

# Gender Equality Plan

of the Leibniz Institute for Catalysis

2022 – 2025

## 1. Preamble

LIKAT explicitly acknowledges its responsibility to actively promote equal opportunities and gender equality and has anchored this in its statutes in 2012. Equality in this context means not only enabling equal opportunities for the genders, but furthermore bringing about gender balance through binding measures.

LIKAT commits itself to consider gender equality in its organizational and personal development and establishes the principle of gender mainstreaming.<sup>1</sup> In doing so, it underlines the fundamental necessity of increasing the proportion of women in areas in which women have been underrepresented up to now. Gender equality is taken into account in all stages of the development process at LIKAT, i.e. the gender mainstreaming principle is included in the planning of target conditions, the analysis of actual conditions and the introduction of change steps, their review and possible revision.

The equality plan of LIKAT serves the concrete implementation of the obligations to reduce the gender-specific structural imbalance, which have already been formulated in the framework recommendation for the equality of women and men in the institutes of the Leibniz Association. This includes increasing the proportion of women in areas in which they are underrepresented, improving training and working conditions for women, including family-friendly working conditions for all members of the institute, e.g. partners of working women, especially men with children, as well as employees with extraordinary burdens due to relatives in need of care.

The goals and measures for gender equality drawn up by the Institute's management in cooperation with the Equal Opportunities Officer and her representatives are based on the statistical data collection and evaluation of LIKAT's employee structure.

The gender equality plan drawn up and adopted by the institute's management is valid for the years 2022-2025 and will be updated by the end of 2025 at the latest.

## 2. Goals of the gender equality plan

### 2.1 Gender equality

LIKAT integrates the advancement of women into the planned and systematic process of organizational development. In particular, it aims to:

- (1) counteract structural disadvantages of women in staffing, appointments and career advancement,
- (2) understand equal opportunities for women and men in the sense of gender mainstreaming as a universal guiding principle and as a cross-sectional task,

---

<sup>1</sup> Gender mainstreaming comprises the systematic inclusion of the respective living conditions and needs of women and men in all areas of policy. All general policies and measures should be oriented towards the goal of gender equality and should be examined in terms of their impact on women and men during planning, implementation, monitoring and evaluation.

- (3) contribute to the reconciliation of training or career and caring responsibilities,
- (4) provide special support for the professional development and promotion opportunities of female employees through career development measures (in addition to direct further training and education, this also includes measures to promote teamwork and optimize work structures),
- (5) increase the proportion of women in areas in which they are underrepresented,
- (6) give special support to women through the awarding of scholarships and research funds,
- (7) change the use of official language in the sense of applying gender-neutral language.

As part of the gender equality plan, statistical surveys are carried out once a year to analyze the current status, which make it possible to review interim results and initiate appropriate steps for change. In particular, gender-specific data collection is carried out, if not already recorded, for:

- » fixed-term/unlimited-term employment contracts,
- » part-time employment,
- » third-party funded employees,
- » parental leave(s) of employees,
- » composition of committees,
- » appointments to management positions.

## 2.2 Diversity

LIKAT creates a working environment that is free of prejudice. All employees, regardless of gender, nationality, ethnic origin, religion or belief, physical and mental abilities, age, social background, sexual orientation and identity, should be valued equally.

LIKAT will develop diversity strategies to value diversity and to ensure equity and anti-discrimination and implement them through concrete measures.

All executives of LIKAT (board, heads of research departments, heads of research groups as well as coordinators of the administration) understand the principles of diversity as one of their core tasks in addition to equality. They strive to understand this at all times as an integral part of human resources work, and in this regard work closely with the works council, the equal opportunity representative and the representative of the disabled.

Within the framework of LIKAT's strategy development, the following focal points are taken into account in particular:

- (1) LIKAT reviews its internal processes to ensure that they meet the diverse skills and talents of all employees and LIKAT's performance standards. A diversity-oriented inventory takes place. This will make it possible to better tap diversity potential in the future.
- (2) LIKAT develops a diversity management that is characterized by mutual respect and appreciation of each and every individual.

The strategy and its implementation are evaluated at regular intervals with regard to their effectiveness and adjusted accordingly.

### **3. Inventory of the employment situation at LIKAT (excluding scholarship holders, students, interns and guests)**

The cut-off date for the enclosed inventory of the employment situation is December 31, 2020. In December 2020, LIKAT employed a total of 207 people (excluding all scholarship holders, students, interns and guests), 85 of whom were women (41%).

At the highest management level, the board, three out of five board members are women (60%).

At the time of the inventory, the proportion of women in the other scientific management functions of departments and research groups was 29% and 10%, respectively. A total of 28% of all scientists are women. The highest proportion of female employees in December 2020 is in the scientific support area (laboratory, analytics, support staff, 78%).

As of the reporting date, there were two junior research groups at LIKAT. One of them was headed by a woman. In addition, the young scientists include bachelor and master students, doctoral students and post-doctoral students. 31% of these young scientists are women.

Positions in administration, technology, IT and staff unit are equally occupied by women and men, with 51% of the positions held by women. The proportion of women in management positions in this area is 63%.

#### **Conclusion**

A disproportionately large number of women are represented on the board of LIKAT (60%). The proportion of women, measured against the total number of employees of the institute, is 41%, and thus offers a solid starting situation. In the administrative and scientific-technical area, women are disproportionately employed; however, there is still room for improvement in the area of female scientists, especially those with management functions (in departments and research groups).

### **4. Principles**

#### **4.1 Cascade model**

LIKAT has committed itself to setting flexible target quotas in line with the cascade model of the DFG's research-oriented equality standards, taking into account the organizational structure of the institute. The cascade model aims to create equal opportunities for women and men at all scientific qualification levels in order to be able to use the existing potential for research and teaching. The basic idea of the cascade model is to orient the proportion of women at a qualification level to the proportion of women at the previous qualification level. Expected fluctuations are also taken into account (see appendix<sup>2</sup>).

In the next few years, LIKAT will find itself in the special situation that the majority of positions that will become vacant in the future are currently occupied by women. Only by filling these positions

---

<sup>2</sup> For data protection reasons, the appendix will not be published.

with female staff will it be possible to maintain the current quotas. LIKAT is therefore striving for a slight increase in the quota, primarily in the lower management levels, and sees it as a great challenge to maintain the quotas achieved in the upper management level.

#### **4.2 Gender equality as a guiding principle**

The objectives of the Leibniz Association and the DFG as well as the organization-specific Leibniz equality standards are the binding basis for the gender equality work at LIKAT. These are implemented through the institute's own measures described below.

### **5. Measures for gender equality**

#### **5.1 Language regulations**

- (1) In all external presentations, LIKAT makes sure that women are addressed in the same way as men or in an explicit way.
- (2) In its self-portrayal, LIKAT takes care to present itself as an institution with a high interest in female students and scientists. This concerns the presentation at events as well as the design of the internet presence and printed publications.
- (3) In general correspondence and in legal and administrative regulations of LIKAT, gender-neutral terms or both the feminine and the masculine form are used. This applies accordingly to certificates, forms, attestations and forms.
- (4) All members of LIKAT are requested to use gender-neutral terms or both the female and the male form in their own language.
- (5) LIKAT supports the awarding of academic degrees to women by the university in the female form, if this is desired.

#### **5.2 Job advertisements**

- (1) All positions shall be advertised in such a way that they apply equally to male and female applicants. Gender-sensitive language shall be used for this purpose.
- (2) In the case of job advertisements, the formal qualification features and the professional orientation shall be precisely defined. They may not be changed during the procedure.
- (3) Job advertisements for areas in which women are under-represented according to the statistical surveys of this Gender Equality Plan shall be made with the following reference: *The advertisement is addressed to all persons, irrespective of their gender. We welcome applications from suitable severely disabled persons or persons of equal status. LIKAT promotes professional equality between women and men and therefore particularly welcomes applications from women.*
- (4) Positions, including those for supervisors and managers, are to be advertised on a part-time basis if this does not conflict with official interests. The Equal Opportunity Officer shall be notified in writing of the existence of such official concerns.
- (5) In areas where women are underrepresented, the Institute's management shall search for suitable female applicants and invite them to apply.
- (6) The Equal Opportunity Officer shall be informed by the Human Resources Team of all job advertisements in areas in which women are underrepresented.

### 5.3 Interviews & selection decision

- (1) In areas in which women are underrepresented, women shall be given preferential consideration when filling positions, appointments, promotions, higher groupings and when awarding training positions, provided that they have equivalent qualifications (aptitude, ability and professional performance), until the proportion of women in the respective employment group is 50%.  
Periods of childcare, family work, previous part-time work or unemployment may not be considered disadvantageously in the selection of applicants.
- (2) For interviews to fill positions in which women are underrepresented, an effort shall be made to invite as many women as men if they meet the intended requirements for filling the position.
- (3) In assessing the qualifications and suitability for a position, no further requirements may be imposed than those resulting from the job description. The marital status and income of the partner may not be taken into account in selection decisions.
- (4) The Equal Opportunity Officer shall have the right to participate in interviews involving women and men applicants. She shall be informed in writing and in good time of the dates of such interviews.
- (5) Questions about pregnancy and the care situation of children and dependents in need of care are not permitted.
- (6) If a male applicant is selected for a position even though women are underrepresented, reasons must be given.

### 5.4 Awarding of doctoral positions & scholarships

LIKAT works to ensure that women are considered in the awarding of scholarships for study support in proportion to their share of the student body and in the awarding of doctoral positions in proportion to the share of women among graduates.

### 5.5 Personnel planning & recruitment

In accordance with the cascade model, LIKAT has set itself the goal of increasingly filling management positions that become vacant with women. In case of a shortage of female scientists for these positions, LIKAT will take the following steps:

- (1) Measures to train future female leaders at LIKAT itself:  
The promotion of female scientists in the early career stages and the intensive support of female scientists who are further along in their careers ensure that there are more female candidates for leadership positions overall. LIKAT will bundle existing measures (e.g. support for junior research groups, measures to reconcile work and caring responsibilities, further training programs) and, if necessary, expand them with suitable additional measures in order to be able to specifically promote and train female scientists as future leaders.
- (2) Improved recruitment of external female scientists:  
In order to specifically recruit external female scientists for leadership positions, the measures at this point must go beyond the conventional public advertisement. LIKAT will therefore actively recruit women for leadership positions, in particular by personally approaching them and

using various networks. LIKAT will examine further instruments for approaching external female scientists and apply them if suitable. LIKAT considers the implementation and continuation of measures to reconcile work and caring responsibilities to be particularly successful in order to be attractive as a future employer.

(3) Dual Career:

In order to attract highly qualified female scientists, LIKAT strives to promote the professional activity of the partner of (future) employees.

A corresponding concept with concrete measures for support, advice and orientation in the search for a job is evaluated and adapted at regular intervals with regard to its effectiveness.

## 5.6 Personnel development

- (1) LIKAT develops measures for career development at employee, team and organizational level.
- (2) It offers a broad range of continuing education and training courses geared to the needs of the company.
- (3) Offers shall be designed in such a way as to promote the professional advancement of women through continuing education. Women are to be motivated by their superiors to participate and to be informed about the possibilities of technical or scientific qualification in relation to their individual situation.
- (4) Further education and training events shall generally take place during working hours if there are no urgent operational requirements to the contrary. In addition, the content and timing of these events shall be adapted to the family and professional situations of women and men. Starting points for this are special offers for part-time employees and local offers.
- (5) In areas where women are underrepresented, preference shall be given to applications from women for suitable in-service training measures.
- (6) All employees who are on leave to care for children and other dependents shall be offered continuing education and training events that prepare and facilitate their return to work. They shall also be motivated to participate and regularly informed about current in-house training and continuing education events.
- (7) Female employees who have successfully completed qualifying further training measures shall be given preferential consideration, within the scope of legal possibilities, when filling a job designated in accordance with the qualification acquired.
- (8) LIKAT offers all employees training to develop gender-specific competence and to combat unconscious gender-specific prejudices among employees, managers and decision-makers. Awareness training takes the form of e-learning tools or lectures, for which the Institute provides funding.

## 5.7 Promotion of young researchers

- (1) LIKAT strives to particularly encourage and promote women in the field of young academics. It pursues the goal of increasing the proportion of women in doctoral and post-doctoral degrees. For post-doctoral fellowships, the aim is to achieve a proportion of women that corresponds to the doctoral degrees awarded to women in the respective subject.

- (2) LIKAT encourages all research departments to support women more strongly and consistently in their career planning. In particular, the department head informs female students and doctoral candidates about opportunities for qualification and motivates them to take advantage of them.
- (3) When awarding positions to student and research assistants, women should be considered according to their share of the students in the respective subject.

### **5.8 Reconciliation of training/study/profession & caring responsibilities**

- (1) LIKAT shall work to ensure that pregnancy, parenthood or the care of relatives in need of care do not have a negative impact on the course and completion of training, studies, doctoral studies or work and career.
- (2) Events, such as lectures, seminars or courses relevant to examinations, shall be terminated in such a way that participation is compatible with caring responsibilities. Parallel events shall be offered at different times. Employees with caring responsibilities shall be given preference in the choice of dates.
- (3) The *LIKAT agreement on the regulation of flexible working hours* serves to make the working hours of LIKAT employees more flexible. Working time accounts enable the crediting of working hours outside the institute (e.g. where possible through mobile working) as well as absences and time compensation.
- (4) The opening hours of the institute shall meet the needs of studying or working parents.
- (5) LIKAT would like to support especially women in their scientific careers by providing childcare support. For this purpose, LIKAT will, if necessary, especially support scientists who transfer to LIKAT in securing childcare at short notice.

### **5.9 Working time & leaves**

- (1) LIKAT shall provide employees with comprehensive information on the statutory options for taking time off to care for children and dependents in need of care and on the relevant provisions in the applicable collective bargaining agreements.
- (2) Applications by employees for a reduction in working hours in order to perform care duties shall be granted unless there are compelling operational reasons for not doing so. The rejection of the applications shall be notified to the applicants in writing with a detailed explanation of the urgent operational requirements.
- (3) The reduction in working hours must not have a negative impact on the employee's field of activity or on his or her professional development. The performance of supervisor and management duties shall not in principle prevent the reduction of working hours.
- (4) Part-time employees shall be granted the same career advancement and training opportunities as full-time employees. Part-time employment shall not be disadvantageous in any way.
- (5) In the case of part-time employment, efforts shall be made to compensate for the reduced number of hours without delay on a personal basis.
- (6) When filling full-time positions, applications from employees who have previously been employed part-time in order to fulfill their duty of care shall be given priority if they are suitably qualified.



- (7) A leave of absence to perform the duty of care shall not result in an impairment of the employee's professional career.
- (8) In the event of leave of absence to perform the duty of care or during maternity protection periods, every effort shall be made to fill the positions concerned without delay by means of replacements.
- (9) After the expiry of a leave of absence to perform the duty of care, LIKAT shall guarantee employment in an equivalent position even if the working hours are reduced at the request of the employee.

#### **5.10 Family & disability policy component in accordance with the Wissenschaftszeitvertragsgesetz (German Science Contract Act)**

- (1) The family policy component of the German Science Contract Act is intended to compensate for disadvantages in the use of the available qualification period caused by the fact that children are being cared for during this period.
- (2) The disability policy component of the German Science Contract Act is intended to compensate for disadvantages for this group of employees during the qualification period. The compensation shall take the form of an increase in the maximum fixed-term period during the qualification phase.
- (3) LIKAT will always check the applicability of the components when concluding fixed-term employment contracts during the qualification phase.

#### **5.11 LIKAT Community Fund**

- (1) LIKAT has a specially established financial *Community fund*, which is established as a fixed component of the institute's budget.
- (2) The *Community fund* serves to secure and retain temporary employees and scholarship holders whose contract or scholarship expires during pregnancy, parental leave or caring leave. The financial support provided by the fund is intended to ensure that family interruptions and care obligations do not have a negative impact on the achievement of a qualification goal or the fundamental existence of an employment relationship. The fund is thus an important and necessary instrument for retaining highly qualified specialists at LIKAT.
- (3) In order to stabilize and expand the fund, the following is sought:
  - » Updating and automating the regulations governing the use of the Fund.
  - » Opening the fund as a way to implement diversity principles.  
The necessary prerequisites for this will be defined and corresponding regulations will be developed.

## **6. Equal Opportunity Officer**

### **6.1 Right of complaint & appeal**

If the Equal Opportunities Officer objects to a violation of the Framework Recommendation on Equal Opportunities for Women and Men in the Institutes of the Leibniz Association in the case of person-

nel or other measures within 10 working days, the matter must be decided again by the board and reasons given. The period begins with the notification of the Equal Opportunities Officer about the measure. The measure is suspended until the decision of the board and may only be carried out after the deadline has expired or with the prior express consent of the Equal Opportunity Officer.

## **6.2 Resource endowment**

The Equal Opportunity Officer and her deputies are provided with the necessary space and technical equipment to ensure unrestricted equal opportunity work. All of them have the option of taking time off from their usual (research) activities. A budget of € 3000,00 per year is available for these purposes, with the possibility of an increase if necessary.

## **7. External certification**

LIKAT commits itself to external certification through the TEQ certificate. The certificate is awarded to companies and institutions that pursue a personnel and organizational policy oriented towards equal opportunities, focusing on the employees and aiming to promote their potential. It is valid for three years and has established itself as an important instrument for evaluating day-to-day equality work at the Institute. The overall concept of equality as well as goals formulated in the application are reviewed in the reapplication. In 2020, the certificate was awarded to LIKAT for the fourth time in a row. The aim is to include the application tool Add-on Diversity in LIKAT's application.

## 8. Implementing regulations

- (1) The institute's management is responsible for the concrete implementation of gender equality measures and is supported in this by the gender equality officer.
- (2) The Institute's management shall submit a report on the status of gender equality to the Supervisory Board and the Institute's members at least every two years. The Equal Opportunity Officer shall be involved in the preparation of the report.
- (3) The statistical evaluations and the reports to the supervisory bodies shall be made available to the Leibniz Association office.
- (4) If the requirements of the gender equality plan are not implemented, the reasons for this shall be explained when the next equal opportunity plan is drawn up.
- (5) The gender equality plan shall be adopted by the institute management of LIKAT and published on the Internet.

## 9. Entry into force

The Gender Equality Plan 2022-2025 will come into force on 01 January 2022 and will be published for all employees on both the LIKAT internet and intranet pages.



---

Prof. Dr. Matthias Beller  
Scientific Director



---

Dr. Mirko Kirschowski  
Commercial Director

## Appendix

**Table 1.** LIKAT cascade model - formulated flexible target quotas by 2025 according to remuneration and management levels, respectively.

Remuneration levels	Women's quota 31.12.2019	Target quota 2025	Forecast of positions that can be filled by 2025 (vacant and new positions)
Level 5 W3/C4	0 %	0 %	0
Level 4 W2/C3	66 %	66 %	1
Level 3 E15/W1	13 %	25 %	2
Level 2 E14	18 %	19 %	6
Level 1 E13	31 %	35 %	40
<b>Management levels</b>			
1. Level: Board	60 %	60 %	2 (currently women)
2. Level: Departments	22 %	22 %	1 (currently woman)
3. Level: Research groups, Young researchers, Coordi- nators & Staff unit	30 %	30 %	7 (thereof currently 4 women)