



NIBIO

NORSK INSTITUTT FOR
BIOØKONOMI

Action plan for equality, diversity, and inclusion

2022-2025

Version 1.0.

Adopted 20.12.2021



Photo: Camilla Baumann

NIBIO

NIBIO wants to promote gender equality, diversity and inclusion in research, knowledge production, contract work, innovation, and management. Gender balance and diversity within all fields and positions will increase both creativity and quality, as well as the relevance of the knowledge development. NIBIO will have a diverse work environment where everyone is met with respect regardless of gender, ethnicity, religion, beliefs, age, functional ability, or sexual orientation. A diverse group of employees with different backgrounds and disciplines, contributes to NIBIO delivering research work of a high standard, and in solving the great societal challenges by being a dynamic and future-oriented institute.

NIBIO has carried out risk assessments in the personnel policy areas of recruitment, pay and working conditions, promotion/advancement, development opportunities/training, facilitation, work-life balance and working environment. This has been carried out based on the criteria for equality and discrimination in gender, ethnicity, and disability. Based on the analyses completed from the risk analysis, the highest priority is given to the areas of gender balance in management and decision-making, gender balance in career development and integration of the gender perspective in research. In these areas, NIBIO has set specific objectives in the action plan for 2022-2025. Risk assessments of the remaining grounds for equality and discriminationⁱ will be worked on in 2022, and the action plan will be updated to include NIBIO's ambitions beyond current legal requirements. The action plan and the work to ensure diversity, inclusion, equality and prevent discrimination, will include all employees at NIBIO, independent of the area of work.

When hiring, the qualification principle presides, and it is the best qualified applicant for a position that should be hiredⁱⁱ. NIBIO will facilitate in order to attract well-qualified applicants of both sexes. This will be done through qualifying existing employees, but also by building a good reputation for attracting external applicants. NIBIO has a balanced gender distribution in general, with 54% men and 46% womenⁱⁱⁱ. However, there is a gender imbalance in some position types. NIBIO will work systematically and purposefully to achieve the most even gender balance possible at all levels of the organisation.

Anchoring and authority of the action plan

Gender equality is fifth on the list of the UN's sustainability goals. One of the sub-goals is to ensure that both sexes have full and equal participation, and equal opportunities for positions at all levels within their organisation. From 2022, the EU will introduce a framework program for research in which they strengthen their commitment to gender equality and gender balance in research. Having a binding gender equality plan will be a qualification requirement to be eligible for research funding. The Research Council of Norway (NFR) has decided to introduce the same requirements as the EU, and from 2022 all applicants from research organisations and the public sector must have an action plan for gender equality to be eligible for funding from the Research Council of Norway.

All public institutions in Norway are obliged by law to promote gender equality and diversity through active, targeted and planned work. The activity and reporting duty in the Equality and Anti-Discrimination Act § 24 and § 26 requires all public employers and all private employers with more than 50 employees to make active, targeted and systematic efforts to ensure gender equality.

In the Adaptation Agreement, entered between representatives and management, NIBIO has set a goal to increase the proportion of women in senior positions. Furthermore, the Adaptation Agreement states that the work with gender equality should ensure as even distribution between the genders within all job groups as possible. NIBIO will ensure that employees of all genders can attend to both care obligations and careers.

Facilitation of the combination of care tasks and working life are measures that will give both women and men a better working situation at NIBIO.

Goals for 2022-2025

NIBIO wants to promote equality and diversity because we know it strengthens us as an organisation. Heterogeneously composed research, professional and management groups prove to be more robust and innovative than homogeneous groups. Diversity will contribute to quality and innovation in the knowledge production at NIBIO. Research of high quality and relevance depends on the research communities' ability to ask the "right" questions and consider several possible solutions. This is best ensured in an environment that allows for different types of people with different experiences and with the ability for professional collaboration. Research and knowledge production play an important role in policy development and administration, and contribute to a more critical, diverse and open public debate. To have employees who reflect the diversity of the population at NIBIO will increase the credibility of the research and its relevance.

NIBIO has three specific objectives for the areas of gender balance in career development, the integration of the gender perspective in research and professional production, as well as the gender balance in management and decision-making.

Objectives:

1. **To increase the proportion of female employees with Research Professor competence NIBIO has set a target of > 35% female Research Professors by 2025.** This means that 3-5 female researchers qualify annually. In the group of employees who are qualified as Research Professors and code 1183, the proportion of women is slowly increasing year by year, but specific measures aimed at this group can give better effect to achieve the anticipated target faster. In 2020, the ratio is 73% men and 27% women. In order to achieve the target of > 35% female Research Professors by 2025, it is necessary to implement concrete measures aimed at women who can qualify as a Research Professor within 2-3 years.
2. **To ensure gender balance in the composition of members for research, professional and development projects.** The aim of NIBIO is for the composition of project groups and work packages to be gender-balanced as far as possible. NIBIO has an extensive portfolio of around 1,500 ongoing research projects. When initiating and starting up new projects, the composition of project groups and work packages must be discussed and assessed to ensure the best possible gender balance in the groups.
3. **To increase the proportion of women in management positions.** NIBIO aims to have approximately the equivalent number of women and men in management positions at all levels. Through targeted investment in female employees who have an interest in or potential for management, the goal is to develop women's leadership skills so that they are competitive when recruiting for vacant management positions in NIBIO and for leading large research, professional and development projects.

Measures for equality, diversity and inclusion

NIBIO works continuously with measures to make the organisation aware of the effort that is being done to safeguard equality, diversity and inclusion, as well as prevent discrimination.

Measure	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Raising awareness in the organisation	Incorporate the gender equality perspective into already established structures and management systems. This can occur, among other things, in ext. interviews, employee survey, salary policy, management training, award criteria for internal funds	NIBIOs ambition	Ensure equality, diversity and inclusion, as well as prevent discrimination	All employees	NIBIOs wish and statutory requirement	General director	Employee survey Annual status of the state of equality and diversity
	Party-composed working group for equality and diversity	NIBIOs ambition and wish as well as following up legal requirements and new award criteria from EU / NFR	Suggest goals and measures for increased equality and diversity	Management and employees	Mandate given by Collaborative committee	General director Top management team	Action plan for equality, diversity and inclusion
	Visibility of the annual status of the state of equality and diversity	Duty to report	The annual report shall summarise NIBIOs social mission and goals	All employees	NIBIOs wish and statutory requirement	General director	Annual report
	Leadership training in the topic of diversity management	NIBIOs wish and ambition	Increase competence in management	Management with personnel responsibility	NIBIOs wish	HR	Evaluation Annual report Employee survey

Measures for equality and gender balance

Measure	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Increase the number of women who qualify as 1183 Research Professor	Identify female researchers who can qualify	Uneven gender distribution in group 1183 Research Professor	>35 % female Research Professors 3-5 Females qualify annually	Female researcher who within 2-3 years can and want to qualify	NIBIO's goals for gender equality and the associated action plan The Adaptation Agreement and the Gender Equality Act Employers' activity obligation for gender equality Award criteria in EU/ NFR projects	Head of department	Number of female researchers that obtain 1183 Research Professor-competence
	Stimulate and motivate for a career path in NIBIO in the annual development talks where a career plan is discussed.					Head of department	
	Incorporate allocation criteria that promote gender balance when allocating incentive funds from the basic allocation					Research staff	
	Facilitate courses in publishing, writing support and individual guidance Have a conscious relationship to co-authorship and project management					Research staff	
	Career guidance and networking groups for female researchers who can qualify within 2-3 years					Research staff and HR	

Measures	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Ensure gender balance in the composition of members in research, professional and development projects	Project managers/ research managers are introduced to and follow up EU/ NFR requirements for gender equality in project applications	New requirements from EU/NFR	Gender balance	All employees	NIBIO's ambition and wish Equality law Award criteria in EU/NFR projects	All management	Incorporated in the Project Handbook and application template Training plans for new employees
	Project managers/ research managers are introduced to NIBIO's goals for equality and diversity and the EU/NFR requirements that gender balance must be assessed in the composition of working groups	NIBIO's wish New requirements from EU/NFR Uneven gender distribution Participation is important for qualification for both promotion and leadership positions		All employees who are to join composite work groups Employees seeking funding in the EU or NFR		All management Research staff	Annual overview of gender balance in big projects Project Handbook
	Identify possible candidates internally for management positions with personnel responsibilities and for the management of large projects	Uneven gender distribution		Employees with potential /interest to become a leader and take the lead of large projects		Division-director Immediate management	Annual Report
Increase number of women in management positions in NIBIO	Encourage women to apply for positions by announcing management positions and other position groups where an employee group is under-represented. NIBIO will ensure a balanced candidate selection interview	Uneven gender distribution	Applicants to vacant positions	Immediate management HR	Annual Report		
	Offer leadership development programme	Uneven distribution in some position types	Employees with the potential and interest to become leaders and take the lead of big projects	Head of Department HR	Annual Report Internal status report from development-programme		
	Survey equal pay situation	Obtain info. on any unreasonable discrimination	Find causes and measures if any unreasonable discriminations	All employees	Wage policy at NIBIO Statutory requirements	Head of Department HR Annual Report	
Ensure equal pay for equal work	Survey equal pay situation	Obtain info. on any unreasonable discrimination	Find causes and measures if any unreasonable discriminations	All employees	Wage policy at NIBIO Statutory requirements	Head of Department HR Annual Report	

Measures for diversity and inclusion

Measure	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Inclusive community work	Carried out when announcing all vacant positions	Joint social mission in the state to get more people into work	Minimum 5% of new employees from this target group	Applicants with disabilities or gaps in the CV	The government's joint guidance	Division-, Staff Director Head of department HR	Call qualified applicants for an interview Annual report
Diversity declarations	Carried out when announcing all vacant positions	Quality-assured follow-up of statutory requirements	Ensure diversity and equal treatment	Underrepresented groups	Law of equality and discrimination	Division-, Staff Director Head of department HR	Call qualified applicants for an interview Annual report
	Followed up in the template for setting employment	Quality-assured follow-up of statutory requirements	Ensure diversity and equal treatment	Underrepresented groups	Law of equality and discrimination	Division-, Staff Director Head of department HR	Explain that the assessment has been carried out in accordance with the guidelines
Prevent bullying and harassment	Notification guidelines are available on the intranet Alert poster on NIBIO's website Regular information about notification channel both internally and externally Clarify how employees notify and how the notifications are followed up	NIBIO shall be an organisation where everyone is respected	Zero tolerance for bullying and harassment. Everyone should be aware of the notification channel and the routine	Management and all employees	Law of equality and discrimination The employer's activity obligation that follows from the duty of care	Head of Department/ Personnel Director of Research	Number of alerts
Prevent breaches	Ethical guidelines NIBIO's ethics committee and ethics council	NIBIO shall be an open and socially responsible organisation	Ensure good ethical standards in general and ethics in research in particular Ensure a good reputation, impartiality and prevent breaches	All employees	NIBIO's goal and societal responsibility	Management in particular and employee in general	Number of complaints, deviations reported or notification cases

Earmarked resources and funds

NIBIO has established a party working group that will carry out risk assessments, propose relevant goals and measures, and assist in the implementation of the action plan for gender equality, diversity and inclusion.

NIBIO's management is responsible for following up the work and the action plan. NIBIO has earmarked resources for further work with gender equality, diversity and inclusion.

Follow-up and control

The diversity and gender equality situation at NIBIO is documented in the annual report. The annual report shows the effect of the measures in the action plan, and how allocated gender equality funds contribute to goal achievement for the diversity and gender equality situation at NIBIO.

The annual status report will be the basis for assessing implemented measures against the objectives in the action plan and for assessing the need for corrections. In the event of a lack of results, the causes will be analysed, and new measures will be considered. The gender equality situation is discussed annually by the management and representatives from the Cooperative Committee.

[Click here](#) for NIBIO's annual report 2020

ⁱ The Grounds of Discrimination; gender, pregnancy, maternity / adoption leave, care responsibilities, ethnicity, religion, beliefs, disability, sexual orientation, gender identity, gender expression and combinations of these principles.

ⁱⁱ Act on Government Employees of 16 June 2017, § 3.

ⁱⁱⁱ Survey report for gender as of 31.12.20. NIBIO's annual report 2020.