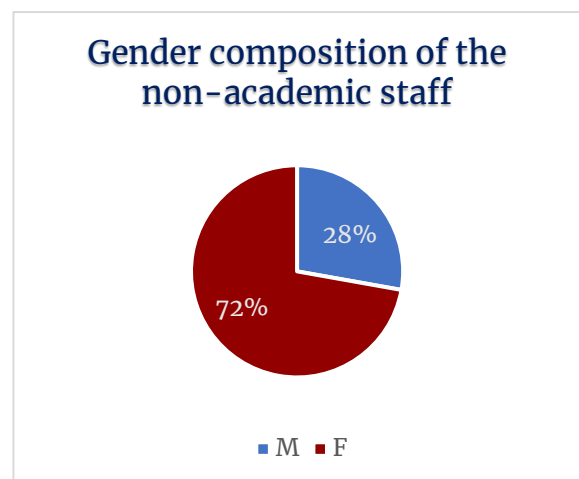
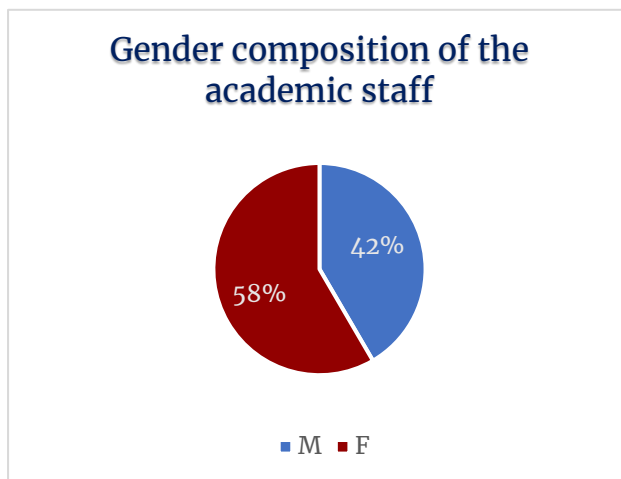
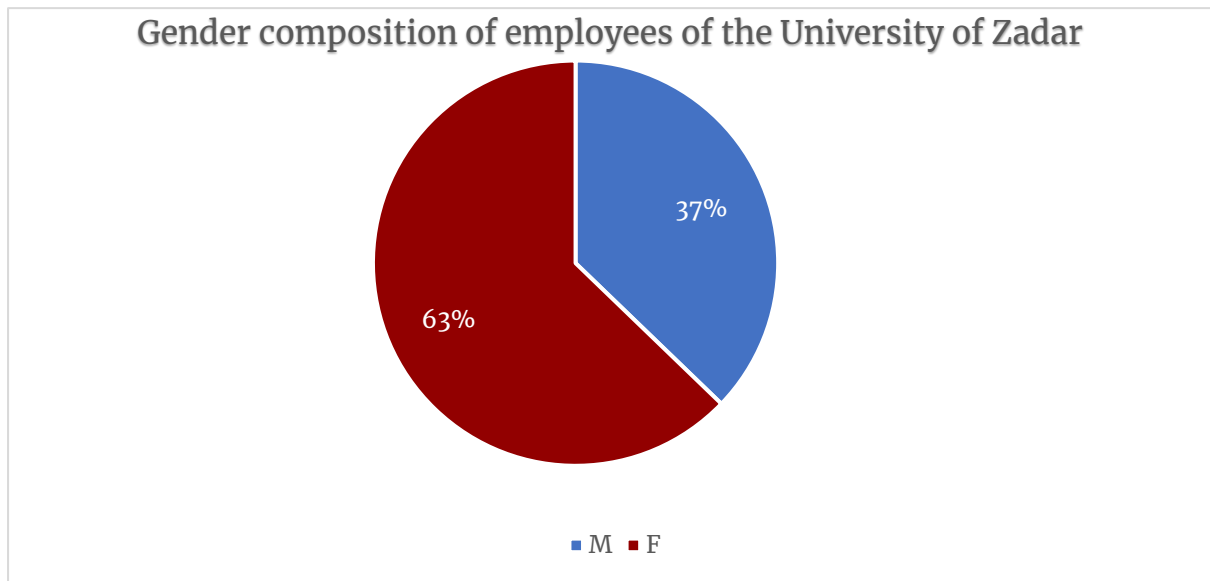
- the proposal for the adoption of a policy related to career interruptions (e.g. sick leave, maternity leave, etc.)
- the need for education regarding the mental health of employees and the promotion of work-related and general well-being of employees

- the obligatory inclusion of a statement on the prevention of discrimination on any grounds in the University acts related to applications and implementation of scientific projects
- to plan activities to motivate and reward employees who participate in scientific and professional projects
- to plan the additional dissemination of information about the work of employees of the University of Zadar

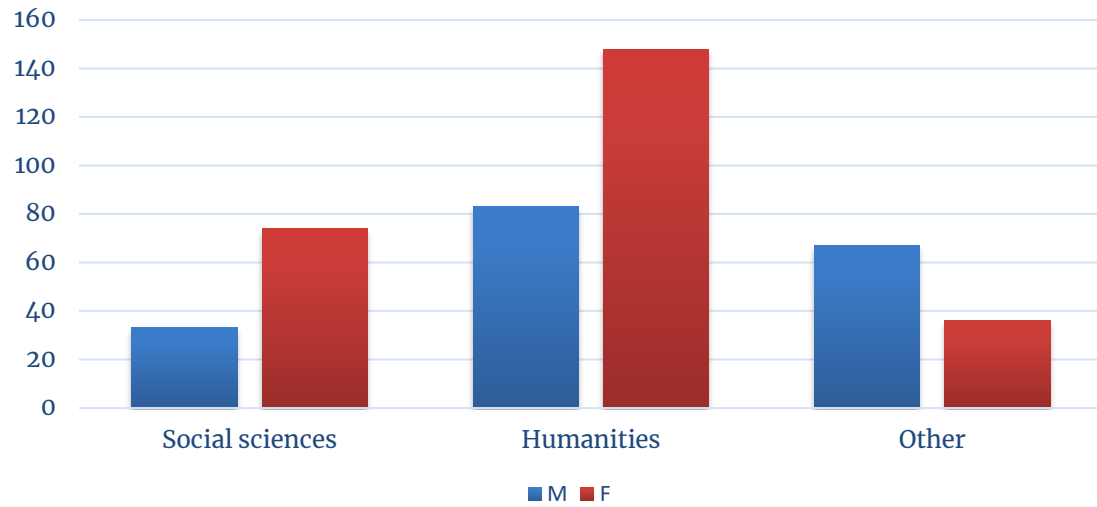
Furthermore, an analysis of basic data was conducted regarding the ratio of the total number of employees and the management structures at the University in the academic year 2021/2022, the analysis of individual fields of science, and the distribution according to academic titles. Conclusively, an analysis was conducted focused on students at all levels of undergraduate and graduate studies during the past five years, as well as at the level of postgraduate studies during the past academic year.



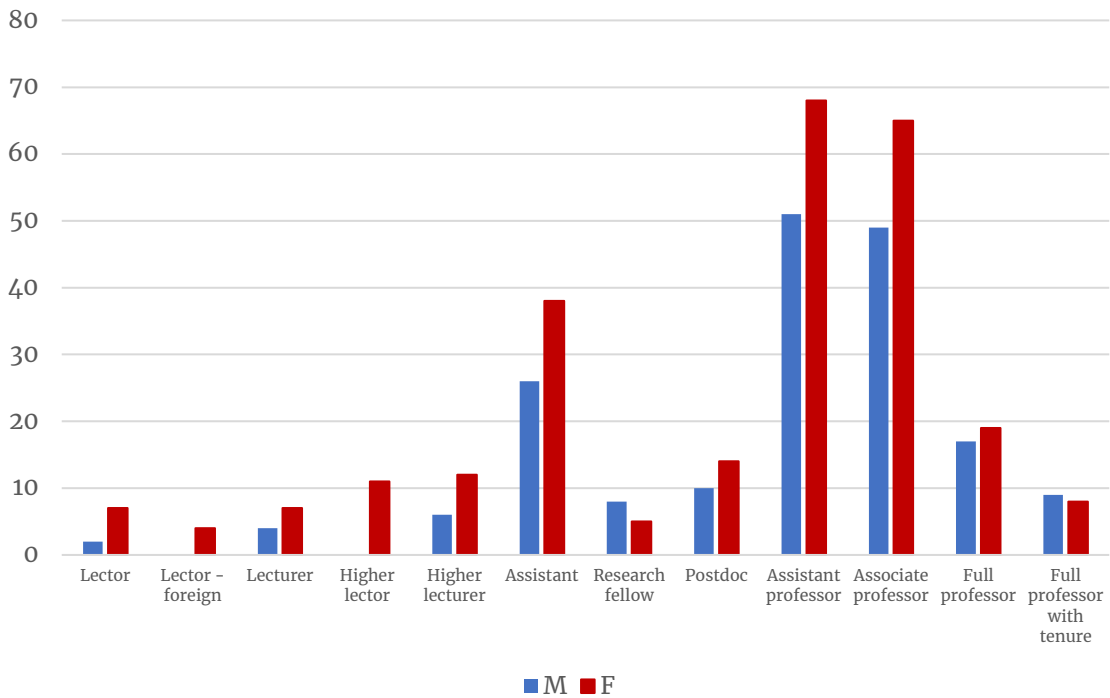
## Gender composition of employees of the University of Zadar



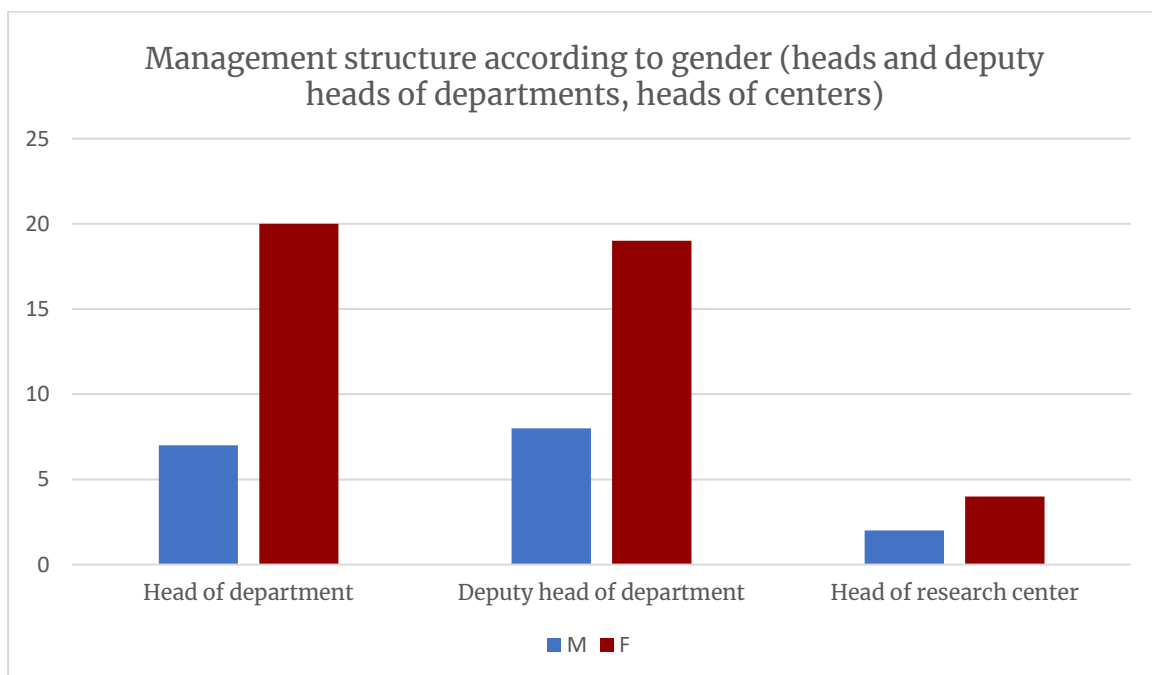
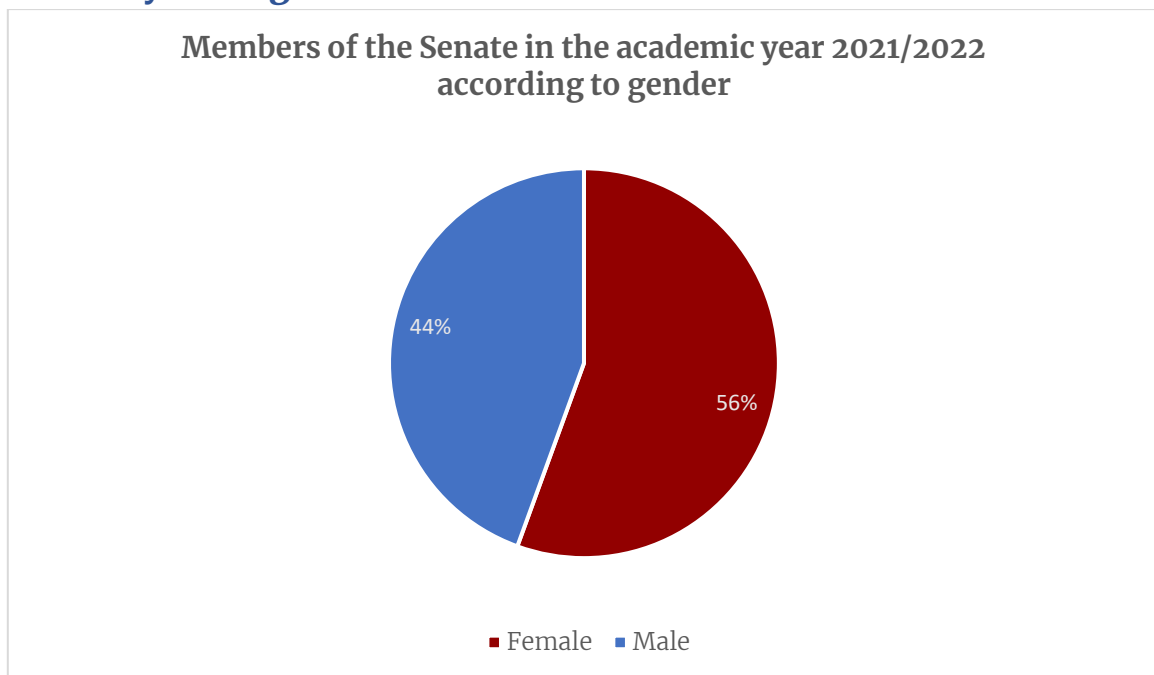
**Gender composition of employees according to fields of science**



**Gender composition of employees according to the academic position**

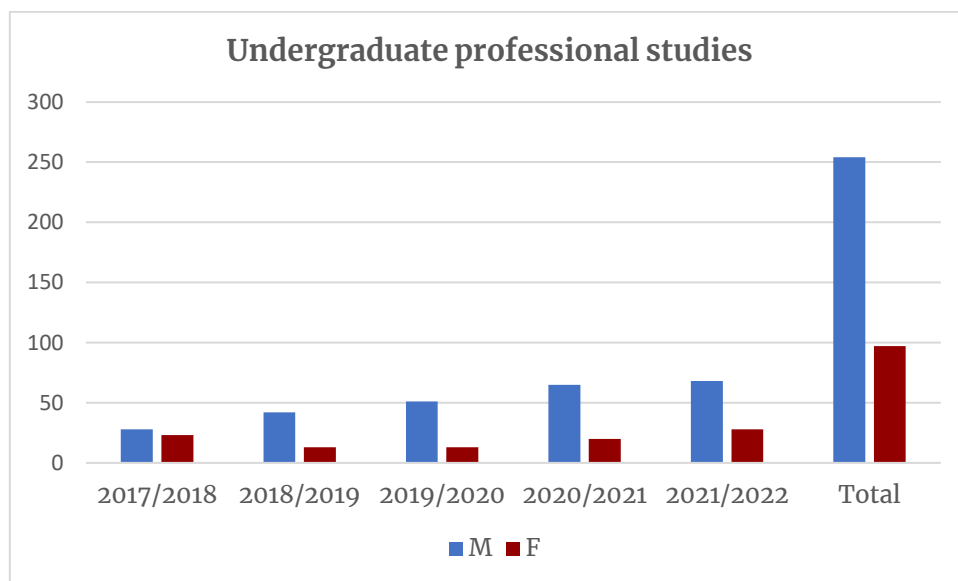
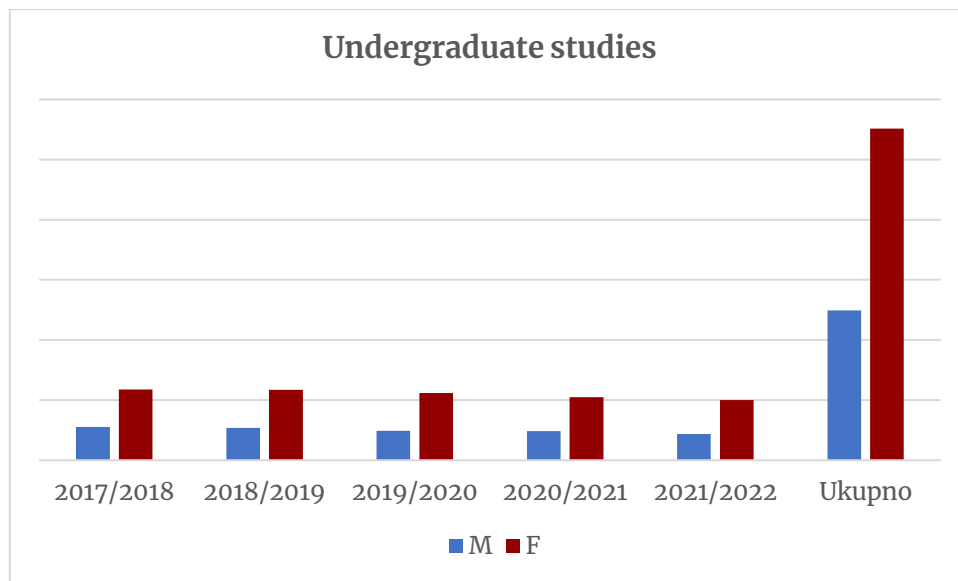


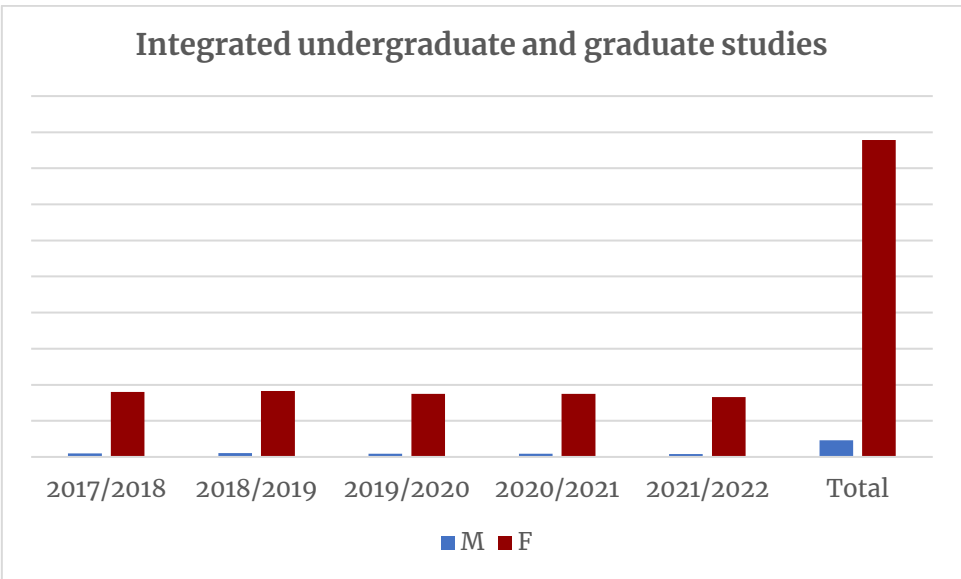
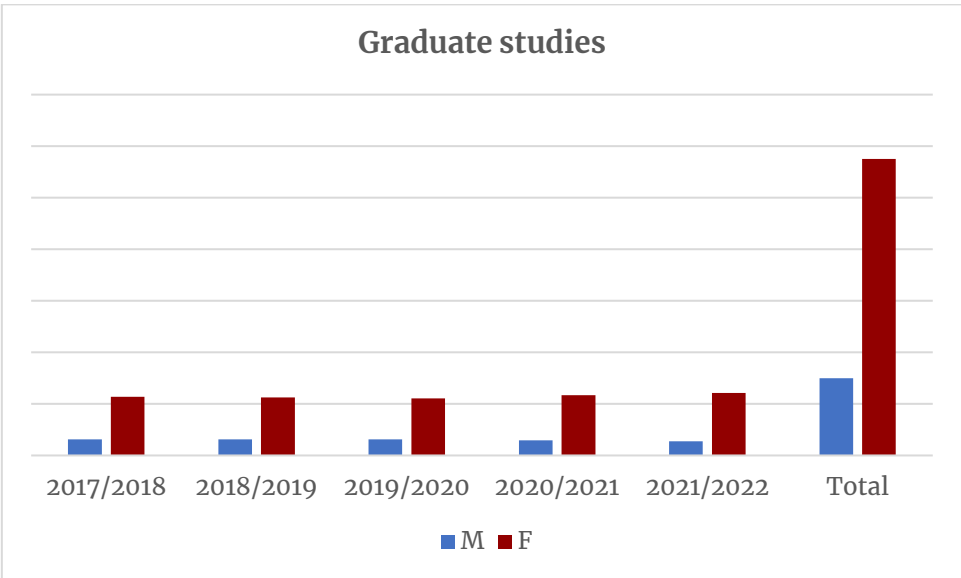
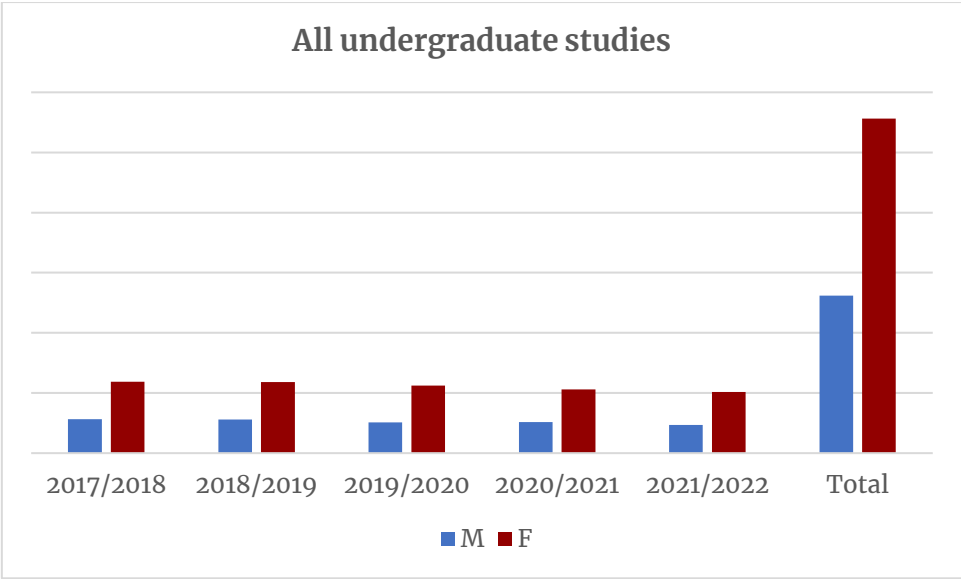
## University management structure

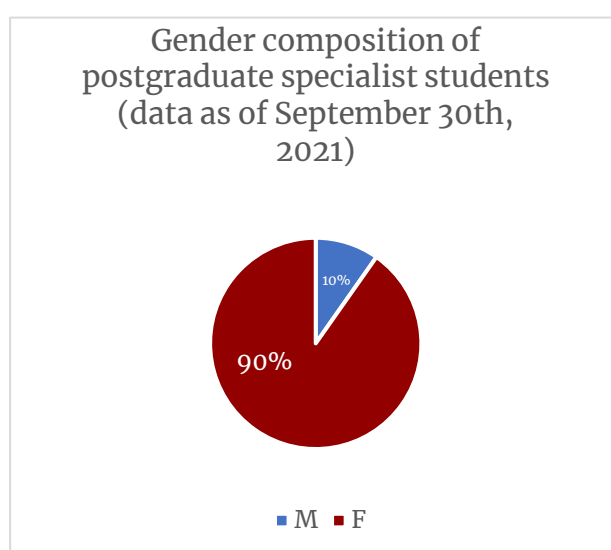
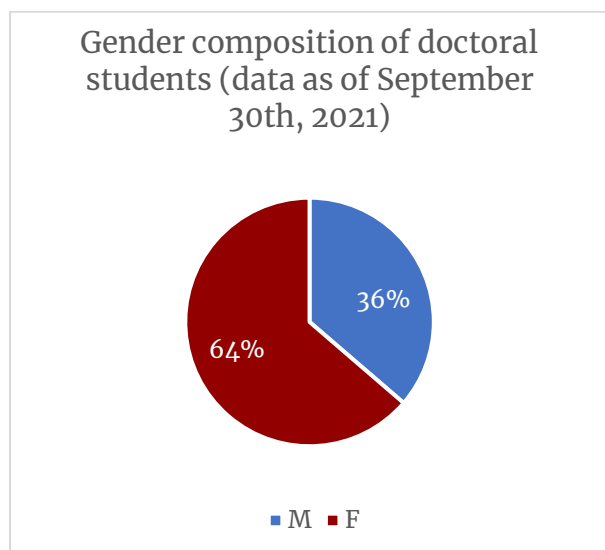
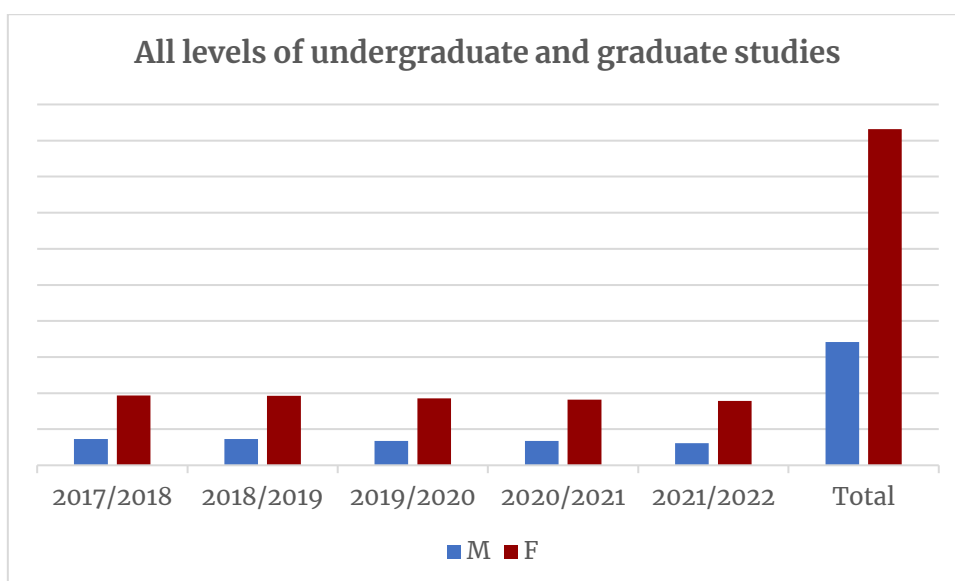


Based on the conducted analysis, at the University of Zadar it is not possible to talk about the existence of a "glass ceiling", more specifically, there are no elements of vertical segregation of employees with respect to gender.

## The ratio of the number of students according to gender and level of study







The obtained data is a starting point for a continuous collection and a systematic analysis of data related to gender equality. Based on this information and in accordance with all relevant recommendations at the level of the European Union and the Republic of Croatia, four basic strategic goals of the *Gender Equality Plan at the University of Zadar* have been defined and will be presented within this document. The strategic goals of the *Gender Equality Plan at the University of Zadar* within their planned activities include the Sustainable Development Goals (SDG) of the UN for the period until 2030:

- (4) quality education
- (5) gender equality
- (8) decent work and economic growth
- (16) peace, justice, and strong institutions

## Purpose and goals of the Plan

As part of the *Horizon Europe* program, a new eligibility condition for applicants is introduced when applying for projects. Starting with calls ending in 2022, all legal entities that are public bodies, research organizations, or higher education institutions must have adopted a Gender Equality Plan when signing the Grant Agreement.

The purpose of the Plan is to ensure gender equality in the division of labor and the carrying out of all activities at the University of Zadar in order to gather a variety of perspectives, talents, and skills needed for effective and innovative solving of work tasks. Fulfilling the purpose of the Plan means reducing the impact of gender bias in the selection and evaluation of employees and collaborators in the research process, introducing expert advice on strategic decisions in the field of gender equality, and strengthening the support system to prevent all forms of discrimination and abuse.

The implementation of the Plan includes four priority objectives:

1. Development of a system of gender equality among employees and students of the University of Zadar
2. Gender equality in research and teaching processes
3. Balance of work obligations and private life
4. Development of a culture of prevention and sanctioning of gender-based discrimination and violence

## 1. Development of a system of gender equality among employees and students of the University of Zadar

Tasks	Implementation measures	Implementation indicators	Responsible entities/persons	Deadline for implementation
To establish a system of gender equality at the University of Zadar	Establishment of a University Commission for Gender Equality	The decision regarding the establishment of the commission <ul style="list-style-type: none"> <li>Appointment of commission members</li> <li>The adoption of the Rules of Procedure of the Commission</li> </ul>	Rector, Vice-rectors, Secretary-General Senate	April 2022
To develop University regulations and activities for the establishment of a gender equality system	<ul style="list-style-type: none"> <li>Establishment of a data collection system for the analysis of gender equality</li> <li>Introduction of regular annual reporting on the implementation of the Gender Equality Plan measures at the level of individual departments/sections, as well as a summary at the University level</li> <li>Introduction of regular annual publication of data related to gender equality</li> <li>Establishment of a university fund for the implementation of gender equality measures</li> <li>Appointment of expert groups for gender equality in a particular field of science</li> </ul>	<ul style="list-style-type: none"> <li>Decisions on the appointment of expert groups for gender equality</li> <li>Certain indicators for data collection</li> <li>Adopted and published annual reports</li> <li>Decision on the establishment of a university fund and regulations regarding its use</li> </ul>	Gender Equality Commission, Expert groups for gender equality, Rector, Heads of departments	Appointment of expert groups for gender equality - October 2022;  Continuous reporting and publishing every year
To raise awareness about the need to develop a culture of gender equality	<ul style="list-style-type: none"> <li>Presentation of the Gender Equality Plan at a University workshop</li> <li>Development and implementation of educational workshops for employees and different University administrators together with implementation and functioning examples of the gender equality system in EU institutions</li> <li>Development and implementation of educational workshops for students and employees on gender equality issues</li> </ul>	<ul style="list-style-type: none"> <li>Organization of a University workshop</li> <li>Prepared content for the educational workshops with related materials</li> <li>Records from the workshops, opinion polls of participants</li> <li>Number of employees and students who participated in the training</li> </ul>	Presentation of the Plan - Vice-rectors, Gender Equality Commission; Workshops and records - Commission and expert groups for gender equality	June 2022 – Plan presentation Workshop;  continuously
To improve gender equality in the managerial structures and departments/sections and the University as a whole	<ul style="list-style-type: none"> <li>Analysis of the composition of university bodies, commissions, and committees regarding the relationship between men and women</li> <li>Analysis of the composition of departmental bodies, commissions, and committees regarding the relationship between men and women</li> <li>Analysis of the representation of men and women in leading positions (chairmen of commissions, heads of centers, heads of departments/sections)</li> <li>Development of rules, measures, and activities to increase the balanced ratio of men and women in the governing structures and bodies of the University</li> </ul>	<ul style="list-style-type: none"> <li>Published analysis of the composition and relationship of male and female representation at the University and the departmental/section levels</li> <li>The developed system ensures a balanced ratio of men and women in governing structures and bodies (e.g., development of guidelines for respecting representation, etc.)</li> </ul>	Rector, Heads of departments, Gender Equality Commission, Gender Equality Expert Groups	December 2022; continuously



## 2. Gender equality in research and teaching process

Tasks	Implementation measures	Implementation indicators	Responsible entities/persons	Deadline for implementation
To increase gender equality in research and artistic work	<ul style="list-style-type: none"> <li>Monitor and analyze gender-disaggregated data on research, scientific and artistic activities at the University</li> <li>Develop protocols, policies, and activities to increase the representation of women in research</li> <li>Identify and analyze the reasons for the underrepresentation of men and remove barriers to increasing men's participation in areas where they are underrepresented</li> <li>Conduct popularization, motivation, and recognition activities and support and promote the representation of men in areas where they are underrepresented</li> <li>Encouraging underrepresented individuals to apply for research projects through special programs</li> </ul>	<ul style="list-style-type: none"> <li>Published analysis data</li> <li>Developed activities and guidelines for greater representation of underrepresented groups in research (e.g., development of projects to encourage young researchers from underrepresented groups; development of activities aimed at presenting successful researchers, etc.)</li> <li>Developed programs of encouragement for underrepresented individuals in project applications</li> </ul>	Vice-Rectors, Gender Equality Commission, Gender equality expert groups	Activity Development March 2023; Analyzing data and conducting activities continuously
To develop a system of advancement and selection in science sensitive to gender equality	<ul style="list-style-type: none"> <li>Development of strategic career growth planning for underrepresented groups in doctoral studies</li> <li>Where possible, ensure gender equality in promotion committees, project evaluation committees, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Developed guidelines for strategic planning and appointed responsible persons</li> <li>Developed instructions for the structuring of commissions</li> <li>Completed analysis of commission structures before and after the proposed instructions</li> <li>Proposed possible amendments to the instructions/new measures based on the conducted analysis</li> </ul>	Gender Equality Commission, Gender equality expert groups, Vice-rectors, Heads of departments	March 2023; continuously
To establish a system of continuous education for successful gender equality in research and teaching	<ul style="list-style-type: none"> <li>Development of workshops for systematic education of university staff and management</li> <li>Development of an annual workshops plan</li> <li>Development of a University network for the exchange of experiences in the field of gender equality</li> <li>Development of generic educational materials that can be included in courses at all educational levels - in undergraduate, graduate, and postgraduate study programs</li> </ul>	<ul style="list-style-type: none"> <li>Developed content and appointed workshop coordinators; workshops on gender equality with experts in the field;</li> <li>Annual plan adopted</li> <li>University network put into operation</li> </ul>	Gender Equality Commission, Expert groups on gender equality, Deputy heads of departments, Vice-rectors	Establishing the system in October 2023; continuously
To integrate a dimension of gender equality into the teaching process	<ul style="list-style-type: none"> <li>Forming a group of teachers to consider the possibility of integrating gender equality into the teaching processes at all University levels</li> <li>Development of teaching materials for the proposed content</li> <li>Elaboration on the possibility of including content on individual departments/sections</li> </ul>	<ul style="list-style-type: none"> <li>Appointed members of the group</li> <li>Held meetings/workshops on the development of gender equality teaching content</li> <li>Presented suggestions and modalities on how to include proposed content in the teaching process</li> </ul>	Vice-rectors, Deputy heads of departments, Gender Equality Commission, Expert groups on gender equality	January 2024; continuously

### 3. Balance of work obligations and private life

Tasks	Implementation measures	Implementation indicators	Responsible entities/persons	Deadline for implementation
To develop a work environment that allows for a balance of work and private life	<ul style="list-style-type: none"> <li>• Analysis of existing measures (legal, University, at the level of individual departments/sections)</li> <li>• Conduct a study on the possibility of additional services in order to improve the working environment for researchers/teachers/administrative staff</li> <li>• Development of guidelines for the support of employees with preschool children, family members with special needs, and those caring for the seriously ill and elderly family members</li> <li>• Development of stress management workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of existing measures</li> <li>• Conducted study of additional services (rooms for shorter stays of children of employees and students, rooms for breastfeeding, etc.)</li> <li>• Developed support guidelines</li> <li>• Developed workshops</li> </ul>	Vice-rectors, Heads and Deputy Heads of departments, Office for Quality Assurance, Gender Equality Commission	November 2023
To develop support for student career progress	<ul style="list-style-type: none"> <li>• Student career counseling system</li> <li>• Assess the need for additional measures for achieving an equal position of students with children</li> <li>• Monitoring and analyzing the entrepreneurial intentions of male and female students and providing them with support in their entrepreneurial ventures</li> </ul>	<ul style="list-style-type: none"> <li>• Developed system of career counseling for students (spatial, organizational, human capacity)</li> <li>• Proposed additional measures for student parents</li> </ul>	Vice-rectors, Heads and Deputy Heads of departments, Office for Quality Assurance, Gender Equality Commission	October 2023; continuously
To provide necessary and timely information	<ul style="list-style-type: none"> <li>• Development of a package of information regarding legal/union/university regulations related to maternity leave, long-term sick leave, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Information package created</li> </ul>	Gender Equality Commission	November 2022
To develop measures for work inclusion after a career break and time management	<ul style="list-style-type: none"> <li>• Protocol and advice for pregnant women in the workplace</li> <li>• Analysis of the current situation after returning from maternity leave</li> <li>• Analysis of the possibility of flexible working hours for researchers/teachers/ administrative staff in cases of need</li> <li>• Development of recommendations based on analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted proposed analysis</li> <li>• Developed and adopted recommendations to facilitate inclusion in the research/teaching process after maternity leave (e.g., reduction of teaching load several months after return, etc.)</li> <li>• Developed and adopted recommendations for flexible working hours in case of need</li> </ul>	Gender Equality Commission, Gender Equality Working Groups, Vice-Rectors, Heads and Deputy Heads of departments	November 2023; continuously

#### 4. Development of a culture of prevention and sanctioning of gender-based discrimination and violence

Tasks	Implementation measures	Implementation indicators	Responsible entities/persons	Deadline for implementation
To strengthen the University as a place without any discrimination and violence	<ul style="list-style-type: none"> <li>• Analysis of existing University acts in which the dimension of the development of a culture of prevention and sanctioning of gender-based discrimination and violence is incorporated</li> <li>• Improvement of existing acts/drafting new ones</li> <li>• Development of protocols for dealing with cases of various forms of discrimination and violence</li> </ul>	<ul style="list-style-type: none"> <li>• Existing acts analyzed and revised in accordance with requirements</li> <li>• New acts proposed and drafted that further strengthen the development of a culture of prevention and sanctioning of gender-based discrimination and violence (e.g. policy of developing a culture of prevention and sanctioning of gender-based discrimination and violence that includes ways to report discrimination and violence, the establishment of relevant facts, support, disciplinary measures, etc.)</li> <li>• Procedure protocols developed</li> </ul>	Rector, vice-rectors, Secretary-General Heads of departments	continuously
To strengthen the development of a culture of prevention and sanctioning of gender-based discrimination and violence at the University of Zadar	<ul style="list-style-type: none"> <li>• Organization of educational activities</li> <li>• Organization of activities to raise awareness about the development of a culture of prevention and sanctioning of gender-based discrimination and violence</li> <li>• Continuous production, publication, and dissemination of scientific materials on the prevention of violence against women and domestic violence</li> <li>• Creation of an educational program/materials to raise awareness about prejudice and prevent hate speech</li> </ul>	<ul style="list-style-type: none"> <li>• Developed and conducted workshops, seminars, etc.</li> <li>• Printed materials to further raise awareness about the development of a culture of prevention and sanctioning of gender-based discrimination and violence</li> </ul>	Gender Equality Commission, Expert groups on gender equality, Heads and Deputy Heads of departments	continuously
Develop a support system	<ul style="list-style-type: none"> <li>• Strengthening the psychological counseling system for students and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Developed system and allocated funds for implementation</li> </ul>	Rector, vice-rectors, Gender Equality Commission, Head of student counseling Center	continuously