Deniz Atan

- Senior Officer, Diversity, Equity and Inclusion, HR, DTU
- Worked professionally with DE&I since 2015
- Msc. in Political Communication and Management from CBS

Technical University of Denmark

- 13,000 students
- 6000 employees
- 34 institutes, units and centers
- Collaboration across the organization and with the outside world
- Our common mission: To develop and utilize science for the benefit of society.

What's DE&I?

The party metaphor

Diversity is about being invited to the party.

Inclusion is about how nice it is to be at the party.

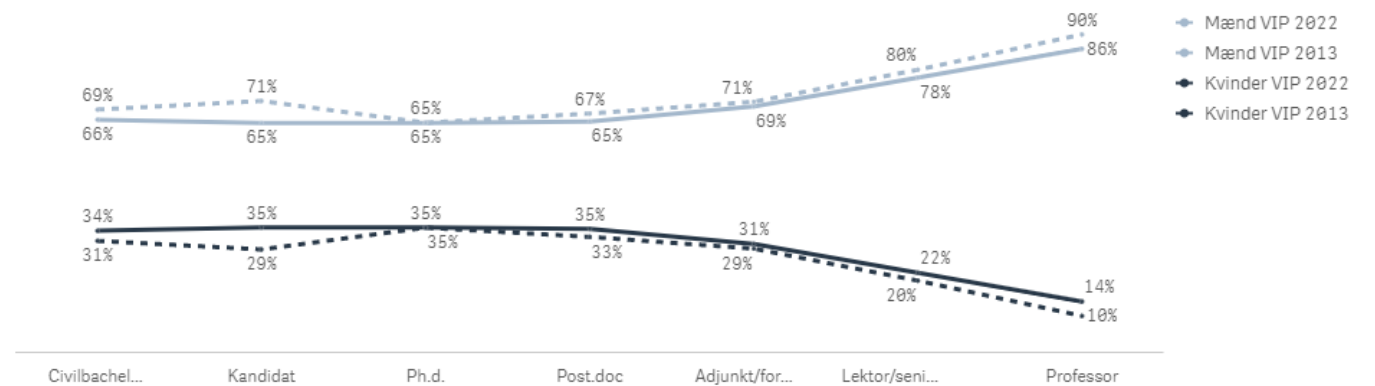**Equity** is about how much of a voice you have at this party.

The first question in a DE&I analysis thus becomes, **"who is at the party, and who haven't we invited?"**

Who is at the DTU party (in terms of gender)?

While there are certain areas where DTU is doing well in terms of increasing the representation of women overall at DTU, international representation and pay equity, there is still a need for improvement in attracting and retaining more women, **especially at higher job levels** (e.g., professors, directors, leadership positions and board members).

Kvinder og mænd pr. kategori i fht VIP (Årsværk) samt studerende (Bestand)
DTU

69%	71%	65%	67%	71%		90%	Mænd VIP 2022
66%	65%	65%	65%	69%	80%	86%	Mænd VIP 2013
					78%		Kvinder VIP 2022
							Kvinder VIP 2013
34%	35%	35%	35%	31%			
31%	29%	35%	33%	29%	22%	14%	
					20%	10%	

Civilbachel...	Kandidat	Ph.d.	Post.doc	Adjunkt/for...	Lektor/seni...	Professor

Diversity, Equity and Inclusion awareness and balance at DTU

Legend: New | Ongoing | Initial stages

Efforts and target groups

	Formalities	Training	Career	Organisation	Leadership	GDiRT	Communication
Target groups	*Programme & project management, data team*	*All employees, students and mangement*	*Recruiting staff, hiring managers and employees (future + existing)*	*All employees, students and mangement*	*Leaders on all levels*	*Researchers, educators and students*	*Internal and external*

Guiding targets

- **Formalities:** Annual update on effect monitoring and progress and measure effect; Diversity in dedicated resources; Participation in annual events and seminars; Diversity is reflected in the programme management and sub-project management
- **Training:** Offer organisational security for equal opportunities as well as organisational awareness; Offer centralized training to leaders, managers, all administrative departments, researchers, employees and students; Bystander-training is offered as part of bias-training
- **Career:** Recruitment: Train Corporate HR in inclusive recruitment and unconcious bias; Hirings reflect applicant pools; Career progression: The development in balance at functional levels reflect the share at the level below
- **Organisation:** Experience of access to equal opportunities for employees and students; Offer information on culture, appropriate behavior and code of conduct
- **Leadership:** 30 % men / women on DTU level; Knowledge of DE&I in departments and subsequent actions; Leadership balance, minimum of 30% gender minority; Visible leadership commitment
- **GDiRT:** Organisational accumulation, gathering and sharing of knowledge and inspiration
- **Communication:** DE&I is reflected in our external and internal communication

Timeline

	Formalities	Training	Career	Organisation	Leadership	GDiRT	Communication
2021-2022	Management commitment; Cultural analysis			DEI in employee policies; DEI in study policies	Balance in leadership; Balance in committees	DEI in R&D content	Publication on website (dtu.dk); Inside (employees and students)
2022	Diversity Report	Ongoing training for HR; Biasmechanism (*training module*)	Salary statistics; Recruitment (Strategy and process); Career progression report	Community	Diversity management & Inclusive Leadership (*module in leadership programme*); Action plans		
2023				Prevention of harassment; Bystandertraining *(PF)*		DEI in teaching content	SoME *(external communication)*; Annual cycle of work; Student recruitment (e.g. girls' camp); Employer branding
2024			DEI in career progression (barriers for retention)				
2025-2026			Gender Budgetting				
2027-	Continuous report and reflect: Learning, follow-up, adjustment and new projects						

GENDER +

Gender inequity cannot be separated from the broader context of class, race, ethnicity, geographical location, immigration status, sexuality, and countless **intersections** thereof.
→ **Intersectional diversity report**

The binary approach of man/woman in the implicit gender biases approach **excludes non-binary persons** from the conversation.
→ **Focus on bias mechanisms rather than bias stereotypes**

Gender inequity cannot be separated from the historical, social, structural, and political contexts where those inequities are **produced and maintained.**
→ **A systematic approach to DE&I**

A systematic approach to DE&I

A system within a system within a system…

The international field of research

DTU

Section / Department

Section / Department
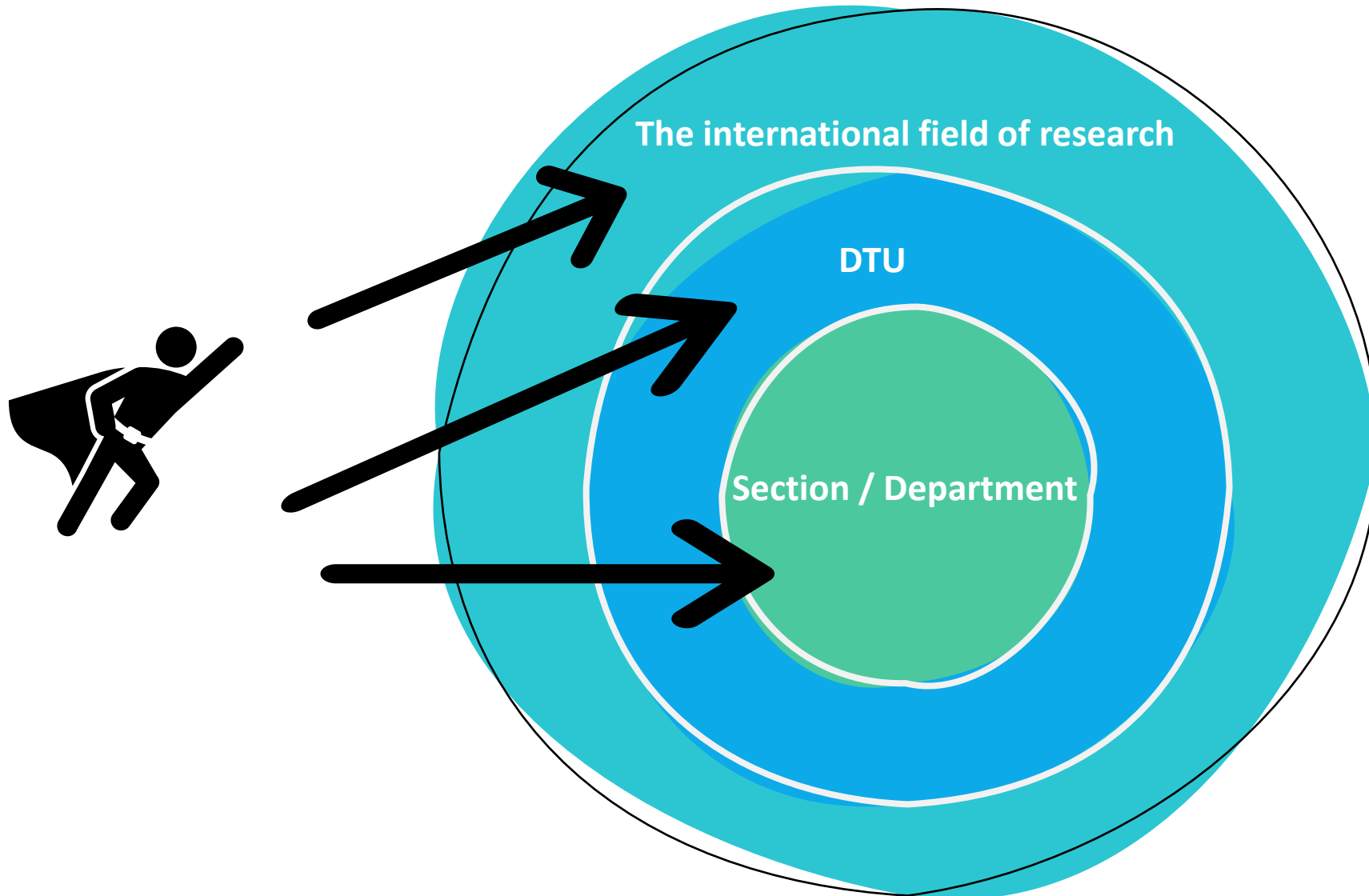
UNIQUENESS vs. OPENNESS

+

DIVERSITY   **EQUITY**   **INCLUSION**

BELONGING

SOCIAL SYSTEM

IDEAS

PRACTICE

ORGANIZATION

CONDITIONS OF BELONGING

Department X

IDEAS

Concepts, norms, policies, values, culture, purpose, vision, perspectives, ideas, expectations, logics, etc.

PRACTICE

Core activities, recruitment, decisions, innovation, tasks, management, meetings, division of labor, communication, rituals, reward systems, evaluation, etc.

ORGANIZATION

Forms of organisation, management structure, distribution of roles, resource allocation, digitalisation, salary policy, promotion, committee, location, availability, flexibility etc.

CONDITIONS OF BELONGING

The criteria that must be met to be part of a particular group – such as age, gender identity, physical ability, ethnicity, education, skills, language skills, cultural background, interests and motivation.

Department X

IDEAS

What do we idealize?

PRACTICE

What do we practice?

**ORGANIZATION**

How are we organized?

CONDITIONS OF BELONGING

What conditions must be met to belong to our group?

IDEAS

What do we idealize?

What idealization is particular to your group and how is it expressed?

Concepts, norms, policies, values, culture, purpose, vision, perspectives, ideas, expectations, logics, etc.

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USYNLIGE KVINDER
SKÆVVREDNE DATA I EN VERDEN DESIGNET TIL MÆND
CAROLINE CRIADO PEREZ
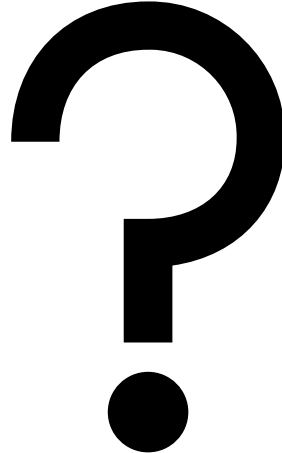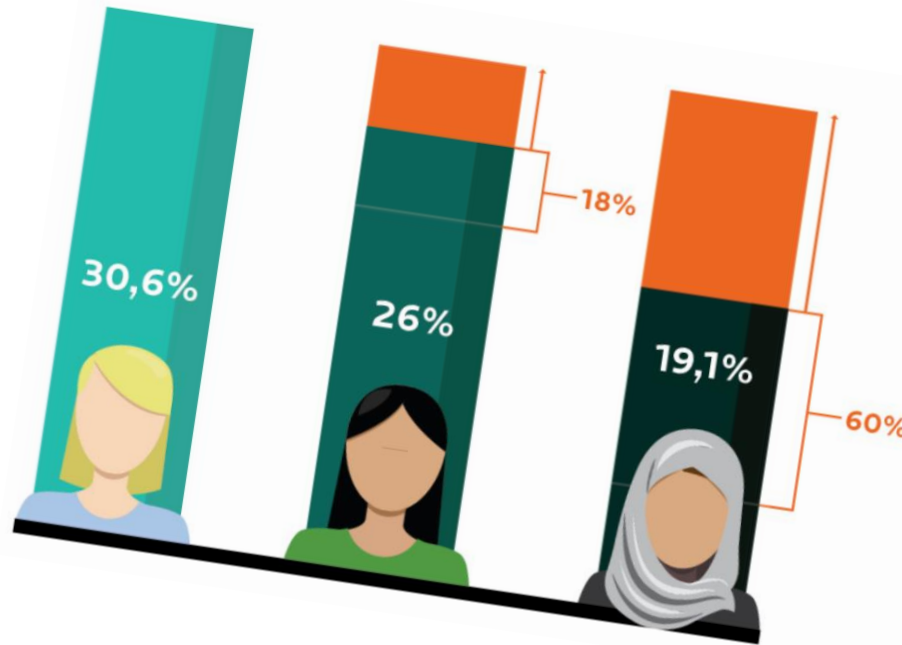
HYPPIGHED AF INDKALDELSER TIL JOBSAMTALER

30,6%
26%
19,1%

18%
60%

■ Etnisk danske kvinder
■ Minoritetsetniske kvinder
■ Minoritetsetniske kvinder med tørklæde

Minoritetsetniske kvinder skal sende **18% flere ansøgninger** for at blive indkaldt til et tilsvarende antal jobsamtaler som kvinder med traditionelt danske navne, mens minoritetsetniske kvinder med tørklæde skal sende **60% flere ansøgninger**.

The ideal employee

The ideal researcher

IDEAS

What do we idealize?

What conditions for "belonging" does this idealization create?

Concepts, norms, policies, values, culture, purpose, vision, perspectives, ideas, expectations, logics, etc.

IDEAS	DIVERSITY	EQUITY	INCLUSION
	Which people does this idealization typically exclude?	What privileges do you need to live up to this idealization?	How can we change this condition in order to include more underrepresented people?

Department X

IDEAS

What do we idealize?

PRACTICE

What do we practice?

ORGANIZATION

How are we organized?

CONDITIONS OF BELONGING

What conditions must be met to belong to our group?

PRACTICE

What do we practice?

What practice is particular to your group and how is it expressed?

Core activities, recruitment, decisions, innovation, tasks, management, meetings, division of labor, communication, rituals, reward systems, evaluation, etc.

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Institut de Ciències del Mar

EXCELENCIA SEVERO OCHOA
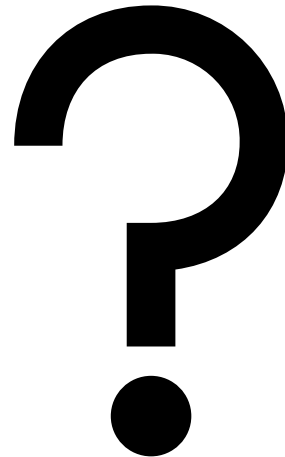
NEWS | 02 MAY 2022

"Academic housekeeping", the invisible and voluntary work (of women?)

Academic housekeeping takes time away from research, is undervalued and is the invisible work mainly performed by women.

Integration of the sex/gender dimension into research and teaching content

Referèn

N

Pla d'I

Main Section   Videos & Webinars   Tools & Resources

The inclusion of the sex/gender dimension means that differences, whether biological or social, are taken into account in research and teaching. Our knowledge is the basis on which future generations will build their societies. It is therefore crucial that the **knowledge** that is **created through research** and **transferred through education** is free of gender bias.

Academic gender bias

Gender dimension in research

PRACTICE

What do we practice?

What conditions for "belonging" does this practice create ?

Core activities, recruitment, decisions, innovation, tasks, management, meetings, division of labor, communication, rituals, reward systems, evaluation, etc.

PRACTICE	DIVERSITY	EQUITY	INCLUSION
	Which people does this practice typically exclude?	What privileges do you need to benefit from this practice?	How can we change this practice in order to more include underrepresented people?

Department X

IDEAS

What do we idealize?

PRACTICE

What do we practice?

ORGANIZATION

How are we organized?

CONDITIONS OF BELONGING

What conditions must be met to belong to our group?

ORGANIZATION

How are we organized?

Which form of organization is particular to your group and how is it expressed?

Forms of organisation, management structure, distribution of roles, resource allocation, digitalisation, salary policy, promotion, committee, location, availability, flexibility etc.

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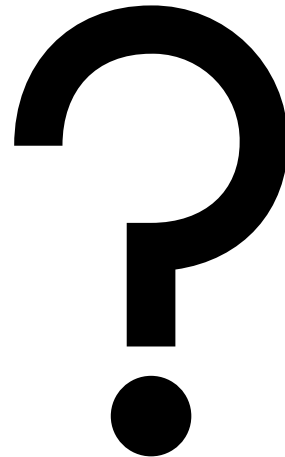
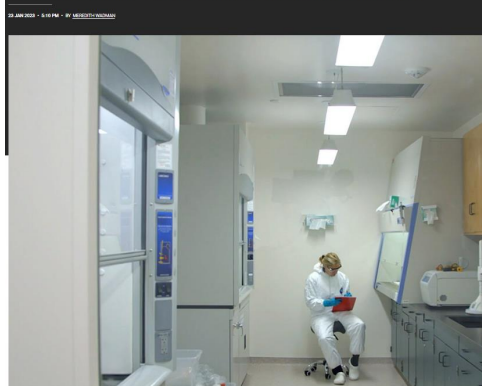# Der sidder kun mænd i næsten hver anden bestyrelse. Det viser, hvor langsomt det går med ligestillingen

I 44 procent af de største danske virksomheder er der slet ingen kvinder i bestyrelsen, viser ny analyse. Det er ikke godt nok, mener ligestillingsministeren. Eksperter kritiserer, at udviklingen går så trægt

Louise Schou Drivsholm

Women scientists at famed oceanography institute have half the lab space of men

The gap can't be "explained away" by funding or seniority, says Scripps Institution of Oceanography report

23 JAN 2023 • 5:10 PM • BY MEREDITH WADMAN

How are we organized?

What conditions for "belonging" does this form of organization create?

Forms of organization, management structure, distribution of roles, resource allocation, digitalisation, salary

policy, promotion, committee, location, availability, flexibility etc.

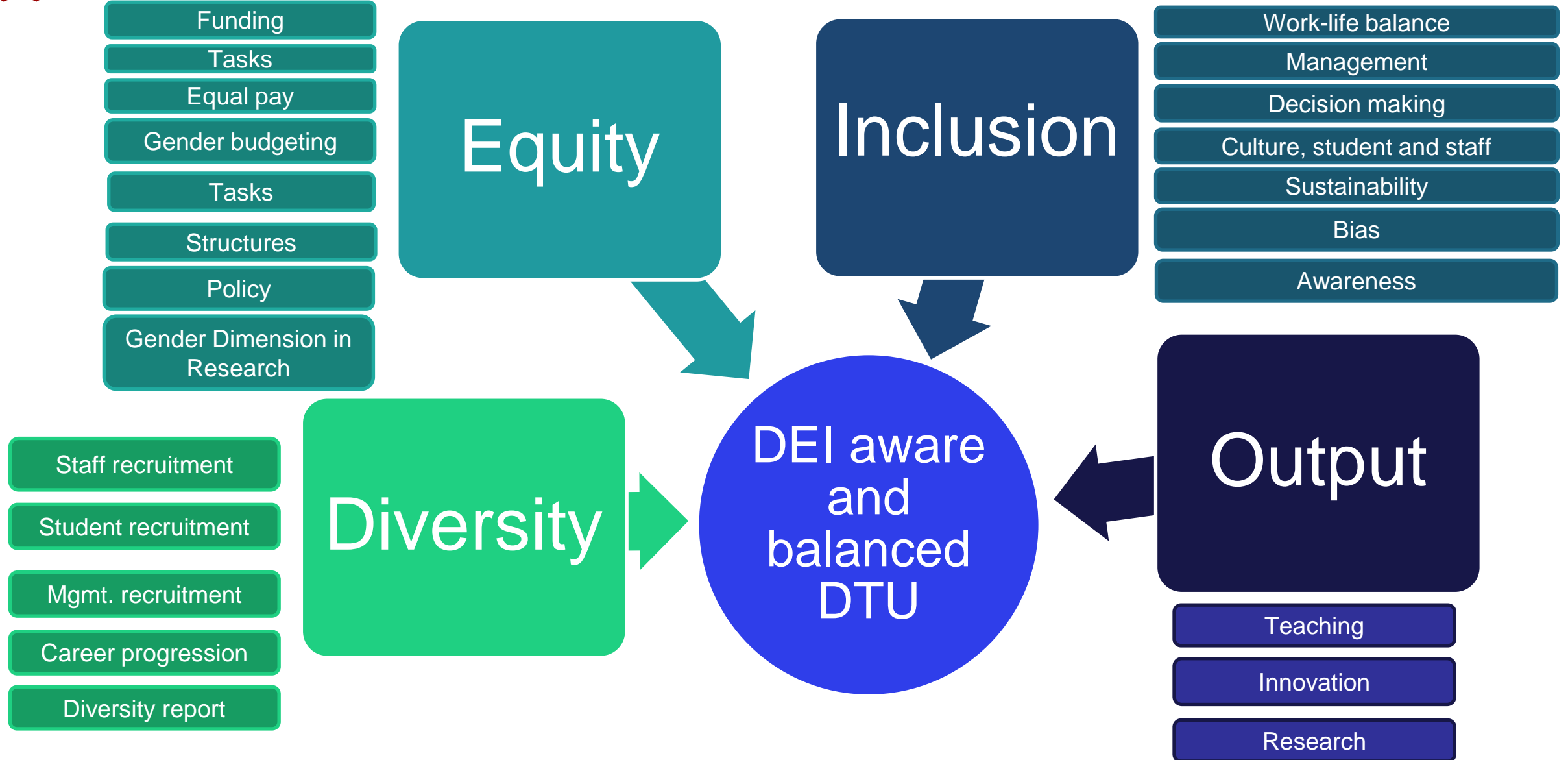| **ORGANIZATION**	**DIVERSITY**	**EQUITY**	**INCLUSION**
Women scientists at famed oceanography institute have half the lab space of men The gap can't be "explained away" by funding or seniority, says Scripps Institution of Oceanography report	Which people does this organization typically exclude?	What privileges do you need to benefit from this organization?	How can we change this form of organization in order to include more underrepresented people?

CONDITIONS OF BELONGING

What special conditions must be met to belong to the group you lead **and how can we change these conditions to include more underrepresented people**?
Age, gender identity, physical ability, ethnicity, education, skills, language skills and cultural background.

	DIVERSITY	EQUITY	INCLUSION
IDEAS			
PRACTICE			
ORGANIZATION			

ORGANIZATION

Diversity, equality, and inclusion attract and retain talented people

We must break our prejudices and monoculture and see DE&I (Diversity, Equity & Inclusion) as a critical focus area. So says DTU's newly hired consultant responsible for the DE&I efforts at DTU. We talked to Deniz Atan about what diversity, equality, and inclusion mean and why DTU must be successful in this area.

IDEAS

DTU: Digitalt universitet skal levere flere ingeniører

responsible for DE&I sees the area as a business-critical area that must be developed continuously. Photo: Hasaab Ahmed

PRACTICE