



Equality, Inclusion, and Diversity

At Nord University

Action Plan 2025 – 2028

Adopted by the Rector of Nord University

19.12.2024

Action Plan for Equality, Inclusion, and Diversity

Nord University aims to be an inclusive and diverse institution where everyone is valued and has equal opportunities. Therefore, Nord actively works to promote equality, inclusion, and diversity among its employees and students. The university's work and learning environment should reflect the diversity of society, providing space for everyone regardless of gender, age, ethnicity, disability, religion or belief, gender identity, sexual orientation, or other factors that could lead to discrimination or exclusion. All employees and students at Nord University should feel that it is a safe and supportive place to work and study!

Students and employees are our most important resources, and the study and work environment at Nord should be characterized by participation and experienced as respectful and inclusive. Nord will continue to develop in line with the principles of academic freedom, equality and diversity, high ethical standards, and institutional autonomy, through good leadership, employee engagement, and social responsibility at all levels of the organization. This is summarized in Nord's core values:

Respect, openness, proximity, and creativity

Legislation

The work on equality, inclusion, and diversity is governed by several laws and agreements, including:

- The Equality and Anti-Discrimination Act
- The Working Environment Act
- The Universities and University Colleges Act
- The State Personnel Handbook

Action Plan 2025 – 2028

Nord University, through the Committee for Equality, Inclusion, and Diversity, has developed a revised version of the action plan for the period 2025–2028. The action plan aims to ensure a work and learning environment that reflects the diversity of society and promotes equality and equity.

The action plan is based on the university's strategy, which emphasizes academic freedom, high ethical standards, good leadership, employee engagement, and social responsibility, all in line with Nord's core values.

The action plan is also aligned with the Gender Equality Plan (GEP) in Horizon Europe and the Research Council of Norway. In addition to meeting the mandatory requirements, the plan includes several of the recommended focus areas from the European Commission.

The Action Plan`s Overall Goals

Nord University will actively work to:

- Promote equality, diversity, inclusion, and equity
- Ensure equal opportunities and rights
- Prevent discrimination
- Work to remove discriminatory barriers for people with disabilities and ensure that new ones are not created

Key Objectives for the Work Ahead

- Increased focus on diversity
- Highlight the function of the committee within the organization
- Anchor Nord University`s attitudes toward equality, diversity, and inclusion within the organization

Measures to Achieve the Goals

To achieve the goals of equality, diversity, and inclusion, a holistic approach is essential. Prevention and measures must be integrated at all levels of the organization and become a natural part of both work and study life. Furthermore, it is important to emphasize that all employees and students share responsibility for creating and maintaining a safe and inclusive work and learning environment.

During the period 2025–2028, a series of prioritized measures will be implemented to achieve the goals in the action plan. These measures are organized into the following main areas: organizational level, faculties, students and education, recruitment and qualification, and preventive work.

The measures have been selected to be both feasible within available resources and effective in strengthening efforts on equality, diversity, and inclusion at Nord University. By combining targeted efforts and broad support, the foundation is laid for lasting, positive change.

Action Plan Equality, Inclusion, and Diversity 2025 – 2028

Organizational level

Measures	Responsible	Timeline
Nord University will have a committee for equality, inclusion, and diversity that meets regularly, with representation from employees, the employer, and students.	Rector	Continuous
The Committee for Equality, Inclusion, and Diversity (LIM) will systematically gather information to map equality, diversity, and inclusion at Nord University. The results will be presented in the committee's annual report and will serve as the basis for further measures to dismantle discriminatory barriers and reduce disparities.	LIM committee	Yearly
Equality, inclusion, and diversity will be a theme in the university's leadership development program, and initiatives will be provided to enhance competence on these topics for both leaders and employees.	HR	Continuous
Equality and diversity within the organization will be monitored across all job categories, study programs, and salary levels, and will be reported to the management.	HR	Yearly
Nord University will engage in dialogue with employee organizations to strive to develop joint strategies to ensure fair salary placement during recruitment and in other salary determinations.	HR	Continuous
Employee discussions will identify the need for accommodations that promote equality, diversity, and inclusion, while also contributing to countering discrimination	Immediate supervisor	Yearly
A common meeting point will be arranged between faculties, units, and students, where experiences can be shared and ongoing activities related to equality, diversity, and inclusion can be discussed.	LIM committee	Yearly
Building deviations from universal design in public buildings must be reported to the property owner and rectified immediately. Additionally, where universal design is insufficient, individual accommodations should be made for students and employees whenever possible.	Property department	Continuous
Nord University will contribute to helping more people with disabilities and/or gaps in their CVs enter the workforce, for example, through work training, mentoring, and accommodations.	HR HSE	Continuous

Ensure visibility of Nord University's work on equality, inclusion, and diversity both internally and externally.	LIM committee The Communication Unit	Continuous
Efforts will be made to facilitate and encourage the observance of days that promote equality, diversity, and inclusion.	Flagging: Campusservice The responsibility for other observances will vary	Yearly
Welfare groups, corporate sports, and other social initiatives will actively work to include all employees and students in their activities, regardless of ability level, gender, age, ethnicity, religion, or other background factors.	Welfare Committee Welfare Groups Corporate Sports	Continuous

Faculty

Measures	Responsible	Timeline
The faculties shall include measures for equality, diversity, and inclusion in their governance documents and report the status of these measures annually to the LIM committee.	Dean	Yearly
The faculties shall offer systematic career guidance to academic staff, with a particular focus on those who belong to underrepresented groups in the academic community.	Dean Leaders	Continuous

Students and education

Measures	Responsible	Timeline
Nord University shall offer Norwegian language courses for PhD students and employees who do not speak Norwegian.	HR Faculties	Yearly
Nord University shall ensure that teaching materials reflect gender and diversity perspectives.	The Study Department	Continuous
Teaching and teaching materials shall be universally designed.	PLUS Lecturers	Continuous

Nord University shall encourage diversity in the student democracy that reflects the diversity of the student body.	LIM committee	Continuous
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Recruitment and Qualification

Measures	Responsible	Timeline
Nord University shall, under specified circumstances, practice positive discrimination for the underrepresented gender, provided that the requirements of Section 11 of the Equality and Anti-Discrimination Act are met.	HR Faculties	Continuous
There shall be easily accessible information about Nord University's equality, inclusion, and diversity goals, ensuring that these are taken into account by the appointment and hiring authorities.	HR	Continuous
Nord University shall actively use the diversity among its employees and students in the university's communication efforts and branding.	The Communication Unit	Continuous
The onboarding process shall be further developed and implemented to ensure that all new employees, including international staff and those with specific needs, feel welcome and included from day one. The buddy programs shall be strengthened to support good integration.	Immediate supervisor HR	Continuous
Actively encourage individuals with minority backgrounds, disabilities, or gaps in work, education, and training to apply for vacant positions at Nord, and avoid unnecessary requirements in job postings that may be exclusionary to these groups.	HR	Continuous
Consider the possibility of part-time employment as a form of accommodation, and clearly indicate in the job postings if this is an option. Part-time positions can be crucial in meeting various needs and promoting inclusion.	HR Faculties	Continuous
Be attentive to and accommodate any needs after new hires to ensure an inclusive work environment and equal opportunities for all employees.	Immediate supervisor	Continuous
When recruiting for leadership positions, competence in equality and diversity should be sought and emphasized. This should be positively reflected in the evaluation of candidates, as such competence is essential for promoting an inclusive work environment.	HR Leaders	Continuous

If there are qualified applicants with disabilities, gaps in their CVs, or immigrant backgrounds, organizations should invite at least one candidate from each of these groups to an interview.	Leaders HR Union representatives	Continuous
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Preventive measures

Measures	Responsible	Timeline
Ensure clear visibility of reporting channels for both students and employees.	HR The Communication Unit	Continuous
Encourage all employees to participate in courses and training that promote equality, inclusion, and diversity.	Leaders on all levels	Continuous
Encourage and assist in actively working to prevent harassment, exclusion, and other forms of undesirable behavior during student events to ensure safe and inclusive experiences for all students.	LIM committee	Continuous
Be attentive to, promote, and encourage participation in relevant courses, seminars, and events on equality, inclusion, and diversity, as well as contribute to visibility and implementation.	LIM committee HR	Continuous