

4. Zielsetzung bis 2026 (Objectives until 2026)

The aim of the GFZ is to achieve parity in all areas. For the scientific area, the target quotas have been defined in the cascade model (from classification E13), which we aim to achieve by 2025. In addition, the GFZ strives to achieve gender parity for all organisational areas and levels.

In 2009, the General Assembly of the Helmholtz Association decided to increase the proportion of women in science and to comprehensively realise gender equality in accordance with the gender equality standards formulated by the DFG in August 2008. These standards provide for a consistent, transparent, competitive, future-orientated and competent approach to gender equality. As a member of the Helmholtz Association, the GFZ recognises these DFG standards unreservedly and bindingly.

In addition, the equality plan and its objectives are based on the EU guidelines for promoting equality for women and equal opportunities for their professional and personal development.

In autumn 2022, the Executive Board decided on the following measures, the implementation of which began in 2023.

The measures are to be integrated into daily work processes and are detailed below:

- Clear designation of responsibilities with a matrix of roles in the organisation (i.e. managers at different levels, committees and employees) to achieve greater equality based on the draft presented to managers at the Scientific Council meeting in the first half of 2022.
 - o Implementation planning: finalisation of the matrix and communication to managers and the entire centre by the Executive Board.
- The management curriculum will include specific training content on equality, both legal principles and leadership topics such as unconscious bias, in order to empower line managers with the knowledge and skills to implement more equality in the organisational units within their area of responsibility.
 - o Implementation planning: Gradual implementation of the curriculum. Gender equality topics and content and skills that promote gender equality are prioritised in terms of time. Introduction of a binding training and development plan for new managers, which will be applied throughout the centre during onboarding from 2024.

Strict adherence to the existing principles of the cascade model, i.e. equal representation in staffing, is essential in order to achieve the objectives of the cascade model. This requires greater support for the recruitment of women and clear guidelines. The plan is to ensure equal representation in recruitment. It is crucial for the parity of the organisation as a whole that this model is applied in such a way that parity is also maintained with regard to levels and positions, e.g. in management positions and junior researchers. The same principles of parity are to be applied to procedures for the cancellation of fixed-term contracts, internal appointments to positions and upgrades and in succession planning. Parity is measured per year and with a breakdown by month and must be achieved within this annual period. The legal requirements of SGB IX for the promotion of the employment of severely disabled persons and persons of equal status apply independently of this and are complied with. Appropriate measures to comply with and achieve the objectives of the inclusion agreement are coordinated and realized with the representative body for severely disabled employees in

order to proactively support the promotion of the employment of severely disabled employees and those with equivalent status.

- Implementation planning: Use of the above regulations for new personnel measures.
- Consistent monthly monitoring, with the help of which compliance with parity can be checked in the case of permanent appointments and new appointments and at least the continuation of at least the previous gender ratio in the case of contract extensions at GFZ, department and section level and in relation to the various employee groups, so that countermeasures can be taken if parity is at risk of being violated.
- The succession of vacant management positions at all levels should also be based on parity according to the above model. This applies to management positions of all kinds (directors, section heads, department heads, group heads, working group heads, junior research group heads, spokespersons, etc.). Due to past external appointments to vacant management positions in the first and second management levels of science with male candidates, the next 5 vacant positions at this management level (section head and director) must be filled by women. Subsequently, the equal representation procedure described above will apply for filling future vacant management positions at all levels.
 - Implementation planning:
 - Revision of succession planning for section heads as part of the strategy process.
 - Strict consideration of parity and gender equality objectives when appointing working group leaders.
 - Utilisation of instruments (Helmholtz and others) to promote excellent women in science, e.g. junior research group leaders, first appointment W2/W3, Distinguished Professorships.
- In the long term (i.e. parallel to the progressive equal representation of women and men in academic positions E13-E15 incl. AT and W salaries), the aim is to achieve equal representation on all committees. The committee work of underrepresented women must be compensated in order to offset the additional workload. This commitment should be considered in the evaluation of academics; this could be done, for example, on the basis of the EU's CoARA recommendations in order to further promote equality.
 - Implementation planning: documentation of the current situation with regard to the composition of committees and definition of target quotas. Continuation of the compensation and support models for the JCC (assistance resource, pro rata PhD resource, JCC team structure) even in times of tight budgets. Coordination of a compensation model for other bodies with these bodies.
- **Appointment committees must always be composed of equal** numbers of women and men internally, and in cooperation with external institutions at least the GFZ participants in the long term. The guidelines for appointment committees developed by the Working Group Women in Research Centres (akfifz) are to be applied to GFZ activities in this context. In its cooperation with external institutions, the GFZ represents the gender equality objectives for committees accordingly in order to indirectly support the promotion of gender equality here as well. This also includes addressing and demanding the professionalization of selection procedures for scientific leadership positions in cooperation with external institutions in order to strengthen the role of women on appointment committees.

- Implementation planning: Communication to the GFZ by the Executive Board in conjunction with an information offer on the application of the akfiz guidelines in cooperation with the GBA team.

Support measures for professional and personal development such as the Helmholtz Academy and other measures for management development, scientific onboarding (familiarization, support, networking, etc.), mentoring, etc. must always be allocated at least equally to women. This also includes opportunities for the further development of scientific and specialized skills.

- Implementation planning:
 - Continuation of the allocation of places for the Helmholtz Academy: 2 out of 3 centrally funded places for the Centre are allocated to women. The places (co-)financed by sections and departments will be allocated at least equally. This must already be considered in the procedure for advertising the places and in the selection procedure of the organisational units.
 - Development and implementation of a guideline for scientific onboarding and the further development of scientific and professional competences in coordination with the scientific managers and based on the feedback and needs of junior staff.
 - At least equal allocation of mentoring places to women, e.g. as part of the implementation of the strategic personnel development concept of the Research Field Earth and Environment.
 - Carry out an "Equal Pay & Equal Benefits" analysis regarding the proportional distribution of gender shares in groupings, allowances, bonuses, appointment commitments and other components of a differentiated remuneration and employment structure, e.g. including the distribution of resources such as further education and training, space resources, access to infrastructure such as laboratories, etc. Based on the results of this analysis of the current situation, measures to achieve and maintain parity and equality must be defined and implemented.
 - Analyse existing fixed-term contracts (type of contract, duration, extensions, etc.) with regard to the proportional distribution of gender shares and, if necessary, define and implement measures to ensure equal opportunities in fixed-term employment based on the results of the analysis.

The internal and external appearance of the centre and all its organizational units is to be evaluated internally in order to be revised to promote equality and to achieve parity in communication in general and specifically in the web presence. This applies to all communication formats at the level of language, visualization and content: GFZ communication at all levels, internally and externally, should actively and specifically promote the general visibility of women in science and in leadership positions as well as awareness of gender equality issues and these themselves. In addition to updating the visual language accordingly, the establishment of respectful written and spoken communication at all levels throughout the organization is an essential basis for this.

- Implementation planning:
 - This applies to websites (internal and external), social media, internal and external communications by the Executive Board, managers and employees as well as guests who appear with an account of the centre and on behalf

of its organisational units. Consideration of the measures when updating the websites internally and externally.

- Integration of a module on appreciative communication in the future management curriculum.
- Inclusion of a parity requirement in the GFZ's procurement regulations and a standard parity clause in invitations to tender.

Together with the UFZ, the GFZ has taken on the coordination of the **Helmholtz Centres' participation in the BMBF call for proposals to promote the visibility of women in science and research**. This is to be continued and is actively supported by the Executive Board both during the tendering phase and during implementation at the Centre, including the activities coordinated by the GFZ, which take place across the Centres, and includes monitoring the project activities with corresponding communication from and at management level as well as providing the necessary resources for implementing the project and the resulting measures in the Centre and the research area.

- Implementation planning: Participation in the call for proposals and, in the event of a positive decision, corresponding implementation with a project coordination centre based at the GFZ.
- The GFZ took part in the **Helmholtz call for proposals to promote gender-sensitive recruitment** in order to further support gender equality activities, including the professionalization of managers in the knowledge and application of gender-sensitive selection procedures.
 - Implementation planning: The funding decision has been received and the project will be implemented from the first quarter of 2024.
- The GFZ **strategy process 2022/2023** considers the objectives of equality for the purpose of parity and is implemented in a way that promotes equality, so that the measures mentioned here are also considered and realized when planning how to deal with the forecast financial risks (tariff increases, increased costs for energy, etc.).
 - Implementation planning: Consideration of gender equality objectives and cascade model quotas in planning resulting from the strategy process.
- The Executive Board of the GFZ will monitor the implementation of the measures on a regular basis to ensure that the target quotas of the cascade model are achieved.
 - Implementation planning: The Executive Board reports annually to the GFZ Board of Trustees on the measures implemented and progress made in promoting equality to achieve the cascade model.

Further specific targets for increasing the proportion of women at the GFZ in line with EU requirements and the national and local framework for promoting gender equality are explained below: