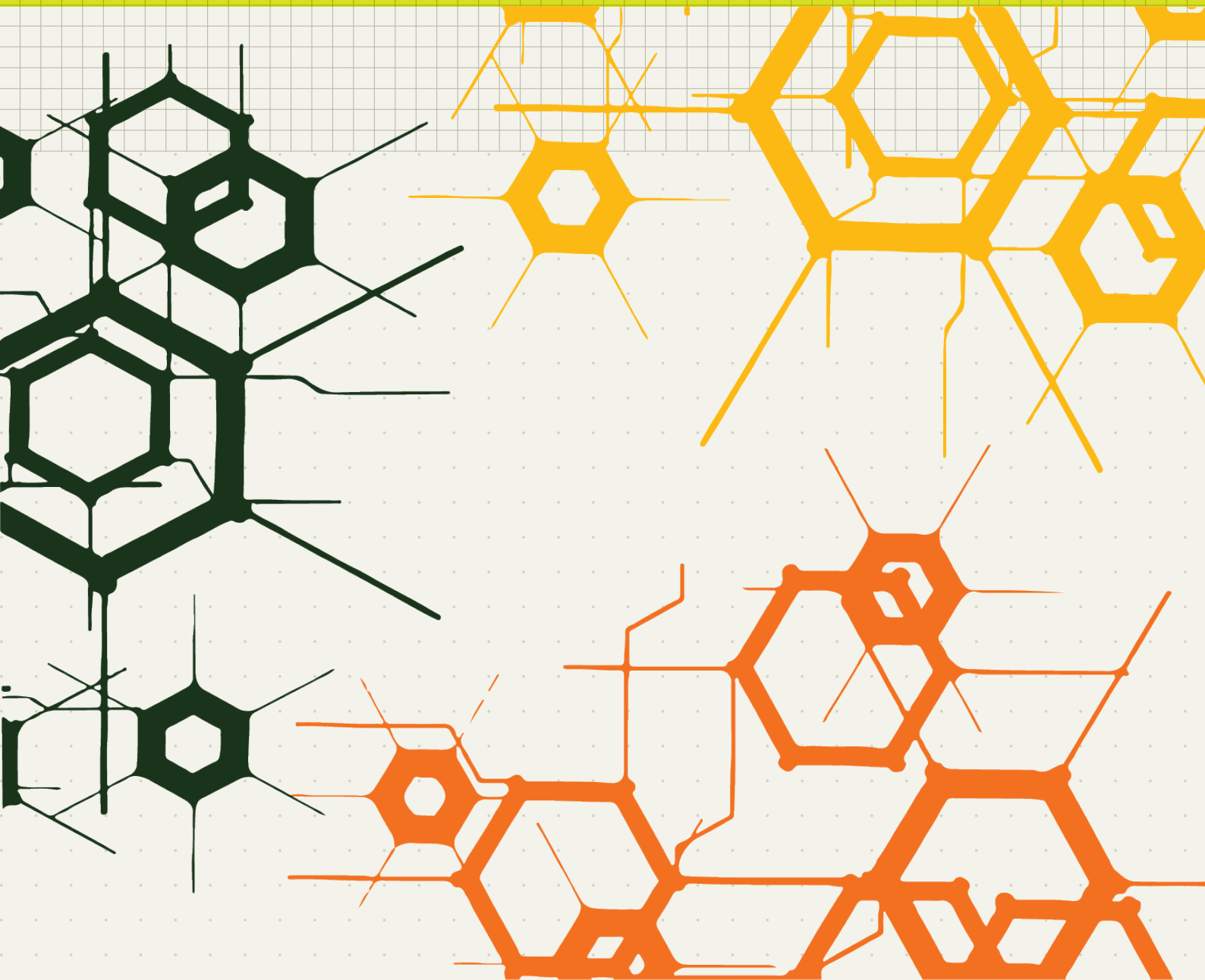
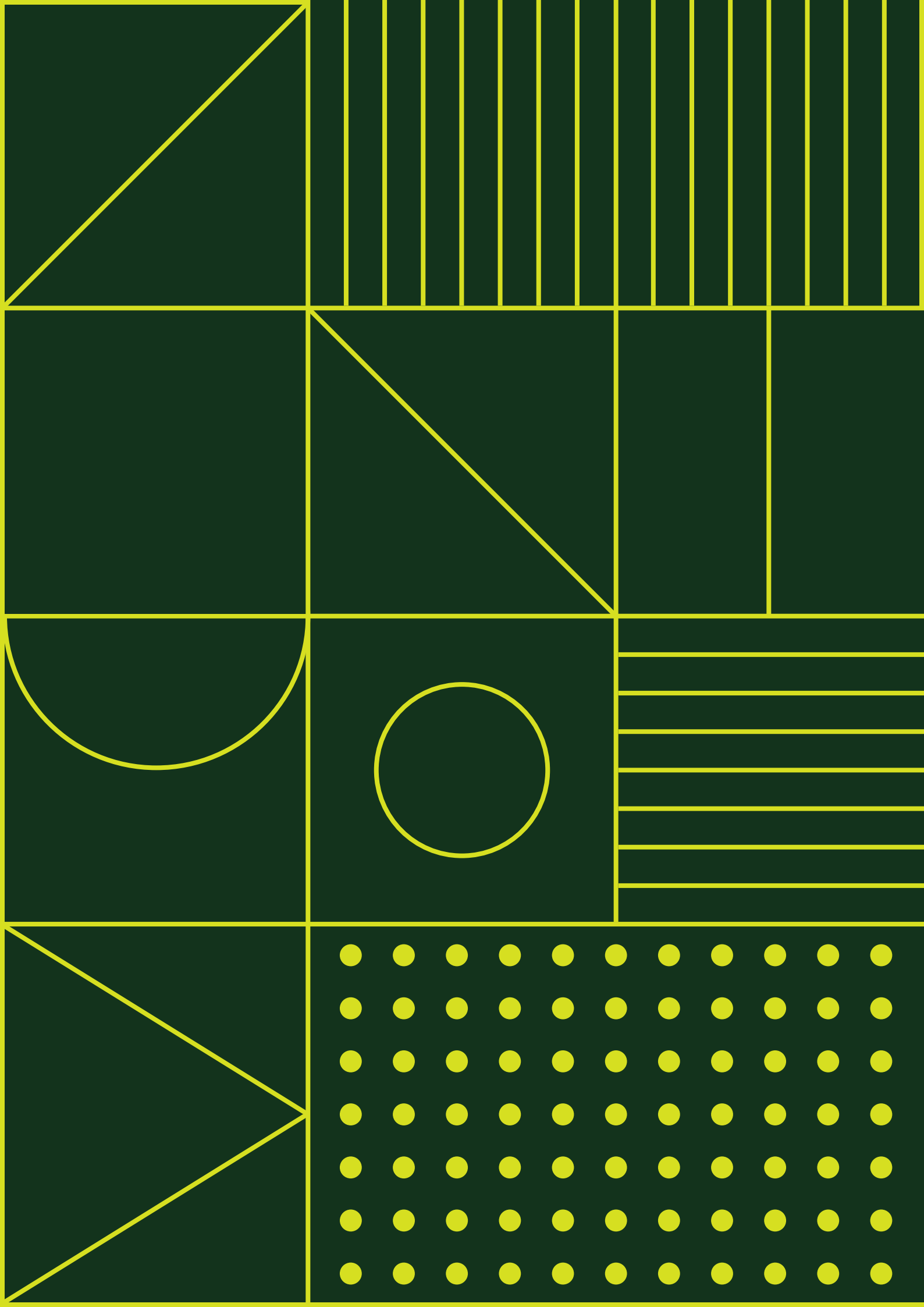


FEBRUARY 2024

# EXECUTIVE SEARCH FIRMS - THE GATEKEEPERS OF POWER



ALLBRIGHT



# EXECUTIVE RECRUITERS ARE TOO BUSY HOLDING THEIR CUSTOMERS' HANDS

Boards, management, election committees. Stock companies, law firms, venture capitalists. Many can be criticized for the lack of diversity and representation among the top positions in Sweden. But one industry has thus far been able to avoid any scrutiny. It's therefore time to examine the secret gatekeepers of power: namely the Swedish Executive Search firms.



If you are looking for a top position, whether in business, public administration, or the non-profit sector, you must go through an Executive Search firm. In Sweden, there are only a few Executive Search firms in the market, meaning that careerists and aspiring leaders have many reasons to be on their good side. If you are not on their lists of potential candidates, your chance of landing a top position via external recruitment is minimal. Therefore, the Executive Search firms can be imagined as a critical steppingstone to increasing or decreasing diversity amongst CEOs, management groups, and/or the Swedish boards.

This report shows that presently, the Executive Search firms are mainly hiring men, who account for 65 percent of recruitment for the top positions in Sweden. The rest of Europe is, however, showing more promising numbers, indicating that equality is prioritized on the agenda. For example, the latest country to bypass Sweden this year on the Equality ranking lists among large-sized companies is France, while Germany is closing in with a rapid speed.

What is even more concerning from our investigation is the fact that only 12 percent of the Executive Search firms had broader diversity goals regarding ethnicity or foreign background in their policy. Further, the focus on the Stockholm region is also alarming. Meaning that many experienced and competent professionals in the south and north of Sweden risk being excluded from the Executive Search firms' radar for higher positions. This is due to their location perceived as being too far from the Stockholm hub.

Even when these professionals are on their radar, the chances of getting through the entire recruiting process are nominal, simply because the recruiters often know exactly what kind of candidates they are seeking. They might be searching for someone with an education from a specific school or a person within a certain age bracket. The relationship recruiters have with their customers can, therefore, be troublesome, considering these 'fixed bios'. A recruiter who challenges their customer too much or too far may risk losing the business. The Executive Search firms are also aware of the reality that if they opt for a safe bet – often a white man with a big network, assessed as less risky profile, they will most likely secure potential business from the customer in the near future.

Hence in this report, the Allbright Foundation examines the ten most influential Executive Search firms in Sweden using varying methods of interviews, surveys, and by analyzing their respective website information. The impression that emerges reveals that there are many layers of the lack of diversity in top positions. On one hand, there exists a perceptive understanding regarding these challenges and a will to change things for the better. On the other hand, there are as many excuses as problems. Recruiters blame the customers for not wanting to hire more diversity, and they equally blame the candidates for not having the competencies and merits deemed necessary for the top positions. A classical argument of escaping responsibility and the will to change, arguably on both ends.

The recruiters need to be courageous. It is no longer enough to simply deliver what they think the customer fancies in the hopes of ensuring more business. The industry claims to care about diversity in leadership, but the results tell another story. The Executive Search firms are the ones who can act as true catalyst for Sweden to embrace leaders with diverse backgrounds. This is critical for securing equality and fair representation among top positions. Today's leaders across all industries are facing dire challenges on many levels. They not only need to navigate the transition to a sustainable business but also hire the right talent and competencies for the future. All this in a time of war, climate crisis, and economic decline.

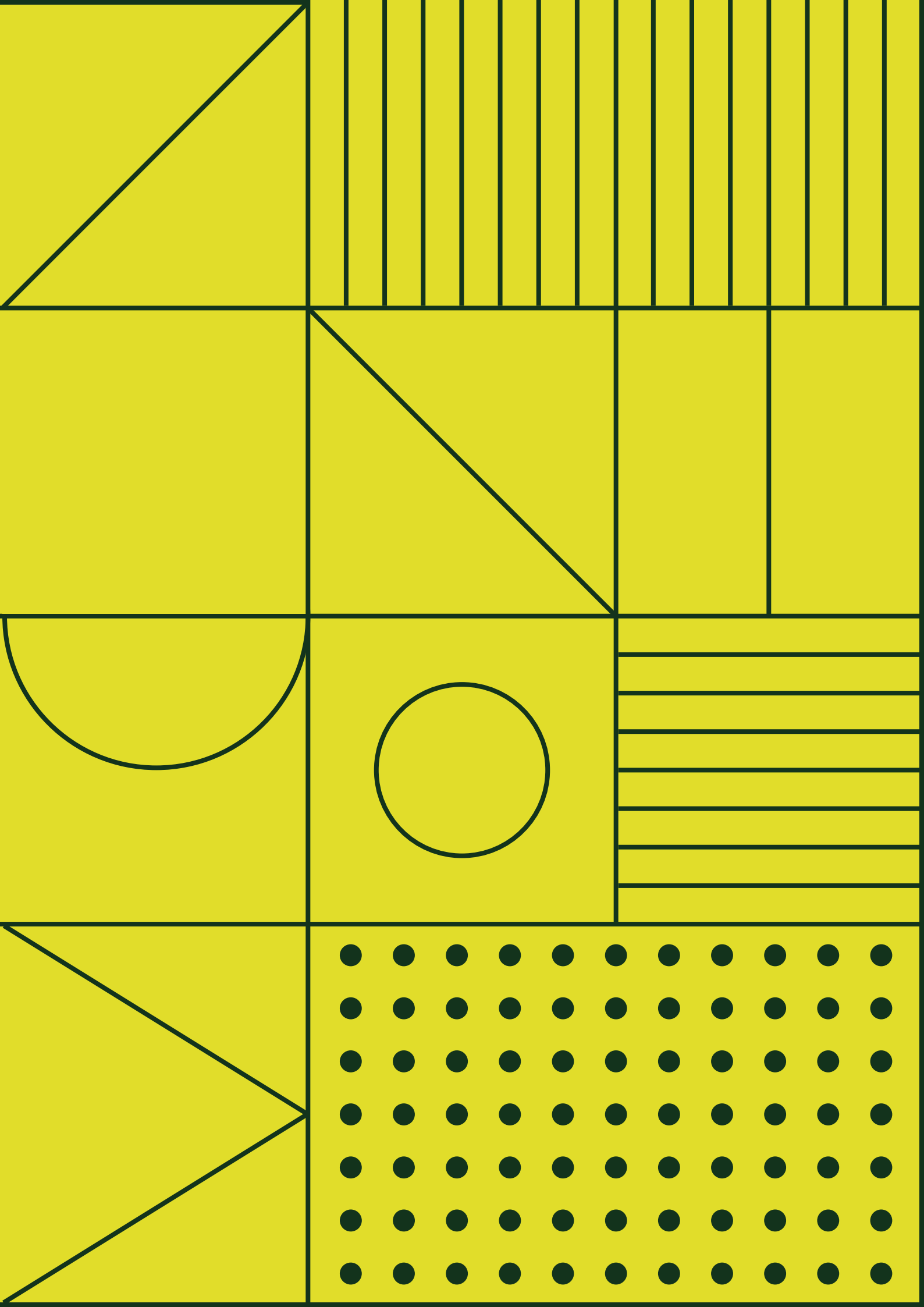
Finding the best people to lead us all through some of the greatest challenges of our times is a daunting task that demands that diverse voices in leadership teams are amplified. Executive Search recruiters need to take a hard look in the mirror and decide what role they want to play in shaping the future of leadership: as current gatekeepers of power or change enablers for a better future.

AMANDA LUNDETEG,  
CEO ALLBRIGHT

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# GATEKEEPERS OF POWER

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Those who aim for the top must first tackle the Executive Search firms. They are the ones who assess which candidates are suited for the companies' boards, who gets the sought-after CEO positions, or who gets to be a part of the management teams. As gatekeepers of power, recruiters have the ability to increase – or hinder – diversity in publicly listed companies in Sweden.

Despite this, Executive Search is an industry that is seldom examined. Secret networks, secret approaches, and secret customers make it hard to get an insight into their business. Allbright has therefore examined ten firms active within the Executive Search that were identified as the most influential firms in the industry. Nine of these firms permitted Allbright to send out surveys for data-collection to their employees. One firm, Egon Zehnder, refrained from participating in the survey.

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## Amrop

Amrop was founded in 1999 in Sweden. Amrop International was founded in 1977 as a network of firms in France, Italy, United Kingdom, and USA. Is currently active in 55 countries.

**Revenue 2021:** 68 MSEK

**Proportion of women (partners/consultants):** 46 percent

**Proportion of women on the board:** 17 percent

## Egon Zehnder

Founded 1964 in Switzerland and is active in Sweden since the end of the 60s. Is currently active in 36 countries. Egon Zehnder is the only firm that chose not to participate in the survey.

**Revenue 2021:** 140 MSEK (Egon Zehnder Management)

**Proportion of women (partners/consultants):** 40 percent

**Proportion of women on the board:** 0 percent\*

## Heidrick & Struggles

The company was founded in 1953 in the USA and has been on Nasdaq since 1999. Is currently active in 31 countries. Has been active in Sweden since 1990.

**Revenue 2021:** 39 MSEK

**Proportion of women (partners/consultants):** 50 percent\*

**Proportion of women on the board:** 50 percent

## Korn Ferry

Korn Ferry was founded in 1969 in the USA and is a Nasdaq listed company. Is currently active in 50 countries and has been in Sweden since 1996.

**Revenue 2021:** 38 MSEK

**Proportion of women (partners/consultants):** 33 percent

**Proportion of women on the board:** 25 percent

## Michaël Berglund Executive Search

Founded 1985 in Sweden. Michaël Berglund Group consists of several companies, where Michael Berglund Executive Search AB accounts for the majority of revenue.

**Revenue 2021:** 48 MSEK

**Proportion of women (partners/consultants):** 67 percent

**Proportion of women on the board:** 100 percent

## Navigio

Founded 1993 in Örebro, Sweden. Started out as a HR-consultancy but has since developed offerings in Executive Search.

**Revenue 2021:** 156 MSEK (majority of revenue comes from other offerings than Executive Search)

**Proportion of women (partners/consultants):** 43 percent

**Proportion of women on the board:** 33 percent

## Novare Executive Search

Founded 2001 in Stockholm, Sweden. Novare consists of several companies and offerings, with Novare Executive Search representing over half of the revenue.

**Revenue 2021:** 118 MSEK

**Proportion of women (partners/consultants):** 57 percent

**Proportion of women on the board:** 40 percent

## Odgers Berndtson

Founded 1966 in Brussels, Belgium. Is currently active in 32 countries and has been active in Sweden since 1990.

**Revenue 2021:** 37 MSEK

**Proportion of women (partners/consultants):** 17 percent

**Proportion of women on the board:** 20 percent

## Russell Reynolds

Founded 1969 in the USA. Is currently active in 26 countries and has been in Sweden since 2003.

**Revenue 2021:** 91 MSEK

**Proportion of women (partners/consultants):** 45 percent

**Proportion of women on the board:** 25 percent

## Spencer Stuart

Founded 1956 in the USA. Is currently active in 31 countries and has been in Sweden since 1986.

**Revenue 2021:** 43 MSEK

**Proportion of women (partners/consultants):** 50 percent

**Proportion of women on the board:** 33 percent

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\*Only two members of the board/management team

All key figures refer to the companies' Swedish operations

# GENDER EQUALITY AMONG THE MANAGEMENT TEAMS SEEMS TO BE OUT OF REACH

The proportion of women in management has increased steadily over the past ten years in Sweden, but recently, the development seems to have reached a standstill. The recruitment of women reaches a maximum of 35 percent – as the majority of remaining vacant positions are still being filled with men. Thus, at the current recruitment rate, Sweden will most likely never achieve gender equality among the management teams.

In the last two years, 35 percent of the external recruitments for the management teams have gone to women. These external recruitments are often done together with an Executive Search firm. In comparison, listed companies in Sweden currently have, on average, less than 30 percent of women in their management teams. This means that the Executive Search firms contribute to a slight annual increase.

In cases where listed companies promote internal employees instead of hiring external recruiters, only 30 percent of the top positions go to female candidates. The current pace of recruitment of women means that Sweden will be able to reach on average 33 percent women in management teams in listed companies. After this point, the development will most likely stop.

#### The ambitions among Executive Search firm varies

The low numbers are not due to companies not seeking female candidates; on the contrary, 77 percent of the

surveyed executive recruiters report that clients are indeed asking for gender diversity. Eighty-one percent of recruiters further share that they can deliver lists of candidates with both men and women.

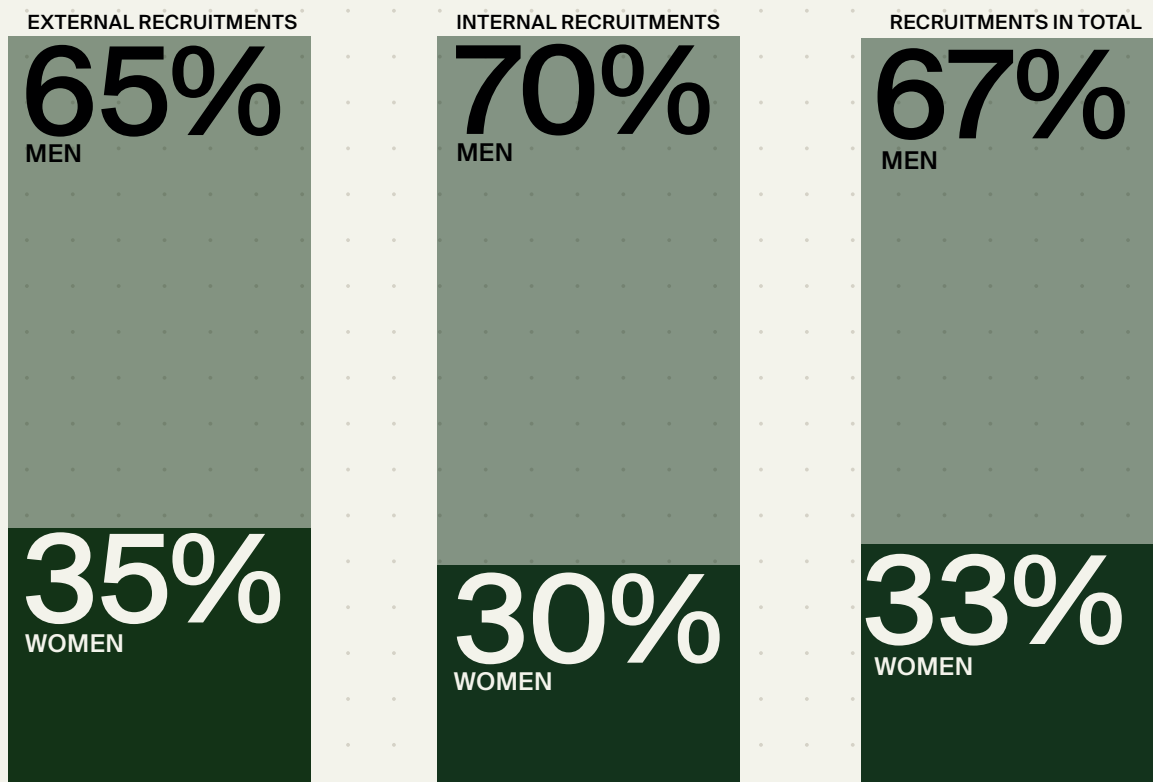
Despite candidate lists including both women and men, few women reach the top position. According to our interviews with recruiters, it may be a result of the selection-leadership bias that favors men over women as being leader-like. Through survey responses from the recruitment firms, it is also possible to deduce that the recruitment firms' ambitions regarding gender distribution vary greatly, from having 50 percent women to only having one woman in each selection process. But with only one woman in the process, the chances of her being the winning candidate are unfortunately quite low.

Within a few years, Sweden may thus hit a thicker glass ceiling, and development will come to a complete halt unless the recruitment of female managers increases, here and now. For this reason, it is therefore prudent for Executive Search firms to keep their eyes on the target, increase their ambitions regarding diversity, and shift into the next gear by embracing equal and fair opportunities for all candidates, irrespective of their gender or background.

ANNUALLY EXCHANGED PERSONS IN MANAGEMENT

20%

## WOMEN AND MEN RECRUITED TO MANAGEMENT TEAMS IN THE LAST TWO YEARS



# A LIFE OF CONSULTANCY LEAVES NO ROOM TO MAKE A FUSS

When Allbright examines the proportion of external recruitment within various leadership positions, a pattern becomes clear. The recruiters take the easiest route time and time again. The reason seems to be a business model based on achieving quick results.

According to interviews conducted by Allbright, one explanation for the shortcomings in the recruitment processes may be the companies' business models. When a role is filled, the recruiting firms can invoice. It is, therefore, not worth going against the customers' will when they want to choose a convenient and conventional candidate, quickly and swiftly.

The customers' demand results, which makes it easier to stay within the working framework, as a former recruitment employee explains. Why challenge the customer if what they want is a person with the same background as themselves?

They further explain: "You want your payment, want to keep the customer, and you don't want to start over again in the process. That's why you may choose profiles that look the same as the person who has had the position previously."

## Roles for women, roles for men

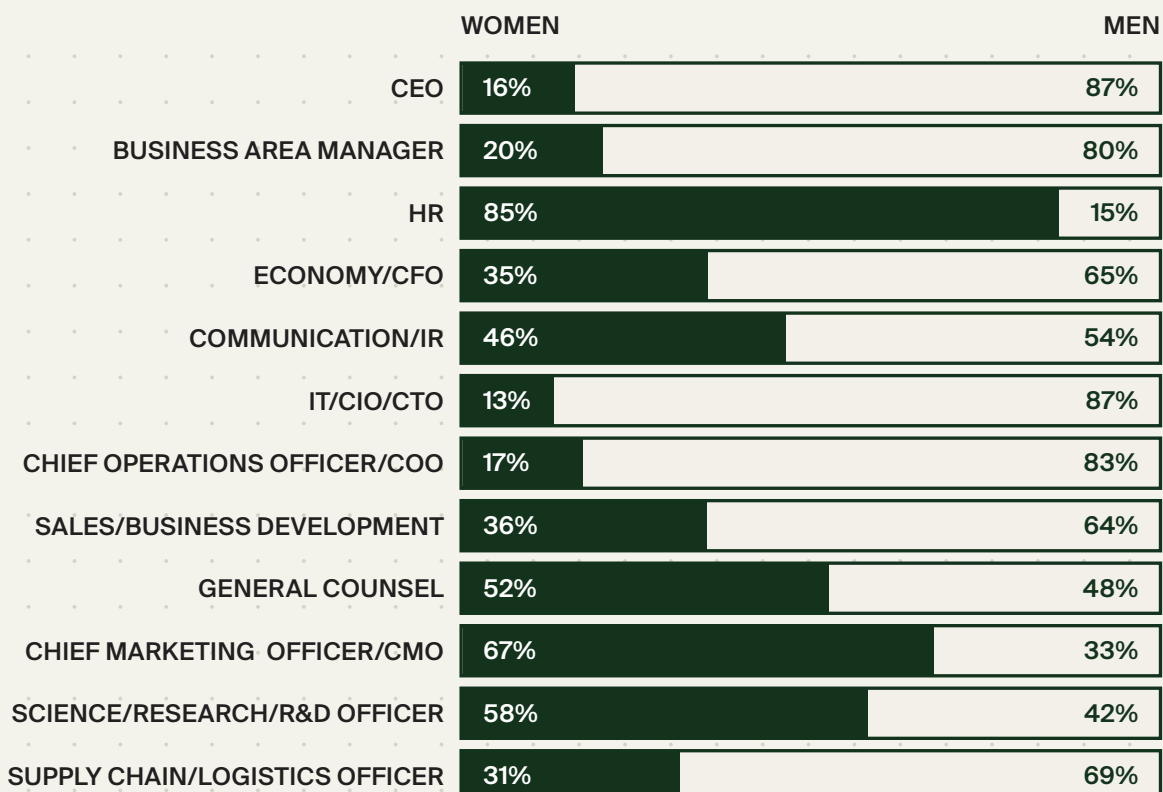
The tendency to choose what provides the fastest results is prevalent in Allbright's examination of external recruitment. The female-dominated roles, such as HR manager, go to women. Whereas, the male-dominated roles, such as CTO, go to the men.

This tendency is especially apparent when Allbright looks closely at the COO role. There, 17 percent of the external recruitments have gone to women, five percentage points below today's percentage of sitting COO women. The candidate pool of COO women is thus more extensive than the one the recruiters seem to be fishing in.

It seems that the external recruiters are spending their time picking the lowest-hanging fruits. Therefore, no significant changes are happening. But for those who dare to and can speak up, there is much to be won, both for the recruitment consultants and the companies.

"We must dare to be questioning and take on the role of advisors, not just be someone who solves problems and does the customers' bidding. We are supposed to come up with constructive advice," a chief recruiter shared.

EXTERNAL RECRUITMENTS OF WOMEN AND MEN IN THE LAST TWO YEARS, BY POSITION





# THE RECRUITERS' DEI EFFORTS STOP AT GENDER

Although there is more to do, recruiters have made a few strides forward regarding gender diversity. When it comes to foreign background or ethnicity, however, there is still a long way to go. Companies rarely ask for anything other than gender diversity, which may be just as well since the recruiters can't deliver on that front either.

The companies' commitment to diversity beyond gender is embarrassingly low. Only one in ten recruiters state that their clients ask for diversity linked to ethnicity or foreign background. And only a few of the recruiters say that they can deliver, if explicitly asked.

When Allbright asked the recruiters why this may be the case, 47 percent answered that they do not have a wide enough network. Meanwhile, 49 percent of recruiters say these problems are caused by candidates not having the "right credentials". The recruiters, therefore, seem ambivalent about their own responsibility: half understand the importance of broadening the networks, while others are content with the analysis that the competence is not there – without looking for a further explanation.

## Lack of diversity among recruiters

Allbright's survey shows that only 7 percent of executive recruiters identify their ethnic origin as coming from outside of Europe. In other words, diversity at the recruitment firms is a mirror reflection of the top level business leaders in Sweden, indicating some form of familiarity bias.

The lack of diversity becomes concerning, given that the selection of candidates is often based on existing networks. If the social group of recruiters is too similar, the risk is imminent that their network is too. The social boundaries and old networks could, therefore, be hindering the entrance of new and diverse talent.

## Measurable goals are missing

The survey shows that most companies lack measurable goals and methods to meet broader diversity targets. Only 12 percent state that they have some form of quantifiable goals linked to ethnicity or foreign background, compared to 58 percent who have gender-related goals.

Without a proven methodology and DEI strategy, it will be difficult for Executive Search firms to measure, set goals, and follow up to create change. And they don't have to take much criticism for the lack of diversity among the candidates presented: without measurable numbers, the differences are never visible. Realizing broader diversity thus gets thrown under the bus.

## The time deficit dilemma and closed networks

In interviews, the lack of time is highlighted as a central problem. When time is short, the risk increases that the recruiters take shortcuts and that people who stand out from the norm are thrown into the selection to fill a quota without proper research. However, adding candidates outside the white male group norm to check off diversity does not lead to real change. Instead, it risks cementing stereotypical notions.

12%

PERCENTAGE OF RECRUITERS WHO STATE THAT THEY HAVE MEASURABLE GOALS FOR ETHNICITY/FOREIGN BACKGROUND

RECRUITER

“Equal distribution of female and male candidates has long been an obvious and dedicated direction for our company. But we humbly realize that there is much more to be done in the work with diversity regarding ethnicity. We in Executive Search have a great responsibility. I want us industry colleagues to come together to create a common agenda and thereby make a big difference together.”

# PROFESSIONALS OUTSIDE OF STOCKHOLM ARE NOT ON THE RADAR

Business leaders outside of the big cities feel excluded and left behind. They need to hire more talent and more women to futureproof their business. But there is little help to find from the Executive Search firms.

Over a quarter of Swedish listed companies have head offices outside the big cities. Despite that, eight of the ten investigated Executive Search firms are located in Stockholm alone. In the other two cases, the offices are in the two other big cities in Sweden, namely Gothenburg and Malmö.

Meanwhile, business leaders from all over the country are testifying about how hard it is to recruit female managers and that they get no help from Executive Search firms. Allbright's findings support this notion; merely 27 percent of external recruitments outside the big cities go to women.

Highly educated women move to a greater extent from rural areas to big cities, according to a study from Malmö University. The same study showed that men stay in smaller towns more often than women. This may partly explain why the CEOs find it challenging to hire female managers outside the metropolitan regions.

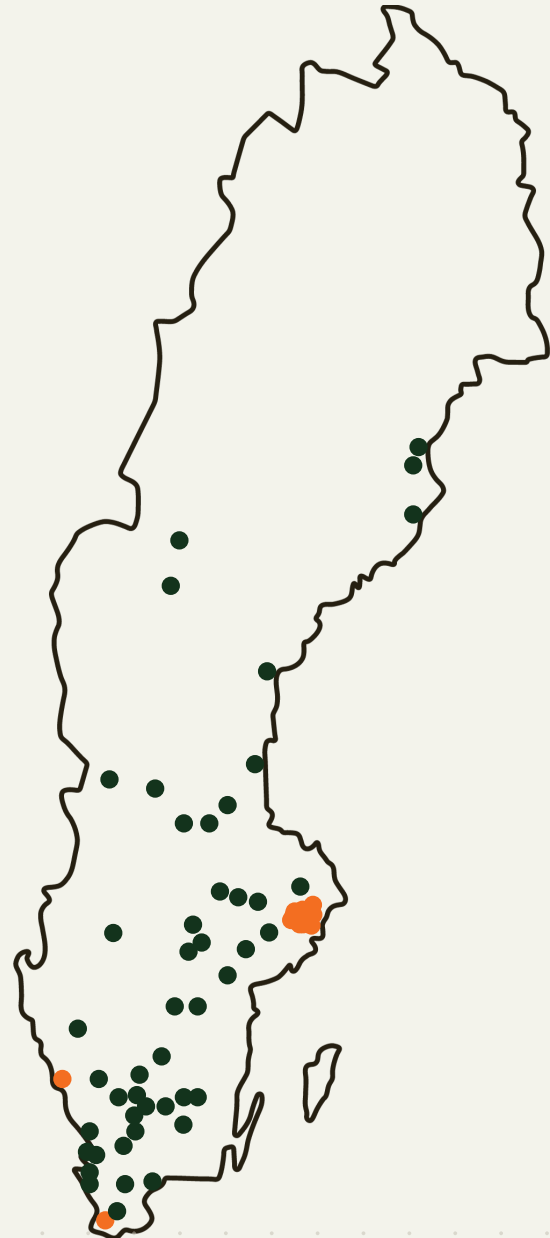
## The Stockholm networks can only reach so far

In conversations and interviews with listed companies outside the metropolitan area, however, it is the recruiters' networks that are singled out as the problem. The recruitment firms, which are based mainly in Stockholm, find candidates in their networks who turn down the roles because they do not wish to move. At the same time, strong candidates around the country are not included in the selection because they live outside of the Stockholm region. A former chief recruiter said:

*"When you get outside the white-collar jobs at the head offices in the big cities, then it's really the case that the networks don't reach everyone. Reaching wide, that's what everyone struggles with."*

For recruitment companies to succeed everywhere in the country, they must expand their networks and get closer to their candidates. Now, it remains to be seen which company will be the first to open in the unexplored hunting grounds of executive recruiters.

● LISTED COMPANIES OUTSIDE BIG CITIES  
● EXECUTIVE SEARCH FIRMS



# IT'S A YOUNG (WO)MAN'S GAME – THE AGEISM DILEMMA

Age discrimination is one of the top challenges in the industry, says several recruiters. Companies lose interest in candidates above a certain age, and only 16 percent of Executive Search clients request diversity related to age. Meanwhile, candidates are also expected to have long experience to make it through the selection process, making it an impossible equation for many.

Recruiters that Allbright has spoken to say that they find it extremely difficult to create an interest for older candidates. Only 8 percent of those who are externally recruited over 60 years old. Despite this, several sources tell Allbright that a long list of credentials is what both companies and executive recruiters look for the most.

There seems to be a sweet spot where a candidate has long enough experience – without having passed an arbitrary best-before expiry date – to win in a recruitment process. Allbright's numbers show that this golden age is between 45-54 years old. Half of all the recruitments for higher positions, both internal and external, happen at this golden age.

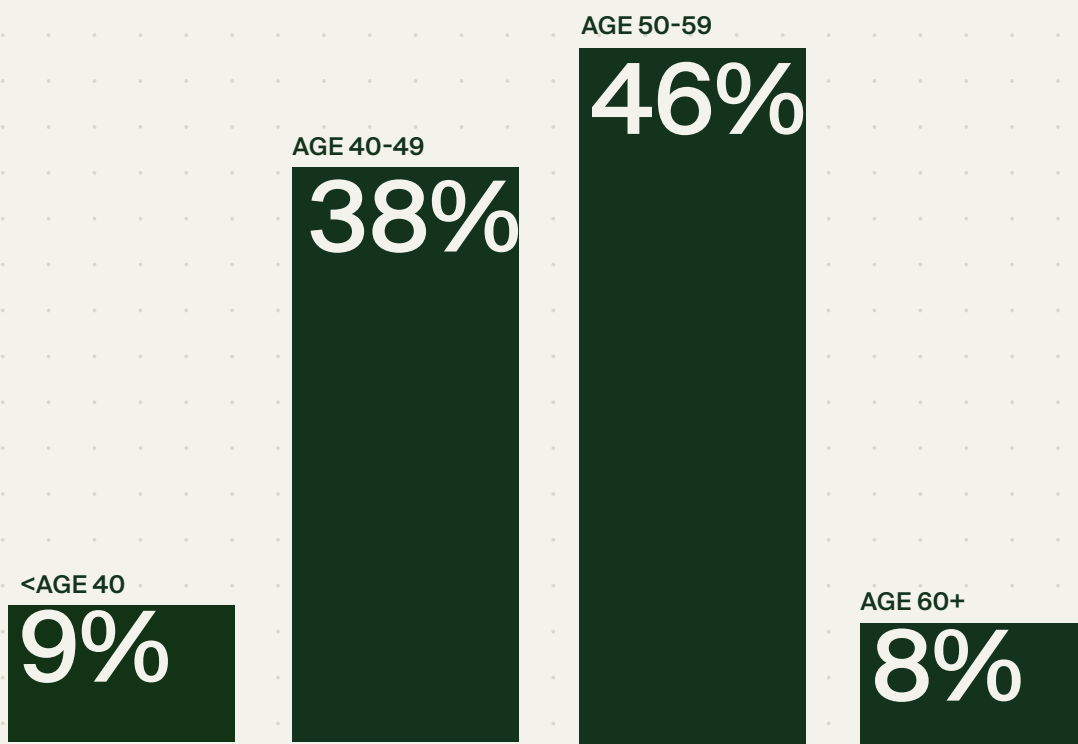
Age discrimination seems to hit harder for those groups that risk discrimination on several levels. Among externally recruited women, for example, only 4 percent are over 60, compared to one in ten men. The window for women is, therefore, even smaller than for men before they are excluded from the labor market due to their age.

## Employers are looking for employees who will stay

In survey responses, the recruiters state that age discrimination is often due to companies being reluctant to choose a candidate who could be retiring after five years. But there is no required retirement age in Sweden and no guarantee that a younger person will stay for a long time at any workplace.

The companies' ideas of who has the greatest chance of staying for a longer duration lacks both conviction and evidence. Recruiters, however, do testify that they must challenge their clients to give all candidates the same chance – regardless of the candidate's age.

AGE DISTRIBUTION AMONG EXTERNAL RECRUITMENTS IN MANAGEMENT TEAMS



# EXECUTIVE SEARCH COVERS FOR UNEQUAL INDUSTRIES

Two industries stand out in terms of differences between external and internal recruitment: technology and finance, which are worst in class at promoting women. Here, instead, it is external recruitment that raises the level and increases the number of female managers.

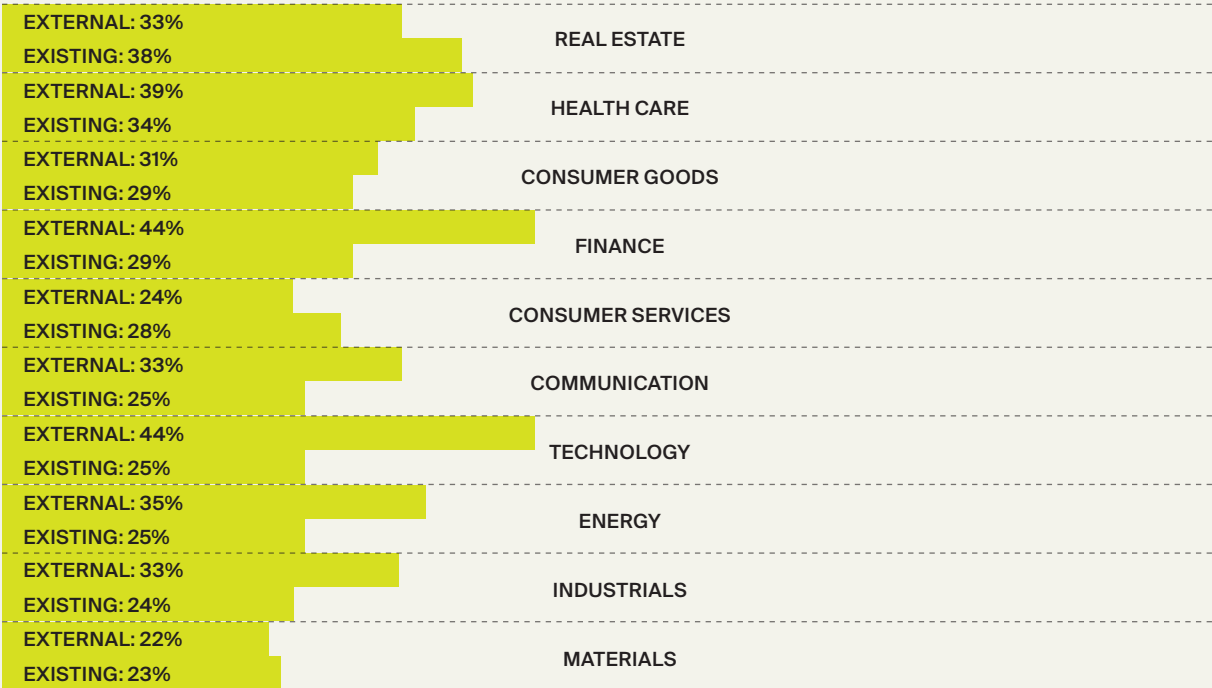
Technology companies have the most challenging time promoting women. Only 16 percent of promotions go to women. A light in the dark is the fact that Executive Search firms are doing a lot of work to change these numbers: 44 percent of the external recruitments at the stock exchange's technology companies go to women.

The myth that women do not exist in the technology industry seems to be just that, a myth. On the other hand, companies are bad at seeing what they already have, and external eyes are required.

### Biggest challenge in consumer services and materials

Two industries where the chief recruiters have a significantly more difficult time are consumer services and materials. In both cases, fewer external recruitments go to women, both when we compare with internal recruitments and the industry average for existing management teams.

EXTERNAL RECRUITMENTS VS INDUSTRY AVERAGE FOR EXISTING MANAGEMENT TEAMS



# MOST FEMALE CEOs ARE PROMOTED TO THE POSITION

When it comes to appointing CEOs, recruiting firms need some help. The majority of external CEO recruitment still goes to men. Only 13 percent have gone to women in the last five years, a slight increase from the current 12 percent of CEO women on the stock exchange. Meanwhile, a quarter of the internal CEO recruitments go to women. This indicates the prevailing gender bias, where men are imagined as the ideal workers and leaders.

In the last five years, only 13 percent of the external CEO recruitments have gone to women. If recruitment occurs internally in the company, then 25 percent of the CEO roles are appointed to women. This means it is significantly more common for a woman to get a promotion to the CEO role from within, rather than to be recruited externally. Yet the internal pipelines are also leaking, with fewer women in management positions to be considered for the CEO role.

The companies themselves however demonstrate that they are ready and willing to appoint women to critical top positions, so why is this not the case when it comes to external recruitment? Something needs to be changed for the external recruiters. Otherwise, with this pattern, men will continue to gain the majority of CEO roles; especially considering that 57 percent of the men who have become CEOs were recruited externally.

## Female CEOs opts out of unattractive job offerings

When the companies, the recruiters, and the board members themselves give their views on why it is difficult to recruit female CEOs, the answers differ greatly. Some common explanations are that "the women turn down the roles" and "the companies are not attractive enough as employers". Whereas some interviewees responded that it is about how the question for the role offering is asked and to whom because ultimately the offer must be made attractive and adapted to the candidate under consideration.

It is, therefore, up to the companies and the executive recruiters to test new approaches to find, attract, and hire female CEOs. Otherwise, there is a significant risk that the companies will miss out on invaluable competence and diversity of perspectives.

PERCENTAGE OF FEMALE CEOs RECRUITED IN THE LAST FIVE YEARS

**INTERNAL 25%**  
RECRUITMENTS

**EXTERNAL 13%**  
RECRUITMENTS

\*The data refers to the CEOs who are now among the listed companies and have been recruited in the last five years.

# LARGE COMPANIES IN EUROPE ARE PICKING UP THE PACE - BUT SWEDEN IS LAGGING BEHIND

Five years ago, Sweden was among the top countries internationally appraised for its gender equality in the management teams. But a slow development since then has led to other countries driving past. One critical factor is the rate of external recruitment rapidly increasing across Europe, putting a dire focus on gender diversity and thus changing the representational landscape.

It is within the recruitment processes that development (or lack thereof) occurs when it comes to the representation of women in top positions. Based on the current recruitment rate and gender data, Sweden is slowly moving towards reaching approximately one-third of women in the management groups. After that, Allbright's numbers indicate that the development will slow down or cease to exist.

## France is the next country to move up

At the same time, the rest of Europe has suddenly gained momentum. Several countries have now surpassed Sweden. Accordingly, the country's brand of being at the forefront regarding gender equality can soon risk being shattered. The latest country to move forward is France,

## EXTERNALLY RECRUITED WOMEN IN MANAGEMENT TEAMS

SWEDEN 35% GERMANY 46%

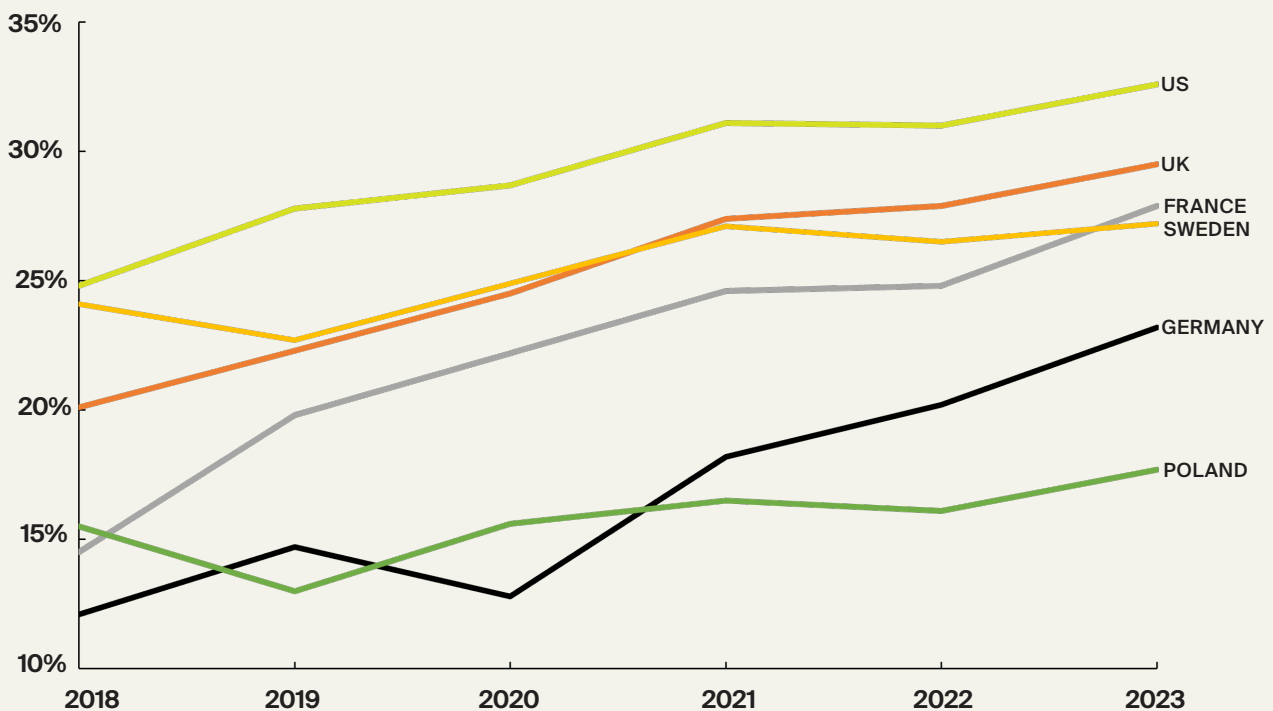
which in 2018 was close to ten percentage points behind Sweden.

## Germany takes recruitment seriously

Another country that is rapidly approaching Sweden is Germany. And it is clear what contributes to the rapid increase of women in German management teams. Allbright's German sister foundation report shows that 46 percent of the external recruitments go to women, compared to 35 percent in Sweden. In other words, the Swedish recruiters have much to learn from their German colleagues.

At the current recruitment rate, Germany could catch up with Sweden in 2026. Only Poland is currently moving forward as slowly as Sweden is.

## PERCENTAGE OF WOMEN IN THE MANAGEMENT TEAMS OF THE 40 LARGEST COMPANIES



\*France and Germany have recently introduced quota laws for the management teams of larger companies. For France, the law comes into effect in 2026, after which companies have two years to reach at least 30% women. Although the law is not yet enforced, this might be the reason why French companies are increasing the proportion of women. For Germany, the quota requires that at least one woman must be on the company's management team.

# HOW CAN RECRUITERS BREAK THE PATTERN?

Recruiters are facing many challenges when it comes to driving diversity among top management. There are no easy answers, but Allbright has gathered a few tips on how recruiters can start breaking the pattern.



**The challenge: “The requirements are too narrow.”**

Allbright’s advice: Encourage the client to broaden the profile, citing that it can attract a greater diversity of candidates. Make sure it is clear what is required and what is a merit for candidates.



**The challenge: “The companies demand fluency in Swedish.”**

Allbright’s advice: Many companies today compete in a global market with customers from all over the world. Despite that, many companies still believe that flawless Swedish is a must. Challenge the customer on the issue: perhaps it is in their interest to change the corporate language to become relevant to more people. They may have more to gain from recruiting a sharp candidate with a different first language than limiting themselves to the Swedish-speaking talent pool.



**The challenge: “There are no methods available.”**

Allbright’s advice: Find ways to measure diversity beyond gender. For example, it is possible to measure the proportion of people with foreign backgrounds, the age distribution in short lists, language experience, and more. When you have numbers and data on your current situation, you can start implementing methods and strategies for follow-up actions.



**The challenge: “The networks in Executive Search are not broad enough.”**

Allbright’s advice: Create a best practice for the work group and a transparent process for finding candidates. Make sure to have a diversified project group, where there is a greater chance that the networks are also more diversified. Constantly renew your firm’s knowledge in diversity and inclusion and evaluate the processes regularly.



**The challenge: “It is still the companies that decide which candidate they want.”**

Allbright’s advice: Dare to challenge the pattern of behavior of your customers and question prejudices and hasty decisions. Take the consultant role seriously and train clients to conduct open-minded interviews.



**The challenge: “There is never enough time.”**

Allbright’s advice: Make an active decision to work with diversity and give it the time it needs. Investigate how you can ensure that there is sufficient time.

# HERE'S HOW TO ENSURE DIVERSITY – AND DEMAND MORE FROM RECRUITERS

Although the recruiters have a responsibility to work with increasing diversity, in the end, it is always the companies that make the final decision. The recruiters are the gatekeepers, but it is only the companies that can unlock the door and let in a broader range of competence and backgrounds into the labor market. And it is therefore only the companies that can place higher demands on the executive recruiters.

There are many benefits of working actively with a diverse representation. Among other things, the company gets access to an even larger pool of candidates with essential experiences, skills, perspectives, and merits, that would not have been available otherwise. Here are five steps to ensure your company reaches as many people as possible when you employ an Executive Search firm.



## Ask for the firm's track record

Request to see the stats from the recruitment firms you are considering hiring. For example, ask what percentage of women have been recruited in recent years, linked to your industry and the role you are looking to fill.



## Demand diversity from the start

Demand diversified lists. Be clear in everything from the start-up meeting to the brief you are asking for diversity. If there is data linked to your industry, you can use it to concretize your expectations.



## Ask for a diversified task force

Dare to demand diversity among the consultants who will work on your assignment. You will then most likely have access to a broader network of potential candidates compared to if all recruiters are the same age, the same gender, and have a similar background.



## Send back lists that lack diversity

If, despite leaving a clear brief, you get back homogenous lists together with excuses that there is not a greater diversity among available candidates – send the list back. As a customer, you have the right to receive what you requested and what the recruiter undertook to deliver.



## Reward and praise those who deserve it

Use your consumer power and praise the recruiting firms that push for diversity. Leave Executive Search firms that make excuses or don't want to show their numbers.



# PREVIOUS REPORTS

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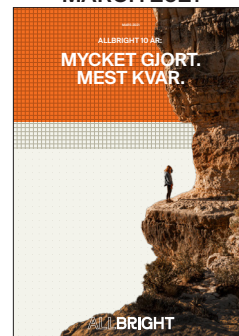
AFFÄRSKVINNOR  
TROTSAR PANDEMIN



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MYCKET GJORT.  
MEST KVAR.



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PANDEMIN  
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MAY 2020

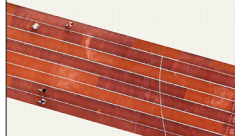
TECH LEVER  
GRABBYTEN



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OCTOBER 2019

FASTIGHET  
FÖRST I MÅL



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APRIL 2019

VETENSKAPSMANNEN  
INTE KVINNA



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OCTOBER 2018

EN SPRICKA I  
GLASTAKET



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MARCH 2018

Börsens dolda  
maktavare



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SEPTEMBER 2017

Vd-kvinnor  
väljer jämställdhet



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MARCH 2017

Riskkapitalet  
trängs vid skampålen

En granskning av jämställdhet i  
svenska riskkapitalbolag

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MARCH 2016

Var femte ledare  
nu kvinna

AllBrightrapporten, mars 2016

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SEPTEMBER 2015

Sökes:  
220 kvinnor

En kartläggning av likriktningen i  
svenska börsbolagsstyrelser

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MARCH 2015

Färdigbantat:  
dags för  
kompetens

AllBrightrapporten, mars 2015

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NOVEMBER 2014

Kvinnor arbetar,  
män gör karriär

En kartläggning av juristers  
karriärvägar i Sverige

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MARCH 2014

Ny norm  
- en kvinna i ledningen

AllBright-rapporten, mars 2014

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NOVEMBER 2013

Lika barn  
leka bäst

En kartläggning över homogeniteten  
i svenska börsbolagsstyrelser

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FEBRUARY 2013

Två steg framåt,  
ett steg tillbaka

AllBright-rapporten 2013

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SEPTEMBER 2012

Makten i  
kulisserna

En granskning av svenska börsbolags  
valberedningar och deras arbete

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FEBRUARY 2012

AllBright-  
rapporten  
2012.

En kartläggning av Sveriges bästa och sämsta  
företag för kvinnor att göra karriär.

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#### THE PEOPLE WHO WORKED ON THIS REPORT

Allbright: Tove Dahlgren, Julia Hellgren, Maija Inkala, Amanda Lundeteg, Jesper Lundquist and Sofie Mattsson.

Translation: Haffsa Rizwani.

Volunteers: Johan Bäckman Berg, Louise Ceverin and Karin Carlsson Kanyama.

#### METHOD

Data collected during the period April–October 2023.

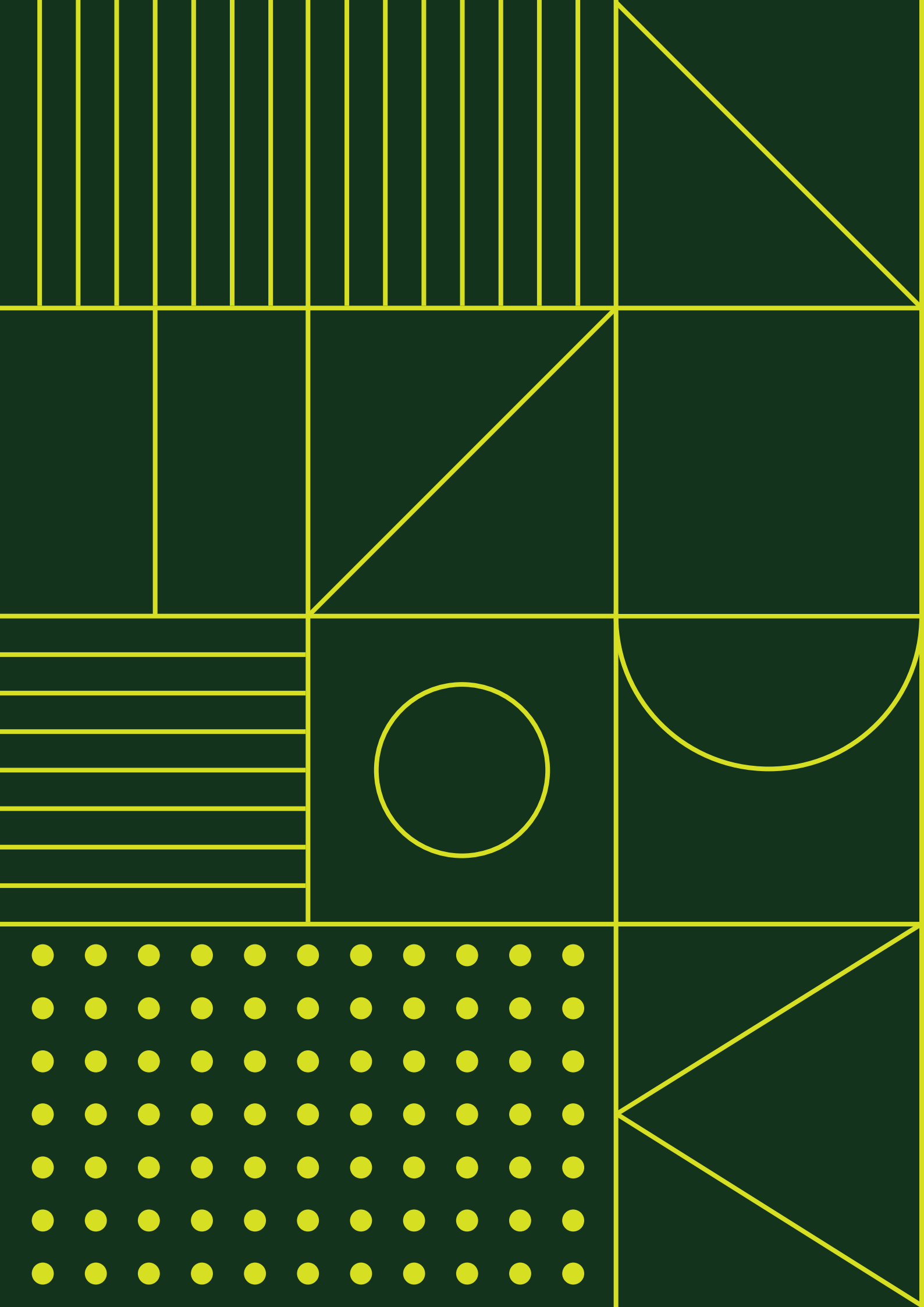
Allbright has mapped management teams at all listed companies listed on the Stockholm Nasdaq main market. Using companies' websites, public CVs and LinkedIn, Allbright has mapped when and how executives were recruited to the examined companies.

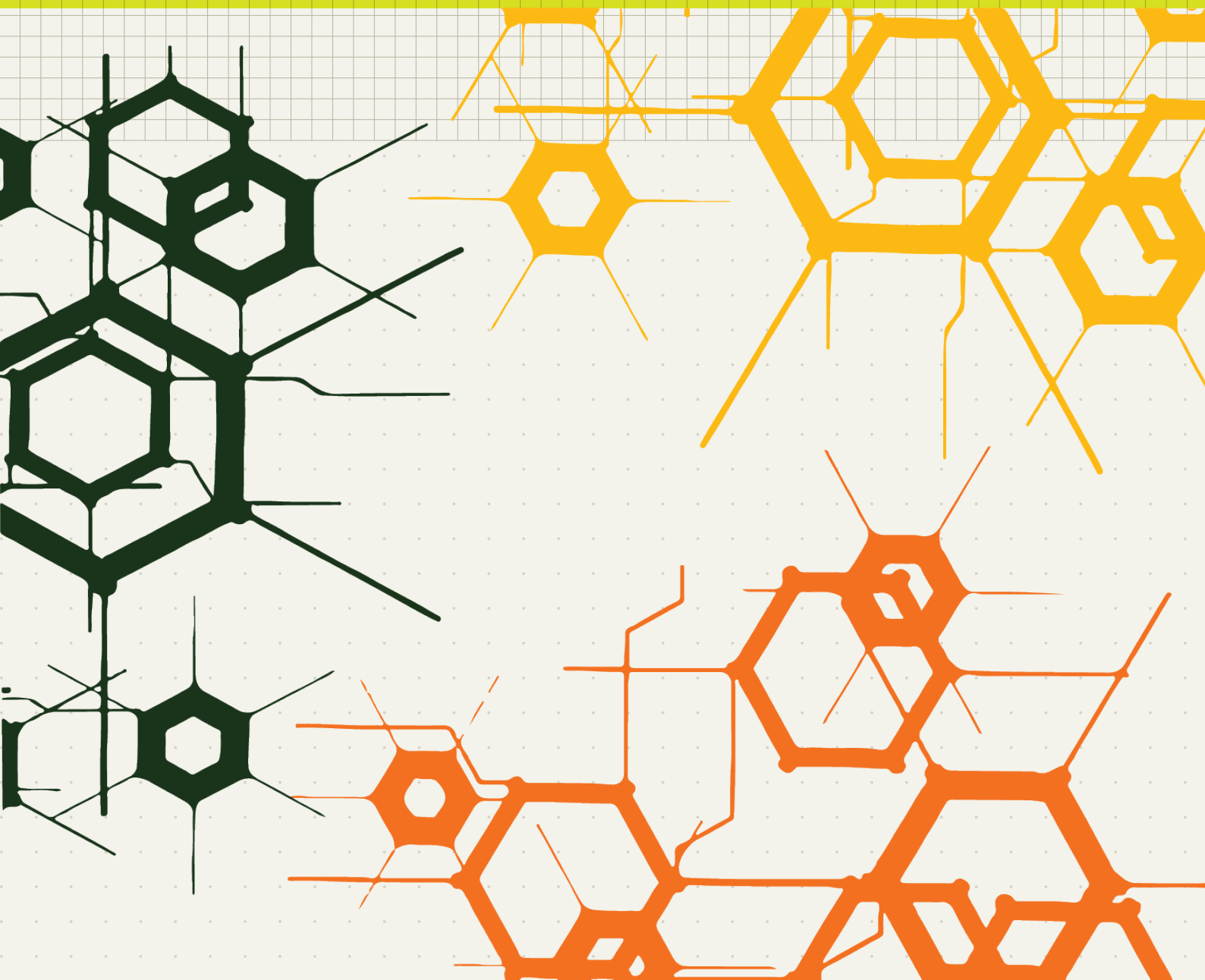
The survey was sent out to approx. 200 researchers, partners and consultants employed in the nine companies that chose to participate.

The response rate was 60 percent, and at least 50 percent from each recruitment firm.

In addition, Allbright has conducted interviews with chief recruiters, former chief recruiters, board members and CEOs.

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