

Gender Equality Plan

Goethe-Institute

2023 – 2026

Last edited: 05 December 2022

Foreword by the Executive Board. The Goethe-Institute has drawn up its first Gender Equality Plan, which is based on European Union guidelines, for the period 2023 – 2026. It undertakes to continue the Gender Equality & Diversity policy set down in the document, and enforce the measures defined there. Gender Equality & Diversity is an important cross-sectoral issue and even though its implementation is already highly effective, awareness needs to be reinforced on a regular basis at management level and in all employees¹. One crucial aspect is the interaction and integration of Equality with other diversity dimensions.

We aim to promote equal opportunities for all employees. This is essential for the Goethe-Institute's work on a global scale, but also to achieve a respectful and modern working environment within the organisation. As an internationally active culture institution, the Goethe-Institute considers critical reflection on cultural and social processes – both inwardly and outwardly – to be an intrinsically important element of an organisation culture that respects Gender Equality & Diversity. The Goethe-Institute has already made a great effort to encourage Gender Equality & Diversity in the past. In this context Gender Mainstreaming was successfully implemented in 2009, Gender Competence was already included as a competence category in the appraisal procedure at management level in 2006, gender and diversity workshops and lecture series – as well as numerous individual consultations – were held worldwide.

In 2010 the Goethe-Institute signed the Diversity Charter, receiving the "berufundfamilie"² certification the same year.

The Goethe-Institute has had an Equal Opportunities Officer since 2001, who is a member of and reports directly to the Executive Board, and who is released from duty in accordance with the German Equality Act. A Diversity Management office was established within the organisation in 2020.

This Gender Equality Plan reflects the current "Gender Equality & Diversity" situation at the Goethe-Institute. It sets down a legal definition of various measures. These include:

- continuing to improve awareness of all employees in relation to Gender Equality & Diversity competence
- developing monitoring instruments for Gender Equality & Diversity
- and Gender Equality & Diversity-inclusive instruments specially designed for management and employee recruitment

¹ The Goethe-Institute has had the "Gender-Inclusive Language at the Goethe-Institut" regulation in place since 2018, in which seven options – including the gender star – are set out. The Gender Equality Plan uses gender-sensitive language. It uses either gender-neutral terms (e.g. employees) or in German text the gender star can be used (e.g. **women** and men). This writing technique originates from queer theory and emphasises the social construction of gender: the star draws attention to the fact that aside of women and men there are also individuals who are unable to or do not wish to categorise themselves definitively as one of the two genders (e.g. intersex or trans persons).

² The audit workandfamily (audit berufundfamilie) is the strategic management tool that supports companies and institutions in implementing a sustainable family- and life-phase-conscious personnel policy. A successful audit is rewarded with the certificate berufundfamilie.

We are still experiencing the effects of the covid pandemic, which poses huge organisational challenges for a globally active institution, despite the successful implementation of a number of measures. There has also been a massive impact from the Russian attack on Ukraine and the situation in Belarus, as well as other illiberal contexts, meaning that our employees in those locations are dealing with an altered threat level. The increasing erosion of liberal and democratic norms, as well as changing international relations, have at least to some extent left their mark on the reality of living and working for employees and local partner networks of the Goethe-Institute.

It seems all the more important for us to implement the measures we have set down in this Gender Equality Plan with the aim of promoting progressive and social justice. This Gender Equality Plan focuses on the innovative capacity and significance of diverse perspectives and equal opportunities for all employees, allowing to develop their talents and potential to the full.

We'd like to thank all employees of the Goethe-Institute worldwide for making the Goethe-Institute the unique place it is. Our vision: Communicating with the world. For diversity, understanding and trust. Working towards Gender Equality & Diversity is a vital element of this.

This Gender Equality Plan will be updated in 2027 following a meticulous evaluation of the measures implemented and their effectiveness.

Munich, XX.XX.2022

Johannes Ebert

Secretary General

Goethe-Institute Board of Directors

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Business Director

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1. Introduction

As the globally active cultural institution of the Federal Republic of Germany, we advocate for understanding between Germany, Europe and the world. The Articles of Association³ and the Basic Agreement with the German Federal Foreign Office⁴ serve as the foundation for this work. Worldwide, we provide information about the cultural and societal diversity of Germany and Europe. 158 Goethe-Institutes in 98 countries together with numerous partner institutions form the basis of our global network. With this network of Goethe-Institutes, Goethe centres, cultural societies, reading rooms and examination/language-learning centres, the Goethe-Institute has been the first point of contact in Germany for many people for almost seventy years.

We contribute to establishing the German language in the educational systems of the guest countries. We support over 100,000 schools worldwide in giving high-quality German tuition and promote the advanced professional training and qualification of teachers of German. Furthermore, we offer languages courses⁵ ranging from general German courses to prevocational language courses and seminars to raise societal and cultural awareness. Our services include online courses and autonomous learning programmes. Every year more than half a million people sit a German examination at a Goethe-Institute or with one of our cooperation partners.

We believe in the potential of international cultural exchange. Our approximately 20,000 cultural events per year take place in partnership with governmental and non-governmental institutions and initiatives from civil society in our guest countries.

With our residence programmes, partnerships and co-productions, we promote the networking of cultural professionals around the globe. We offer stakeholders from civil society a protected space and scope for a sincere exchange of views.

Via our digital information and educational programmes in more than 60 languages and a network with 95 libraries, we offer a space to learn, meet up and participate. We use innovative technologies, seize the opportunities of digitalisation and, at the same time, reflect on their implications for people and society.

More than 4000 employees⁶ work at the Goethe-Institutes worldwide and in Germany, as well as at the Goethe-Institut head office in Munich.

As a globally-active organisation, the Goethe-Institut has for many decades been committed to the principle of fostering and promoting an environment – both for our work with partners overseas and within the company for our

³ in the most recent version published on 23.11.2021

⁴ Basic Agreement dated 26.07./12.08.2004

⁵ in 2021 there were 188,752 language course students at the Goethe-Institute

⁶ 4200 employees in total; as at: 31.12.2021

employees – that values the most diverse identities, life histories and backgrounds, and treats them inclusively.

These principles are reflected

in the **vision, mission and values of the Goethe-Institute** – together with the legally-binding framework of documents (Articles of Association and Basic Agreement)

in the **strategic goals agreed with the German Federal Foreign Office**⁷

"A crucial basis for the successful work of the Goethe-Institute is its committed and highly qualified workforce. To remain attractive as an employer for German and foreign employees, the Goethe-Institute develops its employment models, increases the flexibility of career paths and encourages diversity. It offers a variety of employment and life phase models and takes equal treatment of men and women into account, as well as encouraging employee exchange models with other institutions and external recruitment of employees."

in the **regional strategies and head office strategy**

in the **integrity guidelines**: *"Every individual has the right to be treated with dignity and respect. We are committed to equal opportunities and encourage a working environment that is characterised by respect and tolerance. That includes respect for the culture and customs of our guest countries. This attitude also defines how we treat our partners (e.g. freelancers, service providers or suppliers) and customers."*

in the **code of conduct** for external partner organisations it states: *"The Goethe-Institute is committed to respecting the dignity, personal rights and privacy of all employees. At no point may employees be discriminated against because of their age, gender, ethnic origin, religion & ideology, physical and mental abilities, social origin or sexual orientation."*

and in the **management guidelines**: *"Embodiment of values: we treat our employees with integrity and act responsibly towards them. We recognise differences and behave respectfully towards people from different cultural backgrounds."*

With this Gender Equality Plan, the Goethe-Institute is reinforcing its pledge and commitment to continue anchoring Gender Equality & Diversity as a fundamental principle and cross-sectoral issue across all strategic and institutional aspects of the organisation.⁸ This Gender Equality Plan was compiled by order of the Board of Directors. It was developed collaboratively by the Equal Opportunities Officer, Diversity Management, "Strategy & Evaluation" department and Human Resources, and presented to the Central

⁷ excerpt from Strategic Goals with the Federal Foreign Office 2019 - 2022

⁸ a foreign culture policy with greater awareness of Gender Equality & Diversity issues, as well as being more feminist and anticolonial, characterises a future-oriented direction on which foreign culture policy has been focusing for some time. The Goethe-Institute has aligned its work with this approach.

Works Council, Works Council for overseas and head office, the European Works Council and Representative Council of Employees with Disabilities.

2. Guiding principles of gender equality work at the Goethe-Institute

This Gender Equality Plan aims to incorporate Gender Equality & Diversity mainstreaming to an even greater extent in decision-making structures, processes and procedures, and increase individual Gender Equality & Diversity competence for employees and management, in order to achieve improved awareness in relation to Gender Equality & Diversity in the workforce.

The following guiding principles form the basis of the Gender Equality Plan 2023 – 2026:

Promotion of Gender Mainstreaming

Gender Mainstreaming as a universal guiding principle for the Goethe-Institute worldwide was discussed, approved and documented within the working basis with legal effect in 2009. The “Gender Mainstreaming” strategy now needs to be updated to include the dimensions of diversity. The goal is to introduce Gender Equality & Diversity at all levels of the organisation, in the decision-making structures and work processes and procedures.

Recognition of intersectionality⁹ in Gender Equality & Diversity

As well as the social dimension of “Gender”, equality also looks at other social dimensions such as age, sexual identity, cultural and socioeconomic background, ethnic origin, disability and/or chronic health conditions, religion or ideology. For this reason the analysis of social inequalities does not solely address the dimension of “Equality” (gender identity), but in fact the other social dimensions are always considered as well. The Goethe-Institute is working on the interaction and integration of “Equality” with other “diversity dimensions”. The data in this Gender Equality Plan follows the binary gender model, because it has not so far been possible to collect data for non-binary employees. However attempts are being made – where possible – to involve non-binary individuals and highlight their needs.

Reflection on Unconscious bias

Unconscious bias is deeply rooted in us all. We interpret situations and individual behaviours through our own personal filter – a lens that has been shaped by our own culture, upbringing and a number of other value-forming experiences. In the workplace context, gender-specific stereotypes and (unconscious) prejudices are subtle but substantially present, and they have a great influence on the structure, working methods and power hierarchy of every organisation. As a result not all employees are able to develop their talents and maximise their contribution to the full, and they can even suffer disadvantage and discrimination.

Setting up sustainable processes and monitoring

⁹ overlap and concurrence of different discrimination categories towards one individual

Qualitative and quantitative indicators and monitoring instruments are important tools for quality control and an evidence-based evaluation of the current status of Gender Equality & Diversity work. The systematic evaluation of corresponding measures and listing of appropriate indicators represents sustainable development.

The six key areas¹⁰ in focus

In line with the recommendations of the European Commission, this Gender Equality Plan focuses on the following key areas:

- Work-life balance and organisational culture
- Leadership and decision-making
- Gender equality in recruitment and career progression
- Integration of Gender Equality & Diversity dimensions into the tasks and core processes of the Goethe-Institut
- Measures against gender-based violence including sexual harassment
- Anti-discrimination

¹⁰ see: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/horizon-europe-gep-criterion>

3. Legal framework

Equality for all genders is a fundamental element of German Basic Law and is defined as a duty in the German Equality Act. The General Equal Treatment Act protects from discrimination.

German Basic Law, Article 3:

(1) All persons shall be equal before the law.

(2) Men and women shall have equal rights. The state shall promote the actual implementation of equal rights for women and men, and shall take steps to eliminate disadvantages that currently exist.

(3) No person shall be favoured or disfavoured because of gender, parentage, race, language, homeland and origin, faith, or religious or political opinions. No person shall be disfavoured because of disability.

The **German Equality Act**¹¹ came into force in 2001.

Section 1 says:

(1) The aim of the Act is,

1. to achieve equality between women and men.
2. to eliminate existing discrimination on the basis of gender, in particular discrimination against women, and to prevent discrimination in the future, and
3. to improve the family-friendliness and reconciliation of family life, care work and employment for the workforce.

(2) The actual realisation of equality between women and men shall be promoted in accordance with the provisions of this Act. Structural discrimination against women shall be eliminated by means of their specific promotion. The aim is to achieve equal engagement of women and men in leadership roles according to the terms of this law by 31st December 2025.

(3) When achieving the aims, account shall be taken of the particular concerns of women with and at risk of disability within the meaning of Section 2 (1) of the Ninth Book of the Social Code. In all other respects, Section 2 Sentence 2 of the Equality Act for People with Disabilities shall apply.

According to the current **Basic Agreement between the German Federal Foreign Office and the Goethe-Institut** (Section 8(7)), the Goethe-Institute is committed to applying by analogy the terms of the German Equality Act.

The **General Equal Treatment Act** was introduced in 2006. It prohibits discrimination in association with six different characteristics: discrimination for reasons of race or because of ethnic origin, gender, religion or ideology, a disability, age or sexual identity.

The amendment of the **Civil Status Act**¹² (Section 45b) allows four variants for documenting a person's gender. This facilitates the introduction of a complex and non-binary understanding of the concept of **Gender** (sexual identity).

¹¹ amended 2015, 2021

¹² In Autumn 2017 the Federal Constitutional Court ruled that the legislator had to make provision for an additional classification of "diverse" alongside the existing binary gender classifications "male", "female" and "none stated" (Section 22(3) PStG), by the end of 2018. To achieve this,

4. Current situation of gender equality work at the Goethe-Institute

This section of the Gender Equality Plan 2023 – 2026 describes

- the current situation at the Goethe-Institute regarding employee gender relations between women and men
- management and work structures in relation to Gender Equality & Diversity
- and memberships of international networks.

This chapter, Chapter 4, is the basis of the reflection on the Gender Equality & Diversity measures described in Chapter 5, as well as for the areas of action and future Gender Equality & Diversity measures detailed in Chapter 7.

First the theory:

The numerical equality goal has been achieved in the second and third management tier – this is illustrated and explained as follows. In accordance with legal requirements (see Chapter 3 Legal framework), the subject of equality is a key priority for the Goethe-Institute Human Resources policy.

4.1. Data collection: statistics on equality of men* and women*

In the following text there is a selection of gender-specific data that the Goethe-Institute has been collecting on an ongoing basis since 2009, with an annual **reporting date of 31st December of that year**. This systematic collection in flow statistics allows an informative analysis and is discussed annually with the Board of Directors and second-tier management. If necessary, new survey characteristics have been integrated into the gender-specific approach in the past: for instance new pay categories¹³ in line with TVöD (collective agreement for civil service employees) or new aspects in accordance with the German Equality Act¹⁴.

In the long term the Goethe-Institute is aiming for data collection that facilitates recording of additional gender identities (including non-binary employees) and thus a differentiated evaluation of the equality status. Another aim is to create a database that can apply a systematic approach to the analysis of other important diversity dimensions, such as sexual orientation and social origin. The dimensions of sexual orientation, social origin and religion/ideology have not been recorded systematically before. For this reason it has not been possible for

Section 45 b PStG was enforced as of the end of 2018. Individuals who present a doctor's certificate attesting a "variant of sex development" can then relatively easily have their name and gender changed by submitting a declaration to the register office.

¹³ e.g. pay category E 9c; this pay group was introduced with retrospective effect as of 1st March 2018. The job characteristics of pay category 9c are based on the characteristics of pay category 9b.

¹⁴ After amendment of the Equality Act in 2015 the survey characteristic "Equal participation (by time) in policy shaping and influencing" was incorporated into the Equality Act, data collection is in progress at the Goethe-Institute.

the Goethe-Institute to issue flow statistics and data-based information relating to these diversity dimensions until now.

The following paragraphs explain and summarise the gender-segregated data according to these status groups:

- employee structure general
- president (chairman of the supervisory body, in a voluntary role and therefore not an employee)
- first, second and third management tier
- senior, higher and clerical roles
- and committees.

4.1.1 Terms and definitions

In preparation for analysing the situation and setting out the goals and future equality measures, the status groups are described and defined more precisely here to ensure they are understood from the outset.

Employee structure general

From the plentiful equality statistics held by the Goethe-Institut, the following five status groups have been selected as representative:

- All employees
- Employees seconded overseas
- Local employees
- Full and part-time employees

President

The president is not considered part of the first management tier because she occupies a voluntary office and is not an employee of the Goethe-Institute.

First, second and third management tier

- first management tier: the Secretary General and the Business Director
- second management tier: the 12 regional managers and 7 heads of department¹⁵
- third management tier: members of the Regional Team, the country directors¹⁶, institute directors and unit managers.

¹⁵ as of 2022 the four unit managers fall under the second management tier, not the third.

¹⁶ Country directors for Italy and France were introduced in 2011. At first there were four positions, but since 2012 there have only been two, which is why this status group was taken out of the overview of this Gender Equality Plan.

Senior, higher and clerical roles

Remuneration is always regulated in the Basic Agreement with the Federal Foreign Office for employees of the Goethe-Institute¹⁷:

Section 8 (1) "The working conditions for employees paid from Federal Government funds who work within Germany, are seconded overseas or are employed by culture institutes abroad as German non-seconded employees, are aligned with the tariff agreements concluded in accordance with (2)."

Employees of the Goethe-Institute are therefore paid in line with the civil service collective wage agreement. According to information from the Federal Statistics Office in 2016, the "Gender Pay Gap" in the civil service stands at 9% and is thus significantly lower than in the private sector (23 %).

Committees

The committees in the Goethe-Institute

are: the Board of Trustees, the Members' General Meeting and the Executive Committee, and 12 advisory boards (10 expert advisory boards, the Business and Industry Advisory Board and the Committee to the Goethe Medal, which are treated separately.)

4.1.2 Employee structure general

This chapter, "Employee structure general", provides an overview of – and thus an insight into – the key employee groups at the Goethe-Institute with regard to gender aspects. This information consists of a selection of numerous other aspects that have been collected on an ongoing basis since 2009.

All employees

"All employees" includes anyone with a permanent or temporary contract at the Goethe-Institute worldwide, in other words they are employees. This also applies to part-time employees, apprentices and employees who are on leave.

All employees (2021): women 2942, men 1258

Percentage breakdown of all employees (2021): 70% women, 30% men

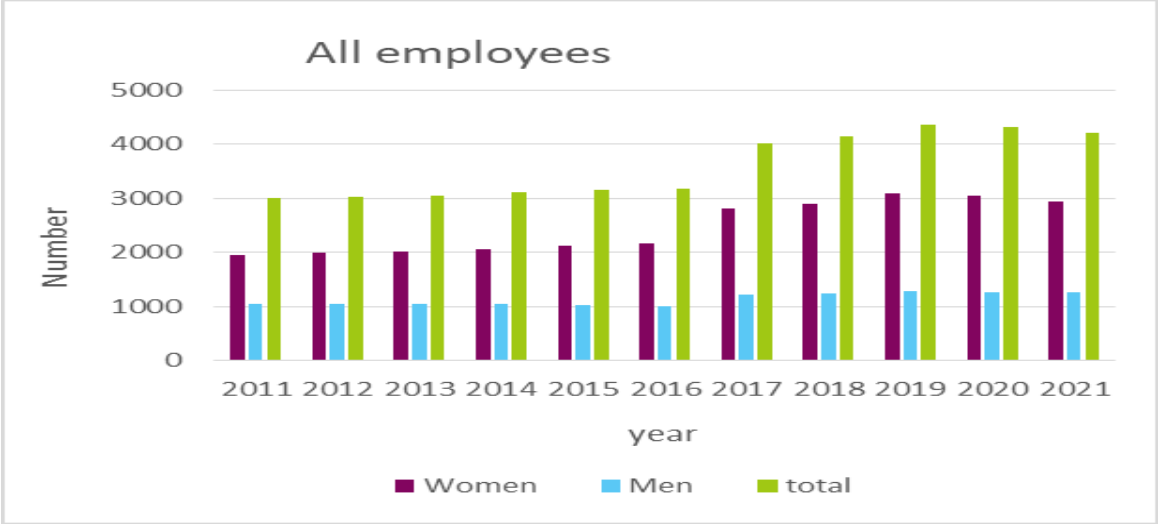
Evaluation¹⁸:

The percentage of women in relation to all employees has been significantly

¹⁷ For employees in the publicly funded area at the Goethe-Institut, the tariff agreement on the regulation of the legal situation for employees on the payroll at the Goethe-Institut e.V. applies, which envisages the implementation of the tariff agreement for civil service TVöD (Bund) in its current version with certain deviations. For employees in the privately funded area of the Goethe-Institut the tariff agreement on the regulation of the legal situation for employees paid from private funds at the Goethe-Institut e.V. applies from 1st January 2016 in the version Tariff Agreement to Safeguard Futures and Structures No. 2 dated 1st January 2022.

¹⁸ Note on "Evaluations": if there is a ratio of over 60% of a gender percentage, it should be noted that a better gender balance must be a (mid-term) goal.

higher than men for decades. The percentage of women rose sharply again in 2017 compared with the percentage of men and in 2019 it reached 72%, the highest percentage of women so far in relation to all employees. In the interests of equality, increasing the percentage of men should be a future goal.



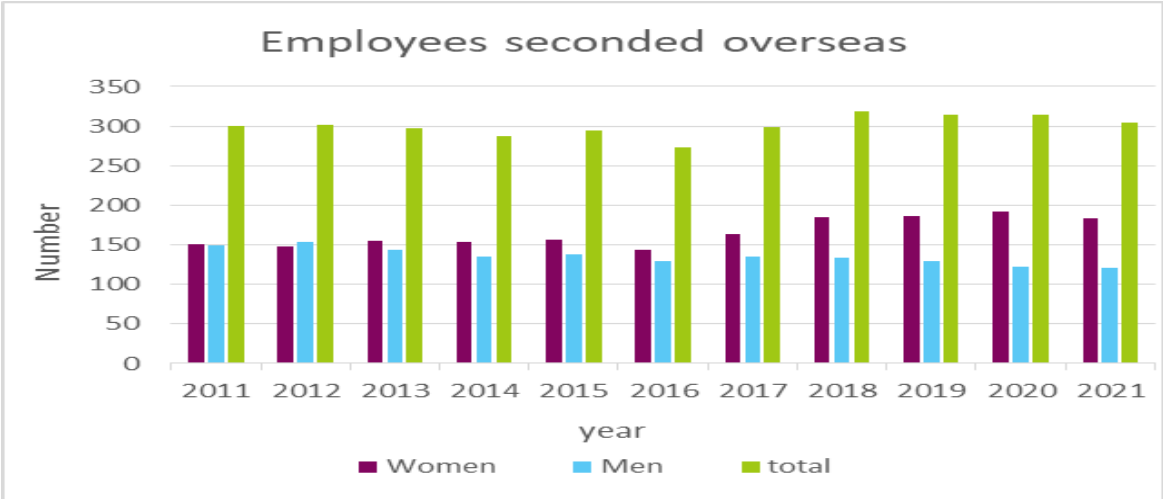
Employees seconded overseas

Employees seconded overseas are employees of the Goethe-Institut with what’s known as a rotation agreement. This means that they work in specialist and managerial roles at the institutes overseas and at the Goethe-Institut head office in Munich. These employees on postings are willing to move to a new country every five to six years and therefore work at a different location.

Number of employees seconded overseas (2021): women 184, men 121
 Percentage (2021): 60% women, 40% men

Evaluation:

Whereas the percentage of men and women as against the total percentage of employees seconded overseas was almost identical in 2011, the percentage of women has increased considerably since 2017 and in 2021 the percentage of women was 60%.



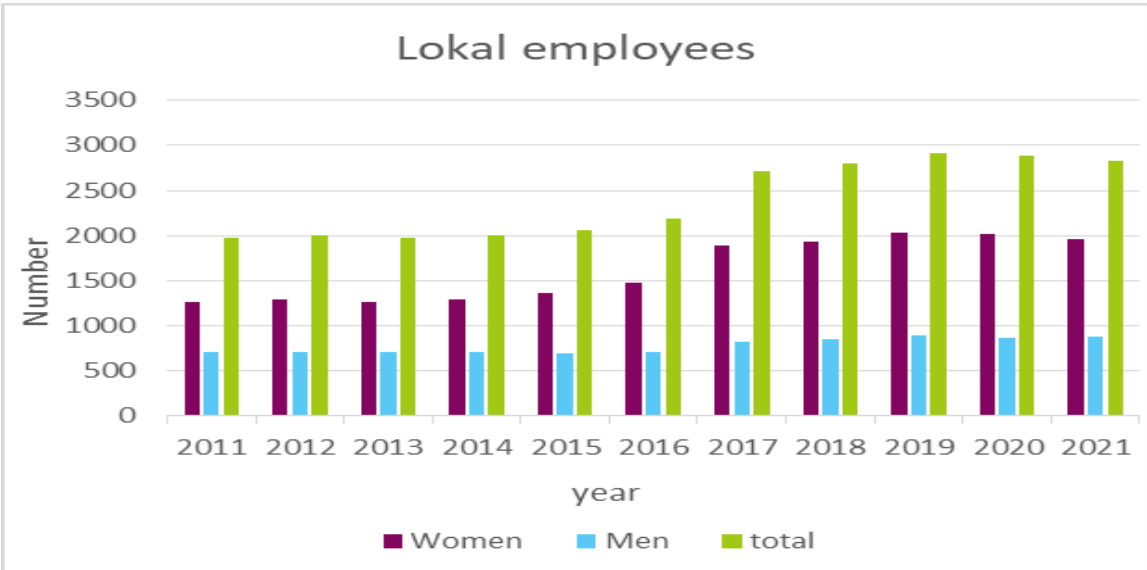
Local employees

Local employees of the Goethe-Institut in terms of the current statute¹⁹ are all non-seconded employees on the payroll of the Goethe-Institut at the institutes overseas. These are employees contracted through a local staff agreement. Whether or not such a working relationship exists is dependent on the legal provisions of the guest country.

Number of local employees (2021): women 1957, men 874
 Percentage breakdown of local employees (2021): 69% women, 31% men

Evaluation:

The percentage of women to men has been significantly higher for decades in the category of local employees. The percentage of women compared with men has been increasing considerably since 2016. In the interests of equality, increasing the percentage of men should be a future goal.



¹⁹ as at: 01.04.2022

Full-time

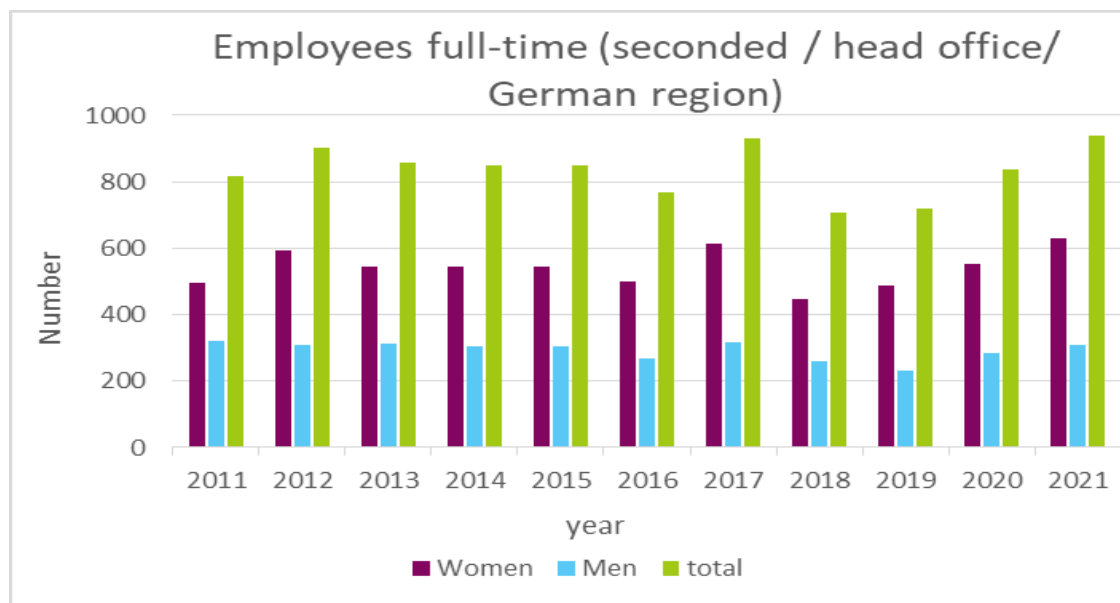
Employees in a full-time position²⁰ have 100% working hours.

Number of employees working full-time (2021): women 631, men 307

Percentage breakdown of employees working full-time (2021): 67% women, 33% men

Evaluation:

The percentage of women working full-time has consistently been (considerably) higher than men. However this is unsurprising bearing in mind the significantly higher percentage of women in relation to the total number of employees.



Part-time

Employees in a part-time position have less than 100% working hours. Usually a part-time position assumes 50% working hours, however in reality there are numerous, or several more, models for working hours. The Goethe-Institut handles requests to reduce working hours by agreement very flexibly, both with regard to the weekly working hours and also with regard to how these hours are spread across the weekdays.

Number of employees working part-time (2021): women 1060, men 245

Percentage breakdown of employees in a part-time position (2021): 81% women, 19% men

Evaluation:

Part-time employment has been encouraged for a long time within the scope of the law and pay tariffs and is approved almost without exception. Nevertheless there are employee groups²¹ that benefit less from this flexible approach due to

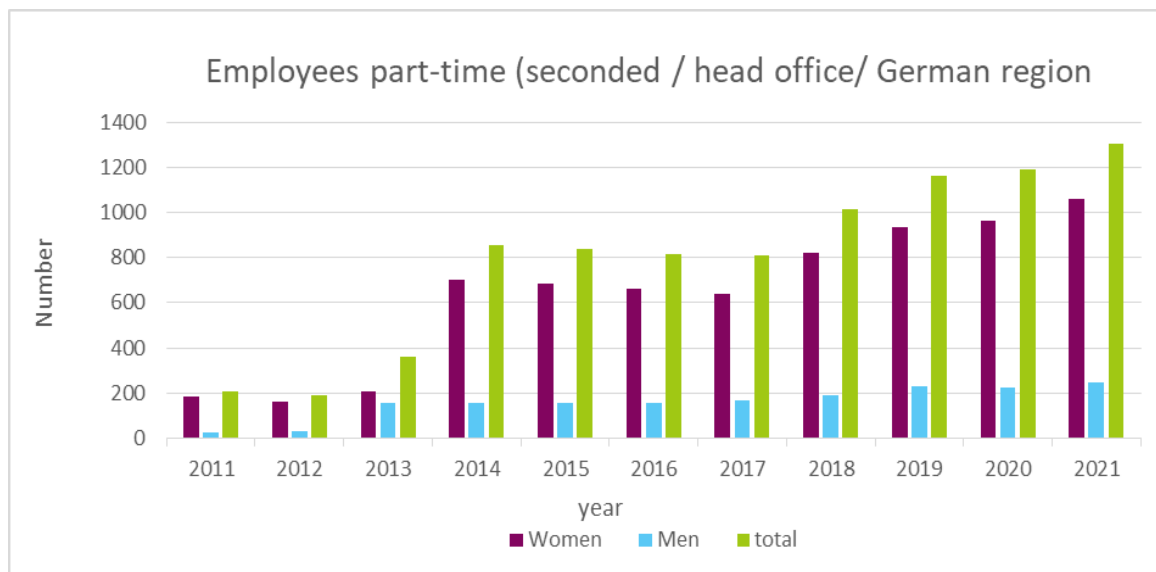
²⁰ The statistics include the employees seconded overseas, employees at head office in Munich and employees in the Germany region.

²¹ Employee groups in this context include for instance teachers at the Goethe-Instituts.

the nature of their job. Investigation is required to establish to what extent it would be possible to achieve improvements for these groups as well.

In total the percentage of employees who work part-time has increased significantly in relation to the total number of employees. At the same time the percentage of men has consistently been around the 20% mark compared with the percentage of women. As long as there is no conflict with company interests and public sector employment law guidelines, male colleagues are encouraged and supported in any desire to work part-time.

There are no seconded employees in the part-time employee category. There are plans to change this in the medium term.



4.1.3 President

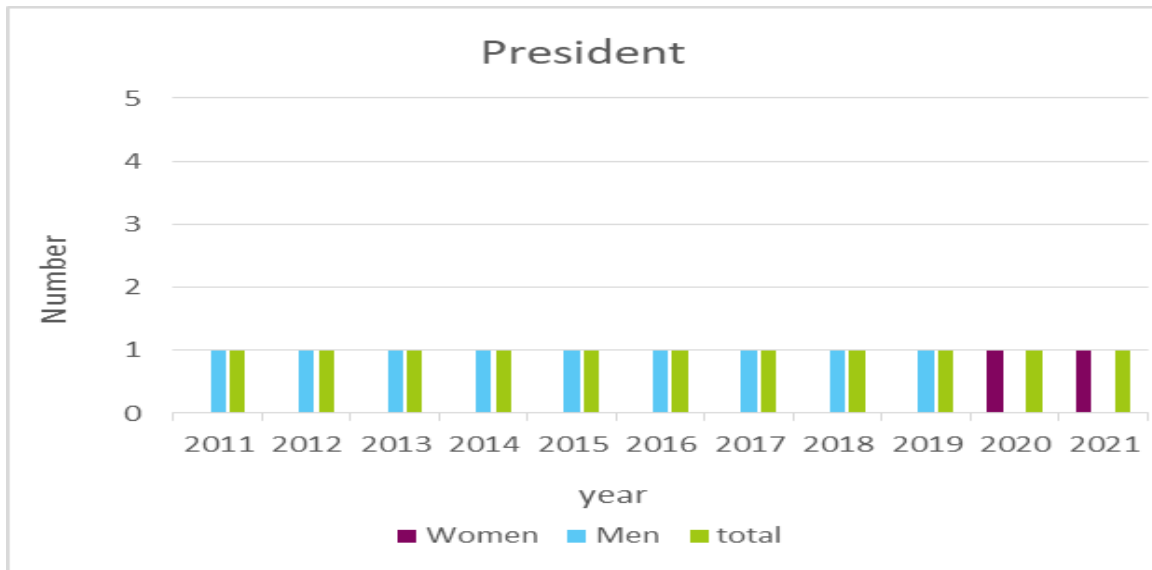
The Board of Trustees elects the President of the Goethe-Institut for a four-year term. The President heads the Board of Trustees, which has a supervisory role over Goethe-Institut business and is responsible for decisions in matters of fundamental importance. Re-appointment is possible. The Goethe-Institut has had a female president since 2020.

Number (2021): women 1, men 0

Percentage (2021): 100% women, 0% men

Evaluation:

In terms of equality statistics, tenure of the highest representative office at the Goethe-Institut is 100 per cent women.



4.1.4. First, second and third management tier

First management tier

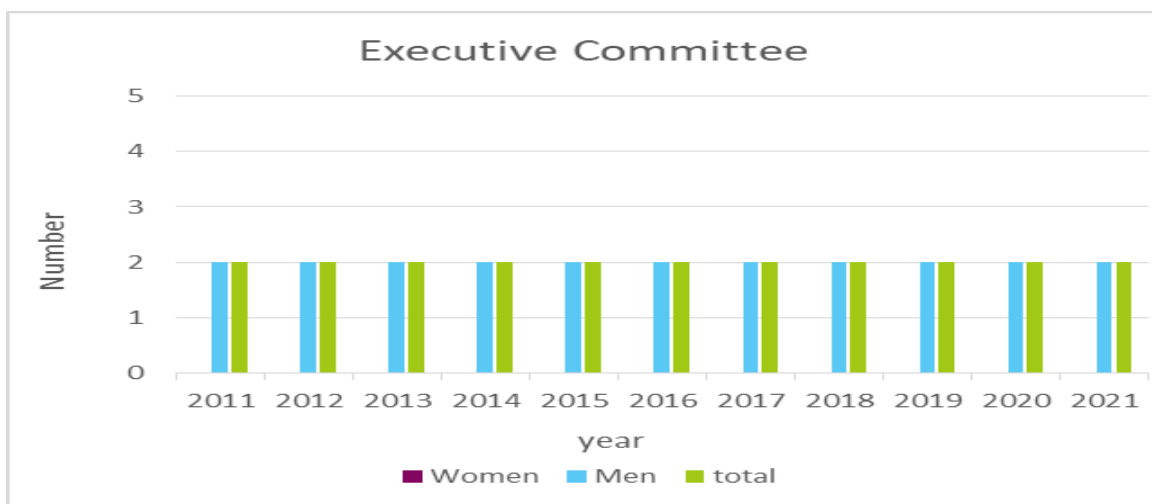
The first management tier is the Executive Committee. The Executive Committee conducts the business of the Goethe-Institut in terms of both content and administration. It consists of the Secretary General and the Business Director. The Secretary General presides in the role of Chair of the Executive Committee. Executive Committee members have tenure of office for a term of five years, re-appointment is possible.

Number of directors (2021): women 0, men 2

Percentage breakdown of directors (2021): 100% men, 0% women

Evaluation:

Appointing female candidates to director roles should be a future goal.



Second management tier

The second management tier consists of the regional and departmental managers²².

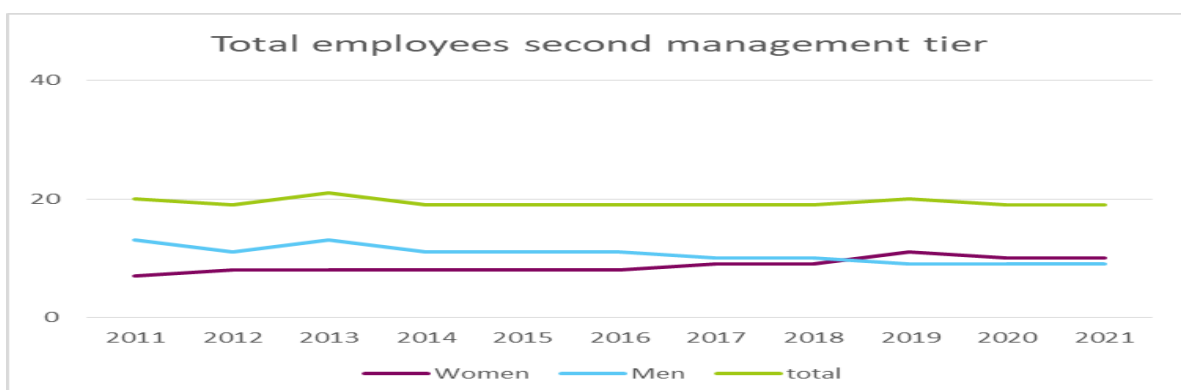
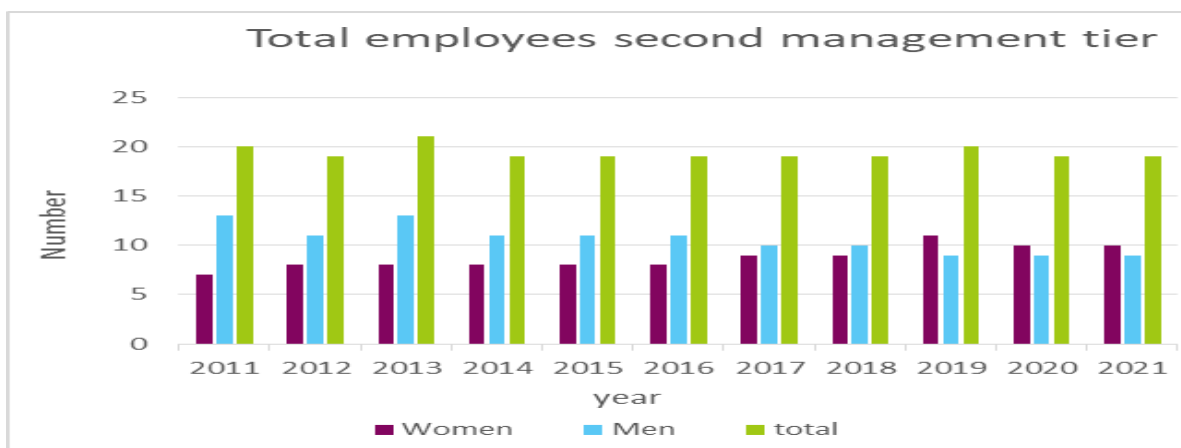
When someone is a regional manager, they are in charge of between 8 and 19 Goethe-Instituts spread across various countries (effective 2022). A regional manager has expertise in all Goethe-Institut fields of work, is familiar with the basic conditions of the Goethe-Institut in terms of culture policy, law and business, Foreign Culture Policy, the region, as well as the national, international, local and regional culture scene. They should have a very high level of specialist, management, social and gender expertise, as well as intercultural competence.²³

When someone is a departmental manager, they are based at the Goethe-Institut head office and are in charge of between 25 and 100 employees. The requirement profile is almost the same as for the regional managers.

Number of employees in the second management tier (2021): women 10, men 9
 Percentage breakdown of employees in the second management tier (2021):
 53% women, 47% men

Evaluation:

The numerical equality goal has been achieved in the second management tier.



²² As of 2022 the four units have been categorised in the second management tier instead of the third.

²³ from the current Goethe-Institut requirement profile

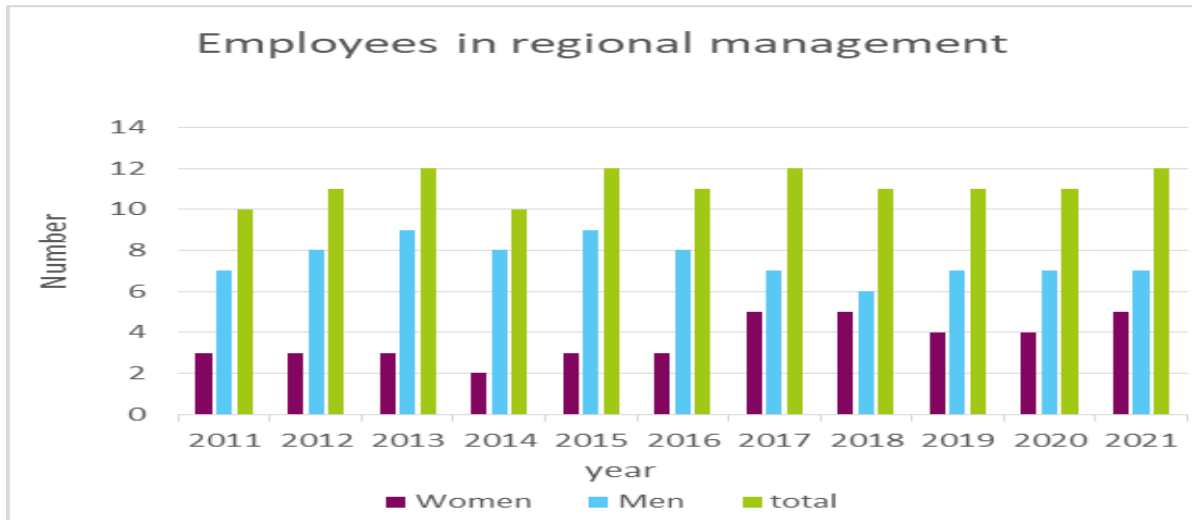
Regional managers

Number of regional managers (2021): women 7, men 5

Percentage breakdown of regional managers (2021): 58% women, 42% men

Evaluation:

After the percentage of women had been significantly and consistently lower than the percentage of men for decades, it has been higher since 2019.



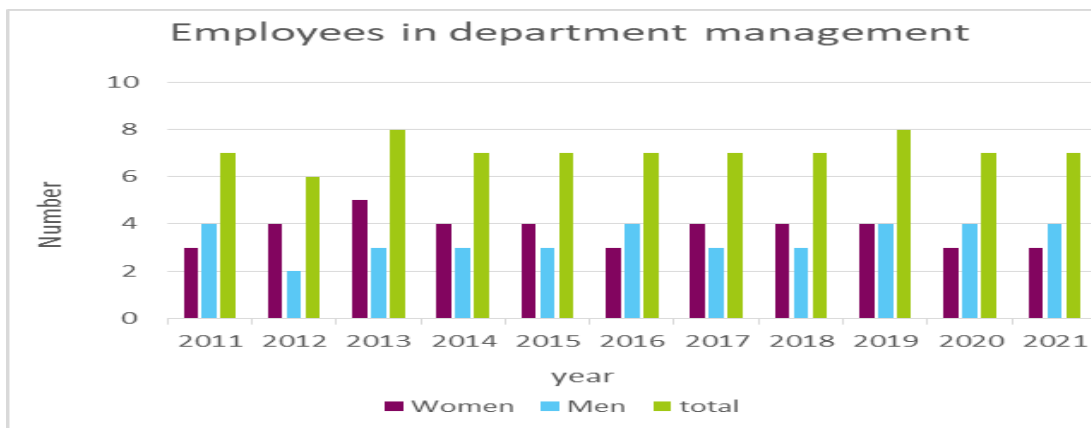
Departmental management

Number of departmental managers (2021): women 3, men 4

Percentage breakdown of departmental managers (2021): 43% women, 57% men

Evaluation:

The total number of departmental managers at head office has been 7 or 8 for many years. The ratio of men to women has always been near to 50:50 since 2011. From 2012 to 2019 the percentage of women was mostly higher or the same in relation to the percentage of men.



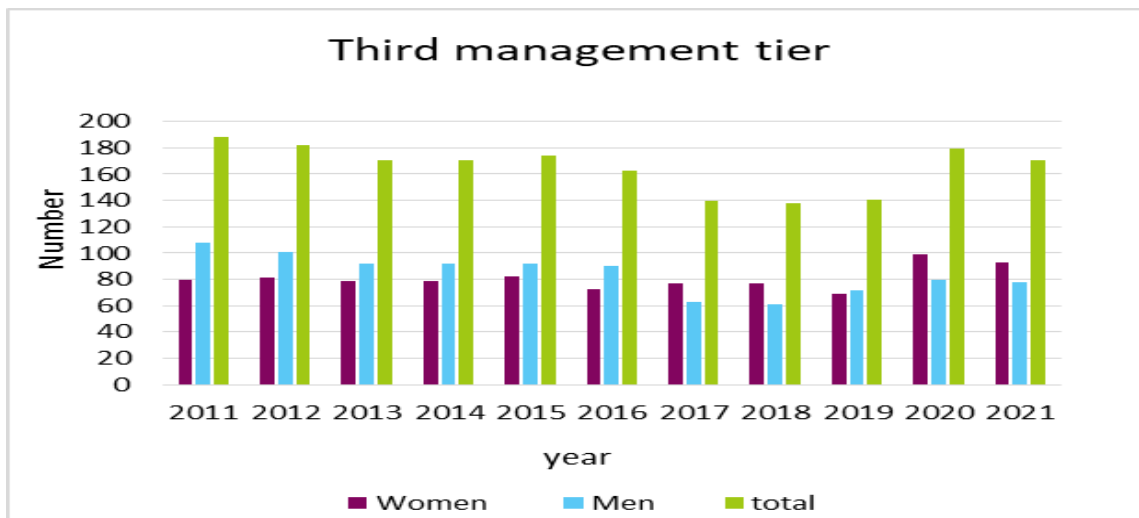
Third management tier

The third management tier consists of employees in the regional team: business management, programme, language, information, country directors, institute and unit managers.

Number of employees in the third management tier (2021): women 93, men 78
Percentage breakdown of employees in the third management tier (2021): 54% women, 46% men

Evaluation:

The percentage of women has been increasing constantly since 2017.



Regional business managers

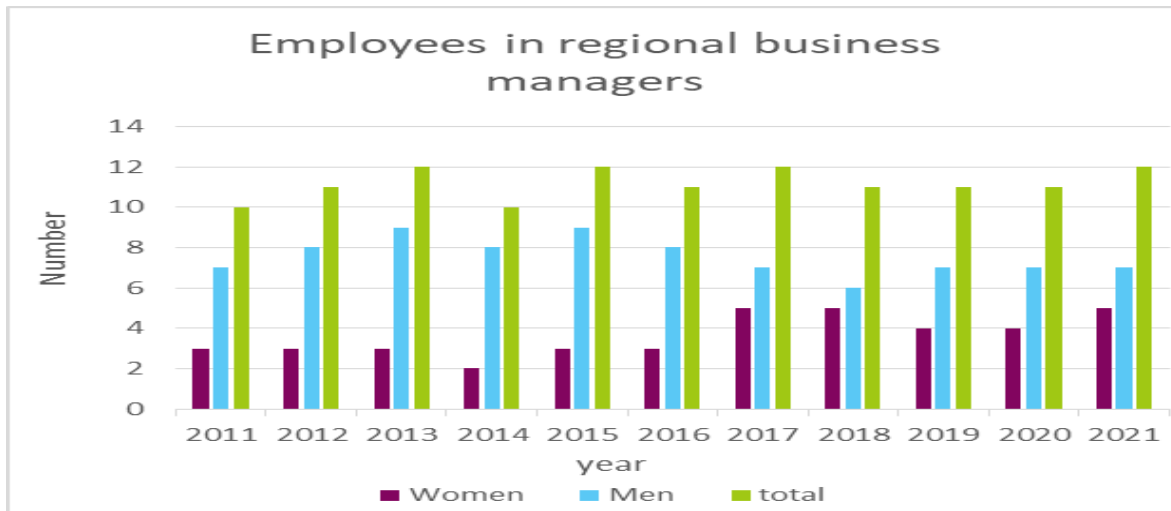
The role of regional business manager at the Goethe-Institut involves responsibility for administration at a regional institute, covering the work areas of finance, controlling, HR and general administration, including internal operations. In-depth and extensive business knowledge, as well as a very high level of specialist, management, social and gender skills, are needed in these roles.²⁴

Number of regional business managers (2021): women 5, men 7
Percentage breakdown of regional business managers (2021):
42% women, 58% men

Evaluation:

The percentage of women in the regional business manager category has been rising continually, reaching 42% in 2021.

²⁴ from the current Goethe-Institut requirement profile



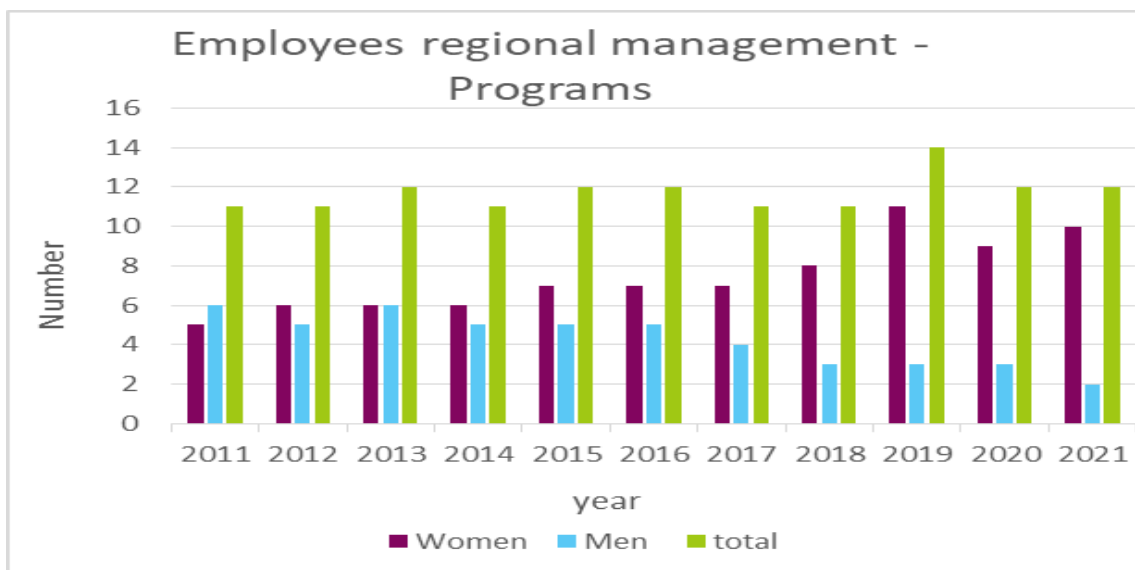
Regional managers – programme

Regional managers – programme at the Goethe-Institut should have a very high specialist expertise in the fields of culture, management, social and gender competence, as well as intercultural competence.

Number of regional managers – programme (2021): women 10, men 2
 Percentage breakdown of regional managers – programme: 83% women, 17% men

Evaluation:

The percentage of women has been rising continually since 2012 compared with the percentage of men, and has been above average since 2019: in 2021 the percentage of women was 83 %. In terms of equality an increase in the percentage of men would be desirable in future.



Regional managers – language

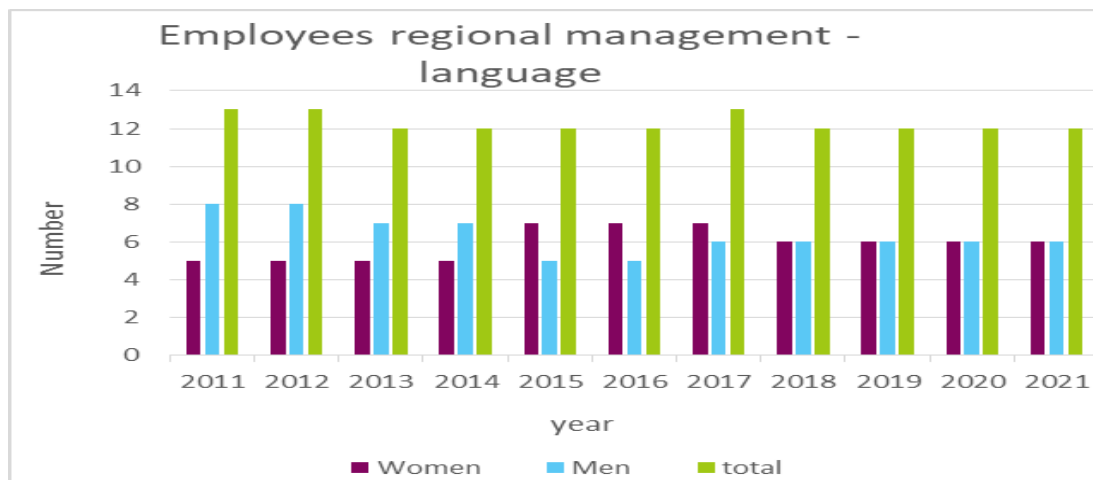
Regional managers – language at the Goethe-Institut should have a very high level of expertise in the fields of language, management, social and gender competence, as well as intercultural competence.

Number of regional managers – language: women 6, men 6

Percentage breakdown of regional managers - language: 50% women, 50% men

Evaluation:

Whereas the percentage of men always used to be higher than women in the early years, a change has become apparent since 2015. The percentage of women and men has been the same since 2018.



Regional managers – information

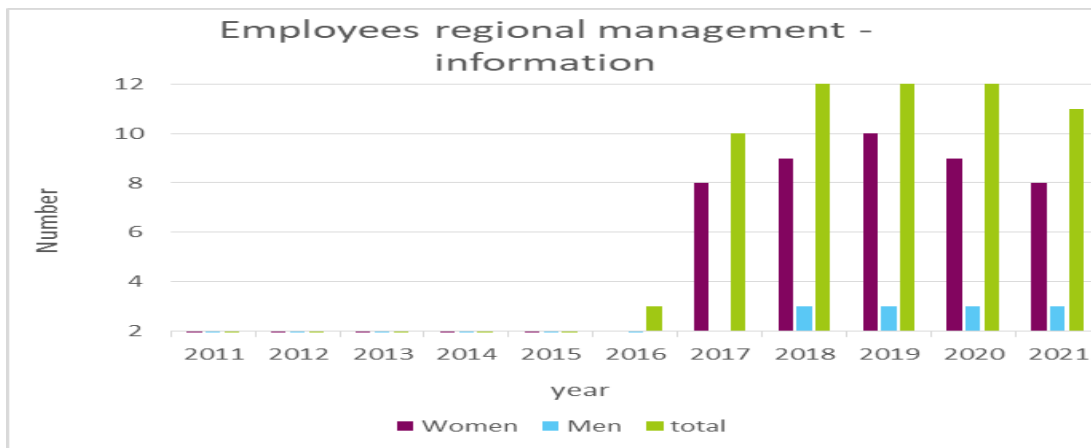
Regional managers – information at the Goethe-Institut should have a very high level of expertise in the fields of library management and digital skills, management, social and gender competence, as well as intercultural competence.

Number of regional managers – information (2021): women 8, men 3

Percentage breakdown of regional managers - information (2021): 73% women, 27% men

Evaluation:

Since “regional manager – information” was introduced as a career path, the percentage of women has been significantly higher than men. In terms of equality an increase in the percentage of men would be desirable in future.



Institute managers

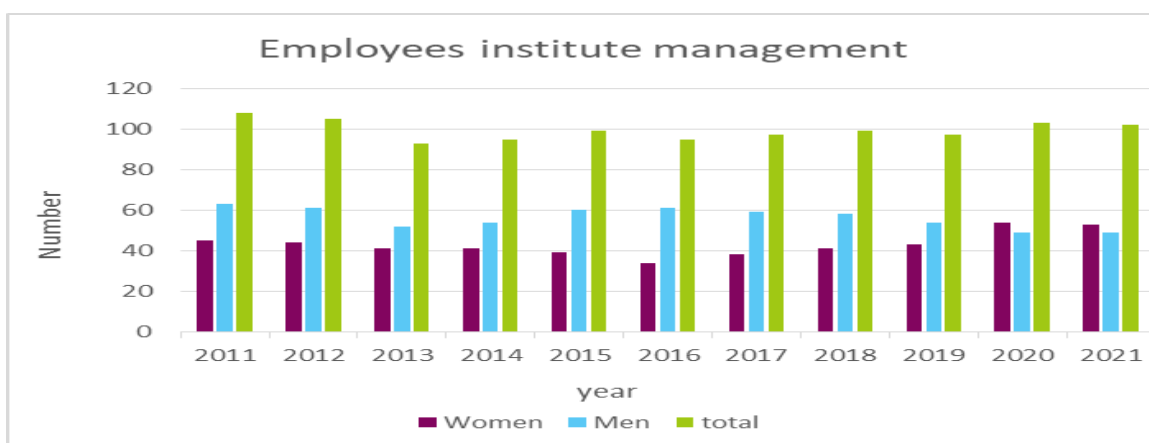
Institute managers have skills across all work areas within the Goethe-Institut and they ensure that these are active and up to date. They are familiar with the basic conditions of the Goethe-Institut in terms of culture policy, law and business, Foreign Culture Policy of the guest country or region, as well as the national, international and local culture scene. They should have a very high level of specialist, management, social and gender expertise.

Number of institute managers (2021): women 53, men 49

Percentage breakdown of institute managers (2021): 52% women, 48% men

Evaluation:

The percentage of men and women in institute management has been almost the same since 2020.



Unit managers

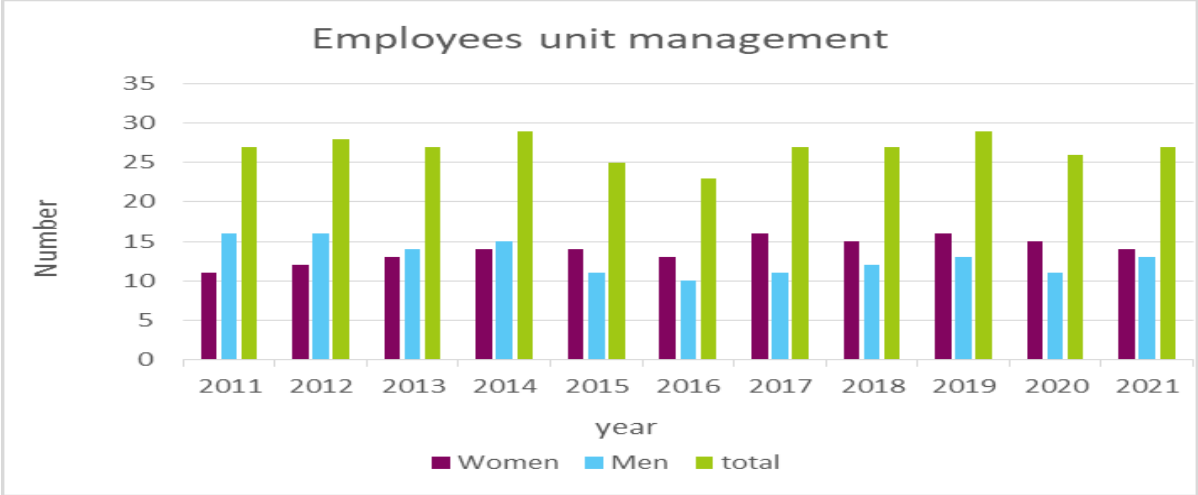
Unit managers have skills in one specialist area of the Goethe-Institut and they ensure that these are active and up to date. They should have a very high level of specialist, management, social and gender expertise, as well as intercultural competence.

Number of departmental managers (2021): women 14, men 13

Percentage breakdown of departmental managers (2021): 52% women, 48% men

Evaluation:

The percentage of men and women in departmental management has been almost the same since 2015.



4.1.5 Senior, higher and clerical roles

Senior

Senior roles cover pay scales from E 13 to E 15.

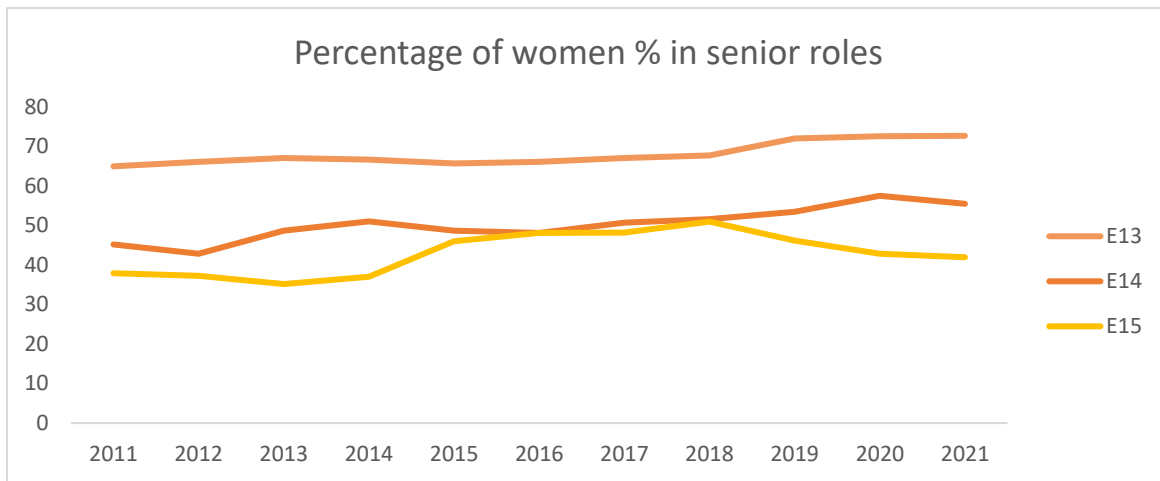
E 15 positions: percentage of women 42%, percentage of men 58%

E 14 positions: percentage of women 55%, percentage of men 45%

E 13 positions: percentage of women 73%, percentage of men 27%

Evaluation:

The percentage of women in senior roles has remained consistent since 2011: in 2021 the average percentage of women was 57 %. The percentage of women in E 15 positions has been falling continuously since 2018. The percentage of women in E 13 positions is consistently very high. In terms of equality an increase in the percentage of men would be desirable in future.



Higher and clerical roles

Higher roles cover pay scales from E 9 to E 12 and clerical roles cover pay scales from E 4 to E 8.

Higher roles

- E-12 positions: percentage of women 57 %, percentage of men 43 %
- E 11 positions: percentage of women 76 %, percentage of men 34 %
- E 10 positions: percentage of women 78 %, percentage of men 22 %
- E 9c positions: percentage of women 78 %, percentage of men 22 %
- E 9b positions: percentage of women 77 %, percentage of men 23 %
- E 9a positions: percentage of women 77 %, percentage of men 23 %.

Clerical roles

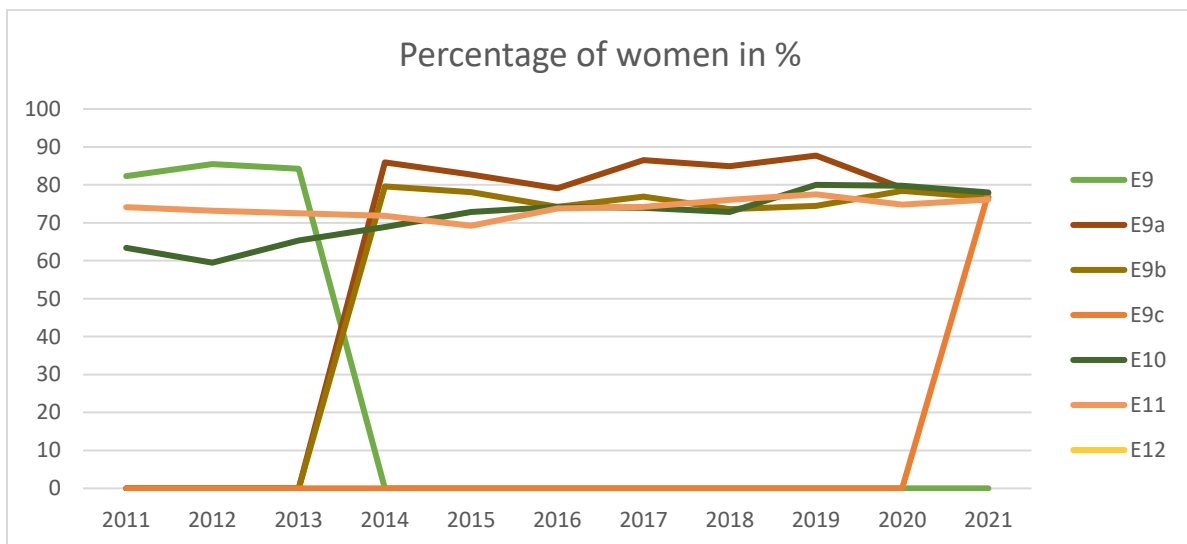
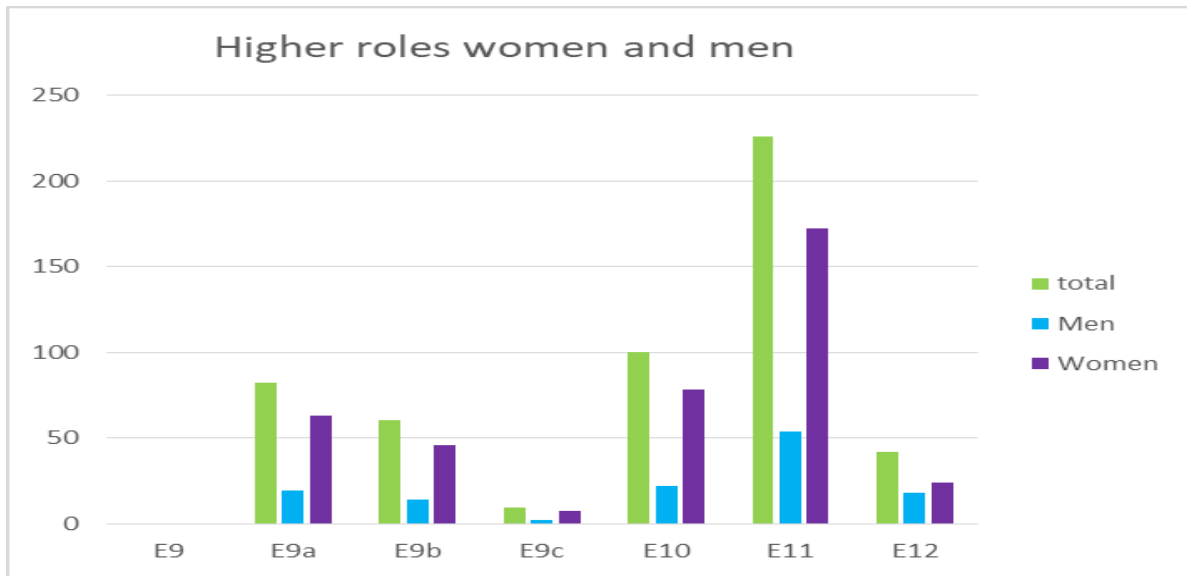
- E 8 positions: percentage of women 90 %, percentage of men 10 %
- E 7 positions: percentage of women 83 %, percentage of men 17 %
- E 6 positions: percentage of women 73 %, percentage of men 27 %
- E 5 positions: percentage of women 35 %, percentage of men 65 %

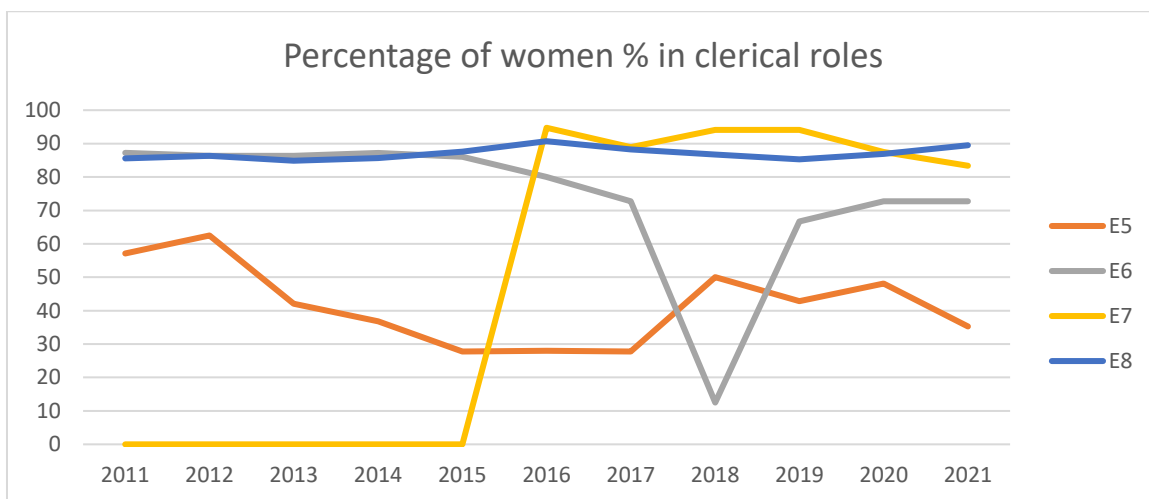
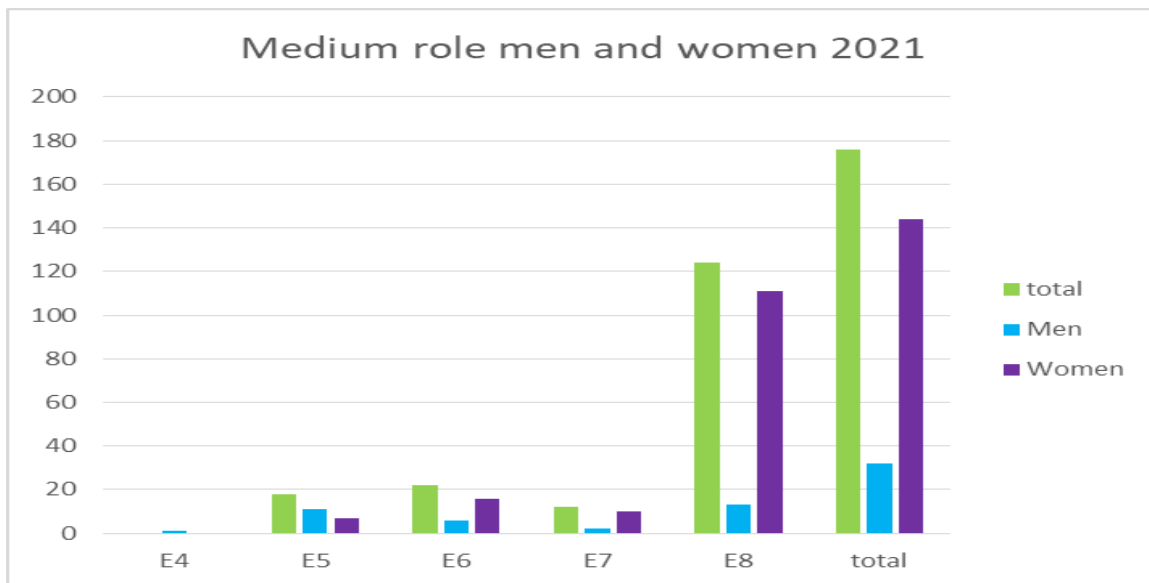
Evaluation:

There is a clear over-representation of women in all pay scales for higher and clerical roles (administration, office staff, libraries, teachers at national level). In terms of equality an increase in the percentage of male employees should be a future goal.

Higher roles

E 9a to E 12





4.1.6 Committees

The committees of the Goethe-Institut are: Board of Trustees, Members' General Meeting, advisory boards (10 expert advisory boards: Music "Amateur Music and Promotion of Young Musicians", Fine Arts, Cultural Education and Discourse, Film, Television, Radio, Information and Library, Literature and Translation Funding, Mobility and Migration, Music, Language, Theatre and dance, as well as the Business and Industry Advisory Board and the Committee to the Goethe Medal).

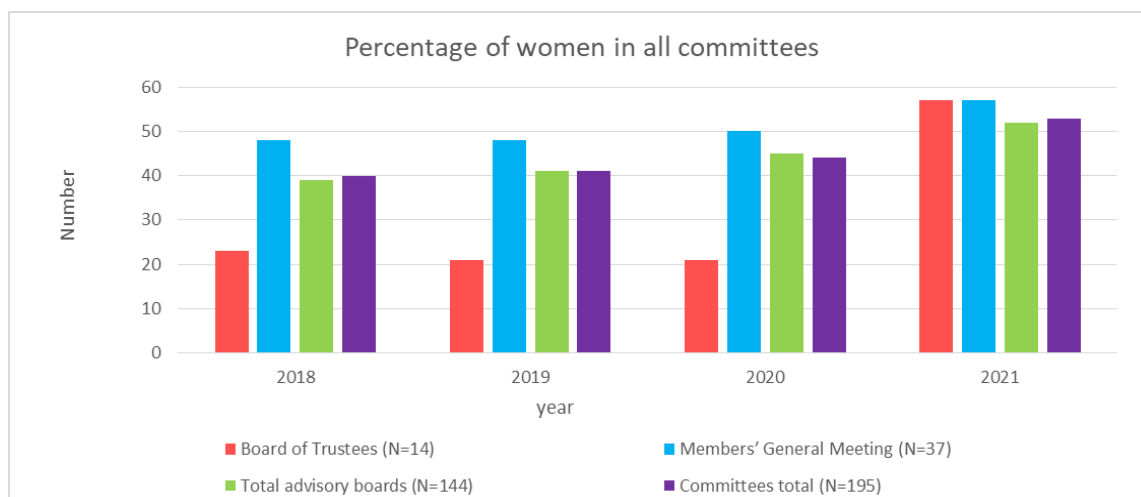
The percentage of women in all committees at the end of 2021 was over 50%, in the Board of Trustees it was 57%.

Evaluation:

The numerical equality goal has been achieved in **all committees** at the Goethe-Institut.

Percentage of women* in all committees Percentage breakdown

	2018	2019	2020	2021
Board of Trustees (N=14)	23	21	21	57
Members' General Meeting (N=37)	48	48	50	57
Total advisory boards (N=144)	39	41	45	52
Committees total (N=195)	40	41	44	53

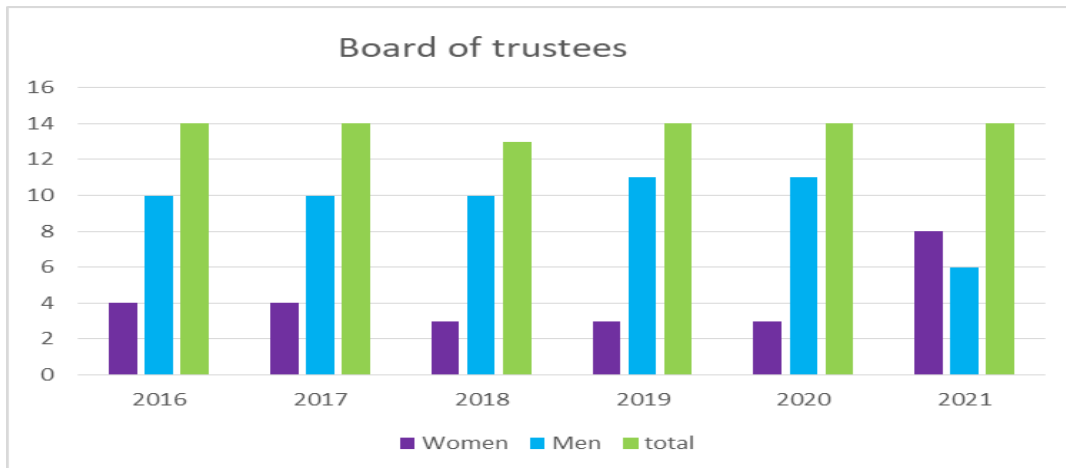


Percentage of women and men on the Board of Trustees

The responsibilities of the Board of Trustees include making decisions regarding the guidelines governing the institute's work and regarding long-term concept planning for the institute as a whole, as well as on draft business, finance and investment plans. Members have tenure of office for a term of four years, re-election is possible.

Number of members in the Board of Trustees: 8 women, 6 men

Percentage breakdown in the Board of Trustees: percentage of women 57 %, percentage of men 43 %

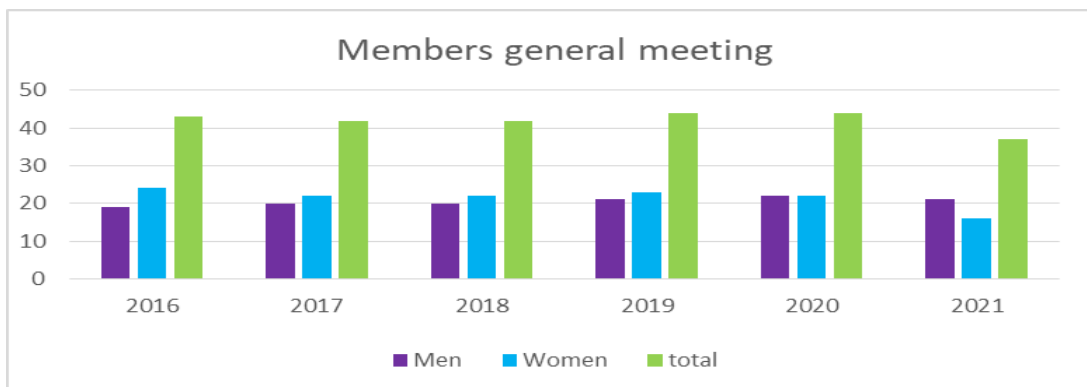


Percentage of women and men in the Members' General Meeting

Members of the Goethe-Institut are individuals selected from culture, science and society in the Federal Republic of Germany.²⁵ They provide advice on conceptual matters relating to the work of the Goethe-Institut in General Meetings held twice yearly. Their tenure of office is five years, re-election is possible.

Number of members: 21 women, 16 men

Percentage breakdown in the Members' General Meeting: percentage of women 57%, percentage of men 43%



Percentage of women* and men* on the advisory boards

The role of the advisory boards is to provide expert advice to the Goethe-Institut in the event of fundamental questions and for individual projects. The advisory board members are appointed for three years, re-appointment is possible.

There are ten expert advisory boards that each convene once a year: Music "Amateur Music and Promotion of Young Musicians", Fine Arts, Cultural Education

²⁵ Alongside these "ordinary" members (one of which is the Federal Republic of Germany), extraordinary members are also seconded: a delegate for each parliamentary party at the Federal Bundestag, nominated by their party for the duration of a legislature period, as well as two representatives from regional governments, who are nominated by the Standing Conference of Culture Ministers of the federal states of Germany, for a term of four years each. Members ex officio in the Members' General Meeting are the President and the members of the Board of Trustees.

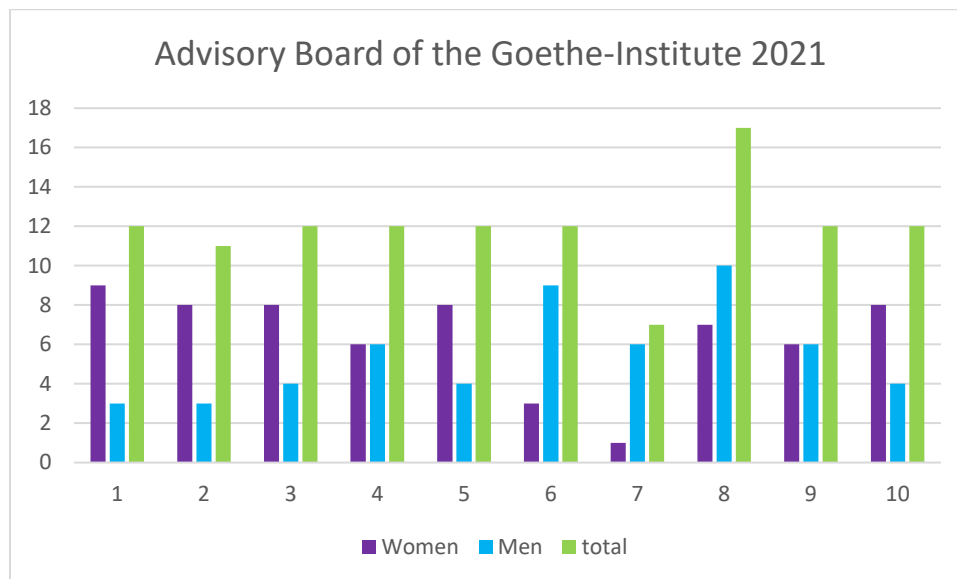
and Discourse, Film, Television, Radio, Information and Library, Literature and Translation Funding, Mobility and Migration, Music, Language, Theatre and dance.

The “eleventh” expert advisory board, the Business and Industry Advisory Board, as well as the Committee to the Goethe Medal, will be looked at in a separate statistic.

The ten advisory boards

Number of members of the ten advisory boards: 64 women, 55 men

Percentage breakdown: percentage of women 54 %, percentage of men 46 %



1 = Fine Arts advisory board

2 = Cultural Education and Discourse advisory board

3 = Film, Television, Radio advisory board

4 = Information and Library advisory board

5 = Literature and Translation Funding advisory board

6 = Music advisory board

7 = Music "Amateur Music and Promotion of Young Musicians" advisory board

8 = Language advisory board

9 = Theatre and dance advisory board

10 = Mobility and Migration advisory board

Business and Industry Advisory Board

The Business and Industry Advisory Board is composed of leading representatives of German business and the Foreign Office. The aim is to use cooperatively developed projects and events to showcase Germany as a harmonious unit of politics, economics and culture, especially overseas.

Number of advisory board members: 6 women, 12 men
Percentage breakdown: women 29 %, men 71 %

Evaluation:

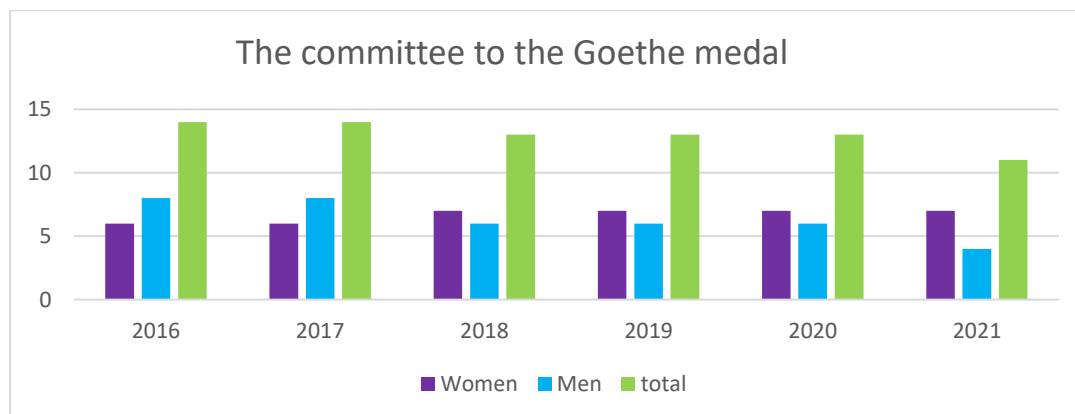
An increase in the percentage of women would be desirable in the medium term.

The Committee to the Goethe Medal

Once a year the Goethe-Institut presents the Goethe Medal, an official award from the Federal Republic of Germany. The Committee to the Goethe Medal, which is made up of representatives from the fields of science, art and culture, shortlists candidates, who then need to be confirmed by the Goethe-Institut Board of Trustees.

Number of members of the Committee to the Goethe Medal: 7 women, 4 men
Percentage breakdown: women 64%, men 36%

In terms of equality an increase in the percentage of men would be desirable in future.



Identification of future potential

The numbers published illustrate that the Goethe-Institut is already collecting a large amount of gender-related data. However there are plans to collect other survey characteristics in the future, for instance: "Equal participation (by time) in policy shaping and influencing". In reference to the other six diversity dimensions it is also the case that not all data have been collected consistently thus far, so that there is no basis for comparison.

In relation to Gender, the data have thus far been shown by sex (male/female). In future the Goethe-Institut will work on developing the database further to incorporate a wider gender structure, in order to gain better visibility and knowledge about employees beyond the man/woman dichotomy.

Overall, the Goethe-Institut has a high percentage of **employees identifying as female**. An increase in the percentage of men would be desirable across employees worldwide, particularly in the areas of administrative, clerical and library roles.

Too few male employees work part-time, above all providing the option of working part-time for seconded employees would be desirable.

Equality between women and men on the Executive Committee would be desirable in the medium term.

4.2. Governance and work structures

The Goethe-Institut aims to improve its Gender Equality & Diversity-aware corporate culture even further. The essential condition for this is solidarity with and empathy for all employees. It should be possible for all employees to develop their full potential, and feel respected and valued. In line with the strategic goals, the Executive Committee ensures that Gender Equality & Diversity is considered in strategic decisions and implementation processes at all levels across the Goethe-Institut. Since 2001²⁶ the Equal Opportunities Officer, her deputy and employees have been ensuring that Gender Equality & Diversity – as well as Diversity Management from 2020 – are essential issues at the Goethe-Institut. By placing equality between women and men on an equal footing with diversity, the Goethe-Institut recognises that this is a complex theme that pursues independent goals via diverse interfaces, yet each in its own right.

This Gender Equality & Diversity work requires cooperation on a global scale and is upheld at the Goethe-Institut by numerous central and decentral entities, all of which support the implementation of the variety of measures and activities outlined in the Gender Equality Plan. The Equal Opportunities Officer, who by law belongs directly to the Executive Committee, and Diversity Management, which reports directly to the Executive Committee, were in the past provided with their own resources to support the implementation of the strategic measures and monitoring of Gender Equality & Diversity processes at the Goethe-Institut.

The planned introduction of an “Gender Equality & Diversity Round Table” in 2023 will create an institutional space on a global scale for the many people who are interested in Gender Equality & Diversity. These meetings will involve discussion to generate further synergies between the two remits, and provide opportunities to define, develop and implement shared key priorities.

The Equal Opportunities Officer, her deputy and employees help to ensure that the legal mandate for equality between men and women at the Goethe-Institut is fulfilled. Furthermore the gender training introduced in 2009 has helped empower Goethe-Institut employees in terms of gender competence. The Equal Opportunities Officer is a member of the management conferences with the President, Executive Committee and members of the second management tier, and is authorised to add important items to the agenda.

As the establishment of Diversity Management is still relatively recent (2020) in comparison with the work of the Equal Opportunities Officer (2001), the Goethe-Institut in this respect is still at the start of a longer-term development and learning process. The planned migration of Diversity Management from a project character to a long-term line activity underscores the intention of the Executive Committee to establish the subject in institutional terms permanently and in the long term. Alongside staffing requirements, the resources earmarked for

²⁶ In accordance with the German Equality Act of 2001

Diversity Management ensure that this complex learning process is supported through external expertise in both organisational and technical terms.

In addition to the structures within equality work, there are several well-established points of contact that focus on different equality/diversity dimensions. For employees with disabilities and/or chronic health conditions, there is a Severely Disabled Officer and an inclusion team representing the employer, as well as a committee for social affairs.

Until now employees have generally approached the Equal Opportunities Officer, employee representatives and severe disability representative to seek support for discrimination because of gender, sexual orientation or social and cultural origins. There has not been an anti-discrimination officer until now. A heterogeneously composed working group specifically set up for this purpose through the work of the Diversity steering committee is looking at how to handle discrimination incidents at the Goethe-Institut, as well as the possibility of setting up an anti-discrimination body, and will develop strategic measures and guidelines in the future.

Identification of future potential

Analysis of the situation shows that management and work structures relating to equality at the Goethe-Institut are well established. The Goethe-Institut takes the matter of looking at additional Diversity dimensions very seriously. More processes will be established within this framework.

The potential exists for different actors within the gender and diversity scene at the Goethe-Institut to improve networks further to enable efficient overlaps – but also to generate new processes and synergies. It's important to establish an anti-discrimination information centre in order to take some of the pressure of the Equal Opportunities Officer and Diversity Management, and to define clearly who the employees can approach if they need advice.

4.3. National and international Networks

The Goethe-Institut maximises innovation and networking potential through memberships of important networks in the field of Gender Equality & Diversity. Interaction between Gender Equality & Diversity experts contributes towards learning new things and bringing fresh ideas for developing and improving equal opportunities at the Goethe-Institut. Furthermore, involvement in these expert networks assures the quality of the measures and activities developed through regular dialogue and reflection processes.

The Equal Opportunities Officer has been a member of the Working Group for Equal Opportunities in Berlin as well as Munich since 2005.

To facilitate sharing of a variety of expertise and experiences, the Goethe-Institut is a member of the International Society for Diversity Management. This is an international and national network that offers a discussion platform and a

selection of learning formats on the subject of diversity management to its members from a background in science, business, politics and management.

Also the Goethe-Institut has been a member of the [Diversity Charter](#)

in Germany since 2010. The Diversity Charter is an initiative set up by companies to promote diversity in institutions and organisations. Alongside the *Charta der Vielfalt* in Germany there are now Diversity Charter initiatives in many other European countries as well. They joined forces in 2010 to form the EU Platform of Diversity [Charters](#), coordinated by the European Commission.

Numerous bilateral exchange formats on the subjects of equality, gender, diversity, inclusion and integration (e.g. with the Foreign Office, the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth – BMFSFJ, with the British Council, Deutsche Welle, the Humboldt Forum and the German Institute for Integration and Migration Research) ensure an active discussion and good networking at national level for the Goethe-Institut. The Goethe-Institut is also active in networks that deal with the challenges of caring and support a balance between work and private life, for example the network Erfolgsfaktor Familie.

Identification of future potential

The Equal Opportunities Officer and Diversity Management team are actively networked. However there is potential to connect even more effectively with other networks, especially at international level.

5. Gender Equality & Diversity measures at the Goethe-Institut

To encourage Gender Equality & Diversity, the Goethe-Institut has already implemented numerous measures for and with all status groups at diverse levels within the institution. The measures go far beyond the legally stipulated minimum requirements. Gender competence with relevant gender training for all management was implemented as early as 2006 in the evaluation procedure, and immediately after the federal constitution ruling on third gender, a regulation entitled "Gender-sensitive language at the Goethe-Institut" (2018) was adopted, with seven options including the gender star.

In the field of diversity, the first anti-discrimination training sessions with the HR department were piloted in 2022. The focus of these was anti-racism. A total of 16 training sessions were held. The goal is to offer this training for all employees worldwide.

The options and measures to promote gender and diversity competence are presented on the intranet and within the scope of newsletters. This helps employees gain an overview of activities and points of contact. Due to the large number of measures in place already, this Gender Equality Plan presents a selection of the most effective and important measures and activities, focusing on the key points recommended by the European Commission.

5.1. Work-life-balance and organisational culture

In recent years, the Goethe-Institut has integrated its family-friendly human resources work into structures and processes and underlaid them with appropriate mechanisms, and also possesses good, established strategies for supporting a balance between work and private life: the Goethe-Institut aims to support employees by offering flexible configuration options for working hours and location, a clear management position along with comprehensive information, advice and services relating to care of children and other dependents, as well as a guideline entitled "Maintaining contact with employees on leave and reintroducing them to the workplace".

So creating the framework that allows a balance between work and private life has been an institutional focus of the Goethe-Institut for many years.

On 30th August 2010 the Goethe-Institut was awarded the "berufundfamilie" certificate by the company berufundfamilie Service GmbH. The audit is an initiative of the non-profit Hertie foundation and is funded by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. The certificate serves as a quality seal for a family-friendly staffing policy and supports companies as well as public institutions in their goal for working conditions to that effect.

Flexible regulation of working hours and location thanks to flexitime and the option of working from home applies to all employees equally. Nevertheless there

are employee groups who benefit less from these flexible arrangements. Analysis is required to establish to what extent improvements could be achieved for these groups as well.

Family-friendly meeting and work models are recommended and backed by the Executive Committee, and these are targeted at all employees and explicitly also at all managers of the Goethe-Institut.

Occupational Health Management has a high importance for the Goethe-Institut. This is reflected for instance in a holistic approach to Occupational Health Management. Occupational Health Management is made up of three pillars; these are health promotion, balance between work and private life, and workplace health and safety.

A wide range of options for maintaining mental and physical health, as well as improving employee resilience and preventing burnout and addiction, have been implemented. Furthermore Occupational Health Management has introduced support measures to help employees with stress management, mindfulness and physical activity.

In cooperation with pme Familienservice GmbH, the Goethe-Institut offers all employees plenty of support to help them balance work with family life. Employees have access to advice services and agencies such as childcare programmes and arranging back-up childcare, as well as a series of seminars and workshops on fundamental and formal questions relating to parenting.

To enhance these services the Goethe-Institut has trained up some willing colleagues as "workplace care guides", who are able to provide initial signposting on themes like insurance and funding for care of dependents and finding appropriate solutions. Furthermore there have been regular talks on this subject for the past 10 years to raise employee awareness and provide people with the information they need.

The Equal Opportunities Officer coordinates and supervises a network for employees with children, which has been in place since 2010. Any problems can be discussed in this safe space, expressed in terms of specific goals and progressed. The Equal Opportunities Officer also arranges children's days where all-day childcare is available.

The Goethe-Institut is aware of its particular responsibility for families and dependents of employees seconded overseas. So in 2021 a pension for accompanying spouses was adopted by the Board of Trustees. The second year of the covid pandemic also had a major influence on the balance between work and private life. The closure of childcare establishments, home schooling, dependents requiring care provision, and families separated as a result of problems entering the country necessitated exceptional patience and coordination skills on a global scale. As in the previous year, the Goethe-Institut reacted to this within the scope of its capabilities by offering various options such as working from home, allowing additional extraordinary leave and digital childcare, as well as by providing dedicated exchange formats through Occupational Health Management and the Equal Opportunities Officer. The two specially scheduled meetings of the Executive Committee with the entire second

management tier should be highlighted here. The focus was on the question “How are employees coping if they have children or dependents requiring care?” This premise was a starting point for development of specific strategies to ensure an even better awareness of family needs in the management culture at the Goethe-Institut.

Identification of future potential

Numerous highly effective measures are already in place. To cater even more effectively for the needs of the diverse life and family models, the option of “mobile working” should become established on a permanent basis.

From a diversity perspective, even more targeted support for people with chronic health conditions, physical or mental disabilities and neurodiverse people would be desirable. As well as families with children, this target group is particularly impacted by the lasting effects of the pandemic situation.

There is also potential for generating further awareness and visibility of role models for alternative family models (e.g. fathers working part-time, single parents, same-gender parents).

5.2. Gender balance in leadership and decision-making

“We are aware that the key to securing the future and ongoing development of the Goethe-Institut lies in the combined efforts of management, employees, partners and customers. The quality of management influences the actions of our colleagues, as well as the success of the institute. For this reason, a consistent management style and binding standards for leadership at the Goethe-Institut are of crucial significance for us all.”

This provision can be found in the Goethe-Institut “Management Guidelines”. In these guidelines, the Executive Committee and management of the Goethe-Institut commit to practising the management guidelines consistently and allowing themselves to be judged by their implementation. These management guidelines include the principle of “respecting the differences between the employees and treating people from different cultural backgrounds with respect”.

The basic qualification in “gender and diversity competence”, which was started in 2008 and is envisaged for all management and employees in 2023, follows on from the principle mentioned above. Managers in particular are expected and encouraged to set an example by practising the initiatives implemented by the Goethe-Institut to improve gender and diversity equality.

The Human Resources management department (specifically personnel development) is mindful of the mandate to train managers, who are already key influencers and awareness-raisers, for the task of reinforcing an Gender Equality & Diversity-friendly approach to attitude and action for all employees, as well as improving understanding in this context. The internal and external trainers and

speakers know how to implement their training in line with the appropriate standards thanks to “gender guidelines”.

Procedural directives are already in place, as well as guidelines and recommendations on these subjects: “Dealing responsibly with sexual harassment complaints”, “Conducting equality-sensitive job interviews” and “Returning to work after parental leave”.

The internal and external integrity guidelines at the Goethe-Institut underline the commitment to promote diversity in decision-making and all core processes. These guidelines state that discrimination on the grounds of age, ethnic origin, sexual orientation, gender, social background, religion/ideology, and physical or mental ability is not tolerated under any circumstances. This applies both within the organisation and externally in cooperation with external partner organisations.

To guarantee successful and Gender Equality & Diversity-oriented Human Resources management, it is absolutely crucial that the management tier continues to promote Gender Equality & Diversity actively as an approach, and that this awareness is integrated into operational routines. To achieve this, Gender Equality & Diversity-oriented management guidelines could be developed even further for all management levels, as could awareness-raising and training measures.

Identification of future potential

The Goethe-Institut has spent many years improving awareness of equality for all employees, especially management, and is now focusing particularly on additional aspects of diversity. Procedural directives are already in place, as well as guidelines and recommendations on a wide variety of aspects.

The management engages in direct dialogue with the employees to decide how well the higher-level objectives are being achieved. It follows that Human Resources management is also of great importance for the implementation of Gender Equality & Diversity. Analysis of the situation shows that the basic qualification package will serve as a basis – however that will need to be developed in more depth. The training and information concept for management is due to be redesigned, in the course of which additional modules will be integrated: improving awareness of potential discrimination (unconscious bias training), themes such as balancing work with private life, a critical approach to being white, as well as the legal framework governing equality.

In future, managers will be able to improve and extend their understanding of Gender Equality & Diversity and evaluate their own competence using a digital self-learning programme. Learning programmes like this are a convenient way of familiarising all employees with the awareness and training programmes on a global scale. However they do not replace face-to-face training by external professionals.

5.3. Gender equality in recruitment and career progression

The Goethe-Institut is committed to promoting equal opportunities for all employees in recruitment processes and in career progression. As procedures, responsibilities and measures vary considerably for recruitment of managers, specialist careers, volunteer positions, apprenticeships, work experience and individual tender invitations, each status group is addressed differently.

To exploit the potential of achieving equal opportunities in staff recruitment and to break down organisational barriers even further, the intention of the Gender Equality Plan 2023 - 2026 is to set out a guideline for unprejudiced recruitment processes and active recruitment of men in all working areas, particularly in clerical and senior roles. A special programme is planned to identify and encourage potential prospective managers from within the employee pool at the Goethe-Institut.

Diversity Management operates across all areas with various strategic approaches to make the recruitment process more diversity-aware and inclusive. Specifically, these measures include: reviewing the wording of job advertisements, widening the reach of job advertisements by posting on inclusive job sites, and specific training for colleagues involved in the recruitment and selection process.

Identification of future potential

The Goethe-Institut has developed well-established recruitment processes for a variety of status groups. Analysis of the situation shows that Gender Equality & Diversity tools (e.g. a guideline for unprejudiced recruitment processes) still need to be developed. For instance there are no binding guidelines for job interviews with questions about Gender Equality & Diversity competence.

A dedicated working group was set up, with the remit of developing strategic goals and specific measures across all areas to explore how the recruitment process at the Goethe-Institut in general could be made more Gender Equality & Diversity-aware and inclusive. Development of these mechanisms is driven by the working group. Implementing them is the responsibility of the Human Resources department, in particular the colleagues involved in staff recruitment. A more Gender Equality & Diversity-aware positioning in this field means that unexploited potential can be utilised to counteract the shortage of qualified professionals by targeting new job applicant groups.

This requires specialist training for employees involved in recruitment processes and career development.

5.4. Integration of the gender and diversity dimensions into the tasks and core processes of the Goethe-Institut

The Goethe-Institut recognises the huge and increasing relevance of Gender Equality & Diversity aspects within the remit of the organisation:

- language work
- international cultural cooperation
- presentation of an up-to-date image of Germany
- promotion of international discourse on key themes in an increasingly globalising society

as well as in its core processes:

- putting language work in practice
- facilitating cultural exchange
- providing platforms and spaces for social exchange
- developing networks
- and supporting educational opportunities

In the course of systematically evaluating Gender Equality & Diversity aspects in this field, the Goethe-Institut sees a major opportunity to restructure tasks and core processes overall. This would allow employees to take more of a differentiated approach to the needs and perspectives of a gender-sensitive and diverse society.

The Goethe-Institut considers itself to be a learning organisation. Since the German Equality Act came into force in 2001, the Goethe-Institut has had an Equal Opportunities Officer, who established Gender Mainstreaming throughout the institution and included gender competence as a specific aspect of the appraisal procedure in 2009, and implemented the regulation "Gender-Inclusive Language at the Goethe-Institut"²⁷ as a necessary response to the 2018 Federal Constitutional Court judgement in 2019. The subjects "Communicating without discrimination", "straightforward and simple" language are already in intensive discussion within the institution, however a binding set of regulations for all employees is still awaiting approval. A glossary entitled "Is that racist?" has just been published.

Since 2006 the Equal Opportunities Officer at the Goethe-Institut and her deputy have held a series of lectures and numerous online training opportunities designed to encourage integration of equality aspects across a wide range of responsibility areas and work processes. Furthermore in 2022 the Equal Opportunities Officer devised a one-hour gender training session for worldwide

²⁷ Language gives rise to images that are influenced by personal and social situations. It is possible to influence the social discourse on gender by consciously highlighting the diversity of gender identities in real-life. A regulation entitled "Gender-Inclusive Language at the Goethe-Institut" has been in place since 2019.

use, which all employees can complete online from 2023 to earn a "gender certificate".

Since 2020 the Goethe-Institut has been developing Diversity Management in-house to promote an inclusive (work) culture. The intention is for the Goethe-Institut to reflect the diverse reality of society, promote respectful cooperation and encourage differing employee abilities, as well as defining its position as an anti-discriminatory institution.

Whereas 2020 was a year for fundamental orientation questions, this was followed in 2021 by the beginnings of practical implementation formats. Using the methodical triad "Information – Awareness – Training", the Goethe-Institut provided all regions and departments with the essential facts about diversity, as well as exploring all the diversity dimensions in the *Charta der Vielfalt* (ethnic origin and nationality, age, gender and gender identity, physical and mental ability, religion and ideology, sexual orientation and social background) in more depth through global discussion formats. 16 anti-discrimination training sessions were piloted in the Human Resources department in 2022 with a focus on anti-racism, and these were rolled out within the scope of internal staff development programmes. This intersectional, multi-regional and non-hierarchical approach allows Diversity Management to act in a transparent, communication-oriented way. Diversity is structured analytically at the Goethe-Institut. To achieve this, an in-depth review of the diversity situation has been carried out, of which the outcome was work packages and specific operational guidelines in 2022.

The Equal Opportunities Officer and Diversity Management team are developing a guideline to promote critical reflection of the Gender Equality & Diversity dimensions, as well as development and integration of measures to promote equal opportunities in the core processes at the Goethe-Institut. These measures include helping Unit 4 – Cooperations and Third-Party Funding – to apply these guidelines in their project implementation. Recommendations, guidelines and equality mechanisms are provided to ensure that employees are equipped for the integration of Gender Equality & Diversity dimensions in the workplace with tools tailored for the purpose. Measures are being taken to increase visibility and ensure even more employee awareness of this theme and of existing resources and established procedures, by introducing a newsletter entitled "Gender Equality & Diversity in the core processes of the Goethe-Institut" and a series of workshops entitled "Gender Equality & Diversity".

Identification of future potential

As a globally operating institution, keeping up with Gender Equality & Diversity aspects has a long tradition. The Goethe-Institut has taken action to develop the relevance of Gender Equality & Diversity further in tasks and core processes by providing advice and training programmes.

Analysis of the situation shows that the relevance of Gender Equality & Diversity and visibility of both is very high. A newsletter covering both themes and a "toolbox for Gender Equality & Diversity-inclusive work" is to be developed further. Building on this heightened awareness it is relevant to carry out Gender Equality & Diversity analysis in the Goethe-Instituts worldwide, as well as in the

departments and specialist areas in particular. Because the subject of Gender Equality & Diversity is interpreted differently in the different regions in which the Goethe-Institut is active, specialised programmes and approaches need to be developed that are adapted to each region in a culture-sensitive way.

5.5. Measures against gender-based violence including sexual harassment

In 2021 the Equal Opportunities Officer presented the regulation and procedural guideline adopted in 2020 entitled "Sexual Harassment at the Goethe-Institut" in specific terms to all employees worldwide through 48 interactive workshops. This regulation explicitly states that each and every person must always and at all times be respected. This mutual respect is essential for a collaborative relationship between colleagues. Sexual harassment is an infringement of personal rights and the dignity of the colleagues affected. The workshop series anchored this statement throughout the institution.

Identification of future potential

The Goethe-Institut has a regulation and procedural guideline entitled "Sexual Harassment in the Workplace". As well as the Equal Opportunities Officer, this document gives details of other persons in a position of trust and points of contact.

Analysis of the situation shows that regular training on this subject is essential. To ensure this, a digital self-learning programme is required, which must be completed every two years on a compulsory basis.

5.6. Anti-discrimination

The Goethe-Institut is committed to valuing and respecting all employees – regardless of gender, social and ethnic background, age, physical and mental ability, religion/ideology or sexual orientation.

The Goethe-Institut is taking vital steps to ensure a work culture that is free of discrimination. There are central and remote structures to provide advice and handle complaints for employees who are discriminated against because of their gender, sexual identity, age, cultural or social origins or because of a disability.

In particular with regard to the Gender dimension there is an extensive advice programme. The Equal Opportunities Officer has implemented a regulation and guideline on "Sexual Harassment" (see Chapter 5.5) and offers professional advice on gender-specific discrimination and sexual harassment. The Diversity Management team is available to provide support with all 6 other diversity dimensions.

To develop the existing structures further, there are plans to nominate special anti-discrimination officers to handle discrimination incidents of all types.

Identification of future potential

The Goethe-Institut has points of contact for complaints in the event of a discrimination incident.

Analysis of the situation shows that the Goethe-Institut intends to ramp up efforts to make anti-discrimination a visible aspect of Gender Equality & Diversity work on an institutional scale. Furthermore there is a need for advice services and complaint management to be visible, as well as for preventive measures to be increased on an institutional scale. A working group set up for this purpose will analyse how the Goethe-Institut deals with discrimination incidents, and develop appropriate tools and measures to improve the visibility and effectiveness of the complaint and advice services incrementally.

To ensure ongoing professionalisation of the anti-discrimination work at the Goethe-Institut, preventive measures and structured training sessions will be developed for anti-discrimination officers and counsellors who handle discriminatory incidents. The goal is to provide even more appropriate support to people affected by discrimination incidents caused by class or cultural/social background, as well as disability and/or chronic health conditions.

6. Training: Awareness raising/training on gender equality and unconscious gender bias for staff and decision-makers

Awareness training and processes that reflect thinking patterns are a given at the Goethe-Institut. Gender training has been provided for management since gender competence was introduced as an appraisal category in 2006. Training to boost awareness of family-friendly Human Resources policies, and in particular the attitude of management, was introduced in 2013. A gender course focusing on the aspect of “unconscious gender bias”, aimed at all employees worldwide and management in particular, was developed in 2022 for delivery in 2023. An online tool is in development – confirmation of participation will be generated once this is complete.

The Diversity Management team started 2022 with two four-part online learning units entitled “Diversity: a learning journey”, as well as online training in four parts on the subject of diversity and anti-discrimination. The focus here was on an intersectional perspective with an emphasis on A Critical Approach to being *White* and Anti-racism.

Identification of future potential

Gender and diversity training is the basis upon which awareness can be raised for all employees. Analysis of the situation shows that appropriate training opportunities are already in place, but these need to be complemented by providing digital self-learning programmes as well. They must be compulsory, and should be completed by all employees every two years. In particular the diversity-related courses need to be rolled out to a wider audience, because until now this training has mostly been piloted in the Human Resources department at head office. However the demand and need for appropriate diversity training was identified on a global scale, so the plan is to scale up the formats implemented in 2022 for subsequent years. To achieve this, it is of fundamental importance that these training units and professional development courses are adapted to suit culture variations in the different Goethe-Institut regions.

7. Areas of action and Equality Measures

This chapter outlines the goals and measures that will govern Gender Equality & Diversity work at the Goethe-Institut in the 2023 - 2026 period. The goals and measures are based on analysis of the situation and ensure that Goethe-Institut activities are strategically organised in relation to Gender Equality & Diversity. This action plan creates a framework that can be developed over the course of time.

In the context of Diversity Management, a collective *bottom-up* approach is being followed in order to initiate a transparent and inclusive strategy-finding process, involving a variety of employees with diverse identities, specialist expertise, a range of hierarchical positions and their own discrimination experience. The Diversity steering committee consists of 13 colleagues who advise the Goethe-Institut on the themes of diversity, anti-discrimination, inclusion and affiliation. In this process, six subject areas are identified, and working groups are then allocated to each area. The working groups come up with strategic guidelines and practical measures for each of the fields of responsibility. These suggestions are then channelled into the formulation of a holistic diversity strategy for the Goethe-Institut.

All measures are endorsed and supported by the Executive Committee and were developed in consultation with all parties involved (Equal Opportunities Officer, Diversity Management, "Strategy and Evaluation" department, Human Resources department) and presented to employee representatives (General Works Council, Works Council Abroad and Head Office, European Works Council and Disabilities Officer).

The practical implementation of these measures is assured through in-house resources, including the Equal Opportunities Officer, Diversity Management, Department of Strategy and Evaluation, Human Resources department, communication and press office etc.

1 Area of action: process and monitoring

Goal

1.1. The Gender Equality Plan should be familiar to all employees of the Goethe-Institut worldwide and should be made accessible on the internet to members of the public with a potential interest.

Measure

The Gender Equality Plan 2023 – 2026 is published on the internet, and publicised and displayed in-house on the organisation's internet.

Goal

1.2. The synergies of all those involved and employees of the Goethe-Institut should be utilised to support and reinforce existing professionalised Gender Equality & Diversity structures.

Measure

1.2.1 Introduction of an annual round table with a focus on Gender Equality & Diversity with input from external experts

Goal

1.3. Statistical recording, development of indicators and monitoring of gender-specific data beyond the man/woman dichotomy, as well as all diversity dimensions

Measures

1.3.1 Identification of quantitative and qualitative gender-specific data beyond the man/woman dichotomy, as well as all diversity dimensions (e.g. non-binary employees etc.)

1.3.2 Implementation of regular monitoring with regard to qualitative and quantitative indicators and nomination of responsible persons

1.3.3 Regular group reporting on the Gender Equality & Diversity figures in the relevant committees

2 Area of action: work-life-balance and organisational culture

Goal

2.1 Reinforcement of the balance between work and private life, as well as ongoing development of a family-friendly organisation culture

Measures

2.2.1 Increasing awareness and visibility of alternative family models (e.g. same-gender parents, fathers in part-time jobs, single parents etc.) by inviting external experts to give talks for any interested employees (e.g. with a focus on family and career planning for same-gender parents, single parents etc.)

2.2.2 Creation of an overview of parental leave options specifically for seconded employees: parent and child benefits, work options during parental leave, level of subsidy based on country

2.2.3 Information specifically for fathers about parental leave options and motivation to take parental leave

2.2.5 Summary of regulations for unmarried couples seconded abroad (e.g. insurance tips)

Goal

2.2 Encouragement of part-time management positions

Measure

2.2.1 Investigation of options for seconded employees working part-time to shadow a leadership or management role

2.2.2 "Pilot project" in other European countries

3 Area of action: Gender balance in leadership and decision-making

Goal

3.1 Encouragement of employees who are aiming for management positions (trainee manager programme / talent pool)

Measures

3.1.1 Research and evaluation of the current situation in terms of employees with relevant potential in order to understand where training is needed and identify the requirements; definition of development goals

3.1.2 Establishment of a leadership programme for potential trainee managers with courses, networking opportunities, peer-to-peer dialogue and cross-mentoring/mentoring programmes

Goal

3.2. Facilitation of "equal involvement (time spent) in formative and influential activities" for all genders

Measure

3.2.1 Evaluation of a survey characteristic using a questionnaire

Goal

3.2 All managers/decision-makers should be able to access training to develop Gender Equality & Diversity competence.

Measures

3.2.1 Development of a digital self-learning programme entitled "Gender Equality & Diversity competence for management" (compulsory participation every two years)

3.2.2 Provision of information on unconscious bias as well as recommendations for Gender Equality & Diversity-aware decisions

3.2.2. To support management as role models in Gender Equality & Diversity fairness, tools such as the following have been developed, introduced and published on the intranet: discrimination-free performance appraisal, Good to know: third gender etc.

4 Area of action: gender equality in recruitment and career progression

Goal

4.1 The recruitment process and onboarding procedure should be Gender Equality & Diversity-aware.

Measures

4.1.1 Training of employees who are responsible for recruitment to improve Gender Equality & Diversity competence

4.1.2 Creation of onboarding material with information about Gender Equality & Diversity measures and activities at the Goethe-Institut

Goal

4.2 Recruitment staff are in a position to conduct and evaluate job interviews in a way that is Gender Equality & Diversity-aware.

Measures

4.2.1 Mandatory inclusion of questions on Gender Equality & Diversity competence in the interview guidelines and capacity to evaluate the responses in a way that is Gender Equality & Diversity-aware

Goal

4.3. Increase percentage of men in under-represented areas.

Measures

4.3.1 If there are sufficient applications from men that fulfil the requirements and qualifications specified in the job advertisement, at least as many men as women should be invited to interviews or special selection procedures in areas where men are under-represented.

5 Area of action: integration of the gender dimension into research and teaching content

Goal

5.1 Promotion of an interdisciplinary discourse about Gender Equality & Diversity in the institution, particularly in the specialist departments

Measures

5.1.1 Organisation of an event series to raise awareness of the subject and provide insight into the specialist relevance.

5.1.2 Invitation of keynote speakers and experts on Gender Equality & Diversity into all specialist departments

5.1.3 Highlighting of Gender Equality & Diversity-sensitive key themes in internal and external communication

5.1.4 Increasing visibility of Gender Equality & Diversity advice for the departmental specialists

5.1.5 Development of a toolbox with discipline-specific information and methods (e.g. databases/wikis, workshops and Good Practices)

5.1.6 Development of in-house colleague networks across all seven diversity dimensions: ethnic origin, gender, sexual orientation, social background, religion/ideology, age and physical/mental abilities

Goal

5.2 Raising awareness of employees in different specialist fields concerning the relevance of Gender Equality & Diversity in their own area

Measures

5.2.1 Making information resources on Gender Equality & Diversity available in the context of academic discourse

5.2.2 Continuing the integration of specialist Gender Equality & Diversity aspects into the tasks and core processes of the Goethe-Institut

6 Area of action: measures against gender-based violence including sexual harassment

Goal

6.1. Standardised and mandatory participation for all employees in training on the subject of "Sexual harassment in the workplace"

Measure

6.1.1. Development of mandatory digital self-learning programmes on the subject of "Sexual harassment in the workplace" (every two years)

7 Area of action: anti-discrimination

Goal

7.1 The anti-discrimination structures are being developed further, including prevention, raising awareness and advice/counselling services.

Measures

7.1.1 Publication on the intranet to give an overview of complaint procedures and contact persons for supporting victims and perpetrators of discrimination

7.1.2 Development of a systematic training concept for parties with relevant involvement in discrimination cases

7.1.3 Establishment of an anti-discrimination office with specific nominated contacts

Goal

7.2 Preventive measures aimed at supporting a discrimination-free environment should be developed further.

Measures

7.2.1 Raising awareness of types of discrimination (because of gender, sexual orientation, cultural or ethnic origins, social class, disability, age, religion/ideology)

7.2.2 Integration of information into the introductory resources for employees and the welcome packs for new employees

7.2.3 Ongoing development of training resources on using simple and straightforward language that is gender and diversity-sensitive

7.2.4. Analysis of all tools used on the Goethe-Institut website, internal learning opportunities and processes with regard to barrier-free access to digital content, and how they can be adapted in these terms

Goal

7.3 Enabling barrier-free access to all Goethe-Instituts worldwide.

Measures

7.2.1 Ongoing structural development of the Goethe-Institute internal infrastructures (language institutes, libraries etc.)

Goal

7.4 Digital systems and administration processes at the Goethe-Institut should consistently integrate non-binary options.

Measure

7.4.1 Recording and identification of adaptation requirements in IT systems and administration processes with regard to integration of non-binary options as well as name/gender changes

8 Area of action: communication, reports, evaluation and preparation

Goal

8.1 Increasing the visibility of Gender Equality & Diversity work at the Goethe-Institut and promotion of an inclusive culture by implementing language and communication resources that are gender and diversity-sensitive.

Measures

8.1.1 Development of an Gender Equality & Diversity communication concept that takes intersectionality into account.

8.1.2 Creation of an annual Gender Equality & Diversity calendar featuring a variety of awareness-raising measures (International Women's Day, Christopher Street Day, Diversity Day etc.)

8.1.3 Creation of an image database containing Gender Equality & Diversity-sensitive images

8.1.4. Development of a podcast series entitled "Gender-Inclusive Language at the Goethe-Institut"

8.1.5. Internal communication series on the subject of Gender Equality & Diversity (information about in-house Gender Equality & Diversity development process, illustration of best practice approaches and relevant themes / areas of action)

Goal

8.2. Monitoring the implementation progress of the Gender Equality Plan by means of ongoing evaluation / regular evaluation reports

Measures

8.2.1 Annual meeting with all persons responsible to evaluate the implementation progress of the Gender Equality Plan

8.2.2 Generation and communication of the evaluation report as a starting point for the subsequent Gender Equality Plan concept creation phase

8.2.3 Creation of the next Gender Equality Plan concept in coordination with the decision-making committees

Summary and outlook

When the measures are implemented, the goals and outcomes are defined in more depth by the coordinators of each area, including the Equal Opportunities Officer, Diversity Management team, Human Resources department, Strategy & Evaluation department etc., involving employee representatives in line with legal requirements. The intention is for the coordinators of the area relevant to each individual measure to be responsible for evaluating whether goals have been achieved.

An annual meeting will be held with all relevant interested parties to reflect on the measures, report back on progress and challenges, and identify any need for adjustment or future action. These considerations will lead the implementation process over the next four years. Furthermore, the findings will then be used for the next Gender Equality Plan in 2027.