



2025

NTU GENDER EQUALITY PLAN

NTU International A/S



Gender Equality Plan (GEP)

Version: 1.0

This Gender Equality Plan (GEP) is a formal, public document of NTU International A/S.

It is published on the company's website and accessible at: <https://ntu.eu/who-we-are/commitment-to-gender-equality-and-inclusion>

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NTU's Commitment to Gender Equality

With staff, experts, and partners working globally, we recognize that **diverse perspectives are essential for the quality and impact of our work**. Building inclusive teams is not just a value we endorse, but a foundation for how we deliver sustainable solutions in complex development contexts.

In line with this vision, NTU has prepared its **Gender Equality Plan**. The plan serves as a strategic framework to strengthen equality, fairness, and inclusiveness within our organisation and in the projects we deliver.

The NTU Gender Equality Plan objectives are:

- Define **institutional commitments** to gender equality, as endorsed by senior management.
- Establish **practical measures** to promote balance in recruitment, leadership opportunities, and professional development.
- Integrate **gender-responsive approaches** into our project design and implementation, reflecting the realities of the societies where we work.
- **Prevent discrimination** and create a safe workplace environment.
- Provide **clear roles and responsibilities** for implementation, ensuring accountability across the company.
- Introduce **monitoring and reporting mechanisms** so that progress can be measured and transparently communicated.

Our approach is pragmatic: NTU focuses on actions that are **realistic, measurable, and meaningful**, while staying aligned with the European Commission's principles on gender equality.

By adopting this Gender Equality Plan, NTU reaffirms our belief that **an inclusive workplace is also a stronger, more innovative, and more sustainable one**. Gender equality is not only an institutional priority, but also an integral part of the values we bring to every project and partnership.

Lars Bentzen
Chief Executive Officer
NTU International A/S

Executive Summary

NTU International is committed to fostering an inclusive, fair, and diverse workplace. To support this, NTU has developed a Gender Equality Plan (GEP) as a practical framework to strengthen equality within the organisation and in the projects we deliver.

The **objectives** of the GEP are to:

- Define institutional commitments to gender equality, as endorsed by senior management.
- Strengthen practical measures to promote balance in recruitment, leadership opportunities, and professional development.
- Integrate gender-sensitive approaches into project design and implementation.
- Provide clear roles and responsibilities for implementation, ensuring accountability across the company.
- Introduce monitoring and reporting mechanisms so that progress can be measured and transparently communicated.

To achieve these goals, NTU has appointed a **Gender Equality Officer** (GEO) to lead implementation, monitoring, evaluation, and annual reporting.

Progress is guided by an action plan with clear objectives and measurable indicators. NTU's evaluation system includes annual anonymous surveys and direct feedback, measuring improvement against the 2025 baseline, as well as gender-responsive annual wage gap audits.

NTU also maintains inclusive hiring practices, such as blind CV screening and gender-neutral job descriptions and provides company-wide training to raise awareness of unconscious gender bias and promote an inclusive culture. This plan ensures NTU advances gender equality in a structured, measurable way and embeds these principles into both our workplace and the projects we deliver.

The following chapters present NTU International's GEP in three chapters. The first chapter presents the **dedicated resources** in place, including the role of the Gender Equality Officer and mechanisms for reporting, accountability, and continuous improvement.

Following this, the second chapter presents the **data collection and monitoring framework**, summarising NTU's baseline gender analysis, key objectives, and the system for tracking progress over time.

The final chapter focuses on **training and awareness**, describing how NTU builds staff capacity and promotes an inclusive culture through learning initiatives and shared best practices.

1. Dedicated Resources

The effective implementation of the GEP requires clear responsibility and dedicated oversight. Therefore, NTU International has established a **Gender Equality Officer (GEO)** to lead the implementation of the GEP. The GEO is responsible for the implementation of the GEP, and for preparing an annual progress report by the end of each year, through overseeing the monitoring and evaluation of NTU's GEP implementation progress. In summary, the GEO is responsible for the following:

- Oversight and implementation of the GEP across all departments and ensuring its alignment with NTU's strategic objectives.
- Monitoring and evaluating progress, including data collection, analysing indicators, and identifying areas for improvement.
- Preparation of the annual Gender Equality Progress Report, summarising key achievements, challenges, and recommendations.
- Advising management and HR on gender equality measures, inclusive policies, and corrective actions where needed
- Ensuring compliance with NTU's zero-tolerance policy on discrimination and harassment, and cooperating with HR on confidential investigations when issues are reported.

To report discrimination and/or harassment in the workplace, all employees can report misdemeanours occurred directly to **HR**. Along with the GEO, HR will start their investigation process promptly, ensuring all reports are handled confidentially, in accordance with the company's zero-tolerance policy. In relation to implementation of the GEP, the responsibilities of HR can be summed up in the following points:

- Receiving and managing reports of discrimination, harassment, or other misconduct, ensuring impartial handling and confidentiality.
- Supporting implementation of the GEP by integrating equality measures into HR policies and procedures.
- Ensuring gender equitable recruitment, promotion, and compensation practices, consistent with gender equality objectives.
- Maintaining accurate gender-disaggregated data on staff composition, recruitment, promotions, and pay, for monitoring and reporting purposes.
- Conducting investigations, if needed, in collaboration with the GEO, ensuring timely, fair, and transparent processes regarding gender-based discrimination at the workplace.

This dedicated role of GEO ensures clear accountability and continuous improvement in advancing gender equality across the organisation.

2. Data Collection and Monitoring

2.1. Data collection:

To establish a clear understanding of NTU's gender equality situation, we conducted a **gender-disaggregated data collection** among company staff, recognising male, female, and non-binary/gender diverse categories to ensure inclusive and accurate analysis. This process examined gender representation across roles and identified potential areas of discrimination, following EU guidance on risk factors. Special attention was given to wage gaps and other indicators of inequality.

2.2. Baseline Analysis:

Based on the gender-disaggregated data collection, we have established the following Baseline Gender Equality Situation (2025) at NTU International:

- **Gender distribution:** As of the baseline year, women represent more than 50% of all staff and are 50% in leadership positions.
- **Gender wage gap:** No gender wage gap has been identified among staff holding comparable positions.
- **Equal opportunities:** NTU provides equal opportunities of career growth to all staff, based on merits and experience, avoiding gender-based discrimination. 94% of NTU employees find that promotion and career growth are equal to everyone regardless of gender.
- **Hiring procedures:** NTU exercises inclusive hiring procedures, both for the hiring of internal staff and external expertise for projects. With a strong commitment towards achieving gender-balanced teams, across all levels, NTU uses blind CV screening methods to mitigate unconscious bias. Targeted outreach is also conducted to underrepresented groups, through targeting job advertisements internationally.
- **NTU Gender Equality Policies:** NTU embeds diversity, equity, and inclusion in all recruitment and project work, maintaining strict equal opportunity and anti-discrimination policies, ensuring zero tolerance for gender bias or harassment. All staff and experts are guided by a Code of Conduct affirming these values. To advance gender equality, NTU promotes women's participation, especially in leadership and technical roles, through targeted recruitment, flexible work options, mentorship, and safe, respectful work environments.
- **Multi-cultural diversity:** NTU recognizes that true inclusivity extends beyond gender to embrace cultural and ethnic diversity. We are committed to fostering a workplace where individuals of all cultural and national backgrounds feel respected and valued. Our hiring procedures are designed to eliminate unconscious bias related to culture or ethnicity, ensuring fair and equitable opportunities. NTU is proud to maintain a culturally diverse environment that welcomes and supports talent from around the world.

Identification of areas of improvement:

- Maintain absence of wage gap.
- Continue to foster and further enhance gender and cultural diversity in the workplace.
- Enhance company staff's knowledge on gender-sensitive work practices and communication.

2.3. Objectives of the GEP and Monitoring

This section outlines NTU's goals for advancing gender equality. The plan sets long-term objectives supported by an action plan. For each objective, key focus areas, measurable targets, and monitoring systems are defined to ensure progress and accountability.

1. Raising Awareness on unconscious bias related to gender inclusivity

- **Measure:** Promote gender-inclusivity through informing about unconscious gender bias and recommend best practices for gender-inclusive communication.
- **Implementation:** Adoption of gender-inclusive communication training materials and dissemination of them through all levels of the company.
 - **Timeline:** Training materials finalised by Q1 2026, company-wide rollout completed by Q2 2026. Annual refresher sessions.
- **Monitoring and Indicators:** Employee satisfaction surveys signalling any experience related to unconscious gender bias. Participation rate in training sessions (target: $\geq 90\%$ of staff trained). Qualitative feedback from workshops and post-training evaluations.
- **Goal:** The NTU staff is well-informed on unconscious bias and implement preventive measures in the workplace.

2. Gender representation in the company

- **Measure:** Strengthening discussions on career opportunities and gender equality by encouraging balanced representation across all levels and roles.
- **Implementation:** Conduct regular internal reviews of gender distribution.
 - **Timeline:** annually.
- **Monitoring and Indicators:** Annual reporting on gender balance across departments and management levels, employee feedback on perceived career advancement opportunities. Number of employees participating in mentoring and leadership.
- **Goal:** Maintaining balanced gender representation in the workplace.

3. Maintaining the absence of the wage gap

- **Measure:** Ensure equal pay for equal work and proactively address any unjustified pay disparities.
- **Implementation:** Perform periodic salary audits.
 - **Timeline:** Annual assessment.
- **Monitoring and Indicators:** Regular wage gap analysis, documented gap reduction (if any gaps found).
- **Goal:** Maintain absence of gender wage gap, with continuous monitoring.

4. Continuity of gender-inclusive hiring methods

- **Measure:** Maintain and further improve recruitment practices that support equal opportunity and avoid gender bias.

- **Implementation:** Use gender-neutral language in job postings, ensure balanced interview panel, provide unconscious bias training for recruiters and managers.
 - **Timeline:** Recruiter and manager bias training completed by Q3 2026, with refreshers every year.
- **Monitoring and Indicators:** Review of hiring data to track gender diversity among applicants and new hires. Audit of job advertisements for gender-neutral language (target: 100% compliance).
- **Goal:** ensure hiring procedures are free from gender-related and cultural bias, reflected by balanced gender representation among shortlisted candidates.

2.4. GEP evaluation

The **evaluation** of NTU's GEP will take place on an annual basis to ensure continued progress and accountability. The Gender Equality Officer is responsible for overseeing this process.

Evaluation will be carried out through an annual anonymous employee survey assessing perceived transparency, gender inclusion, equality, and related aspects.

Additionally, direct discussions will be held between leadership and the GEO to address any reported incidents or concerns regarding gender inclusivity. Results will be compared to the baseline year 2025 to measure improvement and guide future actions.

3. Training

NTU places high importance on building awareness and accountability around gender equality. Targeted **training** is provided at all levels of the company to inform employees about unconscious gender bias in the workplace and the principles of the Gender Equality Plan.

This is supported by the annual gender report, which along with monitoring NTU's progress to achieving full gender equality in the company, will share best practices and additional learning resources. All employees are expected to engage with these materials to foster a culture of inclusion and continuous improvement.

In addition, NTU takes use of the EU's Knowledge Centre on Gender Equality's training and knowledge materials, with relevant materials shared across the different teams within NTU.