

SIEMENS



Siemens Norway

Plan for improved gender diversity. Targets, strategy and measures

Sissel Vien, Head of HR siemens AS

Key facts

Siemens in Norway

- 7 bil NOK in revenue
- 2000 employees, 17 locations

Siemens globally

- 72 bill. euro in revenue
- 367 000 employees in 190 countries



R&D: Innovation – key to success

28 800

employees globally in R&D



Patent ranking

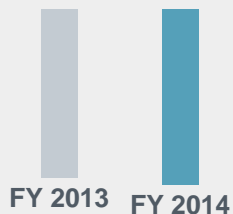
Nr. 13 USA (2013)

Nr. 2 Europa (2013)

Siemens has **56 100** approved patents globally

R&D spendings in % of revenue

5.5 5.7



FY 2014
€4.1 billion

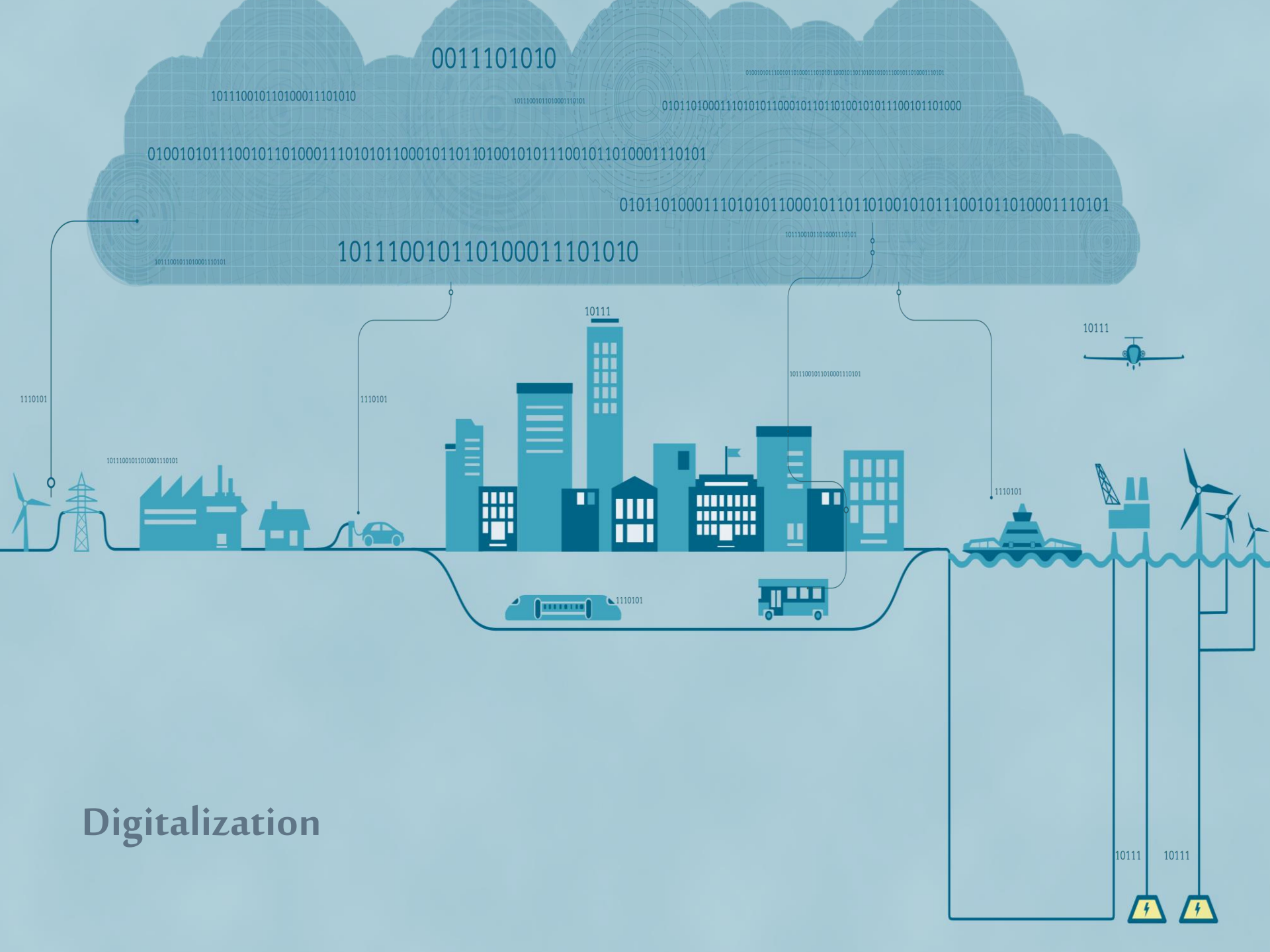
Cooperation

1 000

Cooperations with universities and research institutions globally



Electrification



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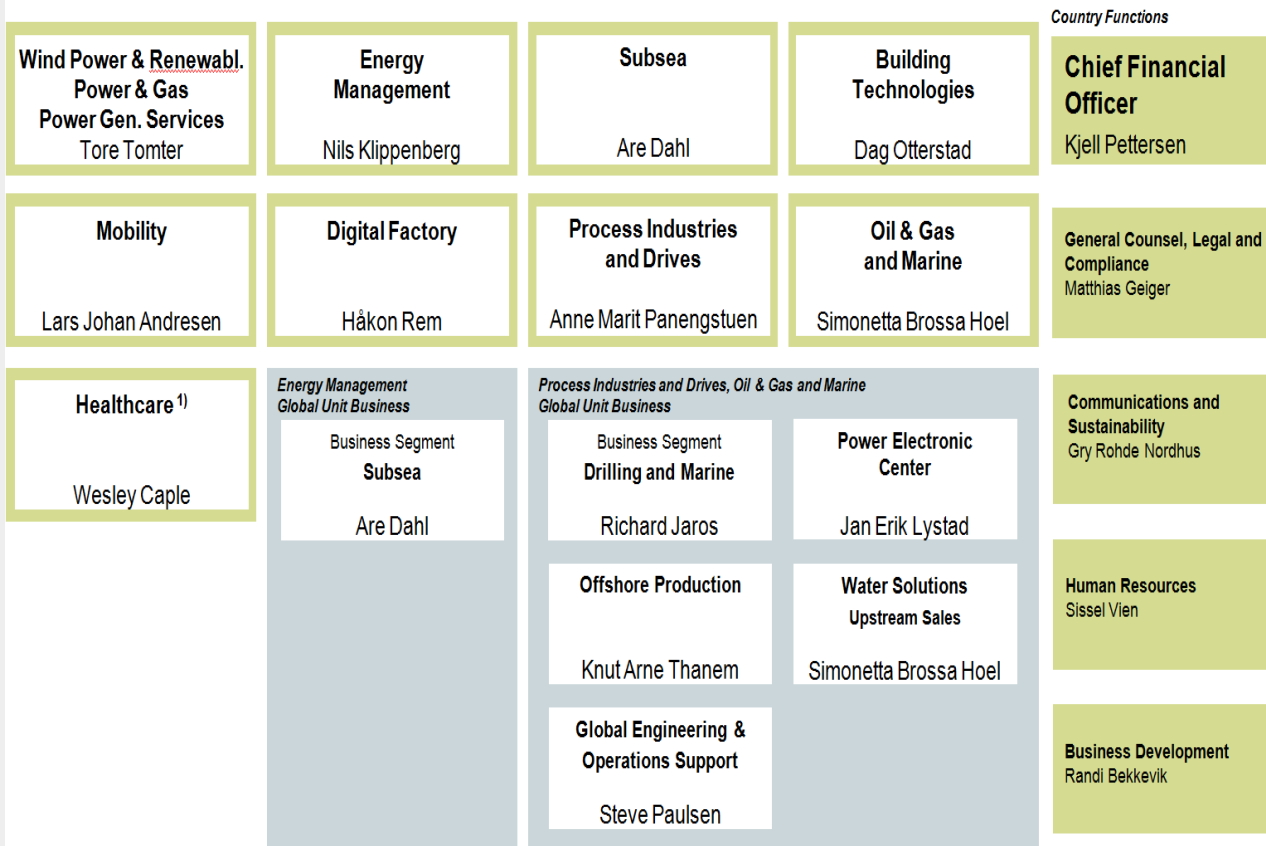
Digitalization

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Organization

Chief Executive Officer
Anne Marit Panengstuen



¹⁾ Includes Siemens Healthcare Diagnostics AS – operational integrated into Siemens AS

How to build a sustainable future

SIEMENS



Intelligent infrastructure

- Seamless and electric



Sustainable energy

- Secure and intelligent



Future of manufacturing

- Productive and digitalized

Why gender diversity?

- ✓ Concrete, dedicated target from top management to improve gender balance
- ✓ Diversity is considered as a critical success factor in the years to come
- ✓ Siemens Norway want to improve attractiveness for customers, employees, future qualified candidates and Siemens globally
- ✓ Improved diversity is expected to improve efficiency, work environment and give higher engagement
- ✓ Plan was developed in workshop November 2013 based on interviewing 20 top managers in Siemens Norway

Summary of the most important carrier factors in Siemens AS (Anne Grethe Solberg)

- International, cross functional background
- Basic commercial competence
- Capable of manoeuvring in a bureaucratic environment

- Invest in German culture, language and relations
- Strong entrepreneurial spirit
- High emotional intelligence

- Development oriented and engaged
- Informal networking and excellent line dancers



Three overall targets

- ✓ Students at high school, college and universities will proactively choose technology education after being informed about Siemens Norway business and activities
- ✓ 20 % of all graduates hired in Siemens AS each year until 2016 should be female
- ✓ 20 % of managers within sales, engineering and project management should be female within 2016

Measures

1. Building attitude; branding
2. Recruitment of graduates
3. Recruitment strategy
4. Talent program with special selection of female leader talents
5. Development network for females
6. Sponsorships

”Hunting for the girls”

Main goal; attach to bright female students early in their education, give them attractive technical and personal development during their education utdannelse, with the target of hiring.

Internships

Project assignments

Carriere planning

Training team work skills

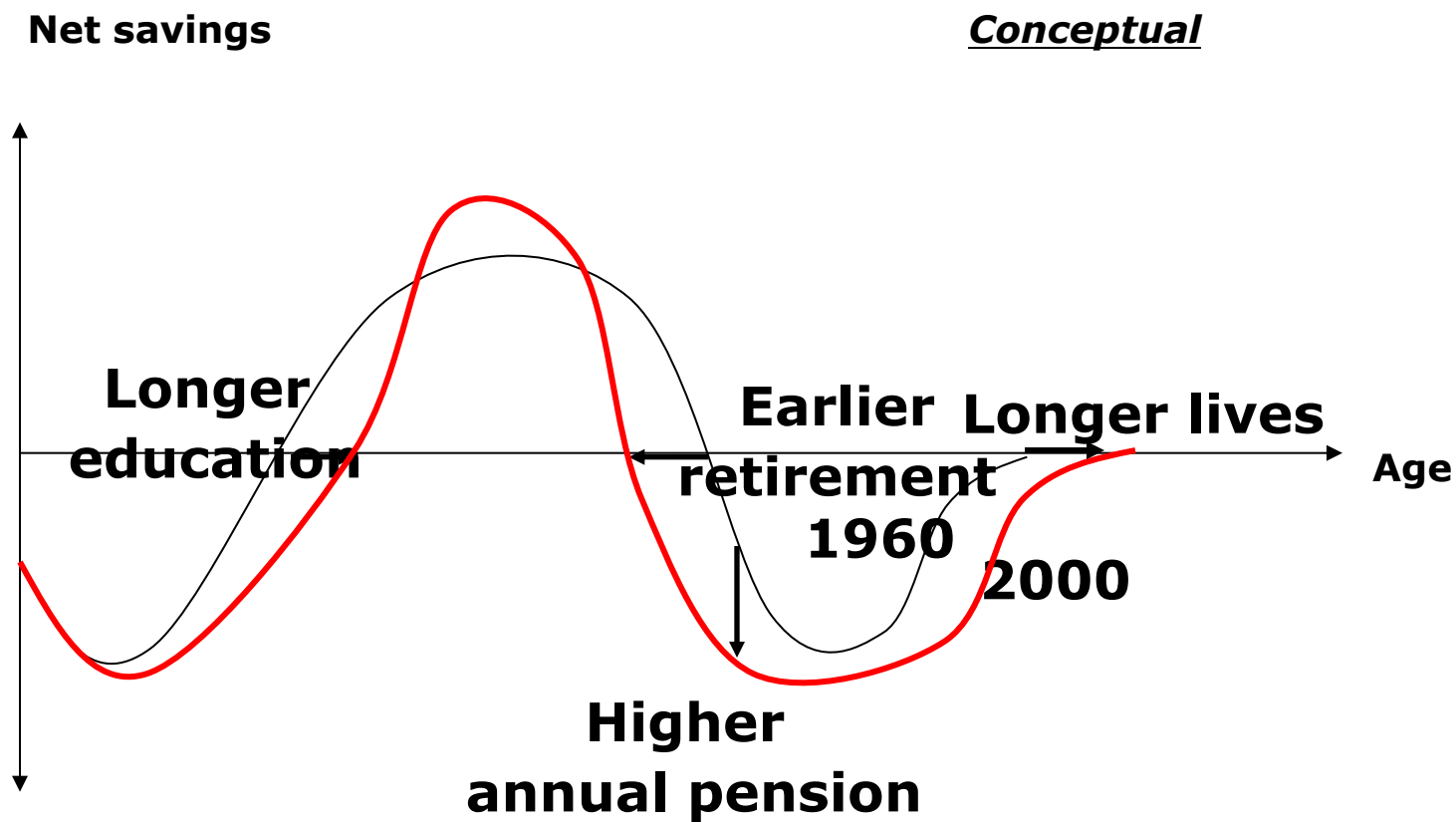
Technical workshops

Possibility to work along the studies



Background for the 2011 Pension Reform

“The pension squeeze”...



Policy

- Siemens wishes to have a life phase oriented personnel policy
- *Siemens wants as many as possible of our employees to have the **desire, expertise and opportunity** to continue working in the company beyond the age of 62.*
- **The work situation is adapted** according to individual needs and the development of competence is secured; **management responsibility** is focused



Measure 1: Age limit is raised

Siemens' age limit of 67 is raised to 70 from 1 January 2011.

The limit currently coincides with the working environment act section 15-13 a which allows the company to terminate employment without notice when employees have reached the age of 70.

Company regulations must be adjusted, as the age limit is stipulated there.



Measure 2: Milestone interviews

Milestone interviews between **employee and manager**

(the manager's manager may also participate in the interview when relevant, or when one of the two want this)

1st interview after the age of 55:

Subject: Need for changes in work situation and need for development of competence. The company's and the individual's needs and plans ahead.

2nd interview after the age of 60 – within 3 months following senior course.

Subject: Plans for further work, clarify competence requirements and any need for adaptation in work. Plans for retirement.

The managers will be offered guidance in advance



Measure 3: Senior course

Siemens offers a three day senior course in the year the employee reaches the age of **60**.

The purpose of the course is to motivate for continued work, provide inspiration for a meaningful senior period, factual knowledge and promote consciousness and positive attitudes whether one plans to stop working, reduce workload or continue working.

Spouses/cohabitants can participate at their own cost.

Standard courses are purchased externally. In 2011 everyone above the age of 60 will be offered these.



Measure 4: Competence development

A: For the seniors

Managers must facilitate competence development for seniors
Employees also have a responsibility for own competence development
Targets and measures are agreed upon in annual appraisal interview.

B For managers:

Senior policy is a subject in several forums in connection with organization and management development in the company.
Seniors in a transitional process must be a part of a measure to establish a mindset, particularly for managers.
The managers responsible for milestone interviews will receive special guidance



Measure 6: Stimulus to work longer

a) Senior holiday

Employees in full time positions are given two extra weeks of holiday with pay per year from and including the year they reach the age of 64 on condition that they worked a full time position in the previous year. This extra holiday may be taken as whole weeks, individual days or hours.

b) Fitness programme

From the age of 60 employees in full time positions are given paid time off for 2 hours a week for exercise if they additionally exercise 2 hours a week on their own. The scheme is based on freedom under responsibility, but practicalities are agreed with the immediate superior.

