

## **Action Plan for Gender Equality and Diversity at NORCE 2022–2024**

NORCE works actively to promote gender equality, gender balance and diversity among its employees and students, as well as to create a safe and inclusive working environment. No-one should experience discrimination on the basis of ethnicity, nationality, language, religion and beliefs, disability, sexual orientation or gender identity.

The work on gender equality and diversity is strategically anchored in NORCE's 2020-2025 strategy.

A premise for the work is that a diverse and equal NORCE will contribute to a more democratic and sustainable society. A diverse and equal NORCE is also considered to be better equipped to face the future through research and innovation that is able to reach a broader group of end users. Research and innovation at NORCE will therefore have a greater impact, greater credibility and legitimacy in society and will reflect the research interests of larger parts of the population. This will contribute to increasing the competitiveness of NORCE, both nationally and internationally.

The objectives of NORCE's work on equality have been enshrined in our Gender Equality and Diversity Policy. This action plan addresses specific initiatives that are part of this work.

At NORCE, systematic work on gender equality and diversity is managed through a Gender Equality and Diversity Committee, supported by an HR resource in a 10% position, as well as other administrative resources as needed. The Gender Equality and Diversity Committee audits the action plan as part of its mandate.

The action plan will be communicated to employees and students undertaking supervised professional training at NORCE.

Area	Responsibility	Timeframe
<b>Governance and management</b>		
The action plan for Gender Equality and Diversity has been approved by the Board of Directors of NORCE.	The Gender Equality Working Group	December 2021
Create a Gender Equality and Diversity Committee Draw up the mandate for the committee. Elect at least four members to the committee.	The Gender Equality Working Group	December 2021- January 2022
Annual reports on the work on gender equality and diversity will be included as part of the annual report approved by the Board of Directors of NORCE.	HR	Annually
Develop procedures in MAPS for reporting work linked to the policy area (creation of the committee, annual reporting, auditing of the action plan, work on the working environment survey).	HR	December 2022
Increase management expertise relating to diversity and inclusion through NORCE School training. The topics of diversity management and diversity recruitment will be included in the development programme for research managers.	NORCE School	Entire period
The departments will develop initiatives for gender equality and diversity featuring their own targets based on their own challenges. Such initiatives must be incorporated into the strategic action plans for the departments.	Department management	From 2022
Drawing up a phase of life policy that facilitates a healthy balance between career and family commitments.	HR	2022
Managers must facilitate compliance with the phase of life policy, cf. Section 8 of the appraisal interview concerning facilitation in relation to phase of life.	Research managers	2022

Area	Responsibility	Time period
<b>Skills and career development</b>		
<p>NORCE will work to ensure that the proportion of both genders represented in leading scientific positions reflects the gender composition in research positions. NORCE will also work to ensure balance in the gender composition in research positions in all specialist departments.</p>	Management	Entire period
Gender balance in scientific and research adviser positions in the company in 2021:		
<ul style="list-style-type: none"> <li>• PhD candidates: 80% women, 20% men</li> <li>• Postdoctoral fellows: 41% women, 59% men</li> <li>• Researcher III, Researcher, Adviser: 37% women, 63% men</li> <li>• Researcher II, Senior Researcher, Senior Adviser: 39% women, 61% men</li> <li>• Researcher I, Chief Researcher, Special Adviser: 29% women, 71% men</li> </ul>		
<p>NORCE will work towards improved representation of diversity in leading scientific positions by ensuring that this reflects diversity in society.</p>	HR, management	Entire period
<p>NORCE has a long-term objective of increasing the proportion of women in leading scientific positions (Researcher I, Chief Researcher, Special Adviser) in the company as a whole and at departmental level.</p>	Department and Research Managers	Entire period
<p>In order to achieve a better gender balance in leading scientific positions, NORCE will encourage all employees with the potential to achieve personal promotion to Researcher I to apply for promotion.</p>	HR, professional management	Entire period
This is especially important in departments in which either of the genders is underrepresented.		
This will be done through the following initiatives:		
<ul style="list-style-type: none"> <li>• Communicating the rules relating to promotion to managers and employees.</li> <li>• Communicating the requirements for and design of applications for personal promotion.</li> <li>• Encouraging managers to raise promotion as a topic during appraisal interviews.</li> </ul>		

Area	Responsibility	Time period
<p><b>Recruitment</b></p> <p>Job advertisements will be designed to be broad-reaching and will be gender-neutral and non-discriminatory.</p>	HR	Entire period
<p>We would like a greater degree of diversity and will encourage qualified applicants to apply regardless of gender, ethnicity or disability.</p>		
<p>Investigate how the work on diversity can be quantified by identifying opportunities and obtaining an overview of the regulations relating to the collection and retention of personal data.</p>	HR and Data Protection Officer	From 2022
<p>Conduct investigations into and obtain statistics regarding qualified applicants vs. applicants invited to attend interviews, as well as considering initiatives based on an evaluation of the statistics (nationality, gender and age).</p>	HR	2022
<p>At least one applicant from the underrepresented gender must be invited to attend an interview.</p>	HR	Entire period
<p>Raise awareness among the members of assessment committees relating to their own attitudes/implicit bias and the importance of gender equality and diversity.</p>	HR	Entire period
<p>Both genders must be represented on the appointment committee and there should ideally be at least one specialist member of each gender.</p>	HR, Research and Project Managers	Entire period
<p>When recruiting to leading management positions and positions of strategic value to the company, the recruitment agency must be encouraged to present qualified candidates of both genders.</p>	HR	From 2022
<p>Establish a NORCE policy stipulates an offer of Norwegian language training for all new employees from an international background, with the aim of ensuring that employees can actively participate in Norwegian society and working life.</p>	HR and NORCE School	2022

Offer digital training courses in intercultural communication to employees and managers. NORCE School From 2022

Ensure that relevant internal information is translated into English and made available to foreign employees (requests have been made for NORCE to offer PPT presentations in English at all-hands meetings and for all HR, HSE, quality, safety and process documentation is translated into English). NORCE management 2022

Area	Responsibility	Time period
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### **Initiatives to prevent sexual harassment**

Review of the whistleblowing procedures for sexual harassment in MAPS.	HR	January 2022
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Include information about our zero tolerance policy on harassment in guidelines and include information about whistleblowing procedures in the template for the induction meeting for new employees.	HR	February 2022
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Expand upon the chapter relating to gender equality and diversity in the HR Manual so that relevant information is easily accessible to all employees and students undertaking supervised professional training at NORCE.	HR	February 2022
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Ensure that this information is also linked to information from AKAN.	HR	2022
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Include the topics of prevention and handling of matters relating to sexual harassment in the management development programme.	NORCE School	From 2022
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Prevent exclusion, discrimination and sexual harassment by focusing on these topics during appraisal interviews in connection with working environment matters.	Research managers	Entire period
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Area	Responsibility	Time period
<b>Documentation and analysis</b>		
Identify the risk of different types of discrimination using a questionnaire that forms part of the working environment survey.	HR	2022–2023
Fine-tune the initiatives in the action plan on the basis of the outcomes of the questionnaire included in the working environment survey and the results of pay statistics.	Gender Equality and Diversity Committee	2022–2023
<p>Map the gender balance in the company, including pay balance, through the reporting of the following data:</p> <ul style="list-style-type: none"> <li>• gender balance in the company (total, among management, researchers, technical and administrative staff – both in terms of number of employees and as a percentage)</li> <li>• temporary employees, including gender balance among temporary employees (as a percentage)</li> <li>• part-time employees, including gender balance among part-time employees (as a percentage)</li> <li>• distribution of parental leave between women and men (average number of weeks)</li> <li>• pay balance in the company (management, researchers, technical and administrative staff – gender differences in both Norwegian kroner and as a percentage)</li> </ul>	HR	Annually
Develop initiatives on the basis of the results.		
Include work on gender equality and diversity in the Management Review report.	HSEQ, HR	From 2022
Collect information on completed and planned initiatives on the basis of the departmental reporting included in the Management Review. Include such information in annual reporting on gender equality work as part of the annual report.	HR, HSEQ	From 2022

Area	Responsibility	Time period
<b>Integration of gender perspectives in research</b>		
<p>NORCE will work actively to integrate a gender perspective in more fields of research by regularly discussing this topic in the various research groups and departments in connection with project initiation work.</p>	<p>Department management, research management</p>	<p>Entire period</p>
<p>This is relevant to most fields but especially the fields in which the relevance of gender perspectives is not immediately obvious, such as innovation, technology, industry and natural sciences. Through the integration of a gender perspective, applications in these areas may contribute to innovation and innovative research, as well as strengthening the opportunities for funding from the Research Council of Norway.</p>		
<p>The gender perspective must be included as an item on a check list (MAPS process) during the initiation phase, throughout the project and during the final assessment, e.g. by including an open-ended question on how the gender perspective may be relevant to the project in question.</p>	<p>PERMANENT</p>	<p>Entire period</p>
<p>Perspectives and variables linked to gender and diversity must be included as part of concept development, the application phase and project implementation. This will be included as part of the training provided through project management courses at NORCE School.</p>	<p>NORCE School</p>	<p>Entire period</p>
<p>Efforts will be made to ensure gender balance and diversity in the composition of national and international partners (participants, work package managers and/or other levels) in larger projects for which NORCE is a project manager/coordinator.</p>	<p>Project Managers</p>	<p>Entire period</p>
<p>Strive to ensure gender balance and diversity in decision-making bodies and steering committees for larger projects/centres.</p>	<p>Project Managers</p>	<p>Entire period</p>
<p>Maintain a gender equality and diversity perspective in the work aimed at stakeholders/stakeholder groups (for example end users) relevant to our projects.</p>	<p>Project Managers</p>	<p>Entire period</p>

