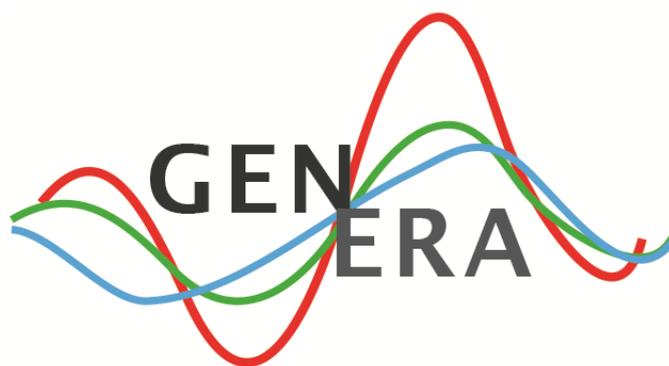


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**Gender Equality Network in the European Research Area
performing in Physics**

GENERA Toolbox
- developed by and for physicists -
2018

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Work Package 4	Customised GEPs and their implementation in physics
Task 4.1	Develop new features for tailored GEPs
Responsible Beneficiary	KIT – Karlsruhe Institute for Technology (Germany)
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Abbreviations

EC	European Commission
ERA	European Research Area
GE	Gender Equality
GENERA	Gender Equality Network in the European Research Area
GEP	Gender Equality Plan
HEI	Higher Education Institution
RFOs	Research Funding Organisations
RPOs	Research Performing Organisations
STEM	Science Technology Engineering Mathematics

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Introduction

The **GENERA** Project (Gender Equality Network in the European Research Area) is funded by the European Commission under the call GRI.4.2014 “Support to research organisation to implement gender equality plans”, within the Horizon 2020 Science with and for Society work programme. The European Commission (EC) defines gender equality as one of the priorities for the European Research Area (ERA). A consortium - comprised of 13 beneficiary partners from 10 European countries and a number of associate partners and observers - has been formed aiming to enhance gender equality in the field of physics with potential applicability to other sciences.

More information about the GENERA project can be found at <http://genera-project.com/>



(GENERA kick-off meeting on September 17th 2015 in Brussels)

The project aims at improving gender equality in physics research by fostering systematic institutional and cultural change through the development of tailored and evidence-based gender equality plans (GEPs). Accordingly, one of the goals of GENERA was to collect a range of tools, measures, and activities to enable partners to develop and implement GEPs adjusted to their organisation’s specific needs. This report presents the toolbox resulting from this effort. The tools, measures, and activities contained herein are aimed at different target groups and present different objectives in various scientific organisations.

The GENERA Toolbox is divided into two parts: the first part describes the purpose of the toolbox and lists target groups identified for the measures. The second part contains a collection of gender equality measures which were identified by different scientific organisations as successful and effective regarding the aim of increasing gender equality and promoting equal opportunities for women and men in the ERA. They are structured by the GENERA Fields of Action. Finally, as a unique set, the GENERA Gender in Physics Days are shortly described and reports and recommendations are presented.

Part I: Theoretical framework and purpose of the GENERA Toolbox

What is the GENERA Toolbox?

The GENERA Toolbox aims at assisting GENERA partner organisations that are in the process of the implementation of gender equality plans (GEPs) in tailoring their GEPs and gender equality measures to their needs. For this purpose, the toolbox offers a range of measures that can serve as models for other organisations. It is a structured collection of good practices – measures, instruments, and activities – that aim to address gender inequality. Information was collected and catalogued on gender equality measures related to structural, social, cultural, and political aspects of work environments in various (mainly physics related) research performing organisations (RPOs) and research funding organisations (RFOs) as well as higher education institutions (HEIs).

This toolbox does not aim to be exhaustive as it cannot present full details on each of the measures, nor does it provide a comprehensive picture of the gender equality measures implemented in the ERA. Instead it represents only a small selection of practical examples and structures in scientific organisations within Europe, which were seen as successful. It is not a static publication, but rather reflects an ongoing process, which can be updated and expanded.

The measures within this toolbox are collected from a variety of sources (surveys, experts, own experiences, supplemented by literature review). All of these collected measures and instruments can directly be implemented into the GEPs or can be structurally integrated to build a bridge from the current state of gender equality to a better state.

Structure of description of measures

Title	the original title of the measure/action as implemented and recommended
Difficulty	assessment of difficulty of implementation, differentiated between  <i>basis</i> : rather easy to implement  <i>intermediate</i> : rather moderate to implement  <i>experienced</i> : rather difficult to implement
Field of Action	classification in one of six fields of action which were established within the GENERA project
Objective	short description of objectives
Target group	recommendation for target groups

Description	detailed description of how the measure/action is in use
More information	further information to organization and contact person

The measures in the toolbox are categorized by fields of action, objectives, and target groups, because every organisation has a unique and different approach to gender equality. Organisations differ in their strategic and structural conditions. Taking these categorizations into account can simplify the creation and the implementation of GEPs and gender equality measures.

Objectives of the GENERA Toolbox

- ✓ These good practices are based on the principle "quality over quantity". They can be customised easily (as required for different organisations).
- ✓ With the collection of various effective measures and actions from participating organisations and the most frequently named recommendations from the literature, the GENERA Toolbox offers a broad set of possibilities to improve and extend existing GEPs and gender equality measures.
- ✓ Accordingly, measures can be used in order to enable systemic institutional change in the RPOs and RFOs as well as HEIs.

Who is this GENERA Toolbox for?

While the GENERA Toolbox focuses preliminary on RFOs, RPOs and HEIs, it can also be used by other organisations, which have the intention to promote gender equality and raise gender awareness at all qualification levels. To support the implementation of measures, the toolbox is especially interesting for managers and leaders who have to take the steps towards gender equality. The GENERA Toolbox can be used by the scientific community (in physics) – based on the principle of "give and take".

In essence, however, the toolbox was developed for any individual who is a stakeholder in gender equality issues – ranging from those with no knowledge of gender equality to those who have experience with gender equality issues.

How should the GENERA Toolbox be used?

By reading this Toolbox, you are taking important steps towards embedding gender equality in your organisation.

While going through this Toolbox you will find explanations, statistics and measures, which are supposed to give you an idea of what gender equality and equal opportunities could mean.

As every organization (with its structure, culture, guidelines etc.) is different, GENERA tried to bring together a wide variety of good practice measures on gender equality, taking into account basic, intermediate as well as experienced levels of difficulty of implementation of GEPs.

Individual contexts are of greatest importance and should be taken into account in every single step of the process of implementation. Measures or instruments that are considered to be successful in one organisation, do not necessarily work just as well in other organisations. The entire process of implementation should be mindful of the national situation and the overall framework conditions in the organisation e.g. the organisation's values, structures or employees.

It was decided to not list the costs of our collected measures. The aim is to give ideas and examples but not to discourage you because your organization doesn't have the budget a measure is listed with. It is also not common for organizations to give out this sensitive monetary information.

Just like the work on this toolbox, working on gender equality is an ongoing task that may change and vary over time.

Who are the target groups?

The following chapter focuses on the presence of women in different grades of academic careers – in particular at the higher levels of the academic path and in decision-making positions.

The overall objective is to get a change of attitudes towards gender equality in RPOs, RFOs and HEIs to inspire them to be more gender-aware and focussed on gender equality. On the other hand, it is important to encourage more women to choose scientific careers and to support them through to high level research. According to the commitments of "For Women in Science Manifesto"¹ it is the concern to

- encourage girls to explore scientific career paths
- break down the barriers that prevent women in science from pursuing long term careers in research
- prioritise women's access to senior positions and leadership positions in science
- celebrate with the general public the contribution that women scientists make to scientific progress and to society

¹ L'Oréal-UNESCO, 2015

- ensure gender equality through participation and leadership in symposia and scientific commissions such as conferences, committees and board meetings
- promote mentoring and networking for young scientists to enable them to plan and develop careers that meet their expectations.

In order to do this, GENERA Toolbox addresses the situation of following target groups:

- 💡 Pupils
- 💡 Students (undergraduate and graduate)
- 💡 PhD students, PhD candidates and research assistants
- 💡 Postdocs and mid-career scientific personnel
- 💡 Professors
- 💡 Management and leadership

Pupils

The target group “pupils” includes school students attending an educational institution (all grades of secondary education). In this target group all school grades (classes) are included: Elementary school (ages 6-12), middle school (ages 12-14), and high school (ages 14-18).

From early childhood on, pupils can get informed about different scientific fields, interesting research areas and experiments. The natural science is represented in a great number of research fields. The children can be involved in the world of science from their early years on. At the first stage of elementary school it can be presented in a playful form, interactive games and activities. This way children can explore interesting natural phenomena and take the first steps to studying natural sciences. In this way pupils will be excited with interesting experiments and practical experience; it helps to develop their interest for STEM fields and to motivate them to study it at school.

The additional measures and activities support students at studying natural sciences and overcoming the difficulties. Different labs and scientific clubs at school or other educational establishments for pupils enable them to learn more about various scientific fields. Children can experience themselves in the role of researchers and develop their practical skills. Furthermore, the students at secondary and high school can be informed about the possibilities of further education and career opportunities in STEM fields. After the graduating from school, pupils have to decide about their further study. Activities at school (especially for girls) can encourage them to choose their career path in scientific areas and avoid gender prejudice about female researchers.

Students (undergraduate and graduate)

The target group of “undergraduate students” includes persons who are enrolled in a HEI and are studying for a bachelor degree. “Graduate students” are persons who already possess a bachelor’s degree and continue their studies after graduation.

The goal within this target group is, to increase positive perceptions of science and to attract female students to STEM studies, particularly in physics.

Most of the students only have a vague understanding and unclear expectations of these science fields – especially of the field of physics. That is why it is so important, to recruit young people – especially women for science and physics at an early stage. As a reference point, higher education and experience in school are deemed as an important factor in favour of, or against making a career in physics. Vague information and false expectation of technologies and science require all teachers to better educate this target group from an early stage.

PhD students, PhD candidates and research assistants

“While the proportion of women at the first two levels of tertiary education is higher than that of men, the proportion of women at PhD level is lower.”²

PhD students and candidates are educated to degree level and employed – often on a temporary contract – by universities or research institutions. Usually they are enrolled in a PhD programme and simultaneously active in teaching. All of them are assigned to a supervisor.

Research assistants are like PhDs employed by universities or research institutions, for the purpose of assisting in academia research.

“Between 2002 and 2012 the number of women graduates in the sub-fields of science and engineering generally grew at a faster rate than the number of men. However, the fields in which women’s presence grew most quickly between 2002 and 2012 (computing; engineering and engineering trades) were also those where women started from the lowest base.”³

For this target group, but also partially for other target groups, the following aspects⁴ are relevant:

- clarity about career models and pathways
- ways of balancing career aspirations and family responsibilities

² European Commission, 2012, p.35 in She figures 2015, p.20

³ She figures 2015, p. 20

⁴ Pollitzer, 2012

- childcare issues and costs
- mobility, both across borders and sectors
- possibilities for dual career
- returning after career breaks.

Postdocs and mid-career scientific personnel

Postdocs are researchers after finishing their doctorate. They are (often temporarily) employed at a university or research organisation and do work relating to advanced academic or professional work. With their conscious decision to stay in science they are aiming for a professorship. The way of transition to a mid-career scientist is not clearly defined and the specific time period in which they enter and exit mid-career varies significantly. It is estimated that this period can last in-between ten and 25 years⁵.

Professors

This target group can be divided into groups of

- full professors – teachers at a college or university with the highest academic rank, usually the most senior in a particular field or department,
- associate professor – a teacher lower in rank than a full professor but higher than an assistant professor, and
- assistant professors – teachers of lower academic rank than an associate professor.

In most countries a person begins as an assistant professor, goes on to become an associate professor, before moving on to a full professorship.

“As in politics and business, academia is characterised by a strong gender imbalance at the highest levels. On average in the EU, only 15.5% of institutions in the higher education sector are headed by women and 10% of universities have a female rector. Moreover, on average, 36% of members of scientific and management boards are women. Also the highest career level for research, that is, the full professor position, the situation is characterized by a strong imbalance: the gender ratio is 80:20 male to female.”⁶

Management and leadership

“Management is the process of setting and achieving organisational goals through its functions: forecasting, organisation, coordination, training and monitoring-evaluation. Management focuses primarily on the administrative aspects of a business. Leadership is a

⁵ Pollitzer, 2012

⁶ EMBO, 2015, p. 7

process of influence between leader and team members, aiming at achieving common goals." Leadership is "the ability to influence some persons and groups, directing their efforts in completing organisational objectives".⁷

According to this citation, for all managers and leaders in every organisation it is necessary to know what gender equality means and that there are lots of measures to raise it and to build gender awareness at any hierarchical level within the organisation.

⁷ Popovici, 2012, p. 126

Part II: GENERA Toolbox – developed by and for physicists

The GENERA Toolbox provides a collection of proven measures and instruments out of the field of physics for inspiring (structural) changes in universities and research organisations. These are referred to as “good practices” from diverse organisations focused on physics. As has been mentioned above – all these “good practices” may be used as components in GEPs to increase gender equality in RPOs, RFOs and HEIs in order work towards sustainable gender equality efforts. But what does “good practices” and “proven in the field of physics” mean in this context?

To attain the objectives pursued and in comparison with various sources and definitions⁸ it was decided to define “good practices” in this toolbox as approaches that are:

- ✓ *proven in the field of physics*

As we focused the field of physics it is needless to say that all measures were/are in practical use in this field. They are implemented with the aspiration of success regarding to increase gender equality as well as the numbers of women.

- ✓ *successful*

Success depends primarily on the support and effort of all individuals involved. If the measure has been proven to work well and achieve good results, it can be recommended as a good example. Ideally, the organisation’s aspiration to raise gender awareness and to increase the proportion of women can be demonstrated by facts and figures in annual reports or similar. Another possibility is to measure the success of the individual instruments by the users' subjective perception and their effect on their work environment.

- ✓ *systematically embedded in the organisational culture*

The probability for success is closely linked to a *systematic approach*. Measures and instruments should be embedded in a wider organisational strategy on gender mainstreaming, diversity management or human resource development – this could guarantee a structured approach and would simplify the implementation. It also helps to reduce the resistances to gender equality. Furthermore it is possible to rely on or attract financing the measures or instruments.

- ✓ *sustainable*

In order to prevent a onetime effect of a “good practice”-measure or instrument, it has to endure longer than its original timeframe and lead to changes in the organisation. For

⁸ cf. FAO, 2015

this it is necessary to ensure that its implementation is really sustainable and positively affects the enhancement of gender equality or reduction of gender inequalities over a longer time period.

✓ *transferable to other disciplines/replicable approach*

“Good practice” measures or instruments have to be transferable between at least in one of the following: national, societal, economic and cultural contexts. Within GENERA, the national context is the most important one because of the international design of our project. The simpler the implementation is, the better is it because of a greater number of people can adapt the measures.

✓ *and ideally with an innovative character*

In this context, "innovative" refers to current issues and needs for action in the field of physics and is related to all target groups. This status can change over time. Measures may no longer be considered to be innovative, but still as possibly successful.

Moreover, besides these criteria it is important to note that these measures and instruments are derived from practical experience and are intended for practical implementation – *developed by and for physicists*. Therefore, they are described exactly as they are implemented. They provide an input for action based on individual achievements and strategies and are meant to support organisations in developing their own measures, tailored to the individual organisation's context.

Conclusion

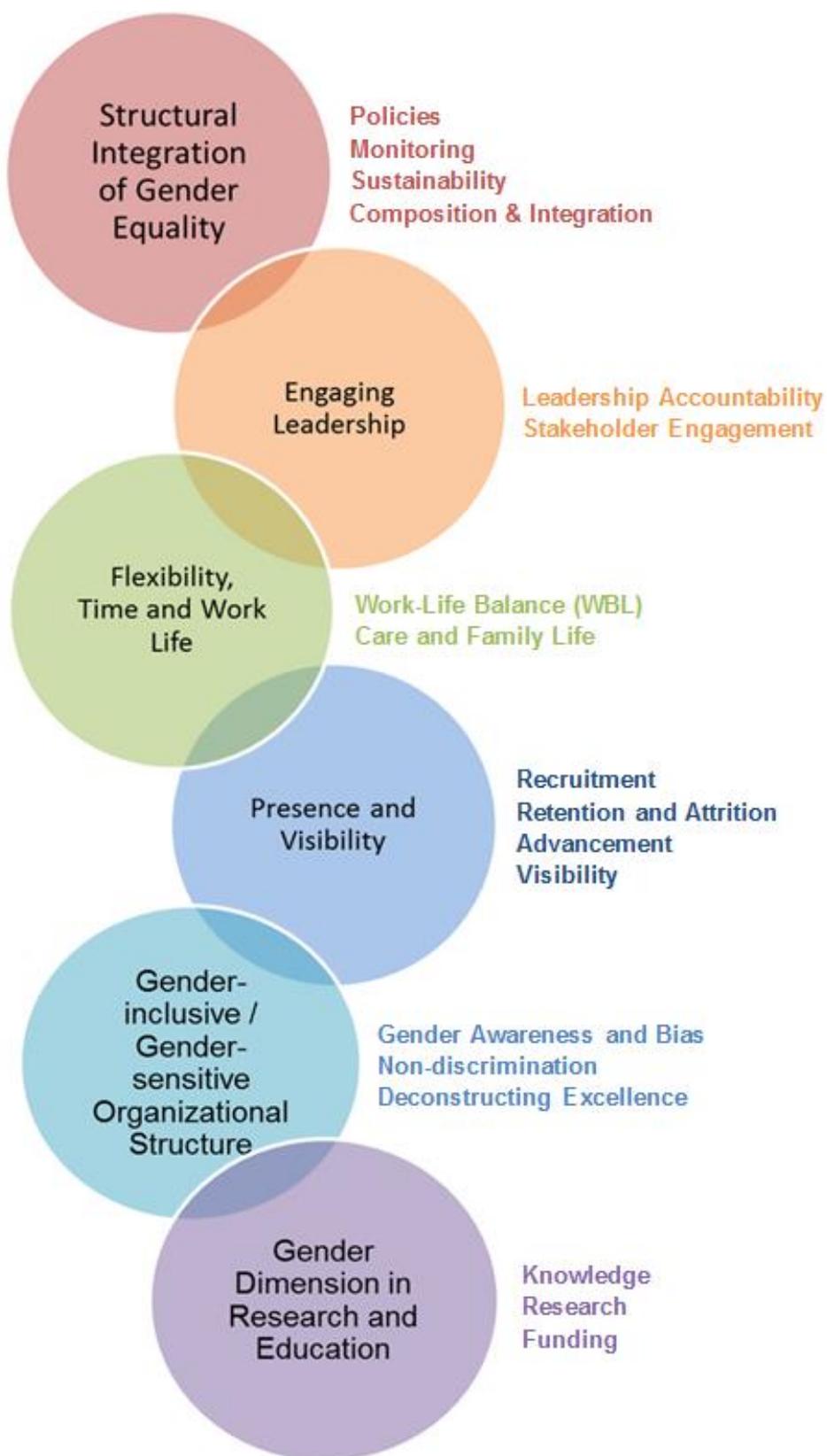
The GENERA Toolbox should be seen as a practical guide book – *developed by and for physicists* – that provide information and inspiration on a practical and applicable level, by giving “good examples” and possibilities of proven gender equality measures in the field of physics.

Before starting, it is necessary to come clear about ‘*what should be achieved within the real terms of possibility*’. To ensure maximum success of the measures, the following conditions should be met:

- ✓ the political will of the organisation: the question of wanting to do so and having appropriate organisational structures
- ✓ analyses of the organisation and of its current state of GE
- ✓ setting of overriding goals
- ✓ pointing out the benefits for the organisation and its employees
- ✓ provision of resources
- ✓ willingness and building awareness and know-how of all concerned
- ✓ knowledge about the value of GE
- ✓ monitoring and evaluating the goal attainment
- ✓ visualization of progress in gender-topics

This toolbox is aimed at helping and encouraging a progress towards gender equality. Although not every measure may prove to be appropriate for or successful in your organisation, we hope with this toolbox to support your efforts towards gender equality and gender awareness.

Fields of Action⁹ and sub-fields



⁹ GENERA Fields of Action - see Annex 1

Structural Integration of Gender Equality

Effective cultural and organisational change towards gender equality warrants well-thought out policies and the structural integration of gender equality within an organisation. In order for policies to be effective, they need to be targeted, evidence-based and sustainable, while the aim to reach gender equality has to be included in all aspects of the organisation, especially the composition of decision-making bodies. This refers not only to sex-equal membership, but also to the integration of gender-aware actors in such bodies.

Sub-fields:

Policies

...refer to all policies aiming at achieving transformative change towards gender equality directly and indirectly. Policies include all strategies, courses or principles of action and objectives relating to gender equality adopted by an organisation.

Monitoring

...refers to the presence of effective monitoring system implemented in an organisation to assess where actions are still needed and whether the adopted policies have been successful.

Sustainability

...refers to all measures taken to ensure that gender equality efforts are sustainable, e.g. gender equality being integrated in the organisation's long-term planning. In order to yield the desired outcomes, gender equality efforts need to be a long-term commitment, rather than a one-off engagement.

Composition & Integration

...refer to the sex-equal composition of all relevant boards, bodies and committees and the gender-awareness and ability of their members to address their own biases and make informed decisions. It further includes transparent and fair selection procedures, as well as ensuring that gender equality related boards and committees are equipped with enough power to effect change.

Engaging Leadership

To ensure that a gender equality plan is successful it needs to be supported by all actors within an organisation. It is especially crucial that leaders endorse gender equality as an important goal, signalling that gender equality is a vital aspect of the organisation's policy and approach. Furthermore, gender equality concerns all internal actors (e.g. employees) and external actors (e.g. policy makers). These stakeholders' support is as crucial for the success of any gender equality strategy, as well as their willingness to embrace the aim of reaching gender equality determines its success.

Subfields:

Leadership Accountability

...refers to leadership's accountability for the successes (or failures) of gender equality policies and subsequently whether the aims and targets set were reached. In order for gender equality efforts to be successful, leadership does not only need to be engaged, but also needs to be responsible.

Stakeholder Engagement

...refers to the involvement of all stakeholders – internal and external – in the organisation's gender equality efforts. As gender inequality is an aspect of society, addressing inequalities requires the involvement of all employees (internal stakeholders). External support is also necessary (e.g. policy makers).

Flexibility, Time and Work Life

Long working hours, high pressure and work-life imbalances are common practice in academic professions. This can negatively affect productivity and worker satisfaction (Kindman & Jones, 2008). Effective work-life balance policies provide a way to address this. Combined with carefully developed policies addressing the needs of employees with caring responsibilities, work-life balance policies would increase productivity, satisfaction and – with the move away from viewing women as traditionally responsible for care – would help move away from rigid sex-roles. It is crucial, however, that measures are formulated in a way inclusive of all genders to not reinforce persistent stereotypes.

Subfields:

Work-Life Balance (WLB)

...refers to time allocated to work and private life falling into a healthy balance. Effective work-life balance policies benefit both employees and employers, as productivity increases and stress-related illnesses are much less likely. Furthermore, they increase overall job satisfaction and can positively influence the lives of employees with caring responsibilities.

Care & Family Life

...refers to the reconciliation of work and family-life and the support of parents and carers. Work-life balance issues prevalent in academia have an even worse effect on carers, making it crucial to address this dimension. While women are statistically more likely to be involved with care work, increasing the support for all parents might help resolve gender stereotypes.

Presence and Visibility

There is a disproportional underrepresentation of women among research and scientific staff (leaky pipeline). Moving up the career ladder, women decrease dramatically and progressively. Addressing the underlying factors contributing to this – such as gender stereotypes – is crucial. In order to increase gender equality within science, it is important to foster a work environment in which all employees can excel. This involves not only the critical assessment of recruitment practices, but also strategies for retention and an analysis of women's attrition. Furthermore, increasing women's visibility and paying attention to equal representation is crucial. Measures in all these categories need to be defined carefully to not victimize female scientists or reinforce gender stereotypes.

Sub-fields:

Recruitment

...refers to recruitment practices and procedures and the necessity to design these in a transparent and gender sensitive way. This starts with the formulation of job advertisements and ranges to gender awareness and implicit bias training for recruitment panels.

Retention & Attrition

...refer to the attrition – or gradual decrease along the career line – and retention of women in scientific careers. Assessing the reasons for the attrition and retention of women from all levels of scientific careers is of high importance.

Advancement

...refers to measures and steps taken to advance and promote those belonging to structurally disadvantaged groups.

Visibility

...refers to the visibility of women within research and an overall more diverse representation of the field. This can involve gender-sensitive language use within the organisation, as well as the visibility of women on the outside of the organisation; for instance on the website.

Gender-inclusive / Gender-sensitive Organizational Culture

Increasing gender awareness among all members of an organisation is necessary in order for effective and lasting change to be possible. Often we are not aware of the gender stereotypes and biases we unconsciously hold and how they influence our interactions with others. Measures to increase gender awareness include the provision of gender/diversity seminars and the introduction of sexual harassment policies. Effectively raising gender awareness and upholding non-discrimination as an important mission within an organisation will benefit the working environment, as well as gender equality in the organisation overall.

Sub-fields:

Gender Awareness and Bias

...refers to addressing (implicit) gender biases, which are held by all of us and significantly influence our day to day interactions (even if we are not aware of them). Addressing these and raising awareness is essential in working towards gender equality.

Non-discrimination

...refers to fostering a work and physics culture free from discrimination. As gender is only one ground for discrimination, supporting a non-discriminatory work culture is essential to ensure the success of gender equality efforts.

Deconstructing Excellence

...refers to the way in which our understanding of excellence is gendered. As science is a part of gendered power relations and has long been dominated by men, excellence within science is inherently gendered, for instance through the assumption that time spend on the job is equal to ones dedication to science (Rees, 2011).

Gender Dimension in Research and Education

Gender is often not considered as an important aspect of research and education. Even in physics, where gender is not part of the content of the respective research, it still influences research practices. Enhancing knowledge about gender among researchers, as well as including aspects of gender analysis within research practices (where applicable) is vital in ensuring effective cultural change. Another aspect of the gender dimension in research and education is research funding. Addressing biases eminent in research funding practices is another aspect of effective change.

Sub-fields:

Knowledge

...refers to the dimension of gender knowledge in all areas, spanning the awareness of stakeholders and leaders, as well as the inclusion of gender studies in all university curricular to enhance awareness and sensitivity.

Research

...refers to the inclusion of gender as a dimension of research contents. It involves the inclusion of methods drawn from gender studies, as well as a critical engagement with the way in which gender influences research.

Funding

...refers to gender being an important dimension within research funding. Whether a scientist receives funding (for instance via requirements for funding) can be influenced by gender stereotypes or societal expectations.

List of measures and instruments (Overview according Fields of Action)	Structural Integration of Gender Equality	Engaging Leadership	Flexibility, Time and Work Life	Presence and Visibility	Gender-inclusive / Gender-sensitive Organizational Culture	Gender Dimension in Research and Education
120% support Grant						
5-yearly Review of Employment Conditions at CERN						
Advice by international gender experts						
Anonymized Application Procedures						
Athéna - Programme d'Études Anticipées						
Awareness-raising activities						
Awareness-raising activities within head office and review boards						
Bias Literacy Program						
Café con astrónomas						
Career Steps OPPORTUNITIES – Road Show						
Central Equal Opportunities Officer						
Certificate audit “workandfamily”						
Childcare						
Coaching in Cases of Sexual Discrimination						
Code of Conduct for the Max Planck Society						
Conferences for undergraduate Women in Physics						
Creating Futures in Science - workshop						
Directive for tendering scientific positions						
Diversity training in the context of research funding						
Do STEM - exhibition						
Dual Career Service						
Elisabeth Schiemann Kolleg						
Employee Survey						
Equality on the intranet						
Exploring Gender and Culture - workshop						



Family+						
Family leave						
Family portal						
Female friendly graduate department questionnaire						
Female scientists at the top – TU-cofund qualification programme						
Femtec. Promoting Talents						
fiMINT- Women in Maths, Computer Science, Science and Technology						
Gender Equality Grant						
Gender Equality Officers - in the Institutes and Sections						
Gender in Physics - Workshop						
Gender in science genSET - online platform						
Gender-disaggregated data collection						
Gender-inclusive / Gender-neutral Language						
GENERA Gender in Physics Days						
GENIS LAB - The Gender in Science and Technology LAB						
German female physicists conference (GFPC)						
Girl's Day- Girl's Future Day						
House of little researchers						
I Will Be a Professor! Girls' Introduction to an Academic Career Path						
Ideas Competition for the Promotion of Women						
Individually drafted contract agreements						
Information on post-doc opportunities and financial support for traveling						
Initiative "Chefsache" Drive the Change – For Men and Women – Network						
International Geneva Gender Champion Initiative						
International High School Teacher Programme - Gender Inclusive Teaching Workgroup						
Intersectionality in Gender Equality Policies for Physics						

Israeli Women post-doc data base						
Kid's University						
KLeVer - A Project within the Gender Mainstreaming Process						
Leadership Accountability						
Lise Meitner Excellence Programme						
Management Programme for Female Professors and Managers						
Managing motherhood and scientific career						
M. Hildred Blewett Fellowship						
Maria Goeppert Mayer Award						
Maternity Protection in the Laboratory						
Meetings of graduate students with returning scientists						
Meine Heine-Frau - project and brochure						
MeMPhys – Mentoring in Mathematics and Physics						
Mentorat Releve						
Mentoring programme X-Ment						
MINERVA (W2) Programme/Max Planck Research Group Leaders						
MINERVA FEMNET Mentoring						
MinTU- Girls at the Technical University Dortmund						
Mission Strategy FOM						
Mobile emergency-supporting child care tool						
Nawi-Lola- Learning in Laboratories for girls						
No-cost Extensions						
NWO Physics/f grants (former FOM/f) - Funding programme for female physicists						
Observations in evaluation panels						
Organisation of Gender Mainstreaming workshops and seminars						
Parental leave with occupational activity - work time models						
Parity-Based Committee on Questions of Gender						

Equality						
Participatory Modeling						
Performance-Based Funding						
Permanent Presidential Committee 'Chances'						
Ph.D. programme for female scientists						
PhySch- Physics and School Teach-Learn-Laboratory						
Physics Project Days - A Girls-Only Workshop						
Physiscope						
PIA- Physics in advent						
PME Child Care Service						
Post Career Break Fellowship						
Post-doctoral award for women in science						
PraktikumsInfoBörse- Internship database						
PRIMA						
Professeure						
PROfessorin						
ProMotion						
Regulars' table at KIT						
ROBERTA – Learning with robots						
School competition "Women in Physics, stereotypes and gender bias"						
Seminar: "Identifying, Developing and Keeping talented Persons"						
Sign up! Career building programme for female postdocs						
Site Visits						
Springboard for Women in Business Initiative						
Stakeholder Engagement						
Subside Tremplin						
Targets for women award holders and positive action						
TeamUp - programme						



Technology Needs Diversity – Technology Needs You!						
The International Post-Doc Initiative - IPODI						
Time Flexibility						
Transitional Funding for Female Doctoral and Postdoctoral Researchers						
Unconscious bias training						
UniMento - cross-faculty mentoring programme						
Website - Equal Opportunities Fehler! Textmarke nicht definiert.						
WiN Portal (Female scientists in the network)						
Wolke 7 ("Cloud 9") - Physics Club for Girls						
Women in Physics LinkedIn						
Women's promotion needs sustainability						
Workshop Gender Sensitisation						
Young Female Leaders in Science						
Zdi-Campus – Girls try out STEM-fields						

Structural Integration of Gender Equality

Title: Advice by international gender experts¹⁰



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Addressing gender equality issues regularly in the organization ▪ Raising awareness on bias and stereotypes and their impact
Target group(s):	Management and Leadership
Description:	The Swiss National Science Fund has an international advisory board for gender equality. The members are internationally known gender experts and distinguished researchers. This committee meets twice a year at SNSF and makes sure that gender equality issues are addressed in the organisation on a regular basis. Committee members have given presentations on biases and stereotypes and their impact on the evaluation process to the SNSF Research Council members in 2015 and 2016.
More information:	Swiss National Science Fund (SNSF) (Swiss) Website: http://www.snf.ch/en/Pages/default.aspx

¹⁰ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

Title: Anonymized Application Procedures



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Engaging Leadership ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	<ul style="list-style-type: none"> ▪ Prevent the gender biases from impacting hiring decisions
Target group:	Management and leadership
Description:	<p>A research group leader at the Max Planck Institute for European Legal History only accepts anonymous application for PhD positions.</p> <p>Anonymous applications can help reduce the influence of implicit gender biases and gender stereotypes on hiring decisions. The implicit biases and gender stereotypes held in given society can negatively influence the assessment of female candidates especially. Commonly, women`s achievements are valued less and they are deemed to be less competent. Anonymous applications disguise sex of a person and thus enable a more objective assessment of candidates for a specific position.</p> <p>Additionally, anonymized applications can help prevent discrimination based on other grounds – such as ethnic background.</p>
More information:	Max Planck Institute for European Legal History (Germany)

Title: Awareness-raising activities¹¹



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Awareness raising ▪ Selection of various activities for structural change ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>Employees at the organisation</p>
Description:	<p>Since 2012, the French National Research Centre has developed various forms of awareness-raising activities, including training sessions, reviews of the related scientific literature, committees, and changes of procedures, led by the Mission pour la Place des Femmes au CNRS (Mission for the Place of Women at CNRS) and in collaboration with CNRS' National Committee, Institutes, HR department, and governance.</p> <p>A specific committee was put into place in 2013, inspired by the 'Strategies and Tactics for Recruiting to Improve Diversity and Excellence Committee' (STRIDE),¹² initially created at the University of Michigan (US) through the NSF-ADVANCE Programme¹³. Its objectives are to review procedures and practices for the evaluation, recruitment and promotion of researchers at CNRS, with respect to gender equality, and to make concrete proposals to improve these when relevant. Its membership comprises the Chief CNRS Research Officer, all Chairs of the 46 CNRS standing peer-review evaluation panels, deputy scientific directors of CNRS Institutes, senior HR officers, senior women researchers and gender experts, and representatives from the Mission pour la Place des Femmes au CNRS. The committee meets one to three times a year and among its actions so far are: training on gender equality issues and unconscious bias (based on the latest social science expert researchers literature); production of multi-annual, sex-disaggregated</p>

¹¹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

¹² <http://advance.umich.edu/stride.php>

¹³ https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5383

More information:	<p>statistical factsheets used by panels; introduction of family-related career breaks in evaluation consideration; changes in the procedures for awarding CNRS medals¹⁴; and involvement of external observers during the 2015 interviews for the CNRS entry and promotion panels. The production of recommendations for panel members is also foreseen.</p> <p>French National Research Centre (France) CNRS – Centre national de la recherche scientifique</p>
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Title: Awareness-raising activities within head office and review boards¹⁵



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive / Gender-sensitive Organizational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Awareness raising ▪ Gender-sensitive organisational culture
Target group(s):	Management and Leadership
Description:	<p>The German Research Foundation (DFG) has carried out various awareness-raising activities at their head office. The internal DFG Working Group ‘Equal opportunities in research and academia’ has reviewed related scientific literature and has developed a training module for members of the head office.</p> <p>The first training included a scientific presentation by a renowned scientist on aspects of information processing, categorising, stereotypes and implicit bias. In a follow-up workshop, these aspects were further discussed in relation to practical aspects of the evaluation and decision processes at DFG. Concrete measures have been developed that could further avoid possible judgement and decision bias, and recommendations and guidelines for panels will serve as basis for further</p>

¹⁴ <http://www.cnrs.fr/en/research/awards.htm>

¹⁵ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

More information:	<p>discussions with DFG review boards. Review boards evaluate proposals to fund research projects and also monitor the review process to ensure that uniform standards are observed. Therefore, they play a key role within the evaluation process. As a next step, these review boards will be asked to explicitly discuss aspects of implicit bias, paying particular attention to gender bias, in one of their forthcoming review meetings.</p> <p>German Research Foundation (DFG) (Germany) Website: http://www.dfg.de/en/index.jsp</p>
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Title:	Central Equal Opportunities Officer 
Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Policies, monitoring, sustainability ▪ Composition and Integration
Objectives:	<ul style="list-style-type: none"> ▪ Support of the institution strategically in the implementation and further development of the equality goals ▪ Establish and promote the idea of equal opportunities in all groups and at all levels of the organisation.
Target group(s):	<p>Management and Leadership</p> <p>Employees</p>
Description:	<p>The Central Gender Equality Officer performs her duties in principal employment. She is part of the Administrative Headquarters and reports directly to the Secretary General. She is not bound by instruction in the execution of her duties</p> <p>The Central Gender Equality Officer supports the Max Planck Society strategically in implementing and refining its gender equality aims:</p> <p>a) She advises the various internal target groups (Institutes, Management, Sections, numerous functionaries) with regard to gender equality. In this context, she is a member of the Permanent Presidential Committee 'Chances' and a permanent guest in several central governing bodies of the Max Planck Society, e.g. the Senate and the Scientific Council.</p> <p>b) She supports the Gender Equality Officers in the Institutes, Facilities, and Sections by providing them with information and trainings.</p>

	<p>Additionally, she negotiates the role, rights, and responsibilities of the Gender Equality Officers with the decision-makers and the relevant governing bodies.</p> <p>c) The Central Gender Equality Officer, moreover, designs and supports the internal Public Relations work with regard to 'Equal Opportunities'. Furthermore, she is taking on parts of the external presentation and representation of the Max Planck Society in the area of gender equality.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p> <p>Website: https://www.mpg.de/zgb</p>

Title: Coaching in Cases of Sexual Discrimination



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organizational Structure
Objective:	<ul style="list-style-type: none"> ▪ Provide individual advice to the leadership and management in cases of sexual discrimination and harassment
Target group(s):	Leadership/management
Description:	<p>The manager's responsibility include investigating complaints about sexual discrimination or harassment. The Institution offers support in accomplishing this task by providing individual advice from experienced coaches. By means of targeted corrective interviews, the participant will address "sexually discriminatory" situations and thus get the professional and routine work process back on track. The measure is a preparation for possible cases, also in urgent situations.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Directive for tendering scientific positions



Field of Action:

- Structural Integration of Gender Equality
- Presence and Visibility

Objectives:

- Increasing the proportion of women in academic position

Target group(s):

Women at all career levels:
 PhD students, PhD candidates and research assistants
 Postdocs and mid-career scientific personnel
 Professors
 Management and leadership

Description:

The faculty strives to increase the proportion of women in academic positions at the faculty significantly. In this respect, the faculty requests all persons and involved subunits, the following measures and at least four verifiable to perform. This directive applies to the invitation to tender issued by the university assistant to prae-doc as well as for university assistants in post-doc positions.

1. The tendering unit / person shall immediately name the “job center” the Dean's office, the subunit(s) within the faculty, in which are scientific employees, for whom the tender could be relevant. As soon as the vacant position is published, the Dean’s office sends the tender text by e-mail to the secretariats and in copy to the leaders and the deputy head of all subunits (e.g. online or posting) as well as to all scientific staff working in the subunit; for the purpose of information and with the request for distribution in the personal subject-related contact networks.
2. The tendering unit / person shall take into account the compulsory publication of all prae-doc and post doc positions in the mobility portal (EURAXESS Jobs Portal) - Exception: Working conditions under six months - and uses the English text in the “jobcentre”.
3. Immediately after the publication of the vacant position, the tendering unit / person as well as the dean's office have to make a well visible notice of the tender text.
4. After publication of the vacant position the tendering unit / person shall request relevant subunits of the University of Vienna as well as at least

five teaching and research institutes in the field of research outside the University of Vienna to make the tender more visible.

5. After publication of the vacant position the tendering unit / person shall place the tender text in at least one social network or a field-relevant user group of a general social network, if available / known.

6. After publication of the vacant position the tendering unit / person shall pass to at least one - as much as possible - preferably scientific field-relevant information or networking platforms for women and women studies', feminist research, gender studies, if available / known.

The working group on gender quality waives on the repetition of a tender, if from the above measures have been carried out at least four.

More information:

University of Vienna (Austria)
 Contact:
 Univ.-Prof. Dr. Christa Hofmann
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Title: Code of Conduct for the Max Planck Society



Field of Action:

- Gender-inclusive/Gender-sensitive Organisational Culture
- Structural Integration of Gender equality
- Engaging Leadership

Objectives:

- Protection against sexual discrimination, harassment and violence
- Raise awareness
- Contribute to prevention of sexual harassment, discrimination and violence
- Provide help to the employees and anyone who has contact with the research organization

Target group(s):

All employees, scholarship holders, trainees, third parties in a contractual

Description:

relationship with the institution, guests/visitors, also persons who are not subject to the works constitution act (e.g. management board, scientific members, senior executive staff)

Sexual discrimination, harassment and violence are forbidden in the Max Planck Society. The organization provides protection by taking the necessary measures (information, training, sanctions) within its sphere of influence.

The organization investigates and punishes violations against this Code of Conduct. It adopts a procedure to ensure that:

1. Complaining persons shall not suffer any disadvantages from the justified report of misconduct.
2. All steps potentially taken are coordinated with the complaining person as far as possible and their anonymity is ensured to the greatest extent as possible; provided that disclosure is not mandatory due to legal provisions or substantially overriding interests.
3. The presumption of innocence in favour of accused persons is respected.

Complaints may be made informally, including verbally or electronically. Contacts for affected persons are the direct supervisors and other persons with leadership and supervision responsibilities, the local Gender Equality Officers, the Central Equality Officer, the Works Council, the General Works Council and the Representative of individuals with severe disabilities.

Of course, affected persons have the right to contact external facilities.

More information:

Max Planck Society (Germany)

Contact: zgb@gv.mpg.de

Title: Employee Survey



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Evaluate the structural integration policy ▪ Gain information on gender-inclusive/gender-sensitive issues ▪ Explore the organisational culture of the company ▪ Get an insight on the reconciliation of private and work life
Target group(s):	<p>Management and leadership</p> <p>Employees at the organisation</p>
Description:	<p>Each employee is surveyed about their current situation and individual needs. The results of this survey can be used to generate a more gender sensitive organisation as well as to develop measures on gender equality. The survey is especially aimed at exploring the needs of women and family.</p>
More information:	<p>Fraunhofer-Institute (Germany)</p> <p>Contact: Ingrid Löh</p> <p>ingrid.loeh@umsicht.fraunhofer.de</p>

Title: Equality on the intranet



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<p>Information about:</p> <ul style="list-style-type: none"> ▪ Equal chances for women and men ▪ Career development ▪ Work and life balance/compatibility ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>Employees at the organisation</p>
Description:	<p>The Fraunhofer Institute created an intern platform on gender equality. This intranet platform provides all information on:</p> <ul style="list-style-type: none"> ▪ representatives of gender equality (Contact details, etc.) ▪ activities with the topic “gender equality and diversity”, e.g. conferences, work meetings, etc. ▪ activities for the whole family, e.g. child-care in the holidays, girls’ & boys’ days, etc. ▪ work and life balance/compatibility ▪ mentoring and promotion ▪ gender-sensitive language ▪ etc. <p>The institute has not collected data on the use of the intranet platform yet. However, it reports that the attention gender issues receive has increased. To develop this measure for other organisations, personnel with technical skills, about to take care of the intranet and of the dissemination of information would be needed.</p>
More information:	<p>Fraunhofer-Institute (Germany)</p> <p>Contact: Jasmin Link jasmin.link@iao.fraunhofer.de</p>

Title: Family+



- Field of Action:**
- Structural Integration of Gender Equality
 - Flexibility, Time and Work Life

- Objectives:**
- Reconciliation of work and private life
 - Employee retention

Target group(s): Students (undergraduate and graduate) (partially – only the Emergency Care FlexiKids)
 PhD students, PhD candidates and research assistants
 KIT employees

Description: The KIT created a range of services for various target groups regarding child/elder care and future family responsibilities. This program provides support in:

- Time of pregnancy
- Day Care
- ElderCare

Time of pregnancy

Parental leave program 

When a child is expected, it raises a lot of questions for the future parents. The parental leave program is to promote and realize the reconciliation of work and private life within the framework of gender equality at the KIT. The unit Human Resources development and Trainee Department at KIT gives support and individual advice tailored to specific needs.

The program is aimed at employees who are in a family-related time-out or before. With the program, KIT has set itself a goal of assisting employees with their family-related time-out as well as the re-entry into the job. Participation is voluntary.

Pregnancy compensation pool 

For compensation adjustments during the maternity leave period, transition funds are available from a compensation pool.

These funds cover costs of a replacement caused by civil servants maternity leave or work ban due to pregnancy.

Day Care

KIT has four daycare centers with a total of 205 childcare facilities for children from three months to starting school.

Emergency care FlexiKids

To provide the best possible work-life-balance for KIT employees, doctoral candidates as well as students, we have developed the program *FlexiKids*. It can be used in cases of emergencies, by regular daycare drop out, short term business trips, events at KIT etc. There are five places available for children from six months to 12 years old.

The emergency care of childminder complements the *FlexiKids* program. Emergency care takes place directly at the respective childminder seven days a week for children aged 0-12 years and provides support in emergency situations, business travels, evening and weekend events as well as overnight stays. Also the transport to the day care or school is possible.

Childminders network

In order to bypass the need of a long term daycare the employees as well as doctoral candidates have a possibility of finding a suitable childminder within our network.

Parent-Child Office

The parent-child office is a measure for reconciling work and family life for the employees at the KIT. As a pilot project it is constantly optimized and adapted to the needs. In the parent-child office, KIT employees can work in typical work environment with a computer, telephone and internet access. At the same time, the room provides opportunities for childcare. The room is only an emergency aid and does not provide an alternative to regular care.

ElderCare   

A nursing case in the family often means a heavy weight – especially for a working person. Together with “Deutscher Pflegering” we provide a support that assists the employees at KIT by the subjects such as senior nursing and family members in need of care. There are three available service modules: online-portal, hotline, brochures, which provide more information in detail.

More information:

Karlsruhe Institute of Technology (Germany)

Contact: Sabrina Heinze

Sabrina.heinze@kit.edu

Website: <http://www.peba.kit.edu/1249.php> (only in German)

Title: **Family leave**¹⁶



Field of Action:

- Structural Integration of Gender Equality
- Flexibility, Time and Work Life
- Gender-inclusive/Gender-sensitive Organizational Culture

Objectives:

- Support during family leave

Target group(s):

All employees with family responsibilities

Description:

“Family leave includes statutory maternity, paternity and adoption leave where statutory pay (generally up to full salary) is received by one or both new parents, who legally retain their employment post during their absence.”¹⁷

Various possibilities to support mothers, fathers and parents are provided by different research organizations. Following some good practice examples are briefly described:

¹⁶ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

¹⁷ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; p. 60

Science Foundation Ireland (SFI) and Research Councils UK (RCUK)

In the UK and Ireland, the state does not pay the full salary of employees on statutory maternity leave. However, most RPOs and universities have a policy to provide 100% of their salary to their employees on maternity leave, including researchers whose salary is funded through research grants, which can leave the RPOs and universities financially exposed in these circumstances. In order to remove any perceived barrier towards the hiring of women researchers, Research Councils UK and the Science Foundation Ireland provide additional funding to RPOs and universities to supplement the statutory maternity pay to 100% of the employee's salary when team members funded through research grants take a period of maternity or adoptive leave.

Swiss National Science Foundation (SNSF)

In the case of adoption, where the customary local rules provide for less than two months' adoption leave, the Swiss National Science Foundation will finance a full two-month leave and the continued payment of salary. Additionally, if it is necessary to employ a replacement to ensure the successful continuation of the research work during maternity or adoption leave, SNSF may approve such an arrangement and take responsibility for the corresponding additional costs.

Swiss National Science Foundation (SNSF)

Mobility grant holders (early and advanced postdocs) at the Swiss National Science Foundation who become fathers may be granted paid paternity leave of up to four months in the course of a fellowship, if applied and justified, beyond the provisions of the Swiss welfare system.

Research Foundation Flanders (FWO)

PhD and postdoctoral fellows can benefit from the statutory 15 weeks of maternity leave or of paternity leave; additionally, unpaid parental leave is possible, either full-time or part-time. During periods of maternity leave and full-time parental leave, additional tasks, which

host institutions may require from FWO-funded PhD or postdoctoral fellows, are suspended and the grant recipient's salary is covered by default.

German Research Foundation (DFG)

Researchers can apply for extra funding, for example for an assistant in the project to carry out routine work, while on maternity leave or when working part-time.

Science Foundation Ireland (SFI)

No-cost grant extensions and reporting extensions during and after family-related leave can be granted. The SFI Maternity/Adoptive Allowance provides funding that can be used to hire additional staff to support the administration of the project, to hire a replacement team member or to extend the project so that the team member can complete their work after returning from family leave.

National Institute for Nuclear Physics (INFN)

Grant extensions during maternity or parental leave are guaranteed and it is financially supported by the national social system (80%) and INFN (20%).

Spanish National Research Council (CSIC)

CSIC is a public RPO, therefore maternity (16 weeks) and paternity (two weeks) leaves and measures are regulated and follow the government legislation. There is a 'breastfeeding leave' of one hour reduction per working day until the child is 12 months old. CSIC also has a kindergarten close to the headquarters for the children of CSIC employees.

Swedish Research Council (VR)

The salary of the researcher on parental leave is provided by the national social system (about 80%). Often the hosting university complements the national social system up to 100%.

Research Councils UK (RCUK)

A specific briefing on RCUK Family and shared parental leave and pay. This comprehensive briefing provides information relating to Maternity, Paternity and Adoption Leave and Pay from the Terms and

	<p>Conditions of Grants and Training Grants; and the RCUK Training Grant Guide and Research Council Funding Guides. It is intended primarily for Research Council funded students and researchers to assist their discussions with their supervisors and line managers; it will also be useful for staff in research offices, HR and equality and diversity specialists.</p> <p>Only a few links as example:</p> <ul style="list-style-type: none"> ▪ http://www.dfg.de/en/research_funding/principles_dfg_funding/equal_opportunities/index.html ▪ http://www.sfi.ie/funding/grant-policies/sfi-maternity/adoptive-policy.html ▪ http://www.rcuk.ac.uk/media/news/140508/ <p>Further information can be found at the homepages of the individual organizations.</p>
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<p>Title:</p>	<p>Family portal</p> 
<p>Field of Action:</p>	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Flexibility, Time and Work Life
<p>Objectives:</p>	<ul style="list-style-type: none"> ▪ Work and life balance ▪ Easy accessible information on family related work issues
<p>Target group(s):</p>	<p>All target groups (except Pupils)</p> <p>KIT employees and students with Children</p>
<p>Description:</p>	<p>The homepage "Family portal" was created to bundle and disseminate all relevant information on family-related work issues. The homepage includes links to childcare projects at the KIT as well as information on student-loans especially for young students with children. The portal also gives information of contact people to issues that may occur. KIT leadership supports the reconciliation of work and family, the website is designed to ensure that employees and students can easily find various offers and benefit from them. The portal gives easy access to information and measures.</p>
<p>More</p>	<p>Karlsruhe Institute of Technology (Germany)</p>

information:

Contact: Katharina Domokos
 katharina.domokos@kit.edu
 Website: <http://www.familienportal.kit.edu/>

Title: Gender-disaggregated data collection¹⁸



Field of Action:

- Structural Integration of Gender Equality

Objectives:

- To assess the status quo of an organization
- To get a starting point on (structural) changes

Target group(s):

Management and Leadership

Description:

For the implementation of a Gender Equality Plan or a long term monitoring it is important to assess the status quo within each organization. This includes HR statistics, assessing basic demographic data, as well as policies and documents in place.

Various approaches of data collection are provided by different research organizations. Following some good practice examples are briefly described:

Austrian Science Fund (FWF)

The breakdown of FWF-funded projects and programs by gender is monitored through annual reports.

Research Foundation Flanders (FWO)

FWO keeps track of applications and success rates of men and women applicants throughout all calls for funding. Similarly, FWO monitors grant management as well as the research outcome for gender by collecting gender-disaggregated data, though mostly on principal investigator-level only.

The analysis of this monitoring is used internally for policy updates, and results are also published in the annual reports and policy reports, which may be downloaded freely at

¹⁸ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

<http://www.fwo.be/en/publications/>. The annual report for 2012 was devoted entirely to the topic of gender and diversity¹⁹. Program regulations and specificities are updated on a regular basis depending on specific needs or policy choices by FWO governance or in compliance with national and regional laws or stakeholder requirements.

Danish Council for Independent Research (DFF)

DFF does collect and analyse gender-disaggregated data at the reporting stage.

Science Foundation Ireland (SFI)

The gender breakdown of SFI funded researchers (including grant holders, postdoctoral and pre-doctoral researchers, technical and administrative/management staff) in all programs is monitored through annual reports and progress reviews, and published annually in the SFI Annual Report.

Spanish National Research Council (CSIC)

Since 2002, the CSIC Committee for Women and Science advises the Presidency of CSIC to improve the status of women researchers. The Committee publishes annually disaggregated statistics of the status of scientific staff, including pre- and postdoctoral contracts.

Swedish Research Council (VR)

VR has been collecting and analysing gender-disaggregated data regarding applicants since 2003. The gender equality analyses are published regularly. Moreover, gender-disaggregated data is published yearly in the Council's annual report. If the success rates are different for women and men, the respective scientific sub-council must explain the difference and present a plan to rectify the situation. Also, every other year, the Council conducts gender equality observations of a selection of peer review groups and the results of the observations are published. The analyses and the observations are used in gender equality education of decision-making bodies, of peer-review groups and of Council staff.

Research Councils UK (RCUK)

¹⁹ <http://www.fwo.be/media/184812/FWO-annual-2012.pdf>

More information:	<p>RCUK collects and publishes gender-disaggregated data on the student populations it supports.</p> <p>Further information can be found at the homepages from the individual organizations. For example the latest data from RCUK: http://www.rcuk.ac.uk/documents/documents/researchcouncilsdiversitydataapril2016-pdf/</p>
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Title: Gender Equality Officers - in the Institutes and Sections



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Policies, monitoring, sustainability ▪ Composition and integration
Objectives:	<ul style="list-style-type: none"> ▪ Advice and support function both for her facility and for individual employees ▪ Supporting the Institute's management in the preparation of the equal opportunities policy (gender equality plan) ▪ Equality-oriented monitoring of application procedures
Target group(s):	<p>Management and Leadership</p> <p>Employees</p>
Description:	<p>The Gender Equality Officers from each section (1. Biological-Medical Section, 2. Chemical-Physical-Technical Section, 3. Humanities, Social Sciences and Humanities Section) select from their midst one Gender Equality Officer and two deputies for the respective Section. The term of office is two years.</p> <p>The Section Gender Equality Officers play an important role in achieving equal opportunities between the sexes in the Max Planck Society. They support the research organization and its agents in the gender-sensitive execution of all internal and external processes at Section-level.</p> <p>The Section Gender Equality Officer or one or both of the deputies monitor the appointment and admission procedures which concern positions with leadership responsibilities. This applies to the</p>

scientific positions in pay groups W2 and W3. Furthermore, the position involves the participation in meetings of governing bodies on the Section-level, Section meetings, Scientific Council and the Perspective Commission.

Female employees in secret ballot elect the Equal Opportunities Officers in the institutes for a term of four years.

Tasks of the Max Planck Equal Opportunities Officers are:

- Supporting the Institute's management in developing objectives for gender equality and the development of a suitable gender equality strategy.
- Supporting the Institute's management in the preparation of the equal opportunities policy (gender equality plan)
- advisory and support function for their institution as well as for individual employees
- Monitoring of application procedures

The work of a local equal opportunities officer is performed on a voluntary basis. The Gender Equality Officer performs the duties of her office during regular working hours and to this extent she is released from her other work. The Gender Equality Officer can take part in further training and seminars related to her duties. Applications to undertake business travel as part of her duties cannot be refused. The Institute or facility will bear the cost of the Gender Equality Officer's work.

The gender equality guidelines stipulate that the Gender Equality Officer must be given the requisite personnel resources, space and equipment. Ideally, she should have her own office, as she may have to conduct private conversations and work with confidential material. In addition, each equal opportunity officer has a special legal status within the organization.

- The Gender Equality Officer is not bound by instruction in the execution of her duties
- She has a basic right to express her opinion to the institute management and to be heard by the management (right of

report, right of initiative, right of objection)

- Comprehensive and detailed information at an early stage on all internal processes of the institute

The Gender Equality Officer must submit any written objections to the Institute Management within one week of becoming aware of the matter in question, and such objections have a suspensive effect. The Institute Management must address the matter within one month and either accept the objection or reject it in the form of a written justification. The Gender Equality Officer can convene a meeting of the Institute on the subject of "gender equality" at least once a year. The management of the facility must be informed in advance.

**More
information:**

Max-Planck-Gesellschaft e. V. (Germany)

Contact: zgb@gv.mpg.de

Title: Gender-inclusive / Gender-neutral Language



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality ▪ Engaging Leadership
Objectives:	<ul style="list-style-type: none"> ▪ Gender awareness and Bias ▪ Non-discrimination
Target group(s):	<p>Management and Leadership</p> <p>Employees</p>
Description:	<p>In the Max Planck Society, gender-inclusive language is used in all documents and announcements. In consequence, gender-inclusive/gender-neutral language is used in all internal and public, written and oral, digital and analogue Max Planck documents and announcements. The form in which this happens can be chosen flexible:</p> <p>Formulation options include:</p> <ul style="list-style-type: none"> • Formulating the female and male form, • Use of Asterisk (*), • Use of neutral forms <p>The gender asterisk "*" is unambiguous in language and avoids misunderstandings, presents all sexes adequately, contributes to equal rights for all genders and a respectful approach to gender equality, is short and comfortable and target-group-oriented.</p>
More information:	<p>Max-Planck-Gesellschaft e. V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: GENIS LAB - The Gender in Science and Technology LAB



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Promote gender mainstreaming in science

	<ul style="list-style-type: none"> ▪ Develop a gender equality plan ▪ Improve women researchers working conditions and career opportunities ▪ Raising awareness on gender inequalities
Target group(s):	<p>Management and leadership</p> <p>Human resources managers, researchers, administrative staff in six European scientific organisations</p>
Description:	<p>GENIS LAB consortium is a convention focusing on organisational dynamics, whose aim is to improve the work conditions of women and men in research organisations. The systematic approach consists of three levels:</p> <ul style="list-style-type: none"> – the organisational level (definition and identification of specific management tools implementing the structural changes); – social/environmental level (training for HR managers aimed at fighting against gender stereotypes); – transnational European level (developing of the individual gender equality plan based on the outcomes of the organisational level, support and promotion of structural changes). <p>The GENIS LAB project is based on a strong commitment of people in key positions with human resources management responsibilities. The participative methodology based on the tools has been already tested on various companies. The implementation of these tools such as gender participatory audit, gender budgeting, virtual labs, training for human resources managers, changing evaluation criteria can ensure the successful and reveal results can change the existing recruitment, promotion and retention policies and improve working conditions and carriers opportunities.</p> <p>There is an option in participating in this project to benefit from different actions and help developing the tools.</p>
More information:	<p>The Gender in Science and Technology LAB (GENIS LAB)</p> <p>Website: http://www.genislab-fp7.eu/index.php/about-us/the-consortium</p>

Title: Individually drafted contract agreements



Field of Action:	<ul style="list-style-type: none"> ▪ Structural integration of Gender equality ▪ Flexibility, Time and Work Life
Objective:	Create contracts that follow individual time and work load possibilities
Target group(s):	<p>All target groups (except pupils and students)</p> <p>All employees</p>
Description:	<p>The Fraunhofer-Institute offers its employees individual work contracts.</p> <p>Each contract is created to suit the employee's work-time capacity and personal needs. This measure allows employees (male and female) to balance their work life with private needs. Flexibility and working hours that accommodate personal needs attracts especially women, as it allows them to connect career and family plans.</p>
More information:	<p>Fraunhofer Institute (Germany)</p> <p>Contact: Anette Rebohle-Mandel rebohle@isc.fraunhofer.de</p> <p>Website: http://stages-online.info/index.php/de/tools/kultur-und-verhaltensweisen/82-individuelle-vertragsgestaltung</p>

Title: Information on post-doc opportunities and financial support for traveling



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Gender Dimension in Research and Education
Objectives:	<p>Information about:</p> <ul style="list-style-type: none"> ▪ postdoctoral training ▪ scholarships and fellows
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs</p>
Description:	<p>We came to realize that the lack of information regarding post-doctoral training is a deterrent and inhibiting factor and therefore on the website we have included information regarding scholarships available to doctoral and post-doctoral fellows and frequently-asked questions and answers about this type of travel abroad with a family.</p> <p>Moreover, partial financial support is given for students traveling to choose a post-doctoral training position abroad.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: **International Geneva Gender Champion Initiative**



Field of Action:

- Structural Integration of Gender Equality
- Engaging Leadership

Objective:

This initiative is a leadership network that brings together decision makers who commit to promote gender equality.

Target group(s):

Management and Leadership

Description:

The International Geneva Gender Champion Initiative is a leadership network that brings together decision makers who commit to promote gender equality. It is an initiative, not of CERN, but of the United Nations Office in Geneva Director and the US Ambassador to the UN in Geneva. It was launched in October 2015. Fabiola Gianotti, CERN Director-General, signed together with 41 diplomatic missions and 21 intergovernmental organizations based in Geneva to be International Geneva Gender Champions.

All Champions sign a panel parity pledge, committing to strive for gender balance when inviting experts for panel discussions. Each champion has committed to two additional measures, which are concrete actions to advance gender equality in their organisation and throughout their work.

CERN committed to undertake the following two additional measures: actions to encourage school girls to take science and technology subjects.

The VIP Visit Service will ensure to reach out to competent women as potential CERN representatives each time a VIP visit is organised. The Gender Champion Network is being updated on the progress of the commitments and meets twice a year to exchange experiences and strategies to help achieve GE and break down gender barriers.

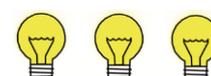
More information:

CERN (Switzerland)

Contact: Genevieve Guinot
genevieve.guinot@cern.ch

Website: <http://genevagenderchampions.com/fabiola-gianotti/>

Title: **Intersectionality in Gender Equality Policies for Physics**



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ To address multiple discrimination based on gender, race, social class, etc. ▪ To avoid the reproduction of different discriminations in our gender equality policies
Target group(s):	<p>Women researchers</p> <p>Minorities researchers</p>
Description:	<p>The American Physical Society is trying to integrate the principle of intersectionality in their equality policies. This is why they have different committees, programmes and sections in their web page for “Women in Physics”, “Minorities in Physics” and “LGBT Physicists”.</p> <p>This is not a concrete measure to be implemented once and see the results in the short term. This is a long term approach for a gender equality policy in physics and this is why forms part of the “Structural integration of gender equality” field of action.</p>
More information:	<p>American Physical Society (USA)</p> <p>Contact: Patricia Rankin, University of Colorado</p> <p>https://www.aps.org/about/governance/committees/cswp/index.cfm</p>

Title: Leadership Accountability



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Engaging Leadership
Objective:	Embed senior leadership team (SLT) accountability for gender equality into existing regular business meeting practices
Target group(s):	<p>Management and leadership</p> <p>Leadership, all employees</p>
Description:	<p>This measure mandates that gender equality progress a regular topic within leadership meetings.</p> <p>For a successful measure the management has to support and has to have the ability to influence/challenge the SLT. Also they have to be robust reporting mechanisms to drive quarterly reviews. The transparency of business unit gender data within the SLT is necessary too.</p> <p>Benefits are:</p> <ul style="list-style-type: none"> ▪ The focus on gender equality becomes normalized as a business imperative. ▪ An ongoing focus on gender equality and transparency drives action and accelerates progress. ▪ SLT members transport accountability down through their own structures.
More information:	<p>Australian Government: Gender Equality Strategy Toolkit (New Zealand)</p> <p>Contact: wgea@wgea.gov.au</p> <p>Website: www.wgea.gov.au</p>

Title: Mission Strategy FOM²⁰



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Engaging Leadership
Objective:	Embedding gender inclusion and equality in the organisation's mission and strategy
Target group(s):	<p>Management and leadership</p> <p>Leadership, all employees</p>
Description:	<p>FOM embedded its diversity policy as well as their goal to invest in young talents in their organisation's mission and strategy. This guarantees that diversity (gender) issues are a regular topic in leadership meetings.</p> <p>Measures and plans are actively encouraged and pulled through at FOM because of their mission.</p> <p>By embedding gender equality in an organisation's strategy measures can be taken up more easily and a basis to reach gender equality is set.</p>
More information:	<p>Foundation for fundamental Research on Matter - FOM (Netherlands)</p> <p>Website:</p> <p>http://www.fom.nl/live/english/about/mission_strategy/mission.pag</p>

²⁰ now NWO

Title: Observations in evaluation panels²¹



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	The objective of gender equality observations in evaluation panels is to examine and unveil any differences in the evaluation process for funding applications with regard to gender, since they are often subtle and difficult to identify.
Target group(s):	Management and Leadership
Description:	<p>Since 2008, the Swedish Research Council has been conducting biannual gender equality observations in selected evaluation panels. Two out of three reports are available in English and contain conclusions and recommendations from the gender equality observations.²² A new series of observations is being conducted in 2016 by VR, with a report foreseen for publication in 2017.</p> <p>The purpose of the observations is not to reveal how particular panels or individual panel members behave and relate to gender issues, but rather to discern significant patterns. To date, the observations have led to the production of a series of recommendations on how the evaluation process can be developed and improved in order to attain a higher level of gender equality. Furthermore, the reports from the gender equality observations are used in the training for review panels, by decision-making bodies, and by research council staff.</p>
More information:	<p>Swedish Research Council (VR) (Sweden)</p> <p>Website: https://www.vr.se/inenglish.4.12fff4451215cbd83e4800015152.html</p>

²¹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

²² Observations 2015: <https://publikationer.vr.se/en/product/a-gender-neutral-process/>

Title: Organisation of Gender Mainstreaming workshops and seminars



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Sensitization for gender topics ▪ Raising gender awareness ▪ Working with gender diversity
Target group(s):	<p>Management and Leadership</p> <p>All employees; workshop for both genders but also separated</p>
Description:	<p>The Fraunhofer Institute has implemented workshops and seminars in the context of gender equality/gender mainstreaming/gender awareness held by external instructors or trained staff. The goal was to develop a personal and differential position on gender diversity. The institute wants to achieve an open-minded environment. Many organisations offer workshops like this and enable companies/universities to take the first steps to gender equality.</p>
More information:	<p>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung (Germany)</p> <p>Contact: Jürgen Wilke juergen.wilke@iao.fraunhofer.de</p>

Title: Parental leave with occupational activity - work time models



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive / Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life
Objective:	Return to work after parental leave
Target group(s):	<p>All target groups (except Pupils)</p> <p>All employees with children</p>
Description:	<p>This measure enables employees to have individual work time models adapted to their individual needs. It provides parental leave in combination with telework and part-time placements.</p> <p>This is a way of participating in the work and research progress, although they cannot do their work fulltime.</p> <p>After the announcement of the pregnancy there will be an individual counselling.</p>
More information:	<p>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung (Germany)</p> <p>Contact person: Petra Scori petra.scori@iwu.fraunhofer.de</p>

Title: Parity-Based Committee on Questions of Gender Equality 

Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Advisory role for equal opportunities ▪ Negotiation tool on implementation of gender equality policy
Target group(s):	<p>Leadership/management</p> <p>Employees</p>
Description:	<p>An important body, which is supporting and furthering gender equality work in the Max Planck Society, is the Parity-Based Committee on Questions of Gender Equality. It serves as a gender equality orientated interface and platform for negotiation between the Max Planck Society and the General Works Council. Among other things, the Committee developed the Central Works Agreement on Gender Equality. It is comprised of three representatives each from the Administrative Headquarters and the General Works Council. The Central Opportunities Officer is participating as an expert in the meetings of the committee. The body has an advisory function and meets twice a year.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Ph.D. programme for female scientists



- Field of Action:**
- Structural Integration of Gender Equality
 - Presence and Visibility

- Objectives:**
- Career promotion for women
 - Recruitment of (young) female managers

Target group(s): Students (undergraduate and graduate)
 PhD students, PhD candidates and research assistants
 Postdocs and mid-career scientific personnel
 Female graduates/doctoral researchers, junior staff

Description: The institutional management will cover half of the personnel costs of a position for female doctoral researcher. This candidate can be substantially financed up to three years by Fraunhofer ISE.

Candidates for the programme are identified through the normal selection process at Fraunhofer ISE; the approval of the position is accomplished in the staff planning meetings.

The only precondition is a qualification for promotion.

More information: Fraunhofer-Institute (Germany)
 Contact: Dr. Holger Schroeter
 holger.schroeter@ise.fraunhofer.de
 Website: <24/07/18 - THIS LINK HAS BEEN REMOVED BECAUSE THE WEBSITE WAS HACKED>

Title: Post Career Break Fellowship



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Flexibility, Time and Work Life
Objective:	Providing an opportunity for scientists/engineers to return to work after a career break for family reasons/caring responsibilities (e.g. parental leave, sick relatives)
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Graduates, doctoral and postdoctoral researchers after a career break of two years or more</p>
Description:	<p>This programme offered by CERN provides graduated scientists and engineers with an opportunity to restart their career. After a break of two years or more, due to family or other caring responsibilities, the participants are able to resume their career with a three year full-time or part-time fellowship.</p> <p>The fellowship allows the scientists and engineers to update their knowledge and skills at the forefront of research.</p> <p>If participants are interested they can further qualify an additional funding in the scope of their fellowship to spend a further 12 months in different institutes that are related to their CERN-fellowship project.</p> <p>The programme has been extended and is successfully aiming at moving participants back to the regular job market.</p>
More information:	<p>CERN (Switzerland)</p> <p>Contact: Genevieve Guinot genevieve.guinot@cern.ch</p> <p>Website: http://jobs.web.cern.ch/job/12005</p>

Title: Permanent Presidential Committee ‘Chances’



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Institutional integration of equal opportunities ▪ Leadership Accountability ▪ Gender Awareness
Target group(s):	Management and Leadership
Description:	<p>The Permanent Presidential Committee ‘Chances’ has been established to embed the issue of ‘Equal Opportunity’ at the management level. Its inaugural meeting took place in February 2016. The establishment of the Committee – which bundles all activities, goals and requirements in the area of ‘Equal Opportunity’ – ensures that this strategic aim of the Max Planck Society will be executed on the in- and outside in a continuous, binding and visible manner. The Committee is chaired by the Vice President of the Max Planck Society, Prof. Dr. Dr. hc. Angela Friederici.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Professeure



- Field of Action:**
- Structural Integration of Gender Equality
 - Gender Dimension in Research and Education

Objectives: Provide a tenure track assistant professor position for female researchers

Target group(s): Senior researchers who are candidates for an associate or full professor position.

Description: This project provides funding for transitional tenure track jobs for a maximum of three years within departments expecting to fill a permanent position within one to three years.

This program allows the University of Geneva to employ and promote female researchers for full or associate professor positions by giving them a temporary position within the institution for example as an assistant professor.

There is funding for 3 such positions a year within the institution. The candidates with a corresponding profile are nominated based on which departments have positions to be filled in the appropriate time-scale.

More information: University of Geneva (Switzerland)
 Contact: Bureau d'Egalité, University of Geneva
 egalite@unige.ch
 Website: http://www.unige.ch/rectorat/egalite/files/5514/3712/9561/Prof-Egalitejuillet_2015.pdf

Title: PROfessorin



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender Dimension in Research and Education
Objective:	Compensate female professors for increased workload related to gender equality based on the laws on gender equal participation
Target group(s):	Female professors
Description:	<p>Based on university-laws in Germany, women have to participate in official bodies of the university. This increases the work load of female professors, especially in STEM fields, as there aren't as many women available to participate in those bodies. The University of Braunschweig offers compensation "payments" for those activities to female professors who have to participate in more bodies than their male counterparts. These payments are made available in the form of extra budgeting to the professors' institutes or faculties.</p> <p>In general, this measure compensates women in leading positions for their extra work-loads caused laws or other organisational structures that impact only female employees.</p>
More information:	<p>Technische Universität Braunschweig (Germany)</p> <p>Contact: gleichstellungsbuero@tu-braunschweig.de</p> <p>Website: https://www.tubraunschweig.de/gleichstellung/angebote/karrierementoring/coaching</p>

Title: Stakeholder Engagement



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Engaging Leadership ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	Build engagement around gender equality amongst managers
Target group(s):	Management and leadership
Description:	<p>The strategy wants to develop a ‘roadshow’ for managers (for use in team meetings or stand-alone) which presents the specific business case for gender equality (in the organisation/business unit/team) and provides a ‘safe space’ for feedback and discussion.</p> <p>The roadshow based on two-way interaction: explain and listen.</p> <p>If visible commitment to gender equality from executive and senior leadership is the strategy is successful. It is also an achievement when a business case for gender equality (specific to the organisation) is articulated and endorsed.</p> <p>Current, reliable and compelling data (quantitative and qualitative) can consolidate to the business case. Benefits of the strategy are:</p> <ul style="list-style-type: none"> ▪ “Middle managers feel recognised and listened to. ▪ Consultation is a first step in a support-building process. ▪ Rich data is gathered on issues and resistance points which can be factored into implementation and communications planning”. <p>You can measure the impact with feedback/evaluation at the end of the roadshow or test engagement/support levels through a short e-mail survey to the participants.</p>
More information:	<p>Australian Workplace Gender Equality Agency (WGEA)</p> <p>Gender Equality Strategy Toolkit (New Zealand)</p> <p>Contact: wgea@wgea.gov.au</p> <p>Website: www.wgea.gov.au</p>

Title: Subside Tremplin



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life
Objectives:	Free up time for female researchers to dedicate to their research at critical points in order to finish a project/thesis/article whereby enhancing their scientific resume.
Target group(s):	Advanced doctoral students and researchers at the University of Geneva.
Description:	<p>Advanced doctoral students and female researchers can seek funding to relieve themselves of responsibilities outside of their research for roughly one semester. The intention is to allow the researchers to dedicate time to finalize a project or finish writing up an article or thesis which would otherwise be slowed down by external responsibilities such as teaching or admin.</p> <p>The participants are followed by mentor professors at the University who give them advice and aid with realizing their aims for the project.</p> <p>Criteria: An initial selection is conducted by the faculty equality commission followed by a final selection by an ad-hoc commission (vice-rector, president of the faculty equality commission and 2 members of the equality office)</p> <p>Candidates are chosen on the basis of:</p> <ul style="list-style-type: none"> - their scientific and teaching qualities - the effect of this programme on the acceleration of their career -the determination of creating a national and / or international network. -others factors such as family situation will be taken under consideration.
More information:	<p>University of Geneva (Switzerland)</p> <p>Bureau d'egalite Geneve</p> <p>Contact: egalite@unige.ch</p> <p>Website: http://www.unige.ch/rectorat/egalite/programmes/subside-tremplin/</p>

Title: Time Flexibility²³



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Flexibility, Time and Work Life
Objectives:	<ul style="list-style-type: none"> ▪ To assess the status quo of an organization ▪ To get a starting point on (structural) changes
Target group(s):	<p>Management and Leadership</p> <p>All employees in research</p>
Description:	<p>As most of employees report that having flexibility in research grants, is an important aspect of an academic / research career, it is necessary to create a work environment, which allowed flexible work time models as well as extensions of a project.</p> <p>Various approaches of data collection are provided by different research organizations. Following some good practice examples are briefly described:</p> <p>Austrian Science Fund (FWF)</p> <p>All applications from independent researchers allow for time flexibility. This researcher is defined as a principal investigator whose salary is to be paid from the funding provided for the project; this disposition is available in a series of programs.</p> <p>Research Foundation Flanders (FWO)</p> <p>PhDs and postdoctoral fellowships can be suspended during pregnancy, family or parental leave. The grant period for research positions is extended with family and parental leave, in which case a no-cost extension is automatically granted.</p> <p>Danish Council for Independent Research (DFF)</p> <p>DFF allows grant holders to apply for a no-cost extension to extend the project of a time equivalent to the statutory maternity leave taken by the grant holder and other members of the research team.</p>

²³ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

Science Foundation Ireland (SFI)

Research grants can be managed on a part-time basis by grant holders. For selected career development grants, such as the Science Foundation Ireland Industry Fellowship, flexible time commitment is built into the program call and is approved at the evaluation stage. For these and other research grants of larger scale, requests to change from full- to part-time are considered at grant management stage, and dealt with on an ad hoc basis.

National Institute for Nuclear Physics (INFN)

Working time for all researchers is flexible.

Netherlands Organisation for Scientific Research (NWO)

No-cost extensions are usually granted up to 16 weeks or longer if extra (not paid for by the government) parental leave is taken with a usual maximum of three months.

Spanish National Research Council (CSIC)

Pre-doctoral and postdoctoral contracts can be extended for a period equal to the duration of family leave.

Swedish Research Council (VR)

Grant pauses with extended time for parental leave are guaranteed by VR.

Research Councils UK (RCUK)

RCUK allows grant holders to apply for a no-cost extension to extend the project for up to 12 months following statutory maternity leave taken by a team member. The policy applies to funded team members including students, but not to grant holders or pooled staff. Training grants allow for studentships to be extended by 12 months.

**More
information:**

Further information can be found at the homepages from the individual organizations.

Title: Unconscious bias training²⁴



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive / Gender-sensitive Organizational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Awareness raising for gender equality ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>All employees</p>
Description:	<p>One of the objectives of the Science Foundation Ireland Gender Strategy 2016–2020²⁵ is to ensure that the agency review process remains unbiased, as demonstrated by the annual gender-disaggregated analysis of the success rates of all funding programmes.</p> <p>To that aim, in 2016, all SFI staff, including the Executive Committee and the Board of Management, received sector-specific, data-driven unconscious bias training by an external provider. Feedback and learnings from the session have been fed into process improvements within the organisation, such as expanded briefing to peer reviewers and a reconsideration of the information provided to review panels.</p>
More information:	<p>Science Foundation Ireland (SFI) (Ireland)</p> <p>Website: http://www.sfi.ie/</p>

²⁴ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

²⁵ <http://www.sfi.ie/assets/files/downloads/Publications/Organisation%20Publications/SFI%20Gender%20Strategy%202016-2020>

Title: UniMento - cross-faculty mentoring programme



Field of Action:	<ul style="list-style-type: none"> ▪ Strucural Integration of Gender Equality ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion ▪ Building a network
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p>
Description:	<p>The UniMento project, introduced in June 2008, is the first cross-faculty mentoring programme at the University of Augsburg. It is a project of the university's gender mainstreaming programme. It combines specific support measures with practical and accompanying research.</p> <p>The mentoring concept includes mentoring modules – both one-to-one mentoring and peer mentoring – for students and female researchers. There is also a supporting programme of workshops, training, specialist presentations, tours of companies and informal networking events tailored to the specific target group. The mentoring programme is divided into two parts:</p> <ul style="list-style-type: none"> – Mentoring for students: To help eliminate gender-based career stereotypes female and male students in subjects where their sex is under-represented, receive individual career planning support. On the basis of current university statistics (at Augsburg), male students in linguistics and social sciences and female students in mathematics, science, engineering and economics were identified as target groups. For one year a group of 20 students are given the opportunity to reflect on their future ambitions and plan their entry into professional life with the help of an experienced mentor in their own subject area. Specialists and managers from companies were recruited as mentors. The mentoring relationship is complemented by a supporting programme. Participants are prepared for their role as mentees, receive training in gender communication and job

applications, and make useful contacts for their future careers. This support is designed to effectively assist students to get a foot on the career ladder and plan a career outside stereotypical expectations.

- Mentoring programmes for early career researchers: The target group are female students who are interested in a scientific career and seeking concrete advice on career planning. It is also open to female doctoral researchers who are looking for support, career advice and peer-networking in the doctoral phase and are interested in forming a support network. The programme also supports female postdoctoral researchers (including those preparing for habilitation) who want to take advantage of peer networking and coaching to enhance their personal development and progress to the next step in their academic careers. Peer groups are formed from up to four mentees in the same discipline at the same qualification level. Through discussion and reciprocal advice, mentees receive specialist and personal support from the group. During this shared development process the group is supervised by an experienced mentor. In addition to group meetings, which take place approximately every four to six weeks, one-to-one meetings with mentors are also possible.

**More
information:**

University of Augsburg (Germany)

Contact: unimento@zbe.uni-augsburg.de

Website:

http://www.uniaugsburg.de/de/projekte/gendermainstreaming/UniMento/ueber_unimento/

Title: Women's promotion needs sustainability



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Foster positive measures for women's advancement and junior acquisition ▪ Mainstreaming of the issue also in small and medium-sized companies with few personnel resources; ▪ Long-term improvement of the organisational culture.
Target group(s):	<p>All target groups (except Pupils)</p> <p>Managing directors, personal department, marketing department, all employees, apprenticeship persons</p>
Description:	<p>The STEM companies and enterprises work out the long-term programmes to enhance a number of female employees and ensure their retention. To achieve a sufficient impact these approaches has sustainably accompany the organisational culture.</p> <p>The first step is a building of interdisciplinary teams within an enterprise consisting of employees who are interested in exploring gender issues and supporting of the female employees and junior acquisition.</p> <p>The important factor by the teambuilding is the various age categories of the participants. It can provide a wide ideas and initiatives exchange between young team members and elder generations.</p> <p>The regular meetings facilitate the implementation of ideas and new approaches. The participants are involved in small projects which are expected to be feasible and successful in short term period. It supposes to avoid failure and demotivation. The visible positive results encourage the participants.</p> <p>The other employees can be informed about the outcomes of diversity projects in a local company newspaper or in the pin board.</p> <p>A long-term collaboration ensures reveal project outputs and achievement of the targets.</p>

**More
information:**

LizzyNet GmbH (Germany)

Contact: Ulrike Schmidt

ulrike.Schmidt@mds.de

Engaging Leadership

Title: Anonymized Application Procedures



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	<ul style="list-style-type: none"> ▪ Prevent the gender biases from impacting hiring decisions
Target group:	Management and leadership
Description:	<p>A research group leader at the Max Planck Institute for European Legal History only accepts anonymous application for PhD positions.</p> <p>Anonymous applications can help reduce the influence of implicit gender biases and gender stereotypes on hiring decisions. The implicit biases and gender stereotypes held in given society can negatively influence the assessment of female candidates especially. Commonly, women's achievements are valued less and they are deemed to be less competent. Anonymous applications disguise sex of a person and thus enable a more objective assessment of candidates for a specific position.</p> <p>Additionally, anonymized applications can help prevent discrimination based on other grounds – such as ethnic background.</p>
More information:	Max Planck Institute for European Legal History (Germany)

Title: Coaching in Cases of Sexual Discrimination



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organizational Structure
Objective:	<ul style="list-style-type: none"> ▪ Provide individual advice to the leadership and management in cases of sexual discrimination and harassment
Target group(s):	Management and Leadership
Description:	The manager’s responsibility include investigating complaints about sexual discrimination or harassment. The Institution offers support in accomplishing this task by providing individual advice from experienced coaches. By means of targeted corrective interviews, the participant will address “sexually discriminatory” situations and thus get the professional and routine work process back on track. The measure is a preparation for possible cases, also in urgent situations.
More information:	<p>CERN (Switzerland)</p> <p>Contact: Genevieve Guinot genevieve.guinot@cern.ch</p> <p>Website: http://genevagenderchampions.com/fabiola-gianotti/</p>

Title: Code of Conduct for the Max Planck Society



Field of Action:

- Gender-inclusive/Gender-sensitive Organisational Culture
- Structural Integration of Gender equality
- Engaging Leadership

Objective:

- Protection against sexual discrimination, harassment and violence
- Raise awareness
- Contribute to prevention of sexual harassment, discrimination and violence
- Provide help to the employees and anyone who has contact with the research organization.

Target group(s):

All employees, scholarship holders, trainees, third parties in a contractual relationship with the institution, guests/visitors, also persons who are not subject to the works constitution act (e.g. management board, scientific members, senior executive staff)

Description:

Sexual discrimination, harassment and violence are forbidden in the Max Planck Society. The organization provides protection by taking the necessary measures (information, training, sanctions) within its sphere of influence.

The organization investigates and punishes violations against this Code of Conduct. It adopts a procedure to ensure that:

4. Complaining persons shall not suffer any disadvantages from the justified report of misconduct.
5. All steps potentially taken are coordinated with the complaining person as far as possible and their anonymity is ensured to the greatest extent as possible; provided that disclosure is not mandatory due to legal provisions or substantially overriding interests.
6. The presumption of innocence in favour of accused persons is respected.

Complaints may be made informally, including verbally or electronically. Contact for affected persons are the direct supervisors and other persons with leadership and supervision responsibilities, the local Gender Equality Officers, the Central Equality Officer, the Works Council,

More information:	<p>the General Works Council and the Representation of individuals with severe disabilities.</p> <p>Of course, affected persons have the right to contact external facilities.</p> <p>Max Planck Society (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>
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Title: **Gender-inclusive / Gender-neutral Language**



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality ▪ Engaging Leadership
Objective:	<ul style="list-style-type: none"> ▪ Gender awareness and Bias ▪ Non-discrimination
Target group(s):	<p>Management and Leadership</p> <p>Employees</p>
Description:	<p>In the Max Planck Society, gender-inclusive language is used in all documents and announcements. In consequence, gender-inclusive/gender-neutral language is used in all internal and public, written and oral, digital and analogue Max Planck documents and announcements. The form in which this happens can be chosen flexible:</p> <p>Formulation options include:</p> <ul style="list-style-type: none"> • Formulating the female and male form, • Use of Asterisk (*), • Use of neutral forms <p>The gender asterisk "*" is unambiguous in language and avoids misunderstandings, presents all sexes adequately, contributes to equal rights for all genders and a respectful approach to gender equality, is short and comfortable and target-group-oriented.</p>
More information:	<p>Max-Planck-Gesellschaft e. V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Initiative “Chefsache” Drive the Change – For Men and Women – Network



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Gender-inclusive/gender-sensitive Organizational Culture ▪ Gender Awareness
Objectives:	<ul style="list-style-type: none"> ▪ Cultural change ▪ Promote a balanced relationship between women and men in leadership positions.
Target group(s):	Women and men in leadership positions
Description:	The Max Planck Society is a member of the initiative "Chefsache", a network to promote a balanced relationship between women and men in leadership positions. The initiative's driving forces are management board members and directors of companies as well as heads of scientific, socio-economic and public institutions. The patron of the initiative is German Chancellor Angela Merkel.
More information:	<p>Max-Planck-Gesellschaft e. V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p> <p>Website:</p> <p>https://initiative-chefsache.de/en/initiative-chefsache/members/max-planck-gesellschaft/</p>

Title: International Geneva Gender Champion Initiative



Field of Action:

- Engaging Leadership
- Structural Integration of Gender Equality

Objective:

This initiative is a leadership network that brings together decision makers who commit to promote gender equality.

Target group(s):

Management and Leadership

Description:

The International Geneva Gender Champion Initiative is a leadership network that brings together decision makers who commit to promote gender equality. It is an initiative, not of CERN, but of the United Nations Office in Geneva Director and the US Ambassador to the UN in Geneva. It was launched in October 2015. Fabiola Gianotti, CERN Director-General, signed together with 41 diplomatic missions and 21 intergovernmental organizations based in Geneva to be International Geneva Gender Champions.

All Champions sign a panel parity pledge, committing to strive for gender balance when inviting experts for panel discussions. Each champion has committed to two additional measures, which are concrete actions to advance gender equality in their organisation and throughout their work.

CERN committed to undertake the following two additional measures: actions to encourage school girls to take science and technology subjects.

The VIP Visit Service will ensure to reach out to competent women as potential CERN representatives each time a VIP visit is organised. The Gender Champion Network is being updated on the progress of the commitments and meets twice a year to exchange experiences and strategies to help achieve GE and break down gender barriers.

More information:

CERN (Switzerland)

Contact: Genevieve Guinot
genevieve.guinot@cern.ch

Website: <http://genevagenderchampions.com/fabiola-gianotti/>

Title: Leadership Accountability



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality
Objective:	Embed senior leadership team (SLT) accountability for gender equality into existing regular business meeting practices
Target group(s):	<p>Management and leadership</p> <p>Leadership, all employees</p>
Description:	<p>This measure mandates that gender equality progress a regular topic within leadership meetings.</p> <p>For a successful measure the management has to support and has to have the ability to influence/challenge the SLT. Also they have to be robust reporting mechanisms to drive quarterly reviews. The transparency of business unit gender data within the SLT is necessary too.</p> <p>Benefits are:</p> <ul style="list-style-type: none"> ▪ The focus on gender equality becomes normalized as a business imperative. ▪ An ongoing focus on gender equality and transparency drives action and accelerates progress. ▪ SLT members transport accountability down through their own structures.
More information:	<p>Australian Government: Gender Equality Strategy Toolkit (New Zealand)</p> <p>Contact: wgea@wgea.gov.au</p> <p>Website: www.wgea.gov.au</p>

Title: Management Programme for Female Professors and Managers



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Coaching ▪ Career promotion
Target group(s):	<p>Management and leadership, professors</p> <p>Female (assistant/associate) professors, leadership positions</p>
Description:	<p>The "Management Programme for Female Professors and Managers" at the University of Cologne was first run by the Equal Opportunity Officer in 2010 and has taken place three times since then. The programme is intended to provide an important component of staff development at management level. Over a 12-day training period, women in (academic) management roles at the university can improve their knowledge of essential aspects of day-to-day management. This includes topics like leadership, time management, delegation, professional presentation, communication, and conflict management. Appropriate consideration is given to gender equality in all topics.</p> <p>The most important elements of the programme are professional guidance from experienced female trainers, intensive group work, feedback interviews and the opportunity for discussion with peers. In addition to group work in the seminars, participants can also book a two-hour personal coaching session with a trainer for a small additional contribution.</p>
More information:	<p>University of Cologne (Germany)</p> <p>Contact: Anne Schiffmann (+49 221 470-8889, a.schiffmann@verw.uni-koeln.de)</p> <p>Website: http://verwaltung.unikoeln.de/abteilung43/content/fuehrung_amp_management/programmem_fuer_frauen/index_ger.html</p>

Title: Mission Strategy FOM²⁶



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	Embedding gender inclusion and equality in the organisation's mission and strategy
Target group(s):	<p>Management and leadership</p> <p>Leadership, all employees</p>
Description:	<p>FOM embedded its diversity policy as well as their goal to invest in young talents in their organisation's mission and strategy. This guarantees that diversity (gender) issues are a regular topic in leadership meetings.</p> <p>Measures and plans are actively encouraged and pulled through at FOM because of their mission.</p> <p>By embedding gender equality in an organisation's strategy measures can be taken up more easily and a basis to reach gender equality is set.</p>
More information:	<p>Foundation for fundamental Research on Matter - FOM (Netherlands)</p> <p>Website: http://www.fom.nl/live/english/about/mission_strategy/mission.pag</p>

²⁶ now NWO

Title: Participatory Modeling



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging leadership ▪ Gender-inclusive / Gendersensitive Organizational Culture
Objectives:	<p>Participatory Modeling (PM) or Group Model Building (GMB) is a method to give a management team, faculty board or other senior leaders insights into the different causes of gender inequality in their own organization / unit, possible solutions, as well as levers for change.</p>
Target group(s):	<p>Management team, executive board, faculty board, or other senior leaders (8-10 participants) who are stakeholders in gender equality</p>
Description:	<p>PM is based on system dynamics and helps people to envision a problem situation in a systemic way. In a few 2-3 hour sessions led by an experienced facilitator, individual mental models are integrated when the group builds a causal loop diagram to come to a better understanding of the problem of gender inequality. The model visualizes the interaction of causes and effects of the problem through feedback processes. Taking part in the building of the model also creates a basis for change and ownership for solutions and interventions. This method integrates the knowledge and experience of participants, facilitates the discussion between leadership and (diversity) experts and thus helps to reconcile different insights. The model helps to identify concrete opportunities for interventions (levers for change). PM is particularly suited for groups of 8-10 participants with varied knowledge and experience in promoting gender equality.</p>
More information:	<p>PM is facilitated by Nijmegen School of Management, Radboud University Nijmegen, the Netherlands, EGERA project, http://www.egera.eu/consortium/sku.html</p> <p>Contact: dr Inge Bleijenbergh or dr Pleun van Arensbergen <i>i.bleijenbergh@fm.ru.nl ; p.vanarensbergen@fm.ru.nl</i></p> <p>Reference: Bleijenbergh, I. L., & van Engen, M. L. (2015). Participatory modeling to support gender equality: The importance of including stakeholders. <i>Equality, Diversity and Inclusion: An International Journal</i>, 34(5), 422-438. doi:10.1108/EDI-06-2013-0045</p>

Title: Permanent Presidential Committee ‘Chances’



Field of Action:

- Engaging Leadership
- Structural Integration of Gender Equality
- Gender-inclusive/Gender-sensitive Organisational Culture

Objectives:

- Institutional integration of equal opportunities
- Leadership Accountability
- Gender Awareness

Target group(s):

Management and Leadership

Description:

The Permanent Presidential Committee ‘Chances’ has been established to embed the issue of ‘Equal Opportunity’ at the management level. Its inaugural meeting took place in February 2016. The establishment of the Committee – which bundles all activities, goals and requirements in the area of ‘Equal Opportunity’ – ensures that this strategic aim of the Max Planck Society will be executed on the in- and outside in a continuous, binding and visible manner. The Committee is chaired by the Vice President of the Max Planck Society, Prof. Dr. Dr. hc. Angela Friederici.

More

information:

Max-Planck-Gesellschaft e.V. (Germany)

Contact: zgb@gv.mpg.de

Title: Stakeholder Engagement



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	Build engagement around gender equality amongst managers
Target group(s):	Management and leadership
Description:	<p>The strategy wants to develop a ‘roadshow’ for managers (for use in team meetings or stand-alone) which presents the specific business case for gender equality (in the organisation/business unit/team) and provides a ‘safe space’ for feedback and discussion.</p> <p>The roadshow based on two-way interaction: explain and listen.</p> <p>If visible commitment to gender equality from executive and senior leadership is there the strategy is successful. It is also an achievement when a business case for gender equality (specific to the organisation) is articulated and endorsed.</p> <p>Current, reliable and compelling data (quantitative and qualitative) can consolidate to the business case. Benefits of the strategy are:</p> <ul style="list-style-type: none"> ▪ “Middle managers feel recognised and listened to. ▪ Consultation is a first step in a support-building process. ▪ Rich data is gathered on issues and resistance points which can be factored into implementation and communications planning”. <p>You can measure the impact with feedback/evaluation at the end of the roadshow or test engagement/support levels through a short e-mail survey to the participants.</p>
More information:	<p>Australian Workplace Gender Equality Agency (WGEA)</p> <p>Gender Equality Strategy Toolkit (New Zealand)</p> <p>Contact: wgea@wgea.gov.au</p> <p>Website: www.wgea.gov.au</p>

Flexibility, Time and Work Life

Title: Certificate audit “workandfamily”



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life
Objectives:	<ul style="list-style-type: none"> ▪ Reconciliation of work and family life ▪ Increase attractiveness of the organization in the international environment ▪ Recruiting highly qualified employees
Target group(s):	Employees with children
Description:	<p>The “berufundfamilie Service GmbH” is a service provider and key player in the field of reconciling work and family life. The “berufundfamilie” - “workandfamily” audit certificate is a strategic management tool used by institutions to customize their personnel policies. Under this management tool, the Max Planck Society has made a voluntary commitment to define further initiatives to achieve a family-sensitive corporate policy.</p> <p>The improvement of the reconciliation of work and family life for the employees is the aim of this measure. In this way, the measurement’s propose is the increase of the organization’s attractiveness in the international context, recruitment of highly qualified employees and creation of better conditions for higher employee motivation.</p> <p>These specific family-friendly measures are divided into various fields of action (e.g. working hours, communication, personnel development etc.). The measures are to be implemented up to an annual report or until the end of a three-year period. After successful auditing of the provider, an independent board of supervisors composed of prominent representatives from business, science, politics and associations decides on the award or confirmation of the audit certificate.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: **Childcare**
during school vacations at the KIT



Field of Action:	<ul style="list-style-type: none"> Flexibility, Time and Work Life
Objective:	<ul style="list-style-type: none"> Provision of (holiday) day care for employees children
Target group:	<p>All target groups (except pupils)</p> <p>KIT-employees and students who have school aged children</p>
Description:	<p>The organisation is in charge of taking care of school kids on vacation, while their parents work at the Karlsruhe Institute of Technology. Children can take part in various activities and are supervised during regular working hours.</p> <p>Children of KIT- employees are guaranteed a place in this programme. This measure allows parents to go to work during school-vacations without having to worry about childcare.</p>
More information:	<p>KiBU e.V./Karlsruhe Institute of Technology (Germany)</p> <p>Contact: Ralph Pawlowski Ralph.Pawlowski@kit.edu</p> <p>Website: http://www.ferienbetreuung.kit.edu/400.php</p>

Title: Dual Career Service



Field of Action:	<ul style="list-style-type: none"> Flexibility, Time and Work Life
Objectives:	<ul style="list-style-type: none"> Compatibility of family and career Career promotion Recruitment
Target group(s):	High level scientists
Description:	In order to attract the best scientists and academics, the Max Planck Society supports the welcome culture by means of concrete measures at different institutes. The Max Planck Society works closely with companies in regional networks and offers services to support partners of scientists in their search for an appropriate job at a new location. The aim is to increase the Max Planck Society's attractiveness in the competition for the best scientists and contributes to equal opportunities for women and men as well as to the better compatibility of family and career.
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Family+



Field of Action:	<ul style="list-style-type: none"> Flexibility, Time and Work Life Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> Reconciliation of work and private life Employee retention
Target group(s):	<p>Students (undergraduate and graduate) (partially – only the Emergency Care FlexiKids)</p> <p>PhD students, PhD candidates and research assistants</p> <p>KIT employees</p>
Description:	The KIT created a range of services for various target groups regarding child/elder care and future family responsibilities. This program provides

support in:

- Time of pregnancy
- Day Care
- ElderCare

Time of pregnancy

Parental leave program

When a child is expected, it raises a lot of questions for the future parents. The parental leave program is to promote and realize the reconciliation of work and private life within the framework of gender equality at the KIT. The unit Human Resources development and Trainee Department at KIT gives support and individual advice tailored to specific needs.

The program is aimed at employees who are in a family-related time-out or before. With the program, KIT has set itself a goal of assisting employees with their family-related time-out as well as the re-entry into the job. Participation is voluntary.

Pregnancy compensation pool

For compensation adjustments during the maternity leave period, transition funds are available from a compensation pool.

These funds cover costs of a replacement caused by civil servants maternity leave or work ban due to pregnancy.

Day Care

KIT has four daycare centers with a total of 205 childcare facilities for children from three months to starting school.

Emergency care FlexiKids

To provide the best possible work-life-balance for KIT employees, doctoral candidates as well as students, we have developed the program *FlexiKids*. It can be used in cases of emergencies, by regular daycare drop out, short term business trips, events at KIT etc. There are 5 places available for children from six months to 12 years old.

The emergency care of childminder complements the *FlexiKids* program. Emergency care takes place directly at the respective childminder seven days a week for children aged 0-12 years and provides support in emergency situations, business travels, evening and weekend events as well as overnight stays. Also the transport to the day care or school is possible.

Childminders network

In order to bypass the need of a long term day care the employees as well as doctoral candidates have a possibility of finding a suitable childminder within our network.

Parent-Child Office

The parent-child office is a measure for reconciling work and family life for the employees at the KIT. As a pilot project it is constantly optimized and adapted to the needs. In the parent-child office, KIT employees can work in typical work environment with a computer, telephone and internet access. At the same time, the room provides opportunities for childcare. The room is only an emergency aid and does not provide an alternative to regular care.

ElderCare

A nursing case in the family often means a heavy weight – especially for a working person. Together with “Deutscher Pflegering” we provide a support that assists the employees at KIT by the subjects such as senior nursing and family members in need of care. There are three available service modules: online-portal, hotline, brochures, which provide more information in detail.

More information:

Karlsruhe Institute of Technology (Germany)

Contact: Sabrina Heinze

Sabrina.heinze@kit.edu

Website: <http://www.peba.kit.edu/1249.php> (only in German)

Title: Family leave²⁷



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender-inclusive/Gender-sensitive Organizational Culture ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Support during family leave
Target group(s):	All employees with family responsibilities
Description:	<p><i>“Family leave includes statutory maternity, paternity and adoption leave where statutory pay (generally up to full salary) is received by one or both new parents, who legally retain their employment post during their absence.”²⁸</i></p> <p>Various possibilities to support mothers, fathers and parents are provided by different research organizations. Following some good practice examples are briefly described:</p> <p>Science Foundation Ireland (SFI) and Research Councils UK (RCUK)</p> <p>In the UK and Ireland, the state does not pay the full salary of employees on statutory maternity leave. However, most RPOs and universities have a policy to provide 100% of their salary to their employees on maternity leave, including researchers whose salary is funded through research grants, which can leave the RPOs and universities financially exposed in these circumstances. In order to remove any perceived barrier towards the hiring of women researchers, Research Councils UK and the Science Foundation Ireland provide additional funding to RPOs and universities to supplement the statutory maternity pay to 100% of the employee’s salary when team members funded through research grants take a period of maternity or adoptive leave.</p>

²⁷ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

²⁸ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; p. 60

Swiss National Science Foundation (SNSF)

In the case of adoption, where the customary local rules provide for less than two months' adoption leave, the Swiss National Science Foundation will finance a full two-month leave and the continued payment of salary. Additionally, if it is necessary to employ a replacement to ensure the successful continuation of the research work during maternity or adoption leave, SNSF may approve such an arrangement and take responsibility for the corresponding additional costs.

Swiss National Science Foundation (SNSF)

Mobility grant holders (early and advanced postdocs) at the Swiss National Science Foundation who become fathers may be granted paid paternity leave of up to four months in the course of a fellowship, if applied and justified, beyond the provisions of the Swiss welfare system.

Research Foundation Flanders (FWO)

PhD and postdoctoral fellows can benefit from the statutory 15 weeks of maternity leave or of paternity leave; additionally, unpaid parental leave is possible, either full-time or part-time. During periods of maternity leave and full-time parental leave, additional tasks, which host institutions may require from FWO-funded PhD or postdoctoral fellows, are suspended and the grant recipient's salary is covered by default.

German Research Foundation (DFG)

Researchers can apply for extra funding, for example for an assistant in the project to carry out routine work, while on maternity leave or when working part-time.

Science Foundation Ireland (SFI)

No-cost grant extensions and reporting extensions during and after family-related leave can be granted. The SFI Maternity/Adoptive Allowance provides funding that can be used to hire additional staff to support the administration of the project, to hire a replacement team member or to extend the project so that the team member can complete their work after returning from family leave.

National Institute for Nuclear Physics (INFN)

Grant extensions during maternity or parental leave are guaranteed and it is financially supported by the national social system (80%) and INFN (20%).

Spanish National Research Council (CSIC)

CSIC is a public RPO, therefore maternity (16 weeks) and paternity (two weeks) leaves and measures are regulated and follow the government legislation. There is a 'breastfeeding leave' of one hour reduction per working day until the child is 12 months old. CSIC also has a kindergarten close to the headquarters for the children of CSIC employees.

Swedish Research Council (VR)

The salary of the researcher on parental leave is provided by the national social system (about 80%). Often the hosting university complements the national social system up to 100%.

Research Councils UK (RCUK)

A specific briefing on RCUK Family and shared parental leave and pay. This comprehensive briefing provides information relating to Maternity, Paternity and Adoption Leave and Pay from the Terms and Conditions of Grants and Training Grants; and the RCUK Training Grant Guide and Research Council Funding Guides. It is intended primarily for Research Council funded students and researchers to assist their discussions with their supervisors and line managers; it will also be useful for staff in research offices, HR and equality and diversity specialists.

More information:

Only a few links as example:

- http://www.dfg.de/en/research_funding/principles_dfg_funding/equal_opportunities/index.html
- <http://www.sfi.ie/funding/grant-policies/sfi-maternity/adoptive-policy.html>
- <http://www.rcuk.ac.uk/media/news/140508/>

Further information can be found at the homepages of the individual organizations.

Title: Family portal



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Work and life balance ▪ Easy accessible information on family related work issues
Target group(s):	<p>All target groups (except Pupils)</p> <p>KIT employees and students with Children</p>
Description:	<p>The family portal was created to bundle and disseminate all relevant information on family related work issues. The homepage includes links to childcare projects at the KIT as well as information on student-loans especially for young students which have Children. The portal also gives information on contact people to issues that may occur. At KIT, administration supports the reconciliation of family; the website is designed to ensure that employees and students can benefit from that easily. The portal gives easy access to information and measures.</p>
More information:	<p>Karlsruhe Institute of Technology (Germany)</p> <p>Contact: Katharina Domokos</p> <p>katharina.domokos@kit.edu</p> <p>Website: http://www.familienportal.kit.edu/</p>

Title: Individually drafted contract agreements



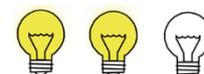
Field of Action:	<ul style="list-style-type: none"> ▪ Structural integration of Gender equality ▪ Flexibility, Time and Work Life
Objective:	Create contracts that follow individual time and work load possibilities
Target group(s):	<p>All target groups (except pupils and students)</p> <p>All employees</p>
Description:	<p>The Fraunhofer-Institute offers its employees individual work contracts.</p> <p>Each contract is created to suit the employee's work-time capacity and personal needs. This measure allows employees (male and female) to balance their work life with private needs. Flexibility and working hours that accommodate personal needs attracts especially women, as it allows them to connect career and family plans.</p>
More information:	<p>Fraunhofer Institute (Germany)</p> <p>Contact: Anette Rebohle-Mandel rebohle@isc.fraunhofer.de</p> <p>Website: http://stages-online.info/index.php/de/tools/kultur-und-verhaltensweisen/82-individuelle-vertragsgestaltung</p>

Title: KLeVer - A Project within the Gender Mainstreaming Process



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion ▪ Work and life balance
Target group(s):	(Female) graduates, doctoral researchers, postdoctoral researchers
Description:	<p>The project "KLeVer" at the University of Augsburg is a career and life planning project within the gender mainstreaming process. It is a workshop programme aimed particularly at young female researchers. Its goal is to provide career support. In 2007, most of the programme was also opened up to male early career researchers. Balancing family and career, and conflicts between the demands of different roles form an important part of the programme.</p> <p>Longer-term measures, such as career modules for the various phases of an academic career and longer-term supervision in 'success teams', for example in female doctoral networks, are open to participants. Participants acquire specific skills such as speaker training, career coaching, and speed reading. Each participant can put together their own qualification programme in line with their personal career objectives and preferences. One-to-one and group coaching is also available.</p> <p>Events are held outside class hours in cooperation with the Centre for Continuing Education and Knowledge Transfer.</p>
More information:	<p>University of Augsburg; University Bavaria (Germany)</p> <p>Contact: Dr. Marion Magg-Schwarzbäcker chancengleichheit@zbe.uni-augsburg.de</p> <p>Website: http://www.uniaugsburg.de/de/projekte/gendermainstreaming/klever/</p>

Title: **Managing motherhood and scientific career**



Field of Action:

- Flexibility, Time and Work Life
- Gender-inclusive/Gender-sensitive Organisational Culture
- Presence and Visibility

Objectives:

- empowering and encouraging graduate students
- work-life balance

Target group(s):

Young female researchers (PhD students, PhD candidates and research assistants/Postdocs and mid-career scientific personnel)

Description:

This workshop focuses on “Managing motherhood and a scientific research career”. The workshop comprises of seven sessions, two hours each, run by three women senior scientists, all faculty members at the Weizmann Institute.

The workshop is open to women, mostly PhD students and postdocs that are at an early stage of their first pregnancy or planning to become pregnant in the near future. The curriculum consisted of seven meetings, and the number of participants was kept deliberately below 20 to enable an intimate environment. The three scientists shared their own personal experiences as principal investigators and mothers. In addition to meetings led by them, they invited several professional psychologists to share their expertise.

The meetings focused on various aspects, including: how to deal with the conflict between the emerging identities of being a scientist and a mother; psychological and physiological changes during and after pregnancy; how to prepare for maternity leave; returning to productive work after maternity leave; managing relationships – getting a solid support system during and after pregnancy; and tools for assertiveness. The workshop takes place once a year, this year it was held for the second time.

More information:

Weizman Institute of Science (Israel)
 Website: <https://www.weizmann.ac.il/pages/>

Title: Maternity Protection in the Laboratory



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life
Objectives:	<ul style="list-style-type: none"> ▪ Care and protection ▪ Avoidance of interruption of the scientific work and career
Target group(s):	Pregnant and breastfeeding female scientists
Description:	<p>Maternity protection for pregnant or breastfeeding women scientists in the laboratory is an integral part of occupational health and safety and represents a special challenge from the point of view of equal opportunities. Certain risks may only apply to pregnant and breastfeeding mothers. This measure ensures that all risks and stresses for pregnant women or breastfeeding women are recorded. This applies, for example, to the exposure to noise, radioactive radiation or the degree of physical strain. Certain daily exposure levels for the total duration of pregnancy must not be exceeded. In such a case, after an assessment procedure, a prohibition to work for the pregnant and breastfeeding female scientist would be imposed.</p> <p>The measure aims to compensate for any necessary prohibitions on pregnant and breastfeeding female scientists on their workplace in cases of risk. The purpose is to avoid an interruption of the scientific work and career. If the assessment shows that the pregnant woman herself is not allowed to carry out her research activities for health reasons, but other people are able to do it, they should take over this work. The following measures are possible:</p> <ol style="list-style-type: none"> 1. Assisted research activities may be carried out by appropriate laboratory staff. 2. Special research activities may exceptionally and on a case-by-case basis be carried out by appropriate scientifically trained persons. 3. The spatial separation between hazardous areas and the workplace of the pregnant or breastfeeding female scientist.
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Mobile emergency-supporting child care tool



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Return to work following parental leave etc. ▪ Reconciliation of private and work life
Target group(s):	All employees with small children without childcare (due to exceptional cases such as illness etc.)
Description:	<p>The institute provides small cabinets with materials for child care and toys for children (up to 10 years e.g.) to its employees. With this tool employees can bring their kids to the work place/desk for a short period of time if they are in a situation that leaves them with no other option.</p> <p>The cabinets are placed in special rooms (offices) so that the children do not interrupt other employees.</p>
More information:	<p>Fraunhofer-Institute (Germany)</p> <p>Contact: Jasmin Link jasmin.link@iao.fraunhofer.de</p> <p>Website: https://www.imw.fraunhofer.de/de/karriere/Miki-Bro.html</p>

Title: No-cost Extensions²⁹



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ To extend the research grant
Target group(s):	All grant holders at the organization
Description:	<p>“A no-cost extension is permission to extend the duration of the project without extra funding.”³⁰</p> <p>Various possibilities of an extension of research grants caused by family leaves are provided by different research organizations. Following some good practice examples are briefly described:</p> <p>German Research Foundation (DFG)</p> <p>At the German Research Foundation, fellowships are extended by three months for new mothers, based on the three-month national statutory maternity leave. Men and women fellows with children can extend their fellowships for up to 12 months. Alternatively, unused months from this extension can be converted into funding for child-care costs.</p> <p>Research Foundation Flanders (FWO)</p> <p>At FWO, PhDs and postdoctoral fellowships can be suspended during pregnancy/maternity or parental leave, in which case a no-cost extension is automatically granted. Additionally, beneficiaries of a pre- or postdoctoral fellowship at FWO, who may be required to perform a certain amount of additional tasks by their host institution – such as teaching, clinical tasks or administrative duties – are relieved from these obligations during periods of maternity/paternity leave.</p> <p>Swiss National Science Foundation (SNSF)</p> <p>The Swiss National Science Foundation may, at the grantees’ request, extend the duration of the grant so that it covers the period of</p>

²⁹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

³⁰ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; p. 63

	continued salary payments in the event of maternity, adoption or other periods of absence. The grant may be extended by one year at the most.
More information:	Further information can be found at the homepages of the individual organizations.

Title: **Parental leave with occupational activity - work time models**



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Structural Integration of Gender Equality ▪ Gender-inclusive / Gender-sensitive Organisational Culture
Objective:	Return to work after parental leave
Target group(s):	All target groups (except Pupils) All employees with children
Description:	<p>This measure enables employees to have individual work time models adapted to their individual needs. It provides parental leave in combination with telework and part-time placements.</p> <p>This is a way of participating in the work and research progress, although they cannot do their work fulltime.</p> <p>After the announcement of the pregnancy there will be an individual counselling.</p>
More information:	<p>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung (Germany)</p> <p>Contact person: Petra Scori petra.scori@iwu.fraunhofer.de</p>

Title: PME Child Care Service



Field of Action:

- Flexibility, Time and Work Life

Objective:

- Childcare and Elderlycare

Target group(s): Employees

Description: The Max Planck Society has a family service company under contract that places people in charge of looking after children up to the age of 14 - regardless of whether they are babysitters, au-pairs or short-term emergency care. Assistance is also offered in nursing care for the elderly. This applies also to employees, who travel to a meeting and need someone to take care of the child, need care during the holidays or permanent care.

More information: Max-Planck-Gesellschaft e.V. (Germany)

Contact: zgb@gv.mpg.de

Website: <https://www.mpg.de/11723196/family-and-career>

Title: Post Career Break Fellowship



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Flexibility, Time and Work Life
Objective:	Providing an opportunity for scientists/engineers to return to work after a career break for family reasons/caring responsibilities (e.g. parental leave, sick relatives)
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Graduates, doctoral and postdoctoral researchers after a career break of two years or more</p>
Description:	<p>This programme offered by CERN provides graduated scientists and engineers with an opportunity to restart their career. After a break of two years or more, due to family or other caring responsibilities, the participants are able to resume their career with a three year full-time or part-time fellowship.</p> <p>The fellowship allows the scientists and engineers to update their knowledge and skills at the forefront of research.</p> <p>If participants are interested, they can further qualify an additional funding in the scope of their fellowship to spend a further 12 months in different institutes that are related to their CERN-fellowship project.</p> <p>The programme has been extended and is successfully aiming at moving participants back to the regular job market.</p>
More information:	<p>CERN (Switzerland)</p> <p>Contact: Genevieve Guinot genevieve.guinot@cern.ch</p> <p>Website: http://jobs.web.cern.ch/job/12005</p>

Title: Subside Tremplin



Field of Action:

- Flexibility, Time and Work Life
- Gender-inclusive/Gender-sensitive Organisational Culture
- Structural Integration of Gender Equality

Objectives:

Free up time for female researchers to dedicate to their research at critical points in order to finish a project/thesis/article whereby enhancing their scientific resume.

Target group(s):

Advanced doctoral students and researchers at the University of Geneva.

Description:

Advanced doctoral students and female researchers can seek funding to relieve themselves of responsibilities outside of their research for roughly one semester. The intention is to allow the researchers to dedicate time to finalize a project or finish writing up an article or thesis which would otherwise be slowed down by external responsibilities such as teaching or admin.

The participants are followed by mentor professors at the University who give them advice and aid with realizing their aims for the project.

Criteria: An initial selection is conducted by the faculty equality commission followed by a final selection by an ad-hoc commission (vice-rector, president of the faculty equality commission and two members of the equality office).

Candidates are chosen on the basis of:

- their scientific and teaching qualities
- the effect of this programme on the acceleration of their career
- the determination of creating a national and or international network.
- others factors such as family situation will be taken under consideration.

More information:

University of Geneva (Switzerland)
 Bureau d'egalite Geneve
 Contact: egalite@unige.ch
 Website: <http://www.unige.ch/rectorat/egalite/programmes/subside-tremplin/>

Title: The International Post-Doc Initiative - IPODI



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Presence and Visibility
Objective:	<ul style="list-style-type: none"> ▪ Career promotion
Target group(s):	Female graduates/doctoral researchers, postdoctoral researchers, (junior) professors
Description:	<p>Between 2013 and 2018, 21 fellowships lasting two years are to be awarded to selected female researchers at Technische Universität Berlin as part of the International Post-Doc Initiative (IPODI). Irrespective of age and nationality, the university specifically approaches women who have either spent a long period working abroad or in the private sector or have taken a break from their academic careers for personal reasons (e.g. parental leave or caring for a family member) and wish to work at (or return to) the university. Seven fellowships are awarded in each of three application rounds, which are also open to female researchers abroad. Applicants must have acquired between two and ten years of research experience after successfully gaining a doctorate. The proposal must fit thematically into a research field in one of the faculties and must be supported by a collaborating professor.</p> <p>Successful applicants receive funding for two years and are actively integrated in the departments' research activities and networks. During this period they receive the support of a mentor and also benefit from additional training in career development and research management. The International Post-Doc Initiative is financed in part by the Marie Curie Programme of the European Union.</p>
More information:	<p>Technische Universität Berlin (Germany)</p> <p>Contact: zen.frau@tu-berlin.de</p> <p>Website: http://www.ipodi.tu-berlin.de/ipodi/ipodi/parameter/de/</p>

Title: Time Flexibility³¹



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ To assess the status quo of an organization ▪ To get a starting point on (structural) changes
Target group(s):	<p>Management and Leadership</p> <p>All employees in research</p>
Description:	<p>As most of employees report that having flexibility in research grants is an important aspect of an academic / research career it is necessary to create a work environment, which allowed flexible work time models as well as extensions of a project.</p> <p>Various approaches of data collection are provided by different research organizations. Following some good practice examples are briefly described:</p> <p>Austrian Science Fund (FWF)</p> <p>All applications from independent researchers allow for time flexibility. This researcher is defined as a principal investigator whose salary is to be paid from the funding provided for the project; this disposition is available in a series of programs.</p> <p>Research Foundation Flanders (FWO)</p> <p>PhDs and postdoctoral fellowships can be suspended during pregnancy, family or parental leave. The grant period for research positions is extended with family and parental leave, in which case a no-cost extension is automatically granted.</p> <p>Danish Council for Independent Research (DFF)</p> <p>DFF allows grant holders to apply for a no-cost extension to extend the project of a time equivalent to the statutory maternity leave taken by the grant holder and other members of the research team.</p>

³¹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

Science Foundation Ireland (SFI)

Research grants can be managed on a part-time basis by grant holders. For selected career development grants, such as the Science Foundation Ireland Industry Fellowship, flexible time commitment is built into the program call and is approved at the evaluation stage. For these and other research grants of larger scale, requests to change from full- to part-time are considered at grant management stage, and dealt with on an ad hoc basis.

National Institute for Nuclear Physics (INFN)

Working time for all researchers is flexible.

Netherlands Organisation for Scientific Research (NWO)

No-cost extensions are usually granted up to 16 weeks or longer if extra (not paid for by the government) parental leave is taken with a usual maximum of three months.

Spanish National Research Council (CSIC)

Pre-doctoral and postdoctoral contracts can be extended for a period equal to the duration of family leave.

Swedish Research Council (VR)

Grant pauses with extended time for parental leave are guaranteed by VR.

Research Councils UK (RCUK)

RCUK allows grant holders to apply for a no-cost extension to extend the project for up to 12 months following statutory maternity leave taken by a team member. The policy applies to funded team members including students, but not to grant holders or pooled staff. Training grants allow for studentships to be extended by 12 months.

**More
information:**

Further information can be found at the homepages from the individual organizations.

Title: Website - Equal Opportunities



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Development of the institution's own self-image and the Max Planck equal opportunities strategy and present them to the public ▪ Recruitment
Target group(s):	<p>Politics, media and sponsors</p> <p>Highly qualified female scientists</p> <p>The Public</p>
Description:	<p>The website contains a statement on the organization's Equal Opportunities Strategy, a description of centralised and decentralised equal opportunities measures and the names of contact persons and contact options. In many cases, there is an institute's own website on the subject of "equal opportunities" in addition to the central Max Planck homepage.</p> <p>The website provides the Institute with the opportunity to develop its own self-image and the implementation of the Max Planck Equality Strategy in line with the requirements of the institute and to promote it externally.</p> <p>This open and externally visible support of young scientists as well as renowned scientists with regard to their various organisational and career needs is an important instrument for recruiting and retaining highly qualified personnel.</p> <p>The site is also an internal signal and an effective instrument for raising awareness of equal opportunities issues. It also provides a service and information platform on the topics of "reconciling research and family life" and "career development" for members of the institute as well as the transfer of good practice between the Max Planck Institutes.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p> <p>Website: https://www.mpg.de/equal_opportunities</p>

Title: 120% support Grant



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender Dimension in Research and Education
Objectives:	<p>The 120% support grant is aimed at postdoctoral researchers who need to look after children during an important stage in their career and who therefore need more flexibility. The grant helps researchers to find the right balance between their academic career and family commitments by enabling part-time employment. The grant allows researchers to reduce their work-time percentage and hire a support person for the same period.</p>
Target group(s):	<p>Postdocs and mid-career scientific personnel / Postdocs in SNSF research grants</p>
Description:	<p>The 120% support grant is awarded to postdocs who are pursuing an academic career and fulfil family care duties at the same time. The grants are only paid until the end of the SNSF project in which the postdocs are employed. In administrative terms, the 120% support grants are treated as supplementary grants for ongoing research projects and may be applied for as such under "Supplementary grants" on the mySNF web platform. The applications are evaluated by the Administrative Offices within two months. A limited budget is available each year and is distributed according to the first come – first served principle. In order to ensure a consistent evaluation of applicants, the examination is limited to checking whether the formal requirements and the criteria are met.</p> <p>It is planned to open it for doctoral student in research grants, too. Transferability: possible for other target groups and other institutions, i.e. universities.</p>
More information:	<p>Swiss National Science Foundation SNSF (Switzerland) Contact: Cornelia Sommer Website: http://www.snf.ch/SiteCollectionDocuments/allg_leitfaden_entlastungsbeitrag_e.pdf</p>

Presence and Visibility

Title: Athéna - Programme d'Études Anticipées



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Physics Experience for High School Students ▪ Promote Physics as possible Career/University option especially in young women
Target group(s):	High School Students
Description:	<p>Athena is a program organised by the Faculty of Sciences at the University of Geneva to encourage and promote the study of Physics and Mathematics among students in the final years of secondary education.</p> <p>High School Students follow one semester of a first year university Physics course alongside the other university students. This course is taken on as an extracurricular activity in addition to their regular studies. The students follow the lectures for their chosen course from a predefined list, as well as two hours of tutorials with a young researcher in Physics per week.</p> <p>At the end of the course the students have the option to take the exam. If they pass this exam they are then able to use the credits from this class which could go towards future studies within the Faculty of Sciences at the university. An effort is also made to place female high school students with a young female researcher as a tutor in order to provide a possible role model for the students.</p> <p>This program has been a great success running for over two years and has seen roughly 50% participation of girls and boys with high rates of interest and participation.</p>
More information:	<p>University of Geneva (Switzerland)</p> <p>Prof. Michele Maggiore : Michele.Maggiore@unige.ch</p> <p>http://www.unige.ch/sciences/programme-athena.html</p>

Title: Café con astrónomas



Field of Action:

- Presence and Visibility
- Gender-inclusive/Gender-sensitive Organisational Culture

Objective:

- Create a safe space for women to meet each other
- Connect and develop a women’s network
- Obtain first-hand knowledge of the GE situation of women in physics

Target group:

PhD students, PhD candidates and research assistants
 Postdocs and mid-career scientific personnel
 Professors
 Women researchers at the Instituto de Astrofísica de Canarias (IAC)

Description:

The café with women astronomers is an activity organised by and with female astronomers of the institute. This initiative was first implemented in 2010 when the IAC started their gender equality policy. During the “coffee hour” women are free to discuss their scientific issues and topics they relate to. There are open debates, women astronomers are the main actors and they decide the topics to be discussed and whether the “café” is more or less structured. Men are also invited to take part in these meetings, to learn more about gender equality.

The café’s success (with regard to sustainability) in connecting and supporting women in science depends on the participants. So far the participants appreciate the exchange and it gives them the opportunity to link personal experience with the social phenomenon of gender inequalities. The café is kept in a private and small set up to enable the women to speak freely about their concerns.

More information:

Instituto de Astrofísica de Canarias (Spain)
 Contact: Monique Gómez
 mog@iac.es

Title: Career Steps OPPORTUNITIES – Road Show



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Implementation of the new equal opportunities strategy into the Max Planck Society ▪ Provide comprehensive information on programmes and activities in the areas of career development and reconciliation of work and family
Target group(s):	<p>Scientists at all levels of the Max Planck Society</p> <p>Politics, media and the science management</p>
Description:	<p>The aim of the event series is to implement the new equal opportunities strategy into the Max Planck Society through</p> <ol style="list-style-type: none"> 1. Dissemination and promotion of the portfolio of measures, 2. Feedback and exchange. <p>There are four one-day events within the road show at relevant Max Planck locations. Every event is subdivided into two sections:</p> <ol style="list-style-type: none"> 1. Information on the Max Planck equal opportunities strategy 2. Three parallel workshops, one each on the topics "work life balance", "science career" and "gender awareness". <p>Career Steps OPPORTUNITIES does not only provide comprehensive information on programmes and activities in the areas of career development and reconciliation of work and family. Additionally, there is the opportunity to learn more about equal opportunities in research institutions throughout Europe and reflect on the participants' perceptions and attitudes on the subject. During the event, suggestions of the participants are very welcomed to expand the portfolio based on requirements regarding the development of career.</p> <p>The event series supports the linking of top-down and bottom-up strategies. In addition, Career Steps OPPORTUNITIES forms the basis for optimising activities and thus enables the development of a gender policy that fits the Max Planck Society and receives support from the scientific community.</p>

More information:

Max-Planck-Gesellschaft e.V. (Germany)
 Contact: zgb@gv.mpg.de
 Website: <https://www.mpg.de/career/careersteps/opportunities>

Title: Conferences for undergraduate Women in Physics



Field of Action:

- Presence and visibility
- Gender Dimension in Research and Education

Objectives:

- To encourage, support and inspire young women physicists
- To provide useful information on the professional-research career

Target group(s):

Female students

Description:

The American Physical Society Conference for undergraduate women in physics is a three-day regional conference for undergraduate physics majors. It takes place each year at multiple sites throughout the US and Canada.

The goal of the Conference is to help undergraduate women continue in physics by providing them with the opportunity to experience a professional conference, information about graduate school and professions in physics, and access to other women in physics of all ages with whom they can share experiences, advice, and ideas.

A typical program will include research talks by faculty, panel discussions about graduate school and careers in physics, presentations and discussions about women in physics, laboratory tours, student research talks, a student poster session, and several meals during which presenters and students interact with each other.

These conferences are disseminated through LinkedIn and financial assistance is provided.

More information:

American Physical Society (USA)
 Contact: <https://www.aps.org/programs/women/workshops/cuwip.cfm>

Title: **Creating Futures in Science - workshop**



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Information about science careers in a new methodical way ▪ Support for young female scientists ▪ Career development ▪ Network between researchers ▪ Personal career planning and self-reflection
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific</p> <p>Female researchers on the early career stage</p>
Description:	<p>The workshop “Creating Futures in science” was designed to help young women scientists successfully transition from a post-doc to a high level scientific career. The scenario women design for themselves encourages their self-confidence in career terms. A scenario-building workshop to answer the following questions was developed:</p> <ul style="list-style-type: none"> – Which events and decisions influence scientific careers? – How do you get transparency in (German) research? – How can you spot factors that are relevant for careers with specific scenarios? <p>The workshop takes 1,5 days and following activities are recommended:</p> <ul style="list-style-type: none"> – Research evidence – Discussion with role models – Activities involving question and answer sessions with experts – Participants working in pairs on each other’s CV and formulating one’s own CV, presenting the CV afterwards – Session to reflect what was learnt and achieved
More information:	<p>IKMM/ Fraunhofer Fachgebiet Gender und Diversity in Organisationen (Germany)</p> <p>Website: http://www.gender-diversity.tu-berlin.de/gdo/projekte/creating_futures_in_science/</p>

Title: Directive for tendering scientific positions



Field of Action:

- Presence and Visibility
- Structural Integration of Gender Equality

Objectives:

- Increasing the proportion of women in academic position

Target group(s):

Women at all career levels:
 PhD students, PhD candidates and research assistants
 Postdocs and mid-career scientific personnel
 Professors
 Management and leadership

Description:

The faculty strives to increase the proportion of women in academic positions at the faculty significantly. In this respect, the faculty requests all persons and involved subunits, the following measures and at least four verifiable to perform. This directive applies to the invitation to tender issued by the university assistant to prae-doc as well as for university assistants in post-doc positions.

1. The tendering unit / person shall immediately name the “job center” the Dean's office, the subunit(s) within the faculty, in which are scientific employees, for whom the tender could be relevant. As soon as the vacant position is published, the Dean’s office sends the tender text by e-mail to the secretariats and in copy to the leaders and the deputy head of all subunits (e.g. online or posting) as well as to all scientific staff working in the subunit; for the purpose of information and with the request for distribution in the personal subject-related contact networks.
2. The tendering unit / person shall take into account the compulsory publication of all prae-doc and post doc positions in the mobility portal (EURAXESS Jobs Portal) - Exception: Working conditions under six months - and uses the English text in the “jobcentre”.
3. Immediately after the publication of the vacant position, the tendering unit / person as well as the dean's office have to make a well visible notice of the tender text.
4. After publication of the vacant position the tendering unit / person shall

request relevant subunits of the University of Vienna as well as at least five teaching and research institutes in the field of research outside the University of Vienna to make the tender more visible.

5. After publication of the vacant position the tendering unit / person shall place the tender text in at least one social network or a field-relevant user group of a general social network, if available / known.

6. After publication of the vacant position the tendering unit / person shall pass to at least one - as much as possible - preferably scientific field-relevant information or networking platforms for women and women studies', feminist research, gender studies, if available / known.

The working group on gender quality waives on the repetition of a tender, if from the above measures have been carried out at least four.

More information:

University of Vienna (Austria)

Contact:

Univ.-Prof. Dr. Christa Hofmann

T: 0043 1 4277 53574

E-Mail: christa.hofmann@univie.ac.at

Dr. Annekatriin Enge

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E-Mail: annekatrin.enge@univie.ac.at

Title: Do STEM - exhibition



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Recruitment ▪ Presence and visibility ▪ Inspiration for women in STEM fields
Target group(s):	<p>Pupils</p> <p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Women in STEM fields, female high school and college/university students</p>
Description:	<p>The travelling exhibition portrays eleven women and their successful careers paths in STEM fields. The project illustrates that the work and study in STEM fields can be very interesting and exciting. The female scientists report on their career path and everyday work experience. Furthermore it engages and encourages girls and young women with science and inspires them to think about a career in STEM fields.</p> <p>The exhibition can be booked for various locations and is designed for all people interested in a career in STEM fields.</p>
More information:	<p>Koordinierungsstelle für Frauen- und Geschlechterforschung Sachsen-Anhalt (Germany)</p> <p>Contact: Michaela Frohberg Michaela.Frohberg@ovgu.de</p> <p>Website: http://www.kffg-sachsen-anhalt.ovgu.de/home/MACHT+MINT%21/MACHT+MINT%21+_+Ausstellung_+Informationen+und+Hintergr%C3%BCnde-p-586.html</p>

Title: Elisabeth Schiemann Kolleg



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Support of the participants to successfully establish themselves in the scientific community ▪ Platform for transdisciplinary scientific exchange
Target group(s):	<p>Postdocs and scientific personnel at end of her postdoc phase or at the beginning of her phase as a group leader, junior professor or working towards her habilitation. Only tenured researchers are excluded.</p> <p>The participants are from the following disciplines: chemistry, physics, mathematics, computer science or a technical discipline.</p>
Description:	<p>The Schiemann Kolleg supports activities which help its fellows successfully establish themselves in the scientific community. Additionally, the Kolleg offers a platform for transdisciplinary scientific exchange. The support of the Elisabeth-Schiemann-Kolleg is of non-material nature; the fellows are not supported financially. The main offers of the Kolleg is mentoring, network building, executive coaching and regular plenary meetings. Within this framework, the young fellows have a significant influence on the shaping of the contents. A centerpiece is the hierarchy-free interaction of the members in the Kolleg. Present activities in the Kolleg comprise:</p> <ul style="list-style-type: none"> • intensive rounds of introductions with focus on the previous career, personal experiences and expectations • in-depth discussions of topics that develop during the meeting, e.g. appointment procedure or organizing a research group • the offer to contact the directors at any time for specific questions • the opportunity of extended visits at a director's group (job shadowing) • scientific talks of the fellows • time for the fellows to talk to each other • leadership coaching by an external moderator <p>To become a member, the participant must be nominated. All professors and directors of research institutions worldwide can nominate candidates. The membership of the fellows normally expires after five years. Obtainment of a permanent job automatically leads to termination.</p>

More information: Max-Planck-Gesellschaft e.V. (Germany)
 Contact: zgb@gv.mpg.de
 Website:
https://www.mpg.de/career/career_programs/schiemann_kolleg

Title: Equality on the intranet



Field of Action:

- Presence and Visibility
- Gender-inclusive/Gender-sensitive Organisational Culture
- Structural Integration of Gender Equality

Objectives: Information about:

- Equal chances for women and men
- Career development
- Work and life balance/compatibility
- Gender-sensitive organisational culture

Target group(s): Management and Leadership
 Employees at the organisation

Description: The Fraunhofer Institute created an intern platform on gender equality. This intranet platform provides all information on:

- representatives of gender equality (Contact details, etc.)
- activities with the topic “gender equality and diversity”, e.g. conferences, work meetings, etc.
- activities for the whole family, e.g. child-care in the holidays, girls’ & boys’ days, etc.
- work and life balance/compatibility
- mentoring and promotion
- gender-sensitive language
- etc.

The institute has not collected data on the use of the intranet platform yet. However, it reports that the attention gender issues receive has increased.

To develop this measure for other organisations, personnel with

	technical skills, about to take care of the intranet and of the dissemination of information would be needed.
More information:	Fraunhofer-Institute (Germany) Contact: Jasmin Link jasmin.link@iao.fraunhofer.de

Title: Female scientists at the top – TU-cofund    qualification programme

Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objective:	<ul style="list-style-type: none"> ▪ Career promotion
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors (assistant/associate professors)</p> <p>Female postdoctoral researchers, female assistant/associate professors, women in leadership positions</p>
Description:	<p>A new qualification programme “Female scientists at the top” has been developed and introduced at Technical University of Berlin (TU Berlin). It was implemented after the introduction of a new employee category, the junior professorship. The programme was worked out in three programme lines (TU-innovative, TU-international and TU-cofund) to develop the heterogeneity of professional cultures and the diversification of career paths.</p> <p>The qualification programme "TU-cofund" line supports the participation of TU Berlin in state and federal programmes. This programme provides the co-financing in projects to promote women. A current example information is the Berlin Programme to Promote Equal Opportunity for Women in Research and Teaching 2012 - 2015 (BCP), which result was the implementation of temporary "W"- positions. Since 2016 until the end of the TU-cofund project line, TU Berlin is going to provide financial</p>

More information:	<p>support for the female professors which participate in Berlin BC-programme (Berlin Equal Opportunity Programme).</p> <p>BCP and TU-cofound foster the integration of female researchers in large research collaborations. This strategic positioning in leadership roles within research groups is intended to enable women to be integrated in innovative research contexts and career-promoting networks. In this way TU Berlin supports the research areas that promote female postdoctoral scientists and help women to gain W3 professorships.</p> <p>University of Berlin (Germany)</p> <p>Contact: zen.frau@tu-berlin.de</p> <p>Website: http://www.tuberlin.de/zentrale_frauenbeauftragte/menue/karrierefoerderung/wissenschaftlerinnen_an_die_spitze/</p>
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Title:	Femtec. Promoting Talents	
Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility 	
Objectives:	<ul style="list-style-type: none"> ▪ Offering careers to women ▪ Offering network of women in companies and industry of STEM fields ▪ Recruitment ▪ Personal and career development 	
Target group(s):	<p>All target groups (except Pupils and school students)</p> <p>Women in STEM</p>	
Description:	<p>Femtec is a platform/company and network of women in STEM fields and offers soft-skill workshops, application training and mentoring programmes for people interested in gender equality.</p> <p>The company/platform cooperates with global industrial partners and enables women to get in contact with those to plan and continue careers in STEM fields. Femtec organises work-experience in companies in</p>	

More information:	STEM fields. Any company or research institute can get in contact with femtec to be engaged in their programmes.
	Femtec.GmbH (Germany) Contact: info@femtec.org Website: https://www.femtec.org/de/femtec-promoting-talents-0

Title: **fiMINT- Women in Maths, Computer Science, Science and Technology**



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objective:	<ul style="list-style-type: none"> ▪ Networking ▪ Presence and Visibility ▪ Recruitment ▪ Career development
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Women in STEM fields</p>
Description:	<p>The fiMINT-project offers soft-skill-workshops, individual career consultations, workshops and meetings in cooperation with companies to create networks. The project is run by two universities trying to encourage young women in STEM-fields.</p> <p>An example is a two-day workshop for female school graduates, postgraduates and post-doctoral students. The aim of this session is to help female graduates to develop the self-reflection skills according to their career plan, structure their goals and plans, learn the high school application process and types of applications. During this workshop they can discuss what they want to study after school graduation, or how to plan their further education. They can receive answers for these</p>

questions:

- which possibilities do they have for further studying in STEM fields?
- how can they apply to the university?
- how to *plan their career path*?

There is also an opportunity to learn about the stages of the application process and to develop communication skills and a strategy for the personal interview.

The universities of Hannover and Braunschweig successfully use this programme to recruit young female scientists.

**More
information:**

University of Braunschweig (Germany)

Contact: Carolin Wegner

carolin.wegner@tu-braunschweig.de

Website: [https://www.tu-](https://www.tu-braunschweig.de/gleichstellung/angebote/karrierementoring/fimint)

[braunschweig.de/gleichstellung/angebote/karrierementoring/fimint](https://www.tu-braunschweig.de/gleichstellung/angebote/karrierementoring/fimint)

Title: Gender Equality Grant



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objective:	<ul style="list-style-type: none"> ▪ Individual and flexible support for young women scientists
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Young women researchers funded by the SNSF</p>
Description:	<p>The SNSF aims to foster equal opportunities between men and women in research funding. In this context, the gender equality grant can be used to finance flexible and individualised measures aimed at facilitating the career development of young women researchers working in SNSF funding schemes. The support grant is very much appreciated by the young women researchers. It helps fostering skills needed for a career. An eligible person receives CHF 1000 per 12 months' approved project running time. The grant may be used to finance career support measures but does not cover family support measures.</p> <p>The gender equality grant belongs to the category of eligible costs for applications approved since mid-April 2014 (date of the ruling). When submitting the proposal via mySNF, it is not necessary to apply for the gender equality grant as it is covered by a deficit guarantee. Only projects whose eligibility is indicated in the ruling may benefit from a gender equality grant.</p> <p>If project funds are still available, they may be used to finance the gender equality grant. If the necessary amount is not covered via existing project funds, a compensatory payment may be initiated in the final financial report, provided that reference is made to the corresponding receipts. Special rules apply to fellowship holders.</p>
More information:	<p>Swiss National Science Foundation SNSF (Switzerland)</p> <p>Contact: Alexandra Achermann</p> <p>Website:</p> <p>http://www.snf.ch/SiteCollectionDocuments/gleichstellungsbeitrag_leitfaden_e.pdf</p>

Title: German female physicists conference (GFPC)



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Presence and visibility of women in physics ▪ Networking ▪ Personal and professional Exchange
Target group(s):	<p>All target groups (except pupils)</p> <p>Female physicists</p>
Description:	<p>The conference, which is held once a year, welcomes physicists of all physical disciplines. The German Physical Society organises a programme that includes panel discussions, workshops and lectures on physics. Participants can contribute by offering lectures or suggesting topics. During the four day conference women are encouraged to discuss their various experiences and connect with others. The German Physical Society also offers participants with Children a childcare programme free of charge.</p> <p>As part of the GFPC, the physicists offer a one day programme for female middle and high school students. The programme includes laboratory work and an insight into the world of physics to recruit a new generation of female physicists.</p>
More information:	<p>German Physical Society (Germany)</p> <p>Contact: info@physikerinnentagung.de</p> <p>Website: http://www.physikerinnentagung.de/index.html</p>

Title: Girl's Day- Girl's Future Day



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Recruitment ▪ Encourage young girls to consider jobs in science and technology ▪ Discover young talents and support those
Target group(s):	<p>Pupils</p> <p>Girls (ages 9-17)</p>
Description:	<p>Companies in technology and science as well as universities/colleges offer projects, workshops and guided tours especially designed for girls to inspire interest in science and technology.</p> <p>Fields of science or jobs qualify to be part of a Girl's Day event if the current rate of women is below 40% (in Germany). Girl's Day events are coordinated and advertised by a national body. Organisations can get in contact with this body if they are interested in offering Girl's Day activities.</p> <p>Girl's Days are held each year since 2001. Many girls have chosen a career in STEM fields after taking part in Girl's Day activities.</p>
More information:	<p>Bundesweite Koordinierungsstelle Girl's Day- Mädchen Zukunftstag (Germany)</p> <p>Contact: Elisabeth Schöppner schoeppner@girls-day.de</p> <p>Website: http://www.girls-day.de/</p>

Title: M. Hildred Blewett Fellowship



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and visibility
Objectives:	<ul style="list-style-type: none"> ▪ Retention of women physicists in the scientific career and avoid the leaky-pipeline ▪ Prevent horizontal segregation in the scientific career
Target group(s):	Women researchers
Description:	<p>The award was established from a generous bequest from M. Hildred Blewett, an accelerator physicist who died in 2004. Hildred Blewett was passionate about physics and wanted to help women overcome obstacles by establishing the fellowship.</p> <p>To enable women to return to physics research careers after having had to interrupt those careers. The fellowship consists of a one-year award of up to \$45,000 (applicants can apply in a subsequent year for one additional year of support). Allowed expenses include dependent care (limited to 50% of the award), salary, travel, equipment, and tuition and fees. Overhead charges by the institution are not allowed.</p>
More information:	<p>American Physical Society (USA)</p> <p>Contact:</p> <p>https://www.aps.org/programs/women/scholarships/blewett/index.cfm</p>

Title: House of little researchers



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Recruitment ▪ Support teachers in planning of education and study staff
Target group(s):	<p>Pupils</p> <p>University employees/teaching staff at scientific organisations</p>
Description:	<p>The “House of little researchers” is a programme that generates teaching materials for Elementary School teachers. The material is developed by university teaching staff and students. Offered programmes break down research and science topics make them accessible for children.</p> <p>The “House of little researchers” offers training to elementary school teachers on how to hold specific lessons on STEM topics. Participants interact with materials, recreate experiments and go through the lessons themselves.</p> <p>Although the trainings are aimed at teachers, they can also have an impact on children. They start to engage with the study of STEM from early childhood on. It can, thus help inspire interest in the natural sciences and encourage them to choose STEM fields in their further education.</p>
More information:	<p>Karlsruhe Institute of Technology - KIT (Germany)</p> <p>Contact: Julia Ehlermann ehlermann@kit.edu</p> <p>Website: https://www.fortbildung.kit.edu/hausderkleinenforscher.php</p>

Title: Ideas Competition for the Promotion of Women



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Work/study culture ▪ Awareness ▪ Visibility ▪ Gender mainstreaming
Target group(s):	Female Graduates/doctoral researchers, postdoctoral researchers, (Junior) professors
Description:	<p>The Giessen University holds an annual internal competition, managed by the Women's Officer, for ideas to promote women at the university. A five-year fund has been set up for an "ideas competition for the promotion of women", with an annual sum of €75,000 available to support equal opportunity projects at the university. The content and organisation of projects should contribute to anchoring equality, the promotion of women and issues in women's and gender studies within the individual faculties and central institutions of the university. Funding is available for the development or implementation of innovative measures that meet the following criteria:</p> <p>Elimination of structural barriers for women in the qualification process; diminishing the under-representation of female researchers at all qualification levels; and the integration of research in women's and gender studies in research and teaching. Proposals must also be submitted by employees of the faculties and central institutions of the university. Funding is not available for research projects carried out by individuals.</p> <p>Both direct project costs and staff funding may be applied for. The maximum available sum is €15,000 per year and the maximum project duration is two years. The Executive Committee of the Giessen University decides whether funding should be awarded at the suggestion of the Equal Opportunity Commission.</p>

More information:

Gießen University (Germany)
 Contact: Nadyne Stritzke
 Nadyne.Stritzke@admin.uni-giessen.de
 Website:
<https://www.unigiessen.de/org/beauftragte/frb/ordnerarchiv/gleichstellungskonzept/ideenwettbewerb>

Title: Information on post-doc opportunities and financial support for traveling



Field of Action:

- Presence and Visibility
- Gender-inclusive/Gender-sensitive Organisational Culture
- Gender Dimension in Research and Education
- Structural Integration of Gender Equality

Objectives:

- Information about:
- postdoctoral training
 - scholarships and fellows

Target group(s):

PhD students, PhD candidates and research assistants
 Postdocs

Description:

We came to realize that the lack of information regarding post-doctoral training is a deterrent and inhibiting factor and therefore on the website we have included information regarding scholarships available to doctoral and post-doctoral fellows and frequently-asked questions and answers about this type of travel abroad with a family.

Moreover, partial financial support is given for students traveling to choose a post-doctoral training position abroad.

More information:

Weizman Institute of Science (Israel)
 Website: <https://www.weizmann.ac.il/pages/>

Title: Israeli Women post-doc data base



Field of Action:	▪ Presence and Visibility
Objectives:	▪ career development
Target group(s):	Female postdocs and researchers
Description:	<p>The faculty of physics maintains a data base on all Israeli female postdocs around the world. For each scientist, the data base has an updated CV and list of publications. We communicate with each scientist (personally) twice a year, asking her for updates. The data base serves several purposes:</p> <p>(i) It prevents us from “missing” excellent Israeli female physicists that succeed in their postdoc.</p> <p>(ii) It creates a bonding between the postdocs and Weizmann Institute, which gives us an edge when we compete on the hiring.</p> <p>(iii) It allows us to identify when problems arise during a postdoc and, in some cases, intervene and help (e.g. by funding an additional year in the host lab).</p> <p>Moreover, we ask the postdocs to inform us when they visit Israel. We invite them for a visit at Weizmann Institute, and help them with their travel expenses.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: I Will Be a Professor! Girls' Introduction to an Academic Career Path



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Acquisition and Promotion of talented young people for science ▪ Recruitment
Target group(s):	<p>Pupils</p> <p>Female students (prospective students)</p>
Description:	<p>The project "I Will Be a Professor! Girls' Introduction to an Academic Career Path" at Bergische Universität Wuppertal offers 1-3-week practical placements at the university for exceptionally talented, high-performing and motivated girls in the senior years of secondary school. This measure is designed to provide career orientation, raise awareness about the job of university professors as an attractive career option and present this choice as an attainable career goal.</p> <p>The university offers girls a first encounter with the career choice. They gain insight into research and teaching in different fields, and have the chance to sit in e.g. lectures, seminars, practical exercises, experiments, excursions. Girls get in direct contact with professors (both women and men), talk to university staff and students, and get qualified advice on courses of study and career paths, important information about a job profile and goal-oriented future planning.</p> <p>Practical experience places are directly attached to the chairs of professors in various departments, with a focus on science and engineering subjects. Participants are required to display a strong interest in the academic profession and, preferably, an interest in natural sciences and engineering. Placements are only available during class hours and last for one to three weeks.</p> <p>The selected participants are given an orientation guide and form for their school to help them prepare for their stay. On the first day of the placement they are welcomed by the project team and introduced to the topic. They receive a folder containing relevant information about the university, studying and academic careers. In the last week of the placement there is a final get-together where participants can discuss</p>

	<p>their experiences. For quality assurance purposes, a short written feedback survey is carried out.</p> <p>Applications must apply to the Equal Opportunity Officer at least six weeks before the preferred start of the placement.</p>
More information:	<p>University of Wuppertal (Germany)</p> <p>Contact: gleichstellung@uni-wuppertal.de</p> <p>Website: http://www.gleichstellung.uni-wuppertal.de/projekte/nachwuchsgewinnung/ich-werde-professorin.html</p>

Title: Kid´s University



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objective:	Create interest for STEM fields
Target group(s):	Pupils/School students (ages 7-14)
Description:	<p>The Kid´s University Fehler! Textmarke nicht definiert. is a programme of lectures and workshops especially for children. Professors and other scientific staff recreate student´s life for kids: each participating child is assigned their own student identity and after the finishing of diploma. The lectures feature different topics from STEM fields and other fields that are studied at Karlsruhe Institute of Technology.</p> <p>The Kid´s university inspires children to be excited about and choose a career as researchers or scientists in STEM fields.</p>
More information:	<p>Karlsruhe Institute of Technology - KIT (Germany)</p> <p>Contact: Ralph Pawlowski ralph.pawlowski@kit.edu</p> <p>Website: http://www.kinder-uni.kit.edu/index.php</p>

Title: KLeVer - A Project within the Gender Mainstreaming Process



(“Karriere und Lebensplanung Verbinden”)

Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion ▪ Work and life balance
Target group(s):	Female graduates, doctoral researchers, postdoctoral researchers
Description:	<p>The project "KLeVer" at the University of Augsburg is a career and life planning project within the gender mainstreaming process. It is a workshop programme aimed particularly at young female researchers. Its goal is to provide career support. In 2007, most of the programme was also opened up to male early career researchers. Balancing family and career and conflicts between the demands of different roles form an important part of the programme.</p> <p>Longer-term measures, such as career modules for the various phases of an academic career and longer-term supervision in 'success teams', for example in female doctoral networks, are open to participants. Participants acquire specific skills such as speaker training, career coaching, and speed reading. Each participant can put together their own qualification programme in line with their personal career objectives and preferences. One-to-one and group coaching is also available.</p> <p>Events are held outside class hours in cooperation with the Centre for Continuing Education and Knowledge Transfer.</p>
More information:	<p>University of Augsburg; University Bavaria (Germany)</p> <p>Contact: Dr. Marion Magg-Schwarzbäcker chancengleichheit@zbe.uni-augsburg.de</p> <p>Website: http://www.uniaugsburg.de/de/projekte/gendermainstreaming/klever/</p>

Title: Lise Meitner Excellence Programme



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Individual and flexible support for young women scientists ▪ Attract women to a career in science at Max Planck Society ▪ Establish excellent female scientists as directors in the institutes
Target group(s):	Young female scientists
Description:	<p>Under the Lise Meitner excellence programme, starting in the spring of 2018, up to ten additional Max Planck research groups will be advertised for women scientists every year. Appointments in the Lise Meitner excellence programme are made via a multi-step, competitive selection process in close cooperation with interested Max Planck institutes. As heads of a Max Planck Research Group, female scientists have the opportunity to build up an independent profile at an early stage in their careers and assume leadership responsibility. They will receive a five-year W2 contract and, upon expiration, the opportunity to participate in a tenure-track process. Tenure track means that every new researcher can receive a permanent W2 post with group equipment following a renewed, rigorous scientific review. In addition to the opportunity of obtaining a W2 position, the female scientists are guaranteed a permanent TVöD position (E15). With this combined offer, the Max Planck Society seeks to encourage participants to take their careers a step further by providing them with transparent and clear career perspectives. Moreover, through strict selection criteria for the programme and the targeted support of female scientists at the institutes, the Max Planck Society would like to increase the pool of excellent female scientists who can then also be appointed as directors at a Max Planck institute.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany) Contact: zgb@gv.mpg.de Website: https://www.mpg.de/11767653/lise-meitner-programme</p>

Title: **Managing motherhood and scientific career**



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ empowering and encouraging graduate students ▪ work-life balance
Target group(s):	Young female researchers (PhD students, PhD candidates and research assistants/Postdocs and mid-career scientific personnel)
Description:	<p>This workshop focuses on “Managing motherhood and a scientific research career”. The workshop comprises of seven sessions, two hours each, run by three women senior scientists, all faculty members at the Weizmann Institute.</p> <p>The workshop is open to women, mostly PhD students and postdocs that are at an early stage of their first pregnancy or planning to become pregnant in the near future. The curriculum consisted of seven meetings, and the number of participants was kept deliberately below 20 to enable an intimate environment. The three scientists shared their own personal experiences as principal investigators and mothers. In addition to meetings led by them, they invited several professional psychologists to share their expertise.</p> <p>The meetings focused on various aspects, including: how to deal with the conflict between the emerging identities of being a scientist and a mother; psychological and physiological changes during and after pregnancy; how to prepare for maternity leave; returning to productive work after maternity leave; managing relationships – getting a solid support system during and after pregnancy; and tools for assertiveness. The workshop takes place once a year, this year it was held for the second time.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: Maria Goeppert Mayer Award



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and visibility
Objective:	<ul style="list-style-type: none"> ▪ To support and promote women physicists' careers
Target group(s):	Women researchers
Description:	<p>To recognize and enhance outstanding achievement by a woman physicist in the early years of her career, and to provide opportunities for her to present these achievements to others through public lectures in the spirit of Maria Goeppert Mayer. The award consists of \$2,500 plus a \$4,000 travel allowance to provide opportunities for the recipient to give lectures in her field of physics at four institutions and at the meeting of the Society at which the award is bestowed and a certificate citing the contributions made by the recipient. The award is presented annually.</p>
More information:	<p>American Physical Society (USA)</p> <p>Contact: https://www.aps.org/programs/honors/awards/goeppert-mayer.cfm</p>

Title: **Meine Heine-Frau - project and brochure**



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Create role models ▪ Create gender awareness
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Management and leadership</p>
Description:	<p>Since 2008, the Equal Opportunity Officer at the University of Düsseldorf has been publishing a brochure entitled "Meine Heine-Frau". It contains profiles of female researchers, students, or colleagues who have made an outstanding contribution in terms of their work or social engagement. As well as honouring individuals, the profiles of female professors, doctors, staff members, and students represent many women in the various professional groups. Therefore, the portrayed women serve as role models for other women at the university. The Equal Opportunity Officer invites nominations from staff and students at HHU every two years.</p>
More information:	<p>Heinrich Heine University of Düsseldorf (Germany)</p> <p>Contact: GSB@hhu.de</p> <p>Website: https://www.uni-duesseldorf.de/home/universitaet/strukturen/beauftragte/gleichstellungsb_eauftragte/meine-heine-frau.html</p>

Title: Meetings of graduate students with returning scientists



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ promoting women in science ▪ informal exchange to stays abroad ▪ creating a network in science
Target group(s):	Young women scientists
Description:	To encourage outstanding graduates to go abroad and reduce the challenges of traveling to the "unknown" with a family, meetings are held with young women scientists who have recently returned from their post–doctorate abroad and joined the Weizmann Faculty. Some of the meetings include the spouse of the scientists and of the students.
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: MeMPhys – Mentoring in Mathematics and Physics



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Provide career-information ▪ Create networks
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>Female students</p>
Description:	<p>The project "MeMPhys" – Mentoring in Mathematics and Physics (MeMPhys) at the University of Freiburg was originally established by female students for female students in mathematics, in 2005. In collaboration with the Equal Opportunity Officer in the Faculty of Mathematics and Physics, the programme has been expanded in recent semesters to include physics.</p> <p>The core of the mentoring programme is the mentor/mentee pairing. Each participant at the first stage of studies is assigned a mentor who is a student at an advanced stage. During regular meetings mentees have the chance to ask questions about their studies and all related issues. They also receive advice from their mentors, who pass on their experience. Mentors have the opportunity to improve their soft skills and gain a certificate documenting their participation in the programme. After completing the Bachelor, mentees ideally become mentors themselves for new students. To optimize the matching process, all participants are interviewed at the start of each winter semester.</p> <p>One-to-one mentoring is complemented by opportunities to acquire additional skills that go beyond the course content and will be valuable in the students' later career. Participation is voluntary. The idea is to enable participants to acquire skills outside the main curriculum. For example, through MeMPhys, participants can attend seminars and soft-skill workshops as well as more specialized courses, such as an introduction to relevant software programmes and programming languages.</p> <p>To help students integrate into the new environment and get to know people, especially during the difficult first phase, the MeMPhys programme also includes leisure activities.</p>

More information:

University of Freiburg (Germany)
 Contact: memphys-freiburg@gmx.de
 Website: <http://www.memphys.uni-freiburg.de/index.html>

Title: Mentorat Releve



Field of Action:

- Presence and Visibility

Objectives:

Provide professional guidance and advice for female scientific researchers.

Target group(s):

Advanced doctoral students and researchers in transitional part of their career looking to pursue a career in academia.

Description:

Junior researchers in sciences work with a mentor for a year through meetings. They also have three collective sessions for the whole program.

The aim is to have roughly 20 researchers at pivotal stages in their career participating in order to receive advice and support in strengthening their professional resume. This is done with an individual UNIGE female professor as a mentor as well as themed meetings concerning the steps of an academic career and presenting their research.

More information:

University of Geneva, Switzerland
 mentorat@unige.ch
<http://www.unige.ch/rectorat/egalite/programmes/mentorat-releve/>

Title: Mentoring programme X-Ment



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Support of men and in particular of women in career development and career progress [KIT is endeavouring to promote both sexes equally] ▪ Gender sensitivity and gender aspects in the entire programme
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p>
Description:	<p>The mentoring programme is designed to support researchers, especially graduates/doctoral researchers and postdoctoral researchers working in the organisation. Researchers are supported by a mentor to enlarge their scientific network and to develop their own personality. As a good preparation for their professional career process, this mentoring programme is helping them to move towards a professorship or a position in a private sector. The programme includes the following:</p> <ul style="list-style-type: none"> ▪ One-to-one mentoring: Participants receive personal support over the course of a year from an experienced person (female or male) from a higher qualification level at a university or a non-university research institution or corporate organisations. ▪ Training and workshop programmes: Training sessions and workshops allow mentees to expand their skills and prepare for a career in research or Private Corporation. In addition there are collegial coaching sessions for exchange and mutual learning from each other. ▪ Networking events: exchange and network formation, new impulses from other participants
More information:	<p>Karlsruhe Institute of Technology (Germany)</p> <p>Contact: Simone Belgardt simone.belgardt@kit.edu</p> <p>Website: http://www.peba.kit.edu/1009.php</p>

Title: MinTU- Girls at the Technical University Dortmund



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Create mentoring relationship between university-students and high school students ▪ Motivate and mentor girls who are interested in pursuing a degree in a STEM field ▪ Develop and explore personal talents
Target group(s):	<p>Pupils</p> <p>Girls ages 12- 14</p>
Description:	<p>Female STEM- students of the TU Dortmund volunteer to be mentors for young female high school students. Mentors and mentees meet regularly. The students accompany their mentors during one year of studying at the TU. Mentees gain a personal and close look at student-life and “work”, workshops and meetings with mentors also connect the young girls.</p> <p>Supported by various technical and scientific workshops, mentees can learn how to start a career in the STEM-fields. Mentees also are supported further if they choose to study at TU Dortmund. This mentoring programme creates knowledge on scientific careers in an early stage of career orientation to embed the scientific careers into young girls’ vision of possibilities.</p>
More information:	<p>Technical University Dortmund (Germany)</p> <p>Contact: Jill Timmreck jill.timmreck@tu-dortmund.de</p> <p>Website: http://www.tu-dortmund.de/uni/mintu/de/MinTU/Was-ist-MinTU_/index.html</p>



Title: MINERVA FEMMNET Mentoring

Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objective:	Support young female scientists in their career development through mentoring relationships with highly qualified female scientists
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Mentees: female researchers (Master's/PhD to junior professors) from all MPIs</p> <p>Mentors: experienced female researchers (PhD to MPI directors) from the MPIs or alumnae</p>
Description:	<p>Minerva-FemmeNet is a network for female scientists at the Max Planck Society, which was set up at the Max Planck Institute for Biophysics in Frankfurt in early 2001. The network is open to female scientists from the MPI and its alumnae. The programme is open to all (no selection process) and applications can be submitted throughout the year. Via the application form, the best fitting mentor/mentee pair is determined. Mentors are usually one to two career steps ahead of their mentees and do not work at the same Institute. Furthermore, mentors are drawn both from academia and the industry and are assigned based on the mentees' needs. Afterwards, the mentor and the mentee discuss the form their relationship will take, their individual needs and set specific goals and aims for the duration of the relationship. Should the needs or aims change, another mentor can be added. The network is based on 1:1 mentoring, but peer and group mentoring are available upon request. Members of the network can be mentor and mentee at the same time. The Network counted about 400 mentees and 300 mentors from Germany and abroad in 2014.</p> <p>In addition to the mentoring relationship, the network offers workshops and trainings focussing predominantly on soft and leadership skills. Furthermore, members are able to attend and benefit from the workshops and trainings organized by the network's cooperation partners and networks. Lastly, <i>Stammtische</i> (regulars' tables, meetings)</p>

are organized in some German cities. The first *Stammtisch* was held in 2005 in the Rhein-Main area and continuously takes place every three weeks, for instance.

The network provides young female scientists with role models and enables them to make informed career decisions, guided by the experiences of their mentors.

More information:

Max Planck Society, Germany

Contact: Anke Hübenthal

huebenthal@rg.mpg.de

Website: <http://www.minerva-femmenet.mpg.de/>

Title: MINERVA (W2) Programme/Max Planck Research Group Leaders



Field of Action:

- Presence and Visibility

Objective:

Enhance career progression of talented (female) scientists, increase their chances of obtaining permanent leadership positions upon completion and increase the number of women in scientific leadership positions

Target group(s):

PhD students, PhD candidates and research assistants
 Postdocs and mid-career scientific personnel
 Early career (female) scientists/female scientists (post PhD, beginning of the Postdoc phase)

Description:

In 1996, the Senate of the Max Planck Society decided on the instatement of “Minerva-W2-groups”. The Minerva-W2 programme financed 33 positions with a fixed-term of five years, which entailed the provision of resources and staff. Female scientists could not apply themselves, but potential candidates needed to be put forward by the Max Planck Institutes.

In 2014, the programme was harmonized with the Max Planck Research

Group Leader programme, an internationally renowned programme allowing early career scientists to establish themselves as scientific leaders by conducting independent research with limited, but guaranteed resources. Since this adjustment, the Minerva group leaders are selected within the application procedure for the Max Planck Group Leader programme, meaning that female scientists can apply for the programme by themselves. Furthermore, it is possible to extend the programme twice by two years. Additionally, the number of positions was increased to up to 44.

The streamlining of the two programmes, furthermore, entails that Minerva-W2 groups are externally referred to as “open-topic research groups”, while still maintaining the distinction internally to ensure that the resources available for the Minerva-W2 positions are received by women.

The programme has been a success. Out of the 94 Minerva-W2 group leaders, 62 have accepted consecutive posts in 2014; both in scientific leadership positions within and outside of the MPG. A total of four of these researchers have since become directors at a Max Planck Institute.

**More
information:**

Max Planck Society (Germany)

Contact: Sabine Neitzel und Ilona Kruse (Minerva-W2)

neitzel@gv.mpg.de

kruse@gv.mpg.de

Website: <https://www.mpg.de/minerva-programme>

https://www.mpg.de/7986685/frauen_wissenschaft

Title: Nawi-Lola- Learning in Laboratories for girls



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Promoting STEM fields to girls ▪ Promoting careers in STEM fields ▪ Personal Development and exploration of talents
Target group(s):	<p>Pupils</p> <p>Students</p> <p>Girls (ages 10-18)</p>
Description:	<p>The Students-Research Laboratory in Wiesbaden offers scientific workshops created especially for young women to explore working in a lab. Participants can choose different workshop topics out of the various STEM fields. Young women get to experience a scientific work life and learn whether similar kind of work can be a career goal to them.</p> <p>The project also qualifies older students to become mentors for the younger generation. Mentors support workshop participants and help motivate other young girls and women to find interest in STEM related studies and careers.</p>
More information:	<p>Johann-Amos-Comenius-Schule (Germany)</p> <p>Contact: Sabine Stuhlmann sabine.stuhlmann@mnu.de</p> <p>Website: http://www.sabine-sauerwein.de/</p>

Title: NWO Physics/f grants (former FOM/f) - Funding programme for female physicists



Field of Action:	<ul style="list-style-type: none"> Presence and Visibility
Objective:	Provide grants to women who transition from post-doctoral/doctoral to professor
Target group(s):	<p>Postdocs and mid-career scientific personnel /</p> <p>Female Postdocs who want to become professors</p>
Description:	<p>NWO initiated the NWO Physics/f incentives programme to keep more female scientists in the Dutch physics community.</p> <p>The programme provides postdoc positions or bridge the gap to a regular position (started 1999). On average two to four female scientists per year are funded. This tool is highly effective as many female scientists could improve their careers, e.g. got an assistant professor or professor later on.</p> <p><u>Individual positions for postdocs</u></p> <p>For women who wish to develop a long-term career in Dutch physics. The grant is for a maximum of five years at a crucial and vulnerable point in their career. The candidate has to organise a period of one to two years at a foreign institute in conjunction with this (not paid for by NWO).</p> <p><u>Bridging grants</u></p> <p>Bridging grants are intended to support faculties and research institutes during the appointment of a woman to a tenured position. NWO contributes for a maximum of five years. Examples of a bridging grant are a contribution to a tenured appointment as an assistant or associate professor (possibly after being employed at a foreign university) or a financing of the difference in salary between an associate professor and a professor.</p>
More information:	<p>Netherlands Organisation for Scientific Research (NWO) (Netherlands)</p> <p>Contact: Anouk de Hoogh</p> <p>Website: https://www.nwo-i.nl/en/nwo-domain-science/research-grants/other-grants/fomf-grants/</p>

Title: Ph.D. programme for female scientists



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion for women ▪ Recruitment of (young) female managers
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Female graduates/doctoral researchers, junior staff</p>
Description:	<p>The institutional management will cover half of the personnel costs of a position for female doctoral researcher. This candidate can be substantially financed up to three years by Fraunhofer ISE.</p> <p>Candidates for the programme are identified through the normal selection process at Fraunhofer ISE, the approval of the position is accomplished in the staff planning meetings.</p> <p>The only precondition is a qualification for promotion.</p>
More information:	<p>Fraunhofer-Institute (Germany)</p> <p>Contact: Dr. Holger Schroeter holger.schroeter@ise.fraunhofer.de</p> <p>Website: http://stages-online.info/index.php/de/tools/3-karrierefoerderung-von-frauen/93-ise-doktorandinnen-programmem</p>

Title: PhySch- Physics and School Teach-Learn-Laboratory



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Improve and collect teaching methods for physics ▪ Encourage contact to physics
Target group(s):	<p>Students</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Teachers and prospective teachers for physics</p>
Description:	<p>In teaching and learning laboratories, pupils, teachers and prospective teachers get the opportunity to get close to exciting and methodically diverse teaching-learning processes in the field of physics. Five Labs allow the development of physical topics for all grades as a profitable complement to school education. Thus, PhySch as an out-of-school learning place is an offer to all schools.</p> <p>PhySch also offers public events, the research and junior club, a teachers' club, summer and winter academies and teacher training. With these offers, we would generally like to arouse the interest in science as well as to stimulate current research, initiate a lively exchange and stimulate the educational landscape.</p> <p>The teaching-learning laboratory of the Institute of Physics at the University of Rostock is a collaboration between school and university, science and teacher training as well as an initiative of the city and country.</p>
More information:	<p>University of Rostock</p> <p>Contact: Dr. Viola v. Oeynhausen viola.von-oeynhausen@uni-rostock.de</p> <p>Website: http://web.physik.uni-rostock.de/physch/</p>

Title: Physics Project Days - A Girls-Only Workshop



Field of Action:	<ul style="list-style-type: none"> Presence and Visibility
Objective:	Networking: enable participants to get to know each other and the supervisors
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>Female prospective students</p>
Description:	<p>The Physics Project Days are a workshop offered by the University of Kiel. The core aspects of the Physics Project Days are that only girls are invited, the participants take part in small groups. To participate only interest in physics is needed. Experiments conducted by the participants themselves are supervised by researchers. Joint meals and excursions encourage the girls to bond and network outside of their schools.</p> <p>Physics Project Days are offered as a four-day workshop. The workshop is divided into different time slots:</p> <p>Project blocks: During this period the participants tackle the physics project of their choice on their own and/or in small groups.</p> <p>Framework programme: The aim of the framework programme is to enable participants to get to know each other and the supervisors and use this network as a source of information.</p> <p>Free time: Outside the workshop, participants are given sufficient time to talk and get to know each other and discuss their impressions.</p> <p>The workshop is free of charge.</p>
More information:	<p>University of Kiel (Germany)</p> <p>Contact: phimale@physik.uni-kiel.de</p> <p>Website: http://physik-projekt-tage.de/</p>

Title: Physiscope



Field of Action:	<ul style="list-style-type: none"> Presence and Visibility
Objectives:	Inspire young students to take an interest in STEM, in particular Physics.
Target group(s):	Students in Primary and Secondary education above 6 years old as well as their teachers.
Description:	<p>Since 2008 Physiscope has been running at the University of Geneva with interactive workshops inspired by current research topics keeping within themes often seen the students Physics curriculum.</p> <p>A selection of different interactive physics experiments/demonstrations are presented to groups of 5 - 25 people comprising of students and their teachers.</p> <p>Several of the demonstrators involved are young female researchers with the aim to provide positive and diverse role models for the students.</p> <p>Physiscope has become very popular reaching over 5000 visitors per year in the past. This program allows the students to meet actual scientists and experience science as active and real compared to what they learn at school or in museums.</p>
More information:	<p>University of Geneva (Switzerland)</p> <p>Contact: physiscope@unige.ch</p> <p>Website: https://scienscope.unige.ch/physiscope/</p>

Title: PiA- Physics in advent



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Create interest in physics ▪ Activate young students to do physics
Target group(s):	<p>Pupils</p> <p>Students</p> <p>School students (ages 10-16)</p>
Description:	<p>Scientists of the University of Göttingen created 24 physical experiments for each day during advent. The experiments can be viewed on a YouTube channel.</p> <p>Students, whole classes, and schools can recreate the experiment at home or at school and solve different tasks about it. If the tasks and questions are solved successfully, participants can win different prices each week of advent.</p> <p>All videos are created especially for the young target group, to make physics fun and easy to understand.</p> <p>The PiA advent calendar is available every year and is popular not only for young students. Teachers and parents as well as other interested people can take part and learn about physics.</p>
More information:	<p>Georg-August-Universität Göttingen (Germany)</p> <p>Contact: mail@physik-im-advent.de</p> <p>Website: http://www.physik-im-advent.de/</p> <p>YouTube channel:</p> <p>https://www.youtube.com/watch?v=mnKowtW4Bk4&list=PLjr7Q7aXcJtjaJp4gYXFuVTqxH5n8wPNZ</p>

Title: Post Career Break Fellowship



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Structural Integration of Gender Equality ▪ Flexibility, Time and Work Life
Objective:	Providing an opportunity for scientists/engineers to return to work after a career break for family reasons/caring responsibilities (e.g. parental leave, sick relatives)
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Graduates, doctoral and postdoctoral researchers after a career break of two years or more</p>
Description:	<p>This programme offered by CERN provides graduated scientists and engineers with an opportunity to restart their career. After a break of two years or more, due to family or other caring responsibilities, the participants are able to resume their career with a three year full-time or part-time fellowship.</p> <p>The fellowship allows the scientists and engineers to update their knowledge and skills at the forefront of research.</p> <p>If participants are interested they can further qualify an additional funding in the scope of their fellowship to spend a further 12 months in different institutes that are related to their CERN-fellowship project.</p> <p>The programme has been extended and is successfully aiming at moving participants back to the regular job market.</p>
More information:	<p>CERN (Switzerland)</p> <p>Contact: Genevieve Guinot genevieve.guinot@cern.ch</p> <p>Website: http://jobs.web.cern.ch/job/12005</p>

Title: Post-doctoral award for women in science



Field of Action:

- Presence and Visibility

Objectives:

- promoting women in science
- encouraging postdoctoral training overseas

Target group(s):

Female postdocs and mid-career scientific personnel

Description:

- for post-doc training abroad

Weizmann Institute established and operates a national program for post-doctoral research awards to promote women in science. The program began in 2007 and 10 prizes are awarded each year, each up to \$20,000 per year for two years, to female Israeli doctoral students from all universities in the country, for outstanding research in Life Sciences, Physics, Chemistry, Mathematics and Computer Science, who are going to pursue post-doctoral training abroad. This award adds to their salary from the host lab or to a dedicated post-doctoral fellowship. So far, 106 awards have been given and a significant percentage of recipients completed their training and were accepted as Faculty members in Israel.

A committee including senior faculty members (men and women) from different institutions in the country, representing the above fields, selects recipients according to scientific excellence. The President's Advisor for Advancing Women in Science is the program director and chair of the committee. We keep in touch with the winners, following their success in order to encourage active recruitment of outstanding young women scientists on campus.

- for combined post-doc training in Israel and abroad

The Weizmann Institute launched a new pilot program that allows women to combine post-doctoral training at the Weizmann Institute together with another laboratory abroad. The purpose of this scholarship is to enable outstanding doctoral candidate, who are unable to go abroad for an extended period of up to 5 years, to do research in a laboratory abroad for short periods and thus acquire the exposure and experience

	<p>of working abroad that are so crucial to the development of a mature scientist. The hope is that this experience will help them to apply in the future for an academic post in Israel. The scholarship amounts \$10,000 per year for two years. This is of course, in addition to the stipend given to any post-doctoral fellow at the Weizmann Institute. One fellowship was given in 2015 and one in 2016. The project is managed by Feinberg Graduate School together with the Advisor.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: **PraktikumsInfoBörse- Internship database**Fehler!   
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Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Create a network for women ▪ Get information about work possibilities ▪ Personal and career development
Target group(s):	Students (undergraduate and graduate)
Description:	<p>The “PraktikumsInfoBörse” at the University of Stuttgart is an information service for internships. It is aimed at female students, graduates, and early career researchers; especially in STEM fields, and companies in the Stuttgart region.</p> <p>Companies offering internships can get in touch with highly qualified female candidates. Organisations become acquainted with them and recruit them as excellent employees.</p> <p>It provides an opportunity for internship students and early career researchers to experience real-life work and research applications. They also gain access to career possibilities which do not link up directly with their academic subject.</p> <p>The “PraktikumsInfoBörse” offers both obligatory and voluntary internship placements, project and dissertation placements and the</p>

	<p>opportunity to write a graduate thesis within a company. The participants negotiate with the companies directly, to discuss the details and duration of a placement.</p>
More information:	<p>University of Stuttgart (Germany)</p> <p>Contact: gleichstellungsreferat@uni-stuttgart.de</p> <p>Website: http://www.uni-stuttgart.de/praktikumsinfoeorse/index.html</p>

Title: ProMotion



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion ▪ Create a Network
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Female postgraduates</p>
Description:	<p>The programme supports female postgraduates to follow and achieve their goals. There are four options which can be chosen individually:</p> <ol style="list-style-type: none"> 1. Interdisciplinary further education: This is an advanced training based on four modules which women have to complete in one year. They receive a certificate after they have completed the training successfully. Women have the possibility to build a network and to continue working in their teams. 2. Interdisciplinary exchange: In regular meetings women can listen to/hold presentations, discuss current issues, or introduce their own projects for the promotion. 3. Interdisciplinary network: There is a mailing-list informing members about current events or can contact other postgraduates. 4. Individual counselling: This is a personal and confidential conversation to talk about individual conditions and to reflect on them, e.g. how do I work towards a promotion?

More information: Technische Universität Berlin (Germany)
 Contact: Dr. Nicole Bornheim-Gallmeister
 Website: http://www.doktorandinnenkolleg.tu-berlin.de/menue/promotion_startseite/

Title: Regulars' table at KIT



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Promotion of technical and natural scientific studies and careers ▪ Recruitment of female scientists ▪ Creating interest in science
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p>
Description:	<p>One of the results of the Gender-in-Physics Day at the KIT was a “Stammtisch” (regulars’ table), which has been already implemented by KIT. For this purpose, female physicists have joined forces and collected contact information of female scientists of their institutions and invited them to a “Stammtisch”. It offers a place for women in physics for discussions prior to the scientific career, informal exchange about problems and solutions and possibilities of networking.</p>
More information:	<p>Karlsruhe Institute of Technology - KIT (Germany)</p> <p>Contact: Irene Eisemann Irene.eisemann@kit.edu</p>

Title: ROBERTA – Learning with robots



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Promotion of technical and natural scientific studies and careers ▪ Recruitment of female scientists ▪ Creating interest in science
Target group(s):	<p>Pupils (Secondary and High school students)</p> <p>Students (undergraduate and graduate)</p> <p>Girls and young women; especially for school girls</p>
Description:	<p>The project ROBERTA makes technical education accessible for girls and young women in a playful way. It is made for 8-12 participants. The girls learn how to build their own, individual robot with an individual software.</p> <p>Different methods and durations for the implementation are possible: in class, a special day/week, in the afternoon etc. Trips to the technical university in Berlin are inclusive.</p> <p>A project like this can be run not only on robots, but also by doing physical experiments. There is also a possibility to handcraft models of physical phenomena.</p>
More information:	<p>Technische Universität Berlin (Germany)</p> <p>Contact: Verena Ehrenberg, Sven Lehmann</p> <p>Website: http://www.gender-diversity.tu-berlin.de/gdo/projekte/roberta/</p>

Title: School competition “Women in Physics, stereotypes and gender bias”



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ To encourage young female students to choose a scientific path at University and to undertake a scientific career ▪ To highlight the importance of role models (to show the personality of women researchers and to examine in depth aspects of their personal and professional lives, highlighting the important contribution of women to scientific progress) ▪ To highlight stereotypes and prejudices that are related to the role of women in science and to counteract stereotypes linked to the "women and science" binomial, demonstrating that the binomial is possible ▪ To understand the perception of young people about women operating in research, in order to start undermining gender stereotypes since high school
Target group(s):	Students aged between 16 -19, singles or in groups of the same class, coordinated by a teacher.
Description:	<p>INFN and CNR organized the school competition “Women in Physics, stereotypes and gender bias” and presented the results during the Italian Gender in Physics Day held in Rome on May, 10th within the GENERA Project.</p> <p>The Competition required the candidates to realize a project on the subject “Women in Physics, stereotypes and gender bias” in the form of a tale, reportage, a picture, a brochure, a poster or a video of 5 minutes’ maximum duration.</p> <p>The Contest was advertised through several channels associated to school teachers.</p> <p>120 high schools, more than 830 students, participated to the competition, producing tales, reportage, presentations and especially videos.</p> <p>A questionnaire was submitted to all the students involved in the</p>

competition, in order to get their opinions about the issues related to “women in science” and to better understand the perception they have about gender bias.

An evaluation board, consisting of eight components from CNR and INFN was formed in order to rank the products of the students. The evaluation was conducted according to the criteria of communicative effectiveness, as well as of adherence to the issue of “women in science” in order to select the winners.

Given the very large number of submitted projects and their high quality level, at the end the evaluation board decided to award ten schools.

**More
information:**

National Institute for Nuclear Physics - INFN (Italy)

Contact: Roberta Antolini

roberta.antolini@lngs.infn.it

Website: www.lngs.infn.it/it/news/genera

National Research Council - CNR (Italy)

Contact: Sveva Avveduto

s.avveduto@irpps.cnr.it

Website: www.irpps.cnr.it/it/GENERA

Title: Sign up! Career building programme for female postdocs



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objective:	<ul style="list-style-type: none"> ▪ Support of individual career plans
Target group(s):	Female Postdocs
Description:	<p>The Max Planck Society, in collaboration with EAF Berlin - a network which advises politics and industry on promoting equal opportunities, diversity and work-life balance - has developed the programme “Sign Up! Careerbuilding” for female postdocs. In this programme, the postdocs</p> <ul style="list-style-type: none"> • develop leadership skills, • are prepared for leadership responsibilities in science, and • are supported through a career-orientated network. <p>The aim is the support of female scientists in the phase of orientation during their scientific career and the support of their individual career plans. Candidates must be nominated by a director of the Max Planck Society. The program includes three seminar modules of 3 to 4 days that offer personal skill training and provide information on scientific career building.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p> <p>Website: https://brain.mpg.de/fileadmin/user_upload/images/Equal_Opportunities/Sign_Up.pdf</p>

Title: Springboard for Women in Business Initiative



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Professional and personal development ▪ Create a network
Target group(s):	Female researchers and academic staff
Description:	<p>Springboard is an award-winning personal and professional development programme, designed and developed by women for women. It has been created to enable women to achieve their full potential at work and in their personal lives and to gain greater influence.</p> <p>Through a series of workshops and other activities, the Springboard programme helps to increase confidence and add on to existing strength. It also helps to set and achieve goals, be more assertive and to connect and share experiences with a group of women who are in a similar situation. The programme consists of five key ingredients:</p> <ol style="list-style-type: none"> 1. Four one-day workshops spread over three months. 2. A thought-provoking, lively and practical personal workbook. 3. The opportunity to establish a strong network with other women at Trinity College. 4. Talks and interaction with inspiring and relevant female role models. 5. A follow-up day later in the year and a continuing support system within College.
More information:	<p>Trinity College Dublin (Ireland)</p> <p>Contact: gender@tcd.ie email</p> <p>Website: https://www.tcd.ie/cgws/research/springboard.php</p>

Title: Targets for women award holders and positive action³²



Field of Action:	<ul style="list-style-type: none"> Presence and Visibility
Objectives:	<ul style="list-style-type: none"> To increase the number of female applicants One of the objectives of the Science Foundation Ireland Gender Strategy 2016–2020³³ is to achieve a target of 30% women award holders by 2020, against a benchmark of 21% in 2015. Several measures are envisaged in the strategy; however, in 2015 the Starting Investigator Research Grant (SIR G) Award Programme incorporated a gender initiative, ensuring that half of eligible applicants are women.
Target group(s):	Female candidates
Description:	This gender initiative led to an increase in the number of women applicants from 27% in 2013 to 47% in 2015. As a result of the usual peer-review process, of the 20 proposals awarded in 2015, 55% of awardees were women, compared to only 27% in 2013. Additionally, SFI continues to allow extended eligibility timeframes for applicants who undertook career breaks, and also annually publishes gender-disaggregated data on funded award holders and research team members which inform redressing actions.
More information:	<p>Science Foundation Ireland (SFI) (Ireland)</p> <p>Website: http://www.sfi.ie/</p>

³² Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

³³ <http://www.sfi.ie/assets/files/downloads/Publications/Organisation%20Publications/SFI%20Gender%20Strategy%202016-2020>

Title: TeamUp - programme



Field of Action:

- Presence and Visibility
- Gender Dimension in Research and Education

Objectives:

- Support of female STEM-students
- Create a network

Target group(s): Students (undergraduate and graduate)
Female STEM-students

Description:

TeamUp is a programme created by female STEM-students to support other female STEM-students.

Participants organize regular meetings to discuss current issues of their studies or career planning. Students of higher semesters assist and encourage younger students.

TeamUp also organises career-conventions to connect young women with companies and research institutes. It cooperates with teaching staff at the university of applied sciences Karlsruhe.

More information:

Karlsruhe University of Applied Sciences (Germany)

Contact: Anja Roscher
roan1024@hs-karlsruhe.de

Website:
<http://www.hskarlsruhe.de/hochschule/einrichtungen/gleichstellung/projekte/projekt-teamup.html>

Title: Technology Needs Diversity – Technology Needs You!



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Inform young girls about studying of STEM fields and about STEM-students everyday life ▪ Encourage young girls to study STEM
Target group(s):	<p>Pupils</p> <p>Girls (ages 15-18), prospective students</p>
Description:	<p>The project is aimed at girls in grade 9-13 who are interested in studying technology, computer science, natural sciences, and engineering sciences. Participants can take part in the four-month group mentoring programme that also includes a practical workshop. They can be informed about different fields of study, various career paths, and faculties and gain an insight into students' everyday life.</p> <p>There is also a parents' information event for parents and girls. Female students contribute to this event by talking about their choice of course and their studies.</p>
More information:	<p>University of Darmstadt (Germany)</p> <p>Contact: Dr. Uta Zybell frauenbeauftragte@pvw.tu-darmstadt.de</p> <p>Website: http://www.intern.tu-darmstadt.de/frauenbeauftragte/schuelerinnen_1/technik_braucht_vielfalt/technik_braucht_vielfalt_weitere_informationen.de.jsp</p>

Title: Transitional Funding for Female Doctoral and Postdoctoral Researchers



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objective:	<ul style="list-style-type: none"> ▪ Career promotion
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p>
Description:	<p>The University of Siegen makes transitional funding available to female doctoral and postdoctoral researchers. This funding is offered to enable recipients to complete a doctoral or postdoctoral project if they can demonstrate that all other funding options have been exhausted and if the project can be realistically completed within the specified time. Funds may be made available to finance preliminary work, e.g. to obtain a doctoral or postdoctoral fellowship, or for bridging purposes, if it can be demonstrated that no other funding options are available. Transitional funding is awarded once a year on the basis of a proposal. The rector's office decides whether proposals should be approved at the suggestion of the Equal Opportunity Commission.</p>
More information:	<p>University of Siegen (Germany)</p> <p>Contact: gleichstellungsbeauftragte@uni-siegen.de</p>

Title: The International Post-Doc Initiative - IPODI



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Flexibility, Time and Work Life
Objective:	<ul style="list-style-type: none"> ▪ Career promotion
Target group(s):	Female graduates/doctoral researchers, postdoctoral researchers, (junior) professors
Description:	<p>Between 2013 and 2018, 21 fellowships lasting two years are to be awarded to selected female researchers at Technische Universität Berlin as part of the International Post-Doc Initiative (IPODI). Irrespective of age and nationality, the university specifically approaches women who have either spent a long period working abroad or in the private sector or have taken a break from their academic careers for personal reasons (e.g. parental leave or caring for a family member) and wish to work at (or return to) the university. Seven fellowships are awarded in each of three application rounds, which are also open to female researchers abroad. Applicants must have acquired between two and ten years of research experience after successfully gaining a doctorate. The proposal must fit thematically into a research field in one of the faculties and must be supported by a collaborating professor.</p> <p>Successful applicants receive funding for two years and are actively integrated in the departments' research activities and networks. During this period they receive the support of a mentor and also benefit from additional training in career development and research management. The International Post-Doc Initiative is financed in part by the Marie Curie Programme of the European Union.</p>
More information:	<p>Technische Universität Berlin (Germany)</p> <p>Contact: zen.frau@tu-berlin.de</p> <p>Website: http://www.ipodi.tu-berlin.de/ipodi/ipodi/parameter/de/</p>

Title: UniMento - cross-faculty mentoring programme



Field of Action:

- Presence and Visibility
- Gender-inclusive/Gender-sensitive Organisational Culture

Objectives:

- Career promotion
- Building a network

Target group(s):

Students (undergraduate and graduate)
 PhD students, PhD candidates and research assistants
 Postdocs and mid-career scientific personnel

Description:

The UniMento project, introduced in June 2008, is the first cross-faculty mentoring programme at the University of Augsburg. It is a project of the university's gender mainstreaming programme. It combines specific support measures with practical and accompanying research.

The mentoring concept includes mentoring modules – both one-to-one mentoring and peer mentoring – for students and female researchers. There is also a supporting programme of workshops, training, specialist presentations, tours of companies and informal networking events tailored to the specific target group. The mentoring programme is divided into two parts:

- Mentoring for students: To help eliminate gender-based career stereotypes female and male students in subjects where their sex is under-represented, receive individual career planning support. On the basis of current university statistics (at Augsburg), male students in linguistics and social sciences and female students in mathematics, science, engineering and economics were identified as target groups. For one year a group of 20 students are given the opportunity to reflect on their future ambitions and plan their entry into professional life with the help of an experienced mentor in their own subject area. Specialists and managers from companies were recruited as mentors. The mentoring relationship is complemented by a supporting programme. Participants are prepared for their role as mentees, receive training in gender communication and job applications, and make useful contacts for their future careers. This support is designed to effectively assist students to get a foot on the career ladder and

plan a career outside stereotypical expectations.

- Mentoring programmes for early career researchers: The target group are female students who are interested in a scientific career and seeking concrete advice on career planning. It is also open to female doctoral researchers who are looking for support, career advice and peer-networking in the doctoral phase and are interested in forming a support network. The programme also supports female postdoctoral researchers (including those preparing for habilitation) who want to take advantage of peer networking and coaching to enhance their personal development and progress to the next step in their academic careers. Peer groups are formed from up to four mentees in the same discipline at the same qualification level. Through discussion and reciprocal advice, mentees receive specialist and personal support from the group. During this shared development process the group is supervised by an experienced mentor. In addition to group meetings, which take place approximately every four to six weeks, one-to-one meetings with mentors are also possible.

**More
information:**

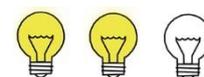
University of Augsburg (Germany)

Contact: unimento@zbe.uni-augsburg.de

Website:

http://www.uniaugsburg.de/de/projekte/gendermainstreaming/UniMento/ueber_unimento/

Title: Website - Equal Opportunities



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Development of the institution's own self-image and the Max Planck equal opportunities strategy and present them to the public ▪ Recruitment
Target group(s):	<p>Highly qualified female scientists</p> <p>Politics, media and sponsors</p> <p>The Public</p>
Description:	<p>The website contains a statement on the organization's Equal Opportunities Strategy, a description of centralised and decentralised equal opportunities measures and the names of contact persons and contact options. In many cases, there is an institute's own website on the subject of "equal opportunities" in addition to the central Max Planck homepage.</p> <p>The website provides the Institute with the opportunity to develop its own self-image and the implementation of the Max Planck Equality Strategy in line with the requirements of the institute and to promote it externally.</p> <p>This open and externally visible support of young scientists as well as renowned scientists with regard to their various organisational and career needs is an important instrument for recruiting and retaining highly qualified personnel.</p> <p>The site is also an internal signal and an effective instrument for raising awareness of equal opportunities issues. It also provides a service and information platform on the topics of "reconciling research and family life" and "career development" for members of the institute as well as the transfer of good practice between the Max Planck Institutes.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p> <p>Website: https://www.mpg.de/equal_opportunities</p>

Title: **WiN Portal (Female scientists in the network)**



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Dialogue/network between students and scientists ▪ Establishing partnerships for work
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants,</p> <p>Postdocs and mid-career scientific personnel,</p> <p>Professors</p> <p>Management and Leadership</p> <p>Female students, graduates/doctoral researchers, postdoctoral researchers, (junior) professors, leadership positions</p>
Description:	<p>The "Wissenschaftlerinnen im Netz" (WiN) network at the University of Münster was set up in May 2009 to provide a web-based communication platform for all women involved in research at the university, whether students or early career researchers.</p> <p>This platform allows their members to share knowledge that is not publicly available as well as their own personal experiences of research. In addition to the information service, the WiN portal is designed to allow female researchers to communicate and establish partnerships for work on research issues. There is a setup of five communities: psychology, pedagogy, German language and literature, sociology and physics. Each community is supervised by researchers in the relevant field. The WiN network was established with funding from the Frauenförderpreis 2007.</p>
More information:	<p>University of Münster (Germany)</p> <p>Contact: Dr. Katrin Späte spaete@uni-muenster.de</p> <p>Website: https://www.uni-muenster.de/Gleichstellung/win.html</p>

Title: Wolke 7 (“Cloud 9”) - Physics Club for Girls



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Specific information about physics ▪ Creating interest in physics ▪ Encourage dialog between girls who are interested in physics
Target group(s):	<p>Pupils</p> <p>Girls (ages 13-14); prospective female students</p>
Description:	<p>The Equal Opportunity Office of the University of Heidelberg has set up a physics club for girls called Wolke7 (“Cloud 9”). At the weekly events, prepared and led by a female doctoral researcher, girls can explore questions in physics and be inspired to consider physics as a field of study and a potential career opportunity. Participants are also assigned female mentors who can answer their questions about the content of natural science courses. Participants can carry out experiments in various areas such as acoustics, magnetism, electricity, heat and cold.</p> <p>The girls have the possibility to visit laboratories at the university and to get informed about current research results.</p>
More information:	<p>Heidelberg University; University Baden-Württemberg</p> <p>Contact: Lina Girdziute l.girdziute@uni-heidelberg.de</p> <p>Website: http://www.uniheidelberg.de/gleichstellungsbeauftragte/serviceleistungen/wolke7/</p>

Title: Women's promotion needs sustainability



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Foster positive measures for women's advancement and junior acquisition ▪ Mainstreaming of the issue also in small and medium-sized companies with few personnel resources; ▪ Long-term improvement of the organisational culture.
Target group(s):	<p>All target groups (except Pupils)</p> <p>Managing directors, personal department, marketing department, all employees, apprenticeship persons</p>
Description:	<p>The STEM companies and enterprises work out the long-term programmes to enhance a number of female employees and ensure their retention. To achieve a sufficient impact these approaches has sustainably accompany the organisational culture.</p> <p>The first step is a building of interdisciplinary teams within an enterprise consisting of employees who are interested in exploring gender issues and supporting of the female employees and junior acquisition.</p> <p>The important factor by the teambuilding is the various age categories of the participants. It can provide a wide ideas and initiatives exchange between young team members and elder generations.</p> <p>The regular meetings facilitate the implementation of ideas and new approaches. The participants are involved in small projects which are expected to be feasible and successful in short term period. It supposes to avoid failure and demotivation. The visible positive results encourage the participants.</p> <p>The other employees can be informed about the outcomes of diversity projects in a local company newspaper or in the pin board.</p> <p>A long-term collaboration ensures reveal project outputs and achievement of the targets.</p>

More information: LizzyNet GmbH (Germany)
 Contact: Ulrike Schmidt
 ulrike.Schmidt@mds.de

Title: Women in Physics LinkedIn



Field of Action: Presence and visibility

- Objectives:**
- To promote women physicists' networks
 - To give visibility to women physicists in professional networks

Target group(s): Women researchers

Description: The American Physical Society has created a space on LinkedIn to promote and connect the profiles of women physicists in order to improve their presence and visibility in professional networks.

To create this kind of network is easy and requires no budget. Just to coordinate the "friend requests". European "women in physics linkedins" could be connected to the APS "women in physics linkedin" strengthening their impacts in a few, simple, online steps.

More information: American Physical Society (USA)
 Contact: Patricia Rankin, University of Colorado
<https://www.aps.org/about/governance/committees/cswp/index.cfm>

Title: Workshop Gender Sensitisation



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Presence and Visibility of women ▪ Personal development ▪ Raising of gender awareness
Target group(s):	All target groups (except Pupils and students)
Description:	<p>The workshop encourages participants to discuss gender stereotypes. Facts and Data on gender diversity in science are shown and discussed. Strategies as well as measures to achieve gender equality are also presented.</p> <p>At the end of the workshop participants develop (their own) strategies for gender equality.</p> <p>The workshop promotes gender competence and offers possibilities to embed gender issues into every-day work.</p> <p>Workshops like this can be used to engage leadership on the issue of gender inequality.</p>
More information:	<p>Karlsruhe Institute of Technology - KIT (Germany)</p> <p>Contact: Katrin Klink Katrin.Klink@kit.edu</p> <p>Website: https://www.peba.kit.edu/2107.php</p>

Title: Young Female Leaders in Science



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ empowering and encouraging graduate students ▪ developing leadership qualities ▪ career development
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Management and leadership</p>
Description:	<p>To this end, a two-day workshop is held once a year since 2014, for Doctoral candidates, and aims to develop leadership qualities required in the scientific world. The workshop is called "Young Female Leaders in Science" (YFLIS) and is managed by the European HFP Consulting company who modelled it for the target audience of female doctoral students, according to our requirements. The workshop takes place in an isolated place outside of the Weizmann Institute and is limited to 16 participants whose acceptance is based on scientific merit. The response we get from participants is excellent. The third workshop was held in September 2016.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: Zdi-Campus – Girls try out STEM-fields



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Personal development ▪ Promotion of STEM ▪ Work-experience and orientation for young women
Target group(s):	<p>Pupils (High school graduates)</p> <p>Young women with High School diplomas</p>
Description:	<p>Young women try out studying and working in a STEM field.</p> <p>Universities and colleges offer 1st semester classes to high school graduates.</p> <p>During a six month period young women can attend the connected courses in STEM and learn more about daily student life. The participants also have an opportunity to gain practical experience in partner companies.</p> <p>After the course the participants get a Zdi-Campus-certificate that they can add to their curriculum vitae.</p> <p>The project led many young women who have attended these classes, to select one of the STEM fields for their further study.</p>
More information:	<p>Competence Center Technology-Diversity-Equal Chances (Germany)</p> <p>Contact: Sabine Mellies mellies@kompetenzz.de</p> <p>Website: http://www.zdi-portal.de/was-ist-der-zdi-campus/</p>

Title: 5-yearly Review of Employment Conditions at CERN



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Promote work-life balance and support dual career couples
Target group(s):	<p>Management and Leadership / All Target Groups</p> <p>All employees</p> <p>CERN Personnel</p>
Description:	<p>Every 5 year, the working conditions at CERN are reviewed and changes are proposed to modernise policies and social benefits, improve social benefit equality between different types of legal unions, take families' expectations into account and enhance professional/personal life balance.</p> <p>The following changes were introduced at the last review and were implemented from 1st of January 2016:</p> <ul style="list-style-type: none"> ▪ Full recognition of registered partnership ▪ Parental/Paternity and Maternity Leave Review ▪ Increased Flexibility to new Parents ▪ Leave Donation ▪ Teleworking ▪ Dual Career Support
More information:	<p>CERN (Switzerland)</p> <p>Contact: Genevieve Guinot genevieve.guinot@cern.ch</p> <p>Website: http://diversity.web.cern.ch/5-yearly-review-diversity-measures-overview-changes</p> <p>http://hr-dep.web.cern.ch/content/5-yearly-review-diversity</p>

Gender-inclusive / Gender-sensitive Organizational Culture

Title: Advice by international gender experts³⁴



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration
Objectives:	<ul style="list-style-type: none"> ▪ Addressing gender equality issues regularly in the organization ▪ Raising awareness on bias and stereotypes and their impact
Target group(s):	Management and Leadership
Description:	The Swiss National Science Fund has an international advisory board for gender equality. The members are internationally known gender experts and distinguished researchers. This committee meets twice a year at SNSF and makes sure that gender equality issues are addressed in the organisation on a regular basis. Committee members have given presentations on biases and stereotypes and their impact on the evaluation process to the SNSF Research Council members in 2015 and 2016.
More information:	<p>Swiss National Science Fund (SNSF) (Swiss)</p> <p>Website: http://www.snf.ch/en/Pages/default.aspx</p>

³⁴ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

Title: **Anonymized Application Procedures**



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality ▪ Engaging Leadership
Objective:	<ul style="list-style-type: none"> ▪ Prevent the gender biases from impacting hiring decisions
Target group:	Management and Leadership
Description:	<p>A research group leader at the Max Planck Institute for European Legal History only accepts anonymous application for PhD positions.</p> <p>Anonymous applications can help reduce the influence of implicit gender biases and gender stereotypes on hiring decisions. The implicit biases and gender stereotypes held in given society can negatively influence the assessment of female candidates especially. Commonly, women`s achievements are valued less and they are deemed to be less competent. Anonymous applications disguise sex of a person and thus enable a more objective assessment of candidates for a specific position.</p> <p>Additionally, anonymized applications can help prevent discrimination based on other grounds – such as ethnic background.</p>
More information:	Max Planck Institute for European Legal History (Germany)

Title: Awareness-raising activities³⁵



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Awareness raising ▪ Selection of various activities for structural change ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>Employees at the organisation</p>
Description:	<p>Since 2012, the French National Research Centre has developed various forms of awareness-raising activities, including training sessions, reviews of the related scientific literature, committees, and changes of procedures, led by the Mission pour la Place des Femmes au CNRS (Mission for the Place of Women at CNRS) and in collaboration with CNRS' National Committee, Institutes, HR department, and governance.</p> <p>A specific committee was put into place in 2013, inspired by the 'Strategies and Tactics for Recruiting to Improve Diversity and Excellence Committee' (STRIDE),³⁶ initially created at the University of Michigan (US) through the NSF-ADVANCE Programme³⁷. Its objectives are to review procedures and practices for the evaluation, recruitment and promotion of researchers at CNRS, with respect to gender equality, and to make concrete proposals to improve these when relevant. Its membership comprises the Chief CNRS Research Officer, all Chairs of the 46 CNRS standing peer-review evaluation panels, deputy scientific directors of CNRS Institutes, senior HR officers, senior women researchers and gender experts, and representatives from the Mission pour la Place des Femmes au CNRS. The committee meets one to three times a year and among its actions so far are: training on gender equality issues and unconscious bias (based on the latest social science expert researchers literature); production of multi-annual, sex-disaggregated</p>

³⁵ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

³⁶ <http://advance.umich.edu/stride.php>

³⁷ https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5383

More information:	<p>statistical factsheets used by panels; introduction of family-related career breaks in evaluation consideration; changes in the procedures for awarding CNRS medals³⁸; and involvement of external observers during the 2015 interviews for the CNRS entry and promotion panels. The production of recommendations for panel members is also foreseen.</p> <p>CNRS - Centre national de la recherche scientifique (France) Website: http://www.cnrs.fr/index.php</p>
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Title: Awareness-raising activities within head office and review boards³⁹



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive / Gender-sensitive Organizational Culture ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Awareness raising ▪ Gender-sensitive organisational culture
Target group(s):	Management and Leadership
Description:	<p>The German Research Foundation has carried out various awareness-raising activities at their head office. The internal DFG Working Group 'Equal opportunities in research and academia' has reviewed related scientific literature and has developed a training module for members of the head office.</p> <p>The first training included a scientific presentation by a renowned scientist on aspects of information processing, categorising, stereotypes and implicit bias. In a follow-up workshop, these aspects were further discussed in relation to practical aspects of the evaluation and decision processes at DFG. Concrete measures have been developed that could further avoid possible judgement and decision bias, and recommendations and guidelines for panels will serve as basis for further</p>

³⁸ <http://www.cnrs.fr/en/research/awards.htm>

³⁹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

	<p>discussions with DFG review boards. Review boards evaluate proposals to fund research projects and also monitor the review process to ensure that uniform standards are observed. Therefore, they play a key role within the evaluation process. As a next step, these review boards will be asked to explicitly discuss aspects of implicit bias, paying particular attention to gender bias, in one of their forthcoming review meetings.</p>
<p>More information:</p>	<p>German Research Foundation (DFG) (Germany) Website: http://www.dfg.de/en/index.jsp</p>

<p>Title:</p>	<p>Bias Literacy Program</p>	
<p>Field of Action:</p>	<ul style="list-style-type: none"> Gender-inclusive / Gender-sensitive Organizational Culture 	
<p>Objectives:</p>	<p>A Bias Literacy Program Fehler! Textmarke nicht definiert. is an evidence-based gender bias training offered in order to raise awareness <i>and</i> build competence in recognizing and mitigating the effects of gender bias in organizational practices and processes including selection and performance evaluation</p>	
<p>Target group(s):</p>	<p>Faculty members / researchers / employees, could be customized for existing hiring committees, tenure committees, selection panels</p>	
<p>Description:</p>	<p>During the training, research on the pervasiveness of stereotype-based gender bias in decision-making and judgment is reviewed. The first module addresses the origins of bias as a habit, the second module promoted “bias literacy” by describing six kinds of stereotype-based gender bias, such as <i>redefining credentials</i> and <i>stereotype priming</i>, and the third module enhanced self-efficacy for overcoming gender bias by providing behavioral strategies, such as <i>individuation</i>, and by cautioning against counter-productive strategies such as a <i>strong belief in one’s ability to make objective judgments</i>. Participants built positive outcome expectations by envisioning a link between their own actions and desired outcomes. “Breaking The Bias Habit” is an exemplary bias literacy program developed as part of an NSF ADVANCE grant to 6 STEMM schools at the University of Wisconsin–Madison (Carnes et al., 2012,</p>	

More information:	<p>2015). A cluster-randomized trial of the training led to significant increases in gender bias awareness, in self-efficacy to promote gender equity, in positive perceptions of departmental climate, and in hiring rates of new female faculty (Devine et al., 2017).</p> <p>Website: http://wiseli.engr.wisc.edu/breakingbias_gender.php</p> <p>Carnes, M. et al. (2015): The Effect of an Intervention to Break the Gender Bias Habit for Faculty at One Institution: A Cluster Randomized, Controlled Trial. <i>Academic Medicine</i>, 90(2), 221-230. doi:10.1097/acm.0000000000000552</p> <p>Carnes, M. et al. (2012): Promoting institutional change through bias literacy. <i>Journal of Diversity in Higher Education</i>, 5(2), 63-77. doi:10.1037/a0028128</p> <p>Devine, P.G. et al. (2017): Breaking the Gender Bias Habit in Academic STEMM Departments: Hiring Outcomes from a Cluster-Randomized Bias Literacy Intervention. <i>Journal of Experimental Social Psychology</i>. In press. doi:10.1016/j.jesp.2017.07.002</p>
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Title:	Café con astrónomas 
Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objective:	<ul style="list-style-type: none"> ▪ Create a safe space for women to meet each other ▪ Connect and develop a women’s network ▪ Obtain first-hand knowledge of the GE situation of women in physics
Target group:	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Women researchers at the Instituto de Astrofísica de Canarias (IAC)</p>
Description:	<p>The café with women astronomers is an activity organised by and with female astronomers of the institute. This initiative was first implemented in 2010 when the IAC started their gender equality policy. During the “coffee hour” women are free to discuss their scientific issues and topics</p>

they relate to. There are open debates, women astronomers are the main actors and they decide the topics to be discussed and whether the “café” is more or less structured. Men are also invited to take part in these meetings, to learn more about gender equality.

The café’s success (with regard to sustainability) in connecting and supporting women in science depends on the participants. So far the participants appreciate the exchange and it gives them the opportunity to link personal experience with the social phenomenon of gender inequalities. The café is kept in a private and small set up to enable the women to speak freely about their concerns.

More information:

Instituto de Astrofísica de Canarias (Spain)

Contact: Monique Gómez

mog@iac.es

Title: Career Steps OPPORTUNITIES – Road Show



Field of Action:

- Gender-inclusive/Gender-sensitive Organisational Culture
- Presence and Visibility

Objectives:

- Implementation of the new equal opportunities strategy into the Max Planck Society
- Provide comprehensive information on programmes and activities in the areas of career development and reconciliation of work and family

Target group(s):

Scientists at all levels of the Max Planck Society

Politics, media and the science management

Description:

The aim of the event series is to implement the new equal opportunities strategy into the Max Planck Society through

1. Dissemination and promotion of the portfolio of measures,
2. Feedback and exchange.

There are four one-day events within the road show at relevant Max Planck locations. Every event is subdivided into two sections:

1. Information on the Max Planck equal opportunities strategy

2. Three parallel workshops, one each on the topics "work life balance", "science career" and "gender awareness".

Career Steps OPPORTUNITIES does not only provide comprehensive information on programmes and activities in the areas of career development and reconciliation of work and family. Additionally, there is the opportunity to learn more about equal opportunities in research institutions throughout Europe and reflect on the participants' perceptions and attitudes on the subject. During the event, suggestions of the participants are very welcomed to expand the portfolio based on requirements regarding the development of career.

The event series supports the linking of top-down and bottom-up strategies. In addition, Career Steps OPPORTUNITIES forms the basis for optimising activities and thus enables the development of a gender policy that fits the Max Planck Society and receives support from the scientific community.

**More
information:**

Max-Planck-Gesellschaft e.V. (Germany)

Contact: zgb@gv.mpg.de

Website: <https://www.mpg.de/career/careersteps/opportunities>

Title: Coaching in Cases of Sexual Discrimination



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organizational Structure
Objective:	Provide individual advice to the leadership and management in cases of sexual discrimination and harassment
Target group(s):	Management and Leadership
Description:	The manager's responsibility include investigating complaints about sexual discrimination or harassment. The Institution offers support in accomplishing this task by providing individual advice from experienced coaches. By means of targeted corrective interviews, the participant will address "sexually discriminatory" situations and thus get the professional and routine work process back on track. The measure is a preparation for possible cases, also in urgent situations.
More information:	Max-Planck-Gesellschaft e.V. (Germany) Contact: zgb@gv.mpg.de

Title: Code of Conduct for the Max Planck Society



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender equality ▪ Engaging Leadership
Objectives:	<ul style="list-style-type: none"> ▪ Protection against sexual discrimination, harassment and violence ▪ Raise awareness ▪ Contribute to prevention of sexual harassment, discrimination and violence ▪ Provide help to the employees and anyone who has contact with the research organization
Target group(s):	All employees, scholarship holders, trainees, third parties in a contractual relationship with the institution, guests/visitors, also persons who are not subject to the works constitution act (e.g. management board, scientific

members, senior executive staff)

Description:

Sexual discrimination, harassment and violence are forbidden in the Max Planck Society. The organization provides protection by taking the necessary measures (information, training, sanctions) within its sphere of influence.

The organization investigates and punishes violations against this Code of Conduct. It adopts a procedure to ensure that:

7. Complaining persons shall not suffer any disadvantages from the justified report of misconduct.
8. All steps potentially taken are coordinated with the complaining person as far as possible and their anonymity is ensured to the greatest extent as possible; provided that disclosure is not mandatory due to legal provisions or substantially overriding interests.
9. The presumption of innocence in favour of accused persons is respected.

Complaints may be made informally, including verbally or electronically. Contact for affected persons are the direct supervisors and other persons with leadership and supervision responsibilities, the local Gender Equality Officers, the Central Equality Officer, the Works Councils, the General Works Council and the Representation of individuals with severe disabilities.

Of course, affected persons have the right to contact external facilities.

More information:

Max Planck Society (Germany)

Contact: zgb@gv.mpg.de

Title: Diversity training in the context of research funding⁴⁰



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Learn more about diversity and its theoretical background ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>Employees at the organisation</p>
Description:	<p>Since 2009, the Austrian Science Fund has provided internal training to co-workers and board members concerning gender mainstreaming. In 2015, a further step was taken to improve important aspects of procedures. A training session on diversity in the context of research funding was conceived, allowing board members and FWF staff (such as heads of departments, scientific project officers, and administrative project officers) to learn more about the theoretical background thereof. Participants' feedback clearly confirmed an increased awareness of the importance of the topic after the workshop.</p>
More information:	<p>Austrian Science Fund (FWF) (Austria)</p> <p>Website: https://www.fwf.ac.at/en/</p>

⁴⁰ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

Title: Do STEM - exhibition



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Recruitment ▪ Presence and visibility ▪ Inspiration for women in STEM fields
Target group(s):	<p>Pupils</p> <p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Women in STEM fields, female high school and college/university students</p>
Description:	<p>The travelling exhibition portrays eleven women and their successful careers paths in STEM fields. The project illustrates that the work and study in STEM fields can be very interesting and exciting. The female scientists report on their career path and everyday work experience. Furthermore it engages and encourages girls and young women with science and inspires them to think about a career in STEM fields.</p> <p>The exhibition can be booked for various locations and is designed for all people interested in a career in STEM fields.</p>
More information:	<p>Koordinierungsstelle für Frauen- und Geschlechterforschung Sachsen-Anhalt (Germany)</p> <p>Contact: Michaela Frohberg Michaela.Frohberg@ovgu.de</p> <p>Website: http://www.kffg-sachsen-anhalt.ovgu.de/home/MACHT+MINT%21/MACHT+MINT%21+_+Ausstellung_+Informationen+und+Hintergr%C3%BCnde-p-586.html</p>

Title: Equality on the intranet



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility ▪ Structural Integration of Gender Equality
Objectives:	<p>Information about:</p> <ul style="list-style-type: none"> ▪ Equal chances for women and men ▪ Career development ▪ Work and life balance/compatibility ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>Employees at the organisation</p>
Description:	<p>The Fraunhofer Institute created an intern platform on gender equality. This intranet platform provides all information on:</p> <ul style="list-style-type: none"> – representatives of gender equality (Contact details, etc.) – activities with the topic “gender equality and diversity”, e.g. conferences, work meetings, etc. – activities for the whole family, e.g. child-care in the holidays, girls’ & boys’ days, etc. – work and life balance/compatibility – mentoring and promotion – gender-sensitive language <p>The institute has not collected data on the use of the intranet platform yet. However, it reports that the attention gender issues receive has increased.</p> <p>To develop this measure for other organisations, personnel with technical skills, about to take care of the intranet and of the dissemination of information would be needed.</p>
More information:	<p>Fraunhofer-Institute (Germany)</p> <p>Contact: Jasmin Link jasmin.link@iao.fraunhofer.de</p>

Title: Exploring Gender and Culture - workshop



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Examine the difference between sex and gender ▪ Explore and challenge socially constructed gender roles
Target group(s):	<p>All target groups (except Pupils)</p> <p>Group of 10-25 people (similar numbers of men and women), who want to get more informed about gender issues</p>
Description:	<p>The workshop wants to sensitise men and women to the topics “gender & sex” by discussing stereotypes. It is split into three parts which take 2/2,5 hours.</p> <p>Part A: Create a list of words from both genders when they hear the word “men” and “women”. Write down the words in two columns on a flipchart.</p> <p>When the list is completed, ask questions to discuss if any roles can be reversed, e.g. can any of the ‘men’ words also describe women? Can any of the ‘women’ words also describe men? What are the things that women or men can do exclusively? Can a woman be a police officer? A husband? A parent? Powerful? Free? Strong? Humorous? Generous? Bread-winner? Noble? Unfaithful? Etc.</p> <p>Lists illustrate difference between sex (refers to the biological characteristics that define humans as female or male) and gender (refers to the economic, social and cultural attributes and opportunities associated with being male or female at a particular point in time).</p> <p>Part B: Single sex groups of 4-5 people have to describe and present the “ideal” man/woman.</p> <p>The participants have to discuss following questions: What did you learn about being a boy or girl when you were growing up? How did you learn? From whom? How are images of the ideal man and woman created? Where do they come from? Who affirms them? Would you like to change the images you describe? Etc.</p> <p>Part C: At the end of the workshop the participants congratulate each other with their contributions at this project. They can also write down short summarise about their understanding of the gender issues and</p>

	about further actions or changes that can be worked out as a result of participating in this activities.
More information:	The CGIAR Research Programme on Climate Change Agriculture and Food Security (CCAFS) CARE International; World Agroforestry Centre (ICRAF) Contact: sccafs@cgiar.org

Title: Family leave⁴¹



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organizational Culture ▪ Flexibility, Time and Work Life ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Support during family leave
Target group(s):	All employees with family responsibilities
Description:	<p><i>“Family leave includes statutory maternity, paternity and adoption leave where statutory pay (generally up to full salary) is received by one or both new parents, who legally retain their employment post during their absence.”⁴²</i></p> <p>Various possibilities to support mothers, fathers and parents are provided by different research organizations. Following some good practice examples are briefly described:</p> <p>Science Foundation Ireland (SFI) and Research Councils UK (RCUK)</p> <p>In the UK and Ireland, the state does not pay the full salary of employees on statutory maternity leave. However, most RPOs and universities have a policy to provide 100% of their salary to their employees on maternity leave, including researchers whose salary is</p>

⁴¹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

⁴² Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; p. 60

funded through research grants, which can leave the RPOs and universities financially exposed in these circumstances. In order to remove any perceived barrier towards the hiring of women researchers, Research Councils UK and the Science Foundation Ireland provide additional funding to RPOs and universities to supplement the statutory maternity pay to 100% of the employee's salary when team members funded through research grants take a period of maternity or adoptive leave.

Swiss National Science Foundation (SNSF)

In the case of adoption, where the customary local rules provide for less than two months' adoption leave, the Swiss National Science Foundation will finance a full two-month leave and the continued payment of salary. Additionally, if it is necessary to employ a replacement to ensure the successful continuation of the research work during maternity or adoption leave, SNSF may approve such an arrangement and take responsibility for the corresponding additional costs.

Swiss National Science Foundation (SNSF)

Mobility grant holders (early and advanced postdocs) at the Swiss National Science Foundation who become fathers may be granted paid paternity leave of up to four months in the course of a fellowship, if applied and justified, beyond the provisions of the Swiss welfare system.

Research Foundation Flanders (FWO)

PhD and postdoctoral fellows can benefit from the statutory 15 weeks of maternity leave or of paternity leave; additionally, unpaid parental leave is possible, either full-time or part-time. During periods of maternity leave and full-time parental leave, additional tasks, which host institutions may require from FWO-funded PhD or postdoctoral fellows, are suspended and the grant recipient's salary is covered by default.

German Research Foundation (DFG)

Researchers can apply for extra funding, for example for an assistant

in the project to carry out routine work, while on maternity leave or when working part-time.

Science Foundation Ireland (SFI)

No-cost grant extensions and reporting extensions during and after family-related leave can be granted. The SFI Maternity/Adoptive Allowance provides funding that can be used to hire additional staff to support the administration of the project, to hire a replacement team member or to extend the project so that the team member can complete their work after returning from family leave.

National Institute for Nuclear Physics (INFN)

Grant extensions during maternity or parental leave are guaranteed and it is financially supported by the national social system (80%) and INFN (20%).

Spanish National Research Council (CSIC)

CSIC is a public RPO, therefore maternity (16 weeks) and paternity (two weeks) leaves and measures are regulated and follow the government legislation. There is a 'breastfeeding leave' of one hour reduction per working day until the child is 12 months old. CSIC also has a kindergarten close to the headquarters for the children of CSIC employees.

Swedish Research Council (VR)

The salary of the researcher on parental leave is provided by the national social system (about 80%). Often the hosting university complements the national social system up to 100%.

Research Councils UK (RCUK)

A specific briefing on RCUK Family and shared parental leave and pay. This comprehensive briefing provides information relating to Maternity, Paternity and Adoption Leave and Pay from the Terms and Conditions of Grants and Training Grants; and the RCUK Training Grant Guide and Research Council Funding Guides. It is intended primarily for Research Council funded students and researchers to assist their discussions with their supervisors and line managers; it will also be useful for staff in research offices, HR and equality and diversity specialists.

More information:

Only a few links as example:

- http://www.dfg.de/en/research_funding/principles_dfg_funding/equal_opportunities/index.html
- <http://www.sfi.ie/funding/grant-policies/sfi-maternity/adoptive-policy.html>
- <http://www.rcuk.ac.uk/media/news/140508/>

Further information can be found at the homepages of the individual organizations.

Title: Female friendly graduate department questionnaire



Field of Action:

- Gender-inclusive/sensitive Organisational Culture

Objectives:

- To assess the cultural environment that women students face
- To prevent sexual harassment and gender discrimination that lead to dropout

Target group(s):

Women students

Description:

The APS Committee on the Status of Women in Physics has facilitated the collection of responses to a series of questions about graduate programs in physics that should be helpful to those interested in assessing the climate for women at various graduate schools. Department chairs (or their assignees) were asked the five questions below. All the responses are self-reported by department chairs (or their assignees), and the APS and CSWP assume no responsibility for the accuracy of the information submitted.

The responses, for each institution, can be obtained through the website. The questionnaire is really short and easy.

More information:

American Physical Society (USA)

Contact: <http://update.aps.org:8080/programs/women/female-friendly/index.cfm>

Title: Gender-inclusive / Gender-neutral Language



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality ▪ Engaging Leadership
Objectives:	<ul style="list-style-type: none"> ▪ Gender awareness and Bias ▪ Non-discrimination
Target group(s):	<p>Management and Leadership</p> <p>Employees</p>
Description:	<p>In the Max Planck Society, gender-inclusive language is used in all documents and announcements. In consequence, gender-inclusive/gender-neutral language is used in all internal and public, written and oral, digital and analogue Max Planck documents and announcements. The form in which this happens can be chosen flexible:</p> <p>Formulation options include:</p> <ul style="list-style-type: none"> • Formulating the female and male form, • Use of Asterisk (*), • Use of neutral forms <p>The gender asterisk "*" is unambiguous in language and avoids misunderstandings, presents all sexes adequately, contributes to equal rights for all genders and a respectful approach to gender equality, is short and comfortable and target-group-oriented.</p>
More information:	<p>Max-Planck-Gesellschaft e. V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Gender in Physics - Workshop



Field of Action:	<ul style="list-style-type: none"> Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	<ul style="list-style-type: none"> provide different perspectives from all qualification levels and make an essential contribution across the theme GE in physics
Target group:	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Management and Leadership</p>
Description:	<p>This workshop gives different target groups the opportunity to talk to each other about gender equality and inequality within their work environment. The themes include specific aspects of:</p> <ul style="list-style-type: none"> “What is gender equality?” “What measures to promote equal opportunities for men and women are there?” “What are actual needs of female and male scientists?” <p>It is a possibility to present current and past activities, initiatives and policies towards gender equality and – if exists – the organisation’s Gender Equality Plan. All gender relevant decision makers (including HR management) can participate as well as active leading women scientists.</p> <p>The debate concerning gender equality raises awareness at all qualification levels and gives impulses to take the first steps towards gender equality in the own organisation.</p>
More information:	<p>Karlsruhe Institute of Technology (Germany)</p> <p>Contact: Irene Eisemann Irene.eisemann@kit.edu</p>

Title: GENIS LAB - The Gender in Science and Technology LAB



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Promote gender mainstreaming in science ▪ Develop a gender equality plan ▪ Improve women researchers working conditions and career opportunities ▪ Raising awareness on gender inequalities
Target group(s):	<p>Management and leadership</p> <p>Human resources managers, researchers, administrative staff in six European scientific organisations</p>
Description:	<p>GENIS LAB consortium is a convention focusing on organisational dynamics, whose aim is to improve the work conditions of women and men in research organisations. The systematic approach consists of three levels:</p> <ul style="list-style-type: none"> – the organisational level (definition and identification of specific management tools implementing the structural changes); – social/environmental level (training for HR managers aimed at fighting against gender stereotypes); – transnational European level (developing of the individual gender equality plan based on the outcomes of the organisational level, support and promotion of structural changes). <p>The GENIS LAB project is based on a strong commitment of people in key positions with human resources management responsibilities. The participative methodology based on the tools has been already tested on various companies. The implementation of these tools such as gender participatory audit, gender budgeting, virtual labs, training for human resources managers, changing evaluation criteria can ensure the successful and reveal results can change the existing recruitment, promotion and retention policies and improve working conditions and carriers opportunities.</p>

	There is an option in participating in this project to benefit from different actions and help developing the tools.
More information:	The Gender in Science and Technology LAB (GENIS LAB) Website: http://www.genislab-fp7.eu/index.php/about-us/the-consortium

Title: Ideas Competition for the Promotion of Women



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Work/study culture ▪ Awareness ▪ Visibility ▪ Gender mainstreaming
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Female graduates/doctoral researchers, postdoctoral researchers, (junior) professors</p>
Description:	<p>The Giessen University holds an annual internal competition, managed by the Women's Officer, for ideas to promote women at the university. A five-year fund has been set up for an "ideas competition for the promotion of women", with an annual sum of €75,000 available to support equal opportunity projects at the university. The content and organisation of projects should contribute to anchoring equality, the promotion of women and issues in women's and gender studies within the individual faculties and central institutions of the university. Funding is available for the development or implementation of innovative measures that meet the following criteria:</p>

Elimination of structural barriers for women in the qualification process; diminishing the under-representation of female researchers at all qualification levels; and the integration of research in women's and gender studies in research and teaching. Proposals must also be submitted by employees of the faculties and central institutions of the university. Funding is not available for research projects carried out by individuals.

Both direct project costs and staff funding may be applied for. The maximum available sum is €15,000 per year and the maximum project duration is two years. The Executive Committee of the Giessen University decides whether funding should be awarded at the suggestion of the Equal Opportunity Commission.

**More
information:**

Gießen University (Germany)

Contact: Nadyne Stritzke

Nadyne.Stritzke@admin.uni-giessen.de

Website:

<https://www.unigiessen.de/org/beauftragte/frb/ordnerarchiv/gleichstellungskonzept/ideenwettbewerb>

Title: Information on post-doc opportunities and financial support for traveling



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Gender Dimension in Research and Education ▪ Presence and Visibility ▪ Structural Integration of Gender Equality
Objectives:	<p>Information about:</p> <ul style="list-style-type: none"> ▪ postdoctoral training ▪ scholarships and fellows
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs</p>
Description:	<p>We came to realize that the lack of information regarding post-doctoral training is a deterrent and inhibiting factor and therefore on the website we have included information regarding scholarships available to doctoral and post-doctoral fellows and frequently-asked questions and answers about this type of travel abroad with a family.</p> <p>Moreover, partial financial support is given for students traveling to choose a post-doctoral training position abroad.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Title: Initiative “Chefsache” Drive the Change – For Men and Women – Network



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Gender-inclusive/gender-sensitive Organizational Culture ▪ Gender Awareness
Objectives:	<ul style="list-style-type: none"> ▪ Cultural change ▪ Promote a balanced relationship between women and men in leadership positions.
Target group(s):	Women and men in leadership positions
Description:	The Max Planck Society is a member of the initiative "Chefsache", a network to promote a balanced relationship between women and men in leadership positions. The initiative's driving forces are management board members and directors of companies as well as heads of scientific, socio-economic and public institutions. The patron of the initiative is German Chancellor Angela Merkel.
More information:	<p>Max-Planck-Gesellschaft e. V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p> <p>Website:</p> <p>https://initiative-chefsache.de/en/initiative-chefsache/members/max-planck-gesellschaft/</p>

Title: KLeVer - A Project within the Gender Mainstreaming Process



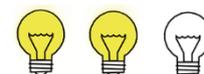
Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion ▪ Work and life balance
Target group(s):	(Female) graduates, doctoral researchers, postdoctoral researchers
Description:	<p>The project "KLeVer" at the University of Augsburg is a career and life planning project within the gender mainstreaming process. It is a workshop programme aimed particularly at young female researchers. Its goal is to provide career support. In 2007, most of the programme was also opened up to male early career researchers. Balancing family and career and conflicts between the demands of different roles form an important part of the programme.</p> <p>Longer-term measures, such as career modules for the various phases of an academic career and longer-term supervision in 'success teams', for example in female doctoral networks, are open to participants. Participants acquire specific skills such as speaker training, career coaching, and speed reading. Each participant can put together their own qualification programme in line with their personal career objectives and preferences. One-to-one and group coaching is also available.</p> <p>Events are held outside class hours in cooperation with the Centre for Continuing Education and Knowledge Transfer.</p>
More information:	<p>University of Augsburg; University Bavaria (Germany)</p> <p>Contact: Dr. Marion Magg-Schwarzbäcker chancengleichheit@zbe.uni-augsburg.de</p> <p>Website: http://www.uniaugsburg.de/de/projekte/gendermainstreaming/klever/</p>

Title: Management Programme for Female Professors and Managers



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Engaging Leadership
Objectives:	<ul style="list-style-type: none"> ▪ Coaching ▪ Career promotion
Target group(s):	<p>Management and Leadership</p> <p>Professors</p> <p>Female (assistant/associate) professors, leadership positions</p>
Description:	<p>The "Management Programme for Female Professors and Managers" at the University of Cologne was first run by the Equal Opportunity Officer in 2010 and has taken place three times since then. The programme is intended to provide an important component of staff development at management level. Over a 12-day training period, women in (academic) management roles at the university can improve their knowledge of essential aspects of day-to-day management. This includes topics like leadership, time management, delegation, professional presentation, communication, and conflict management. Appropriate consideration is given to gender equality in all topics.</p> <p>The most important elements of the programme are professional guidance from experienced female trainers, intensive group work, feedback interviews and the opportunity for discussion with peers. In addition to group work in the seminars, participants can also book a two-hour personal coaching session with a trainer for a small additional contribution</p>
More information:	<p>University of Cologne (Germany)</p> <p>Contact: Anne Schiffmann: a.schiffmann@verw.uni-koeln.de</p> <p>Website: http://verwaltung.unikoeln.de/abteilung43/content/fuehrung_amp_management/programm_fuer_frauen/index_ger.html</p>

Title: **Managing motherhood and scientific career**



Field of Action:

- Gender-inclusive/Gender-sensitive Organisational Culture
- Presence and Visibility
- Flexibility, Time and Work Life

Objectives:

- empowering and encouraging graduate students
- work-life balance

Target group(s):

Young female researchers (PhD students, PhD candidates and research assistants/Postdocs and mid-career scientific personnel)

Description:

This workshop focuses on “Managing motherhood and a scientific research career”. The workshop comprises of seven sessions, two hours each, run by three women senior scientists, all faculty members at the Weizmann Institute.

The workshop is open to women, mostly PhD students and postdocs that are at an early stage of their first pregnancy or planning to become pregnant in the near future. The curriculum consisted of seven meetings, and the number of participants was kept deliberately below 20 to enable an intimate environment. The three scientists, shared their own personal experiences as principal investigators and mothers. In addition to meetings led by them, they invited several professional psychologists to share their expertise.

The meetings focused on various aspects, including: how to deal with the conflict between the emerging identities of being a scientist and a mother; psychological and physiological changes during and after pregnancy; how to prepare for maternity leave; returning to productive work after maternity leave; managing relationships – getting a solid support system during and after pregnancy; and tools for assertiveness. The workshop takes place once a year, this year it was held for the second time.

More information:

Weizman Institute of Science (Israel)
 Website: <https://www.weizmann.ac.il/pages/>

Title: Mission Strategy FOM⁴³



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Engaging Leadership ▪ Structural Integration of Gender Equality
Objective:	Embedding gender inclusion and equality in the organisation's mission and strategy
Target group(s):	<p>Management and Leadership</p> <p>Leadership, all employees</p>
Description:	<p>FOM embedded its diversity policy as well as their goal to invest in young talents in their organisation's mission and strategy. This guarantees that diversity (gender) issues are a regular topic in leadership meetings.</p> <p>Measures and plans are actively encouraged and pulled through at FOM because of their mission.</p> <p>By embedding gender equality in an organisation's strategy measures can be taken up more easily and a basis to reach gender equality is set.</p>
More information:	<p>Foundation for fundamental Research on Matter - FOM (Netherlands)</p> <p>Website:</p> <p>http://www.fom.nl/live/english/about/mission_strategy/mission.pag</p>

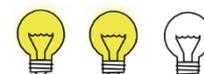
⁴³ now NWO

Title: Mobile emergency-supporting child care tool



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life
Objectives:	<ul style="list-style-type: none"> ▪ Return to work following parental leave etc. ▪ Reconciliation of private and work life
Target group(s):	Employees with small Children without childcare (due to exceptional cases such as illness etc.)
Description:	<p>The institute provides small cabinets with materials for child care and toys for children (up to ten years e.g.) to its employees. With this tool employees can bring their kids to the work place/desk for a short period of time if they are in a situation that leaves them with no other option.</p> <p>The cabinets are placed in special rooms (offices) so that the children do not interrupt other employees.</p>
More information:	<p>Fraunhofer-Institute (Germany)</p> <p>Contact: Jasmin Link jasmin.link@iao.fraunhofer.de</p> <p>Website: https://www.imw.fraunhofer.de/de/karriere/Miki-Bro.html</p>

Title: Observations in evaluation panels⁴⁴



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality
Objectives:	The objective of gender equality observations in evaluation panels is to examine and unveil any differences in the evaluation process for funding applications with regard to gender, since they are often subtle and difficult to identify.
Target group(s):	<p>Management and Leadership</p> <p>All employees</p>
Description:	<p>Since 2008, the Swedish Research Council has been conducting biannual gender equality observations in selected evaluation panels. Two out of three reports are available in English and contain conclusions and recommendations from the gender equality observations.⁴⁵ A new series of observations is being conducted in 2016 by VR, with a report foreseen for publication in 2017.</p> <p>The purpose of the observations is not to reveal how particular panels or individual panel members behave and relate to gender issues, but rather to discern significant patterns. To date, the observations have led to the production of a series of recommendations on how the evaluation process can be developed and improved in order to attain a higher level of gender equality. Furthermore, the reports from the gender equality observations are used in the training for review panels, by decision-making bodies, and by research council staff.</p>
More information:	<p>Swedish Research Council (VR) (Sweden)</p> <p>Website:</p> <p>https://www.vr.se/inenglish.4.12fff4451215cbd83e4800015152.html</p>

⁴⁴ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available: https://www.scienceurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

⁴⁵ Observations 2015: <https://publikationer.vr.se/en/product/a-gender-neutral-process/>

Title: Organisation of Gender Mainstreaming workshops and seminars



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Sensitization for gender topics ▪ Raising gender awareness ▪ Working with gender diversity
Target group(s):	<p>Management and Leadership</p> <p>All employees; workshop for both genders but also separated</p>
Description:	<p>The Fraunhofer Institute has implemented workshops and seminars in the context of gender equality/gender mainstreaming/gender awareness held by external instructors or trained staff. The goal was to develop a personal and differential position on gender diversity. The institute wants to achieve an open-minded environment. Many organisations offer workshops like this and enable companies/universities to take the first steps to gender equality.</p>
More information:	<p>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung (Germany)</p> <p>Contact: Jürgen Wilke juergen.wilke@iao.fraunhofer.de</p>

Title: Parental leave with occupational activity - work time models



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender-inclusive / Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life
Objective:	Return to work after parental leave
Target group(s):	<p>All target groups (except Pupils)</p> <p>All employees with children</p>
Description:	<p>This measure enables employees to have individual work time models adapted to their individual needs. It provides parental leave in combination with telework and part-time placements.</p> <p>This is a way of participating in the work and research progress, although they cannot do their work fulltime.</p> <p>After the announcement of the pregnancy there will be an individual counselling.</p>
More information:	<p>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung (Germany)</p> <p>Contact person: Petra Scori petra.scori@iwu.fraunhofer.de</p>

Title: Participatory Modeling



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging leadership ▪ Gender-inclusive / Gendersensitive Organizational Culture
Objectives:	Participatory Modeling (PM) or Group Model Building (GMB) is a method to give a management team, faculty board or other senior leaders insights into the different causes of gender inequality in their own organization / unit, possible solutions, as well as levers for change.
Target group(s):	Management team, executive board, faculty board, or other senior leaders (8-10 participants) who are stakeholders in gender equality
Description:	PM is based on system dynamics and helps people to envision a problem situation in a systemic way. In a few 2-3 hour sessions led by an experienced facilitator, individual mental models are integrated when the group builds a causal loop diagram to come to a better understanding of the problem of gender inequality. The model visualizes the interaction of causes and effects of the problem through feedback processes. Taking part in the building of the model also creates a basis for change and ownership for solutions and interventions. This method integrates the knowledge and experience of participants, facilitates the discussion between leadership and (diversity) experts and thus helps to reconcile different insights. The model helps to identify concrete opportunities for interventions (levers for change). PM is particularly suited for groups of 8-10 participants with varied knowledge and experience in promoting gender equality.
More information:	<p>PM is facilitated by Nijmegen School of Management, Radboud University Nijmegen, the Netherlands, EGERA project, http://www.egera.eu/consortium/sku.html</p> <p>Contact: dr Inge Bleijenbergh or dr Pleun van Arensbergen <i>i.bleijenbergh@fm.ru.nl ; p.vanarensbergen@fm.ru.nl</i></p> <p>Reference: Bleijenbergh, I. L., & van Engen, M. L. (2015). Participatory modeling to support gender equality: The importance of including stakeholders. <i>Equality, Diversity and Inclusion: An International Journal</i>, 34(5), 422-438. doi:10.1108/EDI-06-2013-0045</p>

Title: Permanent Presidential Committee ‘Chances’



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Institutional integration of equal opportunities ▪ Leadership Accountability ▪ Gender Awareness
Target group(s):	Management and Leadership
Description:	<p>The Permanent Presidential Committee Chances has been established to embed the issue of ‘Equal Opportunity’ at the management level. Its inaugural meeting took place in February 2016. The establishment of the Committee – which bundles all activities, goals and requirements in the area of ‘Equal Opportunity’ – ensures that this strategic aim of the Max Planck Society will be executed on the in- and outside in a continuous, binding and visible manner. The Committee is chaired by the Vice President of the Max Planck Society, Prof. Dr. Dr. hc. Angela Friederici.</p>
More information:	<p>Max-Planck-Gesellschaft e.V. (Germany)</p> <p>Contact: zgb@gv.mpg.de</p>

Title: Seminar: “Identifying, Developing and Keeping talented Persons”



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Training ▪ Make personnel development strategy to be gender- and diversity-friendly
Target group(s):	<p>Equal Opportunities Officers, Interested people</p>
Description:	<p>The selection of people and skills is a central factor in achieving optimal work results. The seminar focuses on the identification of stereotypes that can influence and hinder decision makers in personnel selection and performance assessment procedures.</p> <p>The seminar deals with the various issues of a successful personnel development strategy and gives suggestions on how instruments and procedures can be designed to be gender- and diversity-friendly., e.g. job profile, contacting candidates, interview etc.</p>
More information:	<p>Max-Planck-Gesellschaft e. V. (Germany) Contact: zgb@gv.mpg.de</p>

Title: Stakeholder Engagement



Field of Action:	<ul style="list-style-type: none"> ▪ Engaging Leadership ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	Build engagement around gender equality amongst managers
Target group(s):	Management and leadership
Description:	<p>The strategy wants to develop a ‘roadshow’ for managers (for use in team meetings or stand-alone) which presents the specific business case for gender equality (in the organisation/business unit/team) and provides a ‘safe space’ for feedback and discussion.</p> <p>The roadshow based on two-way interaction: explain and listen.</p> <p>If visible commitment to gender equality from executive and senior leadership is there the strategy is successful. It is also an achievement when a business case for gender equality (specific to the organisation) is articulated and endorsed.</p> <p>Current, reliable and compelling data (quantitative and qualitative) can consolidate to the business case. Benefits of the strategy are:</p> <ul style="list-style-type: none"> ▪ “Middle managers feel recognised and listened to. ▪ Consultation is a first step in a support-building process. ▪ Rich data is gathered on issues and resistance points which can be factored into implementation and communications planning”. <p>You can measure the impact with feedback/evaluation at the end of the roadshow or test engagement/support levels through a short e-mail survey to the participants.</p>
More information:	<p>Australian Workplace Gender Equality Agency (WGEA)</p> <p>Gender Equality Strategy Toolkit (New Zealand)</p> <p>Contact: wgea@wgea.gov.au</p> <p>Website: www.wgea.gov.au</p>

Title: Site Visits



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/sensitive Organisational Culture ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Assess the cultural environment that women students face ▪ Prevent sexual harassment and gender discrimination attitudes that lead to women's dropout
Target group(s):	<p>Women students</p> <p>Women researchers</p>
Description:	<p>The site visit program was initially developed to investigate the climate for minorities in physics, and later extended to investigate the climate for women in physics. Currently, the Committee on the Status of Women in Physics sponsors site visits programs, and there is an option to jointly host a site visit with the Committee on Minorities.</p> <p>The experience and perspective of the site visit team can help you bring your facility's current strengths into better focus and pinpoint changes you can make to increase recruitment and retention of women and minority faculty, students, and employees. APS has found that improving the climate for women and minorities also improves the climate for other members of the department.</p>
More information:	<p>American Physical Society (USA)</p> <p>Contact: women@aps.org</p> <p>Website: http://update.aps.org:8080/programs/women/sitevisits/index.cfm</p>

Title: Stakeholder Engagement



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Engaging Leadership ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objective:	Build engagement around gender equality amongst managers
Target group(s):	Management and leadership
Description:	<p>The strategy wants to develop a ‘roadshow’ for managers (for use in team meetings or stand-alone) which presents the specific business case for gender equality (in the organisation/business unit/team) and provides a ‘safe space’ for feedback and discussion.</p> <p>The roadshow based on two-way interaction: explain and listen.</p> <p>If visible commitment to gender equality from executive and senior leadership is there the strategy is successful. It is also an achievement when a business case for gender equality (specific to the organisation) is articulated and endorsed.</p> <p>Current, reliable and compelling data (quantitative and qualitative) can consolidate to the business case. Benefits of the strategy are:</p> <ul style="list-style-type: none"> ▪ “Middle managers feel recognised and listened to. ▪ Consultation is a first step in a support-building process. ▪ Rich data is gathered on issues and resistance points which can be factored into implementation and communications planning”. <p>You can measure the impact with feedback/evaluation at the end of the roadshow or test engagement/support levels through a short e-mail survey to the participants.</p>
More information:	<p>Australian Workplace Gender Equality Agency (WGEA)</p> <p>Gender Equality Strategy Toolkit (New Zealand)</p> <p>Contact: wgea@wgea.gov.au</p> <p>Website: www.wgea.gov.au</p>

Title: Subside Tremplin



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Flexibility, Time and Work Life ▪ Structural Integration of Gender Equality
Objectives:	Free up time for female researchers to dedicate to their research at critical points in order to finish a project/thesis/article whereby enhancing their scientific resume.
Target group(s):	Advanced doctoral students and researchers at the University of Geneva.
Description:	<p>Advanced doctoral students and female researchers can seek funding to relieve themselves of responsibilities outside of their research for roughly one semester. The intention is to allow the researchers to dedicate time to finalize a project or finish writing up an article or thesis which would otherwise be slowed down by external responsibilities such as teaching or admin.</p> <p>The participants are followed by mentor professors at the University who give them advice and aid with realizing their aims for the project.</p> <p>Criteria: An initial selection is conducted by the faculty equality commission followed by a final selection by an ad-hoc commission (vice-rector, president of the faculty equality commission and two members of the equality office)</p> <p>Candidates are chosen on the basis of:</p> <ul style="list-style-type: none"> - their scientific and teaching qualities - the effect of this programme on the acceleration of their career -the determination of creating a national and or international network. -others factors such as family situation will be taken under consideration.
More information:	<p>University of Geneva (Switzerland)</p> <p>Bureau d'egalite Geneve</p> <p>Contact: egalite@unige.ch</p> <p>Website: http://www.unige.ch/rectorat/egalite/programmes/subside-tremplin/</p>

Title: Unconscious bias training⁴⁶



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive / Gender-sensitive Organizational Culture ▪ Structural Integration of Gender Equality
Objectives:	<ul style="list-style-type: none"> ▪ Awareness raising for gender equality ▪ Gender-sensitive organisational culture
Target group(s):	<p>Management and Leadership</p> <p>All employees</p>
Description:	<p>One of the objectives of the Science Foundation Ireland Gender Strategy 2016–2020⁴⁷ is to ensure that the agency review process remains unbiased, as demonstrated by the annual gender-disaggregated analysis of the success rates of all funding programmes.</p> <p>To that aim, in 2016, all SFI staff, including the Executive Committee and the Board of Management, received sector-specific, data-driven unconscious bias training by an external provider. Feedback and learnings from the session have been fed into process improvements within the organisation, such as expanded briefing to peer reviewers and a reconsideration of the information provided to review panels.</p>
More information:	<p>Science Foundation Ireland (SFI) (Ireland)</p> <p>Website: http://www.sfi.ie/</p>

⁴⁶ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

⁴⁷ <http://www.sfi.ie/assets/files/downloads/Publications/Organisation%20Publications/SFI%20Gender%20Strategy%202016-2020>

Title: UniMento - cross-faculty mentoring programme



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Career promotion ▪ Building a network
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p>
Description:	<p>The UniMento project, introduced in June 2008, is the first cross-faculty mentoring programme at the University of Augsburg. It is a project of the university's gender mainstreaming programme. It combines specific support measures with practical and accompanying research.</p> <p>The mentoring concept includes mentoring modules – both one-to-one mentoring and peer mentoring – for students and female researchers. There is also a supporting programme of workshops, training, specialist presentations, tours of companies and informal networking events tailored to the specific target group. The mentoring programme is divided into two parts:</p> <ul style="list-style-type: none"> – Mentoring for students: To help eliminate gender-based career stereotypes female and male students in subjects where their sex is under-represented, receive individual career planning support. On the basis of current university statistics (at Augsburg), male students in linguistics and social sciences and female students in mathematics, science, engineering and economics were identified as target groups. For one year a group of 20 students are given the opportunity to reflect on their future ambitions and plan their entry into professional life with the help of an experienced mentor in their own subject area. Specialists and managers from companies were recruited as mentors. The mentoring relationship is complemented by a supporting programme. Participants are prepared for their role as mentees, receive training in gender communication and job applications, and make useful contacts for their future careers. This support is designed

to effectively assist students to get a foot on the career ladder and plan a career outside stereotypical expectations.

- Mentoring programmes for early career researchers: The target group are female students who are interested in a scientific career and seeking concrete advice on career planning. It is also open to female doctoral researchers who are looking for support, career advice and peer-networking in the doctoral phase and are interested in forming a support network. The programme also supports female postdoctoral researchers (including those preparing for habilitation) who want to take advantage of peer networking and coaching to enhance their personal development and progress to the next step in their academic careers. Peer groups are formed from up to four mentees in the same discipline at the same qualification level. Through discussion and reciprocal advice, mentees receive specialist and personal support from the group. During this shared development process the group is supervised by an experienced mentor. In addition to group meetings, which take place approximately every four to six weeks, one-to-one meetings with mentors are also possible.

More information:

University of Augsburg (Germany)

Contact: unimento@zbe.uni-augsburg.de

Website:

http://www.uniaugsburg.de/de/projekte/gendermainstreaming/UniMento/uniber_unimento/

Title: Women's promotion needs sustainability



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Structural Integration of Gender Equality ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Foster positive measures for women's advancement and junior acquisition ▪ Mainstreaming of the issue also in small and medium-sized companies with few personnel resources; ▪ Long-term improvement of the organisational culture.
Target group(s):	<p>All target groups (except Pupils)</p> <p>Managing directors, personal department, marketing department, all employees, apprenticeship persons</p>
Description:	<p>The STEM companies and enterprises work out the long-term programmes to enhance a number of female employees and ensure their retention. To achieve a sufficient impact these approaches has sustainably accompany the organisational culture.</p> <p>The first step is a building of interdisciplinary teams within an enterprise consisting of employees who are interested in exploring gender issues and supporting of the female employees and junior acquisition.</p> <p>The important factor by the teambuilding is the various age categories of the participants. It can provide a wide ideas and initiatives exchange between young team members and elder generations.</p> <p>The regular meetings facilitate the implementation of ideas and new approaches. The participants are involved in small projects which are expected to be feasible and successful in short term period. It supposes to avoid failure and demotivation. The visible positive results encourage the participants.</p> <p>The other employees can be informed about the outcomes of diversity projects in a local company newspaper or in the pin board.</p> <p>A long-term collaboration ensures reveal project outputs and achievement of the targets.</p>

More information: LizzyNet GmbH (Germany)
 Contact: Ulrike Schmidt
 ulrike.Schmidt@mds.de

Title: Workshop Gender Sensitisation



Field of Action:

- Gender-inclusive/Gender-sensitive Organisational Culture
- Presence and Visibility

Objectives:

- Presence and Visibility of women
- Personal development
- Raising of gender awareness

Target group(s): All target groups (except Pupils and students)

Description:

The workshop encourages participants to discuss gender stereotypes. Facts and Data on gender diversity in science are presented. Strategies as well as measures to achieve gender equality are also shown.

At the end of the workshop participants develop (their own) strategies for gender equality.

The workshop promotes gender competence and offers possibilities to embed gender issues into every-day work.

Workshops like this can be used to engage leadership on the issue of gender inequality.

More information: Diversity Management of the Karlsruhe Institute of Technology - KIT (Germany)
 Contact: Katrin Klink
 Katrin.Klink@kit.edu
 Website: <https://www.peba.kit.edu/2107.php>

Title: Young Female Leaders in Science



Field of Action:	<ul style="list-style-type: none"> ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ empowering and encouraging graduate students ▪ developing leadership qualities ▪ career development
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Management and Leadership</p>
Description:	<p>To this end, a two-day workshop is held once a year since 2014, for Doctoral candidates, and aims to develop leadership qualities required in the scientific world. The workshop is called "Young Female Leaders in Science" (YFLIS) and is managed by the European HFP Consulting company who modelled it for the target audience of female doctoral students, according to our requirements. The workshop takes place in an isolated place outside of the Weizmann Institute and is limited to 16 participants whose acceptance is based on scientific merit. The response we get from participants is excellent. The third workshop was held in September 2016.</p>
More information:	<p>Weizman Institute of Science (Israel)</p> <p>Website: https://www.weizmann.ac.il/pages/</p>

Gender Dimension in Research and Education

Title: Athéna - Programme d'Études Anticipées



Field of Action:	<ul style="list-style-type: none"> Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> Physics Experience for High School Students Promote Physics as possible Career/University option especially in young women
Target group(s):	High School Students
Description:	<p>Athéna is a program organised by the Faculty of Sciences at the University of Geneva to encourage and promote the study of Physics and Mathematics among students in the final years of secondary education.</p> <p>High School Students follow one semester of a first year university Physics course alongside the other university students. This course is taken on as an extracurricular activity in addition to their regular studies. The students follow the lectures for their chosen course from a predefined list, as well as two hours of tutorials with a young researcher in Physics per week.</p> <p>At the end of the course the students have the option to take the exam. If they pass this exam they are then able to use the credits from this class which could go towards future studies within the Faculty of Sciences at the university. An effort is also made to place female high school students with a young female researcher as a tutor in order to provide a possible role model for the students.</p> <p>This program has been a great success running for over two years and has seen roughly 50% participation of girls and boys with high rates of interest and participation.</p>
More information:	<p>University of Geneva (Switzerland)</p> <p>Prof. Michele Maggiore : Michele.Maggiore@unige.ch</p> <p>http://www.unige.ch/sciences/programme-athena.html</p>

Title: Conferences for undergraduate Women in Physics



Field of Action:	<ul style="list-style-type: none"> ▪ Presence and visibility ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ To encourage, support and inspire young women physicists ▪ To provide useful information on the professional-research career
Target group(s):	Female students
Description:	<p>The American Physical Society Conference for undergraduate women in physics is a three-day regional conference for undergraduate physics majors. It takes place each year at multiple sites throughout the US and Canada.</p> <p>The goal of the Conference is to help undergraduate women continue in physics by providing them with the opportunity to experience a professional conference, information about graduate school and professions in physics, and access to other women in physics of all ages with whom they can share experiences, advice, and ideas.</p> <p>A typical program will include research talks by faculty, panel discussions about graduate school and careers in physics, presentations and discussions about women in physics, laboratory tours, student research talks, a student poster session, and several meals during which presenters and students interact with each other.</p> <p>These conferences are disseminated through LinkedIn and financial assistance is provided.</p>
More information:	<p>American Physical Society (USA)</p> <p>Contact: https://www.aps.org/programs/women/workshops/cuwip.cfm</p>

Title: Creating Futures in Science - workshop



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Information about science careers in a new methodical way ▪ Support for young female scientists ▪ Career development ▪ Network between researchers ▪ Personal career planning and self-reflection
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific</p> <p>Female researchers on the early career stage</p>
Description:	<p>The workshop “Creating Futures in science” was designed to help young women scientists successfully transition from a post-doc to a high level scientific career. The scenario women design for themselves encourages their self-confidence in career terms. A scenario-building workshop to answer the following questions was developed:</p> <ul style="list-style-type: none"> – Which events and decisions influence scientific careers? – How do you get transparency in (German) research? – How can you spot factors that are relevant for careers with specific scenarios? <p>The workshop takes 1,5 days and following activities are recommended:</p> <ul style="list-style-type: none"> – Research evidence – Discussion with role models – Activities involving question and answer sessions with experts – Participants working in pairs on each other’s CV and formulating one’s own CV, presenting the CV afterwards – Session to reflect what was learnt and achieved
More information:	<p>IKMM/ Fraunhofer Fachgebiet Gender und Diversity in Organisationen (Germany)</p> <p>Website: http://www.gender-diversity.tu-berlin.de/gdo/projekte/creating_futures_in_science/</p>

Title: Do STEM - exhibition



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Recruitment ▪ Presence and visibility ▪ Inspiration for women in STEM fields
Target group(s):	<p>Pupils</p> <p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Women in STEM fields, female high school and college/university students</p>
Description:	<p>The travelling exhibition portrays eleven women and their successful careers paths in STEM fields. The project illustrates that the work and study in STEM fields can be very interesting and exciting. The female scientists report on their career path and everyday work experience. Furthermore it engages and encourages girls and young women with science and inspires them to think about a career in STEM fields.</p> <p>The exhibition can be booked for various locations and is designed for all people interested in a career in STEM fields.</p>
More information:	<p>Koordinierungsstelle für Frauen- und Geschlechterforschung Sachsen-Anhalt (Germany)</p> <p>Contact: Michaela Frohberg Michaela.Frohberg@ovgu.de</p> <p>Website: http://www.kffg-sachsen-anhalt.ovgu.de/home/MACHT+MINT%21/MACHT+MINT%21+_+Ausstellung_+Informationen+und+Hintergr%C3%BCnde-p-586.html</p>

Title: Female scientists at the top – TU-cofund qualification programme



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objective:	Career promotion
Target group(s):	<p>Female postdoctoral researchers</p> <p>assistant/associate professors</p> <p>women in leadership positions</p>
Description:	<p>A new qualification programme “Female scientists at the top” has been developed and introduced at Technical University of Berlin. It was implemented after the introduction of a new employee category, the junior professorship. The programme was worked out in three programme lines (TU-innovative, TU-international and TU-cofund) to develop the heterogeneity of professional cultures and the diversification of career paths.</p> <p>The qualification programme "TU-cofund" line supports the participation of TU Berlin in state and federal programmes. This programme provides the co-financing in projects to promote women. Current example information is the Berlin Programme to Promote Equal Opportunity for Women in Research and Teaching 2012 - 2015 (BCP), which result was the implementation of temporary "W"- positions. Since 2016 until the end of the TU-cofund project line, TU Berlin is going to provide financial support for the female professors which participate in Berlin BC-programme (Berlin Equal Opportunity Programme).</p> <p>BCP and TU-cofund foster the integration of female researchers in large research collaborations. This strategic positioning in leadership roles within research groups is intended to enable women to be integrated in innovative research contexts and career-promoting networks. In this way TU Berlin supports the research areas that promote female postdoctoral scientists and help women to gain W3 professorships.</p>
More	<p>Technical University of Berlin (Germany)</p> <p>Contact: zen.frau@tu-berlin.de</p>

information:

Website:
http://www.tuberlin.de/zentrale_frauenbeauftragte/menue/karrierefoerderung/wissenschaftlerinnen_an_die_spitze/

Title: Femtec. Promoting Talents



Field of Action:

- Gender Dimension in Research and Education
- Presence and Visibility

Objectives:

- Offering careers to women
- Offering network of women in companies and industry of STEM fields
- Recruitment
- Personal and career development

Target group(s):

All target groups (except Pupils and school students)
 Women in STEM

Description:

Femtec is a platform/company and network of women in STEM fields and offers soft-skill workshops, application training and mentoring programmes for people interested in gender equality.

The company/platform cooperates with global industrial partners and enables women to get in contact with those to plan and continue careers in STEM fields. Femtec organises work-experience in companies in STEM fields.

Any company or research institute can get in contact with femtec to be engaged in their programmes.

More

information:

Femtec.GmbH (Germany)
 Contact: info@femtec.org
 Website: <https://www.femtec.org/de/femtec-promoting-talents-0>

Title: Gender in science genSET - online platform



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education
Objectives:	<ul style="list-style-type: none"> ▪ Improve science through inclusion of the gender dimension ▪ Encourage dialogue between science and gender experts
Target group(s):	Employees of companies and research institutes, scientists and innovators in science and technology
Description:	<p>The online platform was created to support and advance the effectiveness of research and innovation in science through gender inclusion.</p> <p>Various researchers and scientists connect via genSet. This online platform offers material for workshops on gender related topics as well as examples of measures taken to include gender in science and research.</p>
More information:	<p>Portia genSET Coordinator (Great Britain)</p> <p>Contact: info@genderinscience.org</p> <p>Website: http://www.genderinscience.org/</p>

Title: GENIS LAB - The Gender in Science and Technology LAB



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Structural Integration of Gender Equality ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Promote gender mainstreaming in science ▪ Develop a gender equality plan ▪ Improve women researchers working conditions and career opportunities ▪ Raising awareness on gender inequalities
Target group(s):	<p>Management and leadership</p> <p>Human resources managers, researchers, administrative staff in six European scientific organisations</p>
Description:	<p>GENIS LAB consortium is a convention focusing on organisational dynamics, whose aim is to improve the work conditions of women and men in research organisations. The systematic approach consists of three levels:</p> <ul style="list-style-type: none"> – the organisational level (definition and identification of specific management tools implementing the structural changes); – social/environmental level (training for HR managers aimed at fighting against gender stereotypes); – transnational European level (developing of the individual gender equality plan based on the outcomes of the organisational level, support and promotion of structural changes). <p>The GENIS LAB project is based on a strong commitment of people in key positions with human resources management responsibilities. The participative methodology based on the tools has been already tested on various companies. The implementation of these tools such as gender participatory audit, gender budgeting, virtual labs, training for human resources managers, changing evaluation criteria can ensure the successful and reveal results can change the existing recruitment, promotion and retention policies and improve working conditions and carriers opportunities.</p>

	There is an option in participating in this project to benefit from different actions and help developing the tools.
More information:	The Gender in Science and Technology LAB (GENIS LAB) Website: http://www.genislab-fp7.eu/index.php/about-us/the-consortium

Title: German female physicists conference (GFPC)



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and visibility
Objectives:	<ul style="list-style-type: none"> ▪ Presence and visibility of women in physics ▪ Networking ▪ Personal and professional Exchange
Target group(s):	All target groups (except pupils) Female physicists
Description:	<p>The conference, which is held once a year, welcomes physicists of all physical disciplines. The German Physical Society organises a programme that includes panel discussions, workshops and lectures on physics. Participants can contribute by offering lectures or suggesting topics. During the four day conference women are encouraged to discuss their various experiences and connect with others. The German Physical Society also offers participants with Children a childcare programme free of charge.</p> <p>As part of the GFPC, the physicists offer a one day programme for female middle and high school students. The programme includes laboratory work and an insight into the world of physics to recruit a new generation of female physicists.</p>
More information:	<p>German Physical Society (Germany)</p> <p>Contact: info@physikerinnentagung.de</p> <p>Website: http://www.physikerinnentagung.de/index.html</p>

Title: Girl's Day- Girl's Future Day



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Recruitment ▪ Encourage young girls to consider jobs in science and technology ▪ Discover young talents and support those
Target group(s):	<p>Pupils</p> <p>Girls (ages 9-17)</p>
Description:	<p>Companies in technology and science as well as universities/colleges offer projects, workshops and guided tours especially designed for girls to inspire interest in science and technology.</p> <p>Fields of science or jobs qualify to be part of a Girl's Day event if the current rate of women is below 40% (in Germany). Girl's Day events are coordinated and advertised by a national body. Organisations can get in contact with this body if they are interested in offering Girl's Day activities.</p> <p>Girl's Days are held each year since 2001. Many girls have chosen a career in STEM fields after taking part in Girl's Day activities.</p>
More information:	<p>Bundesweite Koordinierungsstelle Girl's Day- Mädchen Zukunftstag (Germany)</p> <p>Contact: Elisabeth Schöppner schoeppner@girls-day.de</p> <p>Website: http://www.girls-day.de/</p>

Title: Ideas Competition for the Promotion of Women



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Work/study culture ▪ Awareness ▪ Visibility ▪ Gender mainstreaming
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p> <p>Women: Graduates/doctoral researchers, postdoctoral researchers, (Junior) professors</p>
Description:	<p>The Giessen University holds an annual internal competition, managed by the Women's Officer, for ideas to promote women at the university. A five-year fund has been set up for an "ideas competition for the promotion of women", with an annual sum of €75,000 available to support equal opportunity projects at the university. The content and organisation of projects should contribute to anchoring equality, the promotion of women and issues in women's and gender studies within the individual faculties and central institutions of the university. Funding is available for the development or implementation of innovative measures that meet the following criteria:</p> <p>Elimination of structural barriers for women in the qualification process; diminishing the under-representation of female researchers at all qualification levels; and the integration of research in women's and gender studies in research and teaching. Proposals must also be submitted by employees of the faculties and central institutions of the university. Funding is not available for research projects carried out by individuals.</p> <p>Both direct project costs and staff funding may be applied for. The</p>

	<p>maximum available sum is €15,000 per year and the maximum project duration is two years. The Executive Committee of the Giessen University decides whether funding should be awarded at the suggestion of the Equal Opportunity Commission.</p>
More information:	<p>Gießen University (Germany) Contact: Nadyne Stritzke Nadyne.Stritzke@admin.uni-giessen.de https://www.unigiessen.de/org/beauftragte/frb/ordnerarchiv/gleichstellung/skonzept/ideenwettbewerb</p>

Title: Information on post-doc opportunities and financial support for traveling



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Gender-inclusive/Gender-sensitive Organisational Culture ▪ Presence and Visibility ▪ Structural Integration of Gender Equality
Objectives:	<p>Information about:</p> <ul style="list-style-type: none"> ▪ postdoctoral training ▪ scholarships and fellows
Target group(s):	<p>PhD students, PhD candidates and research assistants Postdocs</p>
Description:	<p>We came to realize that the lack of information regarding post-doctoral training is a deterrent and inhibiting factor and therefore on the website we have included information regarding scholarships available to doctoral and post-doctoral fellows and frequently-asked questions and answers about this type of travel abroad with a family.</p> <p>Moreover, partial financial support is given for students traveling to choose a post-doctoral training position abroad.</p>
More information:	<p>Weizman Institute of Science (Israel) Website: https://www.weizmann.ac.il/pages/</p>

Title: International High School Teacher Programme - Gender Inclusive Teaching Workgroup



Field of Action:	▪ Gender Dimension in Research and Education
Objective:	A workshop for high school physics teachers to fight gender bias and make the classroom more gender inclusive
Target group(s):	Pupils High School Teachers / Students
Description:	<p>The International High School Teachers Program takes place every summer at CERN, lasts three weeks and involves teachers from all around the world. The teachers can choose from different work groups of which one is Gender Inclusive Teaching, which is facilitated by the CERN Diversity Office. The Diversity Office collaborates with a researcher from the University of Geneva who is a specialist in gender in STEM education. The activities of the workgroup include:</p> <ul style="list-style-type: none"> – interviewing female engineers and scientists at CERN and learning more about their career and experiences. – discussions in small groups on specific topics linked to recent research on gender inclusive teaching and bias in the classroom – at the end of the session the target was to present what they learnt to their colleagues and to produce information material which they can take home to their fellow-teachers in their home countries <p>The agenda of the workshop is under constant improvement but we aim to make it sustainable so teachers could benefit from it every year. The outcome of the work group was positive; some of them admittedly discovered some of their own unconscious behaviours and took home interesting lessons and experiences.</p>
More information:	<p>CERN (Switzerland)</p> <p>Contact: Genevieve Guinot / Jeff Wiener genevieve.guinot@cern.ch / jeff.wiener@cern.ch</p> <p>Website: http://diversity.web.cern.ch/2016/08/gender-inclusive-teaching-2016-high-school-teacher-programme</p>

Title: Kid's University



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objective:	Create interest for STEM fields
Target group(s):	<p>Pupils</p> <p>School students (ages 7-14)</p>
Description:	<p>The Kid's University is a programme of lectures and workshops especially for children. Professors and other scientific staff recreate student's life for kids: each participating child is assigned their own student identity and after the finishing of diploma. The lectures feature different topics from STEM fields and other fields that are studied at Karlsruhe Institute of Technology.</p> <p>The Kid's university inspires children to be excited about and choose a career as researchers or scientists in STEM fields.</p>
More information:	<p>Karlsruhe Institute of Technology - KIT (Germany)</p> <p>Contact: Ralph Pawlowski ralph.pawlowski@kit.edu</p> <p>Website: http://www.kinder-uni.kit.edu/index.php</p>

Title: **Meine Heine-Frau - project and brochure**



Field of Action:

- Gender Dimension in Research and Education
- Presence and Visibility

Objectives:

- Create role models
- Create gender awareness

Target group(s):

Students (undergraduate and graduate)

PhD students, PhD candidates and research assistants

Postdocs and mid-career scientific personnel

Professors

Management and leadership

Description:

Since 2008, the Equal Opportunity Officer at the University of Düsseldorf has been publishing a brochure entitled "Meine Heine-Frau". It contains profiles of female researchers, students, or colleagues who have made an outstanding contribution in terms of their work or social engagement. As well as honouring individuals, the profiles of female professors, doctors, staff members, and students represent many women in the various professional groups. Therefore, the portrayed women serve as role models for other women at the university. The Equal Opportunity Officer invites nominations from staff and students at HHU every two years.

More information:

University of Düsseldorf (Germany)

Contact: GSB@hhu.de

Website:

<http://www.uniduesseldorf.de/home/universitaet/strukturen/beauftragte/gleichstellungsbeauftragte/meine-heine-frau.html>

Title: No-cost Extensions⁴⁸



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Flexibility, Time and Work Life
Objectives:	<ul style="list-style-type: none"> ▪ To extend the research grant
Target group(s):	All grant holders at the organization
Description:	<p>“A no-cost extension is permission to extend the duration of the project without extra funding.”⁴⁹</p> <p>Various possibilities of an extension of research grants caused by family leaves are provided by different research organizations. Following some good practice examples are briefly described:</p> <p>German Research Foundation (DFG)</p> <p>At the German Research Foundation, fellowships are extended by three months for new mothers, based on the three-month national statutory maternity leave. Men and women fellows with children can extend their fellowships for up to 12 months. Alternatively, unused months from this extension can be converted into funding for child-care costs.</p> <p>Research Foundation Flanders (FWO)</p> <p>At FWO, PhDs and postdoctoral fellowships can be suspended during pregnancy/maternity or parental leave, in which case a no-cost extension is automatically granted. Additionally, beneficiaries of a pre- or postdoctoral fellowship at FWO, who may be required to perform a certain amount of additional tasks by their host institution – such as teaching, clinical tasks or administrative duties – are relieved from these obligations during periods of maternity/paternity leave.</p> <p>Swiss National Science Foundation (SNSF)</p> <p>The Swiss National Science Foundation may, at the grantees’ request, extend the duration of the grant so that it covers the period of</p>

⁴⁸ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; online available at: https://www.scienceeurope.org/wp-content/uploads/2017/01/SE_Gender_Practical-Guide.pdf

⁴⁹ Science Europe (2017): *Practical Guide to Improving Gender Equality in Research Organizations*; p. 63

More information:	<p>continued salary payments in the event of maternity, adoption or other periods of absence. The grant may be extended by one year at the most.</p> <p>Further information can be found at the homepages of the individual organizations.</p>
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Title: Organisation of Gender Mainstreaming workshops and seminars



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Structural Integration ▪ Gender-inclusive/Gender-sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Sensitization for gender topics ▪ Raising gender awareness ▪ Working with gender diversity
Target group(s):	<p>Management and leadership</p> <p>All employees; workshop for both genders but also separated</p>
Description:	<p>The Fraunhofer Institute has implemented workshops and seminars in the context of gender equality/gender mainstreaming/gender awareness held by external instructors or trained staff. The goal was to develop a personal and differential position on gender diversity. The institute wants to achieve an open-minded environment. Many organisations offer workshops like this and enable companies/universities to take the first steps to gender equality.</p>
More information:	<p>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung (Germany)</p> <p>Contact: Jürgen Wilke juergen.wilke@iao.fraunhofer.de</p>

Title: Performance-Based Funding



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education
Objective:	<ul style="list-style-type: none"> ▪ Career promotion
Target group(s):	<p>Professors</p> <p>Female (junior) professors, committees, research staff</p>
Description:	<p>Performance-based funding was introduced at the University of Berlin (FU Berlin) in 2006 to create positive incentives for promoting female early career researchers. In the model employed at FU Berlin, previous achievements by a faculty or institute are rewarded with additional funds. These funds must be used in coordination with the non-central Women's Officers to promote women. Emphasis is given to the number of new appointments and the filling of professorial posts, the filling of qualifying posts (especially junior professorships) and the number of doctorates in individual departments/central institutes. This way, faculties are rewarded for successful efforts to promote women. A total of 30% of funding for staff and direct costs is allocated to performance. Performance is measured by indicators covering research, teaching and equal opportunity; these areas attract 47.5%, 47.5% and 5% respectively of the allocated funding.</p> <p>This model was developed and adapted to the specific situation at FU Berlin by the central Women's Officer. The calculation model is explained in detail on the website. A similar model can be created for other universities and organisations.</p>
More information:	<p>Freie Universität Berlin (Germany)</p> <p>Contact: frauenbeauftragte@fu-berlin.de</p> <p>Website: http://www.fu-berlin.de/sites/frauenbeauftragte/gestalten/leistungsorientierte/index.html</p>

Title: PRIMA



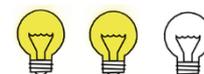
Field of Action:	▪ Gender Dimension in Research and Education
Objectives:	Give a way in for senior female researchers aiming towards a professorship in Switzerland.
Target group(s):	Female researchers looking for a professorship in Switzerland
Description:	<p>PRIMA is a source of funding for remarkable female researchers who are looking for a professorship in Switzerland. The beneficiaries of this funding will direct their own research project at a Swiss institution. They will conduct this project with complete autonomy and their own team.</p> <p>Candidates must have a PhD or an equivalent, in general consisting of at least three years of research after graduating from university or an official exam with value equivalent to a doctorate.</p> <p>They must then have two years' experience on top of their doctorate and apply for the program between two and ten years of receiving their doctorate.</p> <p>The duration of this funding is a maximum of five years to cover the salary of the beneficiary as well as the possibility of temporary work abroad and a network of mentors. This allows the researchers to strengthen their academic profile to be competitive professor candidates.</p> <p>It is planned to make up to 12 positions available per year.</p>
More information:	<p>Fonds National Suisse de la Recherche Scientifique (Switzerland)</p> <p>Contact: prima@snf.ch</p> <p>Website: http://www.snf.ch/fr/encouragement/carrieres/prima/Pages/default.aspx#</p>

Title: Professeure



Field of Action:	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Gender Dimension in Research and Education
Objectives:	Provide a tenure track assistant professor position for female researchers
Target group(s):	Senior researchers who are candidates for an associate or full professor position.
Description:	<p>This project provides funding for transitional tenure track jobs for a maximum of three years within departments expecting to fill a permanent position within one to three years.</p> <p>This program allows the University of Geneva to employ and promote female researchers for full or associate professor positions by giving them a temporary position within the institution for example as an assistant professor.</p> <p>There is funding for three such positions a year within the institution. The candidates with a corresponding profile are nominated based on which departments have positions to be filled in the appropriate time-scale.</p>
More information:	<p>University of Geneva (Switzerland)</p> <p>Contact: Bureau d'Egalité, University of Geneva</p> <p>egalite@unige.ch</p> <p>Website: http://www.unige.ch/rectorat/egalite/files/5514/3712/9561/Prof-Egalitejuillet_2015.pdf</p>

Title: **PROfessorin**



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Structural Integration of Gender Equality
Objective:	Compensate female professors for increased workload related to gender equality based on the laws on gender equal participation
Target group(s):	<p>Professors</p> <p>Female professors at the technical University of Braunschweig</p>
Description:	<p>Based on university-laws in Germany, women have to participate in official bodies of the university. This increases the work load of female professors, especially in STEM fields, as there aren't as many women available to participate in those bodies. The University of Braunschweig offers compensation "payments" for those activities to female professors who have to participate in more bodies than their male counterparts. These payments are made available in the form of extra budgeting to the professors' institutes or faculties.</p> <p>In general, this measure compensates women in leading positions for their extra work-loads caused laws or other organisational structures that impact only female employees.</p>
More information:	<p>Technische Universität Braunschweig (Germany)</p> <p>Contact: gleichstellungsbuero@tu-braunschweig.de</p> <p>Website: https://www.tubraunschweig.de/gleichstellung/angebote/karrierementorin-g/coaching</p>

Title: Regulars' table at KIT



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Promotion of technical and natural scientific studies and careers ▪ Recruitment of female scientists ▪ Creating interest in science
Target group(s):	<p>PhD students, PhD candidates and research assistants</p> <p>Postdocs and mid-career scientific personnel</p> <p>Professors</p>
Description:	<p>One of the results of the Gender-in-Physics Day at the KIT was a “Stammtisch” (regulars’ table), which has been already implemented by KIT. For this purpose, female physicists have joined forces and collected contact information of female scientists of their institutions and invited them to a “Stammtisch”. It offers a place for women in physics for discussions prior to the scientific career, informal exchange about problems and solutions and possibilities of networking.</p>
More information:	<p>Karlsruhe Institute of Technology - KIT (Germany)</p> <p>Contact: Irene Eisemann Irene.eisemann@kit.edu</p>

Title: **ROBERTA – Learning with robots**



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Promotion of technical and natural scientific studies and careers ▪ Recruitment of female scientists ▪ Creating interest in science
Target group(s):	<p>Pupils (Secondary and High school students)</p> <p>Students (undergraduate and graduate)</p> <p>Girls and young women; especially for school girls</p>
Description:	<p>The project ROBERTA makes technical education accessible for girls and young women in a playful way. It is made for 8-12 participants. The girls learn how to build their own, individual robot with an individual software.</p> <p>Different methods and durations for the implementation are possible: in class, a special day/week, in the afternoon etc. Trips to the technical university in Berlin are inclusive.</p> <p>A project like this can be run not only on robots, but also by doing physical experiments. There is also a possibility to handcraft models of physical phenomena.</p>
More information:	<p>Technische Universität Berlin (Germany)</p> <p>Contact: Verena Ehrenberg, Sven Lehmann</p> <p>Website: http://www.gender-diversity.tu-berlin.de/gdo/projekte/roberta/</p>

Title: School competition “Women in Physics, stereotypes and gender bias”



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ To encourage young female students to choose a scientific path at University and to undertake a scientific career; ▪ To highlight the importance of role models (to show the personality of women researchers and to examine in depth aspects of their personal and professional lives, highlighting the important contribution of women to scientific progress); ▪ To highlight stereotypes and prejudices that are related to the role of women in science and to counteract stereotypes linked to the "women and science" binomial, demonstrating that the binomial is possible. ▪ To understand the perception of young people about women operating in research, in order to start undermining gender stereotypes since high school.
Target group(s):	Students aged between 16 -19, singles or in groups of the same class, coordinated by a teacher.
Description:	<p>INFN and CNR organized the school competition “Women in Physics, stereotypes and gender bias” and presented the results during the Italian Gender in Physics Day held in Rome on May, 10th within the GENERA Project.</p> <p>The Competition required the candidates to realize a project on the subject “Women in Physics, stereotypes and gender bias” in the form of a tale, reportage, a picture, a brochure, a poster or a video of five minutes maximum duration.</p> <p>The Contest was advertised through several channels associated to school teachers.</p> <p>120 high schools, more than 830 students, participated to the competition, producing tales, reportage, presentations and especially videos.</p> <p>A questionnaire was submitted to all the students involved in the</p>

competition, in order to get their opinions about the issues related to “women in science” and to better understand the perception they have about gender bias.

An evaluation board, consisting of 8 components from CNR and INFN was formed in order to rank the products of the students. The evaluation was conducted according to the criteria of communicative effectiveness, as well as of adherence to the issue of “women in science” in order to select the winners.

Given the very large number of submitted projects and their high quality level, at the end the evaluation board decided to award ten schools.

**More
information:**

National Institute for Nuclear Physics - INFN (Italy)

Contact: Roberta Antolini

roberta.antolini@lngs.infn.it

Website: www.lngs.infn.it/it/news/genera

National Research Council - CNR (Italy)

Contact: Sveva Avveduto

s.avveduto@irpps.cnr.it

Website: www.irpps.cnr.it/it/GENERA

Title: Site Visits



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Gender-inclusive/sensitive Organisational Culture
Objectives:	<ul style="list-style-type: none"> ▪ Assess the cultural environment that women students face ▪ Prevent sexual harassment and gender discrimination attitudes that lead to women's dropout
Target group(s):	<p>Women students</p> <p>Women researchers</p>
Description:	<p>The site visit program was initially developed to investigate the climate for minorities in physics, and later extended to investigate the climate for women in physics. Currently, the Committee on the Status of Women in Physics sponsors site visits programs, and there is an option to jointly host a site visit with the Committee on Minorities.</p> <p>The experience and perspective of the site visit team can help you bring your facility's current strengths into better focus and pinpoint changes you can make to increase recruitment and retention of women and minority faculty, students, and employees. APS has found that improving the climate for women and minorities also improves the climate for other members of the department.</p>
More information:	<p>American Physical Society (USA)</p> <p>Contact: women@aps.org</p> <p>Website: http://update.aps.org:8080/programs/women/sitevisits/index.cfm</p>

Title: TeamUp - programme



Field of Action:	<ul style="list-style-type: none"> ▪ Gender Dimension in Research and Education ▪ Presence and Visibility
Objectives:	<ul style="list-style-type: none"> ▪ Support of female STEM-students ▪ Create a network
Target group(s):	<p>Students (undergraduate and graduate)</p> <p>Female STEM-students</p>
Description:	<p>TeamUp is a programme created by female STEM-students to support other female STEM-students.</p> <p>Participants organize regular meetings to discuss current issues of their studies or career planning. Students of higher semesters assist and encourage younger students.</p> <p>TeamUp also organises career-conventions to connect young women with companies and research institutes. It cooperates with teaching staff at the university of applied sciences Karlsruhe.</p>
More information:	<p>Karlsruhe University of Applied Sciences (Germany)</p> <p>Contact: Anja Roscher roan1024@hs-karlsruhe.de</p> <p>Website: http://www.hskarlsruhe.de/hochschule/einrichtungen/gleichstellung/projekte/projekt-teamup.html</p>

Title: 120% support Grant



Field of Action:	<ul style="list-style-type: none"> ▪ Flexibility, Time and Work Life ▪ Gender Dimension in Research and Education
Objectives:	<p>The 120% support grant is aimed at postdoctoral researchers who need to look after children during an important stage in their career and who therefore need more flexibility. The grant helps researchers to find the right balance between their academic career and family commitments by enabling part-time employment. The grant allows researchers to reduce their work-time percentage and hire a support person for the same period.</p>
Target group(s):	<p>Postdocs and mid-career scientific personnel</p> <p>Postdocs in SNSF research grants</p>
Description:	<p>The 120% support grant is awarded to postdocs who are pursuing an academic career and fulfil family care duties at the same time. The grants are only paid until the end of the SNSF project in which the postdocs are employed. In administrative terms, the 120% support grants are treated as supplementary grants for ongoing research projects and may be applied for as such under "Supplementary grants" on the mySNF web platform. The applications are evaluated by the Administrative Offices within two months. A limited budget is available each year and is distributed according to the first come – first served principle. In order to ensure a consistent evaluation of applicants, the examination is limited to checking whether the formal requirements and the criteria are met.</p> <p>It is planned to open it for doctoral student in research grants, too. Transferability: possible for other target groups and other institutions, i.e. universities.</p>
More information:	<p>Swiss National Science Foundation SNSF (Switzerland)</p> <p>Contact: Cornelia Sommer</p> <p>Website:</p> <p>http://www.snf.ch/SiteCollectionDocuments/allg_leitfaden_entlastungsbeitrag_e.pdf</p>

Gender in Physics Days and recommendations

Title: GENERA Gender in Physics Days



Field of Action	<ul style="list-style-type: none"> ▪ Structural Integration of Gender Equality ▪ Engaging Leadership ▪ Gender-inclusive / Gender-sensitive Organizational Culture
Objectives:	<p>The aim of Gender in Physics Days (GiPD) is to raise awareness on gender equality issues and enhance structural changes in RPO/RFO/HEI. The GiPD thus provide a great opportunity for institutions to learn from each other and exchange experiences following a best practice approach.</p> <p>The objectives in particular are:</p> <ul style="list-style-type: none"> ▪ to build a collaborative network on gender equality among RPO/RFO/HEI ▪ to highlight gaps between gender equality policies and the status quo ▪ to focus on barriers and challenges to gender equality ▪ to propose innovative ideas for gender equality measures ▪ to communicate successful and unsuccessful approaches ▪ to focus on GEP application and implementation in RPOs/RFOs/HEIs <p>Each organization has to define its aims for this event individually and tailor the objectives and agenda specific to the purposes of the organization.</p>
Target group(s):	<ul style="list-style-type: none"> ▪ Pupils ▪ Students (undergraduate and graduate) ▪ PhD students, PhD candidates and research assistants ▪ Postdocs and mid-career scientific personnel ▪ Professors ▪ Management and leadership ▪ + persons from outside the organization
Description:	<p>Since October 2016, a total of eight national GiPD took place in the framework of GENERA project. The program and format of each GiPD were different, thus nicely reflecting the cultural differences and the advancement of gender equality in the national or regional physics community. Following the organizational priorities each GENERA</p>

partner has chosen one or more topics for workshops, panel discussions or presentations. In the preparation phase they have had a catalogue of **topics**⁵⁰ of which they could chose:

- Recruitment and Retention
 - Work Environment and Work-Life-Balance
 - Careers and Progression
 - GEP Status and Implementation
 - Structural and Cultural Change in Practice
 - Gender inclusive Culture/Gender Awareness
 - Barriers against Gender Equality Measures
 - etc.
- **Duration:** a full one day event is recommended by partners, possible to expand it even to two or more days. Another possibility is to shorten it into half a day or only few hours for a workshop. It depends on the aims and program, but in order to ensure an active participation and high number of participations it would help to suit to the circumstances of participants.
 - **Presence and Visibility:** ensure full visibility to the event with a strong internal and external communication strategy.
 - **Content:** the program and content of each GiPD depend on the aspirations of the organization. It is recommended to mix up theoretical inputs with practical working phases as well as to leave open spaces for discussions/exchange.

More information:

GENERA Website: Gender in Physics Days

<http://genera-project.com/index.php/gender-in-physics-days>

In the following are concepts of past GENERA Gender in Physics Days presented. They are used to give an overview about the planning and implementation of these events.

1. GiPD – Germany
2. GiPD – Italy
3. GiPD – Romania
4. Joint Gender in Physics Day – CERN, ESO, NordForsk

⁵⁰ see [D2.1 Status report](#) on gender in involved RPOs and RFOs including the Gender-in-Physics Days concept and results of the data collection, p. 42-46

Gender in Physics Day – Germany

<p>Actors</p> <ul style="list-style-type: none"> – RFO/RPO/HEI – responsibilities in organization – contact person/unit 	<p>Deutsches Elektronen-Synchrotron (DESY) Germany – RPO</p> <p>Contact: Projektmanagement of GENERA project</p> <p style="text-align: center;">Lia.lang@desy.de</p> <p style="text-align: center;">genera@desy.de</p>
<p>Venue</p> <ul style="list-style-type: none"> – country, city – location – local conditions 	<p>Germany, Hamburg</p> <p>Deutsches Elektronen-Synchrotron DESY</p> <p>A Research Centre of the Helmholtz Association</p> <p>Notkestraße 85, 22607 Hamburg, Germany</p> <p>Main Auditorium, Main Auditorium Foyer, three seminar rooms</p> <p>Enough space for the welcome, audience, group working sessions, exhibition, band, good support for catering, good technical support</p>
<p>Date / duration</p> <ul style="list-style-type: none"> – duration of the event (one day/ half a day/etc.) 	<p>January 12th, 2017</p> <p>One full day (8.30 – 17.30)</p>
<p>Planning</p> <ol style="list-style-type: none"> 1. short description of the idea of organizing a GiPD to the implementation 2. more detailed: aims of the GiPD, preliminary agenda, target groups, topic, conditions, etc. 3. financing, personnel and time planning (statement of 	<p>Short description:</p> <p>Bringing together different stakeholder to discuss issues on discrimination, gender issues, gender equality. Topics were for example “good/bad practice of measure in physics”, “stakeholders for institutional change”, “careers within physics.”, “visions”.</p> <p>These topics have been discussed in four workshops and were prepared through main talks about the relevance of gender issues within physics and overview about current activities such as the GENERA project.</p> <p>Stakeholder were male and female researchers from PhD student up to senior scientist/group leader level, executive managers in HR departments incl. HR development, gender equality and diversity officers working in physics oriented research institutions (incl. physics departments at universities) in Germany.</p>

<p>costs, number of employees involved, rough timeline)</p> <p>4. duration of preparation and planning as a whole (starting point til event)</p> <p>5. steps that were taken as detailed as possible</p>	<p>Steps</p> <p>Organize invitation, website, venue, speakers, moderator, exhibition, catering, band, graphic recorder, material (flyer, USB-Sticks e.g.).</p> <p>Develop concepts for the group discussion and panel discussion.</p> <p>Develop GENERA presentation.</p> <p>Financing</p> <p>About € 15.000 plus about 5 PM.</p> <p>Duration of planning</p> <p>6 months before the event: set the target about the meeting, set the date and venue, collecting Ideas and requests for speakers, band, moderation, graphic recorder, exhibition</p> <p>4 months before: Homepage, Invitation</p> <p>2 months before: reminder for the invitation</p> <p>1 months before: updated agenda, catering, materials, presentation</p> <p>after the event: summary of the results and promote them, write article</p>
<p>Implementation</p> <ul style="list-style-type: none"> – short description of final agenda, program, format, workshops, etc. – number of participants: male/female (estimation) – highlights / successes; why was this success a success? 	<p>The day started with several welcome speeches from director follow by main talks on “Gender and Physics” to inform everyone about the issue and to be well prepared for the following four workshops. All participants were able to choose one workshop of the four ones. After the workshops there was a poster presentation of the discussion. They have been sketched by graphic recorders. Each workshop moderator explained the other three groups with the help of the poster what has been discussed in the workshop. In the afternoon we had a specialist talk by a female physics professor follow by the panel discussion with scientists, directors and GENERA project partner. The day was closed with some wine and beer and one exhibition on patents from women such as a parallel concert from the DESY band.</p> <p>104 (32 were men)</p> <p>graphic recorder who sketched the discussion, professional moderator and experts on gender issue, organize a format where everyone was able to participate and join the discussion in the workshops, framework programme like the exhibition and the concert</p>

<p>Follow-up / feedback</p> <ul style="list-style-type: none"> - reflection of the event: what could be done better? - recommendations - short conclusion and next steps (will there be a follow-up event, e.g. next year?) - results of the GiPD - written summary 	<p>Feedback & recommendations:</p> <p>Try to be attractive for more men also!</p> <p>Organize one special person on that day for outreach and twitter.</p> <p>Be careful about addressing women in your invitation only!</p> <p>Involve the participants!</p> <p>Involve men and women in organizing the event and make sure you have all gender (at least men and women) as speakers to not reinforce gender issues!</p> <p>Be creative and don't forget the fun-factor! (exhibition, concert e.g.)</p> <p>Short conclusion:</p> <p>This day was really helpful to promote the project, to involve the directors and high level management (as speakers), to increase visibility in the organisation and outside for GENERA. Many important stakeholders for the design and implantation of GEPs were present and one can always take the change to meet and connect with the relevant ones. Some statements from the day (male PhD-candidate: "I learned today that only the physics community itself can solve the problem of the very few women") can be used over and over again to in following meetings with directors to convince that there is problem which can be solved.</p>
<p>Further information</p> <p>https://indico.desy.de/conferenceDisplay.py?confId=14609</p>	
<p>Reports and recommendations</p> <p>in the annex 3</p>	

Gender in Physics Day - Italy

<p>Actors</p> <ul style="list-style-type: none"> – RFO/RPO/HEI – responsibilities in organization – contact person/unit 	<p>RPO: National Research Council (CNR) and National Institute for Nuclear Physics (INFN) (Italy)</p> <p>Organizers:</p> <p>IRPPS–CNR; INFN</p> <p>Contact:</p> <p>Sveva.avveduto@irpps.cnr.it</p> <p>roberta.antolini@lngs.infn.it</p>
<p>Venue</p> <ul style="list-style-type: none"> – country, city – location – local conditions 	<p>Italy, Rome</p> <p>National Research Council</p> <p>Piazzale Aldo Moro, 7, Roma</p> <p>Aula Convegni (main auditorium room)</p> <p>Digital gallery, 3d Room, Catering Room</p> <p>A digital gallery was set up to show videos and photos.</p>
<p>Date / duration</p> <ul style="list-style-type: none"> – duration of the event (one day/ half a day/etc.) 	<p>May 10th, 2017</p> <p>One full day (9.00 – 16.00)</p>
<p>Planning</p> <ol style="list-style-type: none"> 1. short description of the idea of organizing a GiPD to the implementation 2. more detailed: aims of the GiPD, preliminary agenda, target groups, topic, conditions, etc. 3. financing, personnel and 	<p>Short description:</p> <p>CNR and INFN organized the Italian GiPD bringing together different stakeholder to discuss issues on gender equality and attractiveness for female in physics discipline. A slot of the event was devoted to initiatives towards gender equality implemented in Europe in the field of physics and in STEM disciplines.</p> <p>The event was attended, besides the CNR and INFN top management, by heads of departments and institutes, heads of gender committees and officers, teachers and students, senior and junior physics researcher.</p> <p>Several topics have been discussed during the meeting referring to real experiences and best practices on equal opportunities, gender statistical data in research organizations, gender divide. Experiences from the</p>

<p>time planning (statement of costs, number of employees involved, rough timeline)</p> <p>4. duration of preparation and planning as a whole (starting point until event)</p> <p>5. steps that were taken as detailed as possible</p>	<p>European research area, through the speeches of two GENERA board of experts and from ERC analysis, and from the Italian area, through Italian researchers involved in some sister European project (GenderTime, GenisLab and Genovate) and through gender equality committees of some Italian research organizations.</p> <p>An important section of the day was dedicated to the school competition “Women in Physics, stereotypes and gender bias” organized by Italian GIPD working group. The Competition required the candidates to create a project about the issue “Women in Physics, stereotypes and gender bias” in the form of a tale, a reportage, a picture, a brochure, a poster or a video of 5 minutes’ maximum duration.</p> <p>The Contest was advertised through several channels linked to school teachers. 120 high schools, more than 830 students, participated to the competition, producing tales, reportage, presentations and especially videos.</p> <p>After the application at the context, a questionnaire was submitted to all the students involved in the competition, in order to get their opinions about the issues related “women in science” and to better understand the perception they have about gender bias.</p> <p>An evaluation board, composed by 8 components between CNR and INFN was formed in order to rank the products of the students. Evaluation was conducted according to the criteria of communicative effectiveness, as well as of adherence to the issue of “women in science” in order to select the winners.</p> <p>Four schools (there were two schools that gained the third place) were awarded with different scientific kits and with a visit to one of the four INFN Laboratories at their choice. Six schools were awarded with different honourable mentions (the best tale, the most original final message, the best technical production, the best reportage, the most original expressive choice, the best research of multimedia contents).</p> <p>Before the award ceremony there was a speech from a young woman researcher about her personal experience of young female physicist.</p> <p>Steps and duration of planning</p> <p>8 months before the event: Italian GIPD working group (composed by</p>
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	<p>research and technical staff from INFN and CNR IRPPS) set the target about the meeting, as political stakeholders and students competition selection, management involvement, the date and the venue of the event.</p> <p>6 months before: The working group identified the slot topics for each session and discussed it with the identified speakers</p> <p>3 months before: Flyer and gadgets were designed and produced</p> <p>2 months before: Invitations were sent out both in formal channels (mail, news, invitation) and trough informal channels (invitation to colleagues or diffusion in research networks)</p> <p>1 month before: We reminded the invitation and updated agenda, catering, materials, presentation.</p> <p>Financing</p> <p>€ 16.000</p>
<p>Implementation</p> <ul style="list-style-type: none"> – short description of final agenda, program, format, workshops, etc. – number of participants: male/female (estimation) – highlights / successes; why was this success a success? 	<p>The day started with several welcome speeches from directors of CNR and INFN and from a speech of the representative of the Minister of education University and research.</p> <p>The first part of the day referred to setting the scene and to focus on challenges and perspective for gender equality in the European research system.</p> <p>The second part of the event was focused on best practices and GEPS in practice. Several speeches from female researchers were presented.</p> <p>The third part of the day was dedicated to underline where do we stand in terms of gender equality. What we have learnt and what kind of actions need to be taken.</p> <p>The last part of the day was focused on the school competition.</p> <p>The day was closed with greetings from CNR and INFN top management.</p> <p>Audience composition:</p> <p>163 persons attended the event (112 F, 51 M).</p>

<p>Follow-up / feedback</p> <ul style="list-style-type: none"> - reflection of the event: what could be done better? - recommendations - short conclusion and next steps (will there be a follow-up event, e.g. next year?) - results of the GiPD - written summary 	<p>Feedback:</p> <p>Several public notices were disseminated from the public office of CNR and INFN and directors and heads of departments shown interests and awareness on the issue.</p> <p>We collected interests and comments from several participants such as physics researchers, head of gender offices and young researchers about the school competition. Some of them requested to reuse videos in seminars or conferences in the future.</p> <p>GIPD Italian working group has been started thinking about another event which it will be possible held in 2018</p> <p>Recommendations:</p> <ul style="list-style-type: none"> - Try to involve stakeholders at political level as much as possible - Try to attract more males - Try to involve and to interact with the audience - Try to control gender balance through speakers - Try to involve students - Try to show as multimedia materials as possible to raising awareness <p>Short conclusion:</p> <p>It was a very successful day. All the participants enjoyed speeches, the digital gallery where the most interesting products of the students were shown in loop in different maxi screens.</p> <p>Participants and involved students enjoyed the school competition and the ceremony of the awarded school. One of the most relevant result is that a girl admitted that she has decided to choose physics at the university thanks the school competition. We think this is a very great deal we gained.</p> <p>All the participants waited for the end of the event and even if there were a lot of students the main room was quiet and the climate fruitful.</p>
<p>Further information</p> <p>https://www.cnr.it/it/evento/15033/italian-gender-in-physics-day</p>	

<https://www.primapagina.sif.it/article/610/you-can-make-the-difference-italian-gender-in-physics-day-a-roma#.WW3Q4oXRARI>

<https://agenda.infn.it/conferenceDisplay.py?confId=13172>

Reports and recommendations

in the annex 3

Gender in Physics Day - Romania

<p>Actors</p> <ul style="list-style-type: none"> – RFO/RPO/HEI – responsibilities in organization – contact person/unit 	<p>Horia Hulubei-Institute for Physics and Nuclear Engineering</p> <p>IFIN-HH</p> <p>Contact: Dr. Livius Trache, Team leader in GENERA Project (livius.trache@nipne.ro)</p> <p>Mrs. Denise Cringanu (denisa@nipne.ro)</p>
<p>Venue</p> <ul style="list-style-type: none"> – country, city – location – local conditions 	<p>Romania, Magurele campus</p> <p>IFIN-HH, the top R&D institute for physics and engineering</p> <p>Str. Atomistilor, no.409, Bucharest-Magurele, Ilfov county</p> <p>Conference Hall – a modern space with 150 places that provides very good facilities for presentations, exhibitions and catering.</p>
<p>Date / duration</p> <ul style="list-style-type: none"> – duration of the event (one day/ half a day/etc.) 	<p>June 29, 2017</p> <p>(one full day 9:30-18:30)</p>
<p>Planning</p> <ol style="list-style-type: none"> 1. short description of the idea of organizing a GiPD to the implementation 2. more detailed: aims of the GiPD, preliminary agenda, target groups, topic, conditions, etc. 3. financing, personnel and time planning (statement of costs, number of 	<p>Short description:</p> <p>IFIN-HH GiPD represented another opportunity to introduce GENERA project to the Romanian physics community and to make the connection between the objectives of GENERA and IFIN-HH local issues.</p> <p>There was very diverse approach of the gender issues starting with a general view at European level and continuing with presentations about the IFIN-HH gender distribution, recruitment and retention for women researchers.</p> <p>It has been marked the need to create real gender diversity on local boards and committees, as well as new methods that attract young talented women from university to a research career.</p> <p>The plenary session was followed by three parallel discussions organized in an interactive manner and it has been closed with a visit in two of the most important facilities from IFIN-HH, TANDEM Laboratory</p>

<p>employees involved, rough timeline)</p> <p>4. duration of preparation and planning as a whole (starting point until event)</p> <p>5. steps that were taken as detailed as possible</p>	<p>and ELI-NP Project.</p> <p>Stakeholders were female and male senior and young researcher, group leaders, scientific and HR executive managers, also, academic teachers, GENERA project manager and beneficiary.</p> <p>The topics were varied, covering issues like the need of having more diversity on boards and committees, how to create suitable environment to attract and develop talented women to follow a research career, how can we alleviate gender bias, expectations for a tailored GEP.</p> <p>We create the website of the event, sent invitations for moderator and speakers, and organized the venue, the agenda, the panel discussions, catering and visit.</p> <p>Financing</p> <p>About 360 euro</p> <p>Duration of planning</p> <p>Six months before the event</p> <p>Steps</p> <p>Setting the event about 4 months before, the date, location, moderator; 1-2 months before the event we sent the invitations, finalized the agenda and speaker presentations, meetings with the event moderator, and organized the transportation, catering and visit for IFIN-HH facilities.</p>
<p>Implementation</p> <ul style="list-style-type: none"> - short description of final agenda, program, format, workshops, etc. - number of participants: male/female (estimation) - highlights / successes; why was this success a success? 	<p>A number of 50 participants from every level of the physics community from IFIN-HH and partner research institutes actively participated at the event. Among the speakers there were representatives from scientific and HR managerial team, leaders of IFIN-HH physics departments, senior researchers, and early career physicists from IFIN-HH and ELI-NP project, professors from Faculty of Physics, Bucharest University, as well as representatives of the Leading Romanian Research Organization, Romanian Physical Society and from the GENERA project.</p> <p>The Gender in Physics Day represented another opportunity to introduce GENERA project to the Romanian physics community and to make the connection between the objectives of GENERA and IFIN-HH local issues. In the plenary session, we intended not only to present the career path for women researchers starting from a very positive percentage</p>

	<p>(almost half-half percent for female and male researchers in IFIN-HH) and equal opportunities to develop a career in physics, but also, to highlight the idea that equality is not totally connected on numerical data. It is also important to raise the awareness about any gender equality topics that might occur, at a certain point, to identify and eliminate any subliminal stereotyped behaviours, bias or discrimination and to implement special measures that improve work-life balance, to promote more women in boards or committees.</p> <p>There were very diverse approaches of the gender issues starting with a general view at European level and continuing with presentations about the IFIN-HH gender distribution, recruitment and retention for women researchers. It has been marked the need to create real gender diversity on local boards and committees, as well as new methods that attract young talented women from university to a research career, there were presented particular patterns of mobility and migration in career. It has been emphasized the fact that the strong presence of women in the institution implies a lot of role models for young female researchers and leads to an organizational culture in which women feels supported.</p> <p>The plenary session was followed by three parallel discussions organized in an interactive manner that resembled more a debate. The topics were:</p> <p>How to integrate the gender equality concept at organizational level? ;</p> <p>Organizational expectations for a tailored GEP;</p> <p>How can we create a more inclusive work environment?</p> <p>As recommendation and conclusion, we believe as being obviously necessary to create a strong strategic alliance within the institution and with the important external stakeholders in order to start the implementation process for GEP which foresees more positive actions for women in research positions and customized strategies meant to outreach a possible lack of awareness on structural dimension of gender equality.</p> <p>The IFIN-HH GIPD was closed with a visit in two of the most important facilities from IFIN-HH, TANDEM Laboratory and ELI-NP Project.</p> <p>The IFIN-HH GIPD presentations and pictures were disseminated within</p>
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	local organizational network and GENERA beneficiary.
<p>Follow-up / feedback</p> <ul style="list-style-type: none"> – reflection of the event: what could be done better? – recommendations – short conclusion and next steps (will there be a follow-up event, e.g. next year?) - results of the GiPD - written summary 	<p>A larger number of participants would might create a better reflection of the interest on the gender equality topic.</p> <p>We need a strong strategic alliance within the institution, also, with important external stakeholders in order to start the implementation process for GEP which foresees more positive actions for women in research positions and customized strategies meant to outreach a possible lack of awareness on structural dimension of gender equality.</p> <p>We must be aware that a numerical positive representation of female scientific researchers might be, statistically, a proper prerequisite, but particularly reflects neither positive actions, nor a raise of awareness.</p> <p>A further event is expected.</p> <p>IFIN-HH GIPD in a phrase:</p> <p>a good kick-off which arouse interest on this provocative topic and a perfect tool to create brainstorm.</p>
<p>Further information</p> <p>http://www.nipne.ro/indico/conferenceDisplay.py?ovw=True&confId=344</p>	
<p>Reports and recommendations</p> <p>in the annex 3</p>	

Joint Gender in Physics Day - CERN, ESO, NordForsk

<p>Actors</p> <ul style="list-style-type: none"> – RFO/RPO/HEI – responsibilities in organization – contact person/unit 	<p>Organisers</p> <p>CERN, the European Organization for Nuclear Research;</p> <p>ESO, the European Southern Observatory, and</p> <p>NordForsk, an organisation under the Nordic Council of Ministers that provides funding for and facilitates Nordic cooperation on research and research infrastructure.</p> <p>Host Organization CERN</p> <p>Contact persons: respective representatives of the organising RPOs:</p> <ul style="list-style-type: none"> – Geneviève Guinot, Head of CERN Diversity Office: genevieve.guinot@cern.ch – Francesca Primas, Full astronomer at ESO: fprimas@eso.org – Lotta Strandberg, Senior Adviser at NordForsk: lotta.strandberg@nordforsk.org – Generic point of contact, CERN diversity office under the generic email address: joint-GiPD@cern.ch
<p>Venue</p> <ul style="list-style-type: none"> – country, city – location – local conditions 	<p>Globe of Science and Innovation - CERN – European Organization for Nuclear Research</p> <p>385 route de Meyrin, CH-1217 Meyrin – Geneva, Switzerland</p> <p>Accessible, spacious space hosting up to 200 people with very good technical IT (audio / video) support.. Water, coffee as well as lunch were provided in the same venue.</p> <p>Two of the four workshops were held in smaller neighbor venues:</p> <ul style="list-style-type: none"> – IdeaSquare (next to the Globe): hosting up to 50 people – Meeting room: hosting up to 22 people. <p>48 participants were given the opportunity to visit CERN facilities at the end of the day.</p>
<p>Date / duration</p> <ul style="list-style-type: none"> – duration of the event (one day/ 	<p>27th January 2017</p> <p>One full day: 08:30 - 18:15</p>

half a day/etc.)	
<p>Planning</p> <p>6. short description of the idea of organizing a GiPD to the implementation</p> <p>7. more detailed: aims of the GiPD, preliminary agenda, target groups, topic, conditions, etc.</p> <p>8. financing, personnel and time planning (statement of costs, number of employees involved, rough timeline)</p> <p>9. duration of preparation and planning as a whole (starting point til event)</p> <p>10. steps that were taken as detailed as possible</p>	<p>Short Description, aims and target groups</p> <p>CERN, ESO and NordForsk are intergovernmental organizations and observers to GENERA. The objective was to contribute to the conversation on gender equality in the ERA by analysing the situation in organisations of a similar nature.</p> <p>CERN and ESO, as well as the other European International Research Organisations (EIRO) present at the GiPD brought to the GENERA project an insight into the challenges faced by international research infrastructures. The stakeholders focused in the recruitment, retention and career development of female professionals in the field of science, engineering and technology (SET).</p> <p>NordForsk has been funding efforts on the issue of gender balance for years. The GiPD was an opportunity for NordForsk to bring an insight into the situation of Nordic countries and into how Nordic countries collaborate with the large infrastructures in Europe.</p> <p>The agenda included talks, panel discussions, interactive sessions and workshops.</p> <p>Were invited: GENERA partners, Member States' representatives (member states funding the Organizations), EIRO Forum Members, the European institutes participating in the EU-funded EuroCircol project, representatives of the European Commission and of the International Labour Organization specialised in gender equality matters, representatives of the Nordic physical societies and research councils; CERN people.</p> <p>Stakeholders were male and female academic partners from the fields of Science, Education & Outreach, Human Resources and Management. The audience included junior and senior researchers, human resources staff, policy-makers, management and communication professionals as well as other stakeholders.</p> <p>Planning and preparation</p> <p>Cost: ~ 5000 CHF : catering.</p> <p>Travelling costs of the organisers and their representatives (ESO: from Munich to Geneva; NordForsk: from the various Nordic countries to</p>

	<p>Geneva)</p> <p>All at the own expenses of the organisations.</p> <p>Resources: 6 person-months for the design and preparation (3 representatives CERN, ESO, NordForsk and one Fellow at CERN); 10 people involved throughout the day: for welcoming and guiding participants and providing the video/ audio service.</p> <p>Preparation steps</p> <ol style="list-style-type: none"> 1. Define the GiPD main objectives and overall structure. 2. Establish the invitee list and build the way to proceed (political / diplomatic implications). 3. Book the venue; create the event website. 4. Establish the speaker list; invite them and secure content. 5. Populate and update website while programme is being refined 6. Design a benchmark questionnaire and collect data for the comparative presentation of the EIRO Forum’s organisations (see below in the agenda); transform results in infographics. 7. Communicate the GiPD e.g. via the CERN Media such as the http://home.cern/ website. 8. Take care of the logistics (catering, accommodation for speakers, WiFi, audio-visual support etc.).
<p>Implementation</p> <ul style="list-style-type: none"> – short description of final agenda, program, format, workshops, etc. – number of participants: male/female (estimation) – highlights / successes; why was this success a success? 	<p>Agenda</p> <ul style="list-style-type: none"> – Welcome words - Introduction by the 3 DGs (representative for NordForsk). – Presentation on comparative demographics, policies and initiatives at 5 of the EIRO Forum Organizations, in particular, ESA, ESO, ESRF, European XFEL and CERN. The presentation was followed by a panel discussion of Human Resources management-level representatives from the Organization. – Presentations focused on Nordic Countries, Large high Energy Physics International Collaborations, non-western Cultures as well as the astronomy and Biology field. – Lunch break – Interactive session on Diversity: “Stereotypes and Unconscious bias”.

	<ul style="list-style-type: none"> – Two-hour interactive workshops: among other, topics included “Promoting Gender Equality plans in International Consortia” and “Gender Equality Initiatives towards the general public: changing the image of physics”, “Early career scientists” expectations on Gender Equality policies”. – Conclusion – Guided tour of CERN facilities (optional) <p>Attendees</p> <p>The conference was attended by around 100 participants; the proportion of men attending was of 20%.</p> <p>Highlights</p> <ul style="list-style-type: none"> – The comparative presentation of the demographics, policies and initiatives of EIRO Forum’s Organizations. – The exchange of information on innovative initiatives, best practices and policies among a wide range of diverse organisations (RFO, RPO, Universities, Physical societies). – The interactive workshops and the audience’s participation throughout the day. – Presentation of an alternative view on gender equality (the case of developing countries). – The active presence and support of the CERN Director-General Fabiola Gianotti, ESO Director-General Tim de Zeeuw and President of CERN Council, Professor Sijbrand de Jong.
<p>Follow-up / feedback</p> <ul style="list-style-type: none"> – reflection of the event: what could be done better? – recommendations – short conclusion and next steps (will there be a follow-up event, e.g. next year?) 	<p>Feedback</p> <p>According to the feedback received, the day was declared a success: the GiPD covered a variety of themes, some of which were not often covered in this type of events (for example, the challenges faced by inter-governmental organisations and the gender dimension in large scientific collaborations).</p> <p>The publication within the EU Cost initiative (String Theory Universe and Gender Equality) created the opportunity for the Weizmann Institute, Israel, to participate and become an active observer to the GENERA project.</p> <p>More importantly, the event created the pre-requisites to foster further</p>

<p>- results of the GiPD - written summary</p>	<p>exchanges on gender diversity and inclusion actions: a group on Diversity and Inclusiveness was created in May 2017 within the EIRO Forum, as a direct follow-up action of this GiPD.</p> <p>Recommendations / reflections</p> <p>Workshops as well as panel discussions need to be well structured; in particular workshop facilitators must be well briefed.</p> <p>Finding balance between all what you want to say and the limited amount of time can be challenging.</p> <p>Having speakers who bring different perspectives is important.</p> <p>An extensive summary of the event can be found in the ESO publication, Messenger, May 2017 edition.</p> <p>On this page can be found links to the various publications: http://diversity.web.cern.ch/GiPD</p>
<p>Further information</p> <p>http://diversity.web.cern.ch/GiPD</p> <p>https://indico.cern.ch/event/560604/</p>	

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Related projects and resources

EU-funded institutional change and related projects

EGERA www.egera.eu	Effective gender equality in research and the academia (2014-2017)
FESTA www.festa-europa.eu	Female empowerment in science and technology academia (2012-2017)
GARCIA www.garciaproject.eu	Gendering the academy and research: combating career instability and asymmetries (2014-2017)
GENDER-NET www.gender-net.eu	Promoting gender equality in research institutions and the integration of the gender dimension in research contents (2013-2016)
GENDER TIME www.gendertime.org	Gender - Transferring Implementing Monitoring Equality (2013-2016)
GENIS LAB www.genislab-fp7.eu	Gender in science and technology lab (2011-2014)
GENOVATE www.genovate.eu	Transforming organisational culture for gender equality in research and innovation (2013-2016)
INTEGER http://www.in-teger-tools-for-action.eu/en	Institutional transformation for effecting gender equality in research (2011-2015)
LIBRA http://www.eu-libra.eu/	Leading innovative measures to reach gender balance in research activities (2015-2019)
STAGES http://www.projectstages.it/index.php/en/	Structural Change Toward Gender Equality in Science (2012-2015)
TRIGGER www.triggerproject.eu	Transforming institutions by gendering contents and gaining equality in research (2014-2017)

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Annexes

Annex 1: GENERA Fields of Action

Authors:

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[GENERA Fields of Action.pdf](#)

Annex 2: Catalogue of Topics for Gender in Physics Days

Authors: (IRPPS)

Sveva Avveduto, Daniela Luzi, Ilaria Di Tullio, Lucio Pisacane, Loredana Cerbara, Maria Girolama Caruso, Maria Carolina Brandi

Please see pages 7 - 13

[Status report on gender in involved RPOs and RFOs.pdf](#)

Annex 3: Gender in Physics Days - reports and recommendations

Table 1 Overview of past Gender in Physics Days (GiPDs)

Date	Country	Organization	Location	Notes	Reports and recommendations
13/10/2016	Germany	KIT	Karlsruhe	GiP Workshop (half a day)	GiP_Workshop at KIT.pdf
01/11/2016	Netherlands	FOM (now NWO)	Amersfoort	Whole day event	Report_GiPD_Netherlands.pdf
12/01/2017	Germany	DESY	Hamburg	Whole day event	GiPD_WS_Vision.jpg GiPD_WS_Careers.jpg GiPD_WS_Stakeholders.jpg GiPD_WS_Good-Bad-Practice.jpg GiPD_Panel-Discussion.jpg
26/01/2017	Switzerland	UNIGE	Geneva	Whole day event	https://indico.cern.ch/event/525539/overview
27/01/2017	Switzerland	CERN/ ESO/ NordForsk	CERN	Joint GiPD Whole day event	https://indico.cern.ch/event/560604/ http://diversity.web.cern.ch/GiPD
10/05/2017	Italy	CNR / INFN	Rome	Joint GiPD Whole day event	GiPD_Italy_Program.pdf
24/05/2017	Austria	Joanneum Research	Vienna	Whole day event	GIPD_Austria_conclusions_and_presentations.pdf

29/06/2017	Romania	IFIN-HH	Margurele	Whole day event	http://www.nipne.ro/indico/getFile.py/access?resId=5&materialId=3&confId=344 http://www.nipne.ro/indico/getFile.py/access?resId=0&materialId=poster&confId=344 http://www.nipne.ro/indico/getFile.py/access?resId=0&materialId=2&confId=344 http://www.nipne.ro/indico/getFile.py/access?resId=0&materialId=2&confId=344
23-24/10/2017	Spain	IAC	Tenerife	Two days event	
10/01/2018	France	CNRS	Paris	Whole day event	