

ACTION PLAN



GENDER EQUALITY

Responsibility: Management

Technical coordination: Equal Opportunity Officer

Contributors: Organizational units in science and administration

Decision on 16.12.2021, valid from 01.01.2022

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1. Starting point

1.1. Equality as an claim

Gender equality is both an obligation and a goal and aspiration of the UFZ. Gender equality is one aspect of the overarching theme of diversity and inclusion.



We understand diversity as the variety of perspectives and abilities that arise from individual backgrounds, experiences and personality traits. Gender is interwoven with other personality characteristics such as age and social origin, culture and ethnicity, religion and worldview, health and disability, gender identity and sexual orientation, family constellation and lifestyle. We understand inclusion as the active shaping of our organization to include all persons and to provide them with equal opportunities for influence, participation and individual development. A diversity strategy to be developed therefore serves as a framework concept to holistically strengthen and secure an inclusive culture and diversity-sensitive as well as discrimination-free structures at the UFZ.

The action plan for equality relates primarily to gender equality. The long-term and overarching goal is to create the conditions for all people to have equal opportunities to develop their potential. In this context, 'gender' is only one category among several and cannot be reduced to the binary distinction woman/man. Gender equality work recognizes that this distinction is part of the problem, in that it is socially linked to gender norms that legitimize inequality and makes invisible people who cannot or do not want to conform to this distinction.

The action plan consists of two parts: part 1 describes the current status of gender equality work at the UFZ. Part 2 lists goals and measures for strengthening gender equality along seven fields of action.

1.2. Vision of the equality work

Gender equality and equal opportunities are ensured for all persons working at the UFZ. In particular, it is ensured that "existing disadvantages due to gender [...] are eliminated and future disadvantages are prevented" (Agreement on the Promotion of Equal Opportunities at the UFZ, 15(1) as well as AV-Glei 1(1)).

With a **focus on women's shares**, there is equal gender balance along all career levels in science, technology and administration.

Focusing on structures and culture, there is equal opportunity and lived and perceived equality for women and men with regard to all aspects of working and living at the UFZ, especially career development, co-determination, visibility, performance evaluation, pay, recognition, participation, independence and integrity.

2. Status quo of gender equality work at the UFZ

2.1. Structural embedding of gender equality work

Equal Opportunity Officer and her deputy

At the UFZ, the Equal Opportunities Officer and her deputy are elected for a term of 4 years. The basis for the election and her/his substantive work is regulated in the agreement for the promotion of equal opportunities at the UFZ. The aim of her/his work is explicitly the promotion of gender justice and equal opportunities for women and men.

Equal Opportunities working group at the UFZ

The working group is an advisory board in which UFZ employees advise, accompany and support the Equal Opportunities Officer and her deputy in their work. The members of the working group are released for this work.

Helmholtz working group of equal opportunity officers *akfifz*

The working group comprises the equal opportunity officers and their deputies of the research centers of the Helmholtz Association. Its purpose is to work on cross-center gender equality issues, to exchange expertise and to cooperate effectively with the Helmholtz Association Office, as well as to work together in the Alliance of Gender Equality Officers of Non-University Research Organizations (AGBaF).

Diversity & Inclusion team

The Diversity & Inclusion team is part of the People and Culture department. The main focus of its work is to provide advice and expertise on diversity and inclusion issues. This primarily concerns the topics of gender (women, men, trans*, intersexual and non-binary persons), internationality and cultural diversity, reconciliation of care work (family, nursing) and gainful employment, non-discrimination and accessibility. The Diversity & Inclusion team includes the International Office and the Family Office, which are primarily operational.

2.2. Fields of action for gender equality work

The causes of discrimination based on gender are manifold. Equally diverse are the consequences that arise from unequal opportunities. Therefore, different fields of action arise for the gender equality work at the UFZ:

- Field of action 1: Positioning and perception of the UFZ
- Field of action 2: Recruitment and career development
- Field of action 3: Visibility and co-determination
- Field of action 4: Reconciling care work and gainful employment
- Field of action 5: Awareness and empowerment
- Field of action 6: Monitoring and quality assurance
- Field of action 7: Research and gendered innovations

2.3. Potentials and challenges of gender equality work (SWOT)

The updating of the Action Plan for Gender Equality, i.e. in particular the selection and design of the measures, is based explicitly on the following content and sources:

- UFZ Diversity Monitoring (Key Indicator Report 2020)
- PoF III Evaluation Recommendations (2018).
- Recommendations of the Scientific and Technical Council (STC) (2020)
- Results of the UFZ diversity survey (January 2020)
- Results of the UFZ employee survey (December 2020)
- Topics and contents from individual consultations

As well as:

- Existing agreements on measures from the *audit berufundfamilie* (2021) and the *agreement on the promotion of gender equality at the UFZ* (2020)
- Scientific knowledge and relevant literature
- Best Practice: Action plans for gender equality of other research institutions (e.g. TU Dresden, TU Chemnitz)
- Requirements for the Bronze-Silver-Gold Standard of Equality Plans of the Max Planck Society.
- Measure databases, e.g. [DFG](#), [CEWS](#), [Allbright Foundation](#), [Athena-Swan](#), [Diversity Charter](#).

The update of the action plan also considers the following strengths, weaknesses, opportunities and threats of the gender equality work at the UFZ (SWOT analysis).

Strengths of gender equality work at the UFZ ("Strengths")

- First (2021) report on diversity monitoring with a focus on gender
- Increasing presence of the topic of gender equality in UFZ committees
- Increasing awareness in scientific departments and administrative departments and staffs
- Expertise in Diversity & Inclusion in the People and Culture Department
- General works council and supervisory board as well as voting UFZ members in appointment committees with equal representation
- Many measures successfully implemented
- Further catalogs of measures adopted (target agreement of the *berufundfamilie* audit, agreement on the promotion of equal opportunities at the UFZ)
- Good conditions for reconciling care work and gainful employment, certification in the *berufundfamilie* audit
- First time (2020) reflection of perceived inclusivity in the UFZ employee survey
- Gender-inclusive language fully in written and largely in oral communication
- Course on "Job advertisements and personnel selection" with a focus on *unconscious bias* open to all employees, mandatory for new managers
- Good and very good cooperation of UFZ stakeholders with the Equal Opportunities Officer (participation, information, data access)

Weaknesses of the gender equality work at the UFZ ("Weaknesses")

- No definition of an inclusive corporate culture to be achieved (values, goals)
- No systematic derivation of measures due to lack of objectives
- Hardly any systematic and long-term personnel planning and development
- No systematic reflection process in case of non-achievement of gender equality goals
- No systematic evaluation of the implementation and effectiveness of existing measures

- Scientific and Technical Council and Scientific Advisory Board as well as personnel selection committees in science and technology (= fields with underrepresentation of women) not equally represented
- No quality standards for diversity-sensitive appointment procedures
- Women scientists underrepresented in the visibility of their subject expertise
- Leaky pipeline (i.e., decreasing proportion of women with each successive career stage) in science clear and constant (hardly any development)

Opportunities for gender equality work at the UFZ ("Opportunities")

- Social awareness of diversity & inclusion on the rise: Helmholtz Diversity Guidelines, EU Strategy for Equality, DFG Equality Standards
- UFZ-wide discourse on gender equality and fostering cultural change
- Prioritization and active support of the topic by the WTR
- Re-launch of the cascade with target agreements for shares of women by 2025
- Systematic and long-term personnel planning and development under development
- Revise procedures for appointing department heads and reflect on procedures for appointing subject area heads.
- Conflict management forum: exchange on measures for improved conflict management (including the topic of sexual harassment and complaints management)
- Increased presence of gender in research funding/increased use of eligible equal opportunity funds.
- Equality and diversity management are mentioned/listed in the [UFZ Strategy 2025+](#) as an aspect in the area of *personnel and working environment* in the chapter *Further development of support functions and administrative processes*
- Equal opportunities are mentioned/listed in the [UFZ governance functional strategy](#) as a goal of the thematic area heads

Risks of gender equality work at the UFZ ("Threats")

- Successes dependent on prioritization and steering of the topic by management
- Gender equality and diversity expertise concentrated in a few individuals
- Resource availability

3. Goals for focusing the Action Plan

In each field of action, the UFZ sets goals that are considered relevant and urgent based on the potentials and challenges. Although the goals are sometimes only achievable in the medium or long term, they support the focus of the current gender equality work as well as the measures in the action plan that are intended to work towards achieving these goals.

| FIELD OF ACTION | OBJECTIVES PURSUED WITH THE CURRENT ACTION PLAN |
|---|--|
| Positioning and perception of the UFZ | <ul style="list-style-type: none">• Commitment of the center management• Professionalization of gender equality work• Compliance with reference to gender justice and equal opportunities |
| Recruitment and career development | <ul style="list-style-type: none">• Diversity-sensitive recruitment• Systematic and non-discriminatory personnel planning and development• Equal opportunities in performance appraisal and compensation |
| Visibility and co-determination | <ul style="list-style-type: none">• Gender parity in professional lecture series and panels• Gender parity on boards and commissions |
| Reconciliation of care work and gainful employment | <ul style="list-style-type: none">• Equal opportunities in career development for parents |
| Awareness and empowerment | <ul style="list-style-type: none">• Capacity Building• Inclusive culture |
| Monitoring and quality assurance | <ul style="list-style-type: none">• Establishment of gender monitoring• Assurance of quality standards• Reflection of the UFZ culture and discriminatory structures |
| Research and Gendered Innovations | <ul style="list-style-type: none">• Building competence on "Gender in research" |

4. Measures

The UFZ has already defined some general measures in the agreement for the promotion of equal opportunities at the UFZ as well as in the context of the audit berufundfamilie. On the basis of the analysis of the current status and with regard to the goals derived from it, further specific measures were decided. The measures are sorted per field of action according to the respective goals.

4.1. Field of action 1: Positioning and perception of the UFZ

Measure 1.1: Embed equal opportunities and diversity in the UFZ's corporate values

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| Goal: Commitment of the center management |
| Nr. 1.1 Embed equal opportunities and diversity in the UFZ's corporate values |
| Description: The UFZ's corporate values define equal opportunities as well as diversity and inclusion as core values, so that goals can be derived from them. |
| Target group: Executive Board (GF) |
| Intended effect of the measure: signal effect and commitment internally and externally, derivation of goals and measures, reduction of discrimination |
| Reasons for the measure and its priority: Success in gender equality work depends on prioritization and steering by the management. Written corporate values allow the derivation of goals and measures as well as their evaluation and (post-)control. |
| Evaluation of the implementation Criterion: Formulation of corporate values Measurement: Documents/Process description Time: one time |
| Evaluation of the achievement of objectives Criterion: The management holds equal opportunities as well as diversity and inclusion as central components of the corporate values Measurement: e.g. web news, telegraph article, information on the Internet, articles in information events (e.g. "Info der GF" etc.) Time: one time |
| Costs , equipment, financing: depending on the process (workload + external expertise, if necessary) |
| Responsible for implementation: Executive Board (GF) |
| Execution/implementation by: Executive Board (GF) |
| Timeline: short-term (2022) |

Measure 1.2: Signing The Charta der Vielfalt

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| Goal: Commitment of the center management |
| Nr. 1.1 Signing The Charta der Vielfalt |
| Description: Signing The Charta der Vielfalt |

Information:

<https://www.charta-der-vielfalt.de/fuer-arbeitgebende/>

Wording of the document, which is signed:

<https://www.charta-der-vielfalt.de/ueber-uns/ueber-die-initiative/urkunde-charta-der-vielfalt-im-wortlaut/>

Target group: Executive Board (GF)

Intended effect of the measure: Expression of the attitude to the topic of diversity, equal opportunities and equality, signal effect and public commitment

Reasons for the measure and its priority: Signature is recommendation/expectation in the Helmholtz Diversity Guidelines (2020), communication of the attitude to the public, signatories in Helmholtz: HZI, DLR, part of the "BMBF Program of Measures Sustainability 2021".

Evaluation of the implementation

Criterion: UFZ signs the charter

Measurement: Certificate

Time: one-time (until 31.12.2022)

Evaluation of the achievement of objectives

Criterion: The signing of the charter is communicated/announced so that UFZ employees are informed and the interested public can obtain information.

Measurement: e.g. web news, telegraph article, information on the Internet

Time: one-time (until 31.12.2022)

Costs, equipment, financing: no costs

Responsible for implementation: Executive Board (GF)

Execution/implementation by: Executive Board (GF)

Timeline: until 31.12.2022

Measure 1.3: Working towards gender parity in the Scientific Advisory Board

Goal: Commitment of the center management

Nr. 1.3 Working towards gender parity in the Scientific Advisory Board

Description: For each upcoming replacement of positions in the Scientific Advisory Board, the list of possible persons proposed by the UFZ and communicated to the BMBF explicitly takes into account the current gender ratio in the Scientific Advisory Board and, based on the list of proposed persons, works towards achieving or maintaining gender balance in the Scientific Advisory Board.

Target group: Members of the Scientific Advisory Board

Intended effect of the measure: Working towards gender parity in the representation of perspectives and interests on the Scientific Advisory Board of the UFZ, role model effect.

Reasons for the measure and its priority: diversity monitoring: underrepresentation of women in the Scientific Advisory Board, on the importance of representative representation of the perspectives and interests of structurally disadvantaged groups, see specialist literature, parity does not require representativeness, even in the case of underrepresentation of women, parity

can be sought in the representation of interests and formation of opinion (e.g. parity laws for electoral lists, [BGremBG](#))

Evaluation of the implementation

Criterion: Efforts to achieve gender parity

Measurement: Gender ratio on the UFZ proposal list for filling vacant positions on the Scientific Advisory Board, taking into account the current gender ratio on the Scientific Advisory Board.

Time: Meetings of the Supervisory Board

Evaluation of the achievement of objectives

Criterion: Gender parity in the Scientific Advisory Board

Measurement: Proportion of women on the Scientific Advisory Board

Timing: annually in diversity monitoring

Costs, equipment, financing: Workload

Responsible for implementation: ZENCO

Realization/implementation by: ZENCO

Timeline: ongoing with each new position to be filled on the Scientific Advisory Board

Measure 1.4: Participation in Girls' Day and Boys' Day

Goal: Commitment of the center management

Nr. 1.4 Participation in Girls' Future Day and Boys' Future Day

Description: Annual offer of an event as part of the national Girls' Future Day and Boys' Future Day that meets the requirements of the Kompetenzzentrum Technik-Diversity-Chancengleichheit e. V.: <https://www.girls-day.de/unternehmen-institutionen/mitmachen/infos-zum-eintrag>
The requirement: An offer is only for girls in areas where women are underrepresented (and vice versa for boys).

Target group: UFZ

Intended effect of the measure: Motivation of girls and boys for the occupational profiles presented, signal effect and public commitment

Reasons for the measure and its priority: The earlier traditional role models and stereotypes can be debunked, the sooner we achieve equal opportunities in the professional development of men and women.

Evaluation of the implementation

Criterion: Both a Girl's Day and a Boy's Day were offered

Measurement: The UFZ is listed as a participating company on the homepage of the Girls' Future Day and the Boys' Future Day.

Time: once a year on Girls' Future Day and Boys' Future Day

Evaluation of the achievement of objectives

Criterion: The UFZ signals internally and externally that it is committed to stereotype-free career orientation.

Measurement: Listing of UFZ offers on the website of the Future Days (<https://www.girls-day.de/@/OrganizerWizard> and <https://www.boys-day.de/@/OrganizerWizard>), if necessary in the context of press relations, if necessary communication via Telegraf

Time: once a year on Girls' Future Day and Boys' Future Day

Costs, equipment, financing: as before
Responsible for implementation: PR
Execution/implementation by: Organizational units
Timeline: once a year for Girls' Day and Boys' Day

Goal: Professionalization of gender equality work

Measure 1.5: Application for third-party funding for equal opportunities in project funding

Goal: Professionalization of gender equality work

Nr. 1.5 Application for third-party funding for equal opportunities in project funding

Description: In the context of applying for funding for scientific research projects, if third-party funders offer the possibility (e.g. DFG), additional funds are applied for in order to strengthen equal opportunities and equality within the scope of the applied project.

Target group: FOR, scientists applying for funding

Intended effect of the measure: Acquisition of resources for the concrete promotion of equal opportunities and gender equality within the framework of the funded projects, thus also enabling measures and activities beyond the scope of other UFZ gender equality work.

Reasons for the measure and its priority: responsibility of applicants and project leaders for strengthening equal opportunities and gender equality in their specific project, enabling creative, context-specific and tailored activities to promote gender equality in the project.

Evaluation of implementation:

Criterion: Information and advice on application

Measurement: communication, availability of information for applicants

Time: continuous

Evaluation of the achievement of objectives:

Criterion: Application for gender equality funds as part of project applications.

Measurement: number of project applications with request for additional gender equality funding (where third-party funders offer the option).

Time: annually (e.g. diversity monitoring)

Costs, equipment, financing: Workload

Responsible for implementation: Department heads or scientists submitting applications

Realization/implementation by: FOR, GB, applicant scientists*.

Timeline: short-term (until 2022)

Goal: Compliance with reference to gender equality and equal opportunities

Measure 1.6: Procedures and standards for handling complaints and misconduct

Goal: Compliance with reference to gender equality and equal opportunities

Nr. 1.6 Procedures and standards for handling complaints and misconduct

Description: Development of fixed, transparent and effective procedures for dealing with complaints and misconduct regarding sexual harassment, violations of the General Equal Treatment Act (AGG), non-scientific misconduct (e.g. mobbing), which ensure independent and legally compliant processing as well as victim and perpetrator protection and enable evaluation.

Target group: UFZ

Intended effect of the measure: reliable, independent and legally compliant handling of complaints, systematic conflict management, reduction of discrimination

Reasons for the measure and its priority: Compliance with the law, attitude and culture at the UFZ, currently lack of clarity and transparency in dealing with complaints and thereby in the interaction of existing structures, need to increase the certainty of action for those affected, managers and counselors.

Evaluation of the implementation

Criterion: Procedures for dealing with complaints and misconduct have been developed

Measurement: Written and communicated process flows for the procedures.

Time: medium-term (until 2024)

Evaluation of the achievement of objectives

Criterion: a) The procedures are legally compliant, b) The procedures are independent (e.g. of involved parties and hierarchies), effective and transparent

Measurement: Evaluation of conflict management

Timing: medium-term (until 2024)

Costs, equipment, financing: depending on the process (workload + external expertise, if necessary)

Responsible for implementation: Executive Board (GF)

Execution/implementation by: Executive Board (GF)

Timeline: medium-term (until 2024)

4.2. Field of action 2: Recruitment and career development

- In addition to the following measures, all measures from the agreement on the promotion of equal opportunities at the UFZ apply

Goal: Diversity-sensitive recruitment

Measure 2.1: Quality standards for diversity-sensitive personnel selection

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| Goal: Diversity-sensitive recruitment |
| Nr. 2.1 Quality standards for diversity-sensitive personnel selection |
| Description: Integration of quality standards, e.g. guidelines for diversity-sensitive personnel selection, into the UFZ's personnel selection procedures. Target group: Process owners Intended effect of the measure: Ensure inclusivity and diversity sensitivity of personnel selection procedures. Reasons for the measure and its priority: lack of systematic quality standards to ensure inclusive and diversity-sensitive staff selection procedures. Evaluation of implementation: Criterion: Integration of quality standards (e.g. guidelines for diversity-sensitive personnel selection) into the system-side process of personnel selection (e.g. e-recruiting) Measurement: quality standards integrated in the process of personnel selection (e.g. e-recruiting) Timing: medium-term (until 2024) Evaluation of the achievement of objectives: Criterion: Inclusivity and diversity sensitivity of the appointment procedures was ensured Measurement: if necessary, documentation of the procedures Timing: medium-term (until 2024) Costs, equipment, financing: Workload Responsible for implementation: PACE Conducted/implemented by: PACE Timeline: medium-term (until 2024) |

Measure 2.2: Integration of quality standards for gender-sensitive appointment procedures

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| Goal: Diversity-sensitive recruitment |
| Nr. 2.2 Integration of quality standards for gender-sensitive appointment procedures |
| Description: Integration of quality standards, e.g. on the basis of the joint guidelines of the Helmholtz Association's Equal Opportunities Officers, for gender-sensitive appointment procedures into the appointment processes of the UFZ, as far as this is possible within the framework of joint appointments. Target group: Executive Board (GF), UFZ members of appointment committees Intended effect of the measure: Ensure inclusivity and diversity sensitivity of joint appointment procedures, reduce discrimination. Reasons for the measure and its priority: lack of UFZ quality standards to ensure inclusive and diversity-sensitive appointment procedures. |

Evaluation of implementation:

Criterion: Communication of the guide in advance of joint appointments.

Measurement: Guideline is communicated within the framework of the appointment procedures

Time: continuous

Evaluation of the achievement of objectives:

Criterion: Inclusivity and diversity sensitivity of the appointment procedures was ensured

Measurement: Documentation of the procedure and opinion of the GB along the guideline.

Time: annually

Costs, equipment, financing: Workload

Responsible for implementation: Executive Board (GF)

Execution/implementation by: ZENCO, RA, GB

Timeline: medium-term (until 2024)

Measure 2.3: Gender parity in personnel selection committees

Goal: Diversity-sensitive recruitment

Nr. 2.3 Gender parity in personnel selection committees

Description: Gender parity among voting UFZ members in commissions for personnel selection, personnel review, and appointment procedures.

- It is desirable to avoid disproportionate demands on individual women for committee activities.
- "comply-or-explain" principle, i.e. if, despite explicit efforts and due to the avoidance of disproportionate demands on individual women for committee activities, it has not been possible to achieve equal representation, a declaration or documentation of the efforts is attached to the application documents
- Explicit efforts may include: inclusion of expert or otherwise appropriate colleagues from other departments, broader and more inclusive definition of criteria (roles/positions) for commission members, e.g., in terms of career stage, additional inclusion of commission members

Target group: Process owners

Intended effect of the measure: Gender parity in representation of perspectives and interests, signal effect internally and externally

Reasons for the measure and its priority: on the importance of representative representation of the perspectives and interests of structurally disadvantaged groups, see technical literature; even where women are underrepresented, parity in interest representation and opinion formation can be sought (e.g., parity laws for electoral lists); "comply-or-explain" principle, i.e., in the event of non-compliance, documentation of efforts to comply or reasons for non-compliance

Evaluation of the implementation

Criterion: Efforts for gender parity

Measurement: documentation, written rules of procedure, statements/justifications if necessary ("comply-or-explain" principle).

Time: annually

Evaluation of the achievement of objectives

Criterion: Equal proportion of female and male voting UFZ members in the commissions for personnel selection procedures and in appointment procedures.

Measurement: proportion of women in commissions
Timing: annually in diversity monitoring

Costs, equipment, financing: (workload)
Responsible for implementation: Executive Board (GF)
Execution/implementation by: Process owner
Timeline: continuous

Measure 2.4: Considerations for onboarding new female managers

Goal: Diversity-sensitive recruitment

Nr. 2.4 Considerations for onboarding new female managers

Description: Reflect on opportunities for systematic and diversity-sensitive onboarding of new female leaders.

Target group: new female managers

Intended effect of the measure: Facilitate on-boarding, increase networking among female managers, increase transparency and efficiency in on-boarding, promote diversity, and reduce discrimination.

Reasons for the measure and its priority: current state of research.

Evaluation of the implementation

Criterion: Consideration of onboarding for new female managers takes place

Measurement: Documents

Timing: medium-term (until 2024)

Evaluation of the achievement of objectives:

Criterion: Opportunities for onboarding for new female managers are formulated

Measurement: Documents

Timing: long-term (until 2026)

Costs, equipment, financing: Workload

Responsible for implementation: PACE

Conducted/implemented by: PACE

Timeline: long-term (until 2026)

Goal: Systematic and non-discriminatory personnel planning and development

Measure 2.5: Equality goals part of the target agreements of the organizational units

Goal: Systematic and non-discriminatory personnel planning and development

Nr. 2.5 Equality goals part of the target agreements of the organizational units

Description: Integration of concrete and scheduled equality goals into the target agreements of the organizational units in science (subject area management, department management) and, if applicable, administration (staff management, department management).

- Provide gender balance statistics for annual reviews
- Derive goals in workforce planning based on cascading goals.
- Writing down the target agreements

Target group: Heads of organizational units in science (subject area management, department management) and administration (staff management, department management)

Intended effect of the measure: Increase in the binding nature of the equality goals at the level of the organizational units, increase in accountability and sustainability with regard to the efforts to achieve the goals.

Reasons for the measure and its priority: diversity monitoring (leaky pipeline, cascade targets), WTR report, diversity monitoring, best practice: HZDR.

Evaluation of the implementation
 Criterion: Integration of equality goals into the target agreements of the management of the organizational units, continuation of statistics at the level of the organizational units.
 Measurement: Documentation of the annual meetings
 Time: annually

Evaluation of the achievement of objectives
 Criterion: Commitment and responsibility for equality goals is comprehensible and established at the level of the organizational units
 Measurement: Documentation of target formulation and target achievement
 Time: annually

Costs, equipment, financing: (workload)
Responsible for implementation: Executive Board (GF)
Execution/implementation by: ZENCO/PACE
Timeline: long-term (until 2026)

Measure 2.6: 5-year workforce planning query

Goal: Systematic and non-discriminatory personnel planning and development

Nr. 2.6 5-year workforce planning query

Description: Regular query of the 5-year personnel planning of the subject areas.
Target group: Theme area managers
Intended effect of the measure: Long-term and non-discriminatory personnel development, integration of the UFZ goals regarding gender equality (cascade goals) and internationalization into personnel planning.

Reasons for the measure and its priority: diversity monitoring (leaky pipeline, cascade targets).

Evaluation of the implementation
 Criterion: medium- and long-term personnel planning in the subject areas takes place
 Measurement: Personnel queries are available to the management
 Time: annually

Evaluation of the achievement of objectives
 Criterion: non-discriminatory human resources planning, integration of gender equality goals into human resources planning.
 Measurement: Forecast of the development of the gender balance in the subject areas based on the personnel plans.
 Time: annually

Costs, equipment, financing: Workload

Responsible for implementation: ZENCO
Conducted/implemented by: PACE
Timeline: medium-term (until 2024)

Measure 2.7: Revision of the concept for term reductions of scientific personnel

Goal: Systematic and non-discriminatory personnel planning and development

Nr. 2.7 Revision of the concept for term reductions of scientific personnel

Description: holistic revision of the concept for de-termination of scientific staff (including with regard to various roles and job profiles as well as the profile-specific criteria and decision-making procedures).

Target group: Department and subject area managers

Intended effect of the measure: Long-term and non-discriminatory personnel development, integration of the UFZ goals regarding gender equality (cascade goals) and internationalization into personnel planning.

Reasons for the measure and its priority: diversity monitoring (leaky pipeline, cascading goals), content from individual consultations, WTR recommendations, nearly 100% approval rate of deferral requests.

Evaluation of the implementation

Criterion: Concept for the de-termination of scientific staff is holistically reflected and revised

Measurement: Documents

Timing: medium-term (until 2024)

Evaluation of the achievement of objectives

Criterion: Concept for the temporary employment of scientific staff is communicated and applied

Measurement: a) documents; b) internal communication

Timing: medium-term (until 2024)

Costs, equipment, financing: Workload

Responsible for implementation: Executive Board (GF)

Execution/implementation by: ZENCO/PACE

Timeline: medium-term (until 2024)

Measure 2.8: Revision of the concept of working group leaders

Goal: Systematic and non-discriminatory personnel planning and development

Nr. 2.6 Revision of the concept of working group leaders

Description: The concept of the working group management is reflected and revised with regard to job description/job description, range of tasks, remuneration, scope of decision-making, personnel responsibility, etc. It is communicated transparently and applied at least for all new working group leaders. It is communicated transparently and applied at least for all new work group leaders.

Target group: CEOs, heads of subject areas, departments, divisions, staffs

Intended effect of the measure: Creation of transparency and clarity about expectations, requirements, duties, opportunities, scope for action and framework conditions associated with

the leadership of a working group; promotion of the independence and assumption of responsibility of working group leaders.

Reasons for the measure and its priority: diversity monitoring (leaky pipeline, cascading goals), content from individual consultations.

Evaluation of implementation:

Criterion: Concept of the working group leaders is reflected and revised

Measurement: Documents

Timing: medium-term (until 2024)

Evaluation of the achievement of objectives:

Criterion: Concept of working group management is communicated and applied

Measurement: a) documents; b) internal communication

Timing: medium-term (until 2024)

Costs, equipment, financing: workload depending on process

Responsible for implementation: Executive Board (GF)/ZENCO

Realization/implementation by: ZENCO + collaboration PACE, FOR, FCO, executives and working group leaders.

Timeline: medium-term (until 2024)

Measure 2.9: Check assignment of project management according to good scientific practice

Goal: Systematic and non-discriminatory personnel planning and development

Nr. 2.9 Check assignment of project management according to good scientific practice

Description: The assignment of a project management of a scientific project is based on the revised rules for Good Scientific Practice.

Target group: Scientific staff, FOR

Intended effect of the measure: Proportion of women in the project management of all projects of a department corresponds to the proportion of women among the female scientists with a doctorate in the department, compliance with the rules of good scientific practice.

Reasons for the measure and its priority: Diversity monitoring: bias with regard to the proportion of women in project management, consulting content: frequent constellation that department management formally holds the project management, while senior scientist factually leads the project.

Evaluation of the implementation

Criterion: The rules of good scientific practice regarding the assignment of project management are communicated, the assignment is explicitly checked for new applications

Measurement: communication of rules regarding project management, feedback from application consultations, feedback from Good Scientific Practice Ombudspersons.

Time: continuous

Evaluation of the achievement of objectives

Criterion: The assignment of project management is based on the rules of good scientific practice (during the application process/after the grant).

Measurement: a) Diversity monitoring (calculation of the proportion of women in project leadership positions as well as the proportion of female scientists with doctorates in the

department), b) Feedback from the ombudspersons for good scientific practice, c) Feedback from the application consultations.

Time: annually

Costs, equipment, funding: insignificant, as a regular component in the application process.

Responsible for implementation: Department heads, subject area heads

Conducted/implemented by: DL/TBL, FOR, ombudspersons for good scientific practice.

Timeline: 31.12.2022

Measure 2.10: Equal opportunity career development in full-time and part-time employment

Goal: Systematic and non-discriminatory personnel planning and development

No. 2.10 Equal opportunity career development full-time and part-time

Description: Part-time employees have the same career development opportunities and opportunities as full-time employees, e.g., continuing education, assuming project responsibility/personnel accountability, networking, conference attendance, information, participation, committee service, etc.

Target group: Part-time employees

Intended effect of the measure: Support of career pursuit and reduction of the risk of disadvantage in career development due to part-time work

Reasons for the measure and its priority: Part-time as a career risk (see professional literature).

Evaluation of the implementation

Criterion: Part-time employees have the same opportunities and chances for career development as full-time employees

Measurement: unsystematic, feedback from part-time workers

Time: continuous

Evaluation of the achievement of objectives

Criterion: No disadvantage due to part-time work

Measurement: open, if necessary through further development of diversity monitoring.

Time: continuous

Costs, equipment, financing: no additional costs

Responsible for implementation: Managers

Execution/implementation by: Executives

Timeline: continuous

Goal: Equal opportunities in performance appraisal and compensation

Measure 2.11: Check for gender pay equality

Goal: Equal opportunities in performance appraisal and compensation

No. 2.11 Check for gender pay equality

Description: Review of structural pay fairness in the organization.

https://www.eg-check.de/eg-check/DE/Home/home_node.html;jsessionid=C8B98BC2C48405A50D82A4EE224B081C.2_cid351

Example:

https://www.htw-berlin.de/fileadmin/HTW/Zentral/ZR_VI_-_Frauenfoerderung_und_Gleichstellung/HTWBerlin_eg-check_Bericht.pdf

The remuneration check examines different remuneration components with different instruments, the selection of the test contents and test instruments is selectable:

https://www.eg-check.de/eg-check/DE/Wie_wende_ich_eg_check_an/02_Instrumente_zu_den_Entgeltbestandteilen/_node.html

Target group: UFZ

Intended effect of the measure: feedback on the status of pay fairness, reduce discrimination

Reasons for the measure and its priority: diversity monitoring salary structure, gender pay gap, consulting requests, part of gender budgeting.

Evaluation of the implementation

Criterion: Passing the test

Measurement: Documentation

Timing: one-time, medium-term (until 2024)

Evaluation of the achievement of objectives:

Criterion: Information on pay fairness is available

Measurement: Result report of the eg-check

Timing: one-time, medium-term (until 2024)

Costs, equipment, financing: Workload

Responsible for implementation: Executive Board (GF)

Conducted/implemented by: PACE

Timeline: medium-term (until 2024)

Measure 2.12: Grouping and classification of postdocs in principle at least in E13/3 TVöD

Goal: Equal opportunities in performance appraisal and compensation

No. 2.12 Grouping and classification of postdocs in principle at least in E13/3 TVöD

Description: In principle, and in compliance with the *federal pay scale*, we are aiming for a grouping and classification of postdocs at least in E13/3 TVöD.

Target group: Postdocs

Intended effect of the measure: Ensuring pay fairness for postdocs

Reasons for the measure and its priority: Diversity monitoring salary structure, gender pay gap, consulting inquiries

Evaluation of implementation:

Criterion: Postdocs are generally grouped and classified at least in EG 13/3 TVöD, taking into account the remuneration regulations of the federal government.

Measurement: regulations/processes in the specialist department

Timing: short-term (2022)

Evaluation of the achievement of objectives:

Criterion: There are no postdocs with pay groups/grades below EG13/3; if there are, the reasons for this are documented

Measurement: Diversity Monitoring, Documents

Time: annually

Costs, equipment, financing: none (if necessary, workload for special individual cases)
Responsible for implementation: PACE
Conducted/implemented by: PACE
Timeline: short-term (until 2022)

Measure 2.13: Knowledge transfer on "Job description & grouping in TVöD" for all employees

Goal: Equal opportunities in performance appraisal and compensation

No. 2.13 Knowledge transfer on "Job description & grouping in TVöD" for all employees

Description: Knowledge transfer on the topic of "job description & grouping" is made possible for all employees.

Target group: all employees of the UFZ

Intended effect of the measure: Employees receive legally reliable information on the regulations governing job descriptions and groupings in the TVöD.

Reasons for the measure and its priority: diversity monitoring salary structure, gender pay gap, consulting inquiries

Evaluation of implementation:

Criterion: Possibilities for knowledge transfer are examined

Measurement: Documents

Timing: medium-term (until 2024)

Evaluation of the achievement of objectives:

Criterion: Knowledge transfer is possible for all employees

Measurement: Opportunities for knowledge transfer are communicated to employees

Timing: medium-term (2024)

Costs, equipment, financing: Workload

Responsible for implementation: PACE

Conducted/implemented by: PACE

Timeline: medium-term (until 2024)

Measure 2.14: Use the Academic Age for Performance Evaluation in Science.

Goal: Equal opportunities in performance appraisal and compensation

No. 2.14 Use the Academic Age for Performance Evaluation in Science

Description: Indicators of performance evaluation in academia (e.g., publication activity, citation index, third-party funding) should be put into perspective at the academic age. Considerations for:

- Definition (e.g., full-time equivalents of active research).
- Methodology of the survey (e.g. voluntary self-reporting of scientists, calculation of shares for contract periods at the UFZ)
- systematic consideration in performance evaluation

Target group: Scientists, committees for personnel selection/review

Intended effect of the measure: Assessment of academic leadership interindividually (between different individuals) more comparable.

Reasons for the measure and its priority: diversity monitoring (leaky pipeline, cascade targets), technical literature.

Evaluation of implementation:

Criterion: Consideration of the use of the Academic Age for performance appraisal in science will be made

Measurement: Documents

Timing: short-term (until 2022)

Evaluation of the achievement of objectives:

Criterion: Possibilities for an application of the Academic Age are formulated and, if necessary, brought into implementation

Measurement: written documents

Timing: short-term (until 2022)

Costs, equipment, financing: Workload

Responsible for implementation: GB

Conducted/implemented by: GB

Timeline: short-term (until 2022)

4.3. Field of action 3: Visibility and co-determination

Goal: Gender parity in professional lecture series and panels

Measure 3.1: Gender parity in panel discussions, lecture series, symposia, etc.

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| Goal: Gender parity in professional lecture series and panels |
| No. 3.1 Gender parity in panel discussions, lecture series, symposia, etc. |
| Description: Gender parity in panel discussions, lecture series, symposia, and the like organized by the UFZ. Target group: Event managers Intended effect of the measure: Increasing the visibility of female scientists, working towards gender parity in the representation of perspectives and interests, acting as a role model, increasing diversity |
| Reasons for the measure and its priority: on the importance of visibility for role models, self-efficacy expectations, career aspirations and career paths, see specialist literature, consultation content and feedback to the Equal Opportunities Officer. Evaluation of implementation: Criterion: Efforts to attract women to all panel discussions, lecture series, and symposia organized by the UFZ. Measurement: documentation of efforts, if applicable Time: continuous |
| Evaluation of the achievement of objectives: Criterion: Gender parity in panel discussions, lecture series, symposia, etc. organized by the UFZ. Measurement: proportion of women among lecturers/panellists Time: continuous |
| Costs, equipment, financing: none Responsible for implementation: Process/event manager Execution/implementation by: Process/event owner Timeline: short-term (until 2022) |

Measure 3.2: Gender parity in the Helmholtz Environmental Lecture

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| Goal: Gender parity in professional lecture series and panels |
| Nr. 3.2 Gender parity in the Helmholtz Environmental Lecture |
| Description: Gender parity in the Helmholtz Environmental Lecture series. Target group: All employees of the UFZ (all can submit proposals for speakers). Intended effect of the measure: Increase the visibility of competent women, work towards gender parity in the representation of perspectives and interests, act as a role model, increase diversity |
| Reasons for the measure and its priority: diversity monitoring: strong underrepresentation of women in HEL, for the importance of visibility for role models, self-efficacy expectations, career aspirations and career paths, see professional literature Evaluation of implementation: Criterion: Efforts to recruit more women as presenters. |

Measurement: documentation of efforts (proposals, search, address....), if applicable.

Time: continuous

Evaluation of the achievement of objectives:

Criterion: Gender parity in the lecture series of the Helmholtz-Environmental Lecture

Measurement: Diversity Monitoring

Time: annually

Costs, equipment, financing: (workload)

Responsible for implementation: Executive Board (GF)

Conducted/implemented by: ÖA

Timeline: short-term (until 2022)

Measure 3.3: Gender parity in technical presentations at the UFZ annual reception

Goal: Gender parity in professional lecture series and panels

Nr. 3.3 Gender parity in technical presentations at the UFZ annual reception

Description: Gender parity in the technical presentations at the UFZ annual reception.

Target group: Process owners

Intended effect of the measure: Increasing the visibility of female scientists, working towards gender parity in the representation of perspectives and interests, acting as a role model, increasing diversity

Reasons for the measure and its priority: Diversity monitoring: strong underrepresentation of women at the UFZ annual reception, on the importance of visibility for role models, self-efficacy expectations, career aspirations and career paths, see specialist literature, consultation content and feedback to the Equal Opportunities Officer.

Evaluation of implementation:

Criterion: Efforts to recruit more women as presenters.

Measurement: documentation of efforts, if applicable

Time: continuous

Evaluation of the achievement of objectives:

Criterion: Gender parity in the technical presentations at the UFZ annual reception;

Measurement: Diversity Monitoring

Time: annually

Costs, equipment, financing: none

Responsible for implementation: Executive Board (GF)

Execution/implementation by: ÖA, thematic area managers

Timeline: short-term (until 2022)

Goal: Gender parity on boards and commissions

Measure 3.4: Gender parity in decision-making and design bodies

Goal: Gender parity on boards and commissions

Nr. 3.4 Gender parity in decision-making and design bodies

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| <p>Description: Gender parity in decision-making and design bodies (commissions, juries, committees, crisis team).</p> <p>Target group: Committee managers</p> <p>Intended effect of the measure: Gender parity in representation of perspectives and interests</p> <p>Reasons for the measure and its priority: diversity monitoring: partial underrepresentation of women, on the importance of representative representation of the perspectives and interests of structurally disadvantaged groups, see specialist literature, parity does not require representativeness, even where women are underrepresented, parity can be sought in the representation of interests and formation of opinion (e.g. parity laws for electoral lists, BGremBG)</p> <p>Evaluation of implementation: Criterion: Efforts to achieve gender parity Measurement: documentation, procedural rules, statements if necessary Time: continuous</p> <p>Evaluation of the achievement of objectives: Criterion: Gender parity in decision-making and design bodies Measurement: Diversity Monitoring Time: annually</p> <p>Costs, equipment, financing: none</p> <p>Responsible for implementation: Committee officers</p> <p>Execution/implementation by: Committee Responsible</p> <p>Timeline: medium-term (until 2024)</p> |
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Measure 3.5: Consideration of compensation for disproportionate committee work

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| Goal: Gender parity on boards and commissions |
| Nr. 3.5 Consideration of compensation for disproportionate committee work |
| <p>Description: Consideration of relief and administrative support for women scientists who take on a disproportionate amount of committee and commission work.</p> <p>Best Practice:</p> <ul style="list-style-type: none"> ▪ https://www.gesis.org/starq/inka/massnahme/350?locale-attribute=de ▪ e.g. PROfessor program of the TU Braunschweig (Löther 2019, p.18) ▪ e.g. compensation for disproportionate involvement in commissions and committees at Kiel University (Löther 2019, p.18) ▪ Annex to GWK booklet 65 <p>Target group: Women with a disproportionate amount of committee and commission work</p> <p>Intended effect of the measure: Relief/compensation of the loss of working time of female scientists who disproportionately take on committee work.</p> <p>Reasons for the measure and its priority: excessive request from female scientists for committee work due to underrepresentation in science while striving for equal representation on committees/commissions), Lerchenmueller & Sorenson 2018, evaluation report POF III, measure is listed by the DFG as a best practice in the database of quality-tested model examples of gender equality measures: https://www.gesis.org/starq/inka/massnahme/350?locale-attribute=de</p> <p>Evaluation of implementation:</p> |

Criterion: Consideration of compensation for disproportionate committee work takes place

Measurement: Documents

Timing: medium-term (until 2024)

Evaluation of the achievement of objectives:

Criterion: Possibilities for compensation for disproportionate committee work are formulated

Measurement: Documents

Timing: medium-term (until 2024)

Costs, equipment, financing: Workload

Responsible for implementation: TBL Board, Executive Board (GF)

Execution/implementation by: Theme area managers, Executive Board (GF)

Timeline: medium-term (until 2024)

4.4. Field of action 4: Reconciling care work and gainful employment

In addition to the following measures, all measures from the target agreement of the berufundfamilie audit apply

In addition to the following measures, all measures from the agreement on the promotion of equal opportunities at the UFZ apply

Goal: Equal opportunities in career development for parents

Measure 4.1: Examine options for extending fixed-term contracts to include parental/caregiver leave.

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| Goal: Equal opportunities in career development for parents |
| Nr. 4.1 Examine options for extending fixed-term contracts to include parental/caregiver leave |
| <p>Description: Examine the possibilities for extending fixed-term employment contracts by the duration of parental or care periods taken for employees/contract constellations for which this has not yet been arranged</p> <p>Target group: Employees with fixed-term employment contracts (e.g. according to § 2 para. 1 WissZeitVG), who have taken parental or care leave</p> <p>Intended effect of the measure: Secured extension, where possible, of fixed-term contracts by parental/caregiver leave taken, reduce discrimination</p> <p>Reasons for the measure and its priority: birth of a child as a career risk, re-entry after parental leave as a decisive switch/prerequisite for continuing the career, reduction of a disadvantage by taking over care work</p> <p>Evaluation of implementation: Criterion: Examine options for extending fixed-term contracts to include parental/caregiver leave taken. Measurement: Documents Timing: medium-term (until 2024)</p> <p>Evaluation of the achievement of objectives: Criterion: Possibilities for extending fixed-term employment contracts by the duration of the parental or care periods taken are formulated Measurement: Documents Timing: medium-term (until 2024)</p> <p>Costs, equipment, financing: Workload Responsible for implementation: PACE Conducted/implemented by: PACE Timeline: medium-term (until 2024)</p> |

4.5. Field of action 5: Raising awareness and empowerment

Goal: Capacity Building

Measure 5.1: Creation of a concept for building diversity competence for all employees

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| Goal: Capacity Building |
| Nr. 5.1 Creation of a concept for building diversity competence for all employees |
| <p>Description: Creation of a concept for building diversity competence for all UFZ employees.</p> <ul style="list-style-type: none">• for different target groups, but in principle for all employees in science, administration and technology and for all career levels• special focus on the target group of managers (diversity competence as a basic competence in the spectrum of leadership competence)• Conceptual considerations on content, consideration of <i>unconscious bias</i> and specific discrimination structures.• Conceptual considerations for formats <p>Target group: all employees of the UFZ</p> <p>Intended effect of the measure: Increasing factual and practical knowledge in dealing with diversity, reducing discrimination.</p> <p>Reasons for the measure and its priority: consulting contents, survey results (MAB, diversity survey), goals of the UFZ (cascade goals, internationalization, focus on leadership competence).</p> <p>Evaluation of implementation: Criterion: Development of a concept Measurement: Documents Timing: medium-term (until 2024)</p> <p>Evaluation of the achievement of objectives: Criterion: Concept for building diversity competence in place Measurement: Document available Timing: medium-term (until 2024)</p> <p>Costs, equipment, financing: workload depending on process Responsible for implementation: PACE Conducted/implemented by: PACE Timeline: medium-term (until 2024)</p> |

Measure 5.2: Raising awareness of equality and equal opportunities among students

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| Goal: Capacity Building |
| Nr. 5.2 Raising awareness of equality and equal opportunities among students |
| <p>Description: UFZ offers for pupils (school labs, girls' future day, boys' future day, school holiday camps, internships,...) include an entertaining and motivating contribution to the topic of unconscious bias and equal opportunities in science.</p> <p>Target group: Pupils</p> <p>Intended effect of the measure: early sensitization for the topic of equality and equal opportunities, their causes, consequences and possibilities for shaping them</p> |

Reasons for the measure and its priority: The earlier diversity competence is built and awareness of bias and equal opportunity is raised, the sooner limiting role models and stereotypes can be debunked.

Evaluation of implementation:

Criterion: Development or purchase of a contribution for students on the topic of unconscious bias and equal opportunities in science, integration of the contribution into event formats for students

Measurement: availability of the contribution, program descriptions of the events.

Timing: medium-term (until 2024)

Evaluation of the achievement of objectives:

Criterion: The students have been made aware of the relevant topics.

Measurement: Evaluation of the event (esp. of the contribution) from the point of view of the participants

Time: annually

Costs, equipment, financing: Costs for e.g. Hiwi or purchase of the service.

Responsible for implementation: Program managers

Conducted/implemented by: Program Officer

Timeline: medium-term (until 2024)

Goal: Inclusive culture

Measure 5.3: Diversity-sensitive visual and media language

Goal: Inclusive culture

Nr. 5.3 Diversity-sensitive visual and media language

Description: Use of diversity-sensitive visual and media language, i.e., text, visuals, content, and expression in written communications, forms, policies, and the like, presentations, print media, public relations, and internal system applications/IT.

Target group: UFZ

Intended effect of the measure: Increase of perceived inclusivity, sensitization, change of implicit norm conceptions, signal effect, increase diversity

Reasons for the measure and its priority: For the importance and impact of inclusive visual and media language, see professional literature.

Evaluation of implementation:

Criterion: Use of diversity-sensitive visual and media language, offer of support material and advice.

Measurement: documents, articles, products..., availability of support material (photos, drawings, graphs, databases).

Timing: short-term (until 2022)

Evaluation of the achievement of objectives:

Criterion: Increase in perceived inclusivity, sensitization, change in implicit normative perceptions, signal effect.

Measurement: hardly measurable, if necessary survey (MAB: "perceived inclusiveness"), exit interviews, etc.

Time: continuous

Costs, equipment, financing: amount of work, if applicable, rights of use for material

Responsible for implementation: ÖA, product/process managers

Execution/implementation by: ÖA, product/process managers, PACE, GB

Timeline: short-term (until 2022)

4.6. Field of action 6: Monitoring and quality management

Goal: Establishment of a gender monitoring system

Measure 6.1: Annual gender equality monitoring

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| Goal: Establishment of a gender monitoring system |
| Nr. 6.1 Annual gender equality monitoring |
| <p>Description: Annual monitoring of indicators on gender equality, especially indicators on career development in science, integration of indicators into a broader diversity monitoring.</p> <p>Target group: UFZ as an institution</p> <p>Intended effect of the measure: Systematic, annual data basis for tracking the achievement of objectives and for prioritizing and adjusting measures for gender equality.</p> <p>Reasons for the measure and its priority: Current status analysis as a prerequisite for goal-oriented activities, feedback on the degree of goal achievement, expectation of the <i>Helmholtz guideline on diversity and inclusion</i>, component of the PAKT query, starting point for diversity strategy, requirement of EU <i>Horizon</i> funding program, recommendation of the WTR, need of various organizational units, component of reporting</p> <p>Evaluation of implementation: Criterion: gender-disaggregated data are collected, establishment of systematic gender equality monitoring via various indicators from different fields of action Measurement: Databases Time: annually</p> <p>Evaluation of the achievement of objectives: Criterion: Communication of the monitoring Measurement: Report Time: annually (e.g. in May for German Diversity Day (31.05.2022))</p> <p>Costs, equipment, financing: labor + work contract Responsible for implementation: GB Execution/implementation by: GB, PACE, organizational units (for data). Timeline: short-term (until 2022)</p> |

Goal: Ensuring quality standards

Measure 6.2: Evaluation of gender equality measures

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| Goal: Ensuring quality standards |
| Nr. 6.2 Evaluation of gender equality measures |
| <p>Description: Annual evaluation of the implementation status and target achievement of the measures in the action plan for gender equality.</p> <p>Target group: CEOs, HR, persons responsible for measures</p> <p>Intended effect of the measure: Systematic data basis for the adjustment (prioritization, follow-up, termination) of the measures</p> <p>Reasons for the measure and its priority: adjustment of measures in terms of priority, use of resources, design, application/implementation, responsibility, termination, etc. requires a basis</p> |

for decision-making, i.e. data on the quality of both the implementation of the respective measure and the achievement of the objectives of the respective measure

Evaluation of implementation:

Criterion: Collection of data on the status of implementation and the degree of achievement of the objectives of the measures.

Measurement: database (e.g. in Excel) set up

Evaluation of the achievement of objectives:

Criterion: annual assessment of the implementation status and degree of target achievement of all measures of the Equality Action Plan.

Measurement: report available

Time: annually

Costs, equipment, financing: Workload

Responsible for implementation: Executive Board (GF)

Execution/implementation by: GB, persons responsible for measures

Timeline: short-term (until 2022), annual

Measure 6.3: Adaptation of the equality plan

Goal: Ensuring quality standards

Nr. 6.3 Adaptation of the equality plan

Description: Review and adjustment of the objectives and measures of the action plan for gender equality every 2 years based on

(A) of gender equality monitoring (gender equity indicators) AND.

(B) the evaluation of the gender equality measures (indicators on the implementation status and degree of achievement of the measures) AND

(C) the perspective of the affected persons (= female employees)

Target group: Executive Board (GF), GB

Intended impact of the measure: Up-to-date, context-sensitive, needs-oriented (bottom-up) and goal-oriented (top-down) action plan for gender equality.

Reasons for the measure and its priority: Needs for action and framework conditions can change. Regular review and, if necessary, adjustment of activities and measures is a prerequisite for successful and effective equality policy.

Evaluation of implementation:

Criterion: Goals and measures are regularly reviewed, the perspective of those affected (= female employees) is included

Measurement: Documentation of the reflection process and results

Time: biennial, first time in 2023

Evaluation of the achievement of objectives:

Criterion: GP objectives and measures are adjusted on the basis of the audit report;

measurement: updated version of the action plan on gender equality is available

Timing: biennial, first time in 2023 (i.e. in 2023 there is an updated action plan on gender equality).

Costs, equipment, financing: Workload

Responsible for implementation: Executive Board (GF)

Execution/implementation by: GF, GB, organizational units + Consideration of perspective of female employees
Timeline: medium-term (until 2023)

Goal: Reflection of the UFZ culture and discriminatory structures.

Measure 6.4: Perceived inclusivity as a topic in the UFZ employee survey

Goal: Reflection of the UFZ culture and discriminatory structures.

Nr. 6.4 Perceived inclusivity as a topic in the UFZ employee survey

Description: Recording the perceived inclusivity of the UFZ culture and the assessment of diversity and equal opportunity efforts in the UFZ employee survey (MAB) as well as analysis of the survey data to test correlations (e.g. multifactorial regressions).

Target group: Executive Board (GF)

Intended effect of the measure: Systematic data basis for measuring goal achievement in terms of perceived inclusiveness and evaluation of diversity and equal opportunity efforts, possibility to analyze correlations for a better understanding of the results

Reasons for the measure and its priority: Integration of the topics of diversity, equal opportunities, inclusivity and equality into the reflection of the UFZ culture, for which the UFZ employee survey provides a data basis.

Evaluation of implementation:

Criterion: The UFZ employee survey includes questions on the perceived inclusivity of the UFZ culture and on the assessment of diversity and equal opportunity efforts.

Measurement: Questionnaire of the employee survey

Time: during upcoming employee survey

Evaluation of the achievement of objectives:

Criterion: Evaluation and communication of results

Measurement: Results report on the UFZ employee survey

Time: during upcoming employee survey

Costs, equipment, financing: none

Responsible for implementation: Executive Board (GF)

Conducted/implemented by: PACE

Timeline: with upcoming employee survey.

Measure 6.5: Documentation of conflict consultations

Goal: Reflection of the UFZ culture and discriminatory structures.

Nr. 6.5 Documentation of conflict consultations

Description: Uniform, systematic and anonymous documentation of conflict consultations, especially with regard to conflict topic and conflict parties (role constellation).

Target group: Counselors and trusted advisors

Intended effect of the measure: informative value of the type and qualitative and quantitative extent of conflicts at the UFZ, reduction of discrimination.

Reasons for the measure and its priority: systematic database to improve conflict prevention and procedures for dealing with conflict and misconduct.

Evaluation of implementation:

Criterion: Uniform, systematic and anonymous documentation of complaint and conflict cases.

Measurement: Database

Time: continuous

Evaluation of the achievement of objectives:

Criterion: Ability to provide information on the type and qualitative and quantitative extent of conflicts, derivation of need for action

Measurement: Report

Time: annually

Costs, equipment, financing: Workload

Responsible for implementation: Executive Board (GF)

Implementation/implementation by: Counselors, confidants, commissioners, conflict contact points, PACE.

Timeline: short-term (until 2022)

4.7. Field of action 7: Research and gendered innovations

Schiebinger and Schraudner (2011) describe gendered innovations as the process that integrates the variable of gender as well as gender analyses into all phases of basic and applied research, thus ensuring excellence and quality of results.

Gendered Innovations (English): <https://genderedinnovations.stanford.edu/>

Gender and Innovation (German): <http://www.geschlecht-und-innovation.at/home/>

Goal: Building competence on "Gender in research".

Measure 7.1: Project proposals include information on "Gender in research"

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| Goal: Building competence on "Gender in research". |
| Nr. 7.1 Project proposals include information on "Gender in research". |
| Description: Applications for third-party funding for research projects contain, as standard, information on the reflection and consideration of the variable gender for the research question, research design, methodology, data evaluation and interpretation of results of the proposed research project. |
| Target group: FOR, scientists |
| Intended effect of the measure: fulfillment of requirements (EU funding, DFG funding, Good Scientific Practice - Guideline 9), correction of the gender-data-gap |
| Reasons for the measure and its priority: Requirement of third-party funders, current scientific discourse on gendered innovations and gender data gap, ensuring scientific quality, as research data without a gender perspective is increasingly being critically scrutinized. |
| Evaluation of implementation: Criterion: Advice on the application Measurement: communication, availability of information for applicants Time: continuous |
| Evaluation of the achievement of objectives: Criterion: Reflection on "gender in research" in project proposals Measurement: Number of project proposals with reflection on "gender in research" or justification for non-applicability. Time: annually (e.g. diversity monitoring) |
| Costs, equipment, funding: insignificant, as a regular component in the application process. |
| Responsible for implementation: Department heads or scientists submitting applications |
| Execution/implementation by: FOR, GB, applicant |
| Timeline: short-term (until 2022) |

Measure 7.2: Reflection of "gender in research" in the scientific course program

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| Goal: Building competence on "Gender in research". |
| Nr. 7.7 Reflection of "gender in research" in the scientific course program |
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Description: In the course design, the relevance of gender/diversity aspects for the course content is reflected by default. If gender/diversity aspects are relevant to the course content, this relevance is addressed in the course.

Detailed examples, methods, studies for reflection can be found here:

Gendered Innovations (English): <https://genderedinnovations.stanford.edu/>

Gender and Innovation (German): <http://www.geschlecht-und-innovation.at/home/>

Some examples are:

- Formulation of research questions and hypotheses: Pre-assumptions and stereotypes are incorporated into the formulation, e.g., are questions about ecological urban planning guided by gender-stereotypical assumptions about everyday mobility and social roles?
- Data collection and - analysis: Is gender collected as a variable? Is this variable controlled as a confounding variable or analyzed as a factor (gender disaggregated data)? E.g., are results based on studies of male humans/animals but generalized to all humans/animals, or are studies of pain symptoms analyzed separately for males and females or different gender identities?
- Research design: inclusiveness of the choice of methods, representativeness of the sample, selection and definition of variables, validity of the results, generalizability of the interventions, e.g. are persons of a certain socio-demographic group studied or are the methods (inadvertently) only accessible to a certain group, but the derived interventions (political control elements, medical procedures...), recommended for all members of society?
- References: Designing products and services that are aligned with a norm from which all others are considered a deviation, e.g., can facial recognition software developed on White people's faces recognize Black people's faces equally well?
- Shaping outcomes: Influencing research through structural sexism and racism, e.g., do search algorithms in machine learning reproduce sexist and racist biases?

Target group: Participants in the scientific course program

Intended effect of the measure: Increase of the awareness and knowledge level as well as the scientific excellence of the participants and the scientific quality of their research work.

Reasons for the measure and its priority: Requirement of third-party funders (EU funding, DFG funding), current scientific discourse on gendered innovations and gender data gap (also Good Scientific Practice – Guideline 9), ensuring scientific quality, since research data without a gender perspective are increasingly being critically scrutinized, future-oriented and excellent training of young scientists

Evaluation of implementation:

Criterion: Formulation of requirements for lecturers and teachers within the framework of the scientific course program.

Measurement: documentation, self-disclosure

Time: continuous

Evaluation of the achievement of objectives:

Criterion: reflection on "gender in research" in courses or comments where not applicable.

Measurement: course descriptions, course contents

Time: annually

Costs, equipment, financing: Workload

Responsible for implementation: PACE

Realization/implementation by: Lecturers, teachers, course leaders

Timeline: short-term (until 2022)