



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, religion, 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 2021 the gender distribution at the head office in Oslo was 65 per cent women (2020: 63 per cent) and 35 per cent men (2020: 37 per cent). 66 per cent of managers at head office were women and 34 percent were men. The gender distribution among senior management at head office was 50 % women and 50 % men. NRC's the Board had six women and five men in 2021.

Mapping gender differences

NRC has conducted a mapping of gender differences in relation to wage and wage growth, temporary employment, parental leave and part time work. The population mapped were 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 2021 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

NRC's global Diversity, Equity, and Inclusion (DEI) internal baseline study (described further down in this report) identifies salary gaps across groups of individuals in terms of gender and national vs international staff, as an area of improvement.

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). Among staff in advisory roles and line managers at head office, men and women are at approximately even salary levels. The differences in percentages reflect the gender distribution among position levels at head office. There is limited use of overtime at the head office and at position levels 1-3 the majority of positions are exempt from the Working Environment Act rules for working time. Overtime was therefore not included in the year 2021 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 no significant gender differences when it comes to temporary employees, parental leave and part time work (ref table 2). There are few part-time employees and all of them are working part time by choice. The wage growth between genders is even. The number of temporary employees, as well as employees on parental leave, reflect the overall gender distribution at head office.

	Gender distribution at different position levels		Wage differences Women's share of men's salary is stated in per cent					
	Women	Menn	Cash benefits					Natural benefits
			Total cash benefits	Agreed salary / fixed salary*	Irregular additions**	Bonus	Overtime allowances	Total taxable natural benefits***
Total	196	105	96,5%	94%	62%	NA	NA	94,5
Level 1 (grade 14-15)	50%	50%	79.6%	80%	100.0%	NA	NA	100.0%
Level 2 (grade 11-13)	66%	34%	95.5%	97%	34.6%	NA	NA	109.1%
Level 3 (grade 10)	59%	41%	108.4%	100%	107.3%	NA	NA	109.1%
Level 4 (grade 8 - 9)	61%	39%	100,5%	97%	124.0%	NA	NA	93.7%
Level 5 (grade 7)	88%	12%	101.2%	100%	21.7%	NA	NA	76.0%
Level 6 (grade 3-6)	65%	35%	102,1%	100%	100.0%	NA	NA	75.4%

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

* Per 01.12.2021

**Housing allowance, Stand by allowance, Acting allowance, Newspaper allowance (discontinued as of 2021)

*** Taxable mobile phone and internet. This benefit is optional; the lower percentage among levels 4,5 and 6 reflects that more women than men opt out of the mobile phone benefit.

Gender balance		Temporary employees		Parental leave Average number of weeks		Actual part-time		Wage growth	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
196	105	39	16	13	1	9	2		
65%	35%	71%	29%	26	28	82%	18%	4,58%	4,5%

Table 2. Overview of gender balance and contractual modalities, NRC HO.

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. It is a strategic objective to strive for gender balance at all levels of management. The strategy seeks to promote diversity by working to increase national staff in senior positions in NRC, i.e., improve the staff development in country offices.

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.

Inclusivity is a core value in NRC. In 2022, inclusion is reflected in NRC's renewed 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.

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.

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. A recent pulse check 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 use findings from this global baseline to develop further procedures, policies and actions on DEI globally and as relevant for the different locations where NRC operates.

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

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

HR, Finance and staff representatives of Unions at head office have established a working group on diversity, equality and inclusion. Management, the Health and

Working Environment Committee (AMU), including the Occupational Health Service, and employees who took part in the global DEI baseline study, have been consulted.

NRC's activities on diversity, equality and inclusion in 2022 and onwards aim to a larger extent to involve employees representing NRC's diverse workforce.

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

Findings from the DEI study from 2021 has informed 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 Global DEI baseline study, the working group has reviewed NRC's policies and guidelines in the various areas of HR. The Global Staff Survey conducted in 2021 has 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, parental leave and part time work constitutes another important source of information for uncovering risk and barriers to equality and diversity at head office.

The working group has reviewed physical conditions at the head office premises to see if it is adapted for the visually impaired, people in wheelchairs and hearing impaired. NRC has reviewed the head office canteen to see if foods containing pork, gluten or nuts were well enough labelled and if the canteen sufficiently cater for different cultural needs.

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. Channels for reporting misconduct should also be further developed.

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. 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

Diversity is comprehensively mainstreamed into NRC's policies, documents and strategic plans. By the nature of NRC's global organisation, diversity and equality may be taken for granted. There may, however, be a lack of explicit goals to govern measures on diversity and inclusion, i.e., diversity awareness remains mostly on paper. 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.

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 2021

- The Senior Management Group conducted workshops to discuss DEI as part of the strategy development. Such internal discussions will be continued.
- Inclusivity is a pre-set individual value-based goal in the renewed performance management process. All staff shall have goals and activities describing how they live by this value.
- The online introduction course NRC Way core has been revamped. It includes a considerable section on NRC's ethical standards, descriptions of unacceptable behavior, dilemma training and an overview of NRC's whistleblowing channels.

- The Health and Working Environment Committee (AMU) was revitalized as a body for monitoring and acting on issues related to working environment and to address inclusivity. The role of Safety Representatives as one channel for reporting on behavior deviating from NRC's core values, was re-established.
- The Health and Working Environment committee (AMU) conducted a refresher course on HSE basics, including follow up procedures for bullying and harassment. Line managers at head office completed an HSE course to institutionalise their responsibility to safeguard a healthy and respectful working environment.
- Prayer and nursing rooms have been made available at head office.
- The canteen at head office caters for different dietary needs (halal, vegetarian, etc.).

Planned measures in 2022

- NRC will appoint an internal reference group to guide management's follow up of the DEI baseline study
- Inclusion has been integrated as a 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's global incident reporting tool, NRC Protect, is being reviewed and will serve as another channel to report on unacceptable behavior, e.g., discrimination on different grounds. Reports will inform NRC's continued work on DEI.
- Trainings on psychological safety have been planned for in 2022, which will seek to foster awareness around inclusion, mutual respect and understanding.
- The onboarding process at head office will be reviewed to facilitate for smoother onboarding and remove any barriers for a good onboarding experience despite nationality.

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 only 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 left less 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 2021

- Standardised interview guides have been introduced. Candidates are no longer asked to share a picture in their application, and it is voluntary to provide information on gender, ethnicity and age.
- All job advertisements include the standard statement, "NRC is an equal opportunity employer."
- Global HR has run trainings for hiring managers in the regional offices on biases in recruitment and will continue to do so in 2022.

Planned measures in 2022

- The Global Recruitment Standards will be revised during 2022. A focus on DEI will be further reinforced, beyond gender.
- The ongoing project to increase national staff in senior positions will be concluded and empower the development of NRC's national staff, who should reflect the diversity of the population in the relevant country of operations.
- E-learning modules for recruiters will be introduced in 2022, 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. By being aware of images and words used by NRC, job ads should appeal to all groups of candidates.

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 2021 (ref table

1) 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 2021 uncovered no significant gender differences regarding promotions or career opportunities. There is an even gender distribution in managerial and expert positions (ref table 1).

Potential risk

There is no evidence of any significant gender differences or risk with regard to promotion or career opportunities at head office. Still, 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 2021

- NRC's Grading Structure and Global Reward Policy is comprehensive and standardised. A review of the head office process for grading and salary placement was initiated late 2021 and is still in process. The revision is designed to ensure accountability of stakeholders, transparency, fairness and objectivity. The revised process for grading and salary placement is expected to contribute to equality and non-discrimination during salary placement.
- 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.

Planned measures in 2022 -

- 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 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.

- A Life Phase Policy for head office is in process and is expected to be concluded in 2022. This is an extension of the Life Phase Policy section in the Special Agreement. The policy will seek to facilitate for the development of different groups of staff being in different life phases. Flexible working hours, sabbaticals and educational leave are some of the incentives.

Evaluation of measures 2021 and expectations for the work on diversity 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, equity 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 check from December 2021 shows 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 monitor the effect of implemented and planned measures on diversity, equity and inclusion.

The measures initiated in 2021 are proceeding according to plans and with responsibilities defined. Some of the measures planned for have a rather long-term perspective, beyond 2022. NRC still has a lot to implement, including awareness raising around DEI and there is a need to enhance NRC's insight in exploring the risk of complex discrimination, beyond gender and disability.

NRC will scale up its follow up of DEI at all levels of the organisation, including at head office, and ensure that diversity is a key factor considered by staff taking part in such discussions, as well as the staff representatives of Unions.

Oslo, April 2022