AALBORG UNIVERSITET

Aalborg University

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

Date: 13-02-2025
Case number: 2025-021-02353

Committee meeting

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

Tuesday 25 February 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 25 February 2025

2. **Approval of minutes (13.05-13.10)**
   Appendix: Minutes of the meeting of the Committee on Equality and Diversity on 4 November 2024

Points to be considered

3. **Information from the meeting of the Board of Directors on 19 December 2024 (13.10-13-15)** Appendix: Case presentation

4. **Revision of terms of reference (13.15-13.30)** Appendix: Case presentation
   Appendix 1: Proposal for change of terms of reference

5. **Summary of local action plans from the inclusion survey (13.30-13.50)**
   Appendix: Case presentation
   Appendix 1: Overview of local action plans

   BREAK (13.50-14.00)

6. **Discussion on equality and diversity work at AAU (14:00-14:20)**
   Appendix: Case presentation

Cejna Anna Quist-Jensen, Caitlin Margaret Singleton, Malene Bredal Brohus and Nadieh de Jonge will participate in the discussion of the item.

7. **Discussion on free hygiene products on campus (14.20-14.35)**
   Appendix: Case presentation

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Points for orientation

8. **Chair's announcements (14.35 to 14.45)**
9. **Committee announcements (14.45-14.55)**
10. **Any other Business (14.55-15.00)**

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Aalborg University
9220 Aalborg

Case worker:
Mikael Steensen Kristensen
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Email: mskri@adm.aau.dk

Date: 06-11-2024
Case number: 2024-021-02275

Minutes of the meeting of the Committee on Equality and Diversity on 4 November 2024

Participants: Lars Hvilsted Rasmussen (LHR), Trine Schultz (TS), Mette Mechlenborg (MM), Claus Lassen (CL), Birgit Feldtmann (BF) and Mikael Steensen Kristensen (MSK – reporter).

Cancellations: Louise Møller Haase (LMH), Linda Ibsen (LI), Katrine Vasegaard (KV), Anne Estrup Olesen (AEO)

w1. Approval of the agenda

Appendix: Agenda for the ULD meeting on 4 November 2024

The agenda was approved.

2. Approval of minutes

Appendix: Minutes of the meeting of the Committee on Equality and Diversity on 23 September 2024

The minutes were approved.

3. Purpose of the Committee

Appendix: Case presentation

Recommendation: It is recommended that the committee discuss the committee's purpose and areas of responsibility

LHR briefly reviewed the discussions on the committee's purpose from the last committee meeting. A summary was then given from the Executive management meeting on 1 November, where a status of the ULD's work was given, followed by a discussion of the ULD's terms of reference and organisation. The Executive

management supported the work ULD has done and also emphasised the importance of having a separate body that focused on the strategic work with equality, diversity and inclusion at an organisational level. However, the Executive management emphasised that the ULD should not be the executor of the initiatives that are decided. The Committee appreciated the continued support of the Executive management.

The committee also discussed the terms of reference of the ULD. This states that the committee may recommend changes to the terms of reference to the Executive management if the committee deems it necessary. LHR proposed that the committee members at the next meeting should read through the existing terms of reference with a view to possible changes and adjustments.

Follow-up:

- At the next committee meeting, the committee's terms of reference will be discussed, which will subsequently be recommended to the Executive management for approval.

4. Status of implementation of AAU's strategic action plan for equality and diversity

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Appendix: Case presentation
Appendix 1: Implementation plan

Recommendation: It is recommended that the committee discuss the action plan for equality and diversity and discuss which initiatives should be prioritised in 2025.

MSK gave a status on the implementation of initiatives and initiatives from the strategic action plan for equality and diversity. The resources in the ULD secretariat have been limited over the past year, and therefore it has been difficult to be responsible for the implementation of the planned initiatives. In addition, there has been a strong focus in the organisation on the work with sexism and offensive actions based on the VIVE report, which was published in May, which has also drawn on the secretariat's resources.

The committee discussed how to work to support equality, diversity and inclusion at AAU in a way where the workload does not primarily lie with the committee or the ULD secretariat. MM pointed out that it is positive that the organisation is focusing on these issues, and that it must be sought that those who are interested can get the help they are looking for. The committee discussed various options, including that the HR department, the PhD schools or the occupational health and safety organisation can be thoroughly equipped so that they can assist in supporting the work in the organisation.

The committee also discussed the initiatives that had not been initiated in 2024 and whether they were still relevant to work med. TS pointed out that we already have a number of existing initiatives at the university, which, among other things, support flexible working conditions, but that not all managers are necessarily aware of these opportunities. It can therefore be advantageous to focus on making these opportunities visible, so that managers are equipped to enter into a dialogue with employees in order to. meet the individual needs of the employee.

The committee agreed that the initiatives described in the action plan are still relevant. At the next committee meeting, the committee will make a detailed review of the remaining initiatives with a view to a concrete prioritisation.

Follow-up:

- At the next committee meeting, MSK will make a detailed overview of which initiatives and initiatives have not yet been started or completed.
- MSK is investigating the possibility of involving relevant units and bodies in order to support work with equality, diversity and inclusion at AAU.

5. Meeting format in 2025

Appendix: Case presentation

Recommendation: It is recommended that the committee discuss the desired form of meeting for the committee meetings in 2025 as well as the desire to hold a theme day.

LHR briefly reviewed the current form of meetings and how it has changed in particular after the corona pandemic. The terms of reference state that the meetings are preferably held on changing campuses in order to create visibility for the committee and to enter into meaningful dialogue with local stakeholders. The committee confirmed the wish to hold meetings on changing campuses, if a day could be planned with other activities, so that the day creates value for both the committee and colleagues on the campus in question.

MM pointed out that physical meetings were generally preferable, but with an eye for resources and general busyness, committee meetings can advantageously be held as online meetings if the items on the agenda do not invite to larger strategic discussions. The committee supported this.

BF emphasized that the committee could advantageously meet physically for a whole day once a year, to discuss major strategic initiatives and think more in terms of development than a regular meeting allows. The committee supported the proposal.

Based on the discussions, the committee decided that it can be alternated between physical and online meetings as needed. In addition, the committee decided that efforts should be made to hold meetings on all AAU's campuses on an ongoing basis to ensure the greatest possible involvement of the entire organisation.

Follow-up:

- MSK is trying to find a full day in 2025 where the committee can meet and discuss major strategic initiatives or a special theme - possibly in Copenhagen or Esbjerg.
- MSK plans the meetings in 2025 as physical meetings. The meetings can be changed to online meetings by the chairman when the agenda has been determined.

6. Next strategy period at AAU

Appendix: Case presentation

Recommendation: It is recommended that the committee discuss whether the work on equality, diversity and inclusion should be incorporated into the next strategy period at AAU, or whether this work should continue to be a supplement to the strategy.

LHR reviewed the history of the process in connection with the preparation of previous strategic action plans for equality and diversity. As the current action plan runs parallel to AAU's strategy, "Knowledge for the world 2022-2026", and both expire at the end of 2026, it must be decided whether the committee still wants to have a separate action plan, or whether the work on equality, diversity and inclusion should be tried to be incorporated into the future strategy.

MM emphasized that the values that the committee works on can advantageously be integrated into the new strategy. TS supported this, but emphasized that it can also be an advantage that the committee continues to have its own separate action plan, as this gives the committee greater freedom in terms of adapting efforts and initiatives continuously during the strategy period so that it matches the needs of AAU and follows trends in society. CL added that we have previously been involved late in the process, and that we can advantageously try to incorporate ULD's values into the central strategy, while working on a separate ULD action plan in parallel.

The committee decided that ULD's values should be tried to be incorporated into the new strategy where it makes sense. However, the committee will continue to prepare a separate action plan, which will focus on concrete initiatives and initiatives.

7. Announcements by the chair

There were no announcements from the chair.

8. Communications from the Committee

There were no announcements from the committee.

9. Any other Business

MSK informed about the status of changing the terminologies "chairman" and "vice-chairman". A process has been initiated to make an amendment to the articles of association so that bodies, councils and committees covered by the articles of association can change to gender-neutral terminologies. The process is expected to be completed in the summer of 2025. Bodies, councils and committees that are not covered by the articles of association already have the opportunity to change the terminologies in accordance with their own rules of procedure, articles of association and terms of reference.

The committee agreed that it is encouraged that all bodies, councils and committees switch to gender-neutral terminologies as soon as possible. At the committee meeting on 23 September, it was agreed that the committee recommends that "chairman" and "vice-chairman" be replaced with "chairperson" and "vice-chairperson".

Follow-up:

- MSK will keep the committee updated on the process of amending AAU's statutes at upcoming committee meetings.

Can be freely distributed
For discussion

Case number: 2025-021-02353

Case presentation for the meeting of the Committee for Equality and Diversity on 25 February 2025

Information from the meeting of the Board of Directors on 19 December 2024

Recommendation

It is recommended that the committee be informed about the content of ULD's status to the board from the last board meeting and discuss the board's input to ULD's focus in the coming years.

Appendix

None.

Case presentation

At the Board meeting on 19 December 2024, the Chairman of the Committee for Equality and Diversity gave an annual report on the equality and diversity initiatives at Aalborg University, where the focus was particularly on initiated and implemented initiatives in 2024 and which initiatives were planned for the coming years. The Board had input on the overall strategic work on equality and diversity at Aalborg University as well as input on specific initiatives that have been initiated, including principles on parallel language use and measurement of the effect on initiatives.

The chairman briefly informs the committee of the board's input to the committee meeting.

Case worker(s)

Mikael Steensen Kristensen, mskri@adm.aau.dk, Rector's Office

February 13, 2025

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For discussion

Case number: 2025-021-02353

Case presentation for the meeting of the Committee for Equality and Diversity on 25 February 2025

Revision of terms of reference

Recommendation

It is recommended that the committee discuss the content of the existing terms of reference with a view to possible amendments.

Appendix

Appendix 1: Proposal for change of terms of reference

Case presentation

The existing terms of reference for the Committee for Equality and Diversity state that the *Committee for Equality and Diversity may recommend changes to the terms of reference to the Executive management if the Committee finds it necessary.* The Committee's current terms of reference were last revised in January 2022. Since this revision, there has been a change in the organisational set-up for the secretariat services of the Committee. In addition, the area of equality is constantly moving, and the Committee's focus may therefore have changed since the last revision.

Appendix 1 contains a number of proposals for formal changes to the existing terms of reference. These are marked in red. Prior to the meeting, the committee is asked to read through the updated terms of reference with a view to any further changes – including whether the committee's tasks are correctly formulated and whether they are up-to-date. At the meeting, any changes will be discussed with a view to drafting a new terms of reference that can be presented to the Executive management for approval.

Case worker(s)

Mikael Steensen Kristensen, mskri@adm.aau.dk, Rector's Office

February 13, 2025

Appendix: Proposal for amendment of terms of reference

Committee on Equality and Diversity

AALBORG UNIVERSITET

Date: 25.02.2025

Terms of reference of the Committee on Equality and Diversity

The Committee for Equality and Diversity (ULD) has been appointed by the Executive management of Aalborg University. The Committee is responsible for the strategic and long-term development of and work with the equality area at Aalborg University.

Thematically, the committee deals with gender, age, ethnicity, nationality, sexual orientation, religious observance, employees with physical and/or mental disabilities, etc.

Composition of the Committee

- Member of the Executive management (Chairman)[1]
- At prodekan[2]
- A head of department[3]
- HR ~~ManagerDeputy Director~~
- Representative from ENG[4]
- Representative from TECH[5]
- Representative from SUND[6]
- Representative from SSH[7]
- TAP Representative8

The faculties' representatives are elected for a four-year period corresponding to the term of office in the Academic Council.

The TAP representative is elected for a four-year period corresponding to the election period in the Academic Council.

The management representatives, including the vice-dean and the head of department, are appointed for a four-year period with the possibility of resignation in connection with the constitution of the Academic Council.

[1] The member of the Executive management is appointed by the Rector.
[2] The vice-dean is appointed by the Executive management from among the faculties that are not represented by a member of the Executive management.
[3] The head of department is appointed by the Executive management.
[4] The ENG representative is elected from among and appointed by the members of the Academic Council.
[5] The TECH representative is elected from and appointed by the members of the Academic Council.
[6] The Faculty representative is elected from and appointed by the members of the Academic Council.
[7] The SSH representative is elected from among and appointed by the members of the Academic Council. [8] The TAP representative is elected from among and appointed by the members of the staff side of the Main Liaison Committee.

Purpose

The purpose of the Committee for Equality and Diversity is to follow and create the framework for equality work at Aalborg University with a view to creating equal opportunities for all.

The committee's tasks

- Based on the strategy's ambitions, plans for equality and diversity are prepared at Aalborg University
- *Ad hoc* analyses and actions in relevant areas of equality and diversity
- Communication, internally as well as externally, of the university's equality and diversity efforts
- Annual reporting to the university's board, Executive management, main liaison committee, academic councils, etc.
- Monitor and monitor that the university complies with the Act on Equality and prepare drafts for the university's annual reports, cf. requirements in the Act
- Monitor and monitor that the university complies with its own statutes (section ~~2423~~(38)), as well as the Cooperation Agreement
- Monitor and monitor developments broadly within the committee's area of work
- Develop and maintain the university's diversity report equality report (available in Qlikview)
- Prepare various reports to ministries, agencies, etc.

Relations with the Executive management and the university's other bodies

The Committee acts as an advisory body to the Executive management and the Board of Directors.

~~The~~ chairperson informs the Executive management, the Board of Directors and the Main Liaison Committee about the committee's work.

~~The~~ chairperson recommends the committee's matters for ~~decision or approval~~ by the Executive management.

~~The chairperson~~ also has a duty to pay cross-cutting attention, i.e. to consider whether topics discussed in the body have interfaces with other bodies.

Meetings and minutes

~~The chairman~~ convenes and chairs the meetings of the committee.

Ordinary meetings are held 4 times a year. One every quarter based on the annual cycle adopted by the committee.

The meetings are held during working hours and preferably on changing land registers/campuses. ~~The Equality Committee's~~ presence on the campus in question is conducted with a focus on visibility and that local stakeholders
(managers, employees, union representatives, health and safety representatives, etc.) can interact with the committee members in relation to knowledge sharing and inspiration.

Extraordinary meetings are held when ~~the chairperson~~ deems it necessary.

At the last meeting of the year, the committee agrees on the meeting schedule, as well as revises and adopts the annual cycle for the coming year.

Members must have the necessary time available for committee work.

The secretariat convenes meetings and issues the agenda 10 days before the meeting.

~~The chairperson~~ may, for special reasons, decide that the notice shall be given at shorter notice.
~~The minutes of~~ the Equality Committee are relatively short minutes of decisions with an indication of the main themes of the discussions and the conclusions thereof. If the members wish to have specific individual or party views recorded in the minutes, this must be pointed out during the meeting.

The secretary prepares minutes from each meeting and sends them to the members no later than 5 working days after the meeting is held. The members have 5 working days, after receipt of the minutes from the secretary, to comment on this, after which the minutes are approved and published on AAU's website ~~(inside.aau.dk),~~ and archived in AAU's electronic case processing and document management system.

If necessary, ~~the~~ chairperson is involved in any changes to the minutes before final approval.

Case presentations

Matters that are to be dealt with by the committee must be submitted in writing (case presentation and any appendices) one week before the agenda is sent. Cases are sent to the secretariat.

Matters that are included on the agenda can either be presented as a: information, discussion or decision~~/approval~~ and dealt with accordingly.

Confidentiality

The discussions in the committee are generally open. However, members have the duty of confidentiality that follows from section 27 of the Public Administration Act, e.g. when information is designated as confidential by law or other valid provision, or when it is otherwise necessary to keep it secret in order to safeguard important considerations for the institution's or private interests. Cases that are treated as confidential are given a reason for this.

Budget

The committee has an independent budget that must cover the financial expenses of events and meetings, including travel activities. At the same time, the budget must recommend that qualitative and quantitative analyses be carried out to monitor geder equality work at AAU. The secretariat receives an annual fixed amount of money for the committee, which is anchored in ~~the HR Department's Rector's Office~~.

Secretariat services

The committee is served by the ULD Secretariat, which is anchored in ~~the HR Department's Office and the HR Department~~.

Changes to the terms of reference

The Committee for Equality and Diversity may recommend changes to the terms of reference to the Executive management if the Committee deems it necessary.

Approved by the Executive management on ~~20 August 2021~~

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Case number: 2025-021-02353

Summary of local action plans from the inclusion survey

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Recommendation

It is recommended that the committee take note of the briefing. In addition, a discussion is requested on the overall process of local action plans with a focus on how the process can best be summarized and how similar processes can be advantageously planned in the future.

Appendix

Appendix 1: Overview of local action plans based on the inclusion survey

Case presentation

In continuation of the inclusion survey in 2022, all departments and units were asked to formulate and initiate two specific initiatives on diversity and inclusion with a view to creating a more diverse and inclusive working environment. The following section provides an overview of the themes that have been worked on across the university's departments and units. Appendix 1 provides an elaboration and a brief status of ongoing and completed initiatives at the respective departments/units. The Department of Clinical Medicine has not prepared an action plan, and they are therefore not included in the evaluation. In addition, some FS units have not returned within the deadline and are therefore not included in this evaluation.

Themes across the action plans

The overall conclusions of the inclusion survey from 2022 were that female, international and young employees in particular felt less included in the workplace than the average employee. Despite the fact that there were differences between the faculties, and especially among the faculties in relation to shared services, there are some general trends in the initiatives that have been part of the local action plans.

Inclusion through language

Most departments have language as part of their local action plans. In many cases, initiatives have been formulated that concern both oral and written communication at the departments in order to ensure that international employees are not excluded due to a lack of Danish skills. In many cases, reference is made to the common principles for parallel language use, which are still being developed. However, many departments have themselves taken a position that written communication must be made in both Danish and English, and that meeting forums must decide on language depending on the group of participants. In particular, translation of written communication has been remedied by available AI solutions.

There has also been a strong focus on language training – both of international employees who can receive Danish lessons, but in some cases also an offer of upgrading English skills for Danish employees.

Danish speech in informal situations can be accommodated through various language courses as well as daily conversations with colleagues at the department. However, several departments have expressed that available Danish language courses focus on teaching at a general level, and that in several cases this is not sufficient to succeed in teaching and supervision at a university.

Diversity in the composition of employees

At many departments and FS units, there has been a focus on the composition of employees and how this can be maintained or changed. A focus on bias in recruitment processes is mentioned in many places as a way to ensure that a wider number of applicants for advertised positions is obtained. In addition, some departments have also focused on internal promotion to positions where there has historically been a predominance of men. One approach to this problem has been the exposure of female employees in similar positions in order to show good examples that can give other women the desire and courage to apply for certain positions.

In relation to employee retention, there has been a strong focus on the onboarding process. In several places, existing plans for onboarding new employees have been prepared or revised, with a special focus on younger and international employees.

Another problem, which is particularly present at the departments, is due to the large cultural differences that can arise when you have employees with many different nationalities. In many cases, this issue has been addressed with the help of external help, both from the HR department and from Connecting Cultures. Workshops have been held for management groups, entire departments and individual research groups.

Follow-up

All status descriptions of initiatives and action plans will be reviewed by the ULD secretariat in collaboration with other relevant stakeholders. There is also a desire that in the near future, a process will be facilitated where particularly effective action plans can be highlighted as good examples, and where managers can get inspiration and share knowledge across the board.

Case worker(s)

Mikael Steensen Kristensen, mskri@adm.aau.dk, Rector's Office

February 13, 2025

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APPENDIX: OVERVIEW OF LOCAL ACTION PLANS

Text

Shared Service + Innovation		
Unit	**Actions**	**Status**
Research Services	1) Focus on reducing bias in the recruitment process 2) Focus on the inclusion of newly hired international colleagues.	1) In collaboration with HR, there have been experiments with blind recruitment for a single position. In addition, there has been a general focus on word choice and the like in job advertisements. 2) When hiring international employees, ISU is involved early in the process. A mentor/buddy is also appointed to help with good onboarding in both formal and informal situations.
Communication	1) Attempts to run hiring processes where the focus is on reducing bias. 2) Internal annual well-being surveys to identify any problems in the department.	1) A single recruitment was made as blind recruitment. There have been no further attempts with this. 2) Well-being surveys have been carried out in both 2023 and 2024. The responses from these have been processed in liaison committees and incorporated into the WPA process.
Campus Service	1. Course in diversity and inclusion for all employees in Campus Service 2. Job advertisements in Campus Service are reviewed, cf. Guidelines for Inclusive recruitment 3. A review of the Campus will be initiated with a view to mapping any needs for increased accessibility and other needs for any adjustments to inclusive physical needs.	1. A course for employees in equality, diversity and inclusion was held in November 2024. 2. Job advertisements in Campus Service have been reviewed in 2024, cf. guidelines for inclusive recruitment. 3. CAS has reviewed buildings on all campuses with a view to ensuring a more inclusive study environment. This has been done in collaboration with representatives from, among others. Aalborg Municipality, STS and students from AAU.

HR departments	1) There has been a strategic effort to work with workplace culture, including community, interdisciplinarity, collegial feedback and sparring. Through this, psychological safety should be increased and inclusion should be	1) The internal HR training "HR Next" has been conducted with very great satisfaction from the employees, who in the evaluation highlight the much better cohesion and stronger community and collegiality in HR. Psychological safety has increased and we experience that more employees dare to come forward with challenges, mistakes, challenges, etc. They too

	be a central part of being employed in the department. 2) In addition, there is a natural focus on bias in job advertisements and other communication.	employees who have a different cultural background than Danish and thus could be at risk of feeling extra difficult to step forward.
The Rector's Office	1) Focus on increasing diversity in the department, including gender balance, ethnicity, etc. 2) Focus on lack of visibility in relation to career paths for employees.	1) There has been an increased focus on getting vacancies advertised widely. We are a relatively small department, so individual recruitments can quickly move the balance. There have been more male employees in the department in recent years. 2) In relation to career paths, there has been an increased focus on this in SDDs. Due to limited funds and a resigned deputy director, this has not had much effect yet.
Finance Department	There was a desire to test tools that can reduce bias in the recruitment process.	A number of tools, e.g. blind recruitment, were used for a position. The result was that a more diverse group of applicants came on to interviews.
Shared Service Esbjerg	Increased focus on creating well-being on a multicultural campus.	There are good experiences with the interventions, which have contributed to higher participation rates and the use of common staff areas. Written communication with students and staff has become more precise and more detailed. Partly because there is less inertia in the execution of the communication tasks, and vocabulary and understanding of the use of AI have increased.
AAU Innovation	In AAU Innovation, there is a consensus in SA that there are no challenges in these areas. And since the measurement was difficult to use due to organizational changes, it was agreed to work with a focus on inclusion and related areas so as not to run into challenges.	At AAU Innovation, we have had presentations for all employees from ULD by Tina Strandvig, we have discussed it in the management group and in the Collaboration and Working Environment Committee. The event "When the herd animal fails" has been held by Henrik Tingleff, who has focused on the fact that it is normal and human to have bias, but that we must be aware of it on a daily basis. At this year's staff seminar, we have worked to ensure a greater understanding of other people's personalities and professional ones, and focus on collaboration across the units in AAU Innovation. In addition, diversity has been incorporated into academic criteria in the work with entrepreneurship for students.

SSH		
Institute	**Actions**	**Status**
Culture and Learning	1) Update of the department's onboarding plan with a greater focus on international	1) The new onboarding plan has been made and the new initiatives in the plan have been initiated.

	employees' language and cultural barriers. 2) Establishment of a "Danish Practicing Club".	2) The establishment of a language club turned out not to be feasible. Other activities and courses focusing on languages have proven to be more relevant for international employees.
Politics and Society	1) All written communication from management is sent in at least English. 2) Staff meetings are held in English. 3) New employees English-speaking academic staff will have the opportunity for a reduced teaching obligation for a period of time if they follow and complete a Danish course.	We can see that English has become the standard language in many contexts, and that it has become natural that communication often takes place in English. At the same time, it has become natural for the administration to work in English – helped along the way by AI solutions that help with translation and language editing. We have put diversity on the agenda at SAU, and have started to make an annual statement of gender differences in different job categories. We are aware of diversity in the appointment of new research group coordinators, education coordinators, etc.
Department of Law	1) We wanted to work with the linguistic challenges that can be by coming to a department where a lot of communication, and especially teaching, takes place in Danish. In addition, there is a desire to pay more attention to the special needs of new international colleagues in our existing onboarding program. 2) Offer of language courses for all new academic staff with an international background. Focused onboarding for employees with an international background.	No new international employees have been hired who had not already acquired Danish as a spoken language since the action plan was drawn up. However, the process has created an increased awareness of internationalisation at the department and the challenges that certain employees may have.
Sociology and Social work	1) Extended onboarding procedure for all new employees, including meeting with the head of department. 2) Academic talent environment: Cross-disciplinary courses (across research groups) for young researchers with specific activities concerning, publishing, repatriation, teaching portfolio, career planning, life in academia, etc.	The initiatives have either been initiated and implemented or are planned to start in 2025. The initiatives already initiated have received positive verbal feedback. In general, the initiatives have given the management a greater focus on the differences that exist at the department.

	3) PhD presentations across research groups. 4) Research leader interview with final fellows with a view to potential research collaborations. 5) Clarification of merit criteria at different levels of the job structure	
Communication and Psychology	1) to understand the linguistic diversity of employees in depth in terms of to visualize and map potential Problems and needs 2) to avoid that international employees feel excluded in the department's official communication.	1) A number of initiatives were planned with a special focus on language skills among international employees. However, some of the initiatives have been delayed due to organisational changes, others have turned out not to be as relevant as first assumed. 2) However, the process has led to the department now communicating equally in English and Danish.
Business School	1) Diversity: Materials and communication at AAUBS are communicated widely in both Danish and English. At the same time, all material centrally from AAU is requested to be translated into English. 2) Inclusion: Thorough work of AAUBS's on-boarding program in order to ensure that new employees (academic staff and administrative staff, Danish and international employees) receive a comprehensive introduction to AAUBS and their field of work, so that they feel welcome and equipped to perform their jobs.	1) Diversity: More information is communicated in English. 2) Inclusion: Is in the process of testing the updated onboarding process, which is expected to be evaluated in 2025. 3) AAUBS has held a Connecting Cultures Workshop in the autumn of 2024 with a focus on the cultural differences that exist at AAUBS. Subsequently, a working group has been set up to continue working on the topic based on holding various social events.

ENG		
Institute	**Actions**	**Status**
Mathematical Sciences	1) Diversity: We wanted to retain younger colleagues/assistant professors (especially women) in academia by making visible what is needed in a career policy. We sought input from MP and by involving younger employees at a departmental seminar in 2023. 2) Inclusion: We will promote integration by doing targeted teaching/workshops in teaching Mathematics in Danish. There are the latest	1) The process has come to a standstill, as a move and change of head of department has pushed this effort a bit into the background. 2) The workshop course has been completed. Based on the evaluation of the completed course, we consider whether the course should be repeated. The evaluation has not been completed.

	A number of foreign employees have been employed at the department. All the department's teaching is in Danish. The new colleagues participate in the language training offered for newcomers to Denmark, but this teaching does not qualify to a sufficient extent to teach Mathematics in Danish.	
Construction, Urban and Environment	1) Initiative: Focus on the provision of language courses for non-Danish speaking employees at BUILD 2) Action: Retention of Women in academia tracks	1) Studies have been carried out on the provision of language courses for non-residents. Danish speakers, and reference to these is been incorporated into the department's onboarding material. In addition, in the summer of 2024, a meeting was held between HR and all section managers (including several newly appointed) with a focus on improving onboarding for all new employees at BUILD, but especially for the international colleagues. Follow-up on this is planned. 2) The section managers hold regular conversations with the employees, and experiences are shared at the management meetings to ensure ongoing follow-up and sparring on challenges
Energy	1) Focus on Danish lessons for international employees. 2) Focus on getting more female participants at e.g. Research Day.	1) A few employees have received funding for intensive Danish lessons. However, the department is too small to hold language courses itself. 2) The focus on more female participants at e.g. the Research Day has not yet had an effect.
Chemistry and Life Sciences	1) Increased focus on a diverse group of employees, which must also be reflected in all the department's daily practices. 2) Increased focus on communication in both Danish and English, so that international employees do not feel excluded	1) It is encouraged to look at diversity when various councils and committees at the department are elected. 2) Meetings are held in English if there are English-speaking participants. Minutes from all meetings are also made in English. Diversity and inclusion was the main theme at the summer seminar in 2024. Since then, These topics have been incorporated into the strategic focus points of the department strategy.
Materials and Production	1) Work to push the gender imbalance among the department's researchers. 2) Increase awareness of cultural intelligence and thereby ensure better inclusion at the department.	1) There has been an increased focus on getting young female researchers into PhD and postdoc positions, among other things. The department has also got its first female professor. There has also been a strategic focus in collaboration with AAU Communication to focus on female researchers and students.

		which has given a positive feedback. 2) A workshop with Connecting Cultures on cultural intelligence has been held. This workshop will be followed up at the department's dormitory in the summer of 2025.

TECH		
Institute	**Actions**	**Status**
Electronic Systems	1) We want to increase the proportion of women/non-binary/self-employed people. identifying in VIP positions at PL level, as a more diverse group performs better and is more innovative than a monocultural group. 2) We want to help our foreign colleagues with their Danish skills; 3) We will make sure that all necessary information is available in English	1) Seminars have been held where the focus of young researchers is on, among other things. were on career paths, group dynamics and motivation. For research group leaders, there was a seminar focusing on well-being and work-life balance as well as talent development. 2) In relation to inclusion, Danish courses have been offered to foreign employees, which can be held during working hours. It has also been ensured that all information is always sent out in English when there are non-Danish speakers between the recipients, and that all meeting forums relate to the use of language.
Computer Science	1) Inclusion challenge: Development and implementation of inclusive language policy and planned evaluations of inclusion through health and safety evaluations. 2) Diversity challenge: Work to increase diversity among applicants for the department's academic positions via search committees with support from the Novo Nordisk project (living labs with sparring from the consultancy Is it a Bird)	1) Inclusion challenge: The language policy has been prepared and shared with the department's staff in 2024. The language policy has been formulated on the basis of discussions in the Department's Cooperation and Working Environment Committee (SAMU). 2) Diversity challenge: In 2024, a more elaborate setup was developed for the department's search committees with a more structured organisation than before. The development of the setup took place in a working group consisting of representatives from the department's breadth, and in the work, a deeper understanding of opportunities and barriers was created in relation to applying to the department for potential candidates of both genders. The efforts have meant, among other things, that the quality of the search committees' output has improved, that the number of visits from potential candidates has increased, and that newly developed information material about AAU, the department and the benefits of working in Denmark (including favourable conditions for families and

		health care system) is sent to potential applicants.
Architecture and Media Technology	1) Increased focus on diversity and the challenges that can come when different cultures meet. 2) A desire to ensure better inclusion, especially among younger international employees.	1) A number of activities have been held at the department to create an increased focus on diversity and inclusion. The International Staff Unit has participated in a section leader meeting to prepare the management in relation to cultural challenges. Connecting Cultures has held a workshop for the entire department with a focus on cultural intelligence. Mikael Steensen Kristensen has held a workshop on sexism and violations, where diversity and individual differences were in focus. 2) A new onboarding program is under development. The focus will be on ensuring inclusion among international employees.
Sustainability and Planning	1) Create a good working environment for employees with dyslexics challenges and that 2) Define guidelines for gender-neutral job postings	1) We have created a procedure for employees with dyslexia and neurodivergence. The procedure has been presented to the department's Liaison and Working Environment Committee and has been discussed by the management group. An adjusted proposal has been prepared and will be presented to the department's management group at the next meeting, with a view to final approval and publication. 2) visit from HR who talked about gender-neutral advertisements. The effort has been completed and work continues on the theme of diversity and inclusion at the department under the auspices of both Collaboration and Working Environment Committee as well as Department Management

HEALTHY		
Institute	**Actions**	**Status**
Medicine and Health technology	1) Focus on parallel language use to ensure inclusion, well-being and improved attachment of all employees. 2) Focus on inclusion in everyday life, e.g. in the form of meeting culture, social events and focus on shared values.	We have made great progress with parallel language use and more inclusive meeting management. We have also made significant progress in relation to holding more joint social events where foreign employees meet other colleagues in a more informal environment.

Can be freely distributed
For discussion

Case number: 2025-021-02353

Case presentation for the meeting of the Committee for Equality and Diversity on 25 February 2025

Discussion on equality, diversity and inclusion work at AAU

Recommendation

It is recommended that the committee discuss AAU's approach to the work with equality, diversity and inclusion, including how strategies and initiatives from ULD can best be disseminated to the rest of the organisation.

Appendix

Appendix 1: Article from Update Viewpoint

Case presentation

In December 2023, a number of researchers from the Department of Chemistry and Biosciences wrote an email to the rector (with the ULD mailbox on copy) with a number of concrete proposals that, in their opinion, could help strengthen AAU's overall work on equality, diversity and inclusion. In November 2024, the same number of employees wrote a post on Update Viewpoint (Appendix 1), in which a more general criticism is raised of AAU's inability to implement both large and small initiatives that can help ensure increased diversity and inclusion at AAU.

On the basis of the above process, an overall and principled discussion is requested between ULD and representatives from the group of researchers from the Department of Chemistry and Biosciences on how ULD ensures that initiatives from the strategic action plan and other initiatives are implemented in the organisation in the best possible way, so that employees throughout the organisation feel included, and that we at AAU succeed in creating a diverse staff composition that reflects the surrounding society.

Cejna Anna Quist-Jensen, Caitlin Margaret Singleton, Malene Bredal Brohus and Nadieh de Jonge will participate in the event, where they will address some of the general challenges in relation to equality, diversity and inclusion at AAU.

NOTE: the discussion of the item will take place in English.

Case worker(s)

Mikael Steensen Kristensen, mskri@adm.aau.dk, Rector's Office

February 7, 2025

Note: The image in question depicted three men in a discussion. It was after the publication of this post removed from the job postings and this post. Update editorial team

By Helene Halkjær Jensen, Caitlin Singleton, Elsa Sverrisdóttir, Nadieh de Jonge, Susan Hove Hansen, Line Holm Andersen, Malene Brohus and Cejna Anna QuistJensen – all researchers from the Department of Chemistry and Bioscience at AAU

equality and diversity are core values for AAU. Our ambition is to be a "diverse and inclusive organization; an organization that sees diversity as a strength and dares to break new ground to create an inclusive culture."

And diversity is important. Firstly, because there is a moral obligation to ensure equal opportunities for all. Secondly, because talent is found everywhere, regardless of gender, religious background, ethnicity, or personality. And thirdly, because a modern university reflects the society around it.

One of the most critical points in ensuring diversity is obviously who we employ in new positions. Therefore, we must be extremely careful in our recruitment processes to ensure diversity among candidates. We want to show that we welcome anyone with the correct scientific qualifications.

So, we ask: Why? Why is this picture used for academic job postings on AAU's website?

A picture on a job posting is a visualization of who we envision will be employed. When three out of three people are white men, it signals that this is who we have in mind. This acts as an initial barrier for the majority of potential candidates and it

reinforces the imbalanced statistics that we wish to combat. Afterall, one picture can be worth 1000 words… or 750 characters in some grant applications.

Now you may think: Is this really such a big problem? It is just a picture. Naturally, the text will outline what we are looking for in a candidate. But that is exactly the point – it is just a picture. It can be changed in a few minutes to something with a much broader and inclusive message.

Let us explain why this is a problem and a symbol of a grander challenge.

A representation of a bigger problem

Almost one year ago, we sent our Rector and the Committee for Diversity and Inclusion (ULD) a list of suggestions for initiatives that could support increased gender diversity at AAU. Some suggestions are admittedly difficult to directly implement, such as encouragement of normal working hours for all and increasing acknowledgement of the values of non-promotional work that often falls on women. But some suggestions are simpler and easy to implement, such as visualizing the salary and bonus distribution between men and women as an encouragement for women to apply for bonuses – and to remove this male exclusive picture from our job postings.

Rector responded politely to our suggestions with a “thank you” and said that he was happy with the initiatives that AAU has already implemented to increase diversity. Further, he suggested that we discuss our suggestions with our Department Head. We never heard back from ULD.

Although with some initial reluctance, our Department Head has addressed some of the (easy) suggestions on the list. We now have a highchair in the lunchroom and a diaper changing station in a restroom. We had a half-day session on diversity and inclusion at the department summer seminar. Personality profiling is being offered to part of the scientific staff. This is all very good, but they are only local initiatives.

No implementation in the organization

Parts of our discussions with our Department Head included the choice of pictures on job postings. Out local management agreed with us that this should be an easy fix and have discussed it with the faculty HR.

We have specifically pointed out the picture choice in recent job postings, but the direct feedback is that it was unfortunately not possible to remove this particular picture and exchange it with something more diversity compliant.

Why is there no willingness to change a picture like this? Why is it not a priority? If this easy change cannot be implemented, how can we expect to change anything more significant?

Of course, we acknowledge and welcome initiatives already implemented to strengthen diversity. But are these enough to meet the diversity goals for the AAU strategy? Have they settled so deeply in the organization that there is no need for further initiatives, even easy ones?

We believe that for diversity changes to happen, we need to educate each other in what diversity is, why it is important and what is necessary to tip the balance. And we need willingness throughout the organization to make a change.

Can be freely distributed
For discussion

Case nr.: 2025-021-02353

Case presentation for the meeting of the Committee for Equality and Diversity on 25 February 2025

Free hygiene products at AAU

Recommendation

It is recommended that the committee discuss whether an experiment should be initiated at AAU where AAU offers free hygiene products to students and staff at selected places on campus.

Appendix

None.

Case presentation

In November 2024, the University of Copenhagen announced that it will be the first Danish university to offer free hygiene products to students and staff at selected locations on its campuses. The pilot scheme has been initiated following an agreement between the University of Copenhagen's rector and the Student Council. The topic received a lot of attention from students in this autumn's university elections. The purpose of the scheme is to ensure that students or employees do not have to leave campus if they unexpectedly get their period and do not have their own hygiene products with them. The announcement of the pilot scheme sparked a great debate, with arguments about gender discrimination and the best possible use of university funds taking up a lot of the debate.

At Aalborg University, some students have expressed a wish that AAU initiates a similar initiative, as it will create a sense of security for the female students on campus and signal that we, as an educational institution and workplace, focus on ensuring safety and good conditions for everyone, regardless of gender. The committee is therefore asked to discuss the pros and cons of initiating such an initiative. Further details about the pilot scheme at UCPH will be presented at the meeting.

Case worker(s)

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February 7th, 2025