

# Equality- and Diversity Strategy

2021-2025



---

Prof. Dr. Christopher Baum  
Chairman of the Board of Directors



---

Andrea Runow  
Administrative Director (komm.)

## Content

1. Introduction/Mission Statement .....	3
2. Basic Principles .....	3
3. The Baseline Situation in Facts and Figures .....	4
4. Action Areas and Goals .....	6
5. Appendix .....	14

## Table of figures

Fig. 1 Proportion of women and men in scientific staff

Fig. 2 Proportion of women and men in non-scientific staff

Fig. 3 Proportion of women and men in scientific and non-scientific staff

Fig. 4 Proportion of women and men professors and junior research group leaders

## 1. Introduction / Mission Statement

The Berlin Institute of Health (BIH) has set itself the goal of establishing an **organizational culture that is sensitive to gender and diversity** and of creating **organizational structures** that enable everyone to reach their full potential, that accept modern ways of working and living as well as diverse gender roles and identities, and that recognize and dismantle discriminatory structures.

With its research, the BIH strives to achieve meaningful medical benefits for patients and citizens. This requires the **diverse perspectives and experiences of many different people**, active in both the Institute's scientific and non-scientific domains – i.e., science management or administration. Equality and diversity are therefore also an **essential prerequisite for innovation and high-quality scientific work**.

With its Equality and Diversity Strategy, the BIH recognizes that the scientific system is marked by **experiences of discrimination and structures of disadvantage** that make equal participation for all difficult and that impede both initial access and subsequent opportunities for advancement – especially for women, but also for members of traditionally underrepresented groups. To date, the BIH has focused on promoting women scientists and supporting the reconciliation of work and family life. We want to continue to pursue this while also expanding our focus to include other groups that have a history of being disadvantaged in science, such as people with a migration background, LGBTQ+ people, people with impairments, black people and people of color (POC). The BIH's Equality and Diversity Strategy (just like the Equality Strategy of the Charité as a whole) therefore not only relates to gender equality, but takes other **social and societal inequalities** into account and strives to promote a **critical reflection of existing structures and organizational culture**. The goal is to ensure more value is placed on diversity, to recognize and promote potential and talent regardless of gender, background, descent and other factors, and to make a contribution as a research institute to improving equal opportunities in society as a whole.

## 2. Basic Principles

The promotion of equality and diversity is a cross-cutting task of the BIH that is linked to organizational, quality and staff development. Following the concept of gender mainstreaming, our aim is not to reduce equality and diversity to individual measures, but to **question all decision-making processes and measures implemented within the Institute with regard to potential gender-specific impacts or disadvantages for certain groups**. The **implementation of this Strategy is therefore the responsibility of all** – but especially, of course, those employees who occupy supervisory and leadership roles.

As part of its Strategy 2030, Charité has integrated the topics of equality, diversity and inclusion (EDI) into its overarching quality assurance and anti-discrimination goals. This

Strategy is committed to the same approach and is based on Charité's EDI Strategy. The BIH applies Charité's basic principles of equality:

- Promoting an **organizational culture** that is sensitive to gender and diversity issues
- Implementing a **personnel policy** based on equality and diversity
- Systematically **collecting and analyzing equality-related data**
- Developing, implementing and evaluating **programs and measures** that target any equality gaps and possibilities for improvement that are identified in the analysis

The legal and regulatory framework includes:

- o [DFG's Research-Oriented Standards on Gender Equality](#)
- o [General Equality Standards at Berlin's Universities](#)
- o [Berlin's Higher Education Act \(Berliner Hochschulgesetz, BerlHG\)](#)
- o [Berlin's Equality Act \(Landesgleichstellungsgesetz, LGG Berlin\)](#)
- o [Berlin's University Medical Law \(Berliner Universitätsmedizinergesetz, UniMedGesetz\)](#)
- o [Germany's General Act on Equal Treatment \(Allgemeines Gleichbehandlungsgesetz, AGG\)](#)
- o [Charité's Diversity Mission Statement](#) (2017)

### 3. The Baseline Situation in Facts and Figures

The integration of the BIH into Charité on January 1, 2021 resulted in fundamental changes to the Institute's staffing structure. It is basically only gender data that is available at this time; other facets of diversity are not currently recorded by human resources management and therefore cannot be included in the evaluation. A staff survey could provide some initial insights.

On the transition date of January 1, 2021, 146 women and 45 men were working at the BIH in **non-scientific roles**. This corresponds to **76 percent female and 24 percent male employees**. One finding that stands out is that only 15 percent of men but 33 percent of women in this domain work part-time. There are also clear differences in gender distribution among the pay groups: 40 percent of men and 70 percent of women in the non-scientific domain are in pay groups 2-12, while 60 percent of men and only 30 percent of women are in pay groups 13-15. Clear gender differences therefore exist in part-time work and in salary grades – the higher the pay group, the greater the proportion of men. With regard to fixed-term employees in the non-scientific domain, however, gender differences are minimal: 40 percent of men and 47 percent of women are on fixed-term contracts.

On January 1, 2021, 97 men and 95 women were working at the BIH in **scientific roles**. However, the current data does not allow for differentiation between PhD students,

postdocs and other scientific staff. Going forward, this information should be collected in order to be able to conduct a more precise analysis of the existing gender balance at the various career stages and to be able to counteract any unwanted impacts. A total of **82 percent of all our scientific staff** are employed on a **fixed-term basis**; the gender differences here are marginal (80 percent of women and 78 percent of men have fixed-term contracts). When looking at full-time vs. part-time, it is noteworthy that 37 percent of the women working in the scientific domain are on part-time contracts compared to only 20 percent of the men. The distribution of the sexes across the various pay groups (partly university hospital wage agreements [TV-Ärzte TdL], partly municipal wage agreements [TV- VKA]) is relatively balanced. Only in pay group 15 are there clear differences: 4 percent of the female science staff members are in pay group 15 compared to 10 percent of the male science staff members. Leadership positions in science are therefore more likely to be occupied by men.

With regard to **professorships**, some reshuffling took place between the BIH and Charité during the merger. As a result, on January 1, 2021, **28 percent of W1-W3 professors working at the BIH were female**, which corresponds to 7 women and 18 men. In 2020, 47 percent of these professorships were occupied by women (with a particularly high proportion of women in W2 positions). If all processes currently under way are concluded successfully, the total proportion of female-occupied BIH professorships should go back up to 42 percent over the course of 2021, thus almost reaching the values of the previous year.

Currently, **only 17 percent of W3 professorships are occupied by women** (2 women and 10 men). Plans are in place to appoint three more female W3 professors and one more male W3 professor by the middle of the year. This will bring the proportion of female W3 professors up to 31 percent, which will be higher than the 25 percent of female W3 professors working in 2020.

The proportion of female professors in **W2 professorships** is currently **33 percent** (4 women and 8 men). If the current appointment negotiations are successfully concluded, the proportion of women in W2 professorships is expected to increase to 47 percent by the end of the year. In 2020, 71 percent of W2 professorships were occupied by women.

Currently, only one **W1 professorship** is occupied by a woman.

At the time of the BIH's integration into Charité, **the proportion of female junior group leaders** stood at **39 percent** (7 women and 11 men), compared to 67 percent in 2020. This significant difference is due to a number of junior research groups transferring from Charité to the BIH. When recruiting further junior research groups, greater attention should now be paid to re-establishing a more equal gender balance. On January 1, 2021, **25 percent of Core Facility leaders** were women (2 women and 6 men) compared to 30 percent in 2020.

A detailed evaluation of the proportion of women active in BIH funding programs, committees, Translation Hubs and as speakers can be found in the 2017-2020 Gender Equality Report. Noteworthy findings from this report include the fact that many BIH committees and boards are staffed with up to 40 percent women and that the percentage of funding granted to female applicants in BIH Innovations has been steadily growing. However, the percentage of project funding granted to female scientists working in the Translation Hubs is low. In the Clinician Scientist Program, the percentage of female applicants that receive funding is very good. However, in order to achieve a better gender balance, there needs to be a higher number of female applicants. The program's management is currently working with the BIH's Equal Opportunity Officer to develop a strategy to increase the proportion of women.

The number of women working in all divisions and programs throughout the BIH is surveyed and evaluated every year and presented to the Board of Directors and Governing Board. It would be helpful if more differentiated gender data could be collected in certain areas to more accurately identify where there are still gender biases and where policy adjustments are needed. **All BIH divisions and units are called upon to set targets for increasing the proportion of women, and their success is reviewed annually by the Board of Directors.**

#### 4. Action Areas and Goals

With its Equality and Diversity Strategy, the BIH wants to change the existing structures in the scientific system that still leave women and representatives of traditionally underrepresented groups at a disadvantage, establish an open organizational culture in which everyone can develop their potential, specifically promote individuals, and increase the proportion of women in areas in which they have previously been underrepresented. In addition, addressing gender aspects in research helps improve the quality of translational research and increase the medical benefits for patients.

The specific measures are divided into four areas:

- 1.) Individual level
- 2.) Structural level
- 3.) Organizational culture
- 4.) Sex and gender aspects in research

The implementation of the BIH's Equality and Diversity Strategy is regularly addressed by the Extended Board of Directors. The Equal Opportunity and Diversity Team is responsible for implementing and coordinating all activities as well as for regularly evaluating the measures in place and updating the Strategy where necessary. BIH Our success is dependent on the concerted effort all those who share the goal of creating an organizational culture that is sensitive to gender and diversity and want to work to ensure

that all individuals are valued and treated with respect. BIH provides personnel and financial resources for the implementation of the strategy.

Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
<b>Individual level</b>	Career development of women scientists and female junior managers	Training and coaching for women scientists in the areas of leadership, communication, conflict management and career planning	Equal Opportunity Officer	2021-2025	3-6 workshops are offered annually
		Networking and consulting services for early-career scientists (conscious opening up of services to trans*, inter*, non-binary and queer individuals)	Equal Opportunity Officer/ Science Management	2021-2025	2-3 networking events are held each year  Establishment of an advisory and support service for early-career scientists at the BIH
		BIH Gender Equality Fund for female postdocs with family responsibilities (funding of a student assistant and consumables for up to 12 months)	Equal Opportunity Officer/ Science Management	2021-2025	Provision of financial support each year to 8-10 BIH postdocs with family responsibilities
	Appointment of women professors	Continuation of the Johanna Quandt Professorships (JQPs)	Board of Directors	Depends on available funding	Additional JQPs are advertised and appointed (contingent on external funding)
<b>Structural level</b>	Increase in the proportion of women in areas in which women have been underrepresented to date and equal representation on committees and in leadership roles	Systematic collection of gender-specific data in all areas (positions, full-time/part-time, fixed-term/permanent, pay group, allowances and equipment, proportion of lecturers)	Board of Directors / Equal Opportunity Officer	2021-2025	Gender-specific reporting is carried out in all divisions and reports  Annual report focused specifically on equality and diversity is prepared under the direction of the BIH Board of Directors and current



Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
					measures are adjusted based on the report's findings
		Establishment of binding targets for the proportion of women in leadership roles, on committees, as lecturers, in funding programs, etc.	Board of Directors und Division Heads	2021 /continuously	Evaluation of actual/target comparison Definition of binding target figures for all divisions through 2025 Annual review and explanations for unmet targets
		Enshrining of gender parity in the articles of incorporation/election procedures with regard to elected leadership roles at the BIH	Board of Directors / Administrative Council	2021	Annual reporting
	Equality- and diversity-sensitive personnel recruitment and assessment	Development of recommendations for selection committees (calculation of the academic age, gender-sensitive language, active recruitment, structured interviews and selection decisions)	Equal Opportunity Officer / Scientific Committee / Science Management / Human Resources Team	2021	All bodies and selection committees follow these recommendations
		Targeted recruiting and scouting of women and other groups underrepresented in science	Selection committees for the respective department	2021-2025	Demonstrably greater diversity among applicants for scientific and non-scientific positions at the BIH
	Good reconciliation of work and family life	Extension of reimbursement of childcare costs for training courses to all BIH employees	Equal Opportunity Officer / Human Resources Team	2021-2025	All employees of the BIH unit are aware of the offerings

Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
		and establishment of an emergency childcare option at the BIH			
		Opening of the offering for arranging vacation childcare and online childcare (service provider is voioo) for all employees of the BIH	Equal Opportunity Officer / Human Resources Team	2021-2025	All employees of the BIH unit are aware of the offerings
		The BIH uses all possibilities of the family policy component of the Academic Fixed-Term Contract Act (Wissenschaftszeitvertragsgesetz, WissZeitVG), and externally funded employees are treated equally with regard to parental and caregiver leave	Human Resources Team / Board of Directors / Personnel Development	2021	There is a policy in place, including agreed upon financing procedures, for extending the period of employment for fixed-term, externally funded employees on maternity and parental leave
	Enshrining of the Equality and Diversity Strategy in the committees and exchange with external partners	Establishment of a monitoring committee with as diverse a composition as possible to advise on and further develop the BIH Equality and Diversity Strategy	Board of Directors / Equal Opportunity Officer	Until the end of 2021	The committee, which is made up of representatives from various status groups, meets approximately once a quarter and monitors the implementation and further development of the equality goals
		Continuation of membership in "LifeSciCoP – Gender Equality in Life Sciences" in order to learn from one other and exchange best practices	Board of Directors / Equal Opportunity Officer	Continuously	Active participation of the Equal Opportunity Officer in the Community of Practice (CoP)

Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
<b>Organizational culture</b>	Enshrining of gender and diversity aspects in the organizational culture	Implementation of an employee survey focused on equality and diversity	Administrative Director / Equal Opportunity Officer / Personnel Development	2021 (to be repeated at least every two years)	The survey is successfully implemented and evaluated, and the findings flow into the further development of the Institute
		Unconscious bias training for BIH selection and tenure committees and senior scientists	Board of Directors / Equal Opportunity Officer	Annual offering from Q3/2021	All members of BIH selection and tenure committees as well as senior scientists participate in a training course
		Integration of equality and diversity competence in target agreements with professors and managers and, if necessary, provision of training opportunities for this target group	BIH Board of Directors / Human Resources Team / Science Management/ Strategy	Continuously	Equality and diversity competence is an integral part of the target agreements and is regularly evaluated  The topics are integrated into manager training courses
		Development of recommendations for employees and managers of the BIH with regard to gender- and diversity-sensitive behavior in everyday professional life	Equal Opportunity Officer	End of 2021	The recommendations for action are known to all employees and are also followed
		Use of gender-inclusive language and imagery	All divisions / Communication Team	Permanently	The recommendations for action on gender-inclusive language are known to all employees and the recommendations are implemented

Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
	Raising the visibility of females scientists and other groups underrepresented in science	Equality and diversity issues are regularly discussed in the Board of Directors and the Scientific Committee	Spokesperson for the Scientific Committee / Board of Directors	Continuously	Equality and diversity issues are an integral part of committee meetings
		Additional video portraits of BIH women scientists will be released	Equal Opportunity Officer / Communication Team	2022/23	At least 5 further portraits are produced
		Female scientists are invited as speakers and their work is increasingly presented as part of the BIH's public relations efforts	Communication Team / Science Management / Strategy	Continuously	Female scientists are strongly represented in BIH's public relations efforts, and event organizers make a point to invite females speakers to give lectures; there are no all-male panels
		Other facets of diversity are given increased attention			
		Organization of public events to raise the visibility of female scientists and other groups underrepresented in science (e.g., annual Gender and Diversity Lecture, continuation of BIH Diversithon to edit Wikipedia entries).	Equal Opportunity Officer / Communication Team	Annually	Organization of at least one high-profile event each year
Participation in Girls' Day as part of the initiative Klischeefrei	Equal Opportunity Officer / Communication Team	Annually	The BIH organizes its own Girls' Day event each year		

Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
	Establishment of a structured complaint and conflict management policy as a basis for respectful interactions	Establishment of a point of contact for conflict resolution counseling	Equal Opportunity Officer and Board of Directors	2022	There is a point of contact for conflict resolution counseling for all BIH employees and clear structures for serious cases that cannot be resolved at the collegial counseling level
		Sensitization of all BIH employees to the issue of sexual harassment and discrimination	Equal Opportunity Officer together with Charité's Office for Women's Affairs and Equal Opportunities	From Q2/2021, repeated regularly	All BIH employees are aware of the points of contact at Charité and are trained on and sensitized to the issue
	All BIH events are inclusive and accessible to all interested parties regardless of their individual backgrounds	Development of a BIH strategy for inclusive event organization  Sensitization of all responsible persons at the BIH to the necessity, and implementation of inclusive events	Communication Team / All science divisions that organize events / Equal Opportunity Officer	2022/23	BIH events are inclusive and take into account the needs of different target groups
<b>Sex and gender aspects in research</b>	Analysis and integration of sex and gender aspects in research	Offering of workshops on the integration and importance of sex and gender aspects in biomedical research	QUEST / BIA / Equal Opportunity Officer	Annually	At least one workshop is offered each year
		Awarding of the BIH Excellence Award for Sex and Gender Aspects in Health Research	Equal Opportunity Officer / Science Management / Strategy / QUEST	Every two years	The award is conferred on a regular basis
		Consideration of the gender perspective as an evaluation criterion for research projects	Science Management / Strategy / QUEST	Continuously	All research projects with BIH funding must provide information on gender

Action Area	Goal	Measure	Responsibility	Time Frame	Indicator
					aspects (research question, study design, data analysis, etc.)
		Evaluation of publications with BIH affiliation with regard to the sex/gender dimension	QUEST		Publication of the findings
		Preparation of BIH-specific examples for the consideration of sex and gender aspects in research projects (study design, data analysis, evaluation, publication)	QUEST / Equal Opportunity Officer / Individual scientists	Continuously	Publication of the examples on the BIH website

## 5. Appendix

Fig. 1 Proportion of women and men in scientific staff (as of Feb 2021)

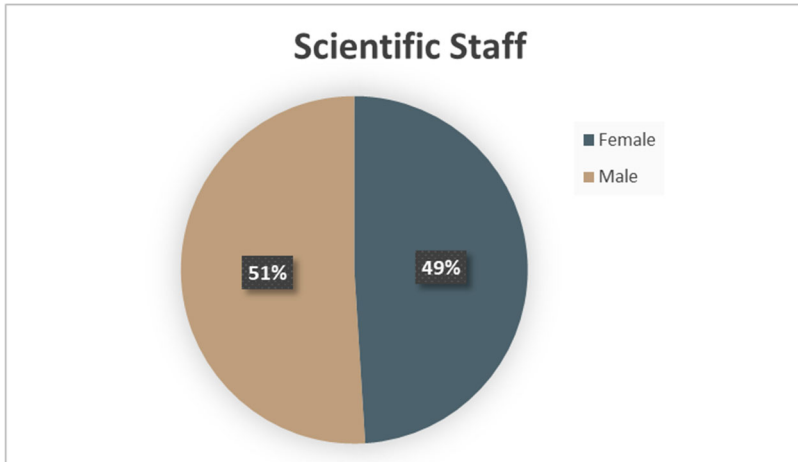


Fig. 2 Proportion of women and men in non-scientific staff (as of Feb 2021)

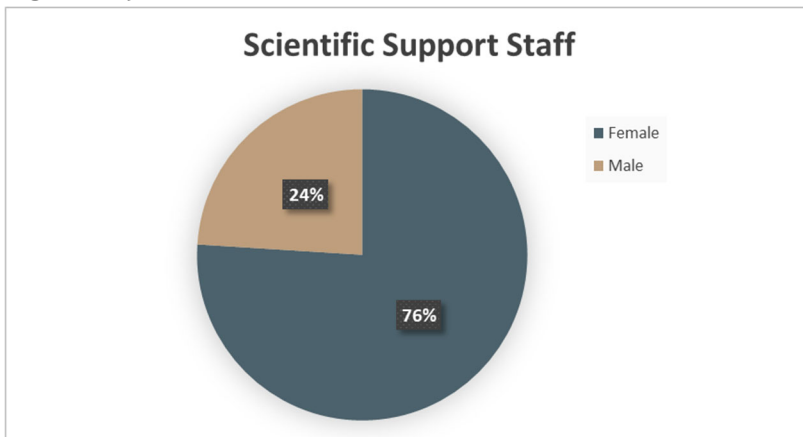


Fig. 3 Proportion of women and men in scientific and non-scientific staff (permanent/temporary, part-time/full-time, as of Feb 2021), The numbers on the bars indicate the number of persons in each case.

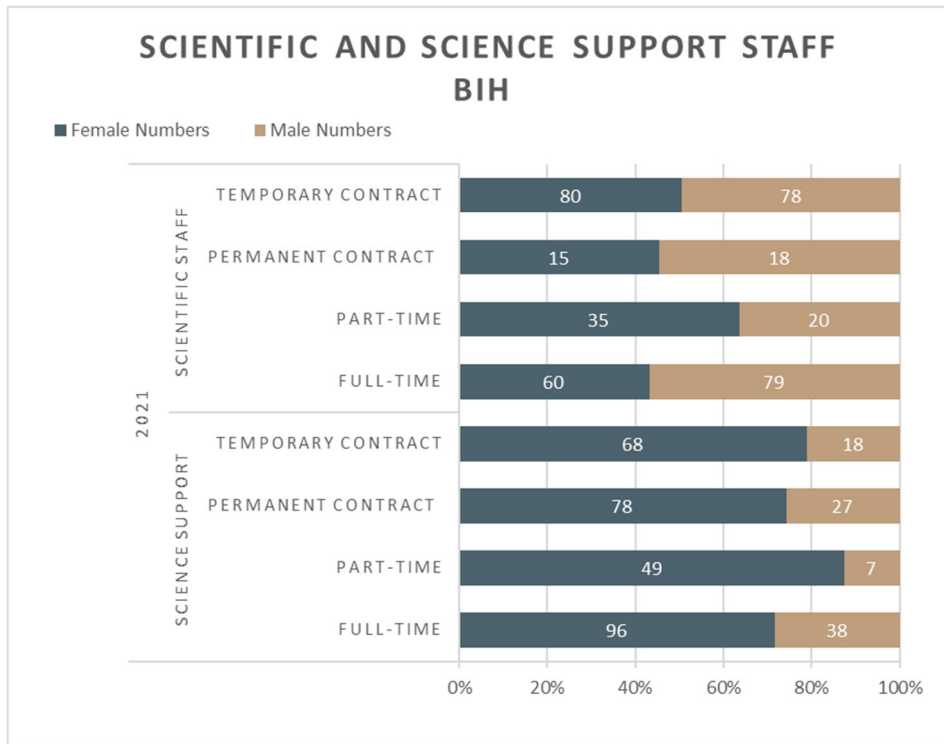


Fig. 4 Proportion of women and men professors and junior research group leaders (as of Feb 2021), The numbers on the bars indicate the number of persons in each case.

