

SINTEF's Gender Equality Plan – 1 January 2022

This document contains SINTEF's Gender Equality Plan (GEP). The plan was approved by SINTEF's Group Management on 13 December 2021. The document sets out SINTEF's ambition and targets linked to its work to promote gender equality within the organisation, as well as important initiatives designed to achieve this ambition. The plan is based on SINTEF's current situation and circumstances as an applied research institute specialising in a variety of technological fields.

SINTEF appreciate the EU's initiative to strengthen gender equality and diversity in the field of research. In order to maintain our key role in society, deliver the best results, and continue to address the major societal challenges, SINTEF requires diversity among its employees' experience, attitudes and perspectives. We need to attract women to the organisation and make use of the skills and expertise that women represent. SINTEF has for many years been working to encourage diversity and promote gender equality within the organisation. The EU's initiative has given us inspiration, resulting in renewed efforts to achieve these aims. In this initial phase we are assigning priority to the establishment of a Gender Equality Plan (GEP). We are also working to address other key diversity issues in addition to gender. This work is taking place in parallel with the follow-up of our obligation to initiate activity and report pursuant to the Norwegian Equal Opportunities and Anti-Discrimination Act (*Likestillings- og diskrimineringsloven*). These processes will be integrated as part of our further work.

SINTEF has zero tolerance towards any type of bullying, gender-based violence and sexual harassment. Incidents or matters worthy of criticism will be reported according to our internal routines for whistleblowing. In addition, we monitor and map incidents regarding bullying and sexual harassment through our annual working environment survey. All reported cases are followed up in accordance with established procedures in SINTEF's management system in order to resolve each specific case, take care of the individual, and prevent improper conduct from happening again.

The current situation

Ever since SINTEF as a research institute was founded in 1950, it has developed very much in step with wider society in Norway. In the initial decades, the base from which SINTEF recruited its employees was characterised by a marked gender bias and men made up the vast majority of those working in most fields of research. This situation has now changed. The number of women educated in a variety of relevant fields has increased and this has provided SINTEF with the opportunity to achieve better gender equality.

We have been working actively to recruit women and can currently demonstrate true gender equality both at top management level and at the lowest grades among our scientific employees. SINTEF has employed a female CEO for the last 17 years. SINTEF scores high as an attractive employer among competent university leavers, and higher among women than men. This gives us reason to hope that we can continue to improve the gender equality status at SINTEF. Our aim is to seize this opportunity!

The proportion of women among SINTEF's employees has increased steadily in recent times by about one percent a year. Currently, women make up 33 % of our scientific employees within the SINTEF Group as a whole. All such percentages used in the following refer to scientific employees. Naturally enough, the gender balance varies among the six SINTEF research institutes. The current proportion of women working at SINTEF Community is 46 %, compared to 20 % at SINTEF Manufacturing.

We observe a general tendency showing that the proportion of women is greater in the youngest age groups. In the group 20 to 29, 48 % of SINTEF employees are women, compared with 16 % in the oldest age group (60 to 69). The proportion of women among SINTEF's Senior Research Scientists is currently 27 %. We believe that this figure must be increased as a basis for improving gender equality in other areas of the organisation. A major challenge facing us is to identify how to facilitate

effective career paths for women so that the high proportions of female scientists that we observe at lower grades can be reflected on higher levels.

Objectives

We wish to strengthen our efforts to achieve an organisation-wide gender equality by means of systematic and long-term work. As a foundation for this work, we have defined a number of development targets that we believe are both ambitious and achievable over time. These targets apply to the entire SINTEF organisation.

We believe that a ratio of 40 % women to 60 % men is an appropriate target for the organisation as a whole. The option of a 50/50 ratio is considered to be unrealistic due to the inherent bias in SINTEF's recruitment base in many fields.

In terms of defining targets, our starting point is the current status of a series of organisational dimensions that are of particular relevance as metrics of gender equality development (see the table below). For each dimension, we have defined subordinate targets for gender equality development, to be achieved in three stages: after 3 years, 5 years and 10 years. These sub-targets are determined on the basis of best discretion, and it may be necessary to adjust them based on lessons learnt as the plan progresses. However, our assertion is that SINTEF as a whole can achieve a minimum 40/60 gender equality ratio within ten years. The exception will be on the 'Research Scientist, Level 4' scale, where we believe that achievement of the overall target will require more than ten years.

As part of our further work to implement and achieve the objectives of the plan, targets at institute level will be nuanced and adjusted in line with the given institute's current status and factors impacting on development.

SINTEF's gender equality targets

Organisational dimensions	Current status (2021)	3 years (2024)	5 years (2026)	10 years (2031)
Overall equality status	Ratio women/men 33/67	Ratio women/men Minimum 35/65	Ratio women/men Minimum 37/63	Ratio women/men Minimum 40/60
Research career: Level 1: Academic degree	50/50	Minimum 40/60	Minimum 40/60	Minimum 40/60
Research career: Level 2: Research Scientist	33/67	Minimum 38/62	Minimum 40/60	Minimum 40/60
Research career: Level 3: Senior Research Scientist	28/72	Minimum 30/70	Minimum 35/65	Minimum 40/60
Research career: Level 4: Chief Research Scientist	18/82	Minimum 22/78	Minimum 25/75	Minimum 35/65
Line Managers: Level 1, Research Manager (FL)	35/65	Minimum 38/62	Minimum 40/60	Minimum 40/60
Line Managers:	28/72	Minimum 34/66	Minimum 38/62	Minimum 40/60

Level 2, Research Director (FS)				
Line Managers: Level 3, Top Management (TL)	50/50	Minimum 40/60	Minimum 40/60	Minimum 40/60
Project management	4 % deviation from gender ratio (scientific employees)	Maximum 3 % deviation from gender ratio (scientific employees)	Maximum 2 % deviation from gender ratio (scientific employees)	Full gender equality (scientific employees)
Publication	7 % deviation from gender ratio (scientific employees)*	Maximum 4 % deviation from gender ratio (scientific employees)	Maximum 2 % deviation from gender ratio (scientific employees)	Full gender equality (scientific employees)
Salary (compared with the 'Tekna' median)	2 % deviation from gender ratio (scientific employees)	1 % deviation from gender ratio (scientific employees)	No differential in salary	No differential in salary

*Publication figures apply from 1 January. This means that the figure in the column 'Current status' is taken from 2020.

Comments to the targets in each column

Current status:

SINTEF has twice as many men as women among its employees in scientific positions.

We have currently achieved gender equality at the lowest level on the Research Scientist scale, but levels of equality are weaker the higher up the scale we go.

Among line managers, we have achieved gender equality at Top Management level, but equality is weaker at lower levels.

In terms of project management and publication, gender equality is weaker than the basis figures indicate.

Men are receiving somewhat higher salaries than women.

Comments to the 3-year targets (2024):

The three-year targets represent a challenge for SINTEF as a whole, and for each of its research institutes, which all have their own specific issues to address. We believe, however, that it should be possible to achieve these targets by managing and developing employees that we already have.

Comments to the 5-year targets (2026):

These targets require SINTEF to increase its proportion of female employees. We have to succeed in the competition for the best female scientists, and we believe that our 5-year targets should be achievable.

However, it will be a major challenge to increase the proportion of women, not only at Senior Research Scientist level, but also in other prioritised organisational dimensions. This will require focused leadership and monitoring as the plan progresses. In five years, there will be no measurable difference in salaries between men and women.

Comments to the 10-year targets (2031):

An overall gender ratio of 40/60, combined with corresponding ratios in the fields of project management and publication, will entail a significant achievement for SINTEF.

However, it will also be crucial to ensure that SINTEF secures both the expertise and status that we need to achieve our overall objectives.

We believe that systematic efforts over a ten-year period will enable us to achieve these targets, even though there may be some variation among the individual research institutes.

Responsibility and resources

Adherence to SINTEF's Gender Equality Plan will be mandatory for **SINTEF's line managers**. They will be responsible, within their fields of authority, for drawing up plans containing targets and actions and for implementing these so that SINTEF can achieve its overall objectives. Line managers will receive support in exercising their responsibilities from dedicated resources and shared systems.

The **SINTEF HR Forum** will have the overall responsibility for supporting and monitoring the work to implement SINTEF's Gender Equality Plan.

HR Group Head Office will act to ensure the development and facilitation for managers and other employees of systems and tools that support the work to achieve gender equality. Group Head Office will also assume responsibility for carrying out annual assessments of target achievement status within SINTEF as a whole.

HR Managers will assume responsibility for offering advice related to the GEP in their respective research institutes. This will include advice and support to institute managers and employees in response to needs and opportunities, and they will share their experiences in the HR Forum. HR Managers will also be responsible for carrying out annual assessments of target achievement status in their respective research institutes.

Progress reports

We will use our established systems to monitor and document the progress of the gender balance over time.

We will focus in particular on the **Senior Research Scientist** level because this is a key position in relation to our core activities. It also forms the basis for gender equality development in organisational dimensions such as the administration of major research projects, publication and line management roles. We will be monitoring developments in these three dimensions in particular. We will also be monitoring salary-related data with the aim of ensuring no gender-related salary differentials between men and women.

Status assessments

We have prepared reports setting out levels of gender equality related to the organisational dimensions listed below. The reports cover the SINTEF Group, its research institutes and departments, and include both current status and the situation three years ago.

- Gender equality for SINTEF overall and sorted according to age group and the proportion of PhDs
- Gender equality sorted according to scientific career path (from academic degree to Research Scientist, Senior Research Scientist and Chief Research Scientist)
- Gender equality sorted according to management career path (from Research Manager to Research Director and Head of Institute)
- Salary differentials between men and women
- Gender equality in relation to project management
- Gender equality in relation to publication

Documentation of progress and target/action adjustment

We will establish a system for annual reporting of the status of the dimensions listed above. This will also include the monitoring of corporate governance activities as each year progresses. The aim here is to determine whether the plan is progressing in the direction required for SINTEF to achieve its objectives. These annual status updates will also provide the basis for the adjustment of targets and the adaptation of actions in support of ensuring progress in the required direction.

The results will be collated and presented in an appendix to SINTEF's Annual Report that will be duly considered by SINTEF's Board.

Actions

High-level actions

We will implement actions with lasting effect that will apply to the entire SINTEF Group. One action that is assigned high priority is to intensify our focus on gender equality linked to processes that SINTEF already carries out. These will include:

- **Employee promotion policy:** To review and modify general requirements and guidelines as they apply to promotions with a view to ensuring appropriate career progression among female employees
- To strengthen our focus on gender equality in connection with key processes linked to **recruitment, training, employee and managerial development, as well as salary settlement procedures**

As well as skills development as part of our established training programmes, we will prepare a new **gender equality training programme**, and introduce this as a **mandatory course** for all employees. The programme will include training in the following:

- How to integrate a focus on gender issues into research and innovation
- How to combat unconscious bias

Implementation of further initiatives at institute level

We will facilitate a process for the adaptation of targets and actions at institute level. The institutes themselves will carry out the following:

- Analyse status and assign priority to defined areas for improvement. Evaluate the recruitment base will be a key initial action.
- Establish and monitor local, achievable targets. Implement effective actions.

In support of this work we have prepared a **set of guidelines** containing knowledge-based advice and relevant actions designed to improve gender equality in prioritised areas.