

UFZ-Regulation | IR-5/16| 01.08.2016

Equal Opportunities Plan 2016-2019

	Released		Entered into force	
Department	Human Resources	Equal Opportunities Officer	Executive Management	
Name	Dr. Karen Ranft	Dr. Annegret Kindler	Prof. Dr. Dr. h.c. Georg Teutsch	Prof. Dr. Heike Graßmann
Executive Management Meeting			5/16 (No. 315)	
Resolution No.			3.6	
Date	15.07.2016	19.07.2016	08.08.2016	19.07.2016
Signature	signed	signed	signed	signed

Table of Contents

Preamble	4
1 Objectives of the Equal Opportunities Plan	4
2 Evaluation of the situation as of 30 June 2015	5
2.1 Employees (overview)	5
2.2 Employees classified according to the age structure	6
2.3 Employees classified according to salary and pay groups	6
2.4 Employees in the scientific field	7
2.5 Employees in the administrative field	8
2.6 Apprentices	8
2.7 Employees in executive positions	9
2.8 Employees on parental leave	9
3 Areas of activity and responsibilities	10
3.1 Measures to reduce underrepresentation of women and men	10
3.1.1 Reduction of the underrepresentation of women in science	10
3.1.1.1 Cascade model: target quotas for women	11
3.1.1.2 Appointment procedures regarding professorships	14
3.1.1.3 Filling positions in assessment committees and panels	14
3.1.1.4 Active recruitment and personnel selection	15
3.1.1.5 Advertising positions for female scientists	16
3.1.1.6 More female speakers at scientific events of UFZ	17
3.1.2 Reduction of the underrepresentation of men in the administration	17
3.2 Personnel development	17
3.2.1 Sensitisation of managers	18
3.2.2 Job interviews	18
3.2.3 Professional and further training	19
3.2.4 Development potentialities in the higher pay groups	19
3.3 Promotion of junior employees	20
3.4 Measures regarding the compatibility of family, caregiving, and career	21
3.4.1 Auditing of gender equality policy and family-friendly measures	21
3.4.2 UFZ Family Office as permanent contact point	21
3.4.3 Flexible working hours that are compatible with family duties, part-time work	21
3.4.4 Extension of the duration of non-permanent employment contracts in accordance with the times taken advantage of for the purpose of caring for children or family members	22

3.4.5	Childcare in external daycare facilities for children.....	23
3.4.6	Childcare during the school holidays and on bridge days	23
3.4.7	Parent-Child-Office.....	23
3.4.8	Compatibility of career and caregiving.....	24
3.4.9	Dual Career Service	24
3.5.	Measures against sexual harassment, mobbing, and discrimination at work	24
3.6	Implementation of a gender-inclusive language	25
4.	State of implementation and updating the Equal Opportunities Plan.....	26
5.	Other provisions, entry into force, and duration of the Equal Opportunities Plan .	26

Preamble

As an international centre of competence for environmental sciences, UFZ investigates the complex interactions between human beings and the environment under the influence of global change. In that context, a balance between social development and protection as well as long-term preservation of our livelihood with the aim of sustainable development is at stake.

Only by a conscious and purposeful usage and promotion of the potentials, competences, creativity, and motivation of their employees who belong to a staff characterised by an increasing diversity and internationality, UFZ will be able to meet the current and future challenges of a scientific institution with an interdisciplinary orientation and to position themselves as an attractive employer. In order to achieve and permanently ensure this, UFZ stands for equal treatment of all employees and will consistently be opposed to any form of disadvantage and discrimination (e.g. due to gender, origin, sexual orientation and identity, disability, religion, skin colour, age).

The subject of this Equal Opportunities Plan as *one* part of equal treatment shall be gender equalisation at UFZ. The implementation of the equal opportunities of women and men has been one of the fundamental strategic aims at UFZ since its foundation in 1991, which is e.g. reflected by the establishment of an *equal opportunities officer* and the formation of the *Arbeitskreis Chancengleichheit* [work group regarding equal opportunities] in 1995, the *Leitlinien zur Chancengleichheit von Frauen und Männern* [guidelines on equal opportunities of women and men] from 2000¹ and the *Vereinbarung zur Förderung der Chancengleichheit* [agreement regarding the promotion of equal opportunities] of 2011, as well as by the establishment of an *International Office* and a *Familienbüro* [family office] in 2014. By means of this first Equal Opportunities Plan, UFZ now enacts a further instrument of personnel planning and development with objectives and specific measures for increasing equal opportunities of its employees in different fields and hierarchical levels as well as to improve family friendliness and the compatibility of family, caregiving, and career of all employees.

1 Objectives of the Equal Opportunities Plan

The Equal Opportunities Plan of UFZ contains the central aims and measures to promote the equal opportunities for women and men in order to enable them to participate on an equal footing in the corporate life at UFZ. The aims of the Equal Opportunities Plan shall be

1. to achieve equality between women and men;
2. to abolish existing disadvantages due to gender and to prevent any future disadvantages;
3. to support the gender that is underrepresented;
4. to increase the proportion of women in management positions and in decision-making bodies;
5. to improve the family-friendliness as well as the compatibility of family, caregiving, and career for women and men, and
6. to take action against any form of disadvantage and discrimination.

The Equal Opportunities Plan of UFZ shall serve to implement the Sections 1 and 11 to 14 of the German Federal Equality Law [Bundesgleichstellungsgesetz, BGleiG] of 24 April 2015,

¹ Due to the adoption of this Equal Opportunities Plan, these guidelines will cease to be effective.

the Sections 1, 3 and 12 of the German General Equal Treatment Law [Allgemeines Gleichbehandlungsgesetz, AGG] of 18 June 2006 (as amended) as well as of the Agreement regarding the Promotion of Equal Opportunities at UFZ [Vereinbarung zur Förderung der Chancengleichheit im UFZ] of 18 May 2011. The plan is an essential instrument for personnel planning and, in particular, personnel development. Its realisation, including the monitoring of performance, constitutes a specific obligation of the management, the human resources department as well as the employees of UFZ with supervisory or management tasks.

2 Evaluation of the situation as of 30 June 2015

The Equal Opportunities Plan is based on an evaluation, which describes the situation of women and men at UFZ as of 30 June 2015. The evaluation of the situation shall cover the proportion of men and women classified according to salary and pay groups, scientific/administrative fields, part-time employment as well as taking advantage of parental leave and shall, at the same time, serve for the measurement of results regarding measures to promote equal opportunities at UFZ. The situation of the female employees will be shown in the following status analysis in comparison to the situation of the male employees.

2.1 Employees (overview)

As of the reference date, UFZ employed 1,083 people in total (excluding guest scientists, scholarship holders, research assistants, and interns); these included 557 women, which corresponds 51%. 46% of all employees are employed permanently. In this status group, the share of women is 56%. 47% of the employees who are employed temporarily are women. Among the severely disabled, the share of women amounts to 71%. The share of international employees in the total number of employees is 10%. The share of women among international employees amounts to 42% (see figure 1).

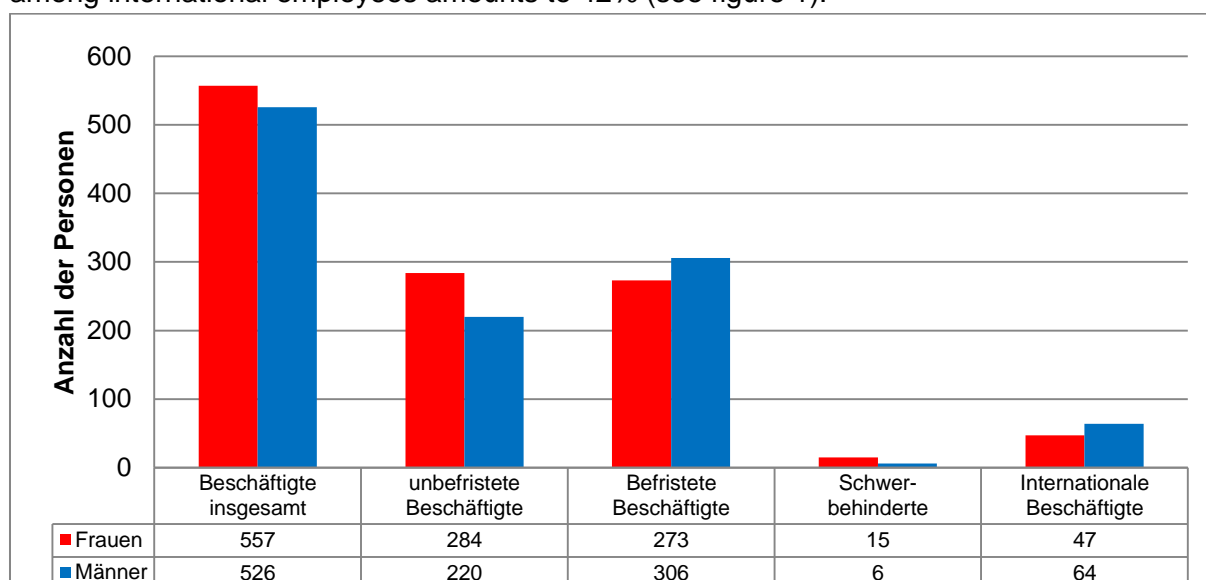


Figure 1: Employees of UFZ, classified according to gender and status, as of 30 June 2015²

² All figures and tables are provided in German. In the next revision of the Equal Opportunity Plan, the figures and tables will be presented in English.

Overall, 39% of all employees work on a part-time basis, while significantly more women (47%) than men (30%) are part-time workers. 76% of the employees are financed with general budgetary resources of UFZ, among these employees 53% are women (see table 1).

Table 1: Employees classified according to status groups, gender, part-time work, and financing, as of 30 June 2015

UFZ		Gesamtpersonal		davon Teilzeit		davon HH-finanziert		davon DM-finanziert	
		absolut	prozentual	absolut	prozentual	absolut	prozentual	absolut	prozentual
Gesamtzahl der Beschäftigten	insgesamt	1083		418	38,6	826	76,3	257	23,7
	davon Frauen	557	51,4	263	62,9	437	52,9	120	46,7
	davon Männer	526	48,6	155	37,1	389	47,1	137	53,3
Unbefristet angestellte Beschäftigte	insgesamt	504	46,5	113	22,4	503	99,8	1	0,2
	davon Frauen	284	56,3	101	89,4	283	56,3	1	100,0
	davon Männer	220	43,7	12	10,6	220	43,7	0	0,0
Befristet angestellte Beschäftigte	insgesamt	579	53,5	305	52,7	323	55,8	256	44,2
	davon Frauen	273	47,2	162	53,1	154	47,7	119	46,5
	davon Männer	306	52,8	143	46,9	169	52,3	137	53,5
Schwerbehinderte Beschäftigte	insgesamt	21	1,9	9	42,9	20	95,2	1	4,8
	davon Frauen	15	71,4	7	77,8	14	70,0	1	100,0
	davon Männer	6	28,6	2	22,2	6	30,0	0	0,0
Internationale Beschäftigte	insgesamt	111	10,2	56	50,5	55	49,5	56	50,5
	davon Frauen	47	42,3	26	46,4	24	43,6	23	41,1
	davon Männer	64	57,7	30	53,6	31	56,4	33	58,9

2.2 Employees classified according to the age structure

Regarding the age structure, employees aged between 30 and 39 represent the strongest age group with a share of 32%. The age groups of employees aged between 20 and 29 years, 40 and 49 years, and 50 and 59 years represent a share of 20% each. Employees who are 60 and older represent a share of 7%, and employees younger than 20 years represent only a share of 1% of the staff. In the age groups 20 to 29 years, 40 to 49 years, and 50 to 59 years, the share of women amounts to more than 50% in each case; among the employees who are 60 and older, the share of women is even at 73%. Among the employees aged 30 to 39, the share of women amounts to 45%. In the group of employees younger than 20 years, the share of women is the lowest with 21% (see table 2).

Table 2: Age structure of the employees as of 30 June 2015

Altersgruppe	Beschäftigte insgesamt		darunter Frauen		darunter Männer	
	absolut	prozentual	absolut	prozentual	absolut	prozentual
< 20 Jahre	14	1,3	3	21,4	11	78,6
20 - 29 Jahre	216	19,9	124	57,4	92	42,6
30 - 39 Jahre	348	32,1	156	44,8	192	55,2
40 - 49 Jahre	213	19,7	109	51,2	104	48,8
50 - 59 Jahre	221	20,4	113	51,1	108	48,9
≥ 60 Jahre	71	6,6	52	73,2	19	26,8
Summe	1083	100,0	557	51,4	526	48,6

2.3 Employees classified according to salary and pay groups

In accordance with Part 1, Section 3, no. 2 of the BGleIG [German Federal Equality Law], the Equal Opportunities Plan shall include an overview regarding the classification of women and men according to salary and pay groups (see figure 2).

In the salary groups [*Besoldungsgruppen*] B3 to W3 (25 persons), the share of women amounts to a total of only 16%, in the pay groups [*Entgeltgruppen*] E13 to E15 (623 persons) it amounts to 43%. In comparison with that, 58% of the employees in the pay groups E9 to E12 (190 persons) are women. In the pay groups E5 to E8 (181 persons), the share of women amounts to 80%, and in the pay groups E1 to E4 (11 persons) it amounts to 27%.

Figure 2 shows that at UFZ the share of women decreases significantly with increasing remuneration levels, and – in contrast – increases with decreasing remuneration groups.

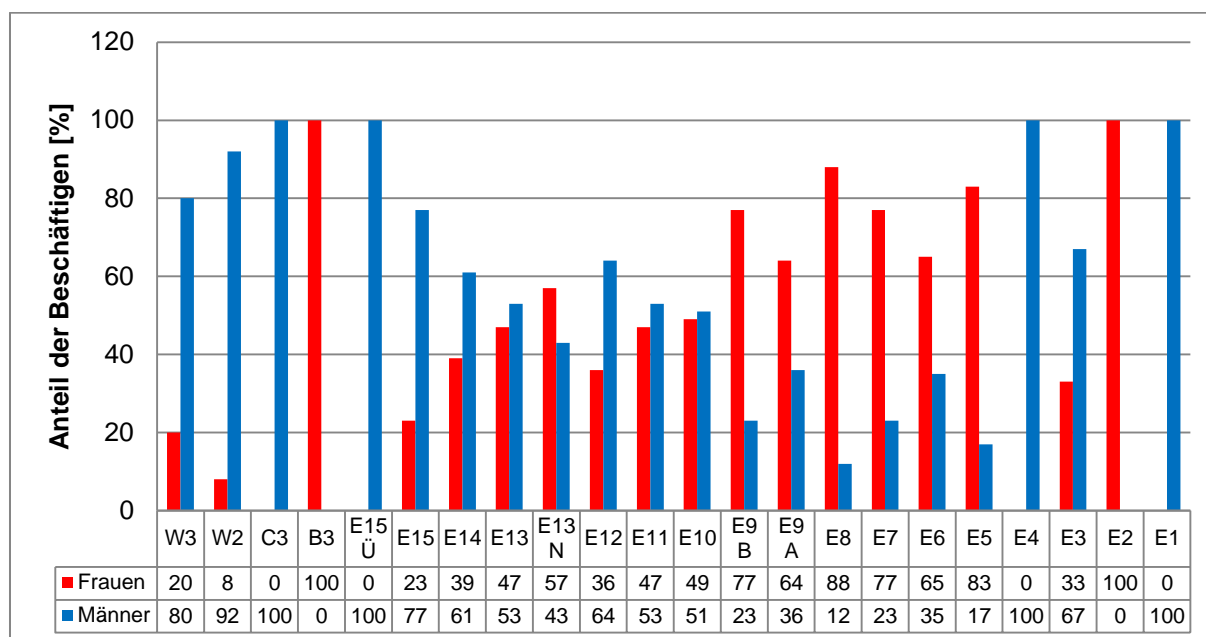


Figure 2: Employees classified according to salary and pay groups as of 30 June 2015

2.4 Employees in the scientific field

The employees in the scientific field which includes both scientific and technical personnel represent the largest group of employees at UFZ with a share of 77%. In this group, the share of women amounts to 50%. However, observing individual status groups leads to a differentiated result. While the share of women is only 36% in the group of scientific employees, it amounts to 73% in the group of technical personnel in the scientific field. The group of post-doctoral researchers (in accordance with the definition of the Helmholtz Association 2014: 6 years after the doctorate and irrespective of an employment at UFZ or age) shows a share of women of 44%, and the group of postgraduates a share amounting to 53%.

45% of all scientific employees have a permanent employment contract, and only 30% of these are women. Among the scientific employees with a temporary employment contract, 40% are women.

77% of the technical personnel in the scientific field have a permanent employment contract, 77% of them are women.

Among the technical personnel with a temporary employment contract (23%) in the scientific field, 58% are women (see table 3).

Table 3: Employees in the scientific field, classified according to status groups, gender, part-time work, and financing, as of 30 June 2015

Wissenschaft		Gesamtpersonal		davon Teilzeit		davon HH-finanziert		davon DM-finanziert	
		absolut	prozentual	absolut	prozentual	absolut	prozentual	absolut	prozentual
Beschäftigte im wiss. Bereich	insgesamt	833		361	43,3	576	69,1	257	30,9
	davon Frauen	416	49,9	216	59,8	296	51,4	120	46,7
	davon Männer	417	50,1	145	40,2	280	48,6	137	53,3
Wissenschaftlich Beschäftigte	insgesamt	367	44,1	110	30,0	240	65,4	129	35,1
	davon Frauen	132	36,0	56	50,9	79	32,9	53	41,1
	davon Männer	237	64,6	54	49,1	161	67,1	76	58,9
Unbefristet angestellte wiss. Beschäftigte	insgesamt	164	19,7	13	7,9	163	99,4	1	0,6
	davon Frauen	49	29,9	8	61,5	48	29,4	1	100,0
	davon Männer	115	70,1	5	38,5	115	70,6	0	0,0
Befristet angestellte wiss. Beschäftigte	insgesamt	205	24,6	97	47,3	77	37,6	128	62,4
	davon Frauen	83	40,5	48	49,5	31	40,3	52	40,6
	davon Männer	122	59,5	49	50,5	46	59,7	76	59,4
Techn. Personal im wiss. Bereich	insgesamt	227	27,3	76	33,5	208	91,6	19	8,4
	davon Frauen	165	72,7	66	86,8	155	74,5	10	52,6
	davon Männer	62	27,3	8	10,5	53	25,5	9	47,4
Unbefristet angestelltes techn. Personal	insgesamt	174	20,9	54	31,0	174	100,0	0	0,0
	davon Frauen	134	77,0	52	96,3	134	77,0	0	0,0
	davon Männer	40	23,0	2	3,7	40	23,0	0	0,0
Befristet angestelltes techn. Personal	insgesamt	53	6,4	20	37,7	34	64,2	19	35,8
	davon Frauen	31	58,5	14	70,0	21	61,8	10	52,6
	davon Männer	22	41,5	6	30,0	13	38,2	9	47,4
Postdotorandinnen und Postdotoranden	insgesamt	73	8,8	17	23,3	48	65,8	25	34,2
	davon Frauen	32	43,8	11	64,7	18	37,5	14	56,0
	davon Männer	41	56,2	6	35,3	30	62,5	11	44,0
Dotorandinnen und Dotoranden	insgesamt	164	19,7	160	97,6	80	48,8	84	51,2
	davon Frauen	87	53,0	83	51,9	44	55,0	43	51,2
	davon Männer	77	47,0	77	48,1	36	45,0	41	48,8

2.5 Employees in the administrative field

The employees in the administrative field represent 19% of all employees at UFZ. Compared to the scientific field, the share of women in this field amounts to 60% (see table 4).

Table 4: Employees in the administrative field, classified according to status groups, gender, part-time work, and financing, as of 30 June 2015

Administration		Gesamtpersonal		davon Teilzeit		davon HH-finanziert	
		absolut	prozentual	absolut	prozentual	absolut	prozentual
Beschäftigte im admin. Bereich	insgesamt	206		57	27,7	206	100,0
	davon Frauen	123	59,7	47	82,5	123	59,7
	davon Männer	83	40,3	10	17,5	83	40,3
Unbefristet angestellte Beschäftigte	insgesamt	162	78,6	46	28,4	162	100,0
	davon Frauen	99	61,1	41	89,1	99	61,1
	davon Männer	63	38,9	5	10,9	63	38,9
Befristet angestellte Beschäftigte	insgesamt	44	21,4	11	25,0	44	100,0
	davon Frauen	24	54,5	6	54,5	24	54,5
	davon Männer	20	45,5	5	45,5	20	45,5

2.6 Apprentices

With a share of 4% of the total number of employees, the apprentices represent the smallest group of employees. As of the reference date, 44 apprentices, among them 18 women (41%) were taking an apprenticeship at UFZ (see table 5).

Table 5: Apprentices classified according to gender, as of 30 June 2015

		Gesamtpersonal		davon Teilzeit		davon HH-finanziert	
		absolut	prozentual	absolut	prozentual	absolut	prozentual
Auszubildende	insgesamt	44				44	100,0
	davon Frauen	18	40,9	0	0,0	18	40,9
	davon Männer	26	59,1	0	0,0	26	59,1

2.7 Employees in executive positions

Currently, there are three groups of executive positions at UFZ: the managing directors, the scientific management positions (head of department, heads of working group) and the administrative management positions (head of department, team leaders). The tool of working groups in the scientific field had only been established since the beginning of 2016, and for that reason, there are no statistics available (except for junior groups) as of the reporting date 30 June 2015.

While gender equalisation has been achieved in the management, women are very much underrepresented in the fields of department heads (share of 18%) and the junior group heads (share of 20%). As regards administrative management positions, the share of women in the field of the department heads amounts to 54%, and in the team heads to 45% (see table 6).

Table 6: Employees in executive positions, as of 30 June 2015

Leitungspositionen		Gesamtpersonal		davon Teilzeit		davon HH-finanziert	
		absolut	prozentual	absolut	prozentual	absolut	prozentual
Geschäftsführung	insgesamt	2				2	100,0
	davon Frauen	1	50,0	0	0,0	1	50,0
	davon Männer	1	50,0	0	0,0	1	50,0
Wissenschaftl. Leitungspositionen Departmentleitung	insgesamt	33				33	100,0
	davon Frauen	6	18,2	0	0,0	6	18,2
	davon Männer	27	81,8	0	0,0	27	81,8
Nachwuchsgruppenleitung	insgesamt	5				5	
	davon Frauen	1	20,0	0	0,0	1	20,0
	davon Männer	4	80,0	0	0,0	4	80,0
Administrative Leitungspositionen Abteilungsleitung	insgesamt	13		3	23,1	13	100,0
	davon Frauen	7	53,8	3	100,0	7	53,8
	davon Männer	6	46,2	0	0,0	6	46,2
Teamleitung	insgesamt	20		1	5,0	20	100,0
	davon Frauen	9	45,0	1	100,0	9	45,0
	davon Männer	11	55,0	0	0,0	11	55,0

2.8 Employees on parental leave

By taking advantage of parental leave, both women and men receive the opportunity to take a career break in order to take care of their children or to work part-time to devote more time to family duties. In this way, parental leave becomes an indicator for gender equalisation (see table 7).

Table 7: Employees taking advantage of parental leave, as of 30 June 2015

Elternzeit		Gesamtpersonal		davon Teilzeit		davon HH-finanziert		davon DM-finanziert	
		absolut	Monate	absolut	Monate	absolut	Monate	absolut	Monate
Personen in Elternzeit	insgesamt	18	138	10	70	10	56	10	54
	davon Frauen	12	112	6	55	8	80	8	34
	davon Männer	6	26	4	15	2	20	2	20
Elternzeit in der Wissenschaft Wissenschaftliches Personal	insgesamt	4	19	3	12	0	0	4	19
	davon Frauen	1	9	1	9	0	0	1	9
	davon Männer	3	10	2	3	0	0	3	10
Technisches Personal	insgesamt	4	35	1	10	3	29	1	6
	davon Frauen	4	35	1	10	3	29	1	6
	davon Männer	0	0	0	0	0	0	0	0
Elternzeit in der Administration	insgesamt	5	38	1	2	5	38	0	0
	davon Frauen	3	32	0	0	3	32	0	0
	davon Männer	2	6	1	2	2	6	0	0

3 Areas of activity and responsibilities

On the basis of the present analysis of the employment structure, the following areas of activity may be identified in order to achieve the objectives of the Equal Opportunities Plan:

- reduction of underrepresentation, in particular regarding women in the group of scientific employees
- increase in the share of women in executive positions in the scientific field
- improvement of the compatibility of family, caregiving, and career
- stronger promotion of women's internal career advancement
- promotion of pay equity in the higher pay groups

Both the **management** and the **human resources department** as well as the **employees with supervisory or management functions** at UFZ shall be responsible for the **implementation** of the objectives and measures set out in the Equal Opportunities Plan. The works council shall support the implementation of the objectives and measures within the scope of its participation rights. The **equal opportunities officer** shall be **involved** in the respective processes **in due time** and shall be actively involved in all personnel, organisational, and social measures in order to reach the objectives of the Equal Opportunities Plan and the German Federal Equality Law. In close cooperation with the *Arbeitskreis Chancengleichheit* at UFZ, the equal opportunities officer shall advise and support the management and the human resources department regarding the implementation of the measures. Furthermore, the equal opportunities officer shall fulfil a supervisory function and shall report – in terms of monitoring – annually on the achieved status.

3.1 Measures to reduce underrepresentation of women and men

In accordance with Section 3, no. 10 of the German Federal Equality Law, underrepresentation of women or men exists if their respective share in the number of employees is less than 50% within a salary or pay group, career or specialized field, apprenticeship or within functions with supervisory or management tasks. In order to reduce the underrepresentation of women especially in the field of science, UFZ shall respectively implement targeted measures or participate in specific measures of third parties. UFZ expressly acknowledges the introduction of flexible target quotas in accordance with the cascade model. One medium-term objective consists in increasing the share of women in scientific management positions by the end of 2017. Furthermore, the **share of female scientists who hold a permanent employment contract and who are financed out of the budget of UFZ** shall be significantly increased by means of targeted personnel development measures.

3.1.1 Reduction of the underrepresentation of women in science

As regards the scientific management positions, women are still largely underrepresented. This concerns, in particular, the department management level (18% women). The same applies to the salary and pay groups W3/C4 (33% women), W2/C3 (5% women) as well as E15 (16% women). In the pay group E15Ü, women are not represented at all. While the total share of women in E15 amounts to only 16%, it amounts to 39% in E14 and 36% in E12. The largest share of women in the higher pay groups has E13 (47%).

Apart from the higher salary and pay groups, women are especially underrepresented in the scientific personnel (36%) and among the post-doctorands (44%) (see table 3).

3.1.1.1 Cascade model: target quotas for women

The introduction of flexible target quotas for women has its origin to the resolution of the German Joint Science Conference [*Gemeinsame Wissenschaftskonferenz, GWK*] of 7 November 2011. In this resolution, the Joint Science Conference asked the non-university research organisations to determine flexible target quotas within the meaning of the cascade model of the research-oriented standards on gender equality of the German Research Foundation [*Deutsche Forschungsgemeinschaft, DFG*].

The cascade model draws on the phenomenon that is also called “leaky pipeline”: While approximately the same number of women and men commence academic studies, in fact, more women than men complete their degree successfully, but the share of women then decreases continuously at the typical stages in an academic career such as doctorate, habilitation, and professorship.

By means of the cascade model, there is a reaction to the phenomenon of the decreasing share of women on the career path: The loss of women at the transition points from one to the next career levels shall be avoided by fulfilling target quotas. The cascade model exclusively considers scientific personnel in the pay group E13 TVöD and above.

The objective of the cascade model is to realise equal opportunities regarding the participation of women and men at all career levels in the scientific field and to utilise the existing abilities and competences for research and teaching. It constitutes a tool in order to frame realistic target values for the creation of equal opportunities.

While taking into consideration the positions to be filled from 2013 to 2017, UFZ has determined target quotas for the scientific personnel that have been confirmed by the Supervisory Board at its meeting of 25/26 November 2015 (see table 8).

Currently, UFZ has a flat hierarchy. Below the centre management, to which only the scientific manager [*wissenschaftlicher Geschäftsführer*] of UFZ is assigned, there are two management levels at UFZ in the scientific field. The first management level comprises the management positions of the departments. The management positions of work groups and junior groups belong to the second management level.

Measures:

In order to achieve the aforementioned target quotas, the management of UFZ intends to implement the following measures:

1. By the end of January 2017, a concept for establishing a **W2 programme for outstanding female scientists** shall be developed.
2. From 2017, the management will discuss the status achieved concerning the implementation of the target quotas as well as the **recruitment policy** regarding female scientists, post-doctorands, and postgraduates in the individual departments with the employees with supervisory or management functions in **meetings between employees and supervisors**, which shall take place annually, and - in the case of problems - they will determine targeted measures together (if necessary).
3. From 2018, a **potential analysis** shall be carried out **regarding the female work group managers** and targeted personnel development measures shall be suggested.

4. A comprehensible **concept regarding re-entry positions** shall be developed by the end of 2017.
5. In accordance with item 5, subsection 3 of the Annex to the German Agreement regarding the Implementation of Gender Equalisation [*Ausführungsvereinbarung Gleichstellung, AV-Glei; German long version: Ausführungsvereinbarung zum GWK-Abkommen über die Gleichstellung von Frauen und Männern bei der gemeinsamen Forschungsförderung*] at **least 50% of the members of panels for the purpose of personnel selection** regarding the positions of scientific employees as well as postgraduates shall be composed of women.
6. Within the scope of procedures for the extension of employment contracts for an indefinite period of time, **at least 30% of the Tenure Committee** shall be composed of **women entitled to vote** (see also 3.1.1.3 / 1.).
7. In the performance of joint appointment procedures between UFZ and several universities, **at least 50% of the UFZ share in the appointments committee** shall be **women entitled to vote**.
8. In addition to the Helmholtz measures already established, **advanced training events for female UFZ employees** shall be offered, which are orientated towards the specific requirements of female scientists.
9. Prior to recruitment procedures, the person who would like to hire an employee shall perform, with proof, an **active personnel procurement** (both internally as well as externally) in order to increase the number of female scientists.

Table 8: Target quotas for 31 December 2017 and actual quotas as of 31 December of the years 2012 to 2014 for scientific personnel (without administrative, technical, and other personnel, indicated in the number of persons (not FTE))

		Frauenquote - Entwicklung -												Frauenquote - Ableitung und Ziel 2017			
		IST 31.12.2012			IST 31.12.2013			IST 31.12.2014			IST 31.12.2015			Prognose 31.12.2017		Prognose 2013 - 2017	SOLL 31.12.2017
		Anzahl Personen	davon Frauen	Frauenquote (%)	Anzahl Personen	davon Frauen	Frauenquote (%)	Anzahl Personen	davon Frauen	Frauenquote (%)	Anzahl Personen	davon Frauen	Frauenquote (%)	Anzahl Personen	davon Frauen	besetzbare Positionen ³	Frauenquote (%)
Zentrumsleitung ⁴		1	0	0 %	1	0	0 %	1	0	0 %	1	0	0 %	1	0	0	0 %
Führungsebenen ^{4, 5}	Erste Führungsebene ⁴	33	5	15 %	33	5	15 %	39	7	18 %	38	7	18 %	36	7	5	19 %
	Zweite Führungsebene ¹	107	33	31 %	107	33	31 %	61	15	25 %	85	26	31 %	75	26	3	35 %
	Dritte Führungsebene ¹																
	Leitung selbständiger Forschungs- und Nachwuchsgruppen/Forschungsbereiche ²																
Vergütungsgruppen	W3/C4	7	1	14 %	9	2	22 %	13	4	31 %	13	4	31 %	16	5	9	31 %
	W2/C3	17	2	12 %	16	1	6 %	19	1	5 %	21	2	10 %	29	4	12	14 %
	C2																
	W1	0	0		0	0		1	0	0 %	2	0	0 %	3	1	3	33 %
	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	5	0	0 %	5	0	0 %	5	0	0 %	8	3		3	0	0	0 %
	E15 TVöD/TV-L	21	3	14 %	21	3	14 %	19	3	16 %	18	4	22 %	25	4	4	16 %
	E14 TVöD/TV-L	158	54	34 %	155	55	35 %	159	58	36 %	165	60	36 %	175	70	20	40 %
	E13 TVöD/TV-L	416	197	47 %	436	201	46 %	402	188	47 %	370	160	43 %	400	195	220	49 %

¹ unless part of the next higher level

² unless part of the 1st to 3rd management level

³ positions (indicated in the number of persons) that may be filled from 2012 to 2017 due to a possible increase in the number of positions, and foreseeable as well as estimated fluctuation. The number of positions that may be filled shall at least be equivalent to the difference between the number of persons in 2017 and the number of persons in 2012.

⁴ As far as persons of the 1st management level act as members of the centre management at the same time, they shall be mentioned both in the category "Centre Management" as well as in the category "Management Levels".

3.1.1.2 Appointment procedures regarding professorships

In the field of professorships, women are still significantly underrepresented. This is, on the one hand, attributable to the low fluctuation and the low chances connected therewith of restaffing these positions, and, on the other hand, to the low or missing number of applications submitted by women, which is partly based on reasons related to certain specialist fields. As joint appointment procedures are open procedures, the professional expertise shall be the decisive criterion, and the work with UFZ shall not be an exclusion criterion (within the meaning of a “*Hausberufung*”, an appointment for a professorship at the same institution where the person is currently employed), the potential of the female scientists employed with UFZ shall be used more than in the past.

Measures:

Selected programmes are decisive factors for a faster success as regards the appointment of women. The Helmholtz association currently offers two programmes for this purpose.

- the **W2/W3 programme** for attracting excellent female scientists for top positions; promotion by means of resources of the fund *Impuls- und Vernetzungsfonds*; promotion of at last 4 positions per year
- the **Helmholtz recruitment initiative** to recruit excellent scientists from abroad, whereby a share of women amounting to at least 30% shall be compulsory. So far, UFZ has successfully contributed to this initiative. It was possible to recruit two women and one man for W3 positions.

Also in the future, UFZ will continue to participate in these two programmes in order to actively recruit female scientists for professorships.

Furthermore, UFZ aims – irrespective of the aforementioned programmes – to increase the share of women in the professorships in cases of joint appointments with universities.

- For that purpose and prior to advertising a position, **female scientists in the respective specialist field** shall be searched for in a targeted way – first and foremost **within UFZ but also externally** – **and these women shall be actively asked** to submit an application in relation to the advertisement. Proof of these activities shall be submitted in writing. In this way, it shall be avoided as far as possible that there are no or only a very few applications by women. First of all the management as well as the respective specialists of the department, to which the position will be assigned, shall be responsible for this.
- Furthermore, the UFZ members in appointments committees shall work towards increasing the **number of female experts** in appointment procedures to **at least 30%**.

3.1.1.3 Filling positions in assessment committees and panels

Filling more positions with women in assessment committees (tenure committees, selection committees in recruitment processes) as well as panels such as the Supervisory Board, the Scientific Advisory Board, the Scientific and Technical Board or the works council constitutes another important step towards implementing equal opportunities and reducing underrepresentation. Currently, the share of women in the Supervisory Board amounts to

30% (as of September 2015), and to only 25% in the Scientific Advisory Board. The share of women among the elected employee representatives in the Supervisory Board is 50%.

The total share of women in the Scientific and Technical Board amounts to 25% in the current period in office (2014-2016), among the ex officio members this share amounts to 18% and among the elected members it amounts to 38%. The general works council of UFZ has a share of women amounting to 33%. In the works council in Leipzig, the female members represent a share of 38%, in the works council in Halle a share of 43%, and in the works council in Magdeburg a share of 40%.

Measures:

1. Tenure Committees for the purpose of extending employment contracts of scientists for an indefinite period of time shall have a share of women of at least 30%.
2. As regards the composition of selection committees in all recruitment processes concerning scientific and technical personnel, a share of women amounting to 50% is aimed at, which shall be implemented by the employees with supervisory or executive tasks.
3. When members of the Supervisory Board will be replaced in the future, attention shall be paid to the fact that a share of women amounting to 30% will be achieved not only for the positions to be filled by the German Federal Ministry of Education and Research [*Bundesministerium für Bildung und Forschung, BMBF*], but also concerning the other members.
4. Upon the appointment of members of the Scientific Advisory Board, a share of women amounting to at least 30% shall be aimed at.
5. Prior to elections concerning the Scientific and Technical Board, the equal opportunities officer shall specifically ask female scientists to stand as a candidate for the Scientific and Technical Board.
6. Prior to elections concerning the works council, the members of the works council and the equal opportunities officer shall in a targeted way request women working in the field of science and administration to stand as a candidate for the works council.
7. The management and the responsible persons with supervisory and management tasks shall in an appropriate way promote and value the assumption of activities within the panels.

3.1.1.4 Active recruitment and personnel selection

An active recruitment as well as support during the individual career stages may significantly contribute to an increase in the share of women in management positions in the scientific field. In order to achieve a higher share of women concerning the applications for positions on the first and second management level by means of active recruiting, the topic needs to be given more importance on the levels of the management and the department management.

Measures:

1. In order to fill management positions in the scientific field, qualified women – especially from UFZ – shall be recommended by the management and the scientists at UFZ in order to in the first place take advantage of the potential already existing at UFZ.
2. By using research databases for high potentials in science, such as femconsult of the Centre of Excellence Women and Science (CEWS), AcademiaNet of the Robert Bosch Foundation and the scientific journal “*Spektrum der Wissenschaft*” or equivalent scientific networks female scientists shall be specifically solicited and invited to submit an application already prior to or during the phase of advertising a position. This procedure shall apply until there is no longer any underrepresentation of women in management positions in the scientific field.
3. Personnel selection procedures shall be made in accordance with transparent selection criteria. In that context, differences between women and men that are attributable to socialisation shall be taken into account, so that women have the same chances of success.

UFZ aims for a gender-equal position structure. In case of new hires the objective is increasing the share of the respective underrepresented share, whereby in each case the qualification, competence, professional performance, and social skills shall have priority.

3.1.1.5 Advertising positions for female scientists

Basic remarks regarding advertisements of positions

In accordance with item 4 of the Annex to the Agreement regarding the Implementation of Equality, job advertisements shall be made in a gender-neutral way. Job advertisements that target only men or only women shall not be permitted. The text of the advertisement shall be phrased in a way that it addresses members of both genders in the same way and more intensely requests members of the gender that is underrepresented in the respective area to submit an application. Each advertisement shall include the advice that the advertised position may also be filled with an employee working part-time, unless compelling operational issues constitute an obstacle to this. This shall also apply to filling positions of personnel with supervisory or management tasks, irrespective of the hierarchy level.

The design of the advertisements of positions and the personnel selection procedure shall particularly address women and grant them an equal chance in the selection procedure.

Measures:

1. In cases of positions for scientific personnel, the text of the advertisement shall clearly refer to the implementation of equal opportunities at UFZ as follows:

"Equal opportunities form a part of our personnel policy. UFZ aims for a gender-equal personnel structure and the reduction of the underrepresentation of women in the scientific field. Therefore, we would explicitly welcome the applications of women. Severely disabled people with equivalent qualifications will be preferentially considered."

2. In order to fill positions in the scientific field, qualified female scientists especially of UFZ shall be recommended by the management and the scientists at UFZ in order in the first place to take advantage of the potential already existing at UFZ.

3.1.1.6 More female speakers at scientific events of UFZ

UFZ aims at increasing the share of female speakers at scientific events of UFZ in order to reduce existing underrepresentation also in this field and to increase the visibility of women.

Measures:

1. The management of UFZ shall search for a female speaker for the “Helmholtz Environmental Lecture” that takes place every year in order to break through the present dominance of men in this series of lectures in terms of gender equalisation.
2. Managers and people who are responsible for scientific events or series of lectures shall aim at increasing the share of women among the speakers by specifically addressing women.

3.1.2 Reduction of the underrepresentation of men in the administration

In contrast to the scientific field, 40% of the employees in the administrative field of UFZ are men. Their share in the management positions (department management) amounts to 46%. Only 23% of the employees in the scientific-technical field are men. In order to implement gender equalisation also in this field, a reduction of the underrepresentation of men shall be aimed at when filling positions.

(Regarding basic notes concerning advertisements of positions, see also the first sentences of item 3.1.1.5.)

The design of the advertisements of positions and the personnel selection procedure shall particularly solicit men and grant them an equivalent chance in the selection procedure.

Measures:

1. The text of the advertisement shall clearly refer to the implementation of equal opportunities at UFZ as follows:

"Equal opportunities form a part of our personnel policy. UFZ aims at achieving a gender-equal personnel structure and the reduction of the underrepresentation of men in the administrative field. Therefore, we would explicitly welcome the applications of men. Severely disabled people with equivalent qualification will be preferentially considered."

2. In order to fill positions in the administrative field, qualified men especially from UFZ shall be recommended by the management and the human resources department of UFZ in order to in the first place take advantage of the potential already existing at UFZ.

3.2 Personnel development

The implementation of equal opportunities for women and men in the scientific and in the administrative field requires a targeted, intelligent, and farsighted personnel development.

This shall be a decisive task that the management shall fulfil in close cooperation with the human resources department and the employees with supervisory and management tasks. For that purpose, suitable measures regarding the personnel development shall be taken on various levels.

3.2.1 Sensitisation of managers

At UFZ, managers in the scientific and administrative field shall – even more than in the past – be sensitised in regards to the topics of gender equalisation, the reduction of underrepresentation, and the promotion of female junior scientists.

The principles included in the management profile of UFZ shall form the basis for the activities of all managers. Besides tasks and duties, the principles also include the responsibility for the employees, and likewise cover equality-relevant measures, the promotion of juniors and personal interaction. The managers shall ensure the implementation of the principles and the management shall supervise the implementation.

Measures:

1. From 2017, in meetings between employees and supervisors, the manager shall address even more opportunities for professional development, potentials, desires of the employees (e.g. assumption of a management task, further training).
2. From 2018, all managers shall be further trained within the scope of special events regarding gender and diversity as well as legal basis (German Federal Equality Law, German General Equal Treatment Law).

3.2.2 Job interviews

In accordance with item 5 of the Annex to the German Agreement regarding the Implementation of Equality, the managers shall implement the following measures when preparing and performing job interviews.

Measures:

1. If a sufficient number of applications, which comply with the requirement and qualification profile indicated in the advertisement of the position, has been submitted by women, at least the same number of women and men shall be invited for job interviews or special selection procedures when positions shall be filled in a field in which women are underrepresented. This shall apply with the necessary modifications to men in fields in which these are underrepresented.
2. In job interviews and special selection procedures, questions regarding the marital status, an existing or planned pregnancy as well as regarding existing or planned family duties or caregiving tasks shall not be admissible.
3. Selection committees shall consist of the same number of women and men. If that is not possible, the respective reasons shall be recorded in the files.
4. The equal opportunities officer shall be involved in all job interviews in the field in which women are underrepresented.

3.2.3 Professional and further training

Professional and further training constitute some of the most important tools in order to actively work towards equal opportunities for women and men. All employees of UFZ shall receive the opportunity to undergo professional and further training; this shall also apply to employees who have taken advantage of parental leave and caregiving periods.

The assessment of demands shall be performed either within the scope of the meetings between employees and supervisors to be held every year, or – in addition to that, when required – in further individual meetings between the supervisor and the employee. In order to appropriately qualify particularly women as future managers, UFZ participates in several measures that Helmholtz Association offers for different career levels. Furthermore, UFZ offers to their employees on their intranet demand-actuated measures for further training.

Measures:

1. The human resources department shall inform the female employees in the scientific and administrative field annually and in due time about the advertisement regarding the Helmholtz mentoring programme “Taking the Lead” and invite interested female employees to submit an application.
2. The head of the department for scientific-administrative project supervision shall inform employees about the advertisements regarding Helmholtz programmes (e.g. junior groups) and shall support them in the application process.
3. By participating in the Helmholtz Management Academy, the management of UFZ shall in a demand-actuated way promote potential and established managers in the scientific and administrative field concerning the successful execution of their tasks, in particular in the fields of strategic work, efficient organisation of structures and processes as well as successful team management.
4. UFZ shall enable and support the participation of junior employees as well as experts of the administrative-technical field in the Helmholtz job shadowing programme. Their competencies shall be extended and deepened by a stay of several months at one or more institutions in Germany or abroad. The managers in the administrative-technical field and the management of UFZ shall be responsible for the realisation.
5. The human resources department and the graduate school HIGRADE shall offer specific further training measures for employees in the scientific and administrative field and in addition also further training measures regarding soft skills, i.e. regarding the promotion of personal, social, and methodical competences, which particularly play a role for filling management positions.
6. The human resources department, the equal opportunities officer or the families’ officer shall offer all employees information events covering issues regarding equal opportunities of women and men as well as the compatibility of family, caregiving, and career at UFZ.

3.2.4 Development potentialities in the higher pay groups

The analysis of the employees classified according to salary and pay groups (see item 2.3) has shown that the share of women significantly decreases in the higher pay groups. There

is a demand for action to clarify the reasons for that, on the one hand, and to work against any possible gender-related differences in the assignment of women and men to certain salary and pay groups and to establish pay equity.

Measures:

1. The management, managers, and the human resources department shall perform recruitment and assignment of employees to higher pay groups as well as the allowance of bonuses always with the aim of achieving pay equity.
2. Through the more intensive promotion of internal career advancement particularly women shall be given the opportunity to assume superior tasks in order to thereby join a higher pay group.

3.3 Promotion of junior employees

The promotion of junior employees in the scientific, technical, and administrative field is one of the core tasks of UFZ. For many years, UFZ has been training young people in various professions and on different career levels. From the start, attention shall be paid to reducing underrepresentation in the respective fields. In that context, there are different development opportunities.

Measures:

1. Every year, positions for professions that require formal training in the scientific and commercial field, for IT and technical professions as well as dual vocational academy [*Berufsakademie*] studies shall be advertised.
2. Within the scope of the graduate school HIGRADE, postgraduate students shall be prepared for careers in a number of environmental fields and shall be qualified to later assume management positions in research, management, politics, technology development and other fields. During events called "*Karrierekaffee*" [career café] that regularly take place, female and male graduates speak about different career paths and professional experiences after their doctorate.
3. UFZ shall continue to participate in the girls' and boys' day that takes place annually throughout Germany. The main aim is to arouse early the interest of girls for technical professions (jobs in mathematics, informatics, sciences, and engineering) and a career in the scientific field, and the interest of boys for professions in the administrative, the labour, and the social field.
4. By means of the student laboratories of UFZ, a special form of teaching shall be offered to girls and boys from the 9th grade onwards, in which they gain an insight into the occupational routine of environmental scientists through experiments that they themselves carry out. Furthermore, pupils of the 9th and 10th grade shall receive the opportunity to perform their two weeks professional placement at UFZ. In addition, UFZ shall offer an information event regarding the professional orientation and various career prospects.

3.4. Measures regarding the compatibility of family, caregiving, and career

The promotion of the compatibility of career and family realises the mission “Sustainability” of UFZ in the social field and forms a part of a sustainable personnel policy. UFZ positions itself as an attractive employer in order to continue to entice the best minds to the centre. The employees shall be offered framework conditions that facilitate a compatibility of professional and private requirements and needs. The multiple roles of employees who have a family shall be acknowledged and valued. In that context, the concept of a family shall be understood at UFZ in a broad manner and this shall not only include employees with children, but also their family members that need care as well as their social environment.

3.4.1 Auditing of gender equality policy and family-friendly measures

UFZ has been certified to be a family-friendly company within the scope of the ‘audit berufundfamilie’, an initiative of the non-profit foundation Hertie-Stiftung, on 15 March 2014. On the basis of an analysis of already existing offers regarding the compatibility of career and family, further aims and measures of the family-conscious personnel policy were derived for UFZ and determined in a target agreement for the forthcoming years. Important criteria in the implementation shall also be the equal treatment of the various sites of UFZ and the additional provision of information in English. UFZ shall also examine a re-audit for the upcoming years in accordance with the ‘audit berufundfamilie’ in order to further improve for the employees the compatibility of working and private life. The management and the human resources department shall be responsible for this.

3.4.2 UFZ Family Office as permanent contact point

UFZ established a Family Office in 2014 as central contact and coordination point for the long-term implementation of the issue “compatibility of career and family”.

Measures:

1. The Family Office shall offer information, advice, and support for all employees regarding queries concerning the family.
2. It shall coordinate the allocation of places in the kindergartens that UFZ cooperates with and supports their development.
3. It shall support a successful realisation of the measures determined in the target agreement of the ‘audit berufundfamilie’.
4. The Family Office shall act as a contact person regarding the topic ‘dual career’ at UFZ.

3.4.3 Flexible working hours that are compatible with family duties, part-time work

Flexible working hours that are compatible with family duties and the opportunity to work part-time are important measures to improve the compatibility of family, caregiving, and career, in particular also for positions with supervisory and management functions.

Measures:

1. Electronic time recording and a flexitime system enable the employees at UFZ to meet their individual needs regarding the commencement and end of the working time and therefore offer a significantly higher flexibility and family-friendliness.
2. UFZ shall endeavour to design their positions – within the scope of the possibilities – in all fields and functions in a way that requests for reducing the working time may be complied with.
3. In this context, part-time employees shall be granted the same opportunities as full-time employees regarding the professional development and further training.
4. In 2016, principles concerning a family-friendly organisation regarding appointments and meetings as well as standards regarding the minimum availability in cases of mobile work shall be elaborated on with the involvement of managers as well as employees in the scientific and administrative field as well as the works council.

3.4.4 Extension of the duration of non-permanent employment contracts in accordance with the times taken advantage of for the purpose of caring for children or family members

UFZ shall support their employees in exercising their right to take parental leave in accordance with the German Law regarding parental Allowance and parental Leave [*Bundeselterngeld- und Elternzeitgesetz, BEEG*] and the German Law regarding Caregiving or Family Caregiving Periods [*Pflege- bzw. Familienpflegezeitgesetz, PfZG, FPfZG*]. By taking advantage of these times, employees receive the opportunity to devote time to their family members. Accompanying measures shall make the subsequent return to work easier.

Measures:

1. Provided that employees submit a corresponding application, their non-permanent employment contract shall be extended in accordance with the leave for parental or other care that employees have taken advantage of, if the requirements are complied with and within the scope of the legal possibilities.
2. During the time in which family leave is taken advantage of (parental leave, leave for the purpose of caring for family members), contact shall be maintained with the employee's consent in order to continue both professional (invitation to colloquia, lectures, further training measures, continuation of the supervision of postgraduates, etc.) and social integration (participation in work outings, celebrations) and in this way facilitate the return to work.
3. A concept/guideline shall be created for dealing with parental leave and caregiving periods in cases of non-permanent employment contracts while taking into consideration the available possibilities and resources. This shall include the determination of clear and binding framework conditions regarding handling the extension of non-permanent employment contracts by the duration of the parental leave or care.

4. A concept for the creation of positions supporting the return of scientists to work shall be developed by the end of 2017, in order to facilitate the return to the scientific field after a career break that is attributable to family-related tasks (see also item 3.1.1.1).

3.4.5 Childcare in external daycare facilities for children

UFZ does not have its own daycare facilities for children at their disposal, but instead cooperates with several external childcare facilities at the UFZ sites Leipzig and Halle. Currently, there is no need for action at the Magdeburg site.

Measures:

1. Upon request and in accordance with the possibilities, children of employees shall be put in nurseries and kindergartens of external institutions within the scope of their cooperation.
2. The respective employees themselves shall bear the costs of the childcare.
3. UFZ shall financially support the institution running the respective daycare facility for each admitted child.
4. At all three UFZ sites, the need for childcare shall be ascertained on a regular basis.

3.4.6 Childcare during the school holidays and on bridge days

UFZ shall support employees with children required to attend school by means of special childcare offers during the six weeks' summer holidays, as these may be only partially be covered by employees' holidays, as well as on bridge days when the schools are closed.

Measures:

1. In cooperation with an environmental education centre, UFZ shall offer a holiday camp for pupils during the summer holidays at the sites Leipzig and Halle. The offer shall be extended to children of employees of UFZ aged six to twelve and shall be supported by the association of Friends and Sponsors of UFZ [*Verein der Freunde und Förderer des UFZ*].
2. There is a plan to additionally establish a childcare on selected bridge days of employees at UFZ.

3.4.7 Parent-Child-Office

By means of the Parent-Child-Office in Leipzig that has been on site already since 2007, UFZ makes an important contribution to improving the compatibility of career and family and in that regard complies with requests of their employees. If the daycare is not available at short notice or upon visits during parental leave, mothers and fathers have the opportunity to temporarily take their children to work with them.

Measures:

A so-called "mobile parent-child office" shall be established at the Halle site, by summer 2016.

3.4.8 Compatibility of career and caregiving

In addition to the compatibility of career and family, the compatibility of career and caregiving increasingly gains importance. In an ageing society, the phase of childcare is often followed by a phase of caring for other family members. UFZ shall support employees that care for family members in need of care in accordance with the regulations concerning taking advantage of periods for the purpose of caregiving and caring for family members set out in the German Law regarding Periods of Caregiving [*Pflegezeitgesetz, PfZG*] and in the German Law regarding Periods of caring for Family Members [*Familienpflegezeitgesetz, FPfZG*] of 1 January 2015 as well as by means of the following measures.

Measures:

1. In order to meet the increasing requirements regarding a good compatibility of career and caregiving in the light of an increasing number of people who need care, information on this topic shall be provided on a regular basis on the intranet of UFZ.
2. In addition, the UFZ Family Office shall be a contact point regarding questions that may arise in connection with the career and caring for family members.

3.4.9 Dual Career Service

By means of the Dual Career Service, UFZ shall offer the opportunity to support the life partner of selected professionals and managers in the search for employment. In this way, it shall be made easier for newly recruited managers to settle down in their new hometown and a better combination of professional and family-related objectives shall be facilitated.

Measures:

1. When required, the UFZ Family Office shall support the professional integration of partners of the employees newly employed with UFZ through information and advice in the search for employment in the region.
2. In order to increase the range and the efficiency of the service, UFZ is the member of the transregional Dual Career Network of Central Germany [*Dual Career Netzwerk Mitteldeutschland*], which had already been established in 2010 upon the initiative of UFZ. The professional integration of both life partners in the region Halle/Leipzig or in central Germany, respectively, forms the central concern of the network.

3.5. Measures against sexual harassment, mobbing, and discrimination at work

In accordance with the German General Equal Treatment Act [*Allgemeines Gleichbehandlungsgesetz, AGG*], it shall be a part of UFZ's duty of care as an employer (Section 1 of the German General Equal Treatment Act) to protect their employees from disadvantages on the basis of their race or ethnic background, gender, religion or worldview, disability, age or sexual identity as well as from every form of discrimination (Section 3 of the German General Equal Treatment Act). This shall also include the protection against sexual harassment and mobbing.

The management guidelines of UFZ set out individual issues of the aspects indicated above, in particular regarding the responsibility of employees with supervisory and management

tasks for their employees, the communication culture connected therewith as well as interculturality and internationality.

Measures:

1. The management of UFZ shall undertake to immediately pursue cases of disadvantages indicated in Sections 1 and 3 of the German General Equal Treatment Act that became known, of sexual harassment and mobbing.
2. If employees feel to be disadvantaged for a reason indicated in Section 1 of the German General Equal Treatment Act or concerned by sexual harassment, mobbing, or other forms of discrimination, there shall be – with regard to the respective responsibility – a right to advice and support in individual cases by:
 - the officer responsible for complaints in connection with the German General Equal Treatment Act
 - the works council (Sections 75 and 80 of the German Works Council Constitution Law [*Betriebsverfassungsgesetz, BetrVG*])
 - the equal opportunities officer
 - the representative of severely handicapped employees
 - the human resources department
 - ombudspersons for ensuring good scientific practise
 - trustworthy individuals
 - the company medical officer

3.6 Implementation of a gender-inclusive language

A successful gender equalisation also includes an equal treatment of the genders in terms of language. In the German language, the male version of words (generic masculine) for designating male and female persons is still predominant. Not designating and in this way making women invisible through language is discriminating and enhances socialised stereotype modes of thinking and behaviour patterns. However, gender-inclusive language is an efficient means of achieving gender equalisation. It makes women and men equally visible and does not discriminate anyone. All people who are meant feel addressed by gender-inclusive language.

In order to express gender equalisation by means of language (Section 4, subsection 3 of the German Federal Equality Law) a gender-inclusive language shall be used in all documents, agreements, contracts as well as in the official correspondence at UFZ.

Measures:

1. All documents such as contracts, works agreements, election regulations, and forms of UFZ shall be phrased using a gender-inclusive language.
2. All employees shall be sensitised to using a gender- inclusive language. In particular the management, the human resources department as well employees with supervisory and management tasks are encouraged to practise a gender- inclusive language in their area of responsibility.
3. The equal opportunities officer shall make available on her intranet page to all employees a guideline that includes recommendations and examples for using a gender- inclusive language and shall supervise its use (supervisory function).

4. State of implementation and updating the Equal Opportunities Plan

The equal opportunities officer submits a written report as of 31 December of each year regarding the analysis of the implementation of the measures and the achievement of objectives that are set out in the Equal Opportunities Plan as well as regarding the development of the situation of female and male employees at UFZ. The data required therefor shall be provided by the human resources department.

The Equal Opportunities Plan may be adjusted to the current circumstances after two years. It shall be revised after 4 years (whereby the equal opportunities officer shall be involved at an early stage) and shall be adjusted to new circumstances.

5. Other provisions, entry into force, and duration of the Equal Opportunities Plan

1. The Equal Opportunities Plan shall enter into force on 1 August 2016 and shall have duration of 4 years.
2. As far as the German Agreement regarding the Implementation of Gender Equalisation concerns regulations beyond this Equal Opportunities Plan, these shall directly apply.
3. The Equal Opportunities Plan must be published on the intranet of UFZ in German and English within one month after the commencement of its duration and all employees shall be made aware of it without delay. Employees with supervisory or management tasks shall receive it in text form.