

ADVANCING SCIENCE



**GENDER  
EQUALITY PLAN  
FIZ KARLSRUHE**

February 2026

## Preamble

FIZ Karlsruhe – Leibniz-Institute for Information Infrastructure is one of the leading providers of scientific information and services and a member of the Leibniz Association. Our core task is to provide science and industry with professional research and patent information and to develop innovative information infrastructures, for example with a focus on research data management, knowledge graphs and digital platforms. To this end, we conduct our own research, co-operate with renowned universities and research associations and are internationally and interdisciplinarily networked. FIZ Karlsruhe is a recognized non-profit organization and one of the largest non-academic institutions of its kind.

FIZ Karlsruhe has been committed to the issue of gender equality since the late 1990s. Since 1999, an Equal Opportunities Officer (EOO) has been available as a contact person, who is elected at regular intervals. In addition, FIZ Karlsruhe was managed by a woman alone from 2003 to 2023.

"We are committed to equal opportunities and actively support the further development of our employees as well as work-life balance and safe working environments."

Excerpt from FIZ Karlsruhe's mission statement

**FIZ Karlsruhe is expressly committed to its goal of promoting equal opportunities at all levels.**

## Equal opportunities and equality at FIZ Karlsruhe

### 1. Objectives of the equality plan

Equal opportunities are anchored in FIZ Karlsruhe's mission statement<sup>1</sup> as a value and a central claim in our daily work. Measures for gender equality have been actively implemented for many years. As more than 50 percent of our staff are female, it has always been an important task for FIZ Karlsruhe to represent and promote the interests of women. By equality, we mean all measures to equalize the living conditions of male and female employees as well as employees with a different gender identity.

### 2. Anchoring at management level

Maintaining and promoting equality is an overarching task of the management and executives. In addition, all employees of FIZ Karlsruhe are required to comply with the equal opportunities regulations. If employees have any questions about equality, they can contact an elected Equal Opportunities Officer.

### 3. Equal Opportunities Officer

Every four years the Equal Opportunities Officer and her deputy are elected by the female employees every four years. The Equal Opportunities Officer is involved in all personnel, organizational, and social measures relating to gender equality, the work-life balance, and protection against sexual harassment in the workplace. The Equal Opportunities Officer is involved and consulted at an early stage of the decision-making process. In organizational terms, the Equal Opportunities Officer and her deputy report to the President & CEO of the institution. However, they are not bound by instructions in their work as Equal Opportunities Officer or deputy. In performing her duties, the Equal Opportunities Officer takes adheres to the guidelines for the work of Equal Opportunities Officers in the Leibniz Association<sup>2</sup>.

The Equal Opportunities Officer and her deputy are members of the Leibniz Association's Working Group on Equal Opportunities and Diversity. The equal opportunities officers of the Leibniz Association and their deputies meet in person at the annual "Equal Opportunities" conference, which takes place every spring and is organized alternately by the AKCD and the Leibniz Association's head office. The conference serves as a forum for further training, professional exchange, and networking among the Equal Opportunities Officers.

The last election of Equal Opportunities Officers took place in November 2023 in accordance with the rules of procedure for the election of Equal Opportunities Officers at FIZ Karlsruhe. Female employees in the companies in Eggenstein-Leopoldshafen and Berlin were eligible to vote. The elected Equal

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1 <https://www.fiz-karlsruhe.de/sites/default/files/FIZ/Dokumente/Broschueren/fiz-leitbild-broschuere-en-20240404.pdf> (last viewed on Feb 12, 2026)

2 [https://www.leibniz-gemeinschaft.de/fileadmin/user\\_upload/Bilder\\_und\\_Downloads/%C3%9Cber\\_uns/Chancengleichheit/Leitfaden\\_Gleichstellungsbeauftragte.pdf](https://www.leibniz-gemeinschaft.de/fileadmin/user_upload/Bilder_und_Downloads/%C3%9Cber_uns/Chancengleichheit/Leitfaden_Gleichstellungsbeauftragte.pdf) (last viewed on Feb 12, 2026)

Opportunities Officer and her deputy were appointed by the President & CEO on December 1, 2023. The next regular election is scheduled for fall 2027.

#### 4. List of staff (as at December 31, 2025)

##### 4.1 Staff

The employees of FIZ Karlsruhe are divided into scientific support and administrative staff (255 people) and scientific staff (53 employees). The proportion of research support staff therefore far outweighs that of research staff. As the Leibniz Institute for Information Infrastructure, we use the term “research support staff” very broadly. According to our definition, this also includes those employees who primarily provide research services (e. g., in the development and operation of research infrastructures).

The following table summarizes the total number of staff at FIZ Karlsruhe, as at December 31, 2025:

| Staff                                       | Persons    | of which women | Share of women |
|---|------------|----------------|----------------|
| President & CEO                             | 1          | 0              | 0 %            |
| Professors                                  | 2          | 1              | 50 %           |
| Other scientific research personnel         | 50         | 23             | 46 %           |
| Scientific support and administrative staff | 255        | 147            | 58 %           |
| <b>Total staff</b>                          | <b>308</b> | <b>171</b>     | <b>56 %</b>    |

The following table shows the proportion of part-time employees and employees with a fixed-term employment contract as at December 31, 2025:

| Staff                 | Persons | of which women | Share of women |
|-----------------------|---------|----------------|----------------|
| Part-time employment  | 98      | 77             | 79 %           |
| Fixed-term employment | 61      | 33             | 54 %           |

## 4.2 Executives

At the beginning of 2024, the then (sole) President & CEO, who had held her position for 20 years, retired. Her successor is a man and an honorary professor at Humboldt University in Berlin.

The second management level comprises seven Vice Presidents. The Heads of the two research units are appointed jointly with Karlsruhe Institute of Technology (KIT) to W3 professorships and are employed on a permanent basis.

On December 31, 2025, FIZ Karlsruhe employed 29 people in management positions, 11 of whom were women and 18 men; i. e., 38 % of managers were female. The managers were distributed across the management levels as follows:

| Level                          | Executives | of which women | Share of women |
|--------------------------------|------------|----------------|----------------|
| President & CEO                | 1          | 0              | 0 %            |
| Vice Presidents                | 7          | 2              | 29 %           |
| Heads of departments and teams | 21         | 9              | 43 %           |
| <b>Total</b>                   | <b>29</b>  | <b>11</b>      | <b>38 %</b>    |

## 4.3 Committees

There are three main bodies at FIZ Karlsruhe: the Shareholders' Meeting, the Supervisory Board and the Scientific Advisory Board.

The **shareholders' meeting** is made up of the federal government, the state of Baden-Württemberg (host state) and the following six scientific societies and professional associations:

- Max Planck Society for the Advancement of Science,
- Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e. V.,
- German Physical Society e. V.,
- VDI Association of German Engineers,
- Gesellschaft für Informatik e. V. and
- German Mathematical Society e. V.

The President & CEO participates in the meetings of the Shareholders' Meeting.

A representative of FIZ Karlsruhe's staff is a member of the **Supervisory Board**. The last election of a staff representative on the Supervisory Board took place in 2023; one man was elected. In addition, two further representatives of FIZ Karlsruhe attend the meetings of the Supervisory Board, i. e., the President & CEO and one member of the Works Council. Since more than three years the Head of the

Supervisory Board has been a woman.

The meetings of the **Scientific Advisory Board** are attended by FIZ Karlsruhe's President & CEO and the responsible Vice Presidents.

Below is an overview of the representatives of the Supervisory Board and the Scientific Advisory Board:

| Committees                | Members   | Of which women | Share of women |
|---------------------------|-----------|----------------|----------------|
| Supervisory Board         | 10        | 3              | 30 %           |
| Scientific Advisory Board | 10        | 4              | 40 %           |
| <b>Total</b>              | <b>20</b> | <b>8</b>       | <b>35 %</b>    |

## 5. Certificates

### 5.1 Audit berufundfamilie

FIZ Karlsruhe is actively committed to equal opportunities for men and women and supports the work-life balance. It received the certificate "audit berufundfamilie" for the first time in 2016. The certificate is awarded to companies and institutions that anchor and implement a family- and life-phase-friendly HR policy as a value in their strategy. A key aspect is that the different personal life plans of employees are taken into account. The declared aim is to reconcile work, family and private life. During the auditing process, the status quo is first recorded in order to subsequently develop a company-specific strategy and to agree on its implementation in specific fields of action and measures.

The successful implementation of measures to promote equality led to recertification in 2019 and 2023. This means that FIZ Karlsruhe has been entitled to hold the certificate for 10 years. In the current certification period (2025–2028), FIZ Karlsruhe is participating in a dialogue process as part of the certification process, which is intended to confirm its sustained commitment to the compatibility of work, family, and private life with a rating award. Every three years, the current status is reviewed at a "day of dialogue" with a female auditor, and new ideas for further development over the next three years are incorporated. The action program for the certification period until December 2028 provides for the targeted promotion of women's professional development as well as the development of all managers with regard to the topic of "flexible leadership."

### 5.2 Evaluation of FIZ Karlsruhe by the Leibniz Association

Actively promoting equal opportunities is also one of the items assessed in the external evaluations carried out by the Senate of the Leibniz Association every seven years. Among other things, the measures for implementing the Leibniz gender equality standards are assessed and documented and published in the evaluation report. The latest evaluation took place in autumn 2024. In fall 2025, the

evaluation process was officially concluded by the Joint Science Conference (GWK). At its meeting, the responsible GWK committee decided to follow the funding recommendation of the Leibniz Association Senate. This recommendation is based on the very positive report issued by the evaluation group in January 2025: “The Senate recommends that the federal and state governments continue to fund FIZ Karlsruhe as an institution that performs a significant amount of scientific infrastructure tasks on the basis of the WGL implementation agreement.” With regard to personnel, it was praised that, despite the shortage of skilled workers, FIZ Karlsruhe is very successful in attracting and retaining employees in the long term. And, what is more, the employees are satisfied and highly motivated.

### 5.3 Diversity Charter

The Diversity Charter is an initiative to promote diversity in companies and institutions under the patronage of the German Chancellor. Diversity management is a cross-cutting issue. The idea behind it is that an organizational culture in which diversity is a matter of course leads to all employees contributing their potential in the best possible way. It also promotes the diversity of ideas or products that the organization stands for.

In spring 2024, FIZ Karlsruhe signed the Diversity Charter to send a clear signal for diversity and tolerance and to promote an appreciative and prejudice-free working environment. Equal opportunities and diversity are anchored as fundamental values in FIZ Karlsruhe's mission statement and are a central requirement in its daily work.

## 6. Measures to achieve the equality goals

The measures promoting equality are set out in various documents, including this equality plan. The following key items and measures are currently valid:

- The equal opportunities policy is based on the Equal Opportunities Implementation Agreement (AV-Glei)<sup>3</sup> to the agreement of the Joint Science Conference (GWK) on equal opportunities for women and men in joint research funding.
- As a member of the Leibniz Association, we have been implementing the DFG's (Deutsche Forschungsgemeinschaft) research-oriented equality and diversity standards<sup>4</sup> and the cascade model based on them, as well as the Leibniz Gender Equality Standards<sup>5</sup> with its

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3 [https://www.gwk-bonn.de/fileadmin/Redaktion/Dokumente/Papers/AV\\_Glei.pdf](https://www.gwk-bonn.de/fileadmin/Redaktion/Dokumente/Papers/AV_Glei.pdf) (letzter Aufruf 12.02.2026)

4 <https://www.dfg.de/en/basics-topics/basics-and-principles-of-funding/equal-opportunities/research-oriented> (last viewed on Feb 12, 2026)

5 [https://www.leibniz-gemeinschaft.de/fileadmin/user\\_upload/Bilder\\_und\\_Downloads/%C3%9Cber\\_uns/Chancengleichheit/Leibniz\\_Equality\\_Standards.pdf](https://www.leibniz-gemeinschaft.de/fileadmin/user_upload/Bilder_und_Downloads/%C3%9Cber_uns/Chancengleichheit/Leibniz_Equality_Standards.pdf) (last viewed on Feb 12, 2026)

guidelines and procedures<sup>6</sup>, very successfully since their introduction. The Leibniz Gender Equality Standards define principles of working culture with the aim of creating fair framework conditions and promoting and supporting women and men.

Increasing the proportion of women in science and research is a research policy goal of the update of the Pact for Research and Innovation for the years 2021 to 2030 (PFI IV) adopted by the federal and state governments in 2019. By setting target quotas according to an organization-specific cascade model, an instrument was created that makes the achievement of this goal binding, concrete, realistic and verifiable.

The cascade model is now a tried and tested instrument for formulating targets for achieving gender equality at all relevant career levels in science. The cascade model follows the basic idea that the target figure for the proportion of women at a higher career level is based on the proportion of women at a lower career level.

In order to realize the cascade model, FIZ Karlsruhe has determined specific target quotas for all career levels, both in terms of pay grades and management levels. We tried to set these target quotas realistically, taking into account the status quo and the expected fluctuation<sup>7</sup>. Particular attention has been paid to the development of the proportion of women in academic management positions.

Below are the target quotas for the year 2030 in accordance with the cascade model of the DFG's research-oriented gender equality standards and the current status on December 31, 2025:

| Cascade model                            | on Dec 31, 2025 | to be achieved by Dec 31, 2030 |
|--|-----------------|--------------------------------|
| <b>Target quotas by management level</b> |                 |                                |
| President & CEO                          | 100 %           | To be determined               |
| Vice Presidents                          | 50 %            | 50 %                           |
| Heads of departments and teams           | 40 %            | 41 %                           |

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6 <https://www.leibniz-gemeinschaft.de/en/about-us/equal-opportunities-and-gender-equality/guidelines-and-processes> (last viewed on Feb 12, 2026)

7 [https://www.leibniz-gemeinschaft.de/fileadmin/user\\_upload/Bilder\\_und\\_Downloads/%C3%9Cber\\_uns/Organisation/Dokumente/Gleichstellungsbericht.pdf](https://www.leibniz-gemeinschaft.de/fileadmin/user_upload/Bilder_und_Downloads/%C3%9Cber_uns/Organisation/Dokumente/Gleichstellungsbericht.pdf) – in German with English summary (last viewed on Feb 12, 2026)

| Cascade model                     | on Dec 31, 2025 | to be achieved by Dec 31, 2030 |
|-----------------------------------|-----------------|--------------------------------|
| <b>Target quotas by pay group</b> |                 |                                |
| AT/W                              | 33 %            | 33 %                           |
| 15Ü/15                            | 0 %             | 40 %                           |
| 14                                | 22 %            | 33 %                           |
| 13/12                             | 56 %            | 50 %                           |

As part of the evaluation in 2024, the classification of employees as scientific staff was redefined (see also Section 4.1 Staff). For FIZ Karlsruhe, this means that 53 of 308 employees are included in the statistics and therefore the overall situation at the institute is only reflected to a limited extent. Due to the small number of positions that can be taken into account according to the definition and low fluctuation at the management level and in the higher pay grades, there is little room for a change in future target quotas.

FIZ Karlsruhe actively seeks to recruit women in areas and positions where they are underrepresented. However, as there will be little change in scientific management positions in the coming years until 2030, we cannot realistically increase the target quotas compared to the current quotas.

Flexibility in working hours through models for flexible working hours, mobile working and family-friendly meeting times are very much appreciated by our employees and have been common practice at FIZ Karlsruhe for years. They significantly contribute to a good work-life balance.

In order to ensure this flexibility in the future, a comprehensive works agreement on mobile working (Future Work) was concluded, which regulates working outside the offices of FIZ Karlsruhe in Eggenstein-Leopoldshafen and Berlin. For employees, this means significantly greater flexibility and a better work-life balance. This comprehensive works agreement was made permanent on January 1, 2026. With the introduction of a digital time recording system on September 1, 2025, a new general works agreement on working hours and time recording was also concluded. Employees now have the option of freely organizing their daily working hours between 6:00 a.m. and 9:00 p.m., which has once again significantly increased their flexibility.

In addition to offering mobile working options, FIZ Karlsruhe supports its employees with individual solutions for a good work-life balance and caring for family members.

As an employer, FIZ Karlsruhe is obliged to protect its employees from discrimination. In the fourth quarter of 2025, all employees were required to participate in a mandatory digital training course on equal treatment. One part of it was intended for employees, and another part for managers. The aim of this training is to prevent discrimination in the workplace. This fulfills the obligation under the General Equal Treatment Act (AGG).

FIZ Karlsruhe uses a specially compiled guideline on gender-sensitive language<sup>8</sup> which, among other things, provides a checklist for gender-sensitive texts with binding formulation aids. It applies to all FIZ Karlsruhe publications, official correspondence and internal communication.

## **7. Reporting obligation and updating**

The President & CEO of FIZ Karlsruhe and the Equal Opportunities Officer and her deputy have drawn up this gender equality plan, which is regularly updated and maintained.

Eggenstein-Leopoldshafen, February 18, 2026



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Prof. Dr. Wolfram Horstmann  
President & CEO

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<sup>8</sup> <https://www.fiz-karlsruhe.de/sites/default/files/FIZ/Dokumente/Broschueren/fiz-leitfaden-gendergerechte-sprache.pdf>  
(last viewed on Feb 12, 2026)