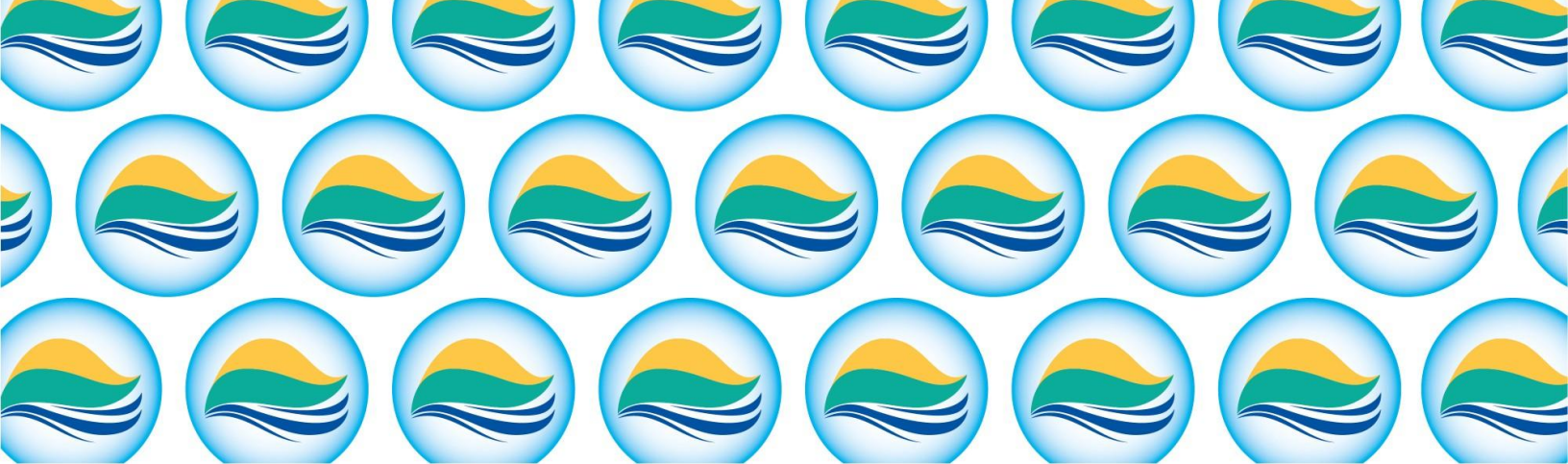




GENDER EQUALITY PLAN

2025-2030

Centre of Excellence MARBLE

Zagreb, September 2025

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1. Introduction and Purpose

The **Centre of Excellence MARBLE** (hereinafter: **CoE MARBLE**) is committed to fostering an inclusive, respectful, and fair working environment. As part of our participation in the Horizon Europe program and our long-term institutional development, we adopt this **Gender Equality Plan (GEP)**. As a research organization, MARBLE places a strong emphasis on Diversity, Equality, and Inclusion (DEI), integrating it into its human resources strategy and overall operational framework.

Centre of Excellence MARBLE, founded by the University of Zagreb Faculty of Electrical Engineering and Computing (UNIZG-FER), is a leading hub for maritime robotics and sustainable blue economy innovation, advancing research and solutions in robotics, green endurance, IoT, and digital twins.

The strategic **Vision** of CoE MARBLE is to put Croatia on the map of R&I excellence by becoming a European lighthouse and a role model in the field of maritime robotics and technologies, focusing on key research areas identified as essential enablers with the highest impact on the blue economy sectors aligned with the Smart Specialization Strategy of Croatia.

Our **Mission** is to develop and deploy advanced maritime robotics and technologies that address critical challenges and opportunities in the blue economy; foster collaboration and knowledge sharing among researchers, industry partners, and policymakers to accelerate the development and adoption of sustainable blue economy practices; empower Croatian researchers, innovators, and businesses through education, training, and access to state-of-the-art facilities and resources, and bridge the developmental gap between different regions of Croatia by establishing a network of pilot sites and facilities, promoting balanced and inclusive growth.

Our Values:

- **Excellence:** We are committed to pursuing the highest standards of research, innovation, and education in maritime robotics and technologies,
- **Sustainability:** We prioritize environmentally and economically sustainable solutions for the blue economy,
- **Collaboration:** We foster open collaboration and knowledge sharing among researchers, industry, and the community,
- **Innovation:** We encourage creativity, exploration, and the development of groundbreaking technologies.
- **Impact:** We strive to make a tangible positive impact on the Croatian blue economy and society.
- **Inclusivity:** We are committed to fostering a diverse and inclusive environment that promotes equal opportunities for all.
- **Integrity:** We adhere to the highest ethical standards in all our activities.

The **Gender Equality Plan** of the Centre of Excellence MARBLE is fully aligned with our core values. By ensuring equal opportunities, a respectful workplace, and support for work–life balance, the GEP strengthens our pursuit of **Excellence** and **Integrity** in research and innovation. Promoting

inclusivity and gender balance reflects our commitment to **Collaboration** and **Sustainability**, while integrating gender perspectives into research enhances the **Impact** and **Innovation** of our work in maritime robotics and the blue economy. In this way, gender equality is not only a legal and institutional requirement but also a natural extension of the values that guide our mission.

The principles of gender equality have been incorporated into all internal documents and the daily practice of the work in CoE MARBLE since its foundation until today, and this Plan introduces measures that will contribute to maintaining such practice.

The GEP ensures that gender equality principles are systematically integrated into our policies, structures, and daily practices, with a focus on:

- Improving gender balance across roles and leadership positions.
- Supporting work-life balance for all employees.
- Guaranteeing equal pay for equal work.
- Promoting gender equality in recruitment, career progression, and research content.
- Implementing measures against gender-Based Violence, Including Sexual Harassment.

Gender equality in research and innovation is one of the priorities of the European Research Area (ERA). The European Commission has set three objectives for European countries and institutions:

- gender equality in scientific careers,
- gender balance in decision-making, and
- integration of the gender dimension into the content of research and innovation.

CoE MARBLE Gender Equality Plan sets out measures that contribute, to the extent possible, to the achievement of the stated general objectives.

2. Institutional Framework

2.1. European Union

Gender equality is one of the fundamental principles of the European Union (hereinafter: EU), and ensuring equal opportunities and combating gender discrimination is a general goal and an integral part of all its programs and policies.

The EU legal order guarantees citizens anti-discrimination protection, through the so-called Founding Treaties –The Treaty on the European Union and the Treaty on the Functioning of the European Union, which contain provisions that value the importance of the principle of equality and prohibit discrimination, through guarantees contained in a series of directives, namely:

- Directive 2006/54/EC¹ on the implementation of the principle of equal opportunities and equal treatment of men and women in the field of employment and labor relations.
- Directive 2004/113/EC² on the implementation of the principle of equal treatment between men and women in access and supply of marketable goods and services.
- Council Directive 2010/18/EU of 8 March 2010 implementing the revised Framework Agreement on parental leave.
- Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding
- Directive 79/7/EEC³ on the progressive implementation of the principle of equality in treatment between men and women in the field of social security.
- Directive 2000/43/EC⁴ on the implementation of the principle of equal treatment between persons regardless of their racial or ethnic origin.
- Directive 2000/78/EC⁵ on the general framework for equality in treatment in employment relations and the profession.

The Charter of Fundamental Rights of the European Union⁶ published in the Official Journal of the EU on June 7, 2016 prohibits any discrimination based on sex, race, skin color, ethnic or social origin, genetic characteristics, language, religion or belief, political or any other opinion, belonging to a national minority, property, birth, disability, age or sexual orientation, and citizenship, and determines that the equality of women and men must be ensured in all areas, including employment, work and salary, while the principle of equality does not prevent the retention or adoption of measures that foresee special benefits in favor of the underrepresented sex.

¹ DIRECTIVE 2006/54/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast). Available at: <https://eur-lex.europa.eu/eli/dir/2006/54/oj> (access on 24.09.2025).

² COUNCIL DIRECTIVE 2004/113/EC of 13 December 2004 implementing the principle of equal treatment between men and women in the access to and supply of goods and services. Available at: <https://eur-lex.europa.eu/eli/dir/2004/113/oj> (access on 24.09.2025).

³ COUNCIL DIRECTIVE of 19 December 1978 on the progressive implementation of the principle of equal treatment for men and women in matters of social security (79/7/EEC) Available at: <https://eur-lex.europa.eu/eli/dir/1979/7/oj> (access on 24.09.2025).

⁴ Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin. Available at: <https://eur-lex.europa.eu/eli/dir/2000/43/oj/eng> (access on 24.09.2025).

⁵ Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation. Available at: <https://eur-lex.europa.eu/eli/dir/2000/78/oj/eng> (access on 24.09.2025).

⁶ CHARTER OF FUNDAMENTAL RIGHTS OF THE EUROPEAN UNION 2012/C 326/02. Available at: https://eur-lex.europa.eu/eli/treaty/char_2012/oj (access on 24.09.2025).

The Council of the European Union adopted Conclusions on the European Pact for Gender Equality for the period 2011-2020⁷ and then the Strategy on Gender Equality 2020-2025,⁸ which represents policy goals and activities for achieving significant progress by 2025 towards a gender-equal Europe. The goal is a union in which women and men, girls and boys, in all their diversity, are free to follow their chosen path in life, have equal opportunities for advancement and can equally participate and lead European society. Although inequalities persist, the EU has made significant progress in gender equality over the past decades. This is the result of legislation on equal treatment, gender-aware policy and the integration of the gender perspective into all other policies and specific measures for the advancement of women.

2.2. Republic of Croatia

Until the adoption of the first Croatian Law on Gender Equality in 2003, gender equality was regulated by the Constitution of the Republic of Croatia and international treaties that formed part of the internal legal order of the Republic of Croatia. The Law on Gender Equality establishes the general basis for the protection and promotion of gender equality as a fundamental value of the constitutional order of the Republic of Croatia and defines and regulates the method of protection against discrimination based on gender and the creation of equal opportunities for women and men, thereby defining and applying the principle of equality put a stronger emphasis. Equality in this context does not mean that men and women will become the same, but that rights, responsibilities and opportunities must not depend on whether a person was born as a man or a woman and that the interests, needs and priorities of individuals regardless of gender are taken into account, while recognizing the differences.

Key Croatian Legal Framework on Gender Equality

1. Constitution, Official Gazette 56/90, 135/97, 08/98, 113/00, 124/00, 28/01, 41/01, 55/01, 76/10, 85/10, 05/14, which in art. 3. prescribes: Freedom, equality, national equality and gender equality, peacemaking, social justice, respect for human rights, inviolability of property, preservation of nature and the human environment, the rule of law and the democratic multiparty system are the highest values of the constitutional order of the Republic of Croatia and the basis for interpreting the Constitution.

2. The National Policy for Gender Equality, which represents the basic strategic document of the Republic of Croatia, adopted with the aim of creating conditions for a more equal society through the establishment of equal opportunities for all citizens. The preparation of the National Plan for Gender Equality for the period from 2021 to 2027 and the associated Action Plan for the implementation of the National Plan for the period from 2021 to 2024 is currently underway.

3. Law on Gender Equality, OG 82/2008, 125/2011, 20/2012, 138/2012, 69/2017, which stipulates that women and men are equally present in all areas of public and private life, that they

⁷ Council conclusions of 7 March 2011 on European Pact for Gender Equality (2011-2020) (2011/C 155/02).

Available at: <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ%3AC%3A2011%3A155%3A0010%3A0013%3AEN%3APDF> (access on 24.09.2025).

⁸ [Gender equality strategy - European Commission](#) (access on 24.09.2025).

have equal status, equal opportunities to exercise all rights, as well as equal benefit from the achieved results. Any direct or indirect discrimination based on gender, marital and family status is prohibited, less favorable treatment of women based on pregnancy and maternity is considered discrimination. Discrimination based on sexual orientation is prohibited. All public bodies are obliged, in all stages of planning, passing and implementing legal acts, decisions or actions, to assess and evaluate the effects of these actions on the position of women and men, in order to achieve real equality between women and men, and to implement training programs on gender equality for their employees and workers. The obligation to use gender-sensitive language implies gender-sensitive job titles and diplomas, as well as the removal of sexism from the language. Terms used in Croatian regulations that have a gender meaning are used neutrally and refer equally to men and women.

4. Law on Suppression of Discrimination Official Gazette 85/08, 112/12, which prohibits discrimination in all areas of social life, especially in the regulatory areas of work and employment, education, science and sports, social security, health care, justice and administration, housing, public information and media, access to goods and services and their provision, membership and activity in trade unions, political parties and participation in cultural and artistic creativity.

5. Labor Law, Official Gazette 93/14, 127/17 and 98/19, which prescribes the employer's obligation to pay equal wages to workers for equal work and work of equal value (a key and strategic issue for achieving equality between women and men in general, principle equal pay has been included in the founding treaties of the EU since 1957). It devotes an entire chapter to the protection of pregnant women, parents, adoptive parents and the incapacity for work, as well as to the protection of the dignity of workers from discrimination and harassment.

In all public tenders for the establishment of an employment relationship, there is a mandatory indication: persons of all genders can apply for the tender.

6. Law on maternity and parental benefits, Official Gazette 85/08, 110/08, 34/11, 54/13, 152/14, 59/17, 37/20;

7. Family Law NN 103/15, 98/19;

8. Law on scientific activity and higher education, NN 123/03, 198/03, 105/04, 174/04, 02/07, 46/07, 45/09, 63/11, 94/13, 139/13, 101/14, 60/15, 131/17, which lists the respect and affirmation of human rights among the fundamental principles.

9. Criminal Code - Defines sexual harassment, mobbing, and hate crimes (including gender, sexual orientation, and gender identity) as criminal offenses. Encourages mandatory reporting in cases affecting health or dignity.

10. Law on Protection from Domestic Violence (2012, further developments aligned with Istanbul Convention) - Offers civil law protection for victims, allowing measures like restraining orders, removal of perpetrators, and support services such as shelters.

11. Law on Maternity and Parental Benefits - Guarantees paid maternity leave (currently around 28 weeks) and supports paternity leave, promoting shared parental responsibilities and equal employment protection.

12. Whistleblower Protection Act - Ensures that employees reporting wrongdoing are protected from retaliation and may remain anonymous. Employers with more than 50 staff must designate an internal “confidentiality person.”

13. Corporate Law Amendments (“Women on Boards” Directive) - As of December 2024, listed companies must ensure at least 40% of non-executive board positions — or 33% of all board seats—are held by the under-represented sex, typically women, by mid-2026.

14. Life Partnership Act (2014) - Recognizes same-sex life partnerships, granting nearly all rights of marriage (except adoption initially), reinforcing legal protection against discrimination based on sexual orientation and gender identity.

3. Analysis Of the Current Status in the Organization

CoE MARBLE is a Croatian Centre of Excellence focused on developing and advancing maritime robotics and technologies to support the sustainable blue economy, with a mission to foster innovation, research, and knowledge sharing in this field.

Gender equality in CoE MARBLE is promoted in such a way that women and men are given equal opportunities to participate in all activities in accordance with the Law on Gender Equality (**Official Gazette 82/08, 59/17**). The selection of all employees involved in projects, collaborators and other participants in certain activities (scientists and experts) is made solely on the basis of their expertise.

Employment protocols

CoE MARBLE implements **employment protocols** to avoid bias in recruitment. The adopted internal institutional procedures and activities are based on the *Regulation on Salaries and Material Benefits, Regulation on Annual Leave, the Manner of Using Annual Leave, and Paid and Unpaid Leave, Regulation on The Processing of Personal Data, General Work Regulations* and Labor Law without any direct or indirect gender discrimination when selecting candidates. Candidates are selected according to the required qualifications, experience and competences, regardless of age and gender. According to these acts, direct or indirect discrimination regarding work and working conditions, including selection criteria and conditions of employment and promotion, is prohibited. The promotion criteria are transparent and equal for all employees of CoE MARBLE, and depend on the work results of individuals, regardless of age and gender.

European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

The **Centre of Excellence MARBLE** fully endorses the principles of the **European Charter for Researchers** (2005/251/EC)⁹ and the **Code of Conduct for the Recruitment of Researchers**.¹⁰

Our **employment protocols** are aligned with these principles as follows:

1. Ethical and Professional Aspects (Charter, Part 1)

- We promote **non-discrimination** and equal treatment of all staff, regardless of gender, age, ethnicity, disability, sexual orientation, or family status.
- The GEP will strengthen institutional culture by embedding **gender equality into organizational values** and daily operations.

2. Recruitment and Selection (Code of Conduct, Part 2)

- Recruitment procedures are **transparent, merit-based, and gender-sensitive**.
- Selection committees are encouraged to be **gender-balanced** and will be trained to avoid unconscious bias.

3. Working Conditions and Social Security (Charter, Part 3)

- In line with both the Charter and the GEP, we provide:
 - **Flexible working arrangements** (remote, part-time, parental leave).
 - Equal pay for equal work, monitored by Human Resources (HR).
 - Clear procedures for preventing and addressing **gender-based harassment**.
- These measures ensure a supportive, family-friendly environment where both men and women can pursue their careers equally.

4. Training and Career Development (Charter, Part 4)

- CoE MARBLE ensures that training opportunities (including leadership mentoring and gender equality awareness) are available **equally to all staff**.
- The GEP complements the Charter by actively promoting the **career progression of women in research and leadership**.
- Researchers are encouraged to integrate the **gender dimension in research content**.

5. Monitoring and Evaluation

- Progress on gender equality will be monitored **every two years** and integrated into internal reporting structures (Supervisory Board, Project Partners).
- This ensures continuous alignment with the **Human Resources Strategy for Researchers (HRS4R)** and supports our ambition to obtain the **HR Excellence in Research Award**.

⁹ COMMISSION RECOMMENDATION of 11 March 2005 on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers (Text with EEA relevance) (2005/251/EC). Available at: <https://eur-lex.europa.eu/eli/reco/2005/251/oj/eng#:~:text=The%20European%20Charter%20for%20Researchers%20is%20a%20set,as%20of%20employers%20and%20For%20funders%20of%20researchers%20%281%29> (access on 24.09.2025).

¹⁰ COMMISSION RECOMMENDATION of 11 March 2005 on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers (Text with EEA relevance). Available at: <https://eur-lex.europa.eu/eli/reco/2005/251/oj> (access on 24.09.2025).

Work-life balance

Regarding the **balance between professional and private life**, all measures are listed in the Labor Law. These include the right to maternity, paternity, parental, and adoption leave; the right to work part-time during childcare periods; protection from dismissal while using such rights; flexible working arrangements (such as flexible working hours and redistribution of working hours, where agreed); and entitlement to annual leave and paid sick leave. The Act also ensures special protection for pregnant workers, parents of young children, and caregivers. The use of **maternity and parental leave** is possible for both men and women. A person returning to work from maternity or parental leave is given the opportunity to return to the same workplace with help with re-adjustment. Parents of young children are allowed flexible working hours and work from home whenever possible. The company will continue to implement these practices because they will contribute to strengthening the safety and self-confidence of employees, and increasing job satisfaction, which in the long run leads to an increase in employee productivity and innovation. Together, these measures enable employees to balance their professional responsibilities with private and family life, while safeguarding equal treatment and non-discrimination. All prescribed measures are available to employees. Information on employee rights and services is available on the intranet and upon request from administrative services.

Equal pay policy

The **policy of equal pay** is determined by the Labor Law which mandates equal pay for equal work. Salary does not depend on gender, which implies equal pay for equal complexity of work.

In line with the Croatian Labor Act, the Anti-Discrimination Act, the Gender Equality Act, the Criminal Code, and the Law on Protection from Domestic Violence, CoE MARBLE enforces a zero-tolerance policy towards **gender-based violence and sexual harassment**. These laws define harassment as unlawful conduct, guarantee employees the right to a safe working environment, and establish both civil and criminal protection mechanisms. Our GEP reflects these obligations by ensuring confidential reporting channels, clear procedures for handling complaints, and protection for victims from retaliation, thus aligning institutional practice with the national legal framework.

Status on 1/9/2025

COE MARBLE EMPLOYEES

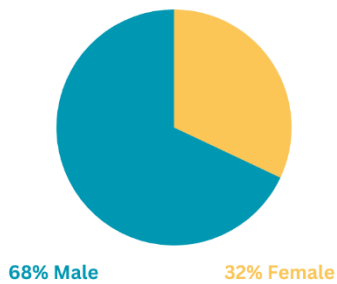


Fig. 1. Structure of Employees by gender

DEPARTMENT HEADS

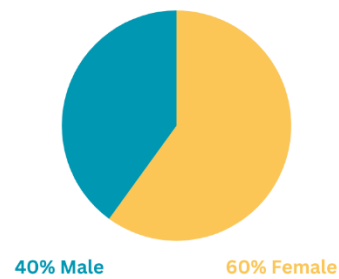


Fig. 2. Structure of Department Heads by gender

RESEARCHERS

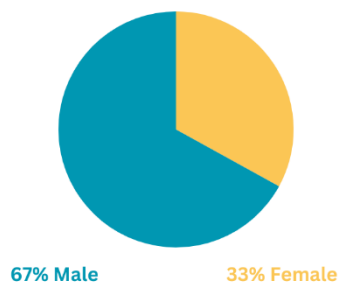


Fig. 3. Structure of Researchers by gender

Centre of Excellence MARBLE currently employs **19 staff members**, of whom **6 are female** and **13 are male** (Fig. 1.). Among the **five heads of departments**, **three are female** and **two are male**, demonstrating a positive gender balance in leadership positions at this level (Fig. 2.). Within the **research staff**, there are **six researchers**, consisting of **two women** and **four men** (Fig. 3.).

This distribution shows that while women are well represented in departmental leadership, they remain a minority within the overall workforce and research positions. The Gender Equality Plan therefore focuses on **maintaining gender balance in decision-making roles**, while strengthening measures to **support equality in recruitment, career progression, and research participation**. Continuous monitoring will ensure that these trends remain aligned with CoE MARBLE's commitment to inclusivity and equal opportunities.

4. Gender Equality Plan Objectives and Priority Areas (Thematic areas)

4.1 Work-Life Balance and Organizational Culture

CoE MARBLE is committed to further strengthening a working environment that supports the balance of professional and private responsibilities, thereby enhancing employee satisfaction and well-being. The organization ensures continuous communication and transparent access to information regarding rights linked to personal and family circumstances. These rights are guaranteed to all employees, regardless of gender, and their utilization will not negatively affect the individual's employment status, career development, or opportunities for advancement.

Measures and planned activities:

Measure	Activities	Timeline	Dedicated Resources
Supporting work-life balance	• Maintain and promote flexible working arrangements (flexible working hours, parental leave, part-time). • Ensure that meetings and events are scheduled within working hours to support family responsibilities. • Equal access to vacation and leave entitlements. • Promotion of a culture valuing work-life balance in line with Croatian Labor Law. • Encouraging the use of gender-balanced maternity and parental leave	Continuously	Management General Services – HR Department

4.2 Gender Balance in Leadership and Decision-Making

CoE MARBLE is committed to promoting gender balance at all levels of leadership and decision-making. We will ensure transparent and inclusive selection and nomination processes, monitor gender representation in governance structures, and actively support the professional development of underrepresented genders through mentoring and career advancement opportunities. In doing so, CoE MARBLE seeks to strengthen diversity in leadership as a driver of excellence, innovation, and organizational integrity.

Measure	Activities	Timeline	Dedicated Resources
Gender equality in all decision-making roles	• Providing equal opportunities for gender-independent career advancement • Transparent selection and nomination procedures for leadership positions. • Monitoring of gender representation in management, boards, and committees • Researching legal regulations in order to establish effective institutional services	Continuously	Management General Services – HR Department General Services – Legal Department

Equal opportunities for education and career advancement	• Encourage women to apply for leadership roles and provide mentoring opportunities. • Encourage Mentorship and Educational programs to support career development of underrepresented genders.	Continuously	Management General Services – HR Department
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4.3 Gender Equality in Recruitment and Career Progression

CoE MARBLE is dedicated to ensuring gender equality throughout recruitment and career progression processes. We commit to using gender-neutral and inclusive job advertisements, applying transparent and fair selection criteria, and establishing balanced recruitment panels. Career development opportunities, including training, mentoring, and promotions, will be equally accessible to all employees, regardless of gender. By systematically monitoring recruitment and progression data, CoE MARBLE aims to prevent bias and guarantee that career advancement is based solely on merit and excellence.

Measure	Activities	Timeline	Dedicated Resources
• Setup of the Procedure for Gender-neutral and inclusive job advertisements and recruitment process.	• Setup of the Procedure • Researching legal regulations in order to establish effective institutional services	2025	Management General Services – HR Department General Services – Legal Department
Strengthening of the Gender Equality Culture	• Public announcement of job opportunities through all channels (website, social media...) • Implementation of language practices in legal documents (use of gender-inclusive language in written documents and in written and verbal communication) • Apply transparent and gender-neutral selection and promotion criteria. • Monitor gender representation in new hires annually.	Continuously	Management General Services – HR Department General Services – PR Department General Services – Legal Department
Education opportunities	• Transferring general and work experiences, knowledge, social norms and values to reduce unconscious biases when selecting new employees • Raising awareness of the culture of gender equality • Highlighting examples of good practice in gender-balanced work environments • Career support for early-stage researchers, regardless of gender.	2026-2030	Management General Services – HR Department General Services – PR Department External experts (for education)

4.4 Integrating the Gender Dimension into Research and Outreach Content

CoE MARBLE recognizes the importance of integrating the gender dimension into research and outreach content as a means of enhancing scientific excellence, relevance, and societal impact. We commit to systematically considering sex and gender aspects in research design, methodology, analysis, and dissemination, where applicable. Researchers will be supported through training, access to external expertise, and guidelines on gender-sensitive approaches. By embedding gender perspectives into research and innovation, CoE MARBLE ensures that outcomes are inclusive, equitable, and responsive to the diverse needs of society.

Measure	Activities	Timeline	Dedicated Resources
• Promoting gender balance in research projects	• Integrate gender analysis where relevant in research projects, proposals, and outputs. • Raise awareness among researchers on the importance of considering sex and gender in scientific research design and dissemination. • Systematic consideration of sex and gender in research proposals, design, and outputs. • Monitoring of funded projects for gender integration.	Continuously	Management General Services – HR Department Research Department
• Support after maternity/parental leave	• Ensuring institutional support when returning to the research process after leave (timely inclusion in work and providing opportunities for career advancement)	Continuously	Management General Services – HR Department Research Department

4.5 Measures Against Gender-Based Violence, Including Sexual Harassment

CoE MARBLE upholds a zero-tolerance policy towards all forms of gender-based violence, including sexual harassment. We are committed to providing a safe, respectful, and supportive working environment where dignity is protected, and employees feel secure. Internal procedures will be established in General Work Regulations for reporting, investigating, and addressing complaints, with full confidentiality and protection against retaliation guaranteed. Severe cases will be referred to the competent Croatian authorities in line with national legislation. Regular training and awareness-raising activities will further strengthen our capacity to prevent and address such issues, ensuring that all employees are protected and supported.

Measure	Activities	Timeline	Dedicated Resources
• Implementing Procedures	• Appointment of an authorized person to receive and resolve complaints related to the protection of employees' dignity • Establish clear, confidential reporting channels, ensuring protection of complainants against retaliation. • Ensure all cases are treated with confidentiality, impartiality, and timely response, in line with Croatian Labor Act, Criminal Code, and Anti-Discrimination Act.	2026	Management General Services – HR Department General Services – Legal Department
• Educational activities	• Enforce a zero-tolerance policy for gender-based violence, sexual harassment, and discrimination. • Provide regular staff training (every 1–2 years) on workplace behavior, respect, and prevention of harassment.		Management General Services – HR Department External experts (for education)

5. Gender Equality Plan – Basic Elements and Implementation

2.1 Public Document

This Gender Equality Plan is a formal and approved document signed by CoE MARBLE's top management. It is published on the organization's official website (www.marble.eu), where it is accessible to the public, and is also circulated internally to all staff and published on CoE MARBLE's official Intranet. Internal communication ensures that every employee is informed about their rights, the policies in place, and the available support measures.

2.2 Dedicated Resources

The implementation of the Gender Equality Plan is led by the Management Team and General Services Department (including HR, Public Relations (PR), and Legal specialists).

CoE MARBLE will also rely on the resources of the University of Zagreb Faculty of Electrical Engineering and Computing (UNIZG-FER), as the founder of CoE MARBLE, which provides additional gender expertise, as well as on external experts for education and training.

Financial resources for GEP implementation are secured through the CoE MARBLE Grant Agreement, with a dedicated budget for training, engagement of external experts, and monitoring activities.

2.3 Data Collection and Monitoring

Gender-disaggregated data is collected annually across all staff categories and governance levels. The HR Department is responsible for **gathering and reviewing data** on staff composition by gender and level, recruitment, promotion and retention rates, as well as the uptake of flexible working arrangements.

Progress reports are submitted each year to the Supervisory Board and Project Partners, who review and oversee the findings based on the activities and indicators for each thematic area.

The results are used to **update and improve the GEP**, which is reviewed on a continuous basis. Updates to the plan will reflect progress achieved, address new challenges, and ensure alignment with evolving EU and national requirements.

2.4 Training and Capacity Building

CoE MARBLE is committed to **strengthening organizational capacity** through regular training and awareness activities on gender equality.

Mandatory training on **gender equality, diversity, and unconscious bias** will be provided for all employees, including staff and decision-makers, once every one to two years, delivered by external experts.

In addition, **awareness activities** will be organized to promote inclusive practices across the organization ensuring that gender equality principles are consistently applied in leadership and human resource management.

Centre of Excellence MARBLE
Prof. Nikola Mišković, PhD
Director

Zagreb, 29/09/2025.