

Initiatives by the Danish Minister for Gender Equality

Charter for more women in management

September 26. 2009



**CHARTER FOR
FLERE KVINDER I LEDELSE**

Vi, der tilslutter os charteret, forpligter os til at gøre en konkret indsats for at få flere kvinder i ledelse. Indsatsen tilpasses virksomhedens vilkår, f.eks. brancheforhold, nuværende andel af kvinder i ledelsen m.v.

Vi forpligter os til:

- At udarbejde en strategi eller plan for at få flere kvinder i ledelse eller for at fastholde en lige balance og igangsætte initiativer herfor.
- At udvikle og opstille mål og/eller måltal for kvinder i ledelse, for andelen af kvinder på udvalgte ledelsesniveauer inden for et fastsat tidsrum eller for andelen af kvinder i talentpools eller pipeline.
- At sikre en personalepolitik som fremmer kvinders og mænds lige karrieremuligheder.
- At ansættelsesprocedurer og rekruttering bidrager til at synliggøre kvindelige ledertalenter, så der er både kvindelige og mandlige kandidater ved intern og eksternt rekruttering.
- At fastsætte et minimum for antallet af kvindelige kandidater, hvis der bliver gjort brug af headhuntere til rekruttering af ledere.
- At skabe rammer for den enkelte kvindes karriereudvikling gennem netværk, mentorordning eller andre konkrete initiativer.
- At dele erfaringer og resultater fra den indsats som sker på baggrund af charteret, f.eks. ved at bidrage til ligestillingsministerens tema-side på internettet om kvinder og ledelse.

Vi tiltræder ligestillingsministerens charter for flere kvinder i ledelse

Women in management

- In the private sector females constitute just 5.4 % of the absolute top managers. The share of female managers at the level just below the top managers is 6.8 %.
- In the state women constitute 20 % of the top managers, and in the municipalities the share is 22 %.



Women in management

Why focus on female managers?

- Talent and potential is lost if we only recruit from the half of the population – this goes for both managers and members of boards.
- Economically it is an advantage for companies to increase the share of female managers.
- Everybody should be given the same opportunities for succeeding on the labour market. Thus, the cultures that prevent females from becoming managers must be changed.

Women in management

- The Minister for Gender Equality has changed the strategy from focusing on best practice to a more binding strategy, the charter for more female managers is a part of the new strategy.



Women in management

Examples of past initiatives:

- Various studies.
- Network for companies in the private sector working for more female managers.
- Toolbox with examples of best practice and suggestions of possible actions.
- Camp for top managers.



Women in management

- Ambassadors for gender equality appointed in collaboration with the Confederation of Danish Industry. 10 male and female ambassadors from the public and private sector.
- Mentor program in collaboration with The State Employer's Authority – for female managers. The mentors were top managers from both the public and private sector.



Women in management

Origin of the charter:

- Initiated by former Minister for Gender Equality, Mrs Eva Kjer Hansen, of Denmark's Liberal Party, in the end of 2006.
- Introduced by former Minister for Gender Equality, Mrs Karen Jespersen, of Denmark's Liberal Party, in March 2008.



Women in management

The charter was developed in collaboration with 10 enterprises:

- 5 public enterprises: Danish Medicines Agency, University of Southern Denmark, The State Employer's Authority, Ministry of Employment and the Municipality of Aarhus.
- And 5 private enterprises: Grundfos, Cowi, Nykredit, Irma, Syddansk Universitet and SAS.
- In addition to the charter a catalogue of advices and suggestions for initiatives has been developed.



Women in management

Voluntary means and binding commitments (1:2)

The companies commit themselves to:

- 1) Develop a strategy or plan on how to get more female managers or to maintain an equal balance.
- 2) Develop and set up goals.
- 3) Ensure that the personnel policy aims to ensure the career opportunities for both males and females.
- 4) Ensure that procedures for hiring and recruitment ensure both male and female candidates.
- 5) Demand that head hunters must propose female candidates.
- 6) Focus on females' career advancements through networking and mentor programs.
- 7) Exchange of experiences.



Women in management

Voluntary means and binding commitments (2:2)

The companies commit themselves to:

- Targets and the means to reach these targets (point 1-7) are formulated by the enterprise, and described in a baseline-report, which is to be submitted by the enterprise within three months from signing the charter.
- Following up on the baseline-report, the enterprise is expected to submit a report on the progress of its activities to have more women in management every second year (2009, 2011, 2013...).

Women in management

77 enterprises have signed the charter:

Grundfos, Cowi, Nykredit, Irma, SAS, Lægemiddelstyrelsen, Syddansk Universitet, Personalestyrelsen, Beskæftigelsesministeriet, Århus kommune, ØEM, Microsoft ApS, DONG Energy, Velfærdsministeriet, DR, ISS A/S, Finansministeriet, Slots- og Ejendomsstyrelsen, Økonomistyrelsen, Statens Center for Kompetence- og Kvalitetsudvikling, COOP Danmark, Århus Universitet, Fakta A/S, IBM, LEGO, Post Danmark, RS Components, Jobindex A/S, Videnskabs- og Teknologiministeriet, Undervisningsministeriet, Udenrigsministeriet, Sikringsstyrelsen, Danske Regioner, SFI, ATP, Servicestyrelsen, Ledernes Hovedorganisation, Grontmij Carl Bro, Fødevarerministeriet, FødevarerErhverv, Fødevarerstyrelsen, Plantedirektoratet, Fiskeridirektoratet, Ankestyrelsen, Ingeniørforeningen IDA, Justitsministeriet, Klima- og Energiministeriet, Nordsøenheden, Energistyrelsen, GEUS, DMI, Elsparefonden, Energiklagenævnet, Energinet.dk, Ministeriet for Sundhed- og Forebyggelse, Transportministeriet, Region Nordjylland, Københavns Kommune, Kystdirektoratet, Nyborg Kommune, DJØF, Færdelsstyrelsen, ISS Factory Services A/S, Trafikstyrelsen, Abakion a/s, HK, Forsvarskommandoen, Kulturministeriet, DI, Forsvarsministeriet, Atea, Miljøministeriet, Deloitte, Skatteministeriet, A.P. Møller – Mærsk, SKAT & Landsskatteretten.



Women in management

The goal is to have 100 companies signed the charter by the year 2010.

Additional information is available at:
www.kvinderiledelse.dk/charter_paa_engelsk.asp

Or by e-mail: asm@lige.dk



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