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## Foreword

Equality between women and men is not only a legal objective, but also and in particular a central component of modern science and research. It creates the basis for promoting talent regardless of gender, origin or life circumstances. As a research institution, we see diversity not only as an enrichment, but also as a prerequisite for excellent science.

With this equality plan, we are sending out a clear signal for equal opportunities, compatibility and diversity. Our aim is to break down barriers, promote work-life balance and strengthen a culture of appreciation and respect. We are convinced that innovative research can only thrive in an environment that is fair, inclusive and inspiring.

The structure of the equality plan essentially follows the legal requirements of the Federal Equal Opportunities Act (BGleIG). **Part 1** presents the basics and the fundamental understanding of equality at the Thünen Institute. **Part 2** then presents the key figures and metrics that can be used to track developments at the Thünen Institute. In the following **Part 3**, centralized and decentralized structures for the implementation of gender equality policy at the Thünen Institute are depicted, before **Part 4** then compares the objectives and measures of the previous gender equality plan and the achievement of objectives as of 30 June. Building on this assessment of past successes and remaining potential, the Gender Equality Plan concludes in **Part 5** with the work program for further improvement and achievement of the objectives of the Gender Equality Act.

This Gender Equality Plan is not only a strategic instrument, but also an expression of the commitment of all persons employed at the Thünen Institute to sustainably anchor gender equality in our institution. It offers concrete measures and goals to recognize, address and overcome existing inequalities in the long term.

We invite all colleagues at the Thünen Institute to continue to play an active role in shaping this path. Only together can we realize the goal of an equal scientific landscape and create the best conditions for outstanding research and consulting.

Brunswick, 25.03.2025



Prof. Dr. Birgit Kleinschmit  
President of the Thünen Institute



Birgit Rönnpapel  
Equal Opportunities Officer of the Thünen Institute

## 1 Principles of the equality plan

The basis for equality is the principle of equal treatment enshrined in Article 3 (2) of the German Basic Law. This requirement is implemented, among other things, by the Federal Equal Opportunities Act (BGleIG). The BGleIG in turn contains a separate section on the equality plan (Section 3, §§ 11 to 14). This section regulates the purpose, preparation, content, announcement and publication.

In accordance with § 13 BGleIG, the basis of every equality plan is the description of the situation of female employees in comparison to male employees as well as the evaluation of the results of previous promotion of women in the individual areas in accordance with § 3 No. 2 BGleIG. The specific content of this description of the situation and its evaluation through the selection of suitable parameters is the responsibility of the department.

The highlighted importance of the equality plan is reflected in the fact that its implementation is a special obligation of the personnel administration, in particular of employees with a management function and the department management. Consequently, the equality plan is a planning, management and control instrument for the implementation of equal rights for women and men.

The principle of gender mainstreaming as a cross-sectional task, i.e. the realization of equality between women and men, taking into account gender-specific living conditions and interests, must also be taken into account.

### 1.1 Scope and period of validity

This equality plan comes into force on 01.01.2025. In accordance with Section 12 (1) BGleIG, it must be drawn up for four years at a time and its objectives and measures will be reviewed after two years.

Unless otherwise stated, the data contained in the Gender Equality Plan is based on the current gender equality statistics of the Thünen Institute and anonymized data from the EPOS personnel management system. Unless otherwise stated, the figures on which the Gender Equality Plan is based were collected as at 30.06.2024.

### 1.2 Legal objectives of the equality plan

The Gender Equality Plan serves not only to implement the constitutional mandate for equal rights for women and men, but also to achieve all the objectives of the Federal Gender Equality Act.

These objectives are standardized in § 1 BGleIG and read as follows:

- Achieving equality between women and men
- Elimination of existing and prevention of future gender discrimination
- Improving the framework conditions for reconciling family and career (across genders) for all employees
- Promotion of women in accordance with the provisions of the Federal Equal Opportunities Act and in particular to eliminate structural disadvantages.

In addition, the interests of severely disabled women and women at risk of becoming severely disabled must be taken into account when achieving these objectives. Furthermore, the participation rights of the staff representatives and the representative body for severely disabled employees remain unaffected.

The equality plan is therefore an important instrument for personnel planning and development.

### 1.3 Tasks of the Equal Opportunities Officer

In accordance with Section 24 BGleIG, the Equal Opportunities Officer is part of the personnel administration and reports directly to the head of the department. She is not subject to directives in the performance of her duties

and works closely with the department management for the benefit of all employees and to fulfill the objectives of the Equal Opportunities Act.

The Equal Opportunities Officer must be involved in all personnel, social and organizational matters at an early stage. Her tasks, rights and duties are regulated in § 25 BGleG.

In accordance with Section 30 BGleG, the President, as the head of the department, supports the Equal Opportunities Officer in the performance of their duties and the exercise of their rights of participation by informing the Equal Opportunities Officer immediately and comprehensively.

### **1.3.1      Excursus: Effects of the BVerfG ruling on the third gender**

When implementing the provisions of the BGleG, the question arises as to the effects of the decision of the Federal Constitutional Court of October 10, 2017 on the third gender (BVerfG, decision of October 10, 2017, 1 BvR 2019/16). This decision established that people who cannot be clearly assigned to either the female or male sex have a right to a positive entry in the birth register under the heading "sex".

The purpose of the BGleG is to achieve equality between women and men on the basis of a general structural disadvantage for women. The aim is to achieve parity between these two genders in the individual areas. For the equality plan, this means that the stocktaking in accordance with § 13 Para. 1 BGleG and the targets in accordance with § 13 Para. 2 BGleG continue to relate exclusively to the situation of women in comparison to men.

The protection of employees who are neither women nor men takes place within the BGleG via the provisions that apply to all employees regardless of gender, such as those in Section 4, and otherwise in accordance with the provisions of the General Equal Treatment Act (AGG). These include, for example, the goal of improving the compatibility of family, care and work, which applies to all employees regardless of gender. The goal formulated in the Equal Treatment Act to improve family friendliness and the compatibility of family, care and work for women and men and the regulation on offers of framework conditions that promote compatibility are to be interpreted as a cross-gender requirement.

### **1.3.2      Excursus: Diversity**

"Excellent science needs diversity and originality. In order to ensure long-term engagement with all socially relevant areas, it is necessary for science to adequately represent all these areas." <sup>1</sup>

Diversity is a way of life at the Thünen Institute: In our colorful community of more than 1,190 employees from all over the world, everyone is welcome - regardless of age, ethnic origin or nationality, gender, membership of the LGBTQIA+ community, physical and mental abilities, religion and ideology or social background. We see our strength in diverse teams.

In order to make equal opportunities and integration more visible in our research institution, the Thünen Institute signed the Diversity Charter back in 2009. This is an initiative to promote diversity in companies and institutions. It was launched in December 2006 and is supported by the Federal Government Commissioner for Migration, Refugees and Integration.

The aim of the initiative is to promote the recognition, appreciation and inclusion of diversity in the world of work in Germany. Organizations should create a working environment that is free of prejudice. All employees should experience equal appreciation.

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<sup>1</sup> DFG Declaration on Equal Opportunities, <https://www.dfg.de/de/grundlagen-themen/grundlagen-und-prinzipien-der-foerderung/chancengleichheit>, last accessed on 13.03.2025

The Thünen Institute is committed to these goals and has them in mind in its daily work and in all measures.

The objectives of the clear commitment to diversity at the Thünen Institute are fundamentally in addition to the objectives and statutory tasks of the Gender Equality Plan. There are of course overlaps or even conflicts of objectives in many areas. However, similar to the issue of the third gender, the Federal Equality Act focuses on only one aspect of diversity.

## 2 Facts, figures and data

The following figures were collected as at 30.06.2024, unless otherwise stated.

### 2.1 Presentation of the headcount

The number of staff at the Thünen Institute is made up of two areas. On the one hand, the Thünen Institute has 729.3 permanent positions in 2024 (196 planned and 533.7 budgeted positions<sup>2</sup>), which are reported in the federal budget.

As at 30.06.2024, a total of 1,189 people were employed at the Thünen Institute. In addition to the 708 people in permanent employment, the Thünen Institute employs 481 people on a temporary basis in projects that are mainly allocated as third-party funded projects.

	2021 (as of 30.06.2021)	2024 (Status: 30.06.2024)
Women	572	637
Men	531	552
<b>Quantity<sup>3</sup></b>	<b>1103</b>	<b>1189</b>
Proportion of women	51,86%	53,57%

#### 2.1.1 Careers

Unless otherwise stated, the following terms are defined uniformly in this equality plan as follows:

- **Higher Service** (hD) - comprises the pay grades from A 13 (entry level) and higher as well as the pay grades from E 13 and higher
- **Upper intermediate civil service** (gD) - comprises pay grades A 9 (entry level) to A 13 (final/top level) and pay grades E 9b to E 12
- **Intermediate service** (mD) - comprises salary groups A 6 (entry level) to A 9 (final/top level and official allowance) and pay groups E 5 to E 9a. For statistical reasons, the positions in the elementary service are also assigned to the intermediate service here.

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<sup>2</sup> A "position" is a civil servant position designated by office and grade in the establishment plan. The "budget position" (or "job") is the equivalent under collective bargaining law for public sector employees.

<sup>3</sup> The Thünen Institute has not received any reports of other sex registrations.

**Civil servants**

Category	Women	Men	Proportion of women
higher service	35	85	<b>29,17%</b>
B6	0	1	0%
B3	2	8	20%
B2	0	6	0%
B1	1	9	10%
A16	0	0	-
A15	8	18	<b>30,77%</b>
A14	11	31	<b>26,19%</b>
A13	13	12	52%
Senior civil service	9	5	<b>64,29%</b>
A13g	2	0	100%
A12	1	0	100%
A11	3	2	60%
A10	3	3	50%
A9g	0	0	-
Intermediate service	2	5	<b>28,57%</b>
A9m	0	2	0%
A8	2	1	66,67%
A7	0	2	0%
A6	0	0	-
Total	46	95	<b>32,62%</b>



**Employees covered by collective agreements  
(temporary and permanent)**

Category	Women	Men	Proportion of women
higher service	280	280	50%
E 15	0	1	0%
E 14	55	91	37,67
E 13	225	188	54,48
Senior civil service	52	54	49,06%
E 12	0	5	0%
E 11	19	11	63,33%
E 10	18	22	45,00%
E 9c	13	4	76,47%
E 9b	2	12	14,29%
Intermediate service	239	109	68,68%
E 9a	42	28	60%
E 8	36	10	78,26%
E 7	40	26	60,61%
E 6	60	34	63,83%
E 5	61	11	84,72%
E 1 - 4	18	10	64,29
Total	589	453	56,53

## 2.1.2 Fixed-term / permanent employment

Overview of time limits	Women	Men	Proportion of women
unlimited	360	348	55,85%
Temporary	277	204	57,59%
Total	637	552	53,57%

Overview of higher service	Women	Men	Proportion of women
unlimited	105	191	35,47%
Temporary	210	174	54,69%
Total	315	365	46,32%

Overview of senior civil service	Women	Men	Proportion of women
unlimited	45	50	47,37%
Temporary	16	9	64,00%
Total	61	59	50,83%

Overview of middle service	Women	Men	Proportion of women
unlimited	198	98	66,89%
Temporary	43	16	72,88%
Total	241	114	67,88%

### 2.1.3 Part-time/full-time

To classify the figures:

- All employees with a part-time agreement were counted as part-time employees.
- For the sake of completeness, however, it must be said that **73 women** and **46 men** work full-time (between 80% and 99%).

Overview of all career paths	Women	Men	Proportion of women
Part-time	279	98	74,01%
Full-time	358	454	44,09%
Total	637	552	

Overview of higher service	Women	Men	Proportion of women
Part-time	148	73	66,97%

Full-time	167	292	36,38%
Total	315	365	

Overview of senior civil service	Women	Men	Proportion of women
Part-time	23	8	74,19%
Full-time	38	51	42,70%
Total	61	59	

Overview of middle service	Women	Men	Proportion of women
Part-time	96	15	86,49%
Full-time	145	99	59,43%
Total	241	114	

#### 2.1.4 Supervisor and management functions

The role of superiors at the Thünen Institute is defined in the statutes.

In addition to supervisors, there are a large number of managers at the Thünen Institute. The definition of a manager is set out in the Thünen Institute's rules of procedure.

Due to the changing composition of the research projects, there is generally no permanent structure in the scientific area below the level of "unit/department heads".

	Women	Men	Proportion of women
President	0	1	0 %
Management of the organizational units	6	16	27,27 %
Deputy head of the organizational units	5	14	26,32 %
Unit/department heads	75	145	34,09 %
Total	86	176	32,82 %

## 2.1.5 Age structure and vacant positions

### Overview of age structure<sup>4</sup>

Age	Total	Women	Men	Proportion of women
Over 65 years	88	36	52	40,91 %
60 - 64 years	146	80	66	54,79%
50 - 59 years	242	117	125	48,35%
40 - 49 years	299	164	135	54,85%
30 - 39 years	370	214	156	57,84%
20 - 29 years	44	26	18	59,09%
under 20 years	0	0	0	0
<b>Total</b>	<b>1189</b>	<b>637</b>	<b>552</b>	<b>53,57%</b>

### Overview of vacant positions (men - women, career path) until 2027

Year	Career	Number/ value	Total
2025	Higher service	<ul style="list-style-type: none"> <li>• 1,0 B6</li> <li>• 1,0 B1</li> <li>• 1,0 A14</li> <li>• 1,0 E15</li> <li>• 1,0 E14</li> </ul>	5
	Senior service	No answer	0
	Intermediate service	<ul style="list-style-type: none"> <li>• 1,0 E9a</li> <li>• 2,0 E8</li> <li>• 1,0 E7</li> </ul>	4

<sup>4</sup> On the classification of age:

- over 65 years of age: Persons born before 30.06.1962
- 60-64 years: 30.06.1967 - 01.07.1962
- 50-59 years: 30.06.1977 - 01.07.1967
- 40-49 years: 30.06.1987 - 01.07.1977
- 30-39 years: 30.06.1997 - 01.07.1987
- 20-29 years: 30.06.2007 - 01.07.1997
- under 2001.07.2007 and younger

2026	Higher service	<ul style="list-style-type: none"> <li>• 1,0 A14</li> </ul>	1
	Senior service	<ul style="list-style-type: none"> <li>• 2,0 E11</li> <li>• 1,0 E12</li> </ul>	3
	Intermediate service	<ul style="list-style-type: none"> <li>• 2,0 E9a</li> <li>• 5,0 E8</li> <li>• 1,0 E7</li> <li>• 3,0 E6</li> <li>• 1,0 E5</li> <li>• 1,0 E3</li> </ul>	13
2027	Higher service	<ul style="list-style-type: none"> <li>• 3,0 B3</li> <li>• 1,0 E14</li> </ul>	4
	Senior service	<ul style="list-style-type: none"> <li>• 1,0 A11</li> <li>• 1,0 E10</li> <li>• 3,0 E9b</li> </ul>	5
	Intermediate service	<ul style="list-style-type: none"> <li>• 1,0 E8</li> <li>• 2,0 E7</li> <li>• 1,0 E6</li> <li>• 2,0 E5</li> </ul>	6

### 2.1.6 Severe disability

#### Number of severely disabled employees 2019 - 2024

Year	2019	2020	2021	2022	2023	2024
Women	25	23	21	23	25	29
Men	23	24	22	20	26	25
Total	48	47	43	43	51	54

## 2.2 Presentation of personnel recruitment and development

### 2.2.1 Job advertisements

#### Number of job advertisements 2019 - 2023

Calendar year	2019	2020	2021	2022	2023
Number of tenders	n/a	325	350	475	341

#### Number of procedures based on a request to refrain from issuing an alert

Calendar year	2019	2020	2021	2022	2023
Number of reticles f.d.A.	143	161	147	134	136

### 2.2.2 Further training

Year	Career	Number Women	Number Men	Share Women
2023	Higher service	106	80	56,99%
	Senior service	26	23	53,06%
	Intermediate service	38	11	77,55%
2022	Higher service	162	138	54,00%
	Senior service	51	39	56,67%
	Intermediate service	112	24	82,35%
2021	Higher service	66	62	51,56%
	Senior service	27	15	64,29%
	Intermediate service	54	12	81,82%
2020	Higher service	44	18	70,97%
	Senior service	11	5	68,75%
	Intermediate service	23	8	74,19%
Total		722	437	62,30%

### 2.2.3 Education

#### Number of training places 2019 - 2024

Year	2019	2020	2021	2022	2023	2024
Female trainees	7	4	7	5	3	7
male trainees	6	5	6	7	10	9
Total	13	9	13	12	13	16

### 2.2.4 Civil servants

The Thünen Institute has been allocated a total of 193 posts for civil servants in the various career paths via the federal budget.

The Thünen Institute carries out two different civil service procedures. In addition to the public advertisement of newly vacant positions, budget holders can also be taken on as civil servants as part of the expression of interest procedure<sup>5</sup>.

The options for appointments are based on the target job plans of the respective organizational units and the corresponding job availability. For this reason, appointments are not possible in every organizational unit and in every year.

The detailed procedure is set out in the "Procedural regulations for the appointment and promotion of civil servants in the higher civil service at the Thünen Institute" (as of 25.06.2018) and the assessment guidelines.

Year	Career	Number Women	Number Men	Share Women
<b>2024<sup>6</sup></b>	Higher service	2	3	40%
	Senior service	0	0	0
	Intermediate service	0	0	0
<b>Total</b>		2	3	40%

<b>2023</b>	Higher service	3	1	75,00%
	Senior service	0	0	0
	Intermediate service	0	0	0
<b>Total</b>		3	1	75,00%

<b>2022</b>	Higher service	2	2	50,00%
	Senior service	0	0	0
	Intermediate service	0	0	0
<b>Total</b>		2	2	50,00%

<b>2021</b>	Higher service	0	0	0
	Senior service	0	0	0
	Intermediate service	0	0	0
<b>Total</b>		0	0	0

<sup>5</sup> A "position" is a civil servant position designated by office and grade in the establishment plan. The "budget position" (or "job") is the equivalent under collective bargaining law for public sector employees.

<sup>6</sup> The entire calendar year 2024 was included in this analysis.

## 2.2.5 Promotions and upgrades

### Promotions of civil servants

As a rule, civil servants are promoted on the basis of regular appraisals drawn up in accordance with the Thünen Institute's appraisal guidelines.

The assessment of a civil servant's suitability, aptitude and professional performance is the constitutionally required framework and essential basis for selection for promotion.

The Thünen Institute has adopted a procedural regulation to implement the constitutionally required standard. This procedure is set out in the "Procedural regulations for the appointment and promotion of civil servants in the higher civil service at the Thünen Institute" (as at 25.06.2018) and the assessment guidelines.

Year	Career	Number Women	Number Men	Share Women
<b>2024<sup>7</sup></b>	Higher service	0	0	-
	Senior service	1	0	100%
	Intermediate service	1	2	33,33%
<b>Total</b>		<b>2</b>	<b>2</b>	<b>50%</b>

<b>2023</b>	Higher service	1	2	33,33%
	Senior service	1	1	50,00%
	Intermediate service	0	0	-
<b>Total</b>		<b>2</b>	<b>3</b>	<b>40,00%</b>

<b>2022</b>	Higher service	1	0	100%
	Senior service	0	0	-
	Intermediate service	0	0	-
<b>Total</b>		<b>1</b>	<b>0</b>	<b>100%</b>

<b>2021</b>	Higher service	2	8	20,00%
	Senior service	0	1	0%
	Intermediate service	0	1	0%
<b>Total</b>		<b>2</b>	<b>10</b>	<b>16,67%</b>

<sup>7</sup> The entire calendar year 2024 was included in this analysis.



### Upgrading of tariff employees

A higher pay group is defined as the assignment to a higher pay group as a result of an explicit transfer of a higher graded job by the employer. The higher grouping thus represents a concrete act of transferring additional and higher-value tasks.

At the Thünen Institute, positions and job evaluations are carried out centrally by the Central Department. Adjustments to existing tasks are made both in the interests of orderly personnel development and in response to changing tasks for the future.

Year	Career	Number Women	Number Men	Share Women
2024 <sup>8</sup>	Higher service	4	7	36,4%
	Senior service	3	4	42,9%
	Intermediate service	6	4	60%
Total		13	15	46,43%

2023	Higher service	10	10	50,00%
	Senior service	1	2	33,3%
	Intermediate service	7	1	87,5%
Total		18	13	58,06%

2022	Higher service	6	8	42,9%
	Senior service	0	0	0
	Intermediate service	9	3	75%
Total		15	11	57,7%

2021	Higher service	5	10	33,33%
	Senior service	0	0	-
	Intermediate service	4	2	66,67%
Total		9	12	42,86%

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<sup>8</sup> The entire calendar year 2024 was included in this analysis.

## 2.2.6 Performance bonuses and performance-related pay (LOB)

### Performance bonuses for civil servants

The Thünen Institute makes use of the option of performance pay - in the form of an annual (one-off) performance bonus - for civil servants. In principle, all civil servants on A pay can be recipients of the performance bonus. Civil servants on B pay and in the probationary period are therefore excluded from the performance bonus option.

Performance bonuses are limited in terms of amount and number. The legal basis for awarding bonuses and allowances for special performance to civil servants is Section 42a of the Federal Remuneration Act (BBesG), which is specified in the Federal Performance-related Pay Ordinance (BLBV). In accordance with Section 42a (4) BBesG, the award budget for performance-related salary instruments for civil servants in the salary groups of Federal Salary Scale A corresponds to at least 0.3% of salary expenditure.

The performance bonus is awarded on the basis of an annual comparative assessment of civil servants and according to a fixed distribution formula (one performance bonus option per specialist institute).

Year	Career	Number Women	Number Men	Share Women
2024 <sup>9</sup>	Higher service	10	11	48%
	Senior service	3	1	75%
	Intermediate service	-	-	-
Total		13	12	61,5%

2023	Higher service	9	12	42,85%
	Senior service	1	2	33%
	Intermediate service	1	0	100%
Total		11	14	44%

2022	Higher service	10	16	38,46%
	Senior service	5	2	71,43%
	Intermediate service	1	1	50%
Total		16	19	45,71%

2021	Higher service	6	14	30%
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<sup>9</sup> The entire calendar year 2024 was included in this analysis.

	Senior service	6	0	100%
	Intermediate service	0	2	0%
Total		12	16	42,85%

### Performance-related pay (LOB)

With the new version of Section 18 (Bund) TVöD, the collectively agreed performance-related pay was converted from an instrument prescribed by collective bargaining law into an option for the employer: A total volume of up to 1% of the previous year's permanent monthly remuneration can be made available annually for performance pay using this instrument. Implementation continues to be based on the LeistungsTV-Bund, which remains unchanged.

At the Thünen Institute, performance-related pay is based on the framework service agreement on the introduction and implementation of performance-related pay dated 15/17 September 2007 and the service agreement on the introduction and implementation of performance-related pay at the Thünen Institute dated 18 June 2009 (DV LOB).

The performance fee is determined individually on the basis of the performance assessment (performance period 01.01. to 31.12. of the previous year).

### Performance assessments made 2019 - 2023

2023											
Credit points	1,0	1,1	1,2	1,3	1,4	1,5	1,6	1,7	1,8	1,9	2,0
Women	*	*	*	*	*	128	59	85	102	35	128
Men	*	*	*	*	*	108	50	50	68	40	105

2022											
Credit points	1,0	1,1	1,2	1,3	1,4	1,5	1,6	1,7	1,8	1,9	2,0
Women	8	*	*	32	47	121	49	40	50	17	162
Men	15	*	*	36	58	107	50	32	24	15	90

2021											
Credit points	1,0	1,1	1,2	1,3	1,4	1,5	1,6	1,7	1,8	1,9	2,0
Women	31	*	*	4	6	150	11	51	57	58	152
Men	36	*	*	5	4	144	17	33	38	53	93

2020											
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Credit points	1,0	1,1	1,2	1,3	1,4	1,5	1,6	1,7	1,8	1,9	2,0
Women	*	*	*	*	35	135	19	51	64	59	102
Men	*	*	*	4	39	118	18	32	62	36	72

2019											
Credit points	1,0	1,1	1,2	1,3	1,4	1,5	1,6	1,7	1,8	1,9	2,0
Women	*	*	*	*	42	52	13	45	92	37	67
Men	*	*	*	*	26	142	9	33	86	14	43

\* not specified, as three or fewer people

#### Performance measurement points

2 = Requirements exceeded

1,5 = Requirements fully met

1,0 = Requirements fulfilled in key areas

0 = Requirements not fulfilled

## 2.3 Presentation of the utilization of agreement offers

### 2.3.1 Use of mobile working and teleworking

The option of mobile working is used in all organizational units. A broad usage rate has become established, particularly in the scientific area. However, mobile working is also standard practice in all organizational units at the Thünen Institute in non-scientific areas (to varying degrees of intensity). There is no statistical survey on this.

No use was made of the option of teleworking in the reporting period.

### 2.3.2 Leave of absence/parental leave

#### Number of parental leave periods 2019 - 2023

Calendar year	2019	2020	2021	2022	2023
Number of women	21	8	16	21	21
Number of men	16	9	6	16	22

Since the introduction of the Federal Parental Allowance Act (BEEG), leave of absence for family reasons has only been taken in absolutely exceptional cases. In 2024, no person took a leave of absence for family reasons. In contrast, the Thünen Institute makes extensive use of parental leave.

Male employees are also making increasing use of the opportunity to take parental leave. However, the majority of female employees continue to take parental leave to a greater extent (duration of parental leave).

There is no further statistical record of the duration of parental leave.

### **2.3.3 Leave of absence due to care**

In the reporting period, no leaves of absence were taken under the Family Caregiver Leave Act (FPfZG) or the Caregiver Leave Act (Pflegezeitgesetz - PflegeZG).

## 3 Existing structures

### 3.1 Recruitment

Recruitment is an important element in achieving gender equality goals.

Due to the high number of externally funded positions, the Thünen Institute has a high rate of fixed-term contracts. 40.5% of all employees at the Thünen Institute are on fixed-term contracts. The average duration of externally funded research projects is three years.

Various measures were launched in the reporting period, particularly in 2023 and 2024, to optimize the recruitment process:

- Improving the recruitment process as part of the task and enforcement review
- Conclusion of a framework agreement for the publication of job advertisements in relevant media such as interamt.de, stepstone.de, indeed.de and academics.de
- Start of the introduction of a digital applicant management system
- Establishment of a working group to improve onboarding
- Adoption of standards for offboarding

#### 3.1.1 Job advertisements

The development of the number of tendering procedures based on the data from the Human Resources Management department shows a consistently high number of procedures.

The constant increase and the high number of job advertisements represent a real increase in opportunities for career advancement for all employees. As a result, there is reason to assume that the goal of eliminating underrepresentation through gender mixing and, at best, a further increase in the proportion of women in the department will probably continue to be positively influenced.

According to § 6 Para. 2 BGleG, a vacant position should be advertised if women or men are underrepresented in an area. The job should be advertised publicly (externally) if the elimination of the underrepresentation cannot be achieved with an internal advertisement.

Based on an agreement between the Thünen management and the committees as well as the Equal Opportunities Officer, all vacant positions at the Thünen Institute are advertised publicly (externally). Exceptions are regulated in a few enumerative cases and mainly concern short follow-up employment to a previous employment relationship at the Thünen Institute. In addition to the enumerative exceptions, the organizational units can also submit individual applications to refrain from advertising in special cases. This is done in cases where relevant and qualified temporary staff are already available.

The number of procedures in which an invitation to tender was dispensed with is relatively constant. The waiver of an invitation to tender always takes place when

1. personnel are already available who are ideally suited to the position to be filled. It is assumed here that, even in the event of a public invitation to tender, it is highly unlikely that any other person would be selected in the procedure, and
2. if it is NOT a permanent position.

All job advertisements are in a standardized format. The wording of the job advertisements is generally specified or checked by the central department.

The Thünen Institute's job advertisements are published both on the Thünen Institute's website and on interamt.de. In addition, vacancies are also published in the systems of the employment agency. Furthermore, the Thünen Institute also uses commercial publication channels. These include job portals such as academics.de, stepstone.de and greenjobs.de. Additional or individual job portals can be used depending on the subject area sought and in coordination with the organizational unit seeking personnel. Due to the highly specialized nature of the job profiles in many cases, the specialist institutes generally also use their scientific societies and partner organizations to disseminate the vacancies.

### **3.1.2 Inclusion**

According to the BGlG, the interests of severely disabled women and women at risk of becoming severely disabled must also be taken into account when achieving the general objectives.

An inclusion agreement was adopted in 2019 for the departments in the BMEL's portfolio and was revised in 2024. This agreement sets out the framework to be observed. Furthermore, the participation rights of the staff representatives and the representative body for severely disabled employees remain unaffected.

### **3.1.3 Equal representation on selection committees**

According to § 7 para. 3 BGlG, selection committees should have equal gender representation. If gender parity is not possible for valid reasons, the respective reasons must be recorded.

As the interviews are organized decentrally and often conducted without the involvement of HR management, all potential application procedure managers were informed of the requirement for equal representation on the selection committee.

To implement this target, a flyer was also produced for all employees and widely communicated.

## **3.2 Personnel development**

The almost 1200 employees at the Thünen Institute are divided into the following occupational groups:

- Scientific staff
- technical staff and
- Administrative staff

### **Scientific staff**

In the area of academic staff, in addition to employment in permanent positions, in many cases fixed-term contracts are (initially) based on the German Academic Fixed-Term Contract Act (WissZeitVG). This fixed-term practice also has a direct impact on aspects of staff recruitment and development.

In principle, personnel development at the Thünen Institute is carried out in line with the tasks and positions of the employees. The expansion of personal and professional skills takes place with a view to current and future official tasks.

In the scientific field, a large number of employees join the Thünen Institute on fixed-term contracts and immediately after completing their studies. Employment takes place within the framework of externally funded or internally funded projects with a predictable end.



In this first phase after graduation, employment often serves the doctorate. However, other qualification objectives within the meaning of the WissZeitVG can also be used.

In the subsequent second phase, the post-doctoral phase, further knowledge and qualifications are acquired after the doctorate as part of further temporary (follow-up) employment. Here, further capacity building is possible within the framework of further consolidation of experience and knowledge in third-party funded or self-funded projects. In the area of pure self-qualification, the Thünen Institute offers the qualification goal of gaining experience and knowledge in the field of scientific policy advice. This differs from the traditional qualification objectives at universities (e.g. habilitation). The Thünen Institute does not pursue the classic teaching qualification, but offers a transfer of knowledge and experience at the interface between science and politics.

The aim of the Thünen Institute is to prepare its well-trained young scientists in the best possible way for taking on permanent tasks at the Thünen Institute (in a permanent position) or in other institutions. The qualification plan is a key tool for achieving the objectives of scientific qualification.

#### Technical and administrative staff

In the area of non-scientific staff, there is no comparable structured personnel development from temporary to permanent employment to promotion to higher positions. Personnel development in this area is based even more on open tasks and corresponding vacancies. The skills and abilities of employees are built up with a view to future tasks as part of further training and existing staff are qualified for further tasks in this way.

### 3.2.1 Education

In addition to scientific training, the Thünen Institute is also committed to vocational training. It covers part of its own demand for junior staff through its own training.

As of June 30, 2024, the following training opportunities were offered at the Thünen Institute.

- Fish farmer (specializing in aquaculture and inland fishing)
- Agricultural and construction machinery mechatronics technician
- Farmer
- Administrative assistant
- Gardener (specializing in tree nursery)
- Gardener (specializing in gardening and landscaping)
- Biology laboratory technician
- Chemical laboratory technician

After successfully completing their training, the Thünen Institute initially takes on its trainees for one year in a fixed-term employment relationship.



### 3.2.2 Further training

Targeted and intensive further training helps to build up or deepen employees' knowledge and skills and thus secure and build up competencies.

Training courses at the Thünen Institute are organized and managed by the Central Department (Human Resources & Organization Division). In 2024, a training concept was developed that regulates the processes and content of (mandatory) training courses.

The Thünen Institute uses three methods to cover the identified training needs:

- (1) The majority of training requirements are covered by the **Federal Academy of Public Administration (BAKöV)**. The requirements of the Thünen Institute are reported centrally to the BAKöV. This is a large catalog with both general and very specific topics. Places for selected training courses are then made available to the Thünen Institute according to a fixed key.
- (2) In addition, the Thünen Institute also organizes **courses on its own responsibility**. In particular, courses are offered that are required for a large number of employees and for which sufficient training places cannot be obtained from BAKöV.
- (3) In addition, **individual and very specific training requests** are also realized via the training office. These courses are usually very specialized courses in the field of science that only affect a few people directly. These courses are very closely linked to a short-term guarantee to take on certain tasks.

In addition to the aforementioned "genuine" training courses, further specialist training is also provided as part of the research activities supervised in the specialist institutes. Particularly in the context of fixed-term contracts in accordance with the Wissenschaftszeitvertragsgesetz (WissZeitVG - German Academic Fixed-Term Contract Act), participation in conferences or other measures that serve the purpose of further education and training in scientific topics takes place. However, these events are not shown in the figures below as they are not "genuine" training courses.

In the past reporting period, short lectures and training courses were offered in addition to traditional face-to-face training, and a large number of digital training courses were created.

In addition, the Thünen Institute offers its employees with family responsibilities, who may be employed part-time and whose participation often poses particular organizational challenges, the opportunity to attend individual training events in the form of half-day seminars and in-house training. As far as is generally justifiable, the individual time requirements of part-time employees are taken into account in order to determine the seminar times according to the possibilities of the employees. In addition to the seminars offered by the Thünen Institute, the Federal Academy of Public Administration (BAKöV) offers seminars for part-time employees. This helps to improve the compatibility of family and career.

In order to meet the challenges of management tasks, the Thünen Institute offers various in-depth training opportunities for the special target group of managers (as defined in the management guidelines) - in particular via the BAKöV. In addition, employees in prominent positions also receive needs-based training or coaching.

In addition, seminars on the topics of "Thünen Working World" and "Resilience - Resilience in Everyday Working Life" have been an integral part of the Thünen Institute's training program since 2022 in cooperation with the social counseling service ("Management and Employee Counseling"). In times of the possibilities of a digital world, teaching technical and non-technical skills is of particular importance. In particular, the demands placed on people in dealing and communicating with each other and in the use of information technology are subject to an ongoing learning process. The Thünen Institute therefore offers various IT training courses. In addition, the training concept stipulates that (as far as possible) all employees must attend a course on "Communication and Cooperation" as a basic requirement.

### 3.2.3 Qualification of young scientists

As non-university research institutions, departmental research institutions such as the Thünen Institute fulfill a central function: they carry out practice-oriented research and provide a scientific basis for political decisions. At the same time, they offer young scientists the opportunity to gain further qualifications, in particular by completing a doctorate. The Thünen Institute does not carry out the doctorate, but it does take on the technical (co-)supervision of the doctoral candidates. In cases where Thünen members also hold a professorship at a German university, there is an even closer connection between doctoral candidates and specialist doctoral supervision.

The employment of academic staff for the purpose of a doctorate is usually for a fixed term, based on the German Academic Fixed-Term Contract Act (WissZeitVG). This law permits fixed-term employment contracts if the employees are either working on a qualification (e.g. a doctorate) or are involved in a research project financed by a third party (third-party funded project). In the latter case, a doctorate is often also pursued, but this is not part of the tasks in the narrower sense of the employment contract.

The doctorate at the Thünen Institute thus has multiple purposes:

- Individual qualification: The doctoral candidate develops academic skills and works on an independent research topic.
- Contribution to the research mission: The doctoral thesis often fits in with the strategic research objectives of the institution or contributes to a third-party funded project and makes a contribution to current issues of social or political relevance.

At the Thünen Institute, various support structures have been developed in the specialist institutes which, in addition to the existing structures at the universities, provide the best possible framework for the successful completion of the doctorate. These include colloquia, exchange formats and lecture series. In addition, doctoral students are given the opportunity (within the scope of budgetary possibilities) to participate in specialist meetings and conferences.

#### Qualification plans

The Academic Fixed-Term Contract Act (WissZeitVG) regulates the fixed-term employment of academic staff at universities and research institutions. A central aspect is the promotion of qualifications that academic staff should acquire during the fixed-term period. Qualification plans play an important role in this context.

Qualification plans are written agreements between the Thünen Institute and the employee that set out specific goals and measures for professional and academic development. They serve as orientation and ensure that the time of the fixed-term contract is used sensibly to achieve individual qualification goals.

The objectives of a qualification plan are, for example

- Career support: Supporting academics in pursuing their individual career goals, such as a doctorate, habilitation or the acquisition of specific specialist skills.
- Structuring the qualification phase: Clear agreements create transparency and commitment with regard to the desired results.
- Compatibility with the fixed term: Ensure that the qualification objectives can realistically be achieved within the limited duration of the contract.

A qualification plan usually contains

- (1) Definition of objectives: Specification of the qualifications to be acquired during the contract period (e.g. completion of the dissertation, publications, teaching activities).
- (2) Measures: Agreements on support services, such as further training, mentoring or provision of resources.

- (3) Timetable: Definition of milestones and deadlines to check progress.
- (4) Evaluation: Regular discussions and reviews between the manager and the employee to ensure that the objectives are being met.

The WissZeitVG does not explicitly require the creation of a qualification plan, but emphasizes that fixed-term contracts should be geared towards the promotion of qualifications. The Thünen Institute has already introduced qualification plans, particularly for postdocs, in order to meet the legal requirements and create fair conditions for academic staff.

These qualification plans are intended to increase planning security for academics, create transparency regarding mutual expectations and provide support for academic career planning through targeted funding.

### **3.3 Improving the compatibility of family, care and work**

#### **Audit berufundfamilie**

After completing the auditing process in the 2020/2021 pandemic year, the Thünen Institute was awarded the "audit berufundfamilie" certificate on September 30, 2021. The certification is based on a target agreement between the Thünen Institute and berufundfamilie GmbH with a total of 97 individual measures (1st reporting year: 27; 2nd reporting year: 37; 3rd reporting year: 21).

The aims of the berufundfamilie audit are to further improve the compatibility of career, family and life phases, to systematically record further development potential in the area of family- and life-phase-conscious workplace design and to examine the "Thünen working world of tomorrow".

The main components of the work in the first to third reporting years included

- the creation of a new service agreement on working hours and place of work, including evaluation and revision of the regulations,
- the introduction of the JobTicket at the Thünen Institute,
- strengthening occupational health management,
- the creation and implementation of a survey on the compatibility of career, family and life phases at the Thünen Institute,
- expanding the range of management training courses and
- the establishment of a regular committee ("creative group") to review and exchange information on improvement measures.

The progress of the project and the measures were reported both in the college and in the creative group meetings. In addition, information and participation events were held on key topics for all interested employees.

#### **Re-audit 2024**

The work and family audit process stipulates that a regular review of working conditions and improvement measures is carried out in the form of a re-audit. Similar to the first auditing process, various mandatory steps in the process were completed in 2024. As a result, the audit berufundfamilie certificate was confirmed on 10.12.2024.

With the re-audit, the Thünen Institute aims to consolidate the improvements achieved in the area of work-life balance and other phases of life.

Particularly in the course of the changing world of work with the various (new) areas of tension within and outside the Thünen Institute, the issues of the future are to be addressed and solutions found. The aim of the audit and thus the further development of family-conscious personnel management is to increase the attractiveness as an employer as well as the satisfaction of all employees. Family- and life-phase-conscious working conditions not only strengthen loyalty, but also the performance of employees and the Thünen Institute as a research institution.

#### Future measures (selection)

- Optimization of work organization measures
- Involving employees in the further development of the "Thünen culture"
- Expansion of the range of management training courses on HR topics
- Further development of the onboarding process
- Expansion of the coaching offer
- Introduction of a desk-sharing system

### 3.3.1 Working time regulations

Employees at the Thünen Institute can make use of an extensive and modern **flexitime and working time scheme** to support the compatibility of family, care and work (unless special regulations apply to certain groups of people).

In accordance with the "Service Agreement on Working Hours and Place of Work at the Thünen Institute (as of 09.11.2023)", employees are generally permitted to start and finish work flexibly within the framework working hours from Monday to Friday between 6:00 am and 9:00 pm. Within this period, employees can start or end their work at a time determined by them, unless their superiors have given instructions to the contrary.

In addition to flexitime, functional working hours have also been introduced. This is the time within which the availability and functionality of the team units must be ensured. This ensures the functionality of the unit and at the same time takes account of individual needs - particularly those relating to work-life balance. The basis for the use of functional working time is the conclusion of a team agreement. Functional time is generally

- Mondays - Thursdays 9:00 a.m. to 3:00 p.m. and
- Fridays 9:00 am to 12:00 pm.

Almost 85% of employees are part of a team agreement and can therefore also make use of the functional time option. A detailed breakdown of the intensity of use is not available. The time recording system used does not allow such an evaluation.

In addition to flexibilization, special forms of work with fixed or special working hours are required and practiced at the Thünen Institute. These forms of work are found in particular in animal care, IT support and sea voyages. As a matter of principle, excess hours worked (e.g. overtime in the context of on-call duty or sea voyages) are compensated by time off.

If there is a corresponding time credit on the flexitime account and provided that there are no official interests to the contrary, up to 24 days off (flexitime days) can be taken annually as compensation. In addition, daily working times of less than two hours are considered as use of a flexitime day. This enables flexible time off in lieu without having to take vacation days.

The Thünen Institute also offers a capping account. Time credits from the flexitime account that are above the capping limit are transferred to this account on January 1 of each calendar year. No more than 250 hours may be

accumulated in the capping account. Any hours in excess of this are forfeited. The cap account can be used to take additional free cap days for special situations and, for example, to bridge shorter sabbaticals, settling-in periods in childcare facilities or care periods.

The regular weekly working time for employees covered by collective agreements is 39 hours. For civil servants, it is 41 hours and can be reduced to 40 hours upon request if the employee is severely disabled, cares for a child under the age of 12 or cares for a close relative in need of care who lives in their own household.

### 3.3.2 Full-time and part-time employment

In addition to the innovative working time arrangements in place at the Thünen Institute, part-time employment offers a further flexible and individual opportunity to find a balance between work and private life.

The reasons why employees wish to work part-time are varied and individual. In accordance with the provisions of the Part-Time and Fixed-Term Employment Act, all jobs at the Thünen Institute are generally suitable for full-time and part-time employees, provided there are no operational reasons to the contrary in individual cases. The Thünen Institute generously grants part-time work without employees having to demonstrate a specific legal entitlement.

A corresponding note is displayed transparently in the text of the job advertisements:

#### "Our offer

- Security and benefits: Collectively agreed, permanent employment with attractive social benefits (e.g. company pension scheme, annual one-off payment, capital-forming benefits) according to pay group xx TVöD in full or part-time. [If provided: *A later transfer to civil servant status is possible. There is no legal entitlement*].
- Responsibility and a sense of purpose: responsible work in a committed team and tasks with social relevance and indirect involvement in the topics of a federal research institute
- Flexibility and work-life balance: flexible working time models, basic options for part-time employment, mobile working and teleworking, certified employer berufundfamilie audit with a wide range of offers for reconciling work and life phases
- Perspective: further training opportunities for the area of responsibility and individual development
- Health: company health management and preventive healthcare services
- Mobility: JobTicket and free parking spaces as well as the option of using e-charging stations

The Thünen Institute ensures professional equality between women and men.

The Thünen Institute is committed to inclusion. Applications from people with severe disabilities are therefore expressly encouraged. They will be given special consideration in the selection process."

#### Career path for full and part-time employees

Academic careers are often accompanied by a high workload in terms of time, supra-regional and transnational local flexibility and fixed-term employment contracts. The compatibility of family and career is therefore also a particular problem in research institutions.

The challenge is that the research output of part-time employees cannot be identical to that of full-time researchers. Regular publications and research projects are key criteria for academic careers.

The Thünen Institute is responding to these challenges with various measures. For example, as part of the selection, promotion and regular assessment procedures, the assessment guidelines ensure that family-related part-time work, leave of absence and mobile working do not have a negative impact on the assessment. For

example, (scientific) productivity is considered in relation to working hours and not compared in absolute figures. Experience shows that highly qualified people are promoted and promoted in this way regardless of their current working hours. This was not least due to the realization that equality is becoming increasingly important in the international competition between research locations.

### 3.3.3 Parental leave

The Thünen Institute supports its employees in organizing their parental leave flexibly and individually to make it easier to combine family and career. Parental leave is a statutory right that allows mothers and fathers to take time off work after the birth of a child without losing their job.

General conditions for parental leave

- Entitlement: All employees of the Thünen Institute, regardless of their type of contract (permanent, fixed-term or part-time), can take parental leave.
- Duration: Parental leave can last up to three years and can also be taken in stages. Part of it can be transferred to the period up to the child's eighth birthday.
- Partnership bonus: Both parents can take parental leave at the same time or one after the other, allowing a flexible division of care.

The Thünen Institute attaches great importance to supporting employees during parental leave and making it easier for them to return to work. The central measure in this context is the 3-phase model of the Equal Opportunities Officer. This provides employees who take parental leave with structured information about existing offers:

- Advice: Individual advice on the possibilities of parental leave and on reconciling work and family life.
- Keep in touch: Regular updates on relevant developments at the institute and invitations to team events to stay connected to the workplace.

After parental leave, the Thünen Institute offers flexible options to make it easier to return to work. Individual reductions in working hours can be made in order to maintain a good work-life balance. In order to keep the need to reduce working hours as low as possible, the Thünen Institute offers the opportunity to do some of the work from home in order to facilitate childcare times.

The Thünen Institute sees parental leave not only as a legal obligation, but also as an opportunity to actively support its employees in organizing their family leave. Flexible arrangements and comprehensive support services ensure that parental leave remains an enriching phase for employees and that their return to work goes smoothly.

### 3.3.4 Care time

The Thünen Institute supports employees who wish to take care leave within the scope of the legal possibilities. In addition to the legal possibilities, the flexibilities from the service agreement on working hours and place of work can be used. In particular, paid leaves of absence can be realized via the cap account and flexitime credits.

To provide a better overview of the legal and factual options on the subject of care leave, the Thünen Institute has produced a flyer in connection with the berufundfamilie audit, made it available at a central location on the intranet and held an initial information event on the subject.

During the reporting period, no official nursing leave was applied for at the Thünen Institute.

### 3.3.5 Alternating teleworking and mobile working

Until 2022, the Thünen Institute only offered alternating teleworking as an alternative to face-to-face work. The basis for this was a framework service agreement from the BMEL.

The Thünen Institute has introduced new working methods and models with the service agreement on place of work and working hours. In particular, mobile working and functional time were laid down in the service agreement. The following significant changes were made as part of this service agreement:

- Introduction of mobile working with a maximum share of 50% of working time - but in relation to the annual accounting period
- Possibility of exceeding the 50% rule: For permanent employees on the basis of a case-by-case decision by the President and for temporary employees on the basis of a case-by-case decision by the head of the organizational unit.
- Possibility - to a limited extent - of mobile work in other (European) countries.
- Specification of the possibilities of teleworking for certain individual cases.
- Team agreements as a basis for the use of mobile working and definition of attendance and absence between colleagues in a functional area.

The option of mobile working is used - to varying degrees - in all organizational units of the Thünen Institute. Almost 85% of employees are part of a team agreement and can therefore also use the option of mobile working in principle. A detailed breakdown of the intensity of use is not available. The time recording system used does not allow such an evaluation.

**(Alternating) teleworking**, in contrast to mobile work (and therefore also home office), is carried out exclusively from a workstation permanently set up by the office in the employee's private area. This means that employees are not free to choose their workplace, as is the case with mobile working. At the Thünen Institute, teleworking is a form of work arrangement limited to a few justified individual cases as an alternative to presence and mobile work. Due to the financial and technical requirements in particular, it can only be agreed between employees and the department in special individual cases. There are currently no employees at the Thünen Institute who make use of (alternating) teleworking.

## 4 Comparison of target achievement of the equality plan 2021 - 2024

Due to the coronavirus pandemic and the realization that the targets of the 2019 equality plan were not achieved, it was updated until the end of 2024. The reference year 2021 was chosen as the basis for comparing the achievement of the targets set.

### 4.1 Goal 1: Reduce underrepresentation

Based on the 2019 Gender Equality Plan, the first measure defined was the reduction of underrepresentation. According to Section 3 No. 10 BGlG, underrepresentation exists if either the respective proportion of employees in an individual area is below 50 percent when considering the status of women or men, or if the imbalance between women or men in an odd number of employees includes at least two people of the same gender. The current situation in the area to which the intended measure or decision mainly relates is decisive here. Section 3 no. 2 BGlG defines possible areas within the meaning of the Federal Equal Opportunities Act in particular as salary and remuneration groups or career groups, career paths and specializations, vocational training including the preparatory service as well as levels with superiors or management tasks.

#### 4.1.1 Reducing the underrepresentation of women in permanent positions

Note: Not only permanent posts (civil servants), but all permanent posts (civil servants/tariff)

##### Measure 1.1.1<sup>10</sup> : Filling vacant positions by 2019

By the end of 2019, [a total of] 22 posts in the senior civil service and 7 posts in the higher civil service will be vacant.

The aim is to achieve a balanced quota of women in all areas. In order to gradually move towards a balanced proportion of women, half of the vacant positions in the fish, timber and agriculture sectors should therefore be filled by women wherever possible. It is up to the President to decide where vacant positions are to be filled. Accordingly, the heads of the institutes concerned who fill vacant positions must work towards filling the positions with suitable women.

##### Result:

- The statistics were only rudimentarily maintained. In fact, more than 22 posts in the senior civil service were filled. This was due to unplanned and planned vacancies.
- Due to job shifts and increases in some areas and job losses in others, it is not possible to determine whether the target has been clearly achieved. Overall, there has been an increase in the number of vacancies filled by women.

##### Conclusions:

- Traceability of planned and actual staffing must be better documented in order to be able to measure success.
- Active capacity building of internal female employees in order to prepare them as well as possible for the positions to be filled and at the same time cover internal requirements.
- Active approaching of potential female applicants for selected management positions (in particular management and deputy positions) by the Thünen Institute's Equal Opportunities Officer on the basis of the

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<sup>10</sup> Numbering taken from the 2019 Gender Equality Plan.



input from the specialist departments. Three potential female applicants are to be notified with the job advertisement, who will then be contacted by the Equal Opportunities Officer.

#### **Measure 1.1.2: Carry out potential analysis of women in fixed-term employment<sup>11</sup>**

The President holds annual discussions with the heads of the institutes regarding, among other things, staffing requirements and appointments. In 2018 and 2019, he will now include an analysis of the potential of women employed on fixed-term contracts (particularly in the senior civil service) and define the steps to be taken. This relates in particular to positions that will become vacant by the end of 2019 and their possible requirements profile. In 2019, the extent to which the steps taken were successful or need to be adjusted will be evaluated. The Equal Opportunities Officer will discuss the status with the President twice a year.

##### **Result:**

- The potential analyses were carried out as part of the annual discussions between the presidents and the heads of the institutes.
- No evaluation was carried out.
- It was not possible to carry out a performance review as no documentation was provided.
- There was a regular, annual exchange between the Equal Opportunities Officer and the President.

##### **Conclusion:**

- Documentation of the potential analysis and measures should be carried out in order to monitor success.
- Consolidating and intensifying the exchange between the President and the Equal Opportunities Officer.

### **4.1.2 Reducing the underrepresentation of women at management level**

#### **Measure 1.2.1: Job advertisements**

The job advertisements are published internationally and on at least one job exchange that specifically targets women. A list of possible job exchanges can be found in the appendix (as at May 2017).

##### **Result:**

- There were two job advertisements for institute directors, which were published on general job portals (e.g. Zeit-Online, Academics, etc.). In addition, the job advertisements were published on portals specifically aimed at female scientists. The portal depends on the subject area sought. As a rule, network sites are also used.
- The job advertisements are also sent to specialist associations that pursue the goal of promoting and exchanging young female scientists.

##### **Conclusions:**

- The measure is to be continued.
- Active approaching of potential female applicants for institute management positions by the Thünen Institute's Equal Opportunities Officer on the basis of input from the specialist departments. The Thünen Institute's Equal Opportunities Officer is responsible for contacting potential female applicants to draw their attention to the job advertisements.

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<sup>11</sup> Numbering and wording taken from the 2019 Gender Equality Plan.

### 4.1.3 Sensitization of superiors

In order to raise awareness among employees of gender-specific inequalities in society and the labor market, various ways of raising awareness are to be tested. In this way, the management level in particular is to be won over and sensitized to the implementation of the goals of the equality plan.

#### **Measure 1.3.1: Lectures to break down rigid role models, especially for managers at the Thünen Institute**

In 2018 and 2019, a presentation will be given at the College to raise awareness of various gender aspects among managers.

##### **Result:**

- In 2023, a lecture on the topic of "Conscious bias" was held at the College.

##### **Conclusion:**

- Further awareness-raising sessions on the topic of gender equality are to take place within the college.
- Awareness-raising on gender equality and reconciliation measures should be integrated into general management training.

## 4.2 Goal: 2: Improve the compatibility of family, care and work

### 4.2.1 Determining the need for measures to further reconcile family, care and work at the Thünen Institute

#### **Measure 2.1: Survey on the need for measures to reconcile family, care and work**

The survey is developed internally and launched by the Equal Opportunities Officer.

##### **Result:**

- A survey was conducted by the project group as part of the berufundfamilie audit in 2023. A total of 515 people took part in the survey (approx. 43 % of all Thünen Institute employees).
- Almost 66% describe the compatibility of career and life phases at the Thünen Institute as good to very good.
- Approximately 50% of participants cite the Thünen Institute's framework conditions for career and life phases as an important reason for choosing the Thünen Institute as an employer.
- At the same time, the new structures also pose challenges: Almost 25% of respondents stated that the compatibility of work and other people's life phases restricted their own compatibility.

##### **Conclusion:**

- The berufundfamilie audit will be continued.
- The results of the survey are first discussed in the creative group of the berufundfamilie audit and solutions are sought and then discussed and analyzed in the college.
- Not all employees are aware of the successes and (new) structures in connection with the berufundfamilie audit. The Thünen Institute's offers should be communicated even more frequently, employees should take note of the information on the intranet and managers should be made aware of the opportunities.



## 5 Objectives of the Gender Equality Plan 2025 - 2028

### 5.1 Eliminate underrepresentation

The aim is to achieve equal representation of women in permanent positions at the Thünen Institute. In addition, the Thünen Institute is obliged by the Second Leadership Positions Act (FüPoG II) to achieve equal participation of women in leadership positions within the scope of the Federal Equal Opportunities Act by the end of 2025.

#### **Measure 5.1.1: Carrying out a potential analysis among (junior) female scientists**

The measure is intended to support the early promotion of qualified female scientists.

The heads of the respective organizational units prepare a potential analysis for this purpose. This will be discussed at a separate strategy day - with the participation of the Equal Opportunities Officer - and possible measures agreed. Possible funding should be based on the overview of vacant positions (see 2.1.5) at the Thünen Institute.

The goal is achieved when

- the potential analysis is anchored and carried out as an annual agenda item as part of a strategy day, and
- a regular exchange has taken place between the President and the Equal Opportunities Officer.

#### **Measure 5.1.2: Creation of statistics to track the success of the potential analysis**

The measure is intended to improve tracking and the achievement of targets. The development of high-potential employees can be tracked and conclusions drawn for the future using a list of names.

The goal is achieved when

- the statistics are kept and
- a comparison was made between identified high potentials and applications for permanent positions.

#### **Measure 5.1.3: Publication of job advertisements - in the event of underrepresentation - in suitable media**

The measure is intended to increase the proportion of women in application procedures through the targeted distribution of job advertisements.

The goal is achieved when

- job advertisements - in cases of underrepresentation - were additionally published in suitable media and
- this was documented.

#### **Measure 5.1.4: Extension of the documentation requirements for equal representation on selection committees in application procedures**

The measure is intended to achieve greater awareness of the obligation to ensure equal representation on commissions through the documentation obligation, as it was not observed in many cases despite communication about this obligation. In order to implement this, the recruitment protocol will be supplemented with mandatory information.

The goal is achieved when

- the form has been adapted accordingly and
- is used throughout the Thünen Institute.

#### **Measure 5.1.5: Actively approaching potential female applicants**

The measure is intended to achieve an increased number of applications from qualified women by actively approaching potential female applicants for selected management positions (in particular management and deputy positions). With the job advertisement, three potential female applicants are to be identified by the responsible department, who are then contacted by the Equal Opportunities Officer and made aware of the job advertisement.

The goal is achieved when

- the above-mentioned procedure was used in all appointment procedures for OU heads and OU deputies.

## **5.2 Career advancement**

#### **Measure 5.2.1: Establishment of a mentoring program**

Mentoring is intended to give women in underrepresented areas - especially in the scientific field - the opportunity to exchange ideas with other people outside the Thünen Institute on topics related to their own career development, to build up their own network and to raise their profile.

The goal is achieved when

- the first people have completed the annual program.

#### **Measure 5.2.2: Creation of opportunities to complete qualifications after the end of the (project) contract**

The measure is intended to give cases in which female employees in particular are about to complete their qualifications (especially doctorates) the opportunity to complete them. To this end, a limited number of fixed-term qualification completion contracts will be offered. To ensure equal standards, guidelines for awarding these contracts are being developed.

The goal is achieved when

- the guidelines for awarding the qualification contracts were agreed and published.

#### **Measure 5.2.3: Creation of a training concept**

The measure aims to improve the structure of training measures at the Thünen Institute. The aim is to make the paths and opportunities for further training more transparent for all employees and thus also offer employees with family commitments or female scientists on fixed-term contracts further access to development opportunities.

To promote work-life balance, the range of online training courses and part-time training courses should be increased and advertised.

In addition, part-time management training is to be offered to enable interested parties - even those with no previous management experience - to gain access to knowledge development.

The goal is achieved when

- the training concept is published and implemented, and
- training courses on part-time management were offered.

#### **Measure 5.2.4: Creation of qualification plans**

The measure is intended to improve the ability to plan work, qualifications and family life. By initially agreeing on goals and ways to achieve the qualification, expectations on the part of the caregiver and care recipient should be aligned. In addition, adapting the qualification plan to changes in personal or professional circumstances can improve overall compatibility. Due to family commitments, female academics in particular are constantly faced with new challenges that need to be taken into account during the qualification phase. By updating or adapting the qualification plans, the real life situation of female colleagues is taken into account.

The qualification plans may also regulate points such as management and acquisition of third-party funds (according to internal thünen specifications).

The goal is achieved when

- the template for determining qualification planning is used across the board and
- regular discussions on qualification planning take place in employee appraisals.

### **5.3 Improving the compatibility of career, family and life phases**

#### **Measure 5.3.1: Carry out a re-audit of work and family life**

The measure is intended to promote further discussion and the improvement of structures in connection with career and life phases.

The goal is achieved when

- the Thünen Institute has submitted the report on the first phase of the audit and
- has been re-audited for the period 2025 - 2027 and the target agreement is being processed.

#### **Measure 5.3.2: Information event on the existing compatibility options at the Thünen Institute**

The measure is intended to close the information gap between existing offers and perceived or known offers at the Thünen Institute and also to draw attention to the measures of the berufundfamilie audit.

The goal is achieved when

- one event per year was offered centrally for all employees and
- the information material on the topic of career and life phases on the intranet was expanded.

#### **Measure 5.3.3: Creation of a flyer with information on work-life balance options for parents and carers at the Thünen Institute**

The measure is intended to provide a low-threshold information service for employees. It is available on the intranet and is also sent to expectant parents as part of the Equal Opportunities Officer's 3-phase model.

The goal is achieved when

- the flyer was created, published and sent.

#### **Measure 5.3.4: Conducting a survey on the topic of career, family and life phases**

The measure has been transferred from the 2019 Gender Equality Plan to the new Gender Equality Plan. The survey is intended to find out which framework conditions can lead to an increase in the perception of the various reconciliation measures.

The goal is achieved when

- the survey was conducted and evaluated.

#### **Measure 5.3.5: Presentations to break down rigid role models**

The measure has been transferred from the 2019 Gender Equality Plan to the new Gender Equality Plan. In order to raise awareness among employees of gender-specific inequalities in society and on the labour market, various ways of raising awareness are to be tested. In particular, the management level is to be won over and sensitized to the implementation of the goals of the equality plan in this way.

The goal is achieved when

- an annual presentation was held at the College to raise awareness of various gender aspects among managers.

## **5.4 Improving the database**

#### **Measure 5.4.1: Expansion of data management in the personnel administration system and additional query of information to compare career paths at the Thünen Institute**

The measure is intended to create a basis for comparing the career paths of employees who have taken advantage of reconciliation measures with those who have not. The application channels (forms) of the central department are to be adapted for this purpose.

The goal is achieved when

- data collection on reasons for reductions in working hours was expanded,
- the traceability of filling vacant positions was ensured,
- the data collection of all doctoral projects and degrees was carried out at the Thünen Institute,
- the data collection on the filling of post-doctoral positions at the Thünen Institute was carried out and
- corresponding evaluation options were created.

## Appendix: Basic data

The Gender Equality Plan takes stock by describing the existing situation of women and men at the Thünen Institute as of June 30 of the year in which it was drawn up.

The inventory does not include employees who are temporary workers at sea, student assistants or in a guest or internship relationship.

The inventory considers the number of employees at the Thünen Institute as a whole as well as in sub-areas. The designation of the sub-divisions essentially follows the organizational division of the Thünen Institute, with the restriction that the "Agricultural Economics" division is evaluated separately. The subdivisions are therefore as follows:

- **Research area "Fish":** Institute of Fisheries Ecology (FI), Institute of Sea Fisheries (SF), Institute of Baltic Sea Fisheries (OF)
- **Research field "Wood":** Institute of Forest Genetics (FG), Institute of Wood Research (HF), Institute of Forestry (WF), Institute of Forest Ecosystems (WO)
- **Agricultural" research area:**
  - **Sub-research area "Agricultural Technology Laboratory":** Institute for Agricultural Climate Protection (AK), Institute for Agricultural Technology (AT), Institute for Biodiversity (BD), Institute for Organic Farming (OL)
  - **Sub-research area "Agricultural Socioeconomics":** Institute of Farm Economics (BW), Institute for Market Analysis (MA),
- **Research area "Rural areas":** Institute for Living Conditions in Rural Areas (LV), Institute for Innovation and Value Creation in Rural Areas (WI)
- **Central Division:** Central Department (ZA), Center for Information Management (ZI), President's Office (PB), Climate and Soil Unit (KB)

### A1. Research area "Fish"

#### Total overview Number/percentage

Career	Women	Men	Total number	Proportion of women
HD	36	61	97	37,11%
GD	3	9	12	25,00%
MD	38	29	67	56,72%
ED	0	2	2	0,00%
AZ	0	1	1	0,00%
<b>Total</b>	<b>77</b>	<b>102</b>	<b>179</b>	<b>43,02%</b>

#### Civil servants

Career	Women	Men	Total number	Proportion of women



HD	4	17	21	19,05%
<b>Total</b>	<b>4</b>	<b>17</b>	<b>21</b>	<b>19,05%</b>

#### Collectively bargained employees (permanent)

Career	Women	Men	Total number	Proportion of women
HD	10	27	37	27,03%
GD	2	8	10	20,00%
MD	37	25	62	59,68%
ED	0	2	2	0,00%
<b>Total</b>	<b>49</b>	<b>62</b>	<b>111</b>	<b>44,14%</b>

#### Employees covered by collective agreements (temporary)

Career	Women	Men	Total number	Proportion of women
HD	22	17	39	56,41%
GD	1	1	2	50,00%
MD	1	4	5	20,00%
AZ	0	1	1	0,00%
<b>Total</b>	<b>24</b>	<b>23</b>	<b>47</b>	<b>51,06%</b>

#### Part-time employment

Career	Women	Men	Total number	Proportion of women
HD	17	9	26	65,38%
GD	0	1	1	0,00%
MD	9	3	12	75,00%
ED	0	1	1	0,00%
<b>Total</b>	<b>26</b>	<b>14</b>	<b>40</b>	<b>65,00%</b>

#### Full-time employment

Career	Women	Men	Total number	Proportion of women
HD	15	35	50	30,00%
GD	3	8	11	27,27%

MD	29	26	55	52,73%
ED	0	1	1	0,00%
AZ	0	1	1	0,00%
<b>Total</b>	<b>47</b>	<b>71</b>	<b>118</b>	<b>39,83%</b>

#### Management positions

	Women	Men	Total number	Proportion of women
<b>Total</b>	<b>7</b>	<b>16</b>	<b>23</b>	<b>30,43%</b>

#### Promotions/Promotions

Career	Women	Men	Total number	Proportion of women
HD	1	4	5	20,00%
<b>Total</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>20,00%</b>

#### Upgrades

Career	Women	Men	Total number	Proportion of women
HD	5	3	8	62,50%
MD	3	3	6	50,00%
<b>Overall result</b>	<b>8</b>	<b>6</b>	<b>14</b>	<b>57,14%</b>

#### Part-time for family reasons

No data is available on this.

## A2. Wood" research area

#### Total overview Number / Percent

Career	Women	Men	Total number	Proportion of women
HD	71	100	171	41,52%
GD	11	9	20	55,00%
MD	60	21	81	74,07%
ED	3	2	5	60,00%

AZ	2	2	4	50,00%
<b>Total</b>	<b>147</b>	<b>134</b>	<b>281</b>	<b>52,31%</b>

#### Civil servants

Career	Women	Men	Total number	Proportion of women
HD	9	23	32	28,13%
<b>Total</b>	<b>9</b>	<b>23</b>	<b>32</b>	<b>28,13%</b>

#### Collectively bargained employees (permanent)

Career	Women	Men	Total: Number	Proportion of women
HD	13	30	43	30,23%
GD	9	8	17	52,94%
MD	40	14	54	74,07%
ED	1	0	1	100,00%
<b>Total</b>	<b>63</b>	<b>52</b>	<b>115</b>	<b>54,78%</b>

#### Employees covered by collective agreements (temporary)

Career	Women	Men	Total: Number	Proportion of women
HD	49	47	96	51,04%
GD	2	1	3	66,67%
MD	20	7	27	74,07%
ED	2	2	4	50,00%
AZ	2	2	4	50,00%
<b>Total</b>	<b>75</b>	<b>59</b>	<b>134</b>	<b>55,97%</b>

#### Part-time employment

Career	Women	Men	Total number	Proportion of women
HD	32	15	47	68,09%
GD	5	3	8	62,50%
MD	25	3	28	89,29%

ED	3	1	4	75,00%
<b>Total</b>	<b>65</b>	<b>22</b>	<b>87</b>	<b>74,71%</b>

#### Full-time employment

Career	Women	Men	Total number	Proportion of women
HD	30	62	92	32,61%
GD	6	6	12	50,00%
MD	35	18	53	66,04%
ED	0	1	1	0,00%
AZ	2	2	4	50,00%
<b>Total</b>	<b>73</b>	<b>89</b>	<b>162</b>	<b>45,06%</b>

#### Guidance

Number of women	Number of men	Total	Proportion of women
5	18	23	21,74%

#### Promotion

Career	Women	Men	Total: Number	Proportion of women
HD	2	2	4	50,00%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>50,00%</b>

#### Upgrades

Career	Women	Men	Total number	Proportion of women
HD	2	9	11	18,18%
MD	5	2	7	71,43%
<b>Total</b>	<b>7</b>	<b>11</b>	<b>18</b>	<b>38,89%</b>

#### Part-time for family reasons

No data is available on this.

### A3. Agricultural" research area - agricultural technology laboratory

#### Total overview Number / Percent

Career	Women	Men	Total number	Proportion of women
HD	67	78	145	46,21%
GD	12	19	31	38,71%
MD	53	30	83	63,86%
ED	8	4	12	66,67%
AZ	0	1	1	0,00%
<b>Total</b>	<b>140</b>	<b>132</b>	<b>272</b>	<b>51,47%</b>

#### Civil servants

Career	Women	Men	Total number	Proportion of women
HD	5	14	19	26,32%
<b>Total</b>	<b>5</b>	<b>14</b>	<b>19</b>	<b>26,32%</b>

#### Collectively bargained employees (permanent)

Career	Women	Men	Total number	Proportion of women
HD	11	19	30	36,67%
GD	6	12	18	33,33%
MD	42	25	67	62,69%
ED	4	2	6	66,67%
<b>Total</b>	<b>63</b>	<b>58</b>	<b>121</b>	<b>52,07%</b>

#### Employees covered by collective agreements (temporary)

Career	Women	Men	Total number	Proportion of women
HD	51	45	96	53,13%
GD	6	7	13	46,15%
MD	11	5	16	68,75%
ED	4	2	6	66,67%
AZ	0	1	1	0,00%

<b>Total</b>	<b>72</b>	<b>60</b>	<b>132</b>	<b>54,55%</b>
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#### Part-time employment

Career	Women	Men	Total number	Proportion of women
HD	32	20	52	61,54%
GD	3	3	6	50,00%
MD	17	3	20	85,00%
ED	3	0	3	100,00%
<b>Total</b>	<b>55</b>	<b>26</b>	<b>81</b>	<b>67,90%</b>

#### Full-time employment

Career	Women	Men	Total number	Proportion of women
HD	30	44	74	40,54%
GD	9	16	25	36,00%
MD	36	27	63	57,14%
ED	5	4	9	55,56%
AZ	0	1	1	0,00%
<b>Total</b>	<b>80</b>	<b>92</b>	<b>172</b>	<b>46,51%</b>

#### Guidance

Women	Men	Total	Proportion of women
14	31	45	31,11%

#### Promotion

Career	Women	Men	Total number	Proportion of women
HD	3	0	3	100,00%
<b>Overall result</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>100,00%</b>

#### Upgrades

Career	Women	Men	Total number	Proportion of women
GD	0	3	3	0,00%

HD	4	3	7	57,14%
MD	4	1	5	80,00%
<b>Total</b>	<b>8</b>	<b>7</b>	<b>15</b>	<b>53,33%</b>

#### Part-time for family reasons

No data is available on this.

### A3. Agricultural" research area - agricultural socioeconomics

#### General overview

Career	Women	Men	Total number	Proportion of women
HD	58	48	106	54,72%
GD	0	2	2	0,00%
MD	9	1	10	90,00%
<b>Total</b>	<b>67</b>	<b>51</b>	<b>118</b>	<b>56,78%</b>

#### Civil servants

Career	Women	Men	Total number	Proportion of women
HD	8	13	21	38,10%
<b>Total</b>	<b>8</b>	<b>13</b>	<b>21</b>	<b>38,10%</b>

#### Collectively bargained employees (permanent)

Career	Women	Men	Total number	Proportion of women
HD	15	5	20	75,00%
GD	0	2	2	0,00%
MD	8	1	9	88,89%
<b>Total</b>	<b>23</b>	<b>8</b>	<b>31</b>	<b>74,19%</b>

#### Employees covered by collective agreements (temporary)

Career	Women	Men	Total number	Proportion of women
HD	35	30	65	53,85%

MD	1	0	1	100,00%
<b>Total</b>	<b>36</b>	<b>30</b>	<b>66</b>	<b>54,55%</b>

#### Part-time employment

Career	Women	Men	Total number	Proportion of women
HD	20	10	30	66,67%
MD	6	1	7	85,71%
<b>Total</b>	<b>26</b>	<b>11</b>	<b>37</b>	<b>70,27%</b>

#### Full-time employment

Career	Women	Men	Total number	Proportion of women
HD	30	25	55	54,55%
GD	0	2	2	0,00%
MD	3	0	3	100,00%
<b>Total</b>	<b>33</b>	<b>27</b>	<b>60</b>	<b>55,00%</b>

#### Management positions

Women	Men	Total number	Proportion of women
25	25	50	50,00%

#### Promotion

Career	Women	Men	Total number	Proportion of women
HD	2	4	6	33,33%
<b>Total</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>33,33%</b>

#### Upgrades

Career	Women	Men	Total number	Proportion of women
HD	1	3	4	25,00%
MD	1	0	1	100,00%
<b>Total</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>40,00%</b>



#### Part-time for family reasons

No data is available on this.

### A4. Research area "Rural areas"

#### General overview

Career	Women	Men	Total number	Proportion of women
HD	38	43	81	46,91%
GD	6	2	8	75,00%
MD	9	0	9	100,00%
<b>Total</b>	<b>53</b>	<b>45</b>	<b>98</b>	<b>54,08%</b>

#### Civil servants

Career	Women	Men	Total number	Proportion of women
HD	4	7	11	36,36%
<b>Total</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>36,36%</b>

#### Collectively bargained employees (permanent)

Career	Women	Men	Total number	Proportion of women
HD	6	16	22	27,27%
GD	4	2	6	66,67%
MD	9	0	9	100,00%
<b>Total</b>	<b>19</b>	<b>18</b>	<b>37</b>	<b>51,35%</b>

#### Employees covered by collective agreements (temporary)

Career	Women	Men	Total number	Proportion of women
HD	28	20	48	58,33%
GD	2	0	2	100,00%
<b>Total</b>	<b>30</b>	<b>20</b>	<b>50</b>	<b>60,00%</b>

**Part-time employment**

Career	Women	Men	Total number	Proportion of women
HD	19	8	27	70,37%
GD	1	0	1	100,00%
MD	2	0	2	100,00%
<b>Total</b>	<b>22</b>	<b>8</b>	<b>30</b>	<b>73,33%</b>

**Full-time employment**

Career	Women	Men	Total number	Proportion of women
HD	15	28	43	34,88%
GD	5	2	7	71,43%
MD	7	0	7	100,00%
<b>Total</b>	<b>27</b>	<b>30</b>	<b>57</b>	<b>47,37%</b>

**Management positions**

Women	Men	Total	Women in %
6	21	27	22,22%

**Promotions**

Career	Women	Men	Total number	Proportion of women
HD	1	4	5	20,00%
<b>Total</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>20,00%</b>

**Upgrades**

Career	Women	Men	Total number	Proportion of women
HD	4	6	10	40,00%
MD	1	0	1	100,00%
<b>Total</b>	<b>5</b>	<b>6</b>	<b>11</b>	<b>45,45%</b>

**Part-time for family reasons**

No data is available on this.



## A5. Central area

### General overview

Career	Women	Men	Total number	Proportion of women
HD	29	21	50	58,00%
GD	28	16	44	63,64%
MD	55	33	88	62,50%
ED	7	2	9	77,78%
<b>Total</b>	<b>119</b>	<b>72</b>	<b>191</b>	<b>62,30%</b>

### Civil servants

Career	Women	Men	Total number	Proportion of women
HD	5	6	11	45,45%
GD	9	5	14	64,29%
MD	2	5	7	28,57%
<b>Total</b>	<b>16</b>	<b>16</b>	<b>32</b>	<b>50,00%</b>

### Collectively bargained employees (permanent)

Career	Women	Men	Total number	Proportion of women
HD	10	6	16	62,50%
GD	14	11	25	56,00%
MD	48	27	75	64,00%
ED	6	2	8	75,00%
<b>Total</b>	<b>78</b>	<b>46</b>	<b>124</b>	<b>62,90%</b>

### Employees covered by collective agreements (temporary)

Career	Women	Men	Total number	Proportion of women
HD	14	9	23	60,87%
GD	5	0	5	100,00%
MD	5	1	6	83,33%
ED	1	0	1	100,00%

<b>Total</b>	<b>25</b>	<b>10</b>	<b>35</b>	<b>71,43%</b>
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#### Part-time employment

Career	Women	Men	Total number	Proportion of women
HD	8	0	8	100,00%
GD	10	1	11	90,91%
MD	25	4	29	86,21%
ED	6	0	6	100,00%
<b>Total</b>	<b>49</b>	<b>5</b>	<b>54</b>	<b>90,74%</b>

#### Full-time

Career	Women	Men	Total number	Proportion of women
HD	16	15	31	51,61%
GD	9	10	19	47,37%
MD	28	24	52	53,85%
ED	1	2	3	33,33%
<b>Total</b>	<b>54</b>	<b>51</b>	<b>105</b>	<b>51,43%</b>

#### Management positions

Women	Men	Total	Women in %
13	7	20	65,00%

#### Promotion

Career	Women	Men	Total number	Proportion of women
GD	1	2	3	33,33%
HD	1	1	2	50,00%
MD	0	1	1	0,00%
<b>Total</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>33,33%</b>

#### Upgrades

Career	Women	Men	Total number	Proportion of women
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GD	1	1	2	50,00%
HD	8	3	11	72,73%
MD	9	3	12	75,00%
<b>Total</b>	<b>18</b>	<b>7</b>	<b>25</b>	<b>72,00%</b>

#### **Part-time for family reasons**

No data is available on this.