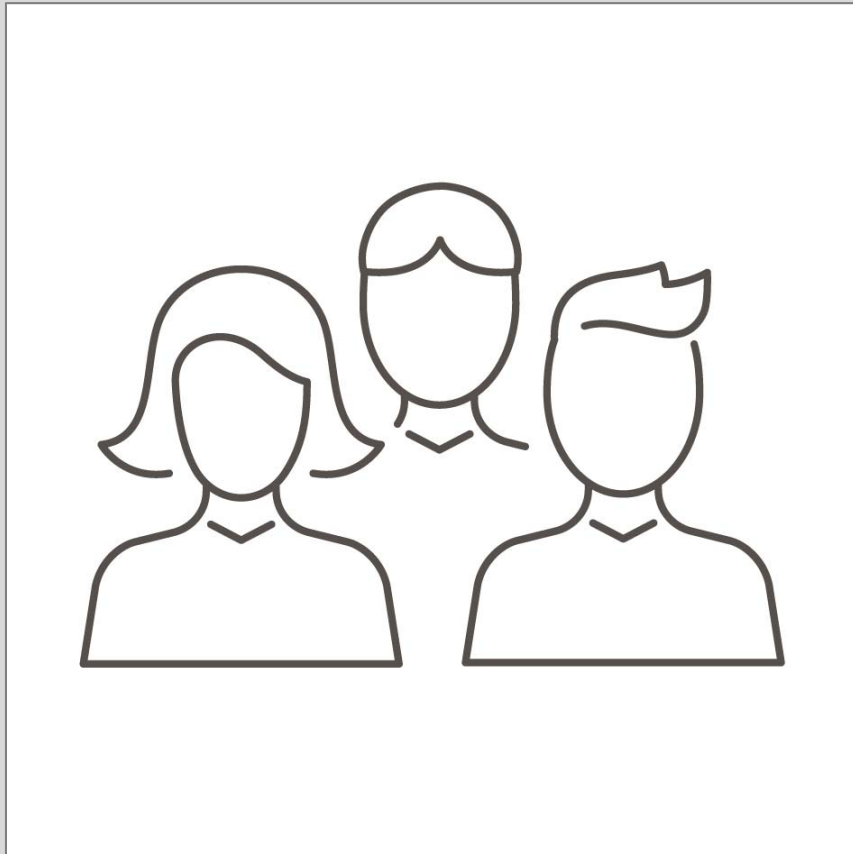


Salzburg Research Equality Plan

Version: October 2021



Contents

Foreword 3

General objectives & explanations 4

 Gender Officer 4

 Hierarchy & involvement 5

 Flexibility, individuality & career development..... 5

 Anti-discrimination 5

 Recruitment 6

Measures & indicators..... 7

 1 Policy & monitoring 8

 2 Gender-balanced conditions 9

 3 Remuneration..... 10

 4 Equipment & resources 10

 5 Career development 11

 6 Work-life balance 12

 7 Gender competence 13

Legal basis 14

Contact..... 14

Foreword

Experts from diverse biographical and cultural backgrounds are essential in field of research and development – not only to answer new scientific questions, but also to generate innovations and make important contributions to society. Equal treatment and transparent involvement of all employees are vital for ensuring successful outcomes and high-quality results.

The Management Board, management team and the works council of Salzburg Research are fully committed to the principle of equality and equal rights for all employees. Furthermore, by having an open-minded attitude towards all people, each employee actively contributes to supporting diversity across all areas of work and personal life.

All employees of Salzburg Research have the right to be treated with dignity and respect. At the same time, they have a duty to prevent and refrain from discrimination, harassment and bullying in any form whatsoever.

Equality between women, men and other gender identities must be ensured in a constructive, fair and motivating way across all functions and all levels of the hierarchy. It is the responsibility of the Management Board and the management team to foster such an environment, protect all employees from discriminatory and disparaging behaviour, promote equal opportunities and eliminate under-representation. As the proportion of women studying and working in the field of science is still unacceptably low, Salzburg Research is striving to achieve gender equity across all levels of the hierarchy and in all decision-making bodies within the organisation. Over the years we have implemented numerous measures and solutions to establish equality of all employees in many areas.

Non-discriminatory, gender-sensitive language is emphasised and applied based on special internal guidelines that have been in place since 2005. Use of general clauses (e.g. in footnotes) to state that male pronouns refer to both sexes is expressly prohibited. Care is also taken with images, representations and illustrations to ensure that they depict women and men equally, reflect their diverse realities, counteract prejudices, question traditional gender stereotypes and offer alternative role models.

This Equality Plan describes the next milestones in the continuous improvement process, as well as providing an overview of the numerous existing measures that are equally available to all employees. We see equality as an iterative and, dynamic process that must be regularly evaluated and adapted to current and future changes. The individual circumstances and career plans of all employees are supported flexibly and in the best possible way.

We are sincerely grateful to our dedicated employees, who strive for continuous improvement and greater awareness in numerous areas, and who regularly reflect on experiences and engage in debate to improve both themselves and Salzburg Research.



University Lecturer Dr. Siegfried Reich
Managing Director



Dipl.-Kffr. (FH) Jennifer Upitz
Company Officer, HR Manager, Gender Officer



General objectives & explanations

The way in which teams and working groups are composed has an impact on the discussion culture and its processes, on collaboration and, ultimately, on results. Gender-balanced and diverse teams have been shown to achieve better and more innovative results, as different points of views can be heard and incorporated. Gender generally describes social differences, in contrast to biological sex. Among other things, it is characterised by cognitively represented gender roles, stereotypes, as well as social expectations and cultural norms.

The aim of Salzburg Research's Equality Plan is to counteract inequalities on the grounds of gender, sexual orientation, ethnicity or cultural affiliation, religion or belief, social origin, educational background, age and disability. We want our approach to be as preventative as possible and to take into account the different interests, needs and rights of all employees, involve them in all decision-making processes and ensure they receive a fair share of the organisation's resources. Another priority for Salzburg Research is to foster open and transparent communication among one another, based on tolerance, appreciation, consideration and mutual support.

Equality is already a continuous consideration in the main operational, management and information processes (e.g. HR, quality management, finance), as well as in various evaluations, and is being gradually extended to other areas. A gender monitor has been set up, which pays particular attention to ensuring equal and fair pay for all employees based on their experience and qualifications.

To underline the importance and significance of equality across all genders and further ingrain it in the culture of Salzburg Research, equality aspects have been incorporated in the corporate strategy as key milestones and are documented and evaluated on a regular basis.

Gender Officer

To ensure equal treatment and, in particular, to promote women, Salzburg Research has created the role of Gender Officer. The Gender Officer offers advice and support on equality issues and is fully autonomous and independent in her role. An annual budget has also been defined for the position, so that appropriate resources can be planned and utilised purposefully.

The role of the Gender Officer at Salzburg Research is performed by the Head of HR. This makes it easier to keep track of all requirements and measures within the team and to ensure that all measures (including approval processes and monitoring) are implemented in a timely manner. The Gender Officer is supported by the Management Board, the Works Council, an external occupational psychologist and ad hoc working groups.

The Gender Officer's responsibilities include developing the Salzburg Research gender strategy, formulating it in the Equality Plan and evaluating the implemented measures.

All employees can interconnect via email distribution list female@salzburgresearch.at and share gender-specific information.

Hierarchy & involvement

At all levels of the hierarchy, Salzburg Research aims for gender-balanced, non-discriminatory staffing and involvement, so that the complex and diverse challenges in the day-to-day working environment can be overcome in a modern and innovative manner. In particular, this means that women at Salzburg Research are systematically promoted, with the long-term goal of 50% representation across all levels of the hierarchy.

Through improvement suggestions and internal audits, employees of Salzburg Research can actively participate in improving the processes and structures and making them more effective. In regular team meetings and on the intranet, news and other important information are communicated to all employees and continuously updated to reflect forthcoming changes.

With regard to equipment, infrastructure and the use of existing resources, all employees of Salzburg Research are treated equally.

Flexibility, individuality & career development

The gender equality processes at Salzburg Research are systematically updated with specific measures and corresponding resources. This also includes research & development, ranging from gender-balanced teams on research projects through to role allocation in internal services. By means of structured, annual staff appraisals, individual career development measures are identified (e.g. targeted coaching, training & management courses). In addition, all employees (including managers) are offered flexitime and part-time models, parental leave and the option to work from home or remotely. Salzburg Research also promotes a good work-life balance through fair and family-friendly timetables and attendance options for all training and development courses, as well as through unbureaucratic processing of absence requests and approvals. Priorities in the coming years will include raising awareness of gender issues, diversity and implementing equality aspects among existing and future employees.

We support flexible working hours models for mothers and fathers to help them strike a balance between work and their parental responsibilities. Individual employees can discuss the wide range of options with their line managers and Human Resources. Pragmatic solutions are then put in place in a timely manner, so that the employee can fit their work around their life circumstances and return to work at their own pace.

Anti-discrimination

Any direct or indirect discrimination on the grounds of gender or gender identity, sexual orientation, ethnicity or cultural affiliation, religion or belief, social background, educational background, age or disability is regarded as discrimination. Discrimination is also deemed to have occurred if someone incites another person to act in a discriminatory way, as well as in the case of any form of harassment that is perceived as unwelcome, inappropriate, derogatory, offensive or objectionable by the person affected.

Everyone should be free to express their skills, personal preferences and talents irrespective of their gender. No one should have to suffer violence, discrimination or stereotypical prejudices and norms. Employees are not discriminated against when determining salaries and benefits, when reimbursing expenses or when agreeing other terms of employment. The support offered by Salzburg Research is available equally to all employees regardless of their gender, and it takes into account their individual life situation and requirements as much as possible.

Sexual, gender-related or other harassment, bullying and other offensive behaviour will not be tolerated in any form whatsoever by the Management Board and the management team of Salzburg Research. We have a zero-

tolerance policy on this because such behaviour represents a violation of personal rights. There are plans to also incorporate this issue specifically in the QM system for 2022. Those affected can contact the Management Board directly, the HR department, the Works Council or their line manager if they have any questions or would like to report an incident. The described behaviour will be punished by the Management Board within the scope of the applicable employment and disciplinary laws. Anyone reporting an issue can rest assured that the incident will be treated sensitively and in strictest confidence. In addition, an external occupational psychologist is available to meet at short notice to help deal with the psychological stress and to identify possible strategies for dealing with it.

To report minor incidents anonymously or to make general suggestions, a feedback box has been set up in a central location in the mail area and can be accessed at any time.

Recruitment

In job ads and recruitment, qualified female candidates are encouraged by means of various measures to apply and are given preference in the case of equal qualifications. When filling positions, Salzburg Research is generally committed to the principle of best-fit and it defines the specific job requirements in advance in a transparent, objective and non-discriminatory way. An internal guide for job interviews helps to ensure a structured and standardised procedure and decision-making basis for those involved.

The following priority areas and goals for improving equality at Salzburg Research over the coming years have been identified after a detailed analysis:



- 1 **Policy & Monitoring** (embed the Equality Plan in the corporate concept, enhance the intellectual capital, include it explicitly in quality management)
- 2 **Gender Parity Ratios** (increase the proportion of women in positions where they are under-represented)
- 3 **Pay** (monitor equal pay – avoid a gender pay gap)
- 4 **Equipment & Resources** (allocate a financial & personnel budget for additional equality measures)
- 5 **Career Development** (expand career networks and the Salzburg Research Academy with a specific gender focus)
- 6 **Work-life Balance** (expand women's networks & partnerships)
- 7 **Gender Competence** (provide managers with in-depth training on gender & diversity issues, raise general awareness of gender issues and discrimination in the workplace)

Measures & indicators

The following overview is divided into **implemented** and **planned measures** for gender equality and support activities at Salzburg Research. Ongoing updates and further details are available on the intranet for the entire Salzburg Research team. All employees of Salzburg Research are encouraged to actively participate in the processes and projects through ideas, networking and constructive feedback.

Unless otherwise indicated by the initials, the Gender Officer of Salzburg Research is responsible for implementing the Equality Plan, the associated surveys and the ongoing evaluations (monitoring). The initials for the described personnel responsibilities can be found on the intranet.

1

Policy & monitoring



In order to further embed the culture, gender equality is being extended successively to all relevant strategic concepts and regulations of Salzburg Research.

All essential data collection and data analyses carried out at Salzburg Research is gender-specific, i.e. data is collected and presented separately for each gender.

Measures already implemented & goals achieved

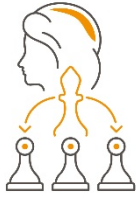
- ✓ **Key figures** represented by gender in the intellectual capital statement since 2003
- ✓ Salzburg Research **guidelines** on gender-sensitive language published on the intranet in 2005
- ✓ **Employment agreements** with declaration of ethical & moral principles and rejection of bullying & harassment
- ✓ **Ethics Contract** from Research Collective Agreement as the legal basis
- ✓ Gender issues as an **audit focus**, awareness-raising measure and opportunity for employees to participate in the **internal audit** in 2021
- ✓ Signed "**Declaration on equal opportunities for women and men in the transport sector**"
<https://www.eesc.europa.eu/en/agenda/our-events/events/women-transport-eu-platform-change/declaration-equal-opportunities-women-and-men-transport-sector>

Required actions & planned measures

- Publish **Equality Plan** on the website by the end of 2021 & improve gender-sensitive **employer branding** from 2022 onwards (BS)
- Include priority areas of the Equality Plan in the **corporate concept 2022** with annual **evaluation**
- Enhance the annual **intellectual capital statement** with further relevant key gender figures (**gender monitor**) from 2022 (BS, JU)
- Include equality and gender aspects in **quality & process management** (process network, check lists for events, meetings, projects, etc.) from 2022 (BS)
- Incorporate gender equality in **controlling & monitoring** – **quantitatively** (key figures, quotas) and **qualitatively** (surveys) from 2022
- Enhance the new **employment agreement** with further gender aspects (in particular, regulations for dealing with sexual **harassment** and **bullying**) from 2023 (SR, GG)
- Update the internal **guidelines on gender-sensitive language** by the end of 2022 (BS)

2

Gender-balanced conditions



The gender ratio at all operational and decision-making levels has an impact on all processes and their results. Care is therefore taken to ensure a fair balance of genders at all levels of the hierarchy and in all areas of Salzburg Research on an ongoing basis.

Measures already implemented & goals achieved

- ✓ Gender-sensitive **job ads** with alternating female & male or English job titles and gender-sensitive language/images
- ✓ Women are **explicitly** invited to apply in the interest of equality
- ✓ Advertised vacancies are open to **all** employees
- ✓ Gender-balanced composition of **selection panel**
- ✓ Salzburg Research **interview guidelines** for **job interviews**
- ✓ **Female candidates** explicitly addressed & invited to events (e.g. Data Science Speed-Dating, Long Night of Research, conferences)
- ✓ Participation in **FEMtech** projects and events and facilitation of FEMtech internships (www.femtech.at)

The proportion of women at the following levels of the hierarchy should be 50% at Salzburg Research (red = measures required or under observation):

Supervisory Board	Works Council	Management Board	Management team
Application Committee	Research lines	Project management	Internal services

Required actions & planned measures

- Aim **job ads** more clearly at women to increase the number of female applicants in R&D to 50% – starting with the next call for applications in 2021
- If candidates are equally qualified, the **decision** is made in favour of the woman, and early **job offers are made** to suitable female student trainees from 2021 onwards
- **Identify** and **develop** potential female candidates for project management in 2022
- **Annual discussions** between Management Board and Works Council on the topic of gender & diversity from 2022 onwards

3

Remuneration



From 2021, the monthly gross salary (full-time) will also be determined on a gender basis, and the mean/median values for each employment group will be compared and regularly analysed (**gender pay gap analysis**). In the event of critical deviations, measures will be initiated in coordination with the Management Board of Salzburg Research, so that the situation can be rectified in a timely manner

Measures already implemented & goals achieved

- ✓ Annual **gender pay gap analysis** introduced in 2021 with report to the Managing Director of Salzburg Research
- ✓ Equal pay across genders – grades based on the **Research Collective Agreement**
- ✓ Additional **salary components** (travel allowance, job tickets) available to all employees

Required actions & planned measures

- Expand **analysis & monitoring** of equal pay from 2021
- Participate in the "Gender & Diversity" working group of **Forschung Austria** from 2021 onwards

4

Equipment & resources



The Management Board of Salzburg Research provides an annual gender budget for the necessary resources, which is based on the current action plan.

Financial resources are defined as those required for training & development, workshops, events, conferences, lectures, coaching and specialist literature. Human and time resources are ensured by the Gender Officer and also made available for internal mentoring and working groups.

Measures already implemented & goals achieved

- ✓ **Gender Officer** appointed in 2021
- ✓ **Gender & Diversity Certificate** awarded to Gender Officer in 2021 www.integrationswerkstatt.at
- ✓ Annual **training & development budget** for employees of all genders
- ✓ **Flexible** forms of training & development (e.g. online courses, conferences, coaching)
- ✓ Regular, obligatory & structured **development meetings** taking into account parental leave and absence
- ✓ **Occupational health management** for all employees

Required actions & planned measures

- Define financial & personnel **gender budget** based on the action plan for 2022
- Add a gender info page to the **intranet** in 2021 (BS)
- Expand **occupational health management** with female- & gender-specific topics in 2022
- Acquire further **female- and gender-specific literature** (books/magazines) from 2021 onwards

5 Career development

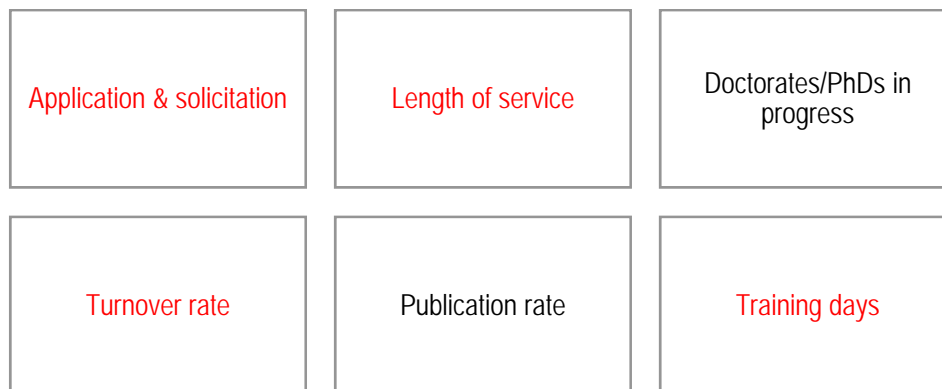


The individual and their academic career are a priority for Salzburg Research. In internal services, support is provided through advanced training and supplementary certifications.

Measures already implemented & goals achieved

- ✓ Help with participating in **training & development** and **networking opportunities** for women (e.g. w-fORTE <https://www.ffg.at/innovatorinnen>, FEMtech, Women in DataScience <https://www.widsvillach.org/wids2021/>)
- ✓ **FEMtech Experts** of the Month at Salzburg Research – Elisabeth Häusler, Cornelia Schneider, Verena Venek – Promoting Visibility
- ✓ **Research & FEMtech projects** with explicit gender focus (DIABgender, Impetus, FEMroute)
- ✓ Multi-year contributions to the FEMtech **Gender Booklet** of Non-University Research at the Alpbach Technology Symposium (2004–2009)
- ✓ Encouraged participation in "**ditact – Women's IT Studies**" <https://ditact.ac.at/>
- ✓ Systematic promotion of **young female scientists** in R&D (doctorate/PhD)
- ✓ Insights into research through gender-sensitive presentation of **roles** in **videos** on our Salzburg Research careers page
- ✓ Annual **staff appraisals** for the development of individual employees incl. determination of training & development measures
- ✓ **Coaching** options for all part-time & full-time employees for individual career development
- ✓ **Partnerships** with Austrian & foreign **universities** and teaching institutions
- ✓ **Email distribution list** female@salzburgresearch.at for internal networking and female-specific information

The following key figures have been identified for monitoring (especially academic careers) and as a basis for deriving further measures (red = measures required or under observation):



Required actions & planned measures

- Analyse key figures & derive measures from 2022 onwards
- Survey female employees on their specific needs in 2022
- Enhance **management culture** (career advancement of women, etc.) from 2022 onwards

6

Work-life balance

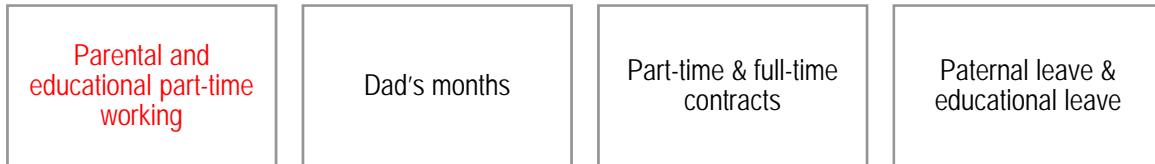


Salzburg Research helps its employees to reconcile work (study) & family (private life). In particular, employees with childcare responsibilities and/or relatives in need of care are strongly encouraged to strike a balance between both areas and require particularly flexible solutions.

Measures already implemented & goals achieved

- ✓ Flexible **parental leave & working hours models** (e.g. flexitime), also for management positions
- ✓ Managers as **role models**: adherence to target working hours, taking of holidays lasting several weeks, consideration of family occasions
- ✓ Options to **work from home/remotely**
- ✓ Salzburg Research **Parents' Guide** (local nursery with special terms for employees, birth bonus, etc.) available on the intranet or as a handout
- ✓ **Part-time option for parents** incorporated in the Research Collective Agreement
- ✓ Parental leave meetings, continued access to infrastructure and information during absence, contact person during absence (**leave management**)
- ✓ Additional support with **paternity leave, dads' months/weeks**
- ✓ **Unbureaucratic** handling of leave requests & approvals
- ✓ Consideration of part-time hours when arranging **meetings & attendance times**

The following key figures have been identified as relevant for work-life balance at Salzburg Research (red = measures required or under observation)

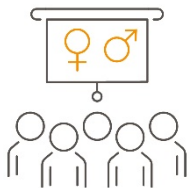


Required actions & planned measures

- Analyse **key figures** & derive measures from 2022 onwards
- Join other **networks** to increase collaboration and find inspiration for improving the work-life balance (e.g. "Unternehmen für Familien") from 2022 onwards <https://www.unternehmen-fuer-familien.at/>

7

Gender competence



At Salzburg Research, developing the gender competence of employees is primarily the responsibility of the managers. Gender equality is afforded a special place in project planning and is consciously practised and continuously improved in day-to-day interactions (e.g. gender-sensitive language in presentations and meetings).

Measures already implemented & goals achieved

- ✓ Integration of **gender aspects** in research & development (gender-sensitive research workshops already held in 2010) as well as regular **workshops** on different topics (e.g. ethics & diversity training, presentation skills for women)
- ✓ Raising awareness of the issue of **sexual harassment** and **discrimination** in the **workplace** (e.g. via educational videos on "sexual harassment" or "preventing discrimination", available on the intranet from the **Salzburg Research Academy**)
- ✓ **Specialist literature** on the topic of gender, etc. can be borrowed on casual terms
- ✓ Anonymous **feedback box** for reporting minor issues and voicing grievances
- ✓ Internal **audit priority** of "gender" as an awareness-raising measure and an opportunity for the team to participate in 2021

Required actions & planned measures

- **Workshops for managers** on the topic of gender (e.g. unconscious bias training, stereotypes, gender-based violence) from 2022 onwards
- **Basics & ideas workshops** on the topic of gender & diversity for all employees through the **Salzburg Research Academy** (awareness raising, gender equality training, gender-sensitive research design, software design & project management) from 2022 onwards



Legal basis

The legal basis in Austria is the Federal Equal Treatment Act (B-GIBG). It protects people in the working world from discrimination on the grounds of gender, ethnicity, religion or belief, age and sexual orientation.

The Federal Constitutional Law (B-VG), the Employment of Persons with Disabilities Act, the UN Conventions on Women's Rights and the Rights of Persons with Disabilities, as well as other equal treatment and equality rights at EU level, may apply in addition.

Salzburg Research is also subject to the Salzburg Corporate Governance Codex, the Research Collective Agreement with its associated Ethics Contract, the Employment Agreement, the externally certified quality & process management system, as well as the corporate concept for internal strategy and orientation and, from 2021 onwards, this Equality Plan.



Contact

Gender Officer

Dipl.-Kffr. (FH) Jennifer Upitz

jupitz@salzburgresearch.at | +43 662 2288 200

Salzburg Research Forschungsgesellschaft mbH, Jakob Haringer Str. 5, 5020 Salzburg, Austria

Icons - © Salzburg Research/Shutterstock.com, M.Style