



Gender Equality Plan for the Promotion of
Equal Opportunity at
CISPA – Helmholtz Center for Information Security gGmbH
from 2022 - 2025

Preamble

The first Gender Equality Plan of CISPA – Helmholtz Center for Information Security gGmbH (CISPA) is based on the Agreement of Implementation on Equal Opportunities (AV-Glei)¹ of the Joint Science Conference (GWK).

CISPA was founded in 2017 and has been part of the Hermann von Helmholtz Association of German Research Centers (HGF) since January 1, 2019. Due to its continuing growth, CISPA has reached the critical mass of researchers to provide a comprehensive, holistic treatment of the pressing major research challenges in cybersecurity, privacy, and artificial intelligence that our society is facing in the age of digitalization. CISPA strives to play a prominent international role in research, transfer, and innovation by combining cutting-edge, often groundbreaking basic research with innovative application-oriented research, corresponding technology transfer, and societal outreach.

Thematically, CISPA strives to cover the full spectrum from theory to empirical research. It is deeply rooted in computer science and engages in interdisciplinary collaborations with researchers in related fields such as medicine, law, and social sciences. In addition, CISPA is committed to the highest international academic standards and provides a world-class research environment that offers extensive resources to a broad range of researchers and is an attractive destination for the best talents and researchers from all countries.

CISPA is funded by both the German Federal Ministry of Education and Research (BMBF) and the Saarland.

1. Introduction

A successful gender equality strategy leads to significant added value. Equality affects the quality of research, as talent can be drawn from a larger totality and a variety of research activities is being promoted (diversity). The consideration of relevant gender and diversity aspects is a key element of high-quality research.

Current situation

This plan is CISPA's first Gender Equality Plan. However, gender equality has always been considered and given great importance in the Faculty hiring process as well as in all other hiring and funding procedure. For example, to ensure both excellence in scientific research and equality, all women scientists in the field of cybersecurity who meet CISPA's high standards are actively approached by CISPA worldwide. This distinguishes CISPA significantly from universities and non-university research institutions. The Equal Opportunities Officer and her deputy very much welcome this practice and are keen to continue this recruitment method. Furthermore, CISPA explicitly supports women postdocs in pursuing a career as W-professors (we distinguish between tenure track faculty with a W2 salary according to BBesG (temporary for 6 years) with the goal of becoming tenured faculty with a W3 salary according to BBesG after successful evaluation). Although only externally hired women tenured W

¹ Implementation Agreement on the GWK Agreement on equality between women and men in joint research funding – Implementation Agreement on Equality (AV-Glei) – of October 27, 2008, BAnz no. 18a of February 4, 2009, p.18 amended by resolution of the Joint Science Conference of April 22, 2016, BAnz AT June 28, 2016 B4.

professorships are listed in the general index procedures, the Equal Opportunities Officer and her deputy endorse the promotion already practiced at CISPA. This also strongly distinguishes CISPA from other research institutions.

The Gender Equality Plan is based on an inventory and analysis of the employee structure in all areas of the Center within the scope of the capabilities of our Human Resources and Corporate Controlling department. Based on these evaluations, targets are developed to increase the proportion of women in all occupational groups and at all employment levels in which women are underrepresented, as well as to improve the reconciliation of family and work and the reconciliation of care responsibilities and work for all employees.

Based on the figures as of September 30, 2022², the following charts result:

Personalübersicht für Gleichstellungsplan

Stand: 30.09.2022

Finanzierungsart
 Drittmittelfinanziert
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1. nach Führungsebenen

TZ/VZ	Teilzeit				Vollzeit				Gesamt			
	M		W		M		W		M		W	
Führungsebene	Köpfe	%	Köpfe	%	Köpfe	%	Köpfe	%	Köpfe	%	Köpfe	%
1					2,00	100,00%			2,00	100,00%	2,00	100,00%
2	2,00	4,82%			33,00	79,52%	6,50	15,66%	39,50	95,18%	41,50	100,00%
3					11,00	68,75%	5,00	31,25%	16,00	100,00%	16,00	100,00%
4	1,00	25,00%					3,00	75,00%	3,00	75,00%	4,00	100,00%
0	72,00	21,02%	55,00	16,06%	127,00	37,08%	143,00	41,75%	72,50	21,17%	215,50	62,92%
Gesamt	75,00	18,47%	55,00	13,55%	130,00	32,02%	189,00	46,55%	87,00	21,43%	276,00	67,98%

Führungsebenen

- 1 = Geschäftsführung
- 2 = Faculty, Stabsstellenleitung, Bereichsleitung
- 3 = Forschungsgruppenleitung (Senior Researcher), Abteilungsleitung
- 4 = Abteilungsleitung unterhalb STA/TT
- 0 = Rest

2. nach Stellenbereichen

TZ/VZ	Teilzeit		Vollzeit		Gesamt	
	Köpfe	%	Köpfe	%	Köpfe	%
Verwaltung und sonstiges Personal	59,00	48,76%	62,00	51,24%	121,00	100,00%
Administration/admin. GB	26,00	29,55%	62,00	70,45%	88,00	100,00%
M	5,00	15,15%	28,00	84,85%	33,00	100,00%
W	21,00	38,18%	34,00	61,82%	55,00	100,00%
Hiwi	33,00	100,00%			33,00	100,00%
M	24,00	100,00%			24,00	100,00%
W	9,00	100,00%			9,00	100,00%
Gesamt	59,00	48,76%	62,00	51,24%	121,00	100,00%

² Cf. figures from the Corporate Controlling department as of September 30, 2022.

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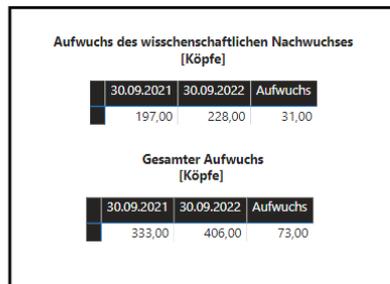
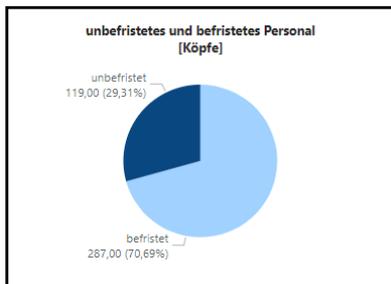
3. nach Eingruppierung

Geschlecht	M		W		Gesamt		ohne Eingruppierung = Hiwi/Sonstige
	Köpfe	%	Köpfe	%	Köpfe	%	
W3	16,00	94,12%	1,00	5,88%	17,00	100,00%	
W2	14,00	82,35%	3,00	17,65%	17,00	100,00%	
B1			1,00	100,00%	1,00	100,00%	
15	13,00	86,67%	2,00	13,33%	15,00	100,00%	
14	10,00	50,00%	10,00	50,00%	20,00	100,00%	
13	108,00	67,50%	52,00	32,50%	160,00	100,00%	
12	17,00	85,00%	3,00	15,00%	20,00	100,00%	
11	4,00	57,14%	3,00	42,86%	7,00	100,00%	
10	3,00	50,00%	3,00	50,00%	6,00	100,00%	
9A			2,00	100,00%	2,00	100,00%	
9B	4,00	57,14%	3,00	42,86%	7,00	100,00%	
9C	2,00	18,18%	9,00	81,82%	11,00	100,00%	
8	2,00	13,33%	13,00	86,67%	15,00	100,00%	
7	2,00	100,00%			2,00	100,00%	
6	1,00	20,00%	4,00	80,00%	5,00	100,00%	
5	2,00	18,18%	9,00	81,82%	11,00	100,00%	
4	1,00	20,00%	4,00	80,00%	5,00	100,00%	
3			1,00	100,00%	1,00	100,00%	
1	1,00	100,00%			1,00	100,00%	
	64,00	77,11%	19,00	22,89%	83,00	100,00%	
Gesamt	264,00	65,02%	142,00	34,98%	406,00	100,00%	

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2. Gender Equality Standards

2.1. Structural standards on gender equality

CISPA's structural standards in gender equality are guided by the following principles and apply to all employees of the Center:

- consistent
- transparent

- competitive
- future-oriented

In terms of structure, ensuring gender equality consistently means pursuing this goal visibly and at all levels, anchoring it as part of management tasks, and linking it to existing independent structures. Furthermore, all planned measures for personnel and organizational development as well as strategic and content-related issues should be systematically designed with equality in mind.

The aim of equality is to be explicitly taken into account in all decisions made by CISPA with regard to resources and people.

To enable a systematic review of control measures with regard to equality in the future, procedures for quality assurance have to be established in all areas of CISPA and, on a medium and long-term basis, staff have to be recruited who are experts in the areas of gender equality and diversity. We see this expertise anchored in the Personnel and Organizational Development staff unit. By transparent equality, we mean that differentiated figures and data on the equality situation at all levels of the Center are regularly and continuously collected and communicated to the Equal Opportunities Officer, who is responsible for the transparent publication of these figures.

Ensuring competitive and also future-oriented equality means that active support has to be provided for the reconciliation of family and career as well as for the reconciliation of care and work for women, men and non-binary employees. The aim here is to break down and counteract outdated stereotypes and to take individual life plans into account.

2.2. Personal standards on gender equality

CISPA's personal standards on gender equality are also guided by the following principles and apply to all employees of the Center:

- consistent
- transparent
- competitive
- future-oriented

With regard to personnel issues, ensuring equality consistently means taking measures at all levels of the organization to ensure equality in the selection and development of personnel. However, aspects such as remuneration, work and research spaces, as well as workplace equipment need to be taken into account at an early stage, e.g. during the hiring process.

Ensuring equality in a transparent manner means defining, publishing and implementing our company goals for achieving true equality on the basis of differentiated data. The numbers of women and men at different stages of the scientific career are an indicator for the achievement of research-oriented equality standards. Here, we compare CISPA with international standards in Computer Science, Cybersecurity, and closely related fields, especially Artificial Intelligence. In addition, we provide data on the number of women and men in temporary positions, in part-time positions, and in management positions with personnel responsibility.

Ensuring competitive and future-oriented equality means making all person-related decisions strictly on the basis of performance and potential and - also bearing in mind the European standards of equal opportunities - not on the basis of gender or other social factors such as age, disability or illness, origin, sexual orientation, religion and ideology. For CISPA, the

standard of equal opportunities is to give all qualified employees in science and administration a chance within the framework of fair competition.

3. Concrete Measures and Objectives

Based on these standards on gender equality, the following measures and objectives are stipulated:

3.1. Structural measures

The implementation of equal opportunities for men, women and non-binary employees is a high priority for CISPA. Particularly in research and teaching, efforts are made to ensure a steady increase in the proportion of women. To this end, top women researchers in the field of Cybersecurity and closely related areas, especially those in Artificial Intelligence, are personally contacted worldwide and invited to interviews. Another goal is to increase the proportion of women in management positions, at least to the standard of the international professional quotas prevailing in this field of research, such as those collected by the DFG. Further efforts to improve the reconciliation of family and career as well as the reconciliation of care and work for all employees is one of our primary goals. The mission to ensure gender equality is anchored in the Center's strategy. All employees working in research and teaching are obliged to take gender equality standards into account and to act in accordance with CISPA's guidelines.

3.1.1. Reporting

CISPA regularly compiles surveys, evaluations and presentations of all directly and indirectly person-related data differentiated by gender.

The management of CISPA is committed to report semi-annually to its supervisory board on developments in the area of equal opportunities for women and men as well as in the reconciliation of family and work and the reconciliation of family and care. To fulfill the federal government's reporting obligations under the provisions of the Federal Equal Opportunity Act, the Center submits a report to its sponsors every four years indicating the number of all employees, divided into full- and part-time positions, and at the same time reports on the impact and manageability of the provisions made.

In the annual reports on center progress and program progress³, the Federal Ministry of Education and Research is informed about supporting measures in the area of equal opportunities.

The AV-Glei has been implemented by CISPA in the form of a model agreement drafted by the HGF and adapted for CISPA.

³ We are currently exempt from this. This is expected to change with PoF V at the latest.

3.1.2. Cascade model

The cascade model aims to prevent the proportion of women from decreasing on the career path from student to professor. Since the number of female students in computer science and all closely related fields of study is significantly lower than the number of male students right from the beginning, it is important to maintain this proportion throughout the career path. So far, the proportion of female students has remained constant up to the postdoc level and is not decreasing, which shows that we do not have a "leaky pipeline"⁴ here. Keeping this process stable is one of our goals, as is supporting active promotion all the way to professorship. This includes, for example, addressing PhD students in a targeted and individual manner and providing them with career advice.

The career path is actively supported not only by recruiting new women for management positions, but also by promoting and directly addressing women who are already working at CISPA. Women are actively encouraged to apply for and fill leadership positions. This applies not only to the scientific area, but also to the leadership positions in Scientific Support and Administration.

3.1.3. Information on gender equality

The Equal Opportunities Officer is explicitly listed in CISPA's organization chart⁵.

All employees are regularly informed about news on the Equal Opportunities Officer's WIKI page.

⁴The term "leaky pipeline" still pervades science: The proportion of women in science declines with each career stage. Progress in equal opportunities is sluggish, an analysis shows. The proportion of women scientists at universities and research institutions has increased in recent years. However, progress is slow, shows a recent report by the Joint Science Conference (GWK). According to the report, the proportion of women in doctoral degrees increased from 41.9 percent to 45.2 percent between 2008 and 2018. Among postdoctoral degrees, the proportion increased from 23.4 percent to 31.6 percent, the GWK disclosed.

While the percentage of women students at the beginning of their studies and at the end of their studies is still slightly over 50 percent, the percentage of women continues to decline with each subsequent career stage in science. As a result of this "leaky pipeline", the science system is losing significant qualification potential, the GWK states.

This effect is most striking in the case of professorships: The proportion of women professors increased from 17.4 percent to 24.7 percent over a ten-year period. However, the proportion of women differs depending on the grade: W1 professors recently accounted for 46.6 percent of professorships at universities, C3/W2 professors for 25.5 percent and C4/W3 professors for only 20.5 percent. In non-university research institutions, the proportion of women in leading positions was 19.6 percent in 2019, compared to 11.4 percent in 2009. The GWK regards this data collection as evidence of the fact that greater structural efforts towards equal opportunities are required in order to achieve a higher representation of women in leadership positions.

For more information, see:

<https://www.forschung-und-lehre.de/karriere/leaky-pipeline-praegt-weiterhin-die-wissenschaft-3277>

⁵ Cf. <https://www.bitkom.org/Presse/Presseinformation/Informatik-Frauenanteil>.

⁵ Cf. hierzu: www.cispa.de

3.1.4. Gender-sensitive appointment procedures

Since the founding of CISPA, all qualified female researchers in the fields of cybersecurity in informatics have been actively contacted worldwide and invited to interviews. The Equal Opportunities Officer is always invited to the interviews organized and conducted by the Hiring Committee. She can thus accompany and monitor the application procedure and the hiring process. Gender-sensitive job advertisement texts are standard, as is a globally consistent screening of all women researchers.

3.1.5. IHK Seal 'Family-friendly company' of the Chamber of Industry and Commerce and Diversity Charter

CISPA joined the Diversity Charter in February 2021. By signing, CISPA supports a working environment free of prejudice and promotes equal opportunities for all employees. CISPA is to receive the seal of approval "Family-friendly company" of the Saarland Chamber of Industry and Commerce. By receiving this seal, it is acknowledged that CISPA has once again fulfilled measures of the Chamber of Industry and Commerce catalog to promote the reconciliation of family and work as well as equal opportunities by offering appropriate services for parents.

3.1.6. Dual Career

Our goal at CISPA is not only to recruit the best researchers and employees on an international level, but also to give them the opportunity to reach their full potential, while offering them the best living and working conditions. Therefore, we also support, advise and accompany the partners and families of our employees through our Dual Career Program, thus contributing to the compatibility of family and career. We provide support in the following areas:

Job search, individual strategy development for the job search, preparation of suitable application documents, preparation for interviews, contacting regional employers, further education and qualification, other career questions, advice on topics related to family and career, and information on child care and school.

Moreover, CISPA encourages the partners of our employees to apply for vacant positions. A corresponding company agreement on the regulation of internal job advertisements governs this procedure. This highlights CISPA's efforts to promote the reconciliation of family and work.

3.1.7. Day care for children

CISPA puts great emphasis on child care and considers it essential for equal opportunities. In the course of CISPA's spatial expansion to become the CISPA Research Campus, a corresponding child care facility is to be created. For this reason, the Equal Opportunities department has set up a working group consisting of employees from various departments. This group is responsible for the conception and implementation of the child care project within the framework of a day care center on campus. In the meantime, further measures are planned to create child care facilities for CISPA employees.

3.2. Job advertisements

Vacancies are advertised internally and publicly in a gender-neutral manner. When advertising vacancies in areas where women are underrepresented or in leadership positions, women are explicitly addressed and invited to apply.

In the future, the texts of job advertisements will be constantly revised and updated in a gender- and diversity-sensitive manner.

An electronic application platform will make the hiring process much easier and provide the opportunity to quickly identify the diversity of applicants with outstanding qualifications. This is to ensure compliance with the requirements of the General Act on Equal Treatment (AGG). The Equal Opportunities department is being informed by the Onboarding and Social Activities (OSA) department about job interviews that are planned and taking place, and is thus given the opportunity to attend every job interview.

3.2.1. Applicant selection, hiring and appointment procedures

The selection criteria for hiring and promotion are based on the requirements of the position to be filled in terms of suitability, qualification and professional performance as well as social competence.

With regard to the allocation of training positions, hiring and career growth, preference is given to the person of the underrepresented gender if equal qualifications and suitability are present.

Regarding scientific employees, the cascade model applies.

3.2.2. Trainings, mentoring programs, coachings

One of the main tasks of the Personnel and Organizational Development staff unit is to develop goal-oriented and reasonable measures for training and continuous professional development of all CISPA employees, with focus on equal opportunities. Special offers for PhD students are provided by another contact point. In the course of cross-unit cooperation between the Equal Opportunities department and the staff unit for Personnel and Organizational Development, measures for better integration and the prevention of any form of discrimination at CISPA are developed and implemented. Part of this includes training on intercultural communication. In addition, awareness-raising measures, such as lectures by external experts on the topics of "unconscious bias," sexualized violence in the workplace and abuse of power by supervisors, are planned. The topics of gender equality, diversity and inclusion will be addressed and dealt with in leadership trainings. Furthermore, an additional contact point will be established, offering easy access and initial advice on, for example, the above-mentioned problems. A conflict management system will complement the offer.

3.2.3. Consideration of family responsibilities (child care and elder care)

CISPA is in the process of establishing a network of contact and advice centers to improve the reconciliation of work and family as well as the reconciliation of work and care. For this, the Equal Opportunities and the OSA team are in close and regular coordination. Both also participate in the Helmholtz Association's regular network meetings. As far as possible, CISPA shows consideration for family care responsibilities, both for children and for relatives in need of care or in so-called *elder care*.

3.2.4. Flexible working hours, part-time

Thanks to flexible working hours and a company agreement on the introduction and implementation of mobile work and alternating telework, which is about to be signed, all employees are offered framework conditions for reconciling family and work as well as reconciling work and care in everyday working life, provided there is no significant operational issue to the contrary.

At CISPA, a variety of working time models are practiced in the area of part-time work. It is important to provide part-time employees with the same professional development opportunities as full-time employees. Compensatory leave may be taken in consultation with the respective supervisor. This flexibility facilitates the return to work after parental or caregiver leave and contributes to a significant improvement in the reconciliation of family and work as well as the reconciliation of work and care.

Employees who are on leave for family reasons are also to be offered the opportunity to engage in continuous professional development and training measures during their leave to help maintain their qualifications. However, employees should be free to choose whether or not to take advantage of this opportunity during their parental leave, as this contradicts the actual purpose of parental leave. In particular, the future Personnel and Organizational Development staff unit will be responsible for this in coordination with the Equal Opportunities Officer.

3.2.5. Re-entry opportunities and positions

CISPA, particularly the OSA and the HR department as well as the supervisors, are very keen to maintain contact with the employees who are extended leave for family reasons and to help them re-enter the company and to arrange their return to work in the best possible way. For this purpose, the responsible supervisors coordinate the way of re-entry and the return to the working life with the employees as early as possible, both before the start of the leave and before the return to work. The OSA department, which keeps employees up to date with CISPA information and events during the time off upon request, also accompanies employees during their return to work - just as during the initial onboarding process - and coordinates their return to work (office, work equipment, etc.). The HR department provides support and assistance to employees and their supervisors during the reboarding process with regard to any job and contract adjustments (e.g., changes in working hours; changes in the task and job profile, etc.).

In the context of the strategy for permanent employment contracts, CISPA considers it important that all employees know that an extended absence, e.g. due to illness, parental leave or caring for a family member, does not constitute grounds for termination of the employment contract if the fixed-term employment contract falls within this period. CISPA also pays attention to the principles of Equal Opportunities in the case of conversion to a permanent employment contract.

3.2.6. Gender-sensitive language and inclusive approach

CISPA is committed to use a gender-sensitive and inclusive language according to international standards in all its internal and external written documents. In both German and English communication, internationally applicable and recognized standards apply. Likewise, all employees of CISPA shall be trained to use gender-equitable and inclusive spoken language in their day-to-day interactions with each other. To this end, awareness-raising measures are also being taken by the Works Council in cooperation with the Management and the Equal Opportunities Officer.

4. State of Implementation

The Corporate Controlling and the Human Resources department regularly submit an analysis of the employment situation of women, men and non-binary employees (provided this information is available) at the Center in order to prepare and update the established Gender Equality Plan. This regular report enables the Equal Opportunities Officer to continuously monitor the Center's personnel and structural developments.

In the future, the Human Resources department will be responsible for updating and continuing the Gender Equality Plan, and the Equal Opportunities Department will only have an advisory and supporting function.

5. Entry into Force, Duration

The Gender Equality Plan enters into force upon signature of the Management and is prepared every four years by the Human Resources department in early involvement of the Equal Opportunity Officer.

The Gender Equality Plan is published internally on the WIKI and the supervisors at CISPA are informed about it. In concrete terms, this means that the Gender Equality Plan is to be published on the CISPA intranet within one month after the start of its validity period and brought to the employee's attention without delay. Employees with supervisor or management responsibilities also receive it in text form.

Prof. Dr. Dr. h. c. Michael Backes
Founding Director and Chairman
of the Executive Board

Dr. Kevin Streit
Chief Operating Officer