

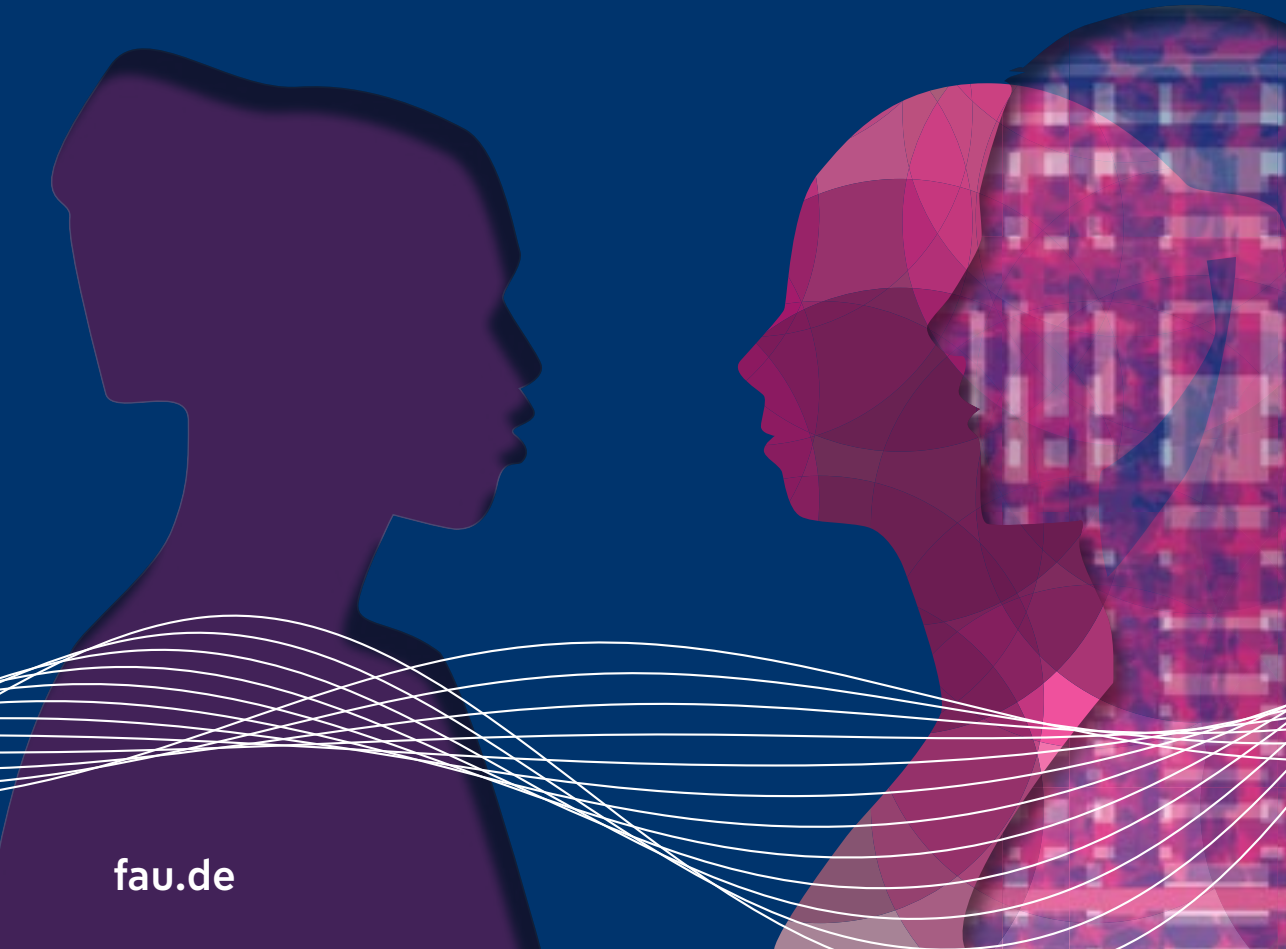


Friedrich-Alexander-Universität
Erlangen-Nürnberg

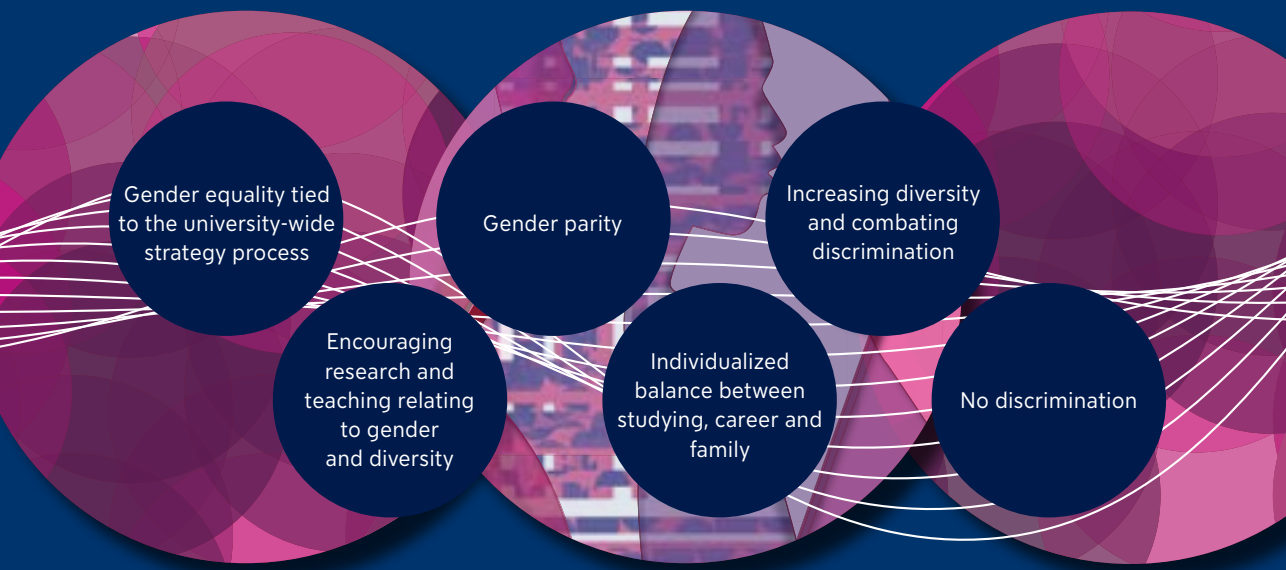
Gender Equality Plan

of Friedrich-Alexander-Universität
Erlangen-Nürnberg
for academia and research

2023–2027



fau.de



List of abbreviations

- AGG** Allgemeines Gleichbehandlungsgesetz, General Equal Treatment Act
- BayHIG** Bayerisches Hochschulinnovationsgesetz, Bavarian University Innovation Act
- DFG** Deutsche Forschungsgemeinschaft, German Research Foundation
- CEWS** Center of Excellence Women and Science / Kompetenzzentrum Frauen in Wissenschaft und Forschung of GESIS Leibniz-Institute for the Social Sciences
- F3G** Research consortia for promoting equality at Friedrich-Alexander-Universität Erlangen-Nürnberg
- FAU** Friedrich-Alexander-Universität Erlangen-Nürnberg
- FBZHL** Fortbildungszentrum Hochschullehre, Center for Continuing Education in University-Level Teaching
- GG** Grundgesetz, German Basic Law
- StMWK** Bayerisches Staatsministerium für Wissenschaft und Kunst, Bavarian State Ministry of Science and the Arts
- UKER** Universitätsklinikum Erlangen
- ZV** Zielvereinbarungen, Target agreements

Publisher
Friedrich-Alexander-Universität Erlangen-Nürnberg
Schlossplatz 4
91054 Erlangen

Points of contact
Prof. Dr. Kerstin Amann, University women's representative
kerstin.amann@fau.de

Dr. Magda Luthay, Head of the Office of Equality and Diversity
magda.luthay@fau.de

Editors
Prof. Dr. Kerstin Amann, PD Dr. Aura Heydenreich, Prof. Dr. Barbara Kappes,
Dr. Imke Leicht, Dr. Magda Luthay, Prof. Alexandra Schambony

Design
FAU Brand Office

Passed by the Executive Board on March 8, 2023

CONTENTS

List of abbreviations	3
Contents	5
Summary	6
<hr/>	
1 Introduction	8
2 Overview of current situation	13
3 Cross-sectional strategic objective: Promoting gender-sensitive cultural change, now and in the future	18
4 Focused fields of action	22
4.1 Structural integration	23
4.2 Career and personnel development tailored to specific target groups	27
4.2.1 Increasing the proportion of women in top research positions	28
4.2.2 Career and personnel development for early career female researchers	28
4.2.3 Increasing the proportion of female students in STEM subjects	29
4.3 Gender awareness	31
4.4 Balancing studying, work and family commitments	36
4.5 Protection against and prevention of discrimination, harassment and sexual harassment	39
4.6 Monitoring and evaluation	41

Summary

In recent years FAU has successfully encouraged the structural integration of equality of opportunity at a central and decentralized level at the University, and has made gender equality a central element of its profile. Within the context of the University-wide concept for the future **#FAU2025**, since 2017 FAU has focused on the four strategic fields of action People – Education – Research – Outreach (P-E-R-O) with the motto and guiding principle “Moving knowledge” and the FAU values “innovation – diversity – passion”.

In conjunction with the FAU Development plan, the current Gender Equality Plan 2023-2027 sets out FAU's overarching objective of promoting a community based on respect, free from discrimination, and an open and attentive culture.

In order to make equal opportunities an integral part of life at our University, bringing about gender-sensitive cultural change must be a priority, both now and in the future. This overarching objective will be flanked by the following focused fields of action in 2023-2027:

- **Structural integration**
- **Career and personnel development tailored to specific target groups**
- **Raising gender awareness**
- **Balancing studying, work and family commitments**
- **Protection against and prevention of discrimination, harassment and sexual harassment**
- **Monitoring and evaluation**

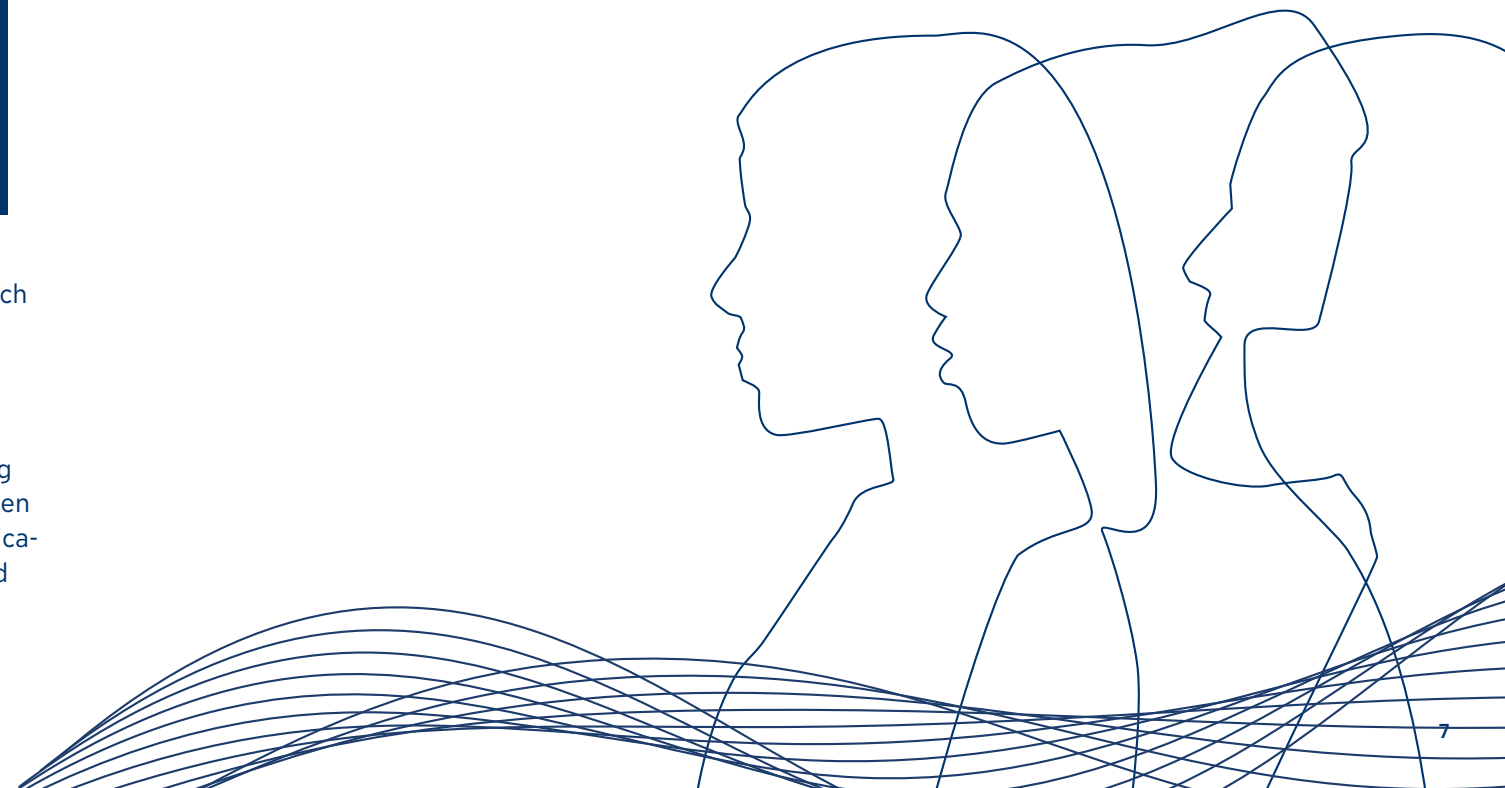
Cross-sectional measures for the next five years reflect a fit for purpose approach tailored to the needs of FAU and encourage actions for developing and taking equal opportunities into consideration more consistently at FAU.

The strategic objectives stated in the Equal opportunity concept 2018-2022 to implement fundamental equal opportunities have been identified as an ongoing work in progress. These include, for example, increasing the proportion of women at professorial level, providing early support for female researchers at all qualification levels and stages of the career ladder, or ensuring genders are represented equally as far as possible in all decision-taking committees at the University.

The successful continued development and implementation of the FAU gender equality strategy is ensured by systematically integrating commitments and tools into existing structures and resources.

We have committed to ensuring that a gender-sensitive university and academic culture embracing diversity and open to the needs of families becomes a fully integrated and accepted part of life at FAU both now and in the future. It is up to all stakeholders and decision-makers at all levels of FAU to take on board the defined goals and assume responsibility for them. Our continued success depends on them endorsing gender equality as a crucial cross-sectional task in their own area of responsibility and bearing it in mind when reflecting on existing structures and processes.

Gender equality aspects in the form of gender mainstreaming should become integrated more closely into the structure of FAU at University and departmental level based on the FAU Development plan, and ought to be taken into consideration in all decisions.



1 Introduction



Actively promoting equality for all members of the University is a central task applicable across the board at Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU), and has been included as one of the cross-sectional tasks in the FAU Development plan since 2022. Establishing a community based on respect and free from discrimination recognizes the various points of view, experiences and academic cultures of the stakeholders as a valuable source for advancing the creative and innovative development of FAU in view of equal opportunities for all.

Structure and objectives

The current FAU Gender equality plan for academia and research 2023-2027 is based on FAU's guiding principle of fundamental equal opportunities for all and the definitions of the strategies employed to this end such as gender mainstreaming (with a focus on encouraging women), diversity management and ensuring a balance between studying, career and family, as stated in the previous Equal opportunity concept for academic affairs 2018-2022¹.

"FAU strives to offer fundamental equal opportunities for all, offering everyone the same chances of success and focusing on both results and objectives. The different requirements and circumstances of different people that may lead to disadvantages in conjunction with societal and institutional frameworks and structures are met with (positive) measures in order to ensure that disadvantaged and under-represented groups have the same starting point and the same chances of success."

Equal opportunity concept for academic affairs 2018-2022, page 7.

¹ www.gender-und-diversity.fau.de/Gleichstellungskonzept_2018-2022
(last updated: February 6, 2023, only available in German)

We reflect on the past years (chapter 2) to identify the basic situation, as well as advances and quantitative developments achieved in the field of equal opportunities at FAU. Positive trends are emerging, but more still needs to be done

The strategic goals included in the Equal opportunity concept 2018-2022 are still very relevant and will continue to guide our actions to encourage equal opportunities at FAU. Furthermore, FAU is convinced that the implemented instruments and measures can only take full effect when stakeholders and decision-makers at all levels and from all areas at FAU take the defined goals on board and assume joint responsibility for ensuring their implementation in a number of different ways. This is essential if a gender-sensitive university and academic culture embracing diversity and open to the needs of families is to become a fully integrated and accepted part of life at FAU both now and in the future. A prerequisite for achieving this goal is a gender-sensitive change in culture, which we have defined as a cross-sectional strategic objective in this Gender equality plan (chapter 3). Cross-sectional measures for the next five years reflect a fit for purpose approach tailored to the needs of FAU and encourage actions to develop equal opportunities and take them into consideration more consistently at FAU.

The overarching objective of a gender-sensitive change in culture is flanked by the focused fields of action "structural integration" (chapter 4.1), "target-group specific career and personnel development" (chapter 4.2), "raising gender awareness" (chapter 4.3), "balancing studying, career and family" (chapter 4.4), "prevention of discrimination, harassment and sexual harassment" (chapter 4.5) and "monitoring and evaluation" (chapter 4.6). Depending on the area, the commitments anchored in these fields of action and further measures will make a considerable contribution to promoting the cross-sectional objective of a gender-sensitive change in culture in the long term.

Strategic focus

The previous Equal opportunity concept 2018-2022 covered three main strategies for promoting equal opportunities supported by the relevant measures. Over the course of the conceptual and strategic development and adaptation of diversity management at FAU and prompted by the "Vielfalt gestalten" auditing process in 2016-2018, the FAU Diversity concept 2022-2027 was passed by the Executive Board on July 27, 2022². Against this backdrop, the current Gender equality plan focuses on FAU's equality strategy with respect to gender equality, in which the balancing of studying, work and family commitments will continue to play a major role as a focused field of action.

² www.equality-and-diversity.fau.eu/diversity-concept
(last updated: February 20, 2023).

The objectives, commitments and measures formulated in this concept should form a binding framework aimed at encouraging a gender-sensitive university and academic culture that embraces diversity and meets the needs of families as a matter of course, now and in the future.

The basics

The FAU equal opportunities strategy is based on the legally stipulated requirement to ensure equal opportunities for all set forth in the German Basic Law (GG), in the Equal Treatment Act (AGG) and in the Bavarian Higher Education Innovation Act (BayHIG). In Section 22(3) of BayHIG in the version dated August 5, 2022, which came into effect on January 1, 2023, a new name is proposed for the office currently known as Women's representative: Officer for equal opportunities for women in science and art. In Section 23(2), the law stipulates a cascade model as a basis for the objective of increasing the proportion of women in academia, which has been the guiding principle behind our target agreements between the Executive Board and the faculties since 2005 to increase the proportion of women in academia (see chapter 4.1). In addition, Section 22(2) of BayHIG states that there should be an equal balance of women and men, but at least 40% of each, in the Executive Board.

Procedure

The current FAU Gender equality plan for research and academia 2023-2027 was drafted in consultation with the University women's representatives. It was discussed with the women's representatives in the faculties and departments and in the Commission for Equal Opportunities, and presented to the Senate, the University Governing Board and the University Council. The plan was passed by the Executive Board on March 8, 2023 and published in German and English on the FAU website.

2 Overview of current situation



Advances and successes of FAU's equality strategy

The requirements Horizon Europe expects applying institutions to meet, for example as of 2022 having a Gender Equality Plan in place that sets out mandatory fields of action, have jump-started the issue of gender equality within the context of academia. FAU fulfills all the requirements regarding fields of action. At the same time, Horizon Europe has drawn attention to improvements that are required to bring Germany more into line with other countries, for example in the area of gender monitoring (see chapter 4.6).

Gender equality at FAU has gained momentum and received a new impetus thanks to various successes and campaigns in recent years: In the Female Professors Program III (Professorinnenprogramm) run by the German Federal and state governments, FAU was one of only ten universities throughout the whole of Germany to be awarded the rating "excellent" for gender equality in November 2018. From a structural point of view, equal opportunities were reinforced at a managerial level when University women's representatives were integrated into the Executive Board in 2019 (see chapter 4.1). Over recent years, a more systematic approach has been taken to address gender equality as an interdepartmental issue in strategic processes across the whole of the University, for example in our concept for the future and in personnel development.

Internal management tools for increasing the proportion of women in academia such as the target agreements between the Executive Board and the five faculties (see chapter 4.1) have been developed further for 2023-2027 to reflect the specific needs of each of the faculties and contemporary requirements for academic careers. In addition, the faculties have agreed within the context of the target agreements to continuously collect differentiated data on the situation regarding gender equality at the academic institutions at all levels of the organization and all stages of academic careers and to provide these data regularly for discussion in the committees.

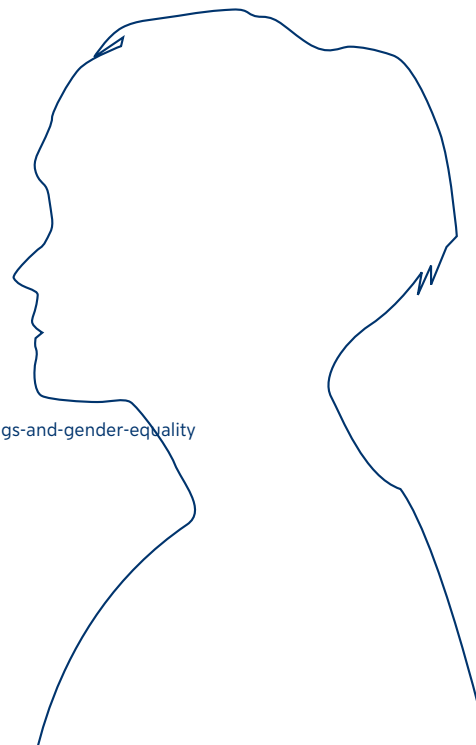
A comprehensive evaluation has been conducted for the first time with the goal of continuing to improve (faculty-specific) gender equality measures at FAU. Within this context, selected gender equality measures implemented by the Faculty of Engineering at FAU between April 2020 and April 2022 were the focus of an eval-

uation conducted by the CEWS (Center of Excellence Women and Science of GESIS Leibniz-Institute for the Social Sciences) and led by the Office of Equality and Diversity. As a whole, the results were very positive and were taken into consideration when drafting the target agreements for 2023 onwards (see chapter 4.6).

Quantitative developments

FAU has also made progress from a quantitative point of view. Our improvement in the CEWS ranking of higher education institutes by gender equality aspects³ since 2017 shows that the dedication and tools implemented at FAU to increase the proportion of women are starting to take effect. While FAU was the only university to be ranked in the lowest group in 2017 (ranking group 11), in 2019 it moved up to ranking group 8 in 2019 and ranking group 7 in 2021.⁴

If you consider various qualification levels in the two periods 2016 and 2021 (see Table 1), the progression at FAU can still be summarized as follows: the higher the qualification level, the wider the gap between numbers of men and women (leaky pipeline). However, a positive trend has been emerging from the level of doctoral degree and upwards since 2016.



³ www.gesis.org/en/cews/data-and-information/gender-monitoring/higher-education-rankings-and-gender-equality (accessed: February 6, 2023).

⁴ Ranking 2017: www.ssoar.info/ssoar/handle/document/52104 (currently only available in German).
Ranking 2019: URL: www.ssoar.info/ssoar/handle/document/64113 (currently only available in German).
Ranking 2021: www.ssoar.info/ssoar/handle/document/74765 (currently only available in German).

FAU total	New students	Students	Graduates	Doctoral degrees	Habilitations	Professorships
		*	**		***	
2016 (w) in %	51.1	49.0	50.5	41.6	23.6	17.3
2021 (w) in %	51.7	50.7	50.3	43.6	32.8	21.8

* students from all subject semesters

** graduates with a Bachelor's or Master's degree, State Examination, teaching degree (Lehramt) or ecclesiastical examination (kirchliche Prüfung).

*** due to small number of cases: period 2018-2021 and 2013-2016.

Table 1: Proportion of women in qualification levels 2016 and 2021 across the whole of FAU

The gender ratio of students and graduates has been almost exactly equal in recent years (in this case in 2016 and 2021), with approximately 50% male students and 50% female students. The proportion of women falls from the doctoral degree level, but it has risen by several percentage points over the past years.

Female academics continue to be under-represented in the postdoctoral stage. Whilst the proportion of women has stagnated in all faculties in recent years (2009-2012 and 2013-2016 at just under 24%), in the period between 2018 and 2021, approximately 33% of academics completing a habilitation and heading for a professorship were female. The positive trend is currently continuing with respect to professorships. Here, the proportion of women at FAU has risen from 17.3 % in 2016 to 21.8% in 2021 (as of December 1, 2021).

This upward trajectory is also apparent in the various pay grades, where the proportions of women were as follows in 2021: W1 – 44.9 %, W2 – 22.5 % and W3 – 18.2 % (compared to 2016: W1 – 34.8 %, W2 – 18.4 %, W3 – 15.2 %).

The proportion of women appointed to a professorship was 23% in the first six months of 2022, and 29% of newly-appointed full professors (W3) were women. In 2020/2021, 37% of newly appointed assistant professors (W1) were women, and currently, women account for just under 50% of assistant professors on the tenure track.

In addition, FAU reached its objective to increase the proportion of female professors stipulated in the target agreements with the Bavarian State Ministry of Science and the Arts within the context of the Innovationsbündnis Hochschule 4.0 in the interim evaluation conducted in 2021 (20.4%).

Interim conclusion

Gender equality activities and successes at FAU in recent years reflect the proactive steps FAU has taken to exploit opportunities and set in motion positive developments. There is growing awareness that promoting gender equality is a shared objective and a prime concern for the whole of FAU. This will lay the groundwork to encourage all members of FAU to appreciate that they are called upon to drive cultural change, to integrate gender equality aspects in the form of gender mainstreaming into their daily business and decisions, and to embrace gender equality in all they do.

However, the path towards genuine equality of opportunities remains a challenge. The proportions of women in many areas and qualification levels are still low and equal opportunities are not always taken into consideration in all areas as much as they should be. We are aware that systematic processes for change always come up against a certain reluctance, and convictions we believe to be true may be shaken. The intention is that this Gender Equality Plan should provide shared compulsory guidance on the path towards an inclusive academic culture where gender equality is a given, both now and in the future.



3

3 Cross-sectional strategic objective: Promoting gender-sensitive cultural change, now and in the future

The strategic objectives stated in the Equal opportunity concept 2018-2022 to implement fundamental equal opportunities are a work in progress and will continue to apply in future. These aims are

- To tie in the gender equality strategy more closely with the University-wide strategy process, in particular strategies to support research and young talent, internationalization and personnel development throughout the University
- To increase appreciation of diversity and combat discrimination in all its forms
- To increase the proportion of women at professorial level
- To increase the proportion of women in top positions and permanent mid-level research positions
- To provide early and intensive support for female researchers at all qualification levels and career stages
- To ensure genders are represented equally as far as possible in all decision-taking committees at the University
- To optimize the balance between studying, career and family
- To increase the proportion of students of the gender that is currently significantly under-represented in the various subjects
- To encourage and combine research and teaching relating to gender and diversity

As detailed in the overview of the current situation (chapter 2) and in the focused fields of action (chapter 4), changes have been implemented successfully in a number of different areas.

In conjunction with the FAU Development plan, the current Gender Equality Plan sets out FAU's cross-sectional strategic objective of promoting a community based on respect and free from discrimination and an open and attentive culture. In order to make equal opportunities an integral part of life at our University, bringing about gender-sensitive cultural change must be a priority, both now and in the future.

What is meant by a move towards a gender-sensitive culture?

FAU defines a change of culture on three levels, each of which ought to be taken into account across the whole of the University and in the various fields of action:

Cultural change:

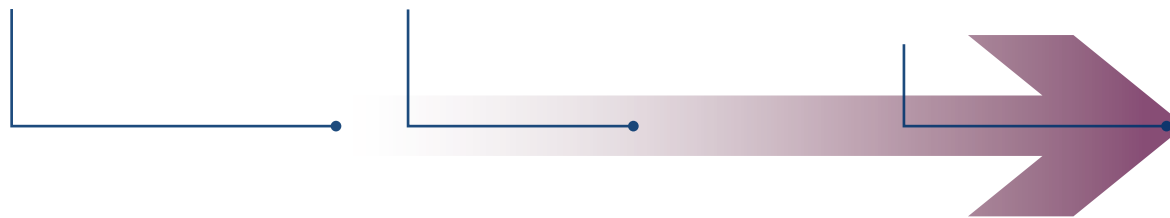
Gender equality can only become part and parcel of everyday life at University and in academia and implemented across the board if all members of the University accept responsibility and do all they can to promote gender equality. We all have to be willing to reflect on our own thought and behavior patterns with respect to science and research, organizational practices and our own daily habits. It is important that everyone at the University accepts that responsibility for nurturing a culture of equal opportunities lies with each and every one of us and not only with stakeholders invested in gender equality.

Structural change:

Integrating equality of opportunity as a prime concern for all areas of the University into our institutional structures over the long term, providing resources and encouraging the development of skills ensures that gender equality, or gender mainstreaming, is integrated systematically in all strategy and management processes and does not depend on the initiative and dedication of individual people. Introducing appropriate structural measures should encourage gender equality to be seen not as an additional tiresome obligation, but rather as an integral part of the organizational structure and all processes.

Quantitative change:

Introducing measures that will lead to an increase in the proportion of women at all qualification levels and in all areas in which they are under-represented serves to promote gender equality and to break down gender-specific barriers in the academic system. Ensuring that women are represented appropriately in decision-making committees allows the committees to benefit from different perspectives and guarantees a well-balanced mix of genders. Targeted support is provided to women in science with personnel measures based on a cascade model and aimed at achieving gender equality.



Fit for purpose approach and cross-sectional measures

- Gender equality should be considered in all re-structuring and re-organizing processes at FAU, and should become established at all levels of the University, for example by strengthening existing communications and information channels and regularly exchanging ideas at faculty and departmental level.
- The existing tools and incentive systems such as the internal FAU target agreements to increase the proportion of women in academia should continue to be implemented systematically, and female researchers at an early stage in their career should be motivated to make the most of the measures available to them to ensure that these develop their full potential.
- Steps should be taken to raise awareness of implicit gender bias, tailored to various target groups and concepts.
- More accessible and transparent information on the topic of gender equality should be provided in all areas.
- Gender aspects should be consistently taken into consideration in concept and strategy papers and in administrative procedures.
- In order to measure cultural change and identify further specific options for action, it is essential that a climate survey is conducted at faculty level.

4 Focused fields of action



4.1 Structural integration

Commitments and tools

In recent years, FAU has successfully encouraged the structural integration of equality of opportunity at a central and decentralized level at the University and has made gender equality a central element of its profile. Within the context of the University-wide concept for the future **#FAU2025**⁵, since 2017 FAU has focused on the four strategic fields of action People – Education – Research – Outreach (P-E-R-O) with the motto and guiding principle “Moving knowledge” and the FAU values “innovation – diversity – passion”. In the **FAU Development concept**⁵ of 2022, the four cross-sectional tasks equality, internationalization, sustainability, and digitalization have been incorporated alongside the P-E-R-O fields of action, having an impact across the whole of FAU. In FAU’s **mission statement**⁶, equal opportunities have been integrated into the People field of action, with a special focus on protection against discrimination.

The overarching instrument in place at FAU to **increase the proportion of women in academia** are the **target agreements concluded between the Executive Board and the faculties** since 2005⁷. These target agreements are based on the research oriented equity standards of the DFG drafted for the first time in 2008, updated in 2017 and expanded to include diversity in July 2022, as well as statistics from the faculties and departments and the cascade model. It is hoped that measures aimed at promoting equality at a structural and personnel level will make a major contribution towards reaching the goals we have set. The strategic measures of the target agreements 2023-2027 are aimed at (i) providing tailored career support for young female researchers, (ii) placing a greater emphasis on gender mainstreaming in all planning, decision-making and recruitment processes, and (iii) encouraging a move towards a gender-sensitive organizational and academic culture responsive to the needs of families.

⁵ www.fau.eu/files/_protected/2023/08/FAU_Entwicklungsplan_ENGLISCH.pdf (accessed: February 6, 2023)

⁶ www.fau.eu/fau/welcome-to-fau/mission-fau/ (accessed: February 6, 2023)

⁷ www.equality-and-diversity.fau.eu/target-agreements (accessed: February 6, 2023)

In the **target agreement between FAU and the Bavarian State Ministry of Science and the Arts**⁸ (StMWK) for 2018-2022 focused on implementing the Innovationsbündnis 4.0, a target quota was agreed to increase the proportion of women at professorial level. FAU has reached these objectives (see chapter 2) and has implemented measures for this purpose, for example within the framework of a proactive appointment policy.

The **Guidelines for appointments at Friedrich-Alexander-Universität Erlangen-Nürnberg. Appointment procedures for university professors and assistant professors under particular consideration of aspects of gender and diversity**⁹ provide guidance and assure the quality of appointment procedures. The aim of these guidelines is to create transparency concerning the procedure itself as well as to clarify the rights and opportunities of all parties involved in the appointment procedure. Equal opportunities are improved by consistently and systematically integrating equality and diversity aspects in the appointment procedure. In line with its proactive appointment policy, the Executive Board has also passed **Guidelines on headhunting female professors**¹⁰ in addition to the Guidelines for appointments.

Balancing studying, work and family is a priority for FAU and complements the University's efforts to ensure equal opportunities for all. After receiving certification as a family-friendly university three times (2008-2017), FAU has been a founding member of the association "Familie in der Hochschule e.V." since 2016, where it takes an active part in continuing to develop a family-friendly university environment in German-speaking EU countries. In 2016, the Executive Board also passed the **Code of conduct – family-friendly FAU**.¹¹ All members of staff at FAU ought to be encouraged to take advantage of the various measures and services available to them to help them juggle their work and family commitments.

Structures and resources

FAU believes that encouraging equal opportunities is a central task for managerial staff. In the Executive Board, the Vice Presidents' positions are shared equally between the genders. The topic of equality is an integral part of the **Vice President People's** portfolio. In April 2019, the **University women's representative** was ap-

pointed as an advisory member of the Executive Board. They take an advisory part in and receive all the documents from all Executive Board meetings.

The **Commission for Equal Opportunities** consists of experts in the field who draw up concepts and suggestions for action for the Executive Board and work to improve equality, diversity and family measures at FAU.

The Officers for equal opportunities for women in science and art (**University and faculty women's representatives**) support FAU in implementing its legal obligations to ensure equal opportunities for all. Women's representatives have a central and formally recognized role to promote and implement gender equality in practice in the various bodies and committees at FAU, and they therefore have a voting right in all relevant committees. The history of **30 years of women's representatives at Friedrich-Alexander-Universität Erlangen-Nürnberg** published in 2019 paints a picture of how the work of the dedicated women's representatives at FAU has changed over the years.¹²

The **Office of Equality and Diversity** supports the officers for equal opportunities for women in science and the arts (women's representatives) at FAU in carrying out their tasks at a strategic and operational level. It also accompanies the central strategy processes at FAU and works at a conceptual level both across the University as a whole and at the level of specific faculties or departments, implements varied equality and diversity measures and projects, is responsible for gender consulting for DFG research networks (see below), conducts gender and diversity monitoring and provides advice and counseling in cases of discrimination, harassment, and sexual harassment (see chapter 4.5).

The **Family Service of FAU and Universitätsklinikum Erlangen** is the central office responsible for coordinating all measures aimed at balancing studying, work and family life, and it offers a comprehensive advisory service (see chapter 4.4). In March 2020, the Family Service, which had until then been part of the Office of Equality and Diversity, was integrated into the human resources department under HR Development/Family Service. This was another step moving away from the attitude that responsibility for balancing studying, work and family commitments lies predominantly with women and is only important from the point of view of promoting gender equality, and towards considering it as an ongoing task and the responsibility of the University and UKER towards all members of staff.

⁸ www.fau.de/files/2019/07/Zielvereinbarung_Innovationsbueundnis.pdf
(currently only available in German)

⁹ www.intern.fau.de/files/_protected/2020/03/Berufungsleitfaden_FAU.pdf
(currently only available in German)

¹⁰ www.equality-and-diversity.fau.eu/proactive-appointment
(accessed: February 6, 2023)

¹¹ www.fau.info/familienservice-code-of-conduct
(currently only available in German)

¹² www.equality-and-diversity.fau.eu/womens-representatives
(accessed: February 6, 2023)

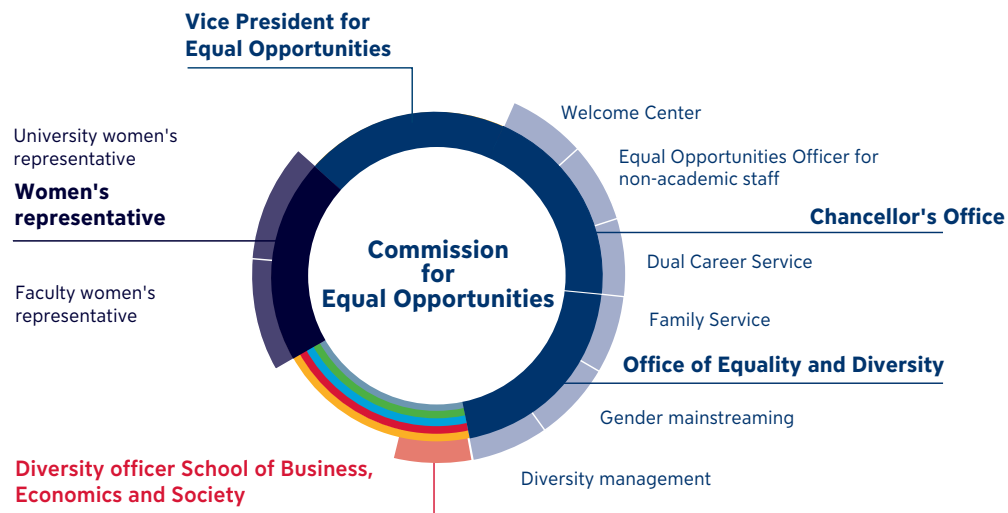


Figure 1: Structural integration of equal opportunities at FAU (as of December 2022)

The Office of Equality and Diversity (BGD) provides **gender consulting for research networks** that is an integral part of the quality assurance process established by the Executive Board in 2020 for applying for a DFG collaborative research center (CRC, CRC/TRR) or DFG research training group (RTG). Together with the Family Service, the BGD provides support throughout the entire application process for DFG research and collaborative projects, helping to draft a gender equality concept tailored to the needs of the specific project.

The network of the “**Research consortia for promoting gender equality at Friedrich-Alexander-Universität Erlangen-Nürnberg (F³G)**” offers opportunities for forging links between research and collaborative projects and enables members of F³G to use gender inclusion funding for the intended purpose and in accordance with guidelines in order to improve equal opportunities and make it easier to balance research and family. The F³G network also offers a workshop program for female researchers at an early stage in their career.

Commitments and measures

- The topic of gender equality should become integrated more closely into the structure of FAU at University and departmental level based on the FAU Development plan, and ought to be taken into consideration in all decisions.
- Gender equality ought to be taken into consideration more systematically across the University as a whole and in individual fields of action. At the same time, the relevant skills should be developed, and services provided in this respect.
- The successful continued development and implementation of the FAU gender equality strategy is ensured by systematically integrating commitments and tools into existing structures and resources.
- The officers for equal opportunities for women in science and the arts (women’s representatives) at FAU are provided support in acquiring the skills they need and exercising their duties with regular networking events and opportunities to exchange ideas with each other, as well as training courses on specific topics (for example on strategies for effectively implementing gender equality at university, or providing advice in cases of sexual harassment and discrimination).

4.2 Career and personnel development tailored to specific target groups

FAU would like to offer early career female researchers a suitable framework for their career advancement and to highlight possible career goals and trajectories within the University from an early stage. In addition to the internal FAU target agreements for specific faculties, a number of other measures have been established, aimed at increasing the visibility of female role models and raising awareness of gender equality. The annual award of the Renate Wittern Sterzel Prize for outstanding projects promoting equal opportunities at FAU (since 2004, worth 10,000 euros a year) and the Emmy Noether Lecture given by high-ranking top female researchers from FAU and other institutions are just two examples of well-established measures at FAU.

In the following sections, we will outline the most important gender equality measures established at FAU within the scope of our internal faculty-specific target agreements. We keep working to improve these measures and to adjust them to suit the needs of the faculties at all times. New innovative offers should complement existing measures to help us combat the “leaky pipeline” effectively.

4.2.1 Increasing the proportion of women in top research positions

A proactive, quality-assured human resources policy that promotes gender equality is an essential component of FAU's recruitment strategy. Actively identifying excellent women scientists as "high potentials" enhances the chances of recruiting top female researchers and thereby increases the proportion of women at FAU. We aim to reach our goal by systematically implementing the various steps in the procedure. The main focus of FAU's universal University strategy is to ensure an optimal, transparent and gender-sensitive procedure. Standardized processes such as a web-based application portal depicting the entire appointment procedure which is accessible for all members of the appointment committee are important for quality assurance purposes, and aim to counteract conscious or unconscious gender biases in appointment procedures. The online tutorial **Gender-sensitive appointment procedures and recruitment at FAU** was published in 2021 (see chapter 4.3). On January 11, 2022, an entirely remodeled version of the web-based application portal was launched. It outlines the entire appointment procedure from the moment the appointment committee is convened until the new professor takes up their position, covering the various steps and negotiations in between.

4.2.2 Career and personnel development for early career female researchers

Within the context of the fourth round of the target agreements for 2023-2027, existing formats and successful measures included in previous rounds will be either taken over as they are or redesigned (such as Faculty Women's Prizes, tailored career advice, funding for conferences, visiting scholarships, role model initiatives).¹³

A particularly valuable tool in the human resources toolkit for supporting female early career researchers is FAU's ARIADNE mentoring program, which offers program lines tailored to each of the faculties. The various programs, which were launched in 2010 and have since been modified or even completely revised, contribute to easing the transition into the next qualification level for female researchers, at the same time as helping them to establish and nurture viable networks and taking steps to prevent them from leaving the system at an early stage. The concept behind the ARIADNE program combines individual mentoring advice

¹³ www.equality-and-diversity.fau.eu/target-agreements
(accessed: February 6, 2023)

Please also refer to the linked information about target agreements and equality measures on the websites of the various faculties.

¹⁴ www.mentoring.fau.de/
(accessed: February 6, 2023)

with an excellent range of seminars on topics such as research funding, leadership skills or project management, as well as networking events.

In addition to the guest lectures by female researchers stipulated in the target agreements, FAU now also offers career talks that give female researchers at an early stage in their career the chance to speak to established international female researchers about their career. After the lecture, the speakers are available to answer any questions the researchers may have about their own careers. The more relaxed atmosphere is conducive to boosting motivation and encouraging early career female researchers to start building a network.

4.2.3 Increasing the proportion of female students in STEM subjects

Barriers faced by women are not the same in all STEM (science, technology, engineering, and mathematics) subjects. They vary depending on subject or subject group, and each requires their own action strategy. Positive examples of women who have forged a successful career in science are one important way of raising the attractiveness of a career in science. Existing measures such as the annual young women's research camp for girls aged 15 and above and various activities organized by the Faculties of Engineering and the Faculty of Sciences directed at girls who are still at high school encourage young women to consider technical scientific issues and bring them into contact with female role models from an early age.

Girls' Day, an event held across the whole of Germany, offers girls the opportunity to gain an insight into subjects and areas of work where there tends to be a gender imbalance in favor of men. At FAU, Girls' Day is run every year by the Faculty of Sciences and the Faculty of Engineering, in cooperation with the Office of Equality and Diversity, and is always a great success.



Mach MINT! Science made by Women

Today young people are still largely unaware of any female role models from the areas of science or engineering. The officers for equal opportunities for women in science and the arts (faculty women's representatives) intend to change this situation, and it has been set as an objective in the internal FAU target agreements for 2023-2027. As part of the new Mach MINT! project day, the Faculty of Engineering and the Faculty of Sciences will invite up to four school classes to FAU once or twice in the school year in order to showcase the achievements of female pioneers and researchers in STEM subjects.

This pilot project has been realized with funds from the internal FAU Renate Wittern Sterzel Equality Prize that was awarded to the two faculties for their dedication and for proposing Mach MINT! in 2019. The award-winning play "Taking a mathematical walk with Emmy Noether" staged by portraittheater, Vienna, in Erlangen in November 2019 was watched by more than 250 high school students from the region.

Publication "The Sky is the Limit – Female STEM Scientists at FAU"

To encourage young women to study a technological or scientific subject, it is important to introduce them to female researchers from different qualification levels and to explain the various career options for women in these subjects from an early stage.

This was the idea behind the print and online publication produced in collaboration with RG 2423 FRASCAL and the Office of Equality and Diversity, "The Sky is the Limit, Female STEM Scientists at FAU".¹⁵ The publication includes entertaining interviews in German and English held with 22 female scientists from the Faculty of Engineering and the Faculty of Sciences at FAU. It presents a panorama of female researchers from various qualification levels and academic positions, ranging from students to W3 professors. With their individual career paths, the female researchers in STEM subjects act as role models to encourage prospective female researchers to pursue an academic career, giving interesting insights into their careers to date. The MINT experts also share aspects of their private lives with the reader.

¹⁵ www.equality-and-diversity.fau.eu/gender-sensitive-appointment
(accessed: July 11, 2022)

Commitments and measures

- The major objectives for increasing the proportion of women in top research positions include increasing the high quality of appointment procedures, implementing established standards, creating the largest possible degree of transparency for all involved and speeding up and streamlining the procedure.
- Within the framework of proactive recruitment measures, the process is to be supported by creating subject-specific pools of high-potential female candidates.
- The measures established within the framework of the internal FAU target agreements aimed at encouraging the career and personnel development of female researchers at an early stage in their career will be continued and adjusted to take into account new requirements in the academic system.
- New, innovative and interactive formats will be introduced to spark enthusiasm for STEM subjects among female high school students.

4.3 Gender awareness

Gender sensitivity refers to the systematic perception, consideration and reflection of the various situations and circumstances faced by the different genders. It also covers raising awareness of gender-specific stereotypical role models and the resulting distorted perception and evaluation patterns of men and women, which people are often oblivious to. Our objective is to raise awareness of these aspects, to continue building gender skills and to give people the tools they need to act in keeping with gender equality. Gender sensitivity and gender competence have a role to play in all areas of action and spheres of activity in the context of higher education, such as University communication, in daily business, in recruitment or in research and teaching.

FAU has set itself the goal of establishing measures aimed at raising gender awareness at all levels of the University and to increase gender skills within the institution:

Gender-sensitive language

On July 31, 2019, the Executive Board of FAU passed Recommendations for gender-sensitive language¹⁶ at the University and beyond. These recommendations aim to encourage the use of respectful language in line with the times that addresses and values all people equally.

Language affects our thoughts, consciousness and our perception, it controls how we judge topics, it reflects and transports our values and thereby creates our reality. By encouraging gender-sensitive, inclusive language, we as a University can make a contribution towards treating and addressing all people equally, thereby supporting successful communication. Students and members of staff at FAU have a particular role to play when it comes to how language is used, cultivated and reflected in our society. FAU is therefore obliged to use language carefully, always striving to encourage a culture based on fairness and tolerance. Bearing this in mind, all members of the University are called on to critically reflect on whether they and their teaching materials use gender-sensitive language at all times.

FAU's recommendations are intended to provide a basis for coping with the diverse communicative requirements we are faced with on a daily basis. Integrating the recommendations into daily language practice is a valuable learning process that encourages respectful language habits and contributes to a contemporary, uniform language identity at FAU. In addition to the recommendations, the Office of Equality and Diversity provides a helpful guide with practical examples to keep on your desk.

¹⁶ www.gender-und-diversity.fau.de/geschlechtersensible-sprache
(currently only available in German)

Gender-sensitive appointment procedures and recruitment

In order to assure the quality of appointment procedures at FAU based on the **Guidelines for appointments at Friedrich-Alexander-Universität Erlangen-Nürnberg. Appointment procedures for university professors and assistant professors under particular consideration of aspects of gender and diversity**, the reporting officers and the chairs of the appointment committees keep a protocol showing that equal opportunities were taken into consideration during appointment procedures. Documentation must be retained to demonstrate that gender equality has been taken into account throughout the entire appointment procedure. At the beginning of each appointment procedure, the President of FAU addresses the chairs and reporting officers and stresses the importance of **gender-related aspects in appointment procedures**. In addition, experienced officers for equal opportunities for women in science and the arts (women's representatives) provide **courses and information about gender-sensitive appointment procedures for all women's representatives**. The Office of Equality and Diversity provides a **handout for women's representatives in appointment committees**.¹⁷

The **online tutorial** designed by experts in the field and published in 2021, "**Gender-sensitive appointment procedures and recruitment at FAU**"¹⁸, raises awareness of (unconscious) gender biases and their impact on personnel decisions. The online course, which lasts approximately one hour, is based on current scientific research and reveals patterns in perception, raises awareness of unconscious distortions and bias and provides support with conducting recruitment processes that put gender equality into practice. The tutorial is aimed at continuing to make recruitment procedures at FAU more professional, transparent and gender sensitive. The course is predominantly aimed at members of appointment committees and managers at FAU. It can, however, also be accessed by anyone interested in the topic, whether they are members of FAU or not, and has also been available in English since November 2022.

In September 2022, the DFG introduced new criteria for applications that focus more strongly on the qualitative achievements and individual circumstances of researchers when carrying out evaluations.¹⁹ Here, different diversity aspects can come into play such as family care, disability or illness, social background ("first generation scientists"), flight or asylum experiences that are important to consider with regard to leave, delays or special circumstances in research careers but also in terms of experiences and skills. FAU is keen to ensure discrimination does not play a role when considering the circumstances of individual researchers.

¹⁷ www.equality-and-diversity.fau.eu/proactive-appointment
(accessed: February 6, 2023)

¹⁸ www.equality-and-diversity.fau.eu/gender-sensitive-appointment
(currently only available in German)

¹⁹ www.dfg.de/en/news/news-topics/announcements-proposals/2022/info-wissenschaft-22-61
(accessed: September 19, 2022)

Gender-sensitive and inclusive teaching and learning culture

The intention of a gender-sensitive and inclusive approach to teaching and studying is to ensure that all students are able to participate successfully in the learning process. University teaching requires gender-sensitive and inclusive teaching concepts and didactic tools. Gender-sensitive and inclusive teaching has to take into consideration several fields of action: from lecturers' perceptions of themselves and others, to the choice of subject content and teaching and learning methods, to communication and interaction, to grading achievements and deciding on a framework.

FAU supports teaching at various levels, e.g., with specific manuals, events and training tailored to the needs of specific target groups. In 2015, FAU published "Recommendations for promoting a teaching and learning culture sensitive to gender and diversity at FAU"²⁰, a comprehensive guide for faculties, degree program managers and lecturers on the question of how to establish a gender-sensitive and inclusive studying and learning environment.

The Center for Continuing Education in University-Level Teaching (FBZHL) offers various training courses for lecturers in conjunction with the Office of Equality and Diversity. The Office of Equality and Diversity also provides external information such as guidelines, handouts and tutorials on their website.²¹

Gender in teaching

Gender and diversity research are cross-sectional topics affecting every subject culture. Taking them into consideration and integrating them into teaching is seen as a mark of quality and is explicitly recommended by DFG.²² In order to encourage a gender-sensitive and inclusive teaching and learning culture at FAU, all departments at the Faculty of Humanities, Social Sciences, and Theology have committed to offering at least one lecture on a gender-related topic each semester. An overview is available on the website of the faculty and the Interdisciplinary Center Gender – Difference – Diversity (IZGDD).

²⁰ www.gender-und-diversity.fau.de/empfehlungen-lehrkultur
(currently only available in German)

²¹ www.equality-and-diversity.fau.eu/diversity-in-teaching
(accessed: February 6, 2023)

²² www.dfg.de/en/principles-dfg-funding/developments-within-the-research-system/diversity-dimensions
(accessed: February 6, 2023)

Gender in academia

As part of the seminar program for female researchers at an early stage in their career offered by the F3G consortium (see chapter 4.1), workshops on "Understanding Gender" have been offered since winter semester 2022, raising awareness of gender biases and gender stereotypes in academia and reflecting on how to deal with such issues.

Commitments and measures

- The portfolio of services encouraging a gender-sensitive and inclusive approach in recruitment should be extended and awareness raised of the importance of avoiding discrimination when considering intersectional circumstances of relevance to diversity.
- Measures and training aimed at raising gender awareness and encouraging gender competence should be expanded for various target groups and integrated into suitable existing offers (such as courses for managers and lecturers, or workshops for early career researchers).
- Guidelines should be made available to support discrimination-free evaluations in the recruitment process and in the selection of personnel, as well as encouraging the proactive recruitment of female researchers.
- More support should be provided on gender-sensitive and inclusive teaching, and this should be incorporated more fully into the faculties.
- A greater emphasis should be placed on offering and advertising teaching units relating to gender in all subjects where there are plausible links.

4.4 Balancing studying, work and family commitments

Balancing studying, work and family is a priority for FAU. By becoming a member of the association "Familie in der Hochschule e.V." and signing the charter with the same name, as well as passing the "Code of conduct – family-friendly FAU" in 2016, FAU has undertaken to allow all members of staff to balance their academic career, their studies or their work with their family commitments. Family in this respect refers to people living together and taking on long-term social responsibility in the broadest sense. The focus of family duties lies on caring for children or other relatives.

Raising awareness of the importance of a family-friendly University is an ongoing process that should be encouraged at all levels. We will continually work to raise awareness of the importance of a family-friendly leadership culture sensitive to gender and diversity. Managers have a particular responsibility to ensure that staff can balance work and family commitments in line with the expectations of the Executive Board. This means that managers should endorse a family-friendly organizational culture and actively support their staff in balancing work and family commitments. This topic is systematically woven into the fabric of the University within the context of various personnel development measures, such as during onboarding events and leadership training courses.

The FAU Family Service²³ is happy to advise on a wide range of topics and offers approximately 250 childcare places at all University locations for staff's children between the ages of 1 and 6. Parent-child rooms are available across FAU, where parents can work while their children play. In addition, more than 20 mobile parent-child rooms (kids boxes) and additional games boxes for older children are available to FAU staff at all locations should they have to bring their children to work with them. A children's play area was opened in our student restaurant at Erlangen Campus South to make it easier for staff to bring their children. During all Bavarian school holidays (with the exception of the Christmas holidays), the Family Service offers entertaining holiday care tailored to the various age groups for children between the ages of 3 and 14 in close collaboration with a number of departments and at different locations across the University.

The Family Service also offers individual childcare for staff, guest researchers and students provided by a large pool of students (previously known as the babysitting service), childcare during conferences and congresses and emergency care services for when a child suddenly takes ill or staff have work commitments outside the opening hours of regular childcare facilities.

The Family Service regularly offers presentations on caring for relatives and is working to extend the services they offer by creating more places for day care and short-term care.

Funding from target agreements and gender equality funds is used to pay for teaching and laboratory staff to cover any gaps in employment due to pregnancy, maternity leave or parental leave.

Standards that have been established such as family-friendly times for meetings or committee meetings, or flexible working hours and workplaces should be observed at all times. All members of FAU are encouraged to take advantage of the family-friendly measures that are available to help them achieve the best possible work-life balance.

FAU is aware that creating and maintaining a family-friendly working environment will remain a work in progress and that a family-friendly working culture benefits at all times from new, fresh impetus. Therefore steps to raise awareness should continue to be developed and taken.

²³ www.familienservice.fau.eu/services/
(accessed: February 6, 2023)

Commitments and measures

- Maintaining standards that have already been established for balancing a family and a career in all areas of FAU (in view of the commitments already undertaken in the “Family at University” charter and “CoC Family-Friendly FAU”).
- Maintaining and extending existing services on offer at all FAU locations, for example by offering on-demand services, digital and blended counseling services.
- Extending services on offer for caring for relatives, for example by allocating places for day care and short-term care or offering blended counseling services.

4.5 Protection against and prevention of discrimination, harassment and sexual harassment

FAU and UKER are committed to preventing discrimination, harassment and sexual harassment to ensure the equal treatment of all individuals. Bearing this in mind, FAU and UKER have pledged to create an environment where individuals can study, work and carry out research without experiencing disadvantages or harassment for reasons of gender, race or ethnic origin, age, disability or chronic illness, sexual orientation, religion or belief. They also condemn discrimination on the basis of social background or social status. FAU and UKER promote an attentive culture based on treating others with respect, where each and every individual is valued. They actively strive to protect against and prevent discrimination, harassment and sexual harassment. All reported instances of misconduct shall be rigorously pursued.

For this purpose, the “**Guidelines on preventing and dealing with cases of discrimination, harassment and sexual harassment at Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU) and Universitätsklinikum Erlangen (UKER)**”²⁴ were passed and came into effect on June 1, 2021. These guidelines ensure that cases of discrimination, harassment and sexual harassment are dealt with transparently at FAU and UKER, they provide information on the rights and obligations of all parties, provide details on initial points of contact and counseling services available for those affected, and stipulate a structured procedure for submitting official complaints. They also set out a catalog of preventative measures and sanctions. In addition to the guidelines, a diagram has been drawn up illustrating the procedure for filing complaints set out in the guidelines, making it easier to understand the guidelines and various options for action.

The guidelines are based on the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz, AGG). However, as this only applies to members of staff at FAU and UKER, the guidelines specifically include all students and external parties (who are associated with either FAU or UKER). At the same time, these guidelines set out transparent rules governing employees’ rights to file a complaint at FAU pursuant to Section 13 AGG.

The preventative measures include regular courses and seminars aimed at various target groups such as initial points of contact and counseling services, women’s representatives, and deans of studies, and are intended to raise awareness of and provide advice on the AGG, sexual harassment, initial counseling and referrals.

²⁴ www.fau.de/files/2021/05/richtlinie_diskriminierung_sexuelle_belaestigung_eng.pdf (accessed: July 11, 2022)

Awareness training is offered to students. As one of the initial points of contact and providers of counseling services at FAU, the Office of Equality and Diversity at FAU uploads information material on their website.²⁵

Close ties to other relevant bodies in the region such as frauenBeratung Nürnberg, Frauennotruf Nürnberg and the anti-discrimination offices of the cities of Erlangen and Nuremberg offer valuable assistance when referring those seeking advice to qualified advisory services. These close ties also support the counseling services at FAU in providing advisory services, both as an initial point of contact and when referring those affected to other services.

In addition to the above, FAU and UKER consistently take care to refrain from using discriminatory or sexist images **at all times**, particularly in **advertising**.

Commitments and measures

- Decision-makers and managers will be targeted with information material and measures will be taken to raise awareness for the topic in the relevant committees, underlining their responsibility for encouraging a teaching and research environment free from discrimination and a culture where inappropriate statements and behavior are not tolerated.
- We will expand our portfolio of training courses on counseling and options for action and integrate the topic of anti-discrimination into existing measures and services where appropriate.
- Empowerment measures aimed at prevention (for example WenDo courses for female students) should be guided by actual requirements and offer a safe space for sharing confidences.
- FAU grounds and faculty premises should be successively checked for risk situations and potential safety hazards and adapted accordingly (e.g., indoor and outdoor lighting, emergency numbers, security staff and notices, checking rooms' suitability for the intended purpose).

²⁵ www.equality-and-diversity.fau.eu/respect
(accessed: July 11, 2022)

4.6 Monitoring and evaluation

The collection and analysis of key statistical figures relating to gender equality provides the Executive Board, the faculties and departments, and those involved in gender equality measures with an important management tool that allows them to keep track of developments in the area of gender equality and to monitor the impact of measures as well as to assess the extent to which objectives have been met on an ongoing basis.

Over recent years, the Office of Equality and Diversity has worked together with Data and Management Information to gather data on the ratio of the genders at each of the qualification levels on an annual basis, before incorporating this information into diagrams and publishing it on the FAU intranet. Detailed presentations are drawn up once a year for the Senate showing both the current situation and how the figures on gender equality have progressed over the year across the faculties at each of the qualification levels. In addition, all five faculties are provided with a five-year overview of faculty-specific data. Finally, data are also provided on academic and non-academic staff, pay grades, temporary contracts, appointment quota, committee members and internationalization, tailored according to requirements and target group.

Gender equality aspects also play an important role in the area of acquiring third-party funding when applying for DFG research networks and cluster initiatives: both quantitatively, for example by increasing the proportion of qualified women in third-party funded projects, and qualitatively, for example by integrating gender aspects into research projects or incorporating processes aimed at raising awareness of the overall topic of gender equality and diversity into University structures. Within the context of gender consulting for research networks, that was established as part of the FAU quality assurance process (see chapter 4.1), the Office of Equality and Diversity provides statistics on the proportion of women in the faculties and departments involved in research networks and in the subject areas across the whole of Germany (destatis).

Tailored assessments of gender equality tools and measures give an indication of their effectiveness and quality and can be used to improve and enhance equality measures.

Selected gender equality measures from the Faculty of Engineering were the focus of a two-year evaluation conducted by CEWS and managed by the BGD. The evaluation was based on three pillars (i) survey design of FAUmentoring ARIADNEtechnat program, (ii) guided qualitative interviews with representatives of various status groups within the Faculty of Engineering and (iii) analysis of documents and measures. FAUmentoring ARIADNEtechnat has an excellent reputation and a high degree of satisfaction among participants. The content of the program and the way it is designed is considered to be extremely helpful for planning a career in academia. At the time of the survey, 75% of Master's mentees had gone on to pursue a doctoral degree (figures from across the Faculty of Engineering in 2021: 26.6% female Master's students to 26.9% enrolled female doctoral candidates). Measures such as the visiting scholarship, the award for doctoral theses, and guest lectures are among the very well-received measures for female researchers at an early stage in their career and were evaluated positively. In future, measures for supporting women should be more closely linked to measures for encouraging early career researchers. In particular, it is important to pay attention to structural barriers, such as privileges enjoyed by male researchers when it comes to pursuing a career, and to finding possible solutions, such as raising awareness of implicit bias and informal exclusion criteria.

Commitments and measures

- Based on current gender and diversity monitoring processes, regular analytical gender and diversity reporting should be established in order to analyze the ratio between the genders, develop goals, strategies and processes, measure success, monitor objectives, and for benchmarking purposes.
- The indicators for benchmarks relating to gender equality and diversity should be extended to other areas, such as publications, third-party funding, start-ups, patents etc.
- Focusing on certain topics in gender and diversity reporting should allow an in-depth analysis.

