

## **Gender Equality Plan 2022 - 2025**

Nofima actively strives to promote equal opportunities and diversity in its operations. This is reflected in our Code of Conduct and personnel policy, and is documented through our reporting, both internal and external. Nofima's actions are designed to promote equal opportunities and diversity and to avoid discrimination, both systemic and in relation to individuals and groups.

Nofima's Code of Conduct states that "No harassment, unwanted attention or discrimination will be accepted, be it on the grounds of culture, ethnicity, gender, religion, sexual orientation, age or any other factor. Nofima expects employees to treat everyone they come into contact with through their work with courtesy and respect."

Nofima arranges ongoing training and courses for employees within management, administration and disciplines. There is an emphasis on training and career opportunities for all personnel. The company's goal is to achieve balanced gender composition at all levels of the organisation and female employees are encouraged to take on managerial positions.

Nofima practices an equal pay policy and the internal procedures in Nofima's employee handbook describe the company's criteria for setting salaries. The employee handbook also describes diversity and equal opportunities in recruitment processes.

HR annually reports to the Board and management team on gender balances in the organisation, the distribution of female and male managers at different levels, pay differences and the proportion of minority language speakers.

### **Responsibilities and organisation**

All of Nofima's managers have a responsibility to promote the work on equal opportunities and diversity.

The senior management team bears overall responsibility for preventing any form of discrimination. The senior management team must ensure that the reporting will reveal any systemic discrimination and that adequate training is provided to all managers.

HR is responsible for monitoring recruitment, career development and salary setting. HR bears overall responsibility for implementing skills measures, including career development, and must ensure that everyone has equal opportunities irrespective of culture, ethnicity, gender, religion, sexual orientation, age or other factors. HR must ensure that this is reported on at an appropriate level such that discrimination can be detected. HR updates this plan every year.

This document is intended to help fulfil the activity duty of employers pursuant to section 26 of the Equality and Anti-Discrimination Act.

### **Skills measures and career opportunities**

Employee skills development is a high priority for Nofima. Skills development for managers, training in project management and individual skills measures for both scientific personnel and engineers and other technical-scientific personnel have long been prioritised. Employee performance and development interviews conducted in autumn 2021 show that Nofima's employees feel that the company offers great opportunities for development. There were no variations in the responses by gender for this parameter. This indicates that both men and women feel that Nofima offers them equally large opportunities for development.

Nofima Young was established in 2021. This is a network for all employees under 35 and is coordinated by HR. Nofima Young is intended to help ensure that employees can get to know each other across Nofima, create networks, make young scientists more visible and support them with career guidance. The project has been successful and the evaluation in autumn 2021 showed that the offer is perceived as relevant.

Skills work will be further strengthened going forward and work on the various career guides will be highlighted better. A broader offer within both management development and employee development will be finalised in 2022.

### Gender balances at managerial levels

It is important for Nofima to have good gender balances at all decision-making levels. Therefore, Nofima has actively encouraged women to choose a career in management. The measures that have been implemented have been successful and the proportions of women are high at all managerial levels.

There are three managerial levels in Nofima. Level 1 is the senior management team, including the CEO. Level 2 reports to the divisional directors and level 3 consists of the other managers.

#### Status:

Managerial positions	Balance W/M	Target 2025
Level 1	50/50	50/50
Level 2	75/25	50/50
Level 3	50/50	50/50

#### Action:

- Continue measures that have functioned as intended, including skills efforts and internal follow-up.
- Maintain the proportion of women at management levels 1 and 3.
- Increase the proportion of men at management level 2.

Nofima actively seeks to identify employees who might thrive from leading complex processes and having personnel responsibilities. Increasing the provision of education and training to this group with the aim of developing good management candidates going forward is an objective.

### Gender balance for scientists and advisers

It is important for Nofima to address gender balances and diversity among our scientists. Different perspectives contribute to high quality, greater legitimacy, better results and more effective collaboration on our projects. We also want to develop in the right way such that we address the need for good gender balances in the future as well. This entails monitoring gender and age distribution such that we are in a position to predict any potential imbalance in gender distribution and take relevant steps as soon as possible.

The recruitment base within Aquaculture and Seafood is male dominated, while in food science it is female dominated. For Nofima, this means that we also emphasise gender balance within the various fields.

#### Status of scientific positions:

Nofima has chosen to divide scientific staff into two categories:

1. Scientists, advisers and chief engineers
2. Senior scientists and senior advisers

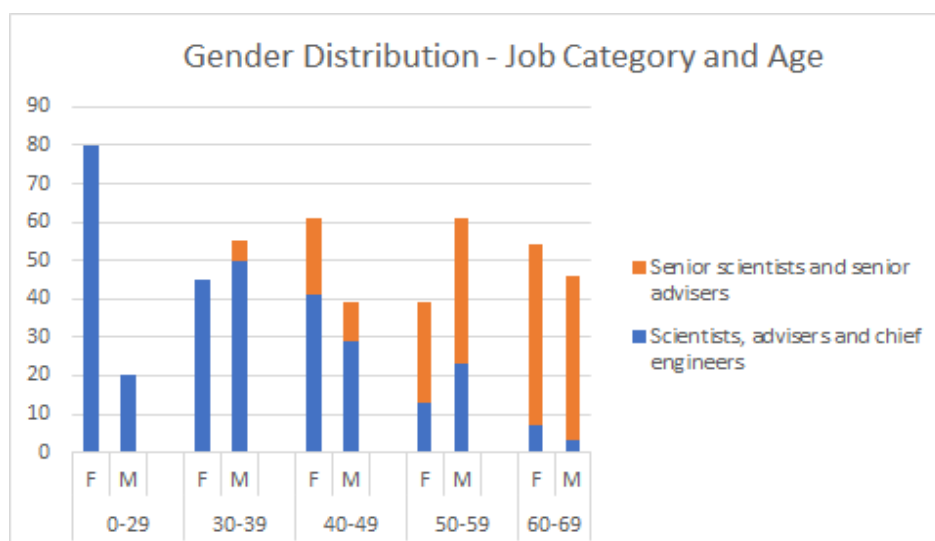
The division is based on qualification requirements, value creation and position level. Employees with a PhD will often be promoted to senior scientist or senior adviser as part of their scientist career as they accumulate more experience and greater expertise. It is important that this career development also reflects a good gender balance. Nofima has a good gender balance within scientific positions.

Proportion	Balance W/M	Target 2025
Scientists, advisers and chief engineers	52/48	50/50
Senior scientists and senior advisers	49/51	50/50

### Age distribution:

When we look at age distribution, the distribution in the various age groups is good and the balance between gender when it comes to choosing scientist careers shows that Nofima's measures have so far functioned as intended.

If we look at the youngest age group, Nofima has recruited a majority of female scientists. This reflects the trend in society. When Nofima recruits scientific personnel in higher age groups, we can see that the balance is more equal.



### Action:

- Continue measures that have functioned as intended, including skills efforts and internal follow-up.
- Monitor the development of gender balance in recruitment to prevent future imbalances.

### Publications

The proportion of publications is an important indicator of a scientist's career development. Nofima monitors publications by gender. Nofima has a good gender balance when it comes to publication.

Publications	Balance W/M	Target 2025
Scientific publication	56/44	50/50

### Action:

- Continue to monitor the gender balance in publication.

## PhDs

The number of scientific employees with a PhD by gender is an important indicator for predicting the future development of scientists' careers. Nofima also wants a good gender balance when it comes to the number of PhDs. Nofima has a slight preponderance of women with a PhD.

Proportion of PhDs	Balance W/M	Target 2025
Scientists/specialist staff in main positions at the institute with a PhD	56/44	50/50

Nofima is responsible for supervising a number of PhD candidates. Some work for Nofima, while others are only doing their research fellowship with us. PhD candidates are an important resource for Nofima, and an important measure for Nofima's contribution to the development of scientists within relevant fields and for future recruitment. The gender balance among PhD candidates is therefore of relevance when assessing the future supply of candidates.

### Action:

- Continue measures that have functioned as intended, including skills efforts and internal follow-up.
- Monitor the development of gender balance in recruitment to prevent future imbalances.

New PhDs	Balance W/M	Target 2025
Number of new PhDs gained by people affiliated with the institute	50/50	50/50

### Action:

- Continue to monitor the gender balance in relation to new PhDs.

## Engineers and other technical-scientific personnel

A significant proportion of Nofima's employees work in close practical collaboration with scientists. This applies to work in laboratories, pilot plants and on systems. Achieving a good gender balance among this group of employees is also a goal. However, the fact that the vast majority of those trained in the main disciplines Nofima recruits are women is challenging. In Nofima's opinion, achieving an equal gender balance in this area is not particularly realistic while this challenge is also reflected in educational institutions.

Proportion	Balance W/M	Target 2025
Engineers and other technical-scientific personnel	77/23	60/40

### Action:

- Review our procedures for assessing what we can do to attract more men to apply for these positions as well.

### Administrative and technical operations personnel

This group largely consists of staff and support functions. Within support functions, a good gender balance is useful when it comes to being able to satisfactorily address manager and employee perspectives. In several of the staff areas, a majority of those who qualify in these areas and choose this path are women. In Nofima's opinion, achieving an equal gender balance in this area is not particularly realistic while this challenge is also reflected in the labour market.

Proportion	Balance W/M	Target 2025
Administrative and technical operations personnel	58/42	60/40

#### Action:

- Continue measures that have functioned as intended.
- Monitor the development of gender balance in recruitment to prevent future imbalances.

Approved by the CEO, 25<sup>th</sup> January 2022