

GENDER EQUALITY PLAN IWW

IWW Rheinisch-Westfälisches Institut für Wasserforschung gemeinnützige GmbH

IWW Rheinisch-Westfälisches Institut für Wasser Beratungs- und Entwicklungsgesellschaft mbH

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1 INTRODUCTION

The Gender Equality Plan applies to "IWW Rheinisch-Westfälisches Institut für Wasserforschung gemeinnützige GmbH" and "IWW Rheinisch-Westfälisches Institut für Wasser Beratungs- und Entwicklungsgesellschaft mbH". In the following, both companies are summarized as "IWW".

IWW Centre for Water is one of the leading institutes for research, consulting and further education in water supply in Germany. IWW is an affiliated institute of the University of Duisburg-Essen and a member of the Johannes Rau Research Association in North Rhine-Westphalia.

In research, we are one of the most significantly involved institutes on topics of water, working on projects in a regional context up to Europe-wide research cooperations, in which we also perform overarching coordination tasks.

Characteristic for our consulting and services are interdisciplinary perspective and customer-specific problem solving. Experiences and results from our research are directly incorporated into our consulting services.

Our vision is to consolidate and further expand our position as a nationally leading and internationally renowned, independent institute for research, consulting and analytics and further education in water supply and water management, with high innovation potential and economic independence.

We fulfil our demanding tasks with a highly qualified team. Not only do we work in flat hierarchies, but moreover in conviction that every team member, regardless of profession or status, can support our institute in achieving the company's goals as a single individual with his or her strengths and commitment, regardless of race or gender.

As a matter of principle, we base our staff management on the following management values, which have been jointly developed by the management staff:

- Respectful behaviour
- Appreciation of the employees
- Openness in dealing with each other
- Collegiality and team work
- Performance
- Creativity and innovation

Behaviour of managers towards employees and also behaviour of all employees in the company should be aligned with these values and be measured against them.

IWW strives for gender equality and rejects any discrimination, e.g. based on gender, religion, sexual orientation, nationality, and ethnicity.¹ All employees shall have the same opportunities to develop as key personnel, as specialists or managers, and also personally.

IWW has always made no distinction between genders in career development, career opportunities, trainings, special promotions, etc. Nevertheless, we would like to support gender equality even more intensively and continue to promote it. In particular, we want to promote women even further and are aiming for a staff share of 40% in areas where women are currently underrepresented.

¹ IWW takes gender sensitivity seriously. It therefore uses - where possible - instead of gender-specific terms a mixture of terms and spellings that is intended to make clear that all genders are always addressed. It is guided by the guideline "Gender-sensitive language at DVGW"

This Gender Equality Plan (GEP) analyses the current status of the IWW's gender equality as of 31.12.2021 and provides information on current actions, challenges and goals to be achieved by 31.12.2024.

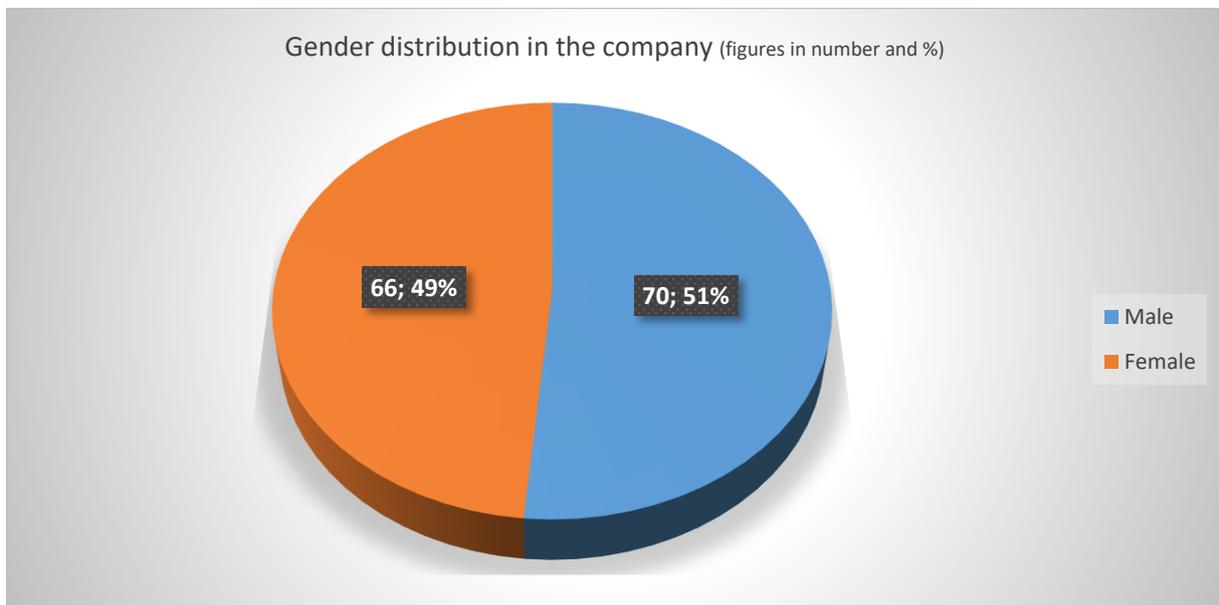
2 OVERVIEW STRUCTURE

This chapter deals with various aspects related to gender equality in the company. The data presented refers in each case to 31.12.2021.

2.1 Employees in the company and their gender distribution

Status Quo:

As of 31.12.2021, IWW had 136 employees (incl. management, as well as marginal employees and students). IWW shows an almost balanced gender ratio, as documented in the diagram below:



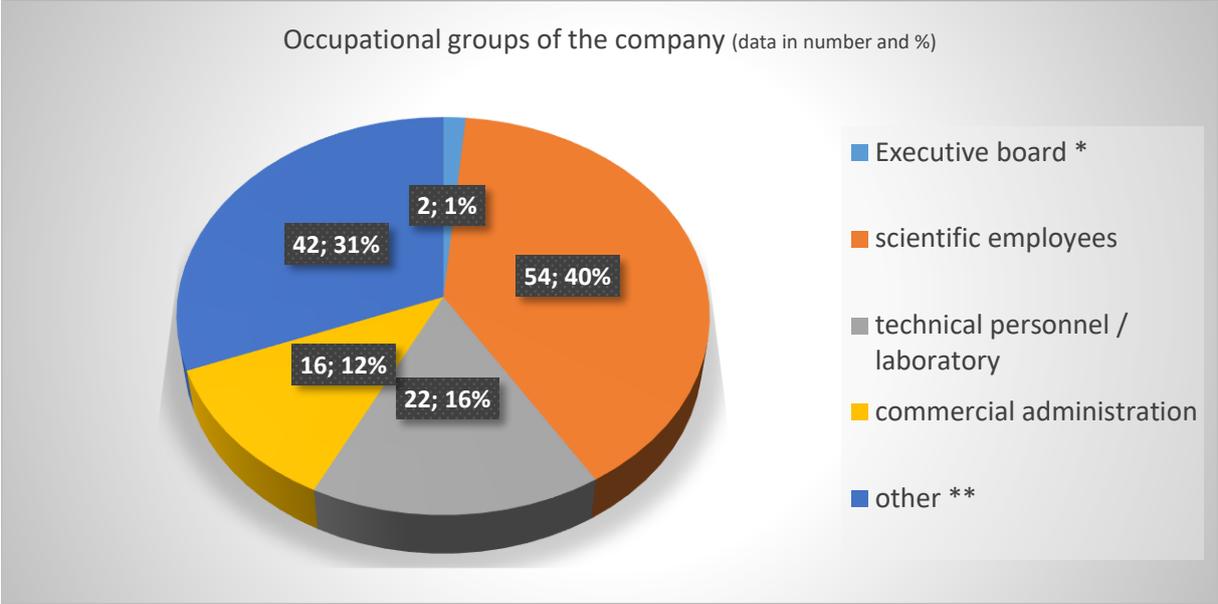
Objectives and measures:

As in the past, we want to maintain gender parity. We will continue to ensure that gender parity is maintained in recruitment as well as in internal appointments and reassignments of positions.

2.2 Occupational groups and their gender distribution

Status Quo:

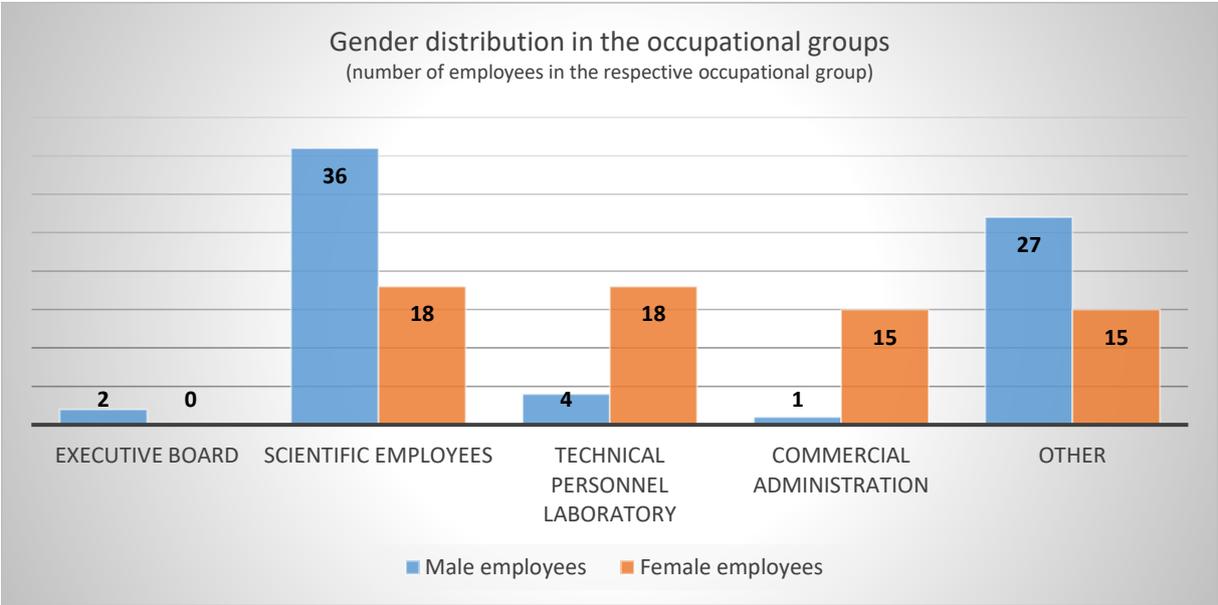
The occupational groups were divided into five categories - reference date of 31.12.2021 -, which are shown in the table below.



*The Executive Board consists of the Management Board and the Technical Management of the Institute.

** The group of "other employees" includes all employees who cannot be assigned to other occupational groups due to their number as well as their task and function. Due to the high degree of heterogeneity, detailed evaluations of this group were not carried out.

The diagram below provides information on the gender ratio of the above-mentioned occupational groups (there are currently no employees with the gender "diverse" at IWW, hence they are omitted from the following diagram for illustrative reasons):



The Executive Board consists of the Managing Director and the Technical Director. Both position holders have been with the institute for a long time. Due to the flat hierarchies, an increase in the management is not planned, so that the current staffing and thus also the gender distribution will remain until further notice.

All academic staff have completed a degree, possibly followed by a doctorate. These can be studies with a highly technical background (e.g. engineering from various disciplines) or those with a focus on

natural sciences or business administration/economics. What they all have in common is independent work on research and/or consultancy topics or projects.

It is striking that male employees represent around 2/3 of the employees in this occupational group. Overall, however, this gender distribution reflects very well the gender distribution of graduates within these rather technical courses of study. Women tend to be underrepresented in these technically-oriented occupational branches, e.g. process engineering or mechanical engineering.

The list of "technical staff laboratory" is almost exclusively made up of staff which has completed a qualified training required for the respective field of activity (e.g. staff with biological-technical training). Employees in this occupational group are less likely to have an academic degree. Female employees are strongly overrepresented in this occupational group at IWW.

Another group strongly represented by women can be found in administrative and commercial professions. Here, optional staff replacement would preferably be with men in order to regulate gender relations.

Objectives and measures:

In the professional group of "scientific staff", we want to increase the number of women to 40 % in the period under consideration until the end of 2024. In the future, women should therefore be given preference if they have the same experience, training, competence and personal suitability. In absolute numbers, the proportion of women should thus be increased by 4 employees in the scientific area.

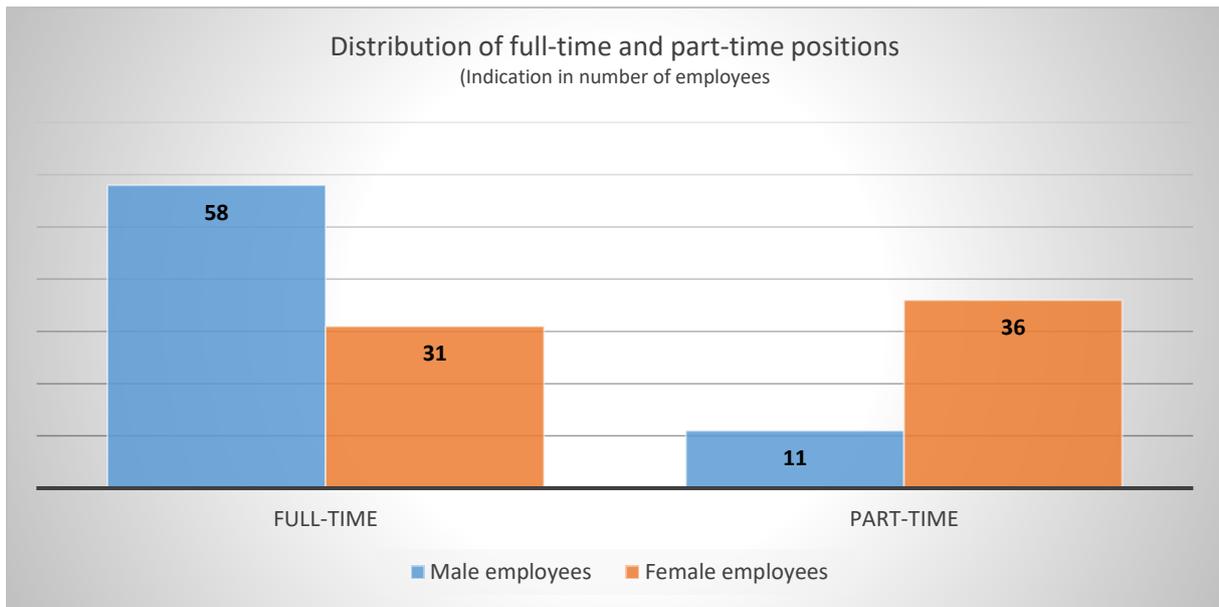
In the groups of "technical staff laboratory" as well as in the "commercial area/administration", it is difficult to achieve a balanced gender ratio only because of the professions are, according to experience, strongly chosen by women. Nevertheless, we want to pay more attention to men when filling new positions or filling vacant positions, and give them preference when equally qualified.

2.3 Full-time and part-time employees

Status Quo:

As of 31 December 2021, 136 employees (incl. management, apprentices, trainees, marginal part-time employees and students) are employed. Of these, 89 people are employed full-time, which corresponds to a ratio of 65%. Accordingly, 47 employees are working part-time on the day of reporting (= 35%).

Details are shown in the diagram below:



The majority of full-time positions are held by male employees. Only 23% of men hold part-time positions. This can be essentially ascribed to still prevailing traditional patterns of reconciliation and organisation in family life. Almost all female employees work part-time after maternity or parental leave. Tendency for fathers wanting to experience the growing up of their children more closely and therefore work (at least temporarily) part-time has fortunately increased, but is still an exception at IWW.

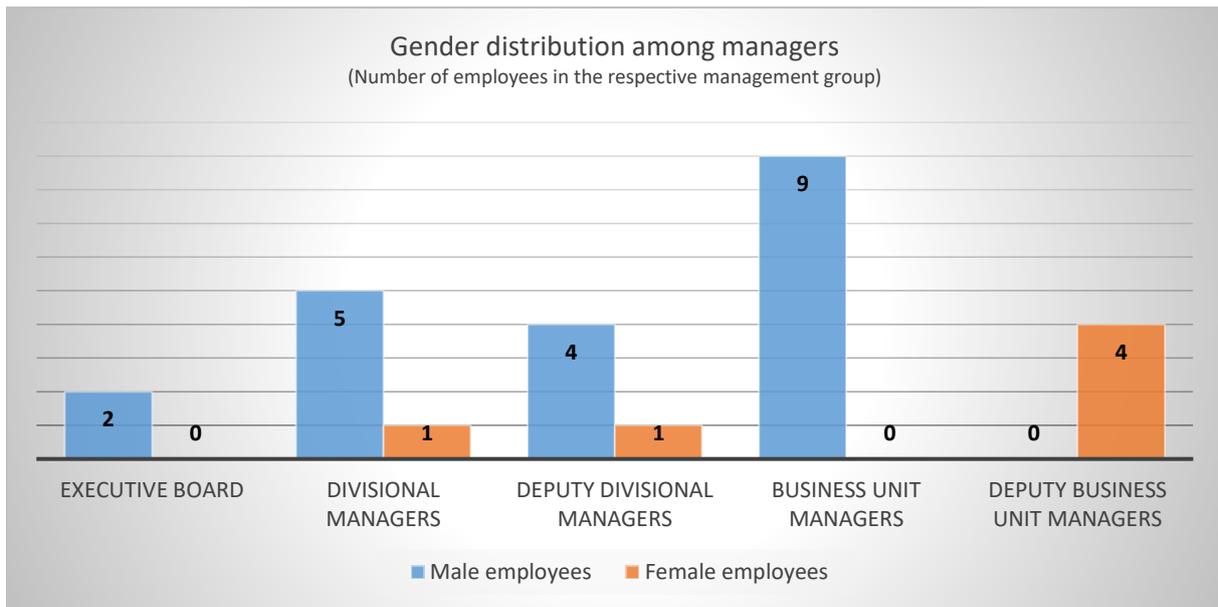
Objectives and measures:

IWW supports part-time wishes of all genders equally. So far, we have found the resulting motivation and staff loyalty to be very positive. Therefore, we want to and will make requests for a reduction in working hours possible whenever it is compatible with operational processes. In the past, we have been able to positively accommodate all of our employees' requests for part-time work.

2.4 Gender distribution in leadership positions

Status Quo:

As of 31 December 2021, 26 people (= 19% of the employees) are responsible for managing employees in our company. The group of managers includes the Executive Board, the divisional managers, the deputy divisional managers, the business unit managers and the deputy business unit managers. The proportion of female managers is only 23%. Details can be found in the following chart:



Of the 26 management positions, only 6 (= 23%) are occupied by women. A strikingly high proportion (100%) is to be found in the positions of deputy business unit management, 75% of which are held on a part-time basis. Qualified employees were given the opportunity to take on a management position in line with their family life.

In general, it should be noted that the IWW does not take into account any gender differences in possible replacements for management positions, but that qualifications and experience in the relevant areas are the deciding factors for filling of jobs.

Objectives and measures:

IWW would like to promote gender parity in management positions in the long term and will give preference to women when filling vacant or newly created management positions in the case of gender inequality, given equal suitability. The aim is to increase the presence of women as managers at IWW and enabling the company to benefit from female management styles.

3 RECONCILIATION OF PROFESSIONAL, PRIVATE AND FAMILY LIFE

In order to be able to support colleagues in the best possible way when needed, the compatibility of care and work, as well as the compatibility of family and work, is firmly integrated as a pillar in the corporate culture. The aim is to create a framework that enables employees to be there for their families and/or to take care of relatives in need of care, while being able to work at the same time.

The following examples explain how IWW is currently shaping these framework conditions and will do so in the future:

3.1 Mobile working

Although employees see the easier combination of work and family or care situation and the elimination of the time and expense of travelling between home and work as major advantages of

home office and mobile working, the possible loss of internal company information and the danger of successive social isolation are also seen as associated risks.

Overall, however, the possibility to do work from home as needed is seen as a valuable element for promoting work-life balance. This includes in particular the granting of flexible offers, adapted to the individual private situation.

IWW therefore supports and promotes individual wishes of its employees for mobile working. Increasing the motivation of employees due to the flexibility and cost savings are essential elements in IWW's working culture.

3.2 Parental leave

After parental leave, employees have the same duties and the same working hours as before parental leave, unless a different agreement regarding working hours or work content has been reached beforehand. IWW supports the wishes of employees after parental leave has ended, as long-term retention of qualified employees is a top priority. In general, working hours are flexible in order to make it possible to reconcile work and family life.

3.3 Men on parental leave

Different life situations and interests of women as well as men must be taken into account when designing the employment relationship. With the introduction of the Federal Parental Allowance and Parental Leave Act (Bundeselterngeld- und Elternzeitgesetz, BEEG), fathers who are employed are also entitled to parental leave. The intention is to positively promote the role of fathers in raising children and to encourage a change in societal thinking that parental leave is not perceived as a "career break".

IWW respects and promotes parental leave for women and men alike and supports returning to work after parental leave to the previous area of responsibility under the same conditions or, if other agreements have been made beforehand, also under changed conditions (e.g. reduction of working hours). This form of support is already actively practised at IWW. This is to be continued in the future in the same successful manner.

3.4 Making personal working time more flexible

In order to support the reconciliation of work and family or care or to contribute to a balanced work-life balance, we want to continue to comply with the implementation of requests for changes in working hours, insofar as operational concerns make this possible.

The applications for an increase or reduction in working hours are reviewed by the human resources department within the framework of the legal requirements (Part-Time and Fixed-Term Employment Act) and discussed and approved with the superiors, in order to meet with the employees' wishes for more flexible personal working hours. In the future, we would like to continue to strongly support our employees in this issue.

4 LIVING AND PROMOTING A CAREER

4.1 Promoting women in the recruitment process

The analysis of the data - reference date of 31.12.2021 - shows that women are underrepresented in various areas. This applies to the occupational group of "academic staff", in which the proportion of women is only 33%. The goal is to increase the proportion of female employees to 40%.

Furthermore, the area of management is also affected. Women are strongly underrepresented in divisional management, deputy divisional management as well as in business unit management or, respectively not present in the latter.

This is partly due to the career choice of women in general, since the strongly technically oriented courses of study, which have a strong presence in IWW, are still not chosen and completed by women in equal numbers.

The medium-term goal is to give preference to female candidates with equivalent qualifications in areas where there is an under-representation of women - unless special reasons (e.g. experience, qualifications, personality) are in favour of a male competitor – in order to successively offset gender imbalance.

4.2 Compensation / Gender Pay Gap

The gender pay gap analyses the wage differential in which women are paid less than men for equal work. It also measures the difference between the average earnings of women and men.

Although equal pay between men and women is regulated by the General Equal Treatment Act (AGG) and the Pay Transparency Act, differences are still omnipresent.

The following reasons are generally responsible for the gap: in addition to the fact that women used to be restricted to family life and raising children, discrimination, gender-specific stereotypes and prejudices in hiring and salary negotiations are often to be noted. Aside from that, unpaid housework and child-rearing, which is mostly done by women, should be taken into account when calculating the gap. Another reason for the pay gap is that women work more often in part-time than men. Career interruptions due to pregnancy or child rearing are further obstacles to equal pay. Women are also less likely to work in management positions and therefore receive lower pay.

At IWW, the evaluation shows that the income gap between women and men is highest in the occupational group of "scientific staff", with a difference of around 8%. This is mainly due to the fact that male-specific professions are more common in this occupational group; the proportion of men in the "scientific staff" at the IWW is around 67%, the vast majority of whom also work full-time. The scientific female employees have always tended to be underrepresented in this occupational group due to the choice of occupation; a high proportion of these employees also had career interruptions due to pregnancy and parental leave and thus had less experience than comparable male colleagues, which is ultimately also reflected in their payment.

In the group of "technical staff", the difference decreases to 6%, although it must be taken into account that the proportion of female employees dominates here, which is generally due to the occupational choices of women.

In the occupational field of commercial administration, there is a difference of around 2% across all positions. It should be noted here that due to the large number of different professions and training programmes or studies, comparability can only be considered to a very limited extent.

As far as payment of management board is concerned, the picture is more balanced. Salary differentials to the expense of management positions held by women are between 2-5% depending on the position.

All employees with equal qualifications and experience in the respective professional fields receive equal payment for equal working hours and work. IWW is committed to not making any gender-specific differences in payment in the future. Transparency in salary has been achieved through the creation of job families, so that fair and gender-unbiased remuneration can be successively achieved through the salary ranges defined in 2021 in the respective comparative occupational groups. Due to the formation of so-called job families (= jobs with the same or very similar requirement or activity profiles) and the associated salary transparency of individual occupational groups, IWW will continue to work towards narrowing the gender pay gap in the future. The goal is still to establish a clear and transparent remuneration policy that is above all fair and linked to performance, know-how and commitment.

4.3 Mentoring Programme

Mentoring is a success-oriented instrument for the individual promotion of young talent and offers qualified, motivated junior staff advice and support in their professional and personal development. Mentoring is based on a personal relationship in which the person with less experience - the so-called mentee - is supported and strengthened in their development and career orientation by an experienced mentor. In addition to the exchange of personal experiences, the mentoring relationship focuses on providing contacts and access to professional and academic structures, sources of information and networks.

IWW would like to promote personal development and career opportunities of selected employees by introducing a structured mentoring programme in close cooperation with the main shareholder DVGW from 2022. The efficiency and success of the programme will be measured through continuous monitoring so that adjustments can be made in a timely manner if necessary. An initial assessment of the programme's success will be made in mid-2023.

4.4 Leadership development and promotion of young leaders

The organisational structure of IWW is organised into six areas with respective deputies below the technical management. These area managers are each assigned business area managers and deputies.

IWW has already carried out further training measures for managers. Build on past trainings, a supplementary or new management development programme is to be set up.

For employees who are already in a leadership role, a programme is planned to analyse and further develop the knowledge and experience they already have. Likewise, the junior managers will be trained in their new leadership function in order to be prepared for the new responsibility in their new role. New leaders will also be included in this programme.

The goal is to start with the already designed modular concept in the current year 2022. In 2023, all managers should have completed the modules.

5 DISCRIMINATION / DIVERSITY / SEXUAL HARASSMENT / BULLYING

Stereotypes and often prejudiced everyday thinking about gender, ethnic, cultural or religious affiliations and the associated attributions have become widespread in many ways. A long-term goal to be achieved is to establish and stabilise a gender- and diversity-sensitive organisation. We reject the use of stereotypes in the company, e.g. based on gender, nationality, sexual orientation, religion and other personal characteristics.

Sensitising all employees to stereotypical thinking and structural inequalities forms the basis for successful implementation of equal opportunities, as does transparent and appreciative information and communication.

IWW considers a variety of different cultures to be an enrichment for the development of the institute and its goals. In this respect, we will continue to practise the already successful approach to filling new or subsequent positions by appointing applicants of different nationalities.

Sexual harassment in the workplace includes unwanted sexual acts such as harassing physical proximity that are explicitly not wanted by the harassed person. It also includes requests for unwanted sexual acts and certain physical touching, as well as obscene jokes or sexual innuendos and inappropriate comments or jokes about employees' appearance. Suggestions that sexual accommodation could bring professional benefits are also sexual harassment.

Sexual harassment is not tolerable. In accordance with the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz), indications of harassment are investigated and appropriate measures are taken to create a working atmosphere free of disturbances. Efforts will be made to prevent harassment in the workplace. Harassment at the workplace is a violation of the duties under the employment contract or service law. In particular, IWW managers are required to counteract harassment and to investigate cases that have come to their attention.

The persons affected by harassment or discrimination in the workplace, or employees who wish to report such incidents, have the right to contact either the responsible manager, the human resources department, members of the works council or the management directly. The persons concerned are subject to IWW's special protection and duty of care and must not suffer any personal or professional disadvantages. Measures must not be directed against the person concerned, but against the person triggering the measure. Appropriate measures shall be taken immediately to prevent or reduce psychological and physical symptoms in the persons concerned.

Bullying must be prevented by all means available.

Bullying is defined as hostility, harassment or discrimination by colleagues or managers, especially when these hostile and systematic acts take place over a long period of time. This also includes the legal illegality of the hostile acts, i.e. there is no legally permissible reason for these acts (e.g. very specific but objective criticism of work performance).

All statements regarding sexual harassment also apply to mobbing. The managers, the employees of the human resources department, the members of the works council and the management are available as contact persons for those affected or employees who wish to report such incidents.

For a healthy working environment, not only personal well-being is crucial, but also the way managers deal with the issue of illness/health which has an impact on every employee.

IWW offers all employees training and further education measures on the above-mentioned topics. The contact persons for affected employees receive special training on how to deal with these sensitive issues.

6 SUMMARY

From the previous analysis of the current status, it shows that there is a gender balance in terms of the total number of employees.

A balanced gender ratio by occupational groups or management positions has not yet been achieved. In general, IWW commits to a number of goals or continuation of already established activities in order to strengthen and maintain the already positive aspects (e.g. in the area of work-life balance) and to improve the weak aspects in the company and contribute to gender equality in social development.

The individual goals and measures have been described in the respective chapters. The measures will be implemented immediately; the defined goals are to be implemented by the end of 2024. Furthermore, IWW will monitor the implementation of measures in the context of the biennial survey on psychological stress in the workplace; aspects relevant to gender equality will be addressed in particular under the headings of cooperation and development opportunities. Based on the department-specific discussions of the survey results, deviations can already be identified within the observation period if necessary, and corrective measures can be decided upon.

It is gratifying that a large number of effective measures are already firmly anchored in IWW's corporate culture. All employees are called upon to participate in this implementation in order to contribute to stabilisation and equality at IWW. Contact persons, especially for the implementation and complaint management, are the management, the executives and the human resources department.

Mülheim an der Ruhr, 10 May 2022

The management

Lothar Schüller
(Chief Executive Officer)

Dr. David Schwesig
(Technical Director)

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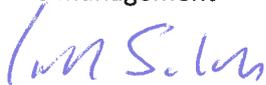
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