

The Diversity Barometer

2025

An Annual Status of Gender Diversity and Gender Equality in the Danish Labor Market

The second monitoring

EQUALIS

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Think Tank EQUALIS

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Deloitte.

The Diversity Barometer was designed in collaboration with EQUALIS' advisory board. Deloitte has assisted in designing the methodology behind the barometer index and the data work.



The Spar Nord Foundation supports the creation of and continuous development of the Diversity Barometer.

About the Think Tank EQUALIS

The Think Tank EQUALIS works to promote the mission of equal opportunities for all, regardless of gender, in the labor market for the benefit of Danish competitiveness. EQUALIS is a non-profit and politically and commercially independent think tank, working from a knowledge-based, solution-oriented and partnership-seeking approach.

Preface

All talents must be brought into play, if we are to create the innovation of tomorrow

For the third year in a row, the Think Tank EQUALIS publishes the many figures and conclusions that make up the substance of the Diversity Barometer. As always, we have been curious about what they have to say about the status quo.

Will 2025 be the year when the figures on the gender-segregated labor market, the lack of gender diversity at the top of Danish business, and the average gender differences in income and wealth show that we are really making progress?

"Hope is not a strategy," I proclaimed when we noted stagnation in virtually all themes examined last year. Yet I once again found myself doing just that; hoping that the numbers this year have really moved us towards a more equal and diverse labor market.

And I was uplifted when I saw the first figures on salary growth in the early career years, men's parental leave, women in public management and net worth from the Diversity Barometer 2025. Unfortunately, the joy didn't last. For the third year in a row, the Diversity Barometer shows that there is still a long way to go to achieve real gender equality in large parts of the Danish labor market.

It may come as a surprise that development is virtually non-existent in all other areas. For several years, the conversation about diversity and gender equality has filled the business community and public debate. And there is broad agreement that if Denmark is to be internationally competitive, we must draw on all the talents we have.

Yet some young people are restricted from pursuing the education they are passionate

about, due to strong gender norms and structures.

There are fathers who continue to shy away from taking parental leave with their young children because they are met with the expectation that they do not want to. There are women who must live with what research calls double standards in their performance evaluations at work because they aspire to become managers but do not fit the stereotypical image of a leader. And there are companies today that are missing the opportunity to retain and develop talent for and in senior management.

Despite the significant attention and willingness to incorporate gender equality and diversity in many companies, gender equality in the labor market remains a massive supertanker on its own course - one we as a society fail to redirect because a wide range of cultural and structural barriers to equal opportunities still exist.

If a company wants to change this, it requires concrete action. For example, if there is a lack of women at the top level of the company, you need to understand the reasons for your leaking pipeline. And if you want to pay equally, you must create objectivity and transparency in salary increase processes.

So, remember the Diversity Barometer's numbers and the many opportunities for concrete actions. They move much more than well-intentioned visions and toasts.

Enjoy reading

Best regards,

A handwritten signature in black ink, reading "Gine Maltha Kampmann".

Gine Maltha Kampmann
CEO,
The Think Tank EQUALIS

Thank you

We would like to thank the many experts, partners and collaborators who have contributed to this year's edition of the Diversity Barometer.

Thank you **Deloitte** and this year's case partners **Atea** og **Nykredit**.

A special thank you also goes to our **Advisory Board**, who has contributed by reading along and giving constructive comments on the design of the Barometer and the publication:

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About the Diversity Barometer

The Diversity Barometer consists of a tool for measuring and monitoring gender equality and diversity within the entire Danish labor market.

Five themes for gender equality and diversity

Based on five themes, each of which addresses gender equality and gender diversity in the labor market from its own perspective, the Diversity Barometer provides a comprehensive overview of the figures of the current status. For each theme, the barometer shows whether there is equal representation between genders in the respective theme or which direction gender skewness is in, where either women or men are under- or over-represented.

Theme	Sub-theme	Indicator
01 Education and career	Length and type of education	Highest completed level of education
		Educational activity in STEM+
	Career paths	Distribution of gender by industry
		Starting salary based on differences in educational choices
02 Working environment	Promotion rate	Pay growth from starting salary to 5 years after graduation
	Challenges from the physical working environment	Number of occupational accidents
		Number of occupational diseases
	Challenges from the psychological working environment	Worked-related stress
		Abusive actions, including sexual harassment and sexual attention

Theme	Sub-theme	Indicator
03 Labour market attachment	Workload	Number of working hours
		Share in full-time employees of part-time and full-time employment
	Absence due to own illness	Share of men and women who have registered absence due to own illness
	Absence due to children	Share of men and women who have registered absence due to child's illness
04 Responsibility and management	Number of weeks on parental leave benefits	
	Gender composition in academia in professorial positions	Share of professors
	Gender composition in senior public management	Share in senior management in the public sector
05 Income and assets	Gender composition in senior management in the private sector	Share of CEOs in the private sector
		Share of directors in the private sector
	Disposable income	Disposable income
	Occupational income	Occupational income
	Pension by retirement age	Pension assets for 60-65 year-olds
	Total assets	Net worth

Data sources

The Barometer consists of three main data sources: 1) literature and research, 2) register data, and 3) interviews and case studies of initiatives in selected companies.

With an annual literature review¹, we examine research on gender equality and gender diversity in relation to the labor market. We focus on a number of research findings published since the last Diversity Barometer, which illuminate and explain gender inequality within the barometer’s five themes.

The register data is from Statistics Denmark², National Research Centre for the Working Environment and Universities Denmark. The measuring points and variables are described in the Diversity Barometer’s methodology appendix.

1. The search has been limited to studies dealing with one of the subthemes of the five main themes in the barometer. The studies must have been published in 2023 or 2024 and be geographically limited to Denmark or comparable European countries (Scandinavia, Germany, the Netherlands, Spain, the United Kingdom, Belgium or Switzerland). In one case, it has been relevant to include an older study. Based on the search process, 43 studies have been identified. In the following selection and relevance assessment process, these have been narrowed down to 28 studies, which are included in this publication.

2. In this publication, we use the term ‘gender’ to describe what in Danish is termed ‘køn’ (meaning gender and/or sex). In the register data from Statistics Denmark, gender (‘køn’) is measured based on CPR numbers (social security numbers). As such, on the individual level, this variable can measure sex and/or gender.

Based on interviews with relevant people from selected companies, we have developed several case descriptions which can be used for stating examples of good practice within the business community regarding the work towards achieving more gender equality and diversity. In this year’s edition, six initiatives from the companies Atea and Nykredit have been selected.

Behind the index of the barometer

The index of the barometer is based on average values of 22 chosen indicators distributed across the five themes. The indicators are converted to a scale from -5 to 5 to ensure that heterogeneous measures of inequalities between the genders translate into the same scale.

The value of 0 in the index score denotes equal representation between men and women. Negative values indicate that women are overrepresented within the theme or sub-theme that the indicator is intended to describe, while positive values indicate that men are overrepresented. Men and women may be disadvantaged by both negative and positive index scores. For that reason, the index score must always be placed in the context of the theme.

The greater the value of the index score, the greater the inequality between men and women. Hence, it is worth noting that the important part is to notice whether inequality between men and women has increased or decreased when examining developments from year to year. This can be seen by looking at whether the index score has come closer to or is further from 0 and thus equal representation.

The barometer provides an overall overview of gender diversity in the labor market in Denmark and the development from year to year. The patterns highlighted should not be interpreted as causal relationships, but only as descriptive. Complex analysis methods are not used, and the index score simply shows the difference between women and men for the indicator in question.

In connection with the report, a technical methods appendix has been prepared, which provides insight into the method of calculation, data foundation and limitations.

Methodological adaption

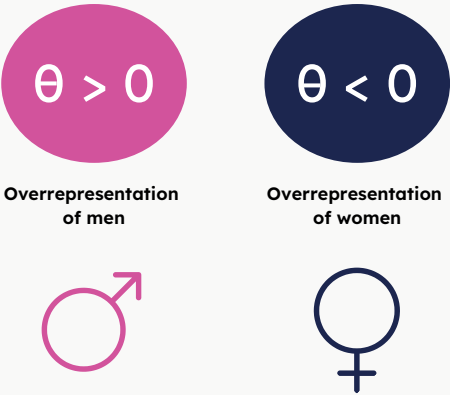
It is important for EQUALIS and the Advisory Board that the Diversity Barometer is a robust data overview of high quality. Therefore, we also have a continuous eye for development and optimization in collaboration with our data partner Deloitte.

From the Diversity Barometer 2024 to 2025, minor adjustments have been made to the calculation methods of indicators for starting salary, salary growth, disposable income, business income, pension assets and net worth to correct for inflation over the years.

Editorial adaption

Some of the labels of the variables have been changed in the English version of the Diversity Barometer 2025, compared to the English publication of the Diversity Barometer 2024. The content of the variables remains the same.

Defining directions for the index score



Case partners 2025:

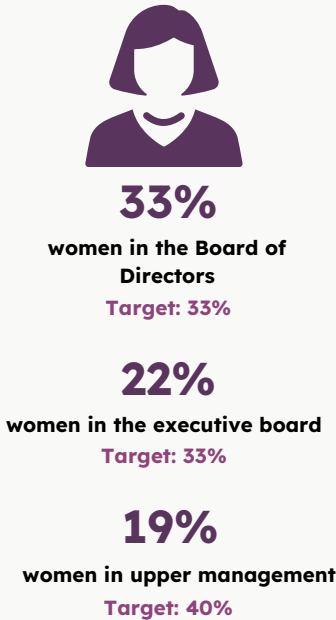
Meet Atea and Nykredit

In creating the Diversity Barometer, several interviews have been conducted with companies that serve as case partners. What the companies have in common is that they have managed to put gender diversity on the agenda through concrete activities and initiatives within their own companies.

The purpose of involving case partners is to highlight good practice from the business community and thus offer inspiration for how companies can act to promote gender equality and diversity in their own organization.

Atea and Nykredit are case partners in the Diversity Barometer 2025. Below is a brief presentation of each company and the company's demographics in terms of gender diversity, as well as the initiatives highlighted in the barometer.

Both companies work with diversity as a broad concept that covers several dimensions, including gender, age, disability, culture, religion and ethnicity. In the interviews with EQUALIS for the Diversity Barometer 2025, the focus has been on mapping conditions in the work with gender diversity.



Atea

Atea describes itself as a leading supplier of IT infrastructure and digital solutions in Denmark and the rest of the Nordic region.

As part of the Atea Group, which employs over 8,000 people across 88 cities in the Nordic and Baltic regions, Atea Denmark has a central role in supporting both the public and private sectors. With more than 1,600 employees in Denmark, Atea focuses on delivering tailored digital solutions that strengthen their customers' businesses and future-proof society. The group's headquarters are located in Oslo, and Atea is market leader in the region with a market share of 23 percent.

Atea states that their strategy for diversity and inclusion stems from a fundamental belief that diversity and an inclusive work environment are crucial to the company's success. The ability to attract and retain talented employees is a key priority, and Atea works purposefully to promote representation of women at all levels in the organization.

Diversity and inclusion are anchored in senior management, both nationally and internationally, and several strategic initiatives have been launched to promote diversity. This includes, among other things, a structured effort to ensure an equal gender distribution among graduates. In 2024, the effort led to Atea achieving a 50/50 distribution of men and women among graduates, with nine out of 19 being women.

Furthermore, Atea works to develop solutions to unconscious bias and objective and transparent recruitment processes. An effort that is also expressed in three initiatives from Atea, which are described in this publication. This is particularly about the company's work to create an objective job architecture, inclusive workplaces and upskilling employees within AI.

Nykredit

Nykredit is an association-owned financial company. As Denmark's largest lender and one of the country's biggest wealth and asset managers, Nykredit is a significant player in Danish society. Nykredit employs more than 3,900 people and the group's history dates back to 1851.

A unique feature of the Nykredit Group is that it is primarily owned by an association, Forenet Kredit, whose members are customers of Nykredit and Totalkredit. This means, among other things, that Nykredit shares its success with its customers.

Association ownership characterizes Nykredit as a workplace, Nykredit states. Diversity and inclusion are not an isolated effort but an integrated part of their DNA as an association-owned company.

Nykredit also states that they prioritize development and opportunities for employees who are willing and able - formalized in an employee promise. They also put the employee promise into words. Namely, that Nykredit wants to be known for a trustworthy culture characterized by customer orientation, team spirit and capacity for action. Team spirit is about inclusion, community, equality and cooperation. Capacity for action is about performance, result creation and the ability to execute. For Nykredit, team spirit and drive are inextricably linked, and Nykredit has set itself the goal of being a workplace that is able to combine results-driven with community-oriented work. This is also reflected by the way in which Nykredit works with performance. Performance at Nykredit encompasses both KPIs and behavior (KBIs).

For Nykredit, there is a unique strength and competitive advantage in being an association-owned company. This creates an opportunity to work long-term - also on the organizational level, which is reflected in the work on internal mobility, as highlighted in this year's Diversity Barometer.

In addition to internal mobility, this publication will address two additional initiatives from Nykredit. This is their work with Organizational Review as well as Nykredit's efforts to ensure equal pay through a connection between job content, skills and performance.



3,900
employees in
Nykredit Group



30%
women on the Board of
Directors of Nykredit A/S
2030 target: 45%

20%
women in the group
management

35%
women in the upper
management in the Nykredit
Group
2030 target: 45%

The Diversity Barometer 2025

The Diversity Barometer provides a comprehensive overview of the figures for the state of gender equality and diversity in the Danish labor market.

The barometer focuses on gender representation within the themes: Education and career, labor market attachment, working environment, responsibility and management, income and wealth.

For each theme, the Barometer indicates with an index value how close we are to achieving equal gender representation, or whether there is a gender imbalance where either women or men are overrepresented.

01

Education and career

02

Working environment

03

Labour market attachment

04

Responsibility and management

05

Income and assets

Diversity Barometer

2025

Overrepresentation of



2024 in grey

2023 in light grey

01 Education and career

Length and type of education
0.39
0.41
0.46

Total assets
1.19
1.23
1.25

Pension by retirement age
0.64
0.63
0.63

05 Income and assets

Occupational income
0.82
0.83
0.80

Disposable income
0.54
0.55
0.50

Promotion rate
0.24
0.36
0.46

Career paths
0.12
0.16
0.11

Challenges from the physical working environment
0.35
-0.61
-0.14

Challenges from the psychological working environment
-
-1.77
-1.72

02 Work environment

Workload
0.38
0.38
0.38

03 Labour market attachment

Absence due to own illness
-0.44
-0.43
-0.48

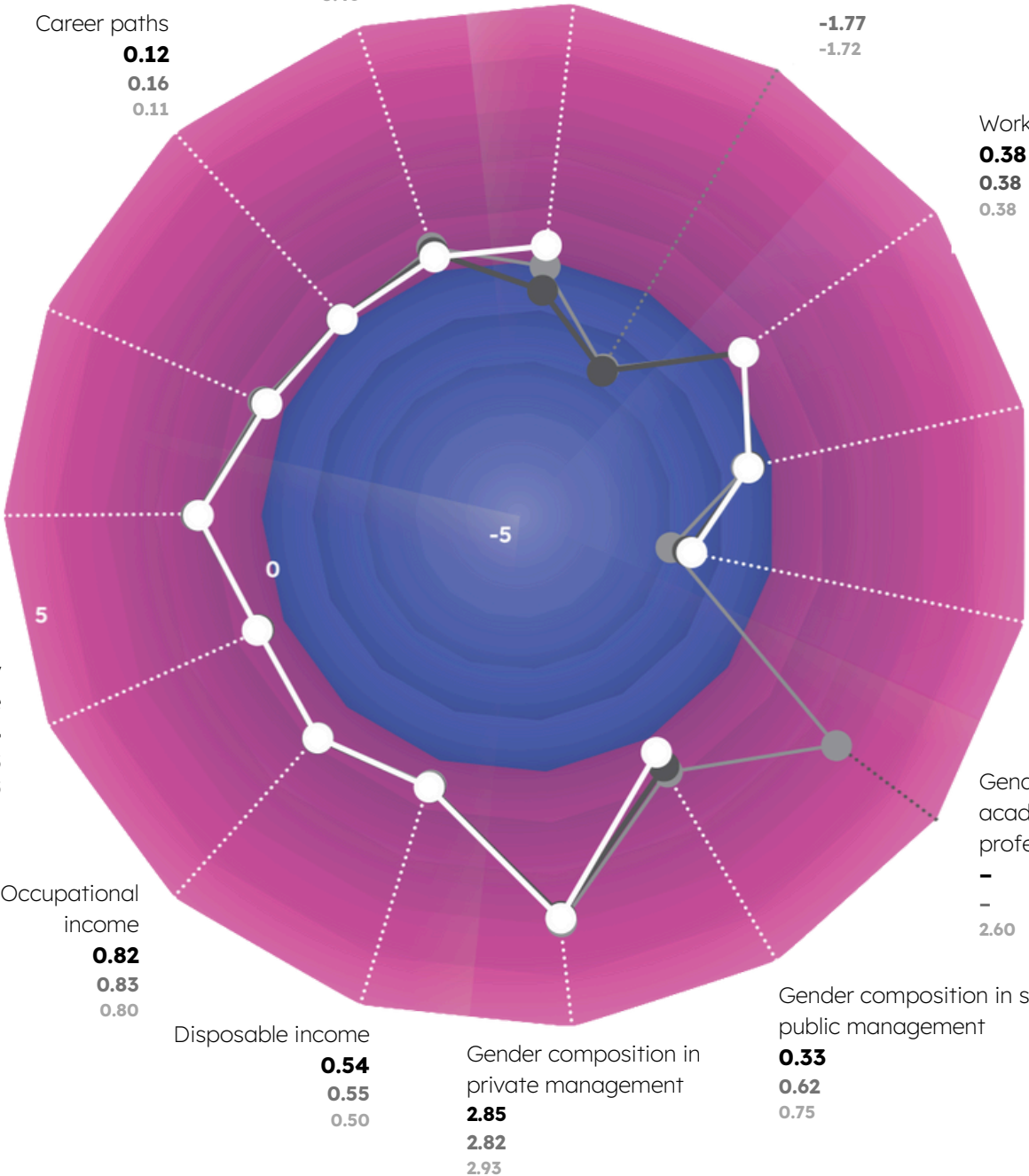
Absence due to children
-1.52
-1.66
-1.99

Gender composition in academia in professorial positions
-
-
2.60

04 Responsibility and management

Gender composition in senior public management
0.33
0.62
0.75

Gender composition in private management
2.85
2.82
2.93



Main conclusions and recommendations

In the following pages, we present the main conclusions from the results of the Diversity Barometer, which draws on insights from across the themes. In addition, we present three cross-cutting sub-conclusions based on both register data and research from this year's edition of the Barometer.

Main conclusions and recommendations

Main conclusion

Overall lack of development in gender equality in the labor market

This year, the Diversity Barometer 2025 shows four positive developments since 2023, when the first Diversity Barometer was published.

Firstly, the difference between men's and women's salary growth in the first five years after graduation has decreased from eight to four percentage points.

Secondly, the share of women in senior management in the public sector has increased by four percentage points since 2023, and the gender distribution can be considered equal.

Third, men take an average of four weeks more parental leave than they did before the EU's Parental Leave Directive came into effect in 2022.

Fourth, the difference between men's and women's net worth has decreased from 67 to 62 percent, a change of five percentage points.

All other data points in the Barometer are largely unchanged over recent years:

For example, men continue to be overrepresented in management positions in the private sector, where the gender balance at the senior level has not moved more than one percentage point since 2023. The proportion of women in STEM+ programs (e.g. engineers, economists and lawyers) has increased by one percentage point since 2023. The difference in average weekly working hours between men and women has decreased by one hour. And men's pension assets are still 29 percent larger than women's.

Recommendation

Promoting diversity, equal opportunities and inclusion in a company is a strategic business development project like any other.

Success requires the right vision and the right goals. It also requires knowledge of where the challenges lie as well as targeted activities, continuous follow-ups and management focus - of course, all supported by data.

EQUALIS therefore recommends that specific actions within each company be prioritized and initiated based on the company's own challenges, which are identified through its own data points. Only in this way can local work towards ensuring equal opportunities for all be fruitful and effective. And only in this way can we, as a collective labor market, create resource and competence utilization to benefit the competitiveness of the individual company - and of Denmark.

Sub-conclusion

Gender composition in senior public management is equal. The underrepresentation of women in the private sector remains stagnant.

Lack of gender diversity in senior management in the private sector continues to constitute the largest inequality in the Diversity Barometer's calculations.

In the private sector, women hold 18 percent of CEO positions and 25 percent of director positions – meaning that the share of women at both levels has increased by one percentage point since the Diversity Barometer was first published in 2023.

While the gender composition in senior management in the private sector remains largely unchanged, equal gender distribution in the senior management levels has been achieved in the public sector. In the public sector, women make up 47 percent, which is an increase of four percentage points since 2023. Here it is important to be aware that the data point for senior management in the public sector covers more management layers than just the executive level, which the figures in the private sector reflect.

It is also important to note the difference in the proportion of women in the two sectors, i.e. the so-called pipeline to management within the sectors. In the public sector, women make up approximately 70 percent of the workforce, while they make up 33 percent in the private sector (Danish Industry, 2024).

It can therefore be argued that the private sector is facing a lacking pipeline problem that the public sector does not. The "lacking pipeline" concept implies that there are not enough

individuals of the underrepresented gender in the pool from which candidates are selected for hiring or promotion.

While the lacking pipeline can potentially explain parts of the significant difference in gender composition at management level, it is not a sufficient explanation. The leadership gap shows that.

The leadership gap indicates the percentage difference between the share of the underrepresented gender in the sector and the share of the same gender among employees in the industry overall.

In the public sector, the leadership gap is 23 percent, whereas it is 12 percent in the private sector.

The share of women in management is thus closer to reflecting the proportion of women employed in the private sector than in the public sector.

This opens the argument that the leaking pipeline issue is also relevant in the public sector, where gender imbalance is greater the higher up the positional hierarchy one looks. An issue that several studies have also shown is prevalent in the private sector.

The data therefore shows several nuances in how we should understand differences in the gender composition of management levels across the two sectors.

Sub-conclusion

Men and women face different challenges in their daily working environment

It is mostly men who report work injuries and occupational diseases as a result of the physical conditions at work. In the Diversity Barometer 2023 and 2024, women were overrepresented in the reports.

Behind the numbers, we also see gender differences in the nature of occupational accidents. The vast majority of fatal accidents at work occur among men, whereas women are more exposed to work-related violence in public workplaces.

When it comes to challenges in the psychological working environment, women are overrepresented. Women report being exposed to work-related stress and sexual harassment to a greater extent than men. These figures come from the Diversity Barometer 2024, as no updated data has been available since. Gender differences in the experience of a good working environment are a gender equality issue because the differences reflect other inequality-generating conditions in the labor market.

Part of the challenges behind these gender imbalances stem from the gender-segregated labor market, where men work in more physical occupations, while women work more in relationship-focused occupations with a greater psychological burden. Other explanations lie in workplace dynamics and the interface between work and family life, which, especially for women, are often closely linked.

Gender differences in the experience of a good working environment have consequences for more than just the well-being of the individual. Research shows that they also affect the ability of workplaces to attract a diverse workforce (Puncheva-Michelotti et al., 2024). At the same time, new Danish research on work-related stress estimates that women are affected more severely than men, with up to an average of 81 days of absence per year. In comparison, men in average have 46 days of absence from work. The study estimates the economic cost of stress in the labor market to be a total of DKK 16.4 billion DKK annually (Pedersen et al., 2024).

Sub-conclusion

Women have fewer financial resources – and the gender differences remain unchanged.

Overall, the figures for gender differences between men’s and women’s income and wealth have not further developed.

For occupational income, which is an expression of what an individual is paid for working, there is an average income gap of 39 percent between men and women. This difference has decreased by one percentage point since 2024 but increased by one percentage point since 2023. The difference in men’s and women’s pension assets at ages 60-65 years old remains 29 percent and has not changed since 2023.

When it comes to disposable income – a measure of an individual’s consumption possibilities – the gap between men and women has grown. The inequality in average disposable income between men and women has increased from 22 percent in 2023 to 24 percent in 2025.

Net worth is the only measure where inequality has decreased. Here, the percentage difference between men’s and women’s average wealth has decreased from 67 percent to 62 percent. Inequalities in income and wealth are a significant societal concern and a gender equality issue. However, when we talk about unequal pay, it is important to be aware of the different explanations behind the numbers.

Part of the observed inequality in income and wealth figures is due to a gender-segregated labor market, where women are more likely than men to work in the public sector and in positions lower in the organizational hierarchy at their workplaces.

A Danish study from 2024 shows that differences in men’s and women’s pension assets reflects differences in employment patterns, such as absence due to children, part-time versus full-time positions, and the fact that fewer women than men hold management positions (Fallesen & Rødgaard, 2024).

Other factors may be related to promotion patterns and salary practices at the individual workplace.

For instance, new Danish research also shows that women on average earn 12 percent less than men in comparable positions in the public sector. The difference is particularly significant in municipal management positions, where women earn up to 18 percent less than men (Larsen et al., 2023).

Perspective:

Motivation and challenges in business life

Target figures for employee composition among managers and employees ensure progress in the work towards equal gender balances

For Atea and Nykredit - the case partners in this year's Diversity Barometer, - the motivation for working with diversity and inclusion is primarily driven by a desire to bring more talent into play. Furthermore, Atea and Nykredit are motivated by the knowledge that diversity creates better teams and supports better decision-making. For both companies, working with clear strategic goals is the first crucial step to success.

Targets are a strategic tool for equal opportunities at all levels of the business
For over a decade, it has been a legal requirement for large companies, state-owned enterprises and listed companies (accounting classes C and D) in Denmark to set targets for the underrepresented gender at the top level of the company and report on it in annual reports. The reporting requirement in the annual reports has been abolished for the otherwise covered non-financial companies in the end of 2024.

Target numbers have otherwise been a widely used tool among companies. This is shown by an EQUALIS analysis from the fall of 2024. Here we find that 94 percent of the included Danish companies comply with the requirement to report gender representation for senior management in their annual

reports. At the board level, the average target for the underrepresented gender is 31 percent, while for other management levels, the average target being pursued is 32 percent.

This year's case partners in the Diversity Barometer, Atea and Nykredit, are among the companies that view targets as a strategic tool that sets the framework for ensuring equal opportunities for all - both in management and employee levels.

Implementing targets not only creates transparency about the current gender distribution but also shows what ambitions a company has to create equal opportunities for men and women in the organization. Sharing the target number within your own organization and with the outside world simultaneously creates a shared commitment to working towards the goal and a concrete starting point for devising initiatives to increase the proportion of the underrepresented gender.

Perspective: Motivation and challenges in business life

“

Our experience at Nykredit shows that structured efforts and a long-term perspective are important elements in the work of creating an equal gender balance in management.

For instance, it is about creating a pipeline of both male and female colleagues who are ready for greater responsibility and more weight when the opportunities arise, and the timing is right.

Our targets set the direction; structures, a vibrant internal job market and managers trained in employee development create change in practice.

”

— Trine Ahrenkiel, Director of HR, Communications and Marketing at Nykredit

Effective use of target figures also requires the company to be aware of what the gender composition looks like in its own organization and to ensure a focus on which priorities are necessary to support real change. This is especially the case at management level, where it is well documented that women are underrepresented.

At the same time, both Nykredit and Atea are aware that effective work with targets requires follow-up and prioritization from the senior level, and that initiatives must be launched that can contribute to meeting the target.

“

When we recruit at management level, it is a requirement that we have candidates, who are women. Such a specific focus is simply necessary. Many people talk about role models being enough, but role models alone don't do it. It's a nice supplement, but it's not what ensures that we get a more equal distribution at the management levels. Ambitious targets have a completely different and more measurable effect.

— Kathrine Forsberg, Managing Director of Atea Denmark

”

Working with target numbers is included in managers' performance goals

Working effectively with targets requires a strong understanding of the starting point, knowledge and recognition of the challenges, and a good plan for what is needed to achieve change. In other words, it may be easy to set a goal, but if the goal is not prioritized by senior management, the goal may be difficult to achieve.

done this to create a common starting point and to ensure that everyone is working in the same direction towards a common ambition.

At the same time, there is recognition that the starting point and barriers may be different for different parts of the business.

Therefore, at Atea, they have made working with equal opportunities a part of the managers' performance goals. They have

“

With targets numbers, you set an ambition for the future that you work towards. I am a big fan of that. It creates a shared ambition. And it's okay that the target numbers are different. As long as we have a target number and an ambition we are working towards. Framework conditions are necessary to drive change. It is now part of the managers' performance goals that we must have a 40/60 distribution in Atea. And that creates a completely different collaboration around it.

— Kathrine Forsberg, Managing Director of Atea Denmark

”

At Nykredit, there is a strong focus on being able to follow developments in the gender balance and on structured efforts within culture, management and organization.

In both companies, there is an understanding that change takes time, but that it is important to stick to and ensure continuity in both goals, efforts and follow-up. Therefore, it is crucial

that managers work towards the common goal and show how things are going in their part of the business. And here, both a commitment by the management to work with the target figures through various initiatives, and a data-driven approach are central to creating incentives.

“

Working with diversity and inclusion requires that we have a data-based foundation to work from. This is an important prerequisite to success. That's why we monitor the gender balance in management every month, so we know if we need to make any changes.

”

— Trine Ahrenkiel, Director of HR, Communications and Marketing at Nykredit

”

How has equality and gender diversity in the labor market developed in the past year?

To answer that question, we go through the five themes one by one.

For each theme, we highlight elements from the latest research, and we descriptively map the latest data found in central registers for the indicators we measure. All data is displayed. The same applies to the index score assigned to the individual indicator.

Diversity Barometer 2025

01

Education and career

	Index score	DB23	DB24	DB25
Length and type of education	0.46	0.42	0.39	
Career paths	0.11	0.16	0.12	
Promotion rate	0.46	0.36	0.24	

02

Work environment

	Index score	DB23	DB24	DB25
Challenges from the physical working environment	-0.14	-0.61	0.35	
Challenges from the psychological working environment	-1.72	-1.77	-	

03

Labour market attachment

	Index score	DB23	DB24	DB25
Workload	0.38	0.38	0.38	
Absence due to own illness	-0.48	-0.43	-0.44	
Absence due to children	-1.99	-1.66	-1.52	

04

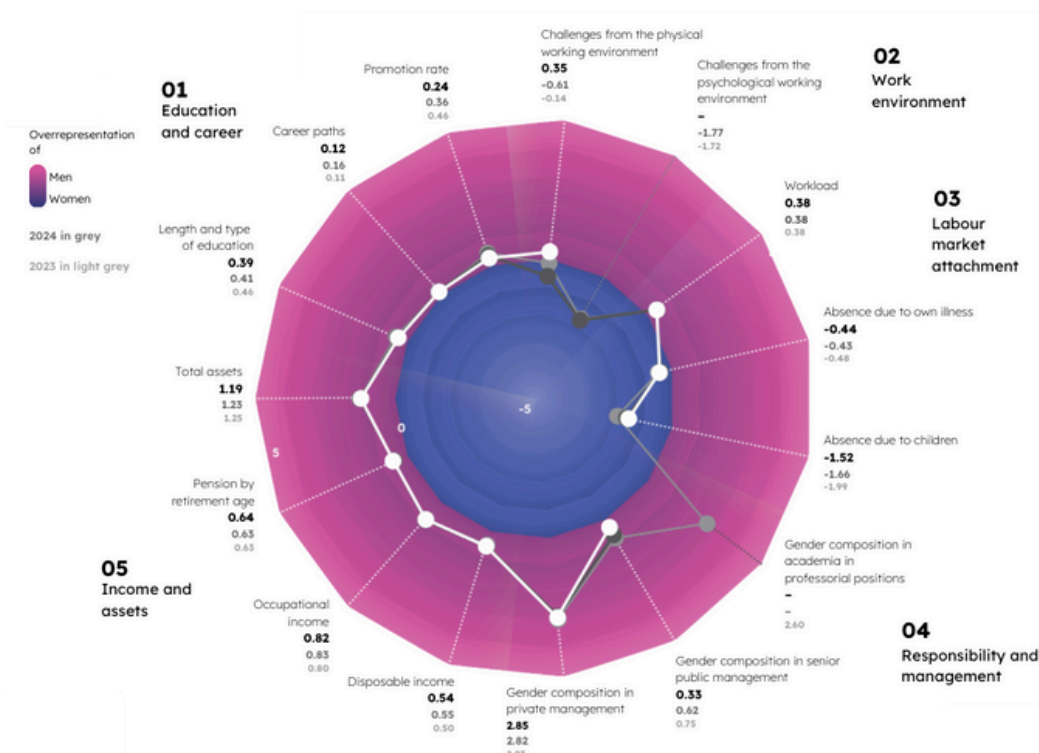
Responsibility and management

Gender composition in academia in professorial positions	2.60	-	-	
Gender composition in senior public management	0.75	0.62	0.33	
Gender composition in senior management in the private management	2.93	2.82	2.85	

05

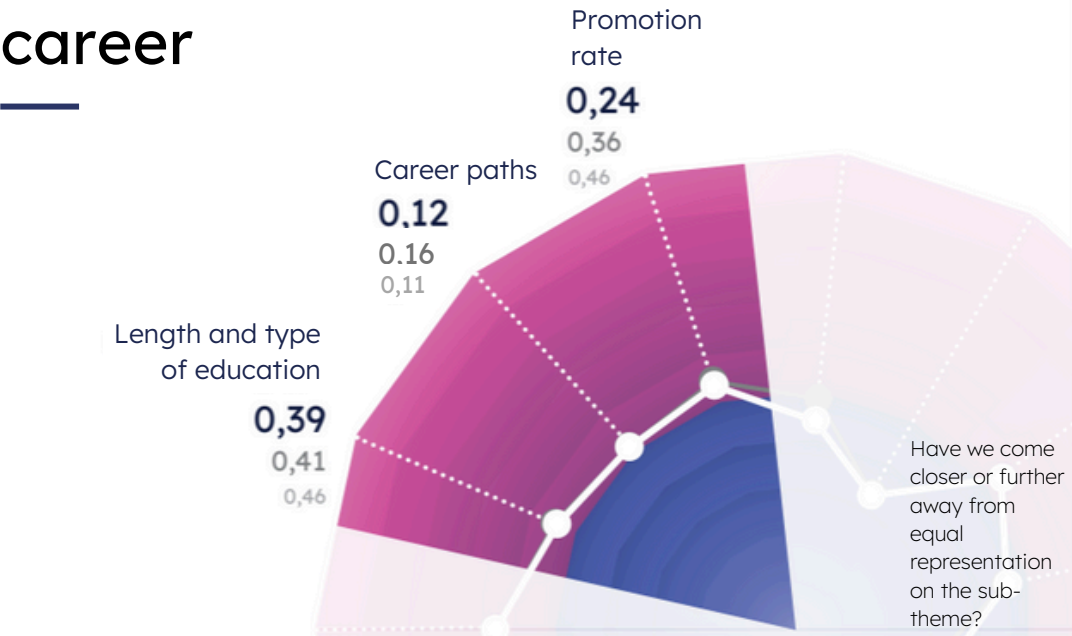
Income and assets

Disposable income	0.50	0.55	0.54	
Occupational income	0.80	0.83	0.82	
Pension by retirement age	0.63	0.63	0.64	
Total assets	1.25	1.23	1.19	



01

Education and career



Sub-theme	Indicator	Index score pr. sub-theme DB25	Change in index score on a scale of -5 to +5
Length and type of education	Highest completed level of education	0.39	0.02 closer
	Educational activity in STEM+		
Career paths	Distribution of gender by industry	0.12	0.04 closer
	Starting salary based on differences in educational choices		
Promotion rate	Salary growth from starting salary to 5 years after graduation	0.24	0.12 closer

01
Education and career

Conclusion

The differences in the educational level of men and women have changed marginally since the Diversity Barometer 2023 and 2024.

Women continue to constitute the majority among those who have medium-cycle or long-cycle higher education as their highest completed education. Conversely, men are overrepresented among those who have primary education, vocational education, short-cycle higher education or a PhD as their longest completed education.

The distribution of men and women in STEM+ programs has changed by one percentage point. Men make up 60 percent of those who have completed a STEM+ education.

The labor market remains gender-segregated to the same extent as in the previous Diversity Barometers. The construction industry and the health and social services continue to be the most gender-skewed industries. 90 percent of all employees in the construction industry are men, while 80 percent of employees in health and social services are women. Men's average starting salary one year after graduation is 5 percent higher than women's – a difference that has remained largely unchanged since the 2023 Diversity Barometer.

The difference in salary growth in the first five years after graduation has decreased. In 2023, the difference was eight percentage points, while in this year's Diversity Barometer it has fallen to four percentage points.

In Denmark, we have a highly gender-segregated labor market. This applies both when we talk about vertical gender diversity, that is, across job hierarchies, and when we talk about horizontal diversity, across industries. This gender division is reflected in men's and women's choices of education and career as well as their career development. These are all diversity issues that have several consequences for the labor market as a whole, for industries and for the individual.

The consequences of a strongly gender-segregated labor market can lead to underutilization of scarce resources, a higher risk of labor shortages, and unevenly distributed unemployment. In the labor market, it is especially the companies that work within professional areas that attract one gender more than the other that have a serious shortage of labor (Richter, L., 2020). Furthermore, gender segregation in the labor market can contribute to limiting the perceived range of job and educational opportunities for individuals.

What does the latest research show?

In a study conducted in the UK, a group of researchers investigated how men and women experience their own skill development during their education in a Master of Business Administration program. The study focuses on competencies within professional skills, motivation and self-confidence in the workplace as well as networking. The researchers behind the study find that women report significantly greater development in motivation and self-awareness than men during their study. At the same time, the researchers find that women do not report lower levels of networking than men. The study thus indicates that men's and women's self-perceptions in matters of developing competencies do not differ significantly from each other (Houldsworth et al., 2023).

A Danish study from 2024 examines gender differences in career advancement within academia. The results from the study show that women are 24 percent less likely than men to advance to senior researcher level within the first seven years after completing a PhD. The researchers find that the reduced career development is influenced, among other things, by parental leave and lower publication rates for women (which for several people can also be affected by parental leave). However, the researchers behind the study highlight the fact that differences in socioeconomic background and discrimination, e.g. in connection with the allocation of research funding, also contribute to gender inequalities in career paths in academia (Nielsen et al., 2024).

Education level and type of education:
Virtually no changes in men's and women's highest completed level of education

Women and men continue to educate themselves at different levels, just as we saw in the figures from the Diversity Barometer 2023 and 2024. Men are overrepresented when we consider those with vocational and short-cycle higher education as the highest completed level of education, whereas women are overrepresented in particularly medium- and long-cycle higher education.

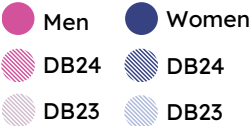
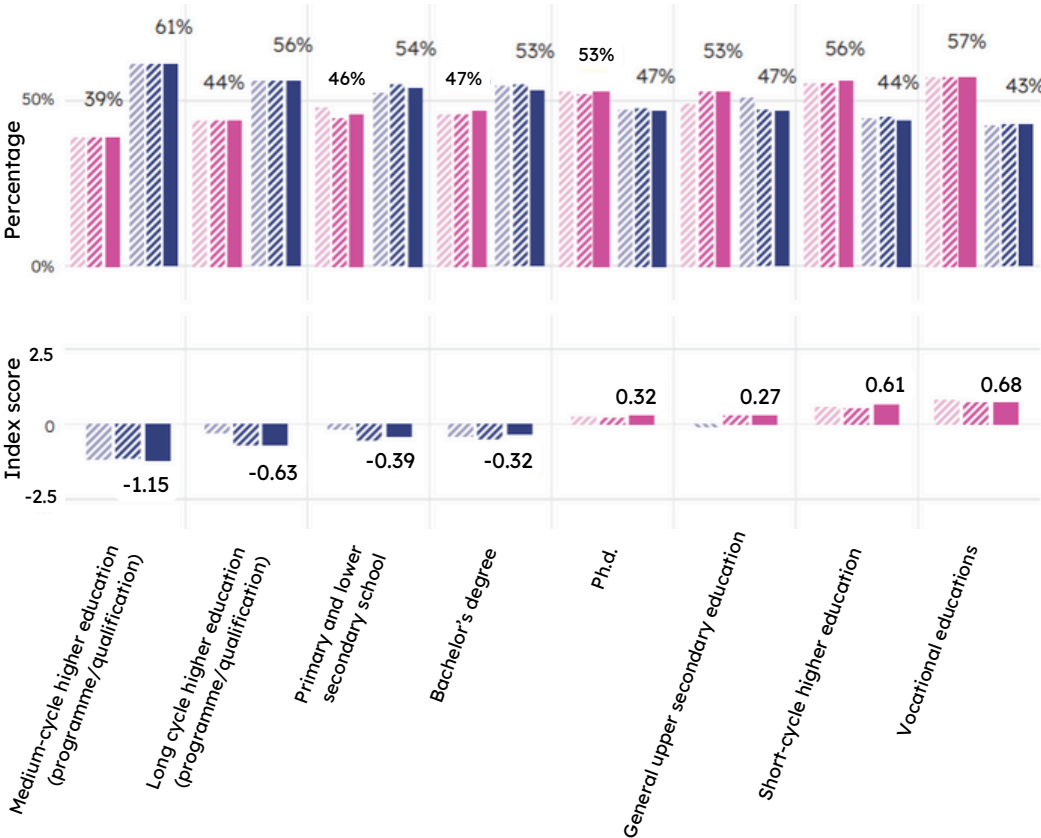


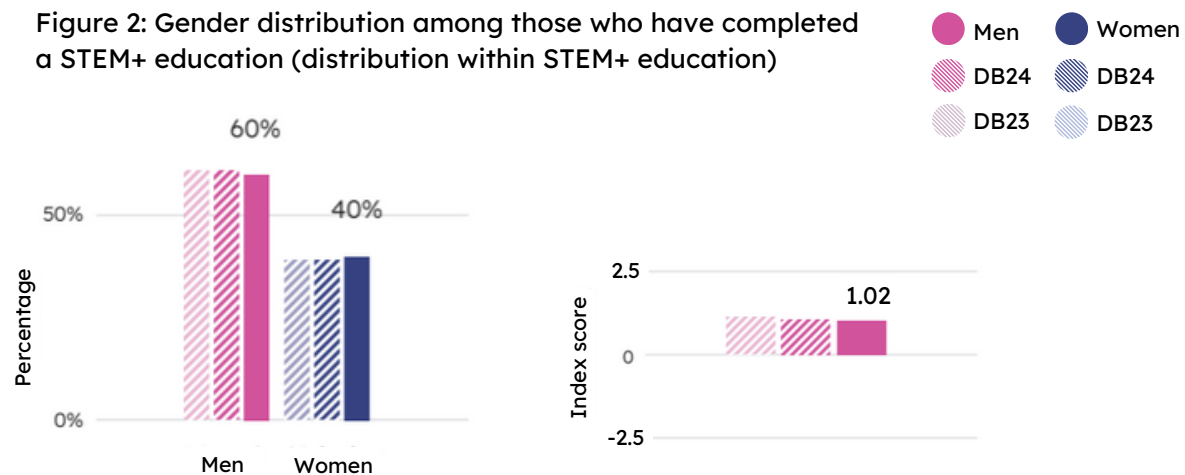
Figure 1
Highest completed levels of education for men and women
(distribution within education level)



Note: Distribution of men's and women's highest completed education within each education level for the part of the workforce, that has completed an education in the years 2018 to 2023 and has reached the age of 20. With this limitation, the population contains a higher share of women compared to the distribution for the entire population in all years and at all ages. Source: Statistics Denmark

Figure 2

Figure 2: Gender distribution among those who have completed a STEM+ education (distribution within STEM+ education)



Note: Share of men and women who have completed their highest completed education in the years 2018-2023 and who have reached the age of 20 and have taken a STEM+ education.

Source: Statistics Denmark.

What subjects does STEM+ education cover?

STEM+ is defined as STEM education (science, technology, engineering, mathematics) including economics, law and business administration. STEM+ is referred to in the literature as the primary education that is important for management positions and is therefore included here. The STEM+ indicator in the Diversity Barometer is inspired by the analysis from the article Smith & von Essen (2023): Network Connections and Board Seats: Are female networks less valuable?

More men than women are still represented in STEM+ education programs. Here, men account for 60 percent, corresponding to three out of five people who have completed a STEM+ education in the years 2018-2023.

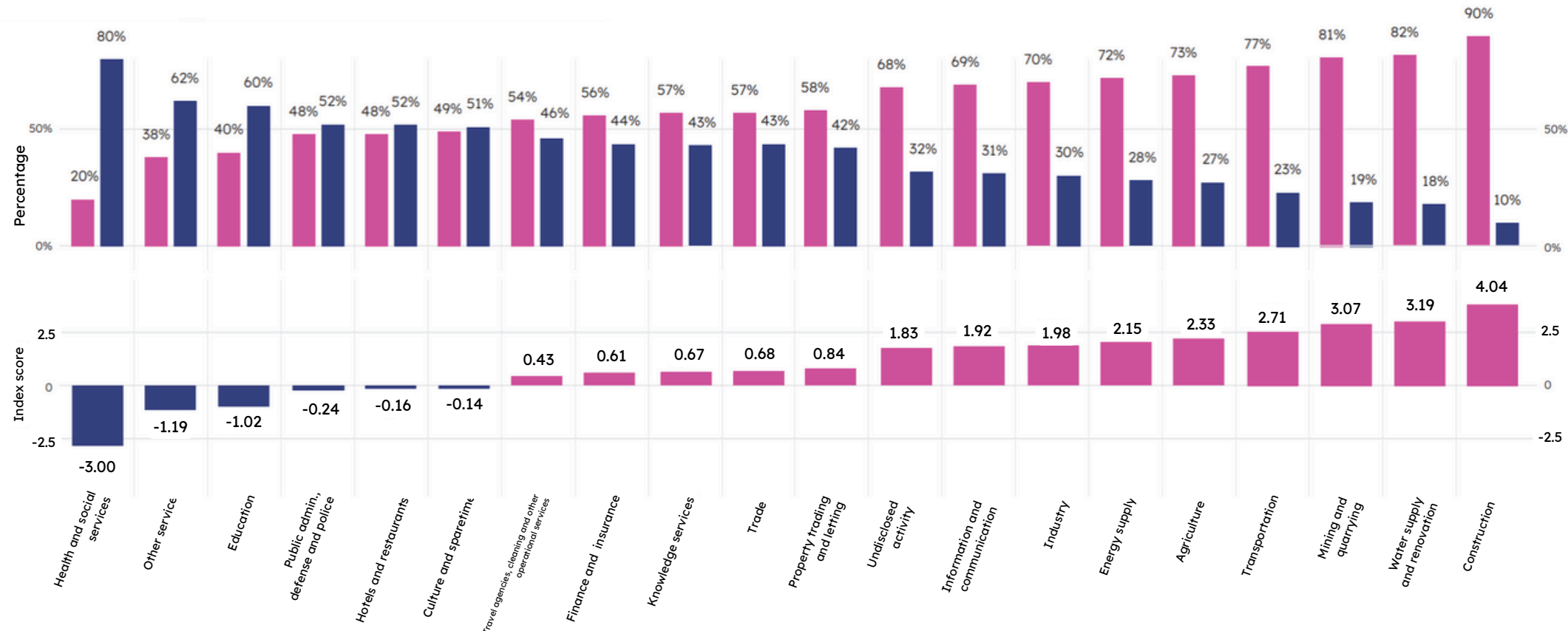
From the first edition of the Diversity Barometer in 2023 to this year, the share of men has decreased by one percentage point. The percentage difference between men and women in STEM+ has thus gone from 22 to 20 percentage points.

The largest differences between the representation of men and women are seen in technical education, where women make up 19 percent and men 81 percent.

Law is the only STEM+ program where women are overrepresented. Here, women make up 64 percent, while men make up 36 percent.

Career paths:
Men and women continue to be employed in different industries

Figure 3
The distribution of men and women in the workforce by industry (distribution within the individual industry)



Men Women
DB24 DB24
DB23 DB23

Differences in men's and women's educational level and field also influence which industries men and women work in.

The distribution of men and women across industries has not changed noticeably from the 2023 Diversity Barometer to this year's edition. There have been some percentage-wise changes towards a more equal gender representation within, for example, 'Public administration, defense and police' and 'Hotels and restaurants'. At the same time, we

are now further from equal gender representation within, for example, 'Travel agencies, cleaning and other operational services', 'Finance and insurance' and 'Knowledge services'.

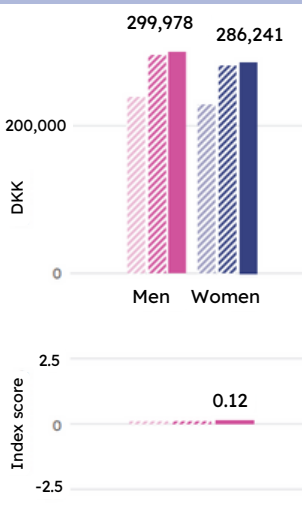
The share of men remains highest within 'Construction' (90 percent), 'Water supply and renovation' (82 percent) and 'Mining and quarrying' (81 percent), while the share of women is highest within 'Health and social services' (80 percent), 'Other services' (80 percent) and 'Education' (60 percent).

Figure 4

Average starting salary for men and women (sorted by education)

The average starting salary is still higher for men than for women – even when considering the type of education. On average, the difference in starting salary is five percent. The difference is thus unchanged since 2023.

Note: Calculated as the average occupational income in DKK for each education 1 year after graduation for men and women, for the part of the workforce that graduated in 2022. Source: Statistics Denmark.



Promotion rate:

The gap between men and women's salary growth in the early career years has narrowed

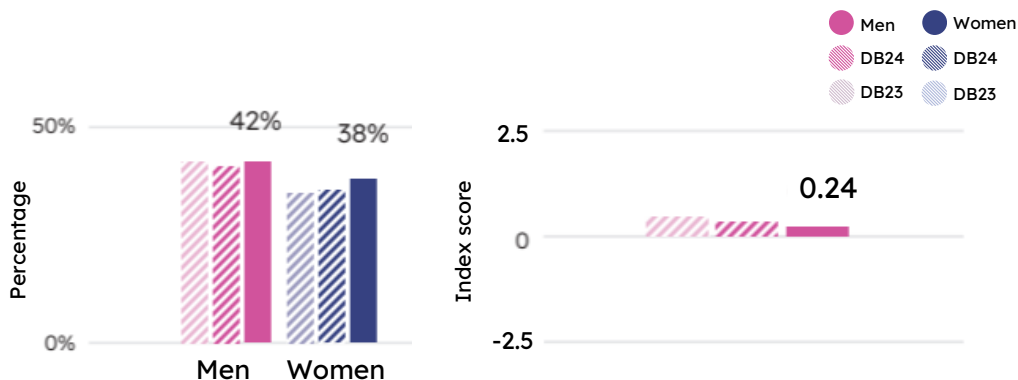
Men experience greater average salary growth than women five years after graduation, and the gap has narrowed.

Whereas men in the 2023 edition of the Diversity Barometer experienced an average growth in salary that was eight percentage points greater than women's, the difference in this year's edition is four percentage

points. Men's salary thus grows by 42 percent five years after graduation, while women's salary grows by 38 percent.

Figure 5

Average pay growth for men and women measured 5 years after graduation (average percentage increase)



Note: Calculated as the average percentage salary growth from 1 year after graduation to 5 years after graduation for men and women who completed their education in 2018. Source: Statistics Denmark.

Upskilling is a shared responsibility, and everyone must join the AI wave at Atea

At Atea, it is a core task to ensure that all employees, regardless of gender, have equal opportunities to use AI technologies and use their potential.

What is the purpose?

Previously, knowledge sharing in the AI field in Atea has primarily taken place in informal, interest-based networks – networks that have largely consisted of men. At the same time, Atea's own data shows that their employed women generally use AI to a lesser extent than their employed men. A trend that is also seen in the broader labor market.

Atea is now changing that with a special focus on gender equality in the use of artificial intelligence. The aim is to upskill everyone equally in new AI technologies and thus ensure that technological development in the workplace does not have a gendered bias.

What does the initiative include?

Atea has formulated a clear strategy for how AI will be integrated into the company's future development. The strategy has a particular focus on the new technology being part of the overall business strategy and the subsequent individual management decisions.

The strategy involves several concrete initiatives that, in addition to the strong

business strategic focus, also aim to equalize gender differences in upskilling within technologies.

Among other things, Atea has created an internal AI training program that engages employees across genders and departments. The training program consists of both online courses and physical events, where everyone – regardless of gender – has the opportunity to learn how to use AI in a practical environment. At the same time, the program has a special focus on balancing out any differences in upskilling, as women are currently underrepresented in the use of AI. To ensure relevance and user-friendliness for everyone in the training, Atea continuously collects data on how and why employees use AI.

At the same time, Atea has focused on increasing employees' awareness of experience and knowledge sharing networks within AI, and AI champions have been implemented to serve as role models and help engage colleagues in using AI tools.

“

Atea's focus on diversity in AI has a real positive effect. When we organize events and talk about cases, we show that AI is not just about technology – it also involves management and academic insight. This narrative appeals to women, and I hope we will soon see even more women interested in and engaged in the field.

”

— Sara Amini, CIO at Atea

What experiences does Atea have with the impact of the initiative?

Atea has already seen positive results from the initiative, with more employees – especially women – starting to use the AI tools in their work.

However, there are still challenges in ensuring equal use of the tools among all employees across gender. An important insight for Atea has been that women often seem to benefit more from practical and concrete examples of how AI can be applied in their daily work. This has led to a stronger focus on presenting AI at a level that is understandable and relevant to all employees.

Another key insight is that AI should be anchored in the organization through active and visible leadership that leads by example and communicates about the tools in a way that fosters understanding and interest.

02

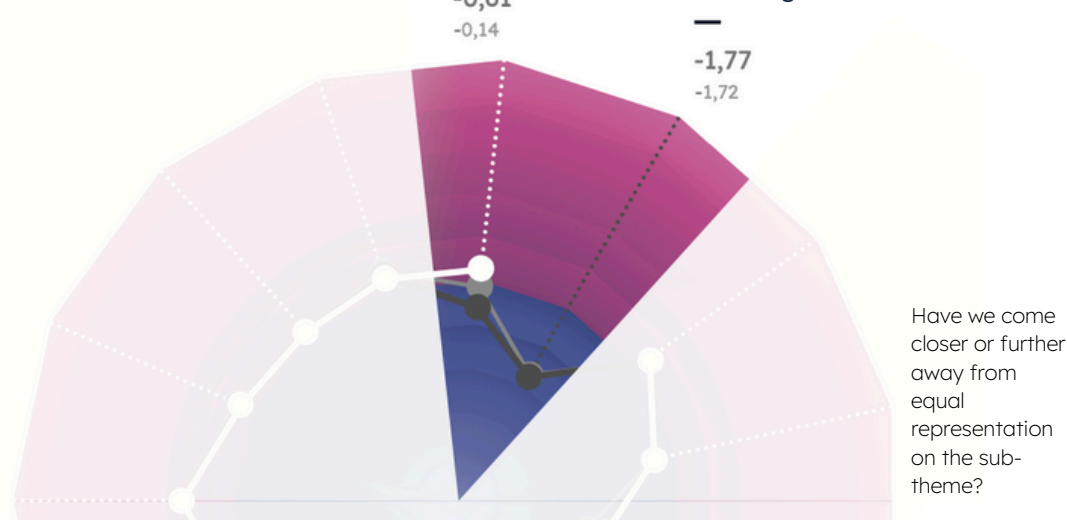
Working environment

Challenges from the physical working environment

Challenges from the psychological working environment

0,35
-0,61
-0,14

-1,77
-1,72



Sub-theme	Indicator	Index score pr. sub-theme DB25	Change in index score on a scale of -5 to +5
Challenges from the physical working environment	Number of occupational accidents	0.35	0.35 further from
	Number of occupational diseases		
Challenges from the psychological working environment	Work-related stress	No update available	No update available
	Abusive actions, including sexual harassment and sexual attention		

Conclusion

While the figures from the Diversity Barometer 2023 and 2024 showed a higher share of women reporting work-related accidents and occupational diseases to the Danish Working Environment Authority, this year it is men who account for more of the reports. In addition, the percentage difference between men's and women's reports of work-related accidents and occupational diseases has decreased from 2024 to 2025.

Men report significantly more work accidents than women with a difference on 30 percentage points. When it comes to occupational diseases, there has been a

shift towards more equal gender representation. Whereas last year women reported 12 percent more occupational diseases than men, this year men have reported two percent more occupational diseases than women.

There are no updated figures for work-related stress or abusive acts, and it is therefore not possible to comment on any changes here. In the existing figures, women report experiencing work-related stress and unwanted sexual attention to a greater extent than men.

Working environment reflects the labor market's ability to embrace diversity and create equally good working conditions for men, women and other identities. The environment at a workplace can affect both the physical and mental health of employees. From a company perspective, a positive and inclusive working environment can attract and retain employees, while a negative or exclusionary working environment can deter underrepresented groups from applying for jobs in or staying in a company (Folke & Rickne, 2022).

At the same time, research shows that employees' and managers' experience of a company's working environment correlates with, for example, the number of hours worked, salary inequality and gender imbalance in the composition of employees and management. For example, research shows that in workplaces that are dominated by men and where salaries are high, women

report more instances of sexism, and in workplaces that are dominated by women and where salaries are low, men report more instances of sexism (Folke & Rickne, 2022).

What does working environment entail?
Working environment is the total environment that an employee is surrounded by while performing their job. Working environment can consist of the physical and psychological conditions that affect an employee's health and well-being in the workplace. The physical work environment is what we can sense (see, hear, smell and feel) in connection with the performance of work, whereas the psychological working environment is an interaction between psychological and social factors at the workplace, such as the work employees do, the framework for the work and the social relations at the workplace. Source: The Danish Working Environment Authority

What does the latest research show?

The latest research on working environment and gender shows that it is not only the actual working environment that affects employees. The expectations among potential applicants about what the working environment will be like at a workplace also matter.

The expectation of the psychological working environment at a workplace can already affect the workplace's ability to attract men and women during the job search process. A British study finds that job advertisements with masculine linguistic cues can create expectations among potential applicants of a working climate characterized by exclusion and marginalization. The study concludes that this particularly affects women's assessment of whether a workplace is attractive. The researchers in the study therefore recommend gender-neutral language in job advertisements to attract a more diverse talent pool (Puncheva-Michelotti et al., 2024).

A Swedish study finds that employees who experience sexual or gender-based harassment at the workplace have a significantly increased risk of alcohol-related illness and mortality. The risk is particularly pronounced among people who experience repeated episodes of harassment. The researchers behind the study highlight that women are more at risk due to higher exposure to sexual or gender-based harassment (Blindow et al., 2023).

Another Swedish study shows that high emotional demands at work, e.g. caregiving and working in high-intensity situations such as in hospitals, increase the risk of long-term sick leave. The connection between

emotional demands at work and the risk of long-term sick leave is stronger for women than for men. Based on this, the researchers recommend that workplaces recognize emotional demands as a health risk and implement policies to reduce the strain (Framke et al., 2023).

A similar study from Denmark examines the impact of emotional demands at work on the risk of being granted early retirement pension. The results show that high emotional stress at work increases the risk of permanent withdrawal from the labor market (up to 1.7 times greater risk), especially among women. The researchers behind the study therefore call for emotional demands to be recognized as a significant risk for long-term illness and early retirement, especially for positions with people contact (Framke et al., 2024).

Another Danish study examines the economic consequences of work-related stress in Denmark. The study concludes that women are hit harder than men, with up to 81 days of absence due to stress over a two-year period. In comparison, men are absent for up to 46 working days. The study estimates the economic cost of stress in the labor market to be DKK 8.9 billion annually. If this is calculated for women and men, the estimated cost is 185 percent greater for women than for men, due to greater exposure among women. This gives a total cost of 0.3 percent of GDP. The article points out that measures to reduce stress can significantly reduce financial costs and improve labor market attachment. This is especially true for women aged 35-49, who are most at risk of experiencing work-related stress (Pedersen et al., 2024).

A Norwegian study examines gender and educational differences in labor market attachment over a ten-year period. The study shows that, on average, women effectively work one year less than men per decade, as they are more often unemployed or outside the labor market due to stress-related illness or other health issues. The study further finds that educational level plays a crucial role; women with shorter

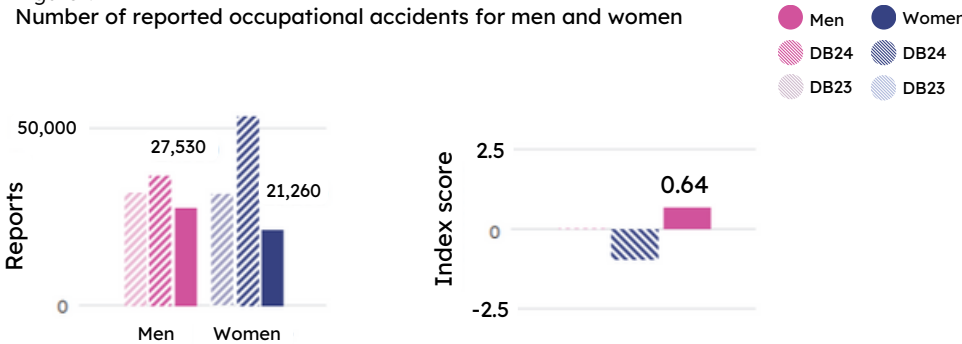
educations spend up to 3.6 fewer years in the labor market than women with longer educations. This is explained by health-related absence, such as stress and other illnesses, among women with shorter educations. At the same time, unemployment and the incidence of early retirement are more common among women with shorter education (Merkus et al., 2024).

Challenges due to physical working environment:
Men more often report work-related accidents than women, while nearly the same number of men and women report occupational diseases.

As an indicator of the physical working environment, we measure the incidence of occupational injuries. Occupational injuries are divided into two types: occupational accidents and occupational diseases. An occupational accident is a physical or mental injury following a sudden incident, and an occupational disease is a disease that has arisen over time due to the work or working conditions (The Danish Working Environment Authority).

In 2024, women reported 38 percent more occupational accidents than men, while in 2025, men reported 29 percent more work accidents than women.

Figure 6
Number of reported occupational accidents for men and women



Note: Number of reported occupational accidents for men and women. Source: Arbejdstilsynet

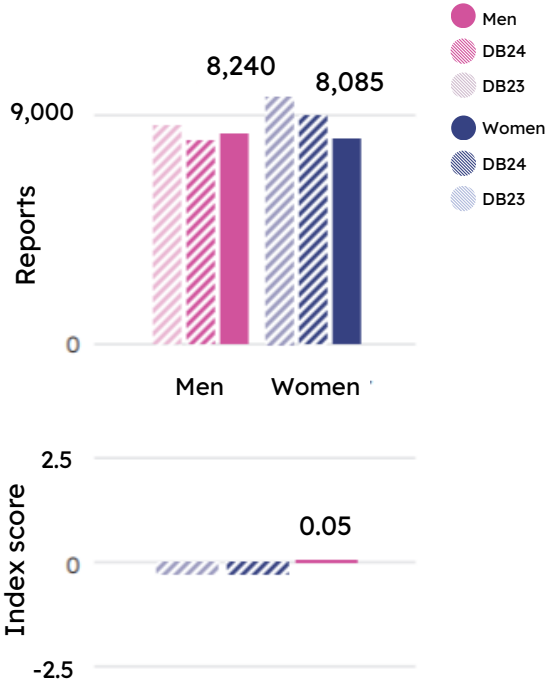
There has been an overall increase in the gender gap for reported occupational accidents over the last three years. The gender gap for reported occupational accidents is greater in 2025 and 2024 than in 2023. In 2023, there was only one percent difference in the number of reports from men and women. However, it varies from 2024 to 2025 whether it is men or women who report the most occupational accidents, and the increase in occupational accidents therefore does not have a clear gender pattern.

It is not clear what is responsible for the large fluctuations in the number of reports from 2024 to 2025. According to the Danish Working Environment Authority, the fluctuation may both be an expression of a decrease in the number of occupational accidents or a change in reporting practices at workplaces. The figures for last year's barometer also include Covid-19-related occupational accidents, which is why the number of occupational accidents here is relatively high.

Data from the Danish Working Environment Authority also shows occupational accidents resulting in death. A total of 25 fatal accidents were registered in 2024 (as of January 2025). The majority of fatal accidents (20 in total) occurred to men. For the remaining five accidents, the gender of the deceased is unknown to the public.

As with reported occupational accidents, there are changes in men's and women's reports of occupational diseases to the Danish Working Environment Authority in the Diversity Barometer 2025.

Figure 7
Number of reported occupational diseases for men and women



Note: Number of reported occupational diseases for men and women. Source: Arbejdstilsynet

This year, men report more occupational diseases than women. This is a change from 2023 and 2024, where women more often than men reported occupational diseases to the Danish Working Environment Authority. In addition, the difference in reported occupational diseases between men and women has decreased.

In 2024, the percentage difference between men's and women's reviews was 11 percent, whereas this year it is two percent.

Definition of indicators under psychological working environment

Work-related stress is a reaction to physical or mental stress at work. It is a complex problem that can have different causes in different companies and industries. An example of a cause of work-related stress is a persistently high workload and time pressure, characterized by a lack of managerial and collegial support and few opportunities to exert influence on one's own work.

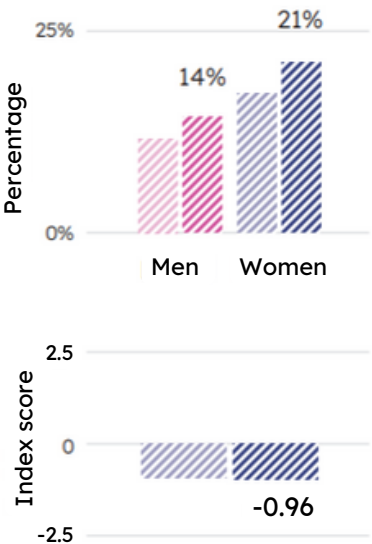
Abusive actions are a collective term for bullying, sexual harassment and other ways in which violations can occur at work. Abusive actions occur when one or more individuals repeatedly subject others to behavior that is perceived as degrading by those individuals. Abusive actions can be both active actions and the failure to act. Abusive actions in relation to work may, for example, include withholding necessary information, slander or exclusion from the social and professional community.

Challenges due to mental health at work:
No available updated figures allow us to comment on developments

The interaction between psychological and social conditions in the workplace (the psychological working environment) can affect the employee's physical and mental health both positively and negatively. To best map the psychological working environment for women and men, we measure the experience of work-related stress and abusive acts at the workplace.

Men Women
DB24 DB24
DB23 DB23

Figure 8
Share of men and women reporting work-related stress



Note: Share of employees who answer that they have always or often felt stressed within the last two weeks for men and women. The figures have been collected in the first half of 2023. Source: Arbejdstil

It is not possible to calculate any differences in gender distribution in relation to work-related stress, sexual harassment or unwanted sexual attention in this edition of the Diversity Barometer. This is because figures from the Danish Working Environment Authority are

updated every two years. These figures are therefore expected to be included in the Diversity Barometer 2026. The following figures show the gender distributions from previous years.

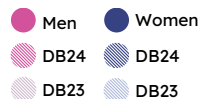
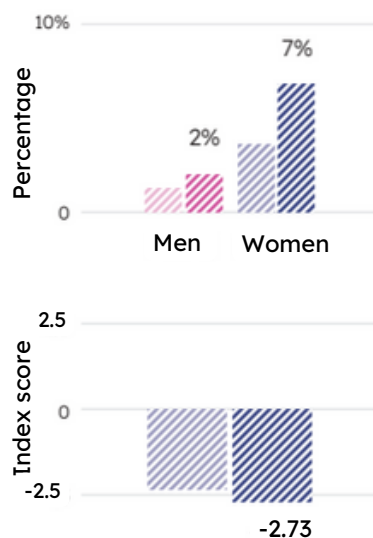
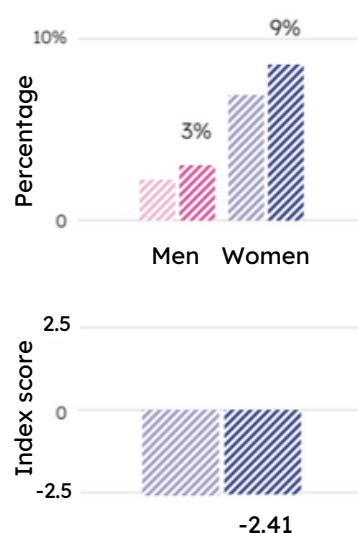


Figure 9
Share of men and women who report having been subjected to sexual harassment



Note: Share of men and women employees who report having been subjected to sexual harassment within the past 12 months. The figures were collected in the first half of 2023. Source: The Danish Working Environment Authority.

Figure 10
Share of men and women who report having been subjected to unwanted sexual attention



Note: Share of men and women employees who respond that they have been exposed to unwanted sexual attention within the past 12 months. The figures were collected in the first half of 2023. Source: The Danish Working Environment Authority.

Inclusion is the key to sustainable diversity at Atea – and learning from experiences in other industries is constantly sought

At Atea, there is a strong focus on creating a working environment where diversity is embraced, and where there is room for all employees to use their strengths.

What is the purpose?

As an IT company, Atea has a special focus on attracting, increasing engagement and developing employees across genders in a relatively male-dominated industry.

Challenges and solutions in creating inclusive working environments are rarely unique to the individual workplace – and in many cases not even industry-specific. Therefore, Atea believes that there is experience and learning to be gained from other industries that face similar issues, regardless of whether the industry or organizational structure is different from their own.

To facilitate exchange of experiences, Atea, in collaboration with DBU and the think tank EQUALIS, has initiated a new strategic collaboration. The purpose is to clarify and specify which challenges and solutions have great potential for collaboration around increasing gender diversity in industries where women are underrepresented. At the same time, the collaboration must ensure learning, inspiration and development of cross-cutting solutions.

“Embracing diversity is a part of our values. If we are not on a playing field where there is room for diversity, then we will not bring into play all the strengths that diversity represents.”

Karina Tewes, HR
Director at Atea

What does the initiative include?

The first step in the initiative, which is still in its infancy, is a workshop where special focus is placed on the common issues – and the common solutions – that the actors can come up with in collaboration. Many issues will be comparable, regardless of employment as a national team soccer player or software programmer.

A challenge may, for example, be about the language women encounter in male-dominated industries – language that may be perceived as delegitimizing their skills or professionalism. Although it will never be possible to completely avoid the emergence of challenges and concrete cases, the goal is that solutions and guidelines can be developed through collaboration, where the actors can inspire each other to launch new initiatives. These could be initiatives to create psychological security for all employees, so they know, for example, what the procedure is if they experience challenges in their working environment.

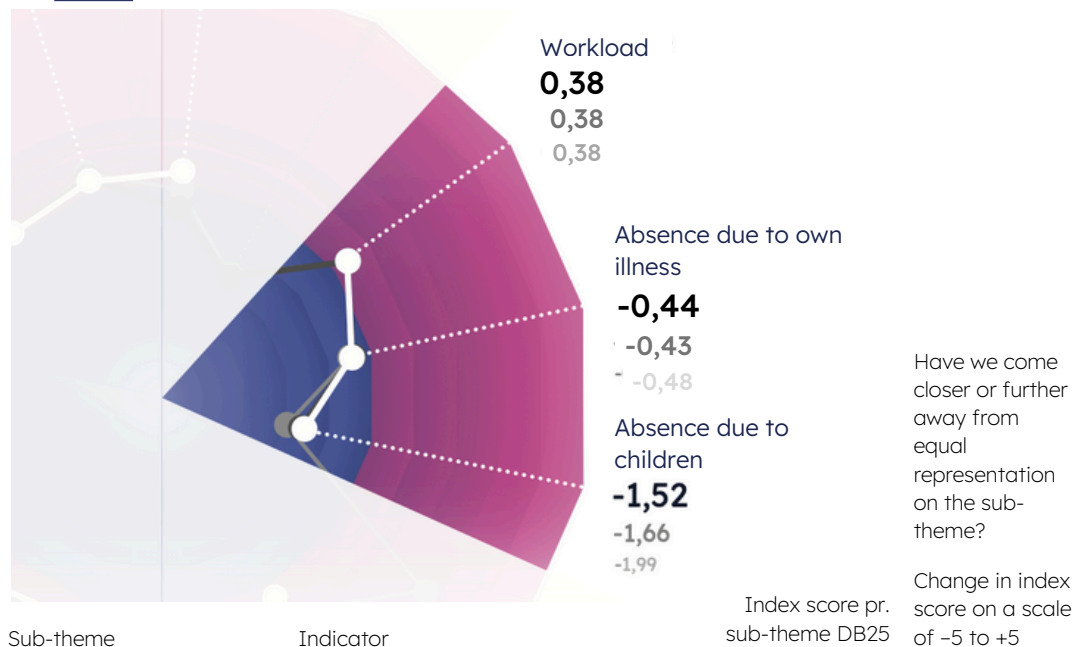
How can collaboration shape the solutions of the future?

The ambition is that the collaboration will be commenced with a smaller group of participants and then scaled up to include more actors, including business, entrepreneurship and academia. The goal is to create a space where companies and organizations – including those with fewer resources – can share experiences and be inspired by each other's approaches to inclusion.

In the long term, the project will build a community that encompasses many different perspectives and working methods, which can inspire concrete solutions across industries and organizations.

03

Labour market attachment



Sub-theme	Indicator	Index score pr. sub-theme DB25	Change in index score on a scale of -5 to +5
Workload	Number of working hours	0.38	No change
	Share of full-time employment of part-time and full-time employment		
Absence due to own illness	Share of men and women who have registered absence due to own illness	-0.44	0.01 further from
Absence due to children	Share of men and women who have registered absence due to child's illness	-1.52	0.14 closer
	Number of weeks on parental leave benefits		

03
Labour market attachment

Conclusion

The figures for men's and women's workload are largely unchanged when we compare from the Diversity Barometer 2023 to today. This applies in particular to the share of men and women in full-time employment.

Women continue to register more periods of absence than men. The same applies to absences due to children's illness, where women take a larger share. This pattern has remained largely unchanged over the past three years.

Since the 2023 Diversity Barometer, the difference in men's and women's average number of weeks on parental leave benefits has decreased from 35 to 26 weeks. Men's average number of weeks has increased across the three Diversity Barometer measurements from five weeks of parental leave in 2023, to eight weeks in 2024 and to nine weeks in 2025.

How much someone works and their amount of absence from the labor market are two important factors that can affect how high an individual's income is. The factors are also often related to which position in a job hierarchy a person holds.

To map equality and diversity in relation to labor market attachment, we first and foremost measure the individual's attachment to the labor market, the number of hours worked and absence due to illness. In addition, we look into absences related to children, such as children's illness and parental leave.

What does the latest research show?

A Danish study looks at mothers' labor market attachment when they have children with major congenital disabilities. The study concludes that these mothers are more likely to leave the labor market and have a greater risk of receiving early retirement compared to mothers of children without congenital disabilities. The researchers behind the study thus highlight that mothers' working lives are affected by care work at home, even in Denmark with a universal welfare state (Kim et al., 2024).

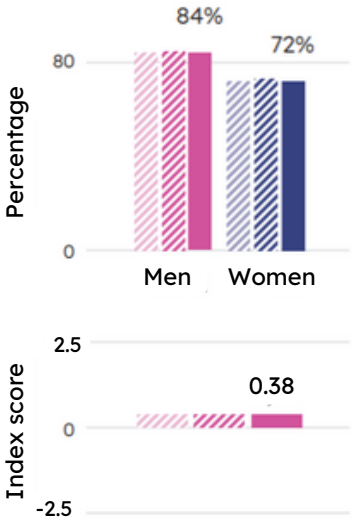
A Swedish study examines how labor market attachment in the middle of the work life (ages 30-59) affects the timing of withdrawal from the labor market. The study finds that women, migrants and people with socioeconomic challenges in childhood leave the labor market earlier than other groups. The researchers explain the early exit of women and migrants from the labor market by greater job insecurity and greater barriers to entry and re-entry into the labor market (Öylü et al., 2023).

Workload:
Men continue to work longer hours and are more likely to be in full-time employment

The share of men and women in full-time employment has remained largely unchanged in the period from the publication of the Diversity Barometer in 2023 to this year.

While 84 percent, corresponding to more than eight out of ten men, are in full-time employment, the same applies to 72 percent, approximately seven out of ten, women.

Figure 11
Share of full-time employed men and women in the workforce (share of the total number of employed persons for each gender)

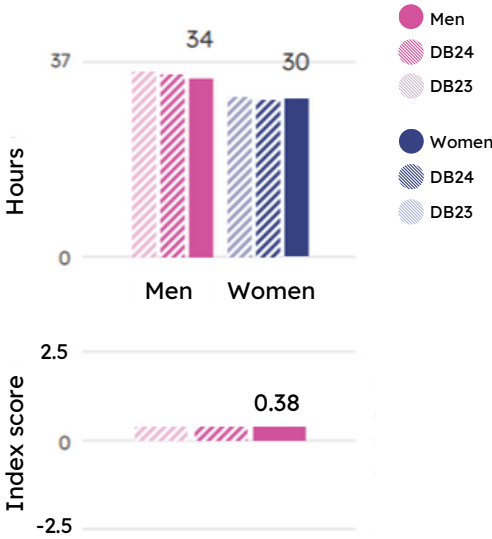


Note: The figure shows the share of people in full-time employment of the total number of employed men and women. Source: Statistics Denmark.

The difference between men and women has correspondingly remained largely unchanged at 12 percentage points over the entire period.

Men continue to work more hours on average than women. However, the difference between men's and women's working hours has decreased from 2023 to 2025 from five to four working hours.

Figure 12
Average number of working hours for men and women



Note: Average weekly number of working hours for men and women. Source: Statistics Denmark.

Absence due to own illness:
Women are still overrepresented in the number of absence periods

In mapping absence from the labor market, we examine the absence of both women and men, which is registered as absence due to illness of the employee or their child, and absence due to parental leave, measured as the number of weeks of parental leave benefits.

Absence due to illness of the employee and child is calculated as the number of periods of absence that men and women have registered. Number of absence periods shows how many times a person has reported absence from their workplace over the course of one year.

The number of periods of absence registered in connection with one's own illness has not increased for men in the period from the Diversity Barometer 2024 to this year.

The difference between men and women is thus unchanged from 2024 to 2025, so there continues to be a difference of one absence period.

Figure 13
Average number of periods of absence due to own illness for men and women (average of the total number of registrations)



Note: The figure shows the average number of registered absence periods for men and women, respectively, who have registered absence due to their own illness out of the total number of registrations of absence due to their own illness. Source: Statistics Denmark.

Absence due to children:
Women continue to take more absence due to child's illness, and men further increase their number of weeks on parental leave

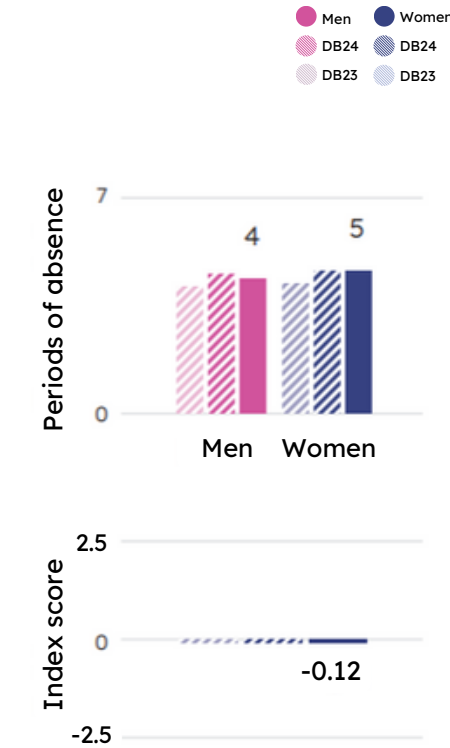
Women continue to register periods of absence due to a child's illness to a higher extent than men. The average number of absence periods for men and women is thus unchanged from 2024 to 2025.

It is important to emphasize that periods of absence can be of varying lengths. The figures do not indicate how many days men and women have been absent due to a child's illness, but how many periods men and women have been absent.

Since the introduction of increased earmarked parental leave for men in 2022, there has been a steady trend towards men spending more weeks on parental leave after becoming parents.

Looking from the Diversity Barometer 2023 to this year, the average difference in the number of weeks on parental leave between men and women has decreased from 35 weeks in 2023 to 26 weeks in 2025.

Figure 14
Average annual number of periods of absence due to child's illness for men and women (average of the total number of registrations)

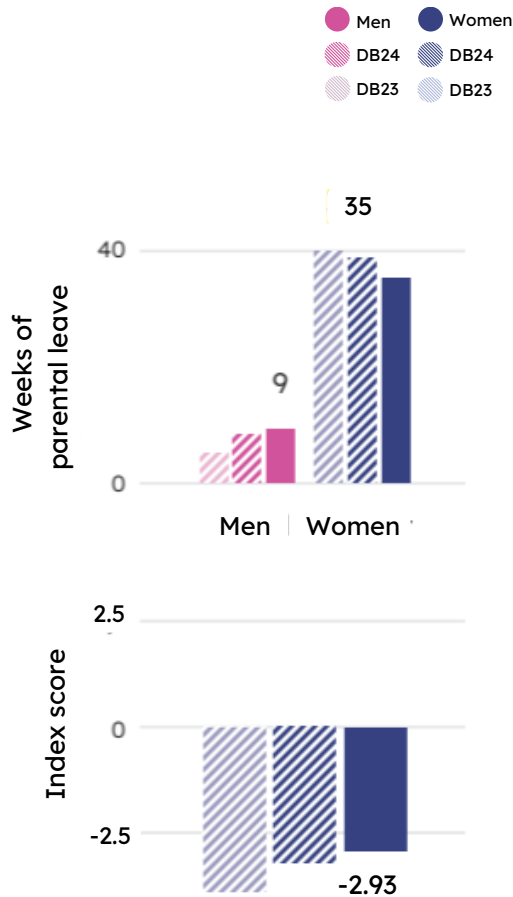


Note: The figure shows the average number of registered absence periods for men and women, respectively, who have registered absence due to a child's illness, out of the total number of registrations of absence due to a child's illness. Source: Statistics Denmark.

It is important to note that these figures only say something about how many weeks men and women respectively have received parental leave benefits from 2023 to 2025. The figures do not indicate the total length of parental leave per child, as no account is taken of any overlap in the parents' parental leave or use of other forms of absence from work, such as vacation or other forms of leave.

The change means that there is still a positive development towards more equal representation in parental leave between men and women.

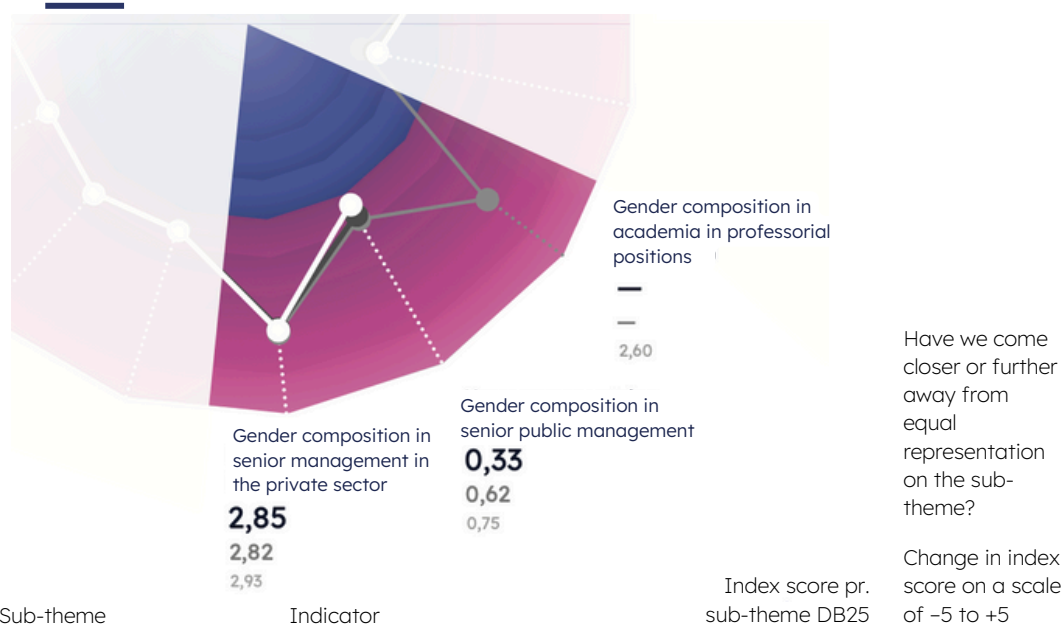
Figure 15
Average number of weeks on parental leave benefits for fathers and mothers of children born in 2023



Note: The figure shows the average number of weeks of parental leave benefits for women who have taken compulsory leave, maternity leave, parental leave and/or earmarked leave and for men who have taken paternity leave, parental leave and/or earmarked leave. The measured parental leave is held for children born in 2023. Source: Statistics Denmark.

04

Responsibility and management



Sub-theme	Indicator	Index score pr. sub-theme DB25	Change in index score on a scale of -5 to +5
Gender composition in academia in professorial positions	Share of professors	2.60	No update available
Gender composition in senior public management	Share of senior management in the public sector	0.33	0.29 closer
Gender composition in senior management in the private sector	Share of CEOs in the private sector	2.85	0.03 further from
	Share of directors in the private sector		

04

Responsibility and management

Conclusion

There is an equal distribution of men and women in senior management positions in the public sector. Since the Diversity Barometer 2023, the share of women has increased by four percentage points – from 43 percent to 47 percent in 2025.

In the private sector, men continue to be overrepresented in both CEO and director positions. Women make up 18 percent of CEOs and 25 percent of the management team in the Danish business sector. These shares have increased by one percentage point since 2023.

There are still no updated figures for the distribution of men and women in professor positions, and it is therefore not possible to comment on the development here. Men are also overrepresented here.

In Denmark, we have one of the world's highest employment rates for women. In addition, women are overrepresented among those with a long-cycle higher education as the longest completed education. Yet women are underrepresented when we look at the labor market vertically in academia and the private sector; that is, when we examine where women and men are placed in position hierarchies.

What does the latest research show?

Three new studies examine gender composition in academia.

A study from Switzerland concludes that initiatives such as talent programs, competency development programs, mentoring programs and other organized support in the early career years can successfully increase the share of women who achieve higher positions in research. In addition, researchers highlight targeted financial grants for women in research as a measure that also has a positive effect (Joyce et al. 2024).

Another study criticizes the “myth of meritocracy” in academic institutions. The researchers behind the study describe that perceptions of merit-based career advancement are maintained through managers' daily speech, but do not reflect the reality in academic institutions. Through interviews with managers at British universities, the study concludes that gender inequalities are often made invisible. This is due to, among other things, the fact that gendered consequences are not discussed in connection with the evaluation of practices, decisions and traditions, for example in matters of employment and promotion. The researchers behind the study argue that this perpetuates structural inequalities, as narratives about meritocracy in academia are not sufficiently challenged (Clarke et al. 2024).

A third study examines the gender gap in academic publications in political science in Southern Europe and highlights that women make up about a third of the authors in the journals analyzed. The study shows that women more often publish in collaboration with others, especially in teams with a mixed gender composition. Men more often publish alone or in teams consisting exclusively of men. This difference is particularly evident in the early stages of the career. The authors conclude that these differences in publication patterns may hinder women's visibility and thus career advancement in academic hierarchies (Bosco et al. 2024).

Other new studies examine gender composition in public and private management.

One study specifically examines how the risk of backlash affects the behavior of women and men in leadership positions. Backlash effects are defined as social and economic consequences of falling outside of common norms, for example not acting in accordance with prevailing gender norms through one's actions or appearance. In the past, for example, this could have been a woman wearing pants instead of a dress or skirt. The researchers find that the risk of backlash affects women's decision-making. In the study, women in managerial positions were less likely to make decisions that led to criticism from employees if employees were present. Such decisions were made more often in situations where the women in leadership positions could not receive feedback. In comparison, men's decision-making was unaffected by the risk of criticism (Chakraborty & Serra, 2024).

Two other new studies examine gender diversity on corporate boards.

A study from France shows that an increased share of women on boards promotes both business-related and green innovation. The study highlights that women as senior managers in finance positions and as independent board members have a particularly strong effect on the development of sustainable strategies for companies (Lakhal et al. 2024).

Another study examines the effect of the "Davies Review" reform in the UK – a series of measures introduced in 2011 to promote gender diversity on British boards. The author of the study argues that although the number of women on boards increased significantly after the initiatives were presented, this trend could be attributed to companies' desire to send a symbolic message to the outside world rather than a substantial change in management. Women also have a higher risk of leaving after nine years in the position than men, which the researchers behind the study find disadvantageous for the independence of board members (Gregory-Smith & Main, 2024)

Gender composition in academia: No available updated numbers allow for commenting on developments

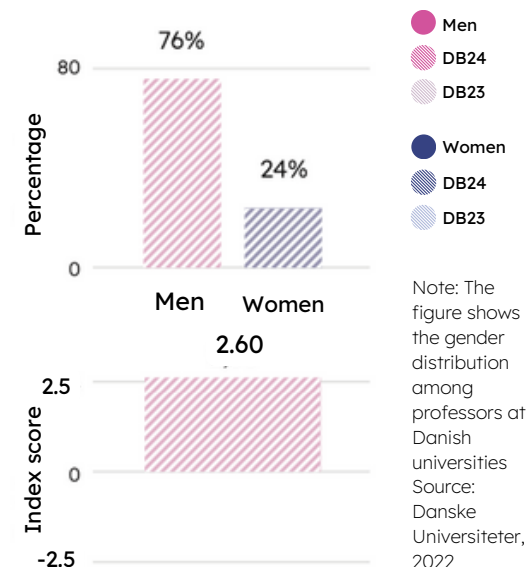
It is not possible to calculate any differences in gender distribution among professors at Danish universities in this edition of the Diversity Barometer. This is due to the numbers not being available.

Gender composition in top public management: Equal representation

The distribution of men and women in senior public management in both the 2023, 2024 and 2025 editions of the Diversity Barometer have been within what Danish legislation describes as an equal gender distribution, namely 60%/40%.

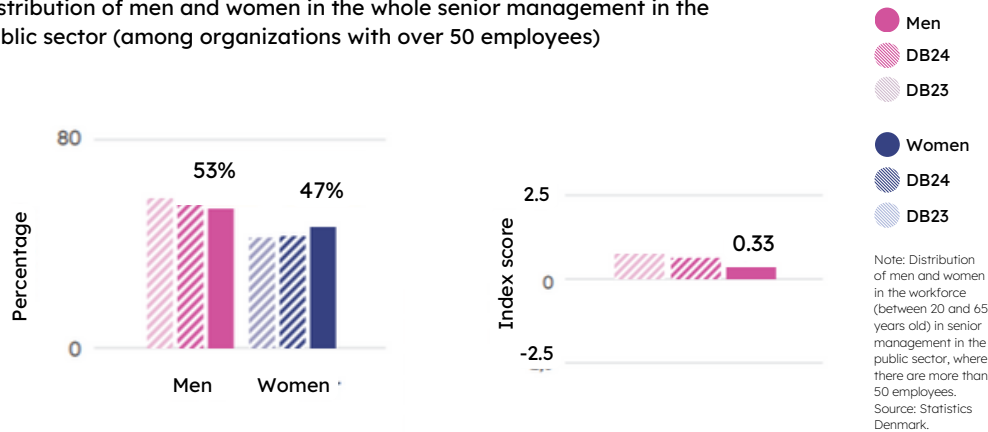
At the same time, from 2023 to 2025 there has been a further development towards a more equal distribution.

Figure 16
Distribution of male and female professors of the total population



The percentage-wise difference between men and women in these positions decreased from the Diversity Barometer 2023 to 2024 from 14 percentage points to 12 percentage points. In this year's publication, the difference between the share of men and women in senior management in the public sector has decreased further to six percentage points, reflecting that men hold 53 percent of senior management positions in the public sector, while women hold 47 percent of the positions.

Figure 17
Distribution of men and women in the whole senior management in the public sector (among organizations with over 50 employees)



Gender composition of senior management in the private sector:

No further change in the gender composition in senior management in the private sector

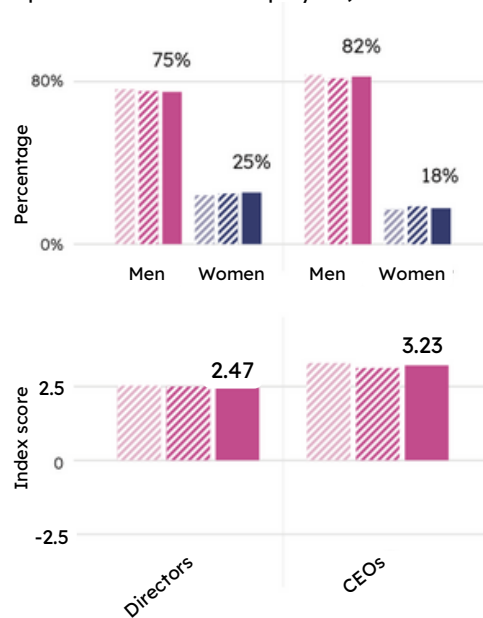
The gender composition in the senior management levels in the private sector has remained largely unchanged since 2023. Men are still overrepresented.

25 percent of directors and 18 percent of CEOs are women.

The share of women in director positions has increased from 2023 to 2024 by almost one percentage point but is unchanged from 2024 to this year.

Among CEOs, the share of women has also increased by a total one percentage point from the Diversity Barometer 2023 to 2025.

Figure 18
Distribution of men and women in CEO and director positions in the private sector (among companies with over 50 employees)



Note: Distribution of men and women in the workforce (between 20 and 65 years old) in CEO and director positions in private sector companies with more than 50 employees. Source: Statistics Denmark.

The Diversity Barometer's method for calculating the management composition indicator

Identification of management composition is inspired by the methodology used by Parotta & Smith (2015) and Smith & Smith (2015) as well as analyses conducted by the Confederation of Danish Industries. The indicator identifies and determines the gender of the people in the top management of companies via information in Danish registers. With this indicator, we thus identify more management layers (directors/VPs and managing directors/CEOs) than just the total number of people in director positions and boards, which is otherwise publicly available via Statistics Denmark.

With the indicator, we look at the share of CEOs and directors in the private sector with the aim of identifying the distribution of men and women who are moving up the career ladder. The method is also used to identify the gender distribution in senior management in the public sector. For more information about the method behind the indicator, see the Diversity Barometer's technical appendix.

Structured work with internal mobility supports competence and career development as well as diversity at Nykredit.

Nykredit has made a promise to their employees; the Employee Promise. At Nykredit, there is a strong culture of promoting employees' career development within the organization and ensuring opportunities for employees who want to and can change jobs internally.

What is the purpose?

Nykredit actively works with internal mobility with the aim of strengthening employee development and skills, increasing well-being and ensuring a pipeline across the organization.

Internal mobility also supports collaboration, relationship building and diversity in a broad sense. The ambition is that 60 percent of all positions are filled with internal candidates, and that 70 percent of management positions are filled internally with a focus on diversity and broad competence development.

Nykredit's employee promise is:

We will prioritize development and opportunities for employees who want and are able to. We will be known for a culture of trust characterized by customer orientation, team spirit and capacity for action.

What does the initiative include?

Internal mobility at Nykredit includes several structured initiatives that are anchored both in the recruitment process and in daily management work.

A central element of Nykredit's approach is 'want and can' conversations, which both employees and managers can initiate. The conversations give employees the opportunity to reflect on their career ambitions, tasks, development wishes and needs in dialogue with their manager. The purpose is to clarify wishes and potentials that can lead to new development opportunities.

As an element of the structured work on internal mobility, HR facilitates a process where vacant positions and potential internal candidates who have expressed a desire for new opportunities are discussed. The purpose is to ensure that relevant candidates are brought into play for internal job and development opportunities. At the same time, furthering diversity in terms of, for example, experience, age, skills and gender is supported by bringing more candidates into play for internal positions.

As another part of the work on internal mobility, Nykredit has launched a targeted process for competence and career transition, Retail Pipeline, in the Banking organization. The purpose is, among other things, to "build the bench" for future advisors, specialists and managers, so that they can be recruited internally to a greater extent. In Banking Retail, there is a strong representation of women in managerial positions within the Private area, but there is significant diversity potential especially within Business and in the heavier management positions. The competence and career transition process thus contributes to strengthening competence development and career transition from, among other things, Private to Business and to new management positions.

Participants in the Retail Pipeline process, in collaboration with their manager, prepare a development plan targeted to the desired transition. This could be, for example, a private advisor who trains in specific tasks within the field of "business" or "credit", or an employee who wants to take the management path and who has the opportunity, for example, to try out managing meetings and 1:1 conversations. Development takes place in parallel with the

current role and tasks and is thus a way to build new skills and practical experience. This is to prepare for a transition to a new role when the time is right.

What experiences does Nykredit have with the impact of the initiative?

The effort has so far shown that several people have completed a transition to another professional segment or to a new leadership role, and that the work on targeted competence and career transition helps to "strengthen the bench" of candidates for future management and specialist roles. The effort has also shown that several women candidates have made an internal job change.

Experience shows that an effective internal job market strengthens collaboration across departments and improves employees' well-being, loyalty and attachment to Nykredit as a workplace. This gives employees the opportunity to develop new skills that create value both for themselves and for the organization. In addition, employees experience increased visibility of internal career opportunities where management and culture support transparency and ongoing development.

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For me, internal mobility contributes to employee engagement and well-being, but also to productivity and efficiency for Nykredit. It increases employee satisfaction when employees can realize their career goals internally, and they settle into their new roles more quickly as they already know the company, the processes and the culture.

— Jesper Wehner, Deputy Director, Group Finance & Investments at Nykredit

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Transparency and objectivity make career development opportunities in Atea clear to the individual employee and pave the way for managers to act more structured and effectively.

One of the major driving forces for Atea's work with diversity, equal opportunities and inclusion has been to take a data-driven approach.

What is the purpose?

Based on a number of concrete analyses of existing HR data, Atea identified potential for improvement in their performance management work. Therefore, the company launched concrete initiatives to promote a greater degree of transparency and objectivity in career development processes and management decisions in relation to promotions, the setting of salaries and conditions, and salary increases. For Atea, it's not just about ensuring a fair workplace where everyone has equal opportunities to develop. The purpose is also to help the individual employee see their possible career paths clearly, as well as to make the framework and expectations easier to navigate for the individual manager.

What does the initiative include?

The first step in promoting a higher level of transparency and objectivity was for Atea to strengthen the current job architecture.

The job architecture constitutes a framework that ensures standardization of career development tracks, expectations for different job levels, and concrete job titles across departments and areas. The architecture is inspired by best practices from similar industries and is developed through mapping and calibrating existing positions into a common framework.

Atea has also increased its strategic focus on performance management processes. Part of that work was to ensure that employee development is linked to performance evaluations according to the job architecture. Managers and employees set concrete and adjustable goals for both performance and career development. These goals are evaluated at least twice a year, and all managers undergo training in the new approaches and in the strengthened strategic focus.

Atea has also revised the process for determining salary and terms, such as company car and bonus, to ensure a fairer

and more transparent practice, where an employee's total package is based on clearly defined roles and criteria. Consequently, for example, Atea's bonus scheme can now be used as a strategic tool to motivate and reward employees for targeted results. It has also been emphasized that a bonus is not the only measure of success, but just one of several ways to promote motivation and engagement in the organization.

The improvements are linked together in a new governance model, and they further strengthen transparency and objectivity in individual management decisions. The model means, among other things, that approval of leadership roles requires consensus within the company's management team.

What experiences does Atea have with the impact of the initiative?

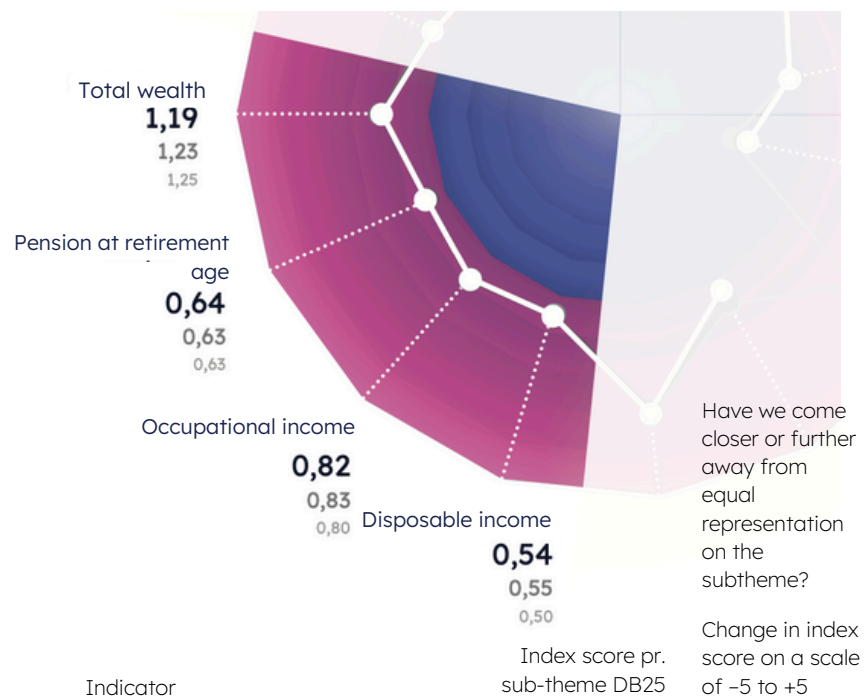
Atea has experienced that the new initiatives have generally been well received by both managers and employees. Job architecture, in particular, is recognized as a tool that makes it easier for the individual manager to implement employee development processes in a structured and effective manner. At the same time, employees experience greater transparency and fairness in decisions made about career development, promotions and salary increases.

Although there is still much to do to fully implement the new tools and gain more experience with them, the initiatives are seen as an important milestone in creating a more professional and inclusive culture.

Atea is still in the implementation phase but expects the processes to be fully integrated within one to two years. There is a strong focus on anchoring the effort at management level, with both the CEO and the senior management team playing a crucial role in ensuring that the new structures become natural parts of the organization's everyday life.

05

Income and assets



Sub-theme	Indicator	Index score pr. sub-theme DB25	
Disposable income	Disposable income	0.54	0.1 closer
Occupational income	Occupational income	0.82	0.1 closer
Pension at retirement age	Pension assets for 60-65 year-olds	0.64	0.1 further from
Total wealth	Net worth	1.19	0.4 closer

05
Income and assets

Conclusion

Overall, the figures for the difference between men's and women's income and wealth from 2023 to 2025 are largely unchanged.

Men earn 39 percent more in occupational income than women, and the difference in pension assets is still 29 percent.

When it comes to disposable income, the gap between men and women has grown. The inequality in average disposable income has increased from 22 percent in 2023 to 24 percent in 2025.

Net worth inequality has decreased. Here, the difference between men's and women's average wealth has decreased from 67 percent to 62 percent.

Unequal pay is a general societal problem and in particular a gender equality challenge (Larsen et al., 2020).

However, income and wealth are more than occupational income, which includes income from work. To ensure a valid and broad view of how much women and men have on average in both cash and savings, we map disposable income, pension assets, and overall assets and debt.

What does the latest research show?

An American study analyzes wage gaps among people with higher education in the United States and finds that men systematically earn more than women, even when they have the same level of education and work in the same sectors. The wage gap is largest among the highest-paid groups, where men in high-paying fields such as economics and STEM achieve significantly higher financial returns on their education. The results indicate that education alone cannot eliminate gender-based wage gaps, as the structure of the labor market, such as working hours and parental leave arrangements, plays a significant role in maintaining inequality within occupational groups. In addition, the researchers point to previous studies that show that discrimination is inhibiting for certain groups, including women and minorities, in the labor market (Quadlin et al., 2023).

A Danish study analyzes pay gaps in the public sector and finds that women earn on average 12 percent less than men in comparable positions. The differences are most pronounced in municipal management positions, where women earn up to 18 percent less than men in comparable positions. The researchers behind the study highlight the need for gender-aggregated data and call for increased transparency in pay policies as well as more management opportunities for women to reduce inequalities (Larsen et al., 2023).

A European study examines gender differences in retirement income in nine EU countries and finds that inequalities have gradually reduced over time. This trend is primarily attributed to women's increased labor market participation. At the same time, the introduction of survivor's pensions (a monthly subsidy paid to the next of kin of the deceased) has had a positive effect on

women's pension savings in several European countries. The effect of survivor's pensions decreases as women's labor market participation increases. Therefore, the effect is also smaller in countries such as Denmark and Sweden, where women have higher labor market participation than in other countries (Abatemarco et al., 2023).

A Danish study finds that women in Denmark have, on average, 25 percent lower pension assets than men. The difference is attributed, among other things, to differences in women's and men's employment patterns, where women more often work in the public sector with lower salaries, are absent from the labor market due to children and are less likely to hold management positions. The study highlights that although state pensions and ATP reduce inequalities, labor market pensions remain a significant source of inequalities, as labor market pensions reflect the unequal pay relations between genders. The authors recommend improvements in parental leave schemes and mandatory pension contributions to promote economic equality in the long term (Fallesen and Rødgaard, 2024).

A study analyzing gender differences in wealth in 22 EU countries finds that men have, on average, 24 percent higher wealth than women. The differences are most pronounced among the wealthiest groups and among households with more than one adult. While owning a home reduces the gender gap in wealth, equity and debt ownership increases it. In addition, the study finds that gender inequality in wealth is greater than wage inequality. The researchers behind the study argue that wealth inequality has been underestimated in previous studies that only examine household data (Kukk et al., 2023).

05

Income and assets

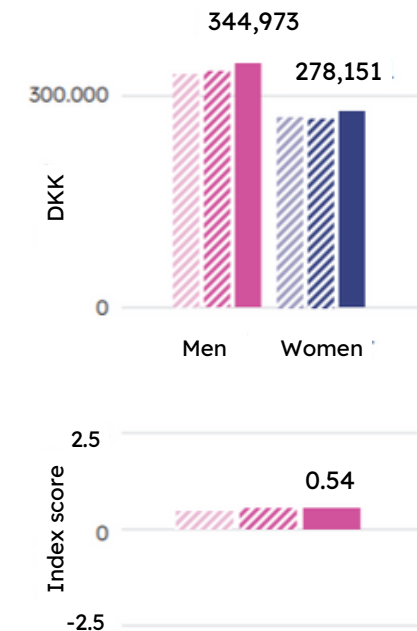
Disposable income: The gender gap has increased from 2023 to 2025

Disposable income is the amount available for housing expenses, consumption or savings once taxes and interest have been paid. It is thus the sum of occupational income, public transfers, private pensions, property income and other personal income, less tax, interest and alimony, and plus any rental value of one's own home.

From 2023 to 2025, there has been an increase in the difference between men's and women's disposable income from 22 percent in 2023 to 24 percent in 2025. In 2024, the difference was 25 percent.

The figures thus show that inequality in disposable income between men and women has overall increased over the three-year period but decreased from last year to this year.

Figure 22
Average disposable income for men and women in the workforce



Note: Disposable income includes wages, profits from own business, pensions and other transfers, interest income and dividends from securities, etc., with taxes and interest expenses deducted. To this is added a calculated rental value of one's own home. Reported for the population in the workforce between 20-65 years of age in 2023. Source: Statistics Denmark.

Men Women
DB24 DB24
DB23 DB23

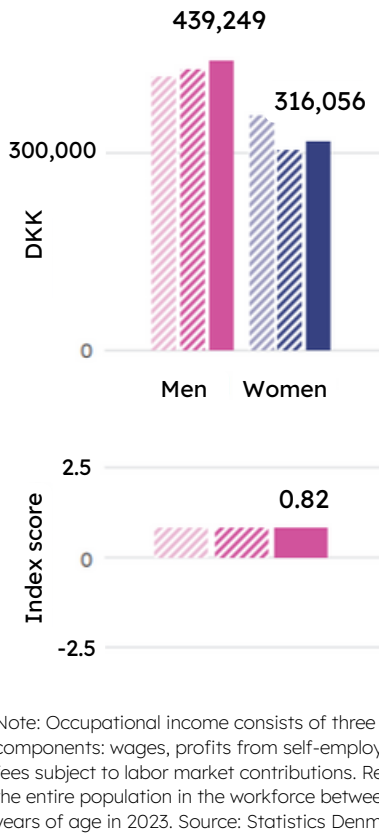
Occupational income:
The percentage difference between men's and women's occupational income is unchanged

Occupational income includes wages, profits from one's own business and fees for consultancy work and is an expression of what the individual receives for working, whereas disposable income is more of a measure of the individual's consumption possibilities.

The percentage difference between men and women in the workforce's occupational income is largely unchanged for the third year in a row.

Men's average occupational income in this year's publication is thus 39 percent greater than women's, corresponding to a change from last year of one percentage point.

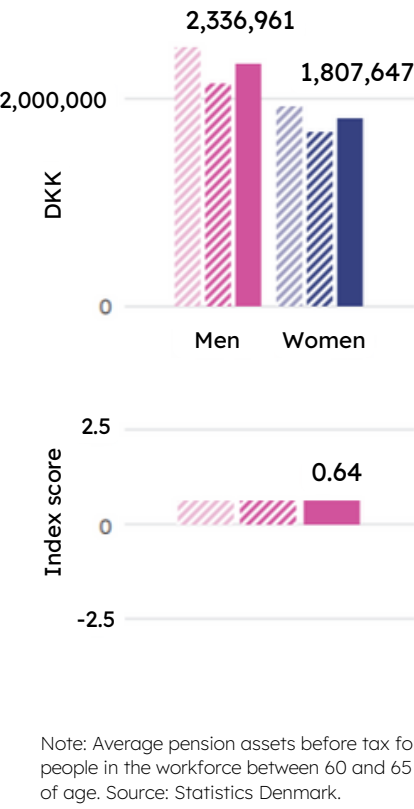
Figure 23
Average occupational income for men and women in the workforce



Pension assets:
The difference in pension wealth between the genders is unchanged

Men still have greater pension assets than women. The difference between men's and women's pension assets was 29 percent in the Barometer for 2023 and 2024, and is thus unchanged in this year's publication, where there is still the same percentage-wise difference.

Figure 24
Average pensions assets for men and women at retirement age

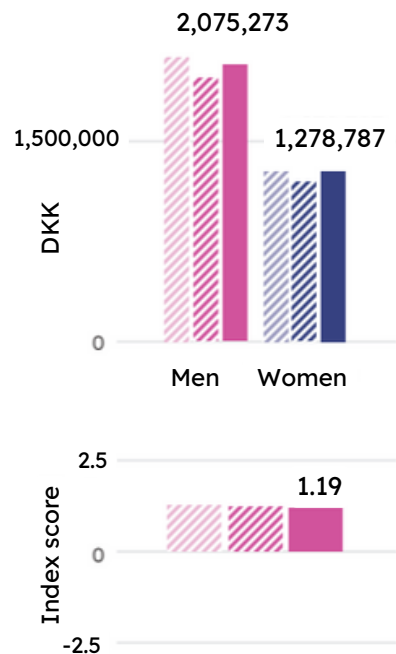


Net worth:
**Continued inequality in the net
worth of men and women**

Net worth covers a person's real assets (e.g. property), financial assets and pension assets, with any possible debt deducted. Here too, large gender differences still apply, although there has been a development from last year to this year towards smaller gender differences.

From the Diversity Barometer 2024 to 2025, the percentage-wise difference between men's and women's average wealth has thus decreased by four percentage points to 62 percent.

Figure 25
Average net worth for men and women



Note: Average net worth, corresponding to a person's total real assets, total financial assets and total pension assets, with any mortgage debt, other debt to private individuals and debt to the public sector deducted for persons between 18 and 64 years of age. Source: Statistics Denmark.

Nykredit works actively to ensure equal pay – the goal is consistency between job content, skills and performance

At Nykredit, it is a fundamental priority to ensure equal pay for work that is allocated the same value, regardless of gender.

What is the purpose?

"The goal is to create a salary structure where there is a clear connection between job content, skills and performance – while also positioning Nykredit as a pioneer in the area of salary transparency. The work is also a step towards complying with the new EU directive on pay transparency, which also supports the company's ambition to reduce pay gaps.

What does the initiative include?

To achieve this goal, Nykredit has developed a new salary structure, which is divided into two job tracks – one for managers and one for employees without management responsibilities – and with a number of job levels that clarify and describe the importance of the position. Each individual position at Nykredit is then placed in a job track and at a job level. Determining the job level of each role is based on Mercer's job evaluation tool called IPE (International

Position Evaluation). The role's IPE class enables the determination of a market-conforming salary range. Managers and employees at Nykredit thus have the opportunity to find out how a comparable job or work of the same value is remunerated in the Danish private sector.

All roles are evaluated via interviews with immediate managers and based on any job descriptions.

An important part of the implementation of a new salary structure has been to prepare managers at Nykredit to be able to engage in dialogues with their employees about role and salary as well as career development.

The entire process has been carried out in close collaboration with Finansforbundet in Nykredit.

In the first phase, the salary structure has been implemented for the approximately 3,000 employees employed under collective agreements, which constitute 85 percent of the workforce. The next step is to include non-collective agreement managers and employees in the salary structure.

What experiences does Nykredit have with the impact of the initiative?

The initial results show that the new salary structure has contributed to greater transparency and a more open dialogue about salary relationships between managers and employees. Employees now have a better starting point and insight into what it takes to advance in their careers and achieve salary increases. It is expected that the increased transparency will be reflected in employee satisfaction and the company's reputation as a workplace that takes responsibility for equal pay.

As an indication of this, in the latest employee satisfaction survey, there was a positive development in feedback on the topic of 'salary and conditions'.

Among employees with collective agreements, the gender pay gap has been reduced to around one percent. Nykredit systematically works to provide insight into salary differences in various reports to managers and salary adjustment processes.

Trend: Diversity and inclusion are strategically prioritized through established business processes. At Nykredit, an annual structured process acts as a lever

An increased focus on diversity and inclusion as a business imperative means that companies are increasingly using data to anchor diversity and inclusion in the company's overall strategy. Nykredit is one of the companies that have a particular focus on using data to anchor diversity initiatives with management. This work has been supported by a structured review process since 2018.

What is the purpose?

Nykredit works with diversity and inclusion in a structured way on several levels.

One of the ways in which the agenda is raised is as part of the annual Organizational Review (OR) process. OR was introduced in 2018 and serves as a strategic tool. The overall purpose is to map the organization's ability to deliver on the business's strategy and goals. Diversity and inclusion are included in the OR analysis as an integrated part of the work to ensure the development of culture, organization and employees, including building a pipeline to the various management levels.

What does the initiative include?

The OR is an annual process that is integrated into Nykredit's strategic management cycle. OR focuses on key areas such as organization, culture, structure, leadership, employee development, including competencies, diversity and internal mobility. The OR analysis is based on data-driven insights, including key organizational data, employee satisfaction surveys and data on the gender balance in the individual units. A slide deck template is provided where managers, in addition to receiving data from their own departments, note the analysis and the efforts needed to deliver on business strategy and goals. The OR analysis is translated into an action plan. Working with the OR creates a high level of ownership for the efforts among the management groups in the individual units, and the OR work also functions as a development activity for the management team.

A central part of the process is the People Review, where managers assess employee performance, potential and development opportunities. On this basis, management gains insight into the unit's strength and potential to deliver on the business strategy.

EQUALIS

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In the financial sector, we generally experience a high rate of change – both in relation to the tasks we solve and the skills we need. At the same time, there are ever-increasing sector-specific legal requirements. This increases the importance of us always having an efficient, competent and agile organization that can meet the needs of the market and customers while at the same time being an attractive workplace. With the OR, we prepare a structured review of our organization, where we, among other things, address future requirements and expectations. OR is driven by data and thorough management work that sets the direction for the development of the organization.

”

— Trine Ahrenkiel, Director of HR, Communications and Marketing at Nykredit

The OR process is carried out as a bottom-up process, where the management groups discuss the individual elements in a series of structured meetings, facilitated by the unit's HR Business Partner, and then consolidate analyses and conclusions in an OR report for the unit. In continuation of the OR work, an OR meeting is held between the unit's manager and his/her department director. Here, the main conclusions are discussed with a specific focus on management teams, succession, organizational challenges and action plans.

Continuity in the OR process is ensured by following the action plan throughout the year and revisiting it when the annual OR process is started. The OR templates are updated every year to ensure the topicality of the topics discussed and analyzed, so the process constantly remains relevant and value-creating. The purpose of the OR is not the documentation itself, but to ensure a professional management process where key challenges and development potential are brought forward to ensure ongoing and focused work on culture, organization and management.

What experiences does Nykredit have with the impact of the initiative?

Experience shows that the OR creates value on several levels. The process contributes to Nykredit working strategically with management, organization and employees and relevant themes and focus areas such as diversity and inclusion – including, for example, gender balance and equal pay.

As part of the OR work, structured work is also carried out in relation to succession to senior management positions. In 2024 alone, Nykredit has filled all key positions from its own bench - to the Group Executive Board, Totalkredit's Executive Board and other important level 2 management positions. Here too, work on diversity

constitutes a targeted element, and women in director positions have been appointed to the Group Executive Board, Totalkredit's Executive Board, and several of the top management positions in the group.

Feedback from managers at Nykredit emphasizes that the OR work strengthens the planning of future competency needs and promotes a culture where employee development is a shared responsibility.

The OR is not just a tool - it is a structured process that is intended to future-proof the organization, create organizational overview and support development and result creation.

“

For me, the OR is a way of writing down reality. It is an important management tool. I take stock of my organization today and what we need to succeed with in the future. And I get a clear vision of where we need to start, and where we need to go.

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— Simone Wejlemand, Regional Director for Nykredit Zealand Region

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