



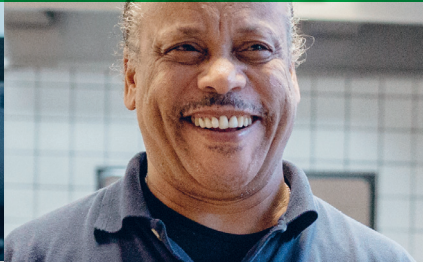
Norwegian People's Aid



Rich in diversity

-a working environment for everyone

EQUALITY REPORT 2022



Equality Report Norwegian People's Aid 2022

Norwegian People's Aid is a humanitarian organisation founded by Norwegian Confederation of Trade Unions (LO). We stand for the trade union's basic values: unity, solidarity and human dignity. Our value basis is founded on equal rights for everyone, regardless of gender, ethnicity, religion, sexual orientation, functional ability and social status. We are a diverse, inclusive organisation that works continuously to ensure that all employees are safe, feel valued and have a sense of belonging in the organisation. We have established sound routines and whistle-blowing systems if employees experience discrimination, harassment or unwanted sexual attention. Norwegian People's Aid maintains thorough awareness of the equality perspective in all our processes and programmes within Norway and around the globe. We define equality in terms of equal value, meaning that all people must enjoy equal rights and opportunities irrespective of their background.

Among other initiatives, Norwegian People's Aid actively seeks to recruit female mine-clearance workers to a typically male-dominated profession in Iran and works with partner organisations to promote women's and indigenous peoples' rights in several parts of the world.

We are one of Norway's largest anti-racist organisations with local chapters that work actively to combat racism and exclusion through activism, campaigns and clear political advocacy. Our initiatives help strengthen long-term, systematic efforts to prevent discrimination and ensure vulnerable groups are not excluded from participation in work and social life. As a growing

organisation, we have a clear objective of increasing the number of members and representatives with an immigrant background in our local chapters. Our voluntary efforts help create increased involvement, belonging and equality in local communities, not least through encouraging the participation of more women with an immigrant background. Norwegian People's Aid works in close collaboration with the labour movement, making the most of our expertise relating to anti-racism and work for equality. This collaboration includes initiatives such as the *Rich in diversity – one labour movement for all network* and *Women Can Do It* courses.

Gender equality status

Norwegian People's Aid strives to have a diverse, representative board and employee group. The board of Norwegian People's Aid consists nine women and nine men and the management group four women and four men. Where employees are concerned, 52% are women and 48% men overall. The 2022 figures showed a small majority of women at head office (56%), while employees abroad had a majority of men (64%).

The distribution among country and regional directors is 6 women and 9 men, and of the 50 management positions* overall in the international programmes, 18 are women and 32 men. The percentage of female managers is a little higher than in 2021.

* Positions with management responsibility that are members of the Country Management Team (CMT), i.e. the international management groups.



International management positions	Women	Men	Total
Country Directors	6	9	15
Programme Managers	7	9	16
Deputy Programme Managers	1	1	2
Finance Managers	2	7	9
Logistics and Security Managers		2	2
Project Managers	2	4	6
Total	18	32	50

Equal pay

Norwegian People's Aid does not practise individual salary determination or individual salary negotiation. With the exception of the Secretary General and the heads of departments, all positions as of 31/12/2022 have been placed in line with the AAF-HK national agreement, local salary policy and the associated salary scale. Placement in the salary scale is undertaken on the basis of the job description.

The salary scale has five bands. All positions are placed in the appropriate salary band in light of the position's complexity and the need for evaluation, planning, management and independence. Promotion on the basis of seniority takes place in line with fixed seniority ladders and the criteria in the salary policy.

Average salary in Norway per salary band*

Salary band	Women		Men		All		Women's salary in % of men's salary
	Avg. sal.	No.	Avg. sal.	No.	Avg. sal.	No.	
1	510443		529080		519969		96,4 %
2	634400		634559		634460		99,9 %
3	701185		737256		724139		95,1 %
4	767052		794369		778227		96,5 %
5	949110		870448		905409		109 %
M			867338		867338		
Employees in Norway	639158	110	658338	87	647629	197	

* We have chosen to remove the number of women and men in the overview for privacy reasons since there are so few employees in several job categories that it is possible to identify individual employees. During a transitional period, we have certain positions that have been manually placed. For positions in international programmes, the salary determination is based on job descriptions and local salary policy for international positions. It is the position that is placed on the scale, irrespective of who fills the position, and neither salary seniority nor company seniority is practiced in these positions. Salary bands as of 31.12.2021 are not implemented internationally, and average wages are therefore only stated for each gender.

The fact that female employees earn a little less than their male counterparts in salary bands 1-4 may be explained by the women's shorter seniority overall. That women earn more than men in salary band 5 is owing to the fact that the person who earns most in the organisation, the Secretary General, is a woman.

Average salary – international by gender*

With additional salary steps:

	Women	Men	Total
Number	23	103	126
Average salary steps	50	48	48
Amount	kr 591 511	kr 569 988	kr 569 988

Without additional salary steps:

	Women	Men	Total
Number	23	103	126
Average salary steps	49	46	47
Amount	kr 580 698	kr 549 294	kr 559 484

* In 2021, we switched to a new salary table and in that connection, 'expats' who were employed before this received 2 extra salary increments and a B supplement. In 2023, we removed the B supplement for expats and replaced it with 1 additional salary increment. Expats who were employed before 2021 therefore have 3 additional steps.

We have more male employees working internationally. This is explained by the many technical positions – within mine clearance work for example – where more men have traditionally been employed. We are working to increase the percentage of women in these positions. The fact that women earn more than men in this instance is owing to their longer seniority.

Use of part-time positions in Norway

Part-time positions are used to a certain extent in Norway while such positions are not practicably possible for international employees.

Type of position	Number of women	Number of men	Total
Full time	73	59	132
Part time	10	2	12
Paid by the hour	1	2	3
Temporary	31	21	52

The share of full-time employees is 66.3 %, and the share of part-time employees 7.5%, of which 1.5% are paid by the hour. 26.1% are temporarily employed and work at the emergency accommodation centre for Ukrainian refugees at Gardermoen.

Reasons for working part time range from age, health and family/care considerations to parallel studies. Some part-time positions have been that from the outset and are linked to project financing and/or operating contracts with external parties that do not cover a full-time position. We have an increased percentage of temporary employees on account of our starting an emergency accommodation centre for Ukrainian refugees under a temporary contract from the Norwegian Directorate of Immigration (UDI). Hourly-paid employees consists persons brought in for a summer campaign by Solidarity Youth.

Parental leave

The average number of weeks of parental leave is 12.5 weeks. Both female and male employees have taken parental leave in 2022.

Age

The age of staff members ranges from 22 to 72, with the majority in the 40-49 age group. The average age overall is 47, and there is little variation between employees in Norway and employees internationally. We have established senior policy measures to make it easier for older employees who want to work as long as possible in the organisation. These measures are included in the local supplementary agreement.

Nationalities of employees - overview

47 nationalities are represented in the organisation, which is a slight increase on the previous year. 65.3% of our employees have Norwegian citizenship.

18.9% of the employees come from 19 countries comprising the UK, the USA, Canada, Australia, New Zealand and EU/EEA countries. 15.6% of employees come from European countries outside the EU/EEA, Africa, South-east Asia and South America.

13.9% of employees in Norway have a national background other than Norwegian. They come from Afghanistan, Bosnia-Herzegovina, Brazil, Switzerland, Denmark, Ecuador, Eritrea, Ethiopia, France, the UK, Hungary, Iceland, Peru, Pakistan, Serbia, Sweden, Ukraine, USA, South Africa and Zimbabwe.

43 different nationalities from all continents in the world are represented in the management teams internationally (Expats), of which 11 were Norwegian citizens (8.1%).

Sick leave

We have chosen to move away from sick leave overviews divided by gender, as women statistically always have higher sick leave than men. This may be owing to many reasons such as caring duties and pregnancy. We have chosen to keep a department-by-department overview of short, medium and long-term sick leave to ease analysis and implementation of relevant measures to support the individual manager in following up absence owing to illness. In 2023, however, we aim to survey the type of sick leave that female and male employees require, so that we, as an employer, can better facilitate and contribute to fewer employees being absent from work. This will be done by means of an anonymous survey among the employees.



Our work for equality and against discrimination

Principles, procedures and standards for equality and against discrimination

Norwegian People's Aid is a values-based organisation founded on the labour movement's fundamental values: unity, solidarity and human dignity. Our values basis stems from equal rights for all, irrespective of background. We are a diverse organisation with employees who have different experiences, skills and perspectives. Diversity and equality are key elements in NPA's *Programme of Principles and Strategy 2019-2023*, which aims to promote not only an inclusive, safe working environment where all employees, regardless of background, can feel seen, recognised and valued, but also to ensure our expertise contributes to our partners and local chapters being able to work towards a more egalitarian, inclusive society.

The middle of 2022 saw the appointment of a senior consultant to be responsible for improving the systemisation of the statutory equality and non-discrimination work as well as for promoting opportunities within a diverse group of employees and helping everyone feel included and to have a sense of belonging to the organisation.

Alongside our own trade union organised through the Union of Employees in Commerce and Offices (HK), we undertake systematic work to follow up the statutory obligations in the Equality and Discrimination Act. Norwegian People's Aid has developed a separate concept called *Rich in diversity – a workplace for all*, through which employers and trade unions work together on diversity and equality issues.

The management group is ultimately responsible for equality and diversity work. The operative work is based on the deliberations of the working environment committee (AMU), which consists of management, HR, safety and employee representatives. The occupational health service also participates in the AMU meetings.

In the autumn of 2022, we invested in Ernst & Young's *Equality and diversity assessment tool*, helping us to improve the systemisation of our work with activities and reporting obligations, as well as obtain a better overview across departments and programmes of all our policies, routines, guidelines, objectives and action plans relating to equality, non-discrimination and diversity. A resource group with representatives from all departments will be working with this tool from 2023.

We have a Safeguarding consultant who follows up our Safeguarding policy for protection against sexual exploitation, abuse and sexual harassment.

We also have ethical guidelines that all employees must sign and follow, as well as guidelines for the prevention of violence, harassment and discrimination and separate whistle-blowing procedures. These are topics that are included in the Onboarding program for new employees. We have also developed related e-learning modules and raise the topic regularly in communication arenas such as general meetings or departmental fora. Where our international operations are concerned, a dedicated consultant is responsible for following up a separate gender and equality policy and our work in this respect. In 2023, we will begin work on developing a global diversity policy which will provide an even clearer direction to Norwegian People's Aid's equality, diversity and inclusion work.

Securing equality and non-discrimination in practice

Recruitment: The organisation's personnel policy aims to ensure equal rights and opportunities for all irrespective of gender, age, ethnicity and functional ability. This is safeguarded through recruitment processes with structured interviews and competency-based questions, including 2nd interviews involving case resolution. References are checked automatically. Thorough work with the job analysis ensures the inclusion of a wider range of applicants where we can focus on critical competence when advertising the vacancy. We use various advertising channels with a view to reaching the widest possible range of applicants. We make sure of diversity in the advertisement imagery but recognise that we can be even better at choosing relevant images for the position we are advertising. We include a diversity statement in the advertisement text, but it is more important to us that the job analysis has mapped the kind of competence and perspective we lack in the department and that the advertisement makes specific requests in this respect.

Employee representatives are involved and are part of the recommendation group in all recruitment processes in Norwegian People's Aid. For reasons of capacity, they do not take part in all interviews, but are usually involved in the job analysis and recommendations and may approve the recruitment without themselves taking part. Practice has varied somewhat for some recruitment processes, particularly where internal candidates have applied for the vacant position. This has highlighted the need to develop a better recruitment policy, which we plan to undertake with employee representatives in 2023. We intend to introduce the use of personality tests in 2023 and have thus obtained an overview of suppliers thereof.

Promotion and development opportunities:

We have introduced Performance and Development Dialogues (PDD) for all employees, both nationally and internationally. Here, employees are encouraged to consider, discuss and plan their development and learning requirements for the coming year as well as over a three-year perspective. This may include, for example, secondment arrangements or further education. We have established a competence development fund for employees where they can apply for funds for further education. We are also part of a central competence fund managed by HK and the labour movement's employers association, AAF, to which only HK members can apply for support. We are party to the collective agreement between HK-AAF which, among other things, gives employees two days off to study for examinations and leave for the examination itself. Our leave regulations make it possible to apply for leave to work in international humanitarian positions that contribute valuable expertise in international humanitarian work to the employee. We have begun work on systemising and producing our own learning initiatives adapted to the needs of the organisation in e-learning format and as blended learning (workshops etc.). We have started work on global digital onboarding and the implementation of standard training for project work for employees. We have discovered that too few employees know about the opportunities to apply for continuing education, so we plan to increase awareness in this area in 2023.

Wages and working conditions: We have a flat structure in the organisation and the collective agreement sets the conditions for wages. We make use of flexitime, employ summertime working with a one-hour reduction in working hours from 15th May to 15th September, and allow working from home for up to two days a week. We offer one hour a week for training during working hours and we cover up to 14 hours with a chiropractor or physiotherapist during the course of a year. We facilitate trade union meetings during working hours and for the union to have a leader who is fully paid. Our head office is in central Oslo and our regional offices are correspondingly located. We have travel insurance for all our employees, a contractual pension in the State Pension Fund and are an established 'Inclusive Working Life' (IA) organisation. We have an extra holiday week for seniors (from the year they turn 60). We make a contribution to internet at home of NOK 600 a month. All domestic travel time is covered by the hour. When travelling abroad, coverage extends up to 15 hours beyond normal working hours. Employees have three extra days off during Christmas and one during Easter week. Our expats receive rest and recreation in high-risk countries, which is taken out in accordance with regulations. Expats get three return

trips covered by the employer each year. Norwegian People's Aid is affiliated with LO's corporate sports club and covers the annual fee for employees who wish to make use of this offer

Facilitation: We have purchased suitable office equipment for all employees and have a universally designed office landscape, when using the ramp immediately outside the building to get in and out of the various entrances to the office. To make it easier to move between floors, we wish to purchase movable ramps for the stairs between the top and middle floors in 2023. Further plans for 2023 are the purchase of changing tables to be fitted in the disabled toilet – making it easier to bring small children to the office – and the provision of a room that can be used for resting, breastfeeding or praying, for example. We facilitate the exercise of obligations of care for children or other close family members by allowing employees to use flexible working hours or granting leave if necessary. Employees with a non-Christian background are granted time off on important public holidays. Employees are provided with computer glasses and a work telephone if necessary. Employees who travel frequently receive health checks and all employees who need psychological support in connection with work are covered for up to five treatment sessions per incident.

Opportunities for combining work and

family life: We are an IA organisation with up to 24 days of self-certification per year. We offer regular working from home up to two working days per week. Our flexitime arrangements make it easier to deliver or fetch children from kindergarten. We facilitate the exercise of obligations of care for children or other close family members by allowing employees to use flexible working hours or granting leave if necessary. Since employees in international departments are expected to visit the programmes twice a year, our best efforts are made to arrange this in combination with care obligations.

Harassment, sexual harassment and gender-

based violence: We have a dedicated safeguarding policy for protection against sexual exploitation, abuse and harassment. There is a mandatory course in safeguarding for which employees receive a certificate upon completion. A dedicated employee in a 50% position is tasked with following up this safeguarding work. We have separate guidelines for the prevention of violence, harassment and discrimination in the workplace, with which our employees must be made more familiar. We have started a global risk assessment in which harassment, discrimination and sexual harassment constitute one of the risk areas in the organisation. Proposals for measures will be followed up in 2023.

Working Environment: We have ethical guidelines enshrined in a code of conduct, i.e. a set of expectations that reflect the values in relation to the organisation and the employees. The code of conduct reflects the collective expectations for employee behaviour on a daily basis. All employees sign the code of conduct when they join Norwegian People's Aid. We have a whistle-blowing channel provided by EQS Integrity Line through which anyone may report – anonymously if desired – any breach of regulations to Norwegian People's Aid. The whistle-blowing channel may be readily found on our website or through our intranet. We have an AKAN committee that reports to the Working Environment Committee (AMU). The AKAN committee's mandate is to contribute preventively against employees developing a problem relating to drug/alcohol or gambling addiction, but also to function as resource personnel when managers or colleagues need support. We have appointed special consultants to follow up work nationally and internationally in the field of equality with particular focus on gender and LGBTQI issues.

Working to identify risks of discrimination and obstacles to equality

Equality work in Norwegian People's Aid is led and owned by the management group, which consists of department heads, the Secretary General and the Assistant Secretary General. The practical work on gender equality is anchored in the AMU, where the management, HR, safety representatives and employee representatives sit. AMU meetings are held quarterly, in addition to additional meetings if necessary. The union branch board and the safety service are also included as consultation bodies on new policies and guidelines in the field. A consultant in HR has responsibility for diversity and equality work as part of their job description. We plan to form a resource group for diversity in 2023, where an employee from each department at head office will meet and contribute to a more unified approach to equality work in the organisation.



We investigate risks of discrimination and obstacles to equality:

- HR and employee representatives have gone through all the organisation's guidelines in the various areas relating to personnel policy.
- We have purchased Ernst and Young's equality and diversity assessment tool, which will be used to obtain a better overview of equality work within the organisation and any shortcomings therein.
- On our safety round of the office landscape in the second quarter of 2022, we also looked at whether it was adapted for the visually impaired, people in wheelchairs and people with hearing impairments. We have purchased a fire evacuation chair and provide computer glasses for employees where necessary. We are planning a major clean-up in 2023 to remove, among other things, unnecessary furniture and cardboard boxes, in order to contribute to increased well-being in general and to make it easier for everyone to move around the office premises if they have a disability.
- The food in our canteen is well labelled so that you can easily see what it contains with regard to religious needs or various allergens.
- The AMU is planning to chart global risk assessment for Norwegian People's Aid, including the risk of harassment, sexual harassment and discrimination.
- We have implemented arrangements to allow anonymous whistle-blowing and employ a person in a 50% position to follow up safeguarding matters in particular. Safeguarding is about protecting vulnerable groups, including children, against sexual harassment and/or violence.
- We are planning a new employee survey within the organisation. When this work is completed in 2023, it will include equality, non-discrimination and diversity.

Representatives and management (AMU) have identified the following possible sources of risk and obstacles:

- There are small differences between the wages earned by women and men. Part of the explanation why women earn slightly less than men may be owing to shorter seniority. That women earn more than men in the highest salary band may be put down to the fact that the Secretary General is a woman and has the highest salary in the organisation.
- We have a pay policy which aims to ensure equality between the sexes.
- We have guidelines against harassment and discrimination, but too few are currently aware of them.
- We need to improve the systemisation of our equality work; we have employed a resource to head this work in 2023.
- We have too little knowledge relating to inclusive culture, attitudes and use of language in the workplace; we plan to remedy this by means of the employee survey in 2023.
- We must improve the systemisation of employee initiatives relating to diversity and equality issues. We aim to set up a diversity resource group with representatives from all departments in 2023.
- With the aim of becoming a more diverse organisation, we must work with psychological security in order to initiate a process where we can contribute to employees feeling seen, valued and secure.
- We wish to introduce diversity management as part of management development in the organisation.

One 2022 initiative was to employ an HR consultant with overall responsibility for diversity and inclusion work. The consultant took up the position in April 2022. The main focus in 2022 was thus to improve the systemisation of our equality and non-discrimination work.

A further initiative introduced in 2022 was to contractually agree that all employees in Norway could make use of regular working from home up to two days a week.

We have also stipulated two home office days for seniors (from the age of 60) in a local supplementary agreement. Another initiative for seniors is that employees who have reached the age of 61 get 4 extra days off a year.

The expected results for our quality work going forward are that we gain a better overview of what we do to promote equality, non-discrimination and diversity around the world and that we may use this expertise to become an even safer, more inclusive organisation and workplace for everyone, where everyone feels acknowledged and is valued for who they are.