Can be freely distributed
Approved

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

Case officer: Kirstine Kjær Mathisen Phone: +4599403685
Email: kkmat@adm.aau.dk

Date: 27-02-2026
Case number: 2026-000-01759

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

Participants: Jesper Wengel (JW), Louise Pape-Haugaard (LPH), Line Randa (LR), Trine Schultz (TS), Mette Me-chlenborg (MM), Anne Estrup Olesen (AEO), Christian Schilling (SC), Jakob Skovrup Stampe (JSS) and Kirstine Kjær Mathisen (KKM – minutes keeper).

Other participants: Dennis Jim Frederiksen (DJF).

1. Approval of the agenda

Appendix: Agenda for the Committee on Equality and Diversity meeting on 25 February 2026

The agenda was approved.

2. Approval of minutes

Appendix: Minutes of the meeting of the Committee on Equality and Diversity on 18 November 2025

The minutes were approved.

3. Free hygiene products at AAU's three campuses

Appendix: Presentation of the case

Recommendation: *It is proposed that the committee discuss the possibility of offering free hygiene products on AAU's three campuses, including target group, model and finances.*

The committee discussed the proposal on the basis of previous consideration of the matter and gathered experience from the University of Copenhagen.

There was broad agreement that the initiative has both a practical and a symbolic dimension. In practice, it can contribute to increased security and prevent unfortunate situations. Symbolically, it can be seen as a signal that the university takes equality and well-being seriously. At the same time, it was noted that the initiative should not appear as symbolic politics.

The target group was discussed. The committee stated that any offer should not be limited to either students or employees, but should be considered a general offer for everyone who moves around campus.

The financial consequences were reviewed. Full coverage in all restroom areas will entail a significant annual operating expense. It was agreed that full implementation should not be the first step. The committee therefore discussed different models for pilot testing, including placement at one department, one faculty or in larger canteen areas with high foot traffic.

There was support for initiating a limited pilot project. Placement in larger canteen areas across campuses was considered appropriate, as these are used by both students and staff from several units. In addition, SUND was mentioned as a possible limited area where placement on selected floors can be included as part of an evaluation.

Evaluation was highlighted as central. The Committee wanted the pilot project to be accompanied by a follow-up in which consumption and experience are included in the assessment of a possible continuation or adjustment.

In relation to communication, there was agreement on a subdued approach in the pilot phase. A broader communication can be considered in connection with possible upscaling.

Decision:
The Committee recommends that a time-limited pilot project be initiated with the placement of dispensers in larger canteen areas and at SUND with limited coverage of dispensers. The pilot project is evaluated, after which a decision is made on possible continuation or expansion.

Follow-up:
JW and KKM prepare a recommendation to University Director Søren Lind Christiansen.

4. Start of strategy work – New strategic action plan

Appendix: Case presentation

Recommendation: It is proposed that the committee take note of the preliminary analysis and initiate the prioritisation process towards a new strategic action plan.

The committee began work on a new strategic action plan for the period 2026–2029. It was emphasised that the action plan must follow the university's overall strategy period, and that the Committee on Equality and Diversity's work is a strategic action plan and not an independent strategy.

The overall process leading up to approval was explained, including:

- Review of existing initiatives
- Collection of themes from own environments
- Prioritization exercise
- Strategy day with focus on prioritization, implementation responsibility and monitoring
- Subsequent formulation work and approval in the Committee on Equality and the Executive Management

Review of initiatives in the current strategic action plan

The committee reviewed the status of initiatives within the themes:

- Recruitment and career development

- Organizational Culture
- Work -life balance

The purpose was to assess which initiatives should be continued, adjusted or terminated. It was emphasised that future initiatives must be prioritised and realistic, and that implementation responsibilities must be clearly placed. The importance of creating a clear distinction between goals and means in the action plan was also emphasised.

Themes from our own environments

The committee members contributed with themes and attentions from their own organisational contexts. Input was gathered in a pool of possible topics for the upcoming action plan.

Among other things, the discussions pointed to challenges related to gender and career development in academia, including leaky pipeline, recruitment, promotion and talent development, as well as the need for continued attention to bias in recruitment and promotion processes. Perspectives were also discussed regarding neurodiversity and inclusion of employees with disabilities, diagnoses or special needs, inclusion of international employees, including language and cultural barriers, the role of management in the work with gender equality and diversity, and the need for better knowledge and analyses in connection with well-being, stress and inequality.

Prioritization exercise

An individual prioritisation exercise was carried out, where each member could select up to five themes/initiatives that are considered most important to work on. The exercise showed that several of the issues mentioned cut across the board and can be gathered into fewer, more overarching focus areas. It was emphasised that not all relevant initiatives necessarily have to be included in the strategic action plan, and that a lot of work also takes place in operation and in other organisational contexts. The action plan must therefore focus on the areas where a strategic boost is deemed most necessary.

The committee also discussed the importance of having clarity about the committee's mandate and role in the further work, including the relationship between strategic recommendations and the practical implementation in the organisation. It was emphasised that the action plan must be realistic in relation to both resources and anchoring.

The discussions and priorities form the basis for further work on the strategy day. The inputs are structured and collected by DJF and KKM in order to create an overview of prioritised focus areas, to prepare for discussion of implementation responsibility and monitoring, and to ensure a focused and feasible action plan.
The strategy day will thus result in a final prioritization and a clear framework for the upcoming action plan.

Follow-up:
DJF and KKM gather and structure input from the meeting and prepare a program for the strategy day.

5. Messages from the chairperson

The chairperson informed about the status of the upcoming inclusion survey. It was informed that a new inclusion survey is planned for the autumn of 2026 and that work on its preparation has begun. Attention is paid to ensuring comparability with the survey from 2022, so that developments can be followed over time.

At the same time, considerations about the future anchoring of the survey, including whether inclusion issues should be integrated into the staff well-being barometer in the long term, continues. The advantages and disadvantages of a possible integration are included in these considerations.

The briefing was noted.

6. Communications from the Committee

No notifications.

7. Any other business

No further points.