HELMHOLTZ

MDC MAX-DELBRÜCK-CENTRUM FÜR MOLEKULARE MEDIZIN IN DER HELMHOLTZ-GEMEINSCHAFT

Gender Equality Plan [2021-2027]

Max-Delbrück-Center for Molecular Medicine in the Helmholtz-Association

This gender equality action plan targets organizational culture, management, staff development, hiring and promotion processes rooted in the principles of equal treatment and opportunities. It aims to achieve gender balance in leadership and decision-making bodies, as well as managing human resources in a way that integrates work, personal and family life balance, and encompasses the importance of training and professional development. Finally, it promotes the consideration of sex-/gender in research topics.

The English version is merely for the purpose of information; the legally binding text is the German version.

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1. Introduction

The Max Delbrück Center for Molecular Medicine in the Helmholtz Association (MDC) firmly expresses its commitment to creating an organizational culture that is routed in the principles of gender equality. All employees of, and everyone working in association with, the organization should have the opportunity to reach their full potential without facing neither implicit nor explicit obstacles that depends on their gender, as a principle and value in itself.

The MDC mission of scientific excellence recognizes the value and benefit of diverse experiences and perspectives, and embraces, nurtures and empowers contributions from all skilled individuals. Diversity of lived experiences represented in decision making at all levels of the organization is an instrumental objective in pursuit of this mission. We therefore commit to ongoing work, effort and monitoring, reflected in decision making and policy at all levels, to create and maintain a work environment free from discrimination and harassment, which implicitly and explicitly welcomes and respects all who join us in carrying out our mission.

The MDC continually adapts its ways of working to accommodate changing societal expectations and modern ways of working and living, as well as diverse gender roles and identities in order to actively dismantle discriminatory structures. The MDC acknowledges that women and men find different living conditions and opportunities in society due to their social and cultural gender roles and are affected differently by social processes and their effects. It is our responsibility to sustainably embed the gender dimension in all areas of our institution, and question all decision-making processes and measures of the institution with regard to possible gender-specific effects or possible disadvantages for underrepresented genders. This responsibility applies to every employee, and weighs especially strong on those with managerial and leadership functions.

2. Basic Principles

This gender equality action plan targets organizational culture, management, staff development, hiring and promotion processes rooted in the principles of equal treatment and opportunities. It aims to achieve gender balance in leadership and decision-making bodies, as well as managing human resources in a way that integrates work, personal and family life balance, and encompasses the importance of training and professional development. Finally, it promotes the consideration of sex-/gender in research topics.

The approach of this strategy is:

- **Promote:** an organizational culture that is sensitive to gender issues
- **Analyze:** systematically collected equality-related data
- **Implement:** organization policies centered around equality
- **Educate:** all employees on topics and causes of equality gaps and related organizational policies

The following **legislation and policies** pertaining to gender equality and non-discrimination, as well as those which are specific for the fields of research and/or higher education, are rationale to support the action plan and serve as orientation for conceptualizing measures:

- the General Act on Equal Treatment (AGG),
- the European Commission's gender equality strategy who require gender equality plan as eligibility criterion in Horizon Europe
- the Berlin State Equality Law (LGG)
- the "Implementation agreement of the Joint Science Conference" (AVGlei; in German), which is an adaptation of the Federal Equality law for non-university research institutions.
- "Policy for the Promotion of Equal Opportunities" (which is an adaptation of AVGlei for the MDC)

Furthermore, we are closely oriented to

- the DFG's Research-Oriented Standards on Gender Equality and
- standards generated in the LIBRA Project (Leading Innovative measures to reach gender Balance in Research Activities) at EU level, and the

Cascade Model

The so-called cascade model and the establishment of flexible target quotae (women's ratios) in non-university research organizations was introduced on the initiative of the Joint Science Conference (GWK) as a tool for increasing the proportion of women in leading positions and to counteract the "drop-out" of women from the science system.

In their 2021 PAKT monitoring report, the MDC was asked to set new target quotae for the female scientific staff at executive level for the year 2025, as based on the anticipated staff fluctuations and personnel planning within that period. Table 2 in the appendix shows the target quotae for 2025, taking into account the anticipated staff fluctuations and growth in the 5 years period. The cascade model is regarded an important steering instrument to increase the proportion of women at executive level at the MDC and thereby supports this action plan.

3. Data basis for the initial situation

As a data basis, the equality plan describes the situation of female and male employees at the MDC as of December 31, 2020. The category "diverse" is not yet consistently recorded by personnel department. (Tables with absolute numbers of staff in different categories and proportion of part-time employees are given in the appendix)

Total staff: As of December 31, 2020, the MDC employed **a total of 1253 people** (excluding visiting scientists) of which 756 are women. This corresponds to a percentage of **60.3 % women**.
Looking at the remuneration groups (Figure 1 appendix), the proportion of women is above 50% in the salary levels from E03 up to E11 TVöD (with the exception of E04 which includes two male house

keepers). In E12 TVöD the proportion of women is 36%, whereas in the salary groups E13 and E14 there are 54% and 55% women, respectively.
The total percentage of **female (W1, W2 and W3) professors at the MDC** is currently 28%. In the group W1 and W2 there is one female professor each. Women are underrepresented among the **W3/C4 professorships;** 5 out of 23 W3 positions are filled by women (22%).
Currently, the MDC has 32 **trainees,** among them 19 women (59%). Women represent the majority in all training categories, except the area of IT specialists/system integration.
14% of all employees work part-time; **part time employees** can be found in almost all salary groups, and represent in majority women (76%). (Figure 1B).

Looking at the scientific staff only (Figure 2), 833 persons are employed with an overall percentage of women of 61%. In the remuneration groups up to E12 (which comprise mostly technician and support staff) the female representation is 82%. In the pay groups E12 (including mostly engineers) are only 20% women, whereas in E13 (which includes mostly PhD students and postdocs) the proportion of women and men is almost balanced (52% women). The women proportion is also close to balance in E14 (49% women). **Women are underrepresented in the E15 pay group** (36%) which comprises mainly the independent group leaders and few senior group leaders. Women are also underrepresented **among the W3 professorships;** 4 out of 22 W3 professors in the scientific area are women (18%). Furthermore, there is one woman in each of the W2 and W1 professorships. 155 of the 833 scientific employees (incl. students) work **part-time**, which corresponds to 19%. Among the 155 part-time employees, there are 49 men, which corresponds to 31% men and 69% women (Figure 3A, 3B).

Scientific staff at the MDC is quite international. 65% of the PhD students and 51 % of the postdocs are coming from international countries. Currently, 251 **PhD students** (without guests) work at the MDC, **57% of these are women**. 276 persons are working in the next career stage, the postdoc phase. **The women's proportion among postdocs and staff scientists is 45%** (Figure 3A)**.** Thus, we observe a drop in the proportion of women at the transition from the doctoral to the postdoc phase. This is also evident if we look at the international scientific staff only; 58% female PhD students come from abroad, 46% female postdocs are from abroad
(Figure 3B).

The graphic presents the **development of women's proportions since 2013 for the Junior Group leaders, W3 Professorships and all group leaders (1. Executive level).** Among the Junior Group Leaders there was advancement since 2018 (currently >50%). However, the women's proportion among the W3 professorships remains on a low level (18%). Looking at all leadership positions in science (including the heads of technology platforms, junior groups and professorships) there are currently 33% women.

In the administration/infrastructure area (Figure 4), a total of 420 people are employed with women accounting for 60%. With the exception of remuneration group E12 (46% women), the proportion of women is well **above 50%**. 85 out of 420 employees **(20%)** in

administration/infrastructure work **part-time**, and part-time ratio has increased significantly since 2017 (12%). The majority of part-time employees are women (86%).

Women in decision making bodies: In the supervisory bodies of the MDC (Supervisory Board and Scientific Advisory Board), the proportion of women is 45%. Of the current 11 members of the Supervisory Board, 5 are women (45%), while the proportion of women on the Scientific Advisory Board is currently 37%.
The Executive Board, which advises the Board of Directors on all strategic and organizational matters of the MDC, has 42% female members and 25% female voting members. The Scientific Council is composed of all scientific group leaders, as well as elected members (63 persons in total). The proportion of women is 24% (among voting members). The council is currently headed by a male group leader.

Parental leave: At MDC, significantly more women than men took parental leave during the period under review (2018 - 2020). In 2018, 54 mothers and 14 fathers took parental leave; in 2019, there were 53 mothers and 16 fathers. Mothers stayed on parental leave for an average of 10.4 months, while fathers took an average of 2.6 months. This situation reflects the situation in Germany, where fathers take an average of 9 weeks of parental leave (as of 2017).

4. Goals and Indicators

With this equality plan the MDC wants to continually improve the structures within the organization to ensure that all genders are represented equally at all levels, including governing and decision-making bodies. The MDC aims to educate and inform its employees on the topics of gender equality, thus creating an organizational culture of support, in which everyone can develop to their full potential. In addition, gender aspects in research that help to improve the quality of translational research and increase the medical benefits for patients, will be addressed.

This plan sets out six development areas, meant to cover strategic action fields:

- **Organizational culture**
- **Management**
- **Recruitment, promotion and retainment**
- **Training and career development**
- **Work-life balance and wellbeing**
- **Integration of sex/gender dimension in research topics.**

Table 1 defines goals and measures developed to support this action plan; measures already in place are given in the column “Baseline 2021”.

The plan is valid for six years (acc. to LGG §4,1) and success will be evaluated every two years according to the defined indicators. Where necessary, measures will be adapted.

The formal document is published on the institution's website and signed by the top management.

Berlin,

MAX-DELBRÜCK-CENTRUM
FÜR MOLEKULARE MEDIZIN
IN DER HELMHOLTZ-GEMEINSCHAFT

Prof. Dr. Thomas Sommer
Scientific Director (interim)

Prof. Dr. Heike Graßmann
Administrative Director

5. Appendix

Table 1: Goals and measures to support the action plan

Objectives	Baseline 2021	Measures 2021-2027
1. Organizational Culture		
a. Commit to Gender Equality as an integral part of MDC culture	i. Invitations and announcements from Gender Equality Officer for G&E events; ii. Promote usage of gender-inclusive language	i. Mission statement including gender perspective present on the MDC webpage ii. Gender topics discussed annually in Scientific Advisory Board and Scientific Council; iii. Directors, senior staff and managers provide a Gender Equality statement; iv. Gender equality officer involved in all strategic, personnel and organizational processes at an early stage; Maintain awareness by organizing annual campaigns and events
b. Aim at gender-balanced strategy-development and decision-making bodies and at increasing the proportion of women where underrepresented	i. Collect staff data stratified by gender according to needs of Gender Equality Officer reporting ii. Committee representation of 25% women with the aim to equal presentation (in accordance to current percentage of female leadership)	i. Increase representation female representation in all committees from baseline; ii. Collect gender-specific data; iii. Equal representation for program/ topic speakers iv. Kick-off for a regular networking of female leaders@MDC ("Frauenfrühstück")
c. Adhere to a structured and transparent support & complaint management policy	i. Transparent complaint procedure published with "Anti-harassment" guideline; ii. First contact point (FCP) network at MDC; iii. Access to external psychosocial counsellor and operational health management offers	i. Continuously monitor support & complaint management structure; ii. Improve signposts to policies and resources on webpage; iii. Anonymize case descriptions based on internal incidents of conflicts or discrimination to further identify barriers of gender equality; iv. Survey on workplace culture, including gender equality every 2Yr

d.	Promote workplace relations based on freedom, dignity, and respect	i. Development and communication of "Anti-harassment" guideline ii. Data protection and anti-harassment training for new employees	i. New employees participate in mandatory (eLearning) on MDC "Anti-harassment" guideline; ii. Elective training offers on inclusive work place culture and avoidance of discrimination
e.	Ensure visibility of women and other underrepresented groups as role models	i. Gender equality officer is organizing events to enhance women in science's visibility and as role models	i. Aim for gender balance of invited speakers including key notes at symposiums ii. Circulate list of links to female scientist databases iii. Organize 2 annual events to enhance women scientist visibility; iv. Ensure balanced representation of achievements of male and female staff
2. Management			
a.	Regularly collect and report gender-disaggregated data	i. Collect staff data stratified by gender	i. Introduce gender-sensitive indicators to be regularly collected on staff numbers at all levels
b.	Establish a diverse Gender Equality Group	ii. Regular meetings of elected gender equality officers	i. Mandate a diversely composed gender equality group aiming at gender balance and including elected gender equality officers, functional staff and representatives of professional groups; ii. Analyze and discuss gender-specific data annually; iii. Report annually to directors, Scientific advisory board, and Scientific council iv. Annual gender equality digest for MDC
c.	Increase input from staff on gender equality topics	i. LIBRA staff survey 2017	ii. Offer gender equality consultations and suggestion box; iii. Promote focus group discussions e.g. Postdocs, on gender equality topics; iv. Analyze work place survey; v. Share experience-exit form for all staff including questions on work culture; vi. communication protocol to increase input from whole community

d. Engage with gender equality networks for mutual learning	i. Participate in AKFIFZ network of Helmholtz Gender equality officers; ii. Meet local Gender equality officer network e.g. BIH/Charité iii. Participate in EULIFE gender & equality group	i. Identify and participate in gender equality groups and events ii. Reach out to equality network such as . European Bioinformatics Institutes, EMBO etc.
3. Recruitment, Promotion & Retainment		
a. Promote Gender Equality - & Diversity sensitive recruitment processes	I. Job adverts present neutral language, include "diversity" and support structure statement, appeal to underrepresented gender and link to further info on website, and include non-binary gender option for applicants; II. LIBRA recruitment guidelines published 2018	i. Checklist to support recruiters to consider gender equality throughout the recruitment process; ii. Job ads: include gender equality statement in job, requirements for junior and senior roles to commit to gender equality, and highlight parental leave support (see 5.2.); iii. Recruitment guidelines for recruitment committee; iv. Include feedback questions for all interviewees upon closing of recruitment process
b. Attract gender-balanced applicant numbers across all professions	I. Gender Equality Officer asks appointment committees to actively recruit applicants from underrepresented genders.	i. Increase diversity portrayed on webpage; ii. Targeted recruitment and scouting of females for executive positions and topic areas with underrepresentation (computational);
c. Mitigate against unconscious bias during recruitment, promotion & retainment	i. Unconscious bias training in 2018 as part of LIBRA project and trainings offered by BIH (until 2020)	i. Integrate IAT/ unconscious bias in gender equality eLearning training and webinar module; ii. Provide information on unconscious bias to panel members and distribute LIBRA recruitment guidelines to panel chairs; iii. include "soft" metrics (talk, interview, recommendation letters) in addition to "hard" metrics (papers, fellowships, merit) and if there is a discrepancy get a second inspection on the former to make sure this is not a bias issue.

d.	Ensure diverse recruitment - and promotion panel compositions and monitor load of committee work	i. Gender–balance in PI selection committees is implemented according to hiring institution/ partner university; ii. PhD program aims at 25% female panel members as described in the recruitment guidelines of the International PhD Program and records participation; iii. Awareness of reports of overburdening of women with committee work	i. Develop recommendation for diverse PI recruitment committees for internal recruitments and support for external recruitments considering language barriers; ii. Design and implement compensation measures for committee work; iii. Pilot project to monitor number of hours spent by senior staff in committee meetings and recruitment committees by gender
e.	Monitor applicant pool	i. Analyze applicant pool statistics from applications to offers by gender (Recruitment tool HR, Berufungen, PhD Int. Program)	i. Annually analyze applicant pool statistics from applications to offers by gender for all positions uniformly; central documentation and collection for GE officer
f.	Design fair appointment, negotiation & onboarding support for PIs	i. Guide for new group leaders, managers and admin. assistants in science and admin; support of new group leaders by "on-boarding" technician	ii. Implementation of guide for new group leaders "Wegweiser für neue Leiter" and work flow for guest group leaders, including follow-up procedure on successful integration iii. Transparently present standard offer packages to new PIs concerning staff, resources, lab space at beginning of negotiations; iv. Provide structured support when establishing a new group; v. Develop check list for support managers to present comprehensive information to new PIs; vi. Distribute 100-day survey to newly hired PIs and present results to Executive Board to discuss required measures vii. Present requirements of fair appointment and onboarding to governance/ strategy board/ directorate; viii. Offer group support during parental leave in form of TA/secretary etc.
g.	Present and monitor transparent career promotion process	i. Monitor promotion by gender; presented by GE officer to advisory board; ii. Promotion of research staff document published in 2015	Review policy paper and promotion process for junior groups (junior group leader guidelines) and staff (Entfristungspolicy); i. Present transparent information for professorship appointment; ii. Monitor by application for promotion and success rate by gender; iii. Circulate annual promotion rates to Scientific advisory board, Scientific council

h.	Identify external programs for development of diverse staff	i. MDC participates in specific programs to appoint female professors;	i. MDC identifies and participates in specific programs to appoint female professors; ii. Monitor applications and successful hires
i.	Monitor gender differences in external funding success rates		i. Monitor funding applications and success rates; ii. Monitoring that support is equally sought by all genders
j.	Monitor gender pay gap and equal pay	i. monitoring of PhD starting salaries by gender;	i. Analysis of gender pay gap for higher pay groups, annual allowances and "Non-tariff benefits" and equal pay audit every 2Yr; ii. HR information on salary groups/ Eingruppierung
4.	***Training & Career Development***		
a.	Integration of gender equality as integral part of training of research and non-research staff		i. Introduce gender equality as integral and mandatory part of MDC culture during hiring and orientation; ii. Integrate gender competence training for all supervising staff and include gender equality topic within PI/ manager trainings; iii. Offer webinars and eLearning modules on gender equality topics; iv. Quarterly lunch & learn sessions to highlight specific areas of support at MDC; v. Create checklist for managers; vi. Gather feedback on induction via 100-day survey;
b.	Coordinate and analyze training & development program for all staff including evaluation	i. Analyzing the training uptake data of the Helmholtz Career Center offers has revealed that women make use of training opportunities to a greater extent than men; ii. Leadership workshop for female PD (Gender-tailored workshops in leadership and communication skills for underrepresented staff)	i. Collate all training & development opportunities and make available via training platform; ii. Analyze training feedback by gender and amend as appropriate; iii. Judge effectiveness of training through experience-exit survey - e.g. 'what MDC training has enabled you to move to your new position'; iv. Monitor training uptake by gender; v. Include training questions in experience-exit form; vi. Survey training needs through work place survey every 2Yr;
c.	Promote annual appraisal meetings	i. Share resources for annual structured career planning meetings;	i. Share resources for annual structured career planning meetings; ii. Develop focus group specific material for career planning meetings

d.	Broaden and evaluate mentoring opportunities and networking	i. MDC-Mentoring program and ASPIRE Mentoring Program for Postdocs; ii. Postdoc-to-PhD Mentoring; iii. PI Mentoring Scheme for junior PIs (LINK junior group leader guidelines); iv. LeanIn group for PhD/Postdocs in 2018-2019 as part of LIBRA	i. Continue all existing mentoring programs and collect all mentoring opportunities on central webpage and distribute regularly in newsletters; ii. Review mentoring scheme for PIs and include targeted mentoring and coaching of senior junior group leaders towards the end of their MDC appointment; iii. Mentor training for seniors/ managers including welcome culture; iv. Pilot in Reverse Mentoring; v. Evaluate individual mentoring schemes with mentoring experience survey, and present common indicators for all mentoring programs and initiative changes if required; vi. Explore further needs for mentoring across other areas of the Institute via staff engagement surveys adjust and expand mentoring schemes as appropriate
e.	Promote a gender-balanced career pathways series	i. Seminar series has continued and includes less conventional career paths and informal sessions with invited speakers for students and postdocs	i. Expand seminar series to include less conventional career paths and informal sessions with invited speakers for students and postdocs; ii. Monitor gender balance in different career path presentations; iii. Present gender-balanced career stories on alumni platform
f.	Address alumni tracking	i. Future of Junior PIs (type of future position, internal vs external promotions); ii. Alumni tracking basics for PhD and Postdocs established;	i. Capture next destination and next role by experience-exit form by gender for all staff
5. Work-Life Balance and Wellbeing			
a.	Promote WLB and wellbeing offers and supportive policies and increase awareness	i. Present well-being offers on the website including policies and benefits;	i. Foster greater transparency and encourage communication channels (inductions, newsletter) to ensure that the staff and staff in supervising roles have information on wellbeing measures

b.	Support employees with family and care responsibilities	i. Use all possibilities of the family policy component of the WissZeitVG; ii. Organize care & family events and share information via webpages/ HR; iii. Inform parents about leave (HR); iv. Offer child care services during vacation or business trip/trainings, compensation of costs, etc.;	i. Communicate the limit of official institutional meeting times to core hours, group meetings shall be in consent with the whole team considering needs of members with parental and care duties ii. Set up specific measures for pregnant scientists to ameliorate career break; iii. Encourage PIs/ managers to discuss parental leave with their male staff; iv. Inform parents, and in particular underrepresented groups about family leave (seminar, workshop "Väter EV"), and survey parents for reasons for taking/non-taking leave; v. Third-party funded employees are equally treated in case of parental and nursing leave
c.	Promote flexible working policy	i. Service agreement "Mobile Working" since 6 September, 2021	ii. Publish flexible working policy in 2021 and present during staff meetings; iii. Promote flexible working opportunities at orientation sessions
d.	Monitor work culture satisfaction of research and non-research staff	i. Survey during Corona (Nov 2020)	ii. Start work culture survey including questions on staff satisfaction, wellbeing and gender equality every 2Yr; iii. Introduce experience-exit forms and interviews for research and non-research staff
e.	Improve and monitor return to work after leave experience		i. Ensure awareness of parental leave policy through presentation at Info site/ lunch&learn meetings; ii. Develop checklists for returners for PIs/ managers and HR; promote personal return plan to be arranged before leave, if possible; iii. Distribute return to work survey or return to work meeting with HR after 4 weeks of returning to work including questions on satisfaction with cover arrangements; iv. Identify how many parents choose to return following leave by gender

6. Sex-Gender Dimension in Research (SGDR)		
a. Increase awareness of importance of Sex-Gender Dimension in Research (SGDR)	i. Workshops/ seminars on SGDR as part of EU-funded LIBRA project until 2019; ii. Dialogue with national and international bodies, industry and publishers about the gendered aspects of research in the life sciences	i. Design SGDR information page on intranet; including dissemination of case studies and MDC publications; ii. Prepare collection of SGDR resources for researchers to adequately consider these aspects in their grant applications
b. Analysis of Sex-Gender Dimension in Research (SGDR) at MDC		i. Collect publications with SGDR aspects and MDC affiliation
c. Training in SGDR		i. Offer 1-2 workshops/ seminars annually on integration and importance of Sex-Gender aspects in biomedical research; integration of SGDR eLearning module of LIBRA in MDC training catalogue;

Table 2: Cascade model of the MDC

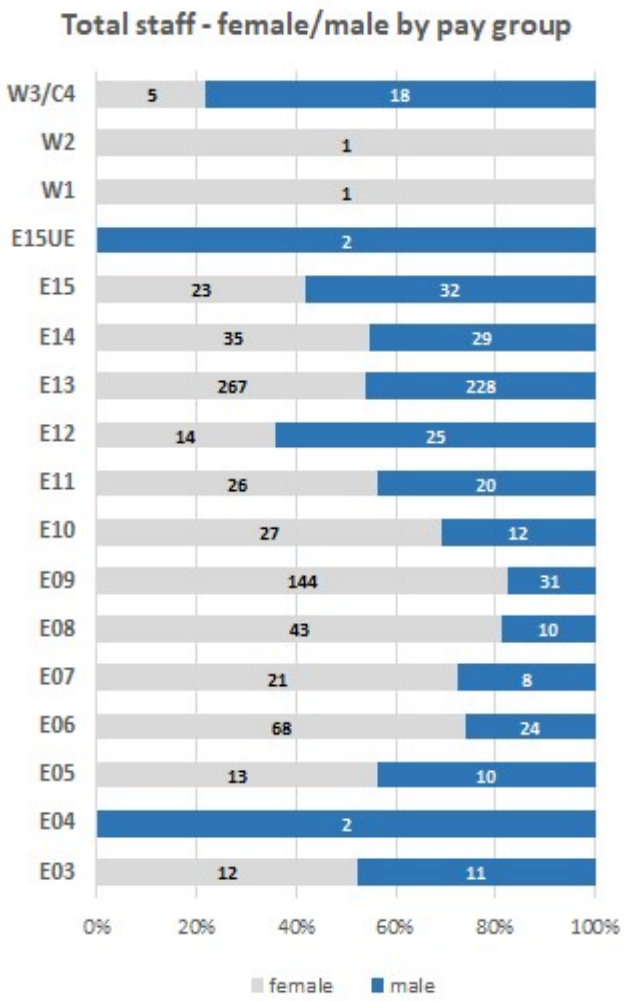
Targeted women's ratio on December 31, 2025, and actual ratios on December 31, 2019, related to scientific staff (excluding administrative, professional, and other employees), number of persons.
Numbers on violet backgrounds indicate the fluctuations of positions (due to leaving staff and new entries) as anticipated for the period 2020-2025, and how many women have to be appointed to reach the target ratio in 2025.

		Women's ratios as of 31.12.2019			Women's ratios - derivation and target 2025									
					Prognosis for 31.12.2025		Prognose 2020 - 2025							target ratio 31.12.2025
							outgoing		new entries					
		total head counts	thereof women	women's ratio (%)	total head counts	thereof women	total	thereof *women*	Re-occupation of positions (fluctuation)	New jobs (growth)	Total positions to be filled (fluctuation & growth)	*of which staffed by women*	Women's quota New appointments	**women's target ratio (%)**
Exec. Level	**Board of directors**	1	0	0 %	1	0					0		-	**0%**
	1st Executive Level	63	18	29 %	64	23	18	6	18	1	19	11	57,9%	**36%**
salary groups	W3/C4	22	4	18 %	24	6	5	1	5	2	7	3	42,9%	**25%**
	W2/C3	1		0 %	2	2	1		1	1	2	2	100,0%	**100%**
	W1	1	1	100 %	0	0	1	1			0		-	**-**
	E 15 Ü TVöD/TV-L	4		0 %	1	0	3				0		-	0%
	E15 TVöD/TV-L	28	10	36 %	34	13	14	5	14	6	20	8	40,0%	38%
	E14 TVöD/TV-L	44	21	48 %	48	24	2	1	2	4	6	4	66,7%	50%
	E13 TVöD/TV-L	446	244	55 %	486	265	426	235	426	40	466	256	54,9%	55%

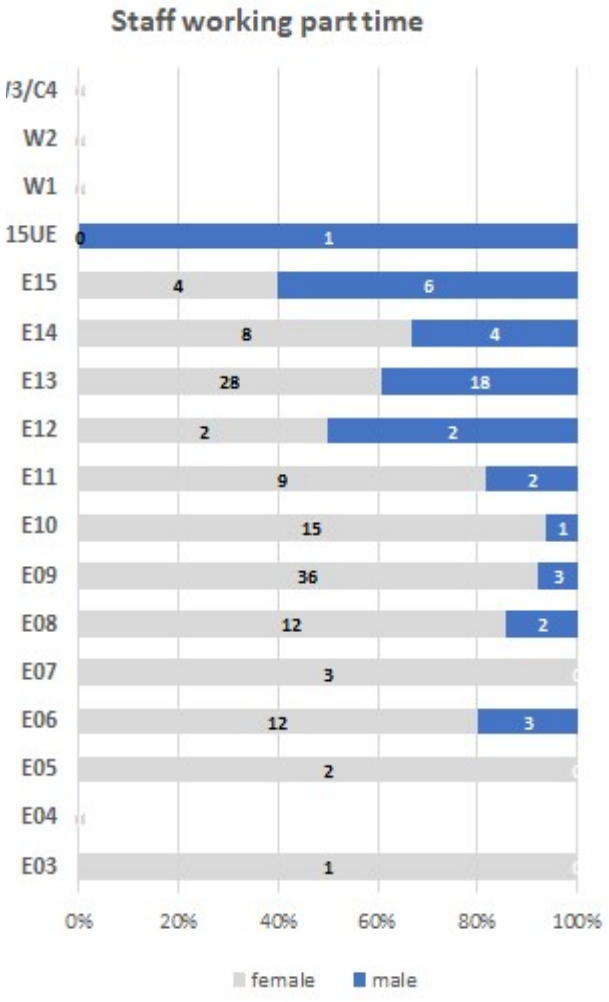
Figure 1: Total Staff

Percentage of female/male staff by salary groups and among trainees. Headcounts are given as numbers on the bars. Figure A represents total staff; the figure on the right (B) shows how many of them work part-time.

A



B



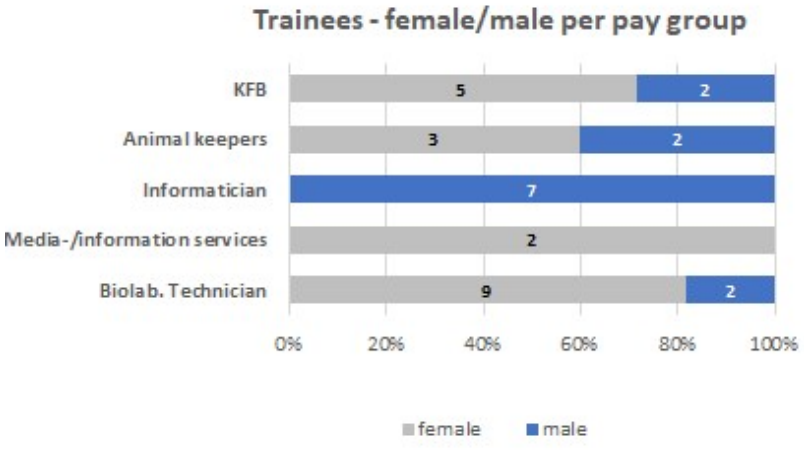


Figure 2: Scientific Staff

Percentage of female/male scientific staff by salary groups. Headcounts are given as numbers on the bars. Figure A represents total scientific staff, figure B shows how many of them work part-time.

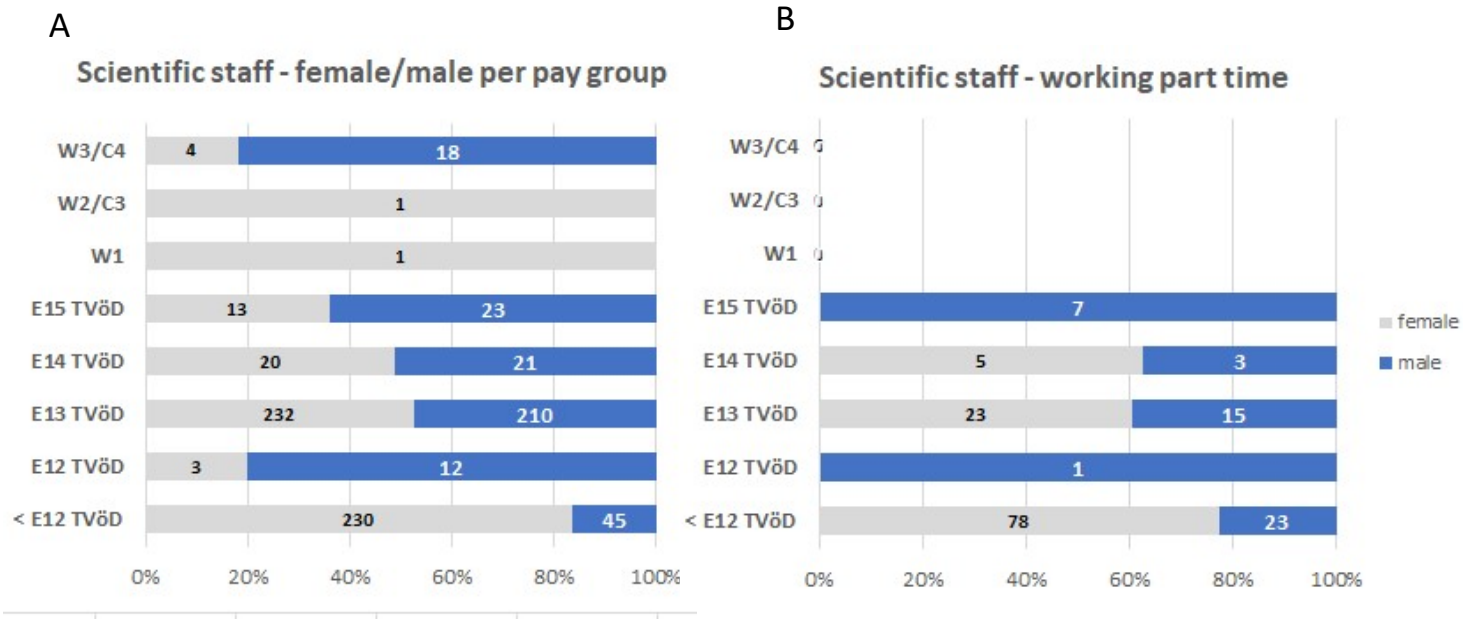


Figure 3: Junior Scientists – (international) PhD students and Postdocs

Percentage female/male PhD Students and Postdocs. Headcounts are given as numbers on the bars. Figure A represents all PhDs and Postdocs; figure B on the right shows how many of them have an international background

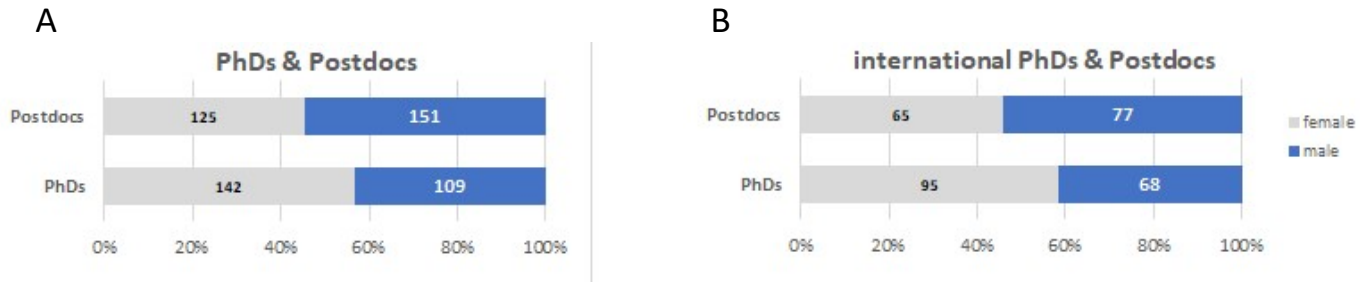
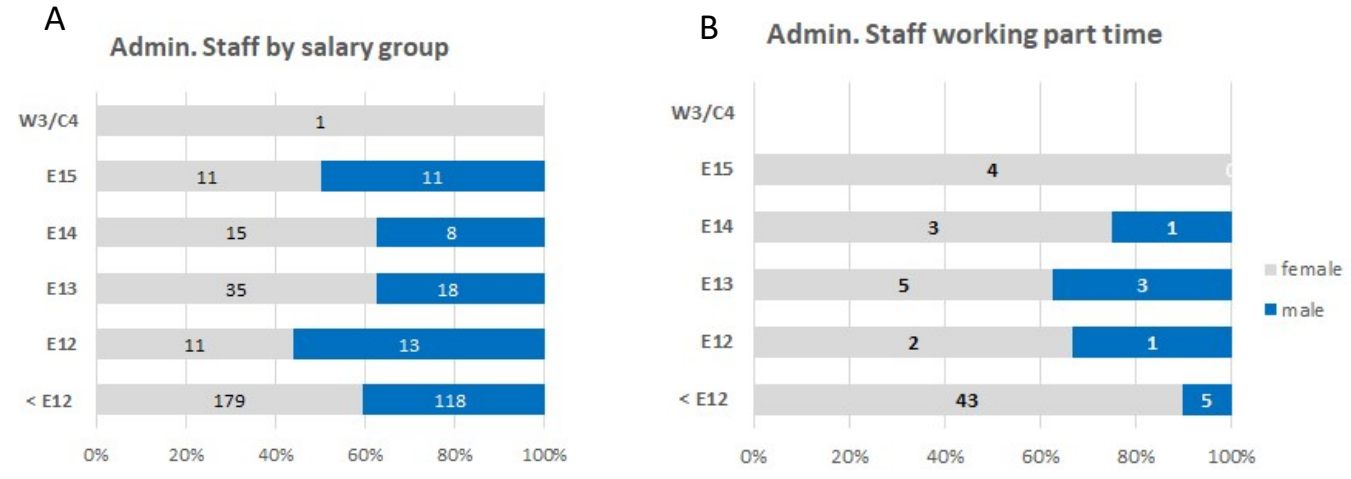


Figure 4: Administrative Staff

Percentage female/male administrative staff by salary groups; headcounts are given as numbers on the bars. Left figure represents total admin. staff; figure B shows how many of them work part-time.