

CHIEFSACHE

Drive the Change – For Men and Women





Our initiative

'Chefsache. Drive the Change – For Men and Women' is a network advocating equal opportunities for men and women in top management positions. Business executives and management boards as well as leaders from scientific institutions, academia, social services, and the public sector are the driving force behind our initiative.

Founded in 2015, the initiative hopes to trigger a revolution within the working world because there are still too few women in top positions in Germany. Gender balance and up-to-date role models benefit everyone involved – women, men, and society as a whole.

German Chancellor Angela Merkel is the official sponsor of the Chefsache initiative.

"We have passed a law governing the share of women on our major corporate supervisory boards. But even the best law will only be fully effective when it is supported by a commitment throughout society. 'Chefsache. Drive the Change – For Men and Women' represents this vital commitment. And therefore, I am delighted to be the initiative's sponsor."

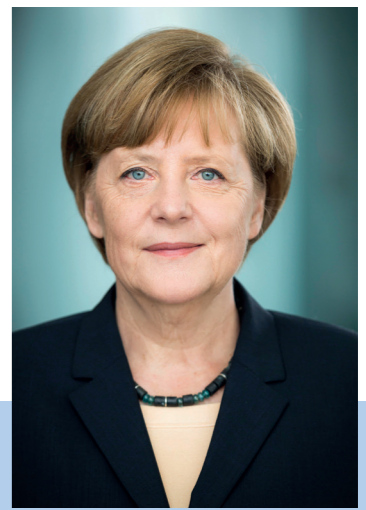


Image: Bundesregierung/Kugler

Our members



Armin von Buttlar
Managing Board



"Creating equal opportunities for men and women also has a lot to do with inclusion – which is our core topic. We want a natural interaction in our society. Differences shall be accepted and diversity perceived as enriching. This is what our organization stands for. This is what we live within our company culture."



Ana-Cristina Grohnert
Management Board
Member of Allianz
Deutschland AG

"Diversity and inclusion are a basic premise for any organization's capacity to innovate and act. They are never a project or a program but a continuous process. They constitute of a new way of thinking."



Dr. Ursula von der Leyen
German Minister
of Defence



Bundesministerium
der Verteidigung

"What holds true for society also holds true for our armed forces: diverse challenges require diverse capabilities and diverse minds that can play in any key. That's why every man and every woman counts. If we want to go for 100%, we must not lose sight of 50% of our talent pool."



Dr. Bettina Volkens
Member of the Executive Board, Chief Officer
Corporate Human Resources and Legal Affairs



"For us, diversity means great variety, inventiveness, internationality, and different perspectives. We want mixed teams on every level and thus women on every management level."



Michael Heinz
Member of the Board of
Executive Directors

"We are committed to a working environment in which diversity is embraced and valued. And we believe that the topic of equal opportunities is of central importance in this context – which is why we support the Chefsache initiative."



Dr. Hartmut Klusik
Board Member for
Human Resources



"A better balance of men and women in management is simply good for business: to sustain our innovative advantage and to reflect changes in talent pools and customer expectations."



Dr. Christian P. Illek
Board Member for
Human Resources



"In the future, we will be more dependent than ever before on making sure we have the most possible diversity within our teams: we achieve better results when differing ideas, perspectives, and approaches are exposed to one another. Constant change has become characteristic of our working lives, and so we have to be open to what's new. The Chefsache initiative aims to promote these new ways of thinking and doing."



**Prelate
Dr. Peter Neher**
President



Deutscher
Caritasverband e.V.

"About 80% of our Caritas staff is female, but barely a quarter of our top leaders are women. This we want to change. We need to showcase women's talents. At Caritas, we actively pursue this goal and support the Chefsache initiative. Because gender equality is important – both for men and women."

Our members



Dr. Bernhard Beck
Chief Personnel Officer



"Integrating diversity, promoting and enhancing cooperation amongst our staff members has been an issue for a long time and we want to make sure that these things become normalcy for all of us."



"We are engaged in a variety of activities to address the different aspects of diversity and inclusion. For this reason, we are delighted to also be able to drive the topic of equal opportunities for women and men as part of the Chefsache initiative."



Philipp Justus
Managing Director
Google Germany GmbH und VP CE



"We firmly believe in the power of diversity, which is one of the keys to our business success. This is why we promote a transparent performance culture in which all employees have equal opportunities."



Ute Wolf
Member of the
Executive Board



"Innovation flourishes wherever engagement with experience from diverse stages of life, perspectives, and expectations is allowed room. In this diversity, Fraunhofer sees the precondition for Germany's success as an economic hub."

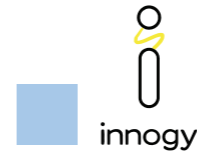


Prof. Dr. Alexander Kurz
Managing Board for
HR and Law



Norbert Janzen
Director of Human Resources – IBM
Germany, Austria, Switzerland (DACH)

"Companies need to emphasize the importance of diversity in order to be innovative and remain successful. It is up to us and our daily behavior to set a positive example and anchor a diverse approach in the very culture of our businesses. We confidently say YES to women in leadership positions and to diverse teams in general."



Uwe Tigges
CEO

"We have set ourselves the goal of increasing the numbers of women in management positions. This is why we encourage talented employees with a tailored programme. Diversity means a whole lot more to us though: heterogeneous, intercultural teams made up of women and men of different ages are what give our company the edge."



"We are thrilled to be joining the Chefsache initiative and look forward to playing our part in securing gender balance in business. It is important to us that we have a chance to help shape the diversity debate. To that end, we are happy to offer up our expertise while also learning from other companies so that we can improve."



Rainer Neske
Chairman of the Board
of Managing Directors
of LBBW



Gisbert Rühl
Chairman of the
Management Board



"Innovative thinking is only possible if it takes different perspectives into account. To successfully implement the digital transformation, Germany is completely dependent on diversity and more women. Therefore, we support and promote this initiative."



Prof. Dr. Dr. h.c. Angela D. Friederici
Vice President



MAX-PLANCK-GESELLSCHAFT

"Exceptional fundamental research calls for top labs and equipment. But that's not all it takes. For these labs to produce excellent research, they need to offer equal opportunities to the best people – women and men. Equality of opportunity is a key factor impacting global competition in the world of science; plus, it is essential to our capacity for innovation and performance at the Max Planck Society."

Our members



Dr. Cornelius Baur
Managing Director
Germany & Austria

McKinsey&Company

"Allowing every talent the best opportunity to unfold their full potential is essential for companies and society. So, we consider it CEO priority to promote a climate that makes women successful."



Lutz Marmor
General Director



"Diversity in programs and the workforce pays off because mixed teams are more successful. This has helped us steadily increase the share of women in leadership positions in the past few years. Our goal is 50% women on every hierarchy level. To achieve this, we plan to launch comprehensive measures, establish a motivational corporate culture, and promote these to the general public. That's why I've made this a 'Chefsache', putting it on the agenda for top management."



Ruth Werhahn
Member of the
Executive Board
of Management

"That qualified women in management are an enrichment and a competitive advantage for a corporation, is nowadays common sense – that there is a backlog, too. Therefore, we are committed to a diverse corporate culture and to the optimal development of all talents. Equal opportunities in practice we understand as 'Chefsache'."



Gunnar Kilian
Member of the Board Human Resources
and Organization

"Volkswagen stands for diversity, open-mindedness, and tolerance; we are international. At Volkswagen in Wolfsburg alone, men and women from more than 100 nations work well together. We firmly believe that when people of all ages, genders, levels of experience, and nationalities work side by side, it leads to the best results."



Christoph Kübel
Managing Director and
Labour Director



"Germany needs more female bosses. That is why Bosch joined Chefsache to help drive societal change."



Janina Kugel
Chief Human Resources Officer
and Member of the Managing Board

"Diversity strengthens our innovative capacity, unleashes the potential of Siemens' employees, and thereby directly contributes to our business success."



Angelique Renkhoff-Mücke
CEO



"I am convinced that it takes a holistic approach to systematically promote women in the business world. We have a long and probably difficult way to go before all participants demonstrate the recognition and willingness it takes."



Dr. Rainer Esser
Managing Director
ZEIT Verlagsgruppe



"Mixed teams are far more creative and deliver higher performance. So, it should be a matter of course for any company to have as many women as men in leadership positions, unless they are willing to reject valuable talent. That is why we have many smart men AND women in the top tier and we provide them an environment in which they can bring the demands of career and family into harmony."

The name says it all

For the initiative's executive members, establishing a level playing field for men and women in top management positions is a personal priority. Chefsache sets out to raise awareness for the perceptual stereotypes still deeply rooted in the communication and decision processes of business and society, inhibiting the advancement of women into top management positions. The initiative's name "Chefsache" – a matter for the boss – should also be understood as a call to action specifically addressing men, who still hold the vast majority of leadership functions. That is why the Chefsache initiative addresses them too, just as much as women. Gender balance in leadership positions is a win-win for all concerned.

CHEFSACHE



Chefsache	Driving change	For men and women
Chefsache is a network of leaders from business, science/ academics, the public sector, and the media personally committed to making gender balance their priority.	Our ambition, our objective: intended as a flagship initiative , Chefsache supports the change needed in society with new concepts, approaches, and resolve.	Our conviction: gender balance secures Germany's competitiveness and is fundamental to the well-being of society.

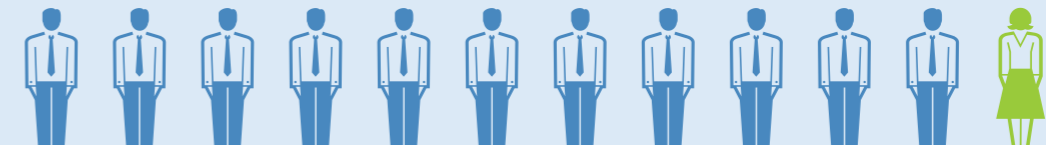
Aspiration

The Chefsache initiative advocates gender balance in leadership positions. Germany cannot afford to exclude well-trained talents from achieving success. Only if every person – man or woman – has the opportunity to take responsibility commensurate with their strengths, will we as a society make the most of our resources and our potential for new ideas. A performance culture accessible to all is not just a question of equality – it directly pays economic dividends.

Consequently, the Chefsache initiative aims to trigger fundamental change in the working world and to establish a new culture of respect in companies and institutions, i.e., a culture that accepts diverse professional backgrounds and abandons outdated mentalities in recruitment decisions, particularly in regards to leadership and multiplier roles.

Statistics show that there are conspicuously few women in top management positions in Germany. Among the executive boards of the 200 largest German companies, the ratio of men to women is 11:1 (DIW).

11 : 1



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www.initiative-chefsache.de/en

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