**Pg-04-01****Gender Equality Plan of Universitätsklinikum Erlangen for the period 2023-2027****Introduction**

Promoting gender equality is an important goal of Universitätsklinikum Erlangen (hereinafter UKER) and a major task for the future for everyone involved in university medicine. There is an above-average proportion of female medical students, with women accounting for approximately two thirds of all students studying medicine. However, the proportion of women employed at the higher qualification levels in university medicine falls sharply. The ratio of women completing their postdoctoral qualification known as a habilitation, involved in research or employed as senior physicians or professors at UKER is too low.

The current concept sets out the objectives and measures in place at UKER to ensure and promote gender equality in the period between 2023 and 2027. Taking the form of a Gender Equality Plan (GEP), our concept also takes into consideration the equality and gender-related aspects defined as the minimum requirements research projects must meet if they are to be eligible for funding within the context of EU research under Horizon Europe.

The Gender Equality Plan acts as a planning instrument and embodies our commitment to remedy instances of under-representation, to break down structural imbalances and to improve the balance between research and work commitments and family and other personal commitments. This Gender Equality Plan will contribute to making UKER a more attractive employer, both now and in the future, by taking into account the aspirations and requirements future generations are likely to have when it comes to their work-life balance.

This Gender Equality Plan was drawn up in consultation with the Office of Equality and Diversity at Friedrich-Alexander-Universität Erlangen-Nürnberg (hereinafter FAU) and the women's representatives at the Faculty of Medicine. It was passed by resolution of the Executive Board of UKER on December 19, 2022. The Gender Equality Plan applies to the period from January 1, 2023 to December 31, 2027 and is published on the UKER website in both German and English.

**1. Legal framework**

The legal obligation to treat everyone equally is stipulated in the Basic Law of the Federal Republic of Germany (Grundgesetz) and in the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz). Furthermore, equal opportunities for women and men and equal rights for all is a central requirement of the Bavarian University Innovation Act (BayHIG) that entered into force on January 1, 2023.

As stipulated in Section 1 of the Bavarian University Hospital Act (BayUniKlinG), UKER is a legally independent entity under public law in the Free State of Bavaria.

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In accordance with Section 2(1) BayUniKlinG, UKER is assigned to FAU; it is involved in university research and teaching as well as in making medical advances and carrying out patient care. The Dean of the Faculty of Medicine is a member of the UKER Executive Board.

UKER and FAU, and the Faculty of Medicine in particular, work in a close and trusting partnership in accordance with Section 12 BayUniKlinG and support each other in meeting their legal duties and carrying out tasks in accordance with mutual public interests.

Pursuant to Section 14 BayUniKlinG, professors and assistant professors employed as public servants or employees as defined in Section 17 (2)(1)(1) BayHSchG (university lecturers) and public servants and employees as defined in Section 17 (2)(1)(2) BayHSchG (research associates) are employed in the service of the Free State of Bavaria. Legally, the physicians and researchers at UKER are members of FAU.

All procedures relating to human resources that affect the legal status of professors (generally W1 to W3) are undertaken and supervised at FAU.

**2. Objectives of the UKER Executive Board**

Scientific advances in the field of medicine benefit from different approaches and points of view, and the full potential of all researchers, irrespective of gender, has to be exploited to obtain results of the highest quality.

For UKER, ensuring and promoting gender equality is a cross-sectional topic that is of significance to all areas of the institution. In order to secure the future viability of UKER, ensuring and promoting gender equality has been made a responsibility of those in management and must be demonstrated in our everyday work. The UKER Executive Board is committed to encouraging the move towards gender balance in our work and research culture and hereby declares achieving gender equality one of our strategic objectives. This serves to underline our stance that providing health care must be guided by the principle of gender equality.

The aim of our concept is to anchor gender equality in the structure and ideology behind UKER. By encouraging gender equality, we hope to motivate women to strive towards an academic career and a leadership position. At the same time, we intend to demonstrate and establish various options for balancing a family and a career by supporting families and respecting their needs.

We aim to improve the visibility of the issue of gender equality in research, teaching and patient care. This is only possible through the close cooperation between UKER, the Faculty of Medicine and FAU.

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Steps have already been taken since 2005 to incorporate aspects of gender equality into the structure of our institution by concluding target agreements between UKER, the Faculty of Medicine and FAU, aimed at increasing numbers of female physicians and researchers at UKER.

These agreements stipulate a systematic increase in the proportion of women by introducing suitable measures for advancing the careers of female physicians and researchers at UKER. In addition, we negotiate on and provide the required resources on an ongoing basis.

**3. Resources for gender equality**

As mentioned above, the financial and human resources required for encouraging gender equality are the subject of target agreements that have been concluded between the Faculty of Medicine, FAU and UKER since 2005. The fourth round of the target agreements includes the following structural and personnel measures for the period from 2023 to 2027:

- Gender lectures (guest lectures from outstanding female researchers)
- [ARIADNEmed](#) mentoring program for advancing the career of postdoctoral and habilitation candidates
- ARIADNEmedPeer mentoring program for young female researchers who have completed their habilitation
- Individual coaching sessions for young female researchers
- Re-entry package tailored to the needs of young female researchers returning to work after a career break to care for children or relatives with a concept including individual coaching sessions and a reduced workload to allow women time to re-establish their research.
- Doctoral degree/publication prize

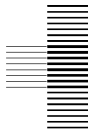
The latest, fourth round of the target agreements for 2023-2027 includes new measures tailored to suit various target groups at the same time as continuing or re-thinking existing formats or successful measures included in previous rounds.

From a structural point of view, implementing and encouraging gender equality at UKER is not only the responsibility of managerial staff, it is also the responsibility of the Equal Opportunities Officer and the women's representative.

The Equal Opportunities Officer is a full-time position responsible for the needs of non-academic staff and reports as an individual staff unit to the Executive Board of UKER.

The women's representative at the Faculty of Medicine supports UKER in meeting its legal obligations concerning equal opportunities for female researchers and physicians. The women's representative has a central and formally recognized role for promoting and implementing gender equality in practice in the various bodies and committees at FAU, where they enjoy full voting rights.

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Unlike in other Federal states within Germany and the position of Equal Opportunities Officer, the office of women's representative is an exclusively voluntary position in Bavaria. In accordance with Section 22(5) BayHIG, women's representatives are released from other official duties and are provided with appropriate funding for exercising their office, based on the extent of their duties.

The women's representative at the Faculty of Medicine has the services of an assistant (50% of a full-time position), and bearing in mind that gender equality is a basic value in today's society and has a considerable impact on our reputation, UKER has agreed to provide a further position (50% of a full-time position) from the Human Resources Development and Marketing Department (Pg). The manner in which UKER communicates and puts gender equality into practice has a direct influence on UKER's reputation as an attractive employer. This applies both internally for retaining our existing staff as well as externally for attracting new employees.

The women's representative at the Faculty of Medicine currently has 15 deputies (as of October 2022). The FAU Office of Equality and Diversity supports the women's representative when it comes to carrying out tasks on a strategic and operational level.

The Family Service run jointly by FAU and UKER is the central office responsible for coordinating all measures aimed at balancing studying, work and family life, and offers a comprehensive advisory service. In March 2020, the Family Service was integrated into the Human Resources Department of FAU, under HR Development / Family Service. This was another step moving away from the attitude that responsibility for balancing studying, work and family commitments lies predominantly with women and is only important from the point of view of promoting gender equality and towards considering it as an ongoing task and the responsibility of the University and UKER towards all members of staff.

#### **4. Systematic provision of information**

The women's representative at the Faculty of Medicine maintains a separate website that acts as an information forum on the topic of gender equality in university medicine for physicians and researchers at UKER. The website details the specific tasks and advisory services offered by the women's representative.

The target agreements mentioned in section 2 concluded between UKER, the Faculty of Medicine and FAU are published on the website, and information is included advertising the various services on offer for anyone who is interested. The women's representative also provides information on academic calls for applications and funding programs open to female researchers.

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The women's representative's website is linked to all other stakeholders in gender equality at FAU and UKER.

On the topic of balancing work and family commitments, the women's representative's website provides a link to the Family Service, financed jointly by FAU and UKER (see section 11). The website also provides a link on this topic to the internal page of the Pg department at the Human Resources Department at UKER mentioned above. This page answers FAQs relating to the work-life balance from a human resources perspective and lists the points of contact in the Human Resources Department at UKER for specific questions.

A link is also provided to the internal page of the UKER complaints team (pursuant to Section 13 AGG), which gives a detailed breakdown of the issue of discrimination, harassment and sexual harassment, and possible approaches to take should the need arise (see section 13).

**5. Data collection and monitoring**

The collection and analysis of key statistical figures relating to gender equality provides the Faculty of Medicine, those involved in gender equality measures and those with a legal obligation to implement gender equality at UKER with an important management tool that allows them to keep track of developments in the area of gender equality and to monitor the impact of measures as well as measuring the extent to which objectives have been met on an ongoing basis.

Within the context of the target agreements between the Faculty of Medicine, FAU and UKER, differentiated data on the situation regarding equal opportunities for female physicians and researchers at UKER is continuously collected and analyzed.

As well as FAU as a whole, the Office of Equality & Diversity at FAU also collects data on the proportion of women professors in order to keep track of the developments stipulated in the target agreements.

Furthermore, the women's representative and the Human Resources Department at UKER intend to work together to determine other key figures of relevance to issues of gender equality. This includes determining the proportion of women and men working as physicians or researchers across the whole of UKER, for example with reference to whether they work full or part time, whether they take parental leave, or exploring different criteria with reference to public servants, those employed under collective wage agreements, senior physicians or other staff with management responsibilities.

The statistics are drawn up once a year with effect to the cut-off date of December 1. The Faculty of Medicine works together with FAU and UKER to determine suitable measures on the basis of these accurate, fact-based statistics.

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The target agreements concluded between the Faculty of Medicine, FAU and UKER since 2005 are internal management tools for increasing the proportion of women in medical research. The targets for the various qualification levels between now and 2027 are as follows:

Habilitations	W2 professorships	W3 professorships	Senior physicians
from 37.2% in 2020 to 40% in 2027	from 21.4% in 2020 to 25% in 2027	from 7.1% in 2020 to 15% in 2027	from 27.4% in 2020 to 40% in 2027

The structural and personnel measures stipulated in the target agreements have a crucial part to play when it comes to systematically implementing and achieving our goals.

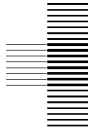
**7. Quality assurance and gender equality in appointment procedures at FAU**

FAU is particularly keen to ensure that gender mainstreaming is taken into consideration during appointment procedures. On December 15, 2010, the Executive Board passed Guidelines for appointments, with a particular emphasis on gender and diversity, and these guidelines have been regularly revised and updated in the meantime. We aim to act consistently and systematically to make gender and diversity an integral part of all steps in our appointment procedures. The body with the authority to make decisions in the appointment procedure is the FAU appointment committee. It assesses the subject-related and personal skills of candidates and must make a transparent and unprejudiced selection. According to the Guidelines on appointments, gender balance and gender equality must be considered and implemented with a view to increasing the proportion of female professors at FAU and UKER.

The women's representative at the Faculty of Medicine sits on appointment committees, and is entitled and obliged to ensure and demand a gender-sensitive assessment of female candidates. During the entire procedure, the women's representative can turn to the reporting officers, the President, the university women's representatives and Appointments and Appointment Procedures (S-Ber) for help or advice. The main focus of FAU's universal university strategy is to ensure an optimal, transparent and gender-sensitive procedure. Standardized processes such as a web-based application portal depicting the entire appointment procedure and accessible by all members of the appointment committee are important for quality assurance purposes, and aim to counteract conscious or unconscious gender biases in appointment procedures.

In 2021, the online tutorial "Gender-sensitive appointment procedures and recruitment at FAU" was published, and is available in both German and English. On January 11, 2022 an entirely re-vamped version of the web-based application portal was launched.

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It outlines the entire appointment procedure from the moment the appointment committee is convened until the new professor takes up their position, covering the various steps and negotiations in between.

### **8. Active appointment policy aimed at increasing the proportion of female professors through proactive recruiting**

One key aspect of FAU's appointment procedure is taking a proactive approach and actively recruiting female professors. In addition to the Guidelines for appointments, the Executive Board of the University passed a revised version of the Guidelines on recruiting female professors on May 24, 2017. The aim is to look explicitly for female candidates and identify those with a high potential and realistic chances to encourage them to apply to FAU.

### **9. Gender equality in career progression**

Human resources measures aimed at encouraging gender equality are in place to encourage female physicians and researchers in their careers.

The overarching instrument for increasing the proportion of women in medical research are the above-mentioned target agreements that have been concluded since 2005 between FAU, the Faculty of Medicine and UKER. They set out objectives for taking a tailored approach to advancing the careers of female physicians and young female researchers as well as reinforcing gender mainstreaming in all planning, decision-making and recruiting processes. At the same time, they encourage the transition towards establishing a gender-sensitive organizational and academic culture that accommodates the needs of families.

In what is now its 10th round, the ARIADNEmed mentoring program has become established as a further tool in the human resources toolkit for supporting young female researchers, and it is continuing to be improved all the time. The mentoring program contributes to easing the transition for female physicians and researchers into the next qualification level, at the same time as helping them to establish and nurture viable networks and taking steps to prevent them from leaving the system at an early stage. The concept behind the ARIADNEmed mentoring program combines individual mentoring advice with an excellent range of seminars on topics such as research funding, leadership skills or project management, as well as networking events.

Women are actively encouraged to take part in the ARIADNEmed mentoring program, which is advertised on the women's representative's website and in the UKER staff portal.

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In the target agreement for the period 2023-2027, the ARIADNEmed mentoring program has been joined by an ARIADNEmedPeer program as a mentoring line for young female researchers transitioning towards a professorship. This peer mentoring that builds on experience gained during the ARIADNEmed mentoring program systematically encourages women to gain transferable and personal skills, thereby increasing their chances of becoming chosen for appointment.

Alongside the mentioned mentoring programs, we also offer a pool of coaches who are on hand to offer individual coaching packages tailored to the needs of young female researchers. This enables all young female researchers who participate in the program to hone their personal and transferable skills. The coaching sessions provide individual advice on career planning.

Young female researchers who would like to return to their academic career and work towards obtaining a postdoctoral habilitation after taking a career break can benefit from coaching sessions in combination with a period during which their workload is reduced to allow them time to re-establish their research. The time set aside explicitly for research (up to 50% of working time for a period of 3 months) can be used, for example, to continue or re-initiate a research project that was put on hold or to plan a new project and acquire third-party funding. Program participants can also benefit from individual coaching sessions focusing on planning their future academic career. The program is geared to encourage women to continue with an academic career after returning to the workplace.

In addition, a prize will be offered in future for an outstanding publication or doctoral degree from a young female researcher, in order to raise the visibility of successful gender equality in practice.

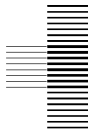
**10. Raising awareness of gender equality**

Gender sensitivity refers to the systematic perception, consideration and reflection of the various situations and circumstances faced by the different genders. The FAU Executive Board passed *Recommendations for gender-sensitive language* on July 31, 2019, and these have also been adopted at UKER. These recommendations aim to encourage the use of respectful language in line with the times that addresses and values all people equally.

During the appointment procedures for university professors and assistant professors at FAU, the reporting officers and the chair of the appointment committee are responsible for ensuring equal opportunities for all, paying particular attention to aspects of gender and diversity. Documentation must be kept to demonstrate that gender equality has been taken into account throughout the entire appointment procedure. At the beginning of each appointment procedure, the President of FAU addresses those involved and stresses the importance of gender related aspects in appointment procedures.

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Furthermore, all women's representatives are offered training and information on gender-sensitive appointment procedures from Appointments and Appointment Procedures (S-Ber) and experienced women's representatives. The Office of Equality and Diversity provides a handout for women's representatives in appointment committees.

The online tutorial designed by experts in the field and published in 2021, "Gender-sensitive appointment procedures and recruitment at FAU", raises awareness of (unconscious) gender biases and their impact on personnel decisions.

The online course, which lasts approximately one hour, is based on current scientific research and reveals patterns in perception, raises awareness of unconscious distortions and bias and provides support with conducting recruitment processes that put gender equality into practice. The tutorial is aimed at continuing to make recruitment procedures at FAU more professional, transparent and gender sensitive. It is predominantly aimed at members of appointment committees and managers at FAU. It can, however, also be accessed by anyone interested in the topic, whether they are members of FAU or not. The tutorial has also been available in English since November 2022 (see section 1).

**11. Raising awareness through training**

The UKER Academy has introduced a course on gender-sensitive management in their program under the heading *Leadership and Management*. It is aimed at staff from all areas with management responsibilities, and is intended to encourage gender-sensitive management by giving participants the knowledge and skills they need. As well as covering the legal basics and information on the topic of gender, the course encourages participants to reflect on conscious and unconscious biases regarding gender (also in combination with other features) and covers implementing gender-sensitive management in application procedures, in career advancement and in conflict situations. The course improves participants' management skills by boosting their gender competence.

As stated under section 10 above, the online tutorial "Gender-sensitive appointment procedures and recruitment at FAU" designed by experts in the field and published in 2021 raises awareness of conscious and unconscious gender biases and their impact on personnel decisions during appointment procedures at FAU.

**12. Balancing work and family commitments**

Balancing work and family commitments is a priority for FAU and UKER. Staff should be able to balance their career in research or their profession with their family commitments.

Family in this respect refers to people living together and taking on long-term social responsibility in the broadest sense. The focus of family duties lies on caring for children or other relatives. Managers have

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a particular responsibility to ensure that staff at UKER can balance work and family commitments, and to provide them with any assistance they may need.

UKER offers a wide portfolio of arrangements for flexible work structures including options for part-time work or making sure that the needs of families are taken into consideration when offering fixed-term contracts. Furthermore, staff rotas are planned around requests and family commitments, taking into account the fact that staff have to juggle various needs.

The Family Service run by FAU and UKER is happy to advise on a wide range of topics, and offers approximately 250 childcare places for staff’s children between the ages of one and six. In all Bavarian school holidays with the exception of the Christmas holidays, the Family Service offers entertaining holiday care tailored to the various age groups for children between the ages of 3 and 14.

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

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

It is important to continue to respect standards that have been set in the past such as family-friendly times for meetings and committee meetings. All employees are encouraged to take advantage of the family-friendly measures that are available to help them achieve the best possible work-life balance. FAU and UKER are aware that creating and maintaining a family-friendly working environment will remain a work in progress that benefits from new, fresh impetus, and steps should continue to be taken to raise awareness.

**13. Protection against and prevention of discrimination, harassment and sexual harassment**

FAU and UKER are committed to preventing discrimination, harassment and sexual harassment to ensure the equal treatment of all individuals.

Bearing this in mind, FAU and UKER have pledged to create an environment where individuals can study, work and carry out research without experiencing disadvantages or harassment for reasons of gender, race or ethnic origin, age, disability or chronic illness, sexual orientation, religion or belief. They also condemn discrimination on the basis of social background or social status. FAU and UKER promote a

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After coming into effect, the Gender Equality Plan will be evaluated every five years by UKER in consultation with the Faculty of Medicine and the women's representative. The situation will be analyzed as it stands and taken as the basis to take measures for adapting or adding to the concept in order to ensure that it remains up to date and is implemented effectively.

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