



ZENTRUM FÜR SOZIALE INNOVATION

CENTRE FOR SOCIAL INNOVATION

Gender Equality Plan

ZSI – Zentrum für Soziale Innovation GmbH

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Introduction

In the 30 years since its foundation in 1990, ZSI has implemented the promotion of equal opportunities as a fundamental principle in its culture, processes and structures.

The Gender Equality Plan (GEP) at hand aims at

- a) conducting impact assessment of procedures and practices to identify gender bias;
- b) identifying and implementing innovative strategies to correct any bias;
- c) setting targets and monitoring progress via indicators¹.

After an initial context analysis describing the external and internal framework, existing data are analysed according to the topic areas:

- work-life balance and organisational culture;
- gender representation in leadership and decision-making;
- gender equality in recruitment and career progression;
- integration of gender dimensions into research and teaching content;
- measures against gender-based violence including sexual harassment.

Finally, measures to achieve the aims identified as well as the monitoring process will be described.

Inspiration and guidance for the development of this GEP has been taken from the European Commission Communication on “A Reinforced European Research Area Partnership for Excellence and Growth” (COM(2012) 392 final), publications of EIGE, rules and regulations for participation to Horizon Europe, experiences with Horizon 2020 projects supporting GEP development, tools provided by PLOTINA, RRI-TOOLS and other initiatives. ...

Both the management board as well as ZSI’s workforce have been engaged in the development of the document at hand, via a coordination process including collection of input from and discussions with representatives of the works council and individual employees involved and interested in the topic. In addition, the draft was presented to all staff members in a jour fixe, with comments, corrections and amendments taken into account for this version adopted by ZSI’s board.

A nice acknowledgement of the efforts up to now is the fact that in summer 2021, ZSI was shortlisted among the top three performers in Vienna in the category “Non-profit organisations” for the State Prize “Family and Job²”, with which the Federal Ministry for Women, Family, Youth and Integration awards Austrian companies and institutions for particularly outstanding achievements in the area of family-conscious personnel policy.

Context analysis

Description of external framework

On a broad scale, **Austria ranks 13th** out of 28 countries with 66.5 out of 100 points, which is 1.4 points lower than the EU’s average score in the 2020 edition of the **Gender Equality Index³**. This clearly indicates that much more can and should be done to approach gender equality in Austria.

¹ <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/what-gender-equality-plan-gep>

² <http://www.familienfreundlichsterbetrieb.at/>

³ <https://eige.europa.eu/gender-equality-index/2020/country/AT>

One of the first milestones in Austria was “**The Equal Treatment Act of Women and Men with regard to Remuneration**”, which was adopted in 1979. In 1993, the Federal Equal Treatment Act came into force.

As of July 1, 2004, the new **Equal Treatment Act** (GlBG 2004⁴), integrating the Directive 2000/43/EC (Anti-Racism Directive) and Directive 2000/78/EC (Equal Treatment Framework Directive) into the already applicable equal treatment laws, replaced these acts. The core of the law applicable **for the private sector** and other areas is the principle of equal treatment, which **obliges employers and employees to ensure the required equal treatment in their sphere of activity**. It also clarifies terms such as sexual harassment, general harassment in the workplace and discrimination, as well as accompanying measures and lists important or typical case constellations as special facts, including among others, the application and establishment of an employment relationship, access to professional training and further education, professional advancement, and termination of the employment relationship.

Although improvements have been implemented in recent years to reduce the gender wage gap, Austria still has the third largest wage gap between women and men of 30 countries assessed. According to Eurostat, the **gender pay gap** in Austria was **19.9 percent in 2019⁵**, well above the EU average (EU-27) of 14.1 percent.⁶



However, when it comes to gender-based inequalities in the labour market, there are significant differences due to various factors and one needs to be careful what to compare. As a private, not-for-profit research institute, ZSI mainly employs staff with a tertiary education. Higher education usually results in higher payment of employees, independent of their gender.

In a 2018 study commissioned by the Austrian Federal Ministry of Education, Science and Research (BMBWF) on “*Gender Equality in Science and Research in Austria*”, the authors state for example that “**the gender pay gap in Austria is appreciably lower in science and research than it is in the economy as a whole**”.⁷ Unfortunately comparable data on gender equality is only available for private research institutions in the science and technology sector, but not for non-university research institutes in the humanities, social sciences and cultural sciences.⁸

Looking at the general **participation in the workforce**, the ratio of women and men from a binary perspective is almost **balanced in the non-profit research sector**, much better than the corporate or higher education sector⁹, helping Austria to assume a mid-range position in EU rankings. However, the sector is very small compared to the corporate and higher education sector and its overall effect is therefore marginal.

“*In Austria, two thirds of all female scientists and researchers work in the higher education sector, compared to only 42 % of their male counterparts. In contrast, the corporate sector plays a far bigger role for men in this field: slightly more than half of men but only a quarter of women working in science and research are employed in the corporate sector*”¹⁰. However, not only the numbers of women working in research in the academic sector are an issue, but also the positions they occupy and the scientific discipline they work in. In the social sciences, wages compete with those of NGOs or higher education, while the STEM sector competes with industrial or corporate R&D. In the universities, women are mainly represented in the academic mid-level, while men continue to dominate the higher hierarchical levels.

⁴ https://www.ris.bka.gv.at/Dokument.wxe?Abfrage=BgblAuth&Dokumentnummer=BGBLA_2004_I_66

⁵ Unadjusted gender pay gap, defined as the difference between average gross hourly earnings of male and female employees (as % of male gross earnings)

⁶ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics#Possible_causes_of_the_unadjusted_gender_pay_gap

⁷ “Gender Equality in Science and Research in Austria”, Wroblewski, A., Striedinger, A. u.a.; Institute for Advanced Studies HIS; Study commissioned by the Austrian Federal Ministry of Education, Science and Research, 2018, p102

⁸ Ibd. p99

⁹ Ibd. p12

¹⁰ Ibd. p14



Given the different working conditions in these two sectors, corporate and academic, it is important to note that for male researchers, it is far more common to have a well endowed and secure job than for women. As the name suggests, non-profit organizations are usually not geared towards profit and are largely financed by public funds, etc., while profit-oriented companies generate their own sales and accordingly have more money and might be able to offer more competitive salaries.

Description of internal framework and Gender Strategy of ZSI

As a private, non-for-profit research institution, ZSI is governed by the Equal Treatment Act and other regulations, and is applying all legal provisions to that end in its daily business.

In coherence with its name and focus on social innovation, ZSI strives to be a modern, sustainable and future-oriented employer, able to stay attractive for competent, engaged and innovative staff. The institute is independent and does not receive any basic financial support from the government. It generates its income completely from successfully applying to competitive national and international calls for proposals and tenders. In a project-based competitive environment, the fact that the vast majority of employees has a permanent contract constitutes a challenge for the management board of the organisation. ZSI is a self-governed organisation, with the members of the association electing the board of directors every three years.

Generally, as Social Sciences and Humanities are female dominated in Austria and elsewhere, it is not surprising that ZSI - as a social science research institute - employs more women than men.

As a result of the sharp increase in recent years of parental leave and staff working part-time during the last 15 years¹¹, ZSI's management puts a focus on gender equality activities with regard to work-life balance. **The aim is to further develop a gender-responsive work culture and work organization both at ZSI and in the implementation of our research projects.** This includes the following elements (more details are to be found below in the sub-chapters of the Data Analysis section):

- An essential principle at ZSI is to allow for the best possible way to combine working hours and individual life planning. In coordination between employees, superiors and management, ZSI enables versatile, flexible working time models to adjust project work to the current life phase. The measures cover individually agreed weekly working hours for qualified work; adapted, temporary adjustments to working hours as well as teleworking time models and secondments, enabling individual work-life balance. All these measures are equally open to all employees regardless of their gender.
- Hierarchy levels such as project managers or head of unit are open to full-time and part-time staff members. The promotion to project manager or the awarding of a pay supplement, for example, depends on the project budget managed as a transparent, gender-neutral criterion.
- Advancements in the payment scheme are regulated in a board decision of December 2008, with the duration of the employment being the decisive factor and the communication towards staff done proactively by the management. Important to note is that the first parental and educational leave of a staff member does not interrupt the eligible duration of employment (while consecutive ones do).
- Irrespective of their gender, employees have access to educational leave as well as partial retirement schemes, the special COVID-19 care leave or individual part-time reintegration after

¹¹ As of September 2021, about 50% of ZSI's staff is parent of in total 33 children below the age of 15 years.



longer periods of illness. ZSI fosters the option for employees to stay involved in the project work during their educational leave by offering marginal employment or adaptation of working hours.

- ZSI sets aside a budget-per-head for each employee for work-related further education. This is assigned irrespectively of the share of their working-time.
- A particularly important aspect of the work culture at ZSI (not only in times of the pandemic) is the fact that the majority of employees (as far as this can be aligned with the tasks) has access to flexible working arrangements, opting for either home office, mobile work or work in the office, irrespectively of the extent of their weekly working hours. This allows for example to choose an alternative better suited to the individual circumstances at home, contributing to a high sense of satisfaction with the work culture among employees.
- It is a regular practice to adapt the schedule of meetings, workshops or other events to the needs of the target group of participants, e.g. to care obligations.

In the frame of an internal development process offered by the fit2work programme¹², launched at ZSI in 2019 and carried out with the support of external experts, certain priorities had been defined for a three-year period. However, due to the Covid-19 pandemic, not all activities foreseen to that end could be implemented as planned. As part of this internal development process, the following priorities were set for the period 2019-2022:

- Improvement of the **re-entry opportunities** of employees after the end of parental leave and anchoring of high-quality re-entry processes at the ZSI.
- Preventive and **gender-sensitive design of ZSI's health policy**
- Further **training** for employees and managers in the field of "**Gender Career Management**".

In summer 2019, two workshops on "Gender Career Management" were implemented, which were open to all interested ZSI employees independent of gender and focused on a) Designing work in a health-promoting manner and improving life balance and b) Communicating in a gender-sensitive and appreciative manner both internally and externally.

In autumn 2021, ZSI's board adopted an "Agreement about the principles to prevent sexual harassment as well as to promote peaceful conflict resolution at the Centre for Social Innovation", covering preventive measures as well as procedures, trusted persons and their competencies as well as measures and sanctions to be taken. For more details, please see chapter "Measures against gender-based violence, including sexual harassment" below.

Despite the very advanced status quo with regard to the common definition of gender equality as ensuring the same rights, resources, opportunities and protections for men and woman and the fact that the institute is a three-generation company (with the age difference of active staff members being nearly 40 years), it has to be noticed that ZSI strives to adopt a wider definition of equality.

ZSI's aim – apart from securing the level reached – **is therefore to further promote balanced gender representation** of cis women, cis men, trans, inter* and non-binary persons, **also with regard to the age structure of the workforce**, fostering awareness of gender diversity and the different needs of staff members in different phases of life and implementing measures to that end.

¹² <https://sozialministeriumservice.at/Arbeitsmarktprojekte/fit2work/fit2work.de.html#>



Data analysis

Every two years, Statistic Austria requests from research institutions to provide gender-segregated data of their employees. The latest survey in 2020 requested only binary information (men/women). In addition, as of now, the gender of employees at the institute can only be **recorded in a binary way** as well, due to the current settings in the business software used to manage staff data and statistics. Due to the fact that a legal attribution of a non-binary gender (“diverse”) requires a lengthy, expensive and arduous process and is actually not available to all people identifying as non-binary, as well as the fact that non-binary persons might not identify themselves as “diverse”, a self-assignment of employees would be desirable. In a first step, personnel data will be collected offering three options: “men”, “women” and “empty”, starting in 2022. To that end, a survey among staff members to indicate their preferred category will be done.

Human resource management at ZSI collects gender-segregated data on staff members with regard to their

- Age, duration of contract
- Salary classification over the course of the years
- Career progression (level, duration until progression)
- Average weekly working hours per year
- Leaves (maternity/paternity, further education; duration of leave)

In the following, the basic parameters of ZSI staff is presented, with additional details to be found further down in the subchapters. In general, data presented covers all employees of the institute, if not otherwise stated. Due to the small numbers, there is no comparison between units and/or work areas such as IT, back office etc.

End of June 2021, ZSI employed 52 staff members, of which 35 are women and 17 men. The ratio women/men has been relatively stable over the last eight years, with women making up between 60.5% and 68.3% of the total work force at the institute. Looking at the age of the employees, it can be noted that while among the 20-29 year olds, 60% of ZSI’s staff is female, this rises to 73.3% for the 30-39 year olds and then drops from decade to decade to reach 50% in the cohort of the 60+ year olds (see Table 1 below). The average age of staff is 39.9 years.

Table 1: ZSI staff by age and gender, as of June 2021

age of staff	male	female	%women
60+	1	1	50.0%
50-59	6	10	62.5%
40-49	4	10	71.4%
30-39	4	11	73.3%
20-29	2	3	60.0%
Total number	17	35	



Work-life balance and organisational culture

In the last ten years, ZSI continuously adapted its internal structures, not because of economic reasons, but in order to offer better work-life balance to its staff and react to the demographic change in its work force.

As an essential approach to ensure such work-life balance, ZSI offers different forms of **flexible working hours**. Employees are offered a flexitime model with considerable freedom to adjust working hours to personal requirements, with different reasons (child-care, other care obligations, education/training, or even personal preference, health reasons or other) being equally valid. In addition, staff members may request a part-time employment or may vary the extent of their working hours on a monthly basis. The demands of scientific project work, including sometimes tight deadlines, simultaneously implementing several projects and writing proposals, as well as business trips, are not entirely favourable to regular working hours. Hence, ZSI's provisions for work-life balance need to be complemented by some flexibility of the employees in response to the job's demands. Temporary reduction of weekly working hours or part-time employment can also be requested by the employer, e.g. in case full-time employment can not be offered when a certain qualification is not demanded sufficiently in running projects. This requires a collaborative and mutually supportive working culture which is generally the case. Both staff members and management are aware of the need to nurture that culture.

Currently more than 80% of ZSI's employees work part-time and only 17% full-time. The average weekly working hours are 26.04 for female staff members and 32.26 for male staff members. Between 2015 and 2019 was hardly any difference in the average weekly working hours between men and women, while the gap increased sharply in the last two years (see Table 2). The number of educational or parental leaves did not increase compared to previous years, though.

Table 2: average weekly working hours of ZSI staff by gender, as of June 2021

Year	Gender	Average weekly hours	Gender	Average weekly hours	Difference men/women
2014	M	33.89	F	30.12	-3.77
2015	M	30.25	F	30.95	0.70
2016	M	28.64	F	29.26	0.62
2017	M	27.11	F	26.56	-0.56
2018	M	28.07	F	28.10	0.03
2019	M	28.69	F	28.12	-0.57
2020	M	28.95	F	26.36	-2.59
2021	M	32.26	F	26.04	-6.23

By end of June 2021, only five women and six men work full-time (40 hours per week), or 17.1% of the workforce. Their average age is 43.17 years, with that of women 42.63 years and that of men 50.81 years. When it comes to age cohorts, there is only one employee between 20 and 29 as well as between 30 and 39 year of age, respectively, who works full-time. Between 40 and 49 years, there are three employees and between 50 and 59 years, six people working full-time (see Table 3).

Table 3: percentage of workforce working full-time, by gender, as of June 2021

age of staff	Total no of staff	working full-time	% full time staff	Total no of men	Men working full time	% full time men	Total no of women	Women working full time	% full time women
60+	2	0	0.0%	1	0	0.0%	1	0	0.0%
50-59	16	6	37.5%	6	4	66.7%	10	2	20.0%
40-49	14	3	21.4%	4	2	50.0%	10	1	10.0%
30-39	15	1	6.7%	4	0	0.0%	11	1	9.1%
20-29	5	1	20.0%	2	0	0.0%	3	1	33.3%

Regarding the extent of working hours, official numbers show that in 2017, around 78% of all part-time employees in Austria were female. In the same year, 47.7% of women were employed part-time.¹³ At ZSI, in the same year, 74% of part-time employees were female (even slightly less than on average in Austria), but 85% of women were employed part-time. Among male employees, 53% were employed part-time while 47% worked full-time. On the basis of the gendered division of labour and the unequal share of reproductive work, full-time employment is not equally possible for all employees in relation to their caring responsibilities.

Of the currently 52 employees, 24 have been working at ZSI for more than ten years, i.e. 46% of all staff members. This is a clear sign that the work culture at the institute is favourable to the individual work-life balance of employees. Of these, only seven work full-time. Only six jobholders started working at the organisation less than two years ago, with only one person working full-time.

With regard to the organisation of daily work, this flexitime model results in unit meetings as well as jour fixe and board meetings to take place usually between Monday and Thursday between 10 and 12 am to allow part-time staff members to easily join in. This is the result of a number of young mothers returning to work after maternity leave around 2009/2010 and requesting a change in the meeting culture.

Looking at the incidences of **parental leave** between 2007 and 2020, a total of 23 can be counted, 22 of which were maternity leaves and one was a paternity leave. The average duration of all parental leaves was 10.53 months. However, first leaves averaged 9.04 months, while consecutive ones lasted on average 12.47 months. The only paternity leave lasted half a year. Ten of the leaves were repeated leaves after the births of a second or third child. About 50% of workers on parental leave remained linked to the organisation via minimal employment during their parental leave.

Work-life balance is a priority in the frame of the fit2work initiative implemented at ZSI in 2019. In the first half of May that year, 60 staff members were invited to complete an online survey based on the work performance index ABI plus™. 65% of ZSI's staff took part in the survey.

Key results show that 82% of staff members that filled in the survey are (very) satisfied with their work-life balance.¹⁴ 47% state that they often feel tired at the end of a working day and consider it too long.

That work-life balance is a key issue at ZSI could be observed during the Covid-19 pandemic. When the Austrian government allowed for special child-care leave ("Sonderbetreuungszeit"), the institute offered additional support beyond the legal regulations. Based on the law, employers were obliged to grant this special child care leave only when schools, kindergarten and day care facilities were completely closed. However, ZSI allowed this also in those cases where parents decided not to use the emergency service of these institutions. After the first full lock-down, those employees who could not work at home due to lack of adequate facilities were allowed to come to the office, following a clearly communicated Covid-19 prevention concept regularly adapted to changing legal circumstances. This way, staff members could decide for themselves how they organised their work-life balance during the pandemic.

¹³ Gender Equality in Austria, p24

¹⁴ Ergebnisbericht ABI Plus™, June 26, 2019



Gender representation in leadership and decision-making

As a small company with around 50 employees, ZSI has a rather flat hierarchy. Structured into three units (Research Policy & Development, Technology & Knowledge, Work & Equal Opportunities), the respective heads of unit together with the scientific and managing director (who acts as head for office and IT staff as well) form the board, the main decision making body of the institute.

Currently, the board is composed of three male and two female employees, with the two directors being male and the head of units representing exactly the ratio of women and men in the overall staff (2:1). In the general assembly of 2021, a new board was elected for the period 2021-2024, one of the five board members being a mother with care obligations. Currently, the two female board members work part-time, while the three male board members work full-time. Two (one male, one female) have been working at ZSI for less than ten years, while three have been employed by the institute for more than 14 years.

Two of the three units are nearly exclusively female. The third and largest one, Research Policy and Development, employs twelve female and eleven male staff. Also the general staff not allocated to one of the three units is composed in a balanced way, with five women (working in the back office) and four men (three of which are IT staff).

In the works council, the workforce is currently represented by three women and one man (ratio female – male 3:1, compared to 2:1 in the workforce).

In the board of directors, decisions and measures affecting all staff members are always considered under work-life balance and gender aspects, taking into account the different living realities of employees not only with regard to gender, but also with regard to age, health, and caring responsibilities. Head of units may ask in the unit meetings feedback from their team with regard to issues that are discussed in the board.

Any appraisal interviews are done in a gender-sensitive, gender equality orientated and holistic setting, respecting the individual work-life balance of the employee with regard to his or her stage of life, gender and age.

The two appointed health representatives at ZSI are one female and one non-binary person, representing different age groups, career stages and are working for ZSI less than six and more than 14 years, respectively. They are contact points for staff members in questions related to health issues. In all areas, especially in questions relating to health maintenance, gender-relevant differences are systematically taken into account in the analysis and development of measures.



Gender equality in recruitment and career progression

At ZSI, there is a **fixed salary scheme** applicable for all staff members, providing for eleven categories such as head of unit, project leader, project member, trainee, office and support personnel etc. The works council confirms that there is no gender pay-gap at ZSI. The salary scheme is transparent for all staff members. Currently, 57.1% of women and 52.9% of men are classified as project managers, so there is no obvious difference.

A **parental leave** does not bear any negative consequences for the parent as to career progression. The first such leave does not even interrupt the duration of work contract taken into account for the automatic advancement with regard to the salary scheme, while consecutive ones do. This means that parents who

have taken a (first) leave receive seniority-based salary increases within the same timeframe as their peers without children.

As mentioned above, in a period of two consecutive years, each staff member is entitled to an individual **further education allotment** of 600 Euro and maximum four working days, the amount being independent from the extent of working hours of the person in question. In the last two-year-periods, nearly the exact budget was allocated, about €10,400 each year. For the period 2016/17, 70% was paid for further education requested by women. In the following period 2018/19, this share was 78%.

A data gap currently existing is the tracking of career progression after a temporal leave. It would be interesting to collect such data for about five to ten years after return to the job, comparing this information for men and women and different age groups.



Integrating the gender dimension into research and teaching content

ZSI regularly submits proposals to a number of funding programmes with a clear gender dimension or focus on gender equality. Gender issues are part of ZSI's daily work as a social scientific research organisation. In all our projects we try to take into account inequalities in an intersectional perspective, which of course also include gender, even if the funding bodies or clients do not explicitly ask for it. One focus of ZSI is RRI – responsible research and innovation, which includes gender as one of six keys.

By continuing to strive towards the better integration of gender dimensions in the content of research and innovation projects, ZSI contributes directly to the United Nation's Sustainable Development Goal (SDG) 5 on Gender Equality and Women's Empowerment. As in the past, the institute will work to broaden gender equality issues in research and innovation to intersections with other potential grounds for discrimination such as ethnicity, disability and sexual orientation.



Measures against gender-based violence, including sexual harassment

It is part of ZSI's organisational culture to foster an open and tolerant (research) community respecting the integrity and core values of each person in any social interaction. In the more than 30 years of its existence, there was not a single case of gender-based violence or sexual harassment that was made known to any member of the board of directors. The works council, as a trusted and controlling body, confirmed that no staff member reported any such incident to any of its members since the foundation in August 2010.

Notwithstanding the fact that so far no specific case required attention by the management or required relevant procedures, ZSI's board adopted in August 2021 an "Agreement about the principles to prevent and reduce sexual harassment as well as to promote peaceful conflict resolution at the Centre for Social Innovation", covering preventive measures as well as procedures, the appointment of trusted persons, the description of their competencies as well as a list of measures and sanctions to be taken. This document deals not only with potential incidents within the organisation, but also those suffered by ZSI staff from thirds parties or those inflicted by ZSI staff on third parties. In addition, the measures described therein are such as to handle also past incidents that might be reported at some time in the future.

Whenever a case is reported to either a member of the board or the work council, the two bodies exchange information and align the next steps in close coordination with the person reporting the case.



Monitoring processes and procedures

For an effective and continuous assessment and implementation of the aims and measures with regard to gender equality outlined herein, the ZSI management board appoints a gender equality representative who ensures the involvement of all relevant stakeholders into the evaluation process. Their term of office shall last for three years.

The functions of the gender equality representative include the following tasks:

- Quantitative and qualitative analysis of the gender segregated data and gender equality indicators provided by management;
- Presentation of the data and analysis once a year in stakeholder meetings (board meeting, meeting with worker's council, jour fixe with employees);
- Drafting yearly updates of ZSI's gender equality plan after assessment and evaluation of measures after discussion with all stakeholders (board of directors, works council, all staff members);
- Contact point for project managers with regard to the implementation of gender-related issues in research proposals and projects;
- Suggestion and organisation of awareness raising trainings on gender equality and unconscious gender biases, gender-responsive language and other topics for all ZSI staff including the management board;
- External representation of ZSI in gender related aspects.

A dedicated mailbox gender@zsi.at will be set up to allow all employees to easily contact the gender equality representative to share ideas, concerns and suggestions with regard to the topic.

A specific cost centre for ZSI'S gender equality issues will be established, allowing the gender equality representative to register their working hours spent on this function accordingly. In addition, when deemed useful and approved by the management board, the costs for relevant literature or external experts to train staff members will be covered by the institute.

The review of the objectives and measures of ZSI's gender equality plan as well as the evaluation of their effectiveness are carried out once a year. After an update, the data and its quantitative and qualitative analysis by the appointed gender equality representative will be presented and discussed

- in the board of directors in one of their regular meetings,
- to the works council in the quarterly meeting with the management after the update and
- once a year in a jour fixe to all employees.

The general participatory processes at ZSI ensure that all stakeholders can contribute in a structured way to the objectives formulated and the instruments and measures stemming from these. Ideas and suggestions voiced in a jour fixe, for example, are to be discussed in the board meetings and/or the meetings between board and work council.

Indicators will be analysed according to their efficacy and the level of achievement of each objective will be evaluated. The results of the overall evaluation will be communicated transparently within the organisation once a year and the updated version of the GEP at hand be published on the website.

Initially, the following indicators will be used for monitoring purposes:

Recruitment

- Ratio of applications by gender to positions advertised
- Ratio of female, male and non-binary employees recruited

Career development

- Proportion of women, men and non-binary persons in leading positions (head of unit, management)
- Proportion of female, male and non-binary employees on all other hierarchy levels
- Duration of career advancement (promotion to different function) by gender
- Duration of contract by age and gender

Work-life balance

- Extent of employment (number of hours contracted per week) by the employees' gender
- Use of parental leave, educational leave and partial retirement options by gender

Further Education

- Proportion of female, male and non-binary employees participating in further training paid by ZSI
- Number of internal formats (e.g. lunchtalk, jour fixe ...) dedicated to gender-related issues

Using the ten core and 40 specific indicators developed in the PLOTINA project to monitor and evaluate a gender equality plan, the appointed gender equality representative for ZSI will suggest as an initial task a set of indicators complementing the ones mentioned above already collected, adapting them where necessary to include non-binary perspectives. The relevant document provides clear guidance as to the target value, definition, data needed, answer categories, time reference, data source, type of indicator and specification.¹⁵

The amended initial set of indicators will be presented to and discussed with the stakeholder bodies.

Aims for the next two years

In general, ZSI strives to foster a LGBTQIA+ supportive atmosphere at the institute.

With regard to “**work-life balance and organisational culture**”, for the next two years, ZSI aims at

- Keeping up the flexible tools in place (such as flexible home office regulations, access to part-time retirement, educational leave) to support work-life balance and organisational culture, improving the current framework based on the experiences of ten years of actively promoting work-life balance and recent Covid-19 management by suggesting additional measures for tailor-made individual work-life balance.
- Intensifying the efforts to take into account other issues such as age and health, using measures such as reintegration measures or part-time retirement. In the frame of abi+, a follow-up survey will be done including questions regarding the connection between organisational culture, health and gender. Together with the health representatives, initiatives supporting the health of staff members will be considered.



¹⁵ Schwarz-Wölzl, M.: „The set of PLOTINA indicators“



With regard to “**gender representation in leadership and decision-making**”, for the next two years, ZSI aims at

- Training on gender equality for the decision-making level

With regard to “**gender equality in recruitment and career progression**”, for the next two years, ZSI aims at



- Increasing the number of underrepresented gender in the units by opting for the underrepresented gender in case of equal qualification. To that end, data will be collected about the gender ratio among applicants and candidate selected for interviews.
- Collecting information about concepts regarding gender-neutral and generally anti-discriminatory recruitment
- ZSI representatives of different genders present at the job interviews
- Organising one awareness raising training per year, finding ways to disseminate the information in the workforce.
- Allocating the fair share of further education budget to all genders, without dissuading a gender from requesting such further education, but by pro-actively approaching the one less represented.



With regard to “**integrating the gender dimension into research and teaching content**”, for the next two years, ZSI aims at

- Keeping our focus on gender-aware settings, designs and analysis throughout our projects, e.g. actively striving to organise events in such a way that they are open to all genders, organising a lunchtalk on the topic.
- Actively seeking for projects and collaborations that address gender directly and thus builds and extends the institute’s gender expertise and capacities.
- Develop the institute’s knowledge management on gender-relevant research questions, gender-aware modules and formats.

With regard to “**measures against gender-based violence, including sexual harassment**”, for the next two years, ZSI aims at



- Appointing an ombudsperson
- Training both an appointed ombudsperson and the members of the management board with regard to gender-based violence including sexual harassment.
- Including a briefing on gender-based violence including sexual harassment in the welcome package for all new staff members
- Adding the exchange on the topic to the quarterly meetings between management and works council



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