



**Gender equality plan**

# **Gender Equality Plan of the German Aerospace Centre (DLR)**

Promotion of equality in the  
period

**2026–2029**



**Deutsches Zentrum  
für Luft- und Raumfahrt**

## Table of contents

<b>Preamble</b>	<b>3</b>
<b>1. Fundamentals and content of the gender equality plan</b>	<b>4</b>
<b>2. Thematic and structural anchoring of the topic at DLR</b>	<b>4</b>
<b>3. Current situation</b>	<b>5</b>
3.1 Implementation status of the objectives from the gender equality plan valid until 31 December 2025	5
3.2 Total number of employees and part-time employees	7
3.3 Employees by pay grade	9
3.4 Scientific and technical employees	12
3.5 Administrative employees	14
3.6 Trainees/dual students	15
3.7 Employees in management positions	16
3.8 Employees on parental leave	17
<b>4. Goals, areas of action and measures</b>	<b>18</b>
4.1 Goals	18
4.2 Areas of action	19
4.2.1 Work-life balance	20
4.2.2 Cascade model 2025–2030	22
4.2.3 Recruitment and development	24
4.2.4 Gender-neutral language	27
4.2.5 Dealing with harassment and discrimination in the workplace	28
4.2.6 Gender in research	30
4.2.7 Certifications and awards	31
<b>5. Entry into force and period of validity of the gender equality plan</b>	<b>31</b>

## Preamble

The DLR is Germany's aerospace research and technology centre. In its core areas, the DLR develops technologies for aerospace, energy and transport, as well as security and defence research. A wide range of results and innovations benefit industry and the economy, public authorities and administration, and public stakeholders. Through intensive knowledge exchange and targeted technology transfer, DLR fulfils its responsibility to society. To this end, it is funded by the German government. The German Space Agency within DLR is responsible for planning and implementing German space activities on behalf of the German government. Two DLR project management agencies work as management institutions for research and industrial promotion.

Climate, mobility and technology are changing globally. DLR uses the expertise of its 51 institutes and facilities to develop solutions to the resulting challenges. Our 11,000 employees have a common mission: we explore Earth and space. We develop technologies for a sustainable future and, through technology transfer, contribute to strengthening Germany as a centre of knowledge and business.

We regard the diversity of our employees as a valuable opportunity to achieve our ambitious research goals. To make this a reality, we are committed to creating a respectful and prejudice-free working environment – regardless of gender, nationality, social background, religion or worldview, disability, age, sexual orientation or gender identity. We offer our employees comprehensive support in all phases of life through a wide range of support services.

A central aspect of our efforts to promote diversity in our workforce is ensuring equal opportunities between the sexes. As an engineering institution, we are particularly committed to promoting the participation of women in all scientific and technical fields as well as in management positions. With our cascade model, we set specific targets for the proportion of female scientists in all pay grades and at all scientific management levels.

This second gender equality plan reflects the progress made so far towards achieving equality between women and men in all areas and at all levels within DLR. The basis for this plan is laid down in the agreement on the promotion of equality at DLR. Based on a comprehensive quantitative and qualitative assessment, we are formulating new goals and measures and determining how these are to be achieved.

We consider the promotion of diversity and the guarantee of equal opportunities to be a priority task for management and executives. However, we are also convinced that the success of this project depends on all of us. We would therefore like to call on each and every one of you to actively support the important issue of equal opportunities at DLR – for a fairer and more inclusive working environment.

Prof. Dr.-Ing. Anke Kaysser-Pyzalla

Chair of the Executive Board

Klaus Hamacher

Deputy Chairman of the Executive Board

## 1. Fundamentals and contents of the gender equality plan

In implementation of the executive agreement to the agreement of the Joint Science Conference (GWK) on gender equality in joint research funding, the DLR and the Equal Opportunities Officer concluded an agreement in 2021 to promote equality at the DLR. This also forms the basis for the gender equality plan.

The gender equality plan is a cyclical management tool used by the employer. The plan aims to raise awareness of gender equality, promote equal opportunities and family-friendliness, and highlight existing inequalities so that they can be eliminated with appropriate measures. To this end, it describes the situation of female employees in comparison to male employees in qualitative and quantitative terms, particularly with regard to individual salary and pay grades and management levels.

It takes stock as of 30 June 2025 and evaluates the promotion of employees in the individual areas over the past four years, in particular the achievement of the targets set out in the first equality plan, which ran from 2022 to 2025.

The inventory also includes a presentation showing how women and men have taken advantage of measures to improve the compatibility of family, care and work.

Part-time work is defined in this document in accordance with the Part-Time and Fixed-Term Employment Act (TzBfG) as follows: Regular weekly working hours < 100%.

## 2. Thematic and structural anchoring of the topic at DLR

The topics of equal opportunities, promoting diversity and supporting the compatibility of work and family or private life have a long tradition at DLR. They are part of the general DLR guidelines, personnel policy and overall strategy. The resulting tasks are primarily handled or initiated in the Human Resources and Legal departments. DLR Diversity Management, which has been organisationally assigned to this area since 2021, is responsible for this.

Since 2017, the office of Equal Opportunities Officer and her deputies has been filled every four years by election by female employees. Both functions have been assigned to Diversity Management since 2025. The tasks, rights and duties of the Equal Opportunities Officer are laid down in the agreement on the promotion of equality. This takes into account the funding body's requirement to apply the basic principles of the Federal Equality Act.

The equal opportunities officer and her deputies were involved in the preparation of the equality plan in accordance with the specifications.

### 3.

#### 3.1 Implementation status of the objectives from the gender equality plan valid until 31 December 2025

The first gender equality plan, which runs from 2022 to 2025, defined various objectives to be achieved by 31 December 2025. The objectives set are intended to improve the situation of women in various areas of the DLR.

As of 30 June 2025, the following can be noted:



**Implementation of the adopted strategies and measures within the framework of the DLR cascade model so that the target quotas can be achieved by 2025**

Excerpt from cascade model

		acutal 31.12.2024			target 31.12. 2025
		number people	of which women	female quota (%)	target female quota (%)
Centre Management		5	3	60	25
MANAGEMENT LEVEL	1st management level	37	4	10,8	12
	2nd management level	228	48	21,1	19,2
	3rd management level	413	70	16,9	15,7
	Head of independent research and junior research group/research areas	-	-	-	0
PAY GROUP	W3/C4	53	9	17	16,7
	W2/C3	59	10	16,9	18,8
	W1	1	0	0	33,3
	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	83	12	14,5	14,2
	E15 TVöD/TV-L	434	65	15	12,7
	E14 TVöD/TV-L	2.589	775	29,9	26,6
	E13 TVöD/TV-L	2.978	735	24,7	30,3

The review shows that the measures to achieve the cascade model have been successful. The progress made towards the adopted targets (actual values) is recorded and published on 31 December of each year.

As of 31 December 2024, the values achieved were as follows – see table opposite.

By the end of 2024, i.e. one year before the end of the term, numerous targets had already been achieved.

The largest delta between actual and target values still existed in remuneration group E13.

(Note: Level W1 is no longer occupied.)

**Increase in the proportion of women in industrial apprenticeships from 12.5% to at least 30%**

As of 30 June 2025, the proportion of women in industrial apprenticeships is already 22%. This represents a significant increase from the original figure of 12.5%. The target of 30% has not yet been achieved.

**Increase the proportion of women in management positions at the second management level to at least 15%**

The proportion of women in the second management level was 12% as of 30 June 2025. This represents approximately double the original proportion of 6.7%.

**Increase in the proportion of women in management positions in the third management level to at least 30%**

The proportion of women in the third management level is 18% as of 30 June 2025, which is already four percentage points higher than in the first gender equality plan. The target of 30% has not yet been achieved.

**Increase in the average parental leave taken by men**

The average parental leave taken by men was 2.3 months as of 31 December 2024. Compared to the average in the last gender equality plan, this represents a minimal increase (2.2 months at that time).

**Proportionally higher participation of women in regularly paid allowances, especially in pay grades E14 / E15**

Regular allowances for women working in scientific positions in pay grade E14 have increased from 19% to 29%. In pay grade E15, there has been an increase from 9% to 16%.

**Greater consideration of women employed part-time in administration and female scientists at all levels when awarding one-off bonuses/allowances**

Significantly more one-off bonuses were paid out, both to women working part-time in administration and to female scientists at all levels.

**Conclusion:**

Many of the targets defined in the first gender equality plan had already been achieved by the deadline of 30 June 2025, such as greater consideration of women in the payment of bonuses and allowances. The target quotas of the cascade model had also already been achieved at almost all levels. The measures identified in this context were implemented.

However, despite all the measures taken, the number of women in management positions and in industrial apprenticeships is still not satisfactory, even though it has increased significantly over the last four years. There is also room for improvement when it comes to paternity leave for men, and awareness of this issue must be further intensified.

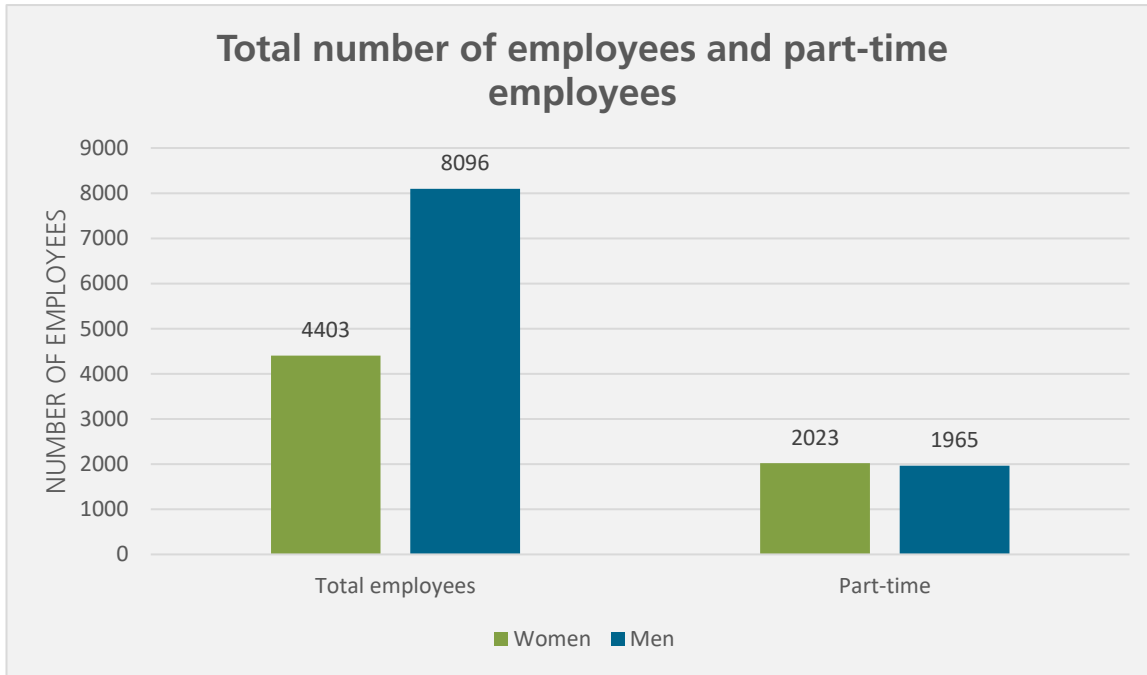
**The objectives of the first gender equality plan that have not yet been fully achieved will be adopted, continued and described in more detail in Chapter 4.1.**

**3.2 Total number of employees and part-time employees**

Status: 30 June 2025		Total staff		of which part-time	
		Absolute	Percentage	absolute	Percentage
Total number of employees (employees including trainees)	Total	12,501	100	3,990	31.92
	of which women	4,403	35.22	2,023	50.7
	of which men	8,096	64.76	1,965	49.25
Permanent employees (permanent contract)	Total	6,974	55.79	1,844	26.44
	of which women	2,792	40.03	1,273	69.03
	of which men	4,182	59.97	571	30.97
Fixed-term employees	Total	5,527	44.21	2,146	38.83
	of which women	1,611	29.15	750	34.95
	of which men	3,914	70.82	1,394	64.96
Severely disabled persons (and persons of equivalent status)	Total	389	3.11	119	30.59
	of which women	172	44.22	74	62.18
	of which men	217	55.78	45	37.82
Teleworking	Total	927	7.42	321	34.63
	of which women	559	60.3	259	80.69
	of which men	368	39.7	62	19.31
International employees	Total	1,679	13.43	504	30.02
	of which women	526	31.33	178	35.82
	of which men	1,153	68.67	326	64.68

*Notes:*

- Total number: Query for employees without restrictions
- Permanent employees: Employees with permanent contracts in SAP
- Fixed-term employees: Employees with a fixed-term contract type in SAP
- Severely disabled: Employees with the "severe disability" indicator
- Teleworking: Employees with teleworking indicator in SAP
- International employees: Employees with a nationality other than German in SAP
- Part-time: All employees with less than 100% employment



Women make up 35% of the approximately 12,500 employees. It is striking that the proportions of part-time employees are almost equal.

In the case of permanent contracts, the proportion of women is 40%. This is higher than the overall proportion of women.

Approximately 60% of teleworking positions are held by women.

Among employees with a severe disability or equivalent status, the proportion of women is 44%; among international employees, it is only 31%.

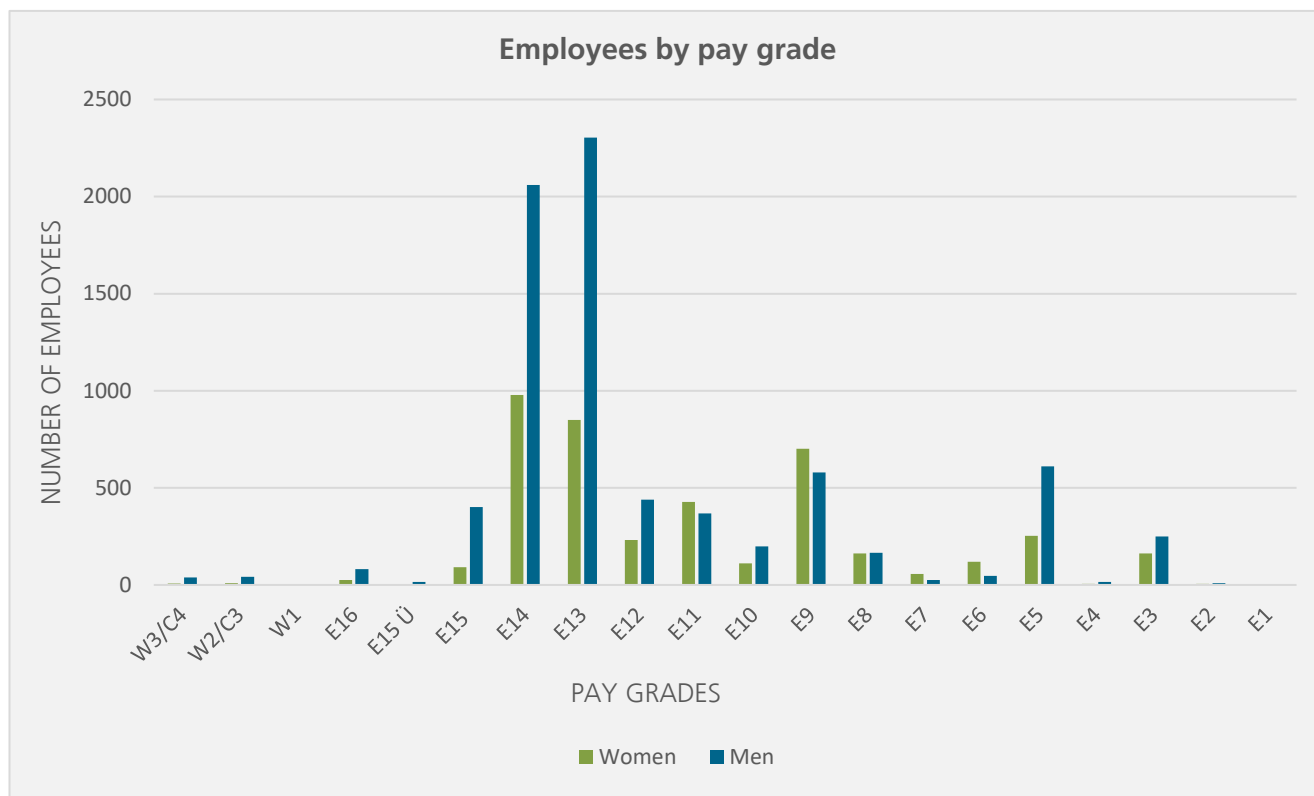
### 3.3 Employees by pay grade

As of 30 June 2025		Total staff	
		Absolute	Percentage
W3/C4	Total	46	0.39
	of which women	7	15.22
	of which men	39	84.78
W2/C3	Total	51	0.43
	of which women	9	17.65
	of which men	42	82.35
C2	Total	0	0
	of which women	0	0
	of which men	0	0
W1	Total	1	0.008
	of which women	0	0
	of which men	1	100
E16	Total	107	0.9
	of which women	26	24.3
	of which men	81	75.7
E 15Ü TVöD	Total	15	0.13
	of which women	0	0
	of which men	15	100
E 15 TVöD	Total	493	4.16
	of which women	91	18.46
	of which men	402	81.54
E 14 TVÖD	Total	3,039	25.64
	of which women	979	32.21
	of which men	2,060	67.79
E 13 TVöD	Total	3,153	26.6
	of which women	850	26.96
	of which men	2,303	73.04
E 12 TVöD	Total	671	5.66
	of which women	232	34.58
	of which men	439	65.42
E 11 TVöD	Total	797	6.72
	of which women	428	53.7
	of which men	369	46.3

E 10 TVöD	Total	311	2.62
	of which women	112	36.01
	of which men	199	63.99
E 9 (a-c) TVöD	Total	1280	10.8
	of which women	701	54.77
	of which men	579	45.23
E 8 TVöD	Total	327	2.76
	of which women	162	49.54
	of which men	165	50.46
E 7 TVöD	Total	83	0.7
	of which women	57	68.67
	of which men	26	31.33
E 6 TVöD	Total	166	1.4
	of which women	119	71.69
	of which men	47	28.31
E 5 TVöD	Total	865	7.3
	of which women	253	29.25
	of which men	610	70.52
	of which diverse	2	0.23
E 4 TVöD	Total	20	0.17
	of which women	5	25
	of which men	15	75
E 3 TVöD	Total	412	3.48
	of which women	163	39.56
	of which men	249	60.44
E 2 TVöD	Total	15	0.13
	of which women	6	40
	of which men	9	60
E 1 TVöD	Total	1	0.008
	of which women	1	100
	of which men	0	0

Notes:

AT employees, interns, drivers, student assistants, JUWIs, DOKs, etc. were not included.  
 The "total" percentages for each pay grade always refer to the total number of employees across all pay grades.  
 Percentages "of which women/men" always refer to the total number of employees in the respective pay grade.



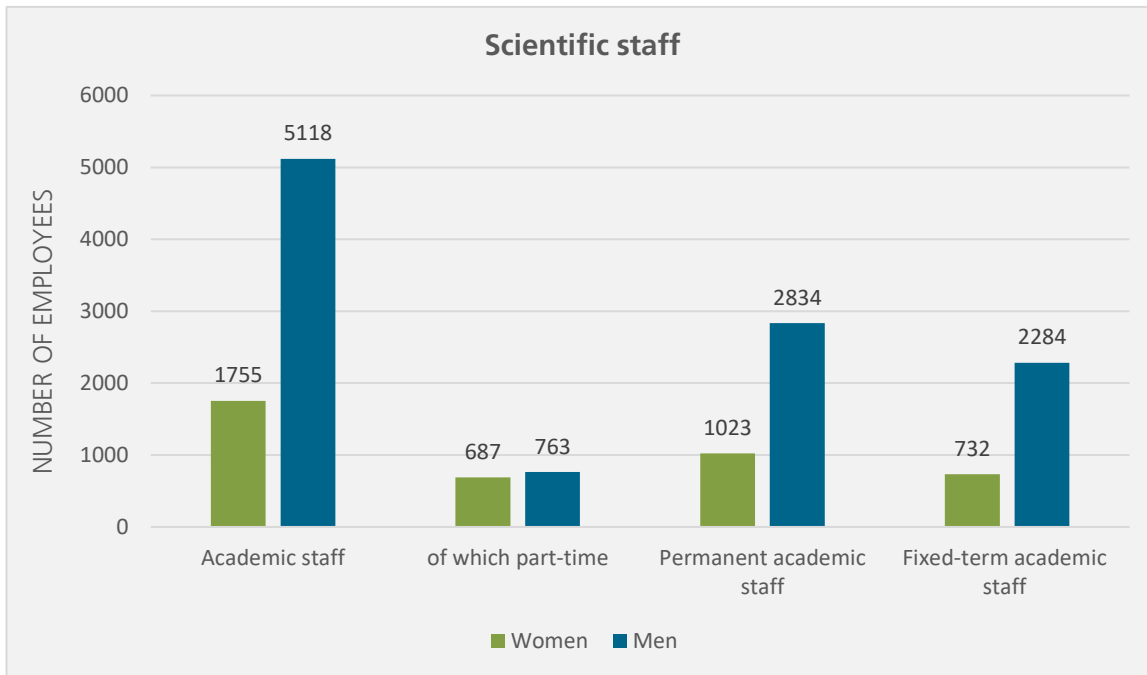
In the highest pay grades, W2/C3 and W3/C4, the proportion of women is only 18% and 15% respectively. The most strongly represented pay grades are E 13 and E 14 TVöD. The proportion of women is 27% in E 13 and 32% in E 14. In pay grades E 11, E 9 and E 8, there is a relatively even distribution of men and women. In pay grades E 7 and E 6, women make up the larger group of employees, accounting for 69% and 72% respectively. Men predominate in pay grades E 5 to E 2.

### 3.4 Scientific and technical staff

As of 30 June 2025		Total staff		of which part-time	
		absolute	Percentage	absolute	Percentage
Scientific staff	Total	6,873	87.99	1,450	21.1
	of which women	1,755	25.53	687	47.38
	of which men	5,118	74.47	763	52.62
Permanent scientific staff	Total	3,857	49.38	897	23.26
	of which women	1,023	26.52	490	54.63
	of which men	2,834	73.48	407	45.37
Fixed-term scientific staff	Total	3,016	38.61	553	18.34
	of which women	732	24.27	197	35.62
	of which men	2,284	75.73	356	64.38
Technical staff	Total	938	12.01	205	21.86
	of which women	155	16.52	86	41.95
	of which men	783	83.48	119	58.05
Doctoral students	Total	6	0.08	6	10
	of which women	1	16.67	1	16.67
	of which men	5	83.33	5	83.33

*Comments:*

Employees with SAP designation as scientists or interface personnel for science were selected.



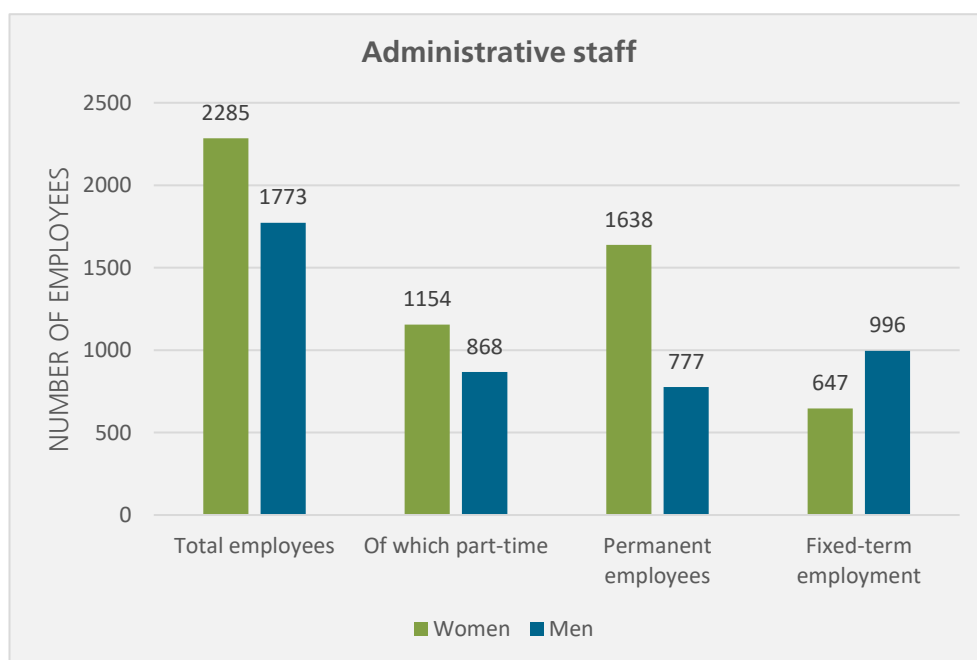
Women account for around a quarter of scientific staff (a total of around 6,873 people).  
 47% of female scientists work part-time.  
 The proportion of women among permanent employees is 26%.

### 3.5 Administrative staff

As of 30 June 2025		Total staff		of which part-time	
		Absolute	Percentage	absolute	Percentage
Employees in administrative positions	Total	4,060	100	2,024	49.85
	of which women	2,285	56.28	1,154	57.02
	of which men	1,773	43.67	868	42.89
	of which diverse	2	0.05	2	0.1
Permanent employees	Total	2,415	59.48	798	33.04
	of which women	1,638	67.83	708	88.72
	of which men	777	32.17	90	11.28
Fixed-term employees	Total	1,645	40.52	1,226	74.53
	of which women	647	39.33	446	36.38
	of which men	996	60.55	778	63.46
	of which diverse	2	0.12	2	0.16

Notes:

Employees with SAP designation as administrative staff were selected.



Around one third of employees work in administration.

Women make up the larger group, accounting for 56%.

The proportion of women working part-time is higher here than among female scientists.

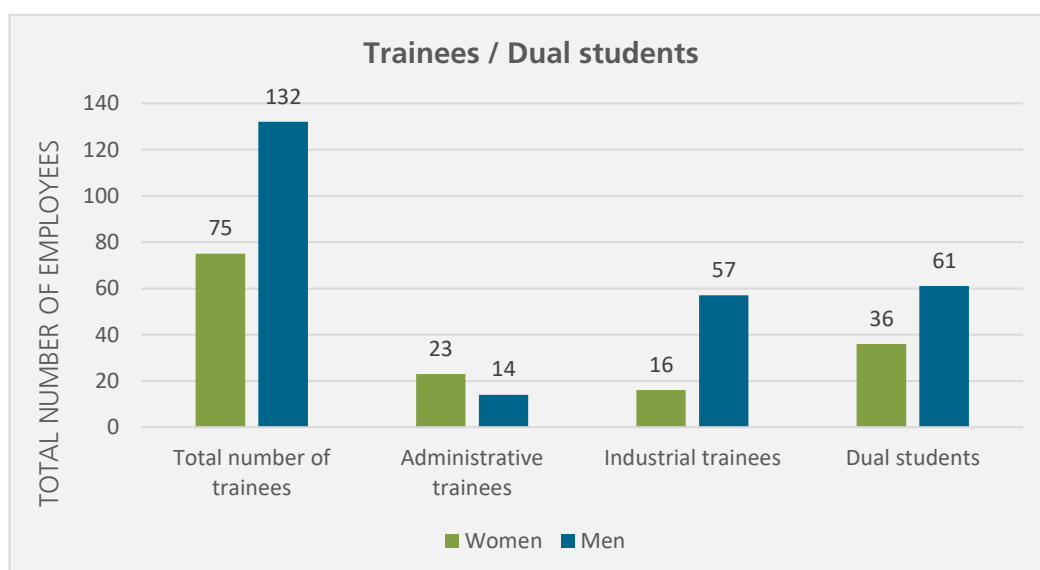
The majority of employees are employed on permanent contracts. Women make up the majority of these, at 67%.

### 3.6 Trainees / dual students

As of 30 June 2025		Total staff	
		Absolute	Percentage
Trainees	Total	207	100
	of which women	75	36.23
	of which men	132	63.77
Trainees in administrative professions	Total	37	17.87
	of which women	23	62.16
	of which men	14	37.84
Trainees in industrial occupations	Total	73	35.27
	of which women	16	21.92
	of which men	57	78.08
Dual students	Total	97	46.86
	of which women	36	37.11
	of which men	61	62.89

Notes:

Percentages "total" per group of trainees always refer to the total number of trainees across all trainee groups. Percentages "of which women/men" always refer to the total number of trainees in the respective trainee group.



The total proportion of female trainees is 36%, which roughly corresponds to the total proportion of women.

Women are disproportionately represented in administrative training, accounting for 62%.

In industrial training occupations, they account for only 22%.

The group of dual students is composed as follows: 37% women, 63% men.

### 3.7 Employees in management positions

As of 30 June 2025		Total staff		of which part-time	
		Absolute	Percentage	absolute	Percentage
1st management level	Total	4	0.46	0	0
	of which women	1	25	0	0
	of which men	3	75	0	0
2nd management level	Total	69	8	2	2.9
	of which women	8	11.59	1	50
	of which men	61	88.41	1	50
3. Management level	Total	318	36.85	19	5.97
	of which women	58	18.24	7	36.84
	of which men	260	81.76	12	63.16
4. Management level	Total	472	54.69	69	14.62
	of which women	84	17.8	28	40.58
	of which men	388	82.2	41	59.42

*Notes:*

Management level 1: Executive Board

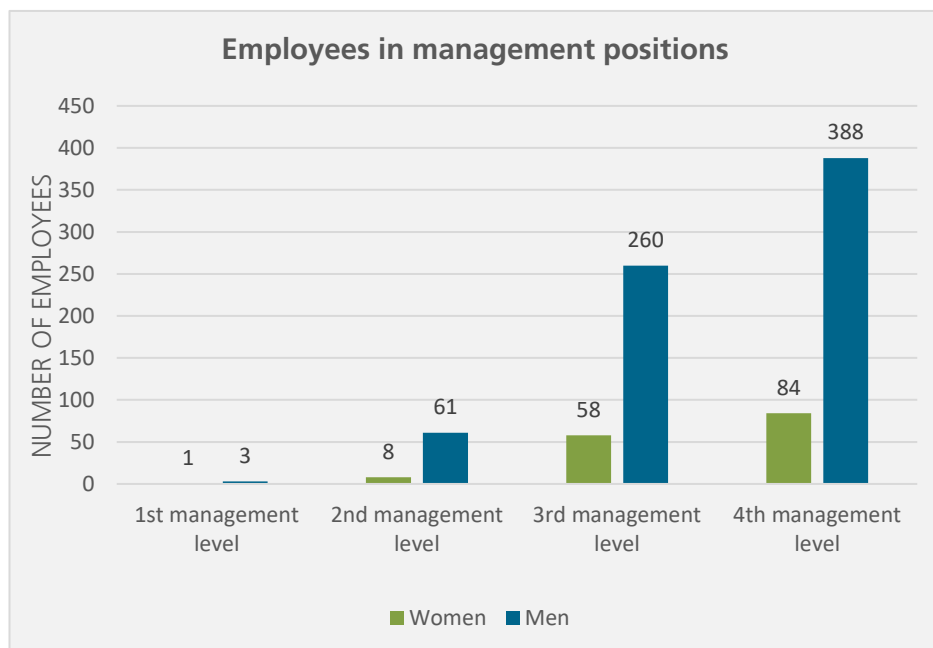
Management level 2: Site management, facility management, institute management, acting facility management, acting institute management

Management level 3: Head of Administration, Head of Department, Head of Institute

Management level 4: Head of Administration Department, Head of Institute Group

Percentages "total": always refers to total management functions

Percentages "women", "men": always refers to the total number of management functions at the management level



As of the reporting date, there are a total of 863 managers assigned to the four management levels.

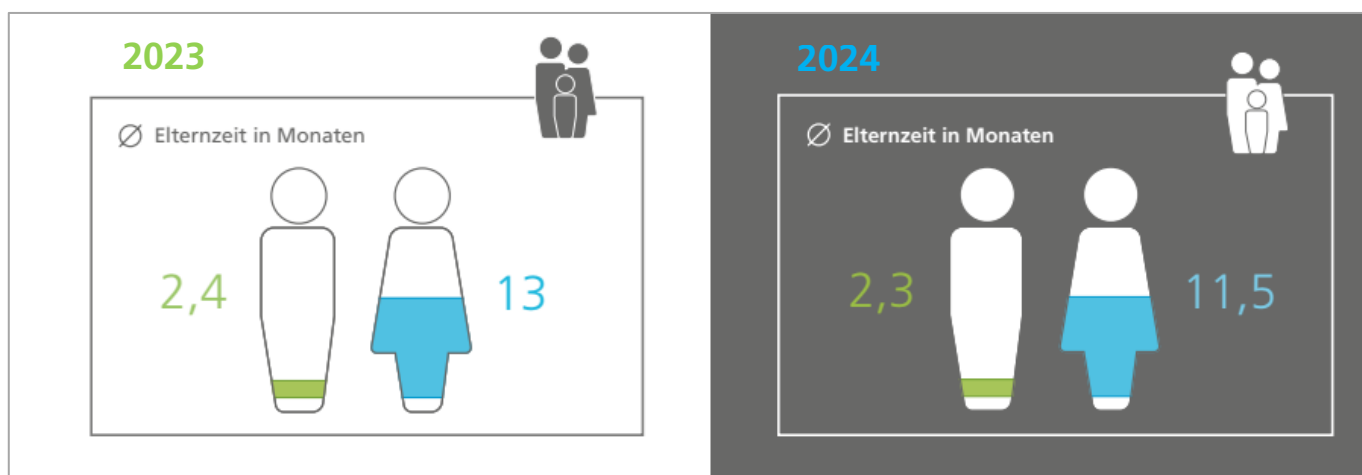
The part-time rate (for both genders) is highest at management level 4.

Overall, more men than women hold part-time management positions.

The proportion of women in the third and fourth management levels is approximately 18%.

At the second management level, it is only 12%, and at the executive board level, it is a quarter.

### 3.8 Employees on parental leave



Note: The average length of parental leave in months could only be determined as of 31 December 2024.

The average duration of paternity leave for fathers has stagnated at just over two months, which corresponds to the German national average.

In comparison, the average parental leave taken by mothers fell by 1.5 months in the comparison years 2023 and 2024.





## 4. Goals, areas of action and measures

The specific objectives to be achieved with this gender equality plan are described below. Specific measures are also assigned to the various areas of action.

### 4.1 Goals

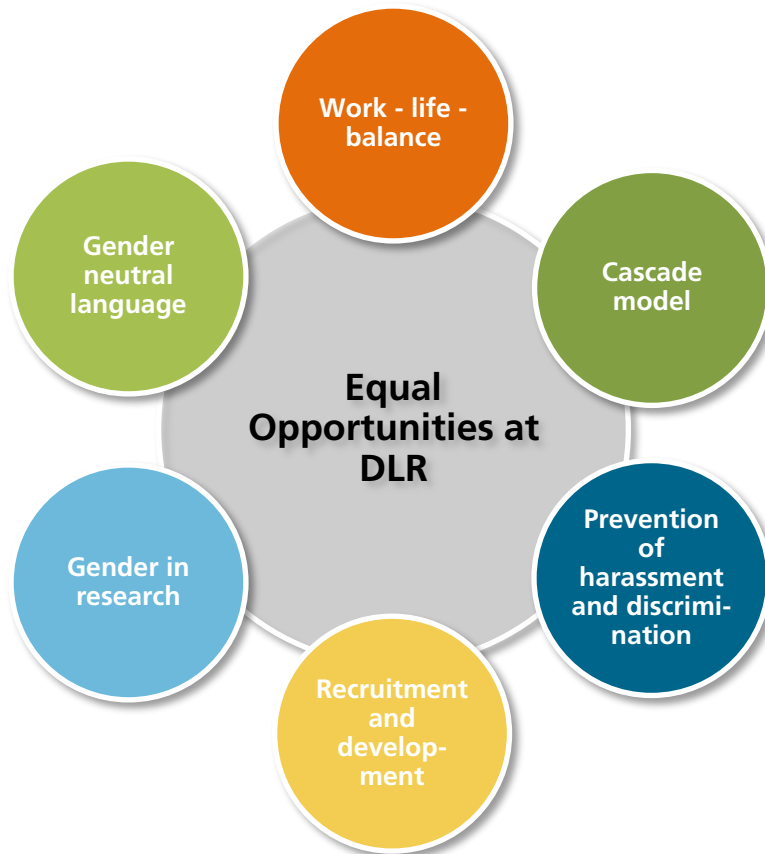
The DLR is fundamentally committed to reducing the underrepresentation of women and men. Due to its scientific and technical orientation, there is a particular focus on research areas and management positions, where there is still considerable room for improvement in some cases.

In line with our social responsibility, we also want to help attract more women to industrial and technical apprenticeships.


-  **Implementation of the defined measures that contribute to the fulfilment of the targets within the framework of the current cascade model (duration 2025–2030).**
-  **Increase the proportion of women in management positions at the second management level to at least 18%.**
-  **Increase the proportion of women in management positions at the third and fourth management levels to at least 25%.**
-  **Increase the proportion of women in industrial apprenticeships to at least 30%.**

## 4.2 Areas of action

The measures designed to achieve the objectives defined in Chapter 4.1 can be assigned to different areas of action:



The following chapters list the measures and their implementation to date or planned implementation.

New and planned measures are marked with this symbol: 

The list is not exhaustive. During the term of the gender equality plan, further measures will be added with the aim of ensuring equal opportunities and achieving the objectives set.

### 4.2.1 Work-life balance

The compatibility of family, career and private life is a challenge for society as a whole. The aim of our personnel policy is to create conditions that allow all employees to develop their potential to the full. We are convinced that successfully balancing professional commitments with family and private responsibilities is a key factor in the satisfaction, motivation and performance of our employees.

The DLR has therefore long pursued a family-friendly personnel policy. Our support services for family, care and professional activities help to strike a sustainable balance between all these areas. They play an important role in ensuring equal opportunities and help to shape individual career paths.

DLR is actively committed to promoting a partnership-based work-life balance and therefore expressly encourages men to take on responsibility for care work.

Support for work-life balance is also an important factor for external applicants when deciding to apply for a position at DLR. That is why we provide information about our support services in our job advertisements and on our new career portal.

In addition to the advice and support offered by our internal family counsellor, who is also a trained care guide, our employees benefit from external support from our cooperation partner awo lifebalance. This expands the range of services on offer, for example through advice on parental leave and parental allowance, as well as support in finding a midwife. We can also offer support in the event of emergency childcare, if regular childcare is unavailable.

In addition, awo lifebalance offers professional support for care cases. Regular evaluations of the external service have shown consistently positive results for years.

Between 30 June 2024 and 30 June 2025, our cooperation partner processed a total of 46 enquiries from employees regarding childcare, emergency childcare and care. Of these enquiries, 52% came from female employees and 48% from male employees.

During the same period, the internal family counselling service received and processed 176 enquiries on the topics of childcare, time off/returning to work, working time models and care. The enquiries were distributed between 34% women and 67% men.

A faster return to work is encouraged by providing reserved childcare places in daycare centres. These places are available to our employees for their children under the age of three and cover almost the entire country. The number of available childcare places is adjusted annually to reflect demand and the available budget. There are 65 reserved childcare places for the 2025/2026 kindergarten year.



**Measure:** Individual counselling services for employees on topics such as flexible working time models, organising parental leave and returning to work, childcare options (including holiday care) and relatives in need of care.

**Implementation:** Internal family counselling centre and care guide in diversity management  
External cooperation partner awo lifebalance (service is regularly re-tendered)

**Measure:** Flexible working time models, such as part-time work, teleworking and mobile working (usually up to 80% of regular working hours possible)

**Implementation:** Implementation of statutory and collective bargaining regulations as well as company agreements on mobile working, flextime and teleworking

**Measure:** DLR wide reserved places in daycare centres for children under three years of age

**Implementation:** Annual adjustment of the purchase of childcare places in line with demand


**Measure:** DLR holiday camps at four larger locations (one-week holiday programme for schoolchildren, including a visit to the DLR School\_Labs) in cooperation with awo lifebalance

**Implementation:** Holiday care services are regularly advertised and continued


**Measure:** Raising awareness among fathers about taking on care work and parental leave

**Implementation:** Lecture on "Active fatherhood and new work-life balance" offered at least once a year  
Care is taken to use balanced imagery in publications


**Measure:** Target group-specific information for parents

**Implementation:**  Newsletter with up-to-date information for parents

**Measure:** Awareness-raising activities on the multiple burdens faced by employees with care responsibilities

**Implementation:**  "Mental Load" workshop offered at least once a year and explicitly addresses men

**Measure:** Structured return-to-work procedure after parental leave

**Implementation:**  Update of return-to-work guidelines

**Measure:** Qualification of employees providing care

**Implementation:** Regular provision of topic-specific courses (workshops or lectures)

**Measure:** Cooperation with topic-relevant employee networks, such as the nursing/mothers' network or future networks

**Implementation:** Employee networks are specifically supported through the dissemination of information or course offerings

## 4.2.2 Cascade model 2025–2030

From a research policy perspective, increasing the representation of women in the science system, especially in leadership positions, is a key objective.

The establishment of new cascade models with target quotas for 2030 is another key component of the further development of the Pact for Research and Innovation IV.

The Joint Science Conference (GSC) plans to integrate the cascade target quotas into the target agreements in future. Against this background, the Helmholtz Association's head office has asked its members to define a new cascade model for 2024–2030 with target quotas for women for the cut-off date of 31 December 2030 based on their data-driven personnel planning. The Executive Board approved the new figures at its 593rd meeting on 21 October 2024 and subsequently informed the Supervisory Board.

The cascade model only takes into account academic staff (excluding temporary appointments). For new hires, the aim is to achieve a female representation of approximately 33% at all levels.

Excerpt from DLR cascade model 2025 - 2030		actual 31.12.2024			target 31.12.2030
		number people	of which women	female quota (%)	target female quota (%)
Centre Management		5	3	60,0%	60,0%
Management Level	1st management level	37	4	10,8%	19,4%
	2nd management level	228	48	21,1%	23,8%
	3rd management level	413	70	16,9%	17,4%
	Head of independent research and junior research groups/research areas	0	0	-	-
Pay Group	W3/C4	53	9	17,0%	18,6%
	W2/C3	59	10	16,9%	20,8%
	W1	1	0	0,0%	-
	E16 Ü TV&D/TV-L, ATB, S (B2, B3)	83	12	14,5%	18,8%
	E15 TV&D/TV-L	434	65	15,0%	19,3%
	E14 TV&D/TV-L	2.589	775	29,9%	32,2%
	E13 TV&D/TV-L	2.978	735	24,7%	31,6%

These **strategies** are intended to achieve the targets by the end of 2030:

- Implementation of the DLR's Gender equality plan of the DLR
- Application of the agreement on the promotion of equality at DLR
- Equality as part of the the centre's strategy and personnel policy

**Please note:** As this refers exclusively to scientific personnel, the management levels are also defined differently than in the presentation of all management levels in Chapter 3.7.



<b>Measure:</b>	Target agreement meetings
<b>Implementation:</b>	Target quotas for organisational units in which women are underrepresented are integrated into target agreement meetings with managers
<b>Measure:</b>	Application of the group management guideline as a prerequisite for group managers to be considered in the cascade model.
<b>Implementation:</b>	Appointment of group leaders exclusively in accordance with the (revised) guideline
<b>Measure:</b>	Implementation of the programme for junior group leaders
<b>Implementation:</b>	Every two years, a junior research group is advertised for four years in two programmes (L, R, E, V) – balanced composition (m/f) is a prerequisite
<b>Measure:</b>	Establishing new career paths
<b>Implementation:</b>	 Introduction of alternative career paths without management responsibility, so-called expert/expert career paths
<b>Measure:</b>	Recognition of individual commitment to equal opportunities
<b>Implementation:</b>	 Annual Executive Board award for employees, with prize money awarded for innovative contributions to equal opportunities
<b>Measure:</b>	Comprehensive support for balancing work and family life in partnership
<b>Implementation:</b>	See section 4.2.1
<b>Measure:</b>	Gender-specific information, training and counselling services
<b>Implementation:</b>	Individual counselling services provided by diversity management or equal opportunities officers, Target group-specific training programmes (see section 4.2.3)
<b>Measure:</b>	Gender-specific networking services
<b>Implementation:</b>	Support for employee networks, such as Women+ in Science or Women@DLR
<b>Measure:</b>	Unconscious bias training
<b>Implementation:</b>	 E-learning on unconscious bias / anti-bias training

### 4.2.3 Recruitment and development

DLR is known as an attractive and modern employer and is well positioned in the competition for the best workers on the market. Our goal is to find well-trained and highly motivated employees and retain them. Through compelling and target group-oriented employer communication, we are further establishing ourselves as a strong brand on the labour market. Diversity and equal opportunities play an important role in this. In addition to the numerous benefits offered by DLR, the new career portal also presents the corporate culture, e.g. through interviews with employees. A website provides information about the promotion of female careers at DLR.

New employees are given the best possible support when arriving in Germany and at DLR, partly through a mentoring system, and talented individuals from abroad through the newly established International Onboarding Office and a comprehensive collection of information on the intranet, the Welcome Guide. The International Onboarding Office works closely with the family counselling service and can therefore also offer new employees tailor-made services to help them balance work and family life if required.

Through forward-looking human resources management and openness to new approaches, we create the conditions in which the employees and managers we recruit can deliver top performance for DLR. Female scientists are a particularly important target group in this context. We promote the individual performance and development potential of all employees. We work in a needs-oriented manner and further develop technical, methodological, social and personal skills. There are specific courses for the target group of women, and their appropriate participation in further training programmes is monitored. Further training is offered in various formats, for example online and half-day courses, so that part-time employees also have the opportunity to participate.

In 2024, 49% of female employees took part in a training programme. The figure for men was significantly lower at 37%.

Our career models are flexible and therefore also benefit people who have caring responsibilities alongside their professional activities. For example, it is possible to hold management positions on a part-time basis or as part of a dual leadership structure.

Even the youngest children are inspired to take an interest in science and technology in a variety of formats. For example, our numerous school laboratories, the DLR\_School\_Labs, host exciting Girls' Days every year for interested girls.



**Measure:** Comprehensive range of further training

**Implementation:** Diverse range of courses (over 400 courses), including those specifically for the target group women, e.g.: "The art of speech and persuasion for women – basics of rhetoric and argumentation" (in German and English) or "Empowering Women in Science"

Seminars focusing on different stages of life

Individual development opportunities: coaching, conference attendance, Individual measures, individual training opportunities, including external providers

**Measure:** Courses for women on the topic of career development


**Implementation:** Workshop series "DLR\_ChancenReich – Initiative for female careers (and more)" with annually varying thematic focuses, such as intersectionality, first generation, generational diversity

Blended learning workshop "Career strategies within and outside science for women"

Coachinar "Career paths – strategic positioning for women with leadership ambitions" (in German and English)

**Measure:** Awareness raising for managers

**Implementation:** Diversity and equal opportunities firmly anchored in modular qualification series for managers (part of the "Personnel Responsibility" module)

 Course offering "Professional personnel selection" with aspects relating to the desired diversity and gender equality

**Measure:** Career development for junior managers

**Implementation:** Mentoring and talent management programme, each with appropriate participation from Women

Modular qualification for managers (8 modules)

**Measure:** Interdisciplinary qualification for doctoral candidates

**Implementation:** DLR\_Graduate\_Program (26% women) with courses on "Career strategies – within and outside academia for women"

**Measure:** Flexible management models

**Implementation:** Part-time management



Opportunity for dual leadership

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**Measure:** Raising awareness among young professionals

**Implementation:** Diversity and equal opportunities integrated into compulsory training for trainees

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**Measure:** Support for new international employees

**Implementation:** Member of the International Dual Career Network (IDCN); activities via DLR locations in regional dual career networks

Welcome Guide with information on living and working in Germany and at DLR



International Onboarding Office – cooperation with family counselling

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**Measure:** Gender-equitable recruitment procedures

**Implementation:** Gender-sensitive job advertisements (see also section 4.2.4)

Gender-sensitive images and text in the new career portal, including interviews with role models

Individual advice on specific career portals (e.g. AcademiaNet) or targeted approach to suitable women

Appointment procedures: Involvement of equal opportunities officers, as balanced a composition of committees as possible

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#### 4.2.4 Gender-neutral language

Every person has the right to appropriate linguistic designation and address, which should be reflected in spoken and written language. The use of sensitive wording can make a significant contribution to respectful interaction with one another.

An important signal to the outside world is gender-neutral job advertisements, so that women also feel addressed by DLR job advertisements. Employees can find information and tips on this in a guide, and personal advice is also available at any time.

**Measure:** Supporting employees in the use of gender-neutral language, including gender-sensitive job advertisements

**Implementation:** Recommendations in *the guide to gender-neutral language* at DLR (from 2020)



Update planned for 2026



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**Measure:** Option to specify preferred pronouns and individually desired forms of address

**Implementation:** Inclusion in the corporate design guidelines for official email signatures

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#### 4.2.5 Dealing with harassment and discrimination in the workplace

In its general guidelines, DLR is committed to a working environment characterised by appreciation and respect. Discriminatory behaviour, in particular harassment of any kind, will not be tolerated. DLR signed the Diversity Charter back in 2014, thereby committing itself both internally and externally to establishing a discrimination-free working environment.

Numerous processes have been established to ensure that non-compliant actions are punished or, ideally, preventive measures are taken in advance to prevent them. This applies in particular to issues such as bullying or sexual harassment in the workplace. The possible course of action in these cases is described in detail on the intranet with helpful information specific to the target group.

The agreement concluded with the Equal Opportunities Officer on *the promotion of equality at DLR* also lists numerous prohibitions on discrimination, including in relation to part-time employment, pregnancy, pregnancy- or maternity-related absences, employment prohibitions under maternity protection law, and leave of absence for family or care responsibilities.

The right to lodge a complaint and the responsible internal complaints offices are described in a works agreement implementing Section 13 of the General Equal Treatment Act (AGG).

 UNTERZEICHNET



**Measure:** Concept for the prevention of sexual harassment in the workplace

**Implementation:** Guidelines, intranet pages, network of trained confidants, prevention campaigns, awareness-raising among managers, comprehensive counselling services, e-learning on the prevention of sexual harassment in the the workplace (in German and English)

Revision of job description for confidential advisors

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**Measure:** Joining the Alliance Against Sexism

**Implementation:** Awareness campaigns on sexism, e.g. through online poster exhibitions on the intranet, newsletters


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**Measure:** External cooperation partner for professional counselling in stressful life situations

**Implementation:** Free, anonymous counselling hotline *MUT – Mein UnterstützungsTelefon (My Support Telephone)*


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**Measure:** Employee survey *Diversity Check*

**Implementation:**  Evaluation of the survey, including experiences of discrimination, followed by deriving further measures, e.g. negotiating a new works agreement or optimising the information available on anti-discrimination

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**Measure:** Supporting researchers against hate and incitement in science communication

**Implementation:**  Internal events in collaboration with *Scicomm-Support* (national contact point for attacks and inappropriate conflicts in science communication)

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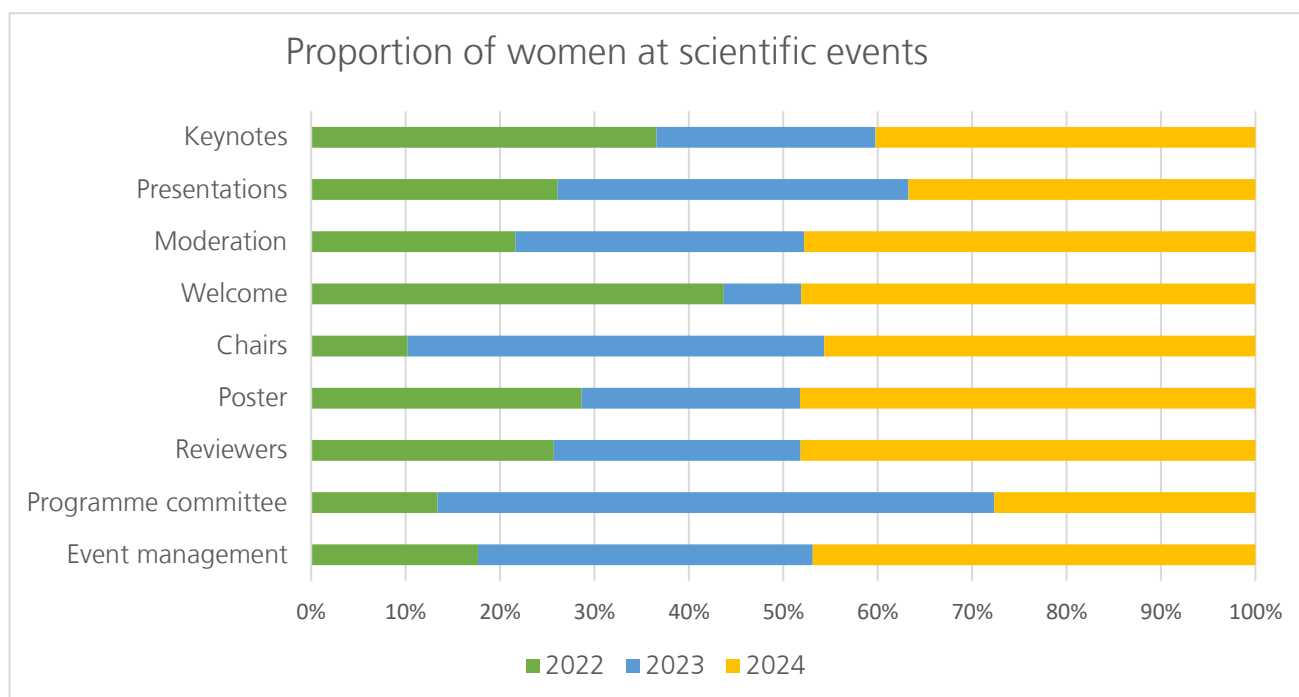
### 4.2.6 Gender in research

An important aspect of successful research is the consideration of gender aspects in all fields of research, as these are often still traditionally male-dominated. At DLR, we are committed not only to increasing the proportion of female scientists in research, but also to working together with them to increase the potential for knowledge and innovation in research.

By incorporating gender aspects into the design and content planning of research projects, researchers can enable their results to be implemented in a more needs-oriented manner. This means that the research results are tailored not only to the needs of men, but to the needs of all gender groups. This has particular advantages for healthcare, the development of new technologies and products, increasing the potential for knowledge and innovation, and ultimately improving the quality of life for all people.

Another important concern is promoting the visibility of women in research. To achieve this, the Executive Board decided in 2022 that women should be increasingly engaged as keynote speakers, panellists, conference chairs, experts, etc. in scientific events and (co-)organised events. Planning teams can use the proportion of women in the institute as a guideline, for example. If the target proportion of women in the event is not achieved, this must be justified afterwards with an explanation of the activities undertaken. The proportion of women at events must be reported to Diversity Management.

The following table shows the development of the proportion of women since the introduction of the obligation to provide evidence at events:



**Measure:** Integration of gender aspects into research projects

**Implementation:** Information on gender-sensitive research prepared on the intranet  
Advice for applicants and interested parties (regardless of gender) on integrating the gender dimension into EU projects provided by the Women in EU Research (FiF) contact point, based at the DLR project management agency



**Measure:** Support for female scientists in EU research projects

**Implementation:** Advice and training services for female scientists through the Women in EU Research (FiF) contact point  
Research (FiF), based at the DLR project management agency

## 4.2.7 Certifications and awards

Since 2004, the DLR has regularly been awarded the TOTAL E-QUALITY label. A comprehensive application process is followed by an evaluation by an independent jury. The award is presented to companies and institutions that have established exemplary personnel and organisational policies geared towards equal opportunities and diversity. Only employers whose commitment to ensuring equal opportunities and promoting diversity goes beyond legal or collective agreement regulations are honoured.



In the jury's final statement in 2025, particular praise was given to the structural and holistic strategic anchoring of equal opportunities. The jury honoured the DLR's sustainable and firmly anchored equality strategy. The existing diverse measures with an intersectional perspective, e.g. on gender, sexual orientation and origin, were evaluated positively. The DLR was therefore once again awarded the title until 2028.

## 5. Entry into force and period of validity of the gender equality plan

The gender equality plan will come into force on 1 January 2026 and will be valid for four years.