

A diverse group of five people (three men and two women) are smiling and looking towards the camera. They are dressed in business casual attire. The background is a bright, out-of-focus office setting. A red horizontal bar is overlaid at the bottom of the image, containing the title text.

GUIDELINES FOR **GENDER EQUALITY IN LEADERSHIP**



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*Gender equality
is profitable.*

ALLBRIGHT

INTRODUCTION

These guidelines have been prepared by women working within R&D, in co-operation with Triple Steelix and together with researchers from Nordwit (Nordic Centre of Excellence (NCoE) on Women in Technology-Driven Careers). The guidelines describe how managers, at different levels, can ensure that women's competence and potential are utilised in the best way possible. The goal is to find a leadership philosophy based on a longer term and more strategic approach in order to guarantee the maintenance of competence and the attractiveness of the company as an employer. To achieve this objective, it is important to develop one's knowledge of what such leadership which actively works for gender equality actually means. The project's results are of interest to all those stakeholders in the steel and engineering industry with the ambition to attract and retain leading-edge competence in R&D, thereby creating an innovative and sustainable development of the steel and engineering industry.

WHY IS IT IMPORTANT TO WORK FOR GENDER EQUALITY?

For companies to be able to grow and become more innovative and competitive, their ability to retain and recruit employees with the right knowledge and skills is essential. The male-dominated industrial sectors are gender segregated in a manner that often directly restricts the supply of skills and competencies and thereby limits profitability. The steel and engineering industries are one such example. The industries that are good at thinking outside the box or from a gender balance perspective will be in a position to manage the major challenges that lie ahead as global competition intensifies.

The purpose of the project has been to find strategies for how managers and employees, at companies with which Triple Steelix is involved, can act on behalf of gender equality in the workplace, an issue that fundamentally relates to strategic competence development and profitability. A gender-balanced innovation environment is more creative, achieves better results and

attracts the right employees. Much that limits innovative capacity actually sits in our heads by way of norms conditioned by gender. Consequently, it is up to the manager to find a way of leading in order to improve the atmosphere at work, the treatment of individuals, the attitudes and criteria of employees as well as preventing discrimination based on gender.

At the same time as a gender-balanced business culture is essential if one wishes to recruit and to retain qualified personnel, the expectations from customers and other stakeholders are increasing where the company's corporate social responsibility (CSR) and code of behaviour (Code of Conduct) are concerned. In other words, the CSR and Code of Conduct for creating a positive business culture are becoming increasingly necessary to compete in the market.

Since 1st January 2017, in Sweden, we have new provisions concerning active measures in the Discrimination Act that are an effective tool for managers and



employees who wish to formulate a CSR policy and Code of Conduct. This means that employers shall carry on the preventive and supportive work of countering discrimination and working on behalf of equal rights and opportunities. The new provisions of the Act imply, for example, that the employer is obliged to:

- Implement ongoing activities in four phases (to investigate, to analyse, to rectify and to follow up and evaluate) within the following five areas:
 - working conditions
 - principles and practice covering salaries and other conditions of employment
 - recruitment and advancement/promotion
 - training and other competence development
 - opportunities for combining work and parental duties.

- Support an even gender balance – also in leadership positions.
- Develop, follow up and evaluate guidelines and procedures to prevent bullying, sexual harassment and reprisals.
- Carry out annual compensation surveys.

A structured and systematic programme of active measures may be integrated advantageously into the company's CSR and Code of Conduct. This would mean that the context in which the company operates would become more oriented towards gender neutrality and gender equality. It would have an effect on recruitment and competence provision as well as on research and innovation as well as the company's profitability and competitiveness.

AWARENESS, COURAGE AND OPENNESS

WHAT?

To be able to create a company that is aware of gender equality issues demands both knowledge of the problem plus the competence to manage change i.e. knowledge of how the work that is required can be carried out.

A gender-aware company presupposes that there are gender-aware managers whose knowledge must be implemented in the workplace so that other employees also become aware of gender equality issues. To bring about gender equality calls for leaders with the courage to change, and with an open attitude to how the needs of both women and men can be satisfied, in such a way as to meet the company's requirement for the competence and potential of all its employees to be fully utilised.

WHY?

A leadership aware of gender equality issues is essential. This is because the person with formal power is in a position to allocate tasks and resources in such a

way as to create more equal preconditions, where the individual employee's development and career are concerned. Without gender equality awareness, managers risk strengthening stereotypical gender preconceptions concerning potential, capacities or competencies in an unreflective way. They risk contributing, through both informal and formal decisions, to men enjoying enhanced career prospects. Managers also have the possibility of countering a male-dominated workplace culture. Knowledge of gender balance and active gender equality management creates a good work environment; this, in its turn, creates an attractive workplace where a well-qualified workforce is keen to work and to stay with the company.

EXTRACT FROM WORKSHOPS WITH WOMEN WORKING IN R&D

A woman highlights the importance of having a good relationship with the manager in order to get support, in the form of time and attention paid. This is something one may receive regardless of the manager's gender;



She's someone who means something to me and one can get that little extra boost from her at work.

but her experience shows that it is easier to hang out with a manager of the same gender. She now has access to the same informal support that she perceives her male colleagues obtain from male managers.

That's true as I have one in particular (female colleague); now she's become a manager also. That's to say, she's in a position of power and suddenly things change. Ah ha...so is that how things stand now? It was really pleasant. We can now hang out together a bit; she's someone who means something to me and one can get that little extra boost from her at work.

In parallel with women obtaining positions of power, they will increasingly form part of those informal networks that historically have consisted of certain men. This does not necessarily mean, however, that the conditions for other women are changed. Gender equality is an area that women do not self-evidently embrace solely on the grounds of their biological gender. It is equally important that women are fully gender-aware as it is for men to be so.



RECOMMENDATIONS AWARENESS, COURAGE AND OPENNESS

Awareness:

- In order to solve gender equality problems, it is necessary first to survey and to visualise gender differences in a clear way. Many people believe that the workplace is more or less gender neutral but have been persuaded to the contrary when they are confronted with "hard data" about the actual situation. To be able to identify areas for improvement and to follow up the results of the gender equality work it is important to look at different types of gender classified statistics. This is a precondition to enable an analysis of why things appear as they do and what the consequences of this are, both for women's career development and the development of the business overall. It is impor-

tant to systematically collect and analyse basic data/facts for three areas above all:

- Gender distribution in the workplace and in leadership positions.
 - Resource distribution.
 - Attitudes and use of language/ slang.
- Competence development at managerial level in respect of gender equality. It is important that the relevant training reaches everyone in managerial positions who have major influence over the day-to-day work and competence maintenance in the company including recruitment.

Courage:

- Departmental and unit managers must have clear instructions from

the senior management to work on behalf of gender equality and to create clearly positive preconditions. The focus should be on strong support from the highest management level.

Openness:

- The manager's time. In addition to ordinary employee discussions, the manager can set aside time for individual discussions with female employees or actively see them.
- Departmental and unit managers can make themselves more accessible to women through allocating time for regular meetings. This is in order to have proper group discussions concerning what they lack in their work situation and to be able to solve significant problems.

GENDER DISTRIBUTION AT THE WORKPLACE AND IN MANAGERIAL POSITIONS

WHAT?

It is important to have access to gender classified statistics and good analyses to enable an even gender distribution at all levels and in all parts of the business operations. One path to successful improvement measures is to start with a survey of the number of women and men in total at the workplace, both on the production side and on the administrative (office) side, as per position, as well as in managerial positions.

WHY?

There are many reasons as to why it is important to correct the imbalance between the number of women and men in male-dominated workplaces e.g. the fact that companies with gender-mixed environments are more efficient and innovative. Another reason is that other gender equality problems are resolved if more women are employed, in particular in managerial positions. Well-prepared groundwork in this context could have an impact also on stereotypes or the use of sexist language

at the workplace or in how employees communicate with one another. It is not the case that this will never occur at workplaces with a good gender balance – or indeed ones that are predominantly female – but it remains a fact that there are special problems when working at, and being in a minority in, male-dominated workplaces. A mixed gender distribution in leadership positions also contributes to highlight different career paths for women.

EXTRACT FROM WORKSHOPS WITH WOMEN WORKING IN R&D

Career paths in many work organisations, not least in male-dominated ones, have been a key research area where it has emerged that women are “sorted out” at different stages of their career path. On a comparison of the careers of men and women, it has been shown that men have greater opportunities over time to make a career within research and development. Men quickly climb up the professional ladder and either become



When they're ready for new challenges, greater challenges, that's just when they come up against solid resistance.

specialists or obtain management functions whereas women reach a certain level in their career and then come to a standstill and they must change job or the focus of their career. In many male-dominated organisations the conditions, opportunities, structure and culture mean that women end up in the “soft” areas. A woman’s statement from a workplace where other women are reported to have left for workplaces with better culture and preconditions:

It often starts with a young, enthusiastic woman joining the company. Frequently she has been on a trainee programme. This is a person who, from the very start, has been identified as a “golden calf”. Initially, the back-up she receives from all sides is phenomenal and it comes from every manager in the organisation. And she gets to carry out interesting tasks and these new employees are publicised internally and externally; they are, to all intents and purposes, exploited in some respects. They're the ones who are almost always appear where gender equality and sustainability matters are concerned. They're the ones who are to step forward and say, 'Just look at how smart we are!' They are given great scope in their activities. And then, after a while, this woman here grows into her role; at the end of the day they often do a really good job. But when they're ready for new challenges, greater

challenges, that's just when they come up against solid resistance. This may take the form of being told that you should be grateful for being able to do what you are doing and indeed you can't just expect to do the really interesting jobs. Also one finds such impossible career paths as to be group leader, project manager and specialist all in parallel. Thus, the situations that arise become completely unreasonable.

Here is another example:

I went on a leadership training programme together with many other girls also, and it so happens that these girls also have other roles. We had a lot of discussion about how it is that if one chooses – this may be a little generalised – if one chooses an engineering profession then one is really open as a girl as one is seen as breaking down established norms and then, when one ends up in those engineer-intensive environments, one may very often be the one who has to communicate and co-ordinate. It was evident from our group that most engineering environments had this “communication” type and this I also included in our survey. Why doesn't one go ahead and choose the purely technical roles but instead acquires another role that happens to be needed? In other words, one is really filling a vacancy that is required at one's workplace.

RECOMMENDATIONS GENDER DISTRIBUTION AT THE WORKPLACE AND IN LEADERSHIP POSITIONS

If the survey shows that there is an uneven gender distribution in different types of job, within different categories of employee and in leadership positions, one can work in different ways to bring about a change.

- Set targets to enable one to follow up the effects of the work undertaken in this regard. For example, an even gender distribution is considered to exist when the share of women or men in a group is 40/60 per cent or more even than that.
- One idea is to divide up the gender equality work into the long and short term. It is not possible to achieve major changes in the short term but there are things that can be done to improve the work situation for women (and men) at a very early stage.

- For instance, by creating groups with many women and through trying out having 70 per cent of women for specific projects. Even in a male-dominated workplace it is possible to bring together such a group in a certain context. Women may then try out being in a majority and men in a minority. This would show how important it is to develop a work environment with more women. Sheer numbers create security and well-being.
- Work on an ongoing basis for women's career development and show the commitment to retain them. This involves, above all, ensuring that their competence is developed and thereby benefits the company. A competent woman

shall not have to terminate her employment owing to the company failing to offer her remuneration, confirmation or opportunities.

- Be more aware about staffing issues i.e. strive for a more even distribution so that it does not disadvantage women and advantage men respectively.
- Have clear and clearly communicated policies concerning what is required for different positions and benefits.

Recruitment:

A company has a greater chance of recruiting sought-after and well-qualified professionals when it implements each recruitment step, in the chain from the original decision to recruit to the final



decision on an appointment, in an open and systematic manner. We know that the recruitment process otherwise has an unfortunate tendency to reproduce a pattern that favours men's career opportunities. A clear recruitment strategy is a precondition for not running the risk of ending up with only a few well-qualified female applicants.

- Training for all involved in recruitment in order to create awareness of the significance of achieving gender balance in recruitment.
- A fully aware and targeted recruitment process:
 - The management must institute clear goals (KPIs/key ratios) for

the recruitment process and then follow these up.

- Openness and transparency in the appointment to jobs e.g. through advertising all vacant jobs and in particular managerial jobs.
- In the case of recruitment of new staff, make special efforts to obtain qualified applicants of the under-represented gender, e.g. through seeking and encouraging women to apply for the job in question
- Increase the variation amongst the relevant applicants e.g. through targeting job advertisements at different groups, using an inclu-

sive type of language use (avoiding formulations that may be seen as being male stereotypes) and widening the diffusion of the job advertisements.

- Introduce different types of trainee programme:
 - Trainee programme for women involved in production.
 - Managerial trainee programme within the company in order to build up a good recruitment base.
- Produce female role models within R&D in order to increase the company's attractiveness for female applicants.

RESOURCE DISTRIBUTION

WHAT?

From the career viewpoint it is really important to carry out a survey as well as a structured analysis of how resources are distributed between the sexes. Resources here refer, as a rule, to all tangible assets that are required for the job in question, the workplace and even salaries though resources may also include time and information. Time may, for example, refer to the person who has time allowed to speak undisturbed in a group meeting whereas information refers to how and when different groups are informed, how many and to which meetings they are invited. In order to answer the question how evenly the resources are distributed between men and women, it is possible, for example, to carry out a survey and analysis of the following:

- How the remuneration is allocated between men and women in the company.
- How research resources are allocated from a gender equality perspective.
- How much money is invested in competence development for men and women; which courses men and

women have to attend, and whether they relate to “soft values”, safety at work or professional development on the job.

- How many conference trips men and women respectively may undertake as well as how many women and men who make presentations at conferences.
- How many customer visits are carried out by women and with women in the group being visited.

WHY?

Amongst those women with the training and knowledge typical within the purely technical professions, not all of them by any means stay with their employers or within the sector. In order to get them to practice what they are trained for, and to best utilise their competence, it is essential to improve the preconditions they face in making a career. Those who stay in the profession are probably those who have received indications that they will obtain career support in the form of resources and networks. The research has shown that it is easier for men than for women to obtain access to informal



*More time
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men.*

networks and thereby resources. An important gender equality measure is thus to ask the question of how resources are distributed between the sexes.

FROM WORKSHOPS WITH WOMEN WORKING IN R&D

There may be gender-based patterns, for example, concerning which projects and applications, as well as employees prioritised in terms of time allocated at a particular workplace:

We measure resource distribution, both directly at the company and in terms of the projects we are running, and a substantial difference is evident between the beneficiaries of either gender. More time is invested, above all, in preparing projects led by men together with other organisations as well as consultants for writing applications. There are not so many of us women so I cannot really compare with many other workplaces but that is how things stand with us. There's an enormous difference also with teamwork amongst men, where a lot of time is spent together.

RECOMMENDATIONS RESOURCE DISTRIBUTION

Where gender differences in resource distribution at the company are clarified and made evident, this is a strong reason for managers to rectify these through redistributing resources in a more equitable manner.

- Set up sensible KPIs/key ratios that are then followed up
- Take the compensation survey seriously: How is it carried out and what adjustments and explanations does it lead to?
- Training of managers in how to argue from a gender equality viewpoint where resource distribution is concerned and how one achieves clarity and openness regarding the principles for resource distribution.
- Central pot in the budget from which group managers can request money, in order to provide women with the possibility of competence development.

ATTITUDES AND USE OF LANGUAGE/SLANG

WHAT?

Cultural awareness is re-created between people when they communicate with one another and it is within this context too that the culture can be changed. Attitudes and slang often arise very clearly in interactions in the course of meetings (and prevent everyone's knowledge and ideas being utilised). In order to assure oneself that the use of language (slang) and the prevailing climate of discussion (culture of dialogue) at a workplace is satisfactory one must – first and foremost – be aware of how it appears to an observer; then one can take steps to change what does not function properly.

- Carry out a survey of one's own workplace from a gender perspective through gender equality questionnaires.

WHY?

One factor that has been identified in research is that concerning discrimination and harassment and its effect on recruitment. Competent women may leave the business on account of the slang (use of language) and the prevailing attitudes or alternatively they may refrain

from applying to the workplace if it has a bad reputation and is described as a workplace where other women are discriminated against and subject to harassment.

It is important to work on business cultures, in the form of treatment (reception), attitudes and language use, in order to avoid recreating negative structures and in order to retain women in the company concerned. To learn to receive and handle offensive slang (language use) and vocabulary is frequently time-consuming and energy-draining and this uncalled for work goes on in parallel with research and development.

EXTRACT FROM WORKSHOPS WITH WOMEN WORKING IN R&D

Research has shown that within groups there are gender patterns in interaction that occur during meetings. Women are given less scope for talking and, moreover, are interrupted to a greater extent than men. One of the women who carried out an observation of a weekly meeting at her workplace noticed that older men, in more senior positions, speak a lot and also with one another which results in long and ineffective meetings.

Our meetings are really male-dominated; I happened to have heard that I speak a lot so I actually recorded the time. I speak for 5 per cent of the time and we are between four and five persons at our weekly meetings. I speak for short periods and my (female) workmate speaks even more briefly with sharp, direct responses whereas two men account for 75 per cent. And when we have a round of participant statements of two minutes at this meeting, with everyone having to say something, then one of the men takes no less than 40 minutes, with nobody interrupting, and another takes 30 minutes. We start at three o'clock and finally it is a father with small children- not me though I also needed to leave - who says, "I must pick up my children so I must finish at five," the time when the working day has ended. But then we remain seated, I have stayed there on one occasion to seven o'clock without a break. When it comes to the opportunity to speak, there is no gender balance; the eye contact takes place between men and not only I but also men with lower status, the younger ones are interrupted.

At such meetings, each employee is not given the opportunity to contribute valuable information and knowledge inside the company. Moreover, not all employees receive the information they need to carry out their job in an effective way. A lack of gender equality at meetings may also occur outside the meeting itself:

who are invited to the meeting; for whose convenience the meeting time is adjusted to; which information is given to whom before the meeting and whether or not the decisions taken, and the ideas that emerge from the meeting, are implemented or not. Sometimes, for example, it so happens that persons who contribute necessary competence for solving problems in a time-efficient manner are not even invited to a meeting.

It was only yesterday that I was at a meeting that I hadn't received information about. But before the meeting someone called me and said, "can't you come along?" So I went along and it so happened that it was only I who knew how the particular problem should be solved. It was really strange then that I was not involved from the start. It might have saved quite a lot of time.

The fact that a woman is not familiar with important information may be due to human error but it may also be due to women being outside influential networks and to the fact that their competence is not seen sufficiently clearly in male-dominated workplaces.

Another problem that is highlighted is slang and instinctive (rash) language use that is perceived to exclude or be offensive to women.

For us, this is very much about how one speaks to one another, the kind of everyday language used and so on. In

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The best way to become accepted by the groups of young guys here is to start to joke about women oneself.

certain cases, it's so obvious that one doesn't even think that one is treating each other differently and does not even understand that it's a problem. And there are a lot of guys out on the factory floor and they can express themselves in the most disgusting way on occasions and one doesn't even reflect on the fact and that alone says a lot. It must come from the leadership, that one has to start with training and so on, but it's kind of difficult there too.

The best way to become accepted by the groups of young guys here is to start to joke about women oneself, since they then laugh and think it such fun and one then becomes "one of the gang" as it were.



RECOMMENDATIONS ATTITUDES AND SLANG

- Demonstrate clearly that the company is actively working to change attitudes; take the issue very seriously through training, inspiring lectures and guidelines as the basis of values.
 - Start with the management group and spread the message throughout the organisation.
 - Senior managers/management group declare openly what is OK and what is not.
- Discuss in management groups how one should behave in order to be a good manager/role model. What is appropriate and what is inappropriate? What is not OK to speak/joke about? Where does the borderline go between closeness and distance?
- Carry out meeting observations from a gender equality viewpoint through e.g. observing the following:
 - Who is being spoken to?
 - How are women/men spoken to?
 - Suppression techniques.
 - Body language, seating.
 - Credit – who gets credit from whom?
 - Reception – how are inputs received?
 - from different persons
 - concerning different issues.
- Where the meeting observations reveal clear gender-related patterns in the group dynamics, during the relevant meetings, reflect on how both the meeting moderator and the meeting participants can contribute to a positive change of behaviour.
- Provide feedback and training to meeting moderators.
- Train the department to adopt a gender equality perspective. For example, one can initiate this thinking through producing suitable discussion material, concerning how the employees should behave at work and in relation with one another, which is subject to discussion in the group.
- Management must create better pre-conditions for carrying out the work of gender equality.

FEMALE NETWORKS AND MENTORING PROGRAMMES

WHAT?

To make a career involves competence but it also involves networks, sponsoring and knowing about the career's unwritten ground rules. As long as more men than women hold influential positions this is often easier for men than for women. To help women to navigate in the system does not therefore concern their competence. In general terms, this does not mean giving them advantages in career competition and promotion since they will then only get what men, as a general rule, receive in an informal way – even if the situation, on occasions, may be skewed at the individual level where a woman is advantaged before a male colleague who may himself be unaware of the unwritten ground rules.

WHY?

Through opportunities for networks and mentoring, women can become more motivated to stay with the company and access help and support for further career planning. This also favours the recruitment of female competence. The prerequisites for a career shall be clear and everyone must have access to the same

support, for example from mentors. This will reduce the significance of the informal channels. Men already have networks and procure mentors informally. Women can also find mentors by themselves but they may need formal support with this in male-dominated companies. Consequently, female networks and mentoring programmes are a gender equality measure.

EXTRACT FROM WORKSHOPS WITH WOMEN WORKING IN R&D

Several women highlight problems and obstacles in being in a minority in a male-dominated workplace and that this, for example, has consequences for their participation in influential networks. Research has shown that such participation has been very important in men's career development, especially where the system itself remains unclear. To be a specialist in a technical field may be an alternative to a career as manager with personnel responsibility.

We have a slight problem in that there are no alternative career paths, apart from being managers, in that case a line manager. Then there is also this informal path



Mentors are often recruited internally and I'm not sure that this is such a good idea.

to becoming a specialist and, in that case, it is only male engineers who have been able to become a specialist. And the female engineers are not happy, which one can well understand, for there was no explanation or description as to how, what one should do, or how one should be in order to become such a specialist but the fact remains that the role was associated with a fairly sharp salary increase.

We know that unclear career paths and lack of transparency favour men, or certain men, at least, in male-dominated organisations. Women often have

smaller networks and are thereby less visible to managers (senior executives). A woman believes that an independent mentor is necessary in order for the mentorship to avoid being negatively affected by personal ties and informal alliances within the company.

Mentors are often recruited internally and I'm not sure that this is such a good idea, as they're then also stuck in the existing structures. I believe that it's better, if one is going down that path, to have an external mentor who is not dependent on other persons or on the good will of one's work colleagues; this person may perhaps be more strategic and proactive in how to proceed.

RECOMMENDATIONS FEMALE NETWORKS AND MENTORING PROGRAMMES

Female networks:

The network may be aimed at women within a special field, at a specific company or at the national or international level. The main recommendation is a network to strengthen and keep together women within the company e.g. through having a hotel breakfast once

a month. It is important to decide who will be participating in the network and what the purpose of the network is. The network may function as a safety valve, a support and a forum for development.

Mentoring programmes:

The employer may allocate time and

money for both mentors and novices, for instance in order to meet on one day (including preparation time) a quarter on neutral territory. It is important that the meetings are kept within tight reins and that there is a clear agenda. It is also important that the mentors are aware of what the commitment entails.

WHAT IS NORDWIT?

How can the Nordic region be the leading region in the world where gender equality is concerned and, at the same time, be so mediocre when it comes to having women in leadership positions within research and innovation, above all where industry is concerned?

Nordwit is a Nordic Centre of Excellence, the aim of which is to investigate the reasons for this state of affairs through identifying different opportunities but also the limitations affecting women's careers in technology-driven research and innovation, both inside and outside the academic world. Such knowledge can

constitute a basis for effective measures and recommendations that enhance women's career prospects.

Nordwit is funded by NordForsk and is a collaboration between researchers from Uppsala University, University of Tampere and the Western Norway Research Institute together with 24 external partners. The project co-ordinator is located in Sweden: Professor Gabriele Griffin who is active at the Centre for Gender Research. The project is ongoing between March 2017 and February 2022. www.gender.uu.se/nordwit/

ABOUT TRIPLE STEELIX

Triple Steelix is a regional innovation and development initiative with a mandate to generate new concepts and innovation in the steel and engineering industry in Bergslagen. This we do through establishing collaboration between large and small companies, public organisations as well as the world of higher education and research.

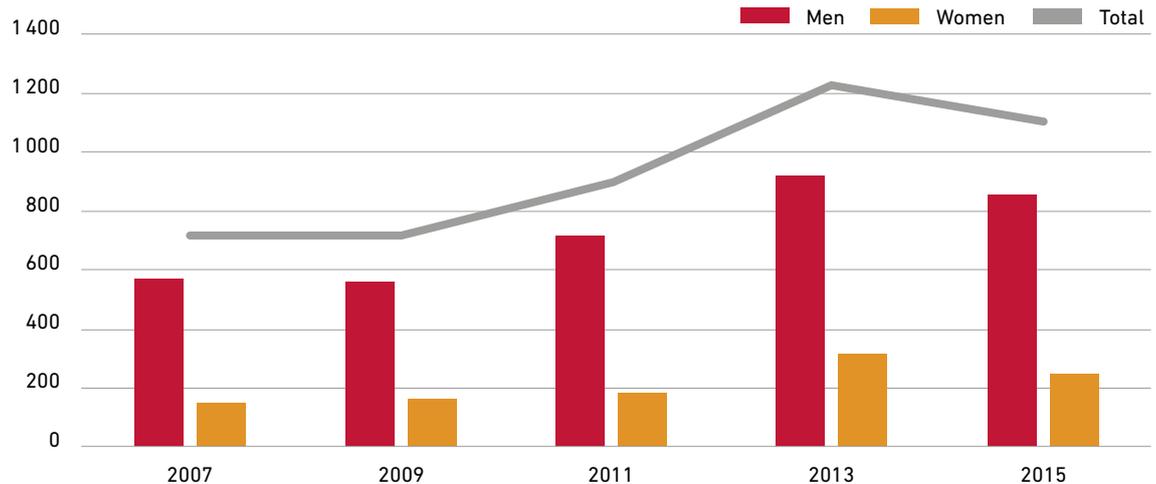
One of Triple Steelix's key areas of focus is on personnel competence and skills and the attractiveness of this region. These issues are a high priority for the steel

and engineering industry. This is why we work with, and participate in, projects on behalf of gender equality, diversity and making companies more attractive to potential employees. The overall objective is to strengthen the region's competitiveness.

Triple Steelix is presently funded and supported by VINNOVA, Region Dalarna, Region Gävleborg, the County Administration of Västmanland, municipalities, companies and higher education institutions in Bergslagen. www.triplesteelix.se

THE STARTING POINT

Number of persons engaged in specialist R&D activities within steel and metal plants, based on gender and every other year during the period 2007-2015.



In 2015, women comprised 23 per cent of the specialist R&D personnel (846 men and 246 women) who were active in Sweden's steel and metal plants. Since 2007, this proportion has been very stable, at between 20 and 23 per cent, with the exception of 2013 when it rose to 26 per cent.

Source: Statistics Sweden (SCB)

THE PROJECT'S WORKING METHOD

These guidelines for promoting a gender equal leadership are one part of the Nordwit project. They aim to improve women's career prospects within R&D, through raising awareness and introducing gender equality enhancing measures. The project has encompassed four meetings during the year 2017, with a number of women active in R&D from Scania (trucks), Höganäs (powder metallurgy), Outokumpu (stainless steel), Fagersta Stainless (wire), Dalarna University, SSAB (steel), Innomat (innovative materials), Findit (industrial IT) and Swerea (industrial innovation research group). The meetings have been co-ordinated at Jernkontoret with the female network for engineers and researchers within the steel industry, Metallkvinnor (formerly Hera-N).

The sharing of experiences and the transfer of knowledge concerning gender equality work have been key issues for these meetings. The first meeting focused on mapping out the types of gender equality problems that exist in the workplace. The second meeting featured a discussion of the day-to-day organisation of activities from a gender and gender equality perspective. The challenges of gender equality in terms of change management were deliberated upon in meeting number three. The fourth meeting concerned the creation of a framework for these guidelines, being based on the discussions held at previous meetings.

These guidelines have been prepared by women active in R&D on behalf of industry, in cooperation with Triple Steelix together with researchers from Nordwit. They focus on how managers, at different levels, can ensure that women's competence and potential are applied to the best possible effect.

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