Helmholtz-Zentrum Hereon

5th Gender Equality Plan

2025 – 2029 (data as at 31.12.2025)



The present Gender Equality Plan (GEP) 2025-2029 was formally received and adopted by the Executive Management Board of Helmholtz-Zentrum Hereon GmbH on 13 July 2026. The document is thereby recognized as Hereon's official and binding Gender Equality Plan.

Geesthacht, July 2026

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Preamble

Gender equality is a key priority for Helmholtz-Zentrum hereon GmbH (Hereon) and a central element of its responsibility in the area of human resources policy. The aim is to provide all staff with fair and transparent working conditions that facilitate professional development, academic excellence and a healthy work-life balance.

To this end, Hereon pursues a strategically aligned, life-phase-oriented and equality-focused human resources policy, which is continuously reviewed and developed.

This 5th Gender Equality Plan sets out how Hereon systematically promotes gender equality for people of all genders. It is based on three interconnected elements and follows the principle of continuous improvement:

Initial situation & key indicators (status quo)	**Objectives and measures to improve gender equality**	**Review of objectives Update & outlook**

This approach enables effective measures to be developed and ensures that gender equality work continues in a targeted and systematic manner.

1. Gender equality strategy as the basis

Ensuring equal opportunities is a strategic objective of Hereon's Executive Board and is firmly embedded within the Hereon 2030 strategy and its successor, Hereon 2030+. At Hereon, gender equality is recognised as a key factor in achieving scientific excellence, driving research innovation and supporting sustainable organisational development. The Executive Board is fully committed to further strengthening the established principles of gender equality as both a leadership and governance principle through a process of continuous improvement.

Hereon attaches great importance to promoting equal career opportunities for people of all genders in both scientific and non-scientific roles. This is based on reliable framework conditions, clear and transparent career prospects and fair, non-discriminatory recruitment processes.

As part of the strategic planning process, it was identified that working conditions which support a healthy work–life balance, predictable career pathways and appropriate development opportunities are key factors for attracting, retaining and developing highly qualified staff.

This strategic approach provides the framework for Hereon's gender equality work and forms the basis for defining specific measures to attract, retain and support the career development of women.

Hereon's gender equality strategy is built on three key pillars that provide a clear structure for its gender equality work and establish clear priorities. They define the subject areas in which the Gender Equality Plan sets out binding measures.

1st Structural pillar	2. Cultural pillar	3rd People pillar
Gender equality as a management principle	**Gender equality as a shared responsibility**	**Talent recruitment and career development**
Transparent human resource processes and the systematic integration of gender equality into governance and decision-making	An inclusive, non-discriminatory organisational culture fosterd through awareness-raising and shared responsibility	Targeted recruitment and career development of women across all scientific and non-scientific career pathways

These three pillars support the aim of sustainably increasing the representation of women at all career stages and levels of responsibility. The gender equality strategy is designed as a dynamic instrument and is regularly reviewed and further developed. Monitoring, evaluation mechanisms and a transparent reporting process ensure that progress is visible and that emerging needs can be addressed in a timely manner.

2. Current workforce statistics and the representation of women (Last updated: 31.12.2025)

Hereon regularly collects gender-disaggregated data across all employee groups. These data form the basis for analysis, target setting, the development of measures, monitoring progress towards objectives and continuous improvement. Data are collected using standardised, robust methods and in compliance with data protection requirements. The data are collected annually.

2.1 Representation of women across the workforce

The latest figures indicate that the proportion of women within the overall workforce has remained largely stable. As at 31 December 2025, women represented around 40% of all employees, representing no significant change compared with the previous year. The figures have remained stable.

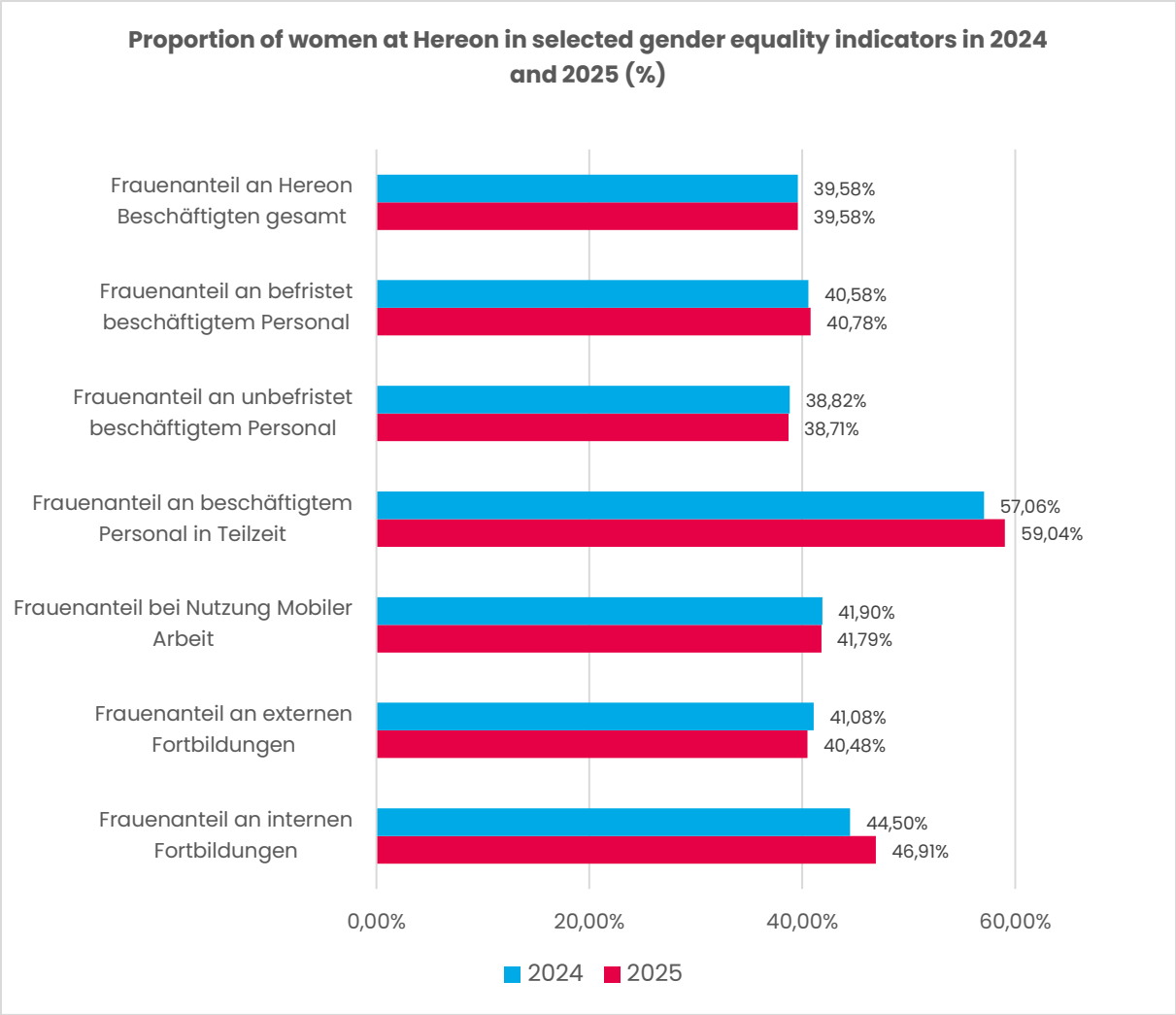


Figure 1: Selected gender equality indicators at Hereon: year-on-year comparison for 2024 and 2025 (as at 31 December in each year)

Fixed-term and permanent employment contracts

The representation of women in both fixed-term and permanent employment contracts changed only marginally in 2025 compared with the previous year. There was a slight increase in the representation of women on fixed-term contracts, while the proportion of women on permanent contracts remained broadly stable.

Use of flexible working arrangements (part-time work and mobile working)

The representation of women in part-time employment increased slightly. The use of mobile working remained broadly stable.

Learning and development opportunities

The participation of women in external learning and development opportunities remained at the previous year's level, while participation in internal opportunities increased slightly. This indicates that women make use of internal development programmes.

Areas for action

Overall, the indicators confirm a largely stable and positive trend. The increasing proportion of women working part-time highlights the need to actively promote near-full-time and flexible working models and to ensure development opportunities regardless of working pattern.

2.2 Representation of women in the scientific area

As at 31 December 2025, around three quarters of Hereon's overall workforce belonged to the scientific staff category [1](71.7% as at 31 December 2025). The proportion of women in this sector has fallen marginally compared with the previous year and has remained stable overall for several years (see Fig. 2).

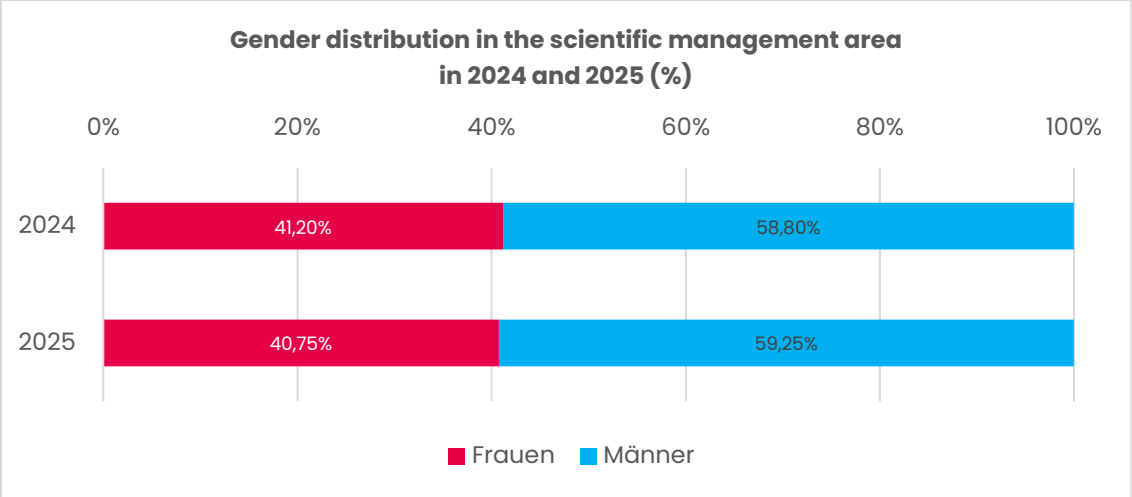


Fig. 2: Representation of women in the scientific area: year-on-year comparison (as at 31 December each year)

The Cascade Model serves as the reference framework for the target quotas applied to scientific leadership positions. The target quotas presented in this report relate to the Cascade Model valid until 31 December 2025. A revised Cascade Model for the subsequent period has not yet been adopted.

[1] Definition: see glossary

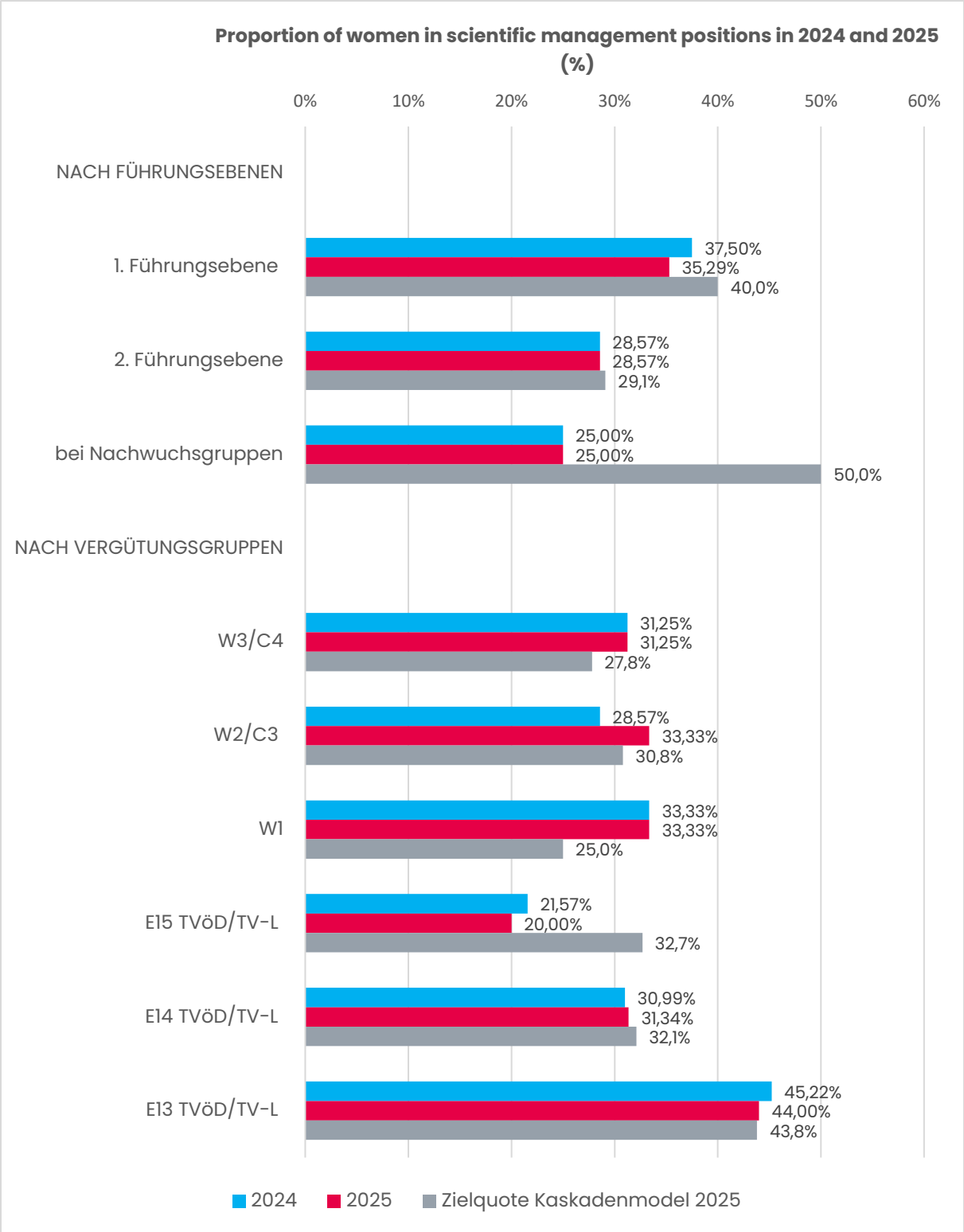


Figure 3: Representation of women in scientific management roles in 2024 and 2025 compared with the target proportions under the cascade model applicable until 2025 (as at 31 December each year)

Analysis by management level[2]

At the first management level, the proportion of women remains stable overall and is slightly below the target range set. At the second management level, the representation of women remained unchanged from the previous year and was just below the defined target.

The representation of women among the heads of independent research groups and early career research groups remained below the target proportions. The small number of positions means that even individual appointments can have a significant impact on the representation of women. This highlights that strategic measures can be particularly effective in this area.

Analysis by pay grade

The picture varies across the different pay grades. Some categories remain stable or have improved slightly within the target range, while other areas show declines or continue to fall significantly short of the target figures:

- In pay grade W3/C4, the proportion of women remains stable and continues to exceed the defined target quota.
- The target quota has also been exceeded in pay grade W2/C3.
- In pay grade W1, the proportion remains stable. At 33.3 per cent, it is above the target quota, meaning that the target has already been achieved and exceeded.

The picture is more mixed among the higher pay grades. In pay grade 15, the proportion of women has stagnated and remains below the target levels. By contrast, pay grades 14 and 13 are characterised by a comparatively high and stable proportion of women. Overall, the mid-level pay grades show stable to slightly positive trends, while the most senior scientific positions continue to face structural challenges. These are due in particular to the limited number of available posts and a relatively small pipeline of suitably qualified candidates.

The small number of positions at the highest career levels also makes it difficult to identify robust trends and highlights the need for targeted career development and forward-looking recruitment to sustainably increase the representation of women.

[2] Definitions: see glossary

Appointments to professorships

Between 2024 and 2025, the number of women appointed to joint professorships decreased slightly, although the overall number of appointments remained small (from six to five appointments; see Figure 4).

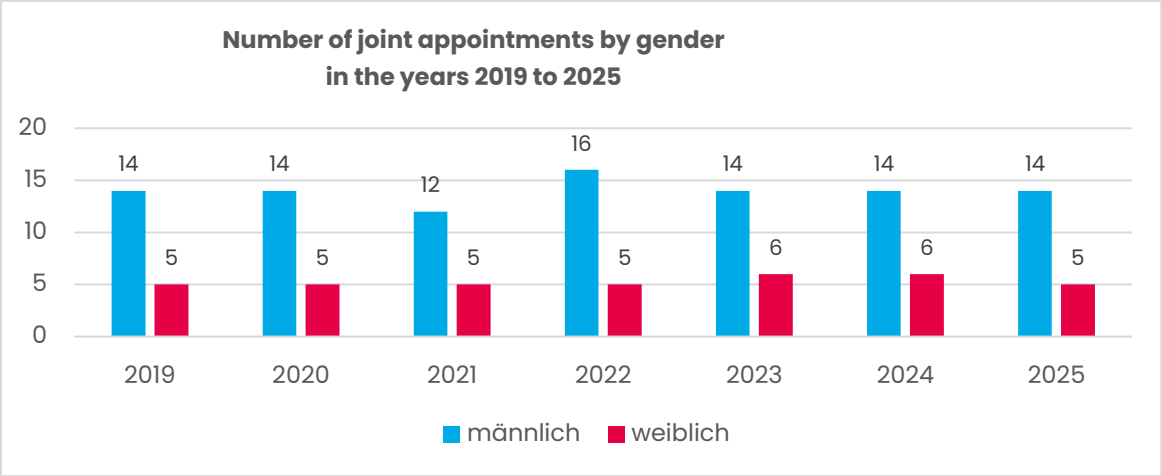


Figure 4: Appointments of women and men between 2019 and 2025 (as at 31 December each year)

The forthcoming appointment procedures provide an opportunity to review existing processes critically and ensure that the conditions are in place to support a fair and equitable selection process. This means that future appointments can become a key lever for achieving the gender equality objectives. When appointing review panels and appointment committees, every effort is made to ensure a balanced composition and the participation of suitably qualified members on the basis of equal opportunities. In doing so, the equal opportunities requirements set out in the appointment regulations of the cooperating universities, together with the recommendations of the Equal Opportunities Officers of the Helmholtz Centres, are applied.

Through its funding programmes, the Helmholtz Association provides targeted measures to support the recruitment of women professors to W2 and W3 professorships through the 'Helmholtz Distinguished Professorship' and 'Helmholtz Rising Talent Professorship' programmes.

Areas for action

The analysis shows that the representation of women across the scientific area has remained stable overall. Appointment procedures should be used strategically to increase the representation of women, particularly in senior scientific positions.

In this context, the introduction of shared leadership models (job-sharing arrangements) is also being considered as a possible means of making management roles more flexible and increasing opportunities for suitably qualified women to take on these positions. To strengthen gender equality over the longer term, it is therefore important to provide more systematic support at key transition points along career pathways, identify talent at an early stage and further promote the recruitment of suitably qualified women to senior positions. Building on this foundation will help consolidate existing progress and gradually close the remaining gaps.

2.3 Representation of women in the non-scientific area

As at 31 December 2025, just over a quarter of Hereon's overall workforce belonged to the non-scientific staff category [3](28.3%). The latest figures indicate an overall stable trend in the non-scientific area, characterised by a slight increase in the representation of women. However, this increase does not indicate any fundamental structural change (see Figure 5).

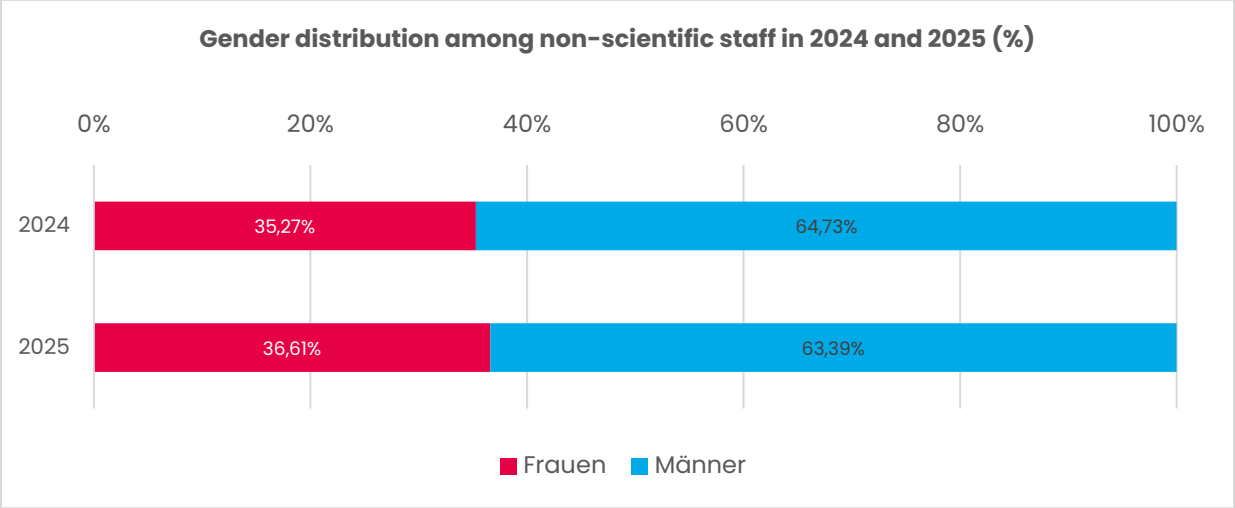


Figure 5: Representation of women in the non-scientific area: year-on-year comparison, 2024 and 2025 (as at 31 December each year)

Analysis by management level

When analysed by management level, a mixed picture emerges. At the first management level below the Executive Board, women continue to be strongly represented, whereas representation at the second management level is noticeably lower. These differences have changed very little over time, reflecting an established but highly role-specific distribution of women across management roles. As the total number of management positions in this area is limited, individual recruitment decisions have a particularly pronounced effect on the representation of women. However, these fluctuations do not indicate any underlying structural change (see Figure 6).

Analysis by pay grade

The distribution by pay grade also presents a mixed picture. In some of the higher-paid roles, the representation of women has remained stable, while slight increases can be observed in certain middle pay grades. In other grades, little or no change has occurred. A notable feature is the considerable variation between individual pay grades (see Figure 6).

[3] Definition: see glossary



Figure 6: Representation of women in the non-scientific area: year-on-year comparison, 2024 and 2025 (as at 31 December each year)

Areas for action

Overall, the non-scientific area has shown a stable and generally positive trend. At the same time, it remains clear that the representation of women continues to vary according to role and level of

responsibility. This highlights the need to monitor developments closely and identify any emerging imbalances at an early stage.

It therefore remains important to monitor transitions into positions with greater responsibility, regularly review recruitment processes and ensure that suitably qualified women have equal access to career opportunities across all areas. The aim is to consolidate the progress achieved to date and to develop the organisational framework further so that equal opportunities are sustained over the long term.

3. Responsibilities, structures and support framework for gender equality

The following section is based on a contribution by Elina Valli, Hereon's Gender Equality Officer (GleiB). To ensure that equal opportunities are firmly embedded within Hereon, particularly among its managers, the Gender Equality Officer has played a central role since 2000. They promote and monitor the implementation of the objectives set out in § 1 para. 1 of the Implementation Agreement on Gender Equality (AV-Glei) and ensure that gender equality is taken into account in all HR-related decisions.

The responsibilities, rights and participation requirements of the Gender Equality Officer are set out in detail in two binding internal agreements:

- Implementation agreement AV-Glei (2020):
  This agreement specifies how the requirements of the AV-Glei are to be implemented at Hereon and sets out in detail how gender equality is to be systematically and consistently integrated into human resources processes and organisational structures.
- Agreement on the involvement of the Gender Equality Officer (2020):
  This agreement sets out in detail the human resources measures in which the Gender Equality Officer must be involved at an early stage. These include recruitment, appointment and reappointment procedures, contract extensions, the conversion of fixed-term to permanent contracts, the allocation of apprenticeship places, regrading and the assignment of management responsibilities.

Together, these agreements clearly define the institutional role of the Gender Equality Officer, provide a binding framework for their responsibilities and ensure that the role is firmly embedded in Hereon's human resources and organisational development.

Involvement of the Gender Equality Officer in committees and decision-making processes

The Gender Equality Officer is integrated into Hereon's key decision-making structures. They report to the Supervisory Board, as a guest, both in writing and orally on their activities and the state of gender equality at Hereon. They also attend meetings of the Scientific and Technical Council (WTR) as a guest. In addition, the Gender Equality Officer regularly participates in appointment committees, selection panels and other HR-related committees, and acts as a confidential point of contact for staff. At the annual staff meeting, the Gender Equality Officer reports to the workforce on the status and progress of their work. As a certified conflict adviser and mediator, they also support the resolution of workplace conflicts and complaints.

Staffing and gender expertise of the Gender Equality Officer

The Gender Equality Officer is released from their regular duties on a 100 % basis to carry out their role and is supported by a Deputy Gender Equality Officer and a local Gender Equality Representative at the Teltow site. The Gender Equality Officer has developed extensive expertise in gender equality over many years and continues to deepen this knowledge through regular participation in professional training, workshops and specialist conferences. They are also a certified conflict adviser and mediator. The institutional integration of gender equality work is strengthened through quarterly meetings with the Executive Board and the Head of Human Resources, ensuring close coordination and the strategic development of gender equality initiatives.

Institutional and financial framework

Gender equality activities are supported by a dedicated budget, which can be increased by the Executive Board where additional funding is required, for example to support workshops, expert lectures or internally organised events. Minutes of committee meetings, records of the Gender Equality Officer's involvement, evidence of their qualifications and other supporting documentation ensure transparency and fulfil the requirements of Horizon Europe. This provides a stable organisational, financial and structural foundation for gender equality work.

4. Measures for 2025–2029

Gender equality is one of Hereon's core strategic objectives. This action plan is designed to promote equal opportunities systematically through effective gender equality measures. Hereon's catalogue of measures includes both long-established, well-proven initiatives and new measures developed in response to current needs and strategic priorities. Together, they provide the framework for systematically advancing equal opportunities and sustainably removing structural barriers. The measures are aligned with the three pillars of the gender equality strategy: governance, organisational culture and talent development. The aim is to create equal opportunities for career progression and development, further strengthen work–life balance, and promote an organisational culture free from discrimination.

4.1 Pillar 1: Structural pillar – Gender equality as a management principle

The structural pillar lays the organisational foundations for sustainable gender equality work at Hereon. It comprises the policies, processes and management tools that ensure equality is systematically embedded in human resources management, decision-making processes and management structures. The aim is to create fair, transparent and predictable conditions that provide all employees with equal opportunities for development.

- **Gender-inclusive job advertisements and recruitment**
  Job advertisements are written using gender-inclusive language to create an inclusive and non-discriminatory recruitment environment. The aim is explicitly to encourage applications from members of the underrepresented gender and to enhance the attractiveness of the positions for people of all genders. In addition, job advertisements state that positions may be filled on a job-sharing basis, thereby promoting flexible working arrangements. The Gender Equality Officer is involved in all selection procedures to ensure compliance with the gender equality objectives.

- **Increasing the representation of women in management positions (cascade model)**
  Ambitious target proportions were established under the cascade model for the period between 2020 and 2025, reflecting the male-dominated nature of Hereon's engineering and natural sciences disciplines. The current target quotas of the Cascade Model were valid until 31 December 2025. The definition of target quotas für the subsequent period is currently under preparation. The 2025 results indicate that the measures implemented to date are having a positive impact, although further action is needed in certain areas.

- **Enhancing the monitoring system and developing performance indicators**
  Hereon will progressively develop its existing set of indicators to enable more detailed monitoring of developments in recruitment, career pathways, transitions to permanent employment, and participation in training and awareness-raising activities. The objective is to identify trends at an early stage, evaluate the effectiveness of gender equality measures more robustly, define new targets and refine future actions..

- **Flexible working hours and remote working**
  To support modern working conditions, a range of flexible working arrangements, including remote working and flexitime, are firmly enshrined in Hereon’s existing regulations. This structural framework establishes clear guidelines and ensures that flexible working options are applied consistently, transparently and in accordance with legal requirements.

- **'Erfolgsfaktor Familie' (The Family as a Key to Success)**
  Since 2007, Hereon has been a member of the corporate network promoting family-friendly working conditions and the reconciliation of work and family life.

- **Audit 'Berufundfamilie'**
  Hereon first received the Audit berufundfamilie certificate for family-friendly working and research conditions in 2008. The certification has since been successfully renewed every three years, most recently in June 2023. The latest re-certification process began in autumn 2025 and is expected to be completed in June 2026.

4.2 Pillar 2: Cultural pillar – Gender equality as a shared responsibility

The cultural pillar places the shared responsibility of all managers and employees at its core. It promotes an organisational culture in which gender equality is visibly embedded in everyday practice, flexible and predictable working arrangements are routinely supported, and employees are able to return smoothly to work following periods of family leave. The aim is to create an inclusive, respectful and discrimination-free working environment that promotes openness, raises awareness and encourages responsible behaviour, thereby actively supporting the uptake of work–life balance measures.

- **Protection against discrimination and safeguarding good scientific practice**
  Hereon regards protection from discrimination and the safeguarding of good scientific practice as fundamental to its gender equality objectives. A discrimination-free working environment is essential for ensuring equal opportunities and the same development possibilities for all employees. Clear structures are in place to achieve this: an Ombudsperson provides support with questions and conflicts relating to good research practice, a whistleblowing system enables the confidential reporting of misconduct, and the company-wide works agreement 'Respectful and Supportive Conduct in the Workplace' sets out

procedures for dealing with conflict, bullying, discrimination and sexual harassment. Employees can seek support from the internal advisory service. These measures help to create a respectful and safe working environment.

- **Management models**
  The introduction of shared management models is intended to enable more flexible career pathways and further improve the reconciliation of management responsibilities with different stages of employees' personal lives. Initial conceptual considerations and analyses have already been undertaken. As a next step, specific implementation options will be developed to embed this management model within the organisation and ensure its practical application.

- **Childcare provision**
  Hereon provides a comprehensive range of childcare services for employees with children.

  - Day-care centres
    An on-site nursery with flexible childcare models at the Geesthacht main site, providing childcare places for 45 children from the age of 8 weeks until they start school.
  - Emergency childcare support
    Short-term childcare when regular childcare arrangements are unavailable
  - Parent-and-child room
    At the Teltow site for use when normal childcare arrangements break down

  In addition to these childcare services, Hereon offers flexible working arrangements and flexitime. These enable employees to adapt their working hours to family commitments, particularly childcare and/or caring responsibilities for relatives. Flexible start and finish times help parents manage temporary childcare gaps and organise their working day according to their individual needs. In this way, Hereon further supports a better work–life balance at an organisational level.

- **Support for employees returning from parental leave**
  To provide more effective support for employees returning from parental leave, the various requirements and working processes within Hereon's institutes and administrative areas need to be taken into account. Further measures will therefore be explored in order to gain a clearer understanding of employees' specific needs and to develop appropriate approaches that facilitate successful reintegration following parental leave.

- **Raising awareness of unconscious bias and strengthening non-discriminatory decision-making processes**
  Hereon raises awareness of unconscious bias by providing access to unconscious bias training programme offered by the German Research Foundation (DFG), as well as through regular internal initiatives and information events. The objective is to help managers and employees recognise unconscious stereotypes, promote fair and unbiased decision-making, and further strengthen an organisational culture based on respect and equal opportunities. Participation in these initiatives will continue to be encouraged and further developed over time.

- **Gender-inclusive language**
  Hereon has introduced guidelines on gender-inclusive language to establish a consistent language policy and promote awareness of gender equality. The use of gender-inclusive language helps shape organisational culture and promotes an inclusive working environment. These mandatory guidelines also support the structural objectives set out under Pillar 1.

4.3 Pillar 3: People pillar – Talent recruitment and early-career development

The people pillar focuses on individual career pathways, access to professional opportunities, and targeted development and support measures for women. The aim is to make talent visible, support career pathways and successfully support employees through transition phases.

- **Management development programme**
  The 'Hereon Academy' management development programme, established at Hereon in 2023, offers programmes for three target groups: Potential managers ('Interested in management?'), new managers ('New to management?') and experienced managers ('Experienced in management?'). Women are specifically encouraged to participate in this programme.
- **Early-career development and recruiting women into science**
  Hereon aims to inspire young people to engage with science from an early age and specifically attract more girls and young women to scientific careers. Through its student laboratory, the centre offers a range of practical formats for this purpose, including STEM-pink and STEM-for-Girls initiatives, speed dating with researchers, extracurricular STEM activities accompanying the school year, and the Materials Holiday Programme, during which female students gain insights into different departments. Each year, Hereon also takes part in Future Day (formerly Girls' Day and Boys' Day), which particularly encourages girls to explore careers in science and develop an interest in STEM professions. These activities, together with the visibility of female role models, help strengthen the recruitment of potential candidates for scientific careers
- **Relocation and dual career service**
  An external relocation service provides support for newly recruited senior staff. In addition, Hereon provides comprehensive information for the partners of new employees to help facilitate their own professional integration. Hereon is also a member of the 'Dual Career Hamburg + der Norden' network.

5. Outlook and further development

Hereon's established approach to promoting women and advancing gender equality continues to deliver positive results.

In particular, it is successfully strengthening the career development of qualified women both in science and in science-related and support functions. This approach will also continue to form the basis for future gender equality measures and efforts to ensure equal opportunities.

Positive developments can also be seen in non-scientific fields: At many management levels and across several pay grades, the representation of women already exceeds the target values. At the same time, it remains important to continue monitoring specialised areas in order to recruit qualified women on a sustainable basis and further improve their career development opportunities.

Hereon combines scientific excellence with the ambition of playing a leading role in gender equality and being recognised as an attractive employer for people of all genders. Against this background, existing measures are continuously reviewed, refined and strategically expanded.

Gender equality measures follow a process of continuous improvement: existing tools are regularly reviewed for their effectiveness and adapted to strategic objectives and current needs. At the same time, new measures are developed to make the best possible use of the potential of all employees in research and development and to ensure equal opportunities in the long term.

A key area for future development is the expansion of shared management models. The aim is to develop viable concepts that can be successfully applied across Hereon.

Monitoring of the Gender Equality Plan is based on annually collected, gender-disaggregated staff data and performance indicators. The Gender Equality Plan will be updated every two years in line with the requirements of Horizon Europe, taking the ongoing monitoring results into account.

6. Publication and validity

The Gender Equality Plan (GEP) of Helmholtz-Zentrum Hereon has been formally received and adopted by the Executive Board on 13 July 2026 and is recognized as an official and binding document.

Published on Hereon's publicly accessible website, the plan is easily available to all interested parties. For reasons of transparency, previous versions remain permanently archived online.

To ensure accessibility for international employees, applicants and external stakeholders, the plan is provided in both German and English.

This Gender Equality Plan applies for the period from 2025 to 2029. Updates or revisions are version-controlled and assigned a revision date.

List of abbreviations

Fig.	Figure
AG	Employer
AV-Glei	Implementation agreement on gender equality
DFG	German Research Foundation
i.e.	That is
E	Pay grade
e. V.	Registered association
GBV	Company-wide works agreement
GEP	Gender Equality Plan
GleiB	Gender Equality Officer
GWK	Joint Science Conference
HGF	Helmholtz Association of German Research Centres
Chap.	Chapter
STEM	Science, technology, engineering and mathematics
Tab.	Table
TV-L	Collective Agreement for the Public Service of the German Federal States (TV-L)
TVöD	Collective Agreement for the Public Service
WTR	Scientific and Technical Council
e.g.	For example

Glossary

Non-scientific personnel

This category includes the commercial management, employees in their respective offices, as well as personnel in the areas of information technology, facility management, technical services, central services, finance and controlling, procurement and logistics, and human resources management.

Scientific personnel

This category includes the scientific and technical management, employees in its staff units, as well as researchers at the institutes, doctoral researchers and research support staff within the institutes (excluding reactor personnel).

Management levels – non-scientific area

1. Management level: Authorised signatory, Head of department, Head of staff unit
2. Management level: Section Head
3. Management level: Not applicable in the non-scientific area.

Management levels - scientific area

1. Management level: Authorised signatory, Head of institute, Head of division, Head of staff unit
2. Management level: Department Manager
3. Management level: Head of working group

Appendix: Tables and personnel figures

The following section lists all indicators included in the Gender Equality Plan. They serve to ensure transparency, traceability and documentation of gender-disaggregated personnel data and the resulting target quotas.

Annex A: Total staff and scientific staff in 2024 and 2025 by headcount by gender and fixed-term and permanent employment contracts (reference date: 31 December each year)

	2024			2025		
Number of employees	Total	limited	Unlimited	Total	limited	Unlimited
Number of employees in total (regardless of the source of funding)*	**1,008**	413	595	**1,039**	440	599
male	608	244	364	627	263	364
Women	400	169	231	412	177	235
of whichnumber scientific personnel**	**733**	391	342	**745**	412	333
male	431	228	203	441	241	200
Women	302	163	139	304	171	133

*including reactor personnel
**excluding reactor personnel

Annex B: Number of fixed-term and part-time research personnel by headcount
fixed-term personnel broken down by management levels, pay grades and gender as at 31 December 2025

	Personnel			Fixed-term staff			Part-time staff		
Management	Total	Men	Women	Total	Men	Women	Total	Men	Women
First management level	17	11	6	1	0	1	5	4	1
Second management level[1]	63	45	18	3	2	1	10	5	5
Third management level[1]	0	0	0	0	0	0	0	0	0
Head of independent research and early-career researcher groups/research areas[2]	4	3	1	3	2	1	0	0	0
Overall	**84**	**59**	**25**	**7**	**4**	**3**	**15**	**9**	**6**

	Personnel			Fixed-term staff			Part-time staff		
Pay grade	Total	Men	Women	Total	Men	Women	Total	Men	Women
W3/C4	16	11	5	1	1	0	8	7	1
W2/C3	6	4	2	1	0	1	2	0	2
C2	0	0	0	0	0	0	0	0	0
W1	3	2	1	1	0	1	2	1	1
E 15 Ü TVöD/TV-L, ATB, S (B2, B3) incl. AT	0	0	0	0	0	0	0	0	0
E15 TVöD/TV-L	50	40	10	4	4	0	8	7	1
E14 TVöD/TV-L	134	92	42	34	25	9	30	15	15
E13 TVöD/TV-L	350	196	154	292	165	127	154	70	84
E12 TVöD/TV-L	23	18	5	4	3	1	6	3	3
Pay grades below E 12 TVöD/TV-L	164	79	85	72	39	33	58	19	39
Overall	**746**	**442**	**304**	**409**	**237**	**172**	**268**	**122**	**146**

[1] Unless included in the level above

[2] Unless included in levels 1–3 Management

Annex C: Cascade model for scientific management positions – actual quotas 2024/2025, forecast for 2025 and target quotas 2025 by management level and pay grade

		Development of the proportion of women						Derivation and target for the proportion of women 2025					
		Actual 31.12.2024			Actual 31.12.2025			Forecast 31.12.2025		Forecast 2020–2025			TARGET 31.12.2025
		Number of people:	of which Women	Proportion of women (%)	Number of people:	of which Women	Proportion of women (%)	Number of people:	of which Women	Number of positions Fluctuation[3]	Number of positions Growth[3]	available positions[3]	Proportion of women (%)
	Centre management[4]	1	1	100%	1	1	100%	1	0	0	0	0	0.0%
Management	First management level[4]	16	6	37.5%	17	6	35.3%	20	8	0	8	8	40.0%
Management	Second management level[1]	56	16	28.6%	63	18	28.6%	79	23	2	35	37	29.1%
Management	Third management level[1]	0	0	0.0%	0	0	0.0%	0	0	0	0		-
Management	Head of independent research and early-career researcher groups/research areas[2]	4	1	25.0%	4	1	25.0%	4	2	0	4	4	50.0%
Pay grades	W3/C4	16	5	31.3%	16	5	31.3%	18	5	0	6	6	27.8%
Pay grades	W2/C3	7	2	28.8%	6	2	33.3%	13	4	0	3	3	30.8%
Pay grades	W1	3	1	33.3%	3	1	33.3%	4	1	0	3	3	25.0%
Pay grades	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	0	0	0.0%	0	0	0.0%	0	0	0	0		-
Pay grades	E15 TVöD/TV-L	51	11	21.57%	50	10	20.0	55	18	10	10	20	32.7%
Pay grades	E14 TVöD/TV-L	142	44	30.9%	134	42	31.3%	140	45	50	5	55	32.1%
Pay grades	E13 TVöD/TV-L	345	156	45.2%	350	154	44.0%	340	149	250	20	270	43.8%

[1] Unless already included in the level above

[2] Unless already included in levels 1–3 Management

[3] Estimated reduction or increase in positions up to 2025, including estimated turnover and new positions (in persons); the baseline is the actual figure as at 31 December 2019.

[4] Where individuals at the first management level also hold the function of Centre Director, they are reported in both the 'Centre Director' category and the 'Management levels' category.

Annex D: Number of fixed-term and part-time non-scientific personnel by headcount (administrative personnelf, technical personnel and other personnelf, excluding reactor personnel) by management level, pay grade and gender as at 31 December 2025

	Personnel			Fixed-term staff			Part-time staff		
Management	Total	Men	Women	Total	Men	Women	Total	Men	Women
First management level	10	2	8	0	0	0	3	0	3
Second management level[1]	14	9	5	0	0	0	2	0	2
Third management level[1]	0	0	0	0	0	0	0	0	0
Head of independent research and early-career researcher groups/research areas[2]	0	0	0	0	0	0	0	0	0
Overall	**24**	**11**	**13**	**0**	**0**	**0**	**5**	**0**	**5**

	Personnel			Fixed-term staff			Part-time staff		
Pay grade	Total	Men	Women	Total	Men	Women	Total	Men	Women
W3/C4	1	0	1	0	0	0	0	0	0
W2/C3	0	0	0	0	0	0	0	0	0
C2	0	0	0	0	0	0	0	0	0
W1	0	0	0	0	0	0	0	0	0
E 15 Ü TVöD/TV-L, ATB, S (B2, B3) incl. AT	0	0	0	0	0	0	0	0	0
E15 TVöD/TV-L	7	2	5	0	0	0	2	0	2
E14 TVöD/TV-L	13	7	6	0	0	0	3	0	3
E13 TVöD/TV-L	30	15	15	1	1	0	11	2	9
E12 TVöD/TV-L	25	17	8	0	0	0	7	3	4
Pay grades below E 12 TVöD/TV-L	162	101	61	24	19	5	38	9	29
Overall	**238**	**142**	**96**	**25**	**20**	**5**	**61**	**14**	**47**

[1] Unless included in the level above

[2] Unless included in levels 1–3 Management

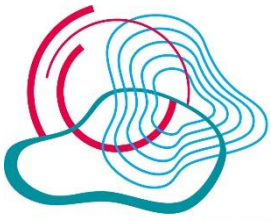
Appendix E: Proportion of women among non-scientific personnel by management level and pay grade as at 31.12.2025 (administrative personnel, technical personnel and other personnel, excluding reactor personnel)

		Development of the proportion of women					
		Actual 31.12.2024			Actual 31.12.2025		
		Number of people:	of which women	Proportion of women (%)	Number of people:	of which women	Proportion of women (%)
Management	First management level[1]	8	7	88%	10	8	80 %
	Second management level[1]	16	6	38%	14	5	35 %
	Third management level	0	0	0	0	0	0 %
	total	**24**	**13**	**54%**	**24**	**13**	**54%**
Pay grades	W3/C4	1	1	100%	1	1	100%
	W2/C3	0	0	0	0	0	0 %
	W1	0	0	0	0	0	0 %
	E 15 Ü TVöD/TV-L, ATB, S (B2, B3)	0	0	0	0	0	0.0%
	E15 TVöD/TV-L	6	4	67%	7	5	71%
	E14 TVöD/TV-L	13	6	46 %	13	6	46 %
	E13 TVöD/TV-L	25	11	44%	30	15	50%

Editing

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World-class research for a changing world



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Geesthacht, 13.07.2026