

Diversity Strategy and Gender Equality Plan

March 2023

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1 Commitment to diversity and equal opportunities

The diversity of society, as influenced by globalisation, demographic and social change, is also shaping the world of work in Germany. We can only successfully implement our goals if we recognise, promote and utilise the existing diversity. The diversity of employees with their different skills and talents presents opportunities for innovative and creative solutions.

We aim to create, for all employees, a culture of appreciation at a workplace that is free of prejudice – regardless of the employees' age, ethnic origin or affiliation, gender or gender identity, physical and mental abilities, religion and world view, sexual orientation, and social background.

To achieve these goals, we will

- cultivate an organisational culture that is characterised by mutual respect and appreciation. We will create the requisite conditions for managers and employees to recognise, share and live these values. Managerial staff has a special obligation in this respect.
- review our HR processes and ensure that they reflect the diverse skills and talents of all employees as well as our performance aspirations.
- recognise the organisation's internal and external diversity and value the potential they offer.
- make the content of our diversity and equal opportunities strategy the subject of internal and external dialogue.
- publicly report on our activities and progress in promoting diversity, equal opportunities and respect on an annual basis.
- inform our employees about diversity and equal opportunities, jointly identify appropriate measures to promote diversity and equal opportunities, and involve employees in their implementation.

We are convinced that lived diversity, the appreciation of this diversity, and equal opportunities impact positively on the Oeko-Institut and the achievement of our goals in society.



Jan Peter Schemmel Anke Herold André Nelius

2 Introduction

To date, the Oeko-Institut has profiled various activities and aspects of this diversity strategy and equality plan in its sustainability report. The social dimension of sustainability covers topics such as employee rights, employee participation, equal opportunities and diversity, health protection and the promotion of work-life balance. We will maintain this comprehensive view of sustainability in our sustainability management. At the same time, we have begun to address the topic of diversity and equal opportunities in a Diversity Working Group and to enshrine it in our Institute's strategy.

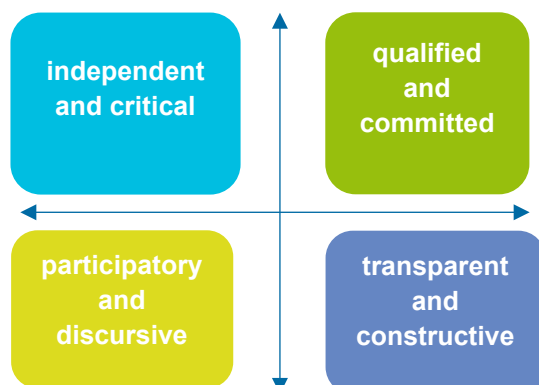
European research funding under Horizon Europe requires applicants to publish a gender equality plan. We are more than happy to meet this requirement, as the underlying values and objectives correspond to our mission statement and beliefs. The structure of this report and the fields of action are therefore based on the guidelines of the [Horizon Europe Guidance on Gender Equality Plans](#). These guidelines strongly focus on gender equality. We aim to complement this equality plan with the other dimensions of diversity (age, ethnicity and affiliation, physical and mental abilities, religion and worldview, sexual orientation and social origin) and thus expand it to become our diversity strategy.

3 General principles and objectives

The Oeko-Institut is one of Europe's leading independent research and consultancy organisations working for a sustainable future. Established in 1977, it develops principles and strategies for realising the vision of sustainable development at the global, national and local levels. Our aim is to help protect nature and the environment in the long term and to safeguard the natural resource base on which all human lives depend, including those of future generations.

Pursuant to our **mission statement, democratic and socially just processes of change** are the basis for sustainable change to permanently safeguard, for all of humanity, the natural resource base on which our lives depend. This vision constitutes the foundation of our values as shown in Figure 3-1.

Figure 3-1: Our values



These values guide our actions externally, as well as our institutional culture and internal organisation, i.e. they also guide, in particular, the composition of our entire staff as well as cooperation between all our employees. In 2016 we thus firmly established the following in our mission statement:

“The extraordinary motivation and competence of our staff members, along with a diversity of viewpoints and strong personalities, are at the Oeko-Institut’s core. We offer an attractive workplace to experienced professionals and ambitious young talents alike. We provide outstanding opportunities for professional development in a respectful working environment. As an employer, we are committed to gender equality and aim to meet individual needs for a work/life balance.”

This wording emphasises that topics such as respect, gender equality, compatibility of family and work life as well as individual needs are already embodied in the Institute's lived identity. Based on this mission statement, our aim is to advance our diversity strategy, and in 2021, in the context of the Institute's strategy, we identified this as an area that calls for further improvement.

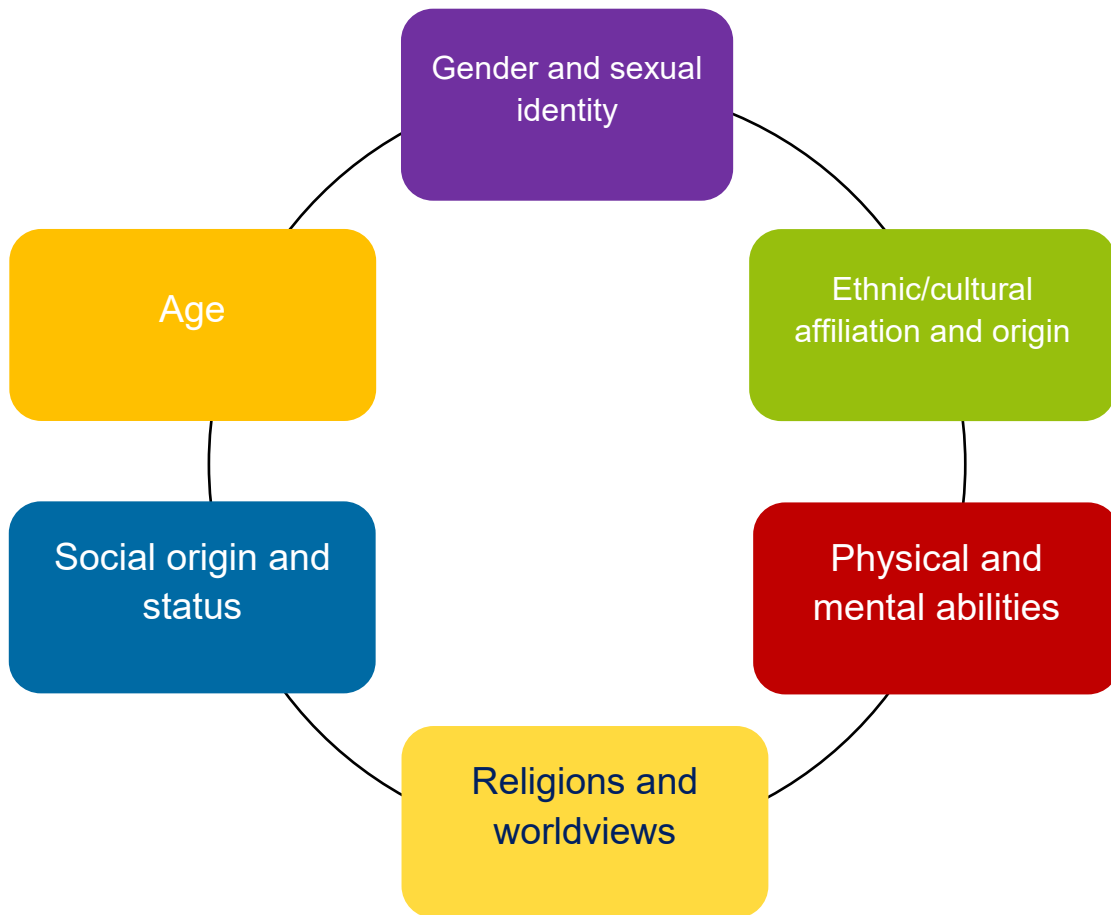
We understand diversity and equal opportunities beyond gender equality as a comprehensive commitment to anti-discrimination. With this in mind, the Diversity Working Group established at the Institute in 2020 defined:

"Diversity means the variety of all people living in our society, with all their similarities and differences. This includes people of different

- ages,
- genders, gender and sexual identities,
- ethnic and cultural affiliations and origins,
- religions and worldviews,
- physical and mental abilities,
- social origins and status. ¹

These dimensions are shown in Figure 3-2.

¹ Discussion paper “Diversity am Öko-Institut“ (Diversity at the Oeko-Institut) by the AG Diversity (Diversity Working Group), October 2021

Figure 3-2: Dimensions of diversity

We are convinced that diversity means recognising the value of differences and holds great potential for enriching our work and for implementing our sustainability objectives. At the same time, diversity requires that we deal with and examine different views and concepts of living, reflect on our own patterns of thought and action as well as on potential stereotypes and prejudices.

Our overarching goal is to promote equal opportunities in all these dimensions, prevent discrimination and harassment and foster good relations between all employees.

Our aim is to create structures that prevent discrimination and exclusion mechanisms. By monitoring key indicators and qualitative developments and by drawing up a catalogue of objectives, commitments and measures, we ensure that the Oeko-Institut realises, regularly reviews and advances as required its overarching diversity and equal opportunities objectives for all employees at the institutional level and in its organisational culture.

The measures as part of our diversity strategy



In developing our diversity strategy and equality plan, we are guided by the applicable statutory provisions and relevant guidelines and standards, insofar as these apply to the Oeko-Institut’s structures and situation. The laws, standards and guidance on which this strategy is based are listed in Table 3-1. Pursuant to the principle of continuous improvement, the status quo shall be continuously reviewed and further improvements discussed and implemented.

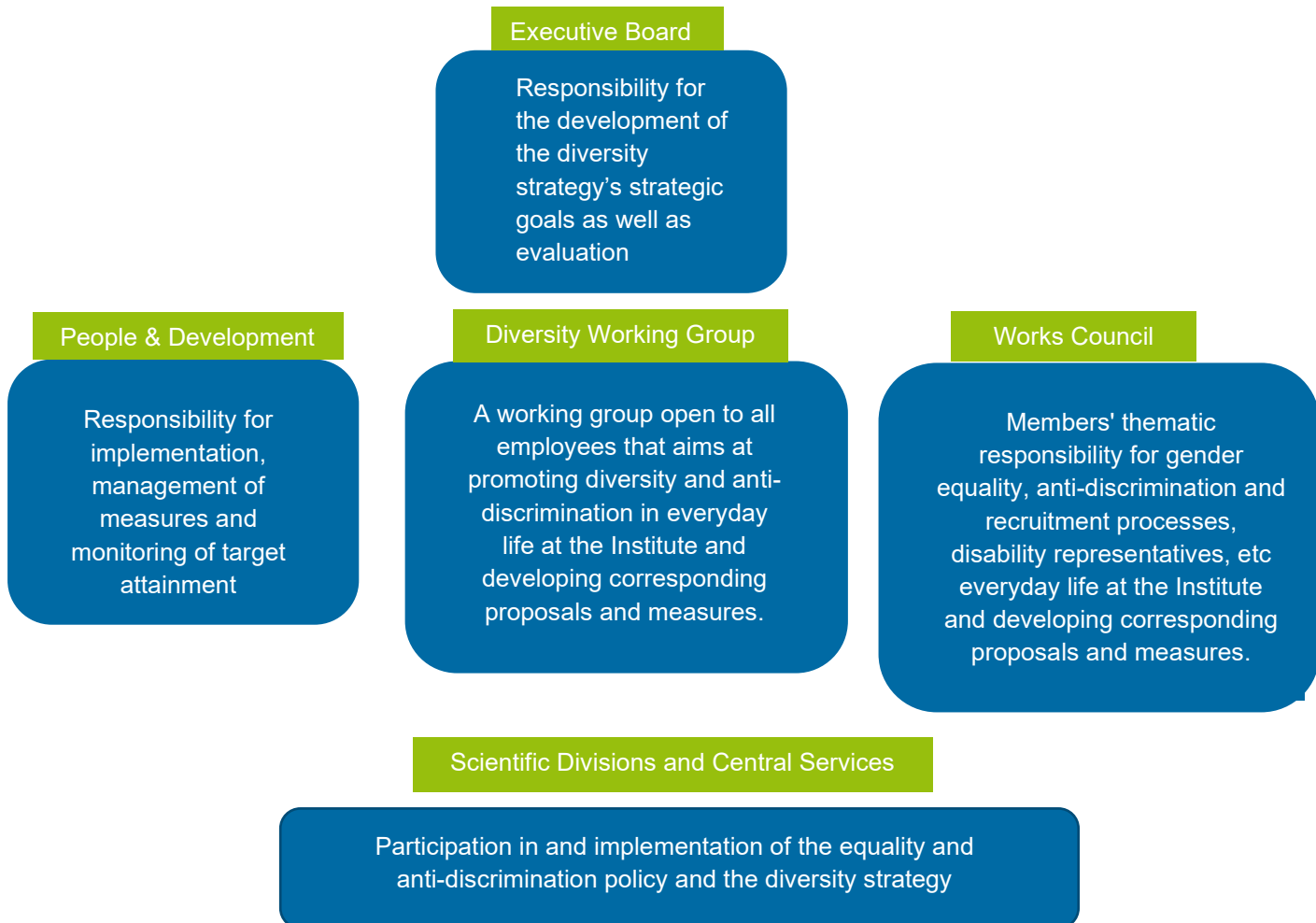
Table 3-1: Foundations and guidelines underlying the diversity strategy and equality plan

Jurisdiction	Law / Standard / Guideline
German Bundestag (Federal Assembly)	General Act on Equal Treatment
European Commission	Gender Equality Strategy including research and innovation Horizon Europe Guidance on Gender Equality Plans
United Nations	Sustainable Development Goals
GRI	Global Reporting Initiative, GRI standards 401 Employment, 405 Diversity and Equal Opportunity, GRI 406 Non-discrimination
German Research Foundation	Research-oriented gender equality standards
German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, 2020	Handreichung zur Erstellung von Gleichstellungsplänen (Guidance for the preparation of gender equality plans; German only)

4 Integrating diversity and equal opportunities into the Oeko-Institut’s governance structures

The strategic and operational responsibility for the diversity strategy and the equality plan lies with the Oeko-Institut’s Executive Board. The People & Development Department is responsible for monitoring key figures and managing measures for target attainment and cooperates closely with the Executive Board. In addition, the Works Council and the Diversity Working Group have advisory, conceptual and/or co-determination responsibilities for the diversity strategy’s goals and implementation.

Figure 4-1: Governance structure in relation to diversity and equality



Ongoing operational tasks include but are not limited to:

- Annual data evaluation according to selected indicators, collection of data for further planning of the diversity strategy and update of the report;
- Conducting internal trainings for staff and executives to raise awareness and provide further training on equality and anti-discrimination issues;
- Planning and implementation of measures to promote equal opportunities in all personnel processes.

Employee co-determination and participation are part of our organisational culture. Employees have many opportunities for co-determination within the association structure. Most employees are active members of the Oeko-Institut e.V. association and can thus help elect the Committee. As the Oeko-Institut's supreme body, the Committee consists of twelve members who work on an honorary basis. Three of the Committee members are elected by the staff at the Institute's three offices. Staff meetings are held regularly to prepare the Committee meetings and to discuss other relevant topics. In addition to the opportunities for co-determination described above, there is an elected Works Council at the Oeko-Institut.

These participatory opportunities mean that employees have a high level of interest in the development of the Oeko-Institut, contribute extensively to it and take on a great deal of responsibility. This is true too of course for the diversity strategy and the gender equality policy, which are also to be further developed with broad-based participation by the Oeko-Institut's staff. In this way, the implementation of the diversity strategy and the gender equality policy are to be supported by the entire Institute and put into lived practice.

The objectives and measures will be evaluated periodically. The results will be incorporated in the advancement of the strategy, in tasks and measures and in future versions of this report.

5 Awareness-raising and training on discrimination and equality

In June 2021, an external provider conducted the first basic training on discrimination awareness for the Oeko-Institut. The training covered gender discrimination, but also other forms of discrimination such as racism or discrimination against people with disabilities. The training served to extend the employees' competences in dealing with diversity. The participants learned about the theoretical basis of stereotypes and prejudices, reflected on their own patterns of thought and action and dealt with discrimination and exclusion mechanisms at the individual and structural levels. Moreover, possible options for diversity and anti-discrimination actions were developed.

This basic training was attended by 14 employees who are also active in the Diversity Working Group. The training was therefore also a starting point for the development of further plans and measures, as well as for planning the next steps for awareness-raising in the entire Institute. Further trainings on equal opportunities and anti-discrimination awareness are planned for all staff and management.

In April 2022, the Diversity Working Group set up a booth at the "*Wissensmarkt*" (knowledge fair) at the Oeko-Institut's staff conference. The aim was to offer broad-based education and awareness-raising on the issues of diversity and discrimination.

A new measure is the offer of training on speech, communication and rhetoric specifically for female scientists at the Oeko-Institut, helping them to speak confidently in front of audiences, competently communicate knowledge and confidently master a wide range of conversational situations.

Further trainings and seminars on more specific issues such as diversity-sensitive language, recruitment procedures, argumentation training, intercultural communication, etc. will be discussed in the context of the working group. The aim is to develop an action plan for training and further education that is geared towards the employees' needs. It is to be developed jointly by the Diversity Working Group, the People & Development Department and the Executive Board.

6 Organisational development process and resources

The Oeko-Institut has taken the following measures to consistently advance its gender equality goals, to review their implementation, to advance them in line with requirements and to provide the requisite resources and competences:

- As part of our Institute-wide organisational development, we aim to further develop our diversity strategy, and in 2021 we identified this as an area that calls for further improvement.

- The creation of the diversity strategy and gender equality plan was taken into account in the Institute's annual planning. The Executive Board, together with the People & Development Department and the Diversity Working Group, has thus advanced and coordinated the work on the strategy and plan and prioritised it within their available resources.
- Measures to promote diversity and equal opportunities are coordinated and taken into account in the Institute's annual planning and budgeted for as part of this planning.
- The Diversity Working Group is allocated a budget of working days for the development of specific measures and for participation in the development of the diversity strategy.
- The training budget includes funding for training and workshops to promote equal opportunities and raise awareness of discrimination. This funding is intended to advance the diversity strategy and promote equal opportunities.

7 Field of action: Monitoring the current status and progress

7.1 Where we would like to be

"If you can't measure it, you can't manage it" – this often quoted adage from the management literature, attributed to a number of different authors, also applies to gender equality policy. Therefore, in this report we analysed our data and key indicators to see where we stand and where improvements and further measures are needed. These data are presented in this section and also in the following sections on "fields of action". Given that to a certain degree personal data are concerned, the data collection, evaluation of key indicators and their presentation must also adhere to data protection requirements and principles of "data minimisation".

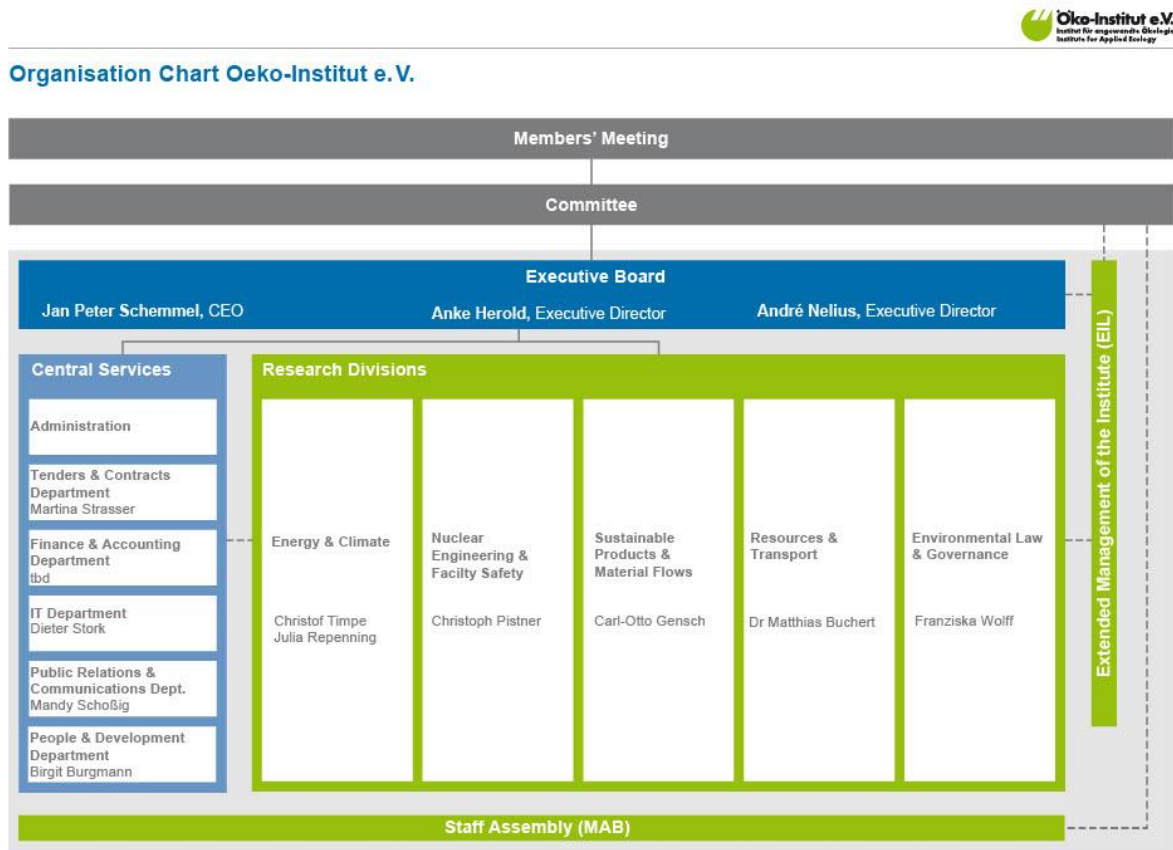
But we also know that discrimination can take place in many different situations and at many levels, not all of which can be measured. So we also have to manage what we cannot measure. That is why we also aim to implement measures that cannot be derived from figures and indicators alone.

We generally strive for a balanced gender ratio among our employees at all levels and a balanced age structure. We also strive for more balance regarding other dimensions of diversity in the future and will address the status and perspectives of these dimensions in an anonymous survey. Overall, we aim to create a working environment that generates a high level of satisfaction with regard to working conditions and the Oeko-Institut's culture, for both new and long-standing employees alike.

7.2 Where we are now

The Oeko-Institut is divided into five research divisions (10-60 employees each), five central service departments (4-8 employees each) plus general administrative functions (see Figure 7-1).

Figure 7-1: Organisation chart of the Oeko-Institut



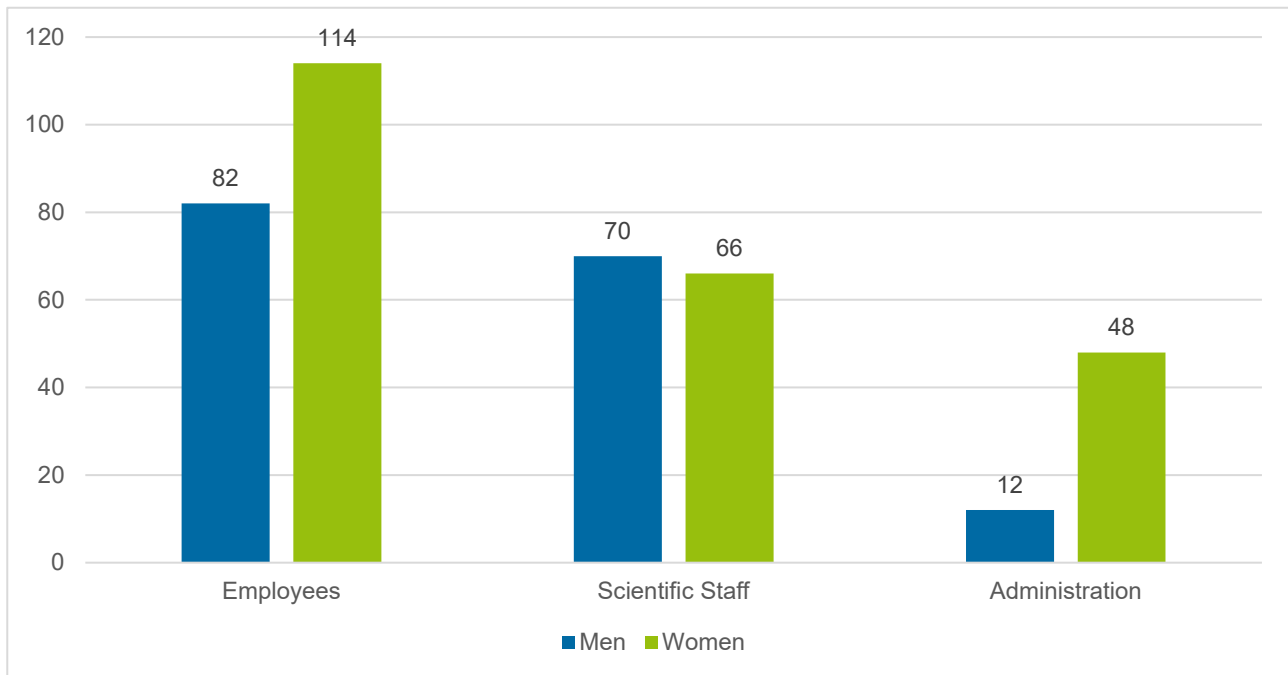
SOURCE: OEKO-INSTITUT 2023

7.2.1 Gender distribution

Fifty-eight percent of the staff at the Oeko-Institut are female and 42 percent are male (see Figure 7-2). Among the scientific staff, the proportion of men and women is almost equal. The proportion of women in the research divisions of 49 percent is above average², especially if one takes into account that this proportion includes many natural scientists and engineering scientists.

In the Institute's administration, 80 percent of the employees are women. A division along lines of “traditional” workplace roles of women versus men can thus also be found at the Oeko-Institut. The five administrative departments are headed by two men and three women, so that the female dominance in the administration is also reflected at the departmental management level.

² For comparison, the proportion of women among project participants in all DFG (German Research Foundation) projects in 2015-2020 was between 27 and 32 percent.

Figure 7-2: Gender distribution of employees


Note: Divisional assistants are counted as administrative staff, research associates are counted as scientific staff; only employees subject to social security contributions; status at the end of 2022.

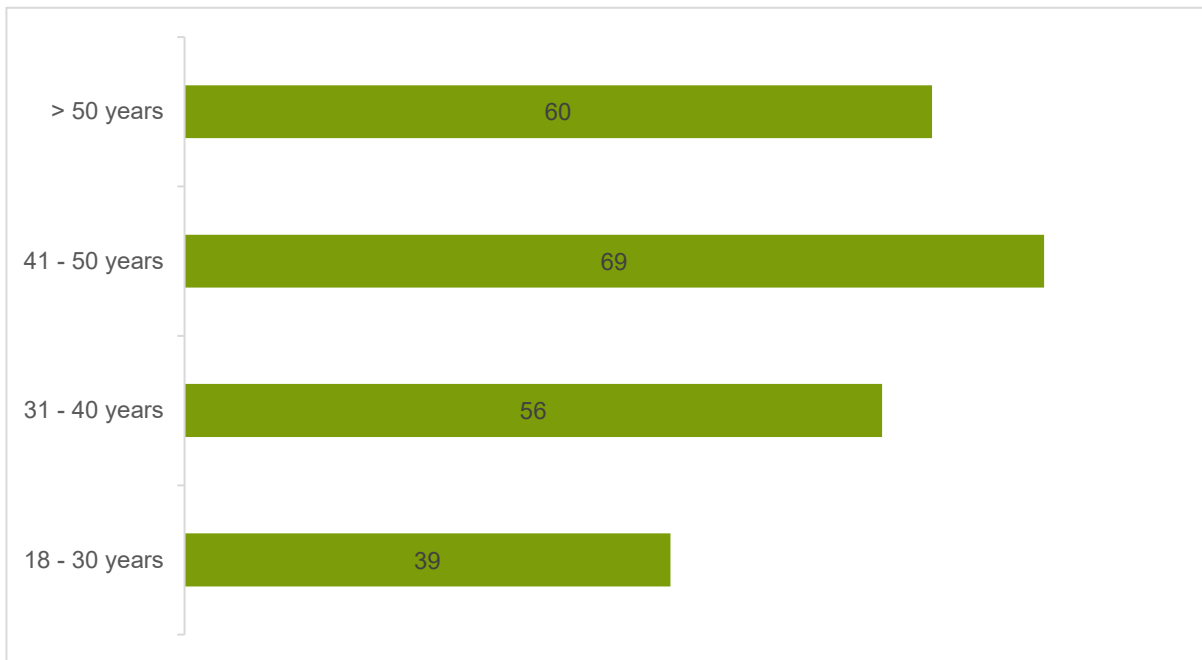
Data on the gender ratio at the Oeko-Institut's management levels can be found in section 8.

7.2.2 Age structure and length of affiliation with the Institute

Many of the employees work at the Oeko-Institut for a very long time. The average length of affiliation is just under ten years and the average age of employees is 44³. The number of employees in the various age groups is relatively balanced, except for the youngest group of under 30-year-olds (see Figure 7-3), while 41-50-year-olds constitute the largest age group. This gives us a fairly balanced age structure.

³ As of mid-2022.

Figure 7-3: Age structure at the Oeko-Institut



Note: Only employees subject to social security contributions; figures are given as total number of employees in each bracket; status at the end of 2022.

7.3 What we already do

We have been collecting and publishing various basic indicators such as data by gender or age structure for many years now (e.g. in our annual reports or the sustainability report).

7.4 What's next?

This report is focused primarily on the dimension of gender equality. The indicators selected to this end will continue to be systematically and continuously surveyed and evaluated in the future. Other dimensions of diversity will be described in more detail in subsequent updates of the Diversity Strategy.

In the past, gender-specific data was only collected at the Oeko-Institut in a binary male/female structure. In 2022, new personnel software will be introduced in which employees will also have the option of further classifications such as "non-binary" or "not specified". This extension is not yet available for the current database. Therefore, for the purposes of this equality plan, the data could only be assessed in a gender-binary format.

For other dimensions of diversity, such as "ethnicity and cultural affiliation and background" or "physical and mental abilities", there is currently insufficient data for helpful indicators. In this regard we aim to examine further quantitative and qualitative indicators and the necessary data for subsequent strategies and plans, and to develop additional indicators if they prove useful for our diversity strategy. We will of course take into account the requirements of data protection with regard to the employees' personal information.

Data avoidance and data minimisation are closely related to the principle in data protection law that only those personal data may be collected and processed that are required for the fulfilment of the task at hand. We, as an employer, will therefore carefully examine to what extent additional data is necessary and should be collected for the purposes of implementing the diversity strategy.

8 Field of action: Gender equality in management and decision-making

8.1 Where we would like to be

We aim for equal gender representation in our leadership positions and management committees. However, this is not always a feasible target given an odd total number of people in certain leadership positions or management committees. Moreover, leadership positions should be open to all appropriately qualified staff, regardless of other dimensions of diversity such as "ethnicity and ethnic background" or "social background". We aim to fill leadership positions by means of transparent and objective procedures. Unconscious biases should be avoided in the selection of executives. In particular, we aim to support and promote female staff through further education and training, so that we succeed in filling management positions with female employees.

8.2 Where we are now

The Oeko-Institut is a non-profit association. The association's Committee consists of seven external members and five other persons recruited from inside the Institute (the spokesperson of the Executive Board, a representative of the Institute's Extended Management, and staff representatives). The gender distribution in the Oeko-Institut's management committees is shown in Figure 8-1.

In the Committee, as the Oeko-Institut's highest governing body, the male/female ratio is 67 percent to 33 percent; the two Committee spokespersons are women (as of the end of 2022). The three-member Executive Board consists of two women and one man.

The Extended Management of the Institute (*Erweiterte Institutsleitung*, EIL) discusses important strategic questions and topics, such as the Institute's strategy, the basic orientation in terms of issues addressed and methodologies used, the focus of the Institute's communication, and budgetary issues. The EIL consists of all members of the Executive Board, as well as the department and division heads. Here, the male/female ratio is 57 percent to 43 percent (as of the end of 2022).

Figure 8-1: Gender distribution in the Oeko-Institut’s management committees

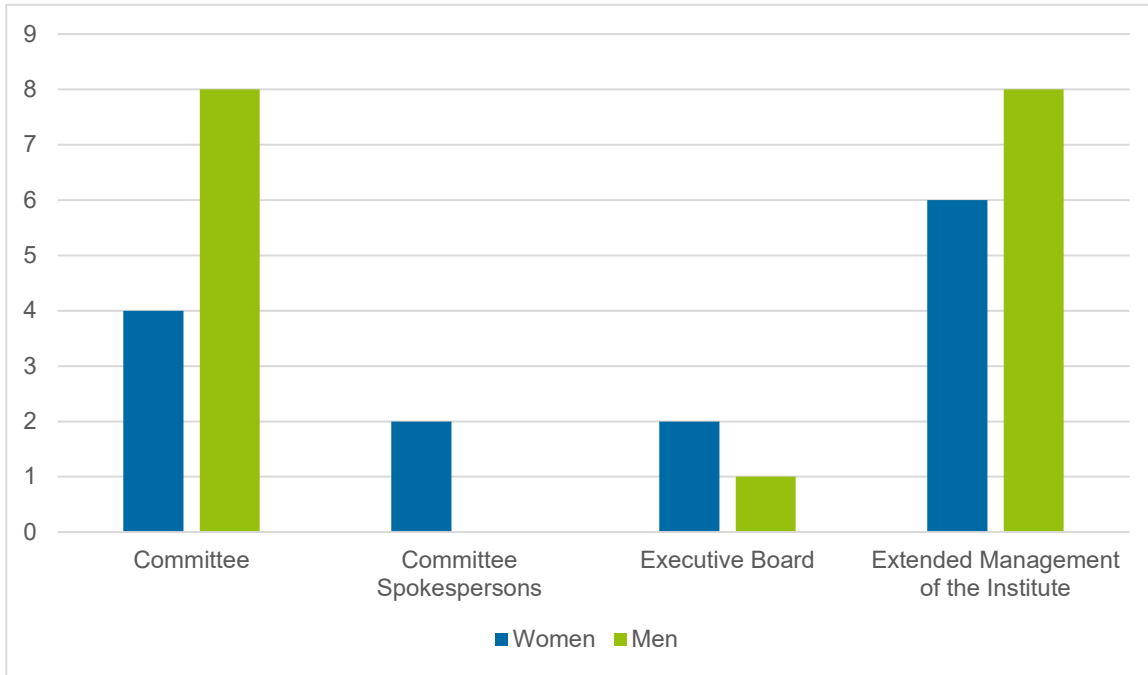
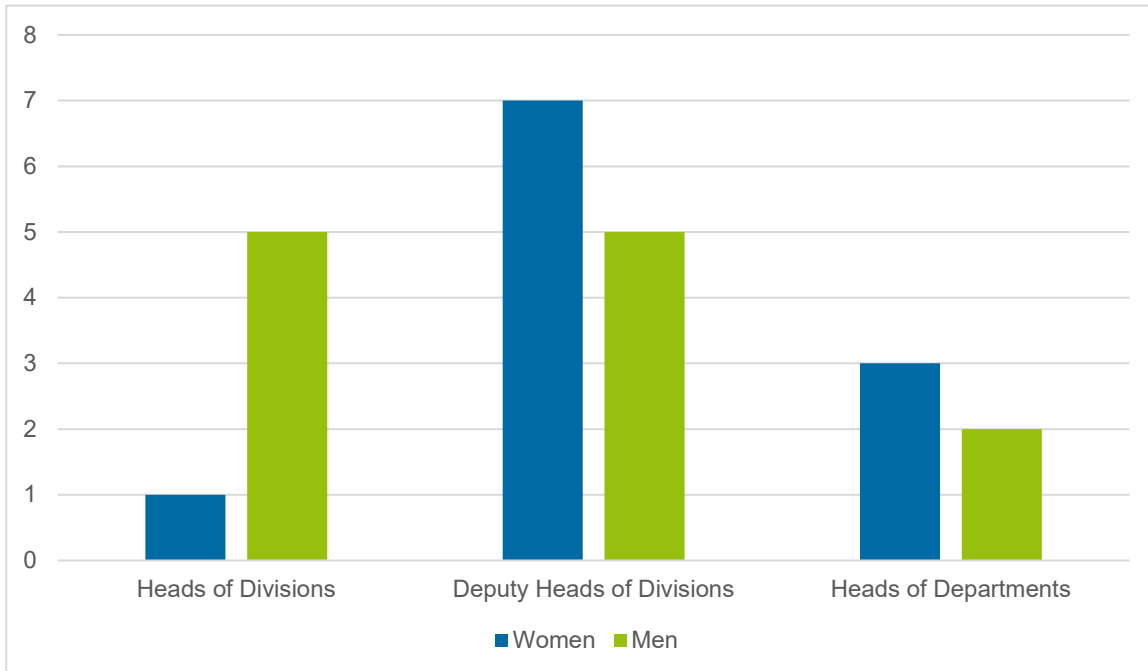


Figure 8-2: Gender distribution in the scientific divisions’ leadership



Divisions are led by divisional management teams, in which decisions are made jointly between divisional heads and deputy divisional heads. In the management of the scientific divisions, men dominate with 83 percent male divisional heads, while women dominate in the deputy roles with a share of 58 percent (as of the end of 2022). If both functions are added together, this results in a share of 44 percent of women in the scientific divisions’ management. The administrative departments are predominantly (60 percent) headed by women.

8.3 What we already do

We strive for gender balance in our management committees. The above analysis of the current status shows that there is a need for a higher proportion of women, especially at the divisional management level. This would also achieve greater gender balance in the Institute's Extended Management (EIL). As a rule, the divisional heads are appointed for an unlimited period of time by the Executive Board after being nominated by their division. Three of the six divisional heads have held their positions for more than 20 years. To date, new divisional heads have always been recruited internally. For new appointments, attention should be paid to a more balanced gender ratio.

Since 2017, the Oeko-Institut has three times offered an internal, modular advanced training programme under the name of "10 Faces". It is targeted at scientific staff members who are ready to take on technical or managerial responsibility (10 to 12 employees per course). The programme content includes leadership and communication, project leadership, interviewing, public speaking, and personal development. The programme's aim was to support and qualify staff for future leadership positions at the Institute. In the three rounds conducted so far, 56 percent of the participants were female. The intensive training of 18 female staff members in this programme so far was intended to support and motivate women to apply for future internal managerial positions. In 2021, an additional modular management training programme was offered, in which ten divisional and departmental heads participated, four of them women and six men. The aim of the programme was to help second-level managers (after the Executive Board) build further skills "on-the-job" to add to their leadership repertoire and to intensify their "peer-to-peer" connectivity across departments and divisions.

Participatory decision-making is part of the Oeko-Institut's mission statement. There is a staff representative at each office that represents the staff interests in the Oeko-Institut's Committee and keeps colleagues at the individual offices informed of Committee developments. This is achieved at the regular staff assemblies. The staff representatives are elected and currently include one man and four women. There is also a Works Council pursuant to the Works Constitution Act. Of the 9 elected works councillors, four are female and five are male.

8.4 What's next?

Our aim is to further increase the proportion of women in leadership positions and management committees and to take this goal into account in future personnel decisions. To this end, our aim is to continue to contribute, by means of personnel and leadership development, to ensuring that talented female employees also run for vacant leadership positions, and to address or reduce the obstacles and barriers for professionally qualified female candidates.

9 Field of action: Equality in staff development and recruitment

9.1 Where we would like to be

Unconscious biases influence behaviour and decisions in recruitment, staff selection and staff development. We want to raise awareness of unconscious or conscious biases, train people to deal with such biases and make our selection and recruitment processes open, transparent, efficient, objective and internationally comparable so as to guarantee equal opportunities and

promote diversity. To this end, we are also planning to advertise a greater number of positions in English and on international platforms.

Equal opportunity is an important principle of our human resources development. Our aim is to continuously develop our HR development tools, adapt them to our employees' needs and check whether equal opportunities are systematically taken into account with regard to the various dimensions of diversity.

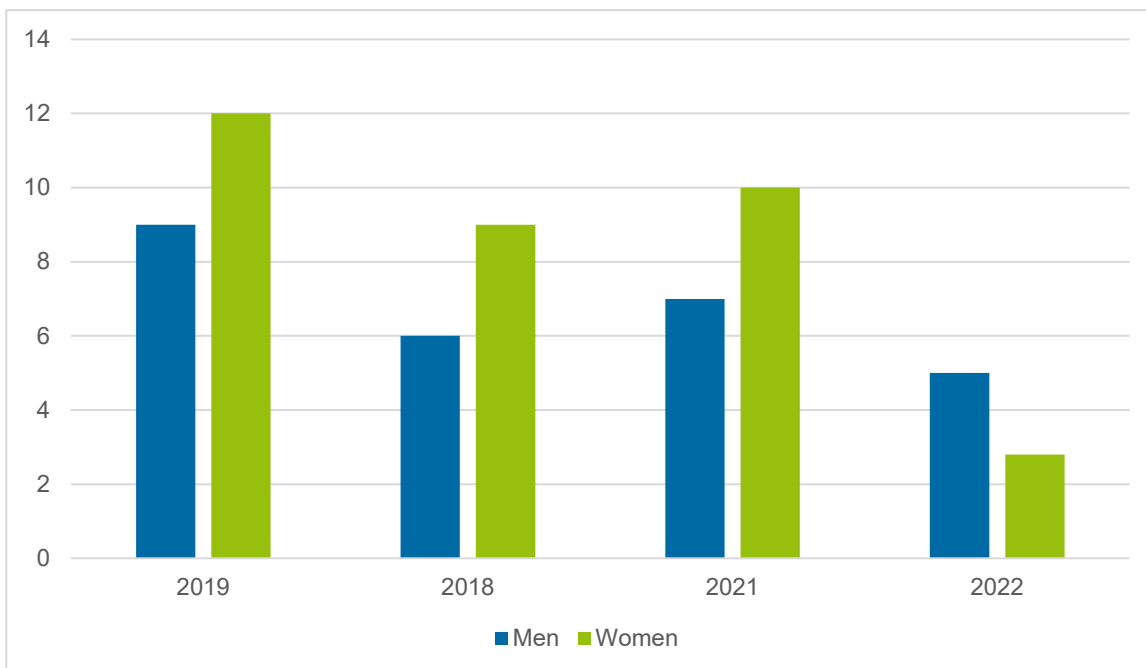
Our salary system and the salary classification are based on clear, comprehensible job profiles. They already ensure that women and men receive the same pay for similar activities and functions. Equal pay for equal work regardless of gender will remain an important goal, the implementation of which we aim to assess continuously.

9.2 Where we are now

9.2.1 Hiring procedures and recruitment

Job postings and selection processes are conducted in a transparent and structured manner. However, the selection process is currently not anonymised or attribute-neutral. The language used in job advertisements is gender-sensitive and also addresses non-binary people. Positions to be filled are usually advertised publicly and assessments are made solely on the basis of performance and potential. In each of the last four years significantly more female than male staff were hired (Figure 9-1).

Figure 9-1: Gender distribution of new hires in the years 2019-2022



Note: Only employees subject to social security contributions; status at the end of 2022.

The overwhelming majority of the Oeko-Institut's staff members are permanently employed (85 percent of the workforce⁴). New hires are usually given a fixed-term contract initially and become permanent after two years. Therefore, only a small proportion of staff (15 percent) holds fixed-term contracts, which contributes to greater economic security for staff. In other research organisations, the proportion of fixed-term employees tends to be significantly higher.⁵

9.2.2 Staff development

Pursuant to our mission statement, we are committed to providing an attractive working environment for experienced colleagues as well as for talented and committed young professionals and to offering creative freedom in research. The extraordinary motivation and competences of our staff, the diversity of strong personalities and the different perspectives are at the Institute's core. As part of staff development, we provide a wide range of advanced education and training opportunities, which are outlined in the next section.

9.2.3 Salary structure

Salaries at the Oeko-Institut are determined pursuant to the "*BV Gehalt*", a company agreement on salary determination negotiated between the Executive Board and the Works Council.

The salary of all permanent employees comprises a basic salary, which is made up of the salary grade and an experience component of pay. The latter reflects internal and relevant external experience. The "*BV Gehalt*" and the associated job profiles ensure that the same salary is paid for the same work at the Oeko-Institut. Nevertheless, due to the different proportions of women in the higher and lower salary groups, there is an unadjusted gender pay gap with regard to the average gross earnings of women and men respectively at the Oeko-Institut.

When determining the experience component of the basic salary and the experience bonuses, up to 12 months of employment during which no employment at the Oeko-Institut e. V. took place are taken into account for periods of parental leave per child and for periods of care per person to be cared for.

9.3 What we already do

In cooperation with the Works Council, our salary system has already been further developed in recent years and, on the basis of objective criteria and job profiles, designed in such a way that discrimination against women or other discrimination is avoided.

In terms of staff development, we support individual professional development and capacity building with in-service training and development opportunities for every career stage and all staff. These offers in conjunction with external providers include but are not limited to:

⁴ I.e. 85% of all employees subject to social security contributions, as of mid-2022.

⁵ For example, 58 percent of the scientists at the Fraunhofer society institutes and research units have fixed-term contracts, with 10 percent of the scientific staff there working under fixed-term contracts of more than 8 years, 9 percent of 6 to 8 years and 80 percent of less than 6 years. Source: Gemeinsame Wissenschaftskonferenz GWK, Pakt für Forschung und Innovation Monitoring-Bericht 2021, Volume III, p. 82

- Selected cross-cutting competences such as project management, project leadership and time management;
- Media training, writing workshops for research associates, advanced training on climate communication;
- Advanced training on scientific methods (modelling, Python and SQL training), transdisciplinarity and living labs, executive programmes of the Intersectoral School of Governance Baden-Württemberg;
- Professional training for departmental assistants, e.g. for producing accessible reports/studies;
- Offers regarding self-control and stress management;
- Negotiation training;
- Diversity training;
- "Effective presentations" especially for female scientists;
- Leadership development;
- Team building, mediation and conflict management.

In addition, we established flexible internal training that is integrated into the daily work routine, such as internal brown-bag lunch sessions that our employees hold for their colleagues, or special formats such as internal knowledge fairs at staff seminars.

9.4 What's next?

9.4.1 Recruitment

We aim to systematically review and improve our selection and recruitment process with regard to unconscious and conscious biases and how these biases are dealt with in order to achieve a selection and recruitment process that is open, transparent, efficient, objective and internationally comparable and which ensures equal opportunities and promotes diversity.

Our aim is to analyse existing recommendations for diversity in the recruitment process⁶ and incorporate them into our processes, as appropriate. We aim to revise the wording of job advertisements, develop guidance for diversity-sensitive selection procedures and train colleagues in this regard.

In 2022, a project to improve the recruitment process will be carried out as a part of Institute-wide organisational development. Design options for an anonymised application process using standardised application forms were presented at the Institute. They allow for the applicants' personal data to be concealed in the first stage of the screening of applications in order to avoid an unconscious selection bias. Such a procedure met with high approval during the presentation and

⁶ For example, the European Code of Conduct for Recruitment of Researchers and the German Federal Anti-Discrimination Agency's guide for employers for anonymised application procedures (*Leitfaden für Arbeitgebende: Anonymisierte Bewerbungsverfahren*).

should be discussed further as part of the organisational development process. In order to increase applications from non-German candidates, our aim is to advertise a greater number of positions in English and on international platforms.

9.4.2 Training and further education

We aim to expand the range of training courses on anti-discrimination, diversity and unconscious biases and offer in-depth training on more specific issues such as diversity-sensitive language, recruitment procedures, argumentation skills and intercultural communication. In 2023, a three-part training series on the topic of "Presenting Effectively" will be held which has attracted a high level of interest. It is aimed solely at female scientists and is intended to support them in confidently communicating their expertise and improving their personal speaking impact. "Diversity competence" and related topics should also play a greater role as a criterion in the selection of trainers and advanced trainings than has been the case in the past.

9.4.3 Additional measures to promote diversity and anti-discrimination

Through constant exchange, we aim to sustain engagement with and develop a common understanding of diversity: by organising brown-bag lunches on diversity-related topics; by embedding input on diversity issues at the next staff meeting and on the intranet and by providing information. The Diversity Working Group shall continue to play an important role in this regard. Our aim is to take stock of diversity, existing practices and opportunities for improvement at the Oeko-Institut by means of an anonymous survey among the staff.

Equal opportunities are a key principle of our human resources development. Our aim is to continuously review our human resources development tools to ensure that equal opportunities are systematically taken into account in the various dimensions of diversity described in Section 3.

We aim to support initiatives to promote diversity and assess in which initiatives we would like to participate. These include, for example, the [TOTAL E-QUALITY](#) initiative, which awards a certificate to organisations in business, science and administration as well as associations that have successfully embodied equal opportunities and diversity in their personnel and organisational policies. In addition, the Stifterverband private-sector initiative offers a [Diversity Audit](#) for universities and non-university research institutions to encourage them to accept the challenges associated with a diverse workforce and to show ways in which a specific diversity strategy can be (further) developed and implemented in line with the institution's profile.

10 Field of action: Work-life balance and organisational culture

10.1 Where we would like to be

Attentiveness to gender equality, individual needs of work and life planning as well as compatibility of family and career as part of our institutional self-image are embodied in our mission statement.

Our aim is to support our employees in finding their personal work-life balance and implementing it at the Oeko-Institut. Flexible working arrangements in terms of weekly hours, flextime and remote working are important to this end, allowing for individual life planning needs to be taken into

account. Temporary leave and sabbaticals can also be important in order to pursue doctorates, research activities in cooperation with universities or private projects.

We already provide many services and offers that support the work-family balance and our aim is to continue to be a family-conscious company in the future. We aim to have our employees return to work after breaks in their professional biography and therefore offer individual models that take into account changed personal life situations. We are very supportive of the fact that more and more fathers at the Oeko-Institut are taking longer parental leave.

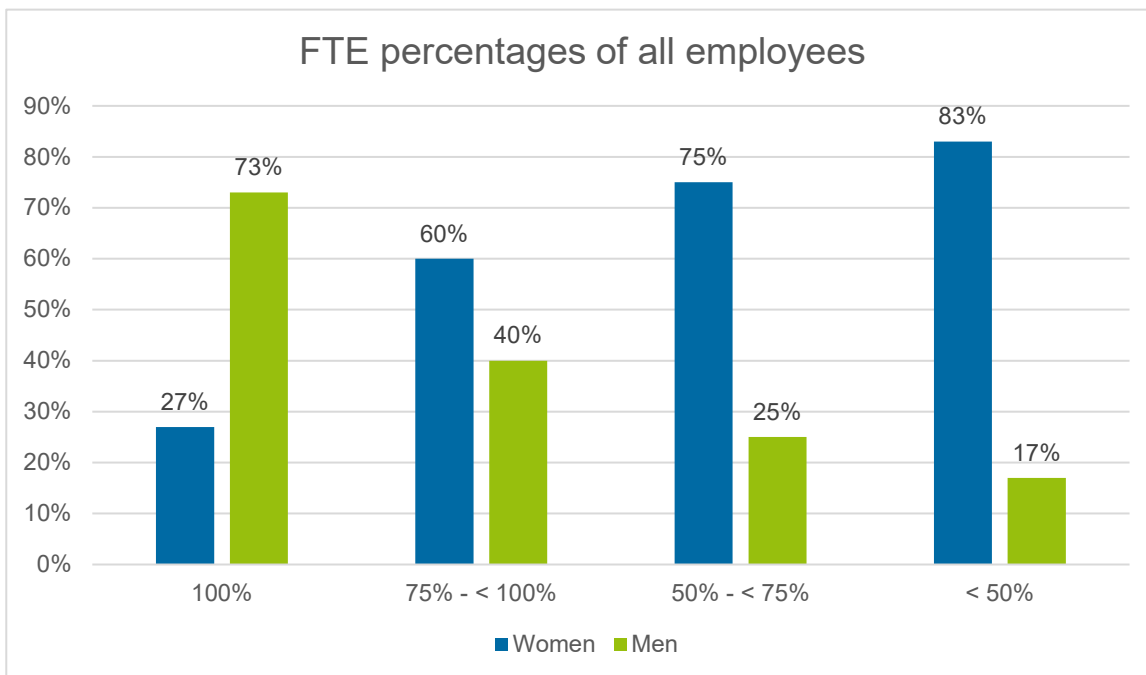
Our employees' health is very important to us and we promote healthy working by means of a company health management system that actively and individually supports our employees in challenging personal situations.

10.2 Where we are now

10.2.1 Part-time employment

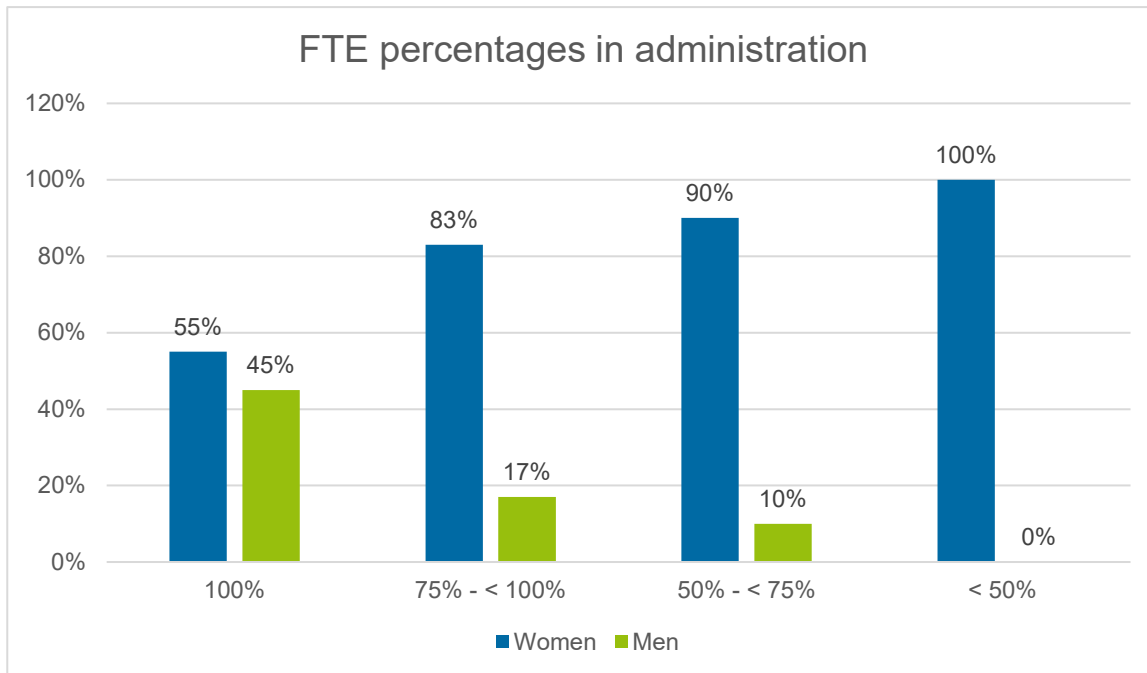
In principle, every staff member at the Oeko-Institut may work part-time (i.e. less than 40 hours per week). Individual agreed-upon working hours (in percentages of the full-time equivalent (FTE)) are determined in accordance with the needs of the relevant organisational unit. At the employee's request, temporary or permanent changes to the FTE percentage can usually be agreed flexibly and at short notice in the event of changes in personal needs. In most cases, part-time work is also an option for staff in management positions.

Figure 10-1: Distribution of scheduled number of working hours (in FTE percentage) of employees



Note: Only employees subject to social security contributions; status at the end of 2022.

Figure 10-2: Distribution of scheduled number of working hours (in FTE percentage) in administration



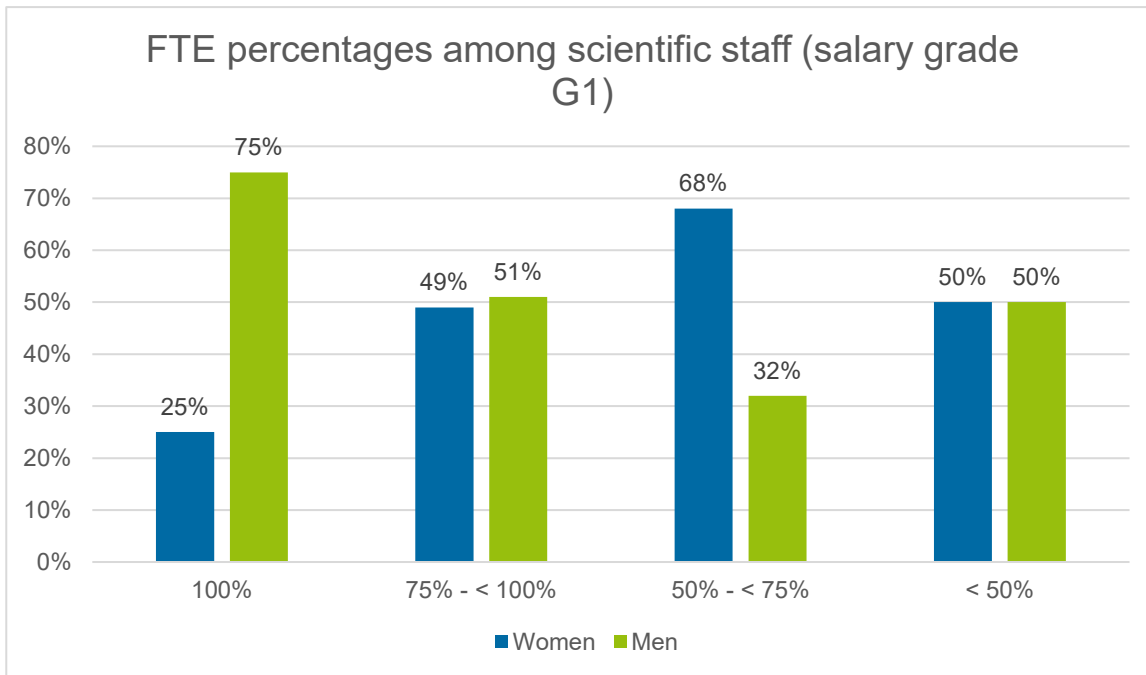
Note: Only employees subject to social security contributions; status at the end of 2022.

Pursuant to the employees' wishes, the proportion of part-time positions at the Oeko-Institut is high and only 23 percent of employees hold full-time positions (nationally, 70 percent of employees work in full-time jobs⁷). Of the employees with full-time positions, 73 percent are men and 27 percent are women (see Figure 10-1). Half of the employees hold positions between 75 and 100 percent of the FTE; of the employees falling into this category 60 percent are female and 40 percent are male. This means that the Oeko-Institut has a relatively high proportion of men working part-time. On average in Germany, only 11.5 percent of men worked part-time in 2019⁷. The scheduled hours for 24 percent of the Oeko-Institut's employees are between 50 and 75 percent FTE; of the employees falling into this category 75 percent are female and 25 percent are male.

In administration, 20 percent of employees hold full-time positions, of which 55 percent are women and 45 percent men (see Figure 10-2). Overall, the situation at the Oeko-Institut is typical of society at large, with a high proportion of part-time positions in administration and with the proportion of women in part-time positions inversely proportional to the FTE percentage.

⁷ Destatis Genesis Database (Database of the Federal Statistical Office of Germany)

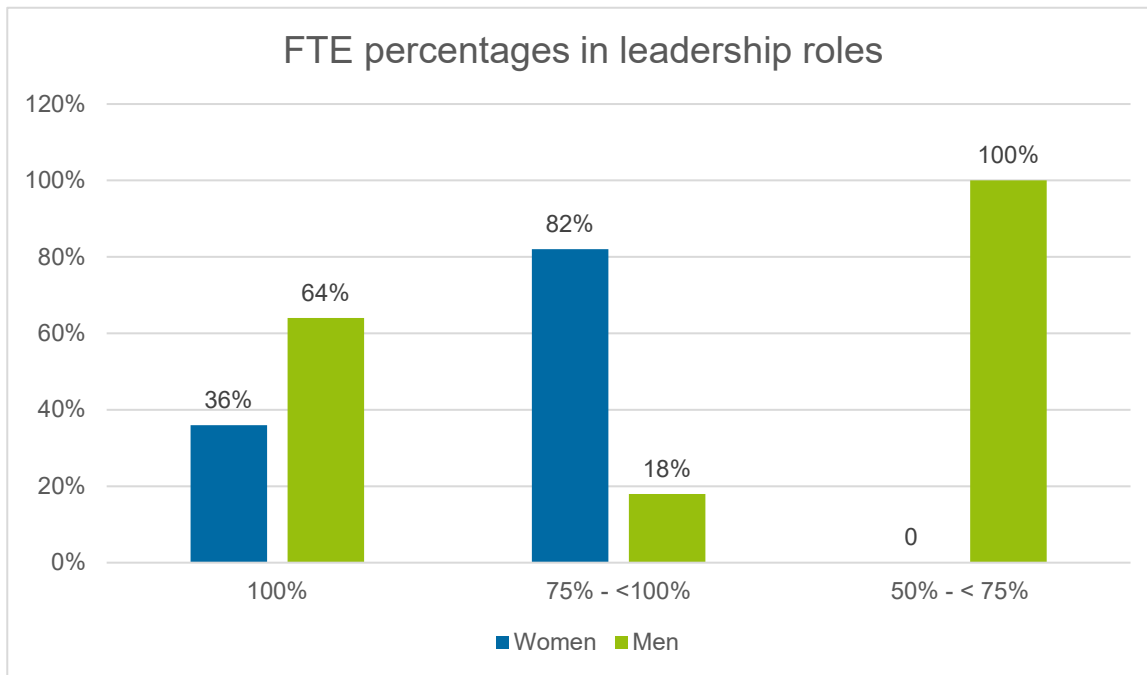
Figure 10-3: Distribution of scheduled number of working hours (in FTE percentage) among scientific staff



Note: Only employees subject to social security contributions; status at the end of 2022.

Only 24 percent of the scientists work full-time; 25 percent of these are women and 75 percent are men. Fifty-four percent of the scientists work part-time with working hours ranging between 75 percent and 100 percent of the FTE; here the gender ratio is almost balanced, i.e. there are a comparatively high proportion of men holding part-time positions among the scientists at the Oeko-Institut. Twenty-one percent of scientists work less than 75 percent of the FTE; this group is dominated by women.

Figure 10-4 shows the proportion of men and women in full-time and part-time managerial positions. Forty-eight percent of those in leadership roles hold full-time positions; 36 percent of them are female and 64 percent are male. Fifty-two percent of managerial positions are held on a part-time basis, with 82 percent of these positions filled by women. This means that the Oeko-Institut has a comparatively high proportion of part-time positions in leadership roles; this is often a prerequisite for women wanting to take on a managerial position or being able to do so in light of their personal situation. The high level of flexibility when it comes to part-time positions at the Oeko-Institut therefore also indirectly contributes to a relatively high proportion of women in leadership roles.

Figure 10-4: Part-time positions in leadership roles


Note: Data regarding managerial positions refer to the Executive Board and divisional, deputy divisional heads and departmental heads; status as of the end of 2022.

10.2.2 Parental leave

The statutory provisions for parental leave in Germany allow all mothers and fathers to take time off from work for up to 36 months after the birth of their child. Many of the Oeko-Institut's younger staff members are permanently employed when they are starting a family, and both mothers and fathers frequently avail of statutory parental leave at the Institute. In the period of 2019 to mid-2022, a total of 20 employees were on parental leave, 11 of them men and 9 women. Fathers took an average of 6 months parental leave (ranging from 2 to 12 months), while mothers took an average of 12 months leave (ranging from 6 to 17 months). The duration of parental leave for male employees at the Oeko-Institut is significantly higher than the 3.7 months societal average.

10.3 What we already do

We pursue a life-phase-oriented personnel policy, providing offers and benefits as described in the following sections:

10.3.1 Flexible working

As the description of the status quo in the previous section shows, we already offer highly flexible and individualised work time models that take into account the employees' personal needs. The Oeko-Institut does not have a fixed flextime model. Short-term changes to individual agreed-upon working hours are possible for most positions/functions. Many of our employees frequently adjust their scheduled work time to their individual needs. Sometimes the scheduled hours are also adjusted due to the volume of work in their teams and divisions or because colleagues are absent. In the divisional and departmental teams, these needs must be constantly rebalanced with regard

to the volume of work at hand. Control options in this regard primarily include acquisition volume and the recruitment of additional staff.

In 2022, a company agreement on remote working was drawn up with the Works Council. This agreement regulates the conditions under which remote working can be offered to employees. This is a further step towards flexible working at the Oeko-Institut.

There are many different personal reasons for taking a longer break or absence from work. Therefore, clearer rules for sabbaticals were developed in 2022.

10.3.2 Additional family benefits

The Oeko-Institut's salary system grants all parents a monthly child supplement of 175 euros per child from birth throughout the entire period of entitlement to statutory child benefit⁸. In 2021, 108 employees received at least one child supplement.

On application, mothers and fathers receive an allowance of up to 77 euros per month in addition to their salary for the care of their own children until the children reach the age of 4.

In the event of a sudden or unexpected short-term need for care or serious illness of a child up to the age of 12 or a relative (older than 12) for whom the employee has to provide care, the Oeko-Institut grants 4 days paid time off per person to be cared for per year (in addition to the statutory provisions regarding time off for care).

To mitigate the school and day-care closures during the Covid-19 pandemic, a flat-rate financial allowance for private child and/or homework care to be organised by the employees themselves was introduced as an additional support for employees with children. In addition, children's sick days were increased for each parent. Another new change meant that parents could draw on the entitlement even if the child was not sick but had to be cared for at home because their school, child-care or day-care centre was closed.

In view of the wide range of measures taken to support families, the Oeko-Institut was rated as a "Family-conscious company" as part of the familyNET project of the *Bildungswerk der Baden-Württembergischen Wirtschaft e.V.* (the education and training organisation of employers from Germany's south-western state of Baden-Württemberg).

10.3.3 Health

There is a Health Working Group for Institute-wide exchanges on preventive healthcare. The members of the Health Working Group see themselves as health ambassadors at the Institute. They exchange information about health-related needs and jointly consider which kind of measures may foster our employees' health in the long term.

In response to high levels of stress during the Covid-19 pandemic, a free counselling service was established with face-to-face, telephone and online offerings for staff. Since then, there have been various low-threshold support and counselling service offers for employees facing high levels of stress or crisis. If required, employees can choose an appropriate format from these offers, which are financed by the Oeko-Institut. These include the following:

⁸ For part-time positions pro-rata of the full-time equivalent.

- Call a Coach: Individual coaching for current counselling needs in the work context. The coaches use systemic coaching with a socio-psychological background. Employees choose a coach from a pool of coaches. Up to three coaching sessions per person are offered.
- Psychological resilience consultation in times of crisis: social counselling service with a psychologist who is available as quickly as possible in cases of severe private or professional stress and provides solution-focused self-help advice. Special expertise: healthy and sustainable home office work (with children), healthy self-leadership, mindfulness and strengthening personal resilience to avoid burnout. Weekly digital office hours are available for individual counselling.

Committed female staff members at the Oeko-Institut offer 10-15 minute long "active breaks" once a week, involving company sports for relaxation. They offer gentle, beneficial gymnastic exercises for general relaxation and to reduce tension. The "active break" is an online offering that can be used by all employees.

Employers are obliged by law to provide occupational integration management (*Betriebliches Eingliederungsmanagement, BEM*) to employees who have been incapacitated for work for more than 6 weeks within one year. BEM is voluntary for employees; employees may also request BEM on their own initiative. A BEM team has been established at each of the Institute's offices in order to develop individual concepts for reintegration together with affected employees.

10.4 What's next?

The Oeko-Institut has established a high degree of flexibility in the choice of working times, scheduled working hours and remote working. This flexibility shall be maintained. The company agreement on remote working is to be reviewed after a period.

Workload reduction is an important objective of the current organisational development process and of further digitalisation at the Oeko-Institut.

The Oeko-Institut has offered, in some cases for years now, a wide variety of generous benefits for employees with care commitments to children and relatives. Our aim is to maintain these benefits. During the Covid-19 pandemic, we swiftly expanded the supports offered to families, for example to better back their increased need for childcare. With this in mind, our aim is to continue to respond to the needs of our employees in the future.

11 Field of action: Gender dimension in scientific work

11.1 Where we would like to be

In this field of action, one of our aims is to shed light on the role of female scientists in our scientific work. We aim for gender balance in project management and in the use of our internal funding for scientists. Moreover, we want to provide special support and assistance to female scientists in their external activities, so that they can make their voices heard in the research arena and the social discourse.

Another objective as part of this field of action is to ensure that the gender dimension is incorporated into the content of research activities. Integrating the gender dimension is about

mainstreaming gender and/or gender analysis throughout the research and innovation cycle. This includes setting research priorities by defining concepts, formulating research questions, developing methodologies, collecting and analysing data disaggregated by gender, analysing and reporting on the results and translating them into products, models or advisory recommendations. Looking at potential gender differences and gender equality issues increases the social relevance of research and innovation. In some research projects, taking gender and diversity dimensions into account can help avoid "blind spots" and thus increase the scientific quality of the results.

Therefore, reflection on gender and diversity should be part of the preparation of research projects and, where relevant, be addressed in both project proposal and project implementation. However, gender and diversity in research are not equally relevant in every project. The importance of these dimensions varies depending on the research context, topic and methods.

11.2 Where we are now

Scientific projects play a major role in the work of the Oeko-Institut, which is why the gender ratio of project leaders in the roughly 200 new projects that commenced in 2021 was analysed for this report (see Figure 11-1)). Sixty-four percent of the projects are led by male scientists, and 36 percent by female scientists.

Figure 11-1: Gender ratio of project leaders (projects started in 2021)

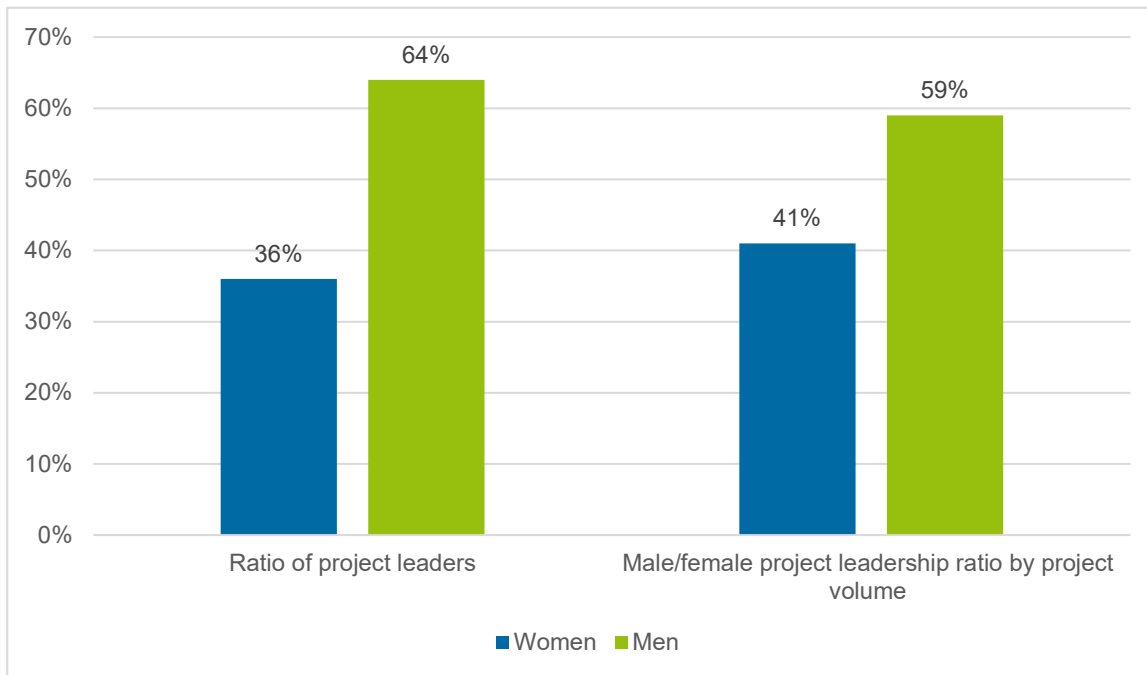
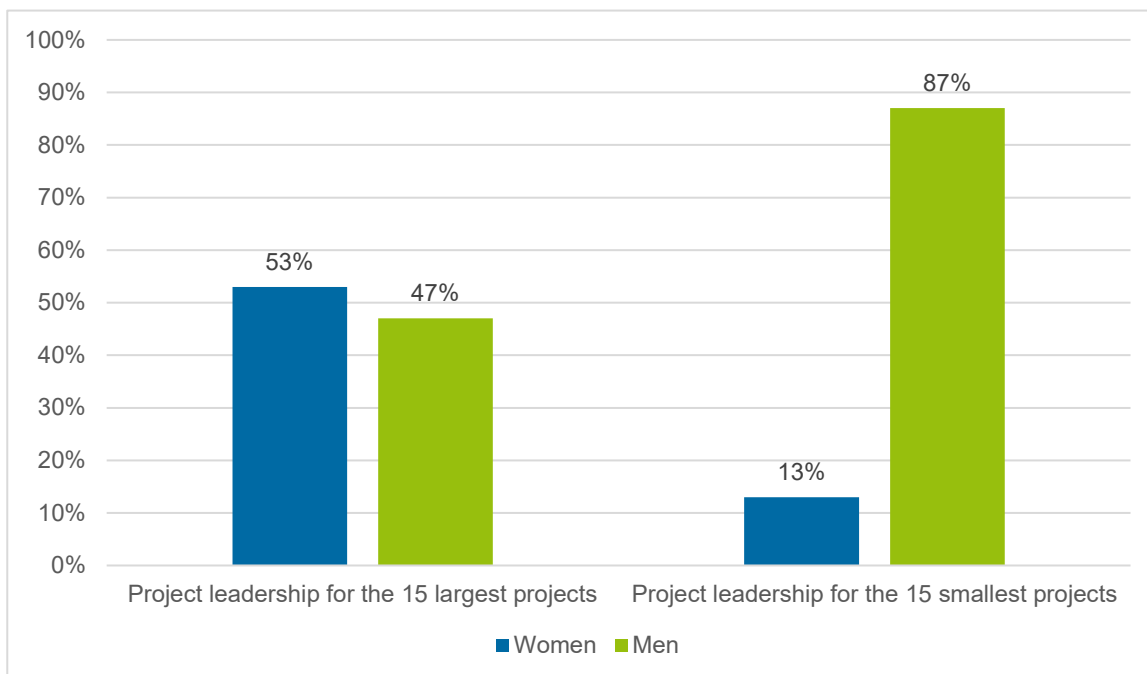


Figure 11-2: Gender ratio in project leadership by largest and smallest projects



The proportion of women among our scientists is 49 percent⁹ overall, i.e. the proportion of female project leaders is lower than the proportion of female scientists. However, in terms of financial project volume, female scientists constitute 41 percent of the project leadership.

⁹ Scientists holding G1 positions whose job profile includes project acquisition and project management.

Based on these findings, the 15 financially largest and smallest projects were also evaluated separately. It can be seen that women are somewhat more strongly represented in the management of the largest and more complex projects than their male colleagues (Figure 11-2). In contrast, women are significantly less involved than their male colleagues in the management of the financially smallest projects.

Overall, the proportion of women in project leadership roles at the Oeko-Institut is significantly higher than the average for research institutions in Germany. For example, of 13,240 individual DFG research projects in 2020, only 3,310 projects or 25 percent had been applied for and led by women.¹⁰

As a non-profit organisation and also in order to fulfil our statutory purpose, the Oeko-Institut is obliged to publish the results of its research projects. In order to feed our project results not only into the societal discourse but also into the scientific community, the Oeko-Institut offers the possibility to apply for a financial grant for authoring a scientific publication. In 2019 and 2020, a significantly greater number of male scientists applied for this grant funding (see Figure 11-3)¹¹. Furthermore, the Oeko-Institut also supports the preparation by its research associates of presentations to be given at scientific meetings and conferences. The approved grants for participation in scientific conferences were relatively evenly distributed between female and male employees in 2021 (see Figure 11-4).

The third funding measure in this context relates to participation in events that serve professional networking and help to advance the Oeko-Institut's work. These include, for example, networking meetings with NGOs, background discussions or panel discussions where Oeko-Institut staff provide active input to the event. This type of grant was introduced in 2021. Due to the Covid-19 pandemic this option has only been used to a limited extent to date. For the purposes of this report, a gender-specific evaluation therefore does not as yet appear useful.

As the Oeko-Institut e.V. does not have its own in-house academic teaching programme, this is not an area that is considered in this report.

¹⁰ Deutsche Forschungsgemeinschaft, Pakt für Forschung und Innovation, Monitoring-Bericht 2021, p. 110 (German only)

¹¹ The data cover only successful applications.

Figure 11-3: Support for scientific publications by gender

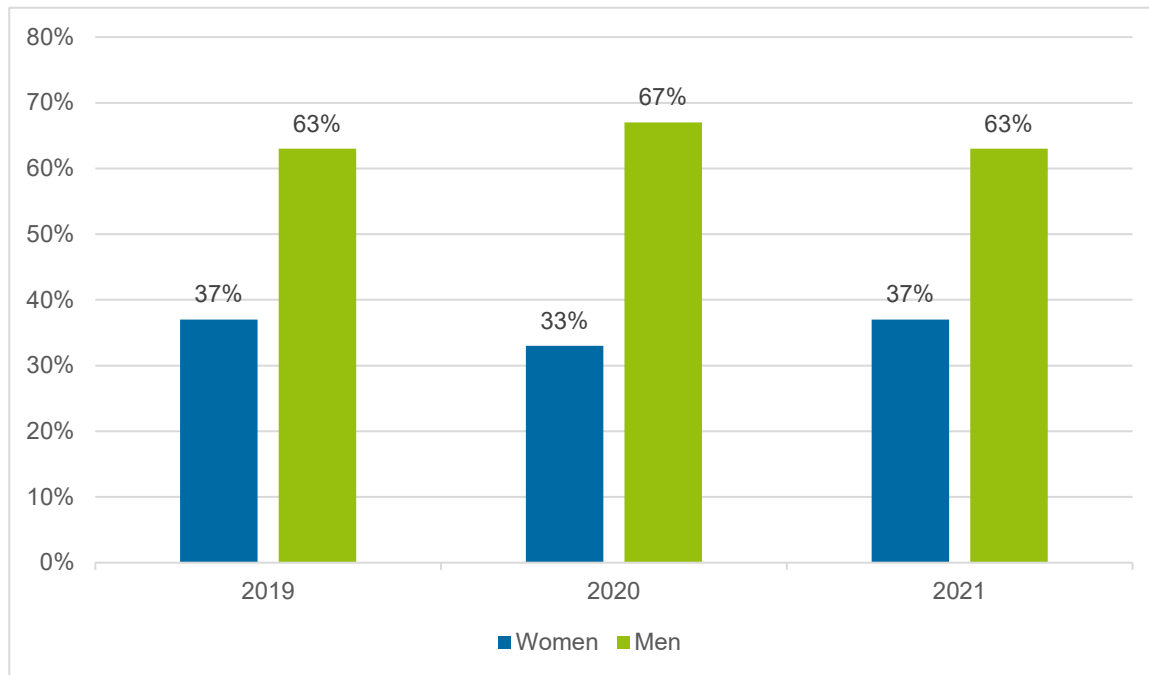
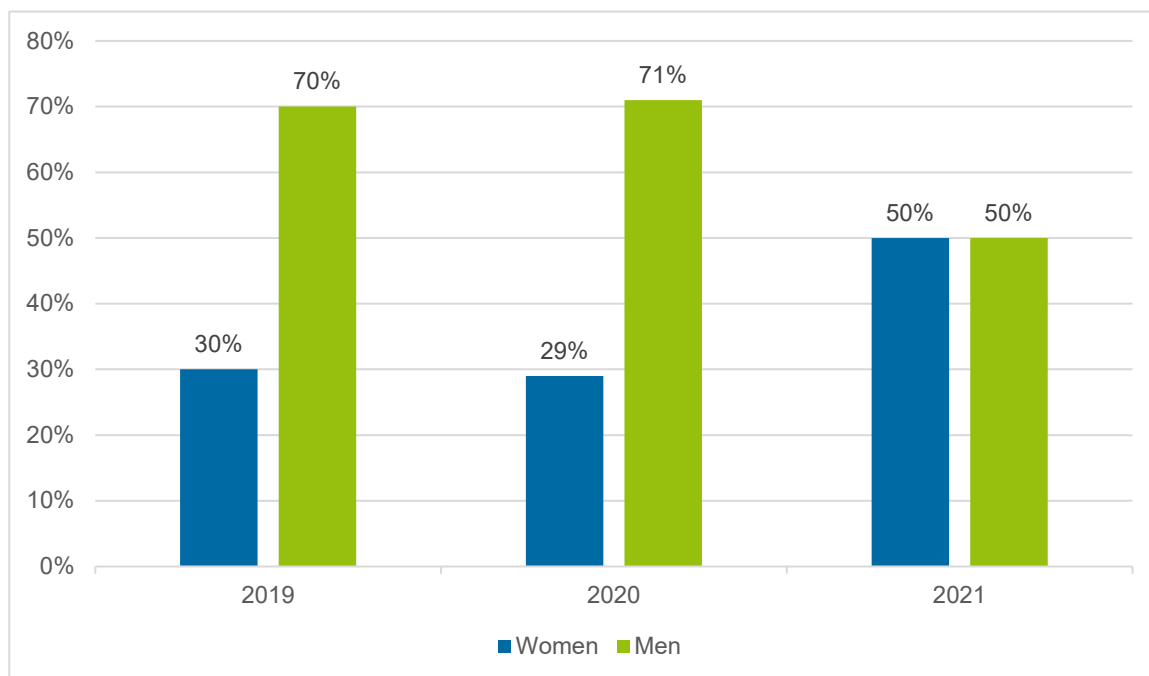


Figure 11-4: Support for participation in scientific meetings by gender



11.3 What we already do

Gender aspects in the Oeko-Institut's scientific work play a role in the study of behavioural environmental measures, socio-economic effects, health effects, in survey and interview methodology and in the design of living labs.

As part of the Oeko-Institut's participation in the international climate negotiations, gender aspects of climate adaptation and greenhouse gas emissions reductions have also been addressed.

Every two years, the Institute organises a conference on current topics of its research. When selecting speakers and representatives for discussion panels, we pay attention to a balanced participation of female and male experts. This also applies to public events that we organise for our clients. At the Institute's 2021 annual conference entitled "*Wende? Nur sozial!*" ("Transition? Only if it's equitable!"), the gender ratio of all speakers at the conference was balanced, with 21 women and 19 men, or rather women slightly outnumbered men.

In 2020, in cooperation with the Diversity Working Group, the Executive Board developed a guideline on gender-appropriate spelling and language for internal and external communication, which has been applicable since September 2020 and was updated in 2022.

11.4 What's next?

A number of research projects, e.g. on social effects of climate change mitigation or in the field of research on mobility in everyday life, have explicitly taken gender into account in their research design. However, there has not yet been a systematic analysis as to whether such consideration of gender aspects in our research actually takes place for all relevant topics and whether there is a need for further awareness-raising and training in this area. We aim to produce a more systematic record of this aspect by surveying the scientists, which will then allow us to evaluate the extent to which there is a need for further action, such as on gender-sensitive research methodologies.

For future events, we will continue to pay attention to a balanced participation of female speakers and experts. Other organisations have developed diversity checklists for organising and hosting diversity-friendly and inclusive (digital) event formats. We aim to analyse such checklists in the Diversity Working Group and, if necessary, develop our own such diversity checklist.

12 Field of action: Measures against gender-based violence including sexual harassment

12.1 Where we would like to be

As part of our mission statement, which establishes appreciative interaction and mindfulness for gender justice as common values, there is no tolerance for sexual harassment and gender-based violence. Our working atmosphere shall always be characterised by mutual respect and tolerance. We reject any form of sexual or gender-based discrimination and do not tolerate sexual harassment. Any such cases would be punishable by disciplinary means.

12.2 What we already do

A formal mechanism for feedback and complaints from employees is accessible through the Works Council. Complaints can also be addressed to superiors or the Executive Board. In addition, a variety of feedback mechanisms are available as part of the daily work routines. No cases of gender-based violence or sexual harassment have been reported through any of these mechanisms to date.

12.3 What's next?

We are particularly concerned to do everything possible to avoid, by means of prevention and a catalogue of measures, any instances of violence, sexual misconduct, abuse or harassment, and to react quickly to any such trespasses. For this reason, we aim to create a guideline and code of conduct that describes our understanding of sexual harassment and violence and embodies relevant measures. Our aim is to make our employees aware of the issue of sexual harassment and encourage them to always address incidents openly.

We are also planning an anonymous survey among employees in order to determine the need for training regarding sexual discrimination.