

HR Excellence – Action plan 2025-2028

Content

Objective 1: Career advice, transparency and promotion programme at UCPH	2
Action 1.1: Adjusting criteria for recognising merit.....	2
Action 1.2: Developing a more systematic and comprehensive model for career services for early career researchers	4
Action 1.3: Implementing start packages to support the recruitment of elite researchers	6
Action 1.4: Increasing Attractivity in Academic Leadership	8
Action 1.5: Establish academic freedom as a fundamental value and a strategic priority at UCPH	12
Objective 2: Non-discrimination and gender equality.....	18
Action 2.1: Implementing the strategic framework for diversity, equity and inclusion	18
Action 2.2: Improving the working environment	21
Objective 3: Language Policy – Parallel language use at UCPH.....	26
Actions 3.1: Strengthening the inclusion of international employees	26
Objective 4: Improving the OTM-R checklist – improving the Open, Transparent and Merit-based Recruitment at UCPH	29
Action 4.1: Carrying out a new gap analysis	29

Objective 1: Career advice, transparency and promotion programme at UCPH

The actions proposed in the UCPH 2023 strategy have now been implemented, including a set of criteria for recognising merit, implementation of a Promotion Programme for associate professors, and career counselling for early career researchers.

The actions below, most of which are founded in the 2030 strategy ([Strategy 2030 – University of Copenhagen](#)), are the next steps in the continued focus on establishing transparent and viable careers for researchers at UCPH.

Action 1.1: Adjusting criteria for recognising merit

UCPH has a strong history of engagement with responsible research assessment and continuously strives to do better by contributing nationally and internationally to this important agenda. It is the goal of the University that the assessment of research and researchers recognises multiple types of research outputs, practices and activities, and considers different career paths when assessing the quality and impact of research.

In 2022 UCPH implemented six criteria for recognising merit for assistant-, associate-, and full professors. The criteria are now used consistently by all faculties in all assessments related to recruitment and promotion of faculty staff, including in the Tenure Track Programme from assistant professor to associate professor and the Promotion Programme from associate professor to full professor.

The faculties and departments report that the criteria have increased transparency and facilitated constructive dialogues on how to recognise merit in practice across the very different subject matters, not least how to balance the different merits. The continued discussion regarding the criteria for recognising merit is also influenced by the Agreement on Reforming Research Assessment (ARRA). UCPH signed the agreement in 2022 and have developed an Action Plan accordingly ([UCPH Action Plan on ARRA.pdf](#)).

In 2025 an adjustment of the criteria for recognising merit was initiated and will be completed in 2026. The adjustment is primarily rooted in the University's wish for - but also need to - include innovation, following a request from the Ministry of Research and Education that all educational institutions strengthen their focus on innovation. UCPH HR leads this work in collaboration with UCPH Research and Information Security, UCPH Innovation and External Partnerships and UCPH Education. The work will propose adjustments of the criteria and include new guidelines.

The adjustments will re-emphasise research abilities as a fundamental criterion and include innovation (broadly defined) in the criterion for Societal Impact and expand the criterion Teaching to include continued education. External funding will cease to exist as a separate criterion and will instead be included in the criterion Leadership, with a focus on developing own academic leadership competences including the ability to lead externally financed research projects and other externally financed activity.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
11. Evaluation/appraisal system 12. Recruitment 13. Recruitment 14. Selection 15. Transparency 16. Judging merit 19. Recognition of qualifications 26. Funding and salaries	2025: - Collect suggestions for amendments - Hearing process in faculty leadership and Academic Councils - Approval of proposed amendments by University Leadership Committee January – July 2026: - Finalising amendments - Updating guides and other supporting materials - Implementing in Recruitment System and all relevant processes - Communication to all relevant parties	The Research Leadership Committee, The Innovation Leadership Committee and The Education Leadership Committee discuss and suggest individual adjustments. The proposed adjustments were put through a hearing process with all faculty leadership teams and all Academic Councils. The University Leadership Committee approved the adjusted criteria for recognising merit. UCPH HR coordinates the hearing and implementation processes in collaboration with UCPH Research and Information Security, UCPH	When fully implemented in August 2026 the amended criteria will be used for recruitment and assessment of assistant-, associate- and full professors, document in UCPH's Recruitment System.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		Innovation and External Partnerships and UCPH Education.	

Action 1.2: Developing a more systematic and comprehensive model for career services for early career researchers

In 2018-2023 UCPH carried out a strategic project called “Academic Career Development”. One sub-project was “Career development and clarification among PhD students and Postdocs”, which included the establishment of 1:1 career counselling for early career researchers. The initiative was very successful and was later made permanent.

An administration reform in 2025 has altered the conditions for how career services targeting early career researchers (ECR) are organised and delivered at UCPH. To ensure consistent, strategic and value-creating services, UCPH HR carried out a mapping of existing offers and needs at the faculties during spring and summer 2025. The analysis indicates that UCPH lacks a stronger common structure in which career and competence development for ECR is conceived coherently, supported centrally and adapted locally.

Based on the analysis it is proposed to adjust the existing career services for PhD students, postdoctoral researchers, assistant professors (non-tenured), and other temporarily employed researchers with a PhD degree. Some existing services will be continued and developed further, and new services will be developed.

The career services support UCPH’s ambition to develop and retain talent by focusing on researchers’ overall development. It contributes to the ambition of having a sustainable research culture in which also career paths beyond the University are recognised as legitimate and equally desirable career options.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
28. Career development 29. Value of mobility 30. Access to career advice 36. Relation with supervisors 38. Continuing professional development 39. Access to research training and continued development	2026 • Increase the number of open career development courses. • Continue to offer individual career counselling and adjust the format to include multiple touchpoints for increased learning. • Develop standard workshops which can be easily customised for local conditions. • Continue and develop existing consulting service for faculties, research centres and departments. • Continue delivery of ECTS-giving career management courses for PhD students and evaluate its future format. 2026-2027: • Develop a digital career learning universe. • Develop and implement a career development programme for postdocs. • Evaluate the feasibility of extending the existing career management courses to all PhD schools and adapting its format accordingly. • Update the labour market analysis of postdocs	The Research Leadership Committee will decide on principles, targets and priorities regarding the overall framework for ECR career services. They will also monitor the development and impact of the services. Committee members: • Chair Eva Hoffmann, Prorector for Research and Innovation Associate deans for research: • Lise Arleth, Faculty of Science • Lone Wandahl Mouyal, Faculty of Law • Dorthe Gert Simonsen, Faculty of Humanities • Hans Bräuner, Faculty of Health and Medical Sciences • Mads Meier Jæger, Faculty of Social Sciences • Heike Omerzu, Faculty of Theology • Deputy Director for Research and Information Security Kim Brinckmann In 2026, a reference group of postdoctoral researchers from across faculties will be established to assure the development of the career services for postdocs. In 2026, it will be clarified how a continuous dialogue with the research	• Increased access to career services through better communication and even access across faculties. • Participation and evaluation. • Developing systematic and scalable initiatives to reach a larger proportion of the target group. • Ensuring high quality, knowledge based on evidence and best practice amongst other universities as well as increased dialogue with stakeholders at the University and outside the University.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		community, particularly the local research committees can be established to ensure relevance and sustainable implementation of career services. UCPH HR Development and Strategy, will oversee the implementation of the activities and project manage the work including consultation and coordination with UCPH Research and Information Security, UCPH Innovation and External Partnerships and other internal stakeholders.	

Action 1.3: Implementing start packages to support the recruitment of elite researchers

As part of the UCPH Strategy 2030 ([Strategy 2030 – University of Copenhagen](#)) and the core ambition to be *the best place for the best ideas*, the University has developed the Start Package Programme (SPP).

The purpose of the programme is to bolster UCPH's international competitiveness by recruiting and retaining elite researchers through guaranteed foundational support. By providing early assurance of specific resources, the SPP enables top-tier candidates to leverage their scientific deliveries from the very outset of their appointment.

A central pillar of the initiative is the exploration of strategic collaborations between UCPH and private foundations. This aims to broaden access to start package funding across all scientific disciplines, ensuring that UCPH can offer attractive conditions even in research areas with limited access to traditional external funding. Ultimately, the SPP seeks to complete the funding landscape, ensuring that the University remains a premier destination for global talent regardless of their specific field of study.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
12. Recruitment 13. Recruitment (Code) 26. Funding and salaries	2026: - The programme is available for selected and qualified appointments throughout 2026. - UCPH will explore potential strategic collaborations with private foundations regarding the long-term funding and sustainability of the programme.	The initiative is led by Rector as the strategy sponsor and facilitated by a coordinating strategy group consisting of: - David Dreyer Lassen, Rector and Chair - Kirsten Busch Nielsen, Dean, Faculty of Humanities - Asger Vang Jørgensen, member of the Student Council - Charlott Hoffmann Jensen, Senior Consultant, Faculty of Humanities - Sune Klinge, Associate Professor, Faculty of Law - Lise Arleth, Vice-Dean of Research, Faculty of Science - Ana Cvejic, Professor and member of the UCPH Faculty Board, Faculty of Health and Medical Sciences - Marianne Nissen Lund, Professor and member of the UCPH Forward programme management, Faculty of Science - Thomas Mandrup-Poulsen, Professor and Chair of the UCPH VIP Council, Faculty of Health and Medical Sciences - Morten Axel Pedersen, Professor and Chair of the Research Committee, Faculty of Social Sciences - Victoria Helen Southgate, Professor and member of the	- The coordinating strategy group will monitor the application and impact of the programme. - Furthermore, the SPP will be included in the standard progress reporting to UCPH leadership forums to ensure continued alignment with the University's strategic goals.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		UCPH Faculty Board, Faculty of Social Sciences UCPH Research and Information Security oversees and project manage the programme.	

Action 1.4: Increasing Attractivity in Academic Leadership

Excellent leaders are essential for driving results, creating space for innovative thoughts and in general for establishing good working conditions supporting the well-being of employees. UCPH is intensifying its focus on strategies for attracting and recruiting for academic leadership positions, including Head of Departments.

“Well-being, communities and good leadership” is defined as an enabling priority in the UCPH 2030 strategy ([Strategy 2030 – University of Copenhagen](#)). Under this heading a Steering Committee has decided to work towards increasing attractivity in academic leadership. The topic is closely linked to the strategic ambition *The best place for the best ideas* in the 2030 strategy.

A task force will be established to work across the two strategic areas and initiate a dialogue across the organisation regarding the quality and attractivity of academic leadership to identify themes, dilemmas and issues to be addressed. The dialogue will, among other things, cover the following topics:

- The department leadership teams, especially the roles of Heads of Department, Deputy Heads of Department and Heads of Administration.
- Building leadership pipelines, specially creating roles for trying out leadership (for instance your first PI role) focusing on how to lead early career researchers, but also the Deputy roles.
- Distributed leadership, focusing especially on the roles of professors and the shared leadership perspectives, for example looking at the organisational contribution and leadership tasks that full professors take on, which are both part of the criteria for recognising merit at UCPH.

- Delegation, especially in relation to formalising job-descriptions for Head of Section roles.

Simultaneously, UCPH HR will develop in-house courses on department team leadership, distributed leadership and pipeline thinking.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
12. Recruitment 13. Recruitment 15. Transparency 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 37. Supervision and managerial duties 38. Continuing professional development	2026: • Establish task force and initiate organisational dialogue about academic leadership. • Develop courses for Department leadership teams, focusing on team leadership, distributed leadership and leadership pipeline. • Adjust offers for PIs focusing on leadership skills and training grounds for leadership. 2027: • Report on the findings of the task force dialogue and propose subsequent initiatives. • Offer courses for Department leadership teams. • Offer adjusted courses for PIs. • Plan activities for 2028-2030.	The initiative is led by a strategy sponsor and a cross-organisational Steering Committee consisting of: • Vibeke Koushede, Dean Faculty of Social Sciences, chairperson and strategy sponsor • Thomas Molin, Director UCPH HR • Rie Snekkerup Director, UCPH Education • Andreas de Neergaard, Associate Dean for Education, Faculty of Science • Anne Jensen, Head of the Department of Nordic Studies and Linguistics, Faculty of Humanities • Nils Erik Samdal, Department Administrator, Immunology and Microbiology, Faculty of Health and Medicine On a day-to-day basis the action is led by an Operational Steering Committee consisting of • Vibeke Koushede, Dean Faculty of Social Sciences, chairperson and strategy sponsor	• Number of dialogue sessions will be monitored and output collected systematically. • Number of highly qualified applicants for Heads of Department positions (shortlisted) • Workplace assessment 2028 • Number of in-house courses for Department leadership teams and the number of and evaluation by participants on these courses • Number of adjusted in-house courses for PIs and the number of and evaluation by participants on these courses

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		- Julie Couneau Lohmann Rasmussen, Head of section, UCPH Education - Iben Rørbye, Head of division, HR Development and Strategy - Line Dalsgaard, Program Manager, HR Development and Strategy The dialogue sessions will be planned and let by a task force consisting of members of the coordinating Strategy Group for the Best place for the Best Ideas and members of the Steering Committee for the enabling priority Well-being, Communities and Good Leadership. Appointments for the task force will take place in early 2026. The task force will have dialogue sessions with: - Faculty Leadership teams, which includes the Deans, Vice Deans and Heads of Department. - The UPCH Faculty Board: - Rector David Dreyer Lassen (chair) - Prorector for Research and Innovation Eva Hoffmann - Prorector for Education Kristian Cedervall Lauts - Professor Ana Cvejic, Biotech Research and Innovation Centre (BRIC) – Faculty of Health and Medical Sciences	

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		○ Professor Dan Zahavi, Department of Communication - Faculty of Humanities ○ Professor Irina Shklovski, Department of Computer Science - Faculty of Science ○ Professor Klaus Høyer, Department of Public Health – Faculty of Health and Medical Sciences ○ Professor Mette Birkedal Bruun, Section of Church History - Faculty of Theology ○ Professor Mogens Høgh Jensen, Niels Bohr Institute - Faculty of Science ○ Professor Ulla Neergaard, Centre for European and Comparative Legal Studies, Faculty of Law ○ Professor Victoria Southgate, Department of Psychology - Faculty of Social Sciences ○ Head of division UCPH HR Development and Strategy Iben Rørbye • The Fellows Association of the UCPH Forward talent programme, consisting of alumni of the programme (UCPH Forward – University of Copenhagen).	

Action 1.5: Establish academic freedom as a fundamental value and a strategic priority at UCPH

Academic freedom is included in UCPH's Strategy 2030 Contributing to Society through Excellence, as the first of six strategic enabling priorities – i.e. a theme that must be addressed in order for the University's strategic ambitions to be realised ([Strategy 2030 – University of Copenhagen](#)). The efforts undertaken will help to affirm academic freedom as a fundamental value and a strategic priority at UCPH - both in the academic environments and for UCPH as a whole.

The work will be carried out in three separate but interrelated tracks. A working committee has been established under each track to develop and implement initiatives in 2025 - 2027. The working committees will define what academic freedom entails in principle and in practice for UCPH's researchers and students as well as for UCPH as an institution. The effort aims to strengthen the conversation about and safeguard academic freedom at UCPH at departmental, faculty, and institutional level, as well as to underline the shared responsibility for academic freedom at UCPH.

- Track A – Academic freedom in relation to research and innovation.

Track A focuses on clarifying and communicating UCPH's position regarding freedom of scientific research for UCPH's researchers and for UCPH as an institution, as well as freedom of scientific research in relation to innovation, research collaboration, research communication and public services. A working committee will handle the concrete work to unfold what academic freedom entails in principle and in practice for research and innovation at UCPH and for UCPH as an institution.

- Track B – Academic freedom in relation to early career researchers and research training.

Track B focuses on clarifying and communicating UCPH's position regarding freedom of scientific research for UCPH's early-career researchers without permanent employment and in relation to the PhD programme at UCPH. A working committee will handle the concrete work to unfold what academic freedom entails in principle and in practice for UCPH's early-career researchers without permanent employment, in relation to their PIs and supervisors, to the UCPH PhD programme and to UCPH as an institution. The effort also aims to strengthen the well-being and careers of PhD students and postdocs at UCPH.

- Track C - Academic Freedom in relation to teaching and learning

Track C focuses on clarifying and communicating UCPH's position regarding academic freedom in relation to teaching and learning at UCPH, including academic freedom in relation to education and campus life. A working committee will handle the concrete work to unfold what academic freedom entails in principle and in practice for education, teaching and learning at UCPH.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
01. Research Freedom 02. Ethical principles 03. Professional responsibility 04. Professional attitude 05. Contractual and legal obligations 06. Accountability 07. Good practice in research 08. Dissemination, exploitation of results 09. Public engagement 10. Non-discrimination 23. Research environment 24. Working conditions 36. Relations with supervisors	The effort is planned for 2025-2027, with a view to sustain an ongoing focus on academic freedom at UCPH. Concrete activities will be specified and initiated in 2026.	The initiative is led by a strategy sponsor and facilitated by a cross-functional coordination group consisting of: • Kirsten Busch Nielsen, Dean of the Faculty of Humanities and strategy sponsor • Eva Hoffmann, Prorector for Research and Innovation and coordinator for track A • Hans Bräuner, Vice-Dean for Research and coordinator for track B. • Kristian Cedervall Lauts, Prorector for Education and coordinator for track C • Henrik Friis, Head of Office at UCPH Communication and responsible for communication Track A working committee: • Coordinator: Prorector for research Eva Hoffmann • Management representative: Head of department Ayo	• The aim of the effort under the strategic prerequisite academic freedom is to make an implicit core value – academic freedom – explicit at UCPH.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		Wahlberg, Department of Anthropology, Faculty of Social Sciences Members: • Céline Galvagnion-Büll (associate professor, Department of Drug Design and Pharmacology, Faculty of Health and Medical Sciences) • Francis E. Kwabene Benyah (assistant professor, Faculty of Theology) • Helle Porsdam (professor, Faculty of Law) • Jacob Skovgaard-Petersen (professor, Department of Cross-Cultural and Regional Studies, Faculty of Humanities) • Jesper B. Andersen (professor, Biotech Research & Innovation Centre, Faculty of Health and Medical Sciences) • Juliane Lang (assistant professor, Department of Food and Resource Economics, Faculty of Science) • Martin Willemoës (associate professor, Department of Biology, Faculty of Science) • Mette Rathje (senior consultant, Novo Nordisk Foundation Center for Basic Metabolic Research, Faculty of Health and Medical Sciences)	

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		- Seamus A. Power (associate professor, Department of Psychology, Faculty of Social Sciences) - Thomas Brudholm (associate professor, Department of Cross-Cultural and Regional Studies, Faculty of Humanities) Track B working Committee: - Coordinator: Associate dean for research Hans Bräuner, Faculty of Health and Medical Sciences - Management representative: PhD principal Søren Bak, Department of Plant and Environmental Sciences, Faculty of Science Members: - Anne-Marie Nybo Andersen (professor, Department of Public Health, Faculty of Health and Medical Sciences) - Caspar Elo Christensen (specialist consultant, Department of Biology, Faculty of Science) - Cora E. Salkovskis (postdoc, Medical Museion, Faculty of Health and Medical Sciences) - Devon Cantwell-Chavez (postdoc, Department of Political Science, Faculty of Social Sciences) - Katrine Ellemose Lindvig (associate professor, Department	

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		of Science Education, Faculty of Science) • Mustafa Ghanizada (PhD, Department of Immunology and Microbiology, Faculty of Health and Medical Sciences) • Natascha Søndergaard (PhD, The Capital Region of Denmark/Faculty of Humanities) • Niels Danneskiold-Samsøe (assistant professor, Department of Biology, Faculty of Science) • Ole Wæver (professor, Department of Political Science, Faculty of Social Sciences) • Signe Skjoldborg Brieghel (assistant professor, SAXO Institute, Faculty of Humanities) • Sune Klinge (associate professor, Faculty of Law). Track C working committee: • Coordinator: Prorector for Education Kristian Cedervall Laut • Management representative: Deputy head of department for education Gritt Overbeck, Department of Public Health, Faculty of Health and Medical Sciences Members: • Arshnee Moodley (associate professor, Department of Veterinary and Animal Sciences,	

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		Faculty of Health and Medical Sciences) • Asger Vang Jørgensen (student, Faculty of Humanities) • Brian Arly Jacobsen (associate professor, Department of Cross-Cultural and Regional Studies, Faculty of Humanities) • Dean Cooper-Cunningham (assistant professor, Department of Political Science, Faculty of Social Sciences) • Emilie Lindstrøm Jørgensen (student, Faculty of Science) • Hanne Andersen (professor, Department of Science Education, Faculty of Science) • Jakob Holtermann (associate professor, Faculty of Law) • Lise Lotte Gluud (professor, Department of Clinical Medicine, Faculty of Health and Medical Sciences) • Simon Wang (student, Faculty of Health and Medical Sciences) • Thomas Hoffmann (professor, Faculty of Theology) UCPH Research and Information Security project manages the activities.	

Objective 2: Non-discrimination and gender equality

UCPH values the diversity of perspectives, backgrounds and competencies contributed by all employees. This diversity – along with the ability to remain curious and to collaborate – is the University's greatest strength. It is the ambition of the University to maintain and further develop this strength, not least through good leadership practice and an expectation of constructive collaboration.

In 2025 UCPH updated the fundamental principles for personnel policy ([Personnel-policy-fundamental-rinciples.pdf](#)). The fundamental principles constitute the foundational value for the University's personnel policy and, by extension, for collaboration across the University. They apply independently of specific strategies and action plans and include topics such as Academic freedom, Co-responsibility for the entirety, Diversity, equity and inclusion, Knowledge as the basis for dialogue and participation and Security and good collaboration.

The same commitment to an overall including and sustainable work environment is visible in the UCPH strategy 2030 ([Strategy 2030 – University of Copenhagen](#)) which contain the enabling priorities Diversity, equity and inclusion and Well-being, communities and good leadership. Two actions follow from this.

Action 2.1: Implementing the strategic framework for diversity, equity and inclusion

UCPH has continued to expand its work related to diversity, equity and inclusion, and carried out its first inclusion survey in 2024 among employees and students to create new data on inclusion and minority groups. The survey was well received and garnered more than 8000 responses. The survey's results substantiate that while the vast majority of students and staff feel welcome at UCPH, one in three who are part of a minority group in their study or work environment does not feel included. For non-minorities, it's one in ten. The survey's results now inform UCPH's continued strategic initiatives.

To ensure a common direction for the diversity work, UCPH has established a [strategic framework for diversity, equity, and inclusion \(2025 - 2030\)](#). The framework came into effect on 1 August 2025, replacing previous gender equality and diversity action plans. The

framework also functions as UCPH's Gender Equality Plan.

Five themes set the direction for local and cross-organisational initiatives under the strategic framework:

1. Recruitment and attraction
2. Onboarding and sense of belonging
3. Gender and diversity in research, education and innovation
4. Accessibility – physical environment, language and systems
5. Everyday inclusion.

Initiatives will be implemented at two levels during the period covered by the strategic framework: UCPH-wide initiatives and locally anchored initiatives. Among other things, the UCPH-wide initiatives will include:

- Implementing new bias awareness steps and software tools to help support and foster more diverse recruitment processes.
- Increasing managers' awareness of and competences in diversity and complexity management through mandatory leadership courses.
- Increasing researchers and research support staff's awareness of and competences in the integration of gender and diversity dimensions in research and in inclusive education through courses.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
03. Professional responsibility 04. Professional attitude 10. Non discrimination 13. Recruitment (code) 24. Working conditions 27. Gender balance 28. Career development	2026: • Mapping, scoping and implementing UCPH-initiatives. • Planning and launching leadership training for the University leadership and all line managers. • Support local initiatives through new governance with local faculty-based coordinators. • Plan initiatives for 2027-2028.	Bente Merete Stallknecht, Dean of the Faculty of Health and Medical Sciences is the strategy sponsor. The work is overseen by a Steering Committee consisting of Bente Stallknecht (chair) and: • Rie Snekkerup (Deputy Director, UCPH Education) • Liselotte Madsen (Associate Dean of education, Faculty of Law)	Three objectives unfold UCPH's strategic priority of diversity, equity, and inclusion; an annual monitoring report will illustrate the progress on these objectives. UCPH wants to be characterised by diversity among leadership, staff and students, and therefore strives to achieve:

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
	2027: - Continued implementation of planned initiatives. - Carrying out leadership training. - Plan activities for 2028-2030.	- Annegrete Vallgård (Campus Director at Frederiksberg+ Campus) - Bjarke Oxlund (Head of Department, Sociology) - Niels Kroer (Head of Department, Biology) - Iben Rørbye, Head of Division UCPH HR Development and Strategy The UCPH-wide initiatives will be decided by the University Leadership Committee, based on the recommendations of the Steering Committee. Responsibility for local initiatives rests with the leadership teams of faculties, departments, group units and campus administrations, supported by local faculty-based coordinators. These local initiatives will be embedded in the local unit's annual goal plans to ensure execution and follow-up. A diversity team, based in the University Administration, is responsible for project managing the initiatives launched under the auspices of the strategic framework and acting as an expert resource. The team ensures that UCPH-wide initiatives are carried out in collaboration with units across UCPH, including e.g. UCPH HR, UCPH Education, UCPH Communication,	- A gender distribution of no more than 60% of the over-represented gender on the Board and among managers. - A share of international managers that reflects the share of permanent international staff. - A gender distribution of no more than 60% of the over-represented gender among employees at the faculties and in the administration, along with an encouragement to pursue diversity among staff in all units. UCPH wants to be an inclusive university where everyone feels welcome, as measured by data from surveys such as workplace assessments (WPAs), study environment surveys (SEs) and inclusion surveys, in which employees and students indicate that they feel welcome and included at the University, regardless of their background, orientation and needs. UCPH will work with diversity, equity and inclusion in all its activities, as measured by one diversity, equity and inclusion milestone for staff and one milestone for education in the annual goal plans for UCPH's faculties, departments, group units and campus administrations.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		UCPH Innovation and External Partnerships etc. A reference group consisting of staff and student representatives with knowledge of diversity, equity and inclusion is responsible for qualifying the work, including suggesting relevant new UCPH-wide initiatives. The group will include representatives from all faculties (both administrative and academic staff) as well as representatives from UCPH's Student Union and UCPH's general collaboration committee	

Action 2.2: Improving the working environment

The employees' overall satisfaction and pride in working at UCPH remain stable in the 2025 workplace assessment (WPA) and resembles the results of the 2022 WPA and other similar institutions.

At the same time, the results show that stress, work pressure and balancing workloads and time pressure are challenging especially for academic staff members. Also, there are still cases of offensive behaviour, which is unacceptable and must be addressed.

In the time to come, the University will furthermore undergo relocations and densifications to reduce costs related to building stock which can cause additional job strain if the change process is not planned with careful attention to employee well-being.

Based on this, the joint Occupational Health and Safety Committee (AMKU) has identified three strategic focus areas:

1. Prevention and handling of offensive behaviour: A safe and respectful working environment is a prerequisite for job satisfaction and task solving quality. Preventing and handling offensive behaviour and strengthening dialogue about culture and good collaboration are key focus areas. Efforts at UCPH are focussed on:
 - Prevent and manage harassment through clear procedures and increase awareness of where to get help.
 - Work with culture, tone, and power relations, including supporting Code of Conduct discussions.
 - Strengthen dialogue on propriety and transparency in collaboration forums and management structures.
 - Ensure special attention to international employees and early career researchers.
2. Work life Balance: High workloads and time pressures continue to be a challenge for both academic staff members and technical and administrative staff. For academic staff, the 2025 WPA points to a particular challenge for early career researchers' workload and career development opportunities. The focus is on management's role in both creating balance and supporting employee development. Efforts at UCPH are focussed on:
 - Develop initiatives for management in different life stages, with an eye for differentiated approaches for academic staff members and technical and administrative staff members.
 - Support managers and employees in continuously prioritising and reducing workloads.
 - Strengthen management competencies in relation to career development, with a special focus on early career researchers.
 - Support initiatives that ensure continuous upskilling of employees, so that the necessary competencies are in place to solve future administrative tasks at UCPH.
3. Relocations and densifications: Relocation processes and workplace densification affect both the physical and psychosocial work environment. UCPH must ensure that such processes are carried out with involvement and focus on good working conditions. Efforts at UCPH are focussed on:
 - Ensuring early and systematic involvement of employees and the occupational health and safety organisation in planning relocations and workplace design. This needs to happen at the right stages of the moving processes.

- Develop principles on how to create common ground rules and how to design open-plan offices and flexible seating arrangements (“free seating”) that support well-being and collaboration.
- Collect applying lessons learned from previous relocation processes to enhance learning and prevention of occupational health and safety issues.
- Identify and manage specific risks of densification, including noise, light conditions, and the opportunity for immersion.

The strategic focus areas will be discussed annually in the joint Occupational Health and Safety Committee, who will also identify any need for adjustments, for example in relation to follow-up on the faculties’ annual occupational health and safety reviews, the results of internal audits, new legislation and similar developments.

The strategic focus areas are anchored in a working group under the joint Occupational Health and Safety Committee, with the participation of representatives from the General Collaboration Committee where relevant, i.e. when addressing the psychosocial working environment. In addition, UCPH HR will contribute with occupational health and safety expertise and solutions. The working group will be tasked with preparing proposals and input for concrete initiatives on how UCPH should strategically pursue these efforts.

The strategic focus areas will be communicated to faculties and departments, which must assess whether their local action plans should be supplemented with these focus areas.

The responsibility for addressing issues from the workplace assessment lies with the leadership teams and the Occupational Health and Safety committees in the faculties and departments as defined in their local action plans. The development will be followed through the faculties annual Occupational Health and Safety reviews, the results of internal audits, new legislation, and similar.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
10. Non-discrimination 23. Research environments 24. working conditions 27. gender balance 34. Complains/appeals	2026: • Formulate and communicate concrete initiatives within the strategic focus areas.	The work on the strategic focus areas is anchored in a working group consisting of: • Vibeke Koushede, Dean, Faculty of Social Sciences	• Updated information for all staff regarding offensive behaviour. • Workplace assessment 2028.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
35. Participation in the decision-making bodies 36. Relation with supervisors 37. Supervision and managerial duties	2027: Follow up on plan, process and effect of strategic focus areas and adjusting activities accordingly.	- Anna Vind, Associate Professor, Section of Theology - Bo Danielsen, Head of School, School of Oral Health Care and Dental Hygienists - Charlotte Hansen, Laboratory Technician, The Natural History Museum The joint Occupational Health and Safety Committee will oversee the development yearly. The Committee consists of: - David Dreyer Lassen, Rector (Chair) - Søren Munk Skydsgaard, University Director - Bo Jellesmark Thorsen, Dean, Faculty of Science - Vibeke Koushede, Dean, Faculty of Social Sciences - Bo Danielsen, Head of School, School of Oral Health Care and Dental Hygienists - Thomas Molin, Director, UCPH HR - Anders Milhøj, Associate Professor, Department of Economics - Anna Vind, Associate Professor, Section of Theology - Carsten Jahnke, Associate Professor, SAXO-Institute - Charlotte Hansen, Laboratory Technician, The Natural History Museum	

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		• Iben Margrete Thomsen, Senior Advisor, Department of Geosciences and Natural Resource Management • Louise Koch, Laboratory Technician, Department of Biomedical Sciences, Molecular Cardiology and Membrane Proteins • Maria Gaston Andresen, Academic Officer, UCPH KUIT • Susanne Hermansen, Laboratory Coordinator, Department of Pharmacy, Drug Toxicology, Metabolism and Analysis On the level of faculties and departments, the local Occupational Health and Safety Committees will incorporate the strategic focus points in their annual occupational health and safety review. The local committees consist of employee and management representatives from both academic staff and technical-administrative staff.	

Objective 3: Language Policy – Parallel language use at UCPH

Actions 3.1: Strengthening the inclusion of international employees

UCPH is an international workplace. More than one in three of the University's approximately 10,000 employees (FTE's) are not from Denmark. Most international employees at UCPH are academic staff (faculty staff) who have moved to Denmark to work in research. At the same time, there has been a modest increase in international administrative and management staff who do not speak Danish upon arrival.

A UCPH language policy was adopted by the UCPH Board in January 2021 as part of a Strategy 2023 project. The language policy consists of overarching principles for language use at the University. The initiative aims, among other things, to strengthen parallel language use for all staff and students, with Danish and English used side by side to ensure integration and equal access to university life and participation in UCPH's academic and administrative activities.

Following the adoption of the language policy, the University emphasised the importance of providing access to information in both Danish and English and, as part of a two-year trial period, offered tailored one-to-one Danish language tuition to a selected group of staff. This group included academic staff (assistant professors, associate professors and full professors) as well as non-Danish permanently employed administrative staff. The initiative was very popular, and after the strategic period ended in 2023, implementation continued at the local level.

Alongside this targeted initiative, UCPH has for more than a decade successfully offered free Danish language courses on campus in collaboration with the municipality. This long-standing provision has been particularly valuable for the University's many international PhD students, postdoctoral researchers, guest researchers and international exchange students. The free Danish courses remain popular, with participation continuing to increase.

Despite these efforts, the 2025 workplace assessment (WPA) and previous surveys indicate that many international employees do not feel fully included, as they frequently receive memos, reports, guidelines and other key materials exclusively in Danish. Consequently, international staff are effectively excluded from committee work, as many meetings are facilitated in Danish and supported exclusively by Danish documents. As a response, the Rectorate and the University's administrative leadership have emphasised the need for consistent attention to parallel language use and translation in daily work.

UCPH will address these challenges from multiple perspectives:

- Proposing to make the offer of tailored Danish language tuition for newly arrived international staff permanent.
- Stronger collaboration between International Staff Mobility (ISM), the sections HR Development and Collaboration in the HR campus administrations, the Diversity Team in UCPH HR and the Centre for internationalisation and Parallel Language Use (CIP). The aim is to better align efforts, pool expertise, and create a more coordinated institutional approach. A series of workshops with representatives from each unit will be held in the first quarter of 2026.
- Exploring the potential of new technologies, using Microsoft Copilot to support high-quality translation and communication at local level. This includes developing language models, training staff to use AI tools effectively for translation and communication and improving the overall accessibility of information across languages.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
05. Contractual and legal obligations 08. Dissemination, exploitation of results 09. Public Engagement 10. Non discrimination 12. Recruitment 24. Working conditions 25. Stability and permanence of employment 28. Career development 33. Teaching 37. Supervision and managerial duties	2026: • The University Leadership Committee decides on the proposal to provide permanent funding for tailored Danish language tuition. • If approved, preparing for providing language tuition. • Hold workshops between ISM, HR partners, the Diversity Team and CIP and propose possible follow-up actions	UCPH HR oversees this activity in collaboration with the Research Leadership Committee. International Staff Mobility (ISM) are responsible for carrying out the agreed activities. HR partners in the campus administrations, the Diversity Team in UCPH HR and CIP provide input.	• Equal linguistic onboarding and immediate access to UCPH language policy upon arrival. • Early career development and improved long-term opportunities: International staff demonstrate increased participation in committees, projects, and roles requiring Danish proficiency, carrying out daily tasks more effectively and confidently.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
	- Planning specific activities related to using Microsoft Copilot for improved translation and communication - Plan activities for 2027 forward,		- Improved integration into Danish-speaking work environments: International staff can actively participate in Danish-speaking environments, fostering a sense of belonging, engagement and retention. - Support for local management and reduction of administrative burden,

Objective 4: Improving the OTM-R checklist – improving the Open, Transparent and Merit-based Recruitment at UCPH

Action 4.1: Carrying out a new gap analysis

Since completing the gap analysis in 2015 UCPH has worked strategically and cross-organisationally to create an attractive, healthy and transparent work environment for researchers.

With the UCPH Strategy 2030 ([Strategy 2030 – University of Copenhagen](#)) and following a reform of the UCPH administration, HR has increased internal collaboration with core administrative areas such as UCPH Innovation and External Partnerships, UCPH Research and Information Security and UCPH Education.

Internationally, UCPH HR is closely following the work of the Coalition for Advancing Research Assessment (CoARA), being a signatory to the Agreement on Reforming Research Assessment (ARRA), and not least by taking on a very active role in the League of European Research Universities (LERU) in the groups of CARE (Careers of researchers & HR) and EDI (Equality, Diversity and Inclusion). UCPH HR also participates in the International Alliance of Research Universities (IARU) HR Consultation Group.

Many of the objectives formulated in the 2015 gap analysis have been achieved. At the same time, UCPH's ambitions have grown as reflected in the 2030 strategy and some areas need special attention, particular the needed initiatives following the 2025 workplace assessment.

Therefore, it is planned to set up a formal project with the purpose of carrying out a new gap analysis and formulate a more comprehensive action plan for the 2029 renewal of the HR Excellence award. A new gap analysis will also follow the revised European Charter for Researcher (20 principles), and both the gap analysis and the subsequent action plan will provide input for the next UCPH strategy.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
1-20 following the revised European Charter for Researcher.	2026: - Describe and plan the project including the involvement of the research community and an appropriate hearing process. 2027: - Carry out the gap analysis - Draft the action plan 2028: - Hearing process on the draft action plan - Finalising action plan	The UCPH Faculty Board will serve as the Steering Committee, consisting of: - Rector David Dreyer Lassen (chair) - Prorector for Research and Innovation Eva Hoffmann - Prorector for Education Kristian Cedervall Lauts - Professor Ana Cvejic, Biotech Research and Innovation Centre (BRIC) – Faculty of Health and Medical Sciences - Professor Dan Zahavi, Department of Communication - Faculty of Humanities - Professor Irina Shklovski, Department of Computer Science - Faculty of Science - Professor Klaus Høyer, Department of Public Health – Faculty of Health and Medical Sciences - Professor Mette Birkedal Bruun, Section of Church History - Faculty of Theology - Professor Mogens Høgh Jensen, Niels Bohr Institute - Faculty of Science - Professor Ulla Neergaard, Centre for European and Comparative Legal Studies, Faculty of Law	- Wide involvement of the research community. - An approved 2029 HR excellence action plan with indicators/target outlined.

GAP principles 1-40	Timing	Responsible Unit	Indicators/Targets
		○ Professor Victoria Southgate, Department of Psychology - Faculty of Social Sciences ○ Head of division UCPH HR Development and Strategy Iben Rørbye Representatives from the research community as well as relevant administrative departments will be included in working groups. UCPH HR will provide project management.	