



IKEM

2026-2028

Equal Opportunity Plan

Equal Opportunity Plan | 2026–2028

The Institute for Climate Protection, Energy and Mobility (IKEM) is an independent non-profit research organisation that develops practical solutions for climate action, focusing on sustainable energy and mobility. It combines legal, economic, social and policy research to support an inclusive and just transformation towards sustainability. IKEM's second Equal Opportunity Plan is based on its previous Gender Equality Plan (2023–2025). It strives to sustainably transform its organisational processes, structures and cultures to combat and reduce barriers and inequalities in its research and work. The Plan establishes concrete targets (based on a status quo assessment), and specific measures that will be implemented in the period of 2026 till 2028 to improve gender equality and diversity within IKEM and in the field of climate research and innovation. The Plan further establishes clear responsibilities for different activities and outlines timelines of measures to be implemented, and for measuring progress and success.

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Abbreviations

AGG	General Act on Equal Treatment
BGleiG	German Federal Equality
COPE	Committee on Publication Ethics
D	Department leader
EDI	Equality, Diversity and Inclusion
EO	Gender Equality and Diversity Officer (short “Equality Officer”)
EP	Equal Opportunity Plan
EWG	Equality Working Group
GEP	IKEM’s first Gender Equality Plan
HR	Human Resource Department
IKEM	Institute for Climate Protection, Energy and Mobility – Law, Economics and Policy e.V.
KlimR	Journal “Klima und Recht”
M	Management
No.	Number
OP	Ombudsperson
PL	Project leader
PR	Public Relations Department

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Dear colleagues,

I am pleased to present the second Equal Opportunity Plan of the Institute for Climate Protection, Energy and Mobility – Law, Economics and Policy e.V. (IKEM) for the period 2026–2028.

This Equal Opportunity Plan constitutes a central strategic instrument for human resources development and organisational governance at IKEM. Building on the previous Gender Equality Plan¹, it adopts a broader *Equality, Diversity and Inclusion (EDI)* perspective by systematically addressing additional dimensions of diversity, including age, racial and ethnic origin, disability, and other relevant characteristics. In doing so, it reflects IKEM's commitment to fostering an inclusive organisational culture, ensuring equal representation, and promoting the well-being of all staff.

The Plan is based on an analysis of IKEM's current staff composition and organisational structures. It aims to address existing barriers and inequalities in career development, while further strengthening the compatibility of professional responsibilities with family, care, and private life. To this end, it defines strategic aims, operational targets, and a set of concrete measures, supported by clearly assigned responsibilities and timelines. The implementation of this Plan is a shared responsibility of IKEM's management, the Human Resources department, the Gender Equality and Diversity Officers and all staff members.

Chapter 1 outlines the conceptual framework of the Plan, including the relevance of intersectionality in the context of climate-related research, as well as the legal and methodological basis.

Chapter 2 evaluates progress achieved in the period 2023–2025, drawing on quantitative data from 2022 onwards. While the results indicate positive developments, they also underline the need for continued and sustained efforts.

Chapter 3 presents updated EDI-related data, providing the evidence base for IKEM's strategic commitments.

Based on this analysis, chapter 4 defines the aims and targets for the 2026–2028 period. Chapter 5 sets out the corresponding measures to achieve these objectives.

Chapter 6 describes the monitoring and evaluation framework, while chapter 7 provides a summary and outlook.

IKEM considers this Equal Opportunity Plan as part of a continuous and iterative process. Ongoing monitoring, evaluation, and adaptation of measures will be essential to ensure effective implementation and long-term impact. Through this approach, IKEM aims to further strengthen its position as an inclusive employer and a competitive research institution.

Yours,



Philine Wedell
Managing Director of IKEM

1 Kathleen Pauleweit and Susan Wilms, 'Gender Equality Plan 2023-2025', Berlin, December 2022, <https://usercontent.one/wp/www.ikem.de/wp-content/uploads/2022/08/Gender-Equality-Plan-2023-2025.pdf>.

Acknowledgements

The development and implementation of this Equal Opportunity Plan is a collective effort across IKEM. The management sincerely acknowledges and greatly values IKEM's Gender Equality and Diversity Officers valuable role in creating and successfully implementing the Gender and Equal Opportunities Plans at IKEM.

The authors of this Plan would like to express their sincere appreciation to all colleagues who contributed to its preparation and implementation. Special thanks are extended to the following individuals, listed in alphabetical order: Leonie Durschang, Sandra Jankowski, Louis Johns, Anika Nicolaas Ponder, Dennis Nill, Henrike Schröder, and Susan Wilms.

01 Introduction

The Institute for Climate Protection, Energy and Mobility e.V. – Law, Economics and Policy (IKEM), based in Berlin and Greifswald, conducts research on key issues of sustainable economic and social transformation. The institute examines legal and policy frameworks in the three areas climate, energy, and mobility from an interdisciplinary and integrative perspective. IKEM has existed as a non-profit association since 2009 and is affiliated with the University of Greifswald as an independent research institute. The chairman of the association and director of the institute is Prof Dr Michael Rodi. Other members of the board are Prof Christian Held (vice-chairman) and Dr Simon Schäfer-Stradowsky (treasurer).

IKEM's first Horizon Europe compatible Gender Equality Plan (GEP)² was prepared in 2022. The Plan covering the period between 2023 and 2025 outlines a structured approach to reduce gender inequalities within the organisation and its research activities. It is based on an initial assessment and sets out concrete aims, targets, measures, responsibilities, and timelines to track progress. The Plan focuses on two main priorities: promoting gender equality as well as ensuring equal representation and participation. Key actions include raising awareness of gender-related issues across all organisational levels, creating a safe and inclusive work environment free from discrimination and harassment, and integrating gender perspectives into research. Additionally, IKEM aims to improve equal opportunities in recruitment and career development as well as increase gender balance in leadership and decision-making positions.

This following Equal Opportunity Plan is based on the initial ambitions and efforts outlined above. It continues our work on gender-related topics while, for the first time, integrating additional diversity and inclusion aims, targets and measures. At the initiative of our second Equality Officer, appointed in 2025, and following extensive internal discussions, including within our Equality Working Group, we have broadened our focus from a close context of gender to include further forms of discrimination and bias that are relevant to IKEM's success.

First, we outline the link between climate change and intersectionality, followed by legal remarks, as well as the methodology and structure of the renewed Equality Plan. We then present the revised aims and targets for the next implementation phase, including all associated measures.

2 Pauleweit and Wilms, 'Gender Equality Plan 2023-2025'.

Intersectionality and Climate Change

As a research institute working on climate, energy and mobility policy, IKEM engages daily with questions of justice, access and unequal impacts. These questions do not stop at the level of policy analysis but also shape how we understand our own role and responsibilities as an organisation. Our updated Equal Opportunity Plan reflects this understanding. While previous equality efforts rightly focused on gender, it has become increasingly clear that climate change, and the institutions working on it, cannot be adequately addressed through a single-issue lens. Climate change does not affect everyone in the same way, and neither do organisational structures (IPCC, 2022). Responsibility for greenhouse gas emissions and exposure to climate risks are distributed unevenly across societies along multiple dimensions, including income, geography, gender, disability and migration status (IPCC, 2022; Chancel et al., 2025; Ritchie, 2023). A credible and effective approach to sustainability therefore requires IKEM to broaden its understanding of equality beyond gender alone.

Intersectionality offers an essential lens for doing so. First developed by Kimberlé Crenshaw, the concept highlights that discrimination and inequality are rarely based on a single factor alone. Instead, different dimensions of identity and social position interact and reinforce one another, shaping people's access to resources, safety and decision-making power in specific and often invisible ways (Crenshaw, 1989; Crenshaw, 1991). This means that inequalities related to gender, class, race or disability cannot be meaningfully addressed in isolation, as their effects are more than the sum of their parts (Britannica, 2026).

Applying an intersectional perspective to climate change allows us to better understand who is most affected and why. The Intergovernmental Panel on Climate Change (IPCC) underlines that climate vulnerability is closely linked to social position: people living in poverty, persons with disabilities, elderly people, migrants and marginalised ethnic groups are more exposed to climate risks while simultaneously facing structural barriers to adaptation and participation in climate action (IPCC, 2022). These dynamics are particularly visible in the energy and mobility sectors, which are at the core of IKEM's research. Energy poverty, housing conditions and access to mobility options are shaped by income, ownership and tenure status as well as power relations. For example, tenants in low-income households often depend on inefficient fossil-based heating systems and lack the financial means or legal authority to switch to cleaner alternatives. This creates long-term dependencies, increases vulnerability to rising energy prices and limits the effectiveness of climate policies if social realities are ignored (World Bank Group, 2023; Bouzarovski et al., 2019).

These insights are not only relevant for climate policy, but also for how organisations work internally. Research shows that diverse teams are better equipped to identify blind spots, address complex challenges and develop more robust solutions—provided diversity is supported by inclusive structures and organisational cultures (Reinert & Buengeler, 2024; Turi et al., 2022). For a research institute working at the intersection of climate, energy and mobility policy, this is not a secondary concern, but a core condition for quality and credibility.

Building on the gender-focused approach of previous equality efforts, IKEM's updated Equality Plan therefore adopts an intersectional perspective. Gender remains a central dimension, but it is considered alongside other forms of inequality that shape both climate outcomes and everyday working conditions within research institutions. Within IKEM, underrepresented perspectives currently arise less from numerical exclusion and more from structural characteristics of the organisation. For example, a very young workforce combined with a comparatively small number of senior research positions, a strong female representation internally that is not always reflected at external events, and a research portfolio that offers significant potential for further expansion through more international projects and stronger engagement with perspectives from the Global South.

At the same time, IKEM recognises that no organisation can fully represent all affected perspectives. We therefore understand ourselves as a learning organisation, committed to reflection, inclusion and continuous improvement. By embedding intersectionality into our organisational culture, we aim to strengthen our internal working environment, the societal relevance and impact of our research.

Legal Requirements

The German Federal Equality Act (*Bundesgleichstellungsgesetz - BGleiG*)³, which aims to achieve equality between women and men, only applies, according to section 2 and 3 No. 5 BGleiG, to certain federal and administrative bodies. Although IKEM, as a private institution, is not legally required to do so, it has set itself the goal of striving for the same standards of gender equality. The Gender Equality Plan has its own section in section 11 et seq. BGleiG. Section 12 BGleiG sets standards for the preparation and section 13 BGleiG for the content of the Gender Equality Plan.

The plan is to be drawn up for four years at a time, adapted after two years to reflect current circumstances and finalised by end of the year so that it applies from 1 January of the following year. In the Gender Equality Plan, an inventory is to be compiled, describing the current situation of women and men within the organisation and evaluating the measures taken to promote equality over the past four years. The Gender Equality Plan should then specify how underrepresentation of women in management positions will be addressed in order to achieve numerical equality. Underrepresentation in other areas is to be reduced and improvements in offers that reconcile family, care and paid work are to be implemented. Men in particular are to be encouraged to make greater use of these offers than in the past. Targets must also be set for the proportion of women and men at all management levels, and concrete measures for achieving the aforementioned targets must be specified. Pursuant to section 19 BGleiG, a Gender Equality Officer must be appointed.

Excerpt from German Federal Equality Act (*Bundesgleichstellungsgesetz - BGleiG*)

§ 11 Purpose

The Equal Opportunity Plan serves to achieve the goals of this Act and is an essential instrument of personnel planning, especially personnel development. Its implementation is a special obligation of the personnel administration, employees in management positions and the department management.

§ 12 Preparation

(1) Each department shall draw up an equality plan for four years at a time, which may be adapted to current circumstances after two years. The rights of the staff representatives and the representatives of the severely disabled remain unaffected.

(2) The equality plan shall be drawn up by December 31 and shall enter into force on January 1 of the following year. For departments with a large business area and in the event of extensive organizational changes in the department, other cut-off dates may be specified in deviation from sentence 1 in agreement with the Equal Opportunity Officer.

§ 13 Contents

(1) The equal opportunity plan shall take stock of the situation by describing the existing situation of women and men in the department as of June 30 of the year in which it is drawn up and by evaluating the promotion of employees in the individual areas to date for the past four years. The stocktaking also includes a presentation showing how women and men have taken advantage of measures to better reconcile family, care and work and how their career advancement compares to women and men who have not taken advantage of such measures. If the targets of the previous equality plan have not been implemented, the current equality plan shall set out the reasons for the failure to achieve the targets.

(2) The equality plan shall specify how and by when

- 1. achieve that management positions in which women have been underrepresented to date are filled with approximately numerical equality by women and men in order to achieve the goal of Section 1 (2) sentence 2,*
- 2. the under-representation of women in other areas is to be reduced, and*
- 3. the compatibility of family or care with professional activity is to be improved and how men in particular are to be motivated to make greater use of offers that enable such compatibility.*

³ Of 24 April 2015 (Federal Law Gazette I, pp. 642–643), as last amended by Article 4 of the Act of 27 February 2025 (Federal Law Gazette 2025 I No. 72).

The equal opportunity plan shall set specific targets, in particular on the proportion of women and men, for each individual management level. If targets are to be developed for filling jobs which the department does not decide on, the targets shall be developed in consultation with the department responsible for filling the jobs.

(3) For each target, the equality plan shall specify concrete measures of a personnel, social or organizational nature to achieve the respective target. In particular, it shall also contain measures to promote the compatibility of family, care and work.

(4) Where personnel management measures are envisaged as a result of which jobs or positions are blocked or eliminated, the equal opportunity plan shall provide that the proportion of the underrepresented sex in the areas concerned shall at least not fall.

(5) The equality plan shall not contain any personal data.

The General Act on Equal Treatment (*Allgemeines Gleichbehandlungsgesetz - AGG*)⁴ also sets requirements for IKEM as an employer. According to section 11 AGG, job advertisements must not violate the prohibition of discrimination, i.e. they must not be directly or indirectly linked to grounds of race or ethnic origin, gender, religion or belief, disability, age or sexual orientation. In addition, IKEM has further obligations as an employer according to section 12 AGG. IKEM must take preventive and retrospective measures to protect against discrimination in order to prevent discrimination in the workplace and during work. This can be a training or the introduction of rules of conduct. According to section 12 paragraph 2 sentence 1 AGG, IKEM has to point out and work towards the prevention of discrimination.

To sum up, a Gender Equality Plan is not mandatory by German law for IKEM. Nevertheless, it is a mandatory eligibility criterion to apply for Horizon-Europe research funding. Since IKEM has and is conducting several European research projects, it started in 2022 to promote gender equality in a strategic manner through its Gender Equality Plan. Initially, it started as a standalone gender strategy and has now evolved into a broader inclusion or diversity strategy.⁵

Methodology

The implementation of IKEM's previous Gender Equality Plan (2023–2025) is evaluated with a point-in-time analysis with 30 June 2025 as a cut-off date. The evaluation is further informed by an additional period analysis, which looks at the period of the past three years (2023, 2024 and 2025).

Moreover, online staff surveys were carried out in 2023, 2024 and 2025. The online surveys were carried out around 30 June of each year. IKEM choose a shorter review period as laid out in the German Federal Equality Act due to its fluctuating and dynamic work force.

Moreover, the current situation of equality within IKEM is examined. This is done with the point-in-time analysis, with 30 June 2025 as the cut-off date.

Structure of the Equality Plan

The Equal Opportunity Plan is covering a period of three years.

The second chapter of the Plan provides a comprehensive evaluation of equal opportunities at IKEM covering the period of 2023–2025. In the third chapter of the Plan, the current situation of employees at IKEM is presented.

The fourth chapter builds on the empirical findings and defines aims and achievable sub-targets to enhance and strengthen equal opportunities at IKEM.

The fifth chapter identifies and describes specific measures until the end of 2028. Clear deadlines and time frames are defined for the concrete measures, and resources and responsibilities are specified. A tabular summary is added for overview purposes in the Annex. Chapter six discusses the format of future monitoring and evaluation activities.

The Equal Opportunity Plan concludes with a summary and outlook in chapter seven.

⁴ Of 14 August 2006 (Federal Law Gazette I, p. 1897), as last amended by Article 15 of the Act of 22 December 2023 (Federal Law Gazette 2023 I No. 414).

⁵ Further information at European Commission: Directorate-General for Research and Innovation, Gender equality plans (GEPs) – Frequently asked questions – Work programme 2026-2027 updates, Publications Office of the European Union, 2025, <https://data.europa.eu/doi/10.2777/7759795>, last access: 15.12.2025.

02 Evaluation of Equal Opportunities at IKEM (2023–2025)

The following chapter, a systematic and objective assessment of the last Gender Equality Plan period based on the monitoring data is conducted (2.1–2.2). It provides lessons learnt for the planning of future measures (2.3–2.4).

In the past, the assessment mainly focused on two specific gender identities due to IKEM's employment structure as of June 30, 2022: women and men. The binary language of women and men means persons who identify or present as female or male. The assessment does not imply that there are only two genders or that women are the only gender that faces structural challenges in the workplace. This includes trans women, trans men and non-binary people.

2.1 Point-in-time Analysis

Overall Situation

As of the reporting date of June 30, 2025, the overall situation of non-binary, female and male employees is as follows:

Table 1. Employees by gender on June 30, 2025.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
IKEM	52	0	30	22	58
Full-time	13	0	10	3	77
Part-time	33	0	17	16	52
Mini-job	6	0	3	3	50
Fixed-term employees	13	0	7	6	54

As of June 30, 2025, IKEM employed a total of 52 staff members, including 30 women and 22 men, corresponding to a female representation of 58%. This proportion remained unchanged compared to 2022, when women also represented 58% of all employees. No non-binary employees were recorded in either reporting period.

Compared to 2022, the overall number of employees decreased significantly, from 72 to 52 staff members. Part-time employment continued to represent the largest employment category at IKEM in 2025, although the number of part-time employees declined from 39 to 33. The gender distribution among part-time staff became more balanced over time: while women represented a slightly larger share in 2022 (62%), the proportion of women in part-time employment was 52% in 2025.

The number of full-time employees also decreased, from 27 in 2022 to 13 in 2025. At the same time, the proportion of women in full-time positions increased substantially. In 2025, women represented 77% of full-time employees, indicating strong female representation in more stable and higher-working-hour employment categories.

Among fixed-term employees, women accounted for 54% in 2025, compared to 63% in 2022. This suggests a somewhat more balanced gender distribution within temporary employment relationships over the reporting period.

The number of mini-job positions remained stable at six employees. However, while women represented only 33% of mini-jobbers in 2022, gender representation in this category reached parity in 2025, with three women and three men employed in mini-job positions.

Overall, the data indicate that IKEM has maintained a consistently high proportion of female employees and continues to demonstrate strong representation of women across employment categories.

Employment Groups

In terms of distribution by gender, the ratio of employees per employment group, as of June 30, 2025 is as follows:

Table 2. Employment groups by gender on June 30, 2025.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
IKEM	52	0	30	22	58
Managing directors	3	0	2	1	67
Department heads	10	0	6	4	60
Staff	39	0	22	17	56

The table presents the gender distribution of IKEM employees by organisational level as of June 30, 2025. Overall, IKEM employed 52 staff members, including 30 women and 22 men, corresponding to a female representation of 58%. No non-binary employees were recorded.

Women were represented across all employment groups and constituted the majority in each category. Among the managing directors, women represented 67% of positions, with two women (managing directors) and one man (deputy managing director) holding leadership roles. This marks a significant development compared to 2022, when managing director positions were gender-balanced at parity.

At the level of department leaders, women accounted for 60% of positions, with six women and four men. Female representation also remained strong among staff positions, where women represented 56% of employees (22 women and 17 men).

Compared with the 2022 data, the overall proportion of women at IKEM remained stable at 58%. However, gender representation in leadership positions improved further during the reporting period. In particular, the share of women among managing directors increased from parity in 2022 to a clear majority in 2025. Female representation among department leaders also remained comparatively high, continuing the positive trend identified in the previous reporting period.

The data indicate that IKEM has sustained strong female representation across organisational levels, including leadership positions. This outstanding development reflects the organisation's continued commitment to equal opportunities and inclusive career progression. Flexible leadership models, including co-director and co-department head structures that enable part-time leadership positions (2 of 3 Managing directors and 3 of 10 Department Leaders), continue to support the compatibility of leadership responsibilities with diverse life situations and care responsibilities.

Remuneration Groups

The distribution by remuneration groups shows the ratio of non-binary, female and male employees of June 30, 2025 as follows:

Table 3. Remuneration groups by gender on June 30, 2025.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
Managing directors	3	0	2	1	67
Department heads	10	0	6	4	60
Senior Research Associate	16	0	7	9	44
Research Associate	9	0	7	2	78
Others	14	0	8	6	57

The table presents the gender distribution of IKEM employees by remuneration group as of June 30, 2025. Overall, women were represented across all categories and constituted the majority in most groups. No non-binary employees were recorded.

Among the managing directors, women represented 67% of positions, with one man in deputy managing role. This reflects an improvement compared to 2022, when women accounted for 50% of managing directors. At the level of department leaders, the gender distribution remained unchanged compared to 2022. Women continued to represent 60% of positions, with six women and four men.

Within the group of senior research associates, women accounted for 44% of positions in 2025, with seven women and nine men. Although men still constituted the majority in this category, the representation of women improved significantly compared to 2022, when women represented only 29% of senior research associates (two women and five men). This development **suggests positive progress in the career advancement of female research staff**. Among research associates, women represented 78% of employees, with seven women and two men. Compared to 2022, when women accounted for 67% of this group, female representation increased further. At the same time, the total number of research associates decreased considerably, from 27 to 9 employees.

The category “Others,” which includes administrative staff, legal trainees, interns, and mini-jobbers, consisted of 14 employees in 2025, including eight women and six men. Women represented 57% of this group, which is broadly consistent with the 2022 figure of 58%.

Overall, the data indicate that IKEM has maintained strong female representation across most remuneration groups while also improving gender balance in senior scientific positions. In particular, the **increased proportion of women among senior research associates and managing directors** points to positive developments regarding female career progression and representation in leadership and senior research roles. At the same time, the data highlight the importance of continuing measures to support balanced representation at all career stages, especially in senior scientific positions where women remain comparatively underrepresented.

Work-Life Balance

In terms of employees' use of leave opportunities for better work-life balance, the gender ratio among employees on June 30, 2025, was as follows:

Table 4. IKEM staff and optional leave on June 30, 2025.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
Parental leave ("Elternzeit")	3	0	3	0	100
Care time ("Pflegezeit")	0	0	0	0	-
Family-related leave ("familienbedingte Beurlaubung")	0	0	0	0	-
Total	3	0	3	0	100

The table presents the use of leave arrangements at IKEM as of June 30, 2025. A total of three employees were making use of leave opportunities related to work-life balance, all of whom were women (100% in 2025). Those women on leave were taking parental leave ("Elternzeit"). No non-binary employees were recorded.

Compared to 2022, the total number of employees making use of optional leave arrangements increased from two to three. While parental leave in 2022 was equally distributed between one female and one male employee, the 2025 data show that only women were making use of parental leave arrangements during the reporting period. At the same time, no uptake of care-related leave or family-related leave was recorded in either reporting period.

The absolute number of employees using leave arrangements remains comparatively low. However, the exclusively female uptake of parental leave in 2025 also highlights the continued relevance of encouraging equal share of care responsibilities across genders. The data underlines the importance of further informing men to equally make use of parental leave.

2.2 Period Analysis

In order to assess the progress and impact of the recent Gender Equality Plan, the period from January 1, 2023 to December 31, 2025 is examined. The focus lays on the following aspects and is reflecting critical areas for IKEM's overall equality performance:

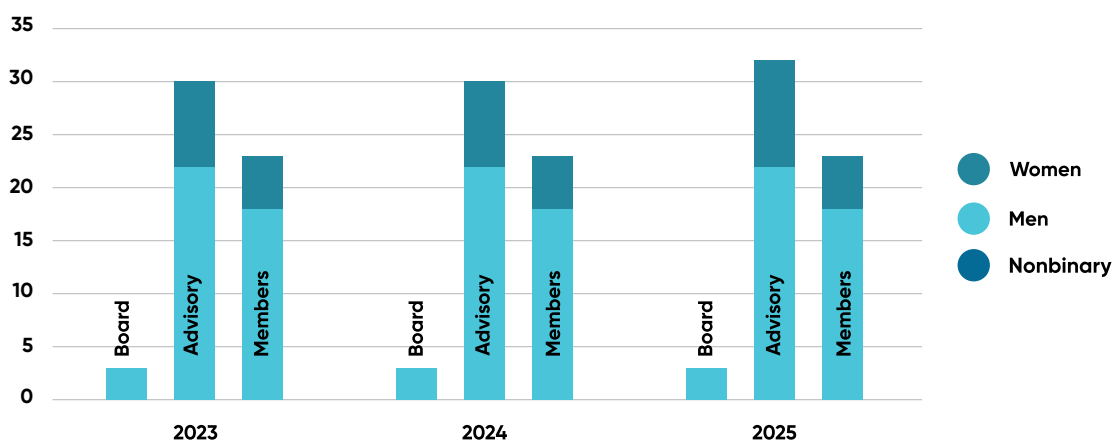
- Equal representation in IKEM's bodies
- Equal representation in KlimR journal

IKEM Boards and Association Membership

Among the board of directors, the scientific and strategic advisory board, and IKEM association members, the ratio of non-binary, female to male members as of June 30, in 2023, 2024 and 2025 is as follows:

Table 5. Development of IKEM board and association membership during review period.

	IKEM body	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
2023	Board of directors	3	0	0	3	0
	Scientific and strategic advisory board	30	0	8	22	27
	IKEM association members	23	0	5	18	22
2024	Board of directors	3	0	0	3	0
	Scientific and strategic advisory board	30	0	8	22	27
	IKEM association members	23	0	5	18	22
2025	Board of directors	3	0	0	3	0
	Scientific and strategic advisory board	32	0	8	24	25
	IKEM association members	23	0	5	18	22



The table presents the gender composition of IKEM’s governing and advisory bodies, as well as its association membership, during the review period from 2023 to 2025. The data show that the board of directors consisted exclusively of men throughout the reporting period. In all three years, the board comprised three members, with no women or non-binary individuals represented.

The scientific and strategic advisory board showed a comparatively higher, though still limited, representation of women. In 2023 and 2024, the board consisted of 30 members, including 8 women and 22 men, corresponding to a female representation of 27%. In 2025, the total number of members increased to 32, while the number of women remained unchanged at 8 and the number of men increased to 24. As a result, the proportion of women slightly increased to 25% compared to 24% in the baseline year 2022.

The composition of IKEM association members remained stable throughout the review period. In each year, the association comprised 23 members, including 5 women and 18 men, corresponding to a female representation of 22% compared to 18% in the year 2022.

No non-binary representation was recorded in any of the listed bodies during the reporting period. Overall, the data indicate **persistent gender imbalances, particularly in leadership and governance structures**, and underline the importance of continued efforts to improve equal representation and participation in decision-making bodies at IKEM.

Equal Representation in the Journal *Klima und Recht*

The journal *Klima & Recht* is IKEM’s central academic publication. It plays a key role in shaping legal and economic discourse.

Table 6. Development of author representation by gender over the review period.

	NONBINARY	WOMEN	MEN	% OF WOMEN
2023	0	47	67	41
2024	0	34	56	38
2025	0	26	61	30

The table presents the development of author representation by gender during the review period from 2023 to 2025. The data indicate that male authors consistently constituted the majority of contributors to *KlimR* publications throughout the reporting period. In 2023, 47 female authors and 67 male authors contributed to publications, corresponding to a female representation of 41%. In 2024, the number of female authors decreased to 34, while the number of male authors decreased slightly to 56, resulting in a female representation of 38%. In 2025, the number of female authors further declined to 26, whereas the number of male authors increased to 61, reducing the share of female authors to 30%. No non-binary authors were recorded during the reporting period.

Overall, the data indicate a **declining proportion of female authors** over the three-year period and highlight the need for continued measures to strengthen gender balance and inclusive representation in research and publication activities.

2.3 Evaluation of Reporting Period

To describe the current status and progress of gender equality at IKEM, the following fields were outlined in the previous GEP:⁶

- Fundamental measures,
- Gender equality,
- Equal representation in IKEM's bodies, and
- Improvement of work and private life balance.

The data available is not sufficient in all relevant cases to evaluate the previous GEP. The aim of the current Plan is to put the necessary measures in place to enable a proper evaluation to be carried out in the future.

Several symbols are used to visualise progress. These are placed before the measures and are intended to provide a quick overview:

- ✓ Indicates a measure that has been successfully completed,
- Indicates a measure that has so far only been partially implemented or is still being implemented, and
- ✗ Indicates a measure that has not been introduced and/or for which there are no plans for implementation.

Fundamental Measures

- ✓ The GEP was signed by the director and published on IKEM's website in German and English (measure 0.1).
- ✓ The GEP was actively communicated within IKEM by the Management (M) and Gender Equality Officer (GEO) during regular staff meetings and Equality Group meetings (measure 0.2).
- ✓ IKEM appointed an additional Gender Equality and Diversity Officer (EO) during parental leave of its GEO. Since October 2025, IKEM has two EOs in place (measure 0.3).
- ✓ The M allocated sufficient resources to the EO to serve her function, especially for the re-evaluation and updating of its updated EP (measure 0.4).
- ✓ The EO received the necessary training and continuing education for gender equality in academia and research (measure 0.5).
- Overall, sex-disaggregated data is available to detect gender inequalities and their root causes. Some areas are still missing and will be part of the next review cycle, e.g. intersectional data or data on hiring procedures (measure 0.6). The M and EO continue the regular exchange to improve the availability of relevant data.
- ✓ The EO conducted yearly anonymous online staff surveys to inform its sex-disaggregated data collection (measure 0.7). In 2025, diversity questions were added for the first time.
- ✓ The EO headed the regular Equality Working Group meetings, including initiating several gender-related academic publications⁷ and projects⁸ (measure 0.8).

6 Pauleweit and Wilms, 'Gender Equality Plan 2023-2025'.

7 Markus Lehnshack and Annika Weber, Geschlechtergerechte Sprache in Gerichtsentscheidungen, n.d.; Beatrice Pourroy and Markus Lehnshack, Gender Mainstreaming als Instrument nachhaltiger Stadtplanung, August 2024, 232–36; Kathleen Pauleweit, Rechtliche Ansätze Für Ein Geschlechtergerechtes Verwaltungsverfahren Im Umweltrecht. Hintergrundpapier Für Den Vierten Gleichstellungsbericht Der Bundesregierung, Bundesstiftung Gleichstellung (Berlin, 2025), https://usercontent.one/wp/www.ikem.de/wp-content/uploads/2025/04/HP_Pauleweit_GeschlechtergerechtesVerwaltungsverfUmweltrecht_20250407.pdf.

8 IKEM, WOW – Women of Ukraine Empowered for a New Workforce Culture in Ukrainian Universities and Research Institutions, <https://www.ikem.de/en/projekt/wow/>, last access: 15.12.2025; IKEM, EQT: Das Gender Equality Toolkit, <https://www.ikem.de/en/projekt/eqt/>, last access: 15.12.2025.

Gender equality

Awareness-raising and Training Activities on Gender Equality

- ✓ The Equality Working Group (EWG) offered awareness-raising and training activities on gender equality and unconscious gender biases for IKEM staff (one internal workshop in 2025) and three clients (one German and two US American clients)⁹ (measure 0.9 and 1.1.1).
- ✓ The EWG promoted contact and exchange between the Departments and experts on equality issues, among other things through open and save discussion spaces (measure 1.1.2). The following events were organised: “Meet and Greet Working Moms e.V.” in 2023, “Mentoring for female lawyers” in 2024, “Mobilities of the Multiply Marginalised: Intersectional Vulnerabilities Shaping Women's Safety in Public Transport” in 2024.
- ✓ IKEM’s Gender Equality Toolkit (EQT)¹⁰ was translated into German and thus also used as a training tool for a German-speaking audience (measure 1.1.3).

Safe Work Environment

- ✓ IKEM’s M and the EO assessed and reviewed its structures and/or its issue specific procedures and instruments (measure 1.2.1), including its support structure building on the Ombudspersons (OP), the EO and the leadership structure, internal procedures in case of discrimination or sexual harassment. Like the EO, OP are also given time to perform their voluntary tasks proactively. Regular information on the complaint office according to Section 13 of the General Act on Equal Treatment, the EO and OP are provided during monthly staff meetings.

Ombudspersons

The ombudspersons serve as an informal point of contact for all persons at IKEM. They are elected every two years through nominations by the entire staff, in fair and confidential elections, ensuring equal representation. They operate with neutrality, independence, and confidentiality, catering to the individual needs of the staff. The ombudspersons’ primary role is to provide staff members with a confidential opportunity to discuss work-related issues and concerns.

The ombudspersons will only take action in consensus with the involved party, except in cases of extreme severity where they feel obliged to report to the management. Their role includes listening, offering advice, and providing assistance in cases of work-related conflicts, disadvantages, bullying, discrimination, and other concerns or incidents. They can also facilitate or participate in dispute resolution discussions upon request. To enable the management to address the needs and concerns appropriately, they report anonymously and independently to the management. The ombudspersons can be reached through email, an anonymous mailbox, and in person.

As part of their duties, the ombudspersons also act as a contact point for instances of structural or individual discrimination and disadvantage. Those affected can turn to them as a first point of contact to share their experiences and receive informal guidance on potential responses. Reporting anonymously to the management offers the opportunity for appropriate measures to be taken.

- The M and EO updated its information material on the one hand to combat gender-based violence and sexual harassment at work and on the other hand about its support structure, procedures and instruments. The information material is not fully updated yet with a list of external resources and institutions, e.g. relevant victim protection associations, and outline possible legal steps for victims and witnesses, and not easily internally accessible yet (measure 1.2.2).

Gender Mainstreaming in Research and Innovation

- ✗ IKEM did not integrate in its PESTEL analysis of the ENGAGE study¹¹ a focus on the Gender/sex dimension (measure 1.3.1) due to its research approach and lack of availability of data. No other project is known to have carried out a PESTEL analysis during the reporting period.

9 Bexx Technologies in Stuttgart in June 2023 with about 25 participants, US Agnes Scott College in Berlin in March 2024 with about 22 participants, and US Embassy in Berlin in September 2024 with about 32 participants from the Embassy’s interdisciplinary international network in Berlin.

10 IKEM, EQT: Das Gender Equality Toolkit, <https://www.ikem.de/en/projekt/eqt/>, last access: 15.12.2025.

11 Kathleen Pauleweit et al., ENGAGE-Studie: Soziale Innovationen Und Beteiligung von Bürger:Innen an Der Lokalen Energiewende in Deutschland (Berlin, 2024), <https://usercontent.one/wp/www.ikem.de/wp-content/uploads/2024/09/ENGAGE-Report-Web-1.pdf>.

Diversity Project

Infodrag – Fun video explainers on climate and energy by a drag queen

Duration: November 2022 October 2023

The climate crisis is a total drag but IKEM is doing something about it with humorous videos on climate and energy topics narrated by a drag queen.

Reading is fundamental. But studies show that viewers retain up to 95% of a message when they watch it in a video compared to 10% when reading it in text, and users spend 88% more time on a webpage with video content. As the climate crisis looms, climate and energy transition topics deserve all the attention they can possibly get. So why not use the story-telling power and glamour of a drag queen to tell everyone what's the tea?

Infodrag created short videos with animated infographics. Each video focuses on a different topic that range from the big-picture issues such as global emissions, climate justice and the need for more renewables to reach our climate targets to nitty gritty subjects such as energy subsidies and climate litigation.

✓ IKEM expanded and strengthened its work and research networks on gender and climate change (measure 1.3.2), e.g. by joint events and presentations during the IKEM academies. The EO regularly updates and shared with interested IKEM staff members a list of relevant networks and potential female speakers, panellists and authors.

○ IKEM, particularly the EWG, did not engage in wider outreach efforts to gradually expand the knowledge and networks in support of gender-sensitive and gender-relevant research by innovative social media campaigns (measure 1.3.3).

✓ The EO and M assessed the *Gender Equality in Academia and Research (GEAR)* action toolbox and did not use it for awareness and training activities since IKEM has developed its own EQT approach (measure 1.3.4). Nevertheless, the GEAR action toolbox was used to set-up, implement and renew IKEM's EP.

Equal Representation in IKEM's Bodies

Gender-sensitive Communication

○ The EO is updating its guidelines on gender-sensitive communication (measure 2.1.1) internally and externally.

○ Since the guidelines on gender-sensitive communication are still under revision, IKEM had no joint guideline on inclusive language (measure 2.1.2).

Support non-binary Gender identities

○ The EO did not update its information and training material on non-binary gender identities and did not develop recommendations to adapt IKEM's internal support structures as well as its human management and policies (measure 2.1.3) due to other pressing priorities like the parental guidelines and lack of capacity. Nevertheless, since relocating to its new premises, IKEM exclusively provides gender-neutral (unisex) restroom facilities.

Guarantee Equal Representation in Research Projects and Publications

○ The M and D assessed and identified reasons for underrepresentation of female, male and non-binary persons in project teams (measure 2.1.4).

○ The M and D ensured that administrative and organisational responsibilities, e.g. leading an informal Working Group, legal trainee, intern and student supervision and other non-research related tasks are transparent and valued alongside the research outputs (measure 2.1.5).

○ The M, D and EO did consider organisation-wide workload planning models to promote transparency and fairness, by enabling an equitable and transparent spread of workload among academic staff that is consistent between departments and take private responsibilities carefully into account (measure 2.1.6), but institutional implementation is still pending.

○ The EO assessed the *Committee on Publication Ethics (COPE)* recommendations and principles on transparency and best practice in scholarly publishing, especially on authorship and contributorship to allow for transparency of academic work done by IKEM staff (measure 2.1.7), but institutional implementation is still pending.

○ The KlimR editors reported to the M and EO of their efforts by the mid-term and final evaluation to attract female and non-binary authors for articles and contributions (measure 2.1.8).

✗ The EO and KlimR editors did not develop or implemented a strategy to motivate more authors with diverse perspectives to publish in IKEM's journal, despite the fact that the share of female authors declined during the reporting period (measure 2.1.9).

Guarantee Equal Representation at all IKEM Events

○ ○ Since sex-disaggregated event data is partially missing, it is unclear, if IKEM improved the share of female speakers and presenters at IKEM events¹² in the reporting period (measure 2.1.10 and 2.1.11).

Strengthen Inclusive Structures

✓ IKEM continued its appointment practice of balanced co-directors and co-management positions, which can be exercised on a part-time basis (measure 2.2.1).

○ IKEM intensively discussed matters of equal representation in replacement appointments in IKEM bodies to underrepresented groups, especially women and non-binary persons (measure 2.2.2). It took necessary steps including inter alia the preparation of a nomination list with excellent female experts in the reporting period to prepare its next appointment round for the scientific board and association members in 2026.

Improvement of Work and Private Life Balance

Inclusive Work and Event Hours

○ IKEM recommends “No meetings after 4 p.m.” (measure 3.1.2) to respect private life, caring responsibilities and family obligations of its staff. No sufficient data is available if IKEM (leading) staff followed or disobeyed this recommendation. It became clear during the review process that this recommendation is not sufficiently communicated among staff.

Information on Family Planning

✓ The M and EO developed guidelines including rights and obligations, tips and recommendations for expectant parents that are internally accessible. Those guidelines were presented during a staff meeting in 2024 (measure 3.1.3).

○ The parental guidelines were presented only once during a staff meeting in 2024 and not on a regular basis. The EO and M did not implement a regular (automated) information cycle to its staff members (measure 3.1.4).

Presentation of IKEM as an Attractive and Family-conscious Employer

✗ The EO screened certification options for family-friendly working conditions. The M and EO decided against starting a certification process due to lack of time and financial resources (measure 3.1.5).

Recruitment and Promotion

○ The M, D and HR accounted for career breaks and subtracting leave periods when assessing research output; also, placing appropriate value on non-traditional career paths at recruitment and promotion decisions (measure 3.2.1).

○ The M and D informed its staff in its usual communication channels that part-time positions and family-planning will not hamper promotion opportunities. The M strengthened the conditions for leading part-time (measure 3.2.2).

Gender and Family sensitive Occupational Safety and Health

✓ IKEM's occupational health management as part of its life-phase and family-conscious human resource policies, the M and HR ensured that measures were further developed in line with the specific needs of women and men (measure 3.2.3).

¹² Inter alia IKEM Annual Conference, IKEM Academy, Forum Wärmewende, and Energiestammtisch.

2.4 Summary of the Reporting Period

IKEM's first EP covered a period of three years (2023–2025). After 1,5 years in summer 2024, a mid-term evaluation between the M and EO took place to consider recent developments. Two main challenges needed to be addressed at that time: the limited time resources of the EO due to high fluctuation in her research projects and the need of an appointment of a maternity and parental leave cover in 2024. The search for and induction of the leave cover led to delays in the implementation of measures. Moreover, during 2024 and 2025 parts of the workforce were on temporary short-time working and implementation activities were reduced to a minimum.

Nevertheless, in the review period:

- 16 measures were fully implemented,
- 19 measures were partially met, and
- Three measures are pending and/or became irrelevant for IKEM.

It is important to note, that IKEM has **implemented almost all fundamental measures** of the GEP. IKEM has also made a strong effort to implement other measures within the organisation to the best of its ability. Future efforts will build on these past initiatives.

It is particularly worth noting in this context that, since 2025, IKEM has appointed two **Gender Equality** and **Diversity Officers** who will now work alongside all staff members and those in leadership roles to support social transformation at IKEM. Pending areas will be addressed in a timely manner and be part of the new catalogue of measures. Moreover, we address topics of intersectionality in this Equality Plan.

03

Inventory of Equal Opportunities at IKEM

This chapter describes additional equality data of IKEM. This is done by a time analysis, whose cut-off date is June 30, 2025 and supported by the results of the staff survey in 2025. IKEM is working to continuously expand its EDI database. At present, we can assess the following aspects:

- Age structure.

During the implementation and reporting period, further data points are to be added and supplemented, e.g. regarding language-use at IKEM and in research (compare measure 2.2.3).

Age Structure of IKEM Staff

In terms of the age structure, the ratio of employees by gender as of June 30, 2025, is as follows:

Table 7. Age structure of IKEM staff of June 30, 2025.

	TOTAL	NONBINARY	WOMEN	MEN	% OF WOMEN
Under 30	18	0	9	9	50
Between 30 and 39 years	24	0	14	10	58
Between 40 and 49 years	9	0	6	3	67
Between 50 and 59 years	1	0	1	0	100
Over 60 years	0	0	0	0	0

The table presents the age structure of IKEM staff disaggregated by gender. The data show that IKEM continues to have a **predominantly young workforce**, with the largest group of employees aged between 30 and 39 years (24 employees), followed by those under 30 years (18 employees). Smaller groups are found in the 40–49 age range (9 employees) and the 50–59 age range (1 employee), while no staff members are over 60 years of age. No non-binary employees are recorded.

Women are represented across all age groups and constitute the majority in most cohorts. In the under-30 group, gender distribution is balanced (50% women). In the 30–39 group, women represent 58% of employees (14 women and 10 men). In the 40–49 group, female representation increases to 67% (6 women and 3 men).

Compared to the 2022 age structure, several developments can be observed. First, the overall workforce size has decreased significantly, particularly in the under-30 group, which declined from 34 employees in 2022 to 18 in 2025. Similarly, the 30–39 age group decreased from 29 to 24 employees. No employees over 60 are present in either reporting period.

In terms of gender distribution, both reporting periods confirm a strong overall representation of women across age groups. However, differences can be observed in the 30–39 age group, where female representation decreased from 69% in 2022 to 58% in 2025, indicating a more balanced gender distribution over time. In the under-30 and 40–49 age groups, women continue to represent approximately half or more of staff, consistent with previous trends.

Overall, both reporting periods confirm that IKEM maintains a relatively young workforce profile, with a **concentration of staff in early and mid-career stages**. While gender balance remains broadly stable and favourable in most age groups, the comparison indicates some fluctuations in younger cohorts, which may staff turnover over time. To ensure a more balanced age structure and strengthen long-term institutional capacity, IKEM should aim to increase the proportion of more experienced researchers within its workforce.

04 Renewed Equality Aims and Objectives

Based on the above assessment, IKEM has renewed the following equality aims and sub-targets. IKEM's overarching aims are to promote gender equality and to foster an inclusive, diverse, and non-discriminatory working and research environment. This includes:

- Ensuring equal opportunities and equal treatment for all across all organisational levels and career stages,
- Identifying, addressing, and preventing structural inequalities and discrimination based on gender and other relevant diversity characteristics (including, but not limited to, racial or ethnic origin, disability, age, sexual orientation, and social background), and
- Strengthening an inclusive and family-friendly organisational culture that supports work–life balance and accommodates diverse life situations and care responsibilities.

Based on these overarching aims, IKEM defines the following priority areas for the reporting period 2026–2028 based on its previous Gender Equality Plan (2023–2025):

- Equality and inclusion,
- Equal representation and participation, and
- Work–life balance and well-being.



Objective 1: Equality and Inclusive Culture

To achieve equality and an inclusive organisational culture among IKEM staff, IKEM will:

1.1 Strengthen Equality Awareness and Competencies

Equality, diversity, and inclusion (EDI) are central cross-cutting issues in the implementation of the personnel development concept. However, it is not only in relation to personnel development that special attention is to be paid to those issues. IKEM promotes continuous learning and awareness on equality, diversity, and inclusion through training, dialogue, and internal communication throughout the entire association and across all management levels. The goal is to motivate employees to reflect on their own behaviour and to maintain an awareness of the impact of their own actions can have on others.

1.2 Ensure a Safe and Respectful Work and Research Environment

No institution is immune to sexual and gender-based violence, including behaviour that violates any individual's dignity or that creates an intimidating, hostile, degrading, humiliating or offensive environment coming from one or a group of persons, which tends to be underestimated in research organisations. Depending on the organisation culture, gender-based violence and sexual harassment can be widespread, if they stay unaddressed. IKEM strives to create and maintain a workplace free from discrimination, harassment, and bias, supported by zero-tolerance policies and accessible supporting and reporting mechanisms.

IKEM is aware of the specific struggles experienced by non-binary people, facing intersecting biases especially of queer- and transphobia as well as sexism. IKEM pledges to create a safe work environment, where people of all genders feel supported and comfortable expressing their gender identity.

1.3 Integrate Sex, Gender and Diversity Dimension into Research

IKEM systematically incorporates sex, gender, and diversity perspectives into its research design, implementation, and evaluation where relevant. IKEM strives to create knowledge through excellent (applied) research by professionals of all genders and backgrounds.

50 / 50

Objective 2: Equal Representation and Participation

Recognising that diverse representation strengthens IKEM's competitiveness, workplace culture, and decision-making inter alia on research priorities and project applications, IKEM will:

2.1 Promote Equal Opportunities in Research and across all Roles and Career Stages

IKEM offers an inclusive workplace for its current employees and will become even more attractive for highly qualified (international) talents who will not only enrich our interdisciplinary teams but will sustain our high-quality research output. In the competition for the best talents, we are convinced that it requires a strong commitment to integrate an inclusive approach into all levels of the institute, from our fundamental structures to the everyday working environment.

We want to sensitise the management, employees and partners about equal representation based on individual expertise, experience and competence and empower everyone to stand up against biases that might hamper the competitiveness of IKEM for the best talents. In order to ensure consistent progress towards equal representation, all institute levels and bodies are committed and will hold ourselves accountable. In other words, IKEM ensures fair recruitment, retention, and career development practices for all staff, regardless of background or identity. Furthermore, IKEM wants to increase the visibility of women and diverse experts in external representation, including events, panels, authorship, and media appearances.

2.2 Increase Diversity and Representation at IKEM

IKEM works towards balanced representation across teams, roles, and levels, addressing underrepresentation where it exists.

2.3 Strengthen Diversity in Leadership and Decision-making Bodies

IKEM actively promotes inclusive leadership and ensures diverse perspectives are reflected in scientific, strategic and operational decisions.



Objective 3: Work–Life Balance and Well-being

To improve the family-friendliness and compatibility of work and family/private life for all, IKEM will:

3.1 Foster an Inclusive and Family-friendly Organisational Culture

IKEM promotes flexible, supportive working conditions that recognise diverse life situations and responsibilities. Improving IKEM's organisational culture contributes to becoming an attractive employer, and therefore to attracting and retaining the best talents.

3.2 Improve Work–life Balance through Equitable Policies and Practices

IKEM implements and continuously improves measures such as flexible working arrangements, leave policies, and workload management to support all employees equally. By improving the compatibility of work and family life for people of all genders, we dismantle outdated gender roles, create better working conditions for all employees and allow caretakers with children and other responsibilities to participate in the workplace with the same opportunities that are available to colleagues without care responsibilities.

05

Renewed Measures

For each objective aimed at reducing underrepresentation and strengthening the compatibility of work, family, and care responsibilities, IKEM defines personnel, organisational, and structural measures.

A **total of 45 measures** are established to address identified barriers and promote Equality, Diversity and Inclusion (EDI) across the organisation. For each measure, responsibilities, required resources, and implementation timelines are assigned.

In addition to target-specific actions addressing equality, equal representation, and work–life balance, IKEM first sets out a set of enabling, structural measures that establish the necessary institutional conditions for advancing gender equality and broader EDI objectives across all organisational levels.

Fundamental Measures

The Equal Opportunity Plan (EP) will be signed by IKEM's Management (M) and published on the organisation's website by the Public Relations Department (PR) in German and English (measure 0.1), and actively communicated within IKEM by the M and the Gender Equality and Diversity Officers (short Equality Officers or EO) (measure 0.2).

IKEM reappoints Equality Officers, if necessary (measure 0.3). The co-development of the EP together with the directors is one of the core tasks of the Equality Officers. The M will allocate sufficient resources to the EO to serve their function, especially for the set-up, the continuous implementation, as well as monitoring and re-evaluation of its ambitious Plan (measure 0.4). The EO receive the necessary training and continue capacity-building and education measures regarding EDI in research and NGO context (measure 0.5).

To analyse and assess the status quo at IKEM, the availability of sex-disaggregated data and diversity data, organisational procedures, processes and practices need to improve to detect biases and inequalities and their root causes. This includes data relating to the transparent and fair remuneration of employees. The EO conduct yearly anonymous online staff surveys to inform its sex-disaggregated data collection. The qualitative survey also collects voluntary diversity self-identification data (measure 0.6).

Moreover, IKEM's Gender Equality and Diversity Working Group (short Equality Working Group or EWG) will offer regular internal awareness-raising and training activities on equality and unconscious biases for IKEM staff and decision-makers of all IKEM bodies (measure 0.8), e.g. with the inclusion of The Gender Equality Toolkit (EQT)¹³ that IKEM has developed. The trainings are particularly offered to the Department leaders (D), Project leaders (PL) and Ombudspersons (OP).

1. Equality and Inclusive Culture

To strengthen equality and an inclusive organisational culture at IKEM, the following measures are envisioned:

1.1 Strengthen Equality Awareness and Competencies

The M and EO will uphold monthly briefings to monitor and report progress and discuss future steps (measure 1.1.1) in particular on the availability of equality data. The continuous exchange between the M and EO ensure close monitoring of the activities and developments at IKEM and include, if necessary, the identification of urgent or unforeseen challenges as well as counteractive ad-hoc measures and assistance to combat those challenges.

In addition, the EO head the monthly Equality Working Group (measure 1.1.2). The EO and EWG promote contact and exchange between the departments and experts on EDI issues, among other things through open and save discussion spaces (measure 1.1.3). The EO and EWG offer awareness-raising and training activities on EDI topics for its external research and strategic partners as well as clients (1.1.4). IKEM offers remunerated EDI workshops to interested parties.¹⁴

1.2 Ensure a Safe and Respectful Work and Research Environment

In addition to its legal requirements on employment policies and employee protection¹⁵, IKEM will not tolerate any abuse or discriminatory behaviour and will offer attention to and support its victims and witnesses of misconduct, with a commitment to putting an end to such behaviour. IKEM has strong policies relating to harassment and dignity at work in place that set out expectations for the behaviour of its staff and managers.

IKEM's M and EO continue to assess and review its current structures and/or its issue specific procedures and instruments (measure 1.2.1), including its support structure building on the OP, EO and leadership structure, internal procedures in case of discrimination or sexual harassment. Like the EO, the OP are also given time to perform their voluntary tasks proactively. The particular focus of this measure lays on intersectional aspects of identity in addition to gender and sex.

13 Those trainings build upon IKEM's EQT project that has developed a Gender Equality Toolkit (EQT) which empowers women and supporters to fight (everyday) sexism and raises awareness of everyday challenges and opportunities for improvement. The EQT approaches gender mainstreaming in research and at work in a positive way and aims to engage as many people as possible in discussions about equality through innovative and fun materials, including a card game, booklet, and poster.

14 IKEM – Institut für Klimaschutz, 'Workshops and Consultancy on Diversity, Equity and Inclusion', Our Workshop Format Empowering and Impact-Driven, 8 December 2025, <https://www.ikem.de/en/service/dei/>, last access: 15.12.2025.

15 E.g. regular information on the complaint office according to Section 13 of the General Act on Equal Treatment.

The EO and M will update its internal information material and offer regular trainings to combat gender-based violence and sexual harassment at work as well as to inform about its support structure, procedures and instruments. The information material will list external resources and institutions, e.g. relevant victim protection associations, and outline possible legal steps for victims and witnesses. The information material will be complemented with intersectional aspects of identity and made easily internally accessible (measure 1.2.2).

1.3 Integrate Sex, Gender and Diversity Dimension into Research

The integration of the gender dimension addresses the incorporation of sex and/or gender analysis through the entire research and innovation cycle. This includes setting research priorities through defining concepts, formulating research questions, developing methodologies, gathering and analysing sex-disaggregated data, evaluating and reporting results, and transferring them as innovations and products. The integration of the gender dimension is relevant in various research and innovation fields. IKEM will continue to integrate the gender dimension into its research and support its scientific staff with additional guidelines for diversity integration to its project approaches and methodology. The EO set-up and inform the IKEM staff about these guidelines (measure 1.3.1). In particular, the D and PL are invited to use those guidelines in project acquisition and in the initial research project phase (measure 1.3.2).

Moreover, IKEM will expand and strengthen its EDI related work and research networks (measure 1.3.3), for example with the GenderCC – Women for Climate Justice. Those networking activities form the basis for future joint applied research projects on climate justice topics. IKEM, in particular the EO, will undertake active outreach efforts to gradually expand the knowledge and networks in support of EDI-sensitive and -relevant research in the areas of energy, climate and mobility (measure 1.3.4), e.g. with innovative social media campaigns.

2. Equal Representation and Participation

To strengthen equal representation and to promote inclusion and diverse perspectives in research and at the workplace, the following measures are envisioned by IKEM:

2.1 Promote Equal Opportunities in Research and across all Roles and Career Stages

IKEM supports the active use and encourages its staff to use inclusive language around the organisation and with its partners. The EO together with the PR will update its guidelines on gender- and diversity-sensitive communication (measure 2.1.1), including the use of pronouns, and will inform its staff regularly, e.g. via automatic information mails.

In particular, the PR will safeguard that all IKEM publications and outreach materials will use inclusive language, including legal documents like IKEM's association statute. IKEM also promotes, as far as possible and financially feasible, that publications and outreach materials are barrier free (measure 2.1.2).

In support of non-binary gender identities, the EO update information and training material on non-binary gender identities and develop recommendations to adapt IKEM's internal support structures as well as its human management and policies (measure 2.1.3).

In addition, the M, D and EO will assess and identify reasons for underrepresentation of diverse persons in project teams (measure 2.1.4). The M, D and PL ensure that administrative and organisational responsibilities, e.g. leading an informal Working Group, legal trainee, intern and student supervision and other non-research related tasks are transparent and valued alongside the research outputs. The M, D and EO will consider organisation-wide workload planning models (measure 2.1.5) to promote transparency and fairness, by enabling an equitable and transparent spread of workload among academic staff that is consistent between departments and take private responsibilities carefully into account. In addition to a fair division of academic and organisational responsibilities among staff, equitable appreciation criteria for performance are defined (measure 2.1.6). Measures to combat unfair workload division can include moderation trainings for academic staff members.

The EO will assess the recommendations and principles on transparency and best practice in scholarly publishing of the *Committee on Publication Ethics*¹⁶, especially on authorship and contributorship to allow for transparency of academic work done by IKEM staff (measure 2.1.7). The EO might develop IKEM-specific recommendations and inform D and PL.

16 COPE, Promoting integrity in scholarly research and its publications, <https://publicationethics.org/>, last access: 15.12.2025.

To guarantee equal representation at all IKEM events and in academic outputs, the EO will update IKEM's databank of female networks and potential female speakers, panellists and authors initially in summer 2026 and on a continuing basis (measure 2.1.8).

To guarantee visibility and equal representation of diverse and female IKEM experts, the EO encourage and support diverse and female experts in their personal outreach communication (measure 2.1.9), e.g. via registration on relevant online portals.

The editors of IKEM's journal *Klima & Recht* will continue to actively approach female and non-binary authors for articles and contributions and engage in active and targeted outreach activities. They commit themselves to increase the number of diverse authors, especially from the Global South (measure 2.1.10). The EO and editors will further develop a strategy to motivate more authors with different perspectives to publish in IKEM's journal (measure 2.1.11).

To guarantee equal representation at all IKEM events, IKEM will ensure that in the search and appointment of speakers, panellists and moderators, women and diverse persons are contacted (measure 2.1.12 and 2.1.13). If gender balance and diverse perspectives cannot be safeguarded, it aims to invite a minimum number of women or other genders and identities (measure 2.1.12 and 2.1.13).

2.2 Increase Diversity and Representation at IKEM

IKEM offers mandatory trainings on inclusive recruitment and promotion decisions to its HR and D (measure 2.2.1). The EO identify and suggest suitable (free) training programmes.

In addition, IKEM commits itself to collect and assess recruitment procedures and promotion data in this implementation cycle (measure 2.2.2).

Furthermore, the EO further refine key diversity measures that are most relevant to IKEM's needs (measure 2.2.3), e.g. based on equality data and its yearly staff survey.

2.3 Strengthen Diversity in Leadership and Decision-making Bodies

IKEM commits itself to continue its appointment practice of co-directors and co-management positions, which can be exercised on a part-time basis (measure 2.3.1).

In addition, IKEM commits itself that in those decision-making bodies that do not guarantee equal representation, replacement appointments will preferably go to underrepresented groups, especially women and non-binary persons (measure 2.3.2).

3. Work–Life Balance and Well-being

IKEM already offers flexible working time models and a far-reaching home office rule to reconcile work, private life and family. To further improve work-life balance at IKEM and to close the *Gender Care Gap*, the following measures are envisioned:

3.1 Foster an Inclusive and Family-friendly Organisational Culture

The EO and M develop a strategy to enhance an accessible and inclusive work environment (measure 3.1.1), including the evaluation of its premises for people with disability, neurodiversity, and chronic illnesses.

In supporting menstruating persons, IKEM not only continuous to offer free menstrual products (measure 3.1.2) but also assesses and tests the introduction of additional sick-days for people who suffer from period-related symptoms (measure 3.1.3).

The EO and M update guidelines including rights and obligations, tips and recommendations for (diverse) expectant parents and increase the guidelines internal accessibility (measure 3.1.4). The M and EO offer regular information for its staff on its compatibility policies by its general communication channels and forms (measure 3.1.5).

Besides, the EO, M and PR engage in outreach activities to present IKEM as an attractive and family-conscious employer (measure 3.1.6).

3.2 Improve Work-life Balance through Equitable Policies and Practices

IKEM, in particular those in leadership responsibilities, lead by example and adhere to their adhered working hours. The M, D and PL have already implemented the “No meetings after 4 p.m.” recommendation and therefore respect the private life, caring responsibilities and family obligations of its staff. Based on current policies, M, D and PL will safeguard that meetings are scheduled during **family-friendly meeting times, ideally between 9 am and ending by latest 3 pm**, and only arrange meetings at later times only in exceptional cases. School vacation times and childcare hours should be considered when planning IKEM events or meetings. The M yearly updates its staff of these recommendations (measure 3.2.1).

In addition, the M, D and HR account for career breaks and subtracting leave periods when assessing research output; also, placing appropriate value on non-traditional career paths at recruitment and promotion decisions. IKEM will offer regular information for its staff on its compatibility policies by its general communication channels and forms (measure 3.2.2), particularly on part-time positions, part-time leadership, and return-to-work programs.

Regarding IKEM’s occupational health management as part of its life-phase and family-conscious human resource policies, during the period of this plan, greater attention will be paid by the M and HR to ensure that the measures are further developed in line with the specific needs of women, other genders and families (measure 3.2.3).

06 Monitoring and Evaluation of the Second Equal Opportunity Plan

IKEM's Equal Opportunity Plan covers a period of three years. It is continuously updated and is henceforth subject to cyclical reviews of the achievement of the aims, targets and measures. Progress and challenges are discussed in different formats like the monthly Equality Working Group and the bilateral meetings between the Management and Equality Officers.

The next Equal Opportunity Plan in 2029 will evaluate the implementation of the EP for the period of 2026 to 2028. This will be done by a time analysis, whose cut-off date will be on June 30, 2028, and a time period analysis. For the time period analysis, the Gender Equality and Diversity Officers conduct an annual survey in June of each year. For the evaluation of IKEM's first GEP, the data basis was not sufficient in all cases. With the creation of this Plan, the necessary measures are to be taken to be able to carry out a complete evaluation in the future.

After 1.5 years **in summer 2027, a mid-term evaluation** will take future circumstances and developments into account. If the measures have not been implemented to a sufficient extent by that time, additional ad hoc measures are to be included in the EP in order to accomplish the goals within the reporting period. If, despite all efforts and good will, the targets could not be reached, the reasons that prevented implementation and achievement of the objectives will be explained and published online.

The evaluation and mid-term evaluation will be held in open session within IKEM, and all employees are invited to participate in the process. Moreover, there is a continuous exchange between the Management and Equality Officers as well as the Equality Officers, Equality Working Group and IKEM staff. The regular communication formats ensure close monitoring of the activities and developments at IKEM. The team identifies, discusses and reflects on urgent challenges and, if necessary, counteracts them with ad-hoc measures and assistance.

07 Summary and Outlook

IKEM's second Equal Opportunity Plan establishes a comprehensive framework of commitments and measures aimed at **strengthening equality, diversity, and inclusion across the organisation**. Building on the previous Gender Equality Plan, it seeks to promote sustainable institutional and cultural change by integrating EDI principles into organisational structures, human resources practices, and research activities. Through this Plan, IKEM reaffirms its commitment to fostering an inclusive, respectful, and non-discriminatory working and research environment in which all staff members can participate equally and develop their professional potential, regardless of gender or other diversity characteristics.

As a research institution working on climate change, renewable energy, and sustainable mobility, IKEM understands equality and inclusion as essential components of responsible research and innovation. At the same time, an inclusive organisational culture is crucial for attracting and retaining talented professionals in an increasingly competitive labour market.

IKEM recognises that advancing equal opportunities is an ongoing process that requires **continuous learning, reflection, monitoring, and adaptation**. The implementation of this Plan will therefore follow an iterative approach, supported by regular evaluation and staff feedback to assess progress and identify areas for further improvement.

Overall, the successful implementation of this Plan requires the active engagement of leadership, managers, and staff alike. IKEM therefore considers this Equal Opportunity Plan as a living framework that will continue to evolve and contribute to the long-term strengthening of equality, diversity, and inclusion throughout the organisation and in research.

08 Bibliography

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09 Annex

Table 8. Overview of aims, targets and measures on equal opportunities at IKEM.

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
0	all	all	all	0.1	Publication EP (Eng./German)	Eo, PR	Jan 2026
				0.2	Presentation EP among staff	EO, M	Feb 2026
				0.3	(Re)appointing Gender Equality and Diversity Officer (EO)	M	if required
				0.4	Allocating sufficient resources to the EO	M	continuously
				0.5	Continuing training, capacity-building and education of EO	M, EO	continuously
				0.6	Improving availability of sex-disaggregated data and voluntary diversity self-identification data	EO, M	continuously
				0.7	Yearly anonymous online staff surveys	EO	yearly in June
				0.8	Regular internal awareness-raising and training activities on equality and unconscious biases for IKEM staff and decision-makers	EWG	yearly
1	Equality and Inclusive Culture	1.1	Strengthen equality awareness and competencies	1.1.1	Regular exchange between M and EO	EO, M	monthly
				1.1.2	Heading of IKEM's Equality Working Group	EO	monthly
				1.1.3	Promoting contact and exchange between IKEM departments, bodies and working groups	EO, EWG	continuously
				1.1.4	Awareness-raising and training activities for its external research and strategic partners and clients	EWG	on demand

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
		1.2	Ensure a safe and respectful work and research environment	1.2.1	Assessing and reviewing its current structures and/or its issue specific procedures and instruments for underrepresented groups	M, EO, OP	summer 2027
				1.2.2	Combatting gender-based violence and (sexual) harassment based on sexual orientation, gender identity, disability, ethnicity, religion, and age, etc. at work	EO, M	continuously
		1.3	Integrate sex, gender and diversity dimensions into research	1.3.1	Setting up guidelines for diversity integration to project approach/methodology	EO	summer 2026
				1.3.2	Using diversity guidelines at initial research design phase	D, PL	if required
				1.3.3	Expanding and strengthen its EDI work and research networks	EO, M, PL, EWG	continuously
				1.3.4	Outreach activities on EDI-sensitive/-relevant research	EO, EWG, PR	continuously
2	Equal Representation and Participation	2.1	Promote equal opportunities in research and across all roles and career stages	2.1.1	Updating guidelines on gender- and diversity sensitive communication	EO, PR	summer 2027
				2.1.2	Promoting, as far as possible and financially feasible, that IKEM publications and outreach materials are barrier free and use inclusive language	IKEM, PR	continuously
				2.1.3	Updating information and training material on non-binary gender identities and developing recommendations	EO, EWG	summer 2028
				2.1.4	Assessing and identifying reasons for underrepresentation in project teams	M, D, EO	continuously
				2.1.5	Assessing workload planning models	M, D, EO	continuously

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
				2.1.6	Fair division of responsibility and appreciation criteria for performance	M, D, PL	continuously
				2.1.7	Implementing COPE guidelines at IKEM	EO	summer 2027
				2.1.8	Updating IKEM's databank of female networks and potential female speakers, panellists and authors	EO	summer 2026
				2.1.9	Increasing visibility of divers and female IKEM experts	EO, staff	Sept 2026
				2.1.10	Increasing the number of female and divers authors in IKEM journal KlimR	KlimR editors	continuously
				2.1.11	Strategy and active reach-out to motivate underrepresented authors to publish in IKEM's journal	KlimR editors, EO, M	summer 2026
				2.1.12	Search and appointment of female speakers, panellists and moderators	IKEM	continuously
				2.1.13	Search and appointment of diverse speakers, panellists and moderators	IKEM	continuously
		2.2	Increase diversity and representation at IKEM	2.2.1	Mandatory training on inclusive recruitment and promotion decisions	HR, M, EO	summer 2028
				2.2.2	Collecting and assessing and recruitment procedures and promotion data	EO, M	continuously
				2.2.3	Further refining diversity measures	EO	summer 2026
		2.3	Strengthen diversity in leadership and decision-making bodies	2.3.1	Continuing its appointments of its co-directors and co-management positions on a parity basis	IKEM board, M	if required
				2.3.2	Replacement appointments will preferably go to underrepresented groups, especially female experts	IKEM board / association members, M	if required

NO.	AIM	TARGET NO.	TARGET	MEASURE NO.	CONCRETE MEASURES	RESPONSIBILITY	DEADLINE
3	Work–Life Balance and Well-being	3.1	Foster an inclusive and family-friendly organisational culture	3.1.1	Strategy to enhance accessible and inclusive work environment	EO, M	summer 2027
				3.1.2	Continuing to offer free menstrual product	M	continuously
				3.1.3	Assessing and testing the introduction of additional sick-days for people who suffer from period-related symptoms	EO, M	summer 2026
				3.1.4	Updating guidelines including rights and obligations, tips and recommendations for (diverse) expectant parents and its internal accessibility	EO, M	Oct 2026
				3.1.5	Information and exchange for its staff on its compatibility policies	M, EO	yearly
				3.1.6	Presentation of IKEM as an attractive and family-conscious employer	M, EO, PR	summer 2027
		3.2	Improve work–life balance through equitable policies and practices	3.2.1	Further informing about inclusive work and event hours	M, D, PL, EO	yearly
				3.2.2	Information on career paths including part-time positions, part-time leadership, return-to-work programmes	M, D	continuously
				3.2.3	Gender and family sensitive occupational safety and health	M, HR, EO	continuously

The background of the image is a vibrant rainbow gradient. A diagonal line runs from the top-left corner towards the bottom-right, creating two distinct triangular sections. The upper-left section is composed of lighter, more saturated colors like pale yellow and light green. The lower-right section, which is larger, features a more gradual transition through green, teal, blue, and finally to a deep purple at the bottom. The overall effect is a modern, abstract, and colorful backdrop.

IKEM