



Equality Concept

2019 - 2021

Potsdam Institute for Climate Impact Research

(PIK)

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POTSDAM INSTITUTE FOR
CLIMATE IMPACT RESEARCH



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This is a translation of the German “Gleichstellungskonzept”. Formulations in the English version might lead to a different interpretation of the concept. Only the German version is binding.

1. Background

The Potsdam Institute for Climate Impact Research (PIK) was founded in 1992 and has since developed into a world-wide recognised research institute with over 300 employees, as well as numerous international guests.

PIK is a member of the Leibniz Association. The requirement of equality for all genders and promotion of diversity are anchored in its Statutes of November 2015. The Leibniz Association supports and promotes the equal opportunities of women and men, according to the 1998 “Guideline Recommendations on Gender Equality in the Leibniz Association”¹. As the first non-university research association, it was decided at the Association’s general meeting on 28 November 2008 to implement the “Research-oriented Equality Standards”², adopted by the German Research Foundation (DFG). Following a first report in 2010 and an interim report in 2011, the final report was prepared and adopted in 2014, based on a survey conducted on the implementation of gender equality standards within the member institutions of the Leibniz Association³. Equal opportunities play an important role in the Leibniz evaluation process. The independent peer review calls for the implementation of equal opportunities policies in the institutions. In accordance with the resolution of the Leibniz General Assembly, the institutions are invited to have their efforts to reconcile a work-life balance certified.

The Joint Science Conference (GWK) calls on non-university research organizations to “set flexible target quotas using the DFG’s cascade model for ‘Research-oriented equality standards’ [...] taking into account their respective organizational structure”. PIK has set flexible target quotas since 2012, following the GWK’s decision of 7 November 2011.

Equal opportunities are an important element of PIK’s strategic decisions and applied scientific culture. Moreover, PIK recognises the diversity of its employees, with respect to gender, ethnic and social background, sexual orientation, religion and philosophy, age and physical and mental capacities, as a chance to achieve an inspiring and productive atmosphere.

Based on the experience and documents of recent years, this revised equality concept has been drawn up, effective for the period 2019 – 2021. An institution-specific situation analysis determined the equality goals - their implementation is hereby described - and a quality management plan to verify gender equality activities is presented too. This concept is not a static plan for future planning. Rather, the equality concept of PIK is an orientation framework to enable further development of the institute in this important dimension.

¹ https://www.leibniz-gemeinschaft.de/fileadmin/user_upload/downloads/Karriere/Rahmenempfehlung_zur_Gleichstellung_von_Frauen_und_Maennern_in_den_Instituten_der_Leibniz.pdf

² https://www.dfg.de/download/pdf/foerderung/grundlagen_dfg_foerderung/chancengleichheit/forschungsorientierte_gleichstellungsstandards_2017.pdf

³ https://www.leibniz-gemeinschaft.de/fileadmin/user_upload/downloads/Karriere/Chancengleichheit/Leibniz-

2. Institution-specific situation analysis

Legal foundations of equality work

Since 2003 the Implementation Agreement for the Framework Agreement Research Support for Equality between Women and Men in Joint Research Support applies – the Implementation Agreement for Gender Equality (AV-Glei). The Agreement on the Promotion of Equal Opportunities in application of AV-Glei between PIK and the Ministry of Science, Research and Culture of the State of Brandenburg (MWFK) was signed by both sides in April 2006 and since then forms the legal working basis of the institute.

The issue of gender equality is firmly anchored in the Statutes of PIK in the version of 15.06.2018: "The association promotes the implementation of the principles of equality between women and men and the compatibility of family and work".

Numbers as of 2018

Currently, 42.5% of the staff members are female (state: 31.12.2018). Hence, PIK has a high share of female employees. The quota of scientific staff is 34.0%; that of science-support staff 57.4%. The proportion of women in senior management positions (management levels 1 to 3) is 16.2%. The higher salary groups (W1-W3) have 3 female scientists. In research positions, 83.0% of employees currently have temporary jobs, of whom 38.6% are women. In the science-supporting area, 44.2% are temporary, of whom 73.5% are women. In 2018, 5 women and 5 men took parental leave. The figures are summarized in Table 1 and compared with the figures for 31 December 2015 and PIK's target quotas for 2018.

Women's Quota [%]	31.12.2018 (2015) Total	31.12.2018 (2015) Science	31.12.2018 (2015) Science Supp.	Targets 2018
Employees	42,5 (43,2)	34,0 (33,2)	67,5 (70,9)	43,5
PhDs	46,9 (40,2)	46,9 (40,2)	-	43,5
Postdocs	30,3 (31,7)	30,3 (31,7)	-	37,0
Salary Groups				
E13 TVL	42,9 (42,5)	38,4 (35,3)	82,4 (90,0)	43,5
E14	21,4 (31,0)	19,4 (29,7)	33,3 (40,0)	32,0
E15-E15Ü, W1	33,3 (25,0)	33,3 (40,0)	0,0 (0,0)	25,0
W2	0,0 (0,0)	0,0 (0,0)	-	25,0
W3	14,3 (14,3)	14,3 (14,3)	-	25,0
Management levels				
1: Institutional management	0,0 (0,0)	0,0 (0,0)	-	33,3
2: Department management	23,1 (23,1)	23,1 (23,1)	-	33,3
3: Group management	13,0 (22,1)	13,0 (22,1)	-	35,0
Total	16,2 (21,4)	16,2 (21,4)	-	30,0

Table 1 Women's quotas [%]. Presentation of the female quota figures from 31.12.2018. The status of 31.12.2015 is in brackets. The last column shows the target rate for 2018 from the PIK Gender Equality Concept 2016 - 2018.

Table 1 shows that target quotas for 2018 have not yet been reached in many cases. Especially at management level, more women should be employed at PIK. Positive to note is the increasing trend of female doctoral candidates. Here, the rate has steadily increased in recent years to the current 46.9%. This development also has an effect on the postdoc area; the particularly negative trend should reduce substantially and result in an increase in quotas in the next few years.

Certification

In 2010, the Potsdam Institute for Climate Impact Research was first awarded the TOTAL E-QUALITY⁴ rating for its successful implementation of equal opportunities at the institute. In its explanatory statement, the jury points out that the institute has developed a "coherent and institutionalized concept for equal opportunities", which is based on the criteria of the Deutsche Forschungsgemeinschaft: Consistency, transparency, future orientation and competence. Important milestones so far have been establishing permanent support for the Equal Opportunities Officer (funding for 25% of a full-time position) as well as the introduction of a budget for equality measures. In 2013, PIK was awarded the title for the second time. The jury justified its decision with: "The proportion of women in management positions is 25%. In order to further improve the chances of female scientists in management positions, PIK is also pursuing new paths in the promotion of young talent and the appointment strategy as part of its gender equality concept. The jury recognizes this as a difficult test and, at the same time, an opportunity for equality management. The family friendliness of the institute is reflected in the growing number of women and men who make use of parental leave." In 2016, the award was renewed: "Especially when it comes to reconciling professional life and family responsibilities, in organizational culture and in the way in which equality policy is institutionalized at PIK, there are a variety of well-developed measures. The excellent child care and the handling of employees, whose financing ends during their maternity or parental leave, deserve special mention." However, the jury also pointed out the biggest challenge was yet to come: "In the next few years, the PIK should work to make women more fit for new appointments to win leadership positions."

Evaluation by the Leibniz Association

In May 2014, the PIK was evaluated by the Leibniz Association and achieved an excellent result. However, the Senate also noted that women are underrepresented in the scientific field at PIK and the proportion of women in this area and especially at the management level must be significantly increased.

Implementation of the Leibniz Gender Equality Standards

PIK participated in the inquiry into the implementation of the "Leibniz Equality Standards". In the individual feedback round of November 2017 PIK achieved above the median of the 84 Leibniz institutions that participated in the survey, with a total 60 out of 68 possible points.

⁴ Total E-Quality stands for Total Quality Management (TQM), supplemented by the gender component (Equality). In addition to the reconciliation of work and family, the initiative focuses on equitable recruitment and development, the promotion of cooperative behaviour in the workplace and the promotion of women in management positions. Further information is available at <http://www.total-e-quality.de>.

Change-Process 2018 – Leadership Change at PIK

In the last year, numerous restructuring measures have taken place at the Institute, which have an impact on equality issues, in particular the development of women's quotas. In autumn, the founding director of PIK, Prof. Schellnhuber, retired. A search commission was set up to fill the vacant directorship, of which the Equal Opportunities Officer was a member. The appointment process was conducted in accordance with gender equality goals. Despite great efforts no woman could be won for the position. Since the beginning of 2019, two directors have headed PIK - Prof. Edenhofer and Prof. Rockström. In order to implement the new management model, the statutes of PIK were altered. Additionally, the position of administrative director has been created, to be filled in 2019. The change of directorship involved a reorganization of structure and staff at the institute. The underlying strategy was discussed extensively with all status groups involved. These included the Equal Opportunities Officer, the Employees' Council, junior scientists and the PIK Diversity Group. The new institutional structure offers opportunities for young scientists to occupy leadership positions and, as a result, should also increase the women's quota. The corresponding staffing processes are not yet completed. For the reasons described, there will be a change in the calculation basis of the quotas from 2019, as well as calculated target rates.

Measures to increase the percentage of women at PIK

Due to our dissatisfaction with the development of the quotas, an in-house process was started. A catalogue of potential measures to increase the proportion of women – mainly involving staff recruitment processes and the work practices at PIK - was prepared by an ad hoc group in 2018, discussed in the PIK Council and adopted by the new Board of Directors. As a result, the following 10 measures should be implemented:

- 1. Job advertisements should be made even more attractive to women.*
- 2. The active recruitment of women is mandatory at PIK. At least one application from a suitable female candidate should be demonstrated.*
- 3. The group for selection of suitable applications and the selection committee in the interviews should be filled on equal terms. If there are insufficient applications from women, the list of persons invited to an interview should reflect the proportion of women in the applications. But at least one woman should be invited.*
- 4. Multipliers at the PIK are to be trained with regard to gender-conforming selection procedures.*
- 5. The participation of gender equality officers in the staff recruitment process must be ensured.*

6. Institute-wide events, regular work meetings or seminar series should, if possible, take place during core working hours.

7. PIK assumes additional costs for childcare at important institute events taking place outside core working hours.

8. Every year, PIK awards a Postdoc Award to young PIK talents, if at least one female scientist can be awarded.

9. PIK supports women through targeted further education and personnel development programmes

10. In the context of joint appointment procedures for filling senior positions at PIK, integration of aspects of women's advancement is required.

3. Equality goals

The handling of the requirements and needs of personal and cultural diversity to the benefit of science and all persons concerned is challenging. The gender equality goals that PIK wants to achieve by 2021 are presented in the following. Both new goals are defined and achievements are updated.

3.1. Equality as a strategic task

In the competition for the best scientists, growing importance is assigned to a culture of equal opportunities and family friendliness. Such a culture shall be initiated by the leadership of PIK. The implementation of equal opportunities is a strategic task; it is institutionally anchored at PIK at the directorship level. Strategically it should be expressed in procedures relating to the recruitment and development of personnel.

Special importance is attached to the Equal Opportunities Officer of PIK. She supports the Board of Directors in making equality a visible, strategic task. She is therefore involved in all strategic considerations and planning relevant to equal opportunities. In order to meet her tasks, she will be provided with sufficient personnel, space and material resources.

Already successfully implemented measures to be maintained:

- The position of the Equal Opportunities Officer within the management structure is made visible in PIK's organization chart and published on the PIK Internet pages.
- PIK's management involves the Equal Opportunities Officer in recruitment and development procedures.
- The Equal Opportunities Officer is involved in the working group on staff development.

- The Equal Opportunities Officer participates as a guest in meetings of the Board of Trustees and PIK Council.
- The Equal Opportunities Officer is exempted from other duties to carry out equal opportunities tasks for at least 25% of her working time.
- The Equal Opportunities Officer receives her own budget.
- The Equal Opportunities Officer maintains a separate webpage for the external presentation of the topic "Equal Opportunities at PIK".
- The Equal Opportunities Officer regularly conducts employee surveys on employee satisfaction and work-life balance.
- PIK supports the Equal Opportunities Officer in her work as part of the 'Arbeitskreis' Equal Opportunities & Diversity of the Leibniz Association.

Further measures to be implemented, include:

- The external presentation of PIK's equality policy is to be further developed. This includes, above all, the continuous consideration of gender-equitable language.
- "No Woman, No Panel5": PIK supports the campaign, which aims to raise awareness of gender balance in panel discussions and public events. This applies to both internal and external events.

3.2. Reconcilability of family and work

All measures that allow a working life with children or the care of relatives serve the reconcilability of family and work. The possibility of planning a scientific career is also relevant in this context. Thus, not only is the job satisfaction of all employees increased but the potential of all scientists better is utilized.

Already successfully implemented measures to be maintained:

- PIK offers its employees reserved places in the institute child-care centre "GEOLINO".
- PIK provides a parents-child-room in addition to a relaxation room for women.
- PIK provides its scientific employees with mobile IT devices and thus enables them in cases of nursing care or childcare obligations to fulfil their official obligations by use of flexible working hours and places even under personally challenging conditions.

⁵ <https://ec.europa.eu/digital-single-market/en/news/commissioners-support-no-women-no-panel-campaign>

- Working practices will be organised in a family-friendly way. This includes that, for instance, meetings take place during core working hours⁶ or that requests of parents are considered when planning their holidays.
- Male and female employees will equally be enabled to take parental leave. In this context, they can work part-time according to the legal requirements.
- Comprehensive information material on the topic “Reconcilability of Family and Work” can be found on the intranet of PIK (<http://www.pik-potsdam.de/intranet/chancengleichheit-pik/family-career-pik>) and is regularly updated.

Not yet implemented:

- PIK will verify whether cooperation with an external provider to use work-life balance services is useful.

3.3. Diversity

Scientists from all over the world and diverse cultures work and research together at PIK. The result is a productive overall atmosphere in which social discrimination against minorities can be prevented and equal opportunities can be improved. All PIK employees should and will receive the same appreciation and support, regardless of nationality, ethnic origin, religion or belief, disability, age and sexual orientation and identity.

The following measures should be continued:

- The Diversity Mission Statement is published on the PIK website.
- A volunteer group ("PIK Diversity") identifies and implements measures that fully demonstrate the diversity already practiced at PIK.
- An operating agreement on protection against sexual discrimination, harassment and violence has entered into force.
- Recruitment and recruitment procedures are conducted without discrimination.
- Scientific and in-house events are held regularly in English.
- Volunteering for refugees is supported by work organization at PIK.
- In the case of suitable vacancies, refugees are particularly addressed.
- The existing welcome culture for foreign employees should continue to exist and be expanded.

⁶ For example, the PIK Council, the central exchange board between the Directors and Heads of Department, has been moved forward to 2.00 pm since 2018.

- PIK aims to re-certify Total-E-Quality with diversity enhancement.

The following new measures are on the agenda:

- PIK Diversity is accompanying a general survey at the institute to determine the status quo on diversity for deriving further measures. An in-house report will be made available in an appropriate form, provided this is compatible from a data protection point of view.
- PIK is considering the signing of a Diversity Charter.

3.4. Career Development at PIK

Comparison of the career development of women and men demonstrates that the gap between the share of women and men widens further after graduation and becomes larger in the further course of scientific career pathways. This development is confirmed by the figures on male and female employees at PIK.

Already successfully implemented measures to be maintained:

- PIK provides an equality budget, from which the staff costs or employees in the qualification phase whose project financing expires during their maternity or parental leave can temporarily be covered. This improves the basic conditions for completion of the qualification (doctorate, habilitation).
- In the case of in-house funding programs, PIK considers female scientists in a number that is at least equal to the quota at the respective qualification level.
- Accompanying target agreements are concluded with lead scientists.
- Female young scientists with potential for leadership positions are encouraged and financially supported to participate in mentoring and continuing education programmes.

As further measures to be added:

- Women scientists will be fairly considered when proposing candidates for national and international awards.
- Training courses to improve self-presentation should preferably be aimed at female scientists.
- The PIK Postdoc Award for young PIK talents (with gender component) presented in the catalogue of measures (section 2) will be established.
- Persons working mainly at PIK on a PhD scholarship are offered, in the case of downtime by maternity protection, parental leave or nursing care, adequate funding from the equal opportunities budget, oriented to the downtime, to cover their own

position. This gives both employees and scholarship-holders the same opportunities to successfully complete their qualification.

3.5. Arrangement of recruitment processes

Transparent and formalised recruitment processes are an essential structural prerequisite for an improved participation of women in the scientific qualification process. Staffing procedures should be competitive in their entirety, while respecting the objectives of equality and diversity.

The following measures are planned:

- The measures described in the 10-point catalogue on increasing the women's quota in the personnel recruitment process (1-3, 5, 10) will be consistently implemented.
- Further training of the multipliers with regard to gender-conforming selection procedures will be offered as needed at intervals.

3.6. Agreement on target rates

In accordance with the cascade model “Research-oriented Equality Standards”, PIK has introduced flexible target rates. The proportion of female employees should be further increased, especially in the academic field and in management positions. Against the background of the concrete scientific orientation of the PIK, this is a great challenge, which we are happy to face. Furthermore, we aim to ensure that female employees in higher salary groups are significantly represented both in the science-supporting and in the academic field.

The boards of PIK should also be built up gender-equally. As of 31.12.2018, there are two female representatives (22%) among the nine members of the Board of Trustees. PIK can hardly exert any influence on the staffing of this body, since the majority are delegated or co-opted representatives of institutions, as prescribed in PIK's statutes. Only two board positions (for the economy and an environmental organization) can be filled by election. PIK strives to fill vacant seats with women, nevertheless the decisions are made by the General Meeting. At the end of 2018, the Scientific Advisory Board had seven male members and five women (42%). PIK is endeavouring to persuade leading female scientists to serve on the Scientific Advisory Board.

The following table 2 shows the target rates for 2021. To determine the management levels, the new structure of the PIK as of 1.1.2019 was taken as the basis. Level 1 is composed of the two scientific directors and the (not yet appointed) administrative director, level 2 of the department heads and deputy heads and level 3 of the working groups and FutureLabs management. With vacancies at all levels, there is a realistic potential to increase female quotas and reach target levels.

Women Quota [%]	31.12.2018 Scientists	31.12.2018 Science Support	31.12.2018 Total	Target 2018 (from 2016)	Target 2021
Employed	34,0	67,5	42,5(-0,7)	43,5	43,5
PhDs	46,9	-	46,9 (+6,7)	43,5	48,0
Postdocs	30,3	-	30,3 (-1,4)	37,0	37,0
Salary Grade					
1: E13 TVL	38,4	82,4	42,9 (+0,4)	43,5	43,5
2: E14	19,4	33,3	21,4 (-9,6)	32	32,0
3: E15-E15Ü, W1	33,3	0,0	33,3 (+8,3)	25	33,3
4: W2	0,0	-	0,0 (±0,0)	25	25,0
5: W3	14,3	-	14,3 (±0,0)	25	25,0
Management Levels					
1: Institutional	0,0	-	0,0 (±0,0)	33,3	33,3
2: Departments	23,1	-	23,1 (±0,0)	33,3	31,0
3: Groups	13,0	-	13,0 (-9,2)	35,0	30,0
Total			16,2 (-5,1)	30	30,0
Scientific Advisory Board					
SAB			41,7 (-3,3)	45,0	45,0

The following measure results from the institute-specific analysis:

- The percentage of women, especially at management level, should be increased in line with the set target rates. The opportunities arising from the restructuring of PIK will be used.

3.7. Data collection and monitoring

To agree on target rates and to monitor the implementation of the equality concept, the collection of reliable data about employees is indispensable. PIK will make the necessary efforts to further improve the quality of the data material. Basis are the specifications of the

Leibniz Association.

The following measure will be continued:

- The Equal Opportunities Officer receives data biannually from the Personnel Department to carry out her work. The nature and extent of the information is continually adapted to the reporting requirements.

The fixing period of the future target rates will be redefined:

- The female quotas are determined annually and published internally. In doing so, the status of fulfilment of the set target quotas shall be suitably represented. The future target rates (three-year target) are adjusted or updated annually accordingly.

4. Quality management for the review of equality policy activities

The Equal Opportunities Officer submits a report to the PIK Board of Trustees once a year, assessing the institute's gender equality efforts. For this purpose, it analyses the data provided with regard to the quotas provided. In this way deviations can be detected early and undesirable developments can be avoided.

- PIK is externally certified every 3 years for equality and family orientation in accordance with Leibniz equality standards.

In 2019, when PIK will once again compete for TOTAL EQUALITY's re-certification, there will be a repeated evaluation of progress and sustainability on the road to equal opportunities. A renewed award would confirm that the institute was successful in achieving the equality policy goals and with this gender equality concept meets the future requirements of a modern research institute with a true culture of equal opportunities in an international context.

In 2021 PIK will be evaluated as a Leibniz Institute after 7 years. The procedure includes topics of equality and compatibility. The Institute must report on how it has increased efforts to increase the proportion of women in science, and in particular leadership, and how successful these efforts have been. The measures presented in this gender equality concept document the planned activities of PIK.



5. Conclusions

The Potsdam Institute for Climate Impact Research sets itself comprehensive equality policy goals with this gender equality concept, supported by concrete quotas. Until the expiry of the validity period, PIK will regularly review the degree of target achievement and develop a follow-up concept. An important milestone is the targeted successful re-certification with the TOTAL E-QUALITY award in 2019. PIK is working with a large number of initiatives to continuously develop into a modern, exemplary, gender mainstreaming research institute within the Leibniz Association. This means that in all matters the different life situations and interests of women and men are taken into account from the outset and on a regular basis. Equal opportunities should be practiced at the Potsdam Institute for Climate Impact Research, and family and work should be as compatible as possible for scientists and all other employees.

Potsdam, 30 April 2019

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