
BATTLE OF THE NUMBERS is a project for major corporations who want to turn words into actions, when it comes to getting more women into operative and decision making positions.

Summary

November 21, 2013

BATTLE OF THE --- NUMBERS

” We turn words into actions, when it comes to getting more women into operative positions.”



Eva Swartz Grimaldi, Cissi Elwin Frenkel, CEO for the management magazine Chef and Sofia Falk, CEO of Wiminvest.

Background

Eva Swartz Grimaldi and Cissi Elwin Frenkel, Editor-in-Chief and CEO for the management magazine Chef are longtime friends and experienced leaders. They had long talked about wanting to do something to speed up the process of getting more women into operative management positions. They heard about Sofia Falk who, with her company Wiminvest, had arrived at a tried and true method, the Wiminvest business transformer, for helping organizations and their leaders get more women into management positions by using the women themselves as experts.

They met over lunch and there and then came up with the idea of Battle of the Numbers – a project for large companies who want to turn words into actions when it comes to getting more women into operative management positions, thereby creating the companies of tomorrow.

The idea: 10 large companies take the lead, 10 management groups think in completely new lines, and 100 women who want to change the status quo.

The idea was based on the latest research, including the conclusions in McKinsey’s report Women Matters 2012 in which the firm had studied 235 large companies in Europe and identified which measures were most effective in order to increase the number of female managers. These were:

- The CEO and the management have made a clear commitment to the issue, and they communicate that both internally and externally
- Clear and measureable goals and strategies designed for the company’s specific needs, as well as regular follow-ups.
- Change the company culture, attitudes and values.



Opinion Piece in Sweden's largest daily financial newspaper, Dagens Industri

Why did the companies decide to participate?

This was the way they expressed their position in an opinion piece published in the largest Swedish daily business paper Dagens Industri on November 10, 2012 in conjunction with the opening press conference.

Opinion piece

Women comprise 16 percent of the boards of directors of Sweden's publicly listed companies. There's no question that this is an unacceptably low number for several reasons, not least because it affects profitability and competitiveness for business, which is a concern for us. This is why we have decided to join forces in the project "Battle of the numbers," which

aims to get more women into operative management positions (and thereby top-tier management groups and boards of directors).

One of the most important challenges for us as business leaders today is how we will be able to attract, recruit and retain employees with the right competence. Upon interviewing 500 top directors around the

world, Lloyd's Risk Index reported in 2011 that the lack of competence is thought to be one of the greatest risks business is facing.

Recruitment is one of the most important issues businesses face in the future. And if we want to find the best employees we have to ensure that we are truly tapping into the entire population's potential. This is why the issue of diversity is becoming even more central for us. We all work with diversity on a general level, taking into consideration gender, ethnic background, nationality, competence, professional background, disabilities, age, etc.

"BATTLE OF THE NUMBERS" is one tool of many for improving diversity. We have chosen to use the English word numbers since it is associated with both an actual amount as well as profitability. We believe that when it comes to women in management positions, the numbers must rise, that this must happen faster, and that it is a question of better numbers on the bottom line. Over the course of one year, we will look at what actually works in our organizations, and we will also identify what leads to even better progress. We are already working actively and systematically with a number of measures to get more women into management positions. But we want more. We want to be even better.

We are ten companies in completely different industries. We work within everything from IT and industry to fashion, interior decorating and finance. Together, we represent organizations with 570,000 employees and total revenues of over 1,600 billion SEK, and we do business around the world.

With "Battle of the numbers", our method is to employ the women in our organizations as experts. We want to work concretely, persistently and decisively and not get stuck in theoretical discussions. We have selected ten soon-to-be and existing women managers from each company, who will work as internal consultants.

These 100 women will work together to make a change. They will scrutinize our organizations to identify obstacles and opportunities when it comes to getting women into operative management positions. Then they will share their conclusions with each other and the management groups.

Among other things, these women will examine how the management roles are designed, which incentive and reward systems exist within the companies, how the routines for feedback work, how the career paths look, how women are noticed and mentioned within the organizations, how parenthood is viewed and how it is handled practically within the organization, and other issues that emerge during the course of the project and that turn out to be relevant for creating an environment conducive to getting more women into management positions.

WE BELIEVE THAT by working together, openly and across industries, that we can more quickly identify the methods that have the greatest practical impact. We can learn from each other's experiences and share successful strategies.

Conclusions and experiences from the project will be made public at the closing event in one year.

By making our commitment to this issue public, we want to shed light on the great gender imbalance in business and show that it is a serious issue, and also that we are doing something about it. We also hope to inspire other business leaders. Sweden is known as one of the world's most equal countries, and we believe that this project can strengthen and reinforce that image. There is no lack of discussion at either the EU or global level when it comes to getting more women into management positions, and our hope is that the "Battle of the numbers" can also become a model for businesses in other countries as they get more women into leadership roles.

The gender equality debate has largely come to center on the imbalance of men and women on most company boards. This is an important issue, but nothing a CEO can actually influence.

The composition of the board is determined by the owners and the nomination committee. In our capacity, what we can accomplish is to increase the

number of women in operative positions within the actual organizations, thereby expanding the pool of potential board candidates.

BY PARTICIPATING IN “Battle of the numbers” we are taking a stand for a more equal and thereby more profitable and competitive Swedish business.



Annika Falkengren
CEO SEB



Hans Vestberg
President and CEO
Ericsson



Håkan Buskhe
CEO SAAB AB



Karl-Johan Persson
CEO H&M



Martin Lindqvist
CEO SSAB



Martin Lundstedt
CEO Scania



Olof Faxander
CEO Sandvik



Olof Persson
President, CEO AB Volvo



Peter Agnefjäll
President, CEO IKEA Group



Sarah McPhee
CEO SPP



The participating women.

The year with Battle of the Numbers

10 of Sweden's largest companies with the CEO at the helm joined forces in November 2012 in order to work together over the course of one year with the goal of speeding up the process to get more women into management positions at all levels of their organizations.

Each company selected 10 women, from up-and-coming talents to top managers. In total, 100 chosen women have worked as internal consultants over the past year. They have scrutinized their companies to identify barriers and opportunities for women to reach management positions. They have figured out which things are already in place, and what remains to be done. They have compared their own company's actions with the activities of the other participating companies and have learned from each other. The process has been led by the founders

of Battle of the Numbers, and has taken place over the course of 4 different workshops at Kulturhuset in Stockholm.

AFTER THE SECOND WORKSHOP, the women met their own management groups and reported their conclusions. During the fall the participating companies have made decisions about which proposed activities to initiate, and how they should be measured and followed up.

The company's HR managers and Heads of Information, Heads of Diversity and project managers all met together for a meeting halfway through the project to share what they had learned and to compare experiences.

All CEOs also met over two lunch meetings in June to discuss the project and talk about the development in their own companies.



Collecting the many suggestions and thoughts on a wall during one of the workshops.

STARTING POINTS AND RESULTS FOR EACH COMPANY



Starting point

Ericsson's dedication to promoting diversity and inclusion dates back decades – actually more than a century – the first woman in an operative decision-making role was Hilda Ericsson. Hilda was Lars Magnus' beloved wife and trusted partner, playing a crucial role in the business from 1878 onwards.

In more recent years, most diversity and inclusion initiatives have been run at local levels. We are a truly global company with operations in more than 180 countries, and believe that activities have the best effect when they are part of daily operations. In 2009 key parts of local plans were merged into a global plan in order to put extra focus on specific topics relevant for the entire group regardless of geography. These plans are tracked on a quarterly basis against specific targets.

Results after participation in Battle of the Numbers

The Ericsson team has reached a number of conclusions, and has recommended that in order to best achieve the ambition of increasing women in operative decision-making roles; the focus should be on targeted activities towards women in mid-career. Change is best achieved by starting at the top. Senior executives should become role models when recruiting to strategic and influential positions, ensuring that a minimum of one female candidate is considered for each role and so helping to change the mindset and behaviors of the entire organization.

Our Talent Planning process is well-established and rigorously carried out. The learnings from Battle of the Numbers is to introduce new steps to further elaborate

on diversity aspects. In the external recruitment process, female talent mapping and university recruitment are the two major areas to address short-term.

Another recommendation from the Ericsson team has been to create a Diversity Dashboard with relevant metrics intended to not only display current status, but more importantly serve as the foundation for target and action setting.

A Global Diversity & Inclusion Council will be formed with the task to oversee the development and implementation of an updated diversity and inclusion strategy. The Council will report progress to the CEO.

An important aspect of our Diversity strategy is to increase the awareness of this topic throughout the organization, communicating our commitment to diversity broadly and keeping our employees updated on the relevant activities. In this spirit, Ericsson's decision to participate in Battle of the Numbers was communicated through the global news flow available for all employees, and updates have followed. As the recommendations of the Ericsson BON team are implemented and realized, various communications activities will follow.

Numbers

2012	22%	Women, total workforce
	18%	Women, line managers
	18%	Women, executive levels
2013	Revision of targets has not yet been made, as this analysis is done yearly at the close of the fiscal year.	

COMMENT: At the start of the program, Ericsson's executive leadership team had – and still has – four women and a woman as head of Ericsson Research. Female representation at the Executive level is currently at 19%. The number of women in Ericsson's total workforce is 22%, reflecting a male-dominated industry. This is also apparent when scrutinizing the recruitment base from engineering schools. The global target for 2020 is for 1/3 of our employees to be women; a number we aim to also have reflected in the operative decision-making roles.



Starting point

H&M has had a diversity and equal opportunity policy in place for many years, promoting an inclusive workplace, and will continue to ensure that these issues maintain high priority within the company. For H&M it is important to attract and retain talent that can grow within the company, and that everyone has the same opportunities regardless of gender, ethnic background or current position within the company.

Increased diversity is key to H&M's profitability and long-term competitiveness. As a global company with a presence in 53 markets and more than 104,000 employees worldwide, we understand that it will be challenging to establish a strategy for promoting diversity and equality in an international context and incorporating all cultures represented in our company.

H&M promotes diversity in all areas and would like the employees to mirror the customers. In the recruitment education (internal) H&M explicitly addresses diversity and its importance for the company to be attractive. Both the recruitment processes and internal development processes are gender neutral.

Results after participation in Battle of the Numbers

H&M is a value-driven and inclusive company and our values should serve as our foundation when determining actions. We always strive towards keeping things simple with a clear end goal in focus. H&M believes that, internally, we can spread good ideas across borders. For example, we have flexible working hours in our Swedish offices, with meeting policies related to these flexible working hours. Another example is an initiative in Germany called “Twinning” where the idea is to have a senior manager sharing the role with a junior manager. Aside from allowing the senior manager some flexibility, it also supports us in nurturing future talent. Our greater challenges lie in the store environment and how to support e.g. work/life balance connected to flexible working hours. This is something that we will look into once Battle of the Numbers concludes. We have also launched an international mentorship and coaching program to support and develop talents in their current positions as well as preparing them for the next step. Also, focusing on mature leaders, we are organizing an internal training, bringing leaders together from our international heterogeneous community to broaden their horizons both culturally as well as from an international business perspective.

Through Battle of the numbers we have gotten proof that our current efforts are effective, but we have also realized that we can increase the diversity mix (broadening the scope from gender to diversity) even more in some of our business units. H&M will analyze data for each business unit and attach targets for each unit. H&M’s values and culture will continue to serve as a gender-neutral base.

Numbers

2012	79% Women total workforce
	74% Women, management positions
	50% Women, board of directors
2013	Figures from 2013 will not be available before December



Starting point

IKEA Group is a values based company where promoting togetherness and embracing each others’ differences are natural parts of the culture. Our aim is to integrate diversity and inclusion into all business processes and let it be part of our daily work. We don’t want it to be a standalone initiative. For many years already, we have had a diversity and inclusion strategy in place and since 2012 a clear goal of 50 % women in management positions at all levels.

Gender balance at all levels is essential for our future business success and our ambitious growth agenda. Women make up more than half of our customer base and half of the talent pool from which we recruit. To grow we have to understand our customers’ life at home, continue attracting and retaining the right people, and constantly develop the IKEA culture. IKEA Group has already come a long way with 47% of our 17 000 managers being women. By joining BON we want to connect and share with others in making sure that we have the right conditions to also reach gender balance in top-level positions.

Results after participation in Battle of the Numbers

Our culture and values are the foundation of how we work. To integrate diversity and gender balance into the business, we focus on building commitment among our leaders. We want diversity and inclusion to be in the heart of all our leaders. When our leaders are role models and developing local action plans and set clear goals, we reach our goal faster. Our diversity and inclusion strategy focuses on how to create the right infrastructure, such as flexible work arrangements and ways to secure excellent processes for recruitment, competence development and succession planning. We also put a lot of focus on creating co-worker engagement and building a climate where all co-workers feel they can contribute with their uniqueness.

Recently, IKEA also launched a new talent approach, with a clear link to our diversity goal. The new approach will strengthen both the succession development and the recruitment process. Also, the performance and potential evaluation processes are being reviewed which will help us to reach our gender balance goal. Leaders within the IKEA Group are encouraged to exchange experiences to benchmark and learn from each other.

To inspire, build relationships and create career development opportunities, we believe in networking groups as one of our supporting tools. In June 2013, we initiated our first IKEA Women Open network (IWON). There is also a mentoring programme connected to the network and a certified coach pool to support women on different levels of the organization. Our Group management has shown commitment to gender balance in various ways such as participating on the kick off of IWON with 150 of our top leaders and at the WIN (Women International Network) forum. They have talked about it in our internal magazines reaching all co-workers and on the intranet and recently our Chief Sustainability Officer highlighted the importance of gender balance in his TED talk.

Going forward we will also work more actively with diversity ambassadors and role models within the organization and make sure that diversity and inclusion is integrated into all leadership training programmes. The ownership of creating gender balance sits within our leaders.

Numbers

2012	54% Women, total workforce
	47% Women, managers, all levels
	22% Women, executive board
2013	54% Women, total workforce
	47% Women, managers, all levels
	25% Women, executive board

COMMENT: *IKEA Group has increased the number of women in top operational leadership positions, such as country retail managers and business area managers. Out of the top 200 managers, around 40% are women.*



Starting point

For many years, Saab has actively worked to increase the number of female managers within the organization. In 2007 we set the goal of having at least 30 % women in managing positions by the year 2015. And the numbers are telling us that we're on the right track. Everything that affects our business is measured – that's how we get results. And since having more female managers has been defined as a business-critical target, it is followed up in the same way as any other overarching goals for the company.

One person in the Executive Management Team is the owner of the 30–70 % goal. A dedicated team with one representative from each of the business areas report directly to this “owner” on progress and developments. We find that this organization ensures that the decisions made within the team reach the daily operations in the various business areas without delay.

Equality is a key factor from day one at Saab. It is expressed in our Employer Branding strategy, especially in relation to work-life balance. The recruitment strategy states clearly that at least one woman should be a candidate in the final round of interviews and throughout the company there are local female networks, including a network for female students who get to meet female top managers at Saab, and a special mentoring program for women and their mentors. A part of the mentoring program has specifically focus on the mentors in the form of gender training, something that is both unique and effective.

During these years Saab has taken action not only internally but also externally, to reach this goal and to be one of the driving forces behind getting more women into leading positions primarily within the technology domain. In 2009 we initiated “Female engineer of the year” where the winner will be mentored by one of Saab's top managers over the course of one year. We've also been active in a number of networks and organizations, including the business magazine Veckans Affärer's network “VA Kvinna.” And of course we're proud of the fact that Saab has had a number of women listed on the annual survey “125 most powerful women in business” – Näringslivets 125 mäktigaste kvinnor.

Results after participation in Battle of the Numbers

Gender and diversity training have been included in all leadership programs (400 people participate in this program each year).

The nomination process of mentors to Saab mentoring program for women have been included to be mandatory for Saab's top management (150 managers) to participate.

All managers to be followed up with regard to their score on diversity in the yearly employee satisfaction surveys.

Focused internal communication based on the intranet with a summary page, and ongoing article series both online and in the personnel magazines to strengthen the message of the importance of a more equal organization. The goal is to have at least one internal article per month focusing on what is being done within the different business areas to reach a higher level of diversity and equality.

Saab arranged a seminar in Almedalen on July 3rd on the subject: “From words to action – Does Battle of the Numbers provide the tools to attract more women?”

We're making it easier for people to find out where we stand and what we do by

focusing our external communication related to equality and diversity at Saabgroup.com/career “female leaders”

It's been a great year but the work doesn't end here. Our participation in Battle of the Numbers has led to a number of activities to be further developed and implemented in 2014, within the following areas:

- Leadership – culture and behavior
- Talent Management
- Communication
- Leadership program
- Recruiting process

Numbers

2012	22 %	Women, total workforce
	21 %	Women managers, all levels
	36 %	Women, executive board
2013	22 %	Women, total workforce
	25 %	Women managers, all levels
	30 %	Women, executive board

COMMENT: When Saab set the goal in 2007 of having 30 % female managers by 2015, the proportion then was 14 %. 33 women have become managers at Saab in the last 11 months!



Starting point

When Sandvik set course on a new strategic direction in 2011 they intensified their efforts to make diversity and inclusion key conditions for succeeding with the strategy, and they knew there was room to improve in that area. They dedicated resources and created a global strategy and roadmap for diversity and inclusion. The company developed a global policy, a business case with long-term targets and a plan for increasing knowledge and awareness with the highest management, and they began implementation in 2012.

Results after participation in Battle of the Numbers

Towards the end of 2012 and early 2013, over 600 of Sandvik's top managers had gone through training. Each business area has now completed a current situation analysis, identified the most important areas for improvement, set goals and created a plan extending to 2015. The plan is connected to the business advantages that Sandvik sees with diversity and inclusion, such as globalization, understanding the customers' needs, creativity, innovation, and attracting and retaining the best employees. The plans for each business area are followed up by the executive management twice per year.

The company has put a lot of energy into communication both when it comes to making diversity more visible at Sandvik, and highlighting the management's involvement and focus on the issues, and the results it creates for Sandvik's business. A lot of work has been done to develop tools for integrating diversity and inclusion into the daily work.

Examples:

- Diversity and inclusion have been integrated as competencies in Sandvik's leadership model.
- Education in diversity and inclusion has been integrated into Sandvik's leadership program.
- The CEO has participated in a film shown on the company's website explaining why they are participating in Battle of the Numbers, and why equality is important. Another film about the diversity area as a whole has also been created.
- The company has produced a brochure in which the CEO talks about why the company works with Diversity
- Special Diversity sites on both internet and intranet highlights the importance of Diversity in the company. Special sites with toolboxes, background to explain the importance of Diversity for Sandvik's success and strategy.
- They highlight female role models on the site.

Numbers

2012	18.5% Women, total workforce (Sweden 22%)
	16% Women managers (Sweden 22%)
	11% Women, executive board
2013	18.5% Women, total workforce (Sweden 22%)
	16% Women managers (Sweden 22%)
	23% Women, executive board

COMMENT: Before 2011 there were no women in the company's group of directors. Now there are 3. Another two women have joined the executive management team in the past year, and the number of women in management for each of Sandvik's business areas is also increasing.



Starting point

Before Battle of the Numbers (BON) started, Scania had already initiated a number of equality-related activities, specifically working within the framework of one of our core values "Respect the Individual."

In addition, a primary aim of Scania's strategy for employer branding has been to attract more women to the company.

The start of BON coincided with a change in leadership as a new CEO, who had equality high upon the agenda, took the lead. The company's starting position therefore consisted of a number of already completed and ongoing activities, and through the CEO's more focused agenda for the equality activities. Participation in BON was viewed as a catalyst to consolidate and structure Scania's existing efforts, but above all help the company identify how to move forward.

Results after participation in Battle of the Numbers

Participation in BON has strengthened the Scania's equality activities in a number of ways. BON and related activities have been widely communicated in the company, which has created awareness and a greater level of debate and discussion on equality, and that additional efforts are needed. A number of projects and activities to change attitudes, culture and work processes have been carried out and more are underway. The company has also made a number of policy decisions, which directly affect important processes such as recruitment and succession.

Communication

Scania's participation in Battle of the Numbers has been communicated in a number of articles and items in internal channels both in Sweden and globally, as well as in customer magazines, social media, and through external attention. A new internal website for diversity and equality has been created. Scania's participation has also been noted in the company's annual report and its sustainability report, and the CEO has mentioned the project during the annual general meeting.

Attitudes

The CEO, together with Scania's executive management board, has participated in a series of workshops. In addition, Scania's participants in BON have had ongoing meetings with the CEO, the Head of HR, and the Head of Communication to discuss activities and methods, and other ways to speed up the company's success in this area.

The company has also done workshops at a number of other levels, such as the management groups within each business area, the unions, Global heads of HR, and all managers for Scania's marketing and sales organization. The ten participants have, within their own business areas, conducted workshops and seminars, which have in most cases been attended by senior executives, as well as established networks within the company in order to ensure that the company's investment in BON continues even after the official end of the project.

Recruitment, talent management and follow-up

- The CEO and executive management have established as an initial target that the proportion of women in the company should increase, and that women at all management levels will reflect the number of women in the company
- All management positions will be advertised (results of this measure have already been noticed when a number of previously unadvertised positions have now been made public)
- All management recruitments should have one male and one female candidate in the final round of interviews
- A company-wide talent pool will be organized with equal focus on women and men
- Statistics for the proportion of women in management positions have been gathered and analyzed for each business area
- Scania's diversity plan has been reviewed and modified to include specific KPIs with routines for follow up
- A special function is being created to centrally organize and run the equality efforts and activities | The number of women in talent programs, leadership programs and recipients of scholarships will be tracked
- All leadership training will include a gender awareness training

Numbers

2012	16% Women, total workforce (20% in Sweden)
	15% Women managers, all levels (21% in Sweden)
	12% Women, executive board
2013	New measurements will be done at the end of the year



Starting point

SEB currently has an outspoken goal to have 50% female managers. We run a number of diversity initiatives such as mentoring programs for senior female managers and diversity/equality courses during leadership training programs. There is a leadership program for all management levels. The recruitment process works well and we have a well-defined process for immediate performance follow-up. Equal salaries are a basic condition for an equal company. SEB works actively to ensure that equal salaries are a natural part of determining pay rates at SEB.

Results after participation in Battle of the Numbers

On three levels:

Leadership and culture

LEADERSHIP TRAINING: Coach training for leaders to understand the difference in which kinds of coaching men and women need. Coaching modules in all leadership trainings will be updated to ensure the leader's ability to coach others and support them in their career choices.

A GENDER DIVERSITY SCORECARD will be introduced for each business area. This means that each management group will establish diversity goals and create a plan for how to reach the target, and SEB's executive management will be responsible for following up how well they reach that target.

Process

RECRUITMENT: Take advantage of the recruitment process to make future female leaders visible. Ensure that the advertisement for positions is gender-neutral. Encourage women in the talent pool to apply, and give female candidates feedback on what they may need to further develop if they don't get the job.

Individual

SPONSOR: All women in leading positions (from identified talents and upwards) who feel the need should be offered a sponsor who can encourage and support them in taking on new challenges and applying to management positions.

CAREER DEVELOPMENT PLAN: All female talents should have a career development plan

Numbers

2012	56 %	Women, total workforce
	43 %	Women managers, all levels
	22 %	Women, executive board
2013	56 %	Women, total workforce
	43 %	Women managers, all levels
	22 %	Women, executive board

COMMENT: Measurements from 2013 07 31



Starting point

CEO Sara McPhee and HR Director Anette Segercrantz had understood that the company had too few women in management positions. They had made a thorough analysis and set a goal to increase the number of female managers.

The company had conducted a talent program for women.

The company already had a talent pool for recruitment and projects with 50% women.

There was a specific target that for each management recruitment, there should be both a man and a woman in the final round of interviews.

Goal of 40/60 at the executive level.

Results after participation in Battle of the Numbers

A talent program for women had been conducted once before. As a further development of this, the company is now starting a talent development program for both women and men. One of the purposes is to improve the balance in the company by getting more women and men to work together and learn from each other.

The talent pool for recruitment with the goal 50-50 already existed, but there was no criteria or requirement for how the gender balance should be achieved and no follow-up of results, until now.

Target of 40/60 in the entire company is now followed up by executive management.

ROTATING LEADERSHIP – One of the more controversial proposals that SPP/Storebrand chose to further investigate is **MANAGEMENT ROTATION**, focusing on how such a system would be possible to implement.

In a world where innovation, creativity and results are the most important, there are clear requirements for what a person in a management position should achieve during a mandate period. The rotation can create the conditions to achieve a much more even distribution between men and women in order to ensure a competitive and profitable company.

It is important to ensure that the rotation is seen as something positive for both the individual and the organization rather than a loss of prestige. Leaving a position is the same as having succeeded in reaching the goal.

Numbers

2012	49 %	Women, total workforce in Storebrand Group, excl Baltic
	37 %	Women managers, all levels in Storebrand Group excl Baltic
	22 %	Women, executive board
2013	50 %	Women, total workforce in Storebrand Group, excl Baltic
	42 %	Women managers, all levels in Storebrand Group, excl Baltic
	38 %	Women, executive board

COMMENT: Other levels of the organization are currently starting their activities for change, and we expect positive results.

Starting point

The executive management was already committed, and had introduced an annual analysis of the personnel composition, looking at things such as the proportion of women at all levels. They had a goal to increase the number of women, but no clear strategies to reach it, nor were there any specified or actionable goals.

The company had organized a network for female managers and had tried a number of different initiatives to improve and develop women’s leadership. Since 2006 one female manager has been selected to participate in the Ruter Dam program each year. SSAB is a member of a consortium that is run by IFL Handelshögskolan (Stockholm School of Economics). Within this framework 15 women (30 % of SSAB’s participants) have completed these effective leadership trainings since 2006. SSAB’s ambition is to continue developing women’s leadership through this program.

Results after participation in Battle of the Numbers

Battle of the numbers has led to increased awareness in the executive management when it comes to diversity issues. The CEO and the executive management have held several discussions over the past year, resulting in an iterative process whereby they arrived at the initiatives that should be prioritized and that the company believes will make the greatest difference in both the short term and over time when it comes to increasing the number of women in leading positions in the company.

The project has led to a long list of proposed activities. Of these, six prioritized areas have been identified as focus areas in the short term:

1. Diversity scorecard

SSAB will introduce a diversity scorecard, which means that the KPIs will be followed up in various areas: x% female managers overall/per business area/per functional area. We will also follow up the number of women who are given open management positions in the company.

This scorecard will be integrated in the quarterly follow-up on a global level and business area level. We have proposed that each member of the executive management should be a sponsor/owner of one KPI and steer the follow-up/development of that KPI towards our goals. The actual target levels are being discussed in the executive management.

2. Diversity training

A part of our overarching plan is to increase knowledge and awareness among all managers, starting in the executive management. During 2013–2014, SSAB will introduce a diversity workshop for the executive management as a first step, and then an obligatory diversity training for all managers as a second step.

3. Role Models

We believe in the importance of making examples of successful female leadership in the organization to show our female employees that there are career opportunities within SSAB, and also to highlight our career opportunities externally so that we can be a more attractive employer for women. These efforts involve identifying female

managers and experts who we can use in the internal and external communication. We want to use storytelling methods to highlight these successful examples.

4. Succession planning

We think it’s important to plan the future succession for management positions and other key positions, and therefore SSAB will establish a goal that at least one woman and one man should be identified as possible candidates (in the short or long term) for each management position. This will also allow us to identify the gaps in areas where we don’t have any potential female successors, and we can act on this through internal management training or external recruitment.

5. Recruitment

We must employ more women in the company, so that the recruitment base for future female leaders becomes larger. To succeed with this, SSAB will make requirements that there must be at least one female candidate when we recruit to a management position. The distribution of people recruited for summer positions should be 50 % women and 50 % men, and the 50/50 division should also apply to our Business Development team, which consists of young professionals who are exposed to a number of strategic projects within the company, and where many have moved on to leading positions within the company. We also want to be better at taking advantage of the internal talent pool of promotable female managers and management candidates.

6. Women’s career planning

We believe in pinpointing a selection of promotable female managers and management candidates, and creating even more focused individual career development plans with the goal of broadening their profiles and creating more operational experience in areas such as sales, marketing or production.

Numbers

2012	20 %	Women, total workforce
	17.5 %	Women managers, all levels
	22 %	Women, executive board
2013	20 %	Women, total workforce
	17.5 %	Women managers, all levels
	22 %	Women, executive board



Starting position

Diversity is high on the agenda for the Volvo Group, including for our CEO and management. Beyond the connection to our values, research shows that an equal gender balance is good both for profitability and competitiveness.

One of our strategic objectives is to increase gender diversity on management positions. To reach this objective we work with an open recruitment process, diversity training for leaders, female networks and mentorships on different levels. Our participation in Battle of the Numbers has further increased our focus on gender diversity.

For many years, Volvo has continuously developed different initiatives and processes that promote gender equality, such as a generous parental leave policy, manager recruitment, salary structure etc.

There have been targeted trainings for men to get more insight into what diversity is and what they can do in order to support women to take on leader responsibilities.

Diversity and inclusiveness training has proven to be very successful and will be further explored. The objective is to train all managers in Diversity & Inclusive Leadership over the next several years. The key is not to talk about diversity only, because without an inclusive culture it will not work!

Volvo has an aggressive internal target for increasing the number of women in management globally by end of 2015, which will be followed up on in the executive management team. Volvo will recruit and put emphasis on female candidates, but retention is equally important since we want to avoid "pipeline leakage". Women who are identified as talents must be encouraged and supported to move up in leadership levels and remain with the company.

Results from working with Battle of the numbers

The CEO and the Global Executive Team have been involved in several meetings and workshops during the project. New ideas have progressively been anchored with the management team.

We have communicated both internally and externally about our participation in the project, in our global staff magazine and on our intranet/ internet sites as well as in social media.

Our CEO has emphasized Battle of the Numbers in his speeches.

Some divisions already have targeted talent reviews for women in order to visualize female talents and make the organization aware of their potential.

At Volvo we want a target, not only a measurement. We see a risk if you only measure and conclude without taking actions to improve. A clear target is much better to get sustainable progress longterm.

Volvo will focus on:

1. Increase Awareness & Visibility

● Power of Storytelling

Internal: increase visibility of women in leading positions to encourage women internally

External: create a marketing strategy in order to improve Volvo's attractiveness as a company for women

- Female Talent Review, a specific review for women, but integrated in the current Talent Review process.

The specific focus will be carried out at Talent Reviews at all management levels, including the top Talent Review conducted in the GET*.

2. Strengthen Career Management

- Transition management training for women (to prepare for next step)

Start with a pilot, identify top talented women within the organization, nominate a mentor/coach in order to help prepare them to take the next step. Requires Global Executive Team support and ownership.

- In supporting female talents to make a cross functional or promotional job move, a targeted senior support could be offered to this person for a period that is to be agreed upon between the female talent and the hiring manager (for example to support with specific business knowledge, establishing new network etc)

3. Visualize Target

- Increase management focus on current gender KPIs and targets. Identify where we have pipeline leakage and initiate targeted activities to reduce leakage. Measure KPI on females in operative positions.

Numbers

End 2011	18 % Women, total workforce
	17 % Women, managers, all levels
	10 % Women in top 300
	19 % Women, executive board (prior to reorganization in Oct 2011 it was 6%)
End 2012	17 % Women, total workforce
	18 % Women managers, all levels
	14 % Women in top 300
	19 % Women executive board

COMMENT: Over the past decade, globally we see a continual progression, but with some periods of stagnation due to mergers, etc. During the last reorganization (started two years ago) we saw a significant increase in percentage of women managers, especially in the top 300 management pool.

*GET – Global Executive Team

CONCLUSIONS FROM THE INITIATORS

Eva Swartz Grimaldi, Cissi Elwin Frenkel and Sofia Falk

This may also be used as a checklist for managers and decision makers who want to increase the number of women in leading positions.

The CEO and executive management must be committed

The commitment of the CEO and the executive management is of utmost importance. The CEO must communicate internally and externally that equality is a key issue, how it improves the company's business, which goals have been established and how all managers in the organization will be measured on how well they live up to the targets. The results must be reported in a transparent way. All improvements will increase the company's abilities to attract new talent.

What gets measured gets done

You can measure:

- Salary differences
- Number of women in recruitment processes
- Number of women as final candidates in recruitment processes
- Number of women in leading positions at all levels

Number of women in talent programs, succession plans, leadership programs, spokespersons, number of women in the most strategically important projects.

Whether or not the targets are reached should be discussed in the executive management, as well as in the leadership groups who report to the management. There must be clear consequences for targets not reached.

Make the recruitment process gender neutral

- Ensure that all management jobs are advertised both internally and externally
- Go outside of your own network

- Have one male and one female recruiter during the last round of interviews
- Always involve HR in the recruitment process.

Let potential managers try it out first

- Job rotation with limited periods of mandate for leaders
- Rotation programs that speed up the process of creating, for example, specific skills or foreign experience
- Mentors/sponsors for all new managers
- Shared leadership either during a longer transition period, or as a permanent solution
- Use vacancies to test new talents

Recognize the work/life balance and make it possible

- Coaching
- Possibilities to work from home
- Limit the number of trips and use modern technology to avoid meetings in the evenings or over weekends
- Shared leadership
- Clear career plan for the different phases of life, and planning and preparation for the next step

Change the company culture

Make sure that all managers attend a training program for equality, with the purpose of clarifying what should be prioritized;

- How do we define competence?
- How do we make it visible?
- Is it clear which competencies are required for each position?
- Do we do what we say? Start with the executive management.
- Take specific measures for departments/business areas that underperform.

Create role models

Make women visible within the organization, and require that just as many women as there are in the organization can be found through visible platforms or in decision-making forums.

BATTLE OF THE NUMBERS

Participating companies



VOLVO

SEB



SSAB

Powered by

Chef.

wiminvest

Initiated by

Cissi Elwin Frenkel • Sofia Falk • Eva Swartz Grimaldi