



DIVERSITY AND INCLUSION

ACTION PLAN 2022-2025

CONTENT

1.	FOREWORDS FROM OUR BOARD OF DIRECTORS	3
2.	OUR D&I JOURNEY	5
3.	OUR COMMUNITY	8
4.	ASSESSING OUR DIVERSITY AND INCLUSION CAPABILITIES	10
5.	OUR D&I PRIORITIES FOR 2025	11

Diversity

We understand diversity as the richness that emerges from our collective differences: be it differences that pertain our disciplines and fields of expertise or differences that stem from our lives and experiences. We recognize that our employees, with their individual stories and identities, might have had access to different opportunities and might be affected by systemic disadvantages that impact their well-being, opportunities, and sense of belonging.

Inclusion

Inclusion is as a conscious act that requires constant commitment, openness, and high degrees of awareness. It means committing to cultivate excellence by making our policies and processes as bias-free as possible so to allow true talent to emerge. But it also means recognizing the essential need for our research to identify and incorporate the unique needs of today's diverse society to shape change for a more equitable future.

Publication Details:

Published by: Forschungszentrum Jülich GmbH · 52425 Jülich, Germany · Author, conception and editing: A. Leri and M. Specht · Graphics and layout: Forschungszentrum Jülich · Contact: Corporate Development · Tel: +49 2461 61-85542 · Email: a.leri@fz-juelich.de

1. FOREWORDS FROM OUR BOARD OF DIRECTORS

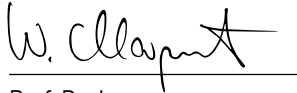
At Forschungszentrum Jülich we are convinced that use-inspired fundamental research contributes significantly towards progress on earth and better life. Our professional community is composed by thousands of purpose-driven professionals with one common purpose: shaping a better future, from developing more effective cures for neurological disorders to exploring the possibilities of digitalization and providing solutions for more sustainable energy systems and economies.

Our employees and guest scientists come from all over the world, speak different languages, have different educational backgrounds, sexual and gender identities, cultures, nationalities, generational perspectives and preferences, beliefs and abilities. Our diversity allows us to look at complex problems from a variety of viewpoints and this is essential to bring innovative ideas to light.

From the Covid-19 pandemic to the war in Ukraine, the past years have been extremely challenging for our organization. Responding to the new reality of a global healthcare crisis required us to find new ways to work together while apart. Scientific exchanges were reduced to the minimum and longstanding collaborations abruptly came to an end. Isolation and burnout also became very real concerns for some of our employees. These years, however, have also made us more aware of our privileges and of the invisible hinderances that others might be facing. Today more than ever, inclusion and diversity should be guiding values for our professional community. These values certainly pertain to the makeup of our workforce and our HR processes, but they also apply to our scientific work. Excellent research benefits society at large, and it is our responsibility to produce knowledge for a more just and equitable future.

In the last five years we have made significant progress towards building a more diverse and inclusive organization. We took great strides to improve doctoral researchers' conditions by establishing a central platform providing onboarding, qualification opportunities, project monitoring, and counselling for all doctoral researchers and supervisors. We integrated D&I components in our leadership trainings to foster a diversity-minded leadership culture. Additionally, in 2021 we launched an ongoing project aimed at further improving our diversity and inclusion capabilities. We realize, however, that we are only at the beginning of this journey and much still needs to be done. After years of positive improvements concerning women's representation in science, our progress in some areas has started to slow down. Moreover, our D&I report uncovered significant opportunities to make our culture and our structures more inclusive.

At Forschungszentrum Jülich it is important to us to increase transparency and accountability regarding our diversity and inclusion activities. Therefore, we are particularly glad to introduce our first diversity and inclusion action plan, so that we can show tangible actions behind what we stand for as an organization.



Prof. Dr.-Ing.
Wolfgang Marquardt
Chairman of the Board of Directors



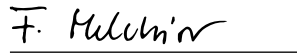
Karsten Beneke
Vice-Chairman of the Board of Directors



Dr. Ir. Pieter Jansens
Member of the Board of Directors



Prof. Dr. Astrid Lambrecht
Member of the Board of Directors



Prof. Dr. Frauke Melchior
Member of the Board of Directors

2. OUR D&I JOURNEY

In many ways, FZJ has been a forerunner in promoting equal opportunities and diversity and inclusion in the European context. We have been committed to supporting caretakers and working parents for decades. We have made great strides in supporting work-life balance, employee well-being, and mental health. Nevertheless, we can't help but look critically at the history of the Center. In some cases, changes at the institutional level have been necessary to bring about important reforms within our organization. Furthermore, we have not always succeeded in achieving our goals, particularly regarding gender mainstreaming.

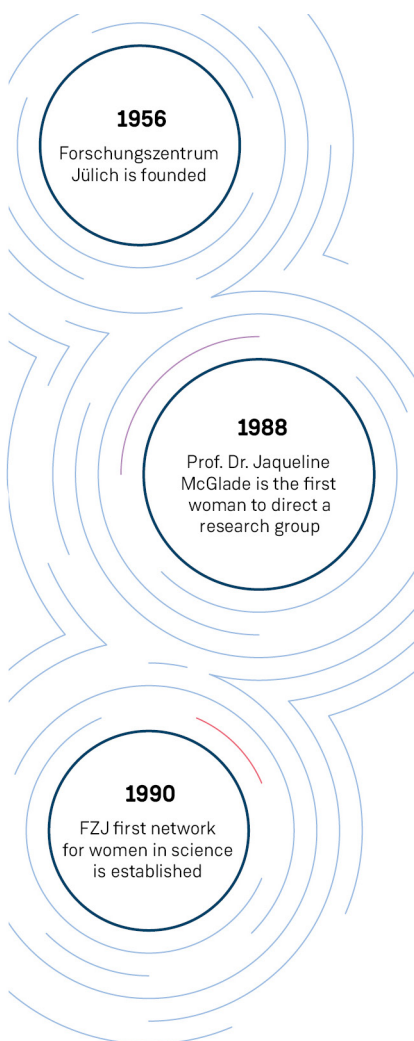
In preparing this action plan, we could have omitted some details and told a story that would present us in a better light. Partial truths, however, are not beneficial to anyone. We believe that honesty is a core value for an organization devoted to scientific research. Therefore, it is with this same spirit of honesty fundamental to our work that we want to present our past and discuss our plans for the future in the next few pages.

The history of Forschungszentrum Jülich is intertwined with the history of Germany, and considerations about our past need to be contextualized in a larger framework accounting for the administrative and cultural environment within which our organization operates. After World War II, the German Constitution of 1949 sanctioned the equality of women and men in front of the law. In Western Germany, however, it took several years for the state to implement reforms aimed at advancing gender equality. While in 1957 the Equal Rights Act came into force, ending men's right to decide on all family issues, it would take another twenty years for women to be able to work without their husbands' permission.

Employment of women in scientific positions was extremely limited at this time, not only at Forschungszentrum Jülich but across Western Germany as a whole. It was 1988 when a woman – Prof. Dr. Jaqueline McGlade – was hired as director of one of FZJ's research groups for the first time. Despite this important step, a woman would not be appointed as director of a scientific institute until 2008, when Prof. Dr. Katrin Amunts became the head of INM-1: Structural and Functional Organisation of the Brain.

Because of its research-oriented mission, Forschungszentrum Jülich has always been an international working environment. In the 1970s the Center already offered an International Advisory Services Office to support researchers from abroad with work and daily-life matters. In the 90s, scientists came to Jülich from over thirty different countries. Women's representation in science, however, was still very limited with female researchers accounting for 6 % of the scientists working at the Center.

In 1990, a small group of women led by Sybille Krummacher founded an employee network dedicated to discussing the needs of female researchers, and their role was instrumental in promoting change within the organization. Interest in the activities of the network rose rapidly within as well as outside the Center, and in 1992 the group organized a conference for women in natural sciences and technology, hosting over three hundred participants from all over the country. The network advocated for increased representation of women in scientific roles, access to leadership roles for female researchers and increased support for working parents. As a direct result of their advocacy, in 1993 Forschungszentrum Jülich made part-time work possible, with the aim of recruiting and retaining more working mothers. After about a decade this policy was also applied to support working parents of all genders and employees with other caretaking responsibilities.



In the 90s, obtaining high-influence positions within the Center was a key priority for FZJ women. Limited representation in leadership positions meant that women were not part of important decision-making processes, from personnel-related policies to appointments and infrastructure investments. Therefore, when a woman – Dr. Hilde Hardtdegen – was elected first as member of the WTR High Commission in 1995, and then as representative of the WTR (i.e. Troika) in 1999, it was an important milestone for the Center.

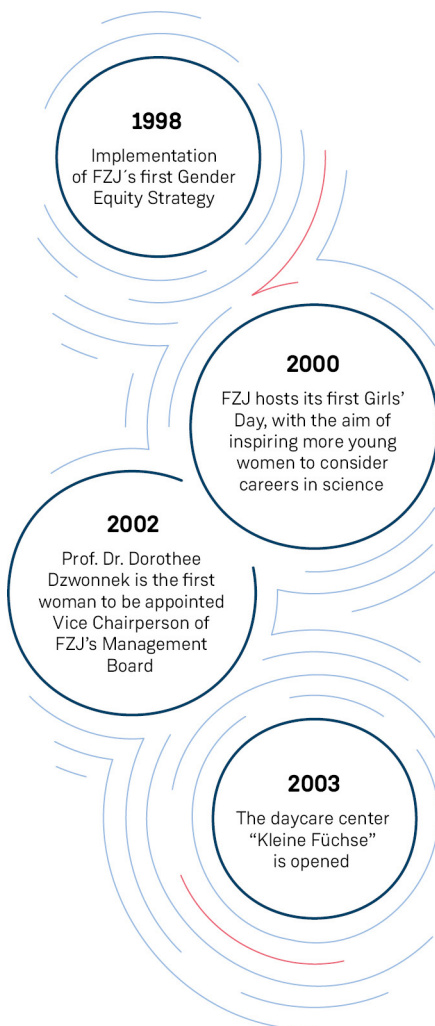
The late nineties and early two-thousands brought forth important changes concerning gender mainstreaming and work-life balance. In 1998, one year after the Treaty of Amsterdam was signed – which made gender mainstreaming an official policy of the EU – FZJ approved its first Gender Equity Plan. As part of the plan, three programs targeting women in science were implemented: the Sofortprogramm – aimed at recruiting experienced female researchers who were offered permanent, tenured positions and funding for collaborators – a tenure-track program for early-career female scientists and a mentoring program for women. The Equal Opportunities Bureau was then created in 1999 with the task of implementing the FZJ's gender mainstreaming strategy, which enabled the Center to bring representation of women in science up to 15 % over the next eight years. Besides the programs mentioned above, the plan included the establishment of advising services for families and caretakers, as well as changes to FZJ's hiring processes. In 1999, in fact, Forschungszentrum Jülich began requiring the participation of at least one woman in a consulting capacity in all hiring committees for new faculty. As a result of this progress, Forschungszentrum Jülich was the first organization to receive the TOTAL E-QUALITY Award in the research sector in 1999.

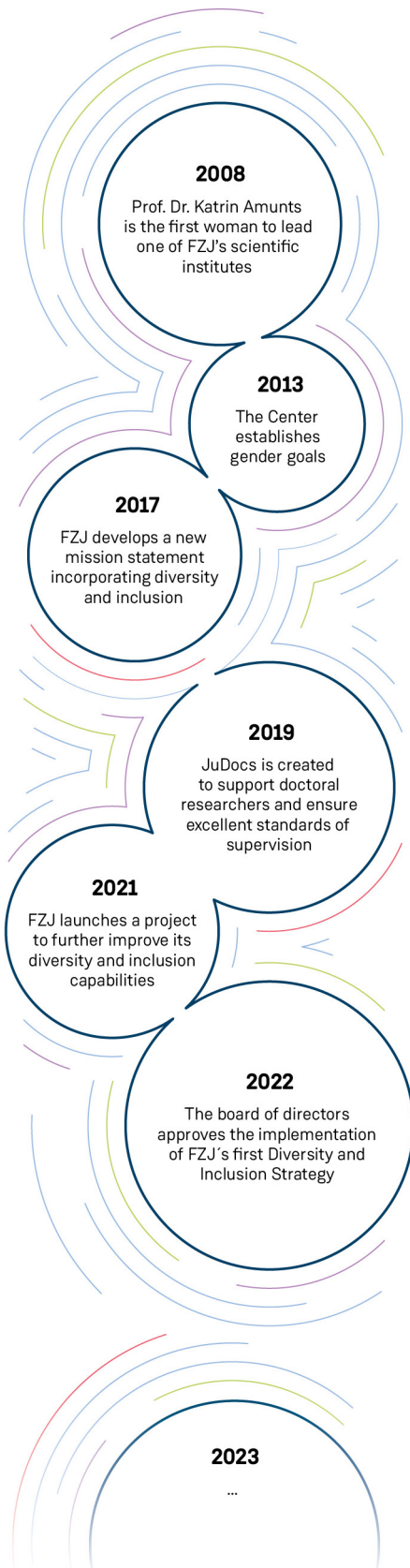
Following the recommendations of the women's network, the Center hosted the first of many Girl's Technology Days in 2000, with the aim of encouraging young women to consider careers in science. Two years later, Prof. Dr. Dorothee Dzwonnek, former chancellor of the University of Dortmund, was the first woman to be appointed Deputy Chairperson of the Board of Directors. After her mandate, two more women would be appointed to the Board of Directors: Prof. Dr. Frauke Melchior, and Prof. Dr. Astrid Lambrecht, who joined FZJ in 2021.

Promoting the careers of employees with caretaking responsibilities has been a priority for Forschungszentrum Jülich since the late 90s. In 2000, the Children Office was opened to help working parents and caretakers to identify viable childcare solutions. After two years of further planning, the toddler group "Kleine Füchse" was launched in collaboration with a small group of parents working at the Center.

The group rapidly grew in size and scope, and in 2003 a full-scale daycare center was opened just outside of FZJ's campus serving over 40 children. In that same year telework was piloted with the aim of enabling caregivers to better combine work and private life. This policy is still in place today and has been expanded to continue meeting the needs of a diverse employee population.

In 2003, FZJ employees also elected their first Equal Opportunities Officer. At the time, Petra Jerrentrup served both as Equal Opportunities Officer and lead of the Equal Opportunities Bureau. When Martina von der Ahe was elected a few years later, the two roles were decoupled. Under her leadership, the discussion regarding gender mainstreaming was extended beyond scientists to include management and technical personnel. Further, during her first mandate she launched FZJ Women's Assemblies, a lecture series that continues to bring together female employees from all over the organization to discuss gender-relevant topics.





The Treaty of Amsterdam (1997), beyond establishing the legal framework for the institutionalization of gender mainstreaming, enabled the Council of the European Union to develop legislative measures aimed at fighting discrimination on grounds of sex, race, ethnic origin, disability, worldview, sexual orientation, and age. In 2006, the German Federal Parliament, in compliance with European directives from the early 2000s, issued the General Equal Treatment Act, known in German as Allgemeines Gleichbehandlungsgesetz (AGG). Following the Act, Forschungszentrum Jülich established an internal Anti-discrimination Office charged with investigating cases of discrimination in the workplace. The Works Council – a group of FZJ employees elected to represent workers interests in their relationship with the employer – was also tasked to monitor equal treatment, advise, and represent employees in discrimination cases. In these same years, Social Counseling Services, which had already existed at Forschungszentrum Jülich for several decades, started shifting their focus towards mental health promotion, stress management and burnout prevention, which remain important topics for FZJ community – even more so after the Covid-19 global pandemic. Social Counseling was further tasked with providing psychological support to victims of harassment, bullying and discrimination in the workplace after the AGG came into effect.

In 2010 the Center took part for the first time in the audit Beruf und Familie (i.e. Work and Family). This enabled Forschungszentrum Jülich to develop infrastructure, policies and programs to better meet the needs of working parents and caretakers. Participation in the audit was instrumental to shaping the activities of the Equal Opportunities Bureau in the following years and it greatly contributed to infusing the culture of the Center with work-life balance principles. In 2013, FZJ strengthened its commitment to increase women's representation across the organization by introducing ambitious gender targets which are still in place today. Gender objectives to be met at regular intervals were established for all levels and areas of responsibilities within the Center. The Board of Directors directly reports on gender mainstreaming goals to the Advisory Board and to the government at regular intervals.



In 2017, the Center developed a new mission statement incorporating Diversity and Inclusion components. In that same year, the construction of a new building on campus was completed to expand the capabilities of the existing kindergarten and meet growing employee demand.

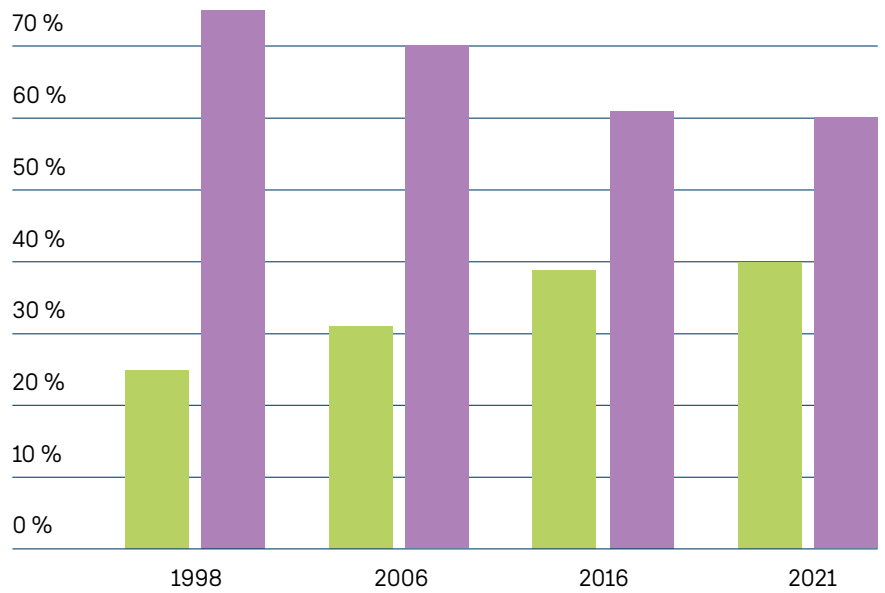
The launching of JuDocS, in 2019, was an important step forward as it concerns the development of early-career scientists. The project brought to the implementation of a wide range of offers and services to support doctoral researchers. Further, through JuDocS, support services for day-to-day-supervisors were also established so to ensure excellent standards of supervision. Still in 2019, a network for Doctoral Researchers and the Rainbow network were formed. One year later, then, change of name policies and processes were developed to ease access to self-determination for transitioning and transgender employees. Additionally, representatives from FZJ participated in drafting the “*Diversity and Inclusion Guidelines*” of the Helmholtz Association of German Research institutions, of which the Center is a member.

In 2021 the Board of Directors launched a project aimed at developing and implementing FZJ's first diversity and inclusion strategy. The Diversity and Inclusion Action Plan presented in this document – the development of which involved a multiplicity of employees with different roles, backgrounds, and overall experiences – is a direct outcome of this project.



3. OUR COMMUNITY*

Percentage of employees by gender 1998–2021

	1998	2006	2016	2021
Female 	25 %	30 %	39 %	40 %
Male 	75 %	70 %	61 %	60 %





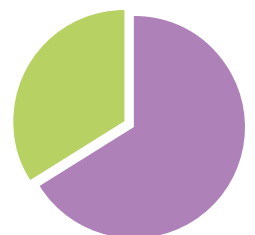
Percentage of scientists by gender 2021

Female 	25 %
Male 	75 %

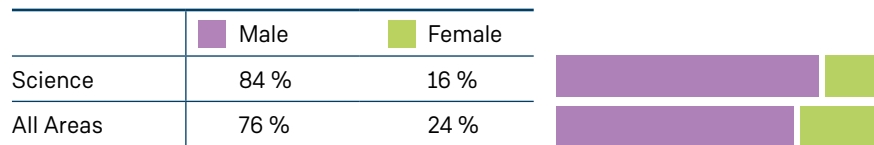


Percentage of doctoral researchers by gender 2021

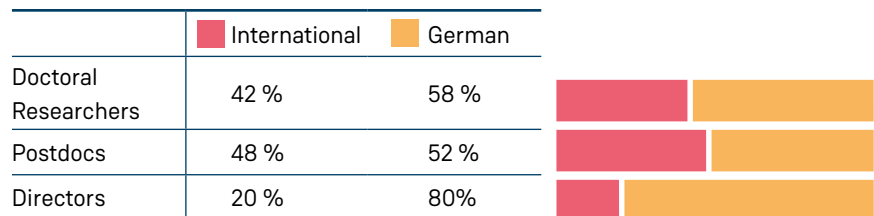
Female 	34 %
Male 	66 %



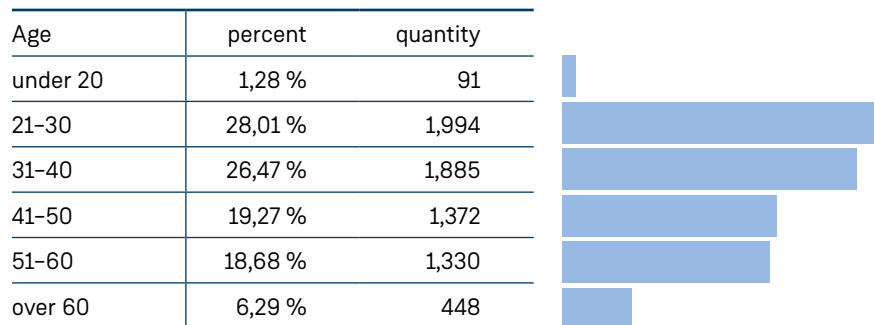
Percentage of people in leadership positions by gender 2021



Percentage of employees in science by internationality 2021



Age structure 2021

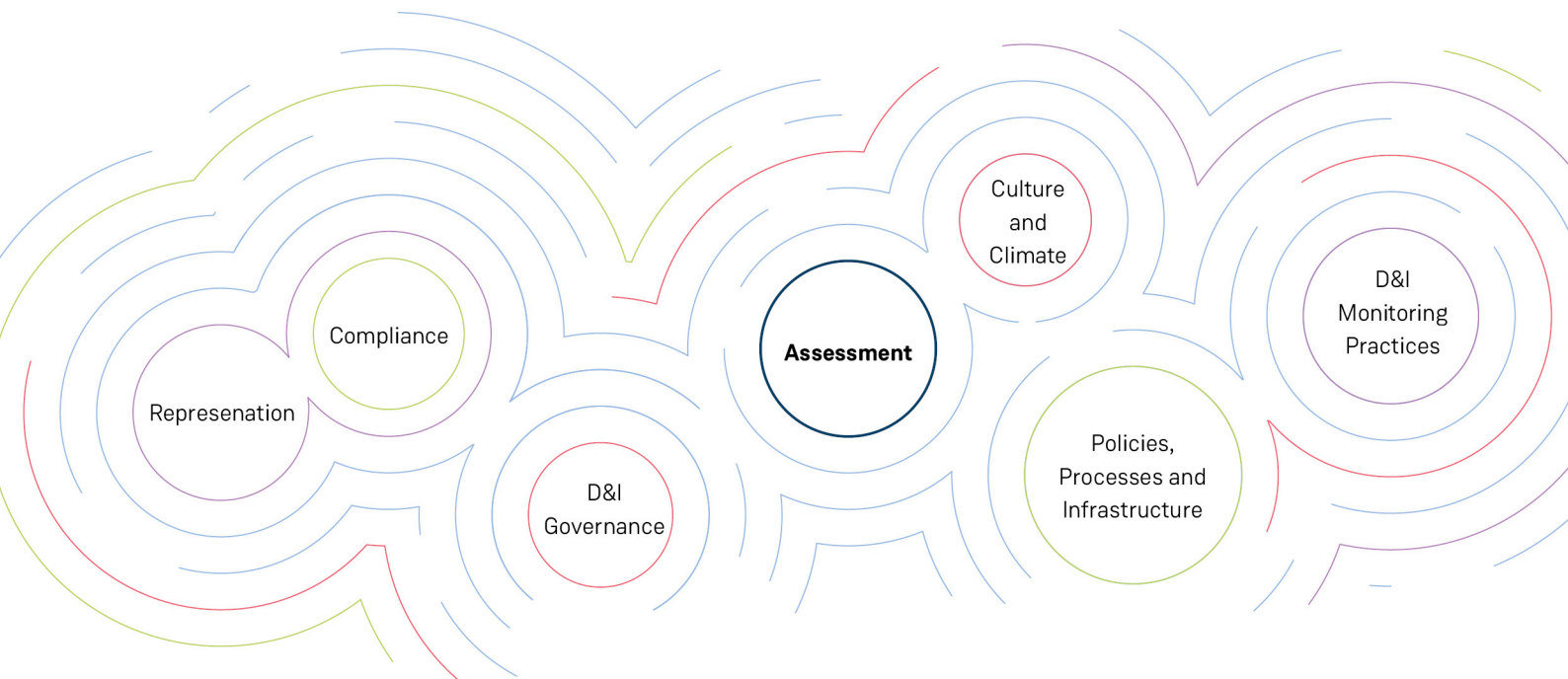


* In some countries it is standard practice for employers to collect data such as employee ethnicity or race. In Europe, General Data Protection Regulations do not authorize employers to access employee data beyond what is strictly necessary for employment purposes. The overview above, therefore, is limited to data that are available to Forschungszentrum Jülich.

4. ASSESSING OUR DIVERSITY AND INCLUSION CAPABILITIES

In August 2020, the FZJ Board of Directors approved a project aimed at developing and implementing a Diversity and Inclusion strategy for Forschungszentrum Jülich. The first project Board meeting took place in January 2021, where members of the Board established as first goal to assess the diversity and inclusion capabilities of the Center, with the aim of identifying opportunities to further diversity, inclusion, equity and belonging at FZJ and inform the development of a D&I strategy to be implemented by 2025.

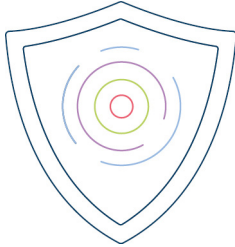
The report presented to the Board in August 2021 was the outcome of six months of work involving over one hundred employees from a variety of functions and departments, including Corporate Development, the Equal Opportunities Bureau, Human Resources, the Workers Council, the Legal Department, Construction, as well as the Representative for People with a Disability, the Gender Equality Officer and FZJ Compliance Officer. The assessment-model developed focused on six main areas: representation, D&I governance, culture and climate, corporate policies, processes and infrastructure, compliance with anti-discrimination laws, and current D&I monitoring practices.



Data were collected utilizing a mixed methodology approach. Data sources included qualitative interviews, an employee survey, corporate policies, internal documents, memos, online materials, building plans, HR metrics and official publications. A sounding group composed of over 25 employees from a variety of functional areas and backgrounds participated in the assessment process by providing feedback regarding data collection and data analysis. The group was later directly involved in drafting recommendations to the Board of Directors and designing measures for the implementation stage.

The action plan presented in the next few pages is the result of this assessment and of the collaborative work we have undertaken so far.

5. OUR D&I PRIORITIES FOR 2025



TACKLING DISCRIMINATION

Discrimination of any kind is forbidden both by our policies as well as by German law. Forschungszentrum Jülich currently has an Anti-discrimination Office charged with handling discrimination complaints. Anonymous consultation services and mental health resources are available to support employees who have experienced discrimination in the workplace. Anti-discrimination guidelines, further, are an essential component of our trainings for hiring managers.

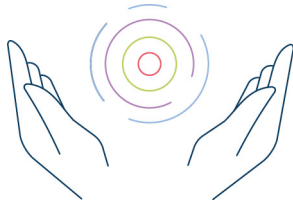
After a thorough review of our anti-discrimination resources, we came to realize that more needs to be done to ease reporting, as well as to better educate our community about their rights, available resources, and institutional expectations as it concerns standards of conduct.

OUR GOALS

- Increasing employees' awareness regarding unacceptable workplace behaviors and available anti-discrimination resources
- Improving access to counseling and reporting for people who have experienced discrimination

OUR COMMITMENT

- Embedding information regarding unacceptable workplace behaviors and available anti-discrimination resources in the onboarding process
- Integrating information regarding unacceptable workplace behaviors and available anti-discrimination resources in employees' communications
- Standardizing the reporting process for discrimination, sexual harassment, and diversity-related complaints
- Designing a central information platform for victims of discrimination and sexual harassment
- Improving internal monitoring regarding discrimination, sexual harassment, and diversity-related complaints
- Developing first-respondents' trainings



FOSTERING A CULTURE OF BELONGING

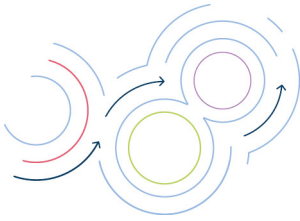
In 2021, our diversity and inclusion assessment revealed that many among our employees feel welcome and valued at Forschungszentrum Julich. The Center offers flexible working hours, caretaking consultations, and on-site childcare as well as mental health and wellness programs. Networking opportunities are available for doctoral researchers, women, LGBTIQ+ employees and fathers. Diversity and inclusion related topics are discussed in leadership lunches as well as employees' events. Nevertheless, our data show that people from historically marginalized backgrounds and international employees, on average, reported less positive experiences, being more likely to encounter isolation and micro-inequities in the workplace. Further, employees expressed concerns regarding the availability of diversity and inclusion-related information on organizational media.

OUR GOALS

- Raising awareness and appreciation for diversity among our employees
- Improving access to diversity and inclusion-related services and information for our employees
- Improving networking opportunities across areas and functions

OUR COMMITMENT

- Offering diversity and inclusion consultations for teams and units interested in developing individual D&I projects
- Creating opportunities to celebrate diversity and acknowledge our differences in our every-day life
- Developing an intranet-platform for Diversity and Inclusion-related services and content
- Reducing isolation and providing further avenues for employee engagement
- Establishing a framework enabling the formation of Employee Resource Groups (ERGs)



IMPROVING THE INCLUSIVITY OF INTERNAL PROCESSES

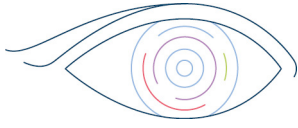
Ensuring unbiased and diversity-minded HR processes is fundamental to ensure we hire and retain excellent employees. Our central HR Office has provided trainings, evaluation tools and consultations for hiring managers for several years. The Representative for People with a Disability and the Gender Equality Representative also oversee all hiring processes. Further, measures such as targeted recruitment and gender-balanced hiring committees are in place to increase representation of women in science. Nevertheless, the D&I assessment carried out in 2021 showed opportunities to further infuse our HR processes with diversity and inclusion components.

OUR GOALS

- Sustaining equitable and inclusive recruitment and hiring processes
- Making our pre-boarding and on-boarding process more transparent and inclusive

OUR COMMITMENT

- Developing Implicit Bias Trainings and tools for hiring managers
- Adapting the content of our career portal to the needs of different audiences
- Expanding channels to engage and recruit a more diverse candidate pool
- Recalibrating current pre-boarding and on-boarding information and materials addressing the needs of a different pool of employees



MAKING OUR COMMITMENT FOR DIVERSITY AND INCLUSION VISIBLE

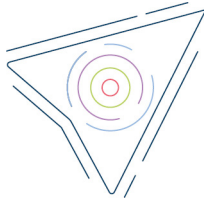
Before this action plan, the Center never made details about its diversity and inclusion activities and overall demographic make-up publicly available. Internally, limited information has been shared with employees beyond the leadership level. We believe that informing internal and external stakeholders about our D&I goals and challenges is an important first step toward building a more transparent work culture. Further, we are convinced that the best way to show our commitment to D&I is to integrate D&I into all we do, from how we work together to the research questions we ask.

OUR GOALS

- Making information regarding our current D&I goals and challenges clear and easy to access for internal as well as external stakeholders
- Cascading D&I into the organization

OUR COMMITMENT

- Publishing information regarding the demographic make-up of FZJ on our website
- Making information regarding our current D&I activities and our 2025 strategy easy to access for internal and external stakeholders as well as potential employees
- Stimulating scientific discussions on the role of science in advancing diversity, equity, and inclusion in society
- Launching consultation services for group leaders and institute directors committed to integrating D&I perspectives in their work
- Supporting non-scientific units to identify ad-hoc diversity and Inclusion goals and strategies to meet their objectives



PROMOTING INCLUSIVE LEADERSHIP STYLES

The Center is committed to ensure excellent standards of supervisions for all doctoral researchers. Diversity and Inclusion are also part of our leadership competencies model. During our internal assessment, however, we realized that people with leadership responsibilities might not always be familiar with D&I resources and services. Further, competencies related to diversity and inclusion need to be cultivated through trainings, workshops and open dialogue.

OUR GOALS

- Enabling people in leadership positions to tackle discrimination
- Holding people in leadership positions accountable for advancing D&I

OUR COMMITMENT

- Making information on anti-discrimination resources and best practices easily available for people in leadership positions
- Adding D&I elements to leadership evaluations

