

# ARP-report

Médecins Sans Frontières (MSF)

Norway

2022

Powered by

EQUALITY  
CHECK

This report has been generated by Equality Check, based on data and information submitted by MSF Norway. The report describes the equality status at MSF Norway, and how MSF Norway is working to safeguard equal opportunities for all employees. In addition, tools from Equality Check have been used in benchmarking and scoring in various indicators.

MSF Norway drafted its current salary policy with levels 1-10 in 2008, in cooperation with employee representatives. It is based on HAY methodology, with function and job descriptions for placement in the various salary levels. Management has reviewed all positions in the organisation in cooperation with employee representatives, and established job groupings, which will ensure equal pay for work of equal value. Our salary policy is gender-neutral, transparent and non-discriminatory.

## Definition of job groups

Salary level 10: Secretary General

Salary level 9: International role in 2022

Salary level 8: Senior Management

Salary level 7: Middle management and expert roles within operational assignments, medical and IT

Salary level 6: Senior Advisers, specialist roles

Salary level 5: Advisers, media and communication roles

Salary level 4: Specialist administration and project coordinator roles

Salary level 3: Administration roles

Salary level 2: Assistants and team leaders

Salary level 1: Recruitment and donor service assistants, part-time

## Gender balance

### Overall within the organisation

55.8% (106) Women

44.2% (84) Men



Good gender balance at most levels. The three top levels, 8-10, apply to senior management and combined they are well-balanced with a total of 3 women and 3 men. Middle management levels 7 and 5 are fully balanced, whilst women are predominant at levels 6, 4 and 3. Levels 2 and 1 are chiefly hourly-paid part-time employees, and here the gender balance is good. Corresponding industries, NGOs, have a predominance of women in total 75%, ref. Equality Check database.

## By salary level

### Salary level 9

100% (1) Women

0% Men



### Salary level 8

25% (1) Women

75% Men



### Salary level 7

50% (7) Women

50% (7) Men



### Salary level 6

68.4% (13) Women

31.6% (6) Men



### Salary level 5

50% (19) Women

50% (19) Men



### Salary level 4

80% (4) Women

20% (1) Men



### Salary level 3

66.7% (6) Women

33.3% (3) Men



### Salary level 2

60% (6) Women

40% (4) Men



## Salary level 1

53.9% (48) Kvinner

46.1% (41) Men



## Salary mapping

Annual salary adjustments follow national pay settlements and salaries are benchmarked against other public bodies within and outside of the same sector.

The graph below shows **women's** average salaries as a proportion of **men's** average salaries in each job group.

● Women ● Men (100%)

Total

Salary level 10

Only women represented

Salary level 9

Only women represented

Salary level 8



98%

Salary level 7



107%

Salary level 6



100%

Salary level 5



94%



### Overall for the organisation

Women's proportion of men's salaries is 94%



The minimal salary differences are due to seniority in the positions, independent of gender. On a scale from 0-100, the score for salary balance is 76 = «Good» within the organisation. For every NOK 100 earned by men, women earn NOK 94 in our organisation. Average in Norway: NOK 87.9 (Statistics Norway 2021). Initiatives are not required at this time based on salaries.

## Part-time and temporary contracts

### Temporary employees

Shown as the number of men and women temporarily employed. Not all job groups have had temporary employees in the period. For levels 3-8, largely time-limited project-based or temporary positions. The data is illustrated in the graph below:

#### Salary level 8

0% (0) Women

100% Men



#### Salary level 7

100% (1) Women

0% (0) Men



#### Salary level 6

50% (2) Women

50% (2) Men



#### Salary level 5

33.3% (3) Women

66.7% (6) Men



#### Salary level 3

66.7% (2) Women

33.3% (1) Men



#### Salary level 2

75% (3) Women

25% Men



#### Salary level 1

61.5% (16) Women

38.5% (10) Men



## Part-time

Shown as the number of men and women working part-time. Not all job groups have part-time employees. The date is illustrated in the graph below:

### Salary level 7

100% (1) Women

0% (0) Men



### Salary level 5

0% (0) Women

100% (1) Men



### Salary level 3

66.7% (2) Women

33.3% (1) Men



### Salary level 2

55.6% (5) Women

44.4% (4) Men



### Salary level 1

54% (47) Women

46% (40) Men

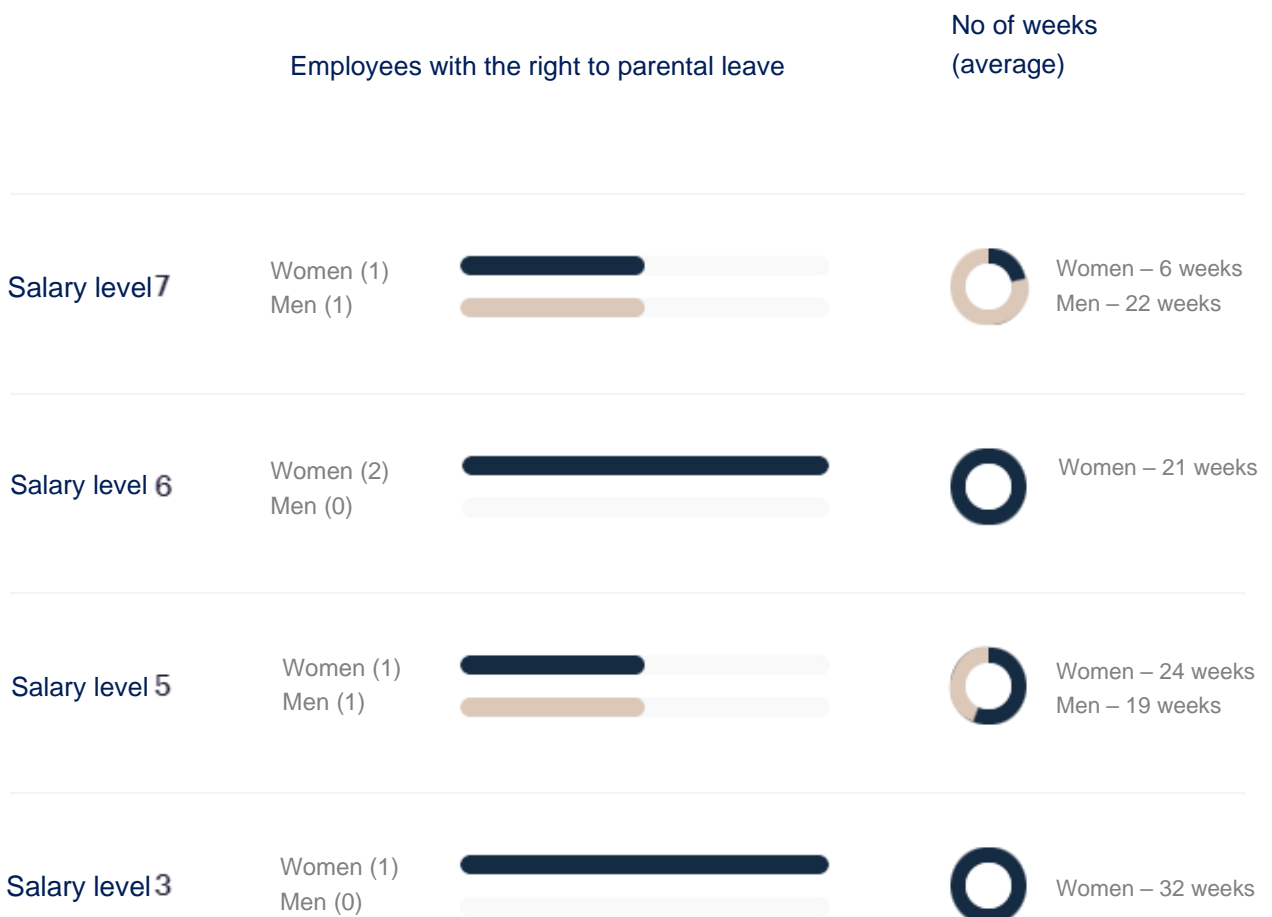


Levels 1 and 2 are largely part-time positions associated with recruitment and donor service activities – these have contracts with percentages of full-time ranging from 30% to 50% due to the type of work involved and are mainly held by and adapted to students. During holiday periods such as the summer, the organisation runs projects in which students can increase their percentage of full-time work to up to 80%, taking part in various mobile teams around the country. The number of part-time employees can increase by 70-100 employees in this period; however, there is a good gender balance and equal pay. The organisation considers that there are no non-voluntary part-time employees in our organisation.

## Parental leave

The graph shows the number of men and women that had the right to parental leave and the average number of weeks taken during the reporting year. We score 98 on the Equality Check scale, corresponding to «Excellent» for the period. The average number of weeks is 20.8 for women and 20.4 for men in 2022. Average in Norway: 46.1 weeks for women and 16.2 weeks for men. We see no increase in gender differences in our organisation after the end of parental leave; on the contrary, we have three women who advanced to a senior leadership level after their parental leave. Initiatives are not required at this time.

● Women ● Men (100%)



*Not all job groups have employees with parental leave for this period.*



# Equality report

## Introduction:

MSF Norway is a responsible employer and an organisation based on conscientious conduct by our employees and members. The employer and employees have a mutual role in preventing, revealing and addressing unacceptable conduct. MSF Norway's employees should ensure that patients and other parties in our work have received information that our employees are obliged to comply with the organisation's ethical guidelines. The ethical guidelines are rooted in the senior management, and internally in MSF Norway, all personnel (including employees on international assignments, voluntary workers and employees on day assignments) and cooperating partners in the field (including consultants and guests) must understand, integrate and comply with the ethical guidelines, in both their professional and private conduct.

## How has MSF Norway worked on equality?

MSF Norway has various channels for reporting breaches of ethical guidelines at all levels within the organisation. All breaches of ethical guidelines have consequences. These ethical guidelines are considered to be a minimum standard for conduct. More specific rules can apply to MSF Norway employees and members, depending on the context and activity area in which they are working. The ethical guidelines form supplements to all our contracts and are available via our Intranet. An annual reminder is sent out to all employees.

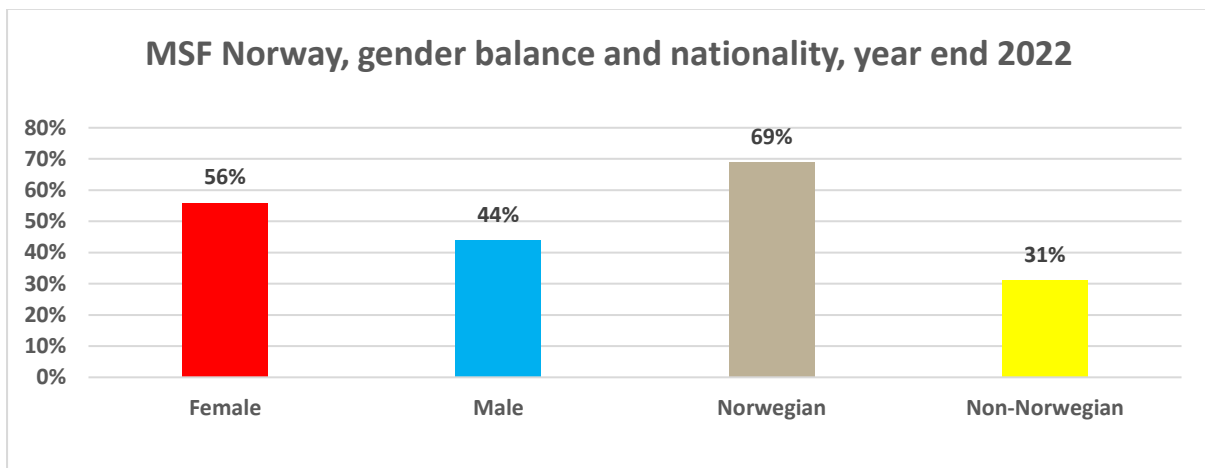
The organisation moved forward with mapping of equality, diversity and inclusion in 2022 and implemented several processes. Our whistleblowing policy was further developed, in collaboration with an external partner, Medvind, to safeguard anonymity in notifications. Conflict guidelines and notification routines for bullying, harassment and sexual harassment were revised and implemented in Q3 of 2022. Employees have been informed of where to find our notification routines and guidelines in our portal, via general meetings, information and in connection with onboarding.

Measures in place:

- Gender-neutral language in our personnel handbook
- Fully paid parental leave with salary adjustment during leave period
- Opportunity to state a third gender category or «not stated», implemented in new HRM systems
- Flexitime for office staff – hours registration for all employees
- English as the working language internally within the organisation
- No dress code, religious garments permitted; however, identification within the public sphere with the use of vests, t-shirts etc. is required for certain functions
- Designated prayer room
- Vegetarian food with some fish dishes in cafeteria
- Social events with/without alcohol
- Use of microphones at general meetings to assist the hearing impaired
- Easy access for persons of restricted mobility, e.g. new internal elevators adapted to wheelchair users, handicap toilet and easy access to the cafeteria. The main entrance on ground floor is not ideal; this is the building owner's responsibility.

In connection with the assignment of the TV-Action in 2022, we were given the opportunity to demonstrate the diversity of nationalities within the organisation, both nationally and internationally, focusing on employees with a non-western background. Anti-racism: When you picture MSF Norway, what do you see? Link: <https://youtu.be/8DFemg94ufU>

Below is a graph of nationalities in MSF Norway 2022, well-balanced between women and men. As previously stated, corresponding industries, NGOs, have a predominance of women of a total of 75%. The balance between nationalities is considered satisfactory, given that the organisation operates in Norway.



**Initiatives to prevent discrimination, improve equality, diversity and inclusion currently in place and continuously implemented, but not yet evaluated:**

- Career planning and systematic follow-up – annual employee interviews with discussions regarding development opportunities, mid-March/April and monthly one-to-one meetings with managers have been implemented from Q4 in 2022.
- Transparency in recruitment processes and promotion – two new full-time recruitment positions were set up in 2022 to enhance quality and minimise the risk of discrimination in hiring, promotion, prioritisation, part-time and temporary hiring processes. An updated recruitment policy with planned workshops for managers concerning bias, unconscious discrimination, attitudes and prejudices will be implemented in 2023.
- Communication regarding opportunities – publishing of all job advertisements on internal platforms so that all employees receive the right information at the right time with opportunities to apply for relevant positions.
- Reviewed Norwegian language requirements for all positions, opened up for non-Norwegian speakers on a door-to-door project in Tromsø, evaluated as successful. Will be tested in all projects nationwide up to August 2023.
- Workshop held with external lecturer, Guro Sibeko, «Rasimens Poetik» (*The Poetry of Racism*).
- Start-up of Wellbeing policy, Q4 2022.

Due to the TV-Action in 2022, with the unexpected absence of central figures in the Secretariat, MSF Norway was forced to allocate more resources than anticipated to the Action, so our work with DEI was significantly delayed. This will be corrected in 2023-2024.

An external anonymous survey with Equality Check was carried out in 2022 to reveal the following bases for discrimination:

- Gender
- Functional ability
- Sexual orientation
- Gender identity
- Religion
- Ethnicity
- Gender-based discrimination
- Harassment and sexual harassment

The intention was to map the situation and receive external assistance regarding which particular inclusion initiatives could be implemented, to identify improvement potential and to work more systematically on equality and diversity in the organisation.

In addition, MSF Norway engaged an external consultant for DEI (Diversity, Equity and Inclusion) with start-up in Q2 2022, where the main goal was to evaluate our guidelines, routines, and protocols along with our understanding and awareness regarding DEI and anti-racism. The consultant was given access to the results from the above-stated survey and considered this in the process of identifying risks, weaknesses and pitfalls.

Five group discussions were conducted with focus groups, with approximately 61 employees represented, a shorter workshop with senior management and 25 employees were interviewed individually. The consultant completed the work in Q1 2023 and a report and proposals have been sent to senior management.

Based on various reports from external parties, such as Equality Check and the DEI consultant, employee surveys, notifications and other input, MSF Norway will utilise identified causes and risks, along with proposals for an action plan, to implement relevant and verifiable initiatives, and goals rooted in the senior management and Working Environment Committee, commencing in mid-Q3-4, 2023.

We will carry out an ongoing appraisal of goals and initiatives in 2024, with corrections and updates made to the action plan. Results and initiatives will be made available and published for all employees, and will be reflected in our guidelines, actions and daily work.