

Gender Equality and Diversity Plan (GEDP)
for the
European X-Ray Free Electron Laser Facility GmbH
(European XFEL GmbH)
1 July 2024 – 30 June 2027

Preamble

As an international, science-driven company, European XFEL values the diversity and inclusion of its staff members and is committed to ensuring a positive, welcoming, and tolerant work environment, where everyone, irrespective of religion, cultural background, gender or gender identity, sexual orientation, or physical or mental abilities, feels safe and is able to contribute and thrive without discrimination of any kind.

We believe that gender equality and diversity are fundamental values of European XFEL that

- Improve the quality of research and innovation
- Create a better working environment and thus maximize the potential and talent of all staff
- Attract and retain talent by ensuring that the abilities of all staff are valued in a fair way
- May best be reached by involving the entire staff of European XFEL in an ongoing improvement process

To realize these advantages and consequently monitor their impact, the Gender Equality and Diversity Plan (GEDP) of the European XFEL, which is based on the European XFEL Equal Opportunities Policy and specifically tailored to the company's requirements, has now been revised, two years after it was first launched in 2022.

The reviewed GEDP continues to be inspired by the recommendations of the European Commission (EC) and continues to follow its requirements:

- **Being a public document**

The GEDP was signed by the company directorate, called the Management Board (MB), and is publicly available on the company's website. Internally, it is made well visible through general presentations to all staff members as well as presentations of specific thematic areas at different occasions (e.g. training and e-learning). In addition, its content and achievements are presented on a regular basis to the European XFEL Council and Administrative and Finance Committee (AFC).

Following the first two years of implementation, the GEDP has been reviewed and improved following the company's continuous evolution process on this topic.

- **Allocation of dedicated resources**

In order to be able to efficiently design, implement, and monitor the GEDP in terms of *personnel*, a Diversity Officer (DO) with a half-time position reports directly to the Administrative Director in order to give the topic visibility and highlight the importance of gender equality and diversity at European XFEL. At the same time, since 2010, two Equal Opportunities Spokespersons (EOS), who are elected for two-year terms, dedicate several hours per week to gender equality and diversity issues. These three persons form the Equal Opportunities and Diversity (EOD) team and provide a focal point and source of expertise for a broad variety of gender equality and diversity topics, including the development and implementation of this GEDP.

The EOD team is supported by a Management Board Assistant (MBA), who functions as a link to the Directors. In addition, there is a close relationship with other internal groups, such as the Human Resources (HR), the Communication (COMM) group, and the Works Council (WoCo), all of which support the team when it comes to specific gender-equality or diversity-relevant topics.

In addition, topic-driven task forces discuss special issues with various representatives of staff. The MB of European XFEL

supports the idea that anyone who wants to contribute to gender-equality and diversity topics, coordinated by the EOS and the DO, is encouraged to dedicate a limited amount of their working time to these activities and to help develop new policies and/or practices with input from different parts of the organization.

In terms of *financial resources*, a dedicated budget was approved by the MB for implementing, monitoring, and improving the aims and measures of this GEDP. Funds to support activities related to gender equality measures at the company are allocated within different departments, known as groups. For example, the HR group contributes funds for the organization of different staff training and personnel development activities, such as coaching, with a dedicated focus on diversity, intercultural exchange, and value-driven behaviour. A task force on occupational health addresses specific topics within the gender-equality thematic as part of the European XFEL Health Days.

- **Arrangements for data collection and monitoring**

In line with the General Data Protection Regulation (GDPR), the HR group provides evidence-based, gender-disaggregated data about European XFEL personnel across all staff functions, including the composition of linked committees for the evaluation purposes of the presented GEDP. A detailed report is presented every year to the company's supervising bodies, including qualitative and quantitative gender-equality-relevant data to analyse the progress made.

- **Supported by trainings and capacity-building**

Through the integration of specific training and capacity-building formats (see Focus Point 1 below) throughout all the hierarchical levels, awareness related to the different areas relevant to gender equality and diversity is being raised.

1. Present situation in terms of gender representation

In terms of gender representation, we observed an increase of female staff (excluding guests) from 27.2% in June 2022 to 30% in June 2024.

This overall increase reflects the policy of European XFEL to increase the female representation in the company, especially among scientists, engineers, and technicians.

The overall observed increase results from a higher number of female colleagues among scientific staff, where the percentage rose from 19.8% in June 2022 to 23% in June 2024. In the same time period, the number of female engineers increased from 13.43% to 17%, the number of women in administrative positions decreased from 74.4% to 73%, and the number of female technicians decreased from 19.64% to 16%.

Figure 1: Gender split at European XFEL (excluding guests in different organizational parts of the company)

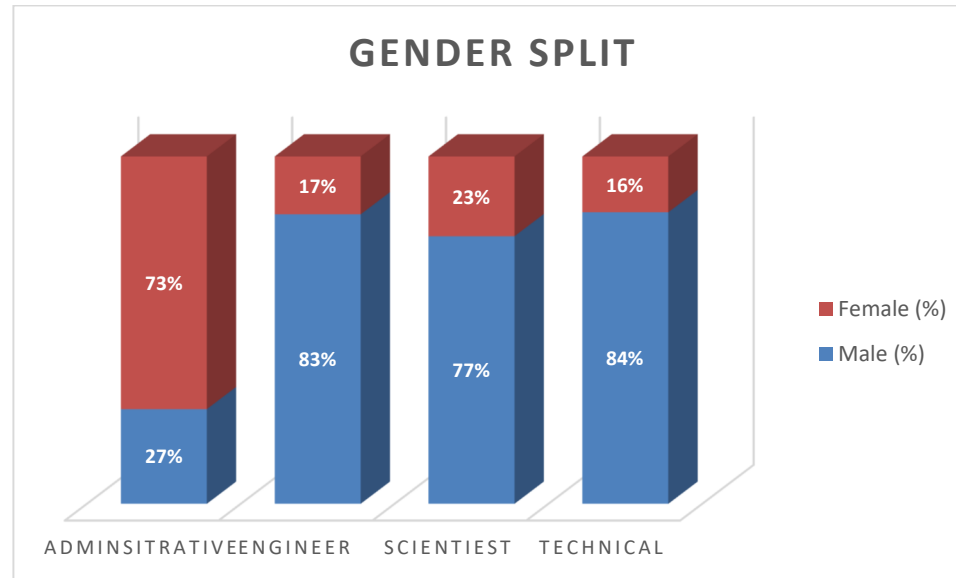


Table 1: Cascade model of career steps applied to the four groups of employees at European XFEL (30 June 2024). Headcount excluding guests.

	All staff			Technical				Administrative				Scientific				Engineering			
	Total	Women	Current 2024	Total	Women	Current 2024	Target 2027	Total	Women	Current 2024	Target 2027	Total	Women	Current 2024	Target 2027	Total	Women	Current 2024	Target 2027
Apprentices & interns	6	0	0%	6	0	0%	20% (+1)	0	0			0	0	0%		0	0	0%	
Ph.D. students	23	9	39%									23	9	39%	45% (+1)	0	0	0%	
Time-limited positions	136	40	30%	10	4	40%	30% (-1)	24	16	65%	67%	70	14	20%	28% (+6)	31	6	19%	28% (+3)
Permanent positions	214	72	33%	35	5	14%	23% (+3)	48	40	83%	74% (-4)	58	14	24%	32% (+5)	73	13	18%	21% (+3)
Senior positions	17	5	29%					5	2	40%	50% (0)	8	2	25%	33% (+1)	4	1	25%	25%
Third leadership level	32	5	16%	5	0	0%	17% (+1)	4	2	50%	50%	10	2	20%	20%	13	1	8%	17% (+1)
Second leadership level	33	5	16%					6	3	50%	57% (+1)	22	2	9%	14% (+1)	5	1	20%	20%
First leadership level	5	2	40%					1	1	100%		4	1	25%		0	0	0%	
TOTAL	466	138	30%	56	9	16%		88	64	73%		195	44	23%		126	21	17%	

Third leadership level: Team/Operations/Deputy Group Leader

Second leadership level: Group Leader, Leading Scientist, Department Head

First leadership level: Director

Numbers in brackets indicate the number of women required to reach the target percentage, assuming that the total number of positions stays constant (except for senior and third leadership level positions, where appointments raise the number of positions).

When evaluating the present situation, summarized in Table 1, the following aspects seem particularly noteworthy:

- Out of five directors, two are female, one of them being a Managing Director.
- For the newly established senior positions, 29% are female.
- 39% of the Ph.D. students are female.
- Women achieve permanent positions in approximately the same share that they hold for time-limited positions in each group.
- 40% of the technical personnel on time-limited contracts are female, twice the average available.

“Cascade model”: Envisaged measures and target values for 2027

The European XFEL gender equality situation mirrors the existing strong gender imbalance among scientists, engineers, and technicians in the job market and at other similar research institutes. Increasing the gender equality among scientists, engineers, and technicians—including at the leadership levels—is one of the main focal points of the GEDP measures.

A significant deficiency that calls for dedicated measures is the very low number of women at the second and third leadership levels. A difficulty in addressing the deficiency at the second leadership level is due to very little fluctuation. Many of these positions are covered by the same staff members since the founding of the company. The only opportunity to change the gender ratio at this level is through the retirement or resignation of male staff members, thus making space for a potential new occupancy by female staff members.

The third leadership level, which was recently implemented in order to promote and retain talent, offers more opportunities for promoting gender equality, as there is more fluctuation, and several new positions are being created that could potentially be filled with qualified female talent.

The situation in the administration—with a female share of 73%—invites us to consider that the share of male staff members should potentially be increased here. At the same time, it could be beneficial for the work climate of the overall facility if the low number of women in the scientific, engineering, and technical groups is “balanced out” by a higher share of women in the administration.

2. Present situation related to diversity and inclusion

Next to the goal of constantly improving the gender balance among its staff, European XFEL also considers other diversity aspects as very important and has therefore integrated the related measures into its GEDP.

2.1 Cultural diversity

In terms of ethnicity and cultural background, European XFEL is extremely diverse: Out of the 583 staff members and guests (as of 30 June 2024), 57% were non-German citizens from 65 different countries, including 28 staff members with double citizenship.

In the near future, we intend to look closer at whether the composition of the different groups throughout the company is well-balanced in terms of cultural diversity.

2.2 Diversity in terms of religions and world views

Regarding world views, European XFEL is also very diverse. With staff members from 65 different countries, the range of world views and religions practiced is very large. Although only Christian holidays are officially recognized as federal holiday in Germany, at European XFEL, the religious festivities of other religions are accommodated (e.g. many group leaders are very considerate when scheduling night shifts of staff members who fast during Ramadan). It is intended in the near future to organize an “International Year of Religions and World Views” at European XFEL during which the most important festivities of all religions and world views of our staff members are celebrated together.

2.3 Diversity in terms of sexual orientation

To actively integrate and honour our LGBTQ+ community at European XFEL, different actions are being undertaken during the year (e.g. hoisting of flags on LGBTQ+ in STEM day and during Pride week, LGBTQ+ get-together with special cakes, offering a network, and publishing internal publications of interviews with LGBTQ+ staff members or related statements by the management). It appears that our LGBTQ+ staff members are well integrated as an intrinsic part of the company.

2.4 Diversity in terms of age

European XFEL is also diverse when it comes to the age of its workforce, which ranges from trainees (the youngest being 17 years old) to master and Ph.D. students to regular staff members from all ages (with an average age of 42 years; the oldest staff member is 72 years old). In an effort to retain knowledge, European XFEL offers some staff members at retirement age the opportunity to continue their work contracts with the company.

2.5 Integration of persons with disabilities

The importance of an integration of persons with disabilities has been a long-neglected diversity aspect at many research facilities, including European XFEL. Therefore, during the presidency of European XFEL of the EIROforum in 2023–2024, its Diversity & Inclusiveness Group decided to focus on this topic. All EIROforum partners are committed on implementing a wide range of initiatives in the near future. They span from efforts to hire more disabled persons at our facilities to substantially improving the working conditions of disabled staff members by providing a supportive work environment, different networks, and a barrier-free campus access.

3. Thematic focus points in the area of gender equality and diversity

Focus Point 1: Awareness-raising of gender equality issues

People's behaviour and decisions are mostly influenced by general assumptions and experiences. It is therefore crucial to create awareness of unconscious diversity and gender biases in order to fulfil our company culture in diversity and gender equality. European XFEL is aware of this need and had already started providing diversity training.

Envisaged measures	Implementation method	Responsible/target group	Evaluation
1.1 Improve diversity and gender equality awareness	Conduct trainings and/or awareness-raising events for all staff on: 1.1.1 Unconscious bias 1.1.2 Gender and cultural-diversity-sensitive working environment, including leadership 1.1.3 Parental (especially paternity) leave framework and advantages	HR (Human Resources), EOS (Equal Opportunities Spokespersons), DO (Diversity Office) Target: All staff	Quality: Collect feedback after training Quantity: Amount of staff participating in training (gender-resolved)
1.2 Make GEDP publicly available	1.2.1 Publish the updated GEDP on the company website and introduce it to the staff	COMM (Communications), EOS, DO Target: All staff and public	Collect statistics about page visits
1.3 Zero tolerance policy regarding sexual harassment and abuse	1.3.1 Improve awareness of harassment situations (including sexual harassment) and the possible complaint mechanisms (e.g. through the General Equal Treatment Act (AGG) training)	HR, WoCo (Works Council), EOS, DO	Number of complaints

Focus Point 2: Recruitment, career paths, and leadership

European XFEL is committed to embracing gender equality and diversity in its culture. This naturally involves not only pursuing unbiased recruitment processes but also supporting the careers of women and men in areas where they are underrepresented. We aim to increase the visibility of women in the scientific and technical landscape at European XFEL and beyond.

Envisaged measures	Implementation method	Responsible/ target group	Evaluation
2.1 Further improve gender and diversity balance in recruitment process	2.1.1 Keep periodically reviewing usage of the existing framework for gender-sensitive language of job ads 2.1.2 Working group to discuss measures to increase female* representation across different scientific, technical, and management organizational units at European XFEL 2.1.3 Continue to comply with the EC code of conduct for recruitment 2.1.4 Identify and implement active measures to ensure that a gender and diversity balance is achieved in the recruitment process (including involvement of EOS/DO in specific job interviews).	HR, EOS, DO Target: all staff	Gender-based statistics on the number of candidates interviewed and being hired for distinct job positions
2.2 Actively support the career development of female* staff	2.2.1 Continue participation in specifically tailored mentoring programmes (e.g. DynaMENT mentoring programme for female* researchers) 2.2.2 Support female* employees through personal development measures (e.g. specific soft-skills training for better self-presentation and negotiation skills) 2.2.3 Support female* scientists from European XFEL in international and advisory committees	EOS, HR, MB (Management Board) Target: all staff	Gender-based statistics on leading staff Gender-based statistics on European XFEL representation in international committees

Envisaged measures	Implementation method	Responsible/ target group	Evaluation
2.3 Support females* at the first stages of career development	<p>2.3.1 Establish targets to achieve that 50% of European XFEL's young researchers (at the Ph.D. level) are female*</p> <p>2.3.2 Create and implement a plan to promote scientific careers of female* talents in postdoc positions</p> <p>2.3.3 Implement a fellowship programme for female master students</p>	<p>HR, MB, GLs (Group Leaders), Ph.D. Committee</p> <p>Target: All staff with a focus on master and Ph.D. students and postdocs</p>	Gender-based numbers of students at all levels
2.4 Monitor pay gap	2.4.1 Continue to regularly review the remuneration structure in terms of equal pay	HR, EOS, DO, WoCo	Next check is planned to be performed in 2025

* Addresses everyone who feels targeted, including trans, inter, and non-binary individuals.

Focus Point 3: Promoting gender equality and diversity into science and technology

European XFEL is a culturally diverse organization that supports world-class experiments in a broad range of scientific applications. Science and technology are envisioned as a non-gender matter and, in the endeavour to promote equality among European XFEL's staff, it is essential to spark interest in science and technology of school-age students, encouraging the participation and involvement of girls in science.

Envisaged measures	Implementation method	Responsible/ target group	Evaluation
3.1 Promote diversity in STEM	3.1.1 Continue collaboration and networking with other STEM stakeholders / EOS nationally and internationally 3.1.2 Continue organizing Girls Days at European XFEL and similar MINT-related activities for pupils 3.1.3 Aim of more females* being involved in European XFEL representation as role models (e.g. job fairs, tour guiding) 3.1.4 Continue a high share of female* scientists leading school lab activities at European XFEL 3.1.5 Identify measures that could enhance the diversity balance across company groups (e.g. nationality, gender, age)	EOS, DO, HR, MB, COMM Target: Students	Gender-based statistics on numbers of staff in internally and externally funded projects
3.2 Promote diversity among staff	3.2.1 Continue implementing the signed Diversity Charta (www.charta-der-vielfalt.de) 3.2.2 Organize events supporting diversity at European XFEL (i.e. "Diversity Days") 3.2.3 Support and promote the integration of disabled people 3.2.4 Support and promote the integration of the LGBTQ+ community	HR, EOS, DO Target: All staff	Number of people participating in different actions and feedback

Focus Point 4: Improvement of work-life balance

European XFEL actively advocates a healthy work-life balance and aims at being identified as a family-friendly company. Through our company culture, we aim at attracting the best talent worldwide and keeping a high level of satisfaction among European XFEL staff.

Envisaged measures	Implementation method	Responsible/target group	Evaluation
4.1 Implement requirements to obtain recognized quality certification(s)	4.1.1 Identify and successfully apply for a certification in the area of Diversity, Equity and Inclusion that represents European XFEL values and goals	HR, PD, EOS, DO, WoCo Target: All staff	Fulfilment of requirements of the certification
4.2 Reconcile working life	4.2.1 Offer re-entry positions to give applicants the opportunity to return to work following a period of unemployment after parental leave 4.2.2 Continue offering part-time and/or remote work solutions (including for leadership positions) to facilitate the combination of work and family / taking care of elderly persons 4.2.3 Continue offering contract prolongation after parental leave (e.g. 12 months) for most types of contracts 4.2.4 Efforts to enable dual employment / dual career of staff 4.2.5 Efforts to support family relocation and employment in Hamburg area 4.2.6 Provide conference and emergency childcare	HR, PD, EOS, DO, WoCo Target: All staff	Gender-based evaluation of absence days taken for childcare and absence taken for parental leave Gender-based evaluation of part-time and remote work usage