

Equality and Diversity Report

Norwegian People's Aid 2025

npaid.org



Norwegian
People's Aid

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Rich in diversity



Cover photo: Sitthipong Klinkrajai

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1. Introduction

The activity and reporting obligation is a Norwegian legal obligation that applies to all employees in Norway, including expats on Norwegian contracts. At an overall level, this report also includes information on equality and diversity in other countries where we operate. This supports our goal of providing a safe working environment for all employees, regardless of workplace or background.

Norwegian People's Aid was established by the Norwegian Confederation of Trade Unions (LO) in 1939 and shares the trade union movement's commitment to equal opportunities for all. Our employees bring diverse experience, perspectives and expertise, and diversity and equality are emphasised in our governing document, *Principles and Values 2023–2027*. Solidarity in action is our vision and guides our work and commitment. Equality perspectives must be considered in all our processes and programmes.

Norwegian People's Aid's equality and diversity vision is *Rich in diversity – a workplace for all*. The vision reflects the diversity of our employees and our systematic efforts to create a safe and inclusive workplace for everyone.

In 2025, we systematically gathered information on measures and barriers and strengthened our global risk assessment, giving us a clearer picture of how

the organisation prevents discrimination and promotes equality. Norwegian People's Aid also introduced Soliday, a new global HRM system, which has improved employee data across countries. However, the transition made it difficult to extract complete, quality-assured gender data for the whole of 2025. Where this report presents gender distribution figures for Norway, some sections therefore use 2024 data. In 2026, we will carry out an updated gender survey based on Soliday and conduct the first global staff survey.



2. Values and key competencies

2.1 Norwegian People's Aid's values are:

- **Human dignity:** We value the diversity of employees and partners and create an inclusive environment with equal rights regardless of gender, ethnicity, religion, sexual orientation, disability or social status. Norwegian People's Aid is explicitly anti-racist and has zero tolerance for sexual exploitation, child abuse, discrimination, violence, bullying and 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 work with colleagues and partners for a fairer world, especially where partners conflict with those in power. Our focus is on equality and solidarity, not charity.

2.2 NPA's employees shall be characterised by the following core competences:



- **Integrity** – we uphold Norwegian People's Aid's values and ethical standards, take responsibility for our reputation and respect decisions.
- **Openness** – we share and seek relevant information, contribute our expertise and actively listen to others' perspectives and opinions.
- **Trust** – we promote mutual respect and collaboration by supporting and involving colleagues and giving constructive feedback to colleagues and managers.
- **Responsibility** – we take initiative, ensure quality in our work, keep our professional knowledge up to date and are encouraged to think innovatively.

3. Sustainable Development Goals

Norwegian People's Aid is a large anti-racist member organization with 14794 members and 107 local branches.

In Norway, we work against racism and exclusion, and run inclusion activities as well as first aid, search and rescue missions. We collaborate with the Norwegian Confederation of Trade Unions (LO) and several unions on anti-racism, equality and diversity.

At the international level, we engage in the clean-up of mines and explosives, as well as support our partners' efforts to promote women's, Indigenous, and LGBTQ+ rights.

Norwegian People's Aid works systematically on climate, the environment and sustainability through an integrated environmental management system that applies nationally and internationally. The system includes climate and environmental policies, goals and indicators, action plans, climate accounts, risk assessments and routines for continuous improvement. Our head office is Eco-Lighthouse certified and was re-certified in 2024, and we work continuously to reduce the organisation's global climate footprint.



3.1 We work purposefully to advance several of the UN's Sustainable Development

Development Goals across two main areas:

- Fair distribution of power and resources
- Protection of life and health

| UN Sustainable Development Goals | | Norwegian People's Aid's measures |
|----------------------------------|--|---|
| 1 | No poverty | - Support for food security and economic resilience during humanitarian crises in several countries |
| 2 | Zero hunger | - Support for sustainable agricultural practices - Food security initiatives for smallholder farmers and local communities |
| 3 | Good health and Well-being | - Health services for marginalised groups - Search and rescue operations - Clearance of mines and explosive remnants of war |
| 5 | Gender Equality | - Internal and external work to promote gender equality - Measures to prevent gender-based violence and support women's organisations |
| 10 | Reduced Inequalities | - Inkluderingsiltak for flyktninger og innvandrere. - Arbeider globalt for rettferdig makt- og ressursfordeling. |
| 13 | Climate Action | - Inclusion initiatives for refugees and immigrants - Global efforts to promote fair distribution of power and resources |
| 15 | Life on Land | - Protection of natural resources - Mine and explosive ordnance clearance to support sustainable agriculture |
| 16 | Peace, Justice and Strong Institutions | - Mine clearance and advocacy for human rights and democracy |
| 17 | Partnerships for the goals | - Cooperation with the trade union movement, international authorities, donors and local partners to promote democratic participation and fair distribution |

4. Roles and responsibilities for equality and diversity

The Secretary General and Senior Management Team hold overall administrative responsibility for Norwegian People's Aid's work on equality and diversity. The Board ensures that goals and measures are adopted and implemented. The Working Environment Committee (AMU) has operational responsibility and supports systematic follow-up through HSE work, including risk

assessments related to the working environment, harassment and discrimination. The Senior Adviser HSE and DEI coordinates equality and diversity work, including activity follow-up and reporting. Reports of censurable conditions are handled through Norwegian People's Aid's whistleblowing system, as described in Chapter 12.6.



Photo: Norwegian People's Aid

5. State of gender equality

In 2025, the Norwegian People's Aid Board comprised 12 women and five men, while the Senior Management Team had an equal gender distribution, with four women and four men. Following downsizing, the number of employees at the head office, including expats, decreased from 319 in 2024 to 275 in 2025.

The Soliday HR system now provides employee figures by country. As of 13 February 2026, Norwegian People's Aid had 1 769 permanent employees globally and 3 219 employees in total, including temporary contracts, most of them in seasonal humanitarian mine action.

Status: Gender balance is strong on the Board and in the Senior Management Team but remains uneven in some international management and technical roles (see table below).

Follow-up 2026: We will use Soliday to establish consistent key figures on gender and job categories across countries, enabling us to track developments over time and target measures more effectively.

This table shows permanent and project employees by country, updated on 13 February 2026. The country figures refer to national employees in each country. Expats are grouped separately because they come from many different countries and are not linked to one national staff category.

| Country | Permanent and project employees |
|------------------------|---------------------------------|
| Norway | 158 |
| Vietnam | 114 |
| Ukraine | 357 |
| Iraq | 334 |
| Cambodia | 302 |
| Zimbabwe | 120 |
| Mozambique | 120 |
| Rwanda | 10 |
| Bosnia and Herzegovina | 6 |
| Kosovo | 76 |
| South Sudan | 9 |
| Kenya (Sudan office) | 71 |
| Angola | 4 |
| South Africa | 68 |
| Tajikistan | 3 |
| Afghanistan | 30 |
| Thailand | 6 |
| Laos | 30 |
| Palestine | 15 |
| Jordan | 11 |
| Peru | 4 |
| Guatemala | 7 |
| Bolivia | 1 |
| Ecuador | 1 |
| Syria | 11 |
| Lebanon | 7 |
| Yemen | 6 |
| Expats | 1 |
| Total | 1 769 |

Because of the transition to Soliday in 2025, the figures in this section are based on 2024 data (see Chapter 1 on the data basis). Overall, 39%

of employees were women and 61% were men. At the head office, women accounted for 58% of employees in 2024.

| International leadership roles | Women 2024 | Menn 2024 | Totalt 2024 |
|---------------------------------|------------|-----------|-------------|
| 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 |
| Total | 19 | 89 | 108 |

Figures from 2024 show that men hold most international leadership roles, accounting for 83% of the total. Women hold 19 of 108 such positions and are better represented in senior leadership than in technical leadership roles. Possible barriers include postings in high-risk countries where employees may not be able to bring their families, and the fact that many management roles have traditionally recruited from military backgrounds, where men remain overrepresented. We work systematically to increase the proportion of women through internal mobility, clearer competence requirements and better facilitation.

In our work on mines and explosive ordnance, all country programmes report monthly on the number of women and men employed, using the guideline *300 Guidelines Monthly Programme Report V4.1 2024*. The monthly performance indicators also include targets for the number of

women employed in the programmes. These indicators, set out in *300 NPA DMAD Performance Monitoring Guidelines V.3 2025*, will be revised in 2026 following the merger of two international areas of work into one department.

Since January 2023, we have monitored recruitment to improve gender balance. Over the past two years, 700 of 2 018 new employees were women, corresponding to 35%. Our target is 50% women.

In 2025, we developed and implemented a procedure for pregnant women and mothers working internationally in high-risk contexts. The procedure aims to reduce risk for female employees who combine demanding assignments with family responsibilities.

6. Pay equity

Norwegian People's Aid does not use individual salary determination or salary negotiations. Apart from the Secretary General and department heads, all positions as of 31 December 2025 are placed according to the AAF-HK National Collective Agreement, the local salary policy and the salary plan. Positions are assigned to salary groups based on complexity and requirements for assessment, planning, management and independence. Seniority-based progression follows the criteria set out in the salary policy.

Status: Salaries are primarily determined through collective agreements and salary plans. We present average salary figures by salary group, taking privacy considerations into account.

Follow-up 2026: We will monitor pay gaps within each pay group over time and assess whether market supplements and career paths influence gender balance in higher pay groups.

6.1 Average salary by salary group in Norway, 2025

For positions in Norway, salary is determined by the responsibilities and competence requirements of each role. Salary seniority is applied in line with the salary policy.

To protect privacy, average salary figures for women and men have been omitted for salary groups where the number of employees is too low to prevent identification.

| Salary group | Women | | Men | | All | | Women's pay as a percentage of men's pay |
|--------------|-------------|-----------|-------------|-----------|-------------|------------|--|
| | Average pay | Number | Average pay | Number | Average pay | Number | |
| 1 | - | 2 | - | 7 | 618 394 | 9 | - |
| 2 | 726 535 | 71 | 752 235 | 40 | 735 797 | 111 | 96,6% |
| 3 | - | 4 | - | 7 | 867 885 | 11 | - |
| 4 | 884 694 | 10 | 915 250 | 7 | 897 276 | 17 | 96,7% |
| 5 | - | 4 | - | 5 | 1 050 322 | 9 | - |
| Total | | 91 | | 66 | | 157 | |

The table shows average pay and the number of employees in each pay group, as well as women's pay as a percentage of men's pay where the data basis is sufficient.

In 2025, Norwegian People's Aid introduced a new salary plan and placed employees, accordingly, resulting in salary adjustments for many staff members. The new plan includes a market supplement for particularly sought-after skills and a revised seniority ladder. Women's pay as a

percentage of men's pay has decreased compared with last year. This may be partly because male employees often have longer seniority, and because market supplements are more commonly applied to male-dominated professions, such as IT.

6.2 Average salary by salary group for expats, 2025

For international positions, salary is based on the role's responsibilities and competence requirements. Higher salaries apply to roles with additional project or programme management, geographical, thematic or regional responsibility, larger programme portfolios, or interdisciplinary

tasks beyond the job description. Salary seniority is not applied.

To protect privacy, average salary figures for women and men have been omitted in salary groups where low numbers could make individuals identifiable.

| Salary group | Women | | Men | | All | | Women's pay as a percentage of men's pay |
|--------------|-------------|-----------|-------------|-----------|-------------|------------|--|
| | Average pay | Number | Average pay | Number | Average pay | Number | |
| 1 | - | 2 | - | 2 | - | 4 | - |
| 2 | - | 4 | - | 43 | 618 773 | 47 | - |
| 3 | 647 264 | 9 | 661 293 | 33 | 658 287 | 42 | 97,9% |
| 4 | 733 772 | 8 | 746 271 | 14 | 741 726 | 22 | 98,3% |
| Total | | 23 | | 93 | | 115 | |

Men's average salaries are higher than women's, primarily because more men have longer organisational seniority.



Photo: Norwegian People's Aid

7. Part-time work in Norway

Part-time positions are available in Norway. As they are not practically feasible internationally, the overview below includes only positions in Norway.

| Position % | Women | Men | Total |
|-------------|-------|-----|-------|
| Full-time | 86 | 60 | 146 |
| Part-time | 6 | 8 | 14 |
| Hourly paid | 0 | 8 | 8 |
| Temporary | 8 | 3 | 11 |

Due to the transition to Soliday in 2025, this section uses 2024 data (see Chapter 1 on the data basis). In 2024, 81.5% of employees in Norway worked full-time, 12.2% part-time, including 4.4% hourly paid, and 6.1% were temporarily employed.

Employees may work part-time due to age, health, family responsibilities or studies. Some part-time positions are project-based, with the employment percentage dependent on external funding.

8. Parental leave

Due to the transition to Soliday in 2025, this section uses 2024 data (see Chapter 1 on the data basis). In 2024, twelve employees in Norway took 772 days of parental leave in total. Six women took 423 days, averaging 70.5 days each, while six men took 349 days, averaging 58.2 days each.

Norwegian People's Aid supports employees in combining parental leave with a smooth return to work. We offer flexible working hours, breastfeeding leave where needed, and welfare leave for planning days in kindergarten, after-

school care and school. Measures to support work-life balance are described in Chapter 12.5.

Status: In 2024, both women and men took parental leave, with women taking slightly more leave overall.

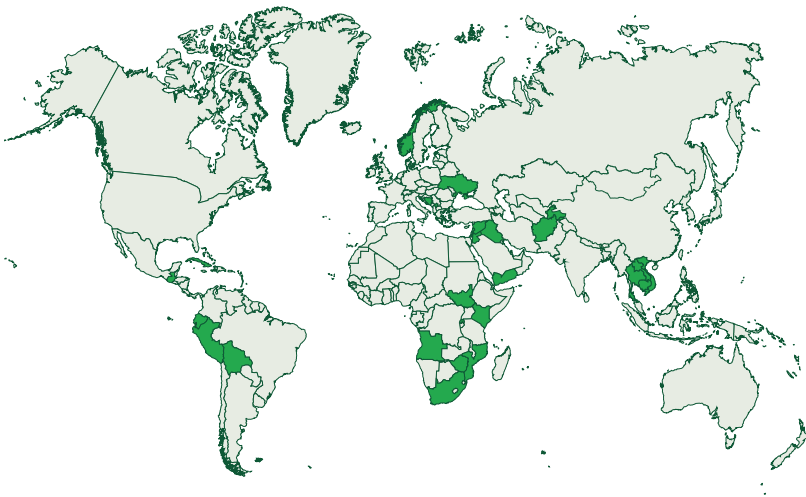
Follow-up 2026: We will monitor leave trends over time, including after the introduction of Soliday, and assess whether facilitation and repatriation practices support equal career development opportunities.



Photo: Sean Sutton

9. Employee demographics 2025,

by country, age, gender and nationality



● Countries where we work:

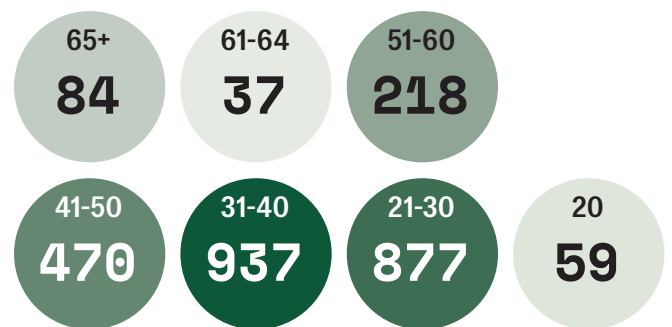
Afghanistan, Angola, Bolivia, Bosnia and Herzegovina, Cambodia, Cuba, Ecuador, Guatemala, Iraq, Jordan, Kenya, Kosovo, Laos, Lebanon, Mozambique, Norway, Palestine, Peru, Rwanda, South Africa, South Sudan, Syria, Tajikistan, Thailand, Ukraine, Vietnam, Yemen and Zimbabwe.

Nationality:

Norwegian People's Aid employs staff from 50 countries.

In 2025, staff came from the following countries: Angola, Australia, Bangladesh, Belgium, Bosnia and Herzegovina, Brazil, Cambodia, Canada, Colombia, Czech Republic, Denmark, Ecuador, El Salvador, France, Georgia, Germany, Guatemala, Hungary, India, Iraq, Italy, Jordan, Kenya, Kosovo, Laos, Lebanon, Malawi, Montenegro, Mozambique, Myanmar, Nepal, Nigeria, Norway, Pakistan, Palau, Peru, Poland, Rwanda, Serbia, Slovenia, South Africa, South Sudan, Spain, Sudan, Sweden, Syria, Tajikistan, Thailand, Turkey, Uganda, United Kingdom, United States, Vietnam, Yemen, Zambia and Zimbabwe.

Age globally:



Gender globally:



10. Our work on equality and non-discrimination

Norwegian People's Aid follows an overall strategy leading up to the 2027 national convention. The strategy focuses on the working environment, culture, leadership and employee engagement, aiming to improve organisational results through effective management and a strong culture.

The strategy addresses the following diversity and equality perspectives:

- Integrating gender and diversity perspectives across all activities
- Combating discrimination and including vulnerable groups
- Supporting refugees and integration
- Promoting anti-racism and youth engagement
- Preventing and responding to gender-based violence (SGBV)
- Strengthening democracy and fair distribution of power and resources

In 2025, we prioritised measures to strengthen a safe and inclusive working environment, particularly given our demanding security context and presence in several high-risk countries. The work focused on clear leadership, preventing discrimination and harassment, and better supporting well-being, health and safety nationally and internationally.

10.1 National convention resolution on anti-racism in Norwegian People's Aid

Norwegian People's Aid's anti-racism work is grounded in our values unity, solidarity and human dignity, with the aim of strengthening participation and equality. In 2025, we placed particular emphasis on:

- Identifying and removing barriers to participation, while strengthening empowerment and community
- Addressing racism and discrimination as part of our human rights and democracy work
- Treating diversity as a resource and reflecting it in our goals for inclusion, equality and fair distribution
- Linking the work to relevant UN Sustainable Development Goals, particularly SDG 10: Reduced Inequalities and SDG 16: Peace, Justice and Strong Institutions

Through our principles and priorities, we advance anti-racism nationally and internationally. Equal rights guide our daily work, and anti-racism is embedded across our activities. We follow this up by:

- **Active participation and organisation:** We involve refugees, people with immigrant backgrounds and other vulnerable groups in local activities and create opportunities for them to contribute to the organisation.
- **Systematic anti-discrimination work:** We address discrimination and work to reduce prejudice and xenophobia.
- **Clear political engagement:** We act as a visible civil society actor and take clear positions in debates on racism and exclusion.
- **Rights-based approach:** Our work is grounded in international human rights, democratic principles and solidarity, and is put into practice across our activities.

10.2 Staff survey

In 2025, we implemented Soliday as our HRM tool and began planning the first global staff survey for autumn 2026. Following the reorganisation, department-level follow-up from 2024 is less relevant, and the action plan is now monitored by the management team. The 2024 survey showed strengths in inclusion, development and autonomy, while highlighting the need for clearer values, greater clarity and better balance. The management team's action plan focuses on leadership, efficiency, transformation, working environment and well-being.

In 2025, following reorganisation and downsizing, we introduced several measures to strengthen leadership, the working environment and the climate of expression, including:

- Launching a new leadership development programme, including e-learning, four workshops and a kick-off session
- Holding a professional development day for all employees on the climate of expression, focusing on safety, constructive challenge and risk factors
- Clarifying expected core competencies for managers and employees, supported by workshops on a safe organisational culture

- Using change management specialists to develop shared language and improve support for different reactions to change

10.3 Commemorations and observances

On 18 June 2025, we held a Pride lunch seminar for employees on Norwegian People's Aid's work for a fairer world, with a particular focus on queer rights. Department heads from the two international departments and the domestic department presented the current situation and future priorities in the LGBTQ+ field.

The seminar continued with a panel discussion on diversity, inclusion, equality and queer rights. The discussion was prompted by a demand from US authorities to end DEI work as a condition for continued cooperation. Although the demand was later withdrawn and cooperation with US donor funds continued, it raised important internal questions about Norwegian People's Aid's mandate, history, values and response to similar donor requirements in the future. The Board discussed the issue and confirmed that diversity work will continue: *"This work continues with full force, and Norwegian People's Aid will also expand such projects to counteract setbacks and pressure globally."* The panel included the Head of International Programmes and two employees who shared personal experiences related to the topic. Secretary General Raymond Johansen closed the Pride lunch by reflecting on his experience as Oslo city councillor during the terrorist attack against queer people in Oslo on 25 June 2022.

Through the annual communications calendar, we also mark key observances such as Eid, International Women's Day and the International Day for the Elimination of Racial Discrimination.

10.4 International work

Norwegian People's Aid works internationally to advance the goals of its Gender Equality Policy through an integrated approach to policy, advocacy and communication. The main objectives and measures are:

- Maintain an overview of gender distribution among employees at all levels and use gender-disaggregated data to analyse

- participation and programme development.
- Strengthen women's representation in leadership and promote gender balance at all levels, particularly in decision-making processes involving women and girls.
 - Ensure working conditions that meet the needs of women and men and support safe, inclusive working environments.
 - Promote a respectful work culture free from sexual harassment, where power and authority are not abused.
 - Create an inclusive and accepting environment for all gender identities, including non-binary identities, and prevent gender-based discrimination.
 - Maintain effective measures to identify sexual harassment and clear routines for following up whistleblowers.
 - Promote an open and safe environment for discussion and internal debate on gender-based discrimination and violence.
 - Strengthen competence and awareness of gender equality and violence against women and engage male employees in promoting better gender balance.
 - Advocate for legal and political change that promotes gender equality and use communication to highlight key issues and results on gender balance and inclusion.
 - Ensure broad participation by women and girls in programme activities, and make sure their voices inform planning and evaluation.

10.4.1 Achieving the goals of the Gender Equality Policy

Analysis and practice:

- All Norwegian People's Aid programmes must be informed by thorough, gender-sensitive context analyses that include a power perspective and examine gender roles and relations in each specific setting.
- Gender analyses should inform every stage of programme work, from baselines and surveys to planning, monitoring, reporting and evaluation.
- Programmes should include gender- and age-disaggregated information, supported by both qualitative and quantitative performance

indicators.

- Norwegian People's Aid actively works to identify and address unequal power relations that may harm people because of their gender identity, whether consciously or unconsciously.
- Programmes protecting civilians from explosive weapons must be gender-sensitive and promote gender equality throughout implementation.
- Mine clearance activities must be carried out without discrimination based on gender or gender identity.
- In conflict and post-conflict countries, Norwegian People's Aid promotes the implementation of UN Security Council Resolution 1325 on women, peace and security, and subsequent related resolutions.

Participation and inclusion:

- We identify gender-based barriers to participation, decision-making and control over resources, and implement targeted measures to address them.
- We promote meaningful participation and real influence for women and other vulnerable groups, including through dialogue with women, affected people and men.
- Where possible, programmes are designed to take account of women's family and care responsibilities.
- We actively involve both women and men in gender equality work, ensuring that their own definitions of challenges, analyses and strategies guide the response.
- To promote gender balance, we work towards equal representation in mine clearance teams.
- We support women's right to organise in trade unions, recognising that this is often essential to changing gender relations.

Dialogue and organisational development:

- We maintain open dialogue with all partners on gender equality policy and practice, while respecting each partner's capacity, progress and own strategies for change.
- Partner organisations must have clear gender equality goals and concrete measures before receiving support for organisational

development. Support is based on documented priorities and needs related to gender equality, and this is a key criterion in partner selection and cooperation.

Learning:

- We learn from partners' experience, knowledge and insights on political context, organisational development, advocacy and gender. Many partners have strong gender equality expertise, which Norwegian People's Aid uses actively to strengthen its own work. Where possible, we facilitate exchange and cooperation between partners to improve joint efforts on gender equality.
- Programme evaluations include questions on gender in participation and the impact of different gender perspectives on programme work.

10.5 Work in Norway

In 2025, Norwegian People's Aid and Fellesforbundet participated in commemorations following the racist murder of Tamima and jointly held anti-racism courses. We also continued our collaboration with the Norwegian Confederation of Trade Unions (LO) on *Rich in Diversity – a trade*

union movement for all, Norwegian People's Aid | A trade union movement for everyone, and strengthened contact with LO centrally on resilience. Resilience means standing against fascism and racism through community and cooperation. It brings together religious communities, trade unions, local organisations, schools and political parties to strengthen democratic values and build safe communities where everyone belongs. This resilience is rooted in solidarity, unity and active efforts to counter discrimination and injustice. Read more: [Norsk Folkehjelp | Motstandskraft](#)

Norwegian People's Aid's local branches strengthened their work on equality, inclusion, diversity and anti-racism through inclusive activities and targeted volunteer training, including *Women Can Do It*, inclusive activity management, psychosocial first aid e-learning and training on a safe organisational culture. More than 6 000 people took part in activities that promoted belonging and support in vulnerable situations. We are also developing a practical digital anti-racism guide, giving volunteers concrete tools to respond to racism in the moment, prevent it and follow up afterwards. This strengthens our democratic preparedness at a time of increasing polarisation.

11. Identifying discrimination risks and barriers to equality

Norwegian People's Aid carries out annual risk assessments of the working environment, harassment and discrimination. These assessments cover both Norway and international operations and take account of local conditions, including rights protection, cultural context, power relations and security risks.

Status: The risk assessments identify challenges related to gender imbalance in certain job categories, varying knowledge of whistleblowing and case-handling routines, and the burdens associated with work in high-risk and conflict areas. In 2025, these risks were followed up through targeted measures described in Chapter 12.

Follow-up 2026: We will link prioritised risks more clearly to specific measures in Chapter 12, including responsibilities, status and follow-up plans. Where relevant, Soliday and employee surveys will be used as data sources.



12. Ensuring equality and non-discrimination in practice

12.1 Recruitment:

The organisation's Recruitment Policy promotes equal rights and opportunities for all employees, regardless of gender, age, ethnicity or disability. Recruitment processes include structured interviews, competency-based questions, second interviews with case exercises and personality tests, as well as automated reference checks. Job analyses help ensure a broad applicant pool, identify critical competencies and reflect the department's needs in the vacancy text. Vacancies are advertised through channels selected to reach as wide a range of qualified applicants as possible. Recruitment materials include a diversity statement and images that reflect diversity, and we continue to improve the relevance of these images. In 2025, we implemented Soliday, our new HRM tool, giving Norwegian People's Aid a shared global digital recruitment system and a clearer overview of recruitment processes across the organisation. Employee representatives are included in the recommendation group for all recruitment processes. Due to capacity constraints, union representatives do not always take part in interviews, but they contribute to the job analysis and recommendation process or approve the recruitment.

Our Recruitment Policy promotes internal mobility, non-discrimination and awareness of bias throughout the process. Vacancies are published in

both Norwegian and English, making them more accessible to candidates from different backgrounds. This helps attract a broad range of qualified applicants with varied experience and expertise, while strengthening our profile as an inclusive and diverse organisation.

12.2 Promotion and development opportunities

Performance appraisals for employees in Norway and internationally have been renamed Performance and Development Dialogue (PDD) and integrated into Soliday, NPA's global HR tool, under the Talent module. The module brings together common templates, career development tools and the appraisal process in one accessible system. As the module will be ready in March 2026, performance appraisals were not conducted in 2025. PDD emphasises open dialogue between manager and employee, with goal achievement and competence development as key themes. The dialogue follows a fixed annual cycle, supplemented by a shorter follow-up conversation to ensure that development and learning needs, such as internships and further education, are addressed and that the process remains on track.

Employees in Norway may apply for support for continuing and further education through our competence development fund. Norwegian People's Aid is also affiliated with a central fund administered by HK and AAF, which is available to

HK members. Employees are entitled to two days' leave for exam preparation, as well as leave on the day of the exam. Our leave regulations also allow employees to take leave for international humanitarian assignments, which provide valuable experience and expertise. In addition, more employees from international programmes are being recruited to the head office, while local employees are developing the skills needed to apply for expat positions.

12.3 Pay and working conditions

The organisation has a flat structure, with salary terms set by the collective agreement. Our wage policy is designed to prevent pay differences between women and men. Employees are offered flexitime and reduced summer working hours from 15 May to 15 September, with the working day shortened by one hour. They may also work from home up to two days a week. In addition, employees may use one working hour per week for exercise, and the organisation covers up to 14 hours of chiropractor or physiotherapy treatment annually.

The Trade Union Club in Norwegian People's Aid may hold meetings during working hours, and the organisation funds a full-time released club leader, who serves as the main union representative. The head office in Oslo is centrally located and easily accessible to employees and visitors, as are the regional offices in larger Norwegian cities. A new salary policy has also given many employees in Norway higher job titles and salaries.

Senior employees receive an additional week of holiday from the year they turn 60. The employer covers mobile phones and contributes to internet access for employees who need it for home office work. Domestic travel time is compensated hour by hour, while international travel is compensated for up to 15 hours beyond normal working hours. Employees also receive three extra days off at Christmas and one during Easter week.

Expats in high-risk countries receive Rest and Recuperation in line with current regulations, as well as three employer-paid home trips per year. Following negotiations in 2024, more expats are

now able to bring their families to their country of assignment.

Norwegian People's Aid is affiliated with LO's corporate sports team and covers the annual fee for employees who use this offer. All employees are covered by travel insurance and contractual pensions through the Norwegian Public Service Pension Fund, and the organisation is an established Inclusive Working Life company (IA). In 2025, we established new IA goals under the AMU's responsibility, which the organisation will follow up systematically. The objectives are:

1. A safe and inclusive organisation:

We have zero tolerance for discrimination, harassment and bullying. Mandatory diversity and inclusion training is provided for all employees and managers, and we create safe dialogue arenas across cultures and countries.

2. Prevent injuries and accidents

We carry out systematic risk assessments and provide training in safe behaviour, including first aid and crisis management adapted to different contexts. We also support the reporting and follow-up of near misses to promote learning and prevent serious incidents.

3. Promote a balanced workload and low sickness absence

We support a balanced workload through regular staff surveys, flexible working hours and home office arrangements where relevant. We also accommodate employees with specific needs, such as after illness or periods of high stress, and train managers to prevent burnout and psychosocial challenges.

4. Ensure clear systems for non-conformities and whistleblowing

We maintain a well-known whistleblowing routine with a low reporting threshold and the option to report anonymously. Training supports employees in identifying and handling non-conformities and whistleblowing cases, while trust-based follow-up safeguards whistleblowers' rights and safety.

5. Strengthen HSE knowledge across the organisation

HSE training is part of onboarding for new employees, management follow-up and performance dialogues. HSE topics are also regularly highlighted in meetings, newsletters and on the intranet.

12.4 Workplace adjustments and accessibility:

We provide suitable office equipment for all employees and have designed the office landscape for accessibility. Movable ramps connect the upper and middle floors, and an external ramp provides easy access to the entrances. A fire evacuation chair is available, and changing tables have been installed in the accessible toilet to make it easier to bring small children to the office. We have also set aside a room for rest, breastfeeding, meditation or prayer.

We support employees with care responsibilities for children or close family members through flexible working hours and leave when needed. Welfare leave is available for planning days in kindergarten, after-school care and school. Employees from non-Christian backgrounds may also take time off for important religious holidays. Employees who need them are provided with computer glasses, and health checks and vaccinations are offered in connection with travel. Employees who need psychological support are covered for up to five sessions, with the possibility of further treatment if recommended by a psychologist or psychiatrist. Norwegian People's Aid Oslo provides first aid courses for employees in Norway, and we are exploring how to make first aid knowledge available globally, potentially through e-learning. We have also shared guidance on colleague support in situations involving stress or trauma. In 2026, global e-learning on psychosocial first aid will be completed and made available.

12.5 Work-life balance and family responsibilities

Under the IA Agreement, Norwegian People's Aid facilitates the use of up to 24 self-certified sick leave days per year. Employees may work from home up to two days a week, and flexitime makes it

easier to manage drop-off and pick-up at kindergarten or school. We support employees with care responsibilities through flexible working hours, leave when needed and breastfeeding leave where relevant. Employees with children are entitled to paid leave for planning days in kindergarten, after-school care and school. Employees in international departments normally visit programmes twice a year, and we seek to accommodate these trips alongside care responsibilities. Expats may bring their families to the country of assignment where security conditions and financial considerations allow.

12.6 Harassment, sexual harassment and gender-based violence

Norwegian People's Aid has zero tolerance for harassment, sexual harassment and gender-based violence. This commitment is anchored in the organisation's Code of Conduct, Safeguarding Policy, Gender Equality Policy and Procedure on discrimination, violence, bullying and harassment in Norwegian People's Aid.

Norwegian People's Aid has an external whistleblowing channel through EQS Integrity Line, where employees and others may report censurable conditions, including anonymously. Reports are handled in line with established routines, with emphasis on confidentiality, legal certainty and protection of whistleblowers. The channel is clearly visible on the organisation's website and intranet, and whistleblowing is regulated through the Procedure Code of Conduct breaches.

Training on expected conduct, whistleblowing and handling harassment is included in onboarding, management training and other competence-building measures. This work is followed up jointly by HR/HSE, safeguarding and anti-corruption.

12.7 Working environment:

The Code of Conduct has been updated and must be signed by all new Norwegian People's Aid employees. New posters in Norwegian and English have been displayed at the office and made

available globally through the global Staff and Management Handbook.

The AKAN Committee reports to AMU and works to prevent drug and gambling addiction among employees. It also supports managers in following up employees with addiction-related challenges. The global procedure on substance abuse forms part of the digital onboarding for new employees. We also work continuously to update and share both the national Employee and Management Handbook and the global Staff and Management Handbook.

Norwegian People's Aid has established a Complaints Policy for handling inquiries and feedback globally, supplementing the existing whistleblowing channel. The organisation is now identifying a suitable channel for internal and external actors to provide constructive feedback, both positive and negative.

Norwegian People's Aid has a social committee with representatives from all head office departments. The committee organises social and inclusive events for employees, including summer and Christmas gatherings.

The canteen is partly subsidised, and food is clearly labelled to indicate religious dietary considerations and allergens.

In 2026, we will strengthen equality and diversity follow-up through clearer shared goals and indicators across the organisation. We will conduct an updated gender survey based on Soliday and prepare the first global staff survey. We will also prioritise measures that promote a safe culture and a strong climate of expression, strengthen managers' competence, and ensure familiar and trusted practices for whistleblowing and for preventing and handling undesirable incidents in Norway and globally.





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