

THE NORWEGIAN INSTITUTE OF INTERNATIONAL AFFAIRS EQUALITY AND DIVERSITY ACTION PLAN 2022–2024



Contents

1. Introduction	3
2. The plan in brief	4
From gender equality to diversity.....	4
Duration and areas	4
3. Status of NUPI	5
4. Objective, goals – and measures (2022–2024).....	6

1. Introduction

The objective of the action plan is to facilitate equality, promote diversity and prevent discrimination among employees at the Norwegian Institute of International Affairs (NUPI). As an employer, NUPI has a duty to work actively, purposefully and systematically to ensure gender equality and prevent discrimination.¹

In addition to meeting the legal requirements, it is important and right to have in place an employer policy that enables us to access the most competent employees, brings out the best in the institute's managers and employees and lays the framework for equal opportunities for employees.

NUPI has a head of equality and diversity who, with support from the management team and the Working Environment Committee, is responsible for following up goals and measures as well as updating the action plan every two years.

The plan covers the following areas: organisation and management, research and professional development, and recruitment and development.

Active equality and diversity efforts require:

- **Competence and time**

Active equality and diversity efforts require resources both in the form of competence and time in order to be able to maintain a focus on equality and diversity in all of our activities.

- **A clear overarching policy**

It is crucial that NUPI has a uniform and clear equality and diversity policy covering all areas of activity, e.g. common guidelines for recruitment and management training.

- **Engaged managers**

All managers in the organisation have a responsibility to follow current guidelines and to support the equality and diversity efforts at NUPI. If equality and diversity efforts are to be a priority area, procedures need to be in place that support this work.

¹Chapter 4 of the Equality and Anti-discrimination Act

2. The plan in brief

The action plan has primarily been prepared for NUPI in its role as employer, and the target group is all employees. The objective is to ensure equality and diversity and prevent discrimination. NUPI's zero tolerance bullying and harassment policy applies to all of its activities and also covers research projects with national and international partners.

NUPI believes that having an organisational culture and a working environment that reflect society is part of its corporate social responsibility, and is working actively to meet Sustainable Development Goal 5: Achieve gender equality and empower all women and girls.

From gender equality to diversity

Our point of departure is the *expanded concept of equality*,² with diversity as an extension of this work. Equality has traditionally related to gender equality and equal rights, responsibilities and opportunities for men and women. NUPI will continue its efforts in this area in the years ahead, including through the NUPISPOKE project in the Research Council of Norway's gender balance programme BALANSE. However, gender is only one of several dimensions of inequality in society. Prejudices and barriers can be complex, and this complexity needs to be taken into account when developing measures. We have therefore adopted an intersectional approach to our equality work. Consequently, the measures in the plan also cover discrimination due to gender expression and identity, ethnicity, sexual orientation, religion, life stance and disability.

Duration and areas

The efforts in equality and diversity are anchored in the sector goals set by the Ministry of Education and Research. The action plan will be revised every two years.

The measures in the action plan are divided into three areas in order to ensure that the equality and diversity policy is an integral part of NUPI's structures and processes.

Organisation, communication and management

Objective: Equality and diversity shall be an integral part of NUPI's culture, internal and external communication, structure, board and management.

Research and professional development

Objective: Equality and diversity shall be an integral part of NUPI's research and professional development efforts.

Recruitment and development

Objective: NUPI's recruitment, competence and career development processes shall promote equality and diversity in our activities.

² *Expanding the focus on gender to include diversity corresponds with the Ministry of Education and Research's expansion of the Committee for Gender Balance and Diversity in Research's (KIF) mandate in 2014 to include ethnic diversity in addition to gender.*

3. Status of NUPI

The overall status of gender, ethnicity and disability at NUPI is described below, based on available data from 2021:

Gender: The institute has a good gender balance, with 57 women and 49 men in total. There are 3 women and 5 men in the management team. The research staff consists of 22 women and 27 men, and there are 14 female and 17 male senior researchers (1109). The group of researchers with formal professor competence (1183) is made up of 6 women and 11 men, and in the research category researcher (1108) there are 2 women and 1 man. In the group of PhD research fellows, the distribution is 6 women and 4 men. The support functions consist of 15 women and 10 men. The figures below include all employees.

Job category	Women	Men
1062 Director		1
1183 Researcher	6	11
1057 Head of communications		1
1109 Research	14	17
1364 Senior advisor	6	4
1108 Researcher	2	1
1017 Research fellow	6	4
1020 Research assistant	12	5
1408 Higher executive officer		1
1065 Executive officer		2
1362 Intern		3
1058 Head of administration	1	
1077 Chief librarian	1	
1434 Advisor	7	
1019 Research assistant	6	

However, if we look at the gender distribution in research positions that are over 20% of a full-time equivalent the picture is rather different, and the difference increases the higher up the hierarchy we go.

Job category	Women	Men
1183 Researcher	2	8
1109 Researcher	9	14
1108 Researcher	2	1
1017 Research fellow	6	4
1020 Research assistant	12	5
1019 Research assistant	6	

No large systemic gender differences have been found in average wages. Women earn 89.4% of men's pay; one explanation for this might be that the average is pulled down because there are more men with formal professor qualifications and in management, and more women in administrative positions.

Ethnicity: NUPI wants to reflect the ethnic diversity of the national and regional populations. The reporting obligation in relation to ethnicity forms part of the employer’s duty to provide information (cf. the Equality and Anti-discrimination Act) on measures implemented by NUPI. Out of a total of 106 employees, 33 members of staff as of 1 June 2021 were either foreign or have a foreign background: 21 foreign employees, of whom 13 are Western and 8 are non-Western. Twelve Norwegian employees have a foreign background, 3 of whom were born abroad and 9 of whom have at least one parent who was born abroad.

Disability: NUPI adapts physical, organisational and working environment conditions for employees with disabilities. The reporting obligation relating to disability is part of the employer’s duty to provide information (cf. the Equality and Anti-discrimination Act) on measures implemented by NUPI.

4. Objective, goals – and measures (2022–2024)

The table below shows the objectives, goals and measures within equality and diversity, as well as the responsibilities and deadlines in the three areas 1) organisation and management, 2) research and professional development, and 3) recruitment and development.

The action plan’s aims and measures apply to all NUPI’s activities, strategy documents, annual plans and annual reports. This means that equality and diversity is incorporated into a variety of areas, such as management training, HR policy, communication work, recruitment and employment, finance, research administration and other relevant areas.

NUPI’s annual report will include a presentation of goals achieved and the follow-up of measures.

Organisation, communication and management

Objective: Equality and diversity shall be an integral part of NUPI’s culture, internal and external communication, structure, board and management.

Goals	Measures	Responsibility	Deadline	Comments
1. Equality and diversity form part of NUPI’s core values	Strategic anchoring of equality and diversity efforts is incorporated into strategy and activity plan Investigate whether NUPI should have its own Pride celebration	Management team HR Communications	Included in the work on the new strategy 2022–2024	
2. Ensure continuity and systematic work with equality and diversity	Resources are earmarked to promote equality and diversity through the measures outlined in the action plan	Director Management team Head of administration	Ongoing	
3. An updated	Prepare status overview	Director	Ongoing	

overview of the status of gender, ethnicity and disability is prepared annually.	of gender, ethnicity and disability, and for measures/services that have been implemented to safeguard equality and diversity	Head of administration Head of equality		
4. Secure managerial competence in diversity	Training in diversity management for managers	Director Head of equality	Spring 2022	
5. A conscious recruitment practice in terms of equality and diversity	- Common guidelines and recommendations for assessments of potential appointments - Training initiatives in equality and diversity for members of the appointments board	HR Head of administration Project managers	Ongoing	
6. Work actively to prevent bullying and sexual assaults, including sexual harassment	- Revise the procedures for reporting of wrongdoing - Inform all employees of the procedures in a general staff meeting and upon recruiting new employees - Include this point in employee performance appraisals	Director HR	Ongoing	
7. Identify barriers in recruitment practice in relation to gender expression, ethnicity and disabilities	Review recruitment practice	HR Head of equality Appointments board Communications	Autumn 2022	Project. Use consultants
8. Skills development in the organisation	Work-related events and talks on relevant topics All new managers are trained in personnel management	Head of equality	Autumn 2022 and autumn 2023	External speakers
9. Communications work at NUPI shall actively support the efforts in equality and diversity	- News items, podcasts and videos represent the diversity of researchers at NUPI - Equality and diversity are in focus in relation to professional contributions at events	Head of communications	Ongoing	Com. dept. evaluates annual representation with a view to this in their com.products.

Research and education

Objective: Equality and diversity shall be an integral part of research and education.

Goals	Measures	Responsibility	Deadline	Comments
1. Ensure that framework conditions are the same for male and female senior researchers and professors	Strive for (more) equal framework conditions for researchers at NUPI through a package of measures for career development Combination of one-day seminars and individual guidance and coaching, as well as an internal seminar series for sharing best practices	Director Management team NUPISPOKE	Ongoing	This is one of the focus areas in the BALANSE project NUPISPOKE
2. Promote gender and diversity perspectives in research	The research groups incorporate equality and diversity into the organisation and topics in research project applications via internal research meetings on citation practices, and discussion on gender and diversity perspectives in the development of new research projects.	Director FADEN Head of research	Ongoing	Recruitment of employees from different ethnic backgrounds or disabilities in externally funded projects
3. Ensure that gender and diversity perspectives are incorporated into collaboration projects	Include efforts in equality and measures to combat sexual assaults and discrimination in collaboration agreements Inform participants of this during project start-up meetings	Management team Head of administration FADEN Project managers	Ongoing	

Recruitment and development

Objective: Recruitment, competence and career development processes shall facilitate equality and diversity at NUPI.

Goals	Measures	Responsibility	Deadline	Comments
1. Strive to increase the number of women in top academic positions every year	Develop and establish an internal promotion project that qualifies staff for top academic positions Mentoring scheme for researchers on the career ladder	Director HR Head of research	Ongoing	Part of the BALANSE project NUPISPOKE
2. Increase the proportion of employees from different ethnic backgrounds	Devise measures based on the review in 2022	Director HR Communications	Ongoing	
3. Help ensure that candidates with disabilities and/or gaps in their employment history are recruited in permanent positions	Devise measures based on the review in 2022	Director HR	Ongoing	
4. Identify whether the COVID-19 pandemic has affected employees' career development using variables such as gender and life phase	Identify the consequences of the COVID-19 pandemic	HR Management team	30.06.2022	

Ole Jacob Sending
 Ole Jacob Sending
 Head of Research

Anne Kari B. Johansen
 Anne Kari B. Johansen
 Head of Administration

Ulf Sverdrup
 Ulf Sverdrup
 Director