

GENDER EQUALITY PLAN

Human Resources
EU PIC 998346214

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GENDER EQUALITY AND DIVERSITY

Dear readers,

In principle, gender equality is enshrined in both national and European legal acts. There is, however, still a lot of room for improvement in several fields, including research and innovation, to really achieve gender equality in practice. According to the European Commission's "She Figures"¹ report, only one in three researchers in the European Union was a woman in 2018. For this reason, the EU Strategy for Gender Equality 2020-2025² provides for targeted measures in the fields of research and innovation. The new "Horizon Europe" research programme makes Gender Equality Plans mandatory, for example.

As one of Austria's most important research institutions, the Ludwig Boltzmann Gesellschaft (LBG) is committed to guaranteeing equal opportunities for all genders, establishing a diversity-sensitive corporate culture and raising the awareness of these issues among all our employees. It is very important to us to ensure that the members of our teams contribute diverse skills and competences. The topic of equal opportunities is also included in our service agreement.

A first version of the LBG Gender Equality Plan was adopted on 4 March 2022 in a meeting of the Executive Committee of the *Ludwig Boltzmann Gesellschaft – Österreichische Vereinigung zur Förderung der wissenschaftlichen Forschung* (EU PIC 998346214). In this plan, we present specific measures that we implement to address this topic: in addition to measures to allow for a better reconcilability of work and family, we also focus on the use of gender-fair language, equality monitoring based on data analyses and raising the general awareness of gender topics in the areas of staff recruitment and development.

The Gender Equality Plan should be seen as a work in progress. In 2022, we first started addressing this topic in a structured manner. Based on the status quo, we initiated a change process, which continues to help us to identify areas where there is still room for improvement. Internal measures are intended to help us tap the potential for optimisation.

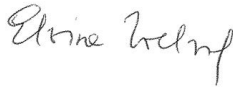
¹ <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1>

² <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A152%3AFIN>

Our current priority targets on which we want to focus in the next years include:

- implementing structures and establishing interdepartmental working groups and providing them with the necessary resources to work on gender issues on an ongoing basis,
- increasing the share of women in relevant positions (see 2.0 Data analysis) by measures in the areas of staff recruitment (4.0 Staff recruitment) and development (5.0 Staff development),
- maintaining a culture of gender-sensitive internal and external communication,
- evaluating gender-sensitive research at all Ludwig Boltzmann Institutes.

Best regards,



Dipl.-Ing. Dr.ⁱⁿ Elvira Welzig, MSc

Managing Director



Mag.^a Marisa Radatz

Managing Director

1.0 WORKING CONDITIONS

In drafting working-time models based on different phases of life, we focus on the needs of employees at various life stages. The most important factors that we can adjust include the positioning and the number of working hours. As an employer, the LBG wants to provide more equal opportunities by improving the reconcilability of work and private/family life and become a more attractive place of work for highly qualified applicants. We think that, particularly in the field of research, more control over their own time schedules will improve the performance and innovation skills of our employees and, at the same time, increase their satisfaction.

In 2022, we evaluated the status quo of flexible working time models. Currently, the following models are applied at the LBG:

- part-time work
- part-time management positions
- parental leave in parallel to part-time work
- educational leave, educational part-time employment
- partial retirement (*Altersteilzeit*)
- remote work for up to 60% of an employee's regular working hours, independent of their career level
- flexible framework for working hours, no core times

The LBG generally recommends that team meetings are organised at family-friendly times or in hybrid formats (in person and online using a meeting software). Various tools (including Teams, Zoom and Webex) are available for organising video conferences.

Employees on parental leave still receive important information from their organisational unit. They also get invited to parties and events.

Implemented measures

In mid-2022, we internally published **guidelines for employees on parental leave** to ensure professional communication and information before, during and after parental leave. Human Resources sends out these guidelines as soon as they are notified that an employee plans to take parental leave. The guidelines offer support for questions related to parental leave. They provide employees and their supervisors with comprehensive information and assistance for conversations to be held in this context.

As a measure to help executives to obtain more information on equality and diversity, we revised our guidelines for our annual **development meetings** in 2023 to include questions concerning the reconcilability of work and family life, mental health and well-being at the workplace as well as potential opportunities to further promote equality.

We also evaluated additional measures to make **working hours more flexible**, including sabbaticals, for example. Due to the LBG's organisational structure that includes some institutes that are LBIs only for a fixed period of time and the resulting fixed-term employment contracts, it is currently not possible for all organisational units to offer more flexible working hours.

Measures to be implemented

Measure	Establishing an interdepartmental working group on "Gender & Equality" and defining the necessary resources
Responsible	Management
To be implemented	in 2024

Measure	Preventing sexual harassment and gender-related violence by including respective provisions in the Compliance Guideline and establishing a whistleblowing system
Responsible	Legal Affairs, LBG Ethics and Diversity Hub
To be implemented	in 2024

The **share of employees working part-time** at the LBG amounted to 62 percent as of 31 December 2023. The reasons for this high share: many postgraduate students work part time, many employees are also employed at partner organisations and LBIs' budgets are usually tight. It is planned to collect more detailed data on part-time work.

Measure	Analysing the high share of part-time employees
Responsible	Human Resources, LBG Ethics and Diversity Hub
To be implemented	in 2024/2025

Three years ago, the LBG introduced the possibility of remote work. Since then, the share of employees with a **remote work agreement** has remained relatively constant, amounting to approx. 36 percent. We want to evaluate if the existing offer can be made more attractive, in particular at LBIs where there are no or only very few remote work agreements.

Measure	Evaluating if it is possible to allow for more remote work
Responsible	Human Resources, Legal Affairs, Management
To be implemented	in 2024/2025

2.0 LANGUAGE

The use of gender-fair language is intended to ensure inclusion and the visibility of all genders. It is, however, equally important to guarantee that texts are clear and can be output using screen readers to ensure accessibility. In German texts, we use the colon, as its inconspicuousness does not interrupt the flow when you are reading a text. Readers also perceive a colon as sign of a natural break, which makes it easy to intuitively pronounce words including a colon.

Since 2022, we have been applying the following rules for German texts:

- 1) Use of a colon : in terms referring to persons to ensure that they are gender-inclusive
 - a) *der:die Mitarbeiter:in, ein:e Mitarbeiter:in, seine:ihre Mitarbeit*
 - b) *der:die Forscher:in, ein:e Forscher:in, seine:ihre Forschung*
- 2) If necessary, gender-neutral participles can also be used:
 - a) *Mitarbeitende*
 - b) *Forschende*

We want to avoid clauses like “Male terms are intended to also refer to and thus include women” and binary forms including a medial capital I (*Binnen-I*; e.g., *MitarbeiterInnen, ForscherInnen*), a slash or brackets or mentioning male and female forms next to each other (e.g., *Mitarbeiterinnen und Mitarbeiter, Forscherinnen und Forscher*).

Implemented measures

Ever since the first publication of the Gender Equality Plan, we have used the colon to ensure the use of gender-fair language in all important internal **LBG documents** (such as the internal rules and regulations, contracts, forms, templates, etc.). Management sent regular implementation **reminders** to all employees in its newsletters.

Measures to be implemented

A new **Intranet** is planned to be launched in mid-2024. It is our goal to apply a single approach to gender-fair language on our Intranet. We also want to make available and continuously update important information and documents on the “Gender & Diversity” topic.

Measure	Creating an Intranet section dedicated to “Gender & Diversity”
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Responsible	Human Resources, Career Center, Public Affairs
To be implemented	continuously, starting in the third quarter of 2024

2.0 DATA ANALYSIS

Every year, the LBG collects data on gender and gender equality for various external reports.

Anteil von Frauen in Führungspositionen nach Führungsebene in %	2022	2023	Zielwert 2023
Alle Führungsebenen	38,8 %	44,2 %	
Geschäftsführung	100 %	100 %	
Institutsleitung und Forschungsgruppenleitung	32,5 %	31,3 %	
Center Leitung, Bereichsleitung und Abteilungsleitung	57,1 %	77,8 %	
Glass Ceiling Index auf Basis der Führungsebenen	1,46	1,27	< 1,55

It is our aim to increase the share of women in organisational units and at hierarchy levels where they are currently underrepresented and where we thus observe a leaky pipeline effect (i.e., the higher the level, the fewer women). We want to achieve this aim by improving working conditions and career opportunities for women, as described in the individual chapters of this Gender Equality Plan.

Implemented measures

In 2022, we started to elaborate **new standards for job titles** which have now been in use since 2023. These new standards were then used as a basis for the LBG's new remuneration structure which was implemented in 2024. LBG's **new remuneration structure** was introduced to make career paths within the LBG more transparent and to foster fair remuneration across different disciplines and for all genders. The new remuneration system is intended to increase the LBG's attractiveness and competitiveness as an employer on the labour market and to guarantee permeability between the LBG's career stages and those of universities, companies and other organisations. In addition, the system also allows for better monitoring and reporting. For the first time, it was possible to carry out a gender pay gap analysis.

In 2023, an **internal gender monitoring** based on the new job titles was added to the external reports. The internal gender monitoring assesses data on:

- gender ratio (according to organisational units, salary groups, positions)
- share of employees working part-time (according to organisational units, salary groups, positions)
- international employees (according to organisational units, salary groups, positions)

- dormant employment contracts
- remote work (according to organisational units, salary groups, positions)
- age distribution (according to salary groups, for each research position)
- gender pay gap
- training measures

Gender pay gap analysis

The term “gender pay gap” describes the difference between the average gross hourly remuneration of women and men. This difference is expressed as a percentage of the average gross hourly remuneration of men.

Our new remuneration structure and the new job title standards make it possible to calculate the **adjusted gender pay gap**, i.e., the pay gap between men and women with similar qualifications and in similar positions. The calculation compares actual remunerations (without additional allowances) from December 2023 and January 2024. This comparison is not yet fully informative, as the new remuneration structure has already entered into force, but salaries which do not yet comply with it will be increased in two stages: while 50 percent of the increase will be implemented in 2024, the remaining 50 percent will follow in 2025.

In some positions (e.g., Management), the LBG achieves a 100 percent share of women. In these cases, it was naturally not possible to calculate a gender pay gap.

The results showed a negative gender pay gap, i.e., no differences, in the following positions: Assistant, Research Group Leader, Senior Researcher, Researcher and Study Assistant.

The first analysis has shown that the LBG has succeeded in **reducing the gender pay gap** for the following scientific positions: Institute Director, Postdoc, Predoc and Research Student. In 2025, this reduction will become even more pronounced.

Measures to be implemented

Our gender monitoring report (including visualisations) in digital form will be made available to executives for their respective organisational units via a **digital management information system**. This will allow them to retrieve the status quo of relevant equality figures whenever they need them and to better work towards the respective goals (higher share of women, increase internationality).

Measure	Providing digital gender monitoring for executives
Responsible	Human Resources, IT
To be implemented	in 2024/2025

4.0 STAFF RECRUITMENT

At the LBG, we endeavour to guarantee fairness and non-discrimination and avoid any gender bias by being aware of gender aspects in connection with job advertisements and recruitment. Gender-neutral language (see chapter 2.0 Language) is to be used in job advertisements.

The LBG is one of the cooperation partners in the Dual Career Service Support (DCSS) network, which focuses on employment services for their partners across institutes for the placement of staff who can and want to work in the field of research (including administration).

The current **gender monitoring as at 31 December 2023** has provided us with the following insights:

- The share of women among the junior scientific staff is at least 50 percent.
- In the executive positions of Institute Directors and Research Group Leaders, we have not yet achieved a share of women of at least 50 percent.
- Overall, we have not yet seen any increases in the share of international researchers, which would be necessary to achieve the target share of 10 percent by 2026. When looking at individual positions, such as Predocs and Research Students, we can already see slight increases.

In recruitment, we are going to focus on increasing the share of women primarily in the executive positions of Institute Directors and Research Group Leaders in the next years. Additionally, we are going to focus on increasing the number of international researchers in all research positions.

Implemented measures

New employees have received a **Welcome Map** (in German and English) since 2021. The Welcome Map includes important information on the LBG, its organisational units, contacts, etc. to facilitate the onboarding process.

Since 2024, we have a certain quota for **job advertisements** on a job platform for researchers focusing on European countries (<https://www.academicseurope.com/>).

Since 2024, we have been centrally collecting **recruiting data** to derive measures for increasing the share of women on the level of Research Group Leaders. We collect data on applicants' gender from applications and job interviews with the aim of analysing a potential underrepresentation of recruited women based on the number of applications from women and thus their chances of getting selected.

In the fields of **research communication and employer branding**, we have been actively working on the visibility of women and gender ever since 2023: Three women Institute Directors were presented as role models. One of them had just become Institute Director in January 2024. In February 2024, we published reports on the occasion of the International Day of Women and Girls in Science. In March, around International Women’s Day, we published a report on the sociological perspectives on gender medicine. Our President and the two Managing Directors of the LBG, all women, are also present in the media.

Measures to be implemented

Measure	Revising the recruiting guidelines in view of gender sensitivity and data protection topics
Responsible	Human Resources
To be implemented	in 2024

Measure	Analysing the conversion rate (= share of women applicants to share of women recruits) in each salary group for 2024
Responsible	Human Resources
To be implemented	at the beginning of 2025

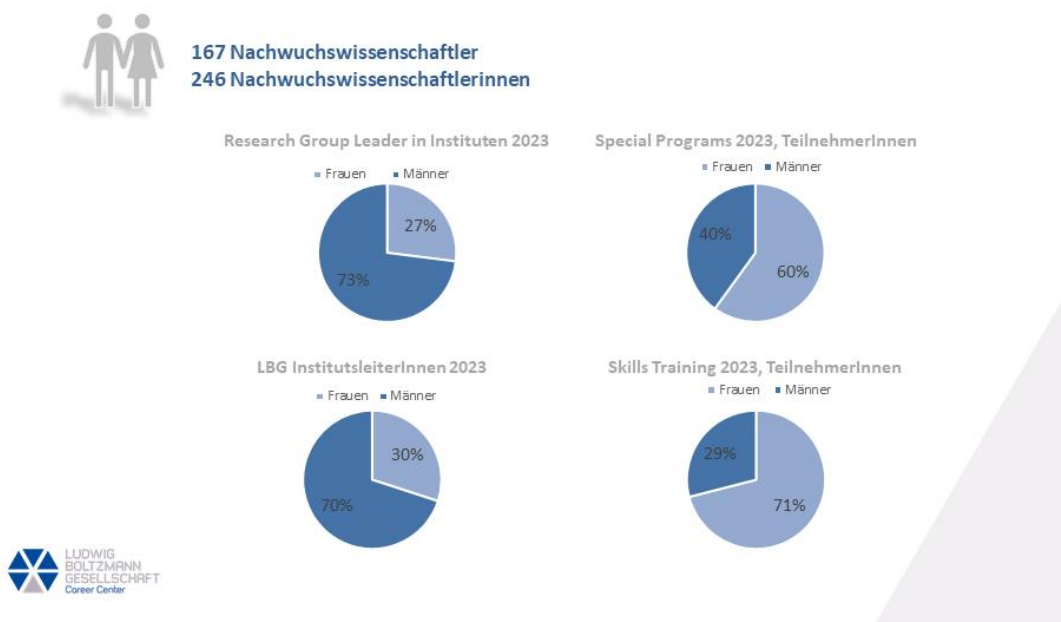
Measure	Continuing to focus on communication related to “women in research” (role models, success stories, etc.)
Responsible	Public Affairs
To be implemented	in 2024/2025

Measure	Working on the LBG's employer branding (including job ads) with a focus on gender and diversity as part of the overall strategy process
Responsible	Human Resources, Public Affairs
To be implemented	at the beginning of 2025

Measure	Defining a Dual Career Service Support process
Responsible	Career Center
To be implemented	in 2024/2025

5.0 STAFF DEVELOPMENT

Until 2024, the LBG Career Center will be funded with money from the Austrian National Foundation (*Nationalstiftung*) and has thus been focusing on predocs and postdocs and their supervisors (approx. 70 percent of the LBG's employees). In the future, the financial means for staff development will be based on the service agreement. There will be an overall concept for the entire LBG. This means that as of 2025, employees from all staff groups can participate in the measures organised by the Career Center. Staff development is a **strategic process** within an organisation. Its target is to continuously improve and develop **individual** skills and competences of **employees** and **executives**, foster good **cooperation** within teams, departments, etc. and providing appropriate **processes and structures** in keeping with the **organisation's strategic goals**. The LBG Career Center answers all questions revolving around career development within and outside the field of research – for researchers and Institute Directors as their supervisors. It also advises employees on suitable job offers. The tasks of the LBG Career Center include: confidential career counselling, support, individual and institutional (further) education measures, quality assurance, networking with the relevant communities in the fields of research, business, etc. Concrete offers include individual measures such as potential analyses, coaching, career and start-up services as well as collective offers such as further education measures, career events and Special Programs (modular courses on specific topics). The share of male and female participants in the Career Center's various offers in 2023 is illustrated below:



Implemented measures

We place a special focus on **balanced teams** when it comes to further education offers. We also want to make sure that we have an equal share of women and men as **trainers and speakers**.

Since 2020, we have been offering the **Employee Assistance Program**: free and anonymous psychological counselling for all employees and their relatives. An interdisciplinary team of counsellors from the *EAP-Institut* offers individual (psychological) support in several languages, covering topics such as exhaustion, anxieties or depression, dependencies and addictions, financial problems, separation, family conflicts, counselling for parents and legal counselling.

Employees on **parental leave** may also participate in the Career Center's offers.

Training measures

Title: Expert Talk on Balancing Parenthood & Career in Academia, 21 June 2023

Content:

The birth of their first child is often the most important turning point in the lives of university graduates and results in the most marked widening of the gap between women and men in their careers. Although awareness among men has increased and fathers increasingly want to play an active part in their children's lives, the challenges faced by men and women remain different. A better understanding of structural problems and support opportunities on individual, organisational and political levels allows parents to make informed individual decisions and reach agreements that will then make the lives of both parents more satisfying.

It has become clear that the typical characteristics of a career in academia, including highly unstructured working times without boundaries, short-, medium- and long-term mobility requirements and the uncertainties in long-term career planning, are in conflict with the realities of parents, partnerships and family life as a whole, as well as with community involvement and the expectations of members of younger generations (in particular Generation Z).

Based on their own experiences, the speakers addressed fundamental decisions, everyday challenges, emotional stress and life satisfaction from the perspectives of mothers and fathers at various stages in their kids' lives (e.g., toddlers vs teenagers). They also mentioned unexpected life events and additional burdens that a "sandwich generation" between their kids and their parents (of advanced age) is faced with. The examples shared were encouraging, showing that it is possible for parents to find their individual – suitable and fulfilling – career paths in the research field.

Participants: 21; 14 predocs / 7 postdocs

Measures to be implemented

Measure	Evaluating and defining measures to increase gender and diversity skills in the working group on “Gender & Diversity”
Responsible	Career Center, Human Resources, LBG Ethics and Diversity Hub
To be implemented	in 2024

Measure	Elaborating an onboarding process including measures to raise awareness of gender-related topics
Responsible	Career Center, Human Resources
To be implemented	in 2024/2025

6.0 RESEARCH

Gender and diversity aspects are taken into account in the research work carried out at the LBG. The LBI of Fundamental and Human Rights in particular carries out research on women's rights, diversity and equal opportunities. LBIs doing research in the field of precision medicine (such as the LBI for Nanovesicular Precision Medicine or the LBI for Traumatology) also have to be mentioned in this context.

Implemented measures

In 2024, we created the **LBG Ethics and Diversity Hub** with the aim of establishing an interdisciplinary platform for the exchange of expert knowledge on research ethics, integrity, diversity, equity and inclusion within our organisation. The Hub is open and inclusive. The LBG Research Ethics Committee is also part of the Hub. It offers advice, support and consultation on all questions related to ethics and diversity. It develops standards and guidelines in the areas of ethics and diversity in cooperation with international partners. Via the Hub, you can obtain advice on developing and implementing diversity initiatives in research institutions and teams or specific research projects. The Hub's team has expert knowledge in the areas of gender equality, conventional and participatory research involving vulnerable groups, accessibility, culturally sensitive research and neurodiversity.

Measures to be implemented

Measure	Analysing the status quo of gender topics in research
Responsible	LBG Ethics and Diversity Hub
To be implemented	in 2024/2025