

Gender Equality Plan

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Gender Equality Plan

Preamble

DLR is the Federal Republic of Germany's research centre for aeronautics and space. We conduct research and development activities in the fields of aeronautics, space, energy, transport, security and digitalization. The German Space Agency at DLR plans and implements the national space programme on behalf of the federal government. Two DLR project management agencies oversee funding programmes and support knowledge transfer. Climate, mobility and technology are changing globally.

DLR uses the expertise of its 55 research institutes and facilities to develop solutions to these challenges. Our 10,000 employees share a mission – to explore Earth and space and develop technologies for a sustainable future. In doing so, DLR contributes to strengthening Germany's position as a prime location for research and industry.

In order to succeed we promote all talents as we need their innovative ability for our research projects and their creativity in our teams. This is how we constructively meet the challenges of social change.

DLR offers a heterogeneous working environment free from prejudices. The continued development of our employees is particularly important to us. We support the recognition and targeted development of their strengths and talents – irrespective of their gender, ethnic origin and nationality, religion or worldview, physical and mental ability, age and sex.

DLR has committed itself to creating a working environment that is characterized by mutual respect and appreciation and is free of prejudice. This has a positive impact on our reputation as an employer, both internally and externally as well as nationally and internationally.

Particular attention is paid to the proportion of female employees in the scientific and technical areas at all levels, but especially in management positions. There still is room for improvement.



Gender Equality Plan

On July 1, 2021 DLR committed to achieving equality between women and men and to improving a work-life balance by signing this agreement promoting equality. This is seen as a core task for DLR management.

This Gender Equality Plan supports the implementation of this agreement as a personnel development tool. In addition to a quantitative and qualitative inventory and subsequent analysis, concrete goals and measures to further improve equality at DLR are shown.

A handwritten signature in blue ink, appearing to read 'A. Pyzalla', written over a horizontal line.

Prof. Dr. Anke Kaysser-Pyzalla
Chairwoman of the Executive Board

A handwritten signature in blue ink, appearing to read 'K. Hamacher', written over a horizontal line.

Klaus Hamacher
Vice chairman of the Executive Board

Gender Equality Plan

1. Goals of the Gender Equality Plan

The Gender Equality Plan (GEP) is based on the agreement to promote equality dated July 1, 2021.

The Gender Equality Plan describes the situation of female employees in qualitative and quantitative terms in comparison to the situation of male employees, especially with regard to the individual salary groups, pay groups and management levels (areas). The GEP starts with evaluating the status quo of the current situation of women and men at DLR in the year it was created as of June 30th. In future it will evaluate the advancement of employees in the individual areas for the past four years. Measures that have not been implemented or targets that have not been achieved must then be justified in the current framework equality plan.

2. Status as of June 30, 2021

The GEP describes the status quo of the current situation of women and men at DLR in the year it was created as of June 30th. Statistical data is analyzed, concrete goals and measures are derived and listed in the 3rd chapter. Part-time work is defined as follows based on the Part-Time and Fixed-Term Employment Act (TzBfG): Regular weekly working hours < 100%.

Gender Equality Plan

2.1 Employees in total

Status: 30.06.2021		Personnel in total		Part-time	
		absolute	percentage	absolute	percentage
Total number of (employees incl. apprentices)	In total	10.088	100	3.002	29,76
	women	3.462	34,32	1.582	52,70
	men	6.626	65,68	1.420	47,30
Permanent employees (permanent contract)	In total	5.431	53,84	1.307	24,07
	women	2.043	37,62	913	69,9
	men	3.388	62,38	394	30,1
Fixed-term employees	In total	4.657	46,16	1.695	36,40
	women	1.419	30,47	669	39,5
	men	3.238	69,53	1.026	60,5
Severely disabled persons (and equated persons)	In total	294	2,91	90	30,61
	women	122	41,5	56	62,22
	men	172	58,5	34	37,78
Teleworking (according to GBV)	In total	912	9,04	321	35,20
	women	441	48,36	242	75,40
	men	471	51,64	79	24,60
International employees	In total	1.151	11,41	329	28,58
	women	368	31,97	146	44,38
	men	783	68,03	183	55,62

Note:

Total number: Query employees without any limitation

Permanent employees: employees with a permanent contract in SAP

Fixed-term employees: employees with fixed-term contract in SAP

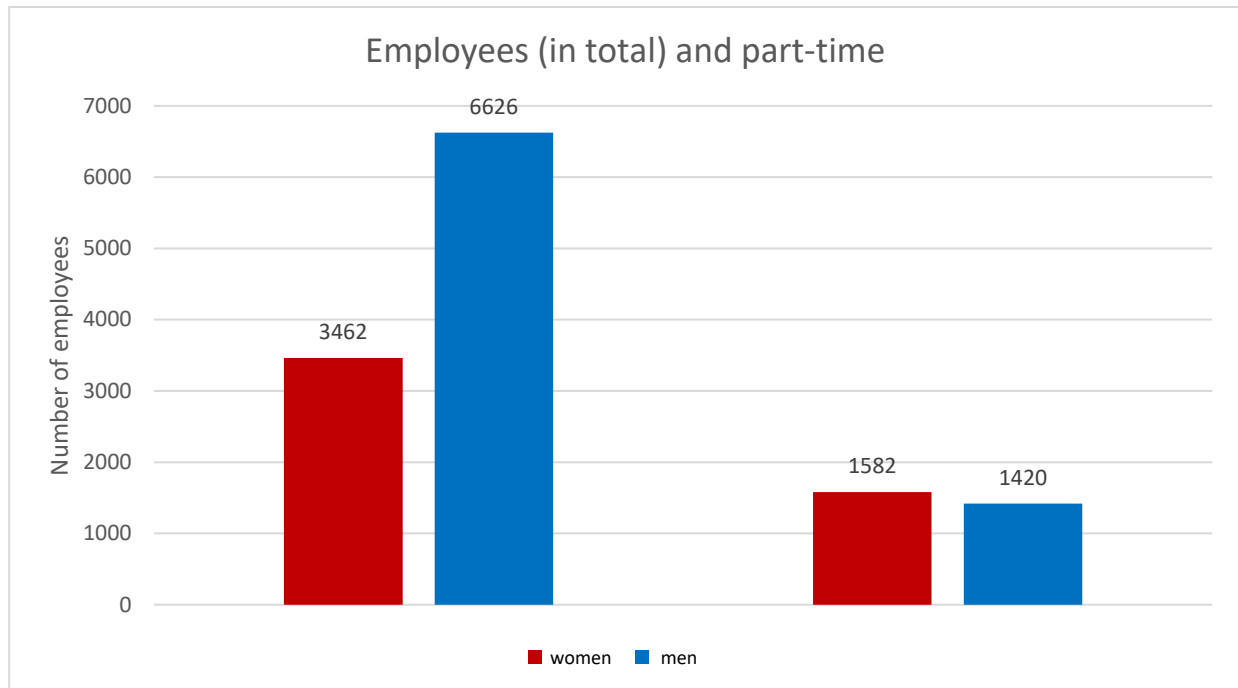
Severely disabled persons: employees marked „disabled“ in SAP

Teleworking: employees marked teleworking in SAP

International employees: employees marked non-German in SAP

Part-time: all employees with a level of employment less than 100%

Gender Equality Plan



The proportion of women among the approximately 10,000 employees at DLR is 34%. Between the 3,000 part-time employees, the proportions are almost equal. In the case of long-term contracts, the proportion of women is almost 38%, i.e. slightly higher than the proportion of women overall. The existing telework places, which were approved according to the „Changing workplaces “general works agreement, are distributed almost equally. The proportion of women working part-time at the same time is quite high in this employee group at 75%. Among the severely disabled employees, the proportion of women is around 42%. Men make up 68% of international employees.

Gender Equality Plan

2.2 Employees by age structure

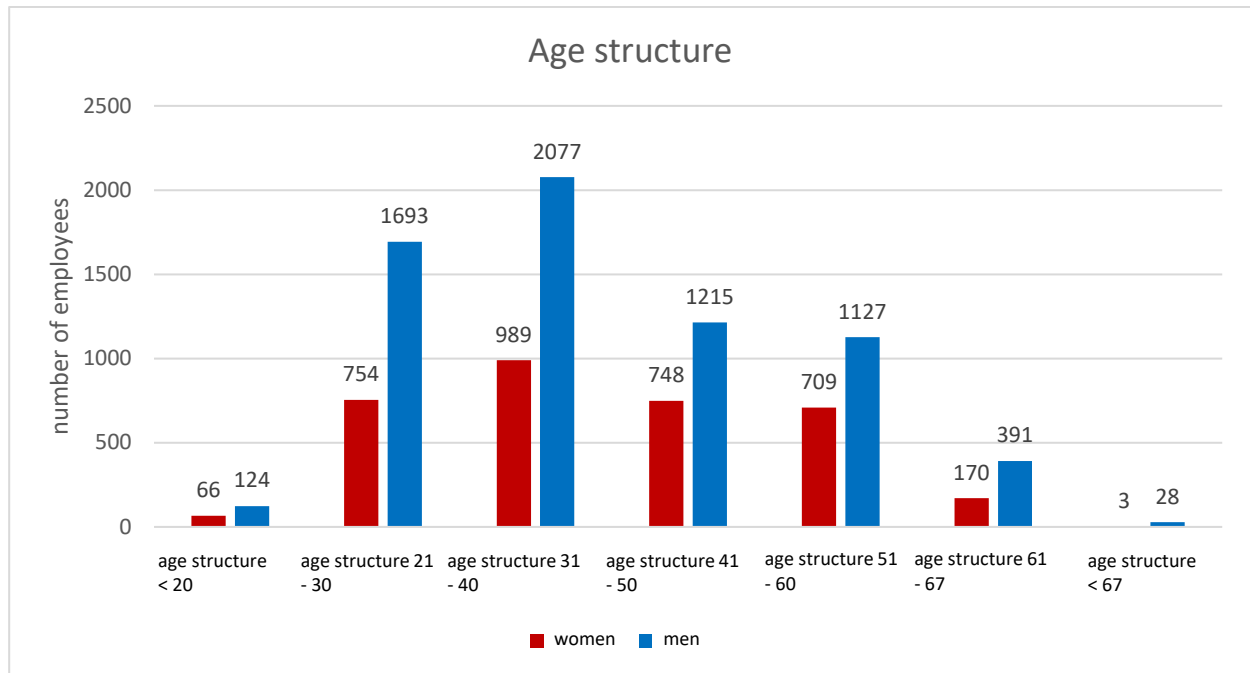
Status: 30.06.2021		Personnel in total	
		absolute	percentage
Age group < 20	In total	190	1,88
	women	66	34,74
	men	124	65,26
Age group 21 - 30	In total	2.447	24,24
	women	754	30,81
	men	1.693	69,19
Age group 31 - 40	In total	3.066	30,37
	women	989	32,26
	men	2.077	67,74
Age group 41 - 50	In total	1.963	19,45
	women	748	38,10
	men	1.215	61,90
Age group 51 - 60	In total	1.836	18,19
	women	709	38,62
	men	1.127	61,38
Age group 61 - 67	In total	561	5,56
	women	170	30,30
	men	391	69,70
Age group > 67	In total	31	0,31
	women	3	9,68
	men	28	90,32

Note:

Percentage „in total“ per age group always refers to the total number of employees across all age groups.

Percentage „women/men“ always refers to the total number of employees in the respective age group.

Gender Equality Plan



The 31-40 age group is the most represented with 30%. Here the proportion of women is 32%. The highest proportion of women, with more than 38% each, can be found in the age groups 41-50 and 51-60 years. The youngest (< 20 years) and the oldest (> 67 years) employees represent the smallest groups with just under 2% and 0,3% respectively.

Gender Equality Plan

2.3 Employees by pay and salary group

Status: 30.06.2021		Personnel in total	
		absolute	percentage
W3/C4	In total	41	0,49
	women	4	9,76
	men	37	90,24
W2/C3	In total	46	0,55
	women	9	19,57
	men	37	80,43
C2	In total	0	0
	women	0	0
	men	0	0
W1	In total	1	0,01
	women	0	0
	men	1	100
E 15Ü TVöD	In total	34	0,41
	women	2	5,88
	men	32	94,12
E 15 TVöD	In total	457	5,46
	women	63	13,79
	men	394	86,21
E 14 TVöD	In total	2.399	28,67
	women	707	29,47
	men	1.692	70,53
E 13 TVöD	In total	2.208	26,40
	women	577	26,13
	men	1.631	73,87
E 12 TVöD	In total	458	5,48
	women	136	29,69
	men	322	70,31
E 11 TVöD	In total	566	6,77
	women	273	48,23
	men	293	51,77
E 10 TVöD	In total	287	3,43
	women	107	37,28
	men	180	62,72

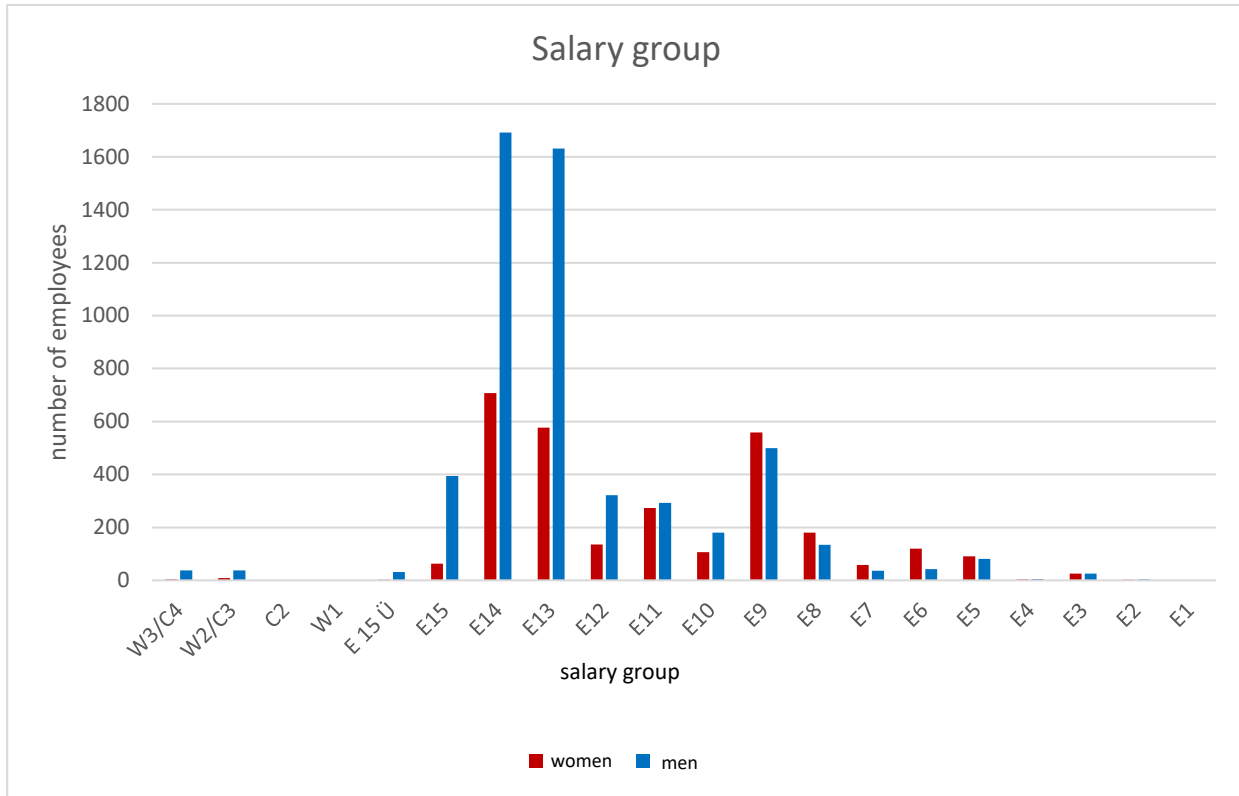
Gender Equality Plan

E 9 (a-c) TVöD	In total	1.058	12,65
	women	559	52,84
	men	499	47,16
E 8 TVöD	In total	314	3,75
	women	180	57,32
	men	134	42,68
E 7 TVöD	In total	94	1,12
	women	58	61,70
	men	36	38,30
E 6 TVöD	In total	163	1,95
	women	120	73,62
	men	43	26,38
E 5 TVöD	In total	172	2,06
	women	91	52,91
	men	81	47,10
E 4 TVöD	In total	9	0,11
	women	4	44,44
	men	5	55,56
E 3 TVöD	In total	51	0,61
	women	26	50,98
	men	25	49,02
E 2 TVöD	In total	6	0,07
	women	2	33,33
	men	4	66,67
E 1 TVöD	In total	1	0,01
	women	0	0
	men	1	100

Note:

exempt employees, trainees, drivers, student assistants, JUWI's, DOK's etc. were not taken into account. Percentage „In total“ per tariff part always refers to the total number of employees across all salary groups. Percentage „women/men“ always refers to the total number of employees in the respective salary group.

Gender Equality Plan



The strongest represented salary groups are E 13 und E 14 TVöD with 26% and just under 29%. The proportion of women is approx. 26% and 29% respectively. There is a relatively balanced distribution of men and women in several pay groups: E 11, E 9, E 5, E 4 und E 3 TVöD.

Women represent the largest group in the salary groups E 6, E 7 and E 8 with 74%, 62% and 57% respectively. The proportion of women decreases sharply from salary group E 15 onwards: E 15 just under 14%, E 15 Ü only 6%.

In the salary group W2/C3, the proportion of women is about 20%. In W3/C4 about 90% of the employees are men.

Gender Equality Plan

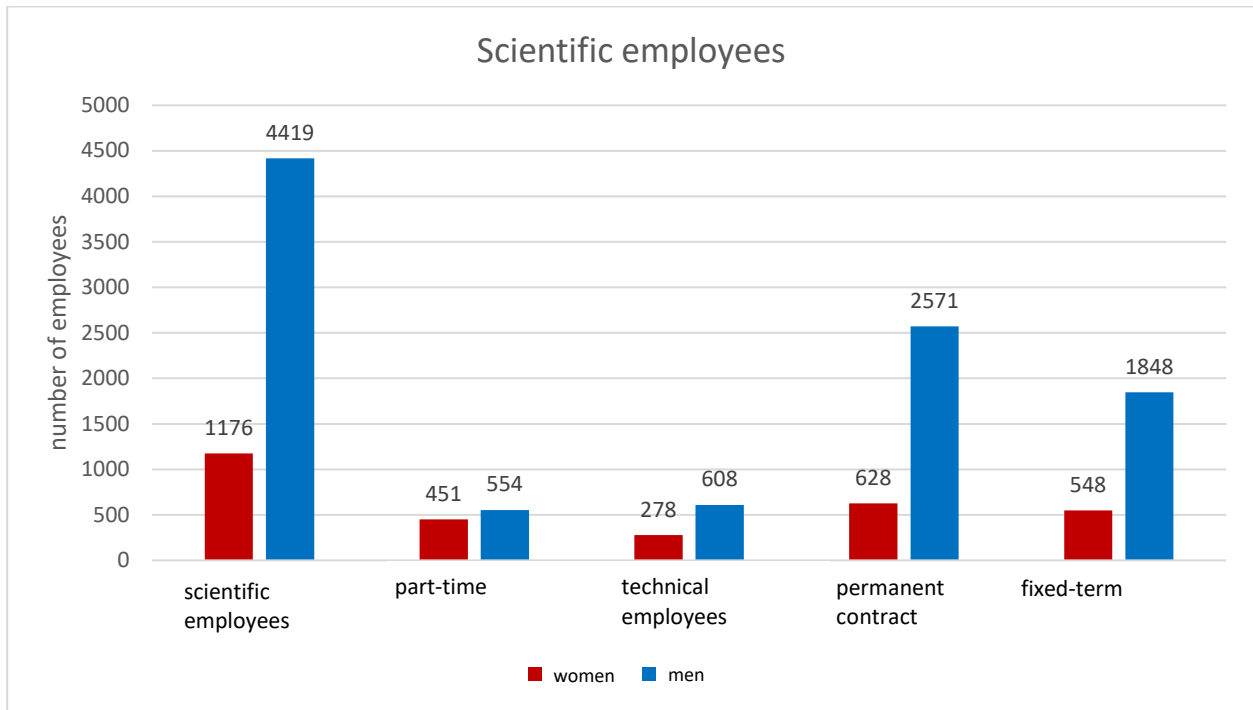
2.4 Scientific and technical employees

Status: 30.06.2021		Personnel in total		Part-time	
		absolute	percentage	absolute	percentage
Scientific employees	In total	5.595	55,46	1.005	17,96
	women	1.176	21,02	451	44,88
	men	4.419	78,98	554	55,12
Scientific employees permanent contract)	In total	3.199	57,18	590	18,44
	women	628	19,63	292	49,49
	men	2.571	80,37	298	50,51
Scientific employees (fixed-term)	In total	2.396	42,82	415	17,32
	women	548	22,87	159	38,31
	men	1.848	77,13	256	61,69
Technological employees	In total	886	8,78	249	28,10
	women	278	31,38	138	55,42
	men	608	68,62	111	44,58
Ph.D.students	In total	207	2,05	207	100
	women	66	31,88	66	31,88
	men	141	68,12	141	68,12
Postdoctoral researchers	In total	13	0,13	1	7,69
	women	4	30,77	1	100
	men	9	69,23	0	0

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Note:

Employees with SAP identification as scientist or intersectional employees in science were selected only.
 Part-time: all employees with a level of employment less than 100%



The proportion of women among the scientific staff (around 5,600 people in total) is about 21% only. 45% of female scientists work part-time. 20% of women have a permanent contract. The proportion of women among technical staff is about 31%, their proportion of part-time employees is about 55%. Compared to the overall scientific field the group Ph.D. students comprises a relatively high level of women with 32%.

Further quantitative considerations of the employee structure in the scientific area, derived measures and binding target quotas can be found in Chapter 3.1.1.1 on the DLR Cascade Model.

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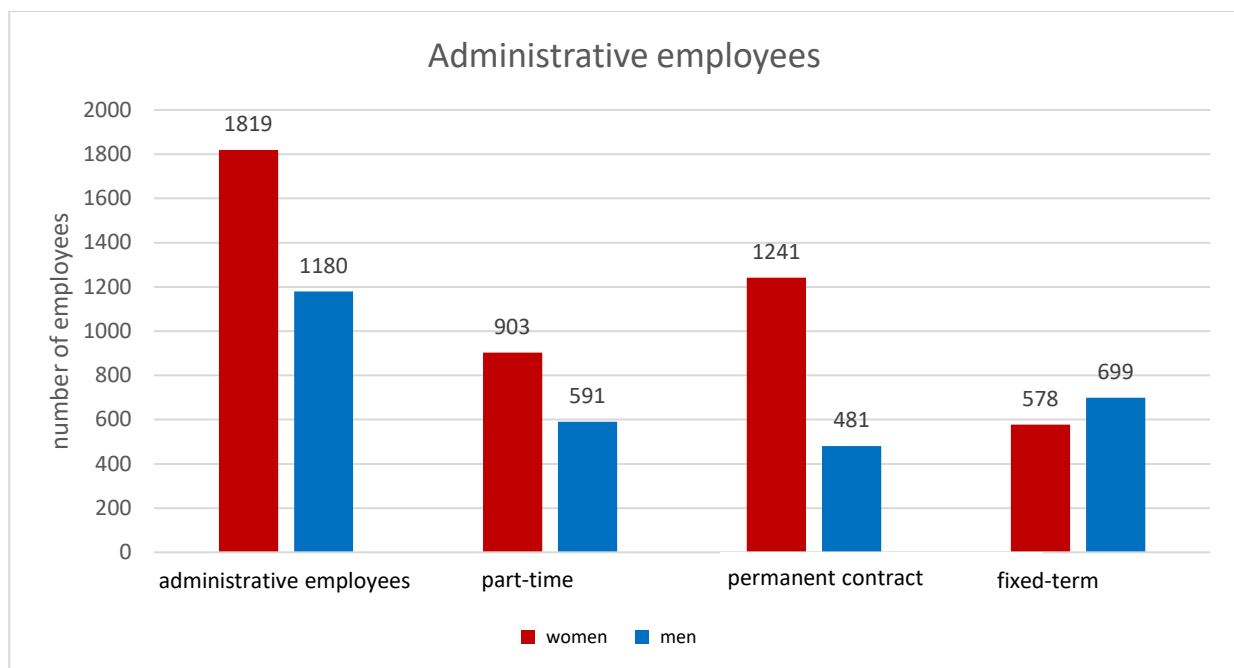
2.5 Administrative employees

Status: 30.06.2021		Personnel in total		Part-time	
		absolute	percentage	absolute	percentage
Administrative employees	In total	2.999	29,73	1.494	49,82
	women	1.819	60,65	903	60,44
	men	1.180	39,35	591	39,56
Permanent employees	In total	1.722	57,42	574	33,33
	women	1.241	72,07	524	91,29
	men	481	27,93	50	8,71
Fixed-term employees	In total	1.277	42,58	920	72,04
	women	578	45,26	379	41,20
	men	699	54,74	541	58,80

Note:

Employees with SAP identification as administrative employees were selected only.

Part-time: All employees with less than 100 % employment level.



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A third of the employees at DLR work in the administrative area, of which women make up the largest proportion at over 60%. The ratio is the same for part-time workers: 60% to 40%. In relation to the total number, a disproportionately large number of women (72%) work in administration in an employment relationship with a permanent contract. It is noticeable that the part-time rate for fixed-term jobs in administration is higher than for permanent contracts and that more men than women work part-time here.

2.6 Apprentices/Dual students

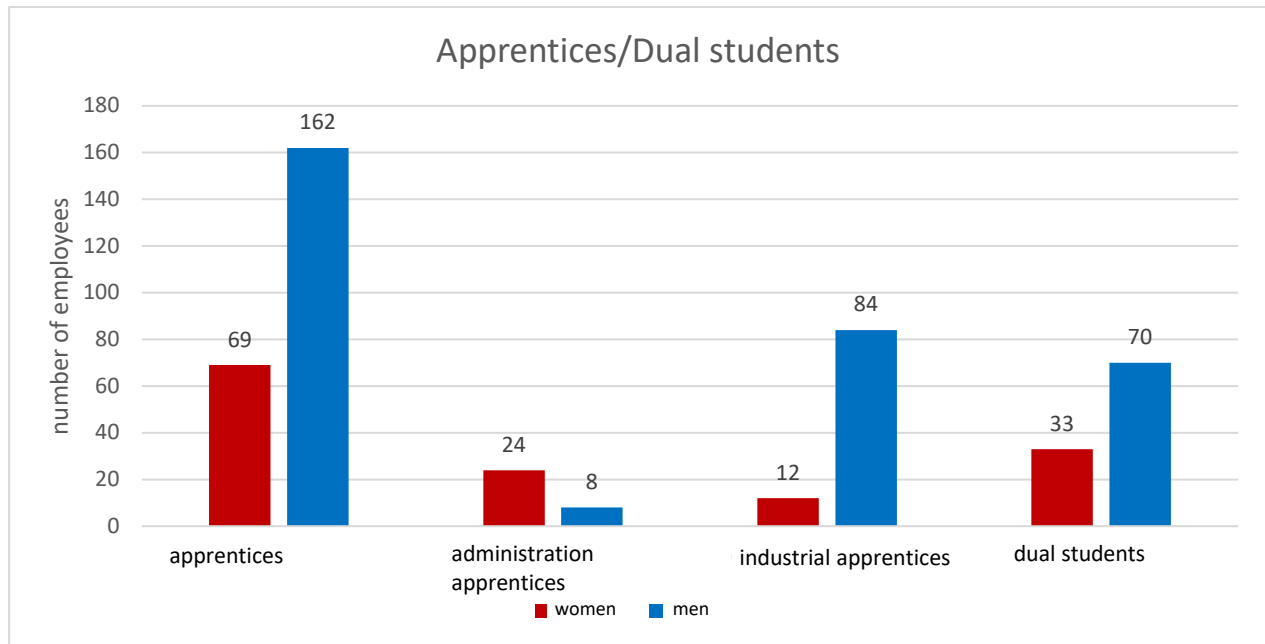
Status: 30.06.2021		Personnel in total		Part-time	
		absolute	percentage	absolute	percentage
Apprentices	In total	231	2,29	0	0
	women	69	29,87	0	0
	men	162	70,13	0	0
Administration apprentices	In total	32	13,85	0	0
	women	24	75	0	0
	men	8	25	0	0
Industrial apprentices	In total	96	41,56	0	0
	women	12	12,5	0	0
	men	84	87,5	0	0
Dual students	In total	103	1,02	0	0
	women	33	32,04	0	0
	men	70	67,96	0	0

Note:

Percentage „In total“ per apprentice group always refers to the total number of apprentices across all apprentice groups.

Percentage „women/men“ refers to the total number of apprentices in the respective apprentice groups.

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About a third of all apprentices are women. They make up 75% of administrative training occupations, but only 12.5% of industrial training occupations. At 32%, the proportion of women among dual students is slightly higher than among apprentices.

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2.7 Employees in management positions

Status: 30.06.2021		Personnel in total		Part-time	
		absolute	percentage	absolute	percentage
1. Management level	In total	5	0,85	0	0
	women	1	20	0	0
	men	4	80	0	0
2. Management level	In total	60	10,20	5	8,33
	women	4	6,67	0	0
	men	56	93,33	5	100
3. Management level	In total	195	33,16	9	4,62
	women	28	14,36	4	44,44
	men	167	85,64	5	55,56
4. Management level	In total	328	55,78	45	13,72
	women	50	15,24	18	40
	men	278	84,76	27	60

Note:

Management level 1: Executive Board

Management level 2: Site management, Facility management (also acting), Institute management (also acting)

Management level 3: Main Department Head Administration, Head of Department Institute

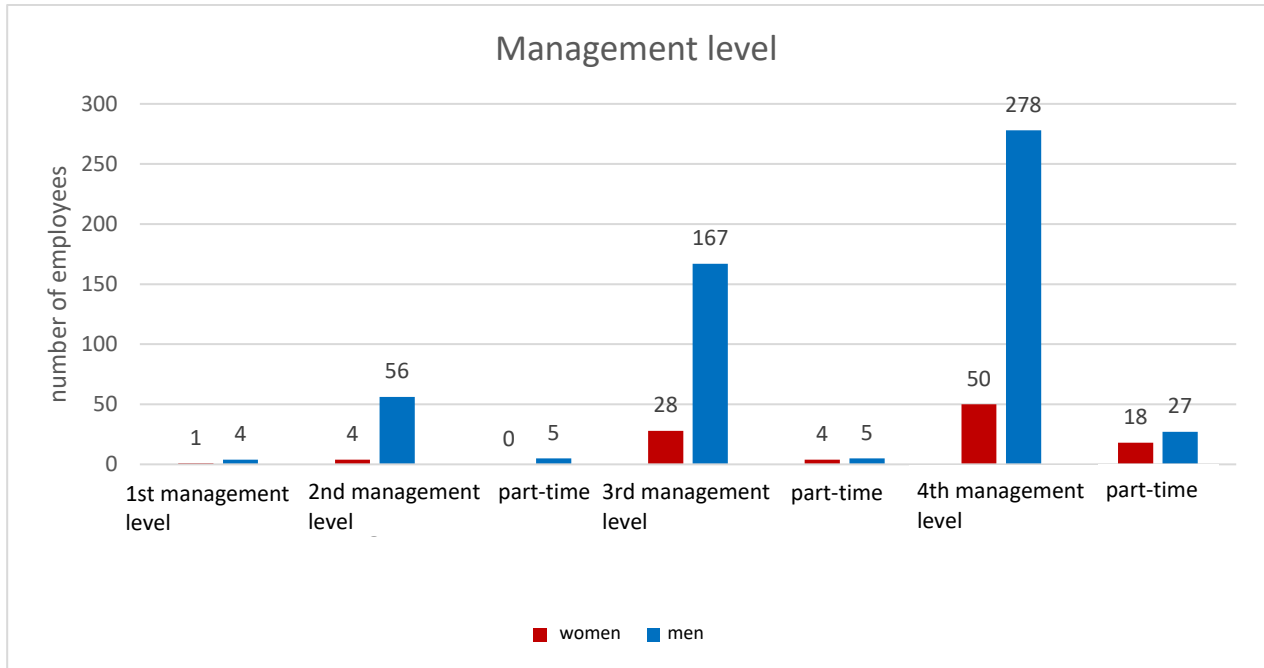
Management level 4: Head of Administration, Group Management Institute

Percentages in total: always related to management in total

Percentages „women“, „men“: always related to the total number of management functions of the management level



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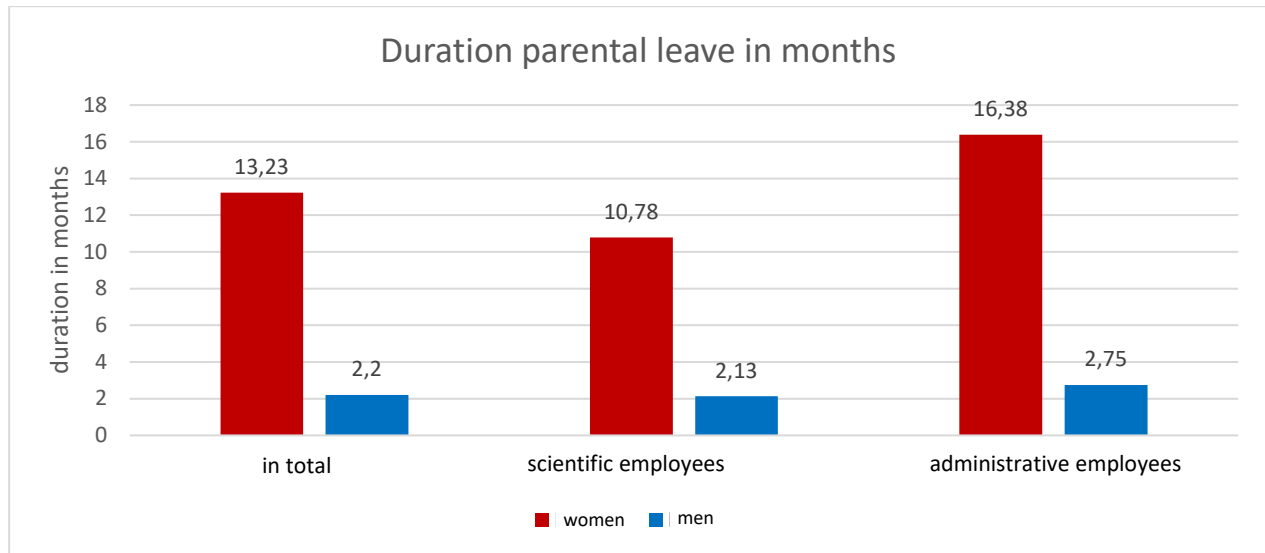
As of 30 June 2021, there are a total of 588 managers distributed across the above-mentioned management levels. The part-time rate (of both genders) is highest at the 4th management level. In the management levels above, the proportion of women continues to decrease (only 14% and 7% respectively), and the same applies to the part-time quota. In general, more men than women exercise their management function on a part-time basis. In the executive board area, no part-time work is performed; the proportion of women here is 20% on the reporting date of 30 June 2021.

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2.8 Employees on parental leave

Status: 01.07.2020 - 30.06.2021		Personnel in total		Part-time		Ø Duration parental leave in months
		absolute	percentage	absolute	percentage	
Employees in total	In total	554	5,49	264	47,65	7,06
	women	260	46,93	163	61,74	13,23
	men	294	53,07	101	38,26	2,2
Scientific employees	In total	368	66,43	175	47,55	5,17
	women	138	37,5	92	52,57	10,78
	men	230	62,5	83	47,43	2,13
Ph.D. students	In total	4	0,72	4	100	6,64
	women	2	50	2	50	12,53
	men	2	50	2	50	2,71
Administrative employees	In total	142	25,63	69	48,59	12,64
	women	107	75,35	60	86,96	16,38
	men	35	24,65	9	13,04	2,75

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From 01.07.2020 to 30.06.2021, a total of 554 people were on parental leave. The average duration of parental leave in the DLR is 7 months. Women take a little more than 13 months, while men only take a little more than 2 months. Almost half of the employees work part-time during parental leave.

Female scientists take just under 11 months of parental leave, while their female colleagues in administration take 16.4 months. Among men, the differences are only marginal.

2.9 Applications/Recruitment

Status: 01.07.2020– 30.06.2021		Number of Applications		Recruitment	
		absolute	percentage	absolute	percentage
Job advertisement scientific position	In total	14.443	55,77	691	54,07
	women	3.413	23,63	224	32,42
	men	10.963	75,91	467	67,58
	diverse	67	0,46	0	0
Job advertisement non-scientific position	In total	5.950	22,98	385	30,13
	women	2.810	47,23	212	55,1
	men	3.135	52,69	173	44,9

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	diverse	5	0,08	0	0
Job advertisement management	In total	608	2,35	57	4,46
	women	123	20,23	16	28,07
	men	485	79,76	41	71,93
	diverse	0	0	0	0
Job advertisement Ph.D.	In total	3.067	11,84	51	3,99
	women	652	21,26	13	25,49
	men	2.400	78,25	38	74,51
	diverse	15	0,49	0	0
Job advertisement apprenticeship	In total	1.829	7,06	94	7,36
	women	446	24,38	25	26,60
	men	1.379	75,4	69	73,4
	diverse	4	0,22	0	0

It can be consistently stated for all calls for applications made in the reference year that more women were recruited in proportion to their share of the applications.

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2.10 Career advancement: upgrades

Status: 01.07.20 - 30.06.2021		Administrative employees		Employees in part-time		Scientific employees		Employees in part-time	
		absolute	percentage	absolute	percentage	absolute	percentage	absolute	percentage
E 15Ü TVöD	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0
E 15 TVöD	In total	2	0,57	0	0	27	7,22	3	11,11
	women	1	50	0	0	4	14,81	1	33,33
	men	1	50	0	0	23	85,19	2	66,67
E 14 TVÖD	In total	31	8,83	6	19,35	102	27,27	22	22,57
	women	17	54,84	6	100	35	34,31	16	72,73
	men	14	45,16	0	0	67	65,69	6	27,27
E 13 TVöD	In total	32	9,12	7	21,88	71	18,98	19	26,76
	women	17	53,13	7	100	26	36,62	13	68,42
	men	15	46,87	0	0	45	63,38	6	31,58
E 12 TVöD	In total	15	4,27	3	20	5	1,34	0	0
	women	9	60	2	75	0	0	0	0
	men	6	40	1	25	5	100	0	0
E 11 TVöD	In total	30	8,55	6	20	8	2,14	2	25
	women	20	66,67	5	83,33	1	12,5	1	50
	men	10	33,33	1	16,67	7	87,5	1	50
E 10 TVöD	In total	42	11,97	8	19,05	9	2,41	5	55,56
	women	28	66,67	8	100	1	11,11	1	20
	men	14	33,33	0	0	8	88,89	4	80
E 9 (a-c) TVöD	In total	83	23,65	24	28,92	136	36,36	2	1,47
	women	64	77,11	24	100	37	27,21	0	0
	men	19	22,89	0	0	99	72,79	2	100
E 8 TVöD	In total	28	7,98	7	25	12	3,21	0	0
	women	25	89,29	6	85,71	1	8,33	0	0
	men	3	10,71	1	14,29	11	91,67	0	0
E 7 TVöD	In total	12	3,42	3	25	0	0	0	0

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	women	11	91,67	3	100	0	0	0	0
	men	1	8,33	0	0	0	0	0	0
E 6 TVöD	In total	15	4,27	3	20	2	0,53	1	50
	women	13	86,67	3	100	0	0	0	0
	men	2	13,33	0	0	2	100	1	100
E 5 TVöD	In total	37	10,54	30	81,08	1	0,27	0	0
	women	23	62,16	17	56,67	0	0	0	0
	men	14	7,14	13	43,33	1	100	0	0
E 4 TVöD	In total	1	0,28	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	1	100	0	0	0	0	0	0
E 3 TVöD	In total	23	6,55	23		1	0,27	1	100
	davon Frauen	12	52,17	12	52,17	0	0	0	0
	men	11	47,83	11	47,83	1	100	1	100
E 2 TVöD	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0
E 1 TVöD	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0

Note:

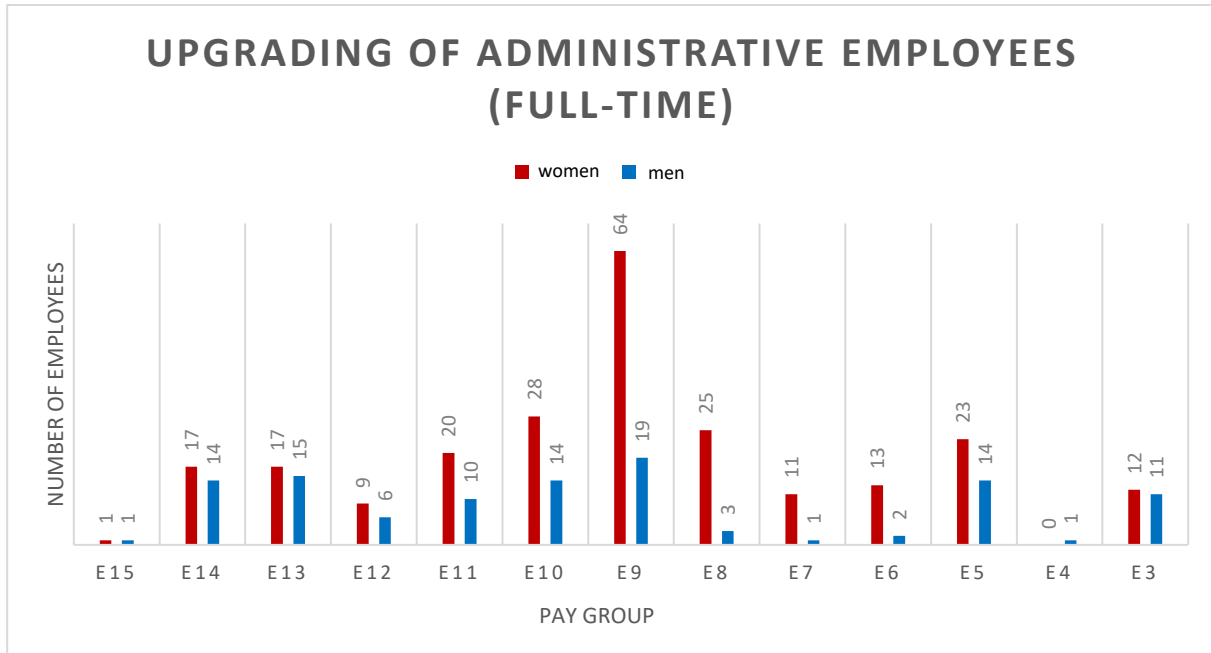
Only upgrades that occurred between 01.07.2020 and 30.06.2021 according to the SAP system were taken into account.

The distinction between administrative and scientific employees was made analogously to the selection in tables 2.4 and 2.5.

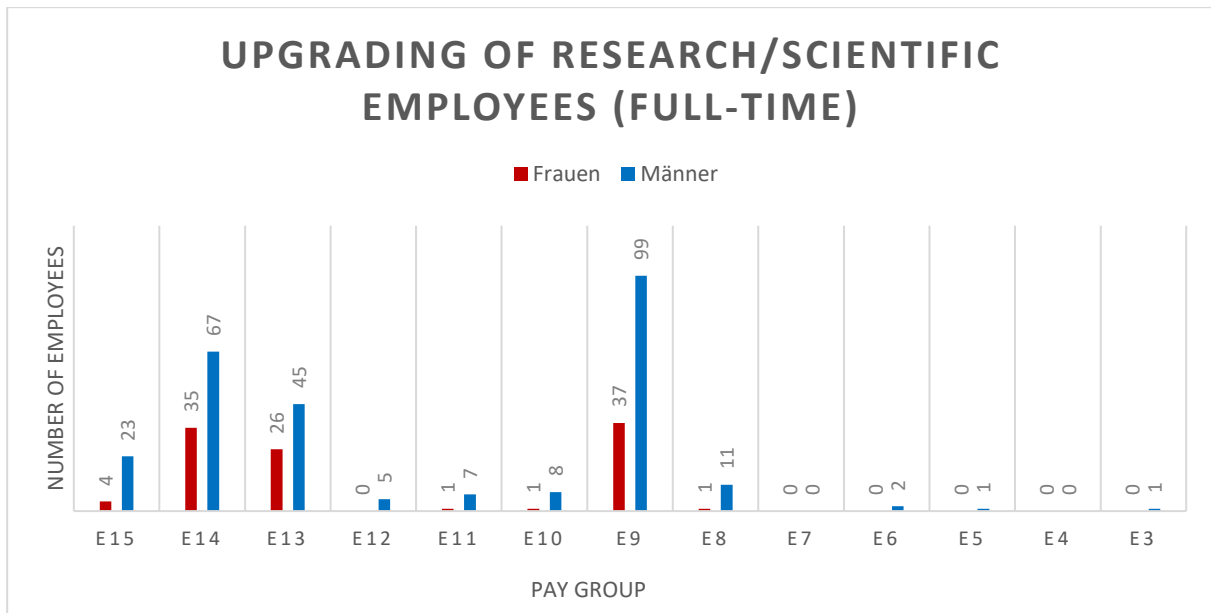
Part-time: All employees with less than 100% employment level.



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The proportion of women in administrative positions who were upgraded in the reference year ranges from 50% to 92%. In the two pay groups where most upgrading took place, E 9 and E 10, the proportion of women who were upgraded is 77% and 67% respectively. Among them were also women employed part-time.



Most of the upgradings in the academic sector were in pay group E9, with 27% of women. Numerous upgradings also took place in E 14, with female academics accounting for 34%. Around half of them worked part-time.

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2.11 Granting of regularly recurring allowances

Status: 30.06.2021		Employees in research/science and technology		Employees in part-time	
		absolut	prozentual	absolut	prozentual
W3/C4	In total	0	0	0	0
	women	0	0	0	0
	men	0	0	0	0
W2/C3	In total	0	0	0	0
	women	0	0	0	0
	men	0	0	0	0
C2	In total	0	0	0	0
	women	0	0	0	0
	men	0	0	0	0
W1	In total	0	0	0	0
	women	0	0	0	0
	men	0	0	0	0
E 15Ü TVöD	In total	7	1,13	0	0
	women	0	0	0	0
	men	7	100	0	0
E 15 TVöD	In total	206	33,23	14	6,80
	women	19	9,22	4	28,57
	men	187	90,78	10	71,43
E 14 TVÖD	In total	255	41,13	33	12,94
	women	49	19,22	19	57,58
	men	206	80,78	14	42,42
E 13 TVöD	In total	46	7,42	5	10,87
	women	11	23,91	4	80
	men	35	76,09	1	20
E 12 TVöD	In total	13	2,10	3	23,08
	women	3	23,08	1	33,33
	men	10	76,92	2	66,67
E 11 TVöD	In total	4	0,65	1	25
	women	1	25	0	0
	men	3	75	1	100
E 10 TVöD	In total	6	0,97	1	16,67



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	women	0	0	0	0
	men	6	100	1	100
E 9 (a-c) TVöD	In total	20	3,23	4	20
	women	2	10	1	25
	men	18	90	3	75
E 8 TVöD	In total	1	0,16	0	0
	women	0	0	0	0
	men	1	100	0	0

Note:

The following regular allowances after „HGF special payment“ were taken into account:

Performance bonus, Performance bonus LEO, depletable allowances

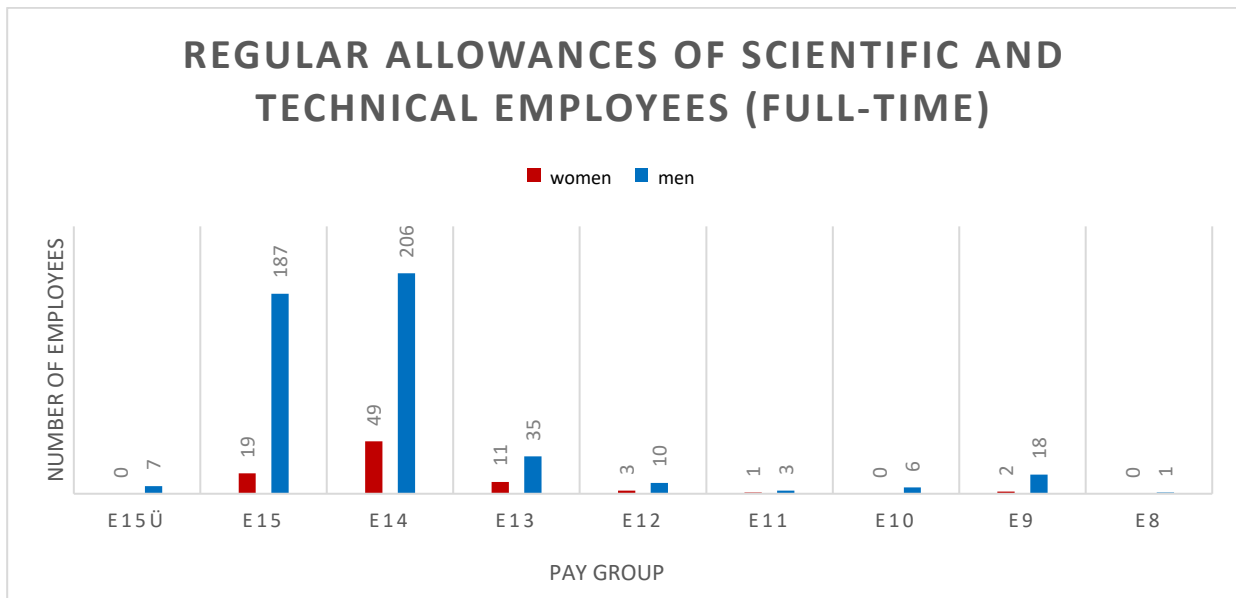
Profit allowance F&E temporary und permanent

Retention allowance F&E temporary and permanent

Employees in research/science analogue 2.4

Part-time: All employees with less than 100% employment level.

The regular allowances according to HGF special payment are not paid to administrative employees. Therefore, this employment group is not listed.



Most allowances are paid in the pay groups E 14/E 15. Men in these pay groups benefit from these additional pay components with a share of over 80% and 90% respectively. Regular allowances are also disproportionately often paid to men in the lower pay groups.

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2.12 Granting of annual one-off allowance

Status: 30.06. 2021		Administrative employees		Employees in part-time		Scientific employees		Employees in part-time	
		absolute	percentage	absolute	percentage	absolute	percentage	absolute	percentage
W3/C4	In total	0	0	0	0	25	1,02	1	4
	women	0	0	0	0	1	4	0	0
	men	0	0	0	0	24	96	1	100
W2/C3	In total	0	0	0	0	28	1,14	1	3,57
	women	0	0	0	0	6	21,43	0	0
	men	0	0	0	0	22	78,57	1	100
C2	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0
W1	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0
E 15Ü TVöD	In total	2	0,21	1	50	19	0	0	0
	women	0	0	0	0	0	0	0	0
	men	2	100	1	100	19	0	0	0
E 15 TVöD	In total	18	1,87	1	5,56	262	10,69	20	7,63
	women	9	50	1	100	22	8,40	5	25
	men	9	50	0	0	240	91,60	15	75
E 14 TVÖD	In total	72	7,49	16	22,22	1.011	41,23	144	14,24
	women	32	44,44	2	12,5	193	19,09	69	47,92
	men	40	55,56	14	87,5	818	80,91	75	52,08
E 13 TVöD	In total	71	7,39	17	23,94	687	28,02	66	9,61
	women	45	63,38	1	5,88	136	19,80	27	40,91
	men	26	36,62	16	94,12	551	80,20	39	59,09
E 12 TVöD	In total	82	8,53	13	15,85	96	3,92	14	14,58
	women	44	53,66	4	30,77	21	21,87	8	57,14
	men	38	46,34	9	69,23	75	78,13	6	42,86
E 11 TVöD	In total	159	16,55	49	30,82	59	2,41	9	15,25
	women	109	68,55	4	8,16	8	13,56	2	22,22
	men	50	31,45	45	91,84	51	86,44	7	77,77
	In total	51	5,31	15	29,41	47	1,92	8	17,02

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E 10 TVöD	women	34	66,67	1	6,67	2	4,26	0	0
	men	17	33,33	14	93,33	45	95,74	8	100
E 9 (a-c) TVöD	In total	281	29,24	91	32,38	130	5,30	13	10
	women	242	86,12	1	1,10	16	12,31	4	30,77
	men	39	13,88	90	98,90	114	87,69	9	69,23
E 8 TVöD	In total	93	9,68	36	38,71	32	1,31	5	15,63
	women	83	89,25	3	8,33	3	9,38	1	20
	men	10	10,75	33	91,67	29	90,62	4	80
E 7 TVöD	In total	22	2,29	9	40,91	6	0,24	0	0
	women	0	0	0	0	1	16,67	0	0
	men	22	100	9	100	5	83,33	0	0
E 6 TVöD	In total	53	5,52	19	35,85	4	0,16	0	0
	women	2	3,77	1	5,26	0	0	0	0
	men	51	96,23	18	94,74	4	100	0	0
E 5 TVöD	In total	40	4,16	16	40	5	0,20	1	20
	women	6	15	1	6,25	1	20	0	0
	men	34	85	15	93,75	4	80	1	100
E 4 TVöD	In total	3	0,31	2	66,67	0	0	0	0
	women	1	33,33	0	0	0	0	0	0
	men	2	66,67	2	100	0	0	0	0
E 3 TVöD	In total	4	0,42	1	25	2	0,08	1	50
	women	2	50	0	0	0	0	0	0
	men	2	50	1	100	2	100	1	100
E 2 TVöD	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0
E 1 TVöD	In total	0	0	0	0	0	0	0	0
	women	0	0	0	0	0	0	0	0
	men	0	0	0	0	0	0	0	0

Note:

One-off allowances/premiums paid a part of the BLBV or HGF special payment were taken into account.

For BLBV, both the one-off individual and the one-off team premium.

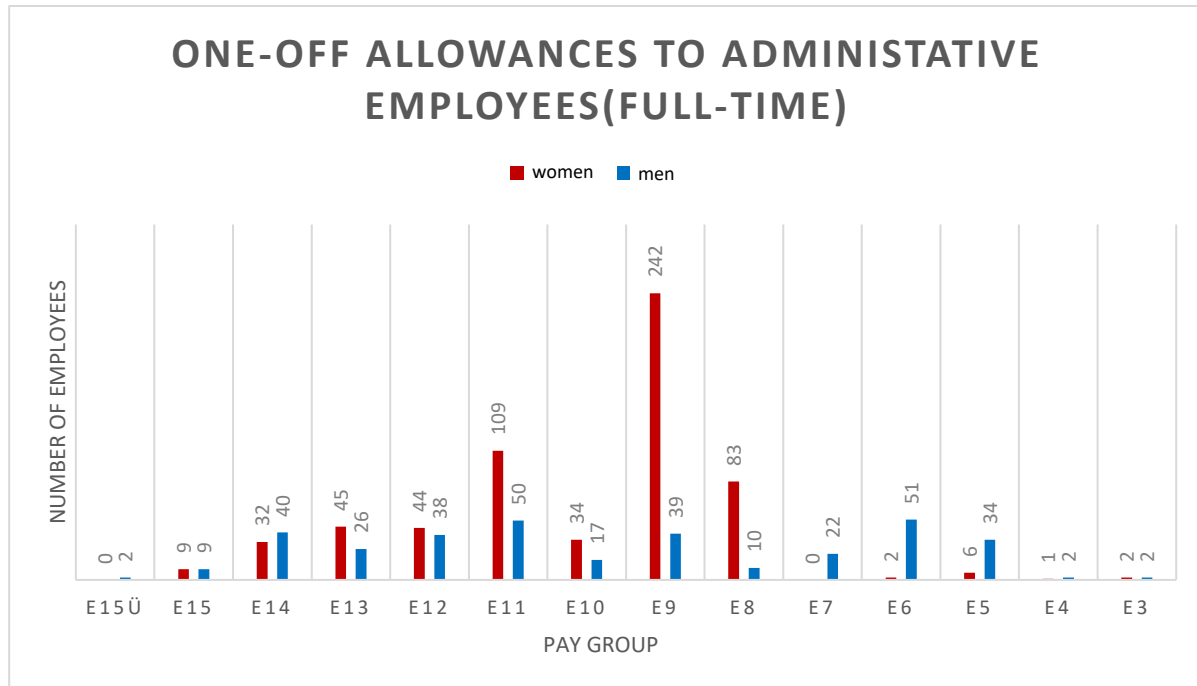
For employees in research/science and interface personnel the one-off individual premium.

The distinction between administrative and scientific employees was made analogously to the section in tables 2.4 and 2.5.

Part-time: All employees with less than 100% employment level.

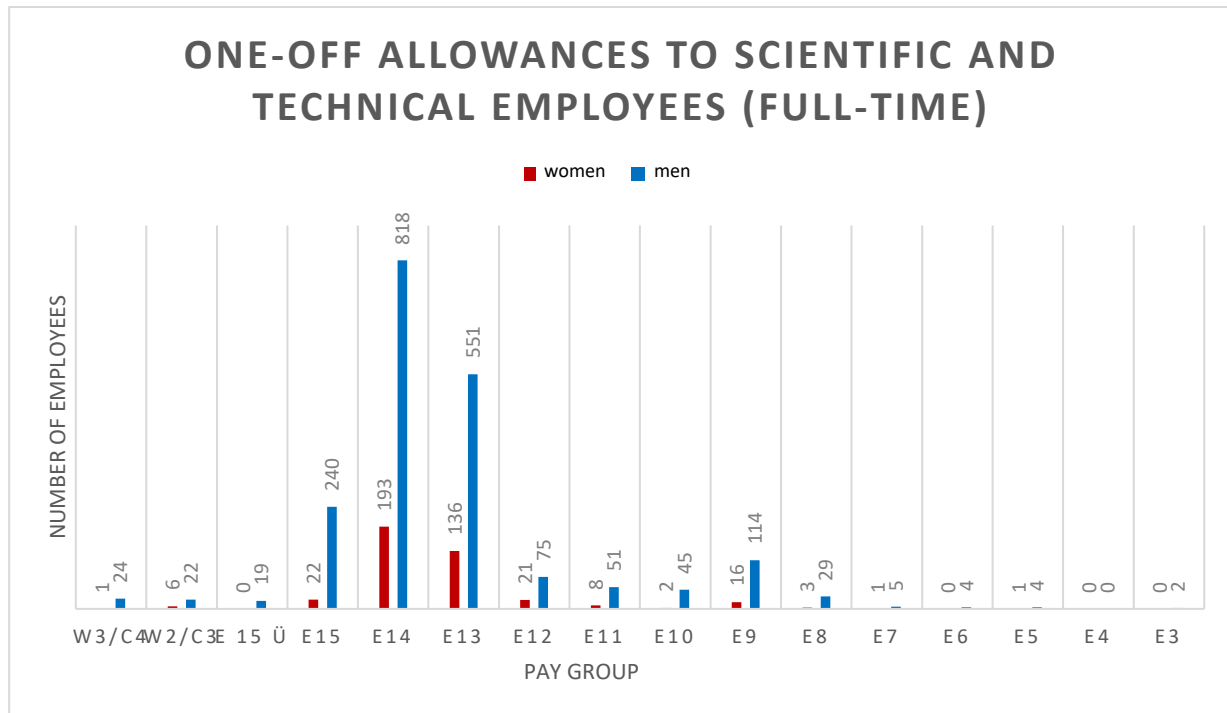
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One-off allowances or bonuses are paid to both scientific and administrative employees.



In administration, employees in the pay groups E 8 – E 14 most often receive a one-off allowance or bonus. The proportion of women benefiting from this ranges from 44% to around 90%. It is noticeable that part-time men are more often included in these one-off payments than part-time women (from E 8 upwards).

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The situation with regard to scientific employees is as follows: One-off allowances or bonuses are paid most frequently in pay groups E 13 – E 15. Predominantly, these bonuses are paid to men – in these pay groups between 80% and 92%. In pay groups E 13 and E 14, part-time employed men and women benefit relatively equally.

3. Fields of action, goals and responsibilities

Based on the present analysis of the employee structure, the following fields of action for reducing underrepresentation emerge:

- Achieve real equality between women and men and eliminate existing disadvantages on the basis of women's gender and prevent future disadvantages. The scientific-technical area and management positions are in particular focus here.
- To maintain the existing high level of family-friendliness and the balance of family care and professional life for women and men and to further improve it in line with demand. The expansion of flexible working models, such as the possibility of mobile working, is an important, contemporary instrument - also for managers.

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Specifically, the following goals are to be achieved in the next four years:

- Implementation of the adopted strategies and measures within the framework of the DLR cascade model so that the target quotas can be achieved by 2025 (see Chapter 3.1.1.1)
- Increase the share of women in industrial apprenticeships from currently 12.5% to at least 30%.
- Increase the proportion of women in management functions in the 2nd management level to at least 15%.
- Increase the proportion of women in management positions at the 3rd management level to at least 30%.
- Increase the average parental leave of men.
- Proportionally greater participation of women in regularly paid allowances, especially in the E14/E15 pay groups.
- Stronger consideration of part-time women in administration and of women scientists at all levels in the awarding of one-time bonuses/one-time allowances.

The Executive Board, the Human Resources and Legal Department, and the employees with supervisory or management functions at DLR are responsible for implementing the goals and measures anchored in the framework equality plan. The works council supports the implementation of the goals and measures within the scope of its participation rights. The Equal Opportunities Officer is to be involved at an early stage and is actively involved in achieving the goals of the framework equal opportunities plan.

The Human Resources and Legal Department is also home to the Diversity Management Department, whose areas of responsibility include equal opportunities, work-life balance and diversity in the world of work. This ensures that the high standard of the family-conscious and equal opportunities-oriented personnel policy is maintained and that new measures can be initiated and established. An appropriate budget will be made available for the personnel and material costs required for this.

3.1 Measures to reduce under-representation of women and men

According to the definition in the Agreement on the Promotion of Equality at DLR under No. 1 Definitions No. 9, under-representation of women or men occurs when their respective share of employees within a grade or remuneration group, career and career group, professional training as well as levels with supervisor or management tasks within a DLR institute, a DLR facility or within another organisational unit at the second management level is less than 50%.

3.1.1 Reducing the under-representation of women in the scientific and technical field

Women are still significantly underrepresented in the German scientific landscape, especially in STEM subjects, and this is also the case at DLR. The proportion of women in scientific fields at DLR is currently only 21%, while in the technical field it is 31%.

Gender aspects must therefore be taken into account in research projects as early as the composition of the teams in order to ensure equal opportunities. This is particularly important in areas where women are underrepresented.

3.1.1.1 Cascade model: target quotas for women

The introduction of flexible target quotas for women goes back to the resolution of the Joint Science Conference (GWK) of 7 November 2011. In this resolution, the GWK called on the non-university research organisations to set flexible target quotas in the sense of the cascade model of the DFG's research-oriented equality standards.

The cascade model addresses the phenomenon known as the "leaky pipeline": The proportion of women steadily decreases at the typical stages of an academic career such as doctorate, habilitation and professorship.

The cascade model is a response to the phenomenon of the shrinking share of women in career progression: The loss of women at the transition from one career stage to the next is to be prevented by meeting target quotas. The cascade model only considers academic employees from pay group E13 TVöD and higher. The cascade model serves the goal of realising equal opportunities in the participation of women and men at all academic career levels and of using existing skills and talents for research teaching. It is a tool to formulate realistic targets for ensuring equal opportunities.

Taking into account the positions to be filled between 2021 and 2025, DLR has set target quotas for scientific staff, which were decided by the Executive Board in its 552nd meeting on 21.08.2020 and submitted to the Senate in its 109th meeting for information and approval.

The key points of the new cascade are that a target quota of around 30% is aimed for in each case for new appointments at the entry levels E13/E14. The same applies to the group management level. The figures given in the table do not take into account the number of

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employees of the project executing agency or the space management. This also reduces the number of Executive Board members shown in the table. In the forecast for the first management level, unlike in the past, management positions of scientific institutions are now also shown (no longer exclusively the institute managements).

		development of target quota for women						quotas –department and aim 2025		
		actual 31.12.2020			actual 31.12.2020			prognosis 31.12.2025		target 31.12.2025
		Number of people	Women	Women's quota %	Number of people	Women	Women's quota %	Number of people	Women	Women's quota %
Management level ⁴	Centre Management ⁴	4	1	25 %	4	1	33 %	4	1	25%
	1st management level ⁴	30	3	10 %	31	2	6 %	51	6	12%
	2nd management level ¹	173	23	13 %	166	26	16 %	265	51	19%
	3rd management level ¹	217	28	13 %	232	35	15 %	254	40	16%
	Head of independent research and junior research groups/research areas ²	0	0	-	0	0	-			-
Pay Group	W3/C4	38	4	11 %	33	4	12 %	48	8	17%
	W2/C3	57	9	16 %	39	8	21 %	80	15	19%
	C2			-			-			-
	W1	1	0	0 %	3	0	0 %	3	1	33%
	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	89	9	10 %	85	9	11 %	106	15	14%
	E15 TVöD/TV-L	411	42	10 %	423	49	12 %	473	60	13%
	E14 TVöD/TV-L	1.950	492	25 %	2.077	542	26 %	2.145	570	27%
E13 TVöD/TV-L	1.878	452	24 %	2.029	484	24 %	2.066	625	30%	

Table: DLR-cascade model until 2025 (Status 31.12.2020)

Measures:

Measures and strategies on how to achieve the target quotas by 2025 were developed in various workshops together with board members.

Essentially, these are:

- Equality plans mandatory in institutes
- Target agreements within the framework of institute development discussions
- More diverse composition of committees
- Unconscious bias training/sensitisation
- Flexible time models also in management positions
- Structured recruitment procedures for women, e.g. women's image campaigns, participation in target group-specific career formats (e.g. fairs), targeted use of networks
- Accelerated recruitment procedures
- Maintaining and expanding target group-specific offerings in the education programme
- Application of the group management guideline
- Establish exchange platforms, e.g. networks
- Use of role models, increase visibility of women

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- Uniform data collection (equal opportunities dashboards)
- Regular workshops for women scientists

Other established measures in the individual research areas are to be continued where possible:

- Junior research group management programme
- Financial control: Special payment budgets for institutes and institutions that achieve targets of the cascade model ("bonus/malus system")

3.1.1.2 Appointment Procedures

In the area of professorships, women are still clearly underrepresented. This is due, on the one hand, to the low turnover and the associated low chances of filling these positions and, on the other hand, partly due to subject-specific reasons, to a very low number or lack of applications from women.

Measures:

Revision of the guideline Appointment Procedures Institute Management for more gender-equitable appointment procedures.

3.1.1.3 Selection committees and boards

A balanced composition of selection committees (see also 3.1.1.2) and panels is an important contribution to reducing underrepresentation and ensuring equal opportunities.

As of 30.06.2021, the proportion of women in the Senate is approx. 27%, and in the Scientific and Technical Council (STC) approx. 42%.

Measures:

Selection committees and boards (unless an elective office) shall be composed on a gender-equal basis. If equal representation is not possible for good reasons, the respective reasons shall be recorded.

3.1.1.4 Active recruitment and selection of personnel

The proportion of women, especially in scientific leadership positions, is to be further increased (see also cascade model 3.1.1.1). This will generally require active recruitment.

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Measures:

Potential female applicants are identified in the job advertisement process, actively approached and encouraged to submit an application. The job advertisement is published in networks or on platforms that specifically address the underrepresented group (e.g. female scientists). The recruitment measures taken are documented.

DLR strives for a gender-equitable job structure. In accordance with No. 6 of the Agreement on the Promotion of Equality at DLR, therefore, the following must be observed when selecting personnel:

Measures:

If women are underrepresented in a particular area, the institution shall give them preferential consideration in the allocation of training places, in recruitment and in career advancement. The prerequisite for preferential treatment is that female applicants have the same qualifications (aptitude, ability and professional performance) as their male counterparts.

3.1.1.5 Job advertisement for female scientists

According to No. 4 of the agreement on the promotion of gender equality at DLR, the following measures are to be implemented in job advertisements.

Measures:

1. Except in the context of special programmes to eliminate the under-representation of one sex, job advertisements must be gender-neutral. In particular, it is inadmissible to advertise jobs only for men or only for women. The text of the advertisement must be formulated in such a way that it addresses members of both sexes in the same way and does not discriminate against members of the underrepresented sex in the respective field. under-represented gender in the respective field to apply. Every advertisement shall contain the indication that the advertised post can be filled on a part-time basis, unless compelling operational concerns prevent this. Sentence 4 shall also apply to the filling of jobs with supervisor or management duties, irrespective of the hierarchical level.
2. If there is under-representation in individual areas, a vacancy shall be advertised in order to increase the number of applications from the under-represented sex. The vacancy shall be advertised publicly if this objective cannot be achieved by an internal advertisement.
3. Job advertisements must specify the requirements of the job to be filled and the required qualifications profile.

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3.2 Human resources development

Qualifying further education and targeted personnel development are relevant options to actively work towards equal opportunities for women and men and to steer or perpetuate cultural development in the desired direction through shared knowledge.

All DLR employees have access to in-house personnel development with a comprehensive range of topics; this naturally also applies to employees working part-time or in special phases of life, such as parental leave or while caring for relatives. Where possible, the timing of events/seminars/courses for the latter target groups is also adapted accordingly. In addition - and reinforced by the Corona pandemic - many events are now held in virtual formats, which has again noticeably increased the participation of specific target groups (e.g. part-time employees, participants from more remote locations or with specific time requirements).

Measures:

Based on the good experiences, future events will also be held in both virtual and face-to-face formats in order to further increase access opportunities for employees.

3.2.1 Sensitising management

The implementation of gender equality measures is a special obligation of every manager. In order to be able to fulfil this obligation in the best possible way, managers must be sensitised to the issue of gender equality and be informed about the concrete situation of women at DLR.

In the mandatory 8-module qualification series for managers, the specific requirements and expectations of managers at DLR are taught in addition to basic management tools. This is a major factor influencing the gender-appropriate cultural development of DLR in general and of management attitudes in particular.

In particular, Module 3 of the management qualification conveys DLR's mission statement and human resources policy, and builds on this with the requirements profile for managers at DLR. The topic of gender equality plays a prominent role here, which is also expressed in the integration of the topics of the Diversity Management department as a regular component in this module. The management tasks in the selection of personnel and in the promotion of employees are also discussed in detail, always taking gender-related issues into account.

This also includes a digression on perception bias in personnel selection processes (so-called Unconscious Biases).

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Measures:

Continuation of the modular management qualification with modules on family-conscious and equal opportunities-oriented personnel policy.

Additional training is offered according to need.

3.2.2 Job interviews

According to No. 5 of the Agreement on the Promotion of Equality at DLR, the following measures are to be observed and implemented by managers with regard to job interviews.

Measures:

1. If there are a sufficient number of applications from women who meet the requirement and qualification profile specified in the advertisement, at least as many women as men have to be invited to interviews or special selection procedures when filling jobs in a field in which women are underrepresented. The Welfare Guideline for the Integration of Severely Disabled Persons into the DLR in its respective version remains unaffected. Sentences 1 and 2 shall apply mutatis mutandis to the filling of jobs in an area in which men are underrepresented due to structural disadvantages.
2. In interviews and special selection procedures, questions about marital status, an existing or planned pregnancy, and existing or planned family or care responsibilities in particular are inadmissible.
3. Selection committees shall be composed on a gender-balanced basis. If an equal representation is not possible for good reasons, the respective reasons shall be recorded on file.

3.2.3 Qualification and human resources development

The needs for qualification measures are identified through strategic needs analyses and in the context of annual staff meetings as well as through input from relevant process owners or target group representatives. Last but not least, evaluations and feedback on implemented events provide further indications of future needs.

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The thematic diversity of the general DLR course programme can be seen in the subject categories: Communication and Social/Personal Competences, Methodological Competences, Project Management, Qualification of Managers, Networking and Exchange Forums, Law/Administration/Business Administration, Languages, Software and IT Topics, Quality Management, Technical and Cross-Cutting Topics.

Information about the annual course programme is provided regularly and new events are advertised particularly. All courses/events can be viewed at any time via the modern learning management system and demand/course enquiries can be made at any time.

DLR also runs three special programmes: the Graduate Programme, the Talent Management Programme and the Mentoring Programme. Particularly in the latter two, attention is always paid to gender-related consideration appropriate to the application status within the framework of the selection procedures required there..

DLR also makes use of the services offered by the Helmholtz Association, such as the Leadership Academy or, depending on what is currently on offer, the job shadowing and mentoring programmes (cross-mentoring). In particular, the junior research group leadership programme (recruitment of a junior research group of one's own) is a particularly effective tool for promoting scientific careers - and explicitly female scientific careers in particular. Human Resources Development informs managers and employees in an appropriate manner about the offers of the Helmholtz Association and advises them with regard to clarification of fit/requirements and supports the application/application process.

Measures:

In the special programmes Talent Management and Mentoring Programme, participants are selected according to specific criteria. When the admission requirements are met, additional attention is paid to an appropriate gender ratio, taking into account the basic distribution of the DLR as well as the existing gender ratios of the respective concrete situation of the applicants. The procedures are accompanied by the Equal Opportunities Officer.

In order to particularly support women in their careers and professional careers, various target group-specific offers take place on a regular basis. Examples are: "Career paths - strategic location assessment for women with leadership ambitions", "The art of speech and persuasion for women - basics of rhetoric and argumentation" or, if required, "Do women lead differently?"

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3.2.4 Higher pay group development opportunities

Local human resources developers advise employees individually on all questions that arise. This can also include questions of suitable qualification for the assumption of higher-ranking tasks, which can also lead to higher groupings after successful implementation and corresponding transfer of tasks.

Measures:

DLR provides extensive training in project management, including certification according to the international PMI standard. These certificates represent a competitive advantage in project applications, but also in the personal career prospects or career development of the employee, and may be relevant for classification.

Leadership development is rounded off by the Management and Leadership Programme: A modular seminar compilation from which experienced managers can freely select their specific knowledge and learning needs. As a rule, these are in-depth topics (e.g. personnel selection in a more comprehensive form, also gender-conscious) or innovative, newer leadership topics (e.g. digital leadership, which also includes gender-related facets).

3.3 Promotion of young talent

DLR's promotion of young talent is summarised under the title DLR_Campus. In this overall concept, the individual measures build on each other along the education chain from pre-school age through offers for all school types and grades to the academic area.

From the very beginning, special attention has been paid to equal opportunities. For example, the DLR sites have participated in the nationwide Girls' Day from the very beginning, on which a total of around 400 schoolgirls visit the institutes every year to discover STEM-related careers for themselves. But even beyond that, practically every day at DLR's school laboratories, the so-called DLR_School_Labs, is also a "Girls' Day": almost half of the 40,000 young people who visit here every year are schoolgirls - and for them, a visit to DLR_School_Labs is, in all experience, often associated with recognisable boosts in motivation. This is because these extracurricular places of learning offer a special learning environment that transcends traditional role clichés. As suggested by the impact research and also confirmed by teachers and students themselves, the supervised work in small groups in particular seems to be a very conducive form of teaching STEM content for girls - in contrast to traditional science lessons at school. In addition, other activities specifically aimed at female pupils are also carried out - such as regular visits by girls-only groups from various regional schools.

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In the DLR Graduate_Programme (doctoral programme to support the doctoral period paired with interdisciplinary, career-oriented further education), there are career-supporting courses, some of which can be taken in all-female participation groups:

- a) Career strategies, optionally in mixed or female groups.
- b) Application strategies for the post-doc phase

Measures:

When selecting students to act as tutors for the school classes, the DLR school labs deliberately aim for a balanced mix of male and female students.

In measures such as the DLR_Talent_School, to which DLR invites selected winners of the national "Jugend forscht" competition once a year, attention is always paid to achieving a gender balanced ratio.

3.4 Measures to combine family, care and career

The aim of DLR's human resources policy is to shape the framework conditions in such a way that the potential of all employees can develop to the full. Through our family-conscious personnel policy, we achieve a sustainable balance between the company's goals and the interests of our employees.

After all, a good work-life balance is a decisive basis for employee satisfaction, for their motivation and thus for their performance. Measures to combine family, care and professional activities play a prominent role in ensuring equal opportunities. In this context, it is important to emphasise that the offers for better reconciliation are open to all employees and that they are encouraged to make use of them. DLR particularly wants to promote a work-life balance based on partnership. The advantages are obvious: the more men take on family responsibility, the more intensively women can focus on their own careers.

The positioning of companies on the topic of work-life balance is also playing an increasingly important role for external applicants when choosing a new employer. In the job portal and in job advertisements, reference is therefore made to the existing support services.

Measures:

The offers for better combination of work and family life are to be advertised to a greater extent, also at the newly founded/yet to be founded DLR locations.

Combining work and family life in a spirit of partnership will be further promoted, with a particular focus on fathers as a target group for reconciliation issues..

3.4.1 Auditing of equal opportunity policies and family-friendly measures

audit berufundfamilie:

DLR has been regularly awarded the audit berufundfamilie certificate since 2002. Supported by this auditing procedure, it has been possible to establish a family-conscious personnel policy with numerous support services over the years. Since the last re-audit, DLR has been entitled to use a special logo, which is only awarded to companies that have been certified for many years. As part of the so-called dialogue procedure at the end of 2020, it was ensured that the high level of development of the family-conscious measures is maintained and expanded as needed.



TOTAL E-QUALITY with Diversity

Since 2004, DLR has regularly been awarded the TOTAL E-QUALITY award, since 2016 with an add-on award for its diversity management. The TOTAL E-QUALITY award is given to employers who have oriented their personnel policy towards equal opportunities in an exemplary manner. In its statement of reasons for the award in 2019, the jury praised DLR's extremely professional approach to the topics of equality and diversity. Extensive and tailored measures could be demonstrated in all fields of action.

Measures:

DLR will continue to undergo these auditing procedures on a regular basis in future.

3.4.2 Family counseling as central contact point

In 2008, a family counselling centre was set up for the first time at DLR's Cologne site. The counselling centre is located in the Human Resources and Legal Department in the Diversity Management Division and is open to all DLR employees seeking advice. Counselling sessions are offered on the topics of returning to work after family-related leave, flexible working time models, childcare and caring for dependents. The family counsellor is also a trained care guide and thus acts as a guiding function for all questions from caring employees. The family counselling centre is responsible for acquiring and allocating (nationwide) reserved places in daycare centres according to need. The counselling offered by the internal family counselling centre is supplemented by a cooperation agreement with an external service provider. The latter supports the employees with counselling and placement offers for childcare and care. Special features include holiday offers for school children and the provision of emergency childcare when regular childcare is not available.



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In the family counselling centre, numerous information materials (flyers, brochures, intranet and wiki pages) are produced on the counselling and support services offered.

Further training courses relevant to the topic are also initiated here. For example, the seminar "Reconciling parenthood and work" was offered for the first time in 2021. The response to this seminar (offered online) was extremely good.

In the period from 01.07.2020 to 30.06.2021, the counselling services of the internal family counselling centre were used a total of 176 times.

Measures:

In future, the statistics on counselling requests from the internal family counselling service will be recorded separately by gender.

For the target group "parents", seminars aimed at achieving a better work-life balance will be offered on a regular basis.

3.4.3 Family-oriented, flexi-time, part-time working hours

DLR promotes a balance of work, career and private life by making working conditions as flexible as possible, such as flexi-time, a variety of part-time models, alternating teleworking or mobile working. This makes it easier for everyone, especially employees with families, to achieve a work-life balance that is acceptable and satisfactory for both sides.

Company agreements on flexible working hours are in place at all DLR sites. These regulations allow employees to determine the location of their working hours themselves as far as possible and thus to flexibly organise their working day. The company agreements provide for the possibility of saving and withdrawing time credits. The company agreements on flexible working hours in force at DLR also include family-friendly aspects for parents of minors/school-age children and for employees with dependents in need of care.

For certain phases of life, it may make sense to reduce working hours (daily or weekly). There are different labour law principles for this. DLR accommodates employees as far as possible within this framework.

A reduction according to the Part-Time and Fixed-Term Employment Act is possible in many cases, provided the employment relationship has existed for at least six months. Many employees also take advantage of the possibility to work part-time during the parental leave phase. Employees with employment contracts concluded under the applicable collective agreement for the public service (TVöD) can reduce their working hours if they are looking after a minor child or caring for a

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relative. For scientists employed on a fixed-term basis, the Wissenschaftszeitvertragsgesetz (German Act on Fixed-term Scientific Contracts) regulates the options for part-time work.

A company agreement regulates the prerequisites and important key points of alternating telework. Especially for employees with family responsibilities or employees with health problems, this can be a sensible extension of individual work organisation. Experience has shown that alternating telework is often used as a means of returning to work after a family-related leave of absence.

Prompted by the developments during the Corona pandemic, mobile working has established itself as a modern and flexible form of work across the board. If the time savings and time sovereignty reach parents and families, this can be seen as a direct benefit of digitalisation for a successful family life. Home office saves parents time, especially on the way to work. Home office creates time flexibility. Parents can better meet the needs of their children or cope with unforeseen situations.

This was also confirmed by an employee survey conducted at the end of 2020. According to the survey, a majority of employees would like to continue mobile working more often in the future.

Measures:

Employees should be offered working hours and other framework conditions that make it easier for women and men to combine family, care and gainful employment, as long as this does not conflict with operational concerns. This applies in particular to jobs with supervisor and management tasks.

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3.4.4 Childcare services

Balancing work and family life is often a major challenge. DLR supports its employees in combining both in the best possible way. The most important support measure is reliable and qualified childcare.

a. External cooperation partner

DLR works with an external cooperation partner who supports employees with a professional placement and counselling service. This cooperation optimally complements DLR's own internal support services and ensures the high standard of balancing measures at DLR.

The portfolio includes, first and foremost, support for regular childcare: independent advice and support in the search for childcare options, taking into account regional characteristics. If the regular childcare fails, the cooperation partner can help by arranging private caregivers as emergency care. Holiday programmes (nationwide) for school children round off the offer. The advisory and placement services are free of charge for DLR employees who have an employment contract with a minimum duration of six months. Any fees incurred for individual childcare services must be paid by the parents. The cooperation partner is represented nationwide and can be used by employees of all DLR sites via a central telephone hotline.

The external counselling and placement service on the topic of childcare (incl. emergency care and holiday programmes) was used by 21 male employees and by 13 female employees in the period from 01.07.2020 to 30.06.2021.

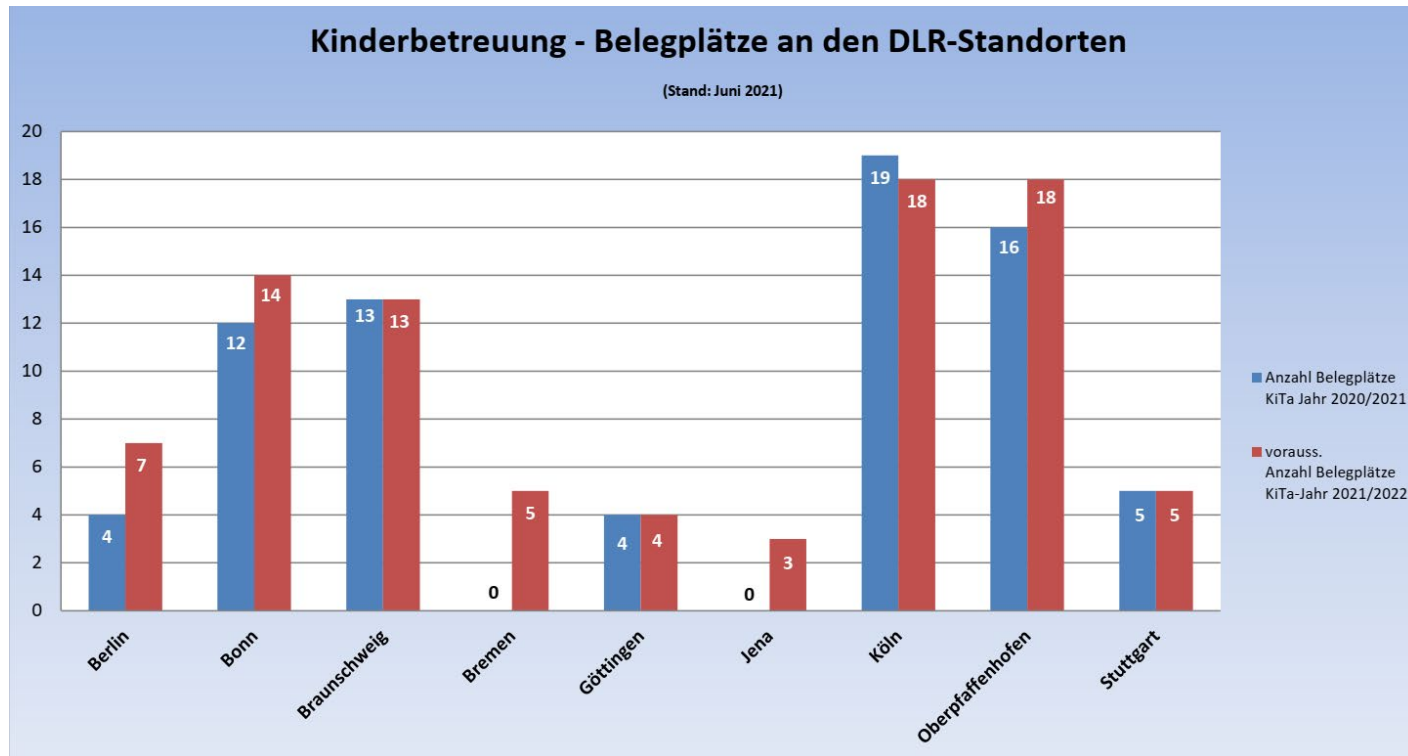
Measures:

The support services of the external cooperation partner are to be tendered again in 2023 at the latest.

b. Enrolment procedure

DLR offers its employees reserved childcare places in daycare facilities at all major locations. Children under the age of three are admitted in order to support their return to work after a family-related break. So-called occupancy rights, which are purchased from daycare providers according to need, ensure that a certain number of childcare places are available to DLR. DLR pays the fees for the provision of the reserved childcare places. The parental fees of the day care centres are based on the respective municipal regulations (fee schedules).

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Measures:

The enrolment procedure will be further expanded in line with demand, especially at new DLR locations.

In the future, the utilisation of the occupancy places will be recorded separately according to the genders of the employees.

3.4.5 Childcare services during school holidays

Employees can choose holiday offers from a comprehensive holiday catalogue via the internet portal of the external cooperation partner. Individual counselling on the organisation of holiday periods is also possible.

Since 2019, holiday camps have been held at the Cologne site and since 2021 also at the Oberpfaffenhofen site during the summer holidays for employees' children aged 6-12. The holiday games are run by qualified caregivers from the external cooperation partner near the site. A shuttle bus takes the children from/to the DLR site.

Due to a professional safety and hygiene concept, it was possible to hold the holiday games - even during the Corona pandemic. Especially in these times, when parents were faced with great

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challenges due to school closures and homeschooling, it is immensely important to support and relieve the burden on employees through such additional childcare alternatives.

This was also the reason for the virtual childcare offered as a pilot project from December 2020 to June 2021 by the external cooperation partner with its "Kidsportal". Parents could book online workshops in small groups for their children, who were then kept busy with handicrafts, exercise activities or puzzles by educational staff. This innovative form of support was gladly and numerous accepted at DLR, especially during the school holidays.

Measures:

In the next call for tenders for external placement and counselling services, it should be examined whether offers for virtual childcare can be included as an additional service (possibly for holiday periods).

The DLR holiday camps are also to be offered at other, larger locations if required.

3.4.6 Balancing work and care-taking activities

Reconciling work and family life is an important topic at DLR. For more and more employees, this also includes caring for relatives. For many of those affected, this presents a great challenge, as this situation usually arises unexpectedly and suddenly. They experience a life situation that raises many new questions and requires flexibility and time. The need for counselling in this situation is often very high. DLR therefore has special offers for caring employees, because every care situation is different and needs individual solutions.

The so-called Care Guide is a first point of contact and confidant in the DLR when such an exceptional situation has to be dealt with. The family counsellor also acts as a care guide and central contact person on the subject of care. She has been specifically trained for this. A care guide does not provide intensive care counselling. The task is rather to give those seeking advice in a difficult situation an initial orientation through information and, in the pilot function, to refer them to a support network within and outside the DLR.

Furthermore, an external cooperation partner supports employees in an acute care situation by providing information, counselling and mediation services. There, professional expertise and experience in the field of care is available to the employees in a bundled form. The counselling staff determine the individual assistance needs of the family member and try to find a custom-fit solution. The portfolio includes the following topics: Long-term care insurance, reconciling work and long-term care, long-term care and housing options, financing long-term care. The counselling and support services are available to DLR employees free of charge, provided they have an employment contract with a term of at least six months.

The online seminars offered for the first time in 2020 and again in 2021, "Suddenly everyday care - staying healthy and able to act" and "Safe handling of appointment of health care proxy, care and living wills" were very well received by DLR employees, so that additional dates had to be offered.

In addition, all important advice and support services for caring employees are summarised in DLR's internal "Care Guide". This is regularly updated.

Measures:

Further training courses on the topic of care are offered regularly and adapted to needs.

3.5. Addressing sexual harassment, bullying and discrimination in the workplace

In its general guidelines, DLR commits itself to a working environment characterised by appreciation and respect. Discriminatory behaviour, in particular harassment of any kind, will not be tolerated.

At DLR, various processes have been established to ensure that actions that do not comply with the rules are punished or preventive measures are taken in advance.

At DLR, a procedure was established many years ago to help prevent sexual harassment in the workplace: Confidential persons for the prevention of sexual harassment in the workplace have been appointed at all DLR sites, who are trained for this purpose, regularly receive further training in this area and exchange information in their network. Possible prevention measures and the procedure in concrete cases of harassment have been comprehensively prepared for all employees on the intranet. A guide on the prevention of sexual harassment not only offers support to those seeking advice, but is also a valuable guide for managers. Managers are also sensitised and trained on the topic as part of their modular qualification series. The Equal Opportunities Officer is an important point of contact on this topic and - in addition to the confidential counsellors - is available with counselling services.

The same applies to the issue of bullying in the workplace. Here, too, prevention is the top priority. The relevant information is easily accessible on the intranet. Information for managers on prevention as well as the correct action to take in the event of mobbing for those affected or for colleagues is summarised here. Various contact points (managers, works councilors, company doctors, equal opportunities officers) are available. In addition, those affected can get free support around the clock (24/7) from the confidential counselling hotline "MUT - Mein UnterstützungsTelefon". A professional external counselling team from the fields of psychology, social work and education is available to address stressful circumstances, develop ideas for problem solving and concrete steps for implementation.

Measures:

Harassment is taken seriously and followed up immediately. Established support services and preventive measures are adapted or expanded as needed.

Support of the initiative "Stronger than Violence" against sexism and sexual harassment at the workplace of the Federal Ministry for Women, Senior Citizens, Families and Youth (BMFSFJ).

3.6 Implementation of gender-sensitive language

Every person has the right to an appropriate linguistic designation and address, which should be reflected in the written language, including in the DLR. All employees should feel equally addressed. The use of sensitive formulations can make a significant contribution to respectful interaction with one another.

In doing so, we are following the guidelines that result from the Federal Equal Opportunities Act for the linguistic equal treatment of men and women in official correspondence.

The guidelines on gender-sensitive language at DLR contain numerous recommendations, tips and background information to support employees in the use of gender-equitable language.

Measures:

The recommendations of the Guidelines on Gender Equitable Language at DLR (released on 14.12.2020 in the 554th meeting of the Executive Board) are to be implemented, in particular the instructions on the formulation of gender-appropriate DLR job advertisements are to be respected.

4. Gender relevance in research

In addition to the effort to increase the proportion of women scientists in research (see Chapter 3), the inclusion of gender aspects in the design and content planning of research projects must be taken into account. This increases the knowledge and innovation potential of research and enables a more demand-oriented implementation of research results. For example, in engineering, anthropometric, biomechanical and physiological characteristics can influence the design of products, systems and processes.

Measures:

For all research projects, it must be examined and justified at the research project planning stage whether and to what extent the project is gender-relevant. If the project is gender-relevant, the conclusions drawn from it must be taken into account in the research design.

Guidelines, catalogues of measures, practical handouts on the topic of gender relevance in research are made available.

All documentation on the research project (from the application to the final report) are to be formulated in a gender-appropriate way.



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5. State of implementation and update of Gender Equality Plan

According to No. 20 of the Agreement on Equality at DLR, employers and Equal Opportunities Officers have agreed to an annual exchange on the practical implementation of the agreement.

DLR evaluates its measures in accordance with the framework equality plan at least every four years. The results of the evaluations are published in the DLR.

6. Entry into force and period of validity of Gender Equality Plan

The Gender Equality Plan comes into force on 01.01.2022 and is valid for four years.