

Equal Opportunities Plan (the German version is binding)

Max-Planck-Institut für Eisenforschung GmbH

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<sup>1</sup> The statistics part of the plan is based on data material until March 31, 2019, as this plan originally had a validity from 2019 to 2022. Due to the need to align with the terms of the MPG-wide plans, since sufficient evaluation does not seem to be available in the short observation period, this plan was extended by one year without updating the statistics section.

## Introduction of the CEO

Dear Colleagues,

I am delighted to present today our first Gender Equality Plan, which is an important tool for equality opportunity work at the MPIE.

The statistics on staff, recommendations for action and measures contained therein follow the strategic objective of the Max Planck Society on gender equality and equal opportunities.

The Equal Opportunities Plan and its accompanying measures aim to raise awareness of the need for equality at the MPIE. We are aware that the MPIE's claim to excellence can only be extended and continued through an equality oriented working environment in order to remain internationally competitive and to present ourselves as an attractive employer.

### Men as part of gender equality work

The promotion of women on their career path is a core objective of equality work, but the issues of equality and equity are gender-sensitive and therefore include men and women as a target group for equality work. This means that all employees of the Institute are supported by the Equal Opportunities Officer in equality-relevant topics. We greatly welcome the participation of men and all genders in information events, as well as awareness raising activities (referring to gender equality and subconscious discrimination).

In addition, we are pleased to review on a series of actions and activities on equality and equity at the MPIE:

#### • **Work-life balance**

We support our employees in contacting the helpdesk of the "pme Familienservice". The response to the offer, which has existed since 2015, has increased significantly, and so we receive at least 10 inquiries a year about the services of the family service plus participation in academies. Overall, 2-3% of the workforce is taking advantage of the offers.

Furthermore, we have a cooperation with the day care center "Froschkönig", which offers so called "Belegplätze" in two different locations - one 1 km close to the Institute, the other one in the city center. The MPIE currently occupies 4 places ("Belegplätze") and demand remains.

From the summer of 2019<sup>2</sup>, the MPIE is planning a parent-child office with flexible reservation times that parents can use if other child care cannot be guaranteed.

#### • **Information about further education / career development opportunities**

The staff members of the MPIE are informed by the HR department, the departmental directors and the mentor for female researchers about skill enhancements, summer schools and workshops. Similarly, soft skill courses and information sessions are already organized and offered by the Surmat coordinator on career-relevant topics. An offer of gender-sensitive events is planned, the selection of which will be made in cooperation with the Equal

<sup>2</sup> The parent-child-office was installed in March 2020

Opportunities Officer. Furthermore, for the program "sign-up", for which we could already place a participant in 2019, female candidates should be proposed if possible.

#### • Public relation

Since 2015 the nationwide Girls Day is held at the MPIE, where the department for Public Relations is supported by scientists and students. We offer five different fields where female students can get an insight into different areas of our Institute.

At our Scientific Advisory Board Meeting, which took place in March of this year, we included for the first time non-scientific posters on career advancement, health management and equality at the Institute in the poster session in order to give weight to the relevance of these topics.

#### • Staffing of committees

In appointing our official committees, the Institute's leadership has already been able to increase the proportion of female members from less than 10% to more than 21% in the composition of the Scientific Advisory Board in 2019. This aspect will continue to receive special attention.

These examples show that the MPIE has already started to include a job-fair work environment and equality-oriented awareness-raising measures in our guiding principles. For the expansion, but also the sustainability, we need the present equality plan.

We are glad about its finalization to promote the preservation and development of an equitable work environment.

Since



*Dierk Raabe*



## **1. Gender equality and governance processes at the Max Planck Institut für Eisenforschung**

### **What is the understanding of "Gender Equality" at the Institute?**

In accordance with the general understanding of the MPG, our Institute interprets gender equality as the promotion of all employees, regardless of gender, nationality, religion, disability, age, cultural origin or sexual identity.

All those working at the Institute should be given the opportunity for equal professional development and accompanying support, irrespective of the factors mentioned.

In our opinion, Gender Equality goes beyond formal equality of treatment: the aim is *factual* equality in the sense of equal opportunity, which recognizes and takes account of the diverse life situations, prospects and needs of women and men.

The Institute has already created appropriate framework conditions for a work environment that is commensurate with the equality of opportunity and would like to promote and further improve this through a suitable strategy, which is reflected in this plan.

The career promotion of the individual or the targeted promotion of female talents at all positions and management levels are just as central to the Institute's understanding of gender equality as the creation of opportunities to reconcile work and family life.

A future-oriented personnel policy, leveled out in a job-fair working environment, is a priority concern for our Institute, because only in this way can we win the best talents in the scientific as well as the non-academic field for the work at our Institute.

To further promote and not least formalize a culture of equal opportunities, the Board of Directors is adopting the present Equal Opportunities Plan for the first time.

### **What is an equality plan?**

An equality plan serves as an essential steering tool for equality work at the Institute. The Equal Opportunities Plan serves, on the one hand, to record the current gender equality situation at the Institute and, on the other hand, to identify fields of action on equality and equal opportunities. In addition, it lays down institution-specific gender equality measures in order to finally eliminate inequalities between the sexes; Gender Equality as a topic at the Institute should also be regularly evaluated and revised.

The Equality Plan has been adopted by the entire Board of Executives and is thus an integral part of the internal regulations of the Institute.

All staff members of the Institute have the opportunity to contribute to the continuation and implementation of the plan and are actively invited to contribute their ideas and comments regarding the present gender equality objectives.

### **Which topics does the equality plan include?**

The Equality Plan includes the following fields of action:

- Equality awareness at the Institute
- Reconcilability of work and family
- Career development of women (academic/non-academic, focus on leadership positions)
- Equitable recruitment procedures & work culture
- Institutionalising gender equality policies and developing evaluation criteria/procedures

### **How long is this plan fixed?**

The present Equal Opportunities Plan has validity for the years 2019-2022. A first revision and adaptation will take place in early 2021 to review the achievement of the intermediate 2020 targets.

### **Who is responsible for that?**

The present Gender Equality Plan has been co-operated by the Equal Opportunities Officer with the Management of the Institute.

### **Legal foundations of the equality plan**

The basis for our work are the following legal and internal guidelines:

- Ausführungsvereinbarung Gleichstellung ("Agreement on Gender Equality")
- Grundsätze für die Gleichstellung von Frauen und Männern in der Max-Planck-Gesellschaft (Excerpts "Principles for Equality between Women and Men in the MPG")
- AGG (Allgemeines Gleichbehandlungsgesetz/ "General Equal Treatment Act")

## 2. Personnel and equality statistics MPIE (as of 31/03/2019)

The following chapter contains a brief presentation of gender-specific personnel statistics at the beginning of 2019. The statistics include data on gender distribution in different fields of activity (scientific / non-scientific) and / or employment relationships and information on recruitment procedures.

### a) Gender distribution at the institute

As of December 31, 2018, the Institute has a total of 270 employees.

The percentage of men in the total workforce at the reporting date is 74%, while the part of female employees is 26%. Thus, women on the whole represent a minority at the institute. Since the gender distribution between the scientific (Fig.1a) and non-scientific (Fig.1b) area is very different, we look at the gender distribution in both areas of activity:

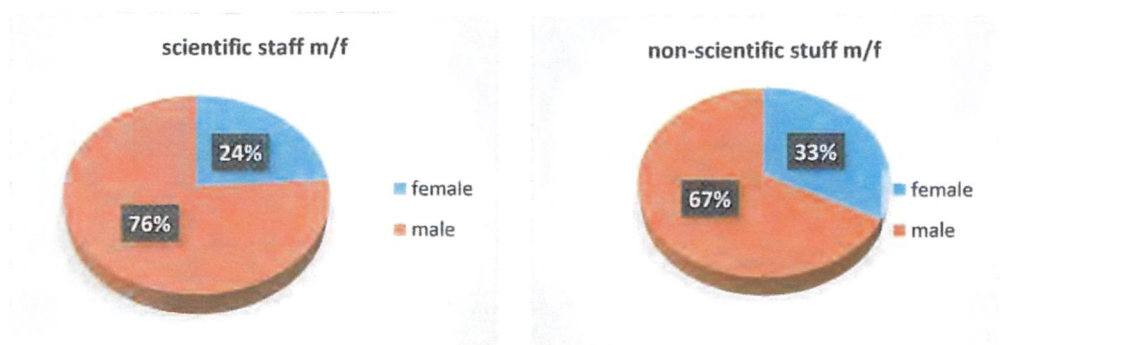


Fig 1a: Proportion of female employees in science      Fig. 1b: Proportion of female employees in administration, technology

### b) What leadership positions exist at the institute?

The Max Planck Institut für Eisenforschung GmbH is divided into four departments with one director each. The directors - at present, there are no female directors- together with the commercial head of administration form the management of the Institute. Each scientific department has several subject-specific research groups, each of which is headed by a group leader. In addition, there is an independent research group headed by a female group leader.

#### Scientific Part

Statistics group leading positions in science:

distribution group leading positions in science

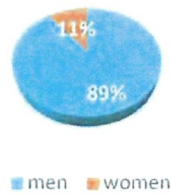


Fig. 2: Group leading positions without „Forschungsleitung“

distribution group leading positions in science incl. "Forschungsgruppenleitung"

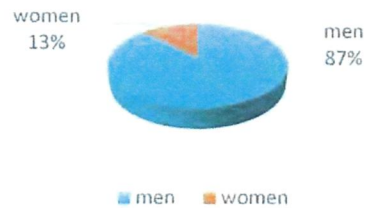


Fig. 3: Group leading positions within „Forschungsleitung“

As the statistics show, women are currently significantly underrepresented in areas of group leadership positions. For this reason, an increase in the proportion of female scientists, especially in this area, is aimed for by 10%.

The institute should pay special attention to the decline of women from the post-doc hierarchical level to group leadership: what conditions can we create to attract more women to science and to keep them in science.

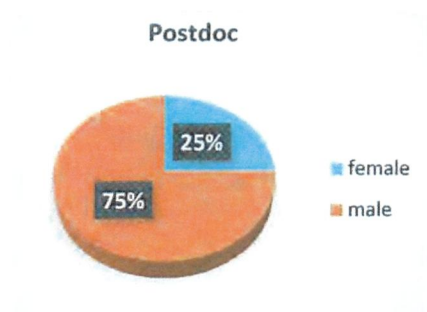


Fig. 4: Scientists with PhD

In the area of appointments to W2 and W3 professorships, the current statistics show that women are significantly underrepresented. In accordance with the Equality Principles of the MPG, the Institute will endeavor to increase its share.

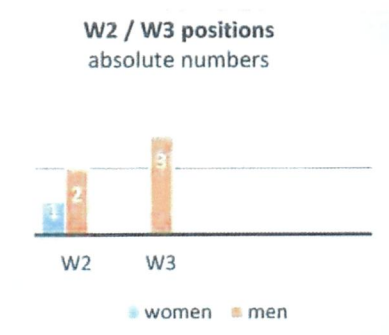


Fig. 5: Appointments W2/ W3

### Non-scientific Part

Non-scientific activities include administration, assistance, library, works council, science management, technical services, electronics and IT.



Looking at gender relations in the non-scientific field, excluding the Technical Services, it is noticeable that women and men are employed in a rather balanced ratio, whereby the number of women is slightly higher at just under 60%.

If one includes the field of technical job descriptions, the statistics also reflect the expected disproportionate share of men in our "Werkstatt" (Technical Services), Electronics and IT. Here women are clearly in the minority with only about 16%; one woman works in the Technical Services, one in IT, the others in the laboratories:

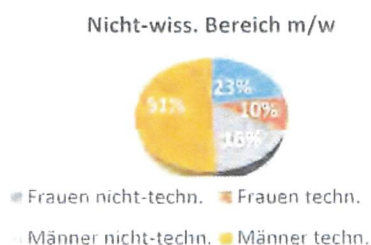


Fig. 6: Percentage staff in the non-scientific area/ here technical & non-technical jobs

### Group leaders (m/f) non-scientific area

In the non-scientific field, which is the responsibility of the Head of Administration, there are similar to the group leading positions "Sachgebietsleitungen" or lines of organizational units. In this area, women are significantly underrepresented with one group leader ( $\pm 14\%$ ) to six male colleagues. The Institute endeavors to increase the proportion of women in this field and will support an equitable selection process by suitable conditions for all appointment processes.

#### c) Part time / full-time employment

Looking at the statistics on gender differences between part-time and full-time employment, there is a tendency in the non-academic field for women to be part-time at the Institute rather than men.

In the Scientific Area, gender-specific differences are masked by the large third-party-induced differences. Most part-time employees working in the field of science work in third-party funded projects, where part-time quotas result from the project framework conditions such as work packages, milestones, etc.

Overall, however, some of the part-time jobs were created at the request of female employees, according to the Institute's management. The Institute strives for equal treatment between full-time and part-time workers.

#### d) Temporary and permanent employment

With regard to the employment situation in temporary and permanent employment relationships, it should be noted that currently almost 100 employees are in permanent employment; 30% of these are female employees. In view of the fact that the total proportion



of female employees at the institute is only 26%, the proportion in permanent employment is therefore positive.

#### e) Selection procedure IMPRS SurMat

International Max Planck Research School for Interface Controlled Materials for Energy Conversion

In the last four selection rounds from 2017 to 2019, the number of international applicants has steadily increased from 140 to 261 applications.

The female applicants' quota also rose continuously from 16 to 27%.

	2019_1	2018_2	2017_2	2017_1
<b>Applicants</b>	<b>261</b>	<b>229</b>	<b>188</b>	<b>140</b>
male	190 (73 %)	161 (70 %)	146 (78%)	118 (84%)
female	71 (27 %)	68 (30 %)	42 (22%)	22 (16%)
<b>Invited</b>	<b>20 (8%)</b>	<b>17 (7 %)</b>	<b>17 (9%)</b>	<b>19 (13,6%)</b>
male	19 (7,5%)	12 (5 %)	12 (6,4%)	15 (10,7)
female	1 (0,5 %)	5 (2 %)	5 (2,6%)	4 (2,9%)
<b>Accepted</b>	<b>noch offen</b>	<b>8 (3,4%)</b>	<b>8 (4,3%)</b>	<b>9 (6,4%)</b>
male		4 (1,7)	6 (3,2%)	6 (4,3%)
female		4 (1,7)	2 (1,1 %)	3 (2,1%)

The proportion of applicants invited to the interview varies considerably, ranging from 13.6% to 7%. This variability depends, on the one hand, on the funds available for financing the doctorates and, on the other hand, on the excellence of the applications received. The proportion of invited female candidates was between 2.9% and 1%.

For 2019 it is still unclear how high the success rate will be. In the selection rounds before, the success rate varied between 6 and 3.4% in terms of the number of applications, with the success rate for female applicants between 1.1% and 2.1%.

Particularly noteworthy here is the 2018 selection round, in which after the interview 50% female applicants were hired.

#### Overall conclusion: Personnel / Equality statistics MPIE as of April 2019

Based on the above statistics, the following recommendations in the scientific and non-scientific field come to light:

##### Science area

- Increase in the proportion of women at management level (Group Management, W2/W3, Directors)
- Avoidance and evaluation of higher turnover rates from the post-doc level
- Improvement of employment relationships (less time limits)
- Transparent recruitment procedures to increase the proportion of women

#### Non-scientific area

- Striving for gender balance in "Sachgebietsleitungen" (Transparent recruitment procedures)
- Observing development of part-time employment and the framework conditions attached to it

Overall, it would be desirable to take appropriate measures to ensure the long-term structural anchoring of equality goals at the Institute.

### 3. Fields of Action & Measures

#### a) Promotion of work and family

Action goal:

The existing childcare measures will be continued and further expanded as needed. The family service provider will continue to be offered to all employees in line with the contractual conditions of the MPG.

Measure 1	<i>The existing cooperation between the day care center "Froschkönig" and our institute will be continued and expanded if necessary.</i>	
	Target group	All employees and scholarship holders of the institute
	Implementation / regular review	adjustment of contract conditions as appropriate, as well as communication on current needs and feedback on status; also feedback parents continue to query
	Responsibility	Administration / International Office

Measure 2	The cooperation between pme Familienservice and our institute will be continued; in addition, according to the increased demand, more funds are provided.	
	Target group	All employees and scholarship holders of the institute
	Implementation / regular review	Employees will be informed regularly about offers and innovations of the pme family service.
	Responsibility	Administration / Personal Department

Measure 3	Parents at our Institute may use an extra room (parent-child room) in exceptional circumstances (for example, in the case of illness care-person).	
	Target group	All parents at the Institute
	Implementation /Schedule	<ul style="list-style-type: none"><li>• PC workstation / desk</li><li>• Play Area</li><li>• Also use as a rest room for pregnant women or nursing room</li><li>• bathroom and kitchen nearby</li></ul> Planned for summer 2019
	Responsibility	Administration



Measure 4	Possibility to reimburse travel expenses for caregivers of children	
	Target group	Scientists (guests) external
	Implementation / Timetable	At the request of scientists, during events to take their child to the Institute, a settlement scheme was made to cover the travel expenses of the accompanying persons. Start: immediately
	Responsibility	Administration

#### b) Strategic implementation of gender equality

Action goal:

The support of female employees at our institute will be expanded and outsourced to a neutral level. The Equal Opportunities Officer is given the opportunity to retreat for thematic separation but also to guarantee privacy. Nonetheless, the Institute is in favor of raising awareness about gender equality and would like to support a cultural change.

Measure 1	<i>Office for Equal Opportunities with fixed speaking time once a week</i>	
	Target group	All employees and scholarship holders of the Institute
	Implementation / regular review	Start Summer 2019 <sup>3</sup>
	Responsibility	Equal Opportunities Officer

Measure 2	<i>Promotion of gender and diversity awareness at all levels through target group oriented seminars &amp; workshops</i>	
	Target group	All employees and scholarship holders of the institute
	Implementation / regular review	1st step planned in the context of SURMAT students 2nd "Diversity Day" at the Institute Start autumn / winter 2019, then successively after evaluation of providers
	Responsibility	Equal Opportunities Officer, RCO, Mentee

Measure 3	<i>Annual, fixed TOP on gender equality at a GF meeting of the Institute with report by the Equal Opportunities Officer</i>	
	Target group	All employees and scholarship holders of the institute
	Implementation / regular review	Review of action taken and discussion of further steps & adjustments Start autumn 2019
	Responsibility	Management Board, Equal Opportunities Officer

<sup>3</sup> office installed in summer 2020

Measure 4	<i>Implementation of "gender-equitable language" in all documents and statements of the Institute</i>	
	Target group	All employees and scholarship holders of the Institute
	Implementation / regular review	On schedule and with the support of the Equal Opportunities officer, all current documents are to be brought up to date by the end of the year; if necessary, also internal training of the workforce Start May / June 2019 <sup>4</sup>
	Responsibility	Management Board, Equal Opportunities Officer

Measure 5	Development of a pertinent internal evaluation process for the achievement of the objectives for the individual fields of action	
	Target group	All employees of the Institute
	Implementation / regular review	In cooperation between the Head of Administration and the Equal Opportunities Officer, a rating procedure is to be developed and implemented
	Responsibility	Management Head of Administration, Equal Opportunities Officer

### c) Equal Opportunity adopted Personnel Development / Work Culture

Action goal:

The recruitment and promotion of female employees at the Institute will be continued and expanded strategically and communicatively.

#### 1.) Gaining and promoting female scientists

Measure 1	<i>The working group "Gender Equality" consisting of the mentor for female scientists, research coordinator and equal opportunities commissioner is to continue its cooperation. Interested female scientists should get involved in order to understand / analyze their view of possible problems and to formulate solutions</i>	
	Target group	All employees and scholarship holders of the institute
	Implementation / regular review	1st step planned in the context of SURMAT students 2nd "Diversity Day" at the Institute Start autumn / winter 2019, then after evaluation of providers
	Responsibility	Equal Opportunity Officer, RCO, Mentee

Measure 2	<i>Accompanying female scientists on their academic career path</i>	
	Target group	Postdoc-level female scientists +
	Implementation/ Schedule	Coaching of female scientists (external presentation, CV, introduction to certain programs, etc.) Identification / accompaniment of candidates for group management Start autumn 2018
	Responsibility	Prof. Christina Scheu (Mentorin)

<sup>4</sup> measure implemented in Summer 2019



## 2.) Career Development / Transparency Recruitment Procedures

Measure 1	<i>Increase in the proportion of women scientists in the group leaders by at least 10%</i>	
	Target group	postdocs (domestic and external)
	Implementation /Schedule	transparency in recruitment procedures, supported by application management tool since 01/2019, as well as involvement mentor & equal opportunity officer before implementation of the hiring action Start immediately; + 10% should be achieved by 2021
	Responsibility	Directors assisted by Mentor for Women Careers & Equal Opportunities Officers

Measure 2	<i>Increase in the proportion of women scientists in W2 / W3 positions and directors</i>	
	Target group	All postdocs + of the institute as well as external applicants with a professorship or aspiring professorship
	Implementation /Schedule	Inclusion of Section Equal Opportunity Officers in all W2 / W3 procedures
	Responsibility	Directors & Equal Opportunities Office

## 4. Evaluation and monitoring of the actions under this plan

### Field of action a) Promotion of work and family

#### Measure 1 & 2:

- The demand for occupancy or services of the family service provider is monitored and adjusted; if necessary, additional funds will be made available through increased demand through the decision of the Management Board
- Evaluation of demand in relation to the funds spent (demand from the staff of the Institute about satisfaction, if necessary survey)
- Quality of the service provider must be ensured (discussions with the parents)

#### Measure 3:

- Setup of the parent-child room should be reviewed half a year after commissioning for convenience by obtaining feedback from parents using it
- Statistical recording of the usage frequency

### Field of action b) Strategic implementation of gender equality

#### Measure 1:

The offer of speaking times should be reviewed by the Equal Opportunities Officer by the end of 2019 and, if necessary, adjusted, keeping track of the number of spoken-time offers.

**Measure 2:**

Statistical registration of seminar participations; if necessary, adaptation of the offer by the working group "Gender Equality"

**Measure 3:**

Review of management and equal opportunities officer with regard to the type and scope of the exchange; Suggestions, define goals

**Measure 4:**

- Successive monitoring of implementation by gender equality officers as well as observation of permeability, if necessary further measures through internal training.

**Field of action c) Personnel development / work culture****1.) Recruitment & Promotion of Women Scientists / Equitable Personnel Development****Measure 1:**

The participants document their meetings and the resulting actions, agreements and progress and report to the directors at regular intervals.

**Measure 2:**

Mentor writes on the progress of her experiences and is in close contact with the directors.

**2.) Career development of female scientists / transparency recruitment process****Measure 1:**

- The successive increase in the share of women at the group management level of 10% by the end of 2021 will be checked against the personnel statistics from 2019-2021
- Inclusion of Equal Opportunity Officers is part of the assessment of the measure

**Measure 2:**

- The gradual increase in the proportion of women at the level of W2 / W3 positions - if possible and these positions are filled - is being reviewed
- Inclusion of Section Equal Opportunity Officers is part of the evaluation of the measure