

## **Activity and reporting obligation: Assesment of 2022 and action plan for 2023**

*Approved in the management meeting the 09.02.2023.*

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The “Aktivitets- og redegjørelsesplikt” (roughly translated: Activity and reporting obligation -ARP) was introduced by the Norwegian Government in 01.01.2020. See legislation here: [Act relating to equality and a prohibition against discrimination \(Equality and Anti-Discrimination Act\) - Lovdata](#).

It states that employers in private enterprises with more than 50 employees shall work actively to promote equality and prevent discrimination through a specific working method laid down in [section 26 of the Equality and Discrimination Act](#). CMI has more than 50 employees and is therefore obligated by law to yearly work using this specific four-step method to promote equality and prevent discrimination in CMI.

The assessment outlined in this report uses the mandated four-step method to document and assess the previous year (2022). To be specify, steps 1-2. The Action plan is step 3: setting concrete steps for CMI to undertake in 2023 to actively promote equality and prevent discrimination. The Action plan will them be evaluated (step 4) in the end of 2023.

### **What does work with equality and discrimination entail?**

This is the basis employers are now required to work with:

- Gender
- Pregnancy, maternity leave or adoption, care tasks
- Ethnicity, religion, outlook on life
- Disability
- Sexual orientation, gender identity, gender expression
- Combinations of these basics

### **The ARP is twofold:**

1. **Activity obligation:** work actively by using the four-step method to promote equality and prevent discrimination.
2. **Reporting obligation:** report every year in the Annual Report (Årsrapport) the statistics that shed light on our employee demographics and other equality/discrimination markers.

### **Four-step method is obligatory.**

The four-step method laid down in [section 26 of the Equality and Discrimination Act](#) that is used for the Activity obligation is as follows:

1. Document the status quo and map potential risks (kartlegging av status og risiko)
2. Analyze the results found in step 1.
3. Identify and implement steps to address this (tiltak)
4. Evaluate results.

CMI first completed the Activity and Reporting Obligation (ARP) in 2020.

**This plan for ARP for 2022-2023 is as follows (step 1-4 as listed):**

1. Document the status quo and map potential risks: January 2023. This is to be done by the Head of HR, and the Administration and Finance Director.
2. Analyze the results found in step 1: 9<sup>th</sup> of January 2023 by the Head of HR in close collaboration with the Administration and Finance Director and the Union representative (Orre).
3. Identify and implement steps to address this: 30<sup>th</sup> of January by the Head of HR and the Union representatives in close collaboration with the Working Environment Committee (AMU/WEC meeting the 27<sup>th</sup> of January). Finalize the action plan on the 8<sup>th</sup> of February 2023 (AMU and the CMiff).
  - a. The Action plan will then be assessed by the Management team to see if the steps are realistic and in line with CMI's overall strategy (9<sup>th</sup> of February 2023).
  - b. After the assessment the final action plan will be shared with the Unions, CMI management and the WEC/AMU.
4. Evaluate results: November 2023 by the Head of HR. Unions, CMI management and the WEC/AMU are entitled to receive a copy of the evaluation.

The 4-step method is to be done in close collaboration with the employee Unions.

**Activity and Reporting Obligation (ARP):** *The WEC employee representatives and CMiff representative wish to include all CMI staff in the development of the Action plan for 2024. This feedback will then inform the discussion with the WEC employer representatives.*

**Set topics CMI is obligated to assess and focus on in the four-step method:**

- Recruitment
- Promotion and development opportunities
- Facilitation and opportunity to combine work and family life
- Wages and working conditions
- Working environment, harassment, sexual harassment, and gender-based violence

Process:

We have used the [prepared forms](#) made by [The Norwegian Directorate for Children, Youth and Family Affairs](#) (Bufdir) and followed the mandated four-step method. HR and the Administration and Finance Director (Sjøberg) prepared Step 1 of the four-step method, and the Unions were given the opportunity to participate actively in Step 2. Step 3 (setting specific steps to promote equality in CMI) was a collaboration between HR, the Administration and Finance Director, the Working Environment Committee, and the employee Union at CMI (Aslak Orre representing CMiff- Forskerforbundet). The data information is primarily sourced from our HRM-system Simployer, wage-system Visma and recruitment-system JobbNorge.

## Step 1: Document the status quo and map potential risks (kartlegging av status og risiko)

### Recruitment:

CMI primarily recruits via the JobbNorge system, and we have therefore based our analyses on data from this system. This report was taken the 04.01.2023. Per 04.01.2023, CMI had 150 applicants in 2022 through the JobbNorge system and 9 job announcements (11 positions in total). One position was re-published meaning the number of available positions is in fact 10.

8 positions were finalized per 04.01.2023, one position was postponed entirely as the short-listed candidate withdrew his application, one position was re-published (registered twice), and the remaining two positions were not finalized before 2023. Please note that these are recruitment processes that commenced in 2022, some of the candidates hired will start in CMI in 2023). The following findings are based on reports on these applicants.

- Age:

Applications aged:	2022	2021
20-29	9,3%	26.5%
30-39	44%	39,3%
40-49	32%	23,7%
50 plus	13,4%	9,9%

In 2021 65,8% of the applicants are between the ages of 20-39, while in 2022 this percentage was reduced to 53,3%. Similarly in 2021 only 9,9% were aged over 50 years of age, while in 2022 this percentage had increased to 13,4%.

Average Age, Hired candidates	2022	2021
Female	46 (one hire)	35,7
Male	42,8 (five hires)	44
Both sexes	43,33 (six hires)	38,2

- We see a significant increase in age for hires in 2022. This may however be natural as several positions in 2022 required higher education.
- When we look at all staff in 2022 (including emeritus/emerita, associate researchers etc.) the age composition of existing staff is as follows (FTE):
  - Aged 20-29: 1,99% [of FTE, 9 individuals, several of which have part-time positions]
  - Aged 30-39: 30,73%

- Aged 40-49: 30,09%
- Aged 50 +: 20,98%

- **Nationality (Citizenship):**

Citizenship (applicants)	2022	2021
Norway	12,6% (19 applicants of 150 applicants)	19%
Applicants from countries outside of Norway	86% (129 applicants of 150 applicants)	81%
Number of Countries outside Europe and Scandinavia	72,9% (35 countries of 48 countries)	50,7%

- Of those we employed in 2022, 1 was from Colombia, 1 from Afghanistan, 1 from Zambia (already hired in a temporary position), 1 from the UK, 1 from Nepal and 1 for the USA. Please note that only one of the employed candidates was not a resident in Norway; of those residing in Norway, two speak Norwegian.
- **Disability:** CMI has no applicants who registered a disability or immigrant background in 2022. That is to say that the applicants have not marked a disability or immigrant background in their applications, not that we have not had any applicants with disability/immigrant background.
- **Gender:**

Applicants/Hired candidates	2022	2021
Male – Applicants	65,3%	58,8%
Female – Applicants	33,3%	41,2%
Male – Hired	83,3%	27,2%
Female – Hired	16,7%	72,7%

- CMI hired more women than men in 2021, but more men than women in 2022. This indicates that there is little gender discrimination in recruitment processes. It should be noted that one of the new recruits is an existing male employee who applied to a senior position.
- The gender-balance in CMI is as follows (2022): 39,4% men and 60,6% women.
- **Language:** We advertise in both English and Norwegian, but we only allow advertisement in Norwegian when proficiency in Norwegian is a requirement for the position. In 2022, we advertised 22,2% of our positions in Norwegian, these were 2 positions where both were in the Administration (Travel and Payroll Adviser and Project Controller). Both these positions require one to be able to communicate with partners in Norwegian and be able to navigate and read Norwegian legislation/compliance rules. We advertised 77,8% of our positions in English in 2022.

### Step 3: Specific steps in recruitment to promote equality and prevent discrimination:

- CMI has routines and policy that regulated recruitment are written to ensure equality and prevent discrimination, it is important that these policies are implemented and followed through on.
- Consider which language one uses in the interview process when the candidate's mother tongue is not English. However, one must be assured that the candidate can communicate in English in his or her work.

## Promotion and development opportunities

### Promotion opportunities:

- **Criteria:** The criteria for promotion opportunities are detailed in our Special Agreement (Særavtale), and criteria stated in individual development plans – such as the tenure track development plans.
- **Status:** CMI has used committees with both internal and external members to assess promotions in 2022 for research positions. For Post Doc tenure track employees applying for Researcher 2 status, the Tenure Track Committee completes the evaluation.
- **Data findings:** Of the 4 promotions at CMI in 2022, 3 av them were women.

#	Gender	Position	Promoted to	Assessment by
1	Female	Senior Researcher (Forsker 2)	Research Professor (Forsker 1)	Committee with internal and external members
2	Male	Senior Programme Adviser (U4) (4)	Principal Programme Adviser (U4)	Committee with internal and external members
3	Female	Senior Researcher (Forsker 2)	Research Professor (Forsker 1)	Committee with internal and external members
4	Female	Post Doc. (Tenure Track)	Senior Researcher (Forsker 2)	Tenure Track Committee

- **Policy:** CMI aims to pay staff equally within the same job categories (adjusted for seniority / experience in working life).

### Specific steps in promoting opportunities to promote equality and prevent discrimination:

- Evaluate Tenure Track process and evaluation in 2024, it is too early to evaluate in 2023.
- Clearly communicate the difference between Post Doc. project position and Post Doc. tenure track position to ensure clarity regarding promotion opportunities.
- Ask management to clarify when direct recruitment is used for grant promotion (i.e., transition from PhD to Post Doc. tenure track position), to ensure clarity regarding promotion opportunity and prevent discrimination in recruitment.
- Clarify as early as possible to temporary staff the possibility for promotion/permanent position.

Development opportunities:

- In 2022 there has been more focus on development opportunities.
  - CMI has therefore focused on project leadership training, training in general and use of new Staff Development Conversations templates (Medarbeider utviklingsamtaler).
- **Courses/training:** The CMI leadership was offered the SLII Leadership Training in January 2022 and Project Leaders were offered Team Leadership offered by Blanchard Norge in October 2022. In addition, several Admin staff attended courses offered by Simployer, HR-Norge and other relevant providers.
- **Language development:** CMI offers Norwegian language training to new employees who move to Norway.

*Specific steps in Development opportunities to promote equality and prevent discrimination:*

1. Training:
  - Inclusion and equal opportunity to leadership training for staff with leadership responsibility.
  - Project leadership training in-house for researchers who lead large projects.
  - Evaluation of Medarbeidersutviklingsamtalen etter runden i våren 2023.

Promotion to and development of leadership at CMI:

- **Gender:** The gender balance within the management team is satisfactory at CMI (2022: 3 men and 4 female)
- **Nationality:** 5 Norwegian citizens, 1 US citizen and 1 British citizen (per 01.08.2022).
- **Leadership training:** Leadership training has been a focus in 2022 and will be a priority going forward into 2023. It is important that we have a systematic development focus, where the leaders and the employees work together on development - so that it is easier for leaders to identify leadership potential among all their employees.
- **Recruitment:** in 2022 the only leadership positions that were filled were two Research Director positions. These were filled by internal candidates that were via Direct Recruitment by the CMI Director after the Director had a conversation with each individual researcher in the research teams affected.

*Specific steps in recruitment/promotion to leadership positions to promote equality and prevent discrimination:*

1. Training (competency):
  - Continue to offer leadership training to staff with leadership responsibility.
  - All members of staff should be given the opportunity to attend leadership courses for those who are interested in leadership roles (leadership of people), and ensure that the management team is aware of which employees are interested in pursuing a leadership role within CMI.
2. Diversity and gender:
  - Aim to have a gender-balanced and more diverse Management team.

Facilitation and opportunity to combine work and family life

- **Pregnancy and small children:** Travelling on research trips in the third trimester or during pregnancy can be challenging. Some pregnant women also need adjustments made (tilrettelegging) to their workplace or hours during pregnancy.
  - Some concrete steps taken to support employees expecting a child in 2022:

- Information regarding pregnancy has been made available in the personnel handbook in 2022: [Pregnancy - Handbooks portal \(simplover.com\)](#).
  - HR has also invited all pregnant employees and employees with expecting partners to an individual conversation to help navigate both CMI and NAV's expectations and benefits during pregnancy.
  - Information regarding benefits for research employees with children has been collected together and presented on one page in the personnel handbook to make it easier for employees to navigate their rights: [Support for research staff with children \(support for staff on work travel\) - Handbooks portal \(simplover.com\)](#)
- Working time: Policy for not having a meeting outside of core time and before 12 AM (lunch). This is meant to both respect non-core hours and give room for work that requires concentration before lunch.
  - In 2022, all new staff have been informed about this policy and what CMI working hours are during the onboarding process (specifically in the introduction day).
- Culture: it is a challenge to separate work and family life when one has home office. This is something the leadership is aware of.
  - CMI has set in place a home office policy where all staff are offered up to two days of home office per week (in Norway) and offer a desk/chair grant to purchase necessary ergonomic office furniture.
  - CMI's office placement routine favors senior positions, while often junior positions have small children at home (Post Doc., PhD, junior admin positions).
- Economy on travel
  - CMI offers the EuroCard credit card to travelling staff to allow CMI staff to pay for expenses on travel without having to pay out-of-pocket.
  - In addition, CMI has strengthened the Travel Adviser role and by the end of 2022 were able to pay reimbursement claims every Friday – meaning that staff are able to be reimbursed in a timely fashion. This is important to ensure that staff with economic challenges in their private life can travel for work without this becoming a financial burden.
  - In some cases, CMI can also pay an advance to allow staff to pay travel expenses in advance.

*Specific steps in Facilitation and opportunity to combine work and family life to promote equality and prevent discrimination:*

1. Support and training:
  - a. Workshop/training in remote data collection for those unable to travel due to pregnancy or small children, as work/life balance is challenge, and especially for young men and women in qualifying positions.
2. Work-life culture:
  - a. Communication to colleagues: CMI leadership should promote a work-life balance. All members of staff have the opportunity to work in evenings and weekends, meaning one can choose to work in non-office hours, but not expect a response from colleagues.
3. Financial support:
  - a. Reconsider travel compensation in next revision of the Special Agreement.

## Wages and working conditions

- Terms for wage-change:
  - Determination of salary follows the Special Agreement. The Special Agreement has not been changed in 2022.
  - The Annual wage negotiations was completed in the fall of 2022, those involved were the CMI Director, the Administration and Finance Director and the CMIff representatives. Individual wage negotiations are process together with the annual wage negotiations.
- Trade union:
  - have the right to be consulted on positions that are 50% or more, with a duration of 2 years or more, in addition to law-mandated consultation rights.
  - The Union at CMI is CMIff. Parat used to also be represented, but no longer has activities at CMI.
  - The Union usually looks the following criteria when the evaluate wages for research-staff:
    - Age
    - Seniority (Ansiennitet)
    - Years since completing the necessary education for position.
- Temporary employment: CMI has a high use of temporary employment. But these are primarily positions such as PhD candidate and Post Doc.

### *Specific steps in wage conditions to promote equality and prevent discrimination:*

1. Transparency and routines:
  - a. Process and purpose for individual wage negotiations should be clarified. Should be addressed in the next revision of CMI's wage policy, and easily assessable in the personnel handbook and clear overview in the Leadership handbook. Equal access and professional case processing for all staff (documented, consider standardized templates).
  - b. Unions should continue to be informed about individual wage adjustments for union members.
  - c. Dashboard on the CMI intranet showing the composition of CMI staff (positions, gender, age). Demographic overview of CMI staff from the Annual Report.
2. Analyze results of the wage mapping.

### *Specific steps in working conditions to promote equality and prevent discrimination:*

1. Onboarding:
  - a. Improve and develop CMI's onboarding processes for staff and students
  - b. Strengthen onboarding for junior staff and international staff.
2. Avoid extra work falling to the same individuals:
  - a. All members of staff should clean up after themselves. Cleaning up at internal meetings is not a part of any CMI staff member's job description.



Working environment, harassment, sexual harassment, and gender-based violence

- **Travel safety** - safety for staff in the field is a challenge as many of the countries CMI travels to have different views on gender and sexuality.
  - CMI has revised their travel routines to changes in the institute but have not reviewed them for any significant change in 2022.
  - Investment in HEAT courses.
- **Training:**
  - In 2022 HR offered in-house training on Discrimination and Sexual Harassment based on The Equality and Anti-Discrimination Ombud (LDO)'s training on the same topics. The aim of the discrimination workshop was to: share the definition of discrimination (identify discrimination), how to assess discrimination (legally) and what you can do if you suspect discrimination (tools and resources). The aim of the sexual harassment workshop was to: share the definition of sexual harassment (identify), how to assess sexual harassment (legally) and how to raise awareness of and process a sexual harassment incident (tools and resources).
  - Several members of staff were sent on HEAT courses in 2022 to increase travel safety.
  - All members of staff were given the opportunity to attend First Aid training in 2022.
- **Working environment committee (AMU/WEC):** this committee has been very active in 2021, but has not received any feedback regarding harassment, sexual harassment, or gender-based violence.
  - In 2022 AMU/WEC was asked to focus on sexual harassment, and as a result HR offered an internal sexual harassment training based on The Equality and Anti-Discrimination Ombud's training on the subject.
  - AMU/WEC have received further prompting to assess and update CMI's policy on Sexual harassment to ensure that it meets legal requirements, and look at the risk of sexual harassment when travelling for CMI. This has not been completed yet.
  - HR received feedback from staff who attended the sexual harassment course in 2022. This feedback was:
    - this [course] should be obligatory for all staff as it would help CMI have a shared understanding of what sexual harassment is, raise awareness of the fact that sexual harassment occurs and create a culture where one can share, discuss, prevent, and handle sexual harassment incidents.
    - CMI should host a sexual harassment awareness week to kick-off the work on raising awareness and creating a culture where we actively prevent, discuss and handle sexual harassment both in the office and in the field.
- **Working environment survey (AMIS):** The AMIS survey was completed in 2022 and will be assessed and lay the foundation for working environment processes in 2023.

*Specific steps in working environment, harassment, sexual harassment, and gender-based violence to promote equality and prevent discrimination:*

1. Information and awareness - travel safety guidelines:
  - a. Make existing Travel safety guidelines and regulations available and known to new staff, and relevant 'refresher' information for existing staff.
  - b. Update and develop necessary routines and support to ensure travel safety.

- c. Researchers/Project leader who bring students/junior on fieldwork have a responsibility to ensure that these individuals are prepared for this trip.
2. Information and awareness – sexual harassment and discrimination:
  - a. Make CMI's policy to prevent and respond to sexual harassment, discrimination and bullying clear and available to staff. This must be accessible in the personnel handbook, consider visible reminders of these processes in the working environment.
3. Training:
  - a. Workshop/training in safety on travel for women/other groups that are not accepted or at risk in the country(ies) CMI staff are travelling to/in.
  - b. CMI will continue to offer discrimination training and will have a focus on racial discrimination in 2023.
  - c. Send employees travelling to high-risk countries to HEAT courses.
4. Culture:
  - a. Encourage staff to address issues and conflict at the lowest level possible, to avoid escalation of working environment conflicts.
  - b. Clarify what responsibility staff have to report/react if a colleague shares that they have been a victim of sexual harassment/discrimination/bullying. A clear, standard process for action should be easily assessable in the personnel handbook.
  - c. Focus on working environment (miljø) during the Annual Staff Seminar (the positive aspects). Introduce safety representative and clarify processes for both internal and external issues/episodes.
  - d. Everyone has a responsibility to speak up for themselves or a colleague if one is being treated in an unacceptable manner or is being harassed.
  - e. Everyone has a responsibility to communicate directly with and in a respectful manner with the relevant person to sort out any issues before they escalate or turn into conflicts. The personnel leader or HR can give support and advice in the process, to help each person handle the issue in a productive way.
  - f. Every member of staff has a responsibility to clean up after themselves.
  - g. Make existing policies and routines available in the personnel handbook and known to the staff.