



Norwegian People's Aid



Rich in diversity

# EQUALITY AND DIVERSITY REPORT 2023





# Norwegian People's Aid

## – Equality and Diversity Report for 2023

**N**orwegian People's Aid (NPA) is a membership-based humanitarian organisation founded by the Norwegian Confederation of Trade Unions (LO) in 1939. The trade union movement's fundamental values – unity, solidarity and human dignity – underpin the organisation's endeavours. Our principles are built on a belief in equal rights for all, irrespective of background. We are a diverse organisation, whose employees have different backgrounds, expertise and perspectives. Diversity and equality are cornerstones of NPA's Policy and Action Programme 2023–2027.

NPA works to achieve a more just and sustainable world by engaging in a wide range of activities that address the United Nations' Sustainable Development Goals (SDGs) both directly and indirectly. We focus on protecting life and health, promoting inclusion and a fair distribution of power and resources, assisting refugees and internally displaced people, as well as development and humanitarian partnerships. Through these activities, we help create more sustainable and robust societies worldwide, with solidarity not charity as our guiding principle.

The protection of life and health is a key aspect of our work. This is particularly evident in our efforts relating to search and rescue, as well as explosives and mine clearance. These activities accord with SDG 3, *Good health and well-being*, whose objective is to secure good health and promote a good quality of life for people of all ages.

Our efforts to promote the fair distribution of power and resources makes a direct contribution to SDG 10,

*Reduced inequalities*, as well as SDG 16, *Peace, justice and strong institutions*. By supporting political activities and strengthening civil society, we are working to combat inequality and promote a fairer society worldwide.

In our work on behalf of refugees and internally displaced people, we have a clear focus on SDG 10, *Reduced inequalities*. Our efforts to integrate refugees, displaced people and other marginalised groups into local communities underline the importance of inclusion and equal opportunities for all.

Through our explosives and mine clearance work, we contribute to SDG 15, *Life on land*, by removing landmines and other munitions that pose a threat to human life and safety, and that prevent sustainable development and use of the land.

By engaging in development and humanitarian partnerships, we support SDG 13, *Climate action*, SDG 2, *Zero hunger*, and SDG 11, *Sustainable cities and communities*. In practice, this means we support projects relating to the climate and environmental protection, food safety and urban development that promote sustainable growth and development.

The spirit of solidarity underpins all the work we do to tackle critical global challenges relating to health, security, justice, inclusion and the environment in pursuit of the UN's Sustainable Development Goals. Through our initiatives, we aim to contribute to a fairer and more sustainable future for all.



### Status of gender equality

In 2023, NPA's governing National Board comprised nine women and nine men. The senior management team comprised four women and four men.

NPA employed 170.73 full-time equivalents (FTE) in 2023. This is 21.02 FTEs more than the year before. 13.3 FTEs worked at the emergency accommodation centre for refugees at Gardermoen, Norway's main airport. NPA discontinued this operation, which was transferred to another service provider, on 30 September 2023. As a result, the number of FTEs at the close of the year was reduced from 307.73 to 294.43 based on its contract with the City of Oslo. 137 of these FTEs worked overseas. We have approximately 3,000 local employees engaged in international projects, corresponding to the same number of FTEs.

The following table shows a location-based breakdown of NPA's employees and FTEs.

Place of work	No. of employees	No. of FTEs
Head office	154	145,8
Regional offices	10	10
Gardermoen refugee reception service	9	1,63
Gardermoen emergency accommodation facility	29	13,3
International service	137	137
<b>Total</b>	<b>339</b>	<b>307,73</b>

Overall, 39 percent of the workforce are women and 61 percent men. There was a slight majority of women employed at head office in 2023 (55%), while the bulk of those working overseas were men (83%). Six women and 16 men are employed as regional/country directors. International programmes had 52 management positions, 15 of which were filled by women and 37 by men.

International management positions	Women	Men	Total
Country/Regional Directors	6	16	22
Programme Managers	3	7	10
Deputy Programme Managers	1	2	3
Finance Managers	3	8	11
Logistics and Security Managers	0	4	4
Project Managers	2	0	2
<b>Total</b>	<b>15</b>	<b>37</b>	<b>52</b>

The majority of international positions are filled by men. This is largely attributable to the fact that we work in high-risk countries, performing dangerous tasks like mine clearance. We have therefore recruited many employees from the armed forces, where men outnumber women. We are aware of this and are working systematically to increase the percentage of women we employ. For example, we are raising awareness of the types of qualifications needed when we recruit staff to new positions. A greater focus on internal mobility and employee development will also help to increase the percentage of women in international positions at NPA.

### Equal pay

NPA does not set salary levels individually or engage in individual salary negotiations. As at 31 December 2023, all positions within the organisation were remunerated in line with the collective agreement Landsoverenskomsten AAF-HK, local pay policies and associated pay scale, with the exception of the Secretary General and the department heads. The employee's placement in the pay scale is determined by their job description.

The pay scale is divided into five grades. Each position is placed in a pay grade on the basis of its complexity and autonomy, and the extent to which the incumbent is required to engage in analysis, planning and personnel leadership. Pay increases for length of service are awarded on the basis of predetermined timescales and the criteria set out in NPA's pay policy.

### Average pay in Norway per pay grade in NOK

Pay grade	Women		Men		All		Women's pay as a percentage of men's pay
	Average salary	No.	Average salary	No.	Average salary	Antall	
<b>1</b>	499 142		548 648		530 967		91%
<b>2</b>	659 100		647 380		629 622		101,8%
<b>3</b>	734 139		762 836		755 010		96,2%
<b>4</b>	785 000		830 956		802 872		94,5%
<b>5</b>	913 307		970 576		938 760		94,1%
<b>M</b>	647 961		647 961		647 961		
<b>Employees in Norge</b>	<b>687 276</b>	<b>92</b>	<b>683 820</b>	<b>79</b>	<b>664 905</b>	<b>171</b>	

From 2022 to 2023, women's salary as a percentage of men's salary increased in all pay grades apart from grade 5. This may be explained by the fact that a man now serves as Secretary General, where the office was previously held by a woman. The male executives situated in pay grade 5 have also been with the organisation for many years. As a result, the majority of those receiving the highest salary in the management team are men.

The salaries paid to those working in international programmes are determined on the basis of the individual job description and local pay policies for international positions. It is the position itself that is allocated a pay grade, irrespective of its incumbent. No supplements are paid on the basis of long service in the programme or wider organisation for these positions. We have elected not to disclose the number of women and men in this presentation for reasons of privacy. This is because there are so few employees in several of the job categories that individuals may be identifiable. For a transitional period, we have certain positions that have been placed manually in the pay scale. These are specifically indicated.

NPA's international programmes do not operate with defined pay scales. Average pay per gender is therefore disclosed.

### Average salary for international positions, by gender

	Women	Men	Total
No.	22	110	132
Average pay grade	48,2	46,6	47,4
Average amount (in NOK)	620 318	605 242	612 780

Fewer women than men are employed in international positions. This may be explained by the fact that many of the positions require technical qualifications and that positions involved in mine clearance have long been filled by men recruited on the basis of their military background. We are working systematically to increase the percentage of women in these positions. The reason women earn more than men may be attributed to the fact that their positions often involve management responsibility and that several of the women concerned have been employed for a longer period of time, for which they were rewarded when we switched to a new pay scale in 2021.

### Part-time work in Norway

Some part-time positions exist in Norway. However, it is not practically possible to offer part-time positions internationally.

Type of position	No. of women	No. of men	Total
Full-time	81	55	136
Part-time	5	9	14
Hourly paid	2	7	9
Temporary	9	13	22

79.1 percent of the workforce are full-time employees, while 8.1 percent work part-time. Of these, 5.2 percent are hourly paid. 12.8 percent of the workforce are temporary employees. The vast majority of part-time positions were filled by employees working shifts at the emergency accommodation facility for refugees from Ukraine. This operation was discontinued in October 2023.

The reasons people report for wanting to work part-time are: age, health, family/caring situation or ongoing studies. Some of these positions have been part-time from the beginning and involve work with project funding and/or operational agreements with third parties that are too small to warrant a full-time position.

### **Parental leave**

Six employees (three women and three men) took a combined total of 230 days of parental leave in 2023. On average, the women took slightly longer periods of parental leave than the men in 2023. Two of the men took three months of parental leave, while one took parental leave for the first two weeks after the birth of his child.

We are working continuously to enable all our employees to achieve a good work-life balance. Among the initiatives in place is the opportunity to take a break during the working day to breastfeed or finish work early in order to breastfeed. We also offer flexitime arrangements which may, for example, be used to pick up children from nursery, as well as time off for parents in connection with kindergarten/school planning days.

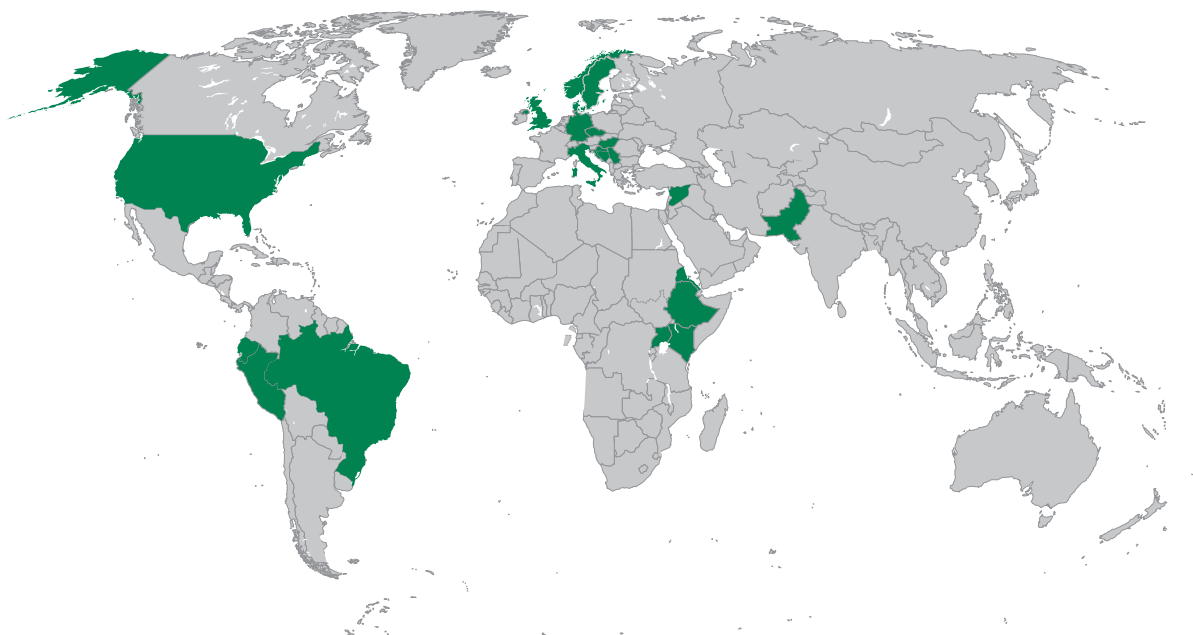
### **Nationality and age of employees with Norwegian contracts in 2023**

Employees with Norwegian employment contracts work either in Norway or overseas (expats).

- 49 nationalities in total (including Norwegian citizens)
- 153 Norwegian citizens (50%)
- 68 employees from 15 countries in the EU/EEA, UK, USA, Canada, Australia and New Zealand (22.2%)
- 85 employees from European countries outside the EU/EEA, African countries, Southeast Asia and South America (27.8%)
- 30 out of 172 employees who work in Norway have a background from countries outside Norway (17.4%)
- In the international management teams, 31 different nationalities are represented, distributed on all continents, of which 4 are Norwegian citizens (7.7%)
- In terms of age, the workforce ranges from 18 to 70 years, with the majority in the age group 40-49 years
- The average age is 47 years



**Employees with Norwegian employment contracts come from:** Norway, Bosnia and Herzegovina, Brazil, Croatia, Czech Republic, Denmark, Ecuador, Eritrea, Ethiopia, Italy, Kenya, Peru, Pakistan, Serbia, Sweden, Syria, the United Kingdom, Uganda, the United Kingdom, and the United States.



# How we are working for equality and against discrimination

## Principles, procedures and standards for equality and against discrimination

**N**PA held its most recent General Assembly in 2023. A new strategy for the current General Assembly Period will be prepared and adopted in 2024. Our goal is to promote an inclusive and safe working environment in which every employee can feel seen, acknowledged and valued, irrespective of their background. This objective will be incorporated into the new strategy.

The executive management team is ultimately responsible for NPA's efforts in the area of equality and diversity. Operational responsibility lies with the Working Environment Committee (AMU), on which management, HR, employee health and safety delegates and the Union of Employees in Commerce and Offices (Handel og Kontor) and the Expat Union are represented. The occupational health service also participates in AMU meetings. In addition to following up the organisation's statutory Activity and Reporting Obligation (ARP), the AMU also examines how we can make effective use of the diverse competence and experience our employees possess to reach our goals.

NPA is a certified Eco-Lighthouse, which includes commitments to an inclusive working environment and systematic efforts to realise the UN's Sustainable Development Goals.

We have developed a vision for our equality and diversity endeavours that is intended to help bring the workforce together and signpost the desired direction for our employees in Norway and overseas. This vision is: *Rich in diversity – a workplace for everyone*. In 2023, we established a diversity resource group, consisting of one employee from each department at head office. The group's mandate is to come together and share with the rest of the organisation all the work that each department is doing or planning, as well as any goals it sets, in the area of equality and diversity. This information is systematised by the responsible senior HSE and diversity consultant as part of NPA's statutory activity and reporting obligation.

Internationally, NPA strives to recruit more women mine clearers in a typically male-dominated occupation. Together with our partners, we are working to promote the rights of women and Indigenous people in several parts of the world. This includes partnering with organisations working to safeguard LGBTQ+ rights. We are constantly aware of the powerful signal we send by including a diversity of voices in delegations that represent us on panel debates and in other meeting places worldwide. All employees working overseas must complete a compulsory training course on gender and diversity.

We are one of Norway's largest anti-racism membership organisations. Many of our over 100 local branches stage regular events and campaigns to combat racism and exclusion in their local communities. The goal of our endeavours is to help reinforce the long-term and systematic effort to prevent discrimination and the exclusion of vulnerable groups from participation in the labour market and civil society. We are a growing organisation and are keen to increase the number of members and elected officials with immigrant backgrounds in our local branches. We see that our voluntary efforts are helping to boost equality, engagement and a sense of belonging in the local community. In part, this is because our conferences are attended by a larger number of volunteers and members representing a diversity of characteristics with respect to age, gender, sexual orientation, ethnicity, language, experience and expertise.

NPA works closely with the trade union movement and has dedicated employees who share their expertise in the area of anti-racism and equality. Examples include leadership of the experience-sharing network *Rich in diversity - a trade union for everyone*, as well as anti-racism training courses (awareness-raising) and the *Women Can Do It* development course for immigrant women. We also engage in political lobbying, participate actively in networks and stage events to mark international anti-racism and anti-discrimination days, both within the organisation and externally.

## How we are working to identify the risk of discrimination and obstacles to equality

### We investigate discrimination-related risks and obstacles to equality in the following ways:

- HR and elected employee representatives have reviewed all the organisation's personnel policy guidelines.
- We make use of EY's Equality and Diversity Assessment Tool, which gives HR an overview of the organisation's equality-related activities and where there may be gaps.
- During the health and safety inspection carried out in the second quarter of 2023, we also looked at whether adaptations had been implemented for employees with impaired vision or hearing, and wheelchair users.
- The food served in our staff canteen is clearly labelled, so employees can evaluate it in relation to religious requirements and personal allergies or intolerances.



- In 2023, the Working Environment Committee (AMU) performed an organisation-wide, global risk assessment, which included the risk of bullying, sexual harassment and discrimination. Risk-reducing measures have subsequently been implemented.
- NPA has an external reporting (whistleblowing) channel, through which it is possible to report concerns anonymously. We have employed a person on a 50 percent basis to follow-up safeguarding matters in particular. Safeguarding relates to protecting vulnerable groups, particularly women and children, from sexual harassment and/or violence.
- We began the process of engaging a new provider of employee satisfaction surveys in the autumn of 2023. We plan to conduct the survey in 2024.
- We have established a diversity resource group, consisting of one employee from each department at head office. The group's goal is to improve the systematisation of employees' initiatives relating to diversity and equality.

**We have found the following potential causes of discrimination-related risks and obstacles to equality:**

- There are marginal differences in men and women's pay. Part of the reason why women earn slightly less than men could be that they have worked for the organisation for a shorter period of time. However, this pay gap has diminished since last year.
- We have a pay policy that aims to ensure equality between the genders.
- We have guidelines against bullying and discrimination, but too few employees are aware of these and their contents need revising. This will be followed up in 2024.
- We have too many policies. They must be streamlined, structured and made known to the whole organisation.
- We know too little about the workplace culture, including attitudes and level of job satisfaction.
- We know too little about the actual extent of discrimination, bullying and sexual harassment in the organisation.

***How we are working to safeguard equality and combat discrimination in practice***

**Recruitment:**

NPA's personnel policy is intended to ensure that everyone enjoys equal rights and opportunities, irrespective of gender, age, ethnicity or disability. This is achieved in part through recruitment processes involving structured interviews and competence-based questions. Second-round interviews also include personality tests and the resolution of sample cases. All references are automatically checked. By means of a thorough job analysis and an emphasis on critical competences in our job adverts, we can appeal to a wider range of applicants. We select the channels through which we advertise jobs to reach as wide a selection of potential applicants as possible. We ensure that the images accompanying job adverts show a diversity of people. However, we acknowledge that this is an area in which we have room for improvement. Although we include a diversity statement in our job adverts, it is more important for us to have performed a job analysis that identifies the type of competence and perspectives we lack in the department – and that the job advert addresses these explicitly.

Employee representatives are involved in all recruitment processes at NPA and participate in the various selection boards. For capacity reasons, employee representatives do not participate in all interviews, but are generally involved in both the initial job analysis and the final selection. There has been some variation in the way recruitment processes have been conducted, particularly when an internal candidate has applied for the position concerned. In 2023, a recruitment policy was established in conjunction with employee representatives. This policy focuses on internal mobility. It also includes topics relating to non-discrimination and an awareness of one's own unconscious biases.

**Promotion and development opportunities:**

We have implemented a planning and personal development meeting (PLUS) scheme for all employees in Norway, and a Performance and Development Dialogue (PDD) scheme for employees outside Norway. At these meetings, employees are encouraged to think through, discuss and plan their learning and development needs both for the coming year and in a three-year timeframe. Initiatives could involve temporary job swaps or, in a longer-term perspective, enrolling in continuing or further education. In 2023, we received clear feedback from HR employees worldwide that the PDD scheme is not working as intended. The forms contain too many questions and are too complicated for employees and managers to complete. In addition, many employees do not have the digital platforms needed to use the tool. Some managers use the template to appraise the employee's performance instead of engaging in a

dialogue about shared goals and the employee's personal development. We have therefore begun to revise the template to ensure a better fit with the international organisation's various needs.

We have established a competence development fund, from which employees can apply for grants to cover further education expenses. We are also a member of a central competence fund that is administered by the Union of Employees in Commerce and Offices (Handel og Kontor) and the labour movement's employers' organisation AAF. This fund is open only to UECO members.

NPA is encompassed by the collective agreement between UECO and the AAF, which secures employees two days off to revise for exams and a day off for the exam itself. Under our paid leave regulations, employees may apply for a leave of absence to take up an international humanitarian position that provides them with valuable experience in the field of international humanitarian work. Our efforts to systematise and produce in-house learning initiatives tailored to the needs of the organisation, in the form of blended learning (workshop etc.), are well underway. We began this effort with a global digital onboarding process and the implementation of a shared training course for employees engaged in project-related work.

#### **Pay and working conditions:**

We have a flat organisational structure and the collective agreement forms the basis for the salary paid. We offer flexitime and the opportunity to work from home two days a week. From 15 May until 15 September, the working day is reduced by one hour (summer time). Employees are entitled to spend one hour of their working week on physical exercise/ training, and we cover the cost of up to 14 hours per year of physiotherapy/chiropractic treatment.

Members of the UECO are entitled to hold union meetings during working hours. In addition, the senior UECO shop steward is able to devote 100 percent of their time to union affairs while still receiving their full salary. Our head office is centrally located in Oslo and therefore easily accessible for employees and visitors alike. The same is true for our regional offices, which are located in other major Norwegian cities.

We have travel insurance that covers all employees and a collectively agreed occupational pension scheme provided through the Norwegian state pension fund Statens pensjonskasse. We are also an established member of the inclusive working life (IA) scheme. We offer an additional week of holiday to older employees (from the year in which they turn 60). We cover employees' mobile phone expenses and make a financial contribution to those who need an internet connection for working from home. All travel time in

Norway is compensated hour for hour. Compensation for foreign travel is capped at 15 hours over and above normal working hours. Employees receive three additional days off between Christmas and New Year, and one extra day in Easter Week. Our expats receive time off for Rest and Recuperation in high-risk countries, which is taken in accordance with established procedures. Each year, expats receive three journeys home paid for by their employer. NPA is affiliated with LO's sports clubs and covers employees' membership fees if they wish to make use of this opportunity.

#### **Workplace adaptation:**

We have purchased suitable office equipment for all employees. We have also made the office landscape universally accessible by means of removable ramps between the upper and middle floors and external ramps to enable entry to and exit from the office landscape. We have a fire evacuation chair available. We have purchased and installed a changing table in the accessible toilet to make it easier to bring infants to work. We have also furnished a quiet room that can be used for breastfeeding, rest, meditation or prayer. We enable employees to care for their children or other close family members through the use of flexitime arrangements or by granting leave of absence when necessary. Non-Christian employees are granted leave of absence in connection with important religious festivals.

We provide computer glasses to employees who need them. We cover the cost of medical examinations and vaccinations in connection with employee travel. We also cover the cost of up to five sessions with a psychologist/psychiatrist for all employees who need mental health support. NPA may pay for additional sessions if further counselling is deemed necessary by the treating clinician. Since many of our employees experience a great deal of stress due to the high-risk work they perform, we have held workshops with the Norwegian Centre for Stress and Trauma Psychology (Senter for Stress og Traume psykologi). We will continue to hold such workshops going forward. In 2024, we will also develop a duty of care policy to ensure that all employees are properly taken care of, including those who do not have a Norwegian employment contract but are protected under Norwegian law. In 2024, we will offer employees first-aid courses.

NPA has an active social committee made up of employees from every department at head office. The committee's mandate is to organise various social and inclusive events for the employees. In 2023, the social committee organised a winter activity day, payday gatherings, sauna and ice bathing events, a summer party and a Christmas party. We also organise inclusive competitions for all employees in Norway in connection with Christmas and Easter. We organised employee



events in connection with International Women's Day (8 March), the International Day for the Elimination of Racial Discrimination (21 March), Eid al-fitr (celebrating the end of Ramadan) and Pride.

In 2023, we discussed equality, diversity and inclusion at three regional conferences for our international HR staff. These conferences were held in Bosnia, Rwanda and Kampuchea.

#### **Work-life balance:**

We are members of Norway's inclusive working life (IA) scheme, under which employees can take up to 24 sick days a year without a medical certificate. We offer working from home on a permanent basis up to two days a week. We offer flexitime, which makes it easier to drop off and pick up children at kindergarten. We enable employees to care for children or other close family members by means of flexitime working or leaves of absence. Time off to breastfeed is also offered if required. Employees working in international departments are expected to visit the programmes twice a year. As far as possible, attempts are made to harmonise these visits with caregiving duties. If funding allows, we offer employees working overseas (expats) in sufficiently safe countries the opportunity to bring their family with them.

#### **Bullying, sexual harassment and gender-based violence:**

We have a specific safeguarding policy to protect against sexual exploitation, abuse and harassment. Employees must take a compulsory safeguarding course, for which a course certificate is awarded. We have a dedicated employee to follow up our safeguarding efforts. We have specific guidelines for the prevention of violence, harassment and discrimination at work. These guidelines will be revised in 2024. We must ensure a greater awareness of these guidelines among the employees. The Works Council (AMU) has performed a risk assessment which found that there was a high risk of bullying, discrimination and sexual harassment throughout the organisation. In 2024, we will facilitate the performance of a global risk assessment, in which the risks identified by the AMU

will be included. This will give us better insight, because the programmes currently only have to report risks by means of a form. A proper risk assessment will give us the knowledge we need to implement better and more targeted initiatives to prevent discrimination and promote equality in the organisation.

#### **Working environment:**

We have established a Code of Conduct for the organisation and its employees, which reflects NPA's core values. All employees must sign the Code of Conduct when they join NPA. In 2023, we started surveying and streamlining the organisation's portfolio of guidelines and procedures. The objective is to structure these documents in a better way. As a consequence of this work, the Code of Conduct will be revised at the beginning of 2024.

We have a reporting (whistleblowing) channel provided by EQS Integrity Line. Anyone can use this channel to report concerns and suspected wrongdoing to us at NPA. Reports may be submitted anonymously if desired. The whistleblowing channel is prominently displayed on our homepage and our intranet site. Work to revise the whistleblowing policy began in 2023 and will be completed in 2024.

We have established a committee (the Akan committee), whose purpose is to prevent and handle issues related to alcohol, drugs, gaming and gambling. The Akan committee reports to the Works Council (AMU). In addition to preventing and dealing with employees' drug, alcohol and gaming addiction issues, the Akan committee also acts as an expert resource for managers who are following up employees with dependency problems. Clearer guidance is needed on how to deal with substance abuse and gaming addiction. The creation of a new guide began in 2023 and will be completed in 2024.

We have employed a special adviser to follow up the NPA's work on equality both nationally and internationally, with a particular focus on issues relating to gender and LGBTQI+.

**Going forward, we will continue to work systematically to promote equality, diversity and inclusion in all NPA workplaces worldwide. This will involve making active use of the new Policy and Action Programme for the present four-year General Assembly Period, as well as the revised strategy, policies and guidelines. It will be of crucial importance to ensure that everyone employed by Norwegian People's Aid is familiar with and actively uses our governing documents.**