

GENDER EQUALITY PLAN



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1. Foreword

This Gender Equality Plan (GEP) was updated in 2026. The GEP was noted with approval at the Senate meeting on 23 February 2026 and adopted by the University Management at its meeting on 3 March 2026. It is published on the THI website. This document also serves as THI's equality policy in accordance with the Bavarian Equality Act (BayGlG).

The underlying data is collected and updated annually in a key-figure-based report as at 31 December.

Based on the analysis of the collected data, the guidelines of the European Commission, the legal framework and the available resources, THI takes measures to further increase gender equality. The exemplary measures described in this document are summarised in the table below. Further measures are detailed on the THI website, among other sources.¹

Status	Title	Explanation	Status	Description	Explanation
	Planned	Measures that are envisaged and currently being prepared		Ongoing	Measures currently being actively implemented
	initiated	Measures that have already been launched and are being implemented in the initial stages		Established	Measures that have been institutionalised and firmly integrated into existing structures

European Union requirements	Measures taken by THI	Status
Resources	Transparent breakdown of funds allocated to gender equality and diversity	
Data collection and monitoring	Quantitative indicators: Gender monitoring	
	Anti-discrimination survey with a particular focus on gender and diversity	
Training	Mandatory basic training on gender and diversity for new recruits and managers	
	Training initiatives on awareness-raising and gender biases for staff	
	Cultural awareness training for international students	
Work-life balance and organisational culture	Expansion of flexible working options	
	Work-life balance measures for university staff	

¹ Available at <https://www.thi.de/service/gleichstellung-und-vielfalt/> and <https://www.thi.de/hoch-schule/ueber-uns/hochschulorganisation/buero-der-frauenbeauftragten/>.

European Union guidelines	Measures taken by THI	Status
Gender equality in recruitment and career progression	Guidelines on diversity-conscious staff selection and promotion	
	Fund for female researchers	
	Continuation of the Female Professors Programme	
	Continuation of BayernMentoring	
	Lecturing programme "Rein in die Hörsäle"	
	Professional Tenure Track Programme	
	Introduction of a mentoring programme for prospective female professors	
Gender equality in leadership and decision-making	Analysis of barriers to gender equality in leadership and decision-making	
	Family-friendly committee work	
	Promotion of part-time leadership	
Integration of the gender dimension into research and teaching content	Reflection on the integration of gender-specific requirements into research	
	Exchange between students and lecturers on diversity-oriented teaching	
	Provision of intercultural workshops for international students	
Measures against discrimination and gender-based violence, including sexual harassment	Policy on respect and the protection of all university members against discrimination, harassment and violence	
	Complaints office for sexual harassment and anti-discrimination	
	Cross-functional teams specialising in discrimination issues	
	Prevention of anti-Semitism	
	Interfaith quiet room	

2. Background and objectives

THI has had an equality policy in place since 2009 and, in 2022, developed a university-wide diversity mission statement through a university-wide process. This sets out the key objectives of gender equality, increasing the proportion of women among teaching staff and students, and treating one another with respect. THI is convinced that a balanced representation of genders can broaden horizons and improve work outcomes. Gender aspects should be taken into account in research, communication and work organisation.

To implement its equality objectives, THI has established organisational structures that promote equality. In addition to an Equality Officer in the administration and university-wide as well as faculty-internal representatives for the equality of women in science and the arts, the Gender and Diversity Steering Group has existed since 2012 as a strategic steering body. This is chaired by the Representative for the Equality of Women in Science and the Arts.

As a university of technology comprising five technical faculties and one faculty of economics, THI has for years been taking steps to increase the proportion of women among its teaching staff and students. Whilst the proportion of women among professors stood at 7.8% in 2009 and 12.9% in 2018, it is projected to reach 19% by 2025.

The proportion of female students rose over the same period from 25% in 2009 to 32% in 2025, with a significant increase in engineering and computer science degree programmes from 14% to 22.4%. Consequently, partly due to the high proportion of international students and the low representation of female students, the THI ranks below the German national average of approximately 26% female students in engineering/computer science).²

Positions and management roles in the academic support departments are predominantly held by women (70% of all positions and 60% of management roles are held by women).

Further key figures comparing the proportions and positions of women and men at THI were last collected on 31 December 2025 and are summarised in Appendix 1.

THI's external target agreements with the Ministry of Science in the area of gender equality are agreed every five years as part of the university contract. The current target descriptions (valid until the end of 2027) are as follows:

- Achieving a 25% quota for women in new appointments to professorships
- Expansion of the funding scheme for female researchers
- Continuation of Phase III of the Female Professors Programme and participation in the Female Professors Programme 2030
- Increasing the number of female professors on the highest governing bodies by at least one third (from 6 to 8)
- Implementation and monitoring of the Gender Equality Plan

A total of approximately €1.3 million from the Strategy Fund under the Higher Education Agreement is earmarked for the implementation of these objectives.

The THI bases its targets for increasing the proportion of women on the cascade model in accordance with Article 23 of the Bavarian Higher Education Act (BayHIG). For the period from 2023 to 2027, the THI aims to achieve an appointment rate of 25% for female professors. If this target is met, the proportion of women among W2 professorships will rise from 17.4% in 2022 to 19.4% in 2027.

The cascade model is also applied at the level of research staff. As over 90% of THI's research staff are in the engineering sciences, including computer science, an increase to 25% is targeted here, given their this subject group currently standing at just over 22% and a correspondingly positive baseline of 23% female research staff in 2022, the aim is to increase this to 25% by 2027.

In addition, by 2027, every faculty should have at least one female member on its executive board, and the university management should consist of at least 40% women and men.

² <https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bildung-Forschung-Kultur/Hochschulen/Tabellen/studierende-mint-faechern.html>

3. Data, resources and training: cross-cutting measures

3.1 Resources

Transparent breakdown of funds allocated to gender equality and diversity



Status: ongoing

To date, there is no centralised overview of resources and budgets relating to gender equality and diversity at THI. As part of the transition to SAP, a transparent breakdown of resources in this area is being developed, which will be presented here in summary form in future.

Pending the implementation of comprehensive resource monitoring, the human resources allocated to the relevant posts are briefly outlined below. The financial implications of the measures listed in this document are specified in each case.

Staffing resources for roles in the area of equality are allocated to the equality officers in academia and administration. This includes teaching exemptions totalling 13 contact hours per week per semester for the equality officers in academia at university and faculty level, staffing resources amounting to 30 hours for the Office of the Equal Opportunities Officer for Women in Science and the Arts, and a 30-hour post for the Equal Opportunities Officer in the administration, including the remit of anti-discrimination and the sexual harassment contact point. The staffing resources thus amount to approximately EUR 200,000.

3.2 Data collection and monitoring

Quantitative indicators: Gender monitoring



Status: ongoing

The internal quantitative indicators set out in Chapter 2 and in Appendix 1, as well as other such indicators, were initially collected as at 31 December 2022. Since then, they have been recorded annually as at 31 December, analysed by the University Management in collaboration with the equality officers for administration and academic staff, and presented to the Senate. They form the basis for evaluating current measures and developing new ones to promote equal opportunities.

Anti-discrimination survey with a particular focus on gender and diversity



Status: established

An anti-discrimination survey conducted in recent years by a student group was established as a biennial survey in 2025 and is distributed via the university management. The survey aims to gather information on experiences of discrimination among all members of the university community, with a particular focus on gender equality, and will also be analysed from an intersectional perspective. Two separate surveys have been implemented: one for students and one for THI staff.

3.3 Training

Mandatory basic training on gender and diversity for new staff and managers



Status: established

For newly appointed professors, the module on gender and diversity is included in the compulsory induction programme. Furthermore, e-learning modules on 'unconscious bias' and 'intercultural communication' will be introduced in 2026. Since 2024, all THI staff with managerial responsibilities have been trained on the topics of general equality and severe disability as part of the compulsory management training. From 2026, female managers will receive the 'Female Leadership' training. The focus is on successful leadership despite gender barriers.

Training measures on awareness-raising and gender biases for staff



Status: ongoing

In addition to the compulsory training courses, regular voluntary programmes are offered to professors via the Bavaria-wide teaching centre BayZiel. Furthermore, training courses are offered at least once a year to all staff, including teaching staff, particularly in the areas of awareness-raising and gender biases.

Cultural awareness for international students



Status: ongoing

Students are also a target group for training initiatives in the area of gender and diversity. With a proportion of approximately 39%, international students are strongly represented. Furthermore, a large proportion of them come from non-European countries such as India, Pakistan and Bangladesh. Each semester, various initiatives are carried out at the International Welcome Centre to facilitate their arrival and integration in Germany. Excursions and city tours enhance their knowledge of the country. Intercultural workshops, events on German traditions and country evenings raise awareness of intercultural differences. The initiatives are funded through service and tuition fees paid by international students from third countries.

4. Initiatives in the various thematic areas

4.1 Work-life balance and organisational culture

Expanding opportunities for flexible working



Status: ongoing

In 2022, THI expanded flexible working options for its staff by revising the Flexible Working Hours Service Agreement. Up to 60% teleworking, the option for short-term mobile working and a framework working time of 06:30 to 20:30 specifically promote the work-life balance and also offer support for staff with care responsibilities or chronic illnesses.

Work-life balance measures for university staff



Status: ongoing

To help staff and students with children better balance work and family life, THI offers a range of support measures, such as allocated nursery places, a parent-child office and part-time degree programmes. The attractive benefits for staff, such as a home office scheme allowing up to 60% remote working and the THI Family Day, will be featured on the THI careers page from 2026. In 2025, holiday childcare was provided for the first time during the Easter and autumn holidays for the school-age children of staff and students. Since April 2025, THI employees have also benefited from THI's membership of Mobile Familie e.V., a specialist advisory service for childcare and family support solutions. Expectant parents can seek advice from the Equal Opportunities Officer during their parental leave consultation. These measures are continuously evaluated and expanded. In 2023, €42,000 was spent on this. A budget of approximately €60,000 is planned for 2026.

4.2 Gender equality in recruitment and career progression

Guidelines for diversity-conscious staff selection and promotion



Status: ongoing

THI's recruitment process is continuously optimised to ensure equal opportunities, both for women and, for example, for international applicants. The procedures take into account the General Equal Treatment Act and the law on severely disabled persons. To this end, a guide has been produced to raise awareness among organisational unit managers regarding diversity-conscious staff selection. This guide is covered in the basic training for managers and is also addressed in every kick-off meeting during the recruitment process. This includes ensuring that job advertisements are designed with diversity in mind (in terms of both content and layout), as well as developing a standard for conducting interviews. Managers are encouraged to actively motivate women to pursue further training and development and to give them special consideration in internal recruitment processes.

The onboarding process has been adapted to facilitate the integration of international staff. Female staff in particular receive separate messages during the onboarding process that address gender-related issues, helping them settle in at THI. The onboarding section of the intranet is continuously updated and adapted to ensure that language and information are inclusive. The forms section (applications and departmental information) also includes support services offered by the HR department; these are communicated during the onboarding process.

Fund for female researchers



Status: ongoing

Since 2020, THI has had a funding scheme for female researchers, which has so far primarily provided bridge and start-up funding for female PhD students. From 2026, the fund will be increased to €100,000 per annum and will include further support measures for female researchers.

Continuation of the Female Professors Programme



Status: ongoing

For several years, THI has been participating in the BMBF's funding programme aimed at increasing the number of female professors. The funded female professors are also supported by academic staff. In 2024, THI submitted its gender equality concept for parity at the university as part of the Female Professors Programme 2030. This was assessed positively. In 2026, an application will be made for a five-year, 50% grant for three female professors, with a total budget of €1,110,000.00. As part of the initial application, funding is to be provided for a tenured professorship, with the funds thus freed up being invested in additional measures to promote gender equality. In this context, the funding pool for female researchers will be increased by a total of €250,000.00 by 2030, the Fit4ProfilN mentoring programme will be expanded by a total of €63,000.00, and the Office of the Commissioner for Women in Science and the Arts will receive support totalling €25,000.00 to assist with events through a research assistant. A further two professorships are to be filled as 'anticipatory' professorships with 50% funding from federal sources.

Continuation of BayernMentoring



Status: ongoing

For years, THI has been implementing further measures to recruit female students, doctoral candidates, lecturers and professors. As part of the support for STEM students, BayernMentoring was established, which is aimed at and supports schoolgirls and female students. Since the 2024/25 winter semester, international female students in technical degree programmes have been increasingly integrated into the programme in collaboration with the International Office. For the 2025/2026 mentoring year, a total of 50 participants were recruited for the 'work *IN*' programme stage (mentoring for advanced students by professionals) and 119 participants for the 'study *IN*' stage (mentoring for first-year students by advanced female students). A total of 127 girls took part in the mentoring events for schoolgirls (look *IN*) in 2025. In addition, the THI supports women from international backgrounds through international mentoring and funding, such as tuition fee waivers, etc.

Teaching assignment programme "Rein in die Hörsäle"



Status: ongoing

The 'Rein in die Hörsäle' teaching fellowship programme supports female academics in taking up teaching roles with a view to eventually securing a professorship. THI regularly promotes these opportunities within the faculties. In 2025, three teaching fellowships were awarded to female lecturers in the technical faculties through this initiative.

Professional Tenure Track Programme



Status: ongoing

Since 2021, THI has been offering a Professional Tenure Track programme. It provides those interested who do not hold a PhD or lack the necessary professional experience with a structured pathway to obtain the missing qualifications required for a professorship at a university of applied sciences, within the framework of a junior professorship. The programme is particularly attractive to women. It allows them to take a key step towards a professorship—

often —before starting a family. Furthermore, compared to the traditional academic career path, it offers significantly greater certainty regarding future permanent employment. The programme is to be promoted specifically to aspiring female researchers and is set to receive ongoing core funding following initial start-up funding from the BMBF.

Currently, 12 junior professorships are filled, two of which are held by women. In 2024, the first female junior professor returned to work on a part-time basis following parental leave, demonstrating how family support and part-time working arrangements can be implemented within the programme. The second junior professor will take parental leave in 2026. In addition, the junior professors act as testimonials for the PTT programme, attend trade fair events such as herCareer and Shine, and thereby highlight the gender aspect of the programme.

Introduction of a mentoring programme for prospective female professors



Status: ongoing

In addition to BayernMentoring, the Fit4Profin mentoring programme has been established at THI. The programme aims to pair, on a one-to-one basis, an experienced professor with a female PhD student or a woman who has already completed her PhD and is interested in a W2 or junior professorship at a technical university. The aim of the mentoring is to support and encourage women up to or even during an appointment process, to strengthen their links with the university, and to provide personal insights into the professional field of academia. Since the programme began, 11 tandems have already been successfully formed. The programme is primarily funded from the BayernMentoring budget and plans to extend its scope to include female doctoral students. Furthermore, the THI will use its own funds to finance, in particular, support from student assistants amounting to approximately €3,000.

4.3 Gender equality in leadership and decision-making

Analysis of barriers to gender equality in leadership and decision-making



Status: ongoing

A workshop was held to analyse structural, institutional and individual barriers faced by women and people from other diverse backgrounds at THI when taking up leadership roles on committees, in research and in administration. During a strategy meeting of the Extended University Management, the proportion of women on committees, within the faculties, in the research sector and in the university management was analysed. Building on this, measures such as the inclusion of a woman on the Faculty Executive Board were decided upon. Furthermore, at the THI, the quota for women was met in accordance with the Bavarian Higher Education Innovation Act through the integration of the Commissioner for the Equality of Women in Science and the Arts as a voting member in university management meetings and the appointment of two Vice-Presidents.

Family-friendly committee work



Status: established

Committee meetings are preferably held in the morning in order to encourage more women to participate in committee work. For committee meetings scheduled for the afternoon or evening, digital participation is made available to all participants with family commitments. This measure has been in place continuously since its introduction.

Promotion of part-time leadership



Status: established

At THI, women are already employed in part-time leadership roles, particularly in the administrative sector. This is supported by the model whereby leadership responsibilities are permanently taken on by the respective deputy heads of department. These options are to continue to be actively offered. Internal THI role models are to encourage female colleagues to continue or build their careers despite family commitments.

4.4 Integration of the gender dimension into research and teaching content

A key measure for increasing the integration of the gender dimension into research and teaching content is the training provided under the initiative 'Mandatory basic training on gender and diversity for new staff and managers' listed under 3.3.

Reflection on the integration of gender-specific requirements into research



Status: planned

With a particular focus on integrating gender-specific requirements into research, workshops are to be held at THI at regular intervals, in which researchers can discuss gender aspects to be taken into account in their research. This is of particular relevance, for example, in the THI research areas of User Experience Design, Artificial Intelligence and Vehicle Safety. These measures are to be implemented successively from 2026 onwards.

Exchange between students and lecturers on diversity-oriented teaching



Status: ongoing

In the area of diversity-oriented and gender-equitable teaching, the THI promotes not only training but also active exchange between lecturers and students on this topic. In 2024 and 2025, the Digital Teaching Day – a day without lectures held annually at THI – was trialled as a setting for this. This initiative was implemented in 2024 with the theme 'Inclusive Teaching' and in 2025 with the theme 'International Teaching', and is set to continue annually.

Intercultural workshops for international students



Status: ongoing

The International Welcome Centre at THI offers intercultural workshops, particularly for students from distant cultural backgrounds, which address topics such as diversity-oriented and gender-equitable interaction. These courses were first offered in the summer semester of 2025.

4.5 Measures against discrimination and gender-based violence, including sexual harassment

Policy on respect and the protection of all university members against discrimination, harassment and violence



Status: ongoing

Principles regarding the prohibition of and protection against all forms of discrimination, violence, harassment and disadvantage on the grounds of race or ethnic origin, gender, religion or belief, disability, age or sexual identity within the university, as well as measures to be taken in the event of breaches of these principles, were set out in an Anti-Discrimination Policy in 2023. The policy was updated at the end of 2024 and renamed the “Policy on Respect and the Protection of All University Members against Discrimination, Harassment and Violence”. It obliges every member of the university to actively oppose any form of inappropriate behaviour. Where necessary, this policy will continue to be updated regularly and its content communicated on an ongoing basis.

Complaints Office for Sexual Harassment and Anti-Discrimination



Status: ongoing

The THI has a complaints office for sexual harassment and anti-discrimination. The two contact persons at the complaints office advise those affected on options for resolving the conflict. The contact persons are not bound by instructions in the performance of their duties. They are expected to work towards the protection of university members, without prejudice to the responsibilities of the university's governing bodies and committees. The appointments took place in 2023, with one person each from the academic and administrative staff, and are for a term of three years.

Cross-functional competence teams for discrimination issues



Status: ongoing

The contact persons in the area of Gender & Diversity are becoming increasingly specialised – partly due to legal requirements – both in terms of the grounds for discrimination (gender, disability, sexual harassment, etc.) and in terms of the groups affected (in some cases, different contact persons for administration, teaching staff and students). The organisation of these tasks has been centralised within the Career Service and Student Advisory Service (CSS) to create a specialist team for these overlapping activities. An initial round table involving all stakeholders took place in 2023 and has been held regularly since 2024.

Prevention of anti-Semitism



Status: ongoing

THI is firmly committed to the values of democracy and human rights and, by appointing an Anti-Semitism Officer, underlines its responsibility to actively combat all forms of discrimination and to foster a climate of respect and tolerance. The Anti-Semitism Officer provides advice and support on the prevention and awareness-raising regarding anti-Semitism.

Interfaith Room of Silence



Status: permanent

THI has a quiet room that can be used by people of all faiths. This room serves in particular as a place of retreat for students and staff. Clear rules based on mutual respect ensure that it can be used by people from all cultural backgrounds.

5. Voluntary commitment

Through this Gender Equality Plan and Equality Policy, THI is committed to promoting diversity in line with its diversity mission statement. The focus is on promoting gender equality. Progress on these measures is reported annually to the Senate and on a termly basis to the Gender & Diversity Steering Group. The equality measures agreed in the university contract with the Ministry are also set out in an annual report.

The status of implementation of the measures is reviewed every two years and, where necessary, supplemented by further measures.

Ingolstadt, 3 March 2026

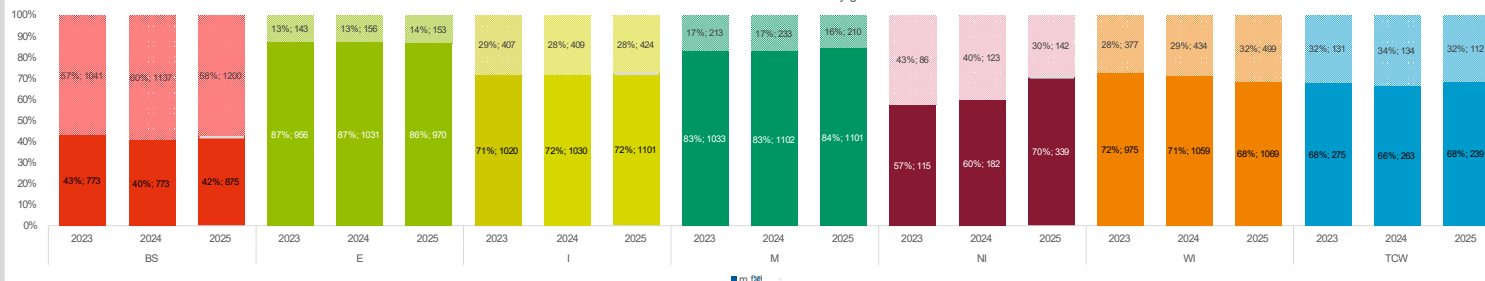
Prof. Dr. Walter Schober
President

Prof. Dr. Michaela Regler
Equality Officer for Women in
Science and the Arts

Appendix 1: Key figures comparing the proportions and positions of women and men

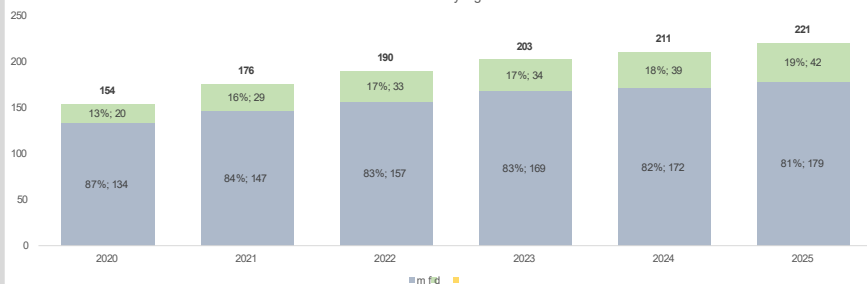
Key data on gender equality

Bachelor's and Master's students – distribution by gender



Currently, for data protection reasons (group size), all members of the university community are included under the category of male university staff.

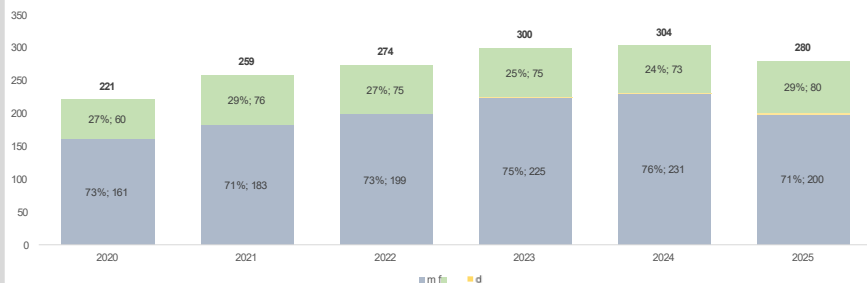
Professors - Key Figures



Professors at the faculties - Key figures



Research Assistants – Head Count



Non-academic staff – Head Count

