

## 5. Gleichstellung bei Einstellungen und beim beruflichen Aufstieg (Gender equality in recruitment and career progression)

The aim is to increase the proportion of women in underrepresented areas and to employ more women at higher management levels in the scientific field in line with the cascade model. There is a particular need for action when it comes to filling permanent positions and management positions in the scientific field and, to a lesser extent, in the non-scientific field.

In order to increase the proportion of women in permanent scientific positions in the levels/categories considered in the cascade model to at least 30% in the long term, measures are to be implemented to offer women secure positions and to retain qualified female scientists at the Center in the long term.

Although the proportion of women at management level has increased in recent years, the focus is now on a gradual increase to 30%. Comparing the cascade models ACTUAL 2022 (Fig. 28) and the hypothetical model with the target quota of 30% (Fig. 29), it becomes clear that the quotas for new appointments of women must be extremely ambitious. The rapid feasibility of these quotas for new appointments is questionable based on the available data for the years 2020-2022 and should therefore be a long-term goal that should also be pursued beyond the current cascade model.

Particular attention is paid to the proportion of women among scientists, which also includes the 4th management level - i.e. junior researchers and research group leaders. The transition from the doctorate to the post-doc phase to a researcher is still characterized by the so-called "leaky pipeline". Here, we have set ourselves the target of at least 26% women by the end of 2025. In order to raise awareness of this target, the GFZ calculates the actual ratios (men/women) of filled positions in science every year. In addition, the current changes are recorded on a monthly basis and presented concisely on the intranet site. In order to make the transitions between career stages (doctorate, postdoc, researcher, etc.) more gender-sensitive, the existing range of individual development measures in combination with central career advice is important in order to enable the strengthening of critical skills, various practical experiences (internships, etc.) and the structured development and expansion of professional networks for specific target groups. Supervisors should take on a more active role in the future, e.g. as mentors, in networking, in teaching skills and abilities for acquiring third-party funding. Supervisors should be strengthened in their ability to take a structured approach to identifying outstandingly talented women who are suitable for the next career stage and, in particular, for taking on management roles. Supporting central structures and offers for professional mobility and the compatibility of professional and personal development must continue to be implemented continuously and reliably (offers for dual career options, mobile working, flexible working time models, Welcome Center, housing care, provision of childcare facilities, etc.), as the study situation gives clear indications that these structural features are very important for women and their professional development opportunities and can therefore also noticeably increase the attractiveness potential of the GFZ as an employer.

Quotas are also set throughout the center, the achievement of which is discussed in the annual strategy and budget meetings (STRABU) between the Executive Board and the section heads. Every application for the termination of an employment contract must explicitly address the issue of the quota. The GFZ has established a participatory process for terminating contracts, in which the gender equality aspect also plays a key role.

In the non-scientific field, it is important that the proportion of women and men in professional fields in which there is no gender parity can be equalized.

Part-time employment and flexible working time models to reconcile work and family life, including the possibility of mobile working, are generally possible in all scientific and non-scientific occupational groups. Part-time employment is currently used by 26% of female academic staff and 11% of male academic staff. This opportunity to also offer men freedom for their families is communicated and supported by the center management, the HR department and the management level.

Women are also specifically encouraged to apply for newly vacant training positions, e.g. in cooperation with schools (including vocational schools) and the relevant departments of the Employment Agency, Chamber of Industry and Commerce and Chamber of Crafts. In addition, the range of internships for school students is being structured and optimized in order to generate more interest in the GFZ training opportunities and the geosciences. The potential for future specialists and managers in the younger age groups is a particular focus for future measures.

Concepts for the next generation of specialists, both in science and in the fields of technology, administration and infrastructure, which are drawn up in the course of future personnel development, must include specific measures for motivating women to apply, depending on the subject area.

Permanent employment contracts in science at the GFZ are regulated by the guideline on the termination of employment contracts in its current version. As women continue to be underrepresented in science, especially in permanent positions, the parity principle (see measures, in particular parity metrics) also applies here as a minimum, which is initially considered at section level and - if parity cannot be achieved there - then at the level of the respective department. The guidelines are also evaluated and adapted at regular intervals by the Executive Board, Directorate and JCC, whereby assessment criteria are developed and implemented to determine the equivalence of qualifications, which should help to interpret family-related effects on professional performance parameters (e.g. part-time work, limited mobility, number of children, caring responsibilities) so that the assessment is not to the disadvantage of the candidate. In addition, dual-career options are promoted as required as part of personnel recruitment, particularly if they serve to attract highly qualified women.