

Gender equality and management

Based on a study at Scania R&D



Summary

A status analysis of women's opportunities for senior positions was carried out at Scania R&D in the spring of 2017. The study was based on previous research by Anna Wahl's research team at KTH. It shows that the same factors and impacts demonstrated in other male dominated environments also can be found at Scania R&D. This booklet covers the most important results of the study, and provides a way forward.

The study highlights two factors which, when combined, have the biggest negative impact on women's career opportunities at Scania R&D: women's position of minority and the fact that technology is gender-labelled.

The minority position and resultant visibility has an impact on the individual because both their successes and failures are more noticeable and because they become a representative for their gender. This results in high performance requirements. High performance requirements result in less opportunity for recovery at work, and women become even more cautious in their communication, as there is a higher personal risk.

The cautious communication combined with technology being gender-labelled impact the conditions for women in technical leadership. Their technical skill will thus not come to the benefit of Scania and how it is assessed is negatively impacted.

This study highlights three reasons why Scania R&D's gender equality work has had a limited effect to date, and by that also outlines key improvement factors.

- Dare to see and lift signs of gender inequality
- Increase knowledge about the scope of gender equality
- Follow up set goals and recruitment principles

Finally, the R&D management team provide their view on the status of Scania R&D's gender equality work; several activities have been initiated and further work is planned under the Skill Capture programme.

For you as a manager or employee, to be able to increase knowledge and awareness about gender equality, there are discussion topics at the end of this booklet for you to address within those groups you consider appropriate.

Courage and desire to change

For Scania, it is essential that all of the employees' skills and motivation are put to good use, and that all employees have the same opportunities to grow and develop within the organisation.

Today we call this Skill Capture and it is essential if Scania is to remain a successful company. The thesis on "*Women's opportunities for managerial positions in male-dominated organisations,*" has shown us that we have not fully succeeded in this endeavour when it comes to our female employees.

Through this work, we have gained a deeper understanding of the organisational and social mechanisms behind the difficulties in achieving gender equality at Scania R&D. We are going to use these insights to find the best way to expedite gender equality measures.

One step in the right direction is this summary we have drawn up together with Akademikerföreningen at Scania, with the purpose of making the results available to all managers and employees within the organisation. I encourage you to read it, discuss the contents and use your insights to create a truly inclusive corporate culture.

We must have the courage and desire to change!

Claes Erixon

Executive Vice President, Scania R&D



AF and company collaborating

The study was carried out at R&D, but it might just as well have been carried out in any other part of Scania and – for the most part – reached the same results. The same factors and impacts are found in other male-dominated environments in society.

Akademikerföreningen (AF) is very positive about Scania R&D initiating and pursuing this work. It provides an opportunity for the objective dialogue that is necessary for discussing and reaching a mutual solution for how to improve gender equality at Scania. To love deviations and using them to improve things is in Scania's DNA, and it works just as well for this topic as it does for product development.

AF and HR R&D have created this booklet together in order to increase awareness and knowledge about gender equality. As with all change management, it requires motivation and perseverance. In this case, both structures and culture must be changed and this is only possible with extensive commitment on all levels. We hope you will find your motivation by reading this booklet and discussing the questions on the last pages.

Theories and models presented in this work are transferable, and also apply to other minorities. We can see that it is not just women who benefit from a gender-equal and inclusive workplace.

If you want to contribute to creating a more gender-equal Scania, you are welcome to get involved in Akademikerföreningen and our gender equality and diversity work.



Akademikerföreningen på Scania
(Union for University Graduates at Scania)
www.saco.se/scania

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Background

Diversity – including gender equality – and inclusion are important for Scania's future competitiveness. They strengthen the company's appeal and increase the potential recruitment base.

An inclusive corporate culture is a prerequisite for making the most of a diverse supply of expertise and experience, for creating high-performance teams and, in the long term, enabling the company to achieve its goals.

Several factors indicate that there is a difference in career prospects for men and women in male-dominated workplaces such as Scania R&D. Women are still under-represented in senior management, despite things moving in the right direction for the past 20 years.

Employee turnover at Scania R&D is low, in absolute figures, but the proportion of women leaving Scania was higher in 2016 than the previous year. The corresponding statistics for men during the same period have remained consistent. An analysis of employee exit questionnaires showed that women, to a greater extent than men, specified a lack of professional development opportunities as the reason for leaving.

Occupational health services have also highlighted the fact, that a disproportionately large percentage of those seeking medical care for work-related psychosocial health problems are women. They refer to a report issued by the Swedish Agency for Health Technology Assessment and Assessment of Social Services, which found that women and men who are exposed to similar work environments react similarly, in terms of health. In other words, it is social and work-related conditions that cause health problems.

For the purpose of establishing a status report, HR at Scania R&D initiated the study about gender equality and management during 2017.

In order to make the results more comprehensible, we have excluded references, description of method and research questions from this booklet.

Introduction to the concept of gender equality

Gender equality means men and women having the same power and the same opportunity to shape society, as well as their own lives. The same rights and obligations shall also apply to both genders (*The Equality Ombudsman, 2017*). Gender equality can be described as a broad-ranging concept that covers both quantitative and qualitative aspects.

Quantitative gender equality focuses mainly on the numeric distribution of men and women in all areas of society.

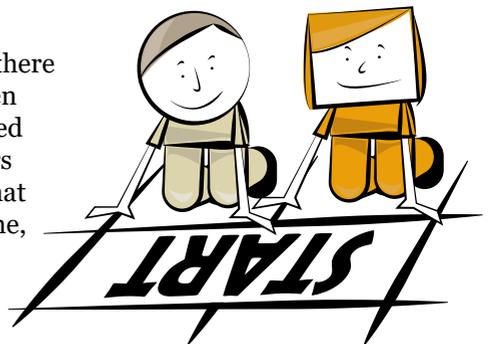
Qualitative gender equality is less visible than the quantitative, and focuses on men and women's skills, characteristics, opinions and values. It also refers to them having the same opportunities to enrich and influence society.

In order to establish the gender equality of something, both the quantitative and the qualitative aspects must be taken into consideration. Quantitative gender equality is easier to define, measure and monitor than qualitative gender equality. This means that gender equality is often wrongly associated with a focus on numeric factors, known as the 'measurability trap,' a unilateral focus on quantitative data that counteracts gender equality measures. Quantitative surveys can, however, provide a basis for the analysis of qualitative gender equality.

“ In order to establish the gender equality of something, both the quantitative and the qualitative aspects must be taken into consideration. ”

Furthermore, gender equality can be subdivided into formal and actual gender equality.

Formal gender equality means that there are no formal obstacles for men *or* women that prevent them from becoming involved in society. One example is that all genders have the same rights to education, and that all positions and jobs are open to everyone, regardless of gender.



Actual gender equality focuses mainly on whether the surrounding environment enables men and women to have the same opportunities and conditions in all situations.

One way to differentiate between formal and actual gender equality is to say that formal gender equality is equality at the beginning, whereas actual gender equality is equality in results. Just as with quantitative gender equality, according to research, formal gender equality can be regarded as a basis for actual gender equality.



1. Factors that affect women in male-dominated organisations

Research has found several factors that affect women's managerial opportunities in technical and male-dominated organisations.

- The minority situation
- Gender labelling of managerial roles and technology
- Homosociality
- Gender structure
- Lack of role models

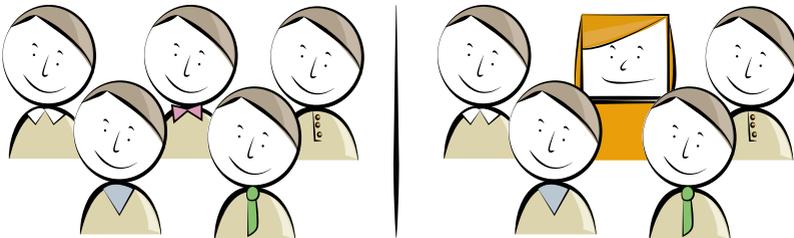
The study highlights two factors which, when combined, have the biggest negative impact on women's career opportunities at Scania R&D: women's position of minority and the fact that technology is gender-labelled.

1.1 The impacts of a minority position

The minority position¹ has three main consequences

- visibility
- contrast
- assimilation

The most tangible impact at Scania R&D is **visibility**. In a group consisting solely of men, differences are visible among them, but when a woman enters the group, the men appear similar and the woman becomes the exception, and thereby more visible.



¹ A group can be categorised as a majority when it makes up more than 60% of the workforce. Minority effects are mitigated when the minority makes up approx. 30%.

At Scania R&D, the gender distribution in 2017 is approx. 20% women and 80% men.

Visibility makes the individual a representative for their gender, which is shown to lead to high performance requirements. This is partly due to the fact that both their successes and failures are more noticeable, and partly because their failures are not solely attributed to the individual, but also to the group represented by the individual. More noticeable failures make women less inclined to take risks and more cautious in their communication.

The consequence of this is that women are more inclined to keep a low profile and not speak unless they are absolutely sure, a behaviour that is confirmed by both men and women in the study.

Yet another consequence of visibility is that it has a negative impact on the scope for recovery at work (see 1.2, final paragraph). Recovery is central to psychosocial well-being.

Other consequences, contrasts and assimilation are not as evident at Scania R&D as visibility, according to the study.

Contrast means that the culture within the group is amplified when an outsider joins them. **Assimilation** means that the minority adapts to the majority's preconceptions and stereotypical image of the minority, as it is the path of least resistance. There are examples of assimilation at Scania R&D in the form of segregation of duties and positions (see 1.4, Gender Structure).

1.2 Managerial roles and technology are gender-labelled

Gender labelling means that a profession, position or job is strongly associated with one gender. Gender labelling also includes an element of power as the profession also holds status. It has also been shown that status often follows men when a job 'switches gender.' Historic examples are school teachers and clergymen.

Managerial roles at Scania R&D are gender-labelled according to a three-dimensional traditional male standard

- experience in the field of engineering
- technology
- workload

Gender labelling of managerial roles, combined with the fact that technology is also clearly gender-labelled, make it harder for women with managerial aspirations.

According to a lot of the study participants, this is because technical skills are considered to be the most important quality for a manager at Scania R&D.

The study highlights a culture in which fast responses and appearing confident are encouraged, as opposed to admitting a lack of knowledge and engaging expert help to ensure the highest possible quality of decisions. This gives the culture a male characteristic, as women's more cautious communication style, particularly when it comes to technical issues, deviates from the norm for managers, and in particular for senior management. The caution can be attributed to visibility in a minority role as mentioned previously.

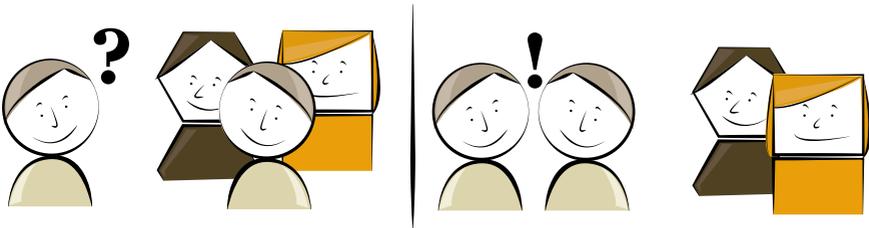
This culture, together with a working structure in the form of technical meetings where managers are expected to have detailed knowledge, means that technical skills are assessed differently in men and women. The consequence being that it is harder for women at Scania R&D to be managers, particularly when it comes to the most technical of team manager positions. This in turn reduces their chances of becoming senior managers.

The results of this study confirm many theories from previous research on the minority situation and gender labelling of managerial roles. Unlike previous studies, however, the gender labelling of technology at Scania R&D seems to limit women's opportunities of becoming managers to a greater extent than gender labelling of managerial roles on the whole.

Being a manager involves responsibility for Product, Employee and Process. However, both male and female managers who participated in the study referred to Product as the dominant focus at Scania R&D. Together with the meeting culture, this means that managers often have trouble finding time for Employee and Process during normal working hours. Both men and women mention a tendency among men to shrug and more readily let work be, something that women do not do to the same extent. Once again, this is related to visibility of the minority position and the high performance expectations that accompany it. As a result the workload of the managerial role is gender-labelled: it differs depending on whether you belong to the norm or the minority.

1.3 Homosociality – same chooses the same

Homosociality is when same chooses the same, whether in private, social or professional settings situations. In recruitment and promotion situations, this means a tendency to select the candidate who is most similar to oneself. When most of the managers are men, this means that the male majority in the management remains.



Recruitment is one of the most important tasks a manager has, and it is only natural to want to minimise risk as mistakes can be costly, both in terms of time and results. What is familiar is often perceived as the safer, more secure option. In the study, several of the men in managerial positions also explain that it is easy to hire someone who is similar to themselves, with the same background and interests.

Homosociality has already been identified as a phenomenon that Scania R&D wishes to deal with, and the following recruitment policies have been introduced:

- All managerial positions shall be advertised externally.
- There shall always be a male and a female final candidate in managerial recruitment.

According to previous research, however, formalisation of recruitment processes is not a definitive solution when it comes to reducing discrimination, as expertise is still a matter of interpretation that depends on the person doing the judging.

1.4 Gender structure

Gender structure is categorised, according to research, by

- Numerical distribution
- Degree of segregation of duties and positions
- Degree of segregation with regard to power and influence

At Scania R&D, the **numerical distribution** between men and women is particularly evident at managerial level. At team manager level, excluding those in administrative roles, 18% are women; at section manager level the figure is 10%; and the figure is 0%² from the third line of management upwards.

Segregation of **duties and positions** is highlighted by both male and female managers in the study, as well as by HR. They see a clear trend among women to choose or be guided towards coordinating roles early on in their career. When women subsequently apply for managerial roles, they are deemed to have insufficient technical skills and only therefore qualify for teams and sections that are less technical. This becomes a cyclical process that sustains male dominance, as well as the perception of the right career path to management.

Segregation with regard to **power and influence** is evidenced by the fact that there is a disproportionately large percentage of women in departments and roles that are described by the study participants as having a lower status, e.g. administrative functions and project management. And also by the fact that there are no women in the most senior managerial positions.

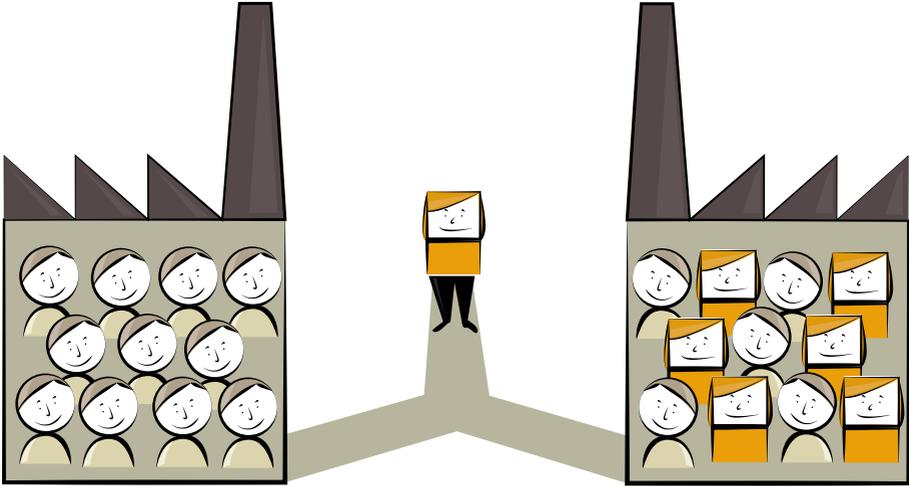
“Qualitative gender equality means women and men having the same opportunities to enrich and influence society on the same conditions.”

The difference in duties and positions leads to the horizontal segregation that in the long run leads to the vertical segregation, which is the difference in power and influence. This is due to the fact that the perception about the skills required for senior management positions and how they should be reached are normally based on the people currently holding those positions. This clear division between men and women reinforces the view that Scania R&D is gender-segregated, both horizontally and vertically.

²Scania R&D, 2016

1.5 Lack of female role models

A large proportion of the women in the study say that the lack of female role models taints their view of how they can have a career at Scania R&D. The lack of female role models affects them both consciously and subconsciously. For example, the female managers in the study say that they have difficulty seeing themselves in management teams in executive level positions.



Half of the women in the study who chose to leave Scania R&D did so due to the lack of professional development opportunities. The other half had taken nomination courses and should, therefore, have been considered for senior managerial positions but, nevertheless, chose to leave.

According to research, women who cannot see professional development opportunities begin to move sideways within an organisation instead of vertically. This is exemplified by the fact that several of the women who chose to leave a managerial job are now working as project managers.

“ If the best women are to apply to Scania – and remain – it must be clear that it is possible to reach the top. ”

2 Analysis of R&D's gender equality work

This study highlights three reasons why Scania R&D's gender equality work has had a limited effect to date. It by that also outlines key improvement factors.

- Have the courage to identify and highlight signs of gender inequality
- Increase knowledge about the scope of gender equality
- Monitor set goals and recruitment policies

2.1 Dare to see and lift signs of gender inequality

There is a reluctance among both the women and men in the study to label Scania as gender-unequal.

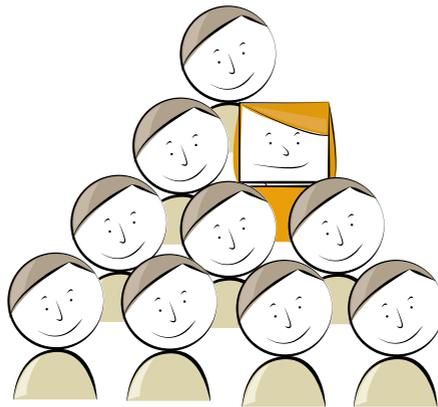
The majority of those interviewed consider there to be a high level of gender equality at Scania R&D. At the same time, many of the interview accounts reveal the opposite. The study participants emphasize the positive formal gender equality, with parental leave and flexibility highlighted as factors that promote gender equality, and do not mention the lack of actual gender equality. This is despite the fact that the lack of actual gender equality at Scania R&D is evidenced by the fact that quantitative gender equality has not been achieved.

“ Formal gender equality can be described as equality at the beginning, whereas actual gender equality is equality in the results. ”

This reluctance, among both male and female employees, to regard Scania R&D as being gender-unequal is in the study attributed to loyalty towards the company and can also be seen as a survival strategy among the women, to ‘put up with things.’ This loyalty is linked to the fact that the study participants have a positive view of Scania's corporate culture on the whole. But it also appears that on a personal level, among some of the women, there is a fear of coming across as a ‘women's right champion’, and that it could jeopardise people's perception of their expertise in general.

This reluctance could also be seen as a form of heterosocial behaviour. Heterosociality means that women in minority intentionally gravitate towards the majority to demonstrate loyalty towards the culture and to preserve their self-esteem. Both men and women in the study refer to the women who have reached the top, hierarchically, as evidence that women can go far, rather than as exceptions.

Referring to them as evidence is baseless however, as according to research, change requires more than a few individuals that go against the norm. Declaring the gender imbalance to be a product of external factors or other reasons paints a picture of Scania R&D as a gender-equal workplace.



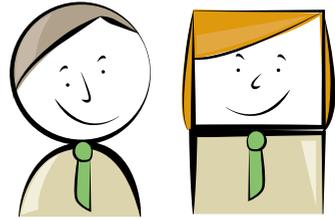
A prerequisite for gender equality is to dare to see and lift signs of gender inequality. This requires a culture that is receptive to criticism and open to change. That way, using constructive dialogue, both women and men within the organisation will be able to propose improvements. To love deviations is as important here as it is in product development.

2.2 Increase knowledge about the scope of gender equality

Historically, Scania R&D has primarily defined gender equality in terms of quantitative gender equality, and not in terms of qualitative gender equality. The focus has been on numerical gender distribution, whereby recruitment processes have been central to gender equality work in recent years.

In order to succeed with gender equality work, the focus must be on the harder to measure qualitative aspects of gender equality. As well as the structural and cultural factors, account needs to be taken of the minority situation, gender structure and gender labelling.

Research shows that it is common for gender equality measures to make 'fix the women' the starting point. This is an approach that focuses on the individual; that they both are the problem and own the problem, and therefore also the solution. The 'fix the women' approach can also be seen at Scania R&D.



By unilaterally focussing on how women can be trained and educated so that they can conform to the norm, the existing structure and culture which is the reason to gender inequality is not reviewed. The approach is confirmed by HR and also comes up in the interviews with male managers.

Effective gender equality measures require knowledge and awareness about gender equality at all levels of the organisation. With insights about the cultural and structural factors at play, the organisation can work towards long term change.

The study highlights the importance of creating role models at senior levels along all career paths. As well as broadening the view of technical skills and how they are assessed. Mentorship programmes have also proven to be a valuable tool for effecting change.

2.3 Follow up set goals and recruitment policies

The reluctance, among both male and female employees, to regard Scania R&D as gender-unequal has resulted in a lack of dialogue and, consequently, an inadequate commitment to change.

This, in turn, has resulted in a lack of follow-up with regard to the goals and recruitment policies that have been set. Initiatives taken have therefore only been short-lived and not become established in day-to-day operations.

Management's clearly communicated commitment on the issue is crucial for success, and this commitment is itself contingent on awareness of the problem. A lack of dialogue has resulted in a lack of awareness at all levels of the organisation.

In order for Scania R&D to achieve its gender equality goals, management must continuously monitor the results and communicate the fact that gender equality is important to the success of Scania.

The way forward

In January 2017, R&D's management team set up a diversity team consisting of Sven-Åke Edström, Per Lange and Malin Sollert. The team was created as a result of Skill Capture, and the team's job is to keep the issue of diversity and inclusion alive, to define R&D's diversity goals and to monitor the work. One of the team's first projects was sponsoring the XLR8 employee initiative, a network for gender equality within R&D. The team intends to continue sponsoring the network and ensure continuity in the mentorship programme that is now under the direction of XLR8.

A trial training course in inclusive leadership was held for those in management, which will lead to this being part of the basic skills all Scania managers should have.

Skill Capture reached all of R&D's managers during the spring of 2017, and the work is now entering its third phase; the goal being for all R&D employees to have a greater awareness of diversity and inclusion, and an understanding of the importance of working towards a more inclusive work environment. Gender equality will of course be part of that material. Alongside this are the ongoing activities initiated in all of R&D's management teams connected to Skill Capture.

HR R&D has continued its project to conduct systematic gender equality measures. As a result of the demand and monitoring from R&D management teams, the HR function is gaining more authority to pursue gender equality issues. HR will be coaching managers to become better at gender equality, and will develop methods and processes for People Management to ensure that everyone is treated equally with regard to employee development and managerial appointments.

R&D management teams wish to help increase knowledge about gender equality by producing this booklet together with AF (Union for University Graduates at Scania) and by presenting this work at a management conference for all R&D's managers. It is also a good way to illustrate that gender equality concerns us all and is paramount to Scania's future.

If you have any ideas that might improve gender equality at Scania R&D you can also get involved by contacting HR, AF or R&D's gender equality network, XLR8.

Södertälje, 12 Dec 2017

R&D management team through Sven-Åke Edström, Malin Sollert and Per Lange

Discussion topics

For you as a manager or employee to be able to increase knowledge and awareness about gender equality there are some questions below. Please read a section and then discuss it within those groups you consider appropriate.

Background to the study

- Do you feel that women's and men's opportunities differ at Scania?
In what way?
- What opportunities could you see for Scania, if there were to be greater gender equality within the company?
- What advantages do you see for your-self from a more gender-equal Scania?
- What differences in social and work-related conditions cause health problems, do you think?
- Why do you think more women than men have cited lack of professional development opportunities as their reason for leaving the company?

Gender-equality concepts

- What is quantitative gender equality like in your organisation?
The male/female balance on managerial, technical and project management career paths?
- What do you do to achieve qualitative gender equality within your organisation? For women's knowledge and opinions to be utilised and enrich and influence Scania to the same extent as men.
- Formal gender equality can be described as equality at the beginning, whereas actual gender equality is equality in results. How can actual gender equality be improved within your organisation?

The minority situation (1.1)

- The negative effects of the minority situation subside at around 30%. What creative solutions would you suggest to reduce the minority situation?

Managerial roles and technology are gender-labelled (1.2)

- Have you seen examples of gender-labelled roles or skills areas within your organisation?
- How do you define engineering and technical skills?
- Are all technical skills gender-labelled or are some technical skills more gender-labelled than others?
- What can be done within your organisation to mitigate the effects of gender labelling of both managerial roles and technical skills?
- What opportunities and risks do you see with a less detail-oriented management style?
- How does the norm/majority affect the view of management?
- How can managerial roles be developed to make them more inclusive?

Homosociality – same chooses the same (1.3)

- Can you identify with the concept of same chooses the same?
- What risks and opportunities are there when people gravitate towards what they are familiar with?
- What can be done to counteract the negative effects of homosocial behaviour, such as homogeneous management teams?
- What is the right career path to management, in your opinion? What risks and opportunities are there in broadening the view of the right career path?

Gender structure – gender segregation (1.4)

- Is there segregation in duties and positions within your organisation? What can be done to change that?
- Is there segregation in power and influence within your organisation? What can be done to change that?

Lack of female role models (1.5)

- Is there any truth in the statement, “*When women cannot see professional development opportunities, research shows that they begin moving sideways within the organisation?*”
- What would having more women in more senior positions mean to you?
- What would having more women in more senior positions within the company mean to Scania?
- What can be done to increase the number of women in more senior positions?

Dare to see and lift signs of gender inequality (2.1)

- What can Scania do to encourage objective dialogue about gender equality?
- What can you do to encourage objective dialogue about gender equality within your organisation?

Increase knowledge about the scope of gender equality (2.2)

- In what way do you feel that the ‘fix the women’ approach exists around you? Unilaterally focussing on how women should be trained and educated so they conform to the male norm.
- Gender equality includes both a quantitative and a qualitative aspect. What can be done to increase knowledge about gender equality within your organisation?

Follow up set goals and recruitment policies (2.3)

- What goals for qualitative gender equality measures would you set?
- What goals for quantitative gender equality measures would you set?
- Are there any obstacles for following set recruitment policies?
- What can be done to increase monitoring of set goals and recruitment policies?



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