

Activity and reporting obligation: Assesment of 2024 and action plan for 2025

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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 (2024). To be specify, steps 1-2. The Action plan is step 3: setting concrete steps for CMI to undertake in 2025 to actively promote equality and prevent discrimination. The Action plan will be evaluated (step 4) at the end of 2025.

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 2024-2025 is as follows (step 1-4 as listed):**

1. **Step 1:**
 - a. Document the status quo and map potential risks: February 2025. This is to be done by the HR Director, and the Administration and Finance Director. New as of 2025 is using the Equality Check toolset (pilot project).
2. **Step 1 and 2:**
 - a. Present the findings in step 1 in the Working Environment Committee (AMU/WEC) meeting the 17th of February. Discuss risks and potential action points.
 - b. Share the results found in step 1 with staff union CMIff. 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]. This was done the 17.02.2025.
3. **Step 3:**
 - a. Meet with the staff union CMIff to identify and implement steps to be included in the action plan for 2025 [meeting held 23.04.2025]. The action plan draft should be completed by the HR Director and the Union representatives.
 - b. The action plan was shared with the AMU/WEC the 7th of May for their final input.
 - c. Finalize the action plan by the 8th of May 2025.
 - 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.
 - iii. Information to the Board on the 11th of June.
4. **Step 4:**
 - a. Evaluate action plan progress and results: December 2025 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 (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 03.01.2025 for the period 01.01.2024-31.12.2024 and includes all recruitments that were either started or finalized in 2024. Per 03.01.2025, CMI had 577 applicants in 2024 through the JobbNorge system and 7 job announcements (9 positions in total). Please note that one recruitment in 2024 (with three positions): Researcher(s) in conflict or humanitarian studies, was not completed in 2024. And one recruitment with two positions was for CMI Global Fellowships (scholarships, not employments).

6 positions were finalized per 03.01.2025. Please note that these are recruitment processes that commenced in 2024, some of the candidates hired will start in CMI in 2025. The following findings are based on reports on these applicants.

Age:

Applications aged:	2024	2023	2022	2021
Under 20	0,3%	0,7%	N/A	N/A
20-29	23,4%	20,6%	9,3%	N/A
30-39	52,3%	47,9%	44%	39,3%
40-49	18,7%	19,9%	32%	23,7%
50-59	4,9%	9,7%	13,4%	9,9%
Over 59	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	2024	2023	2022	2021
Female	35 (1 hire*)	32 (3 hires)	46 (1 hire)	35,7
Male	32 (5 hires)	32,66 (3 hires)	42,8 (5 hires)	44
Both sexes	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 man-years) the age composition of existing staff is as follows:
 - Aged under 20: 0,39% [2023: 0%]
 - Aged 20-29: 2,8% [2023: 1,76%]
 - Aged 30-39: 29,13% [2023: 29,3%]
 - Aged 40-49: 30,12% [2023: 29,8%]
 - Aged 50-59: 15,7% [2023: 15,6%]
 - Aged 60-69: 7,95% [2023: 9%]
 - Aged 70-79: 0,6% [2023: 0,6%]

- **Nationality of applicants (Citizenship):**

Citizenship (applicants)	2024	2023	Citizenship (applicants)	2022	2021
Norway	13,34% (77)	21,42% (57)	Norway	12,6% (19 of 150 applicants)	19%
EU/EEA (U.K. included, Norway excluded)	14,37% (83)	18,79% (50 applicants)	Applicants from countries outside of Norway	86% (129 applicants of 150 applicants)	81%
Outside the EU/EEA (excluding U.K.)	72,27%** (417 applicants)	59,77% (159 applicants)	Number of Countries outside Europe and Scandinavia	72,9% (35 countries of 48 countries)	50,7%

- **Please note that the Global Fellowship call was only open to candidates outside of OECD countries, and for that specific call we received 210 applications. Then bring this out of the table...
- **Disability:** CMI has no applicants who registered a disability or immigrant background in 2024. 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	2024	2023	2022	2021

Male – Applicants	52,2%	57,7%	65,3%	58,8%
Female – Applicants	46,4%	40,8%	33,3%	41,2%
Applicants who did not specify gender	1,4% (8 individuals)	1,5% (4 individuals)	N/A	N/A
Male – Hired	83,35%	50%	83,3%	27,2%
Female - Hired	16,7%*	50%	16,7%	72,7%

- *Please note that in the recruitment that was not finalized in 2024, two offers were sent to female candidates, and one offer was sent to a male candidate. Should all three accept the gender balance in hires would be adjusted to 33.33% female and 66.66% male.
- The gender-balance in CMI is as follows (2024): 44,1% men and 55,9% women. Meaning there is no issue with more men being hired than women in 2024, as we overall have more female staff presently.
- **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 2024, all our calls published on the recruitment platform JobbNorge were in English, while one call (Communications Adviser) was announced in both English and Norwegian.

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

1. Post recruitment in the [EURAXESS network job portal](#), allowing researchers from many different countries access to CMI job calls. The network spans 43 European countries and 9 worldwide hubs and is set up to foster researcher's mobility and career development.
2. Aim to improve onboarding (information and support) for new staff members from other countries.
3. Explore how weighting of publications in western journals can prevent scholars from non-western countries in recruitment processes.

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 2024 for research positions; for promotions within 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. In addition, leadership positions can be filled by management decisions/appointments.
- **Data findings:** Of the 8 promotions at CMI in 2024, 6 av them were women.

#	Gender	Position	Promoted to	Assessment by
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1	Female	Higher Executive Officer (Admin)	Senior Executive Officer	Internal committee
2	Female	Doctoral Researcher	Postdoc tenure track researcher	Direct recruitment***.
3	Male	Doctoral Researcher	U4 Programme Adviser	Applied for open call.
4	Female	U4 Principal Programme Adviser	Deputy U4 Director (formalized role)	Appointment by CMI Director
5	Female	U4 Senior Programme Adviser	U4 Principal Programme Adviser	External committee
6	Male	Research Professor	Research Director position	Appointment by CMI Director
7	Female	Adviser	Senior Adviser	Internal committee
8	Female	Senior Adviser	Heads of Projects	Appointment by CMI Director

***Direct recruitments are not included in the recruitment statistics.

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

1. Ensure that staff can access information regarding promotion criteria and processes in the personnel handbook.
2. Ensure that staff who have applied for promotion are given regular updates during the case processing.

Development opportunities:

- Some concrete steps taken to support employee development in 2024:
 - The following pages in the personnel handbook have been developed to support staff development and training:
 - “Professional development in the administration”: [Professional development in the administration \(hours allocated annually for staff development\) - Handbooks portal](#)
 - “What can you ask from CMI in terms of course and development?”: [What can you ask from CMI in terms of courses and development? - Handbooks portal](#)
 - CMI has offered Project Management training (Development Forum Sessions) in-house for staff members. [CMI Intranet - Project Management Training \(Development Forum Sessions\) - Playlist](#)
 - Additionally, the new personnel leaders have been offered the law-mandated leadership training in HEC (“Lovpålagt HMS-opplæring for ledere og arbeidsgivere”). This has been held by our Occupational Health Service (Bedriftshelsetjeneste).
 - Two of CMI’s administrative leaders have also 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:

1. Continue to offer relevant courses (such as with NOREC) and invest in internal project management training.
2. Continue to offer Norwegian language courses for new employees who move to Norway.

Promotion to and development of leadership at CMI:

- **Gender:** The gender balance within the management team is acceptable at CMI, especially considering the change in November 2024.
 - 01.01.2024-07.11.2024: 2 men and 6 women
 - 08.11.2024-31.12.2024: 3 men and 5 women
- **Nationality:** 7 Norwegian citizens and 1 Italian citizen per 08.11.2024; 7 Norwegian citizen and 1 US citizen from the before November 2024.
- **Leadership training:** Leadership training has been held for all personnel leaders at CMI in 2024 on two specific topics: difficult leadership conversations and psychological safety. In addition, a leadership onboarding process was written and implemented in 2024. Leadership follow up and training will continue to be a focus in 2025.
- **Recruitment:** one Research Director decided to pursue a year abroad (guest researcher stay for a research project). CMI has a policy to avoid remote leadership, and therefore a new Research Director was appointed in this role. In addition, a new admin leadership position was established: the Heads of Projects; a senior project controller was appointed in this permanent leadership position. Finally, the U4 Deputy Director position was formalized, and the individual who had functioned in this pilot role in 2023 was appointed in the position.

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

1. When the Director appoints or hires leaders to CMI, it should be done with consideration to inclusion and diversity.
2. CMI should ensure that English-speaking leaders have access to the law-mandated leadership HEC training (“Lovpålagt HMS-opplæring for ledere og arbeidsgivere”).

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 credit card to travelling staff to allow CMI staff to pay for 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 can 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 the opportunity to combine work and family life to promote equality and prevent discrimination:

1. CMI should to a greater degree make known the services offered to CMI staff members by the Travel Risk Management Provider (International SOS), allowing pregnant employees to easily ask for risk assessment advice and travel advice before travelling, and support during their travels.
2. CMI should continue to offer home office agreements and emphasize the expectation of work-life balance in onboarding of new staff members.
3. CMI will include more elements of women's health in the employee life-phase policy in CMI's personnel handbook, and leadership handbook.

Wages and working conditions.

- Terms for wage-change:
 - Determination of salary follows the Special Agreement. The Special Agreement has not been renegotiated or changed in 2024.
 - The Annual wage negotiations were completed in the fall of 2024, those involved were the CMI Director, the Administration and Finance Director and the CMIff union 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 2024:
 - Working environment survey taken in December 2024 (AMIS and Equality Check).

- Inclusive workplace strategy priority: one specific result from this work was that inclusive communication and recruitment was on the agenda for the Staff Seminar in October 2024.
- 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:

1. Employer (CMI) must ensure regular wage statistics are undertaken to scan for possible cases of differential treatment that are non-justifiable.

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

1. Provide a ramp for wheelchair access to the 4th floor balcony.

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 staff travel 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:**
 - Our Travel Adviser has held courses in travel guidelines and regulations, to help staff become more acquainted with CMI's policy and processes.
 - Several members of staff were sent on HEAT courses in 2024 to increase travel safety, including specific example cases to avoid gender-based and other forms of discriminatory targeting of travelers.
 - In October 2024 CMI offered staff First Aid training to all staff members, and 31 staff members in total completed first aid courses.
 - HR offers two inclusion training courses each year, one per semester. This was also the case in 2024. The latest training was held in May 2024 "Religion in the workforce", and "Discrimination 1-2-3" on the 2nd of December 2024. These trainings are based on presentations from the Norwegian Equality and Discrimination Ombud [Likestillings og Diskrimineringsombudet].
- **Working environment committee (AMU/WEC):** this committee has been very active in 2024 and has received more input from staff than in previous years. This has allowed the committee to respond directly to staff concerns and queries. Meeting minutes from AMU/WEC meetings are shared with staff on CMI's intranet page.
- **Working environment survey (AMIS):** The AMIS survey was completed in 2024 and will be used as a foundation for working environment processes in 2025.

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

1. Ensure follow-up of any reported cases through the AMIS or whistleblowing channels.

2. Continue to develop CMI's travel risk management system and offer relevant safety training to staff [HEAT, First Aid etc.].
3. Introduce a system to identify countries where a burner PC or phone is needed for security purposes and ensure their provision within a reasonable period before travel.
4. Follow up the working environment survey to allow for a systematic improvement of the working environment [next survey will be in the end of 2026].