

Promoting Equality at the ifo Institute

Equality Plan 2023–25

I. Equality Vision and Goals for the ifo Institute

The ifo Institute systematically pursues equality of opportunity for women and men. We want our equality policy to play a part in achieving society's goal of giving men and women the same opportunities for individual self-actualization. Alongside these idealistic motives, our vision is also based on hard facts: in May 2020, McKinsey published an international study demonstrating that inclusion and diversity are an important factor in commercial success. According to the research, companies with high gender diversity have a much greater (25 percent) likelihood of generating above-average profits.¹⁾ Similar studies have also been carried out for academic research: papers from diverse authorship teams are more highly rated than those of teams comprising women only or men only. Furthermore, heterogeneous authorship teams received 34 percent more citations than homogeneous ones.²⁾

In the evaluation undertaken in 2019, the ifo Institute was tasked with increasing its proportion of female postdocs as well as the proportion of female academic managers one level above them. We believe that we will get closer to the idealistic and strategic components of our vision if we fulfill this task: namely, promoting inclusivity and

¹⁾ Vivian Hunt, Sara Prince, Sundiatu Dixon-Fyle, Kevin Dolan, Diversity Wins – How Inclusion Matters, May 2020

²⁾ Lesley G. Campbell, Siya Mehtani, Mary E. Dolier, Janice Rinehart, Gender-Heterogeneous Working Groups Produce Higher Quality Science, in: PLoS ONE 8(10), 2013

participation at the societal level and conducting the Institute's research work at an excellent academic level. That is why we are continuously developing measures to do away with imbalances in the personnel structure and in HR development. These measures target both the academic and the non-academic areas of the Institute. In doing so, we are systematically pursuing three objectives: **First**, we are working to ensure that women and men receive the same opportunities to combine their personal life, family, and career in a balanced manner.

Second, we are ensuring that suitable yardsticks are created for both women and men with regard to equality in the evaluation of their performance and the resulting career opportunities.

Third, we are identifying mechanisms of possible discrimination and systematically dismantling them.

The legal basis for equality at the ifo Institute is the Implementation Agreement on the Equality of Men and Women in Joint Funding Activities for Research (AV-Glei) concluded by Germany's federal and state governments pursuant to Art. 91b of the German constitution. In addition, our institutional rules take into account the German Research Foundation's (DFG's) Research-Oriented Standards on Gender Equality and the Leibniz Association's framework recommendations. Like all equality-promoting measures at the ifo Institute, this Equality Plan forms part of our certification to DIN EN ISO 9001.

All equality-promoting measures are supervised by the Equal Opportunity Officer and her deputy. The Equal Opportunity Officer regularly receives further training. She takes part in the Leibniz Association's meetings of Equal Opportunity Officers as well as its meetings of Diversity Officers. Furthermore, she is a member of the Munich Task Force of Equal Opportunity Officers (makgb). In addition, she represents the ifo Institute in the Munich Dual Career Office network at the Technical University of Munich.

The annual personnel statistics with the respective percentages of women in the various pay grades and job categories (for excerpts, see Appendix 2) are provided to the Equal Opportunity Officer. She herself additionally keeps statistics on the proportions of women among job applicants and among those who are invited to interviews. The Equal

Opportunity Officer reports once a year to the Administrative Council about the current equality situation at the Institute. In addition, she reports regularly (at least once a year) at the all-hands meetings.

II. Measures for Implementing the Equality Plan

An analysis of the proportion of women in various categories within the ifo Institute workforce shows that a majority of non-academic positions are held by women. In academic roles, by contrast, they are strongly under-represented in some cases. As such, the Equality Plan pursues the goal of increasing the proportion of women in academic roles and academic management positions until men and women are equally represented in these domains. The guideline for doing this is the cascade model (see Tables 3 and 4 in Appendix 2). By 2025, the ifo Institute wants to recruit and train more women so as to further improve the proportion of women in academic management positions.

To establish a stable gender balance in the medium term specifically in the area of postdocs, a task force was set up in 2021 to develop a strategy for the ifo Institute to achieve a sustainable gender balance in the area of postdoc positions by the year 2025. Explicitly, it took into account other aspects of diversity – and in particular internationality. This task force developed recommendations for action for all four of the areas specified below. To ensure the suggestions it put forward are implemented in a sustainable manner, the task force will continue to supervise the process. The task force is made up of the Member of the Executive Board, the head of the Human Resources and Law department, the head of the Communications department, the Equal Opportunity Officer, and two representatives each from the following groups: department heads, postdocs, and doctoral students (one woman and one man in each case).

Furthermore, the team responsible for the recertification of the 'HR Excellence in Research' Award, received from the EU Commission in 2019, has now been integrated into the task force. This award was confirmed in the first interim evaluation in 2021. Naturally, we are also pursuing gender equality in non-academic posts and implement suitable measures. As legislators particularly emphasize equality between the genders in science and academia, however, the focus of this Equality Plan will be there.

Four points were identified for the measures to address:

1. Active sourcing and recruitment before starting work at ifo
2. Tracking equality while working at ifo
3. Ensuring equal career advancement opportunities that lead to permanent employment at ifo or pave the way for a suitable role elsewhere
4. Further equality measures

In all these aspects, the perspective of diversity should always be taken into account.

1. Active Sourcing and Recruitment

All provisions agreed in the annex to the Implementation Agreement on Equality with regard to advertising, selection, and hiring procedures will be observed. Insofar as women are under-represented in academic positions, the job advertisement text should explicitly encourage female researchers to apply so as to increase the proportion of female applicants.

Wherever the advertised position allows, the ifo Institute offers the option of part-time employment. In the active sourcing and recruitment phase in particular, the comparative advantages of working at the ifo Institute are clearly communicated. Attractive and precisely tailored offers increase success in this phase.

In job advertisements – as in all texts by the Institute generally – gender-neutral language is used as per the guideline developed for this purpose. In the research area of the Institute, the entire recruiting process will be conducted in English going forward. The careers page on the Institute’s website outlines the equality-promoting measures undertaken by the Institute and there is a reference to the certification of its equality work and its membership in the Family Pact for Bavaria. All the Institute’s in-house regulations designed to facilitate work-life balance are displayed there. A code of conduct, in which workplace norms of cooperation that embody the Institute’s values will be laid down in writing, is nearing completion.

In the future, outstanding placements of former employees should also be displayed on the careers page in order to show potential applicants which career steps are possible after employment at the ifo Institute. The entire website of the Institute is currently undergoing a relaunch process. In this process, all the suggestions from the

Taskforce on Gender Balance and Diversity for improving the external presentation of equality measures are being implemented. Greater attention will be given to the external image as an attractive employer for international researchers.

Heads of research departments will be encouraged even more to actively identify and directly approach suitable female candidates for any vacancies. It can be useful here to have a look at neighboring disciplines. Naturally, this is also the opportunity for department heads to alert their colleagues to interesting female candidates.

In the area of postdocs, the Institute now participates as an independent 'Faculty' in the European Job Market. A range of measures are employed to communicate the advantages of the Institute to applicants. The Institute achieved remarkable success in recruiting international female postdocs during its initial independent faculty participation in Spring 2023.

In evaluating the quantity of professional achievements per unit of time of applicants (e.g., number of publications after completing doctorate) or the duration of the doctorate or habilitation phase, childcare time should be taken into account accordingly. For positions in which women are under-represented, at least the same proportion of women will be invited to an interview as there are applications by women who fulfill the requirements for the role in question. Where qualifications are otherwise equal, women will be given preference when hiring for academic positions for as long as they are under-represented.

To obtain early contact with potential female doctoral students, female students are given preference when hiring interns and student assistants. Insofar as possible, they should be involved in academic projects in order to inspire their interest in a subsequent doctorate at the ifo Institute.

Although women make up nearly 50 percent of doctoral students, this proportion should be further increased in order to raise the chances of being able to retain doctoral graduates at the Institute as postdocs. To retain outstanding female doctoral students at the Institute, any postdoc position that is becoming available can be offered to them in advance.

To highlight the importance of excellent conditions for attracting researchers from Germany and abroad and supporting their further qualification, in 2016 the ifo

Institute signed up to the European Charter for Researchers passed by the European Commission, which is linked to the Code of Conduct for the Recruitment of Researchers. The personnel policy and organizational conditions for the activities of researchers at the ifo Institute are continuously being developed in line with the targets set out in the European Charter for Researchers. In 2019, the Institute received the European Union's HR Excellence in Research Award, which was reaffirmed in July 2021 as part of an interim evaluation.

To increase the ifo Institute's attractiveness, the Institute offers extensive support to partners when changing careers. To this end, it works together with the dual career offices at LMU and TU Munich and has also set up its own network.

2. Support While Working at ifo

A comprehensive package of measures is in place to nurture and support employees while working at the ifo Institute. As a fundamental principle, all researchers have outstanding scientific infrastructure at their disposal. In addition to measures for facilitating a good work-life balance, there is an emphasis here specifically on nurturing and supporting female researchers throughout their careers.

2.1 Promoting Equality through HR Development

Women are explicitly addressed as a target group in further training offers. The Institute offers a sufficient range of further training measures that facilitate career advancement for women within the Institute's staffing structure and framework of responsibilities and that make it easier for employees on leave to resume their careers. This can include courses primarily aimed at women, where appropriate.

On-leave parents are included the annual survey of further education and training requirements. Staff also obtain further academic qualifications by being able to maintain academic contacts through collaboration in projects (with reduced working hours) or research papers. In this way, on-leave employees have the opportunity to take part in departmental and project meetings.

The Institute encourages academics on parental leave to continue working on academic publications. Consequently, the costs associated with attending specialist conferences, including the additional childcare costs if applicable, and the fees associated with submitting papers to peer-reviewed journals during the period of leave are covered by the Institute.

When returning to work after parental leave, employees receive optimal support. Even beforehand, during their leave, “sponsors” from the same research center ensure that on-leave employees are always kept up to date about all current projects, research endeavors, and events. When returning to work, employees are offered family-friendly part-time working models upon request.

2.2 Mentoring and Coaching

Female doctoral students at the Institute have a female mentor at their side to guide them and help them form networks. She also looks after special further training offers for her mentees to support them particularly in the presentation of papers, the conducting of negotiations and meetings, the handling of public appearances, and dealing with interns and student assistants in a managerial capacity.

Like their male colleagues, female doctoral students also have two “doctoral student advisors,” who are there to answer all questions they may have and help them get settled at the Institute.

Integrating doctoral students into applied research and into work on policy-oriented projects strengthens the empirical side of their economics education. As a rule, they complete their doctorates at LMU’s Department of Economics, become members of the Munich Graduate School of Economics, and also attend graduate courses there. Like many other interested members of ifo staff, all doctoral students regularly attend the Lunchtime Seminars run by the Center for Economic Studies and the ifo Institute. The regular research seminars held within each department also play an important role for doctoral students.

In the future, there will be greater emphasis on ensuring that female doctoral students are involved from an early stage in tasks that stretch them so that they are prepared for a possible further career as a postdoc.

At the initiative of the Executive Board, special efforts have been made to support and foster postdocs since 2019. The more effectively they can communicate their academic findings and utilize them in consulting and service activities, the more actively and specifically they can shape their own careers and at the same time act as an ambassador for the “ifo brand.” For this reason, the ifo Institute and LMU jointly established a postdoctoral program (Junior Development Program) that not only provides a mentoring framework but also supports the participants with a variety of offers, e.g., in planning their own careers, developing leadership skills, or communicating their research results to the public. To this end, there are fireside chats on various topics, leadership workshops, and regular junior faculty retreats.

2.3 Flexible and Mobile Working

Within the bounds of operational possibilities and the prevailing Works Council agreements, the ifo Institute offers individually agreed total working hours to help parents balance work and family life. This also applies to academic positions and management roles. In part-time working agreements, the individual preferences of employees are taken into consideration as far as possible. As a result, academics can acquire more qualifications in a way that harmonizes with their family responsibilities. Specific integration programs for the post-parental-leave period are tailored in particular to academics. When applying for part-time working, applicants are informed by the HR department in writing about the consequences of reduced working hours, in particular the consequences for social insurance entitlements and the effect on collective bargaining agreement provisions.

Another family-friendly working option the ifo Institute already offers is mobile working with individually coordinated on-site working hours at the Institute. This will continue to be offered in the future – particularly for mothers and fathers –

insofar as the tasks can be organized in the form of mobile working. Mobile working is also an important component of the integration programs for the post-parental-leave period described above. The ifo Institute's modern and flexible work agreement, which took effect on November 1, 2021, and underwent further flexibility adjustments following a staff survey on July 13, 2023, allows employees to work remotely for up to two full days per week. Additionally, on the other days, they can engage in mobile work on an hourly basis. At the same time, it abolishes core working hours, meaning that all researchers enjoy a very high degree of flexibility in terms of when and where they work. To this end, employees have access to the internet and digital tools for holding video conferences. Employees can take part in meetings, assemblies, and other company events from anywhere at any time.

3. Advancement and Subsequent Career

Among the initiatives established for the personal development and career advancement of academic employees are the mentoring and coaching measures mentioned above in Section 2.2.

The ifo Institute has created mechanisms for evaluating the performance of its academic staff objectively and without prejudice. As of September 1, 2021, a new incentive system was created to ensure both that prizes for academic achievements are awarded objectively and without prejudice and that they attain a high public profile. At the same time, the system lays down binding requirements for the elevation of doctoral students and academic employees to a higher grade according to objective criteria. In all personnel-related decisions, employees will be judged strictly on the basis of their performance or potential and not on the basis of their gender or other social factors such as age, disability or illness, origin, sexual orientation, religion, or worldview.

At the end of their doctorate phase, doctoral students are given targeted support by means of career talks and – insofar as possible – are assisted in taking their next career step. For postdocs, the Junior Development Program mentioned in Section

2.2 was set up in conjunction with LMU. Here, too, postdocs are offered intensive career talks before their terms expire.

4. Further Measures

4.1 Promoting Awareness of Gender Issues

The Institute's management is working on raising the awareness of managers and other employees for equality issues by means of suitable further training measures. What is important here is to dismantle stereotypes and so prevent unconscious discrimination.

4.2 Developing a Code of Conduct

As already mentioned in Section 1, the Institute is developing a code of conduct which is nearing completion. Among other things, it will specify proper ethical behavior in the workplace. Discrimination of any kind will not be tolerated at the Institute. In the case of gender-based violence and/or sexual harassment in particular, the Equal Opportunity Officer is the first point of contact. She will notify the Institute's management as appropriate, who will take disciplinary measures.

4.3 Gender Issues as an Object of Research

The ifo Institute embraces the inclusion of more gender issues in its research program. Independently of this, however, gender aspects should be taken into account in all areas of research. In this way, the Institute can ensure its academic research also plays an important part in the sociopolitical debate on these topics. Furthermore, it signals to female academics that the Institute not only treats gender issues professionally, but also gives them due consideration.

4.4 Documenting Contract-Based Funding Sources for Female Researchers

The contract studies service team, formed in 2019, systematically and separately records funding pools and contract-based funding explicitly aimed at female researchers.

4.5 Make-up of Organizational Bodies

The ifo Institute strives to bring about equal participation of women and men in organizational bodies. When nominating representatives for boards, offices, committees, etc., there will be an even greater emphasis than before on considering women for these positions. When making appointments to the Institute's own bodies (Administrative Council, Board of Trustees, Scientific Advisory Council, User Advisory Council), equal participation will be a priority.

4.6 Speakers and Guest Researchers

All responsible decision-makers must ensure that due consideration is given to women and men alike when extending invitations to guest researchers and speakers. This also applies to the invitation of keynote speakers and participants in panel discussions at ifo events.

4.7 Effects of Exceptional Circumstances

The ifo Institute will pay close attention to how the coronavirus pandemic has affected gender balance and equality of opportunity and will initiate suitable countermeasures if appropriate. During the pandemic, the Institute allowed maximum freedom in terms of place and times of working, in order to reduce as much as possible the burdens on those of its staff raising children. Should further extraordinary circumstances that affect gender equality arise in the future, suitable countermeasures will be taken.

4.8 Cooperation with CESifo GmbH

There will also be an emphasis on gender equality in all cooperation with CESifo GmbH. This applies in particular to the sourcing of speakers for CESifo conferences and the invitation of guest researchers. In future, the structure of the CESifo network is to be communicated more clearly so that potential applicants acquire a better insight. A targeted expansion of the CESifo network to include excellent female researchers also increases the chances of attracting female postdocs to the ifo Institute.

III. Outlook

The Executive Board, the Equal Opportunity Officer, the HR department, and the Works Council will analyze and discuss the equality situation at the ifo Institute at regular intervals. The focus will be on the further development of incentive systems for equality, opportunities for employees to tailor their working situation to their individual needs, and the facilitation of a good work-life balance. Progress made possible by the measures developed by the Gender Balance and Diversity task force will also be incorporated into the Equality Plan. The rules on equality, including this Equality Plan, will be continuously assessed in the light of operational requirements and adapted to changing reality. The Equal Opportunity Officer will report once a year to the Administrative Council about the current equality situation.

IV. Closing Provision

The Equality Plan will enter into force as of December 2023, replacing the previously valid version of December 1, 2021. It will be published on the intranet in its latest valid version. It is to be updated in 2025 at the latest.

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Prof. Clemens Fuest



Dr. Stephanie Dittmer