



# EQUALITY PLAN 2022 - 2024



Leibniz Centre for  
**Agricultural Landscape Research**  
(ZALF) e.V.

## Contents

1. Preamble.....	3
2. Organisation of equality efforts.....	4
2.1 Role and tasks of the Equal Opportunities Officer and her deputy.....	4
2.2 Support for the Equal Opportunities Officer and her deputy.....	4
3. Personnel and personnel selection process.....	5
3.1 Staff structure as of 1.1. 2022.....	5
3.2. Recruiting and career planning.....	6
3.2.1 Recruiting.....	6
3.2.2 Career planning.....	7
4. Women in management positions.....	9
4.1 Structure of the management and supervisory bodies.....	9
4.2. Gender balance in management of the departments and working groups and in decision-making processes.....	9
5. Work-life Balance.....	10
5.1 Berufundfamilie (Profession and Family) certificate.....	10
5.2 Compatibility as a management responsibility.....	10
5.3 Company agreement on Mobile Work.....	10
5.4 EAP Hotline.....	11
5.5 Support with childcare problems and finding accommodations.....	11
5.6 Family-friendly event planning.....	11
6. Integration of the gender dimension in research.....	12
7. Measures against discrimination on the basis of ethnic origin, gender, religion or world view, a disability, age or sexual identity, including sexual harassment.....	12
7.1 Intercultural competence.....	12
7.2 Gender-sensitive language.....	13
7.3 Measures against gender-specific discrimination and harassment.....	13
ZALF does not tolerate discrimination of any kind, and explicitly condemns gender-specific discrimination.....	13
7.4 Measures against sexual harassment.....	14
7.5 Measures against discrimination on the basis of religion or world view.....	14
8. Reporting obligation and evaluation.....	14
Annex 1. Proportion of women in the research status groups at ZALF.....	15
Annex 2. Legal and internal basis.....	16

## 1. Preamble

We, the Leibniz Centre for Agricultural Landscape Research (ZALF) e.V., are guided in our leadership and management decisions by the principles of equality and equal treatment of women and men as well as persons with different social, religious and ethnic origins or gender diversity at work, in education and training, in the family and in the area of social security. We deliberately promote equality in all phases of professional development. ZALF is committed to implementing the principles of equality expressed in this document in all processes, and will determine and evaluate the current status of this effort every three years.

Working toward equality is a challenging cross-functional task that must be addressed at all management levels. The Equal Opportunities Officer and her deputy support the responsible management staff with all matters related to this important issue. To underscore the significance of equality efforts, this will also be included in the ZALF Management Guidelines. We support and promote the equality of scientific staff embraced in the Implementation Agreement for the Joint Science Conference Agreement on Equal Opportunities in Science and Research (AV-Glei) and in the Leibniz Equality Standards, and continuously work toward the compatibility of career and family for our employees.

In our Equality Plan, we define the central principles, goals and measures for promoting gender equality and diversity in everyday professional life and career development, and regulate the role and tasks of the Equal Opportunities Officer. Human resources policy at ZALF aims to achieve an equal distribution between women and men at all personnel and management levels, and intends to achieve this goal through concrete measures in the following five areas of action.

- Gender equality in recruitment and career advancement
- Gender balance in the management levels and in decision-making processes and organisational structure
- Work-life balance
- Integration of the gender dimension in research
- Measures against gender-based violence, including sexual harassment

ZALF was first awarded the "berufundfamilie" (Career and Family) certificate in 2011, and in 2020 successfully completed the dialogue procedure on the "berufundfamilie" audit. We accepted the certificate for the fourth consecutive time in June 2020. As part of this certification, ZALF has long since adopted family and life-phase conscious HR policies, and has implemented measures ensuring equality among its staff.

## 2. Organisation of equality efforts

### 2.1 Role and tasks of the Equal Opportunities Officer and her deputy

The Equal Opportunities Officer is involved in all staffing, organisational and social measures concerning the equality of men and women, compatibility of family and working life and the protection from sexual discrimination, micro-misogyny or harassment in the workplace. She decides which of these matters are relevant in terms of equality concerns and thus require her involvement. She is not bound by expert instruction in the execution of her office. To perform her tasks, the Equal Opportunities Officer has a general right to information, combined with the right to view records as far as permitted by data protection regulations, in all staffing, organisational and social measures concerning the equality of women and men, compatibility of family and working life, and protection from sexual harassment in the workplace. She is entitled to participate in all committee meetings with the right to speak and table motions, and is obliged to report directly to the management of the institution. For measures decided by the assembly of members (MV) of ZALF or require the approval of the Equal Opportunities Officer, the Executive Board presents the MV with a statement by the Equal Opportunities Officer along with the proposed decision. The Equal Opportunities Officer is entitled to an oral hearing before the supervisory committee upon her request. She is involved in vacancy announcements, selection, tenure and appointment procedures. She is entitled to participate in all hiring interviews and to view all application documents. She also has an advisory and support function for individual employees. (AV Gleit of 27.10.2008, changed on 22.4.2016)

The deputy of the Equal Opportunities Officer advises and supports the Equal Opportunities Officer in all fundamental strategic issues. She represents the Officer in her absence and in cases of conflict of interest.

### 2.2 Support for the Equal Opportunities Officer and her deputy

The Equal Opportunities Officer and her deputy are given opportunities to attend training events, as well as conferences, meetings and workshops. They also participate in networking meetings with other Equal Opportunities Officers of Leibniz Institutions or other research institutions.

#### **Goal:**

*To discharge the function of Equal Opportunities Officer, full-time employees delegate an appropriate portion of their work, part-time positions are increased.*

*The Equal Opportunities Officer is provided with a separate cost unit for any necessary staffing and materials.*

*In addition, an Equal Opportunities team is formed to support the Equal Opportunities Officer and her deputy.*

*This team includes representatives of the individual interest groups of ZALF, the HR department and the Works Council, who work together to initiate equality measures and projects. This structure is intended to ensure equal opportunities for all our employees and promote diversity. The team is supported in its work by the Administrative Director of ZALF. The members of the team are appointed by the Executive Board. In 2022, a kick-off workshop will take place to form the team and define its work priorities. The team meets as needed, but at least twice per year. It monitors goal achievement and submits suggestions for the Equality Plan.*

### 3. Personnel and personnel selection process

ZALF strives to provide comprehensive support for women and to increase the proportion of women in underrepresented areas, beginning with the recruiting process, and in staff retention and development, qualification, as well as continuous training and education.

#### 3.1 Staff structure as of 1.1. 2022

As of 01. 01. 2022, ZALF employed a total of 229 women and 200 men. This corresponds to a proportion of women of 54.52 percent. Among research staff, the proportion of female employees was 56.35 percent. A detailed overview of the proportions of women at the individual career levels is enclosed as Annex 1.

To further increase the proportion of women among the research staff, ZALF has set the following goals to be achieved by 2024 as part of the cascade model for scientific management positions:

<b>Career level</b>	<b>% staffed with women (minimum, cascade model)</b>
Department heads	40
Working group heads	43
Junior research group heads	50

## 3.2. Recruiting and career planning

### 3.2.1 Recruiting

At ZALF, we use a standard template for vacancy announcement. It bears the logo of the "berufundfamilie" audit and explicitly states that women are encouraged to apply. Interviews must be conducted for every advertised position. Based on the applications received, the same number of women and men must be invited, provided enough applications from women are received, but at least a number proportional to the number of applications received from women and men.

The Equal Opportunities Officer must be informed of scheduled interviews. She decides whether she will participate in the interview or appoint a person to participate in the interview to represent the interests of gender equality.

The Equal Opportunities Officer can exercise her veto rights as defined in the AV-Glei.

#### **Goal:**

*Going forward, we must ensure that advertised positions at every career level are staffed with female scientists to at least the same percentage as the next lower level. To that end, the application process as described above must be implemented more consistently. If the position cannot be staffed accordingly due to external circumstances (e.g. no suitable female applicants despite intensive search), this must be documented and filed.*

*ZALF strives diligently to hire at least 50% women in all areas without a balanced gender ratio to foster development toward equal gender proportions. The Executive Board and the heads of structural units work together with the Equal Opportunities Team to develop suitable measures for the active recruiting of excellent female researchers at every career level.*

*In 2022, ZALF is introducing an applicant management system which standardises the application processes, makes it transparent and guarantees early and comprehensive involvement of the Equal Opportunities Officer, while also facilitating the monitoring of the above requirements.*

*In the future, ZALF will increase its commitment to equality for all employees and is considering including the following statement in its vacancy announcements: ZALF promotes equality among its employees and welcomes applicants regardless of ethnic, cultural or social origin, age, religion, world view, disability, gender and sexual identity.*

*As part of the Tenure Track Procedure (see also 4.1.2) at ZALF and in joint appointment procedures with universities, the directorate or the departments with a need for specialized expertise must inform and address suitable female candidates specifically via appropriate networks.*



*This includes:*

- *Direct inquiry with female researchers*
- *Distribution through the Equal Opportunities Officer's network*
- *Specific research on existing networks (e.g. AcademiaNet; <http://www.gesis.org/cews>),*

### 3.2.2 Career planning

#### **Junior researcher support**

As a Leibniz Institute, ZALF actively takes responsibility for training and qualifying junior researchers. A portfolio of support measures has been developed to specifically promote doctoral candidates and postdocs:

- ZALF's internal Tenure Track Procedure
- Company agreements on the promotion of doctoral candidates and postdocs
- Individual doctoral candidate agreements with assignment of a supervisory team
- Financial support for participation in training events and mentoring programmes for postdocs
- A structured doctoral programme including PhD Colloquia, in-house or external trainings
- Possibility of follow-up funding for doctoral researchers of up to six months after the end of their project to complete their doctorate
- Financial support for postdocs to apply for projects to fund their own position

Doctoral candidates and postdocs enjoy the support of doctoral representation at ZALF, assisting them in their academic work and advocating their interests, including equality issues, to internal committees.

#### **Goal:**

*Going forward, family-related interruptions and obligations (such as family care periods, pregnancy or infant care) will be considered as required by the Regulation on Temporary Research Contracts (WissZeitVGs) at a minimum, in performance assessments in connection with recruiting of new employees and in the granting of ZALF's internal follow-up funding or project awards. Particularly during the early phase of career development, it is often difficult to strike a good balance between work and family. A corresponding guideline/action recommendation will be developed by the Equal Opportunities Team and the Early Career Support Officer and submitted to the Executive Board for decision during the second half of 2023.*

### **Tenure Track Procedure**

In 2018, ZALF introduced the Tenure Track System, a competitive process for developing transparent career paths in the sciences.

The system is a central component of the ZALF human resources strategy that offers scientists a long-term career perspective at ZALF. With the recruitment and further qualification of scientists who contribute to the centre's research and excellence goals, the ZALF Tenure Track System is a key component of scientific quality management. Moreover, the Tenure Track System is to be applied deliberately to satisfy gender equality standards. This is facilitated by the fact that the Equal Opportunities Officer is a voting member of the selection committees and is involved in the application process from the beginning. To date, 9 positions have been staffed, 5 of them with women.

#### **Goal:**

*For their assessment of persons in the Tenure Track System or other competitive selection processes, the selection committees will consider family-related interruptions and obligations in their performance assessments using the guideline to be developed as described above.*

*ZALF has set a goal of reviewing a cooperation with the Dual Career networks in the region (e.g. in Berlin or Cottbus) to be able to specifically support highly qualified couples with their joint career planning and in their search for suitable professional options for continuing their careers (in research or non-research areas). To that end, the Equal Opportunities Officer and the Early Career Support Officer are to establish contact with the regional networks.*

### **Mentoring for female researchers**

The Leibniz Mentoring Programme offers excellent female PhDs the highest level of support along their path to a management position or professorship. It enables the female researchers to shape their careers with specific goals in mind, expand their professional networks and to confidently accept high-performance challenges. ZALF motivates and advises qualified young female researchers every year to apply for the programme and actively assists with their participation.

#### **Goal:**

*ZALF will publicise other mentoring programmes such as "Mentoring für Frauen - Gemeinsam Zukunft gestalten" (Mentoring for Women – Shaping the Future Together) of the Universities of Cottbus, Frankfurt (Oder) and Potsdam, specifically draw the attention of suitable candidates to this option for personnel development, and support them during the programme.*



## 4. Women in management positions

### 4.1 Structure of the management and supervisory bodies

The main managing body is the ZALF Executive Board. Prof. Frank Ewert has held the position of Scientific Director since 2016. After Ms. Rosenberg left the organisation, Martin Jank became the Administrative Director this year.

The Scientific Advisory Board as an advisory committee currently consists of three female and 7 male researchers.

#### **Goal:**

*New appointments to the Executive Board and the Scientific Advisory Board should be chosen to help achieve equal representation of both genders.*

### 4.2. Gender balance in management of the departments and working groups and in decision-making processes

#### **Management of departments (Management level 2)**

Nine co-head positions in the departments and the research platform are staffed with joint professorships. Currently, two of the nine co-heads are women. In the next four years, two of the department heads will be retiring from the organisation.

#### **Goal:**

*Re-staffing the department head positions offers an opportunity to increase the proportion of women at the second management level. Appropriate measures (see also 3.2.1) should be taken to that end.*

#### **Management of working groups (Management level 3)**

Of 20 working group heads, 7 are currently women. Here as well, the retirement of working group heads is presenting an opportunity to staff these positions with women.

#### **Goal:**

*To increase the proportion of female working group heads, women are specifically supported with applications for junior research groups and Tenure Track positions. ZALF is also focusing on qualifying and promoting internal female candidates, enabling them to compete against excellent external male and female candidates. With targeted personnel development measures like leadership training, coaching and a flexible in-house training budget, female Tenure Track candidates in particular are prepared for leadership positions (working group heads).*

## 5. Work-life Balance

### 5.1 Berufundfamilie (Profession and Family) certificate

ZALF stands behind the concept of compatibility of working life, family and caring for family members. In 2011, ZALF was first awarded the "berufundfamilie" certificate as an employer and is currently involved in the re-auditing process.

For measures promoting the balance between profession, family and family care, ZALF provides an annual budget of 30,000 €.

**Goal:**

*The organisation is checking whether the measures defined in the company agreement on "Organisational Re-integration Management (BEM)" can also be applied to employees re-entering working life after family leave. The Works Council, HR department, and the Equal Opportunities Officer are reviewing the issue and will inform the Executive Board of the result. To improve the availability of information about the "berufundfamilie" programme, there are to be regular reports to the assembly of members, a bilingual flyer is to be prepared, and new female employees are to be specifically informed of the programmes during their onboarding process.*

### 5.2 Compatibility as a management responsibility

Compatibility of work, family and family care is a fixed component of the annual employee reviews, which are conducted based on the company agreement "Introduction and Implementation of Structured Employee Reviews". A review guideline containing special questions about the employee's family situation is available for orientation.

**Goal:**

*To further align the human resources strategy and management at ZALF with the compatibility of work, family and family care, the topic is to be included in the ZALF Management Guidelines when they are revised in 2022. Employees in leadership positions receive specific qualifications in personnel strategy and management oriented toward the compatibility of work and family, in flexible working time and work organization, and in the communication and dissemination of compatibility-related topics.*

### 5.3 Company agreement on Mobile Work

An essential building block of the family and life-phase conscious human resources policy is the option of working remotely 40% of monthly working hours, which was established in 2017 in a company agreement. In the presence of family obligations like childcare or caring for a family member, employees can also establish an individual agreement with the head of their structural unit to further increase that percentage.

## 5.4 EAP Hotline

In addition to external consulting from a health and family services provider for all employees and their families, ZALF offers its employees company measures for health care and re-integration after long-term illnesses (see 5.1 Company Agreement on the Introduction and Application of Organisational Health Management (BEM)).

### **Goal:**

*The services of the EAP Hotline will be promoted more intensively within the organisation, and additional employee support with organising family care and childcare must be secured by means of a contract with a family services provider.*

*The establishment of an organisational health management system will be reviewed in cooperation with a health insurer during 2022. The Equal Opportunities Officer and Works Council will use their prior experience and contact the health insurers to prepare a concept.*

## 5.5 Support with childcare problems and finding accommodations

If employees are experiencing problems arranging childcare for their children, ZALF allows them to bring their children to the centre. Since establishing a parent-child room on the extensive ZALF campus has not been considered practical, the employees' offices can be furnished to facilitate childcare if needed. Employees should contact the Equal Opportunities Officer, who will work with the colleagues in Facility Management to arrange all necessary measures.

With its Scientific Meeting Centre, ZALF offers newly arriving employees and their families accommodations for the first six months and support with finding permanent accommodations.

### **Goal:**

*As part of the implementation of flexible workspace concepts, the possibility of establishing individual offices suitable for providing childcare must be explored.*

*Colleagues with special family circumstances will receive special consideration in the assignment of apartments at the Meeting Centre whenever possible, and their stay will be extended if necessary. If this is not possible, the head of the Centre can assist the employee with contacting regional student assistance organisations.*

## 5.6 Family-friendly event planning

Internal meetings are generally scheduled during family-friendly regular working hours and whenever possible outside of school holiday periods.

To support the organisers of events, a checklist for family-friendly event planning has been prepared, which is available on the web page of the Equal Opportunities Officer. All-day events and events spanning several days are announced with plenty of lead time, so that family care can be arranged.

**Goal:**

*In the future, participation by video will be made more available, so that employees working remotely or caring for family members can take part in events if they wish.*

## 6. Integration of the gender dimension in research

In transdisciplinary topics of agricultural landscape research, more attention must be focused on the integration of the gender dimension. For one, the gender aspect must be considered more strongly in participatory processes and transdisciplinary research methods, e.g. in the selection of active participants (stakeholders) for the collaboration. For another, the role of women in decision-making processes, their expectations and preferences regarding agricultural production and ecosystem services or their social impacts must be given more attention.

**Goal:**

*The Equal Opportunities Team and the Strategic Research Management (SWM) are to work with social sciences researchers to discuss the issue of the gender dimension in research in a workshop in 2022. The SWM will draw more attention to the issues during the screening of funding programmes.*

## 7. Measures against discrimination on the basis of ethnic origin, gender, religion or world view, a disability, age or sexual identity, including sexual harassment

The goal here is to establish a clear statement by ZALF as an organisation and a compulsory process against any type of discrimination. All employees, but especially management staff, must be sensitised to the issue to enable them to take preventive action.

### 7.1 Intercultural competence

ZALF is an internationally active research institution and employs staff members from many different countries. Apart from professional and linguistic competence, ZALF is highly concerned with sensitive interactions in the cooperation among colleagues from other countries and cultural backgrounds.

**Goal:**

*The Equal Opportunities Team will develop a measures catalogue to strengthen and expand the intercultural competence of all employees.*

## 7.2 Gender-sensitive language

Language is our most important communications channel. Language is flexible, adaptable and changes constantly, just as societies and cultures change, though much more slowly. However, language is also an instrument of power and exclusion; it reflects our thinking and awareness. Any language written and spoken at ZALF as a publicly funded institution must be a language of democracy and equal rights. For over 20 years, the German language has been undergoing a transformation in the way it describes persons: masculine terms used as a general term for women and men are being criticised. The implied inclusion ("mitmeinen") of women leads to discrimination, as scientific studies have shown. Since language is instrumental in shaping reality and substantially impacts perception, gender-sensitive expression is an important element of measures related to gender equality. ZALF as a member of the Leibniz Society is committed to implementing this mission, and has compiled the principles of gender-sensitive language at ZALF in a guideline.

[https://zalf-intranet.zalf.de/zalf-dir/pre/DokumenteOeffentlich/Leitlinien/ZALF\\_Leitlinie\\_Geschlechtergerechte\\_Sprache.pdf](https://zalf-intranet.zalf.de/zalf-dir/pre/DokumenteOeffentlich/Leitlinien/ZALF_Leitlinie_Geschlechtergerechte_Sprache.pdf)

**Goal:**

*The Equal Opportunities Officer and the press department will work toward creating more awareness among colleagues of the principles described in the guideline by means of information and communication, and toward ensuring that these principles are observed in internal and external language use.*

## 7.3 Measures against gender-specific discrimination and harassment

ZALF does not tolerate discrimination of any kind, and explicitly condemns gender-specific discrimination.

Previously, colleagues experiencing violations of the General Equal Treatment Act (AGG) and suspected acts of discrimination based on their ethnic, cultural or social origin, age, religion, world view, disability, gender or sexual identity were able to contact the Equal Opportunities Officer or her deputy and the Works Council.

**Goal:**

*Pursuant to § 13 AGG, ZALF is establishing a Complaints Office. Employees who feel discriminated against based on their ethnic origin, gender, religion or world view, a disability, age or sexual identity can contact this office to submit a complaint. The Complaints Office is responsible for registering the complaint, conducting a comprehensive inquiry, and informing the person lodging the complaint of the result. If the complaint proves justified, the Complaints Office informs the employer, who must then take countermeasures as soon as possible.*

#### 7.4 Measures against sexual harassment

ZALF does not tolerate sexual harassment. Affected employees are to be encouraged to complain and become familiar with the contact persons available to them. Perpetrators of sexual harassment must be given clear boundaries and be made aware of the possible consequences of their behaviour.

**Goal:**

*The Equal Opportunities Officer and the Executive Board will develop a guideline against sexual harassment. The objective of this guideline is to sensitise employees and managers for the issues of sexual harassment, enabling them to take preventive action, and to create processes and structures for conflict resolution which facilitate quick, fair, transparent and effective reaction in every single case of harassment.*

*The guideline is intended to help avoid cases of sexual harassment in the workplace and/or resolve and pursue specific cases.*

#### 7.5 Measures against discrimination on the basis of religion or world view

ZALF opposes any form of discrimination on the basis of religion or world view and supports the compatibility of religious affiliation and employment in daily working life based on our democratic constitution.

**Goal:**

*The Equal Opportunities Team will explore the issues of practicing religion in the workplace and, if necessary, develop a measures catalogue to address questions such as special holiday requests, prayer breaks or working hours regulations in connection with the practice of religion.*

### 8. Reporting obligation and evaluation

The Equality Plan is developed for a period of 3 years. Its implementation is monitored by the Equal Opportunities Team. The Equal Opportunities Officer will discuss the implementation and status of goal achievement with the Executive Board at regular intervals (2 x per year) to infer adaptive measures if necessary. An interim report is scheduled for the middle of 2023.

Müncheberg, on

Prof. Dr. Frank Ewert  
Scientific Director

Martin Jank  
Administrative Director

## Annex 1. Proportion of women in the research status groups at ZALF

(Source: ZALF Personal DB; Last updated 01.01. 2022)

Status group	Persons	Number of women	% women
<b>Doctoral candidates</b>			
<b>Total</b>	<b>98</b>	<b>60</b>	<b>61,22</b>
<b>Employed by ZALF</b>	71	44	61,97
<b>External employees</b>	27	16	59,26
<b>Postdocs</b>			
<b>Total</b>	<b>52</b>	<b>27</b>	<b>51,92</b>
<b>Employed by ZALF</b>	52	27	51,92
<b>External employees</b>	0	0	
<b>Junior research group heads</b>			
<b>Total</b>	<b>2</b>	<b>2</b>	<b>100,00</b>
<b>Unlimited time, HH financed</b>	1	1	100,00
<b>Limited time, third party financed</b>	1	1	100,00
<b>Working group heads</b>			
<b>Total</b>	<b>20</b>	<b>7</b>	<b>35,00</b>
<b>Unlimited time, HH financed</b>	17	7	41,18
<b>Limited time, HH financed</b>	3	0	0,00
<b>Limited time, third party financed</b>	0	0	0,00
<b>Department heads</b>			
<b>Total</b>	<b>9</b>	<b>4</b>	<b>44,44</b>



## Annex 2. Legal and internal basis

- Allgemeines Gleichbehandlungsgesetz (General Equal Treatment Act)
- Forschungsorientierte Gleichstellungsstandards der Deutschen Forschungsgemeinschaft (Research-Oriented Standards on Gender Equality of the Deutsche Forschungsgesellschaft) / [Download](#)
- Leibniz-Gleichstellungsstandards (Leibniz Equality Standards)/ [Download](#)
- Leitfaden zur Chancengleichheit in der Leibniz-Gemeinschaft (Guideline on Equal Opportunities in the Leibniz Community) / [Download](#)
- Ausführungsvereinbarung zum GWK-Abkommen über die Gleichstellung (Implementation Agreement for the Joint Science Conference Agreement on Equal Opportunities) (AV-Glei of 27 October 2008, changed by decision of the Joint Scientific Conference on 22 April 2016. The AV-Glei is a component of the annual grant notice for the current year)
- Betriebsvereinbarung zur Regelung der Arbeitszeit, der Arbeitszeiterfassung und der Führung von Arbeitszeitkonten vom 03.07.2009 (Company Agreement on Working Hours, Attendance Recording and Time Accounts)
- Betriebsvereinbarung zur Einführung und Anwendung eines Betrieblichen Eingliederungsmanagement (BEM) (Company Agreement on the Application of an Organisational Re-integration Management System)
- Betriebsvereinbarung über die Einführung und Durchführung von strukturierten Mitarbeitergesprächen vom 04.02.2015 (Company Agreement on the Introduction and Implementation of Structured Employee Reviews)
- Betriebsvereinbarung Mobiles Arbeiten vom 01.04.2017 (Company Agreement on Mobile Work)