



GEOMAR Gender Equality Plan

2022-2026

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List of abbreviations

AGG: General Act on Equal Treatment (AGG)

AV-Glei: Ausführungsvereinbarung zum GWK-Abkommen über die Gleichstellung von Frauen und Männern bei der gemeinsamen Forschungsförderung (Equality Implementing Agreement)

BGleiG: Bundesgleichstellungsgesetz (Federal Equality Act)

CaM: Communication and Media

EIGE: European Institute for Gender Equality

EOC: Equal Opportunity Commissioner

FTE: Full-time equivalent

GEOS: GEOMAR Employee Online Survey

GWK: Gemeinsame Wissenschaftskonferenz (Joint Science Conference)

HSE: Health, Safety & Environment

RD: Research division

RU: Research unit

Team GE&D: Team Gender Equality & Diversity

TEQ: TOTAL E-QUALITY award

TLC: Technology & Logistics Centre

WEB: Women's Executive Board

Executive Summary

Gender equality is one of the most important and urgent aspects of the overarching theme of diversity. In order to establish a diverse and inclusive working culture that supports our scientific excellence, GEOMAR Helmholtz Centre for Ocean Research Kiel is committed to improving gender equality in all areas -science, technology and administration- as well as establishing a family friendly work culture.

We promote gender equality as a cross-cutting issue that needs to be institutionalised and included in all stages of processes and decision making at our centre. Hence, GEOMAR aims not only to increase the participation of women by increasing their numbers, but also to initiate sustainable change in organisational processes and structures. An overarching aim is to sensitise and engage the whole organisation and its employees with regard to the aims and measures set out in the Gender Equality Plan.

The second Gender Equality Plan of GEOMAR has a fixed term of four years (2022-2026) and will be updated regularly in line with new data and a mid-term evaluation. It empowers leaders, the department of Human Resources and Legal affairs, equal opportunity officers and other key actors at GEOMAR to act as facilitators for the successful implementation of its measures in support of gender equality.

The Gender Equality Plan is structured into five chapters as summarised below.

Chapter 1 on “Preamble” introduces GEOMAR’s commitment and mission for gender equality and gives a summary of the actors working in this area and how they are organised.

Chapter 2 on “Status report” sets the scene for the next Chapter via (2.1) a qualitative evaluation of the achievements and shortcomings of GEOMAR’s first GEP; and (2.2) a quantitative evaluation of the latest gender segregated data.

Chapter 3 on “Catalogue of aims and measures” puts forward 21 aims under seven action fields (Table 1) that will be implemented in the validity period of the plan. For each aim, a set of measures, indicators and responsible actors are identified.

Chapter 4 on “Data collection and monitoring” describes the process of data collection and reporting. It outlines the main tasks and the structure of the Gender Equality Committee, which monitors the success of the measures implemented in the GEP.

Chapter 5 on “Outlook” identifies further focus areas and sets the vision for the next (third) GEP.

Gender Equality Plan: Action Fields and Aims

3.1 | Action Field 1: Strengthen Gender Equality

Aim 1: Reduce under-representation of women

Aim 2: Promote women for higher qualifications

Aim 3: Increase women's visibility

Aim 4: Recognition for achievements in the field of gender equality (and diversity)

3.2 | Action Field 2: Work-Life Balance and Organisational Culture

Aim 5: Improving the compatibility of work and caring responsibilities

Aim 6: Strengthen acceptance of part-time work

Aim 7: Support for employees with fixed-term contracts who go on maternity leave, parental leave and care leave

Aim 8: Increase acceptance of fathers/partners on parental leave

3.3 | Action Field 3: Gender Balance in Leadership and Decision-Making

Aim 9: Equal opportunities through more leading responsibility

Aim 10: Shaping committee work in a gender-responsive way

3.4 | Action Field 4: Gender Equality in Recruitment and Career Progression

Aim 11: Non-discriminatory staffing procedures

Aim 12: Check career options for cruise leaders

3.5 | Action Field 5: Integration of the Gender Dimension into Research and Teaching Content

Aim 13: Consideration of gender equality and diversity in third-party funding applications and projects

3.6 | Action Field 6: Measures against Gender-biased Violence, including Sexual Harassment

Aim 14: Anti-discrimination: prevention of sexualised border violations on scientific cruises

Aim 15: Establishing of a process for dealing with conflicts at GEOMAR (including, among others, sexual harassment and discrimination)

3.7 | Action Field 7: Training

Aim 16: Creation of a concept for the organisation and documentation of the training offers

Aim 17: Sensitisation of the department of Human Resources and Legal Affairs

Aim 18: Raising awareness among leaders

Aim 19: Raising awareness of the work-life balance for all employees

Aim 20: Anti-discrimination: information events for all employees

Aim 21: Gender-sensitive didactics for those who teach

1. Preamble



It is the priority task of the leaders at GEOMAR to achieve equal opportunities, to ensure better compatibility of work and caring responsibilities and to improve family friendliness.

Equal opportunities should become established practice. Leaders know the added value of diverse teams at all levels and promote all employees according to their professional and personal potential.

The Gender Equality Plan thus lays the foundations for the targeted promotion of women and the achievement of equal opportunities through staffing and organisational measures. GEOMAR's leaders thereby have a tool available to deal with one of their management tasks - personnel development.

The measures are to be implemented into the daily workflow and make a contribution to establishing an equal opportunity-oriented culture at GEOMAR.

1.1 GEOMAR's obligation and mission

Gender equality and equal opportunities are overarching topics that influence all working areas and processes. Therefore, all leaders, the Human Resources and Legal Affairs department and those responsible for processes should integrate aspects of gender equality and equal opportunities into their work right from the outset, or seek appropriate advice on these topics. In particular, training should be provided to raise employees' awareness of the various levels and aspects of gender equality, since this is the only way to achieve broad acceptance and internalisation of the topic.

GEOMAR has 740 employees, of which 46% are women and 54% are men (as at 31.12.2021). 482 employees work in the research divisions, where 45% of the employees are female and 55% are male. The proportion of women in administration is approximately 61%, in central facilities it is 32% and in the directorate it is 53%.

Among other things, the Gender Equality Plan aims to significantly and sustainably increase the proportion of women in the scientific and non-scientific departments in which they are under-represented. In science, the proportion of female employees decreases as the career level increases (Chapter 2.2). At the level of PhD students, postdoctoral students (< 6 years after their doctoral degree) and the associated scientists (with fixed-term positions, > 6 years after their doctoral degree), GEOMAR is already characterised by a balanced ratio of women and men. However, women are still under-represented among heads of early-career groups (with fixed-term and permanent positions) at 30% and among senior scientists (with permanent positions) at 24% (as at 31.12.2021). Among professors (in W2 and W3 positions), the proportion of women is also low at 33%. In the non-scientific departments, women are also under-represented in leadership positions, with the proportion of women at the 3rd leadership level (head of department and leadership positions in central services and the directorate) at 17% and the proportion of women at the 4th leadership level (team leadership) at 42% (as at 31.12.2021). More women work there than men in the lower salary groups. More women than men work in part-time positions across all areas and departments.

Other goals of the GEP are to improve the compatibility of work and caring responsibilities, to prevent various forms of discrimination and sexual harassment and ultimately to initiate the sustainable change of organisational processes and structures.

In order to advance the above topics, the Gender Equality Plan sets out 21 Aims and a series of measures for each aim (Chapter 3). These are allocated to the following seven Action Fields:

1. Strengthen Gender Equality
2. Work-Life Balance and Organisational Culture
3. Gender Balance in Leadership and Decision-Making
4. Gender Equality in Recruitment and Career Progression
5. Integration of the Gender Dimension into Research and Teaching Content
6. Measures against Gender-biased Violence, including Sexual Harassment
7. Training

Collecting and publishing gender-differentiated data has become a general standard in recent years and is also required by Horizon Europe¹, but is not yet fully implemented and coordinated at GEOMAR. This is why a significant change in this second Gender Equality Plan is a comprehensive gender data template (Chapter 4), which unifies the personnel data collection

¹ EC "Gender equality in research and innovation" (<https://europa.eu/Vq39kBG>)

at GEOMAR and enables a quantitative status analysis of the personnel structure, right down to the departmental level.

In addition, quantitative indicators have been developed to improve the measurability of the defined measures. The development of indicators within the framework of the "Baltic Gender"² EU project (2016-2020) has provided an important impetus for the gender data template. Qualitative indicators are also envisioned and will be generated, for example by means of surveys.

The topic of diversity has also been increasingly pursued recently: GEOMAR joined the Charta der Vielfalt³ (Diversity Charter) in October 2021. The next step is to establish a "Diversity Board", which is intended to act as a think tank to drive the development of a vision for diversity at the institute. Since diversity also represents an extension of gender equality, it is already integrated into some parts of the Gender Equality Plan.

Gender equality and diversity are cross-cutting tasks, just like digitalisation. They are most effective when they are included as criteria in the decision-making process right from the outset. This Gender Equality Plan is also intended to further this aim.

In legal terms, the Gender Equality Plan is a contribution to the implementation of Art. 3 (2) of the Basic Law for the Federal Republic of Germany (GG). It is subject to the legal framework of the Federal Equality Act (BGleIG). Implementing the objectives of the BGleIG in non-university research institutions is regulated in the Equality Implementing Agreement (AV-Glei), which is to be seen as a further legal basis. The principles set out in the General Act on Equal Treatment (AGG) are also incorporated.

The Gender Equality Plan is valid for a period of four years (2022-2026) and will be evaluated after two years at the latest.

It is published on the public web page of GEOMAR gender equality (in line with the EU Horizon requirement and Section 14 BGleIG).

In accordance with Section 11 p. 2 BGleIG, the implementation of the Gender Equality Plan is a special obligation of personnel management, employees in leadership positions and the directorate.

² <https://www.baltic-gender.eu/home>

³ <https://www.charta-der-vielfalt.de/>

1.2 Actors and organisation

The equal opportunity officers at GEOMAR are elected every four years. The current Equal Opportunity Commissioner at GEOMAR and her deputy work on an equal footing. Their term of office runs until 31.05.2023. They are formally assigned to the Administrative Director and are each allocated 50% of their working time for their duties. In order to further promote gender equality and to increase the focus on diversity, these topics have been strategically anchored in the directorate since 01.10.21 through new responsibilities assigned to the assistant of the Administrative Director (25%), the assistant for internationalisation in the Science Coordination team (25%) and the previous assistant of the Equal Opportunity Commissioner (50%) (Team Gender Equality & Diversity).

The topic of gender equality at GEOMAR receives additional support from the Women's Executive Board (WEB) founded in 2013, a group of female leaders from the scientific staff with personnel responsibility, whose aims are to promote qualified and motivated women and to encourage them to remain in science.

In addition to the extensive family portal on the Intranet⁴, the topic of "reconciling work and family life" receives further support through a 10% position in the Human Resources and Legal Affairs department, which can provide information on family-friendly measures at GEOMAR and which is responsible for the allocation of nursery places.

With its successful application for the TOTAL E-QUALITY award, GEOMAR was able to further demonstrate that it successfully implements equal opportunities in its organisational policy. The re-application in 2020 was also successful. Another re-application is due in 2023. At this time, an extension to include the add-on award for diversity is also planned.

The "Baltic Gender"⁵ EU project (2016-2020), coordinated by GEOMAR, was also able to provide much impetus. Strong networks have emerged that contribute to the professionalisation of gender equality work at GEOMAR. The results and recommendations from Baltic Gender are taken into account in the Gender Equality Plan.

Many important findings were also derived from the GEOS survey⁶ initiated by the WEB in 2019.

In order to ensure the implementation of the Gender Equality Plan in the future, a Gender Equality Commission will be established after its publication. This has the task of ensuring appropriate monitoring and evaluation (see Chapter 4.3).

⁴ <https://intranet.geomar.de/verwaltung/familienportal>

⁵ <https://www.baltic-gender.eu/home>

⁶ <https://www.geomar.de/websurveys>

2. Status report



On the one hand, the current status of gender equality at GEOMAR was qualitatively assessed through an evaluation of the first Gender Equality Plan (2.1). In addition, a quantitative analysis was carried out on the basis of data (2.2). Both evaluations were decisive for prioritising the aims and measures set out in Chapter 3.

Over and above the first Gender Equality Plan, there are further positive developments that can be attributed either to other existing structures or to the dedication of individuals. One noteworthy example is the Inge Lehmann fund, which has established itself as a successful instrument for re-entry at GEOMAR and which will be continued (see 2.2.5).

2.1 Evaluation of the first Gender Equality Plan

GEOMAR's first Gender Equality Plan⁷ was valid from 2015-2019. It focused on a total of 25 measures in six action fields, and made a significant contribution towards establishing awareness of equal opportunities for the genders and towards initiating a change in thinking at GEOMAR.

The evaluation of the measures is an important basis for the preparation of the new Gender Equality Plan. The analysis is used to derive aims and recommendations for action for the new version of the plan, in order to make it an effective tool.

The evaluation of the first plan shows that many of the proposed measures could be implemented in full or at least in part. At the same time, it becomes clear how important the measurability and transparency of successes are, along with improved and institutionalised data collection. These results are reflected in the new Gender Equality Plan through the introduction of indicators and the GEOMAR gender data template, as well as a comprehensive presentation of the aims and measures.

In addition, it becomes clear how important it is to designate those responsible for processes (set out in the new plan in the tables of aims under "Planning and implementing") and to evaluate the implementation on an ongoing basis. Although this was already envisaged in the first plan in measure 25 "Regular meeting of those involved in the Gender Equality Plan to ensure the objectives set out in the plan", these meetings were not implemented consistently. The

⁷ https://intranet.geomar.de/fileadmin/content/leitung/gleichstellung/downloads/GEOMAR_Gleichstellungsplan_2015-2019.pdf

second plan therefore focuses more on regularity and obligation and introduces a Gender Equality Commission. The introduction of a gender equality report and the inclusion of the Gender Equality Plan as a reporting item for central committees at GEOMAR could strengthen the Gender Equality Commission.

2.1.1 Measures in the first Gender Equality Plan

The following is a brief evaluation of the measures:

We mostly achieved the quantitative aims in Action Field 1 “Women’s advancement as a management responsibility” (measures 01 and 02). The measure of promoting women for specialist and leadership positions depends heavily on the respective leaders, so it could not be established structurally or surveyed. A final evaluation is therefore unfortunately not possible.

The principle regulations from the Federal Equality Act were to be introduced in application procedures in Action Field 2 “Personnel recruitment/staffing” (measures 03-06). This partly occurred.

Measure 8 to “Organise a ‘Women’s General Meeting’ on current topics” was fulfilled in Action Field 3 “Career advancement/training”. The first steps towards measure 10 “Preparation of an in-house seminar...” have been undertaken as part of the 2018 closed management meeting. The training and personnel development concept has not yet been developed.

The largest number of positive developments can be observed in Action Field 4 “Measures for reconciling work and family life” (measures 12-18). The establishment of the family portal on the Intranet, through which information and contact details for further topics such as emergency childcare, childcare in general and during the holidays can be obtained, is particularly noteworthy. In order to bridge shortages and make it easier to return to work after family leave, scientists have also had the Inge Lehmann fund available since 2015, which has been very well received.

The aim of making the Gender Equality Plan available in both digital and analogue formats was achieved in Action Field 5 “Public relations measures” (measures 19-22). Furthermore, in 2017 a flexibly-designed first guideline on the topic of “Gender-neutral language for GEOMAR”⁸ was developed and published on the website.

The decision was made not to apply for certification from ‘Audit Beruf und Familie’ in Action Field 6 “External activities/Audits”. In contrast to this, we decided in favour of applying for a ‘TOTAL E-QUALITY’ award in 2017. In 2020, there was a successful re-application.

As already mentioned above, the Action Field “Miscellaneous” only contained one measure (25): in order to review current developments, regular meetings of those involved in the Gender Equality Plan should have been held to ensure that the aims set out in the GEP are met. These meetings only took place at the beginning.

⁸https://intranet.geomar.de/fileadmin/content/leitung/gleichstellung/downloads/Leitfaden_geschlechtergerechte_Sprache_2017.pdf

2.2 Actual status based on the data

Collecting gender-differentiated data is a central tool that enables us to obtain an up-to-date, data-based overview of the distribution of the genders in various contexts. These can be, for example, distributions in salary groups, part-time employment, fixed-term and permanent employment, status groups, etc. The regular collection of gender-differentiated data makes it possible to identify quantitative successes, but also imbalances. In the next step, gender equality measures can be derived and aligned in a targeted and efficient manner, taking into account the individual circumstances and requirements in the different areas and departments.

At GEOMAR, the first gender-differentiated data collections were introduced on a regular basis with the first Gender Equality Plan in 2015. However, the collection was limited to general data across the whole centre. In 2019, an initial expansion of the existing survey defined in the first Gender Equality Plan for the collection of gender-differentiated data was introduced, in cooperation with the Human Resources and Legal Affairs department.

The existing data collection was the foundation for a comprehensive expansion in 2020. The data collection now includes an overall overview (in headcount and full-time equivalents) of gender-differentiated data right down to the departmental level of GEOMAR according to salary groups, fixed-term/permanent positions and part-time scope in 25% increments. In addition, the PhD students, postdocs, senior and associated scientists, heads of early-career groups, professorships, the cascade and the age structure are recorded.

These figures are an important tool in the daily business of the EOC, for example when advising those issuing job advertisements. However, they are also crucial for developing the measures in the current Gender Equality Plan and form the basis for the key figures for reporting the data (see Chapter 4.2).

Accordingly, gender-differentiated data is available on the distribution of the genders in salary groups, in part-time employment and in leadership positions for all departments at GEOMAR, so that the under-representation of women can also be considered for administration and central facilities, based on the examples in the scientific departments. In addition, data on fixed-term and permanent employment is available for all departments.

In this chapter, we will provide an overview of the following topics:

2.2.1 Gender distribution in the various work areas

2.2.2 General distribution in salary groups for all employees

2.2.3 Scientific leaky pipeline and the cascade model

2.2.4 Scientific support staff at GEOMAR

2.2.5 Part-time employment in the various research divisions and work areas

2.2.6 Re-entry into science after family-related periods of leave

2.2.7 Conclusion

A detailed evaluation of the data is planned for the first data report (at the half-way mark of the Gender Equality Plan, so after two years).

2.2.1 General distribution of the genders at GEOMAR from 2016 to 2021

At GEOMAR, the overall distribution of women and men has remained roughly the same since 2016, with 46-49% female and 51-54% male employees. As shown in Figure 1, the distribution in science has been stable since 2016 with 40-45% female and 55-60% male employees. Since 2016, the proportion of women in administration has remained almost constant at around 62%, while the proportion of women in the central facilities is lower and, with some fluctuations, is around 32%. In the directorate, there has been an equal distribution since 2016; in 2021 the distribution was 47% men and 53% women.

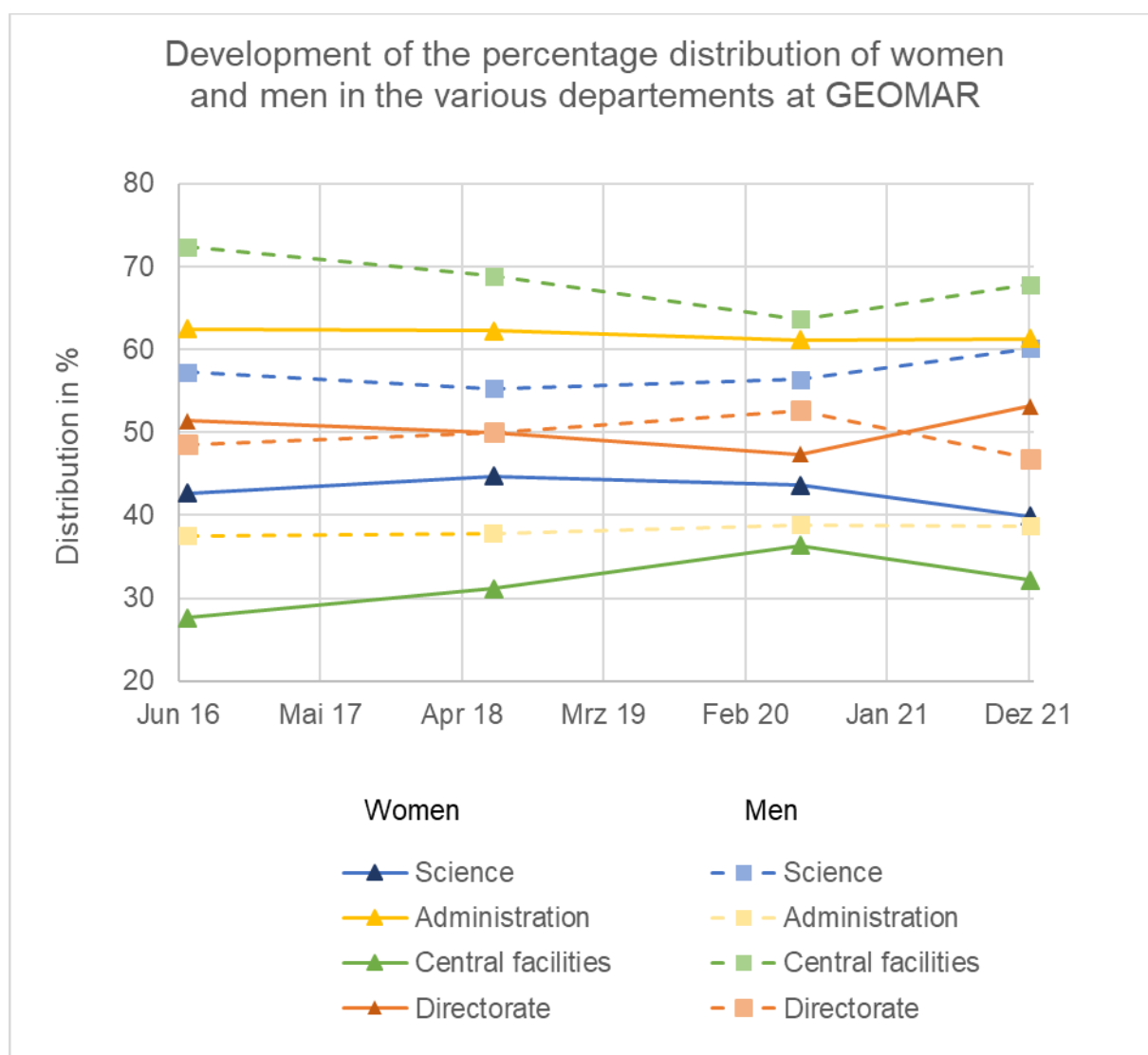
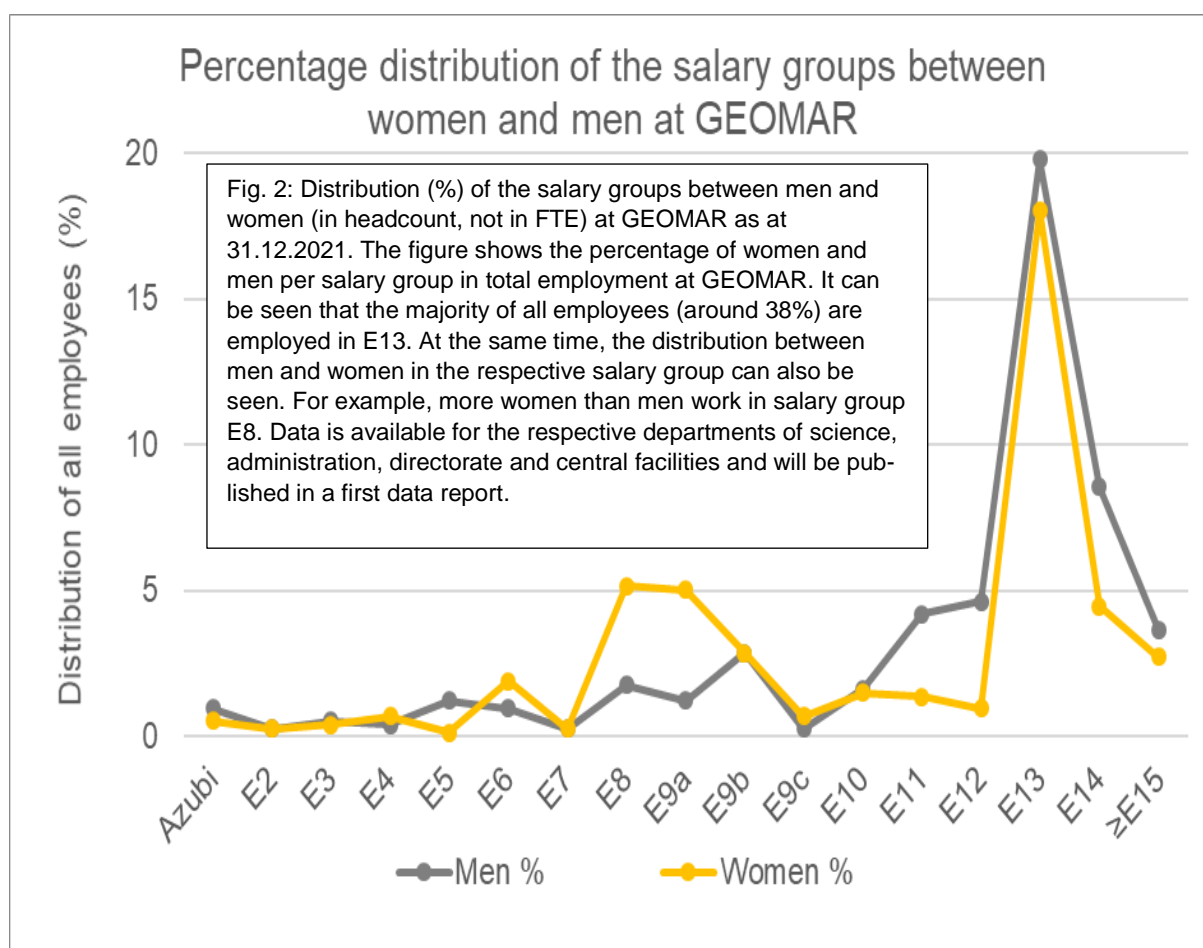


Fig. 1: Distribution (%) of women and men (in headcount, not in FTE) at GEOMAR, divided into science (excluding scientific support staff), administration, central facilities and directorate from 2016 to 2021 (June 2016, June 2018, June 2020, December 2021).

2.2.2 Distribution in salary groups at GEOMAR

A look at the distribution of the salary groups is fundamentally relevant in order to take a first step towards classifying career segregation. Career segregation has two components, and it can be viewed both horizontally⁹ and vertically¹⁰. Both contribute to salary differences between men and women, which are an important yardstick for equal opportunities in working life when employed to perform the same activities. Traditional obstacles on the career paths of women, such as compatibility aspects, re-entry or traditional ideas about gender roles when choosing a career, all have an impact on career segregation and thus on pay differences between men and women.

The general distribution by salary group (Fig. 2) shows how high the proportion of men and women is in the respective salary groups in terms of overall employment. Although the general distribution of the genders (Fig. 1) shows a positive trend, a look at the distribution in salary groups shows that there is a discrepancy between a surplus of women in lower salary groups and that of men in higher salary groups (Fig. 2). The proportion of women in salary groups E8 and E9a is significantly higher than that of men, while women are under-represented in E11 and E12, as well as in E14 and E15, when looking at GEOMAR as a whole. The gender ratio in the other salary groups is relatively balanced, except for E5 where male employees predominate.



⁹ Horizontal segregation is when the groups of workers within a sector or profession consist predominantly of one gender.

¹⁰ Vertical segregation is when advancement opportunities for women are limited in better-paid positions.

2.2.3 Science – leaky pipeline and 2025 cascade

The "leaky pipeline" (Fig. 3) documents the loss of female employees with increasing career levels. The gender-differentiated data from GEOMAR and the 28 EU countries¹¹ highlights the lack of women in leadership positions and at professorial level. The over-representation of men in leadership levels (i.e. vertical segregation) is a global phenomenon in research. The reasons for this segregation are complex and include various barriers at the individual, interactional and institutional levels.

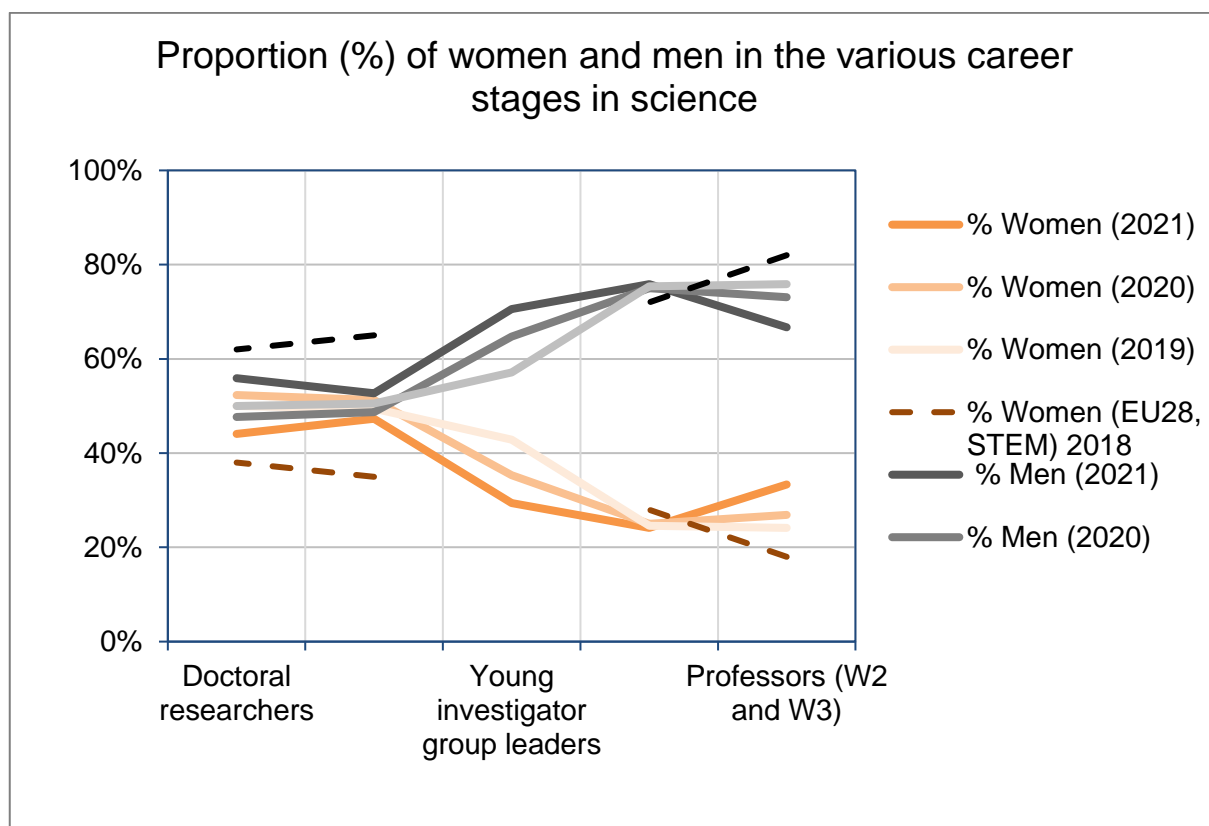


Fig. 3: Proportion (%) of men and women (in headcount, not in FTE) at different levels of scientific careers at GEOMAR (June 2019, June 2020 and December 2021). The EU average for 2018 in the natural sciences and engineering (MINT) is indicated by dashed lines (She Figures 2021). The absolute figures for December 2021 at GEOMAR are: 8 women and 16 men at professorial level; 14 women and 44 men in permanent scientific positions (senior scientists); 5 women and 12 men in early-career leadership positions (heads of early-career groups), 35 women and 39 men in postdoc positions (limited to 6 years after their doctoral degree) and 41 women and 52 men in PhD student positions.

Within the framework of the Pact for Research and Innovation, all scientific organisations are required by the Joint Science Conference (GWK) to set targets for the individual leadership levels and salary groups in the scientific department for a period of five years each. The cascade is therefore a mandatory instrument within the Helmholtz Association and is submitted to the Board of Governors. There are no comparable methods to reflect the proportion of women and targets in administration and the central facilities.

As a declaration of intent, the cascade is intended to help increase the proportion of women in leadership positions and the proportion of women in higher salary groups in science in the long term and ultimately achieve parity. It addresses the findings of research on the "leaky pipeline". The setting of targets is based on analyses of possible vacancies and new positions to be filled, financial planning and normal employee fluctuation. The cascade is divided into

¹¹ European Commission. (2021) She Figures 2021. Luxembourg: Publications office of the European Union.

two data collections: on the one hand, the leadership levels are shown (Fig. 4), and on the other hand, the salary groups (Fig. 5). Both depictions also show the target values set for 2020 and 2025. In order to justify the targets for 2025, it is also necessary to describe strategies and measures for achieving them.

Overall (Figures 4 and 5), the proportion of women in the scientific career levels and salary groups has increased everywhere since 2016. Nevertheless, we will still not reach an equal distribution in the higher salary groups E14 and E15 and the professorships, even if the cascade targets are achieved in 2025. The targets must be taken into account for every scientific position to be filled. This is also underlined by the "leaky pipeline" in science, which has remained constant for years. Even if the gender ratio is balanced at the lower career stage of PhD students and to some extent also among the postdocs, this does not prevail over time at the higher career stages. Therefore there is still an urgent need for action to increase the proportion of women, especially in the higher salary groups, and to record the reasons why women leave science after the PhD or postdoc stage and to counteract this in a targeted manner.

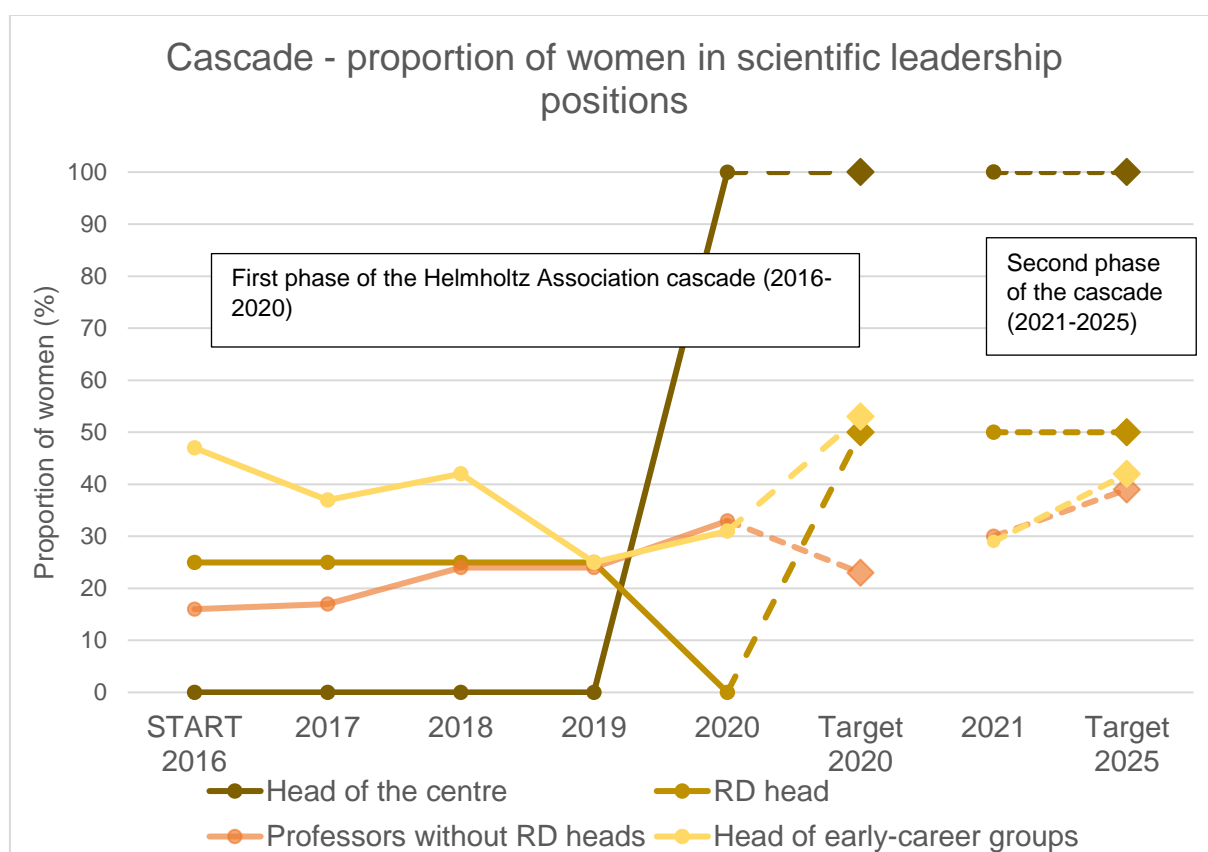


Fig. 4: Cascade with the respective actual status of the proportion of women (% in headcount) in the scientific leadership levels from 2016 to 2020 and the respective targets for 2020. The actual situation at the end of 2021 and the cascade targets for 2025 are also shown. After provision of the data on the aggregated Helmholtz cascade model for 2020-2025, the data from 2021 was slightly corrected for professors and heads of early-career groups. Since these are small groups (< 25 people) in both cases, minor adjustments to the absolute numbers can be decisive.

The cascade model for leadership levels (Fig. 4) reveals the following findings:

- The proportion of women at the head of the centre jumps to 100% from 2019 to 2020 with the appointment of Professor Katja Matthes as the new director. This means that the target for the 2025 cascade has been achieved.
- Among the heads of the research divisions (1st leadership level), the change in positions over time becomes apparent. With the appointment of Professor Matthes as director, the

proportion of women among the heads of the research divisions fell to 0% in the short term in 2020. The new heads of the research divisions were announced in 2021, increasing the proportion of women to 50% (actual 2021). This means that the target for the 2025 cascade has also been achieved in this area.

- Among the professors (2nd leadership level without RD heads), the proportion of women has steadily increased from 16% in 2016 and has stabilised at around 30% since 2020 (33% in December 2020 and 30% in December 2021). This means that the target set for 2020 (23%) has been achieved. The new target for 2025 is 39%.
- Among the heads of early-career groups, the actual status remained the same in 2020 and 2021 with a proportion of women of 30%. The target for 2025 is a proportion of women of just over 40%, which means that the target has not yet been fully achieved.

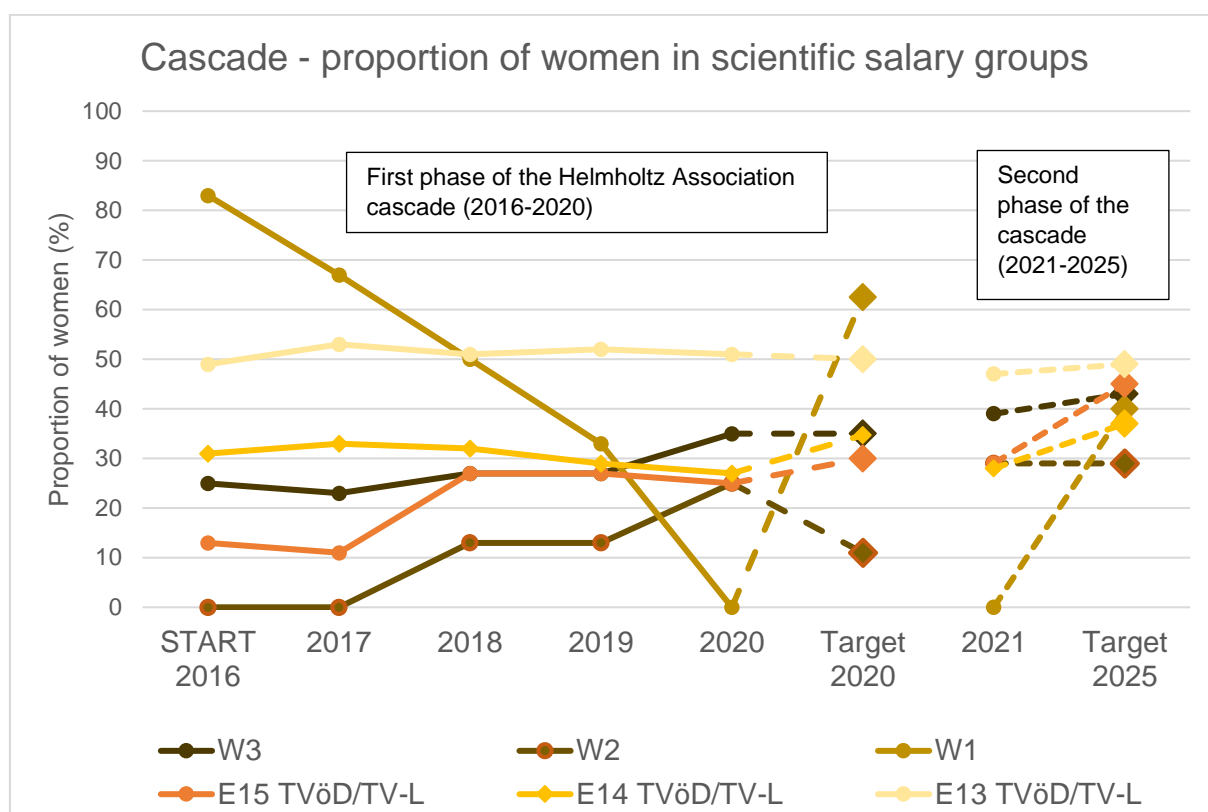


Fig. 5: Cascade with the respective actual status of the proportion of women (% in headcount) in the scientific salary groups from 2016 to 2020 and the respective targets for 2020. The actual situation at the end of 2021 and the cascade targets for 2025 are also shown.

The cascade model for salary groups (Fig. 5) reveals the following findings:

- Within salary group E13, the gender ratio still remains fairly balanced (cascade of salary groups).
- The proportion of women among the scientific employees in E14 is just under 30% and has been declining since 2017. The target for the 2020 cascade of 35% has not yet been achieved (cascade of salary groups).
- In E15, the proportion of women has been increasing since 2017, yet it missed the cascade target of 30% in 2020 by 5%. In 2021, the proportion of women rose by 5%, thereby reaching the cascade target of 30%. For 2025, the target was raised to 45%.

- Among the professors, there is a clear drop in the group of W1 junior professorships. Since there is no tenure track option at GEOMAR, the lack of an increase in the proportion of women in the W1 professorships is compensated for by the proportion of women among the heads of early-career groups (around 30%; Fig. 4).
- In contrast, at the W2 level, a significant increase in the proportion of women from 13% to 25% can be observed between 2017 and 2019. The 2020 cascade target of 11% women in the W2 professorships has thus been achieved. In the new cascade up to 2025, the target for the W2 level has been set at a minimum of 29%. This value was already reached in 2021 and must now at least be maintained, or ideally increased even further.
- Among W3 professorships, the proportion of women has risen by 10% since 2016. This means that the 2020 cascade target of 35% has been achieved. By 2025, the target is to achieve a further increase of at least 8% to reach 43%.

A weakness of the cascade is that the data collection for the proportion of women and the setting of targets are carried out for the whole of GEOMAR. The individual research divisions can therefore have very different proportions of women, which sometimes balance each other out overall due to the combined data collection. It is therefore important to gain a more detailed insight right down to the departmental level of the research units and to develop tailor-made measures.

2.2.4 Scientific support staff at GEOMAR

Around a quarter of the staff of 482 people in the research departments at GEOMAR are active in scientific support (121 person headcount, as at 31.12.2021). Around two thirds of the scientific support staff employed in the research departments work in technical functions (mainly as technicians and data support staff). The gender ratio in this group is balanced (49% women and 51% men). The rest (around a third) of the scientific support staff work in administrative functions (mainly as project managers and team assistants); this group consists almost exclusively of women (95%), which explains the prevalence of more women than men in salary groups E8 and E9 at GEOMAR (see Figure 2, Section 2.2.2).

GEOMAR's central facilities generally employ more men than women, albeit with a slightly different ratio between the two main units: in the Technology & Logistics Centre and Sample Repository, 27% of the employees are women, while the proportion of women in the Information, Data and Computing Centre has risen to 37%. This trend corresponds with the prevalence of more men than women in salary groups E11 and E12 at GEOMAR (see Figure 2, Section 2.2.2).

2.2.5 Part-time employment at GEOMAR

The data on the proportion of women at GEOMAR (Fig. 6) reflects the nationwide trend in the distribution of part-time employment among men and women¹². Part-time employment is considered a central instrument for reconciling stages of life and careers. Part-time work is a fundamental employment model, yet it continues to be linked with career disadvantages. Part-time employment figures are available at GEOMAR, but the reasons why employees work part-time have not yet been established. In general, the data shows that more women than men work part-time. The data collected so far shows that there is no male leader in part-time employment at GEOMAR. The employee survey from 2019 showed, among other things, that parents wish for compatibility models based on partnership, and that there is significant interest among men with a child in reducing their working hours, as well as using flexible working from home options and other family-friendly measures.

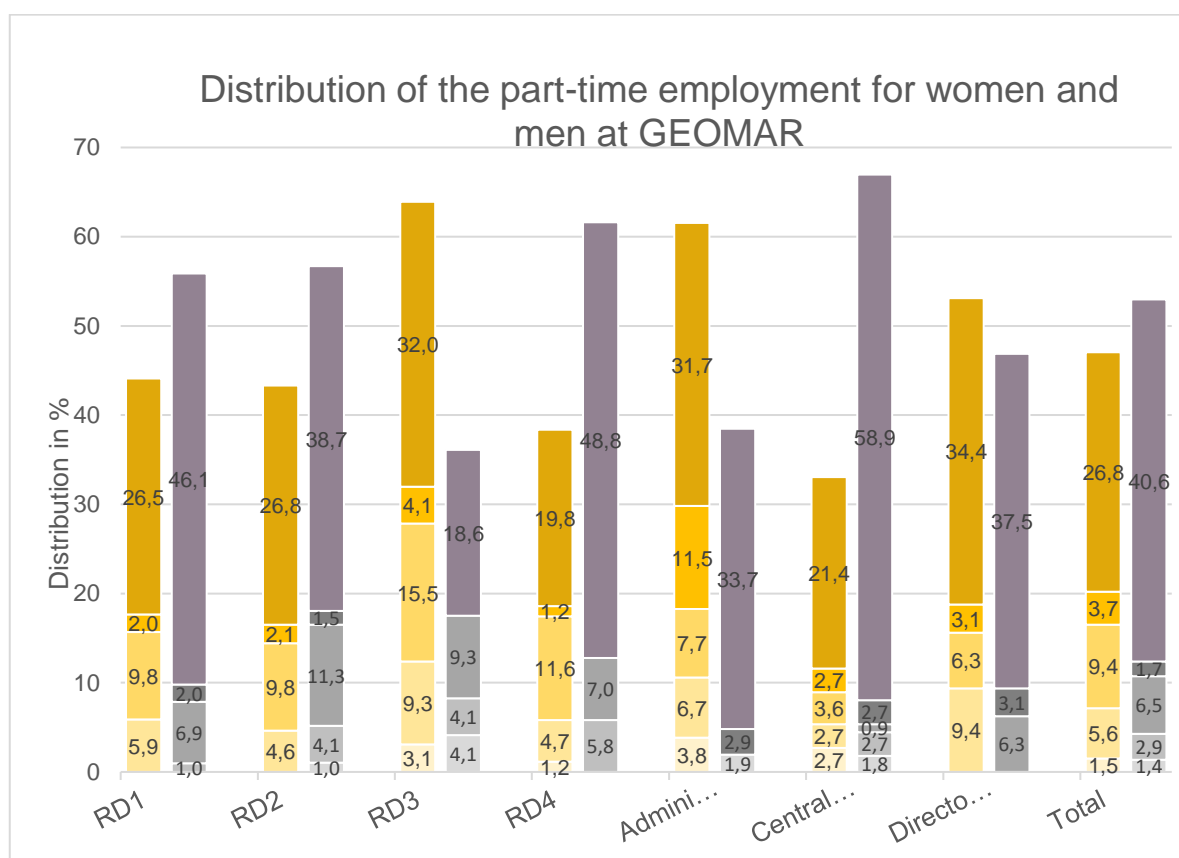


Fig. 6: When looking at the overall view of the bars, the figure shows the distribution of women and men in the research divisions, administration, central facilities and directorate, and in summary it shows the total at GEOMAR as a percentage. The subdivision of the bars shows the proportion of women or men with their respective scope of employment. The scope of employment is divided into 25% increments. For example: in the overall view (total, excluding the directorate), the proportion of women is 47%. Their scope of employment is made up as follows: of these women, 26.8% work full-time, 3.7% work between 29.25 and 38.9 hours per week, 9.4% work between 19.6 and 29.2 hours per week, 5.6% work between 9.75 and 19.5 hours per week and 1.5% work less than 9.7 hours per week. Among the proportion of men of 53% at GEOMAR, 40.6% work full-time, 1.7% work nearly full-time, 6.5% work between 19.6 and 29.2 hours per week, 2.9% work between 9.75 and 19.5 hours per week and 1.4% work a maximum of 9.7 hours per week.

¹² Significantly more women work part-time than men (press release by the Federal Statistical Office of Germany, 6 March 2020): in 2018, nearly half of the employed women (47%) worked part-time, but just under one in eleven men (9%). https://www.destatis.de/DE/Presse/Pressemitteilungen/2020/03/PD20_N010_132.html

In the scientific departments, the distributions of part-time work are similar. The proportion of men employed full-time is significantly higher than the proportion of women employed full-time. Only RD3 differs from the other research divisions. Here, the proportion of women is significantly higher at 63%. In RD3, part-time employment is chosen by half of the women and also half of the men. The high proportion of employees in the part-time category of 19.6 to 29.2 hours per week is largely attributable to PhD students. In the gender data template (see Chapter 4.1), such data can also be differentiated further, e.g. according to status groups and according to fixed-term and permanent employment. In the scientific departments, none of the leadership positions that are defined in the cascade are part-time.

In administration, which is predominantly staffed by women, around half of the women work part-time to varying extents. There are hardly any male part-time workers in administration. In the leadership levels of administration, the proportion of women among the team leaders overall is 67% and among the department leaders 25%. Among all the female team leaders, 50% work part-time and 50% work full-time. There is no part-time employment among the male team leaders. There is also no part-time employment among the department leaders.

The majority of the employees in central facilities work full-time, where the proportion of men is 59% (of the total employees) and the proportion of women is 21%. Only around 20% overall of the total employees (8% men and 12% women) work part-time in central facilities. A statement on the distribution of part-time employees among leaders is not possible here because these have not yet been defined uniformly.

Around one third of female employees work part-time in the directorate, whereas only one fifth of male employees work part-time. Here too, there is still no breakdown available for leadership positions.

2.2.6 Re-entry into science after family-related periods of leave

GEOMAR awards full-time or part-time positions through the Inge Lehmann fund, for which all GEOMAR employees who have had parental leave or family care leave within the last 12 or 24 months can apply. For employees whose employment contract ends during pregnancy, the application entitlement is extended by the period from the end of their contract to the time of giving birth (12 months + X). Two full-time positions are funded every year, which can be divided up if necessary. In the period since its launch in May 2015 until June 2022, 37 applications have been funded (4 men and 33 women). The recipients were at an early stage of their career, i.e. they were scientists with doctoral degrees or postdocs (less than 6 years after their doctoral degree).

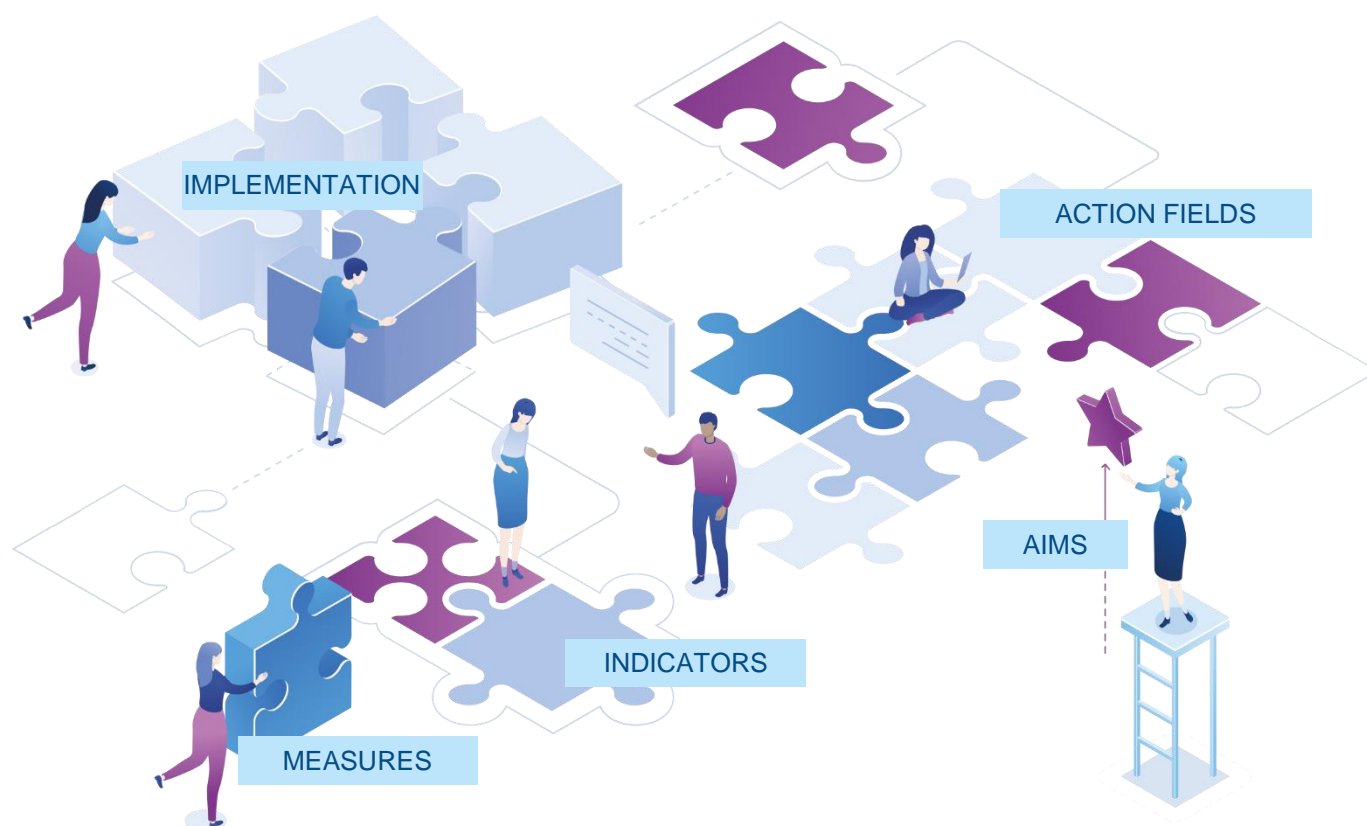
Women received a 68% position for 6 months on average, while men received a full-time position for 7 months on average. This reflects the fact that women only applied for part-time jobs, whereas men applied for full-time jobs. The low number of male applicants indicates that men do not take long periods of leave and therefore do not need funding, or that men receive better support when returning to work.

2.2.7 Conclusion

The brief overview of the distribution of women and men, considered from various aspects, clearly shows that steps have already been taken in the right direction, but that there is still a need for further action. Therefore, a priority and essential aim within the framework of this Gender Equality Plan is to expand the collection and evaluation of gender-differentiated data on different aspects / indicators and to link it together in order to enable targeted action at centre, research unit and departmental level. The measures in the current Gender Equality Plan are thus more qualitative rather than data-driven. However, depending on the availability of data, the measures can be adapted within the framework of the interim evaluation or aligned with the data in the next Gender Equality Plan. Furthermore, the already planned standardised and regular data collection (see Chapter 4) offers the opportunity to reflect developments and to be able to counteract them appropriately.

After all, the under-representation of women at GEOMAR remains a problem. This Gender Equality Plan and the measures it contains address the issue and take a further step towards gender equality.

3. Catalogue of aims and measures



3.1 | Action Field 1
Strengthen Gender Equality

3.2 | Action Field 2 Work-Life Balance and Organisational Culture

3.3 | Action Field 3 Gender Balance in Leadership and Decision-Making

3.4 | Action Field 4 Gender Equality in Recruitment and Career Progression

3.5 | Action Field 5 Integration of the Gender Dimension into Research and Teaching Content

3.6 | Action Field 6 Measures against Gender-biased Violence, including Sexual Harassment

3.7 | Action Field 7 Training

Responsibility for implementation: The people who are responsible for planning and implementing individual measures are requested to submit a timetable for implementation to the Team GE&D four months after the Gender Equality Plan has entered into force. A corresponding template will be provided for this purpose. The timetable will then be reviewed by the Team GE&D; amendments or further details will be requested from those responsible if necessary.

The catalogue of aims and measures encompasses 21 Aims in seven Action Fields. The Action Fields are largely oriented towards the requirements of Horizon Europe¹³.

¹³ <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>

3.1 | Action Field 1 Strengthen Gender Equality

3.1 | Aim 1: Reduce under-representation of women

There is a record of the areas (and status groups) in which women are under-represented. Women can thus be recruited and promoted more specifically for these areas (Section 3, Section 6, Section 7 BGlG).

Quantitative aim: Achieving the targets for the 2025 cascade in the scientific departments.

Aim 1 measures

- a) The departments (in science, central facilities, administration) and the respective status groups will be defined for data collection. The salary groups will be taken into account when determining the under-representation.
- b) The under-representation of women in the scientific departments will be measured (via the "leaky pipeline" indicator and the cascade).
- c) For leadership positions in administration and central facilities, specific aims will be agreed between the leaders there and the directorate.
- d) The under-representation will be recorded by the Human Resources and Legal Affairs department and communicated to those issuing job advertisements.
- e) In departments with significant under-representation, measures will be identified to reduce this (e.g. headhunting, specifically targeting women, etc.).
- f) Appeals for applications by women will only be added to the job advertisement in the event of under-representation.
- g) The Helmholtz Association's cascade model for scientific staff will be followed.

Aim 1 indicators

Leaky pipeline, cascade

Quantitative: Positive change in the departments where women are under-represented.

Reporting item in the GEOMAR gender data template.

Planning and implementing Aim 1

Human Resources and Legal Affairs

- c) Administrative Director together with leaders from Administration and Central Facilities

3.1 | Action Field 1 Strengthen Gender Equality

3.1 | Aim 2: Promote women for higher qualifications

Women are promoted internally at GEOMAR for specialist and leadership positions. This strengthens the obligation to promote women.

Aim 2 measures

- a) Targeted training and/or coaching offers and/or temporary assignment of higher-ranking activities for women at GEOMAR to increase their chances of occupying higher-ranking positions. The Human Resources and Legal Affairs department advises on the assignment of higher-ranking activities in line with the TVöD.
- b) Assigning special tasks or project tasks.
- c) Temporarily assigning leadership positions (e.g. substitution for maternity/paternity leave, sabbaticals and expeditions).
- d) Assigning conference leadership / presentation of meetings.
- e) Creating opportunities to present work results (e.g. presentations within the research division/research unit seminars). In the research division/research unit seminars, the presenters will pay attention to a balanced gender ratio.

Aim 2 indicator

Quantitative: Graphic of under-representation of women.

Planning and implementing Aim 2

Leaders

3.1 | Action Field 1 Strengthen Gender Equality

3.1 | Aim 3: Increase women's visibility

At GEOMAR, visibility is understood as an instrument to achieve gender-equal participation, to increase recruitment and to give GEOMAR more presence in the media.

Aim 3 measures

- a) Together with the Communication and Media department, investigate whether and where meaningful data collection regarding the visibility of women can be carried out as part of the media work.
- b) Leaders will point out to female scientists that they can register in databases or online networks to increase their own visibility.
- c) The guideline for gender-neutral language will be updated to become a guideline for diversity-sensitive language. It will be communicated throughout GEOMAR (by CaM) in order to make women and other disadvantaged people more visible and to be consistent in both internal and external communication.

Aim 3 indicator

Indicators will be developed, potentially in the context of the measures in a).

Planning and implementing Aim 3

- a) and c) CaM
- b) Leaders

3.1 | Action Field 1 Strengthen Gender Equality

3.1 | Aim 4: Recognition for achievements in the field of gender equality (and diversity)

The new concept for achievements in the field of gender equality and diversity includes a proposal for awarding those people who advocate and promote gender equality and diversity. This award can generally be made by means of a performance bonus or by offering a prize.

Aim 4 measure:

In the framework of revising the concept and the work agreement for performance bonuses at GEOMAR, investigate whether an award can also be made to those people who advocate and promote gender equality and diversity. It is also conceivable that, instead of awarding a performance bonus, people will be recognised for their efforts by offering a prize. For this purpose, possible achievements and criteria according to which awards could be made will be developed and defined.

The outcome is still open. The existing work agreement for performance-oriented bonuses could be supplemented with criteria for awards in the area of gender equality and diversity, or a new, separate work agreement for achievements in the area of gender equality and diversity could be created. It could also be decided to award a prize instead of a performance bonus. A corresponding proposal will be submitted to the directorate.

Aim 4 indicator

Will be developed once concept and work agreement are in place.

Planning and implementing Aim 4

EOC and Staff Council

3.2 | Action Field 2 Work-Life Balance and Organisational Culture

3.2 | Aim 5: Improving the compatibility of work and caring responsibilities

GEOMAR offers measures to help with childcare and improve the compatibility of childcare/nursing with business trips.

Aim 5 measures

- a) Information will be provided about the childcare or supervision offers available and the corresponding application will be supported where necessary. A systematic process that enables longer-term planning for parents will be defined and communicated. The utilisation of the childcare or supervision offers will be recorded.
- b) Human Resources will record how often the "Reimbursement of additional childcare costs incurred during business trips" is used for ship expeditions.
- c) Childcare or supervision offers for employees' children during major events, conferences, meetings at GEOMAR.
- d) A survey could be used to ascertain whether it is necessary to set up a parent-child office/room that parents can use with or for their children in an emergency.
- e) Equipping the toilets close to event venues with baby changing tables (for men and women).
- f) An attempt will be made to rebuild the parents@GEOMAR grassroots network. Support for questions will be provided by a contact person in the Human Resources and Legal Affairs department in the form of a regular exchange.

Aim 5 indicators

Quantitative: Utilisation of the childcare or supervision offers, recording how often childcare cost reimbursement is utilised for business trips.

Qualitative: Questions about satisfaction with the offers through a survey.

Planning and executing Aim 5

- a) and b) Human Resources and Legal Affairs
- c) People responsible for GEOMAR events
- d) Team GE&D with personnel development
- e) HSE / Technical Services
- f) Human Resources and Legal Affairs

3.2 | Action Field 2 Work-Life Balance and Organisational Culture

3.2 | Aim 6: Strengthen acceptance of part-time work

Part-time work is regarded as a fundamental employment model, so its acceptance and importance is increasing overall. Particular attention will be paid to "leadership in part-time work" and "acceptance and support of men working part-time".

The Law on Part-Time Work and Fixed-Term Contracts (Teilzeit- und Befristungsgesetz, TzBfG, Section 1, Section 6), according to which the employer must enable employees to work part-time, including those in leadership positions, will be implemented. The conditions for the admissibility of fixed-term employment contracts and discrimination against part-time and fixed-term employees will be prevented.

Aim 6 measures

- a) Collecting data on part-time work.
- b) The acceptance of part-time work, especially in leadership positions and by men, should be promoted by the presentation of role models (individuals) and work models (e.g. within the framework of internal communication). The part-time option will be included in job advertisements for leaders (see Aim 11a).
- c) Information on acceptance and support by men will be provided on the Intranet. The information will be communicated.
- d) The new survey initiated by the WEB will ask whether part-time work is seen as an obstacle to career development.
- e) Request to indicate the previous working scope (academic age) in the CV in job applications.

Aim 6 indicators

Quantitative: Data collection on part-time employment.

Qualitative: New survey from the WEB.

Planning and implementing Aim 6

Human Resources and Legal Affairs, WEB, EOC

3.2 | Action Field 2 Work-Life Balance and Organisational Culture

3.2 | Aim 7: Support for employees with fixed-term contracts who go on maternity leave, parental leave and care leave

As an employer, GEOMAR ensures that potentially negative effects of a fixed-term contract, which could put a strain on an employee's pregnancy, parental leave or care leave, are reduced.

Aim 7 measures

- a) GEOMAR will carry out a legal and economic viability check to determine whether it is possible that fixed-term employment contracts of parents or employees with other care responsibilities do not expire within the parental leave or care leave taken. On the basis of this check, options for extending contracts should be established: in the case of pregnancy, at least until the calculated due date for the birth, and in the case of parental leave, until the end of parental leave. By offering an extension of the employment contract until the calculated due date for the birth, a financial disadvantage for women is counteracted by the fact that there are no unemployment benefit months, which are included in the calculation of the parental allowance at zero euros.
- b) This also includes advice from the superiors about re-entry. Before starting parental leave, additional discussions will be held on continuing work after parental leave, and qualification options during or after parental leave in accordance with Section 10 BGlG for re-entry along with further perspectives will be discussed.
- c) A listing of third-party funding providers will provide information on who extends in the event of pregnancy/parental leave.

Aim 7 indicator

Quantitative: Collect data on contracts that end during pregnancy, parental leave or care leave (also see Aim 8, Measure a) Collecting data on parental leave)

Planning and implementing Aim 7

- a) Human Resources and Legal Affairs
- b) Leaders
- c) Science Coordination

3.2 | Action Field 2 Work-Life Balance and Organisational Culture

3.2 | Aim 8: Increase acceptance of fathers/partners on parental leave

Parental leave is also a matter of course for the partners of mothers at GEOMAR. The proportion of partners on parental leave at GEOMAR has increased.

Quantitative aim: Increase the proportion of fathers/partners taking parental leave and extend the length of the parental leave taken.

(Problem: Data on the distribution of the parental leave taken is currently not available at GEOMAR, so this indicator must be refined if a data evaluation is possible).

Aim 8 measures

- a) Collecting data on parental leave in the Human Resources and Legal Affairs department will be checked (e.g. through SAP).
- b) The acceptance of fathers/partners on parental leave, especially in leadership positions, should be promoted by the presentation of role models (e.g. in internal communication) and also supported and exemplified by the leaders.
- c) Attempt to create a network of fathers (with the support of the "Vätternetzwerk conpades" fathers' association).
- d) (Also see Aims 19+20: Sensitisation and training on "Fathers on parental leave").

Aim 8 indicator

Quantitative: Data collection on parental leave by length, gender and duration.

Planning and implementing Aim 8

- a) Human Resources and Legal Affairs
- b, c) GE&D

3.3 | Action Field 3 Gender Balance in Leadership and Decision-Making

3.3 | Aim 9: Equal opportunities through more leading responsibility

Equal opportunities are a leadership task (Section 4 BGleiG): leaders use and refer to the Gender Equality Plan in the personnel development activities for which they are responsible. When leadership tasks, pathways and special tasks are assigned, the team's decision-making process is regularly reflected upon with regard to equal opportunities.

Aim 9 measures

- a) The Gender Equality Plan will be presented to GEOMAR. There will be introductory events for the individual departments. The leaders will be informed and motivated to formulate and implement aims under their own responsibility. The basis for doing so can be the data from the GEOMAR gender data template that has been broken down right to the departmental level.
- b) After half the duration of the Gender Equality Plan and after evaluation of the data, recommendations by the Gender Equality Commission will be compiled in a brochure/flyer titled "What can I do?" and made available to the individual departments and leaders.
- c) Leaders will be trained in diversity-sensitive leadership (in the context of Aim 19).

Aim 9 indicators

Qualitative: Participation in introductory events/participation in training.

Quantitative: Monitoring the leaky pipeline, broken down to the departmental level.

Planning and implementing Aim 9

EOC, Team GE&D

3.3 | Action Field 3 Gender Balance in Leadership and Decision-Making

3.3 | Aim 10: Shaping committee work in a gender-responsive way

When appointing members to committees, attention is paid to an appropriate percentage of women.

Aim 10 measures

- a) The status quo should be assessed for selected committees, and on this basis a decision will be made whether setting a target is possible, and if so to what extent.
- b) Women will be encouraged to participate in important boards and committees. An incentive will be created, such as compensation payments for extraordinary committee participation (e.g. for student assistants) from the respective departmental budget.
- c) Decision-making and advisory committees, their competencies and their proportion of women will be recorded.
- d) The Team GE&D will collect data on committee membership: e.g. on the Scientific Council, Digital Council, RD Council, TLC Advisory Board, selection committees, committees on making employment permanent, appointment committees, the LOP Committee, ILF Committee, Consultatory Board of Directors, Board of Governors, Scientific Advisory Board, etc.

Aim 10 indicator

Quantitative: Number of women in selected committees; every committee enters its data on this in a template provided.

Planning and implementing Aim 10

Team GE&D

3.4 | Action Field 4 Gender Equality in Recruitment and Career Progression

3.4 | Aim 11: Non-discriminatory staffing procedures

Job advertisements are consistently designed to be gender-sensitive, non-discriminatory and provide equal opportunities. Job interviews are optimised to be gender-sensitive and non-discriminatory.

Aim 11 measures

- a) Job advertisement text: edit the template
 - The updated guideline for diversity-sensitive language will serve as the basis for job advertisement texts (see Aim 3, Measure c).
 - There must be a clear distinction between mandatory and desirable criteria when defining the job requirements.
 - The academic age and/or working scope in previous positions must be indicated in the application.
 - Part-time work will be included in leadership positions (see Aim 6b).
 - An evaluation of the job advertisements will take place in order to adapt them to new developments.
- b) Job interviews
 - An equal gender distribution in the selection committee (Section 7 (3) BGleIG) should be strived for, a list of questions prepared in advance, and brief minutes prepared of the results.
 - HR advisers should support job interviews to assist professionalisation and quality improvement.
 - Information on "unconscious bias" will be shared. The "Recruitment bias in research institutes" video (CERCA Institute, 2016) on the topic will be shared and/or shown in advance.
 - A template for recording minutes of job interviews will be provided, in which the items of composition of the selection committee, attendance of HR advisers and viewing of the video must be filled out.
- c) The selection committee must be trained on aspects of equal opportunities such as "unconscious bias" (in the context of Aim 18).
- d) There will be an annual exchange meeting to evaluate the staffing procedures. For this purpose, one of the regular meetings between the Staff Council, EOC and Human Resources and Legal Affairs will be used, with the involvement of the Team GE&D. The results will be recorded and communicated to the Diversity Board.

Aim 11 indicators

- a) Qualitative: Regular evaluation of the job advertisement template.
- b) Analyse the templates for minutes.

Planning and implementing Aim 11

Human Resources and Legal Affairs (working together with EOC)

3.4 | Action Field 4 Gender Equality in Recruitment and Career Progression

3.4 | Aim 12: Check career options for cruise leaders

The influence of being cruise leader on career development has been evaluated, structures have been identified and an optimisation of structures in terms of equal opportunities has been defined. Structures are designed to provide equal opportunities for new scientists and junior staff to use cruise organisation and participation as a career tool.

Quantitative aim: The proportion of female cruise leaders is at least equal to that of the associated research units.

Aim 12 measures

a) Structures

- Record the logistical processes involved in cruise scheduling at GEOMAR (from application right through to execution).
- Successful cruise applications will be made available.
- Measures will be derived for optimising the GEOMAR structures for cruises.

b) Gender data template: Absolute and relative data will be collected, in order to assess whether the proportion of female cruise leaders matches the proportion of women in the research unit.

Aim 12 indicator

Quantitative: Data collection on cruise leadership (cruise leaders (m/f/d), percentage of female cruise leaders, fixed-term/permanent employment status, duration of the cruises, ship, budget).

Planning and implementing Aim 12

WEB

3.5 | Action Field 5 Integration of the Gender Dimension into Research and Teaching Content

3.5 | Aim 13: Consideration of gender equality and diversity in third-party funding applications and projects

Support is available for third-party funding applications and projects (BMBF, EU, etc.) on the topic of gender equality and diversity.

Aim 13 measures

- a) Sensitisation of the research teams and leaders to the topic by making the GenderWave tool and other tools available to applicants and project leaders.
- b) Review and document the various requirements of third-party funding providers.

Aim 13 indicator

Indicators will be developed at a later stage.

Planning and implementing Aim 13

- a) Team GE&D
- b) Science Coordination

3.6 | Action Field 6 Measures against Gender-biased Violence, including Sexual Harassment

3.6 | Aim 14: Anti-discrimination: prevention of sexualised border violations on scientific cruises

The initiative "For a good way of working and living together at sea" works preventively (seminars) and informatively (material for the cruises).

Aim 14 measure:

Offer cruise leaders an annual workshop on the topic of sexualised violations to personal space.

Aim 14 indicator: Documentation of who participated in the workshop.

Planning and implementing Aim 14: Team GE&D, EOC

Aim 15: Establishing a process for dealing with conflicts at GEOMAR (including, among others, sexual harassment and discrimination)

Internal procedures and contact persons are established in the event a conflict occurs, and they are transparently and clearly communicated.

Aim 15 measure:

- a) On the basis of the flow diagram prepared by the Max Delbrück Center for Molecular Medicine, a process suitable for GEOMAR will be set up and points of contact identified.
- b) Information on and definitions of the various forms of harassment and misconduct will be published internally.
- c) Over the period of one year, leaders and points of contact should collect anonymised data on the number and sequence of events of conflicts based on the process developed. The process will be reviewed using the data collected.

Aim 15 indicator: Statistical recording of the number of conflicts and sequence of events.

Planning and implementing Aim 15: Assistant of the Administrative Director (until responsibility has been clarified)

3.7 | Action Field 7 Training

3.7 | Aim 16: Creation of a concept for the organisation and documentation of the training offers

First of all, a concept must be created for organising training offers; participation in training offers must be documented (initially via Team GE&D, later via personnel development). These training courses will be closely linked to an overall concept for personnel development. When drawing up the concept, a decision will also be made as to whether and which other units could be responsible for organising the respective training courses. A decision on how to finance the training will only be made after a concept has been drawn up and the costs have been determined.

We are aware of suitable and high-quality training courses and workshops on gender equality and diversity.

Aim 16 measures

- a) A process for the implementation and execution of the training (Aim 17 to Aim 21) must be established.
- b) Appropriate offers will be researched.
- c) Offers will be obtained and their financing checked (and agreed with the respective financiers).
- d) Participation will be documented.

Aim 16 indicators

Quantitative: Documentation of participation in workshops and training courses.

Qualitative: Obtaining feedback after the training.

Later: Survey all employees about the training.

Implementing Aim 16

Initially via Team GE&D, later via personnel development

3.7 | Action Field 7 Training

3.7 | Aim 17: Sensitisation of the department of Human Resources and Legal Affairs

Gender equality and diversity are part of the work covered by the Human Resources and Legal Affairs department. Relevant knowledge is consolidated through regular training courses (Section 10 (4) BGleIG).

Aim 17 measures

- a) Every employee in the Human Resources and Legal Affairs department will attend a basic workshop on the relevance of gender equality and diversity in general and specifically for their area of work.
- b) Apply for the 2nd round of the Helmholtz "Diversity-sensitive personnel processes" call, obtain further training, e.g. for those responsible for processes in Human Resources.

Aim 17 indicator

Quantitative: Documentation of participation in workshop (see Aim 16, concept).

Planning and implementing Aim 17

Team GE&D, personnel development and Human Resources and Legal Affairs

3.7 | Action Field 7 Training

3.7 | Aim 18: Raising awareness among leaders

Workshops are offered for leaders who are responsible for successfully implementing measures to promote gender equality (and diversity).

Quantitative aim: Every leader will have attended at least one basic workshop on gender and diversity skills by 2025. When appointing new heads of the research divisions and for all other new leaders, further training on "gender-sensitive leadership" is recommended.

Aim 18 measures

Workshops will be offered annually on one of the following topics (in alternating order):

- a) "Gender-sensitive leadership" (unconscious bias, impostor syndrome, etc.)
- b) "Work-life balance" (part-time work, fathers on parental leave, family care duties, double burden, single parents, flexible working from home)
- c) "Diversity" (anti-discrimination training, intercultural training, inclusion)

Every leader should attend at least one workshop each year on the topic of gender equality and diversity. Participation in the workshops will be documented. In order to achieve a higher participation rate of leaders in leadership training, the training courses will be consistently aligned with the needs of this group.

Aim 18 indicator

Documentation of participation.

Planning and executing Aim 18

Team GE&D, personnel development

3.7 | Action Field 7 Training

3.7 | Aim 19: Raising awareness of work-life balance for all employees

Increased appreciation of topics which are relevant to family and equal opportunities is achieved by offering regular information formats to employees on reconciling stages of life and careers. Events on this subject area are held once a year. External offers are also promoted.

Aim 19 measure:

In order to raise awareness of the issues, events on the topic of reconciling stages of life and careers will be offered, such as on the topic of the mental load and special offers for men/fathers. For this purpose, offers from the Employee Assistance Programme (Corrente) can also be used and external offers can be obtained.

Aim 19 indicator: Documentation of participation.

Planning and implementing Aim 19: Team GE&D, personnel development

Aim 20: Anti-discrimination: information events for all employees

The statutory provisions in the General Act on Equal Treatment (AGG) are implemented at GEOMAR. This is achieved through annual information events on the topic of discrimination as a preventive measure for all employees.

Aim 20 measure:

There is an annual information event on discrimination (Section 12 AGG) for all employees.

Aim 20 indicator: Quantitative: Documentation of participation in the workshop

Planning and implementing Aim 20: Team GE&D, personnel development

3.7 | Action Field 7 Training

3.7 | Aim 21: Gender-sensitive didactics for those who teach

GEOMAR offers further training on gender-sensitive didactics. The teaching staff at GEOMAR have a comprehensive knowledge of gender-sensitive didactics which they apply in their lectures (gender-sensitive teaching).

Quantitative aim: All individuals with a teaching obligation at GEOMAR will have attended a basic workshop on gender-sensitive teaching by 2025.

Aim 21 measure:

Training courses on "Gender-sensitive teaching" for those who teach, PhD student supervisors, vocational training leaders, e.g. with the help of the expertise of Kiel University of Applied Sciences.

Information material is available/will be provided.

Online: <https://oceanrep.geomar.de/50001/> as well as a few printed copies.

Aim 21 indicator

Documentation of participation.

Planning and implementing Aim 21

Team GE&D, personnel development

4. Data collection and monitoring



4.1 Indicators for data collection

A gender data template has been developed as the basis for collecting gender-specific personnel data at GEOMAR. The teams that are responsible for collecting the data for the respective indicators (e.g. Human Resources, EOC) are named on the template. The data is broken down further into different variables (see below) in order to enable a comprehensive analysis of the situation:

- Departments (research divisions broken down into research units, administration broken down into its departments, the central facilities and the directorate)
- Salary structure
- Fixed-term/permanent positions
- Part-time scope (in 25% increments)
- Career stage in science
- Age structure

The template also contains indicators for specific requirements (e.g. Helmholtz Association cascade model) or measures developed at GEOMAR (e.g. Inge Lehmann fund). The list of indicators is not considered to be exhaustive. If new initiatives or needs arise, the list of indicators can be expanded at any time.

Since all indicators in the gender data template are quantitative, surveys are conducted at irregular intervals (e.g. as proposed in Aims 5, 6 and 16), in order to also allow qualitative data to be used for assessing the perception of gender equality (and diversity) at the centre.

4.2 Collection, analysis and reporting of the data

The data is requested once a year (to 31 December).

The analysis and reporting of the data is carried out by the Team GE&D, together with the equal opportunity officers as experts. After each data collection, a short, purposeful report (approximately two pages + graphics) will be drawn up in which the differences (progress and/or regression) are recorded compared to the last data collection. This summary report will be sent to the Gender Equality Commission in preparation for its meeting. It can be supplemented by further qualitative data from surveys or by additional information, e.g. from the people carrying out the measures.

At both the half-way mark of the Gender Equality Plan (after two years) and at the end of its term (after four years), a more comprehensive report (of 5-10 pages max.) will be prepared and published on the GEOMAR Intranet.

4.3 Monitoring the data by the Gender Equality Commission

As already announced (1.2), a Gender Equality Commission will be set up after the publication of the Gender Equality Plan. The Gender Equality Commission is responsible for monitoring the progress of the measures in the Gender Equality Plan. It will meet twice a year, after receiving the report on the data collection and in advance of the meetings of the Board of Governors (which also meets twice a year) and the Scientific Advisory Board (which meets once a year).

The Gender Equality Commission can insist on compliance with the requirements set out in the Gender Equality Plan. The results and recommendations that are drawn up by the Gender Equality Commission should be presented to the Consultatory Board of Directors, the LAS Round (heads of departments and units) and the Staff Council. In order to credibly convey the measures, the Gender Equality Commission should have equal gender representation, if possible. It should consist of a small group of key actors, which can be supplemented by additional people as required and if desired.

Key actors

- Head of the Gender Equality Commission: Representative from the Legal Affairs team
- Heads of the research divisions
- Representative from the Team GE&D
- Equal Opportunity Commissioner
- Representative from Human Resources and Legal Affairs
- Representative from the WEB
- Representative from the Staff Council
- Head of TLC
- Head of the Information, Data and Computing Centre
- Representative from personnel development
- Representative from the Scientific Council

Potential supplementary actors

- Representative from the Digital Council
- Representative from the LAS Round
- Representative from Communication and Media
- Representative from administration
- Representative from the parents group
- Representative from the team assistants
- and other similar actors

5. Outlook



5.1 Further development of gender equality and diversity work at GEOMAR

Gender equality between women and men is one aspect of the overarching issue of diversity - and one of the most important and urgent. The topics of gender equality and diversity are jointly developed further at GEOMAR in terms of intersectional feminism in close cooperation with the various actors. The foundation for this is also laid in the structure of the Team Gender Equality & Diversity, which is now anchored in the directorate (see Chapter 1.2).

The development of appreciation for diversity is not an easy accomplishment, but rather a task that must still be developed. To this end, the key diversity aspects should be developed by a "Diversity Board". In this context, consideration will also be given to and discussions held on developing an overarching "Action Plan for Gender Equality and Diversity" for the future.

The aim is to establish gender mainstreaming¹⁴ (which has already begun with the introduction of the Gender Equality Plan) and diversity management¹⁵ for the entire organisation. This will continue to take place in ongoing coordination with the GEOMAR 2030 strategy.

¹⁴ Gender mainstreaming: Systematic consideration of the differences between the conditions, situations and needs of women, men and others in all strategies and measures (in line with the definition of the EIGE).

¹⁵ Diversity management: Diversity management is a sub-area of human resources management. Its task is to promote the social, cultural and ethnic diversity of employees and to use this for the benefit of the organisation. (<https://www.personio.de/hr-lexikon/diversity-management/>)

5.2 Future topics for the Gender Equality Plan

The new Gender Equality Plan already sets out a number of different aims and measures. Nevertheless, there are other ambitious aims, some of which are already being addressed, but which have not yet been included in this Gender Equality Plan. The reason for this is that not all aims can be pursued simultaneously within 4 years. Therefore measures had to be prioritised and an order for carrying them out determined, to achieve the best possible results with the available resources. In order to provide an outlook on these future topics, some of those that are to be pursued further and developed on an ongoing basis at GEOMAR in future are listed below.

Family office at GEOMAR

In the future, the aim is to set up a family office at GEOMAR. The compatibility of work and caring responsibilities will play an increasingly important role in attracting and retaining good staff. In a family office, all matters related to this topic can be united under one roof and tackled in a professional manner. Setting up a welcome centre is also still under consideration, in order to ensure better on-boarding, among other things.

Gender budgeting¹⁶

There are considerations to introduce gender budgeting as a central investigative tool for structural optimisation of the whole organisation, in order to identify and correct discriminatory structures and to support and further develop beneficial structures throughout the entire institution.

Gender pay gap

The topic of a gender pay gap has already been investigated within the framework of the "Baltic Gender" project. This found that the underlying data for the investigation must be validated. As soon as more reliable data quality is available at GEOMAR, the gender pay gap can be investigated. Among other things with the question: is there a gender pay gap at GEOMAR and how can this gap be closed? With the development of a tool for long-term data collection, the principle of "equal pay for equal work" could be implemented, thus meeting the requirements of the German Transparency in Wage Structures Act (EntgTranspG).

Integrating the perspective of gender equality and diversity into digitalisation

Raising awareness of "digitalisation and gender equality/diversity" remains important for the future. As already mentioned in Chapter 1.1, digitalisation is a cross-cutting task which, among other things, is also described in the Federal Government's Third Gender Equality Report¹⁷ as a leading aspect for future processes in administration. Gender and diversity aspects should be included right from the outset and not inserted retrospectively, so that existing real-world problems are not transferred one-to-one into the digital world. Awareness of this issue is already being raised, but a comprehensive structural approach will only be possible at a later stage.

¹⁶ Gender budgeting definition (in line with the EIGE): Application of gender mainstreaming in the budgetary process. It includes "a gender based assessment of budgets incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote gender equality".

¹⁷ Third Gender Equality Report of the Federal Government: Shaping digitalisation in a gender-equitable way, <https://www.bmfsfj.de/bmfsfj/service/publikationen/dritter-gleichstellungsbericht-184546>

Systematic increase in the visibility of women and other disadvantaged groups

Increasing the visibility of women and other disadvantaged groups is already being addressed through various measures. However, there is currently a lack of resources to implement this systematically and in a structured manner in all departments. It would be beneficial if the work at GEOMAR were to be systematically, more consciously and more consistently focused on the visibility of women and other disadvantaged groups in future. Here we should consider media work, public relations, awarding of prizes, the impact of publications and the allocation of functions and positions, etc...

Appendix:

Reasoning behind the Aims in the Gender Equality Plan

3.1 | Aim 1: Reduce under-representation of women

There is a record of the areas (and status groups) in which women are under-represented. Women can thus be recruited and promoted more specifically for these areas (Section 3, Section 6, Section 7 BGlG).

Reasoning behind Aim 1

- a) The data on personnel distribution and recording employee salary groups is not recorded in a standardised manner.
- b) The possible under-representation of women is not taken into account in staffing procedures and promotions.
- c) As Chapter 2.2 shows, there is an under-representation of women in leadership and management levels.

Sources:

- Chapter 2.2 GEP
- Federal Equality Act Section 1, Section 3 Paragraph 9, Section 6 (1) and (2), Section 7 (1), Section 8 (1), Section 13 (1) Paragraph 1, Section 38 (1)

3.1 | Aim 2: Promote women for higher qualifications

Women are promoted internally at GEOMAR for specialist and leadership positions. This strengthens the obligation to promote women.

Reasoning behind Aim 2

- a) Since women at GEOMAR are under-represented in specialist and leadership positions, GEOMAR has set itself the goal of specifically promoting women.
- b) According to the Federal Equality Act, the goal is to achieve equal participation of women and men in leadership positions by 31 December 2025.

Sources:

- Chapter 2.2 GEP
- Federal Equality Act Section 1 (2), Section 3 Paragraph 10

3.1 | Aim 3: Increase women's visibility

At GEOMAR, visibility is understood as an instrument to achieve gender-equal participation, to increase recruitment and to give GEOMAR more presence in the media.

Reasoning behind Aim 3

- a) Women are less represented as experts in the media; GEOMAR should make sure this imbalance is not made permanent but balanced out instead.
- b) The use of diversity-sensitive language will ensure that all gender identities are represented.
- c) A gender publication gap can be observed at research institutions in Germany. This means that women are less involved in publications for the same working hours, and the same qualifications in the same laboratory.
- d) Important work for GEOMAR is done at all salary levels and in all areas and should therefore also be visible.

Sources:

- Federal Ministry of Education and Research (2020): Guidelines for promoting projects on the topic of "Frauen in Wissenschaft, Forschung und Innovation: Leistungen und Potenziale sichtbar machen, Sichtbarkeit strukturell verankern" (Innovative Frauen im Fokus) (Women in science, research and innovation: making achievements and potential visible, structurally anchoring visibility / Focus on innovative women)
- Ross, Mathew et al.: Women are Credited Less in Science than are Men. Available online at <https://www.nature.com/articles/s41586-022-04966-w>, last updated on 29.06.2022, last reviewed on 29.06.2022
- Language guideline for diversity-sensitive language at GEOMAR

3.1 | Aim 4: Recognition for achievements in the field of gender equality (and diversity)

The new concept for achievements in the field of gender equality and diversity includes a proposal for awarding those people who advocate and promote gender equality and diversity. This award can generally be made by means of a performance bonus or by offering a prize.

Reasoning behind Aim 4

- a) According to the current work agreement, bonuses can be paid for outstanding scientific as well as non-scientific achievements. Outstanding achievements in the non-scientific field are defined by individual characteristics, depending on the job and task. Gender equality and diversity are overarching issues that can be embedded in any field of work, even if they are not directly part of the job description.
- b) Gender equality and diversity are important and necessary starting points for our society and the work at GEOMAR. Since gender equality and diversity have not yet been taken into account everywhere, it requires effort to incorporate them into existing structures. This is why GEOMAR considers it important to recognise achievements related to gender equality and diversity accordingly.

Sources:

- Work agreement: “Leistungsorientiertes Prämiensystem für herausragende nicht-wissenschaftliche Leistungen” (2021) (Performance-based bonus system for outstanding non-scientific achievements)
- Special authorisation for centres in the Hermann von Helmholtz Association: Bonuses and allowances for employees in the scientific or science-related field

3.2 | Aim 5: Improving the compatibility of work and caring responsibilities

GEOMAR offers measures to help with childcare and improve the compatibility of child-care/nursing with business trips.

Reasoning behind Aim 5

- a) Work and caring responsibilities are two types of work that are essential and sometimes difficult to reconcile. Care work not only includes the time involved, but also the mental and actual effort of the care.
- b) There is a baby changing table in the quiet room in building 8 for Ostufer (east bank), there is no baby changing table on Westufer (west bank).
- c) Childcare or supervision during major events, conferences and meetings at GEOMAR is currently not offered.
- d) How often the "Reimbursement of additional childcare costs incurred during business trips" is used for ship expeditions and what the needs of parents are at GEOMAR is currently not documented/collected.
- e) The goal according to the Federal Equality Act is to improve family friendliness, as well as the compatibility of family, care and work for employees.

Sources:

- Federal Equality Act Section 1 (1) Paragraph 3, Section 3 Paragraphs 6, 7, Section 10 (4), Section 13 (1), (2) Paragraph 3, (3), Section 15
- GEOS survey 2019: 84% of women and 77% of men with children (strongly) agree with the statement that expeditions are associated with feelings of guilt towards the family/partner. Also, 81% of men and 76% of women with children (strongly) agree that expeditions represent a significant burden on their family/partner.
- Income Tax Act (EStG) Section 3 Paragraph 34, Paragraph 34a Sentence 2

3.2 | Aim 6: Strengthen acceptance of part-time work

Part-time work is regarded as a fundamental employment model, so its acceptance and importance is increasing overall. Particular attention will be paid to "leadership in part-time work" and "acceptance and support of men working part-time".

The Law on Part-Time Work and Fixed-Term Contracts (Teilzeit- und Befristungsgesetz, TzBfG, Section 1, Section 6), according to which the employer must enable employees to work part-time, including those in leadership positions, will be implemented. The conditions for the admissibility of fixed-term employment contracts and discrimination against part-time and fixed-term employees will be prevented.

Reasoning behind Aim 6

- a) Leadership positions are often still understood as full-time, creating a disadvantage for people with part-time jobs.
- b) The reasons for part-time work (e.g. project funds, own decision, care/family, particular conditions of the position) are manifold, not fully known and to be accepted in any case.
- c) In addition, a part-time option in externally funded projects is a risk for meeting deadlines. It must be ensured in part-time positions that the person is provided with a comparable, professional advancement.

Sources:

Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (2020): Auf dem Weg zur Entgeltgleichheit von Frauen und Männern. Daten, Ursachen, Maßnahmen. (Towards equal pay for women and men. Facts, causes, measures)

Law on Part-Time Work and Fixed-Term Contracts (TzBfG) Section 1, Section 2, Section 4 (1), Section 5, Section 6, Section 7 (1), (4), Section 9, Section 10, Section 11

Federal Equality Act Section 6 (1) Sentences 5 and 6, Section 16 (1), (4), (5), Section 17 (1) Paragraph 1, Section 18 (1) Paragraph 1, Section 38 (1) Paragraphs 2 and 6

Chapter 2.2

3.2 | Aim 7: Support for employees with fixed-term contracts who go on maternity leave, parental leave and care leave

As an employer, GEOMAR ensures that potentially negative effects of a fixed-term contract, which could put a strain on an employee's pregnancy, parental leave or care leave, are reduced.

Reasoning behind Aim 7

- a) Fixed-term contracts are common in research institutes because project funding has a time limit.
- b) Maternity leave, parental leave or care leave do not currently lead to contracts being automatically renewed. This creates a financial disadvantage for women and those taking parental or care leave.
- c) As an employer, GEOMAR ensures that potentially negative effects of a situation that may put a strain on the career of employees (pregnancy, parental leave, care leave) are reduced. One existing possibility to enable re-entry after family-related periods of leave is the Inge Lehmann fund at GEOMAR.

Sources:

- Federal Equality Act Section 1 Paragraph 3, Section 3 Paragraphs 6 and 7, Section 13 (1) Sentence 2, (2) Paragraph 3, (3) Sentence 2, Section 15, Section 17 (1), (2) Paragraph 1, Section 18 (1) Paragraph 5, (2), (3), Section 38 (1) Paragraph 3
- Inge Lehmann fund

3.2 | Aim 8: Increase acceptance of fathers/partners on parental leave

Parental leave is also a matter of course for the partners of mothers at GEOMAR. The proportion of partners on parental leave at GEOMAR has increased.

Quantitative aim: Increase the proportion of fathers/partners taking parental leave and extend the length of the parental leave taken.

(Problem: Data on the distribution of the parental leave taken is currently not available at GEOMAR, so this indicator must be refined if a data evaluation is possible).

Reasoning behind Aim 8

- a) The rate of parental leave is distributed differently among mothers and partners. Women take parental leave significantly more often than partners. One reason for this may be the lack of acceptance and natural nature of parental leave by partners.
- b) Data collection for parental leave is not structurally anchored.

Sources:

- Federal Statistical Office of Germany (2019): Personen in Elternzeit. (People on parental leave)
- Federal Equality Act Section 1 Paragraph 3, Section 3 Paragraph 6, Section 16 (1), (2), (5)

3.3 | Aim 9: Equal opportunities through more leading responsibility

Equal opportunities are a leadership task (Section 4 BGleIG): leaders use and refer to the Gender Equality Plan in the personnel development activities for which they are responsible. When leadership tasks, pathways and special tasks are assigned, the team's decision-making process is regularly reflected upon with regard to equal opportunities.

Reasoning behind Aim 9

- a) A leader has a lot of responsibility for the work and has a large influence on the team through daily contact with the employees. This is why it is necessary for people in leadership positions to consider equal opportunities.
- b) Training on diversity-sensitive leadership has not yet been structurally anchored.

Sources:

- Federal Equality Act Section 4 (1), Section 11
- GEP Chapter 2.2

3.3 | Aim 10: Shaping committee work in a gender-responsive way

When appointing members to committees, attention is paid to an appropriate percentage of women

.

Reasoning behind Aim 10

- a) The appointment, tasks and effects of the committees at GEOMAR are not recorded and participation channels are not discernibly transparent. New colleagues do not have a transparent view of the structures and work processes, but are dependent on personal networks.
- b) Committee work is time consuming and a mental burden and should be supported accordingly.

Sources:

- Federal Equality Act Section 1 (1) Paragraph 1, Section 27 (1) Paragraph 4

3.4 | Aim 11: Non-discriminatory staffing procedures

Job advertisements are consistently designed to be gender-sensitive, non-discriminatory and provide equal opportunities. Job interviews are optimised to be gender-sensitive and non-discriminatory.

Reasoning behind Aim 11

- a) If job advertisements are consistently designed to be gender-sensitive, non-discriminatory and provide equal opportunities, all people will feel specifically addressed and motivated to apply for a job.
- b) The use of diversity-sensitive language will ensure that all gender identities are represented and made visible. GEOMAR also aspires to design non-discriminatory job advertisements. How language is used has an impact on how we think and act.
- c) To date, aspects of language have been communicated through gender equality in individual procedures. Processes can be optimised by standardising the procedures in the Human Resources and Legal Affairs department. To date, there is no information on gender-sensitive, non-discriminatory and equal opportunity wording on the Human Resources and Legal Affairs department's website. Due to an individual approach to job interviews, GEOMAR's external image and mission statement cannot have a uniform effect.
- d) Quality standards should be used to ensure equal opportunities for the procedures. Quality standards are an instrument that promotes the implementation of the Helmholtz Diversity Guideline as well as the achievement of the cascade goals at W2/W3 level.

Sources:

- Federal Equality Act Section 6, Section 7, Section 8, Section 9
- Vervecken, D., & Hannover, B. (2015). Yes I can! Effects of gender fair job descriptions on children's perceptions of job status, job difficulty, and vocational self-efficacy. *Social Psychology*, 46(2), 76–92. <https://doi.org/10.1027/1864-9335/a000229>
- Gabriel, Ute; Gygax, Pascal M. & Kuhn, Elisabeth A. (2018): Neutralising linguistic sexism: Promising but cumbersome? *Group Processes & Intergroup Relations*, Vol. 21(5) 844–858, <https://doi.org/10.1177%2F1368430218771742>

3.4 | Aim 12: Check career options for cruise leaders

The influence of being cruise leader on career development has been evaluated, structures have been identified and an optimisation of structures in terms of equal opportunities has been defined. Structures are designed to provide equal opportunities for new scientists and junior staff to use cruise organisation and participation as a career tool.

Quantitative aim: The proportion of female cruise leaders is at least equal to that of the associated research units.

Reasoning behind Aim 12

- a) Cruise leadership is an essential career step for marine scientists and is associated with a high internal and external logistical effort and costs, as well as income for GEOMAR. Leading a cruise also means having access to financial resources to conduct research projects which are highly relevant to marine science.
- b) The first surveys by Baltic Gender have shown that the proportion of female cruise leaders at GEOMAR is low. Writing an application, getting it approved, and getting the cruise scheduled by the central office can sometimes exceed the duration of fixed-term employment contracts. At the end of the day, organising the cruise means a considerable amount of work for everyone involved. A change to the structures could also enable scientists working part-time to participate more effectively.

Sources:

- Federal Equality Act Section 1 (2) Sentence 3, Section 3 Paragraph 10, Section 8 (1), Section 10 (2), Section 13 (2) Paragraph 1, Section 38 (1) Paragraphs 1 and 6
- Baltic Gender

3.5 | Aim 13: Consideration of gender equality and diversity in third-party funding applications and projects

Support is available for third-party funding applications and projects (BMBF, EU, etc.) on the topic of gender equality and diversity.

Reasoning behind Aim 13

- Many third-party funding providers have diversity and gender equality requirements for their applications, so internal templates make the application process more efficient and standardised.
- GEOMAR applications are currently not reviewed for gender equality and diversity aspects.

Sources:

- German Research Foundation (DFG): Relevance of Sex, Gender and Diversity in Research
- Valve, Helena (2020) GenderWave: A digitool to support incorporation of gender perspectives into marine research and innovation. Baltic Gender Coordination Office, Kiel

3.6 | Aim 14: Anti-discrimination: prevention of sexualised border violations on scientific cruises

The initiative "For a good way of working and living together at sea" works preventively (seminars) and informatively (material for the cruises).

Reasoning behind Aim 14

- a) The work requirements on board are high and in a short time strangers have to become efficient teams that live and work together on a research vessel for several weeks. Friendships and close relationships can develop, but there can also be violations to personal space and the desire for distance. If sexual harassment, discrimination and violence occur on board, clear structures and targeted measures are needed to help those affected and the responsible leaders handle the situation. Professional competence and the ability to take action are also required. On the one hand, this is important in order to create more awareness of sexualised violence among all scientific cruise participants and, on the other hand, it is essential for dealing appropriately with any incidents that occur.
- b) So far, cruise leaders at GEOMAR have not been trained on preventing and handling conflicts according to the AGG.

Sources:

- Federal Equality Act Section 1 (1) Paragraph 2, (2), Section 25 (1)

3.6 | Aim 15: Establishing a process for dealing with conflicts at GEOMAR (including, among others, sexual harassment and discrimination)

Internal procedures and contact persons are established in the event a conflict occurs, and they are transparently and clearly communicated.

Reasoning behind Aim 15

- a) Data collection on conflicts has not yet been established at GEOMAR.
- b) Interpersonal conflicts also occur in the workplace. These can take the form of discrimination, bullying, sexual harassment or abuse of power. To support its employees, GEOMAR has created a process for dealing with conflicts that those affected by such situations can use as a guide and find support in the event of a conflict.
- c) To date, the ombudspersons, the Team Gender Equality & Diversity and the Staff Council are the first point of contact for conflict situations, but they are not sufficiently trained to deal with conflicts of every kind.

Sources:

- Process "Dealing with conflicts at GEOMAR"

3.7 | Aim 16: Creation of a concept for the organisation and documentation of the training offers

First of all, a concept must be created for organising training offers; participation in training offers must be documented (initially via Team GE&D, later via personnel development). These training courses will be closely linked to an overall concept for personnel development. When drawing up the concept, a decision will also be made as to whether and which other units could be responsible for organising the respective training courses. A decision on how to finance the training will only be made after a concept has been drawn up and the costs have been determined.

We are aware of suitable and high-quality training courses and workshops on gender equality and diversity.

Reasoning behind Aim 16

- a) A concept is required in order to provide high-quality and resource-saving training courses for employees.

3.7 | Aim 17: Sensitisation of the department of Human Resources and Legal Affairs

Gender equality and diversity are part of the work covered by the Human Resources and Legal Affairs department. Relevant knowledge is consolidated through regular training courses (Section 10 (4) BGleG).

Reasoning behind Aim 17

- a) Up to now, the equal opportunity officers have made a note of gender equality aspects in individual procedures. This process should now become more time-efficient for all those involved.
- b) Gender equality and diversity issues permeate the entire scope of human resources, from the job advertising procedure, to job interviews, to applications in everyday work.

Sources:

- Federal Equality Act Section 6, Section 7, Section 8, Section 9, Section 10 (1), (2) and (4)

3.7 | Aim 18: Raising awareness among leaders

Workshops are offered for leaders who are responsible for successfully implementing measures to promote gender equality (and diversity).

Quantitative aim: Every leader will have attended at least one basic workshop on gender and diversity skills by 2025. When appointing new heads of the research divisions and for all other new leaders, further training on "gender-sensitive leadership" is recommended.

Reasoning behind Aim 18

- a) Gender equality and diversity issues affect the day-to-day interaction within the team. So far, awareness of these issues has not been raised among leaders.
- b) A leader has a lot of responsibility for the work and has a large influence on the team through daily contact with the employees. The working atmosphere is positively promoted by the knowledge learned in workshops about the application of gender-sensitive leadership and the promotion of a healthy work-life balance.

Source: Federal Equality Act Section 4 (1), Section 11

3.7 | Aim 19: Raising awareness of work-life balance for all employees

Increased appreciation of topics which are relevant to family and equal opportunities is achieved by offering regular information formats to employees on reconciling stages of life and careers. Events on this subject area are held once a year. External offers are also promoted.

Reasoning behind Aim 19

- a) Scientific work is occasionally subject to high pressure to succeed or to finish projects. Employees themselves are responsible for documenting and adhering to their weekly working hours and for reducing overtime.
- b) Flexible hours and working from home can have a negative impact on employees' mental health. Short-term changes in working hours lead to stress among employees, especially if there is a high amount of care work in addition to their jobs.

Sources:

- Federal Equality Act Section 1 (1) Paragraph 3
- Federal Ministry for Family Affairs, Senior Citizens, Women and Youth: Work-Life-Balance. Motor für wirtschaftliches Wachstum und gesellschaftliche Stabilität. Analyse der volkswirtschaftlichen Effekte (Work-life balance. An engine for economic growth and social stability. An analysis of the economic effects)
- Hans Böckler Foundation (2017): Studie untersucht Folgen für Frauen und Männer: Im Homeoffice oder mit völlig selbstbestimmten Arbeitszeiten fällt Abschalten besonders schwer - klare Regeln für Flexibilität nötig. (Study examines the consequences for women and men: switching off is especially difficult when working from home or with fully flexible working hours - clear rules for flexibility are required). <https://www.boeckler.de/de/pressemitteilungen-2675-im-homeoffice-oder-mit-voellig-selbstbestimmten-arbeitszeiten-faellt-abschalten-besonders-3226.htm>

3.7 | Aim 20: Anti-discrimination: information events for all employees

The statutory provisions in the General Act on Equal Treatment (AGG) are implemented at GEOMAR. This is achieved through annual information events on the topic of discrimination as a preventive measure for all employees.

Reasoning behind Aim 20

- a) Discrimination can manifest itself in many ways, it can be conscious or unintentional. Regardless of this, discrimination negatively impacts those affected, as well as the working atmosphere. Employees receive annual training in order to increase knowledge about discrimination and thus uncover patterns of thinking and behaviour which they may be unaware of.

Sources:

- General Act on Equal Treatment (AGG)
- Federal Equality Act Section 1 (1) Paragraph 2
- Process “Dealing with conflicts at GEOMAR”

3.7 | Aim 21: Gender-sensitive didactics for those who teach

GEOMAR offers further training on gender-sensitive didactics. The teaching staff at GEOMAR have a comprehensive knowledge of gender-sensitive didactics which they apply in their lectures (gender-sensitive teaching).

Quantitative aim: All individuals with a teaching obligation at GEOMAR will have attended a basic workshop on gender-sensitive teaching by 2025.

Reasoning behind Aim 21

- a) Lecturers are in a position of enormous influence on the learners and they also represent GEOMAR. Gender-sensitive didactics improve the quality of teaching and enable equal opportunities and equal participation of everyone involved in teaching.
- b) Gender-sensitive didactics help overcome intuitively assigned roles and strengthen the perception of gender-related prejudices and stereotypes.
- c) Whether teachers/trainers are trained in or apply gender-sensitive didactics is unknown.

Sources:

- Thege, Britta, Schmeck, Marike and van Elsacker, Mareike (2020) *Gender-Sensitive Teaching: An introduction for teaching staff in STEM*. Baltic Gender Coordination Office, Kiel, Germany

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