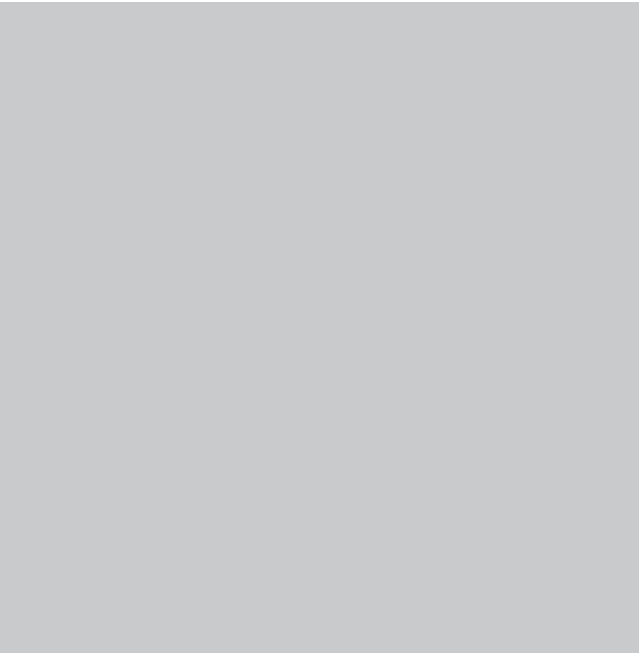


STATUS REPORT ON GENDER EQUALITY IN ACADEMIC POSITIONS 2022



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 2022. Chapter 4 presents plans for 2023. Reference is also made to the dedicated section in NHH's annual report for a more brief overview and assessment of the work to improve the gender balance in academic positions.

2 STATUS 2022

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 total proportion of women in teaching and research positions is 33% , which is on a par with 2021. The level remains relatively stable at around 30%, and is still below the long-term ambition of at least 40%.

The proportion of female professors and associate professors (incl. adjunct associate professors) in 2022 was 17% and 32%, respectively. These are mainly permanent positions characterised by stability, low turnover and few new appointments. Combined with strong competition for highly capable women in the school's disciplines, both nationally and internationally, these factors are important in explaining the relatively stable trend. For the category professor, this means a decline after several years of around 20% women. The proportion of female PhD candidates was 46% in 2022, which is a marked improvement from previous years. The number in each category is low, and minor changes therefore make a big difference.

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

	Results					Ambition
	2018	2019	2020	2021	2022	
PhD candidates (%)	35%	34%	40%	40%	46%	40–60%
Postdoctoral fellows (%)	19%	30%	33%	48%	38%	40–60%
Associate professors (%)	32%	33%	29%	32%	34%	40–60%
Professors (%)	20%	20%	19%	20%	17%	40–60%
Adjunct professor (%)	26%	27%	25%	27%	26%	40–60%
Proportion of women in teaching, research and dissemination positions (UFF) (%)	28%	29%	30%	33%	33%	40–60%
Proportion of women in dosent professor and professor positions (%) (KD)	20%	20%	18%	19%	16%	40–60%
Proportion of women of the total number of FTEs (UFF and T/A staff) (%)	42%	43%	43%	44%	45%	-

Source: DBH

PhD candidates, postdoctoral fellows and adjunct professors are fixed-term positions. This provides 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 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 2021 and 2022.

Table 2 FTEs performed by female staff, and total FTEs in academic positions by department, 2022 and 2021.

	FIN	FOR	FSK	RRR	SAM	SOL	SUM	% kv
PhD candidates	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 %
2021	4.6 of 11.5	11 of 25	3 of 5	2 of 12	10 of 24	10.8 of 24.8	41.4 of 102.3	40 %
Postdoctoral fellows	2 of 5	4 of 11	0 of 0	1 of 8	4 of 10	4 of 5	15 of 39	38 %
2021	2 of 5	4 of 8	0.8 of 0.8	1 of 5	6 of 13	3 of 3	16.8 of 34.8	48 %
Associate professors	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 %
2021	1 of 7.1	2.0 of 12.1	4 of 4.1	3.6 of 11.5	3.2 of 9.2	3.6 of 10.4	17.3 of 54.3	32 %
Professor 1013	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 %
2021	1 of 5.2	1 of 17	2.3 of 3.3	2 of 9.1	4 of 19.2	4 of 19	14.3 of 72.7	20 %
Professor 1404	-	-	-	-	0 of 2	-	0 of 2	0 %
2021	-	-	-	-	0 of 2	-	0 of 2	0 %
Adjunct professors	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 %
2021	0 of 1.1	0.2 of 0.9	0 of 0	0.6 of 2.5	1.4 of 3.7	0.6 of 2.1	2.8 of 10.3	27 %
Heads of department	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 1	1 of 6	17 %
2021	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 1	1 of 6	17 %
Deputy rector	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
2021	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
Rector	-	-	-	-	0 of 1	-	0 of 1	0 %
2021	-	-	-	-	0 of 1	-	0 of 1	0 %
Researchers	0 of 1	0.8 of 2.8	0 of 0.5	0 of 1	0.3 of 0.3	0 of 0	1.1 of 5.5	19 %
2021	0 of 0	0 of 1	0 of 0.5	0 of 0	0.2 of 0.2	1 of 1	1.2 of 2.6	45 %
University college teachers etc.	-	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 %
2021	-	0 of 0.2	2.5 of 3.9	0.1 of 0.8	0 of 0	0 of 1.2	2.6 of 6.1	42 %
Total	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 %
2021	8.6 of 30.8	19.2 of 67.2	13.5 of 18.5	9.3 of 41.8	24.8 of 74.3	23 of 62.5	98.3 of 295.0	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. The target figure for the recruitment of women to PhD fellowships, postdoctoral fellowships and adjunct positions, as well as permanent positions as associate professor and professor in each department, is 50% or more. The proportion of newly employed women varies between the different position categories, from 14% to 100%. The proportion of new female PhD candidates in 2022 was 50%, which means that the proportion has been 50% or more for three years in a row. The proportion of new female postdoctoral fellows was 14% in 2022, compared with 56% in 2021 and 9% in 2020. 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. One female professor was hired following ordinary advertisement in 2022. A total of four people were promoted to professor in 2022, one of whom was a woman.

NHH focuses strongly on recruiting women for 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. In 2019, 2020, 2021 and 2022 alike, a larger proportion of women than men were called in for interviews and flyouts. Nonetheless, only one in five tenure track positions were filled by women in 2019, while all five tenure track positions in 2020 were filled by men. In 2021 and 2022, two out of three tenure track positions (66.7%) were filled by women.

The proportion of new female postdoctoral fellows was 14.3% in 2022, compared with 56% in 2021, 9% in 2020 and 55% in 2019.

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

	Results					Ambition
	2018	2019	2020	2021	2022	
PhD candidates (%)	5%	44%	52%	54%	50%	≥ 50%
Postdoctoral fellows (%)	25%	55%	9%	56%	14%	≥ 50%
Associate professors (%)	43%	40%	11%	33%	40%	≥ 50%
Professors (%) (excl. promotions)	-	0%	-	-	100%	≥ 50%

Source: NHH

Table 4 shows the number of applicants for academic positions and the number invited for interviews in 2022, where the percentages are relative to the total number. Seen in relation to the number of applicants, the table indicates that a larger proportion of women than men were invited for interviews, with the exception of research fellowships.

Table 4 Number of applicants for academic positions and number invited for interviews

	Applicants				Invited for interview			
	Men		Women		Menn		Kvinner	
PhD candidates	336	63 %	195	37 %	83	88 %	11	12 %
Postdoctoral fellows – ordinary	67	62 %	41	38 %	20	50 %	20	50 %
Postdoctoral fellows – tenure track	24	71 %	10	29 %	21	68 %	10	32 %
Associate professors – ordinary	55	75 %	18	25 %	2	22 %	7	78 %
Associate professors – tenure track	18	64 %	10	36 %	11	52 %	10	48 %
Professor	1	50 %	1	50 %	0	0 %	1	100 %
Total	501	65 %	275	35 %	137	70 %	59	30 %

Source: NHH

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

Table 5 Unannounced vacancies filled in 2022

	Unannounced vacancies filled			
	Men	Women	Percentage women	Total
Adjunct professors	3	1	25 %	4
Adjunct associate professors	5	1	17 %	6
Adjunct assistant professors	2	0	0 %	2
Postdoctoral fellows, ordinary	4	0	0 %	4
Total	14	2	13 %	16

Source: NHH

2.3 Pay

Table 6 shows the average salary in Norwegian kroner for men and women, and overall. In the right-hand column, women's average pay is given as a percentage of men's. 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, 2022 (2021 figures in brackets – percentage)

Position	Men	Women	Women's average pay	
	Average pay	Average pay	as a percentage of men's	
PhD candidate	520228	519867	99,93 %	(99.25%)
Postdoctoral fellow	596052	698314	117,16 %	(96.66%)
Associate professor	766547	766778	100,03 %	(102.25%)
Professor 1013	1019803	990806	97,16 %	(97.79%)
Adjunct professor	907376	889187	98,00 %	(96.63%)
Total (*)	3810007	3864952	101,44 %	(98.36%)

(*) Position category 1404 has not been reported separately, since it represents less than three people.

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 associate professor and adjunct professor positions are not included, since they are fixed-term positions by definition. Large categories such as PhD candidates and postdoctoral fellows are also fixed-term positions and are not included here. Total figures and temporary full-time equivalents in the category are shown for each department, as well as the number of full-time equivalents performed by temporary female members of staff. The proportion of temporary positions is very low overall.

Table 7 FTEs performed by women in temporary academic positions (excl. adjunct positions) by department, 2022 and 2021

		FSK		FIN		FOR		RRR		SAM		SOL		Total	
		2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Researchers	Total number of FTEs	0,5	0,5	1,0	0,0	2,8	1,0	1,0	0,0	0,3	0,2	0,0	1,0	5,5	2,6
	Temporary FTEs, total	0,5	0,0	1,0	0,0	2,8	1,0	1,0	0,0	0,3	0,2	0,0	1,0	5,5	2,2
	Temporary FTEs, women	0,0	0,0	0,0	0,0	0,8	0,0	0,0	0,0	0,3	0,2	0,0	1,0	1,1	1,2
Associate professors	Total number of FTEs	5,0	4,1	7,0	7,0	10,0	10,8	8,6	9,7	10,0	9,0	8,0	9,0	48,6	49,6
	Temporary FTEs, total	0,0	0,1	0,0	0,0	0,0	0,0	2,0	2,1	5,0	3,0	0,0	0,0	7,0	5,2
	Temporary FTEs, women	0,0	0,0	0,0	0,0	0,0	0,0	1,0	1,0	2,0	1,0	0,0	0,0	3,0	2,0
University college teachers	Total number of FTEs	0,0	0,5	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,5
	Temporary FTEs, total	0,0	0,5	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,5
	Temporary FTEs, women	0,0	0,5	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,5
Professors	Total number of FTEs	2,3	3,3	5,2	5,2	18,0	17,0	8,4	9,1	23,0	21,2	19,0	19,0	75,8	74,7
	Temporary FTEs, total	0,3	0,3	0,2	0,2	0,0	0,0	0,4	1,1	2,0	0,9	0,0	0,0	2,8	2,4
	Temporary FTEs, women	0,3	0,3	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,3	0,3
Assistant professors	Total number of FTEs	3,2	3,4	0,0	0,0	0,0	0,2	0,0	0,0	1,0	0,0	1,0	1,0	5,2	4,6
	Temporary FTEs, total	2,2	2,4	0,0	0,0	0,0	0,0	0,0	0,0	1,0	0,0	1,0	1,0	4,2	3,6
	Temporary FTEs, women	2,2	2,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	1,0	0,0	3,2	2,0

Figures for both years include fixed-term positions, e.g. rector, vice rectors and heads of department.

Source: DBH

2.4.2 Part-time work

From and including 2021, it has become a requirement to report figures on involuntary part-time employment. 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.

2.4.3 Absence (sickness and parental leaves)

Table 8 shows absence due to own illness or illness of a child, and parental leave.

Table 8 Absence (days) by type of absence

	Parental leave		Sick child		Sickness absence, self-reported		Sickness absence, medical certificate	
	Women	Men	Women	Men	Women	Men	Women	Men
PhD candidates	283	355	2	49	42	23	247	315
Postdoctoral fellows	360	341	11	0	12	0	0	0
Associate professors	33	195	7	0	14	0	90	22
Professor 1013	36	0	0	0	0	0	205	142
Professor 1404	0	0	0	0	0	0	0	0
Adjunct professors	0	0	8	0	0	0	4	0

Source: NHH

2.4.4 Age distribution

Table 9 shows the number of full-time equivalents in academic positions, by age group and gender.

Table 9 Age distribution

Position/age groups	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-
PhD candidates	1 of 3	17.6 of 39.1	14 of 28	3.8 of 10.8	1 of 1.8		1 of 1			
Postdoctoral fellows		1 of 1	8 of 23	4 of 10	2 of 2	0 of 3				
Associate professors			1 of 3.3	4.6 of 13	2.6 of 13.1	5.2 of 10.9	0.2 of 4.1	4 of 7.2	1 of 1.3	0 of 1
Professor 1013			0 of 1	1 of 4	1 of 5	1 of 6	1 of 14	7 of 20	0 of 12	1.3 of 12.8
Professor 1404								0 of 1		0 of 1
Adjunct professors					0.4 of 0.9	0.7 of 2.4	0.8 of 2	0.7 of 2.6	0.3 of 1.7	0.1 of 1.7
Total	1 of 3	18.6 of 40.1	23 of 55.3	13.4 of 37.8	7 of 22.8	6.9 of 22.3	3 of 21.1	11.7 of 30.8	1.3 of 15	1.4 of 16.5

Source: NHH

2.5 Summary of status 2022

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.

Unfortunately, 2022 saw a considerable reduction in the proportion of female postdoctoral candidates, while there has been a slight increase in the proportion of female associate professors. The proportion of women among newly employed PhD candidates in 2022 was in line with ambitions, whereas the proportion of newly employed postdoctoral fellows was below the ambition, despite various measures having been implemented, including that a larger proportion of women than warranted by the number of applicants were called in for interviews and flyouts. The proportion of newly employed associate professors is unfortunately also below the ambition. 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 2022

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 department level, the heads of department are responsible for integrating this work with the department's work, ensuring support for it among the academic staff and for seeing to that appropriate 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 kept in focus at all times and seen in a long-term perspective.

Considerable funds have been earmarked for gender equality measures, with a budget of nearly NOK 2.5 million for 2022. This is divided between about NOK 1 million for seminars and measures in the central organisation, NOK 400,000 for compensation in connection with research leaves, NOK 275,000 as incentives in connection with recruitment (adjunct positions and postdoctoral fellows), and the remaining for annual stipends. Unused funds account for around NOK 1.5 million. The underconsumption is due to fewer applications for funding for measures in the departments, lower costs relating to the implementation of the strategic project for gender equality in academic positions, less use of annual stipends, lower expenses for seminars, and slightly less spending on recruitment measures than budgeted for. Some of the underconsumption has to do with the after-effects of the pandemic. Measures implemented in 2022 are described below.

3.1 General measures to improve the gender balance in academic positions

In October 2022, the Board adopted the Action Plan for Improved Gender Equality in Academic Positions. The plan is a revised version of a former action plan. The main focus of the action plan is:

- 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 new action plan emphasises that equality must be integrated into all work on general and local strategies.

3.1.1 *Management and Board*

Annual development discussions have been conducted in 2022 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 2022 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:

- Department of Finance: Dissemination guidance to junior academic staff and PhD students, 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: Kjønnsligestilling 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 funds.

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'. The project will run until the end of November 2023.

Under the auspices of the project 'Kjønnsligestilling og mangfoldsledelse', an equality seminar was organised for all NHH staff on 8 March. An equality seminar was also organised by FAIR and the BALANSE project WomEN in October 2022. NHH chose to support and facilitate these seminars rather than organising an equality seminar at the central level.

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' (WomEN) started in 2019 and will run until the end of 2024. The project manager is Professor Aline Bütikofer. The main objective of the project is to improve the gender balance in top-level academic positions by giving women better opportunities to build networks in the economics discipline.

The project has implemented the following activities in 2022:

- **Funding for conferences:** WomEN has supported several economics conferences in 2022 where young women were given an opportunity to present their research and build networks.
- **Travel grants for network building:** WomEN offers women travel grants to cover expenses for networking stays. Several women were awarded funding under the project to attend summer schools and conferences or for networking stays at other universities.
- **Guest grants:** WomEN invited several female researchers to NHH. They gave lectures and attended mentoring meetings with PhD students and postdoctoral fellows
- **Workplace Equality Event:** WomEN invited all NHH staff to a lecture by Lise Vesterlund (University of Pittsburgh) where she talked about her research on the unequal division of tasks among men and women in the workplace.

The BALANSE project ‘CHALLENGE: Meeting the Challenge to Change the Culture’ started in January 2021 and was led by associate professors Malin Arve and Evelina Gavrilova-Zoutman. The project concluded on 31 December 2022. The project addressed differences in career progression between men and women in academia through a number of measures aimed at influencing the culture at NHH. The goal was to improve the gender balance in academic positions by changing the culture for gender equality at NHH through creating internal networks for both men and women at NHH, as well as between women in academia and women in the private sector. The project involved men and women in academic positions at all levels.

The project implemented the following activities in 2022:

- **Meet Each Other:** Five workshops were held on the following topics: organisational sagacity, organisational creativity, oral communication, communication and social media use, and reflections of gender and economics in art and society.
- **Meet the Mentors:** The mentor groups that were established at the start of the project (2021) have continued their group meetings.
- **Meet the Business:** A panel discussion was organised in June 2022 on the topic ‘Gender and career’ with participants from both inside and outside academia. The discussion comprised two parts and started with a discussion on obstacles to women’s career progression and similarities in and outside academia. The second part of the discussion was about possible solutions.

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 10 shows the proportion of female lecturers on various programmes and levels in 2022. 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 coordinators, each coordinator represents 0.33%). Courses that run twice a year have been included twice. The figures show an increase at all levels except for the proportion of female course coordinators on MSc AA.

Table 10 Proportion of female lecturers on various programmes and levels, 2022 (2021 in brackets)

	BØA	MØA	MRR	PHD
Total number of courses	68 (71)	156 (166)	23 (17)	36 (39)
Number of female course coordinators(*)	24 (23.5)	34 (32.3)	2 (1.9)	3,5 (3.5)
Proportion of female course coordinators	35 % (33%)	22 % (19%)	9 % (11%)	9,7 % (9%)

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

Source: NHH

For 2022, all ACC courses are included in MSc AA, which entails a certain amount of courses being moved from MSc EBA to MSc AA.

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:

- Preference for female sources in the media, social media and for external events such as National Science Week and Forsker Grand Prix etc.
- Preference for female participants in courses on writing opinion pieces and as role models in recruitment work aimed at upper secondary school students.

The department's efforts lead to more female researchers disseminating their research, participating in the public debate and acting as clear role models for new generations of female NHH students.

National and regional media such as *DN*, *Aftenposten*, the Norwegian Broadcasting Corporation (NRK), *Finansavisen*, E24, *Bergens Tidende* etc. are defined as central media outlets.

NHH organised two courses in writing opinion pieces in 2022. Out of approximately 30 participants, around 15 were women. A media training course was also held, where two out of six participants were women.

Three of NHH's 20 most frequently quoted researchers in 2022 were women. The figures for 2021 showed that ten of NHH's 50 most frequently quoted researchers were women.

Twenty-four per cent of the articles posted the NHH Bulletin website and at NHH.no in 2022 were written by and/or about women. Forty-three per cent of the articles posted on NHH Bulletin and at NHH.no in 2021 were written by and about women.

One NHH researcher, a woman, participated in Forsker Grand Prix 2022.

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 11 shows the proportion of female student assistants.

Table 11 Proportion of female student assistants, 2022 (2021 in brackets)

	FIN	FOR	FSK	RRR	SAM	SOL
Student assistants, number of women and total number	7 of 18 (4 of 15)	18 of 57 (15 of 60)	12 of 18 (6 of 14)	4 of 10 (5 of 9)	11 of 24 (8 of 15)	19 of 42 (13 of 42)
Student assistants, proportion of women	38.9% (26.7%)	31.6% (25%)	66.7% (42.9%)	40% (55.6%)	45.8% (53.3%)	45.2% (31%)

In addition to student assistants at bachelor's and master's degree level, the Department of Business and Management Science has six student assistants working on research projects, three 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 2022. This section briefly describes the measures that have been implemented.

3.2.1 General measures in connection with recruitment and appointment

In connection with appointment to academic positions (including adjunct positions and PhD fellowships), 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 3.5 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 professor positions. This measure applies to departments in which the proportion of women in academic positions is below 40%.

3.3 Measures aimed at further qualifying women for academic positions

A number of the measures also including 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). The departments will qualify for a refund of NOK 80,000 for each semester of research leave taken under this scheme.

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 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 Strategic project for gender equality in academic positions

In March 2021, the Board decided to establish a strategic project for the purpose of boosting efforts to improve the gender equality in academic positions. The rector appointed the project group, which was given the task of identifying specific possibilities and available freedom of action to speed up development towards a better gender balance. The groups comprises all the heads of department, and the heads of NHH's two BALANSE projects: Aline Butikofer (WomEN) and Malin Arve and Evelina Gavrilova-Zoutman (CHALLENGE). Vice Rector for Faculty Affairs Frode Sættem is the project owner and Gender Equality Advisor Ingebjørg Tyssedal has been project manager. The project was strategically important and was seen as informing work on NHH's strategy. The format of the project was special in that it emphasised learning across the departments during the project period.

In autumn 2022, the strategic project for gender equality in academic positions submitted a proposal for a revised Action Plan for Improved Gender Equality in Academic Positions. The Board adopted the Action Plan in October 2022, with effect from 1 January 2023.

3.5 Equality work in the departments

The heads of department 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. The departments have different challenges, and they implement the measures they deem expedient in order to achieve their goals. For the third 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 2022 and their plans for 2023.

3.5.1 Recruitment and gender equality

Table 12 shows measures for the appointment of women to academic positions. The overview shows how many departments have implemented the various measures in 2022 and/or are planning to implement relevant measures in 2023.

Table 12 Measures aimed at appointment of women to academic positions.

Measures for the appointment of women to academic positions:	NHH	
	2022 Implemented	2023 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	3
Mapping of potential internal and external candidates	4	3
Actively contacting relevant internal and external candidates	4	3
Well-considered timing of job advertisements	1	0
Advertising and appointing people to several positions at the same time	2	1
Appointing women to unadvertised permanent positions	0	1
Appointing women to unadvertised adjunct positions	4	1
Including possibility of temporary appointment for qualification in job advertisements	2	3
Female student assistants in short-term employment relationships	4	3
Active family policy (facilitate arrangements for partners and children)	4	4
Other recruitment measures	3	3

3.5.2 Qualification and facilitation measures

Table 13 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 2023.

Table 13 Measures aimed at retaining women in academic positions and measures to facilitate qualification.

Qualification and facilitation measures:	NHH	
	2022 Implemented	2023 Planned
Promotion/qualification as a topic in performance appraisal interviews	6	5
Individual plans for promotion	5	4
Mentor scheme in the department	4	3
Active use of adjunct positions	4	3
Extra resources to women in the department	2	1
Administrative research funding	4	3
Organisation of working hours with emphasis on time for qualifying tasks	4	3
Research stays abroad	5	5
Network initiatives	5	4
Arrangements in connection with parental leave	5	4
Measures for an inclusive working environment	6	5
Cultural initiatives, e.g. highlighting talents, celebrations	5	4
Measures to raise awareness of unconscious bias	3	2
Other qualification and facilitation measures	0	0

3.5.3 Female role models

Table 14 shows how many departments have implemented or are planning to implement measures aimed at promoting female role models.

Table 14 Measures to promote female role models.

Measures to promote female role models:	NHH	
	2022 Implemented	2023 Planned
Female lecturers at bachelor's level	5	5
Female lecturers at master's level	6	5
Female lecturers at PhD level	4	3
Female speakers at department seminars	6	5
Women recommended/proposed for important international roles/offices	3	2
Women recommended/proposed for important national councils and committees etc.	6	4
Women recommended/proposed for leading roles/offices at NHH	2	3
Women in leading roles/offices in the department	4	5
Measures to increase female participation in and management of externally funded projects	5	5
Female role models – Other:	0	0

3.5.4 Gender equality work in the department – local measures

Table 15 provides an overview of other measures and shows how many departments have implemented the various measures in 2022 and/or are planning to implement measures in 2023.

Table 15 Other measures the department has implemented in 2022 or is planning for 2023

Other measures the department has implemented in 2022 or is planning for 2023	NHH	
	2022 Implemented	2023 Planned
Review of the division of tasks in the department	2	3
The management team has put gender equality on the agenda	4	3
Course in research dissemination	4	4
Allocation of local funds	1	0
Network initiatives	3	3
Social initiatives / working environment measures / cultural initiatives	4	5
Measures aimed at female students	3	4
Career guidance and placement measures	6	5
Other measures in the department	1	1

3.5.5 Measures to achieve integration and staff alignment

Table 16 shows the extent to which the different measures are used in the different departments.

Table 16 Measures aimed at integration and alignment of gender equality work in the departments.

	RRR	SOL	FSK	FIN	FOR	SAM
Discussed in strategy meetings or other meetings	To some extent	To a great extent	-	To some extent	To some extent	To a great extent
Discussed when welcoming new employees	To some extent	To a great extent	-	-	To some extent	To a great extent
Equality strategy/action plan in the department	To some extent	To a great extent	-	-	To a great extent	To some 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 a great extent	To some extent
Integration and support 2022 – Other	To a great extent	-	-	-	-	-

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

The departments have the following comments on the report:

Department of Finance (FIN)

- The department emphasises that it employs a tenure track model with very specific and predictable requirements for permanent positions, based on international best practice and

factors that are particularly appreciated by female staff in temporary positions. From 2016 until the present date, the department has recruited 50% women to assistant professor positions.

- It is important that a better gender balance in councils and committees, in a field with relatively few women, is only 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. Similarly, although it is desirable to use female academic staff as role models and to recruit female students, this should be done in a way that limits the burden. The department management has, together with the management of NHH, managed to balance this well in 2022, 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.

Department of Business and Management Science (FOR)

- The department actively searches for female candidates when vacancies are advertised. This has yielded good results, but the department will still have a gender imbalance for many years to come because it takes a long time to rebalance the staff and because there is still a shortage of female candidates in our fields.
- The department works systematically to ensure good follow-up of the staff and a good working environment. In this work, it is neither desirable nor permissible to discriminate between women and men. However, we believe these efforts are important and have a positive impact on the department's ability to attract and retain talented women. We focus on providing a good and predictable framework for the individual's career development, and we focus on offering all members of staff a flexible, family-friendly work situation.

Department of Professional and 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. With the exception of the general phrases in NHH's job advertisements on achieving a balanced age and gender distribution, the department has not taken any specific measures.
- It is positive that NHH has measures such as half the earning period for women when allocating research leaves and increased rates for women when allocating grants.

Department of Accounting, Auditing and Law (RRR)

- The department makes active efforts to recruit talented NHH graduates and business graduates from other Norwegian institutions to research positions (PhD). This is challenging, and especially women cite the following as main reasons for not starting a PhD: The salary is too low compared with start-up salaries in the private sector, and having to be in a temporary position for several years (four years as a PhD and then four years as a postdoctoral fellow) before possibly landing a permanent position creates insecurity and makes it difficult to qualify for a mortgage.
- When recruiting from the postdoc market (nationally and internationally), we choose candidates with research potential who are willing to settle in Bergen. This is a limited

selection, and the pool of talented women is even more limited. All other things being equal, of course, we choose women; but at the moment, only one of our seven postdoctoral fellows is a woman.

- The department is consciously and actively involving women in the department management team and on the department board.
- All staff members, including PhDs and postdoctoral fellows, have an individual development plan that involves semi-annual or annual feedback, new goals and adaptation. It seems that women especially appreciate having a clear development plan.

Department of Strategy and Management (SOL)

- NHH has adopted a clear and ambitious Action Plan for Improved Gender Equality that also includes powerful measures. The department is working hard to deliver on this. One concrete result is the recruitment of two female associate professors who took up their positions in the department on 1 January 2023.

Department of Economics (SAM)

- The department wishes to highlight that many things are going well: Recruitment of women to tenure track, postdoctoral and PhD positions, as well as adjunct professor positions. Measures relating to onboarding (women recruited with their spouse) and key financial incentives work well, and research leave earned in half the normal time is very important. There is a requirement to call in at least as many women as men for interviews.
- To improve its efforts, the department highlights the following: The new action plan is very good and a lot will be accomplished if it is followed up in practice. Arrangements for spouses are very important if you want to recruit women internationally. The existing scheme of five hours of guidance is not working.
- The biggest challenge is to retain women, and that the proportion of women in the market is generally low, which means the institutions are fighting for the same women.

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 department have a special responsibility for integrating this work and ensuring support for it among the academic staff.

4 Plans for 2023

The new Action Plan for Improved Gender Equality in Academic Positions entered into force on 1 January 2023. Also in 2023, 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 of the previous action plan are carried over to the new plan. They 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.

A new element in the action plan is that the heads of department will be gender equality coordinators for their own departments and that 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.