

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 the university.

Roskilde University's Gender Equality Plan (GEP) covers both employees and students and will be publicly available on the university'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 with staff and students.

The introductory section of Roskilde University's GEP describes Roskilde University's starting point for gender equality work in the university's strategy and Policy for Diversity and Inclusion. The following section, Framework for the University's Gender Equality Plan, describes the requirements that the EU places on the gender equality plan as a prerequisite for support from the EU Framework Programme for Research and Innovation. The GEP's actions will address four areas: Work culture and student life, Management, Recruitment and career progression, and Knowledge and key figures.


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

Roskilde University has prepared a Gender Equality Annual Wheel that will structure gender equality work at the university in the coming years. The annual wheel clarifies who, when and how specific actions should be carried out.

The Data and Monitoring section describes which key figures must be monitored annually by gender, as well as the university's goals for gender composition.

Roskilde University's GEP sets the framework for the overall work on gender equality at the University until 2030. To continuously qualify the university's work, the GEP is supplemented by an action plan that describes specific focus areas, objectives and initiatives. The action plan is updated continuously.

PRINCIPLES FOR GENDER EQUALITY AT ROSKILDE UNIVERSITY



ROSKILDE UNIVERSITY'S POINT OF DEPARTURE FOR THE GENDER EQUALITY WORK

The university's strategy, Roskilde University 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.

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

Overall, Roskilde University has the following general principles for equality and diversity work at the university:

- › 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 requires 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 has a special focus on sexism and offensive behaviour
- › The university has a special focus on gender-neutral job advertisements
- › Documentation and statistics are monitored and collected at the university with a target of a 40/60 gender balance

Roskilde University's equality and diversity work builds on the university's Diversity and Inclusion Policy adopted in 2022. The policy focuses on the university reflecting the diversity of the population and that the equality aspect is included in all decisions, such as in recruitment processes. 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.



ROSKILDE UNIVERSITY'S WORK WITH GENDER EQUALITY

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, Roskilde University established an equality committee, consisting of researchers and HR staff, whose purpose was to investigate and monitor gender equality at Roskilde University 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 Gender 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, Roskilde University 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 Roskilde University and in public debate. Roskilde University has been monitoring gender equality data for a number of years.

In 2012, Roskilde University began reporting annual targets to the Ministry of Higher Education and Science for gender composition on the Board of Directors. In 2018, the university chose on its own initiative to introduce a diversity objective in the strategic framework contract for 2018-2021 with the Ministry of Higher Education and Science. The goal, initiated by the university itself, aimed to increase the proportion of female professors and the proportion of foreign researchers. An ambition to strengthen

gender diversity at professor level remains a priority and is also included in the current strategic framework contract.

In addition, every second year since 2013 and then every third year since 2017, Roskilde University reported 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 the students. In August 2024, a social interaction policy was prepared, which formed the framework for inclusion in Roskilde University's study environment and which supports the retention of a diverse student population through a number of initiatives with a special focus on the start of studies. In 2024 and 2025, the initiative "Study start for all" will focus on creating a safe and inclusive bachelor induction.



FRAMEWORK FOR ROSKILDE UNIVERSITY'S GENDER EQUALITY PLAN

The EU set up the European Institute for Gender Equality (EIGE)² in 2010 in order to promote and improve gender equality in the EU. EIGE contributes to the European Commission's "Gender Equality Strategy 2026-2030", which will be published in the first quarter of 2026. One of the EU's objectives is to reduce structural barriers to gender equality in European universities by increasing equality, diversity and inclusion.³ 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 gender 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 gender equality and diversity work:

- 1** Dedicated resources: *"a GEP must have dedicated resources and expertise in gender equality to implement the plan. Organisations should consider what type and volume of resources are required to support an ongoing process of sustainable organisational change."*
- 2** Data monitoring: *"organisations must collect sex/ gender disaggregated data on personnel (and students, for the establishments concerned) with annual reporting based on indicators. Organisations should consider how to select the most relevant indicators, how to collect and analyse the data, including resources to*

do so, and should ensure that data is published and monitored on an annual basis. This data should inform the GEP's objectives and targets, indicators, and ongoing evaluation of progress"

- 3** Awareness raising: *"The GEP must also include awareness-raising and training actions on gender equality. These activities should engage the whole organisation and be an evidence-based, ongoing and long-term process. Activities should cover unconscious gender biases training aimed at staff and decision-makers and can also include communication activities and gender equality training that focuses on specific topics or addresses specific groups."*

Roskilde University's GEP combines elements of existing and new efforts in 2022 into a unified comprehensive and overarching model that ensures a systematic approach to gender equality efforts and ensures that the strategic focus on advancing gender equality work is put on the agenda.

Roskilde University defines the university's efforts in the GEP's supplementary action plan based on EU recommendations on gender equality and local needs.

As a university, Roskilde University has to relate to both employees and students, and there will therefore be different initiatives under work culture and student life targeting students and employees respectively.

Roskilde University's GEP is designed to establish and ensure a systematic and structured approach to gender equality and diversity at the university.

(2) European Institute for Gender Equality (EIGE) https://european-union.europa.eu/institutions-law-budget/institutions-and-bodies/search-all-eu-institutions-and-bodies/european-institute-gender-equality-eige_en

(3) European Parliament resolution of 13 November 2025 on the Gender Equality Strategy 2025 https://www.europarl.europa.eu/doceo/document/TA-10-2025-0278_EN.html

(4) Horizon Europe Guidance on Gender Equality Plans (GEPs) https://erc.europa.eu/sites/default/files/document/file/GEPs_in_HE_guidelines.pdf

ORGANISATION AND DEDICATED RESOURCES

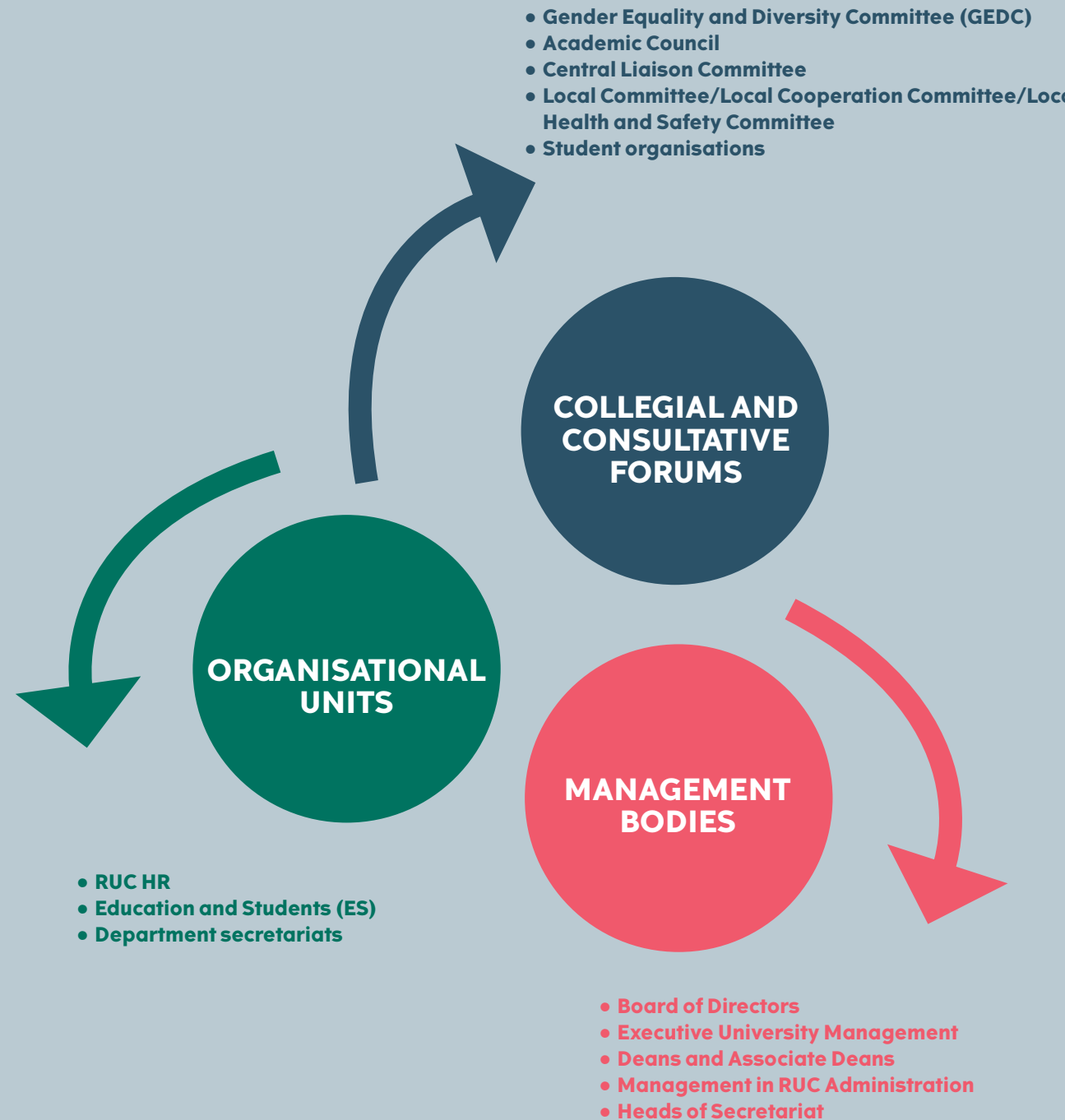
Roskilde University has several actors, who are responsible for working with equality and diversity. The university has anchored responsibility for advising on and promoting gender equality at Roskilde University through the already established Gender Equality and Diversity Committee (GEDC). The GEDC meets 2-4 times a year and discusses issues related to equality, inclusion and diversity at the university. The GEDC will ensure that gender equality initiatives at Roskilde University are monitored and will annually communicate points requiring special attention in an overall recommendation to the executive university management. The committee includes 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 the GEDC and, among other things, managing efforts to promote and support the prevention and handling of sexual violations at university level. In order to ensure the necessary competences in HR for the implementation of activities, monitoring, etc., HR has appointed/dedicated a staff member (Gender Equality Officer) to provide secretarial services to the GEDC and a staff member responsible for producing 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 Roskilde University.



The diagram below depicts which forums work with gender equality at Roskilde University. The diagram 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, are illustrated in **RED**. This concerns the board of directors, the executive university management and the deans, associate deans, heads of secretariat and the university's 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 concern RUC HR and Education and Students (ES), which initiate practical initiatives, gather data and runs gender equality and diversity activities at Roskilde University. RUC HR will take stock of the year's efforts before the end of the year.
- › The committees that have a collegial and advisory responsibility for promoting gender equality and diversity at Roskilde University' are illustrated in **GREY**. These include the Gender Equality and Diversity Committee (GEDC), the Academic Council (AC), the Central Liaison Committee (CLC), the Local Committees (LC), the 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

Roskilde University'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.⁵

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

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 have this responsibility for their units. The members of the GEDC, distributed across the four departments, student organizations and Roskilde University's administration, are also a resource in 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 set the culture for the students and contribute resources to improve student well-being. Heads of studies are responsible for creating a framework for a good academic and social study environment, including through initiatives that promote social academic communities.

ORGANISATIONAL UNITS

RUC HR is responsible for gathering, initiating and reporting on practical gender equality initiatives and for arranging efforts to promote and support the prevention and management of sexual violations at university level. HR is also responsible for managing and handling submissions to the confidential mailbox take-care@ruc.dk and to Roskilde University's whistle-blower scheme, which you can find here: (<https://whistleblowersoftware.com/secure/9393f01e-c00b-4cb3-ac9b-547027e74344>)

Education and Students (ES) works broadly with the study environment. ES is responsible for annually monitoring the students' gender equality data, broken down according to bachelor and master level, and it handles student-related inquiries in the confidential mailbox take-care@ruc.dk. Every 3 years, ES prepares a study environment assessment with corresponding action plans and locally anchored measures.

The **departments' secretariats** are the link between HR and ES and the depart-

ments' research and teaching environments. For specific initiatives, additional departments in the administration will be involved, such as Communication, Campus Service 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 and the students.⁶ The GEDC is tasked with discussing issues related to equality, inclusion and diversity in relation to gender, ethnicity, social background, sexual orientation and disability.

The **Academic Council (AC)** advises the Rector on a number of key issues, including research and education. The Academic Council approves nominations to the Rector regarding the composition of review committees, with representation of two different genders to review

(5) Roskilde University's strategy, profile and values <https://ruc.dk/strategi-profil-og-vaerdier>

(6) <https://whistleblowersoftware.com/secure/9393f01e-c00b-4cb3-ac9b-547027e74344>



applicants for academic positions, and to award PhDs, doctoral degrees and honorary doctorates.

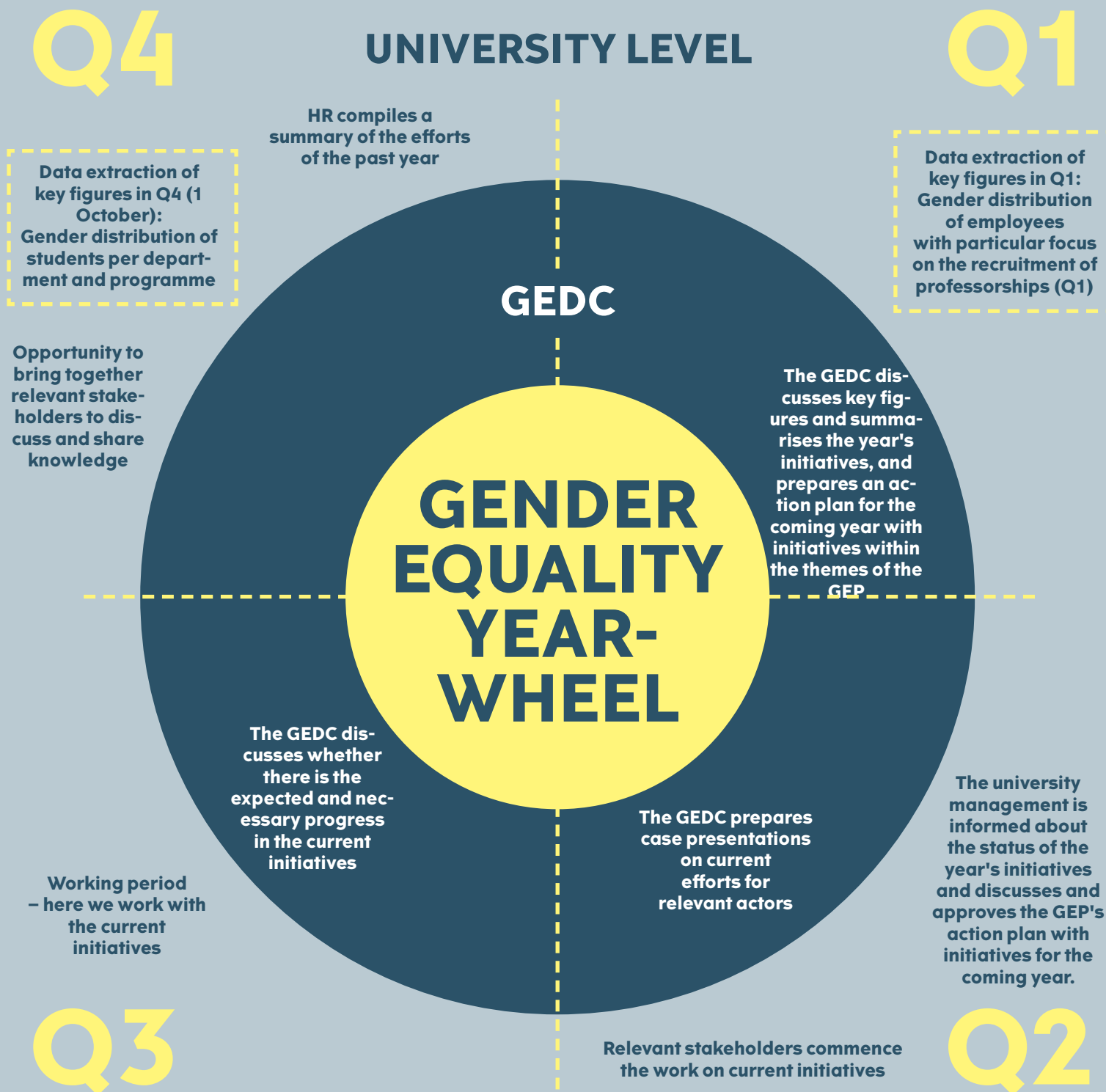
The Central Liaison Committee acts as a dialogue forum, where management and staff representatives discuss relevant cooperation issues. An interdisciplinary group for dealing with and preventing offensive acts was set up under the Central Liaison Committee in 2019. The aim of the group is to establish an interdisciplinary forum to ensure proactive and preventive action against 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 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 WHEEL

Roskilde University has a defined cycle describing the overall ongoing process for promoting equality and diversity at the university. The model highlights the actors involved and the fixed work procedures.

The Gender Equality year-wheel shall ensure an annual system with continuous extraction of key figures, initiation of selected efforts, 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.



DATA AND MONITORING

Roskilde University has selected a number of key figures focused on gender and equality, which are monitored annually in connection with the ongoing work of the 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 and ruc.dk after processing.

The university 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 FOR GENDER DISTRIBUTION

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".⁷ This objective is also pursued by the Ministry of Higher Education and Science.*

Roskilde University has an overall objective of ensuring a gender balance of 40/60 at all management, staff and student levels for all subject groups. The university's ambition is to achieve 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 ministry. 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 Roskilde University. The first report concerns the staff at Roskilde University, who are monitored by HR. The second report concerns the university's students, who are monitored by ES.

Roskilde University has had special monitoring in specific areas in recent years, such as the recruitment of professors, where the data does not meet the

target of a 40/60 gender balance.

WAGE STATISTICS BY GENDER

Both the management and the 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.

Roskilde University has a goal of ensuring that there are 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 by university management and the Central Liaison Committee and are used actively in the annual salary negotiations. They are also available to all employees on the intranet.

(7) The Danish Business Authority's guidelines on target figures and policy for the gender composition of management and for its reporting <https://erhvervsstyrelsen.dk/vejledning-maltal-og-politikker-den-konsmaessige-sammensaetning-af-ledelsen-og-afrapportering-herom>

ACTION PLAN FOR GENDER EQUALITY AT ROSKILDE UNIVERSITY

A low-angle photograph of two young men standing on a modern, multi-level balcony or staircase. The man on the left is wearing a blue and white checkered button-down shirt and dark trousers, leaning on a white metal railing. The man on the right is wearing a red hoodie, blue jeans, and a grey flat cap, also leaning on the railing. They are both smiling and looking at each other. The background shows the interior of a modern building with large glass windows, white walls, and a ceiling with circular light fixtures. The overall atmosphere is bright and positive.

The supplementary action plan (Appendix 1) describes the overall focus areas for gender equality work at Roskilde University. Objectives and initiatives are described in more detail in the action plan, which is continuously updated.

APPENDICES TO THE ACTION PLAN

1. The Action for Roskilde University's Gender
Equality Plan 2026- 2030
2. Monitoring of Roskilde University's key figures on
gender equality



RECTOR'S SIGNATURE

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