

**Action plan for diversity, equality  
and inclusion**

2026–2030



## Introduction

Fafo's guidelines and work for diversity, equality and inclusion are anchored in the Equality and Anti-Discrimination Act, the Working Environment Act, and our internal planning documents *Plan and Strategy 2024–2027* and *HSE-K Plan and Action Plan for Diversity, Equality and Inclusion 2026–2030*.

Fafo works systematically and continuously to promote equality, prevent discrimination, and contribute to an inclusive working environment for all employees, regardless of gender, ethnicity, religion, belief, disability, age or other conditions.

- Fafo will strive to provide a good workplace for all employees
- Fafo will counteract all forms of discrimination
- Fafo will promote a corporate culture and a working environment that includes, safeguards and values everyone – regardless of background

Gender equality does not only concern gender balance at position level, but also that everyone should have equal opportunities in a working environment that promotes diversity and equality. During the planning period, the objective is to increase the proportion of employees with an ethnic minority background.

Fafo also wants to facilitate diversity among our employees in terms of functional ability. Our ambition is that disability should not affect the opportunities for employment, or for functioning well and thriving as a researcher or as an administrative employee at Fafo.

The measures in the action plan will be implemented during the period of operation, and Fafo will allocate the necessary human and financial resources for the work. Fafo conducts an annual review of the status of the implementation of measures. The results are summarised as part of Fafo's annual report. This is presented to Fafo's Board and is publicly available.

# 1 Gender equality

Fafo aims to maintain a 60/40 gender ratio and is committed to achieving equitable gender representation within management, administration, the information department, and among research staff. The status in 2025 is a predominance of women in research positions, but a good gender balance in the joint services and in the overall management. Women's and men's pay levels are almost the same in all job categories.

## 1.1 Status in 2025

- Researchers (includes PhD candidates): 57 researchers, of whom 40 are women (70%) and 17 men (30%)
  - Researcher 1/senior researcher: 12 women and 6 men
  - Researcher 2: 21 women and 8 men
  - Researcher 3/PhD candidates: 7 women and 3 men
- Administration and information: 11 employees, of which 5 are women (45%) and 6 men (55%)
- Management: 8 managers, of which 4 women (50%) and 4 men (50%)

The department has a total of nine people – seven women and two men – in part-time positions in 2025. The research institute has a full-time policy and employees in part-time positions works part-time according to their own wishes.

A total of seven people took parental leave in 2025 – six women and one man. The average duration of parental leave was two weeks longer for women than for men.

Job category	Women's share of men's earnings in 2025
Specialist Consultant	110%
Researcher 1/Senior Researcher	103%
Researcher 2/3+	100%
Researcher 3	-
PhD candidate	72%
Managers	103%
<b>Overall staff average</b>	<b>102%</b>

**Goals and ambitions**

1. Strive for a 40/60 gender distribution in management, in the admin/info and among researchers.
2. Ensure equal opportunities for competence and career development regardless of gender.
3. Facilitate so that it is possible for all genders to combine paid work and care work.

**Measures**

- Job advertisements must be designed so that they can appeal to applicants regardless of gender.
- If there are qualified applicants of both genders, at least one female and one male applicant must be invited for an interview.
- When recruiting to positions with gender imbalance, applicants from the underrepresented gender shall be prioritised in the event of otherwise equal qualifications.
- Individual follow-up and development plans are an important part of the employee appraisals. Here, career development will be encouraged for all employees (regardless of gender) and any need for facilitation will be addressed.
- Fafo expects employees (regardless of gender) to take parental leave and facilitates this.

## 2 Diversity and inclusion

Fafo is committed to creating a safe, inclusive workplace for all employees, regardless of background or origin. Fafo conducts research on working life, welfare, skills, migration and integration. We therefore seek to uphold a staff of researchers who encompass a diversity of perspectives that exist in Norwegian society.

### 2.1 Status in 2025

Work to uphold a good working environment and follow-up of this is conducted at management level and in all Fafo's departments. Regular meetings are held between the management and the working environment committee (AMU) where the working environment is a topic. Safety inspections are carried out as needed and on request.

Fafo employs researchers with ethnic minority backgrounds and has worked to increase the proportion of employees with an ethnic minority background in 2025.

In collaboration with AMU and safety representatives (Verneombud), a new working environment survey was carried out in 2025. This has been analysed, presented and discussed with the staff at a joint staff seminar. The results of the working environment survey are followed up by the management and in collaboration with AMU.

Goals and ambitions
1. Fafo must be a good and inclusive place to work for all employees.
2. Fafo will strive for a diversity of employees in the organisation.
3. Fafo shall have systematic and comprehensive work on health, safety and the environment.
4. Fafo will have a building and an infrastructure that safeguards diversity and inclusion.
5. Fafo will strive for diversity in the background among the speakers at our external and internal events.
6. Fafo will work for an inclusive working life in line with the goals set out in the IA agreement.

Measures to promote and maintain diversity and inclusion at Fafo	
➤	Fafo will conduct annual performance appraisals and provide good welfare services for its employees.
➤	Fafo is responsible for ensuring that the text of the call for vacant positions appeals to applicants regardless of their background.
➤	In the case of recruitment where there are qualified applicants with an ethnic minority background, at least one of these must be invited for an interview.
➤	If two applicants are equally well qualified, the applicant with a minority background shall be ranked higher.
➤	Fafo will ensure systematic and comprehensive work on health, safety and the environment by following up the HSE-K plan in collaboration between management, AMU and safety representatives.
➤	Fafo will maintain functions that enable diversity and inclusion, including equipment such as lifts, HC toilets, induction loops, etc., as well as offering food and drink in the canteen and at social gatherings under Fafo's auspices that are adapted to different needs.
➤	Fafo shall, as far as possible, ensure universal design inside and outside Fafo's premises and ensure special facilitation where necessary.
➤	Fafo will comply with the IA agreement.

### 3 Harassment and bullying

Fafo has zero tolerance for harassment and bullying. This also includes sexual harassment. Sexual harassment is defined as any form of unwanted sexual attention that has the purpose or effect of being offensive, frightening, hostile, degrading, humiliating or annoying. This can include both physical, verbal, and nonverbal actions. The management has the main responsibility to achieve this goal and collaborates with AMU on this.

#### 3.1 Status in 2025

In the employee survey (2025), no cases of sexual harassment were reported. Also, there were no reports that employees had experienced or observed that colleagues have been subjected to discriminatory statements about gender, nationality, age, skin colour, disability, religious beliefs or sexual orientation in the past 12 months. Findings from the employee survey show that routines for dealing with bullying, harassment and whistleblowing are well established and implemented when necessary. Respondents reported no negative feedback when raising such issues.

Goals and ambitions
1. Fafo will work purposefully to ensure that harassment and bullying do not occur at Fafo.
2. Employees must know where to turn and report if they themselves experience or witness harassment and bullying.
3. Fafo must have – and follow – procedures for handling reports of harassment or bullying.

Measures to promote and maintain diversity and inclusion at Fafo
➤ Fafo has established whistleblowing routines. These routines are presented during the training of new employees and are available in the employee handbook on the intranet.
➤ Fafo's employees are made aware of guidelines for whistleblowing and routines for following up whistleblowing cases, as well as routines for handling harassment cases.
➤ The status of and measures against harassment and bullying must regularly be on the agenda in AMU and management meetings.

## 4 Overall measures

What/who	How
<b>Economy</b>	The measures in the action plan must be implemented during the plan period. Fafo allocates the necessary human resources and other resources to the work.
<b>Planning documents that support the work</b>	HMS-K plan. Plan and strategy document.
<b>Management</b>	Every year, the management group conducts a systematic review and revision of the HSE-K plan, which includes the work for gender equality and against discrimination.
<b>Employees</b>	Fafo's employees undertake to follow the employee handbook and other associated documents.
<b>Involvement of governing bodies</b>	The plan for diversity, equality and inclusion is part of Fafo's HSE-K plan. Results are presented to the board annually.
<b>Routines and activities in the enterprise's annual cycle</b>	Working environment surveys with follow-up plans. Employee appraisals that include working environment issues and a plan for competence development.
<b>Further specification of measures</b>	AMU, together with Fafo AVF's management, is responsible for thematising and further developing the work on gender equality and diversity.

**Fafo**

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