

## **DIVERSE – EQUITABLE - INCLUSIVE**



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## 1. MISSION STATEMENT

Diversity, equity and inclusion (DEI)) are essential components of the MDC organizational culture at the Max-Delbrück Center (MDC).

Our employees differ from one another in many ways, including their personal life situation, gender, sexual identity, worldview, biography and background, skills and inclinations. In general, we are characterized by a multi-layered combination of different traits, which further increases the diversity but at the same time connects us with each other. The diversity of our employees is a valuable resource for our innovative research and sustainable organizational development. We promote international collaboration and create a working environment free of discrimination, in which intercultural communication is strengthened and joint creative work is made possible.

To enable equal opportunities and gender equity, the MDC aims to further promote these values in all areas, to examine institutional decision-making processes with regard to possible gender specific biases or potential disadvantages for underrepresented genders, and to optimize them where necessary.

We promote the inclusion of people with disabilities and see ourselves as a publicly funded and internationally positioned research institution with a special responsibility and role model here. MDC strives to create a barrier-free working environment so that people with disabilities do not experience any disadvantage and can contribute their competencies and skills constructively.

In line with the Helmholtz Association's Guideline on Diversity and Inclusion<sup>1</sup>, we also understand inclusion as the active shaping of an organizational culture that takes all employees into account and gives them equal opportunities for participation and individual development. We acknowledge the need for an intersectional approach<sup>2</sup>, since individuals have unique combinations of characteristics and social identities that overlap. Together, we are committed to ensuring a working atmosphere that is characterized by respect and fairness, appreciation and belonging and openness in a safe and secure space. The MDC is continuously developing its organizational culture to include all employees in this sense.

## 2. OUR GOAL: AN OPEN, RESPECTFUL AND FAIR ORGANIZATIONAL CULTURE

Research at the MDC is characterized by a broad thematic focus and a high degree of networking. In a large number of collaborative projects, we seek to gain insights into biological processes and diseases. To ensure successful collaboration, a common understanding of diversity, equity and inclusion is necessary. The MDC has already expressed

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<sup>1</sup> [https://www.helmholtz.de/system/beispieldaten/dokumente/Helmholtz\\_Guideline\\_on\\_Diversity\\_and\\_Inclusion.pdf](https://www.helmholtz.de/system/beispieldaten/dokumente/Helmholtz_Guideline_on_Diversity_and_Inclusion.pdf)

<sup>2</sup> <https://eige.europa.eu/thesaurus/terms/1263>

its principles in numerous documents, e.g., the Leadership Guideline<sup>3</sup>, the Sustainability Concept<sup>4</sup>, the Gender Equality Plan<sup>5</sup> and the Guideline against Discrimination, Bullying and Harassment<sup>6</sup>, and will also implement these guidelines and concepts in future strategy processes.

A look at our employee's statistics shows that diversity is part of everyday life at the MDC: People from 68 nations currently work at the MDC. The proportion of women is about 60 percent, the proportion of foreign scientists is 56.2 percent, and the age range extends from 16 to 85 (as of 2021). By signing the Diversity Charter<sup>7</sup>, the MDC also makes its commitment public and transparent.

The requirements related to diversity, equity and inclusion are subject to continuous change. Through surveys and the annual collection of relevant key metrics, changes in the culture can be made visible and new needs can be identified. The Directorate perceives it as one of its central tasks to ensure the continuous development of the organizational culture at the MDC. In this context, particular focus is placed on the following topics:

- Ensuring gender equity
- Proactively promoting the participation of people with disabilities
- Promoting the internationalization of the workforce
- Ensuring compatibility of work and family / private life
- Foster cross-generational cooperation
- Recognize and welcome diversity of gender identity, expression, and sexual orientation
- Respect religious diversity
- Consider the importance of diversity in research design

MDC employees are shaped by their individual identities and connected by their common work. As far as possible, each employee should be able to identify with the MDC's mission to create a framework for excellent research and to advance medical progress. To be able to fulfill this claim, the MDC strives to create an inclusive organizational culture that strengthens the sense of community and excludes no one. The aim is to promote diversity and strengthen cohesion in order to master future tasks together.

### 3. STRUCTURAL FRAMEWORK

The development of a diversity-sensitive, equitable and inclusive organizational culture can only succeed as a community. **Every employee** is called upon to actively participate in order

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<sup>3</sup> [https://www.mdc-berlin.info/44049037//media/documents/Communication/Newscentre/2021-10/MDC-Fuehrungsleitlinien-Freigabe\\_de](https://www.mdc-berlin.info/44049037//media/documents/Communication/Newscentre/2021-10/MDC-Fuehrungsleitlinien-Freigabe_de)

<sup>4</sup> <https://www.mdc-berlin.de/media/40792>

<sup>5</sup> <https://www.mdc-berlin.de/media/40986>

<sup>6</sup> <https://www.mdc-berlin.de/media/34875>

<sup>7</sup> <https://www.charta-der-vielfalt.de/en/>

to contribute to positive change. The MDC promotes a proactive welcoming culture and ensures good visibility as well as active and practice-oriented engagement with DEI topics. **Leaders** are called upon to provide a clear framework through value-based and effective leadership and to promote a diverse composition of their teams. At the same time, they ensure that the goals and measures formulated here are reflected in their teams. In the future, applicants for leadership positions have to provide a statement, including past experiences and activities, and also future plans to advance diversity, equity, and inclusion.

Together, we are guided by the following principles:

- **Promote:** Support an organizational culture that is sensitive to the issues of diversity, equity and inclusion.
- **Analyze:** Systematically collect and analyze DEI-relevant data.
- **Implement:** Organizational policies that always take DEI into account.
- **Educate:** Informing all employees about problems and causes of discrimination as well as organizational measures to eliminate them.

The following officers and organizational measures, especially from the **People & Culture Department**, contribute to the successful implementation of this concept:

#### **DEI Coordinator**

The DEI coordinator promotes the development of a diversity-sensitive and inclusive organizational culture that strives for equity and ensures that measures described in this concept, but also in the gender equality plan and in the inclusion agreement yet to be adopted, are implemented. This coordinator raises awareness among employees by regularly communicating DEI issues, organizing events and surveys, promoting networking groups, and communicating relevant key figures. Moreover, they will provide thematic guidance, help to further improve structures already implemented at MDC, e. g. conflict management, and organize a DEI Commission to promote collaboration among relevant stakeholders (see below). In the future, the coordinator will establish a formal channel for the exchange of ideas and suggestions related to DEI topics and assess their feasibility in consultation with the relevant departments. In addition, they will explore funding opportunities and represent the MDC in networking activities (including Helmholtz Society, Berlin Research 50<sup>8</sup>) in order to integrate best practice examples and achieve synergistic effects.

#### **Inclusion Officer**

The MDC appoints an inclusion officer in accordance with § 181 SGB IX, who's role is to support the Directorate with regard to compliance with its legal obligations. This officer supports the Executive Board in establishing and implementing an inclusion agreement.

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<sup>8</sup> <https://www.br50.org/en/br50>

## **Welcome & Family Office (WFO)**

With its diverse offerings and people-oriented service, the WFO<sup>9</sup> is one of the cornerstones in fostering a diversity-sensitive organizational culture. The WFO supports all employees in balancing work and family commitments, e. g. in finding a daycare spot. In order to provide international employees with tailored support while relocating to Germany, the WFO provides specific assistance with the often complex regulations for a residence permit and offers comprehensive advice and consultation in the first few weeks when dealing with authorities or other bureaucratic issues (e. g. city registration office, etc.). In this way, MDC increases its attractiveness as an employer by lowering otherwise stressful hurdles, ensuring that new employees can quickly concentrate on their actual work. In addition to in-person consultation, the WFO provides online information about its services and central contact persons.

## **Health protection - operational integration management - psychological counseling**

MDC strives to support employees who suffer from illnesses and to enable them to participate in working life on a permanent basis. As part of the legally required occupational integration management (BEM)<sup>10</sup>, a defined discussion process is used to find ways to make it easier for employees to return to work.

Many studies in recent years have shown a significant increase in mental illness, most recently exacerbated by the Covid-19 pandemic. MDC already supports employees by offering external psychosocial counseling<sup>11</sup>. To further expand the support already in place, MDC will provide more comprehensive information on available English-language resources and, when possible, offer additional English-language counseling services in the future.

## **Conflict Management**

Whenever people work together, conflicts can arise. In such cases, every employee is called upon to strive for the most constructive solutions possible and to refrain from crossing boundaries or discriminating against others. The MDC encourages all employees to address conflicts and, when necessary, to involve superiors. We consistently oppose all behaviors that violate the dignity of our employees and have affirmed this claim in the Leadership Guideline and the Guideline against Discrimination, Bullying and Harassment (see above). The MDC offers information and assistance to avoid rule violations, or when they do occur, to take them seriously and seek resolution. Those seeking help can confidentially turn to various internal and external contact points<sup>12</sup> for advice.

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<sup>9</sup> <https://www.mdc-berlin.de/de/node/23432>

<sup>10</sup> [https://www.mdc-berlin.info/44135189//media/documents/Staff\\_Council/Dienstvereinbarungen/DV\\_BEM\\_signed.pdf](https://www.mdc-berlin.info/44135189//media/documents/Staff_Council/Dienstvereinbarungen/DV_BEM_signed.pdf)

<sup>11</sup> <https://www.mdc-berlin.de/contact-points>

<sup>12</sup> <https://www.mdc-berlin.de/contact-points>

## Secretariats

The secretariats are usually the first point of contact for new employees, provide initial orientation and are important contacts for information dissemination. The DEI coordinator will regularly inform the secretariats about all relevant offers.

## 4. MEASURES

The MDC is committed to continuing on the path it has taken to develop a diversity-sensitive, equity-seeking, and inclusive organizational culture. The following measures are intended to contribute to the further development of the MDC in the DEI area (see also Annex 1).

### 4.1 MONITORING

In order to make the diversity of the MDC visible and to be able to continuously evaluate development processes with regard to diversity, equity and inclusion, a data protection-compliant survey of available key figures will be carried out in the future. As already mentioned in chapter 2, the People & Culture department has published first key figures for the year 2022<sup>13</sup>. Extensive information on the topic of equity is also presented in the Gender Equality Plan 2021-27<sup>14</sup>. In order to further improve the identification and collection of important indicators for the different dimensions of diversity, MDC will bring in an external consultancy to provide professional support.

### 4.2 ORGANIZATIONAL CULTURE

#### **Make our commitment clear through internal and external communication**

MDC strives to make its commitment to DEI clearly visible and transparent in its internal and external communications. In the future, this concept as well as all related documents (including the Gender Equality Plan, Inclusion Agreement, key figures, available training courses and services offered) will be displayed together in a prominent position on the homepage, on the intranet, as well as through other suitable media.

The communications department ensures an inclusive presentation of MDC web content, observing the standards of the Barrier-Free Information Technology Ordinance (BITV) 2.0.

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<sup>13</sup> <https://www.mdc-berlin.info/44314479//media/documents/Personnel/Kennzahlen.pdf>

<sup>14</sup> [https://www.mdc-berlin.de/system/files/document/MDC%20Gender%20Equality%20Plan\\_2021-2027-signed.pdf](https://www.mdc-berlin.de/system/files/document/MDC%20Gender%20Equality%20Plan_2021-2027-signed.pdf)

The MDC pays attention to inclusive and gender-sensitive language, follows current language guidelines, encourages its employees to write accordingly<sup>15</sup> and will offer appropriate e-learning opportunities in the future.

Finally, MDC will present its commitment to DEI at regular outreach activities (e. g. Diversity Day, Berlin Science Week, etc.).

### **Promoting exchange and networking**

To facilitate a diverse and inclusive work environment, MDC encourages the formation of Employee Resource Groups (ERGs). ERGs are voluntary groups organized by and for employees that come together on the basis of a common identity or shared experiences. Current examples at MDC are the TA Network, the PhD Representatives and the Postdoc Association. ERGs actively contribute to a positive work atmosphere and enhance and promote a diverse and inclusive work environment. Together, ERG members can draw attention to their concerns, solicit understanding, and initiate improvement processes. The MDC supports the groups, for example, in organizing MDC-relevant events and engages with them as important voices needed to help shape future developments.

The networking platform "MDC connect", which is currently being implemented, as well as the currently envisaged renewal of the internal website will offer MDC community members the opportunity to meet, exchange and learn from each other in the future. MDC alumni are also invited to network with the MDC community on this platform, sharing their experiences and even providing advice as mentors.

### **Raising employee awareness and promoting a non-discriminatory and safe environment**

We at MDC share the responsibility to ensure a working atmosphere free of discrimination, bullying and harassment. All employees will receive regular training to sensitize them to DEI topics and more specifically, the diverse needs of the diverse MDC community. Supervisors will embrace their responsibilities as leaders.

In the future, the Human Resources & Corporate Culture Department will offer appropriate DEI training on a regular basis as part of the MDC Academy, which will be integrated along the employee life cycle. The planned training will address the following topics: Reducing Unconscious Bias, Micro-Aggressions, and Intercultural Communication. As such, the DEI training will provide concrete opportunities for respectful and positive interactions in the workplace. DEI values are also communicated through regularly scheduled events to promote ongoing learning and to embed the themes of diversity, equity, and inclusion into the organizational culture in a sustainable manner.

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<sup>15</sup> <https://www.mdc-berlin.info/43411609/de/home/newscenter/2019-11/gendergerechte-sprache-am-mdc> and <https://www.mdc-berlin.info/14286326/de/organisation/frauenvertreterin>

All departments are encouraged to remain alert and take note of potential barriers to diversity and inclusion and report them to the DEI Coordinator. Possible solutions can then be proposed and targeted training programs implemented, as appropriate.

In meetings, the meeting chair pays attention to appreciative communication and ensures that inappropriate behaviors such as microaggression (e.g., interrupting or taking over conversations by a dominant person) are inhibited.

To prevent discriminatory behavior, the Policy on Bullying, Discrimination and Harassment was developed with the cooperation of many employees and adopted by the Board (see Chapter 2). To obtain assistance in the event of an escalating altercation, employees can call an emergency number (Campus Buch: 9405 2100; Campus Mitte: 9406 7300). MDC will work to ensure that the appropriate security services provide a contact person who can also speak English.

### **Optimize recruitment processes and marketing**

MDC competes internationally for qualified employees. In order to be as successful as possible, MDC positions itself as an employer that offers a safe, respectful and equal environment, where employees act responsibly and sustainably and pay attention to transparent processes.

Application procedures at MDC are guided by DEI principles and respect legal regulations. When recruiting PhD students, the principles of the LIBRA manual for inclusive, transparent and unbiased recruitment processes are taken into account.<sup>16</sup> Applicants with disabilities are generally invited for interviews unless they are obviously unsuitable. MDC pay attention to invite the women's representatives and the Severely Disabled Representative to application procedures. Finally, application procedures are statistically evaluated and reported according to gender, national origin (international / national) and disability.

In 2022, the MDC was able to acquire funding from the Helmholtz Association for the development of diversity-oriented recruitment. Over the next four years, the processes for this will be further developed in line with the application.

The MDC has already achieved a high degree of diversity in some occupational groups, especially among doctoral students and postdocs<sup>17</sup>, but there is still a need for growth in terms of diversity in other groups development in others. In the future, we want to recruit more women for scientific leadership positions (senior groups), more international employees for administration, and more international or female employees for IT and technical positions. On the other hand, we will try to recruit more men in departments where there is a significantly larger proportion of women. On In order to be successful in this area, we plan to actively recruit women through existing networks and to consistently publish job advertisements in bilingual form. To increase fairness in selection procedures, career breaks

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<sup>16</sup> <https://www.eu-libra.eu/news/libra-recruitment-handbook>

<sup>17</sup> <https://www.mdc-berlin.info/44314479//media/documents/Personnel/Kennzahlen.pdf>

due to parental leave, family care leave, illness, voluntary/military service and part-time work will be taken into account more consistently in the future.

To optimize its recruitment processes, the MDC will sharpen its public perception as an employer ("employer branding strategy") and develop and implement a life-phase-oriented HR policy<sup>18</sup>. Existing training programs will be regularly evaluated and further developed to ensure their good quality and to improve the internal promotion of junior staff. We also intend to use existing networks for cross-center talent pools to recruit specialists.

## 4.3 DIMENSIONS OF DIVERSITY

### Gender equity

The MDC consistently observes the principles of equal opportunity in its organizational culture, in personnel development and recruitment, and in career development. Moreover, we strive to achieve a balanced gender ratio in its committees. Working conditions are to be designed in such a way that they are free of discrimination, enable the reconciliation of work and family / private life, and take into account the importance of training and continuing education. Finally, awareness of the integration of the dimension of gender in research questions is to be promoted. In order to be able to achieve these goals, MDC regularly prepares a gender equality plan (currently 2021-26, see chapter 2). In the future, the DEI coordinator will monitor the implementation of the gender equality plan and, if necessary, provide assistance to the responsible persons, departments or committees in fulfilling their tasks.

### Inclusion

For a successful welcoming culture, the MDC strives to realize inclusion from the very beginning and to enable the employees concerned to participate in a self-determined way.

This includes, among other things, sensitizing employees to the inclusion of people with disabilities, taking the principle of inclusion into account throughout the entire personnel life cycle, promoting joint work between people with diverse abilities, preventing structural and indirect institutional discrimination, and compensating for potential disadvantages that may arise due to an impairment whenever possible. MDC aims to employ more severely disabled people in the future and has the ambition to ensure accessibility in all buildings but also in terms of training and further education as well as in the communication of information relevant to the organization.

The MDC informs all employees about existing support options for severely disabled persons. In particular, employees who do not have German citizenship are often faced with the situation that there are country-specific definitions of disabilities that differ from the

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<sup>18</sup> [https://www.mdc-berlin.info/35923228/de/organisation/personnel/Team-peOe/organisationsentwicklung/Auditierung/Die\\_Zielvereinbarung](https://www.mdc-berlin.info/35923228/de/organisation/personnel/Team-peOe/organisationsentwicklung/Auditierung/Die_Zielvereinbarung).

regulations in the Federal Republic of Germany. We encourage all affected employees to contact the Representative for Severely Disabled persons to find out about the German classification system and, if necessary, to obtain support.

In the future, leaders will be trained with regard to their inclusion competence and have a special responsibility to fulfill the goals of inclusion. They are called upon to be alert to obstacles and to remove them as promptly as possible. In order to proactively prevent obvious disadvantages, any necessary measures will be discussed with the relevant departments and all available support measures will be exhausted.

In order to document the goals mentioned here and the associated necessary processes and measures in a binding manner, the Directorate will develop and adopt an inclusion agreement together with the representative body for severely disabled employees and the Staff Council in the near future.

### **Promoting internationality**

The MDC is an internationally oriented research center that strives to recruit specialists and scientists from all over the world. Currently, people from 77 nations work at the MDC. To ensure a collegial exchange among colleagues, the MDC consistently provides bilingual communication. General information, notifications, forms and training courses are written or made available in German and English. Simultaneous translation via video conferencing technology will be provided for central events (including e. g. staff meetings, town hall meetings).

The MDC expects central interfaces such as secretaries and administrative and scientific leaders to have a solid command of the English language or to develop these skills through the internal training program. Trainees are also required to participate in in-house English language courses. To give all employees the opportunity to improve their language skills, MDC offers language courses in German and English. Nevertheless, it must be taken into account that MDC also employs people in some occupational groups who, due to their training, have only a limited knowledge of English or do not need this knowledge to fulfill their work tasks, or only to a limited extent. For this reason, each employee is called upon to strive for mutual understanding and act respectfully.

### **Combining work and family/personal life**

MDC strives to create a working environment that offers opportunities for innovation. At the same time, we want to enable our employees to achieve a work-life balance.

Since 2021, MDC has offered its employees the opportunity to work mobile two days a week or to spread mobile working hours across several days<sup>19</sup>. Leaders are called upon to actively support existing opportunities for flexible working models. The needs for employee-friendly flexible working hours are regularly reviewed and adjusted within the framework of

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<sup>19</sup> [https://www.mdc-berlin.info/43963330//media/documents/Staff\\_Council/Dienstvereinbarungen/2021-09-06\\_DV\\_zum\\_Mobilen\\_Arbeiten\\_Englisch](https://www.mdc-berlin.info/43963330//media/documents/Staff_Council/Dienstvereinbarungen/2021-09-06_DV_zum_Mobilen_Arbeiten_Englisch)

legal and organizational possibilities. To ensure that parents can take care of their children, meetings should be held during the core working time (10 am - 3 pm) whenever possible.

Currently, the offer to take parental leave (leave from work after the birth of a child) or to work part-time is mostly used by women. To support a gender-equitable work-life balance, we encourage parents of all genders and positions to take advantage of the above offers - including those in leadership roles. In order to ensure the fulfillment of necessary management tasks, innovative and individually tailored working time models are required.

Since 2009, the MDC has been certified as a family-friendly company by the berufundfamilie (“work and family”) audit<sup>20</sup>. Measures taken to date include the integration of a Family Office into the Welcome Office, the establishment of a company health management system<sup>21</sup>, the organization of emergency childcare, professional counseling for employees with care responsibilities, and the organization of a Helmholtz-wide vacation camp for children.

### **Working together across generations**

The age range at MDC currently spans from 16 - 85 years. The MDC strives to ensure that teams within the scientific working groups and the administrative departments are as age-mixed as possible in order to facilitate exchange and to guarantee a transfer of knowledge between the generations.

People from different stages of life often bring different impulses and ideas to an organization. For this reason, the MDC trains young professionals for science and administration and prepares an individual career progression plan for each, describing career opportunities and perspectives. Although, the MDC cannot offer every junior staff member a permanent position (especially not in science), but strives to promote excellent staff members, to retain them if possible, and to support them in obtaining further qualifications.

Mixed-age teams are designed to promote junior staff by sharing their different experiences there. The MDC has established various mentoring programs to promote the exchange of experience between senior and junior group leaders as well as postdocs and PhD students. To ensure the quality of these programs, we will create guidelines and conduct evaluations in the future. In order to promote the development of junior staff in administration as well, the MDC will also establish suitable mentoring programs here in the longer term.

For scientific group leaders reaching retirement age, the MDC has developed an Emeriti Program<sup>22</sup> that allows various options for remaining at the MDC. In order to alleviate the existing shortage of skilled workers in the administrative areas, the MDC intends to retain experienced employees for as long as possible - even after retirement age - by offering attractive working time models.

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<sup>20</sup> [https://www.mdc-berlin.info/35923228/de/organisation/personnel/Team-PeOe/organisationsentwicklung/Auditierung/Die\\_Zielvereinbarung](https://www.mdc-berlin.info/35923228/de/organisation/personnel/Team-PeOe/organisationsentwicklung/Auditierung/Die_Zielvereinbarung)

<sup>21</sup> <https://www.mdc-berlin.info/42945735/de/organisation/personnel/team-personalservice/corporate-health-management>

<sup>22</sup> [https://www.mdc-berlin.info/44000166//media/documents/Scientific\\_Directorate/forschungsgruppen/Guidelines\\_Retiring\\_Faculty](https://www.mdc-berlin.info/44000166//media/documents/Scientific_Directorate/forschungsgruppen/Guidelines_Retiring_Faculty)

## **Gender identity and sexual orientation**

Sexual orientation and sexual and gender identity are diverse and unique to each person. The MDC strives to create a tolerant and inclusive environment, and welcomes everybody to freely express their identities in the workplace.

To express our attitude, we encourage language that is inclusive of all genders and does not exclude any person (see also Chapter 4.1). We recognize the importance of giving employees the opportunity to state the pronoun that is correct to use when referring to them. To facilitate communication, a reference to the salutation and pronoun can be included in the signature. Including one's pronouns in email signatures, name tags or staff lists helps create an inclusive and safe space for others to share their preferred pronouns, such as transgender persons<sup>23</sup>. In the future, MDC will continue to improve its information offering in terms of inclusive and gender-responsive language, taking into account current standards and developments.

The MDC supports the installation of gender-neutral restrooms and plans for them in future renovations, redesigns and new buildings within the scope of current legal possibilities.

## **Religion**

The international diversity of employees at the MDC also implies a diversity of religions. In order to give employees, the opportunity to celebrate their religious holidays in an appropriate manner, these are to explicitly accommodated in the respective team's internal vacation planning whenever possible. The MDC continues to promote a diverse range of dining options on the Buch campus, enabling employees to find meals that are compatible with the rules of the major world religions. Furthermore, a room will be established at both MDC sites where employees have the opportunity to meditate, pray, or find a quiet space.

In order to use the most inclusive language possible with regard to religions, the MDC recommends that religious greetings be avoided or supplemented by neutral greetings in any form of official communication addressed to all employees

## **5. CONCLUDING REMARKS**

We are aware that we can only live up to our claim for diversity, equality and inclusion if we regularly reflect on and develop ourselves as an organization. We will therefore critically review our structures and processes on a regular basis and make targeted efforts to further improve them.

If we are successful with our DEI activities, we can expect positive internal and external effects: they will increase employee satisfaction, motivation and loyalty, while enabling us to present ourselves as an attractive employer.

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<sup>23</sup> umbrella term incorporating a diversity of sex/gender variance including e. g. transsexual and/or transgender persons, whether binary (male or female) or non-binary (not exclusively male or female)