AALBORG UNIVERSITET

Aalborg University

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

Date: 28-08-2026
Case number: 2026-021-02705

Committee meeting

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

Friday 4 September 2026, 09:00-11:00

Fredrik Bajers Vej 7k, room 2.01

Agenda:

Points for approval

1. **Approval of agenda (13.00-13.02)**
   Appendix: Agenda for the committee meeting on September 4th 2026

2. **Approval of minutes (13.02-13.05)**
   Appendix 2.1: Minutes of the committee meeting on May 29th 2026

3. **Announcements from the chairperson (13.05-13.15)**

Points to be considered

4. **Strategic Action Plan for Equality and Diversity 2026-2029**
   Appendix 4.1: Case presentation

   Review of main tracks: Gender and careers (13.15-13.30)
   Appendix 4.2: Improving gender balance in academic positions

   Link with the possibility of direct comment prior to the meeting: Gender and career

   Review of main tracks: Neurodiversity (13.30-13.45)
   Appendix 4.3: AAU has an inclusive working environment where neurodivergent employees can thrive, contribute and continue to be connected to the workplace

Link with the possibility of direct comment prior to the meeting: Neurodiversity

Break (13.45 – 13.55)

Review of the main tracks: Language and culture (13.55-14.10)
Appendix 4.4 Strengthen international employees' affiliation and career development at AAU

Link with the possibility of direct comment prior to the meeting: Language and culture

Review of main tracks: Local action plans (14.10-14.25)
Appendix 4.5 Promoting locally relevant equality and inclusion

Link with the possibility of direct comment prior to the meeting: Local action plans

5. **Course funds and target figures for gender balance (14.25-14.40)**
   Appendix 5.1: Case presentation regarding course funds
   Appendix 5.2: Case presentation on target figures for gender balance

6. **Processing of enquiries about sunflower lanyards at AAU (14.40-14.55)**
   Appendix 6.1: Case presentation about sunflower lanyard

Points for orientation

7. **Committee announcements and any other business (14.55 to 15.00)**

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Kirstine Kjær Mathisen
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Email: kkmat@adm.aau.dk

Date: 01-06-2026
Reference number: 2026-021-02692

Minutes of the committee meeting on May 29. 2026

Participants: Jesper Wengel (JW), Louise Pape-Haugaard (LPH), Line Randa (LR), Trine Schultz (TS), Mette Mechlenborg (MM), Anne Estrup Olesen (AEO) and Kirstine Kjær Mathisen (KKM – Minutes Keeper).

Other participants: Dennis Jim Frederiksen (DJF).

Cancellations: Jakob Skovrup Stampe, Christian Schilling and Birgit Feldtmann.

1. Approval of the agenda

Appendix: Agenda for the committee meeting on May 29th 2026

The agenda was approved.

2. Approval of minutes

Appendix: Minutes of the meeting of the Committee on Equality and Diversity on February 25th 2026

The minutes were approved.

3. Messages from the chairperson

The chairperson informed about participation in an international seminar on diversity, equity and inclusion (DEI), where the importance of management for the work with gender equality and diversity was highlighted as central to creating organisational change. At the seminar, several speakers noted that women often contribute significantly to tasks and functions that support the working environment, cooperation and well-being, but which are not necessarily weighted in traditional merit-based systems.

In addition, information was provided on the status of the upcoming inclusion survey. It was stated that challenges have arisen in connection with access to the data basis from the inclusion survey in 2022, as the original raw data is no longer available. Only parts of the report material are still available, and the qualitative data in particular have been omitted. This limits the possibilities of direct comparisons and further analyses.

Considering this, different models for the future inclusion survey were discussed. Consideration was given to either conducting an independent inclusion survey or integrating inclusion issues into AAU's existing staff well-being barometer from 2027 onwards. In the discussions, it was emphasised that integration in the staff well-being survey can support a closer link between staff well-being, inclusion, and diversity, as well as reduce the burden of multiple concurrent surveys. At the same time, it was emphasized that there remains a need for a sufficient data foundation to enable meaningful analyses and follow-ups.

It was agreed that further work will be done to investigate practice at other universities and to gather experience from Rambøll regarding the scope of questions required to be able to carry out a meaningful inclusion survey.

Finally, information was given about the program "Living Labs", which works with projects concerning equality and equal opportunities in STEM environments. Work is underway on an application for an extension of the initiative.

4. Proposal for a framework for a new strategic action plan

Appendix 5.1: Case presentation

The committee discussed the overall framework for the new strategic action plan for gender equality and diversity 20262029. It was emphasized that the work is based on the discussions from the strategy day as well as the themes and perspectives that have previously been identified in the committee's work.

There was support for the action plan to be structured around three overarching themes:

- Gender balance in academic positions
- Neurodiversity and mental impairments
- Language and culture

The Committee also approved that the other initiatives and perspectives that are not included as independent initiatives in the action plan will not be continued as separate tracks in the upcoming strategic action plan.

There was agreement that the action plan should include both cross-disciplinary initiatives and local activities, so that a common direction is created across AAU while at the same time allowing for local adaptation at departments and administrative units. Several pointed out that local activities can be advantageously linked to existing workflows and action plan structures to avoid parallel processes and strengthen organizational anchoring.

The committee also discussed the degree of commitment in the local initiatives. There was support for the units to relate actively to the themes of the action plan and contribute with concrete initiatives, while at the same time

being able to adapt the activities to local needs and issues. It was emphasized that clear anchoring, ownership and systematic follow-up are crucial for the initiatives to lead to real organizational change.

Decision:

The framework for the new strategic action plan was approved.

5. Proposal for content of new strategic action plan 2026-2029

Appendix 5.1: Case presentaiton
Appendix 5.2: Draft initiatives: Gender balance
Appendix 5.3: Draft initiatives: Neurodiversity and mental impairments
Appendix 5.4: Draft initiatives: Language and culture
Appendix 5.5: Draft initiatives: Local action plans
Appendix 5.6: Additional input and perspectives from the committee's strategy day
Appendix 5.7 Background: Updated data basis for the development of a strategic action plan for equality and diversity

Recommendation: The committee discusses, qualifies and approves the proposed initiatives for the strategic action plan for equality and diversity 2026-2029.

Gender balance in academic positions

The committee discussed the proposed initiatives regarding gender balance in academic positions. Information was provided about the work on new merit frameworks at AAU, including the ambition to develop a more manageable and holistic credit concept inspired by experiences from the University of Copenhagen. It was emphasised that the new merit framework should be able to be used in connection with performance reviews, salary negotiations, career interviews and recruitment processes, and contribute to employees being assessed more broadly than solely on traditional research merits. There was support for the Committee on Equality and Diversity to be represented in the further work on the development of new merit frameworks. As a follow-up to the members of the committee, it can be mentioned that at the executive management meeting on 3/6 it was decided that a more manageable and holistic credit concept should be prepared inspired by experiences from the University of Copenhagen, and that this should be copied in an assessment form setup that will also be used throughout AAU.

Attention was drawn to the fact that concepts such as academic citizenship, collaboration, impact and contribution to research environments and organizational culture must be made more visible in future assessment and assessment processes. At the same time, it was emphasized that changes in merit frameworks alone do not necessarily solve the underlying causes of gender imbalances and drop-out rates in academic careers. Several pointed out that assessment practices, culture, management and organizational structures also play a significant role.

The committee also discussed the need for clear implementation and local anchoring at faculties and departments. It was emphasized that it is important to ensure coherence between the new merit framework and

the specific assessment criteria used in practice. There was also a focus on the importance of management support and the role of management in the implementation of new principles and workflows.

It was proposed that further work be done on monitoring and measurement points, including, for example, the development of gender balance, comparison with other universities, knowledge of new initiatives and the connection between merit frameworks and assessment criteria. It was also pointed out that there was a need to develop new target figures for senior management for future discussions in the committee.

Neurodiversity and mental impairments

The committee discussed the proposed initiatives concerning neurodiversity and mental disabilities. It was emphasized that the area is perceived as increasingly relevant both on the student side and in relation to personnel matters, but that at the same time there is still a lack of knowledge about the extent and nature of the problem on the staff side.
It was agreed that the area requires additional professional qualification before specific initiatives can be determined. The Committee therefore pointed to the need to involve persons with special knowledge and experience in the area, both in relation to the formulation of the initiative and in the further work on any activities and studies. It was emphasized that it was important to ensure correct concepts and formulations and to build a more solid scientific basis for further work.

It was also pointed out that experiences from the student side as well as inspiration from other organizations can contribute to the further work in the area. It was suggested that the efforts initially focus on creating knowledge and clarification of needs, after which actual efforts can be formulated if a sufficient basis and need for this are identified.

International employees – language and culture

The committee discussed the proposed initiatives regarding international employees, language and culture. There was support for the proposed direction, including a focus on onboarding, language conditions and social communities.

It was proposed to investigate the possibilities for additional English-language offers, including, for example, English language training for administrative staff. In addition, the importance of social and professional networks was emphasised, including how international employees can be included to a greater extent in social activities and local communities. It was suggested that this perspective be incorporated into the work on onboarding and local inclusive activities.

Decision:

The committee approved the overall themes and the proposed direction for the new strategic action plan. At the same time, it was agreed that the current draft should be further processed and reformulated into a more comprehensive and final format until the next committee meeting.

Follow-up:

KKM and DJF will further revise the draft of the strategic action plan based on the committee's discussions and

comments with a view to presenting a more complete draft at the next committee meeting on 3 September 2026.

In addition, proposals are prepared for targets that can be included in the action plan, including, for example, new targets for the gender balance in the senior management at AAU.

In the further work on the theme of neurodiversity and mental impairments, relevant professionals are involved in order to ensure professional relevance as well as precise formulations and conceptual applications.

Furthermore, the possibilities of English teaching to administrative staff are investigated as part of the work on the theme of language and culture.

The committee will have the opportunity to comment on the revised draft prior to the next committee meeting

6. Communications from the Committee

No further points.

7. And other Business

No further points.

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Appendix 4.1 Draft Strategic Action Plan for Equality and Diversity 2026-2029

Recommendation

The Committee's Secretariat recommends that:

- The committee comments on and discusses the four documents that together make up the draft of AAU's strategic action plan for gender equality and diversity 2026-2029
- The committee discusses and approves AAU's completion of the formal requirements from Horizon Europe for the action plan

Appendix

Appendix 4.1: Case presentation

Appendix 4.2 Gender and career – draft action plan

Appendix 4.3 Neurodiversity – draft action plan

Appendix 4.4 Language and culture – draft action plan

Appendix 4.5 Local action plans – draft action plan

Case presentation

AAU's current strategic action plan for gender equality and diversity applies to the period 2022–2026 and thus expires this year. The Committee for Equality and Diversity (ULD) is therefore preparing a proposal for a new strategic action plan for adoption by the Executive management. The action plan is proposed to run in the period 2026–2029 so that it matches the period of AAU's overall strategy.

At the meetings on February 25th and May 29th 2026 and on the strategy day on March 24th 2026, ULD has selected, prioritized and discussed themes and initiatives. On this basis, four documents have been prepared, which together constitute the current draft of the action plan. The documents should be read as four coherent parts of one strategic action plan and not as four independent plans.

Document	Overall goal for the theme

Gender and career	Improve gender balance in academic positions
Neurodiversity	Have an inclusive work environment where neurodivergent employees can thrive, contribute and remain connected to the workplace
Language and culture	Strengthen international employees' affiliation and career development at AAU
Local action plans	To promote locally relevant equality and inclusion at AAU by translating the strategic action plan's common direction into targeted local actions

The committee's comments and discussion

Prior to the meeting, the committee members are asked to read through the four documents and, if they wish, to insert comments directly via separately sent out links. The comments may relate to the overall direction and level of ambition of the action plan, as well as to the individual goals, initiatives, locations of responsibilities and formulations.

On the basis of the written comments, the secretariat compiles a list of themes and issues that may require further discussion or a joint position in the committee two days before the meeting. At the meeting, the committee members may supplement with additional items and input that are not already included in the documents or the secretariat's list.

The committee's written comments and the discussion at the meeting then form the basis for the secretariat's further processing of the action plan, which is then submitted to the ULD for final approval and recommendation to the executive management.

Fulfilment of Horizon Europe's formal requirements for the strategic action plan

In addition to the value that gender equality and inclusion can contribute to the organization, an action plan is also a formal requirement to be able to apply for and receive EU funding under Horizon Europe. Since January 12st 2022, it is a formal *eligibility criterion* for universities and research organizations to have a Gender Equality Plan (GEP), and institutions without an action plan cannot receive funding from this central EU research program.

Although it is called a Gender Equality Plan, its purpose is broader than gender equality between women and men alone. Horizon Europe states: "*GEPs should not focus solely on promoting career opportunities and equal access to resources for one gender; rather, they should be inclusive and target women and men in all their diversity.*"

The following are the minimum requirements for a GEP (strategic action plan)

1. Public document
   A GEP must be a publicly available document on the organization's website, signed by the top management, and it must be actively communicated throughout the organization.
2. Data collection and follow-up (monitoring)
   The GEP must be based on the collection and analysis of data on at least gender balance among employees and students. The organisation must follow up and report annually on the progress based on established indicators.
3. Training and competence development

The GEP must include activities that increase knowledge and awareness of gender equality throughout the organization, including training in unconscious gender bias for both employees and decision-makers.

4. Dedicated resources
   The GEP must contain specific descriptions of resources and relevant expertise dedicated to implementing the plan (e.g. in the form of full-time equivalents allocated).

For discussion: It is proposed that the requirements be met in the following way

1 and 2: Publication and monitoring
The new action plan is designed so that the requirements for publication as well as data collection and follow-up can be met. After approval by the executive management, the plan is published and communicated, which also contains indicators that will form the basis for the annual follow-up.

3: Training and competence development
The requirement for training and competence development is handled through a separate grant for courses and other competence development activities within equality, diversity and inclusion. The grant and the specific activities are treated separately and supplement the resources that must be allocated to the ongoing implementation and follow-up of the action plan.

4: Dedicated Resources
In the current action plan for 2022–2026, resources corresponding to two full-time full-time equivalents have been allocated for the implementation. At the same time, it appears that additional resources will be allocated to competence development and to the implementation of initiatives at faculty, department and department level. The following wording can be used if a continuation of this is desired:

"During the planning period, AAU allocates dedicated staff resources corresponding to two full-time full-time equivalents to coordinate, support and follow up on the implementation of the strategic action plan. Furthermore, resources are allocated to initiate initiatives at faculty, department and department level in order to ensure support, ownership and local anchoring of the plan."

Further process
After ULD's discussion, the secretariat finalizes the four documents and compiles them into a final proposal, which is submitted to ULD for consideration and approval for recommendation. The final strategic action plan is then submitted to the executive management for approval. After the executive management's approval, the plan is published and communicated.

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.

☐ No decision has yet been made on the financing. ☒

The recommendation does not entail any new funding needs.

The tasks that follow from the strategic action plan are handled by already employed employees. Therefore, the recommendation does not in itself imply new hires, but assumes that within the existing organization, staff resources exist and are allocated to implement and follow up on the action plan.

Involvement

The following have been involved and have contributed to the qualification of the drafts:

- Committee on Equality and Diversity
- AAU Education and Students
- AAU Communication and Public Affairs
- AAU International Staff Unit
- AAU Funding and Projects
- AAU HR
- Associate Professor Stine Thidemann Faber (Gender and Career)
- Associate Professor Merete Monrad and Assistant Professor Mikkel Bo Madsen (Neurodiversity)

Communication

The drafts are not yet ready for broad communication in the organization. After approval by the executive management, the final action plan must be published and actively communicated. In this connection, a communication effort will be prepared.

Implementation

The ULD Secretariat is responsible for the further process leading up to ULD's final consideration and the executive management's approval. After approval, the Secretariat coordinates the overall implementation and the annual follow-up, while the responsible units implement and follow up on their respective efforts.

Case officer

Dennis Jim Frederiksen, Development Consultant, dennisjf@adm.aau.dk, 10605, HR Well-being and Development

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

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Case presentation:

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Request for course funding for a new strategic action plan

Recommendation

ULD recommends that the executive management:

- approves the allocation of DKK 680,000 for competence development in the form of course activities within diversity, equality and inclusion as part of the new strategic action plan for equality and diversity 2027–2029.

Appendix

No vouchers

Presentation of the case

Background

To participate in and receive funding from the EU's research and innovation program Horizon Europe, it is a requirement that Aalborg University has a valid and publicly available strategic action plan for gender equality and diversity, which in Horizon Europe terminology is referred to as a Gender Equality Plan (GEP).
Although the term *Gender Equality Plan* refers specifically to gender equality, the ambition is broader. Horizon Europe thus highlights that GEPs should not only focus on career opportunities and equal access to resources for one gender but be inclusive and include women and men in all their diversity.

The requirement from Horizon Europe supports work on equality and diversity, which AAU is also obliged to do through the Equality Act and AAU's own statutes.

The Equality Act states, among other things, that no one may be subjected to direct or indirect discrimination on the basis of gender, sexual orientation, gender identity, gender expression or gender characteristics. AAU's statutes also state that the day-to-day management at all levels must contribute to ensuring the strategic and long-term development of and work with gender equality and diversity at Aalborg University.
Overall, the legislation and AAU's statutes support that the university and its management work actively to prevent discrimination and promote equality and diversity.

The current strategic action plan expires in 2026, and ULD has therefore prepared a new strategic action plan for the period 2027-2029 in collaboration with relevant resources in HR, so that the period follows AAU's overall strategy period. As part of the requirements from Horizon Europe, the action plan must allocate

dedicated funds for competence development in the form of courses and training in diversity, equality and inclusion targeted at staff and decision-makers.

Competence development and increased knowledge about equality, diversity and inclusion are a key element in the work of translating the ambitions of the action plan into practice. Courses and competence development activities can, among other things, help to strengthen the competencies of managers and employees to identify and deal with conditions that can lead to discrimination, as well as support inclusive practices and equal opportunities.

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The course activities will thus support both the work with the requirements and expectations that follow from Horizon Europe, and AAU's work to comply with its legal and statutory obligations in equality and diversity.

Economy

In the current five-year strategic action plan for the period 2022-2026, the Executive management allocated DKK 1,150,000 for the implementation of course activities within diversity, equality and inclusion, as well as for the implementation of an inclusion survey. As of August 19th 2026, there is a remaining budget of DKK 70,000.

In the coming strategy period 2027-2029, an activity level corresponding to approximately five full-day courses or seven to eight half-day courses annually is planned. The activity level has been calculated over a period of 3.5 years. Five offers for full-day courses have been obtained from different course providers with experience in diversity, equality and inclusion. The average price for the offers amounts to approx. DKK 38,500 per full-day course. Based on the expected level of activity, this corresponds to a total need of approx. DKK 680,000 during the strategy period.

Based on this, ULD requests that DKK 680,000 be allocated to course activities within diversity, equality and inclusion in connection with the implementation of the strategic action plan for the period 2027-2029.

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.

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

☐ The recommendation does not entail any new funding needs.

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

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Approval of a new target figure for gender balance in the Board of Directors and senior management at AAU

Recommendation

ULD recommends that the Executive management approve:

- ULD's recommendation for a new target figure for the gender balance among the external members of the board of directors of 50% / 50% (men/women)
- ULD's recommendation for a new target figure for the gender balance for managers at levels 1-3 of 60% / 40% (men/women)
- ULD's recommendation for a target period from 2027 to 2029
- ULD's recommendation that AAU in the period 2027-2029 has a policy to work actively to increase the proportion of women among the board's external members and among managers at levels 1-3

No vouchers

Case presentation

Background

According to section 11 of the Gender Equality Act, state institutions led by a board of directors or other collective management body must strive for an equal composition of women and men on boards of directors and other collective management bodies and at the highest management levels. They must also set target figures for the proportion of the under-represented gender at the top management levels and they must draw up a policy to increase the number of the under-represented gender at the top management levels.

In 2023, the Executive management approved two target figures that expire at the end of 2026:

1. Target figures for the external members of the board: Gender distribution 50% / 50% (women/men) 2. Target figures for managers at levels 1-3: Gender Distribution 31% / 69% (Women/Men)

Over the period 2023 – 2026, the gender balance has developed as follows:

	Women	Men
External members of the Board of Directors		
2023	50 %	50 %
2025	33 %	67 %
Managers at levels 1-3		
2023	28 %	72 %
2025	34 %	66 %

Table 1: Development of gender balance, updated on 06/07 2026.

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Recommendations

The external members of the board

ULD recommends that the target figure for the board's external members be maintained at 50/50 in the period 2027-2029. The board consists of six external members, which is why even a few replacements will lead to significant changes in the gender distribution. In the period 2027 to 2029, five of the six appointments will expire, of which three members cannot be re-appointed. This provides good opportunities to achieve an equal gender distribution, and already by the appointment of one additional woman in connection with a future replacement, the target figure of 50/50 will be met. ULD therefore assesses that the target figure is both realistic and achievable.

Managers at levels 1-3

ULD recommends that the target figure for managers at levels 1-3 be set at 60/40 for the period 2027-2029. The target figure corresponds to a gender balance, which is considered equal in accordance with guideline 10198 to the Gender Equality Act.

In the period 2023-2025 (see Table 1), the gender balance has improved by six percentage points, and it is therefore assessed that a similar development over the next three-year period will be both realistic and achievable.

Target period

ULD recommends that the target period be set at 2027-2029, so that it follows the period of ULD's upcoming strategic action plan.

Policy to increase the proportion of women in AAU's top management levels

If the Executive management can approve the proposed target figures, it is also recommended that the Executive management approve that AAU in the period 2027-2029 has a policy of working actively to increase the proportion of women among the Board's external members and among managers at levels 1-3.

AAU wants an organization with full gender equality, where management positions are filled with the best qualified candidates on a factual basis, and where gender does not constitute a barrier to access to

management responsibility. It is therefore AAU's overall objective that the university's senior management should develop in the direction of a more equal gender composition.

Women are currently underrepresented both among the board's external members and among managers at levels 1-3. AAU will therefore work to increase the proportion of women in the coming target period. This will be done through a strengthened awareness of gender balance in relevant recruitment, appointment and employment processes, as well as through the broader strategic work on gender equality, diversity and inclusive career paths at the university.

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.

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

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☒ The recommendation does not entail any new funding needs.

Case officer

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

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Case presentation

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Sunflower lanyard as a voluntary initiative at AAU

Recommendation

It is recommended that ULD discuss whether the sunflower lanyard is a relevant initiative to offer at AAU, and if so, how further clarification and implementation should be anchored.

Appendix

No vouchers.

Presentation of the case

Background

ULD has received an inquiry from TECH requesting that the committee discuss whether the sunflower lanyard and participation in the Sunflower Program are relevant at Aalborg University.

The Sunflower Program is a membership that provides access to materials and guidance that can support the implementation and create increased knowledge of the importance of the Sunflower Lanyard. The Sunflower Lanyard is part of the Sunflower Program and is used as a voluntary symbol by people with invisible disabilities or disabilities. The purpose is to signal that the person may need extra time, patience or consideration in the meeting with others.

The use of the sunflower lanyard is voluntary and does not in itself imply that the person must inform about a diagnosis or explain their situation.

Experiences from other universities

There are a total of eight Danish universities, two of which (DTU and ITU) have chosen to join the Sunflower Program and offer the Sunflower Lanyard as a voluntary offer.

DTU has recently joined the Sunflower Program as part of the university's work on diversity, equality, and inclusion. Here, the sunflower lanyard is offered to both students and staff, and the initiative is also accompanied by information and guidance on how to meet people who wear the sunflower lanyard.

Perspectives and Attentions

A possible offer of the sunflower lanyard can be seen as a visible initiative that can help create increased awareness of invisible disabilities and disabilities as well as support the dialogue about different needs among students and staff.

Possible perspectives of offering the sunflower lanyard could include that it:

- gives students and staff the opportunity to voluntarily signal that they may need extra consideration
- can contribute to increased awareness and understanding of invisible disabilities and functional impairments
- can support AAU's work with inclusion and accessibility
- can serve as a concrete opportunity for dialogue on how to create a greater understanding of different needs in study and working life.

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At the same time, there are several points of attention that should be included in the assessment of a possible initiative.
The sunflower lanyard does not in itself entail specific rights, support measures or requirements for special considerations. On the other hand, the lanyard can be seen as a voluntary signal that the person may need extra time, patience or understanding, for example. It will therefore be relevant to consider the significance and expectations that should be attached to the sunflower lanyard in an AAU context, and how staff and students are expected to understand and react to the signal.

It can therefore be considered whether a possible offer of the sunflower lanyard should be accompanied by information and possibly competence development, so that the initiative is part of a broader effort for inclusion rather than just being a symbolic initiative.

In addition, it can be discussed whether the target group for the initiative is primarily students, employees or both groups. This may have an impact on where a possible initiative should be anchored organizationally, and which units should be involved in further clarification.

Economy
It is stated that a membership of the Sunflower Program can cost from approx. DKK 14,500 excluding VAT annually, depending on the specific membership solution. In addition, there will be expenses for the purchase of sunflower cords.

If ULD wants to continue working on the possibility of introducing the sunflower lanyard at AAU, the specific economy and model for financing will need to be clarified further.

For discussion
With this presentation of the case, ULD can discuss the following:

1. Whether the sunflower lanyard is a relevant initiative at AAU, and if so, what purpose the initiative should support.
2. Whether the target group for a possible offer should be students, employees or both groups.
3. How the meaning of the sunflower lanyard should be understood in an AAU context, including whether a possible initiative should be accompanied by information, communication and/or competence development.
4. The possibilities of offering the sunflower lanyard at AAU should be investigated further, and if so, where further clarification and possible implementation should be anchored.

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.

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

☐ The recommendation does not entail any new funding needs.

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May be freely distributed
For decision

Case officer

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