



JR Gender Equality Plan

2022 – 2027





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VERSION 4.0, JANUARY 2025

English translation of the JR Gender Equality Plan 2022-2027, originally written in German.

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Management Statement



CEO
Dr Heinz Mayer

Equal opportunities, equality orientation and an appreciative approach to interculturality are key corporate policy concerns for JOANNEUM RESEARCH – for living and working together in diversity. JOANNEUM RESEARCH is committed to the goal of promoting awareness of a gender-equitable, diversity-oriented and discrimination-free culture that includes all employees.

The *JR Gender Equality Plan (JR-GEP)* offers an opportunity to discuss gender and diversity on a broad basis within the company, and also to incorporate it into our research work. This raises the awareness of equal opportunities, deepens interest in new research perspectives and supports career opportunities. The goals and measures of the *JR Gender Equality Plan* are in line with the goals and principles of various overarching strategies, such as the UN Sustainable Development Goals¹ (Goal 5 „Gender Equality“), the European Commission’s Gender Equality Strategy 2020–2025² and the Ljubljana Declaration on Gender Equality in Research and Innovation³. These strategies focus, in particular, on preventing gender-specific discrimination, promoting gender equality in decision-making positions and career progression, and reconciling work and private life.

The *JR Gender Equality Plan* primarily addresses equality and equal opportunities within the diversity dimension of gender although other dimensions of diversity, such as age or ethnicity, are also included. With its *JR Gender Equality Plan*, JOANNEUM RESEARCH as a non-university, application-oriented research institution is committed to implementing a systematic approach to more equal opportunities and inclusion.

A handwritten signature in blue ink, reading 'Heinz Mayer'. The signature is stylized, with the first name 'Heinz' written in a cursive script and the last name 'Mayer' in a more formal, slightly cursive script.

¹ <https://www.un.org/sustainabledevelopment/>

² <https://eur-lex.europa.eu/legal-content/DE/TXT/PDF/?uri=CELEX:52020DC0152&from=DE>

³ https://www.gov.si/assets/ministrstva/MIZS/Dokumenti/PSEU/Ljubljana-Declaration-on-Gender-Equality-in-Research-and-Innovation-_endorsed_final.pdf

1. Status quo and framework of JOANNEUM RESEARCH in the field of equality and diversity

1.1 Existing strategies and framework documents

JOANNEUM RESEARCH has long been committed to the field of diversity and equality in various areas – as research content, as a declared element of its corporate strategy, and as the subject of various collaborations.

In the research and development sector, and thus also at JOANNEUM RESEARCH, issues relating to diversity, and in particular gender equality, can be found at **three levels**:

- As a research question, with the different dimensions of diversity as the content of research itself (e.g. unequal access related to digitalisation, occurrence and causes of gender bias).
- As a research framework that needs to be considered accordingly in terms of diversity, as different groups exhibit different life realities and thus resources and needs (e.g. target group-oriented solutions in the mobility sector, target group-oriented communication).
- As diversity within the research institution itself, in the sense of diverse teams with different situations and challenges in terms of gender, age, origin, etc.

In addition, legal and funding-specific requirements provide the company with certain framework conditions regarding equality and diversity. The following selection of relevant passages from framework documents provides a picture of the scope, the commitments and the self-imposed goals of JOANNEUM RESEARCH in the area of diversity and equality.

Principles of JOANNEUM RESEARCH

Being a leading company in non-university research, equal opportunities as a corporate policy goal against the background of societal and social diversity is lived on a daily basis.

JOANNEUM RESEARCH has signed the „*Charter for Living Together in Diversity in Styria*“, which was adopted by the Styrian provincial government. JOANNEUM RESEARCH is committed to the visions formulated in this Charter and supports them at a company level. Gender, skin colour, religion, first language, tradition, ideology and sexual orientations, as well as different age and financial status, different limitations, different views, talents and potentials of people are considered our society's diversity and are perceived and accepted as enriching. This is reflected in the respectful treatment of people inside and outside the company.

In line with the gender mainstreaming strategy, JOANNEUM RESEARCH supports measures to promote equal opportunities for women and men.



Collective agreement for employees in non-university research (“Forschungskollektivvertrag”) - § 2 Protection against discrimination

(1) The collective agreement for employees of FORSCHUNG AUSTRIA shall be understood as a means of implementing the principle of equal treatment in non-university research and of preventing discrimination on grounds of age, gender, sexual orientation, physical disability, social or regional origin, ethnic or national affiliation, religious affiliation or political views. The principles of this protection against discrimination are set out in more detail in a separate ethics agreement between the partners of the collective agreement.

(2) Employers and employees are obliged to use a language that is sensitive to gender and to various groups of persons, both orally and in writing.

Federal Act on Equal Treatment (Equal Treatment Act)

The principle of equal treatment is regulated in the Equal Treatment Act (Gleichbehandlungsgesetz, GlBG) and states that no one may be discriminated against based on gender, age, ethnicity, religion or ideology, sexual orientation or disability. This principle of equal treatment applies to employment relationships in the private sector.

The prohibition of discrimination covers the following areas:

- establishment of employment contracts,
- determination of remuneration,
- voluntary social benefits (e.g. loyalty bonuses, company canteen), which are not part of the remuneration,
- in-company vocational education and training as well as retraining,
- promotions,
- other terms and conditions of employment,
- termination of employment,
- (sexual) harassment.

Gender Equality Strategy 2020–2025 (European Commission)

In the area of research and innovation, the Commission has introduced new measures to strengthen gender equality in the Horizon Europe Framework Programme. These measures include the possibility of requiring gender equality plans from applicants as well as an initiative to increase the number of women-led tech start-ups. Furthermore, funding is provided for gender-specific and intersectional research. Accessible via: <https://eur-lex.europa.eu/legal-content/DE/TXT/?uri=COM%3A2020%3A152%3AFIN>

Horizon Europe Work Programme, General Annexes

To be eligible for funding, legal entities from Member States and Associated Countries that are public bodies, research organisations or higher education institutions (including private research organisations or higher education institutions) must have a gender equality plan. Accessible via: https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/horizon-europe-work-programmes_en

Charter for Living Together in Diversity in Styria, signed by JOANNEUM RESEARCH

Accessible via: https://www.soziales.steiermark.at/cms/dokumente/11562700_108305469/4cfa1aba/Charta.pdf

European Charter of Researchers – Code of Conduct for the Recruitment of Researchers, signed by JOANNEUM RESEARCH

Accessible via: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C_202301640

1.2 Ongoing activities at JOANNEUM RESEARCH

JOANNEUM RESEARCH sees its *corporate social responsibility* as part of a holistic corporate strategy as well and is constantly optimising its services in order to strengthen the company's economic position. The focus is on valued, motivated and competent employees, who are provided with concrete measures and offerings regarding the *compatibility of work and family life, diversity and gender mainstreaming*, as well as *workplace-related health promotion* and *internal communication*. The activities and offerings are implemented in close cooperation between the company's management, executives, works council and the Human Resources & Diversity unit.

The present JR-GEP was preceded by the JR Equality Strategy 2016–2021, where various activities regarding diversity and equality were implemented. In addition, various activities and processes have been implemented at JOANNEUM RESEARCH to support living and working together in diversity, which is seen as an important component and firm basis of a fruitful research landscape.

Below, some of the existing activities at JOANNEUM RESEARCH are outlined. The implementation and continuation of these activities are essential elements in supporting diversity and equality at JOANNEUM RESEARCH and are firmly anchored in the corporate policy.

Human Resources & Diversity

For the implementation of equal opportunities and diversity with regard to gender, age and origin, a diversity unit was established in 2017. As part of the JR strategy process for 2023–2027, the topic was integrated into the human resources department and the staff unit „Human Resources & Diversity“ was established. This staff unit thus includes conceptual-operational coordination as well as scientific expertise in the topic of diversity and equality as an essential part of the JR corporate strategy.

In addition to the JR-GEP, gender training and consultation as well as the JR Diversity Team are coordinated in this staff unit. Gender-related training and consultation are offered internally to anchor and raise awareness of the topic in research projects and applications. The JR Diversity Team consists of representatives from the individual organisational units – these “on-site” contact persons enable a far-reaching impact by supporting the diversity activities.

Monitoring: diversity, income and working environment

As part of the JR Equality Strategy 2016–2021, regular internal *diversity monitoring* was established. Since 2016, key figures on employees are analysed in gender-segregated form and presented in the JR Diversity Report in order to track developments regarding gender balance in various areas (management positions, parental leave, doctoral and diploma students, etc.). These data enable a data-based discussion, planning and implementation of gender equality goals and interventions.

Further, following legal requirements, the income report in accordance with the *Equal Treatment Act is compiled bi-annually*. This report shows the income situation of women and men in the company. The income report is available for inspection at the works council.

The *survey and evaluation of psychosocial stress at the workplace* are carried out in accordance with legal requirements. The results are evaluated at a company level and for the individual departments, as well as according to different key figures. The aim is to detect need for action and to identify potential for improvement. Based on these findings and results, topics are selected and measures are developed to mitigate identified stress factors and improve framework conditions.



Tools for success

Specific tools to support the consideration of gender in everyday work processes have been developed and implemented as part of the JR Equality Strategy 2016–2021. These include, for example, a gender-sensitive recruitment guide that is used throughout the company to standardise recruitment processes and explicitly consider the dimension of gender. Furthermore, there are guidelines as well as workshops on taking gender into account in research projects.

JR Mentoring Programme

One focus of the JR gender equality strategy 2016–2021 was the conception of the JR Mentoring Programme, which – so far – has been implemented twice. The goal of the mentoring programme is the mentees' career development as well as their personal development. As a means of supporting women's careers, places in the JR Mentoring Programme were allocated reciprocally to the prevailing gender ratio at JR, resulting in two-thirds of the places being awarded to women in the last mentoring programme. On the one hand, the JR Mentoring Programme focuses on the mentees' growth in competence; on the other hand, mentoring is also intended to offer the opportunity to reflect on the individual readiness to take on a leadership position. The tandem relationship between mentor and mentee is intended to provide the mentees with strategic support on their professional paths and to allow for a hierarchy-free, independent exchange at eye level.

Awareness-raising measures

Measures to increase sensitivity to the emergence of inequality (*raising gender awareness*) take place within the JR Mentoring Programme, as management training, as well as regarding the integration of gender and other diversity aspects in research contents.

Using targeted public relations work to *make visible underrepresented groups* and their achievements within the company represents an important component in terms of improved equal opportunities. For this reason, the implementation of the JR Gender Equality Strategy 2016–2021 as well as the implementation of the measures of the JR GEP 2022–2027 were and are accompanied by internal and external dissemination and public relations activities.

Ideas@JR

To *increase inclusion* at JOANNEUM RESEARCH, all colleagues are invited to participate in the virtual network *Ideas@JR* to exchange and discuss ideas on diversity topics at JOANNEUM RESEARCH. The network was launched in 2021 and the first meetings were dedicated to discussing possible medium- and long-term equality and diversity goals.

People@JR

JOANNEUM RESEARCH is aware of its responsibility towards its employees and contributes to the compatibility of work and family life by means of *flexible working hours and a family-friendly work environment*. Efforts to ensure family-friendly working hours and scheduling, as well as childcare facilities (*Kids@JR* and *Juniors@JR*) and information on nursing care for relatives, are intended to help ease the challenges in the tension field between employment and family obligations, which has a particularly female connotation. Within the framework of the company agreement, the „*Daddy Weeks*“ offer the other parent of a newborn child the opportunity to take up to two weeks of paid leave within the first three months after the child's birth.

Generations@JR

In order to better meet the different requirements of JOANNEUM RESEARCH with regard to its *employees' age structure* (e.g. age distribution, retirements, participation of younger people, knowledge transfer), workshops are held involving executives, the Human Resources & Diversity unit and the works council to deal with relevant topics in order to work out possible company-specific approaches. The project is being carried out in cooperation with an external consultancy.

Diversity and Gender Mainstreaming

JOANNEUM RESEARCH aims to further increase the proportion of women among its scientific and technical staff, for which gender-sensitive recruiting, FEMtech internships or participation in initiative programmes to promote women in STEM fields are important measures. JOANNEUM RESEARCH is increasing its efforts to *expand the gender and diversity competence of scientific staff and executives* in order to increase the quality and excellence of research and innovation.

Career

JOANNEUM RESEARCH promotes its employees through *targeted career development as well as the promotion of women*, consistently works on their higher qualification and offers comprehensive opportunities to creatively work on diverse scientific, economic and social issues. The *internal competence development programme* supports and promotes targeted professional and personal development as well as the maintenance of professional qualifications and performance.

Sexual harassment in the workplace: prevention and support

The JOANNEUM RESEARCH works council provides employees with general information on sexual harassment in the workplace and how to deal with incidents (see online information portal “Sexuelle Belästigung am Arbeitsplatz”/“Sexual Harassment in the Workplace”). Members of the works council team are available to confidentially answer questions and provide support.

1.3 Overview of employee data on equality and diversity

The overall *proportion of women* at JOANNEUM RESEARCH is 39% (data as of 31.12.2020⁴). Within the scientific staff, women make up 30 % of the employees, whereas the distribution at the individual research institutes varies considerably, ranging from 19% to 67%. The proportion of women among the scientific staff increased by 4 percentage points between 2015 and 2020. In 2020, the gender ratio of new hires was balanced, both in terms of per capita and in terms of full-time and part-time hires.

Overall, *part-time work* at JOANNEUM RESEARCH is predominantly female – as is the case for the labour market as a whole. With a part-time ratio of 30% among male colleagues and 60% among female colleagues, JR is well above the national average⁵ of 10% and 48% respectively. In terms of horizontal and vertical segregation, women are strongly represented in the administrative sector with over 60% of administrative employees. At the same time, however, they make up only 13% of the company's executive level.

The increasing internationalisation of the workforce is of growing importance for JOANNEUM RESEARCH: 14% of JOANNEUM RESEARCH's employees are of non-Austrian nationality. Compared to this overall share, this proportion is slightly higher for the scientific staff (17%) and is roughly balanced between men and women. At the company level, in addition to colleagues from Germany, those from other EU countries make up the largest group among people with non-Austrian nationality. The proportion of non-Austrian academics – both men and women – has increased in recent years, from a total of 11% (2015) to 17% (2020).

⁴ Diversitäts-Monitoring Bericht 2020 der JR (2021).

Note: Status at the time of developing the JR Gender Equality Plan 2022-2027 (version 1.0), the most current employee data is included in the annual diversity monitoring report.

⁵ Part time, part time quota 2020, Statistik Austria (2021)



2. Anchoring the JR-GEP in the company

2.1 Organisational embedding with company and employee representatives

Process of setting up the JR-GEP and the annual work plans

The establishment of the JR-GEP was preceded by the involvement of different company levels. Coordinated by the Diversity Unit, proposals for goals and measures were developed in a broad exchange via the format Ideas@JR, in the JR Diversity Team, as well as with the executive and the management level.

The overall collection of ideas, which is recorded in a comprehensive internal document, serves as input for the measures in the individual years of the JR-GEP. The *collection of ideas and suggestions is expanded continuously*, put up for discussion and, in consultation with the management and executive level (management, heads of institute, heads of staff units, heads of research groups and other people with a formal management function), used as the basis for the concrete work plans for the coming years. The JR-GEP will thus be successively expanded to include the measures planned for the respective year.

Cooperation between the business units involved

The close cooperation between the Human Resources & Diversity unit and the works council, in coordination with the management and executive level (management, heads of institute, heads of staff units, heads of research groups and other people with a formal management function), represents a central element for implementing and supporting the activities within the JR-GEP. The management level is continuously involved in the conception of the measures and decides on their release.

JR-GEP Task Force

The JR-GEP Task Force supports the effective management of the targeted implementation of the JR-GEP. The JR-GEP Task Force consists of people from the management level, from the Human Resources & Diversity unit (incl. JR-GEP programme management and scientific expert) and from the works council.

JR's Corporate Strategy 2023–2027

JOANNEUM RESEARCH's strategic corporate planning is laid down in strategic planning documents describing the content-related as well as economic planning of the company. The strategy document, which covers the medium-term content-related and economic corporate planning over an interval of five years, describes, among other things, the fundamentals of the company with its mission statement, corporate vision, fields of action, core tasks, positioning in the innovation system, strategic corporate goals and business areas, organs and corporate organisation etc.

The corporate strategy of JOANNEUM RESEARCH is based on the strategic planning document. In JOANNEUM RESEARCH's corporate strategy for the years 2023–2027, the topic of diversity and equality has been comprehensively taken into account, especially in the field of human resources action. The JR-GEP and the related discussions and collection of ideas were incorporated into the strategy process.

Resources

Budgetary resources are dedicated annually to the broad spectrum of activities on the topic of diversity and equality, including the implementation of the JR-GEP. A separate budget framework is provided for the amendment and implementation of the JR-GEP, which is supplemented by the contribution from other business units (e.g. training measures, public relations work, monitoring data).

2.2 Existing measures for general diversity monitoring

Besides the income report following the Equal Treatment Act and the evaluation of psychosocial stress at the workplace, the most important instrument is the monitoring of equality and diversity aspects. This monitoring was carried out every two years between 2016 and 2021. Since 2022, it has been carried out annually. The diversity monitoring includes the following aspects:

- employees by employment area and gender,
- management positions and committees by gender,
- employees by gender and type of contract,
- employees by gender and age,
- employees by gender and working hours,
- project management by gender,
- newly recruited employees by gender and working hours,
- employees on parental leave and part-time parental leave by gender,
- employees' income by gender,
- employees by gender and nationality,
- diploma and doctoral students by gender.

The diversity monitoring report is publicly available. The monitoring of the JR-GEP is implemented on the basis of the diversity monitoring, among other factors.



3. Objectives and measures of the JR-GEP

3.1 Overarching goals

JOANNEUM RESEARCH strives to be an attractive employer. To support this objective, the following overarching goals are formulated for the JR-GEP:

- ensuring equal opportunities for all employees and applicants,
- implementing equality, equity and inclusion at all levels,
- increasing diversity in leadership positions.

3.2 Implementation goals

The overarching goals correspond to the following implementation goals, for which, in turn, different measures are planned each year:

- opening up new perspectives for research/innovation,
- improving work-life balance,
- increasing the awareness for inclusion in all areas of JR,
- making career paths more attractive,
- targeted support regarding the careers of women as an underrepresented group,
- improving conditions to increase diversity in leadership positions,
- strengthening the prevention of gender-based discrimination,
- sustainable implementation of the JR-GEP.

3.3 Thematic areas

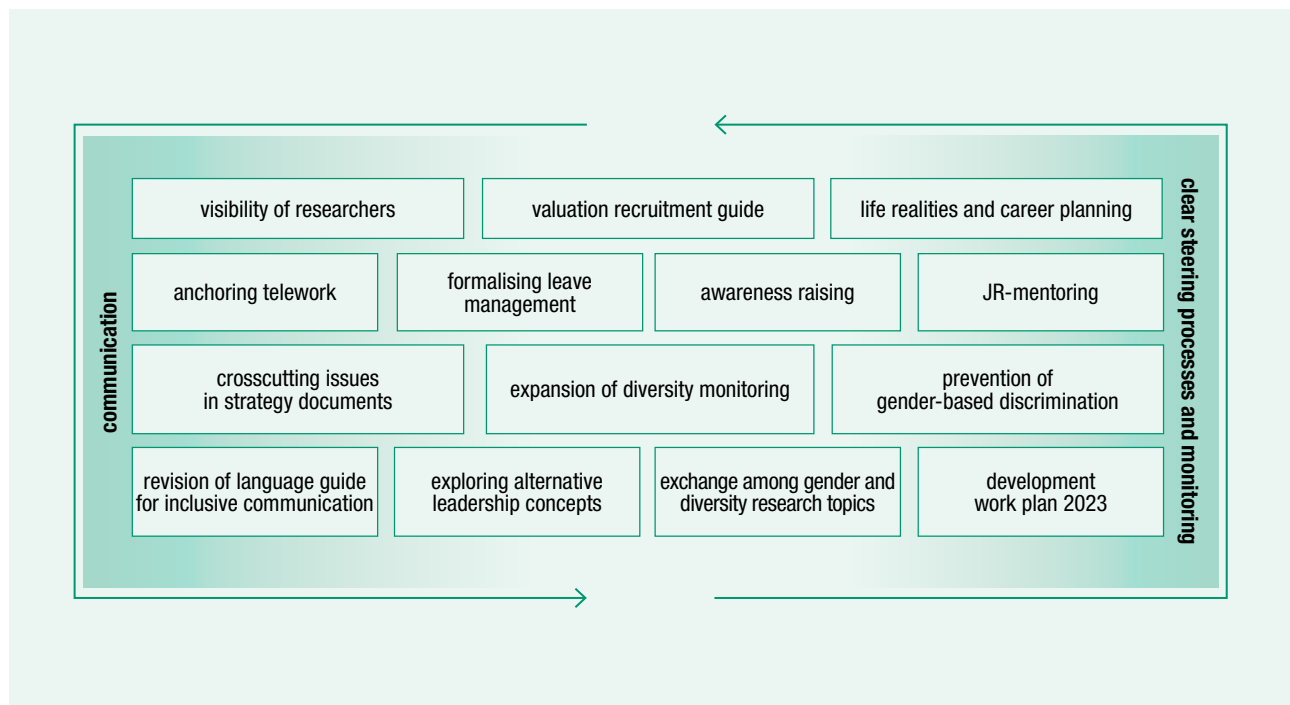
The *implementation goals* are addressed by concrete measures. In accordance with the requirements of the European Commission, the planned measures are assigned to the following thematic areas. In addition, *measures are planned for the effective implementation* of the JR-GEP.

- I. Organisational culture and work-life balance
- II. Equality in recruitment and career progression
- III. Diversity in leadership and decision-making
- IV. Integration of gender/diversity in research content
- V. Prevention of gender-specific violence and gender-based discrimination
- VI. Effective implementation of the JR-GEP

3.4 Measures of the JR-GEP

Some of the measures are only planned for implementation in the respective year; some will be implemented over the entire period of the JR-GEP until 2027, starting in 2022. After the respective year of implementation, new measures are planned on the basis of the JR-GEP monitoring and current needs, and some of the already introduced measures will be continued (see also Chapter 4).

Several measures are planned as *individual measures* with the steering process, the monitoring as well as the communication strategy represent long-term, *accompanying measures*. The illustration below outlines the measures of the first implementation year, 2022, as an example:



The responsible units named beside the planned measures are involved in its conception and coordination. The final decision on the developed measures' release lies with the management. All of JR's employees are – directly or indirectly – involved in the implementation.

I. Organisational culture and work-life balance

The planned measures listed here, which pursue the chosen implementation goals, contribute to further developing an inclusive perspective for the organisational and corporate culture, in which equal opportunities, diversity and transparency are central, as well as supporting an increase in gender and diversity awareness and improving the ability to recognise structural inequality throughout the organisation.

Implementation goal: Improving work-life balance

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2022/I.a Anchoring telework options as company agreement	HRD, BR	2022-Q2/Q3	<i>multi-annual perspective</i>	▶
2022/I.b Formalisation of leave management, design of a leave support programme (parental leave, educational leave, nursing leave, sabbatical)	HRD	from 2022-Q4	<i>multi-annual perspective</i>	▶
2023/I.a Management awareness training on the topic of leaves and re-boarding, based on the leave support programme	HRD	from 2023-Q3	<i>impact on subsequent years</i>	▶▶

Implementation goal: Increasing the awareness of inclusion in all areas of JR

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2022/I.c Offering thematic training as part of the JR training programme (e.g. unconscious bias, inclusive language, gender discrimination, intercultural cooperation, etc.) for different target groups and in different formats (virtual and/or face-to-face)	HRD	from 2022-Q3	<i>annual implementation</i>	
2022/I.d Review of equality and inclusion as cross-cutting issues in all JR strategy documents (e.g. inclusion of gender competence in the "Human Resources Management" field of action as part of the strategy process)	HRD, FOP	2022-Q2/Q3	<i>impact on subsequent years</i>	▶▶
2022/I.e Revision of the JR language guide for equal and inclusive communication, incl. the possibility of training regarding its application	CCO, HRD	2022-Q2	<i>impact on subsequent years</i>	▶▶
2022/I.f Design and implementation of an accompanying communication strategy to communicate the new and existing offers and contents on the topic of equality and diversity to the employees in the best possible way	CCO, HRD	from 2022-Q2, continual	<i>annual implementation</i>	

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2023/I.b Review and revision of the JR training catalogue for relevant seminars with regard to gender/diversity competence of the trainers as well as with regard to the integration of gender/diversity content (e.g. area „leadership and management“, presentation training; relevant gender and diversity content as cross-cutting issues, use of inclusive language etc.).	HRD	from 2023-Q1	<i>multi-annual perspective</i>	▶
2023/I.c Bilingual texts in German and English as standard for company-wide information mailings, as well as for institute-wide mailings at institutes with non-German job-related everyday language	HRD, GEF, ID, LST, BR	from 2023-Q1, continual	<i>multi-annual perspective</i>	▶
2023/I.d The JR Gender Equality Plan incl. the annually expanded work content to be made available in English	CCO, HRD	from 2023-Q1, continual	<i>annual implementation</i>	▶
2023/I.e Creation of a Content Accessibility Guideline in project reporting, on websites and on social media	CCO, HRD	from 2023-Q2	<i>impact on subsequent years</i>	▶▶
2023/I.f Creation of a JR language guide for equal and inclusive communication in English	CCO, HRD	from 2023-Q2	<i>impact on subsequent years</i>	▶▶
2024/I.a Internal campaign on the topic of appreciation and respectful collaboration in the JR	CCO, HRD	from 2024-Q2/Q3	<i>impact on subsequent years</i>	▶▶
2025/I.a Accessibility Officer: The requirements for this function in JR are clarified and implemented in accordance with further legal framework	HRD	from 2025-Q1	<i>impact on subsequent years</i>	▶▶

II. Equality in recruitment and career progression

The planned measures listed here, which pursue the selected implementation goals, help to open up clear career prospects for women and men and to motivate/enable women to take on decision-making/management positions, since previous analyses show that women in JOANNEUM RESEARCH are underrepresented in leadership positions.

Implementation goal: Making career paths more attractive

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2022/II.a Evaluation of the use of the gender-sensitive recruitment guide	HRD, FGL, ID, LST	from 2022-Q3, continual	<i>multi-annual perspective</i>	▶
2022/II.b Increased inclusion of different life realities and framework conditions in the context of employees' performance reviews in order to recognise and enable different career perspectives	All executives who conduct performance reviews	from 2022-Q3, continual	<i>multi-annual perspective</i>	▶
2023/II.a Alignment and formalisation of JR onboarding based on the existing activities of the institutes/organisational units, taking into account the specifics per institute/organisational unit	HRD, FGL, ID, LST	from 2023-Q1	<i>multi-annual perspective</i>	▶

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2023/II.b Elaboration of the inclusion of individual needs with regard to telework in the employees' performance reviews. Adaptation of the guideline for employees' performance reviews.	All executives, who conduct performance reviews	from 2023-Q3	<i>multi-annual perspective</i>	▶

Implementation goal: Targeted support for the careers of women as an underrepresented group

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2022/II.c Expansion of the JR diversity monitoring to include the aspect of gender balance among project leaders	HRD, FCO	from 2022-Q4	<i>multi-annual perspective</i>	▶
2022/II.d Preparing the JR Mentoring Programme 2023	HRD	from 2022-Q3	<i>multi-annual perspective</i>	▶
2022/II.e Continuing internal and external public relations work to increase the visibility of underrepresented groups	CCO	continuation (ongoing)	<i>annual implementation</i>	
2023/II.c New group in JR Mentoring Programme	HRD, GEF, FGL, ID, LST	from 2024-Q4	<i>impact on subsequent years</i>	▶▶
2025/II.a Conducting an analysis and developing measures for the transition between age groups, with focus on women in project management and the transition of junior scientists to higher levels“	HRD, executive level		<i>multi-annual perspective</i>	▶

III. Diversity in leadership and decision-making

The planned measures listed here, which pursue the selected implementation goal, contribute to further developing the leadership culture to make leadership more attractive for underrepresented groups and to support gender balance in leadership and decision-making.

Implementation goal: Improving conditions to improve diversity in leadership positions

Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2022/III.a Exploring alternative leadership concepts and identifying best practice examples as a basis for a research-based discussion on possible further development for JR requirements and consideration for applicability	HRD, executive level	from 2022-Q3	<i>impact on subsequent years</i>	▶▶
2023/III.a Start reflection and further development of leadership culture at JR; reflecting on current structures, roles and functions at all levels and developing possible concepts for more diversity in leadership responsibilities that fit different circumstances	HRD, executive level	from 2023-Q1	<i>multi-annual perspective</i>	▶
2024/III.a Continuation of Leadership@JR, implementation of the measures resulting from the 2023 reflection process (including adaptation of the JR Mentoring Programme design as a supporting instrument)	HRD, executive level	from 2024-Q1	<i>multi-annual perspective</i>	▶
2025/III.a Realisation of further analytical and operational measures for the implementation of Leadership@JR (structured presentation of current models, provision of information on models and leadership requirements, analysis of appointments)	HRD, executive level	from 2025-Q2	<i>multi-annual perspective</i>	▶

VI. Effective implementation of the JR-GEP

The planned measures listed here, which pursue the selected implementation goal, help to ensure the appropriate resources for a successful and sustainable implementation of the JR-GEP.

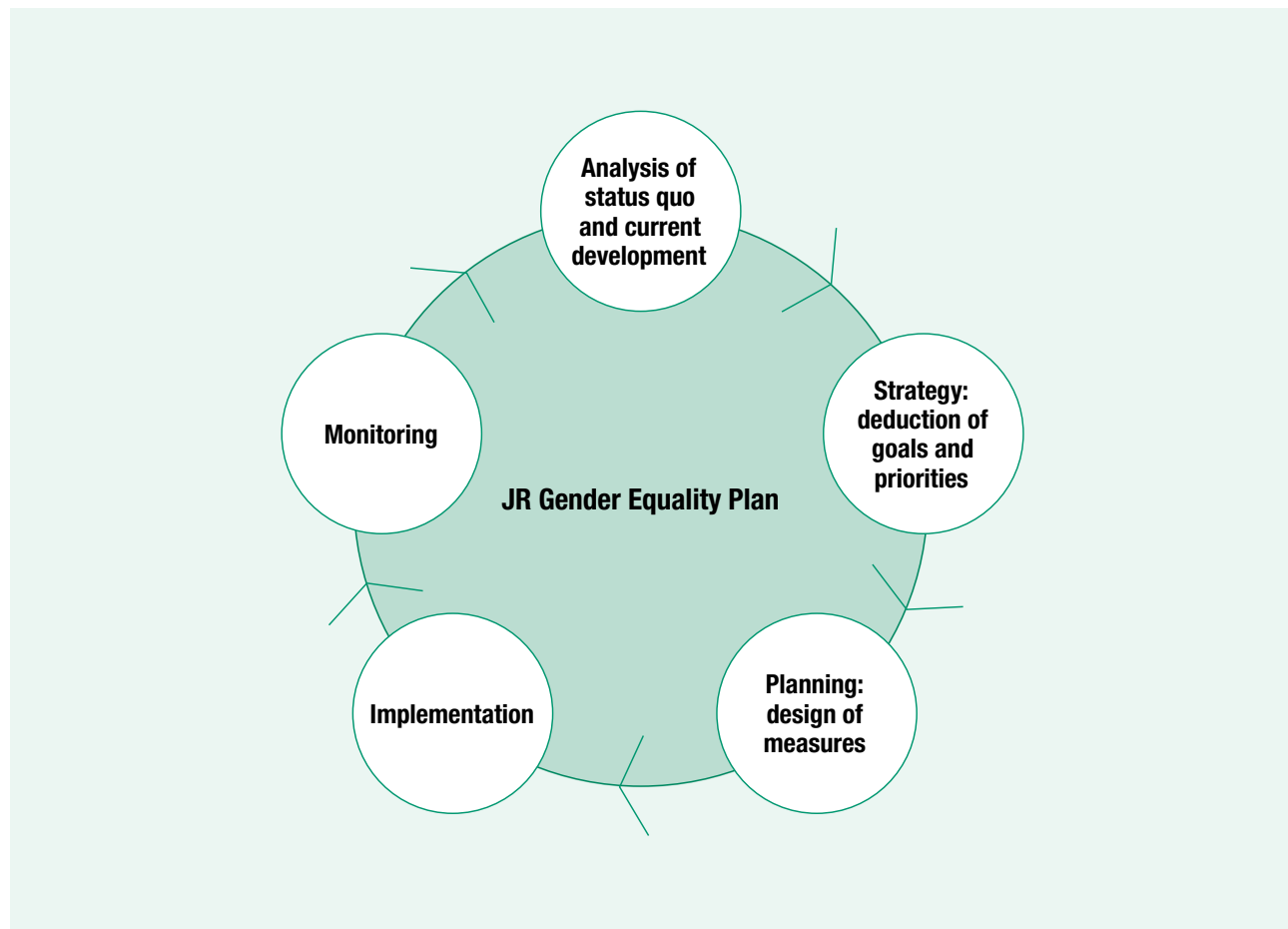
Implementation goal: Sustainable implementation of the JR-GEP				
Measures	Responsible unit(s)	planned implementation	implementation/ impact	
2022/VI.a Establishment of clear processes and structures for steering and implementation, establishment of a JR-GEP Task Force	HRD	2022-Q2	<i>impact on subsequent years</i>	▶
2022/VI.b Design and implementation of monitoring and selection of suitable indicators; with reference to existing monitoring (diversity monitoring) and other reporting (timing)	HRD, FCO	from 2022-Q2	<i>annual implementation</i>	
2022/VI.c Development of the work plan for the respective next year	HRD, ID, JR-GEP Task Force	from 2022-Q4	<i>annual implementation</i>	
2023/VI.a Formulation of diversity activities (responsibilities and processes)	HRD	from 2023-Q1	<i>impact on subsequent years</i>	▶
2023/VI.b Implementation of JR-GEP monitoring	HRD	2023-Q1/Q2	<i>annual implementation</i>	

4. Amendments of the JR-GEP in the coming years

Towards the end of the respective year, the procedure for the next year is planned on the basis of the monitoring, implementation status, current developments and current needs as well as the ideas and feedback submitted, and a new work plan with relevant measures is prepared for the JR-GEP to be expanded. The measures to be implemented are proposed, adjusted and specified in cooperation between the JR-GEP programme management and the JR-GEP Task Force in consultation with the management and executive level for the respective upcoming implementation period, whereby the final decision on the measures' release lies with the management. Subsequently, the JR-GEP document is expanded and/or adapted accordingly. The JR-GEP is thus a living document that can and should be continuously amended according to current requirements.

In addition to the measures that are to accompany the entire implementation period of the JR-GEP (e.g. communication measures, steering and monitoring processes, raising awareness through training), other measures are to be newly planned, to be continued in their implementation for the following years or to be supplemented by other, new measures. The realisation of the measures' implementation is determined on the basis of the monitoring, current requirements, new ideas and the ongoing implementation of successful measures in consultation with the involved units.

Annual phases of development and revision of the JR-GEP



5. Glossary

	German	English
BR	Betriebsrat	Works council
CCO	Abteilung Corporate Communications	Corporate Communications Unit
FCO	Abteilung Finanzen & Controlling	Finance & Controlling Unit
FEMtech	Initiative des Bundesministerium für Klimaschutz, Umwelt, Energie, Mobilität, Innovation und Technologie (BMK) für Frauen in Forschung und Technologie	Initiative of the Federal Ministry for Climate Protection, Environment, Energy, Mobility, Innovation and Technology (BMK) for women in research and technology
FGL	Forschungsgruppenleiter*in	Head of Research Group
FOP	Abteilung Forschungsprogramme und -koodination	Research Programmes and Coordination Unit
GEF	Geschäftsführung	Management (CEO)
HRD	Abteilung Human Resources & Diversity	Human Resources & Diversity Unit
ID	Institutsdirektor*in	Head of Institute
JR-GEP	JR Gender Equality Plan	JR Gender Equality Plan
LST	Leiter*in Stabsfunktion	Head of Staff Unit
STEM	Mathematik, Informatik, Naturwissenschaft, Technik	Science, Technology, Engineering and Mathematics

