

# Gender **Equality** Plan

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Version 3.0

Science becomes **reality**

An illustration showing a variety of hands of different skin tones and ages stacked together in a circle. The hands are wearing different colored sleeves and accessories like bracelets and a watch, symbolizing diversity and unity.

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. But there are also measures in the plan that explicitly aim to address existing numerical imbalances.

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. Therefore, we have taken numerous measures in recent years to recruit more women as employees. The number of women in the company has increased from 14 to 25 from 2013 to 2021. And in the field of R&D a first positive development could thus be achieved also: While it was 4.34% in December 2013, we were able to demonstrate an increase to 11.68% in September 2021 at LCM. In addition to this quantitative evidence, there are success stories of women that demonstrate their development as researchers at LCM (<https://www.lcm.at/karriere/>). Our goal is to use the competences of women as a matter of course in all positions and at all hierarchical levels and to promote and utilise the existing potential.

For our commitment to the advancement of women, we received the Future Innovation Award STEM in July 2021 (Frauenförderpreis des Landes OÖ „StarkeFrauen.StarkesLand“). This award reinforced our approach that the right framework conditions, the appreciation of different competences and the integration of all employees in the development of the company are the key to success.

**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 basis of equal opportunities at LCM is the “Gender Career Management” charta, which was signed by all managers as the result of a company-wide project in 2018. <https://www.gendercareermanagement.at/>

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.

## 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. We are certified in this area (“Work&Family”) and promote further activities. <https://www.familieundberuf.at/>

*Objective 1.2:* Life phase orientation: Career paths for women and men are not always straight forward but are shaped by life phases. Starting a family, caring for relatives, additional professional qualifications or health problems make it necessary to adapt working models.

*Objective 1.3:* sustainable human resources management: measures to integrate and retain all employees (awarded with HRbert in 2021) <https://www.lcm.at/lcm-gewinnt-preis-fuer-nachhaltiges-personalmanagement/>

### **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:* identification and countermeasures of a possible glass ceiling

*Objective 3.2:* increasing the proportion of women in leadership

*Objective 3.3:* 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

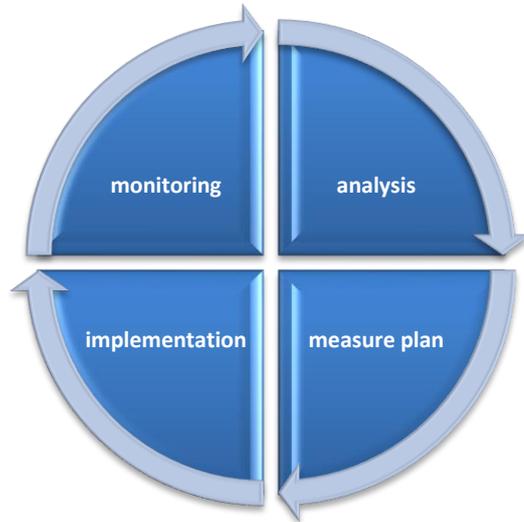
### **Integration of the gender dimension into research content**

*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 (male/female)
- parental leave
- further trainings—participation of women and men
- educational leaves/part-time educational leaves
- degrees of employees (female/male)
- research stays (female/male)

#### Gender reports:

LCM operates a K2 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, bilateral meetings are held between the department heads and the HR manager to discuss the salary trends of each employee and to make any necessary adjustments. The goal is overall fairness, with a special focus on objective decisions, regardless of gender. The development of a gender pay gap is thus avoided.

**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.).

## 6 Measures of the LCM Gender Equality Plan

### 6.1 Work-life balance and organisational culture

Objectives	Measures	Status	Responsible
<b>Objective 1.1:</b> 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	HR
	Sabbatical model: attractive framework conditions enable planned longer sabbaticals if desired	In force	HR
	Individual part-time models: 44% of all employees work part-time; one third of all managers also work part-time.	In force	Management, HR
	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, HR
	Home Office: Independent of the necessary reactions to the pandemic, the company has decided to give all employees the option to work from home at a rate of 50% on a permanent basis.	In force	Management
	Re-Certification "Family-friendly Company" <a href="https://www.familieundberuf.at/">https://www.familieundberuf.at/</a>	2022	HR, Management
<b>Objective 1.2:</b> 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 in 2022/2023	Management, HR
<b>Objective 1.3:</b> sustainable human resources management	Analysis of an evaluation (Nov 2021) and detailed development of measures for long-term employee retention	1/2022	GEP Team, HR
	Implementation of an internal network of women: meeting of female staff members to provide a framework for identifying needs and critical issues. Based on the results, new measures are developed to support female employees. In addition, this will lay the foundation for a strong internal women's network.	2022	HR, equal opportunity officer



## 6.2 Gender equality in recruitment and career progression

Objectives	Measures	Status	Responsible
<b>Objective 2.1:</b> 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	HR, Staff
	We plan to make videos for our career site, where our female researchers speak about working in LCM. Authentic messages should help to increase employer attractiveness even further.	2022/2023	GEP Team, Communications
	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	HR, Staff
<b>Objective 2.2:</b> equal opportunities for the entry into the world of technology for persons of all genders	The virtual LCM tour gives young people an insight into the centre's fields of activity and its culture of equal opportunities. Tours can be offered at trade fairs or in cooperation with schools to actively address young people. This creates the opportunity to provide young women initial access to the world of technology.	Starting 2022	Communications, HR
	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 plan to offer at least 3 female internships every year (Cooperation with FEMtech; Young Scientists; CAP.) <a href="https://www.ffg.at/femtech-praktika">https://www.ffg.at/femtech-praktika</a> <a href="https://www.jku.at/schule/jku-young-scientists/">https://www.jku.at/schule/jku-young-scientists/</a> <a href="https://www.cap-ausbildung.eu/">https://www.cap-ausbildung.eu/</a>	In force	Management, HR
	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.	Starting 2022	HR, 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	In force	Management, GEP Team, Staff

	(JKU Linz, <a href="https://www.jku.at/schule/ueberblick-beratungsstellen/frauen-in-die-technik/">https://www.jku.at/schule/ueberblick-beratungsstellen/frauen-in-die-technik/</a> ) and the „Lange Nacht der Forschung“ ( <a href="https://langenachtderforschung.at/">https://langenachtderforschung.at/</a> ) and will motivate our young female researchers to act as role models at these events.		
<b>Objective 2.3: career promoting measures: Active promotion of women in areas in which they are underrepresented</b>	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	HR, Management
	We participate in a cross mentoring programme ( <a href="https://www.crossmentoring.at/">https://www.crossmentoring.at/</a> ) 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 force	Management, HR
	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, actively pushing forward after COVID-19-related pause	HR, CSO

### 6.3 Gender Balance in leadership and decision-making

Objectives	Measures	Status	Responsible
<b>Objective 3.1: identification and countermeasures of a possible glass ceiling</b>	open discussions in diverse groups to identify possible inequalities	Starting 2022	GEP Team
<b>Objective 3.2: increasing the proportion of women in leadership</b>	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	Starting 2022	Management, HR
	Targeting recruitment of female R&D engineers	In force	HR, Management

<b>Objective 3.3:</b> 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	2022/2023	Management, GEP Team
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#### 6.4 Prevention of discrimination including sexual harassment

Objectives	Measures	Status	Responsible
<b>Objective 4.1:</b> Awareness raising: Leaders need to develop a strong awareness of equal opportunities	Expert talk: An external expert on the topic of women in technology will be invited to promote an open discourse and raise awareness of opportunities. (e.g., Carina Zehetmaier, President of Women in AI Austria). Target group are all managers and interested LCM employees.	2022/2023	GEP Team
	Advice by external experts: we will increasingly consult external experts and jointly work out new approaches or further develop existing ideas. But also the sensitive issue of sexual harassment is given space in these discussions, because awareness of the different individual boundaries needs to be strengthened. e.g., Vice-Rectorate for Research, Gender and Diversity at JKU Linz as consultant; FFG Network	2022	GEP Team, Management
<b>Objective 4.2:</b> 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, HR
<b>Objective 4.3:</b> 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	2022/2023	GEP Team
	GEP reports, current LCM figures and project progress are published on the internal information platform	Starting 2022	Communications, GEP Team
	interesting links and videos are advertised and made available on the intranet to prevent discrimination	2022	Communications, GEP Team

## 6.5 Integration of the gender dimension into research content

Objectives	Measures	Status	Responsible
<b>Objective 5.1:</b> 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.	2022/2023	Staff
<b>Objective 5.2:</b> Increasing the visibility of female scientists	The outstanding achievements of our female colleagues are put in the spotlight. This increases visibility, strengthens professional identity, and expresses appreciation for their work. At least one success story of a female employee will be published (using online or print media) every year.	In force	Communications, HR