

Gender Equality Plan
Gleichstellungsplan
1 November 2021 – 31 December 2023

Max Planck Institute for Astronomy
Max Planck Institut für Astronomie

1 Introduction

We will be able to create a promising future only if the equal involvement of all parts and sectors of the society is made possible and if ways to realise and implement forward-looking objectives are identified and facilitated by the society as a whole.

Equal opportunity measures are an essential instrument for human resource development and this idea is already structurally anchored at various points at MPIA. In concrete terms this means guaranteeing the equality of access to positions in science, technology and administrative services for all genders. It is of special importance to us not only to provide outstanding and welcoming working conditions, but also to create an environment that attracts the strongest candidates regardless of gender identity, genetic disposition, national origin, race, religion, color, age, sex, sexual orientation, neurodiversity, disability at both a national and international level and subsequently retains them. In the process MPIA is endeavoring to increase the number of women in areas, positions and career levels in which they are underrepresented - especially in management positions, e.g., in the research departments.

The gender equality plan (GEP) represents a concrete contribution to the creation of a work environment that does justice to the different life situations of all genders. Furthermore, the GEP is part of the MPIA's guiding principles, in which all employees receive the same appreciation and can take advantage of equal chances at the institute, regardless of gender, nationality, ethnic origin, social origin, religion or ideology, age, sexual orientation and identity.

The basis for the GEP is the law concerning the equality of all genders in the Federal Administration and in the Federal Government's enterprises and courts (Bundesgleichstellungsgesetz - BGleGG), the GWK implementation agreement concerning equality of women and men in joint research promotion (Ausführungsvereinbarung Gleichstellung - AV-Glei) and the principles for equality of women and men in the Max Planck Society (fundamental principles of equality).

This GEP is organized as follows. Sect. 2 describes and analyzes the status of gender equality at MPIA. In Sect. 3, we define the focus of this GEP with specific fields of action and objectives. In Sect. 4 we present the measures designed to reach those objectives and an Outlook is given in Sect. 5. Additional material is presented in the Appendix.

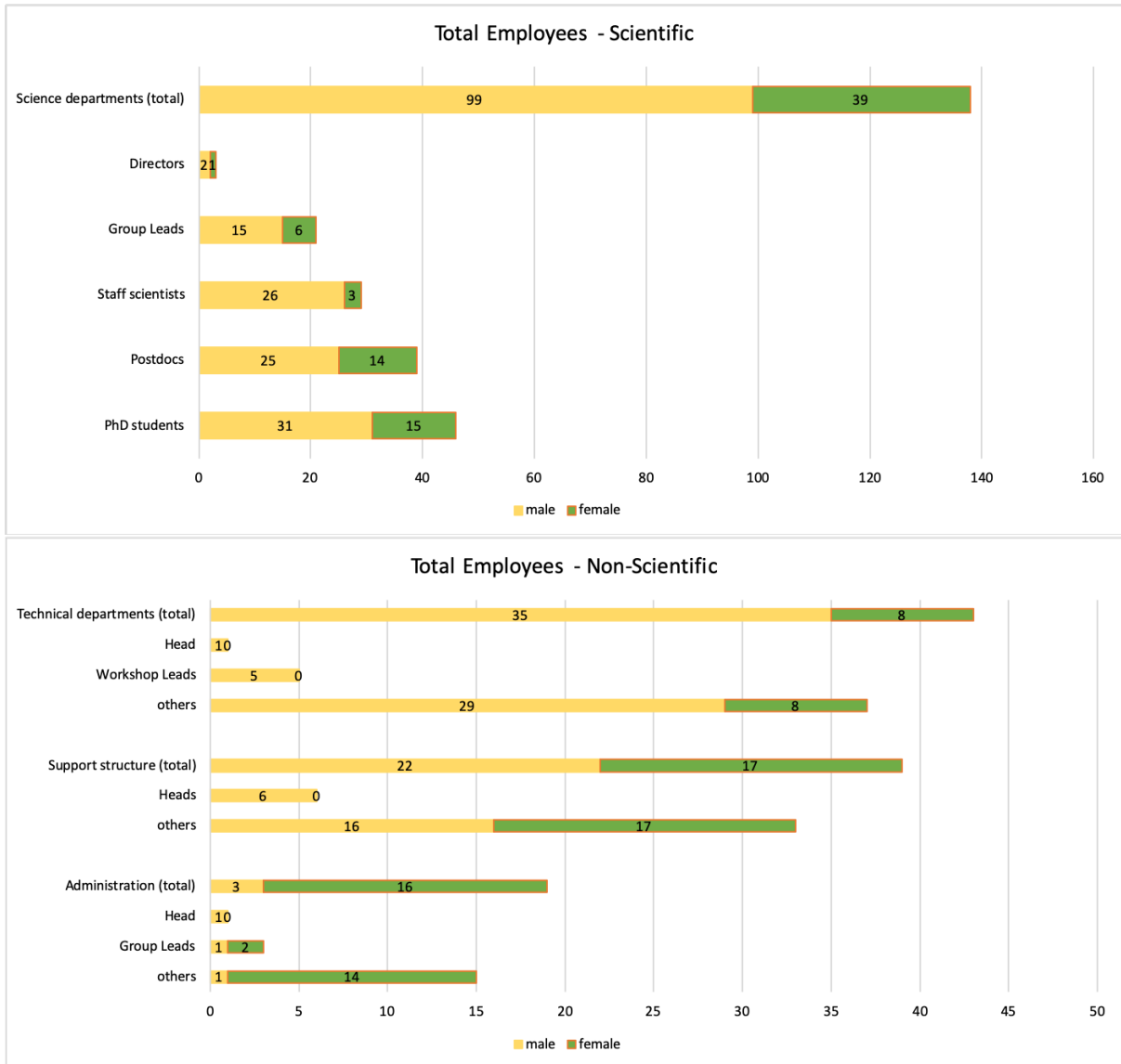


Figure 1: Total Employees. Top: Scientific staff. Bottom: non-scientific staff

2 GENDER EQUALITY AT THE INSTITUTE *GLEICHSTELLUNG AM INSTITUT*

2.1 Status Report

As of the reference date October 2021 MPIA has a total of 138 scientific staff (staff that performs scientific research, divided into three different departments) and 101 non-scientific staff (all staff outside of the three scientific departments), based on statistics from the HR department. Of the scientific staff 38% are female members (see top panel in Fig. 6). Here, in all career levels women remain under 50%. The greatest difference, with only 10% of women, is observed at staff scientist level, where all employees working in one of the three science departments but are neither a group leader nor a postdoc are defined in this category. Women are best represented at post-doctoral level at 36%. This is borne out in the statistics related to the duration of stay at MPIA (see top panel in Fig. 3) where female staff are moderately well represented between 2-4 years (typical duration of

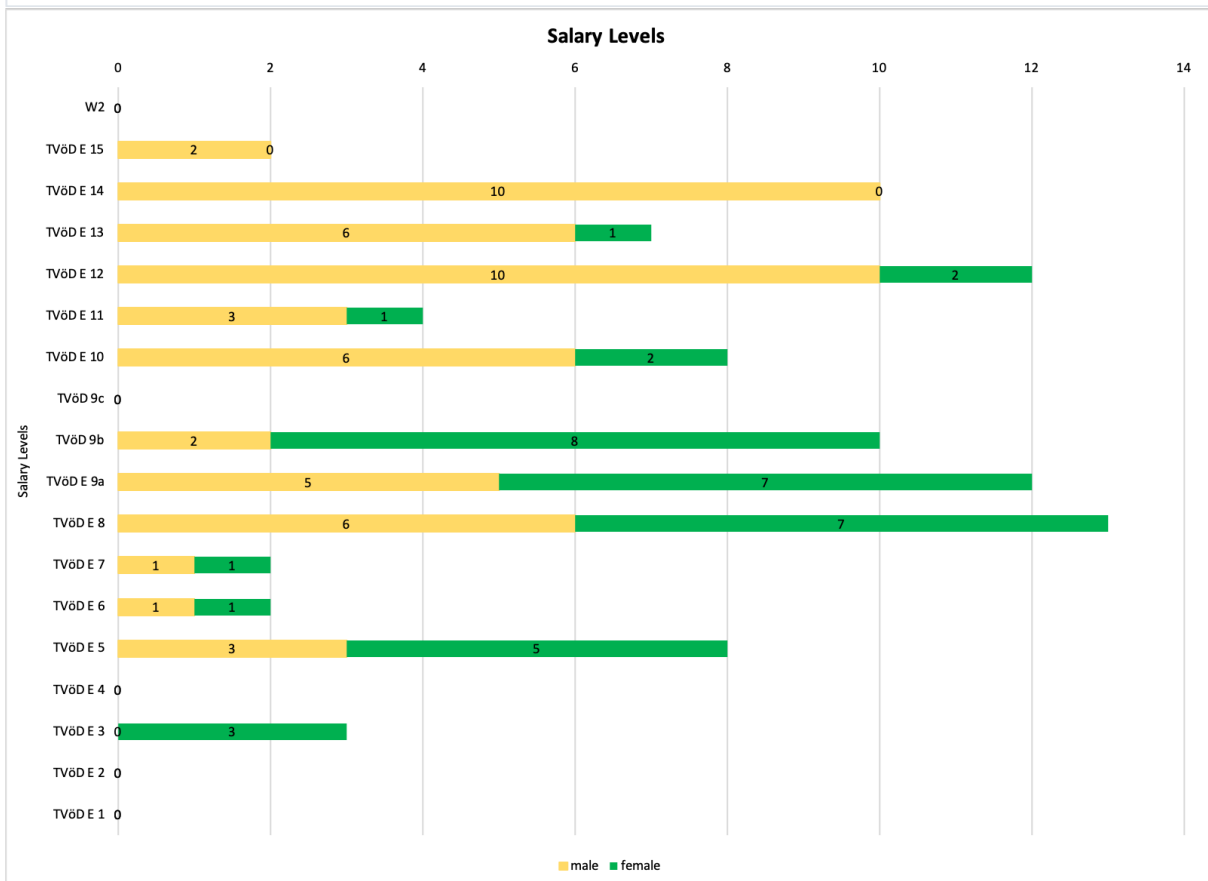
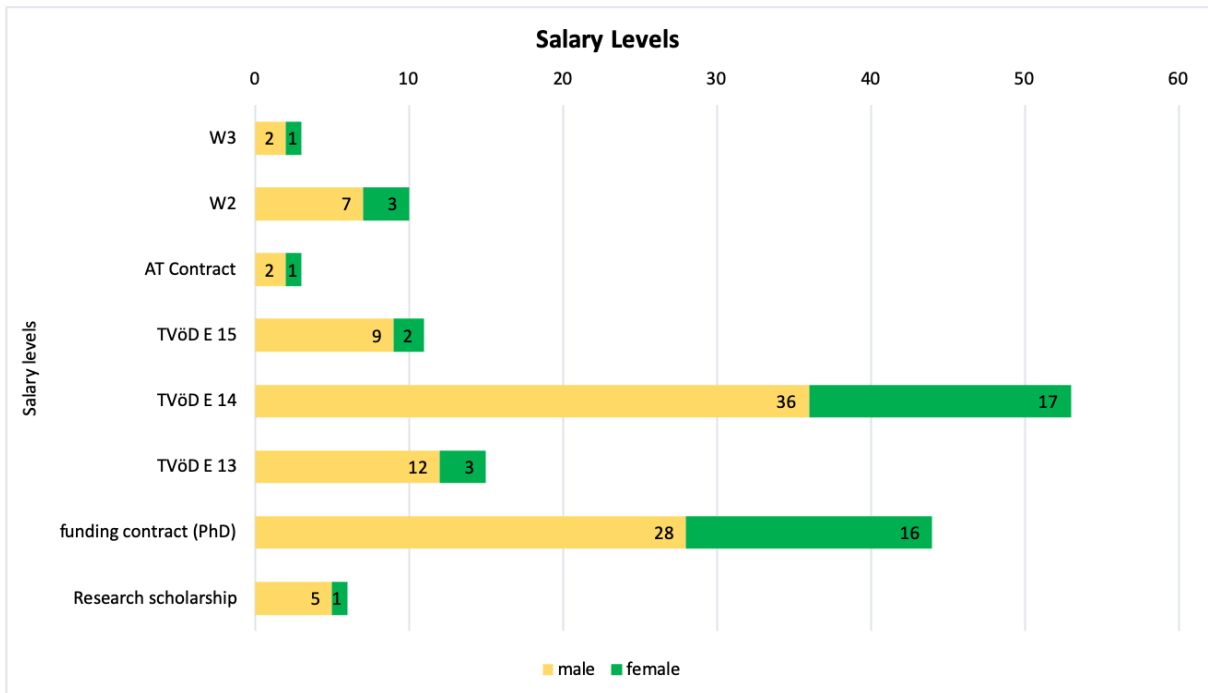


Figure 2: Salary levels. Top: Scientific staff. Bottom: non-scientific staff

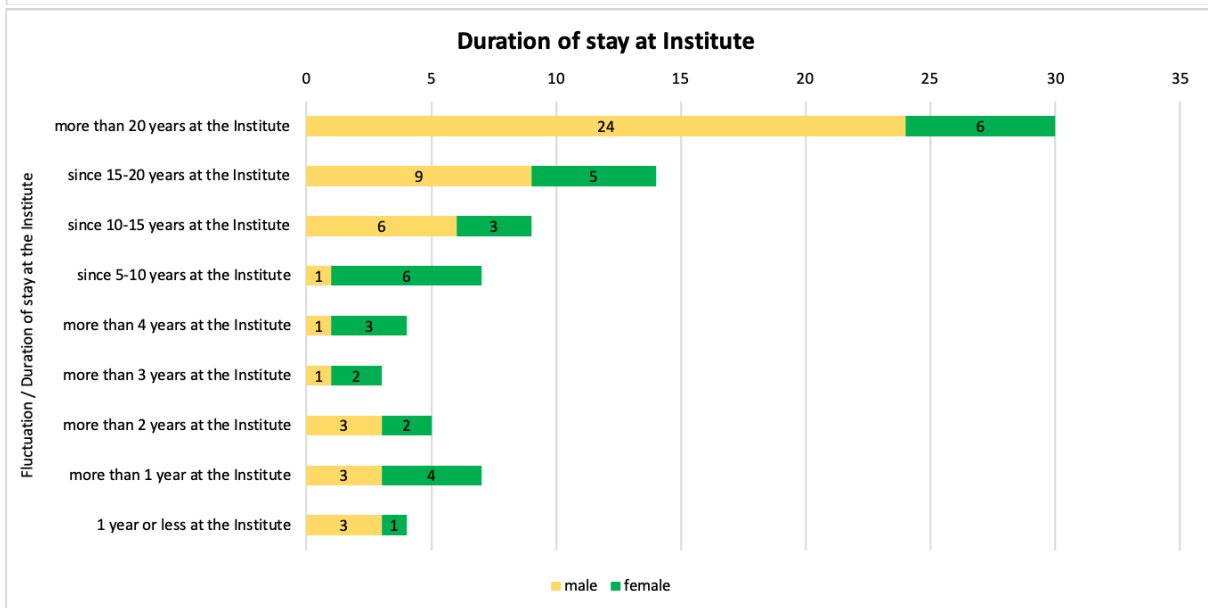
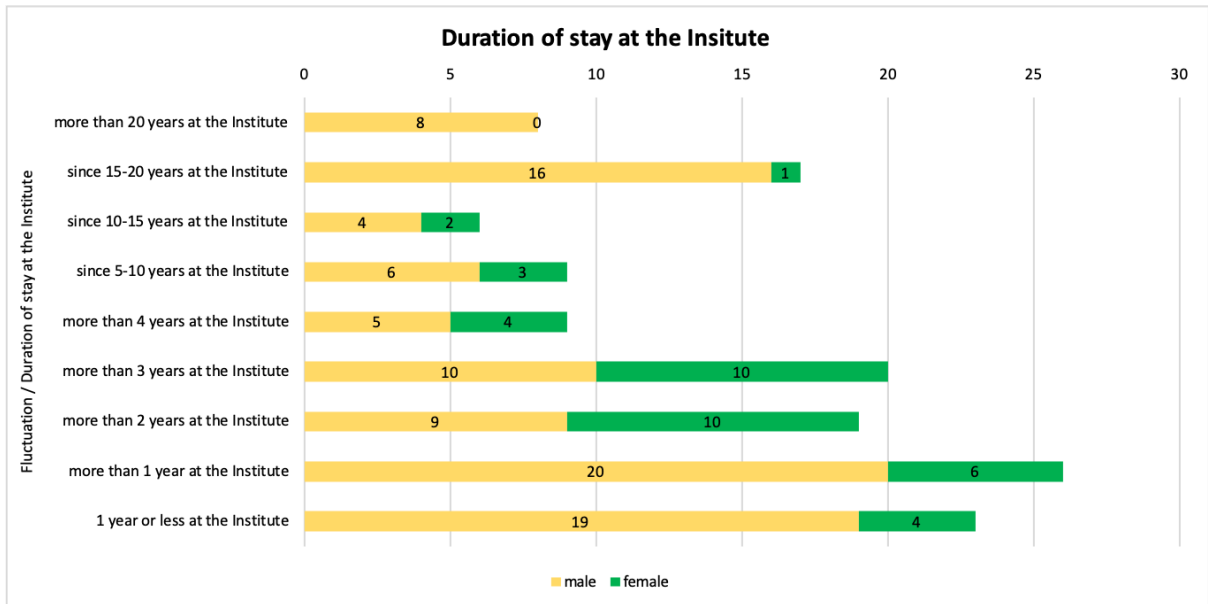


Figure 3: Duration of stay. Top: Scientific staff. Bottom: non-scientific staff

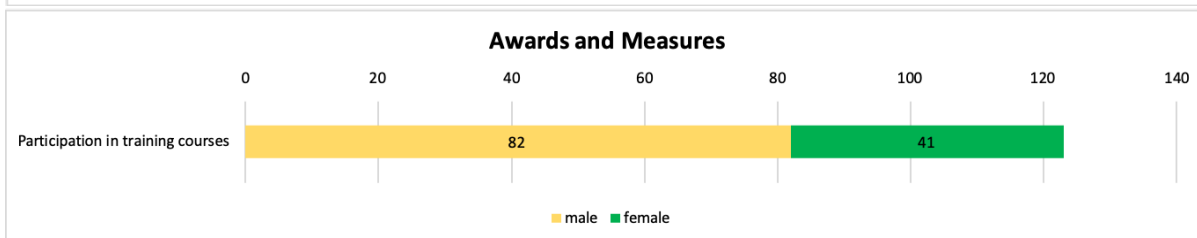
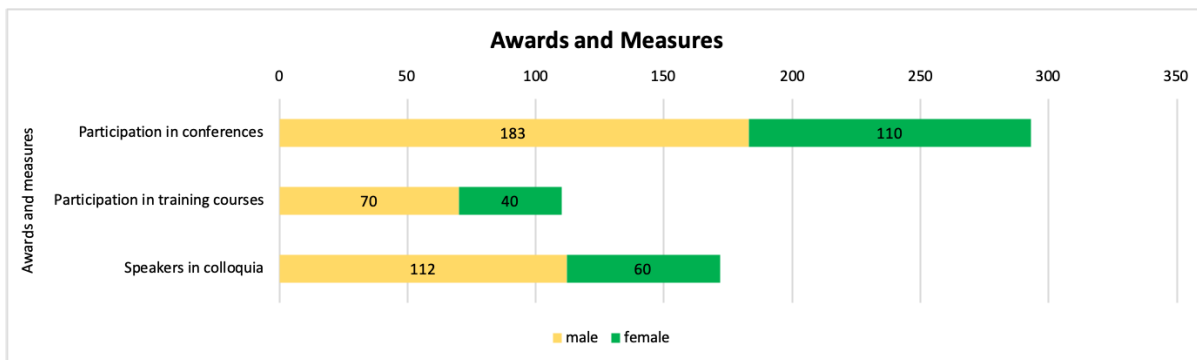


Figure 4: Awards. Top: Scientific staff. Bottom: non-scientific staff

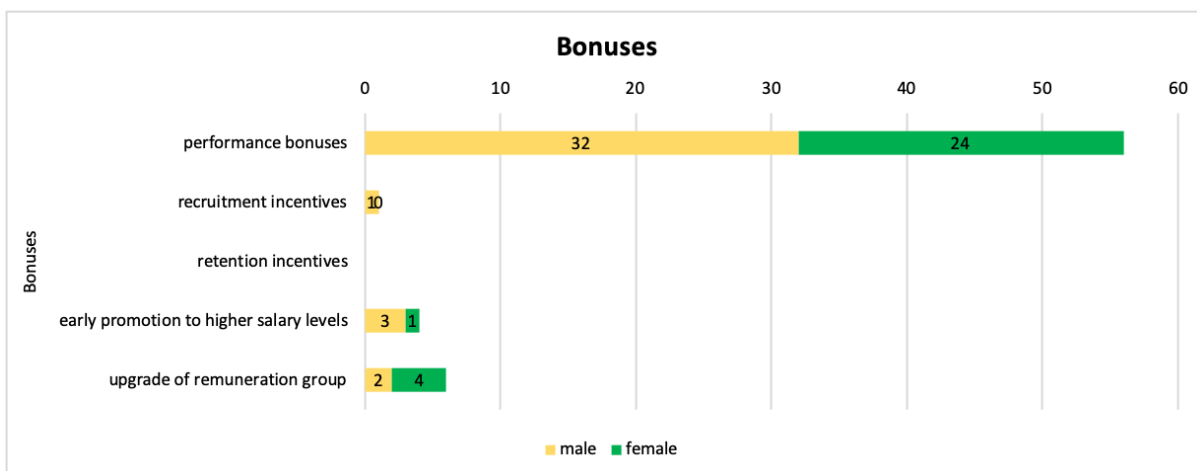
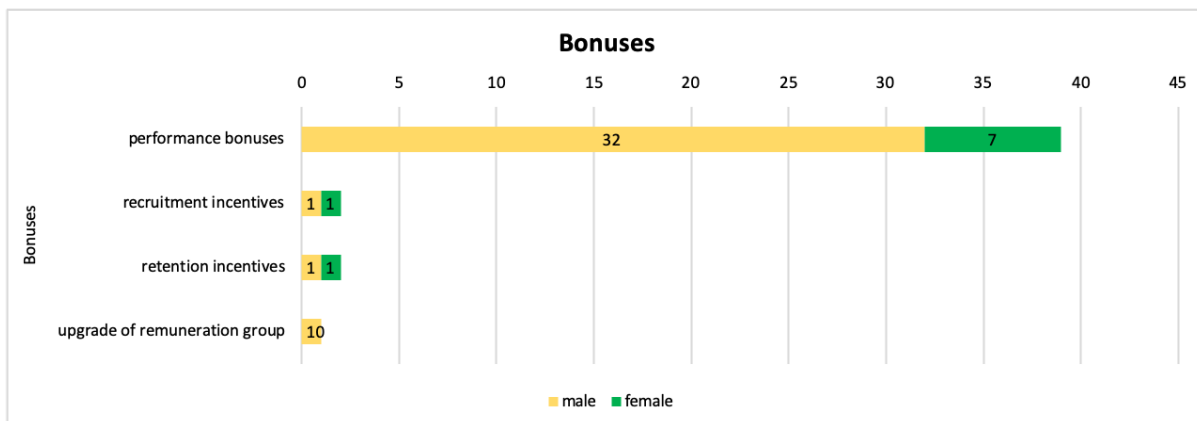


Figure 5: Bonuses. Top: Scientific staff. Bottom: non-scientific staff

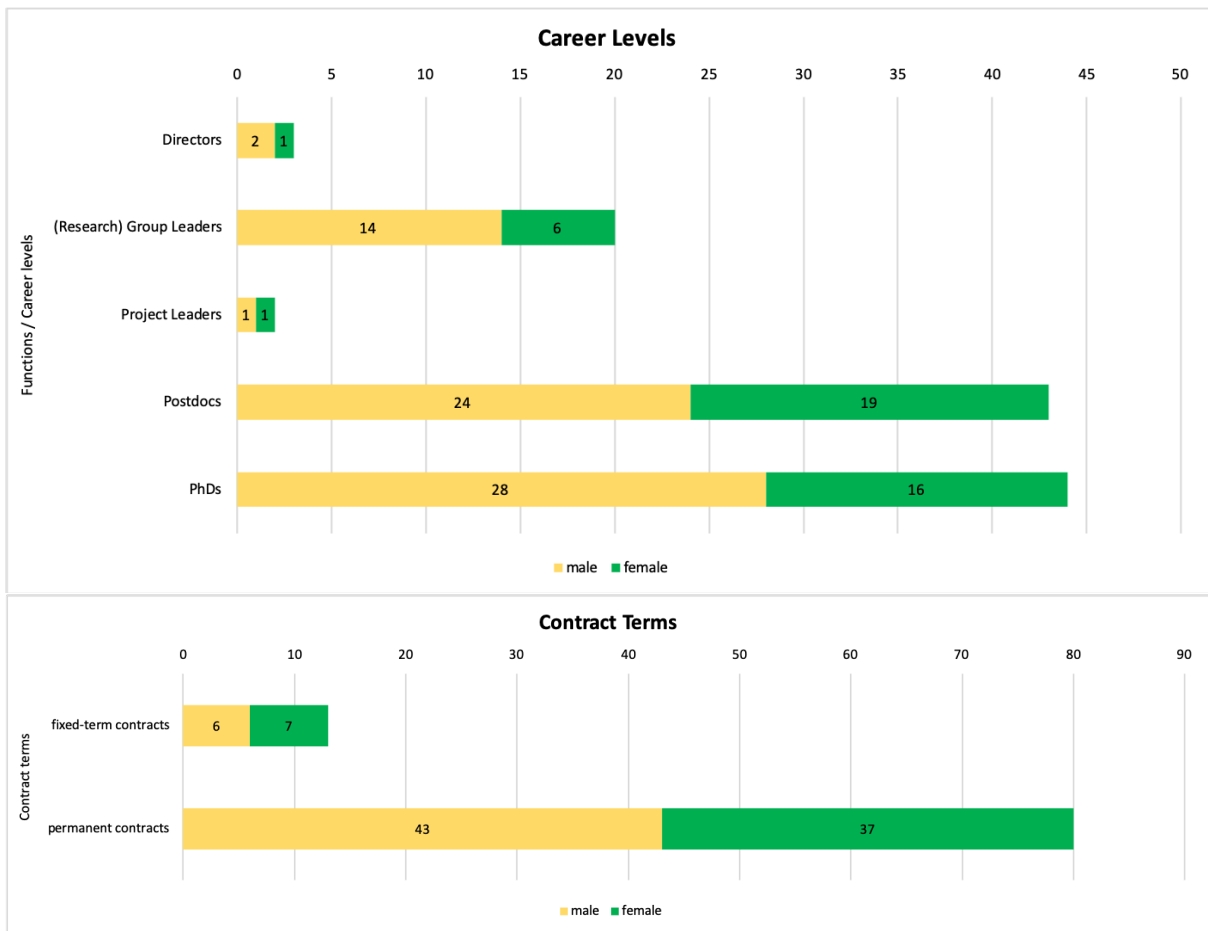


Figure 6: Contract terms. Top: Scientific staff career levels. Bottom: non-scientific staff contract terms.

a PhD or postdoc). Further than that we observe a sharp decline in the number of female staff. Scientists whose duration of stay that is 10 years or longer are overwhelmingly male. Over the last two years the gender balance in hiring has significantly decreased with only 20% of the total hires being female (see top panel in Fig. 3, bottom 3 rows as well as the previous MPIA GE plan from 2018). While the entire institute on a salary scheme (rather than a scholarship; postdoc level or higher) is eligible for performance bonuses, only 18% of the total recipients from 2018-2020 were women.

The total number of employees is somewhat better balanced in the non-scientific positions (all positions beyond the science departments) with 40% of the total staff being women. This includes well-balanced departments such as administration and non-balanced departments such as the technical departments. Duration of stay of staff is more equitable in the non-scientific positions compared to scientific with most duration being balanced towards women. However, similar trends to the scientific positions (although not as imbalanced) are seen in non-scientific positions when looking into staff duration of stay, permanence, and awards.

2.1.1 Gender identity survey

As part of the GEP we also ran a separate gender identity survey sent to the whole institute in September 2021. The survey was conducted on the institute as a whole and we did not separate it to any categories such as contract type, scientific/non-scientific etc.

Of the 407 survey emails sent we had 226 responses. The survey asked the participants what their gender is (Q1), 79 members responded as prefer not to say or did not fill in that question. 89 (39%) members responded as male and 56 (25%) members responded as female. 2 (1%) employees responded as Non-Binary. Other questions being asked where if the participants knew about the Gender Equality Plan and if they had read it. Additionally participant were asked for their opinion about the current plan and for suggestions for the new one. MPIA will conduct such a survey every two years.

2.1.2 Current resources for gender equity at MPIA

MPIA has several sets of guidance regulations related to gender equity made available to the whole institute via the intranet:

1. Code of conduct
2. Hiring guidelines, outlining guidance for the complete process are available in the intranet under the Equal Opportunity Pages;
3. The GEOs are primarily responsible for driving the implementation of the MPIA Gender Equality Strategy, however they are supported through the process by the institute management.
4. The MPIA offers employees in special family-related situations or special circumstances of life flexibility in organizing their work schedules, for instance in the form of part-time work or job sharing. The institute particularly promotes parental leave also for fathers. In many fields working from home is made possible, so as to facilitate the compatibility of work and family in the first few months after the birth of a child or also in acute situations requiring the care of dependents. With regard

to work organization, the MPIA provides a Baby Office, which allows scientists to resume their research work as early as a few weeks after the birth of a child, if this is desired. Employees who wish to take paternity leave will also receive the information booklet in the attachment. It covers all relevant topics regarding parental allowance and parental leave. Additionally HR sends out a link to further information from the employee's health insurance for example.

5. The Max Planck Society's continuing education seminars and courses, as well as external qualification offers, are open to all groups of employees equally. Reminders and information about these offers are continuously send to all MPIA employees via email.

We describe more details on the current measures in place at MPIA in the following section.

2.2 Status report - initiatives to improve gender equality

MPIA strives to achieve gender equity among its ranks with many measures and objectives already in place.

As outlined in our hiring guidelines (an updated version is presented in appendix B) we aim to promote underrepresented genders in the fields they are hired for. For example in scientific related hiring we regulate that as women are poorly represented in this field at MPIA, the balance of 50% or better must be achieved in the long list (and short list if the long list is skipped) taking into account the qualifications required for the role. If for some reason not enough women meet the required qualification, then the long and short lists must represent the balance observed in the applicant pool. We also require that the required qualifications are clearly laid out for the hiring committee to ensure everyone is treated fairly. Further we require a clear justification of why the 50% or better rule could not be met. This is especially the case if sufficient women has applied to meet the 50% or better criterion but is found to be missing the required qualifications.

At MPIA we have strict regulations against any form of harassment, bullying or discrimination outlined in the MPIA code of conduct made available to the whole institute in the intranet.

MPIA has three Gender Equality Officers (GEOs; one officer and two deputies) at a given time who are voted in by the female MPIA members every four years or when the appointed ones leave the institute because of the end of their contracts. The GEOs participate in several key committees within the institute. They are involved in the complete hiring process (including interviews), attend works council meetings when gender equity related issues are being discussed. Further they participate in annual meetings such as the bonus committee meeting. The GEOs are also provided funding to hold seminars, work shops, etc., related to gender equity. The GEOs are primarily responsible for driving the implementation of the MPIA Gender Equality Strategy, however they are supported through the process by the institute management. This includes offering support in case of sexism or sexual harassment, as well as taking these cases to higher levels at MPIA or MPG in case the victims feel comfortable with it.

Following a recent mental health and stress survey at the institute MPIA has set up three working groups (WGs) to tackle key topics affecting academia in a global sense, but also specifically scientists, in particular students and postdocs, at MPIA. The working groups are:

1. Workplace Culture & Environment - Address pressures & sources of stress due to the scientific culture and environment. How can MPIA take a leading role in the ongoing efforts to improve the culture in astronomy & academia?
2. Resilience and Stress Management - Organise seminars, workshops and resources for building resilience, reducing (and coping with) high levels of stress, as well as impostor syndrome
3. Career Training - Provide the means & support for career development, oriented both towards academia and industry, and work towards addressing/reducing the stigma around career decisions.

While these groups were not set up strictly to handle the gender imbalance at MPIA they are working towards alleviating issues faced by underrepresented communities including women. The working groups work together with the GEOs to achieve their goals (all three GEOs are part of all the WGs by default). An example key measure achieved by the WGs recently is the acquiring and dissemination of an unconscious bias course to the whole institute. They also collect material related to topics such as how to deal with impostor syndrome and stress related to academia and make it available to the whole institute via the intranet.

The WGs and GEOs receive support from the management to complete their tasks in forms encouragement, guidance and monetary funding as needed. The current plan at MPIA is to run a mental health and stress related survey every year and based on those results help guide the GEOs and WGs in their work.

The mentioned measures were successfully implemented. However, they were not sufficient to meet the general goal of decreasing the under-representation of women and non-binary genders in the scientific and technical departments. We present now a more ambitious GEP to increase the number newly hired female and non-binary employees and increase their duration of stay, as detailed in the following Sections 3 and 4.

3 FOCUS AND GOALS OF THE GENDER EQUALITY PLAN / *FOKUS UND ZIELE DES GLEICHSTELLUNGSPLANS*

Based on the statistics and analysis above, women are still underrepresented in the scientific staff at all career and salary levels and in several aspects of the life at the institute. In the non-scientific departments, that look more balanced in the global statistics, there are large differences between each department and another. It is worth it to mention that the strong imbalance in the technical departments is in contrast with the high percentage of women in the Administration Department. We have identified several specific fields of action where MPIA's gender equity can be improved and several objectives that we plan to achieve in the next years.

3.1 IDENTIFIED FIELDS OF ACTION

1. The number of new female employees that are hired every year is not balanced, due to the following more specific issues:

- (a) The number of female scientists and engineers in the initial pool of applicants is usually much lower than the number of male applicants¹.
 - (b) Everybody has unconscious biases in general (not only at MPIA), especially those people who are not aware of this fact. This can be affecting some of the selection processes and it is important to work continuously on improving awareness.
 - (c) Gender balance in hiring committees is currently not achieved in many cases.
2. Much work has been done already to improve female staff retention at the institute. However, additional steps could and should be taken to ensure the retention of female qualified employees who want to stay in academia. We have detected the following more specific fields of action:
- (a) Much work has been done already on the improvement of the balance between work and family life (see section 2.1.2), but there is still room for improvements.
 - (b) Professional and personal development of underrepresented groups should be improved.
 - (c) Gender balance is currently not achieved in MPIA awards and bonuses both for scientific and non-scientific staff.
 - (d) At the moment, there is no efficient mentoring system at MPIA in general. At the moment, only the mentoring mechanisms in place for Ph.D students work well and actively, however postdocs have to specifically request a mentor and reach out to one they find suitable themselves. Also, there is no dedicated mentoring program for underrepresented genders within MPIA.
3. The number of colloquia given by women and other underrepresented genders at MPIA is not balanced.
4. Not everyone being in a mentoring or supervising stage is necessarily well trained about unconscious bias, gender and transgender equity.
5. Gender-equity issues and methods of improvement are often discussed in ad-hoc meetings with voluntary participation. This mostly ends up with the participation of only people who are already aware and care a lot about these topics. It is necessary to reach the entire institute.

3.2 OBJECTIVES

While the final goal will be to eliminate the under-representation of women and non-binary genders in the scientific and technical departments in the next decades, we aim at achieving in the next years specific objectives, corresponding to the mentioned fields of action, that are detailed as follows.

1. Increase the number of newly hired female and non-binary employees, by achieving the following more specific objectives:

¹Since non-binary applicants do not declare it often, we usually assume the genders, simplifying to "female" and "male", based on names and what is used in the reference letters.

- (a) Achieve a more balanced number of female and non-binary scientists and engineers in the initial pool of applicants for most positions (at least 40%).
 - (b) Extend the use of the updated hiring guidelines where specific measures to increase the number of hired women are described (see Appendix B).
 - (c) Communication of equal opportunity policies and objectives to possible applicants via job advertisements, and to the public via social media.
 - (d) Make potential female applicants, and/or from other under-represented communities, feel very welcome at our institute and "protected" by our equal-opportunity policies. This is necessary to achieve objective (a).
 - (e) Reduce unconscious bias, working on making people who may be part of hiring committees aware about this issue.
 - (f) Achieve a better gender balance (at least 40% of women) in all hiring committees, and minimum 50% of women whenever possible. This will also help to compensate some gender biases.
2. Offer the best conditions to ensure female staff retention at the institute.
 - (a) Further improvement of the conditions necessary for a good balance between work and family life. All (female , male and non-binary) employees should feel that there is a far-reaching compatibility of career and family, and not feel "penalized" with respect to their colleagues who, e.g., do not have children. This is usually mainly do to the very competitive scientific system in general, in the case of scientific staff, but the institute can take some actions to compensate it (see measures in Sect. 4).
 - (b) Promote professional and personal development of underrepresented genders.
 - (c) Improve gender balance (at least 40% of women and other underrepresented genders) in the nomination for MPIA awards and bonuses.
 - (d) Set up an efficient mentoring system at MPIA with "default" mentoring for junior level members who currently do not have a well defined mentoring program (summer students, interns, BSc, MSc and postdocs), especially for underrepresented groups. Without requiring any additional request, a mentor should be assigned automatically to each junior member at their start. However, they should still have the possibility of opting out if they want or requesting another mentor at any time. Mentor should not be their immediate supervisor. This will trialed with the postdocs starting in 2022.
 3. Increase number of women giving colloquia up to minimum 40% of the speakers.
 4. Have everyone who will be in a mentoring or supervising stage (i.e. all people from postdocs to directors supervising from BSc students to group leaders) well trained about unconscious bias, gender equity and transgender rights.
 5. Make discussions on gender equity and methods of improvement reach the entire institute, through pre-existing meetings, talks or events that are usually attended by most members at MPIA (e.g., Galaxy, PSF, Exo coffee, Astrotech talk), or specific mandatory meetings every year for the whole institute.

6. Make new members aware about the location of the neutral bathrooms at the institute.
7. Set up a Gender Equality commission, not limited to female MPIA members, to help Gender Equality Officers with some of the tasks that do not require confidentiality, as long as allowed by the German law.

4 MOST IMPORTANT MEASURES / *DIE WICHTIGSTEN MAßNAHMEN*

4.1 Improved compatibility of career and family

Field of action: Balancing work and family life.

Description: The MPIA is committed to ensure the better compatibility of career, family and private life. We offer all our employees who have families or find themselves in particular circumstances in life the possibility of realizing a professional career, regardless of gender, nationality, ethnic or social origin, religion or ideology, age, sexual orientation and identity.

Objectives: MPIA has several measures in place in order to improve compatibility of career and family, but several of these measures are not known to all employees. The main objective is to keep implementing the instruments that are in place and to improve the communication to employees who might need them.

As soon as an employee finds themselves in a situation where arrangements need to be made in order to improve the compatibility of work and life, the HR department will inform them about the following instruments available:

- Family-oriented human resources policies for women and men
- Flexible arrangement of work schedules and work location in special phases of life (e.g. child care hours, health care hours, dual career situations)
- Rights to child care slots in nurseries for children from 8 weeks to 6 years of age
- Baby Office at the institute
- Conference support
- Backup emergency support - economic support in case of emergency
- Vacation care offers through the "Bündnis für Familie Heidelberg"
- Dual career program
- Contact-maintaining programs for temporary absence from work during special phases of life
- Promotion of parental leave for fathers
- Support in finding living quarters, suitable schools and childcare places for new employees through the International Office

- Agency services for families with respect to childcare, senior citizen care and household services through the "PME Familenservice".

Responsibility: Human resources, institute management, staff

Time frame: These measures are constantly being offered to all employees at MPIA, regardless of their gender. They will keep being improved within the next 3 years.

Evaluation: The personnel statistics will show if these measures are effective to keep women in the scientific and technical departments (at least as long as their contract lasts) and to encourage more women or parents in general to apply for positions at MPIA.

4.2 Hiring Policy

Field of action: Reducing the under-representation of women in the scientific and technical departments.

Description: In order to reach gender equality in the departments where a gender is underrepresented, the hiring policy needs to be such that members of underrepresented groups are encouraged to apply and have the possibility to make it into the shortlists.

Objectives:

- In order to achieve better gender balance in the initial applicant pool (at least 40% in the underrepresented genders), spread our advertisements on social media, slack etc., encouraging women and other under-represented communities to apply. It should be stated clearly that all genders are very welcome at our institute and we have policies to ensure equal opportunities to all genders.
- Make hiring guidelines more visible in the intranet.
- Via a clear message in the hiring guidelines, strongly encourage the hiring committees to reach at least 50% of filling in the short lists by the underrepresented gender. In the rare case when this is not possible due to the qualifications, the long and short list should at least be representative of the applicant pool. If the gender balance is not reached in the long and short lists, a justification to the GEOs is necessary.
- Aim to have a 50% (but at least 40%) of representation from the underrepresented gender in staffing committees. If necessary, this can be reached by inviting less senior employees to be part of the committees.
- Mandatory training for everyone who will potentially be a member of a hiring committee, including for unconscious bias, gender equity, transgender rights (a more comprehensive set of rules for transgender rights could be created by the GE commission once set up) etc.
- Introduction of hiring guidelines where specific measures to increase the number of hired women are described (see Appendix B).

Responsibility: Staff, institute management, HR

Time frame: These measures must be taken every year during the recruitment period.

Evaluation: After each recruitment season, the EOs will evaluate the statistics with respect to equality in the hiring process and will communicate it with the directors.

4.3 Professional development

Field of action: Promote professional and personal development of underrepresented genders.

Description: Further qualification and lifelong continuing education today are essential prerequisites for a successful career and are fundamental to meeting the requirements of professional life. This applies both to the scientific field and technical professions as well as to careers in the administrative-technical service sector.

Continuing education is a vital instrument in personal development. Besides professional continuing education, it is also becoming increasingly important to promote key qualifications. Over the long term, multidisciplinary skills are necessary to meet the ever-changing demands of professional life.

Objectives: Promote further qualification in all fields for all members of the institute.

- To introduce a mandatory training for everyone who will have a mentoring role, including for unconscious bias, gender equity, transgender rights (a more comprehensive set of rules for transgender rights could be created by the GE commission once set up), etc.

- Creation of Working Groups within the institute in order to improve the culture and environment and to organize workshops about personal and professional development exclusively for MPIA employees.

- Placing required gender balances (at least 40% of underrepresented genders) for MPIA award and bonus nominations.

- Automatic opt in - Mentor is assigned to every junior member (trailed with postdocs from 2022) at the start of their time at MPIA and they can choose to opt out, switch mentor or postpone it to a later time. Periodic meetings (e.g., monthly) will be required. Ph.D students already have a successful mentoring program and therefore they are not considered in this measure.

- Requirement of a better gender balance in colloquia given at MPIA (minimum 40% of speakers from underrepresented genders).

Responsibility: Human resources, staff, working groups' members, GEOs.

Time frame: The working groups have been created in 2020 and they are working continuously.

Evaluation: The evaluation of the internal workshops is done via online surveys at the end of each one.

4.4 Inclusive environment for non-binary staff

Field of action: Implementing an inclusive environment for the non-binary staff at MPIA.

Description: MPIA is committed to inclusivity of all under-represented communities, including the transgender community. As part of this commitment we will implement a series of regulations to make all non-binary staff at MPIA feel included and remove related stresses in their work environment. With this we will incorporate gender-identity-specific nondiscrimination.

Objectives:

- Recognizing the chosen name and pronouns of person - in case of a person, who have not changed the documents yet, making sure that correct name and pronouns are used in day-to-day activities (for example, asking people, which name they want to put on the office door and use in communication, so that in case a person's name is different from the name in the documents, their correct name is used)

- Raising awareness about gender diversity and implicit biases at the institute.

- Support gender transition by gathering resources on gender transition guidelines and make it available to the MPIA community via the intranet.

- Advertise the gender neutral bathrooms via different channels: via one yearly email after most newly-hired people have joined MPIA; adding a small paragraph on the location of gender-neutral bathrooms in the documents that are distributed to newcomers upon their arrival; via signs at the doors of all other bathrooms.

Responsibility: Human resources, staff, GEOs, MPIA LGBTQ+ group.

Time frame: The measures will take approximately a year to implement including making the institute aware of the new guidelines. It will be ready in time for the hiring season of 2022.

Evaluation: The GEOs, directors and head of HR will convene mid-next year to check the status of implementing these regulations. They will send a gender identity survey to check if the measures have been met as viewed by the entire institute.

4.5 Promote awareness

Field of action: Activities oriented to promoting awareness about gender equity and methods of improvement are often organized as separate events with voluntary participation. This ends up very often with the participation of already-aware employees.

Objective: Reaching the entire institute in promoting awareness on key issues affecting scientifics and highlight non-scientific events/achievements at MPIA.

Description/measures: Activities related to gender equity and methods of improvement (courses, talks, seminars, movies, discussions, etc.) will be implemented during pre-existing meetings, talks or events that are usually attended by most members at MPIA (e.g., Galaxy, PSF, Exocoffee, Astrotech talk), or specific mandatory meetings every year for the whole institute. Also, a new screen will be installed at the entrance hall, where news about non-scientific topics, related to ethics in science and including equal opportunities, will be shown, and events and activities related to this topic will be advertised.

5 Outlook

Women remain underrepresented at MPIA, particularly among the scientific staff. To address this issue, we outlined a number of strategic initiatives (listed in Sections 3 and 4) to improve the recruitment and retention of female employees. Top level responsibility for executing this plan is shared between the Gender Equality Officers and the institute management.

Achieving gender parity is a challenge that will require sustained effort over a period of years, and continuous evaluation of whether these efforts are succeeding. To check our progress, we will make a yearly update to the statistics on female representation at all employment levels (see Figures in Section 2). We will re-assess each point in the Gender Equality Plan to identify which initiatives work well, and improve those that do not. The Gender Equality plan will next be updated in 2023, taking these lessons into account.

According to the MPIA mission statement, our institute aims to provide its diverse community of members a well-structured, effective, stimulating, intellectually intense, welcoming and supportive work environment. With the Gender Equality Plan outlined here, we are well prepared to achieve this goal.

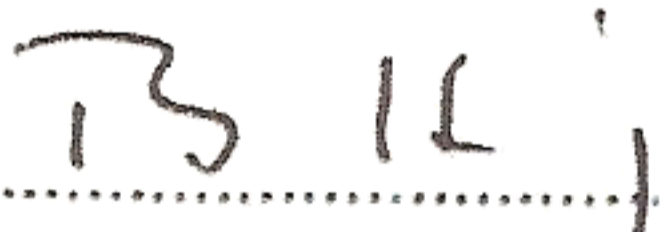
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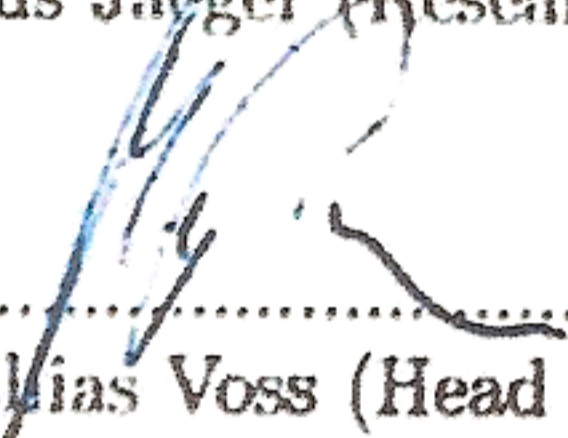
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Francesca Pinna (Deputy Gender Equality Officer)


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María C. Ramírez-Tannus (Deputy Gender Equality Officer)

Ort, Datum, place, date
Heidelberg, 2 November 2021

Appendix

A Additional statistics

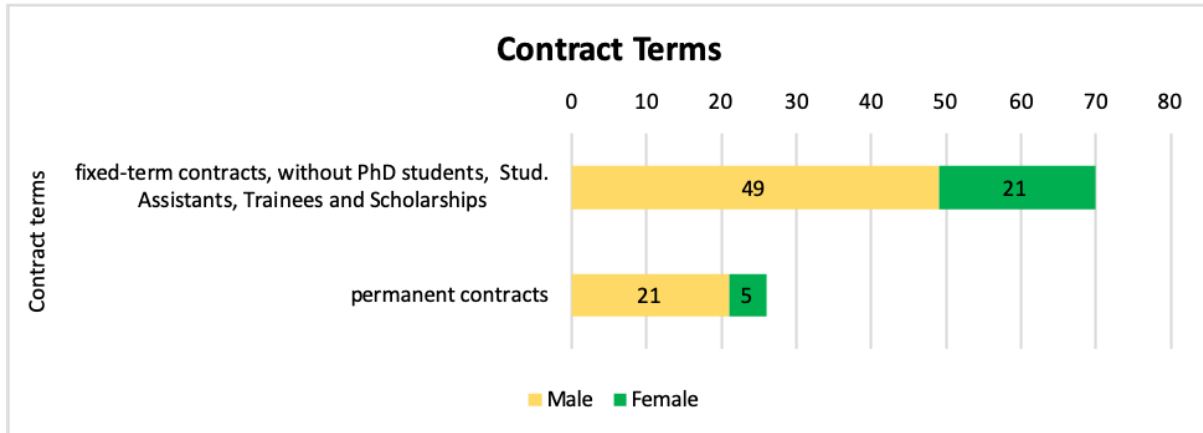


Figure 7: Scientific staff contract terms

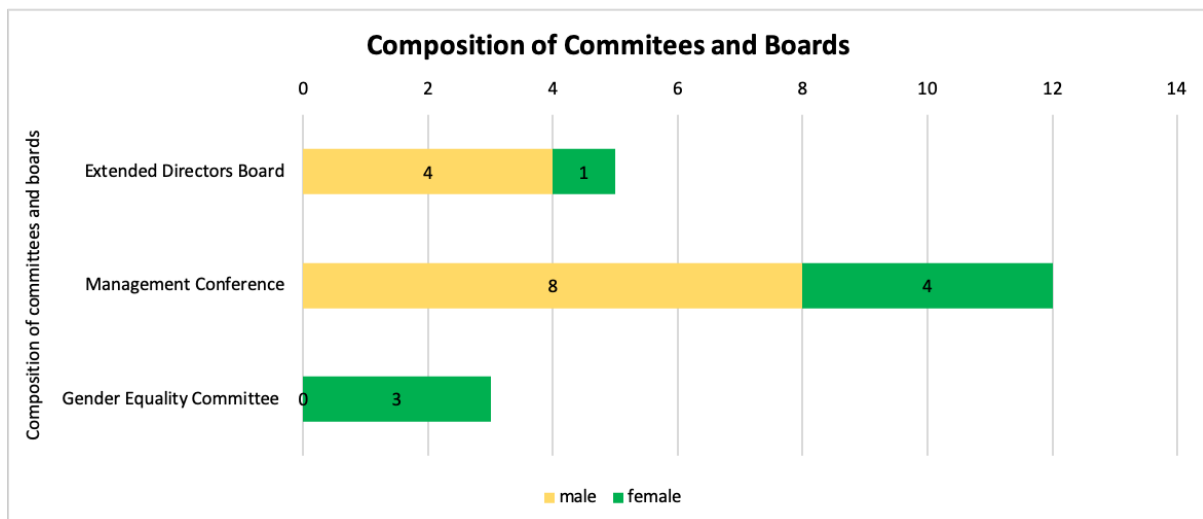


Figure 8: Scientific staff committee participation

B Hiring Guidelines 2021

B.1 The Job Adverts should contain:

- which skills and qualifications are required/desired.
- information about working hours i.e. which days and times.
- the salary or remuneration group.
- whether the position is fixed term, tenure-track or permanent.
- the statement: “The Max Planck Society is an equal opportunity employer. Applications from women, persons with disabilities, and minorities are particularly welcome. The MPIA supports its employees in the search for suitable child care. For questions concerning promoting equal opportunity for all employees and prospective employees at MPIA, please contact NAME of the Equal Opportunity Officer (equality@mpia.de) and regarding disabilities guidelines and regulations please contact NAME of the representative for severely disabled persons (SBV) (sbv@mpia.de).”
- Send the job advert to the Equal Opportunity Officers (EOOs) for endorsement before it is made public.

B.2 The search committee

- Ensure that there are equal numbers of women and men on the search committee. If this is not possible, the reasons must be placed on file.
- Provide each member of the committee with the list of skills and qualifications required/desired, which should be used to assess all applicants.
- If there is at least one applicant with explicitly mentioned severe disability, the SBV must be included in the search committee.

B.3 The short list

- When women are under-represented **at the position - i.e career level, being offered**, women with the required qualifications entered into the long list and short list (including the interview stage) must be at least 50% or better in terms of gender balance **regardless of the applicant pool**. Otherwise, only if female applicants are obviously not qualified for the position (based on qualification clearly outlines in the job advert and provided to the selection committee the short list and those interviewed should reflect the original pool of applicants. In this case, the reasons why equality could not be fulfilled should be clearly communicated and justified to the EOOs.
- Send the shortlist to the EOOs and provide them with access to all application material of all candidates.
- Applicants with explicitly mentioned severe disability must always be invited for the interview, unless the applicant is obviously not qualified for the position based on the conditions written in the job advertisement. The judgment whether or not

an applicant is in principle qualified shall be done in close collaboration with the SBV.

B.4 Conducting the interview

- Ensure that at least 40% of women take part in the interview committee. If this is not possible, it should be clearly justified to the EOOs.
- Follow the guidelines for interviews, developed by our staff (see Appendix C).
- Send the name(s) of the top candidate(s) to the Equal Opportunity Officers before an offer is made.**
- The decision about the rejection or acceptance of a disabled candidate must be made in close collaboration with the SBV.

B.5 When you negotiate the job offer, mention:

- Child care options
- Dual career services
- Flexible working hours/work from home in case of caring responsibilities

C Guidelines for Interviews

1. Do the interview with at least one other person. Have an equal number of women and men in the interview committee (The EOO can not be counted towards this balance), but at least a 40% of members of the underrepresented genders is required. If this is still not possible for specific reasons, these should be justified to the EOOs.
2. The EOOs must be invited to all interviews.
3. Before starting the interview, ensure both sides can understand each other clearly. In case of an online interview, make sure you ask for a telephone number where the candidate is reachable in case the internet connection is bad or breaks down.
4. Allow to the EOO to introduce them self and their role in the interview.
5. Briefly introduce all of you, including who you are (e.g. a group leader and a senior postdoc from the same group). The EOOs should have the opportunity to introduce themselves and explain briefly their role at MPIA.
6. Describe the structure of the interview, e.g., first some questions from your side, then the candidate will have the opportunity to ask questions, then come back to some more questions (possibly more directly related to the position offered), and end by explaining the next steps.
7. The previous points probably already eased the candidate, but if not enough, you could consider starting with 'fact/confirming' questions, e.g., from the CV if they indeed did their masters at place X with person Y on topic Z.

8. A candidate with proven severe disability must not be asked for the type of his/her disability, but can and should be asked if there is a conflict with any of the tasks of the offered position. For this purpose, it can be helpful to discuss a few use cases.
9. Try to get a clear picture of the candidate's past performance, preferably in a chronological order, following the CV. Concerning conducted research projects, make sure to find out what the candidate contributed her/himself to get a clear picture of the true skills (e.g. candidate did run a code, but actually never touched it).
10. Find out why the candidate is interested in the position. Make sure that the candidate explains what she/he thinks the job is about.
11. This is perhaps a good moment to put in some less expected questions, e.g., an idea for what a student could do within the project or what kind of extension (in data /model/etc.) would make the project stronger, etc.
12. Then probably ask the question how the candidate sees her/himself fitting in the project, group and institute, e.g., what kind of interaction/communication does the candidate bring and expect, what other own projects does the candidate want to do, does she/he perhaps already have an idea for after this project?
13. Try to figure out how the candidate would fit in the institute - equality ideas. How would they contribute to a good work environment at MPIA? Were they involved in activities related to ethics, sustainability, equal opportunities?
14. Now it should be turn for the candidate to ask questions and of you to tell more about the project, group and institute, including logistics (computer, travel, publication), collaborations within and outside Heidelberg, regular group and department-wide meetings, open-door policy, equality and disability related questions, etc.
15. End with explaining clearly the next steps of the procedure and if possible an estimate of the timeline when you know more. State that you would appreciate if the candidate would mention any potential offers or even acceptance of other positions from her/his side.