

Annual Report
on
Diversity, Equity and
Inclusion

- 2025 -

IT University of Copenhagen

Table of Contents

Status Statement of 2025	3
Introduction	4
Status on 2025 Action Plan	5
Best practice in recruitment	5
Attraction and retention of researchers	5
Fairness and bias in student evaluations	5
Unified Code of Conduct for staff and students at ITU	6
Bias training	6
Employer branding.....	6
Further initiatives on Diversity, Equity, and Inclusion	6
Status on DEI Goals Document 2020-2025	7
Data on gender equality at ITU	9

Status Statement of 2025

This is the fourth annual report from the Committee for Diversity, Equity, and Inclusion at ITU. In 2025, the university has continued its systematic and strategic efforts to advance diversity, equity, and inclusion, in line with ITU's Gender Equality Plan and overarching institutional goals. I am pleased to present an overview of the activities and insights that have shaped the work this year.

In relation to research careers, ITU has taken an important step in implementing a tenure track model starting in 2026. Following discussions in Executive Management and approval by the Cooperation Committee, the tenure track model will become the general principle for newly established assistant professorships. This decision supports transparency, predictability, and long-term career development while improving ITU's ability to attract and retain talented researchers.

Quantitative data from student evaluations in Autumn 2024 showed no significant gender differences, while qualitative insights indicated that female faculty face higher expectations and preparation demands. Consequently, the Education Management Committee and Learning Support will reassess the current model. The intention is to collaborate on designing a better system for course evaluations and working to counteract the gender bias in student responses.

In spring 2025, the Sexual Harassment Committee supported an event for students and ScrollBar volunteers on inclusive behaviour, personal boundaries, and the handling of incidents that may occur in a social setting. The event also introduced ITU's support systems, including the "Here to Help" campaign and was well received by the approximately 30 participants.

In early 2025, ITU joined the Hidden Disabilities Sunflower programme and developed workshops and materials to raise awareness of invisible disabilities.

This year ITU has prioritised inclusive communication and recruitment by producing employer branding videos featuring academic and administrative staff from across the university. The video series is used in recruitment, and production will continue to attract a broader pool of candidates.

In June 2025, the Committee hosted a visit from Louise Meyer Carlsen and Yvonne Dittrich, who presented the ITU Women Breakfast Club, an initiative independent of the Committee. Established to support faculty women at ITU, the club aims to reduce isolation and facilitate peer support and a sense of belonging, particular for international women employees. The visit also sparked discussions on more structural issues related to gender bias.

During 2025, ITU implemented the ITU Leadership programme for all managers with line management responsibilities. The programme was facilitated by Rambøll and comprised four one-day masterclasses, one of which focused on inclusive leadership.

Together, these initiatives reflect ITU's continued commitment to embedding diversity, equity, and inclusion across research, education, leadership, and organisational culture.

Sincerely, Per Bruun Brockhoff, Rector

Introduction

The annual report on diversity, equity, and inclusion follows from a structured framework for working systematically with diversity, equity, and inclusion at ITU, in compliance with among other initiatives ITU's Gender Equality Plan.

The report refers to the overall "goals for diversity and inclusion" at ITU — goals that are based on the current university strategy, the vision statement for gender equality at ITU, the (education) Quality Policy, and the (ministerial) Strategic Framework Contract.

Based on the overall goals concrete actions have been specified within the three primary areas (as outlined below) in the [action plan](#) for 2025.

<i>Area</i>	<i>Responsible</i>
Staff at ITU	Head of HR
Recruitment of students	Head of Communications
Study environment	Head of Education

The report provides a status on the specific actions for 2025, as well as additional initiatives on diversity, equity, and inclusion within the organisation the past year.

The Committee for Diversity, Equity, and Inclusion is responsible for gathering information and preparing the annual report on diversity, equity and inclusion.

Competence development and the acquisition of knowledge of the members of the Committee

The committee members and supporting HR employees have engaged in various activities within the DEI area during the year, e.g.:

- Part of the Inclusion, Diversity, and Equity in Academia (IDEA) network and participation in the network's annual seminar in August 2025
- Memberships of the network of Diversity in Practice at KVINFO
- Participation in two workshops at ITU in connection with the launch of ITU's membership of the Hidden Disabilities Sunflower programme
- Participation in CBS event: "Measuring Inclusion - From Insight to Impact"
- Participation in Tænketanken EQUALIS' annual Diversity Barometer Conference
- Participation in "SAMMEN OM LIGESTILLING" by Lederne, DA, and Dansk Industri
- Participation in ATV Tech Talk, "Diversitet - hvad kan man(d) gøre?"
- Participation in Symposium at University of Copenhagen – "150 året for kvinder"
- Participation in the "Diversity, equity, and inclusion in academia" themed Eurodoc Conference 2025, which took place at ITUstatus from the Sexual Harassment Committee

In spring 2025, the Sexual Harassment Committee supported an event regarding good behaviour at ITU aimed at students and more specifically ScrollBar volunteers who, as ambassadors of the university, are instrumental in creating a good social environment and culture. The event focused on what is considered good behaviour and what is considered offensive behavior as well as how to handle incidents where boundaries are crossed as well as incidents of a more severe nature. This presented an opportunity for presenting the supportive system at ITU in handling cases of different types of harassment, including the “Here to help” campaign. The event was well received by approximately 30 participants.

Status on 2025 Action Plan

The primary focus and purpose of the action plan for diversity and inclusion at ITU is to implement initiatives that promote diversity, equity, and inclusion among staff and students.

Below is a status on the initiatives for 2025 as outlined in the action plan.

Best practice in recruitment

The recommendations put forward by former Head of Department at ITU have been reviewed with the aim of ensuring further improvements to processes and workflows that support the recruitment of more women in the scientific field.

In 2026, the recommendations — to the greatest extent possible — will be implemented and integrated into the processes and procedures governing ITU’s recruitment of academic staff. This will include adjustments and targeted initiatives to ensure that those involved in recruitment processes are better equipped to act and make decisions in the hiring context with the aim of minimizing bias and improving our ability to attract and appoint more women within the scientific field at ITU.

Attraction and retention of researchers

With the aim of enhancing ITU’s national and international standing, the ability to attract and retain highly qualified researchers and promoting inclusion, transparency, and long-term career pathways, ITU discussed the implementation of the tenure track model in 2025.

Based on a recommendation from HR, Executive Management discussed the proposal and decided that tenure track shall be implemented at ITU in 2026. The guidelines were subsequently discussed and approved by the Cooperation Committee.

Once tenure track has been implemented, newly established assistant professorships at ITU will, as a general principle, be advertised as tenure track positions with progression from assistant professor to associate professor.

In exceptional cases, deviations from this principle may be granted, for example if a position is externally funded or justified by strategic considerations. Rector makes the final decision as to whether a position is advertised as an ordinary (non-tenure-track) assistant professorship. Such exceptions shall be applied restrictively to ensure a consistent application of tenure track and to support ITU’s strategic objectives.

Fairness and bias in student evaluations

Learning Support (LS) has analysed the results of student evaluations from Autumn 2024 and found no meaningful differences in the distribution of scores given to male and female faculty. The analysis did not

include free text responses. These results were reported to the Education Management Committee (EMC), where it was pointed out that female teachers experience having to spend much more time in preparation for their teaching and needing to deliver higher quality teaching to obtain the same results as male faculty.

There is an agreement that the current model needs reassessment, and it is the intention of the EMC and LS to collaborate on designing a better system for course evaluations and working to counteract the gender bias in the student responses.

Unified Code of Conduct for staff and students at ITU

A preliminary analysis of all existing policies has been conducted. Relevant documents, committees, and other supporting materials have been mapped. A first draft of suggested next steps and recommendations has been finalised.

The pre-analysis has led to the overall recommendation to continue to work towards a unified code of conduct and to continue to, firstly, clarify a clear purpose and, secondly, plan adequate involvement of relevant stakeholders in the process.

Bias training

In 2025, EVA conducted a survey on the study environment among SWU students. Due to the overlap in topics and the challenges associated with student participation in surveys, it was agreed not to continue with the action as originally planned and instead use the results from EVA's study as a starting point for understanding the situation of minority students at ITU.

Employer branding

As part of ITU's efforts to support inclusive recruitment and employer branding, a series of videos featuring both scientific (VIP) and administrative (TAP) staff has been produced. The videos highlight diverse career paths, everyday work life, and the values that shape ITU as a workplace. Several of the videos are already published on ITU's website under vacant positions with the remaining videos to be released in Q1 2026. The videos are used actively in recruitment activities and will be expanded on an ongoing basis to further increase ITU's visibility and attractiveness to a diverse pool of candidates.

Further initiatives on Diversity, Equity, and Inclusion

ITU has renewed its contract with Develop Diverse for an additional two years. Develop Diverse is a digital text-editing tool designed to identify and address biased language and stereotypes, offering suggestions for more inclusive alternatives. The tool is available to all employees and is integrated directly into Word, supporting inclusive communication across administrative, academic, and recruitment-related contexts.

In early 2025, ITU joined the Hidden Disabilities Sunflower programme, supporting the voluntary use of the Sunflower symbol to increase awareness of invisible disabilities and diagnoses. As part of the implementation, Sunflower products are available through ITU Information Services.

Two workshops were conducted for managers, teachers, and frontline staff to increase understanding of invisible disabilities, address hidden barriers in academic and work environments, and enhance employees' ability to respond empathetically and appropriately to individuals using the Sunflower symbol. In addition, two informational videos were developed focusing on inclusive interaction and neurodivergence.

These initiatives support ITU's ongoing efforts to promote a more inclusive, supportive, and accessible environment for students, employees, and visitors.

Status on DEI Goals Document 2020-2025

Status of the percentage of **female applicant for the VIP positions**:

	2021	2022	2023	2024	2025
Percentage of female applicants for the VIP positions	22%	23%	27%	24%	31%

Status on the percentage of **female applicants invited for interviews***:

	2021	2022	2023	2024	2025
Percentage of qualified female applicants for the VIP positions	41%	30%	38%	31%	40%

*Data on female applicants invited for interviews are not included in the reporting to Statistics Denmark. Consequently, the percentage of qualified female applicants is reported above as an alternative indicator.

Status on **"Bias training for all who take part in a recruitment process"**

In 2020 and 2021, all staff members with managerial responsibilities at ITU participated in the workshop *Inclusive Environment at ITU*. The purpose of the workshop was to highlight initiatives aimed at promoting an open and inclusive working environment, as well as to raise awareness of unconscious bias.

Between 2022 and 2023, all teaching staff at ITU were invited to participate in workshops focusing on social norms, bias awareness, and sexism.

In 2023, faculty members and administrative staff were invited to a two-hour awareness workshop entitled *Bridging Generational Gaps and Embracing Intersectionality*.

In the same year, ITU conducted bias training for all Heads of Study Programmes.

Since 2023, ITU has partnered with Develop Diverse to improve diversity and reduce bias in written communication. Through a digital tool, employees can identify biased language across five diversity dimensions age, gender, disability, neurodiversity, and ethnicity and can participate in bias training (webinar) through Develop Diverse.

In early 2025, managers, teaching staff, and frontline employees at ITU participated in targeted workshops and training focused on bias awareness related to invisible disabilities. The training increased understanding of unconscious bias, hidden barriers, and inclusive, respectful interactions, as part of ITU's participation in the Hidden Disabilities Sunflower programme.

In 2025, all managers with line management responsibilities at ITU completed a four-day Leadership Masterclass programme facilitated by Rambøll. The purpose of the programme was to establish a shared leadership mindset at ITU and to enhance collaboration and coordination across the organisation, with the overall aim of ensuring a more inclusive organisation at ITU. The first module included training in unconscious bias and inclusive leadership.

Sum up of the completion of sexism workshop for all teachers: As part of ITU's Gender Equality Plan and its strategic goal of promoting an inclusive work and learning environment, workshops on social norms, bias, and identifying sexism were implemented for teaching staff from 2022 onwards. Following pilot activities in 2021, the initiative was launched in 2022 and expanded in 2023 through a series of workshops facilitated by consultants from the NGOs KVINFO and Normværk, reaching a broad group of faculty members across departments and academic levels.

Evaluations from participants and facilitators emphasised both the relevance of the topic and the need for continued focus and further adaptation of workshop formats to accommodate different needs and levels of experience among faculty. Overall, the workshops contributed to increased awareness and shared understanding of sexism, discrimination, and social bias, and represent an important step in the completion of ITU's DEI objective for the 2022–2025 period, while highlighting the importance of ongoing efforts beyond the workshop programme.

Status of the **balance among female and male staff:**

Female percentages	2021	2022	2023	2024	2025
TAP employees	64%	61%	64%	63%	64%
VIP employees *)	37%	38%	38%	39%	39%
Management **)	65%	71%	69%	65%	59%

*) VIP: Post doc, assistant professors, associate professors, and full professors.

**) Management: Top, middle, and lower-level managers.

Summary of the development goals for selected indicators in the Workplace Assessment (APV) or Perception Gap Analysis (PGA), with a focus on work–life balance and offensive behaviour, including bullying: In the 2023 Workplace Assessment (APV), several questions on diversity, equality and inclusion, and were included, which provides an important baseline insight into staff experiences of inclusion, respect, and fairness at ITU. The APV 2023 thus serves as a meaningful reference point for monitoring future developments and provided *valuable key insights for actions for the Diversity, Equity and Inclusion's* action plan for 2024 and 2025.

Status of the distribution among **female and male students:**

	2021	2022	2023	2024	2025
Admitted BSc students					
Female	30.6%	36.1%	36.7%	35.1%	37.3%
Male	69.4%	63.9%	63.3%	64.9%	62.7%

Status of the **student environment:**

	2021	2023	2025
There is a good social study environment: on a scale of 1-5	4.0	4.3	4.3

The Danish Student Survey is carried out in 2023 and 2025. In the Danish Student Survey carried out in 2023 there was a visible improvement compared to the baseline in 2021. This level is maintained in the Danish Student Survey carried out in 2025. Thus, the score on “There is a good social study environment” increased from 4.0 at baseline in 2021 to 4.3 in both 2023 and 2025, which indicates a significant increase in study well-being.

Data on gender equality at ITU

The efforts to promote gender equality at ITU are supported by monitoring and annual follow-up of key figures of the distribution of men and women. This includes student applicants, student admissions, students graduated and recruitment of scientific staff, technical and administrative staff, and managers which may be accessed [here](#).