



## **Gender Equality Plan 2021 – 2025**

Geesthacht, 13.12.2021  
Helmholtz-Zentrum hereon GmbH  
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## **Preamble**

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. The Hereon supports the professional potential of all genders equally for the fulfillment of its ambitious scientific goals. The 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. The Hereon therefore pursues a strategically designed family- and life-phase-conscious as well as equality-oriented human resources policy. To this end, the Hereon first received the "berufundfamilie" (work and family) audit certificate in 2008 and regularly undergoes quality assurance in the audit's dialog procedure.

Based on the data and content as of the reporting date of December 31, 2020, this Equal Opportunity Plan shows an inventory of the advancement of women, the efforts to ensure as well as to further develop equal opportunities at Hereon.

### **1. Mission and organization of the 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, the Hereon meets 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 with the transfer of 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 the 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.

Central 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, the 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, the 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 her 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. The Hereon releases the Equal Opportunity Commissioner to the extent of a full staff year for her activities. The Equal Opportunity Commissioner 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 Commissioner is involved in many individual personnel measures, such as hiring, allocation of training positions, upgrading, and the temporary transfer of higher-valued activities or management tasks.

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

Employees can contact the Equal Opportunity Commissioner, who is also a trained mediator at Hereon, at any time in matters and questions of equal opportunity, especially if they suspect discrimination or violation of equal opportunity or sexual harassment. The Equal Opportunity Commissioner consults the respective locally responsible 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. Stocktaking: key personnel figures and proportions of women (as of 31.12.2020)

##### 4.1 Women as a percentage of total personnel

As of Dec. 31, 2020, 1,119 people - including student assistants - are employed at Hereon (equivalent to 951 full-time equivalents (FTEs)). The proportion of women in the total workforce increased from 2016 (37 percent) to 2020 and is currently around 39 percent..

	Stand: 31.12.2020		
Number of employees	total	temporary	permanent
Total number of employees	<b>1.119</b>	531	588
male	685	316	369
female	434	215	219
of which scientific staff in FTE **	<b>811</b>	463	348
male	495	279	216
female	316	184	132
	Stand: 31.12.2020		
Vollzeitäquivalent (VZÄ) Beschäftigte***	total	temporary	permanent
Total staff in FTEs	<b>951</b>	406	545
male	595	241	354
female	355	164	191
of which scientific staff in FTE **	<b>665</b>	341	324
male	413	206	207
female	252	135	117

\*\*without reactor

\*\*\* rounded to full numbers

chart 1: Personnel figures and full-time equivalents by organizational area, Fixed-term and permanent employment contracts and gender, reporting date Dec. 31, 2020

#### 4.2 Proportion of women in science and research

811 people (equivalent to 73 percent of the total workforce) are part of the Center's scientific staff at Hereon. This includes scientists, doctoral students and science support staff. Among the scientific staff, the share of female employees is about 39 percent, which is a total of 316 women (equivalent to 252 FTE).

Number of scientific staff by gender  
(as of 31.12.2020)

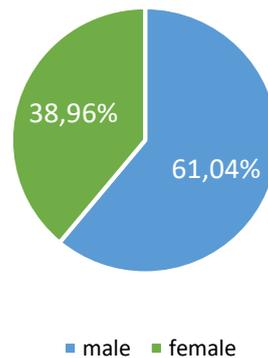


fig. 1: Number of scientific staff by gender (as of 31.12.2020)

#### 4.3 Proportion of women in science and management positions

In the individual areas and institutes of Hereon, the proportions of women vary greatly. In order 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 (see chart 2).

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. Specific target quotas were agreed until 2020, and a new target agreement period will run from 2021 to 2025 (see section 6.1).

Hereon is already achieving the target quotas for some of the scientific management positions (see chart 3), i.e., at the 1st and 2nd management levels and in the remuneration groups W3/C4 and W2/C3; at the third management level, in the management of independent research and junior research groups/research areas, and in the remuneration groups W1 to remuneration group 14, further efforts are required to achieve the target quotas.

In the non-scientific management positions (see chart 4), the gender ratio is better in balance.

**Cascade model**

Target quotas as of Dec. 31, 2020, and actual quotas as of Dec. 31 of the years 2016 to 2020 for scientific personnel (excluding administrative, technical and other personnel) in persons (not: FTEs)

		Women quota - development												Woman quota - derivation and target 2020								
		31.12.2016			31.12.2017			31.12.2018			31.12.2019			31.12.2020			Forecast 31.12.2020		Forecast 2020			Target 31.12.2020
		Number of persons	thereof women	Woman quota (%)	Number of persons	thereof women	Woman quota (%)	Number of persons	thereof women	Woman quota (%)	Number of persons	thereof women	Woman quota (%)	Number of persons	thereof women	Woman quota (%)	Number of persons	thereof women	Number positions regrowth <sup>3</sup>	Number positions fluctuation <sup>3</sup>	fillable positions <sup>3</sup>	Woman quota (%)
Management level <sup>1</sup>	Director <sup>4</sup>	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0		1	1	0,0%
	Frist management level <sup>4</sup>	14	5	36%	14	5	36%	14	5	36%	13	5	38%	13	5	38%	15	6	1	2	3	40,0%
	Second management level <sup>1</sup>	47	11	23%	47	13	28%	47	13	28%	48	12	25%	51	13	25%	42	11		10	10	26,2%
	Third management level <sup>1</sup>	6	1	17%	6	1	17%	6	1	17%	6	1	17%	4	0	0%	4	1		1	1	25,0%
	Management of independent research and junior research groups/research areas <sup>2</sup>	1	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	2	1	1	1	2	50,0%
Remuneration groups	W3/C4	12	3	25%	12	3	25%	14	3	21%	13	3	23%	14	3	21%	14	5	2	2	4	35,7%
	W2/C3	11	3	27%	10	3	30%	10	3	30%	10	3	30%	9	3	33%	12	4	1	2	3	33,3%
	C2				0	0		0	0	0%			0%			0%						
	W1	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	3	1	2	1	3	33,3%
	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)				0	0		0	0	0%	0	0	0%	0	0	0%						
	E15 TVöD/TV-L	40	7	18%	44	7	16%	45	8	18%	49	11	22%	50	9	18%	38	12	0	6	6	31,6%
	E14 TVöD/TV-L	121	31	26%	136	36	26%	135	37	27%	140	37	26%	140	39	28%	121	45	0	32	32	37,2%
E13 TVöD/TV-L	231	86	37%	238	94	39%	269	115	43%	338	138	41%	370	150	41%	231	109	0	197	197	47,2%	

1 as far as not part of the level above

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

3 Positions that can be filled by 2020 as a result of any increase in the number of positions and foreseeable and estimated fluctuation (in persons); the point of reference is the actual 2016. The number of positions that can be filled must at least correspond to the difference between the number of persons in 2020 and the number of persons in 2016.

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 2: Gender distribution of scientific management positions according to the cascade (as of 31.12.2020)

**Scientific staff by management level**

Management level	Personal			Temporary staff			Part time staff		
	Total	Man	Woman	Total	Man	Woman	Total	Man	Woman
Frist management level	12	7	5	0	0	0	3	3	0
Second management level <sup>1</sup>	52	39	13	5	5	0	6	3	3
Third management level <sup>1</sup>	4	4	0	1	1	0	2	2	0
Management of independent research and junior research groups/research areas <sup>2</sup>	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>68</b>	<b>50</b>	<b>18</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>11</b>	<b>8</b>	<b>3</b>

<sup>1</sup> as far as not part of the level above

<sup>2</sup> if not part of the 1st-3rd management level

**Scientific personnel according to remuneration groups**

Remuneration groups	Personal			of which number of persons with foreign citizenship <sup>3</sup>			Temporary staff			Part time staff		
	Total	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total	Man	Woman
W3/C4	13	10	3	0			1	1		6	6	
W2/C3	10	7	3	4	2	2	1	1		3	2	1
C2	0	0	0	0			0			0		
W1	1	1	0	0			1	1		1	1	
E 15 Ü TVöD/TV-L, ATB, S (B2, B3) incl. AT	0	0	0	0			0			0		
E15 TVöD/TV-L	50	41	9	6	6		8	8		9	8	1
E14 TVöD/TV-L	140	101	39	32	23	9	34	26	8	32	16	16
E13 TVöD/TV-L	370	220	150	157	89	68	319	191	128	171	88	83
E12 TVöD/TV-L	18	13	5	1	1		1		1	4	2	2
Remuneration groups below E12 TVöD/TV-L	133	60	73	9	5	4	22	9	13	35	10	25
<b>Total</b>	<b>735</b>	<b>453</b>	<b>282</b>	<b>209</b>	<b>126</b>	<b>83</b>	<b>387</b>	<b>237</b>	<b>150</b>	<b>261</b>	<b>133</b>	<b>128</b>

<sup>3</sup> Persons with foreign citizenship in addition to German citizenship are not counted.

Chart 3: Gender distribution in scientific leadership positions according to cascade (as of Dec. 31, 2020)

**Administrative staff, technical staff and other staff by management level**

Management level	Personal			Temporary staff			Part time staff		
	Total	Man	Woman	Total	Man	Woman	Total	Man	Woman
Frist management level	6	3	3	0	0	0	0	0	0
Second management level <sup>1</sup>	21	9	12	1	0	1	1	0	1
Third management level <sup>1</sup>	0	0	0	0	0	0	3	0	3
Management of independent research and junior research groups/research areas <sup>2</sup>	0	0	0	0	0	0	0	0	0
<b>Insgesamt</b>	<b>27</b>	<b>12</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>

<sup>1</sup> as far as not part of the level above

<sup>2</sup> if not part of the 1st-3rd management level

**Administrative staff, technical staff and other staff by compensation group**

Remuneration groups	Personal			Temporary staff			Part time staff		
	Total	Man	Woman	Total	Man	Woman	Total	Man	Woman
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) incl. AT	0	0	0	0	0	0	0	0	0
E15 TVöD/TV-L	5	3	2	0	0	0	0	0	0
E14 TVöD/TV-L	11	7	4	0	0	0	4	1	3
E13 TVöD/TV-L	24	12	12	3	0	3	6	0	6
E12 TVöD/TV-L	24	14	10	3	2	1	7	3	4
Remuneration groups below E12 TVöD/TV-L	172	101	71	38	18	20	41	10	31
<b>Total</b>	<b>237</b>	<b>137</b>	<b>100</b>	<b>44</b>	<b>20</b>	<b>24</b>	<b>58</b>	<b>14</b>	<b>44</b>

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 Dec. 31, 2020).

## 5. Measures to improve equal opportunities at Hereon

### 5.1 Gender equality in institutions and boards of the Hereon

At the top management level at Hereon, there is gender parity: the Scientific and Technical Managing Director runs 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 management. It is appointed by the shareholders' meeting and consists of 13 members, three of whom are delegated by the company. Currently (as of December 31, 2020), these are two men and one woman; overall, the proportion of women on the Supervisory Board is 38.46 percent.

The Technical and Scientific Advisory Board (TWB) advises the management at Hereon and the Supervisory Board on all scientific matters. Therefore, experts from each field of work at Hereon are members of this body. Currently (as of December 31, 2020), one of the 13 TWB members is a woman. In the appointment process, which takes place every four years, the 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 (31.12.2020), 5 of the 19 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.

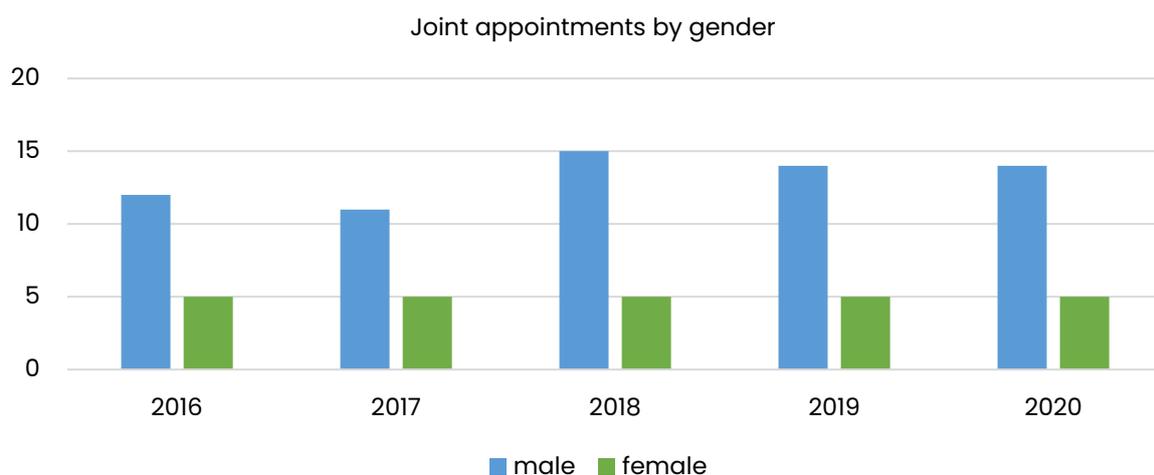


fig. 2: Joint appointments of women and men in the years 2016 to 2020

## **5.2 Flexible working time models and mobile work**

Hereon offers a variety of working time models and thus makes an important contribution to the work-life balance. As of December 31, 2020, 761 people (68.01 percent) were employed full-time and 358 people (31.99 percent) were employed part-time.

In addition, as early as 2002, the general works agreement on alternating teleworking came into force to improve the work-life balance. The options were expanded at the end of 2018 with a new general works agreement on mobile working, which will successively replace the general works agreement on teleworking. Since then, employees without children or with elder care obligations have also had the opportunity, under certain conditions, to work 20 percent, and in exceptions to be further justified up to 50 percent, of their individual weekly working hours from home or on the road in order to better balance private and professional life. The opportunity to work flexibly in terms of location is a key component of Hereon's attractiveness as an employer and has been taken up by a steadily growing number of employees.

## **5.3 Childcare offers**

Hereon provides comprehensive childcare services. A company kindergarten at the main site in Geesthacht with 40 places for children aged between 8 weeks and 6 years guarantees employees professional care for their children during the daycare center's opening hours from 7:30 a.m. to 6 p.m. and without company vacations.

Employees 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. At the Institute for Active Polymers in Teltow, 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.

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.

## **5.4 Qualification of the employees**

The Hereon continuing education program is designed annually on the basis of a needs survey and offers women and men alike the opportunity for further qualification. The offer ranges from modules for the development of technical, social, health and methodological competencies to management development. We cooperate with other Helmholtz centers in northern Germany to enable employees to network beyond the center's boundaries. The participation rate of women (58 percent) in the internal training program exceeds that of male employees (42 percent).

Participation rate in internal training program  
2020 by gender in percent

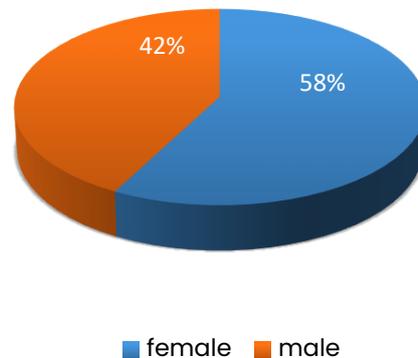


fig. 3: Participation of female and male employees in the Hereon training program in 2020

### 5.5 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.

### 5.6 Support through Employee Assistance Programm (EAP)

Employees often face professional and private challenges 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

### **5.7 Audit „berufundfamilie“**

The 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 (see chapter 6.3).

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.

## **6. Outlook**

The path taken by the management at the 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.

The 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 33 percent of the first management level. It is therefore to be expected that the target quota for women of 40 percent for 2025 can be achieved. At the departmental management level, the proportion of women is currently 25 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**

Target ratios as of 12/31/2025 and actual ratios as of 12/31/2019 for academic staff (excluding administrative, technical, and other staff) in persons (not: FTEs).

		Women quota - development			Woman quota - derivation and target 2025									Target 31.12.2025
		31.12.2019			Forecast 31.12.2025		Forecast 2020 - 2025							
		Number of persons Personen	thereof woman	Woman quota (%)	Number of persons Personen	thereof woman	fluctuation <sup>3</sup>		personnel growth <sup>3</sup>				target woman quota (%)	
							total	thereof woman	Number positions fluctuation	Number positions regrowth	fillable positions total (regrowth & fluctuation)	thereof woman		
Management level <sup>4</sup>	Director <sup>4</sup>	1	0	0%	0	0	1	0	0	0	0	0	-	-
	Frist management level <sup>4</sup>	13	5	38%	20	8	1	0	0	8	8	3	38%	40%
	Second management level <sup>1</sup>	48	12	25%	79	23	6	2	2	35	37	13	35,1%	29%
	Third management level <sup>1</sup>	6	1	17%	0	0	6	1	0	0	0	0	-	-
	Management of independent research and junior research groups/research areas <sup>2</sup>	0	0	-	4	2	0	0	0	4	4	2	50,0%	50%
Remuneration groups	W3/C4	13	3	23%	18	5	1	0	0	6	6	2	33,3%	28%
	W2/C3	10	3	30%	13	4	0	0	0	3	3	1	33,3%	31%
	C2			-	0	0					0		-	-
	W1	1	0	0%	4	1	0	0	0	3	3	1	33,3%	25%
	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	0	0	-	0	0	0	0	0	0	0	0	-	-
	E15 TVöD/TV-L	49	11	22%	55	18	14	1	10	10	20	8	40,0%	33%
	E14 TVöD/TV-L	140	37	26%	140	45	55	12	50	5	55	20	36,4%	32%
	E13 TVöD/TV-L	338	138	41%	340	149	268	119	250	20	270	130	48,1%	44%

1 As far 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 December 31, 2019.

4 Insofar as persons in 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 quota as of 12/31/2019 and forecast 2020 - 2025).

## **6.2 Recruiting women for science**

Even as schoolgirls, 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 participation in 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 be published regularly to address the target group of potential female applicants and to inspire them for the 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).

At the same time, the wording in the job advertisements has been adjusted to be gender-appropriate in 2021. The text of the advertisement will be formulated in such a way that it addresses members of each gender in the same way and invites 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.

## **6.3 Action program for the audit „berufundfamilie“**

The Hereon was last awarded the "berufundfamilie" audit certificate in summer 2020.

Until the re-audit in 2023, the Hereon is working intensively on implementing the action program agreed with the management.

The following topics will be implemented as a priority:

- 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.

## **6.4 Improvements in the opportunities for mobile work**

In 2018, the first company-wide agreement (GBV) on mobile work was concluded at Hereon. The partners initially agreed that it would run until December 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. Improvements are to be made 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.

#### **6.5 Further development of the training program**

Flanking the strategic orientation of the Hereon, further training formats will also be offered at the Hereon in the future on the topics of diversity management and gender competence. In addition, the various equality and diversity aspects will also be included and taken into account in the planning and creation of training modules.

#### **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 2022 on the basis of data as of December 31, 2021.