

Leibniz-Zentrum Allgemeine Sprachwissenschaft (ZAS)

GENDER EQUALITY PLAN

2024-2030

Mission statement

The ZAS understands the realization of gender equality as a central guiding principle of its organizational and personnel development as well as a task of the institute's management. It supports the Leibniz Association's goals of equal opportunities and diversity and resolutely opposes discrimination and disadvantage, for example, on the basis of ethnicity, gender, religion and ideology, disability, age and sexual identity in accordance with the General Equal Treatment Act (AGG). For the ZAS as an institution of the Leibniz Association the equality standards of the Leibniz Association as well as the implementation agreement on equality (Ausführungsvereinbarung zum GWK- Abkommen über die Gleichstellung von Frauen und Männern bei der gemeinsamen Forschungsförderung, AVGlei) apply. The ZAS actively strives for the equality of women and men according to Art. 3 para. 2 of the German Basic Law (GG) and the Berlin State Equality Act (LGG). This includes the reduction of existing disadvantages and the continuous improvement of the compatibility of work, private life, and family for employees in the scientific as well as in the science-supporting area and at all career levels.

The gender equality policy of the ZAS is documented in the Equal Opportunities Concept and the Target Agreement with berufundfamilie GmbH.

I. Objectives and desired outcomes of the GEP

The Gender Equality Plan (GEP) serves to identify existing needs for action in the area of gender equality and equal opportunities at the ZAS and to define measures to achieve and sustain them. It is based on the provisions set out in § 4 LGG Berlin and the Horizon Europe Guidance on Gender Equality Plans by the European Commission. The GEP was agreed between the Equal Opportunities Commissioners and the management of the ZAS for a period of six years. In accordance with §4 LGG Berlin and the Horizon Europe Guidance on Gender Equality Plans, the ZAS is committed to regularly assess the goals and measures to achieve them in the form of annual progress reports. The target quotas set out in the Gender Equality Plan are to be achieved by 2025, in accordance with the target agreement of the Leibniz Association for the first half of the Pact for Research and Innovation VI 2021-2025. Target quotas are based on the cascade model, in which the target proportion of women by career level, remuneration group, and decision-making position is based on that of the level below. Here, the expected fluctuation of employees is taken into account, while the particularly ambitious Leibniz orientation quotas are used as a benchmark.

Unless stated otherwise, all statistical data on the structure of the workforce, which serve as the relevant baseline data for calculating the target quotas refer to the reporting date of 31.10.2023.

II. Relevant baseline data

a. Staff numbers by gender at all levels

As of the reporting date, a total of 95 people¹ are employed at ZAS. Of these, 62 are female and 33 are male, which corresponds to a ratio of 65%² to 35%.

Of the research staff, 26 are female and 21 are male (55% to 45%). Further differentiation according to qualification phase is provided in chapter ii.

A total of 12 people are employed in the science support area, 9 of whom are female and 3 male (75% to 25%). Thus, there is a clear overrepresentation of women in this area.

Of the 36 student assistants employed at the ZAS, 27 are female and 9 are male; the proportion of women is thus 75%. As per a joint decision of the Equal Opportunity Commissioners and the scientific management of the ZAS, student assistants are not considered in the cascade model due to their high fluctuation.

	total	number of women	number of men	percentage of women (%)
all employees	95	62	33	65
researchers	47	26	21	55
science-support-staff	12	9	3	75
research assistants	36	27	9	75

The structure of the workforce is presented below, broken down by remuneration group, qualification phase, and contractual relation to the organisation.

i. Remuneration group³

The remuneration group W3 corresponds to the director of the ZAS. Since October 2022, the ZAS has a female director. Therefore, the proportion of women in this remuneration group is 100%.

In the following remuneration group, E14, 3 of 6 positions are occupied by women, thus the total proportion of women is 50%. In this remuneration group there are 3 permanent positions, 2 of which are occupied by women.

In the remuneration group E13, the proportion of women is 63% for institutionally funded positions and 56% for third-party funded positions. This amounts to a total proportion of women of 58%. Thus, women are slightly more numerous in this remuneration group than men. Of the 7 permanent positions in this remuneration group, 5 are occupied by women.

In the remuneration group E12, the total proportion of women is at 67%, with 2 out of 3 institutionally funded positions being occupied by women.

¹ This includes all people that are employed at ZAS at the reporting date from the institutional budget or from third-party funds. This does not include (senior) fellows and honorary members.

² Here and in the following, all percentages are rounded to zero decimal places.

³ Positions that are partly funded from the institutional budget and partly from third-party funds are counted as institutionally funded positions if the proportion of institutional funding is 50% or higher. Dormant contracts are not included.

Of the 2 permanent positions in this remuneration group, 1 is occupied by a woman.

The two remaining permanent positions (E9c, E8) are both occupied by women.

	total		number of women		number of men		percentage of women (%)		
	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	total
W3	1	0	1	0	0	0	100	0	100
E14	5	1	3	0	2	1	60	0	50
E13	16 ⁴	27	10	15	6	12	63	56	58
E12	3	0	2	0	1	0	67	0	67
E11	2	0	0	0	2	0	0	0	0
E9c	1	0	1	0	0	0	100	0	100
E9a	0	3	0	3	0	0	100	0	100
E8	1	0	1	0	0	0	100	0	100
Non-tariff	0	1	0	0	0	1	0	0	0
research assistants	12 ⁵	24 ⁶	10	17	2	7	83	71	75
thereof permanent positions	total		number of women		number of men		percentage of women (%)		
W3	1		1		0		100		
E14	3		2		1		67		
E13	7		5		2		71		
E12	2		1		1		50		
E9c	1		1		0		100		
E8	1		1		0		100		

⁴This includes 3 female employees whose positions are partly funded from the institutional budget (at least 50%) and partly from third-party funds.

⁵This includes 1 female research assistant whose position is funded in half from the institutional budget and the other half from third-party funds.

⁶This includes 1 female research assistant whose position is funded to more than 50% from third-party funds.

ii. Qualification phase

At the ZAS, researchers are employed in all phases of academic education and qualification, from the attainment of the first university degree to the habilitation. The ZAS is particularly interested in the career development of its early career researchers. This group consists of doctoral students and PostDocs. The ZAS defines PostDocs as researchers who completed their doctorate no longer than 6 years ago (minus maternity, parental, and care leaves)

Of the 9 doctoral students, 7 are female. Thus, the proportion of women in this qualification phase is significantly higher than that of men. When considered separately, there is a noticeable difference between institutionally and third-party funded positions. While the institutionally funded positions are gender-balanced, the proportion of women in third-party funded positions is at 86%. This amounts to a total proportion of women at the pre-doctoral level of 78%.

At the level of PostDocs, 7 of 13 positions are occupied by women. This amounts to a total proportion of women of 54%. While the third-party funded positions are gender-balanced, 3 of 5 institutionally funded positions are occupied by women, which corresponds to a share of 60%.

Of 8 habilitated researchers, 4 are women, all of whom are under institutional funding. Of the 6 institutionally funded positions, 4 are occupied by women, which corresponds to a share of 67%. Both third-party funded positions are occupied by men, which corresponds to a proportion of women of 0%. However, taking institutionally and third-party funded positions together, there is gender balance on the level of habilitated researchers.

	total		number of women		number of men		percentage of women (%)		
	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	total
doctoral students	2	7	1	6	1	1	50	86	78
PostDocs	5 ⁷	8	3	4	2	4	60	50	54
habilitated researchers	6	2	4	0	2	2	67	0	50

iii. Research areas

At the ZAS, central aspects of natural language are investigated in four Research Areas (FB): Laboratory Phonology (FB1), Language Development and Multilingualism (FB2), Syntax and Lexicon (FB3), and Semantics and Pragmatics (FB4).

⁷Not included here is one female PostDoc who is replacing another female PostDoc while she is on parental leave.

The table below shows the proportion of women in each FB. In all FBs, with the exception of FB3, the proportion of women is at least 50%.

	total		number of women		number of men		percentage of women (%)		
	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	total
FB1 all	4 ⁸	7	3	4	1 ⁹	3	75	57	64
FB1 PostDocs	1	3	1	1	0	2	100	33	50
FB1 doctoral students	0	3	0	3	0	0	0	100	100
FB2 all	4	6	3	5	1	1	75	83	80
FB2 PostDocs	0	1	0	1	0	0	0	100	100
FB2 doctoral students	1 ¹⁰	3	1	2	0	1	100	67	75
FB3 all	5	7	2	2	3	5	40	29	33
FB3 PostDocs	3 ¹¹	0	1	0	2	0	33	0	33
FB3 doctoral students	0	1	0	1	0	0	0	100	100
FB4 all	5 ¹²	16	2	10 ¹³	3	6	40	63	57
FB4 PostDocs	0	5 ¹⁴	0	3	0	2	0	60	60
FB4 doctoral students	1 ¹⁵	1	0	1	1	0	0	100	50

iv. Decision-making positions

There are four management levels at the ZAS: directorship (level 1), vice directorship (level 2), research area management (level 3), and project management (level 4). Furthermore, members of the ZAS serve in external committees (level 5) and on editorial boards (level 6).

The scientific management of the institute (level 1) is female, thus the proportion of women at this level amounts to 100 %.

Vice directorship (level 2) at ZAS is formed by 2 of the 4 research area heads. The appointment of the vice directors is subject to the approval of the Board of Trustees. The positions of the vice directors are to rotate

⁸ This includes one female senior researcher who is currently on sabbatical.

⁹ This is a shared position in FB1 and in the general science support of the ZAS.

¹⁰ This is a shared position in FB2 and FB3.

¹¹ This includes one female PostDoc who is currently on parental leave. Not included here is her replacement.

¹² This includes one male senior researcher with a position that is 50% from institutional funding and 50% from third-party funding.

¹³ This includes one employee with a shared position in FB4 and in the general science support of the ZAS.

¹⁴ This includes one female PostDoc who is currently on parental leave.

¹⁵ This is a shared position in FB4 and FB3.

among the heads of the research areas, with a new vice director being appointed each year for a period of 2 years. All directors represent ZAS externally and take on administrative and representative tasks that affect the entire institute. At the reporting date, both vice-directors are female, thus the proportion of women at this level amounts to 100 %. One female vice director is acting as deputy for a female colleague who is on sabbatical.

At the level of research area management (level 3), 2 out of 4 positions are held by women, one of whom is standing in for a female colleague who is on sabbatical. The proportion of women at this level is therefore 50%.

At the level of third-party project management (level 4), 16 out of 27 positions are held by women. The proportion of women at this level is therefore 59%. This refers to a total of 23 third-party funded projects at ZAS, of which 4 projects are led jointly by two co-PIs.

ZAS-employees serve in 57 external committees (level 5), with some employees serving in more than one committee. 54% of the committee work is carried out by women. Particularly noteworthy are the offices of first or second chairperson and deputy spokesperson, two of which are held by a woman and three by a man.

ZAS-employees hold a total of 46 editorial board memberships (level 6), with some employees serving on more than one editorial board. Some of these go beyond mere editorial board membership: Two women are currently guest-editors, and three women serve as associate editors. Furthermore, ZAS-employees hold a total of five functions as (co-)editor in chief, two of which are occupied by women. The proportion of women of all editorial work is 63%.

	total		number of women		number of men		percentage of women (%)		
	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	total
Level 1: directorship	1	0	1	0	0	0	100	0	100
Level 2: vice directorship	2	0	2	0	0	0	100	0	100
Level 3: research area management	4	0	2	0	2	0	50	0	50
Level 4: project management	0	27	0	16	0	11	0	59	59
Level 5: committee work ¹⁶	57		31		26		54		

¹⁶ The data concerning committee work and editorial work are self-reported by the employees of ZAS and may be subject to minor reporting gaps. Included in this data are the activities of the former director of the ZAS, who, at the reporting date, continues to work at ZAS as a senior fellow.

Level 6: editorial work	46	29	17	63
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v. Contractual relation to the organisation

Of the total of 60 employees of the ZAS (research assistants excluded), 17 are employed part-time, of which 13 are female and 4 male. The proportion of women among all part-time employees is therefore 76%. Thus, the share of women among part-time employees is clearly larger than that of men.

Broken down by type of personnel and type of funding, the distribution is as follows:

A total of 14 *research* positions are currently carried out part-time, of which 10 are filled by female and 4 by male employees. The proportion of women among part-time research staff is therefore 71%. This asymmetry can be partly explained by the fact that doctoral students are inevitably employed part-time and that the ZAS is currently employing significantly more female doctoral students than male ones.

9 part-time positions are filled by *doctoral students*. 8 doctoral students (6 women, 2 men) are employed at 65%, 6 of whom are from third-party funding (5 women, 1 man). One female doctoral student is employed at 50% from third-party funding.

At the level of *PostDocs*, 1 man is employed at 50% from third-party funding.

Of the remaining research staff (*senior researchers*), 3 of 4 part-time positions are held by women. One man is employed at 50% from third-party funding, 1 woman at 50% from third-party funding, 1 woman at 65% from third-party funding, and 1 woman at 75% from institutional funding.

Among the *science-support staff*, a total of 3 positions are carried out part-time, all of whom are occupied by women. The proportion of women among part-time science-support staff is therefore 100%. Two of these part-time positions are third-party funded (one at 25% and one at 50%). One woman is employed at 76,92% from institutional funding.

	total		number of women		number of men		percentage of women (%)		
	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	inst. fund.	3 rd party	total
all employees ¹⁷	4	13	3	10	1	3	75	77	76
all researchers	3	11	2	8	1	3	67	73	71
-thereof doctoral students	2	7	1	6	1	1	50	86	78
-thereof PostDocs	0	1	0	0	0	1	0	0	0

¹⁷ Excluding research assistants

-thereof senior researchers	1	3	1	2	0	1	100	67	75
science-support-staff	1	2	1	2	0	0	100	100	100

b. Career advancements

The ZAS does not currently collect data on employees' career advancements. Starting from January 2024, the average numbers of years needed for women and men to make career advancements (per grade and by discipline) will be jointly documented by the research area management, the secretary, and the reporting manager, who will report to the Equal Opportunity Officers in annual queries. Initial results will be reported in the First Annual Progress Report for the reporting year 2024.

c. Distinct job applications

It is planned to document how many male and female candidates have applied for distinct job positions advertised at the ZAS, starting with positions advertised as of January 2024. Distinct job positions are all institutionally funded positions. Recruitment panels are responsible for keeping records and will report to the Equal Opportunity Officers in annual queries. Initial results will be reported in the First Annual Progress Report for the reporting year 2024.

d. Employees who left the organization

The ZAS does not currently collect data on employees who left the organization. Starting in January 2024, numbers of women and men having left the organisation, specifying the numbers of years spent in the organisation, will be jointly documented by the secretary and the reporting manager, who will report to the Equal Opportunity Officers in annual queries. Initial results will be reported in the First Annual Progress Report for the reporting year 2024.

e. Parental leave

As of the reporting date, two female PostDocs are on parental leave. The duration of the requested parental leave is 10 and 12 months. Return arrangements have been made with both employees.

f. Intersectionality

The ZAS recognizes that systems of discrimination and privilege intersect to create unique dynamics and effects. Yet, to protect employees' privacy and to safeguard them from potential repercussions, the ZAS does not currently collect any data on their employees that goes beyond the gender dimension. The ZAS is committed to remaining mindful of whether there are more factors to consider regarding discrimination and privilege than are currently taken into account. Possible aspects to consider are history of migration, gender identity, sexual orientation, (dis-)ability, and family's educational background.

III. Targets

a. Pay equity and permanent positions

The highest remuneration group, W3, will continue to be occupied by a woman for the entire duration of the reporting period (2024-2030), as it corresponds to the position of the director of the ZAS.

With regard to the research positions, the aim is to maintain the existing gender parity in the remuneration groups E14 and E13.

Regarding the science support positions (remuneration groups E8-E12), the joint works council of the three institutes (ZAS, ZfL & ZMO) is currently in negotiations with the administration GWZ about the possibilities of equitable remuneration across the three institutes. Initial results of this process will be reported in the First Annual Progress Report for the reporting year 2024. Furthermore, the ZAS endeavours to actively recruit women for higher-paid positions (E11-E13) in the science-support area, wherever possible, if the proportion of women in the remuneration group in question is below 40%.

Regarding permanent positions, the aim is to maintain the existing gender parity.

b. Career advancement and qualification phases

In the first qualification phase (doctoral students), the proportion of women is significantly higher than that of men. Yet, at the next career stage (PostDocs), the gender ratio is currently balanced. This could indicate that fewer women than men currently reach the next career stage. To counteract this, the ZAS aims not to change the current gender parity at the PostDoc level to the disadvantage of women, in line with the cascade model of the Leibniz Association. Particular emphasis should be placed on recruiting women as PostDocs in FB3.

Since the habilitation is no longer an international requirement for appointment to a professorship, the ZAS does not currently consider it necessary to set a target quota for habilitated researchers. However, the scientific management of the ZAS is committed to particularly supporting female senior researchers in reaching the next career stage (e.g., professorship).

c. Leadership positions

Since October 2022, the ZAS has a female director. Directorship at the ZAS will remain female for the entire duration of the reporting period (2024-2030).

Regarding vice-directorship, the ZAS has agreed on a rotation system, in which vice-directors are to rotate among the heads of the research areas, with a new vice director being appointed each year for a period of 2 years. To maintain the gender parity among the vice-directors, the goal is that over a period of four years, at least 50% of the vice-director positions should be held by women.

At the level of research area management, the current gender parity should be maintained wherever possible. Under no circumstances should the situation arise where the proportion of women or the proportion of men in research area management positions falls below 25%. In this context, it is worth mentioning that in September 2023, a tenure track position in FB3 was filled by a male researcher. Thus, the research area management in FB3 will continue to be male in the future. It should also be noted that the ZAS is planning an institute expansion as a 'minor extraordinary item for expenditure of a scientific-strategic nature' ('kleiner Sondertatbestand inhaltlich-strategischer Natur', StB). If this is successful, another department will likely be added from 2025, increasing the number of research area managers from 4 to 5.

In the area of project management, there is currently a relatively balanced ratio of women to men. If it becomes apparent that the proportion of third-party funded projects acquired by women is declining, women will be specifically supported in applying for third-party funding. In addition, women may be specifically recruited to submit project proposals.

The ZAS is committed to ensuring that women continue to be represented in research structural positions (e.g. committees, advisory boards, editorial boards). The aim is to maintain the gender parity that currently exists at the ZAS in this respect and, if necessary, specifically support the participation of women in these areas.

d. Contractual relation to the organization

The full-time/part-time situation at ZAS is regulated according to the personal needs of the employees. The option of part-time work is anchored in the Equal Opportunities Concept and the Target Agreement with berufundfamilie GmbH.

IV. Measures

The following section describes measures in the areas of work-life-balance and organizational culture, leadership and decision-making, personnel development and recruitment, research content, and protection against gender-based violence, with which the ZAS aims to contribute to a generally balanced employment structure and to strengthen a gender- and diversity-sensitive work culture.

a. *Work-life balance and organisational culture*

The ZAS considers the compatibility of family and career as an important strategic element for attracting and retaining highly qualified employees. Measures to promote this compatibility are explicitly formulated in a gender-neutral manner.

In 2022, the ZAS was awarded the audit workandfamily (berufundfamilie) certificate for the first time for the strategic design of its family- and life-phase-conscious personnel policy. The certificate, which is considered a seal of quality for a company's compatibility policy, is awarded by the curatorium of the berufundfamilie Service GmbH. The prerequisite for certification is successful completion of the accompanying auditing process, in which the status quo of the family- and life-phase-conscious measures already offered was determined and the institute's potential was systematically developed. As part of the auditing process, strategic goals as well as concrete measures were defined, which are recorded in a target agreement. These must be implemented appropriately during the three-year certificate period. Practical implementation is reviewed annually by the berufundfamilie Service GmbH.

i. Parental leave policies

The Equal Opportunities Commissioners and the administration provide information and advice on pregnancy, parental, and caregiver leave. With their permission, the ZAS maintains contact with employees on parental or caregiver leave and offers return arrangements. Continuing education opportunities are also available to employees during parental and caregiver leave as well as to employees working part-time. The ZAS advises applicants of third party funded projects to apply for funds for a contract extension for maternity or parental leave already in the project applications. If the

third-party funding body does not provide for this possibility or if no corresponding agreement can be reached with the third-party funding body, the ZAS endeavours to extend corresponding employment contracts by parental leave taken, although there is no legal entitlement to this (in the case of fixed-term contracts due to third party funding according to § 2 para. 1 WissZeitVG).

ii. Flexible working time arrangements

The ZAS designs the work and organizational structures in such a way that a family-friendly working environment is created. It offers its employees flexible working hours and the possibility of mobile working. When scheduling appointments, family concerns are taken into account. It is agreed that ZAS-internal meetings should generally take place within the opening hours of schools and daycare centers. Exceptions must be justified and announced in good time. In case of important appointments outside the regular opening hours, subsidies for childcare costs can be applied for (see also next section).

iii. Support for caring responsibilities

Financial compensation for child or family care can be applied for when attending conferences and further training measures. For business trips, travel allowances can also be applied for in justified cases for the travel of a caregiver, for the travel of children to a caregiver or for bringing children along on a business trip. The annual budget for subsidies for care costs is currently 1.000 €. Possibilities of a needs-based cooperation with an external family service provider for emergency care, elder care, etc. are currently explored.

A parent-child room has been set up in the new building in Wilmersdorf, which is shared with the staff of the Leibniz Centre for Literary and Cultural Research (ZfL) and the joint administration GWZ. It can be booked by parents via the digital room booking system, so that children can be brought along to the workplace if needed. Spontaneous use without prior registration is also possible if required, provided the room is not already being used by another parent.

iv. Workload management

Reducing the risk of overload is one of the focal points of the target agreement for the audit berufundfamilie. One of the main focuses of the resulting measures is to improve the dialogue between employees and supervisors. In this context, the guidelines for the annual employee meeting have been adapted to take account of workload and work-life-balance. For early career researchers (doctoral students and PostDocs), an additional one-on-one meeting with a supervisor takes place at least once a year, in which questions of workload, feasibility of tasks and objectives are discussed, taking into account the family situation.

Reference is made in the Employee Handbook to the possibility of requesting an employee meeting with supervisors or another manager, including the Institute's management, in the event of overload or impending burnout. In the event of *persistent* overload, employees can file an overload report, which is to be addressed in an appropriate employee meeting.

The risk of overload is further countered by measures aimed at optimizing the protection of leave, joint family time and regeneration phases. Sensitive handling of weekends, school and university vacations, and public holidays is promoted by both the research area and the project management. Regular use of annual leave is discussed during the annual employee meeting. The email codex was updated to include guidance that emails are not expected to be read and responded to after working hours or on weekends. In addition to the public holidays for Germany and the state of Berlin, ZAS employees have the option to display relevant non-Christian holidays (selection follows that of the Berlin Integration Commissioner) in their Outlook calendar. Employees are encouraged to also take non-Christian holidays into account when planning events, whenever possible.

v. Advice and support on work-life balance.

The Equal Opportunities Commissioners provide advice and support on work-life-balance. Compatibility and equality concerns are furthermore addressed in the Employee Handbook, during the annual employee meeting, and in the context of the ZAS Mentoring Program.

b. *Gender balance in leadership and decision-making*

To address common types of barriers keeping women from being equally represented in decision-making and leadership positions, particularly those on a structural level, the ZAS is committed to providing early and sustained support of its female employees, especially regarding the critical phases of the academic career, i.e., the transitions between qualification phases. Female researchers are informed about the advisory, networking, and support formats of the Leibniz Association for individual support of career planning (e.g., Leibniz Mentoring Programme, Leibniz Female Professors Programme) and particularly encouraged to participate in external further education measures and to taking on higher-ranking tasks and positions. Management positions can be taken on part-time if there are no compelling official interests to necessitate the contrary.

The ZAS is committed to take care work into account when evaluating achievements – especially the publication performance of female researchers. Information events on unconscious bias and gender bias in science and in application and personnel selection processes are held to raise awareness of structures and thought patterns that promote inequality and to provide appropriate counter-steering tools (see also next section on gender equality in recruitment and career progression).

c. *Gender balance in recruitment*

As reported above, there currently exists gender balance or even a higher proportion of female researchers at all research career levels of ZAS. The ZAS strives to maintain this gender balance in the future. Especially, the ZAS-leadership will encourage principal investigators of externally funded projects to actively hire female researchers.

The ZAS has established gender equality expertise in recruitment and promotion committees and strives to continue with gender balanced search and appointment panels, which are required to include at least 40% women. If a position is advertised in a project in which not enough female researchers are available to be part of the recruitment committee to achieve a proportion of women of at least 40%, female

researchers from outside of the project are asked to join the committee and will be granted the same voting rights as project-internal members. The gender equality commissioners are involved in all recruitment processes for ZAS-positions as well as in all officially announced recruitment processes for positions in externally funded projects. Concerning the latter, the ZAS-leadership encourages principal investigators to choose open and publicly advertised recruitment and selection procedures over closed ones. The scientific management of the ZAS continuously updates the Equal Opportunity Commissioners on planned third-party projects with closed selection procedures. All job advertisements point out ZAS's commitment to equal opportunities for women and men at all career levels and to family-friendly working conditions.

Should the currently existing gender balance at a certain career or job level of ZAS change so that women are underrepresented, proactive recruitment of women via advertising on field-specific internet sites, directly contacting women with the desired expertise, and increasing the number of potential female candidates by broadening the disciplinary range of recruitment will be intensified. ZAS selection committees are instructed to reject recruitment and promotion lists with only male candidates and to initiate a new advertisement if there are no women in the applicant pool.

To raise awareness of structures and thought patterns that promote inequality and to provide appropriate counter-steering tools, the ZAS will organize workshops and trainings on unconscious biases. Unconscious bias training for all staff, including members of the scientific leadership, will take place in 2024, 2027, and 2030 (3-year rhythm).

d. Gender balance in career progression

To support the career progression of female researchers, the ZAS seeks to support female researchers in national and international networking, and in participating in the Leibniz-Mentoring Program, the ZAS mentoring program as well as other comparable programs. As of the reporting date, 7 female researchers are involved in the ZAS mentoring program, while currently no researcher at ZAS is enrolled in the Leibniz-Mentoring Program. The ZAS endeavours to nominate at least one female researcher per year for the Leibniz-Mentoring Program. Furthermore, special attention will be given to encouraging female researchers to develop an own research agenda that has the potential to receive grants from programs for early career researchers. In each research area, the aim is for at least one application for third-party-funding per year to be submitted by a female early career researcher.

Career progression of all staff at ZAS is monitored by the annual Employee Meetings. For early career researchers, an additional one-on-one meeting with a supervisor takes place once a year, in which workload, career planning, and publication strategy are discussed. In addition, early career researchers who take part in the ZAS-internal mentoring program are accompanied and supported in their career by a mentor from ZAS. Mentors are senior researchers of ZAS working in a different research area than the mentee. The above-mentioned tools will continuously be evaluated (once a year) by the ZAS-leadership, the equal opportunity commissioners, the works council, and the organizers of the ZAS-mentoring program.

Evaluation of career progression of women will include the following factors:

- Accounting for the time frame/period for the achievements and the intensity of work carried out
- Accounting for career breaks and discount leave periods when assessing research output, also placing a suitable value on non-traditional career paths, e.g. getting particular kinds of training, unusual undergraduate degrees and different job experiences
- Assessing research quality rather than quantity, and not relying solely on publication citation index
- Assessing soft skills as well as research outcomes, such as being a project leader of a research project with a successful conclusion
- Ensuring that administrative responsibilities, student supervision and marking workloads are transparent and valued alongside research outputs

To enable equitable and transparent spread of workload among the academic staff and the science-support staff, ZAS implemented a ZAS-wide workload reporting tool in 2023. It will be continued in the following years to hold the workload consistent between genders, type of staff, and areas of research.

e. Gender dimension in research content

Integration of the gender dimension into research content will be fostered by including the gender impact assessment tool that is suggested and required by the DFG in the planning and application of prospective research projects.

f. Measures against gender-based violence including sexual harassment

An event to raise awareness of the issue of sexual harassment will be held for all employees at ZAS, including the scientific management, for the first time in 2024. This is to be repeated every 2 years.

The Equal Opportunities Commissioners, the Works Council and the management are available as reporting channels for those who have experienced or witnessed sexual harassment in the workplace. They can initiate further steps including disciplinary measures and legal action.

V. Effective date

The Gender Equality Plan becomes effective on February 1, 2024.