

Document Number: 59-1.

Date: 10.02.2026.

ICEF - Gender Equality Plan

Innovation Center of the School of Electrical Engineering, University of Belgrade (ICEF)

Period: 2026-2028

Document control

Field	Information
Document title	Gender Equality Plan of ICEF
Version	V1
Date	10.02.2026
Prepared by	Ivan Vajs
Reviewed by	Ilija Radovanovic
Approved by	Milica Djuric-Jovicic
Approval body / function	Director of ICEF / Milica Djuric-Jovicic
Status	Adopted, Signed, Put into force
Publication location	ICEF website

Institutional data sheet

Item	Draft entry / placeholder
Official full legal name	Innovation Center of the School of Electrical Engineering, University of Belgrade / ICEF
Acronym	ICEF
Original Serbian legal name	Inovacioni centar Elektrotehničkog fakulteta u Beogradu
Legal form	LTD / research and innovation organization
Founder / owner	School of Electrical Engineering, University of Belgrade
Registered address	Bulevar kralja Aleksandra 73, 11 000 Belgrade, Serbia
Country	Republic of Serbia
PIC number	957326175
Official website	www.icef.etf.rs
GEP publication URL	https://www.ic.etf.bg.ac.rs/about-us-2/
Director / signatory	Milica Djuric-Jovicic, Director
GEP period	2026-2028
Total full-time employees / engaged staff	21 / 92
Organisational structure	Management; Research, Development and Innovation Sector with dedicated RDI Laboratories; Business Operations Sector
GEP Coordinator	Milica Badza Anastasijevic, Business Operations Manager

1. Institutional commitment

The Innovation Center of the School of Electrical Engineering, University of Belgrade (ICEF) adopts this Gender Equality Plan as a formal institutional commitment to strengthen equality, fairness, inclusion, transparency and non-discrimination in its research, development, innovation, project and business operations.

ICEF recognises that gender equality is both a matter of institutional integrity and a condition for excellent, responsible and socially relevant research and innovation. In particular, ICEF works in fields where fairness, representation and responsible design are important, including artificial intelligence, software engineering, digital transformation, biomedical engineering, eHealth, IoT and other advanced engineering solutions.

This Plan covers the period 2026-2028. It will be reviewed annually and updated as needed, including when ICEF's organisational structure, staffing, project portfolio or applicable legal and funding requirements change.

2. Purpose and scope

The purpose of this Gender Equality Plan is to establish a practical framework for promoting gender equality through institutional measures, monitoring and continuous improvement. The Plan applies to ICEF as an organisation and covers:

- employees and management;
- researchers, developers, project managers, administrative and operational staff;
- laboratories, groups and project teams;
- external associates and consultants where relevant to ICEF-managed activities;
- proposal preparation, project implementation, dissemination and technology-transfer activities carried out under ICEF responsibility.

The Plan is not a substitute for applicable national labour, anti-discrimination, data-protection or occupational-safety legislation. All measures will be implemented in accordance with applicable Serbian law, University/Faculty rules where applicable, contractual obligations and donor rules.

3. Institutional profile and baseline context

ICEF is the applied research, development and innovation centre of the School of Electrical Engineering, University of Belgrade. It supports the transformation of scientific, technical and engineering knowledge into projects, prototypes, digital solutions, services, technology-transfer activities and partnerships with industry, public-sector bodies, healthcare organisations and international partners.

ICEF operates across areas of electrical engineering and computing, with a strategic focus on AI, software engineering, digital transformation, biomedical engineering, eHealth, IoT and advanced engineering solutions. Current and recent areas of activity include scientific and commercial software/AI projects, biomedical engineering solutions, clinical and health-related digital systems, automation and signal processing, training and international innovation projects.

ICEF has recently strengthened its internal organisation through a structure based on sectors, laboratories, groups and projects.

3.1 ICEF Organisational structure

Organisational unit / role	Description
Top management	Director / management function
Research, Development and Innovation Sector	Sector covering R&D, innovation, laboratories, groups and project implementation
Business Operations Sector	Sector covering finance, administration, HR/records, communications and operational support
Laboratories / thematic areas	Software Engineering and AI; Automation and Signal Processing; eHealth and Biomedical Engineering; Internet of Everything; Lifelong Learning.

Project teams	National and international R&D, innovation, software, AI, biomedical, digital transformation and industry projects
Coordinators	International, scientific, industry, innovation and technology transfer, project identification/operations, finance/archive, communications

3.2 Baseline data tables

ICEF will maintain an internal annual, aggregated and gender-disaggregated baseline covering personnel, engaged associates, management, coordination and project-leadership roles. Due to the size of the organisation, detailed numerical tables will remain internal and will not be published where this could lead to direct or indirect identification of individuals. The table below presents high-level aggregated baseline data, expressed as percentages and based on the 2025 Annual Report.

ICEF team	Women (%)	Men (%)	Other
Full time employees	40	60	0
Project associates (Researchers / developers / technical experts)	30	70	0
Top management	50	50	0
Laboratory/group/project leadership roles	20	80	0
External associates where relevant and lawful to monitor	60	40	0

* Data presented are based on the 2025 ICEF Annual Report.

4. Strategic objectives

For the period 2026-2028, ICEF will pursue the following objectives:

1. Ensure that gender equality is embedded in ICEF governance, internal procedures and project implementation.
2. Maintain transparent, fair and merit-based recruitment, engagement, appointment and career-development practices.
3. Promote balanced participation of women and men in leadership, coordination, project-management and decision-making roles.
4. Support a professional organisational culture that enables work-life balance, respectful communication, collaboration and equal opportunity.
5. Integrate the gender dimension into research and innovation content where relevant, especially in AI, biomedical engineering, health-related digital systems, user-facing technologies, data-driven tools and human-centred design.
6. Prevent and address discrimination, harassment and gender-based violence, including sexual harassment, through clear reporting and response mechanisms.
7. Establish annual monitoring, internal reporting and continuous improvement of GEP measures.

5. Governance, responsibilities and dedicated resources

ICEF commits to providing dedicated organisational responsibility and proportionate resources for the implementation of this Plan. Given the size and structure of ICEF, GEP implementation will be integrated into existing management, business operations, HR/records, project-management and communications processes.

Role / body	Main responsibilities
Director / top management	Approves and signs the GEP; ensures institutional commitment; reviews annual progress; authorises updates.
GEP Coordinator	Coordinates implementation; prepares annual monitoring note; keeps action plan updated; liaises with management and project teams.
Business Operations Manager	Maintains staff data, training records and documentation needed for GEP

	monitoring, subject to data-protection rules.
Research, Development and Innovation leadership / lab and project coordinators	Apply fair recruitment/engagement practices; consider gender dimension in R&I content; support training and monitoring.
Communications Coordinator	Publishes the GEP; supports internal communication; ensures responsible and balanced external communication where relevant.

5.1 Resource commitment

For implementation of this Plan, ICEF will allocate the following proportionate resources:

- staff time of the GEP Coordinator and relevant administrative/project staff;
- at least one annual management review of GEP implementation;
- annual internal or external training on gender equality and unconscious bias for management, decision-makers and relevant staff;
- project-level time for screening whether gender dimension is relevant in research and innovation content;
- training and external expertise resources, subject to available resources and project eligibility rules.

6. Action plan 2026-2028

The following action plan translates ICEF's objectives into concrete measures. Status will be reviewed annually and updated as part of the GEP monitoring process.

Area	Action / measure	Responsibility	Timeline	Evidence of implementation
Governance and publication	Appoint a GEP Coordinator	Director	Q1 2026	Appointment note / internal decision.
Data collection and monitoring	Create an annual gender-disaggregated staff and role data snapshot using existing HR/contract records and lawful data-processing practices.	Business Operations /GEP Coordinator	Annually	Annual monitoring table completed.
Data collection and monitoring	Prepare an annual internal GEP monitoring note with progress against indicators, implementation issues and recommendations.	GEP Coordinator	Annually	Annual note reviewed by management.
Work-life balance and organisational culture	Encourage respectful, inclusive and professional communication in internal meetings, project work, mentoring and public representation.	All managers and coordinators	Continuous	Included in onboarding/training and internal communication.
Leadership and decision-making	Monitor gender balance in leadership, coordinator, project-management and decision-making roles.	GEP Coordinator / Business Operations	Annually	Leadership table completed and reviewed.
Leadership and decision-making	When appointing coordinators, team leads, proposal leads or project managers, use transparent, competence-based criteria and consider balanced participation where possible.	Director / project leadership	Continuous	Appointment criteria documented where relevant.
Recruitment and career progression	Document core criteria for recruitment, external engagement, role assignment, performance evaluation and project responsibilities.	Director /Business Operations	2026-2027	Internal procedure or checklist.

Recruitment and career progression	Track annual recruitments/engagements and appointments by gender where possible and meaningful.	Business Operations	Annually	Aggregate data included in annual monitoring note.
Training and awareness	Include GEP information in onboarding for new employees and relevant project staff.	GEP Coordinator	Q1 2027	Onboarding checklist updated.
Gender dimension in R&I content	Introduce a short proposal/project checklist to assess whether sex/gender dimension is relevant to research design, data, users, testing, AI models, health applications, dissemination or impact.	RDI leadership / project coordinators / GEP Coordinator	Q1 2026	Checklist adopted and used in relevant proposals/projects.
Gender dimension in R&I content	For AI, biomedical, eHealth, user-facing and data-driven projects, consider bias, representativeness, accessibility and potential differential impacts where relevant.	Project coordinators and teams	Continuous	Project records or proposal sections show consideration where relevant.
Prevention of discrimination and harassment	Map existing Faculty/University/ICEF rules and channels related to discrimination, harassment, sexual harassment and professional conduct.	GEP Coordinator	Q4 2026	Mapping note completed.
Prevention of discrimination and harassment	Establish or confirm a confidential reporting route and response procedure for discrimination, harassment and gender-based violence, including sexual harassment.	Director	2026-2027	Procedure or reference to applicable procedure communicated internally.
Communication and representation	Review public communication and project dissemination to promote balanced, accurate and non-stereotypical representation where relevant.	Management / project teams	Continuous	Communication examples reviewed during annual monitoring.
Review and sustainability	Review the GEP annually and prepare an updated GEP for the next period based on monitoring results and organisational development.	Director / GEP Coordinator	Annually; final review in 2028	Management review minutes and updated plan.

7. Thematic measures

7.1 Work-life balance and organisational culture

ICEF will promote a working culture based on professionalism, trust, fairness, collaboration and respect. Measures may include reasonable meeting scheduling, transparent workload planning, proportionate flexibility where operationally possible, and attention to the impact of project deadlines on staff wellbeing.

Specific ICEF practices to be elaborated in the future period include remote/hybrid work arrangements; parental or caregiving-related flexibility; internal communication channel for workload concerns.

7.2 Gender balance in leadership and decision-making

ICEF will monitor gender participation in management, sector, lab, group, project, coordinator and proposal-lead roles. The purpose is not to introduce automatic quotas, but to ensure transparency, identify potential imbalances and support equal access to leadership and visibility opportunities.

7.3 Recruitment, engagement and career progression

ICEF will use transparent and competence-based criteria for recruitment, engagement, role assignment and project responsibilities. Where appointments are linked to donor-funded projects or specific technical expertise, criteria will be documented in a proportionate manner and retained in project or HR files where applicable.

7.4 Integration of the gender dimension into research and innovation content

Where relevant, ICEF will consider whether sex and gender may influence research questions, datasets, system requirements, user interaction, health-related outcomes, accessibility, AI model performance, dissemination, market adoption or societal impact. This is particularly relevant for ICEF activities involving AI, health and biomedical engineering, human-computer interaction, eHealth, user-facing digital tools, data analysis, education technologies and decision-support systems.

For each relevant proposal or project, teams should document one of the following: (a) gender dimension is relevant and has been addressed; (b) gender dimension is not relevant and the justification is briefly recorded; or (c) further expert review is needed.

7.5 Measures against discrimination, harassment and gender-based violence

ICEF will maintain a zero-tolerance approach to discrimination, harassment, sexual harassment, bullying and retaliation. A reporting route and response procedure will be confirmed or established, with attention to confidentiality, protection against retaliation, proportionality and due process.

Existing applicable procedures and reporting channels are available to employees through ICEF's internal documentation and digital notice board. Employees receive relevant information during onboarding and confirm receipt of information on applicable procedures. ICEF staff are informed about the responsible contact/function, escalation route, and available institutional or legal support channels, where applicable.

7.6 Training and awareness raising

ICEF will organise annual training or awareness activities on gender equality, unconscious bias, respectful working culture, prevention of harassment and integration of gender dimension into research and innovation where relevant. Training should prioritise management, decision-makers, project leaders, HR/business operations and proposal teams, while remaining open to all relevant staff.

Training topic

Gender equality and GEP introduction

Unconscious bias in recruitment, leadership and project work

Gender dimension in R&I content: AI, health, user-facing systems

Prevention of discrimination, harassment and sexual harassment	Target group
	All employees / relevant associates
	Management, coordinators, project leads
	Researchers, developers, proposal and project teams
	All staff

8. Monitoring, reporting and review

The GEP Coordinator will prepare an annual internal monitoring note for review by ICEF management, with input from the GEP Coordinator and relevant project managers. The monitoring note will include aggregate data, progress against the action plan, implementation challenges and recommended updates.

Annual monitoring will use the following core indicators:

- existence and public availability of the signed GEP;
- gender-disaggregated data snapshot of personnel and leadership roles;
- number and profile of training activities delivered;
- participation in training by staff category and gender where lawfully monitored;
- number of proposals/projects screened for gender dimension in R&I content;
- availability and communication of reporting channels for discrimination and harassment;
- implementation status of action-plan measures.

The public version of monitoring information will be aggregated and anonymised. No individual personal data, health data, family status, salary data, complaint details or other sensitive personal information will be published.

9. Data protection and confidentiality

GEP monitoring will rely primarily on existing administrative and HR/project records. Data will be processed only where necessary, lawful and proportionate for institutional equality monitoring. Due to ICEF's small size, data will be aggregated and categories may be merged to prevent direct or indirect identification of individuals.

10. Adoption, publication and entry into force

This Gender Equality Plan enters into force on the date of approval by ICEF top management. It will be published on the ICEF website and communicated internally. The Plan remains valid for the period 2026-2028, subject to annual review and update.



Dr. Milica Djuric-Jovicic, Director of ICEF