

**FIRST GENDER  
EQUALITY  
ACTION PLAN  
FOR FRANKFURT**

**WOMEN  
IN  
WORK**

**FRAUEN**

**REFERAT**

Frankfurt am Main



1000000  
To Fabulous  
LAS VEGAS

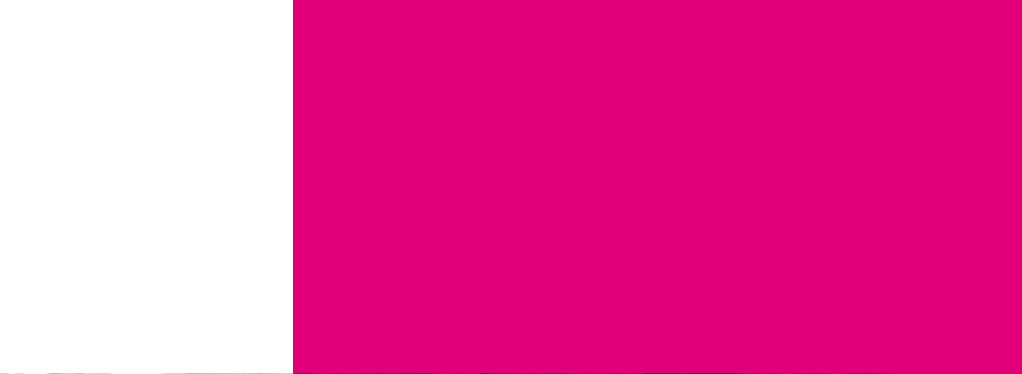




## OVERVIEW

- 1 TOPIC
- 117 PEOPLE OF FRANKFURT AM MAIN
- 78 ORGANISATIONS AND ENTERPRISES
- 3 WORKSHOPS
- 6 MONTHS
- 40 IDEAS
- 8 MEASURES
- 1 ACTION PLAN





## THE FRANKFURT WAY PEOPLE OF FRANKFURT,



I am proud to present Frankfurt am Main's first Action Plan for Gender Equality. During the Europe-wide process of making the "Charter for Equality of Women and Men in Local Life" Germany was represented by a delegate from Frankfurt. Gabriele Wenner, the Chief Officer of the Department for Women's Affairs worked on the content of the European Charter for Equality together with other experts from 27 European countries. In 2006, the Council of European Municipalities and Regions (CEMR) adopted the Charter for Equality of Women and Men in Local Life at its general convention in Innsbruck. Today the Charter has been signed by almost 1500 signatories from 33 countries<sup>1</sup>. In March 2012, Frankfurt's city council resolved to sign the Charter and to assign it with a coordinator and a budget of 100,000.00 Euros. The city is committed to developing an action plan with goals and measures promoting greater gender equality. Frankfurt's way of devising and implementing the action plan is unique in both Germany and Europe – and it has already gained recognition across Europe.

**We emphasize one key aspect:** The Charter contains many recommendations on how to foster gender equality at the local government level. When preparing the growth strategy "Europe 2020", the European Commission concluded that gender equality in Germany's labor market is insufficient<sup>2</sup>. In the Frankfurt action plan we have therefore decided to concentrate resources and topics and focus our first action plan on improving gender equality in the labor market.

- 1 [www.charter-equality.eu/atlas-of-signatories-of-the-charter/presentation.html](http://www.charter-equality.eu/atlas-of-signatories-of-the-charter/presentation.html) (19. Januar 2015)
- 2 Europäische Kommission: COM(2015) 85 final, Länderbericht Deutschland 2015, S.71 ff.; online unter [ec.europa.eu/europe2020/pdf/csr2015/cr2015\\_germany\\_de.pdf](http://ec.europa.eu/europe2020/pdf/csr2015/cr2015_germany_de.pdf) (9. März 2015)

**We trust in the capability and knowledge of our city.** “If you want to walk fast, walk alone. If you want to go far, go with others.” This Kenyan saying was our guiding principal. Since May 2014, about 120 participants representing business, administration, civil society, politics and science gathered for three workshops with four different forums. They engaged in the process of developing ideas followed by the creation of concrete measures for generating gender equality in the labor market. They showed an impressive willingness to work together for our city and its labor market.

**We assume responsibility together.** Many cities provide their citizens with the opportunity to participate during the planning phase. But in Frankfurt am Main these citizens are also the men and women in charge of realizing the adopted measures. This “get up and go” attitude speaks well for Frankfurt and its citizens. They highly value gender equality and all that results from it – such as fairness and the development and use of resources. In doing so, the people in Frankfurt are standing up for a better society for all.



**Sarah Sorge**

Head of the Department for Education  
and Women's Affairs





## DEAR FELLOW CAMPAIGNERS,

On the 8th of March 2012, Frankfurt am Main signed the European Charter for Equality of Women and Men in Local Life and committed to draft an action plan tailored to the needs of Frankfurt of Main. This process is managed by the Department of Women's Affairs in cooperation with experts representing business, administration, civil society, politics and science. The action plan gives a detailed summary of priorities, activities and resources. Prior to the present action plan, a report<sup>3</sup> on the labor market in Frankfurt was commissioned. The report shows that opportunities in Frankfurt am Main are still not equally achievable for women and men regarding career choice, income, advancement, workforce re-entry, and work/family balance. Frankfurt's labor market is split in half, and opportunities for participation in the labor market strongly depend on gender and nationality. The ranking order is unambiguous: German men have the best opportunities, followed by German women. Men with a foreign passport come next. Women of foreign nationalities are on the lowest step of the opportunity ladder.

To truly effect change, we designed Frankfurt am Main's action plan to be clear and practical. Well-directed participation during the process takes priority over theoretical musings. We were overwhelmed by the huge response to our invitation to work on the action plan collectively. Over the course of six months, in three workshops and four forums, experts developed concrete objectives. They defined the measures and actions to be taken, and planned and allotted resources and tasks. Frankfurt am Main's first action plan was the result.

We would very much like to thank all the people, who made this action plan possible through their engagement and by shared expertise.

Developing the Action Plan for Gender Equality was a process, and so is its implementation. If you are interested in taking an active part in this dynamic initiative, please write to [eu.gleichstellungscharta@stadt-frankfurt.de](mailto:eu.gleichstellungscharta@stadt-frankfurt.de).

  
**Gabriele Wenner**

Chief Officer of the Department  
for Women's Affairs



**Stephanie Kürsten-Camara**

Policy Officer in charge of  
implementing the European Charter for Equality

<sup>3</sup> Larsen, Christa/ Krekel, Julia: Erwerbstätigkeit und Arbeitslosigkeit in Frankfurt am Main. Chancen, Probleme und Handlungsbedarfe für Frauen, 2014 [www.info.frauenreferat.frankfurt.de/IWAK\\_Studie\\_2014.pdf](http://www.info.frauenreferat.frankfurt.de/IWAK_Studie_2014.pdf) (28. Januar 2015)



4 Siehe u.a. North, K.; Franz, M.; Lembke, G.:  
Wissenserzeugung und -austausch in Wissensgemeinschaften –  
Communities of Practice, QUEM-report, Heft 85, Berlin 2004



## THE COMMUNITY OF PRACTICE (OR THE KNOWLEDGE OF MANY)

The planning process strived to integrate a variety of opinions, especially from experts not yet working directly with the Department of Women's Affairs. We wanted to win over new people to support our efforts to promote gender equality. We were successful. Women and men from nearly eighty institutions, departments, enterprises, associations and organisations gathered to form a remarkably high-performing community of knowledge.

The method "Communities of Practice" is simple and its results are impressive<sup>4</sup>. One must bring together experienced practitioners with different backgrounds sharing interest in a common question. The transfer of knowledge that results from these informal communities of sharing and learning can be a motor of change. We want the Action Plan for Gender Equality to benefit from this driving force.

It is important for us to place all measures on a solid foundation. This premise was fulfilled thanks to our participants' exceptional engagement. Our community of practice is made up of people who want to promote gender equality in Frankfurt am Main through the pursuit of common goals. People who are open to personal development and ready to learn through cooperation. People who are able to design sustainable processes and who drive them effectively.

The ideas and know-how of experts from Frankfurt were included in four different theme forums in the planning process. The experts represented universities and science centers, as well as businesses, public administration, non profit organizations and associations.

The forum topics were: "Well-informed Career Choices", "Labour Force and Unemployment", "Work and life" and "Women in Leadership".

The following pages will introduce the starting point of each forum, the developed measures and the actions planned. You will also find the names of the experts who participated in the planning process of each forum and, to a large extent, are actively participating in the realization of the first action plan.

These measures were developed by the participants and their resources come from the community of practice as well. The Department of Women's Affairs will assist, accompany and monitor the implementation of the action plan. In short, the motor of change has been ignited!

## WELL-INFORMED CAREER CHOICES OR WE NEED NEW ROLE MODELS

- 5 Bundesministerium für Bildung und Forschung:  
Geschlecht und Berufswahl – Horizonte erweitern, Gute Praxis:  
Gender im Berufsorientierungsprogramm; Mai 2014
- 6 Bürgeramt, Statistik und Wahlen Frankfurt am Main,  
Statistik Aktuell, Ausgabe 07/2014
- 7 Bürgeramt, Statistik und Wahlen Frankfurt am Main,  
Statistik Aktuell, Ausgabe 08/2014

### STARTING POINT

The dream jobs of girls and boys are significantly influenced by gender-based messages which are conveyed in social and cultural environments, advertising and the media. Traditional role models still lead girls to choose mostly classic and comparably lower paying “women careers” and boys to choose typical “men careers”<sup>5</sup>. For example, no technical occupations appeared in the list of the top ten apprenticed professions most chosen by girls in Frankfurt am Main in the vocational school year 2012/2013. The top three were office communication clerk, qualified hotel employee and medical assistant<sup>6</sup>. No career in a social profession was chosen by the boys. The top three are retail merchant, IT specialist and automotive mechatronic technician<sup>7</sup>.

The experts involved in the “Well-informed Career Choices” field aim to motivate young people to choose careers based on their interests and abilities rather than according to traditional gender stereotypes. They want to enable young people to choose from a broader variety of life patterns and gender-atypical careers. By providing targeted advice and introducing young girls and boys to new role models, they want to open up new career-choice horizons for them.

### **OBJECTIVE:** REDUCING GENDER STEREOTYPES IN CAREER CHOICES





## EXPERTS “WELL-INFORMED CAREER CHOICES”

Jamila Adamou HESSISCHE LANDESZENTRALE FÜR POLITISCHE BILDUNG

- Saliha Ates INTEGREATER E.V. ■ Sandra Bau JUGENDHILFE AN DER KARL-OPPERMANN SCHULE, CARITASVERBAND FRANKFURT E.V. ■ Christina Bender, Johanna Nieter, Kristina Reitz und Bernd Schwenke STADT FRANKFURT AM MAIN, JUGEND- UND SOZIALAMT ■ Claudia Bock JOBCENTER FRANKFURT AM MAIN ■ Kerstin Einecke VBFF – VEREIN ZUR BERUFLICHEN FÖRDERUNG VON FRAUEN E.V. ■ Melanie Glania INTERNATIONALER BUND, TECHNIKZENTRUM FÜR MÄDCHEN UND FRAUEN FRANKFURT ■ Melanie Hoffmann SCHÜLERINNEN-TREFFPUNKT CAFÉ MÜLLER ■ Eva Jatsch AGENTUR FÜR ARBEIT FRANKFURT AM MAIN ■ Linda Kagerbauer STADT FRANKFURT AM MAIN, FRAUENREFERAT ■ Anastasia Kluter STIFTUNG POLYTECHNISCHE GESELLSCHAFT FRANKFURT AM MAIN ■ Petra Lölkes GJB – GESELLSCHAFT FÜR JUGENDBESCHÄFTIGUNG E.V. ■ Astrid Mayerhöfer PWC AG ■ Marc Melcher PARITÄTISCHES BILDUNGSWERK BUNDESVERBAND E.V. ■ Gabriele Pohlit STADT FRANKFURT AM MAIN, BRAND-DIREKTION ■ Marguerite Reguigne STADT FRANKFURT AM MAIN, AMT FÜR MULTIKULTURELLE ANGELEGENHEITEN ■ Kadim Tas JOBLINGE GAG FRANKFURT-RHEINMAIN ■ Sara von Jan STADT FRANKFURT AM MAIN, DEZERNAT FÜR BILDUNG UND FRAUEN ■ Katharina Weber STADT FRANKFURT AM MAIN, STADTSCHUL-AMT ■ Barbara Weichler MÄDCHENKULTURZENTRUM MAFALDA

## WELL-INFORMED CAREER CHOICES

### DEMONSTRATING CAREERS – PILOT PROJECT: CAREER ROLE MODELS IN FRANKFURT AM MAIN

By the end of 2016, a pool of role models whose careers are not related to traditional gender roles will be established. They will introduce themselves, their careers and biographies to young people in schools. The interaction with these career role models will encourage young people to reflect upon their own gender stereotypes and how they lead them to make specific career choices. Thereby young people will increase their options when choosing a career. The expert group plans the following actions:

- Developing criteria for career role models (in 2015).
- Developing guidelines for the interaction between role models and young people (in 2015).
- Choosing individuals who fit the developed criteria and instructing them on the dialogue with the young people (2015/16).
- Informing schools, public institutions working with children and youth offices with an emphasis on vocational training in Frankfurt about the pool of career role models (2016) and giving them the opportunity to sign up for the project.
- Planning an all-city awareness campaign to reduce gender stereotypes in career choices.

## WELL-INFORMED CAREER CHOICES

### **CAREER CHOICES IN FRANKFURT AM MAIN: DO BOYS AND GIRLS HAVE THE SAME CHOICES? GENDER AWARENESS CHECK**

As part of this measure we will carry out two complementary actions. At first we will make changes to the website [www.projektberuf.de](http://www.projektberuf.de), so that it provides information on diverse and gender-sensitive career options. This is the course of action:

- Have users fill out a questionnaire to evaluate the current status of the website (2015).
- Conduct a photo project that will increase the perception of youth diversity; introduce a new section: Career of the Month (2015/2016).
- Show alternative career paths (2015/2016).
- Follow up on the measure “Demonstrating Professions” by presenting a variety of role models and their professional biographies (2015/2016).
- Inform Frankfurt’s youths and young adults about the website, e.g. through schools and institutions with an emphasis on vocational training.

By the end of 2016, a practical guide will be designed to reduce the influence of gender stereotypes in career choices. It will provide a simple evaluation tool for career orientation projects according to gender criteria. The guide will be available in long and short versions along with an informative poster. Planned activities include the following:

- Collecting ideas and researching simple and adequate methods for Frankfurt am Main to check gender sensitivity in career services (2015/16).
- Testing the developed guide in the community of practice (2016/17).
- Distributing the final product to institutions and organizations that provide career guidance services in Frankfurt am Main (2017).







## FORUM: LABOR FORCE AND UNEMPLOYMENT IN FRANKFURT AM MAIN OR EQUAL OPPORTUNITIES ARE NO UTOPIA

### STARTING POINT

Women living in Frankfurt am Main are almost as gainfully employed as men. However this should not suggest that equal employment opportunities exist. A woman's career is significantly and more often marked by gaps in employment history and a lack of professional development due to family-related issues. This is one underlying reason why even highly qualified women often do not pursue the career steps necessary to establish themselves professionally and ensure a high income. The career histories of women in Frankfurt often have gaps and include "mini-jobs" and part-time work than male careers. Although women in Frankfurt already benefit from a variety of support services, the discrimination they face is based both on gender and on nationality.

The results of the Department for Women's Affairs' recent report on the labour market in Frankfurt am Main<sup>8</sup> showed that today's women are moving closer to achieving gender equality in the labor market, but they haven't yet reached it. To improve this situation, the forum focuses on tailor-made projects that meet the demands of Frankfurt's job market.

**OBJECTIVE:** HELPING WOMEN IN FRANKFURT AM MAIN SECURE THEIR EXISTENCE SELF-RELIANTLY THROUGH EMPLOYMENT



## EXPERTS “LABOR FORCE AND UNEMPLOYMENT”

Sigrid Becker-Feils und Rosina Walter BERAMÍ – BERUFLICHE INTEGRATION E.V. ■ Silvia Danckert und Christiane Stapp-Osterod JUMPP – IHR SPRUNGBRETT IN DIE SELBSTÄNDIGKEIT, FRAUENBETRIEBE E.V. ■ Carola Feller CAROLA FELLER – VERÄNDERUNG MIT DRIVE ■ Anna Leona Gerhardt ZENTRUM FÜR FRAUEN, DIAKONISCHES WERK FÜR FRANKFURT AM MAIN DES EVANGELISCHEN REGIONALVERBANDES ■ Anke Henigin VBFF – VEREIN ZUR BERUFLICHEN FÖRDERUNG VON FRAUEN E.V. ■ Natascha Kauder DIE GRÜNEN IM RÖMER ■ Hanna Keitel-Kivouvou FRAUEN-SOFTWAREHAUS E.V. ■ Kristina Kuhn und Gabriele Schirner JOBCENTER FRANKFURT AM MAIN ■ Karin Kühn DIAKONISCHES WERK FÜR FRANKFURT AM MAIN DES EVANGELISCHEN REGIONALVERBANDES ■ Andrea Mohr AGENTUR FÜR ARBEIT FRANKFURT AM MAIN ■ Corinna Nachtwey STADT FRANKFURT AM MAIN, FRAUENREFERAT ■ Annette Piepenbrink-Harraschain INFRAU E.V.





## LABOR FORCE AND UNEMPLOYMENT

### **“SUPPLY MEETS DEMAND”: AN EXCHANGE**

This measure addresses women with fragmented employment biographies and insufficient knowledge about qualification requirements, the job market, and employment opportunities. They will have the opportunity to attain positive self-presentation through direct and personal contact with interested companies via an exchange planned for 2016. Both parties will be prepared in advance of this exchange called “Supply Meets Demand”. Existing labor market projects will be improved to tailor-fit job seekers. Planning persuasive self-marketing strategies will be an emphasis.

- In 2015, existing projects for unemployed women/jobseekers will develop positive profiles of jobseekers and of women who have re-entered the labor force successfully. This will illustrate the potential of this target group for Frankfurt’s job market (reference: skill shortages).
- In 2015, contacts with multiplier organizations in commerce will be established (e.g. associations) in order to win over suitable companies to participate in the exchange at the end of the year 2016.
- Joint planning, preparation and realization of the exchange between companies and the unemployed in 2016 (method: “speed dating”).





## **FORUM: WORK AND LIFE OR THERE IS MORE THAN ONE WAY TO REACH THE SAME GOAL**

### **STARTING POINT**

In Germany, life balance is widely discussed under one of its key aspects: the compatibility of career and family. The experts in this forum asked a different question: What defines a good career and how does one lead a good life? What is the framework of a good working life?

The experts agreed that unique career paths and nonlinear working biographies suffer from a lack of positive public recognition. As part of the action plan a Working Group will try to find ways to change this.

A second Working Group will work on another important matter raised by the forum: intergenerational dialogue. All measures developed today will effect future generations as well. What do young people wish for? How can elderly people contribute their experiences? How should we design an intergenerational dialogue about “Work and Life” in Frankfurt am Main?

**OBJECTIVE: TO ACKNOWLEDGE THE POTENTIAL OF  
NONLINEAR BIOGRAPHIES AND CAREER PATHS**





## EXPERTS “WORK AND LIFE”

Ilka Briest VER.DI-LANDESFRAUENRAT HESSEN ■ Barbara Credner und Regine Meldt MUSEUM FÜR KOMMUNIKATION FRANKFURT ■ Bettina Eichhorn ARBEITSMARKTEXPERTIN ■ Katja Faßhauer FÖRDERVEREIN MÄDCHENKULTUR-ZENTRUM MAFALDA E.V. ■ Dr. Kirsten Gerstner AMERIKANISCHES GENERAL-KONSULAT FRANKFURT ■ Cornelia Goldstein BERAMÍ – BERUFLICHE INTEGRATION E.V. ■ Madeleine Günther-Kerk PRIMUS-LINIE, FRANKFURTER PERSONENSCHIFFFAHRT ANTON NAUHEIMER GMBH ■ Beate Herzog und Werner Schneider STADT FRANKFURT AM MAIN, FRAUENREFERAT ■ Dr. Georg Horltrich KATHOLISCHE AKADEMIE RABANUS MAURUS ■ Beate Kern KERN-HR-MANAGEMENT ■ Kinza Khan ZEITSCHRIFT „MARKT UND MITTELSTAND“ ■ Dr. Rüdiger Koch Merz PHARMA KGAA ■ Horst Koch-Panzner DGB-REGION FRANKFURT RHEIN-MAIN ■ Helga Landgraf DGB-REGION FRANKFURT RHEIN-MAIN, DGB-FRAUEN ■ Dr. phil Sonja Müller FRANKFURTER KRANZ ■ Dagmar Pripke HEUSSENSTAMM-STIFTUNG ■ Kerstin Schultejan SCHÜLERINNENTREFFPUNKT CAFÉ MÜLLER ■ Dr. Harald Seehausen FRANKFURTER AGENTUR FÜR INNOVATION ■ Diane Steinert WALTER-KOLB-STIFTUNG E.V. ■ Marie Wälde ZENTRUM FÜR GESELLSCHAFTLICHE FORT-SCHRITTE ■ Beate Weißmann STADT FRANKFURT AM MAIN, GLEICHBERECHTIGUNGSBÜRO ■ Iris Welker-Sturm GEDOK FRANKFURT RHEIN MAIN ■ Jessica Wiegand KINDER IM ZENTRUM GALLUS E.V.

## WORK AND LIFE

### TO RECOGNIZE THE POTENTIAL OF DIVERSE CAREER AND LIFE PATHS

The recognition of diverse career and life paths aims at making the potential of people visible regardless of the degrees and diplomas they have acquired. We want to improve job opportunities for women and men that do not have traditional life paths. The target groups of this measure are Human Resource (HR) professionals, consultants, journalists, job candidates, self-employed and employed persons. In 2015 and 2016, these actions are foreseen:

- Checking and changing language: replacing derogative words such as “non-linear“ or “discontinuous biography“ with words with positive connotations.
- Presenting men and women with interesting biographies and from different professional backgrounds (e.g. arts and culture) at existing events series.
- Focusing on the gateway by asking HR professionals/job applicants: What causes the depreciation of unusual life paths, and what measures are helpful?
- Developing a tool for job applicants and decision makers that will help both sides to re-evaluate unique career and life paths. The tool will help to reveal the full potential of having a rich and diverse life path, thus making it a more positive aspect in the minds of top applicants and decision makers alike.

## WORK AND LIFE

### INTERGENERATIONAL DIALOGUE “WORK AND LIFE”

Frankfurt am Main can benefit from the dialogue between the generations and the sexes by using existing resources such as knowledge and know-how. In 2015 and 2016, instead of talking about each other, we will talk *with* each other about the blurred boundaries between life and work, career choices, work/family balance and our wishes and demands. The following actions are foreseen:

- Developing a concept that integrates the tools “talk-café” (small and intimate) and “panel discussion” (large and public).
- Main focus: Exchanging ideas about life courses and career paths, documenting the present situation and learning from one another.
- Timeline for the intergenerational dialogues: Summer 2015, Fall 2015, Fall 2016.





## FORUM: WOMEN IN LEADERSHIP POSITIONS OR WOMEN HOLD UP HALF THE SKY

### STARTING POINT

In regard to women in leadership positions, Frankfurt ranks eighth among the fifteen largest German cities, with a percentage of 26.6<sup>9</sup>. This achievement is not sufficient enough for the women and the economy of Frankfurt am Main<sup>10</sup>. A specific report on Frankfurt am Main shows clearly that even in sectors with an above average number of female employees (service, health, social welfare, and education), they are still under-represented in leadership positions.

Underrepresentation was however not an issue for the action plan: The forum “women in leadership positions” had the highest participation rate of all other forums.

Three measures were developed to increase the number of women in leadership positions in Frankfurt am Main.

**OBJECTIVE:** RAISING THE PROPORTION OF  
WOMEN IN LEADERSHIP POSITIONS

## EXPERTS “WOMEN IN LEADERSHIP POSITIONS”

Claudia Ackermann VDEK-LANDESVERTRETUNG HESSEN ■ Ursula auf der Heide DIE GRÜNEN IM RÖMER ■ Sissi Banos IG METALL ■ Valeria Berghoff-Flüel CAPERA AKADEMIE ■ Monika Brechtel ZENTRUM FÜR WEITERBILDUNG GGMBH ■ Verena Brodbeck RAILS GIRLS FRANKFURT & TECHETTES FRANKFURT ■ Angela Dern und Astrid Mayerhöfer PWC AG ■ Zeliha Dikmen INITIATIVE PROGRESSIVER FRAUEN IN FRANKFURT ■ Dagmar Döring DÖRING DIALOG GMBH ■ Ellen Fries-Offenbach und Barbara Rieger FRANKFURTER SPARKASSE ■ Sunay Goldberg SG-INTERIM ■ Prof. Dr. Regine Graml, Martina Moos, Prof. Dr. Kerstin Wegener, Caprice Weissenrieder und Prof. Dr. Yvonne Ziegler FRANKFURT UNIVERSITY OF APPLIED SCIENCES ■ Vivien-Lee Greiwe LANDESSCHÜLERVERTRETUNG HESSEN ■ Sandra Grimm NESTLÉ DEUTSCHLAND AG ■ Maya Hatsukano und Alina S. Hernandez Bark GOETHE UNIVERSITÄT ■ Gabriele Herbert VER.DI, BILDUNG UND BERATUNG ■ Angela Hornberg ADVANCE HUMAN CAPITAL ■ Ulrike Jakob STADT FRANKFURT AM MAIN, GLEICHBERECHTIGUNGSBÜRO ■ Dr. Ulrike Kéré MENTORINNENNETZWERK FÜR FRAUEN IN NATURWISSENSCHAFT UND TECHNIK ■ Sigrid Knorr BUSINESS COACH ■ Heidi Loeff-Brauweiler FRANKFURT SCHOOL OF FINANCE AND MANAGEMENT ■ Helga Löhr DEKABANK ■ Dr. Gabriele Lüft VALTEQ GMBH ■ Sybill Meister CDU-FRAKTION ■ Giuseppa Müller VERBAND DEUTSCHER UNTERNEHMERINNEN ■ Gudrun Müller FRAPORT AG ■ Sylvia Mund KFW FRANKFURT ■ Dr. Marie Nauheimer PRIMUS-LINIE FRANKFURTER PERSONENSCHIFFFAHRT ANTON NAUHEIMER GMBH ■ Katharina Paust-Bokrezion DEUTSCHE BANK AG ■ Leonore Poth GEDOK FRANKFURT RHEIN MAIN ■ Petra Rahn JOBLINGE GAG ■ Claudia Rogalski POLIZEIPRÄSIDIUM FRANKFURT AM MAIN ■ Katrin Stephan DEUTSCHE BUNDESBANK ■ Silke Strauß STRAUSS EXECUTIVE – COACHING & CONSULTING ■ Sinaida Thiel HESSISCHER RUNDFUNK ■ Dr. Karin Uphoff VERBAND DEUTSCHER UNTERNEHMERINNEN ■ Nicole Voh COMMERZBANK AG FRANKFURT ■ Dr. Christiana Vonofakou TE CONNECTIVITY ■ Barbara Wagner GFFB-ZENTRUM FÜR WEITERBILDUNG ■ Monika Weitz UNTERNEHMERFRAUEN IM HANDWERK RHEIN-MAIN ■ Gabriele Wenner STADT FRANKFURT AM MAIN, FRAUENREFERAT ■ Daniella Zimmermann TECHETTES FRANKFURT

## WOMEN IN LEADERSHIP

### MEASURE: INCENTIVES FOR ENTERPRISES

One key question discussed was how to raise the proportion of women in leadership positions in Frankfurt's enterprises. One promising idea was to offer a public reward honouring those enterprises in Frankfurt that show extraordinary efforts to attract and to keep more women in leadership positions. Frankfurt's School of Applied Sciences and the Department of Women's Affairs will examine this incentive and possibly develop it further.





## WOMEN IN LEADERSHIP

### **MEASURE: FINDING AND KEEPING FEMALE LEADERS – ACROSS-SECTOR EXCHANGE BETWEEN ENTERPRISES IN FRANKFURT AM MAIN**

Many enterprises in Frankfurt am Main already have in place a wide range of high-quality programs and diversity measures meant to raise or stabilize the proportion of women in leadership positions. In addition to existing events – such as “Frauen.Macht.Karriere“ and “Business Womens’ Day“ – the participating enterprises identified a common need to exchange information between sectors. They want to discuss successfully applied strategies and tools on a regular basis (two times a year at minimum).



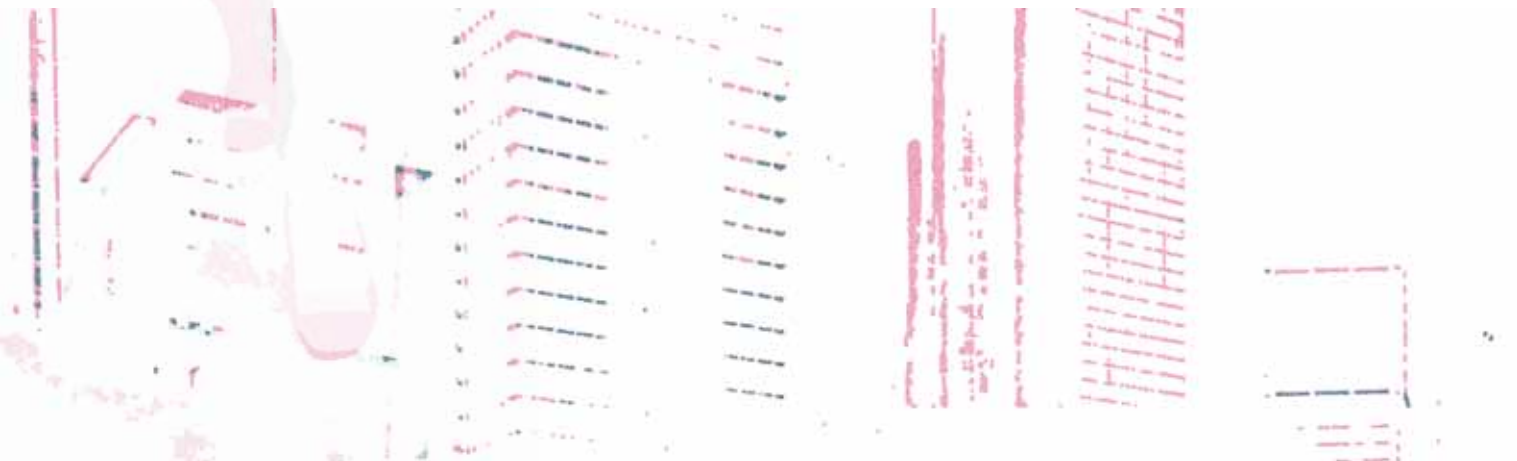
This is the course of action:

- A host enterprise will choose the topic for a two-hour meeting.
- The Frankfurter Sparkasse will host the first meeting in mid April; Commerzbank AG will follow in June 2015.
- Not just the experts from the forum “Women in Leadership” but the entire community of practice for the Action Plan for Gender Equality is invited to attend the first two meetings.
- Further meetings will be scheduled until early December 2015. It will be decided whether the invitation will be extended to participants that do not yet belong to the community of practice.

## WOMEN IN LEADERSHIP

### **MIXED LEADERSHIP ACADEMY – SUPPORTING WOMEN TO GAIN AND TO STAY IN LEADERSHIP POSITIONS**

This measure addresses women that bear personnel and budget responsibilities. Women do have the qualifications for management leadership positions. The reasons why they are still underrepresented must lie elsewhere. This measure requires a tailor-fit kind of support: a training academy for female leaders. Based on a specific needs analysis we will develop ideas for creating an academy for leadership skills, management diversity and the critical reflection of role models. The Working Group considers it useful to open up the services of such an academy to male participants as well. The needs analysis and the evaluation of existing offers in Frankfurt am Main will begin in early 2015. On the basis of this data, further actions and necessary support will be planned.









## OUTLOOK OR SEEING BEYOND THE HORIZON

We will continue on the path to increased equality for women and men in local life, not fast and on our own, but with your help, as far as we can go! The development of Frankfurt's Action Plan for Gender Equality is an ongoing project. It is a participatory process, wilfully initiated by the city of Frankfurt am Main to advance self-sustainable gender democracy.

We began by focusing on gender equality in the labor market. There are many more feminist matters listed by the Charter that are relevant for the city of Frankfurt we must address: to fight sexism, violence against women and gender discrimination; to dismantle gender clichés and encourage new generations to tap their full potential, free of gender stereotypes. We are obligated to show our city how its priceless resources are wasted when we dismiss gender equality. We are encouraged that the road to gender equality has been paved by the women and men of Frankfurt am Main. They have shown incredible commitment to the development of our Action Plan for implementing the European Charter for Equality.

We will decide upon a new focus for the second Action Plan for Gender Equality in 2016, and start the second round with an extended community of practice. For now we are looking forward to the realization of the first action plan, and to all of our future endeavours.



**Sarah Sorge**

Head of the Department for Education  
and Women's Affairs



**Gabriele Wenner**

Chief Officer of the Department  
for Women's Affairs

## OVERVIEW OF FRANKFURT'S FIRST ACTION PLAN

FORUM	OBJECTIVE	MEASURE
<ul style="list-style-type: none"> <li>Well-informed Career Choices</li> </ul>	<ul style="list-style-type: none"> <li>Reducing Gender Stereotypes in Career Choices</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrating Careers – Pilot Project: Career Role Models in Frankfurt am Main</li> <li>Career Choices in Frankfurt: Do Boys and Girls Have the Same Choices? Gender Awareness Check</li> </ul>
<ul style="list-style-type: none"> <li>Labor Force and Unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Helping Women to Secure Their Existence Self-Reliantly Through Employment</li> </ul>	<ul style="list-style-type: none"> <li>“Supply Meets Demand”: An Exchange</li> </ul>
<ul style="list-style-type: none"> <li>Work and Life</li> </ul>	<ul style="list-style-type: none"> <li>To Acknowledge the Potential of Diverse Life Paths and Careers</li> </ul>	<ul style="list-style-type: none"> <li>Positive Recognition of the Potential of Nonlinear Biographies and Career Paths</li> <li>Intergenerational Dialogue “Work and Life”</li> </ul>
<ul style="list-style-type: none"> <li>Women in Leadership Positions</li> </ul>	<ul style="list-style-type: none"> <li>Raising the Proportion of Women in Leadership Positions</li> </ul>	<ul style="list-style-type: none"> <li>Finding and Keeping Female Leaders – Information Exchange between Enterprises from Different Sectors</li> <li>Incentives for Enterprises</li> <li>Mixed Leadership Academy – Supporting Women to Gain and to Stay in Leadership Positions</li> </ul>



ACTIONS	TIME-FRAME	ANSPRECHPERSONEN
<ul style="list-style-type: none"> <li>■ Creating a Concept</li> <li>■ Finding Career Role Models</li> <li>■ Informing Schools, Public Institutions, Youth Offices</li> <li>■ Planning an All-City Awareness Campaign</li> </ul>	<p>2014 – 2015 From the End of 2015 2016 2016</p>	<p>Linda Kagerbauer STADT FRANKFURT – FRAUENREFERAT Marguerite Reguigne STADT FRANKFURT – AMT FÜR MULTIKULTURELLE ANGELEGENHEITEN Barbara Weichler MÄDCHENKULTURZENTRUM MAFALDA</p>
<ul style="list-style-type: none"> <li>■ Research and Creating a Concept</li> <li>■ Practical Testing</li> <li>■ Distributing a Practical Guide</li> </ul>	<p>2014 – 2015 2015 – 2016 2016</p>	<p>Saliha Ates INTEGREATER E.V. Sandra Bau JUGENDHILFE AN DER KARL-OPPERMANN SCHULE, CARITASVERBAND FRANKFURT E.V. Claudia Bock JOBCENTER FRANKFURT AM MAIN</p>
<ul style="list-style-type: none"> <li>■ Establishing Contacts with Enterprises</li> <li>■ Improving Existing Projects (Self-Marketing)</li>   <li>■ Planning and Realization of the Exchange</li> </ul>	<p>2014 – 2015 2015 – 2016  2016</p>	<p><b>Untergruppe Arbeitssuchende</b> Anke Henigin VBFF – VEREIN ZUR BERUFLICHEN FÖRDERUNG VON FRAUEN E.V. Christiane Stapp-Osterod JUMPP – IHR SPRUNGBRETT IN DIE SELBSTÄNDIGKEIT, FRAUENBETRIEBE E.V. Rosina Walter BERAMÍ – BERUFLICHE INTEGRATION E.V. <b>Untergruppe Unternehmen</b> Carola Feller CAROLA FELLER – VERÄNDERUNG MIT DRIVE Gabriele Schirner JOBCENTER FRANKFURT AM MAIN Andrea Mohr AGENTUR FÜR ARBEIT FRANKFURT AM MAIN</p>
<ul style="list-style-type: none"> <li>■ Checking and Changing Language</li> <li>■ Presenting Biographies</li> <li>■ Creating a Tool for Job Applicants and HR professionals</li> <li>■ Creating a Concept</li> <li>■ A Series of Intergenerational Dialogues</li> </ul>	<p>2014 – 2015 2015 – 2016 2015 – 2016  2014 – 2015 Summer and Fall 2015 Fall 2016</p>	<p>Beate Kern KERN-HR-MANAGEMENT   Cornelia Goldstein BERAMÍ – BERUFLICHE INTEGRATION E.V. Dr. Rüdiger Koch MERZ PHARMA KGAA Helga Landgraf DGB-REGION FRANKFURT RHEIN-MAIN, DGB-FRAUEN Kerstin Schultejeans SCHÜLERINNENTREFFPUNKT CAFÉ MÜLLER</p>
<ul style="list-style-type: none"> <li>■ Creating a Concept</li> <li>■ Realization of an Event Series</li> <li>■ Evaluation and Possible Continuation</li>   <li>■ Analysis Incentive “Award”</li> <li>■ Evaluation and Possible Further Development</li>   <li>■ Needs Analysis</li> <li>■ Creating a Concept</li> <li>■ Realization</li> </ul>	<p>2014 April – June 2015 End of 2015 and 2016  2015 End of 2015 and 2016  2014 and 2015 2015 2016</p>	<p>Angela Dern PWC AG Sigrid Knorr BUSINESS COACH Nicole Voh COMMERZBANK AG FRANKFURT  Prof. Dr. Regine Graml, Prof. Dr. Yvonne Ziegler und Caprice Weissenrieder FRANKFURT UNIVERSITY OF APPLIED SCIENCE, Sylvia Mund KFW FRANKFURT  Ulla auf der Heide DIE GRÜNEN IM RÖMER Barbara Wagner GFFB-ZENTRUM FÜR WEITERBILDUNG</p>





**FIRST GENDER  
EQUALITY  
ACTION PLAN  
FOR FRANKFURT**