



Status of Equality and Non-Discrimination Work

Head Office 2024

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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 the prevention of 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 followed up on Norwegian legal obligations to account for the status of gender equality and how we work to promote equality and prevent discrimination at the Head Office in 2024.

Part 1: State of gender equality

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

At the end of 2024 the gender distribution at the Head Office in Oslo was 66% women and 32% men. 2% of staff opted for not disclosing their gender in 2024 (9% did in 2023) which resulted in a technical increase of those percentages when compared to 2023 when women were 61% and men were 30% of the staff at NRC's Head Office. 63% of middle managers at Head Office were women and 37% were men (67% women and 33% men in 2023). The gender distribution among senior management at head office was 67% women and 33% men. NRC's Board had 6 women and 5 men by the time this report was drafted.

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 all employees on Norwegian national contracts.

NRC considers 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 organisational impact, are merged into one position level. There are six positions levels in NRC.

To calculate wage differences, NRC has broken down fixed pay and various additions and benefits for the 2024 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 whether this is voluntary.

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 associated with promotion and career opportunities (ref table 1 and Chart 1). The overall women's share of men's total cash benefits decreased by 2.6 and 1.1 percentage points when compared to 2022 and 2023 respectively, and stands at 93.8% at the end of 2024. This is a 6.2% difference to the equal share target of 100% that is explained by the larger proportion of women (88%) in the two positions levels where salaries are the lowest (five and six) and the higher number of years of experience among male staff¹. Note also that the women's share of men's salary in the two levels that group 77% of all NRC's staff at the HO (levels three and four) was 97.1% in 2024 (96.3% in 2023), less than 3% difference to the equal share target.

In terms of wage growth, women's fixed salaries have increased 10% in total during the last two years (2023 and 2024) while men's salaries have increased 12.6% in the same period, a gap of 21% that is driven by the larger growth of men's salaries in levels 4, 3 and 2 (ref chart 2).

The mapping reveals improvement in gender equality for staff that are employed on fixed term contracts (temporary employees), employees taking parental leave, staff absent due to sickness and those absent to tend for a sick child.

Despite having the largest percentage of women (17%) on fixed term contracts for the last three years in 2024, the gap that exists between genders for staff on fixed term contracts, has reduced consistently in the last two years. In 2024 the incidence rate ratio² for this stood at 1.3 (2.3 in 2022 and 1.8 in 2023), a 41% decrease when compared to 2022 (ref chart 3).

The share of women taking parental leave further reduced in 2024 (7% in 2022, 5% in 2023 and 4% in 2024). This reduction coupled with an increase in men also taking parental leave, resulted in having 1.5 men taking parental leave for every woman at the Head Office during 2024.

The gap that exists between genders when considering staff that were absent due to sickness or to tend for a sick child, also reduced in 2024 when compared to 2022. In 2024 the rate of women on sick leave was twice as high as the rate of men on sick leave,

¹ NRC's salary placement procedure gives 30% weight to education level and 70% weight to work experience.

² The incidence rate ratio allows comparing the percentage of women affected by an event to the percentage of men affected by the same event in a given period of time. If the ratio is >1 then women are more affected than men, if =1 they are equally affected than men and <1 means that women are less affected than men in the same period.

a decrease of 18% and 21% when compared to 2022 and 2023 respectively. The rate of women that were absent to tend for a sick child in 2024 was at a 1.24 ratio when compared to men, which resulted in an improvement of 6% when compared to the incidence rate ratio of the two populations (women and men absent to tend for a sick child) recorded in 2022.

Regressions in gender equality were recorded in staff who are voluntary part-time³ employees, for staff who were on sick leave and at another time reported absence to tend for a sick child (ref. Chart 4). In 2024, the rate of women who were voluntary part-time employees was 2.7 times as high as the rate of men, an increase (deterioration) of 39% when compared to 2022. Moreover, the rate of women being absent to tend for a sick child and absent due to their own sickness was 4.6 times as high as that of men in 2024, an increase of 5% compared to 2023.

Regarding recruitment, the mapping shows a reduction in the share of women that applied for a position(s) in 2024 and later were hired, when compared to the same share in the previous two years (ref. Chart 5). Despite this reduction, the gender gap that in this case favors women, was larger than in 2022 as the rate of women recruited during 2024 was 3.1 times as high as the rate of men recruited, while in 2022 this difference was 2.6. This situation is mainly due to a substantial decrease in new recruits in 2024 when 33 new employees joined the organisation vs. the 59 and 81 that joined in 2022 and 2023 respectively. In 2024, NRC had a hire freeze for xx months/weeks and undertook an organisational change programme, 2025 and Beyond, that sought to reduce the administrative cost level.

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

	% of women per level	Wage differences Women’s share of men’s salary stated in percentage.					
		Cash benefits					Natural benefits
		Total cash benefits	Agreed /fixed salary*	Irregular additions **	Bonus ***	Overtime allowances	Total taxable natural benefits*** *
Overall = 334 staff	66%	93.8%	93.4%	113%	NA	255%	88.5%
Level 1 (grade 14-15) 3 staff	67%	95.5%	95.9%	NA	NA	NA	50%

³ 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.

Level 2 (grade 11-13) 35 staff	63%	98.5%	97.6%	NA	NA	NA	135.5%
Level 3 (grade 10) 44 staff	34%	98.8%	98.3%	35%	NA	NA	70.9%
Level 4 (grade 8 -9) 212 staff	63%	95.9%	95.7%	192%	NA	219%	91.7%
Level 5 (grade 7) 36 staff	83%	100.5%	99.6%	NA	NA	NA	119.9%
Level 6 (grade 3-6) 4 staff	100%	100%	100%	NA	NA	NA	NA

* Per 31.12.2024

**Housing allowance, stand by allowance, Acting senior manager allowance. These allowances are in limited use.

*** There are no bonus payments in NRC. Irregular additions are applicable only for a limited number of employees and depending on the type of position; thus, the differences cannot be explained by gender.

**** Taxable mobile phone and internet. This benefit is optional.

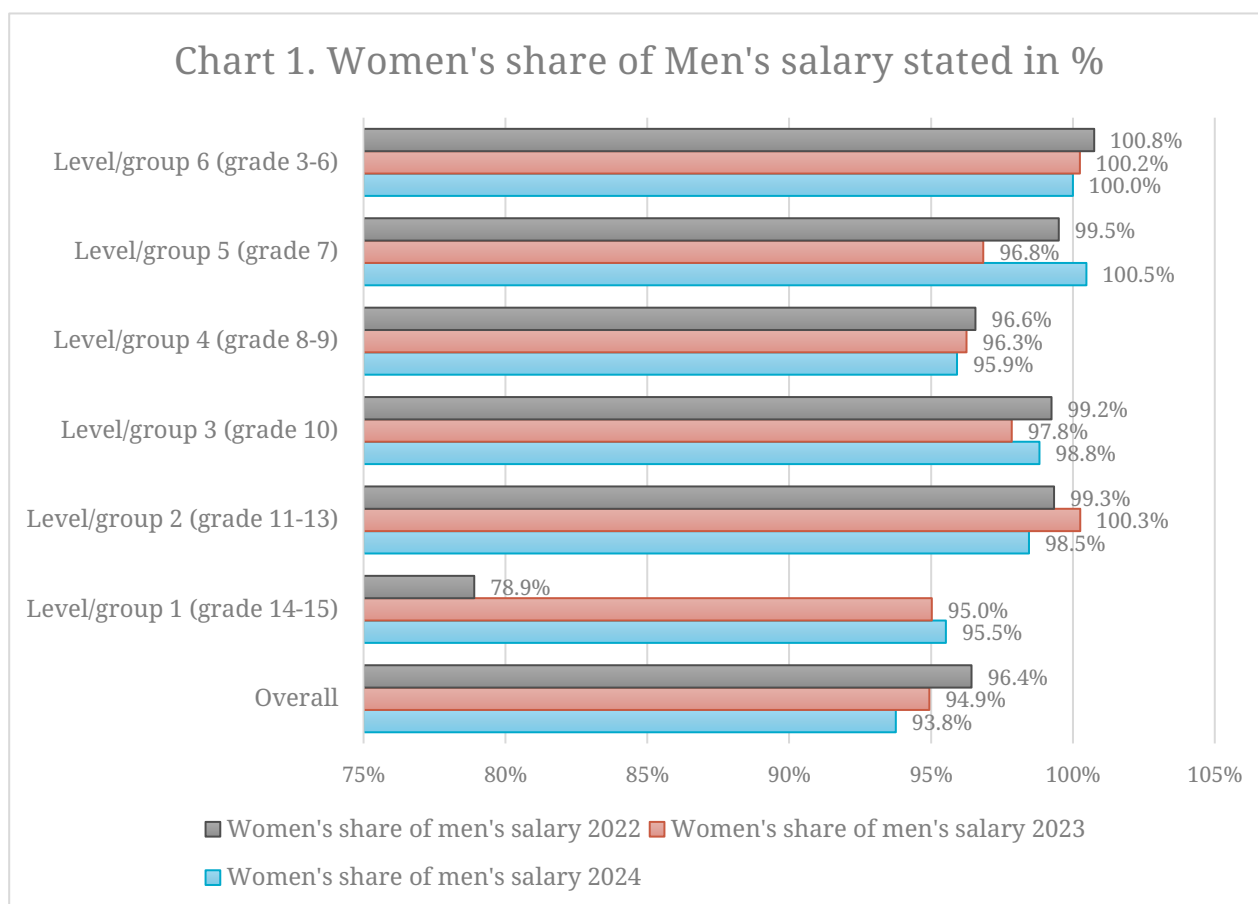


Chart 2. Accumulated increase in average salary by gender from 2022 to 2024

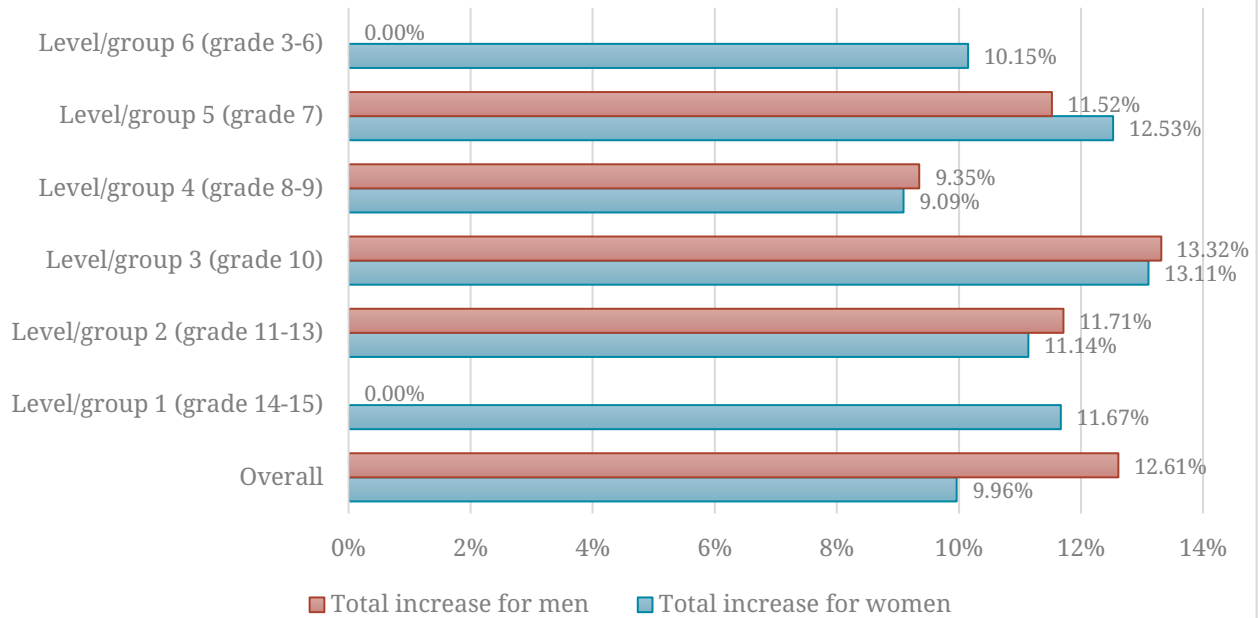


Chart 3. Shares of women and men that are temporary and part-time employees

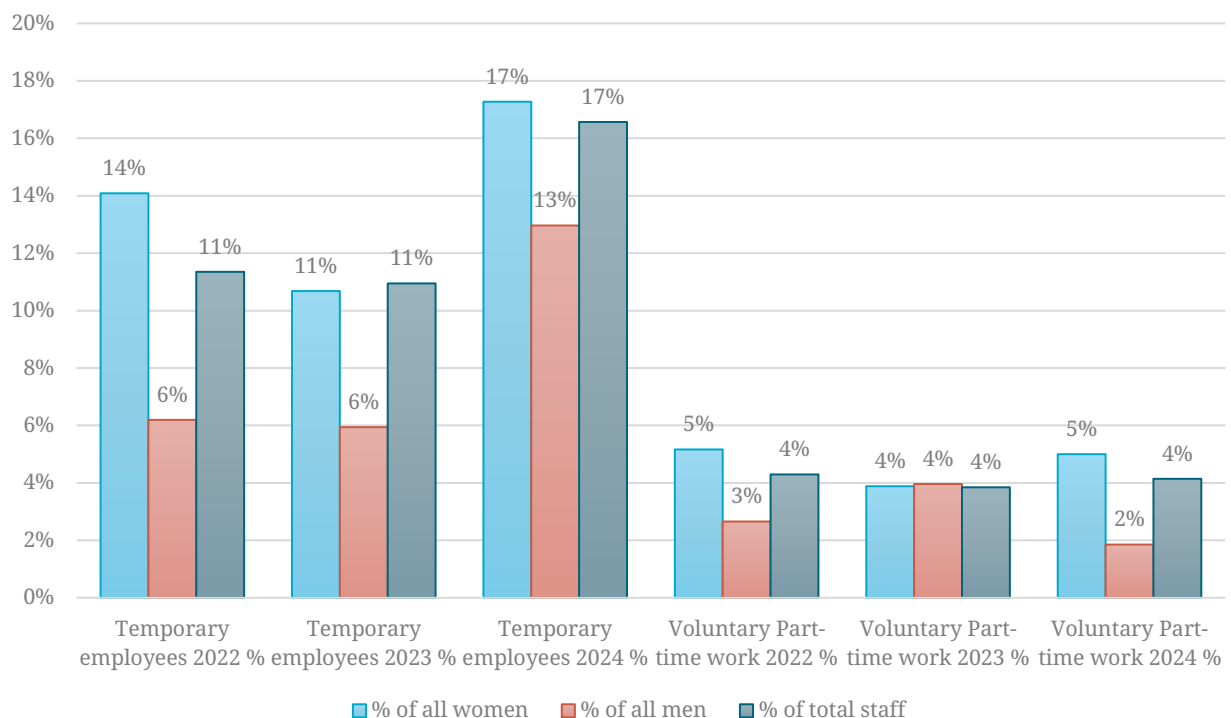


Chart 4. Shares of women and men reporting absence

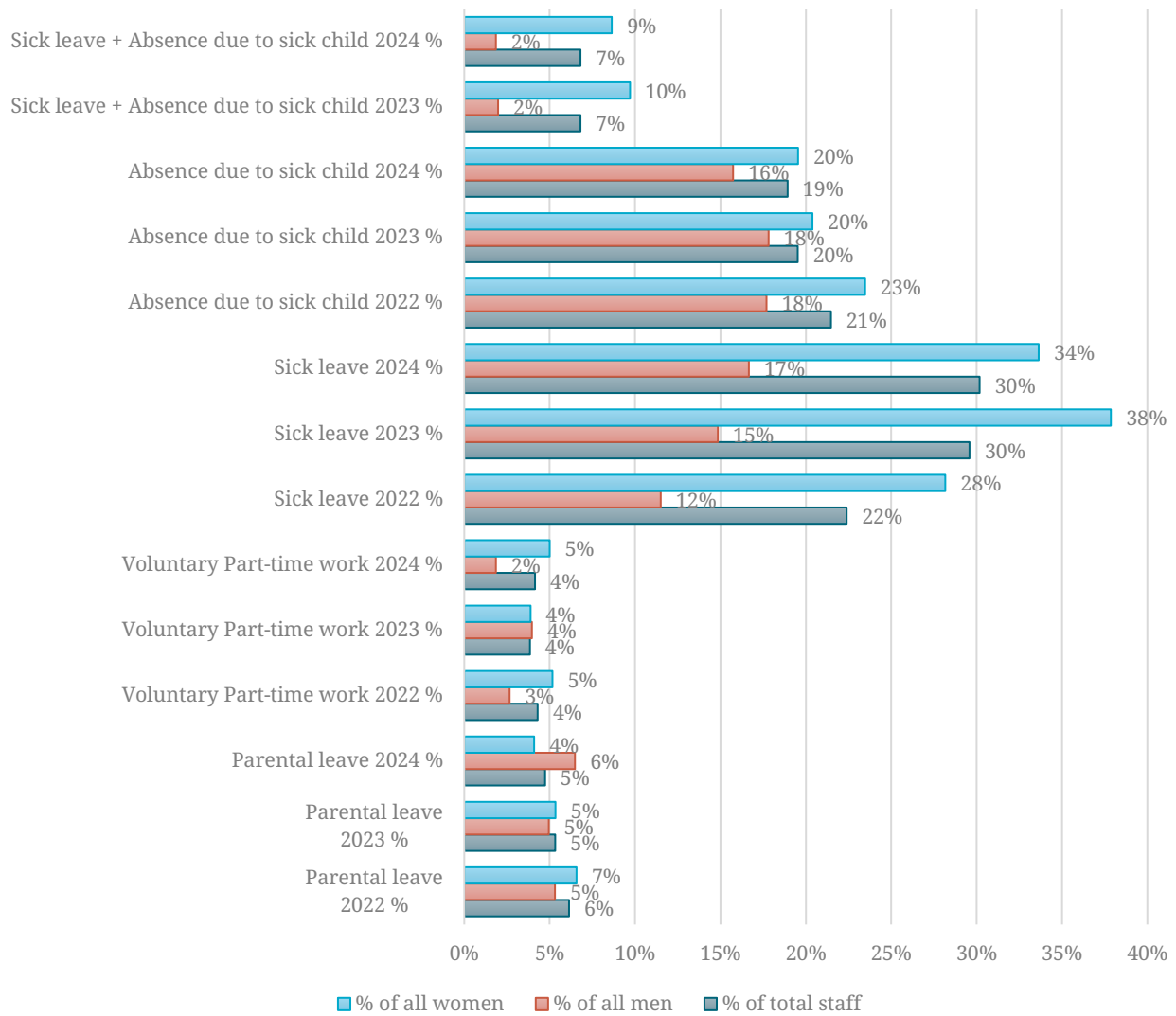
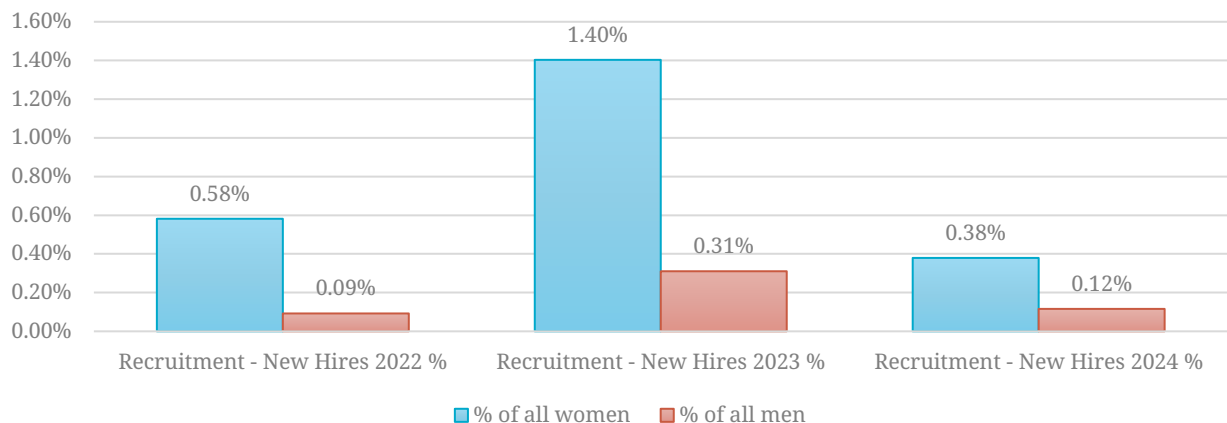


Chart 5. Shares of women and men recruitment applicants that where hired



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

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

NRC's Commitment to Gender Equality, Non-Discrimination, and Diversity Equity and Inclusion (DEI)

NRC's Global Strategy 2022-2025 emphasises building a diverse, capable workforce and a positive, inclusive work culture that values every employee. Central to this is the commitment to gender equality, non-discrimination, and the broader principles of diversity, equity, and inclusion (DEI). The organisation's DEI statement reinforces that protecting and empowering displaced people starts with nurturing a work environment where every staff member feels valued, safe, and has a sense of belonging.

The summary below encapsulates NRC's strategic approach, key practices, monitoring mechanisms, and future priorities for DEI, emphasising a commitment to continuous improvement and inclusivity.

Key Policies and Practices:

- **Inclusive HR Policies:**
NRC's HR framework actively prevents discrimination and integrates diversity and inclusion throughout the employee lifecycle. Onboarding includes mandatory DEI training and online learning modules available in all four official languages, and a biennial Global Staff Survey informs continuous improvements.
- **Performance Management and Accountability:**
DEI principles are embedded in performance management, with the Code of Conduct and salary policies promoting equity and non-discrimination. Tools like the SharePoint Performance Management site ensure that staff development goals align with DEI objectives.

- **Working Environment and Flexibility:**
Hybrid work policies introduced in 2021, alongside the active Health and Working Environment Committee (AMU), demonstrate NRC's commitment to a flexible, supportive, and inclusive workplace at Head Office.

Structure and Implementation:

- **DEI Working Group (DEIWG):**
Established in January 2021 at the Head Office, the DEIWG ensures intersectionality and represents diverse backgrounds. It champions inclusive practices, supports annual equality reports, and maintains communication across NRC bodies.
- **Global DEI Leadership:**
A Global DEI Specialist Adviser and Strategic Lead, appointed in 2023, has developed and implemented a DEI strategy covering internal processes, procedures, and policies across global offices. Two DEI employee groups further support these initiatives – one of which is The Global DEI Advisory Group.

Monitoring and Evaluation:

- **Surveys and Baseline Studies:**
The Global Staff Survey 2023 and the DEI Baseline Study analyse internal data through an intersectional lens to identify gaps and inform action plans. Annual analyses of gender differences in salary, recruitment, and employment types provide essential insights into systemic barriers.
- **Data-Driven Approach:**
Continuous data collection and feedback, combined with DEI metrics, help NRC track progress and adjust strategies to promote a more equitable environment at the head office.

Identified Risks and Mitigation Measures:

- **Workplace Culture:**
NRC recognises the risk that while undertaking large restructuring processes and managing subsequent change – the focus on diversity beyond gender might be limited potentially hindering contributions from other groups such as various ethnic, religious, and disability groups. To address this, NRC is expanding comprehensive DEI training, ensuring accessibility, and promoting inclusive leadership.
- **Recruitment:**
Systematic biases in recruitment—such as non-diverse panels or inadequate awareness of DEI guidelines—can hinder the hiring of underrepresented groups. NRC's Global Recruitment Minimum Standards now emphasises bias mitigation, diverse recruitment panels, and regular reviews to ensure an inclusive hiring process.
- **Compensation, and Benefits:**
Although the current status does not show significant gender disparities in pay, NRC continues to review salary structures to prevent biases. Initiatives

include transparent salary policies, remote work options, and the exploration of a Global Mobility Framework to ensure fair and equitable practices.

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

Part one of this report addresses gender equalities at Head Office in Oslo. Below, initiatives undertaken across the organisation is described.

Measures initiated in 2024:

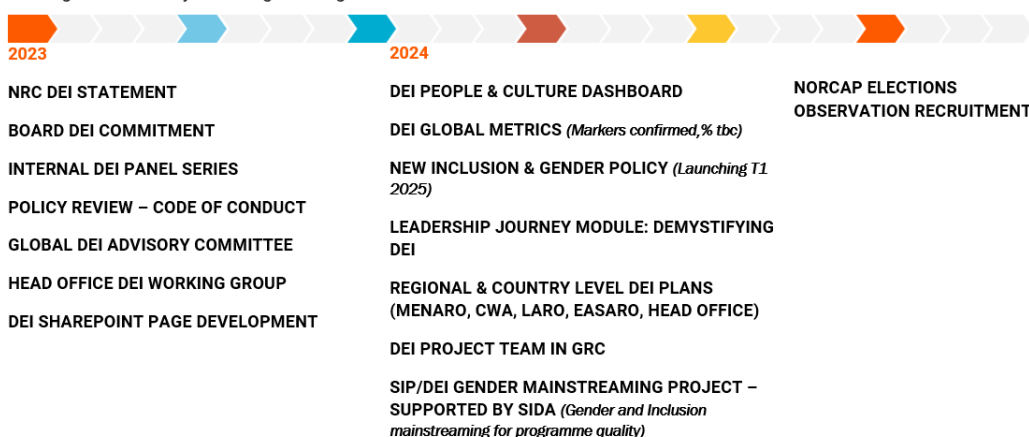
- NRC has improved the minimum standards for national benefits from an inclusivity perspective. Some of the new minimum standards across all NRC Offices include allocating space to a nursing room in all NRC Offices and improved minimum standard for medical insurance.
- NRC approved a new framework for remote work in 2024, identifying which roles and under what criteria staff can work remotely. The framework support people to work from various locations and under equal terms and following coherent global principles. Number of locations for remote work will be increased in 2025.
- NRC moved away from terminology coupling type of contract with nationality. New criteria were developed for staff offered a resident contract, expanding it to be an eligible option for staff with residency in a given context
- All NRC regions undertook analysis and context specific assessment of the status of Diversity, Equity and Inclusion resulting in key performance indicators being included in regional and country office strategies.
- Global DEI metrics have been developed and will be reported on a triannual basis. The metrics include gender, age and nationality. Monitoring is focused on distribution of the different DEI markers across regions, countries, per grade and in composition of management teams. The reports are available to all staff and is shared and discussed with the Senior Management Group. Developing global DEI metrics aligned with people analytics data and regularly comparing metrics over time will provide a clear overview of DEI progress.
- An inclusive leadership DEI workshop was delivered as part of the NRC Leadership Journey programme to equip and enable all staff with leadership responsibilities with a better understanding and practical solutions.
- To further strengthen the connections and catalyst of Diversity, Equity and Inclusion (DEI) work for gender-sensitive and inclusive programming, we have begun development a joint policy across programming and DEI. The scope of the policy will therefore focus on inclusion and gender across programmes and NRC as an organisation. In parallel, work started on the development of minimum requirements that will set out the activities that different functions and department will undertake to implement the policy.

- A NORCAP pilot project on inclusive recruitment with the Election Observation Team aims to focus on including persons with disabilities in a round of recruitment starting from Feb 2025. So far, progress made has been quite significant with the support of several teams and colleagues. Work has been started, via an audit, to identify barriers overall in the recruitment. To progress, further inclusive recruitment workshops were delivered with an external consultant based in Oslo.

The image below highlights NRC's journey on the progress and initiatives implemented to date.

Our journey...

Moving from a 'theory' of change to tangible and sustainable 'action'



Future Focus and Continuous Improvement:

NRC is committed to integrating DEI into every facet of its operations by:

- Embedding DEI objectives into policies and decision-making.
- Using global metrics and staff feedback to drive continuous improvement.
- Ensuring transparency and accountability through regular reporting.
- Fostering a culture of engagement where every employee is empowered to contribute.
- Collaborating with external partners to leverage best practices.

Through these comprehensive, data-driven efforts and proactive measures, NRC aims to build a more inclusive and equitable workplace where all staff can thrive and, in turn, better serve the people affected by displacement.

Oslo, April 2025