

The Research Council of Norway – Annual Report 2004

Report of the Executive Board

In 2004, the Research Council Executive Board has approved a new overall strategy and provided extensive input to the Government's efforts in connection with a new white paper on research. Measures to enhance the quality of Norwegian research have been further followed up, and considerable attention has been devoted to devising instruments related to quality, national priorities and industry-oriented innovation.

The reorganisation of the Research Council administration has comprised a major undertaking in 2004. The structure of the organisation has been remodelled, as the three newly-introduced specialist divisions, the Division for Science, the Division for Strategic Priorities and the Division for Innovation, have been charged with refining and further developing the activities previously carried out by the six former research divisions. The potential inherent in the new structure is vast, but there are also substantial challenges to be faced in fashioning a new, cohesive framework encompassing constructive boundaries and forms of cooperation between the divisions and the various policy instruments.

In May 2004, the Research Council submitted its contribution to the pending government report on research policy. This input was based on internal studies and, among other things, comprehensive discussions with participants from research and industrial circles. The overall recommendations proposed by the Research Council are:

- To strengthen Norwegian research by increasing the volume of basic research combined with targeted schemes to promote quality in research.
- To promote innovation and value creation based on research by means of targeted applied research, basic research in technical/industrial fields and instruments that are better designed to generate more research within trade and industry.
- To increase the internationalisation of Norwegian research.
- To continue efforts to significantly boost investment in Norwegian research activities between now and 2010.

The Research Council's budget proposal for 2006 also recommends increased allocations to research. Public funding for research needs to be increased by a total of NOK 1.1 billion if Norway's total R&D spending is to reach OECD levels by 2010. In 2003, Norway invested 1.75 per cent of its gross domestic product (GDP) in R&D, whereas the OECD countries in 2002 averaged 2.26 per cent.

The primary aim of the Research Council's new strategy, *Research Expands Frontiers*, is to promote top-quality research in response to the needs of society. The strategy designates five overall external strategic goals for activities in the period leading up to 2010:

- Enhanced quality in research
- Increased research for innovation
- Expanded dialogue between research and society
- Increased internationalisation of Norwegian research
- Do more to foster talent.

The quality of Norwegian research

Long-term, basic research constitutes the foundation for the development of knowledge within society. In 2002, the Research Council introduced the Centres of Excellence (CoE) scheme, designating 13 centres as CoEs. These CoEs are beginning to emerge as

significant research hubs, and are attracting international researchers. The Outstanding Young Investigators' (OYI) scheme was successfully launched in 2004, with 221 applications for the 26 grants that were awarded. The Research Council advocates an expansion of the OYI scheme in coming years.

It is the opinion of the Executive Board that the CoEs, the OYI scheme and other measures to enhance quality will help to elevate the overall level of Norwegian research. The trend in recent years has been positive, as illustrated among other things by the rise in the number of articles with Norwegian authors/co-authors in the Relative Citation Index, which is an indicator of quality in research. An international evaluation carried out in 2004 indicates that the Simula Research Laboratory, which was established with funding from the Research Council in 2001, has developed at a phenomenal rate, and has evolved into an effective research concern that is rapidly gaining international acclaim. Continued targeted focus on quality-promoting measures will serve to reinforce the overall positive tendencies.

Research for innovation

Research-based innovation lays the foundation for new products, services and processes that may create a framework for permanently enhanced competitiveness, and are essential to maintaining Norway's high level of social goods and benefits. In the course of 2004, the Research Council has reviewed the instruments in the field of innovation in order to establish a unified array of initiatives that is able to meet the challenges Norway is facing in this area, that will promote greater interest in and focus on R&D within trade and industry, and that can ensure effective use of resources both internally and externally.

In 2004, the Research Council entered into a cooperation agreement with Innovation Norway and SIVA – The Industrial Development Corporation of Norway. This cooperation will initially extend from 1 January 2005 through December 2007, and is based on close consultations with the various user groups. The agreement sets the stage for the most comprehensive and ambitious level of cooperation thus far.

The Research Council advocates the establishment of a new scheme for Centres for Research-based Innovation (CRIs). The scheme is designed to build or strengthen Norwegian research groups that forge close alliances with an innovative industrial sector. The aim is to support long-term research that promotes innovation, and to enhance industrial competitiveness in areas where Norway either has or seeks a leading international role.

Research and society

The Research Council works to enhance the role of research in the context of social development and quality of life, and serves in a key advisory capacity vis-à-vis the authorities, trade and industry, organisations and other stakeholders. In 2004, the Executive Board's activities included a joint meeting with the parliamentary Standing Committee on Business and Industry to provide information on research policy, clarified through selected relevant topics, as well as a meeting with the Norwegian Council for Higher Education to discuss input to the white paper on research and other matters. The Research Council serves as a permanent member of the government innovation forum (established in 2004) and takes part in working groups for strategic development at several government ministries. In addition, the Research Council has organised a number of conferences during 2004, including an international conference on basic research, and conferences in the fields of Global Change, global health, space research and welfare research. Meetings were also arranged for consultations with universities and research institutions, ministries, various organisations and trade and industry.

The Research Council has introduced foresight techniques in activities associated with the launching of the large-scale programmes. These techniques entail broad-based discussions with relevant players, and provide an excellent basis for programme development.

Research to augment the knowledge base for policy formulation is a central task that is also crucial to the dialogue between research and society. One of the main challenges outlined in the new strategy is to strengthen investment in research to enhance sectoral policy and administrative practice within ministerial spheres of responsibility. Key areas here include the environment, welfare, regional research, housing and living conditions.

A survey presented in 2004 shows that public support for research in general has increased substantially, and that, in an even more significant shift, the public now views a controversial research field such as biotechnology in a considerably more positive light. The Research Council will continue its efforts to enhance the legitimacy of research in the eyes of the public at large, and will work during 2005 to devise a new strategy for the Council's communication activities.

Strategic communication efforts and the dissemination of research to the general public are crucial instruments for the Research Council. The most comprehensive activity in this sphere is National Science Week (*Forskningsdagene*), which was organised for the 10th time in 2004, featuring some 1 000 events hosted at 200 institutions. The theme for the decennial year was innovation, and celebrations included an opening conference in the University of Oslo Aula Hall in cooperation with UNESCO and the Norwegian Biotechnology Advisory Board.

Five issues of the magazine *Forskning* ("Research") were published during 2004, of which one featured basic research and one innovation as special topics. Magazine circulation increased from 13 500 to 15 000. The articles featured in the magazine led to a wide range of news reports and follow-up items in the national media.

Activity levels in the *Nysgjerrigper* Science Knowledge Project for schoolchildren continue to rise. The launching of the *nysgjerrigper.no* website in 2003 has helped to generate greater interest. The *Nysgjerrigper* magazine is distributed to all of Norway's primary schools (circulation: 85 000).

The public-oriented website *forskning.no*, where the Research Council plays a key role, averaged over 300 000 unique hits per month at the start of 2005. The Research Council Prize for Outstanding Research was awarded to mathematicians Erling Størmer and Ola Bratteli at the University of Oslo. Odd Aksel Bergstad, Senior Researcher at the Institute of Marine Research and project manager for the MAR-ECO Project, won the Prize for Excellence in Communication of Science. The prizes were awarded during the function entitled "An Outstanding Evening", hosted at the Oslo Concert Hall with over 1 000 guests in attendance. The Executive Board plans to continue the prize scheme in 2005.

Internationalisation

The internationalisation of Norwegian research is a high priority area that is emphasised both in the strategy and in the input to the white paper on research. Researchers are growing more and more dependent on cooperation across national borders, and research policy is increasingly influenced by worldwide networks of researchers, companies and policy-makers.

The EU system represents the most important arena for international participation of Norwegian researchers. According to the EU Commission's official statistics for the 33 countries participating in the first round of the EU Sixth Framework Programme for

Research and Technological Development, Norway has one of the highest success factors, with a 27% project approval rate for proposals submitted. The overall country average is 19%. Norway has also enjoyed great success within the ERA-NET scheme, which is based on an EU Commission allocation to encourage participating countries to open their programmes to coordination with other countries. Norway takes part in 27 of a total of 54 different ERA-NETs. Norwegian research institutions have previously had problems in meeting their own funding obligations for EU projects, and in 2004 the Research Council introduced a national scheme that funds 25% of the associated project costs.

During 2004, the Research Council has followed up the aim expressed by the Ministry of Education and Research and the Ministry of Trade and Industry to strengthen bilateral cooperation with selected countries. An interministerial steering group which included representation from the Research Council and Innovation Norway has devised a new strategy for promoting increased research cooperation between Norway and the USA and Canada.

The Research Council has taken active part in the restructuring of the European research establishment that is taking place in the lead-up to the Seventh Framework Programme. Among other things, the Research Council has argued strongly in favour of significant investment in basic research, and has in cooperation with Portugal and Ireland advocated the establishment of the overall thematic priority area "Oceans". Additionally, Norway is working on input with regard to larger-scale programmes in petroleum and energy, food security and the development of the knowledge society.

Norway also has a responsibility to contribute to research that promotes sustainable international development. Measures in 2004 included an initiative to introduce a new research programme in global health research, to help to improve health and living conditions for the populations of developing countries. Planning activities were also initiated for a new focus on research on poverty reduction and peace issues.

It would be advisable to strengthen Norwegian activities in the EUREKA network, where Norway joined a total of 17 new projects in 2004. Six of these projects were initiated without any form of direct support, a figure that is high compared with other countries. All Norwegian participants in EUREKA projects are able to take advantage of the SkatteFUNN tax deduction scheme.

The international dimension of the Research Council's activity is also promoted by means of international fellowships and cooperation programmes in many countries as well as in key European institutions. Norway pays high membership dues to international research institutions such as CERN, ESA and EISCAT. The Research Council seeks to strike a better balance between membership dues and participation in research, and the Council has submitted a report on this to the Ministry of Education and Research. The Research Council has participated actively in the effort to redesign Nordic research cooperation that were implemented with the establishment of a new organisation as from 1 January 2005. The Nordic Research Board is responsible for Nordic cooperation in research and researcher training, and its vision is to develop the Nordic countries as a leading region for research and innovation in Europe.

Recruitment and cultivation of research talent

The Storting has approved considerable expansion in the number of researcher recruitment positions within research, primarily through direct funding of researcher training programmes at institutions of higher education. By 2010, the Research Council aims to achieve a substantial increase in the number of post-doctorate positions, as well as a considerable rise in the percentage of women recruited to research positions. Other targets include greater mobility of researchers between private enterprise, research

institutions and government administration, and an increase in resources per R&D full-time equivalent to bring levels up to the OECD average.

Boosting recruitment to Norwegian research takes more than satisfactory employment platforms and framework allocations. It also calls for efforts to upgrade the status of researchers and to ensure optimal working conditions. There is a major challenge implicit in the need to better cultivate the most talented young researchers in Norway and Europe, alike.

Efforts within the divisions

Science

The primary aim of the Division for Science is to facilitate the development of basic research within all subjects and disciplines, and to promote inter- and multi-disciplinary research. The division attaches great importance to maintaining an ongoing dialogue with the universities and research institutions, and works to promote closer collaboration between all participants in the Norwegian research system.

During 2004, the division has given priority to continuing its efforts to enhance quality in Norwegian research. In addition to upholding the CoE scheme and establishing the OYI scheme, the Executive Board has allocated NOK 200 million of the yield from the Fund for Research and Innovation for large-scale researcher-initiated projects for the 2005-08 period. This scheme is designed to boost independent basic research and make it possible to support larger-scale projects than are usually covered under funding for independent research.

The division has also launched a review of the implementation of instruments within its various disciplines. This review will be completed in 2005, and is expected to lead to more balanced measures and programmes in relation to internal administrative procedures as well as external applicant circles.

Norwegian basic research remains underfinanced, and the division only has enough funding to cover some ten per cent of the grant applications submitted. Underfinancing extends among other things to major scientific equipment and infrastructure, areas which must in future be given priority.

The division's central spheres include medical disciplines and public health. The evaluation of clinical, medical and health-related research presented in 2004 is one of the largest ever to be carried out by the Research Council. Evaluations were also carried out in engineering science and teaching education subjects. Both evaluations have identified major challenges. In general, the Norwegian research sector is characterised by a lack of long-term, stable financing. Despite this, there are many research groups that have achieved high international standards. This confirms that the potential to be reaped from Norwegian research is enormous.

Strategic priorities

The Division for Strategic priorities plays a central role in efforts to identify and assess nationally strategic research needs and enhance knowledge and research capacity in priority areas. The division works together with the public sector, research institutions and industry to operationalise Norway's overall research policy priorities.

During 2004, the division has given priority to the establishment of seven large-scale research programmes, based on dialogue with industry, the government authorities and research communities in addition to comprehensive internal processes. Foresight analyses were launched in key research areas, including the energy sector, ICT, biotechnology, aquaculture and materials technology. The foresight analysis focused on

the development of the aquaculture industry towards 2020 was completed in 2004, while the remaining four will be concluded during 2005.

One of the Research Council's key spheres involves research utilised by the government administration in the designation of public policy. In November, the division organised a meeting with all ten ministries to discuss research-related challenges, modes of cooperation and ministerial expectations. In their response, the ministries took a positive view of large-scale, cohesive initiatives extending across disciplines and sectors. In addition, there must be some latitude for more narrowly-defined, target-oriented efforts in selected areas. The ministries expressed a wish for a more proactive approach on the part of the Research Council, calling for bolder counsel and clear recommendations regarding areas in which there is a lack of knowledge and a need to strengthen research activities.

The results of research under the Welfare Programme were summarised and a new strategic plan was adopted during 2004. The status of knowledge in the context of social development and quality of life was reviewed in other important sectors of society as well, for instance in the areas of regional research and housing and living conditions.

In the field of environmental research, the focus has been on Global Change research, which encompasses systemic changes to the global eco-system as well as how society affects, is affected by and responds to these changes. Important topics within this field of research include climate, population, deforestation and biodiversity. The Research Council hosted a conference entitled *Global health research: International challenges and Norwegian contributions*, which was attended by representatives of a wide variety of research groups and government agencies. Planning activities were also initiated for a new focus on research on global health as well as on poverty reduction and peace issues.

Innovation

The Division for Innovation serves as a key strategic and operational player in the efforts to achieve Government objectives regarding cohesive innovation policy. The division seeks to promote research, development and innovation, and thus represents an important partner for industry and the public sector.

Early in 2004, the division launched a review of the Research Council's innovation instruments based on the need to mobilise industry, the need for new frameworks in the wake of the establishment of the *SkatteFUNN* scheme and the large-scale programmes, the need for increased internationalisation of R&D, as well as in the hope of further optimising cooperation with Innovation Norway. The goal is to devise a portfolio of programmes and measures that are straightforward and attractive to industry, and that can meet the innovation-related challenges Norway is facing. Within the Research Council, these instruments will help to ensure more efficient use of resources. The project has been carried out in consultation with internal and external stakeholders. The project proposals will be assessed in February 2005 with a view to implementation the following autumn.

Two other major tasks for the division during 2004 have been the efforts to devise the new cooperation agreement with Innovation Norway and SIVA and the study carried out in connection with the CRI scheme. Additionally, the division has been involved in various studies that have attracted great attention in the media. Møre Research submitted a report demonstrating that state research funding to private enterprise has yielded billions in increased proceeds, and has generated new employment in Norway. It has also been documented that companies that invest in R&D activity expect to generate more employment than other companies in years to come. Seven of ten company leaders believe that Norway should focus on export of knowledge over products. Half state that their company provides products in which knowledge-intensive services constitute an integral or supplemental part of the product delivered. Among companies currently

providing knowledge-intensive services, 46 per cent expect that such services will comprise an even greater portion of company revenues in five years' time.

The non-industry-specific *SkatteFUNN* tax deduction scheme, which is administered by the division, sustained its momentum from 2003, receiving an additional 4 240 new project applications, mostly from new companies. The value of the individual projects shows a rising trend, and the overall value has now reached approximately NOK 1.8 billion. The scheme receives a particularly large number of applications from ICT companies, whereas traditional industry, commerce and the service and travel industries are less well represented. The traditional industries are also represented by many ICT-oriented projects.

The *SkatteFUNN* scheme is developing constructively, and has demonstrated synergetic effects with the Research Council's user-driven programmes and large-scale programmes. Roughly one-third of the projects are rooted in cooperation with Norwegian R&D institutions. Cooperation with international R&D institutions would benefit from further development. In 2004, the Executive Board has looked more closely at ways to include sole proprietorships and self-investing entrepreneur companies, as well as large companies with significant in-house research activities, under the *SkatteFUNN* scheme.

Administration

The Division for Administrative Affairs provides joint administrative services to the Research Council, offers support to the research divisions and helps to lay the foundation for the best possible overall coordination, management and development of the Research Council as a whole. In 2004, the division has had major responsibilities in relation to a variety of tasks, including the project for Internet-based research administration (the IFA project), the input to the white paper on research, the new strategy, the CRI scheme, and Research Council activities relating to impartiality and legitimacy.

The IFA project has been a far-reaching and crucial undertaking, which in the course of 2004 resulted in the successful implementation of electronic application procedures for all applicants. The IFA project represents a key step in the introduction of fully electronic solutions within the Research Council, and has already had an impact on essential work processes within the administration. The IFA project will be maintained in 2005 in the form of a project leading to electronic solutions for compilation of progress reports and final reports from R&D projects, a data warehouse, a database for publication of Research Council-funded R&D projects as well as tools for further internal administrative processing.

The modification of the division's internal structure in keeping with the Research Council's overall organisation and priorities has continued during the year. Importance has been attached to implementing a cohesive financial and administrative system through the establishment of a joint department for planning, budgeting and finance (Planning and Finance Department). The former Personnel Department has become a Department for Human Resources, with responsibilities that include enhancing expertise and organisational development. The division has also been given responsibility for those components of Research Council communication activities not directly under the auspices of the Director General.

Impartiality and legitimacy

A committee appointed in 2003, headed by Professor *Eivind Smith*, has assessed quality, impartiality and efficiency in the context of the Research Council's application processing procedures. In February 2004, the committee submitted a report stating that while it was essential to ensure impartiality, it was important to note that the legitimacy of the Research Council could be undermined if due regard is not paid to considerations relating to scientific quality. The committee recommended that a greater degree of discretionary

assessment be utilised when dealing with disqualification issues, and that every effort be made to limit or avoid the application of internal rules for automatic disqualification that employ a wider scope than that set out in the provisions of the Public Administration Act.

The Research Council has followed up these recommendations, and has adopted new guidelines on impartiality and confidence. A separate appeals committee comprising external representatives and an internal advisory committee on impartiality have been established. The composition of all allocating bodies at the third governing level has also been reviewed and assessed. The Executive Board will be following developments in issues relating to impartiality and legitimacy closely, and will evaluate the effects of the new practice.

New Director General

On 1 December 2004, the Executive Board appointed *Arvid Hallén* as the new Director General. Hallén served as acting Director General from 1 May to 1 December. The Executive Board would like to thank Hallén for his willingness to take on this task during a period in which the Research Council is facing many important tasks. At the same time, the Board extends its gratitude to former Director General *Christian Hambro* for his noteworthy efforts during nine years of service.

Results of the year's activities

Research Council revenues aggregated MNOK 4 779 in 2004. Of this, allocations from the ministries totalled MNOK 4 591. Operating expenses, including both R&D funds and administrative expenditures, came to MNOK 4 546. Capitalised research obligations (previous transfers) totalled MNOK 779, compared to MNOK 559 for 2003. The Research Council's net result for 2004 was MNOK 235. Of this, the increase in research obligations comprises MNOK 220, which is used to increase capitalised research obligations. The result after research obligations came to MNOK 14.7, which will be added to the Research Council's equity.

The Research Council's activities do not pollute the environment. There is no uncertainty associated with the accounts that is of significance to the submission of the financial statements, nor have any extraordinary circumstances arisen that will affect the accounts after the end of the financial year. The Research Council of Norway is a public administrative body granted special powers of authority, and is organised under the auspices of the Ministry of Education and Research. The Research Council is subject to minimal financial risk.

The working environment

In 2004, the total sickness absence in the administration was 3.2 per cent, which is extremely low. This includes absence both with and without a doctor's certificate. Sickness absence without a doctor's certificate comprises approximately 0.5 per cent of the overall sickness absence. Sickness absence in the Research Council for 2004 is lower than for other members of the employers' organisation NAVO. Average figures from NAVO show that sickness absence has declined from 8.1 to 6.5 per cent from the third quarter in 2003 to the third quarter in 2004.

The Research Council became an Inclusive Workplace Enterprise after signing a cooperation agreement with the National Insurance Service that took effect on 1 January 2003. This entails among other things that employees on sick leave are followed up more closely than was previously the case. There is reason to assume that the agreement thereby helps to reduce absenteeism. However, statistics show that the group of long-term employees on sick leave, i.e. persons whose total sickness absence exceeds ten per cent, remains constant.

The Research Council maintains an ongoing focus on issues relating to the working environment, and offers a variety of exercise opportunities as part of its preventive health efforts. In addition, the Research Council provides a social programme encompassing cultural events and use of the organisation's mountain lodge.

There is a constructive atmosphere of cooperation between management and the employees' associations.

The employees and equal opportunity

As of 31 December 2004, the Research Council's administration consisted of 332.1 man-years/342 individuals. Advisers comprise the largest group of employees, accounting for a total of 143.4 man-years. The executive officer group comprises 78 man-years. As of 31 December 2004, 38 employees in the administration are working part-time, 30 of whom are women.

Of the Research Council's 332.1 man-years, 194.1 man-years are filled by women and 137.9 by men, which means that women account for 60 per cent of the staff. This is distributed as follows: women comprise 93 per cent of the executive officer group, 53 per cent of the adviser group, 35 per cent of the senior adviser group, 60 per cent of the department director group and 25 per cent of the division director group. Half of the members of the Executive Board are women, while women comprise at least 40 per cent of the membership of the division boards.

The Research Council's established employment procedures make it mandatory to pay due regard to equal opportunity considerations. Of 23 appointments in 2004, 17 were women distributed across all job categories. Salary levels for Research Council employees are determined on the basis of job content, performance and market value, and in accordance with guidelines reached in agreement between the Research Council and the employees' organisations. This implies that salaries within each job category may vary. Per 31 December 2004, average salary levels for men were somewhat higher than women at the senior and special adviser levels as well as at management level, while the opposite was the case at the executive officer and at less senior adviser levels. In recent years, the Research Council has taken active steps to remedy potential gender-based distortion in salary levels. Procedures and criteria have been devised and implemented to safeguard the quality of processes and assessments when determining the individual's salary level. The Research Council will maintain its focus in this area, and will consider the need for measures on an ongoing basis.

A thank-you to the staff

The Executive Board would like to thank the Research Council staff for its effective execution of the administration's ordinary tasks, and extends its special appreciation for the efforts carried out in connection with the internal reorganisation and the IFA project.

The road ahead

Many signs are pointing in a positive direction for Norwegian research. We are scoring higher than ever on quality indicators. Co-authorship between Norwegian and foreign researchers is on the rise. Norwegian researchers are doing well in the European arena for competition. We have managed to target our efforts and create a viable foundation for generating outstanding research groups. Industry has increased its research investment and there is greater understanding of the importance of research.

An important task for 2005 will be to absorb, discuss and follow up the new white paper on research presented in March. The Executive Board notes that Norway's international competitors in research and development are continuing to increase their investment, and that achieving corresponding dynamism behind Norwegian R&D activity will

represent a major challenge. The established priorities are designed to ensure further progress within basic research and lead to increased investment in offensive research and innovation activity in industry.

In 2005, the Research Council will devote much of its attention to the large-scale, strategic programmes that seek to follow up important national priorities. The implementation of these programmes will take place in constructive interaction between all three divisions. The review of our innovation-oriented instruments will be completed and implemented. This is a crucial measure that will make us better equipped to follow up new, ambitious goals for industry-oriented research. A similar strategic effort will be conducted for basic research during 2005, in which we will devise instruments and action plans with a view to strengthening this area as well.

Norwegian research is taking place at universities and university colleges, in companies, and at a number of institutes that can fill the need for knowledge and expertise of industry and the public sector alike. The Research Council will focus on the development of the R&D system in order to ensure the establishment of an infrastructure that functions optimally in an overall context. Changes in the higher education sector framework and increased emphasis on internationalisation make it particularly important to think in terms of cooperation and lay the foundation for solid "national teams".

The Executive Board notes that the reorganisation of the Research Council has made the institution a stronger one. This paves the way for further positive development of the Council's activities in the years to come. In 2004, the Research Council has come a long way in its efforts to implement electronic administrative procedures. In 2005, this phase of development will be concluded. One of our main challenges will be to ensure that the system is efficient and functional for applicants and contract partners alike, and that it creates a basis for rational, high-quality research administration.

Oslo, 31 December 2004
21 April 2005

Geir Stene-Larsen
(Chair)

Ingvild Sælid Gilhus
(Deputy Chair)

Knut Liestøl

Lars A. Takla

Unni Steinsmo

Arild Underdal

Idun Christie

Signe Bang
(Employee representative)

Arvid Hallén
(Director General)