

2. Gleichstellungsplan

2. *Gender Equality Plan*

2022–2026



The Directors

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Recitals

At the Helmholtz-Zentrum hereon GmbH (hereinafter: Hereon), employee motivation and performance are considered a decisive factor for success in national and international research competition. Hereon supports the professional potential of all genders equally for the fulfillment of its ambitious scientific goals. Hereon therefore considers the realization of gender equality as well as the improvement of family friendliness and the compatibility of family, care and professional life as strategic goals and priority management tasks.

Hereon therefore pursues a strategically designed family- and life-phase-conscious as well as equality-oriented human resources policy. To this end, Hereon first received the "berufundfamilie" (work and family) audit certificate in 2008 and regularly undergoes quality assurance to confirm this certificate. The next quality assurance is planned for spring 2023.

Based on the data and content (as of the reporting date of 12/31/2021), Heron's 2nd Equal Opportunity Plan shows the efforts to promote women and ensure as well as to further develop equal opportunities at the Center.

1. Mission and Organization of Hereon

Hereon is a non-profit research institution in the legal form of a limited liability company (GmbH). Its shareholders are the Federal Republic of Germany, the states of Brandenburg, the Free and Hanseatic City of Hamburg, Lower Saxony and Schleswig-Holstein, and the Gesellschaft zur Förderung des Helmholtz-Zentrums Hereon e. V. (Society for the Promotion of the Helmholtz Center Hereon).

The seat of the society is Geesthacht. The research center is a member of the Hermann von Helmholtz Association of German Research Centers.

Hereon conducts cutting-edge international research for a changing world: around 1,100 employees create knowledge and innovations for greater resilience and sustainability. Hereon's scientific spectrum includes high-performance materials, processes and environmentally friendly technologies for mobility and new energy systems. In addition, biomaterials are being researched for medicine and to improve the quality of life. With the help of research and consulting, Hereon faces the challenges of climate change in a solution-oriented manner and enables sustainable management and protection of the coastal and marine environment through comprehensive scientific understanding. Understand fundamentally, apply practically - the interdisciplinary research spectrum covers a unique range.

As part of an international network and within the Helmholtz Association, Hereon supports institutions from politics, industry and society by transferring its expertise in order to shape the future. Founded in 1956, the center is the largest non-university research institution in Schleswig-Holstein. In addition to its headquarters in Geesthacht and its site in Teltow near Berlin, Hereon has branch offices in Hamburg, Kiel, Berlin and Garching near Munich.

2. Equality strategy of the Helmholtz Association and Hereon

Equal opportunity is a core value for the Helmholtz Association. It is firmly anchored in the mission of the research community and is an essential component of Helmholtz talent management.

After all, cutting-edge research is only possible when the most talented people, regardless of gender, are placed in the right positions. For young scientists and experienced employees at the research centers, the aim is to design working conditions in such a way that employees can develop optimally, both personally and professionally.

Key points are:

- A wide range of offers for reconciling family and career, which can be combined to create an individually suitable solution.
- Networking of the centers in order to implement best practice examples on a broad basis
- Promotion of women in order to increase their share in management positions
- Equal opportunities as an evaluation criterion in the prospective review of research programs

Equal opportunity is consistently integrated as a cross-cutting issue in all talent management programs and measures. Hereon fully supports this approach of the Helmholtz Association. The center aims to harness the professional potential of women and men equally to meet its ambitious scientific goals and to increase the proportion of women at all career levels.

To achieve this goal, Hereon is placing its gender equality strategy on three pillars:

Pillar 1	Pillar 2	Pillar 3
The first is to inspire young women in particular, who are still underrepresented in many science and engineering fields, to pursue careers in Hereon's science- or engineering-based research areas and in its research management.	Secondly, Hereon offers its employees framework conditions that allow them to pursue both a professional career and a family life. In particular, it is important to ensure that young women can consistently pursue their chosen path in science and science management at various stages of family development.	Third, Hereon aims to make the principles of equality and equal opportunity, which are firmly anchored in its mission, a living management principle. As an employer, the center will continue to be attractive to qualified employees, for whom equality is generally not an issue in their partnerships.

Creating equal opportunities is thus a central strategic goal of the management and equally its personal concern. For this reason, Hereon is one of the first Helmholtz centers to have revised its internal regulations in order to strengthen its equal opportunities work.

To this end, at the end of 2020, an agreement was reached with the Supervisory Board on the promotion of equal opportunities in implementation of the execution agreement to the GWK Agreement on Equal Opportunities for Women and Men in Joint Research Funding – implementation agreement equation (AV-Glei), as well as an agreement with the Equal Opportunities Commissioner on participation in the implementation of the agreement on the promotion of equal opportunities.

3. Equal Opportunity Commissioner

In order to raise awareness of the importance of equal opportunities at Hereon, particularly among executives, the Equal Opportunity Commissioner has had a special role since 2000. The Equal Opportunity Commissioner has the task of promoting and monitoring the goals according to § 1 para. 1 of the Implementation Agreement on Equal Opportunity (AV-Glei) and their implementation. The Equal Opportunity Commissioner is involved in all recruitment, appointment and reappointment procedures carried out at Hereon.

She has reporting rights in the Supervisory Board and is represented as a permanent guest in the Scientific and Technical Council (WTR), in particular to intensify communication between the (scientific) executives and the Equal Opportunity Commissioner. Hereon releases the Equal Opportunity Officer to the extent of one full staff year for her duties. The Equal Opportunity Officer is in regular contact with the commercial and scientific management, the head of Human Resources Management and the head of Human Resources Development. The Equal Opportunity Officer is involved in many individual personnel measures, e.g., hiring, contract extensions, determination, allocation of training positions, upgrading and the temporary transfer of higher-rated activities or management tasks.

The Equal Opportunity Officer is regularly and continuously informed about the training measures carried out by employees.

Employees can contact the Equal Opportunity Officer, who is also a trained mediator at Hereon, at any time in matters and questions regarding equal opportunity, especially in cases of suspected discrimination or violation of equal opportunity or sexual harassment. The Equal Opportunity Officer consults the respective locally competent works council, the Human Resources Management department and/or other units if, at her discretion and at the request of employees, this is necessary to eliminate the difficulties.

4. Key personnel figures and proportions of women

(as of 12/31/2021)

4.1. Women as a percentage of total personnel

As of 12/31/2021, 1,107 people were employed at Hereon. That equates to 935 full-time equivalents (FTE). The number of employees thus decreased slightly compared with the previous year.

As of 12/31/2021, the proportion of women among the total staff is 39 percent, as in the previous year; the proportion of women among the scientific staff has increased slightly compared to the previous year, i.e., to 40 percent.

Number of employees	Total	2020		Total	2021	
		temporary	unlimited		temporary	unlimited
Total <u>number</u> of employees (regardless of the source of funds)*	1.119	531	588	1.107	511	596
male	685	316	369	673	300	373
female	434	215	219	434	211	223
of which <u>number</u> scientific staff **	811	463	348	811	467	344
male	495	279	216	487	275	212
female	316	184	132	324	192	132

VZÄ Beschäftigte***	Total	2020		Total	2021	
		temporary	unlimited		temporary	unlimited
Total <u>personel</u> in FTE (regardless of the source of funds)*	951	406	545	935	385	550
male	595	241	354	585	229	357
female	355	164	191	350	157	193
of which scientific staff in <u>FTE</u> **	665	341	324	662	343	319
male	413	206	207	407	204	203
female	252	135	117	255	139	116

*incl. reactor personnel

**without reactor personnel

*** rounded to full numbers

chart 1: Total staff and full-time equivalents by division, fixed-term and permanent employment contracts by gender in 2020 and 2021 (Reporting date: in each case 12/31)

¹ Explanation: see glossary

4.2. Proportion of women in science and research

As of 12/31/2021, 811 of the persons employed at Heron (equivalent to 73 percent of the total workforce) were part of the Center's scientific staff. Despite a slight decrease in the workforce, the number of women in the scientific division increased to 324 (12/31/2020: 316 women). As a result, among the scientific staff, the ratio of female employees has increased slightly to 40 percent in 2021.

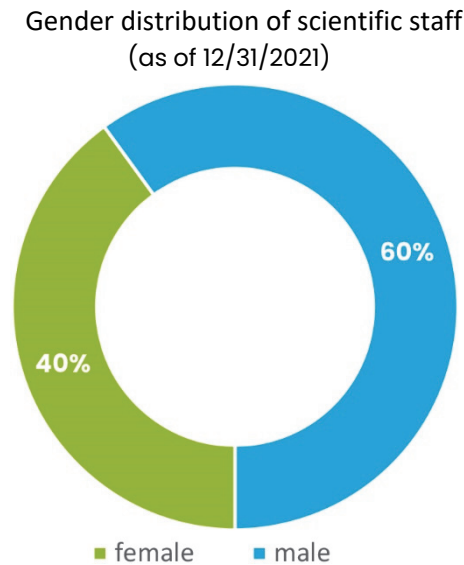


fig. 1: Number of scientific staff by gender (as of 31.12.2021)

4.3. Proportion of women in science and management positions

In the individual areas and institutes of Hereon, the proportions of women vary. To achieve equal opportunities for women and men at all scientific career levels, the instrument of the cascade model was adopted by the Joint Science Conference in 2011. The basic idea behind the cascade model is that the proportion of women at one qualification level should be based on the proportion of women at the qualification level below - taking into account the positions that are likely to be filled. A new target agreement period will run from 2021 to 2025. The forecasts and target rates for 2025 can be found in Chapter 6.1 (Tab. 5).

As of 12/31/2021, the status of the ratio of women among the scientific staff with regard to the achievement of the 2025 goals is as follows:

- At the first management level (actual female ratio as of 12/31/2021 = 29.4 %), new appointments were made internally as part of the restructuring of the research center. It is assumed that the planned ratio of 40 percent for 2025 can be achieved through further new appointments.
- At the second management level, the actual rate (26.9%) as of 12/31/2021 is only 2.2 percent away from the target rate on 12/31/2025 (29.1%). In independent research and junior research groups management, the target ratio of 50 percent has not yet been achieved. In 2021, only one junior research group was installed at Hereon, and it is headed by a scientist.
- For W3/C4 and W2/C3 positions, the actual female ratio as of 12/31/2021, is close to or exceeds the target set for 12/31/2025.
- In the case of W1 positions and pay groups 15 TVöD/TV-L, the actual ratios as of the reporting date of 12/31/2021 still fall short of the target ratios by -25.0 percent and -15.5 percent, respectively; here it is assumed that the ratio planned for 2025 can be achieved.

- The actual ratios for pay groups 14 and 13 TVöD/TV-L are already close to the target ratios for 2025 as of 12/31/2021.

In the non-scientific business unit², the proportion of women in management positions is 53.8 percent; of these, 40.0 percent are at the first management level and 62,5 percent at the second management level. If the cascade model of science were applied analogously, the target ratio would already have been reached by 2025 at the first management level and far exceeded at the second management level.

²Explanation: see glossary

Development of women's 2020 and 2021 for scientific staff

(not: FTE) (excluding administrative, technical and other staff)

women's quota - development

	ACTUAL 12/31/2020		ACTUAL 12/31/2021	
	Number of persons	of which women (%)	Number of persons	of which women (%)
Center Management ⁴	1	0	1	0
First management level ⁴	13	5	17	5
Second management level ¹	51	13	67	18
Third management level ¹	4	0	0	0
Management of independent research and junior research groups/research areas ²	0	0	1	0
W3/C4	14	3	13	3
W2/C3	9	3	8	3
C2	0	0	0	0
W1	1	0	1	0
E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	0	0	0	0
E15 TVöD/TV-L	50	9	58	10
E14 TVöD/TV-L	140	39	146	43
E13 TVöD/TV-L	370	150	376	161

¹Insofar as not part of the level above

²Insofar as not part of the 1st-3rd management level

⁴Insofar as persons on the 1st management level also hold the position of center management, this is reported in both the "center management" and "management levels" categories.

Chart 2: Gender distribution of scientific management positions according to the cascade (as of 12/31/2021)

Number of employees by gender among scientific staff by management level and remuneration group according to cascade as of 12/31/2021

Management level	Staff			Temporary staff			Part-time staff					
	Total	Men	Women	Total	Men	Women	Total	Men	Women			
		85	62		23	9		7	2	11	8	3
First management level ⁴	17	12	5	0	0	0	5	5	0			
Second management level ¹	67	49	18	8	6	2	6	3	3			
Third management level ¹	0	0	0	0	0	0	0	0	0			
Management of independent research and junior research groups/research areas ²	1	1	0	1	1	0	0	0	0			
Total	85	62	23	9	7	2	11	8	3			
Compensation groups	Personal			of which with foreign citizenship ³			Temporary staff			Part-time staff		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
		745	454		291	225		135	90		401	242
W3/C4	13	10	3	1	1	0	1	1	0	5	5	0
W2/C3	8	5	3	3	1	2	1	1	0	3	2	1
C2	0	0	0	0	0	0	0	0	0	0	0	0
W1	1	1	0	0	0	0	1	1	0	1	1	0
E 15 Ü TVöD/TV-L, ATB, S (B2, B3) inkl. AT	0	0	0	0	0	0	0	0	0	0	0	0
E15 TVöD/TV-L	58	48	10	9	8	1	10	10	0	11	10	1
E14 TVöD/TV-L	146	103	43	35	25	10	46	33	13	33	16	17
E13 TVöD/TV-L	376	215	161	164	90	74	323	185	138	184	93	91
E12 TVöD/TV-L	22	18	4	3	3	0	3	2	1	4	3	1
Pay groups below E12 TVöD/TV-L	121	54	67	10	7	3	16	9	7	35	10	25
Total	745	454	291	225	135	90	401	242	159	276	140	136

¹ Insofar as not part of the level above

² Insofar as not part of 1st-3rd management level

³ persons with foreign citizenship in addition to German citizenship are not counted

Chart 3: Gender distribution of scientific management positions according to the cascade (as of 12/31/2021)

Number of employees by gender among administrative staff, technical staff and other staff
by management level and remuneration group according to cascade as of 12/31/2021

Management level	Personal			Temporary staff			Part-time staff		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
First management level	10	6	4	1	1	0	1	0	1
Second management level ¹	16	6	10	1	0	1	4	0	4
Third management level ¹	0	0	0	0	0	0	0	0	0
Management of independent research and junior research groups/research areas ²	0	0	0	0	0	0	0	0	0
Total	26	12	14	2	1	1	5	0	5
Compensation groups									
W3/C4	1	0	1	0	0	0	0	0	0
W2/C3	0	0	0	0	0	0	0	0	0
C2	0	0	0	0	0	0	0	0	0
W1	0	0	0	0	0	0	0	0	0
E 15 Ü TVöD/TV-L, ATB, S (B2, B3) inkl. AT	0	0	0	0	0	0	0	0	0
E15 TVöD/TV-L	6	5	1	0	0	0	0	0	0
E14 TVöD/TV-L	11	6	5	0	0	0	4	1	3
E13 TVöD/TV-L	26	14	12	2	0	2	7	1	6
E12 TVöD/TV-L	23	15	8	3	2	1	7	3	4
Pay groups below E12 TVöD/TV-L	161	94	67	21	9	12	41	8	33
Insgesamt	228	134	94	26	11	15	59	13	46

¹ Insofar as not part of the level above

² Insofar as not part of 1st-3rd management level

Chart 4: Gender distribution of non-scientific management positions according to cascade, i.e., only divisional and group management positions are counted, staff departments have not been taken into account so far, vacancies are not shown (as of 12/31/2020).

5. Measures to improve equal opportunities at Hereon

5.1. Gender equality in institutions and boards of Hereon

Gender parity prevailed at the **Center management level** at Hereon as of 12/31/2021: The Scientific and Technical Managing Director managed Hereon together with the Commercial Managing Director.

In accordance with the Articles of Association, the **Supervisory Board** at Hereon monitors the legality, expediency and economic efficiency of the company's management. It is appointed by the shareholders' meeting and consists of 13 members, three of whom are delegated by the company. Currently, these are two men and one woman; overall, the proportion of women on the Supervisory Board is 38.46 percent (As of 12/31/2022).

The **technical-scientific Advisory Board (twB)** contributes to networking with institutions outside the Helmholtz center Hereon: with universities, with industry and with other research institutions. Therefore, several experts from each field of work are members of the Advisory Board. The task of the TwB is to advise the company and the Supervisory Board on all scientific matters. Currently (as of October 2022), one of the 10 TWB members is a woman. In the appointment process, which takes place every four years, Hereon always strives for a high proportion of women.

The **Scientific and Technical Council (STC)** is an organ of the Society and provides a forum for internal discussion. It thus contributes to the interdisciplinary, networking approach of the Helmholtz Center Hereon. It advises the management in all essential scientific and technical questions. Its members include the heads of the institutes as well as elected representatives of the scientific and technical staff and a member of the company's works council. Currently (As of October 2022), 6 of the 22 members of the WTR are women.

When appointing members to review groups and appointment committees, it is a matter of course and an explicit goal to select qualified members with the greatest possible equality of opportunity, insofar as these are available.

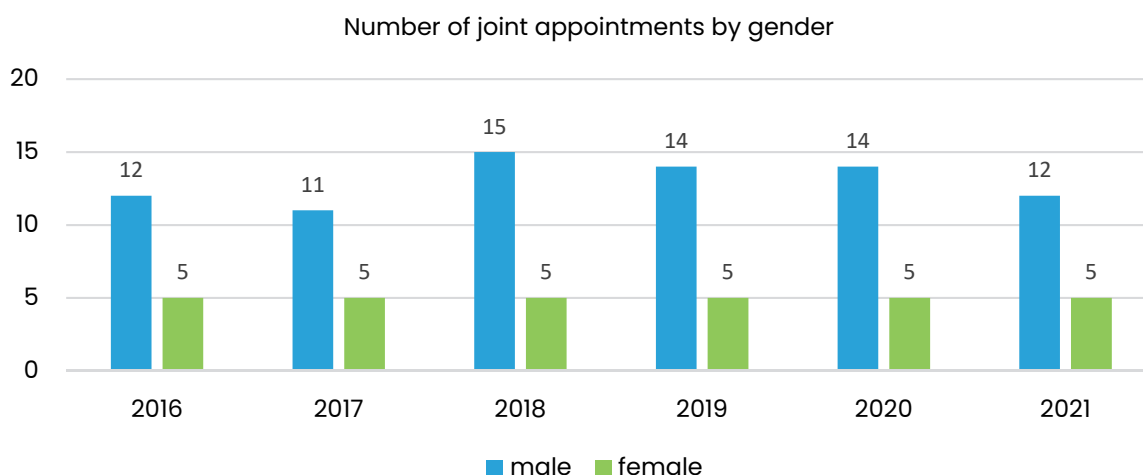


fig. 2: Joint appointments of women and men in the years 2016 to 2021

5.2. Gender-equitable language

To find a common code of language within Hereon, the Equal Opportunity Officer has developed a dynamic guideline for gender-equitable language at the Center in cooperation with other impulse-giving employees and in coordination with the management. Gender-sensitive language use is visible evidence of successful equality in a company and testifies to employees' awareness of this issue.

Furthermore, in 2021, the wording in the job advertisements was adjusted to be gender-appropriate. The text of the advertisement will be formulated in such a way that it addresses members of each gender in the same way and encourages members of the gender that is underrepresented in the respective field to apply more strongly. Each advertisement must contain a note stating that the advertised position can be filled on a part-time basis, unless compelling operational concerns prevent this.

5.3. Flexibility for childcare and caregiving responsibilities during the pandemic

The covid-related expansion of working from home to up to 100% in 2021, additional time off for childcare and caring for close relatives, and the expanded flexibility of working hours supported employees during the lockdown phases of the covid pandemic in that their work at Hereon was more compatible with childcare and/or caregiving responsibilities.

5.4. Flexibel and mobile working

Hereon offers a variety of working time models and thus makes an important contribution to the work-life balance.

In 2018, the first company-wide agreement (GBV) on mobile work was concluded at Hereon, replacing so-called telework. The partners initially agreed that it would run until 12/31/2021, in order to gather practical experience with the use of mobile work and to further develop the GBV on the basis of this experience if necessary.

The further development of mobile work will take place and take effect on April 1, 2022. As of April 2022 (record date: 04/22/2022), 549 employees (representing 49.59% of the total workforce) have already submitted an application for mobile work.

Improvements have resulted from the revised version of the General Works Agreement (GBV) on Mobile Work in particular through

- an increase in the possible proportion of time spent on mobile work,
- an increase in flexibility in the distribution of working time windows,
- an improvement in the control of personnel deployment,
- the possibility of building up time credits in mobile work in the future, and by
- the simplification of administrative implementation processes.

5.5. Children offers

Hereon provides comprehensive childcare services for employees with children.

Daycare center

A company kindergarten at the main site in Geesthacht with a total of 42 places for children from 8 weeks up to school-age guarantees professional care during opening hours from 7:30 a.m. to 6 p.m. and without a vacation close-down. Up to 80 percent of the places are reserved for children of Hereon employees.

Back-up care for emergencies and during school vacations

Employees who work at the main site can also take advantage of short-term emergency care if the regular care for their children is cancelled. Employees can also use this emergency care to bridge vacation periods for their school-age children up to the age of 12.

Parent-Child Room

At the Teltow location, a parent-child room offers parents the opportunity to temporarily bridge situations in which their child's regular care is cancelled at short notice, as part of a self-organized childcare program.

Helmholtz Vacation Camp

Since 2018, Hereon has regularly participated in the Helmholtz vacation camps. Children of employees from all participating Helmholtz centers spend a week together during the summer vacations. In 2021, the summer camp was cancelled due to covid. In 2022, Hereon children once again participated in the summer camp

5.6. Qualification of employees

The Hereon continuing education program is designed on the basis of needs and offers women and men alike the opportunity for further qualification. The offer ranges from modules and training for the development of technical, social, health and methodological competencies to management development. Hereon cooperates with other Helmholtz centers in northern Germany to enable employees to network beyond the center's boundaries.

The participation rate of women (62 percent) in the internal further-education program exceeds that of male employees (38 percent). In the case of external training courses, the proportion of female employees is 44 percent (men: 56 percent), which is proportionally higher than for male colleagues.

In addition to a wide-ranging portfolio, the internal training program has again offered courses just for women in 2021: the training courses on rhetoric and conflict management are two formats that have been specially designed to meet the needs of female participants.

Participation rate in internal training program 2021
by gender in %

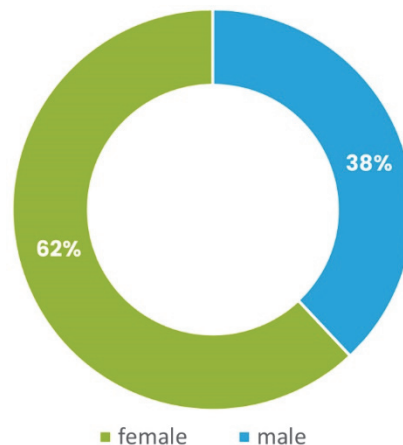


fig. 3: Participation of female and male employees
in the Hereon internal training program in 2021

5.7. Dual Career-Service

In order to reconcile career, partnership and family, Hereon offers a dual career service to top scientists and other highly qualified employees in the course of personnel recruitment. This is intended to help partners who are moving to a new location and to support them in professional matters during the initial period. In a manageable setting, small families can also find a temporary home in Hereon's guest accommodations.

5.8. Promoting health

In 2021, Occupational Health Management also focused in particular on those employees who were exposed to increased demands due to the covid pandemic and its consequences with the "Healthy Working From Home" series. Particularly for parents with school-age children or employees with caregiving responsibilities, the lockdown periods combined with working from home were characterized by special challenges and were often very stressful. The "Healthy Working From Home" series therefore provided information and tips to help ease the burden and keep this group of employees, in particular, healthy.

Since sleep can also suffer in stressful times, all employees benefited from the company health management focus in 2021 on "Healthy Sleep" with many activities and impulse lectures as well as workshops in spring 2021 on the topic of "Strong During Stress".

5.9. Support through free Employee Assistance Program (EAP)

Even outside of covid-related challenges, employees face professional and personal demands that require professional advice and support to resolve. Whether caring for parents, health issues or particularly stressful phases in professional or private life. It is often women who bear the main responsibility for the multiple burdens of work and private life. The goal of the program is therefore to provide help as quickly and easily as possible.

Employees at Hereon and their relatives or persons living in the household can obtain free advice and support on the following topics:

- Work & career
- Family & partnership
- Childcare
- Care of relatives
- Body & Soul
- Life balance & health
- Critical life situations

In 2021, the EAP provider also focused on employees with school-age children and employees with caregiving responsibilities and provided special offers for them, such as learning coaching for parents and live talks on dealing with dementia or relatives suffering from dementia. Female employees in particular often benefit from this, as they usually take on more unpaid care work in families.

5.10. Getting young women, schoolgirls and the youngest excited about research

Since covid made training fairs and career orientation days in attendance almost impossible in 2021, it was not entirely easy to get schoolchildren excited about science and research. In 2021, Girls' and Boys' Day was therefore held online for the first time at Hereon. The topics ranged from career guidance in technical, IT and commercial professions to insights into research including hands-on experiments. The annual Helmholtz vacation camps also focus on research and discovery for the girls and boys.

In addition, children of Hereon employees between the ages of 5 and 12 were invited to an experiment event at the Quantum Leap school laboratory in 2021. This gets girls in particular interested in science at an early age and introduces them to careers in science and research.

The Hereon company-affiliated daycare center "Einsteinchen Company Kids" has now been awarded the "House of Little Researchers" certificate for the 6th time. With a focus on STEM education, the center also promotes the interest of the researchers of the future from an early age.

5.11. Audit „berufundfamilie“

Hereon was first awarded the certificate for family-friendly working and research conditions in 2008 and has since been able to confirm this every three years, most recently in June 2020. In the course of the re-audit in 2020, further measures were defined to further increase equal opportunities at Hereon.

While the focus at the beginning of the certification was on the compatibility of work and family, the focus is now on a much broader concept of equal opportunities, i.e., freedom from discrimination, tolerance and respect for the talents of all genders in diverse phases of life and in all age and occupational groups.

Until the reaffirmation of the certificate in 2023 (see Chapter 6.3), Hereon is working intensively on implementing the agreed action program, the measures of which have now been largely implemented:

- Increasing the acceptance of modern forms of work as an ongoing process.
- Continuation and further development of mobile working options
- Improving employer marketing as an ongoing process
- Developing gender-sensitive management skills as a task of the management development program currently being set up
- Improving the findability of employer offerings by revising the intranet and Internet offerings.

6. Outlook

The path taken by the management at Hereon to promote women and maintain equal opportunities for both genders in the form of three pillars is showing success in motivating and promoting the professional career paths of qualified women for both science and research management and will continue to be the basis for equal opportunities measures in the future.

Hereon will continuously review, further develop, and selectively expand new measures and those that have already been initiated and implemented for many years.

Hereon not only demonstrates scientific excellence as one of Germany's leading research centers, but also aims to be a leader in equal opportunity issues and an equally attractive employer for women and men.

The measures implemented for equal opportunities follow the approach of a continuous improvement process. Thus, the measures already introduced are constantly reviewed in a targeted manner and adapted according to the needs of employees, or additional new measures are developed in order to fully exploit the potential of women in research and development - with equal opportunities for women and men.

6.1. Increase the proportion of women in management positions

For the years 2021 to 2025, new target quotas have been set in the cascade model (see chart 5). Taking into account that Hereon works with about 75 percent of its scientific resources in the still male-dominated fields of engineering, material sciences, physics, chemistry and mathematics, these target quotas can be described as ambitious.

In the scientific field, women already make up 29 percent of the first management level. It is therefore to be expected that the target ratio for women of 40 percent for 2025 can be achieved. At the departmental management level, the proportion of women is currently 27 percent, so it is assumed that the target of 29 percent for 2025 will also be achieved here. Nevertheless, further efforts are required to achieve the target quotas in the management of independent research and junior research groups/research areas and in remuneration groups W1 to remuneration group 14. When filling management positions in the course of the reorganization of the scientific institutes, it became clear that the "substructure" in particular has too few female candidates for the next career step.

Cascade model

Actual ratios of women as of 12/31 of 2020 and 2021, forecast and target ratios on 12/31/2025 for scientific staff

(excluding administrative, technical, and other staff) in persons (not: FTE)

	Women's quota - development			Women's quota - derivation and target 2025				TARGET 12/31/2025
	ACTUAL 12/31/2020	ACTUAL 12/31/2021	Forecast 12/31/2025	Number of positions fluctuation ³	Number of Positions growth ³	Positions that can be filled ³	Women's quota (%)	
Center Management ⁴	1	0	0	0	0	0	0	0 %
Firsat management level ⁴	13	5	29 %	20	8	8	8	40 %
Second management level ¹	51	13	25 %	79	35	37	37	29 %
Third management level ¹	4	0	0 %	0	0	0	0	-
Management of independent research and junior research groups/research areas ²	0	0	-	4	4	4	4	50 %
W3/C4	14	3	21 %	18	6	6	6	28 %
W2/C3	9	3	33 %	13	3	3	3	31 %
C2	-	0	-	0	3	3	3	-
W1	1	0	0 %	4	0	0	0	25 %
E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	0	0	-	0	0	0	0	-
E15 TVöD/TV-L	50	9	18 %	55	10	20	20	33 %
E14 TVöD/TV-L	140	39	28 %	140	5	55	55	32 %
E13 TVöD/TV-L	370	150	41 %	340	20	270	270	44 %

¹ Insofar as not part of the level above

² Insofar as not part of 1st-3rd management level

³ Estimated decrease or increase in positions up to 2025, of which estimated fluctuation and new positions (in persons); the point of reference is the ACTUAL as of 12/31/2019.

⁴ Insofar as persons on the 1st management level also hold the position of center management, this is reported in both the "center management" and "management levels" categories.

Chart 5: Gender distribution in scientific leadership positions according to cascade (actual ratio as of 12/31/2020 and 12/31/2021; forecast and target ratio 2025).

6.2. Action Plan to Increase the Proportion of Women Among Scientific Managers

To attract women to science and science management, and thus to be able to use and build up the skills of future female scientific managers in particular, Hereon introduced various measures for targeted personnel recruitment and development years ago. At the end of 2021, the management, in cooperation with the Equal Opportunities Officer, drew up a more far-reaching plan of measures to increase the proportion of women among scientific managers, through with which female managers in particular can be promoted to the middle management level so as to be able to fill subsequent institute management positions with a higher proportion of women.

The action plan covers the following areas:

- advancement of women as a management task
- promotion and qualification of young female employees
- gender aspects when filling management positions
- compatibility of work and family with a management function

6.3. Recruiting women for science

Even in daycare and at school (see Chapter 5.8), girls and young women are introduced to the fields of science and technology with the aim of inspiring them to study in this direction and thus, in the long term, attracting more women to leadership positions in subjects that have so far tended to be dominated by men. In this context, the center's Quantensprung school laboratory promotes the scientific interest of schoolchildren. It also focuses in particular on the group of girls.

This goal is also served by Hereon's annual Girls' Future Day and the implementation of internships for female and male students at the research institutes.

The recruitment of female specialists and managers is also to be promoted by the further development and expansion of Hereon's career website. In the future, current topics will continue to be published regularly to address the target group of potential female applicants and to inspire them for Hereon as an employer (e.g., current campaigns of the company health management, highlights from the areas of vocational training and personnel development, offers for the compatibility of career and family, and interviews with female specialists and managers as role models from the scientific and non-scientific areas).

6.4. Re-certification for the "berufundfamilie" audit

Hereon has been a berufundfamilie-audited company since 2008. The certificate was last confirmed in the summer of 2020. In the spring of 2023, a dialog process is planned for the renewed confirmation of the berufundfamilie certificate. In view of the high number of women and men working on the move, the focus will be on "leading and working at a distance" and "leading and working in change processes".

7. Continuation of the equality plan / gender equality plan

The key figures and the contents of this equality plan are further developed, updated and updated annually. The next update will take place in the 4th quarter of 2023 on the basis of data as of 12/31/2022.

Glossary

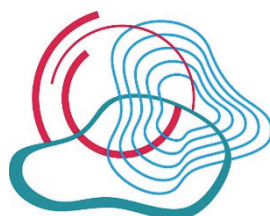
Non-scientific staff

In addition to the commercial management, this includes the employees on their staffs and in the areas of information technology, property management, technical center, central department, finance and controlling, purchasing and logistics, and personnel management, as well as the reactor staff.

Scientific staff

This includes the scientific-technical management, the employees of their staff departments as well as the scientists of the institutes, PhD students and science support staff in the institutes (excluding reactor staff).

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