

Equal Opportunity Plan, 2024–2027



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Preamble

With this fifth instalment and update of the Equal Opportunity Plan, the German Institute for Global and Area Studies (GIGA) / Leibniz Institut für Globale und Regionale Studien is pursuing its goal of promoting diversity, gender equality, and the reconciliation of job and family obligations.

Our overarching goal is equal opportunity for women, men, and persons with non-binary gender identities with regard to different dimensions of diversity. Family-friendliness at the GIGA means the acceptance of diverse family models and the identification of flexible, individual solutions.

Diversity is a central part of the GIGA's self-conception as an independent, internationally oriented research institute with a global approach to scholarship. The institute acknowledges and fosters the various potentials of its employees and seeks to create an appreciative and respectful working environment that is free of prejudice. Diversity is understood as a holistic approach that considers different dimensions – such as ethnic background, gender and gender identity, sexual orientation, age, disability, religion, worldview, and social background – as characterising employees' identities. It is these varied perspectives, experiences, skills, and talents that shape the GIGA's diversity, which the institute recognises and attempts to make the most of. The GIGA sees inclusion as an integral part of its diversity efforts and promotes an inclusive culture with the aim to increase the employment of persons with disabilities across all employee groups.

At the GIGA, equal opportunity is a comprehensive concept. It is a guiding principle of the leadership and is applied in personnel recruitment and development as well as in the shaping of working conditions and the institutional culture.

Foundations of the Equal Opportunity Policy

As an institute of the Leibniz Association, the GIGA abides by the Equal Opportunity Implementation Agreement (AV-Glei) to the Joint Science Conference Agreement on the Provision of Equal Opportunity to Women and Men in Joint Research Promotion, as modified on 22 April 2016.

Additionally, the GIGA is a signee to the Agreement on the Promotion of Equal Opportunity in the Implementation of the Equal Opportunity Implementation Agreement with the Free and Hanseatic City of Hamburg, effective 1 January 2008. By its terms, the GIGA agrees to treat “the attainment of equal opportunity between women and men as well as the improved reconciliation of family and career, taking the perspective of gender into account, as a key management responsibility of the institute's leadership.” The equal opportunity commissioner and her deputy¹ actively support and advise the leadership in fulfilling this responsibility. The leadership supports the equal opportunity commissioner and her deputy in carrying out their work in accordance with the corresponding regulations. The equal opportunity representatives are included in personnel-related decisions and participate in all hiring processes. They take part in the meetings of the Executive Board on relevant agenda items and receive meeting minutes applicable to their work.

¹ The GIGA is currently examining the possibility of active and/or passive voting rights for male employees for the equal opportunity elections, as per the allowances by the Hamburg Equal Opportunities Act (HmbGleiG). If a respective change is to be implemented, the continued use of the feminine grammatical gender to describe the equal opportunity commissioners is to be understood as non-gender-specific.

Personnel Concept

The GIGA actively supports equal opportunity, diversity, and family-friendliness. The revised GIGA Personnel Concept of 1 January 2016 replaces the previous personnel concepts for the academic and non-academic areas. It provides an overview of the institute's personnel strategy, which applies to all GIGA employees – both academic and non-academic staff. In addition to the principles of the personnel strategy, the Personnel Concept outlines the institute's policy regarding personnel planning and recruitment, career development, and equal opportunity.

1. Goals of the Equal Opportunity Plan

Through the Equal Opportunity Plan, the GIGA pursues the following goals:

- To counteract every form of disadvantage and discrimination
- To recognise diversity and promote the corresponding diverse potential
- To guarantee equal professional opportunities for all genders
- To ease the reconciliation of job and family
- To provide support to the underrepresented gender (e.g. through further training/education)
- To increase the share of women in leadership positions and decision-making bodies

2. Review of Staffing

This section takes stock of the current employment structure at the GIGA. This review is confidential and is for internal purposes only.

3. Analysis of the Employment Structure

Based on the staffing review, we assess the GIGA's employment structure as follows, defining corresponding goals regarding equal opportunity:

In the case of individual human resources measures and new hires, an effort should be made to increase the share of whichever gender is underrepresented, conditional upon equal suitability, qualification, and professional performance. In the research-support area, employees – the great majority of whom are women – are generally permanently employed. Here, the priority should be to assemble a more diverse staff. Among research staff, it is important to continue to ensure that the current underrepresentation of women is counteracted. In order to increase the proportion of women in academic management positions, the GIGA regularly sets target quotas in accordance with the DFG's cascade model and the Leibniz Association's guidelines. In accordance with the updated version of the guidelines from 1 July 2022, the following target quotas have been set for the upcoming target year, 2025 – taking into account the foreseeable fluctuation, subdivided according to (a) pay group, (b) leadership level, and (c) limited-term employment:

a) Proportion of women in the various pay groups:

- Level 1 (EG 13): The proportion of women is currently 50% (31 December 2023) and has thus once again increased compared to the previous reporting period

(41%). The proportion of women at this level should also be at least 50% in the target year.

- Level 2 (EG 14): The proportion of female researchers is currently 50% (31 December 2023) at this level and should be at least 40% in the target year.
- Level 3 (EG 15, W1): The proportion of women at this level is currently 33% (31 December 2023) and should be at least 38% in the target year. This level is held by a small group of people, meaning that even a small fluctuation will lead to large percentage fluctuation. Changes in the available positions are expected.
- Level 4 (W2, C3): Does not apply to the GIGA.
- Level 5 (W3, C4): The proportion of women is 25% (31 December 2023) and should be increased to at least 40% by the target year. However, due to personnel developments in the Executive Board (see below), it is currently unclear whether this target can be achieved.

b) Proportion of women at the various leadership levels:

- Leadership level 1 (Executive Board): As of the reporting date, this board consisted of six members (one president, four institute directors, one head of administration and finances). The proportion of women had increased from 0% to 33% following the appointments of previous years. In the meantime, one female institute director has left the board and the female president has announced her resignation. It is therefore currently unclear whether the figure of 33% set for the target year can be achieved.
- Leadership level 2 (Research Council): This body has 11 members, five of whom belong to leadership level 1 (president and institute directors). Of the six other members (research programme heads, research manager, academic director of the GIGA Doctoral Programme), three are currently women. The proportion of women at leadership level 2 is thus 50% and should remain at least 50% in the future.
- Leadership level 3 (research team spokespeople): The GIGA currently has ten research teams. The proportion of women is 50% as of the reporting date and should also be at least 50% in the future.

c) Proportion of women in permanent positions within the academic and management level:

- With women currently accounting for 48% of permanent positions in this area, this proportion has increased compared to the previous reporting period. This proportion should be increased to at least 50% in the future.

In addition, it should be noted that the GIGA also pays attention to a balanced gender ratio when appointing members to its external bodies. At the end of 2023, there are five women among the 12 members of the Academic Advisory Board. There are six women among the 16 members of the Board of Trustees, and of the four members of the Financial Advisory Board, one is a woman. While all three committees are chaired by a woman, the proportion of women in each committee has decreased slightly compared to the previous reporting period. In future, attention should be paid to increasing the proportion of women on the external bodies.

4. Measures

This section identifies measures – organised according to topic – to promote diversity, achieve equal opportunity for all genders, and improve the reconciliation of job and family at the GIGA. Equal opportunity is a binding leadership goal, and the Executive Board highly prioritises its realisation.

Personnel Recruitment

In accordance with the Personnel Concept, hiring processes should be open, efficient, transparent, supportive, and internationally comparable. They should be tailored to the nature of the position. New positions and those needing to be refilled are generally posted externally with the idea of the institute thus being able to gain a variety of competences. Permanent academic positions are filled via internal as well as external hiring processes (for details, please see the Tenure Concept). Job postings use gender-neutral language (and, in German, use the gender colon and further clarify openness to all genders by adding “m/w/d”). Additionally, the following paragraph refers to the institute’s equal opportunity policy: “Part-time options will be considered, if so desired by the successful candidate. Diversity and the reconciliation of work and family life is of great importance to the institute. The GIGA promotes the equality of all genders. Additionally, we actively encourage applications from persons with disabilities.” Job advertisements are published on target group-specific job portals, as well as portals specifically aimed towards people with disabilities. With regard to the goal of increasing the proportion of women in leadership positions, suitable candidates are contacted with the help of searches in relevant online networks and databases (AcademiaNet or FemConsult). In the academic area and particularly in leadership positions, women are underrepresented at the GIGA. In principle, the aim is to employ a diverse staff across all employee groups. The equal opportunity commissioner approves all job-posting texts, and her participation in hiring processes from the beginning of the selection process is guaranteed. The selection committees are to be gender-balanced. The equal opportunity commissioner plays an advisory role with regard to the proposed candidates. If she disagrees with the committee’s suggestion, her vote will be included in the proposed decision presented to the Executive Board. As part of every hiring process, gender-differentiated data are collected in a decentralised manner.

Personnel Development

In its personnel development, the GIGA pursues the goal of a gender-equitable and diverse employment structure. A balanced ratio of all genders among employees in all pay groups and work areas is therefore something to be worked towards. In personnel and career development, both employees themselves and the GIGA as the employer are called upon. Employees at the GIGA should actively drive their professional development and take action on their own behalf. This includes identifying further training needs and actively seeking out opportunities for learning and development. The GIGA as the employer, on the other hand, should offer career development opportunities, taking performance and potential into account in this regard. The institute’s measures and processes should be transparent and clearly outlined, and employees should be actively supported in their career planning. In this

regard, the GIGA places particular value on the following offers: staff appraisals, in which opportunities to take on responsibility; professional development training; support for international and intersectoral mobility; service provision; incentives; and support for other career paths are discussed. In the context of the GIGA's personnel development, the professional qualification of women in areas where they are underrepresented receives particular attention. The aim is to qualify all employees, especially women, for higher-level or leadership positions. More specific measures in this respect are described in greater detail in the following three points.

Professional Development and Further Education

GIGA employees are provided the opportunity to participate in professional development training and further education. The assessment of the training measures needed takes place systematically during the annual staff appraisals carried out between supervisors and staff. These discussions are the basis for active career development and are characterised by open exchange and mutual obligations. Alongside the opportunity to take part in external training and education, the institute offers a regular internal training programme with courses and workshops on a variety of topics, including soft skills. While target groups of specific trainings might vary, the training programme generally addresses all employee groups, including doctoral researchers and people on parental leave. All employees may and should make use of this offer. Internal training measures should be scheduled in such a way that employees can fulfil their family-related obligations. The regular operating hours of childcare facilities as well as school holidays should be taken into account in this respect. With regards to leadership training, the institute encourages and supports its staff in leadership positions in applying for Leibniz Leadership Academy programmes.

Mentoring

The GIGA supports its female employees in applying for mentoring programmes, such as those of the Leibniz Association or the Robert Bosch Foundation. Since 2015 the institute has offered a mentoring programme for female GIGA employees in cooperation with a freelance provider with a network of female experts based in Hamburg. In the last five years, 31 researchers and one member of the non-academic staff were successfully supported via this measure. This career-counselling programme continues to be offered and is continually evaluated and further developed on the basis of the participants' experiences. It is of course also possible for men who are interested in mentoring or coaching measures to have them funded (e.g. through the professional training budget).

Equal Opportunity Fund

Based on an Executive Board decision of 19 March 2009, the GIGA established an Equal Opportunity Fund, which is currently allocated EUR 16,000 per year. The fund and its use are assessed on an ongoing basis. The funding can be used to support academic and research-support staff via career-promoting measures (for female employees) and measures that support the reconciliation of job and family obligations (for all genders). Since a decision made in 2021, the fund can also be used to support diversity-related measures

(for all genders). For example, the fund supports the acquisition of additional qualifications, assistance in publishing, and participation in international conferences for the purpose of network-building, as well as internal training offers on diversity-related topics, such as unconscious bias and intercultural competence. The fund should be continued and be utilised in a targeted manner.

Reconciliation of Job and Family Obligations

The generation of equal opportunities and the reconciliation of job and family obligations are central concerns of the institute's management. The GIGA's family-friendliness is expressed via its acceptance of diverse family models and its support, via flexible, individual solutions, for childcare and the provision of care for other relatives.

Flexible Working Hours and Forms of Work

The GIGA supports employees' childcare needs and the provision of care for other relatives beyond the minimum guarantees in the respective law and collective labour agreements by offering individual solutions via family-friendly working hours and forms of work – to which the provisions of the “Works Agreement for the Regulation of Working Time” and the in November 2021 newly introduced “Works Agreement on Mobile Work” apply. The latter enables GIGA employees to perform their work from a freely selectable work location in Germany for up to 60% of their working hours per working week. Deviating regulations must be agreed with the management and superiors. The regulations on working hours, including the regulations on flexitime, also apply to mobile work. As long as no work-related matters require otherwise, the beginning and end of daily working hours can be outside of the general flexitime framework, and the place of work can be flexible as well. The exact terms are determined on a case-by-case basis and agreed upon with the institute's management; long-term agreements are to be made in writing. When supervision agreements are made with GIGA doctoral researchers, the incorporation of special measures or arrangements for the reconciliation of academic activities and family is provided for where necessary.

Family-Related Leave and Reduction of Working Hours

The GIGA supports flexible and individualised family-related leave – for all genders – in accordance with the legal and collective labour agreement provisions. Those on leave for family-related reasons face no career disadvantages. A request to return to work earlier than planned will be met at the earliest possible time. If so desired, the GIGA will maintain contact during parental or other family-related leave. Employees returning to work will be supported by the GIGA on an individual basis. In October 2018, a maternity leave concept was established that keeps expectant mothers updated and informed in order to support them both medically and socially. The concept was developed in cooperation with the GIGA's Committee for Occupational Safety (ASA).

Additionally, the GIGA supports the family-related reduction of working hours in accordance with the legal and collective labour agreement provisions. In principle, all positions, including leadership positions, can be filled with part-time employees. Exceptions are

permitted only when serious operational reasons dictate otherwise. Employees who have reduced their hours due to family obligations must be given priority if they wish to increase these hours (again). With regard to career opportunities, no disadvantage should result from part-time work. For this reason, part-time work and parental leave are taken into account in performance assessments. The timing of any meetings and discussions must be set – within the overall operational scheduling possibilities – such that part-time employees are able to participate during their working hours. Mornings should be taken particularly into account here. For afternoons, it is common practice to use the time window between 2:00 and 3:30 p.m. for regular meetings in order to be able to reconcile family and professional commitments. Of course, different times apply to evening events.

Childcare

In the event that childcare falls through, parents can bring their children to the office. A basic assortment of toys and other items is available at both Hamburg locations. The building at Neuer Jungfernstieg also has a nursing/changing room. Furthermore, in June 2019, the GIGA Information Centre opened a new group workroom for both internal and external users, which can be used as a parent-child workroom. With reference to the GIGA's move to its new location on Schlüterstraße (2025), the establishment of a parent-child workroom is planned.

To further support the reconciliation of work and family obligations, since 2013 the GIGA has made emergency childcare available through a professional family service that is offered Germany-wide. Each employee can use the back-up facility for five days of care per child and per year. The childcare offer is extended via a holiday programme, which can be used as an alternative to the back-up offer. Through the annual parents meeting, the GIGA offers its employees a forum for exchange as well as for the discussion of problems and suggested improvements related to the reconciliation of career and family, with the aim of systematically assessing both existing and potential measures and adapting them to the needs of the employees. Recurring themes here are, for example, the prospects of GIGA support in cases of childcare responsibilities during extended business trips or fieldwork stays, which is already possible on a small scale under certain conditions.

Providing Care for Family Members

The GIGA actively supports the improved reconciliation of family, caring for relatives, and career. In the event that a relative requires care, those family members in the workforce are faced with numerous questions, and a solution must be identified regarding where and in what form this care can be ensured. In February 2018, an initial meeting with interested GIGA colleagues took place to exchange views on the topic of providing care and to identify needs. One of the first concrete measures resulting from this meeting was the creation of a guide for reconciling work and care, which is available to employees on the intranet. The guide provides a general overview of the topic and contains helpful information, links, and contacts. In addition, the equal opportunity commissioner participated in a training on betriebliche Vereinbarkeitslotsen (company family-reconciliation guides) and is available as a first point of contact for employees on the issue of care. In the future, a regular exchange

of information with interested colleagues should continue to provide information on current developments in this area and to examine possibilities of supporting the needs of employees.

Respectful Work Environment and Conflict Resolution

With reference to the updated Code of Conduct, the GIGA condemns every form of disadvantage, sexual harassment, mobbing, and discrimination and views it as its duty to protect its employees – all genders equally – from them in the workplace. The principle of equal treatment in the sense of §18 of the Law on the Equality of Women and Men in Public Service (BGleiG) and the General Equal Treatment Act (AGG), especially §3, applies within the institute. If employees believe they have experienced sexual harassment, mobbing, or discrimination or feel disadvantaged based on a reason listed in §1 AGG, they have a right to consult with, receive support, and file a complaint at a responsible unit (pursuant to §13 AGG). In this context, a working group developed the “Works Agreement on Respectful Cooperation and Dealing with Conflicts at the GIGA” in 2019, which was adopted by the Executive Board and the Works Council at the beginning of 2020. To improve conflict counselling, the equal opportunity commissioners, members of the Works Council, and the ombudspersons participated in a mediation training (2023) where they actively practised the basics of working as initial advisors and mediators in conflict situations.

Certification

For the first time in 2013, the GIGA was awarded the Hamburg Family Seal. After each of three successful audits in 2015, 2018, and 2022, the seal was re-awarded. In this regard, the GIGA will continue to be evaluated regularly in the future. Following a successful application for certification, the GIGA was awarded the TOTAL E-QUALITY award for equal opportunity-oriented personnel and organisational policy for the first time in 2020. In 2023, the institute was successful with its follow-up application and receipt of the TOTAL E-QUALITY award. The realignment of the TEQ award focuses on gender and diversity equality from an intersectional and inclusive approach.

5. Duration, Reporting Requirement, and Updates

The Equal Opportunity Plan is valid for four years and is presented by the GIGA’s Executive Board. The analysis of the employment structure is updated on a regular basis, and the Executive Board commits to regularly assess whether and to what extent the goals of the current Equal Opportunity Plan have been fulfilled. The Board of Trustees is informed about the equal opportunity work.

Hamburg, February 2024

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