

Diversity Monitoring Report

2024

Results of the “Diversity and Collaboration
at KIT” Survey

Gender and Diversity Management

Abstract

In September 2024, Karlsruhe Institute of Technology (KIT) conducted a survey among its staff to assess the diversity climate at KIT. The survey was aimed at collecting opinions on the experienced diversity, work situations, and discrimination at KIT. 1,756 employees took part in the survey. The results yield a nuanced picture as regards the perception of affiliation, participation, equal opportunities, and organizational support in connection with diversity.

Altogether, the diversity climate at KIT is perceived positively by the majority. Collaboration in diverse teams is found to be enriching. Aspects, such as the work-life balance or transparent framework conditions, are rated positively in general. At the same time, the results also reveal development potentials. Crucial areas of required action are improvements of the visibility of contact persons and linguistic accessibility, specific development of competencies, in particular for executives, and strengthening representation and exchange formats.

Contents

- 1. Introduction – Diversity at KIT 5
- 2. Diversity Climate Survey 2024 7
 - 2.1. Demographic Composition of Participants..... 7
 - 2.2. Data on Work at KIT 9
 - 2.3. Diversity at KIT 9
 - 2.4. Belonging at KIT 11
 - 2.5. Participation at KIT 13
 - 2.6. Leadership Competencies 14
 - 2.7. Discrimination 14
 - 2.7.1. Discrimination Experience 15
 - 2.7.2. Discrimination Reasons 17
 - 2.7.3. Dealing with Discrimination 19
 - 2.8. Open Feedback and Suggestions 19
- 3. Summary and Outlook 22
- 4. Annex Questionnaire on “Diversity and Collaboration at KIT” 23

List of Abbreviations

N = Sample quantity (total number of responses to the question)

MW = Mean value

SD = Standard deviation

1. Introduction – Diversity at KIT

At KIT, we are aware of, appreciate, and actively support the diversity of our staff, as we all are contributing to our joint success. The diversity of disciplines, backgrounds, experiences, and perspectives as well as of characters and personalities enriches us. Together, we are making KIT a little better every day. To understand all aspects of diversity as an added value and adequately consider the intersectionality of diversity dimensions, KIT is pursuing a holistic approach to diversity. It aims to promote the capabilities of all employees in the best possible way, prevent structural discrimination, and create best conditions and support for research, academic education, and innovation.

At KIT, the high value of its staff's diversity has been incorporated in the organization's strategies and structures, examples being the KIT 2025 Strategy, the Mission Statement, the Diversity Statement, the Code of Conduct, and the Ethical Guidelines.

Adoption of KIT's [Diversity Statement](#) in May 2022 was the basis of modern diversity management at KIT to open up the potentials of all employees taking into consideration individual and organizational impacts. To appropriately address the diversity of all employees and live up to the multitude of diversity dimensions, three priorities were identified:

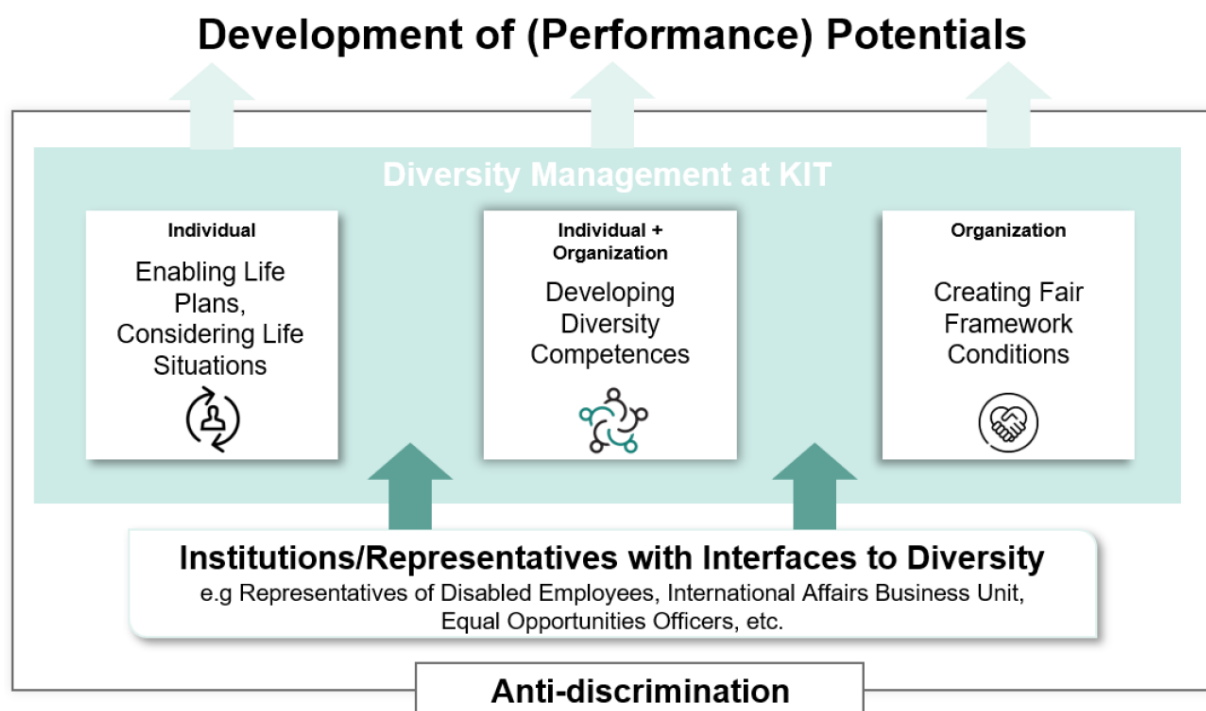


Figure 1: Diversity Statement of KIT (2022)

Anti-discrimination represents both the prerequisite and result of the priorities defined. The Diversity Statement emphasizes that discrimination must be prevented and equal opportunities must be ensured in all areas. At the same time, the above priorities will contribute to reaching this goal step by step.

Numerous institutions and structures at KIT, such as the Gender and Diversity Management, the International Affairs Business Unit, and the representatives of disabled employees, are

already advocating a culture of openness, respect, and appreciation of diversity and are supporting it actively.

In addition, regular and systematic diversity monitoring is indispensable to better understand and specifically consider the diversity and needs of the employees. Surveys yield valuable data to visualize the experiences and needs at KIT and to constantly further develop KIT based on this evidence. Apart from classical diversity data (e.g. on gender, origin, disability), reflecting the structural diversity of an organization, the diversity climate captures how this diversity is experienced every day in terms of affiliation, participation, and trust in structures. Regular surveys help identify developments at an early stage and derive specific measures to support diversity and equal opportunities.

To determine the diversity climate at KIT, a staff survey was developed and carried out in September 2024 for the first time. This report gives an overview of the results of the survey entitled “Diversity and Collaboration at KIT.”

2. Diversity Climate Survey 2024

Within the framework of the project “Introduction of Diversity Mainstreaming at KIT” funded by the German Rectors Conference, a staff survey of “Diversity and Collaboration at KIT” was developed together with external consultants and stakeholders at KIT. In September 2024, this survey was carried out to determine KIT’s diversity climate. 17.5% of the KIT staff took part in the online survey and shared their opinions on topics like participation, belonging, and work-life balance at KIT. The survey was aimed at determining the current situation at KIT in terms of the topics mentioned as well as regarding discrimination experience and the implementation of the three priorities defined in the Diversity Statement of KIT. The goal was to obtain an impression of the current situation and to enable data-based derivation of required fields of action and adapted measures.

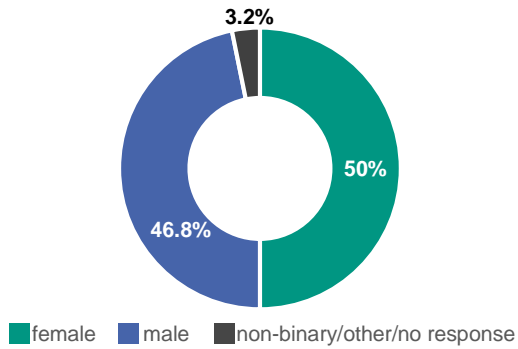
The survey consisted of 16 questions addressing diversity, belonging, and participation at KIT as well as leadership competencies and discrimination. Another 12 questions covered the demography and work at KIT for group-specific evaluation. The demographic data was collected and evaluated in coordination with KIT’s Data Protection Commissioner. The data can neither be related to certain persons nor can or could they be combined with data from other data sources. The complete questionnaire is attached in Annex 1.

2.1. Demographic Composition of Participants

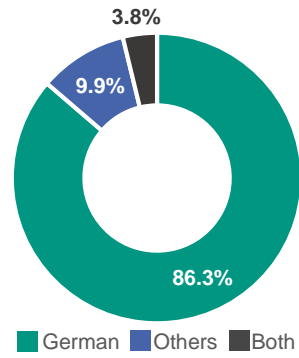
A total of 1,756 employees (17.5% of all employees) took part in the survey. The composition of participants was balanced and largely reflected the demographic structure of KIT. In comparison to the KIT totals (see KIT’s Annual Report https://www.kit.edu/downloads/jahresbericht_2023_en.pdf), women were slightly overrepresented in the survey (survey: 50%, KIT total: 39.5%), whereas international employees¹ were slightly underrepresented (survey: 9.9%, KIT total: 19%). The chart below also indicates dual nationalities, that is employees having both the German and another nationality. Three categories of gender or gender identity were distinguished, of which the third category “non-binary” was summarized with “no response” for data protection reasons. A migration background refers to the fact that at least one parent was born with a nationality other than German. Caring responsibility refers to both caring and nursing.

¹ International employees are understood to be employees not having a German nationality.

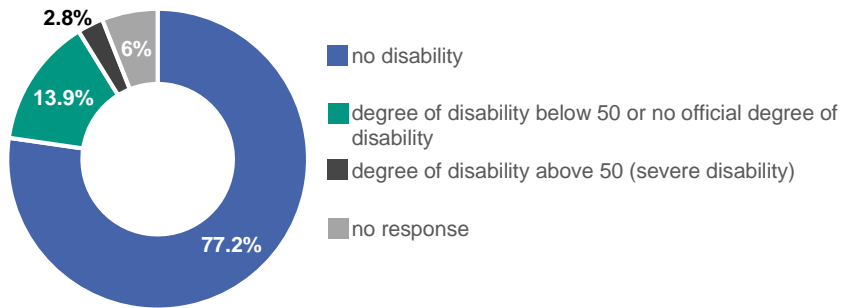
Gender Identity



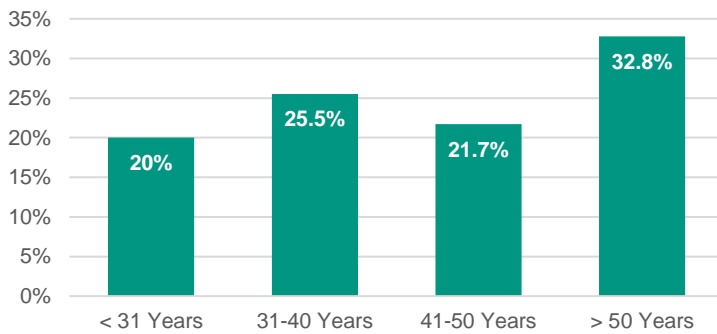
Nationality



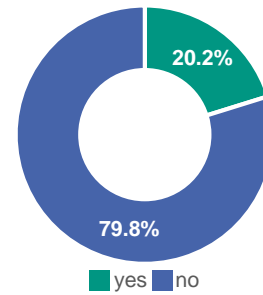
Disability



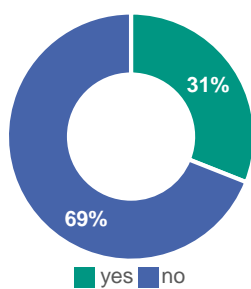
Age



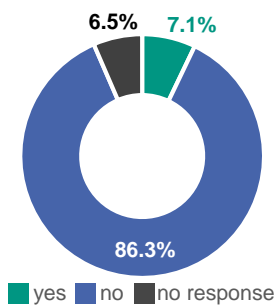
Migration Background



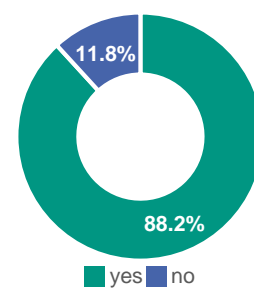
Care Responsibility



LGBTQI+

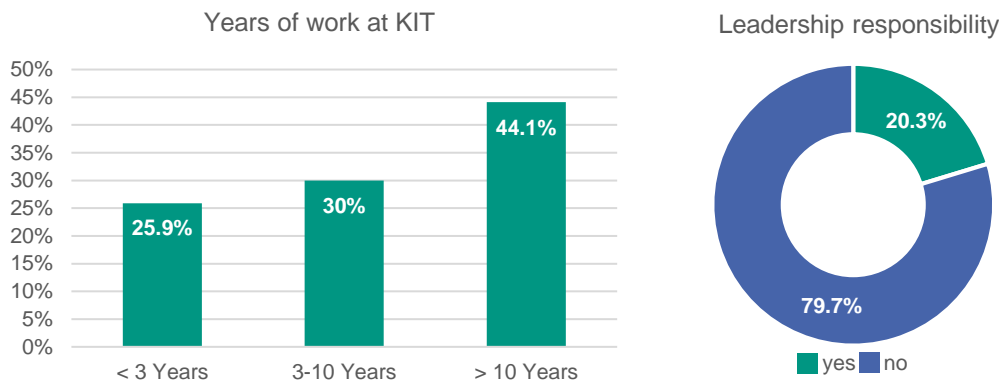
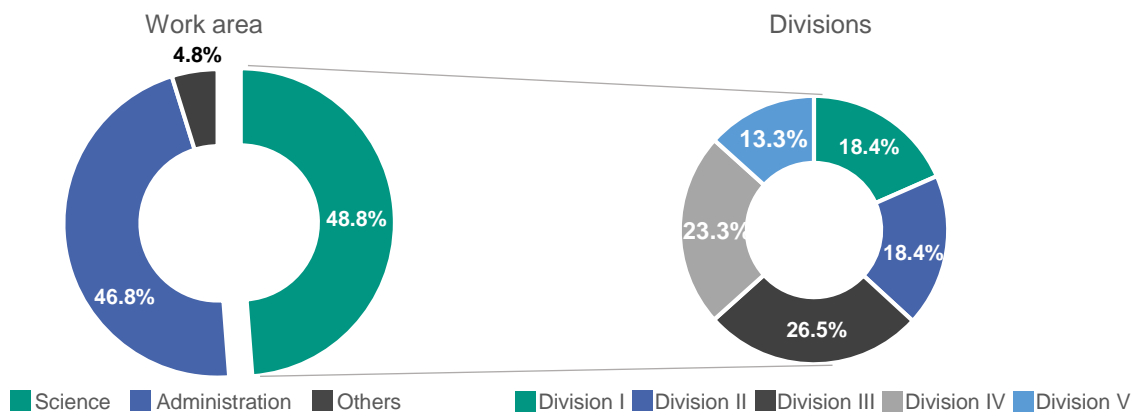


German as first language



2.2. Data on Work at KIT

Data on work at KIT revealed that employees from all parts of KIT participated in the survey. In comparison to the KIT totals, employees from the administration and technical services were slightly overrepresented (survey: 46.8%, KIT total: 42%). Participants from science consisted of relatively equal shares from the five scientific Divisions. 26.5% of the respondents from science came from Division III – Mechanical and Electrical Engineering. This marked the highest participation rate of all scientific Divisions.



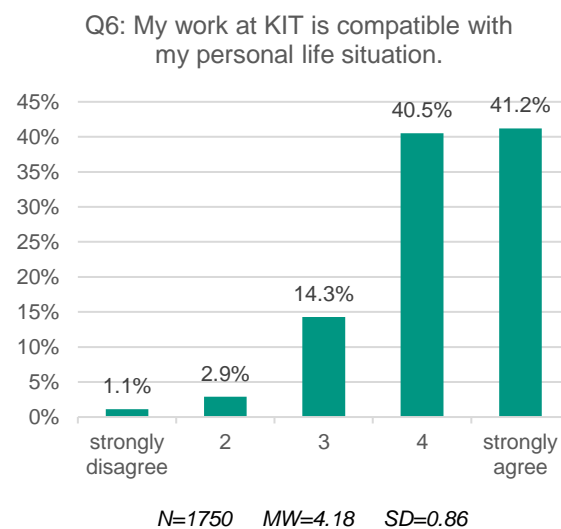
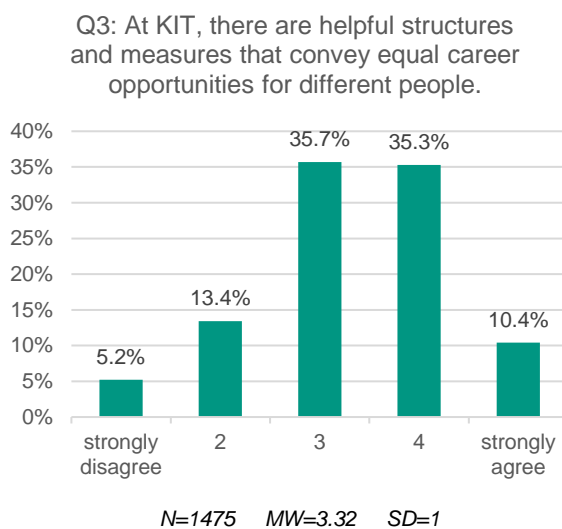
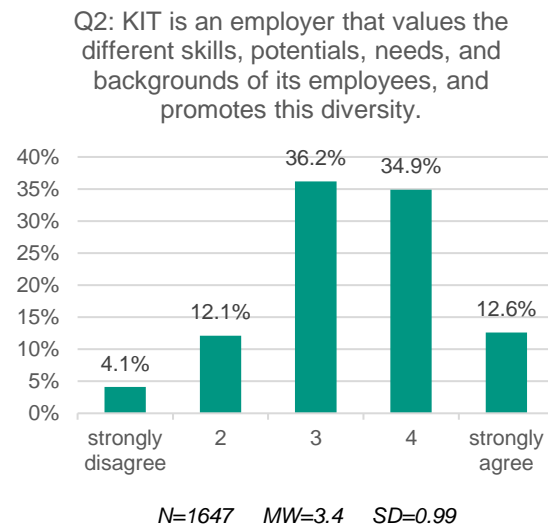
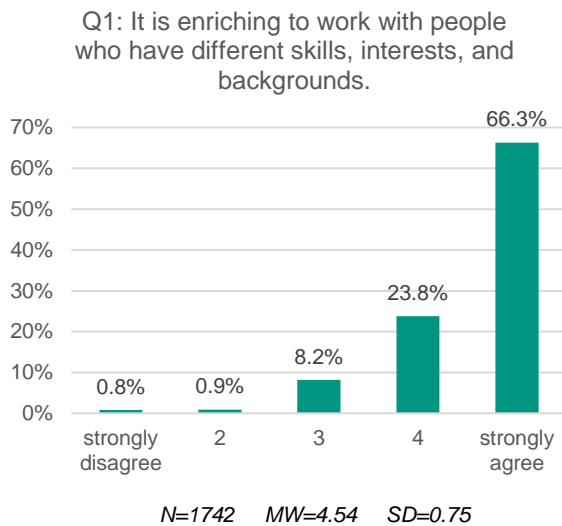
2.3. Diversity at KIT

The next set of questions covered the perception of diversity and how it is appreciated and handled by KIT. Diversity was understood to be the diversity of people, their life situations, and life plans. It targets the recognition and appreciation of all people irrespective of their personal features and backgrounds, such as gender, age, social and cultural backgrounds, professional and private motives, and other characteristics.

The respondents were requested to express their agreement with the statements listed on a scale from 1 to 5, 1 being “strongly disagree”, 2 “rather disagree”, 3 “partly agree”, 4 “rather agree” and 5 “strongly agree”. In addition, it was possible to choose the option “no response” when participants were unable to answer or the answers did not match their work reality.

Deviations from N (N being the total number of responses to the question) can be explained by these abstentions.

Evaluation of the results yielded the percentages of the response options. From this, the mean value (denoted by the German acronym MW) and the standard deviation (abbreviated by SD) were calculated.



According to the survey, 90% of the respondents consider it to be enriching to work in a diverse team (**Q1**). This was the highest approval rate of all questions and shows that KIT has a very positive attitude as regards collaboration with diverse people.

Group-specific evaluation² revealed that employees with leadership responsibility and members of the LGBTQI+ community (MW 4.69) reached highest approval rates. The mean

² Group-specific evaluation analyzes the data within a group that has certain features in common (e.g. gender, work area, care responsibility).

value of women (4.59) reflected a slightly higher approval than their male colleagues (MW 4.49). It must be noted that approval rates of men below 30 years were far below the average (MW 4.43), whereas those of women in the same age group were above the average (MW 4.61). The highest approval rates in the intersectional evaluation³ were reached by international men and international employees in science (MW 4.71 each).

The statement that KIT is an employer that values and promotes the diversity of its staff **(Q2)** met with high approval. However, it was far smaller than that of the first statement. One third of the respondents only partly or rather agreed with this statement.

These values are largely comparable to the values reached by the third statement. More than one third of the respondents agreed only partly to the statement that KIT has established helpful structures and measures to support equal opportunities at KIT **(Q3)**.

For questions Q2 and Q3, agreement values of international male employees were higher than those of the international female employees and the total values. The lowest agreement values for both statements were given by non-binary employees⁴. Evaluation for women and men did not reveal any big differences.

Compatibility of the personal life situation with work at KIT **(Q6)** was rated positively again. More than 80% of the respondents agreed fully or partly.

Employees aged above 50, employees from the administration, and employees with a severe disability reached positive agreement values above the average. The lowest agreement values were given by non-binary employees and employees with a degree of disability below 50. The agreement of women was positive and above the average with the mean value being 4.21. Agreement of employees with care responsibility (MW 4.14) was slightly below the total mean.

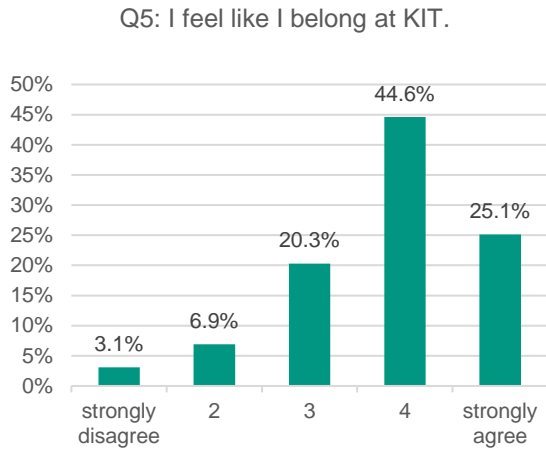
Altogether, group-specific evaluation revealed that international employees, irrespective of their gender, agreed more with the statements relating to "Diversity at KIT" than their German colleagues. The agreement expressed by employees with a disability degree below 50 or without an official degree was smaller in comparison.

2.4. Belonging at KIT

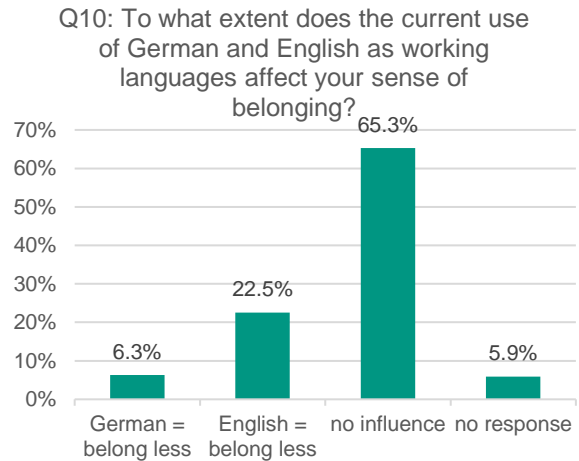
The next part of questions focused on the person's own feeling of belonging at KIT and the influence of working languages.

³ Intersectional evaluation analyzes how different social categories (e.g. gender, age, nationality) overlap.

⁴ For data protection reasons, the evaluation group "non-binary" also includes persons who did not respond in the category of gender / gender identity.



$N=1734$ $MW=3.82$ $SD=0.99$



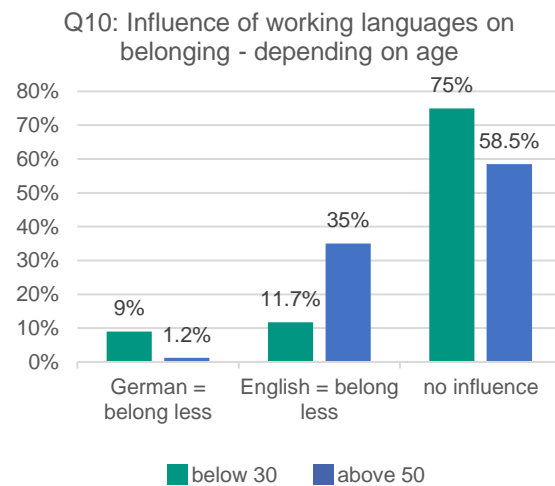
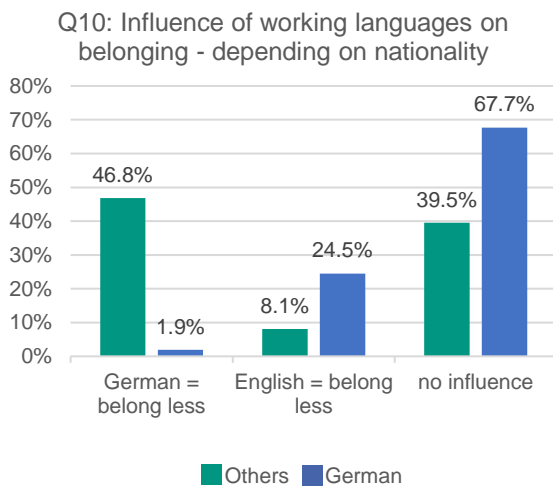
$N=1320$

About 70% of the respondents feel that they belong at KIT (**Q5**). One fifth of the respondents expressed an ambivalent feeling. Executives and staff below the age of 30 reached the highest belonging values. The lowest values were obtained for non-binary employees, employees with a degree of disability below 50, and members of the LGBTQI+ community. There were no differences between women and men.

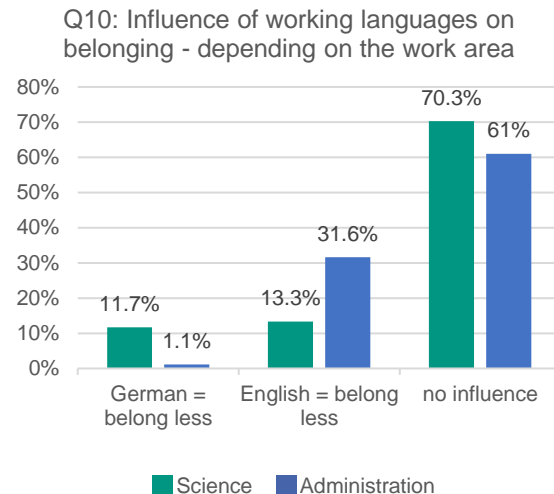
Persons who did not answer Q5 with “I strongly agree” were asked for the influence of working languages on their feeling of belonging at KIT (**Q10**). For answering this question, they were free to choose from the options “The use of German as the main language at KIT makes me feel like I belong less”, “The increasing use of English at KIT makes me feel like I belong less”, “The working languages have no influence on my sense of belonging”, and “No response”.

Nearly two thirds of the respondents stated that the current use of the working languages of German and English has no influence on their feeling of belonging. Every fifth person stated that the increasing use of English makes them feel like they belong less at KIT and more than 6% stated that the use of German as the main language makes them feel like they belong less.

However, the evaluation revealed clear differences depending on the nationality, age, and work area.



About half of the international employees stated that German as the main language made them feel like they belong less at KIT. Respondents below 30 years of age frequently stated that working languages have no influence on their feeling of belonging at KIT, whereas employees above 50 often stated that the increasing use of English made them feel less a part of KIT. Employees working in the science sector also stated very frequently that the use of German as the main language made them feel like they belong less, whereas employees working in the administration sector pointed out that the increasing use of English as working language made them feel less a part of KIT.



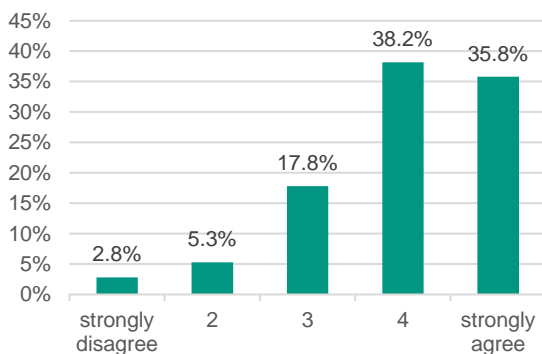
2.5. Participation at KIT

Participation refers to the integration of all employees regardless of their opinions and perspectives. It is about participation, co-determination, and equal involvement in the working life.

About two thirds of the respondents stated that they are given the opportunity to contribute to topics and decisions affecting their area of work (**Q7**) and that they feel encouraged to share their individual and potentially deviating experiences and perspectives (**Q8**).

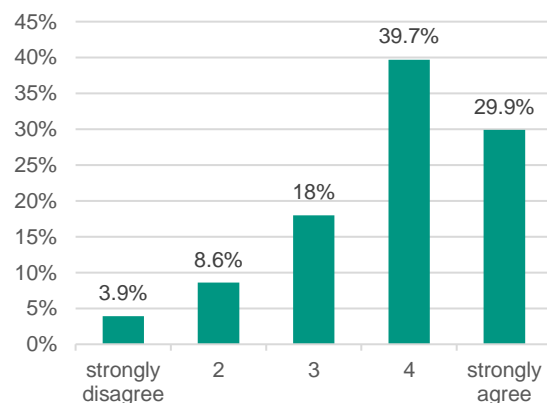
The highest agreement with the statements on participation was reached by executives and men. A far more negative result was reached for employees, whose first language is not German. The lowest agreement was obtained for non-binary employees and employees with a degree of disability below 50. Intersectional evaluation revealed that international women agreed not so much with these statements compared to their male international colleagues.

Q7: In my direct work environment, I am able to participate in topics and decisions that affect my area of work.



N=1741 MW=3.99 SD=1

Q8: I feel encouraged to contribute my individual perspectives to my direct work environment, even if they differ from those of others.

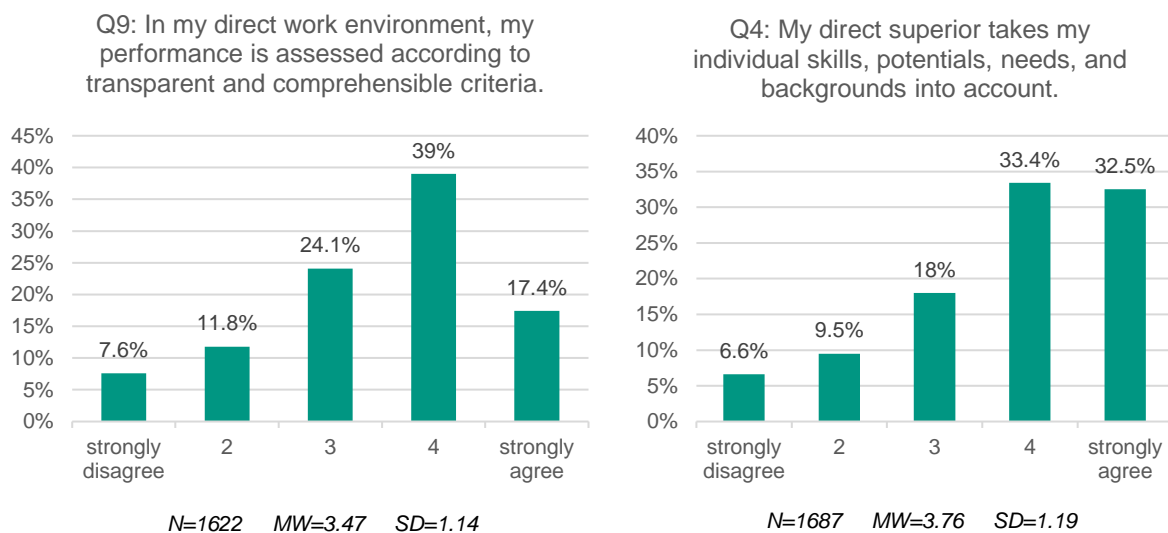


N=1737 MW=3.83 SD=1.07

It must be noted that international employees do not so much agree with the statements relating to belonging and participation than their German colleagues. Employees having chosen the gender option of “non-binary, no response” expressed lowest agreements of all groups evaluated with the statements relating to belonging and participation.

2.6. Leadership Competencies

For both statements on diversity competencies of executives, standard deviations of 1.14 and 1.19, respectively, were obtained, reflecting a relatively wide range of responses. More than half of the respondents considered the measurement of their performance to be transparent and reproducible (**Q9**), while about a fourth of the respondents had an ambivalent opinion. Employees younger than 30 (MW = 3.75) and international employees (MW = 3.57) agreed most with this statement. Agreement was lowest for non-binary employees (MW = 2.87) and employees with a degree of disability below 50 (MW = 3.23).

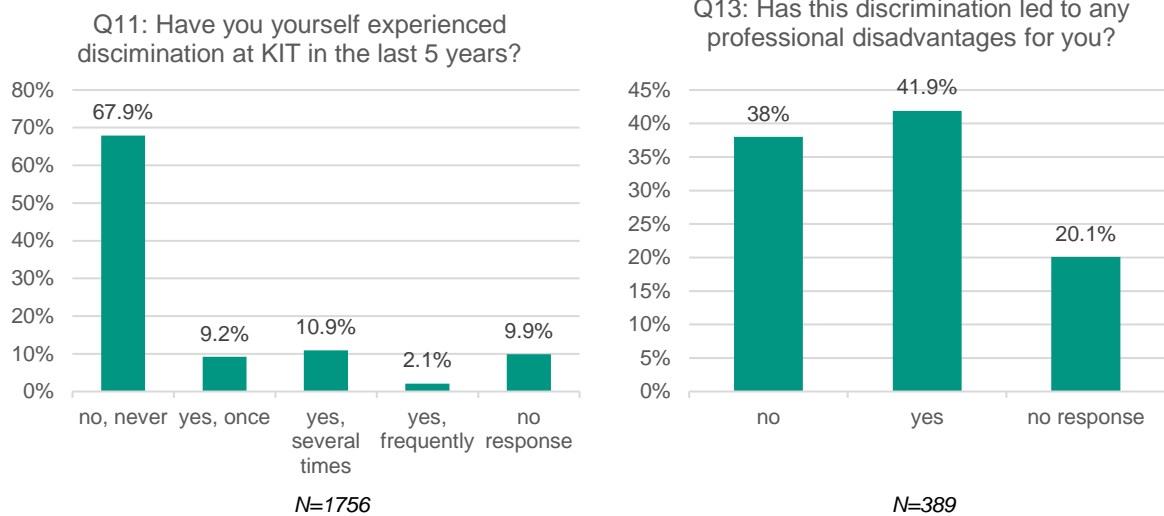


About two thirds of the respondents agreed with the statement that their direct superior considers and responds to their individuality (**Q4**). Again, highest values were reached for employees below 30 and international employees as well as for employees with a disability. Non-binary employees and employees with a dual nationality had the lowest agreement values.

2.7. Discrimination

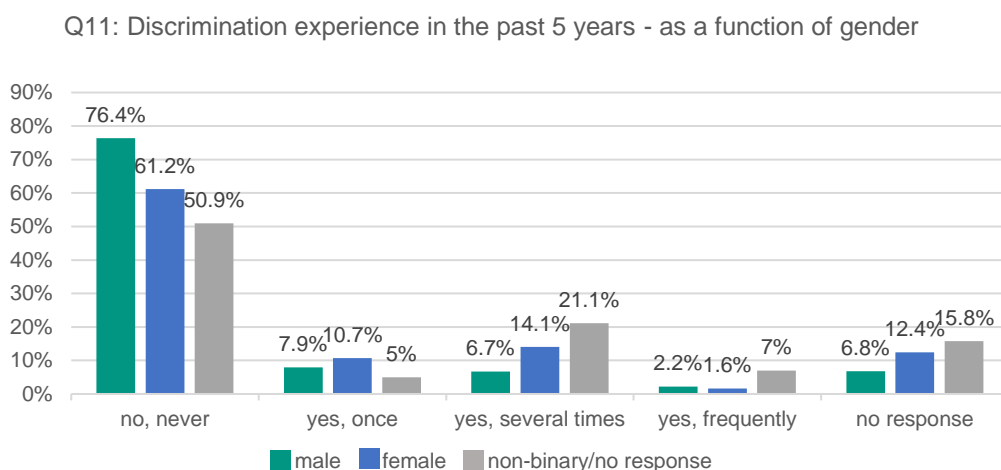
Discrimination in the survey referred to the unequal treatment of people based on certain personal characteristics, such as gender or origin. Participants were asked whether they had been discriminated at KIT in the past 5 years (**Q11**) and if yes, whether this discrimination resulted in professional disadvantages (**Q13**). When the question for discrimination experience was answered by yes (of which manifestation whatsoever), the respondents were asked for the reasons (**Q12**, multiple answers and free text answers were possible). Finally, the respondents were asked to assess KIT’s efforts to prevent discrimination (**Q14**) and to indicate the known contact points at KIT (**Q15**).

2.7.1. Discrimination Experience

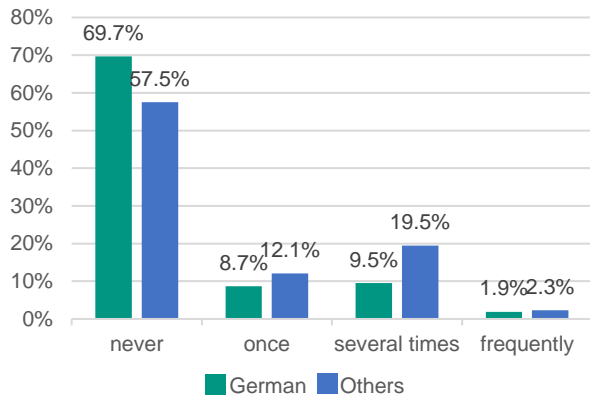


More than two thirds of the respondents stated that they had not experienced discrimination at KIT. About 10% did not respond. More than every fifth person stated that they had been discriminated at KIT in the past five years. Of these 389 persons, 161 reported that they had been discriminated once, 191 reported to have been discriminated several times, and 37 had been discriminated repeatedly. 163 persons reported that discrimination resulted in professional disadvantages. 148 respondents stated that they had not suffered any professional disadvantages. One fifth did not respond.

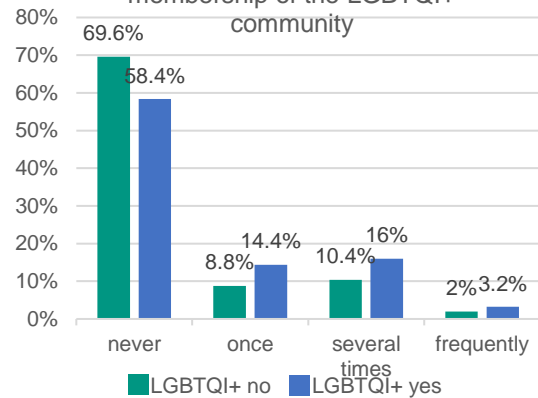
As regards discrimination, differences between the groups evaluated were largest. Concerning discrimination experiences, clear differences were obtained for the evaluation criteria of gender, nationality, disability, and membership of the LGBTQI+ community.



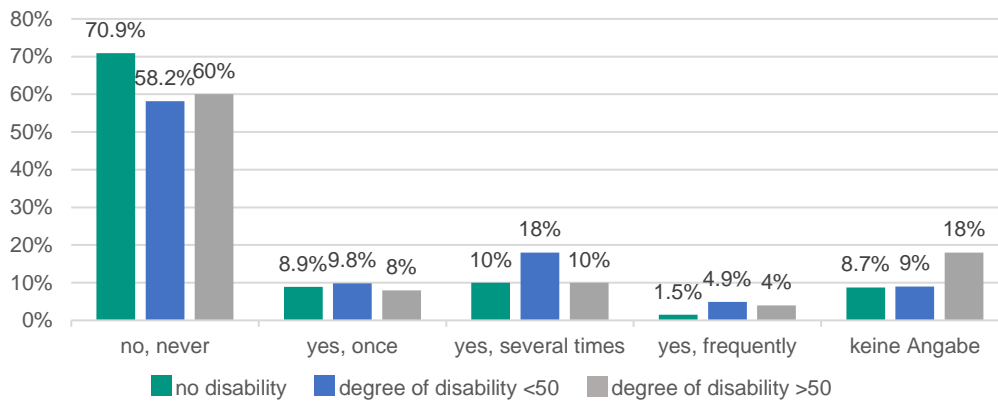
Q11: Discrimination experience in the past 5 years - as a function of nationality



Q11: Discrimination experience in the past 5 years - as a function of membership of the LGBTQI+ community

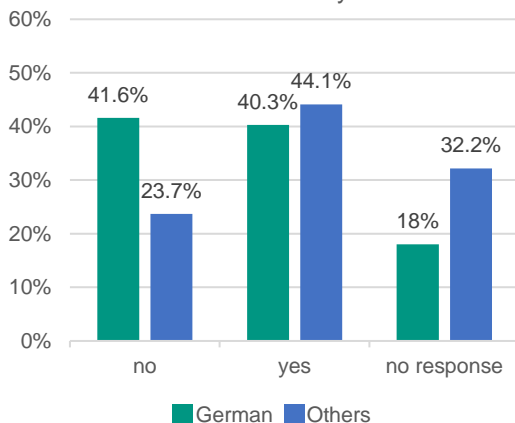


Q11: Discrimination experience in the past 5 years - as a function of disability

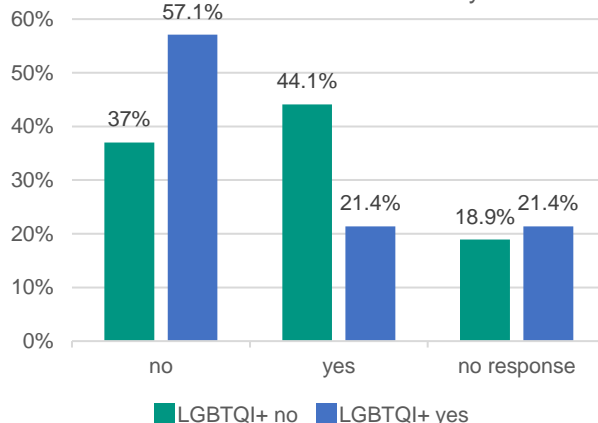


The findings reveal that women, non-binary employees (together with “no response”), international employees, members of the LGBTQI+ community, and people with disabilities, in particular with no official degree of disability or with a disability below 50, are most often affected by discrimination.

Q13: Professional disadvantages due to discrimination - as a function of nationality



Q13: Professional disadvantages due to discrimination - as a function of membership of the LGBTQI+ community

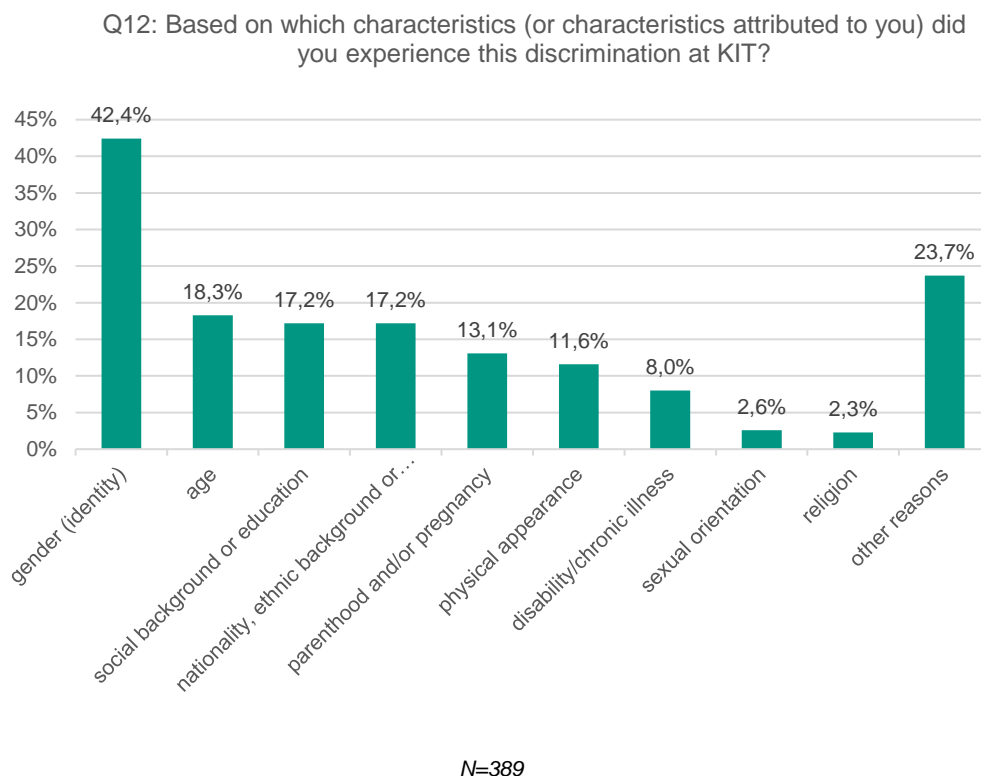


The assessment as to whether this discrimination caused professional disadvantages (**Q13**) revealed major differences between international and German employees and for members of the LGBTQI+ community.

When asked whether the discrimination experience caused professional disadvantages, international employees more often answered with “no response”.

Queer⁵ employees were affected by discrimination more frequently, but considered the resulting professional disadvantages to be smaller.

2.7.2. Discrimination Reasons



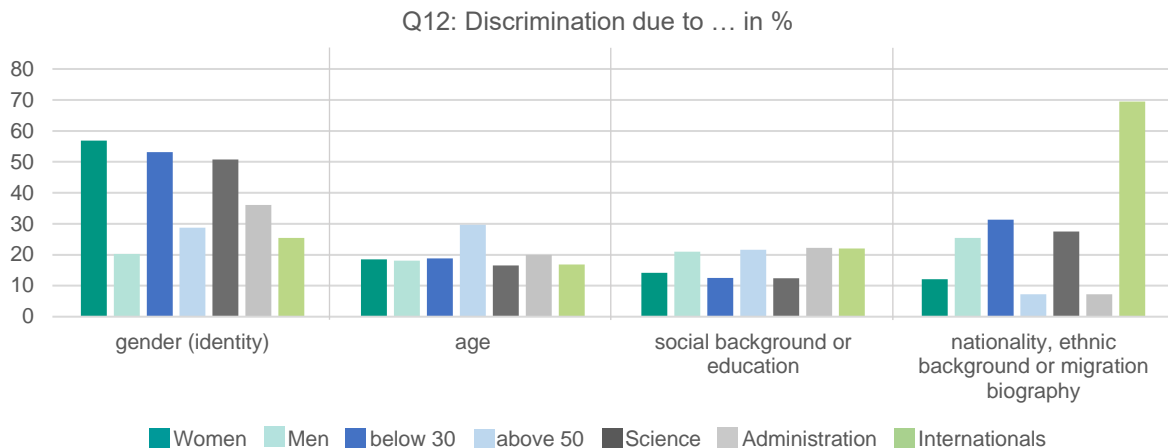
Results show that gender and gender identity were most frequently considered reasons of discrimination. 18.3% of the employees who had experienced discrimination answered that age had been the reason. The social and ethnic origin was the reason given by 17.2% of the respondents. 2.3% of the respondents stated that religion had been the reason for their discrimination, which is the lowest value of all options.

Under “other reasons,” the respondents were given the opportunity to state other reasons for their discrimination in a free text field. About a quarter of the respondents who had been discriminated in the past 5 years at KIT did so. The reasons given most often by these 92 persons were the vaccination status (10 entries), the work area or the activity at KIT (8 entries), and the internal hierarchy (6 entries).

Evaluation of the discrimination reasons also revealed major group-specific differences. The percentages indicate the shares of KIT employees discriminated in the past 5 years due to these specific characteristics. Hence, the size of the bars does not reflect the number of persons. For example, 132 women stated they had been discriminated due to their gender (1st

⁵ General term or synonym for people belonging to the LGBTQI+ community

bar), while 41 international employees attributed their discrimination experience to their nationality, ethnic origin, or migration background (last bar).



Group-specific evaluation of the discrimination reasons revealed that women, persons below 30, and employees in the science sector experienced discrimination most frequently because of their gender or gender identity.

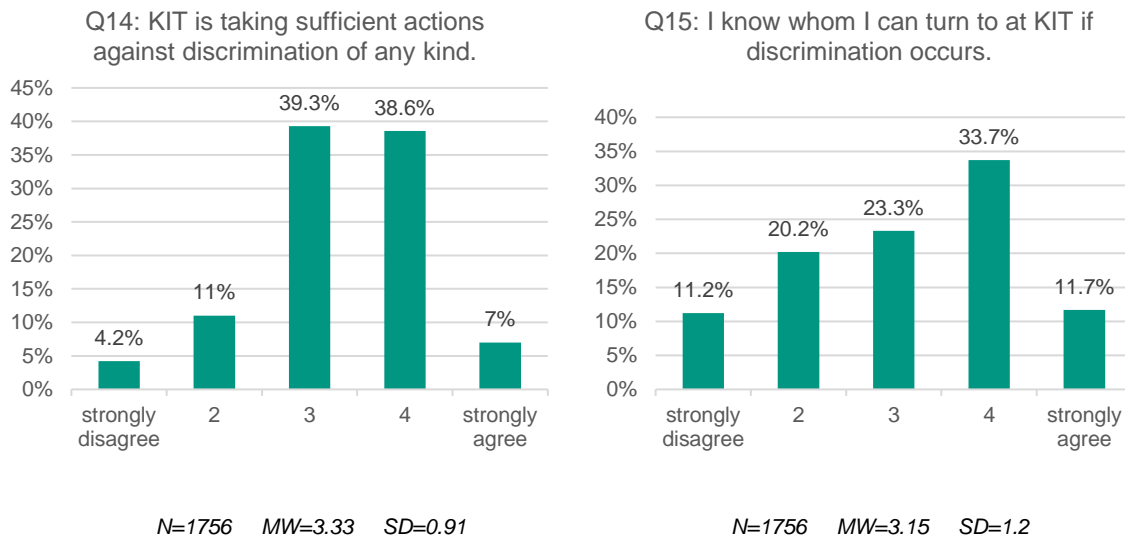
The discrimination reason of “age” was given very frequently by employees above 50 years. Men, persons above 50, employees of the administration, and international employees tended to attribute their discrimination more frequently to their social background or education.

Evaluation of discrimination due to nationality, ethnic origin, or (assumed) migration background also revealed major differences. About 70% of the international employees who had been discriminated in the past 5 years at KIT, stated these reasons. In addition, men, persons below 30, and scientific employees had been affected most often by this type of discrimination.

Group-specific differences were also found when evaluating the other reasons of discrimination. 19% of women and 4.3% of men stated that they had been discriminated due to parenthood or pregnancy. International employees and persons below 30 years of age had been affected in particular by discrimination due to their physical appearance.

About 82% of the employees with a severe disability attributed their discrimination experience to their disability or chronic illness. 21.4% of the members of the LGBTQI+ community stated that their sexual orientation had been the reason for discrimination. Discrimination due to religion was checked most frequently by international employees.

2.7.3. Dealing with Discrimination



The statement that KIT takes sufficient measures to prevent discrimination (**Q14**) was rated 3 and, hence, ambivalently by about 40% of the respondents. The option “strongly agree” reached 7%, i.e. the lowest agreement values of the survey. While nearly 46% of the respondents answered that KIT is taking sufficient actions against discrimination, 15% disagreed. 39% of the respondents perceived KIT’s efforts ambivalently.

Women agreed less with the statement ($MW = 3.27$) than their male colleagues ($MW = 3.42$). International employees ($MW = 3.25$) and people with a disability ($MW = 3.18$) also agreed less. The results revealed differences due to age: While people above 50 agreed with this statement with a mean value of 3.45, agreement of persons aged between 31 and 40 reached 3.21 only.

Knowledge of contact persons at KIT (**Q15**) reached the lowest mean value in the survey. About one third of the respondents rather disagreed or strongly disagreed with this statement. Here, the biggest group-specific differences were observed. More than half of the international employees stated that they hardly knew or did not know whom to contact in the case of a discrimination, the mean value being 2.65. In addition, approval rates were small for scientific employees ($MW = 2.98$) and employees below 30 ($MW = 2.77$). Executives appeared to know contact persons at KIT better ($MW = 3.46$).

2.8. Open Feedback and Suggestions

At the end of the survey, respondents were asked to make suggestions and express their ideas as to what is needed for the further development of a diversity-sensitive culture at KIT. These free-text answers were evaluated qualitatively by inductive derivation of categories. The biggest categories were “Language” with a total of 101 answers, “Development of competencies” with 93 answers, “Representation” with 43 answers, and “Exchange and encounters” with 42 answers. The category of “Language” comprised the three subcategories of “More English,” “More German,” and “Bilingual.” The option of “More English” was the most frequently given answer (75 times) by far.

Very often, respondents expressed the wish for more English in the administration, in particular the wish for important documents, process descriptions, and forms in English.

„Viele Dokumente oder Prozesse in der Verwaltung sind nur deutschsprachig vorhanden. In dem Bereich in dem ich tätig bin, wäre oftmals auch eine englischsprachige Version notwendig, die es teilweise nicht gibt.“

“Many documents or processes in administration are only available in German. In the area in which I work, an English version would often be necessary, but in some cases this does not exist.” (translated)

„Englischkurse in allen Ebenen, auch für bereits längerfristig eingestellte Mitarbeitende.“

“English courses at all levels, including for long-term employees.” (translated)

The wish to enhance language skills of employees was mentioned frequently. In particular, respondents expressed their wish for more courses in both English and German.

In the category of “Language,” people repeatedly expressed their wishes for a primary or at least equal use of English as a main language at KIT in order to meet the needs of international research.

„Englisch sollte die Hauptsprache wie in Universitäten in kleineren europäischen Staaten werden (bspw. Niederlande, Schweden, Norwegen).“

“English should become the main language, as it is in universities in smaller European countries (e.g. the Netherlands, Sweden, Norway).” (translated)

“Perhaps increase the use of English as the primary language at KIT, while teaching German compulsorily as well. This way KIT adapts to the international crowd, and the international pupils learn about the German culture at the same time.”

„Mehr Sensibilisierung und Schulungen, damit Diversität das "new normal" wird.“

“More awareness and training so that diversity becomes the 'new normal'.” (translated)

The second largest category “Development of competencies” referred to the competencies of all employees in the area of diversity (46 responses) and in particular to the development of competencies of executives (47 responses). Very often, respondents expressed their wishes for compulsory trainings for all executives on diversity, internationality, and anti-discrimination.

„Kompetenzausbau bei Führungskräften zum Wahrnehmen und Berücksichtigen von (vielfältigen) Bedürfnissen der Mitarbeitenden.“

“Developing the skills of managers to recognize and take into account the (diverse) needs of employees.” (translated)

„Verpflichtende Seminare. Diskriminierung geht in der Regel nicht von Personen aus, die sich freiwillig mit dem Thema beschäftigen, sondern von denen, die denken sie müssten es nicht.“

“Mandatory seminars. Discrimination does not usually come from people who voluntarily engage with the issue, but from those who think they don't need to.” (translated)

„Deutlich mehr Diversität nicht nur im Personal allgemein, sondern ganz besonders auch in Führungs- und Spitzen-positionen, bis in die Bereichsleitungen und das Präsidium.“

“Significantly more diversity, not only in the workforce in general, but especially in management and top positions, right up to divisional management and the executive board.” (translated)

43 comments addressed the topic of representation. Representation means that various groups are represented and visible within the organization. Very frequently, respondents expressed their wish for more women in executive positions. In addition, representation and visibility of so far underrepresented groups, such as international or queer employees, was demanded on all levels and in particular in executive positions.

„Sichtbare, vielfältige Vorbilder oder auch "role models" auf verschiedenen (Führungs-) Ebenen am KIT.“

“Visible, diverse role models at various (management) levels at KIT.” (translated)

„Mehr weibliche Führungskräfte!“

“More women in leadership positions!” (translated)

Not least, people requested more time and space for exchange and encounters to promote a diversity-sensitive culture at KIT (42 responses). Informal exchange formats or (intercultural) events were mentioned most often, with the goal of getting to know each other, networking, and or reducing mental barriers, prejudices, and misunderstandings.

„Informelle Gelegenheiten zum Austausch und Kennenlernen.“

“Informal opportunities to exchange and get to know each other.” (translated)

„Ich denke, Vorurteile werden abgebaut durch den guten Kontakt zu vielfältigen Menschen. Förderlich kann es sein, wenn wir immer wieder mit unterschiedlichen Personen zusammenarbeiten können. Je nach Bedarf der Abteilung: Job Rotation, abteilungsübergreifende Projekte, ...“

“I think prejudices are broken down through good contact with diverse people. It can be beneficial if we can work with different people on a regular basis. Depending on the needs of the department: job rotation, cross-departmental projects, etc.” (translated)

”Just provide more events that bring people from different cultures together. Eventually it will help people to get to know and understand each other.”

3. Summary and Outlook

Altogether, the results of the diversity climate survey are rather positive. The large majority of respondents considers diversity to be enriching. Opinions regarding supporting structures and the appreciation and support of diversity by KIT reached values above the mean. Work-life balance at KIT was rated very good.

Answers relating to affiliation and participation at KIT also were largely positive: Two thirds felt involved in decision processes and encouraged to contribute own ideas. International employees, however, tended to rate their affiliation and participation more negatively than their German colleagues.

The biggest group-specific differences were obtained for the effect of working languages on the feeling of affiliation and for discrimination experiences. Although two thirds of all respondents stated that working languages had no influence on their feeling of being part of KIT, the choice of language was considered to be a factor relevant to affiliation by international and administrative employees in particular. Women, employees with a disability, and queer and international employees turned out to be most frequently affected by discrimination. Most frequent reasons of discrimination were gender, age, social background, and ethnic origin. Only 7% of the respondents strongly agreed with KIT taking sufficient measures to prevent discrimination. About one third of the respondents did not know whom to contact in case of a discrimination; this was particularly true for international employees.

Other crucial development potentials were mentioned in the open feedback: More communication in the English language, specific development of competencies in the area of diversity – in particular for executives -, better representation and visibility of so far underrepresented groups, and more room for exchange.

The results show that diversity is a reality in many areas of KIT. Still, there is potential for improvement and specific measures are required. Development of a diversity-sensitive organization culture requires constant efforts in particular in the areas of anti-discrimination, visibility of contact persons, and intercultural communication.

The survey provides a sound basis for the development of concrete measures. This includes extended training offers, improved linguistic accessibility of information, and the support of representation and participation. The feedback given by the employees can be used as a valuable starting point for strategic further development.

The next diversity climate survey will presumably be organized in 2026. It will reveal the extent to which measures initiated are effective and whether KIT has come closer to reaching its goal of being an inclusive working place that offers equal opportunities.

4. Annex

Questionnaire on “Diversity and Collaboration at KIT”

Section 1 – General Data on Working at KIT

Nr.	Wording of the item/text + response scale
	Firstly, there are questions about your work at KIT. Please indicate which of the answers apply to you.
	Where do you work at KIT? (If you belong to several work fields, select the main one) <input type="radio"/> Science/ Research <input type="radio"/> Administration, infrastructure, facility management, technical department <input type="radio"/> Other
	[Only displayed if “Science / Research” was selected]. In which division are you (mainly) active? <input type="radio"/> Division I <input type="radio"/> Division II <input type="radio"/> Division III <input type="radio"/> Division IV <input type="radio"/> Division V
	How long have you been working at KIT? <input type="radio"/> Less than 3 years <input type="radio"/> 3-10 years <input type="radio"/> Longer than 10 years
	Do you have disciplinary management responsibility? <input type="radio"/> Yes <input type="radio"/> No

Section 2 – Diversity at KIT

	<p><i>At the KIT, we understand diversity as the variety of people and their life situations and plans. It aims to recognize and value all people, regardless of personal characteristics and backgrounds, such as their gender, age, social and cultural backgrounds, professional and private motives or other characteristics.</i></p> <p>The following statements relate to your personal opinion on diversity as well as your evaluation of the situation at KIT. To what extent do you agree to the following statements? (If you are unable to answer individual statements or they do not match your work reality, please select “no response”).</p> <p>strongly disagree 1 2 3 4 5 strongly agree / no response</p>
F1	I think it is enriching to work with people who have different skills, interests and backgrounds.
F2	The KIT is an employer that values the different skills, potentials, needs and backgrounds of its employees and promotes this diversity.
F3	At KIT, there are helpful structures and measures that convey equal career opportunities for different people.
F4	My direct superior/manager takes my individual skills, potentials, needs and backgrounds into account.

Section 3 – Working Situation at KIT

	<p>The following questions relate to your experience of belonging in your working environment. To what extent do you agree with the following statements? (If you are unable to answer individual statements or they do not match your work reality, please select "no response").</p> <p>strongly disagree 1 2 3 4 5 strongly agree / no response</p>
F5	I feel like I belong at KIT.
F6	My work at KIT is compatible with my personal life situation.
F7	In my direct working environment, I am able to participate in topics and decisions that affect my area of work.
F8	I feel encouraged to contribute my individual perspectives and experiences to my direct working environment/work group, even if they differ from those of others.
F9	In my direct working environment, my performance is assessed according to transparent and comprehensible criteria.
F10	<p>[Only displayed if the highest value (5: strongly agree) is not selected for F5]. To what extent does the current use of German and English as working languages affect your sense of belonging? (Evaluate your immediate working environment and think of contexts in which the working language plays a role, e.g. meetings, emails, etc.)</p> <p><input type="radio"/> The use of German as the main language at KIT makes me feel like I belong less. <input type="radio"/> The increasing use of English at KIT makes me feel like I belong less. <input type="radio"/> The working languages have no influence on my sense of belonging. <input type="radio"/> No response</p>

Section 4 – Discrimination

	<p><i>The following statements relate to your experiences of discrimination at KIT. Discrimination refers to the unequal treatment of people based on certain personal characteristics, such as gender or origin.</i></p>
F11	<p>Have you yourself experienced discrimination at KIT in the last 5 years?</p> <p><input type="radio"/> no, never [→ continue with question 14] <input type="radio"/> yes, once [→continue with question 12] <input type="radio"/> yes, several times [→continue with question 12] <input type="radio"/> yes, frequently [→continue with question 12] <input type="radio"/> no response</p>
F12	<p>Based on which characteristics (or characteristics attributed to you) did you experience this discrimination at KIT? (multiple answers possible)</p> <p><input type="radio"/> My age <input type="radio"/> My parenthood and/or pregnancy <input type="radio"/> My gender or gender identity <input type="radio"/> My sexual orientation <input type="radio"/> My physical appearance <input type="radio"/> My social background or education <input type="radio"/> My nationality, ethnic origin or (attributed) migration biography <input type="radio"/> My religion <input type="radio"/> My disability/chronic illness <input type="radio"/> For other reasons, namely: _____ [please do not enter any personal data that could be used to identify you or any other person]</p>

	<input type="radio"/> no response
F13	Has this discrimination led to any professional disadvantages for you? <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No response
	The following statements relate to your personal assessment of how discrimination is dealt with at KIT. To what extent do you agree with the following statements? strongly disagree 1 2 3 4 5 strongly agree
F14	The KIT takes sufficient action against discrimination of any kind.
F15	I know whom I can turn to at KIT if discrimination occurs.

Section 5 – Own Suggestions

	You now have the opportunity to contribute your own suggestions and ideas. Please answer the question below in the text field.
F16	What do you think is needed to further develop a culture of diversity sensitivity at KIT? [Free text]

Section 6 – About the Person

	The survey concludes with questions about yourself. These will help us to better categorise your answers.
	Which gender or gender identity do you identify with? <input type="radio"/> Female <input type="radio"/> Male <input type="radio"/> Non-binary, other, no response
	Which age group do you belong to? <input type="radio"/> up to 30 years <input type="radio"/> 31 to 40 years <input type="radio"/> 41 to 50 years <input type="radio"/> 51 years or older
	Do you have caring or nursing responsibilities? <input type="radio"/> Yes <input type="radio"/> No
	Which nationality/nationalities do you have? (multiple answers possible) <input type="radio"/> the German nationality <input type="radio"/> other(s)
	Was at least one of your parents born with a nationality other than German? <input type="radio"/> yes <input type="radio"/> no
	Is German (one of) your first language(s)? <input type="radio"/> Yes <input type="radio"/> No
	Do you have a visible or invisible work impairment, chronic illness or disability? <i>(The following answers refer to the German “degree of disability” system)</i>

- Yes, without official degree of disability or with a degree of disability below 50
- Yes, with a degree of disability above 50 (severe disability)
- No
- No response

- Do you belong to the group of LGBTQI* (lesbian, gay, bi, trans, queer, inter etc.) people?
- Yes
 - No
 - No response