

Gender Equality Plan 2014-2020

Table of Contents

Preamble	4
1. Assessment of the Current Situation	5
1.1. Analysis	5
2. Objectives	9
2.1. The corridor model: target percentages for scientific staff	10
3. Fields of Action and Measures	13
3.1. Organizational culture	13
3.1.1. Raising awareness of executives	13
3.1.2. Placement in committees and commissions	13
3.1.3. Increasing the visibility of women scientists	14
3.1.4. Use of gender-neutral language	14
3.1.5. Data management and reporting	14
3.1.6. Feedback culture	15
3.1.7. Funding opportunities	15
3.1.8. Counteracting sexual harassment, bullying, and discrimination in the workplace	15
3.1.9. Active participation of the Gender Equality Officer	16
3.2. Recruitment	16
3.2.1. Job announcements	17
3.2.2. Active recruitment and selection of personnel	17
3.2.3. Appointment commissions	18
3.2.4. Interview process	18
3.2.5. Appointment procedure	18
3.3. Human resources development and career promotion	19
3.3.1. Annual performance review	19
3.3.2. Mentoring	19
3.3.3. Career Development Compass	20
3.3.4. Qualifying women to be future leaders	20
3.3.5. Career events and networking opportunities at the MDC	20
3.4. Reconciliation of work and family life	21

3.4.1. Workplace organization	21
3.4.2. Flexible working time forms	22
3.4.3. Re-integration after maternity leave and parental leave.....	22
3.4.4. Campus day care center	22
3.4.5. Childcare during school holidays.....	22
3.4.6. Reimbursement of child and dependent care expenses during participation in training measures	22
3.4.7. Reconciliation of work and care responsibilities for dependent relatives	23
4. Continual Adjustment of the Gender Equality Plan	23

This Gender Equality Plan for the period from 2014 to 2020 in the updated version of March 23, 2017 was acknowledged by the Supervisory Board on April 20, 2017.

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Scientific Director

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Preamble

The Gender Equality Plan of the MDC formulates the key principles, objectives, and measures to promote equal opportunities for women and men. The aim of the Gender Equality Plan at the MDC is to achieve equal participation of women and men in the professional life at the MDC. This includes the reduction of the underrepresentation of women, the avoidance of gender-specific disadvantages, the filling of job openings on equal terms oriented on the quality of the applicants at all qualification and employment levels, and the optimization of the reconciliation of work and family for the employees of the MDC.

The Equal Opportunities Act of the State of Berlin (LGG) applies to the MDC as a corporation under public law of the state of Berlin. This Gender Equality Plan fulfills the requirement for a plan to promote the advancement of women according to § 4 LGG.

In addition to the LGG Berlin, the MDC Gender Equality Plan is also oriented on the research-oriented gender equality standards of the German Research Foundation, the revised Federal Equal Opportunities Act (BGleiG) of April 22, 2016 and the Funding Equality Execution Agreement (AV Gleit) of the Joint Science Conference (GWK) of the Federal Government and the States. Furthermore, this Gender Equality Plan incorporates suggestions of the LIBRA project at the European level.

Within the framework of the European Horizon 2020 program, in 2015 the MDC acquired funding from the LIBRA project in alliance with 12 European institutes of the EU-LIFE consortium. LIBRA stands for “Leading Innovative Measures to Reach Gender Balance in Research Activities“. Its overarching goal is to increase the representation and participation of women in leadership positions in science. Specific objectives include quantitative and qualitative data collection in all partner institutes to detect underrepresentation and possible gender-specific disadvantages, the removal of gender barriers through improved policies and practices in job placement on equal terms at all qualification and employment levels, the promotion of the advancement of early-career women scientists through specific training and career development initiatives and the optimization of the reconciliation of work and family life for the employees.

Furthermore, specific training modules shall raise awareness for gender aspects in research. The results of the data collection, the objectives and measures as well as the examples of best practice from the participating research centers are to be incorporated into tailor-made gender equality plans for the respective institutes.

In November 2014 the MDC formulated a Gender Equality Plan for the period 2014-2020. This is a revised version which has been updated by an internal project group, taking into consideration the objectives and measures of the LIBRA project.

The Gender Equality Plan is available in German and English on the MDC intranet and can be accessed by all employees.

1. Assessment of the Current Situation

The situation of female employees is shown in comparison to male employees in the following tables. The necessary data for the assessment, which present the percentage of men and women in the various salary groups and which at the same time serve as control of the success of measures to promote equal opportunities at the MDC, are provided annually by the Human Resources Department. The tables show:

- the percentage of women among all employees of the MDC (Table 1)
- the percentage of women according to salary group (Table 2) and
- the percentage of women among part-time employees (Table 2)
- the percentage of women among the administrative/infrastructure staff (Table 3)
- the percentage of women among the scientific staff (Table 4)
- the percentage of women among the employed doctoral students and postdocs (Table 5)

1.1. Analysis

As of December 31, 2016 a total of 1,177 people were employed at the MDC; of these 732 were women. This corresponds to a percentage of approximately 62%:

Table 1. Total number of employees of the MDC (statistics as of December 31, 2016)

Total number of employees according to the Pact Report, as of December 31, 2016

	As of December 31, 2016		
	Total	Of these: Women	
		Number	Percentage (%)
Total number of employees (regardless of the source of funding)	1.177	732	62,2

As can be seen on the following page in Table 2, which, among other things, presents the percentage of women among the total number of employees according to salary group, women are underrepresented:

- in the W3/C4 professor positions
- in the W2/C3 professor positions
- in salary group E15 TVöD,
- in the salary group E12 TVöD and
- among the trainees to become IT specialists for systems integration

Table 2. Total number of employees of the MDC according to salary groups (statistics as of December 31, 2016)

Underrepresentation of women								
Salary group	2016							
	Total employees	Men	Women	Percentage of Women in %	Part-time employees			Percentage of Women in %
					Total	Men	Women	
W3/C4	26	21	5	19%	0	0	0	
W2/C3	2	2	0	0%	0	0	0	
E15 TVöd/TV-L	42	28	14	33%	4	3	1	25%
E14 TVöd/TV-L	54	20	34	63%	9	2	7	78%
E13 TVöd/TV-L	466	213	253	54%	31	8	23	74%
E12 TVöd/TV-L	31	16	15	48%	4	0	4	100%
E11 TVöd/TV-L	45	15	30	67%	7	1	6	86%
E10 TVöd/TV-L	45	15	30	67%	11	0	11	100%
E 9 TVöd/TV-L	147	30	117	80%	23	1	22	96%
E 8 TVöd/TV-L	51	6	45	88%	9	0	9	100%
E 7 TVöd/TV-L	35	8	27	77%	2	0	2	100%
E 6 TVöd/TV-L	87	21	66	76%	10	0	10	100%
E 5 TVöd/TV-L	44	15	29	66%	2	1	1	50%
E 4 TVöd/TV-L	0	0	0		0	0	0	
E 3 TVöd/TV-L	32	15	17	53%	1	0	1	100%
E 2 TVöd/TV-L	1	1	0	0%	1	1	0	0%
E 1 TVöd/TV-L	0	0	0		0	0	0	
Total	1.108	426	682	62%	115	18	97	72%

Salary group	2016							
	Total employee	Men	Women	Percentage of Women in %	Part-time employees			Percentage of Women in %
					Total	Men	Women	
Biology lab assistants	16	2	14	88%	0	0	0	
Librarian	1	0	1	100%	0	0	0	
IT Systems integration specialist	1	1	0	0%	0	0	0	
Animal keeper	7	2	5	71%	0	0	0	
Office assistants and managers	6	0	6	100%	0	0	0	
Total	31	5	26	84%	0	0	0	0%
Total	1.139							
Student assistants	27							
Scholarship holders, others	11							
Total employees MDC:	1.177							

Positions in the **salary groups up to E 14** are still predominantly held by women. In the **salary groups 15** and higher, however, women are still underrepresented.

A positive development is that in the **W3 salary group**, (research group leaders / professors), new open positions could be filled with women. As a result, the percentage of women in this salary group in the last five years increased from **6%** in 2012 to currently **17%** (see also the Corridor Model on page 11)

Part-time employment

Except for the scientific leadership positions (W and C salary groups), part-time employees are represented in nearly all salary groups. Of the total of 1,108 employees at the MDC (not counting trainees, student assistants and scholarship holders), 115 employees (10%) work part-time; the percentage of men among these is 28% (18 men). There is no salary group with a notable percentage of men among the part-time employees. There was no request for part-time employment in leadership positions.

Tables 3 and 4 allow a separate look at staff in science and administration / infrastructure, especially for salary group from E12 TVöD and above:

Table 3 – Administrative staff, technical and other staff (statistics as of December 31, 2016)

Salary group	Total							
	Total	Men	Women	% Women	Part-time employees			
					Total	Men	Women	% Women
W3/C4	1	0	1	100%	0	0	0	
E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	0	0	0		0	0	0	
E15 TVöD/TV-L	12	7	5	42%	1	0	1	100%
E14 TVöD/TV-L	18	4	14	78%	3	0	3	100%
E13 TVöD/TV-L	44	14	30	68%	10	3	7	70%
E12 TVöD/TV-L	15	7	8	53%	2	0	2	100%
Salary groups below E12 TVöD/TV-L	277	107	170	61%	28	3	25	89%
Total	367	139	228	62%	44	6	38	86%

In administration / infrastructure, women above the salary group E12 TVöD are only underrepresented in the salary group E15. Forty-four of the 367 employees in administration/infrastructure work part-time, corresponding to 12%. Of these 44, there are only 6 men, corresponding to 14%.

Table 4 – Scientific staff (statistics as of December 31, 2016)

Salary group	2016							
	Total	Men	Women	% Women	Part-time employees			
					Total	Men	Women	% Women
W3/C4	24	20	4	17%	0	0	0	
W2/C3	2	2	0	0%	0	0	0	
C2	0	0	0		0	0	0	
W1	0	0	0		0	0	0	
E15 TVöD/TV-L	30	21	9	30%	3	3	0	0%
E14 TVöD/TV-L	36	16	20	56%	6	2	4	67%
E13 TVöD/TV-L	422	199	223	53%	22	6	16	73%
E12 TVöD/TV-L	16	9	7	44%	2	0	2	100%
Salary groups below E12 TVöD/TV-L	279	38	241	87%	65	9	56	86%
Total	809	305	504	62%	99	21	78	79%

Among the scientific staff at the MDC, women are underrepresented in the E12 TVöD and E15 TVöD salary groups as well as in the W2 and W3 professor positions. 99 of 809 employees (including student assistants) work part-time in the scientific field, equivalent to 12%. Of the 99, there are 21 men, equivalent to 21%.

For the scientific staff, Table 5 provides a more detailed look at the postdocs and the doctoral students:

Table 5: Employed doctoral students and postdocs (up to 6 years after the PhD degree) at the MDC (statistics as of December 31, 2016, FA=percentage of women)

	2016					
	Total	Men	Women	FA in %	% of women of persons from abroad	% of women of persons from Germany
PhD students	236	99	137	58%	57%	60%
Postdocs	178	98	80	45%	43%	47%

Looking at the salary groups (Table 4), it is clear that women at the MDC are slightly overrepresented in the salary groups 13 and 14. From the aspect of the function (Table 5) women in the doctoral phase (salary group 13) are overrepresented with 56%, while they are slightly underrepresented in the postdoc phase with 45% (salary groups 13 and 14). The marked decline in the percentage of women in the transition from the doctoral phase to the postdoctoral phase is an international phenomenon, as can be observed in Table 5.

2. Objectives

In the long term, the organizational and scientific culture at the MDC shall be designed to be family-friendly and to provide equal opportunities for both genders. With the Gender Equality Plan, the MDC seeks to implement the following objectives:

- Ensure equal opportunities through equal treatment of women and men with regard to work and career
- Promote the respective underrepresented gender
- Increase the percentage of women in leadership positions and decision-making bodies
- Facilitate the compatibility of work and family for women and men

2.1. The corridor model: target percentages for scientific staff

In the Pact for Research and Innovation, the research organizations participating in this project commit themselves to specific research policy objectives – including the equal treatment of female and male scientists. In the Pact Report 2017, the issue of equal opportunities is a focus of the reporting. Already in 2014, the Supervisory Board of the MDC had decided on targets for the percentage of women in science positions up to the year 2017. The MDC has been asked to continue its target percentages for the year 2020 based on vacant and newly created positions. The following target percentages (highlighted with yellow background) were determined in close consultation with the Gender Equality Officer.

	Percentage of Women		Percentage of women - Derivation and Target 2017/2020	
	Actual Dec. 31, 2016	Target Dec. 31, 2017	Target Dec. 31, 2020	
	Women (%)	Women (%)	Women (%)	
Board of Directors	0 %	0 %	0 %	
First Management Level	20 %	24 %	27 %	
W3/C4	17 %	20 %	21 %	
W2/C3	0 %	0 %	100 %	
E15 TVÖD/TV-L	30 %	32 %	39 %	
E14 TVÖD/TV-L	56 %	50 %	55 %	
E13 TVÖD/TV-L	53 %	53 %	53 %	

The following targets in absolute numbers and percentages have been established for the scientific staff of the MDC in the Corridor Model:

Table 6. Corridor model: Target percentages on December 31, 2017 and 2020 and actual percentages on December 31, 2012 to December 31, 2016 for scientific staff (excluding administrative, specialist and other employees), number of persons (not full-time equivalent)

Corridor model: Target percentages on Dec. 31, 2020 and actual percentages from 2012 to 2016 for scientific staff (without administrative, technical and other staff) (not FTEs)

Please enter the strategies and measures in the comment field below.

	Percentage of Women – Development															Percentage of Women – Derivation and Target 2017				Percentage of Women – Derivation and Target 2020						
	Actual Dec. 31, 2012			Actual Dec. 31, 2013			Actual Dec. 31, 2014			Actual Dec. 31, 2015			Actual Dec. 31, 2016			Prognosis Dec. 31, 2017		Target Dec. 31, 2017	Prognosis Dec. 31, 2020		Prognosis 2018 - 2020			Target Dec. 31, 2020		
	Number of persons	Women	% Women	Number of persons	Women	% Women	Number of persons	Women	% Women	Number of persons	Women	% Women	Number of persons	Women	% Women	Number of persons	Women	Positions to be filled ³	% Women	Number of persons	Women	Increase in number of positions ³	Position fluctuation ³	Positions to be filled ³	% Women	
Center Board of Directors ^{4,6}	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0	0%	1	0	0	0	0	0	0%
1st Management Level ¹	59	11	19%	63	12	19%	64	13	20%	63	13	21%	64	13	20%	63	15	13	24%	71	19	7	7	14	27%	
2nd Management Level ¹																										
3rd Management Level ¹																										
Independent Research Group Leader/Young Investigator Group Leader/Research Areas ²																										
W3/C4	17	1	6%	19	2	11%	21	3	14%	22	3	14%	24	4	17%	25	5	8	20%	28	6	2	3	5	21%	
W2/C3	5	0	0%	4	0	0%	4		0%	3	0	0%	1	0	0%	1	0	0	0%	1	1		1	1	100%	
C2																										0
W1																				1	1		1	1	100%	
E 15 Ü TV&D/TV-L, ATB, S (B2, B3)	2	0	0%	2	0	0%	3	0	0%	3	0	0%				2	0	0	0%							
E15 TV&D/TV-L	27	8	30%	28	9	32%	29	9	31%	29	9	31%	30	9	30%	22	7	5	32%	33	13	5	3	8	39%	
E14 TV&D/TV-L	64	31	48%	52	26	50%	44	23	52%	40	21	53%	36	20	56%	52	26	17	50%	40	22	3	13	16	55%	
E13 TV&D/TV-L	410	215	52%	401	212	53%	420	217	52%	402	207	51%	422	223	53%	401	212	397	53%	468	247	46	413	459	53%	

¹ Unless part of the above level

² Unless part of the 1st to 3rd management level

³ Until 2017/2020 due to the possible increase in the number of positions and the foreseeable and estimated fluctuation in the positions to be filled; the baseline is 2017. The number of positions to be filled must at least correspond to the difference of the number of persons 2020 and the number of persons 2017.

⁴ As far as persons of the 1st management level simultaneously assume the role of Board of Directors, entries in both the category "Board of Directors " and the category "Management Levels".

Which strategies and measures will help achieve the 2020 target?

Comment: At the MDC there are two management levels: the Board of Directors comprises the first management level, the heads of the scientific research groups make up the second management level. The Pls shall increasingly be integrated into the active recruiting process. The Pls shall identify suitable women candidates and contact these. For invitations to lectures and scientific colloquia more emphasis shall be placed on inviting female speakers. Further measures shall be taken from the Gender Equality Plan of the MDC.

For the **first executive level of the MDC in science**, consisting of senior and young investigator group leaders as well as leaders of the technology platforms, the following target percentages were established:

By 2020, 14 positions are likely to be available in the first executive level, seven of which are due to fluctuation and seven are due to growth. This expansion consists of five new young investigator groups as well as two W3 professorships and thus includes the planned new appointments within the framework of the Berlin Institute for Systems Biology (BIMSB). The MDC plans to fill six of the 14 positions with women (around 43%) in order to achieve a percentage of women of around 27% in 2020.

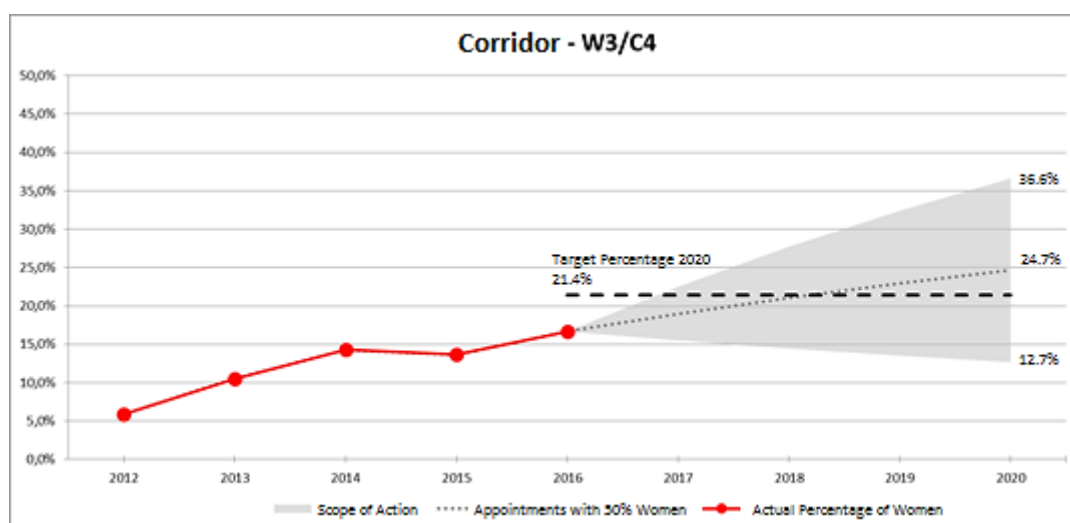
It is also important to note that women are also affected by the fluctuations, i.e. positions presently held by women must be filled again with women, in order to achieve the target percentage.

With regard to the W3 / C4 professorships (which are already included in the first executive level), the following target percentages have been defined:

By 2020, five W3 / C4 positions are expected to be open (three of which are due to fluctuation and two due to growth). The MDC plans to fill two (40%) of the five positions with women to reach a percentage of women of 21% in 2020.

At the MDC Supervisory Board meeting in October 2016, a report was presented on the plan for MDC's upcoming W3 appointments. For two of the five of the W3 positions to be filled, there are already specific candidates, both of whom are men. For the remaining three positions, the MDC has set itself the goal of filling two of them with women.

The target percentage of 21% (broken line) which the MDC is striving to achieve for the W3/C4 positions is within the corridor, which is the minimum or maximum of the positions to be filled with women (gray area) and thus reflects the feasibility of the target percentage striven for by the MDC:



Explanation of the chart Corridor – W3/C4:

The red line represents the development of the percentage of women over the last 5 years. The gray corridor shows the possible range (expectation corridor) between the values of 0% and 100% for new appointments with women. The dotted line shows the development that would result from new appointments with 50% women.

Based on the analysis, the compiled data and the legal requirements, the following fields of action have been identified and various measures have been defined and organized thematically:

1. Organizational culture
2. Recruitment
3. Further training and career development
4. Reconciliation of work and family life.

3. Fields of Action and Measures

3.1. Organizational culture

The MDC is committed to a culture of collaboration and appreciation embedded in a dynamic framework of transparent structures, well-defined procedures and open communication culture. It strives for an environment that promotes career advancement and career development for all employees.

3.1.1. Raising awareness of executives

On a continual basis, the executives in science and science management shall place high priority on the topics of equality of opportunity and the promotion of, in particular, early-career female scientists. These topics are to be part of the leadership culture at the MDC.

Measures:

1. To promote an overarching culture of gender equality at the MDC and to incorporate it into the daily research activities, the concept of leadership shall be defined and management guidelines shall be developed. As part of these guidelines, principles for dealing with each other in daily life at the MDC shall be formulated.
2. Workshops on gender bias developed in the LIBRA project shall be offered to executives and doctoral student supervisors.
3. Executives shall be encouraged in their mentoring and advisory role, inter alia through the instrument of the annual performance review.

3.1.2. Placement in committees and commissions

Increased placement of women in higher-level committees, appointment commissions, selection committees for open positions, and internal committees is another important step for implementing gender equality by the decision makers. Looking at the Supervisory Board and the Scientific Advisory

Board of the MDC combined, 11 of the 20 members (55%) are women. Currently the Supervisory Board consists of 12 members, of which five (about 42 %) are women.

The MDC strives to achieve a balanced proportion of women in the other bodies mentioned above.

Measures:

1. The Board of Directors is committed to a stronger representation of women, particularly in the appointment commissions and selection committees.
2. Women are actively encouraged by the Board of Directors and the coordinators to participate in internal MDC committees.

3.1.3. Increasing the visibility of women scientists

Greater visibility of women scientists shall encourage women to further pursue and develop an academic career and shall help to counter underrepresentation.

Measures:

1. For MDC conferences, seminar series (such as the MDC Lecture), and courses, at least 30% of the keynote speakers should be women (recommended by the EMBO conference guidelines). The use of the EMBO Women in Life Sciences database can be advantageous to identify female seminar speakers. (http://wils-database.embo.org/members_meet.php)
2. Nomination of MDC women scientists for databases on outstanding women scientists (e.g. Academia Net <http://www.academia-net.de>)

3.1.4. Use of gender-neutral language

The equal treatment of women and men is to be taken into account linguistically in the formulations used. Nevertheless, many university and non-university texts are still rendered in the generic masculine. Women are not mentioned here and thus remain invisible in the academic context and in the imagination of the reader. The objective of the MDC is to address women and men equally and to make women visible linguistically as a matter of principle.

Measure:

1. To raise awareness for the use of gender-neutral language, all employees will be provided with a language usage guide with recommendations and examples which can be accessed on the intranet pages of the Gender Equality Officer.

3.1.5. Data management and reporting

All cross-sectional measures, including gender-aggregated data collection on the proportion of women and analyses, shall be presented annually to the Board of Directors.

The Gender Equality Plan shall be updated every two years. Furthermore, an annual report shall be presented at the Supervisory Board's spring meeting.

The results of the measures taken shall be analyzed and, if necessary, adjustments /optimizations shall be made.

Measures:

1. The MDC collects gender-aggregated data on recruitment and the employment structure according to the currently implemented reporting carried out within the framework of board meetings (Supervisory Board) and the GWK requirements (Pact Report).
2. The MDC documents the percentage of women in every phase of the recruiting process and for every scientific job opening that is announced. The documentation for the scientific positions at the management level is part of the annual reporting to the Supervisory Board.

3.1.6. Feedback culture

The establishment of a feedback culture serves to reflect the guidelines and processes as well as the work experience at the MDC as the basis for a continuous improvement.

Measure:

1. As a standard procedure, the MDC shall offer a feedback form to employees and guest scientists who leave the MDC.

3.1.7. Funding opportunities

To promote women's scientific careers, various foundations and institutions provide scholarships or maintain grant programs for talented early-career women scientists with or without children.

Measures:

1. An overview of funding opportunities specifically for women can be found on the intranet page of the Gender Equality Officer (e.g. the UNESCO-L'Oréal program and the Christiane Nüsslein Volhard Foundation, the Rahel Hirsch Scholarship of the Charité, the Caroline von Humboldt Scholarships of HU Berlin).
2. The equal opportunity measures of the German Research Foundation shall be more strongly advertised and linked in the intranet. The Gender Equality Officer and the Funding Management Department shall actively inform female and male scientists about the possibility of obtaining cash grants, material grants, or scholarships.

3.1.8. Counteracting sexual harassment, bullying, and discrimination in the workplace

The MDC condemns any type of sexual harassment, bullying and discrimination. It is part of the duty of care of the MDC to protect its employees from this at the workplace, and this applies to both women and men to the same extent. The principle of equal treatment in § 16 of the Act on Equal Treatment of Men and Women in Civil Service (GStG) and in the German Anti-Discrimination Act (AGG) §3 shall apply in the MDC.

The Board of Directors commits to immediately investigate any cases of sexual harassment, bullying or discrimination, which become known to it. If employees are affected or feel affected by sexual harassment, bullying or discrimination for a reason specified in §1 AGG, they have the right to obtain advice and support from the AGG Complaints Board, the Staff Council, the Gender Equality Officer, any individuals they trust or the MDC Occupational Health Service.

The Gender Equality Officer shall be informed about the specific steps that are to be undertaken.

Measures:

1. As part of the monthly information event on the AGG (German Anti-Discrimination Act), attention shall be drawn to the commitment the MDC has made, and awareness of the issue shall be raised. To communicate adequate handling of this issue, it is recommended to include this topic in the leadership guidelines of the MDC.
2. The guide "Recognizing and Managing Conflicts" shall be made known to the executives in science and administration at the MDC.

3.1.9. Active participation of the Gender Equality Officer

The Board of Directors supports the exercise of the rights and obligations of the Gender Equality Officer resulting from the Berlin State Equal Treatment Act (LGG). The early involvement of the Gender Equality Officer in all personnel, social and organizational planning, decisions, and measures relevant to gender equality form the prerequisite for the successful promotion of equal opportunities. The responsibility for informing the Gender Equality Officer according to the LGG in a timely manner lies with the Board of Directors, the leaders of the research groups, and the heads of other organizational units.

The Gender Equality Officer shall be integrated to a greater extent and with strengthened rights in the coordination and decision-making processes.

The Gender Equality Officer shall not be bound by instructions in the exercise of her duties. The MDC supports the Gender Equality Officer in her tasks by releasing her from other duties and giving her the necessary personnel, space and material equipment to carry out her activities. The MDC shall also bear the cost of attending training and education events, provided that they provide knowledge necessary for the Gender Equality Officer to carry out her work. The Gender Equality Officer and her deputy are entitled to participate in the work group of the Helmholtz Association "Women in Research Centers" (AkFiFZ) and other events relevant to the promotion of women.

The Gender Equality Officer shall not be hindered in the performance of her tasks nor placed at a disadvantage in her career development due to her activities. The Deputy Gender Equality Officer shall have the same rights and obligations in the case of substitution.

3.2. Recruitment

Due to the introduction of flexible targets in accordance with the corridor model, the medium-term objective of the MDC is to increase the percentage of women scientists in leadership positions to 27% by December 31, 2020.

To achieve this, the introduction of guidelines for recruitment processes is supported.

A recruitment handbook is currently being developed within the framework of the LIBRA project. It presents guidelines for a transparent recruitment process as standard for hiring scientific staff at the participating institutions. These include the presentation of all steps of the recruiting process, describe important checkpoints, and also provide material supporting the selection committee's work for a uniform and fair process. The introduction of guidelines for candidate selection and appointment procedures shall focus on the following areas:

3.2.1. Job announcements

The organizational and scientific culture of the MDC shall be reflected in the design of the job announcements.

Measures:

1. The job advertisements of the MDC shall generally contain an indication that the work environment is international and gender-sensitive, that the professional career of the applicants is taken into account irrespective of gender, nationality or religion, and supportive offers to better reconcile work and family life exist.
2. In cooperation with the LIBRA partners, the MDC shall prepare templates for gender-neutral job advertisements.
3. As a matter of principle, all job announcements shall contain a link to the Internet pages of the MDC on the reconciliation of work and family life.
4. For jobs announcements for positions in teams, in which currently only one gender is represented, prospective applicants belonging to the not-represented gender shall be specifically encouraged to apply.

3.2.2. Active recruitment and selection of personnel

Active recruitment to increase the pool of highly qualified female candidates is of special importance for the fulfillment of the corridor model.

Measures:

1. The Board of Directors and the leading scientists of the MDC shall recommend female candidates to fill positions. For appointments for joint professorship, the representatives of the MDC shall be requested to actively contact suitable women scientists and to encourage them to submit an application.
2. Research databases for female high potentials in science (e.g. femconsult, EMBO, AcademiaNet, EULIFE website) shall be identified. Using such search databases and scientific/personal networks, female experts shall be proactively identified, preferentially contacted and encouraged to submit an application.
3. The conference participants of the MDC shall be encouraged by the executive staff to give feedback to the program coordinators and to suggest top-class women scientists for possible

future appointments. The program coordinators shall collect the suggestions, discuss these in their respective areas and pass these on to the Board of Directors.

4. A standard ratio of male and female candidates invited to the final interview for a vacancy shall be applied depending on the ratio of applications, or at least two women candidates shall be called for interviews. This also serves as a measure to provide female candidates with experience in the process of interviewing.

3.2.3. Appointment commissions

Appointment commissions shall implement measures for the general quality assurance of selection procedures and thus guarantee the execution of a fair, transparent recruitment process.

Measures:

1. Special attention shall be devoted to the participation of female members in committees.
2. Assessment criteria shall be recorded in writing in the first meeting, which serve as the basis for a fair selection process.
3. The members of appointment commissions shall be supported by seminars or web-based modules for the topic of gender bias, for example with the video of the European Research Council (ERC): "Recruitment bias in research institutes"
4. Until a balanced gender ratio has been achieved at the executive level, additional support will be given to female executives who are particularly overburdened by committee work, e.g. in the form of additional staff.

3.2.4. Interview process

Interviews must be objective, unbiased and transparent and shall take place according to previously established assessment criteria.

Measures:

1. The interview questions shall be defined for each position by the appointment commission and established in advance.
2. The interview reports of the appointment commission shall inform the Board of Directors about the appointment recommendations.
3. For increased transparency, the MDC will inform all applicants about the progress of the procedure at regular intervals.
4. When sending interview invitations and offers, information shall be included about the framework conditions at the MDC, such as the reconciliation of work and family life, social services, or the Dual-Career Service.

3.2.5. Appointment procedure

The small percentage of women holding professor positions must still be viewed critically. However, this is largely due to the very low fluctuation and the small percentage of applications by women.

Measures:

1. The MDC is actively participating in dedicated recruitment programs as key factors to facilitate the appointment of women. The Helmholtz Association offers the W2/W3 program and the recruitment initiative that have already contributed substantially to attract excellent women scientists to the MDC.
2. The MDC is striving to offer dual career options, if needed, and also relies on local networks to identify suitable jobs for the partner of the new hires.

3.3. Human resources development and career promotion

To prepare female and male scientists for academic careers or alternative career paths, they shall be encouraged to take advantage of career development measures and to assume leadership tasks.

3.3.1. Annual performance review

Annual one-on-one meetings between the supervisor and employee shall be used by the employees to reach agreement on the employee's individual development goals and options and to find suitable instruments to implement these.

Measure:

1. Workshops shall be offered once a year to the employees as well as coaching for executives, in order to prepare them for the above-mentioned one-on-one meetings.

3.3.2. Mentoring

3.3.2.1. MDC Mentoring Program in the postdoc phase

Starting in 2017, the MDC Mentoring Program has been opened for male postdocs. Within the framework of the MDC Mentoring Program, high-performing postdoctoral female and male scientists are supported in a 12-month development program. It is oriented on the individual career positioning, the recognition of potential, the development of a personal perspective with respect to the further scientific career and the development of strategies for achieving career goals. It is one of the key instruments of the Human Resources Development Department to promote equal opportunities.

3.3.2.2. MDC Mentoring Program for young investigator group leaders

Mentoring is recognized as an important component in the career development of young investigator group leaders. The support by a senior mentor as well as various management and leadership courses shall promote career development.

Measures:

1. Senior MDC mentors: Within the first six months of the appointment, every young investigator group leader at the MDC shall select a senior career mentor, who in regular meetings shall contribute to her/his individual career development with respect to career management,

- supervision, grant writing, publications, teaching and collegial networking.
2. Leaders of young investigator groups shall be strongly encouraged to participate in EMBO laboratory management courses or the Helmholtz Management Academy within their first year.

3.3.2.3. Helmholtz Mentoring Program for aspiring junior female executives

The goal of the Helmholtz mentoring program “Taking the Lead” is to prepare motivated women in science and administration for high-level professional positions and leadership roles and to sustainably strengthen their networks within the Helmholtz Association and beyond.

3.3.3. Career Development Compass

In addition to career development activities organized at MDC, a Career Development Compass, a comprehensive 6-month program for female postdoctoral or staff scientists interested in a leadership position in academia, was developed by Institute Curie as part of the LIBRA project. This program shall actively support the participating women on their path to independence and contribute to well-considered career decisions and strategies. The Career Development Compass includes the following elements: mentoring, the establishment of a scientific network, and courses on leadership culture and self-management.

3.3.4. Qualifying women to be future leaders

The preparation for future leadership positions as well as support in newly assumed executive positions includes the targeted development of special competences and management skills. Through individualized development strategies, women scientists shall be prepared to take on roles with more responsibility.

Measures:

1. Workshops on leadership, communication and self-assessment
2. Through coaching for female high potentials from science and administration, the start in a new position as an executive shall be supported with regard to the diversity of tasks and roles and the balance between career and family. Women from the level of department head in the administration and higher and women scientists from the level of young investigator group leader and higher can find a coaching scenario suited to them from a pool of experienced coaches.

3.3.5. Career events and networking opportunities at the MDC

All employees of the MDC shall be given the opportunity to participate in career and networking events at the MDC and to identify career options for the future.

Measures:

1. Elena-Timofeeff-Ressovsky Lecture Series: In this lecture series, excellent female scientists present their research. The focus is on the scientific achievements of women. Following the scientific presentation, a discussion round is offered in which interested young female scientists can discuss issues related to career development, reconciliation of work and family, etc. with the speaker. With this event, the young female scientists of the MDC shall obtain valuable suggestions based on these role models and shall be encouraged to pursue their own academic career.
2. My Life in Science Seminars (networking lunchtime seminars): Invited speakers who have started an independent career in academic science offer specific case studies highlighting the challenges and benefits of maintaining a good work-family life balance while succeeding in research.
3. Career Pathways Seminars: In this seminar series presents career pathways outside of academia and alternative career options.
4. Career Day: Once a year, a career day is held at the MDC, in which comprehensive information is given in the form of talks, panel discussions, information stands and one-to-one conversations about career options in the academic and non-academic world.

3.4. Reconciliation of work and family life

A family-friendly work environment at the MDC is designed to help women and men reconcile work and family life and in this aspect to see no reasons to leave academia. Since 2009, the MDC has been a holder of the certification *berufundfamilie*. In 2016, the MDC underwent the audit process of the non-profit Berufundfamilie Service GmbH for the third time and once again received the certificate for family-friendly personnel policies. For the period from 2016 to 2018 the MDC is focusing on the following fields of action: leadership and leadership development, human resources development, internal communication and service for employees.

Executives at the MDC shall play an active role in leadership responsibilities and help employees to reconcile work and family life. In addition to the information on the offers at the MDC, recommendations and measures from the LIBRA project are also included, among others:

Measures:

1. Better communication of the different offers and framework conditions
 - a. Poster campaign promoting the benefits of good work and family life compatibility
 - b. A clear commitment supporting work-family life balance shall be published on the MDC website
2. Establishment of further childcare and home services.
3. Development of occupational health management on Campus Berlin-Buch

3.4.1. Workplace organization

As far as possible, the MDC strives to design its workplaces in all areas and functions so that requests for a reduction of working hours and job-sharing can be granted. As far as conditions allow, the request of part-time employees to increase their weekly working hours shall be considered, just as the individual

request for a reduction of working hours. Part-time employees shall be granted the same career development and advanced training opportunities as full-time employees.

3.4.2. Flexible working time solutions

Beyond the flextime regulations, at the MDC there are individual possibilities for variable working hours, i.e. the change from full to part-time and vice versa and – in case of need and in consultation with the respective supervisor – possibilities of home office solutions and leaves of absence. The technical preconditions for the flexible workplace are ensured by the IT department of the MDC.

Employees are given the possibility to make their work activities adaptable to their family life. The focus is on advisement about the legal regulations or collective agreement provisions related to the reduction of working time, leave and re-entry.

In scheduling vacation leave, the requests of employees with school-age children for vacation during the school holidays shall have priority. The MDC implements various measures that shall help employees reconcile work and family, ranging from a parent-child room to a welcome center, which among other things assists in matters of childcare.

3.4.3. Re-integration after maternity leave and parental leave

For the reintegration after maternity leave and parental leave, the respective valid work agreement between the Board of Directors and the Staff Council shall apply.

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3.4.4. Campus day care center

For children from the age of 8 weeks until school age there is a campus day care center run by the nonprofit organization SEHstern e.V. The day care center “Campussterne” features flexible opening hours and, as far as possible, is open all year. It offers early English learning and a focus on natural sciences in cooperation with BBB Management GmbH Campus Berlin-Buch.

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3.4.5. Childcare during school holidays

Provision of childcare in this period consists of two elements: the *Researcher Holidays (Forscherferien)*, which are offered six weeks in the year for the age groups 6 to 16 from 9:00 am to 5:00 pm every weekday on Campus Berlin-Buch, and the one-week-long summer camp *Abenteuer Wissen* for 11 to 14-year-olds.

3.4.6. Reimbursement of child and dependent care expenses during participation in training measures

The possibility of the reimbursement of care costs for children and persons in need of care when participating in further training measures in accordance with § 9 para 6 LGG Berlin as well as taking into

account the recommendations of the BMFSJ / Guidelines of the BMBF acc. § 10 (2) BGlG is to be communicated at the MDC and documented in the intranet.

3.4.7. Reconciliation of work and care responsibilities for dependent relatives

In order to improve the reconciliation of work and care responsibilities of the employees, in cooperation with an external service provider a care service is provided in the context of a model project, where employees throughout Germany are supported by specialists through a service portal and a care hotline. The employees receive valuable support both in the case of acute care as well as fundamental questions of the topic of care. On a quarterly basis, the internal project group "Elder Care" offers a "care breakfast" on the topic of care. Here experts give talks on selected topics regarding care. Employees can then exchange information and discuss the topics individually with the experts.

4. Continual Adjustment of the Gender Equality Plan

Each year in the spring meetings of the MDC Supervisory Board, a comprehensive report on the developments regarding gender equality during the last reporting period shall be given under the agenda item Gender Equality.

According to § 4 LGG, every two years until March 31st respectively, the Gender Equality Plan shall be adjusted to current developments. The Gender Equality Officer shall actively participate in this adjustment. (The reference date of the data collection is December 31st of the previous calendar year.) In this context, factors which hinder the implementation of the Gender Equality Plan shall be identified, and alternatives shall be developed.

The next adjustment shall take place on March 31, 2019.

This document is an English translation of the original *Gleichstellungsplan 2014-2020 in der Fassung vom 23.03.2017*. In the event of any discrepancies arising between the German and English versions, the German version shall take precedence over the English version.