AALBORG UNIVERSITET

Aalborg University

Fredrik Bajers Vej 7K
P.O. Box 159
9220 Aalborg

Date: 31-10-2025
Reference number: 2025-021-02355

Committee meeting

A meeting of the Committee on Equality and Diversity is hereby convened

Tuesday 18 November 2025, 13.00-15.00

Fredrik Bajers Vej 7k, room 2.02

Agenda:

Points for approval

1. **Approval of agenda (13.00-13.05)**
   Appendix: Agenda for the ULD meeting on 11 September 2025

2. **Approval of minutes (13.05-13.10)**
   Appendix: Minutes of the meeting of the Committee on Equality and Diversity on 11 September 2025

Points to be considered

3. **Feedback on the case presentation to the Executive management (13.10-13.25)**
   Appendix: Case presentation
   Appendix 3.1: Case presentation to the Executive management

4. **Presentation by Stine Faber – New strategy for equality and diversity (13.25-14.00)**
   Appendix: Case presentation

BREAK (14.00-14.10)

5. **Reporting to the board (14.10-14.30)**
   Appendix: Case presentation



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6. **Status of the project on parallel language use (14.30-14.40)**
   Appendix: Case presentation
   Appendix 6.1: Case presentation on parallel language use

Points for orientation

7. **Chair's announcements (14.40 – 14.50)**

8. **Committee announcements (14.50-14.55)**

9. **Optionally (14.55-15.00)**

Freely distributed Approved

Aalborg University
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P.O. Box 159
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Case officer: Kirstine Kjær Mathisen
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Email: kkmat@adm.aau.dk

Date: 09-09-2025
Reference number: 2025-021-02355

Minutes of the meeting of the ULD on 11 September 2025

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

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

Other participants: Trine Graff (TG)

1. Approval of the agenda

Appendix: Agenda for the ULD meeting on 11 September 2025

The agenda was approved.

2. Approval of minutes

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

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 of attention 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 emphasised that the organisation 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 organisation's own capacity and the transition towards being responsible for the entire survey in 2027.

Follow-up:

KKM prepares a case presentation for the Executive management, which includes a recommendation for a separate inclusion survey in the

2026 and to incorporate inclusion issues in AAU's staff well-being survey from 2027 onwards. The case presentation will be discussed at an Executive management meeting, after which the committee will be 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 ULD should be organised.

Lars began the point with a briefing that the first two strategy periods in ULD 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 ULD's values being visible in AAU's overall strategy, so that the work appears as a central part of the organisation'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 emphasised that the values have already been incorporated into AAU's new management foundation, 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 organisational culture.

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

Follow-up:

KKM prepares a case description for the Executive management, which contains a recommendation that ULD's new strategic action plan be run separately in the next strategy period, and that the committee recommends that ULD's strategic action plan in the future become an integrated part of AAU's overall strategy. In the case description, the committee recommends that the Executive management endorse that it is the management strand that should primarily drive and implement the strategic action plan. The case description 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 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 to prepare a presentation with 2-3 selected examples from Power BI 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 ULD have delayed the meeting activity. A revision of ULD'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 ULD 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. Any 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.

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For discussion

Case number: 2025-021-02356

Case presentation for the meeting of the Committee for Equality and Diversity on 18 November 2025

Feedback on the case presentation to the Executive management on 29 October

Recommendation

It is recommended that the Committee be informed of the feedback on the case presentation, which was discussed at the Executive management meeting on 29 October 2025.

Appendix

Appendix 1: Case presentation for the Executive management meeting on 29 October 2025

Case presentation

ULD has prepared a case presentation for consideration by the Executive management, which contains the following points:

- Appoints a new chair and vice-dean to the Committee for Equality and Diversity (ULD)
- Discusses and approves revised terms of reference for the committee
- Approves ULD's recommendation that ULD's new strategy be prepared separately from AAU's overall strategy and integrated after the next strategy period
- Approves ULD's recommendation to conduct a new inclusion survey at AAU in 2026 and that inclusion-related issues from 2027 onwards be integrated into AAU's staff well-being barometer
- Approves that the period of use of course funds is extended from May 2026 to the end of 2026

The Executive management has given the following feedback on the case presentation:

ENG Dean Jesper Wengel has been appointed as the new chair of ULD, and Louise Pape-Haugaard, vice-dean at TECH, has been appointed as a new member of ULD.

The revision of the terms of reference has been approved, and the Executive management wishes for a further correction under the purpose of the terms of reference, which should state that the committee's responsibility is to advise.

ULD prepares a separate strategy in parallel with AAU's overall strategy, and the Executive management wants it to be a strategic action plan rather than a strategy.

The Executive management approved that a new inclusion survey will be conducted in 2026. Whether inclusion-related issues from 2027 onwards should be integrated into AAU's staff well-being barometer must be decided in HAMiU. Concerns were raised about whether the measurement for inclusion appears sufficiently clear if it is integrated into the well-being survey.

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The Executive management approved an extension of the period of use of course funds for ULD-related initiatives.

Secretariat officer Kirstine Kjær Mathisen ensures that the terms of reference are updated, and that the name of the new chairperson and the name of the new vice-dean are added to the website.

Case worker(s)

Kirstine Kjær Mathisen, kkmat@adm.aau.dk, 10605, HR Well-being and Development

7. november 2025

Document date: 05.09.2025 Case number: 2025-021-02352

Meeting forum: Executive management meeting
Meeting date: 29.10.2025

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For decision

Appendix 3.1: Recommendations from the ULD for decision by the Executive management

Recommendation

ULD recommends that the Executive management:

- Appoints a new chair and vice-dean to the Committee for Equality and Diversity (ULD)
- Discusses and approves the revised terms of reference for the committee.
- Approves ULD's recommendation that ULD's new strategy be prepared separately from AAU's overall strategy and integrated after the next strategy period.
- Approves ULD's recommendation to conduct a new inclusion survey at AAU in 2026 and that inclusion-related issues from 2027 onwards be integrated into AAU's staff well-being barometer.
- Approves that the period of use of course funds is extended from May 2026 to the end of 2026.

Appendix

Appendix 1: Revised terms of reference

Case presentation

New Chair and Vice-Dean of the Committee for Equality and Diversity (ULD)

The terms of reference for ULD state that the rector appoints a member of the Executive management (chairperson) and the Executive management appoints a Vice-Dean. The committee is composed with broad academic representation. The current chairperson, Lars Hvilsted Rasmussen, has resigned from his position as Dean and is thus no longer a member of the Executive management. Therefore, it is recommended that the Rector appoints a new Chairperson. Former Vice-Dean at TECH, Louise Møller Haase, has also resigned from her position at AAU. As a result, the Executive management is requested to appoint a new Vice-Dean to the Committee.

Proposal for change of terms of reference

The ULD recommends a revision of the terms of reference, which was most recently revised in 2021. The recommendation is based on a need for current clarification and adaptation, and that the ULD wishes to use

gender-neutral terminology. The revision is primarily of a formal nature, and the ULD proposes the following general changes to the terms of reference:

- Linguistic clarifications and adjustments to support more inclusive and gender-neutral terminology
- Adaptation of several titles and concepts, e.g. the HR manager is changed to deputy director of HR and equality report to diversity report
- Legal clarifications in the reference to relevant articles of association
- The item 'Monitor and monitor that the university complies with the Cooperation Agreement' is removed from the list of the committee's tasks

The detailed changes are set out in Appendix 1.

Process for new Equality and Diversity Strategy

The last two strategies for equality and diversity at AAU were prepared as separate processes and not as an integrated part of Knowledge for the World. It is recommended that the same approach be used for the upcoming strategy for equality and diversity at AAU, and that it is the ULD that prepares the proposal for the strategy. The recommendation is based, among other things, on the fact that the work on AAU's overall strategy is well advanced. The current strategic action plan for ULD expires at the end of 2026, and a new action plan must be ready by the end of 2026. The work on preparing a new strategic action plan will begin at the end of 2025, and the strategy period is expected to follow AAU's overall strategy. ULD recommends that it is the management strand that should primarily drive and implement the new strategic action plan.

It is ULD's recommendation that the strategy for diversity and equality after the next strategy period be integrated as part of AAU's overall strategy, rather than being a separate strategy. The reason is that it will make it clear that equality and diversity are not a parallel activity but a core value for AAU, and it will help to create a sense of responsibility and anchoring in the daily management.

New inclusion survey at AAU

ULD recommends that a new follow-up inclusion survey be conducted in the autumn of 2026 with the same questionnaire as the one conducted in 2022. The purpose is to establish a basis for comparison that highlights the development in the employees' experience of inclusion at AAU. It is proposed that the survey be carried out by the external consulting firm, Connecting Cultures, while the subsequent follow-up and facilitation are anchored internally in HR.

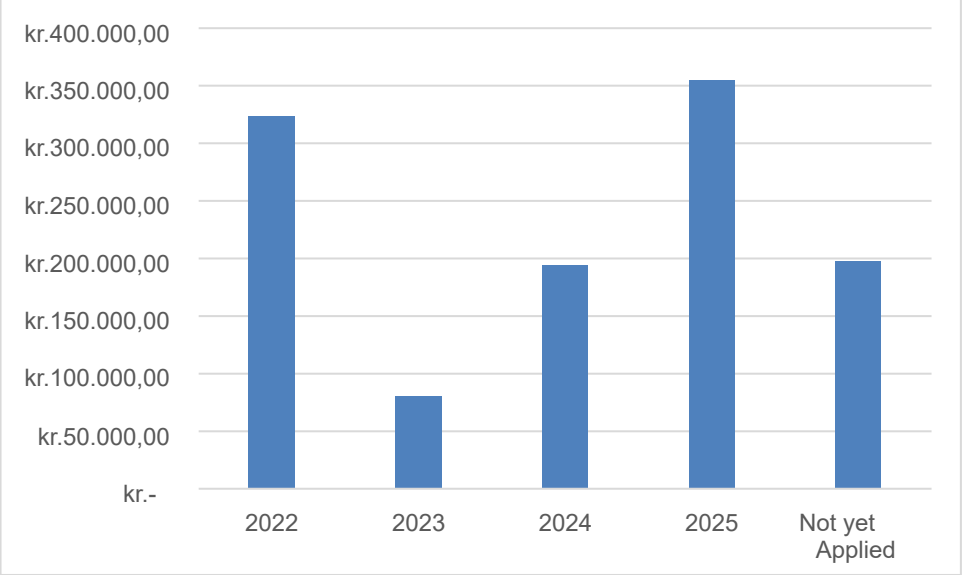
From 2027 onwards, ULD recommends that inclusion-related issues be integrated into AAU's staff well-being barometer, which is held every two years. A comprehensive survey will contribute to a more holistic understanding of the employees' well-being and experience of AAU as a workplace. At the same time, it is assessed that a comprehensive survey will be less resource-intensive for the employees, which can contribute to a higher response rate and improved data quality.

Extension of the period of application of funds for courses in the field of ULD

In 2022, AAU HR entered into a period purchase agreement with the consultancy firm Connecting Cultures, won through a mini-tender under AAU's dynamic procurement system, so that AAU can regularly order courses on diversity and inclusion. According to the tender documents, the funds are allocated to the facilitation of courses for employees at AAU with a focus on diversity and inclusion. The task includes the organisation of courses with the aim of strengthening AAU's employees in internationalisation and equality and diversity. The funds can also be used for data collection in the area of equality and diversity.

In 2023 and parts of 2024, there have been reorganisations in the ULD area, which has resulted in a longer period of limited activity on the period purchase agreement.

Table 1 Use of funds for course activities by year



On this basis, DKK 197,000 out of the total pool of DKK 1,150,000 has not been used.

It is the ULD's assessment that a new strategy will potentially point to initiatives that are important to initiate, including the possible implementation of a new inclusion survey. It is therefore considered appropriate that funds are available for development activities in the area in the period from May 2026 to the end of 2026.

ULD therefore recommends that the Executive management discuss and approve the request to extend the period of application of the course funds regarding inclusion and diversity from May 2026 to the end of 2026.

Financing

☐ The entities/cost centres that are to finance a new activity are informed and agree that they must finance the activity in question.

☐ The financing of the suspended activity is proposed from a common pool, which will have to be increased.

☐ The financing of the suspended activity entails a significant drain on resources on the personnel side.

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☐ A decision has not yet been made on the financing.

☒ The recommendation does not entail any new funding needs.

Case officer

Kirstine Kjær Mathisen, Development Consultant, kkmat@adm.aau.dk, HR Well-being and Development

Can be freely distributed
For discussion

Reference number: 2025-021-02355

Case presentation for the meeting of the Committee for Equality and Diversity on 18 November 2025

Work process for new strategy for equality and diversity

Recommendation

It is recommended that the committee discuss the process for the preparation of a new strategy for equality and diversity and discuss topics related to the content of the strategy.

Appendix

No vouchers.

Case presentation

In 2026, the committee will prepare a new strategy for equality and diversity at Aalborg University. For this purpose, the HR Department collaborates with Associate Professor Stine Thidemann Faber, from the Department of Sociology and Social Work at AAU, who has worked with the area in her research. In collaboration with Dennis Jim Frederiksen and secretariat officer Kirstine Kjær Mathisen, Stine will assist with the preparation and quality assurance of the strategy's content. Stine Thidemann Faber has been invited to the ULD meeting to present experiences from previous strategy work at AAU and to point out key points of attention for the upcoming strategy work.

After the presentation, the committee is asked to discuss:

1. The overall ambition of the new strategy
2. Which topics should be included in the strategy
3. Process for the preparation of the strategy
4. Involvement of the committee in the drafting process
5. Who the strategy will include (current strategy includes both TAP, academic staff and the students)
6. Implementation responsibility and anchoring of the strategy

In addition to the above points for discussion, each committee member is asked to have considered in advance which issues and themes could be particularly relevant to address in a new strategy, preferably with considerations of special issues and challenges related to their own area of representation. These considerations are discussed at the committee meeting.

Proposal for a process for the preparation of a new strategy

- Start of strategy work at the meeting on 18 November, where the future work process will be decided.
- Dennis Jim Frederiksen and Kirstine Kjær Mathisen will pick up after the meeting and initiate the involvement of other stakeholders at AAU, including the Academic Councils, the International Staff Unit, research services (Fundraising & Project Management), etc. Content will be collected and summaries will be shared with the committee.
- Based on the material, the committee will hold an extraordinary strategy meeting where the strategy will be developed, discussed and concretised.
- The strategy is formulated and will be reviewed by the committee with the possibility of adjustments.
- The strategy is sent to the Executive management for approval.
- An implementation and communication plan is prepared.

Case worker(s)

Kirstine Kjær Mathisen, kkmat@adm.aau.dk, 10605, HR Well-being and Development

October 31, 2025

Can be freely distributed
For discussion

Reference number: 2025-021-02355

Case presentation for the meeting of the Committee for Equality and Diversity on 18 November 2025

Information about and discussion of reporting to the Board of Directors on 17 December 2025

Recommendation

It is recommended that the committee be informed about and discuss the upcoming report to the board, which will take place on 17 December 2025.

Appendix

No vouchers.

Case presentation

As part of the board's annual follow-up on AAU's work with equality and diversity, ULD reports every year in December on the year's results and future focus areas. In this connection, ULD must prepare a report for the board meeting on 17 December 2025, and at the meeting, the chairperson of the committee will give a status of ULD's work and initiatives in the past year.

In last year's report, the board requested more measurable data, especially with a focus on the gender balance in the top management layer (the board, Executive management, vice-deans, heads of department and deputy directors).

The reporting for 2025 should therefore include:

- The development of the gender balance for the senior management at AAU
- A status of diversity at AAU (age, gender, citizenship) for academic staff and TAP - A status of implemented initiatives in 2025
- An overview of planned initiatives in 2026

The following points are suggestions for what can be included in the item 'Status of implemented initiatives in 2025':

1. Focus on increasing the proportion of women in the media
2. Implementation of a new parental leave tool in the absence statistics
3. New equality reports for employees and students at AAU in Power BI

The committee is asked to discuss which initiatives from 2025 should be included in the report, either as a supplement to or a replacement of the above proposals.
The report will conclude with a status of upcoming initiatives in 2026, and here the following initiatives are proposed:

1. New inclusion survey in autumn 2026
2. New strategic action plan for equality and diversity
3. Implementation of new language principles in relation to parallel language use 4. Diversity module for all level 4-5 managers

The committee is also asked to discuss whether there are general comments or special points of attention in connection with the report to the board.

The discussion forms the basis for the final preparation of the report to the board. The final draft must be submitted to the secretary of the board no later than 26 November.

Case worker(s)

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7. november 2025

Can be freely distributed
For discussion

Case number: 2025-021-02356

Case presentation for the meeting of the Committee for Equality and Diversity on 18 November 2025

Status of the project on parallel language use at AAU

Recommendation

It is recommended that the committee be informed about the status of the project regarding the six new language principles that will support the work on parallel language use at AAU.

Appendix

Annex 2: New language principles

Case presentation

In May 2025, the Executive management approved six new language principles. The project originates from the inclusion survey that was conducted at AAU in 2022. The initiative was originally initiated by ULD and has later been transferred to the Rector's Office.

The approved language principles will now be implemented in the organisation, with the implementation phase expected to start in 2026. Secretariat officer, Kirstine Kjær Mathisen, is responsible for the implementation in collaboration with Team Well-being and Development.

The plan is to revisit the language principles and possibly adjust them in early 2026, after which the implementation will be initiated. It is the management that is responsible for applying the six new language principles in daily practice and for ensuring their anchoring in the organisation.

The Executive management has set aside DKK 500,000 for Danish lessons and DKK 90,000 for the development of introductory meetings for new employees.

Case worker(s)

Kirstine Kjær Mathisen, kkmat@adm.aau.dk, 10605, HR Well-being and Development

31. October 2025

Bilag 6.1: The Language Principles

Language and Employees

1. Employees' English-language Skills
   a) All employees at AAU must have English-language skills that match the level of English that is necessary to perform their job and to participate in general work-related activities. [1]
   b) When recruiting new employees, the expectation of English-language proficiency must always be clearly stated in the job advert.
   c) All employees must, to the extent necessary, be aware of the tools that support AAU as a parallel-language workplace (AAU Translate, AAU Dictionary, Microsoft Co-pilot[2] etc.) and other necessary language support.

2. Non-Danish Employees' Danish-language Skills
   a) It is expected that assistant professors, associate professors, and professors are provided with the opportunity to become able to contribute to teaching in Danish after 2-5 years from their employment start at AAU[3], including grading and supervising students – at a level of skills that corresponds to the teaching they are to undertake.
   b) The relevant manager must communicate the expectations of the employees in job adverts, at job interviews, or during the first year of employment and investigate the individual need for support to meet the expectations.
   c) Non-Danish assistant professors, associate professors, professors, managers as well as permanent technical and administrative staff are to be offered paid, targeted Danish-language courses, preferably on campus. This offer must be clearly articulated during the job interview. It is necessary that management allows that the necessary time during working hours is devoted to taking Danish-language courses[4]. This may, for a period, replace other duties.
   d) The management must in relevant cases encourage non-Danish staff in fixed-term positions to learn Danish to improve their career opportunities in Denmark and enhancing their integration at the workplace and in the Danish society in general. Thus, the department/faculty should, when possible, offer internal Danish language courses to fixed-term staff members and PhD students.

3. Involvement and Meetings

[1] The European Framework of Reference for Languages is the base of the understanding of language levels for employees at AAU, and it is elaborated in Appendix 1 – Recommendation 3 and 4. 16809ea0d4 (coe.int) (downloaded on the 12th of July 2024)
[2] When using Microsoft Co-pilot you must be aware of the use of Generative AI and Security (Generative AI and Security - Aalborg University (aau.dk))
[3] This could also be from the start of an employment in a tenure position.
[4] See Appendix 1 – Recommendation 4 for recommended language courses

a) All employees must be given the opportunity to participate in councils, boards, and committees. Efforts should be made to ensure a flexible approach to the use of language and the planning of meeting material.



b) For all standing committees, each department/unit should agree on and write down clear procedures for language choice at meetings and in meeting material (to be updated when the composition of members changes). The individual committee chair is responsible for this.
c) At other meeting activities, seminars, department days, etc., the language of the meeting must be decided on and reasoned before the meeting, and the meeting language must be indicated on the meeting notice.

4. Administrative Services to Support Inclusion
   a) To the extent possible, there should be an efficient, joint, and coordinated translation of Danish administrative texts into English across the University. Translation must be carried out at the organisational level where the administrative texts are originated.
   b) All major administrative IT systems with a broad internal target group must have Danish and English user interfaces just as internal auto or standard replies from shared mailboxes, etc. must be written in both Danish and English.
   c) All relevant information, such as diplomas, internal web portals, information screens, social media-channels, and signage (i.e. in canteens) should always be in both Danish and English when possible and relevant.

5. An International Workplace Culture
   a) The HR administration (both central and at departments) should prepare information about the cultural aspects of working at AAU to be communicated through welcome packages, introductory courses, idea catalogues etc.
   b) All AAU managers must be prepared to develop the international environment, for example through a leadership programme in diversity management.

6. Management Task
   a) Management at all levels must take the initiative to regularly put language on the agenda and, for example, discuss how language-related issues relate to internationalisation, recruitment, working environment, and the quality of education.
   b) The relevant manager is responsible for setting out specific requirements and expectations for the working language in each given situation, including ensuring that teaching staff have the necessary language skills.
   c) AAU wants to attract the best managers, such as research centre directors and heads of research groups, through active recruitment, introductory programmes, and leadership development programmes. Employees with an international background must be able to act as managers, also before they fully master Danish.