

# Women in economic decision-making

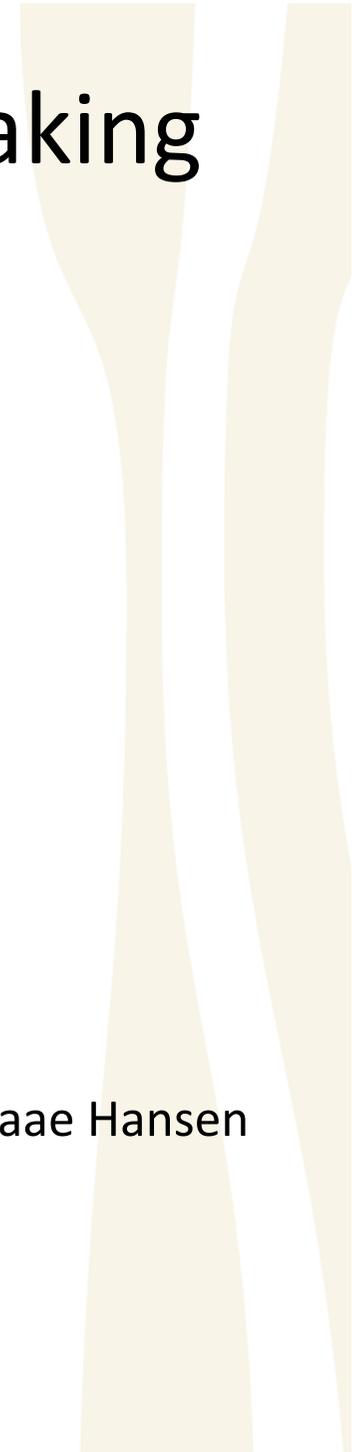


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## The Danish model

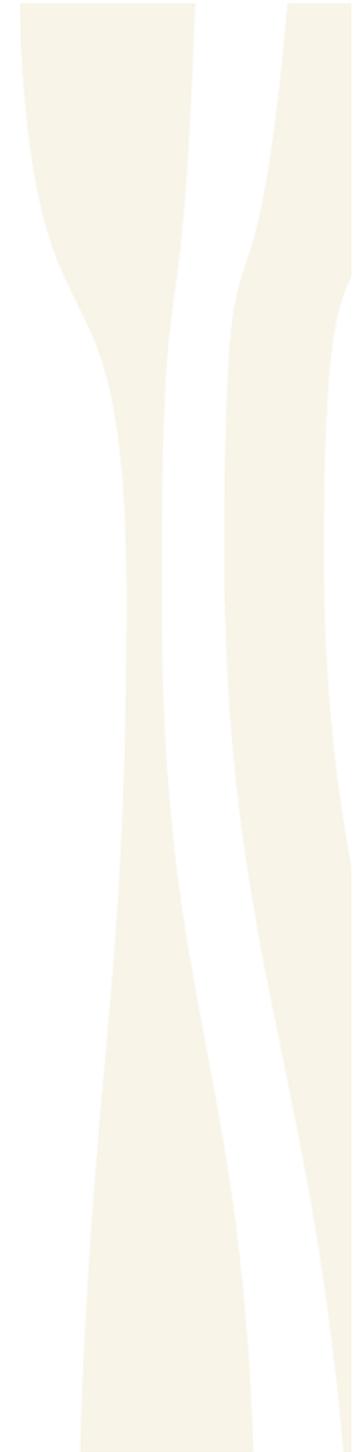
May 10 2012

Mette Kaae Hansen



# Outline

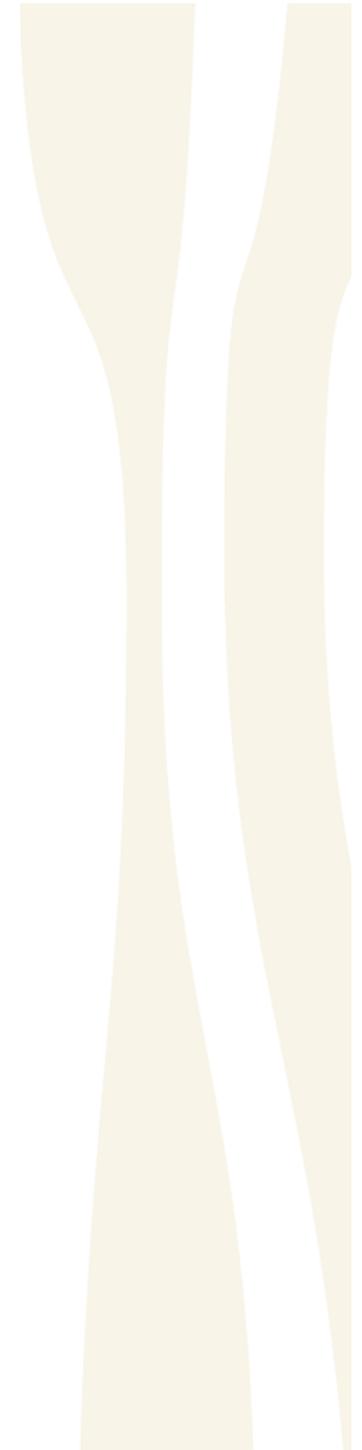
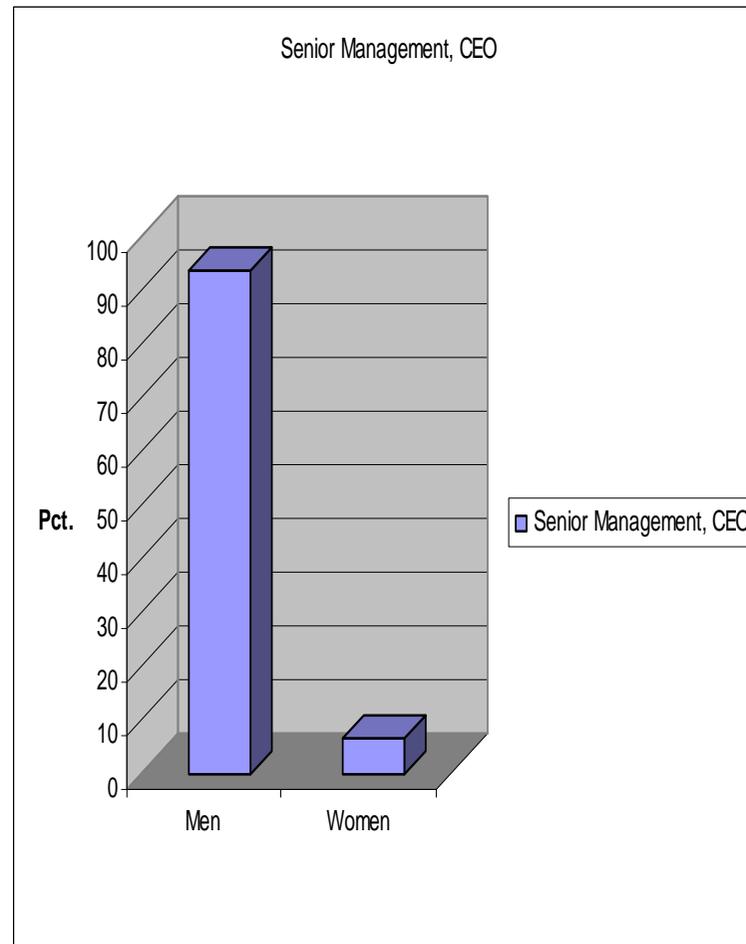
1. State of play
2. The Voluntary Approach in Denmark
  - Charter for More Women in Management
  - Operation Chain Reaction
  - Corporate Governance
3. Toward a New Danish Model
4. The Danish Model



# Women in Management?



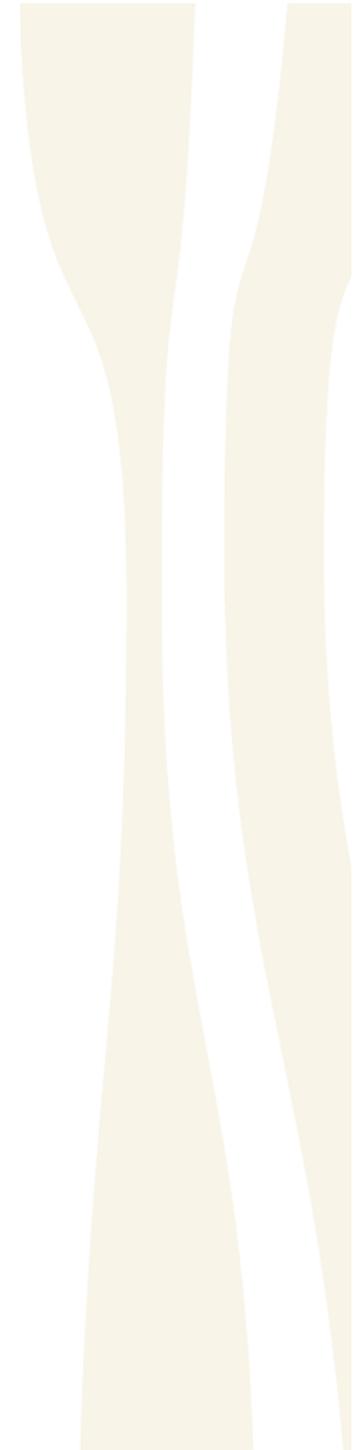
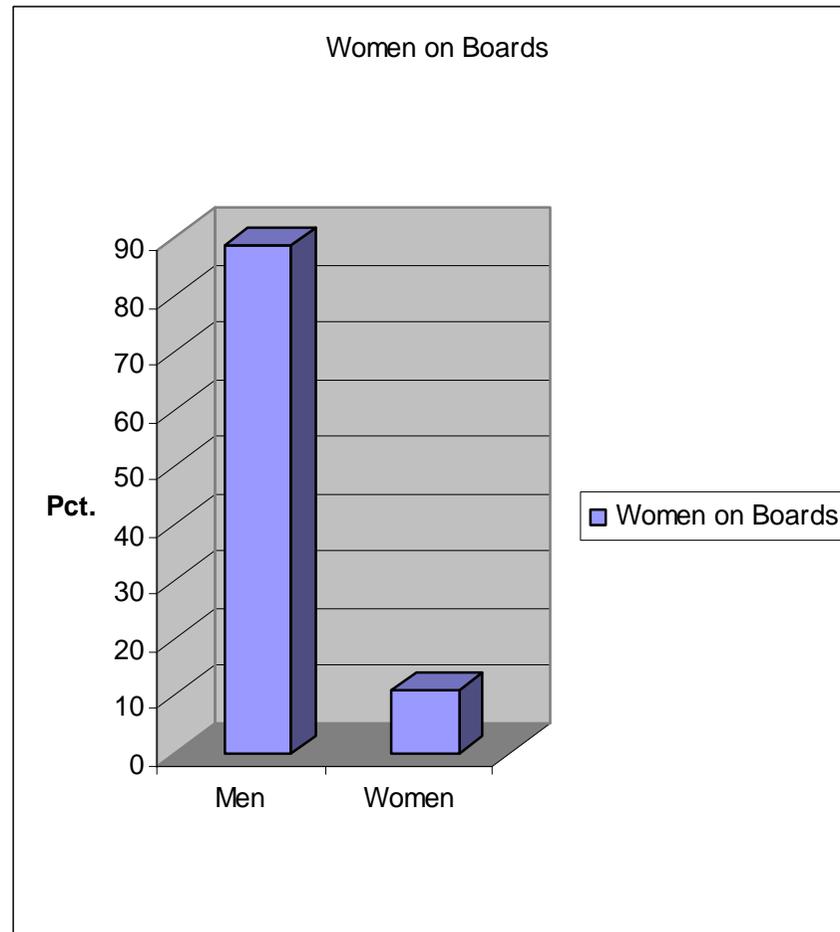
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# Women on Boards?



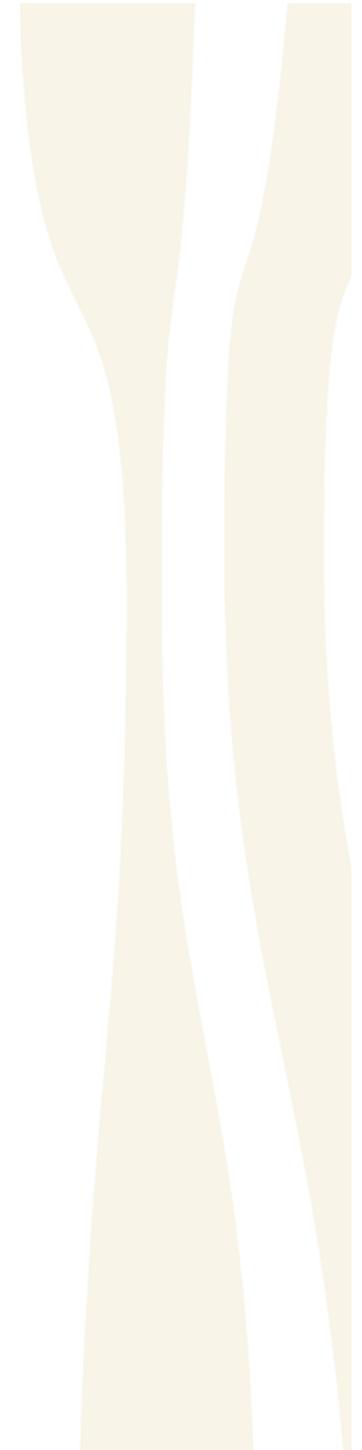
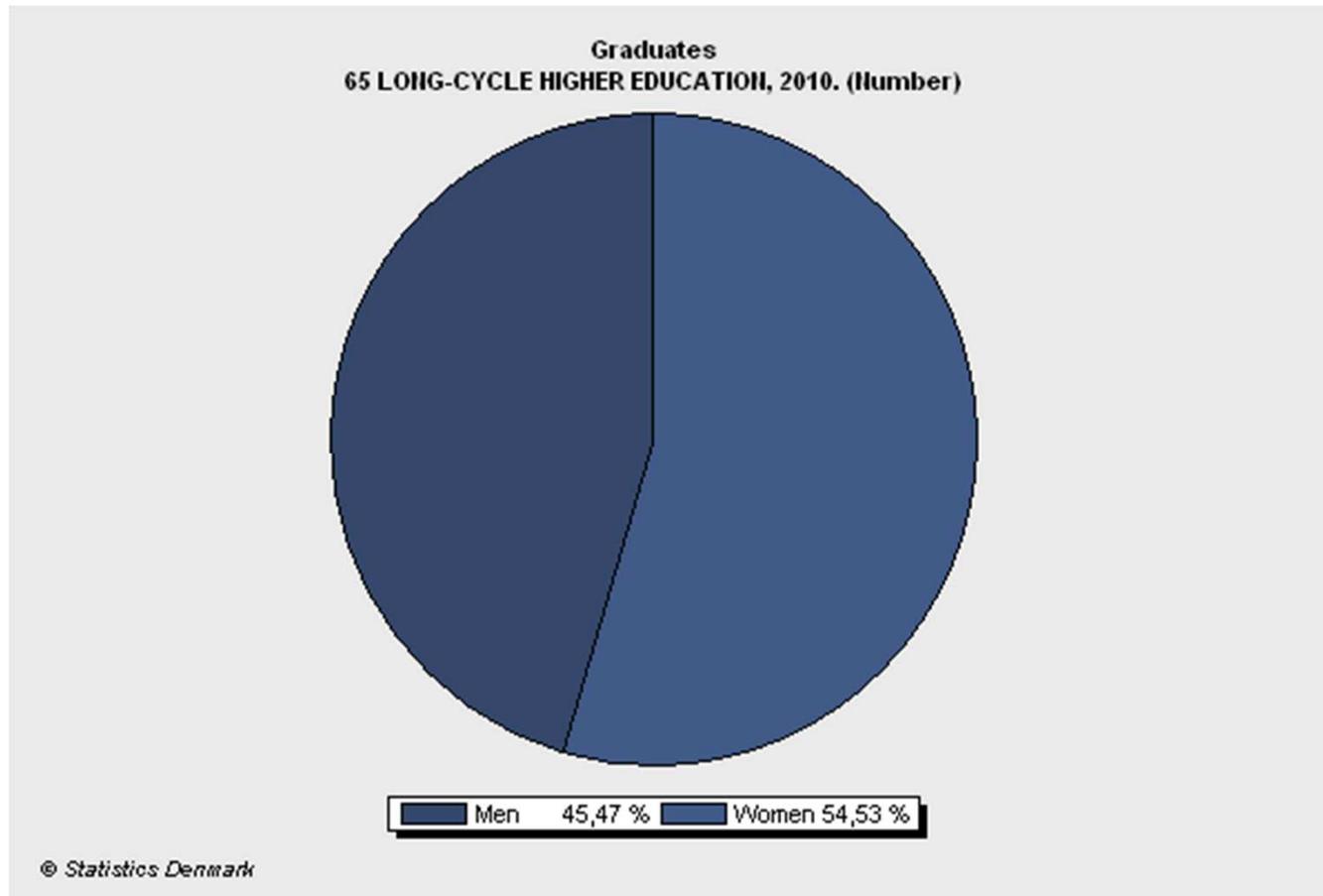
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# Competent Women!



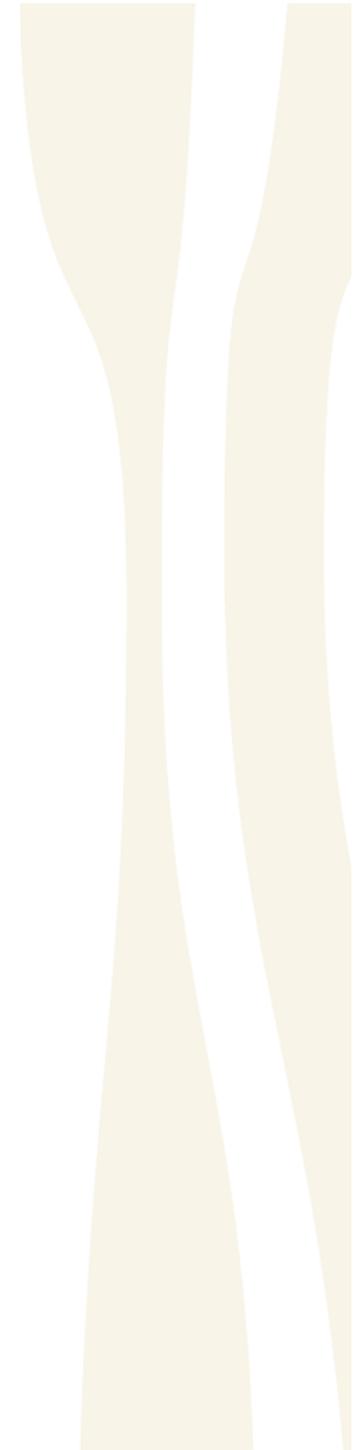
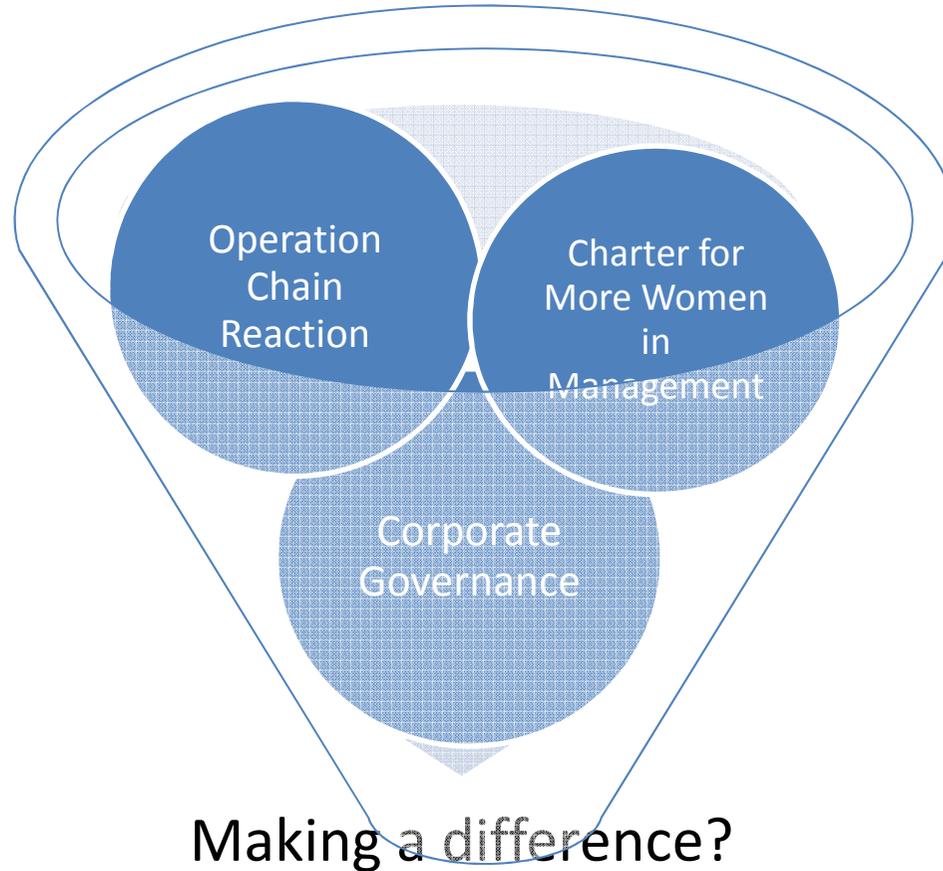
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# The Voluntary Approach



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# The Charter for More Women in Management



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- Aim
  - to ensure equal opportunities to pursue management careers
  - to launch specific, measurable initiatives
  - to make sure all talents are deployed
- How?
  - Strategy and plan
  - Goals and target figures
  - Staff-policy
  - Appointment and recruitment
  - Headhunting
  - Career development
  - Monitoring, experience and results



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# Evaluation of the Charter

- Special emphasis on setting goals and target figures
- Most companies did set goals and targets figures
- BUT: Difficult to analyze if real progress has been made
- Few specific activities to increase the share of women in management



# Operation Chain Reaction



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- Purpose
  - Increasing the share of women board members in Denmark
- How
  - Increase the proportion of women candidates for directorships
  - Account for the applied recruitment and selection criteria in relation to filling directorships
  - Monitor, evaluate and follow up
  - Increase the pool of potential female directors
  - Commit to “Recommendations on Corporate Governance”
  - Contribute to an annual follow-up

# Evaluation of the Chain Reaction



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- 63 pct. have launched initiatives
- 50 pct. have implemented specific activities in terms of the recruitment process
- 34 pct. have had an increase in the number of women on board
- 66 pct. have had a decrease or no change in the number of women on board
  - Some of these have not had an election for the board of directors yet

# Corporate Governance



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- Purpose
  - Increase confidence through timely disclosure and transparency
  - Creating a useful and practical tool for the companies
  - Easier for market to assess companies
- How?
  - Comply or Explain
  - Recommendations
    - Activities to ensure diversity at management levels
    - Measurable objectives
    - Prepare appropriate actions plans
    - Account for progress in annual report

# Preliminary follow-up on Corporate Governance



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- Several listed companies have already laid down specific targets for the percentage of women in economic decision making
- Thus – i.e.
  - Carlsberg has set a target of 40 % women on the boards in 2015
  - Danske Bank has set a target of 22 % women on the boards in 2015
  - TDC has set a target of 25 % women on the boards | 2015

# Assessment of the Voluntary approach



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The Charter

The Chain Reaction

Corporate Gov.

- More women in top management and on boards
- Company awareness on unequal access to top positions
- The majority works with measurable goals and target measures
- Some has launched specific initiatives

# Assessment of the Voluntary approach



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II

The Charter

The Chain Reaction

Corporate Gov.

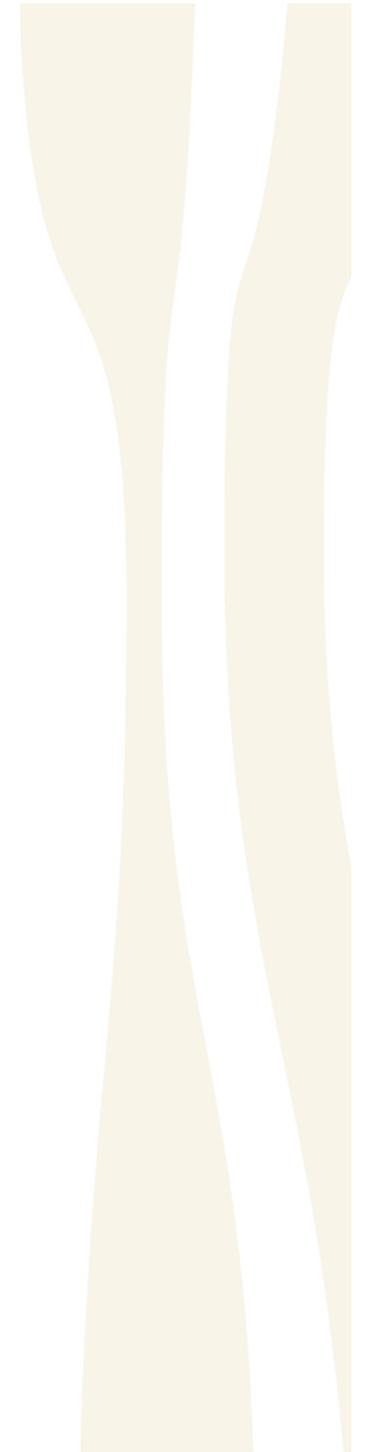
- Progress too slow
- Few companies have signed
- Large variation in ambitions
- Lack of in-depth implementation of initiatives



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# The Danish Model I

A New Approach

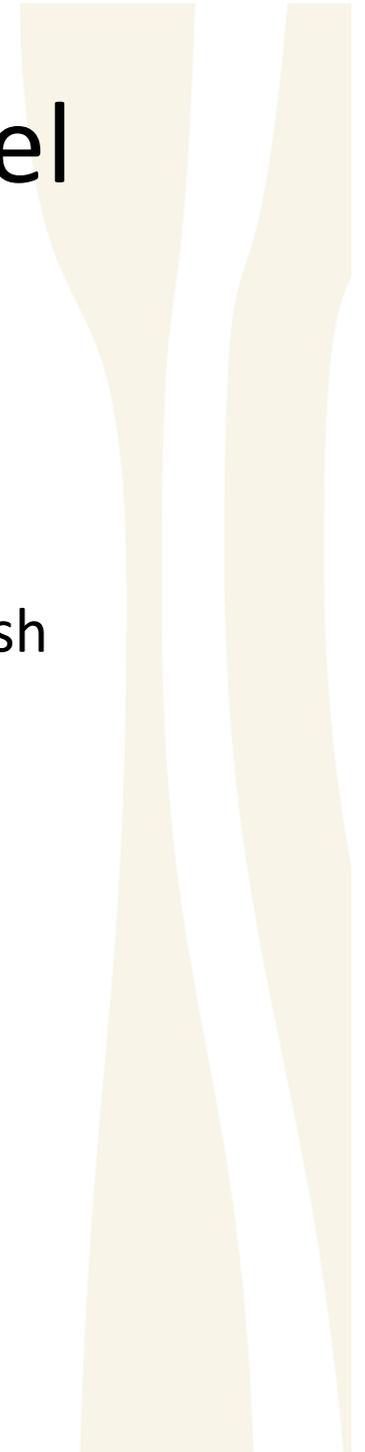


# Toward a New Danish Model



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- Sharing of European experiences
- Dialogue with Danish stakeholders

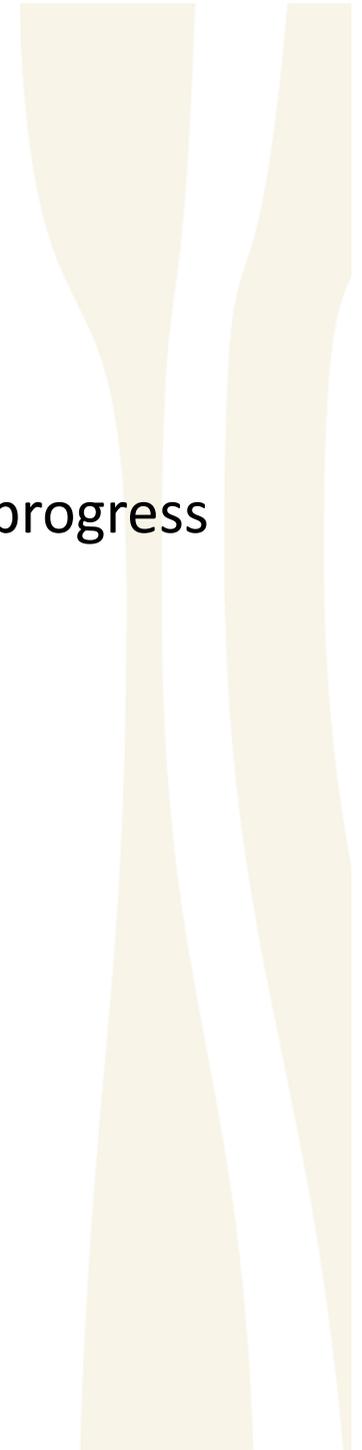




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# The Challenge

- Respect the companies' management right
- Has to contain measurable goals and targets
- Has to deliver real progress

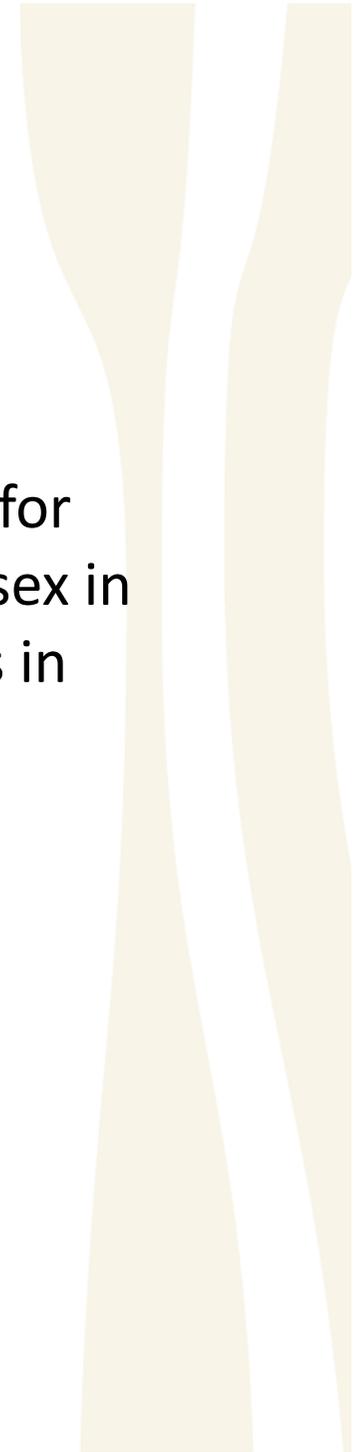




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# The Danish Model I

- Includes the 1.100 largest companies
- The companies must set target figures
- Must have a policy for underrepresented sex in management levels in general



# The Danish Model II



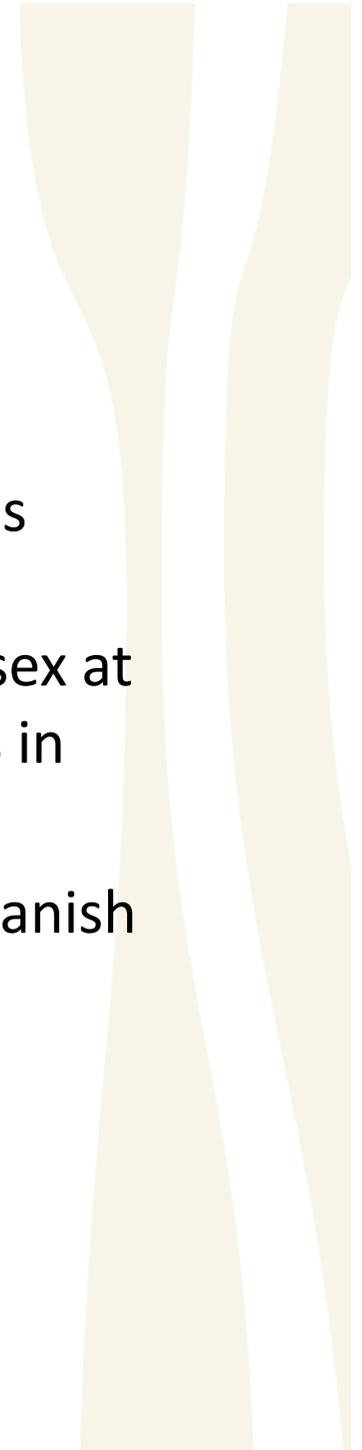
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- The companies must report on status
- The companies must present their policy and how it is being implemented in the annual report
- If companies fail to do so, they may be fined
- Regardless of size, state-owned companies *must* set target figures
- The state-owned companies *must* prepare a policy to increase the share of women in management
- Today, state-owned companies *should* have an equal gender composition

# The Way Forward

- The model respects the companies right to manage
- The model is broader
- The model is based on measurable targets and a transparent follow-up
- The model demands policies for the underrepresented sex at management levels in general
- Support from the Danish companies





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Thank you

