

Employer brand and gender diversity

Case: Ericsson Finland

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<p>The objective of the study is to increase the number of external female applicants applying to Ericsson Finland by increasing the visibility of the company amongst the candidate groups.</p> <p>Gender diversity is one of the most important diversity areas for Ericsson globally and locally. Recently company has been having challenges to have enough potential external female candidates applying to open positions. As the war for talent is fierce in order for Ericsson Finland to compete in the changing markets there is an acute need to engage fully with candidates from both genders. There is plethora of studies showing positive effects for companies with diverse workforce through “gender disruption”. In overall positive results through more innovative and diverse workforce has been described. Gender diversity has been associated with increased sales revenue, more customers and greater relative profits.</p> <p>In order for Ericsson Finland to increase its gender diversity, establishing, maintaining and positioning the unique attractive image of the company is needed. This will help to enhance the Employer Branding of the company. The branding message will be delivered to the identified candidate groups through Employer Value Propositions that should be focused to the target groups directly. In order for Ericsson Finland to ensure the effectiveness of its branding efforts it is important that Employer Value Propositions are truthful and in line with the Employee Experience in order to create strong and positive Employer Brand.</p> <p>Results from the study conducted show lower mean values in overall for females than for males throughout the survey. This could reflect the fact that females are lacking visibility on the company related information and the company itself. Males also found gender diversity in overall more important than females did. This could reflect the fact that female candidates are lacking the overall visibility on the company and they don't want to be identified as gender quota candidates but instead want to earn their own place through their skills.</p> <p>In order to enhance the engagement and employer brand image to female candidates Employment Brand Relationship Ladder -model should be utilized to collect important brand information from potential candidate groups outside the organization and also from inside the organization. By doing this the results should help to renew and create Employer Value Propositions to targeted female candidate groups in order to increase the visibility of the company and increase the number of potential female applicants.</p>	
Keywords Gender diversity, Employer brand, Recruitment, Employer value proposition, Biases	

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1 Introduction

The purpose of this chapter is to open up the background of the research and the structure of the thesis. The objectives and problem settings will be also explained together with limitations of the study.

1.1 Background of the study

The importance of diverse workforce has been raised by many organizations during the recent years. There are plenty of studies showing positive results on the organizations embracing diversity. Herring (2009, 208) states that the benefits aren't just limited to corporate profits and earnings but are impacting larger areas. When it comes to gender diversity there is a study made by Technology Industries of Finland showing an overall concern within ICT companies in Finland that females don't find technology related roles appealing enough which is seen both on low numbers of females entering technology positions and on falling trend for new female students starting their technology related studies. Overall number of female participation in study programs is lowest in the most technical areas whereas cross scientific or studies combining both business and technology areas are more appealing to women (Teknologiateollisuus, 2011, 58 - 62). This concern with not enough female students starting their technology related studies is shared with European Commission (European Commission, 2012). Lundkvist (2015, 62) states that companies and organizations are encountering more challenges to recruit motivated workforce due to demographic changes taking place.

1.1.1 Overview of females in technology studies and potential technology workforce in Finland

There are four different organizations in Finland which are collecting the data regarding the split per female and male students and their future career moves in Finland. Those are Statistics Finland (Tilastokeskus), Ministry of Education (Opetusministeriö), Technology Industries of Finland (Teknologiateollisuus ry) and Academic Engineers and Architects in Finland TEK (Tekniikan Akateemiset).

The data from Statistics Finland shows the trend of new technology students in Finland between 2000 - 2015. These figures include students from Universities and from Universities of Applied Sciences from the following study fields: Mathematics, Computer science,

Information technology and Telecommunications technology. There could be other potential study areas that include also workforce for technology roles, however the list in this chapter shows the most potential ones covering majority of the technology students from the main Universities and Universities of Applied Sciences in Finland.

With the new technology students, the trend is similar both with males and females however the total number of females has been significantly lower throughout the period. After the early years of 2000 the number of new technology students have been declining reaching the lowest number in 2009 both with females and males. During the period the number of new female students has been on its highest on 2001 (2433 new students) and lowest on 2009 (1202 new students). Since that the numbers have stabilized to similar levels and stayed there during recent years and even slightly increased. However they haven't reached the levels that were present in the early years of this decade. As there have been lots of activities to increase the attractiveness of technology studies especially amongst females the biggest effect to be seen so far is that the numbers of new students have been stabilizing. The overall trend can be seen in figure 1.

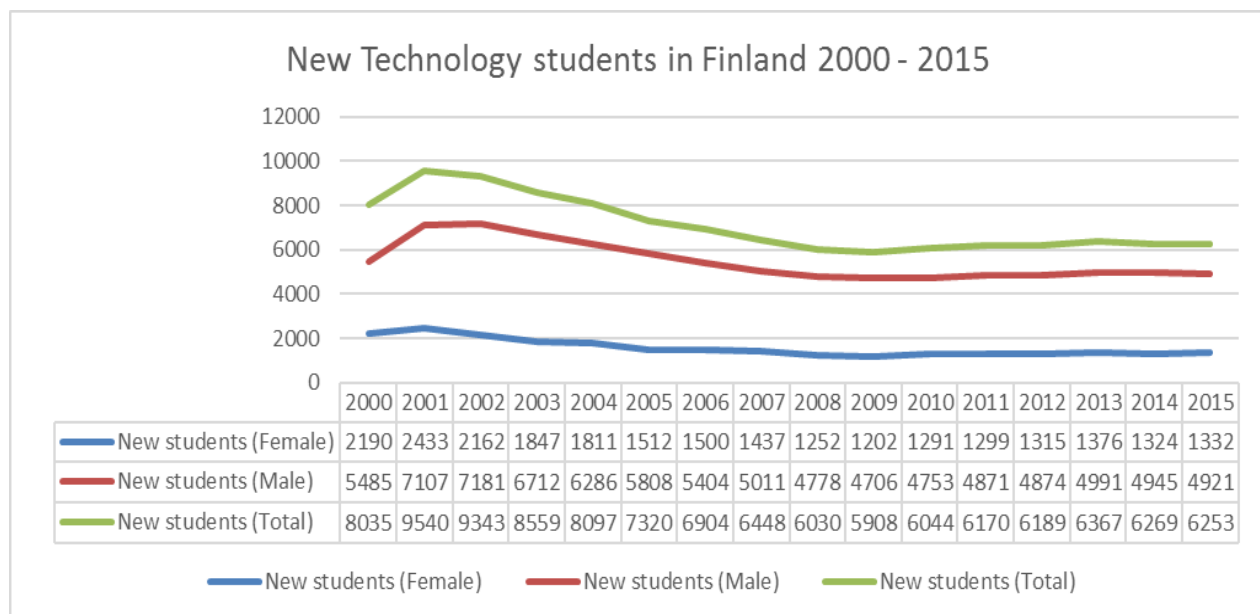


Figure 1. New Technology students in Finland 2000 - 2015 (Statistics Finland, 2016)

New technology graduates from Universities and Universities of Applied Sciences from the following study fields: Mathematics, Computer science, Information technology and Telecommunications technology are shown in figure 2. The data shows increasing trend in the numbers of both genders between 2000 – 2005. After 2008 study reform the number

of new female technology degrees have been stabilizing between 800 – 900 on an annual level. In 2015 there has been an increase in the number of new male and female degrees. Whether this trend will continue in the future is to be seen. The largest number of female degrees were 1434 in 2008 and the lowest in 2000 with 545 degrees. The overall trend can be seen in figure 2.

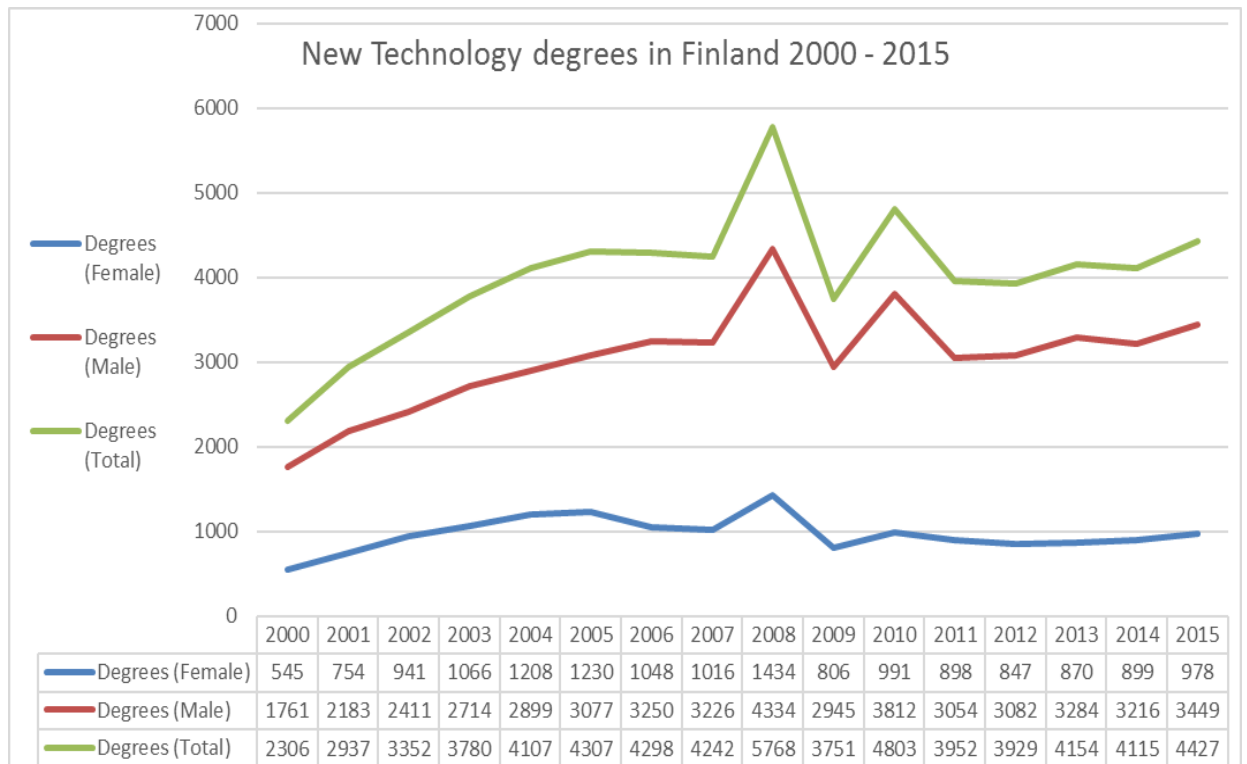


Figure 2. New degrees within Technology in Finland 2000 - 2015 (Statistics Finland, 2016)

When it comes to the need to understand the number of females graduated from technology studies and continuing working within technology roles and industry things start to get more complicated. Due to the fact that there isn't a simple way of following up the individuals and their career progression as the titles and roles differ from company to company the data shown here is just showing the best estimate on the situation.

The figure 3 data shows an overall picture of female graduates between 2011 - 2013 in Finland from the fields of Natural Sciences, Computer Sciences and Information Sciences. The degrees include both the degrees from Universities of Applied Sciences and from Universities. The total number of females' degrees was 4644 in figure 3 (from the years of 2011 - 2013) compared to 2615 in figure 2 from the years 2011 - 2013. The explanation for the difference is that in the figure 3 the graduated females included in the data have had 0 - 4 years from their graduation, so that would include not just graduated females

from that year but from the previous years as well. When calculating the number of females from figure 2 data between 2007 – 2013 (including 4 years time span from 2011) the total number of new female technology degrees is 6862 which is significantly higher than data in figure 3. Through this it seems that for some reason 2218 female technology graduates from the years 2007 – 2013 don't seem to be visible in technology female workforce.

The overall results in figure 3 show that majority of females are employed by Professional services (1620 total with 1221 Master's degree / 333 Bachelor's degree), Public sector and other training (1197 total with 1080 Master's degree) and Universities (867 total with 477 Master's degree / 228 Doctoral degree / 147 Bachelor's degree).

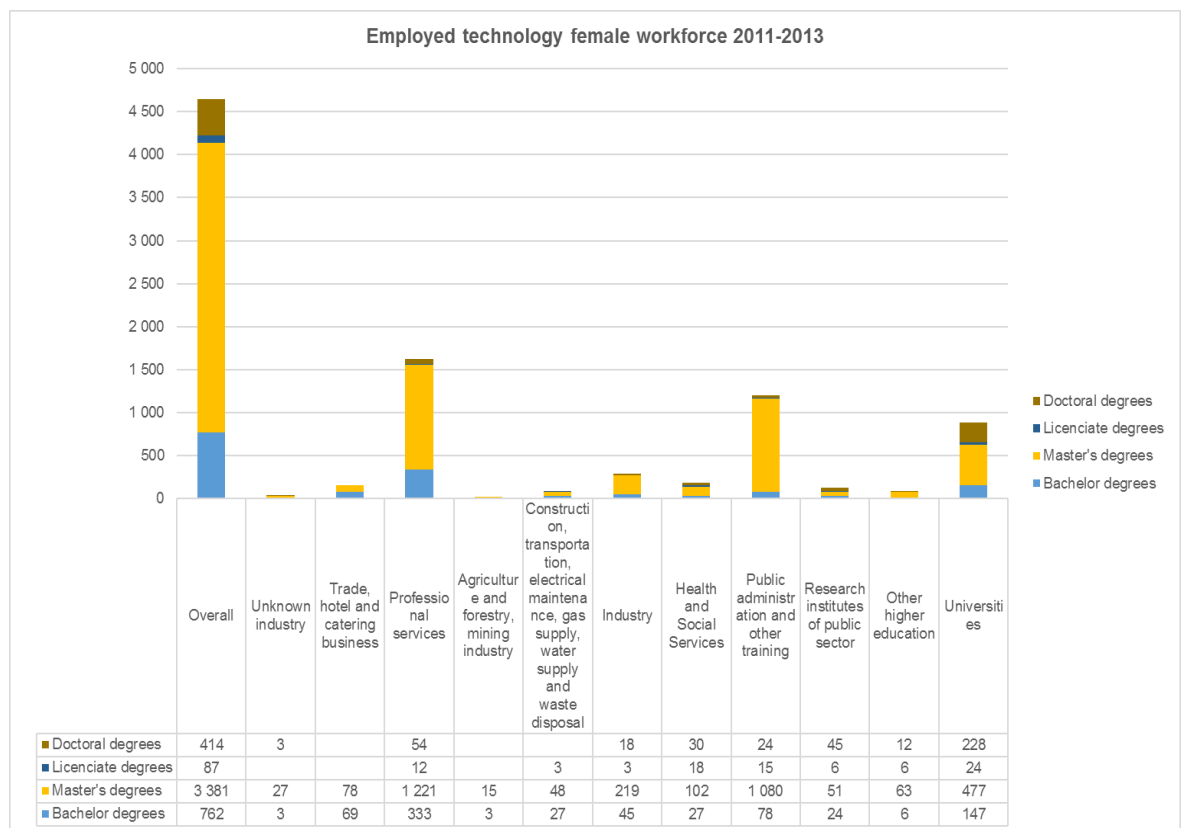


Figure 3. Employed technology female workforce 0 – 4 years after graduation between 2011 - 2013. Including Natural Sciences (Mathematics and Physics), Computer Sciences and Information Sciences (Education Statistics Finland, 2016)

In overall the trend of attracting new females to technology field has been challenging. That is already seen from the number of new students applying to technology studies as

the numbers have been declining since early 2000. This applies both to males and females however number of females have been much lower from the start which is another challenge in the big picture. Majority of technology graduate females are very keen on working within Universities and also on Public sector as seen in figure 3.

1.1.2 Ericsson Finland in a spotlight

The target organization of this thesis is Ericsson Finland. Ericsson is a global Technology and Telecommunication company with over 110 000 employees. Ericsson Finland belongs to RECA region in Ericsson (Region Northern Europe & Central Asia) and has the majority of around 900 employees located in Jorvas, Kirkkonummi and the rest in Oulu and in Helsinki (Ericsson, 2016). Though Ericsson has been present locally in Finland close to 100 years there are currently challenges for the company to attract, engage and hire enough potential females with suitable technology skills and background. The majority of external hires in Finland are concentrating on different technology related areas around the organization and especially for the Research & Development centre placed in Jorvas, Kirkkonummi.

In Ericsson there is a global Diversity & Inclusion program taking place which will focus primarily on four main categories of which gender diversity falls naturally under Gender equality:

- Gender equality
- Nationality and ethnicity
- Sexual orientation
- Disability (Ericsson 2016).

In the roadmap for gender diversity the global gender target for females in Ericsson is 30 % by 2020. This also applies to Ericsson Finland where the situation is significantly behind the target with the number of females being 13,30 % and males 86,70 % of the total workforce. Figure 4 illustrates the situation in November, 2016.

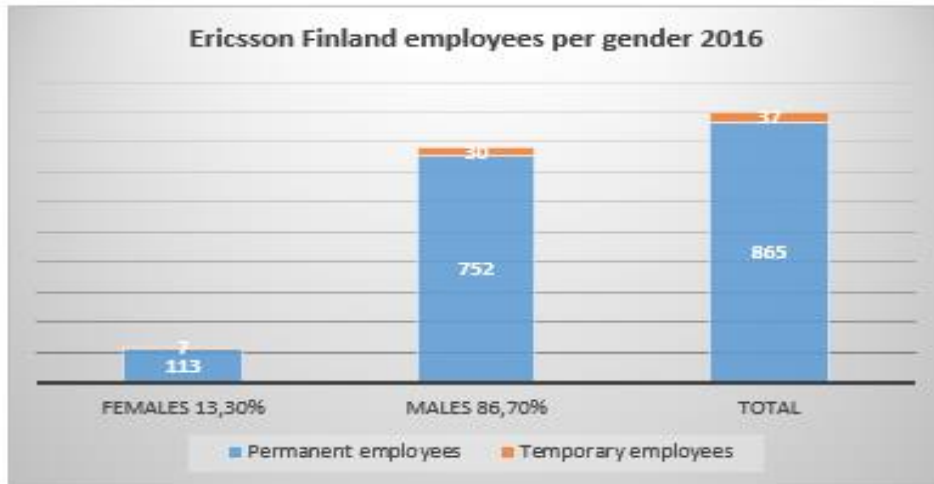


Figure 4. Headcount and gender of Ericsson Finland 11/2016 (Matikainen, 2016)

Comparing the current situation to the global 2020 diversity target the difference is quite significant. Expecting the overall headcount remaining similar as of November 2016 (902 permanent and temporary employees in total) the target number of females by 2020 should be 260 in total. Compared to the current situation Ericsson Finland is lacking behind by 147 female employees. Figure 5 illustrates the possible 2020 scenario.

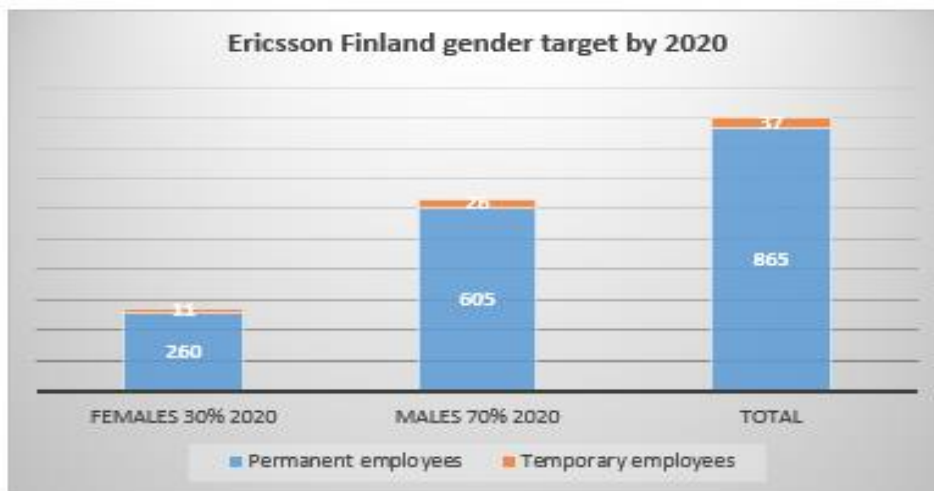


Figure 5. Ericsson Finland gender target by 2020 (Matikainen, 2016)

In order to open up the current situation it is important also to analyze the current recruitment flow of external candidates in Ericsson Finland and analyze the number of hires per recruitment type (permanent or temporary) and their gender.

The data in figure 6 shows the current number of hires per gender and recruitment type in Ericsson Finland between January – October 2016. The recruitment type has been split

by the type of employment info stated in the requisition per hire. All the permanent positions have been marked as regular positions and all the temporary positions have been marked as summer job, thesis, internship or temporary positions.

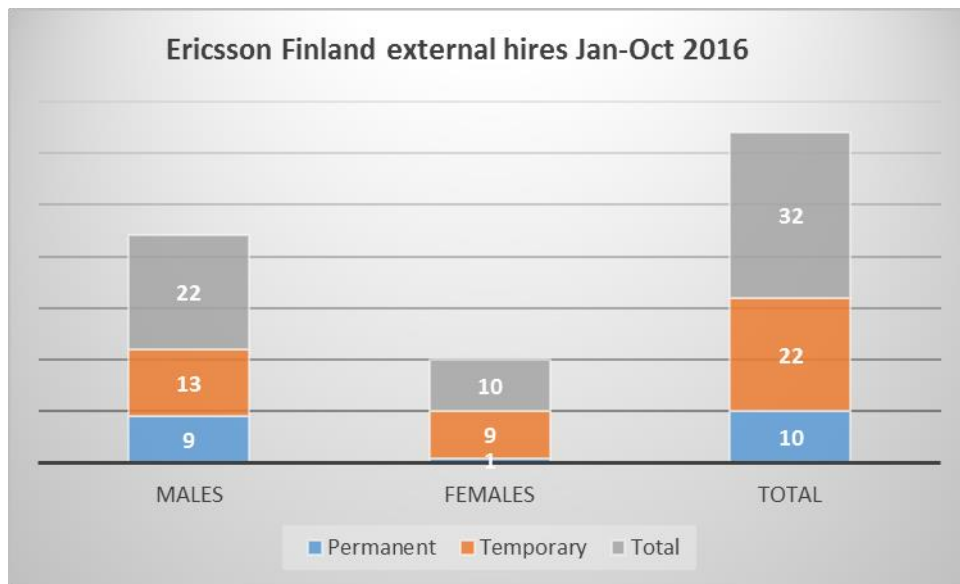


Figure 6. Ericsson Finland external hires January - October 2016 (Spotfire, 2016)

The data in figure 7 shows the percentage levels of external hires for the period of January 1st, 2016 – October 31st, 2016. The number of total hires for that period is 32 of which 10 hires (31 %) are females and 22 hires (69 %) are males. The overall data from this above period shows quite good trend in the total number of hires by gender (compared to 2020 diversity target). When looking into the employment type the difference is greater as there is only 1 female hire (3 %) hired into regular position meaning a permanent role, compared to 9 male hires (28 %). The number of temporary hires are split by 13 male hires (41 %) and 9 female hires (28 %).

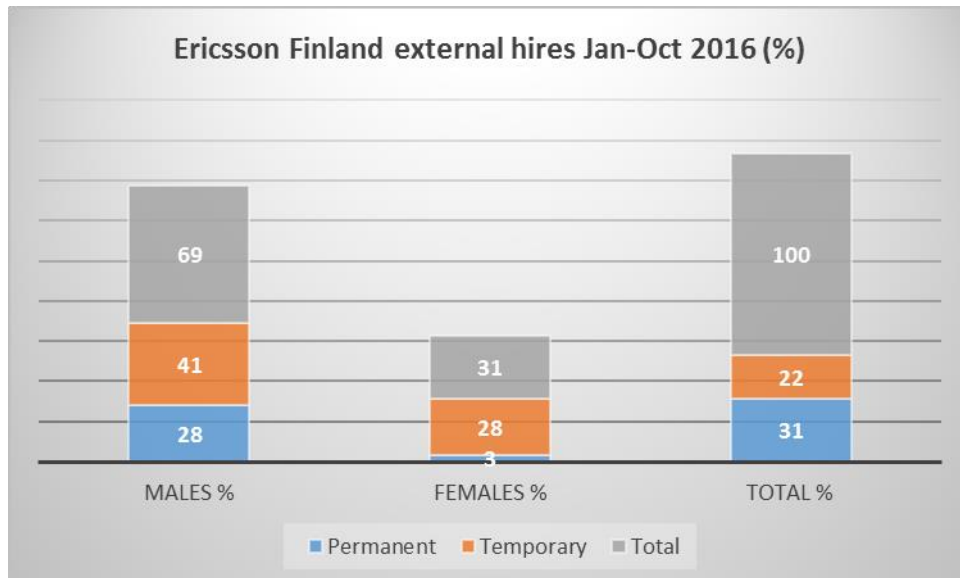


Figure 7. Ericsson Finland external hires January - October 2016 (%) (Spotfire, 2016)

1.2 Thesis objectives, research questions and delimitations

The objectives of this thesis can be split into three different categories. Firstly, to analyse the overall number of female technology students starting their studies, graduating annually and entering labour markets in Finland. Secondly, to analyse the visibility, communication channels used and company brand image of Ericsson Finland from external candidates' point of view of. The purpose is to understand how strong the employer brand of Ericsson Finland is and analyse the potential communication channels already in use and available to strengthen the brand and deliver the message from female perspective to the right target groups. Thirdly, to help to support local diversity strategy of Ericsson Finland in practise from recruitment perspective to ensure the potential ways to engage effectively both with female and male candidates in the future.

1.2.1 Research questions

In order to reach the thesis objective, the purpose is to answer the following research questions. The main research questions can be formulated as below:

1. How is Ericsson Finland seen from the perspective of external female candidates?

The sub research questions of the study can be formulated as below:

2. How to strengthen the effectiveness of diversity strategy of Ericsson Finland from employer brand and recruitment perspectives?
3. What is the overall trend for the number of female students and female graduates starting their studies and entering work life in Finland within technology sector?

1.2.2 Delimitations of the study

Pihlaja (2004, 91 - 92) states that clear definitions are very important for the thesis as that will define research problem and the methods used in the thesis. Metsämuuronen (2006, 21) supports the same view of narrowing down the overall research theme to find the interesting research problem which needs to be answered. In order to narrow down the correct research problem Ghauri & Grønhaug (2010, 42) suggests asking targeting questions to pinpoint the actual problem which in this case could be identified as too few external female candidates applying to Ericsson Finland. In this thesis the actual research questions were defined in chapter 1.2.1.

Defining the limitations are critical for the thesis as diversity is a very large area of different dimensions and Ericsson Finland is doing quite well in other areas of diversity while the biggest challenges are seen within gender diversity. Hence the reason to concentrate only on gender diversity and actions around that in the thesis. This thesis is concentrating only to Ericsson Finland and the target group are the candidates who have applied to the open external positions in Finland Ericsson between 1st of April, 2016 – 31st of September, 2016. All the other countries are left out of this study as well also the candidates who have applied as internal candidates including current Ericsson employees globally. The reasons for these are that this thesis concentrates to examine how the external candidates are seeing Ericsson Finland as potential employer. Internal candidates are already working for Ericsson either in Finland or in some other country. Reasons to leave other Ericsson companies in different countries out of this study is to ensure the scope of the thesis to remain reasonable as otherwise scope would have been too large.

1.3 Structure of the thesis

In the first chapter the background of this thesis will be explained and target organization presented. At the end of the chapter the thesis objectives will be opened and delimitations of this study and the research questions of the thesis explained. In the second chapter the

purpose is to open up the theoretical foundations of this thesis by going through the definitions for the most relevant concepts used in this study. Also the theoretical framework put together will be explained. The third chapter will be concentrating on the research methodology. In that chapter the purpose is to concentrate the research objectives and problems, research strategy and methodologies used and describe the working methods. In the fourth chapter the purpose is to go through the empirical results and findings of the research both from quantitative and qualitative and summarize the findings done. The validity and reliability of the research will also be covered. The fifth chapter will be sharing some light around overall consideration and analysis of the results, share conclusions and suggestion improvements for future actions and give suggestions for potential future research topics. The functional framework of the thesis to support future activities in Ericsson Finland will be also presented. At the end of the chapter the overall evaluation towards the thesis process and towards own learning will be gone through.

2 Theoretical part

In this chapter the purpose is to open up the most relevant concepts used in this thesis and the rationale behind why these concepts were chosen. There are quite a lot of confluences between the concepts which are also explained in this chapter. The most relevant concepts of the thesis are: Diversity, Gender diversity, Employer Branding, Employer Value Proposition, Recruitment and Biases. At the end of this chapter the theoretical framework of the thesis will be also explained.

2.1 Diversity

Diversity as such can be described simply in the ways people differ from each other. The broad concept of diversity in the workplace is not a new phenomenon as the individual differences have always existed. However, the increased interest towards diversity drivers impacting on organizations' productivity and success is relatively recent. Though especially the visible differences of people working in the organizations have always been there the globalization and increased war for talent has raised the need to engage with all potential stakeholder groups. Organizations who want to succeed need to consider and take actions towards more diverse workforces.

Pollar & González (1994, 4) split the different diversity areas into cultural, functional and historical groups with the definitions shown below:

Culturally diversity aspect includes:

- Gender
- Age
- Ethnicity
- Race
- Sexual orientation
- Educational background
- Religion
- Physical / mental ability
- Military / veteran status
- Lifestyle
- Immigrant status
- Language facility

Functionally people vary in the ways they:

- Think
- Learn
- Process information
- Respond to authority
- Show respect
- Reach agreements

Historically people vary in the following ways:

- Family make-up
- Perspective
- Political outlook
- Intergroup relationships

In the B Team report (2015, 8 - 9) overall picture of diversity has similar dimensions as stated by Pollar & González. The diversity wheel in image 1 shows a broader definition of diversity where more visible core diversity dimensions are separated from less visible core core dimensions as well as secondary diversity dimensions.

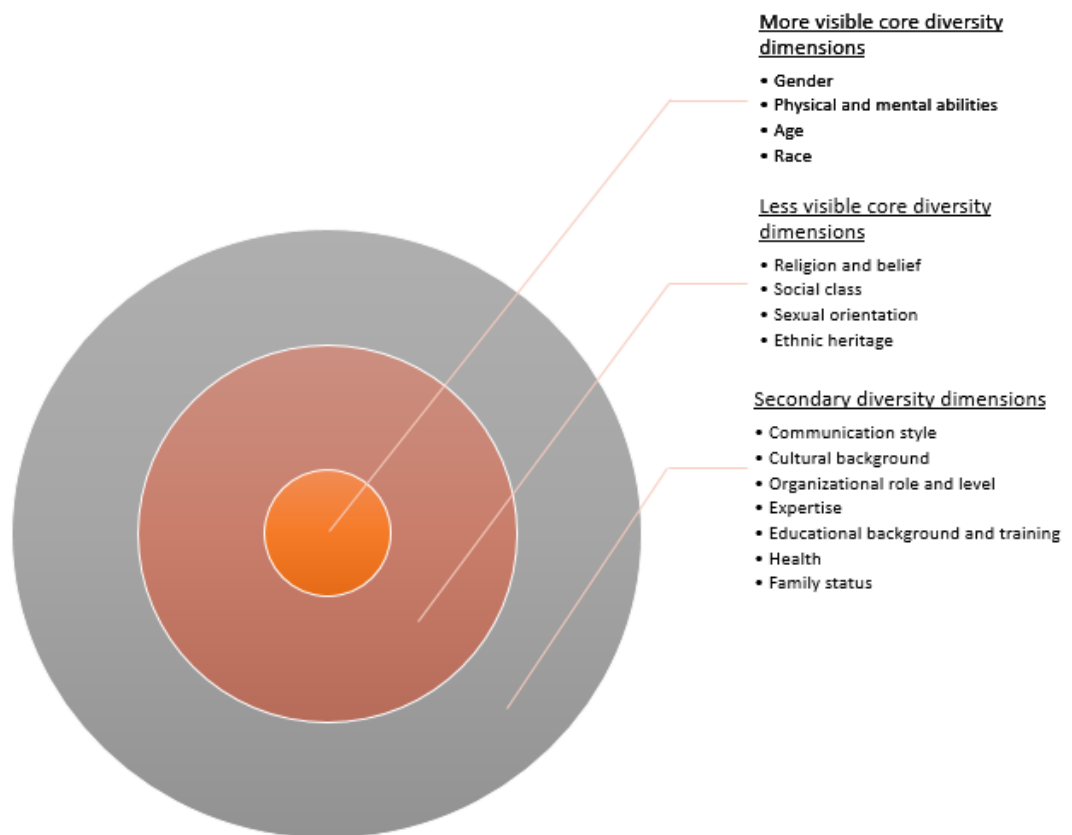


Image 1. The Diversity Wheel (The B Team, 2015, 8)

Dessler (2017, 42-43, 187) brings out the fact to understand the challenges organizations are facing due to aging workforce when there aren't enough young workers to replace the older, retiring workforce. This is one aspect that makes the recruiting diverse workforce a necessity for the organizations. Reeves (2010, 3) supports the same view in need to harness the talent of all the different people to tackle the labour shortage. Pilbeam & Corbridge (2010, 227) states the need to understand the fact that recruiting and retaining the talent is the key to success in the war for talent situation in the organizations. "Diversity is about inclusion, not exclusion, it is about valuing the contribution of everyone" (Pilbeam & Corbridge 2009, 227).

The B Team article (2015, 3) around Business Case for Diversity states five key benefits for organizations when it comes to Diversity and Inclusion:

- 1) Better financial performance
- 2) Better business performance and reputation
- 3) Better customer connections and market share
- 4) Better innovation and group performance
- 5) Better and broader talent

As the external business environment is in the constant state of change, the way to organizations to maximize the competitive advantage is to maximize the contribution from everyone in the organization. There is clear linkage for the causal effects between diversity and benefits, there just needs to be more studies to understand the causality better between different diversity categories and business effects. Herring (2009, 220) states that diversity is linked with positive outcomes as it allows companies to think outside of the box by bringing all the employer groups inside the box. This enhances creativity, problem-solving and overall performance. Seems that the issue is not anymore whether business can afford to diversity but whether it can't afford (Pilbeam & Corbridge, 2010, 229-231). Similar linkage to positive results are stated by Pollar & González (1994, 6) mentioning that with wider range of employees there is better possibility to learn new perspectives which can lead to better services to clients and customers externally and internally. New perspectives will enhance the ways to better problem solving skills, better and inclusive decision making and asking better questions with wider perspectives (Pollar & González, 1994, 6). According to Herring (2009, 208) there are different benefits embedded with different areas of diversity. Gender diversity is seen to be associated with increased sales revenue, more customers and greater relative profits.

Looking from a bit different angle, the concept of gender diversity falls as a dimension into wider gender field. Gender diversity is a very visible core dimension as part of diversity field. As a part of this thesis gender diversity is one of the key concepts. Due to the increasing competition there is and has been shortage of skilled workers globally leading to different ways for organizations to utilize the females as part of the workforce more thoroughly (Dickie & Soldan, 2008, 4, 6 – 8). According to Herring (2009, 219 – 220) diversity can be associated with positive and negative results simultaneously though most of the studies show overall positive outcomes with companies associated with diversity. Paradoxical view explains organizations with greater diversity associated with more group conflicts and better business results because conflicts force organizations to seek out solutions beyond the easy answers which are more common in like-minded organizations. This kind of “diversity disruption” leads to more creativity and superior problem solving.

When looking the development of diverse workforces, the number of females in the workforce have increased steadily during the last decades (Reeves, 2010, 10). In order for companies to stay competitive it is essential for them to also engage with all the potential talents. This would especially mean to encourage highly qualified women to join and stay in the workforce. From the business perspective it is important to notice that many of the clients are also women so the successful marketing of products is achieved more likely through diverse workforce with diverse thinking (Reeves, 2010, 3 - 4).

As the women have entered the workforce quite recently with full speed there seems to be quite a work to do for women to reach the equality with men. However, the first things for the organizations from embracing gender diversity is to realize the fact that gender diversity exists and it is a good thing. It is important to understand the differences between masculine and feminine models, masculine concentrating to abstract knowledge and feminine to experiential knowledge. In a well-functioning organizations both ways are needed (Anca & Vásquez, 2007, 68 - 75). Herring (2009, 219 - 220) brings out the positive effects from both gender and racial diversity, especially towards organizations’ business functions. At the same time diversity enhances organizations’ creativity, performance and overall problem-solving. The B Team report (2015, 4 - 8) supports this view of positive outcomes for the companies concentrating on gender diversity and diversity overall. Catalyst Information Centre report (2013, 3) states that when companies are having 30% of their board members as females the “critical mass” of female members has been achieved. This eventually will lead to better and more positive business results for these companies.

2.2 Talent Acquisition

Interestingly many studies, articles and books available are confusing the readers when it comes to the need to define the concept of talent acquisition. In most cases talent acquisition is being defined as a synonym to concept of recruitment and sometimes talent acquisition is being given a bit different meaning separating it from recruitment. Hence the reason to define these concepts as recruitment is one of the main concepts in this thesis.

There are distinguished differences between these two concepts. "Recruiting is a subset of Talent Acquisition (TA), and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring" (Erickson, 2012).

Talent acquisition includes recruitment and is inclusive on the strategic elements such as:

- Talent Planning and Strategy
- Workforce Segmentation
- Employment Branding
- Candidate Audiences
- Candidate Relationship Management
- Metrics and Analytics (Erickson, 2012).

Cepin's (2012) view supports the similar picture of talent acquisition describing the concept being very complex and to be seen as strategic endeavour not just activity filling in open positions. Recruitment is more tactical function tending to focus on immediate hiring needs and merely an element under talent acquisition umbrella (Cepin, 2012).

Talent acquisition is a wider concept with strategic elements such as: Recruitment, Workforce planning and Employer Branding activities.

2.2.1 Recruitment

There are a few different definitions for the concept of recruitment. In this chapter some of those definitions are explained. During the recent years as organizations have grown larger and more global, there has been a need and effort to streamline, automatize and unify the processes around recruitment to increase the service levels and overall quality of the processes in place. This is mostly true with larger companies and practicalities differ when smaller organizations are concerned (Reeves, 2010, 47 – 48).

Dessler (2017, 171 - 173) states that employee recruitment is an action to find and / or attract applicants for the employer's open positions. Recruitment can be either internal or external, depending on the need to find the skill sets and candidates either inside or outside of the organization. The concept of recruitment is expanded by Pilbeam & Corbridge (2010, 155 - 156) to cover both recruitment and selection which are the processes to match the applicant and a vacant job. Recruitment aims to attract the qualified candidates to the positions and selection involves the techniques and methods to select, appoint and induct the competent persons (figure 8). The overall approach defines recruitment as a system consisting of sub-systems. The system in order to produce the outputs, needs to have inputs to be processed. These inputs are identified as candidate pools, while processing equals to recruitment and selections methods, whereas outputs are considered as selected candidates.

Sub-systems	Activities
1 <i>Attraction</i>	<ul style="list-style-type: none"> * Pre-recruitment activity – establishing a <i>prima facie</i> case for recruitment; job analysis; consideration of labor market * Use of recruitment methods * Responding to enquiries
2 <i>Reduction</i>	<ul style="list-style-type: none"> * <u>Filtering, screening and shortlisting</u>
3 <i>Selection</i>	<ul style="list-style-type: none"> * Use of selection methods and techniques * Making the appointment – offer and acceptance
4 <i>Transition</i>	<ul style="list-style-type: none"> * Pre-engagement process * Induction and appraisal

Figure 8. The recruitment and selection sub-systems (Pilbeam and Corbridge 2010, 158)

Vaahio (2005, 11 - 12) states the importance of recruitment as a huge chance for the company because the new employee will bring not just the skill set the company has been looking for but also his / her other skills and capabilities as well as his / her human capital to the organization. This could lead to change in the corporate culture and increase effectiveness. Reeves (2010, 48) supports the importance of selection decision to be among the most high-risk and high-reward decisions employers need to make. The reason for this being that highly competent new employee can make a huge positive impact on the company's business whereas bad choice in recruitment might end up the other way and damage the business company is operating in.

Attracting the talents is important part of the recruitment process in order to create the potential candidate pipeline and to find the potential new employees. Cappelli (2015) states

the importance for employers to outperform the competitors when talents are to be attracted. That can be done through creating a winning brand by setting a list of attributes to be offered to employees and required by the job. Honesty plays an important part in this and the key is to find a way how to differentiate from other organizations by outperforming them. The promised attributes need to match the reality in order for the employees to succeed in the organization.

2.2.2 Recruitment of women and potential biases

Recruitment concentrating on women seems to have been and still is biased in one way or the other. Though women have been entering the labor market with full speed quite recently there still are restrictions that hinder potential females moving on with their careers. As explained in the previous chapter (chapter 2.2.1) large organizations have streamlined their recruitment processes and policies in order to offer fluent and even experience for all of the recruitment candidates. However, the challenges occurring in the recruitment processes have shown that this goal hasn't yet completely been achieved. Reeves (2010, 48 - 49) states the biggest challenges in recruitment and selection being: lack of compliance, human error and biases impacting the processes. This ends up resulting females and other minorities been disadvantaged by recruitment and selection procedures overtly, covertly or unintentionally. In general, it seems also that employers' strong incentive to reduce risk associated with hiring ends up reducing also their chances to hire the best candidates available and even raise barriers for women to be hired. This has been seen especially on the European markets where lack of job growth has been evident. Anca & Vázquez (2007, 60 - 61) are following the same path as they describe the society where women have now entered a masculine society with concepts, programs and objectives made by men for men. Women have hardly had time yet to contribute their own ways of seeing and doing but that will be coming and it will be the richness of the gender diversity.

Reeves (2010, 47 – 51) defines the potential biases from the gender perspective impacting on recruitment of females being such as:

- Hiring Managers have already one person in mind even though the search has been opened to find qualified candidates. This could lead to the situation that Hiring Manager leaves out all the other potential and qualified male and female candidates.
- Hiring Managers tend to seek out candidates whom they are comfortable with, whom they know or who come highly recommended to them. This could lead to the fact that the best and most qualified candidate is been left out.

- Hiring Managers seeking candidates like themselves could end up a situation where male Hiring Managers favor similar kind of male candidates.
- Interviewers favor applicants of their sex causing male interviewers favoring male candidates and female interviewers favoring female candidates.
- Interviewers tend to remember good things on the candidates they liked (the halo effect) and bad things on the candidates they didn't like (the horn effect). Liking of a candidate is affecting the overall evaluation.
- If selection criteria include greater number of masculine traits more males are hired.
- Generalization of gender, based from the experience or performance of an individual (previous employee as an example) is affecting the evaluation.

Dickie & Soldan (2008, 201 - 202) points out similar factors as sometimes individuals with diverse backgrounds, concerning both males and females, are being left out from the recruitment processes due to biases. Dessler (2017, 187 - 188) states that women still face some challenges in male-dominant occupations such as engineering industry. He also brings out the fact that the most effective strategy to fight this will be top management driven where employer needs to emphasize the importance of hiring diverse workforce with good proportion of males and females and puts in place a comprehensive plan how to reach this target. Dessler (2017, 187 – 188) also suggests that employers should create a picture of a company where women want to work by highlighting females working in “non-traditional” roles (engineering as an example), emphasizing the mentoring programs in use targeted for women and possibilities to work in part time roles to combine work and family lives and still being able to proceed in their careers. Reeves (2010, 47 – 49) brings out the associations of different roles and professions between genders. As an example in restaurant world females are associated with lower-end restaurants whereas males are associated with upscale restaurants where salaries and tips are higher. It is interesting to notice that these associations have had a negative impact for females willing to work in upscale restaurants. In order to change these biases, they first need to be made visible and after that concrete actions can be targeted to remove them from hindering hiring both genders.

According to Reeves (2010, 47 – 49) In order to help and ensure fair recruitment process, organization's leadership should ensure the following steps:

- Advertising open positions in different media through multiple channels in parallel to engage with a broad range of candidates.

- Offer interview-trainings to employees and Hiring Managers and make them aware of the situations that could impact biases.
- Always include women and other minorities on the candidate shortlists.
- Make sure that the recruitment process is as transparent as possible to all employees.

2.3 Employer branding

In this chapter the purpose is to define the important concept of employer branding and to show its importance to this thesis. There are few concept definitions of the term employer branding. The first definition was created by Ambler & Barrow in 1996. Since then there have been more definitions taking place. Some of them will be opened later in this chapter. In overall importance of employer branding has been growing during recent years. In order to Ericsson Finland to succeed in war for talent there needs to be a focus on establishing, renewing and strengthening the current employer brand of the company.

Mokina (2014, 136) describes the purposes of establishing, maintaining and positioning the unique attractive image of the company in order for the company to succeed in war for talents. According to Edwards & Kelan (2011, 168 – 170) the concept of employer branding lands somewhere there between HR and marketing functions. Their definition is wider and covering multiple stakeholders and expectations from the investors and potential employees. Other factors affecting to the growing interest towards employer branding are explained to be war for talent and organizations wishing to become employers of choice. Lundkvist (2015, 62) also points out the war for talent aspect due to demographic changes as a global phenomenon. According to Namdeo (2012, 45) the demographic reasons behind talent shortage such as ageing population, increased mobility of workforce, migration, declining fertility rates, technological advances and increased cultural diversity in the organizations, are the reasons why employer branding has become vital for companies to succeed.

As mentioned there are several definitions for employer branding of which the first was created by Ambler & Barrow (1996, 8). Their definition for the brand was a package of functional, economical and psychological benefits that are provided through employment and identified with the employing company. They also brought the point of view that employees were viewed as customers. The close connections between external stakeholders and employer branding were identified by Mokina (2014, 137 - 141) as she describes that

employer brand is part of the wider corporate brand which is an image of the company existing in the minds of internal and external stakeholders. She also defines that brand and employer brand are the effect of branding process where branding is directed to the formation of certain competitive advantages of organizations competing in the markets. In her definition the importance lies in the fact that employer brand is purposefully formed image which organizations can and should try to affect. When considering the time frame towards branding actions, Lundkvist (2015, 65) states that employer branding requires a holistic and systematic approach on an ongoing basis with follow-ups, adjustments and refining the process.

Employer brand definitions shown in a concept defining perceptions and associations:

“(Employer brand is seen) as the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (Mosley, 2014, 4; Ambler and Barrow, 1996, 8).

“The Employer brand is in essence the two-way deal between an organisation and its people – the reasons they choose to join and the reasons they choose - and are permitted – to stay. The art of employer branding is to articulate this deal in a way this is distinctive, compelling and relevant to the individual, and to ensure that it is delivered throughout the lifecycle of the employee within that organisation” (Rothorn, 2009, 19 - 20).

“The Employer Brand is purposefully formed image of as an employer that is associated in target audience with clearly positive and unique set of tangible and intangible benefits of employment conditions that identify this organization in the labor market” (Mokina, 2014, 145).

“The Employer brand can be understood as the identity of the firm as an employer. It encompasses the firm’s value system, policies and behaviors toward the objectives of attracting, motivating and retaining the firm’s current and potential employees” (Cushen, 2011, 75).

According to Mosley (2014, 2 - 3) the importance of active employer brand management has changed significantly during the last decades due to drastic environmental changes where organizations operate. The growth in importance of different social media channels has had a major effect on the way how organizations communicate and people work now and in the future. He is also defining the concepts of employer brand, employer branding and employer brand management as separate concepts compared to others, where employer branding is the most tangible form of employer brand management meaning the consistent application of the brand logo and other elements in use for visual designing in order to identify and differentiate the brand from competitors. Employer brand management includes also higher level approach towards people management activities so employer branding can be seen as one aspect of employment brand management where the

key components include recruitment, orientation, talent management functions, performance management and leadership development (Mosley, 2014, 2 – 3). Rosethorn (2009, 87 - 88) supports the similar view when she describes the communication being done from people to people, through social media channels, which makes it important that the message to be sent out, by all employees, is unified and employees sending the message are passionate and engaged of what they are doing and where they are working. Rosethorn's brand model (Rosethorn, 2009, 5) described in figure 9, shows that the brand consists of number of distinct and connected audiences in interaction with the organization and the brand. One of the important stakeholder groups are the employees (past, present and future).



Figure 9. The Brand and its stakeholders (Rosethorn, 2015, 5)

Strong employer brand is more valuable to organizations than weak employer brand as strong employer brand will help organisations to attract higher proportion of unsolicited candidates than weaker employer brands. Mosley (2014,13) states that strong employer brands are more likely to attract consideration from at least 20 % or more from the labour market than weaker employer brands (figure 10). According to Mosley (2005, 74) there is significant evidence to suggest that a strong employer brand, associated with higher than

average levels of employee engagement, will help the organizations to reduce costs, improve customer satisfaction, and ultimately contribute to better financial results. These are general business benefits that are relevant to all organisations.

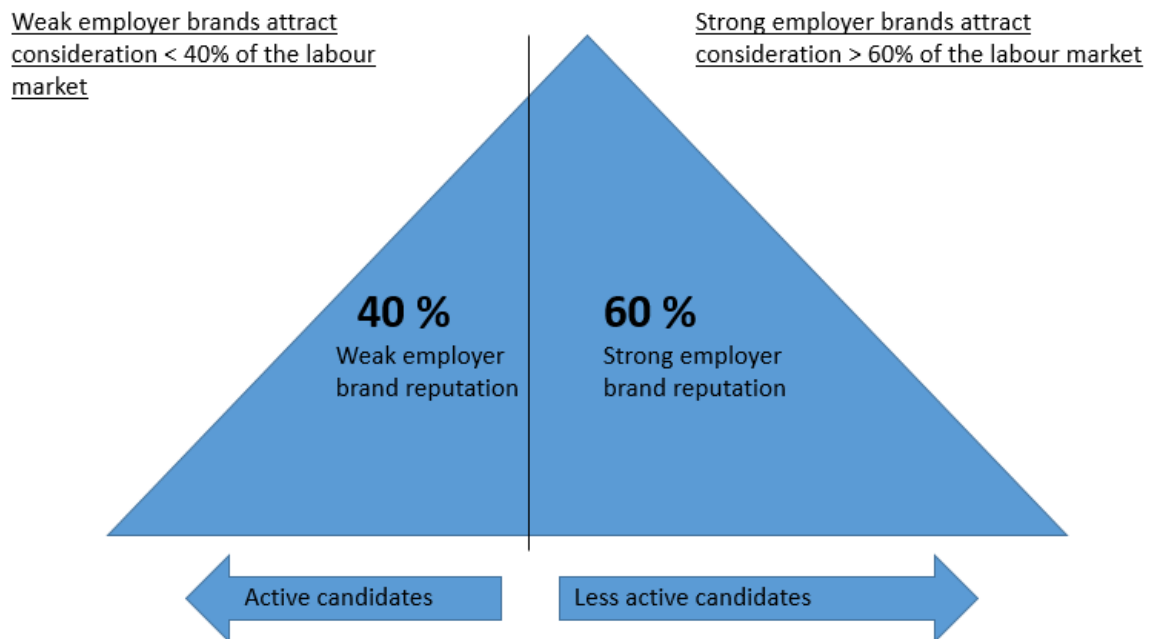


Figure 10. The pulling power of strong and weak employer brands (Mosley, 2014, 13)

Brannan, Parsons & Priola (2011, 5 - 6) points out also the importance of communication as part of employer branding. They describe employee branding to be something that extends the communication beyond the strict confines of employment relationship. This communication is being processed on a daily basis by the group of stakeholders much wider than just management and employees of the organizations.

Edwards & Kelan (2011, 168 - 169) raise an important point when looking at employer branding and diversity together which needs to be considered and taken into account by the organizations. When companies through employer branding aim at creating a coherent employment brand this could increase the pressure towards more homogenized workforce as the communication tend to speak to homogenous candidates. On the other hand, aiming at more diverse workforce could also create a challenge because due to Herring (2009, 219 – 220) paradoxical view explains organizations with greater diversity associated with more group conflicts and better business results due to conflicts forcing organizations to seek out solutions beyond the easy approach which are more common in like-minded organizations. It is also important to notice that every employer has an employer

brand whether they have defined their attributes and image they would like to be associated with or not. Employer brand is like a reputation that is defined by people's perceptions (Mosley, 2014, 4).

In order to enhance and develop the employer brand, defining and segmenting the target market is needed. According to Mosley (2005, 104 – 108) the process usually starts by defining the values and attitudes organization is looking for in its employees though to expand the importance also to define the values of external candidates are needed. Secondly, segmenting the employee market is needed, according to experience levels and skills and competencies the organization is looking for. Third step would be to identify the most important factors of the target groups' choice of an employer. Fourth step would include considering more specific aspirations of individual target groups such as female graduates. In order to collect that information both internally and externally Mosley (2009, 106 – 107) has developed Employment Brand Relationship Ladder -model which has been used previously by service and product marketers, however this model has been introduced to employer branding as well. The purpose for each step of the Employment Brand Relationship Ladder model is to deepen the relationships of potential employees and current employees with the company and get their answers to the questions presented in the model. The description of Employment Brand Ladder -model can be found in figure 13.

2.4 Employer Value Propositions

Employer Value Proposition (or sometimes Employee / Employment Value Proposition or EVP as an abbreviation) is closely tied with employer brand. As the employer brand defines the reputation of the company in terms of qualities, employee value proposition describes the defining qualities the company wants to be associated with now and in the future. An effective employer value proposition is clear and easy to comprehend and it defines how the organizations are to be seen (Mosley, 2014, 4 - 9). Mosley also brings out the fact that there aren't that big differences between employee value proposition compared to customer value proposition (in services and business-to-business sectors) and consumer value proposition (in product marketing) (Mosley, 2014, 4 - 9). Rosethorn (2009, 20 - 21), links the similarity between employer value proposition with customer propositions where the employer value proposition needs to offer the unique promise by the business to its employees and potential employees. Brand strength is created by the value proposition the organisation is making to its employees and potential future employees combined with the actual real life employee experience. In order to have as positive

effect as possible to strengthen the brand the employee experiences need to be aligned with the value proposition. The functions affecting brand strength are seen in figure 11.

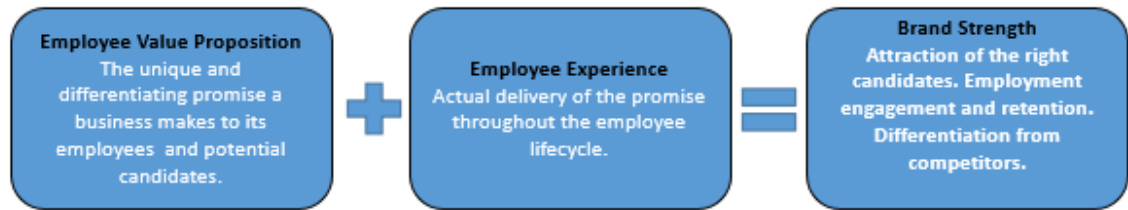


Figure 11. Functions affecting Brand strength (Rosethorn, 2009, 20)

Barrow & Mosley (2005, 125 - 126) states the importance for employer value proposition to attract and retain different types of employees through tailored packages. These could be such as Technical EVPs, Marketing EVPs and Human Resources EVPs. Namdeo (2012, 51) states the importance to effectively communicate the organization's employer value proposition to the target audiences in order to increase perception and realities of the organization as a great employer. According to Mokina (2014, 146) employer value proposition and employer brand are closely linked together in order to form a positive image of the employer and protecting the interests of the corporate brand. They include the following aspects: engagement, retention, loyalty and involvement of staff. In order for the employer value proposition to be successful it has to be true and attractive to the target groups in order to stand out in comparison to competitors. A powerful employer value proposition should include both tangible and intangible elements (Lundkvist, 2015, 65).

Lundkvist (2015, 64) describes a five-step model when developing employer value proposition. The model consists of: research of the current situation, developing the employer value proposition, creating a communications strategy, producing communication material and launching the activities. From the gender perspective it is important to notice that there are gender embodied qualities impacting the culture, organization and ways of working. Therefore, it is important to elucidate and consider these qualities in order to create an employer value proposition proposal that can withstand doubt and critical examinations and be authentic, unique and attractive in the eyes of current and future employees (Lundkvist, 2015, 67).

2.5 Theoretical framework

The theoretical framework of the study is presenting the theories used in this study. The five different forces affecting constantly in the background of this study are: Employer Value Propositions, Gender Diversity, Female Recruitment, Employer Branding and Biases. Employer Value Propositions are key deliverables to the external candidates that should be as clear as possible and visible to the identified target groups. Gender Diversity, being part of wider diversity umbrella, is naturally important as it is the key diversity target area in the whole process in order to engage with potential female candidates through Female Recruitment – what is needed when hiring potential female candidates and how do the female candidates see Ericsson Finland? There should be clear Employer Branding Activities supporting these functions described. With all of these forces there are understandably Biases both conscious and unconscious affecting the processes. These biases should be made as conscious and visible as possible so that they could be handled wherever and whenever needed.

In the middle of the framework there is Employment Brand Relationship Ladder -model (Barrow & Mosley, 2005, 106 – 107) which is the core of the framework. This model is shown in figure 13 in order to describe the steps included and actions needed. The model has been used previously by service and product marketers, however the model has been introduced to employer branding as well. The purpose for each step of the Employment Brand Relationship Ladder model is to deepen the relationships of potential employees and current employees between the company and get their answers to the questions presented in the model. These are the core questions that could help to enhance current brand image of Ericsson Finland if and when used systematically. In this thesis some answers around Awareness, Saliency and Trial part will be shared. However, in order for Ericsson Finland to start thoroughly enhancing their Employer Brand there is a need to collect the data systematically from wider perspective and from wider timeframe than this research is able to share.

After these steps presented above creation of Employer Value Propositions for targeted female groups should be possible. The suggestion would be to create different Employer Value Propositions to different target groups such as female candidates in technology and female candidates in business. Additional target groups and Employer Value Propositions can be added accordingly. According to Barrow and Mosley (2005, 125 - 126) the purpose of Employer Value Proposition is to attract and retain different types of employees through tailored packages. These tailored packages could be such as Technical EVPs, Marketing EVPs and Human Resources EVPs. By conducting these steps presented, the purpose is

that Ericsson Finland would be able to fine tune its message to the correct target group(s) and engage more with potential female candidates going forward. The theoretical framework of the thesis is shown in figure 12

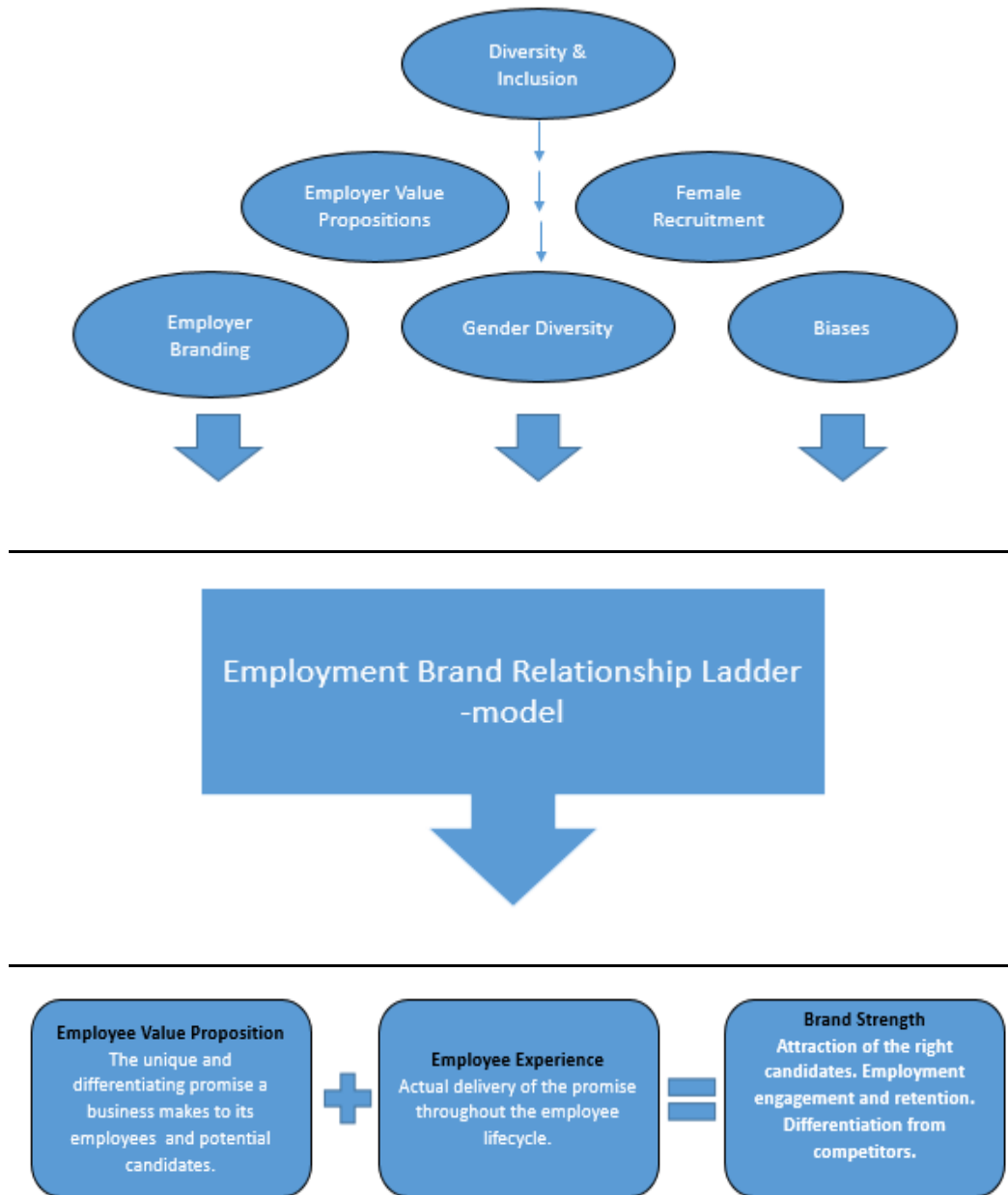


Figure 12. Theoretical framework of the thesis for Ericsson Finland (Paldanius, 2017)

The Employment Brand Relationship Ladder -model (Barrow & Mosley, 2005, 106 – 107) will be an interesting and potential tool for organizations to enhance their employment branding activities. The suggestion is to collect the answers to the embedded questions from identified target groups which have been modified to response the needs of Ericsson Finland. The model of Employment Brand Relationship Ladder is shown in figure 13.



Figure 13. Employment Brand Relationship Ladder (Mosley, 2005, 106 - 107)

3 Research methodology

In this chapter the purpose is to cover and describe the objectives and research problem of this research. After that the methodological choices and research strategy will be presented and described as well. At the end of this chapter the process how the research was conducted will be presented together with all the steps taken and challenges occurred.

3.1 Research objectives and problems

The main research problem is the too low number of potential external female candidates applying for the open positions in Ericsson Finland. As described in the first chapter the research objectives can be split into three different categories.

Firstly, to analyse the overall number of technology students graduating annually in Finland and entering labour markets. What has been the overall trend especially for female technology students during recent years? Secondly, to analyse the visibility and company brand image of Ericsson Finland. How the external candidates who have applied to Ericsson Finland see and experience the company and communication channels used? The purpose is to understand the strength of the Employer Brand of Ericsson Finland especially to female candidates and analyse the channels already in use when communicating company related information to the potential external candidates. How well the company is known in the Finnish markets amongst potential male and female candidates? Thirdly, to give potential tips and hints how to enhance and support the local diversity strategy of Ericsson Finland from gender recruitment and employer branding perspective and how to engage more with potential female candidates now and in the future.

3.2 Research strategy and research methodologies

The term research strategy can be described as the combination of the methodological solutions used in the survey. How to choose the correct research strategy? That should always arise from the research problems and research in hand (Hirsjärvi, Remes & Sajavaara, 2007, 128). Pihlaja (2004, 110) includes quite lots of things under research strategy ranging from operative everyday questions around time management and administration to actual planning phase of the thesis' steps. The research strategy of this thesis is case-study. These research methods are seen complementary methods so they don't rule out one another (Hirsjärvi & al., 2007, 132 - 133). Case-study is seen as a research strategy

where different research material and methods can be used. It has been used in cases where the focus is to study small group of cases or individual case or phenomenon within an organization at a certain time (Laine, Bamberg & Jokinen, 2015, 9 - 10). According to Ghauri & Grønhaug (2010, 109 – 111) case studies are used when single organizations and smaller units are the objects of the studies. The purpose is to study and identify the factors involved in some aspects or the behaviour taking place in the object organization. Case study has been preferred as approach to answer the questions starting “how” and “why” and has been particularly useful when the phenomenon under investigation is difficult to study outside and cannot be understood if removed from its social context.

The used method in this thesis is mixed-method research combining both quantitative, structured survey research and qualitative, semi-structured discussions. According to Morgan (2014, 11, 73) mixed methods combining both qualitative and quantitative methods can be used for additional coverage. The goal is to add to the range of results something that couldn't be done by using only one of the methods individually. In this thesis the majority of the data has been gathered through quantitative survey questionnaire and qualitative discussions have been organized to understand the diversity aspects from the internal perspective as well. Figure 14 visualizes the integration of quantitative and qualitative methods from additional coverage perspective.

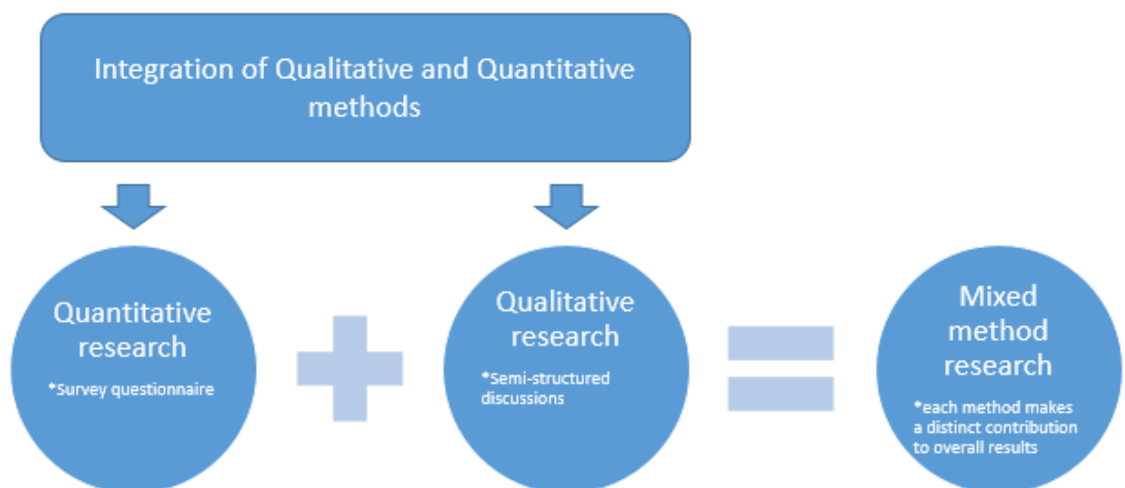


Figure 14. Integration of quantitative and qualitative methods (Paldanius, 2017)

Hirsjärvi & al (2007, 190) states that quantitative survey research is useful when there is need to collect large research material and data for analysis. Quantitative research methods can be seen as deductive methods where the purpose is to test the theory through observations. According to Morgan (Morgan, 2014, 47 - 56) quantitative surveys have

strength with regards to objectivity to relatively easily generate the data through reproduced questionnaires. As quantitative methods work across a larger number of cases they emphasize generalization and replication hence the reason why quantitative survey research was chosen as primary method to collect the data in this thesis in order to draw conclusions.

Qualitative data collecting methods can be described as inductive methods as they are oriented to discovery and exploration with the emphasis on understanding the phenomenon from respondent's point of view. The purpose of qualitative methods is to emphasize the meanings and interpret through understanding perspectives of others. These methods rely on a few purposively chosen cases hence qualitative semi-structured discussions were chosen as a method in order to reflect the diversity aspects amongst Hiring Managers in Ericsson Finland (Morgan, 2014, 47 – 48). Ghauri & Grønhaug (2010, 15, 105 – 106) points out the research process from observations to findings and theory building where the actual theory is the outcome of the qualitative research. Qualitative methods are flexible and unstructured and they employ only limited number of observations through in-depth studies in order to have as deep insight into the phenomenon as possible. According to Hirsjärvi & al (2007, 203 - 204) semi-structured discussions can be also used side by side with quantitative research because the results can be analysed in multiple ways. The actual themes for the discussions are then ready and the questions can be modified to meet the needs of the survey. This view is also supported by Ghauri & Grønhaug (2014, 105 – 106) from the viewpoint that qualitative and quantitative methods support each other. One of the most common qualitative method for data collection is semi-structured interviews as a technique.

3.3 Description of working methods

The purpose of this research was to get the answers to the research questions:

1. How is Ericsson Finland seen from the perspective of external female candidates?
2. How to strengthen the effectiveness of diversity strategy of Ericsson Finland from recruitment and employer brand perspectives?
3. What is the overall trend for the number of female students and female graduates within technology area starting their studies and entering work life in Finland?

To be able to answer the first and second research questions it was decided that external viewpoints were needed in order to find the answers. A structured, quantitative survey-questionnaire was sent out to the external candidates that had applied to Ericsson Finland during 2016. This was done so that the invitation to participate the survey was sent to all of the candidates who have applied as external candidates to the externally open positions in Ericsson Finland between April 1st, 2016 – September 30th, 2016. The invitation was sent to applicants' primary email addresses which they have used when applying to the company. Due to system related limitations candidates working as part-time employees or in temporary roles in Ericsson Finland had applied as external candidates as well and were visible on this research. However, the final number of these candidates doesn't seem to be that large so they are also included in the survey results. The total number of candidates were 771.

The invitation was sent out through Webropol-tool as an email invitation together with the link to the survey. Activating the link directed respondents to participate in the research questionnaire that was created in Webropol-tool. Email invitation was explaining the purpose of this research and the importance of candidates' responses. The invitation was sent out on October 18th, 2016 and final day of participating the survey was November 6th, 2016. This response period of over two weeks was considered to be enough as the first round of results was received initially during the first 2 days after publishing the survey. After the first invitation email the number of responses was 77 out of 771 (response rate 9,99%). In the middle of the response time, a friendly reminder email together with link to the survey was sent out through Webropol-tool to those who hadn't yet send their responses. After the reminder message the final amount of responses was 125 out of 771 (response rate 16,21%) which can be considered quite good for this kind of a survey. So the n=125. The responses were uploaded into Excel -tool for further processing and analyzing. Table 1 summarizes the steps conducted in the quantitative survey research.

Table 1. Main steps of Quantitative research

Quantitative research	
Purpose	To gain the information and understanding to answer the research questions 1 and 2 of the thesis: 1) How is Ericsson Finland seen from the perspective of external female candidates? 2) How to strengthen the effectiveness of diversity strategy of Ericsson Finland from recruitment and employer brand perspectives?
Date	Action
7.10.2016 and 8.10.2016	Collect the names, contact details and the final number of external candidates who had applied externally open positions in Ericsson Finland between 1.4.2016 – 30.9.2016.
9.10.2016 – 16.10.2016	Invitation template was created and test emails were sent out to test the survey form. Final adjustments done to the survey template.
18.10.2016	Email invitations to participate in the survey were sent from Webropol to 771 external candidates who had applied to externally open positions in Ericsson Finland between 1.4.2016 – 30.9.2016.
24.10.2016	Amount of responses after the invitation was 71 (9,99% response rate).
25.10.2016	Email reminders sent to those via Webropol who hadn't yet responded.
6.11.2016	Final date to participate to the survey. Total number of respondents 125 (response rate 16,21%). 100 male responses and 25 female responses.
7.11.2016	Analysis of results started in Webropol and Excel.
31.12.2016	Analysis of the research ready and results taken to thesis for further processing.

In order to have a bit better understanding on the topics raised in the quantitative survey there was the need to discuss with some of the Hiring Managers in Ericsson Finland to have their viewpoints into the survey topics. The discussions were seen as very valuable source of information and this would give good viewpoints from people inside the organization comparing to viewpoints from people outside of the organization. So in parallel with the quantitative survey semi-structured discussions were conducted with those hiring managers who had recruited the highest number of candidates in Ericsson Finland between January 1st, 2016 to September 30th, 2016. The total number of interviewed Hiring Managers was seven. With this number of discussions, the similarities in answers started to occur and no new issues and viewpoints were coming under discussions hence there was no need for additional discussions. The discussions were digitally recorded and the key topics and answers were transcribed into excel for further analysis. The table 2 summarizes the main steps conducted in qualitative research.

Table 2. Main steps of Qualitative research

Qualitative research	
Purpose	To gain the information and understanding from internal perspective to answer the research questions 1 and 2 of the thesis. 1) How is Ericsson Finland seen from the perspective of external female candidates? 2) How to strengthen the effectiveness of diversity strategy of Ericsson Finland from recruitment and employer brand perspectives?
Date	Action
11.10.2016	9 Hiring Managers who had hired the highest number of candidates between 1.1.2016 – 30.9.2016 in Ericsson Finland identified.
12.10.2016	Outlook calendar invitations sent to 7 Hiring Managers in the first wave. In case additional information was needed additional invitations could have been sent later. This group of 7 Hiring Managers consisted of 4 males and 3 females where 6 were Finnish speaking and 1 was Swedish speaking. 6 of them were located in Jorvas, Kirkkonummi, whereas 1 of them was located in Oulu.
24.10.2016	Discussions were held with 4 male Hiring Managers face to face in Jorvas, Kirkkonummi. Meeting room Asiakas 1. Duration of discussions was 30-60 minutes per discussion.
25.10.2016	Discussions were held with 3 female Hiring Managers, 2 face to face in Jorvas, Kirkkonummi. Meeting room Asiakas 1 and 1 discussion via Skype. All the discussions took 30-60 minutes per discussion.
26.10.2017 and 27.10.2017	Recorded discussions were analyzed into key findings per areas and stored to excel template.
31.12.2016	Analysis of the research was ready and results transferred into thesis for further processing.

3.3.1 Survey questionnaire

In business studies descriptive surveys can be used to ascertain views and opinions of employees or another target group in an organization (Ghauri & Grønhaug, 2010, 120). In this thesis the descriptive survey has been used as a main source to gather the data. The order scale used in the multiple choice questions has been either four or five scale Likert scale which has been widely used in opinion statements. The usage of Likert scale enables the collection of respondents' opinions on the different statements due to the fact that going further away from the midpoint of scale either agreement or disagreement increases (Vilkkä, 2007, 46). According to Groves & al (2009, 5) the importance of Likert scale is that through single, streamlined question with a scaled set of answers could accomplish as much as with a lengthy series of complicated paired questions. Likert scale can also be compared to order scale where the attitudes and opinions are measured. Though there have been opinions both for and against of calculating mean values of Likert scale when opinions were measured, the mean values can be a good way of measuring the importance between different evaluated reasons (Taanila, 2016). The closed survey questions have been coded by using Likert scales either between 1 – 4 of 1 – 5, the highest value (5) being the most visible, most important or strongly agreed whereas as the lowest value (1) being the opposite of that. The importance of systematic coding of questions is

that the results can be classified and compared which impacts the validity of the research (Ghuri & Grønhaug, 2010, 151).

The survey questionnaire consisted of four background questions which were measuring:

- Gender
- Age Group
- Educational Degree
- Years of work experience

Through these background questions it was understood which kind of candidates were responding to this survey. As an example the seniority of the open roles is affecting to the years of work experience -answers as trainee related roles were targeting more junior candidates. The total number of actual survey questions were 24 which of four were background questions, 17 were multiple choice questions and 3 were open questions. From the responses mean values were calculated in order to understand the importance of different topics and rate the topics according their importance. Through this the differences and similarities between gender were able to detect. From the different criteria per every topic relative percentages were calculated because that helped to do the evaluations of responses between genders. Reason for this was that male respondents were numerically much larger group compared to female respondents. The questionnaire areas per questions are shown in table 3 and the original survey questionnaire is as an appendix 1 at the end of this thesis.

Table 3. Overview of Quantitative Survey questionnaire areas per questions

Questions #	Topic
1-4	Background questions
5-6	Main reasons to choose potential employer / Ericsson Finland
7-8	Channels used / preferred to use to find information on Ericsson Finland
9-10	Channels used / preferred to use to find information on open positions at Ericsson Finland
11-15	Job adds / Company website / Facebook page / LinkedIn page / Twitter page is appealing
16	Importance of Gender Diversity when choosing an employer
17	Familiarity with Ericsson's D&I approach
18	Which channels were used to find info on Gender Diversity at Ericsson Finland. Rate the channels used
19	Which channels would prefer to use to find the info on Gender Diversity information of Ericsson Finland
20	Ericsson Finland's visibility around gender diversity
21	How appealing Ericsson Finland is
22	What Ericsson Finland should start doing to increase the visibility around gender diversity
23	What Ericsson Finland should stop doing to increase the visibility around gender diversity
24	What Ericsson Finland should continue doing to increase the visibility around gender diversity

The response times to the survey were between 7 – 45 minutes per candidate whereas the actual estimated answer times for the survey were between 30 - 45 minutes depending on candidates. The questions were the same for everyone participating in the survey. The questions 1 - 4, 11 - 17 and 20 - 24 were mandatory and questions 5 – 10 and 18 – 19 were optional due to the fact that this would increase the amount of responses.

3.3.2 Qualitative research

According to Ghauri & Grønhaug (2014, 105 – 106, 125) interviews are one of the most common qualitative method for data collection. Interviews demand real interaction between respondent and the researcher and those have been considered one of the best data collection methods as well. Semi-structured interviews require quite good skills from the interviewer as the information obtained is often personal, attitudinal and value-laden. In-depth interviews are a good tool to gain more accurate picture or respondents' behav-

our. This is also supported by the views of Hirsjärvi & al (2007, 200 – 201) as they emphasize the importance of interviews and discussions being able to bring out the following aspects:

- Emphasizing individuals as subjects being able to bring out meanings freely
- The uncharted area is present in the questions as the answers cannot be known in advance
- Interviewer is able to analyse the interviewee thoroughly through his / her expressions and discussion
- Complex answers are possible
- Received answers through another channels can be clarified in the interviews
- Possibility to deepen the knowledge and ask for arguments
- Possibility to study sensitive topics

Semi-structured discussions were conducted in parallel with the survey while the survey questionnaire was open online. The reason for this was to collect the answers and thoughts from Hiring Managers from the inside of the organization to be able to reflect the important points from both studies. Those Hiring Managers who had hired numerically largest number of hires to Ericsson Finland between January 1st, 2016 – September 30th, 2016 were identified as a target group for the discussions. Due to relatively low recruitment numbers the number of hires differed between 1 hire to 4 hires per Hiring Manager. However, these Hiring Managers have been working relatively long in the company and thus have a good visibility over the company culture and ways of working in Ericsson Finland. Discussion invitations for the target group of seven Hiring Managers were sent out through outlook on October 12th, 2016. Vilkkä (2015, 97 - 98) states that the sample size in qualitative research methods isn't important however the quality of the interviews is the thing that really matters. In order to define to correct amount of cases within study research a saturation point can be introduced. This would mean a certain point where the basic logic of research material starts to repeat itself so additional interview material didn't add anything new on the study problem.

When analysing the discussion results Metsämuuronen (2006, 122) calls out the importance to abstract the interview material so that the conclusions can be separated from certain individuals and events and taken to conceptual and theoretical level. Before the actual analysis the material will be transcribed or those parts of the material will be transcribed which are important in the reporting. Ghauri & Grønhaug (2010, 199 – 200) are dividing the data procedures into data reduction where the selected data needs to be simplified, abstracted and transformed. The purpose is to create categories and identify themes

and patterns arising from the interview data. After that data will be displayed in a way that permits drawing conclusions. Vilkkä (2015, 89 - 105) calls out the importance to understand how detailed transcription is needed. Partial transcription can be done following the major themes of the study and the actual objectives of the study are defining the depth of accuracy for transcription. In the content analysis the purpose is to find certain logic from the research material and results that could be simplified in order to crystalize the findings and to leave out the irrelevant data. This requires grouping of research material and results by the subject topics or study problems / research questions depending what is relevant for the particular study.

The discussions were conducted between October 24th, 2016 – October 25th, 2016. Time used per discussion was between 30 - 60 minutes and Hiring Managers were very pleased to participate and also eager to proceed with this effort. The discussions were digitally recorded and responses transferred to Excel -tool for further processing. From the responses the similar topics were collated together and taken to the thesis to be able to match them with survey results. The discussion areas are shown in table 4 and the original question template is as an appendix 2 at the end of this thesis.

Table 4. Overview of qualitative discussion areas

Discussion areas#	Topic
1 – 4	Background questions
5	What do you think are the main reasons when choosing a potential employer?
6	How familiar are you with Ericsson Finland's Employer Value Proposition (EVP)?
7	What is your view towards Ericsson Finland's channels for external visibility in order to find talents?
8	What is your view towards Ericsson Finland's channels for strengthening Employer Branding?
9	What is your view towards Diversity & Inclusion (D&I) activities in Ericsson Finland and especially towards Gender diversity topic?
10	How do you live & act in your work to fulfil gender diversity targets to find balance between male & female candidates?
11	What should Ericsson continue to do in terms of gender diversity?
12	What should Ericsson start to do in terms of gender diversity?
13	What should Ericsson Finland stop to do in terms of gender diversity?
14	What is your view towards Ericsson Finland's channels to increase awareness around gender diversity actions amongst external candidates? Possible channels: Company web page, LinkedIn page, Facebook page, Twitter page, other media channels, job ads and school group activities?
15	How appealing do you find Ericsson Finland for female / male candidates?
19	Anything else around Diversity? Free comments.

4 Results

In this chapter the purpose is to go through the reliability and validity of both quantitative and qualitative research of the thesis. After that the results from the survey questionnaire and from the semi-structured discussions will be shared by starting from the survey.

Firstly, the purpose is to go through the different criteria of questions and after that open up the results question by question from quantitative survey so that open ended results follow. Finally, at the end of this chapter the purpose is to open up the results from semi-structured discussions.

4.1 Validity and reliability

Reliability of the research means that results of the measurements are repeatable and this way ruling out the non-coincidental results. One way to test the reliability is that if two assessors are reaching the same end results the research can be considered as reliable (Hirsjärvi & al., 2007, 226 - 228). According to Groves & al (2009, 281 – 283) reliability refers to consistency of used measurements either across the occasions or items which are designed to measure the same construct. This can be confirmed via using multiple indicators where all the questions are indicators of the same construct. Saunders, Lewis & Thornhill (2016, 202 – 204) separate internal reliability and external reliability. Internal reliability is seen as a way to ensure the consistency during research project, through promoting stability when coding, analysing and interpreting the data, whereas external reliability refers to whether the data collection techniques and analytic analysis would produce consistent findings if they were repeated by another researcher on a different occasion.

Validity of the research means that the research methods are measuring exactly what they were supposed to measure. An example of validity can be that for the quantitative survey questionnaire the questions should be understood similarly by all the respondents. If the researcher handles the results according her of his way of thinking but respondents have understood the questions differently, research and end results cannot be considered as valid. The purpose is to try to avoid making mistakes in analysing the data (Hirsjärvi & al., 2007, 226 - 228). According to Saunders & al (2016, 202 – 204) validity of qualitative semi-structured discussions can be ensured by using enough clarifying questions, probing meanings and exploring responses from variety of angles. Validity of the research refers to appropriateness of the used measures, accuracy level of the analysis from the results and generalisation of the key findings where the following key questions can be asked:

1. Do the measures being used in the research to assess the actual phenomenon being studied, measure what they were intended to measure? – Measurement validity
2. Is the analysis of the results being advanced accurate? – Internal validity
3. What do the research findings represent? Does the claim about the generalizability of the results stand up? – External validity

Validity in qualitative research is a bit challenging concept because the researcher has always his / her own way of interpreting the results as every researcher has their own ways to interpret the phenomenon at hand. In order to evaluate the qualitative surveys, the most important criteria should be that researcher describes as clearly as possible the methods and ways he / she has followed in his / her research (Kananen, 2009, 95; Hirsjärvi & al., 2007, 226 - 228).

To analyse whether this research has been conducted correctly from the validity and reliability perspectives that can be done through the above three questions around validity and internal and external reliability model described by Saunders & al (2016, 202 – 204).

Measurement validity has been assured by using rigorous ways of collecting the data from both survey and discussions by using similar approach to all of the responses and interviews. Internal validity has been ensured by creating different questions around same topics in order to tackle the research questions of this thesis. The answers and results received have helped to gain overall picture on the current situation and in turn helping to answer the research questions and help to solve the research problem. The external validity has been ensured by making sure the research findings can be generalized to the whole population through systematic study approach. From the internal reliability perspective, the consistency of the process has been ensured by using similar ways of working throughout the research project and similar coding for the data in order to make sure the analysis and interpretations of the data are done by using similar codes. The external reliability has been ensured by making sure that the written theories around methodological ways of working have been followed and results have been opened ensuring transparency. More information on the activities ensuring the validity and reliability are described in chapters 4.1.1 and 4.1.2.

4.1.1 Validity and reliability of quantitative survey

In order to ensure the validity of the quantitative survey research the correct research method has been chosen to collect the information from the large population of respondents. Quantitative survey was the correct way to do that ensuring that every respondent received the same questionnaires and had similar amount of time to reply to the questionnaire. Importance and purpose of the survey was explained in the invitation. The reminder to reply to the survey was sent collectively to the respondents who hadn't yet responded in the middle of the survey response time. The final number of respondents were 125 which makes the population large enough for this method to be used.

The survey questions were made as simple as possible so that all the respondents should be able to understand the questions as similarly as possible. The survey questions were supposed to collect the relevant information so that as thorough picture as possible was being able to be created. The challenge however was that everyone is looking things from their own perspective hence their understanding for the questions might differ. This is seen in some of the answers where respondents were able to choose "Other – pls specify" -field and give their open question answers. Most of the times when respondents chose "Other – pls specify" they replied n/a which indicates that they hadn't really understood the questions properly. Another point that could affect the validity was the fact that as most of the respondents were rejected as candidates from the recruitment process their responses might have been too critical and therefore affecting respondents' own judgement on things asked in the survey. This was seen on some individuals' free comments. However, a systematic impact of this to the results in larger amounts weren't visible as there were both positive and critical answers. Another possible thing that could have affected the process was that if candidates had changed their email addresses which could had led to the fact they wouldn't have received the survey invitation in first place. Candidates were also globally from different countries so there could be also some kind of culture related differences how people tend to reply to surveys and understand the meaning of gender diversity as well. However, the target group being so large the number of responses was adequate for analysing the results. Also no other specific factors came through the responses that could have affected reliability or validity of the quantitative survey.

Survey invitations were sent out to respondents' emails they have informed to be their primary contact emails and survey answers were collected through Webropol-tool to be uploaded into Excel-tool for further analysis in order to make sure the analysis included all

the responses and all the responses were handled similar ways. Through the received answers research questions were able to be answered in order to help to solve the research problem so from this perspective the validity was met.

When it comes to the reliability of the quantitative research survey the aspect that could have affected the reliability was the number of responses and in this case the quite low number of female responses. However, as the overall number of responses was quite high (125) and number of female responses were 25 the results can be considered valuable in order to share the light of the current situation. If there was longer response period, that might have helped to increase the number of female responses and overall responses as well. Also reducing the number of questions might have increased the number of responses as shorter surveys require usually less time from the respondents. However, the questions included were considered important for the survey and hence left to the structure. The ratio between female and male responses (25 out of 125), 20 % of female responses reflects the average number of external female candidates applying to open positions in Ericsson Finland.

4.1.2 Validity and reliability of qualitative survey

The basic need for the qualitative survey was to gain knowledge from inside of Ericsson Finland to the same topics as in the survey research in order to see do the similar things resonate internally from the Hiring Managers and externally from the candidates. Semi-structured discussions were organized to collect that data. The Hiring Managers chosen for the survey were collected so that the persons who had hired most of external candidates during the year of 2016 in Ericsson Finland at that point were chosen to participate in the discussions. Primarily the number was nine Hiring Managers, however the final number of interviewed were seven as that was seen enough because no new topics was coming through the discussions.

Six of the Hiring Managers were located in Jorvas, Finland and one Hiring Manager was located in Oulu, Finland. With the ones in Jorvas the face to face meetings were organized and with the one Hiring Manager in Oulu, a skype call was organized. However, the physical meetings were natural for this purpose as it was easier to find the right balance to ask questions and to discuss. Over the phone the conversation wasn't that smooth due to risk to interrupt and being interrupted, however all the topics were gone through. Four of the Hiring Managers were males and three were females while six of Hiring Managers were Finnish speakers and one Hiring Manager was from Sweden. With six Hiring Manag-

ers Finnish was used and with one Hiring Manager English was used. This ratio of different backgrounds ensured the basis for different viewpoints. The questions and topics asked in the discussions were similar for all of the Hiring Managers and concentrating the same topics than in the survey research which also helped to get more insight from inside the organization to the research problem and research questions. The invitations for the discussions were sent out on the same day October 12th, 2016 and the discussions were held on October 24th, 2016 and October 25th, 2016 so the timeframe to prepare for the discussions was the same for all. All the invited persons accepted the invitations and the discussions took between 30 - 60 minutes per person depending the speed of the conversation. All the discussion material was digitally recorded and analysed into Excel based per questions and on the major findings arising from the interviews. As all the topics were managed to be covered in the discussions thoroughly and the results were matching and reflecting with the topics arising from the survey research, the method and analysis can be considered valid and reliable.

4.2 Survey questionnaire

The survey questionnaire consisted of 24 questions of which questions 1 - 4 were background questions, questions 5 - 21 multiple choice questions and questions 22 - 24 open questions. The background questions were mandatory where respondents were able to give only one answer per question. Questions 5 - 10 and 18 - 19 were voluntary, multiple choice matrix questions where respondents were asked to rate the relevance of different communication channels and their importance between the following criteria:

- Not at all important
- Not so important
- Important
- Very important
- Not applicable / Don't know

From the responses mean values were calculated in order to understand the ranking of different topics per gender. The higher the mean value the more important and valuable topic to respondents. The relative percentage levels on respondents' deviations per different criteria were also calculated in order to understand the relative differences per gender. Thus number of female participants was significantly lower compared to male participants the percentage levels are showing the relative responses and making it easier to make comparisons between genders. The reason not to keep all the questions mandatory was

that it could limit the total responses due to survey being quite long. However, the amount of responses has been on a quite good level throughout the survey.

The questions 11 - 16 were mandatory questions where respondents were asked to evaluate certain given propositions with the following criteria:

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

From the responses the relative percentage levels for both genders were calculated to have an understanding on the propositions and compare the results between genders.

Question 17 was a mandatory question where respondents were asked to evaluate certain propositions with the following criteria:

- Not familiar
- Slightly familiar
- Familiar
- Very familiar

From the responses the relative percentage levels per gender were calculated to have an understanding on the propositions and compare the results between genders.

Question 20 was a mandatory question where respondents were asked to evaluate certain propositions with the following criteria:

- Not visible
- Very little visible
- Visible
- Strongly visible
- Not applicable

From the responses the relative percentage levels per gender were calculated to have an understanding on the propositions and compare the results between genders.

Question 21 was a mandatory question where respondents were asked to evaluate certain propositions with the following criteria:

- Not appealing at all
- Slightly appealing
- Appealing
- Very appealing
- Not applicable

From the responses the relative percentage levels per gender were calculated to have an understanding on the propositions and compare the results between genders.

Questions 22 – 24 were voluntary open ended questions where respondents were asked to give written suggestions and additional comments.

4.2.1 Background questions

There were 125 final responses to the survey questionnaire out of 771 invitations. Final response rate was 16,21 % which can be considered moderate. Due to the target group being large and total number of responses 125 the sample size is large enough in order to say it represents statistically the whole group and conclusions can be drawn based on results. Out of 125 responses, 100 responses were from males and 25 from females so 80 % of the responses were from males and 20 % from females. The results are visible in figure 15.

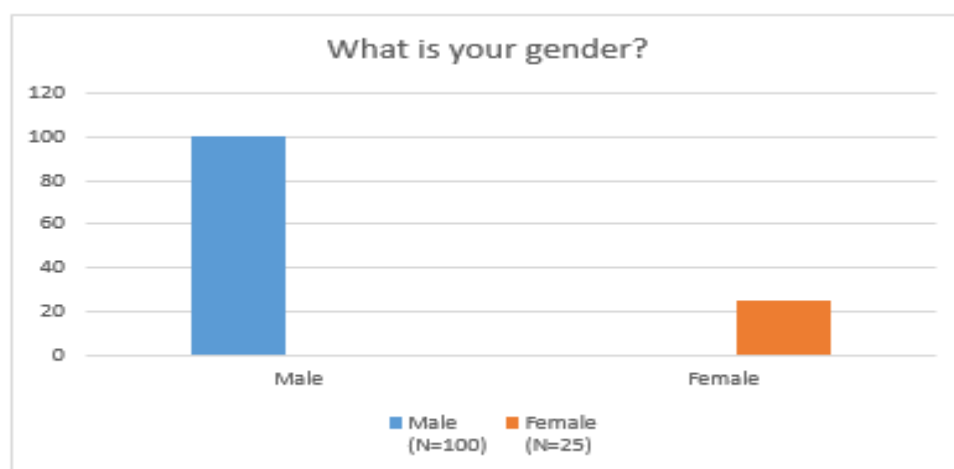


Figure 15. Gender of respondents

Majority of the responses were from candidates within age group of 18 - 30 years, where females were clear majority on the relative percentage levels compared to males. Relative female representation was also higher in the age group 41 - 50 years compared to males. Male responses were divided quite equally between 18 - 30 years' and 31 - 40 years' age groups. The reason for 18 - 30 years' age group being represented so heavily is most likely due to different externally open trainee positions during and before summer 2016 when recent graduates and candidates with not so much work experience were applying. The overall number of male respondents is significantly larger which is reflecting the original challenge that Ericsson Finland hasn't had enough female candidates applying to open positions. The results are visible in figure 16.

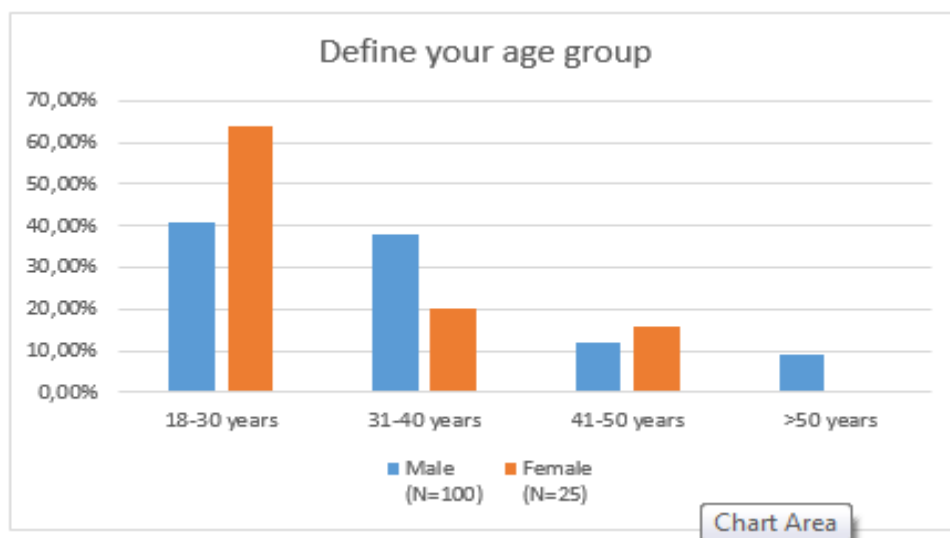


Figure 16. Age groups of respondents

The largest educational level of the candidates was clearly Master's Degree both with females and males. With this level female representation (64 %) was even higher than male representation (50 %). Second largest educational level was Bachelor's Degree with both males and females following Doctoral Degree on third. The results are visible in figure 17.

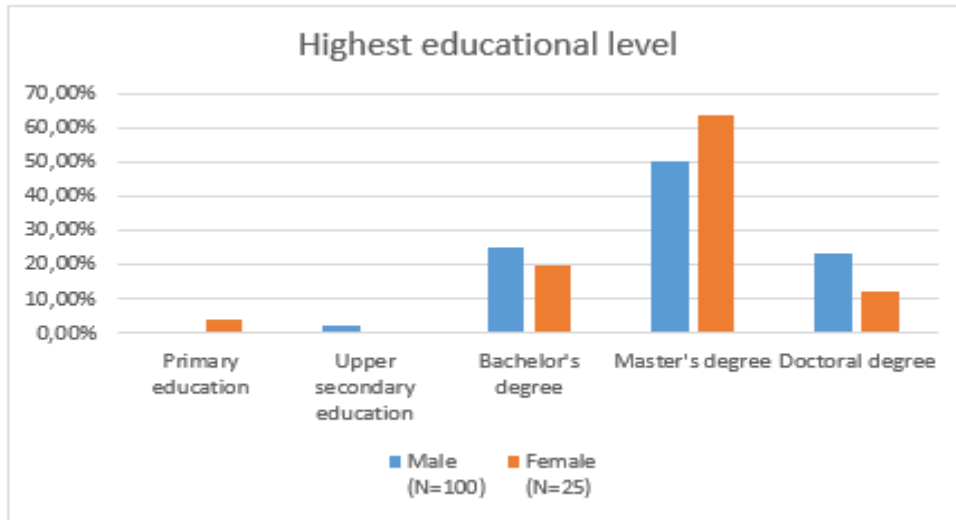


Figure 17. Highest educational level of respondents

The years of work experience divided more equally and there seems to be quite good mix of applicants with different levels of experience. The largest group was 1 - 5 years of work experience, where male respondents were 33 % and female respondents a bit lower on 32 %. However, females were relatively overrepresented in categories less than 1 year and 6 - 10 years, compared to males. Males were quite significantly relatively overrepresented in the very experienced group with employees over 10 years of experience. From the results it seems that females with different amount of work experience are quite equally interested in applying to Ericsson Finland. The only difference are the females with over 10 years of work experience, who can be considered as very senior, compared to males in that group. The results are visible in figure 18.

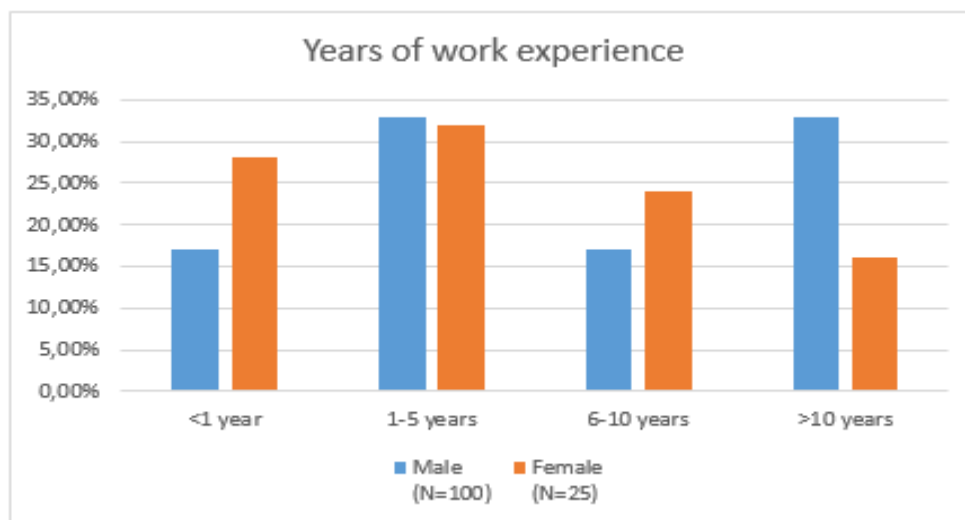


Figure 18. Years of work experience of respondents

4.2.2 Reasons to choose potential employer

This question was concentrating on the main reasons when choosing a potential employer. Candidates were asked to choose and rate different topics from a multiple choice list and rate the topics by using the following criteria: Not at all important, Not so important, Important and Very important. Respondents were also able to choose Don't know / Not applicable in case the topics weren't relevant to them. The different criteria were coded and evaluated as follows: Not at all important = 1, Not so important = 2, Important = 3 and Very important = 4. Don't know / Not applicable answers were left out of this rating.

From the female perspective the five most important topics when choosing a potential employer were: Future career possibilities, Interesting work tasks, Work-life balance, Fair treatment of employees and Reputation of the company. From the male perspective the five most important topics when choosing a potential employer were: Interesting work tasks, Overall atmosphere and working environment, Future career possibilities, Fair treatment of employees and Company values. There were 17 respondents (13 males and 4 females) who chose "something else (pls. specify)". The male responses from this group brought out the following additional reasons: general flexibility, anti-discrimination, possibility for growing and quality of work, however there were numerically only one or two responses per topic stated here.

The female responses from this group brought out the following additional reasons: no jealous competition between colleagues. All the other responses were n/a. As the valid responses from both genders were very limited it is challenging to make any bigger conclusions based on their responses.

Overall it seems that when considering new employer, the results for both genders have the same features as career advancements are high on the list. However, females tend to put more emphasis on the topics such as Work-life balance and overall Company reputation whereas males tend to appreciate Overall atmosphere and working environment and Company values more than females. The results are visible in figure 19.

Main reasons when choosing a potential employer



Figure 19. Main reasons and the mean values when choosing potential employer

In the table 5 are the chosen topics as main reasons when potential employer is being considered. Results are organized by highest mean value to lowest mean value evaluated by females.

Table 5. Average values on main reasons when choosing a potential employer

What are the main reasons when choosing a potential employer	M	F
Future career possibilities	3,61	3,67
Interesting work tasks	3,66	3,59
Work-Life Balance	3,42	3,52
Fair treatment of employees	3,52	3,50
Reputation of the company	3,35	3,46
Overall atmosphere and working environment	3,63	3,35
Clear vision and strategy	3,43	3,33
Company values	3,44	3,29
Compensation & benefits	3,29	3,24
Professional colleagues	3,43	3,22
Position/Title	3,08	3,08
Clear diversity and inclusion strategy of the company	3,17	3,04
Location of the employer	2,76	3,04
Corporate Social Responsibility	3,00	3,00
Overall average	3,34	3,31

When analyzing the results what kind of topics candidates appreciated in general when they choose the employer the location of the employer was one of the least important compared to other topics. On the list this topic was 14/14 important for males and 13/14 important for females. However, in overall females are finding the location in overall more important than males do so it could reflect the fact that females are prone to take care of

the family and finding it important that employer is located quite close to their homes. Over 50 % of females find this as important criteria compared to a bit below 40 % of males. The results are visible in figure 20.

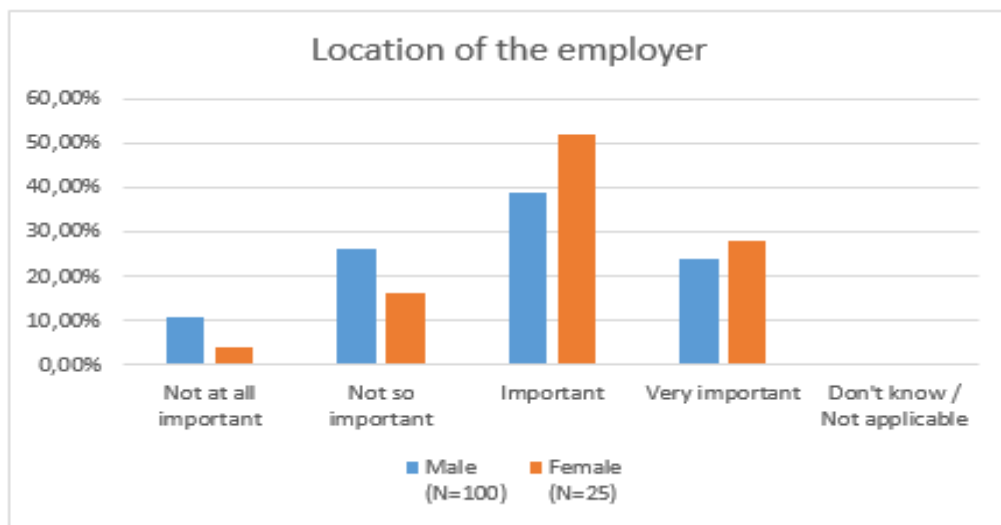


Figure 20. Location of the employer

Compensation and benefits was seen as quite equally important topic for both genders. However, majority of both genders find this topic to be either important or very important. Compared to other topics this was 10/14 important for males and 9/14 important for females. The results are visible in figure 21.

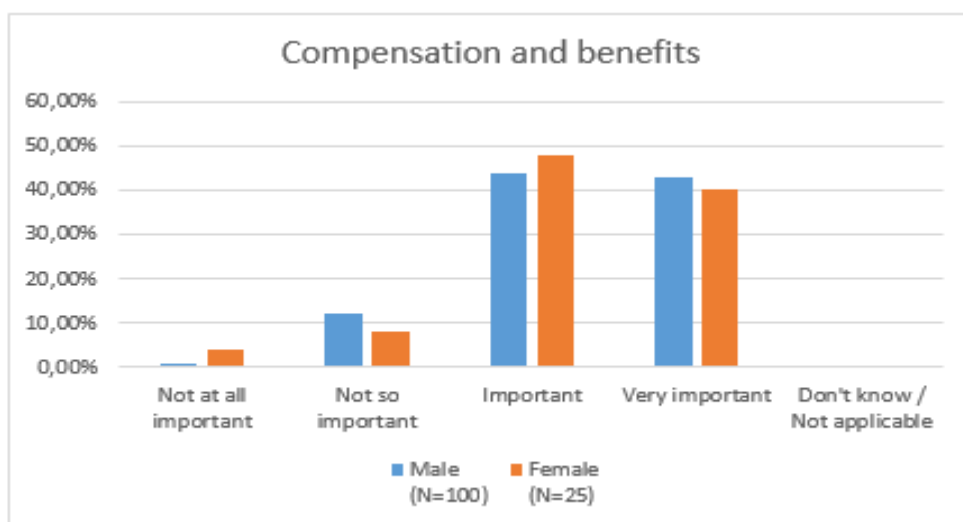


Figure 21. Compensation and benefits

Position and title seems to be also quite equally important topic for both genders. For females over 50 % of the answers were concerning this to be important compared to a bit below 50 % of males. Compared to other topics for males this was 12/14 important and for females 11/14 important. The results are visible in figure 22.

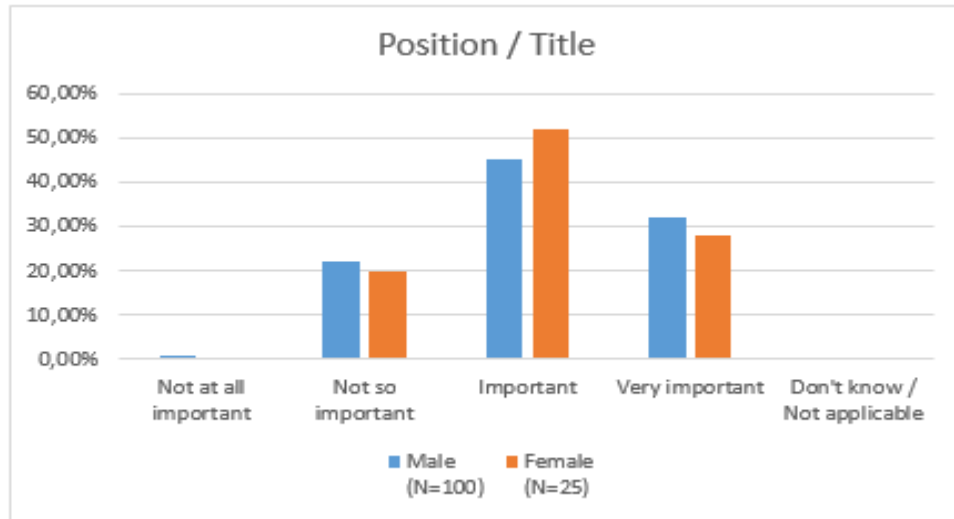


Figure 22. Position / Title

Company values were slightly more important to males than to females. 50 % of males rated this topic as very important compared to a bit below 50 % of females. Compared to other topics for males this was 5/14 important and for females 8/14 important. The results are visible in figure 23.

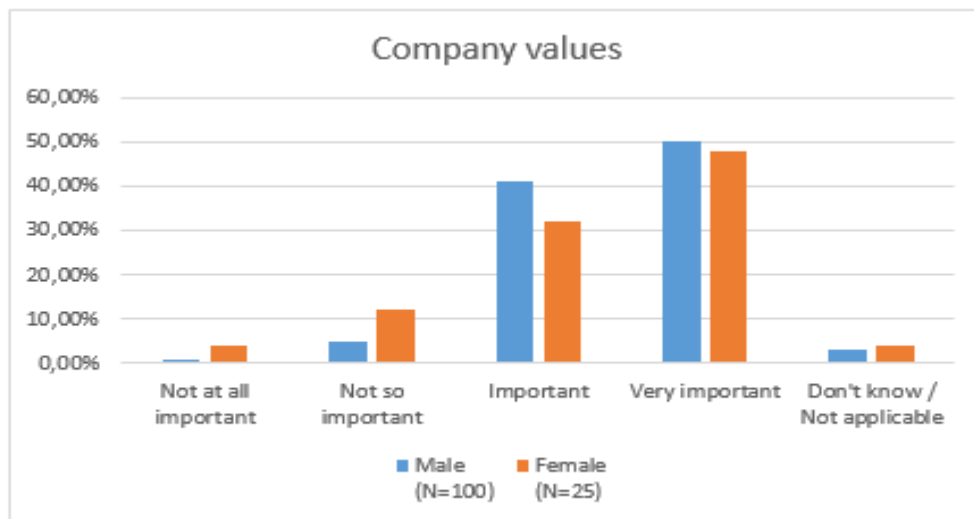


Figure 23. Company values

Future career possibilities were slightly more important for females compared to males. From the females 68 % of respondents valued this topic to be very important compared to 66 % of males. Compared to other topics both genders valued this topic as very important. Males rated this topic being 3/14 important and females 1/14 important. The reason for high importance could be that individuals who have applied to Ericsson Finland are already seeing their future career path as a very important aspect. The results are visible in figure 24.

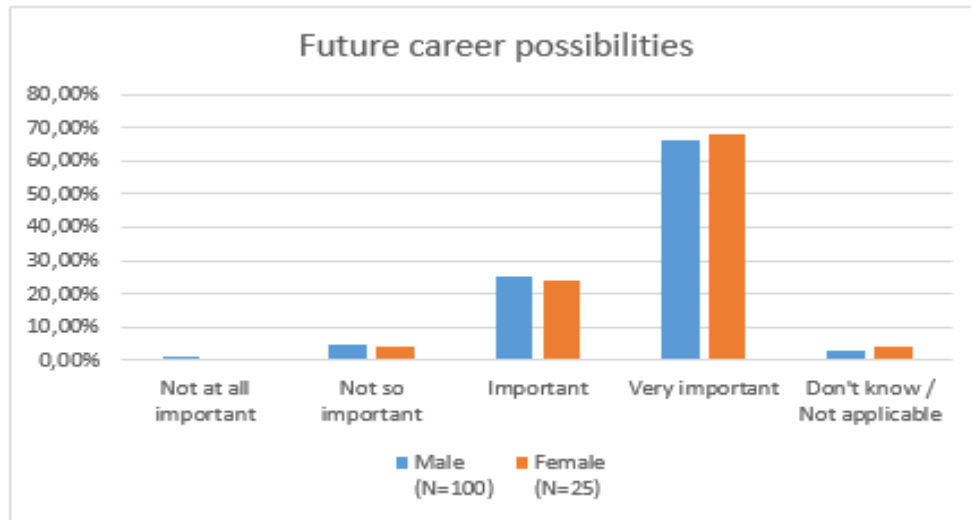


Figure 24. Future career possibilities

Reputation of the company seems to be more important to females than to males. The reason for this could be that females are more prone searching for security and believe that company with good reputation could provide them that. 56 % of females evaluated this topic as very important compared to 43 % of males. Compared to other topics for males this was 9/14 important and for females 5/14 important. The results are visible in figure 25.

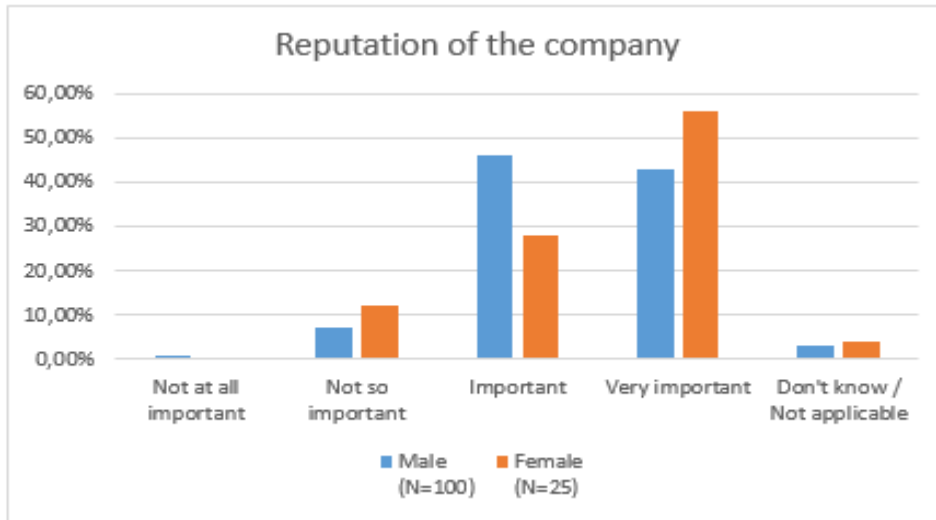


Figure 25. Reputation of the company

Clear vision and strategy was slightly more important to males than to females. 50 % of males evaluated this topic as very important compared to 48 % of females. Compared to other topics males evaluated this topic to be 6/14 important and females 7/14 important. The results are visible in figure 26.

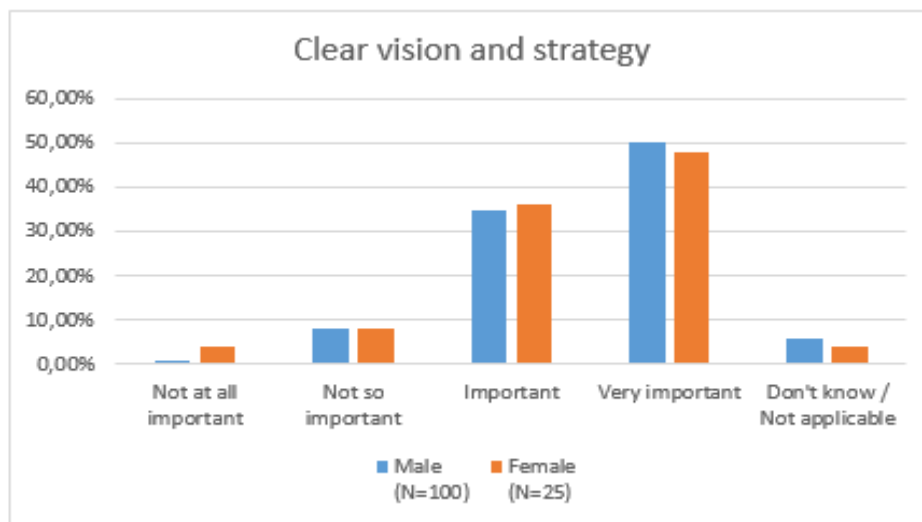


Figure 26. Clear vision and strategy

Interesting work tasks were evaluated slightly more important to males than to females. In overall 66 % of males evaluated this topic as very important compared to 52 % of females.

Compared to other topics this topic was the most important for males (1/14) and second important for females (2/14). The results are visible in figure 27.

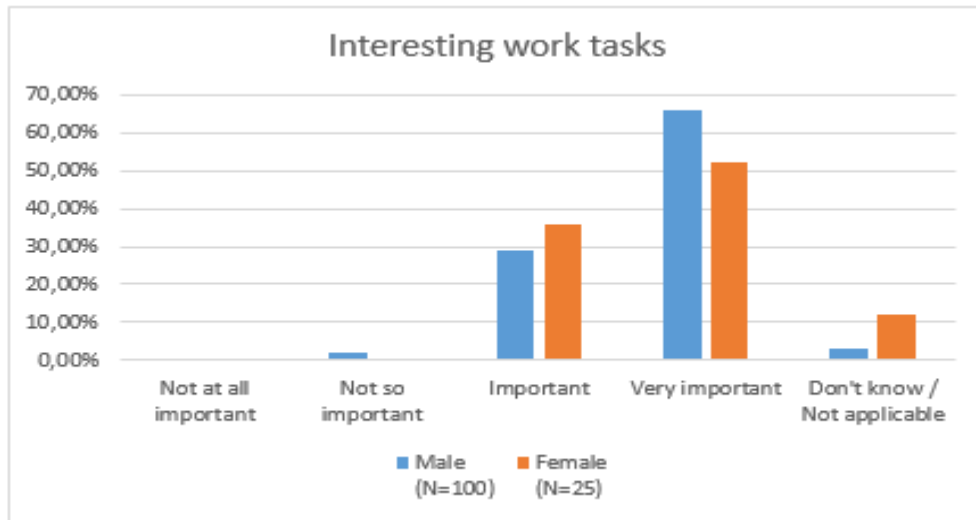


Figure 27. Interesting work tasks

Professional colleagues were more important to male respondents compared to female respondents. 48 % of males evaluated this as very important topic compared to 28 % of females. Compared to other topics males evaluated this as 7/14 important and females 10/14 important. The results are visible in figure 28.

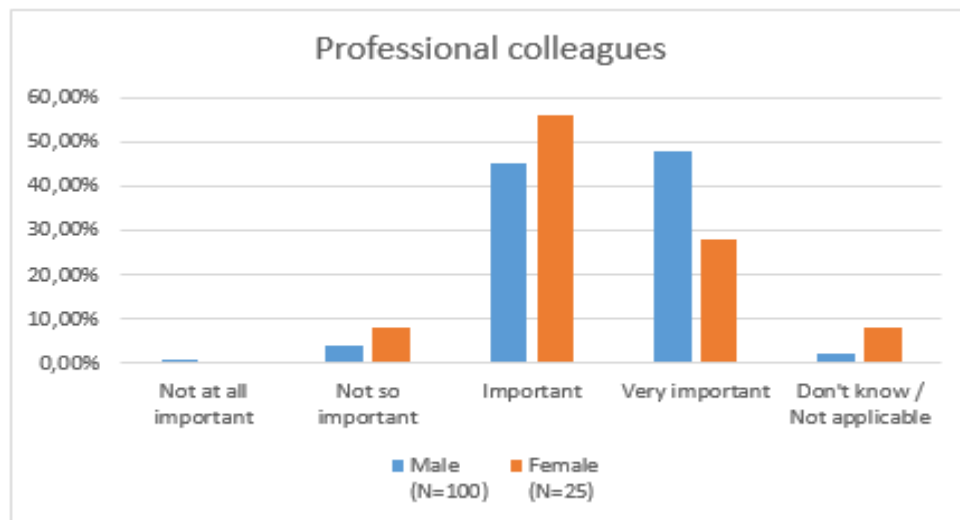


Figure 28. Professional colleagues

Overall atmosphere and working environment was seen more important topic to males than to females. 62 % of males evaluated this topic as very important compared to 36 %

of females. Compared to other topics males evaluated this to be 2/14 important and females 6/14 important. The results are visible in figure 29.

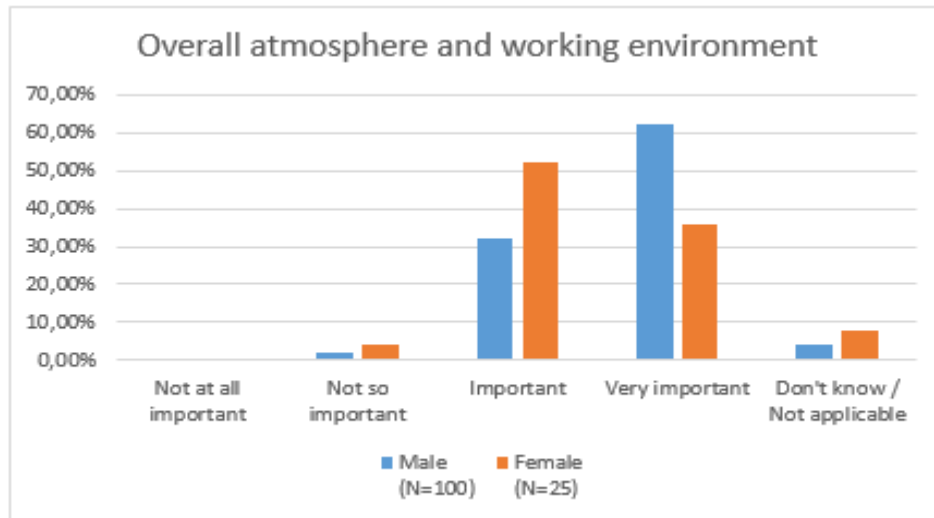


Figure 29. Overall atmosphere and working environment

Work-Life balance was seen more important to females than to males. 56 % of female respondents were evaluating this topic as very important compared to 52 % of males. Compared to other topics males evaluated this to be 8/14 important and females 3/14 important. The results are visible in figure 30.

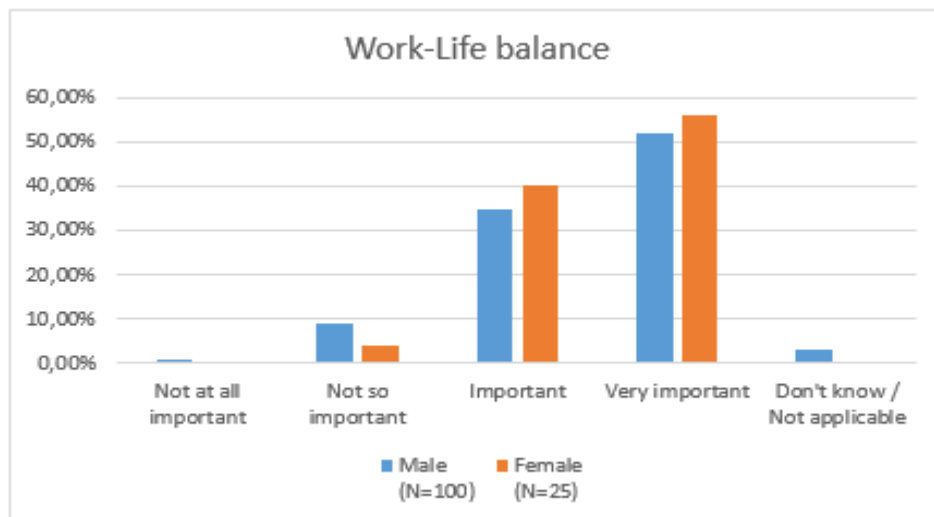


Figure 30. Work-Life balance

Corporate Social Responsibility was quite equally important to both genders. 52 % of males and 44 % of females were evaluating this topic as important. Compared to other

topics, this was quite low on the list as males evaluated this as 13/14 important and females 14/14 important. The results are visible in figure 31.

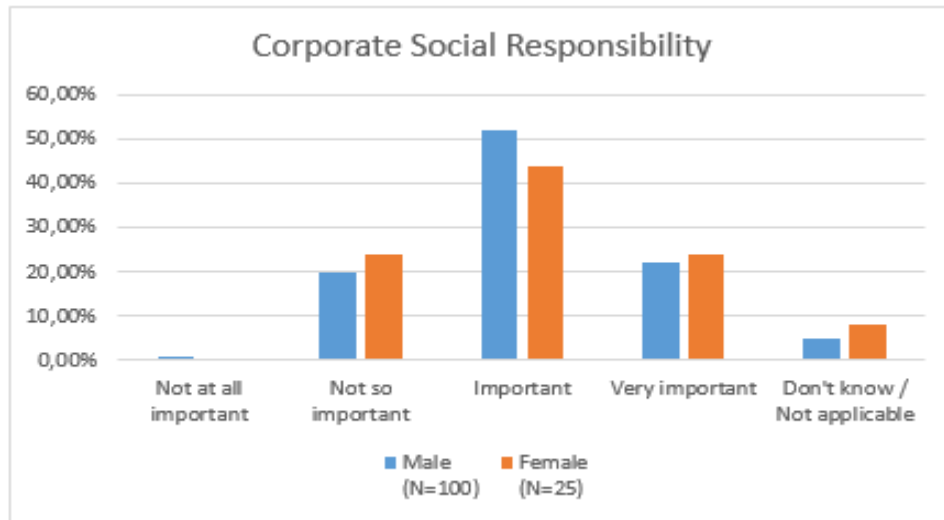


Figure 31. Corporate Social Responsibility

Fair treatment was equally important for both genders. 55 % of males and 52 % of females evaluated this topic being very important. Compared to other topics for males this was 4/14 important and for females 4/14 important. The results are visible in figure 32.



Figure 32. Fair treatment of employees

Clear Diversity & Inclusion strategy seems to be a bit more important for males than to females. 46 % of males and 40 % of females evaluated this topic as important. Compared to

other topics this was 11/14 important for males and 12/14 important for females. The results are visible in figure 33.

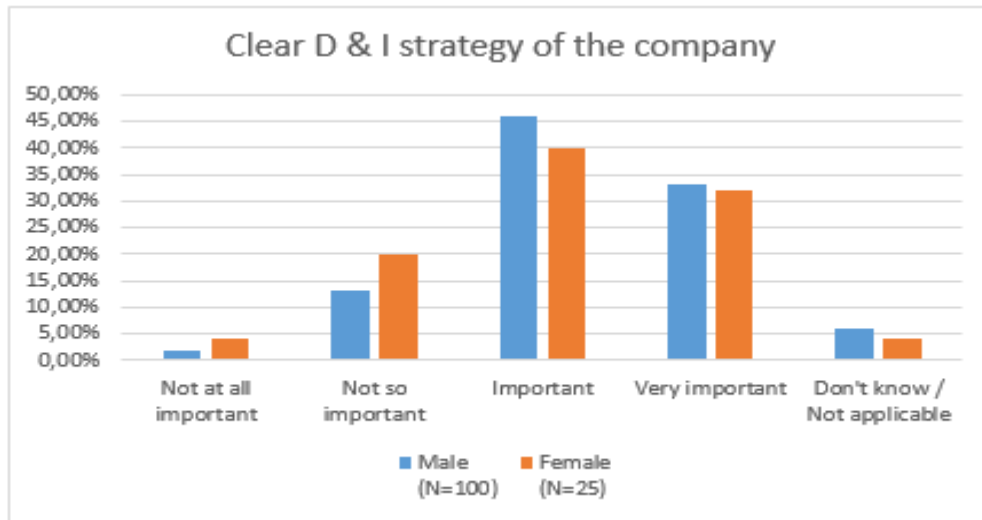


Figure 33. Clear D & I strategy of the company

4.2.3 Reasons to choose Ericsson Finland as a potential employer

When analyzing the topics that candidates appreciated when choosing specifically Ericsson Finland as their potential employer the list of topics are opened in this chapter. From the female perspective the five most important topics why to choose Ericsson Finland were: Interesting work tasks, Overall atmosphere and working environment, Future career possibilities, Work-life balance and Reputation of the company. From the male perspective the five most important topics why to choose Ericsson Finland were: Interesting work tasks, Future career possibilities, Reputation of the company, Overall atmosphere and working environment and Professional colleagues. Comparing the overall reasons to choose a potential employer versus the reasons to choose Ericsson Finland as an employer, the mean values seem to be lower when respondents evaluated to choose Ericsson Finland. There is a decrease in the mean values in results with both genders: females down from 3,31 -> 2,95 and males down from 3,34 -> 3,06. With females the only topic that respondents evaluated higher (higher mean value) when they chose Ericsson Finland was "Overall atmosphere and working environment". All the other mean values were lower. With males the topics that respondents evaluated being higher when they chose Ericsson Finland were: Reputation of the company and Corporate social responsibility. Location of the employer was at par on both. Males had overall mean values higher in both

questions compared to females (Reasons to choose an employer / Reasons to choose Ericsson Finland), however the difference for males was a bit higher when Ericsson Finland was being considered. The results are visible in figure 34.

The reasons for the results could be that females who have applied to Ericsson Finland are still lacking basic information on the company compared to males. Another explanation could be that those females applying to company are willing to be flexible in their criteria once they've made the decision to apply to Ericsson Finland even more than males do, hence the reason to the given lower values. Overall the results for both gender were quite similar. Both genders appreciated work tasks offered with future possibilities as well. Only difference was that females appreciated Work-life balance more compared to males whereas males appreciated Professional colleagues more than females. There were 16 respondents (12 males and 4 females) who chose "something else (pls. specify)". The male responses from this group brought out the following additional reasons: making a difference and personal growing. The rest of the answers from males and females were n/a with no additional comments. As the number of responses was very limited it is challenging to make any bigger conclusions based on the responses.



Figure 34. Main reasons to choose Ericsson Finland

In the table 6 are the mean values for the main reasons why respondents have chosen Ericsson Finland. Results have been organized by highest to lowest mean value by female responses.

Table 6. Mean values for main reason when choosing Ericsson Finland

What were the main reasons when choosing Ericsson	M	F
Interesting work tasks	3,58	3,52
Overall atmosphere and working environment	3,39	3,41
Future career possibilities	3,53	3,3
Work-Life Balance	3,28	3,29
Reputation of the company	3,51	3,27
Fair treatment of employees	3,37	3,26
Professional colleagues	3,39	3,18
Clear vision and strategy	3,35	3,17
Company values	3,35	3,08
Position/Title	3,05	3,04
Clear diversity and inclusion strategy of the company	3,14	3
Compensation & benefits	3,11	3
Location of the employer	2,76	2,88
Corporate Social Responsibility	3,05	2,85
Overall average	3,06	2,95

When respondents were asked directly how appealing they still find Ericsson Finland as a potential employer the answers were split up as shown in figure 35 where 61 % of male respondents were considering Ericsson Finland as very appealing compared to 44 % of female respondents. As the majority of these candidates weren't hired at the moment the survey was conducted, Ericsson seems to be holding its attractiveness to candidates quite well. The results are visible in figure 35.

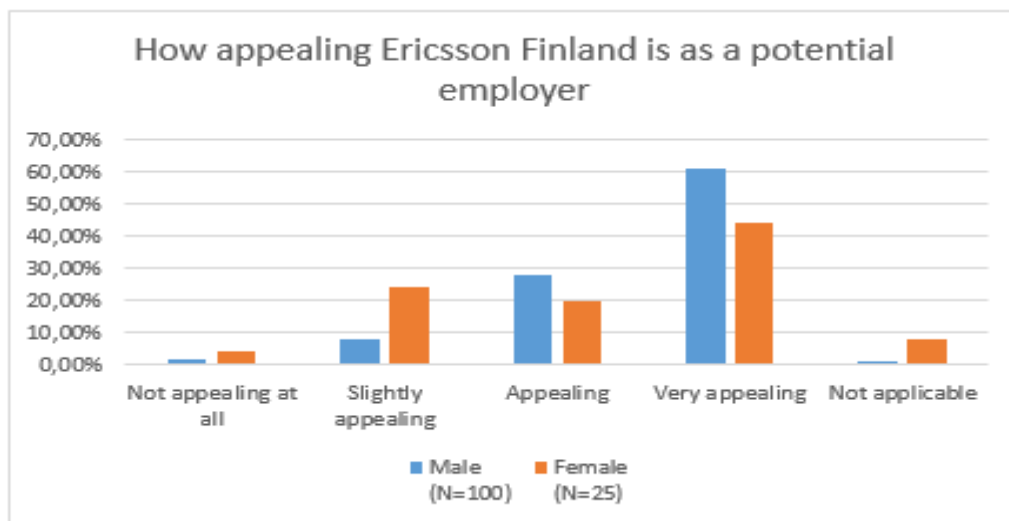


Figure 35. How appealing Ericsson Finland is as a potential employer

Next, the purpose is to go through the points from the survey to find out the topics respondents find important when they are considering Ericsson Finland as a potential employer. As described in previous chapter the mean values from the survey are lower when Ericsson Finland is being considered comparing to when other potential employers are being considered.

Location of the employer seem to be more important topic to females than to males (mean value slightly higher with females 2,88 -> compared to males 2,76). However, the answers split up with both genders quite equally between different criteria. When comparing this topic's mean value to other topics it is very low on the overall list. Males evaluated this as 14/14 important and females as 13/14 important. The reason why females evaluated this higher than males could be their need to combine family life with work hence shorter distance between home and work is preferred. The results are visible in figure 36.

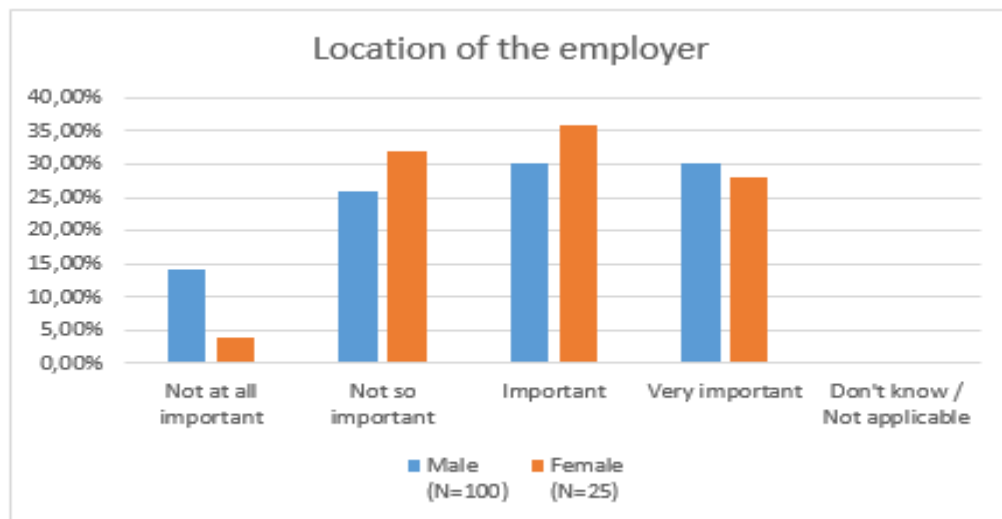


Figure 36. Location of the employer

Compensation and benefits were evaluated a bit more important to males than to females. 52 % of female respondents evaluated this topic as important compared to 47 % of males. However, 31 % of male respondents were evaluating this as very important compared to 20 % of females. Compared to other topics this topic was evaluated as 12/14 important for females and 11/14 important for males. The mean value was lower when Ericsson Finland was concerned compared to employers in general. For this question the number of respondents was lower (Males N=96 and Females N=22) than the number of total responses. The results are visible in figure 37.

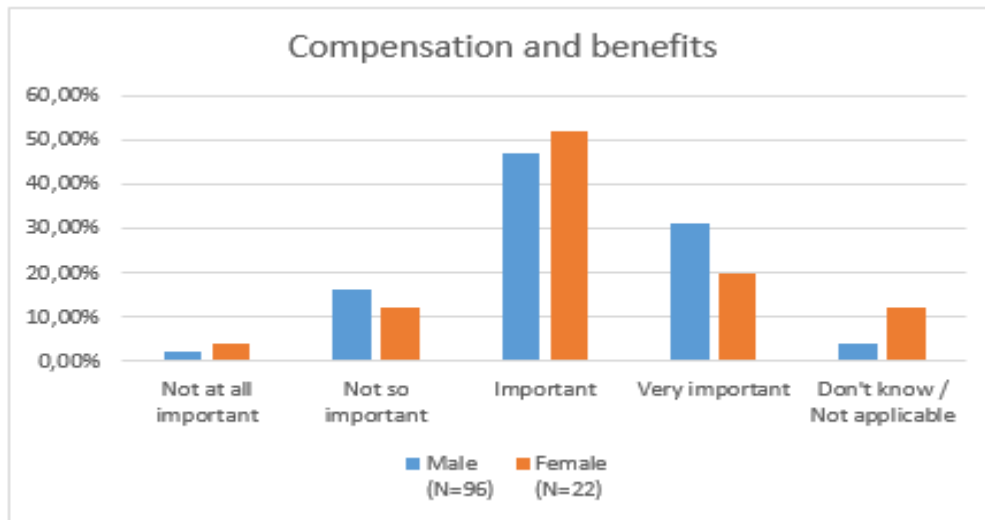


Figure 37. Compensation and benefits

Position and Title was almost equally important for both genders when applying to Ericsson Finland. 32 % of female respondents were evaluating this topic being very important compared to 29 % of males, whereas 47 % of males evaluated the topic important compared to 40 % of females. The mean value was lower when Ericsson Finland was concerned compared to potential employers in general. Compared to other topics this topic was evaluated as 10/14 important for females and 12/14 important for males. For this question the number of respondents was lower (Males N=98 and Females N=24) than the number of total responses. The results are visible in figure 38.

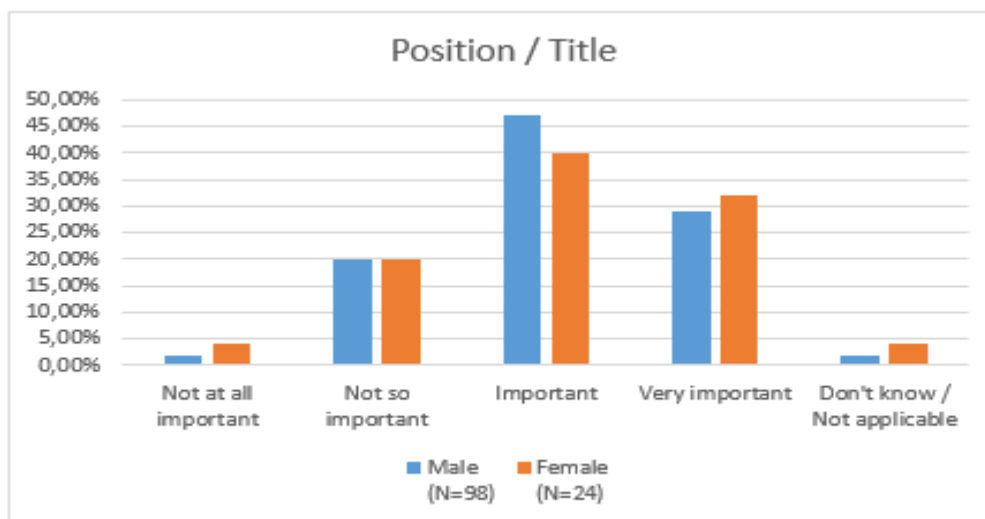


Figure 38. Position / Title

Company values were somewhat more important to males than to females. This also applies to respondents when they are concerning applying to Ericsson Finland. 47 % of male respondents were evaluating this topic as very important compared to 36 % of females. 39 % of male respondents were evaluating this as important compared to 36 % of females. Interestingly total of 24 % of female candidates were considering this either not at all important (4 %) or not so important (20 %). The reason for this could be that female candidates don't have enough visibility of Ericsson Finland and thus this reflects the lack of need to understand the company values better. The mean value was lower when Ericsson Finland was concerned compared to potential employers in general. Compared to other areas this topic was evaluated as 9/14 important for females and 8/14 important for males. The results are visible in figure 39.

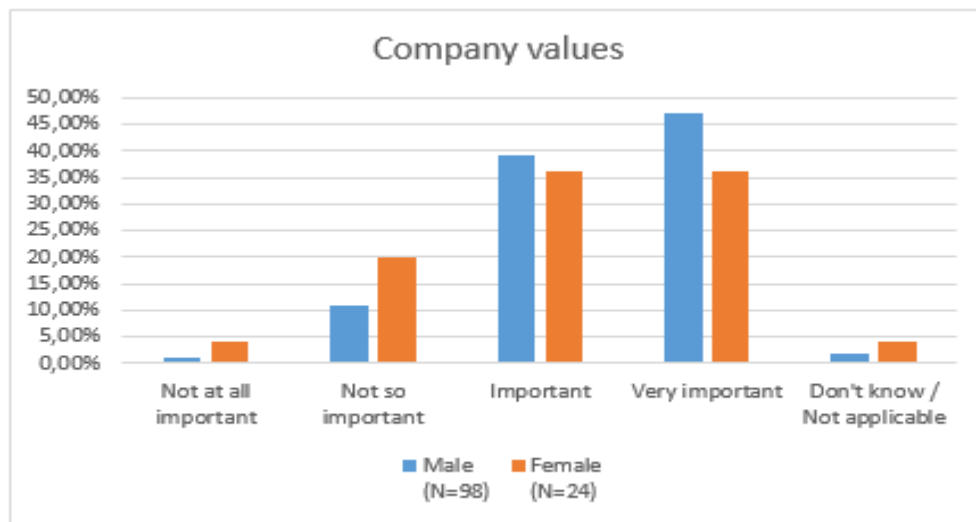


Figure 39. Company values

Future career possibilities were considered very important for 59 % of male respondents and 48 % of female respondents. Though the mean values were lower when Ericsson Finland was concerned compared to potential employers in general, this topic was one of the most important for both genders. Compared to other topics this topic was evaluated as 3/14 important for females and 2/14 important for males. The results are visible in figure 40.

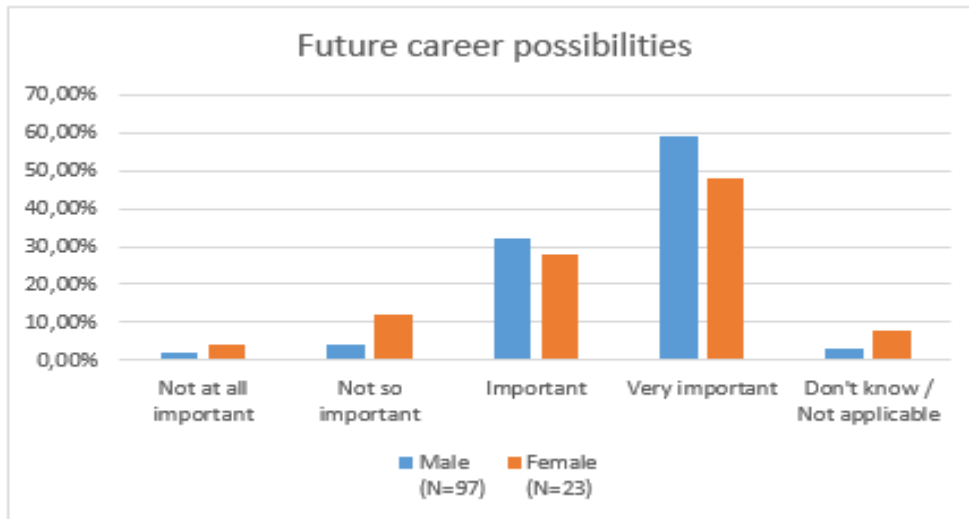


Figure 40. Future career possibilities

Reputation of the company seems to be very important especially for males and the difference between males and females was 0,24 (mean value for males 3,51 / mean value for females 3,27). When comparing the responses between genders 56 % of males evaluated this topic as very important compared to 32 % of females. The reason for the gender differences in this topic might be due to the fact that Ericsson Finland is more familiar and visible for potential male candidate groups than to potential female candidate groups. Also relatively high percentage of female respondents (12 %) in not applicable / don't know - field could also support that assumption. It is also important to notice that these females have applied to Ericsson Finland already so they should have done some background work in order to find the information to back up their decision to join the company. Compared to other areas this topic was evaluated as 5/14 important for females and 3/14 important for males. The results are visible in figure 41.

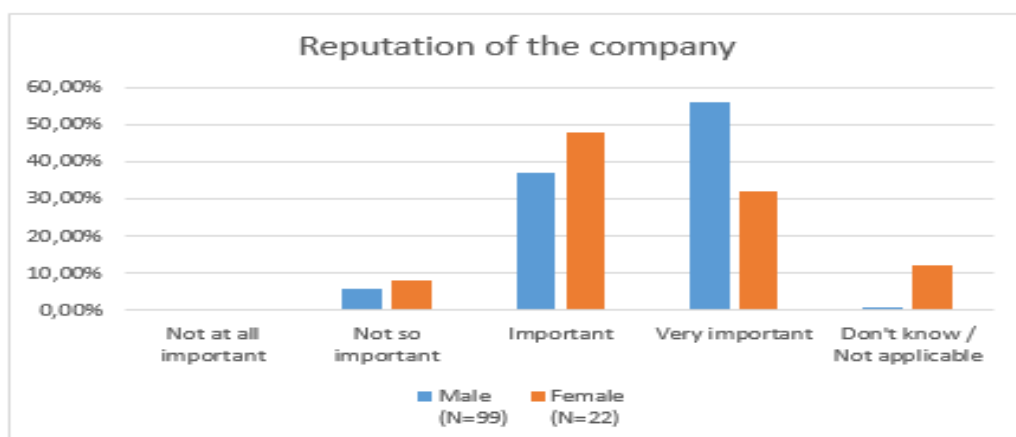


Figure 41. Reputation of the company

Clear vision and strategy of Ericsson Finland was evaluated as very important by 47 % of male respondents and 32 % of female respondents. The overall mean value was higher for males than to females so males are evaluating this topic more important. Compared to other topics this topic was evaluated as 7/14 important for males and 8/14 important for females. The results are visible in figure 42.

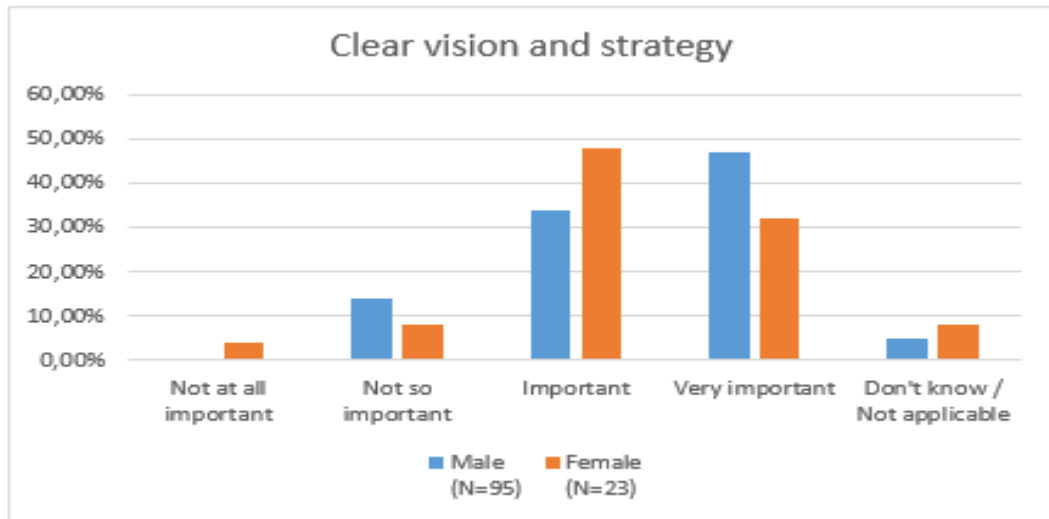


Figure 42. Clear vision and strategy

Interesting work tasks were evaluated to be the most important topic by both genders. 59 % of male respondents evaluated the topic as very important whereas 48 % of female respondents did the same. Compared to other topics this topic was evaluated as 1/14 important both for males and females and compared to responses between Ericsson Finland and other potential employers the results were at par with both. Seems that for the female and male target groups interested in Ericsson Finland, interesting work tasks are one of the most important topic the candidates expect to have and thus they also incorporate Ericsson Finland as such an employer offering those possibilities. The results are visible in figure 43.

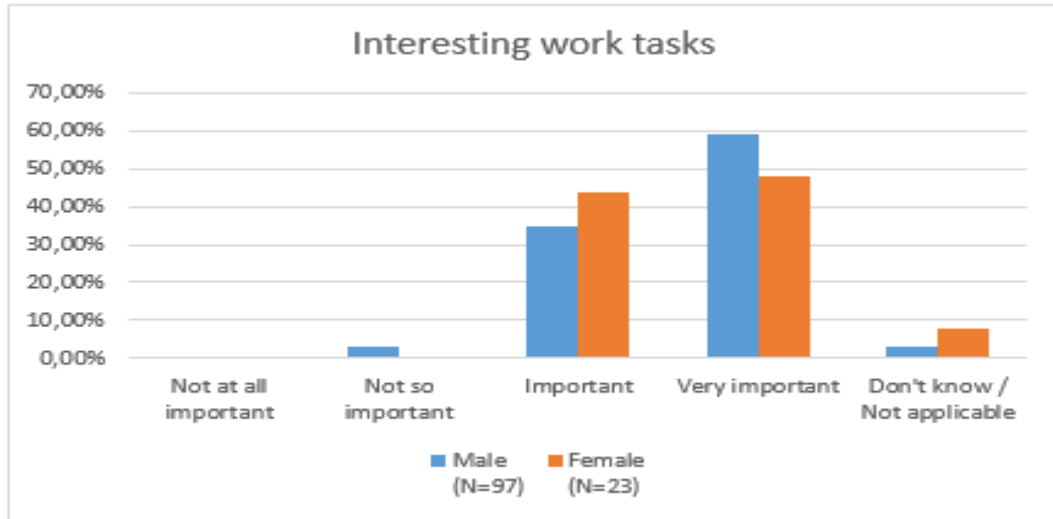


Figure 43. Interesting work tasks

Professional colleagues were more important to males than to females. 45 % of male responses evaluated this topic as very important compared to 40 % of female responses. On the mean value there is a slight drop in the results comparing the importance of professional colleagues in Ericsson Finland between other potential employers. 12 % of female responses were evaluating this topic as not applicable / don't know. One of the reasons for this could be the lack of visibility and information amongst female candidates regarding Ericsson Finland. Compared to other topics this topic was evaluated as 5/14 important for males and 7/14 important for females so thus there is slight decrease in mean values the ordinal was actually higher when Ericsson Finland was concerned compared to employers in general. The results are visible in figure 44.

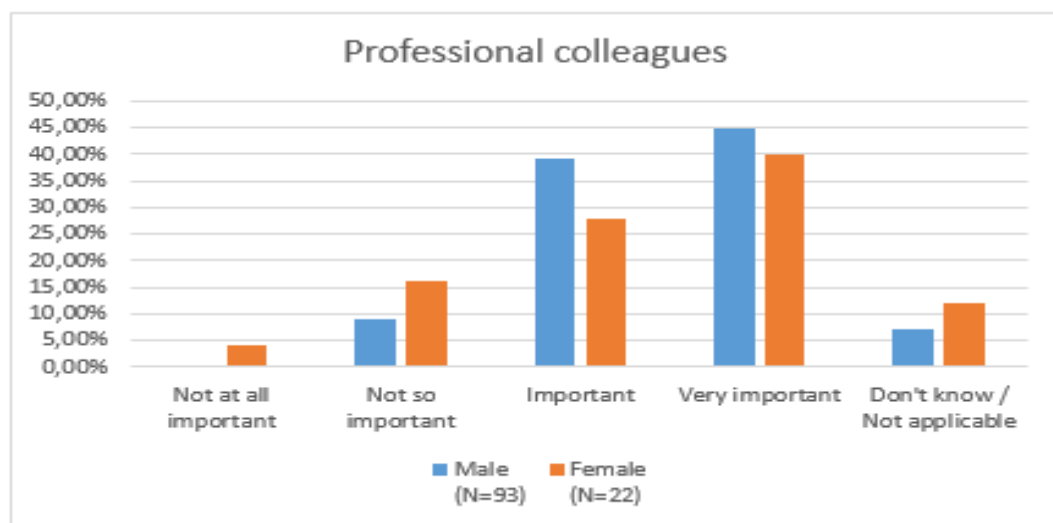


Figure 44. Professional colleagues

Overall atmosphere and working environment was the rare exception where female respondents evaluated this topic more important when Ericsson Finland was considered, compared to considering employers in general. 48 % of females and 47 % of male responses were evaluating this topic as very important. Compared to other topics this topic was evaluated as 4/14 important for males and 2/14 important for females. Seems that especially females but also males are setting the expectations high towards Ericsson Finland regarding working environment and atmosphere in general. The results are visible in figure 45.

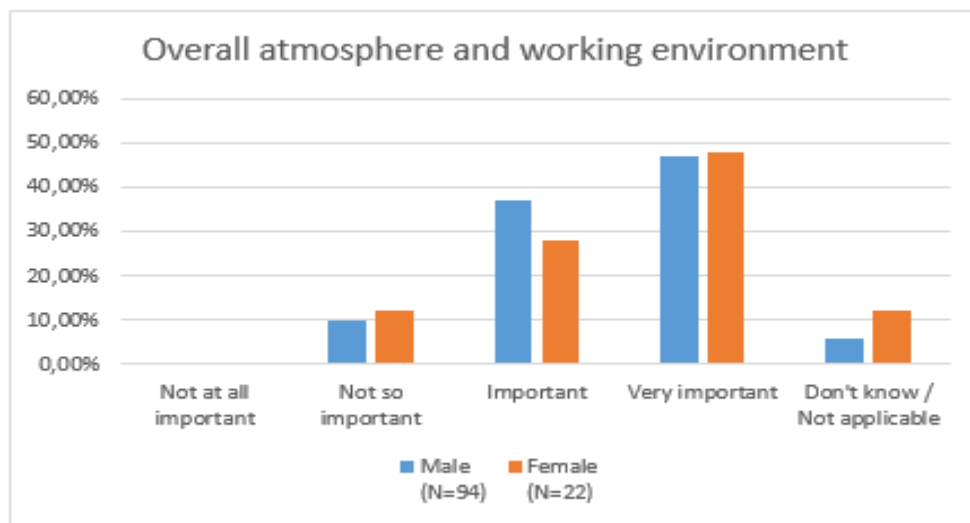


Figure 45. Overall atmosphere and working environment

Work-Life Balance was evaluated quite as important by both genders in terms of mean values of the responses. 43 % of male responses and 40 % of female responses evaluated this topic as very important. Compared to other topics males evaluated this topic as 8/14 important and females 4/14 important. The results are visible in figure 46.

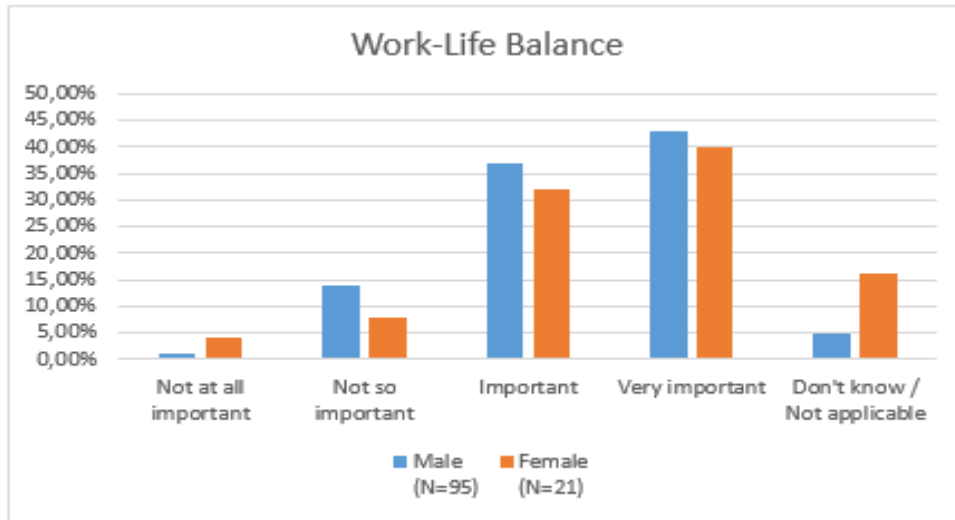


Figure 46. Work-Life Balance

Corporate Social Responsibility was one of the least important topic on the list. However, the responses split up quite a lot between different criteria. Interestingly 8 % of male responses and 20 % of female responses were within don't know / not applicable. The reason for quite high relative number of responses in this criteria could be that especially females have very little knowledge regarding Corporate Social Responsibility areas and activities around that in Ericsson Finland. However, compared to other topics this topic was 13/14 important for males and 14/14 important for females. The results are visible in figure 47.

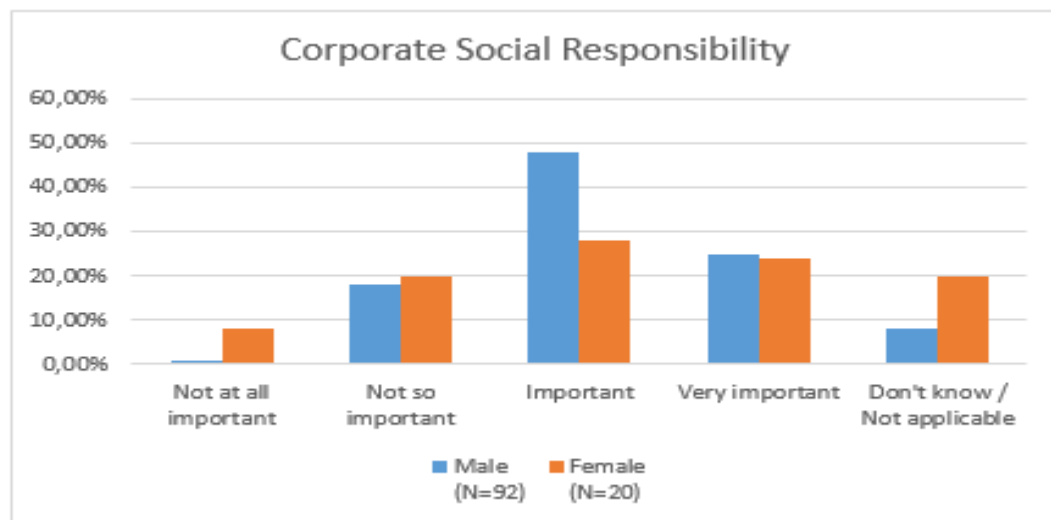


Figure 47. Corporate Social Responsibility

Fair treatment of employees divided most of the responses between important and very important. 45 % male responses and 40 % of female responses evaluated this as very important. Interestingly 24 % of female responses were falling to don't know / not applicable field. The reason for the relatively large group of answers in this criteria could be due to that the potential female groups have only very limited amount of information and visibility on Ericsson Finland. Compared to other topics this topic was evaluated as 6/14 important both for males and for females. The results are visible in figure 48.

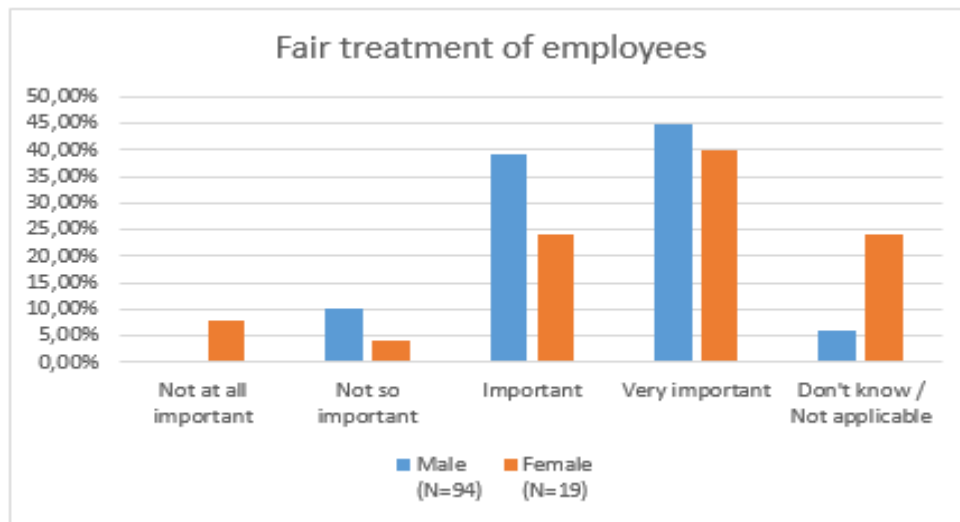


Figure 48. Fair treatment of employees

Clear Diversity and Inclusion strategy was somewhat more important to males than to females when Ericsson Finland was considered. 35 % of males and 24 % of females evaluated this topic as very important compared to 37 % of males and 44 % of females who evaluated this topic as important. Compared to other topics this topic was evaluated as 10/14 important for males and 11/14 important for females. The results are visible in figure 49.

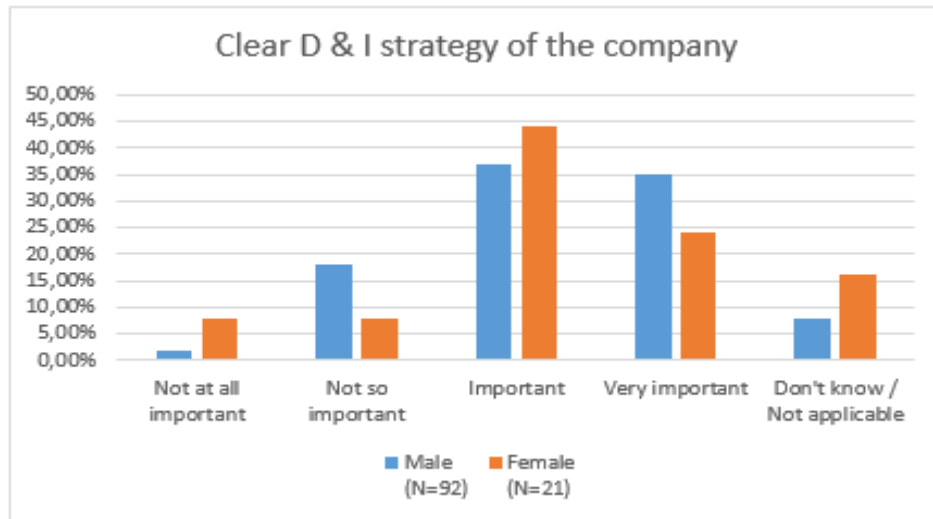


Figure 49. Clear Diversity and Inclusion strategy of the company

4.2.4 Communication channels

In this chapter the purpose is to go through the results how respondents evaluated the different communication channels when they were looking information on Ericsson Finland in general and when they were searching for job opportunities in Ericsson Finland.

Communication channels – company information of Ericsson Finland

In the results, the used channels were receiving slightly lower results comparing to channels that respondents were preferring to use. Regarding the used channels female respondents were giving lower values compared to male respondents. The three most highly appreciated channels used were: Company website, Ericsson LinkedIn page and Friends / Colleagues. This order applies for both genders in the same order.

In the results evaluating the preferred channels to use to find the information on Ericsson Finland the three most highly appreciated channels were: Company website, Ericsson LinkedIn page and Friends / Colleagues in this order for both genders. The exception in the order was that females evaluated LinkedIn page even more important compared to males as a preferred information channel. Females also appreciated Ericsson Twitter page and Ericsson Facebook page more than males do, though the importance of these channels was lower compared to other channels. However, this could mean that females do see some potential in these channels more than males do. The reason why females' results were in average lower than males' results could be that the company messages

are reaching males better for some reason and lacking importance and visibility to females.

For the channels used there were 12 males and 6 females who chose “Other channels (pls specify)”. The males brought out additionally following channel: Recruitment companies. Other responses were either n/a or then strengthening the importance of internal employees as a channel. For the channels that respondents preferred to use there were 12 males and 5 females who chose “Other channels (pls specify)”. Male respondents brought out the additional channels such as: Internal employees and Magazines whereas female respondents stated: Other recruitment portals (Oikotie.fi, Monster.fi, Duunitori) and Employment applications. The results are visible in figure 50.

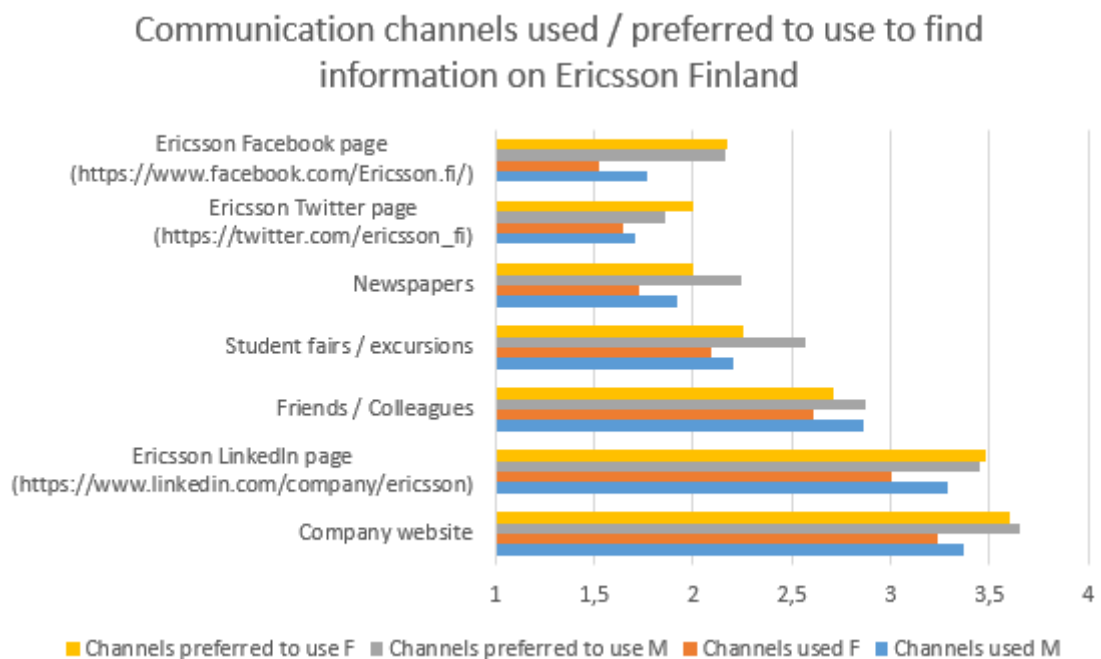


Figure 50. Communication channels used / preferred to use to find information on Ericsson Finland

The table 7 includes both used communication channels and communication channels that candidates preferred to use. The order has been organized by females from most important to least important channels used.

Table 7. Channels used / preferred to use to find information on Ericsson Finland

	Channels used M	Channels used F	Channels preferred to use M	Channels preferred to use F
Company website	3,37	3,24	3,65	3,6
Ericsson LinkedIn page	3,29	3	3,45	3,48
Friends / Colleagues	2,86	2,61	2,87	2,71
Student fairs / excursions	2,2	2,09	2,57	2,25
Ericsson Facebook page	1,77	1,52	2,16	2,17
Newspapers	1,92	1,73	2,24	2
Ericsson Twitter page	1,71	1,65	1,86	2

Communication channels – open positions in Ericsson Finland

When candidates were looking for information on job opportunities in Ericsson Finland the results tend to be in similar order compared to communication channels used for company information. Channels preferred to use received higher mean values than channels used. For females the top three category were: Company website, Ericsson LinkedIn page and External career sites (Monster etc). The results were similar for both, channels used and channels preferred to use. For males the results were the same as with females. Seems that Ericsson Finland should use actively its company website to share both company related information and job opportunities to its target groups. The message should be supported through social media sites (especially LinkedIn). For the open positions external career sites (such as Monster etc) are also widely used for additional coverage. For the channels that respondents used there were 11 males and 3 females who chose “Other channels (pls specify)”. Male respondents brought out only one additional channel which is not located in Finland: Naukri.com (Indian job portal). All the other responses were n/a or channels were already in use. Female respondents stated as additional channels: Employment applications and www.arbetsformedlingen.se (not present in Finland). All the other responses were n/a. For the channels preferred to use the answers were exactly the same. The results are visible in figure 51.

Communication channels used / preferred to use to find information on open positions in Ericsson Finland

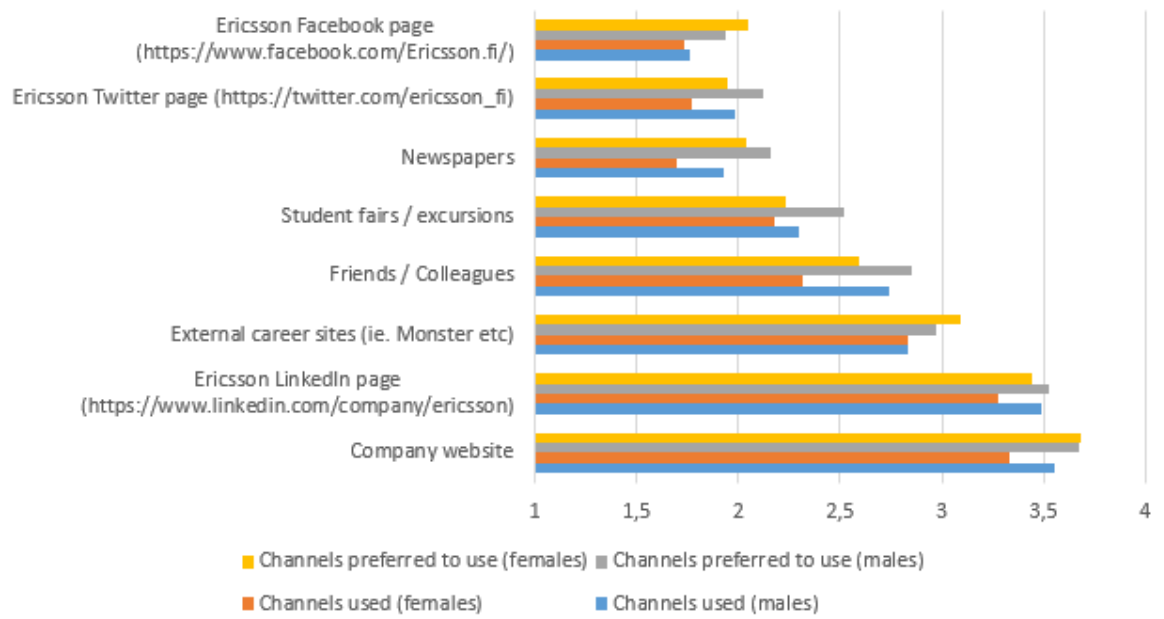


Figure 51. Communication channels used / preferred to use to find information on open positions in Ericsson Finland

The table 8 includes both used communication channels and communication channels that candidates preferred to use to find the information on open positions in Ericsson Finland. The order has been organized by channels preferred to use by females from most important to least important.

Table 8. Channels used / preferred to use to find information on open positions in Ericsson Finland

	Channels used M	Channels used F	Channels preferred to use M	Channels preferred to use F
Company website	3,55	3,33	3,67	3,68
Ericsson LinkedIn page	3,49	3,28	3,53	3,44
External career sites (ie. Monster etc)	2,83	2,83	2,97	3,09
Friends / Colleagues	2,74	2,32	2,85	2,59
Student fairs / excursions	2,3	2,18	2,52	2,23
Ericsson Facebook page	1,76	1,73	1,94	2,05
Newspapers	1,93	1,7	2,16	2,04
Ericsson Twitter page	1,98	1,77	2,12	1,95

4.2.5 Proposition questions on communication channels

In these questions respondents were asked to rate how appealing they find certain aspects of Ericsson Finland. Below are the snapshots of all of the answers. In overall, female respondents found the job adds of Ericsson Finland less appealing than male respondents. 40 % of females found the job adds quite neutral (Neither agree nor disagree) whereas 40 % of females found the job adds appealing, compared 53 % of males. The results are visible in figure 52.

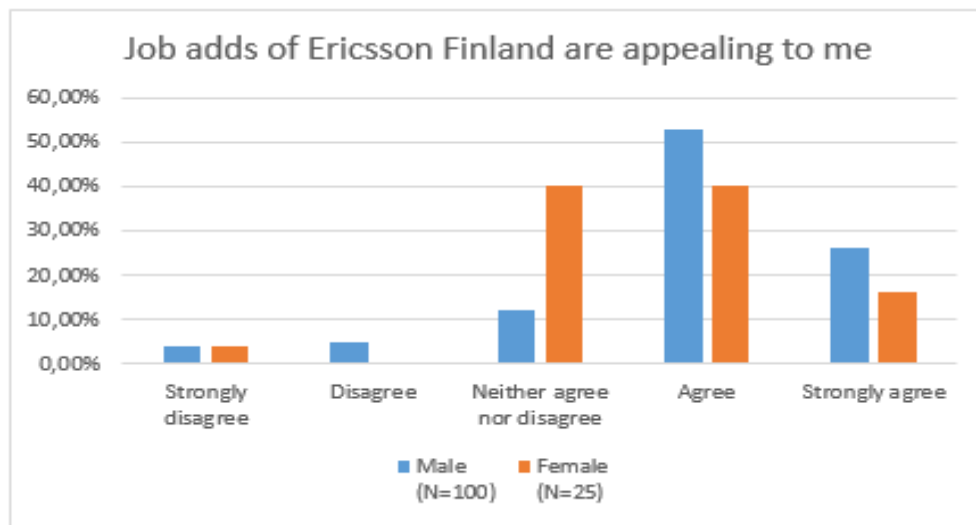


Figure 52. Job adds of Ericsson Finland are appealing to me

Company website of Ericsson Finland seems to be appealing to majority of female respondents (60 % Strongly agree and Agree) and even more appealing to male respondents (71 % Strongly agree and Agree). The results are visible in figure 53.

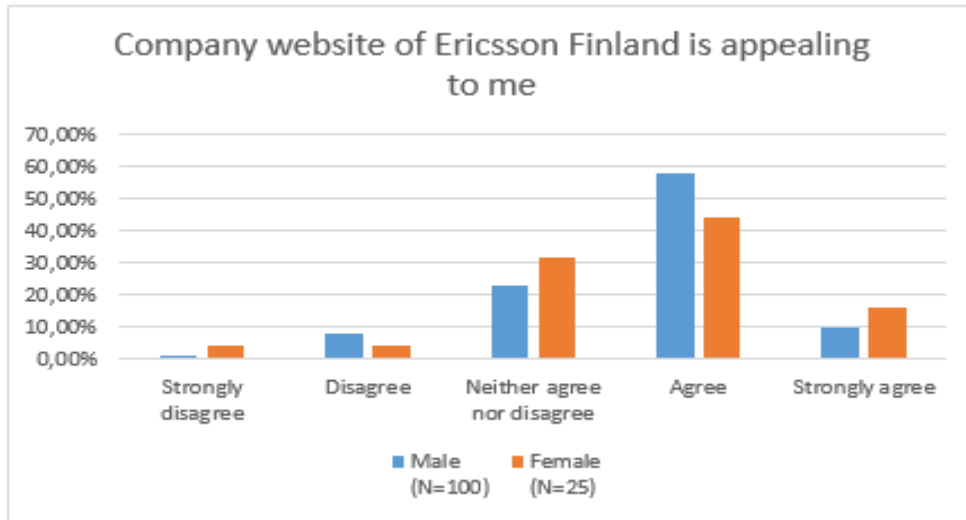


Figure 53. Company website of Ericsson Finland is appealing to me

In overall there seems to be a lot of work to do in order to increase the attractiveness of Facebook page of Ericsson Finland as 64 % of female respondents and 72 % of male respondents found the channel quite neutral. The Facebook page is however actively in use to share information of the organization as it has been identified by Ericsson to be very potential channel to target the communication to the potential target groups. The results are visible in figure 54.

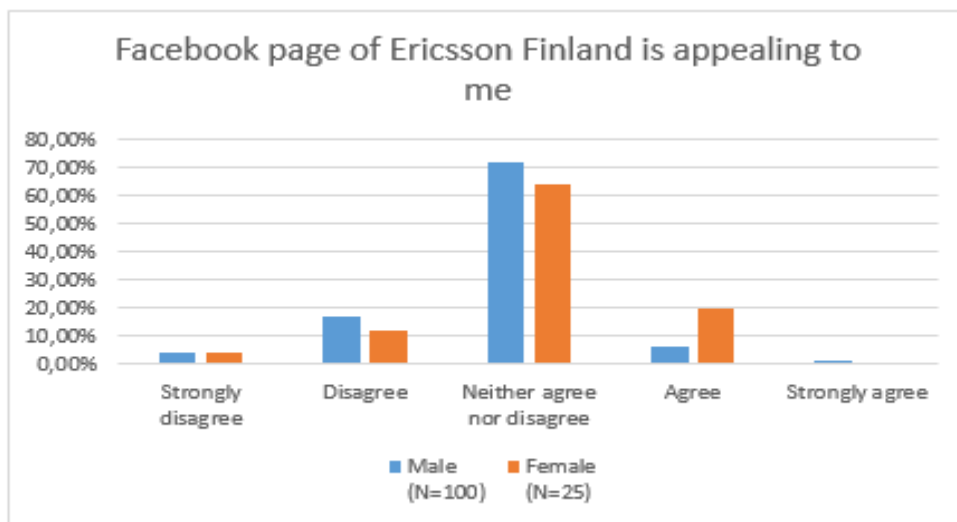


Figure 54. Facebook page of Ericsson Finland is appealing to me

The global LinkedIn page of Ericsson seems to be having a higher and more valued profile amongst the respondents compared to other social media channels as 50 % of female respondents and 52 % of male respondents found the channel to be appealing for them.

Close to 1/3 of the both female and male respondents found the channel quite neutral (Neither agree nor disagree) so there still seems to be room for improvement. The results are visible in figure 55.

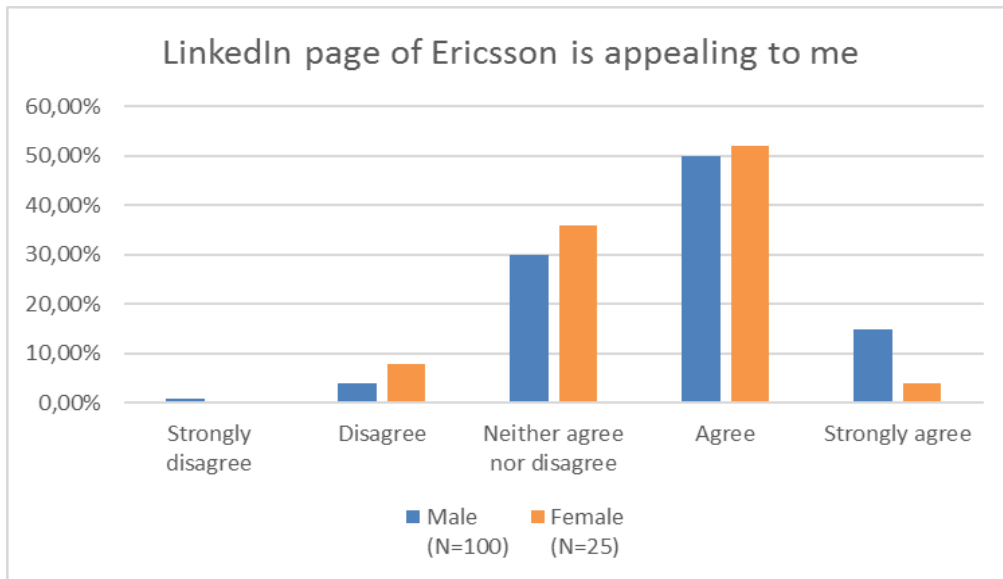


Figure 55. LinkedIn page of Ericsson is appealing to me

Twitter page of Ericsson Finland doesn't seem to raise any specific feelings as 71 % of males and 76 % of females found this channel to be neutral (Neither agree nor disagree). Females however found the channel slightly more appealing than males do so it could mean that females are seeing a bit more potential in using this channel as part of the communication. The results are visible in figure 56.

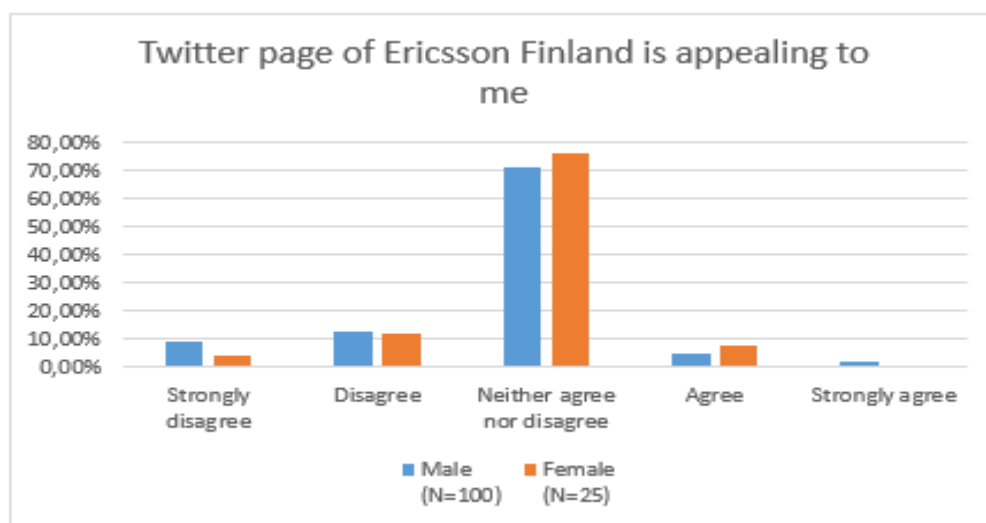


Figure 56. Twitter page of Ericsson Finland is appealing to me

4.2.6 Gender diversity

When respondents were asked how important role the gender diversity played for them when they were choosing a potential new employer the answers differed greatly. Interestingly 36 % of female respondents were either Disagreeing or Strongly disagreeing with this proposition compared to “only” 17 % of male respondents choosing the same criteria. The reason for this could be that females applying to Ericsson Finland don’t want to be identified as ICT quota women instead they want to earn their own credits and create their own career within the company by using their own skills. Another reason for the deviation of females’ answers and the difference between genders could be the reason that the information around gender diversity just doesn’t reach female target groups well enough. The results are visible in figure 57.

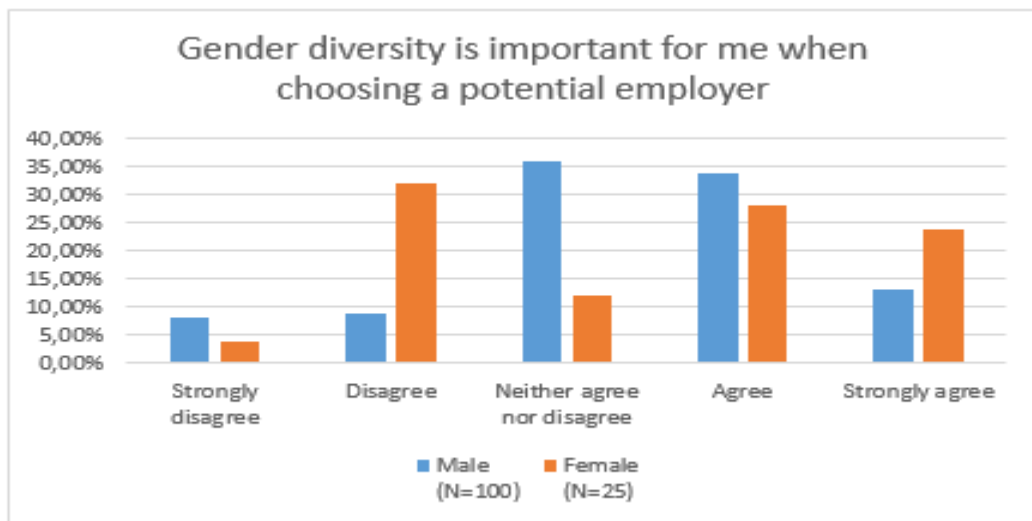


Figure 57. Gender diversity is important for me when choosing a potential employer

When respondents were asked how familiar they were with Diversity and Inclusion approach in Ericsson and Ericsson Finland, majority of the candidates weren’t familiar at all though they had applied to the company already, as 60 % of female respondents and close to 50 % of male respondents chose Not familiar -criteria. As there is external diversity and inclusion page in Ericsson global website up and running this could be something that is actively promoted to the potential candidate groups to increase the knowledge and visibility within the potential target groups. The results are visible in figure 58.

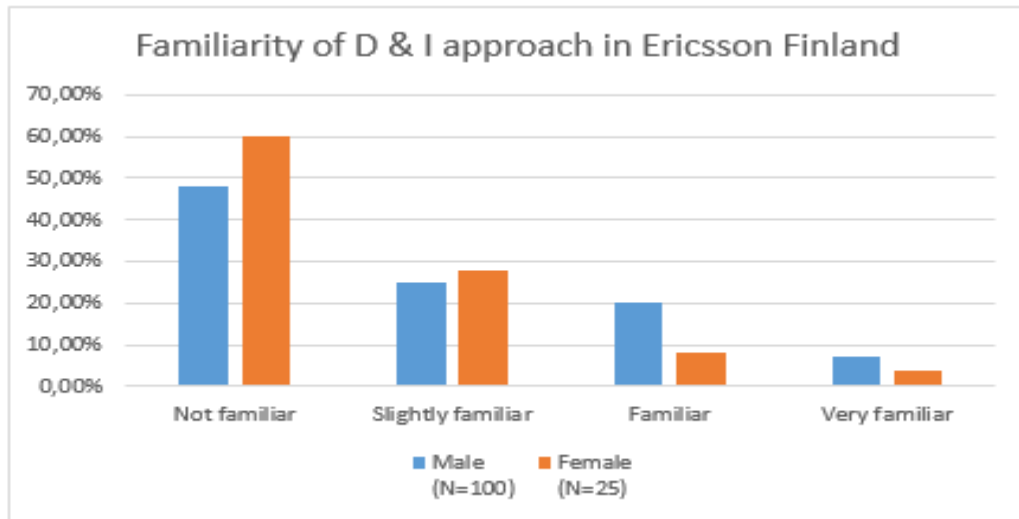


Figure 58. Familiarity of Diversity & Inclusion approach in Ericsson Finland and Ericsson globally

For those respondents who were familiar with Ericsson's and Ericsson Finland's Diversity and Inclusion approach, the channels used to find this information divided quite equally. The most important channels used or preferred to use for females were: Company website, Ericsson LinkedIn page and Friends / colleagues. Interestingly Student fairs / excursions has been one major channel currently in use especially for females to find this information. For males the order was similar than with females with the exception that Student fairs / excursions wasn't as important as it was to females. This shows clear impact and reason to put emphasis to share the information around Diversity and Inclusion topic on the student fairs and excursions where female target groups are also participating and present. There were 11 male respondents and 2 female respondents who chose "Other channels, pls. specify". Their responses for additional channels were Manpower and Monster from males and blogs and forums from females. The results are visible in figure 59.

Channels used / preferred to use to find D & I information on Ericsson Finland

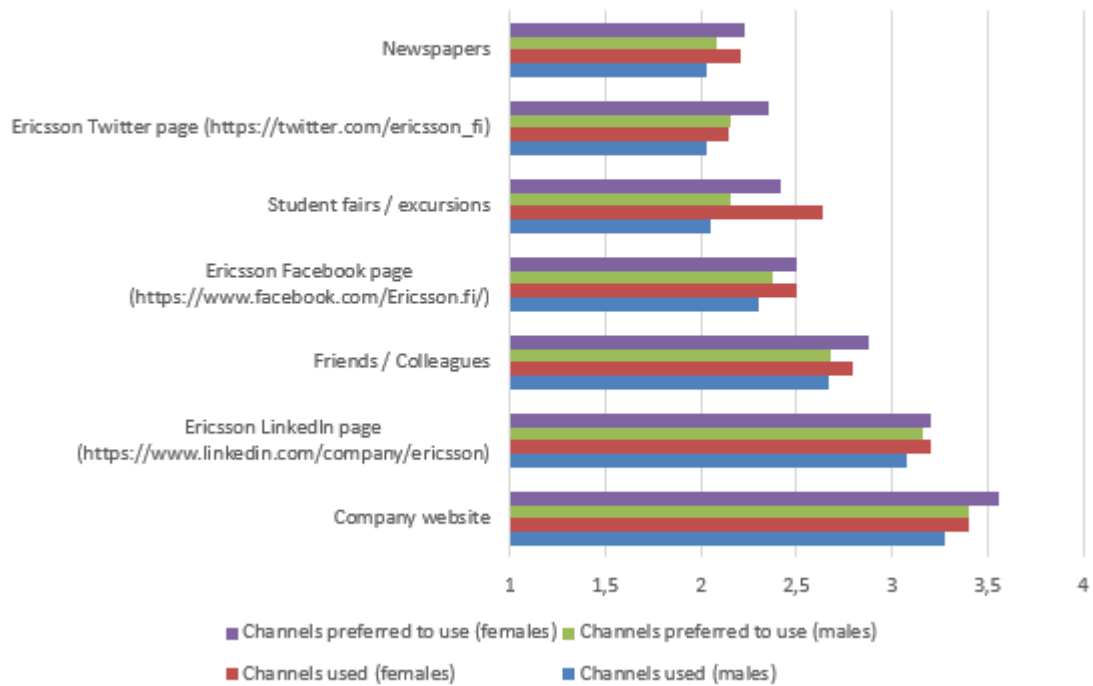


Figure 59. Channels used / preferred to use to find Diversity & Inclusion information on Ericsson Finland

The table 9 describes the mean values for every channel used or preferred to use by candidates to look for the Diversity and Inclusion information of Ericsson Finland. The answers have been organized from highest mean value to lowest mean value by channels preferred to use by females.

Table 9. Channels used / preferred to use to find Diversity & Inclusion information on Ericsson Finland

	Channels used (males)	Channels used (females)	Channels preferred to use (males)	Channels preferred to use (females)
Company website	3,28	3,4	3,4	3,56
Ericsson LinkedIn page	3,08	3,2	3,16	3,2
Friends / Colleagues	2,67	2,79	2,68	2,88
Ericsson Facebook page	2,3	2,5	2,38	2,5
Student fairs / excursions	2,05	2,64	2,16	2,42
Ericsson Twitter page	2,03	2,14	2,16	2,35
Newspapers	2,03	2,21	2,08	2,23

The overall visibility of Ericsson Finland within gender diversity area seems to be dividing the answers. Within females 48 % of responses considered Ericsson Finland as Not visible or Very little visible, 40 % considered Visible or Strongly visible and 12 % chose Not applicable. Within males the responses divided as follows: 27 % Not visible or Very little visible, 58 % Visible or Strongly visible and 15 % Not applicable. As the females' responses were more divided than males' responses this could reflect the fact that males have more background information on Ericsson than females also around gender diversity. However, some female candidates seem to have found out the information when they have applied as 40 % of them agree Ericsson Finland being visible around gender diversity area. The results are visible in figure 60.

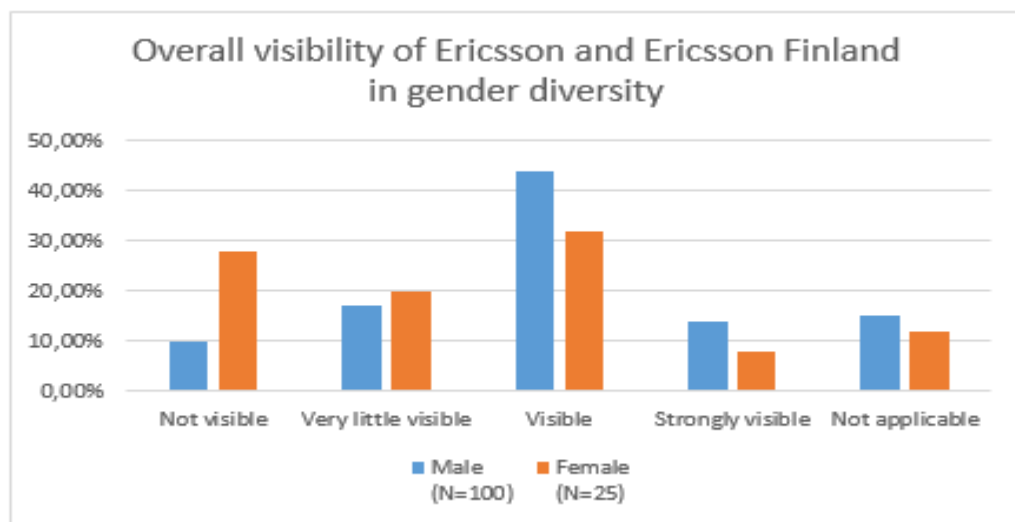


Figure 60. Overall visibility of Ericsson and Ericsson Finland in gender diversity

4.2.7 Open ended questions

For the open ended questions there were 27 - 36 answers per questions. After going through the results there were three types of answers per these three questions. 1. repeating the answers given in the previous questions, 2. Candidates wanting to have an understanding why their application hasn't so far been successful and 3. Those with potential suggestion plans to increase Diversity & Inclusion in Ericsson Finland. Below is a snapshot of the answers grouped together with similar responses per questions.

What should Ericsson Finland start to do to increase visibility around gender diversity?

- Hiring new talents without biasing on gender would increase the diversity.
- Bringing leadership theories which are emphasising this issue
- Males and females hiring opposite sex
- More promotion on company's website
- More similar surveys could help – know I know on diversity activities in Ericsson
- More of this topic on social media sites (Facebook and LinkedIn) – make it easy to find this information
- Host similar activities in schools and universities to appeal to future workforce
- To pay attention to also to ethnic diversity
- Be more visible, and to show the opportunities more
- Instead of chasing gender diversity, also attach a small paragraph/note from hiring manager which tells the reader why hiring manager values gender diversity
- More facts and figures visible. Both the objectives and how to follow the fulfilment need to be visible
- Make nice youtube videos
- Encourage the innovation in the workplace

What should Ericsson Finland stop doing to increase visibility around gender diversity?

- Not being so pointing about gender and forget academic merit
- Lesser male pictures
- Coming out and being more visible with this topic

What should Ericsson Finland continue doing to increase visibility around gender diversity?

- More workshops and games around this
- Let the applicant know this while they apply
- Always listen the employees
- Put into policy and increase awareness
- Equal gender treatment
- To persistently continue bringing diversity forward
- Improve responsiveness of webpage and include the visibility, use techniques to create high visual impact

4.3 Qualitative research

In this chapter the purpose is to go through the results and findings of the seven semi-structured discussions held with identified Hiring Managers in October 2016. These discussions were the qualitative research of the thesis. The purpose is to open up the answers question at the time. As stated by Morgan (2014, 11, 73) mixed methods combining both qualitative and quantitative methods can be used for additional coverage. The goal is to add to the range of results something that couldn't be done by using only one of the methods individually. This has been taken care by using the same question areas and topics that were used in the quantitative survey, in order to have more information from inside the organization especially on the visibility and understanding towards Ericsson Finland, gender diversity and communication channels.

In overall the interviewed Hiring Managers were quite experienced as they have been working in Ericsson (in local and global roles) between 5 – 40 years. Male Hiring Managers have been working in the company between 6,5 and up to 39,5 years and the average working years in Ericsson Finland has been 20 years. Female Hiring Managers have been working in the company between 5 and up to 16 years and the average working years in Ericsson Finland has been 12 years. The reason for the difference in the average working years is due to this target group being small where one male Hiring Manager is having extensive career in the company up to 40 years. In overall their career paths have been very versatile ranging from summer trainee positions through technical roles and finally into managerial positions. However, only one person who has worked 5 years has been working in the same role during his / her whole career at Ericsson. Current roles of Hiring Managers were Line Managers, Software Development Leader, R&D Programs Lead, Site Manager and Product Development Leader and length of managerial roles have been anything between 5 – 20 years.

From the seven interviewed Hiring Managers three were females and four males. Regarding the interviewed Hiring Managers, the following identifications will be used due to sensitivity issues: M1, M2, M3, M4, F1, F2, F3 where M equals to male and F to female. The direct quotations from Hiring Managers will be shared in this chapter in order to flag the important responses and the table 10 summarizes the process for the discussions. The discussion template is an appendix 2 at the end of the thesis.

Table 10. Hiring Manager discussions conducted

Hiring Managers (M=male & F=female, number defines the ordinal)	Discussion date & time	Location of the discussion	Discussion language
M1	24.10.2016 at 9:00	Asiakas 1 meeting room in Jorvas, Kirkkonummi	Finnish
M2	24.10.2016 at 10:00	Asiakas 1 meeting room in Jorvas, Kirkkonummi	English
M3	24.10.2016 at 11:00	Asiakas 1 meeting room in Jorvas, Kirkkonummi	Finnish
M4	24.10.2016 at 12:00	Asiakas 1 meeting room in Jorvas, Kirkkonummi	Finnish
F1	25.10.2016 at 9:00	Skype meeting	Finnish
F2	25.10.2016 at 11:00	Asiakas 1 meeting room in Jorvas, Kirkkonummi	Finnish
F3	25.10.2016 at 12:30	Asiakas 1 meeting room in Jorvas, Kirkkonummi	Finnish

Question 1: What do you think are the main reasons when choosing a potential employer? The following topics came through from the discussions. Employees are able to do the job they like to do as Ericsson is a big company where you can learn. Well-known company brand is also important, but how is Ericsson Finland be seen externally? For the new joiners working together with other experts is important. Also modern ways of working and possibility to telecommute is seen important. Roles to fit the right skills are important as people know what they would like to do. Can employees really be proud telling who they work for? Continuity was brought out as one important area – if Ericsson could somehow promote the positive sides of the large employer and continuity into the everyday life of employees and candidates. Possibilities to change jobs within company are seen important. Location is also important.

- ”Ericsson is a big company where you can learn (M1)”.
- “Once you’ve interviewed people you understand that the brand we are showing to them is really important (F2)”.
- “The most important thing for those we’ve recruited recently is that they should be working in those roles in those areas they really are keen on working (M1)”.
- ”For the developer profiles we’ve recruited recently the most important thing from them is that they should be able to get the feeling that they work here in Ericsson in that kind of environment and in that kind of roles where they’d like to work as well (M1)”.
- ”Usually those candidates we’d like to recruit they have a clear understanding what they’d like to do. If the company is not able to offer that to them that is usually clear criteria for them (F1)”.
- ”The factors related to working time and ways of working are what candidates are interested in. Are there real possibilities for telecommute and are the ways of working modern (F2)”.

- "The most important thing is the public image of the company. In what kind of news company has been in media during recent years and how it has been presented there (M2)".
- "Once you've tried to make job offers for the candidates and they started to calculate how much time is needed for them to commute between home and work. The location of the employer was just too critical for them (F1)".

Question 2: How familiar are you with Ericsson Finland's Employer Value Proposition (EVP)?

Answers were similar so that most of the hiring managers didn't know what EVP included and how it has been put together. However, some sort of recruitment related selling speech is used by Hiring Managers and incorporated into EVP as some of the hiring managers combine this selling speech into EVP. Some of the Hiring Managers recall seeing EVP related material in intranet but couldn't recall what and where exactly.

- "With that wording EVP is not familiar. However, perhaps in a practical level a bit more familiar because at the beginning of every interview I tend to tell the candidates more on the organization and a bit of my path in the organization as well. This usually stimulates discussions (F1)".
- "EVP is not familiar so I cannot say what it could include (M2)".
- "I might have seen it but cannot recall how it looks (M4)".

Question 3: What is your view towards Ericsson Finland's channels for external visibility in order to find talents?

Hiring Managers are relying quite a lot on the channels they assume to think could work. Their answers are relying on their own personal experience either as a job seeker or through the discussions with candidates. A couple of answers flagged strongly for referrals and even print media was brought up as a potential channel in some cases. Those hiring managers who haven't had that clear visibility on external channels don't know exactly what could work. Overall social media as a channel is seen positive and as part of the "newer" channels Ericsson Finland could use even more. Face to face meetings in excursions, student fairs and other similar activities were seen important as well.

- "If I was actively looking for a job perhaps LinkedIn could be a place where professionals exist (M2)".
- "Employee referrals are working well (M3)".
- "Let's go directly to Otaniemi or arrange an excursion. Those have been good channels (M3)".

Question 4: What is your view towards Ericsson Finland's channels for strengthening Employer Branding?

Answers pinpointed systematic approach so that in order we could increase employer image of the company through different student fairs (such as TalentIT in Espoo and Yrityspäivät in Tampere). Also continuous visibility in social media is seen important. From the diversity perspective there is lot of happening within ICT where Ericsson Finland is not present. We should have a systematic approach on activities and not just shoot on adhoc basis. For recent graduates we should have more targeted excursions. Visibility and face-value are seen important. There was even a suggestion for additional Finnish web landing page for candidates interested in positions in Finland.

- “We need to be visible and out there in order for candidates to come and ask questions (M3)”.
- “Basic student fairs are good value for money. We need to be present and close to the potential future employees (F1)”.
- “If we look things from a diversity angle we should be much more visible in these Women in Tech -events which are bit more informal. Organized and systematic way of approaching diversity activities is important (F1)”.

Question 5: What is your view towards Diversity & Inclusion (D&I) activities in Ericsson Finland and especially towards Gender diversity topic?

Firstly, the topic brought up by all Hiring Managers was that they had conducted the trainings offered to them. Secondly Hiring Managers feel that there are lots of things happening within D&I area also internally as an example recruiters are supporting diversity actions systematically. The need to highlight the reasons why diversity is important should continue as some of Hiring Managers and employees still don't understand that – messages should be kept repeating. The high level gender targets are quite well visible now it is important that the missing candidates and skills are recruited to the teams that should also support diversity actions through hiring the most qualified candidates.

- “All those trainings were organized during last spring (F1)”.
- “I've been following these activities quite a lot and now is this Diversity month taking place. I've also followed people in the Diversity Council and liked the training that was organized (F2)”.
- “On a high level I roughly know our targets but that's about it. Once we recruit people we don't look for copies of individuals but try to hire missing pieces for our teams (M3)”.

Question 6: How do you live & act in your work to fulfil gender diversity targets to find balance between male & female candidates?

For the open positions there are always female candidates considered both internally and externally among the final candidates and extra efforts has been targeted for that. Females should be also participating actively on the recruitment cases taking place to share their stories to the potential candidates. It is important to notice that diversity itself should have no intrinsic value in terms of recruitment instead the most qualified and skilled candidate should be hired. It is also very important that in the teams and communities everyone is able to have an impact on things. If women are energetic and active, they should be utilized frequently to bring fresh ideas into organization.

- “Once we recruited summer trainee I had clear vision that I tried to find female candidates and the trainee we hired was female. However, it’s not intrinsic value that we hire because the candidate is female. The skills and competence of the candidates are the key factors (F1)”.
- ”For the interviews and recruitment events we try to get participants from Ericsson from diversity perspective in order to show that there are diverse range of individuals working in the company (M3)”.
- ”Female perspective gives a bit different ways to think on things. Women are very active and communicate well. They aren’t afraid to speak out their own opinions. I think these are the things that bring new perspective into the working community (F3)”.

Question 7: What should Ericsson continue doing in terms of gender diversity?

It is important to have concrete actions not just trainings around the gender topic. Ericsson needs to be visible in different forums. Ericsson needs to consider how many females / males are participating from Ericsson to excursions and fares making sure that right gender balance is met in these activities as well. This should be remembered in order to give as correct picture of the company as possible from the gender perspective where neither gender should be over- or underrepresented. Ericsson Finland should continue school visits in compulsory schools and make sure to share the gender message and encourage girls to mathematics and science and further to join ICT-sector. Important to notice and share out the message that girls are as good as boys. Being present and visible is important. All the teams in Ericsson need to make sure that female members from the teams are checking that job ads are gender friendly and whenever possible if there is a recruitment case where potential or personality of potential female candidate is good match to make sure we hire these candidates into line managerial roles as well. Females should

also interview female candidates as part of the process. Possibility to emphasize female leadership skills in certain roles.

- “I think there is only quite a little concrete actions taking place. There are these messages coming from HR that diversity is important and also invitations to different trainings. However, this is not enough (M1)”.
- “Important to be visible in student fairs and in social media so that diversity is up front. If we participate in an event when there are 10 female participants coming from Ericsson that doesn’t represent us well because it isn’t the reality (F1)”.
- “If we were looking for a line manager then I could put more emphasis on leadership skills of women as a leader of individuals (F3)”.

Question 8: What should Ericsson start doing in terms of gender diversity?

Make sure Ericsson takes some clever risks when hiring summer trainees / other trainees to find more female new joiners. Ericsson needs to make sure that the gender diversity agenda isn’t pushed too much as there is a risk this will irritate especially women in Ericsson and externally as they don’t want to see themselves as quota candidates. Maybe Ericsson could also have a year lasting program where hiring potential females could be the main target. Ericsson needs to be active in the coding schools and run them systematically.

- “Maybe we could take risks in hiring summer trainees and concentrate on hiring more systematically potential females. We should also use more systematically female developers when trying to impact our target female candidate groups (M1)”.
- “It should be under responsibility of females of Ericsson to network with potential female groups outside of Ericsson Finland (F1)”.
- “Offering coding schools at the beginning and creating positive image of the company (M2)”.
- “Special program lasting a year. Such as Young Professionals to be organized from diversity perspective only and hiring females (F3)”.
-

Question 9: What should Ericsson Finland stop doing in terms of gender diversity?

The following topics were raised in the interviews. Stop hiring men could be one potential way or restricting that in some perspective. It is important to notice that when recruiting and interviewing one might start to follow the routines very easily and hence hire too homogenous group of new hires when the gender diversity is suffering together with the lack of innovativeness. There seems to be a bit of “Good Guy” -attitude in Ericsson Finland

where males are brought forward. Most likely this is part of unconscious bias so there should be a conscious attempt to try to change this and bring more potential females up front.

- “Maybe we should stop hiring males (M1)”.
- “Once you interview lots of candidates you easily start to follow the routines and don’t consider different kind of candidates (F1)”.
- “If we look at Ericsson Finland there is certain kind of good guy culture still embedded because males are usually brought up front. Maybe we should give more room for females instead and find those potential females and bring them up front consciously (F2)”.
- “There are lots of activities and messages around so we need to pay attention we don’t irritate people of pushing diversity too much. Female employees in Ericsson don’t feel appropriate to hire somebody only because she is woman so we need to pay attention to this (M4)”.

Question 10: What is your view towards Ericsson Finland’s channels to increase awareness around gender diversity actions amongst external candidates? Possible channels: Company web page, LinkedIn page, Facebook page, Twitter page, other media channels, job ads and school group activities?

Answers brought out that message content itself is much more important than the channels used. Face-value was brought out as well and stackoverflow.com as additional communication channel for visibility. Important also to remember is that the intrinsic value of diversity is not the point instead we should use examples and show success stories of females to have healthy promotion externally and internally.

- “I don’t have clear understanding regarding the channels. It is important how we are out there and the message should be more diversity related. That could be through concrete examples such as how many females there are in the company and what do these females do (M1)”.
- “More face to face presentations with target female groups needed and more structured PR on the events Ericsson Finland is participating and organizing (M4).”
- “I don’t think it is related to the channels used. The more important factor is the content (M2)”.
- “It is very important how do we get these identified key persons to share this message through their own networks. That would make the difference (M2)”.

Question 11: How appealing do you find Ericsson Finland for female / male candidates?

An important point brought up was that females in Ericsson don't want to be quota female candidates because they have chosen technology studies knowing there will be fewer females in that sector which has actually being one of the main reasons for them to choose this field. In first place is that the basic criteria should be the same for both genders. When females are interviewed there should be female interviewers as well in order for the female candidates identify and engage with them. A challenge for Ericsson Finland to elicit female candidates is the "oldish" telecom reputation the company has in Finland. The transformation from traditional IT-company towards new generation technology provider with focus on service business should increase also career possibilities for female candidates.

- "The same criteria should apply to both genders (F1)".
- "Females should be also interviewing females (F1)".
- "The basic image of an IT company where there are only interested positions for males is changing. There will be possibility to take the advantage of new service business when hiring females. There should be also more pictures of females working in Ericsson Finland visible in media consciously (M1)".
- "The image of the company might be too oldish for female candidates which makes it important to focus the new technology areas also in the communication sent out (M2)".
- "Good company going towards new. I think we are looking potential at least for male candidates (F2)".
- "Women in telco studies in technology don't differ so much from males. The problem is that universities are having fewer females in those areas that makes it challenging (M4)".

Free comments:

There has been a lot of discussions to identify the concept of a good working community hence coaching culture has been part of Ericsson Finland's organization. Another suggestion could be that someone from Ericsson Finland could start blogging around diversity topics. It is important to reduce the corporate language from Ericsson Finland's job descriptions. As Ericsson's recruiting phase is cyclical the most suitable candidates aren't necessary available exactly on that time window so there is a need to create candidate pool as much as possible. It is important also to remember that we need to renew our workforce and get new, energetic and inspired people on board constantly.

- “Ericsson’s way to recruit is cyclical which makes it challenging to find the best and potential candidates just for that time window (M2)”.
- ”There has been lots of discussions in R&D regarding good working community. The coach roles there have been perhaps more natural to females because they include more “softer” values (M1)”.
- ”There are now lots of good initiatives that needs to be worked on. If we could find someone from the company who’d be keen to create a blog or vlog in order to bring the fresh ideas to reach out the target groups we usually don’t reach (F1).”

5 Discussions

In this chapter the purpose is to open up the results from a practical viewpoint, explain the trustworthiness of the research and its ethical viewpoints. Later in this chapter the purpose is to draw conclusions based the results and give suggestion improvements to answer the research questions and tackle the research problems. Suggestions for future research topics are also covered in this chapter. Finally, this chapter includes also my evaluation of the thesis process and points for my own learning.

5.1 Study ethics

According to Kuula (2011, 21) ethics stands for the habits, manners and different limitations that are controlling life of different people. It is very closely linked to morale and present especially in those situations when there isn't unambiguous solution for survival but all the choices have both positive and negative traits embedded. Hirsjärvi & et al (2010, 23) describes ethically sustainable research requiring a good scientific practise in place. Khauri & Grønhaug (2010, 20) describes the meaning of ethics from the researcher point of view stating that the researcher has the responsibility to explain the findings and answers to research questions honestly and accurately. It is also important that the strengths and weaknesses as well as the reliability of the results are pointed out. As the target audience might not understand or believe the results there is a risk that they don't understand the embedded complexities unless those are clearly stated to them. This could lead to the situation where the results are misunderstood unless high ethical standards haven't been followed constantly throughout the research.

In this thesis report all the steps taken regarding empirical research have been opened and described in order to improve transparency and have as reliable results and ethical ways of working as possible. The theoretical background has been described in order to have as transparent research as possible to reach high ethical standards. The role of the researcher working in Ericsson as a recruitment manager has been good starting point for this thesis. Being on a study leave in order to have time to advance the research has been a good decision because otherwise time to be spent would have been too limited and would have jeopardized the finalization of the thesis during the spring 2017. Being working in Ericsson Finland has ensured a certain understanding on the processes and ways of working in Ericsson and Ericsson Finland. As the Ericsson organization model is very complex and in constant change the final report is needed at quite soon after the actual survey taking place in order to have as good coverage to the situation as possible. Other-

wise the points from the research might become too old and overdue. Ensuring the understanding of the results, additional session to describe the results to the Ericsson HR people will be organized. First session will be taking place on early March 2017 and dates for the following possible sessions will be confirmed later. As the research has been quite thorough and including two different kind of research methods parallel this has caused lot of work. Also the language of this research is English which is not the native language of the researcher which has been quite challenging.

5.2 Consideration of the results

The research provided quite lot of data which is essential to be analysed for further actions. Overall the data gathered through the survey can be considered as valid because the number of respondents represented quite thoroughly all age groups and both genders with good variety of working years in the background. Though the overall number of respondents can be considered quite good the number of female respondents could have been larger, however that also is an example of the actual research problem – number of female applicants has been quite low compared to male applicants thus limited the response numbers.

First of all, the first challenges occurred when the data provided by Statistics Finland and Ministry of Education was analyzed. Though there is increasing amount of concern and focus to enhance the attractiveness of technology sector for female students and graduates the data gathered from the official sources was couple of years old and newer data wasn't yet available. However, already that data showed that there are quite low number of females applying to technical studies in Finland compared to males which leads to quite low number of female technology graduates entering the labour markets in Finland. This kind of trend has been ongoing at least between 2000 - 2015. Main reasons why females didn't choose ICT-studies as primary studies were negative stereotypes of the technology area, low self-confidence with computers, difficultness of technology studies and lack of social contacts within technology area. The last factor was resonating strongly with the fact that females have stronger social orientation than males (Teknogieollisuus, 2011, 29). When analysing how many of those females graduating from their technology studies were continuing working in technology related roles the second challenge occurred as there isn't a clear way how to follow those new graduate and young professional females. In overall the lower number of female students creates a challenge to companies and also to Ericsson Finland for hiring potential technology focused female workforce in Finland.

When analysing the main reasons for women to choose employers in general compared to what made them choose to apply to Ericsson Finland the factors were quite similar. Females applying for mainly technology related positions were keen on to enhance their careers and move on with their careers as Interesting work tasks (2/14 and 1/14 important) and Future career possibilities (1/14 and 3/14 important) were high on the list. At the same time, females were keen to pay attention to their Work-Life Balance (3/14 important in both categories) in a company with a good reputation (5/14 important in both categories).

Overall Diversity & Inclusion and Gender diversity activities were less familiar to females than males which could suggest that the message shared doesn't reach out to target female groups to raise interest that well. Clear Diversity and Inclusion strategy wasn't that important for female respondents (12/14 and 11/14 important) and almost 90 % of female respondents weren't familiar at all or only slightly familiar with Diversity and Inclusion approach of Ericsson Finland. Though Clear Diversity and Inclusion approach is quite low on the list compared to other important topics, 68 % of female respondents found it either "Important" or "Very important" which shows the importance of making it more visible to the potential target groups.

For those female respondents who were familiar at some level with Ericsson Diversity and Inclusion approach the main channels to find this information were: Company website (1/7 important), Ericsson LinkedIn page (2/7 important) and Friends / Colleagues (3/7 important). Interestingly the fourth most used channel to find this info especially for females was through Student fairs / Excursions which is a very potential channel to meet and chat with company representatives.

From the visibility perspective the overall visibility of Ericsson Finland in gender diversity area is dividing the answers as 48 % of female respondents considered Ericsson Finland "Not visible or Very little visible" whereas 40 % considered "Visible or Strongly visible".

For the importance of gender diversity, the answers from female respondents varied greatly. As 36 % of female respondents were either disagreeing or strongly disagreeing with the importance of gender diversity when choosing a potential employer this could mean that paying attention only to Diversity & Inclusion and Gender diversity activities for the sake of intrinsic value is capable of irritate than cause any good. This same view was coming through in the Hiring Managers' discussions from male and female Hiring Managers – Diversity & Inclusion and Gender diversity should be brought to internal and external target groups with a purpose to hire people who can make a difference and to show in practise what Ericsson Finland stands for when these topics are considered. "There are

lots of activities and messages around so we need to pay attention we don't irritate people of pushing diversity too much. Female employees in Ericsson don't feel appropriate to hire somebody only because she is woman so we need to pay attention to this (M4)".

In order to ensure the clear and unanimous messages around Diversity & Inclusion and gender diversity from Ericsson Finland to its potential external candidates the understanding of content and the ways how to communicate that message should be focused on. The discussions with Hiring Managers showed that in general they have some sort of understanding what does Diversity & Inclusion and gender diversity mean, however the answers were raising the need to sharpen the understanding and making sure the message is understood and repeated also within the organization. "On a high level I roughly know our targets but that's about it. Once we recruit people we don't look for copies of individuals but try to hire missing pieces for our teams (M3)". It is very important that the understanding is clear amongst Hiring Managers and employees of Ericsson Finland why Diversity & Inclusion is crucial for the business. So continuous communication and knowledge sharing around this topic should continue.

The results also showed that mean values were lower in general for most of the areas for females compared to males (mean values for males: 3,34 and 3,06 and for females 3,31 and 2,95). This could also reflect the fact that female target groups don't have enough information and visibility especially regarding Ericsson Finland and thus this is also reflected in the answers though the female respondents are already interested in the company as they've sent their applications and most likely were looking for Ericsson Finland related information through different channels.

When female candidates were looking for information on Ericsson Finland and the job opportunities company offers the main channels to look for this info were: Company website (1/8 and 1/7 important), Ericsson LinkedIn page (2/8 and 2/7 important) and either Colleagues / Friends (for company info) (3/8 important) or External career sites (Monster.fi etc. for job opportunities) (3/8 important). This similar order applies also to channels that females would prefer to use. In overall these channels are quite traditional. Females were evaluating the use of Twitter and Facebook as potential information channels higher compared to males when searching for company related information. This could mean that females do see some potential on using these channels – this just hasn't concretized that well yet as the mean values were significantly lower than in other factors presented in the survey (Facebook 5/6 important and Twitter 6/6 important). This was also seen on the results reflecting the importance of Twitter and Facebook as they were mostly seen as neu-

tral channels (most answers on “Neither agree nor disagree” criteria). As seen in the results, females seem to be lacking overall knowledge on Ericsson Finland which was also reflected in the discussions with female Hiring Managers – it is important to concentrate also on the message content, not just the channels used. “I don’t think it is related to the channels used. The more important factor is the content (M2)”.

5.3 Presenting the primary results

In order to receive comments to the study from the target organization Ericsson Finland a session for presenting the primary results was organized on Friday 10th of March, 2017. The session was booked for 1 hour however the discussions took a bit longer and the results were covered within 75 minutes. Present at the session were Samuli Kivilehto, SME Talent Acquisition at Ericsson RECA, Anu Hirvikallio, Recruitment Manager at Ericsson RECA and Marko Paldanius as a Researcher.

An invitation to this session was sent well in advance, however due to schedule conflicts the session needed to be rescheduled for 2 occasions. The session was held in a meeting room in Ericsson’s site in Jorvas, Kirkkonummi.

PowerPoint slide deck of 23 slides was prepared and presented in the session as the basis for the discussions. The slide deck included the following topics:

- 1) Objectives and background of the study
- 2) Overview of females in technology studies in Finland
- 3) Potential female technology workforce in Finland
- 4) Snapshot on the results
- 5) Suggestions going forward

The purpose in the session was to crystalize the objectives for this study and bring out the results reflecting the objectives together with the suggestions going forward.

Initial comments from Samuli Kivilehto (Ericsson TA SME) were pointing the need to understand the potential technology female workforce in Finland better. How much potential candidates with technology background there could be working in the competitor companies in the potential roles? The data gathered for this thesis through Education Statistics and Statistics Finland cannot answer directly this question so it was discussed that this could be another study point in the near future. Another point that Samuli Kivilehto was in-

terested in was to find more concrete actions to improve gender diversity. In the suggestions going forward the actions were concentrating to improve gender diversity through employer branding activities. However, Ericsson would also need to understand if there are any clear, tested and proven gender related activities that could have direct impact on improving the gender balance. A concrete action point that rose from the presentation results was the creation of different EVPs for different female target groups. The potential schedule for these activities will be clarified later on once the financial and personnel resource needs have been clarified more detailed by Ericsson Finland.

The suggestion of improvements for Ericsson Finland is defined below and added as an appendix 3 at the end of this thesis.

- 1) Systematically collect answers from potential external candidate groups to questions presented in the Employer Brand Relationship Ladder
- 2) Create different Employer Value Propositions to identified potential candidate groups
- 3) Launch systematical Ericsson Finland Alumni activities
- 4) Continue to increase visibility of technology roles and areas to the future female talents
- 5) Recap the importance of Diversity & Inclusion targets and EVPs in place to Hiring Managers and employees in Ericsson Finland
- 6) Continue to look for candidates from global markets
- 7) Concentrate to focus the messages to potential female candidates by using the topics from the survey female candidates valued the most
- 8) Focus to deliver the gender messages to female candidates through examples (such as female Ericsson employees) and through concrete actions (what does it mean to be working female in Ericsson Finland)

5.4 Conclusions and suggestion improvements

This chapter summarizes the conclusions drew from the results of the research and combine them together with some of the theories explained in the theory part. In the end of the chapter the purpose is to give suggestion improvements for further activities. The main objective was to find the answers to the research questions:

1. How is Ericsson Finland seen from the perspective of external female candidates?

2. How to strengthen the effectiveness of diversity strategy of Ericsson Finland from employer brand and recruitment perspectives?
3. What is the overall trend for the number of female students and female graduates starting their studies and entering work life in Finland within technology sector?

First of all, there are no quick fixes to get the employer brand more tempting from female perspective, instead of that it requires lot of continuous and systematic hard work and commitment from everybody in the organization and least not the management itself. Functional framework of this thesis is shown in figure 61. The purpose of the functional framework is to describe the concrete actions to help to solve the diversity challenge described in this thesis.

For the first and second questions the suggestion for Ericsson Finland is to implement Functional framework into use and choose certain target groups (such as female technology and female business) to ask the questions and topics presented in the model. The model consists of Employment Brand Relationship Ladder and suggests creating different Employer Value Propositions for targeted female groups.

During the implementation it is crucial to remember that this information should be collected systematically in order to have systematic approach in place. The concrete suggestion to start with would be to collect certain amount of potential external female candidates (such as female candidates in excursions or student fairs) and follow them if and when they apply to Ericsson and proceed with their careers. By analyzing their career paths this would give very important information to Ericsson Finland. There would be also a need to include identified females already working in the Ericsson Finland in order to gain their feedback as well as a starting point for benchmarking. Through that data collection we should have clear understanding that Employee/Employer Value Proposition and Employee Experience equals to Brand strength so that EVP and Employee Experience should back each other and "talk the same language". Through this approach the suggestion is that utilizing the strong brand of Ericsson the distinguished Female Employer/Employee Value Propositions should be created in order to target exactly to the needed candidate target group(s). By doing these actions and being visible the outcome should be that Ericsson Finland is able to engage with potential candidates more and eventually hire more potential females. After collecting this Ericsson Finland related brand data systematically and refining it to focus the new Employer Value Propositions for females and making sure that the Employee Experience is also valid towards Employer Value Propositions in

place, the diversity strategy of Ericsson Finland should be more enhanced and more focused.

There are also some potential risks embedded as according to Herring (2009, 219 – 220) paradoxical view explains organizations with greater diversity associated with more group conflicts and better business results due to conflicts forcing organizations to seek out ways beyond the easy solutions which are more common in like-minded organizations. As stated by Edwards & Kelan (2011, 168 - 169) it is important for Ericsson Finland to notice that creating a coherent employment brand could increase a risk towards more homogenized workforce whereas different Employer Value Propositions could help to solve that challenge and mitigate the risk. It is also important to fine tune the communication and make sure to highlight those areas that female candidates find important when they consider Ericsson Finland as a potential employer. Five of the most highly valued topics raised by female candidates were: interesting work tasks, overall atmosphere and working environment, future career possibilities, work-life balance and reputation of the company. It is also important to keep in mind that the messages to female candidates should be sent through examples and role models such as female Ericsson employees and as concrete actions such as explaining what it really mean to be working female in Ericsson Finland.

Secondly, the suggestion is to create systematic ways to engage with former Ericsson Finland employees through Ericsson Alumni network. The reason for this is that previous Ericsson Finland employees are good ambassadors for the company and through their networks Ericsson Finland can increase visibility a lot in the potential employee market. It is also important to engage with former employees that can be future remigrants, partners or clients.

Thirdly, as it has been explained in this thesis the number of graduated technology females is significantly lower compared to males in Finland annually. This is affecting the war for talent situation as the organizations are struggling in terms of finding and hiring potential technology related females. As a suggestion for Ericsson Finland it is important to engage also with potential females globally as a global organization Ericsson is able to hire females across the globe and thus not only looking for the local Finnish employee markets. It is also important to continue engaging with younger future female talents in compulsory schools so Ericsson Finland should continue school visits and organizing coding schools to increase the importance and visibility for natural sciences in these schools.

As described earlier in this study female students are afraid that technology area doesn't support their ways for social interaction that well. This delusion needs to be changed.

There would be also potential place for Ericsson to step up in Finland as a thought leader when discussing females' participation in technology areas. This would in turn help to foster gender friendly image of the company and increase the overall visibility which has previously been lacking as seen in the survey results. In overall being visible on the gender topic in different social media channels and repeating the message on the importance of gender topic is important. As it came through in most of the open ended comments in the survey, candidates suggest Ericsson Finland being out there with this topic. Even though the survey itself has been increasing the knowledge from its part: "More similar surveys could help – know I know on diversity activities in Ericsson (Response from open ended questions)".

Fourthly, as stated in the interviews with Hiring Managers both female and male hiring managers were lacking information and knowledge around Diversity & Inclusion in a larger concept. It was even mentioned that there needs to be more strengthened messages to the grass root level what Diversity and Inclusion and especially Gender diversity is all about and why are these topics important. Strengthening this message should continue. At the same time, it is important to reduce the biases affecting gender diversity. This could be done so that the biases are made visible so that they can be affected through trainings and by other means. By increasing understanding on the importance of gender diversity the overall understanding is increasing and making employees more aware on the topic. The functional framework of suggestions to Ericsson Finland is been described in figure 61.

As the area of gender diversity and employer branding is very wide there is lot of potential areas for future research. When analyzing the studies and books in the market there hasn't been that much of studies combining the areas of gender diversity, recruitment and employer branding though these areas have been on the scope of different surveys one by one recently. Suggestions for the next studies would be to systematically start to collect the data after the initial action suggested in this research in order to gather the evidence on the impact to the gender visibility. Also as the topic of this thesis wasn't concentrating that much on the internal reasons hindering the gender diversity but to concentrate on the external candidates' views towards Ericsson Finland so this could be a potential topic for a follow up study.

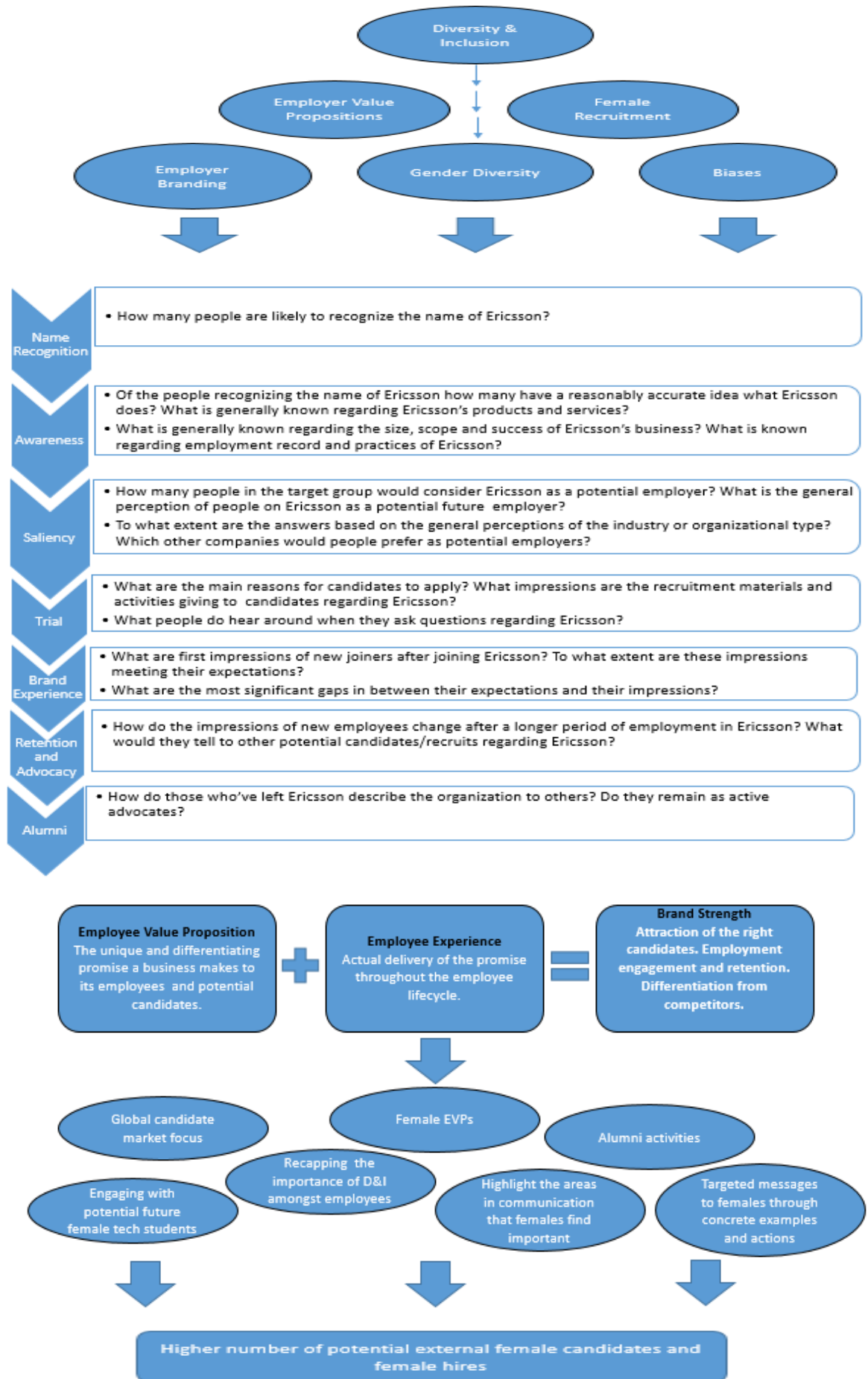


Figure 61. Functional framework of suggestions to Ericsson Finland (Paldanius, 2017)

5.5 Evaluation of the thesis process and own learning

This whole thesis process has been very interesting and got me more interested as things started to proceed. Once I started my Masters studies actively in Autumn 2015 I started to think over the topic for the upcoming thesis at that time. However not earlier than in November/December 2015 the discussions were kept with Talent Acquisition SME that this kind of approach towards gender aspect and diversity in Finland would be valuable.

I started collecting scientific articles and newspapers ever since and wrote down if I had any thoughts arising for the thesis itself. The concrete first steps for the thesis took place in Autumn 2016 when I started to write the first pages. Since the start of my study leave I was able to move on with the actual research part and launched that together with the Hiring Manager interviews in the organization. Late December, January and February have been the writing season for the thesis and during February the purpose is to do the final iterations and finalize the thesis. When looking back and evaluating the process the start was a bit painful. The reason being that there hasn't been that many similar studies concentrating on employer branding from the female recruitment and gender perspective. There have been more and more studies around each of these areas but not combining the areas together. However, analysing the results of my research gave me more boost to move on with theory and writing down the conclusions and findings of the results have helped me to iterate the theory and theoretical framework of the thesis.

If I could go back once more I'd perhaps still would try to collect theory a bit more thoroughly together and have a bit clearer concrete vision on the framework before moving on with the survey. This would give even better results and focus the right questions to be asked. Also to really understand and think over the research methods and approach is very crucial for the whole thesis. Own learning has increased again and not the least around theory within the areas of thesis. It has been interesting to be able to get the grasp of the answers received and analyse them in response to the research problem and research questions. For future references I think it would also make sense to try to reduce the whole lead time from the start to finalize the thesis. The challenge is that the whole process might take during the studies anything between one to two years and that seems to be quite long timeframe in today's business world as things are changing much faster. Suggestion for future would be to implement some kind of "pulse" thesis which would follow up the processes companies are nowadays using. A snapshots of a certain situations in a certain points of time and adjust the plan accordingly. If this could be done so that students collect the information course by course and work by work to build up the thesis at the end of the study program.

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Appendices

Appendix 1. Survey questionnaire



Recruitment and Gender Diversity in Ericsson Finland

1. What is your gender? *

- Male
- Female

2. Define your age group? *

- 18-30 years
- 31-40 years
- 41-50 years
- >50 years

3. What is your highest educational degree? *

- Primary education
- Upper secondary education
- Bachelor's degree
- Master's degree
- Doctoral degree

4. How many years of work experience do you have? *

- <1 year
- 1-5 years
- 6-10 years
- >10 years

5. What are the main reasons for you when choosing a potential employer? Rate the following reasons based on the relevance and importance to you.

	Not at all important	Not so important	Important	Very important	Don't know / Not applicable
Location of the employer *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation and benefits *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Position / Title *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company values *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future career possibilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of the company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear vision and strategy *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting work tasks *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall atmosphere and working environment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-Life Balance (balancing work / personal life) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate Social Responsibility *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair treatment of employees *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear Diversity and Inclusion strategy of the company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Something else (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What were the main reasons for you to choose Ericsson? Rate the following reasons based on the relevance and importance to you.

	Not at all important	Not so important	Important	Very important	Don't know / Not applicable
Location of the employer *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation and benefits *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Position / Title *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company values *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future career possibilities *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of the company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear vision and strategy *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting work tasks *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall atmosphere and working environment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-Life Balance (balancing work / personal life) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate Social Responsibility *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair treatment of employees *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear Diversity and Inclusion strategy of the company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Something else (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Which channels did you use to find information on Ericsson Finland? Choose the channels you've used from the list and rate the importance of those channels to you.

	Not at all important	Not so important	Important	Very important	Not applicable
Company website (www.ericsson.com) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson LinkedIn page (https://www.linkedin.com/company/ericsson) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Facebook page (https://www.facebook.com/Ericsson.fi/) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Twitter page (https://twitter.com/ericsson_fi) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends / Colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student fairs / excursions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other channels (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Which channels would you prefer to use to find the needed information of Ericsson Finland? Choose the channels you'd like to use from the list and rate the importance of those channels to you.

	Not at all important	Not so important	Important	Very important	Not applicable
Company website (www.ericsson.com) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson LinkedIn page (https://www.linkedin.com/company/ericsson) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Facebook page (https://www.facebook.com/Ericsson.fi/) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Twitter page (https://twitter.com/ericsson_fi) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends / Colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student fairs / excursions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other channels (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Which channels did you use to find information on open positions of Ericsson Finland? Choose the channels you've used from the list and rate the importance of those channels to you.

	Not at all important	Not so important	Important	Very important	Not applicable
Company website (www.ericsson.com) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson LinkedIn page (https://www.linkedin.com/company/ericsson) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Facebook page (https://www.facebook.com/Ericsson.fi/) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Twitter page (https://twitter.com/ericsson_fi) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends / Colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student fairs / excursions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External career sites (ie. Monster etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other channels (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Which channels would you prefer to use to find the needed information on open positions of Ericsson Finland? Choose the channels you'd like to use and rate the importance of those channels to you.

	Not at all important	Not so important	Important	Very important	Not applicable
Company website (www.ericsson.com) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson LinkedIn page (https://www.linkedin.com/company/ericsson) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Facebook page (https://www.facebook.com/Ericsson.fi/) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Twitter page (https://twitter.com/ericsson_fi) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends / Colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student fairs / excursions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External career sites (ie. Monster etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other channels (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Job adds of Ericsson (<https://www.ericsson.com/careers>) are appealing to me. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

12. Company website of Ericsson (www.ericsson.com) is appealing to me. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

13. Facebook page of Ericsson Finland (<https://www.facebook.com/Ericsson.fi/>) is appealing to me. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

14. LinkedIn page of Ericsson (<https://www.linkedin.com/company/ericsson/>) is appealing to me. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

15. Twitter page of Ericsson Finland (https://twitter.com/ericsson_fi) is appealing to me. *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

16. Gender diversity is important for me when choosing a potential employer? *

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

17. How familiar are you with Ericsson's Diversity and Inclusion approach (<https://www.ericsson.com/about-us/diversity-and-inclusion>) around gender diversity? *

- Not familiar
- Slightly familiar
- Familiar
- Very familiar

18. If you are familiar with Ericsson's Diversity & Inclusion approach which channels did you use to find the gender diversity information in Ericsson? Choose the channels you've used from the list and rate the importance and relevance of those channels to you.

	Not at all important	Not so important	Important	Very important	Not applicable
Company website (www.ericsson.com) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson LinkedIn page (https://www.linkedin.com/company/ericsson) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Facebook page (https://www.facebook.com/Ericsson.fi/) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Twitter page (https://twitter.com/ericsson_fi) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends / Colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student fairs / excursions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other channels (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Which channels would you prefer to use to find the information you need around gender diversity in Ericsson? Choose the channels you'd like to use and rate the importance and relevance of those channels to you.

	Not at all important	Not so important	Important	Very important	Not applicable
Company website (www.ericsson.com) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson LinkedIn page (https://www.linkedin.com/company/ericsson) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Facebook page (https://www.facebook.com/Ericsson.fi/) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ericsson Twitter page (https://twitter.com/ericsson_fi) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends / Colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student fairs / excursions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other channels (pls specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. How would you rate Ericsson's overall visibility around gender diversity? *

- Not visible
- Very little visible
- Visible
- Strongly visible
- Not applicable

21. How appealing do you find Ericsson as a potential employer? *

- Not appealing at all
- Slightly appealing
- Appealing
- Very appealing
- Not applicable

22. What should Ericsson Finland start doing to increase visibility around gender diversity? All the ideas are welcome.

23. What should Ericsson Finland stop doing to increase visibility around gender diversity? All the ideas are welcome.

24. What should Ericsson Finland continue doing to increase visibility around gender diversity? All the ideas are welcome.

Appendix 2. Semi-structured discussion template

Discussion areas#	Topic
1	How long have you been in the company?
2	What is your career path?
3	What is your current role?
4	Years of experience as Hiring Manager?
5	What do you think are the main reasons when choosing a potential employer?
6	How familiar are you with Ericsson Finland's Employer Value Proposition (EVP)?
7	What is your view towards Ericsson Finland's channels for external visibility in order to find talents?
8	What is your view towards Ericsson Finland's channels for strengthening Employer Branding?
9	What is your view towards Diversity & Inclusion (D&I) activities in Ericsson Finland and especially towards Gender diversity topic?
10	How do you live & act in your work to fulfil gender diversity targets to find balance between male & female candidates?
11	What should Ericsson continue doing in terms of gender diversity?
12	What should Ericsson start doing in terms of gender diversity?
13	What should Ericsson Finland stop doing in terms of gender diversity?
14	What is your view towards Ericsson Finland's channels to increase awareness around gender diversity actions amongst external candidates? Possible channels: Company web page, LinkedIn page, Facebook page, Twitter page, other media channels, job ads and school group activities?
15	How appealing do you find Ericsson Finland for female / male candidates?
16	Anything else around Diversity? Free comments.

Suggestion of improvements for Ericsson Finland

1. Systematically collect answers from potential external candidate groups to questions presented in the Employer Brand Relationship Ladder
2. Create different Employer Value Propositions to identified potential candidate groups
3. Launch systematical Ericsson Finland Alumni activities
4. Continue to increase visibility of technology roles and areas to the future female talents
5. Recap the importance of Diversity & Inclusion targets and EVPs in place to Hiring Managers and employees in Ericsson Finland
6. Continue to look for candidates from global markets
7. Concentrate to focus the messages to potential female candidates by using the topics from the survey female candidates valued the most
8. Focus to deliver the gender messages to female candidates through examples (such as female Ericsson employees) and through concrete actions (what does it mean to be working female in Ericsson Finland)