

Status of Equality and Non-Discrimination Work

Norway 2025

TABLE OF CONTENTS

Introduction	3
PART 1: STATE OF GENDER EQUALITY.....	4
Gender differences – wage, temporary employees, parental leave, part time work, wage growth.....	4
PART 2: NRC’S WORK FOR EQUALITY AND AGAINST DISCRIMINATION.....	13
NRC’s principles, procedures and standards for gender equality and non- discrimination	13
NRC’s work to ensure equality and non-discrimination in practice	15
Evaluation of measures 2025 and expectations for the work on diversity, equality and inclusion going forward.....	16

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 in 2025. The quantitative data used in this report covers staff on Norwegian national contracts only.

Part 1: State of gender equality

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

At the end of 2025, the gender distribution amongst staff on Norwegian national contracts was 63% women and 35% men. 2% of staff opted to not disclose their gender in 2025 (no change from 2024). 58.8% of middle managers were women and 41.2% were men (63% women and 37% men in 2024). The gender distribution among senior management was 57% women and 43% men (67% women, 33% male in 2024). 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 2025 financial year.

The staff representatives of the Norwegian Unions, Akademikerne and NTL, have participated throughout the planning, implementation, and evaluation stages of the

salary mapping. They were also involved in developing NRC’s standard operating procedures on salary placement.

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 on Norwegian national contracts does not reveal significant differences in comparison based on gender and thereby related risks associated with promotion and career opportunities (ref table 1 and Chart 1). Any grades below grade 7 have been discontinued in Spring 2025 due to the organisational restructure that happened that year.

In general women's share of men's total cash benefits increased from 93.8% in 2024 to 95.7% in 2025. (Chart 1)

This is a 4.3% difference to the equal share target of 100% that is explained by the larger proportion of women (88%) in the position level where salaries are the lowest (Grade 7) and the higher number of years of experience among male staff. Note also that the women’s share of men’s salary in the level that group 67% of all NRC’s staff at the HO (level four) was 97.8% in 2025 (97.1% in 2024), 2.2 % difference to the equal share target.

	% of women per level	1					Natural benefits	
		Cash benefits						Total taxable natural benefits****
		Total cash benefits	Agreed /fixed salary*	Irregular additions **	Bonus***	Overtime allowances		
Overall = 277	64%	95.7%	95.40%	NA	NA	142%	97.96%	
Level 1 (grade 14-15) 3 staff	67%	98.3%	91.74%	NA	NA	NA	100.00%	
Level 2 (grade 11-13) 25 staff	60%	101.9%	102.19%	NA	NA	59%	147.37%	
Level 3 (grade 10) 43 staff	58%	96.4%	96.37%	NA	NA	NA	82.06%	
Level 4 (grade 8 -9) 185 staff	64 %	95.9%	97.61%	NA	NA	135%	97.42%	
Level 5 (grade 7) 19 staff	84 %	100.5%	104.86%	NA	NA	154%	150.00%	
Level 6 (grade 3-6) 2 staff	50 %	100%	NA	NA	NA	NA	NA	

In terms of wage growth, women's fixed salaries have increased 7.17 % from 2024 to 2025 as opposed to 4.96 % for men. The total increase for women since 2022 is at 17.96 % and men at 18.2 %.

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 (13.67 % on average) on fixed term contracts for the last three years in 2025, the gap that exists between genders for staff on fixed term contracts, has reduced consistently in the last two years. In 2025 the incidence rate ratio for this stood at 1.3 (2.3 in 2022, 1.8 in 2023 and 1.3 in 2024), a 41% decrease when compared to 2022 (ref chart 3).

The share of women taking parental leave saw an increase in 2025 to 6 % (7% in 2022, 5% in 2023 and 4% in 2024). This increase coupled with an increase in men also taking parental leave, resulted in almost the same number of male staff taking parental leave as women (10 vs 11) in 2025.

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, 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.

The gap recorded in staff who are voluntary part-time employees, for staff who were on sick leave and at another time reported absence to tend got a sick child reduced from 7% in 2024 to 5% in 2025 (ref. Chart 4)

The rate of women in voluntary part time work in 2025 has decreased when compared to 2024. However, the proportion of men also in this category also decreased in 2025 - even in a larger proportion than women. Whilst this is noted, the gap between men and women in voluntary part-time work still persists, albeit there was a reduction of 0.5% in women.

The mapping in relation to recruitment shows a year-on-year reduction the share of women applicants that applied for positions in 2023 (35%), 2024 (30%), and 2025 (21%) (ref. Chart 5). The biggest difference between 2024 and 2025, which is expected given NRC had a hire freeze in 2024 and undertook two restructuring changes in 2024 and 2025 to reduce administrative costs. However, when compared with the new hires of women, the gender gap favours women applicants – with percentiles increasing in 2023 (from 2% in 2022 to 5% in 2023) and again in 2025 (from 1% in 2024 to 5% in 2025). (ref. Chart 5).

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

* Per 31.12.2025

**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.

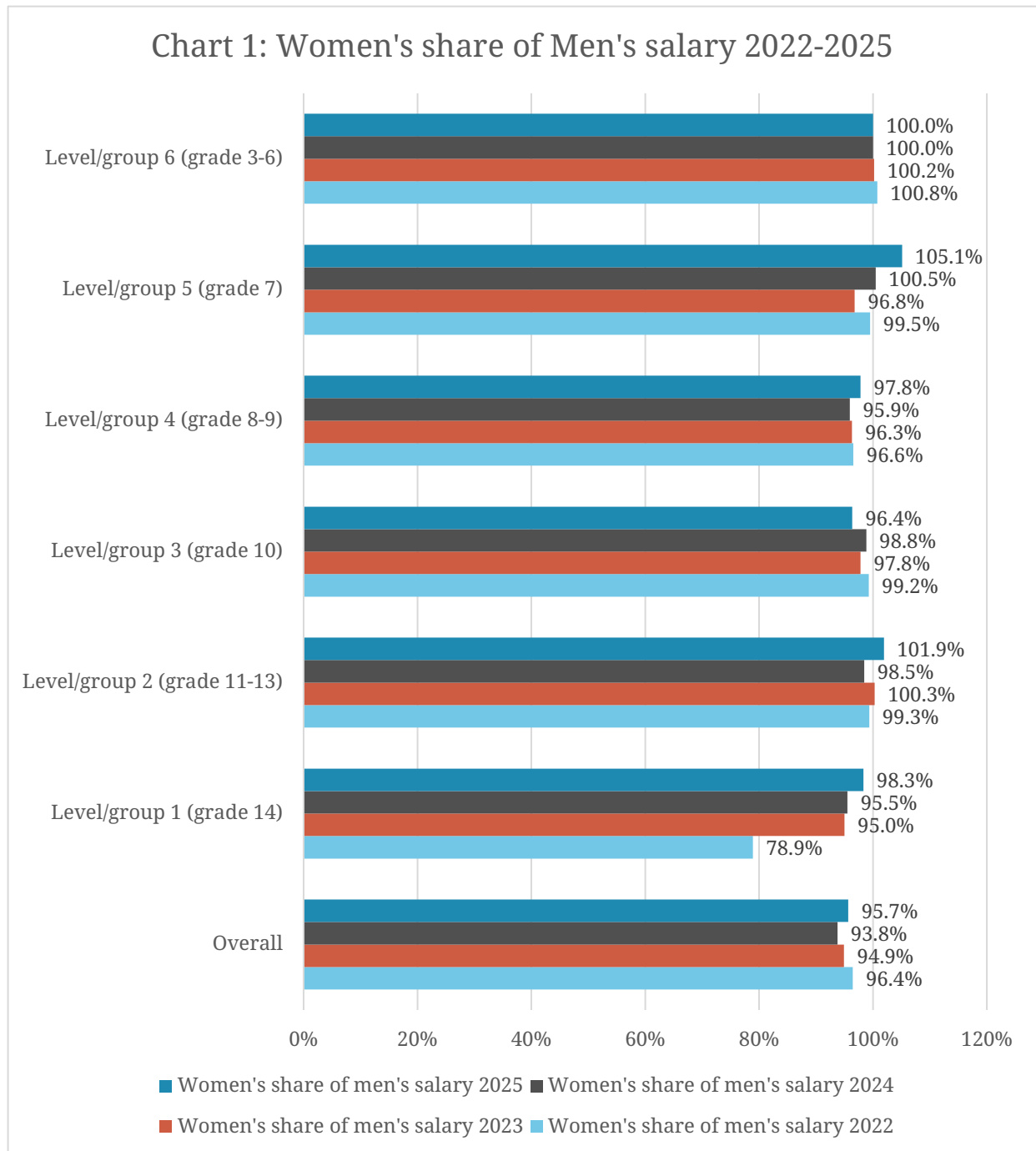


Chart 2. Accumulated increase in average salary by gender from 2022 to 2025

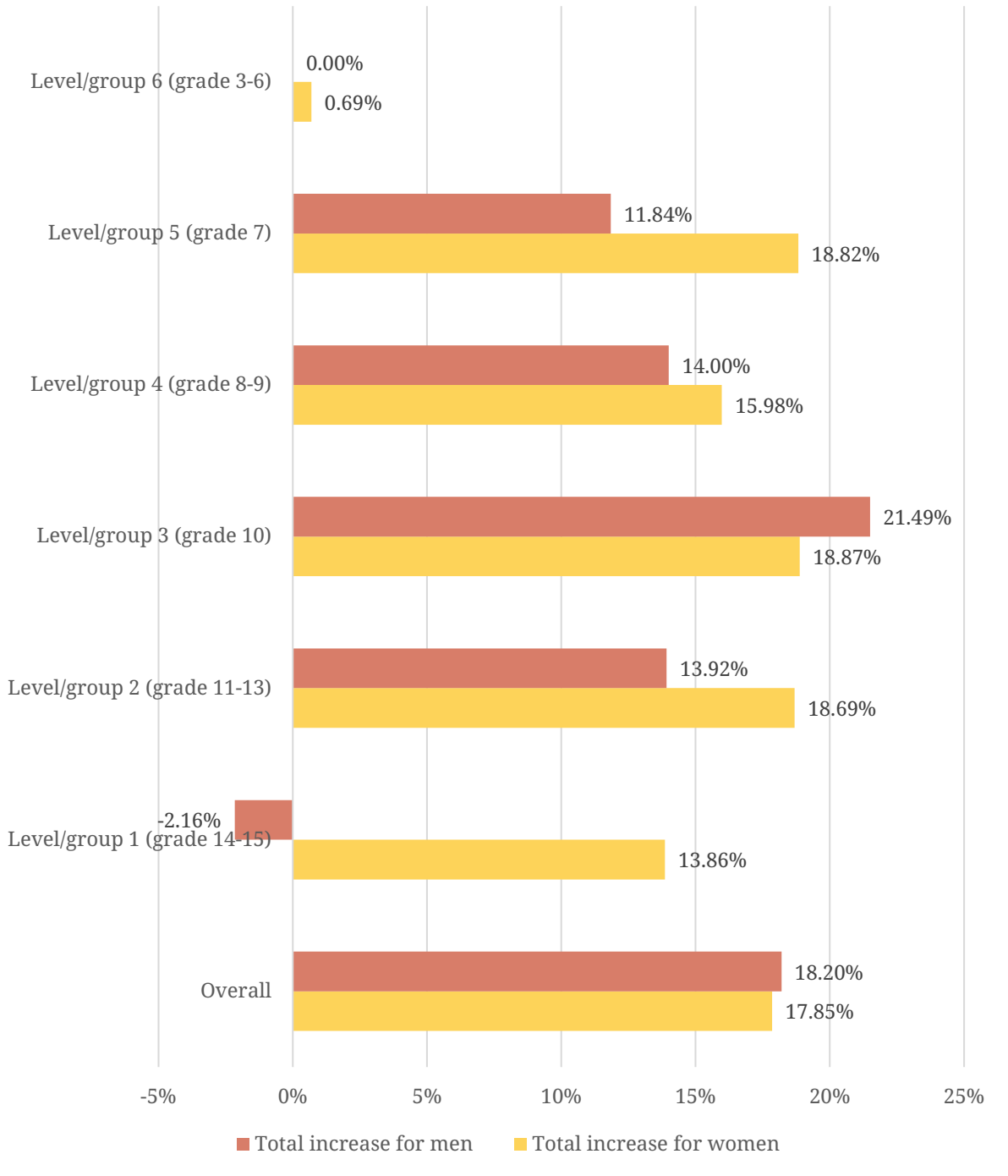


Chart 3: Share of women and men that are temporary and part-time employees (2022 - 2025)

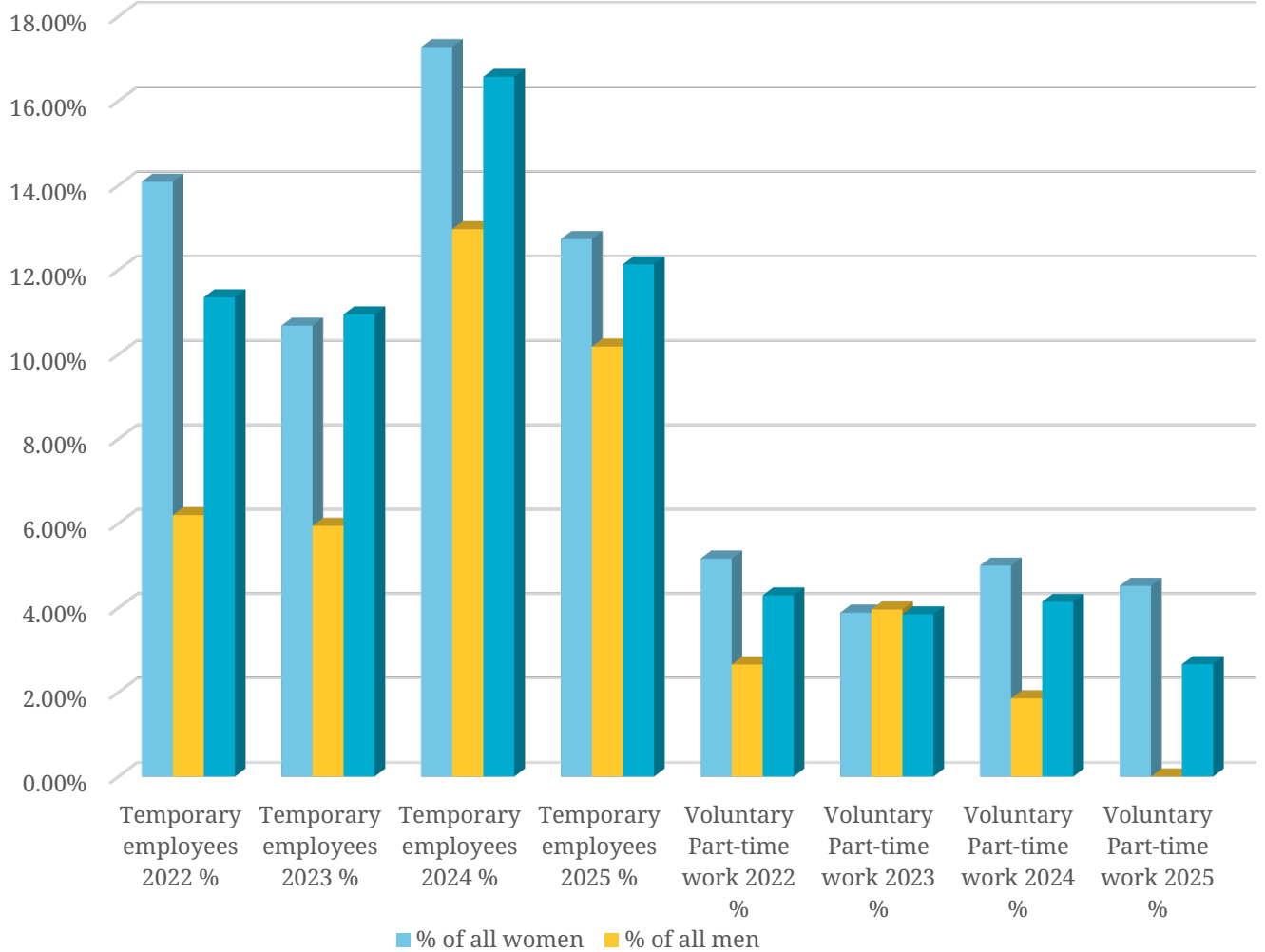


Chart 4: Share of women and men reporting absence (2022 - 2025)

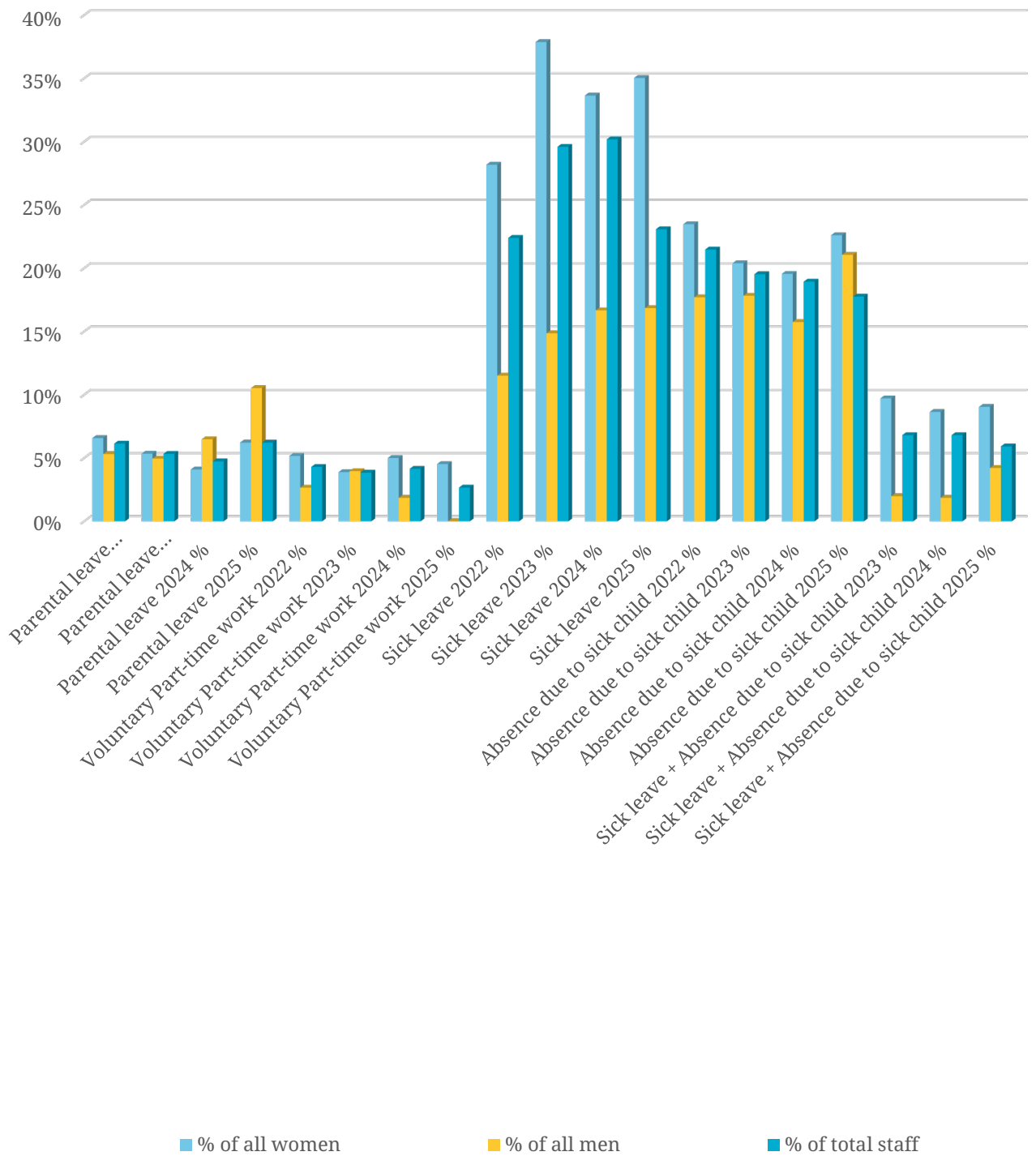
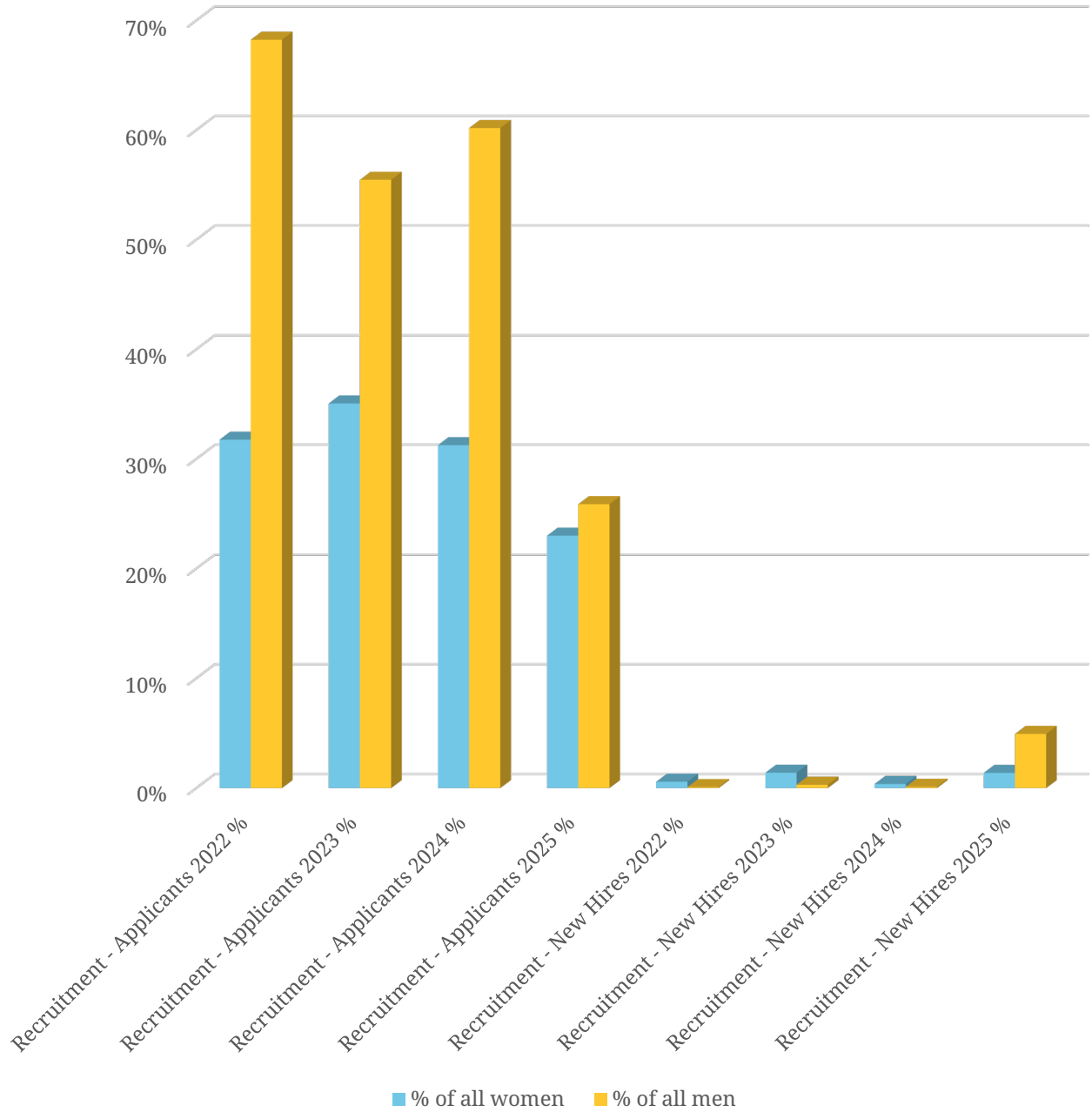


Chart 5: Share of women and men recruitment applicants that were hired (2022-2025)



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 2022-2026 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:

- **Inclusion and Gender Policy:** Our Policy has four core commitments, and includes programmatic and organisational aspects, and covers gender and inclusion.
- **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.

Structure and Implementation:

- **DEI Working Group (DEIWG):**
Established in January 2021, the DEIWG ensures intersectionality and represents diverse backgrounds. It champions inclusive practices, supports annual equality reports, and maintains communication across NRC bodies. In 2024, it was agreed that this group would support delivery of the integrated actions from the HO inclusion survey action plan. However, due to the two restructure changes in 2024 and 2025 to reduce administrative costs, this activity was put on hold and will be revisited in 2026.
- **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, help NRC track progress and adjust strategies to promote a more equitable working environment. .

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. In 2025, two modules were piloted and launched – DEI Foundations Advancing Workplace Inclusion and Programme Impact; and Embedding DEI into Strategic Planning and Organisational Development. Both modules focused on understanding the strategic value and organisational impact

of integrating DEI into planning cycles, equipping NRC staff with knowledge and tools to integrate DEI principles and provide practical strategies for fostering an inclusive workplace. Practical tools also include inclusion videos, brochure, and checklist.

- **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, 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 in Norway. Below, initiatives undertaken across the organisation is described.

Measures initiated in **2025:**

- NRC launched Inclusion and Gender policy with minimum requirements. Our four commitments describe our ambition, values and commitments, includes programmatic and organisational aspects, ad covers gender and inclusion.



Commitment 1:

NRC grounds all its programmes in a solid understanding of gender and diversity issues



Commitment 2:

NRC delivers humanitarian programmes that promote gender equality and support inclusion



Commitment 3:

NRC commits to building a diverse workforce and an inclusive, safe, and equitable organisational culture that reflects and respects the communities we serve



Commitment 4:

NRC mainstreams inclusion and gender across all its work, partnerships, policies, and strategies

- Gender sensitivity programming, global and country level inclusion plans remain a priority for 2026.
- Inclusive Training pilots: two modules were piloted and launched – DEI Foundations Advancing Workplace Inclusion and Programme Impact; and Embedding DEI into Strategic Planning and Organisational Development. Both modules focused on understanding the strategic value and organisational impact

of integrating DEI into planning cycles, equipping NRC staff with knowledge and tools to integrate DEI principles and provide practical strategies for fostering an inclusive workplace. Practical tools also include inclusion videos, brochure, and checklist.

- Supporting Staff in Uncertainty - Wellbeing sessions for Staff: Aligning wellbeing and inclusion creates a holistic workplace culture where employees feel safe, valued, and empowered to thrive. During NRC's organisational restructure, and as part of our commitment to staff well-being, we facilitated a series of regular sessions, focused on stress management and resilience building, as part of our Staff Care & Support programme. The *Well-being During Uncertain Times*, were well-being check-in sessions designed to support our staff's mental and physical well-being.

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 has been 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'



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 side of its operations by:

- Embedding DEI goals 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 2026