

Equal Opportunity Plan, 2020–2023

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Preface Equal Opportunity Plan 2020-2023

Providing equal opportunity means tackling biases of all sort. We aim to develop an institutional culture that safeguards against discrimination or disadvantages based on categorisations such as gender, age, origin, disability, religion, or orientation. To do so, at the GIGA we embrace diversity as a guiding principle and as a source of inspiration.

What stands in the way of equal opportunity? We believe that the answer lies in prejudices about groups of people, their attributed gender, class, and ethnicity, and what they can achieve. And, there are outdated preconceptions of what German society should look like, of what a family is, or about how work should be organised. We seek to overcome hurdles that limit the potential of the individual.

We take seriously the idea that academia and publicly funded institutions can serve as role models. In combination with appreciation among the team and with mindfulness for our differences, we aim to set new standards in our day-to-day collaboration within and outside the GIGA.

This fourth equal opportunity plan shows the advances the GIGA has made again. In the last evaluation cycle the GIGA Executive Board was made up entirely of men, now two of the six members are women. The plan also outlines concrete measures. Many of these are still linked to very basic problems of unequal gender representation, which we hope to overcome in the institute and our societies. Regarding the more ambitious goal of a diverse society that is fair and treats its members equally, we are certain we will have to include and also go far beyond such immediate steps. These efforts will be directed at transforming mindsets. They require long-term and resolute action, which we are committed to.

We consider this approach a duty to the wellbeing of our current and future staff as well as an investment in the excellence of our work. Diversity is the key to unlocking a reservoir of new possibilities, which we celebrate and put to constructive use.



Prof Dr Amrita Narlikar
President of the GIGA

8 April 2020

Preamble

With this fourth instalment and update of the Equal Opportunity Plan, the German Institute for Global and Area Studies (GIGA) / Leibniz Institut für Globale und Regionale Studien is pursuing its goal of promoting diversity, gender equality, and the reconciliation of job and family obligations.

Our approach to equal opportunity extends beyond childcare measures and even-ing out of the number of women and men working at the institute. The overarching goal is equal opportunity for women, men, and persons with non-binary gender identities with regard to different age groups, orientations, and cultural backgrounds. Family-friendliness at the GIGA means the acceptance of diverse family models and the identification of flexible, individual solutions.

Diversity is a central part of the GIGA's self-conception as an independent, internationally oriented research institute with a global approach to scholarship. The institute acknowledges and fosters the various potentials of its employees and seeks to create an appreciative and respectful working environment that is free of prejudice. Diversity is understood as a holistic approach that considers different origins, religions, age groups, and genders, among other factors, as characterising employees' identities. It is these varied perspectives, experiences, skills, and talents that shape the GIGA's diversity – which the institute recognises and makes the most of.

At the GIGA, equal opportunity is a comprehensive concept. It is a guiding principle of the leadership and is applied in personnel recruitment and development as well as in the shaping of working conditions and the institute culture.

Foundations of the Equal Opportunity Policy

As an institute of the Leibniz Association, the GIGA abides by the Equal Opportunity Implementation Agreement (AV-Glei) to the Joint Science Conference Agreement on the Provision of Equal Opportunity to Women and Men in Joint Research Promotion, as modified on 22 April 2016.

Additionally, the GIGA signed the Agreement on the Promotion of Equal Opportunity in the Implementation of the Equal Opportunity Implementation Agreement with the Free and Hanseatic City of Hamburg, effective 1 January 2008. In it, the GIGA states that it will treat "the attainment of equal opportunity between women and men as well as the improved reconciliation of family and career, taking the perspective of gender into account, as a key management responsibility of the institute's leadership." The equal opportunities commissioner and her deputy actively support and advise the leadership in fulfilling this responsibility. The leadership supports the equal opportunities commissioner and her deputy in carrying out their work in accordance with the corresponding regulations. The equal opportunities representatives are included in personnel-related decisions and participate in all hiring processes. They take part in the meetings of the Executive Board on relevant agenda items and receive meeting minutes applicable to their work.

Personnel Concept

The GIGA actively supports equal opportunity, diversity, and family friendliness. The revised GIGA Personnel Concept of 1 January 2016 replaces the previous personnel concepts for the academic and non-academic areas. It provides an overview of the institute's personnel strategy, which applies to all GIGA employees – both academic and non-academic staff. In addition to the principles of the personnel strategy, the Personnel Concept outlines the institute policy regarding personnel planning and recruitment, career development, and equal opportunity.

1. Goals of the Equal Opportunity Plan

Through the Equal Opportunity Plan, the GIGA pursues the following goals:

- To counteract every form of disadvantage and discrimination
- Recognition of diversity and promotion of the associated diverse potentials
- To guarantee equal professional opportunities for all genders
- To ease the reconciliation of job and family
- To provide support to the underrepresented gender (e.g. through further training/education)
- To increase the share of women in leadership positions and decision-making bodies

2. Review of Staffing

This section takes stock of the GIGA's current employment structure. This review is confidential and serves internal purposes only; it is intended to provide information on the extent to which the equal opportunities efforts in terms of gender parity at the GIGA are having an impact.

3. Analysis of the Employee Structure

Based on the staffing review, we assess the GIGA's employment structure as follows, defining corresponding goals regarding equal opportunity:

In the case of individual human resources measures and new hires, an effort should be made to increase the share of whichever gender is underrepresented, conditional upon equal suitability, qualification, and professional performance. In the non-academic area the employees – the great majority of whom are women – are generally permanently employed. Here the priority should be to counteract the underrepresentation of men. In the academic area, it is important to continue to ensure that the current underrepresentation of women is counteracted.

In order to increase the proportion of women in academic management positions, the GIGA regularly sets target quotas that are in accordance with the DFG's cascade model and the guidelines of the Leibniz Association. At the end of 2015, the GIGA has

already surpassed the set target quotas for the year 2017 (based on the personnel structure as of 30 September 2012). In accordance with the updated version of the guidelines from 9 September 2013, the following target quotas have been set for the upcoming target year 2022, subdivided according to (a) pay group, (b) leadership level, and (c) limited-term employment:

a) Proportion of women in the various pay groups:

- Level 1 (EG 13): The proportion of women, currently only 41 per cent, is far below that of the previous reporting period (67 per cent). The GIGA needs to step up its efforts to increase the proportion of women at this academic entry level. The proportion of women in this level should be at least 50 per cent in the future.
- Level 2 (EG 14): The proportion of female researchers should be increased from the current 43 per cent to at least 50 per cent in future.
- Level 3 (EG 15, W1): The structure of this level has changed significantly, reflecting the GIGA's successful efforts to enable women to advance into senior positions. With currently 50 per cent, the proportion of women here is far above the target of 38 per cent and should be at least 50 per cent in the future as well. This level includes two newly created junior professorships (W1), which were both filled by women in joint appointment procedures.
- Level 4 (W2, C3): Does not apply to the GIGA.
- Level 5 (W3, C4): The proportion of women is still 33 per cent at the end of 2019 and should be increased to 40 per cent. With a joint appointment of a W3 professorship for one of the vacant regional institute director positions at the beginning of 2020, the proportion of women here will rise to 43 per cent and should be further increased on future occasions.

b) Proportion of women in the various leadership levels:

- Leadership level 1 (Executive Board): This board has six members (one president, four institute directors, one head of administration and finances). The proportion of women within this level should be increased from 17 per cent to 33 per cent. This goal was achieved and the proportion of women should be further increased on future occasions.
- Leadership level 2 (Research Council): This body has 11 members, five of whom belong to leadership level 1 (president and institute directors). The proportion of women of the entire council was increased from 45 per cent to currently 55 per cent by raising the proportion of women in the executive board. Four of the six additional members (research programme heads, research manager, academic director of the GIGA Doctoral Programme) are currently women. The proportion of women at the leadership level 2 is thus 67 per cent and should remain at least 50 per cent in future.
- Leadership level 3 (research team spokespeople): The GIGA currently has nine research teams. The spokespeople for the teams change relatively often and the

proportion of women is currently only 33 per cent. The proportion of female spokespeople should again be 50 per cent in the future.

c) Proportion of women in permanent positions within the academic and management level:

- While the proportion of women in this area is currently 43 per cent, 41 per cent of the permanent positions are held by women (of whom four of nine work in the research management). This proportion should be increased to at least 50 per cent.

In addition, it should be noted that the GIGA also pays attention to a balanced gender ratio when appointing members to its external bodies. At the end of 2019, there are eight women among the 12 members of the Academic Advisory Board. Seven of the 17 members of the Board of Trustees are women and two of the five members of the Financial Advisory Board are women. Both the Board of Trustees and the Financial Advisory Board are chaired by a woman.

4. Measures

This section identifies measures – organised according to topic – for promoting diversity, achieving equal opportunity between all genders as well as improving the reconciliation of job and family at the GIGA. Equal opportunity is a binding leadership goal, and the Executive Board gives high priority to its realisation.

Personnel Recruitment

In accordance with the Personnel Concept, hiring processes should be open, efficient, transparent, supportive, and internationally comparable. They should be tailored to the nature of the position. New positions and those needing to be refilled are generally posted externally in order to gain additional skills. Newly permanent academic positions are to be filled via internal as well as external hiring processes (for details please see the Tenure Concept). Job postings use gender-neutral language by using the gender asterisk and additional use of "(m/f/d)". Additionally, the following paragraph refers to the institute's equal opportunity policy: "Diversity and the reconciliation of work and family life is of great importance to the institute. The GIGA promotes gender equality." With regard to the goal of increasing the proportion of women in leadership positions, suitable candidates will be specifically contacted, with the help of searches in suitable networks and data banks (AcademiaNet or FemConsult). In the academic area and particularly in leadership positions, women are underrepresented; in the non-academic area, men are underrepresented. If both genders are equally represented, the dichotomous framing of the situation can be dispensed with. The equal opportunities commissioner approves all job posting texts and her participation in hiring processes from the

beginning of the selection process is guaranteed. The selection committees are to be gender-balanced. The equal opportunities commissioner serves an advisory role with regard to the proposed candidates. If she disagrees with the committee's suggestion, her vote will be included in the proposed decision presented to the Executive Board. As part of every hiring process, gender-differentiated data are collected in a decentralised manner.

Personnel Development

In its personnel development, the GIGA pursues the goal of a gender-equitable and diverse employment structure. A balanced ratio of male and female employees in all pay groups and work areas is therefore something to be worked towards. In personnel and career development, both employees themselves and the GIGA as the employer are called upon. Employees at the GIGA should actively drive their professional development and take action on their own behalf. This includes identifying further training needs and actively seeking opportunities for learning and development. The GIGA as employer, on the other hand, should offer career development opportunities, taking performance and potential into account in this regard. The institute's measures and processes should be transparent and clearly outlined, and employees should be actively supported in their career planning. In this regard, the GIGA places particular value on the following offers: staff appraisals, in which opportunities to take on responsibility, professional development training, support for international and intersectoral mobility, services and incentives, and support for other career paths are discussed. The professional qualification of women in areas where they are underrepresented receives particular attention as part of personnel development. The aim is to qualify all employees, and especially women, specifically for higher-level or leadership positions. More specific measures in this respect are described in greater detail in the following three points.

Professional Development and Further Education

GIGA employees are provided the opportunity to participate in professional development training and further education. The assessment of the training measures needed takes place systematically in the annual staff appraisals carried out between supervisors and staff. These discussions are the basis for active career development and are characterised by open exchange and mutual obligations. Alongside the opportunity to take part in external training and education, the institute offers regular internal workshops that may and should be used by all employees, including doctoral students and people on parental leave. Internal training measures should be scheduled in such a way that employees can fulfil their family-related obligations. The regular operating hours of childcare facilities as well as school holidays should be taken into account in this respect.

Mentoring

The GIGA supports its female employees in applying for mentoring programmes such as those of the Leibniz Association or the Robert Bosch Foundation. Since 2015 the institute has a mentoring programme for female GIGA employees in cooperation with the "Expertinnen-Beratungsnetz", a network of female experts based in Hamburg. In the last five years, 21 researchers and one member of the non-academic staff were successfully supported via this measure. This career-counselling programme continues to be offered and is continually evaluated and further developed on the basis of the participants' experiences. It is of course also possible for men who are interested in mentoring or coaching measures to have them funded (e.g. through the professional training budget).

Equal Opportunity Fund

Based on an Executive Board decision of 19 March 2009, the GIGA has established an Equal Opportunity Fund that is currently allocated EUR 16,000 per year. This funding can be used to support both career-promoting measures (for female employees) and those that support the reconciliation of job and family obligations (here also directed at men), for all employee groups. For example, the fund supports the acquisition of additional qualifications, assistance for the writing of important publications, or participation in international conferences for the purpose of network building. The fund should be continued and should be utilised in a targeted manner.

Reconciliation of Job and Family Obligations

The generation of equal opportunities and the reconciliation of job and family obligations are central concerns of the institute's management. The GIGA's family friendliness is expressed via its acceptance of diverse family models as well as its support for childcare and the provision of care for relatives through flexible, individual solutions.

Flexible Working Hours and Forms of Work

The GIGA supports employees' childcare needs and the provision of care for relatives beyond the possibilities available through the law and the collective agreement by offering individual solutions via family-friendly working hours and forms of work – to which the provisions of the Works Agreement for the Regulation of Working Time apply. As long as no work-related matters require otherwise, the beginning and end of the daily working hours can be outside of the general flexitime framework and the place of work can be located elsewhere. The exact terms are to be determined on a case-by-case basis and agreed upon with the institute management; long-term agreements are to be made in writing. When supervision agreements are concluded with

GIGA doctoral students, the incorporation of special measures or arrangements for the reconciliation of the academic activity and family is provided for where necessary.

Family-Related Leave and Reduction of Working Hours

The GIGA supports flexible and individualised family-related leave – for male employees as well – in accordance with the legal and collective agreement provisions. Those who are on leave for family-related reasons face no career disadvantages. A request to return to work earlier than planned will be met at the earliest possible time. If so desired, the GIGA will maintain contact during parental leave or leave due to family matters. Employees returning to work will be supported by the GIGA on an individual basis. Since October 2018, a maternity leave concept has been established, that informs expectant mothers in order to support them both medically and socially. The concept was developed in cooperation with the GIGA health and safety committee (ASA).

Additionally, the GIGA supports the family-related reduction of working hours – for male employees as well – in accordance with the legal and collective agreement provisions. In principle, all positions, including leadership positions, can be filled with part-time employees. Exceptions are permitted only when serious operational reasons dictate otherwise. Women and men who have reduced their hours due to family obligations must be given priority if they wish to increase these hours (again). At the GIGA, part-time work is not “second-class” work. With regard to career opportunities, no disadvantages should result from part-time work. For this reason, part-time work and parental leave will be taken into account in performance assessments. The timing of any meetings and discussions must be set – within the overall operational scheduling possibilities – such that part-time employees are able to participate during their working hours. The mornings should be taken particularly into account here. For afternoons, it is common practice to use the time window between 2 and 3:30 p.m. for regular meetings in order to be able to reconcile family and professional commitments. Of course different times apply to evening events.

Childcare

In the event that childcare falls through, parents can bring their children to the office. A basic assortment of toys, etc. for their visit is available at both locations in Hamburg. The building at Neuer Jungfernstieg also has a nursing/changing room. Furthermore, since June 2019, the GIGA Information Centre has a new group work room for both internal and external users, which can be used as a parent-child work room. When planning the GIGA’s move to its new location in Schlüterstraße (2023 at the earliest), the establishment of a parent-child workroom should be considered.

To further support the reconciliation of work and family obligations, since 2013 the GIGA has made emergency childcare available through a professional family service that is offered Germany-wide. Each employee can use the back-up facility for five days

of care per child and per year. The childcare offer is extended via a holiday programme, which can be used as an alternative to the back-up offer. Through the annual parents meeting, the GIGA offers its employees a forum for exchange as well as for the discussion of problems and suggested improvements related to the reconciliation of career and family, with the aim of systematically assessing existing and possible measures and adapting them to the needs of the employees. Recurring themes here are, for example, the prospects of the GIGA's support in cases of childcare responsibilities during extended business trips or fieldwork stays, which is already possible on a small scale under certain conditions.

Providing Care for Family Members

The GIGA actively supports the improved reconciliation of family, caring for relatives, and career. In the event that a relative requires care, those family members in the workforce are faced with numerous questions and a solution must be identified regarding where and in what form this care can be secured. In February 2018, a first meeting with interested GIGA colleagues took place to exchange views on the topic of providing care and to identify needs. As one of the first concrete measures resulting from this meeting, a guide for reconciling work and care is available to employees on the intranet since April 2018. The guide contains information, helpful links and contacts for an initial overview of the topic. In addition, the equal opportunity commissioner participated in a training on "Betriebliche Vereinbarkeitslotsen" (company reconciliation guides) in November 2018 and is now available as a first point of contact for employees on the issue of care. In the future, a regular exchange of information with interested colleagues should continue to provide information on current developments in this area and to examine possibilities of supporting the needs of employees.

Disadvantage, Sexual Harassment, Mobbing, and Discrimination

With reference to the updated Code of Conduct, the GIGA condemns every form of disadvantage, sexual harassment, mobbing, and discrimination and views it as its duty to protect its employees – women and men equally – from them in the workplace. The principle of equal treatment in the sense of §16 of the Law on the Equality of Women in the Public Service (GstG) and the General Equal Treatment Act (AGG), especially §3, applies within the institute. If employees believe they have experienced sexual harassment, mobbing, or discrimination or feel disadvantaged based on a reason listed in §1 AGG, they have a right to consult with, receive support, and complaint at a responsible unit (pursuant to §13 AGG). In this context, a working group developed a works agreement on "Respectful Cooperation and Dealing with Conflicts at the GIGA" in 2019, which was adopted by the executive board and the works council at the beginning of 2020.

Certification

Since 2013, the GIGA holds the Hamburg Family Seal. In 2015 and 2018, the seal was awarded again after successful audits and is to be evaluated regularly in the future. Following an unsuccessful application for the Total E-Quality Certificate, a new attempt was considered, based on the successful implementation of the measures defined in the last update of the Equal Opportunity Plan. The equal opportunity work has developed positively and successfully in recent years. The executive board has decided in 2018 that the GIGA will apply for certification through the Total E-Quality award again, which will take place in 2020.

5. Reporting Requirement and Updates

The Equal Opportunity Plan is valid for four years and is presented by the GIGA's Executive Board. The analysis of the employment structure is updated on a regular basis, and the Executive Board commits to regularly assess whether and to what extent the goals of the current Equal Opportunity Plan have been fulfilled. The Board of Trustees is informed about the equal opportunity work.