



**IKEM**

2023-2025

# Gender Equality Plan

## Gender Equality Plan | 2023-2025

IKEM's first Gender Equality Plan strives to sustainably transform its organizational processes, structures and cultures to combat and reduce gender imbalances and inequalities in its research and work. The Plan establishes concrete objectives (based on a status quo assessment), and specific measures that will be implemented in the period of 2023 till 2025 to improve gender equality within IKEM and in the field of research and innovation in the climate transition. The Plan further establishes clear responsibilities for different activities and outlines timelines of the measures to be implemented, and for measuring progress and success.

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## Abbreviations

	General Act on Equal Treatment
G	German Federal Equality
	To search and appoint female speakers
	To continue appointments of co-directors and co-management positions
	To appoint replacements preferably to underrepresented groups
G	Gender Equality Working Group
	Institute for Climate Protection, Energy and Mobility - Law, Economics and Policy e.
	Journal "Klima und Recht"
	Management
	Number
	Ombudspersons
	Project leader

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Dear employees,

I am pleased to present the first Gender Equality Plan (GEP) of the Institute for Climate Protection, Energy and Mobility – Law, Economics and Policy e.V. (IKEM) for the years 2023 to 2025.

With our research and work at IKEM, we are strongly committed to working towards a sustainable future, especially the targets of the Sustainable Development Goal (SDG) 5 which aims to achieve gender equality and to empower all women and girls. Here our focus lies especially on SDG 5.c (adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels) as well as within SDG 5.4 (recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies as well as the promotion of shared responsibility within the household and the family as nationally appropriate).

The Gender Equality Plan is a key tool for personnel planning and development at IKEM. The aim of the GEP is to ensure equal opportunities for female, male and non-binary researchers. We wish to support all researchers at IKEM, irrespective of gender (as well as sexual orientation, nationality, age, and other individual characteristics), and believe that research will benefit the society the most if the background of the conducting researchers are as diverse as possible, and if the gender dimension is taken into account in the research.

The Gender Equality Plan analyzes the current employment structure at IKEM. These figures are very pleasing. Nevertheless, we want to continue to work hard for equality and compatibility. We must preserve what we have achieved so far and face new challenges in order to sustainably establish IKEM as a family-friendly employer that attracts excellent experts for its socially relevant research and work.

In addition to eliminating existing inequalities in career opportunities for women and men, it is of utmost importance for me as a director and mother working part-time to promote a better balance between career and family/care as well as of work and private life. To this end, the Gender Equality Plan determines concrete targets and associated measures that enable the achievement of the set objectives. The implementation of the Gender Equality Plan lays in the special responsibility of the Human Resource Department and all managers. It is to be understood as a joint endeavor for social justice.

Yours sincerely,



**Susan Wilms**  
Managing Director of IKEM

# 01 Introduction

The Institute for Climate Protection, Energy and Mobility e.V. (IKEM), based in Berlin and Greifswald, conducts research on key issues of a sustainable economic and social order. The institute examines the legal and policy framework of the three areas of climate, energy and mobility from an interdisciplinary, integrative and international perspective. IKEM has existed as a non-profit association since 2009 and is affiliated with the University of Greifswald as an independent research institute. The chairman of the association and director of the institute is Prof. Dr. Michael Rodi. Other members of the board are Prof. Christian Held (vice-chairman) and Dr. Friedrich-Wilhelm Hagemeyer (treasurer).

IKEM already offers a wide range of measures for improving the framework conditions for reconciling work and family/private life and the special needs for working women. We want to consolidate this with our first Gender Equality Plan and expand it further in line with demand. The managers of IKEM are expressly welcomed to work together with their employees to find individual solutions for reconciling work and family/private life, making use of all the options available at IKEM. This includes, among other things, that the management and project leaders take into account employees with family responsibilities. This expressly applies to both women, men and non-binary persons.

First, there is a brief introduction to the link between climate change and gender, followed by explanations of legal requirements, methodology and the structure of the GEP.



## Nexus of gender and climate change

The climate crisis is intricately linked with gender-based inequality, in that both crises mutually reinforce each other. While the specific implications may vary across the globe, also depending on factors such as income, migration status and level of education, certain patterns can be identified. Women are disproportionately affected by climate change, as they make up 70% of the world's poorest and are more often financially dependent on agriculture – two groups that are particularly vulnerable to climate change-related natural disasters, such as floods or draughts. Their mobility, one of the most important climate adaptation strategies, is often impaired by strict gender roles and threatened by the increased risk of violence women face during migration. Additionally, a rise in climate related health issues will lead to additional care work, that is likely to disproportionately fall back on women.

At the same time, women are still underrepresented in institutionalized decision-making on climate action, in some cases even excluded altogether. The underrepresentation of women and non-binary persons can be observed for the climate transition, the central field of IKEM's research. In Europe's renewable energy sector, gender gaps in energy access, the energy labour market and energy decision-making are well documented.<sup>1</sup> Yet women are also globally spear-heading climate movements, from Fridays for Future to Extinction Rebellion and Seeding Sovereignty. Especially indigenous women have been at the core of land preservation efforts worldwide for years. A growing literature finds that societies with more gender equality tend to perform better on environmental outcomes and robust climate governance.<sup>2</sup>

Most importantly, the inequality of access to opportunities represents a terrible waste of valuable human capital, which could otherwise be deployed to combat the climate crisis. The World Bank estimates that the gender wage gap costed the global economy around USD 172 trillion in 2017, which could finance the global energy transition.<sup>3</sup> According to the International Renewable Energy Agency (IRENA), to stay below the 1.5°Celsius temperature limit the world community must shift nearly USD 18.6 trillion of its cumulative energy investments until 2050 from fossil fuels to low-carbon technologies. This achievement would require USD 110 trillion worth of investments in the energy sector by 2050, compared to USD 95 trillion planned in 2019.<sup>4</sup> By wasting women's potential, successful climate efforts are hampered. Considering the fact that climate change is of common concern to humankind<sup>5</sup> and that a sustainable and carbon-free future is the only way, a gender perspective is detrimental as well as including women at all levels in the climate-relevant decision-making and climate action.

The same holds true at the company-level. For example, when a company has at least two women on the director's board, the firm's renewable energy consumption rises, a trend that has been dubbed "the female director effect".<sup>6</sup> Gender equality is therefore not a normative nice-to-have, but a necessity linked to survival of humankind and common prosperity and wellbeing despite the climate crisis and injustice.

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- 1 See also Clancy/Feenstra, Women, Gender Equality and the Energy Transition in the EU, available at: [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf) (last accessed on 21.7.2022).
  - 2 De Paula, Gender Equality, The Formula to Accelerate Implementation of the 2030 Agenda for Sustainable Development, p. 6, available at: <https://www.iisd.org/system/files/2021-03/still-one-earth-gender.pdf> (last accessed on 21.7.2022).
  - 3 Wodon, Q., A. Onagoruwa, C. Malé, C. Montenegro, H. Nguyen, and B. de la Brière (2020), How Large Is the Gender Dividend? Measuring Selected Impacts and Costs of Gender Inequality. The Cost of Gender Inequality Notes Series. Washington, DC: The World Bank, p. 7, available at: <https://openknowledge.worldbank.org/server/api/core/bitstreams/3adf6e09-ae8f-5551-acae-9cb6ae63376a/content> (last accessed on 20.12.2022).
  - 4 International Renewable Energy Agency (IRENA) (2019), Transforming the energy system – and holding the line on the rise of global temperatures, [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Sep/IRENA\\_Transforming\\_the\\_energy\\_system\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Sep/IRENA_Transforming_the_energy_system_2019.pdf) (last accessed on 20.12.2022).
  - 5 See Preamble of the United Nations Framework Convention and Paris Agreement on Climate Change.
  - 6 De Paula, Gender Equality: The Formula to Accelerate Implementation of the 2030 Agenda for Sustainable Development, p. 6, available at: <https://www.iisd.org/system/files/2021-03/still-one-earth-gender.pdf> (last accessed on 21.7.2022).

## Legal requirements

The German Federal Equality Act (BGleiG)<sup>7</sup>, which aims to achieve equality between women and men, only applies, according to section 2 and 3 No. 5 BGleiG, to certain federal and administrative bodies. IKEM as a private institute is not legally bound to it, but has made it its mission to set the same standard for the equality of women and men and to follow the BGleiG:

### § 11 Purpose

The Equal Opportunity Plan serves to achieve the goals of this Act and is an essential instrument of personnel planning, especially personnel development. Its implementation is a special obligation of the personnel administration, employees in management positions and the department management.

### § 12 Preparation

(1) Each department shall draw up an equality plan for four years at a time, which may be adapted to current circumstances after two years. The rights of the staff representatives and the representatives of the severely disabled remain unaffected.

(2) The equality plan shall be drawn up by December 31 and shall enter into force on January 1 of the following year. For departments with a large business area and in the event of extensive organizational changes in the department, other cut-off dates may be specified in deviation from sentence 1 in agreement with the Equal Opportunity Officer.

### § 13 Contents

(1) The equal opportunity plan shall take stock of the situation by describing the existing situation of women and men in the department as of June 30 of the year in which it is drawn up and by evaluating the promotion of employees in the individual areas to date for the past four years. The stocktaking also includes a presentation showing how women and men have taken advantage of measures to better reconcile family, care and work and how their career advancement compares to women and men who have not taken advantage of such measures. If the targets of the previous equality plan have not been implemented, the current equality plan shall set out the reasons for the failure to achieve the targets.

(2) The equality plan shall specify how and by when.

1. Achieve that management positions in which women have been underrepresented to date are filled with approximately numerical equality by women and men in order to achieve the goal of Section 1 (2) sentence 2,
2. the under-representation of women in other areas is to be reduced, and
3. the compatibility of family or care with professional activity is to be improved and how men in particular are to be motivated to make greater use of offers that enable such compatibility.

The equal opportunity plan shall set specific targets, in particular on the proportion of women and men, for each individual management level. If targets are to be developed for filling jobs which the department does not decide on, the targets shall be developed in consultation with the department responsible for filling the jobs.

(3) For each target, the equality plan shall specify concrete measures of a personnel, social or organizational nature to achieve the respective target. In particular, it shall also contain measures to promote the compatibility of family, care and work.

(4) Where personnel management measures are envisaged as a result of which jobs or positions are blocked or eliminated, the equal opportunity plan shall provide that the proportion of the underrepresented sex in the areas concerned shall at least not fall.

(5) The equality plan shall not contain any personal data.

<sup>7</sup> Gesetz für die Gleichstellung von Frauen und Männern in der Bundesverwaltung und in den Gerichten des Bundes (Bundesgleichstellungsgesetz - BGleiG) of 24. April 2015 (BGBl. I S. 642, 643).

The Gender Equality Plan has its own section in section 11 et seq. BGlEiG. Section 12 BGlEiG sets standards for the preparation and section 13 BGlEiG for the content of the Gender Equality Plan. The plan is to be drawn up for four years at a time, adapted to current circumstances after two years and drawn up at the end of the year so that it applies from 1 January of the following year. In the Gender Equality Plan, an inventory is to be made describing the existing situation of women and men in the organization and evaluating the previous promotion of the last four years (this is omitted here, as this is the first equality plan of the IKEM). The Gender Equality Plan should then specify how underrepresentation of women in management positions is to be compensated for up to numerical equality. Underrepresentation in other areas is to be reduced and improvements in offers for reconciling family, care and work are to be built up, to which men in particular are to be motivated to make greater use than in the past. Targets are also to be set for the proportion of women and men at all management levels, and concrete measures for achieving the target must be named for all the targets mentioned so far. Pursuant to section 19 BGlEiG, there must be a Gender Equality Officer.

The General Act on Equal Treatment (AGG)<sup>8</sup> also sets requirements for IKEM as an employer. According to section 11 AGG, job advertisements must not violate the prohibition of discrimination, i.e. they must not be directly or indirectly linked to gender. In addition, the IKEM has further obligations as an employer according to section 12 AGG. IKEM must take preventive and retrospective measures to protect against discrimination in order to prevent discrimination in the workplace and during work. This can be a training or the introduction of rules of conduct. According to section 12 paragraph 2 sentence 1 AGG, IKEM has to point out and work towards the prevention of discrimination, e.g. on the basis of gender.

A Gender Equality Plan is not mandatory by law, but a mandatory element for European Union project applications.

## Methodology

The current situation of gender equality within IKEM is examined. This is done with the point-in-time analysis, whose cut-off date is June 30, 2022. In addition, an online staff survey was carried out on January 24, 2022.

In the future, the implementation of the Gender Equality Plan is evaluated with an additional period analysis, which looks at the period of the past three years. The online survey will be carried out on June 30 of each year.

## Structure of the Gender Equality Plan

The Gender Equality Plan is drawn up for a period of three years.

In the second chapter of the Gender Equality Plan, the current situation of non-binary, female and male employees of IKEM is presented as of the reporting date of June 30, 2022.

The third chapter builds on the empirical findings and defines aims and concrete objectives to create equal opportunities at IKEM.

The fourth chapter identifies and describes specific measures until the year 2025. Clear deadlines and time frames are defined for the concrete measures, and responsibilities are specified. A tabular summary is added for overview purposes in the annex.

Before the summary and outlook of the Gender Equality Plan in the end (chapter 6), the upcoming evaluations will be discussed (chapter 5).

8 Allgemeines Gleichbehandlungsgesetz vom 14. August 2006 (BGBl. I S. 1897).

# 02

# Inventory of equal opportunities at IKEM

The chapter describes the current situation of equality between non-binary, female and male employees at IKEM. The assessment mainly focuses on two specific gender identities due to IKEM's employment structure as of June 30, 2022: women and men. The binary language of women and men means persons who identify or present as female or male. The assessment does not imply that there are only two genders or that women are the only gender that faces structural challenges in the workplace, including trans women, trans men and non-binary people.

For this inventory, the following factors will be described:

- Overall situation
  - Employment groups
  - Remuneration groups
  - Age structure
  - Balance between work and family/private life
  - Board of directors, scientific and strategic advisory board, and IKEM association membership
-

## Overall situation

The overall situation of non-binary, female to male employees as of the reporting date of June 30, 2022 is as follows:

Table 1: Employees by gender on June 30, 2022.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
IKEM	72	0	42	30	58% of 100% in total
Full-time	27	0	16	11	59% of all employees in full-time
Part-time	39	0	24	15	62% of all employees in part-time
Mini-job	6	0	2	4	33% of all mini-jobbers
Fixed-term employees	35	0	22	13	63% of fixed-term employees

The number of female and male employees at IKEM is 72 in total (June 30, 2022). The proportion of female employees is 58%. More employees work in part-time positions than in full-time positions at IKEM (39 compared to 27). As of June 30, 2022, around half of IKEM's staff work in open-ended employment contracts. 63% of fixed-term employees are women. The percentage of female part-time and temporary employees is slightly higher than the total percentage of female employees within IKEM.

Among the group of mini-jobber (in total 6 as of June 30, 2022), which are student workers at IKEM with a general working time of eight hours per week and a fixed salary of 450 Euros per month, the share of women is 33%.

The generally high proportion of female employees demonstrates that IKEM is a model employer. The institute receives a high number of applications from highly qualified and specialized female candidates with fitting work and voluntary experience. This results in a slight underrepresentation of men, which is persistent at IKEM, even though the institute partly deals with topics in which men dominate the workforce, e.g. in the energy and mobility sector.

The total number and proportion of female and male mini-jobbers fluctuates and varies heavily throughout the year. Further time period analyses will be carried out in due time.

## Employment groups

In terms of distribution by gender, the ratio of employees as of June 30, 2022 is as follows:

Table 2: Employees by gender on June 30, 2022.

		TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
IKEM		72	0	42	30	58%
Managing directors	Full-time	2	0	1	1	50%
	Part-time	0	0	0	0	-
Department heads	Full-time	7	0	4	3	57%
	Part-time	3	0	2	1	67%
Staff	Full-time	27	0	16	11	59%
	Part-time	39	0	24	15	62%

Across all employment groups, the proportion of women is higher than the proportion of male employees, with the exception of the managing directors, who are at parity. As of June 30, 2022, all IKEM directors hold a full-time position. The proportion of female employees as part-time Department heads and part-time staff is slightly higher than that of the full-time colleagues (67% and 62% compared to 57% and 59%).

By offering co-director and co-department head positions, IKEM allows part-time leadership roles in the organisation.

## Remuneration groups

The distribution by remuneration groups shows the ratio of non-binary, female and male employees of June 30, 2022 is as follows:

Table 3: Remuneration by gender on June 30, 2022.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
Managing directors	2	0	1	1	50%
Department heads	10	0	6	4	60%
Senior Research Associate	7	0	2	5	29%
Research Associate	27	0	18	9	67%
Others	26	0	15	11	58%

Across all scientific remuneration groups, the proportion of women is higher or equal to that of men, with the exception of the remuneration group “Senior Research Associate”. Women are underrepresented in this group given their higher overall proportion at IKEM (29% compared to 58%). The group “others” include administrative staff, legal trainees and interns as well as mini-jobbers.

The low number of female Senior Research Associates compared to Research Associates (2 to 18) reflects the age structure of IKEM’s research staff.

## Age structure of IKEM staff

In terms of the age structure, the ratio of employees by gender as of June 30, 2022 is as follows:

Table 4: Age structure of IKEM staff of June 30, 2022.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
Under 30 years	34	0	17	17	50%
Between 30 and 39 years	29	0	20	9	69%
Between 40 and 49 years	8	0	4	4	50%
Between 50 and 59 years	1	0	1	0	100%
Over 60 years	0	0	0	0	

The distribution of employees by age structure and gender shows that female employees are equally represented in the age group “under 30 years” and “between 40 and 49 years”. In the age group “between 30 and 39 years”, male colleagues are underrepresented. There is only one person, a woman, older than 49 years working at IKEM.

IKEM has consistently had a relatively young workforce. This may be due to its research topics or institutional framework.



## Boards and IKEM association membership

Among the board of directors, the scientific and strategic advisory board, and IKEM association members, the ratio of non-binary, female to male members as of June 30, 2022 is as follows:

Table 5: Boards and association membership for IKEM on June 30, 2022.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
IKEM employees	34	0	17	17	50%
Board of directors	29	0	20	9	69%
Scientific and strategic advisory board	8	0	4	4	50%
IKEM association members	1	0	1	0	100%

Among IKEM staff, women are slightly overrepresented compared to men. In sharp contrast, women are underrepresented as IKEM association members and in the scientific and strategic advisory board (16% and 24%). Most strikingly, 100% of all board members were male on June 30, 2022.

The model proportion of female persons at IKEM is thus not reflected in IKEM’s boards and among its members.

## Balance between work and family/private life

In terms of employees' use of leave opportunities for better work-life balance, the gender ratio among employees on June 30, 2022 was as follows:

Table 6: IKEM staff and optional leave on June 30, 2022.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
Parental leave ("Elternzeit")	2	0	1	1	50%
Care time ("Pflegezeit")	0	0	0	0	-
Family-related leave ("familienbedingte Beurlaubung")	0	0	0	0	-
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>50%</b>

Only 3% of all IKEM employees were using a possibility for optional leave on June 30, 2022 (there were one male and one female staff member on parental leave).

It appears that IKEM has few parents in its staff (in total 72 as of June 20, 2022). The data does not indicate the distribution of parental leave between male and female employees; under German law, any one parent can take between 2 and 36 months of leave.

## Conclusion on the inventory

The data indicates the following conclusions:

- IKEM is a young organization with an almost gender-balanced workforce,
- Women are equally represented in some decision-making bodies (Management 50%, Department heads 60%),
- Women are underrepresented in some association bodies (board 0%, scientific board 24%, general meeting 16%),
- Few employees take advantage of optional leave opportunities to balance work and personal responsibilities.

These findings point towards a number of goals for personnel development at IKEM, which are described below. Suitable measures will be developed to realise those goals in the period covered by this report.

# 03

# Gender equality aims and objectives of IKEM

The general aims of IKEM and its first Gender Equality Plan are:

- to achieve equality between women and men,
- to eliminate existing disadvantages which are attributable to gender and to avoid them in the future, and
- to improve the family-friendliness and compatibility of work and family/private life for women and men.

Derived from those overarching aims, IKEM sets in the sense of equality and compatibility for the coming reporting period from 2023 to 2025 the following targets:

- Gender equality
- Equal representation
- Compatibility of work and private life



## Objective 1: Gender equality

To achieve equality between non-binary, female and male persons, IKEM will:

### Strengthen gender equality awareness for men and women (1.1)

The aspect of equality should continue to be a central cross-cutting issue in the implementation of the personnel development concept. However, it is not only in relation to personnel development that special attention is to be paid to issues relevant to equality. Awareness of equality is to be strengthened and promoted throughout the entire association and across all management levels. The goal is to motivate employees to reflect on their own behaviour and to maintain an awareness of the impact of their own actions can have in terms of gender aspects.

### Create a safe work and research environment (1.2)

No institution is immune to sexual and gender-based violence, including behaviour that violates any individual's dignity or that creates an intimidating, hostile, degrading, humiliating or offensive environment coming from one or a group of persons, which tends to be underestimated in research organisations. Depending on the organisation culture, gender-based violence and sexual harassment can be widespread, if they stay unaddressed. IKEM strives to create a safe work environment for its staff members that is free of gender-based violence including sexual harassment.

### Integrate sex/gender dimension into research content (1.3)

IKEM will integrate the sex/gender dimension into its research content. IKEM strives to create knowledge through excellent (applied) research by and with women that is free of gender bias.

50 / 50

## Objective 2: Equal representation

Representation matters, for IKEM's competitiveness, the overall office culture and concrete decisions, for example on research priorities and project applications. To eliminate existing disadvantages which are attributable to sex and gender and to avoid them in the future, IKEM will:

### Promote equal opportunities in research and at IKEM (2.1)

IKEM offers an inclusive workplace for its current employees and will become even more attractive for highly qualified (international) talents who will not only enrich our interdisciplinary teams but will sustain our high-quality research output. In the competition for the best talents, we are convinced that it requires a strong commitment to integrate a feminist approach into all levels of the institute, from our fundamental structures to the everyday working environment. We want to sensitize management, employees and partners about equal representation based on individual expertise, experience and competence and empower everyone to stand up against gender biases that might hamper the competitiveness of IKEM for the best talents. In order to ensure consistent progress towards equal representation, all institute levels and bodies are committed and will hold ourselves accountable.

### Strive towards gender balance in leadership and decision-making (2.2)

IKEM strives towards women being represented in academic and administrative leadership and decision-making positions at IKEM.



### Objective 3: Compatibility of work and private life

To improve the family-friendliness and compatibility of work and family/private life for all, IKEM will:

#### Expand its inclusive and family-friendly organizational culture (3.1)

Improving IKEMs organisational culture contributes to becoming an attractive employer, and therefore to attracting and retaining the best talents.

#### Improve the balance of work and family/private life for all equally (3.2)

Research shows that having children and the biases associated with working mothers are still a major obstacle to women's professional advancement. By improving the compatibility of work and family life for people of all genders, we dismantle outdated gender roles, create better working conditions for all employees and allow care-taker with children and other responsibilities to participate in the workplace with the same opportunities that are available to colleagues without private responsibilities.

# 04 Concrete measures of the first Gender Equality Plan

For each target for reducing underrepresentation and improving the compatibility of family, care and work, concrete measures of a personnel, social or organizational nature are to be specified. IKEM sets 39 measures to remedy the identified challenges, allocates resources and responsibilities, and agrees on timelines.

In addition to the target-specific measures (equality, equal representation, work-life-compatibility) basic measures that create the very conditions for working towards gender equality at IKEM will first be described.

## Fundamental measures

The Gender Equality Plan will be signed by the director and published on the organization's website by the management in German and English (measure 0.1), and actively communicated within IKEM by the management and Gender Equality Officer (measure 0.2).

IKEM (re)appoints a Gender Equality Officer (measure 0.3). The co-development of the Gender Equality Plan together with the director is one of the core tasks of the Gender Equality Officer. The management will allocate sufficient resources to the Gender Equality Officer to serve its function, especially for the continuous implementation and re-evaluation of its plan (measure 0.4). The GEO receives the necessary training and continuing education for gender equality in academia and research (measure 0.5).

To analyze and assess the status quo at IKEM, the availability of sex-disaggregated data, organizational procedures, processes and practices need to improve to detect gender inequalities and their causes. The management and the GEO will be in regular exchange to improve the availability of relevant data (measure 0.6). The Gender Equality Officer conducts yearly anonymous online staff surveys to inform its sex-disaggregated data collection (measure 0.7), e.g. on the use of home office by female and male colleagues.

In addition, the Gender Equality Officer heads the Gender Equality Working Group (measure 0.8). The Working Group will offer awareness-raising and training activities on gender equality and unconscious gender biases for IKEM staff, its partners and clients (measure 0.9), e.g. with the inclusion of The Gender Equality Toolkit (EQT)<sup>9</sup> that IKEM has developed.

## Measures for gender equality

To strengthen equality at IKEM, the following measures are envisioned:

### Awareness-raising and training activities on gender equality

The Gender Equality Working Group will offer regular awareness-raising and training activities on gender equality for IKEM and its various bodies as well as partners and external clients on unconscious gender biases (measure 1.1.1). The working group further promotes contact and exchange between the Departments and experts on equality issues, among other things through open and safe discussion spaces (measure 1.1.2).

Those trainings build upon IKEM's EQT project that has developed a Gender Equality Toolkit (EQT) which empowers women and supporters to fight (everyday) sexism and raises awareness of everyday challenges and opportunities for improvement. The EQT approaches gender mainstreaming in research and at work in a positive way and aims to engage as many people as possible in discussions about equality through innovative and fun materials, including a card game, booklet, and poster. The EQT is to be translated into German and thus also used as a training tool for a German-speaking audience (measure 1.1.3).

### Measures for a safe work environment

In addition to its legal requirements on employment policies and employee protection,<sup>10</sup> IKEM will not tolerate any abuses or discriminatory behaviour and will offer attention to and support its victims and witnesses of misconduct, with a commitment to putting an end to such behaviour. IKEM has strong policies relating to harassment and dignity at work in place that set out expectations for the behavior of its staff and managers.

9 As part of an independent project in collaboration with Ellery Studio, IKEM has developed "EQT - The Gender Equality Toolkit for Working Women and Friends". Building on countless real-life experiences from women of various professions, as well as extensive research on sexist discrimination in the workplace, the toolkit is an empowerment tool to support women and their allies to stand up against gender inequality in their everyday work life and beyond. Amongst other resources, it includes an interactive roleplaying card game, which allows players to practice identifying and responding to sexist discrimination (from lighter to more serious offences) in real time. IKEM's Gender Working Group will be able to benefit from the expertise that was gathered during the development of EQT and use the toolkit as a training tool during internal gender equality workshops. It will help in sensitizing employees and management to gender bias, all while maintaining a playful tone that will encourage necessary conversations. This workshop format is also offered to other (external) institutions, in order to contribute to creating an overall more inclusive and fair work culture beyond just IKEM. See also IKEM, Gender Equality Toolkit, available at: <https://www.ikem.de/en/projekt/eqt/> (last accessed on 21.7.2022).

10 E.g. regular information on the complaint office according to Section 13 of the General Act on Equal Treatment.

IKEM's management and the GEO will assess and review its current structures and/or its issue specific procedures and instruments (measure 1.2.1), including its support structure building on the Ombudspersons, the GEO and the leadership structure, internal procedures in case of discrimination or sexual harassment. Like the GEO, the ombudspersons are also given time to perform their voluntary tasks proactively.

The management and the GEO will update its information material and offer regular trainings on the one hand to combat gender-based violence and sexual harassment at work and on the other hand about its support structure, procedures and instruments. The information material will list external resources and institutions, e.g. relevant victim protection associations, and outline possible legal steps for victims and witnesses. The information material will be easily internally accessible (measure 1.2.2).

### Ombudspersons

The ombudspersons serve as an informal point of contact for all persons at IKEM. They are elected every two years through nominations by the entire staff, in fair and confidential elections, ensuring equal representation. They operate with neutrality, independence, and confidentiality, catering to the individual needs of the staff. The ombudspersons' primary role is to provide staff members with a confidential opportunity to discuss work-related issues and concerns.

The ombudspersons will only take action in consensus with the involved party, except in cases of extreme severity where they feel obliged to report to the management. Their role includes listening, offering advice, and providing assistance in cases of work-related conflicts, disadvantages, bullying, discrimination, and other concerns or incidents. They can also facilitate or participate in dispute resolution discussions upon request. To enable the management to address the needs and concerns appropriately, they report anonymously and independently to the management. The ombudspersons can be reached through email, an anonymous mailbox, and in person.

As part of their duties, the ombudspersons also act as a contact point for instances of structural or individual discrimination and disadvantage. Those affected can turn to them as a first point of contact to share their experiences and receive informal guidance on potential responses. Reporting anonymously to the management offers the opportunity for appropriate measures to be taken.

## Gender mainstreaming in research and innovation

The integration of the gender dimension addresses the incorporation of sex and/or gender analysis through the entire research and innovation cycle. This includes setting research priorities through defining concepts, formulating research questions, developing methodologies, gathering and analyzing sex-disaggregated data, evaluating and reporting results, and transferring them as innovations and products. The integration of the gender dimension is relevant in various research and innovation fields.

IKEM will continue and develop its PESTEL+ analysis tool to assess macro-environmental factors that may have an impact on projects. In addition to the political, economic, social, technological, environmental, and legal factors, IKEM especially focuses on the Gender (+) factor (measure 1.3.1), e.g. in its ENGAGE project.<sup>11</sup>

Moreover, IKEM will expand and strengthen its work and research networks on Gender and climate change (measure 1.3.2), for example with the Women Engage for a Common Future (WECF) network or GenderCC – Women for Climate Justice. Those networking activities mainly done by the management and GEO form the basis for future joint applied research projects on the inclusion of women in the climate transition. IKEM, in particular the GEWG, will undertake outreach efforts to gradually expand the knowledge and networks in support of gender-sensitive and gender-relevant research, e.g. with innovative social media campaigns (measure 1.3.3).

The Gender Equality Working Group will assess the gender equality in academia and research (GEAR) action toolbox and closely examines if it could inform future awareness and training activities (measure 1.3.4).

11 ENGAGE - Social innovations in the citizen centered energy transition, available at: <https://www.ikem.de/en/projekt/engage/> (last accessed on 21.7.2022).



## Measures for equal representation

To strengthen equal representation and to promote inclusion and diverse perspectives in research and at the workplace, the following measures are envisioned by IKEM:

### Gender-sensitive communication

IKEM supports the active use and encourages its staff to use inclusive language around the organization and with its partners. The Gender Equality Working Group together with the management will update its guidelines on gender-sensitive communication (measure 2.1.1), including the use of pronouns, in the IKEM handbook and will inform its staff regularly, e.g. via automatic information mails.

IKEM and especially the Public Relations Department will safeguard that all outreach materials will use inclusive language (measure 2.1.2), including legal documents like IKEM's association statute.

### Support non-binary gender identities

IKEM is aware of the specific struggles experienced by non-binary people, facing intersecting biases especially of queer- and transphobia as well as sexism. IKEM pledges to create a safe work environment, where people of all genders feel supported and comfortable expressing their gender identity. For example, IKEM encourages its staff to include pronouns in the email signatures since 2022.

The GEO will update its information and training material on non-binary gender identities and develop recommendations to adapt IKEM's internal support structures as well as its human management and policies (measure 2.1.3).

### Guarantee equal representation in research projects and publications

In addition, the management and department heads will assess and identify reasons for underrepresentation of female, male and non-binary persons in project teams (measure 2.1.4).

The management and department heads ensure that administrative and organizational responsibilities, e.g. leading an informal Working Group, legal trainee, intern and student supervision and other non-research related tasks are transparent and valued alongside the research outputs (measure 2.1.5). The management, department heads and GEO will consider organisation-wide workload planning models to promote transparency and fairness, by enabling an equitable and transparent spread of workload among academic staff that is consistent between departments and take private responsibilities carefully into account (measure 2.1.6). This includes inter alia moderation trainings for all IKEM staff members.

The GEO together with the management will assess the Committee on publication ethics recommendations and principles on transparency and best practice in scholarly publishing,<sup>12</sup> especially on authorship and contributorship to allow for transparency of academic work done by IKEM staff (measure 2.1.7).

The editors of IKEM's journal *Klima & Recht* will continue to actively approach female and non-binary authors for articles and contributions to increase the diversity of authors. The editors will report to the management and GEO of their efforts by the mid-term and final evaluation (measure 2.1.8). The GEO and the editors will further develop a strategy to motivate more authors with different perspectives to publish in IKEM's journal (measure 2.1.9).

### Guarantee equal representation at all IKEM events

IKEM's past efforts in this regard have already shown great results: at the annual IKEM Academy for example, the share of women speakers and presenters has increased from 35% to 48% from 2020 to 2022. We will build on these efforts to make sure all IKEM events are entirely gender equal. In particular, IKEM will ensure that in the search and appointment of panelists, the panels shall be gender balanced, or, if not possible, including a minimum number of women or other genders (measure 2.1.10). IKEM will actively search for female speakers for presentation at IKEM events (measure 2.1.11), e.g. for the IKEM Academy or the Annual Conference.

<sup>12</sup> COPE, <https://publicationethics.org/>, last access: 15.7.2022.

## Strengthen inclusive structures

IKEM already undertook strong efforts to promote gender balance in leadership and decision-making positions. It commits itself to continue its appointment practice of co-directors and co-management positions, which can be exercised on a part-time basis (measure 2.2.1).

IKEM commits itself that in those decision-making bodies that do not guarantee equal representation, replacement appointments will preferably go to underrepresented groups, especially women and non-binary persons (measure 2.2.2).

## Measures to improve work-life balance

IKEM already offers flexible working time models and a far-reaching home office rule to reconcile work, private life and family. To further improve work-life balance at IKEM and to close the gender care gap, the following measures are envisioned:

### Inclusive work and event hours

The management, department and project leaders have already established the “No meetings after 4 p.m.” recommendation (measure 3.1.2) and respect the private life, caring responsibilities and family obligations of its staff. School vacation times and childcare hours should be considered when planning events or meetings.

### Information on family planning

The management develops guidelines including rights and obligations, tips and recommendations for expectant parents that will be included in the IKEM handbook. Those compatibility guidelines will be revised by the GEO and management with each reporting cycle of this plan (measure 3.1.3).

In addition, IKEM’s management will offer regular information for its staff on its compatibility policies by its general communication channels and forms (measure 3.1.4).

## Presentation of IKEM as an attractive and family-conscious employer

The Gender Equality Officer will screen certification options for family-friendly working conditions. The management and the GEO will decide on starting a certification process in light of the resources available (measure 3.1.5), e.g. the berufundfamilie® certification.<sup>13</sup>

## Recruitment and promotion

The management, department heads and the Human Resource Department account for career breaks and subtracting leave periods when assessing research output; also, placing appropriate value on non-traditional career paths at recruitment and promotion decisions (measure 3.2.1).

They inform its staff, male and female, regularly, in different forums that part-time positions and family-planning will not hamper promotion opportunities. The management will create the conditions for leading part-time (measure 3.2.2).

## Gender and family sensitive occupational safety and health

In the case of IKEM’s occupational health management as part of its life-phase and family-conscious human resource policies, during the period of this plan, greater attention will be paid by the management and Human Resource Department to ensuring that the measures are further developed in line with the specific needs of women and men (measure 3.2.3).

<sup>13</sup> berufundfamilie Service GmbH, audit berufundfamilie: Strategisches Managementinstrument für Unternehmen und Institutionen, <https://www.berufundfamilie.de/auditierung-unternehmen-institutionen-hochschule/audit-bf>, last access: 7.6.2022.

# 05 Evaluation of the first Gender Equality Plan

The Gender Equality Plan covers a period of three years. It is continuously updated and is henceforth subject to cyclical reviews of the achievement of the measures and goals.

The next plan in 2026 will also evaluate the implementation of the first Gender Equality Plan for the period of 2023 to 2025. This will be done by a time analysis, whose cut-off date will be on 30 June 2025 and a time period analysis. For the time period analysis, the Gender Equality Officer conducts an annual survey in June of each year. For the evaluation of the first Gender Equality Plan, the data basis is not sufficient in all cases. With the creation of this Gender Equality Plan, the necessary measures are to be taken to be able to carry out an appropriate evaluation in the future.

After 1.5 years in summer 2024, a mid-term evaluation will take future circumstances and developments into account. If the targets have not been implemented to a sufficient extent by that time, additional ad hoc measures are to be included in the Gender Equality Plan in order to accomplish the goals within the reporting period. If, despite all efforts and good will, the targets could not be reached, the reasons that prevented implementation and achievement of the objectives must be explained and published online. The evaluation and mid-term evaluation will be held in open session within IKEM and all employees are invited to participate in the process.

Moreover, there is a continuous exchange between the management and Gender Equality officer. The monthly briefing ensures close monitoring of the activities and developments at IKEM. The team identifies, discusses and reflects on urgent challenges and, if necessary, counteracts them with ad-hoc measures and assistance.

# 06 Summary and outlook

IKEM's first Gender Equality Plan is a set of commitments and actions that aim to further promote gender equality at IKEM through institutional and cultural change. This ambitious approach will succeed only through iterative learning, reflecting, and improving. Yet, IKEM is excited to continue that endeavour in order to achieve equality.

IKEM is deeply committed to its objectives and measures and voluntarily assumes its social responsibility being fully aware that the first Plan will only be the beginning of a longer process. A process, which is crucial to stay competitive on the job market for the most talented (young) professionals in the growing climate change field.

# 07 Annex

Table 7: Overview on IKEM’s aims, objectives and measures on equal opportunities at IKEM.

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
0	all	all	all	0.1	To publish Gender Equality Plan (Eng./German)	Management (M)	August & September 2022
				0.2	To present Gender Equality Plan	GEO and M	October 2022
				0.3	To (re)appoint a Gender Equality Officer	M	on occasion
				0.4	To allocate sufficient resources to the GEO	M	continuing
				0.5	To train and continue education	M	continuing
1	To achieve equality between women and men	1.1	To strengthen gender equality awareness	1.1.1	To undertake regular awareness-raising and training activities	GEWG	continuing
				1.1.2	To promote contact and exchange between the departments	GEWG	continuing
				1.1.3	To translate the Gender Equality Toolkit into German	GEWG	March 2023
		1.2	To create a safe work and research environment	1.2.1	To assess and review its current structures and/or its issue specific procedures and instruments	M, GEO	summer 2024
				1.2.2	To provide information material and regular trainings to combat gender-based violence and sexual harassment at work	M, GEO	continuing

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
		1.3	To integrate sex/gender dimension into research content	1.3.1	To continue and develop PESTEL+ analysis tool with the gender focus	IKEM	continuing
				1.3.2	To expand and strengthen its work and research networks on gender and climate change	M, GEO	continuing
				1.3.3	To undertake outreach activities on gender-sensitive and gender-relevant research	GEWG	summer 2024
				1.3.4	To assess the gender equality in academia and research (GEAR) action toolbox	GEWG, M	summer 2024
2	To eliminate existing disadvantages which are attributable to gender and to avoid them in the future disadvantages which are attributable to gender and to avoid them in the future	2.1	To promote equal opportunities in research and at IKEM	2.1.1	To update guidelines on gender-sensitive communication	GEWG, M	summer 2024
				2.1.2	To safeguard outreach material uses inclusive language	IKEM, Public relations department (PR)	continuing
				2.1.3	To update information and training material on non-binary gender identities and develop recommendations	GEO	summer 2024
				2.1.4	To assess and identify reasons for underrepresentation in project teams	M, Department heads (D)	continuing
				2.1.5	To allow for a fair division of responsibility and appreciation criteria for performance	M, D	continuing
				2.1.6	To assess workload planning models	M, D, GEO	continuing
				2.1.7	To assess COPE guidelines	GEO	summer 2024
				2.1.8	To increase the number of articles and contributions by underrepresented groups	KlimR editors	summer 2024 and winter 2025

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
				2.1.9	To develop strategy to motivate underrepresented groups to publish in IKEM’s journal	KlimR editors, GEO	summer 2024
				2.1.10	To search and appoint female panelists	IKEM	continuing
				2.1.11	To search and appoint female speakers	IKEM	continuing
		2.2	To strive towards gender balance in leadership and decision-making	2.2.1	To continue appointments of co-directors and co-management positions	IKEM	on occasion
				2.2.2	To appoint replacements preferably to underrepresented groups	IKEM	on occasion
		3	To improve the family-friendliness and compatibility of work and family/private life for women and men	3.1	To expand IKEM’s inclusive and family-friendly organizational culture	3.1.1	To offer free menstrual products
3.1.2	To offer inclusive work and event hours					M, D, PL	continuing
3.1.3	To provide guidelines on rights and obligations, tips and recommendations for expectant parents					M, GEO	summer 2024
3.1.4	To inform the IKEM staff of compatibility policies					M	continuing
3.1.5	To present IKEM as an attractive and family-conscious employer					M, GEO	summer 2024
3.2	To improve the balance of work and family/private life for women and men equally			3.2.1	To make inclusive recruitment and promotion decisions	M, D	continuing
				3.2.2	To inform about career paths	M, D	continuing
				3.2.3	To provide gender and family sensitive occupational safety and health	M, HRD	continuing



## Impressum

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