

Gender Equality Plan 2014-2020

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The Gender Equality Plan for the period from 2014 to 2020 in the updated version
of June 24, 2019.



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Preamble

The Gender Equality Plan of the MDC formulates the key principles, objectives, and measures to promote equal opportunities. 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 Federal Equal Opportunities Act (BGleig) in the version of April 22, 2016 and the Funding Equality Execution Agreement (AV Gleig) 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 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 was updated on June 24, 2019 by an internal project group, taking into consideration the objectives and measures of the LIBRA project. Building on this, the Gender Equality Plan 2020 – 2026 will be drawn up at the end of the year.

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

1.1. Analysis

As of December 31, 2018 a total of 1,256 people were employed at the MDC; of these 772 were women. This corresponds to a percentage of 61.5% and has hardly changed since 2016:

As can be seen in Table 1, which, among other things, presents the percentage of women among the total number of employees according to salary group, women are underrepresented (see yellow-highlighted entries):

- among the W3/C4 professor positions
- among the W2/C3 professor positions
- in the salary group E15 TVöD/E15UE
- in the salary group E12 TVöD and
- in the salary group E04

Table 1. Total number of employees; proportion of women by salary group, and proportion of part-time workers in the respective groups (statistics as of December 31, 2018)

Salary group	2018							
	Total number of employees	Of these, men	Of these, women	Proportion of women in %	Part-time employees			Proportion of women in %
					Total	Men	Women	
W3/C4	25	20	5	20%	0	0	0	0%
W2/C3	2	2	0	0%	0	0	0	0%
W1	1	0	1	100%	0	0	0	0%
E15UE	1	1	0	0%	1	1	0	0%
E15	43	26	17	40%	6	4	2	33%
E14	72	31	41	57%	14	5	9	64%
E13	491	216	275	56%	38	16	22	58%
E12	34	21	13	38%	4	1	3	75%
E11	45	19	26	58%	8	1	7	88%
E10	44	15	29	66%	13	1	12	92%
E09C	11		11	100%	5		5	100%
E09B	95	14	81	85%	21	2	19	90%
E09A	57	15	42	74%	7	1	6	86%
E08	54	7	47	87%	12	0	12	100%
E07	37	9	28	76%	5		5	100%
E06	87	20	67	77%	17	1	16	94%
E05	29	12	17	59%	3	1	2	67%
E04	3	3	0	0%	0	0	0	0%
E03	34	15	19	56%	1	0	1	100 %
Total	1165	446	718	62%	155	34	121	78%

Trainees

Salary group	2018							
	Total employee	Men	Women	Proportion of Women in %	Part-time employees			Proportion of Women in %
					Total	Men	Women	
Biology lab assistants	9		9	100%	0	0	0	
Specialist :Media and information services	2	0	2	100%	0	0	0	
IT Systems integration specialist	2	1	1	50%	0	0	0	
Animal keeper for research and clinic	9	3	6	67%	0	0	0	
Office clerk	6	3	3	50%	0	0	0	
Total	28	7	21	75%	0	0	0	0%
Total	1, 193							

Student assistants 42

Scholarship holders, others 21

Total trainees MDC:	1,256
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Positions in the **salary groups up to E 14** are still predominantly held by women, with the exception of E4 and E12. There are three house technicians in pay scale group E4. In E12 there are different occupational groups, usually homogeneously distributed between women and men, with the exception of the scientific field, where men clearly predominate. In the **salary groups 15** and higher, however, women are still underrepresented.

In the highest salary group of the W3/C4 professor positions, the overall proportion of women is 20% (five female professors), four of whom are professors at the research group leader level. The proportion of women in this occupational group increased from 6% to **17%** between 2012 and 2018, a very positive development. However, the proportion of women among W3 professors in the scientific field has

stagnated at 17% since 2016 (see also target corridor model on page 11), partly because there were no new appointments at W3 level between 2016 and 2018. With the appointment of the new administrative board at the end of 2018, the proportion of women among the W3 professorships could be increased to 20% of the total staff (Table 1).

Part-time employment

Except for the scientific leadership positions (W and C salary groups), part-time employees are represented in nearly all salary groups. At the end of 2018, of the total of 1,156 employees at the MDC (not counting trainees, student assistants and scholarship holders), 155 employees (13%) work part-time; the percentage of men among these is 22% (34 men). Although the rate of part-time employees has increased compared to 2 years ago (2017: 10%), there is, except in E15 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 2 and 3 allow a separate look at staff in science and administration / infrastructure, especially for salary group from E12 TVöD and above:

Table 2 – Administrative staff, technical and other staff (statistics as of December 31, 2018)

Salary group	2018							
	Total employees	Men	Women	% Women	Part-time employees			
					Total	Men	Women	% Women
W3/C4	2	1	1	50%	0	0	0	
E 15)	13	8	5	38%	2	0	2	100%
E14	29	9	20	69%	6	1	5	83%
E13	48	18	30	63%	9	3	6	67%
E12	16	9	7	44%	1	0	1	100%
Salary groups below E12 TVöD/TV-L	264	108	156	59%	46	5	41	89%
Total	372	153	219	59%	64	9	55	86%

In administration / infrastructure, women above the salary group E12 TVöD are underrepresented in the salary group E15. Sixty-four of the 372 employees in administration/infrastructure work part-time, corresponding to 17%. Compared to 2017 (12%), the part-time rate has increased, the majority of part-time employees are still women, and the proportion of men employed part-time is 14%.

Table 3 – Scientific staff (statistics as of December 31, 2018)

Salary group	2018							
	Total	Men	Women	% Women	Part-time employees			
					Total	Men	Women	% Women
W3/C4	23	19	4	17%	0	0	0	
W2/C3	2	2	0	0%	0	0	0	
C2	0	0	0	0%	0	0	0	
W1	0	0	1	100%	0	0	0	
E15 TVöD/TV-L	30	18	12	40%	4	4	0	0%
E14 TVöD/TV-L	43	22	21	49%	8	4	4	50%
E13 TVöD/TV-L	443	198	245	55%	29	13	16	55%
E12 TVöD/TV-L	18	12	6	33%	3	1	2	67%
Salary groups below E12 TVöD/TV-L	234	22	212	91%	48	3	45	94%
Total	794	293	501	63%	92	25	67	73%

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. In salary group E14 TVöD the proportion of women and men is almost equal. 92 of 793 employees (including student assistants) work part-time in the scientific field, equivalent to 12%. Of the 92 part-time employees, there are 25 men, equivalent to 27%. Compared to 2017, the proportion of men working part-time has increased by 6%.

For the scientific staff, Table 4 provides a more detailed look at the postdocs and the doctoral students:

Table 4: Employed doctoral students and postdocs (up to 6 years after the PhD degree) at the MDC (statistics as of December 31, 2018, FA=percentage of women)

	2018					
	Total	Men	Women	FA in %	% of women of persons from abroad	% of women of persons from Germany
PhD students	237	90	147	62%	62%	53%
Postdocs	292	154	138	47%	44%	50%

Looking at the salary groups (Table 3), it is clear that women at the MDC are slightly overrepresented in salary group 13, in salary group 14 the proportion is almost equal. Table 4 shows women in the doctoral phase (salary group 13) are overrepresented with 62%, while they are slightly underrepresented in the postdoc phase with 47% (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 in line with international comparisons.

Development of the proportion of women in science during the period of the Gender Equality Plan (since 2014)

Looking at the development of the proportion of women between 2014 and 2018 for different groups within science, the following picture emerges. The proportion of female doctoral students (PhDs) is well above 50%, whereas the proportion of women in the higher qualification level, the postdocs, is between 42% and 47%. In 2018, the proportion of women in the leadership of junior research groups rose to 42%. When all leadership positions in science (1st management level) are considered, which include the leadership of junior research groups and technology platforms as well as senior group leadership with W2 and W3 professorships, the proportion of women increased to 28% in 2018 (see Table 5 Corridor Model). In the case of W3 professorships in science, the proportion of women rose slightly to 17% in 2016 and has remained stable since then.

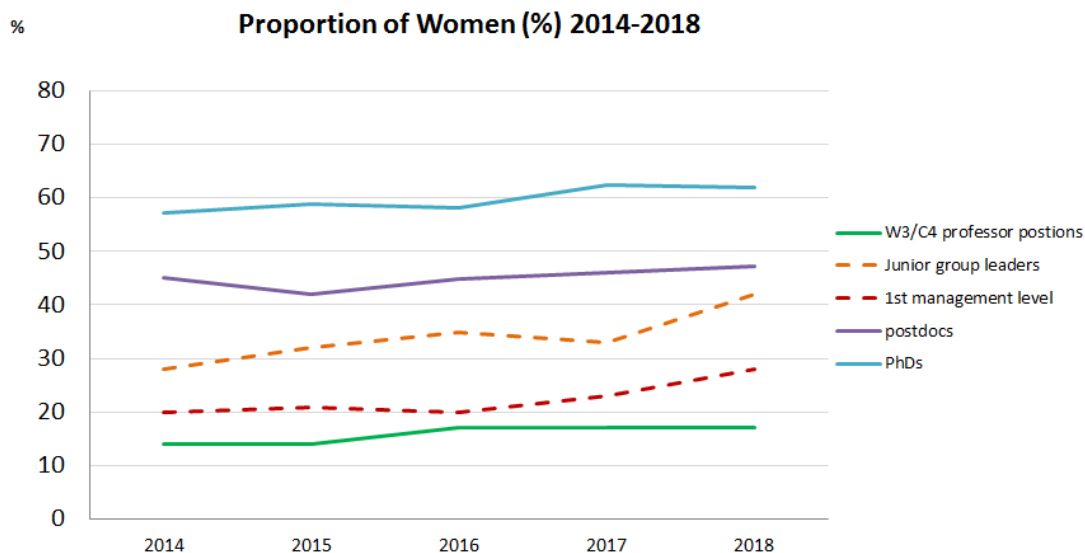


Fig. 1 Proportion of women (in %) in various qualification levels or management functions in science in the years 2014-2018

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. 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 updated and adopted its target quotas for 2020 on the basis of vacancies and newly created positions.

The following targets in absolute numbers and percentages have been established for the scientific staff of the MDC in the Corridor Model: (Table 5)

Table 5. Corridor model: Target percentages on December 31, 2020 and actual percentages on December 31, 2014 to December 31, 2018 for scientific female and male staff (excluding administrative, specialist and other employees), number of persons (not full-time equivalent)

		Percentage of Women - Development															Percentage of Women - Derivation and Target 2020					
		Actual Dec. 31, 2014			Actual Dec. 31, 2015			Actual Dec. 31, 2016			Actual Dec. 31, 2017			Actual Dec. 31, 2018			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	Increase in number of positions ³	Position fluctuation ³	Positions to be filled ³	(%) Women
Management levels ⁴	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	0	0 %
	1st Management Level ¹	64	13	20 %	63	13	21 %	64	13	20 %	64	15	23 %	64	18	28 %	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																					
Salary groups	W3/C4	21	3	14 %	22	3	14 %	24	4	17 %	24	4	17 %	23	4	17 %	28	6	2	3	5	21 %
	W2/C3	4		0 %	3	0	0 %	1	0	0 %	2	0	0 %	2	0	0 %	1	1		1	1	100 %
	W1										0	0		1	1	100 %	1	1		1	1	100 %
	E 15 U TV6D/TV-L, ATB, S (B2, B3)	3	0	0 %	3	0	0 %				3	0		3	0	0 %						
	E15 TV6D/TV-L	29	9	31 %	29	9	31 %	30	9	30 %	30	10	33 %	29	11	38 %	33	13	5	3	8	39 %
	E14 TV6D/TV-L	44	23	52 %	40	21	53 %	36	20	56 %	41	21	51 %	43	21	49 %	40	22	3	13	16	55 %
	E13 TV6D/TV-L	420	217	52 %	402	207	51 %	422	223	53 %	449	251	56 %	443	245	55 %	468	247	46	413	459	53 %

¹ Unless part of the above level

² Unless part of the 1st and 3rd management level.

³ Until 2020 due to the possible increase in the number of positions and the foreseeable and estimated fluctuation in the positions to be filled (number of persons)

⁴ As far as persons in 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 to achieve the 2020 target?

The PIs shall increasingly be integrated into the active recruiting process. The PIs shall identify suitable women candidates and approach these regarding a possible candidacy for the position in question. 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 target percentage of 27% shown in Table 5 was established. According to actual figures for 2018, this was already been achieved at 28% as of December 31, 2018. The prognosis to achieve 71 groups as of December 31, 2020 must be adjusted downwards.

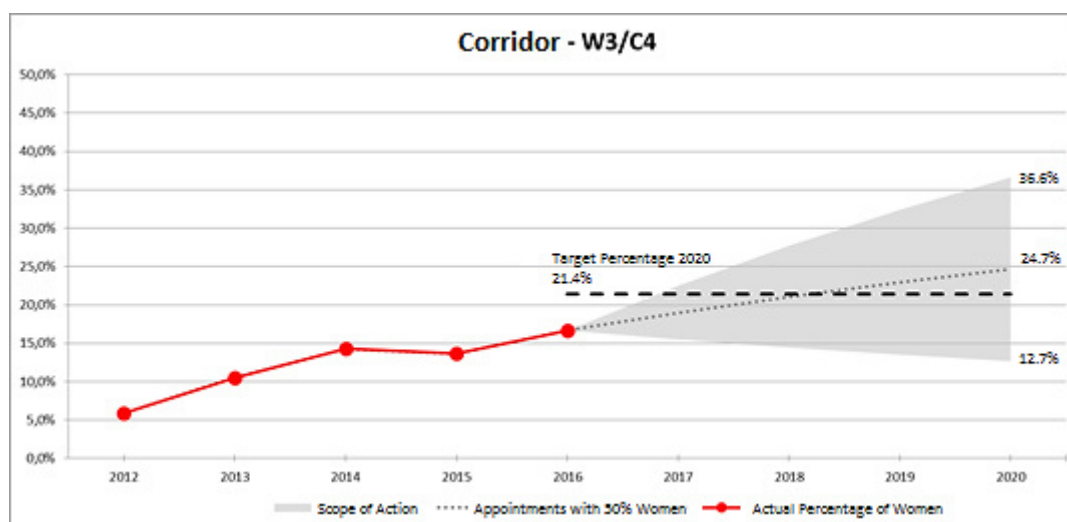
It is also important to note that women are also affected by the fluctuations, i.e. positions presently held by women must be filled again with women, in order to maintain the target percentage.

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. 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 April 2019, a report was presented on the plan for MDC's upcoming W3 appointments. Of the five W3 positions to be filled, there are already specific candidates for three of the positions – two men and one woman. For the remaining two positions, the MDC has set itself the goal of filling one of them with a woman.

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 at the MDC shall be formulated. The discussion of leadership requirements and tasks at the MDC has been intensified since January 2019, starting with a "task force" comprising about 50 people from all employee groups on anti-harassment issues. By the middle of 2019, a guideline for dealing with all forms of discrimination at the MDC should be established. The process is supported by the external consultant and moderator [Professor Sabine Oertelt-Prigione](#)¹, a physician specializing in gender issues at Radboud University Nijmegen. In addition, the leadership topic has again been taken up in the action program *berufundfamilie* (work and family) and backed up with concrete measures.
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

¹ <https://www.ru.nl/english/news-agenda/news/vm/2017/july/sabine-oertelt-prigione-appointed-professor-gender/>

gender equality by the decision makers. Looking at the Supervisory Board and the Scientific Advisory Board of the MDC combined, 10 of the 22 members (45%) are women. Currently the Supervisory Board consists of 12 members, of which six (50 %) are women. The proportion of women in the Scientific Advisory Board (SAB) is currently 36%. At present, 4 women and 7 men are members of the SAB.

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 guidelines²). The use of databases (such as "EMBO Women in Sciences", AcademiaNet) can be advantageous to identify female seminar and conference speakers. (http://wils-database.embo.org/members_meet.php)
2. Nomination of MDC women scientists for databases on outstanding women scientists (e.g. AcademiaNet <http://www.academia-net.de>)
3. In order to improve the representation of women scientists (and underrepresented minorities) in Wikipedia, a Wikipedia Writing Workshop was initiated for the first time on International Women's Day 2019 ("1st Berlin Diversithon"), at which entries on women scientists (especially from the environment of the participating institutions) were created under the expert guidance of Wikipedia experts. This activity will be continued on a regular basis.
4. The Elena Timoféeff Ressovsky lecture series, in which outstanding female scientists ("Notable Women in Science and Medicine") present their work, serves to improve the visibility of female scientists (see also 3.3.5.1).

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.

² <https://www.embo.org/funding-awards/courses-workshops/workshops#selection>

Measure:

1. All official documents, official communications and official documents of the MDC shall explicitly either use the female and male forms or gender-neutral names or suitable gender-denominated names if not just one gender is meant. In addition, all organs, in particular the Communications Department and all employees, are required to use mailings, forms, minutes, reports, speeches, interviews and other communications of a gender-appropriate language to the public or employees.
2. The employees have been sensitized by a newsletter of the Gender Equality Officer for the use of a gender-equitable language and receive references to www.geschickt-gendern.de with numerous recommendations and examples on the intranet pages of the Gender Equality Officer.
3. The Communication Department is sensitized to gender-appropriate language in words and images.

3.1.5. Data management and reporting

All cross-sectional measures, including gender-aggregated data collection on the proportion of women and analyses, are presented annually to the Board of Directors. The Gender Equality Plan is updated every two years. Furthermore, the Equal Opportunities Officer reports annually at the spring meeting of the Supervisory Board on current developments.

The results of the measures taken are analyzed and, if necessary, adjustments /optimizations are 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 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 and thus provides the basis for a continuous improvement.

Measure:

1. The MDC shall offer a feedback form prepared by a project group in consultation with the Legal Department and the Board of Directors for 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 or provide funding programs to advance the scientific career.

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 Gender Equality Fund of the Berlin Institute of Health, 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). The Gender Equality Officer also informs the specific target groups about funding opportunities on a regular basis via e-mail.
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. A redesigned page in the MDC Intranet "[When conflicts arise](#)" informs the employees in German and English about important contact persons, MDC guidelines and links in case of conflicts. The guide "Identifying and managing conflicts" and the "Guide to dealing with sexual harassment in the workplace" provide information on forms of harassment, consequences for those affected, and provides valuable information on active action, contact persons and the duties of the employer. Guides and website have been made known to the employees through an e-mail from the Board of Directors.

3. A "Task Force" established in January 2019, made up of people from all employee groups, is drawing up a detailed action guide designed to define binding measures to raise awareness and prevent sexual harassment, bullying and discrimination of all kinds, and clear procedures for all cases.

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 great extent and with strengthened rights in the coordination and decision-making processes.

The Gender Equality Officer is not 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 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 working group of the Helmholtz Association "Women in Research Centers" (akfifz) and other events relevant to the promotion of women.

The Gender Equality Officer may 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 target percentages 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 comprehensive recruitment handbook was 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. In a next step, a guideline adapted for the MDC is to be drawn up, which takes into account the respective requirements of the respective Berlin higher education institution carrying out the appointment. The introduction of guidelines for candidate selection and appointment procedures shall focus on the following areas:

1. Job announcements
2. Active recruitment and selection of personnel
3. Appointment commissions
4. Interview process
5. Appointment process

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 that 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 professorships, 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. At least two women candidates shall be called for interviews.

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"³)
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 process

The small percentage of women holding professor positions must still be viewed critically. For professor positions, there is generally a very low fluctuation and a small percentage of applications by women.

³ <https://vimeo.com/191134397>

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

Since 2017, the MDC Mentoring Program has also been open to 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 aim of the Helmholtz Mentoring Program "Helmholtz Advance – A Year for Your Career", which was introduced in 2018, is to prepare motivated men and women from science and administration for demanding professional positions and management tasks and to strengthen their networking within the Helmholtz Association and beyond in the long term. The previous mentoring program "Taking the Lead" was aimed exclusively at women.

3.3.2.4. Postdoc – Doctoral Mentoring within the MDC

An in-house mentoring program, in which MDC postdoctoral fellows act as mentors for MDC PhD students, is currently in the pilot phase. The goal is to support doctoral students in self-organization and career orientation, as well as to show them perspectives. Postdocs shall learn to assume their role as mentors and future leaders.

3.3.3 Career development for early-career scientists of MDC

3.3.3.1 Postdoc Office

Since January 2018, the Postdoc Office has offered postdoctoral researchers at the MDC a qualification and networking program that includes not only academic lectures but also courses for acquiring key competences and measures for career development (counseling, coaching, targeted further education). It supports both those seeking an academic career and those seeking a career in non-academic research such as the pharmaceutical and biotech industries, or science communication.

3.3.3.2. 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 which was offered as a one-time application in 2017, was also open to female MDC researchers. Its purpose was to 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, as well as 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 shall be offered.
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 choose 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-Timoféeff-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 successfully working in research.
3. Career Pathways Seminars: In this seminar series, career pathways outside of academia and alternative career options are presented.
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*. For the period from 2016 to 2019 the MDC has focused on the following fields of action: leadership and leadership instruments, human resources development, internal communication and service for employees.

In the course of measures to improve the compatibility of work and family, the former Welcome Office at the MDC has been expanded to a Welcome / Family Office. In February 2019, the MDC went into the fourth auditing by the berufundfamilie Service GmbH with the dialogue procedure and is applying for a permanent award for a sustainable family- and life-phase-oriented personnel policy. 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 and a life phase-conscious personnel policy shall be published on the MDC website
2. Establishment of further childcare and home services
3. Further development of occupational health management on Campus Berlin-Buch as well as at the Berlin-Mitte site

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 forms

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. 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 Campus Berlin-Buch GmbH.

3.4.4. 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.

3.4.5. Reimbursement of care costs for children and persons in need of care 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) BGleig is to be communicated at the MDC and documented in the intranet.

3.4.6. Reconciliation of work and care responsibilities

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.

This is the final adjustment before a new gender equality plan is formulated in 2020.

This document is an English translation of the *Gleichstellungsplan 2014-2020* updated on June 24, 2019. In the event of any discrepancies arising between the German and English versions, the German version shall take precedence over the English version.