LINZ CENTER OF MECHATRONICS

Gender Equality Plan

November 2026
Version 5.0



Science becomes reality

Equality becomes reality

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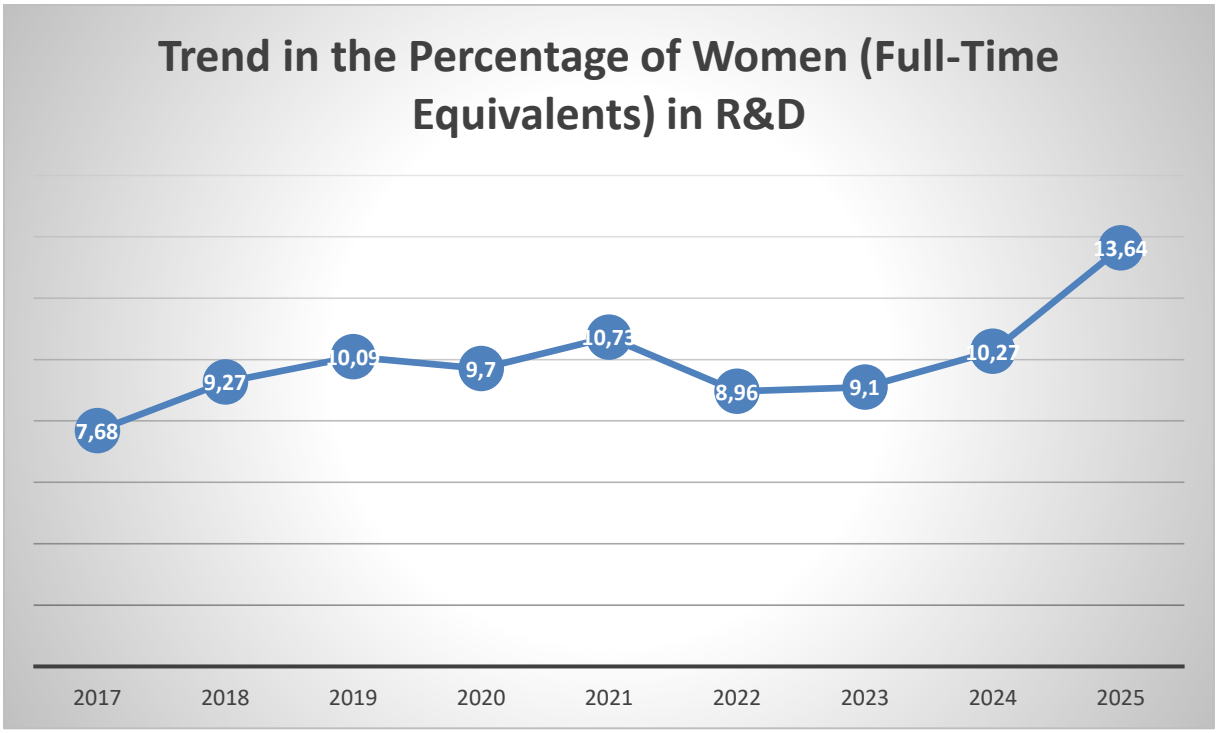
LCM Gender Equality Plan (GEP)

1 Preamble

It is one of the core values of LCM that all people have the same opportunities and development chances in working life. With our management mission statement, we have committed to a culture that sees diversity as an opportunity and differences as an important resource. Our managers recognise performance and development potential and support all people in their professional and personal development. Our GEP focuses on gender equality. However there are also measures in the plan that explicitly aim to address existing numerical imbalances and to promote diversity.

The business purpose of LCM requires a technical education in R&D among the staff, which is why it is very difficult to achieve a quantitative balance between women and men. The number of female students in mechatronics, electrical engineering or mechanical engineering is still very low, not only in Austria, but in most countries. We are convinced that a higher proportion of women is the best prerequisite for creating equal opportunities in all areas. That is why we have taken numerous measures in recent years to attract more women as employees and have thus achieved an initial positive development:



In addition to this quantitative evidence, there are the success stories of women who demonstrate their development as researchers at LCM, which we deliberately highlight on our women's advancement page. Our goal is to make use of the skills of women in all positions and at all hierarchical levels as a matter of course, and to promote and utilize their existing potential.

GEP Team: An equal opportunity officer (EOO), Gerda Klammer, was implemented in the company in 2018 for the structural implementation of the measures for equal opportunities. Together with the Chief Scientific Officer (CSO) and gender equality representatives from different career stages and areas, the EOO is responsible for the coordination of the measures. This is only successful with the support of management.

The team meets twice a year, analyses progress and plans the next steps. The results of this meeting are reported to the CEO and recorded in a meeting protocol.

For LCM equal opportunity is not just an add-on program, it is incorporated in all HR agendas. Internal processes, public appearances, salary structures and individual development opportunities are questioned from the point of view of equal opportunities. This involves close collaboration with the works council.

2 Objectives of the LCM Gender Equality Plan

In order to promote diversity as a driver of innovation, we need to further develop an environment in which all employees, regardless of gender, can develop and contribute in the best possible way. We are taking strategic and operational measures (details in section 6) in the following areas to achieve this goal:

Work-life balance and organisational culture

Objective 1.1: family friendliness must be effective and tangible for all employees.
Objective 1.2: Life phase orientation: Career paths for women and men are not always straight forward but are shaped by life phases.

Gender equality in recruitment and career progression

Objective 2.1: employer branding: appearance as an employer that appeals to people of all genders
Objective 2.2: equal opportunities for the entry into the world of technology for persons of all genders
Objective 2.3: career promoting measures: active promotion of women in areas in which they are underrepresented

Gender Balance in leadership and decision-making

Objective 3.1: increasing the proportion of women in leadership
Objective 3.2: developing new models for participation in decision-making

Prevention of discrimination including sexual harassment

Objective 4.1: awareness raising: leaders need to develop a strong awareness of equal opportunities
Objective 4.2: avoidance of a gender pay gap
Objective 4.3: ensuring a permanent gender discourse

Integration of the gender dimension into research content

Objective 5.1: project analysis according to gender aspects
Objective 5.2: increasing the visibility of female scientists

3 Process

The gender equality plan is managed as a process that ensures regular monitoring:



- *analysis:* targets and indicators for strengthening equality are defined
- *measure plan:* concrete actions and responsibilities are derived
- *implementation:* measures are implemented in concrete actions
- *monitoring:* efficiency and level of goal achievement are regularly evaluated

4 Data Collection and Continuous Monitoring

The following tools are available and used to verify data and to continuously review the success of the gender equality plan.

Personnel Report:

The following data is collected and published internally in the annual staff report of the HR department.

- key personnel figures: number of employees by gender
- development of the part-time rate
- development of the proportion of women in R&D
- staff turnover
- number of internships and trainees (by gender)
- parental leave
- further trainings—participation of women and men
- educational leaves/part-time educational leaves
- degrees of employees (by gender)
- research stays (by gender)

Gender reports:

LCM operates a COMET Centre, which reports annually on the scientific use of the funding. The gender report is a part of this, providing key figures that document progress towards absolute gender equality in research. The basis for this is a plan of measures aimed primarily at increasing the proportion of women.

Annual salary adjustments:
Once a year, department heads and the Head of Organizational Development & People (OP) conduct structured salary reviews. During these reviews, the salary development and potential adjustment needs of all employees are assessed based on consistent and transparent criteria. Particular consideration is given to role, level of responsibility, performance, experience, and internal salary comparisons.
The aim is to ensure fair, objective, and non-discriminatory compensation. Salary decisions are made irrespective of gender. Any gender-related pay differences are identified at an early stage, objectively reviewed, and—if they cannot be justified by objective criteria—addressed through appropriate salary adjustments.

Internal survey tool:
Additional data for the analysis of gender equality in the company can be collected quickly with a digital survey. This makes it possible to obtain an up-to-date database for the implementation of further measures and, on the other hand, all employees are involved in the discussion, which means additional sensitisation for the topic.

Anonymous complaints office:
This digital tool gives all employees the opportunity to anonymously report wishes, complaints and problems, which are then dealt with by an equal representation group. Incidents that contradict equal treatment and violate the LCM principles can be reported here without inhibitions.

Intranet:
The results of evaluations, current figures and project progress are reported on the internal information platform. This can ensure that staff members are kept up to date on important actions.

5 Dedicated Resources and Budget

The management takes the lead in implementing the gender equality plan. The necessary budget is made available and, above all, sufficient time is given to the staff to participate in the measures (e.g. courses or information events). Some of the resources are included in the internal HR annual plan, which sets out the strategic direction and concrete projects and some are sought through gender-specific funding programmes (e.g. FEMtech Karriere or talent programs in section 6.2.).

The implementation of all planned measures, improvements, adjustments and development opportunities outlined in this Gender Equality Plan is subject to LCM's financial capacity and the need to achieve a positive operating result. Ensuring the long-term economic viability of LCM is a fundamental prerequisite for sustainable development. Should the financial situation not allow for the implementation of individual measures, LCM reserves the right to postpone, modify, suspend or discontinue activities across all areas of the GEP, subject to applicable legal and contractual obligations.

6 Measures of the LCM Gender Equality Plan

6.1 Work-life balance and organisational culture

Objectives	Measures	Status	Responsible
Objective 1.1: **family friendliness must be effective and tangible for all employees.**	Flexitime model: very wide-ranging framework with plenty of scope for individual adjustments	In force	OP (Organization & People)
	Sabbatical model: attractive framework conditions enable planned longer sabbaticals if desired (used in individual cases)	In force	OP
	Individual part-time models: 44% of all employees work part-time; one third of all managers also work part-time (Q3/2026)	In force	Management, OP
	Parental leave: so far 100% of all fathers in the LCM take paternity leave (up to 12 months). Part-time employment is often agreed upon, so that an expert function or management function can be performed continuously.	In force	Management, OP
	Home Office: the company has decided to give all employees the option to work from home at a rate of 50% on a permanent basis. It is used primarily to save travel time e.g. for long distances and childcare responsibilities	In force	Management
Objective 1.2: **Life phase orientation: Career paths for women and men are not always straight forward but are shaped by life phases.**	Life-phase oriented working time: temporary part-time agreements and part-time education are options that are very often implemented to adapt to personal circumstances. Changes in the position of working time are also possible at short notice.	In force, to be expanded to the field of caring for relatives	Management, OP
	Measures to facilitate an increase in the level of employment, particularly after returning from parental leave or care leave: Direct response when additional personnel resources are needed ("increase staffing before advertising")	In force	OP, Management
	Raise awareness that caring for elderly relatives is becoming an increasingly important issue: actively address the issue and enable care leave without bureaucratic hurdles.	2026/27	OP, Management
	In the case of temporary reductions in working hours, the framework conditions are designed in such a way that management functions can be retained or resumed in full upon return.	In force	OP, Management

	In 2026, the targeted training of female project managers marked the official launch of an internal women's network. Regular meetings provide female employees with a supportive environment in which they can exchange experiences and identify shared needs, challenges, and critical issues. Based on these insights, targeted measures are developed to support women's professional development and advancement within the organization. At the same time, this initiative lays the foundation for a strong and sustainable internal women's network.	2026	OP, equal opportunity officer

6.2 Gender equality in recruitment and career progression

Objectives	Measures	Status	Responsible
Objective 2.1: **employer branding: Appearance as an employer that appeals to people of all genders**	Our female scientists act as contact persons at recruitment fairs. Direct discussions with students and graduates are the best way to communicate the opportunities and development possibilities that employment at the center opens to them. This facilitates access to this male-dominated field, especially for female applicants.	In force	OP, Staff
	All female applicants from a technical field will be invited for a job interview. With this initiative, we want to open ourselves up further to female employees from different fields and thus generate innovative approaches.	In force	OP, Staff
Objective 2.2: **equal opportunities for the entry into the world of technology for persons of all genders**	Internships: To sustainably strengthen women in technology, they must be given uncomplicated access at an early stage. Therefore, we support young women in their interests and actively offer internships. We offer at least 3 female internships every year (Cooperation with FEMtech; Young Scientists; CAP.) https://www.ffg.at/femtech-praktika https://www.jku.at/schule/jku-young-scientists/ https://www.cap-ausbildung.eu/	In force	Management, OP
	Individual future talks: Career planning meetings following internships are held with each female intern to discuss further opportunities for cooperation and to accompany/support the development of competences on a permanent basis.	in force	OP, Management

	Supporting projects that encourage girls to choose a technical education has long been a fixed component of our programme. We will continue to support initiatives such as FiT (JKU Linz, https://www.jku.at/schule/ueberblick-beratungsstellen/frauen-in-die-technik/) and the „Lange Nacht der Forschung“ (https://langenachtderforschung.at/) and motivate our young female researchers to act as role models at these events.	In force	Management, GEP Team, Staff
	The career paths at LCM are designed in such a way that they can be followed by all employees, regardless of gender. The life phase orientation removes possible obstacles due to family commitments.	In force	OP, Management
Objective 2.3: career promoting measures: Active promotion of women in areas in which they are underrepresented	We participate in a cross mentoring programme (https://www.crossmentoring.at/) to strengthen and promote our female employees. The employees are accompanied by a mentor from another company for nine months and gain insight into their wealth of experience. The center thus offers an additional opportunity for individual professional development. In 2025, the eighth LCM employee took part in the program.	In force	Management, OP
	Research stays are an important step on the career path. LCM regularly surveys which research stays on which topics are conducive to competence building. Women are particularly encouraged to take advantage of this opportunity.	In force,	OP, CSO

6.3 Gender Balance in leadership and decision-making

Objectives	Measures	Status	Responsible
Objective 3.1: **increasing the proportion of women in leadership**	discussion at management level to identify female high potentials and encourage them especially for new appointments to management positions and for taking on new functions	in force	Management, OP
	A development program for five female project managers with internal and external support will start in 2026 to promote entry into a first management position.	Implemented 2026	OP

	Targeting recruitment of female R&D engineers	In force	OP, Management
Objective 3.2: **Developing new models for participation in decision-making**	Increased use of diverse working groups (e.g. in the field of organisational development projects); active approach of high potentials	Started 2026	Management, GEP Team

6.4 Prevention of discrimination including sexual harassment

Objectives	Measures	Status	Responsible
Objective 4.1: **Awareness raising: Leaders need to develop a strong awareness of equal opportunities**	In the second quarter of 2026, three workshops (at least one for each mandatory) were held for all managers. The workshops focused on unconscious bias and structural disadvantages, as well as their impact on decision-making, team dynamics, and leadership. The aim was to raise awareness of these mechanisms and promote an inclusive corporate culture.	Implemented 2026	OP, Diversity Team
	Advice by external experts: we will increasingly consult external experts and jointly work out new approaches or further develop existing ideas. This idea is being implemented through participation in the project "100% - Equal treatment pays off."	started 2025	GEP Team, Management
Objective 4.2**: avoidance of a gender pay gap**	The pay structure is evaluated once a year. An important criterion is the avoidance of a gender pay gap. The EOO evaluates salary developments in the individual areas together with the managers and plays an important role as advisor and guide in this process.	In force	Management, EOO, OP, works council
Objective 4.3: **ensuring a permanent gender discourse**	The results of the women's network meetings´ (objective 1.3) are discussed in a mixed group to strengthen mutual understanding and to take possible action in a next step. A workshop will be organised at management level to raise awareness and motivate them to actively develop equal opportunities LCM	In force	GEP Team
	GEP reports, current LCM figures and project progress are published on the internal information platform	Started 2022	Communications, GEP Team
	Participation in initiatives and events also keeps the topic in the spotlight through external input.	In force	OP

6.5 Integration of the gender dimension into research content

Objectives	Measures	Status	Responsible
***Objective 5.1*: project analysis according to gender aspects**	Gender impact assessment: At the beginning of the project, it is analysed whether the project contains gender-relevant aspects which are then considered or highlighted. The aim is to make the benefits of the project equally accessible to all.	in force	Staff
***Objective 5.2*: Increasing the visibility of female scientists**	We have implemented a landing page for the advancement of women, which is constantly updated and expanded, thereby highlighting women's achievements.	In force	Communications, OP