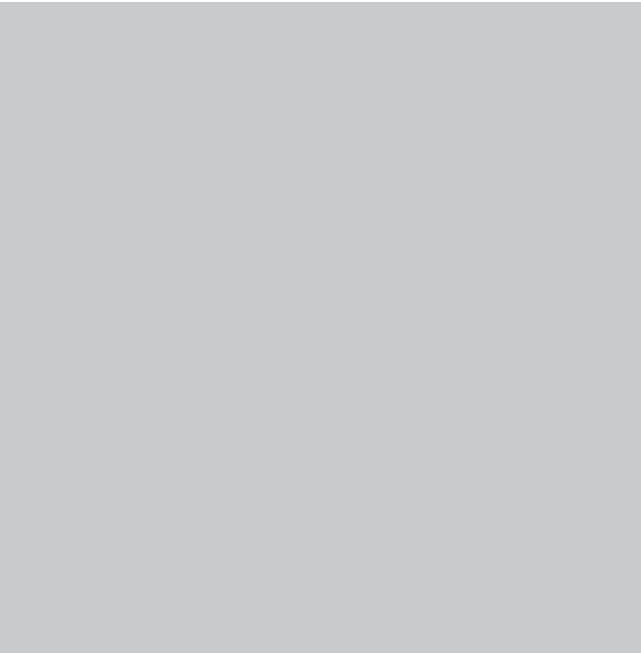


STATUS REPORT ON GENDER EQUALITY IN ACADEMIC POSITIONS 2024



NHH



1 INTRODUCTION

The present gender balance in academic positions represents an important strategic challenge for NHH. Work on improving the gender balance is incorporated into the school's core activities, and enjoys strong support from the Board and management. The trend regarding the proportion of women among the academic staff in general, and in professorial positions in particular, must also be seen in context with a low number of employees in some position categories, low turnover and few new appointments. This means the development is slower than we would have wanted, and that the figures fluctuate from year to year and between categories. Work on achieving a better gender balance is therefore kept in focus at all times, and is regarded in a long-term but ambitious perspective.

All state-owned enterprises must work proactively and systematically to promote equality and prevent discrimination. This report is a status report on gender equality in academic positions at NHH. The report endeavours to meet NHH's reporting obligation under the Equality and Anti-Discrimination Act as regards gender equality and the EU's reporting requirements. Chapter 2 documents the gender balance status through selected key figures. Chapter 3 describes measures implemented under the action plan in 2024. Chapter 4 presents plans for 2025. Reference is also made to the dedicated section in NHH's annual report for a summarised overview and assessment of the work to improve the gender balance in academic positions.

2 STATUS 2024

2.1 Gender balance among the academic staff

It follows from NHH's strategy and development agreement that NHH wishes to be an attractive workplace for outstanding researchers and pursue a recruitment policy that contributes to achieving a more equal gender balance among academic staff. The [*Action Plan for Improved Gender Equality in Academic Positions*](#) (implemented 1 January 2023) links gender equality to the strategy and development agreement, and shows that gender equality is essential to achieving the school's strategic objectives.

Table 1 shows the proportion of female members of the academic staff, broken down by position categories. NHH's ambition is for each gender to be represented by at least 40% in all categories of academic positions and in each department. The proportion of female employees in teaching, research and dissemination (UFF) positions has been reasonably stable over time and has slightly increased in recent years. The proportion of women has increased from 2023, but is still some way below the ambition of 40%. The proportion of female PhD candidates is 57%, with a clear improvement in 2023 and 2024. The proportion of female professors is relatively stable over time, reaching 19% in 2024. Unfortunately, the proportion of female postdoctoral fellows is lower in 2023 and 2024 than in previous years.

Table 1 Proportion of female academic staff members and proportion of women of the total number of FTEs¹

	Results				
	2020	2021	2022	2023	2024
PhD research scholar	40%	40%	46%	54%	57%
Postdoctoral fellows	33%	48%	38%	27%	28%
Associate professors	29%	32%	34%	35%	35%
Professors	19%	20%	17%	20%	19%
Adjunct professors	25%	27%	26%	28%	25%
Proportion of women in teaching, research and dissemination positions (UFF)	30%	33%	33%	34%	36%
Proportion of women in dosent professor and professor positions	18%	19%	16%	19%	18%
Proportion of women of total number of FTEs (UFF and T/A staff)	43%	44%	45%	45%	47%

Source: DBH

Permanent positions are characterised by stability, low turnover and few new appointments. Combined with strong competition for highly capable women in the field, both nationally and internationally, these factors are important in explaining the relatively weak positive trend. The number in each category is low, and minor changes therefore make a big difference. Fixed-term positions provide greater flexibility in the short term, which is reflected in greater variation in the long term. NHH devotes particular attention to the proportion of women among PhD candidates, postdoctoral/tenure track positions and professors. A number of measures have been initiated to recruit more women to these categories, at the same time as access to female applicants and strong competition are a challenge.

The school's academic staff is organised in six departments; the Department of Finance (FIN), the Department of Business and Management Science (FOR), the Department of Professional and Intercultural Communication (FSK), the Department of Accounting, Auditing and Law (RRR), the Department of Economics (SAM) and the Department of Strategy and Management (SOL). Because of the low number of employees in each category at the departments, minor changes can lead to major fluctuations in the figures. Table 2 shows FTEs performed by women and total FTEs in different academic positions in each department in 2023 and 2024.

¹ The figures for associate professors and professors in Table 1 do not include the rector and vice-rectors. Please also note that the figure for the category 'associate professor' includes both ordinary associate professors and adjunct positions (adjunct associate professors).

Table 2 FTEs performed by female staff, and total FTEs in academic positions by department, 2024 and 2023

	FIN	FOR	FSK	RRR	SAM	SOL	SUM	%
PHD research scholar	4,2 of 6,6	9 of 21	4 of 4	7 of 9	15 of 27	8 of 15	47,2 of 82,6	57 %
2023	4,4 of 8	10 of 22	3 of 3	5 of 6	15 of 25,8	7 of 17	44,4 of 81,8	54 %
Postdoctoral fellows	2 of 8	3 of 12	-	2 of 8	4 of 12	2 of 7	13 of 47	28 %
2023	1 of 8	4 of 13	-	1 of 8	4 of 13	2 of 3	12 of 45	27 %
Associate professors	2 of 8,2	3,3 of 12,2	5 of 7	3,2 of 12,3	4,1 of 11,2	4,1 of 11	21,7 of 61,8	35 %
2023	2,2 of 7,5	1,4 of 10,1	5 of 6,1	3,2 of 12,2	4,3 of 10,1	3,7 of 10,6	19,8 of 56,5	35 %
Professor 1013	1 of 5	3 of 18	0,3 of 1,3	1 of 7,5	4 of 20	4 of 19	13,3 of 70,8	19 %
2023	1 of 5,2	3 of 20	1,3 of 2,3	1 of 8	4 of 21	5 of 21	15,3 of 77,4	20 %
Professor 1404	-	-	-	-	0 of 2	-	0 of 2	0 %
2023	-	-	-	-	0 of 2	-	0 of 2	0 %
Adjunct professors	0 of 1,2	0,4 of 1,4	0,1 of 0,1	0,9 of 3	1,4 of 3,9	0,2 of 1,7	2,9 of 11,2	26 %
2023	0 of 1,2	0,2 of 1,2	0,1 of 0,1	0,9 of 2,6	1,8 of 4,3	0,4 of 2,1	3,3 of 11,4	29 %
Heads of department	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 2	1 of 7	14 %
2023	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 1	1 of 6	17 %
Vice rectors	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
2023	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
Rector	-	-	-	-	0 of 1	-	0 of 1	0 %
2023	-	-	-	-	0 of 1	-	0 of 1	0 %
Researchers	-	-	-	1 of 1	4,2 of 7,3	-	5,2 of 8,3	62 %
2023	-	-	-	0 of 0	1,3 of 4,1	-	1,3 of 4,1	32 %
Assistant professors and research assistants	0 of 0,5	0 of 1,4	2,9 of 3,5	0,1 of 0,5	-	0 of 0,4	3 of 6,3	48 %
2023	0 of 0,7	0 of 0,4	2,5 of 3,5	0,1 of 0,9	1 of 3	0 of 1,2	3,6 of 9,7	37 %
Total	9,2 of 30,5	19,7 of 69	13,2 of 16,8	15,2 of 42,2	32,7 of 86,3	18,3 of 56,1	108,2 of 300,9	36 %
2023	8,6 of 31,5	19,6 of 69,7	12,8 of 15,9	11,2 of 38,6	31,4 of 86,3	18,1 of 55,9	101,7 of 297,9	34 %

Source: DBH

Rounding up at department level means the proportion of female adjunct professors in this table is presented as 26%, while the proportion is presented as 25% in Table 1.

2.2 Recruitment

Table 3 shows the proportion of women among *new members* of the academic staff. NHH's annual recruitment ambition is that at least 50% of new employees should be women. The proportion of new female PhD candidates in 2024 exceeded 62%, and is thus above 50% for the fifth year in a row. After several years of targeted efforts, it is gratifying to note that the proportion of women in new postdoctoral positions in 2024 was 36%, a clear increase from the previous two years, but still unfortunately below the ambition level. The proportion of newly employed female associate professors was 40% in 2024, and thus below the ambition level.

NHH considers the target figure to be ambitious but realistic in a long-term perspective.

Table 3 Proportion of women among new members of the academic staff

	Results				
	2020	2021	2022	2023	2024
PhD research scholar	52%	54%	50%	53%	62%
Postdoctoral fellows	9%	56%	14%	17%	36%
Associate professors	11%	33%	40%	50%	40%
Professors (not including promotion)	-	-	100%	-	-

NHH has a strong focus on recruiting women for postdoctoral/tenure track positions. The idea is that a higher proportion of women in this category will contribute to increased recruitment of female associate professors and professors. A larger proportion of women than men are therefore called in for interviews and flyouts. Recruiting women in these position categories

has, nevertheless, generally proved very challenging. With respect to tenure track positions in 2024, two out of three new employees were women. In 2023, two out of a total of seven employees in tenure track positions were women, i.e. only 28%, compared with 66.7% in 2022 and 2021, 0% in 2020 and 20% in 2019.

Table 4 shows the number of applicants for academic positions and the number invited for interviews in 2024, where the percentages are relative to the total number. Seen in relation to the number of applicants, the table shows that a larger proportion of women than men were invited for interviews.

Table 4 Number of applicants for academic positions and invited for interviews in 2024

	Applicants Gender not stated	Applicants		Invited for interview	
		Men	Women	Men	Women
PhD research scholar	12	719 65,1 %	374 33,8 %	41 54,7 %	34 45,3 %
Postdoctoral fellows – ordinary	3	152 62,3 %	89 36,5 %	28 59,6 %	19 40,4 %
Postdoctoral fellows/Associate professors – tenure track*	2	48 68,6 %	20 28,6 %	42 70,0 %	18 30,0 %
Associate professors – ordinary	0	51 61,4 %	32 38,6 %	6 42,9 %	8 57,1 %
Total	17	970 64,6 %	515 34,3 %	117 59,7 %	79 40,3 %

In some categories, appointments are made without the vacancy having been advertised, cf. Table 5.

Table 5 Unadvertised vacancies filled in 2024

	Unadvertised positions filled			
	Men	Women	Percentage women	Total
Adjunct professor (new)	6	4	40 %	10
Adjunct associate professor (new)	7	2	22 %	9
Adjunct assistant professor (new)	0	0	-	0
Postdoctoral fellows – ordinary	3	1	25 %	4
Permanent associate professor after postdoctoral tenure track	1	0	0 %	1
Permanent professor after associate professor tenure track	1	0	0 %	1
Total	18	7	28 %	25

In 2024, a decision was also made to appoint three women in unadvertised vacancies, starting in 2025 (one adjunct associate professor and two postdoctoral fellows).

NHH recognises that active, targeted, long-term efforts are required to succeed in the tough international competition for well-qualified women.

2.3 Pay

Table 6 shows the average salary in Norwegian kroner for men and women. In the right-hand column, women's average pay is given as a percentage of men's. For each position category, dispersion figures are also given. There are several reasons for the differences in pay, including differences in disciplines and seniority.

Table 6 Average pay overall, and women's average pay as a percentage of men's, 2024 and 2023

Position	Men				Women				Women's average pay as a percentage of men's	
	Average	STD DEVIATION	MIN	MAX	Average	STD DEVIATION	MIN	MAX	2024	2023
Professor incl. 1404	1 071 769	156 015	797 832	1 400 064	1 061 465	163 275	893 772	1 424 280	99,0 %	98,9 %
Adjunct professors	970 313	112 904	692 000	1 264 050	946 409	107 552	701 700	1 050 000	97,5 %	96,8 %
Associate professors incl. tenure track	836 013	66 468	667 260	960 108	823 330	70 047	716 625	978 756	98,5 %	97,5 %
Adjunct associate professors	810 081	110 072	632 850	1 030 380	801 214	78 165	700 900	903 078	98,9 %	101,2 %
Assistant professors					607 268	39 883	582 600	677 370		
Adjunct assistant professors	767 863	172 374	615 400	1 056 000	807 195	351 863	558 390	1 056 000	105,1 %	104,7 %
Postdoctoral fellows incl. tenure track	747 844	46 423	661 400	815 000	763 781	24 707	727 924	796 442	102,1 %	100,8 %
PhD research scholar	560 429	16 499	531 800	599 664	563 994	17 755	547 754	600 078	100,6 %	99,9 %
NHH TOTAL	869 516	207 978	531 800	1 400 064	750 731	194 716	547 754	1 424 280	86,3 %	88,3 %

Pay data are retrieved at 31 January 2025. Pay for male assistant professors has been omitted as there is only one male assistant professor. The wage settlement for 2024 is not included, as it was implemented in January 2025. Please note that the total figures, NHH TOTAL, for 2023 are incorrect, which means that the average pay for women as a percentage of men's for 2023 for NHH TOTAL is not entirely correct.

2.4 Temporary positions, part-time work, sickness absence and age distribution

In accordance with the reporting requirements, this section contains statistics on temporary positions, part-time work, sickness absence and age.

2.4.1 Temporary positions

Table 7 shows the number of temporary FTEs and temporary FTEs as a percentage, as well as the percentage of temporary FTEs by gender for each department and for NHH in total. Adjunct assistant professor, associate professor and professor positions are not included, since they are fixed-term positions by definition. Similarly, large position categories such as PhD candidates, postdoctoral/tenure track positions also have a fixed-term employment period and are not included here. The proportion of temporary positions is low overall.

Table 7 FTEs, temporary academic positions and proportion of women in temporary positions (excluding adjunct positions) by department, 2024 and 2023

	2023					2024				
	Full-time equivalents	% temp. women (all)	% temp. men (all)	% temp. (all)	% temporary (performance indicator)	Full-time equivalents	% temp. women (all)	% temp. men (all)	% temp. (all)	% temporary (performance indicator)
FSK	11,85	31,43	3,23	24,05	24,05	11,75	26,38	0	18,30	18,30
FIN	12,87	0	8,81	6,76	6,76	13,50	0	4,76	3,70	3,70
FOR	28,20	0	0,83	0,71	0,71	29,17	0	5,05	4,01	4,01
RRR	18,60	0	0	0	0	19,10	20	3,55	7,85	7,85
SAM	30,30	18,09	17,28	17,48	17,48	32,42	40,89	14,68	22,89	22,89
SOL	31	0	4,35	3,23	3,23	28,20	0	0,94	0,71	0,71
Total	132,82	11,62	6,28	7,69	7,69	134,14	18,58	5,95	9,65	9,65

Source: DBH

Figures for both years exclude fixed-term positions, e.g. rector, vice rectors and heads of departments. The performance indicator refers to DBH's definition of temporary employment.

2.4.2 Part-time work

Table 8 Number of women and men in part-time positions and number of staff members working part-time involuntarily under different position codes. Note that the figures in the table below are as of 21 January 2025, and there is therefore no correlation between the figures in Table 7 and the figures in Table 8. Involuntary part-time work must be reported. Involuntary part-time employment refers to part-time work where the employee would like and is available for more work. None of NHH's permanent academic staff work part-time involuntarily.

Table 8 Number of women and men in part-time positions and number of staff members working part-time involuntarily under different position codes

	Number of women in part-time positions (of which number working part-time involuntarily)	Number of men in part-time positions (of which number working part-time involuntarily)
PhD research scholar	5 (0)	4 (0)
Postdoctoral fellows	0	0
Associate professors (temporary and permanent)	0	1 (0)
Professors (1013 and 1404, temporary and permanent)	0	0
Assistant professors (both temporary and permanent)	3 (0)	1 (0)
Total	8 (0)	6 (0)

The figures include temporary and permanent positions. Adjunct positions and employees on pension contracts are not included.

With regard to PhD candidates, a part-time position may only be granted if the PhD candidate applies for this. Applications are usually granted. Most temporary employees in assistant professor positions work part time. The basis for such employment is usually a temporary teaching need.

2.4.3 Absence (sickness and parental leaves)

Table 9 shows absence due to own illness or illness of a child, and parental leave.

Table 9 Absence (days) by type of absence 2024

	Parental leave		Sick child		Sickness absence self-reported		Sickness absence medical certificate	
	Women	Men	Women	Men	Women	Men	Women	Men
PhD research scholar	315,7	215,4	102,4	47,2	102,4	47,2	370,22	133,56
Postdoctoral fellows		97	-	-	16,8	1,07	8,74	74,67
Associate professors	193	178,77	-	-	12,8	4,2	132	44,8
Professor 1013		40.32	-	-	1.07	-	11,73	159.3

2.4.4 Age distribution

Table 10 shows the number of FTEs in academic positions, by age group and gender. Number of FTEs performed by women (out of total), whole numbers as far as possible.

Table 10 Age distribution (2024)

Position/age groups	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-	Total
PhD research scholar	1 (of 6)	26 (of 44)	14 (of 21)	4 (of 10)	1 (of 1)	1 (of 1)	0	0	0	0	47 (of 83)
Postdoctoral fellows	0	1 (of 3)	7 (of 23)	2 (of 15)	2 (of 3)	1 (of 3)	0	0	0	0	13 (of 47)
Associate professors (ordinary and adjunct)	0	0	2 (of 6)	4 (of 14)	4 (of 14)	4 (of 11)	3 (of 5)	4 (of 8)	1 (of 3)	0 (of 1)	22 (of 62)
Professor 1013 (ordinary and adjunct)	0	0	0	1 (of 6)	2 (of 9)	4 (of 8)	1 (of 8)	5 (of 21)	2 (of 18)	1 (12)	16 (of 82)
Professor 1404	0	0	0	0	0	0	0	0	0 (of 1)	0 (of 1)	0 (of 2)
Total	1 (of 6)	27 (of 47)	23 (of 50)	11 (of 45)	9 (of 27)	10 (of 23)	4 (of 13)	9 (of 29)	3 (of 22)	1 (of 14)	98 (of 276)

With regard to the goal of increasing the proportion of female professors, the overview of the age distribution among academic staff shows that there are a total of 30 professors (ordinary and adjunct) in the 60 plus age group, of which three FTEs are women. There are also a total of 21 FTE professors in the 55-59 age group, including the largest group of female professors, five FTEs, by age.

2.5 Summary of status 2024

NHH has over a number of years implemented extensive measures aimed at the recruitment of and skills development for women (see Chapter 3). Despite this, the proportion of women in categories of permanent positions such as associate professors and professors remains relatively stable and low – mainly due to low turnover and few new appointments, combined with strong competition nationally and internationally for highly qualified women. The proportion of new female PhD candidates in 2024 was 62%, while the proportion of new postdoctoral/tenure track positions stands out negatively, despite various measures, including calling in a larger proportion of women than warranted by the number of applicants for interviews and flyouts. However, 2024 has seen some improvement compared with the two preceding years. NHH maintains its ambitious long-term target that 50% or more of all new academic staff members in each department should be women.

3 Measures 2024

The applicable Action Plan for Improved Gender Equality in Academic Positions entered into force on 1 January 2023. The action plan links gender equality more closely to NHH's strategy, and shows that gender equality is essential to achieving the school's strategic objectives for sustainable value creation.

NHH's main objective is to integrate gender equality as a fundamental element of all ordinary activities at the school. This means that equality goals and measures at the overarching level must be integrated in all work on strategies, guidelines and plans. At the department level, the heads of department are responsible for integrating this work with the department's work and ensuring support for it among the academic staff, and seeing to that expedient measures are implemented to achieve the goals set. Recruitment measures and the level of ambition relating to the gender balance in the academic staff must be a constant focus at all times and seen in a long-term perspective.

In connection with the Board's consideration of the Status Report for 2023 (item 13/24), NHH provided input on, among other things:

- assessing possibilities for even more targeted recruitment efforts, including in connection with developments in the academic job markets
- investigating whether the recruitment process or *turnover* challenges provide potential explanations
- the significance of the individual department's active efforts on issues related to gender equality

The Board's input has been communicated to the departments, which have the main responsibility for achieving the objectives within their subject areas.

Considerable funds have been earmarked for gender equality measures, with a budget of NOK 1.7 million for 2024. This is divided between NOK 415,000 million for seminars and measures in the central organisation, NOK 326,000 as incentives in connection with recruitment and qualification (adjunct and permanent associate professor and professor positions), and the rest to annual stipends. Used funds amount to approximately NOK 987,000. It has also, on application, been decided to transfer NOK 318,555 in annual stipends to 2025 or granting an extra year when transferring unused annual stipends after the third ordinary stipend year. The underspending is otherwise primarily due to the accrual of costs related to annual funds for gender equality measures and lower costs than budgeted relating to gender equality seminars. Measures implemented in 2024 are described below.

3.1 General measures to improve the gender balance in academic positions

NHH works systematically to ensure gender equality at all levels. NHH aims to recruit, develop and retain highly qualified and motivated employees who possess sound and relevant expertise. NHH works to promote diversity in all areas, with a particular emphasis on an improved gender balance in academic positions.

The proportion of female staff at NHH as a whole was 47% in 2024. The rector's management team consists of six people (the rector, three vice rectors and two directors), and two of them are women. Of the six heads of department, one is a woman. As in 2023, there was a preponderance of female managers among the administrative staff in 2024.

3.1.1 Management and Board

Annual development discussions have been conducted in 2024 between the rector's team and the heads of department. The Action Plan for Improved Gender Equality in Academic Positions is a mandatory topic during these discussions. The departments' equality measures were discussed as part of the discussions. Gender equality has also been on the agenda in 2024 in connection with the ENGAGE project. Endeavours are also made to ensure that the composition of boards, councils and committees gives men and women equal influence in key decision-making processes.

3.1.2 Network initiatives and gender equality seminars

NHH's management encourages and supports local measures through the allocation of funds. In 2021, the departments were invited to apply for funding from a central gender equality pool. In 2021, NOK 300,000 was set aside for the initiative, and NOK 370,000 was allocated to three different initiatives at the Department of Finance, the Department of Business and Management Science, and the Department of Professional and Intercultural Communication, respectively.

NOK 300,000 was also earmarked for local measures in 2022. Only one application was received and NOK 30,000 was awarded to a project at the Department of Strategy and Management.

NOK 300,000 was again earmarked for local measures in 2023. Two applications were received, both of which were awarded funding. The overall goal for both projects was cultural and structural change with a view to improving gender equality, including ensuring that NHH is seen as an attractive workplace for outstanding researchers. Information about the projects:

- Department of Business and Management Science: The project ‘Closing the Circle, CtC’ was awarded NOK 70,000. The project team consisted of Malin Arve, Evelina Gavrilova-Zoutman and Aruna Divya Tatavarthy (SOL). Several networking seminars and a workshop were held in 2023 and 2024. The project lasted until the end of November 2024, and the allocated funds have been used.
- Department of Strategy and Management: The Project ‘Moving beyond balance’. The project team consisted of Esra Aslan, Hege Landsvik, Vidya Oruganti and Bjørn Schmeisser. Unfortunately, the project was not carried out as planned. Unused funds have been returned to the central gender equality pool.

NOK 300,000 was again earmarked for local measures in 2024. Three applications were received, all of which were awarded funding:

- Department of Accounting, Auditing and Law: ‘*Nettverk og sosialt miljø for kvinnelig fagstab ved RRR*’ (Network and social environment for female academic staff at RRR) was awarded NOK 26,000. Anita Meidell and Katarina Kaarbø have been responsible for the measure. In line with the application, two sessions were held, and the department concludes that the measure was successful.
- Department of Finance: ‘*Kompetanseheving og nettverksbygging for kvinnelig juniorfagstab og PhD-studenter*’ (Upskilling and network building for female junior academic staff and PhD students) was granted NOK 70,000. Aksel Mjøs is responsible for the measure. The department states that they have so far used approximately one-third of the funds and that they expect to use the rest in 2025.
- Department of Strategy and Management: ‘Creating Channnels to Rise Together (RISE)’ was awarded NOK 105,000. Aruna Tatavarthy, Malin Arve (FOR) and Steffen Juranek (FOR) are responsible for this measure. No workshops have been held in the project to date, but, based on experience from the Circle project, work is under way to finalise an adjusted project plan well before the summer holidays start. The plan is also to hold workshops in early autumn, well within the project deadline.

This year’s International Women’s Day event was held on 14 March. The theme of the event was ‘NHH and gender perspectives in research’. Historian Trine Rogg Korsvik from KILDEN Gender Research was the main speaker, followed by four NHH researchers who presented their research from a gender perspective.

In autumn 2023, NHH applied for, and was awarded, funding under the BALANSE programme for a project focusing on the recruitment and integration of international staff in academic positions. The project period is 2024 until 2026. The project – BELONG – aims to promote NHH’s diversity and inclusion goals. The project focuses on promoting a culture of openness and trust, improving employees’ overall well-being in the workplace and creating a sense of belonging among employees across NHH. Evelina Gavrilova-Zoutman (FOR), Aruna Divya Tatavarthy (SOL) and Malin Arve (FOR) are responsible for the project.

In 2024, the project launched an activity known as Cultural Mentor/Ally. New members of staff will participate in organisational assimilation activities designed to ensure a smooth transition

into the workplace and facilitate cultural assimilation into the wider community. Groups have been set up in which two new employees are assigned two cultural mentors: one with a Norwegian background and another experienced employee with an international background. These mentors will act as social core allies, facilitating the informal exchange of ideas and helping new employees to navigate organisational processes. This group structure serves as a bridge to seamless professional and cultural integration. The small groups will meet up to monitor the progress of the plan and receive regular feedback on the engagement of all members involved.

The Women in Economics Network (WomEN) is a platform designed to promote collaboration and engagement among women in the economics discipline. The project, which started in 2019 and lasted until the end of 2024, was funded by the Research Council of Norway under the BALANSE programme. WomEN's main goal was to strengthen gender equality in academic managerial roles, with a strong focus on facilitating research exchange and increasing the visibility of female researchers' contributions. Aline Butikofer was project manager. The team also consisted of Ingvild Almås (SAM), Sandra E. Black (SAM), Katrine V. Løken (SAM), Sissel Jensen (SAM), Siri D. Isaksson (SAM), Catalina Franco (SAM/SNF) and Ingebjørg Tyssedal (FAA).

The project has created opportunities for both outgoing and incoming research exchanges. Through WomEN's travel grants, young researchers and doctoral students were able to attend 26 international workshops in 2024. One highlight was the project's significant presence at the European Association of Labour Economists Conference in September, where many project members presented their research to a distinguished international audience. The initiative also invited prominent female researchers, such as Abi Adams and Petra Persson, to share valuable insights on publishing strategies, effective writing and management development during mentoring lunches.

WomEN has funded several workshops for early-career researchers, bringing together young academics from Nordic institutions. This work has aimed to strengthen collaboration between female researchers in Nordic academic communities, while expanding their professional networks. In addition, WomEN has facilitated academic presentations and management training.

WomEN has also contributed to the funding of visiting professors at the Department of Economics. Outstanding researchers in labour market, behavioural and development economics have brought extensive knowledge and a strong commitment to empowering young women in economics to NHH.

In addition to academia, WomEN members have been actively involved in society through participation in official NOU committees, research presentations for organisations and businesses, as well as a targeted social media campaign in connection with International Women's Day. Although 2024 marks the end of the Research Council project, the WomEN initiative will continue until 2027 thanks to financial support from the FAIR Centre of Excellence.

Personnel resources have been allocated to work on gender equality and the coordination of gender equality measures in the central organisation.

3.1.3 Women as role models in research, teaching and dissemination

Women are important role models in research, teaching and dissemination. Focus is given to ensuring that students have both female and male lecturers on all programmes and at all levels, and that experts of both genders are used as sources in the media in strategically important areas.

Table 11 shows the proportion of female course coordinators on various programmes and levels in 2024. The data for course coordinators were retrieved from the Common Student System (FS). In courses with more than one course coordinator, each coordinator is reckoned as a percentage of the number of course coordinators (in a course with three course coordinators, each coordinator represents 0.33%). Courses that run twice a year have been included twice. The figures show an increase for all programmes. The BSc in Business, Economics and Data Science is a new programme from autumn 2024, so has no basis for comparison.

Table 11 Proportion of female course coordinators on various programmes and levels in 2024 (2023 in brackets)

	BSc EBA	BEDS**	MSc EBA	MSc AA	PHD
Total number of courses	75 (69)	5	175 (173)	25 (24)	37 (37)
Number of female senior coordinators (*)	24 (21)	3	49 (42)	3 (2)	7 (5)
Proportion of female course coordinators	34 % (30.4%)	50 %	25 % (24.3%)	18 % (8.3%)	19,2 % (13.5%)

(*) Person with primary responsibility, i.e. person who receives course evaluations etc.

(**) BSc in Business, Economics and Data Science, new programme available from 2024

The Office of Communications and External Relations makes active efforts to ensure that experts of both genders are used as sources in the media, as feature article writers, participants at conferences and other dissemination in public debate in general and in strategically important areas in particular.

The department uses the following measures/instruments to ensure the use of experts of both genders:

- Courses and guidance
- Two new initiatives were introduced in 2024 to increase the visibility of female researchers:
 - A new article series ‘Meet NHH’s PhD candidates’ in NHH Bulletin and social media. The series started in November 2024. The proportion of women is set at 50%
 - A new subject field on NHH Bulletin – ‘[PhD candidates and new researcher profiles](#)’ has been added in 2024, to help raise the profile of younger researchers and, not least, make female researchers at NHH more visible. The goal is for the proportion of women to be 50%
- Expertise with higher female representation
- Promotion efforts; continuous work to profile NHH’s female researchers. National and regional media such as Dagens Næringsliv, Aftenposten, Finansavisen, E24 and NRK, and BT and other regional newspapers and forskning.no are defined as central media

Table 12 shows participation in media training/presentation courses etc. organised by the department in 2024.

Table 12 Participation in media training/presentation courses etc.

Course:	Number male participants:	Number female participants:
Pitch course students (English)	5	2
Media course (English)	3	1
Media course (Norwegian)	3	3

Nine of NHH's 50 most frequently quoted researchers in 2024 were women. By comparison, the 2023 figures show that of NHH's 50 most frequently quoted researchers, seven were women, and there were three women among the 20 most frequently quoted researchers in 2022. In 2024, NHH Bulletin had 73 stories featuring women, 11 stories featuring men and women, and 190 stories featuring men.

Female students should be actively involved in teaching and research as student and research assistants. This also helps to generate more female role models, and may also create greater interest in research and teaching.

Table 13 shows the proportion of female student assistants.

Table 13 Proportion of female student assistants, 2024 (2023 in brackets)

	FIN	FOR	FSK	RRR	SAM	SOL
Student assistants, number of women and total number	0 of 13 (1 of 4)	20 of 63 (24 of 65)	11 of 20 (9 of 14)	18 of 37 (14 of 35)	12 of 20 (13 of 25)	18 of 43 (21 of 48)
Student assistants, proportion of women	0% (25%)	31.7% (36.9%)	55% (64.3%)	48.6% (40%)	60% (52%)	41.9% (43.8%)

In conclusion, it should also be mentioned that NHH actively strives to have female researchers as introductory speakers at all conferences organised by NHH.

3.2 Measures for the recruitment of women to academic positions

Much attention is devoted to the importance of recruiting women to academic positions in connection with appointments. Section 2.2 gave an account of the recruitment of women to academic positions in 2024. This section briefly describes the measures that have been implemented.

3.2.1 General measures in connection with recruitment and appointment

The departments are encouraged to use recruitment committees (search-and-find committees) to ensure gender balance and diversity in the applicant pool. In connection with appointment to academic positions, a special explanation must be provided when the group of applicants does not include qualified applicants of both genders. Case processing templates are available, and committee secretaries have undergone training to ensure that the measure is followed up. Unadvertised appointments can also be used in the recruitment of women. See also section 3.4 on department-wise measures.

3.2.2 Financial measures in connection with recruitment and appointment

The action plan concludes that the school's pay policy must be used actively to achieve the targets for recruiting women. As a measure in the action plan, 50% of the salary for the first two years will be covered by central gender equality funds when appointing women to adjunct associate professor and adjunct professor positions. When appointing women to permanent posts such as associate professor or professor, 25% of the salary for the first four years will be covered by central equality funds. This measure also applies to appointments to permanent posts from seven-year recruitment positions (tenure track positions). The measure only applies to first-time appointments in departments where the proportion of women in academic positions is below 40%, and only for internally funded positions. The measure can only be used once. See also Section 3.3.3.

3.3 Measures aimed at further qualifying women for academic positions

A number of the measures also include facilitating the qualification of women for academic positions. The measures include the following:

3.3.1 Earning the first research leave in half the normal time

Female associate professors will earn the first two years of research leave more quickly (in half the normal time). Table 14 shows research leaves taken in 2024 and research leaves granted for 2025, broken down by women and men. The table also shows how many women in associate professor positions have taken research leave under the scheme whereby women earn the first two years of research leave in half the normal time.

Table 14 Research leaves taken in 2024 and research leaves granted for 2025, broken down by women and men

	Research leaves taken 2024		Planned research leaves 2025	
	Men	Women (of which number taken under the scheme in which women earn leave in half the normal time in brackets)	Men	Women (of which number taken under the scheme in which women earn leave in half the normal time in brackets)
Associate professors		2 (2)	4	
Professors	7		9	3

3.3.2 Annual qualification stipend for female postdoctoral fellows and associate professors

Female postdoctoral fellows and associate professors are awarded an annual stipend of NOK 25,000 for further qualification. These stipends can be received for a period of up to three years. Unused funds will lapse at the end of the year. Transfer from one year to the next *within the three-year period* can be granted on the basis of an application stating the grounds for the request. Stipends may be granted for *longer than three years* on the basis of an application stating the grounds for this.

3.3.3 Measures for recruitment and qualification for associate professor or professorial positions

From 2023, a scheme has been introduced for partial funding for recruitment to permanent associate professor or professorial positions and to tenure track positions that end in permanent employment. The purpose of the initiative is primarily to compensate the departments and reduce the teaching load of women in the initial phase of their careers, in order to free up time for qualifying research, including by enabling women in associate professor posts to earn the first two years of research leave in half the normal time. Freed-up funds may for example be used to employ a person in an adjunct position to cover the loss of teaching capacity. The measure has had financial consequences since 2024.

3.3.4 Measures to facilitate a good work-life balance

A draft document ‘Assessment factors relating to coverage of kindergarten expenses in connection with stays abroad’ (in Norwegian only) has been prepared. The draft will be finalised during spring, and the Office of Human Resources will inform staff as soon as it is ready.

The situation for families today is different than it was when the laws and regulations in this area were first adopted. The issue is important for the individual faculty member in terms of equal rights and equal opportunities for qualification regardless of the individual’s socio-economic background, family situation, gender, nationality and network, and for NHH as an employer in terms of recruitment and personnel policy, including facilitating a work-life balance, internationalisation and financial frameworks.

3.3.5 Measures to combat unconscious gender bias

In 2023, fact sheets were prepared on unconscious gender bias for use in assessment and recruitment. Following a trial scheme in 2023, the measure is being used by the committees that assess educational competence in connection with applications for status as an Excellent Teacher Practitioner and for permanent appointments to the academic staff.

3.3.6 Measures to encourage more women to apply to become Excellent Teacher Practitioners

In 2023, for the first time, a lunch was organised for women in academic positions on qualification in general and the process for applying for Excellent Teacher Practitioner status in particular. The measure was a collaboration between senior adviser Frank Mortensen at the Section for Educational Quality, associate professor and Excellent Teacher Practitioner Annelise Ly and NHH’s gender equality adviser. It was decided not to implement the measure in 2024 following a mapping and evaluation round, but this will be reassessed during 2025.

3.3.7 Gender equality measures in the Funds Regulations

Measures aimed at facilitating improved gender equality with regard to qualification are also incorporated into the Funds Regulations, for example a current arrangement whereby an annual amount of NOK 40,000 is earmarked for grants for women to attend conferences.

3.4 Equality work in the departments

The heads of departments are responsible for integrating work on equality into the work of their departments, for ensuring support for the work among the academic staff, and for goal

attainment in their subject areas. Together with NHH's central gender equality adviser and the Vice Rector for Faculty Affairs, the heads of department constitute the equality team at NHH.

The departments have different challenges, and they implement the measures they deem expedient in order to achieve their goals. For the fourth year in a row, a form has been used to obtain information for this report. This results in standardised information that contributes to a comprehensive presentation. At the same time, the solution provides less detailed information about the individual department. Below is an overview of the departments' equality work in 2024 and their plans for 2025.

3.4.1 Recruitment and gender equality

Table 15 shows measures for the appointment of women to academic positions. The overview shows how many departments have implemented the various measures in 2024 and/or are planning to implement relevant measures in 2025.

Table 15 Measures aimed at appointment of women to academic positions

Measures for the appointment of women to academic positions:	NHH	
	2024 Implemented	2025 Planned
Measures to increase awareness in recruitment work, e.g. through the use of IAT tests	1	0
Clear goal of improving the gender balance in job advertisements	4	2
Mapping of potential internal and external candidates	5	3
Actively contacting relevant internal and external candidates	5	3
Use of recruitment committees (search-and-find committees)	3	3
Well-considered timing of job advertisements	4	3
Advertising and appointing people to several positions at the same time	3	2
Appointing women to unadvertised permanent positions	1	0
Appointing women to unadvertised adjunct positions	4	3
Including possibility of temporary appointment for qualification in job advertisements	1	0
Female student assistants in short-term employment relationships	5	3
Active family policy (facilitate arrangements for partners and children)	5	3
Other recruitment measures	1	1

3.4.2 Qualification and facilitation measures

Table 16 shows measures to retain women in academic positions and measures to facilitate qualification. The overview shows how many departments have implemented the various measures and/or are planning to implement them in 2025.

Table 16 Measures aimed at retaining women in academic positions and measures to facilitate qualification

Qualification and facilitation measures:	NHH	
	2024 Implemented	2025 Planned
Promotion/qualification as a topic in performance appraisal interviews	6	4
Individual plans for promotion	5	3
Mentor scheme in the department	5	3
Active use of adjunct positions	4	2
Extra resources to women in the department	5	3
Administrative research funding	4	3
Research stays abroad	5	3
Organisation of working hours with emphasis on time for qualifying tasks	6	4
Steps taken to organise research in creative and productive research groups	4	3
Network initiatives	5	3
Arrangements in connection with parental leave	6	4
Measures for an inclusive working environment	6	4
Cultural initiatives, e.g. highlighting talents, celebrations	6	4
Measures to raise awareness of unconscious bias	2	0
Other qualification and facilitation measures	1	0

With regard to other measures, one department states that it has organised a staff seminar on diversity and inclusion with associate professor Annelise Ly from the Department of Professional and Intercultural Communication as speaker.

3.4.3 Female role models

Table 17 shows how many departments have implemented or are planning to implement measures aimed at promoting female role models.

Table 17 Measures to promote female role models

Measures to promote female role models:	NHH	
	2024 Implemented	2025 Planned
Female lecturers at bachelor's level	6	4
Female lecturers at master's level	6	4
Female lecturers at PhD level	4	2
Female speakers at department seminars	6	4
Women recommended/proposed for important international roles/offices	2	2
Women recommended/proposed for important national councils and committees etc.	3	2
Women recommended/proposed for leading roles/offices at NHH	5	3
Women in leading roles/offices in the department	5	4
Measures to increase female participation in and management of externally funded projects	2	1
Female role models – Other	2	0

Among other measures, one department states that it has key female employees in international and national roles and committees. They have been selected for these offices based on their expertise and are thus important role models.

3.4.4 Gender equality work in the department – local measures

Table 18 provides an overview of other measures and shows how many departments have implemented the various measures in 2024 and/or are planning to implement measures in 2025.

Table 18 Other measures the department has implemented in 2024 or is planning to implement in 2025

Measures to promote female role models:	NHH	
	2024 Implemented	2025 Planned
Female lecturers at bachelor's level	6	4
Female lecturers at master's level	6	4
Female lecturers at PhD level	4	2
Female speakers at department seminars	6	4
Women recommended/proposed for important international roles/offices	2	2
Women recommended/proposed for important national councils and committees etc.	3	2
Women recommended/proposed for leading roles/offices at NHH	5	3
Women in leading roles/offices in the department	5	4
Measures to increase female participation in and management of externally funded projects	2	1
Female role models – Other	2	0

3.4.5 Measures to achieve integration and staff alignment

Table 19 shows the extent to which the different measures are used in the different departments.

Table 19 Measures aimed at integration and alignment of gender equality work in the departments

	FIN	FOR	FSK	RRR	SAM	SOL
Discussed in strategy meetings or other meetings	To a great extent	To some extent	To no extent	To some extent	To a great extent	To some extent
Discussed when welcoming new employees	To some extent	To a great extent	To no extent	To some extent	To some extent	To a great extent
Equality strategy/action plan in the department	To no extent	To some extent	To no extent	To a great extent	To some extent	To a great extent
The topic is integrated in the department's strategies, plans, reports, procedures etc.	To some extent	To some extent	To no extent	To some extent	To a great extent	To a great extent
Integration and support 2024 – Other						

3.4.6 Comments on gender equality work in the departments, and further work

Department of Finance (FIN)

The department continues to prioritise using female academic staff to teach students at an early stage of their studies at NHH, which is yielding good results. We are also conscious of limiting the load on female staff by assigning them tasks that do not actually contribute to gender equality.

We also continue to focus on overall diversity management both of the gender dimension and all other relevant dimensions.

The department emphasises its tenure track model with very specific and predictable requirements for permanent positions, based on international best practice, as a factor particularly appreciated by female staff in temporary positions. In the period from 2016 to the present, this has contributed to the department recruiting 36% women in tenure track positions. This is higher than the average for both the department and the discipline.

Department of Business and Management Science (FOR)

The department feels that NHH's strong focus on gender equality work works well at both the departmental and institutional level. The greatest challenge is inadequate access to female candidates in the field of business economics and administration. The department has a continuous focus on identifying highly capable women. In its strategic action plan, the department has set a target of 40% women among new permanent employees during the current strategy period. Three out of four new recruits to date have been women. We are in dialogue with a further three female candidates and expect the proportion to be 67% by the end of the strategy period. However, we also expect the final turnover from permanent positions to be six men. Overall, this represents a robust rebalancing. We have not been as successful at recruiting postdoctoral fellows, and expect the proportion of women among new recruits to be 33% for the four-year period as a whole.

Department of Professional and Intercultural Communication (FSK)

NHH already has robust gender equality measures, e.g. in terms of extra funding (grants earmarked funding for women) and earning research leave in half the normal time. The challenge is recruitment. Gender equality has improved in the department in recent years as we have recruited two men to permanent positions and one man to a PhD position.

Department of Accounting, Auditing and Law (RRR)

In recent years, the department has carried out targeted activities to recruit women to research positions: female lecturers, identification of candidates, pizza evenings, one-to-one meetings, etc. We have been quite successful, with 7 out of 8 PhD candidates now women. The

department's and NHH's main problem is getting women to apply for PhD positions due to uncertainty (temporary positions) and low pay compared with permanent and well-paid positions in the private sector. Women appear to be more risk-averse than men.

Department of Economics (SAM)

There is a preponderance of women among doctoral students. There is balanced recruitment to qualification positions. Gender quotas are used in interview rounds for appointments even if there is a preponderance of men among the applicants.

The department also has an extra stipend and budget for women. It is hard to see what more can be done, but things seem to be moving in the right direction.

The main challenge is that there is a large preponderance of male applicants for advertised positions.

Department of Strategy and Management (SOL)

What works well is that there is a strong awareness of the issue and that there are favourable conditions for newly appointed women (double entitlement, reduced teaching load, extra annual stipends, etc.).

The greatest challenge is definitely the lack of qualified female applicants.

A joint onboarding programme for female employees may be beneficial, providing specific measures such as dissemination support and network building.

FURTHER WORK

NHH's management will use the feedback from the departments in its further work on implementing and following up the Action Plan for Improved Gender Equality in Academic Positions. The heads of departments have a special responsibility for integrating this work with the department's work and ensuring support for it among the academic staff.

4 Plans for 2025

Also in 2025, NHH will focus on the goal of increasing the proportion of women in academic positions at all levels, both to the extent possible in the short term and in a longer-term perspective. The main objectives are:

- recruitment work and facilitating qualification for higher positions
- an inclusive workplace and organisational culture
- a continuous focus on gender equality at all levels of the organisation

The heads of department play a key role as gender equality coordinators for their own departments and because they, as a group and together with NHH's gender equality adviser and the Vice Rector for Faculty Affairs, make up NHH's equality team. The equality team must be a driving force and an inspiration by contributing to strategic discussions and objectives, as well as coordinating NHH's gender equality work.