

Action plan for equality, inclusion and diversity for UiA

2025 —→ 2028

Areas of Priority

Gender equality

By promoting gender equality, we ensure a fair approach to recruitment, career development and academic culture. The goal is to reduce gender-based inequalities and strengthen UiA's position as an institution of equality, where talent and competence are crucial factors for success.

Diversity and inclusion

Diversity is about visible and invisible differences between us that affect our interaction and collaboration. Inclusion is creating space for participation on equal terms, having equal opportunities to succeed, and having a real influence on the structures that frame our work and our environments.

By prioritizing diversity and inclusion, UiA wants to create a learning and work environment that embraces different perspectives and experiences. The inclusion of staff and students with different backgrounds creates a more robust and creative academic environment that makes UiA better equipped to achieve its strategic goals and to be the student's university.

Awareness of harassment and the grounds for discrimination

UiA will highlight the importance of maintaining working and learning environments that are safe, respectful and free from discrimination and harassment. Through increased awareness of the grounds for discrimination and harassment, UiA will work actively to build a culture characterized by respect and openness. This is crucial for creating trust, well-being and a sense of belonging among staff and students, which in turn strengthens UiA's ability to attract and retain talent.



Goals

2025 —→ 2028

Sustainable development

UiA's strategy emphasizes equality, diversity and inclusion as fundamental to the university. Our joint work on equality, inclusion and diversity is also closely linked to the UN Sustainable Development Goals.

For UiA, equality, inclusion and diversity are not just goals in themselves, but resources that enrich our academic and administrative environments and that are decisive for achieving our social mission.

This work is based on the premise that each person has more than one single identity and belongs to different social categories.

Gender equality in work and learning environments

Goal 1: UiA has a balanced gender distribution in all units and divisions, among professors/docents, in our management groups, and strives for balance in the research groups and among research group leaders.

All employees have opportunities for formal and informal influence, and diversity perspectives in the exercise of academic work are valued.

Goal 2: All study programmes have at least 30 percent female and male students. Students are represented on boards, councils and committees with at least two genders.

Diversity and inclusion in work and learning environments

Goal 3: Employees with different cultures, ethnicities, disabilities, gender and sexual diversity feel that they are important people who belong to the community and have opportunities to participate and influence their own unit and the university's development.

Goal 4: Students at UiA, regardless of culture, ethnicity, functional ability, gender and sexual diversity, have good and equal academic development opportunities in their studies. There is a culture of systematic and good reception of new students at UiA.

Awareness of the grounds for harassment and discrimination in learning and work environment

Goal 5: UiA is characterized by openness, knowledge and inclusion of people and groups associated with national minorities and other grounds of discrimination.

Goal 6: Discrimination, harassment, racism and sexual harassment of students and staff does not occur. All students and staff are aware of UiA's zero tolerance policy and speak up if they become aware of discrimination or harassment.



Measures to support goal attainment in the work environments

Gender equality

Increase visibility

- The status of gender balance shall be made visible annually in appropriate joint forums for managers. Forums for dialogue on equality, inclusion and diversity will be arranged at UiA on a regular basis.

Responsibility: PO

Recruit and retain

- In recruitment, awareness of gender balance and diversity must influence the work on advertising new positions, including when advertising management positions.

Responsibility: Recruiters

- When recruiting for management positions, emphasis shall be placed on gender equality and diversity competence in the advertisement and interviews.

Responsibility: Recruiters

Develop

- UiA will facilitate new and apply existing experiences and research to increase the likelihood of similar career development, regardless of gender.

Responsibility: Leadership

- Individual buy-out grants will be announced annually for underrepresented genders, to facilitate promotion for associate professors and lecturers to professors/docents.

Responsibility: LiU

- Academic housework (less meritorious work) must be evenly distributed among the academic staff.

Responsibility: Dean

Diversity and inclusion

Increase visibility

- UiA will ensure that diversity is adequately safeguarded in its internal and external communication. All communications managers must be trained in inclusive communication.

Responsibility: KA

- UiA shall strive for representation from our diversity of employees and shall have a balanced distribution between women and men in the election of candidates for boards, councils and committees at UiA.

Responsibility: Leadership

- UiA is challenged to highlight academic issues and artistic designs that challenge, create debate and question our surroundings and our own organization in light of the priority areas.

Responsibility: Academic environments/
administration

- International Women's Day and Men's Day, Sami National Day, International Day of Persons with Disabilities and World Mental Health Day will be highlighted. UiA will be visible with symbols such as rainbow pennants and rainbow banners and participate in the annual PRIDE celebration.

Responsibility: Academic environments/PO

Recruit and retain

- Managers at UiA will undergo competence enhancement on diversity recruitment and diversity management.

Responsibility: PO

Develop

- UiA will offer activities/courses in cultural understanding to current and new employees. The focus should be on working in a multicultural environment.

Responsibility: PO

Awareness of harassment and the grounds for discrimination

Increase visibility

- The grounds for discrimination must regularly be a topic in the university's activities and in internal dissemination.

Responsibility: Dean

- UiA will increase employees' knowledge of the grounds for discrimination, both visible and invisible, in their work and in recruitment.

Responsibility: UA/PO

Recruit and retain

- In recruitment, awareness of the grounds for discrimination shall influence the work on the advertisement of new positions, including when advertising management positions.

Responsibility: Recruiters

Develop

- Management training, as well as courses for employees, will be carried out on the grounds for discrimination and various forms of harassment that can occur within the work environment and the learning environment.

Responsibility: PO/UA

- New employees must be informed about UiA's zero tolerance policy for discrimination and harassment, including unwanted sexual attention and racism.

Responsibility: PO/Leadership

The grounds for discrimination are defined in the [Equality and Anti-Discrimination Act](#) as gender, pregnancy, leave in connection with birth or adoption, care tasks, ethnicity, religion, beliefs, disability, sexual orientation, gender identity, gender expression, age and other significant aspects of a person.

The responsibility for ensuring follow-up of measures in the plan is specified for each measure, but all units at UiA have a shared responsibility.

Measures to support goal attainment in the learning environments

Gender equality

Research and learning environment

- Degree-conferring study programmes, and one-year programmes with less than 30 percent of one gender, must implement recruitment measures aimed at underrepresented genders.

Responsibility: Dean

- Students in study programmes where there is less than 20 percent of one gender will be followed up to motivate them to complete their course of study.

Responsibility: Dean

- UiA will work to strengthen and highlight gender and diversity perspectives in research, teaching and in research applications.

Responsibility: Academic environments/FOI

Teaching

- Efforts will be made to achieve a balanced representation of the underrepresented gender among the teaching staff.

Responsibility: Dean

Diversity and inclusion

Research and learning environment

- International degree students must be offered Norwegian courses.

Responsibility: UA

- UiA will take responsibility for the reception of international students so that everyone becomes an integrated part of the student community.

Responsibility: UA

- UiA will create academic and social events that are inclusive. This is especially important at the start of the semester.

Responsibility: UA/KA

- UiA will safeguard diversity in the representation of perspectives among invited speakers at major events.

Responsibility: Academic environments

Teaching

- A resource package will be created and used for diversity-sensitive and inclusive teaching.

Responsibility: UA/ Dean

See the action plan for universal design for more information.

Awareness of harassment and the grounds for discrimination

Research and learning environment

- Campaigns, aimed at buddies and students at UiA, will be arranged at the start of the semester to address identified challenges among students.

Responsibility: KA

- Information for new students must include information about ethical guidelines and the possibility of adaptation.

Responsibility: UA

- The departments will thematize bullying and harassment as part of the 1st semester content and work to create psychologically safe learning environments.

Responsibility: Dean /UA

- In the development and use of AI, UiA will highlight and evaluate the consequences and challenges in relation to the grounds for discrimination.

Responsibility: Academic environments

Teaching

- Relevant education shall provide students with sufficient knowledge and understanding of the living conditions and rights of minorities.

Responsibility: Dean



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The method we will apply to departments/faculties and departments

In the work on the priority areas and measures that will support the creation of good and attractive learning and work environments, local goals and measures for equality, inclusion and diversity must be chosen. Examples are a focus on gendered issues, inclusion and facilitation in both teaching and in the workplace, and clarification of expectations in connection with new hires and the start of the semester. Lack of diversity and the use of diversity as a resource are also relevant issues. Involvement and dialogue with staff and students are important for creating and succeeding with targeted and useful local measures. The process below is regulated by law in Section 26 of the Equality and Anti-Discrimination Act.

Investigate and map

Any risk situations and risk groups at departments/divisions and faculties must be identified. The investigation will include the grounds for discrimination in both the learning and work environment.

Analyzing causes

Analyze the causes of the risks, obstacles and any gender differences that were identified. Measures must be designed as needed

Taking action

Implement measures that can counteract discrimination and contribute to increased equality and diversity in the learning and work environment.

Assessing the results of the work

Assess and evaluate the work that was done. What emerges from the evaluation should be included in next year's investigation and mapping of the learning and work environment.

Local documentation

Local goals, measures and results of departments and divisions that are created in the process described above are documented.

Dialogue and sharing of experience

Faculty/divisional coordination and overview. Experiences and results are shared and discussed in management groups and in suitable forums. LiU members are involved as resource persons. Central reporting takes place annually.

Central dialogue

Joint coordination and overview for UiA.

Based on the reported results, activities are coordinated and experiences for learning are shared across UiA

Reporting

A report is prepared for the UiA Board and in the annual report, where goal attainment and the status of joint measures at UiA are described. Local activities and results are made visible in the report, and it is published publicly

Reports from the previous years.

In order to succeed with local measures and local objectives that support UiA's common goals in the action plan, it is important to see connections with our strategy, our psychosocial and physical learning and work environments, and how we work with our external environment and our social mission. At UiA, a similar methodology is implemented for the entire HSE field, as described in the process above.

Resources

The University's Committee for Equality, Inclusion and Diversity (LiU)

LiU is an advisory committee for the work on equality, inclusion and diversity, appointed by the University Board and chaired by the Rector, Pro-Rector or one of the Vice-Rectors. The composition of the committee will reflect the diversity at UiA and ensure broad representation from different parts of the organisation. The election period follows the board period. The student representatives are elected for one year.

Membership:

- All faculties, teacher education and administration are represented by one member.
- The students are represented by two members, who should, preferably, come from different faculties.
- The union representative organisations are represented by one member.
- The Centre for Gender Equality and SiA are invited to participate as observers with the right to speak.
- The Gender Equality Adviser acts as secretary for the Committee and takes office with the right to speak.

Resources related to the action plan:

- A separate budget is set aside annually to support measures in the action plan.
- UiA has a facilitation office associated with this plan and an action plan for universal design.
- UiA collaborates with SiA to support students at UiA.
- It is assumed that the faculties initiate measures locally.
- Measures and activities regarding language are managed by the UiA Language Policy Committee

Centre for Gender Equality at UiA:

The Centre for Gender Equality will gather and strengthen research and expertise on gender equality in Agder, strengthen education and dissemination in this field and be a driving force for increased gender equality in the region and at UiA

The Facilitation Office:

Students with disabilities and students with special needs have the right to appropriate individual adaptations of educational institutions, teaching, teaching materials and examinations, in order to ensure equal training and educational opportunities.

LiU's mandate:

LiU will be a driving force and inspire the work on diversity and equality for staff and students at UiA, and will contribute through strategic advice and collaboration across the organisation. Members of LiU are involved as resource persons and are the contact point locally.

Advise: Be a consultative body in matters concerning diversity, equality and inclusion. Advise the university's management at all levels on what measures can contribute to better diversity and inclusion. Together with the Centre for Gender Equality, contribute to disseminating knowledge-based information about the field.

Exercise: Follow up the implementation and evaluation of the action plan for equality, inclusion and diversity at UiA. Contribute to initiating and implementing activities that put diversity, equality and inclusion on the agenda.

Review: Annually report on figures, statistics and status related to the action plan's goals at UiA in accordance with the activity and reporting obligation. Where deviations or challenge areas are discovered in the work being done, invite to dialogue about measures and activities. Be a link between students, staff and management and pick up signals from the communities.

Gender Equality Adviser:

Responsibilities in this role are as follows:

- Secretary for LiU with the right to speak.
- Coordinate activities at UiA related to the action plan for equality, inclusion and diversity.
- Responsible for reporting related to the activity and reporting obligation.
- Responsible for conducting the UiA Gender Equality and Diversity Conference every other year.
- Responsible for events, social and professional, associated with the action plan.
- Participate in the national network for gender equality advisers, affiliated with the KIF Committee.
- Participate in and initiate activities across the higher education sector within the area of responsibility