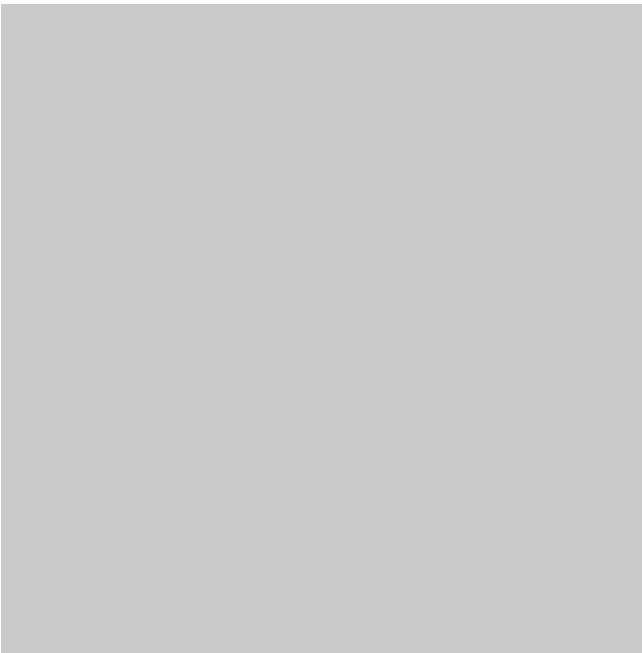
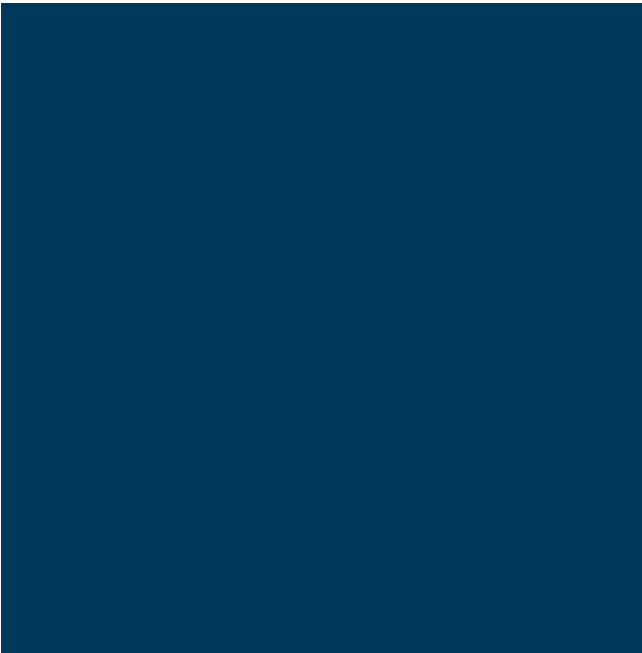


STATUS REPORT ON GENDER EQUALITY IN ACADEMIC POSITIONS 2025



NHH



1 INTRODUCTION

NHH aims for a gender balance of at least 40 per cent in all categories of academic positions. The gender balance has improved in recent years and stands at 36 per cent in 2025 for academic positions overall. The target has been reached for PhD research scholars and is nearly reached for associate professor and postdoctoral positions. NHH faces a challenge with regard to the professor group, which has remained stable at around 20 per cent.

The present gender balance in academic positions represents an important strategic challenge for NHH. Work on improving the gender balance is incorporated into the school's core activities and enjoys strong support from the Board and management. The trend regarding the proportion of women among the academic staff in general, and in professorial positions in particular, must also be seen in the context of few employees in several position categories, low turnover and few new appointments. This means that progress is slower than we would have wanted and that there are fluctuations both from year to year and between position categories. Work on achieving a better gender balance is therefore given continuous attention and viewed in a long-term, but ambitious, perspective.

All state-owned enterprises must work proactively and systematically to promote equality and prevent discrimination. This report is a status report on gender equality in academic positions at NHH. The report endeavors to meet NHH's reporting obligation under the Equality and Anti-Discrimination Act with regard to gender equality and the EU's reporting requirements.

Chapter 2 documents the status of the gender balance through selected key figures. Chapter 3 describes measures implemented under the action plan in 2025. Chapter 4 discusses NHH's participation in inter-institutional equality work. Chapter 5 presents plans for 2026. Reference is also made to a separate section in NHH's annual report for a more concise overview and assessment of the work to improve the gender balance in academic positions.

2 STATUS 2025

2.1 Gender balance among the academic staff

It follows from NHH's strategy and the development agreement with the Ministry of Education and Research that NHH wishes to be an attractive workplace for outstanding researchers and pursue a recruitment policy that contributes to a more balanced gender distribution in academic positions. [The Action Plan for Improved Gender Equality in Academic Positions](#) (implemented 1 January 2023) links gender equality to the strategy and development agreement and shows that equality is essential if NHH is to achieve the school's strategic goals.

Table 1 shows the proportion of female members of the academic staff, measured in full-time equivalents and broken down by position categories. The proportion of female employees in teaching, research and dissemination (UFF) positions has shown a slight increase in recent years and stands at 36% in 2025, which is somewhat below the ambition of 40%. However, there is considerable variation between position categories. The proportion of female PhD candidates is 50% and has over time been above the ambition of 40%. The proportion of female postdoctoral fellows is 36% in 2025, but varies considerably over time, which is due to the limited number of positions in this category. The proportion of women in associate professor positions is 39% and has increased steadily throughout the period, which is encouraging. The main challenge, however, is related to the proportion of women at the professor level, which has remained stable at around 20%.

It takes time to qualify for a professorship, but there is reason to assume that this proportion will increase in the years ahead, partly as a result of more women in recruitment positions and partly because more men than women are expected to retire from this category of positions.

Table 1 Proportion of female academic staff members and proportion of women of the total number of FTEs¹

	Results				
	2021	2022	2023	2024	2025
PhD research scholar	40 %	46 %	54 %	57 %	50 %
Postdoctoral fellow	48 %	38 %	27 %	28 %	36 %
Associate professor	32 %	34 %	35 %	35 %	39 %
Professor	20 %	17 %	20 %	19 %	18 %
Adjunct professor	27 %	26 %	28 %	25 %	23 %
Proportion of women in teaching, research and dissemination positions (UFF)	33 %	33 %	34 %	36 %	36 %
Proportion of women in dosent professor and professor positions (performance indicator)	19 %	16 %	19 %	18 %	18 %
Proportion of women of total number of FTEs	44 %	45 %	45 %	47 %	47 %

Source: DBH

Permanent positions are characterised by stability, low turnover and few new appointments. These factors, combined with strong competition within the field, both nationally and internationally, for highly qualified women, these factors are important in explaining the relatively weak positive trend. A range of measures are aimed at recruitment, while access to female applicants and strong competition remain challenges.

The school's academic staff is organised in six departments: the Department of Finance (FIN), the Department of Business and Management Science (FOR), the Department of Professional and Intercultural Communication (FSK), the Department of Accounting, Auditing and Law (RRR), the Department of Economics (SAM) and the Department of Strategy and Management (SOL). Because the number of employees in each category at the departments is low, small changes can have a major impact on the proportions. Table 2 shows FTEs performed by women and total FTEs in different academic positions in each department in 2024 and 2025.

The proportion of women at NHH overall was 47 per cent in 2025. The rector's management team consists of six persons (the rector, three vice rectors and two directors), of whom two are women. Of the six heads of department, one is a woman. As in 2024, there was a preponderance of female managers in the administration in 2025.

¹ The figures for associate professors and professors in Table 1 do not include academic staff in management positions, including the Rector's office, Heads of Department, etc. Please also note that the figure for the category 'associate professor' includes both ordinary associate professors and adjunct positions (adjunct associate professors).

Table 2 FTEs performed by female staff and total FTEs in academic positions by department, 2025 and 2024

	FIN	FOR	FSK	RRR	SAM	SOL	TOTAL	%
PhD research scholar	2,4 of 7,8	6 of 15	4,5 of 5,5	5 of 8	11 of 21,5	9 of 17,9	37,9 of 75,7	50 %
2024	4,2 of 6,6	9 of 21	4 of 4	7 of 9	15 of 27	8 of 15	47,2 of 82,6	57 %
Postdoctoral fellow	2 of 6	4 of 13	-	3 of 5	4 of 11,4	2 of 6	15 of 41,4	36 %
2024	2 of 8	3 of 12	-	2 of 8	4 of 12	2 of 7	13 of 47	28 %
Associate professor	2 of 8,2	4,2 of 11,6	5 of 7	4,2 of 14,4	4,1 of 9,4	4,5 of 10,4	24 of 61	39 %
2024	2 of 8,2	3,3 of 12,2	5 of 7	3,2 of 12,3	4,1 of 11,2	4,1 of 11	21,7 of 61,8	35 %
Professor	1 of 5	4 of 20,2	0,1 of 1,1	1 of 7,5	3,2 of 21,2	4 of 18	13,3 of 73	18 %
2024	1 of 5	3 of 18	0,25 of 1,3	1 of 7,5	4 of 20	4 of 19	13,3 of 70,8	19 %
Professor 1404	-	-	-	-	0 of 2	-	0 of 2	0 %
2024	-	-	-	-	0 of 2	-	0 of 2	0 %
Adjunct professor	0 of 1,3	0,4 of 1,4	0,05 of 0,1	0,8 of 2,6	0,8 of 3,8	0,5 of 1,8	2,5 of 10,9	23 %
2024	0 of 1,2	0,4 of 1,4	0,05 of 0,1	0,9 of 3	1,4 of 3,9	0,2 of 1,7	2,9 of 11,2	26 %
Head of department	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 1	1 of 6	17 %
2024	0 of 1	0 of 1	1 of 1	0 of 1	0 of 1	0 of 2	1 of 7	14 %
Vice rectors	-	0 of 1	-	-	1 of 2	-	1 of 3	33 %
2024	-	1 of 2	-	-	0 of 1	-	1 of 3	33 %
Rector	-	-	-	-	0 of 0	0 of 1	0 of 1	0 %
2024	-	-	-	-	0 of 1	0 of 0	0 of 1	0 %
Researcher	-	2 of 2	-	0 of 0	4,1 of 5,6	-	6,1 of 7,6	80 %
2024	-	0 of 0	-	1 of 1	4,2 of 7,3	-	5,2 of 8,3	62 %
Assistant professor and research assistant	0 of 0	0 of 0,4	2,9 of 2,9	0,2 of 0,9	2 of 4	0 of 0,5	5,1 of 8,7	59 %
2024	0 of 0,5	0 of 1,4	2,9 of 3,5	0,1 of 0,5	0 of 0	0 of 0,4	3 of 6,3	48 %
Total	7,4 of 29,3	20,6 of 65,6	13,6 of 17,6	14,2 of 39,3	30,2 of 81,8	20 of 56,6	105,9 of 290,1	36 %
2024	9,2 of 30,5	19,7 of 69	13,2 of 16,8	15,2 of 42,2	32,7 of 86,3	18,3 of 56,1	108,2 of 300,9	36 %

Source: DBH

Rounding at department level in this table means that the overall proportion of female adjunct professors in 2024 is presented as 26%, while the proportion in Table 1 is presented as 25%.

2.2 Recruitment

The school's ambitious annual recruitment target is that at least 50 per cent of new appointments should be women. Table 3 shows the proportion of women among *new members* of the academic staff during the last five years. The proportion of newly appointed female PhD research scholars is 32 per cent in 2025, a substantial decline after several years of high target attainment. Across the last five years as a whole, however, the proportion of women among PhD research scholars is above 50 per cent.

For postdoctoral positions, the proportion of women among new appointments is 75 per cent in 2025, which is a clear improvement from the preceding year. We nevertheless see that the proportion of women in this position category fluctuates considerably from year to year because the number of appointments is low, which produces large percentage swings. Overall for the period, the proportion of women among postdoctoral fellows is around 40 per cent.

Among newly appointed associate professors, the proportion of women is 40 per cent, still below the target of 50 per cent.

The school considers the target of a 50 per cent share of women among new appointments to be ambitious, but realistic in a longer-term perspective.

Table 3 Proportion of women among new members of the academic staff

	Results				
	2021	2022	2023	2024	2025
PhD research scholar	54 %	50 %	53 %	62 %	32 %
Postdoctoral fellow	56 %	14 %	17 %	36 %	75 %
Associate professor	33 %	40 %	50 %	40 %	40 %
Professor (inkluderer ikke opprykk)	-	100 %	-	-	-

Source: NHH

In 2025, three persons were promoted to professor. All were men.

NHH has a strong focus on recruiting women to postdoctoral/tenure track positions. The idea is that a higher proportion of women in this category will, in the longer term, contribute to more women being recruited as associate professors and professors. It has proved very challenging to recruit women in these position categories.

Table 4 shows the number of applicants for academic positions and the number invited for interviews in 2025, broken down by gender. There is a clear predominance of men (63% vs. 37%) among applicants, which represents a challenge for recruitment in the field of business administration and economics. However, the gender distribution is more balanced among those invited for interviews (56% vs. 44%), reflecting that the institution is actively working to increase the proportion of women. For entry-level positions, however, the opposite pattern is observed, where the proportion of women was lower among those interviewed than in the applicant pool. The same applies to professor positions.

Table 4 Applicants for academic positions and invited to interview, 2025

	Gender not stated	Applicants				Invited for interview				Invited for interview Gender not stated
		Men		Women		Men		Women		
PhD research scholar	26	867	64,1 %	486	35,9 %	36	53,7 %	31	46,3 %	4
Postdoctoral fellow – ordinary	1	42	61,8 %	26	38,2 %	7	46,7 %	8	53,3 %	0
Postdoctoral fellow/associate professor - tenure track *	6	50	56,2 %	39	43,8 %	22	66,7 %	11	33,3 %	2
Associate professor – ordinary	2	66	53,2 %	58	46,8 %	6	50,0 %	6	50,0 %	0
Professor	0	22	73,3 %	8	26,7 %	2	66,7 %	1	33,3 %	0
Total	35	1047	62,9 %	617	37,1 %	73	56,2 %	57	43,8 %	6

Source: NHH

Tenure track positions are advertised as slash positions, so only the total number of applicants is stated here, since we do not know how many applied respectively for the postdoctoral or associate professor option.

In some position categories, appointments are also made without advertisement, see Table 5. This mainly concerns temporary adjunct positions (typically 10–20 per cent positions) and temporary positions financed by externally funded research projects.

Table 5 Unadvertised appointments in 2025

	Number unadvertised			
	Men	Women	Share women	Total
Adjunct professor (new)	1	1	50 %	2
Adjunct associate professor (new)	5	0	0 %	5
Adjunct assistant professor (new)	3	0	0 %	3
Postdoctoral fellow – ordinary	0	2	100 %	2
Postdoctoral fellow – tenure track	0	0	-	0
Associate professor – ordinary	0	0	-	0
Associate professor – tenure track	0	0	-	0
Total	9	3	25 %	12

NHH recognises that active, targeted and long-term efforts are necessary to succeed in the hard international competition for well-qualified women.

2.3 Pay

Table 6 shows average salary and salary dispersion at the school, broken down by gender and position category, as well as women’s average salary as a proportion of men’s, for 2024 and 2025. The table shows that women have a slightly lower average salary in most position categories, but that the differences are very small, particularly among those whose main position is at NHH (maximum 1.7 per cent in 2025).

Table 6 Average pay overall, and women’s average pay as a percentage of men’s, 2025 and 2024

	Men				Women				Women’s avg. pay as % of men’s	
	Average	SD	MIN	MAX	Average	SD	MIN	MAX	2025	2024
Professor incl. 1404	1 182 217	195 915	856 021	1 650 000	1 171 269	176 332	998 236	1 620 315	99,1 %	99,0 %
Adjunct professor	983 650	96 044	825 500	1 220 000	986 561	96 402	701 700	1 050 000	100,3 %	97,5 %
Associate professor incl. tenure track	911 862	73 766	752 399	1 067 694	896 721	78 439	795 860	1 115 392	98,3 %	98,5 %
Adjunct associate professor	843 540	100 719	700 900	1 041 714	812 440	78 091	750 000	900 000	96,3 %	98,9 %
Assistant professor	0	0	0	0	662 910	66 111	598 302	730 429	-	-
Adjunct assistant professor	941 424	175 923	649 900	1 101 221	928 000	181 019	800 000	1 056 000	98,6 %	105,1 %
Postdoctoral fellow incl. tenure track	793 139	57 742	694 987	888 106	787 243	54 040	661 400	861 155	99,3 %	102,1 %
PhD research scholar	573 811	16 497	550 000	639 406	580 473	20 397	550 000	629 122	101,2 %	100,6 %
NHH TOTAL	928 322	239 223	550 000	1 650 000	818 153	215 911	550 000	1 620 315	88,1 %	86,3 %

Source: NHH

The NHH TOTAL row includes all employees.

2.4 Temporary positions, part-time work, sickness absence and age distribution

In accordance with the reporting requirements, this section presents statistics on temporary employment, part-time work, sickness absence and age distribution.

2.4.1 Temporary positions

Table 7 shows the number of temporary FTEs and the percentage of temporary positions, as well as the percentage of temporary positions by gender for each department and for NHH in total. Adjunct positions at assistant professor, associate professor and professor level are not included. Large position categories such as PhD research scholar, postdoctoral and tenure track positions are also excluded. The proportion of temporary employment is generally low.

Table 7 FTEs, temporary academic positions and proportion of women in temporary positions (excluding adjunct positions) by department, 2025 and 2024

	2024					2025				
	Full-time equivalents	% temp. women (all)	% tem. men (all)	% temp. (all)	% temporary (performance indicator)	Full-time equivalents	% temp. women (all)	% temp. men (all)	% temp. (all)	% temporary (performance indicator)
FSK	11,75	26,38	0	18,30	18,30	11	25	0	18,18	18,18
FIN	13,50	0	4,76	3,70	3,70	13	0	0	0	0
FOR	29,17	0	5,05	4,01	4,01	32,20	20	4,50	9,32	9,32
RRR	19,10	20	3,55	7,85	7,85	20,50	0	3,23	2,44	2,44
SAM	32,42	40,89	14,68	22,89	22,89	31,94	46,06	7,37	18,60	18,60
SOL	28,20	0	0,94	0,71	0,71	27,20	0	1,04	0,74	0,74
Total	134,14	18,58	5,95	9,65	9,65	135,84	19,11	3,64	8,57	8,57

Source: DBH

Figures for both years exclude fixed-term management positions such as rector, vice rector and head of department. The management indicator refers to DBH's definition of temporary employment.

2.4.2 Part-time work

Table 8 Number of women and men working part-time and number working part-time involuntarily in different position codes. The figures are from the school's internal systems at year-end. Involuntary part-time work refers to part-time work where the employee would like and is available for more work.

None of NHH's permanent academic staff work part-time involuntarily.

Table 8 Number of women and men in part-time positions and number of staff members working part-time involuntarily under different position codes, 2025

	Total number	Number of women in part-time positions (of which number working part-time involuntarily)	Number of men in part-time positions (of which number working part-time involuntarily)
PhD research scholars	70	4 (0)	5 ((0)
Postdoctoral fellows	37	0	2 (0)
Associate professor (temporary and permanent)	58	0	0
Professor (1013 and 1404, temporary and permanent)	76	0	1 (0)
Assistant professor (temporary and permanent)	4	3 (0)	0
Total	245	7	8

Source: NHH

The figures include temporary and permanent positions. Adjunct positions and employees on pension contracts are not included.

For PhD research scholars, a part-time position can only be granted if the scholar applies for it. Applications are usually granted. Most temporary employees in assistant professor positions work part-time. The legal basis for appointment is most often a temporary teaching need.

2.4.3 Absence (sickness and parental leave)

Table 9 shows absence due to own illness or illness of a child, and parental leave.

Table 9 Absence (days) by type of absence, 2025

	Parental leave		Sick child		Sickness absence self-reported		Sickness absence Medical certificate	
	Women	Men	Women	Men	Women	Men	Women	Men
PhD research scholar	520	310	15	12	168	91	548	116
Postdoctoral fellow	85	556	0	4	3	5	131	74
Associate professor	179	125	1	7	13	7	86	77
Professor	0	0	2	0	0	3	16	103

Source: NHH

2.4.4 Age distribution

Table 10 shows the number of FTEs in academic positions, by age group and gender. Number of FTEs performed by women (out of total).

Table 10 Age distribution, 2025

Position\age groups	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-	Total
PhD research scholars	0 (2)	20 (46)	9 (15)	3 (5)	2 (2)	1 (1)	0	0	0	0	35 (71)
Postdoctoral fellow	0	2 (4)	9 (17)	2 (13)	0 (1)	1 (1)	0	0	0	0	14 (36)
Associate professor (ordinary and adjunct)	0	0	3 (6)	5 (13)	5 (13)	4 (13)	1 (5)	4 (7)	1 (4)	0 (1)	24 (62)
Professor 1013 (ordinary and adjunct)	0	0	0	1 (5)	2 (12)	3 (7)	3 (9)	5 (17)	4 (19)	1 (13)	19 (82)
Professor 1404	0	0	0	0	0	0	0	0	0 (1)	0 (1)	0 (2)
Total	0 (2)	22 (50)	21 (38)	11 (36)	9 (28)	9 (22)	4 (14)	9 (24)	5 (24)	1 (15)	91 (253)

Source: NHH

As expected, most PhD research scholars are between 25 and 30 years old, while postdoctoral fellows are mainly between 30 and 40. For associate professors, the age spread is wider and more evenly distributed from 30 to 60 years. This is because some older staff are in permanent positions and have not qualified for a professorship, while others are younger and in temporary tenure track positions.

For professors, the age distribution is generally higher and ranges from 35 to 70 years. The proportion of women is consistently low (18 per cent) in this position category, and it is particularly low among those over 65. This means that a substantially larger proportion of men will retire in the near future, which in itself may contribute to a better gender balance going forward. Although the table shows that the proportion of women is higher in the younger age groups, it is still below NHH's ambition of 40 per cent, underlining the importance of maintaining a strong focus on recruitment and qualification of women for professor positions.

3 Measures 2025

To realise NHH's strategy and ambition of a better gender balance, an Action Plan for Improved Gender Equality in Academic Positions entered into force on 1 January 2023. The plan sets out a number of measures to improve the gender balance at NHH, from recruitment to qualification and promotion to professor. Important measures include:

- double accrual of eligibility for research leave for women in associate professor positions,
- increased annual stipends and support for travel, conferences and research stays,
- salary compensation to departments for recruiting women to permanent positions,
- earmarked funds for projects to improve gender balance,

- the option of active search for and direct recruitment of women by way of direct appointment.

NHH's main objective is to integrate equality as a fundamental element in all ordinary activities at the school. This means that goals and measures for equality at the overall level are integrated into all work on strategies, guidelines and plans. At department level, the heads of department are responsible for ensuring that this work is integrated and anchored in the academic environment, and that measures considered suitable to achieve the goals are implemented. Recruitment measures and the level of ambition regarding gender balance in the academic staff are given continuous attention in a long-term perspective.

When considering the Status Report for 2024 (item 15/25), the NHH Board expressed support for the concrete measures NHH has implemented to improve the gender balance among the academic staff. The Board asked clarifying questions and emphasised the importance of facilitating retention and career development for female employees at NHH. The Board's input was communicated to the departments, which have the main responsibility for achieving the goals within their subject areas.

Considerable funds have been earmarked for gender equality measures, with a central budget for 2025 of just over NOK 1.6 million – NOK 392,000 for central measures and seminars and NOK 1,260,000 as incentive funds for recruitment and qualification (adjunct positions and permanent first-level positions). In total, NOK 543,555 was budgeted in 2025 for the scheme involving an annual qualification stipend. Of this, NOK 273,000 was allocated on application as an extraordinary annual stipend beyond three years, and these funds were in 2025, as a transitional arrangement, administered by the Research Administration Department.

In total, just over NOK 1.7 million of the central equality funds was spent in 2025. The overspending is linked to incentive funds for recruitment.

Of the annual stipend funds allocated to the departments through the annual operating grant, approximately NOK 210,000 has been used. In addition, NOK 191,000 of the annual stipend funds awarded as an extraordinary annual stipend beyond three years has been used (transitional arrangement in 2025).

3.1 General measures to improve the gender balance in academic positions

NHH works systematically to ensure gender equality at all levels. NHH works to recruit, develop and retain highly qualified and motivated employees with sound and relevant expertise. NHH works for diversity along all dimensions, with particular emphasis on an improved gender balance in academic positions.

3.1.1 Management and Board

In 2025, annual development discussions were held between the rector's team and the department management, during which the Action Plan for Improved Gender Equality in Academic Positions was a mandatory topic. During these discussions, the departments' equality measures were discussed. Gender equality has also been on the agenda in 2025 in connection with the ENGAGE project. Endeavours are also made to ensure that the composition of boards, councils and committees gives women and men equal influence in key decision-making processes.

3.1.2 Network initiatives and gender equality seminars

NHH encourages and supports locally initiated measures through the allocation of funds. In 2021, central equality funds were advertised for the first time, which the departments could apply for for two-year projects. From 2021 through 2025, NOK 300,000 has been set aside for this measure every year.

In 2024, three applications were received, all of which were granted support:

- Department of Accounting, Auditing and Law: “Network and social environment for female academic staff at RRR” was awarded NOK 26,000. Anita Meidell and Katarina Kaarbø have been responsible for the measure. The initiative was implemented in full in 2024. In line with the application, two gatherings were held, and the department concluded that the measure was successful.
- Department of Finance: “Upskilling and network building for female junior academic staff and PhD students” was awarded NOK 70,000. Aksel Mjøs is responsible for the measure. The department has used NOK 46,000 of the allocated funds for measures that contributed to upskilling and network building for female junior academic staff and PhD students in the department.
- Department of Strategy and Management: “Creating Channels to Rise Together (RISE)” was awarded NOK 105,000. Aruna Tatavarthy, Malin Arve (FOR) and Steffen Juranek (FOR) are responsible for this measure. A final assessment from the department is still lacking.

In 2025, funds were furthermore awarded to the following projects:

- Department of Finance: Network building for female junior academic staff and PhD students, project manager Aksel Mjøs. According to the department, the funds have not yet been used, but are planned to be used for the same purpose in 2026.
- Department of Economics: Enhance Research Exchange; the project group consists of Aline Butikofer, Jonna Olsson and Tove Forsbacka. The department states that the initiative is planned to be implemented in spring 2026.
- Department of Strategy and Management: ESTATE; the project group consists of Malin Arve, Evelina Gavrilova-Zoutman and Aruna Divya Tatavarthy. An interim assessment from the department is lacking.
- Department of Accounting, Auditing and Law: Network and social environment for female academic staff at RRR; the project group consists of Anita Meidell and Katarina Kaarbø. The department reports that the allocated funds are being used for networking measures and describes the initiative as successful.

This year’s International Women’s Day event was held on 10 March. The theme was “Building a Balanced Future: Gender Equality in Academia and Research”. Johannes Waage Løvhaug, Director at the Research Council of Norway, was the keynote speaker. He shared experiences from BALANSE+ projects. Vice Rector for Research, Malin Arve, presented NHH’s BALANSE project BELONG, and researcher Catalina Franco from SNF gave a presentation entitled “Will Artificial Intelligence Get in the Way of Achieving Gender Equality”.

The BELONG project aims to strengthen diversity, inclusion and talent development at NHH. It started on 1 April 2024 and is funded with NOK 1.2 million from the Research Council of Norway’s BALANSE programme. The project focuses on both gender and cultural diversity and is intended to help ensure that NHH remains internationally competitive.

In 2024–25, BELONG established a mentoring programme in which new employees are assigned two mentors – one international and one Norwegian – to support both academic and social integration. Several culture workshops and social activities have strengthened relationships within the groups, including regular lunch meetings.

The project has also carried out a research retreat for academic staff on their way towards professor competence, focusing on writing, network building and career planning. Participants reported very positive experiences.

To make talent more visible, BELONG has highlighted international staff through social media and NHH news channels. The project has also organised practical workshops, including on the Norwegian school system and the PhD labour market.

Overall, BELONG has worked to create an inclusive working environment in which employees experience belonging, well-being and good development opportunities – both at NHH and in Bergen.

Furthermore, personnel resources have been allocated to work on gender equality and the coordination of gender equality measures in the central organization.

3.1.3 Women as role models in research, teaching and dissemination

Women are important role models in research, teaching and dissemination. Focus is given to ensuring that students encounter both female and male lecturers on all programmes and at all levels, and that experts of both genders are used in the media as sources in strategically important areas.

Table 11 shows the proportion of women among course coordinators on various programmes and levels in 2025. The data for course coordinators were retrieved from the Common Student System (FS). In courses with more than one course coordinator, each is counted proportionally to the number of coordinators (in a course with three coordinators, each counts as 0.33). Courses that run twice a year are counted twice. The figures show an increase for BØA, MØA and MRR, and a decline for the relatively new BEDS programme, which started in 2024, and for the PhD programme.

Table 11 Proportion of female course coordinators on various programmes and levels in 2025 (2024 in brackets)

	BØA	BEDS	MØA	MRR	PHD
Total number of courses	75 (75)	15 (5)	160 (175)	25 (25)	32 (37)
Number of female primary course coordinators (*)	26 (24)	6 (3)	42 (49)	4 (3)	5 (7)
Proportion of female course coordinators	39,0 % (34%)	42,0 % (50%)	26,0 % (25%)	21,0 % (18%)	14,6 % (19,2%)

Source: NHH

(*) Primary coordinator, i.e. the person who receives course evaluations etc.

The Office of Communications and External Relations works actively to ensure that experts of both genders are used as sources in the media, as feature article writers, participants at conferences and in other dissemination in public debate in generally and in strategically important areas in particular.

The department uses the following measures/instruments to ensure the use of experts of both genders:

- Courses and proactive efforts to recruit and provide editorial support to new female feature article writers
- Renewal of NHH’s expert list, with an increased proportion of women
- Continuous media pitching to profile NHH’s female researchers. National and regional media such as Dagens Næringsliv, Aftenposten, Finansavisen, E24 and NRK and regional newspapers are defined as key media.

Table 12 shows participation in media training/presentation courses etc. arranged by the department in 2025.

Table 12 Participation in media training/presentation courses etc.

Course:	Number of male participants:	Number of female participants:
Op-ed writing course in Norwegian	4	3
Op-ed writing course in English	7	10

Of NHH’s 50 most cited researchers, 11 were women in 2025. By comparison, there were nine women in 2024 and seven women in 2023 among NHH’s 50 most cited researchers. In 2025, NHH Bulletin published 70 stories featuring women, 28 stories featuring both men and women, and 172 stories featuring men.

Female students shall be actively involved in teaching and research as teaching support (student assistants) and as research assistants. This also contributes to more women as role models, while potentially increasing interest in research and teaching.

Table 13 shows the proportion of female student assistants.

Table 13 Proportion of female student assistants, 2025 (2024 in brackets)

	FIN	FOR	FSK	RRR	SAM	SOL
Student assistants, number of women and total number	2 of 13 (0 of 13)	20 of 69 (20 of 63)	13 of 33 (11 of 20)	8 of 20 (18 of 37)	15 of 29 (12 of 20)	15 of 44 (18 of 43)
Student assistants, proportion of women	15,4 % (0 %)	29 % (31,7 %)	39,4 (55 %)	40% (48,6 %)	51,7 % (60 %)	34,1 % (41,9 %)

Finally, it should also be mentioned that NHH actively strives to ensure female researchers are keynote speakers at all conferences organised by NHH.

3.2 Measures for the recruitment of women to academic positions

In connection with appointments to academic positions, there is strong awareness of the importance of recruiting women. Section 2.2 described the recruitment of women to academic positions in 2025. This section briefly summarises the measures that have been implemented.

3.2.1 General measures in connection with recruitment and appointment

The departments are encouraged to use recruitment committees (search-and-find committees) to ensure gender balance and diversity in the applicant pool. In connection with appointment to academic positions, a special explanation must be provided when the group of applicants does not include qualified applicants of both genders. Case-processing templates are available, and committee secretaries have undergone training to ensure that the measure is followed up. Unadvertised appointments can also be used as a measure for the recruitment of women. See also section 3.4 on department-level measures.

3.2.2 Financial measures in connection with recruitment and appointment

The action plan states that the school's salary policy shall be used actively to achieve the targets for recruiting women. As a measure in the action plan, 50 per cent of the salary for the first two years is covered by central equality funds when appointing women to adjunct associate professor and adjunct professor positions. When appointing women to permanent posts such as associate professor or professor, 25 per cent of the salary for the first four years will be covered by central equality funds. The measure applies correspondingly to appointments to permanent positions from seven-year recruitment positions (tenure track positions). The measure applies to first-time appointments in departments where the proportion of women in academic positions is below 40 per cent, and only for internally funded positions. The measure can only be triggered once. See also section 3.3.3.

3.3 Measures aimed at further qualifying women for academic positions

A number of the measures also include facilitating the continued qualification of women in academic positions. The measures include the following:

3.3.1 Earning the first research leave in half the normal time

Female associate professors earn the first two years of research leave more quickly (half the normal accrual time). Table 14 shows research leave taken in 2025 and research leave granted for 2026, broken down by women and men. The table also states how many women in associate professor positions have taken research leave under the scheme with half accrual time for the first two years of research leave.

Table 14 Research leave taken in 2025 and research leave granted for 2026, broken down by women and men

	Research leave taken in 2025		Planned research leave in 2026	
	Men	Kvinner (herav antall etter ordning med halv opptjeningstid i parentes)	Men	Kvinner (herav antall etter ordning med halv opptjeningstid i parentes)
Associate professor	3	4 (4)	2	3 (3)
Professor	7	3	10	2

3.3.2 Annual qualification stipend for female postdoctoral fellows and associate professors

Female postdoctoral fellows and associate professors are awarded an annual stipend of NOK 25,000 for further qualification. The stipend can be received for up to three years. The three-year period starts in the calendar year after appointment, and unused funds can be transferred to the following year without application during the three-year period. The department may grant a stipend beyond three years on the basis of a reasoned application.

3.3.3 Measures for recruitment and qualification for associate professor or professorial positions

From 2023, a scheme has been introduced for partial funding when recruiting to permanent associate professor and professor positions and to tenure track positions that end in permanent employment. The purpose of the measure is primarily to compensate the departments so that women in the initial phase of their careers can receive a reduced teaching load in order to free up time for qualifying research, including half accrual time for the first two years of research leave for women in associate professor positions. Freed-up funds may, for example, be used to employ a person in an adjunct position to cover the lost teaching capacity. The measure had financial consequences from 2024.

3.3.4 Measures to facilitate a good work-life balance

The family situation today differs from the situation that prevailed when the laws and regulations in this area were established. The issue is important for individual academic employees in terms of equal rights and equal opportunities for qualification regardless of socio-economic background, family situation, gender, nationality and network, and for NHH as an employer in terms of recruitment and personnel policy, including facilitating work-life balance, internationalisation and financial frameworks.

HR has prepared “Factors to consider when covering kindergarten expenses during stays abroad”.

3.3.5 Measures to combat unconscious gender bias

In 2023, a fact sheet on unconscious bias was prepared for use in assessment and recruitment. The measure is used by the committees that assess educational competence in applications for status as Excellent Teaching Practitioner and in permanent appointments to the academic staff.

3.3.6 Gender equality measures in the Funds Regulations

Measures aimed at facilitating improved gender equality with regard to qualification are also incorporated into the Funds Regulations; for example a current arrangement whereby an annual amount of NOK 40,000 is earmarked for grants for women to attend conferences.

3.4 Equality work in the departments

The heads of department are responsible for ensuring that equality work is integrated and anchored in the academic environments and for goal attainment within their subject areas. Together with NHH’s central gender equality adviser and the Vice Rector for Faculty Affairs, the heads of department constitute NHH’s equality team.

Challenges vary from department to department, and the departments implement the measures they consider suitable for achieving the goals. For this reporting, a form-based solution has been used for the sixth year in a row to collect information. This provides standardised information and contributes to a coherent overall presentation, while at the same time giving less detailed information about each individual department. Below is an overview of equality work in the departments in 2025 and plans for 2026.

3.4.1 Recruitment and gender equality

Table 15 shows measures for the appointment of women to academic positions. The overview shows how many departments have implemented the various measures in 2025 and/or are planning to implement relevant measures in 2026.

Table 15 Measures aimed at appointment of women to academic positions

Measures aimed at appointment of women to academic positions:	NHH	
	2025 Implemented	2026 Planned
Measures to increase awareness in recruitment efforts, e.g. use of IAT tests	4	3
Clear goal of improved gender balance in vacancy announcements	5	5
Mapping of potential internal and external candidates	4	4
Active outreach to relevant internal and external candidates	4	4
Use of recruitment committees (search-and-find committees)	2	3
Conscious timing of vacancy announcements	4	4
Advertise and appoint in several positions simultaneously	3	2
Appointment of women without advertisement in permanent positions	0	0
Appointment of women without advertisement in adjunct positions	4	3
Opening in the vacancy text for temporary appointment for qualification	1	0
Female student assistants in short-term positions	4	4
Active family policy (facilitation for partners and children)	3	3
Other recruitment measures	0	0

3.4.2 Qualification and facilitation measures

Table 16 shows measures to retain women in academic positions and measures to facilitate qualification. The overview shows how many departments have implemented the various measures and/or are planning to implement them in 2026.

Table 16 Measures aimed at retaining women in academic positions and measures to facilitate qualification

Qualification and facilitation measures:	NHH	
	2025 Implemented	2026 Planned
Promotion/qualification as a topic in performance reviews	6	6
Individual plans for promotion	5	5
Mentoring scheme in the department	5	5
Active use of adjunct positions	4	3
Additional resources for women in the department	5	5
Administrative research support	3	3
Research stays abroad	5	4
Organisation of working time with emphasis on time for qualifying tasks	4	4
Facilitation for organising research in creative and productive research environments	3	3
Network initiatives	4	4
Facilitation in connection with parental leave	4	4
Measures for an inclusive working environment	5	5
Cultural measures, e.g. visibility of talents, events/celebrations	5	5
Measures to increase awareness of unconscious bias	2	1
Other measures for qualification and facilitation	0	0

3.4.3 Female role models

Table 17 shows how many departments have implemented or are planning to implement measures aimed at promoting female role models.

Table 17 Measures to promote female role models

Measures to promote female role models:	NHH	
	2025 Implemented	2026 Planned
Female lecturers at bachelor level	5	5
Female lecturers at master level	5	5
Female lecturers at PhD level	4	4
Women as speakers at department seminars	5	5
Promoted/nominated women for important international roles/offices	4	3
Promoted/nominated women for important national councils and committees etc.	4	3
Promoted/nominated women for leading roles/offices at NHH	3	2
Women in leading roles/offices in the department	5	5
Measures to increase female participation in and management of externally funded projects	4	4
Female role models – other	0	0

3.4.4 Gender equality work in the department – local measures

Table 18 provides an overview of other measures and shows how many departments have implemented the various measures in 2025 and/or are planning to implement measures in 2026.

Table 18 Other measures the departments implemented in 2025 / plan to implement in 2026

Other measures the department implemented in 2025 or plans in 2026:	NHH	
	2025 Implemented	2026 Planned
Review of distribution of tasks in the department	3	5
Management team has placed equality on the agenda	4	4
Status of measure – course in research dissemination	3	4
Allocation of local funds	2	2
Network initiatives	3	3
Social measures / working environment measures / cultural measures	4	4
Measures aimed at female students	2	2
Measures for career guidance and placement	5	5
Other department measures	0	0

3.4.5 Measures to achieve integration and staff alignment

Table 19 shows the extent to which the different measures are used in the different departments.

Table 19 Measures aimed at integration and alignment of gender equality work in the respective departments

	FIN	FOR	FSK	RRR	SAM	SOL
Topic at strategy meetings or other meetings	To some extent	To some extent	To no extent	To some extent	To some extent	To some extent
Topic in onboarding of new employees	To some extent	To some extent	To no extent	To some extent	To some extent	To a great extent
Equality strategy/action plan in the department	No	No	To no extent	To a great extent	To a great extent	To a great extent
Topic integrated into the department's strategies, plans, reports, routines etc.	To some extent	To a great extent	To no extent	To some extent	To a great extent	To a great extent
Integration and alignment 2025 – other			To no extent			

3.4.6 Comments on gender equality work in the departments, and further work

Department of Finance (FIN)

Compared with other finance departments, the department has a high proportion of women in the academic staff at all levels. The department therefore does not experience gender equality as a major challenge. Nevertheless, it is conscious of facilitating women's career development, particularly by trying to shield women from activities that do not promote career progression.

The department highlights its predictable tenure-track model, which is particularly appreciated by female assistant professors. The model removes uncertainty relating to permanent appointment. This has contributed to a high proportion of female employees in junior positions compared with other finance departments.

The department sees a need for a renewed understanding of the issues surrounding equality and a review of which of the many measures are effective, including an assessment of possible unintended side effects. The department also believes that NHH needs simpler guidelines and more automated processes in the equality area, including with regard to salary support for female recruitment.

Department of Business and Management Science (FOR)

The Department of Business and Management Science finds that NHH's strong focus on equality work functions well both at department and institutional level. The greatest challenge for the department remains the limited supply of female candidates. The department has a target of a 40 per cent proportion of women in new permanent appointments and has an internal search committee that works to identify potential female applicants for academic positions. At present, 16 per cent of those employed in permanent positions in the department are women. The proportion of female professors increased from 6% in 2021 to 22% in 2025. For permanent associate professors, the increase was from 16% to 40% in the period 2021–2024. The department has unfortunately observed a decline in female applicants for student assistant positions. The proportion of women in the application round in autumn 2025 was record low, and the department is seeking the reasons for this.

Department of Professional and Intercultural Communication (FSK)

NHH already does a great deal to improve gender equality. In recruitment, there is a focus on whether there are qualified women among the applicants. It is important to maintain this focus. NHH also does a great deal to help female employees qualify (half accrual time for research leave, the possibility of applying to the Funds for NOK 40,000 annually, women's funds). The department does not believe that more should be done to favour women. The department believes it is important to ensure that students have female role models through the use of female lecturers in compulsory courses.

The department has a majority of female employees and has therefore not had a strong focus on measures in this context.

Department of Accounting, Auditing and Law (RRR)

In recent years, the department has carried out a number of activities to recruit and retain female academics. These include several visible female teachers, active headhunting of female NHH graduates to encourage them to pursue a PhD, female mentors, networking for young female researchers, etc.

This has produced positive results, including that we currently have 6 of 9 female PhD candidates, 4 of 5 female postdoctoral fellows/assistant professors, our most recent permanent new appointment was a woman, and 2 of the 4 who we expect will apply for promotion to professor in the coming years are women.

Nevertheless, the department emphasises that temporary positions (PhD followed by postdoctoral/tenure track) lasting 8–11 years in academia before one may potentially obtain a permanent position seem to be of particular concern to women. This may cause them instead to seek permanent positions with stable (and higher) income. This in turn makes it easier to obtain loans and provides better outcomes in connection with pregnancy, etc.

Department of Economics (SAM)

The department has a relatively high proportion of women – 39 per cent if PhD research scholars are included (and 31 per cent if they are not included). When an external committee recently evaluated the department's research, it also commented on issues related to gender equality.

The external committee is of the opinion that important equality measures in the department are well received among female staff. We share that view and believe that we have many good instruments in place that the department makes use of. We always focus on inviting more women than men to interviews for positions, and women in the department make use of many of the instruments available both in the department and at NHH. One example is active use of extra annual stipend funds and travel funds for women to participate in conferences and other activities. Several women in the department have also participated actively in research projects concerning women and equality.

In 2025, we recruited four academic staff members (tenure track positions, researcher and postdoctoral fellow), four PhD research scholars and six predocs. In the first group, three out of four were women; among the PhD research scholars, three out of four were women; and in the predoc group, four out of six were women. In total, ten women and four men started in the department in 2025.

But we are attentive to the point made by the external committee: that requirements for women to serve on different committees may impose an extra burden on women. We take this seriously and seek to ensure that this does not become a problem for the women in the academic staff.

The department also believes that it is unfortunate to reduce women's funds in the 2026 budget.

Department of Strategy and Management (SOL)

The department and NHH have a solid starting point for gender equality. We protect those who are in the promotion phase by reducing teaching and administrative tasks, conduct open and conscious recruitment processes, and emphasise onboarding and continuous follow-up. We have also developed mentoring schemes for both teaching and research. We have a clear focus on women and qualification, and we value central incentives such as double accrual time in connection with research leave and funding that can reduce teaching load.

Even so, the department faces two main challenges: finding qualified candidates for vacant positions and ensuring that highly qualified women from abroad accept our offer. To address these challenges, the department sees a need to establish recruitment committees that proactively identify candidates willing to move to Norway and especially to Bergen, and to clarify in advance which factors are decisive for their applying for and accepting positions at NHH.

FURTHER WORK

NHH's management will use feedback from the departments in its further work related to the implementation and follow-up of the Action Plan for Improved Gender Equality in Academic Positions. The heads of department have a special responsibility for ensuring that the work is integrated and anchored in the individual academic environments.

4 Participation in inter-institutional equality work

KiMU Diversity Management in the Higher Education Sector is a course intended to contribute to increased diversity competence among managers and employee representatives in the sector. It is being developed in cooperation between several universities and university colleges and will consist of four modules. NHH, represented by Gender Equality Adviser Ingebjørg Tyssedal, participates in the project, and associate professor Annelise Ly at the Department of Professional and Intercultural Communication has also been consulted regarding the design of two of the modules.

The course will provide competence for dealing with challenges and opportunities related to a diverse working environment. It will be tailored to the sector and the challenges the institutions face. The initiative will also help the sector meet both EU and Research Council of Norway requirements for competence-building on equality, as well as the requirements of the Equality Act and the Basic Agreement with respect to equality and diversity.

The project is anchored at different levels both in the sector and at NHH and is co-financed by the participating institutions and by DFØ funds. The project started in autumn 2024 and, in its first round, runs until April 2026.

In spring 2025, NHH received a request to host the annual Equality and Diversity Conference. NHH and SNF planned the conference in 2025 and will cooperate in arranging [Nettverkskonferansen 2026](#).

5 Plans 2026

Also in 2026, the school will maintain a strong focus on improving the proportion of women at all levels of academic positions, both to the extent possible in the short term and in a longer-term perspective. The main objectives are:

- recruitment work and facilitating qualification for higher positions
- an inclusive workplace and organisational culture
- a continuous focus on gender equality at all levels of the organisation

The heads of department play a key role as gender equality coordinators for their own departments and because they, together with NHH's equality adviser and the Vice Rector for Faculty Affairs, make up NHH's equality team. The equality team shall act as a driving force and source of inspiration by contributing to strategic discussions and objectives and by coordinating equality work at NHH. The action plan for equality is anchored in NHH's strategy and, in 2026, is under consideration as part of the work on the school's strategy.