

**Continuation of Equality Plan of the Leibniz Institute for Plasma Science and Technology ( )**  
**of the Leibniz Institute for Plasma Science and Technology e. V. ,**  
**valid from 1 January 2024 to 31 December 2027**

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## I. Preamble

This equality plan of the Leibniz Institute for Plasma Science and Technology e.V. (INP) sets out principles, objectives and measures that are intended to promote and ensure equality between women and men in the everyday work of the institute and in research.

The focus is particularly on eliminating and preventing gender-specific discrimination, ensuring equal representation at all qualification and employment levels, and improving the work-life balance for INP employees. The different life situations and interests of women and men should be taken into account from the outset and on a regular basis in all matters concerning the INP.

The issues of equal opportunities, family friendliness and the compatibility of family and career are an integral part of the INP's corporate culture. It is the responsibility of all INP employees to live and uphold these values. Managers at our institute also have a special obligation to actively support the achievement of the goals of the equality plan and the work of the equal opportunities officers.

The INP's mission statement states: *"The Leibniz Institute for Plasma Science and Technology e.V. is actively committed to equality between women and men and creates family-friendly working conditions. It guarantees equal opportunities and freedom from discrimination at all institute-specific organisational levels."*

The INP actively promotes the constitutional and legal requirement for equality between women and men in the workplace in accordance with Article 3(2) of the Basic Law (GG). Based on the recommendation of the Joint Science Conference (GWK), a formal commitment is to be made with regard to the promotion of women in science in the non-university sector. The INP is making this commitment with the agreement on equal opportunities for women and men. The equality plan is being developed on the basis of this agreement.

The equality plan serves as the basis for sustainable, innovative and goal-oriented strategies for gender equality in the workplace. The focus of activities is on promoting the compatibility of family and career as well as the appointment of women to management positions.

The equality plan is drawn up every four years by the institute's management and the equal opportunities officer and is valid for the years 2024–2027 in the current edition. After two years, it will be determined whether and to what extent the goals of the current equality plan have been achieved and whether they still appear appropriate in their current form. If necessary, new goals and measures will be developed.

## II. Inventory (actual analysis)

According to data collected on 30 June 2023, the gender-specific employment situation at our institute is as shown in the following tables. As the institute is financed proportionally by the federal and state governments, and a significant portion of the research budget is obtained through competitive bidding from government research programmes, private foundations and industry, the survey also takes into account temporary employees in particular. The overview section in Table 1 and Diagram 1 shows the development since 2013.

Table 1: Development of the number of employees\*/proportion of women at the INP (entire institute) since 2013.

| INP Total   | Number – total employees | of which women | Proportion of women | Fixed-term employees, total | Proportion of fixed-term employees: | of which women | Proportion of women in fixed-term employment: |
|-------------|--------------------------|----------------|---------------------|-----------------------------|-------------------------------------|----------------|---|
| <b>2023</b> | 206                      | 76             | 36.9                | 126                         | 61.2                                | 48             | 38.1  |
| <b>2022</b> | 213                      | 86             | 40.4                | 135                         | 63.4                                | 59             | 43.7  |
| <b>2021</b> | 212                      | 84             | 39.6                | 129                         | 60.8                                | 54             | 41.9  |
| <b>2020</b> | 195                      | 84             | 43.1                | 115                         | 59.0                                | 55             | 47.8  |
| <b>2019</b> | 186                      | 74             | 39.8                | 105                         | 56.5                                | 43             | 41.0  |
| <b>2018</b> | 206                      | 87             | 42.2                | 127                         | 61.7                                | 61             | 48.0  |
| <b>2017</b> | 169                      | 66             | 39.1                | 89                          | 52.7                                | 38             | 42.7  |
| <b>2016</b> | 160                      | 61             | 38.1                | 105                         | 65.6                                | 43             | 41.0  |
| <b>2015</b> | 185                      | 64             | 34.6                | 134                         | 72.4                                | 50             | 37.3  |
| <b>2014</b> | 195                      | 65             | 33.3                | 148                         | 75.9                                | 53             | 35.8  |
| <b>2013</b> | 176                      | 64             | 36.4                | 128                         | 72.7                                | 52             | 40.6  |

\* excluding guests

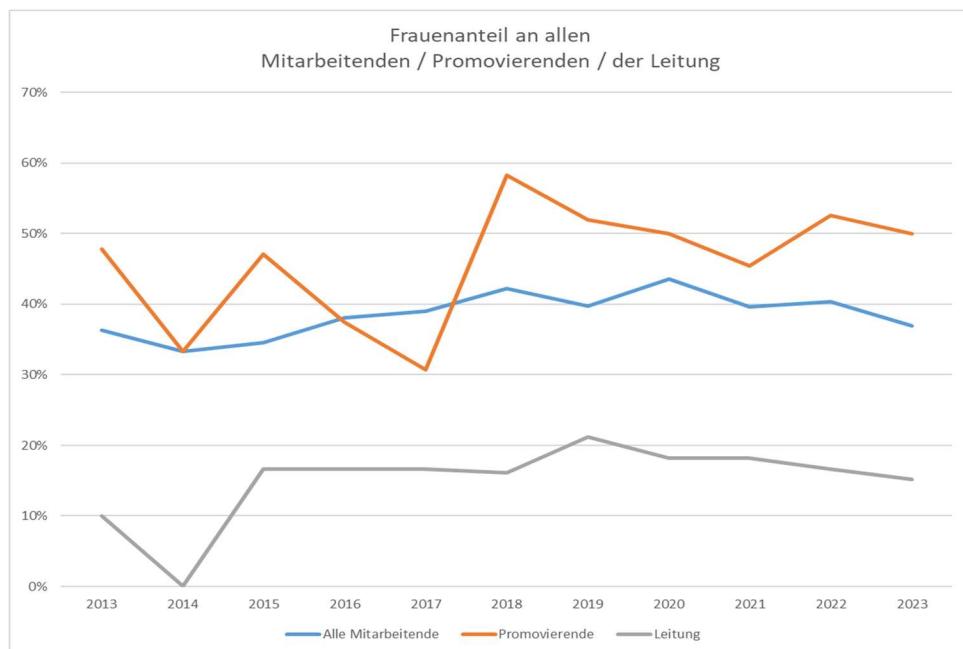


Diagram 1: Development of the proportion of women employed at INP Greifswald from 2013 to 2023.

The INP is a member of the collective agreement for the federal states (TV-L) and classifies its employees in pay groups from E1 to E15Ü. In addition, professors are currently classified in pay grades W3 and W2.

The overall employment structure at the INP in the TV-L pay grades is shown in Table 2. Pay grades E1 to E3 are not shown, as the INP does not employ any staff in these categories.

Table 2 compares the current composition as of 30 June 2023 with that of four years ago on 30 June 2019 in order to track developments since the previous equality plan and to enable a comparison between the analyses of the current equality plan and previous reports.

Table 2: Overview of employee structure.

| Remuneration group/status (TV-L)    | Percentage of women         |                           |
|-------------------------------------|-----------------------------|---------------------------|
|                                     | Reference date 30 June 2023 | 4 years ago: 30 June 2019 |
| <b>W3/AT</b>                        | 0                           | 0.0                       |
| <b>W2/AT</b>                        | 0.0                         | 0.0                       |
| <b>E15 Ü</b>                        | 0.0                         |                           |
| <b>E 15</b>                         | 25.0                        | 0.0                       |
| <b>E 14</b>                         | 8.3                         | 20.0                      |
| <b>E 13</b>                         | 42.5                        | 44.1                      |
| <b>of which doctoral candidates</b> | 50.0                        | 52.0                      |
| <b>E 12</b>                         | 0                           | 0.0                       |
| <b>E 11</b>                         | 22.2                        | 12.5                      |
| <b>E 10</b>                         | 28.6                        | 57.1                      |
| <b>E 9</b>                          | 62.5                        | 59.1                      |
| <b>E 8</b>                          | 100.0                       | 50.0                      |
| <b>E 7</b>                          | 0.0                         | 0.0                       |
| <b>E 6</b>                          | 100.0                       | 100.0                     |
| <b>E 5</b>                          | 0.0                         | 0.0                       |
| <b>E 4</b>                          |                             | 100.0                     |
| <b>Trainees</b>                     | 0.0                         | 0.0                       |
| <b>Scientific HK</b>                | 10.0                        | 20.0                      |
| <b>Student HK</b>                   | 33.3                        | 46.2                      |

A detailed overview of the employment structure in research and ancillary staff can be found in Tables 3 to 6.

Table 3 focuses on the structure of management and leadership positions at the INP. The remuneration groups are not included here, as management functions in the scientific and ancillary areas are not associated with the same remuneration or salary group.

*Table 3: Employees in management/leadership positions: to avoid double counting (\*), individuals are only assigned to their highest remuneration group or management level. Deputies are considered separately.*

| Management functions                                  | Percentage of women         |                           |
|---|-----------------------------|---------------------------|
|   | Reference date 30 June 2023 | 4 years ago: 30 June 2019 |
| Chair of Board of Directors                           | 0                           | 0                         |
| Board of Directors                                    | 0                           | 33.3                      |
| Administrative management                             |                             |                           |
| Chiefs of specialized areas                           | 20.0                        | 20.0                      |
| Research area management                              | 0                           | 0                         |
| Research Programmes management                        | 16.7                        | 16.7                      |
| Departmental and group management                     | 11.1                        | 11.1                      |
| Deputy department/group management                    | 37.5                        | 28.6                      |
| Junior group management                               | 33.3                        | 42.9                      |
| <b>Total management function (excluding deputies)</b> | <b>15.2</b>                 | <b>21.2</b>               |
| Total management positions (including deputies)       | 19.5                        | 22.5                      |
| <b>Project managers</b>                               | <b>28.1</b>                 | <b>23.1</b>               |
| Project management                                    | 23.8                        | 16.7                      |
| Project officers                                      | 37.5                        | 37.5                      |

The employment structure in the scientific field is shown in detail in Table 4. The employment figures show all scientific employees, including those in management positions. The pay and salary grades range from W3 professor to E13, as well as non-tariff auxiliary positions.

*Table 4: Employees in research, including management, by pay grade.*

| Remuneration group/status, TV-L   | Percentage of women         |                           |
|-----------------------------------|-----------------------------|---------------------------|
|                                   | Reference date 30 June 2023 | 4 years ago: 30 June 2019 |
| <b>W3/AT</b>                      | 0                           | 0                         |
| <b>W2/AT</b>                      | 0                           | 0                         |
| <b>E 15</b>                       | 0                           | 0                         |
| <b>E 14</b>                       | 25.0                        | 0                         |
| <b>E 13</b>                       | 11.1                        | 21.4                      |
| <b>of which doctoral students</b> | 41.0                        | 42.1                      |
| <b>Scientific HK</b>              | 50.0                        | 52.0                      |
| <b>Student HK</b>                 | 10.0                        | 20.0                      |

Table 5 breaks down the employment structure of ancillary staff. This includes scientific support and administrative areas. Employees are divided into pay grades E 15 (Ü) to E 4 as of the current reporting date. In addition, there are trainee positions and non-tariff auxiliary positions.

Table 5: Ancillary staff, including management, by pay grade.

| Remuneration group/status, TV-L  | Percentage of women         |                           |
|----------------------------------|-----------------------------|---------------------------|
|                                  | Reference date 30 June 2023 | 4 years ago: 30 June 2019 |
| <b>E 15 (Ü)</b>                  | 0                           | 0                         |
| <b>E 14</b>                      | 0                           | 0                         |
| <b>E 13</b>                      | 57.9                        | 87.5                      |
| <b>E 12</b>                      | 0                           | 0                         |
| <b>E 11</b>                      | 22.2                        | 12.5                      |
| <b>E 10</b>                      | 28.6                        | 57.1                      |
| <b>E 9</b>                       | 62.5                        | 59.1                      |
| <b>E 8</b>                       | 100                         | 50.0                      |
| <b>E 7</b>                       | 0                           | 0                         |
| <b>E 6</b>                       | 100                         | 100                       |
| <b>E 5</b>                       | 0                           | 0                         |
| <b>E 4</b>                       | 100                         | 100                       |
| <b>Trainees</b>                  | 0                           | 0                         |
| <b>Students and technical HK</b> | 33.3                        | 100                       |

Part-time employees at the INP are found in the areas of scientific staff and ancillary personnel. Table 6 also shows part-time employment relationships that are close to full-time.

Table 6: Total number of employees and part-time employees by area, all pay grades and proportion of women.

| Status                      | Percentage of women         |                           |
|-----------------------------|-----------------------------|---------------------------|
|                             | Reference date 30 June 2023 | 4 years ago: 30 June 2019 |
| <b>Employees</b>            | <b>36.9</b>                 | <b>40.4</b>               |
| of which part-time          | 36.2                        | 31.6                      |
| Employed close to full-time | 77.8                        | 75.0                      |
| <b>Scientific employees</b> | <b>33.3</b>                 | <b>33.6</b>               |
| of which part-time          | 31.8                        | 45.3                      |
| Employed close to full-time | 100                         | 0                         |
| <b>Auxiliary staff</b>      | <b>42.9</b>                 | <b>51.6</b>               |
| of which part-time          | 53.6                        | 81.3                      |
| Employed close to full-time | 75.0                        | 100                       |

In addition, the equality plan includes the fluctuation rate resulting from new hires and staff departures for the year in question. Data for 2018 to 2023 is currently available for the INP. Tables 7 and 8 below show the overall data in comparison to the proportion of women. Table 7 shows the pure annual values for fluctuation. Pay grades that did not have any calculated fluctuation for the year in question were left blank. Table 8 looks and compares at longer

periods: 2018 and 2019 from the previous equality plan and 2020 to 2023 for the current equality plan, as well as the average fluctuation rate for the period observed since 2018.

Table 7: Fluctuation rates on an annual basis and the proportion of women

| Remuneration group/status, TV-L East | 2020  |                | 2021  |                | 2022  |                | 2023 (Q1/2) |                |
|--------------------------------------|-------|----------------|-------|----------------|-------|----------------|-------------|----------------|
|                                      | Total | of which women | Total | of which women | Total | of which women | Total       | of which women |
| <b>E 14</b>                          | 0     | 0              | 0     | 0              | 23    | 33             |             |                |
| <b>E 13</b>                          | 16    | 15             | 15    | 17             | 11    | 13             | 4           | 4              |
| of which Doctoral candidates         | 15    | 18             | 17    | 17             | 9     | 9              | 5           | 10             |
| <b>E 12</b>                          |       |                | 50    |                | 0     |                | 33          |                |
| <b>E 11</b>                          | 11    | 0              |       |                | 22    | 0              | 0           | 0              |
| <b>E 10</b>                          |       |                | 0     | 0              | 29    | 33             | 0%          | 0%             |
| <b>E 9</b>                           | 9     | 8              | 4     | 0              | 5     | 10             | 0           | 0              |
| <b>E 8</b>                           | 50    | 0              | 0     | 0              | 25    | 0              | 25          | 33             |
| <b>E 7</b>                           |       |                | 25    | 0              | 25    |                | 50          |                |
| <b>E 6</b>                           |       |                |       |                | 0     | 0              | 25          | 25             |

Table 8: Comparison of average fluctuation rates: previous observation period 2018/2019, current observation period from 2020 to Q2/2023 and for the entire period since counting began in 2018.

| Remuneration group/status, TV-L Ost | 2018/2019 |                | 2020-2023 |                | Average turnover rate |                |
|-------------------------------------|-----------|----------------|-----------|----------------|-----------------------|----------------|
|                                     | Total     | of which women | Total     | of which women | Total                 | of which women |
| <b>E 14</b>                         | 14        | 11             | 5.8       | 8.3            | 12.9                  | 13.3           |
| <b>E 13</b>                         | 11        | 8              | 11.5      | 12.2           | 13.6                  | 12.9           |
| of which Doctoral candidates        | 5         | 5              | 11.6      | 13.4           | 10.3                  | 10.1           |
| <b>E 12</b>                         | 0         | 0              | 20.8      |                | 10.0                  |                |
| <b>E 11</b>                         | 9         | 22             | 11.1      | 0              | 15.2                  | 16.7           |
| <b>E 10</b>                         | 5         | 0              | 7.1       | 8.3            | 8.6                   | 6.7            |
| <b>E 9</b>                          | 8         | 8              | 4.5       | 4.4            | 8.3                   | 8.2            |
| <b>E 8</b>                          | 13        | 11             | 25.0      | 8.3            | 23.0                  | 6.7            |
| <b>E 7</b>                          | 0         | 0              | 25.0      | 0              | 10.0                  | 0              |
| <b>E 6</b>                          | 4         | 6              | 6.3       | 6.3            | 2.5                   | 3.3            |

### III. Evaluation including fluctuation analysis

As of 30 June 2023, 206 employees (excluding guests) work at INP, 36.9 per cent of whom are women (2019: 186 employees, 39.8 per cent women). The highest percentage of women employed at INP was 43.1 per cent in 2020.

The current percentage of women in the total number of employees has decreased by 2.9 percentage points since the 2019 reporting date, and the gap to the peak is 6.2 per cent (see Table 1).

According to the data presented in the analysis section, women continue to be significantly underrepresented in management positions and in higher pay grades (Tables 2 and 3). The underrepresentation begins in *pay grade E 14*, where the proportion of women is currently 8% (2019: 20%), which is another significant reduction in this area compared to previous years. In *pay grade E 15*, the proportion of women has risen to 25% (2019: 0%). All professorships are currently held by men (two *W3* and three *W2 professorships* in cooperation with the University of Rostock and the University of Greifswald).

#### Proportion of women in the scientific field

In 2023, 62.6 per cent of the total workforce at the INP will be employed in the scientific field (2019: 65.6 per cent). Among scientific employees (excluding assistants and technical staff, Table 4), the proportion of women in 2023 will total 33.3 per cent (2019: 33.6 per cent). The proportion of women has been maintained at the same level.

The proportion of women in *pay grade E 13* has fallen slightly. However, this figure combines doctoral students and scientific staff. The proportion of female doctoral students has fallen by 2 percentage points over the comparison period (2023: 50 per cent, 2019: 52 per cent).

Adjusted for doctoral candidates, the proportion of women among scientists in *pay grade E 13* rose slightly by just under 3 percentage points (2023: 27.7 per cent; 2019: 25 per cent).

In *pay grade E 14*, the proportion of women fell from 21.4 per cent in 2019 to 11 per cent as of the reference date in 2023.

In contrast, the proportion of women in *pay grade E 15* has risen from 0 per cent to 25 per cent. In *pay grades W2/W3*, the proportion of women remains at 0 per cent.

#### Ancillary staff: employees in scientific laboratories, administration/infrastructure and support staff

Auxiliary staff are employees in the scientific support sector who work as scientific and technical staff in laboratories or in administration. As of the reporting date in 2023, 37.4 per cent of employees work in this sector. The proportion of women here is 42.9 per cent, which is 8.7 percentage points lower than the 51.6 per cent recorded on the reference date in 2019. This sector includes *pay grades E 5* to *E 15*. Most people are in *pay grade E 13* (proportion of women in 2023: 57.9%, 2019: 87.5%), followed by *E 9* and *E 11* (Table 5).

#### Proportion of women in management positions

The INP aims to gradually and sustainably increase the proportion of female specialists and managers. To avoid double counting, individuals are only assigned to their highest pay grade or management level. Deputies are considered separately.

As of 30 June 2023, 16 per cent of the INP's 206 employees were employed in management positions ( ) (2019: 16 per cent, excluding project and laboratory managers and deputies; Table 3).

Since 2019, the proportion of women in management positions has fallen from 21 per cent to 15 per cent in 2023. Men continue to clearly predominate among employees with management responsibilities.

One possible entry point into management at INP is the position of project manager. This

level is divided into project officers and project managers. Employees at this level supervise third-party funded and industrial projects. Of the total workforce, 27.7 per cent are assigned to this level. The proportion of women in this area has risen slightly and now stands at 28.1 per cent (2019: 23.1 per cent), while the proportion of women among project officers has remained the same at 37.5 per cent (2019: 37.5 per cent). There has also been a slight increase among project managers to 23.8 per cent (2019: 16.7 per cent).

### Fixed-term contracts

Just under two-thirds of positions (2023: 61.2%; 2019: 56.5%) at the INP are fixed-term. Women account for 38.1 per cent of fixed-term positions (2019: 41%; Table 1). Overall, fewer women are employed on a fixed-term basis, although the overall proportion of fixed-term employment contracts has increased.

It should be noted that the figures also include doctoral candidates (2023: 10.7% of the total workforce, 2019: 13.4%), whose employment contracts extend over a period of three to five years until they have successfully completed their doctoral theses.

### Part-time employment

As of 30 June 2023, 45.6 per cent of the Institute's employees work part-time (2019: 37.1 per cent, Table 6), of which 32 per cent are part-time positions among scientific staff and 13.6 per cent among ancillary staff. Compared to the 2019 reporting date, the proportion of part-time employees has thus increased overall as of the 2023 reporting date.

Looking at the **scientific sector** alone, the proportion of part-time employees compared to all scientific employees at the INP is 51.2 per cent (2019: 43.4 per cent). The proportion of women among part-time employees in the scientific sector is 31.8 per cent (2019: 45.3 per cent), which means it has decreased compared to the reference date. Similar to fixed-term employment contracts, it should be noted that the figures also include doctoral students (2023: 10.7 per cent of the total workforce, 2019: 13.4 per cent), whose employment contracts are regularly part-time at 65 per cent until they have successfully completed their doctoral thesis and obtained their doctorate.

The next largest group of part-time employees is found in the area of **ancillary staff**. The proportion is currently 36.4 per cent (2019: 25 per cent). The proportion of women is 53.6 per cent (2019: 81.3 per cent) and has fallen by 27.7 per cent at the time of comparison.

### Job advertisements and applicant situation

The number of job advertisements remained the same in 2023 compared to 2019 (2023: and 2019: 23 job advertisements). Accordingly, the number of applications received in 2023 is only slightly higher than in 2019 (2023: 259, 2019: 224). The overall proportion of female applicants was 28.6 per cent on the reporting date in 2023, a decrease of 5.8 per cent (2019: 34.4 per cent).

The proportion of female scientists applying is roughly on a par with applicants for administrative or scientific support positions (2019: 51% of applications with a scientific background; 2016: 53%).

### Fluctuation analysis:

Reliable data on the turnover rate is available for the period from 2018 to 2023. We can therefore currently report on a period of five years. The average turnover rate for 2022 in

Germany across all sectors of the economy is 33.2 per cent<sup>1</sup>. For the public administration sector alone, the average turnover rate (in 2021) is 14.3 per cent<sup>2</sup>.

Staff arrivals and departures were recorded at the INP for pay grades *E14* to *E6*. Project-related turnover is naturally rather high in a scientific institution. The INP handles around 50 to 70 individual projects per year. Annual fluctuation rates vary between 0 and 50 per cent, with average values between 0 and 25 per cent. There is a slight upward trend in fluctuation between 2018/19 and 2020-23. No differences in overall fluctuation can be observed in relation to the proportion of women. As expected, the proportion of people changing jobs in scientific positions classified in *pay grade E13* is high compared to other pay grades and positions.

### Target achievement and conclusion of the actual analysis

The individual INP target quotas for 2025 were already decided by the Executive Board in consultation with the Board of Trustees in November 2019, in accordance with the recommendations of the Leibniz Association (based on the cascade model, see Table 9).

Table 9: Quotas according to the cascade model and the recommendations of the Leibniz Association until 2025.

|  | Proportion of women in 2019* | 2020             |                 | 2025             |                   |
|--|------------------------------|------------------|-----------------|------------------|-------------------|
|  |                              | Calculated quota | Guideline quota | Calculated quota | Orientation ratio |
| <b>By pay grade</b>                                      |                              |                  |                 |                  |                   |
| Group 5: W3/C4   | 0                            |                  |                 |                  |                   |
| Group 4: W2/C3   | 0                            |                  |                 |                  |                   |
| Group 3: E15/E15Ü/W1                                     | 0                            |                  |                 |                  |                   |
| Group 2: E14   | 20                           | N/A              | 25              | 32.5             | <b>35</b>         |
| Group 1: E12/E13   | 46.4                         | N/A              | 50              | N/A              | <b>50</b>         |
| <b>By management level</b>                               |                              |                  |                 |                  |                   |
| 1st level: Institute management                          | 25                           | N/A              | 25              | N/A              | <b>25</b>         |
| 2nd level: Departmental management                       | 11.1                         |                  |                 |                  | <b>33</b>         |
| 3rd level: Heads of research/junior staff/working groups | 42.9%                        |                  |                 | 58.2             | <b>50</b>         |

\* Reporting date: 30 June 2019

<sup>1</sup> Iwd, press release dated 3 November 2023; link: <https://www.iwd.de/artikel/fluktuation-starke-wirtschaft-fuehrt-zu-meरjobwechseln-401583/>

<sup>2</sup> Haufe, press release dated 15 August 2022; link: [https://www.haufe.de/personal/hr-management/fluktuation-wechselbereitschaft-der-arbeitnehmer-steigt\\_80\\_193940.html](https://www.haufe.de/personal/hr-management/fluktuation-wechselbereitschaft-der-arbeitnehmer-steigt_80_193940.html)

Tables 10 to 12 below show a detailed comparison of the agreed target quotas for 2025 with the quotas currently achieved as of 30 June 2023.

The proportion of women among *doctoral candidates* remained **at a high level**. In *pay grade E 15*, the proportion of women increased **to 25 per cent**. The target proportion of women in *pay grades E13 and E14* for academic staff has **not** yet been achieved.

*Table 10: Targets and quotas achieved, comparison for the sub-area of the agreed target quotas for 2020-2025 for pay grades E13 to E15.*

| Pay grade/status         | Agreed target quotas for 2020-2025 | Quotas achieved in 2023 |
|--------------------------|------------------------------------|-------------------------|
| Female doctoral students | 50 %                               | 50 %                    |
| E 13                     | 45 %                               | 43 %                    |
| E 14                     | 32 %                               | 8 %                     |
| E 15 / W 2 / W 3         | <i>No agreement</i>                | 25 %                    |

The planned increases in *pay grades E11 and E12* have **not** yet been **achieved**. The proportion of women in *pay grade E11* has risen to 22 per cent, but has not yet reached the agreed target. There has also been no change in *pay grade E12*: no women are employed in this pay grade.

*Table 11: Targets and quotas achieved, comparison for the sub-area of the agreed target quotas for 2020-2025 for pay grades E11 and E12.*

| Pay grade/status | Agreed target quotas for 2020-2025 | Quotas achieved in 2023 |
|------------------|------------------------------------|-------------------------|
| E 12             | 50 %                               | 0                       |
| E 11             | 36 %                               | 22 %                    |

The increase in the overall proportion of women in *management positions or positions of responsibility* has **not** yet been **achieved**. The agreed quota is 30 per cent, and the current figure is 15 per cent.

In *deputy positions*, the agreed increase to 33 per cent has been **achieved and exceeded**. It currently stands at 37 per cent.

In 2023, 57 people held *project management positions* or were *project officers*. The overall proportion of women in *project management* and *project officer* positions is 28 per cent. The proportion of women in *project management positions* was to increase to 25 per cent, which was **narrowly achieved**.

The proportion of women among *project officers* was to be increased to 50 per cent. However, the proportion of women remains unchanged at 37 per cent, meaning that this target was also **not** achieved.

*Table 12: Targets and achieved quotas, comparison for the sub-area of the agreed target quotas for 2020-2025 for management positions at the INP.*

| Remuneration group/status | Agreed target quotas for 2020-2025 | Quotas achieved in 2023 |
|---------------------------|------------------------------------|-------------------------|
| Management function total | 30 %                               | 15 %                    |
| Deputies                  | 33 %                               | 37 %                    |
| Project management        | 25 %                               | 24 %                    |
| Project officers          | 50 %                               | 38 %                    |

In the event of staff reductions due to turnover or retirement in the above-mentioned areas and in the pay grades in which parity has already been achieved, the proportion of women achieved to date should not be fallen below. This could **not** be **maintained**. However, in view of the last few months after the cut-off date on which this report is based, personnel decisions have been made that have increased the proportion of women in management positions.

The goal of *promoting habilitation projects* for interested female scientists at the post-doc stage was also **not** achieved. At least one habilitation project by suitable female scientists should have been started by 30 June 2023. Discussions with suitable candidates are continuing and the Executive Board continues to encourage female scientists to pursue this career path.

*Increasing the proportion of women in the INP's decision-making bodies*, insofar as the INP can influence this, was also an important task and goal of the expiring equality plan and has been **achieved**: the *Board of Trustees* currently has a 33 per cent female representation. Three out of ten positions on the *Scientific Advisory Board* have been filled by women, corresponding to a female representation of 43 per cent. One in ten positions on the *General Assembly* is held by a woman (2023: 10%).

**CONCLUSION:** The evaluation shows a mixed picture. The overall proportion of women at the institute fluctuates around 40 per cent, but this is not yet reflected in the composition of management positions. The continuing high proportion of women among doctoral students is very encouraging. Opportunities for entry into management positions are already being utilised, but could certainly be exploited more intensively. Further training for management in equal opportunities and how to make them visible remains an important task for the next four years.

## IV. Setting targets for the next four years 2024–2027 and measures to achieve the targets

### Objectives

Within the framework of its equality policy, the primary objectives of the Leibniz Institute for Plasma Science and Technology e.V. include

#### Increasing the proportion of women in pay grades E13 and E14 for scientific staff

As a target for the continuation of the equality plan, the Executive Board agreed in November 2019, after consultation with the Equal Opportunities Officer and the Board of Trustees and in accordance with the recommendations of the Leibniz Association, on the following quotas to be achieved by 30 June 2025 (see Table 9):

- Female doctoral students: Parity to be maintained
- Pay grade E 13: from currently 43% to 45%,
- Pay grade E 14: from currently 8% to 35%.

#### Increase in the proportion of women in pay grades E11 and E12

Based on the analysis of the current situation, the INP has derived the objective, in addition to the recommendations of the Leibniz Association, that the proportion of women in *pay grades E10 to E12* must also be increased. The following quotas are to be achieved by 30 June 2025:

- Pay grade E 11: from currently 17% to 36%,
- Pay grade E 12: from currently 0% to 50%.

#### Increasing the proportion of women in management positions

In accordance with the recommendations of the Leibniz Association, the INP has set itself the following target quotas for filling management positions:

- Management position: from currently 15% to 33%
- Deputy: from currently 37% to 40%
- Project management: from currently 19% to 25%
- Project officers: from currently 46% to 50%

In view of the fluctuation analysis, a few new appointments to management positions can be expected in the next four years. Specifically, around 20 per cent of positions in *pay grade E14* will need to be filled due to fluctuation, while the forecast for *pay grade E13* is around 15 per cent.

Depending on the chosen retirement age, pension-related turnover will affect around 5% of the total workforce by 2027, with the majority of male employees retiring. Around 26% of the predicted retirements will affect female employees. This extends across almost all *pay grades* from *E15* to *E5* and some management positions.

At least 30 per cent of vacancies in this context will be filled by women. In addition, new professorships will be created in cooperation with universities and colleges, which will provide further career opportunities for qualified female candidates.

In the event of staff reductions in the above-mentioned areas and in pay grades where parity has already been achieved, the proportion of women should not fall below the level achieved to date.

The target quotas are planned until 2025 in accordance with the recommendations of the Leibniz Association and were already decided in November 2019 (Table 9). Therefore, at the end of 2025, there will be a statistical update of the equality plan, including a recalculation of the target quotas for the INP for the following five years. The new quotas are expected to come into force on 1 January 2026.

#### Increasing the proportion of women in professorships

The main objective is to promote postdoctoral research projects by interested female scientists. At least one postdoctoral research project by suitable female scientists is to be started by the end of 2026.

#### Increasing the proportion of women in the INP's decision-making bodies

Another objective is to achieve a balanced participation of women and men in all decision-making bodies of the institute. The aim is to work towards gender parity and to promote the equal participation of women and men in decision-making processes, insofar as the INP can influence this.

#### **Measures to achieve the above objectives**

The above-mentioned goals and target quotas can only be achieved with a committed policy of personnel recruitment and development. Measures to increase flexibility at work and family-friendliness ensure that employees who have already been recruited can be retained at the Institute. These include both general and specific measures and range from the recruitment and hiring process to support in balancing family commitments and work.

The example of some of our female colleagues shows that personnel development measures in particular can lead to success. Here, career support for female scientists through the Leibniz Mentoring Programme, experience abroad, management experience as project managers and support from superiors led to them filling management positions. In the science support area, female colleagues are also prepared for management roles through project management, the assumption of additional responsibilities and mentoring.

#### Recruitment and filling vacancies

##### *Job advertisements*

- **Job advertisements** are published publicly and regularly online on the portals and social media used by the INP, in scientific journals (online and in print if required), on the Leibniz Association's homepage and on the INP website, as well as in the regional print media for vacancies in the science support sector. Job advertisements for management positions are also published in national print media. Vacancies are advertised in a differentiated and gender-neutral manner. The formal qualification requirements and the technical focus are specified precisely in the advertisement and are not changed during the application process.
- Women are particularly encouraged to apply. The advertisement texts are regularly revised in line with contemporary (women-friendly) standards and contain an explicit reference to the family-friendly attitude of the INP.

### *Recruitment process*

- A **transparent and standardised recruitment process** and interview procedure is designed to give all applicants equal opportunities. The guidelines for the procedures are available on the INP website for potential candidates and on the intranet for all employees.
- Where possible, the **decision-making committees and selection panels** for personnel decisions and recruitment procedures at the INP are composed of equal numbers of men and women.
- The INP's **equal opportunities officer** or her deputy is a mandatory member of the recruitment procedures at the INP and of the appointment committees in joint appointment procedures with universities and colleges based in Mecklenburg-Western Pomerania. She is notified of vacant positions before they are advertised, informed of deadlines in good time and involved in the discussion and justification of the (non-)inclusion of women in the lists of the best candidates or proposed candidates.
- The selection committee for a recruitment process must agree on a list of questions before the interview, which is applied equally to all applicants. Questions about pregnancy, the desire to have children, childcare arrangements and relatives in need of care are not permitted.
- In **recruitment processes in areas where women are underrepresented**, the aim is to invite as many women as men, provided they meet the requirements for the position. The principle of selecting the best candidate is decisive in all selection decisions. Where qualifications, suitability, aptitude and professional performance are equal, women are given preferential consideration for positions, appointments, promotions and higher classifications until the proportion of women reaches 50 per cent of the respective employment group.

If a male applicant is selected for a position even though women are underrepresented in the relevant field, this must be justified. It must be stated to what extent suitable female candidates were sought for the position, what measures were taken internally to qualify women for this position, what measures are planned in the future to qualify women for such a position, and what are the main reasons for rejecting a female candidate. A statement from the equal opportunities officer is required.

### *Recruitment and active outreach*

- A **coordinated active approach and search for suitable candidates** in close consultation between group management and equal opportunities should be carried out well in advance of the actual job advertisement. This activity involves compiling a list of researched candidates, who are then made aware of the organisation and the potential vacancy in a personal letter from the board based on the research results.
- If there is a long period of time between the expected job advertisement and the recruitment process, it is worth considering inviting candidates to **colloquiums, congresses or lecture evenings**. In addition, candidates can be sought at **Woman Career events**, as well as at **scientific conferences** and in **individual networks**.

### *Training and monitoring*

- In order to ensure a consistently professional approach to filling vacancies, internal **training courses** are offered to participants. This applies in particular to the management team, deputies and project managers. In addition to internal guidelines, the training courses also include information on the correct application of the provisions of the General Equal Treatment Act (AGG).

- **Application and recruitment statistics** are kept for each advertised position and made available to the equal opportunities officer. The application statistics include the total number of applications and interviews, the proportion of female candidates and the main reason for not including women in the list of candidates.

### Career and personnel development

We promote young talent at all levels of the institute and beyond. In the competition for the "best minds", the promotion of young talent in all fields of activity is a particular concern for us. Retaining women at the INP during their training and qualification phase is therefore a fundamental part of structured personnel development.

#### *Job and career planning*

- The basis for effective professional and career planning for women in scientific and science-supporting fields are the mandatory biannual **employee appraisals**. These are conducted between employees and managers. In addition to detailed feedback on professional and scientific performance, the focus is on identifying the particular strengths and talents of employees. Together, managers and employees define suitable measures for further training and the promotion of scientific and non-scientific careers in a target agreement signed by both parties.
- The focus is on the **early and increased promotion** of young female talent at all qualification levels in the scientific and science-supporting areas.
- By providing early **information about qualification profiles** for prospective vacancies and opportunities to increase career prospects, it is possible to work specifically towards developing the appropriate profile. This is followed by **an invitation to apply** for open positions in junior research groups or other internal management positions, as well as suitable professorships.
- We provide information, recommendations and support on the use of special **support programmes** and funding guidelines, as well as **qualification programmes** and **mentoring** for suitable employees from science and science-supporting fields, such as
  - o for doctoral students, e.g. as part of the project "*Career paths for women in business and science in Mecklenburg-Western Pomerania*" and the events of the *Graduate Academy* of the University of Greifswald;
  - o for postdocs, the Leibniz Mentoring Programme and events organised by the *Graduate Academy* of the University of Greifswald, as well as seminars organised by the Contact Point *Women in EU Research* FiF;
  - o for candidates from science-supporting fields, the programme "*Future through Advancement MV*" as well as Leibniz-internal seminars and workshops.
- Doctoral candidates with excellent academic performance are encouraged to pursue further academic qualifications, develop an academic profile and, where appropriate, acquire third-party funding for their own junior research group.

#### *Support*

- We enable doctoral candidates **to take advantage of continuing education opportunities**, support them in long-term continuing education measures (distance learning, etc.) and promote **scientific exchange** between (early-career) scientists and other research institutions, even when they have family commitments (e.g. through support from the equality budget for childcare costs).

- We offer training courses that focus on developing **leadership skills** and preparing participants for management tasks, such as project management courses.
- We support the deployment of female scientists and employees from science-supporting areas as **project officers and managers** to gain initial management experience.

#### *Further support services*

- Regular and timely **information about special funding opportunities** from the Leibniz Association, the federal government, the EU and other funding institutions is provided by the Equal Opportunities Officer and the staff via the intranet's "News" function. Targeted advice and support for young female scientists in **applying** for funding projects and special programmes for female scientists by the staff and the Equal Opportunities Officer.
- Encouraging participation in conferences, meetings and other **scientific events**, as well as sending representatives to **committees** and creating the conditions to enable this work, should contribute to the establishment and **expansion of a resilient professional network**.

#### *Conceptual activities*

- In addition, the personnel development concept will be adapted by the management in consultation with the Equal Opportunities Officer.
- Adequate **training opportunities for managers** covering the supervision of theses, career development and employee management.

#### Compatibility of academic career, profession and family responsibilities

The INP sees itself as a family-friendly employer and creates conditions that ensure that pregnancy, parenthood and caring for relatives in need of care do not have a negative impact on scientific or professional careers and further career development.

#### *Working conditions (working time models)*

- The INP practises a **flexitime model**: there are core working hours from Monday to Thursday from 9:30 a.m. to 3:00 p.m. and on Friday from 9:30 a.m. to 1:00 p.m. Employees can flexibly arrange their working hours before and after these times in consultation with their respective department heads.
- Working hours and overtime (trust-based working time) are recorded in a **working time account** and reduced by free hours or days.
- Central **information events**, meetings and discussions are scheduled to take place during core working hours whenever possible.

#### *Part-time and mobile working*

- The INP generally supports opportunities to **reduce** working hours **for family-related reasons**. Requests from employees for a reduction in working hours for family reasons must be granted unless there are compelling operational reasons not to do so. The rejection of such a request must be communicated to the applicant in writing, with a detailed explanation of the compelling operational reasons. Working hours are adjusted to the needs of employees with family responsibilities in accordance with operational requirements.

Reductions in working hours for family reasons must not, in principle, affect the field of

activity or professional development. The exercise of supervisory and management functions does not preclude a reduction in working hours.

- Part-time employees shall be granted the same career advancement and training opportunities as full-time employees. Part-time employment shall not have any negative consequences.
- When **filling full-time positions**, applications from employees who have previously worked part-time for family reasons should be given priority if they have the appropriate qualifications.
- **Mobile working** is possible and is supported by the INP. The details are regulated in a works agreement. At least once a year, it is agreed with the department management whether and how mobile working will be used.

*Leave of absence and time off*

- The INP supports **family-related leave of absence** – explicitly also for male employees – within the framework of statutory and collective agreement provisions. When applying, employees are comprehensively informed by the Human Resources department about the effects on pension and unemployment insurance entitlements and pension rights.
- Family-related leave of absence must not lead to any impairment of the employee's career.
- Requests for **early return** from family-related leave will be granted at the earliest possible date.
- At the end of the leave of absence, the INP guarantees employment in an equivalent position, even if working hours are reduced upon request.

*Parental leave and returning to work*

- Active **facilitation of re-entry** into working life after family leave, e.g. by discussing boundary conditions and career prospects during pregnancy and at the beginning of family leave. An extended discussion guide is available for this purpose, which goes beyond the scope of the statutory maternity protection questionnaire. Expectant fathers are also explicitly included in this discussion.
- For female doctoral students, a **doctoral plan** is drawn up during pregnancy to ensure that they can continue their doctoral studies as smoothly as possible afterwards.
- Fixed-term **contracts** for third-party funded employees in the scientific field are **extended** for the duration of maternity leave and/or parental leave, as far as this is financially possible and in line with the funding programme.
- **Contact is maintained** with employees on parental leave in order to facilitate their return to work after parental leave (individual implementation in the individual organisational units, i.e. departments or groups): Invitations are sent to central institute events (e.g. summer party, Christmas party, open day).
- All employees on leave to care for children and family members in need of care shall be offered further training and education events designed to prepare them for and facilitate their return to working life. They too shall be encouraged to participate and regularly informed about current in-house further training and education events.

**Professional qualifications** shall be announced by the departments during parental leave.

*Other conditions for reconciling work and family life*

- All INP employees with school-age children shall be granted leave during the **school holidays** as far as possible, taking into account work requirements.

- Reapplication by the Institute for the **Total E-Quality** (TEQ) 2025 award for the fifth certification of its family-friendly working environment.
- Increased recruitment of young female scientists by intensifying **interdisciplinary research topics**.
- The Equal Opportunities Officer and her deputy offer **support** in finding childcare.
- With the establishment of the family office in the institute's own library, the conditions have been created for employees to bring their children to the institute in emergencies.
- Provision of advice and activities to facilitate job searches for partners (dual careers).

Other (language, sexual harassment, bullying)

- Official texts are **formulated in a gender-sensitive manner** in accordance with current recommendations in cooperation with the Equal Opportunities Officer. Training in sensitive and non-violent communication is to be offered to employees.
- A **complaints office** based on the AGG is established at the INP.
- **Awareness-raising measures** on harassment and violence in the workplace are offered to the management team on a regular basis. In the next step, this seminar will also be made available to employees. A **guide** describing the procedure in an emergency is being developed.

## V. Further

### **Equal Opportunities Officer**

The Equal Opportunities Officer and her deputy work full-time at INP Greifswald. The legal basis for their activities is provided by various laws and Leibniz-wide agreements (see *Legal Basis of the Equality Plan*).

The Equal Opportunities Officer and, in her absence, her deputy are exempt from all other duties within the scope of their office in accordance with these provisions. The exemption amounts to 50 per cent of the regular working hours of a full-time position (20 hours per week) and more if necessary. The tasks, rights and duties of the Equal Opportunities Officer are derived from the legal provisions and Leibniz-wide agreements.

The following are specific tasks, rights and duties for the INP:

- Regular meetings with a member of the Executive Board and, if necessary, monthly participation in the Executive Board meeting to advise and support the Executive Board in all matters relating to equality.
- Acting as a contact person for all employees in areas relating to equality.
- At the request of the Equal Opportunities Officer, she attends meetings of the department heads and the management team. This expressly includes the annual closed-door meeting of the management team.
- Regular participation in INP committee meetings such as the Board of Trustees, General Assembly and Scientific Advisory Board.
- Advisory member of commissions for filling a position with the right to information, speech and motion, as well as of appointment commissions in the process of filling professorships in cooperation with the universities.
- She is in charge of the complaints office, invites people to meetings and provides advice on the application of the AGG.
- She chairs the round table for the Total E-Quality award and regularly issues invitations to attend.
- Responsibility for the annual budget for equality issues. The accounting overviews are provided to her at least once a quarter by the Finance Department.

### **Reporting and updating**

This equality plan is an update of the 2020 plan. It is drawn up every four years and updated after two years.

### **Legal basis of the equality plan**

The legal basis for establishing equal opportunities in the Leibniz Association, on which the INP Greifswald equality plan is also based, is as follows:

- Section 3 (3) of the Federal Equality Enforcement Act (**DGleiG**) of 30 November 2001,
- Implementation agreement to the GWK – Agreement on the Equality of Women and Men in Joint Research Funding – Implementation Agreement on Equality (**AVGlei**) – of 22 April 2016,
- Supplemented by the Federal Equality Act (**BGleiG**) of 24 April 2015,
- "Research-oriented equality standards" of the German Research Foundation (DFG), which the INP Greifswald, together with all other Leibniz institutions, committed itself to implementing at the general meeting on 28 November 2008, and subsequent updates and additions,
- Act on Equality between Women and Men in the Public Service of the State of Mecklenburg-Western Pomerania (**GIG M-V**) of 11 July 2016.

## Final provisions

This version of the equality plan shall enter into force on 1 January 2024.

The Equal Opportunities Officer was involved in the preparation of this plan. It will be reviewed regularly with regard to the implementation of the measures and the objectives pursued and adapted to current developments. This will be done every two years by the institute management and the Equal Opportunities Officer.

The Executive Board reports on the implementation and effectiveness of the equality plan in its annual report. In accordance with the framework recommendation of the Leibniz Association, the institute's management submits a report on the status of equal opportunities to the supervisory body (board of trustees) every two years.

In urgent cases, deviations from the formal provisions of these procedural rules may be agreed upon with the equal opportunities officer.

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Scientific Director

Prof. Dr. Dirk Uhrlandt  
Deputy Scientific Director

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Jens Berger  
Commercial Director

Prof. Dr. Thomas von Woedtke  
Member of the Executive Board

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Dr Christine Zädow  
Equal Opportunities Officer

Greifswald, 2 January 2024