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Minutes from the meeting of the Committee on Equality and Diversity on September 11th 2025

Participants: Lars Hvilsted Rasmussen (LHR), Linda Ibsen (LI), Trine Schultz (TS), Anne Estrup Olesen (AEO), Mette Mechlenborg (MM) and Kirstine Kjær Mathisen (KKM – minutes keeper).

Cancellations: Birgit Feldtmann (BF), Claus Lassen (CL)

Other participants: Trine Graff (TG)

1. Approval of the agenda

Appendix: Agenda for the committee meeting on September 11th 2025

The agenda was approved.

2. Approval of minutes

Appendix: Minutes of the meeting of the Committee on Equality and Diversity on February 25th

The minutes were approved.

3. New inclusion survey at AAU

Appendix: Case presentation

Recommendation: It is recommended that the committee take the preliminary discussions on how the process for the inclusion measurement can take place, and whether there are points to note in this connection.

The committee discussed the process for a new inclusion survey. It was pointed out that a 0-point analysis had previously been carried out, which formed the basis for the committee's work and focus areas, and that a new survey should be used for follow-up.

It was emphasized that the organization can be burdened by too many surveys, and that it should therefore be considered whether issues of inclusion can be integrated into AAU's staff well-being barometer rather than running separately. The argument for this is, among other things, that it creates greater value to incorporate equality and diversity into the existing surveys and processes at AAU rather than running it separately.

The committee agreed that it makes the most sense methodologically to repeat the same measurement as the last one, so that the results can be directly compared. A simplified measurement can make comparisons difficult and create procedural challenges. At the same time, the board has requested an assessment of whether the previous initiatives have had an effect, which can best be investigated by repeating the same survey.

The committee therefore recommends a separate inclusion survey in the autumn of 2026 with the same question framework as the one conducted in 2022. From 2027 onwards, the committee recommends incorporating questions related to inclusion in AAU's staff well-being barometer, which is held every two years. The actual implementation is proposed to be outsourced to the external company, Connecting Cultures, while follow-up and facilitation can be handled internally in HR in the future to strengthen the organization's own capacity and the transition towards being responsible for the entire survey in 2027.

Follow-up:

KKM prepares a case description for the Executive Board, which includes a recommendation for a separate inclusion survey in 2026 and to incorporate inclusion issues in AAU's staff well-being survey from 2027 onwards. The case description is discussed at an executive management meeting, after which the committee is informed.

4. Next strategy period at AAU

Appendix: Case presentation

Recommendation: It is recommended that the committee discuss how the values of diversity and inclusion can be incorporated into AAU's future central strategy. The committee is also asked to discuss how the process for preparing a new strategic action plan for the committee should be organized.

Lars began the agenda with a briefing that the first two strategy periods in the committee have had separate action plans, and that it is not realistic to integrate the area into the current strategy process, as this is already far advanced. However, several pointed out the importance of the committee's values being visible in AAU's overall strategy, so that the work appears as a central part of the organization's direction.

As a result, the committee recommends a separate strategic action plan for the coming period, but with the clear perspective that diversity and inclusion from the next strategy period should be integrated into AAU's main strategy.

At the same time, the committee emphasized that the values have already been incorporated into AAU's new management principles, where management of culture, sustainability and diversity is one of the basic elements,

and that this will be implemented at all management levels in both leadership development processes, in the onboarding of new managers and in general in the organizational culture.

In addition, it was discussed who should strategically drive and implement a separate strategy in the committee's area in the future. It was pointed out that this should be decided by executive management and that it should not be placed solely in HR or in the committee, which has an advisory function.

Follow-up:

KKM prepares a case presentation for executive management, which contains a recommendation that the committee's new strategic action plan be run separately in the next strategy period, and that the committee recommends that their strategic action plan in the future become an integrated part of AAU's overall strategy. In the case description, the committee recommends that executive management endorse that it is the management strand that should primarily drive and implement the strategic action plan. The case presentation is discussed at an executive management meeting, and then the committee is informed.

5. Equality report in Power BI

Appendix: Case presentation

Recommendation: It is recommended that the committee discuss whether it would be appropriate to report on other parameters in the future, such as career or salary development between men and women. In addition, the committee can discuss how the reports in the new format can be used at AAU in the future.

The committee was presented with the new reporting tool in Power BI, which enables continuous monitoring of gender, age, citizenship and postal code across job categories, main fields of study and departments.

There was great satisfaction with the solution, which provides easy access to data and the opportunity to draw graphs directly for use in presentations, including in the executive management. A few adjustments were proposed to the choice of colours and visual representations so that differences in the graphs appear clearer. It was also suggested that everyone should have access to the gender equality reports in Power BI. The committee expressed a wish to be able to see the development of gender at different management levels, and this will, if possible, be integrated into the report.

It was discussed that future EU legislation on pay transparency will entail new requirements for data, and that the tool may therefore be important in the work on pay and career development.

It was agreed that a presentation with 2-3 selected examples from Power BI will be prepared for the executive management, and the committee thanked the executive management for the presentation.

Follow-up:

KKM and TG prepare a presentation to the executive management with a few examples of what can be monitored via the equality reports.

6. Chair's announcements

LHR began by saying that changes in the secretariat services in the committee have delayed the meeting activity. A revision of the committee's terms of reference is on its way to approval by the executive management, and the appointment of a new chairperson and a new vice-dean representative is expected. Claus Lassen has resigned from the committee, and Christian Schilling has signed up as a new representative from TECH.

7. Communications from the Committee

Information was provided on local initiatives, including the establishment of department-specific committees for equality and diversity and the use of ambassadors for equality and diversity. Several members highlighted good experiences with inclusive meeting practices and the desire for increased male representation in the committee.

It was emphasized that the secretariat services of the committee are now organizationally located in HR with a focus on close interaction with the rest of the organizational development. New resources and competencies have been added to the area.

There was a discussion that the committee's terms of reference include monitoring of the cooperation agreement, which is considered inappropriate. The committee supports removing this wording from the terms of reference.

8. And other Business

Questions were raised about future requirements for pay transparency and equal pay, and about how the departments can best prepare for this. It was agreed that HR will inform the committee when there is clarification from the ministry.