



# STATUS REPORT ON GENDER EQUALITY IN ACADEMIC POSITIONS – 2020

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## 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 on gender equality in academic positions at NHH. The report endeavours to meet NHH's reporting obligation under the Equality and Anti-Discrimination Act as regards gender equality. Chapter 2 documents the gender balance status through selected key figures. Chapter 3 describes measures implemented under the action plan in 2020. Chapter 4 presents plans for 2021. 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 2020

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 2020. 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 30%, a slight increase for the second 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 (1013) and associate professors in 2020 was 19% and 29%, 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. Unfortunately, there was a decrease of one percentage point from 2019 to 2020 in the category ‘professors’, following an increase of four percentage points from 2015 to 2019 in this category. The figures are low, and minor changes therefore have a big impact. One person, a man, was promoted to professor in 2020.

*Table 1: Proportion of female members of the academic staff and proportion of women of the total number of FTEs<sup>1</sup>*

	Result					Ambition
	2016	2017	2018	2019	2020	
PhD candidates (%)	41%	40%	35%	34%	40%	≥ 40%
Postdoctoral fellows (%)	34%	30%	19%	30%	33%	≥ 40%
Associate professors (%)	34%	33%	32%	33%	29%	≥ 40%
Professors (%)	18%	18%	20%	20%	19%	≥ 40%
Adjunct professors (%)	14%	18%	26%	27%	25%	≥ 40%
Proportion of women in teaching, research and dissemination positions (UFF) (%)	30%	30%	28%	29%	30%	≥ 40%
Proportion of women in dosent professor and professor positions (%) (KD)	18%	17%	20%	20%	18%	≥ 40%
Proportion of women of the total number of FTEs (UFF and T/A staff) (%)	43%	43%	42%	43%	43%	-

*Source: DBH*

The other categories – PhD candidates, postdoctoral fellows and adjunct professors – are fixed-term positions. This provides greater leverage in the short term, which is reflected in greater variation in the long term. 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. For example, 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 the long term. One person was appointed to a tenure track position in 2017 and one in 2018, both of them women. Both in 2019 and in 2020, 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. Unlike in 2019, the proportion of women appointed to ordinary postdoctoral positions in 2020 was unfortunately also low, and the total proportion of women appointed to postdoctoral positions was only 9% in 2020, compared with 55% in 2019, cf. Table 3 in Section 2.2. NHH recognises that active, targeted, long-term efforts are required to succeed in the tough international competition for well-qualified women.

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<sup>1</sup> 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). See Table 2 for a more detailed specification of adjunct positions for this category in 2019 and 2020.

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). Two of the heads of department are female (FSK and FIN). Because of the low number of employees in each category in the departments, small changes, for example only one person, can lead to major fluctuations in percentages. Table 2 therefore shows full-time equivalents performed by women and total full-time equivalents in different academic positions in each department in 2019 and 2020.

*Table 2 Full-time equivalents performed by female staff, and total full-time equivalents in academic positions by department 2020 (2019 in brackets)*

	FIN	FOR	FSK	RRR	SAM	SOL	Total
PhD candidates	1.6 of 9 (1.8 of 10)	8 of 19 (7 of 16)	2 of 4 (2 of 4)	2 of 14 (0 of 11)	11 of 22.8 (7 of 21)	10.8 of 20.8 (10 of 19)	35.4 of 89.6 (27.8 of 81)
Postdoctoral fellows	2 of 5 (2 of 4)	3 of 7 (1 of 6)	1 of 1 (0 of 0)	0 of 3 (0 of 1)	4 of 14 (4 of 13.5)	1 of 3 (1 of 2)	11 of 33 (8 of 26.5)
Researchers	- (0 of 1.2)	0 of 2 -	-	-	0.2 of 0.2 (1 of 2)	- (0 of 0)	0.2 of 2.2 (1 of 3.2)
Assistant professors and university college teachers etc. <sup>2</sup>	- -	0.7 of 2.2 (0.6 of 1.5)	1.7 of 3.1 (1.7 of 3.1)	0.2 of 1.1 (0.1 of 1.6)	- (0 of 0.6)	0 of 0.2 (0 of 0)	2.6 of 6.6 (2.4 of 6.8)
Associate professors (including vice rectors)	1 of 10 (1 of 9.2)	2.6 of 10.6 (2.4 of 6.6)	5 of 5.1 (5 of 5.1)	3 of 11.7 (2 of 8.1)	3 of 8.2 (3 of 7)	3 of 11 (3 of 10)	17.6 of 56.6 (16.4 of 46)
Professor 1013 (incl. rector/vice rectors)	1 of 4.2 (1 of 4.2)	1 of 20 (1 of 20)	2.3 of 3.3 (2.3 of 3.3)	3 of 8.8 (3 of 9.3)	3.2 of 21.5 (4.2 of 21.2)	4 of 21 (5 of 22)	14.5 of 78.8 (16.4 of 80)
Professor 1404	- -	- -	- -	- -	0 of 2 (0 of 2)	- -	0 of 2 (0 of 2)
Adjunct associate professors	0 of 0.3 (0 of 0.4)	0.2 of 1.9 (0 of 1.7)	- -	0.6 of 1.5 (0.4 of 1.6)	0.2 of 0.8 (0.2 of 0.9)	0.2 of 0.3 (0.2 of 0.5)	1.2 of 4.8 (0.8 of 5)
Adjunct professors (secondary position)	0 of 1.2 (0 of 0.9)	0.2 of 0.9 (0.2 of 0.8)	- -	0.9 of 3.1 (0.9 of 3.1)	1.2 of 3.7 (1 of 3.1)	0.4 of 1.7 (0.6 of 2)	2.7 of 10.6 (2.7 of 9.9)
Total	5.6 of 29.7 (5.8 of 29.8)	15.7 of 63.6 (12.2 of 52.6)	12 of 16.5 (10.9 of 15.4)	9.7 of 43.2 (6.4 of 35.7)	22.8 of 73.2 (20.4 of 71.3)	19.4 of 58 (19.8 of 55.4)	85.2 of 284.2 (75.5 of 260.2)

Source: DBH

## 2.2 Recruitment

This section contains the recruitment figures for 2020. 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

<sup>2</sup> The group includes university college teachers, assistant professors, and teaching personnel without approved teaching qualifications.

as associate professor and professor in each department, is 50% or more. The target has been achieved for PhD candidates, but not the other categories. 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 person, a man, was promoted to professor in 2020.

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

	2016	2017	2018	2019	2020	Ambition
PhD candidates (%)	40%	42%	5%	44%	52%	≥ 50
Postdoctoral fellows (%)	29%	13%	25%	55%	9%	≥ 50
Associate professors (%)	25%	38%	43%	40%	11%	≥ 50
Professors (%) (excl. promotions)	100%	100%	-	-	-	≥ 50

*Source: NHH*

Table 4 shows the number of applicants for academic positions and the number invited for interviews in 2020, 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 positions.

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

	Applicants		Invited for interview	
	Men	Women	Men	Women
PhD candidates (*)	807 (70%)	350 (30%)	31 (53%)	28 (47%)
Postdoctoral fellows	140 (67%)	68 (33%)	59 (66%)	30 (34%)
Associate professors	34 (77%)	10 (23%)	6 (100%)	0 (0%)
Assistant professors (one-year temporary position with an extension option)	2 (22%)	7 (78%)	0 (0%)	3 (100%)
Total	983 (69%)	435 (31%)	96 (61%)	61 (39%)

*Source: NHH*

In some categories, appointments are made without the vacancy having been advertised. In 2020, four new adjunct professors were appointed, one of whom was a woman; eight new adjunct associate professors, two of whom were women; two new adjunct assistant professors, one of whom was a woman; and three postdoctoral fellows, one of whom was a woman.

The decision was also made in 2020 to make three appointments to unadvertised positions, a postdoctoral fellow (woman), an adjunct associate professor (man), and an adjunct professor (man), with start dates in 2021.

## 2.3 Pay

Table 5 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 5 Average pay overall, and women's average pay as a percentage of men's, 2020 (2019 figures in brackets – percentage)

Position	Men Average pay	Women Average pay	Women's average pay as a percentage of men's
PhD candidates	492,808	492,239	99.88 (100.4%)
Postdoctoral fellows	669,969	645,027	96.28 (100.0%)
Associate professors	701,984	707,427	100.78 (101.7%)
Professor 1013	925,936	903,387	97.56 (96.8%)
Adjunct professors	871,487	857,827	98.43 (94.5%)

(\* Position category 1404 has not been reported separately, since it represents less than three people.  
Source: NHH

## 2.4 Temporary positions, sickness absence and age distribution

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

### 2.4.1 Temporary positions

Table 6 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<sup>3</sup> 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 6 FTEs performed by women in temporary academic positions (excl. adjunct positions) by department, 2020

		FIN	FOR	FSK	RRR	SAM	SOL
Associate professors	Total number of FTEs	10.0	9.6	5.1	11.8	6.2	9.0
	Temporary FTEs, total	0.0	0.0	0.0	2.1	0.0	0.0
	Temporary FTEs, women	0.0	0.0	0.0	1.0	0.0	0.0
Professor 1013	Total number of FTEs	4.2	20.0	3.3	7.8	20.1	21.0
	Temporary FTEs, total	0.2	0.0	0.3	0.8	0.9	0.0
	Temporary FTEs, women	0.0	0.0	0.3	0	0.0	0.0

Source: DBH

<sup>3</sup> Total figures including the rector and vice rectors.

## 2.4.2 Absence (sickness and parental leaves)

Table 7 shows absence due to own illness or illness of a child, and parental leave.

Table 7 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	107	172	7	0	6	3	298	7
Postdoctoral fellows	0	11	8	0	0	0	16	0
Associate professors	131	211	6	1	0	0	137	7
Professor 1013	26	74	0	0	2	0	21	109
Professor 1404								
Adjunct professors								

Source: NHH

## 2.4.3 Age distribution

Table 8 shows the number of full-time equivalents at NHH in academic positions, by age group and gender.

Table 8 FTEs at NHH in academic positions, by age group and gender. Number of FTEs performed by women (out of total), whole numbers

	20–24	25–29	30–34	35–39	40–44	45–49	50–54	55–59	60–64	65–
PhD candidates	0 of 2	19 of 51	11 of 25	5 of 11			1 of 1			
Postdoctoral fellows		2 of 3	5 of 20	2 of 6	2 of 4					
Associate professors			1 of 5	4 of 14	3 of 14	2 of 7	4 of 8	2 of 6	1 of 3	0 of 1
Professor 1013				2 of 5	0 of 3	1 of 7	4 of 17	3 of 16	1 of 14	3 of 14
Professor 1404								0 of 1	0 of 1	
Adjunct professors				0.0 of 0.1	0.2 of 0.6	0.8 of 2.2	1 of 2.9	0.1 of 1.8	0.5 of 1.5	0.1 of 1.5
Total	0 of 2	21 of 54	17 of 50	13 of 36	5 of 22	4 of 16	10 of 29	5 of 25	3 of 20	3 of 17

Source: NHH

## 2.5 Summary of status 2020

NHH has over a number of years implemented extensive measures aimed at the recruitment, qualification and promotion of women (cf. 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. For fixed-term positions such as PhD candidates and postdoctoral fellows, there has been a slight increase in the proportion of female employees in 2020. However, the proportion of women employed as postdoctoral fellows and associate professors in 2020 is far below the school's ambition, but NHH maintains its ambitious long-term goal that 50% or more of all new academic staff members in each department shall be women.

## 3 Measures 2020

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 2020 of nearly NOK 1.5 million. This is divided between just over NOK 200,000 for seminars and measures in the central organisation, NOK 80,000 for compensation in connection with research leaves, NOK 676,000 as incentives in connection with recruitment (adjunct positions and postdoctoral fellows), and the remaining for annual stipends. Unused funds account for around NOK 1.2 million. The underspending is due to less use of annual stipends, lower expenses for seminars, and slightly less use of funds for recruitment measures than budgeted for. Some of the underspending has to do with the effects of the pandemic. Measures implemented in 2020 are described below.

### **3.1 General measures to 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 2020 between the rector's team and the heads of department. The action plan for a better gender balance 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 2020 in connection with the school's work on EQUIS reaccreditation. 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. Personnel resources have been allocated to work on gender equality and the coordination of gender equality measures in the central organisation. No equality seminars were held at the central level in 2020 due to the coronavirus situation.

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 2020:

- **Virtual networking meetings for female economists in Nordic countries.** Since many of the planned physical meetings were cancelled due to the COVID-19 pandemic, WomEN moved the networking and mentoring meetings from NHH's premises to Zoom. This made it possible to include many more women, also from abroad. Together with several women in Sweden, Denmark and Finland, a virtual programme for women has thereby been developed in which a senior researcher discusses topics such as network building, career planning or refereeing for 15 minutes, and then chairs a 15-minute discussion with the participants afterwards. We have had five meetings with 60–120 participants in 2020.
- **Travel grants for network building.** WomEN offers travel grants to women to cover expenses for networking stays. Two women received grants from WomEN for networking stays in the USA (with their families) in spring 2020 (before the pandemic).
- **Lecture training.** WomEN offers courses in presentation techniques for women. These courses are adapted to individual needs and will be offered at least three times. Six women participate each time. The first course was held in February 2020 and the second in November 2020.
- **Women in Economics Event.** Together with the rector's team, WomEN organised an event for master's degree students at NHH in March 2020 to celebrate the International Women's Day. Former NHH students talked about their careers after graduating from NHH, and Siri Isaksson (assistant professor at NHH) gave a talk about her research on gender differences in decision-making. We also had a panel discussion on women and career choices. This event was very well received by the students.

In autumn 2020, NHH was awarded its second BALANSE project, *Challenge*. The project is led by Vice Dean and Associate Professor Malin Arve and Associate Professor Evelina Gavrilova-Zoutman. The project starts in January 2021. 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 between women in academia and in the private sector.

### 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 9 shows the proportion of female lecturers on various programmes and levels in 2020. 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. Unfortunately, the figures show a decrease at all levels with the exception of the MSc AA programme.



Table 9 Proportion of female lecturers on various programmes and levels, 2020 (2019 in brackets)

	BSc EBA	MSc EBA	MSc AA	PHD
Total number of courses	66 (77)	156 (161)	10 (20)	26 (31)
Number of female course coordinators	16.9 (25)	29.3 (38.5)	1 (2)	4.33 (7)
Proportion of female course coordinators	26% (32%)	19% (24%)	10% (10%)	17% (23%)

Source: NHH

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

- NHH encourages and facilitates the use of female researchers as sources in the media.
- NHH highlights female researchers in the ongoing production of content for NHH's website and in social media.
- NHH places particular emphasis on recruiting female researchers to op-ed and media training courses.

High priority is given to efforts to increase the proportion of female NHH researchers who make active contributions to public debate and are used as sources in the media, both in the form of responses to enquiries from the media and through proactive dissemination such as op-eds and interviews. The department also emphasises recruiting women to participate in events that are open to the public, for example National Science Week in Bergen.

In spring 2020, an English-language digital op-ed writing course was organised in which 50% of the participants were women.

Of the 20 most frequently cited NHH researchers in Norwegian media, four were female. That means the proportion of women was 20 per cent. In 2019, there were six women among the 20 most frequently quoted researchers. Two of them resigned from their research position at NHH in 2020.

Of a total of 141 op-eds written by researchers at NHH.no and NHH Bulletin in 2020, 32 were written by female NHH researchers. That is a proportion of women of 22 per cent.

Of 139 articles published at NHH.no and NHH Bulletin in 202, 42<sup>4</sup> of the articles included female interviewees. That is a proportion of women of around 30 per cent.

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 10 shows the proportion of female student assistants.

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<sup>4</sup> A small proportion of these articles were about female students at NHH.

Table 10 Proportion of female student assistants, 2020 (2019 in brackets)

	FIN	FOR	FSK	RRR	SAM	SOL
Student assistants, number of women and total number <sup>5</sup>	3 of 20 (5 of 11)	18 of 53 (21 of 59)	6 of 15 (5 of 1)	6 of 20 (10 of 26)	15 of 28 (13 of 27)	14 of 65 (16 of 47)
Student assistants, proportion of women	15% (45.0%)	34% (35.6%)	40% (27.8%)	30% (47.6%)	54% (48.1%)	22% (38.0%)

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 2020. 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 to promote the recruitment of women. See also section 3.4 on department-wise measures.

### 3.2.2 Financial measures in connection with recruitment and appointment

The action plan concludes that the school's pay policy must be used actively to achieve the targets for recruiting women. As a measure in the action plan, 50% of the salary for the first two years will be covered by central gender equality funds when appointing women to adjunct 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 include facilitating further 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.

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<sup>5</sup> The figure for FSK 2019 includes both student assistants and study group leaders.

### 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 incorporated into the Funds Regulations, for example a current arrangement whereby an annual amount of NOK 40,000 is earmarked for grants for women to attend conferences.

## 3.4 Equality work in the departments

The heads of departments are responsible for integrating 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 first time, a form has been used to obtain information for this report. This results in standardised information that contributes to a uniform, comprehensive presentation. At the same time, the solution provides less detailed information about the individual departments. Below is an overview of the departments' equality work in 2020 and their plans for 2021.

### 3.4.1 Recruitment and gender equality

*Table 11 Measures for the appointment of women to academic positions. The overview shows how many departments have implemented the various measures in 2020 and/or are planning to implement the relevant measures in 2021.*

Measures for the appointment of women to academic positions:	NHH	
	2020 Implemented	2021 Plans
Measures to increase awareness in recruitment work, e.g. through the use of IAT	4	3
Clear goal of improving the gender balance in job advertisements	5	4
Mapping of potential internal and external candidates	4	4
Actively contacting relevant internal and external candidates	4	3
Well-considered timing of job advertisements	3	1
Advertising and appointing people to several positions at the same time	4	3
Appointing women to unadvertised permanent positions	0	0
Appointing women to unadvertised adjunct positions	4	3
Including possibility of temporary appointment for qualification in job	2	2
Female student assistants in short-term employment relationships	6	4
Active family policy (facilitate arrangements for partners and children)	4	3
Other recruitment measures	0	0

### 3.4.2 Qualification and facilitation measures

Table 12 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 the relevant measures in 2021.

Qualification and facilitation measures:	NHH	
	2020 Implemented	2021 Plans
Promotion/qualification as a topic in performance appraisal interviews	5	6
Individual plans for promotion	5	6
Mentor scheme in the department	5	5
Active use of adjunct positions	4	4
Extra resources to women in the department	3	3
Administrative research funding	1	1
Organisation of working hours with emphasis on time for qualifying tasks	4	4
Research stays abroad	2	1
Network initiatives	3	3
Arrangements in connection with parental leave	4	4
Measures for an inclusive working environment	3	3
Cultural initiatives, e.g. highlighting talents, celebrations	5	5
Measures to raise awareness of unconscious bias	2	3
Other qualification and facilitation measures	0	0

### 3.4.3 Female role models

Table 13 Female role models. The overview shows how many departments have implemented or are planning to implement measures aimed at promoting female role models.

Measures to promote female role models:	NHH	
	2020 Implemented	2021 Plans
Female lecturers at bachelor's level	4	5
Female lecturers at master's level	6	6
Female lecturers at PhD level	4	5
Female speakers at department seminars	5	5
Women recommended/proposed for important international roles/offices	3	3
Women recommended/proposed for important national councils and committees etc.	4	4
Women recommended/proposed for leading roles/offices at NHH	3	5
Women in leading roles/offices in the department	4	5
Measures to increase female participation in and management of externally funded projects	4	4
Female role models – Other	0	0

### 3.4.4 Gender equality work in the department – local measures

Table 14 Overview of other measures and how many departments have implemented the various measures in 2020 and/or are planning to implement various measures in 2021 (local measures)

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

### 3.4.5 Measures relating to integration and support among the academic staff

Table 15 Measures to integrate the gender equality work into the work of the department in question and ensure the support of academic staff.

The overview shows the extent to which the different measures are used in the different departments.

	FSK	FIN	FOR	RRR	SAM	SOL
Discussed in strategy meetings or other meetings	To some extent	To some extent	To some extent	To some extent	To some extent	To a great extent
Discussed when welcoming new employees	To some extent	To some extent	To some extent	To some extent	To a great extent	To a great extent
Equality strategy/action plan in the department	-	To some extent	-	To some extent	To some extent	To some extent
The topic is integrated in the department's strategies, plans, reports, procedures etc.	-	To a great extent	To some extent	To some extent	To some extent	To some extent
Integration and support 2020 – Other	To some extent	-	-	-	-	-

Comment from FSK regarding Other measure: Remove wording from job adverts that women will be prioritised if several candidates have otherwise equal qualifications.

### 3.4.6 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 for the department and NHH to become better at gender equality:

#### FSK:

The report shows that FSK has not been very aware of gender equality issues. The department has a majority of women on its staff, and NHH's efforts to recruit more women have therefore not been particularly relevant to the department.

#### FIN:

The department devotes much attention to gender equality through research projects and access to networks, and this works well.

The department can still focus more on following up individual employees in relation to prioritisation, including planning which research projects the individual should focus on in

order to qualify for a permanent position or promotion, which tasks the individual should be shielded from, and which tasks/roles give them good and important experience.

NHH can use salary and other benefits as tools to attract more capable women. The department emphasises gender equality in terms of recruitment and equal opportunities. Women should to an even greater extent be shielded from responsibilities that do not contribute towards qualification for higher positions, such as participating in expert committees and less important working groups.

**FOR:**

There are few women in the department's disciplines. The qualification principle sets limits on how far we can go in the positive discrimination of women. The department actively uses career planning and similar tools for women, but naturally also for men.

**RRR:**

There are many women in the fields of accounting, auditing and law both in Norway and internationally. We cannot see that we have any challenges in relation to differential treatment or unequal opportunities for women vs men in the department or internationally. There are also underlying stimuli/financial incentives for recruiting and retaining women.

In our day-to-day work, the department therefore focuses on having genuine equality, meaning that we emphasise qualities rather than gender, but 'nudge' women forward.

Our main challenge is the recruitment of female master's degree students for the PhD programme. There is a very skewed gender balance (few women) among the applicants. Therefore, our efforts primarily target recruitment.

**SAM:**

The department takes gender equality seriously. We have recruited many female PhD candidates, and several women in tenure track positions have been appointed and will start in 2021. One woman has applied for promotion to professor in 2020. Extra funding and measures under the auspices of NHH/SAM help to attract more women to NHH/SAM.

The biggest challenge is often related to the family situation. It can be difficult to find a job for the partner, and women who move here without a partner can feel lonely in a small city like Bergen.

**SOL:**

We are making systematic efforts to improve the gender balance in the Department of Strategy and Management. The following is high on our agenda:

1. PhD candidates: We aim for a 50/50 gender balance among our PhD candidates. Today, the proportion of women is 56%.
2. Adjunct positions: We are making active efforts to achieve a 50/50 gender balance in our adjunct positions. Today, the proportion of women is around 42%, and the goal is to increase this.
3. Permanent employees: SOL is far from achieving its goal for the proportion of women. Only a quarter of all permanent employees are currently women. The number has increased, but is still too low. Appointing women to permanent positions is a high priority, and arrangements are made to ensure that female postdoctoral fellows can qualify for permanent positions.

Point 3 is the most long-term and most challenging task in relation to recruitment.

## **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 among the academic staff. Based on the feedback from the departments, NHH's central administration will follow up the work on integration and support among the academic staff.

## **4 Plans 2021**

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

Priority will be given to the further work on the implementation of the Action Plan for Improved Gender Equality in Academic Positions, 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 workplace and organisational culture
- A continuous focus on gender equality at all levels of the organisation