



Diversity Report 2025

GRAPHS AND DATA

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*Dean of Sustainability, Diversity,
Inclusion and Talent Development*

Photo: Bax Lindhardt



Preface

At DTU, we're ambitious. We want to create solutions to some of the biggest global challenges. We can find such solutions by engaging all talents regardless of gender, age, ethnicity, nationality, or disability.

DTU must be a university where everyone is treated with respect and given equal opportunities to thrive. Our values—innovation, credibility, and commitment - form the foundation of how we act as an educational and research institution, and they are reflected in both our leadership and our daily interactions. We should not merely aspire to be a place for everyone—we must be one in practice.

This means that our work with diversity, equality, and inclusion is essential. It is a prerequisite for our ability to succeed in our strategy and benefit society. Different perspectives, backgrounds, and approaches sharpen our research, enrich our study programmes, and make our solutions more robust.

Sustainable work culture

Our work and study culture is borne by people and to a large extent by those who have been here the longest. Our culture is created in our everyday life, in our co-operation, and in our way of meeting each other in the organization. Our culture must provide space for balance and well-being, giving everyone equal opportunity to contribute.

Diversity is precisely about recognizing different ways of contributing, and DTU's Executive Board expects DTU's managers and employees to possess empathic abilities and to actively use them to create inclusive communities.

We are well on our way to fulfilling this ambition.

This report shows that we are succeeding in many areas: We attract talents from large parts of the world, we have a good age spread, and we have equal pay

between genders across levels. But we also face challenges that extend beyond the focus of this report on gender, age, and ethnicity. We still have some way to go to ensure gender equality when it comes to the proportion of women in our study programmes and up to our senior research positions.

We have therefore set clear goals: The proportion of female bachelor students must reach 40 per cent, and the proportion of female scientific staff leaders must be increased to 35-40 per cent in the coming years.

When we mark DTU's 200th anniversary in 2029, we will also be celebrating that we have developed an organization and a culture that make DTU an attractive university for everyone.

Diversity in relation to nationality

The figure on page 4 shows the development in the distribution between Danish and international employees in scientific staff and technical/administrative staff positions from 2022 to 2025. Nationality is measured by citizenship. The figures show that DTU has a small predominance of international employees from PhD to assistant professor level.

The figure at the top of page 5: Recruitment by nationality shows that, in the vast majority of cases, the proportion of foreign applicants is higher than the proportion of foreign applicants who are employed.

Global outlook for the benefit of Denmark and Europe

DTU is an international university with a global outlook. If we are to solve the major challenges of society, we must collaborate

with the best and most competent persons worldwide and draw on a talent pool that extends beyond the borders of Denmark. At DTU, we are aware of our role in society, so we take responsibility for contributing to facing common European challenges such as green transition, defence, emergency response, and energy supply.

At the same time, we see international students as an asset. An analysis from HBS Economics shows that an international MSc graduate from DTU who works in Denmark during a career spanning 45 years makes a GDP contribution of DKK 38 million.

Photo: Bax Lindhardt

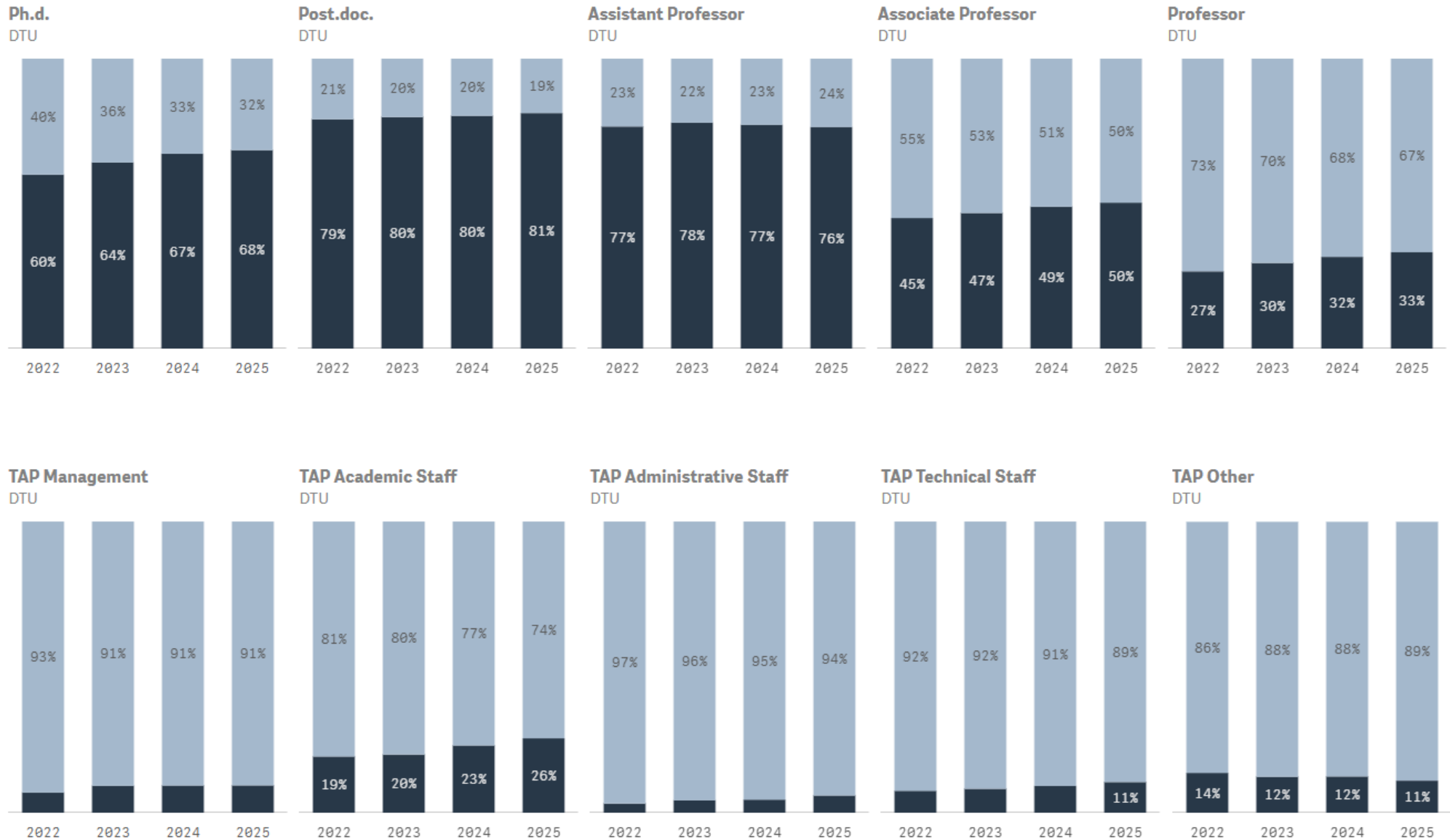


“Based on the figures and the geopolitical situation, it cannot be stressed enough how important international students are for Denmark and the Danish business sector.”

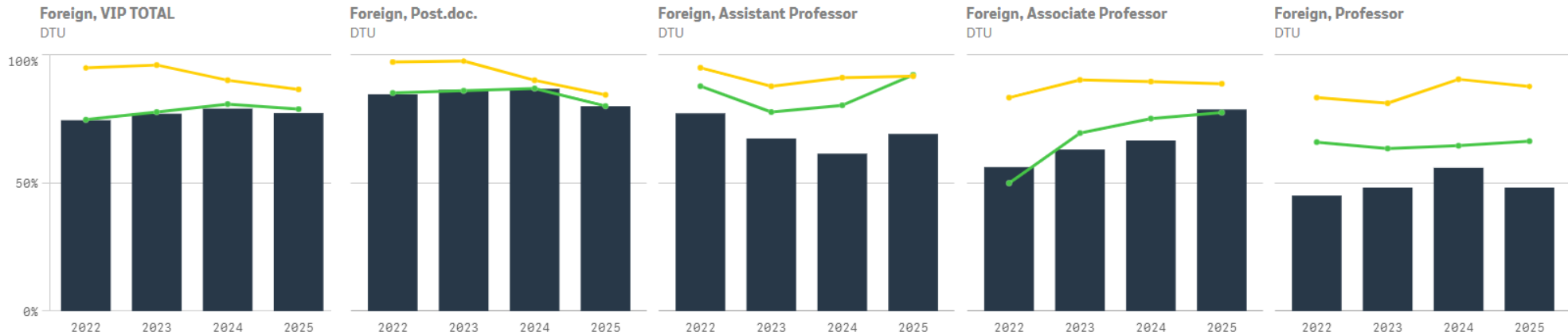
Margrethe Vestager, Chair of the Board of Governors at DTU, in an opinion piece written together with the Chairs of the Boards of the other Danish universities in Berlingske, 18 March 2026.

Diversity of nationality

■ International
■ Danish



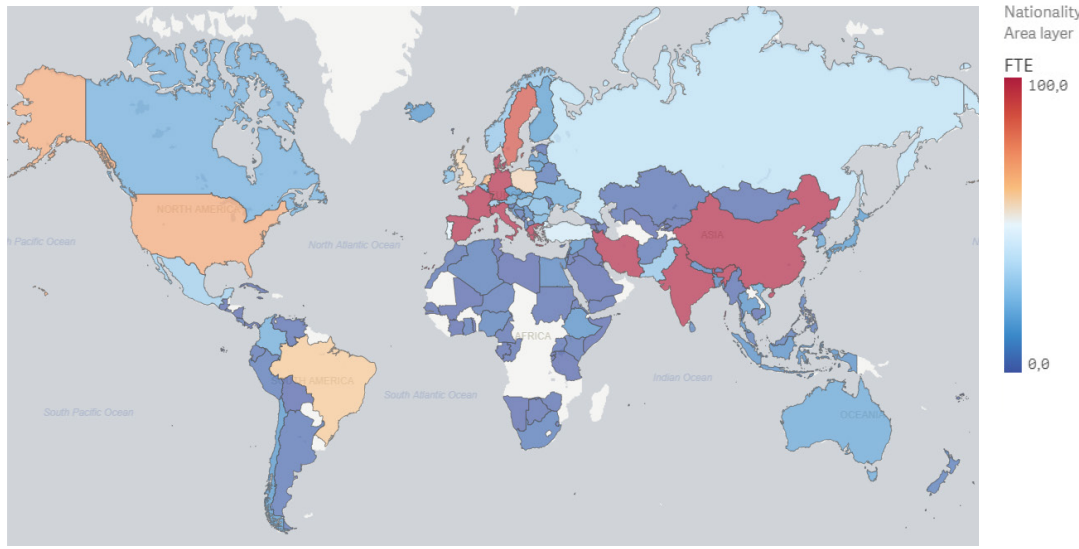
Recruitment: Nationality



- International employments
- ◆ International applicants - relevant qualifications
- ◆ International applicants

Nationality

Nationality by country 2025
Coloured by FTE (Full-Time Equivalent), DTU



Diverse study environment and work culture

In 2025, DTU housed 107 different nationalities. At DTU, we see it as a privilege to be able to benefit from the diversity this provides. This requires that we support cooperation, well-being, and quality in research, teaching, and working environment.

Whether you come to DTU as a foreign postdoc or professor, it is important to understand the Danish leadership style. At DTU, this is characterized by flat hierarchies, dialogue, and a high degree of trust and expectation of dialogue and independence. The implementation of the DTU Leadership Foundation is supported by multiple leadership development activities for both Danish and international leaders.

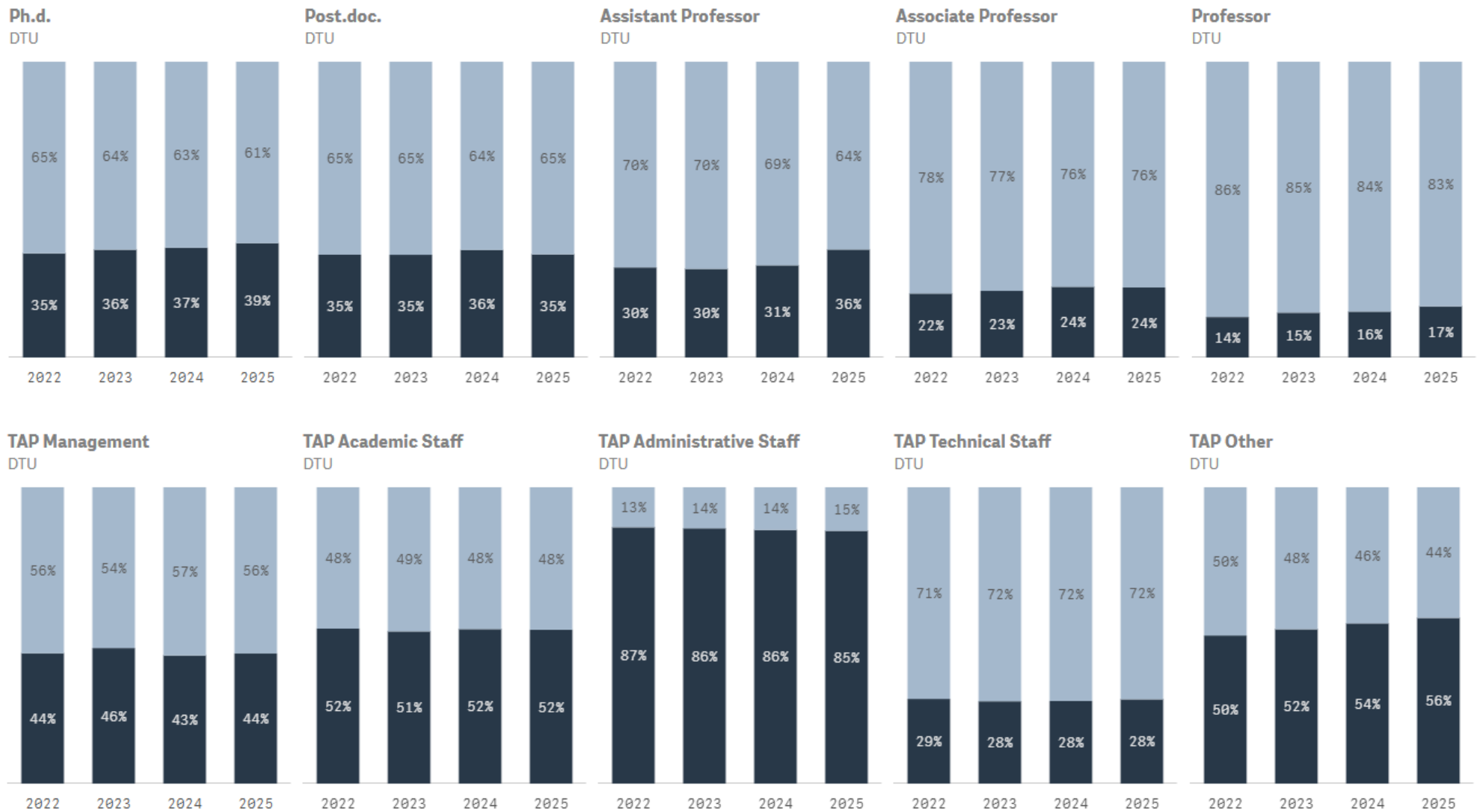
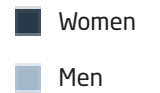
The international students are welcomed with specially planned intro days, where they are introduced to student life at a Danish university. DTU's task is to help them enter a university life where, for example, you are on a first-name basis with your lecturer, and where you are expected to participate actively in classes and preferably ask critical questions about the knowledge presented to you.



Around 700 students participated in the introduction week in February 2026, and here some of them are gathered for Speedfriending, a social activity aimed at bringing them closer together through play.

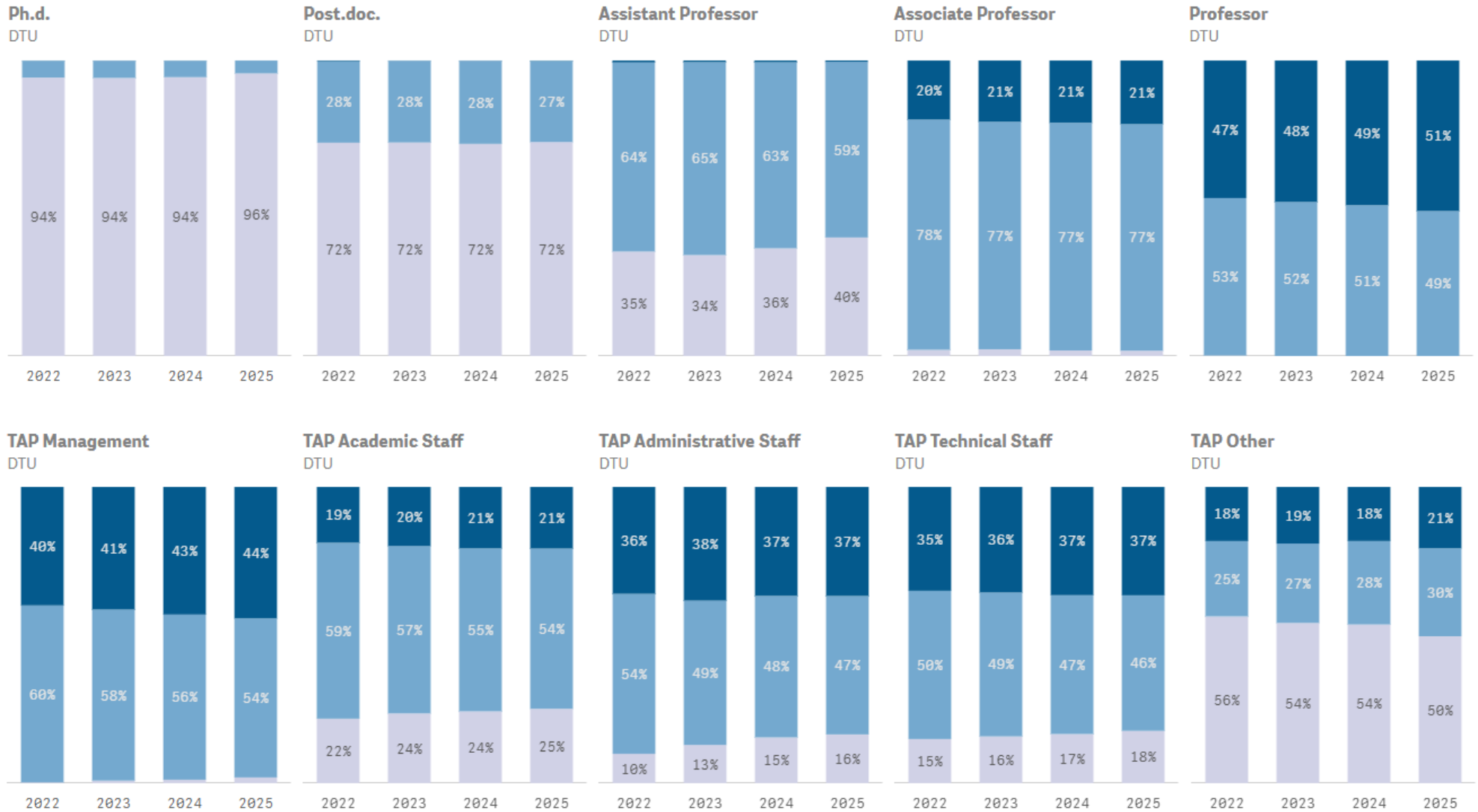
Photo: Bax Lindhardt

Gender diversity



Age diversity

- Below 35 yoa
- 35-55 yoa
- Above 55 yoa



The figures on pages 11 and 12 show the average salary as of January 2025 for men and women, broken down on scientific staff and technical/administrative staff job categories, respectively. Salary is exclusive of pension and inclusive of allowances.

Extended explanation

The report shows that, for both scientific staff and technical/administrative staff, there are no significant pay gaps between men and women when considering age, job category, department/office, immigration status, and managerial responsibilities.

At an overall level, an immediate gender pay gap is seen among associate professors and professors, but the job category is the most important explanatory factor: the higher the scientific staff level, the higher the salary. Employees with managerial responsibilities also have a salary level that is about 5.4 per cent higher.

Looking at the average figures for technical/administrative staff, men earn more than women on average. However, the primary reason for the difference is a different distribution on job levels, job categories, and departments/offices—not gender in itself. Here, employees with managerial responsibility have a salary that is approximately 10 per cent higher.

Overall, the analysis shows that, when checking for relevant factors, the gender pay gaps are minimal and not significant for either scientific staff or technical/administrative staff.

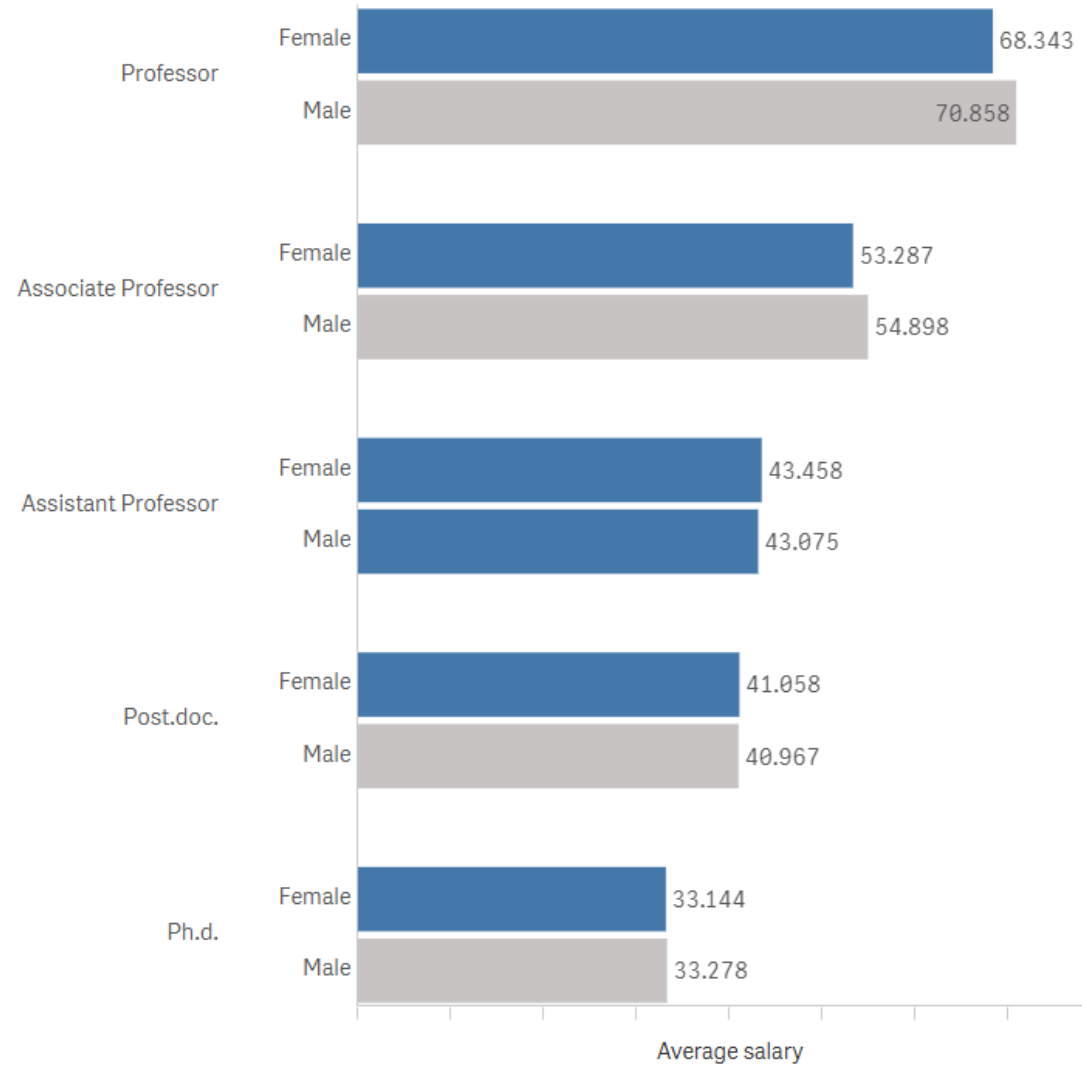
DTU's salary policy

At DTU, equal pay for equal work means that employees are remunerated based on competences, performance, job content, and market situation.

The salary also supports the University's strategic goals and values such as innovative thinking, credibility, and commitment. The focus is on the correlation between competences, results, and salary development, as well as good development and career opportunities. Salary is assessed annually or in the event of significant changes, and the dialogue on salary is given high priority.

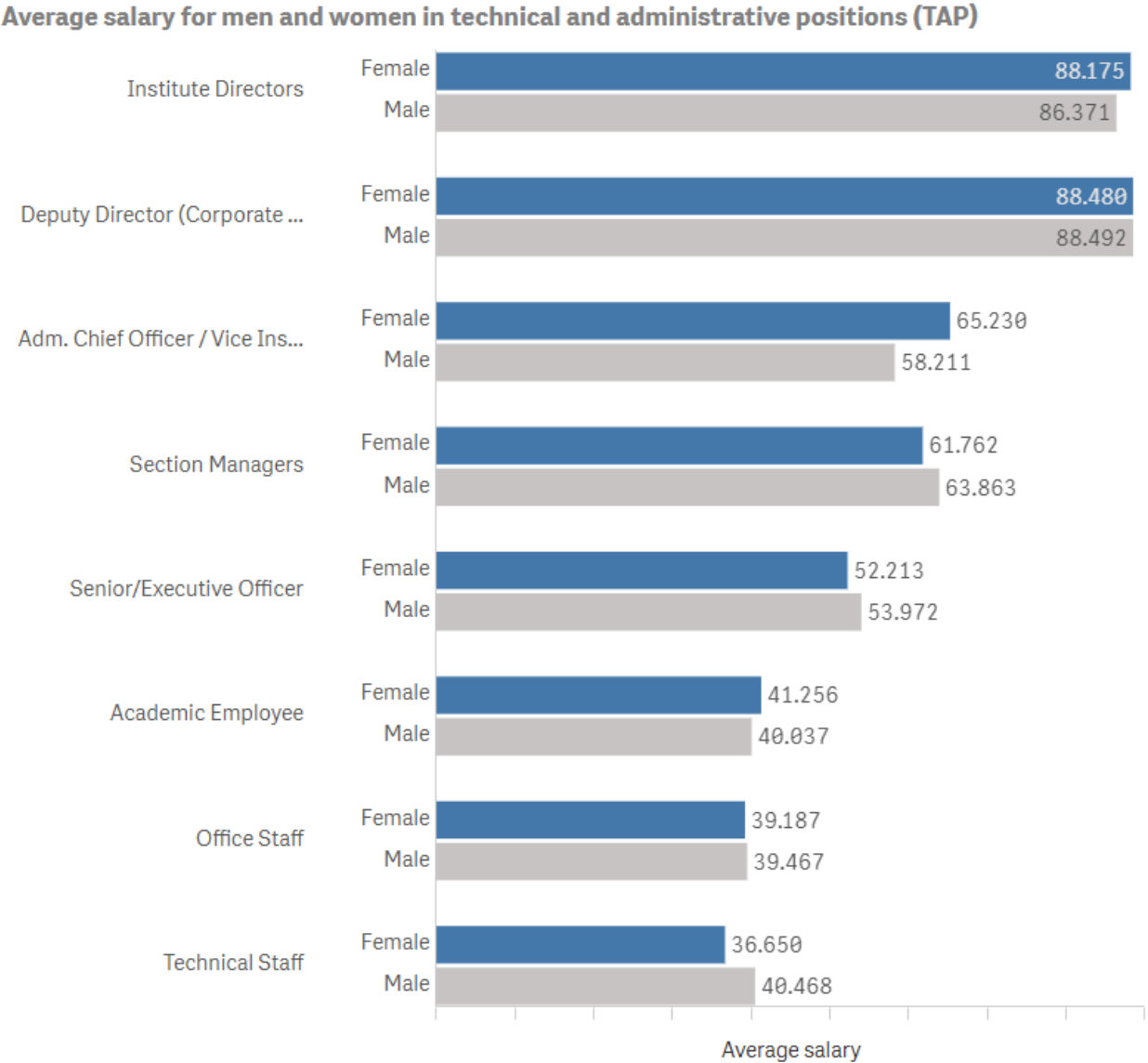
Salaries for men and women at DTU - **VIP**

Average salary for men and women in academic positions (VIP)



Salary data as of januar 2026. Salary excludes pension and is adjusted to full-time equivalent.

Salaries for men and women at DTU - TAP



Salary data as of januar 2026. Salary excludes pension and is adjusted to full-time equivalent.

Gender distribution and recruitment

The figure on page 13 shows the distribution of gender at scientific staff and technical/administrative staff level as well as the proportion of women in the entire career ladder from bachelor admission to professor level.

Gender distribution on the technical/administrative staff side is roughly equal. But women are still underrepresented in the career ladder for scientific staff from bachelor to professor level. The underrepresentation becomes more pronounced the higher up in the hierarchy we go.

In turn, the figures on page 16 show that DTU is now hiring more qualified women—also for professorships.

Equal opportunities —regardless of gender

DTU is working to create equal opportunities for everyone regardless of gender.

Among other measures, we are therefore working to attract more female students to our engineering programmes, including by showing them female role models and highlighting inclusive practices in our study environments.

Focus on recruitment and credit points

DTU's Executive Board has decided that the field of candidates for new professorships must always include at least one qualified candidate of the underrepresented gender. The best qualified person is then hired without consideration of gender but focusing only on the person's qualifications and talent. The figures in Figure 16 underline this and show that this approach means that more women are employed in professorships when the candidate is chosen based on qualifications.

Photo: Bax Lindhardt

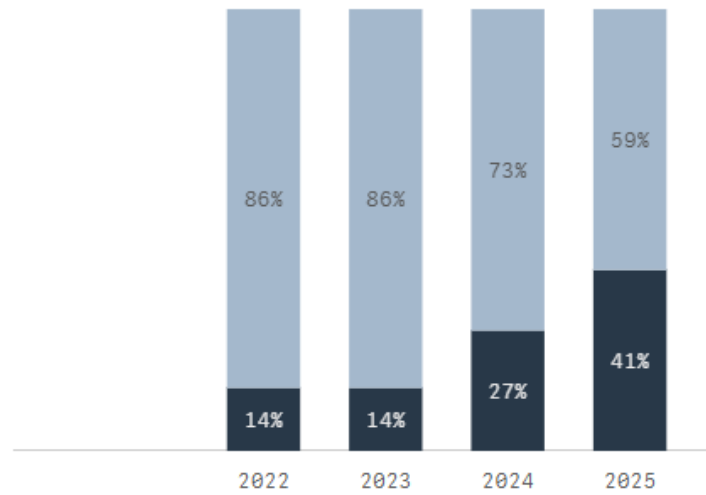


“We believe and can see that investing in the recruitment process makes a difference. Through outreach work, you can discover unique talents that wouldn’t otherwise have found their way to DTU.”

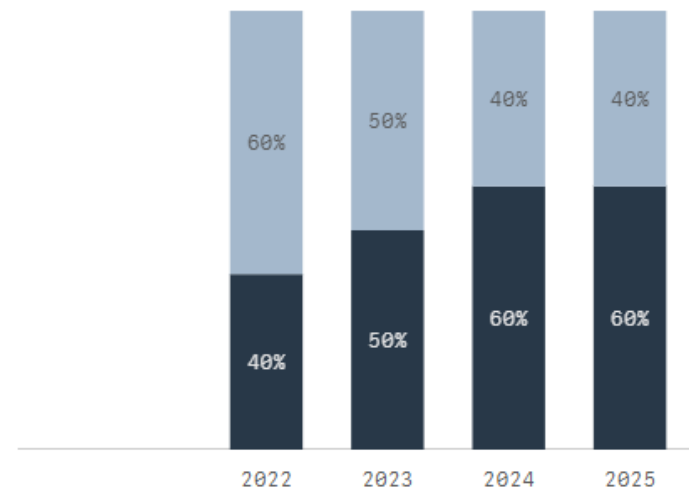
*Anders Bjarklev,
DTU President*

Gender breakdown at executive level

Executive Board
DTU

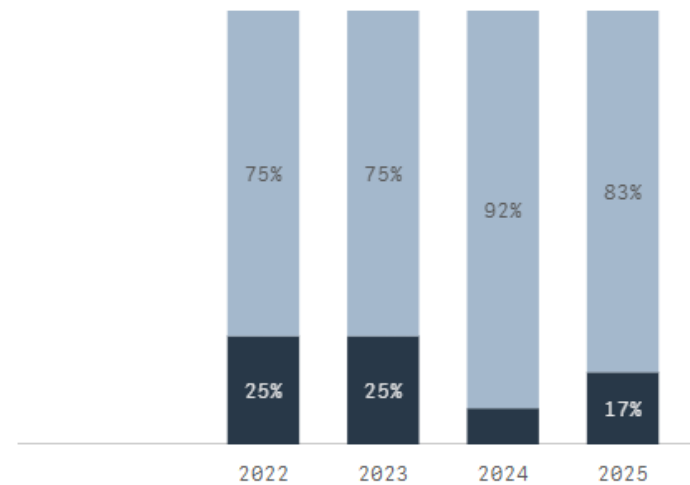


Board of Governors
DTU

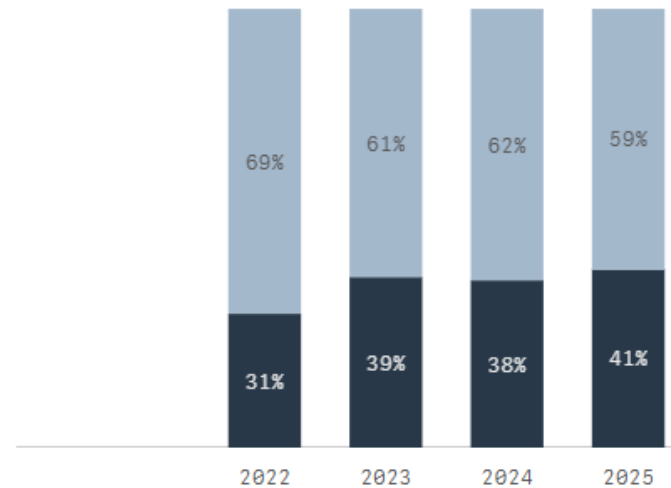


■ Women
■ Men

Academic Council
DTU



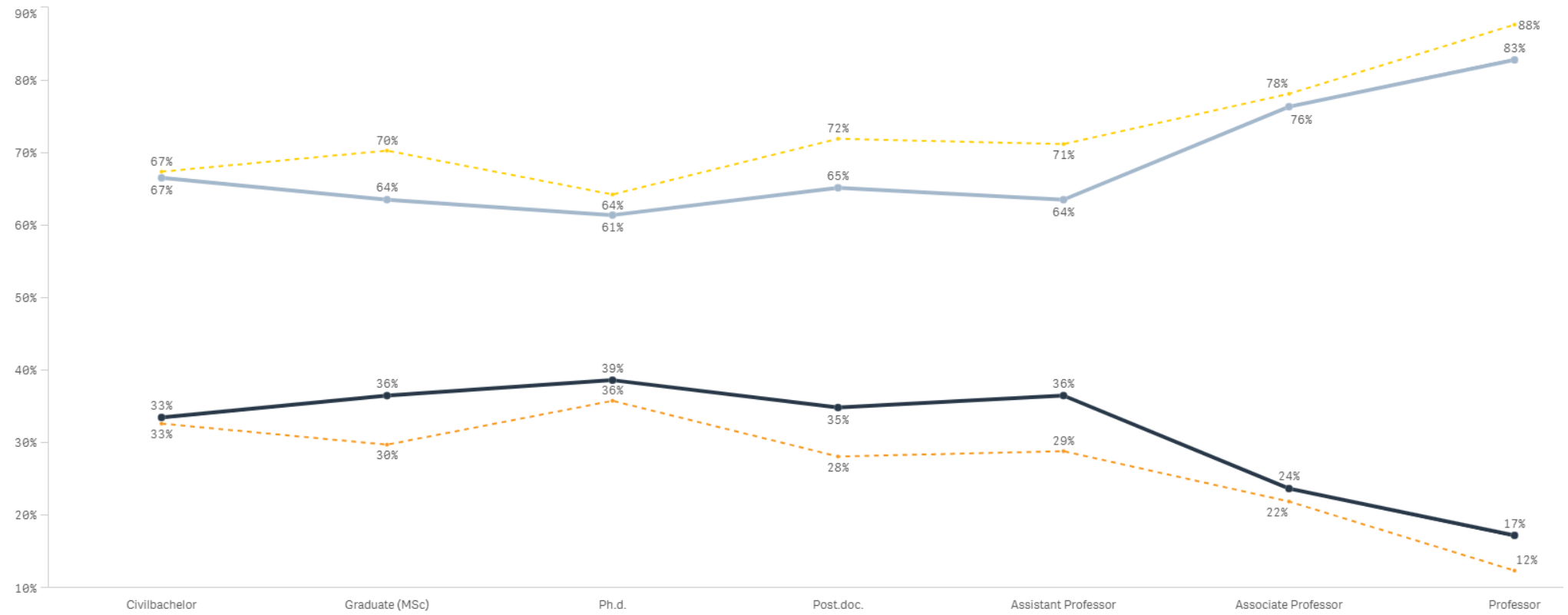
Institute and Department Directors
DTU



Gender distribution from undergraduate to professorial level

- Men (2025)
- Men (2016)
- Women (2025)
- Women (2016)

Female and Male gender share by student/jobcategory
DTU



Fewer women follow the academic career ladder

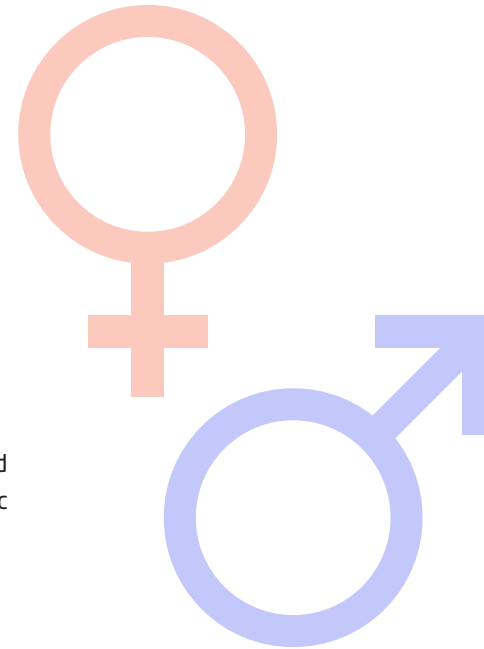
In Denmark, there is a significant gender gap in academia. About 75 per cent of professors are men, while 25 per cent are women. Women are generally more likely to opt out of an academic career than men - and this is particularly pronounced in STEM and engineering.

The explanations for this are multifaceted, but research in the field (by Professors Nanna Mik-Meyer and Margaretha Järvinen, among others) shows that gender differences in academic careers are not primarily about qualifications, but are rather characterized by widely accepted

institutional norms, network structures, and informal ground rules that exist in academic environments and affect men and women differently.

We want to change this at DTU, and the Executive Board is therefore at the forefront of the work to identify and remove biases and barriers that can act as obstacles to everyone having equal opportunities to make a career and be recognized for their contributions.

DTU has also joined the Coalition for Advancing Research Assessment, CoARA,



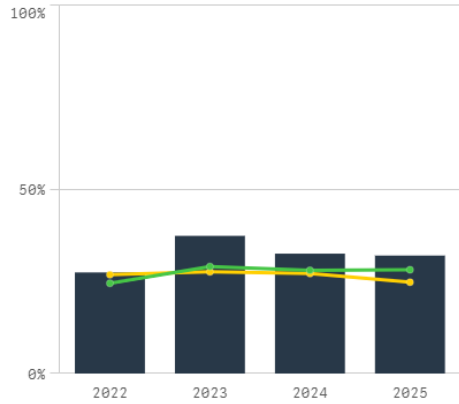
which is an EU initiative aimed at supporting the development of a more inclusive and responsible research culture globally.

DTU will develop a transparent, inclusive, and future-proof practice for evaluating researchers and research. By recognizing and honouring several different competence profiles and career paths, DTU can attract and retain the most talented researchers and maintain its position as an internationally leading technical university.

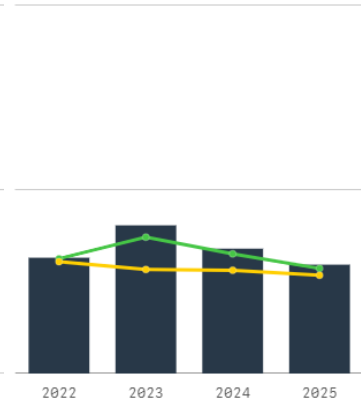
Recruitment: Gender **Women**

- Female employments
- Female Applicants
- Qualified female applicants

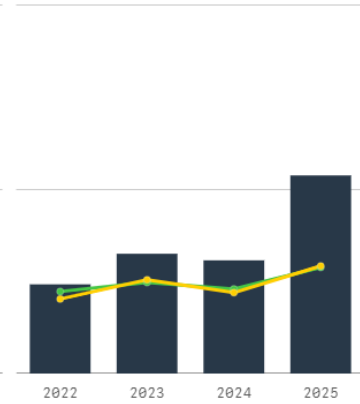
Female, VIP TOTAL
DTU



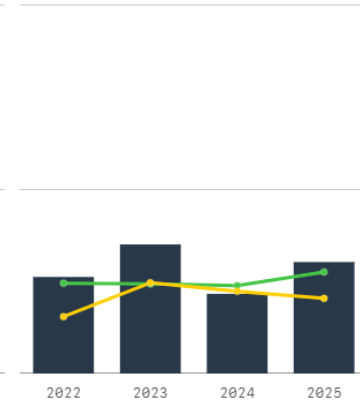
Female, Post.doc.
DTU



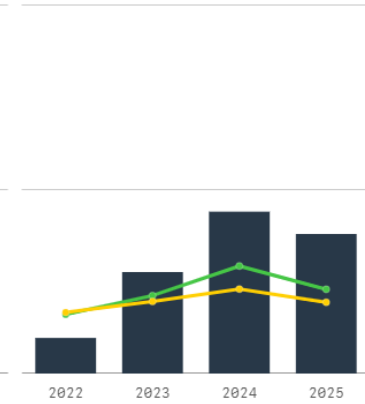
Female, Assistant Professor
DTU



Female, Associate Professor
DTU



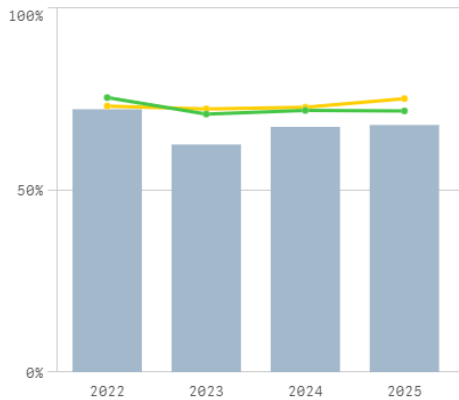
Female, Professor
DTU



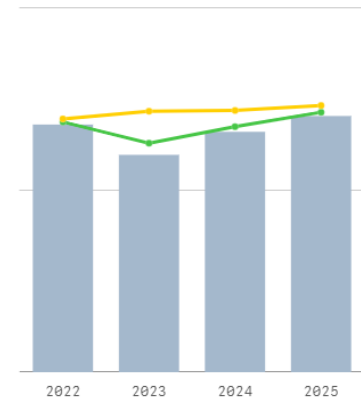
Recruitment: Gender **Men**

- Male employments
- Male applicants
- Qualified male applicants

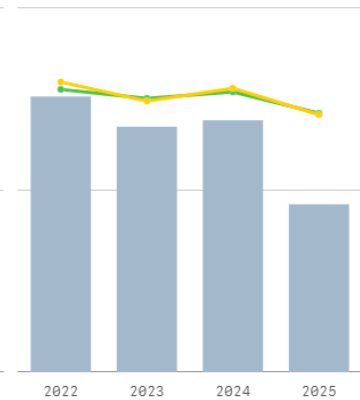
Male, VIP TOTAL
DTU



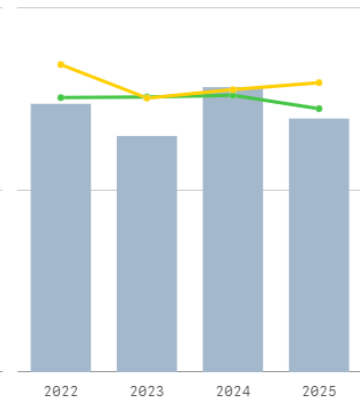
Male, Post.doc.
DTU



Male, Assistant Professor
DTU



Male, Associate Professor
DTU



Male, Professor
DTU

