



Status of Equality and Non-Discrimination Work

NRC Head Office

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Introduction

To achieve NRC's mission, a diverse and capable workforce is NRC's most important asset. We work systematically to build a positive working culture in which all staff feel valued and supported and have a sense of belonging.

NRC works actively for equality and non-discrimination, promoting equal opportunities regardless of gender, age, race, ethnicity, faith and beliefs, disability, sexual orientation, and gender identity.

NRC's HR policy promotes equality and preventing discrimination, harassment, sexual harassment and gender-based violence. The Code of Conduct establishes NRC's commitment to non-discrimination, equal opportunity, fair employment, courtesy, dignity and respect for different customs and cultures.

This report describes how NRC follow up our legal obligation to account for the status of gender equality and how we work to promote equality and prevent discrimination.

Part 1: State of gender equality

Gender differences – wage, temporary employees, parental leave, part time work, wage growth

At the end of 2022 the gender distribution at the head office in Oslo was 65 per cent women and 35 per cent men (same as in 2021). 63 per cent of managers at head office were women and 37 percent were men (66 women and 34 percent men in 2021). The gender distribution among senior management at head office was 60 per cent women and 40 per cent men (compared to 50 per cent in 2021). NRC's Board had five women and five men in 2022.

Mapping gender differences

NRC has conducted a mapping of gender differences in relation to wage and wage growth, temporary employment, sick leave, parental leave, recruitment, and part time work. The population mapped includes employees on a head office contract.

NRC has taken into account equal work and work of equal value in the design of position levels. The design of the position levels is based on NRC's existing job profiling structure where positions are placed in job categories (grades) based on level and scope of responsibility, complexity of tasks, organizational impact and competence requirements. There are 15 grades in NRC's job profiling structure. Grades with few employees and positions considered to constitute equal work and equal value with regard to responsibility, complexity of tasks, scope and organizational impact, are merged into one position level.

To calculate wage differences, NRC has broken down fixed pay and various additions and benefits for the 2022 financial year.

The staff representatives of the head office unions, Akademikerne and NTL, have participated throughout the planning, implementation and evaluation stages of the salary mapping.

When measuring involuntary part-time work NRC has reached out to staff working part time to evaluate the reason for their part-time work and if this is their own choice.

Analysis of the mapping of gender differences

The mapping of gender differences among staff at the head office does not reveal significant differences in compensation based on gender and thereby related risks with regard to promotion and career opportunities (ref table 1 and Chart 1). The overall women's share of men's total cash benefits is 3% higher when compared to 2021 and stands at 96%. Among staff in assistant, officer and coordinator roles, advisory roles and line managers at head office, men and women are at approximately even salary levels (levels 6, 5, 4, 3 and 2). A significant increase in this indicator from 2021 to 2022 was recorded for staff in level 6 (assistants, officers and coordinators) which allowed reaching even salary levels between men and women in these levels. Significant gender differences in compensation for leaders in the Senior Management Group (level 1) have been mapped as women share 79% of men's salary in this level, a situation that has not changed when compared to last year. It should be noted that the total number of staff in levels 1 and 6 is very low (5 and 14 respectively) compared to the other levels.

Due to a revision of codes for registration of overtime, reliable data on overtime could not be obtained. Overtime was therefore not included in the year 2022 report. There are no bonus payments in NRC. Irregular additions are applicable only for a limited number of employees and depending on type of position, i.e., the differences cannot be explained by gender.

The mapping reveals significant gender differences for temporary employees and sick leave (ref. Chart 2). The percentage of women who are temporary employees decreased during 2022 and so did the same indicator in the population of men; despite this positive trend the percentage women that are temporary employees more than doubled the same percentage of men; similarly the percentage of women who were on sick leave at least one day, drastically reduced in 2022 when compared to 2021, however that percentage was more than twice as large in women than in men during 2022.

No significant gender differences have been mapped for those staff reporting staying home with a sick child, parental leave and part-time workers. Do note that there are few part-time employees (14 in total) and all of them are working part time for personal reasons, not for organisational purposes. The wage growth between genders stays even in 2022 (4.7 for women and 4.6 for men).

Regarding recruitment the mapping shows significant gender differences (ref. Chart 3). Male applicants doubled the number of female applicants while the number of new male hires is almost a third of the female new hires. Also of the 37 applicants registering gender as "other" none seem to have been enrolled in NRC HO. Do note that 12% of applicants did not register gender when applying.

	Gender distribution at different position levels		Wage differences Women's share of men's salary stated in per cent					
	Women	Men	Cash benefits					Natural benefits
			Total cash benefits	Agreed salary / fixed salary*	Irregular additions**	Bonus	Overtime allowances	Total taxable natural benefits***
Overall = 326 staff	65%	35%	96.4%	96%		NA	NA	92.5%
Level 1 (grade 14-15) 5 staff	60%	40%	78.9%	79%	NA	NA	NA	100.0%
Level 2 (grade 11-13) – 41 staff	71%	29%	99.3%	98%	293.9%	NA	NA	107.8%
Level 3 (grade 10) – 43 staff	56%	44%	99.2%	98%	NA	NA	NA	94.7%
Level 4 (grade 8 - 9) – 179 staff	65%	35%	96.6%	96%	303.5%	NA	NA	86.5%
Level 5 (grade 7) – 44 staff	75%	25%	99.5%	99%	NA	NA	NA	67.6%
Level 6 (grade 3-6) – 14 staff	57%	43%	100.8%	100%	100%	NA	NA	NA

Table 1. Overview of gender distribution and wage at NRC's HO.

* Per 01.12.2022

**Housing allowance, Stand by allowance, Acting allowance. These allowances are in limited use.

*** Taxable mobile phone and internet. This benefit is optional. In 2022 only 2 staff, both women, within group 6 opted for mobile phone subscription.

Chart 1. Women's share of men's salary stated in %

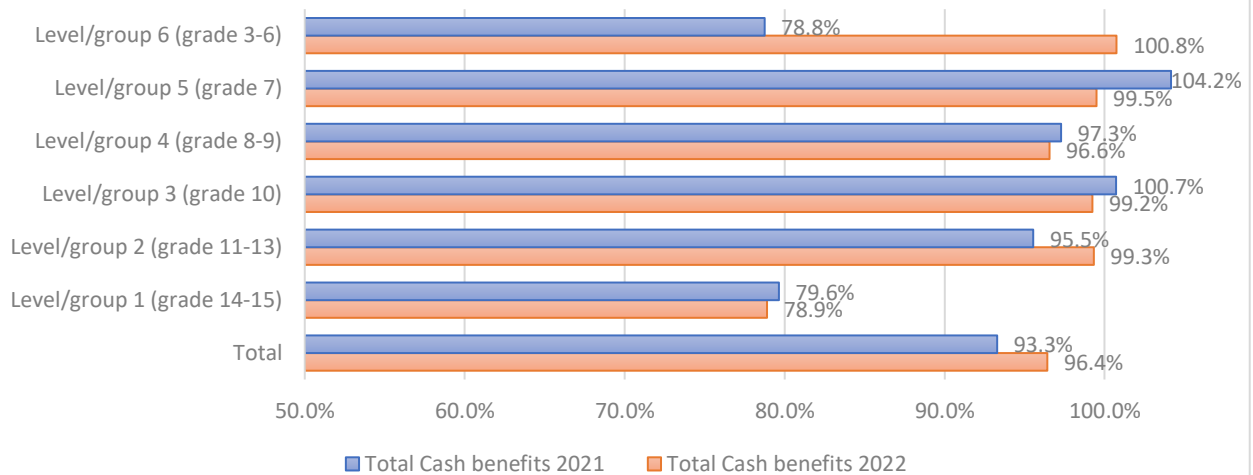
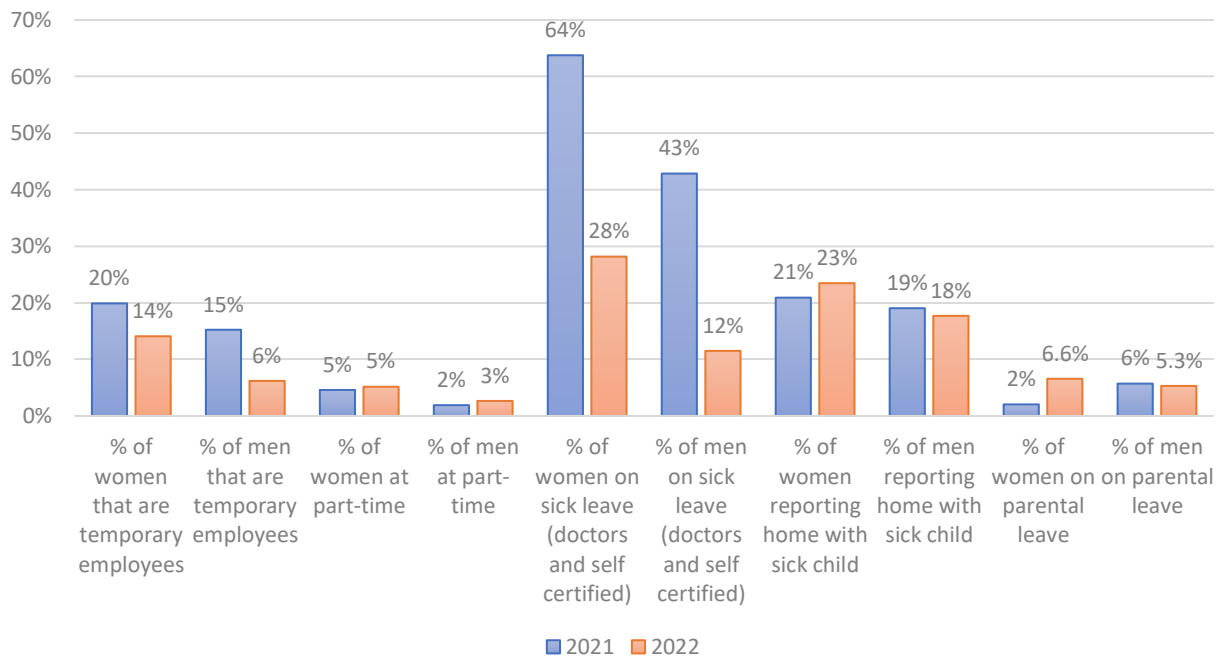
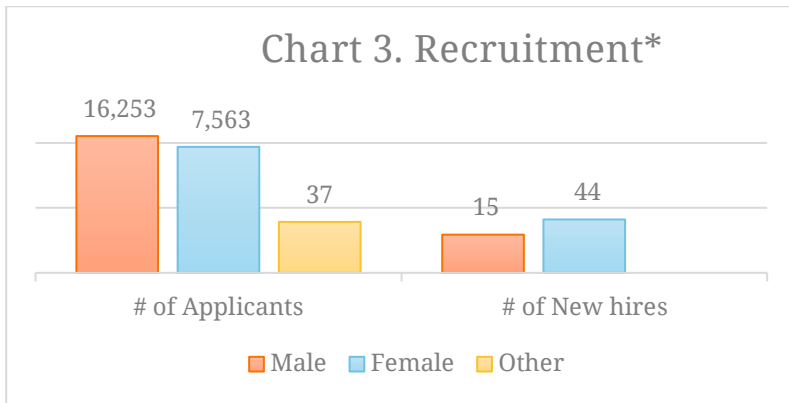


Chart 2. Temporary employees, Part-Time employees, sick leave and parental leave





* Chart 3 displays figures in logarithmic scale of base 10

Part 2: NRC's work for equality and against discrimination

NRC's principles, procedures and standards for gender equality and non-discrimination

One of the strategic enablers in the NRC Global Strategy 2022-2025 is to value our people and build a diverse and capable workforce. NRC will work systematically to build a positive working culture where all staff feel valued and supported and have a sense of belonging. Gender balance is one of the intersectional focus areas NRC is striving to achieve inclusivity. Working to increase local staff in senior positions, focusing on development opportunities, reviewing succession planning and raise awareness of inclusion barriers and opportunities at all stages of the employee lifecycle are some of the ways NRC will look to create an inclusive culture for all our staff, in both our HQ and global offices to thrive.

NRC's Human Resources (HR) policy ensures equal opportunities and rights, and to prevent discrimination based on ethnic origin, nationality, language, gender, sexual orientation, religion or beliefs. It is embedded in NRC's global HR Policy that NRC will make every effort, through the design of its structures, processes and staff training, to eradicate discrimination.

In 2022 the new Global DEI Specialist Adviser and Strategic Lead was appointed. The post holder for this role is responsible for leading NRC's work to become an even more inclusive and diverse organisation and is responsible for defining and implementing policies and measures to promote and embed an organisational culture that embraces and promotes diversity, equity, and inclusion in NRC. This includes designing, creating and implementing plans to promote diversity and inclusion within the organisation and to ensure a common understanding amongst managers and employees about what diversity, equity and inclusion mean throughout NRC's country and regional offices, representative offices and at the Head Office

NRC also has two DEI groups to help support our DEI objectives; the Diversity, Equity, and Inclusion Working Group (DEIWG) at Head Office (HO), referred to further down in this document, and the NRC DEI Employee Advisory group. The NRC DEI Employee

Advisory group was established by the Senior Management Group as one outcome of the base-line study on diversity that was conducted in 2020. The group is chaired by the Secretary General and will meet 2-3 times a year. The group will be supported by the Global DEI Adviser. Initially, the group will advise on NRC's work to address DEI issues - ongoing and planned, HR management and recruitment practices, remuneration structures, leadership development and the development of an updated NRC Diversity policy.

Inclusivity is a core value at NRC. Here are some examples of what already exists as part of our DEI efforts, which as an organisation we continue to build on:

- In 2022 as well as in 2021, inclusion is reflected in NRC's performance management process as a value-based goal mandatory for all staff to contribute to. Line Managers are responsible for reporting on their team's efforts to achieve this goal.
- NRC's whistleblowing mechanism provides a safe route for raising serious, unresolved concerns. The aim is that all colleagues are treated with respect and dignity, with zero-tolerance for unprofessional, discriminatory and corrupt behaviour.
- NRC's global minimum recruitment standards seek to remove barriers for equal employment opportunities. In order to ensure internal career paths NRC will only recruit externally when appropriately competent internal talent or set of skills are evidently unavailable or in order to strengthen diversity in terms of age, gender, ethnicity, nationality or physical ability. Line Managers have a clear responsibility for identifying and overcoming obstacles to equal employment opportunities. All staff must be given the opportunity to compete fairly for positions. The need for fast recruitment must be balanced with NRC's commitment to gender equity and providing national staff with opportunities.
- Equity and inclusion are emphasized in NRC's Code of Conduct policy. NRC staff should not engage in any act of favoritism and should respect all persons equally and uphold personal and professional performance without any distinction or discrimination based on nationality, race, ethnicity, tribe, gender, religious beliefs, political opinion, or disability. It describes clear expectations with regard to respect, dignity and prohibition against sexual exploitation and abuse.
- Management and staff representatives of the Unions at head office have agreed that a central principle in NRC's salary policy is to promote equality and non-discrimination, as described in the Special Agreement.
- The global strategic objective of NRC Global Strategy 2022-2025, "Value and Build our People", is focused on investing in development and training, as well as prioritisation of national staff and women. Implicit in this initiative is enabling diverse employees to achieve career advancement within NRC.

- Diversity and inclusion are values embedded in NRC's procedures for onboarding new colleagues, which are described in NRC's mandatory online learning modules and on-site courses.
- Relevant governing documents are systematically translated to the four official languages of NRC in order to enable equal access for staff to relevant documentation.
- A Global Staff Survey is conducted every second year with sections covering diversity and inclusion, staff wellbeing and NRC as a respectful workplace. Feedback from this survey is reviewed and recommendations are taken forward to improve the culture of our organisation and ensure the golden thread of inclusion and belonging is integrated in everything we do.
- The Health and Working Environment Committee (AMU) is active as a body for monitoring and acting on issues related to working environment and to address inclusivity. The Safety Representatives, as one channel for reporting on behavior deviating from NRC's core values, are actively available for employees.
- In 2021, NRC's head office implemented a policy for hybrid working. Employees have the flexibility to work from home for a few days per week as agreed on with Line Manager. Pulse checks among staff at head office reveals that this flexibility allows for better work-life balance and contributes presumably positively to equal opportunities in combining work-private life.
- In 2020, NRC engaged external consultants to conduct a Diversity, Equity, and Inclusion (DEI) baseline study, presented to senior management in 2021. The baseline mapped NRC's DEI efforts through a review of organisational policies, employee interviews, and benchmark interviews with peer organisations in the humanitarian sector. NRC will continue to conduct such studies and use findings from them to develop further procedures, policies and actions on DEI globally and as relevant for the different locations where NRC operates.
- NRC is currently working on establishing our global DEI statement and action plan with focal priority areas to action.

NRC's work to ensure equality and non-discrimination in practice

The structure of NRC's work on diversity, equality and inclusion

In January 2021, NRC established the Diversity, Equity, and Inclusion Working Group (DEIWG) at Head Office (HO). The group is established to promote NRC's Diversity, Equity, and Inclusion (DEI) goals and to meet Norwegian employer's obligation to work actively, targeted and systematically to promote equality and prevent

discrimination in the workplace. The HO DEIWG will ensure regular exchanges with the global NRC DEI Employee Advisory Group.

The HO DEIWG should reflect a broad intersectionality (i.e., gender, ethnicity/race, national background, sexual preference) and cross-section of representation, experience, knowledge, and interests NRC (i.e., support, field operations, management and NORCAP). The HO DEIWG group will at all times include one member from each of the active unions in NRC HO (NTL, AK).

As champions and advocates, the HO DEIWG will foster an inclusive workplace environment that promotes excellence and enriches individual and collective learning:

- Provide feedback on the development of inclusive practices and the integration of equality, equity, and diversity issues into all aspects of our employee lifecycle at HO.
- Review and support the drafting of the annual HO Equality and Anti-discrimination report.
- Promote activities to increase diversity, equality, and inclusion among HO staff.
- Advise HR, staff representatives and the DEI Adviser on issues of diversity, equality, and inclusion in HO.
- Monitor progress on the implementation of the strategy and the action plans.
- Ensure regular exchanges with the NRC Diversity Equity and Inclusion Employee Advisory Group, AMU, the management team, and other NRC bodies concerned with DEI related issues.
- Maintain Teams site with reports and documents related to DEI activities and facilitate communication with HO staff on DEI issues and activities.

NRC's investigations of discrimination risks and barriers to equality and diversity

A DEI baseline study for NRC's head office will be conducted in 2023. The baseline study will look at our internal people data from an intersectional lens, it will also include data from our global staff survey. The analysis will look at which data we have vs which data is missing. Based on the gap analysis, we will look at which gaps to prioritize and create an action plan to narrow the gaps for the following year.

We will continue to use the outcomes from the 2020 DEI baseline study to inform NRC's structure of the investigation of discrimination risk at head office, including initiated and planned measures as a response to potential risk. The categorisation of the described potential risk areas of this report is to some extent aligned with recommended focus areas/actions in the global DEI baseline study, while recognising that the DEI baseline study has a global scope. Although the findings of the DEI study are not entirely mirrored in the results of the mapping of gender differences at NRC's head office, the measures described in this report reflect recommended actions in the Global DEI baseline study, as relevant for local context.

In addition to reviewing the DEI baseline study, the HO Diversity, Equality, and Inclusion Working Group (HO DEIWG) has reviewed NRC's policies and guidelines in the various areas of HR. This will be reviewed on according to the agreed frequency timelines by Global HR which are yet to be determined. The pulse surveys conducted in 2022 have also been a key source of information when investigating potential discrimination risk at head office.

The analysis of gender differences as regards salary, temporary employment, recruitment, parental leave and part time work constitutes another important source of information for uncovering risk and barriers to equality and diversity at head office.

Potential risks of discrimination and barriers to equality, diversity and inclusion and measures identified

Working Environment

The Global DEI baseline study discloses that while NRC's policy statements have an emphasis on equity and inclusion aimed at fostering inclusive work environments, NRC would benefit from enriching the Code of Conduct in the areas of communication and desired behaviors towards equity and inclusion to provide a common language enabling a culture of equity and inclusion.

The Global Staff Survey in 2021 asked whether NRC staff perceive that employees are treated equally irrespective of gender, ethnicity, disability, age, sexual orientation or religion. The result for head office on this topic is generally positive, while the statement on whether NRC is committed to DEI and values the different perspectives, background, knowledge and approaches of all its staff has a less positive result compared to the survey results for the global organisation. This has been addressed by the work and initiatives on DEI mentioned further up in this document. There will be a new Global Staff Survey in 2023. We will update on the outcomes from the 2023 survey in next year's report with a view of reviewing the results with areas of focus to action on

The survey includes a section on whether head office is perceived as a respectful workplace, with statements exploring discrimination, bullying and harassment. The response is generally positive, but not as positive as for the global organisation.

Potential risk

NRC's head office may not utilise its full capacity to promote an inclusive and diverse environment (beyond gender). This may hamper the ability of employees representing different ethnic and religious minorities, people with disabilities and people with different perspectives, to contribute to their fullest abilities and hereby enrich NRC's working environment.

Potential cause

NRC has experienced rapid growth in recent years and other priorities have left less capacity to focus on diversity and investments to further develop in this area. However, with a newly appointed DEI specialist adviser and internal DEI working groups, we have goals to proactively integrate and embed DEI principles, objectives and tangible action plans in our policies, systems and processes – including our expectations of how our staff should behave. Going forward, we will be proactive with our approach to DEI and building an inclusive workplace culture. DEI is everyone’s responsibility at NRC, from our leadership team right through to our junior members of staff.

The measures listed below intend to contribute to making DEI an inherent value in NRC, including at head office. They shall contribute to unpacking DEI, help build awareness and alignment on what DEI means to NRC, provide a common language for discussing DEI and by this bridging the gap between the policies and practice of DEI within the organisation.

Measures initiated in 2022 and planned for 2023

- In 2022 the new Global DEI Specialist Adviser and Strategic Lead was appointed. The Diversity, Equity, and Inclusion Working Group (DEIWG) at Head Office (HO) was established to serve as an internal reference group and to guide management’s follow up of DEI. Their mandate is referred to further up in document.
- At this year’s Global Strategy Seminar, a session on DEI was conducted to take our leadership team on a journey to agree our DEI principles and statement. Next steps are to refine the final statement and communicate it to all staff via a town hall.
- Conduct a baseline study for DEI at HO. The baseline study will look at our internal people data from an intersectional lens, it will also include data from our global staff survey. The analysis will look at which data we have vs which data is missing. Based on the gap analysis, we will look at which gaps to prioritize and create an action plan to narrow the gaps for the following year.
- An After Action Review has been drafted by SMG linking to a series of separate but thematically linked events around developing a story with LGBTQ+ themes, talking about LGBTQ+ themes online, strong conflicting emotional responses by NRC staff in response to this work and how the crises management team (CMT) handled this work. What could we have put in place that would have stopped that happening, or would have made it happen in a better way.
- Inclusion will continue as a pre-set value-based goal in the performance management process, which will serve as an individual KPI as well as a departmental KPI to incentivise actions towards DEI.
- NRC is committed to acting with integrity and fairness in accordance with our values. We expect our staff and other representatives to adhere to the

highest levels of good conduct. NRC will launch a new Speak Up Policy to accommodate for employees speaking up for concerns they may have, e.g., discrimination on different grounds. Reports will inform NRC's continued work on DEI.

- Three DEI Awareness Raising workshop have been arranged at head office on understanding structural racism, implicit bias, and how they impact our ways of work.
- The online introduction course NRC Way core was revamped and continues to be mandatory for new hires. It includes a considerable section on NRC's ethical standards, descriptions of unacceptable behavior, dilemma training and an overview of NRC's whistleblowing channels
- Two trainings on psychological safety have been run in 2022 and further workshops are planned for in 2023. They seek to foster awareness around inclusion, mutual respect and understanding.
- A project has kicked off for review of the onboarding process at head office to facilitate for smoother onboarding and remove any barriers for a good onboarding experience despite nationality. A DEI module will be added to onboarding induction training which ties in with the NRC vision on DEI and the expected behavior and concepts of DEI.
- Prayer and nursing room at head office has been renovated and made better available for use.

RECRUITMENT AND REPRESENTATION

NRC's Global Recruitment Standards promote diversity and equality. Line Managers are responsible for identifying and overcoming obstacles to equal employment opportunities, so that all staff can compete fairly for positions. NRC will recruit externally when appropriately competent internal talent or set of skills is evidently unavailable or in order to strengthen staffing diversity in terms of age, gender, ethnicity, nationality and physical ability.

Potential risk

NRC recognises the potential risk of systematic biases among line managers, hiring managers and recruiters that might create barriers for diversity, including gender, ethnicity, disability, sexual orientation and age.

Potential cause

NRC's Global Recruitment Strategy, standards, policy and guidelines may not be properly known to staff, or if known, not consulted. The increased number of recruitment processes and the establishment of a Global Recruitment Center has yet

to leave capacity for adequate recruitment training for hiring managers and recruiters. The composition of recruitment panels may not reflect the diversity of the candidate mass.

Measures initiated in 2022 and planned for 2023

- The Global Recruitment Standards were revised during 2022. The focus on DEI, beyond gender, was further reinforced.
- The global project to increase local staff in senior positions is progressing. The diversity of the population in the relevant country of operations shall be reflected at management level.
- Global HR has run trainings for hiring managers in the regional offices on biases in recruitment and will continue to do so in 2022.
- NRC HO will consider how we process-and system wise can facilitate for positive discrimination of candidates with different disabilities. The career site testimonial should reflect this aim.
- E-learning modules for recruiters are work in progress and will be introduced during spring 2023, including bias training and presentation of tools that facilitate assessment of candidates solely based on competence.
- There will be workshops for recruiters on writing job ads and an emphasis on DEI will be included. Job ads should appeal to all groups of candidates. NRC encourage use of photos showing that NRC is present all over the world and works with a range of people. Images shall represent different regions, countries, age groups and both genders.

Promotion, Compensation and Benefits

The DEI baseline study describes, as mentioned, the issue of salary gaps across groups of individuals in terms of gender, and national vs international staff, as an area of improvement. The documented status of gender equality for head office 2022 does however not reveal any significant gender differences or risk with regard to promotion or career opportunities, whether in terms of total compensation, part-time work or parental leave. The differences in percentages for the different parameters reflect the overall gender distribution at head office.

The Global Staff Survey in 2021 expressed career development and training as areas for improvement and was followed by an internal discussion on the need to invest more in developing current NRC staff rather than having to recruit externally or internationally. The mapping of gender equality at head office in 2022 uncovered no significant gender differences regarding promotions or career opportunities. There is an even gender distribution in managerial and expert positions.

Potential risk

NRC recognises and monitors the potential risk of systematic biases among management that might lead to uneven promotions, salary and benefits for the same work, between different demographic groups of staff (including based on gender, ethnicity, sexual orientation and age).

Potential Causes

There may be inadequate awareness among managers, HR and staff representatives of Unions who are stakeholders in determining salaries, around potential systematic biases to promotion and compensation. The salary policies/guidelines might not be clear enough, known, read or understood. Line Managers who distribute salary during the annual salary negotiations might constitute a homogenous group.

Measures initiated in 2022 and planned for 2023

- The ongoing revision of salary structure and initiatives on global mobility will include a review through the DEI lens to identify any outliers, i.e. biases at play, any gaps or opportunities for future proofing and forward planning.
- The process of revising the salary placement process for head office will conclude in 2023. The revision is designed to ensure accountability of stakeholders, transparency, fairness and objectivity and hence contribute to equality and non-discrimination during salary placement.
- NRC's performance management process is renewed and digitised. Line Managers and staff are provided with standardised tools to support them in facilitating meaningful dialogue with staff around development opportunities. Performance management will continue to be on the agenda in the head office Management Forum and other management trainings. This is expected to contribute to equal development opportunities for staff. From an inclusion perspective, bias also creeps into performance evaluation. It is important to ensure multiple check-ins and touchpoints throughout the performance evaluation cycle. Consistent and frequent feedback where positive and constructive insights are shared and processed in real time.
- A Life Phase Policy for head office is expected to be concluded by the end of 2023. The policy will seek to facilitate for the development of different groups of staff being in different life stages. Flexible working hours, sabbaticals, leave to care for family members are some of the incentives.

Evaluation of measures 2022 and expectations for the work on diversity, equality and inclusion going forward

The Global Staff Survey 2021 results for head office on diversity, equity and inclusion and NRC being a respectful workplace, were generally positive. The next survey, scheduled for 2023, will continue to be an important source of information and will allow NRC to continue to monitor the effect of the organisation's work on diversity, equality and inclusion.

In addition to the Global Staff Survey, head office has introduced regular pulse checks to monitor staff's experiences with the working environment. The pulse checks show that NRC has succeeded when it comes to providing flexibility to work from home and hence, facilitating for the different needs of employees. In the next pulse checks, NRC will continue to monitor the effect of implemented and planned measures on diversity, equality and inclusion.

The above mentioned measures initiated in 2022 are proceeding according to plan. Some of the measures planned for have a rather long-term perspective. NRC still has some work to do in exploring the risk of and act on complex discrimination, beyond gender and disability, including raising awareness around DEI. Going forward we will continue to report on impact and evaluate our measures by responding to what we have done and what is in progress.

NRC has by appointing dedicated DEI resources taken a significant step in scaling up the focus on DEI and the capacity of the organisation to monitor, analyse and put in place the necessary interventions.

Oslo, March 2023