



GENDER EQUALITY PLAN

COMPACT

2022–2025

GENDER EQUITY AT FORSCHUNGSZENTRUM JÜLICH

↪ Excerpt from Jülich's
Mission Statement

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

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

FIELDS OF ACTION TO ACHIEVE GENDER EQUITY

Reconciliation of work and family care	Gender balance in management positions	Recruitment and career development	Gender dimension in research and innovation	Sexual violence, discrimination, and harassment
We are responsible for ensuring that all employees can balance their paid work with family care no matter what their personal circumstances or stage of life.	We are increasing (gender) diversity on the management level.	We make recruitment decisions without heeding stereotypes or unconscious prejudices and promote women in their careers.	We are responsible for ensuring that our research can be utilized by society as a whole – including all genders.	We dismantle discrimination and do not tolerate sexual harassment or sexualized violence.

Gender equity is possible if the topic is given attention across the board and if it is actively practised by employees at all levels and by those players with specific roles in this context. ↪ [Jülich's Gender Equality Plan](#) provides the relevant strategic framework, identifies where action is needed on the basis of the status quo, and sets targets in five fields of action, which are outlined in the following summary.

RECONCILIATION OF WORK AND FAMILY CARE

Although the reconciliation of work and family care should not be a gender-specific challenge, this field of action is considered highly relevant in the Gender Equality Plan. At Forschungszentrum Jülich, employees providing care (for family members) in addition to their paid work can make use of several measures to reconcile work and family care in the best possible way.

OBJECTIVES

Forschungszentrum Jülich pursues the objective of implementing a corporate policy and corporate culture that respectfully consider the separate, individual phases of life as well as the diverse reconciliation situations of its employees. An employee survey conducted in 2019 as part of the audit workandfamily revealed a high level of

satisfaction among the respondents with the measures established to this end but also areas where there was room for improvement, which were formulated as the following objectives:

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

PLANNED MEASURES

The objective of **strengthening life-phase-oriented management** involves having a knowledge of existing services and support measures within the organization, creating appropriate framework conditions, and being sensitive to the life-phase-specific requirements of employees. To promote measures and support services for employees and identify any requirements that have not yet been addressed, a range of advisory and information services aimed at all heads and management teams will be picked up again and further developed by the Equal Opportunities Bureau (BfC).

In accordance with the objective of **addressing target groups that currently lack sufficient attention and/or support**, the process of reaching out to target groups – which has already been initiated – will be pursued further, while additional target groups will be identified, addressed, and incorporated into the formulation of measures.

The **expansion of services and advice for families** will be ensured by means of continuous process optimization as well as the enhancement of contact points and the standardization of a high level of advice and support. First of all, measures concerning the issues of pregnancy, maternity protection, and parental leave will be optimized. On the basis of experience from this first round of process optimization, additional processes will be analysed, developed, and integrated into the agreed procedure for continuous process management. In addition, the range of advice and services available to employees with children will be continuously reviewed and optimized.

In order to **make mobile forms of work easier to use**, the range of instruments for teleworking and ad hoc teleworking are to be reviewed, optimized, and expanded. The General Internal Agreement is currently being renegotiated by employer and employee representatives, taking into account the experience gained during the pandemic. As part of the revision process, application and approval procedures are to be made transparent and roles clearly defined. This will be accompanied by information about the opportunities, risks, requirements, and expectations in terms of implementing this agreement. In addition, support services will be made available to senior employees and teams and new forms of digital collaboration will be drawn up as part of a large-scale project.

EXISTING MEASURES

SERVICE FOR FAMILIES

- Individual consultations
- Working fathers
- Events for parents and children
- Support in the search of childcare
- External familyservices
- Childcare during events and business trips
- Emergency childcare
- Childcare during school holidays
- Info lunches and talks
- Family ambassadors
- Virtuel childcare
- Reimbursement of care costs for business trips
- daycare centre
- Childminding services close to campus
- Consultation on the topic of mental load
- Dual careers

EMPLOYEES WHO CARE FOR FAMILY MEMBERS

- Advice on organizing working hours
- Options for time off work
- Talks
- Psychosocial counselling
- Reimbursement of costs for care during business trips and events

FLEXIBLE WORKING HOURS AND PLACE OF WORK

- Ad hoc teleworking
- Teleworking
- Purpose-equipped rooms for parents and children
- Kits for parents and children
- Flexitime
- Part-time work
- Infant ID card
- Continuing professional development

INTERNATIONAL EMPLOYEES

- Internet and intranet pages with information in English
- Assistance in finding childcare and school places
- In-person assistance at the daycare centre or school
- Provision of all information in English
- Individual consultations on any compatibility issues
- Support services before arriving at Jülich
- Nationwide service
- Advice on matters concerning residency, taxation, and social legislation
- Language courses
- Temporary accommodation at *Jülich's Gästehaus*
- Networking opportunities

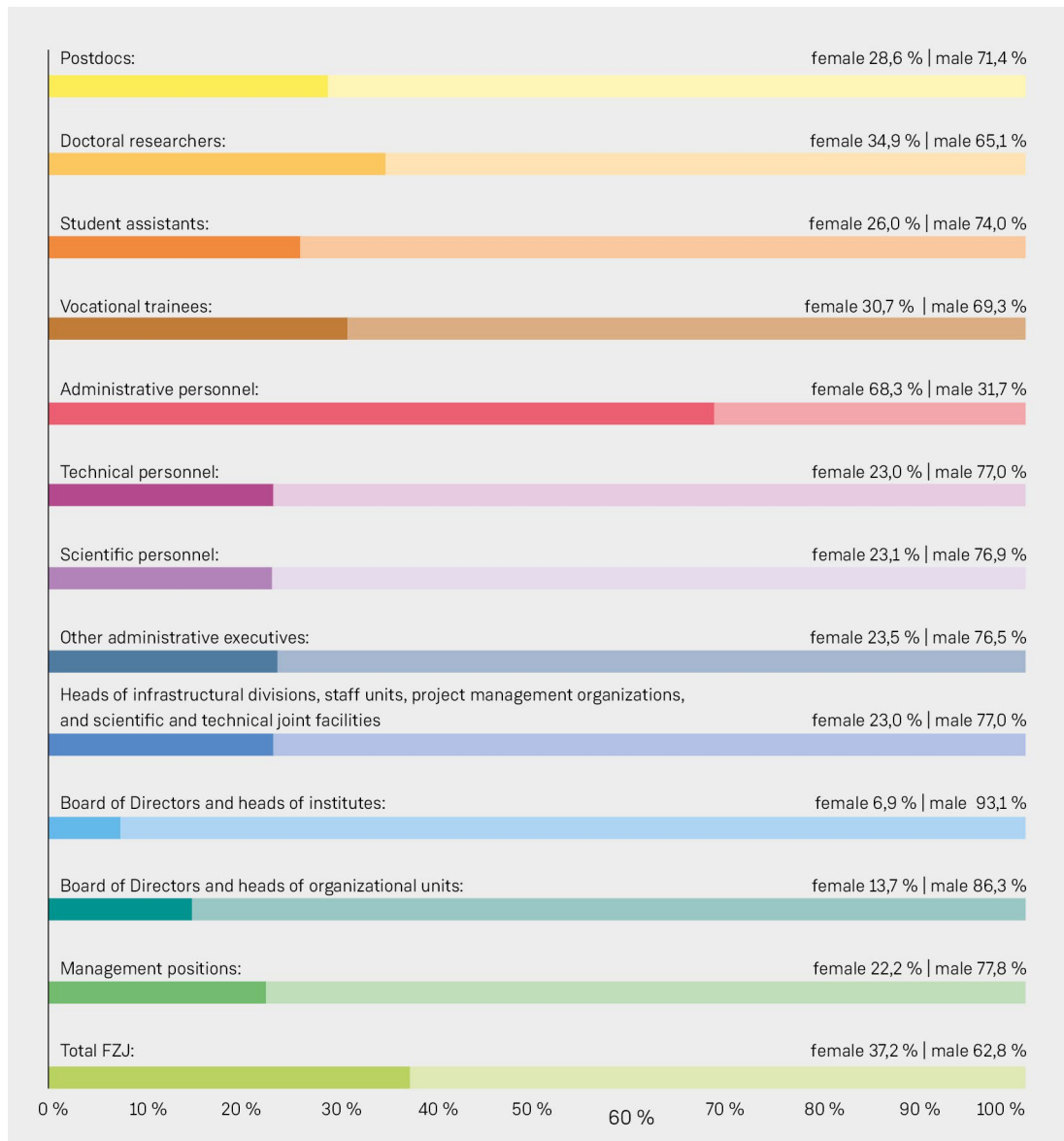
GENDER BALANCE IN LEADERSHIP POSITIONS

The presence of women in leadership positions is an important signal, which shows that a company is able to offer women an environment in which they can be successful. In addition, **visible gender diversity at leadership level** has a **significantly positive effect on the intention of** qualified women candidates **to apply to a company**. It has not only been shown that the likelihood of women applying for a position with leadership responsibilities increases but also that there is a significant correlation between the proportion of female candidates applying for positions with or without leadership responsibilities and the proportion of women in leadership positions. (The sources for the various surveys and studies referred to in this document can be found in the [Gender Equality Plan](#).)

PROPORTION OF WOMEN IN LEADERSHIP POSITIONS AT JÜLICH

At Jülich, men enjoy greater representation than women, particularly in leadership positions. Women thus account for less than a quarter of all employees in leadership positions in the areas analysed.

PERCENTAGE OF WOMEN (FTES) AT JÜLICH AS OF 31 DECEMBER 2020



OBJECTIVES

To achieve gender equality in leadership positions, Jülich has committed itself to achieving a self-imposed quota that relates to the proportion of women in leadership positions and also to gender diversity in all other status groups.

In addition to its aim of increasing the proportion of women in leadership positions particularly, social science research shows that a number of factors are relevant to establishing gender balance in leadership positions, namely **prejudices among senior employees** as well as **a lack of networks**, career orientation, role models, and gender sensitivity in personnel processes. Jülich will therefore:

- develop a training course on the subject of unconscious bias that will be held throughout the research centre
- establish and promote a network for women in leadership positions
- increasingly pursue personnel marketing activities for women in STEM subjects

RECRUITMENT AND CAREER DEVELOPMENT

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

RECRUITMENT FIGURES ACCORDING TO GENDER IN 2020

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

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

OBJECTIVES

Expansion of measures and long-term impact

In order to recruit and retain new female colleagues amidst increasing competition for the best (female) minds, existing measures aimed at the promotion of women – especially women in scientific (leadership) positions – need to be expanded and strengthened.

	APPLICANTS	APPLICANTS	EMPLOYEES
EXISTING MEASURES IN THE FIELDS OF ACION ,Gender balance in leadership positions' and ,recruiting and career development'	<p>Reach out and enthuse</p> <ul style="list-style-type: none"> implementation of careers event formats for women (in STEM subjects) Career exploration for schoolgirls in STEM Diversity in the visual language 	<p>Recruit</p> <ul style="list-style-type: none"> Provisions for the composition of appointments committees comprehensive monitoring Use of recruitment consultants when filling leadership positions Optimisation of the written descriptions in job advertisements Structured recruitment procedures to avoid gender-specific biases training course on how to conduct job interviews 	<p>Integrate</p> <ul style="list-style-type: none"> Welcome Guide Induction event for new employees Guide and checklist for leaders and mentors <p>Develop ans support</p> <ul style="list-style-type: none"> Dual Carrer Support Leadership model & leadership competency model Increase the number of performance-related target agreements with women
PLANNED MEASURES IN THE FIELDS OF ACION ,Gender balance in leadership positions' and ,recruiting and career development'	<ul style="list-style-type: none"> Further optimisation of the external presentation with regard to the female STEM target group 	<ul style="list-style-type: none"> Target-group-specific placement of job advertisements on online job portals or as online ads 	<ul style="list-style-type: none"> Training courses on unconscious bias Internal network for women in leadership positions Transparency regarding (female) career paths

GENDER DIMENSION IN RESEARCH AND INNOVATION

Jülich's mission is to effectively contribute to solving the grand challenges facing society and thus to help shape change. As a result, our research cannot concentrate solely on producing new knowledge for science, but must also attempt to produce a positive impact on society. It must therefore go without saying that women contribute to these scientific efforts on an equal footing and that women are explicitly taken into account in research projects when these projects are [gender-relevant](#). At the same time, the different realities of the lives of men and women as well as cultural differences can have a significant influence on the development of technologies and products and also increase our innovative capacity. By reflecting on the target group of research, the team composition, and the research design itself, gender-related distortion effects can be reduced.

In future, researchers within all projects in which research contracts or funds are acquired at national or European level will be confronted with the requirements of gender mainstreaming. Integrating gender diversity into research is a research policy objective, particularly in the relevant fields of energy and the environment, information and communications technologies, life sciences, and mobility, which are also research priorities at Jülich. In the [Rules for Upholding Good Scientific Practice at Forschungszentrum Jülich](#) (as of December 2021), principle 9 (research design) already refers to this:

"Methods to avoid (unconscious) distortion effects in the interpretation of findings, for example the use of blinding in series of experiments, are applied as far as possible. Scientists examine whether gender and diversity could be relevant for the research project (in terms of methods, work programme, objectives, etc.) and, if so, to what extent."

OBJECTIVES

Integrating the gender dimension into research should help to:

- ensure the excellence and quality of research findings
- increase the capacity for innovation
- have a long-term impact on society at large
- In addition, it should help to promote new ideas and approaches that critically address unconscious gender-specific biases and stereotypes.

In order to uphold the values of the Mission Statement and to have a positive impact on society through excellent research, it is important to:

- consider the gender dimension in research topics
- increase gender diversity in research
- exploit new innovation potential through mixed-gender teams

PLANNED MEASURES

To integrate the gender dimension into research, a concept to provide information and raise awareness about the topic will be created during the timeline of the current Gender Equality Plan. In addition, scientists will be supported in systemati-

cally taking the gender dimension into account in their future research. To this end, it is important to analyse structures, identify processes, and enable the sustainable integration of the topic into research practice, for instance through a guideline developed for Forschungszentrum Jülich.

SEXUALIZED VIOLENCE, DISCRIMINATION, AND SEXUAL HARASSMENT

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

The ↗ [General Act on Equal Treatment \(AGG\)](#) obliges Jülich to take necessary and appropriate measures – such as setting up a complaints office – that protect employees regardless of their gender. A series of interviews conducted as part of the D&I project revealed that employees often find the many ways of lodging a complaint or seeking advice and support in the case of sexualized violence, discrimination, and sexual harassment at Jülich unclear.

OBJECTIVES

Forschungszentrum Jülich has a hierarchical structure that is to some extent shaped by relationships that are dependent in nature. Scientific organizations are therefore not discrimination-free places. The protection of all employees and the prevention of sexualized violence, discrimination, and sexual harassment by Forschungszentrum Jülich is an important task. Jülich would like to ensure that it protects all employees against any form of sexualized violence, discrimination, and sexual harassment by means of critical reflection, raising awareness about certain topics, and providing easily accessible support.

There have not been any preventive measures to date to tackle the issue of sexualized violence, discrimination, and sexual harassment at Forschungszentrum Jülich, while existing support and advisory services have not been sufficiently publicized, and complaints procedures in this area are not transparent. Therefore, this field of action will be a focal topic for the next four years.

SUPPORT AND ADVISORY SERVICES AT JÜLICH

Employees who witness sexualized violence, discrimination, or sexual harassment or who experience it themselves have different opportunities to seek help and advice or to file a complaint. Points of contact:

- ↗ [Complaints office in accordance with Section 13 of the General Act on Equal Treatment \(AGG\)](#)
- [Personnel Management \(P-B\)](#)
- ↗ [Social Counselling](#)
- ↗ [Works Council](#)
- ↗ [Equal opportunities officer](#)

PLANNED MEASURES

Better communication through new information sites

Should an incident of sexualized violence, discrimination, or sexual harassment take place, it is important that advisory and support services as well as complaints procedures are transparent and can be located or communicated quickly and easily. A [new website](#) was therefore published at the end of 2021, informing employees about the topic and providing an overview of Jülich's advisory and support services.

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

The training course is an online seminar for any employees affected by this topic or anyone interested. It is held in German and English. At the start of 2022, it will be permanently adopted in Jülich's training programme.

Raising awareness through training of multipliers

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

EXISTING MEASURES

Involvement in EU research project UniSAFE

UniSAFE is an EU-funded project that aims to improve knowledge about gender-based violence in research and within funding organizations and to translate this knowledge into operational tools for different stakeholders. To perform the various analyses conducted as part of the project, qualitative and quantitative data are gathered at Jülich and other institutions. Due to its multi-field design, the project aims to provide in-depth knowledge of existing problems as well as of current and future priorities.

FemaleVoice network

In September 2021, the [FemaleVoice network](#) was founded by Jülich employees. In addition to the typical goals of networks, FemaleVoice set itself the task of reflecting on the topic of sexualized violence, discrimination, and sexual harassment at Jülich, and developing measures to prevent this. All women and employees who identify as women are invited to join the network. Aside from safe spaces for women, the network's activities and services will be open to all employees whenever it makes sense, especially when it comes to raising awareness about the issue of sexualized violence, discrimination, and sexual harassment at the workplace.

Orange Your City

Campaign and presentation: In 2021, Jülich took part for the first time in the campaign "*Orange Your City – Say NO to violence against women*" and now plans to participate in the campaign each year on the International Day for the Elimination of Violence against Women. The initiative is about drawing attention to the topic and showing solidarity with victims by lighting up important buildings and giving presentations on this day.

QUALITY ASSURANCE

The Gender Equality Plan is valid from 1 January 2022 until 31 December 2025. After four years the Gender Equality Plan will undergo an evaluation process that will assess the progress made within the fields of action, take account of the status quo, and, if required, determine new fields of action. Quality assurance takes place on two levels. Level 1 represents the Gender Equality Plan itself as well as its strategic goals and fields of action, while level 2 accounts for the individual measures within the fields of action. The latter focuses on the individual measures that will be taken within the fields of action. To ensure that the individual measures have a long-term impact and to make them transparent, Jülich will draw on the associated programme of action ([↗ HaPro](#)) it has developed. This programme encompasses all individual measures, including their descriptions, objectives, indicators of success, and evaluations.

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