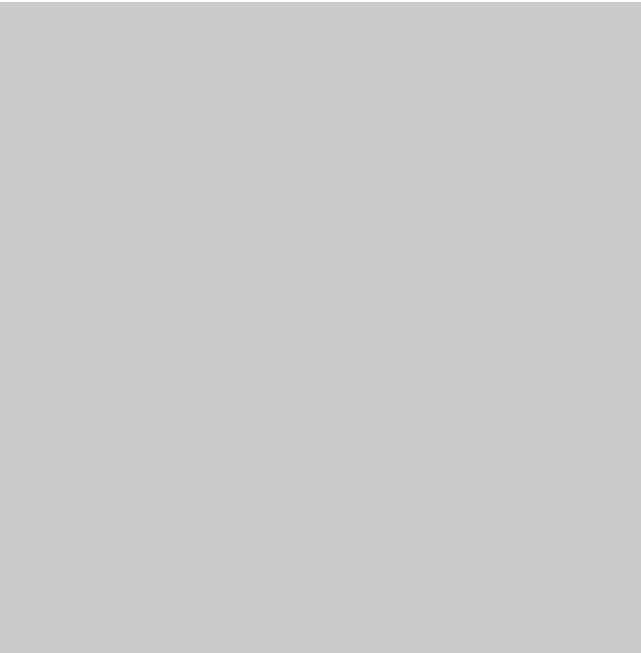


STATUS REPORT ON GENDER EQUALITY IN ACADEMIC POSITIONS 2023



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 job 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 balance 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 applicable from and including 2021. Chapter 2 documents the gender balance status through selected key figures. Chapter 3 describes measures implemented under the action plan in 2023. Chapter 4 presents plans for 2024. Reference is also made to the dedicated sections in NHH's annual report for a briefer overview and assessment of the work to improve the gender balance in academic positions.

2 STATUS 2023

2.1 Gender balance among the academic staff

Table 1 shows the proportion of female members of the academic staff, broken down by job categories. The school's ambition is for each gender to be represented by at least 40% in all categories of academic positions and in each department.

Overall, the figures are reasonably stable and slightly rising. The proportion of female PhD research scholars is 54%, a significant increase from 2022, exceeding 50% for the first time. The proportion of female professors is again back at 20% after a drop in 2022. The proportion of female postdoctoral fellows stands out negatively; the proportion of women is 27% in 2023 and is lower than for many years. Overall, the proportion of women is well below the ambition of 40%.

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

	Results				
	2019	2020	2021	2022	2023
PhD research scholars (%)	34%	40%	40%	46%	54%
Postdoctoral fellows (%)	30%	33%	48%	38%	27%
Associate professors (%)	33%	29%	32%	34%	35%
Professors (%)	20%	19%	20%	17%	20%
Adjunct professors (%)	27%	25%	27%	26%	28%
Women in teaching, research and dissemination positions (UFF) (%)	29%	30%	33%	33%	34%
Women in dosent professor and professor positions (%)	20%	18%	19%	16%	19%
Proportion of women of the total number of FTEs (UFF and T/A staff) (%)	43%	43%	44%	45%	45%

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

The school's academic staff is organised in six departments: the Department of Finance (FIN), the Department of Business and Management (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 in the departments, small changes can lead to major fluctuations in percentages. Table 2 shows full-time equivalents performed by women and total full-time equivalents in different academic positions in each department in 2022 and 2023.

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, 2023 and 2022.

	FIN	FOR	FSK	RRR	SAM	SOL	TOTAL	%
PhD research scholars	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 %
2022	3.4 of 6.6	10 of 22	3 of 3	3 of 5	13 of 26	6 of 21	38.4 of 83.6	46 %
Postdoctoral fellows	1 of 8	4 of 13	-	1 of 8	4 of 13	2 of 3	12 of 45	27 %
2022	2 of 5	4 of 11	-	1 of 8	4 of 10	4 of 5	15 of 39	38 %
Associate professors	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 %
2022	1 of 7.1	2 of 11.1	5 of 5	3.4 of 10.3	4.4 of 10.8	2.8 of 9.6	18.6 of 53.9	34 %
Professor 1013	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 %
2022	1 of 5.2	1 of 18	1.3 of 2.3	1 of 8.4	4 of 21	4 of 19	12.3 of 73.8	17 %
Professor 1404	-	-	-	-	0 of 2	-	0 of 2	0 %
2022	-	-	-	-	0 of 2	-	0 of 2	0 %
Adjunct professors	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 %
2022	0 of 1.2	0.2 of 0.7	0.1 of 0.1	0.7 of 2.9	1.4 of 3.9	0.6 of 2.5	3.0 of 11.2	26 %
Head of department	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 1	1 of 6	17 %
2022	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 %
2022	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
Rector	-	-	-	-	0 of 1	-	0 of 1	0 %
2022	-	-	-	-	0 of 1	-	0 of 1	0 %
Researcher	-	-	-	-	1.3 of 4.1	-	1.3 of 4.1	32 %
2022	0 of 1	0.8 of 2.8	0 of 0.5	0 of 1	0.3 of 0.3	-	1.1 of 5.5	19 %
University college teachers etc.	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 %
2022	-	0 of 0.4	2.2 of 3.2	0.1 of 1	3 of 4	1 of 1.2	6.3 of 9.8	64 %
Total	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 %
2022	7.4 of 27.0	19.0 of 69.0	12.5 of 15.0	9.2 of 37.6	30.1 of 81.0	18.4 of 59.3	96.5 of 288.8	33 %

Source: DBH

The category 'university college teachers etc.' includes university college teachers, assistant professors and research assistants.

2.2 Recruitment

Table 3 shows the proportion of women among *new members* of the academic staff.

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

	Results				
	2019	2020	2021	2022	2023
PhD research scholars (%)	44%	52%	54%	50%	53%
Postdoctoral fellows (%)	55%	9%	56%	14%	17%
Associate professors (%)	40%	11%	33%	40%	50%
Professors (%) (not including promotion)	0%	-	-	100%	-

Source: NHH

In addition, one woman was employed as an assistant professor. A total of seven staff members were promoted to professor in 2023, three of whom were women.

NHH’s ambition is 50% new female employees in each position code. The proportion of new female PhD research scholars in 2023 is more than 50% for the fourth year in a row. The proportion of newly employed female associate professors was 50% in 2023, and is thus in line with the ambition. Unfortunately, despite targeted efforts, the proportion of women was only 17% among new employees in postdoctoral positions, compared with 14.3% in 2022, 56% in 2021, 9% in 2020 and 55% in 2019. The percentage figures are based on a relatively small number of people in each category, which means that small changes can lead to major fluctuations in percentages. The school considers the target figure to be ambitious but realistic in a long-term perspective.

NHH focuses strongly on recruiting women for tenure track positions. The idea is that a higher proportion of women in this category will increase recruitment of female associate professors and professors. A larger proportion of women than men are called in for interviews and flyouts. Nevertheless, it has proved very challenging to employ women in tenure track positions. 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 2023, 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 Table 2023

	Applicants				Invited for interview			
	Men		Women		Men		Women	
PhD research scholars	595	66,1 %	305	33,9 %	38	49,4 %	39	50,6 %
Postdoctoral fellows – ordinary	75	55,1 %	61	44,9 %	14	41,2 %	20	58,8 %
Postdoctoral fellows – tenure-track	53	70,7 %	22	29,3 %	10	62,5 %	6	37,5 %
Associate professors – tenure-track	35	81,4 %	8	18,6 %	7	63,6 %	4	36,4 %
Associate professors – ordinary	61	79,2 %	16	20,8 %	7	50,0 %	7	50,0 %
Assistant professors	0	0,0 %	3	100,0 %	0	0,0 %	1	100,0 %
Total	819	66,4 %	415	33,6 %	76	49,7 %	77	50,3 %

Source: NHH

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

Table 5 Unannounced vacancies filled in 2023

	Unannounced vacancies filled			
	Men	Women	Percentage women	Total
Adjunct professor (new)	8	3	27 %	11
Adjunct associate professors (new)	9	3	25 %	12
Adjunct assistant professors (new)	3	0	0 %	3
Postdoctoral fellows, ordinary	1	0	0 %	1
Total	21	6	22 %	27

Source: NHH

2.3 Pay

Table 6 shows the average salary in Norwegian kroner for men and women and for NHH overall. 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, 2023 and 2022

Position	Men				Women				Average pay women as a % of average salary for men	
	Average	STD DEVIATION	MIN	MAX	Average	STD DEVIATION	MIN	MAX	2023	2022
Prof. incl. 1404	1 068 799	156 501	797 832	1 400 064	1 056 585	158 190	893 772	1 424 280	98,9 %	97.2%
Adjunct professors	909 107	76 756	776 500	1 070 800	879 767	86 010	701 700	1 047 200	96,8 %	98.00%
Associate professors incl. tenure-track	830 119	62 186	660 000	960 108	808 962	75 447	708 828	978 756	97,5 %	100.0%
Adjunct associate professors	741 420	90 298	604 300	1 030 380	749 952	71 419	665 300	884 433	101,2 %	
Assistant professors	656 711	116 172	531 800	761 520	634 832	49 735	599 664	670 000	96,7 %	
Adjunct assistant professors	702 066	143 513	615 400	1 099 462	735 023	278 546	556 700	1 056 000	104,7 %	
Postdoc incl. tenure-track	742 174	44 410	649 900	795 552	748 021	31 676	693 936	787 776	100,8 %	117.2%
PhD research scholars	560 003	23 071	531 800	599 664	559 375	21 826	531 800	599 664	99,9 %	99.9%
NHH TOT	796 454	222 607	378 600	1 791 050	703 009	179 140	409 600	1 479 240	88,3 %	

Source: NHH

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 full-time equivalents performed by female staff in temporary academic positions, focusing on associate professors and professors. Adjunct assistant professor, associate professor and professor positions are not included, since they are fixed-term positions by definition. Large categories such as PhD research scholars and postdoctoral fellows are also fixed-term positions and are not included here. The total number of FTEs performed by women and of temporary FTEs are shown for each department, as well as the proportion of temporary employees and the proportion of temporary female employees. The proportion of temporary positions is very low overall.

Table 7 FTEs, temporary academic positions and proportion of women in temporary positions (excluding adjunct positions) by department, 2023 and 2022.

		FSK		FIN		FOR		RRR		SAM		SOL		ADMIN		Total	
		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Researchers	Total number of FTEs	0,5		1,0		2,8		1,0		4,1	0,3					4,1	5,5
	FTEs women	0,0		0,0		0,8		0,0		1,3	0,3					1,3	1,1
	FTEs temp. (all)	0,5		1,0		2,8		1,0		4,1	0,3					4,1	5,5
	% temp. women (all)	0,0		0,0		100,0		0,0		100,0	100,0					100,0	100,0
	% temp. (all)	100,0		100,0		100,0		100,0		100,0	100,0					100,0	100,0
Associate professors	Total number of FTEs	6,1	5,0	7,0	7,0	8,2	10,0	10,6	8,6	3,2	5,0	9,0	8,0	1,0		44,1	44,6
	FTEs women	5,0	5,0	2,0	1,0	1,0	2,0	3,0	3,0	2,0	2,0	3,0	2,0	0,0		16,0	15,0
	FTEs temp. (all)	0,1				0,2			2,0	0,2						0,5	2,0
	% temp. women (all)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	33,3	0,0	0,0	0,0	0,0	0,0		0,0	6,7
	% temp. (all)	1,6	0,0	0,0	0,0	2,4	0,0	0,0	23,3	5,4	0,0	0,0	0,0	0,0		1,1	4,5
Professors	Total number of FTEs	2,3	2,3	5,2	5,2	20,0	18,0	8,0	8,4	23,0	23,0	21,0	19,0			79,4	75,8
	FTEs women	1,3	1,3	1,0	1,0	3,0	1,0	1,0	1,0	4,0	4,0	5,0	4,0			15,3	12,3
	FTEs temp. (all)	0,3	0,3	0,2	0,2				0,4	1,0	2,0					1,4	2,8
	% temp. women (all)	20,0	20,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0			1,6	2,0
	% temp. (all)	11,1	11,1	3,3	3,3	0,0	0,0	0,0	5,0	4,4	8,7	0,0	0,0			1,8	3,7
Assistant professors	Total number of FTEs	3,5	3,2	0,7						1,0	1,0					5,2	5,2
	FTEs women	2,5	2,2	0,0						0,0	1,0					2,5	3,2
	FTEs temp. (all)	2,5	2,2	0,7						1,0	1,0					4,2	4,2
	% temp. women (all)	100,0	100,0	0,0						0,0	100,0					100,0	100,0
	% temp. (all)	71,4	68,8	100,0						100,0	100,0					80,8	80,8

Figures for both years include fixed-term positions, e.g. rector, vice rectors and heads of departments.
Source: DBH

2.4.2 Part-time work

Table 8 Shows the number of women and men in part-time positions and the number of staff members working part-time involuntarily under different position codes. Note that the figures in the table below are figures as of 1 February 2024, and there is therefore no correlation between the figures in Table 7 and the numbers 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 Shows the number of women and men in part-time positions and the 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 scholars	4 (0)	5 (0)
Postdoctoral fellows	0 (0)	0 (0)
Associate professors (both temporary and permanent)	0 (0)	1 (0)
Professors (1013 and 1404, both temporary and permanent)	0 (0)	0 (0)
Assistant professors (both temporary and permanent)	3 (0)	0 (0)
Total	7 (0)	6 (0)

Source: NHH

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

Under the law, part-time employees in permanent positions have the right to be considered for more tasks, before, for example, a position is advertised. This means that, normally, few or no employees in permanent positions work part-time involuntarily.

With regard to PhD research scholars, a part-time position may only be granted if the PhD research scholar 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 Absence (days) by type of absence 2023 shows absence due to own illness or illness of a child, and parental leave.

Table 9 Absence (days) by type of absence 2023

	Parental leave		Sick child		Sickness absence self-reported		Sickness absence medical certificate	
	Women	Men	Women	Men	Women	Men	Women	Men
PhD research scholars	229	68	5	3	82	19	537	158
Postdoctoral fellows	0	467	4	0	4	4	11	0
Associate professors	0	183	7	0	14	10	282	33
Professor 1013	0	86	1	0	2	0	67	33
Professor 1404								
Adjunct professors								

Source: NHH

2.4.4 Age distribution

Table 10 shows the number of full-time equivalents 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 (2023)

Position/age groups	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84
PhD research scholars	2 (5)	19 (38)	18 (27)	4 (10)	1 (1)	0	1 (1)	0	0	0	0	0	0
Postdoctoral fellows	0	2 (5)	6 (22)	4 (15)	0 (1)	0 (2)	0	0	0	0	0	0	0
Associate professors	0	0 (0.3)	2 (6)	3 (13)	3 (10)	5 (13)	1 (5)	4 (8)	1 (3)	0 (1)	0	0 (0.1)	0
Professors	0	0	0 (1)	1 (5)	2 (8)	3 (7)	0 (8)	8 (24)	0 (14)	1 (9)	0 (1)	0	0.25 (0.25)
Professor 1404	0	0	0	0	0	0	0	0 (1)	0 (1)	0 (1)	0	0	0
Adjunct professors	0	0	0	0.2 (0.4)	0 (0.4)	1 (3)	1 (2)	1 (3)	0.2 (2)	0 (1)	0.05 (0.25)	0 (0.4)	0
Assistant professors	0	0	0 (2)	0 (0.2)	1 (1)	1 (1)	0.1 (0.1)	0 (1)	0 (1)	0.5 (0.5)	0	0	0
Total	2 (5)	21 (43.3)	26 (58)	12.2 (43.6)	7 (21.4)	10 (26)	3.1 (16.1)	13 (36)	1.2 (21)	1.5 (12.5)	0.05 (1.25)	0 (0.5)	0.25 (0.25)

Source: NHH

2.5 Summary of status 2023

NHH has over a number of years implemented extensive measures aimed at the recruitment, qualification and promotion of 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 women among newly employed PhD research scholars in 2023 was 53%, whereas the proportion of newly employed postdoctoral fellows stands out negatively, despite the implementation of various measures, including that a larger proportion of women than warranted by the number of applicants were called in for interviews and flyouts. NHH maintains its ambitious long-term target that 50% or more of all new academic staff members in each department shall be women.

3 Measures 2023

The new 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 for 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.

Considerable funds have been earmarked for gender equality measures, with a budget of NOK 1.3 million for 2023. This is divided between about NOK 415,000 for seminars and measures in the central organisation, NOK 326,000 as incentives in connection with recruitment (adjunct positions and postdoctoral fellows), and the remaining for annual stipends. Used funds amount to approximately NOK 910,000. In addition, it has, on application, been decided to transfer NOK 145,000 in annual stipends to 2024. 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 2023 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 45% in 2023. 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 the year before, there was a preponderance of female managers among the administrative staff in 2023.

3.1.1 *Management and Board*

Annual development discussions have been conducted in 2023 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 2023 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 initiatives through the allocation of funds. In 2021, the departments were invited to apply for funding from a central gender equality pool. NOK 300,000 was earmarked for the initiative, and NOK 370,000 was allocated to the following measures in 2021:

- Department of Finance: Dissemination guidance to junior academic staff and PhD research scholars, project manager Jøril Mæland. The department has implemented some of the planned measures during the project period. Unused funds have been returned to the central gender equality pool.
- Department of Business and Management Science: 'Extending the Balance to the Roots', project manager Evelina Gavrilova-Zoutman. The project has been completed. Unused funds have been returned to the central gender equality pool.
- Department of Professional and Intercultural Communication: 'Kjønnslikestilling og mangfoldsledelse' ('Gender equality and diversity management'), project manager Agnes Bamford. Measures were implemented in 2021 and 2022. Unused funds have been returned to the central gender equality pool.

NOK 300,000 was also earmarked for local measures in 2022. Only one application was received, and NOK 30,000 was granted to the project 'Prosjekt for (kjønns)likestilt rekrutteringsstrategi ved SOL' (Project for (gender) equal recruitment strategy at SOL'). The project ran until the end of November 2023.

NOK 300,000 was again earmarked for local measures in 2023. Two applications were received, both of which were awarded funding:

- 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. The project will run until the end of November 2024.
- Department of Strategy and Management: The Project 'Moving beyond balance'. The project team consisted of Esra Aslan, Hege Landsvik, Vidya Oruganti and Bjørn Schmeisser. The project is slightly behind schedule, but will be carried out as planned in 2024. The project will run until the end of November 2024.

The overall goal for both projects is cultural and structural change with a view to improving gender equality, including ensuring that NHH is seen as an attractive workplace for outstanding researchers.

At NHH, 8 March was celebrated with several events for employees and students. A video was also published in social media aimed at students in upper secondary schools and NHH's own students. The video featured seven girls discussing International Women's Day and the recruitment of women to male-dominated industries, their role models and their reasons for choosing NHH. The video is the second most viewed video on NHH's Instagram account ever.

In autumn 2023, NHH applied for funding under the BALANSE programme for a project focusing on the recruitment and integration of international staff in academic positions.

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

The BALANSE project' Women in Economics Network (WomEN') is a platform for interactions between women economists with the aim of promoting gender balance in academic management positions. The project started in 2019 and will run until the end of 2024. The project is affiliated to FAIR – Centre for Experimental Research on Fairness, Inequality and Rationality and in 2023 mainly focused on research exchanges and increasing the visibility of research conducted by women.

WomEN enabled both outgoing and incoming research exchanges. The WomEN travel grants made it possible for young researchers and PhD research scholars to attend workshops, take specialised PhD courses and meet co-authors abroad. One of the highlights was the project's strong presence at the Nordic Public Policy Symposium in Stockholm in December, where both researchers and students were able to participate and disseminate their research to an international audience. In addition, WomEN hosted young and established female researchers at networking lunches, including Anya Samek and Yun Xiao, who shared their experiences and tips on publishing, writing and managing female academic staff and students.

WomEN also started a network meeting for young researchers in economics in Bergen and Oslo with a two-day workshop for young researchers from both cities. The initiative aims to enable more collaboration between female researchers across these two research hubs and to expand the network of women researchers. In addition, WomEN also participated in government-funded activities, research dissemination presentations for companies such as Shell and our NHH alumni, and a social media campaign during International Women's Day.

One of the highlights was the recruitment of Abi Adams-Prassel as a visiting professor at FAIR and the Department of Economics. Her work focuses on topics in the field of economic inequality, and she is passionate about helping young women to thrive and succeed in the subject. Her input will be instrumental in promoting gender balance and highlighting the work of female academic staff at FAIR.

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 lecturers on various programmes and levels in 2023. 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 MSc EBA and PHD, but a decrease for BSc EBA and MSc AA.

Table 11 Proportion of female lecturers on various programmes and levels, 2023 (2022 in brackets)

	BSc EBA	MSc EBA	MSc AA	PHD
Total number of courses	69 (68)	173 (156)	24 (23)	37 (36)
Number of female course coordinators (*)	21 (24)	42 (34)	2 (2)	5 (3,5)
Proportion of female course coordinators	30,4 % (35%)	24,3 % (22%)	8,3 % (9%)	13,5 % (9.7%)

(*) Course coordinator, i.e. person who receives course evaluations etc.

Source: NHH

The Office of Communications and Public Relations makes active efforts to ensure that experts of both genders are used as sources in the media and other dissemination in strategically important areas.

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

- Continuous provision of courses – four courses in 2023 – with preparations for the participants and follow-up afterwards. Women are specially recruited to these courses.
- Renewal of NHH’s list of experts, with increased proportion of women.
- Work on promoting news reports featuring female researchers.

Raising the profile of female researchers as expert sources/feature article writers and participants in public debate – and in government-appointed committees – is defined as strategically important.

National and regional media such as *Dagens Næringsliv*, *Aftenposten*, *Finansavisen*, *E24* and *NRK*, regional newspapers and forskning.no are defined as central media.

Table 12 Participation in media training/presentation courses/courses in writing opinion pieces etc. shows participation, for women and men, in courses etc. organised by the department in 2023.

Table 12 Participation in media training/presentation courses/courses in writing opinion pieces etc.

Course:	Number male participants:	Number female participants:
Pitch course (English)	4	7
Course in writing opinion pieces (English)	2	4
Media course (English)	5	4
Media course (Norwegian)	2	4

Seven of NHH’s 50 most frequently quoted researchers in 2023 were women. By comparison, the figures from 2022 show that of NHH’s 20 most frequently quoted researchers, three were women, and there were ten women among the 50 most frequently quoted researchers in 2021. In 2023, NHH Bulletin had 69 stories featuring women and 176 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, 2023 (2022 in brackets)

	FIN	FOR	FSK	RRR	SAM	SOL
Student assistants, number of women and total number	1 of 4 (7 of 18)	24 of 65 (18 of 57)	9 of 14 (12 of 18)	14 of 35 (4 of 10)	13 of 25 (11 of 24)	21 of 48 (19 of 42)
Student assistants, proportion of women	(25%)	(36.9%)	(64.3%)	(40%)	(52%)	(43.8%)

In addition to student assistants at bachelor's and master's degree level, the Department of Accounting, Auditing and Law has 32 student assistants working on research projects, 11 of whom are women.

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 2023. 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. The initiative 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.

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 2023 and research leaves granted for

2024, 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 2023 and research leaves granted for 2024, broken down by women and men.

	Research leaves 2023		Research leaves granted 2024	
	Men	Women (Number taken under the scheme in which women earn leave in half the normal time in parenthesis)	Men	Women (Number taken under the scheme in which women earn leave in half the normal time in parenthesis)
Associate professors	3	0	2	0
Professors	6	3	1	0

Source: NHH

Note that the same person may be on research leave in both 2023 and 2024.

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 can 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 will not have financial consequences until 2024.

3.3.4 Measures to facilitate a good work-life balance

Efforts are being made to clarify opportunities and policies at NHH to cover additional expenses for childcare/kindergarten during research stays abroad, in addition to coverage through funding.

The situation for families today is different from how 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. Initially, the measure is being tested 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 regarding 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. The plan is to repeat this event, with minor adjustments, in 2024.

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 2023 and their plans for 2024.

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 2023 and/or are planning to implement relevant measures in 2024.

Table 15 Measures aimed at appointment of women to academic positions.

Measures for the appointment of women to academic positions:	NHH	
	2023 Implemented	2024 Planned
Measures to increase awareness in recruitment work, e.g. through the use of IAT tests	0	0
Clear goal of improving the gender balance in job advertisements	4	3
Mapping of potential internal and external candidates	5	3
Actively contacting relevant internal and external candidates	4	3
Use of recruitment committees (search-and-find committees)	3	3
Well-considered timing of job advertisements	4	4
Advertising and appointing people to several positions at the same time	5	4
Appointing women to unadvertised permanent positions	0	0
Appointing women to unadvertised adjunct positions	5	4
Including possibility of temporary appointment for qualification in job advertisements	1	1
Female student assistants in short-term employment relationships	6	4
Active family policy (facilitate arrangements for partners and children)	2	2
Other recruitment measures:	2	2

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 2024.

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

Qualification and facilitation measures:	NHH	
	2023 Implemented	2024 Planned
Promotion/qualification as a topic in performance appraisal interviews	6	5
Individual plans for promotion	5	5
Mentor scheme in the department	5	4
Active use of adjunct positions	5	4
Extra resources to women in the department	3	2
Administrative research funding	2	2
Research stays abroad	4	4
Organisation of working hours with emphasis on time for qualifying tasks	5	5
Steps taken to organise research in creative and productive research groups	4	3
Network initiatives	3	3
Arrangements in connection with parental leave	3	3
Measures for an inclusive working environment	3	3
Cultural initiatives, e.g. highlighting talents, celebrations	3	3
Measures to raise awareness of unconscious bias	1	1
Other qualification and facilitation measures	1	1

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	
	2023 Implemented	2024 Planned
Female lecturers at bachelor's level	5	4
Female lecturers at master's level	5	4
Female lecturers at PhD level	3	3
Female speakers at department seminars	5	4
Women recommended/proposed for important international roles/offices	3	3
Women recommended/proposed for important national councils and committees etc.	4	3
Women recommended/proposed for leading roles/offices at NHH	4	3
Women in leading roles/offices in the department	6	4
Measures to increase female participation in and management of externally funded projects	5	3
Female role models – Other	1	1

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 2023 and/or are planning to implement measures in 2024.

Table 18 Other measures the department has implemented in 2023 or is planning for 2024

Other measures the department has implemented in 2023 or planned for 2024	NHH	
	2023 Implemented	2024 Planned
Review of the division of tasks in the department	3	2
The management team has put gender equality on the agenda	4	3
Course in research dissemination	3	1
Allocation of local funds	2	2
Network initiatives	2	2
Social initiatives / working environment measures / cultural initiatives	3	3
Measures aimed at female students	3	2
Career guidance and placement measures	5	4
Other measures at the department	0	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.

	RRR	SAM	FSK	FIN	FOR	SOL
Discussed in strategy meetings or other meetings	To some extent	To some extent	To some extent	To some extent	To some extent	To a great extent
Discussed when welcoming new employees	-	To a great extent	To some extent	To some extent	To some extent	To a great extent
Equality strategy/action plan in the department	-	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 a great extent	To some extent	To some extent	To some extent	To a great extent
Integration and support 2023 – Other	-	To a great extent	-	-	-	-

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

The departments have the following comments on the report:

Department of Accounting, Auditing and Law (RRR)

- The department has increased the proportion of women through hard, targeted efforts. Seven out of eight PhD research scholars are now women, and we expect to increase the proportion of female temporary and permanent employees at all other levels over the next few years from the current low level.

- Recruitment efforts are demanding at all levels, because the proportion of relevant female applicants is low, because women seem to be more sceptical of temporary positions – which we have a lot of – and because our salary level is not at all competitive. In the department's

opinion, NHH's central organisation should put more money in the salary pool and in other incentive mechanisms in order to attract women in particular.

Department of Economics (SAM)

- The department emphasises that a lot of things are working well. In this context, the department emphasises gender quotas in connection with interviews, a good departmental culture of gender equality, a recruitment level of 60% women at PhD level in 2023, the fact that two out of three new tenure track positions are held by women, extra funds for women at all levels, participation in committees and councils, prizes and awards.

- The department believes that NHH's action plan provides good opportunities for improving recruitment. In the department's view, it is difficult to see what else can be done at the central and local level. The main challenge is a low proportion of women among applicants for positions, so it is important to have quotas for interviews.

Department of Intercultural Communication (FSK)

The department has a large preponderance of female staff, and efforts to improve the gender balance are therefore linked to hiring more men. The department is therefore pleased to have recruited two men in permanent positions as associate professors, one of whom will start in February 2024.

- The department believes that the measures in the action plan are good, and that NHH has generous schemes for women, including its schemes for research leaves, funding and earmarked funding for women.

- The department prioritises the work of qualifying female associate professors as the department will have no female professors left after February 2024 due to generational change.

Department of Finance (FIN)

- The department emphasises that a better gender balance in councils and committees, in a field with relatively few women, should only be prioritised in cases where it is of significant importance for de facto gender equality, in order to avoid unnecessarily burdening individual female members of staff. The same assessments are made with regard to using female academic staff as role models and for recruiting female students.

- The department has prioritised appointing female lecturers in two new courses with many female students, BED3E Finance at bachelor's level and INT411 Internship in Asset Management, which gives the students experience of asset management. The number of female students is quite high in both these courses. The department management has, together with the management of NHH, managed to balance this well in 2023, but it will be an ongoing challenge.

- In addition to gender equality, it is important that our international colleagues feel fully appreciated in all contexts at NHH. We give priority to establishing a culture where everyone feels equally valued and will crack down on discriminatory behaviour, regardless of who is harmed. This is central to the ongoing management and administration of the department, and we are planning a seminar on diversity management in 2024.

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.
- For the department, the biggest challenge is that there is little access to female candidates. The department has a permanent search committee that identifies talented female candidates.
- The department currently has 16% women in permanent positions. In its strategic action plan, the department has set a target of 40% women among new permanent employees during the current strategy period. We expect to achieve this goal, but even with a high recruitment rate, it will take a long time to change the gender balance at the department.

Department of Strategy and Management (SOL)

- The department is, as far as possible, conscious of this issue in all decision-making situations.
- The biggest challenge is ensuring strong enough candidates on the applicant list.

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 2024

Also in 2024, 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
- a more 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.