

GENDER EQUALITY PLAN

Roskilde University

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READING GUIDE

Based on the action plan below, Roskilde University's Gender Equality and Diversity Committee (GEDC) focuses on establishing and ensuring a systematic and structured approach to gender equality at RUC.

RUC's GEP covers both staff and students and will be publicly available on RUC's website in both Danish and English. The action areas will be supported by a communication effort that will ensure that existing and new knowledge is accessible and is shared across staff and students.

The introductory section of RUC's GEP describes *Roskilde University's approach to gender equality work* in the university's strategy and diversity policy.

The following section, *Framework for RUC's Gender Equality Plan*, describes the EU requirements for the Gender Equality Plan as a condition for funding from the EU Framework Programme for Research and Innovation. The GEP's actions will address four key areas: Work culture and student life, Management, Recruitment and career progression, and Knowledge and key figures.

The section on *Organisation and dedicated resources* describes the people responsible for monitoring, implementing and following up on gender equality data, represented according to management bodies, organisational units and collegial and consultative forums.

A *Gender Equality Annual cycle* was prepared at RUC in 2021 in order to structure the gender equality work at RUC over the coming years. The annual cycle clarifies how, when and by who the specific actions will be performed.

The *Data and monitoring* section describes the key figures to be monitored annually, represented by gender, as well as RUC's targets for gender composition.

The last section presents the *Action plan for gender equality at RUC* which describes the actions that RUC will work on through 2022, as well as the related objectives. The target areas, objectives and practical activities will be reviewed annually in the future, in accordance with the annual cycle for the GEP work.

ACTION PLAN FOR GENDER EQUALITY AT ROSKILDE UNIVERSITY 2022



ROSKILDE UNIVERSITY'S APPROACH TO GENDER EQUA- LITY EFFORTS

The university's strategy, *RUC 2030 – Interconnected*, which was adopted in 2020 ⁽¹⁾, states that “RUC must ensure real equality and diversity in terms of interaction and collaboration and in terms of attracting and retaining staff and students”. This sets the framework for the overall work on gender equality and diversity at Roskilde University (RUC).

(1) Strategy RUC 2030: Interconnected, link: <https://ruc.dk/strategi-ruc-2030-interconnected>

Overall, RUC has the following general principles for the equality and diversity work at RUC:

- The university regards human diversity as a resource
- The composition of the university's staff and students should reflect the diversity in the general population
- Equality and diversity in both work and study environments require active engagement and an inclusive and respectful culture among management, staff and students
- Recruitment and career paths must be designed to support equality and diversity.
- The university brings sexism and offensive behaviour into sharp focus on sexism and offensive behaviour
- The university bring smt into sharp focus on gender-neutral job advertisements
- Documentation and statistics are monitored and gathered at the university with a target of achieving a 40/60 gender balance

RUC's equality and diversity work builds on the university's diversity policy, which was adopted in 2014. The policy focuses on the goal that RUC shall reflect the diversity of the population and that the gender equality aspect shall be considered in all decisions, such as recruitment processes and evaluation committees. The university has subsequently incorporated objectives related to gender equality and diversity into both Development Contracts and Framework Contracts with the Ministry of Higher Education and Science. Most recently, this has appeared under the work upon the Framework Contract for 2018-21 with the particular focus on the recruitment of female professors. ⁽²⁾. The Framework Contract for 2022-25 includes gender equality and diversity as a sub-objective in relation to efforts related to research quality.

(2) Strategic Framework Contract 2018-2021, link:
https://ruc.dk/sites/default/files/2018-07/RUC_Strategisk_rammekontrakt_2018-21.pdf



FACTS ABOUT RUC'S WORK ON GENDER EQUALITY OVER THE PAST DECADE

Roskilde University has worked with gender equality and diversity for many years, both in research and as an organisational focus area.

In 2015, there was increasing attention in the Danish research community on the gender imbalance at the lecturer and professor level in universities. In this context, RUC established an Equality Committee, consisting of researchers and HR staff, whose purpose was to investigate and monitor gender equality at RUC and to make proposals for gender equality initiatives in relevant management and collegial forums in the coming period. The committee was relaunched in 2017 with a clearer governance structure and renamed the Equality and Diversity Committee (GEDC) with

a new committee chair. In 2020, the terms of reference and participants were again adjusted to continue to include students, but now also administrative staff and representatives of senior management and the rectorate.

For a number of years, RUC has been the home of the research centre "Gender, Power and Diversity" (CGPD). The research centre serves as a meeting place across the university's departments and units for students, researchers and practitioners who are interested in gender research with a diversity perspective. The researchers at CGPD have continuously been important actors in putting gender equality on the agenda, both at RUC and in public debate.

RUC has been monitoring gender equality data for a number

of years. In 2012, RUC began reporting annual targets to the Ministry of Higher Education and Science for gender composition on the Board of Directors. In 2016, these target figures were expanded to include reporting on recruitment to higher academic positions at RUC, with data broken down according to gender, age, main areas and job title. In addition, every two years since 2013, changed to every three years from 2017, RUC has submitted a gender equality report to the current "Gender Equality Department in the Ministry of Environment and Food" on RUC's work on gender equality and how it monitors a number of indicators related to the gender composition of the academic staff (VIP), the technical and administrative staff (TAP), the management and students.



FRAMEWORK FOR RUC'S GENDER EQUALITY PLAN

The EU set up the European Institute for Gender Equality (EIGE) ⁽³⁾ In 2021, the EU set up in order to promote and improve gender equality in the EU. One of the objectives of the EIGE's "Gender Equality Strategy 2020-2025" ⁽⁴⁾ is to reduce the structural barriers to gender equality in European universities by increasing gender equality, diversity and inclusion. This is achieved through, among other things, a requirement from Horizon Europe, the EU's Research and Innovation Programme from 2021–2027, for a written Gender Equality Plan (GEP) as a prerequisite for eligibility for support as a public institution in the programme from 2022.

The preparation of a GEP establishes an overall structure for equality and diversity efforts, showing how the work is organised, clarifying the data basis and monitoring processes in the area, and specifying selected efforts, action plans and processes for implementation and follow-up.

The GEP should describe the University's approach to working with three overarching requirements for equality and diversity work:

- 1** Dedicated resources: *"commitment of resources and gender expertise to implement it"*
- 2** Data monitoring: *"sex/gender disaggregated data on personnel (and students for establishments concerned) and annual reporting based on indicators"*
- 3** Awareness raising: *"Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers"* ⁽⁵⁾

RUC's GEP brings together elements of existing and new efforts in 2022 in a single comprehensive and overarching model that ensures a systematic approach to gender equality efforts and provides the strategic focus on advancing gender equality work is put on the agenda.

The GEP sets out the annual actions that fall within the following four areas:

- Recruitment and career progression (*gender equality in recruitment and career progression*)
- Leadership (*gender balance in leadership and decision-making*)
- Work culture and student life (*work-life balance & organisational culture and measures against gender-based violence, including sexual harassment*)
- Knowledge and key figures (*sex/gender disaggregated data*)

As a university, RUC has to relate to both employees and students; therefore, several initiatives for work culture and student life are expected to take place directed towards employees and students, respectively.

RUC's GEP applies from 2022 prepared with a focus on establishing and ensuring a systematic and structured approach to gender equality and diversity at RUC. The action plan will be updated annually. From 2023, the current written objectives will be revisited and reviewed annually. Currently, some internal initiatives/efforts are supported by more activities than other. It is our intention to work through all four themes over time.

(3) European Institute for Gender Equality (EIGE), link: https://europa.eu/european-union/about-eu/agencies/eige_da

(4) Gender Equality Strategy 2020-2025, link: https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

(5) Horizon Europe, Work programme 2021-2022, link: [wp-13-general-annexes_horizon-2021-2022_en.pdf](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en) (europa.eu)

ORGANISATION AND ALLOCATED RESOURCES

RUC has several actors responsible for working with equality and diversity. RUC has anchored responsibility for advising on and promoting gender equality work in the already established Gender Equality and Diversity Committee (GEDC). The GEDC meets four times a year and discusses issues related to gender equality, equal opportunities and diversity at RUC. The GEDC will ensure that gender equality initiatives at RUC are monitored and will annually communicate topics requiring special attention in an overall recommendation to the executive university management (UL). RUC's pro-rector is the chairperson of the committee and is responsible for the committee work. The committee involves representatives of the executive university management, the academic and technical/administrative staff and the students.

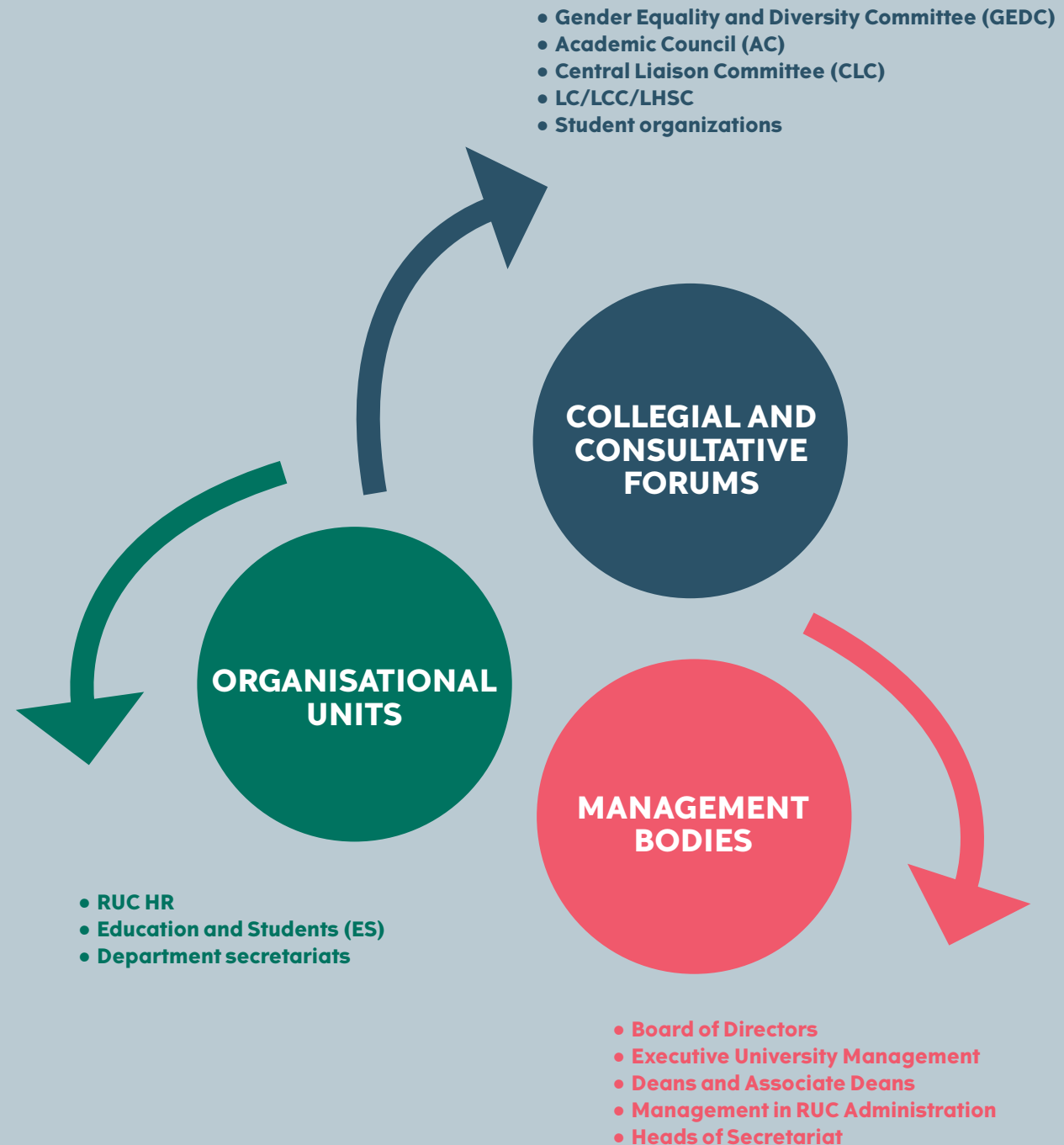
The administrative responsibility for the gender equality work is anchored in RUC HR, which is responsible for gathering, initiating and reporting on concrete gender equality initiatives, supporting the work of GEDC and, among other things, managing efforts to promote and support the prevention and processing/managing of sexual violations at RUC level. In order to ensure the necessary competences in HR for the implementation of activities, monitoring, etc., HR has appointed a staff member (Gender Equality Officer) to provide secretarial services to the GEDC and a staff member responsible for collecting gender equality-related data for reporting in the GEDC.

There are also a number of committees, units and key persons who can be activated to implement action points and/or measures related to gender equality work at RUC.



The diagram below depicts which forums work with gender equality at RUC. The chart is divided so that

- › the management forums that have a managerial responsibility for establishing the necessary conditions so that the gender equality and diversity work can flourish, here illustrated in **RED**. These involves the board of directors, the management, the executive university management and the deans, associate deans, heads of secretariat and RUC administration. They will discuss indicators from the monitoring and the status of this year's efforts. They will also launch central and local initiatives based on the recommendations of the Gender Equality and Diversity Committee (GEDC).
- › The units where shared actions for gender equality and diversity are administratively anchored are illustrated in **GREEN**. These comprise RUC HR and Education and Students, RU HR and Education and Students, the units excersising practical initiatives, collecting data and running gender equality and diversity activities at RUC. RUC HR will examine the year's efforts.
- › The committees that have a collegial and advisory responsibility for promoting gender equality and diversity at RUC are illustrated in **GRAY**. These include the Gender Equality and Diversity Committee (GEDC), the Academic Council (AC), the Central Liaison Committee (CLC), the Local Committees (LC), Local Cooperation Committee (LCC) and the Local Health and Safety Committee (LHSC). They shall review the results of the year's actions, make recommendations for new actions in light of the action plan and data monitoring, and discuss whether there is the necessary and expected progress in the actions initiated.



MANAGEMENT BODIES

RUC's Board of directors is responsible for the overall and strategic management of the university. The board establishes guidelines for the university's organisation, long-term operations and development ⁽⁶⁾.

The Executive University Management (UL) is responsible for the interdisciplinary management of the University. UL decides/determines and advises upon objectives for RUC's joint strategic initiatives and helps to draw up action plans for them. UL assists in discussing and initiating actions centrally and locally in the identified areas of action in connection with the gender equality and diversity work at RUC.

The deans, associate deans and heads of department at the four university departments (**ISE, IKH, INM and IMT**) have the managerial responsibility for establishing the necessary conditions in order for gender equality and diversity work to flourish at the departments. In RUC Administration, the deputy directors (RUC) bear this responsibility for their units.

The members from GEDC are distributed among the four departments. The student organisations and RUC's administration are also a resource for promoting local gender equality work. At the departments, the local cooperation committee (LCC) can be involved in connection with specific areas of action to promote gender equality in the departments. In relation to the study environment in the departments, the heads of studies have a responsibility to establish a framework for a good academic and social study environment. The heads of studies are divided into bachelor and master levels respectively, distributed among the four departments. The heads of studies promote the culture for the students and contribute resources to improve students' well-being. Heads of studies are responsible for creating a framework for a good academic and social study environment, including initiatives that promote social academic communities.

ORGANISATIONAL UNITS

RUC HR is responsible for gathering, launching and reporting data on practical gender equality initiatives and for

arranging efforts to promote and support the prevention and management of sexual violations at RUC level. HR is also responsible for managing and handling submissions to the confidential mailbox take-care-confidential@ruc.dk and to RUC's whistle-blower scheme.

Education and Students (ES) works broadly with the study environment. ES is responsible for annual monitoring student equality data, represented in bachelor and master levels, and managing student-related inquiries in the confidential mailbox take-care-confidential@ruc.dk. Once in every three years, ES prepares a study environment assessment with corresponding action plans and locally anchored measures.

The department **secretariats** are the link between HR and ES and the departments' research and teaching environments.

For specific initiatives, additional departments in the administration will be involved, such as Communication, Campus, etc.

COLLEGIAL AND CONSULTATIVE FORUMS

The **Gender Equality and Diversity Committee (GEDC)** has an advisory and debate-generating function and is composed of representatives of the academic and technical-administrative staff, representatives of the executive university management, the rectorate and the students ⁽⁷⁾. The GEDC is assigned to discussed issues related to equality, equal opportunity and diversity in relation to gender, ethnicity, social background, sexual orientation and disability. The Centre for Gender, Power and Diversity (CGPD) acts as an expert panel for GEDC and helps to qualify gender equality work with research-based expertise and practical initiatives.

The **Academic Council (AC)** advises the Rector on a number of key issues, including research and education. The AC approves nominations to the Rector regarding the composition of review committees, with representation of two different genders to review applicants for academic positions, and to award PhDs, doctoral degrees and honorary doctorates ⁽⁸⁾.

(6) Roskilde University's articles of association, link: <https://ruc.dk/strategi-profil-og-vaerdier>

(7) Terms of reference for the Gender Equality and Diversity Committee, link: [file:///C:/Users/lmmp/Downloads/GEDC_kommisorium_141221%20\(2\).pdf](file:///C:/Users/lmmp/Downloads/GEDC_kommisorium_141221%20(2).pdf)

(8) Roskilde University's articles of association, link: <https://ruc.dk/strategi-profil-og-vaerdier>



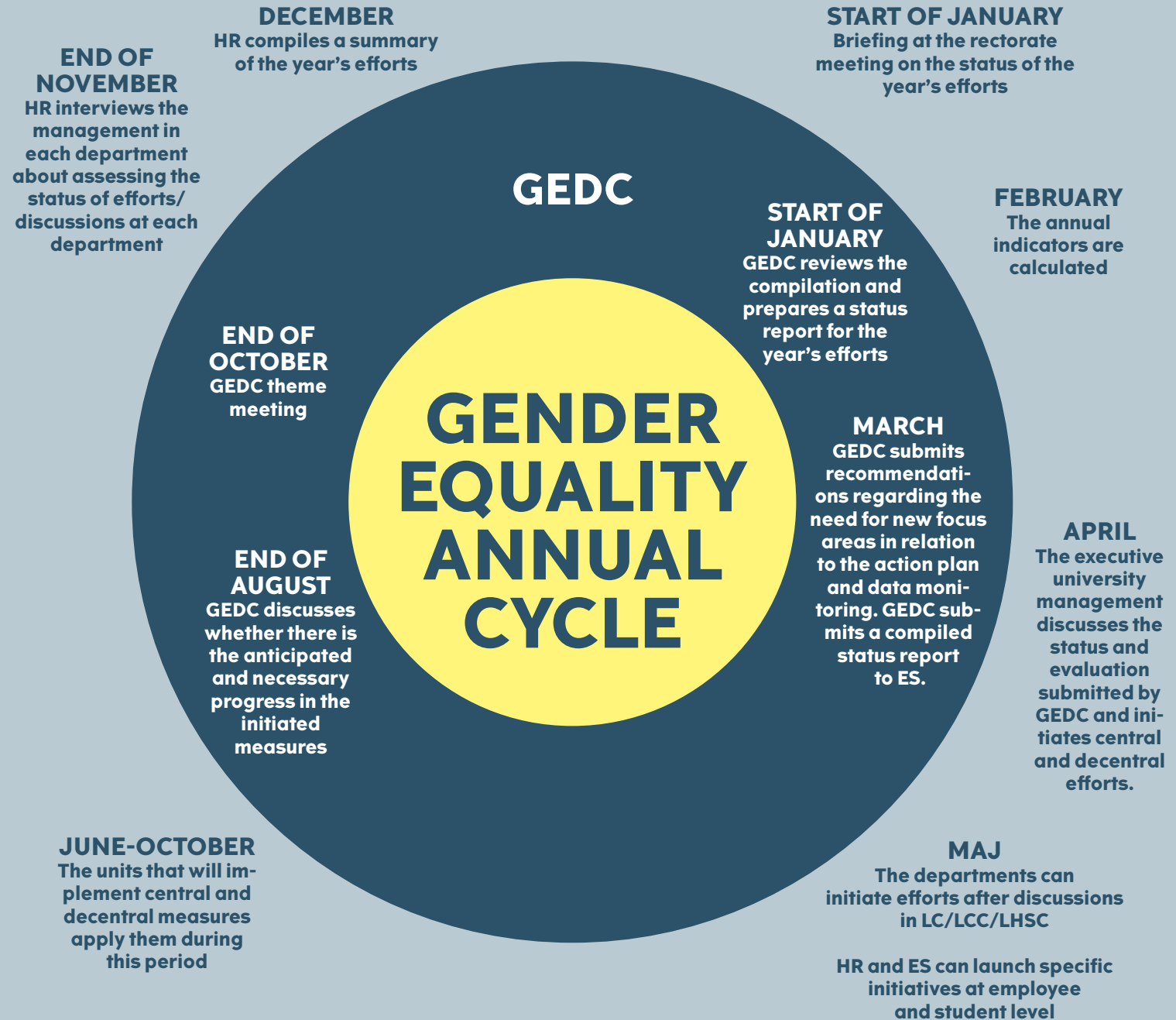
The Central Liaison Committee (CLC) acts as a dialogue forum where management and staff representatives discuss relevant cooperation issues. An interdisciplinary group for dealing with and preventing offensive acts was set up under the Central Liaison Committee in 2019. The aim of the group is to establish an interdisciplinary forum to ensure proactive and preventive action against any potential abuse by, for example, coordinating local efforts and initiating thematic seminars. The group helps to keep equality and diversity issues on the agenda of the Central Liaison Committee, so that they are actively and continuously discussed. Local cooperation committees (LCC/LU) have been established under the Central Liaison Committee in order to discuss local issues at the individual departments and in RUC Administration.

Student organisations with which the university has a formalised cooperation, are responsible for student-oriented initiatives and activities, including tutor events, social activities and student politics initiatives.

GENDER EQUALITY ANNUAL CYCLE

RUC's GEP has a defined cycle describing the overall ongoing process for promoting equality and diversity at RUC. The model highlights the actors involved and the fixed work procedures. The Gender Equality Annual cycle shall ensure an annual system with continuous extraction of key figures, initiation of central and decentralized processes, follow-up at staff and student level and a summary of the year's efforts at management level, leading into the following year's processes and action plans.

UNIVERSITY LEVEL



DATA AND MONITORING

RUC has selected a number of key figures centered on gender and equality monitored annually in connection with the ongoing work of GEDC. The key figures will be submitted to the Gender Equality and Diversity Committee (GEDC) and subsequently to the management with recommendations for initiatives from the GEDC committee. The key figures will be available on RUC's intranet after processing.

RUC has an understanding that gender is seen as more than the binary gender concept (male/female). However, the available statistics are divided into two sexes.

KEY FIGURES ON GENDER DISTRIBUTION

RUC has an overall objective of ensuring a gender balance of 40/60 at all management, staff and student levels for all subject groups.

The Danish Business Authority clarifies: *"Equal gender distribution means a 40/60 split between women and men (...) It is irrelevant whether women or men make up 40 per cent or 60 per cent"*⁽⁹⁾. This objective is also pursued by the Danish Ministry of Higher Education and Science.

RUC's ambition is to achieve full gender equality (50/50), but the objective is a gender composition of 40/60 distribution, whereby anything within the 40/60 distribution is acceptable as the numbers can often be small and can easily fluctuate within this margin.

For a number of years, HR has monitored the gender distribution of the academic staff and management in connection with annual reporting to The Danish Ministry of Higher Education and Science. This work is now further systematised and also includes the students and administrative staff. We have prepared

two new reports in 2021 for key figures on gender equality at RUC. The first report involves the data on the staff at RUC and monitored by RUC HR Department. The second report involves the students at RUC and processed by the ES unit. These two are combined in Appendix 1.

In recent years, RUC has had special monitoring in specific areas showing the data not meeting the target of a 40/60 gender balance. This applies primarily to recruitment for professorships, which is a focus point in the university's Strategic Framework Contract.

RUC's board approved a reform of RUC's master's programmes at the end of 2020. The reform means that RUC's current combination and subject-integrated master's programmes will be replaced by 30 new master's programmes. 28 of the programmes will be offered from 2022, while the last two will be offered from 2023. The gender composition

of the students in the master's programmes will be monitored once the master's degree reform has been implemented, see Annex 1.

Both the management and the Gender Equality and Diversity Committee have the possibility to ask for separate statistics if there are indications of gender discrimination that can be highlighted with data.

WAGE STATISTICS BY GENDER

RUC has a goal of having no gender-based pay gaps. In the context of the annual pay negotiations, gender pay statistics are monitored according to employee group if the groups are larger than 3 persons. These salary statistics are discussed at UL and CLC and are used actively in the annual salary negotiations. The statistics are also available to all employees on the intranet.

(9) The Danish Business Authority, link:

<https://erhvervsstyrelsen.dk/vejledning-maltal-og-politikker-den-konsmaessige-sammensaetning-af-ledelsen-og-afrapportering-herom>

ACTION PLAN FOR GENDER EQUALITY AT RUC

A man and a woman are sitting at a table by a large window. The woman is standing and looking out the window, while the man is sitting on a stool and looking at a laptop. The window shows a view of a building and greenery. The text 'ACTION PLAN FOR GENDER EQUALITY AT RUC' is overlaid on the top left of the image.

In the overview below, RUC's GEP will describe existing efforts, objectives, new initiatives and activities to be acted upon in 2022. Further objectives will be defined in 2022.

EXISTING EFFORTS	NEW EFFORTS IN 2023-2025	ACTIVITIES	OBJECTIVES
TARGET AREA: RECRUITMENT AND CAREER PROGRESSION			
<p>1) Gender equality and diversity must be part of the recruitment process at RUC. In June 2018, RUC signed, ratified, and entered a strategic framework contract for 2018-2021 with the Ministry of Education and Research.</p> <p>The contract includes a goal to increase the proportion of female professors at the university through continuous monitoring and discussions in connection with the recruitment process. This indicator will be continued in the upcoming framework contract to strengthen diversity in the overall work to bolster research at RUC.</p> <p>2) Another initiative implemented at RUC is to make job advertisements gender neutral. In spring 2018, HR analyzed all the templates for English-language job advertisements for academic posts and adjusted them to make them gender-neutral.</p> <p>3) To avoid discrimination in assessments while recruiting academic staff, it is obligatory that assessment committees are set up where more than one gender is represented.</p>	<p>Training elements on gender equality issues are organized regularly.</p> <p>HR develops training and awareness activities (such as courses and presentations) that can be included as part of induction programs for newly recruited academic and technical/administrative staff.</p>	<p>›Awareness training through courses</p>	<p>40/60 percent gender distribution in the population and continuous recruiting</p>
<p>1) In recent years, RUC has endeavored to clarify the requirements and expectations of academic staff e.g., by formulating “Faculty Expectations” and “Appointment Criteria”. The aim has been to create greater transparency with respect to expectations for the core tasks of the university and in relation to the management contributions and to the departments’ environment in general.</p> <p>2) RUC recommends that upon advertising posts at associate professor and professor level, the head of the recruitment committee should set up a search committee whose purpose is to explore the market for possible candidates with a view to obtain the strongest possible pool of applicants with representation of two different genders.</p> <p>3) In 2022, the first round of the promotion programme (internal track) was carried out. Promotion programs aim to help to attract, develop, and retain women researchers by creating clearer career paths.</p>	<p>New revised promotion program.</p>	<p>›New promotion program</p>	<p>40/60 gender distribution for professorships</p>

EXISTING EFFORTS	NEW EFFORTS IN 2023-2025	ACTIVITIES	OBJECTIVES
TARGET AREA: LEADERSHIP			
<p>1) Nine leadership principles were developed in 2019 to support good leadership at RUC.</p> <p>One of the leadership principles is: Management supports diversity.</p> <p>The leadership principles were presented and elaborated upon at a leadership seminar with the entire management at RUC to discuss practical measures and necessary changes in the leaders’ practice.</p> <p>The leadership principles are used as a dialogue tool in connection with LES, where the leader has the opportunity to reflect on his/her own leadership role and possible areas for development.</p> <p>2) In 2022, two unconscious bias training courses were conducted at RUC for management and decision makers with a focus on breaking down unconscious gender bias.</p>	<p>In 2023-2025, HR will develop and deliver (or ensure delivery via external consultants) training/awareness activities for Heads of studies, group leaders and sections leaders on relevant issues and appoint ambassadors at department level to ensure implementation of the training etc. in connection with the appointment of academic staff and technical/administrative staff, as well as the students.</p>	<p>› Workshop on bias training</p>	<p>The managers learn about the concept of bias and the ability to apply it to relevant decisions.</p>

EXISTING EFFORTS	NEW EFFORTS IN 2023-2025	ACTIVITIES	OBJECTIVES
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EXISTING EFFORTS	NEW EFFORTS IN 2023-2025	ACTIVITIES	OBJECTIVES
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TARGET AREA: WORK CULTURE AND STUDENT LIFE

TARGET AREA: KNOWLEDGE AND KEY FIGURES

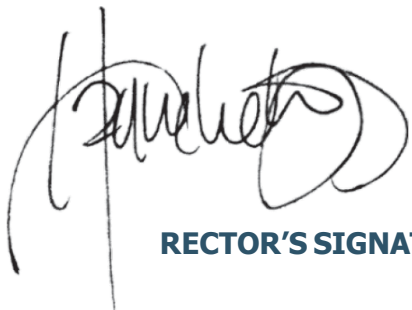
<p>1) It is important to have a safe and comfortable study and working environment at RUC. Therefore, any kind of abusive behavior regardless of the parties involved is considered unacceptable. Our policy on offensive behavior describes how RUC handles cases where staff or students have been subject to abusive behavior. All staff and students have the possibility to access a confidential electronic mailbox, take-care@ruc.dk, to share their experience and seek help. This confidential mailbox is administered by HR.</p> <p>2) At RUC, there are several active initiatives to create a good working environment. Three theme meetings were held in 2020 upon the topics of prevention and management of offensive acts by Mille Mortensen. In 2021, we revised our policy on handling violations.</p> <p>3) In 2022, RUC's Diversity Policy became a Gender Equality and Diversity Policy further specifying the objectives and framework in this area.</p> <p>4) To ensure that RUC promotes an open organizational culture where staff can safely report illegal activities or serious irregularities, a new initiative in 2022 will be: a whistleblower scheme (WBS), thus connecting the scheme to the take-care mailbox.</p>	<p>Guidelines that support parents' family and career options, as well as challenge existing gender stereotypes and increase fathers' incentives to take parental leave without discouraging academic careers.</p>	<p>› Introduce new maternity measures with mandatory maternity and parental leave interviews - before, during and after maternity leave.</p>	<p>40/60 percent gender distribution in the population</p>
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<p>1) An equality report is submitted to the Minister for Gender Equality every three years. The report provides insights into objectives, actions, and statistics in the area of personnel, as well as objectives for equal access to core services.</p> <p>2) The gender composition of academic positions is reported each year in the Research Statement, which is submitted to the Research Committee, the Academic Council, the executive university management, and RUC's board of directors.</p> <p>3) An SDG report is prepared every year, providing an overview of activities related to the 17 UN Sustainable Development Goals. In SDG 5: gender equality, current efforts at RUC are described.</p> <p>4) RUC's Centre for Gender, Power and Diversity (CGPD) regularly organizes events on gender, equality, etc. which are open to RUC staff, students, and other parties interested.</p>	<p>HR and the Research Support Office systematise and monitor already available gender-related data.</p> <p>Establishment of an annual cycle that provides an overview of the year's most important tasks regarding gender equality and diversity at RUC, with ongoing initiatives and discussions across the executive university management and in the departments.</p> <p>Expansion of the study environment evaluation and The Workplace Assessment with specific questions and systematic follow-up on gender equality and diversity issues for students and employees at RUC.</p>	<p>› Gender-based data collection</p>	<p>Process-oriented, data-driven and structured work on Gender Equality</p>
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<p>1) RUC aims to create an inclusive study environment. A student environment assessment was published in 2018 centered upon student well-being to elucidate topics such as psychological or sexual abuse and pointed out to contact the local Student Counselling Service and an anonymous mailbox that students could use in case of emergency.</p> <p>2) Another initiative at RUC has been to establish a dialogue between the management and the Student Council. The Student Council held a thematic meeting on sexism in November 2020. The meeting focused on behavior and cultural framework in relation to sexism.</p> <p>3) The Student Council trains board members and volunteers in gender sensitivity. In connection with the start of studies, the Student Council has had a strong focus on inclusion since 2018; and in 2019, an Inclusion Coordinator was recruited for a period.</p> <p>4) In 2022, a socialization policy was developed with values for the process for new students so that everyone feels welcome and included.</p> <p>5) In 2022, the Student Council started educating members and volunteers through dialogue-based approaches from the Student Council to focus more on including people outside the binary spectrum.</p>	<p>Launch of two projects to investigate the facilitation of project and group formation for students as to inclusion and diversity</p>	<p>› Preparation of recommendations for directors of studies and study boards regarding project and group formation as to diversity and inclusion</p>	<p>Positive developments in selected indicators from the Learning Questionnaire (Læringsbarometeret) and study environment evaluations.</p>
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SUPPLEMENT TO THE ACTION PLAN

1. Key figures on gender distribution
2. Terms of reference of the Gender Equality and Diversity Committee, see link:
<https://intra.ruc.dk/index.php?id=47767>



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