



STATUS REPORT ON GENDER EQUALITY IN ACADEMIC POSITIONS – 2021

1 INTRODUCTION

The present gender balance represents an important strategic challenge for the Norwegian School of Economics (NHH). The 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 in 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 categories of positions, 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 of positions. The 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.

This report is a status report for 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 2021. Chapter 4 presents plans for 2022. 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 2021

All state-owned enterprises must work proactively and systematically to promote equality and prevent discrimination. With the help of statistics and comments, this chapter describes the status of gender equality in academic positions at NHH in 2021. A main focus is to shed light on the gender balance in academic positions, which reflects the main goal of increasing the proportion of women in academic positions.

2.1 Gender balance among the academic staff

Table 1 shows the proportion of female members of the academic staff, broken down by categories of positions. The total proportion of women in teaching, research and dissemination positions is 33%, an increase for the third year in a row. At the same time, we see that the level remains relatively constant at around 30%, and is still far below the long-term ambition of at least 40%.

The proportion of female professors and associate professors (incl. adjunct associate professors) in 2021 was 20% 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 field, both nationally and internationally, these factors are important in explaining the relatively constant trend. In 2021, the proportion of female professors was back at 20%, following a decline to 19% in 2020. The figures are low, and minor changes therefore have a big impact.

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

	Result					Ambition
	2017	2018	2019	2020	2021	
PhD candidates (%)	40%	35%	34%	40%	40%	≥ 40%
Postdoctoral fellows (%)	30%	19%	30%	33%	48%	≥ 40%
Associate professors (%)	33%	32%	33%	29%	32%	≥ 40%
Professors (%)	18%	20%	20%	19%	20%	≥ 40%
Adjunct professor (%)	18%	26%	27%	25%	27%	≥ 40%
Proportion of women in teaching, research and dissemination positions (UFF) (%)	30%	28%	29%	30%	33%	≥ 40%
Proportion of women in dosent professor and professor positions (%) (KD)	17%	20%	20%	18%	19%	≥ 40%
Proportion of women of the total number of FTEs (UFF and T/A staff) (%)	43%	42%	43%	43%	44%	-

Source: DBH

The other categories – 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 in the categories 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 2020 and 2021.

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

Table 2: Full-time equivalents performed by female staff, and total full-time equivalents in academic positions by department, 2021 and 2020.

	FIN	FOR	FSK	RRR	SAM	SOL	SUM	% kv
PhD candidates	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 %
2020	1,6 of 8,55	8 of 19	2 of 4	2 of 14	11 of 22,8	10,8 of 20,8	35,4 of 89,15	40 %
Postdoctoral fellows	2 of 5	4 of 8	0,8 av 0,8	1 of 5	6 of 13	3 of 3	16,8 of 34,8	48 %
2020	2 of 5	3 of 7	1 av 1	0 of 3	4 of 14	1 of 3	11 of 33	33 %
Associate professors	1 of 7,05	1,95 of 12,1	4 av 4,1	3,55 of 11,45	3,2 of 9,2	3,6 of 10,4	17,3 of 54,3	32 %
2020	1 of 10,25	1,8 of 11,45	5 av 5,1	3,6 of 13,2	3,2 of 8,95	2,2 of 9,25	16,8 of 58,2	29 %
Professors 1013	1 of 5,17	1 of 17	2,25 av 3,25	2 of 9,09	4 of 19,19	4 of 19	14,25 of 72,7	20 %
2020	1 of 4,17	1 of 20	2,25 av 3,25	3 of 7,84	3,2 of 20,05	4 of 21	14,45 of 76,31	19 %
Professors 1404	-	-	-	-	0 of 2	-	0 of 2	0 %
2020	-	-	-	-	0 of 2	-	0 of 2	0 %
Adjunct professor	0 of 1,1	0,2 of 0,9	-	0,6 of 2,45	1,4 of 3,7	0,6 of 2,1	2,8 of 10,25	27 %
2020	0 of 1,2	0,2 of 0,9	-	0,85 of 3,05	1,2 of 3,7	0,4 of 1,65	2,65 of 10,5	25 %
Head of department	0 of 1	0 of 1	1 av 1	0 of 1	0 of 1	0 of 1	1 of 6	17 %
Vice Rector	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
2020	-	1 of 1	-	0 of 1	-	1 of 2	2 of 4	50 %
Rector	-	-	-	-	0 of 1	-	0 of 1	0 %
2020	-	-	-	-	0 of 1	-	0 of 1	0 %
Researchers	-	0 of 1	0 av 0,45	-	0,18 of 0,18	1 of 1	1,18 of 2,63	45 %
2020	-	0 of 2	-	-	0,18 of 0,18	-	0,18 of 2,18	8 %
Assistant professors and university college teachers etc.	-	0 of 0,2	2,45 av 3,85	0,1 of 0,8	-	0 of 1,2	2,55 of 6,05	42 %
2020	-	0,7 of 2,21	1,65 av 3,05	0,2 of 1,1	-	0 of 0,2	2,55 of 6,56	39 %
Sum	8,6 of 30,82	19,15 of 67,2	13,5 av 18,45	9,25 of 41,79	24,78 of 74,27	23 of 62,5	98,28 of 295,03	33 %
2020	5,6 of 29,17	15,7 of 63,56	11,9 av 16,4	9,65 of 43,19	22,78 of 72,68	19,4 of 57,9	85,03 of 282,9	30 %

Source: DBH. The category 'associate professors and university college teachers' includes university college teachers, assistant professors and teaching personnel without approved teaching qualifications.

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 target has been achieved for PhD candidates and postdoctoral fellows, but not for associate professors. The proportion of new female PhD candidates in 2021 was above 50% for the second year in a row, and a proportion of women of 54% among new members of staff is the highest percentage ever reported for NHH. The proportion of new female postdoctoral fellows was 56% in 2021, compared with 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. A total of four people were promoted to professor in 2021, 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 and 2021 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, two out of three tenure-track positions were filled by women.

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

	2017	2018	2019	2020	2021	Ambition
PhD candidates (%)	42%	5%	44%	52%	54%	≥ 50%
Postdoctoral fellows (%)	13%	25%	55%	9%	56%	≥ 50%
Associate professors (%)	38%	43%	40%	11%	33%	≥ 50%
Professors (%) (excl. promotions)	100%	-	-	-	-	≥ 50%

Source: NHH

Table 4 shows the number of applicants for academic positions and the number invited for interviews in 2021, where the percentages are relative to the total number. The table indicates, seen in relation to the number of applicants, that a larger proportion of women than men were invited for interviews, with the exception of associate professor and assistant professor positions.

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

	Applicants		Invited for interview	
	Men	Women	Men	Women
PhD candidates	721 68 %	338 32 %	34 55 %	28 45 %
Postdoctoral fellows - ordinary	135 63 %	81 38 %	28 49 %	29 51 %
Postdoctoral fellows/Associate professors - tenure track	26 54 %	22 46 %	17 49 %	18 51 %
Associate professors	30 71 %	12 29 %	7 78 %	2 22 %
Lecturer (one-year temp pos.)	2 20 %	8 80 %	1 25 %	3 75 %
Total	914 66 %	461 34 %	87 52 %	80 48 %

Source: NHH

In some categories, appointments are made without the vacancy having been advertised. A total of 11 new adjunct professors were appointed in 2021, 2 of whom (18.2%) were women.

Table 5: Unannounced vacancies filled in 2021

	Unannounced vacancies			
	Men	Women	Proportion of women	Total
Adjunct professors	9	2	18 %	11
Adjunct associate professors	6	4	40 %	10
Total	15	6	29 %	21

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, 2021 (2020 figures in brackets – percentage)

Position	Men Average pay	Women Average pay	Women's average pay as a percentage of men's	
PhD candidates	507380	503575	99,25 %	(99,88 %)
Postdoctoral fellows	685495	662585	96,66 %	(96,28 %)
Associate professors	718697	734894	102,25 %	(100,78 %)
Professor 1013	944073	923217	97,79 %	(97,56 %)
Adjunct professors	897985	867767	96,63 %	(98,43 %)
Total (*)	3753630	3692038	98,36 %	(98,5%)

(*) 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 position 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, 2021 and 2020

		FSK		FIN		FOR		RRR		SAM		SOL		Totalt	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Associate professors	Total number of FTEs	4,1	5,1	7	10	10,75	9,6	9,7	11,7	9	8,2	9	9	49,6	53,6
	Temporary FTEs, total	0,1	0,1	0,0	0,0	0,0	0,0	2,1	2,1	3	2	0,0	0,0	5,2	4,2
	Temporary FTEs, women	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	1	0	0,0	0,0	1,0	0,0
Professor 1013	Total number of FTEs	3,3	3,3	5,2	4,2	17	20	9,09	7,84	19,2	20,1	19	21	72,7	76,3
	Temporary FTEs, total	0,3	0,3	0,2	0,2	0,0	0,0	1,09	0,84	0,9	0,9	0,0	0,0	2,4	2,1
	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

Figures both years are ex. rector, vice-rector. For 2021 also ex. head 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. Based on the definition, we have used part-time work in permanent academic positions as the basis for reporting on part-time work in academic positions. One person at NHH is employed in a part-time position as an associate professor of their own volition. The part-time position is combined with private practice.

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	106	146	2	12	23	21	307	575
Postdoctoral fellows	303	183	0	0	0	0	0	0
Associate professors	337	186	13	0	2	15	120	66
Professor 1013	278	69	0	0	0	2	15	50
Professor 1404	0	0	0	0	0	0	0	0
Adjunct professors	0	0	0	0	0	0	0	0

Source: NHH

2.4.4 Age distribution

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

Table 9: FTEs at NHH in academic positions, by age group and gender. Number of FTEs performed by women (out of total), whole numbers

Position \ age groups	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-
PhD candidates	0 av 4	23,8 av 52,4	8,6 av 28,2	7 av 15	1 av 1,8		1 av 1			
Postdoctoral fellows		2 av 4	8 av 20	4,8 av 6,8	0 av 2	2 av 2				
Associate professors			0,1 av 2,7	3,5 av 13,6	4,6 av 14,8	3,2 av 8,9	3,2 av 5,1	1,8 av 6	1 av 1	0 av 2,4
Professor 1013			0 av 1	1 av 3	1 av 3	1 av 7	4 av 14	4 av 20	1 av 13	2,3 av 13,7
Professor 1404								0 av 1		0 av 1
Adjunct professors				0 av 0,1	0,4 av 0,8	0,9 av 1,9	1 av 2,3	0,2 av 2,5	0,3 av 1,3	0,1 av 1,5
Total	0 av 4	25,8 av 56,4	16,7 av 51,9	16,3 av 38,5	7 av 22,3	7,1 av 19,7	9,2 av 22,4	6 av 29,5	2,3 av 15,3	2,4 av 18,6

Source: NHH

2.5 Summary of status 2021

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 tough competition

nationally and internationally for highly qualified women. Among postdoctoral fellows and associate professors, there has been an increase in the proportion of female employees in 2021. The proportion of newly employed female PhD candidates and postdoctoral fellows in 2021 was above the ambition, while the proportion of newly employed associate professors was 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 2021

NHH's main objective is the integration of 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 kept in focus at all times and seen in a long-term perspective.

Considerable funds have been earmarked for gender equality measures, with a total budget for 2021 of nearly NOK 2.2 million. This is divided between just over NOK 500,000 for seminars and measures in the central organisation, NOK 160,000 for compensation in connection with research leaves, NOK 700,000 as incentives in connection with recruitment (adjunct positions and postdoctoral fellows), and the remaining for annual stipends. Unused funds account for around NOK 1.4 million. The underconsumption is due to less use of annual stipends, lower expenses for seminars, and slightly less use of means for recruitment measures than budgeted for. Some of the underconsumption has to do with the effects of the pandemic. Measures implemented in 2021 are described below.

3.1 General measures improve the gender balance in academic positions

In March 2020, the Board adopted the Action Plan for Improved Gender Equality in Academic Positions. The action 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 Action Plan for Improved Gender Equality in Academic Positions emphasises that equality must be integrated into all work on general and local strategies.

3.1.1 Management and Board

The annual development discussions were conducted in 2021 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. Reports on the departments' equality measures were requested and discussed as part of the discussions. Gender equality has also been on the agenda in 2021 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 departments and 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, while the remainder will be carried out by November 2022.
- Department of Business and Management Science: Extending the Balance to the Roots, project manager Evelina Gavrilova-Zoutman. The project is ongoing and will run until November 2022.
- Department of Professional and Intercultural Communication: Gender equality and diversity management, project manager Agnes Bamford. On Tuesday 8 March, a seminar on gender equality and language will be held at NHH, with Helene Uri as the main speaker.

No equality seminars were held at the central level in 2021 due to the coronavirus situation. 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) was started in 2019 and is led by 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 2021:

Virtual networking meetings for female economists in Nordic countries. In 2021, the WomEN project continued to hold networking and mentoring sessions via Zoom. Virtual sessions enable the project to include all women in the Nordic region who are interested. Every month, a senior researcher talks about topics such as networking, career planning or peer review for 15 minutes and then leads a subsequent discussion with the participants for 15 minutes. Some of the sessions are aimed at PhD students and young researchers, while others are aimed at women in academic managerial functions. The sessions held in 2021 drew many participants, and the project will continue along the same lines in 2022.

Travel grants for network building. WomEN offers women travel grants to cover expenses for networking stays. Several women were awarded funding to attend summer schools and conferences or for networking stays at other universities.

Lecture training. WomEN offers courses in presentation techniques for women. The courses are adapted to the participants' individual needs and have focused on virtual presentations in 2020 and 2021. Six women participate each time. The company SpeakLab AS held a course in September and December 2021. The two-day course combines knowledge and research from the fields of journalism, drama, vocal training, movement theory and professional sport. The participants receive advice and tips that can be put to use instantly, and learn techniques that

require more practice to achieve the full effect. Each participant receives individual follow-up during the course and is asked to prepare a brief presentation for the course.

Podcast and teaching material for upper secondary school students. The WomEN team have taken part in an NHH podcast aimed at upper secondary schools students in Norway, and have also helped to develop teaching material. The participants were Siri Isaksson and Aline Bütikofer, and the podcast is about research and differences between men and women in working life. All the podcast episodes and the teaching material are available on NHH's website.

The BALANSE project 'CHALLENGE: Meeting the Challenge to Change the Culture' started in January 2021 and is led by associate professors Malin Arve and Evelina Gavrilova-Zoutman. The project addresses differences in career progression between men and women in academia through a number of measures aimed at influencing the culture at NHH. The goal is 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 creating networks between women in academia and women in the private sector. The project involves men and women in academic positions at all levels. The project has implemented the following activities in 2021:

- **Meet Each Other**

The first 'Meet Each Other' workshop was held, with all female members of the academic staff invited. The goal of the workshop was networking within the organisations and to bring to light challenges and experiences. Due to COVID-19, the workshop was held as a digital Zoom event with a total of 15 participants.

- **Meet the Mentors**

After the first 'Meet Each Other' workshop, nine mentor groups were established consisting of one mentor, one female adept and one male adept. Due to drop-out, the number of groups was reduced to eight after the first round of mentoring sessions. A joint meeting for all the mentors was held in June 2021, and the group sessions took place in September/October 2021. The joint meeting was held digitally due to COVID-19, while the mentoring sessions were largely held as physical meetings.

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 in the media as sources in strategically important areas.

Table 10 shows the proportion of female lecturers on various programmes and levels in 2021. 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 in the proportion of female course coordinators and female lecturers with chief course responsibility at PhD level. For the MSc EBA programme, the proportion of female course coordinators is unchanged.

Table 10: Proportion of female lecturers on various programmes and levels, 2021 (2020 in brackets)

	BØA	MØA	MRR	PHD
Total number of courses	71 (66)	166 (156)	17 (10)	39 (26)
Number of female course coordinators (*)	23,5 (16,9)	32,3 (29,3)	1,9 (1)	3,5 (4,33)
Proportion of female course coordinators	33 % (26%)	19 % (19%)	11 % (10%)	9 % (17%)

(*) Main course coordinator, ie the person who receives course evaluations etc.

Source: NHH

The increase in the MSc AA programme is due to the Oslo courses counting as individual courses. Some of the increase in the number of courses at PHD level is due to some courses being split (i.e. 7.5 credits split into two courses of 5 and 2.5 credits, respectively). In 2020, there were considerably fewer courses at PhD level, and a large proportion of the courses were taught by female lecturers with chief course responsibility. In 2021, the number of courses was much higher, and the increase was largely covered by male lecturers with chief course responsibility.

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, *Finansavisen*, *E24*, *Bergens Tidende* etc. are defined as central media.

NHH organised one course in writing opinion pieces in 2021. Seven female and eight male researchers participated.

Ten of NHH's 50 most frequently quoted researchers in 2021 were women.

Forty-three per cent of the articles posted on NHH Bulletin and NHH.no in 2021 were by and about women.

Female students must be actively involved in teaching and research as teaching 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, 2021 (2020 in brackets)

	FIN	FOR	FSK	RRR	SAM	SOL
Student assistants, number of women and total number ²	4 of 15 (3 of 20)	15 of 60 (18 of 53)	6 of 14 (6 of 15)	5 of 9 (6 of 20)	8 of 15 (15 of 28)	13 of 42 (14 of 65)
Student assistants, proportion of women	26.7% (15%)	25% (34%)	42.9% (40%)	55.6% (30%)	53.3% (54%)	31% (22%)

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

The importance of recruiting women to academic positions is given much attention in connection with appointments. Section 2.2 gave an account of the recruitment of women to academic positions in 2021. This section briefly describes the measures that have been implemented.

3.2.1 General measures in connection with recruitment and appointment

In connection with appointments to academic positions (including adjunct positions and PhD fellowships), a special explanation is provided when the group of applicants does not include qualified applicants of both genders. Case processing templates are in place, 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 lower than 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

Women in associate professor positions will earn the first two years of research leave 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 amount of NOK 25,000 for further qualification. These stipends can be received for a period of up to three years. Unused funds 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 transfer of funds. 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

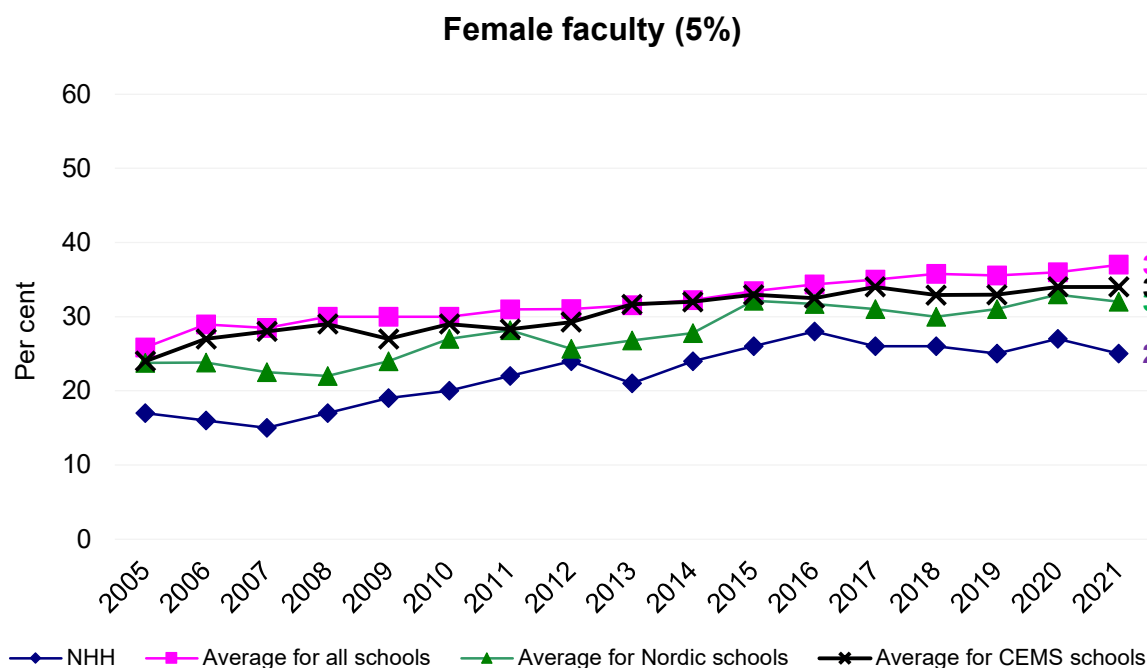
Measures aimed at facilitating improved gender equality with regard to qualification are also integrated in the Funds Regulations, for example a current arrangement whereby an annual amount of NOK 40,000 is earmarked for grants for women to attend conferences.

3.4 Strategic project for gender equality in academic positions

The Board wanted to put gender equality work higher on the agenda, and decided in March 2021 that a strategic project would be established for the purpose of boosting efforts to improve 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 influence the speed of development towards a better gender balance. The group comprises all the heads of department, and the heads of NHH's two BALANSE projects: Aline Butikofer of WomEN and Malin Arve of CHALLENGE. Vice Rector for Faculty Affairs Frode Sættem is the project owner and Gender Equality Advisor Ingebjørg Tyssedal is the project manager. The project is strategically important and is likely to result in valuable insight to inform work on the new NHH strategy. The format of the project is special in that it emphasises learning across the departments during the project period.

As part of the project, the group has discussed the challenges facing NHH in a national and international perspective. In the international context, emphasis has been given to looking at relevant comparator institutions for NHH.

Comparison of percentage of female faculty for schools participating in the Financial Times Master in Management ranking 2005–2021



Source: FT, NHH/James Hosea

The overview shows the development in the number of female members of staff from 2005 to 2021 for:

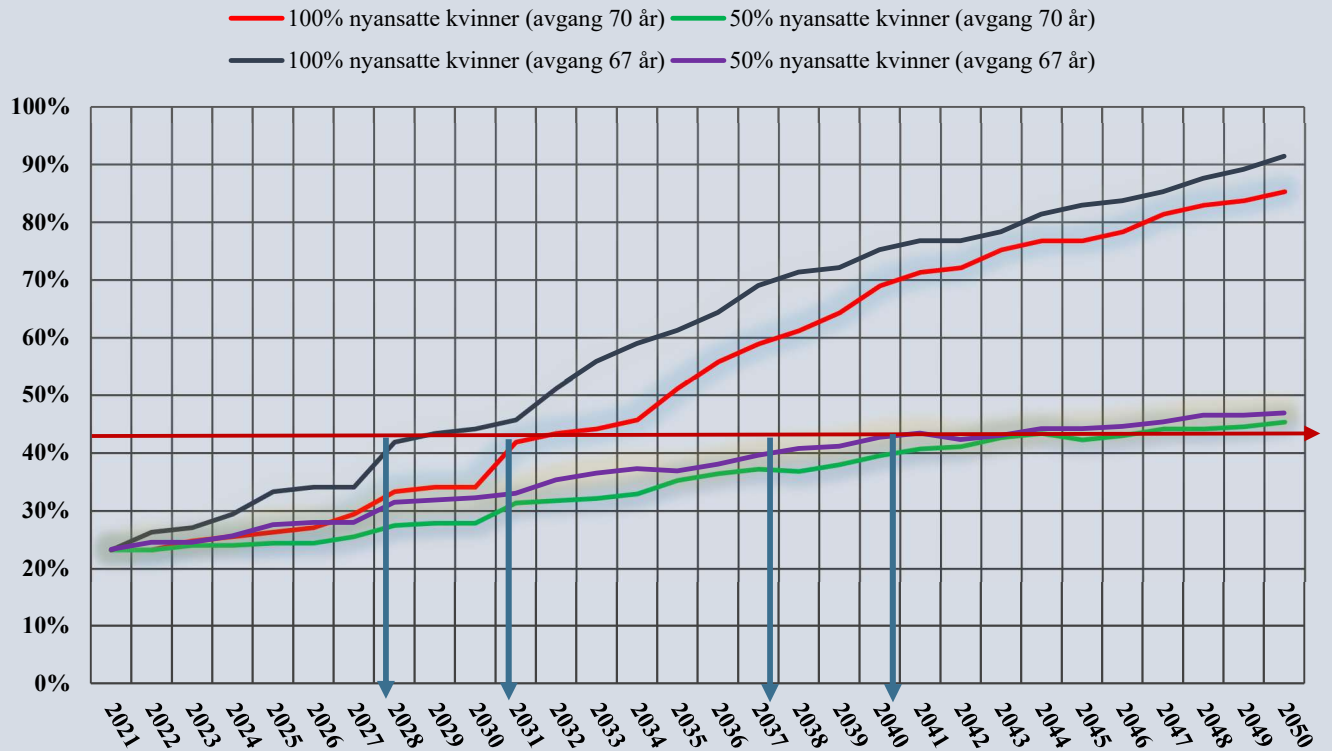
- NHH
- average for all schools participating in the Financial Times Masters in Management ranking
- average for all CEMS schools participating in the Financial Times Masters in Management ranking
- average for all Nordic schools participating in the Financial Times Masters in Management ranking

The group has also looked at different future scenarios at NHH to clarify the opportunities available and consider effective measures.

See the presentation below for a projection of staff data at NHH. Based on slightly reworked data from the HR department H2021, a presentation has been prepared that shows projections of staff data at NHH, based on the assumption that all staff members remain in employment until the age of 67 or 70, i.e. no early retirement. New positions (growth) have also not been included.

If today's staff work until the age of 67 and 100% of new employees are women, the target of 40% women will be achieved in 2028. If today's staff work until the age of 70 and 50% of new employees are women, the target of 40% women will be achieved in 2040.

**Group: permanent full-time employees
(associate professors + professors)**
**Percentage of women given different assumptions about the
percentage of new female employees and year of retirement**



The calculation is based on reworked data from H2021. In brief:

Ansatte ved NHH - Fakta



Stilling:	Totalt	Herav kvinner	% kvinner
Antall førsteamanuenser (FA)	49	16	32,7 %
Antall professorer inkl. 1404 (P)	80	14	17,5 %
Antall postdoktorer inkl. innsteg (PD)	41	19	46,3 %
Antall professor II (P2)	62	16	25,8 %
Antall førsteamanuensis II (FA2)	31	8	25,8 %

Kilde: Ansattdata fra HR-avdelingen H2021, noe bearbeidet.

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3.5 Equality work in the departments

The heads of departments are responsible for integrating the work on equality into the work of their departments, for ensuring that there is support for the work among academic staff, and for attainment of the goals within their subject areas. The departments have different challenges, and they implement the measures they deem expedient in order to achieve their goals. For the second 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 2021 and their plans for 2022.

3.5.1 Recruitment and gender equality

Table 12: Measures aimed at appointment of women to academic positions. The overview shows how many departments have implemented the various measures in 2021 and/or are planning to implement the relevant measures in 2022.

Measures for the appointment of women to academic positions:	NHH	
	2021 Implemented	2022 Plans
Measures to increase awareness in recruitment work, e.g. through the use of IAT	3	2
Clear goal of improving the gender balance in job advertisements	6	4
Mapping of potential internal and external candidates	6	4
Actively contacting relevant internal and external candidates	5	3
Well-considered timing of job advertisements	4	4
Advertising and appointing people to several positions at the same time	4	1
Appointing women to unadvertised permanent positions	0	1
Appointing women to unadvertised adjunct positions	4	3
Including possibility of temporary appointment for qualification in job	2	1
Female student assistants in short-term employment relationships	5	3
Active family policy (facilitate arrangements for partners and children)	5	4
Other recruitment measures	0	0

3.5.2 Qualification and facilitation measures

Table 13: Measures aimed at retainment of 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 the relevant measures in 2022.

Qualification and facilitation measures:	NHH	
	2021 Implemented	2022 Plans
Promotion/qualification as a topic in performance appraisal interviews	5	5
Individual plans for promotion	5	5
Mentor scheme in the department	5	4
Active use of adjunct positions	3	2
Extra resources to women in the department	5	4
Administrative research funding	2	3
Organisation of working hours with emphasis on time for qualifying tasks	5	4
Research stays abroad	2	3
Network initiatives	3	2
Arrangements in connection with parental leave	5	3
Measures for an inclusive working environment	6	4
Cultural initiatives, e.g. highlighting talents, celebrations	6	4
Measures to raise awareness of unconscious bias	1	2
Other qualification and facilitation measures	0	0

3.5.3 Female role models

Table 14: Female role models. The overview shows how many departments have implemented or are planning to implement measures targeting efforts to promote female role models.

Measures to promote female role models:	NHH	
	2021 Implemented	2022 Plans
Female lecturers at bachelor's level	5	3
Female lecturers at master's level	6	4
Female lecturers at PhD level	4	2
Female speakers at department seminars	6	4
Women recommended/proposed for important international roles/offices	3	2
Women recommended/proposed for important national councils and committees etc	5	3
Women recommended/proposed for leading roles/offices at NHH	6	4
Women in leading roles/offices in the department	4	4
Measures to increase female participation in and management of externally funded projects	3	2
Female role models – Other	0	0

3.5.4 Gender equality work in the departments – local measures

Table 15: Overview of other measures and how many departments have implemented the various measures in 2021 and/or are planning to implement various measures in 2022 (local measures)

Other measures the department has implemented in 2020 or planned for 2021	NHH	
	2021 Implemented	2022 Plans
Review of the division of tasks in the department	5	3
The management team has put gender equality on the agenda	4	3
Course in research dissemination	1	4
Allocation of local funds	3	2
Network initiatives	4	3
Social initiatives / working environment measures / cultural initiatives	3	4
Measures aimed at female students	4	5
Career guidance and placement measures	5	4
Other measures in the department	0	0

3.5.5 Measures aimed at integration and staff alignment

Table 16: Measures aimed at integration and alignment of gender equality work in the departments. The overview shows the extent to which the different measures are used in the different departments.

	FOR	SOL	RRR	FSK	FIN	SAM
Discussed in strategy meetings or other meetings	To some exten	To a great extent	To some exten	-	-	To some exten
Discussed when welcoming new employees	To some exten	To a great extent	To some exten	-	-	To a great extent
Equality strategy/action plan in the department	-	To a great extent	To some exten	-	.	To some exten
The topic is integrated in the department's strategies, plans, Integration and support 2021 – Other	To a great extent	To a great extent	To a great extent	-	To some exten	To a great extent
	-	-	-	-	-	-

3.5.6 Concluding comments about the gender equality work in the departments and further work

The departments have the following comments on the report and about what works well and what will be required to achieve improved gender equality for the department and NHH:

FSK:

FSK stands out from the other departments in having a clear majority of female staff members. There are only two permanently employed male employees. Active efforts to increase the proportion of women in the department have therefore not been an issue.

NHH has several good measures in place for the qualification of female staff, for example that they are granted research leave in half the time, earmarked funding for women and the possibility of covering more of expenses for conferences from NHH's internal fund.

It is also important that students have female role models in disciplines where the proportion of women is low.

FIN:

In a long-term perspective, it is important to demonstrate the general relevance of the finance discipline to young female students. That will form the basis for more women in finance at all levels, for example in teaching on the bachelor's programme. It is important to highlight good female role models in finance.

FOR:

The Department of Business and Management Science questions the value of the IAT test ([Implicit Association Test – Harvard University](#)) that members of the committee are required to take to identify any unconscious gender bias.

Furthermore, they find it questionable that pay support for adjunct positions below professor level is no longer part of the action plans, considering how it is easiest to achieve results at that level.

The challenge is to keep a continuous focus. If we are to really speed up the recruitment of women, it goes without saying that we need to make other priorities than we would if gender balance was not an issue.

RRR:

The biggest challenge in the Department of Accounting, Auditing and Law is a lack of qualified female applicants.

SAM:

It is the Department of Economics' experience that qualification funds and additional grants are attractive.

The main challenge is competing with other institutions over qualified female applicants and finding a suitable job for their partners.

SOL:

The Department of Strategy and Management considers that NHH has changed from what they describe as a male stronghold where men made the decisions and largely recruited their own candidates. The department believes that the situation has improved considerably, but the proportion of women at NHH is still too low. This represents a big and difficult challenge. Many positive initiatives and measures are nonetheless taking place:

- We have earmarked funds for women – Good
- We have the possibility of being granted research leaves in shorter time – Good

In the department's view, this means that we have many useful tools at our disposal if we manage to recruit a woman for an academic position.

The biggest challenge is to get qualified female applicants for advertised permanent positions.

To achieve that, we need to look at the recruitment of women to our own PhD programme. The Department of Strategy and Management has approximately 50% female PhD students. That is good, but the situation must be continuously followed up to enable us to recruit the best women for the PhD programme and into an academic career.

FURTHER WORK

NHH's management will use the feedback from the departments in the further dialogue on implementation and follow-up of 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. Based on the feedback from the departments, NHH's Central administration will follow up the work on integrating the work on equality into the work of the departments and ensuring the support of academic staff.

4 Plans for 2022

Also in 2021, NHH will focus on the goal of increasing the proportion of women in academic positions at all levels, to the extent possible in the short term and in a longer-term perspective.

The further work on the strategic project for gender equality in academic positions and general implementation of the Action Plan for Improved Gender Equality in Academic Positions will be given priority, including follow-up of prioritised measures and organisation of gender equality work.

Particular emphasis will be placed on:

- Information work/seminars on equality and gender perspectives in research
- Recruitment work and facilitating qualification for higher positions
- Endeavours to achieve a more inclusive work and organisational culture
- A continuous focus on gender equality at all levels of the organisation

The strategic project is due to submit its final report in June 2022.