

# STRATEGIC ACTION PLAN FOR EQUALITY AND DIVERSITY

Gender Equality Plan 2022-2026



AALBORG  
UNIVERSITY

# Foreword

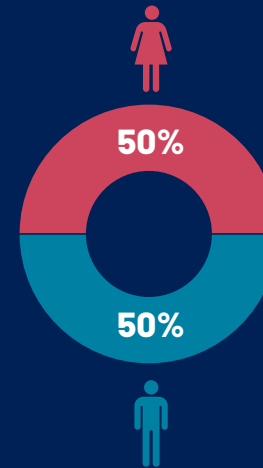
Equality and diversity are core values for Aalborg University (AAU). Our ambition is to be a *diverse* and *inclusive* organisation, an organisation that sees diversity as a strength and dares to break new ground to create an inclusive culture.

Equality and diversity make up part of the foundation of the University's *Knowledge for the World 2022-2026* strategy. A focus on equality and diversity will allow the university to attract and retain talent, which will enhance the quality of the university's research, education and knowledge collaboration. Equality and diversity are thus a prerequisite for succeeding as a mission-driven university, an AAU that provides answers to today's global challenges.

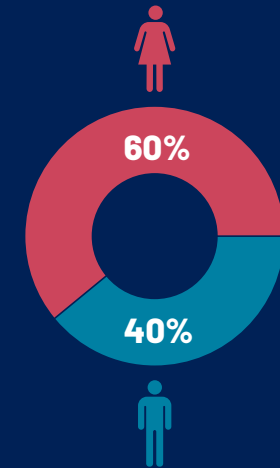
We have been working to promote equality and diversity at AAU since 2017. We have made progress, but there is still work to be done. We all hold the key to change. With it, we can open the door to an organisation where everyone has the same opportunities to develop and fulfil their professional potential, and where together we possess the qualities to create impactful solutions to big challenges.

## GENDER BREAKDOWN OF UNIVERSITY GROUPS

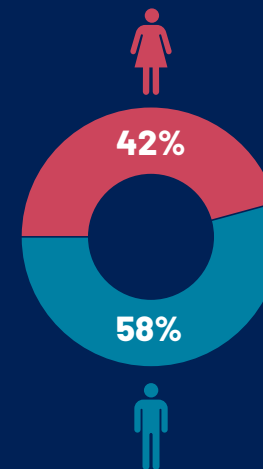
### STUDENTS



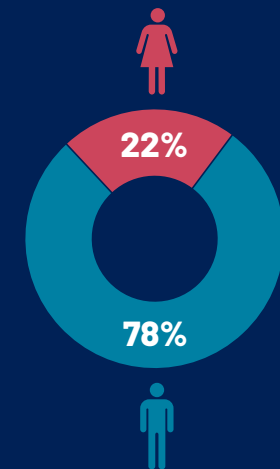
### SUPPORT STAFF



### LECTURERS



### PROFESSORS



## Background for the action plan

### COMMITTEE ON EQUALITY AND DIVERSITY

Aalborg University's work on equality and diversity is anchored in the Committee for Equality and Diversity, which is responsible for strategy development, monitoring and reporting related to those topics. The committee is chaired by a member of the Executive Management, and represents the management and staff level and reports to the Executive Management, as well as the Board.

### BACKGROUND ANALYSIS OF EQUALITY AT AALBORG UNIVERSITY

In 2017, the committee published the report "Equality and diversity initiatives at AAU - perspectives, approaches and trends" in collaboration with the university's Centre for Equality, Diversity and Gender (EDGE). The report reviewed past efforts, presented figures from the organisation and shared the views of staff and managers. The report formed the basis for the "AAU Strategic Action Plan for Equality and Diversity 2017-2021".

### AAU'S STRATEGIC ACTION PLAN FOR EQUALITY AND DIVERSITY 2017-2021

The AAU's strategic action plan for 2017-2021 consisted of 5 intervention areas and 27 interventions to be implemented in the period 2018-2021. The figure to the right shows a selection of major activities undertaken by the university in the strategy period to promote equality and diversity at AAU.



### SELECTED INTERVENTIONS IN THE STRATEGY PERIOD 2017-2021

Organisational development	Work-life balance	Recruitment and hiring	Women in management	Internationalisation
Action plans at faculty and department level	Strategy for maternity schemes	Analysis and screening of job advertisements	Podcast series "Videnskabsmænd er også kvinder" (Scientists are also women)	Support for onboarding and relocation
Presentations in councils and committees	Video testimonial on work-life balance	Workshops on unconscious bias	Event "Woman - know your career"	Network activities
Integrated into management induction		Search committees	Policy and targets for gender balance in management	Cultural training programme
Theme for the AAU Management Day 2021		Mentoring scheme for researchers at the start of their career path		

## Focus, efforts and activities

### THE UNIVERSITY'S STRATEGIC ACTION PLAN FOR EQUALITY AND DIVERSITY FOR 2022-26

The AAU Strategic Action Plan for Equality and Diversity 2022-2026 builds on the work of the previous strategy period. In the new period, however, the strategy also covers technical and administrative staff and the students, thereby differing from the previous strategic period, when initiatives were targeted at academic staff.

### FOCUS AREAS

In the strategy period 2022-2026, the university will work on two main focus areas for a number of new intervention areas and activities: diversity and inclusion.

The university's focus on diversity is aimed at ensuring a broad representation among staff and students in terms of gender, age, nationality, ethnicity, etc. This is an important consideration in our recruitment and career development efforts.

The university's focus on inclusion is aimed at ensuring that employees are part of an equal community where individuals are recognised for their competences, perspectives and potential. This is an important consideration in relation to the university's organisational culture and the well-being of staff and students.

### FOCUS AREAS, ACTION AREAS AND ACTIVITIES OF THE STRATEGIC ACTION PLAN 2022-26

Focus area	Diversity	Inclusion	
Field of action	Recruitment and career development	Organisational culture	Work-life balance
Activity	Reducing bias in recruitment processes	Inclusive language and communication	Proposals for life stage policies
	Reducing bias in promotion processes	Inclusive management	Proposals for flexible working conditions
	Competence development programme for management talent	Inclusive conditions for people with special needs	Proposals for flexible models for stays abroad

### INTERVENTION AREAS AND ACTIVITIES

The university has chosen the intervention area *recruitment and career development* with a view to promoting diversity and equality within the organisation. The activities under the intervention area aim to reduce unconscious bias in recruitment and promotion processes and ensure a broad representation of talent in the organisation's leadership pipeline.

To promote inclusion, the university has chosen the intervention areas *organisational culture* and *work-life balance*. The university will raise awareness of inclusive language and management and examine the working environment to ensure inclusion regardless of physical or mental disability, religion, etc. The university will also strive to foster *work-life balance* through life-stage policies, flexible working conditions and flexible models for stays abroad.

## Anchoring of responsibility

### ANCHORING OF INTERVENTION AREAS AND ACTIVITIES

The strategic action plan is anchored at three different levels: university, faculty and departmental.

The action plan is followed up annually to ensure that all activities warrant continued attention.



### ANCHORING OF RESPONSIBILITY FOR IMPLEMENTING THE STRATEGIC ACTION PLAN 2022-2026

Intervention area/activities	University level	Faculty level	Department level
<b>Recruitment and career development</b>			
Reducing bias in recruitment processes	X	X	X
Reducing bias in promotion processes	X	X	X
Competence development programme for management talent	X	X	X
<b>Organisational culture</b>			
Inclusive language and communication	X	X	X
Inclusive management	X	X	X
Inclusive conditions for people with special needs	X		
<b>Work-life balance</b>			
Proposals for life-stage policies	X		
Proposals for flexible working conditions	X		
Proposals for flexible models for stays abroad	X		



# Elaboration of activities

## Intervention area: Recruitment and career development

**Purpose:** Reduce bias and increase management skills in recruitment and promotion processes, and ensure diversity among potential future leaders at AAU.

Activity	Deliverables
<p><b>Reducing bias in recruitment processes</b></p> <ul style="list-style-type: none"> <li>• Develop new job advertisement templates that appeal to a wider range of applicants.</li> <li>• Develop models for inclusive recruitment processes that reduce unconscious bias.</li> <li>• Offer workshops to raise awareness and provide tools to deal with unconscious bias in recruitment and other processes.</li> </ul>	<p>The HR Department will develop new templates for job advertisements.</p> <p>The Committee for Equality and Diversity will develop models for inclusive recruitment processes.</p> <p>The Committee for Equality and Diversity will offer workshops on unconscious bias.</p>
<p><b>Reducing bias in promotion processes</b></p> <ul style="list-style-type: none"> <li>• Review qualification requirements for all job categories and adjust them if they directly or indirectly promote discrimination or stereotyping.</li> <li>• Work systematically with career planning to promote equality, e.g. in the context of staff performance and development review.</li> <li>• Establish a mentoring scheme for academic and support (technical and administrative) staff to provide guidance on career development.</li> </ul>	<p>Departments will review qualification requirements for job categories in collaboration with the HR Department.</p> <p>Faculties/departments will discuss how to increase diversity in connection with career planning.</p> <p>The HR Department will update the staff performance and development review concept.</p> <p>The Committee for Equality and Diversity will prepare a proposal for a mentoring scheme for academic staff and support staff.</p>
<p><b>Competence development programme for management talent</b></p> <ul style="list-style-type: none"> <li>• Develop a competence development programme for potential managers to promote equality, among other things. The programmes are aimed at:             <ul style="list-style-type: none"> <li>• Department heads/administrative managers</li> <li>• Secretariat heads/section heads/area heads</li> </ul> </li> </ul>	<p>The HR Department will prepare proposals for competence development programmes.</p> <p>Departments will select staff and invite them to participate.</p>



**Intervention area: Organisational culture**

**Purpose:** Create the foundation for an inclusive culture at AAU.

Activity	Deliverables
<p><b>Inclusive language and communication</b></p> <ul style="list-style-type: none"> <li>• Raise awareness of stereotypes in text and images, for example, through workshops on inclusive communication.</li> <li>• Offer courses on good written and oral communication, for instance, good e-mail communication and meeting culture.</li> <li>• Review the university's design guide to ensure it is inclusive of people with visual impairments, etc.</li> <li>• Prepare proposals for the inclusion of international staff in university committees.</li> <li>• Launch initiatives to include non-binary people such as with regard to forms.</li> </ul>	<p>The Committee for Equality and Diversity will offer workshops on inclusive communication.</p> <p>AAU Communication will review the design guide and make any necessary adjustments.</p> <p>The Committee for Equality and Diversity will prepare proposals for inclusion in university committees.</p> <p>The HR Department will prepare proposals for the inclusion of non-binary persons.</p>
<p><b>Inclusive management</b></p> <ul style="list-style-type: none"> <li>• Offer workshops on inclusive management.</li> <li>• Launch initiatives at the faculty and department level, for example, by highlighting role models, selecting equality and diversity representatives or setting diversity targets for management and senior positions.</li> <li>• Work systematically with inclusive management, for instance, in management performance and development reviews and "360-degree evaluations".</li> </ul>	<p>The Committee for Equality and Diversity will offer workshops on inclusive leadership.</p> <p>Faculties/departments will launch local interventions based on Management Day 2021.</p> <p>HR Department will update the concept of management performance and development reviews and "360-degree evaluation".</p>
<p><b>Inclusive conditions for people with special needs</b></p> <ul style="list-style-type: none"> <li>• Conduct a survey of the university's working environment in relation to:             <ul style="list-style-type: none"> <li>• Inclusion of people with physical, cognitive, mental and sensory disabilities, for instance, through universal design.</li> <li>• Inclusion of people with needs related to their religion, such as food, toilet facilities, prayer rooms, etc.</li> </ul> </li> <li>• Conduct an AAU inclusion survey.</li> </ul>	<p>The HR Department will conduct the survey in collaboration with CAS and the Research Group for Universal Design.</p> <p>The inclusion survey will be carried out by an external consultancy firm.</p>



**Intervention area: Work-life balance**

**Purpose:** Create a flexible, inclusive and family-friendly workplace at AAU.

Activity	Deliverables
<p><b>Proposals for life-stage policies</b></p> <ul style="list-style-type: none"><li>• Identify <i>best practice initiatives</i> that benefit employees at all stages of life.</li><li>• Prepare a “life-stage policy”.</li></ul>	<p>The Committee for Equality and Diversity will compile a list of best practice initiatives.</p> <p>The Committee for Equality and Diversity is preparing proposals for a “life-stage policy”.</p>
<p><b>Proposals for flexible working conditions</b></p> <ul style="list-style-type: none"><li>• Identify best practice initiatives that contribute to greater flexibility.</li><li>• Develop a policy/guidelines for flexible work at AAU.</li></ul>	<p>The Committee for Equality and Diversity will compile a list of best practice initiatives.</p> <p>The Committee for Equality and Diversity will prepare proposals for flexibility at AAU.</p>
<p><b>Proposals for flexible models for stays abroad</b></p> <ul style="list-style-type: none"><li>• Develop flexible models for stays abroad that accommodate staff who, for family or other reasons, struggle to undertake a stay abroad.</li></ul>	<p>The Committee for Equality and Diversity will prepare proposals for flexible models.</p>







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