



## Gender Equality Plan of IHP

### Foreword

#### Objectives

Innovation thrives on the creative potential of people of all genders. To release this potential, IHP attaches great importance to a gender-neutral working environment and an opportunity-oriented management culture. IHP has set its goal to promote and to bring out the potential of all IHP employees. In designing its processes and structures, IHP is sensitive to counteracting discrimination of any kind. In addition to the legal basis of equality and anti-discrimination, IHP is committed to the standards of the Leibniz Association.<sup>1</sup>

In 2020, IHP decided to systematize its long-standing efforts to promote women in science and as a family-friendly employer and to develop **this IHP Equality Plan**. The stated goal is a document that all key people at the institute stand behind and whose measures will be implemented with conviction. Thus, the participatory process served not only to create this document, but also to **raise awareness of equality and opportunity-based leadership**, as well as to **make equality visible as an important goal of IHP**.

#### "Leading for Equality" Process – The Development of the Equality Plan

A **total of 40 key people at IHP** have worked together on the creation of this plan; people, who in their functions, can further promote equality at IHP: The management, the heads of the scientific departments and the scientific groups, the heads of areas of the administration, the technical management staff, the Equal Opportunity Officer and her deputies, the Representative of the Severely Disabled, the chair of the Works Council, a member of the Scientific and Technical Council, and the Quality Management Officer. A list of all contributors by name can be found in the appendix.

In this process with the working title "Leading for Equality", **in several workshops** in the period from the autumn of 2020 to early summer 2021 the participants dealt with the **theoretical foundations of equality**, with **instruments of equal-opportunity leadership** and, in a group work phase, **developed precisely tailored equality measures** for the IHP, always with the advice of two external experts. The proposals for measures developed in this way were incorporated into this Equality Plan, together with previously established and proven standards. Proposals for measures that can be assigned to strategies and concepts in terms of content - for example, a communication strategy or a personnel development concept - are included in these strategies and concepts with a description of their equality aspects. This Equality Plan contains a reference to the respective strategy or concept paper for these measures.

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<sup>1</sup> Leibniz-Equal Opportunity Standards, [Leibniz-Gleichstellungsstandards\\_2016.pdf \(leibniz-gemeinschaft.de\)](#), most recently accessed on October 11<sup>th</sup>, 2021

# Leading for Equality!



Opportunity-based Leadership  
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The Equality Plan will be reviewed and updated every four years.

We would like to thank all those involved for their cooperation in the development of the IHP's Equality Plan.

Prof. Dr. Gerhard Kahmen  
Scientific and Technical Director

Nicolas Hübener  
Administrative Director

# Leading for Equality!



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The measures are presented in the following format: An introduction briefly explains the background to the measures, then reports the status at the time the plan was adopted. This is followed by recommendations for action and the responsibility for the measure.

## 1. Equal Opportunity Selection of Personnel

### Recruitment Handout

The personnel selection process is part of the institute's internal quality management system and is subject to continuous quality control. The responsible interest groups are involved in the process design and at an early stage in the individual recruitment procedures. In concrete hiring processes, the professional assessment and selection are carried out by those responsible for the department seeking personnel, for example department, group, subject area or project leads.

In able to standardize and professionalize the selection process, personnel-seeking managers at the IHP receive a handout with specific instructions on the preparation and implementation of staffing procedures.

*Status:* The template for job advertisements was modernized, with the presentation of the vacant position in particular being made more appealing. Attention has been paid to gender-sensitive language.

*A guide for conducting interviews has been developed and is used in all selection processes by the recruiting managers.*

*Recommendation:* Anchoring in the personnel selection process, further development of template and guideline

*Responsible:* Human Resources

### Long-term Monitoring of Leadership Positions to be Filled

Management positions are rarely available. Long-term monitoring enables early efforts to apply targeted individual personnel development measures for management positions that become vacant as planned or to increase the pool of suitable applicants by activating networks.

*Status:* Once a quarter, HR management reports to the management circle (team meeting) on the age-related departures expected in the next 4 years and, if necessary, discusses the realignment of the position and steps to assume certain functions, measures to secure experience and, if necessary, steps to fill new positions. This ensures long-term monitoring of management and key positions to be filled.

*Recommendation:* In the discussion about the replacement, documented consideration is given to whether there are potential applicants for the position among the employees of IHP whose skills, knowledge and potential can be developed in a targeted manner in the years leading up to the replacement. In this context, women are also specifically considered.

*Responsible:* Management, Human Resources and department heads

### Professorships:

*Status:* Jointly appointed professorships are filled by the partner university leading the appointment procedure. At IHP, no retirements are expected for these positions in the next few years. A total of six professorships are already in the appointment process, in application or in various stages of strategic (re)orientation.

*Recommendation:* At a very early stage of the process, the IHP considers which is the possible field of applicants. In particular, it examines in which areas the proportion of women in the relevant subject cluster is particularly high in order to specifically draw attention to



*the professorship via networks, and whether a (partial) denomination within the IHP strategy in the direction of a scientific discipline with a higher proportion of women is possible. In its networks, the IHP observes promising personalities in early career phases who could be an asset for the IHP in the future. With offers for cooperations and guest stays, IHP aims to contribute to the development of their skills, knowledge and potential. Thus, IHP supports them in positioning themselves well for appointment and tenure processes at IHP (and outside). In this context, women are also specifically targeted.*

*Responsible: Management and Department Heads*

## 2. Equal Opportunity Personnel Development

### Mentoring

New employees of IHP receive support for their orientation period at IHP from a mentor who is not the responsible manager. As a person of trust, they provide support with informal questions and with integration at the institute.

*Status: Already practiced in the Technology Department and, with the adoption of the new Company Agreement, binding for all areas of IHP for the structured induction phase.*

*Recommendation: Implementation of the Company Agreement*

*Responsible: Management, Human Resources, Works Council*

### Supervision of Doctoral Candidates

A supervision agreement for the doctorate is concluded with all newly hired doctoral candidates and, at their request, also with those who have already been working on their doctorate at IHP for a longer period. It serves to further improve structured support for the doctorate from the very beginning and ensures transparency regarding the rights and obligations of doctoral candidates and supervisors during the doctorate and about possible career paths at IHP, in academia or outside academia.

*Status: The supervision agreement based on the Leibniz Supervision Agreement was developed in 2021 by the management together with the scientific department heads and Human Resources with the involvement of the Scientific-Technical Council.*

*Recommendation: Anchor in the personnel selection process*

*Responsible: Human Resources*

### Personnel Strategy

A human resources strategy dovetails with IHP's new strategy paper, which identifies what expertise and what competencies need to be established and/or further developed at IHP.

*Status: Standardized processes; recruitment in administration and management already with mid-term planning, in research dependent on third-party funding*

*Recommendation: Development of a human resources strategy that is closely interlinked with the institute's strategy.*

*Responsible: Management, Human Resources, heads of the scientific departments*

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## Consultation on External Funding Programs

IHP offers its employees an overview consultation on possible scholarships and funding programs.

*Status:* To date no database

*Recommendation:* Anchor subject in Marketing & Strategy

*Responsible:* Marketing & Strategy staff

## Support of Individual Career Planning

Individual career discussions about the opportunities and risks of a scientific career and assistance in developing a personal roadmap ensure that the requirements of a scientific career are transparent and that such can be planned. The need for and offer of support should be jointly determined and documented, for example as part of the annual staff appraisal and/or in the supervision agreement. This is how scientific employees can develop leadership skills in a targeted manner.

*Status:* To date, annual "PhD at IHP" offer in lecture form by Chair Scientific-Technical Council (WTR) and Human Resources on scientific career requirements. Annual staff meetings according to the Company Agreement as well as the supervision agreement provide a framework for the support of individual career planning.

*Recommendation:* Check whether internal resources can be used for individual career counseling (if necessary, further development of personnel, time) or whether a regular workshop can be offered for this purpose. A transparent, visible objective for this quality of individual career development can be set out in a personnel development concept. Further steps include training all managers in conducting staff appraisals and adequate implementation of the appraisals.

*Responsible:* Management, heads of scientific departments and Human Resources as well as any staff with personnel responsibility.

## Support for Part-time Studies Programs

IHP supports employees from administration and technology who would like to further their professional development in their work studies. Within the framework of a qualification agreement, costs can be covered on a pro-rata basis and time off can be made possible if the measure is in the interest of IHP.

*Status:* Already implemented.

*Recommendation:* Continuation.

*Responsible:* All leadership positions, Human Resources

## 3. Equal Opportunity Leadership

### Staff Appraisals

Annual staff appraisals are a fundamental instrument at IHP for, among other things, tapping the individual potential of our employees and promoting their development. Suitable employees are to be motivated for further development and, if necessary, to take on management responsibility.

*Status:* Conclusion of the Company Agreement on staff appraisals in October 2021. In spring 2022, all managers were trained in conducting staff appraisals, taking gender and diversity aspects into account.

*Recommendation:* Continuation.

*Responsible:* Management, all leadership functions

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## Sensitization for Unconscious Biases

The prerequisite for being able to use any management tool in a way that is appropriate for opportunities is an awareness of unconscious biases. Becoming aware of these biases helps to objectively recognize the qualities and qualifications of employees.

*Status:* At the time of the adoption of this equality plan, all managers had just received basic training in equality and equal opportunity leadership.

*Recommendation:* Building on this basic sensitization, trainers with proven gender and diversity expertise are to be commissioned wherever possible for all future training courses, continuing education courses and workshops in the field of personnel development that IHP organizes in-house. Gender equality competence and sensitization to unconscious bias will in future be taught regularly as part of the in-house management program. In addition, workshops with the aim of raising awareness of unconscious bias, which are open to all employees, can be offered.

*Responsible:* Management, Human Resources

## Equal Opportunity Personnel Planning for Research Projects

Project planners are regularly faced with the challenge of having to take unforeseen staff absences into account when submitting research proposals. Family-related time off is not included in the personnel costs of the approval logic of some project sponsors. IHP supports employees who need time off for family reasons or other important reasons in a timely manner through individual solutions. Fixed-term employment contracts interrupted by parental leave can normally be extended by this period, regardless of the original funding type. However, this does not yet relieve the burden on project leads, who must manage the absence of employees in the project.

*Status:* To date, no specific measures to address this issue.

*Recommendation:* Stronger communication of the signal to work together as an institution to find a solution when project staff take time off for family reasons (e.g., by pulling staff together, making efforts to find a quick replacement, etc.)

*Responsible:* Management, Human Resources, Scientific Technical Council

## 4. Research

### Gender Equity in Research Applications

When developing research questions and objectives as part of a project proposal, applicants should consider the relevance of gender and diversity aspects. Especially in homogeneous teams, enriching perspectives might otherwise be lacking. Guidelines that have already been tested elsewhere can help here.

*Status:* To date, guidelines for assessing the relevance of gender and diversity aspects have been used for certain applications (e.g., DFG, Deutsche Forschungsgemeinschaft).

*Recommendation:* Research of suitable guidelines, e.g., DFG, as well as exemplary (approved) project applications from research areas that are close to the IHP and can provide examples as best practices; targeted communication of these guidelines and examples to applicants.

*Responsible:* Research consulting, Scientific Technical Council



## Meta Studies and Orientation of Research Questions

Research projects at IHP already involve consultants from other disciplines, for example, to shed light on ethical issues relating to artificial intelligence. In this way, researchers from other disciplines with a higher diversity of personnel can also be involved in the research groups.

*Status:* No measures to date

*Recommendation:* Research of exemplary research fields, compilation as a handout, if necessary, together with the aforementioned guideline for the development of research questions.

*Responsible:* Scientific Technical Council, Research consulting

## Future Support of Young Talent as Promotion of Science

In project applications, measures for younger target groups can be included, for example, as part of the promotion of young scientists or public relations work. Particular attention can be paid to preventing gender-specific role models and getting children of all genders interested in science.

*Status:* No measures to date

*Recommendation:* Research of exemplary (approved) project applications from research areas that are close to the IHP and can give examples as best practices; compilation as handout, if necessary, together with the aforementioned points.

*Responsible:* Human Resources, Public Relations, Scientific Technical Council

## New Format of Research Team Leadership or Temporary Group Leadership on Temporary Research Topics

Leadership positions in research groups that are firmly anchored in the institute structure are rarely filled. However, beyond the fixed structure, smaller research groups can be appointed to dedicate themselves to a specific research area for a limited period of time. By advertising these temporary leadership positions, IHP offers additional individuals the opportunity to gain experience in leading research groups. Such a position can be clearly limited in time and topic and formulated for a research area characterized by higher personnel diversity.

*Status:* No measures to date

*Recommendation:* Examination of possible funding models (basic funding, third-party funding) and, if necessary, inclusion in the program budget as well as in the personnel section of the IHP strategy.

*Responsible:* Management, Research consulting, Finance, Human Resources

## 5. Compatibility of Work and Family

### Work from Anywhere

The IHP offers its employees the possibility, in consultation with the manager, to work with good technical equipment at any location, provided that the activities do not necessarily have to be carried out at the institute.

*Status:* Implemented

*Recommendation:* A Company Agreement on this can be made with the Works Council

*Responsible:* Management, Works Council

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## Working Time Models

At IHP, employees flexibly organize their working time in one of the two time models "flexitime" or "working time sovereignty" in consultation with their manager. Employees in a continuous shift system are exempt from this. The working time models are regulated in a Company Agreement on working time.

*Status:* Implemented

*Recommendation:* No need for action/Already implemented

*Responsible:* Management, Works Council

## Additional Measures for the Compatibility of Work and Family

IHP has already established a number of measures beyond the organization of working hours and the option of working from anywhere. They aim to make it easier for employees with family responsibilities to take on responsibilities in their families in addition to their professional duties. The decision to take on family responsibilities or family challenges should not be an obstacle to a (scientific) career. In order to work on this together with its employees, the IHP offers the following structural measures and individual consulting services.

## Family Guides

Five employees have been trained to provide colleagues with confidential advice on issues such as pregnancy, parental leave, parental allowance, reintegration after parental leave, and questions about caring for family members.

## Part-time

IHP seeks individual solutions for its employees so as to avoid undesired part-time work and to enable desired (even temporary) part-time work.

## Maintaining Contact During Parental Leave

IHP maintains contact with its employees during parental leave and facilitates training and meeting participation. If possible and desired, colleagues are involved in the work during this phase. Employees who have previously had remote access will retain this during the family phase. In addition, employees are invited to the end-of-year event or to departmental events during the family phase.

## Checklists for Managers

A checklist for managers of expectant parents reminds managers of the rights and obligations of expectant parents, the employer, and IHP's offers and measures for compatibility.

## pme Familienservice

The pme Familienservice supports our employees in all personal problem situations of a private or professional nature as a contractual partner of the IHP. It offers advice and arranges practical support, for example in questions of childcare and care for relatives or in psychological emergency situations. An online portal, to which all IHP employees have access, provides up-to-date information on the consulting topics of pme Familienservice. The service is free of charge for all IHP employees.



## Parent-Child Rooms

If parents need to bridge childcare time, they can bring their child to the IHP. A parent-child room, a mobile play box, children's books, a changing table and a playpen are available. Our canteen is child friendly.

## Bündnisse für Familie

With the Bündnis für Familie, the IHP is committed to a better quality of life for families in Frankfurt (Oder). In addition, IHP is actively involved in the Bündnis Vielfaltgestalter Frankfurt (Oder) alliance, which has set itself the goal of constructively shaping diversity in the region.

*Status: Implemented*

*Recommendation: Regular review of individual measures, further development, better communication of measures to employees, e.g., via the intranet presence, the newsfeed on the intranet, through an updated flyer for the onboarding phase, etc.*

*Responsible: Management, Human Resources, Public Relations*

## 6. Support of Young Talent

### Measures for School and College Students

The recruitment of young female scientists in particular is a special challenge for the IHP, since the fields of study from which young scientists are recruited still have a low proportion of women. As a result, there is a lack of a large pool of young female talent even at the lowest qualification level. Apprenticeships in technical professions are also becoming increasingly difficult to fill. IHP's commitment therefore aims at a sustainable engagement to inspire young peoples' interest in natural sciences and technology and already takes school classes and students into consideration.

*Status: Some measures have been implemented and already have a long tradition, such as:*

- Internships for high school and college students,*
- A cooperation with the Carl-Friedrich-Gauß Gymnasium Frankfurt (Oder), which provides numerous internships each year,*
- Two-week internship for the winners of the state-sponsored contest "Jugend forscht",*
- Orchestrates the finale of the State Physics Olympic at IHP,*
- Visits to IHP by school classes after third grade,*
- Annual participation in the Brandenburger Future Day,*
- Lectures by IHP employees at schools on technical topics and on job profiles,*
- IHP trainees advise as training ambassadors at career-orientation events (in cooperation with the East Brandenburg Chamber of Industry and Commerce),*
- Summer school students at the IHP,*
- Targeted approach of students by IHP employees with teaching activities, especially in the context of joint labs, in order to draw attention to internships, SHK activities and theses at the institute,*
- Three-month internships as part of EnterTechnik, during which young women between leaving school and starting an apprenticeship/study get to know various areas of IHP, apprenticeship professions, and professional activities in research and technology.*



*In the Covid 19 pandemic, some of these measures could not be implemented or were partially replaced by digital offerings.*

*Recommendation: Planned resumption of the various offers; development of new offers; if necessary, expansion of networks; in all measures, contacts with particularly suitable pupils and students should be maintained personally and sustainably to show them prospects at an early stage. Examine whether the planned alumni network is a possibility to at least maintain contact with students and to send them job advertisements on a regular basis. In all measures aimed at schoolchildren or students, care should be taken to ensure that there is a balanced representation of female and male role models so as to break down gender-stereotypical job images. All measures should be included in a separate document on personnel strategy or in a personnel development concept.*

*Responsible: Human Resources, Public Relations, department heads, trainers*

## 7. Network Management

### Institutional Network Management

All IHP employees have personal professional and extraprofessional networks and maintain them individually.

*Status: No institutional network management to date.*

*Recommendation: 1. A network map of all institutions and topics is compiled, in each case with details of the person at IHP who has a personal connection there or to this topic. This map is to be updated regularly, if necessary, through a responsible person at IHP and a suitable digital tool. In this way, networks can be made accessible throughout the IHP.*

*2. IHP should research relevant networks for women in STEM and participate in them as appropriate.*

*Responsible: Management, Public Relations, Human Resources*

### Internal Networking for IHP Employees

Networking among IHP staff can lead to a more intensive exchange of experiences, mutual support, better integration, identification of common topics, and common training needs, development of own ideas for more equal opportunities at IHP.

*Status: No targeted internal networking for female IHP employees to date.*

*Recommendation: Survey (e.g., SAM survey) whether there is interest in targeted offers, then elaboration e.g., of lunch-time lessons, joint training, etc.*

*Responsible: Human Resources*



## 8. Communication

### Communication Strategy

External presentation and internal communication are important channels for conveying equality and equal opportunities as important goals of the IHP, for making concrete measures known to employees and potential applicants, for bringing networking to life, and for reaching the various target groups, e.g., for promoting young talent.

*Status:* The Marketing & Strategy, Public Relations and Human Resources implement internal and external communications in their respective areas of responsibility in close consultation with each other.

*Recommendation:* A communication strategy systematically summarizes all goals, target groups, channels and topics of internal and external communication and defines responsibilities, procedures and standards. The IHP should see communication as an important instrument for publicizing equality and equal opportunities as a goal, as well as individual measures in this area, both internally and externally. In doing so, it uses gender-sensitive language and pays attention to imagery that reflects the diversity of the IHP in various dimensions (gender, age, activity, internationality) and breaks down stereotypes. Within the framework of "Leading for equality", the following measures in particular were proposed for inclusion in a communication strategy:

- Revision of the Social Media Guideline from 2019,
- Monitoring of employer rating portals and reaction/moderation, if necessary,
- Recommendations for employees for external presentation at conferences, trade fairs, etc.,
- Systematic event planning and monitoring of events regarding their potential for personnel marketing/external presentation,
- Targeted information on gender equality goals and measures.

*Responsible:* Public Relations leads, Marketing & Strategy, Human Resources

### Gender-equitable Language

The background to gender-equitable language should be included in the guidelines. Educational work on legal principles can increase the sense of responsibility and sensitivity.

*Status:* The organizational instruction "Guideline Gender Equitable Language" was updated in 2019.

*Recommendation:* Revision. The scope of the guideline "Gender-equitable language" should also refer to research proposals. Recommendations on visual language that reflect the diversity of IHP employees and dissolve stereotypes should also be included in the guidelines. A handout on best practice examples as a flexible annex to the guideline can be helpful in the daily work routine.

*Responsible:* Management, Public Relations, Human Resources

## 9. Structural and Institutional Anchoring of Gender Equality

### Equal Opportunity Officer and Two Deputies

The Institute's Equal Opportunity Officer is elected according to democratic principles in a free, equal, secret, direct election by all women working at the Institute. She carries out her duties within her working hours. She has her own office and an intranet site at her disposal. She always receives all personnel statistics necessary for the fulfillment of her duties and has access to network meetings,



further education and training. Management is available to her at all times. She exercises participation rights in hiring processes. Together with HR management, she reports annually to the Supervisory Board. To underline the importance of the Equal Opportunity Officer and to support her in her duties, management has decided to offer two deputies for election in 2019 instead of the previous one. As a result, the knowledge base that the Equal Opportunity Officer must generate and update in her numerous specialized areas (ranging from recruitment to compatibility with childcare or caregiving tasks to violence prevention, including legal aspects) can be divided among three people.

*Status: Implemented*

*Recommendation: If necessary, provide more support for the office of the Equal Opportunity Officer, e.g., through a student/research assistant to compensate for the working hours used.*

*Responsible: Management*

## Equality as a Guiding Principle

In accordance with the Leibniz Equality Standards, equality is a guiding principle throughout all tasks and decisions in organizational development, internal management and human resources. As a guiding principle, equality should be included in all strategic documents and fundamental concepts of the IHP, e.g., in the strategy paper, possibly in a sustainability strategy to be developed, in a future personnel development concept, in the communication strategy, in a personnel marketing strategy.

*Status: Existing documents and concepts partially fulfill this*

*Recommendation: With every (new) conceptual design, it is examined to what extent equality can be mentioned as a guiding principle.*

*Responsible: Management*

## Equality in Reporting of the IHP

The program budget on which institutional funding is based shows the objectives and projects for promoting gender equality in a subchapter.

Once a year, the Equal Opportunity Officer and HR management report jointly to the Supervisory Board on developments in the field of equal opportunity and the compatibility of family and career. In particular, the key figures defined in the annex to the program budget are evaluated. In addition, data on the development of the proportion of women in individual employee groups is documented in the Leibniz Association's annual personnel survey. These are aggregated and included in the Leibniz Association's reporting for the annual monitoring report "Pact for Research and Innovation". IHP also reports on the status of equality in relation to the research-oriented equality standards in the evaluation documents as part of the institute evaluation, most recently for the 2015 evaluation and the 2020 interim evaluation.

The cascade model, with which the Leibniz Association follows the DFG's equality standards, was established at the IHP in 2012. It supports the guiding principle of increasing the proportion of women at all scientific qualification levels. The IHP uses it primarily for precise monitoring of the development of the proportion of women by pay group or qualification level.

*Status: Implemented*

*Recommendation: Continuation; redefinition of the targets of the cascade model*

*Responsible: Management, Human Resources*



## Certification

To increase the visibility of IHP's gender equality measures and to regularly review its own efforts, IHP undergoes external certification by TOTAL E-QUALITY Deutschland e. V. every three years, first in 2010 and most recently in 2019. The next certification is scheduled for 2022.

*Status: Implemented*

*Recommendation: Continuation*

*Responsible: Management, Human Resources, Equal Opportunity Officer*

## 10. Measures Against Sexualized Discrimination, Harassment and Violence

IHP's statutes state: "Cooperation at IHP is based on mutual respect, openness and objectivity. Therefore, collegial behavior and consideration for the personal and official interests of others are expected from all employees." (Item 6). The statutes also name a number of responsible persons and interest groups as addressees of complaints. In addition, IHP has an electronic anonymous information system based on a Company Agreement. All information received is reviewed by the complaints team, which consists of the Compliance Officer and a member of the Works Council.

Expertise on the topic of "abuse of power through sexual discrimination" is available at IHP through further training. The IHP intranet provides comprehensive information on the topics of discrimination and sexual harassment. Our employees can also find competent contact persons at pme Familienservice who provide advice on these topics. An information board and flyers and posters in the main entrance area of the institute draw attention to the topic of sexual harassment in the workplace. Due to the international nature of the Institute, a special flyer with information on women's rights is available in ten languages. The IHP also strives to make infrastructural contributions to the prevention of violence. Parking spaces, which are located close to the entrance of the institute, are only available for employees on the late shift. The majority of IHP's office and meeting rooms can be viewed at all times through glass walls. All IHP employees are regularly instructed on the topics of bullying and sexualized abuse of power via the internal instruction portal.

*Status: Implemented*

*Recommendation: Continuation; if necessary, securing expertise through renewed training by the Equal Opportunity Officer or others.*

*Responsible: Management*

## 11. Monitoring and Updating

The Equal Opportunity Officer, together with the Head of Human Resources, reports annually to the Management Board on the progress of the implementation of the measures.

The Equal Opportunity Plan is to be evaluated starting in 2025. The updating process involving at least the Equal Opportunity Officers, the Works Council, the Scientific and Technical Council, and Human Resources is to be initiated in good time.

The following will be reviewed as part of the update:

- Which measures still require implementation,
- Which have already been fully implemented and which require updating,
- Which measures are not to be continued,
- How the key figures have developed in the years 2022 to 2025?



## Appendix

### Parameters for the Annual Reporting

Each according to gender:

Number of employees per function: AEM/SEM, AL, SGL, GL, Project leads,  
Postdocs, graduate students, research assistants

Number of employees per pay group

Part-time/Full-time employees

Student assistants

Visiting scientists

Qualification period (doctorate)

Number of submitted applications / approved applications / approved volume

Members of personnel selection committees (without counting the Equal Opportunity Officer)

Applications for advertised positions, invited for interview

Number of departures and number of years remaining at IHP before departure

Use of parental leave

Number of qualification agreements (in-service courses in technical and administrative staff)

Participation in conferences / training courses

Committee composition (Works Council, Scientific and Technical Council, Family Guides, Security Officer, Supervisory Board, FB (section), Scientific Advisory Board)

### Workshops and work groups for the development of the Equality Plan

#### 1. Workshop: „Gleichstellung – der theoretische Unterbau“ on 30 November 2020

Legal foundations, ethical motivation, societal expectations, benefits of diversity for the creative potential of teams, gender mainstreaming in science, mechanisms of inequality using examples from scientific institutions (e.g., unconscious bias, glass ceiling, othering).

#### 2. Workshop: „Chancengerechtes Führen“ on 16 and 17 February 2021

How do I, as a manager, lead in a way that is appropriate to opportunities in performance appraisal, competence and personnel development, personnel selection and with gender-sensitive language?

#### Working Group Phase March to June 2021

In small working groups, the participants each developed measures for one field of action, which will be incorporated into the IHP's equality plan. The coordinators of the groups met with the steering group at the beginning and at the halfway point of the group work phase to clarify the task and to exchange information about the interim status.

#### 3. Workshop: „Der Gleichstellungsplan des IHP“ on 10 June 2021

Presentation and discussion of the group results, outlook on the further procedure, input on the topic "Dealing with resistance".

# Leading for Equality!



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and Gender Equality at IHP

## Steering Group

Prof. Dr. Gerhard Kahmen, Manfred Stöcker (till 31 March 2021), Nicolas Hübener (as of 1 June 2021), Elise Funke, Anne Hesse, Marie Rohner

## Work Group Coordinators:

Prof. Dr. Andreas Mai / Anne Hesse	Gender-sensitive Leadership
Marie Rohner	Personnel Selection Process & Recruitment Strategies
Dr. Ioan Costina	Market Analysis and Monitoring Instruments
Dr. Krzysztof Piotrowski	External Presentation
Dr. Markus Ulbricht	Research Questions and Gender at IHP
Elise Funke	Working in Networks
Dr. Wolfgang Klesse	Personnel Development and Personnel Concepts

## Accompanying Experts

Dr. Neela Enke, certified trainer for career development in science, gender/diversity, systemic organizational development, and conflict management with more than 10 years of experience in consulting scientists and scientific institutions, biologist with broad experience as a postdoc scientist. ([www.scienza-berlin.de](http://www.scienza-berlin.de))

Anke Kautz, certified diversity trainer, mediator and coach, experienced in consulting on diversity and gender mainstreaming in public authorities and scientific institutions, media consultant and journalist with additional focus on media literacy for scientists and science communication.

## List of Contributors

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# Leading for Equality!



Opportunity-based Leadership  
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