

- Key indicators
- BIs work on equality and diversity
- BI policies

# BIs Statement 2022 – Gender equality and diversity

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# BI's Statement 2022 - Gender equality and diversity

## Innhold

I.	Key indicators - Gender equality .....	2
II.	BIs work on gender equality and diversity .....	4
A.	BI's policies .....	4
B.	Our work to secure gender equality and diversity .....	5
1)	How we identify risks and limitations regarding gender equality and diversity - Mapping ...	6
2)	How we identify risks and limitations regarding gender equality and diversity - Findings....	7
3)	Analysis and implementation of measures .....	7

## I. Key indicators - Gender equality

### Gender balance – all employees

Female: 52 %

Male: 48 %

#### Administration:

Female: 65 %

Male: 35 %

#### Faculty:

Female: 35 %

Male: 65 %

### Gender balance – temporary employed

#### Administration:

Female: 78%

Male: 22%

#### Faculty:

Female: 45 %

Male: 55 %

### Gender balance –part-time employees

#### Administration:\*

Female: 100%

Male: 0%

\* 11 of 528 employees in administration

#### Faculty:\*

Female: 29 %

Male: 71%

\*The group of part-time faculty consists mainly of employees with another main employer.

#### **Average number of weeks with parental leave:\***

##### Paid leave

Female: 38 weeks

Male: 15 weeks

##### Unpaid leave:

Female: 12,8 weeks

Male: 4,1 weeks

\*Weeks of leave in 2022 even if started in 2020 or 2021.

#### **Wage and gender**

Basic salary\* – faculty positions - Female wage in % of male

Teaching professor	102 %
Professor	90 %
Associate Professor	95 %
Assistant professor	94 %
Senior Lecturer	n/a
Ph.D candidates	101 %

Basic salary\* – administrative position categories - Female wage in % of male

Kategori III	103 %
Kategori IV	98 %
Kategori V	93 %
Kategori VI	99 %

\*) Reviewing total salary is done every other year, last in the report for 2021.

#### **Gender distribution**

Sum of total FTE Faculty	F	M
Teaching Professor	50 %	50 %
Researcher 1	0 %	100 %
Researcher 2	17 %	83 %

Associate Professor	33 %	67 %
Senior Lecturer	0 %	100 %
Lecturer	43 %	57 %
Instructor	0 %	100 %
Postdoctor/Assistant Professor	40 %	60 %
Professor	25 %	75 %
Ph.D.	54 %	46 %
<b>Grand Total</b>	<b>34,7 %</b>	<b>65,3 %</b>

Sum of total FTE Adm	F	M
Kategori II	100,00 %	0,00 %
Kategori III	65,62 %	34,38 %
Kategori IV	66,10 %	33,90 %
Kategori V	58,81 %	41,19 %
Kategori VI	71,43 %	28,57 %
Kategori VII	42,86 %	57,14 %
Rektor	100,00 %	0,00 %
<b>Grand Total</b>	<b>65,12 %</b>	<b>34,88 %</b>

#### Unwanted part-time

The number of part-time employees at BI is low. By 31.12.2022 BI had 14 employees with a part-time contract (out of a total of 1024 employees). In mapping these positions, we found that all of the 14 had taken the initiative to the part-time themselves, mainly due to having another main employer. The adjunct positions have not been part of this mapping as these employees typically have a main employer elsewhere. The student assistants, students who have an extra job at BI when they study at BI, are also not part of the mapping.

## II. BIs work on gender equality and diversity

### A. BI's policies

BI's policy for Diversity and Equality was established in 2007. The purpose of BI's policy on diversity and equality is to provide a clear statement of the school's overall principles regarding such fundamental areas as equal opportunities and inclusiveness.

BI's policy for Diversity and Equality states that all employees shall have the same rights, duties, and opportunities irrespective of gender, age, national/ethnic background, disability, religion, or sexual orientation.

Furthermore, the policy states that *"BI has a fundamental belief that diversity will assist us to develop our activities in a positive manner. One of our strategic goals is the strengthening of our international operations and status. Increased diversity will increase our capacity for creativity and*

*internationalisation, while enabling us to attract the best expertise, whatever its gender, age or nationality.”*

In 2021 “Gender Policy for Faculty” was established. The policy clarifies ambitions regarding equality and diversity among the faculty staff. The objectives of the policy are:

- To promote an organizational culture that ensures a fair and inclusive working environment for all.
- To actively secure equal gender distribution in top positions.
- Work to prevent discrimination, both direct and indirect.
- Active recruitment for academic positions where gender distribution and imbalance are addressed, especially in areas where one gender is underrepresented.

SDG #5 – Gender Equality is one of BI’s three targeted goals within our sustainability plan and BI works actively to secure inclusion and prevent any discrimination based on gender. BI has developed main goals for our work on gender equality. Please find the Sustainability plan [here](#).

## **B. Our work to secure gender equality and diversity**

BI annually maps gender balance among employees, in various positions and departments as well as in governing bodies. In addition, BI maps and analyses wage differences based on gender. Finally, BI’s working environment survey maps diversity issues every second year, including age, gender, ethnicity and ability.

Based on key indicators from the mapping and workgroup discussions, BI established an action plan for gender equality 2020 - 2022. The main target areas are:

- Increase share of female faculty
- Increase male share in administrative positions and in managerial positions – level 3
- Increase awareness of unconscious biases.
- Prevention and handling of sexual harassment - HR
- Yearly reporting and analysis on key indicators - HR
- Increase the number of female students in the Bachelor of MSc programs in Finance.

The plan was discussed in the top management team and BI’s work environment council (BAMU) and the Board of Trustees received an orientation.

Please see the plan attached.

In 2022, the Top Management Team (TMT) decided that BI will strengthen its commitment to diversity, inclusion, equality, and belonging (DEIB). A broadly composed working group was set up to survey the organisation's long-standing work with diversity and based on this work point forward to how BI can continue this work in the years to come. This work will continue in 2023. The working group has received external support from Catalyst and KIF.

## 1) How we identify risks and limitations regarding gender equality and diversity - Mapping

- Gender distribution is mapped annually in connection with the annual report from the board.
- Gender differences in salary are mapped and analyzed annually in connection with the wage negotiations and the annual report.
- Diversity in the workplace is mapped every other year in the work environment survey.

### Work environment survey 2022

BI conducted a work environment survey in Q1 2022 which included questions regarding gender equality and diversity:

- Do you believe that BI has an inclusive organizational culture that gives equal opportunities and rights to all regardless of
  - Gender
  - Age
  - Ethnic background
  - Functional ability
  - Sexual orientation, gender identity, and gender expression
- Have you been subjected to bullying or harassment in your current employment at BI in the past 24 months?
- What do you believe has been the cause of the bullying/harassment you have experienced during the above-mentioned period?
- What type or types of bullying or harassment have you been exposed to?

### Work environment committee

In the work environment committee, both representatives from employees and the employer are represented. In the meetings, which are held four times a year, topics regarding the employees' work environment are discussed, including equal opportunities, inclusion, diversity, and belonging.

### DEIB Working group

The working group was established in 2022 with representatives from different parts of the organization. The mandate of the working group was to describe the concept of DEIB, and to describe why this is important work. Further in the mandate, the group was tasked with mapping out

the various efforts BI has worked on over the years in relation to diversity. Finally, the group was tasked with suggesting a revised DEIB policy and suggested the organization of this work. The group has discussed

## **2) How we identify risks and limitations regarding gender equality and diversity - Findings**

### **Findings in Work environment survey, March-April 2022**

The results from the Work environment survey showed that a large majority of the employees believe BI has an inclusive organizational culture regarding gender, age, and ethnic background. The result showed that the employees were more familiar with BI's organizational culture regarding gender and age than ethnic background, functional ability, and sexual orientation. This may be due to the fact that BI has had an action plan for gender distribution and measures for seniors for several years.

The results from the faculty were lower on inclusive organizational culture regarding gender than the result from the administration. The work on the Gender Policy for Faculty started in 2020 and resulted in the establishment of the policy in 2021.

Furthermore, 6% of the total respondent answered that they had experienced bullying and harassment in the past 24 months. The survey showed that the two most common causes for bullying and harassment were academic/job-related discrepancies and personal chemistry. Gender was pointed out as the fifth most common cause (21 %). Ethnicity, sexual orientation, disability, and age had lower scores as a cause for bullying and harassment.

Of the 6 % of employees that had experienced harassment, 3 % had experienced sexual harassment. This result, as well as the result of the sector-wide survey, are the background for BI's work on the Policy against harassment and sexual harassment.

### **DEIB Working group**

The initial stages of the work for the DEIB working group have centered on analysis of BI's historical work on diversity. BI has from 2007 primarily worked systematically in areas where there are tangible and measurable units, such as gender and salary. Later, work on policy and action includes sexuality, age, ethnicity, religion and more. The forthcoming work on DEIB is to both widen the scope of what diversity entails and organize our work in a holistic manner.

## **3) Analysis and implementation of measures**

### **a) BI's policy against sexual harassment and guideline for handling cases – establishing, implementing, and training**

In 2022 BI established a policy against harassment and sexual harassment. The work has included making a guideline for reporting and handling incidents of harassment and sexual harassment.

Implementation started in the fall of 2022 with several workshops for all managers at BI. The workshops included dilemma training and discussion in groups. The workshop was held by HR/HSE with support from Moment. Prior to the manager workshop, a separate workshop was held with HR, unions, and the safety representatives. The implementation for the rest of the organization will continue in 2023.

**b) International employees - Spouse program**

The Gender Policy for Faculty identifies a need for spouse support to make it easier for international employees to succeed in settling down in a new country. In 2022 a spouse program was established in cooperation with Manpower. In 2022 one spouse have received support from Manpower through the program.

**c) KIF conference**

BI submits data to KIF's (Komite for kjønnsbalanse i forskning) sector survey on gender, diversity, and inclusion, in addition to participating in their November conference where they summed up their work for the past three years, prior to a new committee being created. BI benefits from the KIF network to learn and benchmark best practices in the sector.

Attachment:

1. BI's Gender diversity action plan 2020-2022

## Attachement 1:

### Diversity and Equality at BI

BI's policy for Diversity and Equality states that all employees shall have the same rights, duties and opportunities irrespective of gender, age and national/ethnic background, disability, religion or sexual orientation.

The national inclusive workplace agreement (IA avtalen) requires BI to work actively to stimulate employees to remain in their positions up to the age limit for the employment relationship, as well as to make facilitations for employees with disabilities.

The Working Environment Act governs protection against discrimination. BI has both an activity- and a reporting obligation in relation to the Equality and Anti-Discrimination Act.

#### A. Policy on diversity and equality

The purpose of BI's policy on diversity and equality is to provide a clear statement of the School's overall principles with regard to such fundamental areas as equal opportunities and inclusiveness.

BI wishes to demonstrate both internally and externally its goals in this field and the measures that will be given priority in its endeavours to achieve them.

In line with BI's aims of creating an inclusive work and study environment that is characterised by diversity, specific goals and measures have been established for this work. The concept of diversity is a broad one, since in addition to gender, age, ethnicity and national origins it also covers functional ability, language, outlook on life and sexual inclination. BI has chosen in the first instance to focus on goals and initiatives that relate to gender, nationality and age.

BI has a fundamental belief that diversity will assist us to develop our activities in a positive manner. One of our strategic goals is the strengthening of our international operations and status. Increased diversity will increase our capacity for creativity and internationalisation, while enabling us to attract the best expertise, whatever its gender, age or nationality.

BI also wishes to create an inclusive internal culture that is founded on mutual respect and openness to people or things that are different.

This work is based on the experience of similar national and international institutions and is in line with current laws and regulations.

#### BI's overall diversity and equality goal

- Increased diversity will improve BI's opportunities for achieving its strategic goals.
- All BI Norwegian Business School employees must have the same rights, obligations and opportunities, regardless of their gender, age or national/ethnic origin.

## B. Gender Diversity Plan 2025

BI has chosen to focus on SDG #5 – Gender Equality as one of three targeted areas within sustainability.

### 1. Goals

#### MAIN GOAL

BI's organization, administrative systems and practices shall be neutral with respect to gender.

#### GENDER DISTRIBUTION

BI Norwegian Business School is committed to obtaining equal gender distribution within each position category and in the different sections, units and departments. This also applies to the top management and governing bodies of the school, as well as for Deans and Heads of Department.

The gender distribution among the employees shall be evened out within the 40-60-interval. To the extent possible, this shall also apply to the different sections and within the different position categories across BI.

#### SALARY

Both genders are entitled to equal pay for equal work. Any systematic differences in pay due to gender are to be levelled out.

#### DEVELOPMENT

Irrespective of gender the employees of BI Norwegian Business School shall have equal rights and opportunities for development in their jobs. This includes both formal competence development and competence development related to responsibilities connected with and participation in national and international projects and forums.

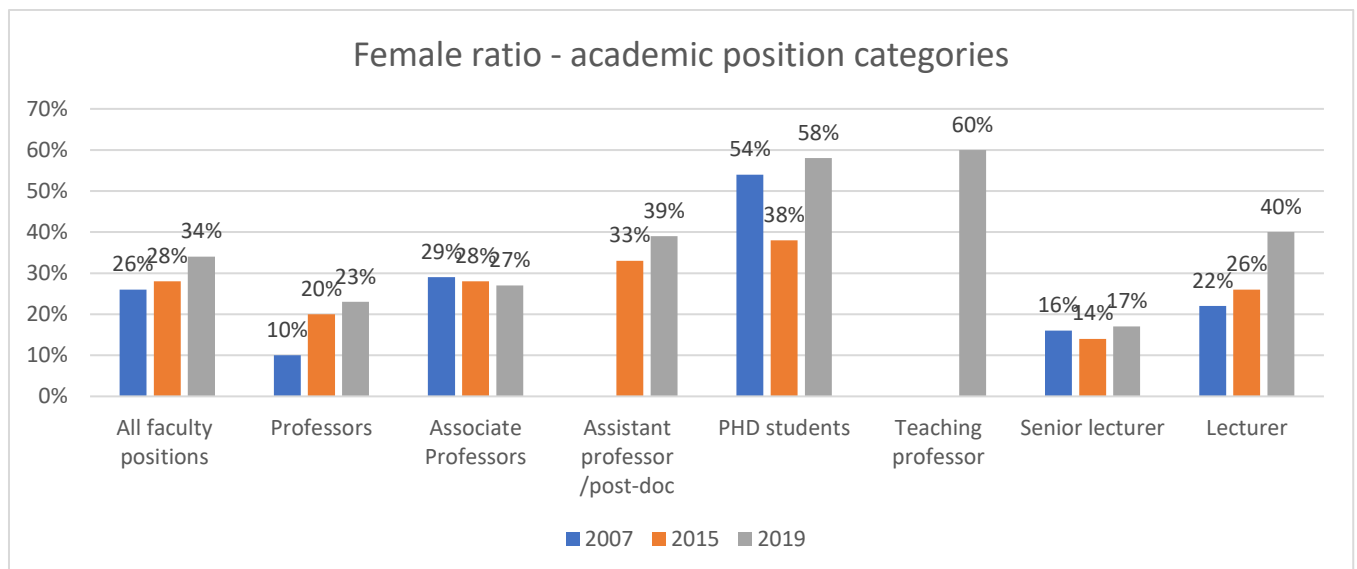
#### WORK ENVIRONMENT

- The working environment at BI Norwegian Business School shall be adapted to both women and men. All employees shall have the opportunity to combine care responsibilities with work.
- Harassment shall not exist at BI Norwegian Business School. This implies that statements and actions that may be offensive to the dignity of students, job seekers or employees shall not be tolerated.
- The employees of BI Norwegian Business School shall be well informed about equal opportunities and the action programmes in place to counteract discrimination and harassment of employees.

## 2. Key indicators – gender diversity – per 31.12.2019

### a) GENDER DISTRIBUTION

- **Faculty (in % of FTE)**
  - Total
    - 34% female
    - 66% male
  - Per position category, incl. adjunct positions
    - Professor – 23% female
    - Associate Professor – 27% female
    - Assistant Professor/Post doc – 39%
    - PhD – 58% female
    - Teaching Professor – 60% female
    - Senior Lecturer – 17% female
    - Lecturer – 40% female
    - Adjunct positions (all) – 20%

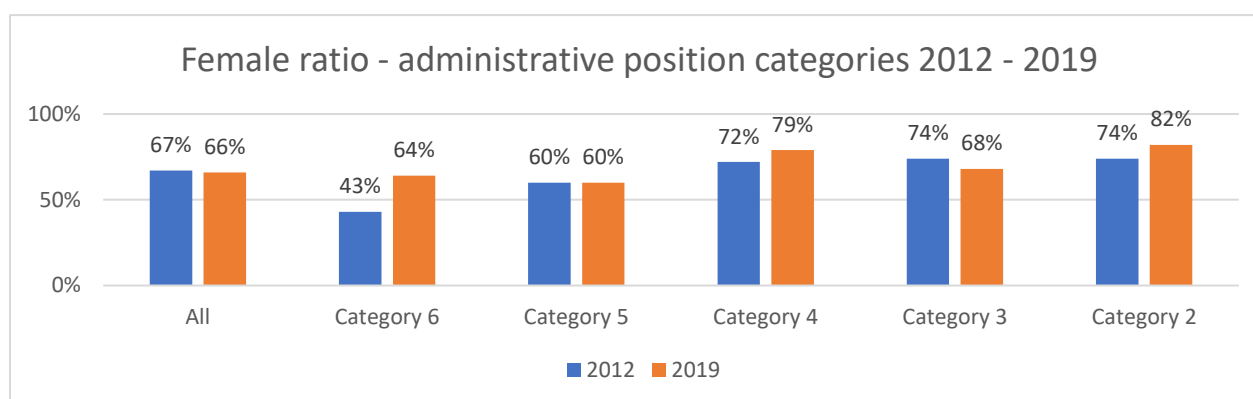


- Per department & campus
  - Department of Accounting, Auditing and Business Analytics – 38 %
  - Department of Communication and Culture – 54 %
  - Department of Economics – 12%
  - Department of Finance – 18%
  - Department of Law and Governance – 39%
  - Department of Leadership and Organizational Behaviour – 44%
  - Department of Marketing – 38 %
  - Department of Strategy and Entrepreneurship – 49%
  - Campus Bergen – 15%

- Campus Stavanger – 20%
- Campus Trondheim – 18%

- **Administrative staff**

- Total (in% of FTE)
  - 66% female
  - 34% male
- Per position category (in% of FTE)
  - Category II – 82% female
  - Category III – 68% female
  - Category IV – 79% female
  - Category V – 60% female
  - Category VI – 64% female
  - Category VII – 50% female

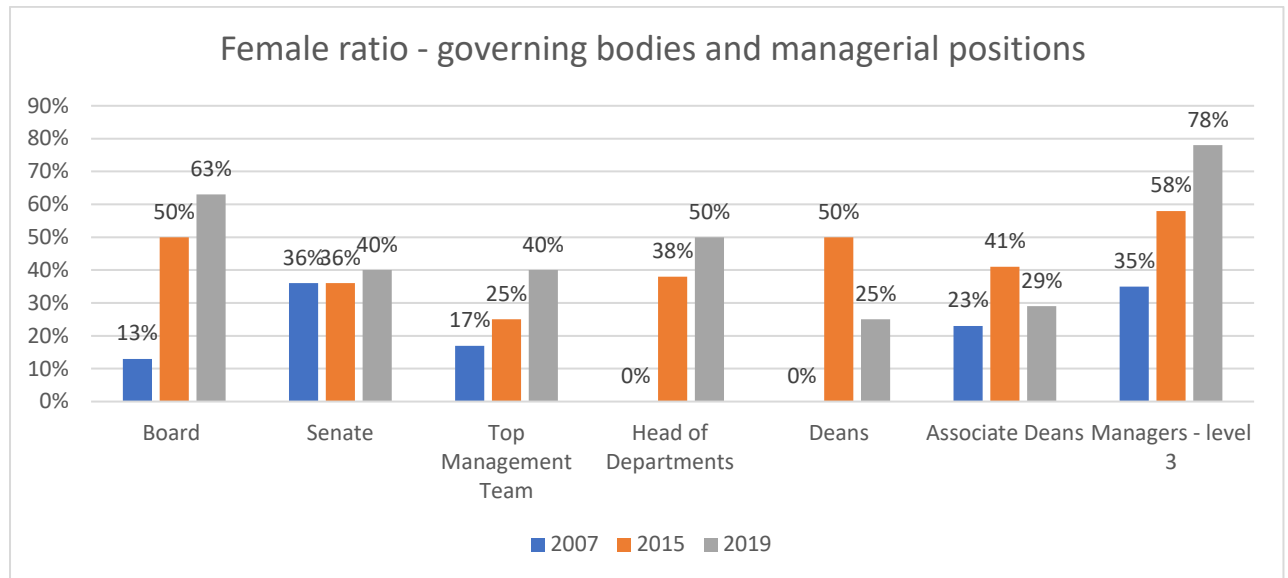


- Per division (head-count)
  - Full-time programmes – 76% female
  - Executive programmes – 66% female
  - Research and Academic Resources – 81% female
  - Academic Programmes – 73% female
  - Innovation and Outreach – 74% female
  - Digital – 33% female
  - Finance – 46% female
  - Organization and HR – 83% female
  - Communications – 50% female

- **Management (1.1.20)**

- Top Management Team – 40 % female
- Head of Departments – 50 % female
- Deans – 25 % female
- Associate Deans – 29 % female
- Administrative Managers – level 3 – 78% female
- Administrative Managers – level 4 – 69% female

- **Governing Bodies (1.1.20)**
  - Board of Trustees – 62,5% female (5 of 8)
  - Senate – 40 % female



## b) SALARY (November 2019)

- **Salary – faculty positions** - Female wage in % of male
  - Professor – 89%
  - Associate Professor – 97%
  - Assistant Professor – 93%
  - Dosent – 100%
  - Senior lecturerer – 114%
  - Lecturer – 102%
  - PHD students – 100%
- **Salary – administrative position categories** - Female wage in % of male
  - Category II – 108%
  - Category III – 102%
  - Category IV – 96%
  - Category V – 94%
  - Category VI – 95%

## c) WORKING ENVIRONMENT

- 2018 working environment survey
  - Approximately 12% of faculty and 7% of administrative employees believe BI does not have an inclusive work environment regardless of gender.
- 2019 national survey on bullying and harassment – BI rapport
  - 4% report being sexually harassed (6% of female and 2% of male respondents). The national average was 1,6% (?)
  - Among those reporting – 51% reported physical sexual harassment

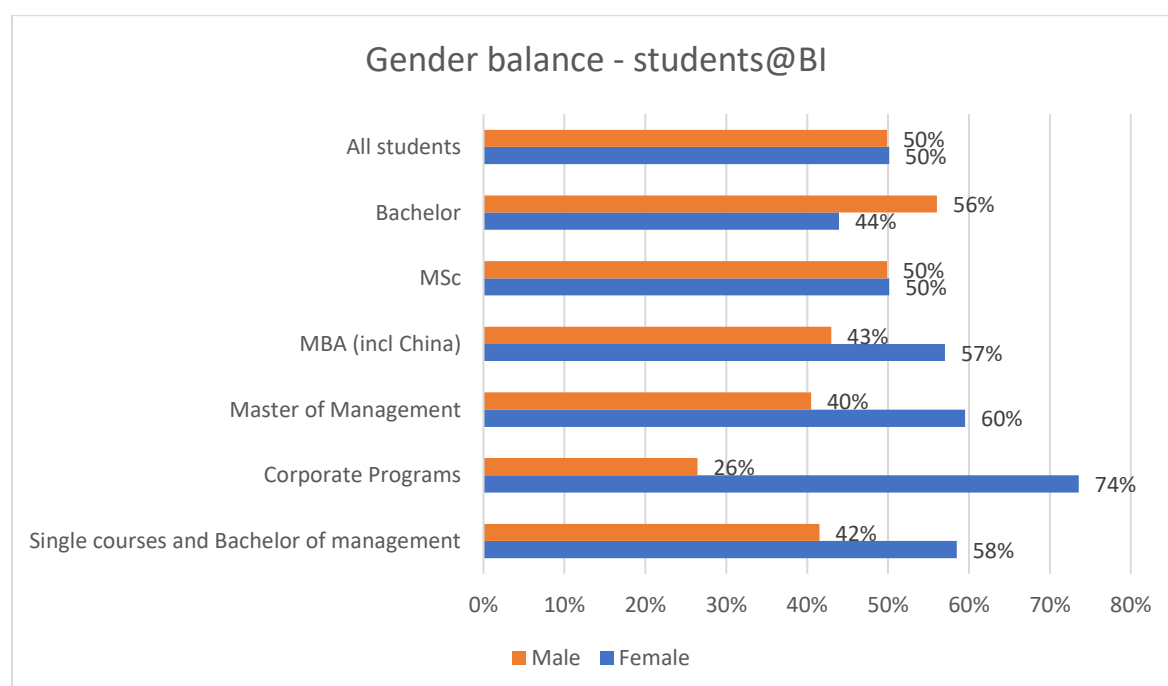
- Men represented the aggressor in 81% of reported cases

#### d) GENDER DISTRIBUTION – STUDENTS

BI's goal is to work towards a 60-40 gender distribution across all programmes. For any full-time programme with less than 20% female or male participants concrete recruitment measures are initiated. For 2021 this involves the Bachelor programme in Finance.

Overall, the gender balance is within the 60-40 bracket, and most programme areas are within this target as well. The only exception being the Corporate programmes where the figures reflect the large offerings BI has for the public sector where the female ratio is much higher than in the private sector.

Within the various programme areas, we see great variation. The most prominent being the female ratio in the Bachelor programme in HR, organizational psychology and leadership and the male ratio in the Bachelor and MSc programmes in Finance.



### 3. Action plan 2020-2022

Based on an analysis of the main challenges with regard to gender equality, BI has chosen to focus its efforts on the following areas:

**a) Increase share of female faculty**

- Targeted recruitment efforts in Finance and Economics – Provost/HoD/HR
- Targeted recruitment efforts at campuses outside Nydalen – Provost/EVP fulltime/HR

**b) Increase male share in administrative positions and in managerial positions – level 3**

- Targeted recruitment efforts in all divisions - HR

**c) Increase awareness of unconscious biases.**

- Seminar series – Reading between the lines – Provost

**d) Prevention and handling of sexual harassment - HR**

- Risk assessment
- Specify code of conduct
- Implement new policies on notification and handling of sexual harassment
- Training – managers and supervisors PHD students
- Awareness – PHD students

**e) Yearly reporting and analysis on key indicators - HR**

- Distribution
- Salary
- Work environment survey 2020 and 2022

**f) Increase the number of female students in the Bachelor of MSc programmes in Finance.**

- Women in Finance initiative