



NIBIO

NORSK INSTITUTT FOR
BIOØKONOMI

Action plan for equality, diversity, and inclusion

2022-2026

Version 2.0.

Adopted 20.12.2021

Revised 2026



Photo: Lars Sandved Dalen

NIBIOs policy for equality

NIBIO will promote equality, diversity and inclusion in research, knowledge production, commissioned activities, innovation and leadership. NIBIO is committed to meeting the expectations placed on us as a research institute and employer by actively advancing equality, diversity, and inclusion. NIBIO will have a diverse work environment where everyone is met with respect regardless of gender, ethnicity, religion, beliefs, age, functional ability, or sexual orientation. A diverse workforce with a wide range of backgrounds and disciplines strengthens NIBIO's ability to deliver high-quality research and equips us to address major societal challenges as a dynamic, forward-looking institute.



Ivar H. Kristensen

Ivar Horneland Kristensen

Director General NIBIO

Anchoring and authority of the action plan

Gender equality is Goal 5 of the United Nations Sustainable Development Goals. One of its targets is to ensure the full and effective participation of all genders, and equal opportunities for leadership and positions at all levels within organisations.

From 2022, the EU has introduced a framework programme for research that strengthens its focus on equality and gender balance in research. Having a formal and binding gender equality action plan has become an eligibility requirement for the allocation of research funding. The Research Council of Norway (NFR) has adopted the same requirements as the EU, and from 2022 all applicants from research organisations and the public sector must have an equality action plan in order to receive funding from the Research Council of Norway.

In Norway, all public sector organisations are legally required to work actively to promote equality and diversity, both as employers and as public authorities. The duty to promote equality and report on activities, as set out in Sections 24 and 26 of the Equality and Anti-Discrimination Act, requires all public employers with more than 50 employees to work actively, systematically and purposefully to advance equality.

Under the adaptation agreement concluded between employee representatives and management, NIBIO will, as far as possible, facilitate employees in balancing important care responsibilities with their work duties and career development within the organisation. Where women or men are clearly underrepresented in leadership positions or other groups, individuals of the underrepresented gender will be encouraged to apply for advertised posts. All managers are required to ensure that all employees are given equal opportunities to qualify for more demanding roles within the organisation.

Goals for 2022-2026

NIBIO wants to promote equality and diversity because we know it strengthens us as an organisation. Heterogeneously composed research, professional and management groups prove to be more robust and innovative than homogeneous groups. Diversity will contribute to quality and innovation in the knowledge production at NIBIO. Research of high quality and relevance depends on the research communities' ability to ask the "right" questions and consider several possible solutions. This is best ensured in an environment that allows for different types of people with different experiences and with the ability for professional collaboration. Research and knowledge production play an important role in policy development and administration, and contribute to a more critical, diverse and open public debate. To have employees who reflect the diversity of the population at NIBIO will increase the credibility of the research and its relevance.

NIBIO has established three specific objectives concerning gender balance in career development, group composition, and leadership and decision-making.

1. Increase the proportion of female employees with Research Professor competence

NIBIO aims to achieve more than 35% female Research Professors by 2026. This means that 3–5 female researchers are expected to qualify each year during the period 2022–2026. Within the group of employees qualified as Research Professors (code 1183), the proportion of women has increased gradually year by year; however, targeted measures for this group could have a stronger impact in achieving the desired target more quickly. In 2020, the distribution was 73% men and 27% women. By 2025, this had changed to 68% men and 32% women. To reach the target of more than 35% female Research Professors, it is necessary to implement targeted measures aimed at women who could qualify for senior researcher positions within the next 2–3 years.

- 2. To ensure gender balance in the composition of members for research, professional and development projects.** The aim of NIBIO is for the composition of project groups and work packages to be gender-balanced as far as possible. NIBIO has an extensive portfolio of around 1,600 ongoing research projects. When initiating and starting up new projects, the composition of project groups and work packages must be discussed and assessed to ensure the best possible gender balance in the groups.

- 3. To increase the proportion of women in management positions.** NIBIO aims to have approximately the equivalent number of women and men in management positions at all levels. Through targeted investment in female employees who have an interest in or potential for management, the goal is to develop women's leadership skills so that they are competitive when recruiting for vacant management positions in NIBIO and for leading large research, professional and development projects.

Measures for equality, diversity and inclusion

NIBIO works continuously with measures to make the organisation aware of the effort that is being done to safeguard equality, diversity and inclusion, as well as prevent discrimination. Annual risk assessments are carried out in accordance with the provisions of the Equality and Anti-Discrimination Act.

In recruitment processes, the principle of qualifications is decisive, and the most qualified applicant for a position is appointed. NIBIO aims to attract highly qualified applicants of both genders. This is achieved both by developing the skills of existing employees and by building a strong reputation to attract external applicants. Overall, there is a balanced gender distribution at NIBIO when all employees are considered together. However, there is an imbalance in gender representation in some job categories.

NIBIO works systematically and purposefully to achieve as balanced a gender distribution as possible at all levels of the organisation.

Measure	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Raising awareness in the organisation	Incorporate the gender equality perspective into already established structures and management systems. This can occur, among other things, in ext. interviews, employee survey, salary policy, management training, award criteria for internal funds	NIBIOs ambition	Ensure equality, diversity and inclusion, as well as prevent discrimination	All employees	NIBIOs wish and statutory requirement	General director	Employee survey Annual status of the state of equality and diversity
	Party-composed working group for equality and diversity	NIBIOs ambition and wish as well as following up legal requirements and new award criteria from EU / NFR	Suggest goals and measures for increased equality and diversity	Management and employees	Mandate given by Collaborative committee	General director Top management team	Action plan for equality, diversity and inclusion
	Visibility of the annual status of the state of equality and diversity	Duty to report	The annual report shall summarise NIBIOs social mission and goals	All employees	NIBIOs wish and statutory requirement	General director	Annual report
	Leadership training in the topic of diversity management	NIBIOs wish and ambition	Increase competence in management	Management with personnel responsibility	NIBIOs wish	HR	Evaluation Annual report Employee survey

Measures for equality and gender balance

Measure	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Increase the number of women who qualify as 1183 Research Professor	Identify female researchers who can qualify and inviting participation in networking groups and providing individual guidance	Uneven gender distribution in group 1183 Research Professor	<p>>35 % female Research Professors</p> <p>3-5 Females qualify annually</p>	Female researcher who within 2-3 years can and want to qualify	<p>NIBIO's goals for gender equality and the associated action plan</p> <p>The Adaptation Agreement and the Gender Equality Act</p> <p>Employers' activity obligation for gender equality</p> <p>Award criteria in EU/NFR projects</p>	Head of department, HR and Research Staff	Number of female researchers that obtain 1183 Research Professor-competence
	Stimulate and motivate for a career path in NIBIO in the annual development talks where a career plan is discussed					Head of department	
	Incorporate allocation criteria that promote gender balance when allocating incentive funds from the basic allocation					Research staff	
	Facilitate courses in publishing, writing support and individual guidance Have a conscious relationship to co-authorship and project management					Research staff	

Measures	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Ensure gender balance in the composition of members in research, professional and development projects	Project managers/ research managers are introduced to and follow up EU/NFR requirements for gender equality in project applications	Requirements from EU/NFR	Gender balance	All employees	NIBIOs ambition and wish Equality law Award criteria in EU/NFR projects	All management	Incorporated in the Project Handbook and application template Training plans for new employees
	Project managers/ research managers are introduced to NIBIO's goals for equality and diversity and the EU/NFR requirements that gender balance must be assessed in the composition of working groups	NIBIOs wish Requirements from EU/NFR Uneven gender distribution Participation is important for qualification for both promotion and leadership positions		All employees who are to join composite work groups Employees seeking funding in the EU or NFR		All management Research staff	Annual overview of gender balance in big projects Project Handbook
	Identify possible candidates internally for management positions with personnel responsibilities and for the management of large projects	Uneven gender distribution		Employees with potential /interest to become a leader and take the lead of large projects		Division-director Immediate management	Annual Report
Increase number of women in management positions in NIBIO	Encourage women to apply for positions by announcing management positions and other position groups where an employee group is under-represented. NIBIO will ensure a balanced candidate selection interview	Uneven gender distribution	Find causes and measures if any unreasonable discriminations	Applicants to vacant positions		Immediate management HR	Annual Report
	Offer leadership development programme	Uneven distribution in some position types		Employees with the potential and interest to become leaders and take the lead of big projects		Head of Department HR	Annual Report Internal status report from development-programme
Ensure equal pay for equal work	Survey equal pay situation	Obtain info. on any unreasonable discrimination		All employees	Wage policy at NIBIO Statutory requirements	Head of Department HR	Annual Report

Measures for diversity and inclusion

Measure	Activity	Background	Goal	Target group	Anchoring Authorisation	Responsible for implementation	Results
Diversity declarations	Carried out when announcing all vacant positions	Quality-assured compliance with statutory requirements	Ensure diversity and equal treatment	Underrepresented groups	Law of equality and discrimination	Division-, Staff Director Head of department HR	Call qualified applicants for an interview Annual report
	Followed up in the template for setting employment	Quality-assured compliance with statutory requirements	Ensure diversity and equal treatment	Underrepresented groups	Law of equality and discrimination	Division-, Staff Director Head of department HR	Explain that the assessment has been carried out in accordance with the guidelines
Prevent bullying and harassment	Notification guidelines are available on the intranet Alert poster on NIBIO's website Regular information about notification channel Clarify how employees notify and how the notifications are followed up	NIBIO shall be an organisation where everyone is respected	Zero tolerance for bullying and harassment. Everyone should be aware of the notification channel and the routine	Management and all employees	Law of equality and discrimination The employer's activity obligation that follows from the duty of care	Head of Department/ Personnel Director of Research	Number of alerts

Earmarked resources and funds

NIBIO has established an Equality and Diversity Committee tasked with conducting risk assessments, proposing relevant goals and measures, and supporting the implementation of the action plan for equality, diversity and inclusion. NIBIO's management is responsible for following up the action plan. Dedicated resources have been earmarked to further work on equality, diversity and inclusion.

Follow-up and evaluation

The equality and diversity situation at NIBIO is documented in the annual report. The report includes gender-disaggregated data for all job categories, as well as the equal pay review. It also highlights the impact of the measures set out in the action plan and how earmarked equality funding contributes to achieving the organisation's equality and diversity objectives.

The annual status report provides the basis for assessing implemented measures against the objectives of the action plan and for identifying any need for adjustments. Where results fall short of expectations, the underlying causes will be analysed and new measures considered.

The equality situation is reviewed annually between management and employee representatives in the Cooperation Committee.