



# Diversity, Equity and Inclusion at DTU

## GEP - DTU



Diversity, Equity and Inclusion at DTU – GEP DTU  
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[www.dtu.dk](http://www.dtu.dk)



## Preface

DTU is a place for those who can and will – or those with the will and the skill. We prioritise a study and work environment based on inclusion; development; embracement and recognition for an individual's talent, where each individual feels valued for their contribution in the organization. We expect all students and employees to work together from the perspective of mutual respect.

Diversity, equity and inclusion are important prerequisites for DTU to perform groundbreaking research and teaching at the highest level for the benefit of society. Not only should we have a diverse pool of students and employees, but more importantly, all our students, employees and candidates should also feel and experience that DTU is just as much a place for them as for anybody else.

By working with awareness, training, and structural balances, we involve everyone at DTU in becoming inclusive. From the organisational level, we provide the necessary support and work with the structural and systemic biases. At the departmental level, we reflect and report on our progress, and set our own targets, adapted to our departments' findings.

*DTU, November 2021*



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## Summary

At DTU we have organized our efforts within diversity, equity, and inclusion in the programme 'Diversity, equity, and inclusion at DTU' (DE&I at DTU) The programme covers all the EU requirements for a Gender Equality Plan (GEP) and is thus compliant with the EU Horizon requirement.

At DTU, however, we believe that diversity, equity, and inclusion is about much more than gender, equality, or nationality and have therefore chosen to expand the plan to encompass 'Diversity, Equity, and Inclusion' as a whole.

Diversity, equity, and inclusion at DTU (DE&I at DTU) is organised as an umbrella programme designed to ensure close coordination of efforts and learnings across the organization. A specific target of the programme is that our research departments, general staff, and students meet the diversity and inclusion demands of today and tomorrow – in management as well as research.

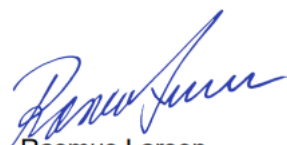
## 1. DTU Executive Board's Commitment

As President, Provost, University Director, and senior vice presidents of DTU, we herewith express our full commitment to the diversity, equity and inclusion efforts included in Diversity, Equity, and Inclusion at DTU (DE&I at DTU). We wholly support the development and management of the proposed plan to increase our diversity and to ensure an inclusive university environment and achieve equality and equity. By supporting the implementation of diversity, equity, and inclusion at DTU, we will ensure the provision of the necessary services and resources both during the duration of the individual projects and overall program as well as continuous efforts afterwards.


We are committed to excellence in research and to developing solutions for the major challenges of society. We believe the innovation and foundation needed to achieve these solutions are founded on diversity and inclusion to bring a wide range of perspectives together. By bringing brilliant minds together from all walks of life and eliminating barriers, we strive to deliver Europe's greatest engineering programs and excellent research and technology for society and people.

Through collaboration across research, education, innovation, entrepreneurship, and science management, DE&I at DTU provides a platform for addressing specific challenges that technical and engineering sciences face in attracting and retaining a diverse pool of talented researchers, employees, managers and students and in producing research and innovation sensitive to the reality of the many, rather than the few. We are committed to making measurable progress to identify and tackle the obstacles to diversity, equality, equity, and inclusion, and implement changes to reduce these obstacles on an institutional level as well as culturally.

We recognize that diversity, equity, and inclusion at DTU represents an extremely ambitious strategic endeavour, and we are committed to ensuring its success. This requires us, the top management, to give our full support to the implementation of DE&I at DTU, and to the retention and further consolidation of a broad understanding of diversity and with the purpose of a genuine inclusive environment to all. To this end, we will support the implementation of DE&I at DTU as well as in the thematic projects and initiatives targeting the appointed actions within 'Organisation,' 'Career Progression,' 'Training,' 'Leadership,' 'Gender Dimension in Research, Innovation and Teaching' and 'Communication,' and ensure the necessary engagement. We will actively show our support to the agenda, and encourage middle management, employees, researchers, educators, and students to do the same.



Rasmus Larsen  
Provost



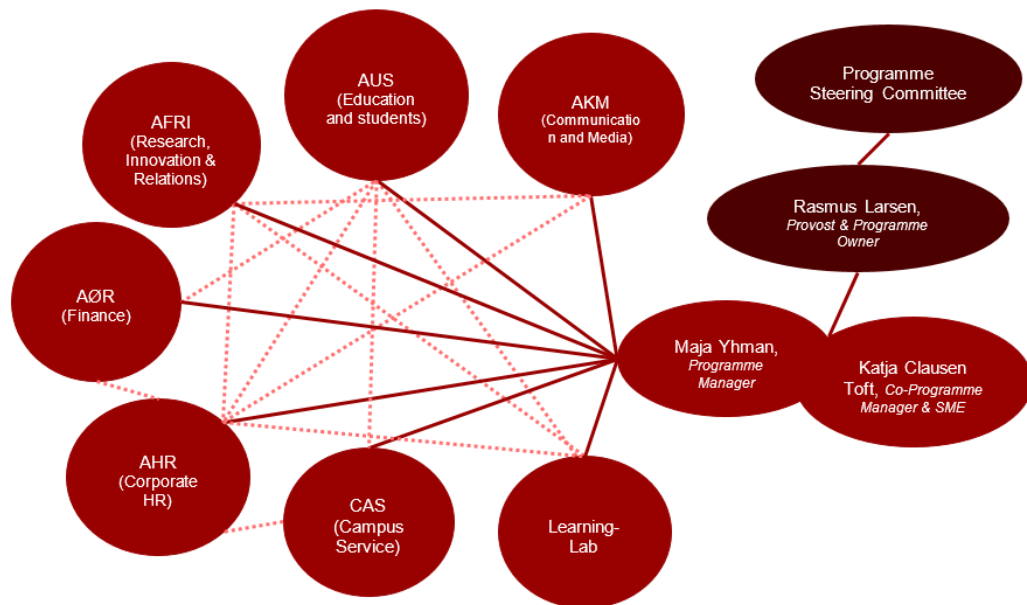
Anders Bjarklev  
President

## 2. Organisation

The programme organisation builds on the principle of anchoring, diversity in its members, close collaboration and coordination, dynamic participation and agility. All parties are equal and mutual partners in ensuring a more diversity, equity and inclusion aware and balanced DTU.

We do this by having one point of coordination in each department and frequent dialogue between all stakeholders. The programme steering committee will consist of head of departments and other decision makers. In order to develop the content of the programme as close to home as possible, the committee will also reflect diversity in its members by being dynamic in nature.

This means that the members of the steering committee will participate for a fixed period to leverage their knowledge and skills according to the programme portfolio, and new members will join to bring fresh perspectives and expertise as we gain new knowledge and learnings.



## 3. Dedicated resources

### 3.1 Program Management

Rasmus Larsen, *Provost, and program owner*

Pia Lyhne, *HR Director*

Maja Yhman, *Program Manager*

Katja Clausen Toft, *Co-program manager and Equal Opportunities Officer, Subject matter expert (SME)*

### **3.2 DTU Diversity Secretariat**

Pia Lyhne, *HR Director*

Katja Toft, *Equal Opportunities Officer*

Anne Nicolaisen, *Program Manager*

Maja Yhman, *Program Manager*

Anders Jacobsen, *Subject Matter Expert (SME)*

### **3.3 External participation**

UN Women Gender Diversity Roundtable

GEAR:DK

DKUNI Taskforce

## **4. Committees**

DTU Diversity Secretariat runs a Forum for Inclusion and Diversity (ForDI). ForDI is composed of a broad selection of employees and students across DTU with diversity as a parameter. ForDI is headed by Program owner Provost Rasmus Larsen and functions as a discussion forum, where the DTU management can discuss selected DE&I issues with representatives from the organization.

DTU diversity Secretariat also runs DTU Community for Inclusion and Diversity (CODI). The community is a free space for all interested employees and students to meet and discuss issues of diversity and inclusion with others, who share their daily lives at DTU. CODI also hosts events 2-4 times a year. CODI functions as an open member driven forum, and the debate is set by the members, but within an inclusive and respectful framework.

Several departments and administrative units, including the student union Polyteknisk Forening (PF), already have dedicated resources on DE&I awareness and initiatives. Some are employee driven and locally anchored, some driven by department management, and some cut across DTU carried by employees.

## **5. Project overview**

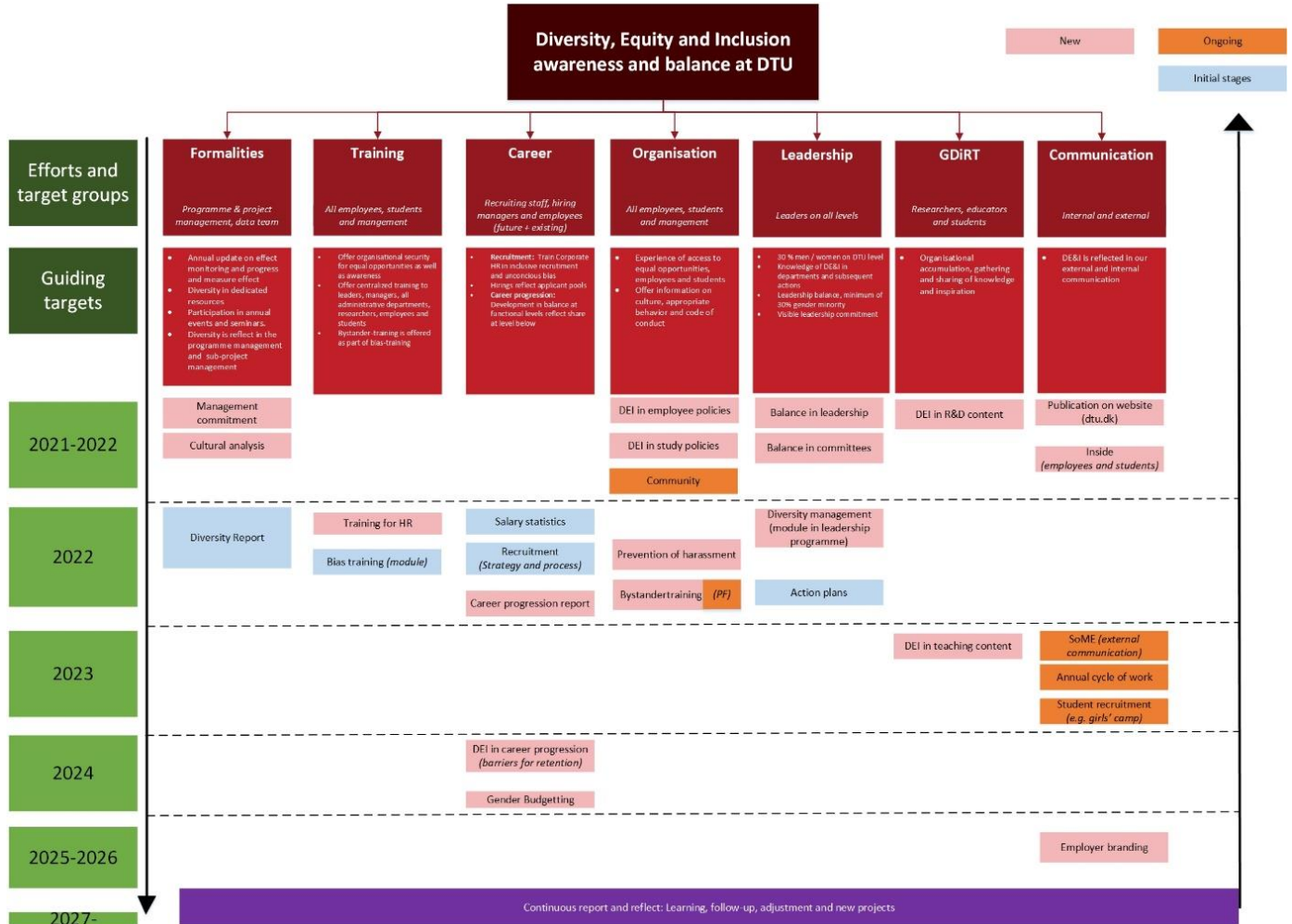
*For more information on each project, please see appendix at the end of this document*

Below is an overview of initiatives that are new, ongoing or in their initial stages. The overview reflects an ongoing effort at DTU for the next 5 years and onwards. The overview is responsive and dynamic, meaning that through continuous development and learning, we will monitor and adjust our efforts, according to progress and guiding targets. New initiatives may therefore be included in the plan and others initiated later. The stakeholders





and resources will likewise also reflect this, as we progress towards our goal of a DE&I aware and balanced DTU.



## 6. Continuous learning

DTU will provide courses, training and regulated policies to managers, employees, and students according to the project plan. DTU will also continuously evaluate our structural processes to improve and counter the effects of inherent system biases. DTU will focus on awareness raising, knowledge building and adjusted behaviour. Through the training and policies, DTU will thus build the base for cultural as well as structural change.

The efforts must be anchored in our daily work lives to be effective, and the changes must be adapted locally at the department level. At the same time, DTU must continuously learn and adapt

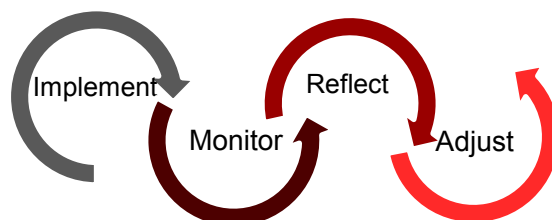
also our centrally driven approach to the needs and maturity in the organisation, and adjust accordingly, while also taking in new perspectives derived from our research staff.

To learn and adapt, DTU will monitor the effects yearly according to the DTU Diversity Report, and evaluate the progress achieved and which initiatives can support a stronger progress. See figure below.

To anchor the effort at department level, each department will on a yearly basis perform the same report and reflect methodology (figure below) based on their own prioritized initiatives and reporting.

It will be a yearly requirement in the annual management cycle, with required entries in the department action plan. The DTU Partners from HR Strategic development will support the departments in doing so.

**Figure 3:** Continuous learning by implementing, monitoring, reflecting and adjusting





## Links

- [DTU Diversity report \(pdf\)](#)
- [Student recruitment](#)
- [Diversity at DTU](#)
- [Equality Policy](#)
- [News](#)
- [Flexibility in the workplace](#)
- [Students with disability policy \(DK only\)](#)

## Enclosed A Overview of DE&I initiatives and projects

### A.1. Overview and brief descriptions of DE&I initiatives and projects at DTU

Initiative/Project name (Working title)	Status	Purpose	Stakeholders (working list)	Target group	Coordinator
Diversity Report	Further development	To report on progress, effect and results at DTU on various initiatives	Public, DTU employees and students, corporate partners, international partners, academic institutions, EU, funding organisations	Public, DTU employees and students, corporate partners	AHR
Training for Corporate HR	New	Train the trainer to reduce bias and prepare Corporate HR to support the processes and implementation of the GEP activities	All of Corporate HR, HR management and departments which benefit from the competency development of HR	All of Corporate HR	AHR
Inclusive Management	New	Train all leaders in inclusive management. Under the perception that inclusion is a key factor in equity and an effective competence in countering the difficulties of intersectionality, all leaders at DTU must be competent and comfortable in performing inclusive management. Obligatory module in Leadership programme. Voluntary to leaders outside of programme.	DTU management, Heads of Departments, Heads of Sections	All managers at DTU	AHR

Initiative/Project name (Working title)	Status	Purpose	Stakeholders (working list)	Target group	Coordinator
Bias training (Module)	Initial stage	Training the organisation in recognizing and addressing own unconscious biases. Introducing bias training as a module on Leadership Programme, obligatory for leaders, voluntary for everyone else. Consider ways of addressing biases in student groups.	Trainers (Partners, HR Strategic Development), DTU Management	Management level, recruiters, employees	AHR; AUS
Salary Statistics	Initial stage	Analyse ways of presenting pay gap statistics. Introducing into DTU Diversity Report	Managers, Corporate HR,		AHR
Recruitment (strategy & process)	Initial stage	Create a recruitment strategy and process which incorporates and reflects on diversity and inclusion parameters	Corporate HR, DTU Management, Heads of Departments and Heads of Sections, all formal or informal managers periodically engaged in recruiting	Corporate HR, recruiters	AHR
Career Progression report	Initial stage	Present internal career progression statistics for Heads of Departments to reflect upon in connection with recruitment and annual management cycle. Analyse and evaluate actual career paths of young researchers.	DTU Management, Heads of Departments, Corporate HR,	Research staff. Management	AHR
DEI in Career Progression	New	Analyse and evaluate actual career paths of young researchers. Adapt learnings into addressing challenges of retention and attraction of qualified and divers research staff.	DTU Management, Heads of Departments, Corporate HR, early stage researchers	Research managers, early stage researchers, Heads of Departments	AHR; AFRI; AUS

Initiative/Project name (Working title)	Status	Purpose	Stakeholders (working list)	Target group	Coordinator
Gender Budgeting	New	Present a critical review of how budgetary allocations affect the economic and social opportunities of women and men, and seeks to restructure revenue and spending decisions to eliminate unequal outcomes, while understanding the contexts in which those differences arise.	Research staff, Heads of Sections, Partners from HR Strategic development, funding support units, managers at all levels	Research staff, Heads of Sections, Heads of Departments	AHR; AØR
DEI in employee policies	Further development	Adjust all employee policies to be attentive of diversity, equity and inclusion, and guidelines to be actionable in terms of achieving DTU target lines on DEI	Corporate HR, HSU, DTU Management	All employees and future employees, potential candidates	AHR
DEI in student policy	New	Address DTU student policy to be attentive of diversity, equity and inclusion, and incorporate DE&I attentiveness into ways if working with the student environment.	Students, PF, AUS	Student, current and future	AUS
Community	Initial stage	Offer a platform for employee and student discussions and input on the DEI agenda. Allow for a bottom-up perspective on the need and wishes of the organisation.	DTU employees, students, HSU/TRs, Corporate Communication, volunteers, equal opportunity officers	All DTU employees and students	AHR
Prevention of harassment	Also Incorporated into bystander	Train leaders, key staff, union representatives and PF representatives etc. in how and what to be aware of in order to prevent harassment. Consider how to address training among students		All employees, students	AHR; AUS; PF

<b>Initiative/Project name (Working title)</b>	<b>Status</b>	<b>Purpose</b>	<b>Stakeholders (working list)</b>	<b>Target group</b>	<b>Coordinator</b>
Bystander training	Further development	Develop a methodology for bystander training of employees, which can also be used by students. Development will be done in dialogue with PF, who already has experience with bystander training of vectors. Bystander training should address harassment in broad terms to counter challenges of intersectionality, including gender based harassment			AHR; AUS; PF
Balance in leadership	New	Develop and adopt methodologies that allows for DTU to reach the diversity target line.			AHR
Balance in committees	New	Develop and adopt methodologies that allows for DTU to reach the diversity target line.			AHR
DEI in R&D content - GD&I (voluntary module in leadership programme)	New	Develop a module to leadership programme that addresses how to think in diversity and equity terms in the research management and research design process.	All PIs, everyone performing research management, everyone applying for HE or ERC grants	All research managers	AHR; AFRI
Action plans	Further development	Ensure representation of DEI perspectives in annual management cycle for department to report and reflect	DTU management, Heads of Departments, Partners HR Strategic Development, local diversity committees, DTU Board	Heads of Departments	APR
DEI in teaching content	New	Ensure a DE&I aware teaching design, focusing on content, curricula and classroom management.			LearningLab

<b>Initiative/Project name (Working title)</b>	<b>Status</b>	<b>Purpose</b>	<b>Stakeholders (working list)</b>	<b>Target group</b>	<b>Coordinator</b>
Publication and dissemination	New	Information on DTU's efforts within diversity, equity and inclusion is readily available publicly at DTU.dk, updated regularly and presented in a clear, concise and structured manner	Public, DTU employees and students, corporate partners, international partners, academic institutions, EU, funding organisations	Public, DTU employees and students, corporate partners, international partners, academic institutions, EU, funding organisations	AKM
Internal communication	Further development	Regular internal communication on the diversity, equity and inclusion efforts and progress, learnings and adaptation on the GEP. Internal communication also reflects a diversity, equity and inclusion angle	AKM, Departments, Equal opportunity officers, employees, internal and local networks	DTU employees and students, equal opportunity officers, departments	AKM
Student recruitment: Engineering camp for girls	Further development	To give all prospective students, regardless of gender and background, equal access and opportunity to discover and realize their potential in STEM	Prospective female students	Prospective female students	AKM
Student recruitment: Girls' Day in Science	Further development	To give all prospective students, regardless of gender and background, equal access and opportunity to discover and realize their potential in STEM	Prospective female students, high school teachers	Prospective female students	AKM
Annual cycle of work	Further development	The focus on inclusion and diversity applies across all communication activities, including student recruitment, and is expressed through e.g. use of inclusive language and photos and choice of role models.	General public, present and prospective students and employees	General public, present and prospective students and employees	AKM



Initiative/Project name (Working title)	Status	Purpose	Stakeholders (working list)	Target group	Coordinator
SoMe	Further development	Portraits of students and researchers on social media to highlight the diversity at DTU and to empower present and prospective students and researchers.	General public, present and prospective students and employees	Present and prospective students and researchers	AKM
Employer Branding	New	Present DTU to possible candidates as a DEI aware workplace, embracing DTU for those who can and will, and presenting that DTU walks the talk.	Employees in AKM, Corporate HR, everyone engaged in external communication	Public Denmark, funds, potential candidates and collaborators	AHR; AKM