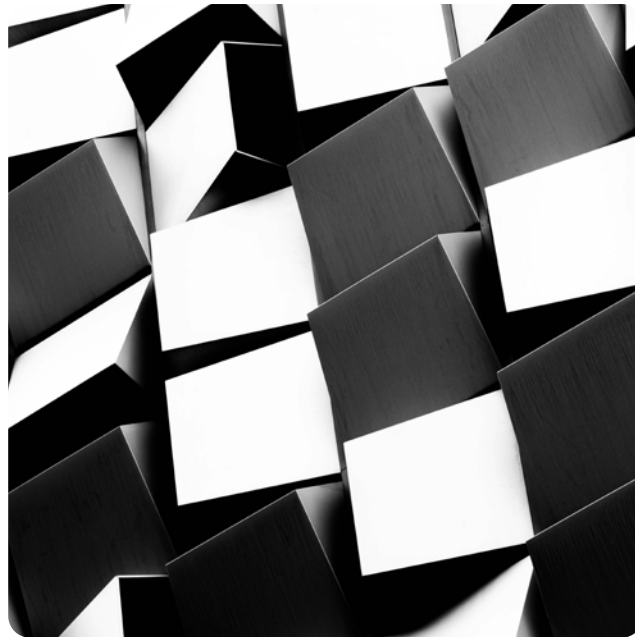




Strengthening equal opportunity and diversity

EQUALITY PLAN

VI. EQUALITY PLAN PURSUANT TO SECTION 4 (7) LHG



1. INTRODUCTION

1.1 Legal framework

Under Section 4 LHG and Section 6 ChancenG¹, the Equality Plan (EP) of HBC covers all members of the university. The EP 2027–2031 takes particular account of:

- the previous Equality Plan 2022–2026,
- the statutory requirements for equality plans under Section 4 (7) LHG and Section 6 ChancenG,
- the specifications of the Baden-Württemberg Ministry of Science, Research and the Arts (as of July 2022) regarding objectives, structure, content, formal requirements, involvement of committees and publication,
- the institution-specific structures of a university of applied sciences (HAW),
- the interlinking with structural and development planning (SEP), with human resources development under Section 2 (4) and Section 4 (7) LHG, and with quality management,
- the measures relating to the approved equality concept as part of HBC's Female Professors Programme (PP2030)
- the diversity concept of Biberach University of Applied Sciences in line with the requirements of the Interstate Study Accreditation Treaty on the model ordinance pursuant to Section 4 (1)–(4).

The EP aims to achieve equality between men and women at HBC at all levels and to remove structural barriers in the process. To this end, growth targets are set for academic and non-academic staff which take into account the gender ratio at the preceding qualification level (cascade model). Particular attention is paid to areas in which women are under-represented. In order to achieve gender parity in leadership and decision-making positions, concrete growth targets and commitments must be established.

The central fields of action of the Equality Plan are therefore:

- Increasing the proportion of female professors
- Supporting early-career female academics
- Increasing the proportion of female students in degree programmes where they are under-represented
- Supporting women on their way into leadership positions
- Further developing equality work
- Promoting diversity in practice
- Improving family friendliness through measures for a better balance of family, study and work
- Improving protection against discrimination and bullying at all levels
- Integration and inclusion work
- Making equality and equal opportunity tangible for everyone
- Equality monitoring to track and review the impact and efficiency of the equality objectives

The EP is a steering instrument of university development and part of overall planning. It shapes how HBC is perceived.

1.2 Participation and adoption

The Gender Equality Officer, her deputies, the Gender Equality Commission, the Staff Council, the Human Resources Department and the Rectorate are all involved in drawing up the EP. The EP is adopted by the Senate and submitted to the University Council for information. It is then published within the university.

1.3 Structural anchoring of gender equality at HBC

The equality unit is anchored in the structure of HBC as a staff unit of the Vice-Rectorate for Sustainability, Diversity and Digitalisation. Under Section 4 (3) LHG, the Gender Equality Officer reports directly to the Rectorate. She is a member of the extended Rectorate and chairs the Gender Equality Commission.

1.3.1 The Gender Equality Commission

The Gender Equality Commission is a central structural element of HBC. Its composition is laid down in the Constitution. It comprises the Gender Equality Officer and her two deputies, who are members ex officio, together with the Central Office for Equality and Diversity. Further members are HBC members holding elected offices, as a rule professors, as well as (non-)academic staff and student members. The group consists of 20 people, including a representative of the Rectorate, one equality officer from each of the four faculties, the family officer, confidential advisers for sexual harassment, the officer for anti-discrimination and against bullying, the officer for students with disabilities, confidential advisers of the representative body for severely disabled staff, two student representatives, the officer for social and cultural inclusion, and, as a guest, the representative for gender and diversity from the state of Baden-Württemberg's FH-Personal project («InnoPROF»1).

1.3.2 Areas of responsibility and interface functions of the equality unit

The Gender Equality Commission supports the equality officers and the Central Office for Equality and Diversity in carrying out their duties. This includes developing approaches to promote equality between men and women and equal opportunity for all members of the university. Particular attention is paid to removing existing disadvantages, especially for women working in research and for female students. The equality officers also work to give the topic greater visibility and transparency within the university. To achieve these aims they liaise closely with all bodies, institutions and members of the university as well as with external institutions and associations. Regular exchange therefore takes place between the equality officers and the members of the university management, the Staff Council, university communications and other office holders at all levels. There is also exchange with the Student Services organisation, the constituted student body and the faculty representatives. This means that the administration and the departments for study, teaching, research and continuing education are involved in making equality work at HBC a success. Exchange with external organisations takes place as well, partly in the form of cooperation agreements, for example with the Biberach District Office, or through networking. These cooperations take place at regional level in the Biberach area, for example in the form of a diversity network 2, through joint activities with the Zonta Club Oberschwaben 3 and with further actors at state level. <https://www.fh-personal.de/gefoerderte-hochschulen/a-z/biberach>,

At national level HBC is also part of the BukoF 5 network and, internationally, of the FIRE network of DHBW 6 and of Minerva FemmeNet, the international alumnae network of the Max Planck Society (MPG).

1.3.3 Workload reduction for equality officers pursuant to GEVO 7

The efficiency of equality work must be ensured on the basis of HoFV III, and the workload reduction is mandatory. It is therefore as follows: Gender Equality Officer (professor) 6 SWS; deputies (staff members) 15 % of their weekly working time (39.5 hours) each, equivalent to 5.9 hours. As part of the services for students with disabilities, the officer for students with disabilities and the inclusion and integration officer each receive 2 SWS. All other offices are held on a voluntary basis

¹ <https://www.fh-personal.de/gefoerderte-hochschulen/a-z/biberach>, <https://www.hochschule-biberach.de/innoprof>

² <https://www.hochschule-biberach.de/gelungener-fachtag-des-diversity-netzwerks-globalisierung-inklusion-arbeits-und-bildungswelt>

³ <https://www.zonta-union.de/>

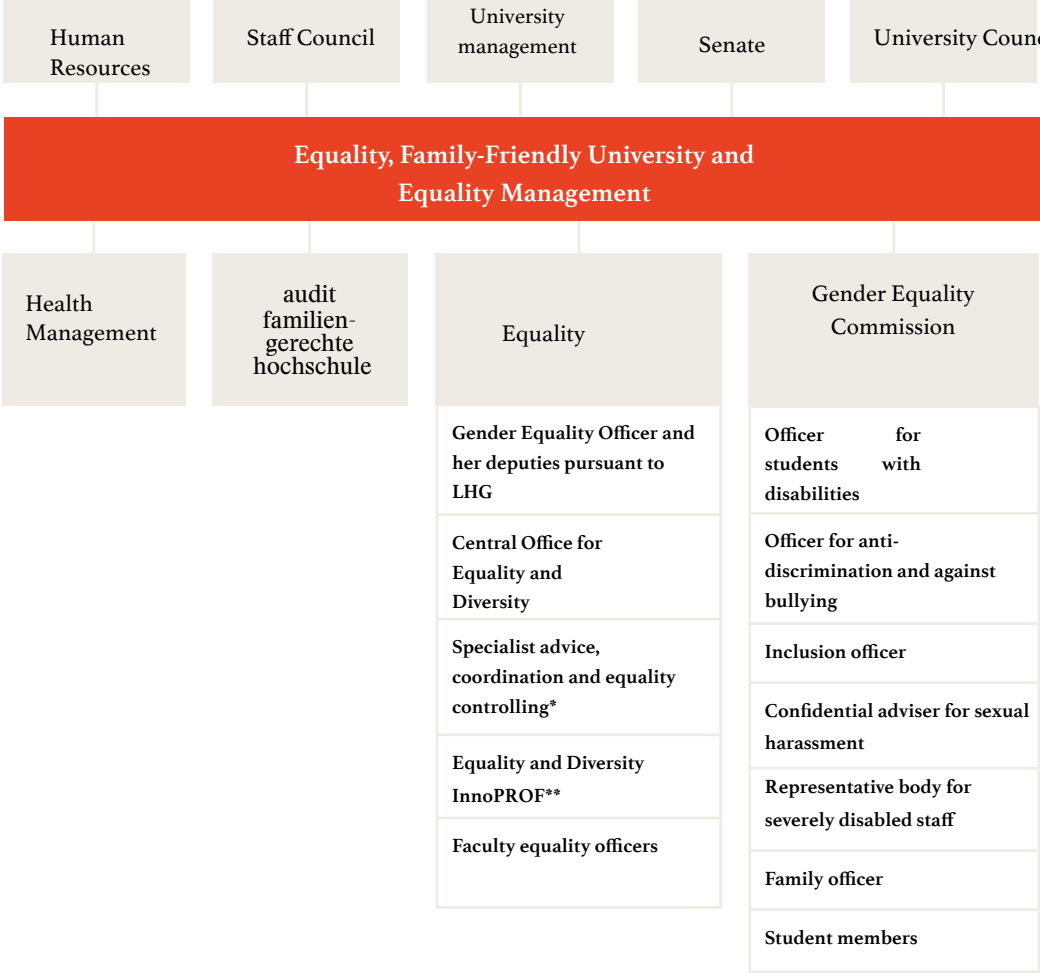
⁴ State conference of equality officers at universities of applied sciences in Baden-Württemberg and at DHBW (<https://www.la-kof-bw.de/startseite>)

⁵ Female International REsearch (<https://www.dhbw.de/die-dhbw/aktuelles/detail/2022/9/fire-an-der-dhbw>)

⁶ <https://www.minerva-femmenet.mpg.de/>

⁷ Ordinance of the Ministry of Science on the workload reduction for equality officers at state universities in Baden-Württemberg

<https://www.hochschule-biberach.de/innoprof>⁴



* measure planned under the federal-state programme «Female Professors Programme 2030»

** measure under the federal-state programme «FH Personal»

Figure 1: Organisational structure of the equality unit

2. STATUS QUO: ASSESSMENT OF TARGET ACHIEVEMENT DURING THE PREVIOUS PLANNING PERIOD

During the SEP period from 2022 to 2026 the proportion of women in central and decentralised leadership positions within the university management and the deans' offices changed continuously (see Table 2). The university administration and the dean's office of the Faculty of Biotechnology are exceptions, as women now form the majority there. Looking at the central administration, i.e. the non-academic leadership staff, a positive development can be observed: 80 % of the department heads at HBC are women, which suggests a good work-life balance in leadership positions as well. However, a gender gap is evident here too, since all of the 40 % of department heads who work part-time are women. The reason is that women in particular take on care duties within their families, among other things. The University Council, by contrast, has had equal gender representation since 2024. The MWK had already issued a recommendation at the constituent meeting of the council that was to be newly elected at the time, and HBC implemented it. According to this recommendation, defined parity in the University Council is the rule. This case demonstrates a successful implementation of the cascade model and is a model for making talented women visible. The body includes a degree programme assistant (mid-level academic staff), three female professors (research, teaching and continuing education) and two external women from the top and middle management of a medium-sized company (Rentschler SE; since March 2026, Fujifilm Biotechnologies) and of a listed group (Mercedes-Benz AG). The Gender Equality Officer is a permanent guest of the University Council and acts in an advisory capacity in this context.

The university management has identified the persisting challenges regarding the under-representation of women in further areas (see Table 1). Women are to be expressly encouraged to take on leadership positions, in line with their potential. The appointment of a woman as Vice-Rector for Research and Transfer after 2019 was deliberately brought about by the equality officers and the rectors in office. Until now, Rectorate positions have not been particularly attractive for the women eligible for them. One reason was the lack of flexibility of such positions compared with other leadership roles at HBC. In order to achieve a positive trend towards the representation of women, especially in the decentralised leadership structures of the university, binding rules have been adopted and in some cases implemented. These include, for example, rotation systems, possible guidelines and recommendations, or incentive systems. A rotation system introduced in the faculties at HBC is currently having a partial effect (see Table 1, Q1 2026).

Position / committee	Q4 2019	Q3 2024	Q1 2026	Targets for 2031 (women in %)
Deans/vice deans women in %	2 / 13 15%	3 / 14 21%	4/14 28%	40 %
Rectorate women in %	0 / 5 0%	1/ 5 20%	1/5 20%	30-40%
Senate women in %	10 / 23 43%	8/ 28 29%	9/29 21%	40-45%
University Council women in %	5 / 11 45%	6/ 11 55%	6/11 55%	50-55%
Faculty Board A/EI women in %	8 / 32 25%	8/ 31 26%	8/24 33%	40 %
Faculty Board B/P women in %	11 / 38 29%	5/33 15%	7/34 21%	40%
Faculty Board W women in %	8 / 26 31%	11/ 28 39%	9/29 31%	40%
Faculty Board BT women in %	13 / 24 54%	14/ 23 61%	15/23 65%	50-55%
Heads of research institutes / transfer units women in %	-	-	4/12 33%	50%

Table 1: Observed number of women in committees and leadership positions at HBC from 2016 to 2025

Target achievement in the previous planning period versus current proportions of	Baseline previous StEP 2022- 2026	Targets previous StEP 2022- 2026	Current	State average HAW	National average HAW	Targets StEP 2027- 2031
women	201-24	2026	01.12.2025	2017-19	2019	2030
Degrees awarded (master's etc.)	40%	40%	41%	41%	43%	50%
Academic staff without doctorate	50%	40%	39%	35%	42%	45-50%
Doctorate	approx. 37 %	33%	64 % (by 2026)	46 % (Uni/PH)	46 % (Uni/PH)	50%
Academic staff with doctorate	(2024) 50%	30%	38%	46%	48%	40-50%
Appointments (all professorships)	23%	30%	20%	25%	-	30%
Permanent professors	23%	28%	24%	17%	24%	28%
University leadership positions	33%	30-40%	37%	18%	-	30-40%
Non-academic leadership staff	80%	-	78%	-	-	> 50%

Table 2: Assessment of target achievement in the previous planning period 2022-2026 and comparison with the state and national averages

8 The 33 % target for planned doctorates was already exceeded in 2024.

Despite these efforts and advances, the proportion of female professors at HBC has, as mentioned above, been stagnating at around 24.5 % for quite some time (see Fig. 2), and is thus below the national average of 28 %,1. In the technical departments such as project management and civil engineering, energy engineering, and likewise in the Faculty of Business Administration, there are very large deviations from the figure above. Here the proportion of female professors has fluctuated for years between almost 0 % and 15 %. In an internal comparison, the proportion of women among the full-time professorships is highest in the Faculty of Biotechnology at 53 %, far above the HBC average. Although the Faculty of Business Administration has strong potential to achieve at least gender parity, this has so far appeared unattainable because of the pronounced ambivalence of its disciplinary culture – the «leaky pipeline effect». In HBC's technical disciplines – project management, civil engineering and energy engineering – structural weaknesses and stereotypically male disciplinary cultures still prevail and reinforce the unequal distribution of the genders. In addition, there is a lack of systematic, university-wide personnel marketing strategies oriented towards gender competence, and of training for appointment committees in connection with the proactive recruitment of female staff. Achieving equal treatment for female professors in appointment negotiations and in their further development (e.g. performance bonuses, the HBC science award) requires active support. A further observation is the continuous decline in the number of female applicants since the pandemic year 2020. The number of female applicants fell from 37 in 2020 to 13 in 2023 (see Fig. 4); since 2025 there has been a slight upward trend. The number of male applicants in the same period was 105 and continues to rise.

Proportion of male and female professors

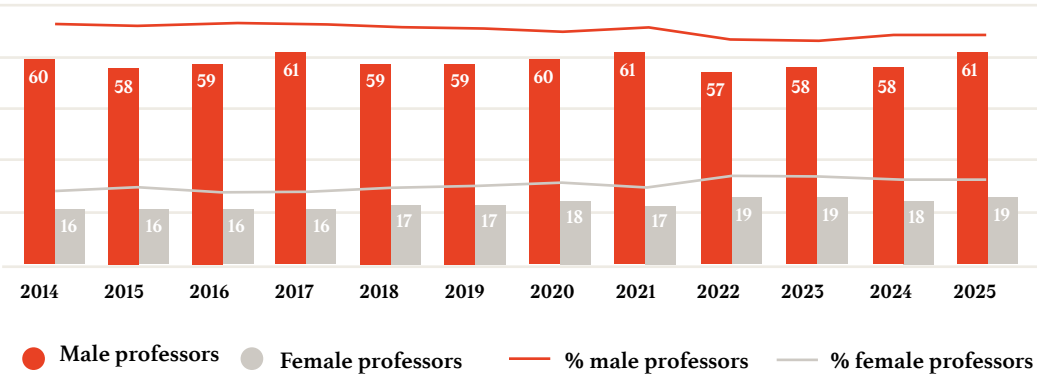


Figure 2: Development of the share of professors in relation to the number of professorships at Biberach University of Applied Sciences from 2014 to 2025

As a university of applied sciences, appointment to a professorship requires evidence of five years of professional activity outside higher education. Unlike universities, which can survey the staff at chairs with a matching denomination as a concrete pool for suitable appointments, for universities of applied sciences the pool of women suitable for a professorship is a black box. For the women concerned this means having to gain teaching experience and industry experience at the same time, during a period in which many of them are also doing care work.

2.1 Students

The distribution of students at HBC shows that in some degree programmes the proportion of women is pleasingly high, particularly in architecture and biotechnology together with biopharmaceutical and medical technology sciences. This indicates that the university is attractive to female students in these disciplines and supports them successfully. HBC is also committed to attracting female students through numerous events and programmes such as Girls' Day, «Diversity Day» and individual initiatives at faculty or professorial level. These initiatives help to create an inclusive and supportive study environment in which gender equality is actively promoted. As a rule they also counteract stereotypes and prejudice. Nevertheless, there is still room for improvement here as well. In technical and engineering programmes the under-representation of women remains a relevant issue. In some programmes the drop-out rate among female students is higher than among male students. This draws attention to specific

challenges and hurdles that female students have to overcome during their studies. The analysis in Table 3 shows a clear discrepancy, particularly in the engineering subjects and in the field of business law. The results show that inspiring and attracting women to STEM subjects remains crucially important. Beyond that, however, it is even more important to show women ways of advancing their careers. This can be done, for example, by building women-specific networks or through training methods such as women empowerment. In the civil engineering programme the mentoring programme «Female Engineering» was successfully run from 2023 to 2024. The aim of the programme was to accompany female students on their way into professional life and to help them master the various situations they encounter in study and work. The programme comprised mentoring, advisory sessions and networking meetings in the «Digital Lounge». These measures serve to support women with orientation, decision-making, studying, entering the profession, doctoral studies and application phases. In the CEWS ranking HBC still has room for improvement in the «students» category. This shows the urgent need to intensify efforts in this area, either alone or together with others.

HBC students	Total	Women	Men	Women %	Men %
Degree programmes	1962	817	1144	41,64%	58,31%
Bachelor Architecture	385	260	125	67,53%	32,47%
Master Resource-Efficient Architecture	39	20	19	51,28%	48,72%
Bachelor Energy Engineering	67	8	59	11,94%	88,06%
Master Energy and Building Systems	33	9	24	27,27%	72,73%
Bachelor Civil Engineering	260	48	212	18,46%	81,54%
Master Civil Engineering	32	4	28	12,50%	87,50%
Bachelor Construction Project Management / Civil Engineering	129	41	88	31,78%	68,22%
Master Project Management (Construction)	43	19	24	44,19%	55,81%
Bachelor Timber Construction Project Management / Civil Engineering	163	25	138	15,34%	84,66%
Master Timber Construction Engineering	30	4	26	13,33%	86,67%
Master Engineering Management	20	13	7	65,00%	35,00%
Bachelor Business Administration	356	146	210	41,01%	58,99%
Master Business Administration	73	25	48	34,25%	65,75%
Bachelor Pharmaceutical Biotechnology	149	105	44	70,47%	29,53%
Bachelor Medical Biotechnology	39	24	15	61,54%	38,46%
Bachelor Applied Biotechnology	21	8	13	38,10%	61,90%
Master Industrial Biotechnology	40	18	22	45,00%	55,00%
Bachelor Civil Engineering and Construction Management	41	5	36	12%	88%
Master Building Automation	55	11	44	20%	80%
Master Pharmaceutical Biotechnology (being phased out)	77	50	27	65%	35%
Bachelor Digital Engineering	21	9	12	42,86%	57,14%
Master Transformation Management Organisation	3	2	1	66,67%	33,33%
Master Biopharmaceutical and Medical Technology Sciences	40	31	9	77,50%	22,50%
Master Business Law (Construction and Real Estate)	18	9	9	50,00%	50,00%

Table 3: Detailed overview of students by degree programme

Women below 25%
 Women below 40%
 Women 40-60%
 Women above 60%

2.2. HBC as a family-friendly university

HBC has built up a portfolio of measures to promote family friendliness and anchored it institutionally. In the audit process, support structures were systematically developed further and interlinked. Re-certification in the audit familiengerechte hochschule is due in 2027. The targeted expansion of advisory services is leading to greater uptake and to a better balance of study, work and family. Involving external advice centres and training mental health first aiders broadens the range of support. Practical measures such as structured information services, event formats and holiday childcare help to ease everyday life. Additional support services strengthen the general conditions. Developing the structural framework further creates transparency, reliability and orientation. This helps to take individual needs better into account. The continuous collection and analysis of key figures and the increasing use of the services demonstrate the effectiveness of the measures and the growing anchoring of family-related topics. The Gender Equality Commission, HBC's feedback system, the inclusion agreement and the guidelines form the foundation for developing family friendliness at HBC further.

2.3. Removing barriers in study and work

HBC is committed to staff, professors and students with disabilities and works continuously on measures that allow them to shape their work, studies and time on campus in a self-determined way. To this end it is possible to study according to an individual study and examination plan. In order to create the spatial conditions for barrier-free study and work, conversion measures have been planned and implemented. These serve to develop and integrate measures directly with those affected. The goal is barrier-free study and work at HBC. A central concern of the university is to create equal conditions. As an open, family-oriented and inclusive institution, HBC can respond flexibly and individually to students' needs. Unfortunately, fully barrier-free or low-barrier study is only possible to a limited extent and depends strongly on the degree programme or subject area. HBC liaises with the town of Biberach and the district commissioner, among others, in order to provide affected students with information at the interfaces between town and campus life, for example via the website.

2.3.1 Application procedures

In application procedures, care is taken to ensure that people with disabilities are treated on an equal footing where qualifications are equal. The officers for students with disabilities and the confidential advisers of the representative body for severely disabled staff are involved in the procedure. They are also involved in implementing measures in the relevant fields of action. This applies, for example, to the job advertisement process and the publication of these vacancies in digital or print media. Students apply successfully online via the university's accessible study portals. In order to create suitable physical conditions for accessible study and work, structural measures have been planned and implemented on an ongoing basis, such as conversion works based on discussions with VBBW or the Hildegardis Association (participation in the nationwide InklusionsGuide project).

2.3.2 Accessibility on site

HBC's current signage system explicitly identifies accessible entrances, which are nevertheless being adapted in the course of necessary conversion works and optimised for further types of disability, such as severe visual impairment and blindness. To enable participation in meetings and in teaching and public events, digital access or tools are provided where needed and possible. This means, for example, that lectures can be held online or with assistive technology on request. Biberach University of Applied Sciences has been assessed for accessibility several times and is continuously improving in this respect. Measures implemented so far include: accessible entrances, digital aids and ergonomic workstations, accessible toilets: two each at Campus Stadt and Campus Aspach, three of which are suitable for standard electric wheelchairs, as well as

disabled parking spaces at both locations. The lifts have floor announcements or Braille. Yellow warning strips have been applied at the top and bottom of some staircases. Both locations offer quiet and retreat rooms ("Strong Together rooms"). At Campus Aspach an electrically height-adjustable table, a medical couch, a kettle and a microwave are available for general use. At Campus Stadt there are an electrically height-adjustable table, a kettle and a microwave. There is also a separate first-aid room with a couch. Building entrances that could be made accessible will shortly be fitted with electric door drives (Campus Stadt first, Campus Aspach later). The library door will be converted for accessibility and electrified. In building A (ground floor) a toilet will be converted into a wheelchair-accessible toilet. The refurbishment of the D area will add further accessible toilets on the first and second floors of building section D1.1. Additional step-free connections between building sections D5 and D4 are also planned ⁹.

Links between the town and the HBC campuses

This includes public transport connections: both campuses can be reached by train and bus. Two local taxi companies operate wheelchair-accessible taxis. Buses in Biberach and Ulm are predominantly low-floor vehicles with wheelchair spaces and folding ramps. The nearest long-distance railway station is Ulm Hbf (approx. 40 km).

⁹ Questions can be addressed directly to the Buildings and Technical Services Department.

2.3.3. Digital accessibility

HBC has for some time had accessible digital portals for students covering application, enrolment and examination procedures. These have been brought up to the latest technical standard in line with students' needs. The Student Services Centre has launched an initiative that supports accessible study as a whole and advocates appropriate conditions for students. However, HBC does not yet meet all the criteria for digital accessibility or low-barrier access. This concern was highlighted in audits of digital accessibility which covered, among other things, the university's website. For this reason the university has set a process in motion to address any shortcomings, not least because it wishes to meet its obligations as quickly as possible.



2.4 Diversity strategy and equal opportunity

HBC understands diversity as the recognition and appreciation of individual differences. Mindfulness, appreciation, openness and acting together are the four pillars of our work. HBC relates diversity in particular to the following dimensions:

- gender and gender identity
- ethnic and social origin
- age
- physical and mental impairments
- sexual orientation
- religion and belief
- family responsibilities
- individual life situations and social backgrounds

HBC aims to establish diversity as a matter of course in campus culture and to sustain it in the long term. As a first step, HBC has set itself the goal of raising awareness, through university-wide dialogue, of institutional reflexes that lead to entrenched discriminatory structures. This is intended to break down silo thinking more effectively. It is achieved by addressing any structural shortcomings and obstacles more clearly and by making supportive platforms and services both more visible and more easily accessible. Accordingly, measures that foster a diversity of values are required. HBC's diversity strategy is part of the overall strategy and closely linked to equality, inclusion, health and family friendliness. It is anchored in the university's steering instruments: target agreements, quality management and accreditation procedures, human resources development and appointment procedures, teaching and learning development, and equality and diversity projects.

3. OBJECTIVES AND TARGET FIGURES FOR THE COMING PLANNING PERIOD

The measures set out in this EP follow HBC's Female Professors Programme 2030 (PP2030), approved by the federal and state governments, and its target figures. The objectives and fields of action for the coming planning period also build on the 2022-2026 period and comprise three thematic areas for achieving equality and equal opportunity.

3.1 Consistently removing structural disadvantages

3.1.1 Lasting parity in the university's structures

The EP seeks lasting parity in the university's structures. A central aspect is fostering a cultural change that advances equality and gives further momentum to a gender-equitable university culture. In addition, both the central and the decentralised diversity concepts are geared towards integrative and inclusive support. HBC's guidelines and core principles work towards removing existing disadvantages at structural and institutional level. The goal is a dynamic increase in the number of women academics in top positions in research and teaching. Under Section 6 (2) ChancenG, the university aims to earmark at least half of the posts to be filled by recruitment in areas where women are under-represented for appointment to women. This is intended to promote gender parity and, in the long term, to achieve a fairer distribution of women and men in all areas of the university.

3.1.2 Equal opportunity as a core principle

The activities carried out so far to promote respect and awareness of discrimination are to be taken up and made more accessible through coordinated public relations work. Members of the university experiencing psychological strain or facing barriers can turn to a counselling service anonymously. Events on the spectrum of diversity and anti-discrimination topics play a special role in HBC's vision, since this field is intersectional in approach and actively seeks common ground with the academic priorities of the university and its faculties. Cooperation with external speakers and with regional industry and business, the town and the district is indispensable here.

3.2 Quantitative objectives

Through a strategic realignment of its equality objectives, HBC is setting itself ambitious quantitative targets for equality between men and women in all areas.

Area	Share (actual)	Goal	Period	Measure (see chapter 4)
Rectorate & deaneries	20,7 %	> 30%	5 years	M4-MRN, M5-RB, M6-MP
Female professors (focus on male-dominated institutes)	24,7 %	> 30%	5 years	M3-TVBF, M4-MRN, M5-RB, M6-MP, M7-NK
Doctorates	ca. 33 %	> 50%	5 years	M5-RB, M6-MP, M7-NK
Female students/subject	< 20%	> 30%	5 years	M9-KMSP
Female students/subject	< 35%	> 40%	5 years	M9-KMSP

Table 4: Quantitative equality objectives

The measures M1-SVK, M2-IK, M8-BeFA and M10-MCP affect all quantitative objectives. These include new professorial appointments, participation and visibility in committees and associations, and an equal distribution of women and men at university management level. One focus of the university is on targeting specific groups and gradually increasing the proportion of women where they have so far been barely represented. Raising the share of female professors to at least 30 % in subjects in which they are under-represented is part of a comprehensive programme to promote gender parity. Targeted support programmes and mentoring initiatives help women to acquire the qualifications required for appointment. It is also planned to strengthen the "Civic University" in order to improve the environment for students. Infrastructure improvements are likewise being used to meet the needs of students with family responsibilities and to enable them to complete their studies successfully.

3.3 Qualitative objectives

Qualitative objective	Measure (see chapter 4)
Lasting integration of equality measures	M1-SVK M10-MCP
Awareness raising, visibility, dismantling institutional discriminatory reflexes, involvement of all members of the university, better communication, reducing vague fears.	
Inclusive university and disciplinary cultures	M2-IK
Developing university culture towards diversity and inclusion / "diversity gaps"	
Gender-equitable appointments	M3-TVBF
Fair opportunities for women on the path to a professorship Transparency and fairness in the application process	M4-MRN, M5-MRB M6-MP, M7-NK
Balance of family with work/study Diversity-oriented university culture sensitive to discrimination	M8-BeFa
Attracting female students to highly segregated subjects Promoting an open and respectful culture of communication in teaching	M9-KMSP

Table 5: Qualitative equality objectives



3.4 Women on the path to a professorship

HBC promotes the visibility of talented women through networks, programmes and initiatives. One initiative run in cooperation with the start-up initiative is the Exist Women / Wild Women funding scheme, which encourages exchange among women. Values such as creativity and visibility count here, but so does empowerment. Extending women's networks in the field of business start-ups strengthens their personal standing and motivates them to take on a leading role in business and industry, either by founding their own companies or by moving into existing structures. Contact with mentors helps in this. With regard to professorial appointments at Biberach University of Applied Sciences there are certainly challenges, given that the number of female professors has stagnated at around 23-25 % for years, but there are also positive developments, such as the closer involvement of the faculties in equality work. The faculties most affected have introduced support and HR marketing measures to assist women academics on their path to a professorship. Implementing the measures of the Female Professors Programme 2030 will help to raise the proportion of female professors on a lasting basis and to contribute to equal opportunity in academia. The university's Dual & Triple Career Service offers support to newly appointed female professors. The service was set up as part of the InnoProf project (federal/state programme, FH-Personal). The university's internal network of female professors (Professorinnen-Treff) offers them a forum for exchange and support. Here they can share their wishes and needs and discuss new ideas for appointment procedures. The network is also intended to improve the public perception of women academics.



3.5 Early-career researchers and female professors (cascade model)

3.5.1 Qualification through doctorates

HBC has various strengths and weaknesses when it comes to supporting early-career researchers. HBC's membership of the Baden-Württemberg Doctoral Association is based on a strategic decision by the Rectorate. HBC has many active doctoral candidates, who are no longer regarded as a "marginal group". Support programmes for early-career women researchers such as doctoral candidates are often only accessible through membership of particular associations or of other research or higher education institutions. The InnoProf programme sets new gender-inclusive standards but is not yet tailored specifically to this group. Some candidates find it difficult to remain employed because they are pursuing a specific doctoral project. Nevertheless, the proportion of female doctoral candidates at HBC is relatively high compared with other universities of applied sciences in Baden-Württemberg. From September 2023 to August 2025 the picture of supervised doctoral candidates was as follows, based on the reports submitted by professors to date: a total of 36 doctoral candidates (internal and external), of whom 14 were women (33%) and 22 men (67%). Of these 36 candidates, 26 are supervised internally, of whom 10 are women (36%) and 16 men (64%), and 10 externally (4 women (40%), 6 men (60%)). An important aspect of supporting female doctoral candidates is the availability of posts within the university. Given this positive development, the potential should be exploited more effectively.

3.5.2 Faculty tables

Faculty of Architecture and Energy Engineering

Biberach University of Applied Sciences Degree programmes of the Faculty of Architecture and Energy Engineering (A_EI)	Bachelor Architecture (BAK)	Master Architecture & Resource-Efficient Architecture (MAK+MAR)	Master Energy & Building Systems (MEG)	Bachelor Energy Engineering (BEI)	Faculty A_EI total share of women (degrees)
Fields of study in the faculty	Engineering sciences				
Proportions of the fields of study in the faculty	61 %	18 %	8 %	13 %	
Master's, state examination and similar degrees: share of women					
Own university Baden-Württemberg (HAW) Baden-Württemberg (Uni/PH) Germany (HAW) Germany (Uni/PH)	64,56% n.a n.a n.a	70.83 % * 57 % 58 % 61% 59%	20 % 19 % 23 % 23 % 26 %	17,65% n.a n.a n.a n.a	43,26% n.a n.a n.a n.a
Acad. staff without doctorate: faculty status quo (faculty-wide)					
No. of acad. staff without doctorate	27				
Women among acad. staff without doctorate	23%				
expected number of new appointments during the EP	3				
EP target 2027–2031 (faculty-wide): women among acad. staff without doctorate	33%				
Share of women among completed doctorates:	0				
Baden-Württemberg (Univ. and PH)	19%				
Germany (Univ. and PH)	20%				

Biberach University of Applied Sciences Degree programmes of the Faculty of Architecture and Energy Engineering (A_EI)	Bachelor Architecture (BAK)	Master Architecture & Resource-Efficient Architecture (MAK+MAR)	Master Energy & Building Systems (MEG)	Bachelor Energy Engineering (BEI)	Faculty A_EI total share of women (degrees)
Acad. staff with doctorate: faculty status quo					
No. of acad. staff with doctorate	2				
Women among acad. staff with doctorate	50%				
expected number of new appointments during the EP	n.a				
EP target 2027–2031 (faculty-wide): women among acad. staff with doctorate	50 %				
	Institute of Architecture and Urban Design	Institute of Building and Energy Systems			
Teaching and research areas of the faculty	Research	Research			
Proportions of the teaching and research areas	25 %	75 %			
Share of women among completed doctorates:	0	1			
	Baden-Württemberg (Univ. and PH) Germany (Univ. and PH)	19% 20%			
Permanent professorships: faculty status quo					
Number of permanent professorships	21				
Share of women in permanent professorships	23,81 %				
expected number of appointments during the EP	9				
For comparison: share of women in permanent professorships:	Architecture	Engineering			
Baden-Württemberg (HAW)	22 %	13 %			
Germany (HAW)	28 %	15 %			
EP target 2027–2031 (faculty-wide): share of women in permanent professorships	30%				

Faculty of Civil Engineering and Project Management

Biberach University of Applied Sciences Faculty of Civil Engineering and Project Management (B_P)	Bachelor Construction Project Management / Civil Engineering (BP)	Bachelor Civil Engineering (BB)	Master Civil Engineering (MB)	Master Engineering Manager (MEM)	Bachelor Timber Construction Project Management / Civil Engineering (BPH)	Master Timber Construction Project Management / Civil Engineering (MPH)	Master Project Management (Construction) (MP)	Bachelor Civil Engineering (VGU cooperation) (BCE)	Faculty B_P total share of women (degrees)
Fields of study in the faculty	Engineering sciences								
Proportions of the fields of study in the faculty	19 %	36 %	11 %	5 %	17 %	3 %	9 %		
Master's, state examination and similar degrees: share of women									
Own university	25 %	14,93 %	30 %	22,22 %	22,58 %	20,00 %	11,76 %		20,92 %
Baden-Württemberg (HAW)	n.a	n.a	31 %	n.a	n.a	n.a	n.a	n.a	
Baden-Württemberg (Uni/ PH)	n.a	n.a	34 %	n.a	n.a	n.a	n.a	n.a	
Germany (HAW)	n.a	n.a	33 %	n.a	n.a	n.a	n.a	n.a	
Germany (Uni/ PH)	n.a	n.a	37 %	n.a	n.a	n.a	n.a	n.a	
Acad. staff without doctorate: faculty status quo (faculty-wide)									
No. of acad. staff without doctorate	15								
Women among acad. staff without doctorate	19 %								
expected number of new appointments during the EP	3								
4EP target 2026-30 (faculty-wide): women among acad. staff without doctorate	20 %								

Biberach University of Applied Sciences Faculty of Civil Engineering and Project Management (B_P)	Bachelor Construction Project Management / Civil Engineering (BP)	Bachelor Civil Engineering (BB)	Master Civil Engineering (MB)	Master Engineering Manager (MEM)	Bachelor Timber Construction Project Management / Civil Engineering (BPH)	Master Timber Construction Project Management / Civil Engineering (MPH)	Master Project Management (Construction) (MP)	Bachelor Civil Engineering (VGU cooperation) (BCE)	Faculty B_P total share of women (degrees)
Share of women among completed doctorates: Baden-Württemberg (Univ. and PH) Germany (Univ. and PH)					0 19 % 20 %				
Acad. staff with doctorate: faculty status quo: no. of acad. staff with doctorate					1				
Women among acad. staff with doctorate					0%				
expected number of new appointments during the EP					2				
EP target 2027–2031 (faculty-wide): women among acad. staff with doctorate					50 %				
	Institute of Geo and Environment	Institute of Timber Construction	Institute of Innovative Construction and Project Management	Institute of Structural Engineering					
Teaching and research areas of the faculty	Research	Research	Research	Research					
Proportions of the teaching and research areas	35 %	45 %	15 %	5 %					
Share of women among completed doctorates: Baden-Württemberg (Univ. and PH) Germany (Univ. and PH)					0 19 % 20 %				

Faculty of Civil Engineering and Project Management

Biberach University of Applied Sciences Faculty of Civil Engineering and Project Management (B_P)	Bachelor Construction Project Management / Civil Engineering (BP)	Bachelor Civil Engineering (BB)	Master Civil Engineering (MB)	Master Engineering Manager (MEM)	Bachelor Timber Construction Project Management / Civil Engineering (BPH)	Master Timber Construction Project Management / Civil Engineering (MPH)	Master Project Management (Construction) (MP)	Bachelor Civil Engineering (VGU cooperation) (BCE)	Faculty B_P total share of women (degrees)
Permanent professorships: faculty status quo:	Bachelor Construction Project Management / Civil Engineering (BP)				Bachelor Timber Construction Project Management / Civil Engineering (BPH)	Master Timber Construction Project Management / Civil Engineering (MPH)	Master Project Management (Construction) (MP)	Bachelor Civil Engineering (VGU cooperation) (BCE)	Faculty B_P total share of women (degrees)
Number of permanent professorships					24				
Share of women in permanent professorships					12,50 %				
expected number of appointments during the EP	Bachelor Construction Project Management / Civil Engineering (BP)				2	Master Timber Construction Project Management / Civil Engineering (MPH)	Master Project Management (Construction) (MP)	Bachelor Civil Engineering (VGU cooperation) (BCE)	Faculty B_P total share of women (degrees)
For comparison: share of women in permanent professorships: Baden-Württemberg (HAW)					13 %				
Germany (HAW)					15 %				
EP target 2027–2031 (faculty-wide): share of women in permanent professorships	Bachelor Construction Project Management / Civil Engineering (BP)				17 %	Master Timber Construction Project Management / Civil Engineering (MPH)	Master Project Management (Construction) (MP)	Bachelor Civil Engineering (VGU cooperation) (BCE)	Faculty B_P total share of women (degrees)

Faculty of Business Administration

Biberach University of Applied Sciences Faculty of Business Administration (BWL)	Bachelor Business Administration (BWL)	Master Business Administration (MBW)	Bachelor Business Law (Construction and Real Estate) (BWR) - phasing out	Master Business Law (Construction and Real Estate) (MWR)	Master Transformation Management in Organisations (MTO)	Faculty BWL total share of women (degrees)
Fields of study in the faculty	Law, economics and social sciences					
Proportions of the fields of study in the faculty	64 %	27 %	1 %	8 %		
Master's, state examination and similar degrees: share of women:						
Own university	44,83 %	25,64 %	0 %	18,18 %	0 %	17,73 %
Baden-Württemberg (HAW)	n.a	53 %	n.a	64 %	n.a	
Baden-Württemberg (Uni/PH)	n.a	49 %	n.a	64 %	n.a	
Germany (HAW) Germany (Uni/PH)	n.a	53 %	n.a	60 %	n.a	
	n.a	48 %	n.a	59 %	n.a	
Acad. staff without doctorate: faculty status quo (faculty-wide):						
No. of acad. staff without doctorate	1					
Women among acad. staff without doctorate	0 %					
expected number of new appointments during the EP	n.a					
EP target 2027–2031 (faculty-wide): women among acad. staff without doctorate	0 %					
Share of women among completed doctorates:	0					
Baden-Württemberg (Univ. and PH)	46 %					
Germany (Univ. and PH)	47 %					

Faculty of Business Administration

Biberach University of Applied Sciences Faculty of Business Administration (BWL)	Bachelor Business Administration (BWL)	Master Business Administration (MBW)	Bachelor Business Law (Construction and Real Estate) (BWR) - phasing out	Master Business Law (Construction and Real Estate) (MWR)	Master Transformation Management in Organisations (MTO)	Faculty BWL total share of women (degrees)
Acad. staff with doctorate: faculty status quo No. of acad. staff with doctorate	0					
Women among acad. staff with doctorate expected number of new appointments during the EP	0 % n.a					
EP target 2026-30 (faculty-wide): women among acad. staff with doctorate	0 %					
Heading of the institutes Teaching and research areas of the faculty Proportions of the teaching and research areas						
Share of women among completed doctorates: Baden-Württemberg (Univ. and PH) Germany (Univ. and PH)	46 % 47%					
Permanent professorships: faculty status quo Number of permanent professorships	20%					
Share of women in permanent professorships expected	15%					
Number of appointments during the EP	4					
For comparison: share of women in permanent professorships:						
Baden-Württemberg (HAW)	22 %	n.a	32%	n.a		
Germany (HAW)	25%	n.a	28%	n.a		
EP target 2027–2031 (faculty- wide): share of women in permanent professorships	20%					

Faculty of Biotechnology

Biberach University of Applied Sciences Faculty of Biotechnology (BT)	Master Biopharmaceutical and Medical Technology Sciences (MBM)	Bachelor Applied Biotechnology - phasing out (BAB+BIB)	Master Industrial Biotechnology - phasing out (MIB-MPE)	Bachelor Medical Biotechnology (BMB)	Bachelor Pharmaceutical Biotechnology (PBT)	Master Data Driven Biotechnology	Faculty BT total share of women (degrees)
Fields of study in the faculty	Mathematics, natural sciences						
Proportions of the fields of study in the faculty	16 %	15%	27%	0 %	42 %		Faculty BT total share of women (degrees)
Master's, state examination and similar degrees: share of women Own university	73,33%	71,43 %	70,83%	no graduates yet	71,05%	no graduates yet	71,66 %
Baden-Württemberg (HAW)	n.a	n.a	n.a	n.a	n.a	n.a	n.a
Baden-Württemberg (Uni/PH)	n.a	n.a	n.a	n.a	n.a	n.a	n.a
Germany (HAW)	n.a	n.a	n.a	n.a	n.a	n.a	n.a
Germany (Uni/PH)	n.a	n.a	n.a	n.a	n.a	n.a	n.a
Acad. staff without doctorate: faculty status quo (faculty- wide): No. of acad. staff without doctorate Women among acad. staff without doctorate expected number of new appointments during the EP	20 35 % 1						

Biberach University of Applied Sciences Faculty of Biotechnology (BT)	Master Biopharmaceutical and Medical Technology Sciences (MBM)	Bachelor Applied Biotechnology - phasing out (BAB-BIB)	Master Industrial Biotechnology - phasing out (MIB-MPE)	Bachelor Medical Biotechnology (BMB)	Bachelor Pharmaceutical Biotechnology (PBT)	Master Data Driven Biotechnology	Faculty BT total share of women (degrees)
EP target 2027-31 (faculty-wide): women among acad. staff without doctorate				40 %			
Share of women among completed doctorates:							
Baden-Württemberg (Univ. and PH) Germany				41 %			
(Univ. and PH)				42 %			
Acad. staff with doctorate: faculty status quo:							
No. of acad. staff with doctorate				4			
Women among acad. staff with doctorate				50 %			
expected number of new appointments during the EP				1			
EP target 2027-2031 (faculty-wide): women among acad. staff with doctorate				50 %			

Biberach University of Applied Sciences Faculty of Biotechnology (BT)	Master Biopharmaceutical and Medical Technology Sciences (MBM)	Bachelor Applied Biotechnology - phasing out (BAB-BIB)	Master Industrial Biotechnology - phasing out (MIB-MPE)	Bachelor Medical Biotechnology (BMB)	Bachelor Pharmaceutical Biotechnology (PBT)	Master Data Driven Biotechnology	Faculty BT total share of women (degrees)
Heading institutes	Institute of Applied Biotechnology						
Teaching and research areas of the faculty	Research						
Proportions of the teaching and research areas	100 %						
Share of women among completed doctorates:	ix IAB in cooperation						
Baden-Württemberg (Univ. and PH) Germany (Univ. and PH)				41 % 42 %			
Permanent professorships: faculty status quo:							
Number of permanent professorships				15			
Share of women in permanent professorships				53 %			
expected number of appointments during the EP				3			
For comparison: share of women in permanent professorships:							
Baden-Württemberg (HAW) Germany (HAW)				25 % 26 %			
EP target 2027- 2031 (faculty- wide):							
Share of women in permanent professorships				50 %			

3.5.3 Supporting early-career researchers on the path to a professorship, with and without a doctorate and with achievements equivalent to a doctorate

The next qualification level at HBC concerns qualification and staff development models for women on the path to a professorship. These are mentoring programmes such as "Traumberuf Professorin Plus" and "HAW-Karriere", designed specifically for early-career women researchers, within which networking events on subject-specific and professional development topics are offered and are to be expanded further. Through programmes such as the Mathilde Planck teaching assignment programme run by the state of Baden-Württemberg, the university actively supports early-career women researchers working full-time in industry and business on their way back into higher education. The programme supports both doctoral candidates and the recruitment of women as visiting lecturers. HBC also enables female staff to work part-time, for example in order to obtain professional qualifications for a career inside or outside higher education. The predictability and attractiveness of academic career paths for women need to be improved, because early-career women researchers are confronted more than their male colleagues with fixed-term contracts and uncertain career prospects – often as a result of family circumstances leading to discontinuous CVs. Teaching assignments, which are an essential building block on the path to a professorship, are consistently taken up by few women at HBC, particularly where those women have no ties in the region or the surrounding area. In the CEWS ranking, HBC is only in the middle group in the list for "academic and artistic staff below the level of a lifetime professorship", which shows that there is still room for development here. Overall, these points make clear that Biberach University of Applied Sciences has already taken important measures to support early-career women academics, but still faces major challenges. In particular, improving career planning and career security for women in academia on the path to a professorship must receive greater attention. With the help of HBC's equality concept, alternative, subject-specific and supportive measures are to be used more extensively in future, including in cooperation with business and industry associations, in order to give female academics with and without a doctorate, including those with discontinuous career biographies, the opportunity to gain teaching experience and thus to qualify further for a professorship at a university of applied sciences.

Securing opportunities: paving the way to a professorship for women academics



4. MEASURES FOR ACHIEVING THE EQUALITY OBJECTIVES

4.1 M1–SVK: Structural anchoring of equality measures

The structural anchoring of equality measures aims at permanent integration in all faculties and institutes as well as at central level. Equality officers and equality monitoring ensure that the equality objectives are taken into account and implemented in decision-making processes. An equality commission gives concrete form to objectives and measures at central level. The Controlling Working Group assesses implementation and develops further measures. The Senate, University Council, Staff Council and faculty councils are informed and communicate via the cascade model. Planned for 2027 to 2031: establishment of the Controlling Working Group, development of measures, further measures.

4.2 M2–IK: Promoting an inclusive culture

HBC is actively involved in the network for inclusion and diversity and cooperates with local alliances and initiatives. One focus is on developing the university further in terms of accessibility. HBC's participation in the InclusionGuides project aims at the lasting integration and participation of people with disabilities and is supported by anchor persons from higher education didactics, media literacy and the study area. HBC uses the project's results to develop the campus further (conversion works, accessibility, intranet, learning platforms) and to optimise working-time models and recruiting. An accompanying training programme on gender competence, digital accessibility and feedback management is also offered.

4.3 M3–TVBf: Transparency & trust through appointment guidelines

HBC has drawn up guidelines committing itself to gender equity in recruiting and in the appointment/application process, taking diversity and inclusion into account. An initial draft of guidelines for preparing every appointment and search committee has been submitted to the Rectorate and is being revised. At its centre are

raising the awareness of appointment committees regarding gender equity and unconscious bias in the assessment of female candidates, taking gender aspects into account in teaching and research, and above all introducing gender-balance criteria that ensure adequate representation of women in applicant and appointment pools. For example, the doctoral and/or industry phase often falls in the years in which many women have and raise children. This leads to a structural disadvantage. It is therefore planned to establish greater transparency in appointment procedures and, for example with regard to the criteria used to assess biographies, to judge differences between male and female candidates far more than before on the basis of "gender-related fairness". The appointment guidelines are presented to every appointment committee, and the committee is trained accordingly in a half-day workshop. The second essential measure is to adapt the profiles and designations of professorships so that they are framed more openly and become more attractive to women.

4.4 M4–MRN: Attractive conditions for new appointments

A further measure is start-up support for research projects led by a newly appointed woman academic. These projects are intended to promote the visibility and recognition of women in research and to contribute to new findings and innovations. Support for research projects is also intended to compensate for any lack of academic experience. Where there is no doctorate, for example, so-called achievements equivalent to a doctorate can be developed, or a doctorate can be pursued. Programmes are to offer mentoring, coaching, networking and further training, among other things, in order to strengthen the skills and self-confidence of newly appointed women and to help them balance work and family.

4.5 M5–RB: Framework measures to build eligibility for appointment

The measures in M5–RB are based on experience reflecting the requirements of aspiring professors in the engineering sciences. a) Promotion of flexible doctoral models for qualified women who wish to pursue a doctorate or gain research experience.

b) Offering and promoting tandem models along the lines of the tandem professorship with universities or research institutes and partners in industry and business: internal networks and buddy programmes for women with a doctorate who have no experience outside higher education are being expanded together with industry partners into cooperative "three-way" models with universities or research institutes (e.g. Fraunhofer) and industrial or commercial companies, as preparation for a professorship at HBC. The expected results of this field of action include improved career opportunities and greater visibility for early-career women researchers, a stronger academic community through the promotion of cooperation and knowledge exchange, an increase in the number of joint research projects and third-party funding acquisitions, and the lasting support and integration of early-career women researchers in academic networks and cooperations. c) Use of alternative professorship models such as tandem professorships. Improving the predictability of career paths. A tenure-track option at universities of applied sciences would also be desirable.

4.6 M6–MP: Mentoring programmes

HBC runs a range of mentoring programmes, including "Traumberuf Professorin Plus", which was developed specifically for the university. A further external mentoring programme for mothers pursuing a doctorate is being planned. With the "HAW-Karriere" project, HBC took part in the EXIST Women programme and aims to increase the proportion of women among founders.

4.7 M7–NK: Networks and cooperations

Measure M7-NK supports the integration of (early-career) women researchers into the academic community. a) Funding for research networks among women academics in order to initiate joint research projects. b) Alumnae network: database, events, networking events, mentoring and coaching programmes. c) Cooperation with industry and other research institutions: exchange programmes, joint research initiatives, career events, hands-on workshops.

4.8 M8–BeFa: Balancing family with work/study for women

Balancing work and family is a challenge for academics. Flexible working-time models are to be offered so that working hours can be adapted to the demands of family responsibilities. These include flexitime, part-time options and working from home. Digital formats can reduce the burden of work and family and increase productivity. Systematic staff appraisals, job rotation, work shadowing and staff development measures can offer women a reliable framework. Measures and services are being implemented to make work and study processes, times and locations family-friendly. Cooperation with childminder associations, day-care centres and counselling services is being integrated. HBC's networks and HR marketing measures (see M6-MP) are being expanded. Part-time doctorates and flexible working-time models are being extended in order to improve the compatibility of a doctorate with raising children. Target-group-oriented, more family-friendly structures, such as interfaces with childcare services, are being expanded.

4.9 M9–KMSP: Cooperative models for supporting early-career talent

"Solarpunk Pioneers" is a joint initiative of LMU Munich, Augsburg University of Applied Sciences and Albstadt-Sigmaringen University. Its aim is to attract female students to STEM degree programmes by drawing on the trend towards sustainability and on role modelling. The universities will work together on the "Solarpunk Pioneers" initiative as part of the Female Professors Programme 2030. Under the "solarpunk" narrative, schoolgirls are encouraged and enabled through joint projects with students to develop technical solutions for a more sustainable future. "Ambassadors" (students) promote and set up project groups in cooperation with schools and run them.

5. HBC'S DIVERSITY CONCEPTS

5.1 Fields of action and measures

The university implements diversity across several fields of action:

Field of action	Example measures
Study & teaching	Promotion of diversity-sensitive teaching formats; consideration of different learning prerequisites; counselling opportunities and services from internal and external bodies.
Access & participation	Transparent admission procedures; counselling for international and domestic students; recognition of informal learning achievements.
Staff & appointment procedures	Self-commitment to gender equity in appointment procedures; training on unconscious bias; family-friendly working-time models, participation in the Hertie Foundation's "audit familiengerechte hochschule".
Research & transfer	Promotion of diversity-sensitive research topics; participation in networks on equality and inclusion, signing of the Diversity Charter.
Health & well-being	Occupational and student health management; mental health services; participation in the Hildegardis Association's InclusionGuides, cooperation with external bodies.
Culture & communication	Use of gender-sensitive language; events on diversity topics; signing of the Diversity Charter and membership of the Biberach Diversity Network.

Living diversity: equity of opportunity at HBC



5.2 Mio–MCP: Evaluation and performance review of equality work

Equality controlling aims to monitor and assess on an ongoing basis the implementation and effectiveness of the measures carried out under the Female Professors Programme. Systematic evaluations are intended to measure progress, identify scope for improvement and ensure the lasting impact of the measures. An internal structure is being created or used for this purpose: as the university's highest internal body, the Gender Equality Commission (GK) oversees controlling, produces the reporting (annual report), adapts the university's equality strategy and derives further measures. A newly established Controlling Working Group (AGC) collects data gathered in-house to review quantitative and qualitative information and evaluates it against the objectives. The key building blocks of controlling are reporting and evaluation.

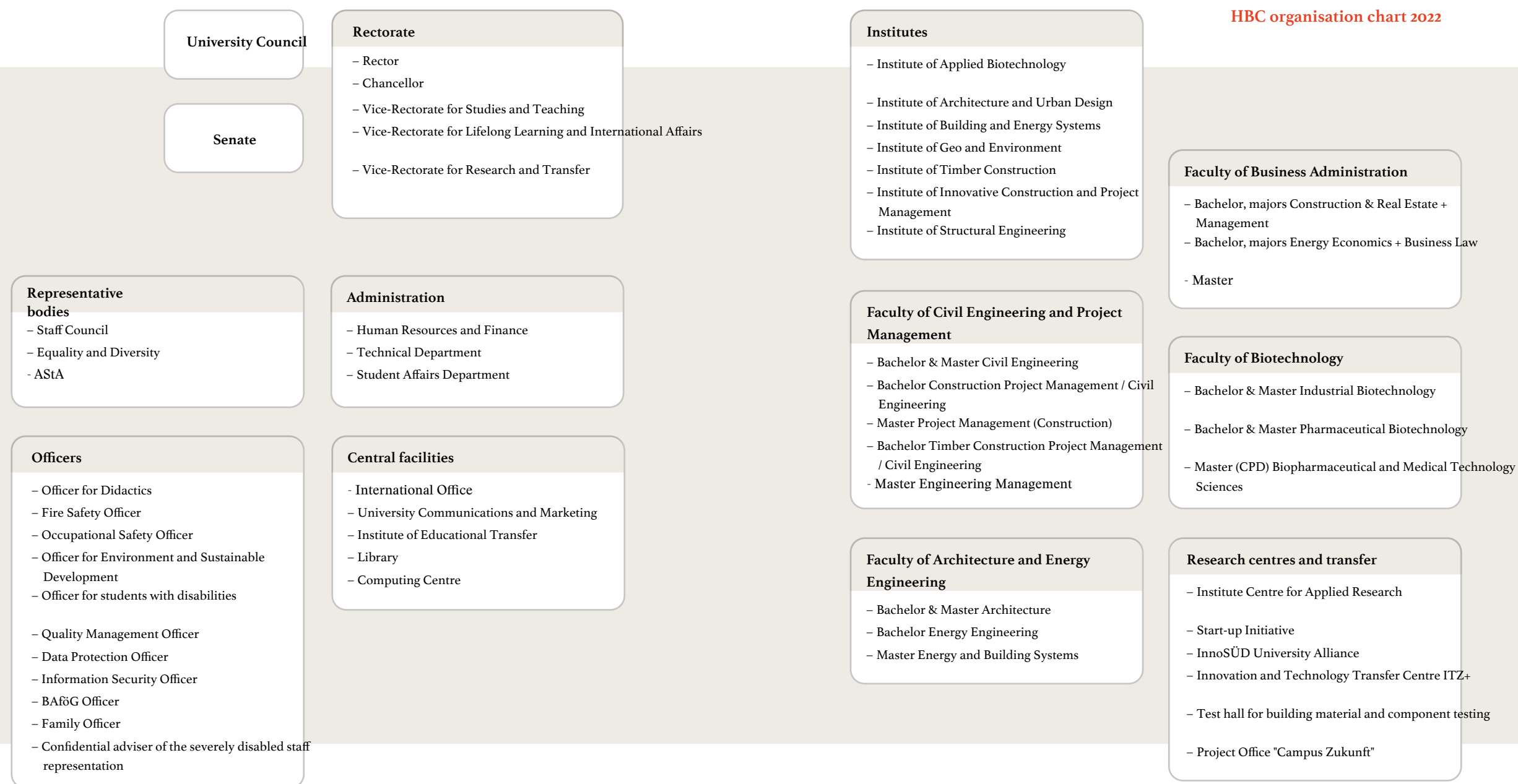


6. SUPPLEMENTARY REMARKS ON NON-ACADEMIC STAFF

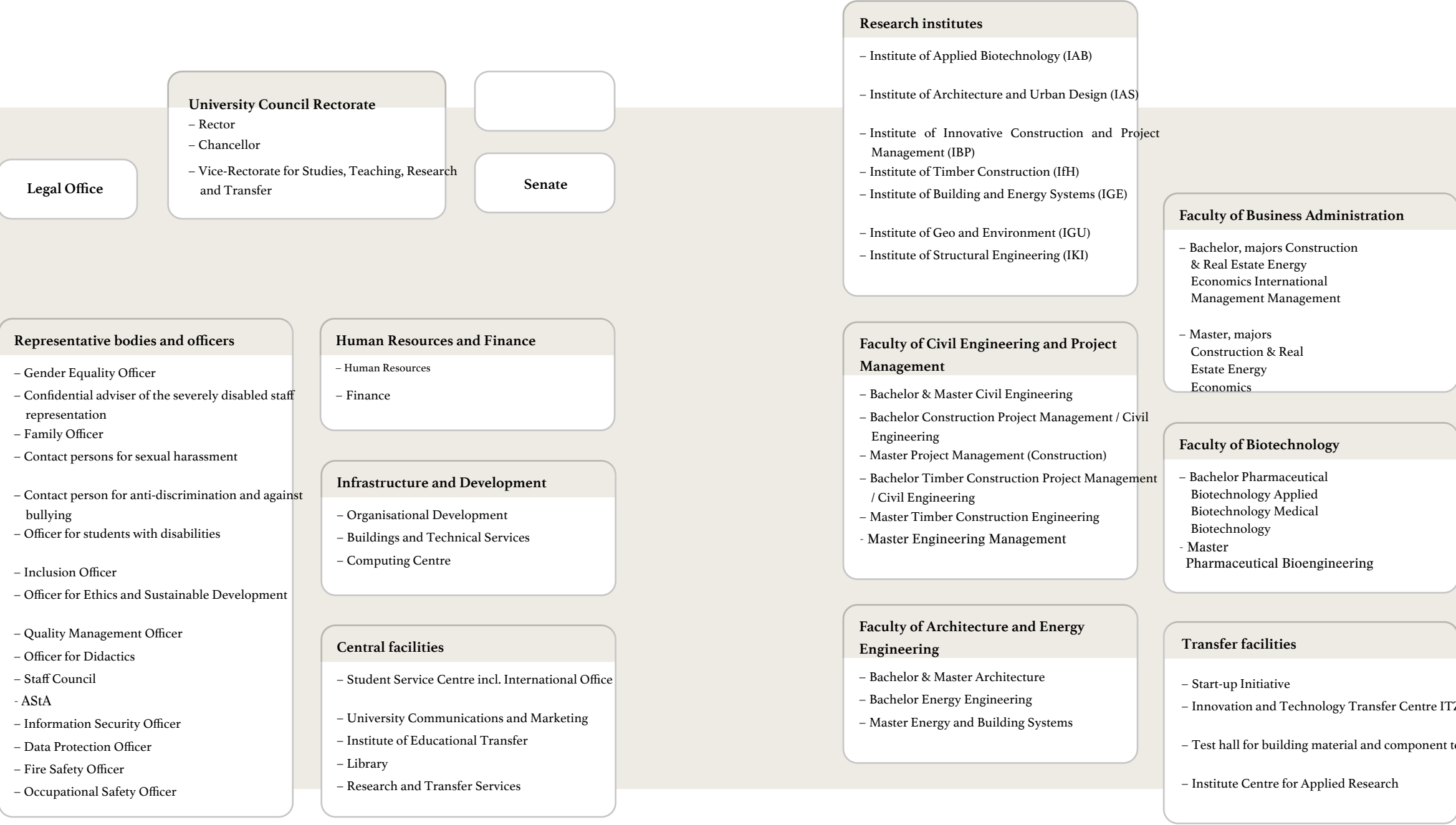
Share of women	Administration (PA, FA, SSZ, OE, RZ, IO, Rectorate)	Library service	Technical service	Other service/area (FTS, KoM, IBiT)
Status quo 2025 total FTE	56	3,5	9,2	26,5
Number of FTE women	30,22	3,5	1,32	20,3
– intermediate service	10,5	1,75	0	3
– higher service	13,3	1	1,0	3
– senior service	7,9	0,75	0,32	14,3
Status quo 2025	56	3,5	9,2	26,5
Total management	5,8	0,75	1	2,75
Women among FTE managers	4,8	0,75	1	1,7
– Management staff (university-wide)	10,3			
Management positions expected to be newly filled 2027-2031	0	0	0	0
(of which so far held by women)	0	0	0	0
2031 target share of women among management staff	4,8	0,75	1	1,7

Annex I

Notification of changes to the university's organisation



HBC organisation chart 2026



Annex 2

Notification of changes to the function descriptions of university teaching staff

Pay grade	Function description	(expected) end of service		future function description	(planned) start of service	Planning status	Notes
Faculty of Architecture and Energy Engineering							
W2	Climate-responsive and energy-optimised construction	02/2021		Digital design and construction	09/2026	decided	
W2	Design and construction with a focus on timber and structural design	08/2021		Neighbourhood, housing and existing-building development	10/2022	completed	
W2	History and theory of architecture, building survey and design in context	08/2021		History and theory of architecture	03/2024	completed	
W2	Energy use in industrial and municipal properties and engineering fundamentals of energy technology	02/2023				open	currently held by an interim professor
W2	Planning and construction coordination	08/2024		Design + planning of sustainable buildings and transformative building services	10/2024	completed	
W3	Building typology and design	02/2026		Building typology and design	03/2026	decided	
W2	Building services engineering	02/2026		Circular economy/bioeconomy	09/2028	planned	Professorship currently funded by an MWK structural post; consolidation after expiry via the former "Building services engineering" post is planned
W2	Thermodynamics/building physics	02/2028				open	
W2	Thermodynamics - simulation technology	08/2028				open	
W2	Measurement and control engineering	08/2029				open	
W2	Decentralised, renewable energy systems and technologies and engineering fundamentals of energy technology	08/2029				open	
W2	Planning and building	08/2030				open	
W2	Computer science/ media	08/2030				open	
W3	Urban design and architectural design	08/2030				open	
Faculty of Civil Engineering and Project Management							
W2	Geology, hydrogeology and chemistry	02/2022		Engineering geology (50 %)	09/2022	completed	
	Geology, hydrogeology and chemistry	02/2022		Circular economy/bioeconomy (50 %)	03/2022	completed	
W2	Circular economy/bioeconomy (50 %)					open	Transfer to the Faculty of Architecture & Energy Engineering
W2	Project control and project management	09/2022		Project control and project management	09/2024	completed	
W2	Structural engineering, in particular solid construction	09/2022		Structural engineering, in particular solid construction	03/2023	completed	
W2	Surveying	02/2023		Surveying in construction	09/2025	completed	
W2	General law, construction and environmental law	08/2024		Construction logistics	09/2025	completed	
W2	Structural engineering with a focus on solid construction and project management	08/2024		Structural engineering and structural design	03/2025	completed	

Pay grade	Function description	(expected) end of service		future function description	(planned) start of service	Planning status	Notes
For the Faculty of Civil Engineering and Project Management							
W2	Geotechnics	02/2019		Geotechnics – soil mechanics / earthworks and foundation engineering	09/2025	completed	
W2	Mathematics / structural analysis	02/2027		Public construction	03/2027	planned	
W3	Transport engineering	08/2028		Transport infrastructure and major projects, focus on rail	03/2027	planned	early appointment to a vacant post
W2				Production and automation technology in timber construction	09/2025	completed	MLR endowed professorship, subsequently consolidated via the post then vacant
W2				Sustainable use of regionally sourced and produced materials in construction	03/2026	completed	Carl Zeiss Foundation endowed professorship; subsequently consolidated via an own post
Faculty of Business Administration							
W2	General business administration, in particular marketing	02/2022		General business administration, in particular cost and management accounting and controlling	04/2023	completed	The post holder appointed in 2022 left HBC in 02/2026; renewed appointment from 10/2026
W3	Investment and finance, in particular construction and real estate finance	08/2026		General business administration, in particular the construction and real estate industry	09/2027	planned	
W2	Energy industry law (50 %)	08/2026		General economics, in particular real estate investment and finance (50 %)	09/2027	planned	
W2	Fundamentals of law, in particular real estate law	08/2026		General business administration, in particular the digital economy	09/2028	planned	
W3	General business administration, in particular fundamentals of the energy industry	08/2030		General business administration, in particular the energy industry	09/2030	planned	
W2	General business administration, in particular organisation and management	09/2030		General business administration, in particular the construction industry	09/2030	planned	
W2	Fundamentals of law, in particular civil law	08/2030		Law, in particular civil and public law	09/2030	planned	
W3	General business administration and real estate management	08/2029		General business administration, in particular real estate management	09/2028	planned	Reduction of the post from 08/2027, retirement from 08/2029; temporary early appointment of the successor planned
Faculty of Biotechnology							
W3	Biotechnological production processes	02/2026		Cell biology, cell culture technology and ATPs	09/2026	completed	
W3	Protein purification and protein chemistry	08/2026		Pharmaceutical and molecular medicine (W2)	09/2026	decided	
W2	Analytical chemistry and biochemistry	08/2026		Chemistry and bioanalytics	09/2026	decided	
W2	Microbiological production processes	02/2028			03/2028	open	
W2	Cell culture technology	02/2030			03/2030	open	

Annex 5

Environmental and energy objectives and environmental programme

HBC environmental and energy objectives 2026 to 2030

The overarching strategic goal of Biberach University of Applied Sciences remains net greenhouse-gas-neutral campus operation by 2030. Further quantified and qualitative objectives in the areas of energy, buildings, waste, mobility and organisation are also being pursued.

The quantified objectives for the coming years are as follows:

- Climate-neutral campus operation by 2030: at Campus Stadt the heat supply will be converted to 100% renewable sources.
- Reduction of total final energy consumption for electricity and gas by 2 % per year: the buildings at Campus Stadt will undergo energy-efficiency refurbishment over the next 4 to 6 years.
- Increase in the separate-collection rate by 5% by the end of 2027; a further increase is sought on the basis of developments in the following years.

The qualitative objectives are:

- Improving the quality of campus spaces
- Strengthening communication and public relations (internal and external)
- Biodiverse design of open spaces
- Improving the mobility behaviour of all members of the university

The measures for achieving the climate and energy objectives are largely structural works on the buildings. According to current planning, refurbishment of the D area will begin in early 2027 and will be carried out in four main phases while the university remains in operation. The renewal of the two heating plants with groundwater heat pumps will also take place in the course of these works.

The refurbishment of buildings A, B, C and G will follow shortly after the works in the D area.

Further climate protection measures are listed in the table of measures.

Environmental programme

In order to achieve the objectives and to improve environmental performance continuously, an environmental programme has been drawn up which is revised and supplemented annually. It consists of measures defined in the follow-up campus development project as well as further objectives developed in line with EMAS requirements. To update the environmental programme, measures from the previous year's programme whose implementation has not yet been completed were carried over and supplemented with new and additional measures.

The following table sets out the planned measures in detail:

Field of action	Objective	Measure	Responsible	Deadline	Status
Energy	Improving energy efficiency	Energy-efficiency refurbishment of the D area: construction from 2027 2027 sections D5 and D4	VB-BW	2031	
		Installation of PV systems on roofs and façades in the D area	VB-BW	2031	
		Installation of a PV system on the PBT building	VB-BW	2025	
		Conversion of the heat supply: rebuilding of heating plants D4 and B	VB-BW	Construction phase 1 27 - 28	
		Updating the roadmap for CO2 reduction	UM	2026	
		Information and training for members of the university on user responsibility	UM	ongoing	
Waste	Increasing the separate-collection rate by 5%	Introduction of colour-coded waste bins across the campus to raise awareness (visual prompt)	UM, TA, Campus Development	2025	
		Raising awareness among members of the university of waste prevention and waste separation	UM, Campus Development	ongoing	
		Introduction of a waste training concept for students in area A	UM	2025	
		Improving the organisation of the drawing studios with regard to waste separation and disposal	UM	2026	
		Campaigns and events on waste prevention for members of the university	UM	2026ff	
	Waste separation, compliance with statutory requirements	Covered and lockable building for the separate collection of waste and residual materials at Campus Stadt (as part of the open-space planning)	VB-BW, B+T	2031	

VB-BW: Baden-Württemberg State Property and Construction
Environmental Management B+T:
Buildings + Technical Services Centre BAGU:
Fire safety, occupational safety, health protection and
environmental management – HBC organisation KoM:
HBC Communications and Public Relations

Implemented/ongoing

Measure postponed/new date

In preparation/planning

Measure cancelled

Environmental programme measures

Field of action	Objective	Measure	Responsible	Deadline	Status
Material efficiency	Improving resource efficiency	Establishing environmental and sustainability criteria in the procurement process	UM, Finance Department	2025	
		Pilot project on digital design in degree programme A	UM, Campus Development	2026	
		Student projects on resource efficiency	UM, Campus Development	2027	
Mobility	Reducing traffic from private motor vehicles, improving the mobility situation for members of the university	Charging points for electric cars	VB-BW, B+T	2024	
		Provision of showers/lockers for cyclists	Campus Development, VB-BW, B+T	2027	
		Further expansion and operation of hire and charging stations in the town (2 further locations)	Campus Development, B+T	2024	
		Conversion of the university's own cars (e-mobility)	B+T	ongoing	
		Drawing up a mobility concept for HBC	Campus Development, external service provider	2026	
		Drawing up a concept for future parking management	PBW company	2024ff	
		Supporting the implementation of the measures from the mobility concept	UM, Campus Development	2026ff	
		Introduction of parking management	PBW company	2026	
		Survey on mobility behaviour and use of the sharing service > measure postponed owing to changes in the parking situation	UM, Campus Development	2027	
		Public communication network on mobility with Teilauto e.V. and Biberad	Campus Development	2024	
		Cooperation with the town of Biberach / sponsors for the sharing system	Campus Development	2030	
		Mobility hub at Campus Aspach	Campus Development, VB-BW	2027	

 Implemented/ongoing Measure postponed  New date
 In preparation/planning Measure cancelled 

Field of

Field of action	Objective	Measure	Responsible	Deadline	Status
Improving biodiversity / open spaces and quality of stay	Increasing biodiversity on the campus grounds	Installing nesting boxes for swifts (in preparation for the refurbishment)	VB-BW	2026	
		Completed green roof concept for Campus Stadt	Campus Development, VB-BW	2025	
		Planting of large trees at Campus Stadt	Campus Development, VB-BW	2031	
		Planting of large trees at Campus Aspach	Campus Development, VB-BW	2024	
		Collecting ideas and drawing up a concept for small biodiversity projects on campus	UM, Campus Development	2026ff	
	Improving the quality of open spaces on campus	Removing paving and laying lawn, e.g. at the Lindenhain	Campus Development, VB-BW	2031ff	
		Upgrading outdoor social spaces, e.g. the Lindenhain, with suitable measures	Campus Development, UM	2026ff	
		Involving students in campus design, e.g. through courses in the individual departments or the studium generale	Campus Development, UM	2026 ff	
		Purchasing tables + benches for outdoor workspaces (e.g. Lindenhain)	Campus Development, VB-BW	2025ff	
		Outdoor design concept with an external service provider	VB-BW	2027	
	Improving the quality of stay	Offering rentable lockers for students	Campus Development	2026	
		Integration of EMAS into AGUM	BAGU, UM	2026	
		Systematising the internal audits (cooperation with occupational safety)	BAGU, UM	ongoing	
Continuous improvement of environmental management	Anchoring environmental management in the university's organisation	Improving internal and external communication on environmental and sustainability topics	KoM, UM	ongoing	

VB-BW: Baden-Württemberg State Property and Construction UM: Fire safety, occupational safety, health protection and environmental management – HBC organisation KoM: HBC Communications and Public Relations
Environmental Management B+T: Buildings + Technical Services Centre

Environmental programme measures

Field of action	Objective	Measure	Responsible	Deadline	Status
Continuous improvement of environmental management	Anchoring environmental management in the university's organisation	Setting up an "information and suggestions board" on conversion works at Campus Stadt and on environmental management topics	Campus Development, UM	2026	
		Inclusion of the "climate change" aspect in the materiality analysis	UM	2026	
		Revision of the UM handbook UM		2026	
		Reorganisation of BAGU	BAGU, UM	2026	
	Participation of members of the university	Setting up a "green office" as a student initiative	UM, Campus Development	2026	
		Offering studium generale courses and coursework and final theses with an environmental focus	UM	2026ff	

VB-BW: Baden-Württemberg State Property and Construction UM:
Environmental Management B+T:
Buildings + Technical Services Centre BAGU:
Fire safety, occupational safety, health protection and
environmental management – HBC organisation KoM:
HBC Communications and Public Relations

- Implemented/ongoing
- Measure postponed/new date
- In preparation/planning
- Measure cancelled

Annex 3

Notification of changes to degree programmes

Faculty	Teaching unit	Name of the degree programme	Degree awarded	Type of change		Capacity		Date	Maturity	Notes
						Status quo	Plan			
A/EI	Energy Engineering	Digital Engineering	Bachelor	Newly established			6	WS 25/26	implemented	Joint degree programme from the "Bländed Learning" project
A/EI	Energy Engineering	Energy Engineering	Bachelor	Reduction		40	34	WS 25/26	implemented	
B/P	Project Management	Timber Construction Engineering	Master	Newly established			12	WS 23/24	implemented	
B/P	Project Management	Project Management and Engineering Management	Master	(Reduction)/ capacity distribution		24	12		implemented	The joint admission quota of the master's programmes Project Management, Engineering Management and Timber Construction Engineering was split; no overall reduction in capacity
BT	Biotechnology	Applied Biotechnology	Bachelor	new name		36	36	WS 24/25	implemented	formerly "Industrial Biotechnology"
BT	Biotechnology	Medical Biotechnology	Bachelor	Newly established			40	WS 25/26	implemented	
BT	Biotechnology	Applied Biotechnology	Bachelor	Reduction		36	30	WS 25/26	implemented	Transfer of first-year places to the new degree programme "Medical Biotechnology"
BT	Biotechnology	Pharmaceutical Biotechnology	Bachelor	Reduction		74	40	WS 25/26	implemented	Transfer of first-year places to the new degree programme "Medical Biotechnology"
BT	Biotechnology	Applied Biotechnology	Bachelor	Discontinuation		30	0		planned/ approvable	
BT	Biotechnology	Biopharmaceutical Technologies and Data Analysis	Bachelor	Newly established				WS 27/28	planned/ approvable	New part-time bachelor's programme for working professionals
BT	Biotechnology	Pharmaceutical Bioengineering	Master	Discontinuation/ restructuring/ new name		36	21	WS 26/27	implemented	Renaming and restructuring of the previous master's programme "Industrial Biotechnology", run in cooperation with Ulm University, into a non-cooperative HBC programme; transfer of study places not funded for HBC to Ulm University

Annex 4

Capacity utilisation of the degree programmes

Faculty abbrev.	Teaching unit abbrev.	Degree	Degree programme name		Admission quota/ calculated capacity 1)"			Enrolments 2)			Ø utilisation 2023-2025	Ø under- (-) or over-utilisation (+) in students	Notes
					2023	2024	2025	2023	2024	2025			
A/EI	BAK	Bachelor	Architecture		99	99	99	100	110	108	107 %	7	
A/EI	MAR	Master	Architecture / Resource-Efficient Architecture		28	28	28	27	32	28	104 %	1	Architecture until the 2024 academic year, renamed Resource- Efficient Architecture from 2025
A/EI	BEI	Bachelor	Energy Engineering		40	40	40	49	27	27	86 %	-6	
A/EI	MEG	Master	Energy and Building Systems		26	26	26	10	22	16	62 %	-10	
B/P	BB	Bachelor	Civil Engineering		82	82	82	83	88	79	102 %	1	
B/P	MB	Master	Civil Engineering		16	16	16	23	22	21	138 %	6	
B/P	BP	Bachelor	Construction Project Management / Civil Engineering		44	37	37	44	37	40	103 %	1	
B/P	BPH	Bachelor	Timber Construction Project Management / Civil Engineering		35	42	42	42	44	40	106 %	2	
B/P	MP / MEM / MPH	Master	Project Management (Construction) incl. Engineering Management and Timber Construction Engineering		24	24	24	20	35	51	147 %	11	The Timber Construction Engineering programme was introduced in the 2024 academic year; until 2025 it shared an admission quota with the Master Project Management
W	BWL	Bachelor	Business Administration		139	139	139	159	132	131	101 %	2	
W	MBW	Master	Business Administration		48	48	48	43	42	40	87 %	-6	
BT	BIB / BAB	Bachelor	Industrial Biotechnology / Applied Biotechnology		36	36	36	30	13	22	60 %	-14	Industrial Biotechnology until the 2024 academic year, renamed Applied Biotechnology from 2025
BT	PBT	Bachelor	Pharmaceutical Biotechnology		74	74	74	68	73	68	94 %	-4	
BT	MIB	Master	Industrial Biotechnology		36	36	36	28	22	20	65 %	-13	
			University total		727	727	727	726	699	691	97 %	-22	

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