

NINA's Gender Balance Action Plan



NINA's Gender Balance Action Plan

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Norunn Myklebust, CEO

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1 Introduction

1.1 Background

Equal opportunities and non-discrimination are all about ensuring fairness. Everyone must have equal opportunities to contribute to and influence research, irrespective of gender and ethnic background. If there is gender balance and ethnic diversity among researchers and research leaders, the research institution will reflect the diversity of the population as a whole. This can strengthen the credibility of research and contribute to research on topics that are important for large parts of the population.

For research to be of high quality and to be relevant, the research communities must have the ability to ask the 'right' questions and be open to assessment of different alternatives and solutions. Heterogeneous research groups have proved to be more innovative and stronger than homogeneous groups. A research environment that provides for collaboration between people with a wide range of different experience can contribute to enhanced quality and innovation. This makes it important to recruit people from different backgrounds. Women account for half of the talent base, but there is still the problem of a lack of balance in the recruitment of women and people from different ethnic minorities. Any failure to recruit the best talent will affect the quality of research.

Equal opportunities are strategically important for NINA. NINA must be a good, future-oriented workplace that invests in the competences and development of employees, irrespective of gender, background and job category. All NINA employees must contribute to an inclusive and fair culture in the organisation. NINA must be a health-promoting workplace with a good working environment that gives every employee the opportunity to balance their work and leisure time

In NINA's target document for 2020-2024, the UN Sustainable Development Goals play a key role and one of the main targets is for NINA to contribute to sustainable social development. Consequently, NINA should also contribute to the achievement of SDG no. 5 'Gender Equality'¹. Both national and international research funders are driving a better gender balance in research, see, inter alia, the Research Council of Norway's Policy for gender balance and gender perspectives in research and innovation². As from 2022, both the EU and the Research Council will require all institutions that are to apply for research funding to have their own Gender Balance Action Plans³.

1.2 Main goal

Although the overall goal of NINA's Equal Opportunities Agreement⁴ is full equality between genders and minority groups in all parts of the organisation, this Gender Balance Action Plan is limited to promoting measures that contribute to gender equality. The main goal of the Gender Balance Action Plan is therefore related to the following aspect of the Equal Opportunities Agreement:

"We will work to promote that both genders' interests, perspectives and knowledge are safeguarded and reflected in the content and organisation of research."

¹ <https://www.fn.no/om-fn/fns-baerekraftsmaal/likestilling-mellom-kjoennene>

² <https://www.forskingsradet.no/en/Adviser-research-policy/Gender-balance-and-gender-perspectives/>

³ <https://www.forskingsradet.no/nyheter/2021/forskingsradet-og-europakommisjonen-stiller-krav-om-handlingsplanar-for-likestilling-fra-2022/>

⁴ NINA's Equal Opportunities Agreement was last revised in 2014.

1.3 Organisation of gender equality work at NINA

The management holds overall responsibility for NINA's gender equality policy. All NINA employees are responsible for safeguarding both genders' interests, perspectives and knowledge and that they are reflected in the content and organisation of the research. NINA's Gender Balance Action Plan is based on NINA's Equal Opportunities Agreement from 2014. The Gender Balance Action Plan must be revised at least every four years, but any necessary adjustments should be made on a regular basis.

A quarterly review of the status of the work on the Gender Balance Action Plan must be undertaken by NINA's management team and board. Updated statistics must be presented for the review. Data for these statistics must be regularly entered into NINA's Human Resource Management (HRM) system.

Resources equivalent to 20% of an FTE have been allocated for gender equality work at NINA. These resources are divided between strategic management roles and HR administrative roles. In addition, we have resources among other employees who are either elected representatives, health and safety representatives or have expertise in the field, which is combined in NINA's Equal Opportunities Committee.

1.4 Status at NINA in 2021

1.4.1 Working environment

According to the working environment survey conducted by NINA in 2020, women to a lesser extent than men agree with the statement that "*Men and women have equal opportunities at my workplace*"⁵. Women in NINA also give a lower response than men to the statement "*Seniors in my working environment take responsibility for involving others*"⁶. Besides this there are no significant gender differences in the results of the working environment survey and on average men and women at NINA score exactly the same for the statement "*All in all, I am satisfied with my job*".

1.4.2 Gender balance at NINA

In the spring of 2021, women accounted for 40.6% of all NINA employees (117 out of 288 persons). Women are under-represented in certain job categories, while men are under-represented in others (see chapter 1.4.4). Statistics are important for following trends and identifying measures, and some development trends from 2010 to 2020 are set out in chapter 3 of this document. The statistics show that the work to improve the gender balance at NINA is moving in the right direction, but slowly.

NINA has a relatively poor gender balance compared to several of the other environmental institutes⁷. If we solely consider the proportion of women among employees with a PhD, this increased from 30% to 36% from 2015 to 2019 at NINA, while CICERO, NILU, NIVA and NIKU have had over 40% female researchers for several years (Figur 1).

⁵ Average for women 76, average for men 83

⁶ Average for women 65, average for men 71

⁷ Annual Report 2019 Environmental Institutes, ISBN 978-82-12-03845-5 (in Norwegian), www.for-skningsradet.no/publikasjoner.

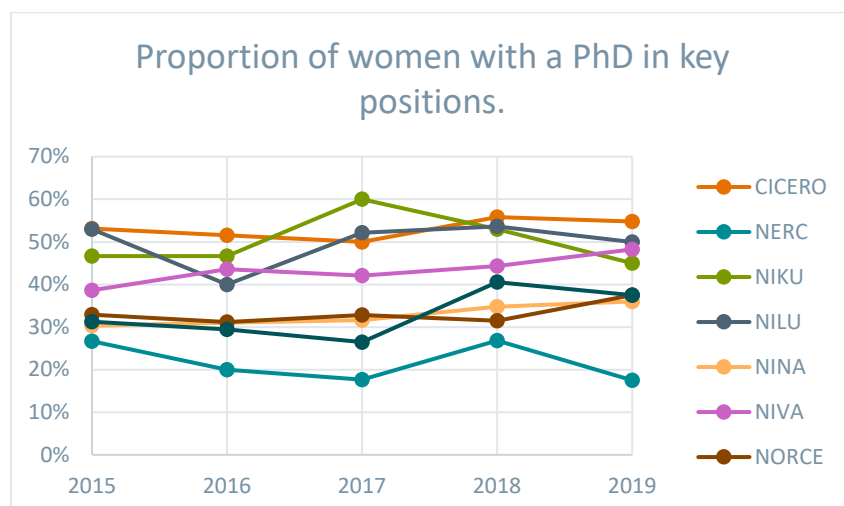
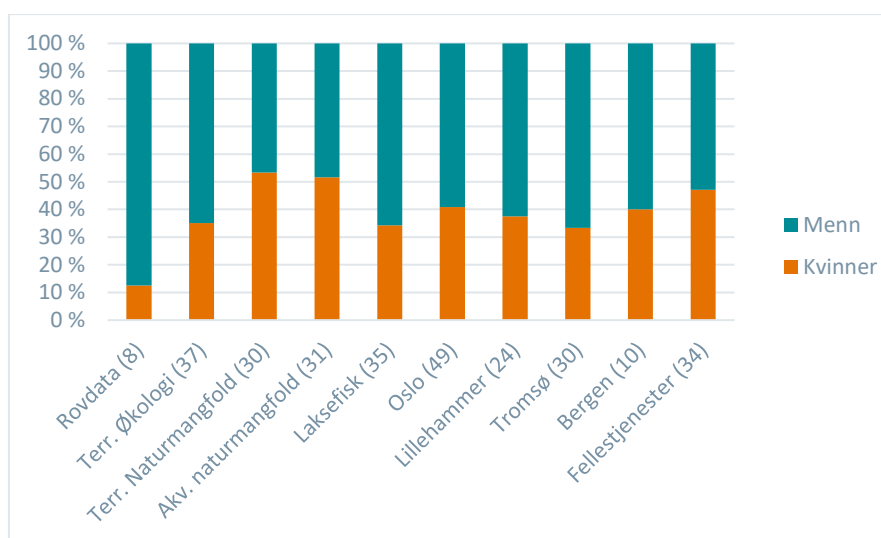


Figure 1 The proportion of women with a PhD at the environmental institutes from 2015 to 2019.

The proportion of women at NINA will be partly dependent on the recruitment base. For the subject areas from which NINA recruits the most academic staff, i.e. biology and social sciences, there has been a predominance of female master's students for many years. In Norway, since 2007 around the same number of women as men have taken a PhD (proportion of women $\geq 45\%$)⁸, but this varies between subjects. It is difficult to find figures specifically for doctorates in biology (in NIFU's statistics this is merged with mathematics and other natural sciences), but in the social sciences, over time there has been a majority of women taking a doctorate (62% in 2020).

1.4.3 Gender distribution per department

Some of NINA's departments experience a skewed gender balance with a predominance of male employees (Figur 2). The Department of Terrestrial Biodiversity and the Department of Aquatic Biodiversity have an approximately equal distribution of women and men. Considering joint services overall, this department has a good gender balance, but as shown in Figur 5, there are some wide gender differences in terms of which parts of the administration the employees work in.



⁸ <https://www.nifu.no/fou-statistiske/fou-statistikk/doktorgrader/>

Figure 2 Proportion and number of women in departments of NINA as at June 2021. Genlab is included in the Department of Aquatic Biodiversity and Ims in the Department of Salmonid Fishes. The total number of employees in each department is stated in parenthesis.

1.4.4 Gender distribution per position category

With the exception of research fellowship positions, there is a predominance of men in all of the academic job categories at NINA (Figur 3). Among researchers, the gender balance is good in the researcher II and I categories, with around 45% women and 55% men, but there is a significant imbalance in the senior research scientist category (Figur 4). Of the 60 senior research scientists in NINA in 2021, only 11 are women (around 18%).

PhD and postdoctoral positions are important recruitment positions that may have an impact on the future gender balance among NINA researchers. In 2021, there were a total of 10 women and 10 men in these job categories.

Among engineers, the gender balance is relatively good in both job categories (department and senior engineer), but there is a predominance of men (60%).

Relatively few people are employed as researcher III and adviser, making it less relevant to evaluate the percentage for these positions.

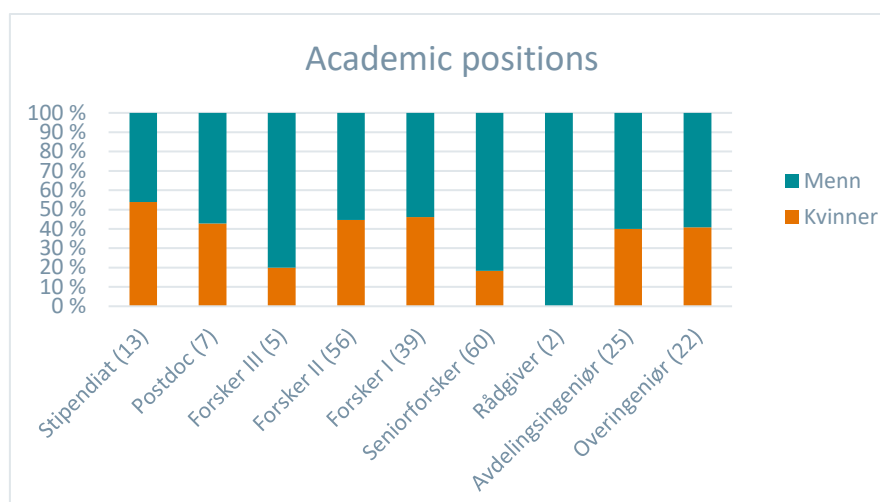


Figure 3 Proportion of women and men distributed on various academic positions as at June 2021. The total number of employees in each position category is stated in parentheses.

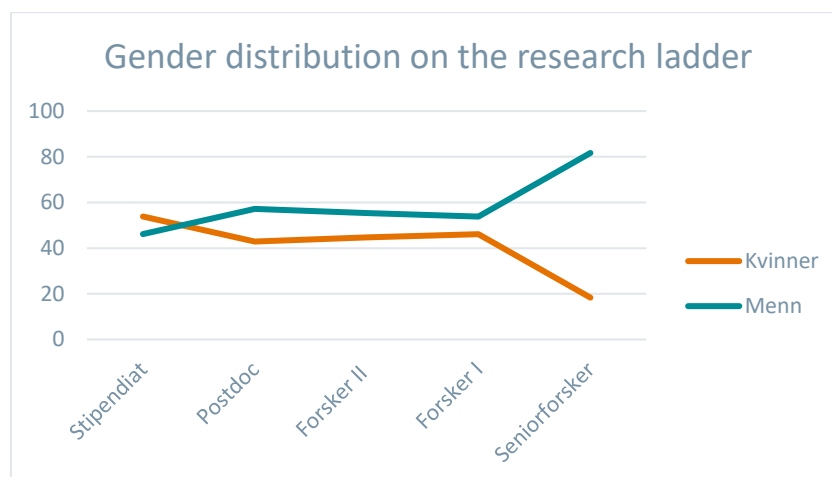


Figure 4 Proportion of women and men distributed on research positions as at June 2021.

Among technical and administrative staff, there is great variation between the different job categories (Figur 5). Among managers, the gender balance is good, but all the other types of roles have an imbalance in one respect or the other. While all department consultants are women, 85% of IT employees are men. There is also a predominance of women within finance, payroll and human resources (71%) and within communication, graphics and library services (67%).

The remaining types of roles (engineer, operations and adviser) have so few employees that it is less relevant to evaluate the gender balance.

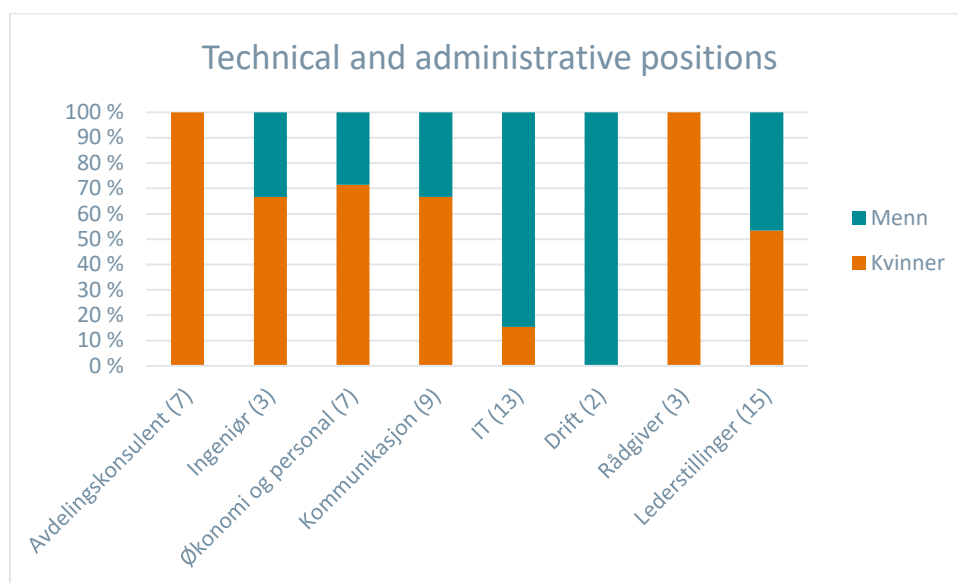


Figure 5 Proportion of women and men distributed on various technical and administrative positions as at June 2021. The total number of employees in each group is stated in parenthesis.

1.4.5 Gender distribution in councils and committees

In 2021, 19 women and 12 men held various positions on NINA's internal councils and committees, including employee representatives on NINA's board (Tabell 1). Both men and women are represented on all committees and among deputy representatives. Even though women only account for around 40% of NINA's employees, around 60% of the representative positions are held by women. In other words, 16% of female and 7% of male NINA employees have a role in an internal council or committee.

Table 1 Number of women and men in NINA's internal councils and committees in 2021

Committee	Women	Men
Board	2	2
Working Environment Committee (AMU)	2 (1 deputy)	1 (2 deputies)
Safety representative	4	3
Nomination Council (IR)	6	2
Equal Opportunities Committee (LU)	2 (2 deputies)	1 (1 deputy)
Total	19	12

2 Measures

2.1 New appointments

Some of NINA's departments experience a lack of gender balance and there is variation between job categories in terms of which gender is underrepresented. As a result, the experience of belonging to a minority varies between departments and positions at NINA. There is a goal to correct some of this discrepancy and it is only through new appointments that NINA can gain more employees of the underrepresented gender. Since NINA wants skilled temporary employees to qualify for permanent employment by NINA, the gender balance among temporary employees is also important for the future gender balance in permanent positions.

There has been a long-term goal for NINA to appoint more women, yet Figur 11 (chapter 3.2) shows that more men than women have been appointed in the last ten years, with the exception of 2017 and 2020.

2.1.1 Goal

- During a four-year period, women must account for a minimum of 50% of all new appointments to all types of academic positions⁹ at NINA. This applies to both permanent and temporary positions.
- In the course of a four-year period, women must account for a minimum of 50% of all new appointments to positions within IT and operations at NINA. This applies to both permanent and temporary positions.
- In the course of a four-year period, men must account for a minimum of 50% of all new appointments to positions within finance, IT and HR at NINA. This applies to both permanent and temporary positions.
- In the course of a four-year period, men must account for a minimum of 50% of all new appointments to positions within communication, library services and graphics at NINA. This applies to both permanent and temporary positions.
- NINA must have a gender balance among its managers.

2.1.2 Measures

1. On preparing needs analyses for new appointments, it must always be assessed whether it is relevant to establish an 'Exploration and Search Committee'¹⁰ to find good applicants of the underrepresented gender. The Exploration and Search Committee may consist of internal NINA employees, or an external recruitment agency may be used.

Responsibility: Department managers

2. During 2022, guidelines must be drawn up for the work of 'Exploration and Search Committees' at NINA, for inclusion in NINA's Appointment Regulations¹¹ (see measure 3).

Responsibility: HR manager

⁹ Applies to the following job categories: PhD fellow, postdoctoral fellow, researcher III, researcher II, researcher I, senior research scientist, scientific adviser, department engineer and senior engineer.

¹⁰ [Information \(in Norwegian\) about the Exploration and Search Committee from kifino.no](https://www.kifino.no/en/information-in-norwegian-about-the-exploration-and-search-committee)

¹¹ Last revised in 2017.

3. During 2022, NINA's Appointment Regulations will be updated with a guide for the work of assessment committees and interview panels. In addition to a general description of the process, this guide should include information about NINA's practice of using moderate gender quotas¹² and how 'implicit bias'¹³ can affect assessment processes.

Responsibility: HR manager

4. Job advertisement texts must be gender neutral and both male and female contact persons must be stated.

Responsibility: Human resources consultant

5. Representatives of both genders must attend assessment committees and interview panels.

Responsibility: Human resources consultant

6. As far as possible, applicants of the underrepresented gender must always be invited for an interview (see chapter 2.1.1).

Responsibility: Department managers

2.2 Career development

NINA must be a good and future-oriented workplace that invests in the competence and development of employees, irrespective of gender and job category. Through our employees' strategic competence development, NINA will achieve our own business goals, contribute to key development in society and safeguard important societal interests.

The proportion of women in academic positions as a whole increased from around 27% to 35% in the 2013-2020 period (see Figur 6, chapter 3.1.1). Nevertheless, the proportion of female senior research scientists remained unchanged at around 20% during the same period (see Figur 7, chapter 3.1.1). Achieving more female senior research scientists at NINA will contribute to a better gender balance at all levels and in all age groups, which will have consequences for both the working environment and NINA's research. It is also important that NINA has female senior research scientists who can be role models both internally and externally.

To get more women in top academic positions, good initiatives are needed that maintain and increase the formal competences of women in research positions (researcher II and I) so that they can apply for promotion to senior research scientist. In the 2010-2020 period, 13 women and 36 men applied for promotion to senior research scientist at NINA (Figur 25, chapter 3.3.2). Within the senior research scientist category, 4 women and 47 men applied for promotion. Since pay development depends on competence-based promotion, few women in the senior research scientist category means that female researchers on average earn less than male NINA researchers.

There has been an even gender distribution among applicants for promotion from department engineer to senior engineer in recent years (Figur 27, chapter 3.3.3). In 2021, there were 40% women among department engineers and senior engineers (Figur 3, chapter 1.4.4). To ensure

¹² See Section 4.2 of the Equal Opportunities Agreement.

¹³ [Information \(in Norwegian\) about implicit bias from kifinfo.no](https://kifinfo.no)

good career development for employees in engineer positions, there is a need to revise the regulations for promotion to senior engineer.

For job categories other than academic positions, there is no overall overview of career development in 2021.

2.2.1 Goal

- All employees must have the opportunity to increase their formal and real competences annually
- Temporary employees must have the opportunity to qualify for permanent appointment at NINA.
- By 2025, at least 30% of all senior research scientists must be women.

2.2.2 Measures

7. All employees must have the opportunity to discuss career development and work tasks at performance appraisal interviews. For temporary employees, there should be focus on qualification requirements for permanent positions. For permanent employees, possible applications for promotion should be discussed. Clear development goals must be set, and both manager and employee must facilitate the implementation of concrete measures to achieve these goals. All employees are expected to take the initiative to develop their competences by e.g. attending courses, continuing education or guest attendance for training at other relevant workplaces (internally or externally).

Responsibility: Head of department and the individual employee

8. Female researchers must have the opportunity to qualify for promotion by having the chance to work on career-promoting tasks such as project management, networking, publishing, method training, etc.

Responsibility: Research managers, project managers and the individual employee

9. All academic staff who have been on care leave for more than six months must receive the information that they can apply for time for competence building.¹⁴

Responsibility: Research managers and individual employees

10. A development plan must be drawn up for all PhD students and postdoctoral fellows, to strengthen opportunities for further career development at NINA.

Responsibility: Research managers and individual PhD students and postdoctoral fellows

11. Regular NINA seminars must be held on the requirements in the competence regulations, so that all employees receive sufficient information about requirements, expectations and opportunities in the various job categories before they consider applying for promotion.

Responsibility: Research director and HR manager

¹⁴ See Section 6.4 of the Equal Opportunities Agreement

12. Anyone who assesses promotion applications for academic staff must receive information on how 'implicit bias'⁸ can affect competence assessments.

Responsibility: Research director and HR manager

13. The rules for promotion to senior engineer will be revised during 2022.

Responsibility: Research director and HR manager

2.3 Councils and committees

Co-determination and influence within the organisation are exercised, among other things, through representation on councils and committees (see Tabell 1, chapter 1.4.5). At the same time, imposing a lot of administrative work on researchers can be at the expense of merit-based academic work.

2.3.1 Goal

- Women and men must have equal opportunities for co-determination and influence in the organisation.
- Women should not be overrepresented on NINA councils and committees if this is at the expense of career-promoting work required to be able to seek promotion.

2.3.2 Measures

14. As far as possible, both genders must be represented in all NINA councils and committees. At the same time, the proportion of women and men in total who participate in NINA internal councils and committees should reflect the proportion of employees, to avoid unbalanced distribution between the genders in terms of contributions to internal administrative work.

Responsibility: Employee organisations

15. Participation in internal councils and committees must be subject to proportional assessment in NINA's promotion system, so that work for the community is also recognised.

Responsibility: Research director

2.4 Sexual harassment

In the working environment survey conducted at NINA in 2020, 2 out of 250 people answered in the affirmative to questions about whether they had been exposed to sexual harassment at work during the past year. This is below the national level of 1.6%, based on surveys from the university and university college sector in 2019¹⁵. The national survey showed that women and younger colleagues are overrepresented among those who have experienced sexual harassment.

¹⁵https://kifinfo.no/sites/default/files/nasjonal_rapport_-_mobbing_og_trakassering_i_uh-sektoren_2019_1_0.pdf

2.4.1 Goal

- No one should experience sexual harassment when they work at NINA.

2.4.2 Measures

16. NINA must have a clearly defined anti-harassment policy and it must be easy for all employees to find information about sexual harassment on the intranet (NINAnett). In addition to information about the whistleblowing procedures to report misconduct, it should be easy to find a clear definition of sexual harassment.

Responsibility: HR manager

17. Information about harassment and discrimination and NINA's procedures for dealing with this must be included in the training of new employees at 'New in NINA'.

Responsibility: HR manager

2.5 Management and organisational culture

Through inclusive and trust-based management, NINA must facilitate diversity and inclusion. Our management and organisational structure must promote a culture that ensures psychological security and predictability at all levels. NINA's management and employees must support the rules of the labour market at all times.

2.5.1 Goal

- NINA's managers at all levels must have sufficient knowledge of equality and diversity management.
- NINA's managers at all levels must stay updated on the status of NINA's work to ensure the right gender balance.
- The equality perspective must be included in the institute's overall strategic planning at both NINA and departmental level.
- All NINA employees must contribute to an inclusive and fair culture in the organisation.
- NINA must be a health-promoting workplace, where all employees have the opportunity to balance their work and leisure time.

2.5.2 Measures

18. NINA's management team must be offered courses in equality and diversity management. This should include anti-harassment and anti-discrimination training.

Responsibility: CEO

19. NINA must stay updated on the national work on gender balance and diversity in research and participate in relevant national fora, such as the annual network meeting for equality officers.

Responsibility: HR manager and research director

20. NINA must conduct annual workshops and e-learning courses on equality and diversity in working life for all employees.

Responsibility: HR manager

21. NINA must at all times have an updated HSE action plan to ensure that NINA employees achieve a good work-life balance.

Responsibility: HR manager

2.6 External visibility and representation

2.6.1 Goal

- NINA must contribute to making our subject areas attractive to younger female researchers and NINA's employees must be good role models for students and other relevant parties.

2.6.2 Measures

22. NINA must spotlight its female employees externally, through lectures, meeting places, media, websites and social media, etc.

Responsibility: Heads of research, research director and head of communications

23. NINA must look actively for female representatives when NINA is asked to participate in external councils and committees.

Responsibility: Heads of research and research director

2.7 Gender perspectives in research

Research funded by the Research Council of Norway and the EU aims to include gender perspectives where relevant. The inclusion of gender perspectives in research can enhance the academic quality and societal relevance of the knowledge produced or innovation achieved¹⁶. Several of NINA's researchers work with subject areas for which gender perspectives are relevant, but as of 2021 NINA has no professional goals related specifically to this.

2.7.1 Goal

- NINA's researchers and heads of research must have knowledge of the nature of gender perspectives in research
- NINA must at all times have an updated overview of which projects have a gender perspective
- NINA must develop professional goals for our ambitions to incorporate gender perspectives in research

2.7.2 Measures

¹⁶ https://kjonnsforskning.no/sites/default/files/hva_er_kjonnsperspektiver_i_forskning_rogg_korsvik.pdf

24. During 2022 NINA will undertake an internal survey of the gender perspectives included in NINA's research today. A strategic assessment must also be made concerning for which of NINA's subject areas it is relevant to incorporate gender perspectives in the future, and NINA's ambitions for this in the coming four-year period.

Responsibility: Research director

3 Development trends at NINA from 2010 to 2020

To have a targeted action plan, a good status survey is required. It is also important to monitor development trends over time to check whether the measures are working as intended or whether other measures are needed. This chapter therefore presents relevant statistics concerning NINA's employees, which form the basis for the Gender Balance Action Plan. The statistics must be updated regularly in NINA's HRM system and used as the basis for the management team's work and the board's review, and be reported in accordance with the Employer's activity duty and duty to issue a statement¹⁷.

The following figures are included in the chapter:

Figure 6 Development in the proportion of women and men in academic positions in the 2010-2020 period.

Figure 7 Development in the proportion of women among permanently employed researchers at NINA in the 2010-2020 period.

Figure 8 Development in the proportion of women in temporary recruitment positions (PhD fellows and post-doctoral fellows) at NINA in the 2010-2020 period.

Figure 9 Development in the proportion of women in engineer positions at NINA in the 2010-2020 period.

Figure 10 Proportion of women in selected types of positions in NINA's joint administration in the 2010-2020 period.

Figure 11 Number of new employees at NINA per year in the 2010-2020 period, for all types of positions combined.

Figure 12 Proportion of women among new employees at NINA per year in the 2010-2020 period, distributed on academic positions and technical and administrative positions.

Figure 13 Number of new employees in technical and administrative positions by year.

Figure 14 Number of new employees in academic positions by year.

Figure 15 Number of new employees in various types of technical and administrative positions for the entire 2010-2020 period combined.

Figure 16 Proportion of women among applicants and interview invitees for 38 permanent research positions in the 2010-2020 period.

Figure 17 Proportion of women among applicants and interview invitees for 20 PhD fellowships and postdoctoral positions in the 2010-2020 period.

Figure 18 Proportion of women among applicants and interview invitees for 14 engineer positions in the 2010-2020 period.

Figure 19 Proportion of men newly appointed to academic positions following calls for proposals and direct appointment in the 2010-2020 period.

Figure 20 Annual age distribution of employees in research positions.

Figure 21 Age distribution in the three most common researcher categories in 2020, distributed as women and men.

Figure 22 Proportion of women in various age groups and researcher categories in the 2017-2020 period.

Figure 23 Total number of promotion applications for researchers by gender and year.

Figure 24 Proportion of researchers who have applied for promotion, by gender and year.

Figure 25 Number of promotion applications for researchers in the 2010-2020 period, by gender and job category.

Figure 26 Number of granted and rejected promotion applications from male researchers at NINA, for the 2010-2020 period combined.

Figure 27 Number of applications submitted for promotion from department engineer to senior engineer, by year and gender.

¹⁷ [LDO \(The Norwegian Equality and Anti-Discrimination Ombud\) – Employer's activity duty and duty to issue a statement \(under the Norwegian Equality and Anti-Discrimination Act\).](#)

3.1 Gender distribution in various position categories

3.1.1 Gender distribution in academic positions

Within academic positions¹⁸ there has always been a strong predominance of male employees. As shown in Figur 6, the proportion of women has increased from 27% in 2013 to 35% in 2020 for all academic positions combined.

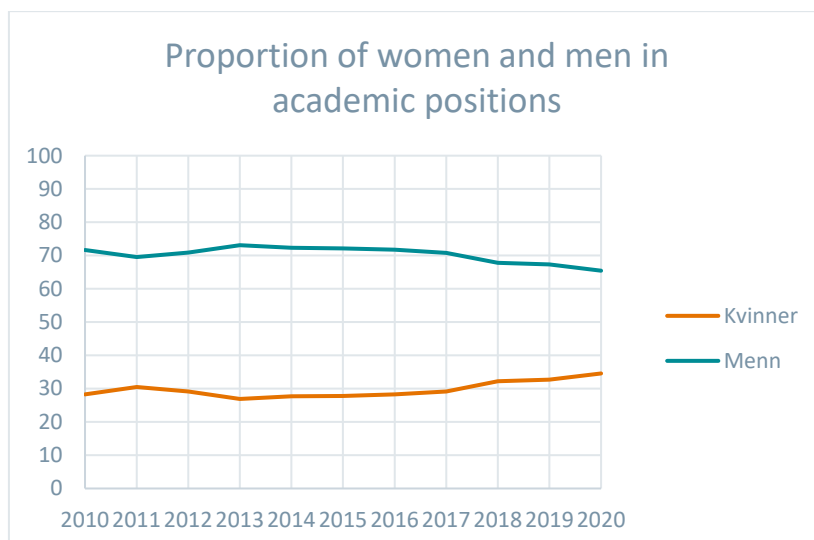
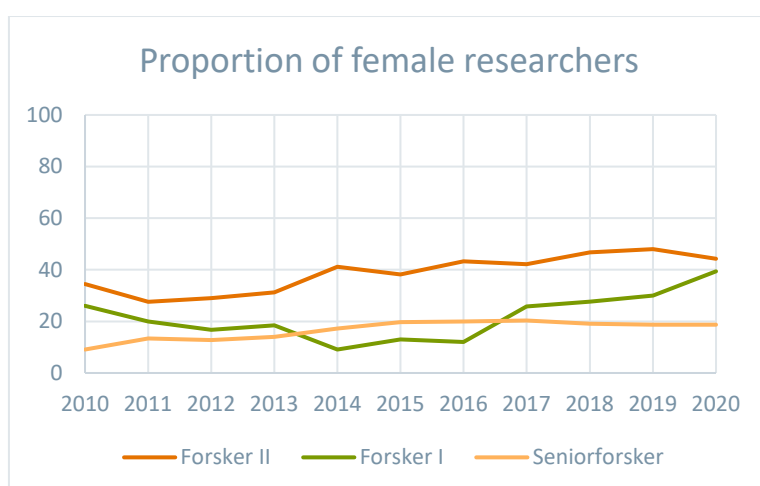


Figure 6 Development in the proportion of women and men in academic positions in the 2010-2020 period. See the footnote concerning the position categories included in the figure.

If we break down the figures on different types of academic positions, we can see that the proportion of women is lowest in permanent research positions, and lowest of all among senior research scientists (Figur 7). There was a significant increase in the proportion of women in researcher I positions over the past five years; from 12% in 2016 to 40% in 2020. During the same period, however, the proportion of women in researcher II positions rose slightly, to 48%, and then fell again to 44%. The proportion of female senior research scientists doubled from around 9% in 2010 to around 20% in 2015, but after 2015 there was no further increase.



¹⁸ Applies to the following job categories: PhD fellow, postdoctoral fellow, researcher III, researcher II, researcher I, senior research scientist, scientific adviser, department engineer and senior engineer.

Figure 7 Development in the proportion of women among permanently employed researchers at NINA in the 2010-2020 period. Only the three most commonly used researcher categories are included in the figure.

In the recruitment positions, there are fewer employees and sometimes great fluctuation between years (Figur 8). The gender balance among postdoctoral fellows at NINA has been relatively good for several years, but it is more difficult to assess the gender balance among PhD fellows because in some periods there were very few employees in this category. For example, there was only one PhD fellow in 2014, none in 2015 and only two in 2016 and 2017. Before and after this, there were more than five PhD fellows each year, so in this respect the figures are rather more informative.

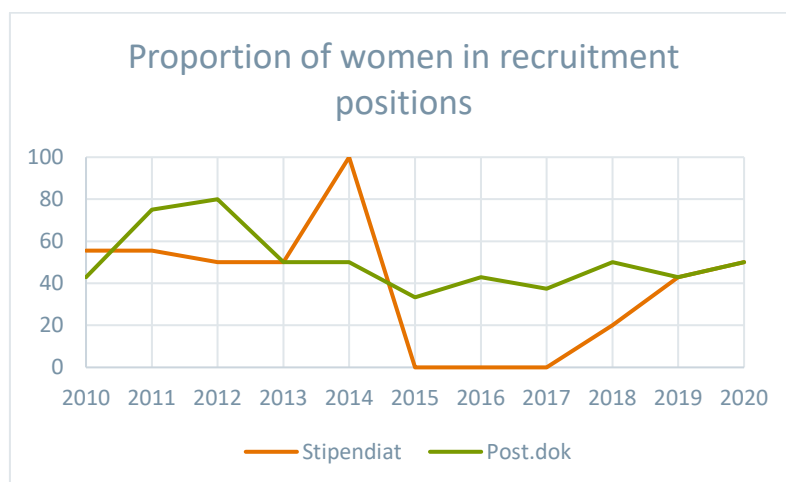


Figure 8 Development in the proportion of women in temporary recruitment positions (PhD fellows and post-doctoral fellows) at NINA in the 2010-2020 period. The great fluctuation among PhD fellows between 2014 and 2017 should be interpreted with caution, as there were fewer than three employees in this category during this period.

Among engineers, there has generally been a better gender balance than among the permanently employed researchers (Figur 9). In the period from 2011 to 2016, there was a lower proportion of women among senior engineers, while there were between 40% and 60% women in the department engineer position category. Since 2016, there has been a higher proportion of women among senior engineers than among department engineers, but in both categories the proportion of women has decreased over the past three years, to 37% for department engineers and 42% for senior engineers. This decline may be related to many new appointments in recent years. The number of engineers (department engineers and senior engineers combined) increased to 43 in 2020, after being relatively stable at around 30-34 in the 2010-2017 period.

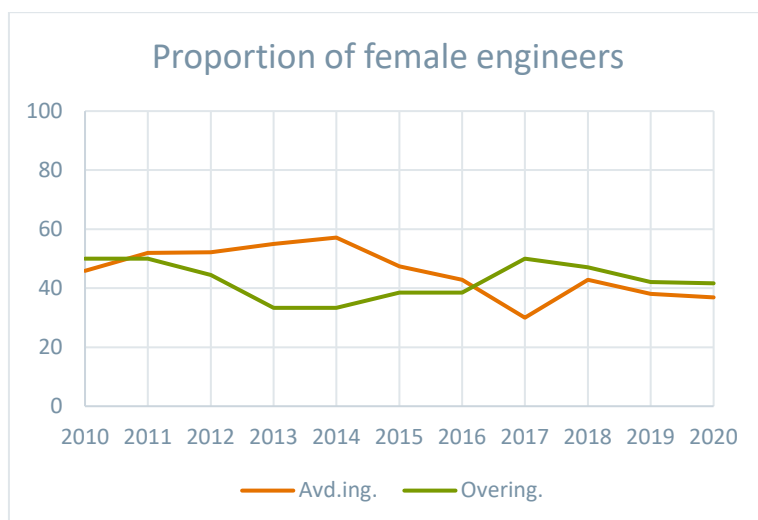


Figure 9 Development in the proportion of women in engineer positions at NINA in the 2010-2020 period.

3.1.2 Gender distribution in administrative positions

Administrative positions have also shown a large gender imbalance for many years (Figur 10). All employees in the position of department consultant were women throughout the 2010-2020 period (not included in the figure). The proportion of women among IT employees has been at a stable very low level (maximum 30%) and among finance employees at a stable very high level (minimum 70%). Even though Figur 10 gives the impression of a good deal of variation over time in the proportion of women in these two categories, the figure should be read with caution, due to few employees. During the 2010-2020 period, between zero and three women were appointed in IT, and between one and two men in finance, payroll and human resources. This also applies to appointments within communication, graphics and library services. Even though Figur 10 shows variation in the proportion of women in communication of between 60% and 100%, it is important to note that this signifies actual variation in the number of men from zero to three employees.

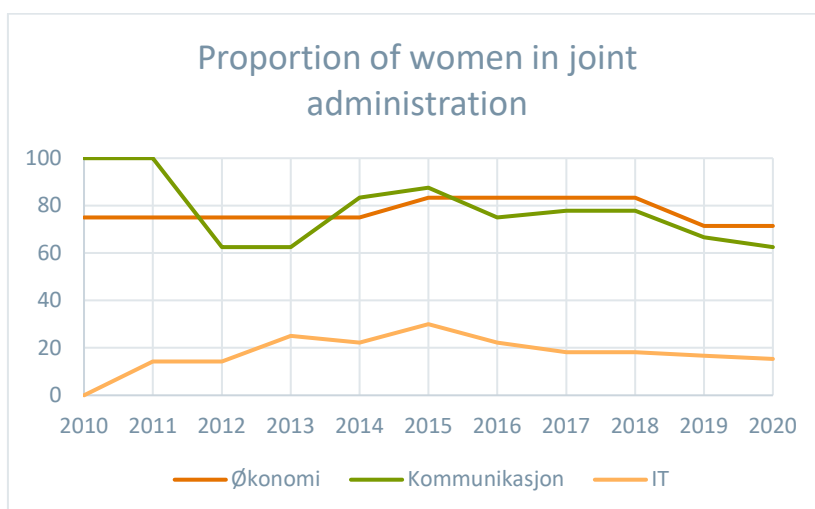


Figure 10 Proportion of women in selected types of positions in NINA's joint administration in the 2010-2020 period. The figure should be interpreted with caution due to the low number of employees in each category. The finance category includes all positions related to finance, payroll and human resources, but not department consultants. Communication includes communication, graphics and library services. IT consists of various positions related to data services, but not construction.

3.2 New appointments

3.2.1 Gender distribution for new appointments

In the period from 2010 to 2020, 206 persons were appointed to positions at NINA, of whom 113 (54.8%) were men. Considering the variation between years, more men than women were appointed each year, with the exception of 2017 and 2020 (Figur 11). In 2017, 15 women and 11 men were appointed, and in 2020, 17 women and 8 men were appointed.

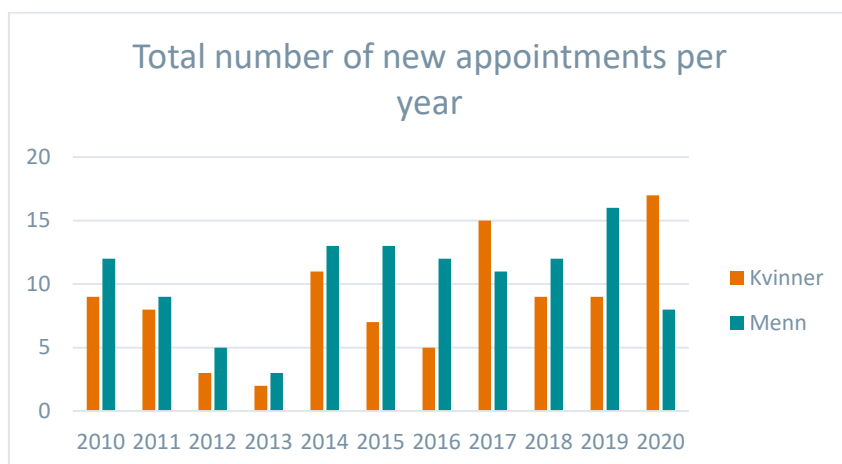


Figure 11 Number of new employees at NINA per year in the 2010-2020 period, for all types of positions combined.

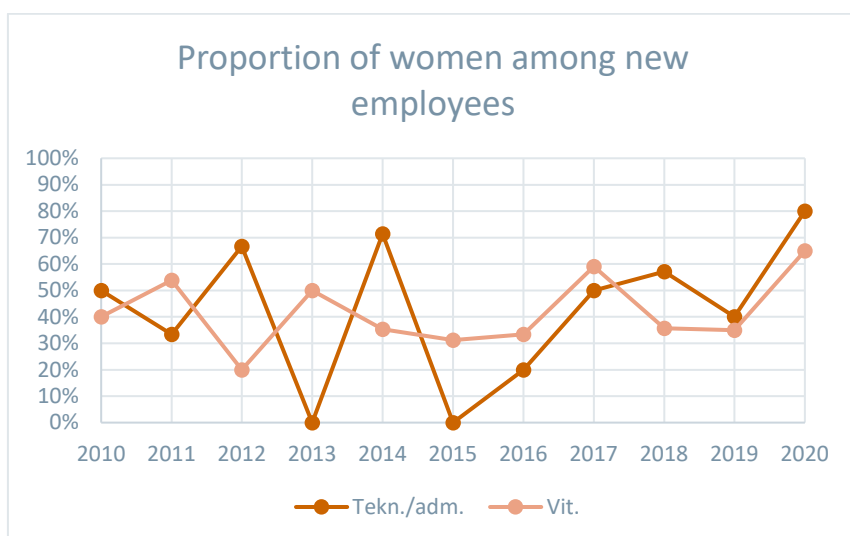


Figure 12 Proportion of women among new employees at NINA per year in the 2010-2020 period, distributed on academic positions and technical and administrative positions.

If we distinguish between academic positions¹⁹ and other positions, we can see that more men have been appointed to academic positions (Figur 12). Despite variations between years, in the 2010-2020 period a total of 24 men and 24 women in all technical and administrative positions were appointed in total (Figur 13). In the same period, 89 men and 69 women (Figur 14) were appointed in academic positions.

¹⁹ Includes the following position categories: PhD fellow, postdoctoral fellow, researcher III, researcher II, researcher I, senior research scientist, scientific adviser, department engineer and senior engineer.

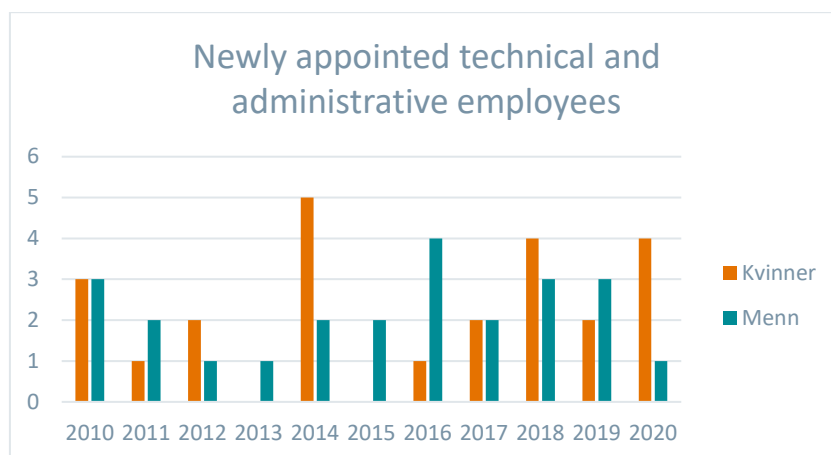


Figure 13 Number of new employees in technical and administrative positions by year.

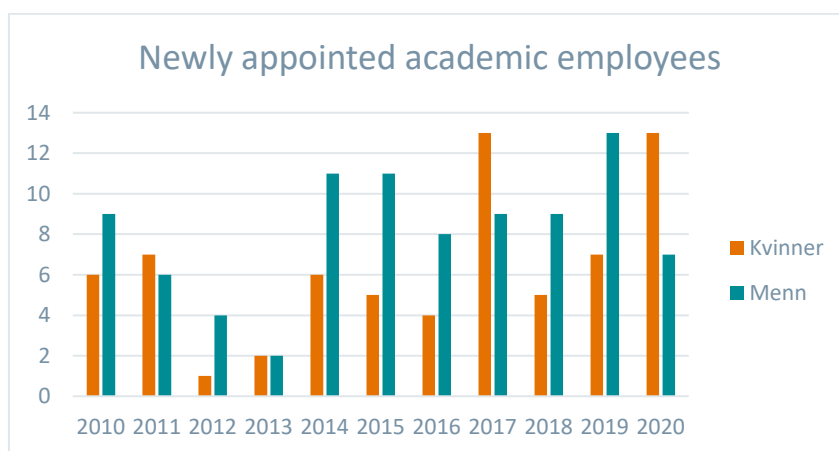


Figure 14 Number of new employees in academic positions by year.

The 'technical and administrative' group consists of many different types of positions. Figure 15 shows the number of new employees by gender in different subject areas for the entire 2010-2020 period combined. All four department consultants appointed during the period were women. Within communication, graphics and library services, 7 women and 3 men were appointed. Within IT and operations, 11 men and 4 women were appointed.

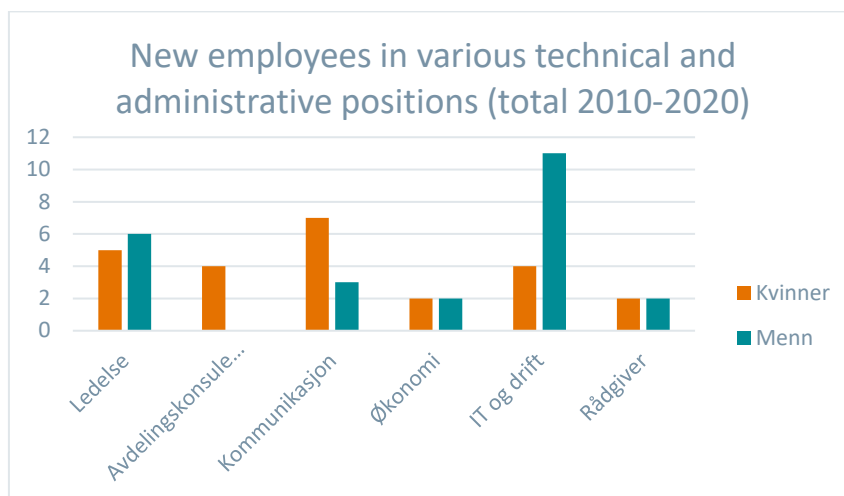


Figure 15 Number of new employees in various types of technical and administrative positions for the entire 2010-2020 period combined.

3.2.2 Gender distribution among applicants and interviewees for academic positions

Figure 16 shows the proportion of female applicants and the proportion of women invited to interview for advertised permanent research positions at NINA in the 2010-2020 period. The figure is divided into two panels, depending on whether a man or a woman was offered the position²⁰. In the cases where a woman was appointed, the proportion of female applicants was on average higher (57.4%) than in the cases where a man was appointed (48.8%). However, the biggest difference is shown by the comparison between the proportion of female applicants and the proportion of women interviewed. For the positions to which a woman was appointed, the proportion was on average exactly the same (57.4% female applicants and 57.3% women interviewed), while for the positions to which a man was appointed, the proportion of women invited to interview was on average much lower (35.9%) than the proportion of women among the applicants (48.8%). In four instances no women were invited to interviews for permanent research positions, and in three of these instances there were more than 50% women among the applicants²¹.

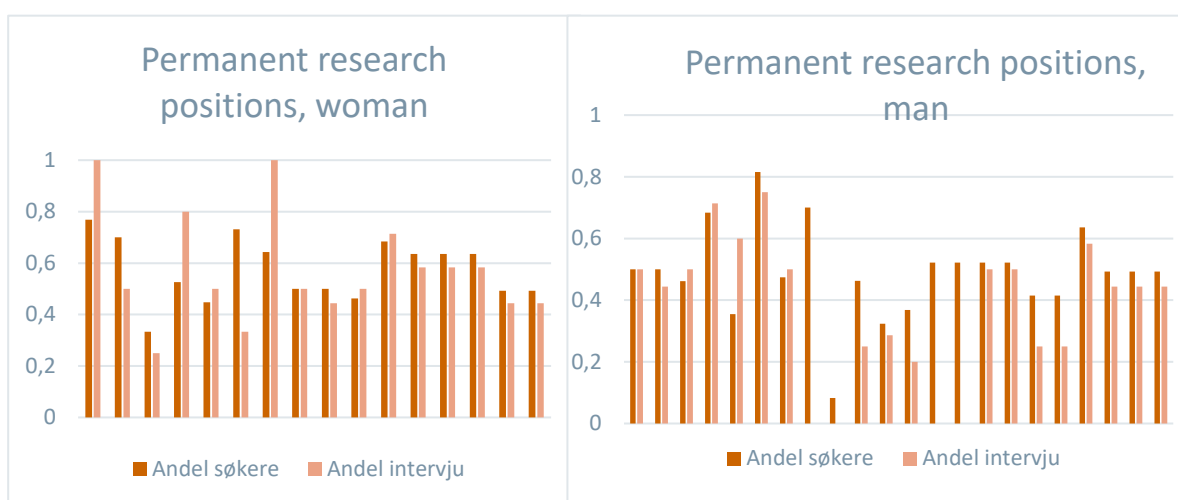
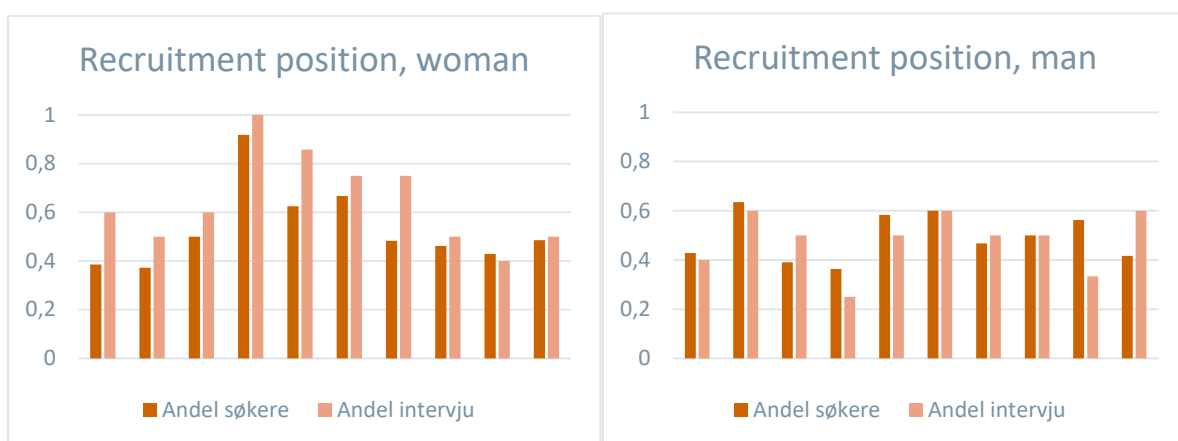


Figure 16 Proportion of women among applicants and interview invitees, for 38 permanent research positions in the 2010-2020 period. The left-hand panel shows positions to which a woman was appointed and the right-hand panel shows positions to which a man was appointed.



²⁰ There were three instances where a woman was offered the position, but declined, and a man was appointed. These are not included in the figure.

²¹ The number of applicants for these positions varied between 10 and 20.

Figure 17 Proportion of women among applicants and interview invitees, for 20 PhD fellowships and postdoctoral positions in the 2010-2020 period. The left-hand panel shows positions to which a woman was appointed and the right-hand panel shows positions to which a man was appointed.

For recruitment positions (PhD fellowships and postdoctoral positions combined), there was also an average higher proportion of women among applicants when a woman was appointed (53.2%) than when a man was appointed (49.4%), but the difference is not so great (Figur 17)²². On average, however, the average proportion of women invited to an interview was much higher when a woman was appointed to a recruitment position (64.5%) than when a man was appointed (47.8%).

Among appointments after a call for proposals for engineer positions, the proportion of women among the applicants and among interview invitees was significantly higher than for permanent and temporary research positions (Figur 18). For positions to which a woman was appointed, there were 70.6% women among the applicants and an equally high proportion at interviews (70.2%). For engineer positions to which a man was appointed, there was also a predominance of women among applicants (61.0%) and among interview invitees (61.3%).

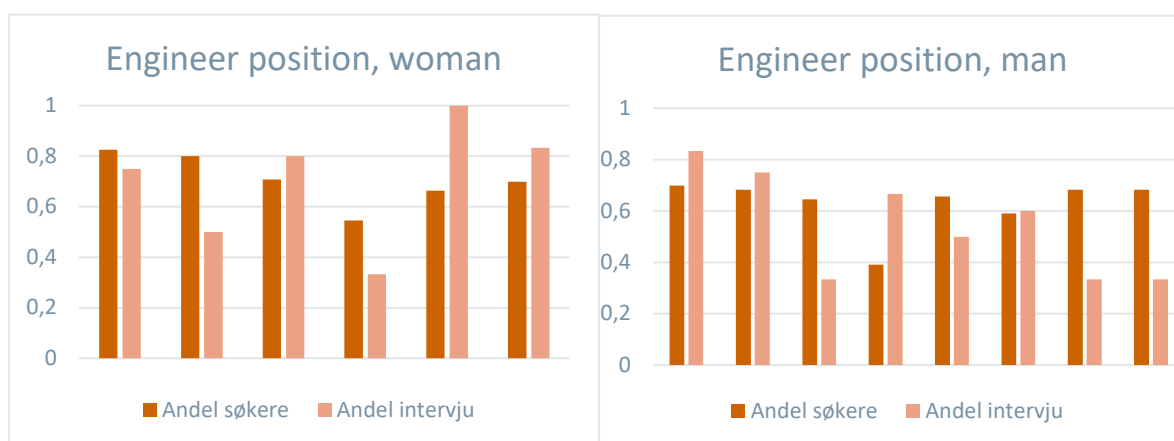


Figure 18 Proportion of women among applicants and interview invitees, for 14 engineer positions in the 2010-2020 period. The left-hand panel shows positions to which a woman was appointed and the right-hand panel shows positions to which a man was appointed.

3.2.3 Direct appointments

Among the 206 new employees in the 2010-2020 period, 95 were directly appointed and 111 were appointed on the basis of calls for proposals. In technical and administrative positions, the proportion of women and men who were appointed was the same, regardless of the appointment process. Direct appointments concerned 7 women and 8 men, while 17 women and 16 men were appointed after a call for proposals.

Among academic appointments, on the other hand, more men than women were appointed, for both the direct appointments (around 59% men) and after a call for proposals (around 54% men). As Figur 19 shows, there are variations between years, but more women than men were appointed after a call for proposals in only 4 out of 10 years (2010, 2017, 2018 and 2020) and more women than men were appointed directly in only 3 years (2011, 2017 and 2019).

²² Two positions for which only one person was invited to an interview are not included in the statistics or figure.

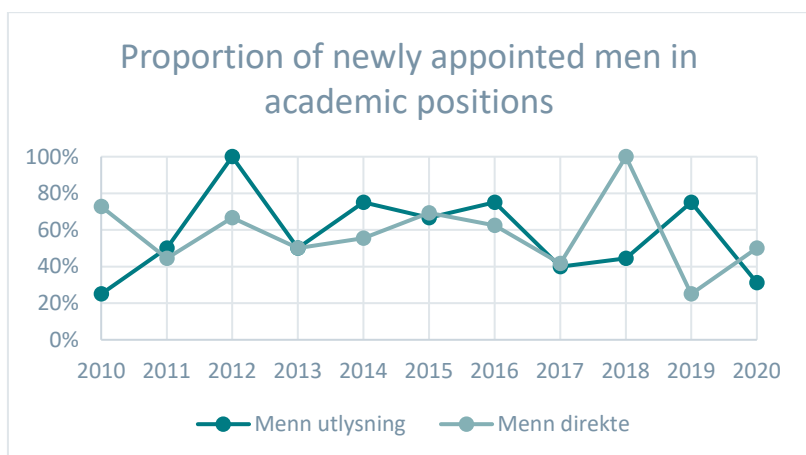


Figure 19 Proportion of men newly appointed to academic positions following calls for proposals and direct appointment in the 2010-2020 period.

3.3 Career development for academic staff

3.3.1 Age distribution among researchers

The proportion of women in research positions is declining with increasing age. We can see from Figur 21, which shows all employees in the researcher II, researcher I and senior research scientist categories combined, that for many years there has been an approximate gender balance among researchers at NINA under the age of 40. But in all older age classes there is still a strong predominance of men, and the higher the age, the fewer women. In the 40-49 age group, the proportion of women has increased in recent years, with towards 40% female researchers in the last 3 years. In 2020, for the first time, there were more than 20% female researchers in the 50-59 age group.

Since senior research scientist is the top rung on the researcher ladder, it is natural that the average age in this job category is higher than for researcher II and researcher I, as Figur 20 shows for the year 2020. While most people in the researcher II category are under the age of 50, most senior research scientists are over the age of 50. The fact that there are fewer older women at NINA is thus also related to the lower proportion of women among senior research scientists.

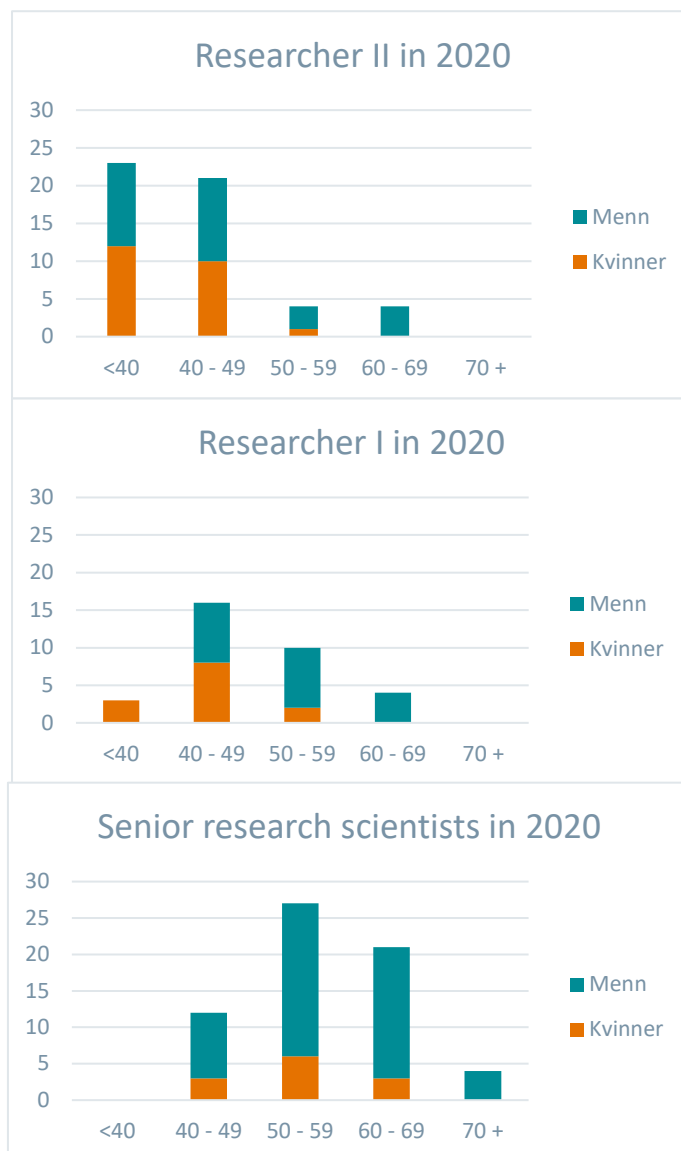


Figure 20 Age distribution in the three most common researcher categories in 2020, distributed as women and men.



Figure 21 Annual age distribution among employees in research positions (researcher II, researcher I and senior research scientist combined)

Considering the proportion of women in the various researcher categories over the years (Figure 22), we can see that there has been no change in the last 4 years. The proportion of women in the various age groups is approximately equivalent for all years from 2017 to 2020 for both senior research scientist and researcher II. In the researcher I category, the proportion of women aged below 40 has varied considerably, but as we can see from Figure 20, there are very few employees in this group, which quickly results in great fluctuation in the proportion of women.

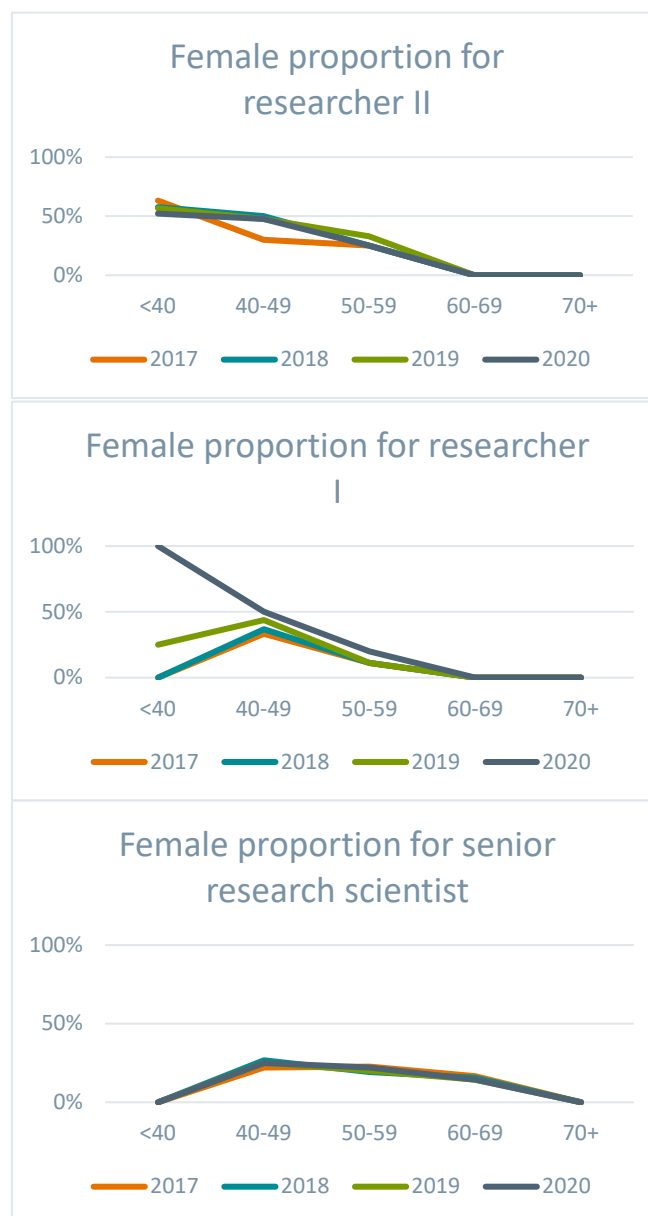


Figure 22 Proportion of women in various age groups and researcher categories in the 2017-2020 period

3.3.2 Competence-based promotion, researchers

In the 2010-2020 period, 142 promotion applications from researchers were processed, of which 41 were applications for promotion from researcher II to researcher I, 49 were applications for promotion from researcher I to senior research scientist, and 52 were in the senior research scientist category²³. In total for the period, 34 women and 108 men applied for promotion up the

²³ Due to few applications in this category, applications for promotion from researcher III to researcher II are not included.

research ladder (Figur 23). Compared with the number of men and women appointed to research positions, the proportion of researchers who applied for promotion is still approximately equivalent or higher for women than for men in all years, except 2013 and 2018 (Figur 24).

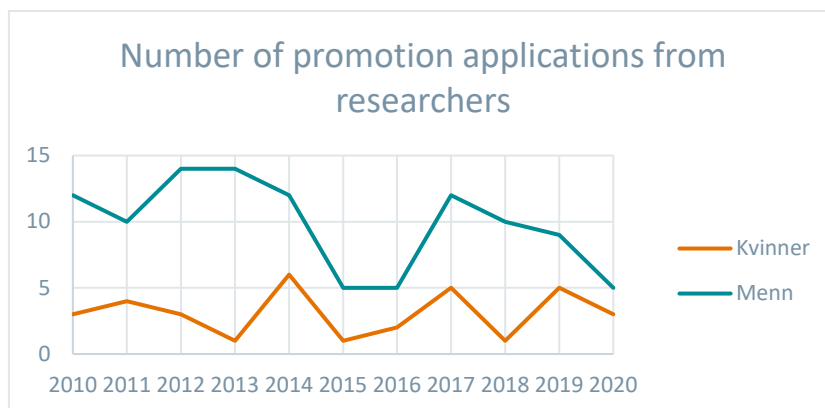


Figure 23 Total number of promotion applications from researchers (all researcher categories combined) by gender and year.

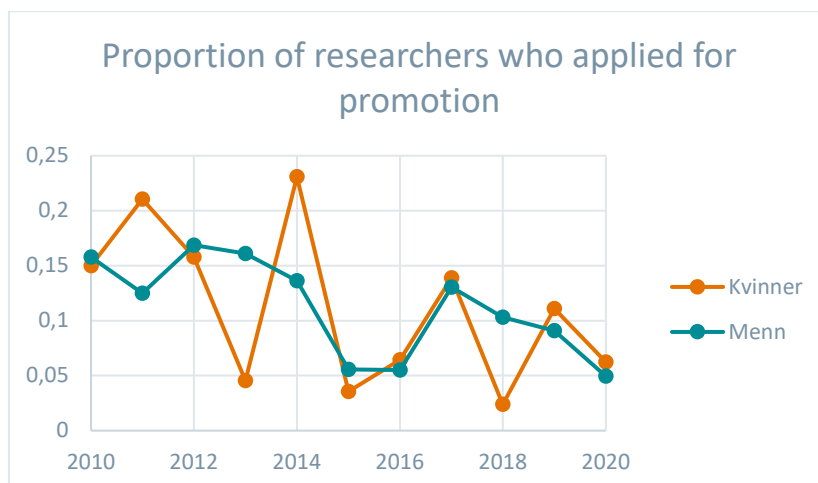


Figure 24 Proportion of researchers (all categories of researchers combined) who have applied for promotion, by gender and year.

As Figure 25 shows, more men than women applied for promotion within all categories, and this difference increases further up the ladder. While the number of promotion applications from men is highest for senior research scientist, the number of applications from women is highest in the category of promotion from researcher II to researcher I. During the period, only 5 women applied for promotion within the senior research scientist category, while 47 men did the same.

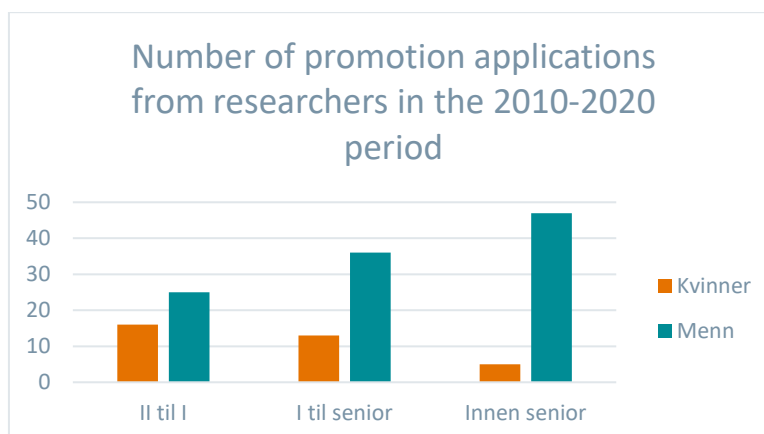


Figure 25 Number of promotion applications for researchers in the 2010-2020 period, by gender and job category.

The proportion of applications that were rejected was higher for men than for women throughout the period and for all positions. In overall terms, 27 out of 108 applications from men were rejected during the period (Figur 26). By comparison, only 3 of the 34 applications from women were rejected (not included in the figure).

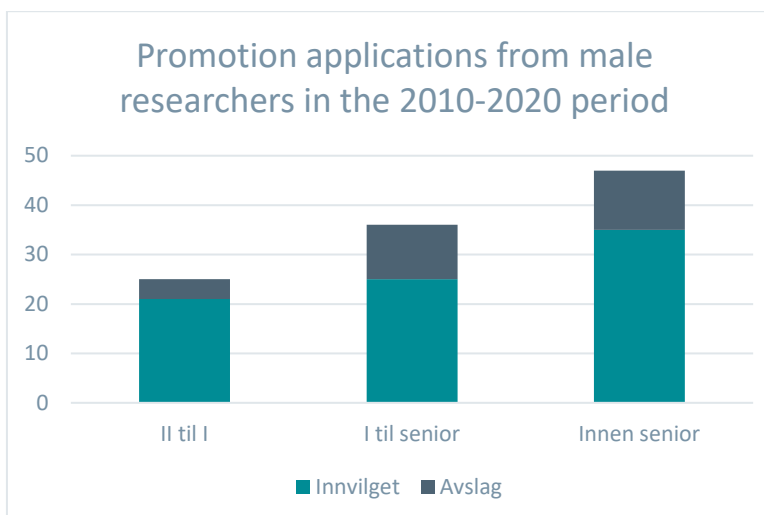


Figure 26 Number of granted and rejected promotion applications from male researchers at NINA, for the 2010-2020 period combined. In the same period, 3 out of 34 applications from women were rejected, but these are not shown in the figure.

3.3.3 Competence-based promotion, engineers

In the 2016-2020 period, 13 applications for promotion from department engineer to senior engineer (Figur 27) were submitted. Seven of these were from women and 6 were from men. Three of the applications were rejected and 10 were granted. Three applications for promotion within the senior engineer category were also granted (these are not included in the figure).

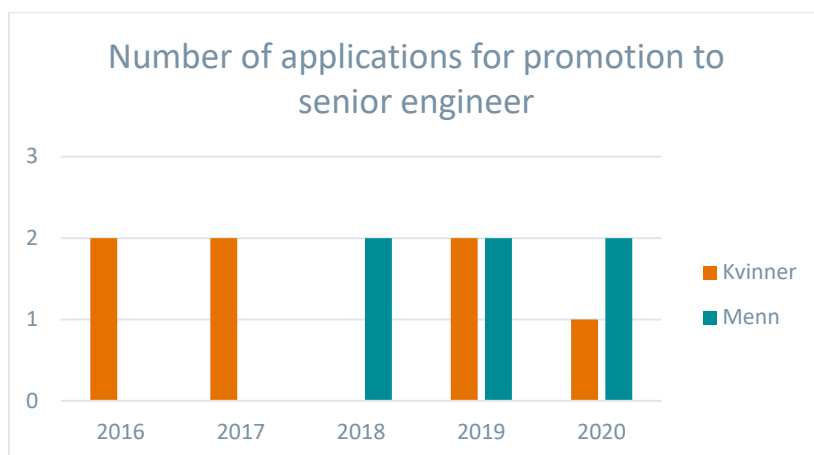


Figure 27 Number of applications submitted for promotion from department engineer to senior engineer, by year and gender.

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