



# Reutlingen University Gender Equality Plan

As of December 2025

## 1 Preliminary Remark

The present Gender Equality Plan (GEP) of Reutlingen University (HSRT) is based on the following strategy papers:

- the [Equality Plan](#) (2022-2026), which was developed in accordance with the provisions of the Baden-Württemberg State Higher Education Act and contains target figures broken down by faculty for the proportion of women at different qualification levels, and
- the [Structure and Development Plan of Reutlingen University \(2022-2026\)](#).

The strategy papers mentioned above were developed in collaborative processes involving various university stakeholders, including academic and non-academic staff as well as members of the university management. They are based on quantitative and qualitative data collections and are available to university members on the intranet. This paper serves as a summary and update of the aforementioned strategy papers, as well as an extension of them, taking into account the guidelines provided by the European Commission on the development and implementation of gender equality plans (see [Horizon Europe Guidance on Gender Equality Plans](#)).

## 2 Equality at Reutlingen University

The HSRT's mission statement is based on an understanding of equality as an opportunity and a resource. The aim is to develop a university culture in which equality for people of all genders is a matter of course. In addition, existing talents and potential should be promoted regardless of age, religion, nationality, sexuality, or cultural and social background. The HSRT wants to offer all students and employees development opportunities that take into account their different life and family situations, physical and intellectual abilities, and interests. The active creation of an appreciative and diversity-friendly university culture is recognized and supported by the university management as a central concern. At the same time, it is understood as a cross-cutting task in which all members of the university participate. The following parties are





specifically tasked with promoting individuals of all genders on an individual basis and reducing existing disadvantages:

- University Equal Opportunities Representative and her deputies (responsibility: academic staff and students)
- Equal Opportunities Representative and her deputy (responsibility: non-academic staff)
- Equal Opportunities Commission
- Equal Opportunities, Diversity & Family Services Department
- Anti-Discrimination Officer

## 3 Resources and Measures

### 3.1 Sustained Resources and Measures

The Equal Opportunities Representatives (academic staff and students) are represented on the University Advisory Board, the Senate, at regular meetings with the Presidential Board, and on appointment committees. They receive a reduction in teaching hours in recognition of their commitment. The Equal Opportunities Representative (non-academic staff) and her deputy are supported in their work by being granted 10% of their working hours for this purpose. The Equal Opportunities, Diversity & Family Services department has one full-time position (E 11). In addition, there is an annual budget of €55,000 for equal opportunities, diversity, and family services.

The available resources are used to implement the following measures, among others:

#### *Equality*

- Training and awareness-raising events for students, staff, teachers, and managers
- Workshops to promote female university members at all qualification levels
- Events as part of International Women's Day and Women's Business Days
- Girls' and Boys' Day
- Regular networking meetings for female professors
- Job shadowing opportunities for women interested in leadership positions
- Gender monitoring and quality management
- Third-party funding acquisition
- Network maintenance and further training for the equality team



### Diversity

- Organization of a Diversity Month centred around Diversity Day of the Diversity Charter, featuring lectures and opportunities for discussion
- Training and awareness-raising events for students, staff, faculty, and managers
- Co-organization of the "Sustainability and Diversity" teaching award
- E-learning course on unconscious bias – available to all university members
- Participation in the "[Diversity at Universities](#)" network
- Re-auditing for the "[Vielfalt Gestalten](#)" (Shaping Diversity) certificate for the further development of qualitative diversity management

### Family Services

- Initial consultation with [care advisors](#)
- Individual consultations on balancing work and family responsibilities
- Networking opportunities for student parents
- Continuing education opportunities in the area of caring for family members
- Childcare options ([campus holidays](#), [TigeR groups](#), [babysitting exchange service](#) on the intranet)
- Network maintenance and quality development through membership in the [Verein Familie in der Hochschule](#) - Family at University association
- Further development of the campus infrastructure
- From February 2026, [familyNET-Prädikat „Familienbewusstes Unternehmen“](#) - familyNET rating as a "family-friendly company"

## 3.2 Resources and Measures within the Framework of Third-party Funded Projects

In addition to the permanent resources, measures to promote gender equality are also being implemented as part of third-party funded projects. For example, HSRT is involved in two inter-university mentoring projects for women on their way to becoming professors:

- [\*\*Mentoring-Verbundprojekt Traumberuf Professorin Plus \(Mentoring joint project Dream Job Professor Plus\):\*\*](#) All universities (HAW) in Baden-Württemberg and the DHBW are joining forces in this joint mentoring project to inspire talented women to pursue teaching and research at universities. The project is funded by the European Social Fund (ESF Plus) and the Ministry of Science, Research, and the Arts (MWK).



- **Mentoring-Verbundprojekt EAST-Donau Mentoring Projekt (EAST-Danube Mentoring joint mentoring project):** The joint project with Albstadt-Sigmaringen University and HTWG Konstanz aims to empower highly qualified women from Eastern European countries, especially female scientists who have fled Ukraine, to pursue academic careers as professors at universities of applied sciences in Germany. The project is funded by the European Social Fund (ESF Plus) and the Ministry of Science, Research, and the Arts (MWK).

In addition, two professorships are currently being funded by the federal and state governments as part of the **Professorinnenprogramms 2030 - Female Professors Program 2030**. Thanks to the funds that have been freed up and state subsidies, the following measures can be implemented by the end of April 2029:

- Developing and implementing concepts to attract female students to STEM subjects and make it easier for them to settle into their studies
- Creation of gender-sensitive teaching videos and other video concepts that help to inspire female students to take up STEM subjects, for example through female role models
- Contributions to the implementation of gender-sensitive appointment procedures (training, monitoring of individual measures)
- Additional training to initiate change in university culture
- Support fund for female scientists to finance conference participation and research trips, training, coaching, and research equipment, provided that the expenses serve to raise their profile as scientists or leaders in a university context
- Measures to improve the compatibility of work/study and family responsibilities

## 4 Workshops and Anti-Bias-Trainings

The programs organised by the Office for Equality and Diversity include regular workshops on equality issues for different target groups. Depending on the thematic focus, these take place in cooperation with Human Resources Development, University Didactics, or the Department for Quality in Studies and Teaching:

- Unconscious bias training for managers, members of appointment committees, and professors, in person and as e-learning
- Training on gender equality in academia for managers, teachers in all departments, administrative staff, professors, and academic staff
- Discussion and exchange workshops for students on gender topics





- Empowerment workshops for female students and female employees
- Lectures and workshops on the topic of "gender-sensitive language"

## 5 Equality Monitoring

The HSRT conducts annual equality monitoring to review the targets set in the [equality plan](#) and to report to the Senate and University Advisory Board. This monitoring covers the following aspects:

- Reviewing the representation of women in leadership positions and committees
- Monitoring faculties based on the cascade model (comparison of the proportion of women at different academic qualification and career levels)
- Proportion of women in different phases of the appointment process, from application to filling the position
- Proportion of women and men in different salary groups, both among professors and among staff
- Gender-specific differences in fixed-term and part-time positions

Monitoring is currently limited to men and women; other gender identities are not yet taken into account. A look at developments in the scientific field shows positive trends, particularly in the proportion of female professors. However, women remain underrepresented in all scientific fields. Women are also still underrepresented in committees and leadership positions. Despite some positive trends, there is still no equal participation in any area of higher education, and in many areas, women remain severely underrepresented. The university has therefore defined the following development goals:

- A balanced gender ratio among students in all faculties, especially more female students in STEM subjects
- Equal representation of women in leadership positions, especially in deaneries
- Higher numbers of female applicants in appointment procedures and a higher proportion of women in appointments
- More female lecturers in subjects where women are underrepresented
- More women in management positions and higher salary levels within university administration





## 6 Change in University Culture and Work-Life Balance

In order to achieve the equality goals defined above, a change in university culture must take place. Components of this change include increased visibility of women in research and teaching, a non-discriminatory and appreciative communication culture, and framework conditions that are tailored to diverse lifestyles and family models. In order to determine the level of satisfaction of all employees with working conditions, modes of cooperation, and university culture in general, a survey was launched in fall 2025 by the Executive Board Representative for Personnel and Organizational Development. Currently, the following measures are also in place to initiate change in university culture:

### *Visibility of women in research and teaching*

- Publication of interviews with female professors in regional newspapers and on the university website to make the profession of female professorship more tangible and better known.

### *Non-discriminatory and appreciative communication culture*

- [Recommendations for the use of gender-sensitive language](#)
- Workshops on gender-sensitive language
- Workshops on appreciative communication
- Annual structured employee appraisals

### *Family-friendly and diversity-friendly working conditions*

- Membership in the [Familie in der Hochschule](#) - Family at University Association
- Flexibility options during studies through compensation for disadvantages, parental leave semesters, and needs-based internship arrangements
- Flexitime arrangements and mobile working
- Individual counselling for all university members on work and family life balance issues
- Workshops on the topic of balancing family, career, and caregiving
- Various childcare support options, including a [babysitting exchange](#), [campus vacations](#), and [Campus-TigeR for children aged 0–3](#)
- Dual career counselling

## 7 Gender Balance in Leadership and Decision-Making

The university has set targets in its [equality plan](#) for increasing the proportion of women in management positions and decision-making committees. In order to





facilitate entry into management positions and strengthen interest in such positions, a job shadowing program for female professors and employees was offered for the first time in 2024. In order to make management positions more compatible with individual lifestyles, the possibility of job-sharing models is also under discussion.

## 8 Gender Equality in Recruitment and Career Development

The university strives for gender parity in top academic positions. To this end, target figures based on the cascade model have been defined in the [equality plan](#) for all faculties. In order to ensure a fair and unbiased appointment process, the following measures, some of which are also stipulated in state law, are laid down in the university's appointment guidelines:

- The Equal Opportunities Representative (or one of her deputies) accompanies all appointment procedures.
- Appointment committees should, if possible, be composed of equal numbers of men and women; however, in addition to the Equal Opportunities Representative, they must include at least two women with expertise in the field.
- Appointment committees are obliged to increase the proportion of female applicants through active recruitment; this process is documented.
- Appointment committees have the opportunity to complete anti-bias training.
- Assessment aids and a template for recording interviews are intended to contribute to transparent procedures and equal opportunities among applicants.

As part of the federal-state program "FH-Personal", HSRT is also implementing the professoRTalent project, which aims to redesign appointment processes in an innovative and diversity-friendly way. The project includes, among other things:

- Developing an employer brand and employer promise to make university professorships more attractive to a broad spectrum of applicants
- Redesign of the appointment guidelines
- Further professionalizing active recruitment
- Developing a talent pool for young talents
- Providing support in qualifying for a university of applied sciences professorship
- Optimization of the onboarding process.



## 9 Integration of Gender Aspects into Research and Teaching Content

The university's structure and development plan provides an understanding of good teaching, which, in addition to imparting traditional subject content, also includes teaching skills in the area of gender and diversity. Researchers are made aware of the relevance of gender aspects in research during consultations with staff from the Reutlingen Research Institute (RRI) and can also contact the Equal Opportunities, Diversity Management, and Inclusion team for further advice. In addition, since 2023, the annual "Sustainability and Diversity" teaching award has been presented to teachers whose courses focus on sustainability and diversity in terms of both content and methodology.

## 10 Measures Against Gender-Based Violence, Including Sexual Harassment

With the publication of its "[Guidelines against Discrimination, Harassment, Bullying, and Violence at Reutlingen University](#)" in 2017, the university has taken a clear stand against gender-based violence and sexual harassment. The guidelines regulate responsibilities in cases of discrimination, bullying, and violence and specify possible consequences for perpetrators. In addition, a guide outlines possible courses of action for those affected and contact persons. Both documents are to be updated in the near future. The first points of contact in cases of gender-based violence and sexual harassment are the contact persons appointed by the university for discrimination and sexualized violence, the equality team, the equal opportunities representatives, and the members of the equality commission.

Reutlingen, 19.12.2025

---

Prof. Dr. Sabine Löbbecke  
President Reutlingen University

