

The Diversity Barometer

2026

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

The third monitoring

EQUALIS

The Diversity Barometer 2026

Released on February 26th 2026 by

EQUALIS

Think Tank EQUALIS
www.equalis.dk

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

It is crucial that more companies join the club of good examples

For the fourth year in a row, we are publishing the EQUALIS Diversity Barometer – the measuring instrument that, year after year, provides an overview of the state of equality and gender diversity in the Danish labor market.

This year's barometer paints a mixed picture of developments. Some movements forward, several backward, and even more at a standstill.

Once again this year, we see that the lack of gender diversity in senior management in the private sector represents the greatest inequality in the Diversity Barometer's analysis. It has been highlighted several times that diverse management teams have access to a broader range of perspectives, ideas, and expertise that promote creativity and interdisciplinary problem solving.

The lack of progress in the proportion of female top managers therefore represents a loss of talent potential at a time when Danish business most needs to create the innovation of tomorrow. This is a fact that calls for rapid and effective change.

But there is no one-size-fits-all solution. No quick fixes.

As we see it, this complex issue requires equally complex and multifaceted answers.

At the EQUALIS think tank, we have been in dialogue with a large number of Danish companies in recent years that are extremely committed to advancing the diversity and equality agenda. These companies are all contributing with inspiring initiatives that are helping to push the boundaries of norms and culture in the business world.

What they have in common is that they have identified the challenges, set clear goals, and initiated concrete actions that ensure change in both behavior and structure. Actions that they continuously follow up on and have a strong management focus on—all supported by ongoing data collection to ensure effectiveness in their efforts.

So while we must once again lament the lack of progress in the Diversity Barometer figures, we would encourage even more companies to follow suit. The platform for action is red-hot, and the benefits of ensuring optimal talent utilization are obvious at a time when productivity, business scaling, innovation and labor are at the forefront of the debate on Denmark's (and the EU's) competitiveness.

So here's a call for even more companies to join the club of good examples.

Enjoy reading.

A handwritten signature in black ink, appearing to read "Gine M. 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 **DSB** and **Norlys**.

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:

Nina Smith (Forperson for Advisory Board), Professor, Economics, Aarhus University

Jakob Egholt Sogaard, Adjunkt, Economics, University of Copenhagen

Christian Groes, Antropologist, gender scientist and lecturer, Roskilde University

Sara Louise Muhr, Professor, Diversity and Management, Copenhagen Business School

Vibeke Lehmann Nielsen, Professor, Political Science, Aarhus University

Philip Rosenbaum, Assistant Professor, Economic, Copenhagen Business School

Michael Nebeling Petersen, Associate Professor, Nordic Studies and Linguistics, University of Copenhagen

Anette Borchorst, Professor Emerita, Politics and Society, Aalborg University

Anne Sophie Lassen, Postdoc, Economics, Social Science Center Berlin and Copenhagen Business School

Table of contents

| | | | |
|---------|---|---------|---|
| Page 02 | Preface | Page 54 | 03 Labour market attachment |
| Page 06 | About The Diversity Barometer 2026 | Page 61 | Norlys' approach to flexibility supports well-being, affiliation and attraction of a broader talent pool |
| Page 10 | Case partners 2026: Meet DSB and Norlys | Page 64 | 04 Responsibility and management |
| Page 14 | The Diversity Barometer 2026 | Page 70 | Norlys Group's top management ensures prioritization and progress through dedicated forum for diversity and inclusion |
| Page 18 | Cross-cutting conclusions | Page 72 | 05 Income and assets |
| Page 24 | Perspective: Motivation and challenges in business | Page 80 | Source list |
| Page 30 | How has equality and gender diversity in the labor market developed in the past year? | | |
| Page 32 | 01 Education and career | | |
| Page 41 | Objectives and targeted recruitment for the S-train driver training program support increased gender diversity in DSB | | |
| Page 44 | 02 Working environment | | |
| Page 51 | DSB's inclusion of self-identification in the annual well-being survey paves the way for data-driven work with inclusion of all employees | | |

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 |
| | Promotion rate | Pay growth from starting salary to 5 years after graduation |
| 02 Working environment | 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 Number of weeks on parental leave benefits |
| 04 Responsibility and management | Gender composition in academia in professorial positions | Share of professors |
| | Gender composition in senior public management | Share in senior management in the public sector |
| | Gender composition in senior management in the private sector | Share of CEOs in the private sector Share of directors in the private sector |
| 05 Income and assets | 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 Denmark, National Research Centre for the Working Environment and Universities Denmark. The measuring points and variables are described in the Diversity Barometer's methodological appendix. The figures show data from the Diversity Barometer 2023, which constitutes the data baseline, as well as data from 2025, which is the most recent year, and the latest data from this year, 2026.

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, four initiatives from the companies DSB and Norlys have been selected.

Methodological adjustments

It is important for the EQUALIS Think Tank and for EQUALIS' professional advisory board that the Diversity Barometer is a robust data overview with high quality. Therefore, we also have an ongoing eye for development and optimization in collaboration with our data partner Deloitte.

From the Diversity Barometer 2025 to 2026, minor adjustments have been made to the age limits in calculations of the indicators for longest completed education, STEM+, starting salary and salary growth to encompass the correct population limit for the labor market. These are stated in the notes to the figures and in the method appendix.

1. The search was limited to studies dealing with one of the sub-themes of the five main themes in the barometer. The studies had to be published in 2024 or 2025 and be geographically limited to Denmark or comparable European countries. Based on the search process, 46 studies were identified. These were reduced to 25 in the subsequent selection and relevance assessment process, which have been included in this publication.

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 adaptations

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 adaptations

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



Overrepresentation of men



Overrepresentation of women



Case partners 2025: Meet DSB and Norlys

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.

DSB and Norlys are case partners in the Diversity Barometer 2026. Below, each company and the company's demographics in terms of gender diversity are briefly presented, as well as which initiatives are 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 2026, the focus has been on mapping conditions in the work with gender diversity.

DSB

DSB is Denmark's largest train operator and is an independent public company owned by the Danish state through the Ministry of Transport.

DSB employs approximately 7,000 employees. 1,000 employees work daily at the head office in Høje-Taastrup.

DSB works based on the overall purpose: "Room for everyone on the journey towards sustainability". This purpose forms the framework for DSB's work with corporate governance, social responsibility and employee development.

DSB seeks to reflect the society for which they operate trains. That is why DSB works purposefully and strategically with diversity and inclusion. Among other things, efforts are made to use non-prejudicial language when writing job advertisements, so that everyone, regardless of gender, age, ethnicity, etc., feels invited to apply for the vacant position.

DSB also works to create a workplace with room for diversity; a work that is expressed in two specific initiatives, which are described in this publication. This is particularly about the company's efforts to increase the proportion of women working in the operation of the railways and about their efforts to increase the inclusion of all employees by means of self-identification in the annual well-being survey.



7,000
employees



20%

women in the executive board

Target: 40%

39%

women in other management levels

Target: 40%

67%

women in the Board of Directors

Target: 50%

Norlys

Norlys is Denmark's largest integrated energy and telecommunications group and a Danish cooperative owned by 800,000 Danes. The group owns, develops and secures critical infrastructure and supplies energy, charging solutions, internet, TV and mobile services to the entire country.

The Norlys group comprises a number of companies, including their core business, which consists of: Norlys' customer business, Elnetselskabet N1 and Sinal.

Norlys employs approximately 4,500 employees at locations in, among other places: Silkeborg, Aarhus, Aalborg, Esbjerg and Copenhagen.

Norlys' strategy for diversity and inclusion stems from a fundamental belief that it is only possible to succeed with a sustainable business if all skills and talents are brought into play. Norlys is a cooperatively owned company, so creating space and equal opportunities for everyone is seen by the company as part of their DNA.

Diversity and inclusion are anchored in Norlys' top management, and several strategic initiatives have been launched to, for example, promote the representation of women at all levels in the organization. This includes, among other things, setting targets for the underrepresented gender at all management levels and the establishment of a D&I board to ensure continued progress in diversity and inclusion at Norlys. This initiative is described further in this publication.

In addition to the D&I board, this publication will also describe Norlys' efforts to promote flexibility throughout working life. An effort that aligns with the group's work to ensure diversity and inclusion, as flexible frameworks can help support the attachment of groups that may otherwise be at risk of leaving the labor market.



4,500
employees in
Nykredit Group



60%
women in the group
management and among
CEOs

Target: 40%

35%
women in other management
levels

Target: 40%

21%
women on the board ²

Target: 40%

² The board of directors of Norlys a.m.b.a. is appointed by the board of representatives, which is the company's highest authority. The board of representatives consists of approximately 650 members, who are democratically elected by and among the company's more than 800,000 cooperative members.



The Diversity Barometer 2026

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

The Diversity Barometer

2026

Overrepresentation of



2026 in white

2025 in grey

2023 in light grey

01 Education and career

Length and type of education
0.42
 0.45
 0.51

Total assets
1.11
 1.19
 1.25

Pension by retirement age
0.62
 0.64
 0.63

05 Income and assets

Occupational income
0.85
 0.82
 0.80

Disposable income
0.57
 0.54
 0.50

Gender composition in private management
2.86
 2.85
 2.93

Gender composition in senior public management
0.85
 0.33
 0.75

02 Work environment

Challenges from the physical working environment
0.39
 -0.35
 -0.14

Challenges from the psychological working environment
 -
 -
 -1.72

Workload
0.38
 0.38
 0.38

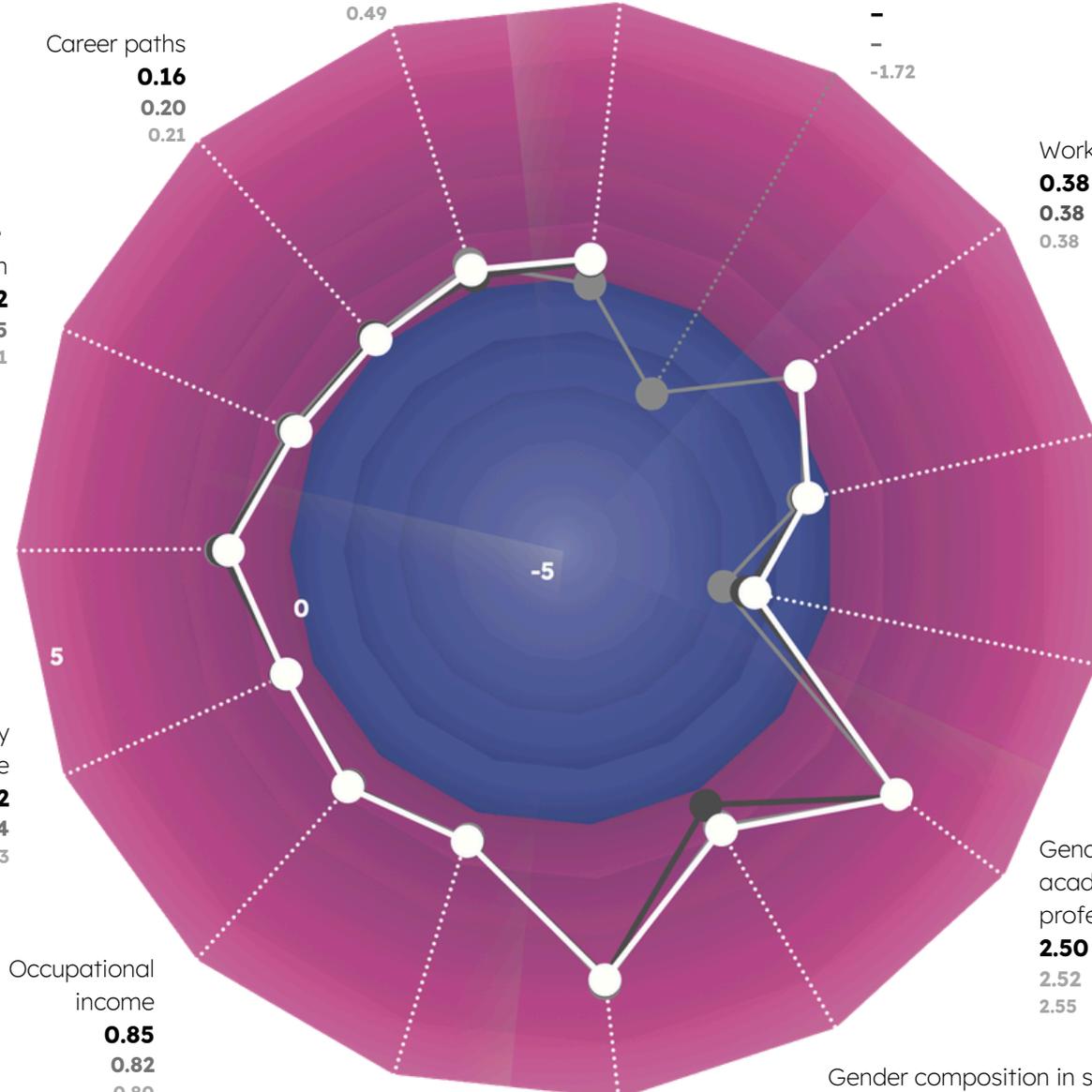
03 Labour market attachment

Absence due to own illness
-0.41
 -0.44
 -0.48

Absence due to children
-1.34
 -1.52
 -1.99

Gender composition in academia in professorial positions
2.50
 2.52
 2.55

04 Responsibility and management



Cross-cutting conclusions

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 conclusion

Overall stability, but more setbacks than progress

The Diversity Barometer measures 22 areas. This year, we see three developments towards more equal representation and gender equality since the Diversity Barometer 2025:

- 1. Starting salary:** The difference in men's and women's starting salary one year after graduation has decreased by two percentage points, from six percent to four percent.
- 2. Maternity leave:** The difference in men's and women's average number of weeks on maternity leave has decreased. Women continue to take 35 weeks, while men now take 11 weeks on average, which is two weeks more than in last year's measurement.
- 3. Net worth:** The difference between men's and women's net worth has reduced. In the Diversity Barometer 2025, men's net worth was 62 percent greater than women's and is now 57 percent greater. A decrease of five percentage points.

At the same time, the barometer shows movements away from equal representation and gender equality in five of the 22 areas:

- 1. Occupational accidents:** Men report on average five percentage points more occupational accidents than women compared to last year. This means that men now report 34 percent more occupational accidents than women.

2. Working hours: The difference in average working hours has increased by one hour per week. Men now work an average of five hours more per week than women.

3. Public top management: The gender distribution has become less equal. The proportion of women has decreased by five percentage points from 47 percent to 42 percent. However, the distribution can still be considered equal.

4. Disposable income: The difference in men's and women's disposable income has increased by two percentage points, from 24 percent to 26 percent in men's favor.

5. Occupational income: The difference has increased by two percentage points. Men's occupational income is now 41 percent greater than women's.

The remaining 14 areas have moved by one percentage point or less. The overall picture is thus one of stability on a skewed starting point.

For example, men are still overrepresented in management positions in the private sector, where the proportion of female CEOs has fallen by one percentage point, while it has increased correspondingly at the overall management level. The difference in who works full-time is constant, women continue to have an average period of absence due to child illness more than men per year, and men's pension assets are 28 percent larger than women's, which is one percentage point lower than last year.

Sub-conclusion 1

The gender division in industries and educational choices is unchanged

The labor market is still significantly gender-segregated. This is clearly seen in the social and health care sector, where men make up 19 percent, and in the construction and civil engineering sector, where men make up 89 percent. Since the Diversity Barometer was first published in 2023, the distributions in the most gender-segregated industries have been stable, and the largest fluctuations at industry level are three percentage points.

The stable gender distribution is important because it can increase the risk of bottlenecks in recruitment and an uneven distribution of unemployment. This is particularly relevant in the welfare areas and in technical and scientific subjects, where the demand for specific skills is high. When the talent pool is in practice recruited from a narrower gender basis, the vulnerability becomes greater.

The pattern is closely related to the education system. Here, men and women are distributed differently both in terms of level and field. Women make up 56 percent of those who graduate from long-term higher education, while men make up 55 percent of PhDs. The largest gender difference is seen in medium-term higher education, where men make up 37 percent and women 63 percent. Conversely, men make up 60 percent of people with primary school as the highest completed level. Compared to last year, these two levels have become more gender-biased by two and one percentage point respectively.

A similar pattern is seen in fields of study. Women dominate health and welfare subjects, while men dominate technical, natural science and business fields. In this context, the Diversity

Barometer specifically follows STEM+ programmes, including engineering, economics and law. And here we see a positive movement when we look across the entire period since the barometer was first published in 2023.

Specifically, from the Diversity Barometer 2025 to this year's measurement, the proportion of women completing a STEM+ education has increased by one percentage point. Women now make up 41 percent, corresponding to around two out of five graduates in the field. This brings the gender distribution even closer to equal representation in education programs, which research highlights as central to access to management positions (Smith and von Essen, 2023).

New Danish research also points to several explanations for why gender differences persist in selected education programs, including the importance of stereotypical expectations, how recruitment efforts are designed, and students' experience of belonging in gender-segregated environments (Grønhoj et al., 2025; Plotnikof et al., 2025; Nielsen and Brorholt, 2024).

Since educational choices often influence later career choices, even minor movements in educational programs are relevant in a longer perspective.

Sub-conclusion 2

Maternity leave is distributed more equally, but pay and early career paths do not yet show a clear picture of increased equality

The 2026 Diversity Barometer shows a continued movement towards a more equal distribution of maternity leave after the earmarking of 11 weeks of leave for fathers and co-mothers in August 2022. From 2025 to 2026, men's average maternity leave with maternity pay increased from nine to 11 weeks, while women continue to take 35 weeks on average. The difference between the genders has thus been reduced from 26 to 24 weeks.

Seen over the entire period since the start of the barometer in 2023, the trend is the same, with men gradually increasing the number of weeks on maternity leave with maternity pay. In the first measurement of the Diversity Barometer, men took an average of five weeks, and the difference to women was 35 weeks. This is thus a total increase of six weeks in men's maternity leave.

Research indicates that when men take more maternity leave, it can affect expectations about the distribution of tasks in the home (Brandth & Kvande, 2018). At the same time, research describes that women of childbearing age may be perceived to a greater extent as a potential cost in recruitment and promotion (Kuitto et al., 2019). In continuation of this, an analysis from the think tank EQUALIS, prepared in collaboration with the Confederation of Danish Industry and Lederne, shows that one in ten men experiences negative career effects from maternity leave, while this applies to one in four women (EQUALIS, 2024). A more widespread and normalized use of maternity leave among men is therefore expected to have an impact on equal opportunities in working life in the long term, but it is still too early to assess the effects.

Recent Danish research also shows that earmarked paternity leave helps to reduce the

difference in income and working hours between men and women—even in the child's second year of life, when both parents have typically completed their leave (Kleven, et al., 2026). However, it is still too early to assess the effects on the labor market as a whole.

This is related to the fact that several indicators for everyday life and work patterns remain stable. Men work an average of five hours more per week in the labor market than women, women have more absences due to children's illness, and more men than women work full-time. These patterns cover everyone in the labor market and have not changed significantly since 2023.

When we look specifically at the early working years, the figures paint a similar picture. The difference in wage growth has increased, and men's wages are growing five percentage points more than women's in this year's measurement. This indicates that work patterns and career development continue to develop differently for men and women in the years when many have children.

New Danish research from the COVID-19 period shows a similar pattern. During the lockdown, mothers' absence increased significantly, while fathers' employment was largely unchanged across income groups and also in families where the woman earns the most (Hirani and Wüst, 2024).

Overall, the barometer shows that earmarked parental leave for fathers has been put into use, while more time and a larger data base are still needed to assess how the change affects wages and career development in the broader labor market in the long term.

Sub-conclusion 3

Public top management is moving towards greater inequality. Private top management remains the biggest challenge at a stable gender imbalance level

The diversity barometer continues to point to the private sector's top management as the biggest inequality, and the gender distribution is generally stable.

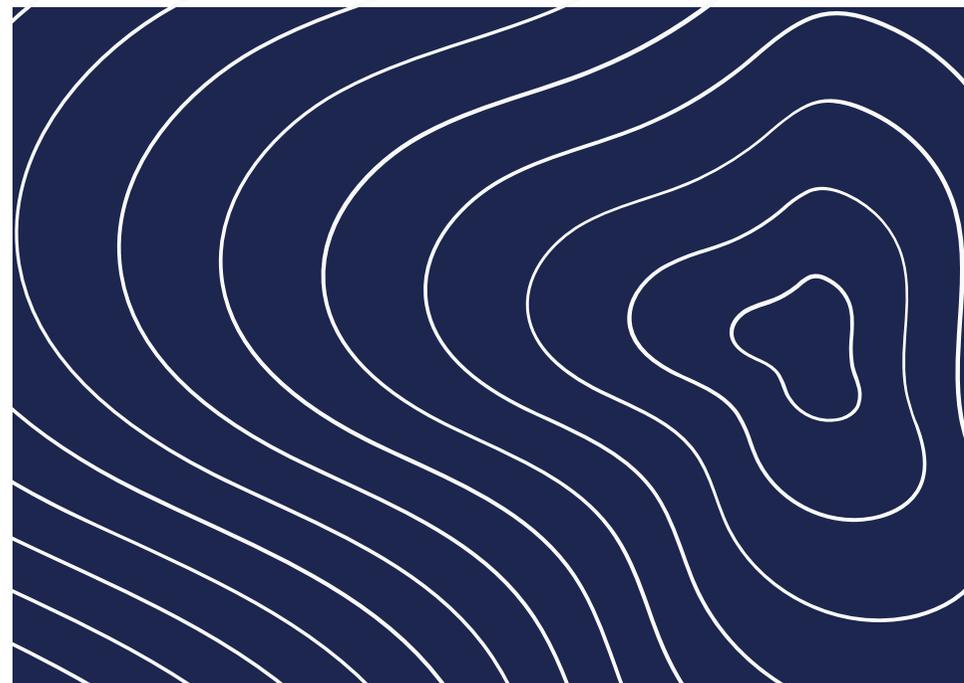
Women make up 26 percent of directors and 17 percent of CEOs in Danish business. Since 2025, the proportion of women in the management team has increased by one percentage point, while the proportion among CEOs has decreased by one percentage point. The proportion of female CEOs is thus back at the same level as in 2023.

At the same time, the public sector has seen a decline for the first time since 2023. The proportion of women in top management positions has fallen by five percentage points from 2025 to 2026, and women now account for 42%. The distribution is still considered equal, but the development is moving towards less equal representation. It is also relevant that the statement for the public sector covers more management layers than the statement for the private sector, which primarily reflects executive levels.

At the same time, there is a difference in the gender composition of the workforce in the two sectors, i.e. the pipeline to management. Women make up around 70 per cent. of the workforce in the public sector, while they make up 33 per cent. in the private sector (Danish Industry, 2024). This may help to explain why the private sector initially recruits and promotes from a less female-dominated talent pool, which is often described as a lacking pipeline.

However, the lacking pipeline explanation cannot stand alone. Here it is relevant to include the leadership gap, which calculates the difference between the proportion of the underrepresented gender in the sector and the proportion of the same gender in the management team. In the public sector, the leadership gap is 28 percent, while in the private sector it is 16 percent. This means that the management team in the private sector reflects the sector's overall gender composition to a greater extent than in the public sector. This suggests that the leaking pipeline is also relevant. The concept covers the fact that the gender imbalance increases higher up in the hierarchy, because part of the talent pool falls away on the way to the top.

Recent research links this to which tasks promote career development and promotions. A Danish study from the university sector shows that women more often carry out internal tasks, while men more often carry out tasks with clear career value, which can affect promotion opportunities (Järvinen and Mik-Meyer, 2025). An international meta-study also points out that underrepresentation in management is often linked to structural barriers, including in connection with family growth, and highlights the need for better data in the individual company so that efforts can be made measurable (Huaman-Morillo et al., 2024).



Perspective: Motivation and challenges in business life

For DSB and Norlys, diversity is an integral part of their DNA and a central tool in the fight for talent

On the international agenda, there has been increased focus and mixed reactions to the work with DE&I (diversity, equal opportunities and inclusion) in the past year, as a result of Donald Trump's political work against the same in the USA. However, the development of the year has not changed DSB and Norlys' motivation for working with the agenda. Both companies describe diversity and inclusion as an integral part of their identity and way of doing business. They point out that the composition of employees must reflect the society and customer groups they are a part of, and that this is crucial for credibility, legitimacy and long-term sustainable business.

At the same time, DE&I is directly linked to the ability of companies to attract and retain qualified labor. In a situation with a widespread lack of skills, an inclusive culture and visible efforts for equal opportunities are considered a competitive parameter in the battle for talent - across functions and levels.

At the same time, DE&I is directly linked to the ability of companies to attract and retain qualified labor. In a situation with a widespread lack of skills, an inclusive culture and visible efforts for equal opportunities are considered a competitive parameter in the battle for talent - across functions and levels.

We can feel that diversity and inclusion are not in demand to the same extent anymore, but it continues here with us because it is part of our DNA. It is an ingrained part of our purpose, and we can see that working purposefully with both diversity and inclusion gives positive results.

— Tine Moe Svendsen,
HR Director at DSB

The diversity agenda is not having the same momentum as before. It is a shame, because I fundamentally believe that a working environment where you can be yourself creates stronger employees, better performance and more qualified decisions. That is why the work continues regardless of the current trends - both because experience shows that it works, and because it is an integral part of Norlys' DNA.

— Gert Vinther Jørgensen,
Group CEO at Norlys

Data is a management tool that maintains the right focus

For both DSB and Norlys, the work on diversity and inclusion requires the systematic use of data. This is especially true in relation to gender representation in management, where data is used to create an overview, set specific targets, follow development and identify where the barriers to equal representation are greatest. Data thus helps to qualify which efforts should be prioritized - for example in recruitment, talent programs and leadership development. Targets are not described as a goal or an activity in themselves, but as a management tool that can translate overall intentions into concrete action.

In the business world, there is also a movement towards thinking in broader understandings of diversity, and this is also reflected in Norlys and DSB. Both companies also recognize that there is a need to work with more dimensions than gender, e.g. neurodiversity and ethnicity, if companies want to embrace a broader talent pool and create a working environment where different profiles can thrive and perform. Here, the balance lies in maintaining the strategic and data-driven perspective, so that the concept of diversity does not risk being diluted. A task that can be difficult because these are parameters

that are difficult to measure, but which at the same time need to be anchored strategically through goals, measurements and clear priorities. Therefore, data, both quantitative key figures and qualitative insights, are highlighted as crucial to preventing DE&I from becoming a broad but imprecise agenda.

We can use data to show whether we are doing it well enough. And if we are not doing it, well, we can use data to set goals for ourselves that we want something different and then follow up to see if anything happens.

— Tine Moe Svendsen,
HR Director at DSB

Increased competition for talent and labor shortages make diversity business-critical
While the international agenda in the DE&I area has made it more difficult for international companies to navigate the work with diversity and inclusion, the framework for the work has also changed in Denmark.

Where companies previously met legal requirements, for example to report on target figures and policies for the underrepresented gender in boards and management, the requirements have been removed for most and relaxed for others. This means that legislation no longer functions as a direct driving force for efforts to support representation, diversity and diversity. It changes the conditions for work,

but not the ambition, is the assessment from Norlys and DSB. The framework changes mean that it is to a greater extent the companies' own needs and strategic priorities that must drive the effort. Here, both companies point to a lack of qualified labor as the most significant structural driving force going forward.

Diversity and inclusion are thus closely linked to the company's ability to secure a sufficient and sufficiently broad talent pool. It is both about attracting and developing different types of candidates, but also about developing frameworks that allow employees to stay in the company and develop, so that companies can be resilient and handle growth, change and increased complexity.

The task is not only to get a more diverse team through the door. Diversity only creates value when you also experience real inclusion. Therefore, we must also ensure that inclusion works, because otherwise we risk that employees will leave or completely choose us as a possible workplace because they do not feel that they can make a career here.

— Gert Vinther Jørgensen,
Group CEO at Norlys



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.

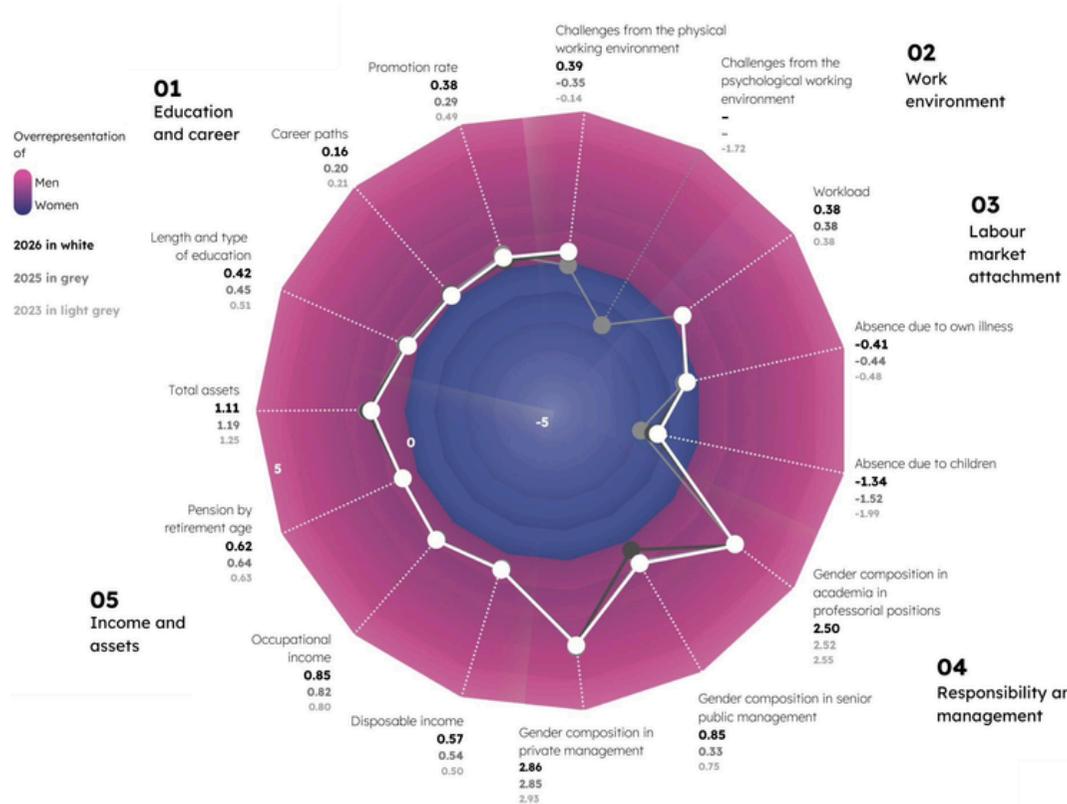
Diversity Barometer 2026

| | Index score | | |
|--------------------------------|-------------|------|------|
| | DB23 | DB25 | DB26 |
| 01 Education and career | | | |
| Length and type of education | 0.51 | 0.45 | 0.42 |
| Career paths | 0.21 | 0.20 | 0.16 |
| Promotion rate | 0.49 | 0.29 | 0.38 |

| | Index score | | |
|---|-------------|------|------|
| | DB23 | DB25 | DB26 |
| 02 Work environment | | | |
| Challenges from the physical working environment | -0.14 | 0.35 | 0.39 |
| Challenges from the psychological working environment | -1.72 | - | - |

| | Index score | | |
|------------------------------------|-------------|-------|-------|
| | DB23 | DB25 | DB26 |
| 03 Labour market attachment | | | |
| Workload | 0.38 | 0.38 | 0.38 |
| Absence due to own illness | -0.48 | -0.44 | -0.41 |
| Absence due to children | -1.99 | -1.52 | -1.34 |

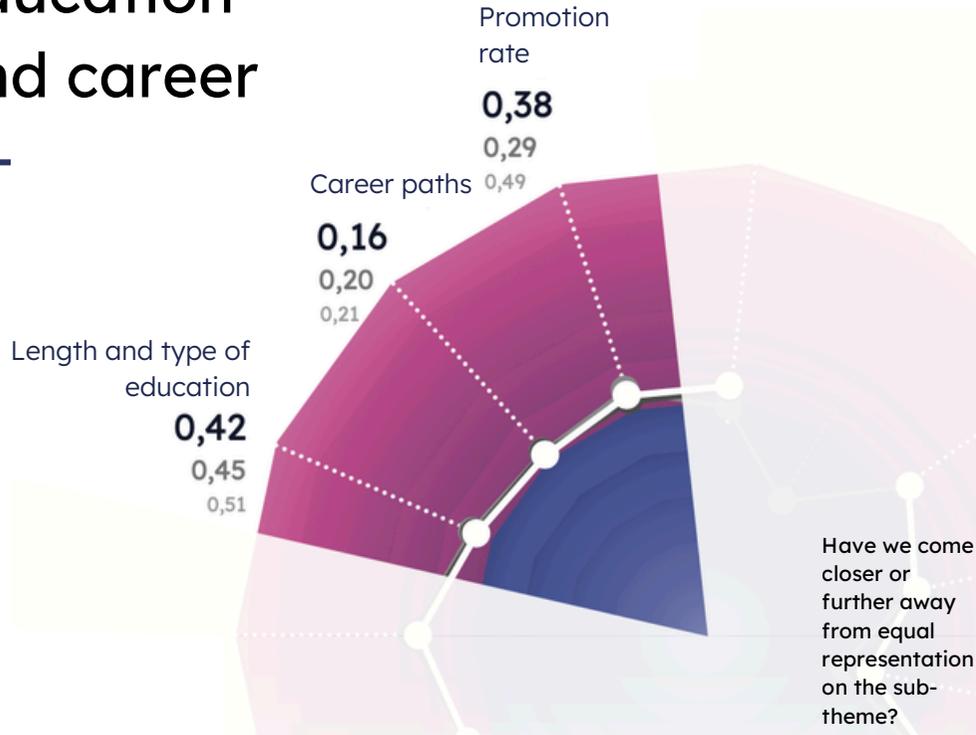
| | Index score | | |
|---|-------------|------|------|
| | DB23 | DB25 | DB26 |
| 04 Responsibility and management | | | |
| Gender composition in academia in professorial positions | 2.55 | 2.52 | 2.50 |
| Gender composition in senior public management | 0.75 | 0.33 | 0.85 |
| Gender composition in senior management in the private management | 2.93 | 2.85 | 2.86 |



| | Index score | | |
|-----------------------------|-------------|------|------|
| | DB23 | DB25 | DB26 |
| 05 Income and assets | | | |
| Disposable income | 0.50 | 0.54 | 0.57 |
| Occupational income | 0.80 | 0.82 | 0.85 |
| Pension by retirement age | 0.63 | 0.64 | 0.62 |
| Total assets | 1.25 | 1.19 | 1.11 |

01

Education and career



| Sub-theme | Indicator | Index score pr. sub-theme DB26 | Change in index score on a scale of -5 to +5 |
|------------------------------|--|--------------------------------|--|
| Length and type of education | Highest completed level of education | 0.42 | 0.03 closer |
| | Educational activity in STEM+ | 0.45 | 0.51 |
| Career paths | Distribution of gender by industry | 0.16 | 0.04 closer |
| | Starting salary based on differences in educational choices | 0.20 | 0.21 |
| Promotion rate | Salary growth from starting salary to 5 years after graduation | 0.38 | 0.09 further |

Conclusion

There has been little change in the highest level of education completed by men and women from 2025 to 2026. Whereas men were previously underrepresented (47%) among people with a bachelor's degree as their highest level of education, they are now overrepresented (51%). Women continue to be overrepresented among people with a medium-term higher education (63%), and the proportion has increased by two percentage points.

From 2025 to 2026, the distribution of men and women within STEM+ education is even more equal. The proportion of women completing a STEM+ education has increased from 40 to 41%. Among them, more women are taking an education in natural sciences, law and economics.

While men and women continue to be employed in different industries, the difference between men and women's starting salaries has decreased from six to four percentage points. If we consider men's and women's salary growth in the previous years of their careers, the difference has increased from four to five percentage points. Men's salaries are thus growing five percentage points more than women's in this year's measurement.

In Denmark, we have a 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 expressed in men's and women's education, career choices and career development. These are all diversity issues that have a number of 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 scarce resources not being utilized optimally, a higher risk of labor shortages and an uneven distribution of unemployment. In the labor market, it is especially those companies that work within professional areas that attract one gender more than the other that have a major shortage of labor. In addition, gender division in the labor market can contribute to limiting the perceived supply of job and education opportunities for the individual.

What does the latest research show?

A Danish study investigates why fewer girls than boys in 8th grade have ambitions for a career in the STEM field (Science, Technology, Engineering, Mathematics). The study shows that parents' gender and technology stereotypes can contribute to STEM subjects being associated more with boys, which is related to girls showing lower interest, self-confidence and participation in technological activities. The researchers recommend focusing on ensuring equal opportunities to develop technology-related ambitions for all genders (Grønhøj et al., 2025).

Another Danish study analyses efforts aimed at challenging gender norms in order to attract more girls to STEM educations. The study shows that the focus of the efforts is to highlight STEM subjects as necessary for the future of society. In addition, role models and problem-oriented activities are widely used to make STEM subjects meaningful and relevant for girls. The study also shows that the content of the interventions may risk reproducing gender norms and thus risk counteracting the own objectives of more girls choosing a STEM education (Plotnikof et al., 2025).

A third Danish study investigates why men choose nursing education and how it is experienced to be a minority gender in an education. The study shows that male nurses experience having to defend their educational choice, especially in education and internship-related contexts, and that there is a lack of role models to look up to within the profession. The challenges can be met by having more male role models among teachers, and by teachers avoiding gendered language and problematizing men's choice of education (Nielsen and Brorholt, 2024).

A fourth Danish study shows that sexism among PhD students affects the working environment,

mental well-being and retention in the research career. Women in particular experience gender-degrading and sexualized behavior, often in informal contexts and from people higher up in the job hierarchy, and environments with few female employees have more sexist incidents (VIVE, 2024).

A British study examines gendered patterns in students' work alongside full-time study. More women than men have student jobs, but the study shows no gender differences in pay (Zhong et al., 2025).

A Polish study follows graduates with a master's degree in STEM fields from Polish universities in 2015. The study shows a wage gap between men and women of 20 percent one year after graduation, a gap that grows to around 25 percent four years after graduation. The wage gap is largest for graduates in mathematics and engineering and smallest in chemistry and geosciences. The study points to the need for structural measures to reduce the wage gap (Zajac et al., 2024).

A German study examines which factors are most important for female students to choose higher education in STEM subjects. The study points to three particularly strong factors: 1) how gendered their career ambitions are, measured as the proportion of women in the industry they want to enter after graduation, 2) their mathematical self-concept, measured as their own assessment of mathematical abilities and expectations of being able to cope with the mathematics subject, and 3) their verbal self-concept in the German subject. Overall, the study concludes that the gender gap in STEM subjects is largely related to young people's career aspirations and professional self-perception (Schwerter et al., 2025).

Education level and type of education:

Men are more likely to complete a bachelor's degree as the longest completed level of education, and more women are taking a STEM+ education

In 2026, men are overrepresented among people with primary school (60%), vocational education (59%), short higher education (56%) and among people with PhDs (55%) as the longest completed education.

A major change from the 2025 Diversity Barometer to 2026 is that men are also overrepresented among people with a bachelor's degree as the longest completed education. Whereas the distribution in 2025 was 47% men and 53% women, in the 2026 measurement it is 51% men and 49% women. The gender distribution of men and women with a bachelor's degree as the longest completed education has also become more equal.

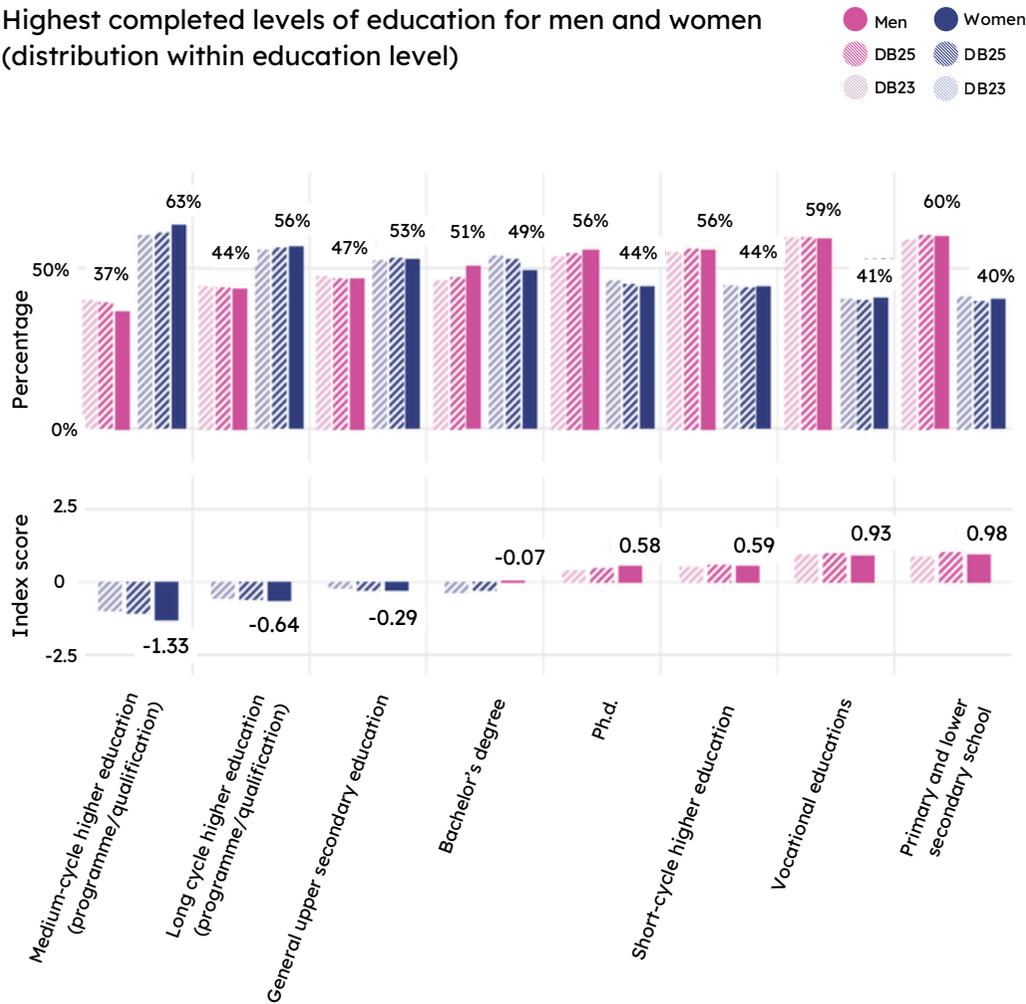
Women are overrepresented in medium-term (63%) and long higher education (56%), as well as among those with an upper secondary education (53%), as the longest completed education. The gender distribution in medium-term higher education has become more unequal, as the proportion of women here has increased by two percentage points from 2025 to 2026.

In line with the development from 2025 to 2026, the development from 2023 to 2026 shows that men and women continue to study at different levels.

What subjects do STEM+ programmes cover?

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

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



Note: Distribution of men's and women's longest completed education within each length of education. Limited to the part of the workforce that has completed an education in the years 2019 to 2024 and is 20 years or older in 2024. Source: Statistics Denmark

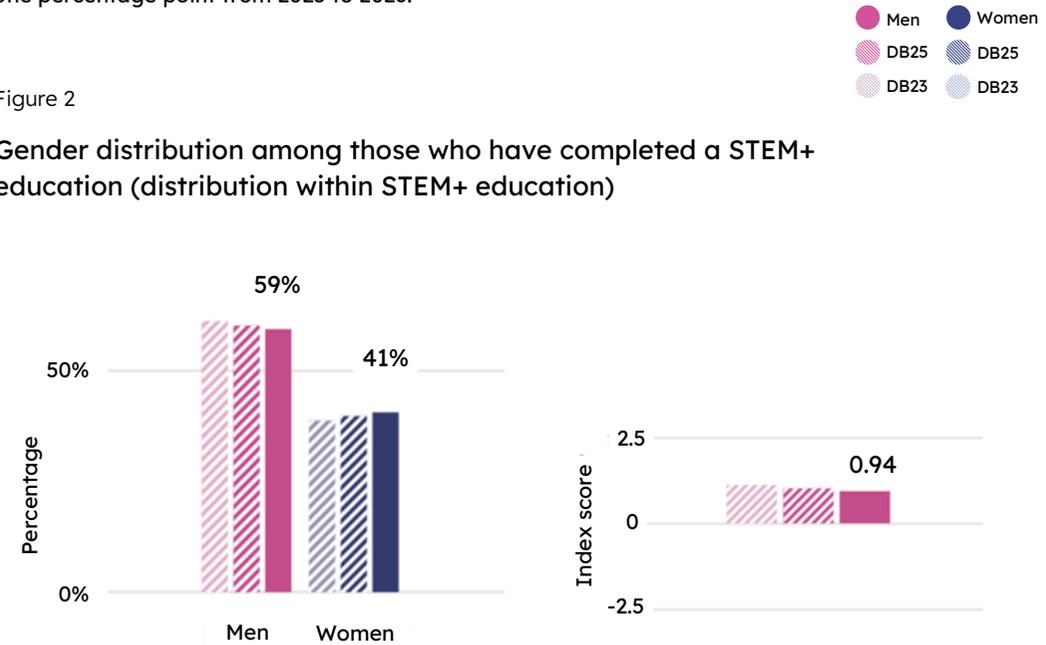
The distribution of men and women within STEM education programs has thus remained within a distribution of 40%/60%, which is typically considered an equal gender distribution. From the Diversity Barometer 2025 to this year's measurement, there has been an increase of one percentage point in the proportion of women completing a STEM+ education. In 2026, women will thus constitute 41%, corresponding to two out of five people who have completed a STEM+ education.

The development is driven by more women completing a law education (65%), a science education (47%) or an economics education (35%). Within these education programs, the proportion of women has increased by four percentage points, one percentage point and one percentage point from 2025 to 2026.

From the first time the Diversity Barometer was published in 2023 to this year's measurement, there has been an overall increase in the proportion of women in STEM+ of two percentage points and thus a more equal gender distribution among people completing a STEM+ education. Throughout the period, technical education has constituted the education with the largest gender difference (19 per cent women), while law remains the only STEM+ education where women are overrepresented (65 per cent women).

Figure 2

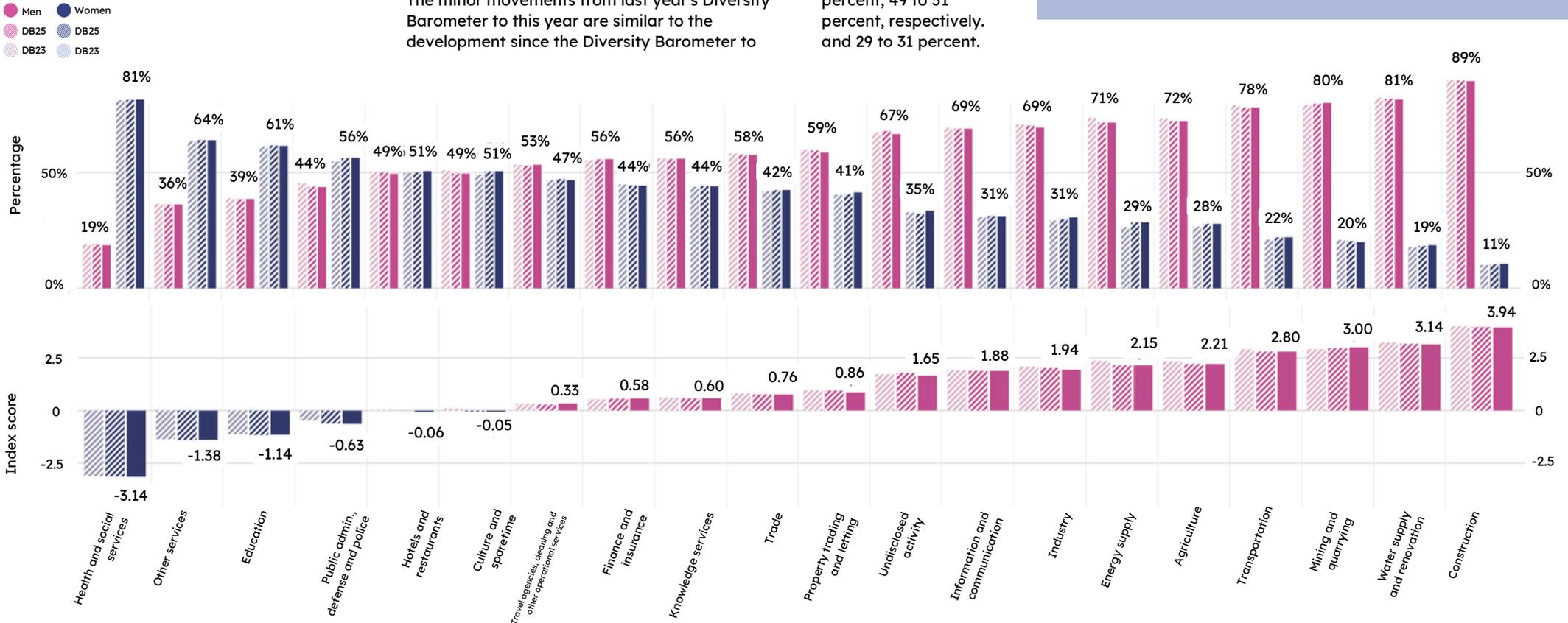
Gender distribution among those who have completed a STEM+ education (distribution within STEM+ education)



Note: Share of men and women who have completed a STEM+ education in the years 2019 to 2024 and are 20 years of age or older in 2024. Source: Statistics Denmark

Career paths:
Differences in starting salaries are decreasing, while men and women continue to be employed in different industries

Figure 3
Gender distribution among those who have completed a STEM+ education (distribution within STEM+ education)



Within industries such as 'Industry', 'Water supply' and 'Construction and civil engineering', the proportion of women has increased by one percentage point from the Diversity Barometer 2025 to 2026. However, men are still overrepresented. Within the industry 'Education', the proportion of men has increased by one percentage point, while the majority of employees in the industry are still women.

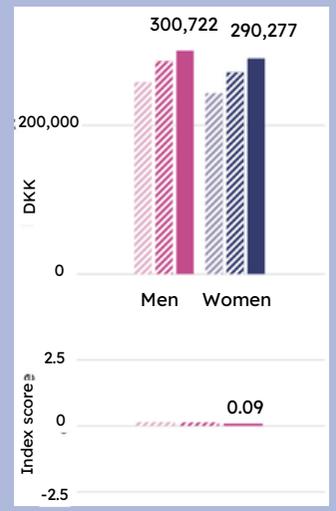
Across the industries, the proportion of women is largest within 'Health and social services' (81 percent), 'Other services' (64 percent) and 'Education' (61 percent). The proportion of men is largest within 'Construction and civil engineering' (89 percent), 'Water supply' (81 percent) and 'Mineral extraction' (80 percent).

The minor movements from last year's Diversity Barometer to this year are similar to the development since the Diversity Barometer to

the development since the Diversity Barometer was published in 2023. The distribution of men and women within the individual industries has not changed significantly from 2023 to 2026. The largest percentage changes have occurred within the industries 'Energy supply', 'Hotels and restaurants' and 'Industry', where the proportion of women from 2023 to 2026 has gone from 26 to 29 percent, 49 to 51 percent, respectively, and 29 to 31 percent.

Figure 4
Average starting salary for men and women

The average starting salary one year after completing education is still higher for men than women. From the Diversity Barometer 2025 to the measurement this year, however, the difference has decreased by two percentage points from six to four percent. 2026 is the first year in which there has been a development in the gender gap, which has otherwise been stable since 2023.



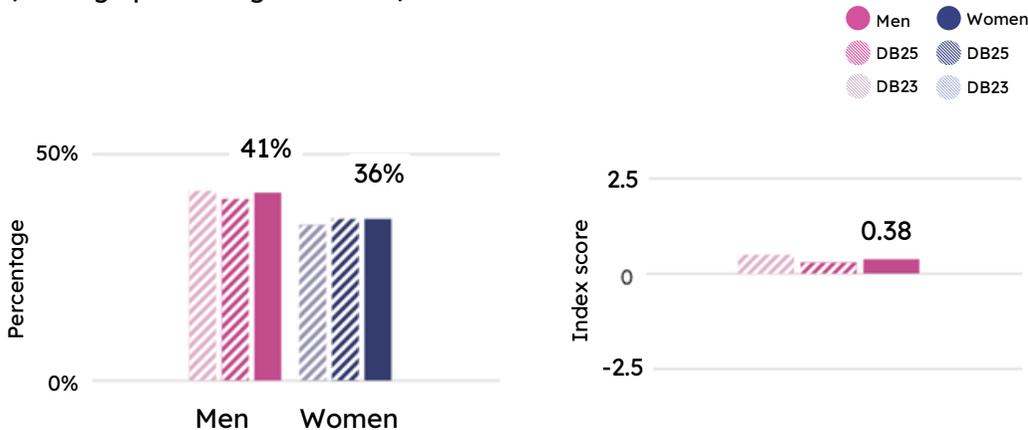
Note: Calculated as the average professional income in DKK sorted by education for selected career paths 1 year after completing education for men and women. Limited to the part of the workforce that completed an education in 2024. Source: Statistics Denmark

Promotion rate:
The difference between men's and women's salary growth in the earlier years of their careers has increased

In this year's Diversity Barometer, men have an average salary growth of five percentage points higher than women five years after graduation. The difference has increased by one percentage point from last year's measurement. Men's average salary growth is thus 41 percent, while that for women is 36 percent.

In 2023, men experienced an average salary growth of 42 percent, corresponding to eight percentage points higher growth than women at the same time. This difference decreased to four percentage points by 2025.

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



Note: Calculated as the average percentage wage growth from one year after graduation to five years after graduation for men and women who completed their education in 2024. Source: Statistics Denmark

Objectives and targeted recruitment for the S-train driver training program support increased gender diversity at DSB

What is the purpose?

At DSB, it has been a known challenge that there was an overrepresentation of male employees in the operations organization and very few female locomotive and S-train drivers. When the S-train driver training course was about to be changed to a less specialized training course in 2022, it therefore gave rise to strengthening the work towards a more balanced gender diversity in the operations functions. This was in order to comply with DSB's goal of attracting, recruiting, retaining and appointing candidates from the full talent pool of the Danish workforce. A targeted effort to increase gender diversity in the operations functions was also a possible lever for DSB to also create a more balanced gender representation in other parts of the business; including in management and among locomotive drivers.

In connection with the launch of the new S-train driver training, DSB therefore launched an initiative to strengthen their external communication about the form and possibilities of the training. This is with a view to broadening the target group of potential applicants and increasing the appeal of the training to women.

We believe that the most important thing right now is to strengthen the foundation. By increasing the approach in operations, we will get a solid basis for moving the development forward. It is about building a strong pipeline.

— Tine Moe Svendsen,
HR Director at DSB

What does the initiative include?

DSB has taken steps to increase the proportion of female applicants for the S-train driver training course at several different stages of the journey from recruitment to employment and affiliation. In the recruitment phase, DSB has worked with their external brand as an employer. In two rounds, they have carried out a targeted communication campaign aimed at 18-45 year olds in Greater Copenhagen and on Zealand in connection with the start of the new training course. The campaigns consisted of, among other things, video and image material of female S-train drivers and were shared on various media; including on social media, on DSB's website and in advertisements. The campaign was supported financially to have it spread as widely as possible. The purpose of depicting female S-train drivers was to create resonance among potential female applicants and to change the stereotypical perception that it is men who drive S-trains.

In the employment phase, DSB has set objectives and worked with the employment process in order to be able to support the externally oriented communication efforts. DSB thus set a goal that at least 60 percent of the applicants invited should be women. At the same time, it was a priority that female employees be included in the hiring process, so that potential candidates could clearly see that women have a natural place in the organization.

In the subsequent affiliation phase, DSB has worked among managers to address prejudice as the number of female applicants has increased. This is to ensure that they were able to accommodate a change in the applicant mix and counter stereotypical expectations about what a S-train driver looks like.

What experiences has DSB had with the impact of the initiative?

DSB has learned that their targeted efforts to increase the number of female applicants for the S-train driver training program have been successful. Before the restructuring of the program, DSB typically saw an applicant pool of six percent women. After the restructuring and the first campaign round, the proportion of female applicants was 18 percent. The expansion of the talent pool has also had an impact on the gender distribution in new hires and on the overall gender distribution among S-train drivers. From 2019 to 2025, DSB has thus gone from recruiting nine percent female S-train drivers per year to 58 percent in 2025. This means that the gender distribution for the total group of S-train drivers has shifted from four percent women in 2019 to 16 percent in 2025.

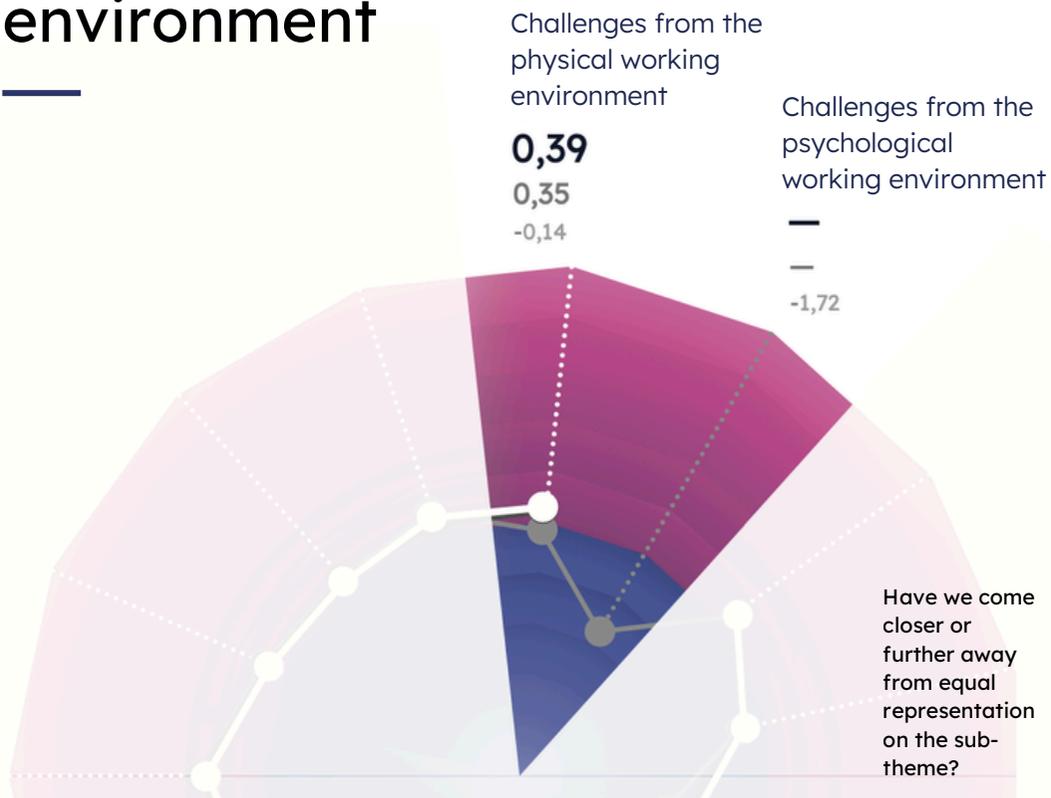
Employees who have completed the new S-train driver training experience that they are well received, and employees with a long tenure in the field describe it as positive to have new colleagues in the workplace. There has been no major resistance or other challenges associated with the effort to get more women into operations.

The campaign has also had a knock-on effect on the number of applicants, including women, for DSB's other operationally oriented positions. DSB therefore experiences that the campaign has met its objective of increasing the proportion of women in the organization and thus creating a larger talent pool of potential female candidates for, for example, management positions and positions in other parts of the operation.



02

Working environment



| Sub-theme | Indicator | Index score pr. sub-theme DB26 | Change in index score on a scale of -5 to +5 |
|---|---|--------------------------------|--|
| Challenges from the physical working environment | Number of occupational accidents | 0.39 | 0.04 further |
| | Number of occupational diseases | -0.14 | |
| Challenges from the psychological working environment | Work-related stress | 0.35 | |
| | Abusive actions, including sexual harassment and sexual attention | -1.72 | |

02
Working environment

Conclusion

Men report on average 34 percent more occupational accidents than women, which represents an increase of five percentage points from the gender gap in 2025. In the registration of occupational diseases, the gender gap is unchanged from 2025 to 2026, and men continue to report on average two percent more occupational diseases than women.

There are no updated figures for work-related stress or abusive actions, 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. The Danish Working Environment Authority is expected to publish updated figures in mid-2026.

The working environment says something about the labour market's ability to accommodate diversity and create equal 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 a job 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, pay inequality and gender imbalance in the composition of employees and management. For example, research shows that in male-dominated workplaces where wages are high, women report more instances of sexism, and in female-dominated workplaces where wages are low, men report more instances of sexism (Folke & Rickne, 2022).

What does working environment entail?

The working environment is the overall environment that an employee is surrounded by while performing their work. The working environment can consist of the physical and psychological conditions that affect an employee's health and well-being at work.

The physical working 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 conditions at work, such as the work that employees do, the framework for the work and the social relationships at work.

Source: The Danish Working Environment Authority

What does the latest research show?

A Danish study examines the relationship between physically demanding work, pregnancy-related discomfort and sickness absence among pregnant women. The study shows that both discomfort and sickness absence increase throughout pregnancy and peak around week 29, with 26 percent reporting at least one day of pregnancy-related sickness absence in the previous week. The authors point out that the results can be used to strengthen guidelines for the physical working environment of pregnant women and for an assessment of potential health risks within different occupations (Frankel et al., 2025).

Another Danish study examines the consequences of involuntary temporary employment for mental health. Involuntary temporary employment covers being in

temporary employment but wanting permanent employment. Women in long-term involuntary temporary jobs are at higher risk of using prescription medication for stress and anxiety both during and after employment. Similar effects are not seen for men (Albæk, K., & Andrade, S.). B. 2025).

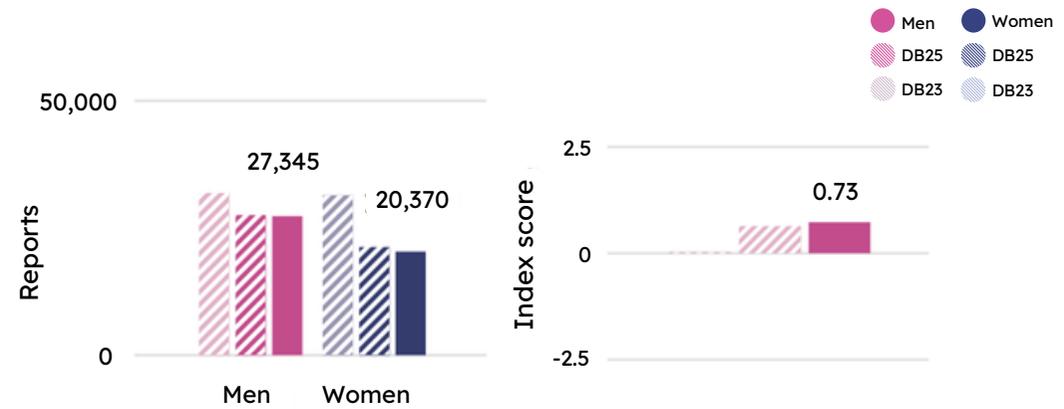
A Swedish study examines the connection between bullying among employees in higher education and increased stress and burnout. The study finds that exposure to bullying is closely linked to high levels of stress and burnout, especially among women. The study shows that social support from colleagues and managers can reduce stress, but that the effect is limited in cases of severe bullying. The study points to the need for systematic preventive efforts (Berglund et al., 2024).

Challenges due to physical working environment:

Men are still overrepresented in work accidents, while almost equal numbers of men and women report occupational diseases

As an indicator of the physical working environment, we measure the incidence of occupational injuries. Work-related injuries are divided into two types: work 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 work or working conditions (Arbejdstilsynet).

Figure 6
Number of reported occupational accidents for men and women



Note: Number of reported occupational accidents for men and women in 2024. Source: Arbejdstilsynet

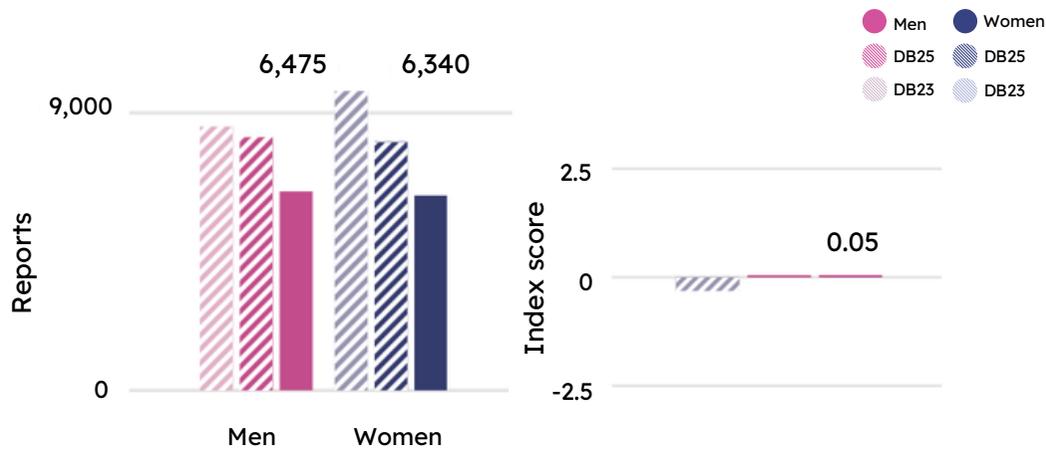


From 2025 to 2026, men reported five percentage points more occupational accidents than women, which results from an increase from 29 percent to 34 percent. In 2023, men reported one percentage point more occupational accidents than women, and the difference has therefore increased considerably until 2026. Men are also overrepresented in data from Arbejdstilsynet on fatal occupational accidents. A total of 30 fatal accidents were registered here, of which 28 cases, corresponding to 93 percent, were men.

Arbejdstilsynet does not elaborate on what is behind the decrease in the total number of reports from 2025 to 2026, but it appears on their website that they have changed central executive orders and guidelines on occupational diseases, which could potentially have an impact on the calculation.

While the total number of reported occupational diseases has decreased by almost 2,000 reports for men and women respectively from 2025 to 2026, the gender gap is unchanged. Men continue to report approximately two percent more occupational diseases than women. The gender gap has decreased considerably since 2023, when women reported 13 percent more occupational diseases than men.

Figure 7
Number of reported occupational diseases for men and women



Note: Number of reported occupational diseases for men and women in 2024. Source: Arbejdstilsynet

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 lasting large amount of work and a lasting great time pressure, which is characterized by a lack of managerial and collegial support and few opportunities to exert influence on one's own work.

Offensive acts are a collective term for bullying, sexual harassment (sexual harassment) and other ways in which harassment can occur at work. Offensive acts are when one or more people grossly or repeatedly subject other people to behavior that these people perceive as degrading. Offensive acts can be both active actions and failure to act. Offensive acts in relation to work can, for example, include withholding necessary information, slander or exclusion from the social and professional community.

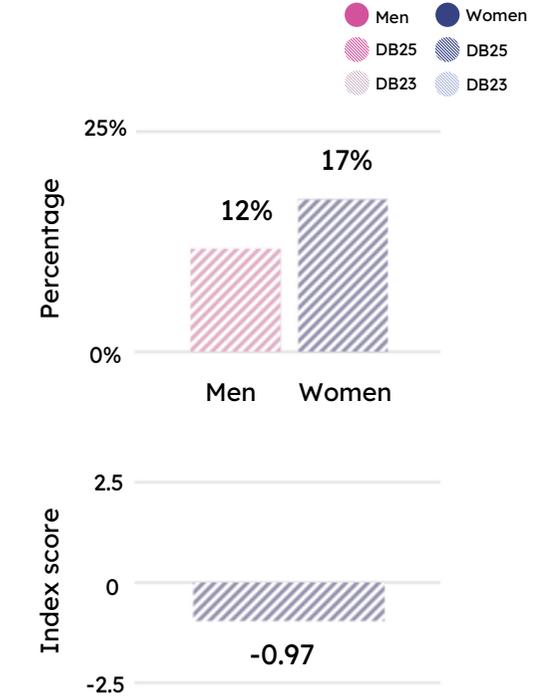
Source: Arbejdstilsynet: On offensive acts and Work-related stress

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. In order to best map the psychological working environment for women and men, we measure the experience of work-related stress and abusive actions in the workplace.

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

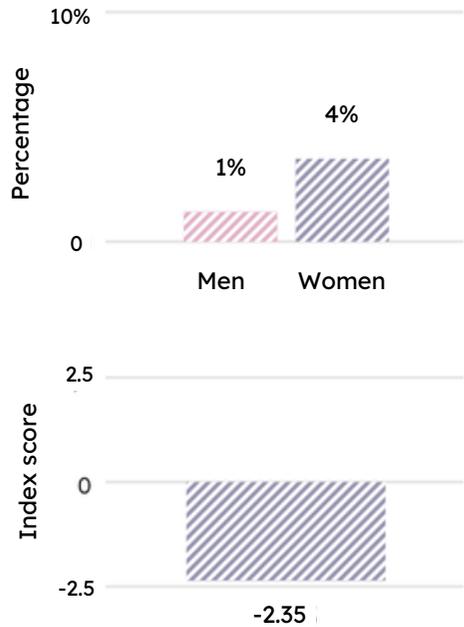
Figure 8
Share of men and women reporting work-related stress



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 Arbejdstilsynet are updated every two years in the second quarter. The figures for 2026 are therefore expected to be included in the Diversity Barometer for 2027.

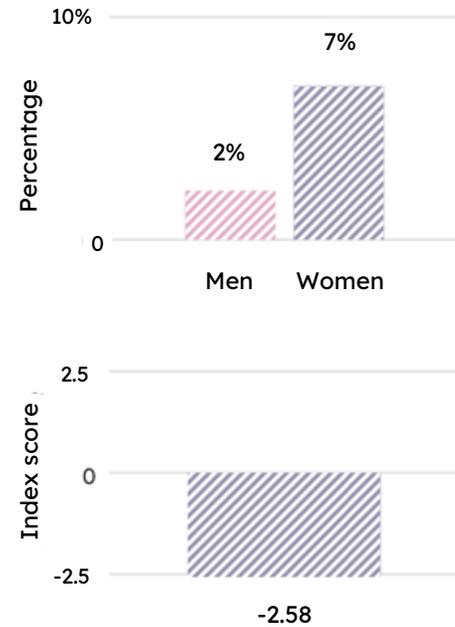
The following figures show figures from 2023.

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



Note: Share of male and female employees who report that they have been exposed to sexual harassment within the past 12 months. The figures were collected in the first half of 2023.
Source: Arbejdstilsynet

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



Note: Share of male and female employees who report 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: Arbejdstilsynet

DSB's inclusion of self-identification in the annual well-being survey paves the way for data-driven work with inclusion of all employees

What is the purpose?

A central objective for DSB is that their organization and employee composition should reflect their customers and the society that surrounds them. Therefore, it is central to the company's business strategy to work actively to increase diversity among their employees, but also to ensure that they are able to accommodate diversity when it is there.

Here, data is absolutely central for DSB to investigate whether their employees experience feeling included in the workplace. Therefore, the company has implemented the option to self-identify as a minority from a predefined list of minority groups in their annual well-being survey.

What does the initiative include?

At DSB, there has long been a desire to work data-driven with the inclusion of all employees. However, current legislation places restrictions on the extent to which companies may collect and store sensitive personal data about their employees, including their possible minority status.

After having measured diversity in employee composition and management levels for a long time, DSB began working with self-identification of minorities in 2024. Self-identification means that employees in the annual well-being survey have the opportunity to indicate whether they see themselves as belonging to one or more minority groups. For example, employees can



When we bring in diversity, we also owe it to those we bring in, that is, the minority groups we bring in, to actually know whether they are doing well.

— Tine Moe Svendsen, HR Director at DSB

indicate whether they see themselves as a minority within the following areas: age, gender, ethnicity or neurodiversity. It is also possible to refrain from answering the question or to indicate that they do not consider themselves to be a minority.

The employees' responses are anonymous, processed by an external data supplier and shared in report format if there are more than 30 responses. This gives DSB a more nuanced insight into inclusion across employee groups and makes it possible to implement more targeted efforts.

In addition to the option for self-identification, DSB has introduced an inclusion index in their well-being survey, which is based on three questions that together form a score of between 0 and 100 for experienced inclusion. The combination of self-identification and the inclusion index makes it possible to see whether there is a difference in how different groups thrive in the organization.

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

DSB experiences that employees have welcomed the initiative to work more data-driven with inclusion. This is reflected, among other things, in the fact that the option to self-report is used by employees. In the latest survey, more than 80 percent chose of the respondents to the well-being survey answered the question and indicated that they either saw themselves or did not see themselves as a minority.

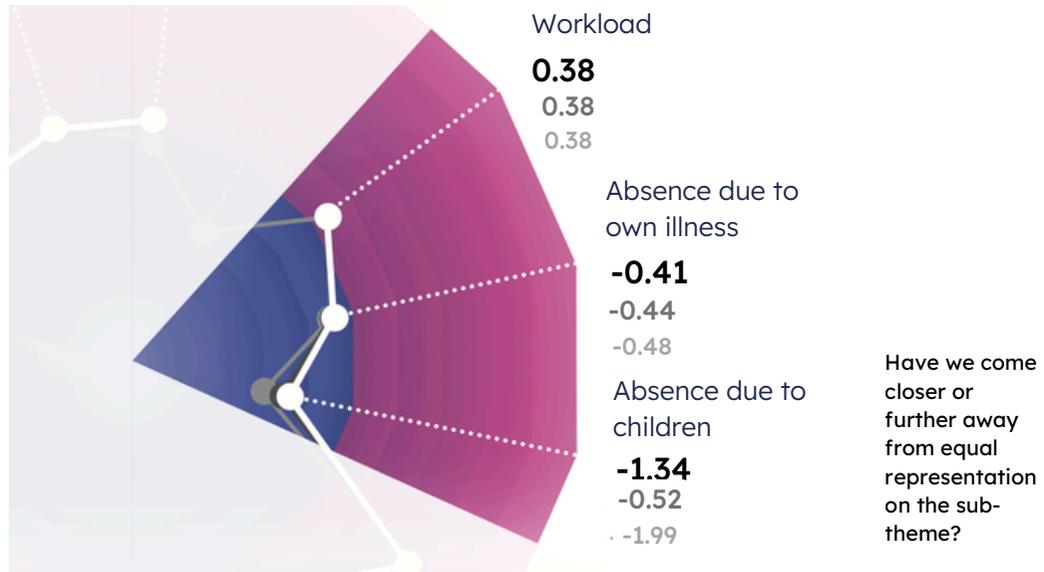
At the same time, the possibility of linking self-identification with an inclusion score provides an overview of how DSB best targets its initiatives to create an inclusive working environment. The data overview helps to break down perceptions about which employee groups feel less included and set the direction for which groups may need a targeted focus.

Last year, the results from the well-being survey gave rise to DSB launching a specific initiative to support the well-being of employees with neurodiversity. The company held courses for managers, webinars for employees and set up a network that employees with neurodiversity had the opportunity to register for.

Overall, the experience is that the self-reporting and the inclusion index have made it easier to maintain focus on which employee groups DSB must create change for and created the opportunity to follow up on the development of whether the initiatives launched have also succeeded in increasing the inclusion of employees.

03

Labour market attachment



| Sub-theme | Indicator | Index score pr. sub-theme DB26 | 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 | -0.41 | 0.03 closer |
| Absence due to children | Share of men and women who have registered absence due to child's illness | -1.34 | 0.18 closer |
| | Number of weeks on parental leave benefits | | |

Conclusion

Men continue to work more hours than women and are more likely to be in full-time employment. The gender gap has increased when we consider the development in the number of working hours from 2025 to 2026. Whereas in 2025 men worked approx. four hours more than women per week, the gap has increased to five hours in 2026. 84 percent of men are in full-time employment and 72 percent of women similarly.

Women continue to register more periods of absence than men due to their own illness and have more absences related to children. In relation to children's illness, women have on average one more period of absence than men, and when it comes to maternity leave, women spend on average more weeks on maternity benefits than men.

There have been changes in the differences between men and women taking maternity leave. In 2025, the difference was 26 weeks, while in 2026 it has decreased to 24 weeks. A change that is due to the number of weeks men receive maternity benefits having increased from nine weeks in 2025 to 11 weeks in 2026. The number of weeks women receive maternity benefits has been 35 weeks in both years.

How much work is done and the amount of absence from the labor market are two important factors for how high an individual's wage income is. The factors are also often related to the position in a job hierarchy a person holds.

To map equality and gender diversity in relation to labour market affiliation, we first and foremost measure the individual's affiliation to the labour market, the number of hours worked and absence due to their own illness. In addition, we examine absence related to children, e.g. children's illness and maternity leave.

What does the latest research show?

A Danish study examines the distribution of maternity and parental leave between parents, and how the design of the leave rules affects this distribution. The study shows that parents largely organize their leave according to the financial incentives in the maternity system. Specifically, the study shows that mothers continue to take the majority of leave, and that fathers often take very little or no leave at all, even in families where disposable income could be increased by moving leave from mother to father. The researchers conclude that fathers leave is best increased through more earmarked weeks for fathers combined with high financial compensation (Jørgensen & Søgård, 2024).

Another Danish study examines how the birth of a first child affects parent's absence from work and gender differences in pay. The results show that mothers' absence increases significantly and persistently after birth, while fathers' absence increases briefly and to a lesser extent. A central explanation in the study is that the absence gap is primarily driven by mothers' absence due to their own illness, while absence related to the child's illness plays a minor role. This is supported by the fact that mothers have more doctor's visits after birth and more often than fathers show signs of mental health

challenges. The study concludes that the difference in work absence between mothers and fathers may be an overlooked mechanism that contributes to maintaining the pay gap between men and women after the first child (Rosenbaum, 2025).

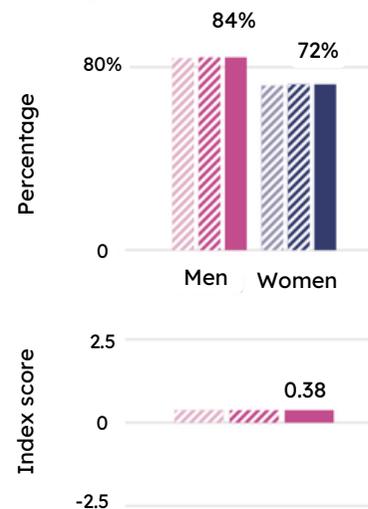
A third Danish study examines the effects of the COVID-19 lockdown on parents' labor market attachment in families with young children. The study shows that mothers' absence from work increased significantly during the lockdown, especially among mothers of children of nursery age, while fathers' employment remained largely unchanged. The pattern is repeated across income groups and also in families where the woman earns the most. Overall, the study concludes that the lockdown reinforced traditional gender differences in the division of labour (Hirani & Wüst, 2024).

Workload: The difference in the number of working hours has increased

The proportion of men and women in full-time employment is unchanged from 2025 to 2026. While 84 percent, corresponding to more than eight out of ten men, are in full-time employment in 2026, the same applies to 72 percent, approximately seven out of ten, women.

The difference between men and women is correspondingly unchanged at 12 percentage

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



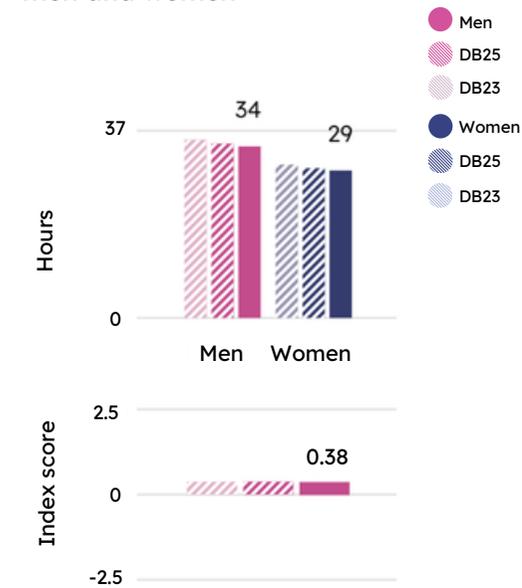
Note: The figure shows the proportion of people in full-time employment of the total number of employed men and women, respectively. Source: Statistics Denmark

points. The situation from the Diversity Barometer 2025 to 2026 reflects the total period from when the Diversity Barometer was first published in 2023 to this year, during which there have been virtually no changes to the proportion of men and women in full-time employment.

Men work on average more hours per week than women, and the difference has increased by one hour from 2025 to 2026. In 2026, men will work five hours more per week than women.

The difference between men and women had otherwise decreased from five to four hours in the period from the Diversity Barometer was first published in 2023 to the publication in 2025.

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: No change in the gender difference between men and women

In the survey of absence from the labour market, we examine the absence of both women and men, which is registered as absence due to their own or their child's illness and absence due to maternity leave taken, measured as the number of weeks on maternity benefits.

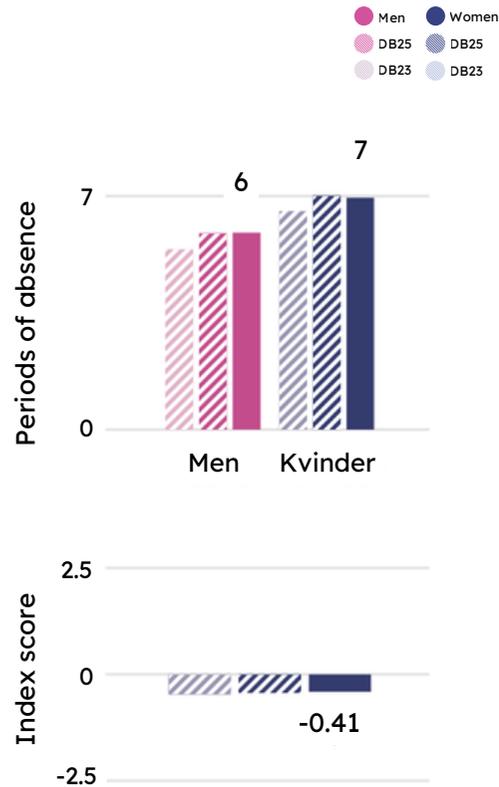
Absence due to their own and their child's illness is calculated as the number of periods of absence that men and women have registered. The number of periods of absence shows how many times a person has reported absence from their workplace over a year.

There is no difference in men's and women's registration of absence due to their own illness from the Diversity Barometer 2025 to 2026. In both 2025 and 2026, women have registered one more period of absence than men on average.

The difference has narrowed since the Diversity Barometer was first published in 2023, when there were two periods of absence between men and women's absence due to their own illness.

Note: The figure shows the average number of registered periods of absence 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

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



Absence due to children: Women continue to have the most absence due to children, but men increase the number of maternity weeks

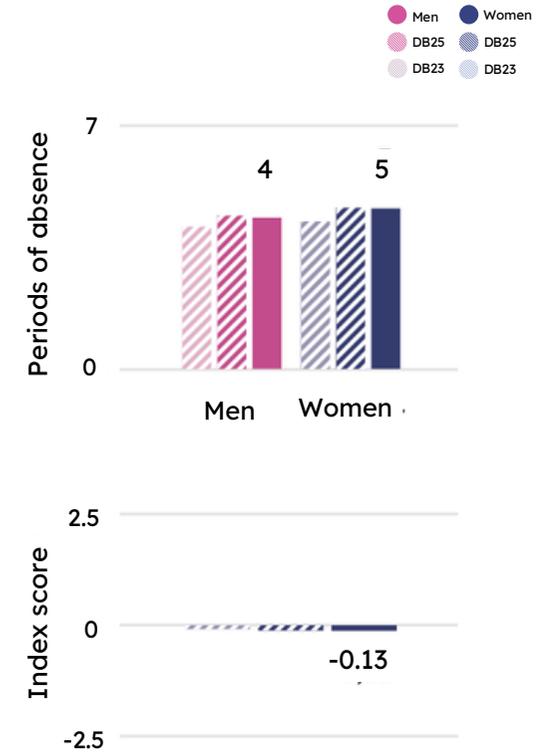
The difference in the number of absence periods that men and women register as a result of child illness is unchanged from the Diversity Barometer 2025 to 2026. Women thus continue to register one more absence period than men.

In the period from the Diversity Barometer was first published in 2023 to the measurement in 2025, the number of absence periods that women on average registered as a result of child illness increased from four to five. Men have registered four absence periods in all years.

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

Note: The figure shows the average number of weeks of maternity leave 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. Maternity leave is taken for children born in 2024. Source: Statistics Denmark

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)



In the period from the 2025 Diversity Barometer to this year's measurement, the number of weeks that men on average take maternity leave with maternity benefits has increased from nine to 11 weeks. Women continue to take maternity leave for an average of 35 weeks.

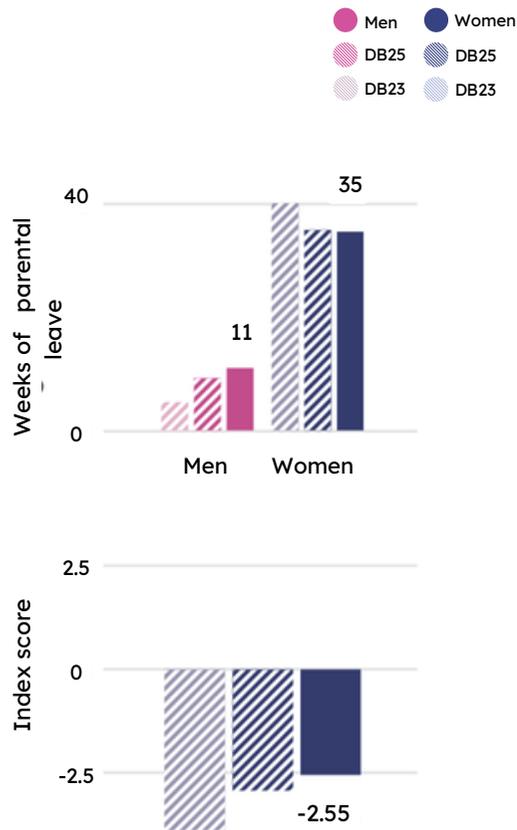
The average difference in the number of maternity weeks between men and women has thus decreased from 26 weeks in the 2025 measurement to 24 weeks this year.

The development from 2025 to 2026 follows the overall development from 2023 towards men taking more weeks of maternity leave on maternity benefits. When the Diversity Barometer was first published in 2023, men took maternity leave for an average of five weeks, and the difference between men and women was then 35 weeks.

It is important to note that these figures only say something about how many weeks men and women have received maternity benefits. The figures do not indicate the total length of maternity leave per child, not taking into account any overlap in the parents' maternity leave or use of other forms of absence from work, such as vacation or other forms of leave.

Note: The figure shows the average number of weeks of maternity leave 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. Maternity leave is taken for children born in 2024. Source: Statistics Denmark

Figure 15
Average number of weeks on maternity leave for fathers and mothers of children born in 2024



Norlys' approach to flexibility supports well-being, affiliation and attraction of a broader talent pool

What is the purpose?

For Norlys, flexibility is closely linked to a fundamental perception that when high demands are placed on employees, there is also a responsibility to create a framework that enables them to succeed. There is an understanding that employees are in different phases of life, and flexibility is seen as a tool to ensure work-life balance. According to Norlys, the focus on flexibility also contributes to a more diverse workplace because they experience that flexibility is a prerequisite for more profiles to succeed in Norlys. This applies, for example, to employees returning after maternity leave or who are in the later part of their working lives.

For Norlys, the purpose of increasing flexibility is to – also in the long term – connect and retain employees. This is done based on an expectation that longer employment supports better progress and increased knowledge building in the company. Flexibility also strengthens employee attachment, because employees who experience balance and influence over their working lives are more likely to thrive and stay in the company.

At Norlys, flexibility is also seen as an important factor in the work of attracting new talent, as studies show that employees today highly value flexibility in their working lives. Focusing on flexibility can thus contribute to increasing the talent pool in the workplace and is seen in the company as an important measure in ensuring a broader talent pool of potential leaders.

What does the initiative include?

At Norlys, the company's work with flexibility is expressed through two approaches: 1) specific initiatives that are implemented across the group and 2) an individual approach to flexibility that is agreed between manager and employee.

Of the specific initiatives, Norlys has introduced unlimited sick days for children for the group's core businesses. The initiative aims to support greater flexibility for employees and contribute to their experience of being able to balance work and family life.

The individual approach to flexibility is based on Norlys' value of seeing the employee as a whole person. Flexibility can therefore look very different because the company has employees in different age groups and job types. While some office employees may benefit from working from home, field technicians may benefit to a greater extent from adjusted shift times. In the companies, managers therefore have the mandate to make individual agreements on flexibility that suit both Norlys and the individual employee.

Flexibility, in my mind, is by its nature very individual. I think the most important flexibility is determined between the manager and the employee.

— Carsten Byder Hejls,
CEO of Sinal, a part of Norlys

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

Norlys experiences positive feedback on its approach to flexibility from candidates who have applied for jobs with the group. They highlight the company's flexible approach as a significant reason why the company stands out from other potential workplaces. The same picture is repeated among employees at Norlys, who both state that flexibility gives them the opportunity to make family and work life coherent and a feeling of trust and confidence in their abilities to plan work.

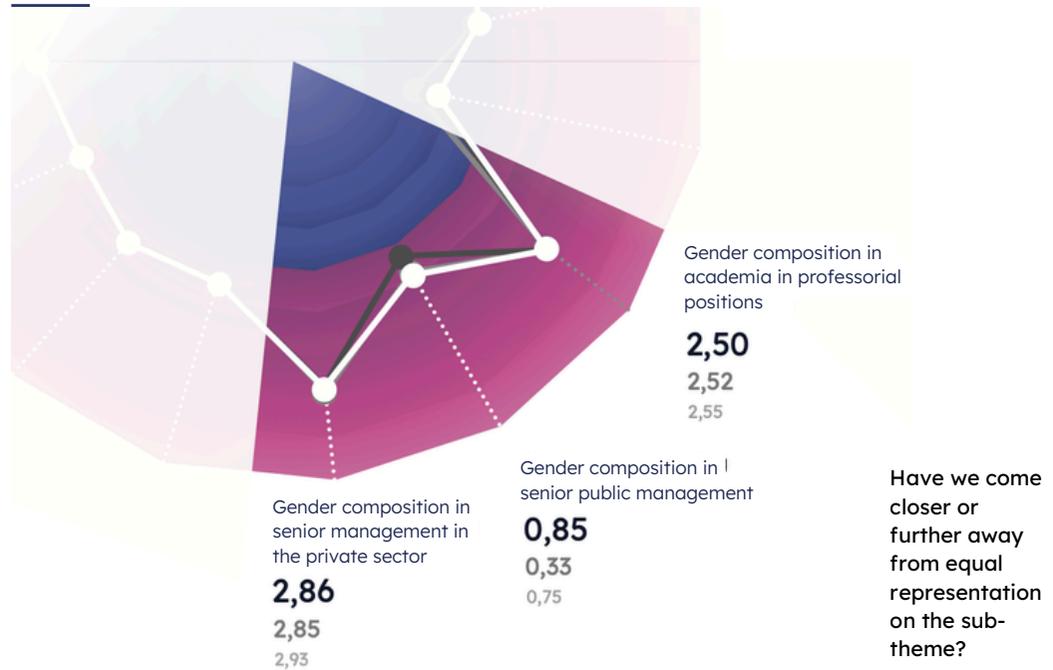
Employees see it as a vote of confidence, and therefore Norlys experiences that employees cherish flexibility and use it with care - both when it comes to using children's sick days, homework and other individual agreements.

The initiative for unlimited children's sick days was introduced in 2023, and in connection with the evaluation of the initiative, Norlys continuously collects data on how the scheme is used. This also makes it possible to identify interesting trends, such as the fact that male employees seem to be staying home with a sick child to a greater extent than before.



04

Responsibility and management



| Sub-theme | Indicator | Index score pr. sub-theme DB26 | Change in index score on a scale of -5 to +5 |
|---|---|--------------------------------|--|
| Gender composition in academia in professorial positions | Share of professors | 2.50 | 0.02 closer |
| Gender composition in senior public management | Share of senior management in the public sector | 0.85 | 0.52 further |
| Gender composition in senior management in the private sector | Share of CEOs in the private sector | 2.86 | 0.01 further |
| | Share of directors in the private sector | | |

04
Responsibility and management

Conclusion

Men are still overrepresented among professors in academia and the gender composition in these positions consists of 25 percent women and 75 percent men in this year's measurement. The distribution is unchanged from the Diversity Barometer 2025 to this year.

Among top managers in the public sector, there has been an equal distribution of men and women in both 2025 and 2026. However, the proportion of women has decreased by five percentage points from the Diversity Barometer 2025 to 2026, and in 2026 women will hold 42 percent of top management positions in the public sector.

In the private sector, men are still overrepresented in both CEO and director positions. Women make up 26 percent of the of directors and 17 percent of CEOs in Danish business. For the director group, there is an increase in the proportion of women of one percentage point from the Diversity Barometer 2025 to this year. Among CEOs, the proportion has instead decreased by one percentage point.

Women are underrepresented when we consider the labor market vertically in the university world and in the private sector, that is, when we examine where women and men are placed in job hierarchies.

Have we come closer or further away from equal representation on the sub-theme?

Change in index score on a scale of -5 to +5

What does the latest research show?

A Danish study shows that female professors and associate professors are more likely to take part in internal tasks such as committee work, study management, committee work and editorial work, while men are more likely to carry out tasks that are considered career-enhancing. Women feel more obligated to say yes to these internal tasks, which contributes to unequal career conditions. The researchers point out that the gendered distribution of this type of work is an invisible barrier for women in academia, and highlight the need for greater recognition of this type of work in employment and promotion (Järvinen and Mik-Meyer, 2025).

A meta-study based on international research examines why women continue to be underrepresented in management roles. Structural barriers to women's path to management are described with words such as "glass ceiling" and "labyrinth". At the same time, these metaphors can contribute to individualizing the problem, because they can make inequality appear as something that the individual woman herself must navigate through or overcome, rather than as a consequence of organizational practices and structures that require change. The study points to the need for more systematic theory development about women's continued underrepresentation in management and better data on gender in CSR reporting, so that companies' equality efforts can be made measurable (Huaman-Morillo, et al., 2024).

A Spanish study examines how the socio-economic background of top managers is related to the proportion of women in senior management in listed companies in Denmark, Norway, Sweden and Finland. The study finds that companies with a female CEO have more women in senior management than companies

with a male CEO. The study further finds that companies led by a CEO who has completed an MBA will often have fewer women in senior management. It is stated that there is no significant correlation between the CEO's age or general educational level and the proportion of women in senior management. The study also finds country differences, with Denmark having a lower proportion of women in senior management compared to the other Scandinavian countries (Garcia-Blandon et al., 2024).

Gender composition in academia:

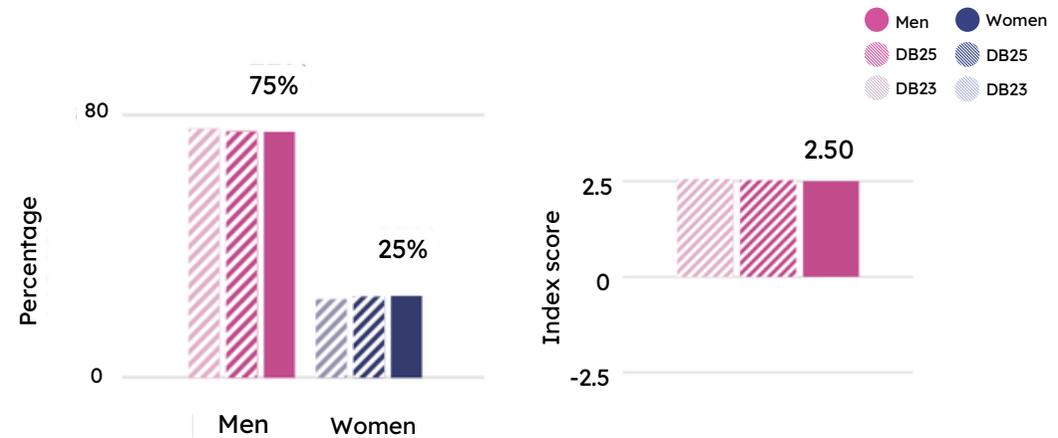
The proportion of female professors has increased since 2023

There has been no development in the gender distribution among professors in academia from the Diversity Barometer 2025 to 2026. Women still make up 25 per cent of professors.

In 2023, 24 per cent of professors in academia were women. From 2023, when the Diversity Barometer was first published, to 2025, the proportion of women increased by one percentage point.

Figure 16

Distribution of male and female professors of the total population



Note: The figure shows the gender distribution among professors at Danish universities in 2024. Source: Danish Universities, 2024

Gender composition in top public management:

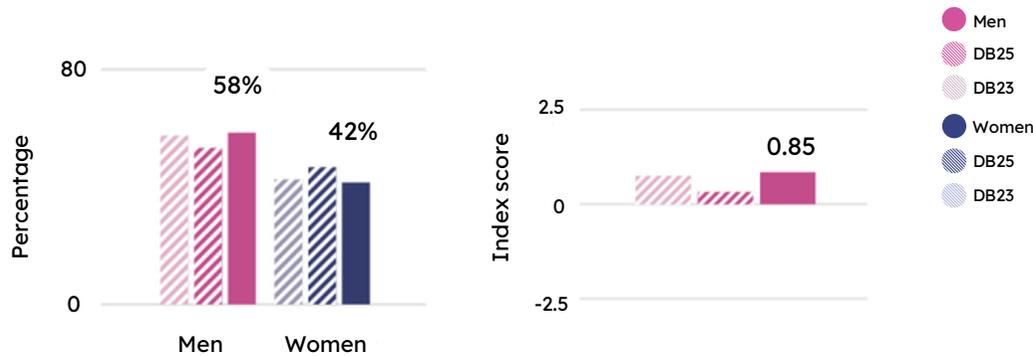
Continued equal representation, but the distribution has become more unequal

The distribution of men and women in top public management is still within what Danish legislation considers to be an equal gender distribution. According to the Danish Business Authority, an equal gender distribution consists of at least 40 percent of the underrepresented gender.

From the Diversity Barometer 2025 to the measurement this year, the proportion of top public managers who are women has decreased from 47 percent to 42 percent. A change of five percentage points.

In the period from the Diversity Barometer was first published in 2023 to 2025, the development pointed towards a more equal distribution of men and women in the public sector, and the decrease in the proportion of women in 2026 therefore represents a shift.

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



Note: Distribution of men and women in the workforce (between 20 and 65 years old) in the top management in the public sector in organizations with more than 50 employees. Source: Statistics Denmark

Gender composition of senior management in the private sector:

More women in the management team and fewer among CEOs

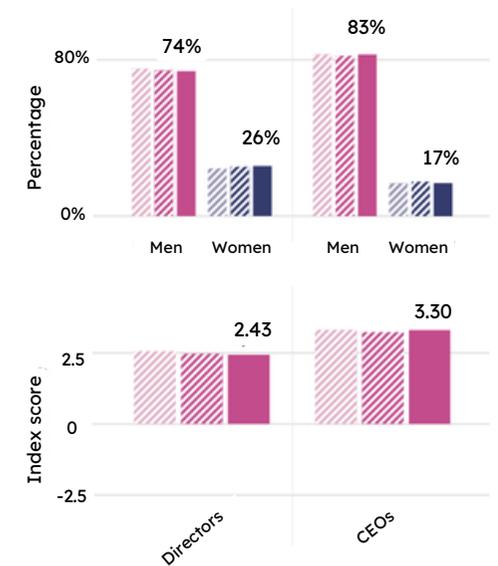
Men continue to be overrepresented among both directors and CEOs.

From the 2025 Diversity Barometer to 2026, the proportion of female directors has increased by one percentage point. While the proportion in 2025 was 25 percent, in this year's measurement it is 26 percent.

At the same time, the proportion of women who are CEOs has decreased by one percentage point, and in 2026 women will constitute 17 percent of CEOs.

In the overall period from 2023, there have been few changes in the gender composition of the top management levels in the private sector.

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 method 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. This means that with this indicator we 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 proportion of managing directors and directors in the private sector with the aim of being able to identify the distribution of men and women moving up the career ladder. The method is also used to be able to identify the gender distribution in top management in the public sector. For more information about the method behind the indicator, see the technical annex to the Diversity Barometer.

Norlys Group's top management ensures prioritization and progress through dedicated forum for diversity and inclusion

What is the purpose?

To support and ensure a firmly anchored focus on diversity and inclusion, including in leadership, across the entire group, Norlys has established a forum dedicated to driving the diversity and inclusion agenda in 2024 – their diversity and inclusion board (D&I board).

The forum brings together and drives the agenda across the three independent companies in the group.

The forum was established based on the idea that work on diversity and inclusion should be anchored in top management. This is to ensure prioritization and create a clear direction in the group. The management forum also functions as a strategic forum for initiatives that promote diversity and inclusion, but with a, for now, special focus on gender balance and developing a pool of potential talents. The forum will also create opportunities for sharing experiences across the companies and ensure that management dedicates the necessary time and dialogue required to advance the diversity agenda.

What does the initiative include?

The D&I board includes the Group CEO, the company directors and the directors of People & Culture from the three companies. The forum meets quarterly to ensure continuity and prioritization.

The dialogue at the meetings is often based on data, and a data-driven approach is generally used to decide on various initiatives. They can be implemented locally in the companies, but can also go across the group if they aim to raise a common priority for Norlys. Since the forum

was established, several specific initiatives have been launched, such as a leadership development course for a selection of female talents across the companies.

The forum's primary focus at the moment is to work with gender diversity among the top management in the group's companies through a dedicated focus on building a pipeline of female managers. As a regular point at the meetings, the board reviews the development in the top management layer – for example, the gender balance among the managers, open director and deputy director positions, and how many female managers have joined or left since the last meeting. This provides a clear picture of the progress across the companies.

What experiences has Norlys had with the impact of the initiative?

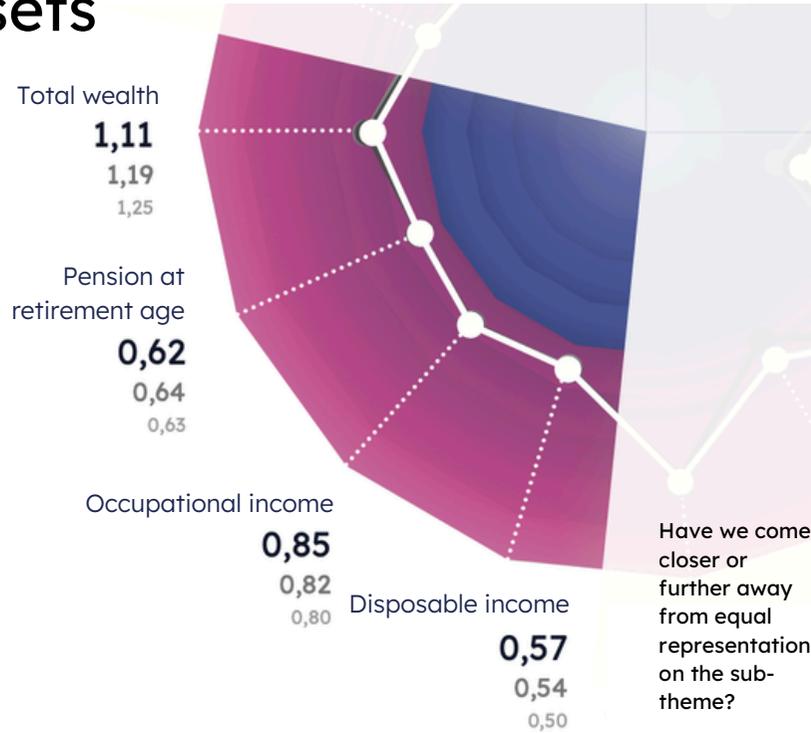
The focus of the D&I board in Norlys has initially been on gender representation in the management layers. The ambition is in the long term to expand the work to more diversity parameters, so that the forum will support a broader approach to diversity and inclusion. The experience so far is that the forum has created a common priority and a clearer understanding of the area across the companies. The use of relevant data at the meetings makes it possible to follow developments systematically and maintain a constructive focus on solutions. At the same time, the management experiences that it makes a difference that they meet under common auspices across the companies, because it creates a binding space where the work on diversity and inclusion is kept high on the agenda throughout the group.

The work on diversity and inclusion must start with management – but that is not enough in itself. It only makes a real difference when it becomes a natural part of everyday life in the organization. And we can only move forward if we have talented colleagues who are ready to develop. That is why the D&I board is also working to strengthen our talent pipeline so that we develop colleagues who can actively help drive the work on diversity and inclusion.

— Lise Bering,
CEO of Elnetselskabet N1, a part of Norlys

05

Income and assets



| Sub-theme | Indicator | Index score pr. sub-theme DB26 | Change in index score on a scale of -5 to +5 |
|---------------------------|------------------------------------|--------------------------------|--|
| Disposable income | Disposable income | 0.57 | 0.03 further |
| Occupational income | Occupational income | 0.85 | 0.03 further |
| Pension at retirement age | Pension assets for 60-65 year-olds | 0.62 | 0.02 further |
| Total wealth | Net worth | 1.11 | 0.08 closer |

Conclusion

There have been a number of changes in the figures for differences between men's and women's wealth and income from the Diversity Barometer 2025 to 2026.

The inequality in men's and women's incomes has increased during the period. For disposable income, the difference in this year's measurement is 26 percent, and thus two percentage points greater than in 2025, where it was 24 percent. For occupational income, the difference in 2025 was 39 percent. Up to 2026, there has been an increase of two percentage points. Men's occupational income is now 41 percent greater than women's on average.

The differences between men's and women's wealth have narrowed. The difference in men's and women's pension wealth has decreased from 2025 to 2026 by one percentage point and is now 28 percent. The difference between men's and women's total wealth, net wealth, has decreased by five percentage points, as the difference has decreased from 62 percent to 61 percent to 57 percent.

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

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

What does the latest research show?

A Danish study examines how employee-controlled flexibility (control over one's own working hours) and employer-controlled flexibility (changing working hours and changes in working hours at short notice) contribute to wage gaps between mothers and fathers. The study shows that women more often than men work in jobs with high employer-controlled flexibility. In these jobs, women receive relatively more wage compensation than men, but this does not lead to higher average wages, as these jobs are generally lower paid. At the same time, men and women are on average equally represented in jobs with employee-controlled flexibility. However, in these positions, women are more likely than men to accept lower wages for access to employee-controlled flexibility. The study concludes that the two forms of flexibility affect wage gaps in different directions, and that it is therefore crucial to distinguish between them when assessing the significance of flexibility for the wage gap between mothers and fathers (Adams et al., 2025).

An Australian/German study examines how men's working hours contribute to the gender pay gap among couples where both partners work. Men work an average of 12-13 hours more per week than women and therefore have higher weekly wages. A key explanation is that women's working hours are more constrained by the fact that they perform a greater proportion of unpaid housework and care work. The study finds that if women's paid work were not constrained by housework and care work, women would work three to four hours more per week, while men's working hours would decrease by two to three hours per week. This could reduce the gender gap in weekly pay by 43% in Australia and 25% in Germany, and underlines the importance of working hours and division of labour in the home (Doan et al., 2025).

A German study examines the relationship between home working, commuting time to work and gender. The study shows that employees are on average willing to take a significant pay cut to have regular days of home working, and that this willingness increases the longer the daily commute. At the same time, the results show that women are more willing than men to give up pay to avoid long commutes. The option of home working can reduce pay gaps because longer commutes become more acceptable when the commute is not made every day. However, the study shows that home working only reduces, but does not fully compensate, gender differences in willingness to pay for shorter commute times, and that the underlying pay gaps therefore persist (Nagler et al., 2024).

A British study examines the effect of increased pay transparency on gender differences in pay among researchers at English universities. When the average annual salary of universities by gender was published in 2007, women's salaries increased slightly, while men's salaries were unchanged, and the pay gap decreased by approximately four percent. The effect was greatest among high-paid women, which is consistent with the fact that salary transparency particularly affects salaries where there is more room for individual salary negotiations (Gamage et al., 2024).

Another British study shows that women earn on average 40 percent less than men because they participate less in the labor market, work fewer hours and have lower hourly wages. At the same time, women perform a greater share of unpaid housework and care work, especially after couples have children. The negative consequences are referred to as the "child penalty". The study concludes that the so-called "child penalty" explains the majority of the

persistent gender pay gap and points to the need for reforms that strengthen fathers' leave and mothers' career opportunities (Andrew et al., 2024).

A third British study looks at the relationship between gender-segregated sectors and employment conditions and hourly wages in the United Kingdom from 2005-2020. The study shows that female-dominated sectors are more often associated with part-time employment, fewer working hours and generally lower wages for both men and women. Women in female-dominated sectors also earn less than men in the same sectors and less than both men and women working in male-dominated sectors. The study indicates that the gender pay gap can be partly explained by the fact that female-dominated sectors generally have lower pay levels, while differences in education and experience only explain a small part of the pay gap. The authors point out that policy measures to combat gender segregation and improve conditions in female-dominated sectors can strengthen gender equality and economic growth (Leoncini et al., 2024).

A Nordic study shows that women in midlife have significantly lower total earned income than men in both Finland and Sweden. The study shows that women at the age of 44 have earned 32 percent less than men in Finland and 29 percent less in Sweden. The difference increases with the number of children, especially for mothers with three or more children. The study concludes that the Nordic welfare states do not fully equalize gender differences in income, and the researchers warn against very long maternity and parental leave schemes with low compensation, because they can reinforce the differences (Nisén et al., 2025).

An international study examines how having

children affects careers and wages in 17 European and North American countries. The results show that mothers in most of the countries studied have lower labor market income than women without children up to the age of 50. However, among women with long higher education, this difference decreases significantly over the life course and can be equalized in some countries. However, the differences between mothers' and fathers' wages persist throughout life, as mothers work part-time more often, while fathers work more and have higher wage growth. The study concludes that parenthood remains a key explanation for persistent gender wage gaps (Guirola et al., 2024).

A European study examines gender differences in retirement in 30 countries and shows that mothers' shorter and more interrupted connection to the labor market contributes to lower pension savings and thus lower pensions than men's. The study concludes that changes in the labor market and family policy do not in themselves equalize pension differences and points out that the design of the pension system continues to have an impact on whether pension inequality between men and women is reduced (Jędrzychowska et al., 2024).

Disposable income: Inequality has increased between men and women

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 earned income, public transfers, private pensions, property income and other personal income, less tax, interest and maintenance payments and plus any rental value of one's own home.

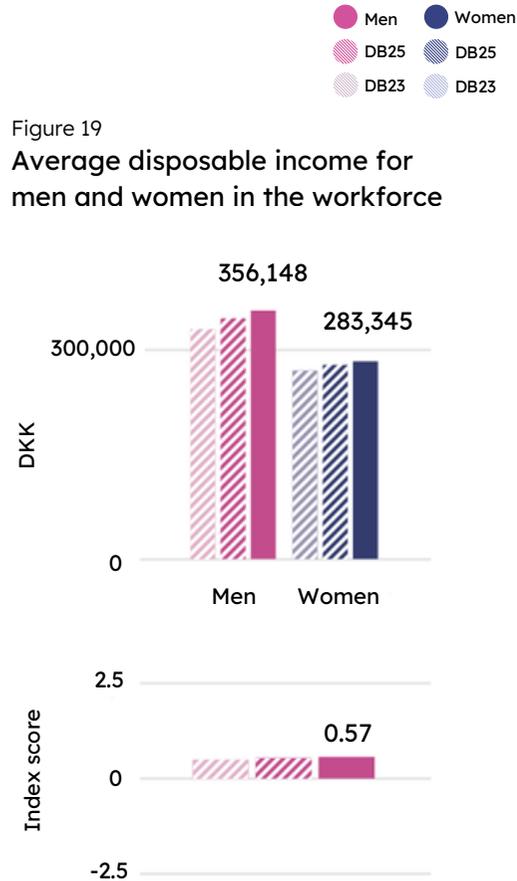
From the 2025 Diversity Barometer to this year's measurement, there has been an increase in the difference between men's and women's disposable income of two percentage points. In 2025, the difference was 24 percent, while in 2026 it is 26 percent.

From 2023 to 2026, there has been an overall increase in inequality of four percentage points.

Note: Disposable income includes wages, profits from own business, pensions and other transfers, interest income and dividends from securities, etc. less taxes and interest expenses. To this is added a calculated rental value of own housing. Reported for the population in the workforce between 20-65 years in 2024.

Source: Statistics Denmark

Figure 19
Average disposable income for men and women in the workforce



Occupational income: The gender gap has increased from 2023 to 2026

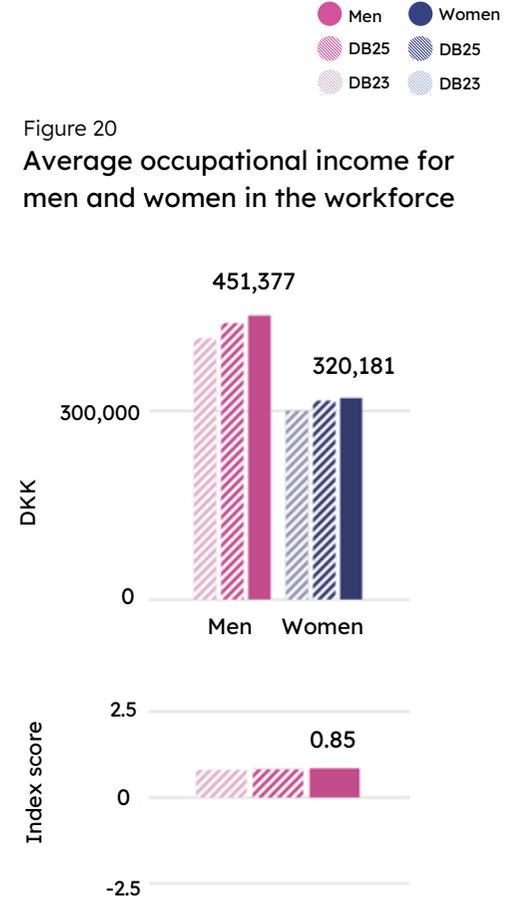
Occupational income includes wages, profits from own business and fees for consultancy work and is an expression of what the individual receives for working, whereas disposable income is more of a measure of the individual's consumption possibilities.

The percentage difference in men's and women's business income has increased from 2025 to 2026 by two percentage points. Men's average business income is thus 41 percent higher than women's in 2026, where it was 39 percent greater in 2025.

Since 2023, when the difference was 38 percent, there has been an overall increase in inequality between men and women of three percentage points.

Note: Occupational income consists of the three components: wages, profits from self-employment and fees subject to labour market contributions. Reported for the entire population in the workforce between 20-65 years in 2024. Source: Statistics Denmark

Figure 20
Average occupational income for men and women in the workforce



Pension assets:
The difference in pension wealth has decreased

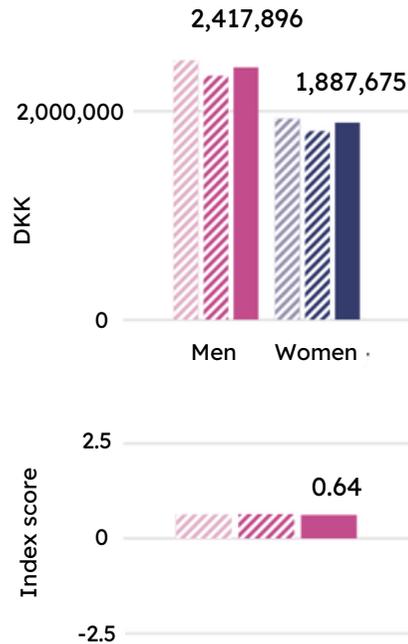
Men still have a larger pension wealth than women. The difference has narrowed from the Diversity Barometer 2025 to 2026, where there has been a decrease of one percentage point, and it is now 28 percent.

In the period from the Diversity Barometer was first published in 2023 to 2025, men's pension wealth was 29 percent larger than women's.

Note: Average pension wealth before tax for people in the workforce between 60 and 65 years of age. Source: Statistics Denmark



Figure 21
Average pensions assets for men and women at retirement age



Net worth:
The inequality between men and women has narrowed

Net worth covers a person's real assets (e.g. property), financial assets and pension wealth less any debt.

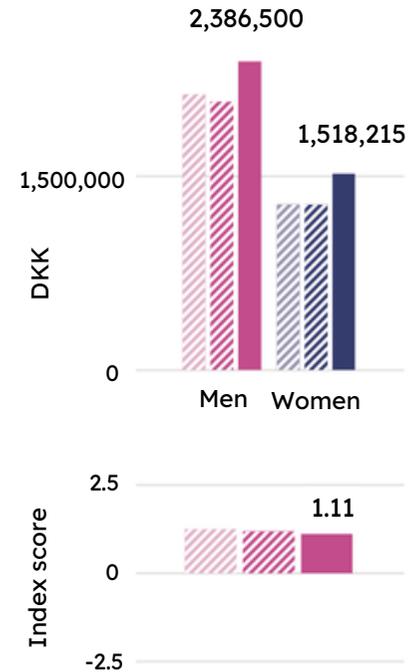
The difference in men's and women's net wealth has narrowed from the Diversity Barometer 2025 to this year. In 2025, men had a net worth that was 62 percent greater than women's. In 2026, the difference is 57 percent.

Overall, the difference in men's and women's net worth has decreased by ten percentage points from 2023, when the difference was 67 percent to 2026.

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



Figure 25
Average net worth for men and women



Source list

- Adams, A., Jensen, M. F., & Petrongolo, B. (2025). The Contribution of Employee-Led and Employer-Led Work Flexibility to the Motherhood Wage Gap. *AEA Papers and Proceedings 2025*, 115: 243–247.
- Albæk, K., & Andrade, S. B. (2025). Uønsket midlertidig beskæftigelse og psykisk helbred: Involuntary temporary employment and mental health. *Tidsskrift for Arbejdsliv*, 26(4), 43–59.
- Andrew, A., Bandiera, O., Costa Dias, M., & Landais, C. (2024). Women and men at work. *Oxford Open Economics*, 3(Supplement_1), i294–i322.
- Arbejdstilsynet (n.d.) Hvad er et psykisk arbejdsmiljø?
<https://at.dk/arbejdsmiljoe/psykisk-arbejdsmiljoe/om-psykisk-arbejdsmiljoe/hvad-er-psykisk-arbejdsmiljoe/>
- Arbejdstilsynet (2022). Årsopgørelse 2022. Anmeldte arbejdsulykker 2017-2022. *Arbejdsulykker-aarsopgoerelse-2022.pdf* (at.dk)
- Berglund, D., Toropova, A., & Björklund, C. (2025). Workplace bullying, stress, burnout, and the role of perceived social support: Findings from a Swedish national prevalence study in higher education. *European Journal of Higher Education*, 15(2), 185–205.
- Borchorst, A. (1989). Kvinderne, velfærdsstaten og omsorgsarbejdet. *Politica* (Århus, Denmark), 21(2), 132.
<https://doi.org/10.7146/politica.v21i2.69092>
- Brandth, B., & Kvande, E. (2018). Masculinity and Fathering Alone during Parental Leave. *Men and Masculinities*, 21(1), 72–90.
<https://doi.org/10.1177/1097184X16652659>
- Doan, T., Leach, L., & Strazdins, L. (2025). The Economic Costs of Men's Long Work Hours for Women: Evidence on the Gender Wage Earnings Gap from Australia and Germany. *Social Indicators Research*, 179(2), 1073–1100.
- Frankel, H., Hærvig, K., Flachs, E., Korshøj, M., Bertelsen, C., Backhausen, M., Sejbaek, C., & Begtrup, L. (2025). Occupational Physical Activity Among Pregnant Employees in the Danish Workforce: The PRECISE Occupational Cohort Profile. *Clinical Epidemiology*, Volume 17, 211–224.
- Gamage, D. K., Kavetsos, G., Mallick, S., & Sevilla, A. (2024). Pay transparency intervention and the gender pay gap: Evidence from research-intensive universities in the UK. *British Journal of Industrial Relations*, 62(2), 293–318.
- Garcia-Blandon, J., Argilés-Bosch, J., & Ravenda, D. (2024). CEO demographics and gender diversity in senior management in large Scandinavian firms. *Gender in Management: An International Journal*, 39(1), 1–17.
- Grønhøj, E.O., Smith, E., Bundsgaard, J. (2025). Why do so few girls aspire for a technology career? The role of social influence, motivational factors, and stereotypes.
- Guirola, L., Hospido, L., & Weber, A. (2024). Family and career: An analysis across Europe and North America. *Fiscal Studies*, 45(2), 243–257.
- Hiriani Cuzulan, J., & Wüst, M. (2024). Covid-19 og kønsforskelle på arbejdsmarked og familien. *Samfundskonomen*, 3, 51–62.
- Huaman-Morillo, S. R., Vander Linden, K. L., & Palmieri, P. A. (2024). Metaphors Describing the Gendered Organization in the Career Advancement of Women: An Integrative Review. *Administrative Sciences*, 14(9), 196
- Høgholm Jørgensen, T., & Egholt Søgaard, J. (2024). The division of parental leave: Empirical evidence and policy design. *Journal of Public Economics*, 238, 105202.
- Järvinen, M., & Mik-Meyer, N. (2025). Giving and receiving: Gendered service work in academia. *Current Sociology*, 73(3), 302–320
- Jędrzychowska, A., Kwiecień, I., Poprawska, E., Cichowicz, E., & Gałęcka-Burdziak, E. (2024). How do lifecycle, employment and childcare support contribute to the gender pension gap in Europe? The clustering methods analysis. *Technological and Economic Development of Economy*, 30(6), 1862–1889
- Larsen, M., M. Verner & C. H. Mikkelsen. (2020). Den 'uforklarede' del af forskellen mellem kvinders og mænds timeløn. København: VIVE.
https://www.vive.dk/media/3565/301436_uforklaret_l_nforskel_pdf_uu.pdf
- Leoncini, R., Macaluso, M., & Polselli, A. (2024). Gender segregation: Analysis across sectoral dominance in the UK labour market. *Empirical Economics*, 67(5), 2289–2343.
- Kleven, Henrik; Landais, Camille; Lassen, Anne Sophie S.; Rosenbaum, Philip; Steingrimsdottir, Herdis; Søgaard, Jakob Egholt. (2026). Expanding Paternity Leave: Effects on Beliefs, Norms, and Gender Gaps. *NBER Working Paper No. 34862*.
- Kuitto, K., Salonen, J. & Helmdag, J. (2019). Gender Inequalities in Early Career Trajectories and Parental Leaves: Evidence from a Nordic Welfare State. *Soc. Sci.*, 8(9), 253.
<https://doi.org/10.3390/socsci8090253>
- Nagler, M., Rincke, J., & Winkler, E. (2024). Working from home, commuting, and gender. *Journal of Population Economics*, 37(3), 58.
- Nielsen, B. F. R., & Brorholt, G. (2024). Mænd som kritisk masse i sygeplejen. *Klinisk Sygepleje*, 38(2), 105–115.
- Nisén, J., Erlandsson, A., & Jalovaara, M. (2025). Gendered Relationship of Childbearing with Earnings Accumulated by Midlife in Two Nordic Welfare States. *Journal of Family and Economic Issues*, 46(3), 685–707.
- Parrotta, Pierpaolo & Smith, Nina (2015), "Why so Few Women on Boards of Directors? Empirical Evidence from Danish Companies in 1998–2010", *Journal of Business Ethics*, November 2015
- Plotnikof, M., Sandager, J., & Pors, A. S. (2025). Governing inclusive STEM futures? Gendered performativity of governance efforts to promote STEM to future women workers. *Scandinavian Journal of Management*, 41, Article 101440.
- Rosenbaum, P. (2025). Counting the days: Parenthood and the gender gap in absenteeism. *Applied Economics*. Advance online publication.
- Schwerter, J., Lauermaun, F., Doebler, P., & Fokkema, M. (2025). Putting the pieces of the puzzle together in modeling genderes educational choices. *International Journal of STEM Education* (2025) 12:38.

Smith, Nina, Smith, Valdemar & Verner, Mette (2013), "Why are so few Females Promoted into CEO and Vice President Positions? Danish Empirical Evidence 1997-2007", *ILR Review*, 66(2), April 2013

Smith, Nina & Smith, Valdemar (2015), "Women in top management position - why so few? And does it matter?" *Danish Journal of Management & Business*, 2015, nr. 1

Torres, A. J. C., Barbosa-Silva, L., Oliveira-Silva, L. C., Miziara, O. P. P., Guahy, U. C. R., Fisher, A. N., & Ryan, M. K. (2024). The Impact of Motherhood on Women's Career Progression: A Scoping Review of Evidence-Based Interventions. *BehavioralSciences*, 14(4), 275.

VIVE (2024). Sexisme og karriereforløb på danske universiteter: Et kvantitativt og kvalitativt studie af ph.d.-studerendes sexismeoplevelser og fastholdelse i forskerkarrierer.

Von Essen, Emma, og Nina Smith. (2023). "Network Connections and Board Seats: Are Female Networks Less Valuable?" *Journal of Labor Economics* 41(2): 323-60.

Zajac, T., Magda, I., Bożykowski, M., Chłoń-Domińczak, A., & Jasiński, M. (2025). Gender pay gaps across STEM fields of study. *Studies in Higher Education*, 50(1), 126-139.

Zhong, M. R., Cohen, R. L., Allen, K., Finn, K., Hardy, K., & Kill, C. (2025). Equally Bad, Unevenly Distributed: Gender and the 'Black Box' of Student Employment. *The British Journal of Sociology*, 76(4), 828-840.



The Diversity Barometer
2026

The third monitoring

EQUALIS