



GENDER EQUALITY PLAN

FOR THE PROMOTION OF WOMEN IN SCIENCE AND IN LEADERSHIP POSITIONS

2022-2025

CONTENT

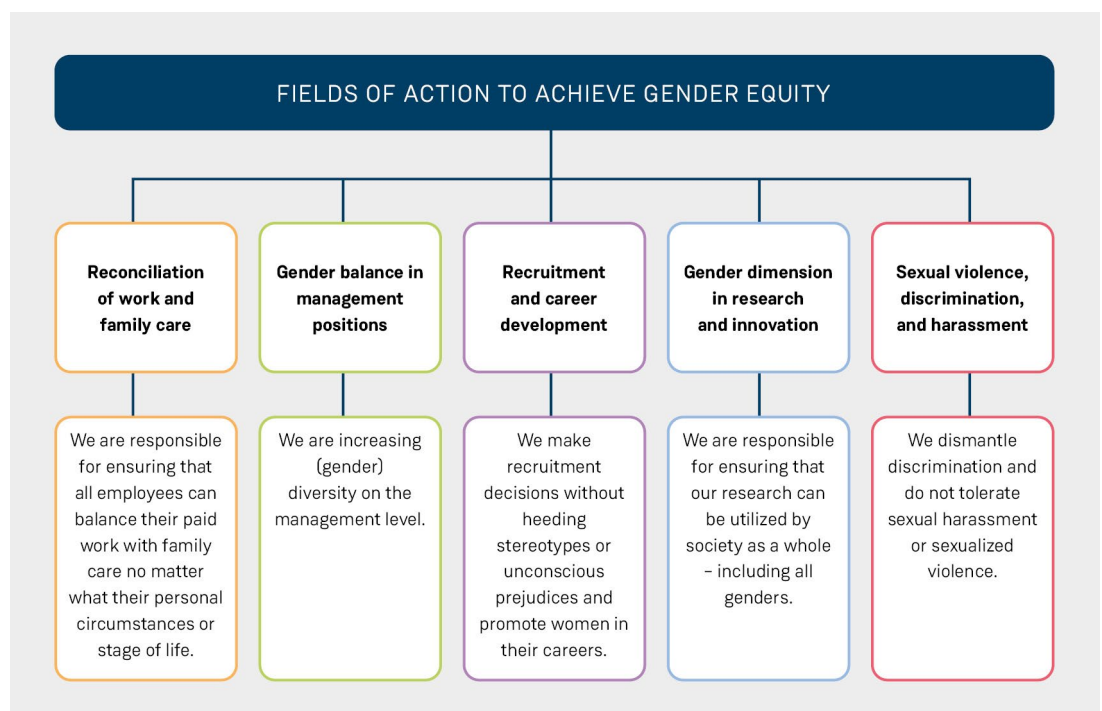
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1. EXECUTIVE SUMMARY

“We conduct research on behalf of society and therefore assume responsibility for ensuring that the findings of our researchers can be used by society so that they have a positive effect.”¹

Gender equity at Forschungszentrum Jülich (FZJ)

FZJ’s mission is to effectively contribute to solving the grand challenges facing society and thus to help shape change. In this regard, FZJ has a particular responsibility to ensure that women are equally involved in shaping this change and that the research findings can be equally utilized by all genders. The promotion of women in science and in leadership positions is therefore an important strategic goal that we will aim to achieve using tailored measures in five specific fields of action.



¹ Taken from the Mission Statement of FZJ:
<https://appsintra.fz-juelich.de/leitbild/en/leitbild.html?slide=1>

The Gender Equality Plan

Gender equity is possible if the topic is given attention across the board and if it is actively practised by all involved.

The Gender Equality Plan provides the strategic framework to achieve gender equity at FZJ. It identifies where action is needed on the basis of the status quo. It sets targets in the various fields of action, makes structures and responsibilities transparent, and provides details on existing and planned measures. It facilitates a structured and efficient implementation with a sustainable effect, and it exploits synergies. Both the Gender Equality Plan and all individual measures will be continuously assessed and improved.

The Board of Directors recognizes just how important the topic is. The Board endorses the Gender Equality Plan and advocates its implementation.



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Chairman of the Board of Directors



Karsten Beneke
Vice-Chairman of the Board of
Directors



Prof. Dr. Astrid Lambrecht
Member of the Board of Directors



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Member of the Board of Directors

2. STRUCTURAL INTEGRATION

Forschungszentrum Jülich (FZJ) is a member of the Helmholtz Association of German Research Centres (HGF). It is financed by the German Federal Government (90 %) and the federal state of North Rhine-Westphalia (10 %). FZJ has a revenue of € 812 million. Of this, € 444 million is institutional funding from the German Federal Government and the state of North Rhine-Westphalia and € 368 million is external funding. The latter comprises international (EU) and national (federal and state governments, German Research Foundation (DFG), and other) project funding, R&D¹ contracts and infrastructural services (commissions), as well as project management organizations working on behalf of the Federal Republic of Germany and the state of North Rhine-Westphalia². As a publicly funded research institution, and particularly as one of the largest in Europe, FZJ bears a considerable social responsibility and is governed by the specifications of its funding bodies.

In the [Federal Government's Gender Equality Strategy](#), the expectations placed on science are clearly formulated: *“Ensuring equal opportunities for women and men in science is one of the main tasks of all involved. Together, the federal and state governments have contributed over the last few years to a sustainable increase in the proportion of women at different levels of qualification – right up to the top positions – in the science sector. However, further efforts are required to improve the organizational cultures and structures in order to consistently increase the participation of women. The federal government takes into account the cross-cutting topics of women in science and gender in research in all areas of work. Incorporating the talents and potential of women in the long term is not just a question of equity.”*

The annual increases in financial resources agreed in the Pact for Research and Innovation are subject to the implementation of concrete, ambitious targets with respect to the recruitment of women for entry-level and leadership positions.

The Research-Oriented [Standards on Gender Equality adopted by the DFG](#) with its cascade model and the implementation of flexible target quotas in the non-university research organizations on the initiative of the Joint Science Conference (GWK)³ are important cornerstones for increasing the proportion of women in high-responsibility positions in the science sector. In addition, the federal and state governments concluded an Implementation Agreement on Equality (AV-Glei) to ensure the implementation of the principles in the German Federal Act on Gender Equality (BGleiG) in the research institutions funded by the federal and state governments.

From 2022 onwards, the European Commission will require a gender equality plan as a prerequisite for funding within Horizon Europe. It aims to further equal opportunities and thus promote women in science, research, and innovation.

1 R&D refers to the public funding of research and development

2 As of August 2021: https://www.fz-juelich.de/portal/EN/AboutUs/FactsFigures/_node.html
<https://www.helmholtz.de/en/about-us/who-we-are/press-and-media/media-centre/helmholtz-annual-report/>

3 The Joint Science Conference (GWK) deals with all questions of research funding, science and research policy strategies, and the science system which jointly affect the federal and state governments. The members of GWK cooperate on the basis of agreements in the promotion of sciences. Ministers and senators of the federal and state governments responsible for science and research as well as for finance are members of GWK. <https://www.gwk-bonn.de/>

3. OBJECTIVES, VISION, AND PRINCIPLES

3.1. OBJECTIVES

Forschungszentrum Jülich (FZJ) is committed to the principles of gender equity and non-discrimination. With this Gender Equality Plan, Jülich commits itself to the promotion of women¹ in science and in leadership positions.

In November 2020, a *concept for a supporting package of measures to promote women in science* was developed. This analysis confirmed that numerous central and decentralized institutions and players use diverse targeted measures to actively promote the careers and visibility of women at Jülich. The wide variety of these measures and their decentralized structure are issues requiring further action and will be addressed in the Gender Equality Plan.

Combined efforts and a clear, joint strategy are essential for the structure and content of measures. The Gender Equality Plan aims to provide this structure and to sustainably anchor the numerous, heterogeneous measures for the promotion of women in science and in leadership positions, and thus create a focused framework. It will identify where action is needed, improve the exploitation of synergy effects, and provide employees with a shared basis for exchange, for the generation of ideas, and for the joint evaluation of measures. Consequently, one of the objectives of the Gender Equality Plan is to considerably increase the effectiveness of measures by encouraging all employees to plan and act together to turn selective measures into a sustainable and highly effective instrument for the promotion of women in science and in leadership positions.

3.2. VISION

The promotion of women in science and in leadership positions is a well-established practice at FZJ. FZJ is conscious of its social responsibility and has implemented targeted and effective measures to promote women in science as well as in assuming management positions. Jülich harnesses the potential of women in order to remain competitive as one of Europe's largest research centres. It appreciates that research findings can only be all-embracing and sustainable if gender diversity is a given in research. The Gender Equality Plan informs all employees of FZJ about strategic objectives, fields of action, and measures for the promotion of women. The plan is endorsed by the Board of Directors; it is available to all employees of FZJ; and senior staff, in particular, are familiar with it. It provides a framework for measures and support services in the various organizational units and compiles these in fields

¹ The term "women" refers to women and individuals who identify as female. At the moment, it is not possible to take account of a person's self-defined affiliation with a specific gender within the data stored at FZJ. Data are currently collected on the basis of the classifications "male", "female", or "other", which are taken from the details of employees' personal status.

of action in order to optimize synergy effects and ensure long-term effectiveness. With its systematic analyses and the joint efforts of all relevant players and key knowledge holders, it supports FZJ in creating framework conditions that should provide equal opportunities for all employees in their career development.

The Gender Equality Plan defines the central objectives and measures at Jülich within five fields of action.

- Reconciling work and family care,
- Gender balance in leadership positions,
- Recruitment and career development,
- Gender dimension in research and innovation,
- Sexualized violence, discrimination, and sexual harassment.

The plan spans a four-year period and its fields of action and the effectiveness of its measures will be periodically reviewed and adjusted. The time scale of four years will allow us – parallel to calculating self-imposed quotas – to assess the targets and measures within the fields of action and to correlate the results with the achievement of the self-imposed quotas, for example. The establishment of permanent structures and clear responsibilities at all levels as well as the evaluation of individual measures will ensure the effectiveness and sustainability of the Gender Equality Plan.

3.3. PRINCIPLES

The Implementation Agreement on the GWK Agreement on the Equality of Women and Men in Joint Funding Activities for Research (AV-Glei)², which is based on the German Federal Act on Gender Equality (↗ [BGleiG](#)), provides the basis for this present Gender Equality Plan. The plan also takes into account recommendations of the European Institute of Gender Equality (↗ [EIGE](#)) and meets the requirements of the Gender Equality in Academia and Research (↗ [GEAR](#)) programme.

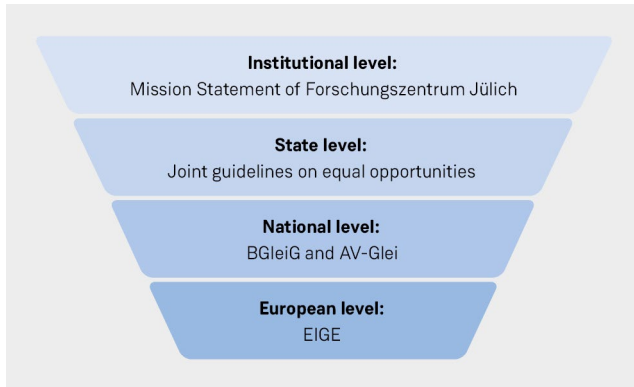
The Gender Equality Plan makes reference to the principles of the joint guidelines on equal opportunities, which FZJ agreed upon together with the University of Cologne, RWTH Aachen University, TH Köln, and the German Aerospace Center (DLR) in May 2018, and also refers to the Mission Statement of FZJ, which was finalized in May 2017.

In addition, the Gender Equality Plan refers to the Rules for Upholding Good Scientific Practice of FZJ, which were reaffirmed by the Board of Directors on

² The Implementation Agreement on the Joint Science Conference (GWK) Agreement on the Equality of Women and Men in Joint Funding Activities for Research (AV-Glei), issued with the consent of the GWK on 27 October 2008 and amended on 22 April 2016, states that the principles of the BGleiG also apply to research institutions jointly funded by federal and state governments, and legally prescribes their implementation.

Figure 1:
Different levels taken
into account in the
Gender Equality Plan

1 January 2020³. According to the DFG, the aim of these rules is to allow scientists and senior employees to design their internal structures, processes, and actions according to the rules of good scientific practice. A culture of scientific integrity should thus become anchored in scientific institutions.



With the Gender Equality Plan, FZJ is also living up to the Mission Statement and implementing it in practice. The Mission Statement of FZJ is built on many cornerstones that can only improve the corporate culture if they can also influence strategies, thinking, and the actions of employees. The interaction between the Mission Statement and the Gender Equality Plan is described in the following.

Excellence

FZJ understands *Excellence* to mean research of the highest quality⁴. It has been shown many times over that research teams in science benefit massively from gender diversity⁵, as this diversity drives discoveries and innovations⁶. The promotion of women in science is therefore essential if research excellence is to be ensured in the long term.

Responsibility and Effect

These cornerstones describe the social responsibility of research and the effect it has in society. FZJ conducts research on behalf of society and therefore assumes responsibility for ensuring that research findings can be used by society.⁷ With respect to the Gender Equality Plan, this means that while the different perspectives of our very diverse society should be reflected in research teams, research findings must also be equally available for exploitation by both women and men. Guaranteeing that this responsibility is brought to bear will only be possible if women scientists are given opportunities to contribute their perspectives to the research process.

³ The Rules for Upholding Good Scientific Practice at FZJ GmbH have been in force since 1 January 2002. The amended version came into force on 1 December 2012. They can be found here: https://intranet.fz-juelich.de/en/tools/internal-regulations/rules_upholding_good_scientific_practice_ir_118-2/@download/file

⁴ <https://appsintra.fz-juelich.de/leitbild/en/leitbild.html?slide=1>

⁵ Nielsen, Mathias/Etzkowitz, Henry/Algeria, Sharla Nicole/Falk-Krzesinski, Holly J. (2017): *Gender diversity leads to better science*. In: Proceedings of the National Academy of Sciences.

⁶ Nielsen, Mathias/Bloch, Carter (2018): *Making Gender Diversity Work for Scientific Discovery and Innovation*. In: Nature Human Behaviour.

⁷ <https://appsintra.fz-juelich.de/leitbild/en/leitbild.html?slide=1>

Honesty and Collegiality

FZJ believes that honesty, fairness, openness, and respectful behaviour are a prerequisite for successful research.⁸ Fair treatment of all, regardless of individual characteristics and backgrounds, the dismantling of gender stereotypes and of discrimination, as well as an openness to new things must be part of this. Transparent processes, for example in encouraging young talent and in vocational training, including at management level, are rooted in these principles. The Rules for Upholding Good Scientific Practice also call for a diversity of opinions to be promoted independently of hierarchical positions and for quality to be understood as a decisive criterion in assessing scientific achievements.

Progress and Pioneers⁹:

Information, energy, and bioeconomy are not just research priorities at FZJ; they are central topics for the social transformation towards a sustainable future. The promotion of women in these areas of science is essential for the same reasons explained above regarding the opening of perspectives to allow progress and innovation. Furthermore, by focusing on these fields, FZJ has taken on a major responsibility for the role of women in research and their contribution to shaping change.

Magnet and Ambassador¹⁰:

These two cornerstones of the Mission Statement address how attractive FZJ is for scientists. FZJ would like to be a place of charismatic research and attract talented young scientists.¹¹ This aspiration means that conditions guaranteeing a good working atmosphere and the reconciliation of work and family care are particularly relevant. The creation of such conditions, which relate to the structure and culture as well as to individuals, is part of this Gender Equality Plan.

8 Ibid. Also in the Rules for Upholding Good Scientific Practice: ↗ https://intranet.fz-juelich.de/en/tools/internal-regulations/rules_upholding_good_scientific_practice_ir_118-2/@@download/file

9 The German version of the Mission Statement of FZJ, which was finalized in 2017, utilizes the generic masculine form. The Gender Equality Plan implements gender-neutral language and in the German version utilizes the gender semicolon.

10 See footnote on Pioneer.

11 ↗ <https://appsinfra.fz-juelich.de/leitbild/en/leitbild.html?slide=1>

4. RESPONSIBILITIES

The Gender Equality Plan can only be effective if it is implemented and practised at all levels and if responsibility for its implementation is shared beyond those explicitly responsible for equal opportunity matters. The same applies to the cornerstones of the Mission Statement, which can only be effective if all employees take them on board. In the following, the internal structures of Forschungszentrum Jülich (FZJ) and the tasks and responsibilities of different areas in relation to the Gender Equality Plan will be described.

4.1. ORGANS AND BODIES OF FZJ

FZJ is governed by the Partners' Meeting, the Supervisory Board, and the Board of Directors.

- The Partners' Meeting is the principal decision-making body of FZJ GmbH. Its members are representatives of the German Federal Government and of the state government of North Rhine-Westphalia.
- The Supervisory Board monitors the lawfulness, expedience, and economic efficiency of the Board of Directors. It makes decisions on important research-related and financial issues of the company. It also has the task of deciding on self-imposed quotas to increase the proportion of women in science.
- The Board of Directors conducts the business of FZJ pursuant to the Articles of Association and reports to the Supervisory Board.

The bodies of FZJ are the Scientific Advisory Council and the Scientific and Technical Council.

The Scientific Advisory Council advises FZJ on all scientific and technical issues of general importance. This includes Jülich's strategy and the planning of research and development activities, promoting the optimal use of research facilities, and issues related to collaborations with universities and other research institutions.

The Scientific and Technical Council advises the Partners' Meeting, the Supervisory Board, and the Management Board on all issues associated with the strategic orientation of FZJ and on all scientific and technical issues of general importance. These include the key research objectives and tasks of FZJ, its contributions to research programmes, its organizational structure, and cooperation with universities and other research institutions. The Scientific and Technical Council usually convenes three times a year. Urgent matters are discussed in extraordinary meetings or in written circulation procedures. It is also involved in personnel matters, such as the appointment of professors.

4.2. RESPONSIBILITY OF ALL INVOLVE

The promotion of women in science and in leadership positions can only succeed if the entire research centre assumes responsibility for this goal. However, there are also various players who have specific roles in the context of the Gender Equality Plan.

4.2.1. THE BOARD OF DIRECTORS OF FZJ

Together with the Works Council, the Board of Directors set up the Equal Opportunities Committee (AfC) in 2007 and signed a corresponding internal agreement. The Equal Opportunities Committee has been in existence since then and aims to implement equal opportunities as a joint effort on the part of all involved. This includes the definition of clear conditions for equal opportunities, the promotion of women in leadership positions, in science, and in roles dominated by men, as well as the consideration of women's issues. The members of the committee include six employees of FZJ, three of whom are appointed by the Board of Directors and three by the Works Council, as well as the equal opportunities officer of FZJ. For several years, the Vice-Chairman of the Board of Directors has also been a member of the AfC.

The following persons attend the meetings of the committee as permanent guests:

- a member of the Scientific and Technical Council that is appointed by this body
- the equal opportunities officer
- the deputy equal opportunities officers and the equal opportunities officer representative from the respective branch office
- the Equal Opportunities Bureau staff unit

The committee additionally has the right to invite other persons to attend as permanent guests. It advises on and jointly recommends equal opportunities measures and developments at FZJ. It therefore has an important function regarding the development and implementation of the Gender Equality Plan.

4.2.2. STAFF UNIT - EQUAL OPPORTUNITIES BUREAU (BFC)

The Equal Opportunities Bureau is responsible for the promotion of equal opportunities at FZJ. It is the contact point for all topics related to reconciling work and family care as well as gender equity, and shares responsibility for the operative implementation of the diversity & inclusion strategy. It provides assistance in an advisory capacity to all employees, senior employees, and the Board of Directors on these matters.

It structurally anchors the topic of equal opportunities at FZJ through its involvement in committees and projects. With numerous support measures, it facilitates a corporate culture that is family-friendly, rooted in equity, and open to diversity.

The Equal Opportunities Bureau reports directly to the Vice-Chairman of the Board of Directors and it supports the Board of Directors in strategic alignment in the area

of equal opportunities. For some 20 years, it has provided expertise at FZJ in the areas of gender equality, the promotion of women, and the promotion of equal opportunities. Financial and personnel resources are invested directly in these topics.

The staff unit coordinates the Gender Equality Plan and is responsible for the collection, analysis, and interpretation of gender-disaggregated data. Working with other responsible players, it defines targets and measures to improve the promotion of women in science and in leadership positions and contributes the required gender expertise.

One of the tasks that falls to the Equal Opportunities Bureau is to assure the quality of the Gender Equality Plan and to assess the effectiveness of the measures. It uses various methods to do so and conducts audits, employee surveys, and structured interviews of senior employees. Through a programme of action, it will monitor and evaluate individual measures on a regular basis. This will place it in a position to recommend whether a measure should be permanently adopted or discontinued and to ensure sustainable development.

The Equal Opportunities Bureau has five full-time equivalent (FTE¹) positions. In addition to the head and an administrative assistant, there are three spokespersons, one each for equal opportunities, reconciliation of work and family life, and diversity & inclusion. The spokesperson for equal opportunities has a STEM background thanks to her vocational training at FZJ followed by a master's in sociology. She also has expertise in sociotechnology and gender. The spokesperson for diversity is a sociologist and a qualified diversity manager (trained at the [↗ Institut für Diversity Management](#)). Both spokespersons work closely with the spokesperson for the area of reconciliation of work and family care, who is a social worker. The resulting intersectional perspectives are extremely beneficial for the work of the Bureau. The team is supported by student assistants and final-year university students whose dissertations they supervise and whose insights provide the team with new impulses for their work.

4.2.3. EQUAL OPPORTUNITIES OFFICE

The German Federal Act on Gender Equality (BGlG) has been in force since 2001. It aims to bring about the equality of women and men as well as to eliminate existing gender discrimination and prevent gender discrimination in the future. The equal opportunities officer of FZJ and her deputies play an independent role in achieving these goals, allowing them to promote new developments and address problematic circumstances.

The equal opportunities officer's duties are to support and monitor the equality of women and men, eliminate gender discrimination, and encourage protection against sexualized violence, discrimination, and sexual harassment at FZJ. For this reason, she plays an important role in the Gender Equality Plan overall, and particularly

¹ FTE is a unit used to measure the working hours of an employee. It does not count the number of employees or positions in an enterprise; instead, the FTE is a figure that indicates the workload of an employee in relation to full-time working hours. An FTE of 1 is equivalent to a full-time position. Here, FTE is used to review the total working time at FZJ regardless of part-time models ([↗ https://www.personio.de/hr-lexikon/fte-berechnen/](https://www.personio.de/hr-lexikon/fte-berechnen/)). This is particularly useful for gender-disaggregated analyses, as there are still more women than men working part-time. In FZJ on 31 December 2020, women accounted for 68.27% of all employees working part-time (statistics on equal opportunities 2020).

in the field of action dedicated to *sexualized violence, discrimination, and sexual harassment*.

FZJ has one equal opportunities officer who is released from normal duties (currently for 70 % of her working hours) to take on this role and two deputies who are currently released from normal duties for 10 % of their working hours. There is an additional equal opportunities officer representative at Jülich's branch office in Berlin, who is also released from normal duties for 10 % of her working hours. The equal opportunities officer, her deputies, and the equal opportunities officer representative are elected by the female employees of FZJ.

4.2.4. PERSONNEL DIVISION (P)

Personnel Management (P-B)

Personnel Management is an important player in terms of initiating and implementing good framework conditions for employees for the reconciliation of work and family care. The head of the infrastructure division also advises employees and those in leadership positions on consequences under labour law for any form of discriminatory behaviour.

Human Resource Development and Recruiting (P-E)

Human Resource Development and Recruiting is essential in advertising FZJ as an attractive employer to potential job applicants. P-E is responsible for selecting employees from job applicants, for their continuing professional development, and for monitoring their professional development in general. Within the framework of the Gender Equality Plan, P-E is a key player in the field of action dedicated to *gender balance in leadership positions and recruitment and career development*.

Social Counselling at the Medical Service (P-M)

Social Counselling is a service offered by FZJ. It provides employees at all levels with advice and support for difficult situations at work and at home. The aim of this counselling service is to maintain and strengthen the personal and professional well-being, health, and productivity of all employees. Social Counselling therefore plays an important role in the fields of action dedicated to the *reconciliation of work and family care and sexualized violence, discrimination, and sexual harassment*.

The Social Counselling team is made up of two qualified social workers.

Personnel Planning and Control (P-P)

Within Human Resources, P-P is responsible for personnel controlling and personnel planning at FZJ. It supports Jülich's organizational units in personnel planning by providing advisory services, planning documentation, and evaluations. For the Gender Equality Plan, the work of P-P is particularly important because its evaluations represent the basis for the analysis of the situation at FZJ. In addition, P-P is responsible for calculating the self-imposed quotas and provides the data that are required for annual gender monitoring.

Vocational Training Centre (P-Z)

The Vocational Training Centre places importance on professional and discrimination-free recruiting². It supports individuals in choosing a profession free from clichés³, organizes annual gender-sensitive career orientation days as well as career information days, and facilitates alternative models allowing flexible working hours for trainees.

4.2.5. WORKS COUNCIL

The Works Council is the elected body of employee representatives at FZJ. The Works Council currently comprises 31 members (as of October 2021) and is organized in specialized committees. One of the topics dealt with by the specialized committee for social affairs and conflict prevention is *sexualized violence, discrimination, and sexual harassment*, making this committee a key player in this field of action. This committee is additionally involved in operational integration management and the diversity & inclusion project (D&I project). It works closely with the equal opportunities officer and the representatives for persons with disabilities at FZJ.

The committee for social affairs and conflict prevention currently comprises five members and five deputy members.

4.2.6. CORPORATE DEVELOPMENT (UE)

Corporate Development (UE) is a central service provider acting as an important interface between the scientific institutes, the Board of Directors, and the administration of FZJ. Support for Young Researchers (UE-N) is responsible for the strategic further development of support for young researchers in science. It is an important player for the Gender Equality Plan as a whole, but particularly for the field of action dedicated to *recruitment and career development*.

UE-N currently consists of 11 employees (with an FTE share of 9.2) and an externally funded student with a fellowship.

It is responsible for coordinating the project to develop and implement a diversity & inclusion strategy at FZJ. The project manager dedicated to the project has proven international experience and expertise in the field of diversity and inclusion, and is particularly well networked in the Anglo-American sphere and within the Helmholtz Association. FZJ was thus able to play an active role in shaping the [Helmholtz Guideline on Diversity and Inclusion](#), which was adopted by HGF in 2020. The project is headed by the Member of the Board of Directors for Scientific Division III and aims to promote an open, inclusive corporate culture in which all employees can develop their full potential, in order to establish the necessary conditions to recruit the best minds and most suitable employees in science and administration. The project has a timeline of three years and nine months and is scheduled to be completed in June 2023. The diversity & inclusion strategy and the Gender Equality

² P-Z is certified by TÜV Rheinland in line with ISO 9001:2015: [↗ https://www.certipedia.com/quality_marks/9000000532](https://www.certipedia.com/quality_marks/9000000532)

³ FZJ is a partner in the Cliché Free Initiative: [↗ https://www.klischee-frei.de/de/klischeefrei_53000.php](https://www.klischee-frei.de/de/klischeefrei_53000.php)

Plan are closely linked. This means that key analyses from employee surveys and interviews conducted within the project could be used for the Gender Equality Plan. At the same time, the Gender Equality Plan also addresses an important diversity dimension.

Alongside the project manager, the D&I project team consists of various employees from the Equal Opportunities Bureau and Human Resources, as well as the compliance officer; they each have specific responsibilities.

5. FACTS AND FIGURES

The European Institute for Gender Equality (EIGE) has derived requirements for the data to be analysed within its Gender Equality in Academia and Research (GEAR) tool.¹ Data must be sex-disaggregated in order to recognize differences between the groups in an analysis. The analysis of these data enables a fact-based identification of the most urgent challenges.

The following analysis is predominantly based on the figures in the statistics on equal opportunities² and the statistics on the self-imposed quotas, which were compiled in August 2021 by Human Resources (P) together with the Equal Opportunities Bureau (BfC). The third source of data is the qualitative and quantitative results of the project to develop and implement a diversity & inclusion strategy for Forschungszentrum Jülich (D&I project).

These figures are used to analyse the individual fields of action in combination with figures collected within the D&I project, and are presented in the separate sections here before the corresponding targets and measures are outlined.

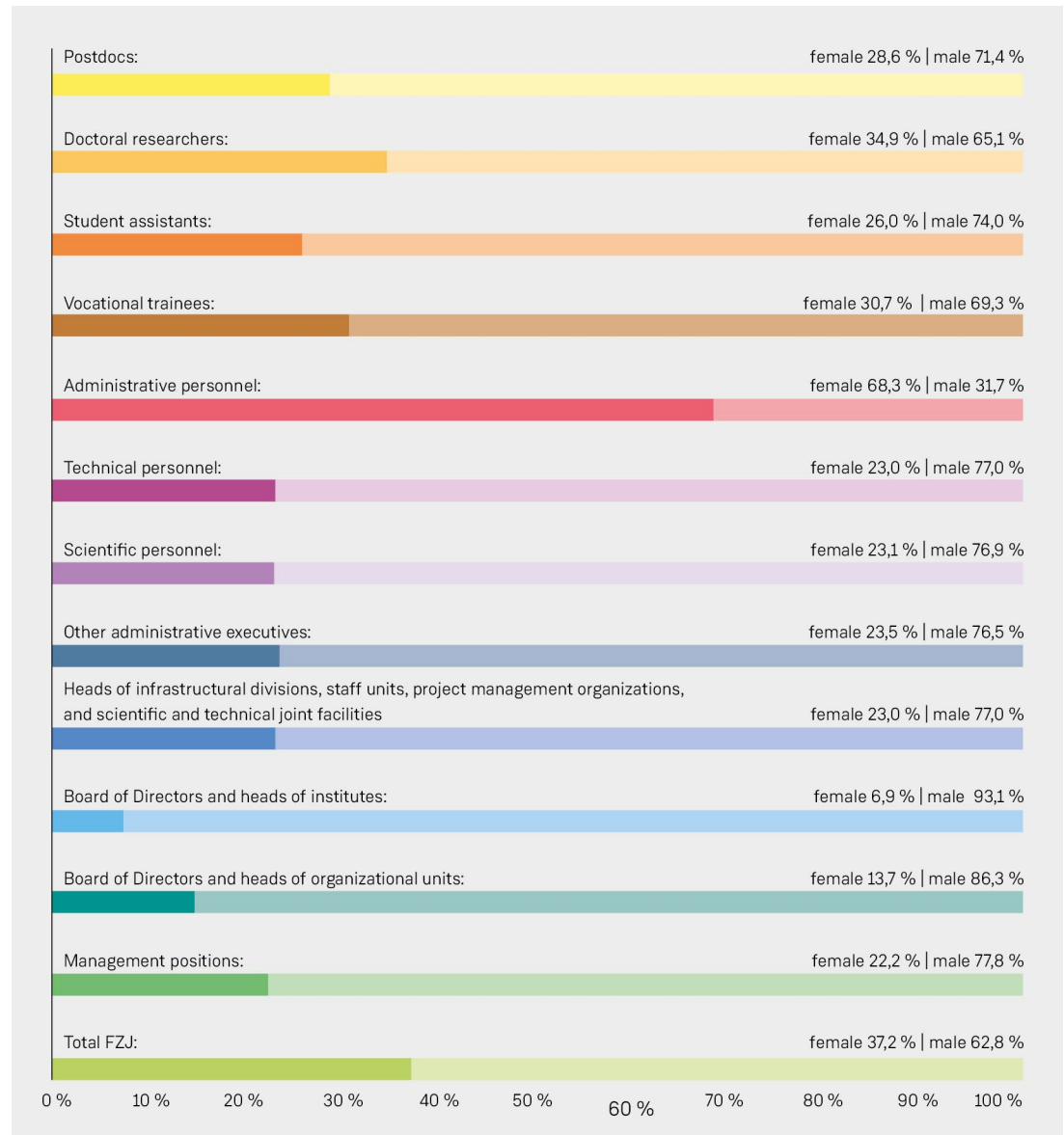
1 ↪ <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>. Not all of the proposed data can currently be collected. However, FZJ is working on a comprehensive gender monitoring system that will be used to collect these data in future.

2 ↪ <https://intranet.fz-juelich.de/en/organization/equal-opportunities-bureau-bfc/factsandfigures>. The statistics on equal opportunities are compiled and evaluated each year by Human Resources. They are presented, for example, in the Equal Opportunities Committee to the Vice-Chairman of the Board of Directors. The cut-off date of these particular data is 31 December 2020. Data on men and women are currently being recorded in the statistics on equal opportunities.

5.1. CURRENT PROPORTION OF WOMEN

The graph below provides an overview of the current proportion of women among the various groups of employees listed in the different rows. The figures are based on full-time equivalents (FTEs).³

Figure 2:
Percentage of women (FTEs) at Forschungszentrum Jülich (FZJ) as of 31 December 2020, source: statistics on equal opportunities



³ FTE is a unit used to measure the working hours of an employee. It does not count the number of employees or positions in an enterprise; instead, the FTE is a figure that indicates the workload of an employee in relation to full-time working hours. An FTE of 1 is equivalent to a full-time position. Here, FTE is used to review the total working time at FZJ regardless of part-time models (<https://www.personio.de/hr-lexikon/fte-berechnen/>). This is particularly useful for gender-disaggregated analyses, as there are still more women than men working part-time. In FZJ on 31 December 2020, women accounted for 68.27% of all employees working part-time (statistics on equal opportunities 2020).

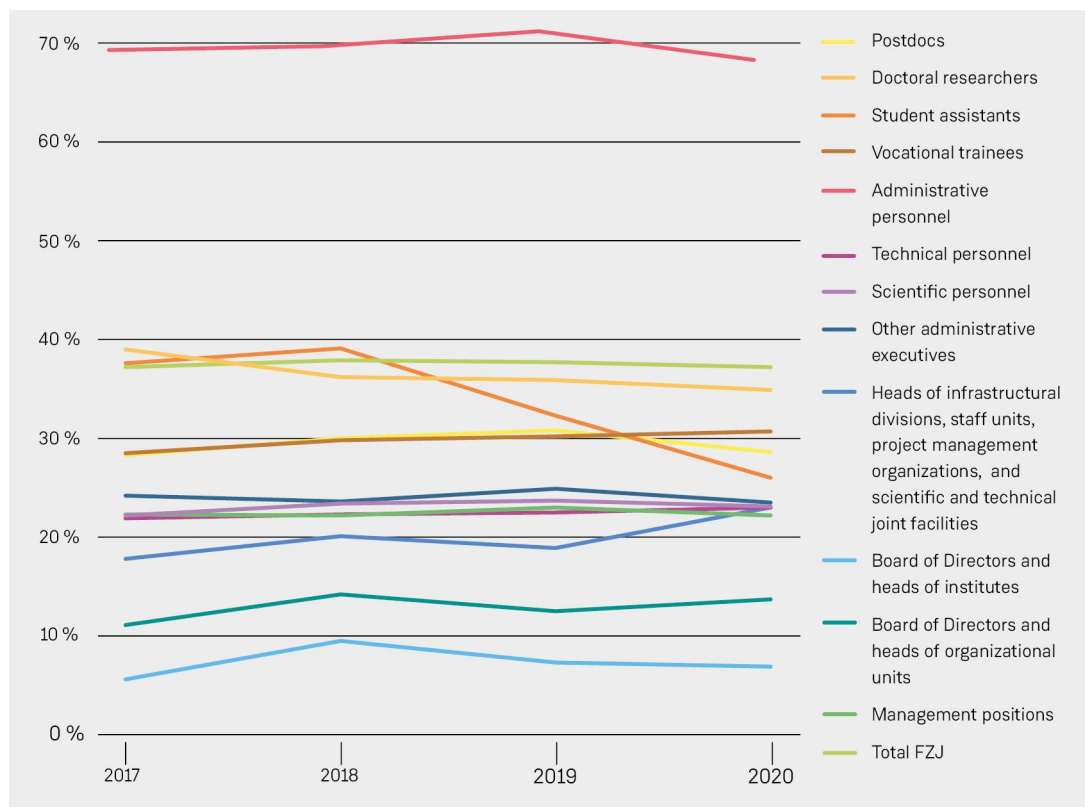
Looking at the chart, it becomes clear that there are more men than women working at FZJ (men: 3919.9 FTEs, or 62.8 %; women: 2326.9 FTEs, or 37.2 %). In particular, men have a much stronger representation than women among the *Board of Directors and the heads of organizational units* (men: 77.29 FTEs, or 86.3 %; women: 12.28 FTEs, or 13.7 %)⁴. If we compare this figure to the total number of employees working in these areas, it becomes clear that while most of the *administrative personnel* positions are filled by women (women: 520.7 FTEs, or 68.3 %; men: 241.2 FTEs, or 31.7 %), positions with leadership responsibilities are filled predominantly by men. If all *leadership positions*⁵ are considered as a whole, there are also considerably more men than women in such roles (men: 492.92 FTEs, or 77.8 %; women: 140.28 FTEs, or 22.2 %). Women thus account for less than a quarter of all employees in leadership positions in the areas analysed.

A similar distribution was found for the other areas analysed in the statistics on equal opportunities. In the case of both *scientific personnel*⁶ and *technical personnel*⁷, less than a quarter of all positions are occupied by women (*scientific personnel*: men – 1,225 FTEs, or 76.9 %; women – 368.9 FTEs, or 23.1 %; *technical personnel*: men – 1,096.1 FTEs, or 77 %; women – 326.8 FTEs, or 23 %). The distribution is similar among *student assistants*⁸ too (men: 62.5 FTEs, or 74 %; women: 22 FTEs, or 26 %). At 29.6 percentage points, the difference between the two considered genders among *vocational trainees* at FZJ is not quite as large (men: 210 FTEs, or 69.3 %; women: 93 FTEs, or 30.7 %). Compared to the other areas where senior employees were not explicitly analysed, the highest proportion of women at Jülich is among *doctoral researchers*⁹ (men: 227.5 FTEs, or 65.1 %; women: 122 FTEs, or 34.9 %). If we look at the next level of career development, *postdocs*¹⁰, the proportion of women decreases again. At this level, 28.6 % of employees at FZJ are women (82.5 FTEs).

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- 4 The proportion of women among the *Board of Directors and the heads of organizational units* refers to the FTE allocation of women and men from the *Board of Directors and heads of institute* as well as the *heads of divisions, staff units, project management organizations, and scientific and technical joint facilities*.
 - 5 The proportion of women in *leadership positions* encompasses the proportion of women that make up the *Board of Directors and the heads of organizational units* (levels 1 and 2) as well as *other leadership positions with an organizational responsibility* (levels 3 to 5). In cases where an individual holds two positions, the person is only counted once.
 - 6 *Scientific personnel* are defined as persons with a university degree (or similar qualification) who are working in a scientific or technoscientific organizational unit and directly create scientific value within a research topic.
 - 7 *Technical personnel* are defined as persons who – in accordance with the rules of programme-oriented funding – cannot be classed as scientific personnel or administrative personnel, and who are not working on a doctoral thesis as a doctoral researcher.
 - 8 Only *student assistants* who are on FZJ's payroll can be defined as such.
 - 9 The group of *doctoral researchers* specified here encompasses doctoral scholarship holders, research assistants, and doctoral researchers on FZJ's payroll.
 - 10 *Postdocs* are defined as persons with a doctoral degree who are working in a scientific or technoscientific organizational unit and directly create scientific added value within a research topic. Upon commencing work, their doctoral degree should have been completed no more than six years ago.

Society at large also plays a role in increasing the proportion of women employees¹¹. As the Gender Equality Plan spans a period of four years, the last four years were taken as a reference point. The following graph provides an overview of these developments:

Figure 3:
Proportion of women as a percentage of FTEs at FZJ from 2017 to 2020, source: statistics on equal opportunities



If we consider the total number of employees (bright green line), it is clear that women were and are under-represented in nearly all areas; exceptions to this are the number of *doctoral researchers* in 2017 (dark yellow line) and the proportion of women among *student assistants* in 2017 and 2018 (orange line). The most obvious exception is *administrative personnel* (red line), where the proportion of women remains constant at around 70 %. Once again, the smallest proportion of women over time can be found in groups in which individuals have leadership and management responsibilities.

If we look at all areas, we see that the proportion of women in occupied positions remained fairly constant over the last four years. As an example, there is a comparatively large fluctuation between 2019 and 2020 in the figures for *heads of infrastructural divisions, staff units, project management organizations, and scientific and technical joint facilities* (difference of 4.1 percentage points, which corresponds to 1 FTE here).

11 Information on the social background of women working at Jülich was derived from the concept for a supporting package of measures to promote women in science, which was developed in January 2021. The number of students enrolled in STEM disciplines at German third-level institutions was particularly important in this respect. In 2020/2021, women accounted for 31.6 % of STEM students. If we consider all STEM subjects, 29.1 % of bachelor's dissertations, 29.6 % of master's dissertations, and 33.5 % of doctoral theses were written by women in 2019. (↪ <https://de.statista.com/statistik/daten/studie/1050875/umfrage/studierende-in-mint-faechern-in-deutschland-nach-geschlecht/>)

5.2. EMPLOYEE SURVEY AND INTERVIEWS – DIVERSITY & INCLUSION PROJECT

5.2.1. SURVEY

The survey entitled “*My Working Environment*” went online on 7 May 2021 and all Jülich employees had the chance to complete it until 23 May 2021. The survey was offered in German and in English.

It aimed to record the recent experiences and opinions of the diverse range of employees at FZJ using quantitative methods. One focus was on the diversity climate – what the working climate is like with respect to participation, inclusion, discrimination, openness, and barriers.

In total, 18.4 % of Jülich employees took part in the survey. This amounted to 1,247 survey participants, 579 of whom were women.

The survey, together with the three other cited measures, will help in developing a D&I strategy for Jülich. The project is scheduled for completion in June 2024. After this date, it is recommended that another survey be conducted with the same or similar statements in order to document the changes made at FZJ.

Both methodological approaches provide relevant points for the Gender Equality Plan. The individual statements from the survey and the interviews are evaluated for each of the fields of action. The results of the analysis are discussed in the respective subsections.

5.2.2. INTERVIEWS

As part of the documentation stage of the D&I project, a number of interviews were conducted with the aim of clearly describing individual experiences of inclusion and exclusion. The focus was placed on the perspectives of employees who belong to a marginalized group (employees marginalized due to sexual orientation and gender identity, international employees, employees with a disability, parents, employees with a migration background, ethnic minorities, employees of colour, and older employees).

A total of 40 semi-structured interviews were conducted between December 2020 and April 2021. They were conducted online due to the coronavirus pandemic. Of these interviews, 36 could be used.

6. FIELDS OF ACTION, OBJECTIVES, AND MEASURES

The activities aiming to ensure gender equity at Forschungszentrum Jülich (FZJ) are broken down into five fields of action:

- Reconciliation of work and family care,
- Gender balance in leadership position,
- Recruitment and career development,
- Gender dimension in research and innovation,
- Measures against sexualized violence, discrimination, and sexual harassment.

Following an introduction to each field of action, the targets and measures will be outlined. Detailed descriptions of individual measures, including responsibilities, timelines, and evaluations can be found in the [Programme for the promotion of women at FZJ](#) (for a more detailed description, see the section on quality assurance).

The fields of action cannot be fully separated from each other; they overlap one another to varying degrees.

6.1. RECONCILIATION OF WORK AND FAMILY CARE

Although the reconciliation of work and family care should not be a gender-specific challenge, this field of action is considered highly relevant in the Gender Equality Plan. Despite the shift in society in the role of parents and in gender roles, the main burden of unpaid care work in heteronormal partnerships – regardless of income – falls disproportionately to women. And yet, men – particularly fathers – have also expressed a desire to have more time for their families as well as increased support in improving their work–life balance. Against this backdrop of reconciling work and family care, it is therefore a key concern that this cultural change be supported and that active fatherhood be promoted.

At FZJ, employees providing care (for family members) in addition to their paid work can make use of several measures to reconcile work and family life in the best possible way.

Since 2010, FZJ has consistently been (re)certified by the [audit workandfamily](#) for the implementation and further development of its family-friendly corporate culture.

Jülich's family-conscious corporate policy accounts for current social developments in the increasingly flexible world of work, in the areas of mobility and communication, and in the diverse forms of family and private life.

6.1.1. OBJECTIVES

Using the existing, comprehensive instruments for the reconciliation of work and family care as a basis, FZJ pursues the objective of implementing a corporate policy and corporate culture that respectfully consider the separate, individual phases of life as well as the diverse reconciliation situations of its employees. The key to success here is a consistent management style that is conscious of the various phases of life.

An employee survey conducted in 2019 as part of the audit *workandfamily* revealed a high level of satisfaction among the respondents and identified the measures that were deemed to provide support as well as areas where there was room for improvement. The results of the survey were translated into the current programme of action of the audit *workandfamily* and were formulated as the following objectives:

- Strengthening life-phase-oriented management
- Expanding services and advice for families
- Addressing target groups who have not yet been given sufficient attention or support
- Making mobile forms of work easier to use.

6.1.2. EXISTING MEASURES

The objectives of family-friendly corporate policy are embedded in the overall strategy and the *Mission Statement of Forschungszentrum Jülich* as well as in many of the projects derived from these. Two examples are the development of a leadership model and the resulting support and development programmes for senior employees, as well as the creation of Jülich as a brand name and increasing the attractiveness of the campus.

Figure 4:
Existing measures for
reconciling work and
family care



A detailed list of existing measures and a short description of each one can be found in the [↗ section 8](#).

6.1.3. PLANNED MEASURES

With the aim of continuing the process that has already begun to guarantee a consistent, long-term, and sustainable family-friendly corporate policy for productive and creative employees, efficient processes and conditions are to be put in place to support employees with family duties in such a way that these family commitments can be combined with professional objectives in the best possible manner. At the same time, senior employees are to be supported in optimally reconciling these employee concerns with work requirements at a scientific establishment.

Strengthening life-phase-oriented management

Life-phase-oriented management involves being sensitive to the life-phase-specific requirements of employees, having a willingness to create the necessary conditions to ensure that these can be brought in line with professional responsibilities, and having a knowledge of existing services and support measures.

In 2016 and 2017, a range of advisory and information services were made available to all heads and management teams of organizational units by the Equal Opportunities Bureau. Discussions and information events were held as required, helping to ensure that measures and services were put in place for employees with caregiving responsibilities across all divisions and institutes, and to identify any requirements that had not yet been addressed.

This instrument will be picked up again and developed as soon as possible in order to strengthen the life-phase-oriented corporate and leadership culture.

Addressing target groups that currently lack sufficient attention and/or support

Increasingly individualized lifestyles and the need to establish a family-friendly work organization and culture have to be balanced with professional requirements through the targeted analysis and addressing of target groups. This will also help to establish a more family-oriented perspective within the organization as a whole.

The process of reaching out to target groups – which has already been initiated – will be pursued further, while additional target groups will be identified, addressed, and incorporated into the formulation of measures.

Expansion of services and advice for families

The enhancement of contact points and the standardization of a high level of advice and support in the context of various situations concerning the reconciliation of work and family life is required to optimize processes, strengthen information competence, and help those seeking information to find quick and tailored support.

At first, processes and requirements concerning the issues of pregnancy, maternity protection, and parental leave will be considered. The various roles of those involved (advice, implementation, support) will be clearly defined and made transparent, links between the relevant stakeholders will be made clear to employees for various situations, the required course of action will be clearly presented, and processes will be reliably recorded in systems.

Additional processes will be analysed and developed on the basis of experience from the first round of process optimization. These will have to be integrated into the procedure for continuous process management as agreed on by the management board for the qualification of the process landscape (QPL).

The Equal Opportunities Bureau will also continue to review and optimize the range of advice and services available to employees with children.

Making mobile forms of work easier to use

The existing range of instruments for ad hoc teleworking and teleworking are to be reviewed, optimized, and expanded. As a regulatory framework for the possibilities of flexible working, the General Internal Agreement is currently being renegotiated after a recommendation from the evaluation group representing both the employer and employees. The recommendation incorporates the experiences of employees at all levels during the coronavirus pandemic.

As part of the revision process, application and approval procedures are to be made transparent and roles clearly defined. This will be accompanied by information about the opportunities, risks, requirements, and expectations in terms of implementing this agreement for all those involved and FZJ as an institution. In addition, support services will be made available to senior employees and teams to jointly develop effective and transparent working time arrangements that meet both professional requirements and the needs of the individual. New forms of digital collaboration are currently being drawn up, some of which have already been implemented, as part of a large-scale project at FZJ.

6.2. GENDER BALANCE IN LEADERSHIP POSITIONS

6.2.1. CURRENT STATUS OF RESEARCH AND SITUATION AT FZJ

The presence of women in leadership positions is an important signal, which shows that a company is able to offer women an environment in which they can be successful¹. In addition, visible gender diversity at leadership level has a significantly positive effect on the intention of qualified women candidates to apply to a company. It has not only been shown that the likelihood of women applying for a position with leadership responsibilities increases² but also that there is a significant correlation between the proportion of female candidates applying for positions with or without leadership responsibilities and the proportion of women in leadership positions³.

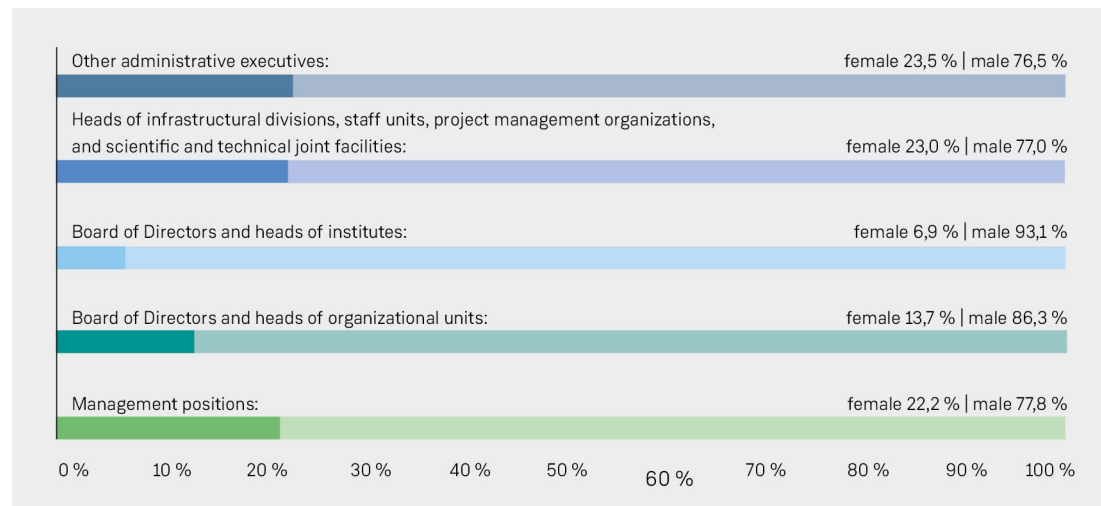
In the field of social science research, various institutional factors have been identified as contributing to women being under-represented in leadership and decision-making positions. The unequal treatment of women is often reflected in organizational structures or the working climate⁴. Such ostracizing mechanisms can generally be cited as reasons why women might have negative perceptions about their career development. In addition, role congruity theory has long shown that there has been a perceived incongruence between the female gender role and the role of leadership⁵. The result is a distorted perception and worse chances for women to take up a leadership position⁶. It is not only women who often hold this distorted perception about themselves and their abilities, but also senior employees, i.e. the individuals making recruitment decisions in application processes. A study from 2015 revealed that the prejudices of senior employees were most often cited as reasons why women are under-represented in leadership positions in companies. Additional reasons included (in order of most frequent responses): long periods of time off work, inflexible working hours and a culture of having to be present in the office, in addition to a lack of career orientation, networks, role models, and gender sensitivity in personnel processes.⁷

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- 1 Kurtulus, Ana Fidan/ Tomaskovic-Devey, Donald (2011): *Do Female Top Managers Help Women to Advance? A Panel Study Using EEO-1 Records*. In: The Annals of the American Academy of Political and Social Science. 639. Jg., No. 1, pp. 173-197
 - 2 Ibid. Ali, Muhammad (2016): *Impact of gender-focused human resource management on performance: The mediating effects of gender diversity*. In: Australian Journal of Management. 41. Jg., No. 2, pp. 376-397
 - 3 Schmidt, Jörg/ Stettes, Oliver (2018): *IW-Report - Frauen in Führungspositionen. Empirische Befunde auf Basis des IW-Personalpanels 2017*.
 - 4 Miner, Kathi N./January, Samantha C./Dray, Kelly K./Carter-Sowell, Adrienne R. (2019): *Is it always this cold? Chilly interpersonal climates as a barrier to the well-being of early-career women faculty in STEM*. In: Equality, Diversity and Inclusion: An International Journal. 38. Jg., No. 1, pp. 1-21
 - 5 Diekman, Amanda B./Weisgram, Erica S./Belanger, Aimee L. (2015): *New Routes to Recruiting and Retaining Women in STEM: Policy Implications of a Communal Goal*. In: Social Issues and Policy Review. 9. Jg., No. 1, pp. 52-88; Eagly, Alice H./Karau, Steven J. (2002): *Role Congruity Theory of Prejudice Toward Female Leaders*. In: Psychological Review. 109. Jg., No. 3, pp. 573-598
 - 6 Anna Dabrowski (2021) Master's thesis entitled: *Zur Unterrepräsentanz von Frauen in der Wissenschaft. Inwiefern fungiert der Rekrutierungsprozess als Barriere für Frauen auf dem Weg zur Führungsposition? Eine empirische Untersuchung in der Forschungszentrum Jülich GmbH*
 - 7 Geighardt-Knollmann, Christiane (2015): DGFP study: *"Frauen in Führungspositionen."*

Proportion of women in leadership positions at FZJ

The situation at FZJ was described in detail in [section 2](#). In terms of the field of action dedicated to *gender balance in leadership positions*, the statistics on equal opportunities⁸ have shown that men enjoy greater representation than women, particularly in leadership positions. Women thus account for less than a quarter of all employees in leadership positions in the areas analysed.

Figure 5:
Representation of gender (FTEs) in management and leadership positions at FZJ as of 31 December 2020, source: statistics on equal opportunities



Results of FZJ's D&I survey

The following results have been taken from the data of the employee survey “*My Working Environment*”, which was conducted as part of the D&I project. For the field of action dedicated to *gender balance in leadership positions*, respondents were asked to evaluate the following statements.

“I feel accepted in my role as a senior employee.”

- *“My superior ensures employees are able to contribute their expertise in the best possible way.”*
- *“Some employees are more highly valued than others for the same work.”*
- *“I accept the offer of an annual personnel talk.”*

The survey respondents⁹ were able to express their level of agreement or disagreement with these statements by opting for one of five responses.

The statement *“I feel accepted in my role as a senior employee.”* was only shown to respondents in leadership positions. Men showed a higher level of agreement with the statement than women: 79.6 % of female respondents agreed with the statement, whereas 84.7 % of male respondents were in agreement. There was a

⁸ The date of reference for the data is 31 December 2020.

⁹ In total, 18.4 % of Jülich employees took part in the survey. This amounted to 1,247 survey participants, 579 of whom were women.

similar response among the scientists who took part in the survey (women: 73 %; men: 85.2 %). This shows that men often feel more accepted in their role as a senior employee than women, especially in the area of science.

A difference in response between the men and women who took part in the survey was also identified with the statement *“My superior ensures employees are able to contribute their expertise in the best possible way.”*: 69.7 % of male participants responded that they *“completely agree”* or *“generally agree”* with this statement, whereas 61.8 % of women chose one of these options. In total, 17.5 % of female participants and 12.1 % of male participants responded that they *“completely disagree”* or *“generally disagree”* with the statement. For this statement, an age discrepancy was identified among Jülich employees. In the total sample of respondents, women aged between 51 and 60 in particular showed a higher level of disagreement (19.8 %) with this statement. The level of disagreement among other age groups ranged between 11.2 % and 14.9 %; those aged 61 and over can be disregarded here due to the low number of survey respondents in this age group (n=3). The notion that age might be an influential factor regarding this statement was also reflected among the women scientists, where the percentage share of respondents who *“completely disagree”* or *“generally disagree”* with the statement was higher than in the total sample. This means that the female respondents (particularly those aged between 51 and 60) in the area of science are more frequently of the impression that their superiors do not ensure that employees can contribute their expertise in the best possible way.

More women than men either *“completely”* or *“generally”* agreed with the statement *“Some employees are more highly valued than others for the same work.”* (women: 44.4 % of the total sample and 45.4 % in science; men: 37.9 % of the total sample and 32.7 % in science). Accordingly, more men than women *“generally”* disagreed with the above statement (women: 26.2 % of the total sample and 28.2 % in science, although only 6.6 % of female respondents *“completely”* disagreed with the statement; men: 32.9 % of the total sample and 37.2 % in science). The responses among scientists who participated in the survey appeared to be more polarized.

In addition, more women than men accept the offer of an annual personnel talk¹⁰: 90 % of women responded that they accepted this offer (men: 84.8 %).

6.2.2. OBJECTIVES

Based on the previous analysis of the scientific status of research, the situation at FZJ, and the results of the employee survey (*“My Working Environment”*) conducted as part of the D&I project, increasing the proportion of women in leadership and decision-making positions has been identified as an aim of FZJ in this field of action. To achieve gender equality in leadership positions, FZJ has committed itself to achieving a self-imposed quota¹¹ that relates to the proportion of women in leadership positions and also to gender diversity in all other status groups.

¹⁰ Jülich terminology for an annual appraisal between employees and their superiors.

¹¹ As early as 2013, a Board of Directors resolution introduced self-imposed quotas at Forschungszentrum Jülich for six different career stages. The aim of the gender quota is to effect an increase in the low proportion of women working in certain scientific fields. This quota model was implemented at the time in coordination with the entire Helmholtz Association. In 2014, the principles of this model were adapted due to various requirements of the Federal Ministry of Education and Research (BMBF). At present, individual target quotas apply to three management levels, six salary grades, and doctoral researchers.

The self-imposed quota is a gender quota based on the cascade model. It follows the 1/3 rule, which means that every third position that becomes available must be filled by a woman. This is a flexible target quota that is pursued on a voluntary basis.

The quota is calculated under the following three assumptions.

- All positions that become available are to be filled again.
- New or existing positions that can be actively targeted as part of the quota.
- Based on figures from previous years, the number of FZJ employees will consistently increase by almost 3 %.

In July 2020, the Helmholtz Association of German Research Centres (HGF) announced that new ambitious target quotas to increase the proportion of women in science at all career stages by 2025 were to be determined. In line with HGF's appeal, FZJ therefore took the decision to continue to pursue an ambitious variation of the women's quota. Instead of "freezing" the set quotas, Jülich is committed to increasing the proportion of women further while maintaining the 1/3 rule (one in three available positions must be filled by a woman). A forecast for the development of the proportion of female employees can be found in the following table¹².

Figure 6:
Present quotas and target quotas for 2025

MANAGEMENT LEVEL	Present quota at FZJ. As of: 31.12.2012	Present quota at FZJ. As of: 31.12.2020	Present quota at FZJ. As of: 30.06.2021	self-imposed quota FZJ. As of: 31.12.2025
First Management level (institute head)	4 %	8 %	8 %	19 %
Second management level (department head)	15 %	18 %	19 %	25 %
Third management level (team lead)	19 %	24 %	23 %	26 %

SALARY GRADE	Present quota at FZJ. As of: 31.12.2012	Present quota at FZJ. As of: 31.12.2020	Present quota at FZJ. As of: 30.06.2021	self-imposed quota FZJ. As of: 31.12.2025
W3/C4	5 %	9 %	9 %	22 %
W2/C3	18 %	27 %	28 %	28 %
W1	22 %	27 %	29 %	45 %
E15UE/ATB	22 %	14 %	15 %	27 %
E15	22 %	12 %	12 %	19 %
E14	22 %	23 %	23 %	27 %
E13/doctoral researchers	22 %	32 %	34 %	37 %

DOCTORAL RESEARCHERS	Present quota at FZJ. As of: 31.12.2012	Present quota at FZJ. As of: 31.12.2020	Present quota at FZJ. As of: 30.06.2021	self-imposed quota FZJ. As of: 31.12.2025
Doctoral researchers	34 %	36 %	36 %	42 %

¹² Taken from the document outlining self-imposed quotas from 2021 (P and BfC)

The corresponding target quotas will then be calculated for the individual institutes and passed on to the respective directors.

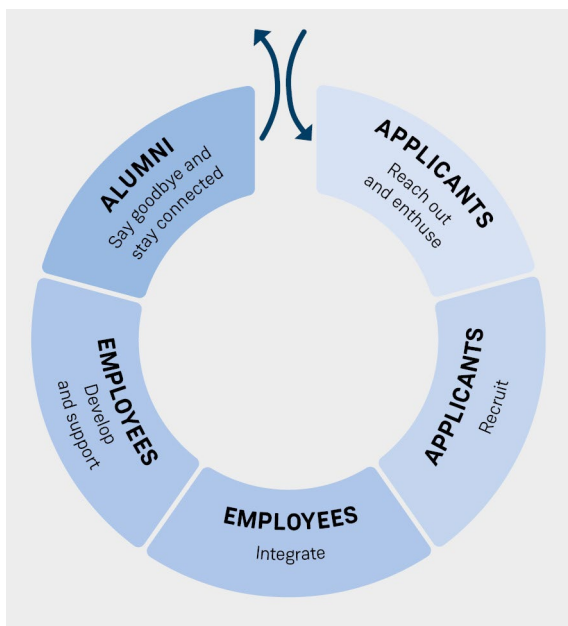
In addition to its aim of increasing the proportion of women in leadership positions particularly, the previous analysis of social science research shows that a number of factors are relevant to establishing gender balance in leadership positions, namely prejudices among senior employees as well as a lack of career orientation, networks, role models, and gender sensitivity in personnel processes. FZJ will therefore develop a training course on the subject of unconscious bias that will be held throughout the research centre and will promote the establishment of a network for women in leadership positions (See “Planned measures”). To address the lack of role models, Jülich will increasingly pursue personnel marketing activities for women in STEM subjects.

6.2.3. EXISTING MEASURES

Concept for a supporting package of measures to promote women in scienc.

In addition to setting target quotas, the individual Helmholtz centres were called on to outline strategies and measures that would help to achieve these targets. To this end, a concept was developed and subsequently agreed upon by the Board of Directors. The concept follows a pragmatic and implementation-oriented approach to step up the activities for the promotion of women in science in the short term. It also offers an overview of activities implemented in 2020 at FZJ and highlights the potential for new measures. In addition, the concept helps to identify synergies through a tighter integration of various activities and linking up with other strategic projects already dealing with similar topics.

Figure 7:
Employee life cycle



The measures in the concept were presented according to the phases of the employee life cycle. This highlights how the effective promotion of careers for women in science is not achieved through singular activities in a specific phase (e.g. the recruitment process), but rather through comprehensive efforts at various stages of a career that help to establish a sustainable increase in the proportion of women in scientific (leadership) positions. As part of a long-term approach, the essential ideas and agreements from the concept form part of this Gender Equality Plan, especially the following two fields of action: gender balance in leadership positions and recruitment and career development.

Agreements concerning institute-specific measures for the promotion of women

The Board of Directors uses target agreements to establish institute-specific measures together with the heads of institutes. These agreements are tailored to each individual institute. Target agreements and resource discussions may include the following topics:

- Promotion of equal opportunities in recruitment procedures (e.g. training courses for senior employees on the subject of unconscious bias and conducting job interviews)
- Organization of recruitment processes in such a way that more women can be recruited
- Proportion of women in leadership positions and other senior positions, e.g. project heads
- Agreement on institute-specific personnel development plans for the promotion of women that cover various aspects such as individual career planning and support, succession planning, permanent employment, and qualifications
- Target agreements should contain measures that make working conditions and the conditions for taking up a position at FZJ more attractive to women scientists

Use of recruitment consultants when filling leadership positions

External recruitment consultants can be called upon for appointments and leadership positions in the administrative and technical divisions. This helps to reach agreements regarding the direct recruitment of women and to monitor the proportion of women among applicants. In future, recruitment consultants will continue to be used – potentially also for other scientific positions – to ensure that this option is exercised in suitable cases. A prerequisite for the use of recruitment consultants is that they have comprehensive experience in the field of the position being advertised and in the scientific community. Experience has shown that only in such instances does the use of recruitment consultants provide tangible benefits.

Provisions for the composition of appointments committees

In accordance with the process description detailing the execution of appointment procedures, the Board of Directors and the Scientific and Technical Council (WTR) ensure that at least 40 % of committee members for W2 and W3 appointments are women. The aim of this measure is to tap into a diverse range of experience and expertise and thus prevent minorities from being excluded.

Monitoring the gender balance among applicants for appointments

In 2020, regular monitoring of the gender balance among applicants was established within the scope of joint W3 appointment procedures for heads of institutes (backdated to 2014). On this basis, the impact of measures can be gauged and conclusions drawn for potential further measures to increase the proportion of female applicants.

Leadership model & leadership competency model

In FZJ's leadership model, the responsibilities of senior employees are described in three separate categories. The “*managing employees*” category, which focuses on “*facilitating interactions*”, outlines the special responsibility of senior employees with respect to creating conditions for promoting diversity and equal opportunities within their teams. The leadership competency model, which is derived from the leadership model, outlines concrete behavioural anchors for an effective management style. Within the model, various competencies focus on creating the right framework conditions for employees. For instance, “*creates framework conditions that provide optimal support for employees in carrying out their work – both in person and virtually*” is a behavioural anchor that has been defined for the “*managing teams*” competence, while the anchor “*supports developments and improvements in their team and encourages others to view diversity as an opportunity*” is linked to the “*recognizing talent & fostering potential*” competence.

6.2.4. PLANNED MEASURES

Training courses on unconscious bias

Human Resource Development and Recruiting offers a training course on how to conduct job interviews. This aims to ensure that structured and professional selection processes take place throughout the research centre. As part of the interview training course, there is a particular focus on the subject of unconscious bias. Senior employees are made aware of this topic and can pass on this information within their organizational units and institutes, thus helping to increase objectivity in selection procedures.

Support services dedicated to raising awareness about unconscious biases and errors of observation will continue to be expanded, including within the scope of a mandatory “*personnel recruitment*” training course for newly appointed senior employees. Where required, an e-learning module on the subject of unconscious bias will also be made available that can serve either as a supplement to the interview training course or as an easily accessible stimulus for members of selection/appointments committees, senior employees, and employees in other contexts. Information and a collection of links on the topic of unconscious bias was also published on FZJ's intranet site and is available to all employees.

Internal network for women in leadership positions

Women's networks help to facilitate an exchange of information and experiences, establish contacts and connections, and expand on existing expertise. Not only do the participants themselves benefit from a strong women's network; so too does the company due to cross-divisional integration occurring at a faster pace and professional development being effectively supported. A network for female employees in leadership positions will therefore be initiated and established at FZJ.

In September 2021, the FemaleVoice network was founded by Jülich employees (see also ↗ [section 6.5, sexualized violence and sexual harassment](#)). FemaleVoice is open to all employees and offers a platform for exchange. Members of the network actively contribute their own topics and project ideas. Women in leadership positions can use the network to exchange ideas with other women in similar roles.

6.3. RECRUITMENT AND CAREER DEVELOPMENT

6.3.1. CURRENT STATUS OF RESEARCH AND SITUATION AT FZJ

In the field of social science research, informal processes and a lack of transparency in recruitment have been identified as factors that hinder the achievement of equal opportunities.¹³ Women are often placed at a disadvantage due to informal practices within the scope of recruitment decisions. Furthermore, various studies have found that women are adversely affected by discriminatory practices and gender-specific biases, particularly when it comes to recruitment.¹⁴

To analyse the situation at FZJ, the results of the “*My Working Environment*” employee survey conducted in 2021 as part of the D&I project and data regarding the gender of applicants in 2020 will be considered in the following section alongside the observations made in section 5. In addition, recruitment figures and gender-disaggregated data concerning the number of participants in training courses in 2020 will also be outlined.¹⁵

Results of the employee survey

The following statements taken from the employee survey are particularly relevant in this regard.

- *“In my experience, recruitment processes at FZJ are conducted in a manner that is fair.”*
- *“I’m able to realize my potential in my team.”*
- *“I am able to actively contribute my expertise among employees with equivalent responsibilities.”*
- *“Career paths and promotion opportunities are not transparent.”*

The survey participants¹⁶ indicated to what extent they agreed or disagreed with these statements by opting for one of five responses.

It is worth noting that 72.3 % of male scientists either “*completely*” or “*generally*” agreed with the statement “*In my experience, recruitment processes at FZJ are conducted in a manner that is fair.*”, while for the female scientists this figure amounted to 64.4 %. For the negative responses, it is interesting to note that nearly twice as many female scientists with leadership responsibilities (16.4 %) than

13 Schafmeister, Sarah K./Ullrich, Jan/Büttgen, Marion (2014): *Gründe für die Unterrepräsentanz von Professorinnen in Deutschland. Welchen Beitrag können Universitäten zur Veränderung leisten?* In: Die Betriebswirtschaft. 74. Jg., No. 6, pp. 335-358

14 Bertogg, Ariane/Imdorf, Christian/Hyggen, Christer/Parsanoglou, Dimitris (2020): *Gender Discrimination in the Hiring of Skilled Professionals in Two Male-Dominated Occupational Fields: A Factorial Survey Experiment with Real-World Vacancies and Recruiters in Four European Countries.* In: *Kölner Zeitschrift für Soziologie und Sozialpsychologie.* 72. Jg., No. 1, pp. 261-289

15 In addition to the results, Human Resource Development and Recruiting (P-E) has been recording the experiences of rejected candidates since 2017 with the aid of an online survey. This also helps to gain insights into the application process at FZJ.

16 In total, 18.4 % of Jülich employees took part in the survey. This amounted to 1,247 survey participants, 579 of whom were women.

male scientists with leadership responsibilities (8.9 %) opted for the responses “*completely disagree*” or “*generally disagree*” to the statement in question. Of the total sample, there is a significant correlation (0.05) between the statement: “*Take a moment to reflect on the previous questions about day-to-day work and working conditions at FZJ. In your experience, what impact do the following aspects have on your personal experience of working life at FZJ?*” and the response “*My gender identity*”. A connection can therefore be identified between the responses of participants and their perceived experiences on the basis of gender.¹⁷

The statement “*I’m able to realize my potential in my team.*” is relevant to gathering views on the subject of career development. In total, 32.0 % of male scientists “*completely*” agreed with the statement, while only 24.6 % of female scientists offered the same response. In contrast to their male colleagues, therefore, female scientists more frequently experience the feeling that they are unable to exploit their full potential.

There are also a number of interesting points to note with regard to the statement “*Career paths and promotion opportunities are not transparent.*” Here, 19.6 % of female scientists “*completely*” agreed with this statement, while only 13.5 % of male scientists gave the same response. A similar picture can be observed with this statement among employees with leadership responsibilities (discrepancy of 2 percentage points between the genders) and scientists with leadership responsibilities (discrepancy of 6.4 percentage points). A significant discrepancy was identified among the scientists with leadership responsibilities who disagreed with this statement. While 28.5 % of women responded that they “*completely*” or “*generally*” disagreed (indicating that career paths and promotion opportunities are transparent), this figure increased to 46.6 % among the male survey participants. It therefore follows that female scientists with leadership responsibilities less frequently view career paths and promotion opportunities as being transparent.

Recruitment figures according to gender in 2020

	APPLICATIONS		INVITATIONS TO INTERVIEW		HIRED	
	percent	number	percent	number	percent	number
male	66.88 %	11,223	58.41 %	1,111	56.93 %	345
female	33.03 %	5,543	41.59 %	794	42.41 %	257
other	0.10 %	16	0.00 %	0	0.00 %	0

Since 2017, Human Resource Development and Recruiting has continuously analysed the recruitment process according to gender aspects. No discrimination has been identified among female applicants to date. Numerous measures have therefore been put in place to increase the proportion of female applicants.

¹⁷ The significance can be proven within the context of the total sample, but not within the sub-samples of women in general and women in science.

Participation in training measures according to gender in 2020

In 2020, 2,732 Jülich employees took part in training measures.¹⁸ Of this total, 1,541 were men and 1,032 were women, while 159 people did not provide any information on their gender.

6.3.2. OBJECTIVES

Expansion of measures and long-term impact

In order to recruit and retain new female colleagues amidst increasing competition for the best (female) minds, existing measures aimed at the promotion of women need to be expanded and strengthened. This is contingent on close collaboration between all relevant parties, including the Equal Opportunities Bureau and Human Resources. In addition, the equal opportunities officer ensures that employees are not discriminated against on account of their gender and aims to help eliminate discriminatory structures. The networking and collaboration of all relevant parties helps to establish measures and structures that have a long-term impact.

Increasing the proportion of women at all career stages

To increase the proportion of women at all career stages, measures will be considered that explicitly target women in scientific (leadership) positions. As described above, they will focus on various target groups in accordance with the phases of the employee life cycle. The spectrum ranges from suitable personnel marketing measures for potential applicants and equality in recruitment to comprehensive activities and support services for a better reconciliation of work and family care. There will also be appropriate support and training measures, individual career support for female employees, and the establishment of a corporate and leadership culture that values diversity and practices equality.

6.3.3. EXISTING MEASURES

A foundation of quality-assured processes and continuous improvement management

Quality-assured processes serve as a foundation for professional and discrimination-free recruitment. FZJ places a special emphasis on this. Jülich's recruitment processes have been officially certified by TÜV Rheinland in accordance with the standard ISO 9001:2015 as part of the management system of Human Resource Development and Recruiting (P-E) and the Vocational Training Centre (P-Z).¹⁹

In addition, FZJ's overall recruitment process was recognized with the Process Excellence Award in May 2021 and a maximum rating of 3 out of 3 stars in accordance with the criteria of the European Foundation for Quality Management (EFQM).²⁰

¹⁸ Due to the coronavirus pandemic, approx. 1,000 fewer participants took part in training measures than in previous years. The participation of employees from Project Management Jülich (PTJ) is also not accounted for in these findings.

¹⁹ ↪ https://www.certipedia.com/quality_marks/9000000532

²⁰ Further information on the EFQM Model: ↪ <https://www.efqm.org/>

The assessment for the Process Excellence Award is oriented in line with the EFQM Model, a globally recognized operational framework that supports organizations in managing changes and improving their performance.

Reaching out to applicants and generating enthusiasm

The first phase in the above-mentioned employee life cycle is particularly important. It encompasses the optimization and intensification of measures that use suitable formats to draw the attention of potential candidates to FZJ as an employer and to motivate them to make an application. It is only by encouraging a sufficient number of women to make an application in the first place, and then by taking them on as employees at the end of the recruitment process, that measures targeting female employees of FZJ can have any significant effect and thus help to increase the proportion of women working in science.

For many years, various formats and activities have been employed to achieve this objective. Jülich thus continues to **optimize its external image as an employer**, placing a special emphasis on reaching out to women in STEM subjects as a target group. When searching for jobs and during the subsequent recruitment process, candidates use various channels to gather information about their prospective future working environment. FZJ therefore needs to convincingly present itself as an employer that is firmly committed to equal opportunities for men and women, as this is a crucial factor for success in the recruitment of new female employees. This covers many different formats, for example corporate and career-related webpages on the Internet, digital employer profiles, PR activities in print and online media as well as employer rating portals, social media channels, events, flyers, and brochures. The topic of equal opportunities should also be communicated in an authentic and sustainable manner through the increased use of role models. This topic is already given appropriate consideration in the formats listed. In future, increased efforts will be made to identify existing potential for optimization as a basis on which suitable recommendations can be drawn up. There will also be an increasing use of female colleagues as brand ambassadors who can provide insights into their everyday work and the supporting framework conditions.

The use of appropriate photos and videos that provide an authentic view of FZJ as an employer contribute to the success of all these activities. When creating new photos and videos, there will be an even stronger focus on an **image of diversity** in future. With regard to the target group of women (in STEM subjects), this will mean regularly showing women as well as men performing their scientific work in photos and videos, taking care to avoid clichéd stereotypes of women at work. Instead, the chosen imagery should establish a connection between the target group of women (in STEM subjects) and FZJ as an employer.

Another important aspect is the **implementation of careers event formats for women (in STEM subjects)**. This particularly includes national and international careers fairs, careers events at universities, and target-group-specific formats for visitor groups. Various formats have been successfully conducted for many years and these will be intensified in future, with new activities set to be added.

Attracting female employees

To attract female employees, the **written descriptions in job advertisements need to be optimized**. Taking certain principles into account (e.g. the use of communal rather than corporate terminology, gender-inclusive language, the targeted address of women in the job title) when formulating job advertisements enables women to be addressed in a more targeted manner (mainly on a subconscious level).

An important prerequisite to exclude the possibility of women being placed at a disadvantage is a **structured recruitment procedure** and the implementation of a requirements analysis at the beginning of the procedure for the position being filled. The application documents are then assessed on the basis of the requirements identified as part of the analysis (expertise, experience, etc.). The manner in which job interviews are conducted – as well as other recruitment instruments and the subsequent evaluation of the candidates – are also based on these requirements. Other aids used include a partly structured interview guideline and evaluation criteria based on five possible responses. The aim is to ensure a fair and transparent recruitment process and to reduce the number of assessment errors.

With the aid of open job advertisements, the above procedure is already established for the recruitment of employees according to the Collective Agreement for the Public Service (TVöD) and for graduates. Existing figures from this procedure allow for **comprehensive monitoring**, which makes it possible to track the development of the proportion of women at various stages of the recruitment process and to take measures as necessary. Structured recruitment procedures for leadership positions are currently being implemented.

Development and support

To attract excellent scientists to FZJ and support them in their career development, Human Resources offers a **Dual Career Support** service. This enables dual-career couples to reconcile their work and family life in addition to providing care for relatives. For newly appointed scientists in particular, this makes the decision to continue their careers at FZJ a much easier one. Various options can thus be identified for the couples according to their individual qualification profile with the involvement of various cooperation partners in the region (e.g. Dual Career Network Rhineland – a collaboration of eleven research institutions and universities – and the youRegion spouse network run by Euregio Meuse-Rhine).

The service includes:

- Individual coaching sessions with the scientist's partner
- The opportunity for the scientist to take part in selected training measures at FZJ to further their professional development
- The possibility of making contacts and receiving job offers through various networks.

6.3.4. PLANNED MEASURES

In addition to established measures, further activities have been identified that have not yet been implemented at FZJ. These activities can make an important contribution to increasing the proportion of women working in science and in leadership positions.

Transparency regarding (female) career paths

The employee survey conducted as part of the D&I project revealed that 19.6 % of female scientists “*completely*” agreed that career paths and promotion opportunities are not transparent. A similar view was held by the female scientists with leadership responsibilities. In order to promote a targeted internal development in this respect, it is particularly important that the career paths of (female) senior employees can be traced.

Specific requirements for recruitment consultants

A cooperation with recruitment agencies is already in place to help fill selected positions. This primarily concerns Board of Directors positions as well as the heads of individual infrastructure divisions. These agencies have been informed that FZJ is increasingly interested in filling such positions with female candidates. In future, it will be a requirement that women make up at least 50 % of the shortlist of suitable candidates.

Target-group-specific placement of job advertisements on online job portals or as online ads

In the context of publishing job advertisements on online media platforms, there are many ways of reaching out to target groups alongside the use of target-group-specific portals and job platforms (e.g. online advertisements/banner advertisements). No special portals or advertisements have yet been used to target female candidates. Suitable channels will therefore be identified (together with the media agency providing support with the job advertisements), with positions then being advertised in these channels on a trial basis. A subsequent assessment will then determine which channels are most appropriate.

Expansion of Career Center services to support women aspiring to leadership positions in science

With respect to advisory services, there is an increasing focus on topics that women have identified as being particularly important. For instance, “*How can I successfully position myself if I would like to take on a leadership position?*” (“*glass ceiling*”, conduct, active use of (informal) networks, etc.) and the reconciliation of work and family life. Two aims will be simultaneously pursued in future. A structured support framework containing various aspects will be developed (individual coaching, accompanying measures from training courses, e.g. on the topic of leadership or the path to a professorship/appointment negotiations, low-threshold mentoring). There will also be a focus on measures that have a broader impact (networking opportunities, workshops with role models/alumnae, etc.).

6.4. GENDER DIMENSION IN RESEARCH AND INNOVATION

In its Mission Statement, FZJ emphasizes that it is very conscious of the social responsibility it bears and that this is what determines its actions. Jülich's mission is to effectively contribute to solving the grand challenges facing society and thus to help shape change. As a result, its research cannot concentrate solely on producing new knowledge for science, but must also attempt to produce a positive impact on society. It must therefore go without saying that women contribute to these scientific efforts on an equal footing and that women are explicitly taken into account in research projects when these projects are gender-relevant. If persons or groups of persons are the subject of study in research projects, these projects are intrinsically gender-relevant. Even if projects are not conducted directly on persons, their results can be highly relevant for the everyday lives of people of all genders, meaning that these projects are also gender-relevant. This is the only way to ensure that research findings can be utilized by all genders.

The integration of the gender dimension in research issues therefore means that the biological characteristics of all genders have to be considered in the content of research, thus ensuring that the resulting knowledge can be used by all members of our society. At the same time, the different realities of the lives of men and women as well as cultural differences can have a significant influence on the development of technologies and products²¹ and also increase our innovative capacity²². As well as reflecting on the target group of research, it is also important to achieve gender diversity within research teams. It has been shown that it is important to take these aspects into account both in basic research and applied research²³.

If they are not taken into account, this can result in gender-related distortion effects, for example due to (unconscious) gender-specific biases and gender stereotypes.²⁴ (Unconscious) stereotyping becomes a problem when distortion effects are not identified or prevented during the conception, implementation, or review of research work.

In order to uphold the values of the Mission Statement and to have a positive impact on society through excellent research, it is important to consider the gender dimension in research topics, to increase gender diversity in research, and to exploit new innovation potential through mixed-gender teams.

21 Buehrer, Susanne (2006): *Gender-Aspekte in der Forschung – Wie können Gender-Aspekte in Forschungsvorhaben erkannt und bewertet werden?*

22 Nielsen, Mathias/Bloch, Carter (2018): *Making Gender Diversity Work for Scientific Discovery and Innovation. In: Nature Human Behaviour.*

23 Buehrer, Susanne (2006): *Gender-Aspekte in der Forschung – Wie können Gender-Aspekte in Forschungsvorhaben erkannt und bewertet werden?*

24 Gender stereotypes are considered to be cognitive structures that contain socially shared knowledge about the characteristic features of men and women. (Eckes, 2010:178). They serve to reduce the complexity of our co-existence and provide orientation (Jahnke-Klein, 2001:15). The attribution of gender-specific features takes place constantly and subconsciously (Quaiser-Pohl, 2012:28).

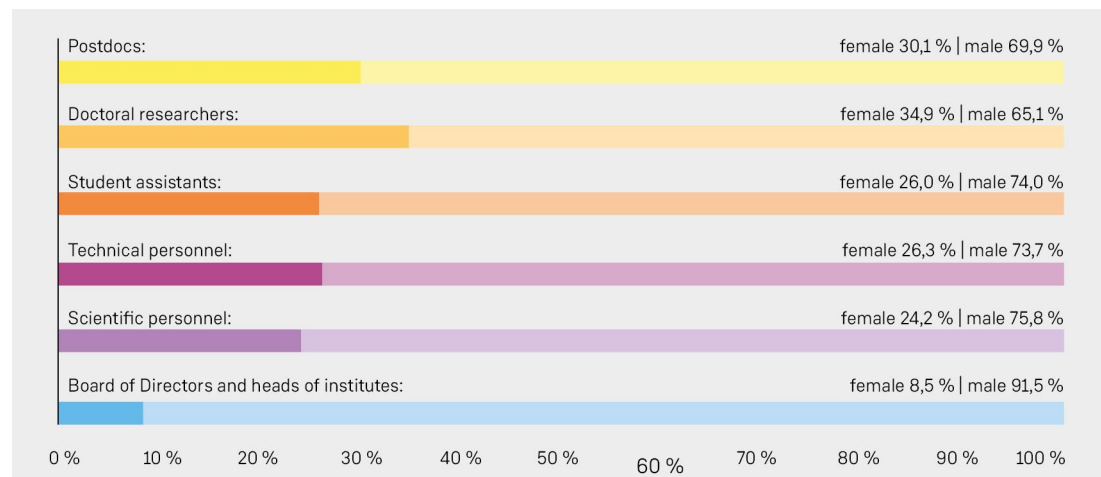
6.4.1. CURRENT RESEARCH FINDINGS AND SITUATION AT FZJ

In future, researchers within all projects in which research contracts or funds are acquired at national or European level will be confronted with the requirements of gender mainstreaming²⁵. Integrating gender diversity into research is a research policy objective, particularly in the relevant fields of energy and the environment, information and communications technologies, life sciences, and mobility²⁶, which are also research priorities at FZJ. Increasing the potential for innovation plays a major role in this regard.

Current research findings show that gender diversity both in teams and in research methods and matters has the potential to accelerate scientific discoveries and innovations²⁷ and helps organizations to generate an “*innovation dividend*”²⁸. However, it is not only team processes and performance that can be improved through the special dynamic of mixed-gender teams; the innovative performance of individuals is also enhanced by a more equal gender balance at team level²⁹.

A glimpse at the current situation at FZJ reveals a particularly unequal distribution of women and men in various status groups of science. While it might not be possible to draw conclusions about the compositions of individual teams, the data nevertheless show that a gender-neutral team composition – depending on the status group – can at present only be partially achieved or not at all. Increasing the proportion of women in all relevant status groups is therefore also important for this field of action.

Figure 8:
Representation of gender (FTEs) in scientific positions at FZJ as of 31 December 2020, source: statistics on equal opportunities



25 Buehrer, Susanne (2006): *Gender-Aspekte in der Forschung – Wie können Gender-Aspekte in Forschungsvorhaben erkannt und bewertet werden?*

26 Buehrer, Susanne (2006): *Gender-Aspekte in der Forschung – Wie können Gender-Aspekte in Forschungsvorhaben erkannt und bewertet werden?*

27 Nielsen, Mathias/Bloch, Carter (2018): *Making Gender Diversity Work for Scientific Discovery and Innovation. In: Nature Human Behaviour.*

28 Nielsen, Mathias/Etzkowitz, Henry/Algeria, Sharla Nicole/Falk-Krzesinski, Holly J. (2017): *Gender diversity leads to better science.* In: Proceedings of the National Academy of Sciences. The authors describe the innovation dividend as an innovation gain that can be traced back to gender diversity in teams, which work in a much more creative manner as a result.

29 Turner, Laure (2009): *Gender Diversity and Innovative Performance.* In: International Journal of Innovation and Sustainable Development, 4(2/3).

6.4.2. OBJECTIVES

Integrating the gender dimension into research should help to ensure the excellence and quality of research findings, increase the capacity for innovation, and have a long-term impact on society at large. In addition, it should help to promote new ideas and approaches that critically address unconscious gender-specific biases and stereotypes. Scientists at Jülich are aware that their research forms an essential part of the foundation for our future society. It is therefore particularly important that they generate knowledge that is free of gender-specific distortions.

6.4.3. EXISTING MEASURES

Student project with RWTH Aachen University

As part of the master's degree course in sociology at RWTH Aachen University, a practical seminar entitled "*Gender and Diversity in Organisations*" will take place during the 2021/2022 winter semester. In cooperation with FZJ, a group of students will focus on the issue of gender in research. The students will analyse the current state of research on the topic as well as the situation at FZJ and will develop a concept to raise awareness about the topic for a specific field of research at Jülich.

6.4.4. PLANNED MEASURES

To integrate the gender dimension into research, a concept to provide information and raise awareness about the topic will be created. In addition, scientists will be supported in systematically taking the gender dimension into account in their future research. To this end, it is important to analyse structures, identify processes, and enable the sustainable integration of the topic into research practice, for instance through a guideline developed for FZJ. Stanford University's Gendered Innovations project can provide orientation here, as it identifies suitable methods and reflective questions for research projects and meaningful guidelines for various research fields.

6.5. SEXUALIZED VIOLENCE, DISCRIMINATION, AND SEXUAL HARASSMENT

Sexualized violence, discrimination, and sexual harassment take place in all areas of society, including in the scientific community. Unfortunately, the subject of sexualized violence, discrimination, and sexual harassment is often underestimated or considered a taboo subject. While it can affect everyone, studies have shown that it is mainly women who are affected.

6.5.1. BACKGROUND AND SITUATION AT FZJ

The General Act on Equal Treatment (AGG) obliges FZJ to take necessary and appropriate measures that protect employees regardless of their gender. The AGG entered into force on 18 August 2006 and is the central regulatory framework in Germany for implementing four European anti-discrimination directives that took effect in the year 2000. According to the AGG, FZJ is required to set up a permanent complaints office and to grant employees a comprehensive right of appeal with respect to discrimination in all its forms.³⁰

Although there are many ways of lodging a complaint or seeking advice and support at FZJ, a series of interviews conducted as part of the D&I project revealed that employees often find the complaints procedure unclear in the case of sexualized violence, discrimination, and sexual harassment at FZJ.

6.5.2. OBJECTIVES

As a science organization, FZJ has a hierarchical structure that is a place of both work and study. FZJ is aware that this structure is to some extent shaped by relationships that are dependent in nature. The protection of all employees and the prevention of sexualized violence, discrimination, and sexual harassment is viewed as an important task. FZJ knows that scientific organizations are not discrimination-free places.

Jülich would like to ensure that it protects all employees by means of critical reflection, raising awareness about certain topics, and providing easily accessible support. It aims to develop concepts and measures to counteract sexualized violence, discrimination, and sexual harassment. The concepts might outline how those affected as well as witnesses and senior employees can be informed and supported in these matters. The procedure for complaints relating to sexualized violence, discrimination, and sexual harassment needs to be clearly described and easily accessible, and the consequences for complaints must be transparent. This supports a corporate culture that actively tackles any form of discrimination, harassment, or violence and effectively supports those affected. In the field of action dedicated to sexualized violence, discrimination, and sexual harassment, there is a particular need for action as there have not been any preventive measures to date to tackle this issue, while existing support and advisory services have not been sufficiently publicized, and complaints procedures in this area are not transparent. For this reason, this field of action will be a focal topic for the next four years.

³⁰ Excerpt from the Diversity & Inclusion report (2021)

6.5.3. SUPPORT AND ADVISORY SERVICES AT FZJ

Employees who witness sexualized violence, discrimination, and sexual harassment or who experience it themselves have many different opportunities to seek help.

Complaints office in accordance with Section 13 of the General Act on Equal Treatment (AGG)

The AGG has been in force since 18 August 2006 and aims “to prevent or to stop discrimination on the grounds of race or ethnic origin, gender, religion or belief, disability, age or sexual orientation” (Section 1 AGG). Employers are obliged to establish a complaints office. All employees have the right to lodge a complaint with this office when they feel discriminated against in connection with their employment relationship by their employer, superior, another employee, or a third party on any of the grounds referred to in Section 1 of the AGG. The complaints office must review the complaint and communicate the result to the complainant. At FZJ, the complaints office forms part of the Law and Patents division (R) and has both male and female contact persons. The complaints office is not an advisory service. The person submitting the complaint gets in contact with the office to file an official complaint that calls for (legal) consequences.

Personnel Management (P-B)

The head of Personnel Management (P-B) supports and advises employees and senior employees in all matters with consequences under labour law. They ensure that FZJ’s duty of protection³¹ to its employees is upheld.

Social Counselling

Social Counselling is a service offered by FZJ. It provides employees at all levels with advice and support for difficult situations at work and at home, and aims to maintain and strengthen their personal and professional well-being. Counselling is confidential (in accordance with Section 203 of the German Criminal Code – StGB), free of charge, and can be made use of during working hours. Jülich’s Social Counselling team is therefore the first port of call for employees who have witnessed or experienced sexualized violence, discrimination, or sexual harassment. The team consists of two social workers who regularly undertake further training and qualifications. In the event of sexualized violence, discrimination, or sexual harassment, they speak to the person seeking support and anyone else involved in the situation and outline the various options for taking action and making complaints. If desired, the Social Counselling team can provide continued support during this process.

31. As an employer, FZJ has a duty of protection to its employees. This means that preventive measures must be taken to create a safe working environment and that employees must be informed about their legally entitled right to protection against harassment (prevention and information requirements). Furthermore, immediate action must be taken to make sure that complaints are reviewed and taken seriously and make efforts to ensure that harassment does not take place again in future.

The Works Council

The Works Council is the elected body of employee representatives. Its specialized committee for social affairs and conflict prevention deals with a range of topics including sexualized violence, discrimination, and sexual harassment.

Equal opportunities officer

The German Federal Act on Gender Equality (BGleG) has been in force since 2001. It aims to achieve the equality of women and men as well as to eliminate existing discrimination and prevent discrimination in the future. The equal opportunities officer and her deputies play an independent role in achieving these goals, allowing them to promote new developments and address problematic circumstances. At FZJ, there is one equal opportunities officer and two deputies. All three women who occupy these positions are employed at the Jülich site and are freed from their contractually agreed responsibilities to varying extents in order to fulfil their roles as equal opportunities officer/deputies. There is also an equal opportunities officer representative at Jülich's Berlin branch office. The equal opportunities officer, her deputies, and the equal opportunities officer representative are elected by the female employees of FZJ. They hold these positions for a period of three years. The equal opportunities officer helps oversee recruitment processes, provides information about various options for taking action, and offers support with complaints processes if required.

6.5.4. EXISTING MEASURES

Involvement in EU research project UniSAFE

In 2021, FZJ successfully applied to take part in the UniSAFE project. UniSAFE is an EU-funded research project that aims to improve knowledge about gender-based violence in research and within funding organizations and to translate this knowledge into operational tools for universities, research organizations, and policy makers. It analyses the mechanisms of gender-based violence – its social determinants, antecedents, and consequences. To perform the analysis, qualitative and quantitative data are gathered at the participating organizations.

The prevalence and impact of gender-based violence are analysed using data gathered by a survey sampling 45 universities and research organizations and by a Europe-wide survey of geographically mobile researchers (micro level).

Organizational responses and infrastructure are analysed using data gathered by in-depth case studies, interviews, and a strategic mapping of interventions in universities and research institutions in 15 member states (meso level).

Legal and policy frameworks are analysed via a comprehensive survey in the 27 member states of the EU and the 3 associated states (macro level).

UniSAFE aims to achieve its aims through research, education, and outreach activities among researchers, interest groups, and policy makers across Europe. Due to its multi-field design, the project aims to provide in-depth knowledge of existing problems on the one hand, and of current and future priorities on the other.

In particular, the aims include:

- A better understanding of gender-based violence in universities and research institutions in Europe and its impact on people, organizations, and society
- Effective strategies and measures implemented at universities and research institutions
- Increased capacity of students and employees to address gender-based violence
- Instruments and recommendations to reduce gender-based violence in academic environments and research workplaces in Europe

The three-year project supports the European Commission's objective to end gender-based violence in Europe by helping to reduce gender-based violence in European higher education.

FemaleVoice network

In September 2021, the FemaleVoice network was founded by employees of FZJ. In addition to the typical goals of networks, such as sharing information and experiences and building contacts, FemaleVoice aims to proactively address topics that support gender equality at Jülich. As part of the network, female employees have the opportunity to contribute their perspectives and experiences in planned activities, projects, programmes, and meetings, and thus to play a role in shaping matters related to gender equality. In the fourth quarter of 2021, the network set itself the task of reflecting on the topic of sexualized violence, discrimination, and sexual harassment at FZJ, and developing measures to prevent this. All women and employees who identify as women are invited to join the network, to participate in its activities, or to actively initiate and shape activities themselves. However, other genders are not excluded from taking part. Aside from safe spaces for women, the network's activities and services will be open to all employees whenever it makes sense, especially when it comes to raising awareness about the issue of sexualized violence, discrimination, and sexual harassment at the workplace.

Orange Your City – Campaign and presentation

In 2021, FZJ took part for the first time in the campaign "*Orange Your City – Say NO to violence against women*" and now plans to participate in the campaign each year on 25 November, the International Day for the Elimination of Violence against Women.

The initiative is about sending a signal to draw attention to the topic and to show solidarity with victims by lighting up important buildings in orange on this day. The colour orange reflects the colour used by the UN Women in their campaign. Buildings on the Jülich campus were also lit up orange as part of the campaign.

In addition to this display of solidarity, Jülich also organized a digital presentation in which Dr. Heike Pantelmann gave a talk on the subject of sexualized discrimination and violence in scientific organizations.

6.5.5. PLANNED MEASURES

To achieve the aforementioned objectives, measures need to be developed and communication concepts put in place to raise awareness about the topic of sexualized violence, discrimination, and sexual harassment in collaboration with the stakeholders listed in section 6.5.3. Planned measures and concepts will include a focus on raising awareness about the topic, informing (senior) employees and multipliers accordingly, developing preventive measures, and providing clearly described opportunities to lodge complaints.

Better communication through new information sites

Interviews conducted as part of the D&I project revealed that complaints processes were often perceived as unclear. These findings are being taken very seriously. Should an incident of sexualized violence, discrimination, or sexual harassment take place, it is important that advisory and support services are transparent and can be located quickly and easily, and that potential complaints are communicated clearly. A new website will therefore be published at the end of 2021, informing employees about the topic and providing an overview of FZJ's advisory and support services.

In-house training to raise awareness, educate, and empower employees in dealing with sexual harassment

The planned training course is an online seminar for any employees affected by this topic or anyone interested. To ensure that the course offers sufficient opportunity for exchange and interaction, it will take place over a total period of 16 hours. At the start of 2022, it will be permanently adopted in FZJ's training programme. The online seminar will be available in German and English.

The training course will cover the following topics:

- Definition of terms and raising awareness about the topic through explanation of basic concepts and use of examples
- Focus on the topic of sexism in conjunction with sexual harassment
- Options for action for those affected and witnesses
- Information about points of contact
- Reflection and change of perspective – *“the victim's perspective”*
- Pitfalls and dynamics (of complaints)

Raising awareness through training of multipliers

To ensure that those affected are given competent information, advice, and support, multipliers (i.e. individuals in key positions or who are the first point of contact) must take part in regular training courses on the subject of sexualized violence, discrimination, and sexual harassment.

7. QUALITY ASSURANCE

This Gender Equality Plan highlights the current situation at Forschungszentrum Jülich (FZJ). It analyses the challenges faced by FZJ and investigates their causes. The plan also describes how goals are determined in the individual fields of action and what measures will be adopted to achieve them. However, the Gender Equality Plan is not set in stone with a fixed programme of action, but is subject to change. It is valid from 1 January 2022 until 31 December 2025. After four years the Gender Equality Plan will undergo an evaluation process that will assess the progress made within the fields of action, take account of the status quo, and, if required, determine new fields of action. The duration of the plan corresponds with the timetable for recalculating Jülich's self-imposed quotas. The plan must also be able to respond to both internal and external changes. This is made possible by fixed quality assurance processes.

Quality assurance takes place on two levels. Level 1 represents the Gender Equality Plan itself as well as its strategic goals and fields of action, while level 2 accounts for the individual measures within the fields of action.

Level 1: The Gender Equality Plan is subject to various different phases over the course of its development. The [GEAR tool](#), which was used to help develop the plan, will also be used for its continued development, which means that even after the plan has been implemented, it will continue to be reviewed in accordance with the goals and principles outlined in [section 1](#). The situation at FZJ ([section 2](#)) will also be re-assessed. This might lead to the creation of new fields of action, objectives, and measures.

The stakeholders of the individual phases are listed in [section 4](#). Every four years, the Equal Opportunities Bureau will review the current situation at FZJ in addition to external developments, and will coordinate collaboration between the various stakeholders as they reflect on current goals and measures as well as evaluation and monitoring processes. This also highlights that FZJ as a whole needs to be called upon to ensure that these goals are not just achieved sporadically or for a short period of time, but rather that the planned measures and initiatives have a long-term impact.

The following figure visualizes the continuous process on level 1, which promotes self-reflection and monitoring with regard to processes and practices.

Figure 9:
Phases of the
(continued) develop-
ment of the Gender
Equality Plan



Level 2 focuses on the individual measures that will be taken within the fields of action. Appropriate actions have been determined within the fields of action of this Gender Equality Plan. To ensure that these measures have a long-term impact, FZJ will draw on the programme of action it has developed ([↗ HaPro](#)). This programme encompasses all individual measures, including their descriptions, objectives, indicators of success, and evaluations. All entries are saved in a dedicated database and are visible to the person who has entered them and the programme coordinator. All employees of FZJ are able to create, allocate, and edit measures. This means that it is not just the relevant stakeholders who are involved; all employees planning measures at their institute are able to enter and evaluate these measures, and to ensure that they are documented. The data are used (in combination with statistics on equal opportunities) as the basis for comprehensive, annual gender monitoring. They can be evaluated according to various criteria, such as their affiliation to a field of action or a given target group. In addition, all measures will be published in a transparent manner on an intranet site complete with heading, description, and contact person to ensure that institutes and departments can learn from one another and strike up a dialogues with other contact persons. The Equal Opportunities Bureau is responsible for coordinating the programme of action and annual gender monitoring as well as maintaining the database and the intranet site.

8. APPENDIX

Measures for Successfully Reconciling Work and Family Care/Private Life at Forschungszentrum Jülich (FZJ).

8.1. FLEXIBLE WORKING HOURS AND PLACE OF WORK

MEASURE	DESCRIPTION
Ad hoc teleworking	<p>Option to work from home in temporary, spontaneous situations to enable employees to react flexibly to individual circumstances at work and at home. In each individual case, the senior employee responsible decides whether ad hoc teleworking is possible based on transparent criteria.</p> <p>Examples of relevant situations: Problems with childcare arrangements, appointment with tradespeople at home, caring for a sick relative, etc.; other possible grounds include completing a publication, etc.</p>
Teleworking	<p>Teleworking is a contractually regulated form of working that allows employees to undertake part of their work from home.</p> <p>Teleworking is offered at FZJ as an instrument to improve the reconciliation of work and family life by enabling employees to look after their children or to care for a family member.</p> <p>Employees are also entitled to make use of teleworking on a long-term basis and to set up a workplace at home equipped by FZJ.</p>
Purpose-equipped rooms for parents and children (EKAs)	<p>Purpose-equipped rooms for parents and children are rooms on campus that are permanently available to parents to help them deal with sudden and unexpected childcare difficulties.</p> <p>Each of the purpose-equipped rooms has a desk with a telephone and a computer. There is a play area for children with toys for different age groups, and for babies there is a nappy changing table, a place to sleep, and a bottle warmer.</p>
Kits for parents and children	<p>A kit for parents and children can be used in an office or meeting room to make the room safe for children and suitable for use as a workspace by parents who must take their child to work.</p> <p>These kits can be borrowed from the Equal Opportunities Bureau. They include a travel cot, a nappy changing mat, children's toys, and childproof covers for sockets.</p>
Flexitime	<p>All employees of FZJ have a flexitime account, which allows them to choose their daily working hours within the set flexitime bandwidth (Mondays to Fridays from 06:00 to 20:00). Employees can work up credit hours and are also permitted to have a maximum of 24 debit hours.</p>
Part-time work	<p>All employees with family care responsibilities have the option to reduce their working hours within the framework of the Collective Agreement for the Public Service (TVöD). Working hours can be reduced either permanently or for a specified period of time.</p>
Infant ID card	<p>Upon application, parents can be issued with an infant ID card, which is valid for a limited period and enables them to pass through the entrance gates with their child(ren) without getting out of their car. Such access is often necessary to allow working mothers to breastfeed their children or because of childminding arrangements that make it necessary to bring children onto the campus. An ID card can also be issued to parents or guardians who are not employees of FZJ, which is valid in combination with the infant ID card.</p>
Continuing professional development	<p>Continuing professional development opportunities are available both in person on campus and in digital format. This saves on travel time and costs.</p>

8.2. SERVICES FOR FAMILIES

MEASURE	DESCRIPTION
Individual consultations	Jülich employees can take advantage of comprehensive personal consultations on matters such as maternity protection, parental leave and parental allowance, returning to work, and childcare.
Working fathers	As a member of Landesarbeitsgemeinschaft Väterarbeit in NRW, the Equal Opportunities Bureau would like to address the target group of working fathers in particular. Special info lunches for fathers and regular events for fathers and their children are organized to support fathers in their role. In addition, an advisory service is available for all topics concerning the reconciliation of work and family life, including topics of interest to men such as paternity issues or role conflicts.
Events for parents and children	Parents and their children are regularly invited to take part in various family-oriented events at FZJ, from performing exciting experiments at the JuLab Schools Laboratory to participating in virtual Reading Day events.
Support in the search for childcare	The Equal Opportunities Bureau is happy to support all employees searching for short-term or regular childcare. This could involve a babysitter for the afternoon or evening, or alternatively a regular childcare place in a daycare centre or with a childminder.
pme Familienservice	pme Familienservice supports BfC in the areas of finding childcare and organizing household services. This nationwide advisory and contact service is fully available to employees at all sites of FZJ free of charge.
Childcare during events and business trips	BfC helps employees to find suitable solutions for childcare during events and on business trips. The costs incurred can also be reimbursed up to a threshold of € 600 per year.
Emergency childcare	In the event of unexpected childcare difficulties, BfC and pme Familienservice can organize emergency childcare either in employees' homes or in a suitable childcare facility.
Childcare during school holidays	During the school holidays, employees can take advantage of Jülich's holiday programmes for children (discovery weeks and HGF summer camp) as well as the services offered by pme Familienservice.
Info lunches and talks	During lunchtime, parents and any other employees who are interested can take part in events on a wide range of topics to do with being a parent, and can also exchange views with other participants. The events are held both in person and in digital form.
Family ambassadors	In many organizational units and institutes, family ambassadors help to circulate information on the topic of reconciling work and family life. They act as points of contact for their colleagues and, if necessary, can point them to specific advisory services as well as pass on information.
Virtual childcare	pme Familienservice has a wide range of virtual childcare options for children aged 4–14 that are available to all Jülich employees free of charge.
“Kleine Füchse” daycare centre	With a total of 127 daycare and after-school places, this publicly funded childcare centre that cooperates with FZJ affords many employees a good opportunity to ensure suitable childcare for their children while fulfilling their professional obligations. A special feature of this daycare centre is that it offers bilingual childcare.
Childminding services close to campus	There are two childminding services located directly beside the Jülich campus, each with 10 places for children aged 0–3. Having a childcare solution close to campus is a big help to many employees in reconciling work and family life.
Consultation on the topic of mental load	Dividing everyday tasks with your partner can help in successfully reconciling your work and private life. To bring this about, employees are welcome to arrange a consultation with BfC or Social Counselling.
Dual careers	Support is available for the partners of employees in leadership roles in order to make the transition to Jülich smoother. This may involve providing information on employment perspectives or assistance in integrating into the community.

8.3. INTERNATIONAL EMPLOYEES

MEASURE	DESCRIPTION
Internet and intranet pages with information in English	Information on measures for reconciling work, family care, and private life, and much more, is available to all employees on both the intranet and Internet.
Assistance in finding childcare and school places	BfC advises international employees on the options available in the German daycare and school systems, and provides assistance with the registration process.
In-person assistance at the daycare centre or school	All employees can request that a member of the BfC team accompany them to important meetings at the daycare centre or school.
Support services before arriving at Jülich	Future employees who are moving to Germany with their families are welcome to contact BfC to help ensure a smooth start at Jülich.
Nationwide service	Employees at all of Jülich's sites can take advantage of pme Familienservice's wide range of offerings.
Advice on matters concerning residency, taxation, and social legislation	Jülich's International Advisory Service is happy to give advice on a range of legal and formal matters.
Language courses	Jülich offers a large number of language courses, for instance German and English courses. E-learning programs are also available.
Temporary accommodation at Jülich's Gästehaus	If future employees have difficulty finding accommodation, temporary accommodation is available at Jülich's Gästehaus.
Networking opportunities	A wide range of networking opportunities is available to new employees at Jülich, including the introductory meeting for new employees and various events organized by BfC.

8.4. EMPLOYEES WHO CARE FOR FAMILY MEMBERS

MEASURE	DESCRIPTION
Advice on organizing working hours	BfC advises all employees on the options available for flexible working hours. This also includes time off work in accordance with the Caregiver Leave (PflegeZG).
Options for time off work	Special leave, part-time work, or time off work in accordance with the Caregiver Leave Act are all available to Jülich employees who care for family members. All employees are welcome to contact the teams at Social Counselling and BfC for advice on these options.
Talks	Regular talks are held on topical issues concerning the subject of caregiving. All employees are welcome to attend these talks to obtain information and network.
Psychosocial counselling	The team at Social Counselling provides support to all employees dealing with difficult situations and offers personal, confidential advice. They can also provide mediation in conflict situations.
Reimbursement of costs for care during business trips and events	If a family member requires care while an employee is attending an event or business trip, the costs incurred can be reimbursed. BfC can advise on the options available.

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