

# Equality and Diversity Report

Norwegian People's Aid (NPA) 2024

folkehjelp.no



**Norwegian  
People's Aid**



Norwegian  
People's Aid

Norsk Folkehjelp  
Postboks 88 44 Youngstorget  
N-0028 Oslo



**Rich in diversity**



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# 1. Introduction

All employees in Norway, including expats on a Norwegian contract, are subject to the activity and reporting obligation. At an overall level, we include information about equity, equality and diversity from other countries in which we operate. This contributes to the goal of a safe working environment for all employees, regardless of workplace or background.

We work systematically to gather knowledge about measures and barriers. In 2025, we will implement a new global HCM system, called Workday, which will provide better accessible information about all employees and enable employee surveys globally. We are also developing a global risk assessment which, once implemented, will provide a systematic overview of the entire organisation to prevent discrimination and promote equity and equality.

Norwegian People's Aid was established by the Norwegian Confederation of Trade Unions (LO) in 1939 and shares the trade union movement's values of equal opportunities for all. The organization comprises employees with diverse

experiences, perspectives, and expertise. It highlights diversity and equality in its Principles and Action Program 2023-27. Our vision, "Solidarity in action," defines our operations and dedication.

Norwegian People's Aid's vision for equity, equality, and diversity is called *Rich in Diversity – A Workplace for All*. This shows our commitment to a diverse, safe, and inclusive workplace for all employees.



Photo: Espen Brekke

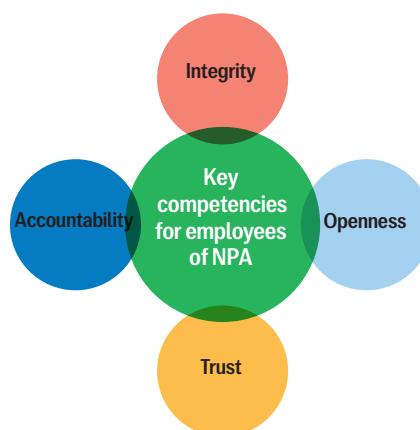


## 2. Values and key competencies

### 2.1 Norwegian People's Aid's values are:

- **Human dignity:** We respect the diversity of employees and partners and create an inclusive environment that ensures equal rights regardless of gender, ethnicity, religion, sexual orientation, disability, or social status. Norwegian People's Aid is committed to being an anti-racist organization. We do not tolerate sexual exploitation, child abuse, discrimination, violence, bullying, or harassment.
- **Unity:** We work to promote a diverse and inclusive culture where everyone should experience belonging, trust and respect. We encourage open communication and active participation to create a safe environment.
- **Solidarity:** We collaborate with colleagues and partners to promote fairness, especially in situations where partners face conflicts with the authorities. Our emphasis is on equality and solidarity rather than charity.

### 2.2 Core competencies of Norwegian People's Aid employees:



- **Integrity:** Uphold NPA's values and ethics, ensuring responsibility and respect for decisions.
- **Openness:** We exchange relevant information, share expertise, and listen to others' views.
- **Trust:** We foster a respectful, collaborative culture by supporting colleagues and providing constructive feedback.
- **Responsibility:** We take initiative, ensure quality in our tasks, stay professionally updated, and think innovatively.

# 3. Objectives for sustainability

NPA is an anti-racist organization with 15,000 members and 108 local chapters. We fight racism and exclusion, and run inclusion activities, first aid, and search and rescue missions. We collaborate with the Norwegian Confederation of Trade Unions (LO) on anti-racism, equality, and diversity.

Internationally, we clean up mines and explosives, and support women's, Indigenous, and LGBTQ+ rights.

Norwegian People's Aid's head office is Eco-Lighthouse certified, and we strive to minimize our global climate footprint.



Photo: Sean Sutton

**Our efforts are focused on achieving several UN Sustainable Development Goals in two key areas:**

- Fair distribution of power and resources
- Ensuring safety and well-being

UN Sustainable Development Goals		Norwegian People's Aid's measures
<b>1</b>	<b>Eradicating poverty</b>	- Support for food security and economic measures in several countries during humanitarian crises.
<b>2</b>	<b>Eradicating hunger</b>	- Sustainable agricultural practices. - Food security programs for smallholder farmers and local communities.
<b>3</b>	<b>Good health</b>	- Health care for marginalized groups. - Search and rescue. - Explosive and mine clearance.
<b>5</b>	<b>Gender equality</b>	- Gender equality work internally and externally. - Measures against gender-based violence and support for women's organizations.
<b>10</b>	<b>Less inequality</b>	- Inclusion measures for refugees and immigrants. - Works globally for a fair distribution of power and resources.
<b>13</b>	<b>Stopping climate change</b>	- Green transitions and sustainable societies. - Climate accounting and reduction of climate footprint.
<b>15</b>	<b>Life on land</b>	- Protection of natural resources. - Mine and explosive disposal for sustainable agriculture.
<b>16</b>	<b>Peace, justice and strong institutions</b>	- Mine clearance and political influence for human rights and democracy.
<b>17</b>	<b>Working together to achieve the goals</b>	- Cooperation with the trade union movement, international authorities, donors and local partners for democratic participation and fair distribution.



# 4. Roles and responsibilities for equality and diversity

We have integrated equality, diversity, and inclusion into our Health, Safety, and Environment (HSE) initiatives. This integration is a fundamental aspect of promoting both mental and physical health, as well as ensuring a safe working environment for our employees. The Secretary General and the management team hold accountability for NPA's efforts in equality and diversity, while the central board is responsible for monitoring and ensuring adherence to these reports.

The Working Environment Committee (AMU), composed of management, the Senior Advisor HSE

& DEI (Diversity, Equity & Inclusion), safety representatives, union representatives from the Union Handel og Kontor (HK), and the occupational health service, holds operational responsibility for equality and diversity. The Expat Union, a dedicated union representing expatriate employees, is regularly involved in matters relevant to its members.

The Senior Adviser HSE & DEI organizes and tracks all equity, equality and diversity efforts to meet reporting requirements.



Photo: Norwegian People's Aid

# 5. State of gender equality

In 2024, NPA's board consisted of nine women and nine men. In the management group, the distribution was four women and four men.

Norwegian People's Aid's employees had a total of 160.23 full-time equivalents in Norway in 2024, a reduction of 10.5 full-time equivalents from the previous year. The reduction is mainly due to the discontinuation of the assistance program for refugees at Gardermoen. There are 141 expats. We have 3200 international employees, which

corresponds to an equal number of full-time employees. These employees will be included in the roster once our new global human capital management system, Workday, is fully implemented.

The table below provides an overview for 2024 of the number of employees and full-time equivalents (FTE's) in Norwegian People's Aid, distributed in different locations for employees in Norway and posted workers.

Work Locations	Employees	FTE's
Head office	150	144,9
Regional offices	13	13
Gardermoen Refugee Assistance Program	8	2,33
Expatriates (expats)	141	141
<b>Total</b>	<b>320</b>	<b>309,23</b>

The gender distribution among the employees is 39 per cent women and 61 per cent men.

At the head office in 2024, there was a slight predominance of women (58%).

International management positions	Women	Men	Total
Country/Regional Directors	7	14	21
Programme Managers	3	10	13
Deputy Programme Managers	2	3	5
Finance Managers	3	8	11
Logistics and Security Managers	0	5	5
Project Managers	1	1	2
Operations Managers	0	10	10
Senior Technical Field Managers	0	8	8
Technical Field Managers	3	30	33
<b>Total</b>	<b>19</b>	<b>89</b>	<b>108</b>

Internationally, most men are in management positions (83%). Out of 108 leadership roles in the programmes abroad, only 19 are women. Women occupy more senior management roles but are underrepresented in technical leadership, such as mine and explosives clearance. We need to identify barriers preventing women from accessing these positions. Our work includes risky activities and work beyond normal working hours, which can be challenging for employees with family responsibilities and better facilitation is therefore necessary. Traditionally, we have also recruited

many employees from the military, where there are more men than women. To increase the proportion of women, we will focus on internal mobility and development opportunities with clearer competence requirements. We have initiated a comprehensive procedure for pregnant women and mothers who work internationally under high risk. This procedure, which is expected to be completed in 2025, is designed to reduce the risk for female employees who balance demanding tasks with family responsibilities.

# 6. Equal pay

Norwegian People's Aid does not have individual salary determination or salary negotiations. Except for the Secretary General and the heads of departments, all positions as of 31.12.2024 are placed in accordance with the National Collective

Agreement AAF-HK, local salary policy and the salary plan. Positions are placed in salary groups based on complexity and requirements for assessment, planning, management and independence. Seniority promotion follows established criteria in the salary policy.

## 6.1 Average salary in Norway per salary group in NOK

Salary group	Women		Men		All		Women's salary as a percentage of men's salary
	Average salary	Number	Average salary	Number	Average salary	Number	
1	-		-		588 046		-
2	681 423		676 969		679 666		100,7%
3	803 976		806 227		805 226		99,7%
4	837 239		838 154		837 748		99,9%
5	958 605		1 021 197		955 117		93,9%
Employees in Norway	714 231	100	730 854	73	721 245	173	

In 2024, a new salary policy was implemented at the head office, and employees were aligned accordingly. This has led to an equalization of women's wages in percentage terms compared to men in all salary groups. In group 2, women's share of wages has decreased from 101.8% to 100.7%, while in salary group 3 it has increased from 96.2% to 99.7%. In salary group 4, women's share of wages has increased from 94.5% to 99.9%. In salary group 5, where the management team is located, women's share of salary as a percentage compared to men has decreased from 94.1% to 93.9%. This is primarily due to the high seniority of the men in this salary group.

For international positions, the salary is determined based on the position's area of

responsibility and competence requirements. Higher salaries are awarded in positions that have responsibilities related to additional project or programme management, geographical or thematic responsibility, regional responsibility, the size of the programme portfolio, as well as interdisciplinary tasks that extend beyond the job description. Salary seniority is not practiced.

We have removed the number of women and men from the overview to protect privacy, as few employees in certain categories can be identified. Some positions are temporary and manually placed. The small number of women in international programs prevents reporting the average salary.

## 6.2 Average Annual Salary for Expats by Gender

	Women	Men	Total
Number	24	117	141
Average salary grade	49,3	47,5	47,8
Average amount	648 150 NOK	628 809 NOK	632 101 NOK

There is a lower representation of female expats within our organization. Women, however, tend to earn higher salaries than their male counterparts because they occupy the highest management

positions and generally have greater seniority, having often been with the organization for an extended period.



Photo: Ellen Johanne Jarli



# 7. Part-time use in Norway

Part-time positions are available in Norway, but internationally it is not practically possible to have

part-time positions, therefore the overview below only contains positions in Norway.

Full-time equivalent	Number of women	Number of men	Total number
Full-time	86	60	146
Part time	6	8	14
Hourly paid	0	8	8
Temporary	8	3	11

In Norwegian People's Aid, 81.5% of the employees in Norway work full-time, 12.2% work part-time (including 4.4% hourly paid), and 6.1% are temporarily employed. Employees often want

part-time work due to age, health, family obligations, or studies. Some part-time jobs are project-based and depend on external funding.

## 8. Parental leave

In 2024, twelve employees in Norway took a total of 772 days of parental leave. Six women took 423 days, an average of 70.5 days each. Six men took 349 days, an average of 58.2 days each.

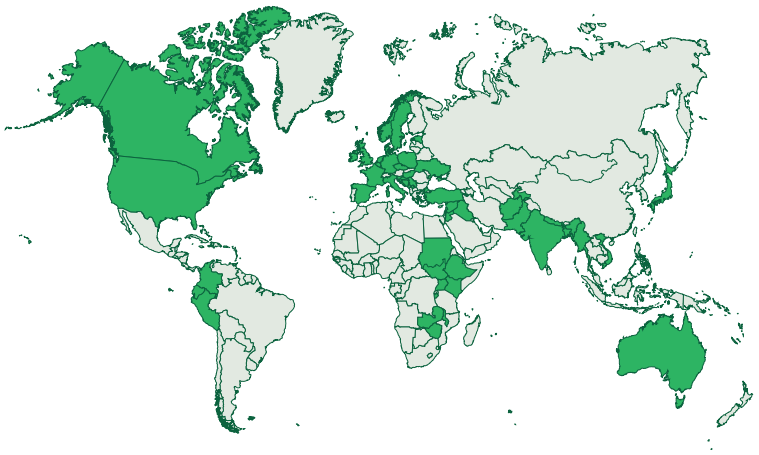
We support employees in balancing work and family life with measures like breastfeeding breaks, flexible hours for school pick-ups, paid leave for planning days, and maternity meetings for those on parental leave.



Photo: Ida Kroksøter

# 9. Overview Nationality and Age

Among Employees in Norway and Expats in 2024



## Employees from 52 nations:

Afghanistan, United States, Australia, Bosnia and Herzegovina, Bangladesh, Belgium, Burundi, Canada, Colombia, Croatia, Denmark, Ecuador, Estonia, Ethiopia, France, Germany, India, Iraq, Ireland, Italy, Japan, Jordan, Kenya, Kosovo, Lebanon, Montenegro, Malawi, Myanmar, Netherlands, Nepal, Norway, Peru, Pakistan, Poland, Rwanda, Serbia, Singapore, Slovenia, Spain, Sudan, Sweden, Syria, Tajikistan, Turkey, Uganda, Ukraine, United Kingdom, Vietnam, Zambia, Zimbabwe.

## Age:

- **Range:** 24-68 years, most between 40-59 years
- **Average:** 47.5 years

160

Norwegian citizens (48.6%)

73

employees from 15 EU/EEA countries

96

from the rest of the world

34 out of 179

employees in Norway have a foreign background

## Management internationally:

11

Employees from 11 nations (81.8%)

4

Norwegian citizens (18.2%)

# 10. Our Commitment to Equality and Anti-Discrimination Efforts

In 2024, Norwegian People's Aid adopted a strategy extending to 2027. It aims to enhance organizational results through effective management by focusing on the working environment, culture, leadership, and employee collaboration.

The new strategy includes these perspectives on diversity and equality:

- Integration of gender and diversity perspectives in all activities
- Combating discrimination and inclusion of vulnerable groups
- Work with refugees and integration
- Anti-racism - and youth work
- Protection against gender-based violence (SGBV)
- Democracy and fair distribution of power and resources

## 10.1 Staff Survey

In 2024, we conducted our first staff survey since 2019 with the help of our new supplier Populum. Their staff survey tool made it possible to include expats in the survey. A global staff survey for all employees will be conducted after the implementation of the new global HCM system Workday, starting in 2025.

The results of the staff survey at the organizational level confirmed challenges identified in the strategy process. The survey from 2024 shows that the organization is strong in the areas of inclusion, development and autonomy, while we want to improve in clarifying the areas of value, clarity and balance. The management team has developed an action plan that encompasses initiatives for leadership, efficiency, transformation, change, working environment, and well-being. Additionally, each department has conducted an analysis of their performance, identifying up to three strengths and three areas for improvement.

## 10.2 Mark ups

On June 17, 2024, we arranged a lunch seminar for employees in connection with Pride. We discussed global situations for LGBTQ+ rights, challenges in our programs, and shared expertise from the Diskriminering og Meglingsbenken (DiMe). Skeiv Verden contributed with knowledge about queer people with immigrant backgrounds in Norway. Norwegian People's Aid will continue to work for the safety and rights of queer people both nationally and internationally. Our annual cycle also includes important commemorative days such as Ramadan, Women's Day, and the UN Day Against Racism and Discrimination. From 2024, the Communications Department will be responsible for this and include it in its annual plan.

### 10.3 International activities

In 2024, Norwegian People's Aid worked to highlight gender and diversity and arranged side events in collaboration with the Netherlands and Germany. They emphasised the importance of gender and diversity in mine operations at meetings between the States Parties to the Anti-Personnel Mine Convention (APMBC) and the Convention on Cluster Munitions (CCM).

- **Angola:** In 2024, a gender and diversity policy was developed for ANAM - National Mine Action Authorities, as part of the international work in Angola. We have also conducted gender and diversity training for ANAM and updated their data collection tools accordingly.
- **Vietnam:** We received funding in Vietnam from the German Embassy in Hanoi for the project "Women Working in Peace and Security". The grant was used for gender and diversity training as well as management training for female middle managers and operational employees. The program also produced three short videos showing the activities and experiences of the participants.
- **Cambodia:** Norwegian People's Aid focused on the environment, gender and diversity during the 5th Supervisory Conference of the APMBC that took place in Cambodia. Norwegian People's Aid contributed with specific points in the Siem Reap-Angkor action plan, both alone and as part of the Gender and Diversity Working Group, which will lead the APMBC work over the next five years.

Norwegian People's Aid has been approved to nominate students for the 2024 Students at Risk (StAR) program in Norway. This program helps students who lose educational rights due to human rights activism by offering them a safe place to finish their studies in Norway and build global activist networks. It protects young human rights defenders and supports partners in ensuring members' safety.

### 10.4 National activities

Nationally, we work to improve the skills of our members, so that they can use their network to influence the local communities in the areas of inclusion and health. We organize several conferences a year, including Solidaritetskonferansen, Sanitetskonferansen, Lederkonferansen for lokallagsledere and Solidaritetsungdommens konferanse. Here, members learn how to initiate inclusive activities and fight racism and discrimination both locally and internationally. In 2024, we have held courses for members who want to lead our anti-racism course. We have also conducted several *Women Can do it* courses for immigrant women, where we teach them about rights and how to speak up for themselves. We work closely with the trade union movement, including by facilitating the network *Rich in diversity – a trade union movement for all*. We have created a guide for the network that will contribute to more diverse nomination committees.

In 2024, employees and volunteers from Norwegian People's Aid completed certification in the RITS method to qualify as peer support. The course provides a thorough introduction to conversation techniques and sheds light on how the working environment and psychosocial conditions affect reactions to occupational stress. Both volunteers and employees who encounter stressful and traumatic situations need systematic follow-up. This work will be continued in 2025. For our members, we have also established a help and guidance group against violence, abuse, transgressive behaviour and racism.



# 11. How we work to identify risks of discrimination and obstacles to equality

## 11.1 We investigate discrimination risks and barriers to equality by:

- AMU conducts an annual global risk assessment for Norwegian People's Aid, which includes an assessment of harassment, sexual harassment and discrimination. Risk-reducing measures are in place.
- HR and employee representatives nationally and internationally work closely together, for example by regularly revising all the company's procedures within the various personnel policy areas.
- HR, the head of security and compliance, works closely together on policies and procedures.
- We have annual staff surveys and conversations.
- A resource group with representatives from all departments contributes information about equality and diversity work to the Senior advisor HSE & DEI.
- Norwegian People's Aid has an external whistleblowing channel from EQS, where you can also report anonymously.
- HR and the Safety team have a common channel for reporting deviations that are followed up on an ongoing basis.
- Safety rounds are carried out at the head office twice a year, of which one safety round focuses mostly on ergonomics.

## 11.2 Union representatives and management (AMU) have identified the following possible causes of risks and obstacles:

- We have received reports of a lack of acceptance and understanding of LGBTQ+ rights in some of our international countries, where, among other things, the legislation can lead to imprisonment for homosexuality.
- Consuming alcohol during social gatherings can increase the risk of sexual harassment, especially against women.
- Cultural differences between expats and national employees in our international programs can lead to whistleblowing cases and conflicts.
- Some employees globally report experiencing discrimination, bullying, or harassment.
- We need to find out why there are fewer female leaders internationally and how we can get more.
- In Norway, some employees in the staff survey reported a feeling of a lack of security when it comes to reporting about the working environment and health.
- In the staff survey, some employees reported the prevalence of bullying, harassment and discrimination in their department.
- It was also reported that a good number of employees lacked knowledge of the organization's values, ethics and whistleblowing routines.

# 12. Our Approach to Ensuring Equality and Non-Discrimination in Practice

## 12.1 Recruitment:

The organisation's Recruitment policy shall ensure equal rights and opportunities for everyone, regardless of gender, age, ethnicity and functional ability. This is achieved through recruitment processes with structured interviews and competency-based questions, including second interview with case solving and personality tests. Automated reference checks are also carried out. Thorough work on the job analysis ensures breadth in the applicant group and focuses on critical competence in the call. The announcement channels have been chosen to reach the broadest possible group of applicants. Images in the call texts show diversity, but work is continuously being done to select even more relevant images. A diversity statement is included in the call text. The job analysis maps the necessary expertise and perspectives for the department and is reflected in the advertisement text.

The union representatives participate in the recommendation group in all recruitment processes in Norwegian People's Aid. Due to capacity limitations, the union representatives do not always participate in interviews but are involved in the job analysis and recommendation or approve the recruitment. There has been some variation in practice, especially when internal candidates apply. The recruitment policy

emphasizes internal mobility and includes topics of non-discrimination and awareness of one's own prejudices. In 2024, we updated our website with information about vacancies in both Norwegian and English, to attract more qualified candidates to Norwegian People's Aid. [\*Norwegian People's Aid / Work in Norwegian People's Aid\*](#)

## 12.2 Promotion and development opportunities:

The performance appraisals for employees in Norway and internationally are called Planning and Development Dialogue (PDD). Annual conversations, with a smaller follow-up conversation, are intended to cover development and learning needs such as internships and further education. In 2024, we revised these templates after feedback about a lack of usability.

Norwegian employees can apply for education funding through our competence development fund. Union members in HK can also apply to a central fund administered by HK and AAF. Employees get two days off for exam preparation and time off on the exam day.

Our leave regulations permit leave for international humanitarian roles, which offer expertise. Employees from our international programs are increasingly recruited to the head office, and local employees develop the skills necessary to apply for expat positions.

### **12.3 Salary and working conditions:**

The organisation maintains a flat structure with salary terms governed by a collective agreement. In 2024, we introduced a pay policy designed to eliminate the gender pay gap. We offer flexible working hours and summer hours from 15 May to 15 September, including a reduction of one hour in daily working time. Additionally, employees have the option to work remotely up to two days per week. Furthermore, staff are permitted to dedicate one hour of their working time per week to exercise. We also provide financial support for chiropractic or physiotherapy services, covering up to 14 hours annually.

The Union club Handel og Kontor meets during work hours and has a full-time club leader. The head office is situated in central Oslo, with convenient access for both employees and visitors. This accessibility also extends to our regional offices located in major Norwegian cities.

We provide travel insurance, contractual pensions via the Norwegian Public Service Pension Fund, and have an IA-agreement (Inkluderende arbeidsliv avtale). Employees aged 60+ receive an extra holiday week. We cover mobile phone costs and offer internet subsidies for home office needs. Domestic travel time is compensated hour by hour; international travel covers up to 15 hours beyond normal work hours. Employees get three extra days off at Christmas and one at Easter. Expats in high-risk countries receive Rest and Recuperation per regulations and three employer-paid home trips yearly.

Norwegian People's Aid is affiliated with LO's corporate sports team and covers the annual fee for employees who want to take advantage of this offer.

In 2024, we started a project to map compensation and benefits for employees in the organization. This improved the understanding between the management, the Union (HK), and the Expat Union during the annual negotiations. We have adopted a new salary policy at the head office. In 2025, the management and the Expat union will negotiate and finalize a new salary policy for expats.

### **12.4 Facilitation:**

We have equipped all employees with suitable office equipment and designed an accessible office landscape with movable ramps inside and outside. A fire evacuation chair is available, and changing tables are installed in the disabled toilet for convenience. We also have a room for rest, breastfeeding, meditation, or prayer.

We offer flexible hours or leave for childcare and family care. Employees of non-Christian backgrounds can take time off on their important holidays.

We provide computer glasses for employees who need them, as well as health checks and travel vaccinations. Employees can receive up to five psychological support treatments, with additional sessions if needed. In Norway, we offer first aid courses through Norwegian People's Aid Oslo and are exploring global e-learning options for first aid training. In 2024, our employees attended a course on colleague support in stress and trauma situations, which will be further systematized by the Senior advisor HSE & DEI in HR in 2025.

### **12.5 Opportunity to combine work and family life:**

We are an IA company that offers 24 self-certification days per year, as well as 10 days of leave per child for caring for a sick child at home. Employees can work remotely up to two days per week. Our flexitime policy facilitates easier drop-offs or pick-ups from kindergarten or school. We accommodate care responsibilities with flexible working hours or leave and provide breastfeeding time off as necessary. Employees in international departments participate in program visits twice a year, which we strive to coordinate with their care duties. Expats may bring their families along if the destination country is safe and it is financially feasible.

## 12.6 Harassment, sexual harassment and gender-based violence:

We have a safeguarding policy against sexual exploitation, abuse and harassment. All employees must complete a mandatory course in safeguarding and receive a course certificate. A dedicated employee follows up on this work. We have a global Gender Equality Policy that supports women's and LGBTQ+'s rights. An experienced advisor assists with competence development and support in our international portfolio.

In 2024, we revised the procedures against discrimination, violence, bullying and harassment, which were included in a new digital introductory course for new employees throughout the organisation.

The Senior advisor HSE & DEI and special advisers for Safeguarding and Anti-corruption meet regularly to systematically improve our work in the areas of ethics, desired behaviour and working environment.

A global risk assessment is in progress, which includes evaluating AMU's risks related to discrimination, sexual harassment, and harassment. This work is scheduled to continue in 2025.

## 12.7 Work environment:

In 2024, we revised the Policy Code of Conduct. These ethical guidelines set expectations for employee behaviour aligned with our organization's values. All employees must sign it when starting at Norwegian People's Aid. New posters in Norwegian and English are displayed in the office and available in the HR and management handbook globally.

We have a whistleblowing channel provided by EQS Integrity Line, where anyone can submit reports, including anonymously. It is prominently featured on our website and intranet.

In 2024, we established a new whistleblowing procedure titled the "Procedure for Breaches of the

Code of Conduct." The AKAN Committee reports to AMU and is dedicated to preventing drug and gambling addiction among employees. Additionally, they support managers in addressing addiction issues within their teams. We introduced a new global procedure for substance abuse in 2024, which is now integrated into the digital onboarding process for new employees.

In 2025, we will continue implementing the Code of Conduct and its associated procedures, while also increasing awareness of our whistleblowing routines. The HR and management handbook were updated and refined in 2024 to provide better information to employees. This update effort will persist through 2025.

Norwegian People's Aid introduced a Complaints Policy in 2024 for global complaint handling and feedback, supporting the whistleblowing channel. In 2025, based on consultants' advice, we will create a reporting channel for all feedback.

A social committee with representatives from every head office department organizes inclusive events like summer and Christmas parties. The canteen offers subsidized meals, labelled for religious needs and allergens.

In 2025, we will implement a comprehensive global Health, Safety, and Environment (HSE) policy to enhance the support and monitoring of our employees, particularly in the domains of stress and trauma management. This policy will encompass our international obligations, commonly referred to as the "Duty of Care".

**In 2025, we plan to carry out initiatives to support equality, equity, diversity, and inclusion worldwide. This will be done by adhering to strategic documents and policies, and emphasizing trust-based leadership, psychological safety, and leadership development.**





Photo: Hilda Klaveness





Støtt oss



Bli Medlem

folkehjelp.no

Postboks 8844 Youngstorget  
N-0028 Oslo



Norwegian  
People's Aid