

Activity and reporting obligation: Assesment of 2025 and action plan for 2026

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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 inforand 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 work annually 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 (2025). To be specific, steps 1-2. The Action plan is step 3: setting concrete steps for CMI to undertake in 2026 to actively promote equality and prevent discrimination. The Action plan will be evaluated (step 4) at the end of 2026.

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.

The 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 (iltak)
4. Evaluate results.

CMI first completed the Activity and Reporting Obligation (ARP) in 2020. **This plan for ARP for 2025-2026 is as follows (step 1-4 as listed):**

1. **Step 1:**
 - a. Document the status quo and map potential risks: January 2026. This is to be done by the HR Director, and the Administration and Finance Director.
 - b. These findings are shared with the union representative and the Working Environment Committee (AMU/WEC). This will allow the union time to ask their members for input if relevant, and for the WEC committee to prepare before the WEC/AMU meeting.
2. **Steps 1 and 2:**
 - a. Present the findings in step 1 in the Working Environment Committee (AMU/WEC) meeting on the 21st of January. Discuss risks and potential action points [giving input to steps 2 and 3].
 - b. Send the comments from AMU/WEC to the union and ask for a meeting with the union to discuss risks and potential action points [giving input to step 2 and 3].
3. **Step 3:**
 - a. Meet with CMIff to identify and implement steps to be included in the action plan for 2026 [meeting held 16.02.2026]. The action plan draft should be completed by the HR Director and the Union representatives by the 16th of March, this draft can be shared with the Board on the 17th of March, and shared with the Working Environment Committee the 19th of March.
 - b. Finalize the action plan by 20th of March 2026.
 - i. The Action plan will then be assessed by the HR Director, Administration and Finance Director, and CMI Director to see if the steps are realistic and in line with CMI's overall strategy.
 - ii. After the assessment, the final action plan will be shared with the Unions, CMI management, and the WEC/AMU.
4. **Step 4:**
 - a. Evaluate action plan progress and results: November/December 2026 by the HR Director. The evaluation is usually shared in a WEC meeting where the union representative is invited. 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 Union.

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 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. 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 on 01.12.2025 for the period 01.01.2025-31.12.2025 and includes all recruitments that were either started or finalized in 2025. Per 01.12.2025, CMI had 80 applicants in 2025 through the JobbNorge system and 1 job announcements (3 positions in total).

Please note that the recruitment for conflict or humanitarian studies position(s) was not finalized in 2024 and is therefore included in the 2025 statistics. While the recruitment for ERC project HydroConnect has been omitted as the deadline for applications is in 2026. This means that statistics for 2025 are only based on one recruitment, which resulted in two internal researchers being hired and one external. The statistics for 2025 will therefore be less representative than the statistics for 2023 and 2024, as they are only based on one call. Direct recruitment statistics are not included in the recruitment statistics outlined here.

The following findings are based on reports on these applicants.

Age:

Applications aged:	2025	2024	2023	2022	2021
Under 20	1,3%	0,3%	0,7%	N/A	N/A
20-29	2,5%	23,4%	20,6%	9,3%	N/A
30-39	56,3%	52,3%	47,9%	44%	39,3%
40-49	32,5%	18,7%	19,9%	32%	23,7%
50-59	7,5%	4,9%	9,7%	13,4%	9,9%
Over 59	0%	0,3%	1,1%		

The majority of applications were from candidates aged 30-39 years old, while very few candidates

below 20 years of age and over 59 years of age applied. This can be explained by the fact that most of our positions require a completed PhD, and that we did not announce any research professor (Researcher 1) positions.

Average Age, Hired candidates	2025	2024	2023	2022	2021
Female	37,5 (2 hires)	35 (1 hire*)	32 (3 hires)	46 (1 hire)	35,7
Male	58 (1 hire)	32 (5 hires)	32,66 (3 hires)	42,8 (5 hires)	44
Both sexes	3 hires	32,5 (6 hires)	32,33	43,33 (6 hires)	38,2

- When we look at all staff (including emeritus/emerita, associate researchers etc., relative to FTEs) the age compensation of existing staff is as follows:
 - Aged under 20: 1% [2024: 0,39%; 2023: 0%]
 - Aged 20-29: 1,14 % [2024: 2,8%; 2023: 1,76%]
 - Aged 30-39: 26,86% [2024: 29,13%; 2023: 29,3%]
 - Aged 40-49: 31,41% [2024: 30,12%; 2023: 29,8%]
 - Aged 50-59: 12,87% [2024: 15,7%; 2023: 15,6%]
 - Aged 60-69: 6,19% [2024: 7,95%; 2023: 9%]
 - Aged 70-79: 2,08% [2024: 0,6%; 2023: 0,6%]

- **Nationality of applicants:**

Citizenship (applicants)	2025	2024	2023	Citizenship (applicants)	2022	2021
Norway	9% (7)	13% (77)	21% (57)	Norway	13% (19 of 150)	19%
EU/EEA (U.K. included, Norway excluded)	28% (22)	14% (83)	19% (50)	Applicants from countries outside of Norway	86% (129 of 150)	81%
Outside the EU/EEA (excluding U.K.)	64% (51)	72% (417)	60% (159)	Number of Countries outside Europe and Scandinavia	73% (35 countries of 48 countries)	51%

- **Disability:** CMI has no applicants who registered a disability or immigrant background in 2025. 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	2025	2024	2023	2022	2021
Male – Applicants	63%	52%	58%	65%	59%
Female – Applicants	37,5%	46,4%	40,8%	33,3%	41,2%
Applicants who did not specify gender	0%	1,4% (8 individuals)	1,5% (4 individuals)	N/A	N/A
Male – Hired	33,33%	83,35%	50%	83,3%	27,2%
Female – Hired	66,7%	16,7%	50%	16,7%	72,7%

- The gender-balance in CMI is as follows (2025): 40,7% men and 59,3% women (including emeritus/emerita, associate researchers etc., relative to FTEs).
 - Researchers: 38,8% men and 61,2% women
 - Programme Advisers: 54,5% men and 45,5% women
 - CMI and U4 Administrative staff: 63,6% men and 36,4% 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 as English is CMI's working language. In 2025, all our calls published on the recruitment platform JobbNorge were in English.

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

- Share job calls in the EURAXESS recruitment platform to reach a broader audience (inclusive recruitment).
- Consider if job calls should be published in both Norwegian and English on Jobbnorge to reach a broader audience in Norway.
- Discontinued the Tenure Track Post Doc. researcher programme to allow for permanent hires of early career researchers in Researcher 2 positions.
- CMI will accept at least two work placements through NAV in 2026.

Promotion and development opportunities

Promotion opportunities:

- **Criteria:** The criteria for promotion opportunities are detailed in our Special Agreement (Særavtale).
- **Status:** CMI has used committees with both internal and external members to assess promotions in 2025 for research positions; for promotions in the administration CMI has used committees with internal members. For Post Doc tenure track employees applying for Researcher 2 status, the Tenure Track Committee completes the evaluation.
- **Data findings:** Of the 8 promotions at CMI in 2025, 5 av them were women. There were no leadership positions filled in 2025. Five of those promoted were Post Doc. Positions (4 women and 1 male), two were senior researcher positions (2 women) and one was a senior programme adviser (1 male).

Gender	Current Position	Promoted To	Assessment / Committee
Female (1)	Post Doc. Researcher (<i>Tenure track</i>)		Tenure Track Committee (TTC)
Male (2)			
Female (2)	Post Doc. Researcher (<i>Project hire</i>)	Senior Researcher (Researcher 2)	Direct Recruitment (recruitment committee)
			Open call (recruitment committee)
Female (2)	Senior Researcher (Researcher 2)	Research Professor (Researcher 1)	External committee
Male (1)	Senior Programme Adviser (U4)	Principal Programme Adviser	

Step 3: Specific steps in promoting equal opportunities and prevent discrimination:

- Share promotion criteria and processes for all positions in the personnel handbook.
- Continue to give regular feedback to those who have applied for promotion during the assessment process.
- Continue to share decisions on promotions with staff for transparency purposes.

Development opportunities:

- Some concrete steps taken to support employee development in 2025:
 - Following the working environment survey (AMIS) in 2024, a working group/taskforce was established to draft an action plan on professional development. This action plan was finalized and approved by the management team in 2025.
 - The following pages in the personnel handbook have been developed to support staff development and training:
 - Information: Pages on promotion have been developed in 2025 for Admin Staff, clarifying the criteria and process for promotions at CMI: [Applying for promotion \(Admin staff, internal committee assessment\) - Håndbokportal](#) . This clarifies the processes for the following positions: Executive Officer, Higher Executive Officer, Senior Executive Officer, Adviser, and Senior Adviser.
 - Support tools: CMI has also developed assessment forms to support the assessment of criteria outlined in the Special Agreement for these administrative positions. These are used by one's personnel leader and the internal committee assessing the application for promotion to ensure a) equal treatment of all applicants and b) documented assessment of the candidate against the criteria set in the Special Agreement. These assessment forms are available to staff applying for promotion as well for transparency and clarity purposes.
 - CMI has offered Project Management training (Development Forum Sessions) in-house for staff members. [CMI Intranet - Project Management Training \(Development Forum Sessions\) - Playlist](#) In-house method courses have also been offered to staff.

- All new personnel leaders are offered the law-mandated leadership training in HEC (“Lovpålagt HMS-opplæring for ledere og arbeidsgivere”); there were no new leadership positions at CMI in 2025.
- Two of CMI’s administrative leaders have attended leadership training courses through Bergen Næringsråd (“Lederforum”).
- 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.

Step 3: Specific steps in Development opportunities to promote equality and prevent discrimination:

- Offer AI courses/training in 2026.
- Offer a shorter, follow-up, employee development conversation (EDC) 6 months after one’s main EDC for staff who wish to re-visit their individual development plan.
- Revise the EDC template and share information with staff in the personnel handbook regarding the opportunity to ask their leader for career development conversations (promotion, job enrichment, and career planning).

Promotion to and development of leadership at CMI:

- **Gender:** The gender balance within the management team is as follows: 3 men and 5 women
- **Nationality:** 7 Norwegian citizens and 1 Italian citizen.
- **Leadership training:** has been held for all personnel leaders at CMI in 2025 on leading through team challenges with trust, with a special focus on conflict resolution and the ladder of inference. Due to financial constraints in 2025, only 1 leadership training with an external expert was held [versus two in 2024].
- **Recruitment:** there were no changes in leadership position at CMI in 2025.

Step 3: Specific steps in recruitment/promotion to leadership positions to promote equality and prevent discrimination:

- Continue to offer leadership development opportunities for personnel leaders and project managers. Focus on developing leadership communication for personnel leaders.
- Explore how to support staff interested in developing leadership skills for future opportunities (leadership pipeline).

Facilitation and opportunity to combine work and family life

- **Pregnancy and small children:**
 - CMI has an agreement with International S.O.S. who offer safety and training advice to at-risk groups. This entails that pregnant employees can receive risk assessment advice and travel advice before travelling, and support during their travels.
 - Information regarding pregnancy, birth and adoption is available to staff in the personnel handbook: [Pregnancy, birth and adoption - Handbooks portal](#) , [Pregnancy - Handbooks portal](#). There is a specific page on travelling when pregnant: [Travelling when pregnant \(insurance\) - Handbooks portal](#).

- 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.
- See also CMI's Employee Life Phase policy: [Staff expecting children and/or with young children \(kindergarten-4th grade\) - Handbooks portal](#)
- Working time:
 - CMI has a policy for not having meetings 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.
- Home office policy:
 - CMI offers staff who enter into a home office agreement, the option to work up to 2 days a week from their home office in Norway: [Working from home in Norway - Handbooks portal](#).
- Economy on travel
 - CMI offers the Eurocard/AirPlus credit card to travelling staff to allow CMI staff to pay work expenses on travel without having to pay out-of-pocket.
 - In addition, all approved travel expense claims are reimbursed 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.

Step 3: Specific steps in Facilitation and opportunity to combine work and family life to promote equality and prevent discrimination:

1. Offer an internal session where HR and Travel share CMI's policy and benefits related to work travel to ensure that staff are aware of what CMI already offers, and follow this up with a discussion session where staff are given the opportunity to share their challenges, dilemmas and solutions for extensive work travel in different life phases, care obligations, or gender/identity situations. Feedback from this session can be used to discuss further development in this area.
2. Continue to promote work life balance in the institute.

Wages and working conditions.

- Terms for wage-change:
 - Determination of salary follows the Special Agreement. The Special Agreement has not been changed in 2025.
 - The Annual wage negotiations were completed in the fall of 2025, those involved were the CMI Director, the Administration and Finance Director and the CMIff representatives [union]. Individual wage negotiations are processed together with the annual wage negotiations.
- Trade union:
 - have the right to be consulted on positions with a duration of 2 years or more, in addition to law-mandated consultation rights.
 - There is only one active union at CMI currently, this is CMIff (Forskerforbundet).
- Temporary employment: CMI has a high use of temporary employment. But these are primarily positions such as PhD candidate, Post Doc, Associated researcher positions [in Norwegian: bistilling], and Research Assistants.

- Steps taken to improve the working conditions in 2025:
 - Follow up of working environment survey taken in December 2024; two working groups were established on two key development areas: 1) Management of the Institute and 2) Professional Development, to ensure a structured follow-up of the working environment survey.
 - CMI continues to work on the structural priority “Inclusive workplace”, as it is outlined in the CMI Strategy for 2023-2028.
 - Regular meetings with AMU/Working Environment Committee.
 - Feedback surveys sent to new staff members to track if the current onboarding approach is sufficient.

Step 3: [Specific steps in wage conditions to promote equality and prevent discrimination:](#)

- Continue to hold annual wage negotiations with the union, and follow the Special Agreement and other internal policies related to wage placement and adjustment.

Step 3: [Specific steps in working conditions to promote equality and prevent discrimination:](#)

- Add wheelchair access to the CMI terrace on the 5th floor (universal accessibility).

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 an agreement with the risk management company, International SOS (ISOS), this gives CMI staff access to more comprehensive travel safety measures. This offers both support before, during and after travel, as well as medical and safety responses.
 - The personnel handbook has been updated on several occasions to support travel.
- **Training:**
 - In collaboration with NOREC, CMI offered two courses in 2025 on travel safety: [Norec gjer unge forskarar betre rusta til feltarbeid - Norec](#)
 - September: Navigating Safety, Power and Ethical Gray Areas during field work [with Ole Johannes Kaaland and Erika Rojas from NOREC].
 - October: Navigating Pressure and Maintaining mental well-being during research projects [guest speaker: external psychologist Per Sjöberg].
 - Our Travel Adviser has held courses in travel guidelines and regulations, to help staff become more acquainted with CMI’s policy and processes, and training in the International SOS management tools for the management team.
 - The management team completed two crisis management training sessions to remain updated on our crisis management routines and better equipped for handling unexpected emergencies [June and October].
 - Several members of staff were sent on HEAT courses in 2025 to increase travel safety.
 - HR offers two inclusion training courses each year, one per semester. In 2025, the focus was on women’s health, especially how it may impact one’s working life.
 - In March, CMI invited menopause coach Torild Bø to speak to our female staff about the impacts of perimenopause and menopause in the workplace.
 - In October, CMI invited Professor Silje Mæland from UiB to present her research “[Klar: Bærekraftig arbeidsdeltagelse for kvinner midt i livet](#)” (Sustainable Work Participation for Women in Midlife) to all staff, which focuses on how

perimenopause and menopause impact women's work lives. The aim of the KLAR project is to contribute to the retention of women in the workforce during this life phase.

- **Working environment committee (AMU/WEC):** the WEC/AMU meets every month and works to promote a healthy working environment at CMI. Meeting minutes from AMU/WEC meetings are shared with staff on CMI's intranet page.

Step 3: Specific steps in working environment, harassment, sexual harassment, and gender-based violence to promote equality and prevent discrimination:

- Continue to offer inclusion training.
- Share with staff how they can use the Internation SOS membership to plan for safe travels and to ask for help while travelling if an incident occurs.