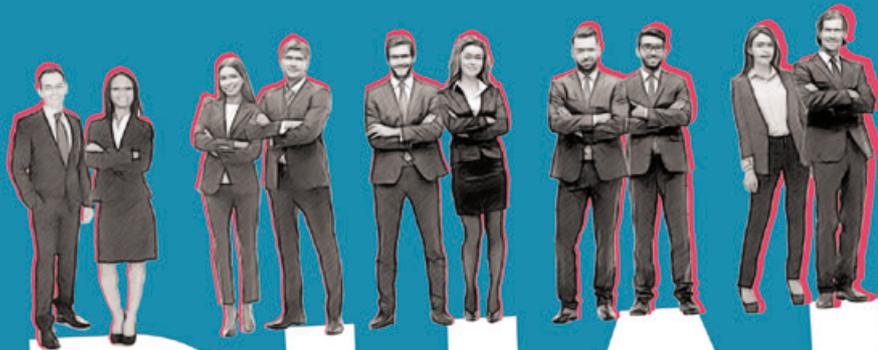


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DUAL CAREER

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DUAL



CAREER

In brief

Dual careers are not yet a matter of course in Germany. Women in particular often end up with the short end of the stick – they are usually the ones to pass up career opportunities in order to support their male partner's career development, especially if the couple has children. However, dual career situations in which both partners pursue their professional paths offer many advantages.

- **Dual careers would translate into stronger economic growth for Germany.** If employment rates and weekly working hours for women reached those of men, per capita annual gross domestic product would increase significantly. Stronger employment among women would also help counteract the country's shortage of skilled labor.
- **Companies that support dual careers reap two kinds of benefits.** First, they can position themselves as attractive employers, creating an advantage in the competition for talent. Second, their top management is likely to be more diverse – and studies have shown that management diversity and business success go hand in hand.
- **Dual careers also foster a higher level of social equality.** They help to break down the traditional division of roles between men and women. Wages and, later, pension payments provide working mothers with greater financial security. What's more, being accustomed to seeing women work has a positive impact on subsequent generations.

While the conditions necessary for dual careers to flourish have definitely improved in recent years, a real breakthrough has yet to happen. Support of dual careers requires a combined effort:

- **Companies should provide employees with more flexibility in terms of when and where they work and expand their childcare benefits.** At the same time, dual-career couples need more role models and advocates. Corporate cultures that value regular full-time schedules and presence in the office above all else can no longer be the norm.
- **Dual-career couples should look beyond obsolete male/female archetypes to find individual strategies for their partnerships and families.** Doing so includes planning both careers together early on and fairly dividing family tasks.
- **Policymakers and society at large should accelerate the pace of change and encourage acceptance of individual ways of living.** The main levers for doing so are expanding childcare infrastructure and creating incentives for more couples to pursue dual careers.

Promoting dual careers brings us a step closer to equal opportunity: it creates more balanced relationships between men and women in the working world and more societal acceptance of individual life paths.

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Foreword

Dear readers,

Never before in Germany have so many couples opted to actively pursue both partners' careers. Yet they face massive challenges. Ever-tougher requirements, such as the willingness to work at all

hours and the frequent need to be mobile, make it difficult for dual-career couples to harmonize their professional ambitions with a good quality of life, relationships, and family. And it's often women who draw the short straw professionally, at least temporarily.

What will it take to achieve a greater number of dual careers and ensure more equal opportunities for women and men? That's the question the Chefsache Initiative is addressing in this 2019 annual report. The Chefsache Initiative currently boasts 25 members from business, academia, media, as well as the public and social sectors. Their shared objective: to advocate for balanced gender ratios in leadership positions and to drive social change in terms of equal opportunities and gender balance.

This report confirms that although in the past there has been progress on the topic of dual careers, nowhere near enough has been made. The onus is on companies, policymakers, and society to continue promoting dual careers – not least for their own benefit. In this following report, we first explore the everyday reality for today's dual-career couples to better understand the challenges and opportunities they face. Our focus then shifts to specific measures that need to be implemented: what can companies, politicians, society, and dual-career couples themselves do to improve the general situation so that both partners in a couple can enjoy professional success?

Read and be inspired.

On behalf of the Chefsache Initiative



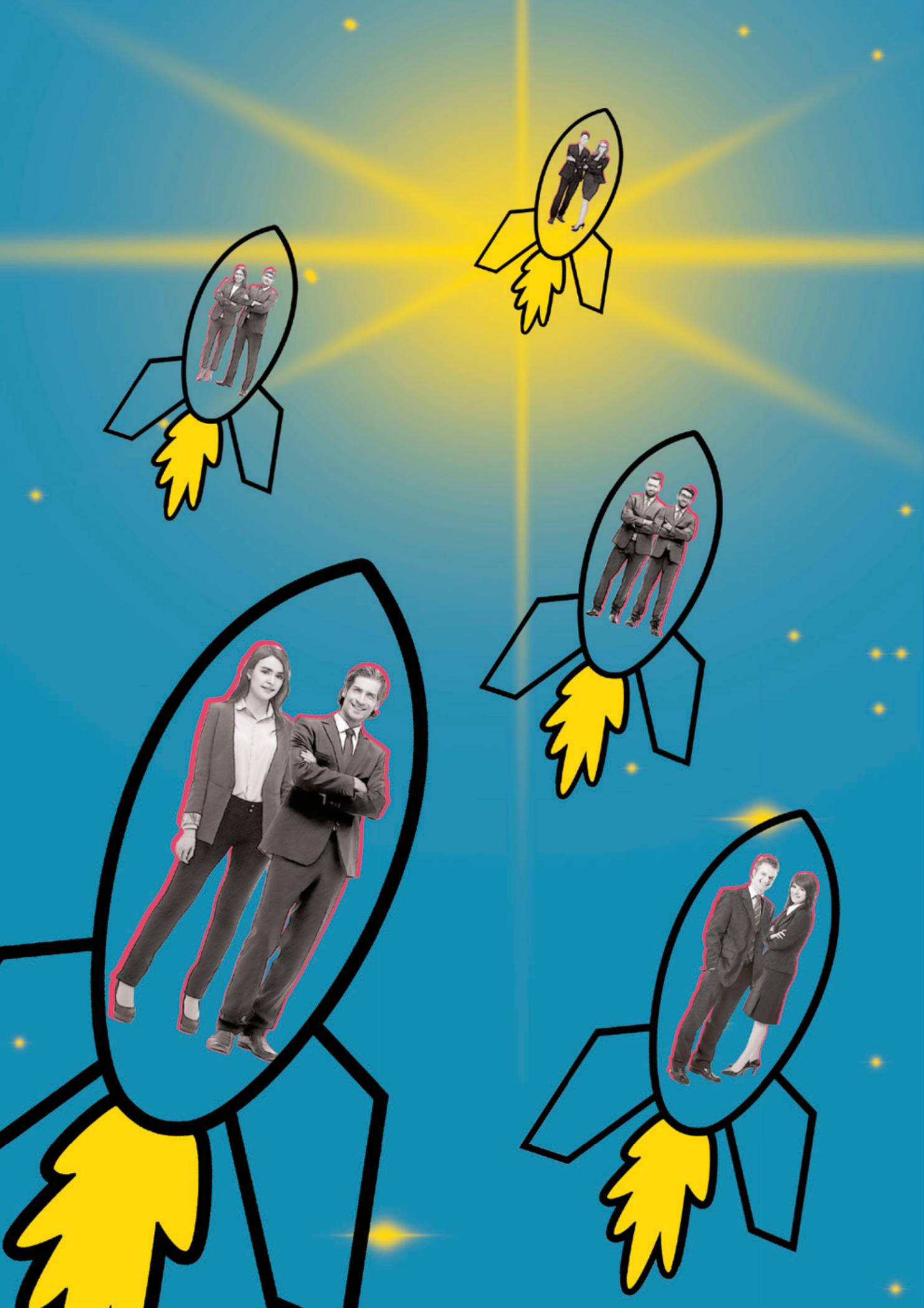
“Guaranteeing equal opportunities for women and men is definitely a management responsibility. Getting closer to crossing the finish line will require clear, daily role modeling of mindsets, constant readjustment of known measures that enable talented women to have successful careers, and relentless tracking of results. Once the door is open, our women will go through it on their own.”

*Ursula von der Leyen,
Federal Minister of Defense*



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



Introduction: Why dual careers are an enrichment



“Affording both partners the opportunity to pursue their careers is important because personal satisfaction is a prerequisite to professional success.”

Dr. Hartmut Klusik, Bayer

Work-life balance is central to most employees' satisfaction levels. The extent to which a better balance can be achieved depends on a range of factors. Couples in Germany where both partners choose to actively pursue their careers face especially difficult hurdles. A lack of workplace flexibility and a shortage of childcare frustrates their efforts to design a career that fits their lifestyle and is free of discrimination. Women in particular are still less involved in professional life – it's usually the woman who passes up a career opportunity to support her

male partner. Yet dual careers are aspirational in many respects: they stimulate economic growth, reduce the shortage of skilled labor, make companies more successful, and have a positive impact on future generations.

More economic growth, more skilled labor



“I support my teams in creating a balance of work and family through flexible hours, mobile workplaces, parent-child offices, emergency care for employees' children by professionally trained educators, and a service that helps people find childcare or care for other family members.”

Lutz Marmor, NDR

Nowhere else in Europe do women contribute as little to family income as in Germany. On average, a mother (with at least one child) provides just 22% of the family income; in neighboring Denmark it's 42% (OECD, 2016a). Although the employment rate for women in Germany rose drastically from 67% to 75% between 2007 and 2017, women are still less likely to work than men (83%, German Federal Statistics Office, 2018a). Both partners being more economically active would lead to a considerable increase in gross domestic product (GDP). Were employment rates and weekly working hours for women in all age groups in Germany to reach those of men by 2040, one OECD study suggests a resulting GDP increase of EUR 5,500 per capita (OECD, 2016a). Looking at

the figures for Western Europe confirms a similarly clear effect: women in Western Europe currently contribute 38% to annual GDP. If all women of working age were employed – on the same basis as the men who are employed – Western Europe's GDP would increase by EUR 2.1 billion (McKinsey & Company/Women Matter, 2017).



How do we actually define "dual careers"?

In this report we define "dual careers" as a lifestyle or employment model where both partners in a couple actively pursue their professional careers. A "couple" is defined as two people living in a partnership – regardless of marital status, sexual orientation, education, or childcare responsibilities. "Career" is defined as a professional path in business, academia, or administration carried out on a full- or part-time basis, regardless of career stage – from training through to retirement.



"I support my teams in balancing work and family by offering clear guidance based on fixed objectives and precisely worded expectations. How my teams achieve those objectives and meet the expectations is entirely up to them. Each person is free to organize their work and family hours in the way that gives them the best possible balance. It has a lot to do with employees' individual responsibility and autonomy. Sharing this is hugely important to me."

Dr. Bettina Volkens,
Deutsche Lufthansa AG

Higher rates of women in employment not only benefit the economy, they benefit the government. If more couples are able to pursue their careers, government spending on education and training is of greater value, because more graduates actually use what they've learned when they start work. The same can be said of Germany's highly educated women. Women account for more than half of all students graduating with the highest level of secondary school certification (Abitur), around 50% of those who earn an undergraduate degree, and around 45% of those who earn a postgraduate degree (BMW, 2019).

Higher employment among women would also enlarge the pool of skilled labor. Many industries already consider the shortage of such labor to be a key obstacle to growth. According to a study by organizational consultancy Korn Ferry, Germany could be short almost 4.9 million skilled workers by 2030. The potential loss of income is estimated

at around EUR 525 billion, which is more than 14% of the country's economic power (Korn Ferry, 2018). One lever for reducing this shortage would be increasing the availability of qualified workers, e.g., through both partners actively participating in the labor market.

More successful companies

The shortage of skilled labor is not an abstract economic problem. Many companies and institutions are desperately searching for future talent. Were more couples to opt for dual careers, vacancies could be filled more quickly thanks to a larger overall talent pool.

Organizations that specifically promote dual careers can position themselves as attractive employers in the competition for talent – and they can do so throughout the entire arc of an employee's journey in the company. Because employees are never just workers, they are also people who have personal lives, usually involving relationships and families. High potentials, who join an organization and immediately see opportunities for growth and promotion that do not jeopardize their partner's professional success, are more willing to be mobile and flexible at work. This leads to better planning horizons for businesses (Petriglieri, 2018). Once they have joined an organization, employee



"The main success factor for both partners to have a career is securing flexible working time models and mobile/digital work opportunities, to help people achieve the best possible work-life balance."

Armin von Buttlar, Aktion Mensch

satisfaction tends to increase in line with the extent to which they are empowered to balance professional success with their relationship and family. This leads to long-term loyalty to the organization (JW/KOFA, 2016).

Another important factor is that since, as it stands today, promoting dual careers mainly benefits women, businesses can seize on this as an opportunity to permanently increase women's presence at the highest levels. Women are still massively under-represented in leadership positions. For example, women constitute barely 14% of executive board members at the 30 DAX

companies (DIW, 2019) and only 8.8% at the 160 companies listed on Germany's stock exchange (AllBright Foundation, 2019). Compared to other industrial nations in the West, that puts Germany near the bottom. It's particularly noteworthy that although the share of women on supervisory boards has increased in recent years, it has (so far) had no impact on women being elected to executive boards (AllBright Foundation, 2019). A greater share of women on teams and in leadership positions has a positive influence on company decision making, corporate culture, and, ultimately, on business success. For example, highly diverse companies are more likely to enjoy above-average profitability. This link between diversity and profitability is especially clear when the share of women in top management – i.e., on the executive board and the two to three levels below – is high. Companies that do particularly well in this respect, meaning they fall in the top quartile, are around 20% more likely to see above-average success than companies in the bottom quartile (McKinsey & Company, 2018).

A modern, forward-looking society



"More and more of our consultants are living in a dual career model. That's why it's so important to us to involve their partners in career planning, and to support a family life where both partners can realize their careers. Real equality of opportunity is never possible if one partner, in our society usually the woman, is at some point forced to make professional sacrifices for personal or family reasons. Our studies have shown that there is a lot that companies can do to eliminate the barriers to equal opportunity careers."

Dr. Cornelius Baur,
McKinsey & Company

Supporting dual careers can help dispel traditional male/female archetypes, thus paving the way for more equal societal opportunities. Greater diversity in lifestyle and employment models, along with a mid-term increase in the acceptance of working parents, would likely help modernize society in the long term. Wages and, later, pension payments provide working mothers with greater financial security. What's more, being accustomed to seeing women work has a positive impact on multiple generations. One broad-based study conducted by the Konrad Adenauer Foundation revealed that mothers' satisfaction with their professional status, along with the assistance they feel their partner provides, promotes good mental health and a more democratic parenting style. Seeing their mother working and being committed to a career has a positive effect on children's academic achievements, self-confidence at school, and motivation to perform (Konrad Adenauer Foundation, 2015). And that effect carries through to future generations: data from 29 countries shows that women whose mothers were employed during their childhood years are themselves more committed to

and more successful in their careers. Furthermore, the adult sons of these women tend to engage in a more equal division of labor in the family (McGinn, Castro, Lingo, 2018).



The situation

How dual-career couples assess the status quo in Germany



“For me, dual careers in partnerships is the preferred model for the future.”

Janina Kugel,
Siemens

The number of women in the workforce is at an all-time high. Three in every four women aged between 20 and 64 are employed (Federal Statistical Office, 2018a). At the same time, the education gap in relationships has decreased, most people opt for a partner with the same level of education. According to the 2017 micro-census, 63% of couples are made up of partners with similar levels of education (Federal Statistical Office, 2018b). Gender lines are also blurring with regards to career ambitions. A

2019 Civey survey of more than 5,000 workers and students determined that almost 34% of women and a little over 42% of men would like to take on a management position or more management responsibility (Chefsache, 2019). Another recent representative survey showed that 17% of the women currently working part-time in Germany would like to work full-time (DELTA Institute, 2018).



Dual careers – the latest Chefsache survey

For the 2019 Chefsache report, the market research institute INNOFACT conducted a survey on various aspects of dual careers. The respondents are managers and future managers who are part of a couple. The sample size is N = 1,002 people of which 39% are female. 36% of respondents are married; 73% have attained at least the highest level of secondary school certification (Abitur). Slightly more than half of respondents identify themselves as in a couple with both partners working "full-time". 25% are in a couple with one main earner and one partner who works significantly less. 13% see themselves as an "almost-full-time couple" with one full-time worker and one partner who works at 80%. 5% refer to themselves as "sole earners" with a partner who does not work.

To supplement the survey, this year's report is also partially based on in-depth interviews held with nine dual-career couples and five dual-career experts from the business world and academia.



“Dual careers in relationships is standard practice for me, but it’s also a daily challenge. I was able to pursue a career due to the flexibility my husband had through running his own business for many years. It made everything so much easier. We both agree that having kids and having careers are not mutually exclusive options.”

Birgit Bohle, Deutsche Telekom

However, the survey conducted for the 2019 Chefsache report (see text box titled "Dual careers – the latest Chefsache survey"), on managers and future managers who are part of a couple, proves that reality is often very different: it certainly still seems as though couples in Germany find it difficult to pursue dual careers. This is especially true for couples with children.

The Chefsache survey revealed the profound impact of children on the pursuit of dual careers: 63% of (future) managers who are parents stated that it is "very difficult" or "quite difficult" for both partners to pursue their careers in Germany. Only 9% of (future) managers without children share that opinion. Half of all respondents who have children (53%)

feel under significant pressure to balance work and family life – though 38% of (future) managers without children also find it a challenge.



“We purposefully support our male and female employees in balancing ambitious career plans with family commitments. We regularly call on the Hertie Foundation to carry out an external audit as validation – because the only way to deliver top performance is to achieve the best possible balance between both these areas of life. It is our responsibility as an aspirational employer to exploit modern forms of collaboration, mobile working, attractive part-time offers, and a unique perspective on developing women’s careers to shape an environment where outstanding performance meets modern life.”

Rainer Neske, Landesbank Baden-Württemberg

And it's the women who tend to draw the short straw in families with children. In Germany, 28% of all two-parent families have a father who is the sole earner, i.e., the mother is not employed. In two-parent families where both parents are employed, only one in four have both parents in full-time work – in 70% of these families, the woman works only part-time (see Exhibit 1). The traditional model with the man as breadwinner and the woman earning supplementary income is still the most common (Federal Statistical Office, 2018a).

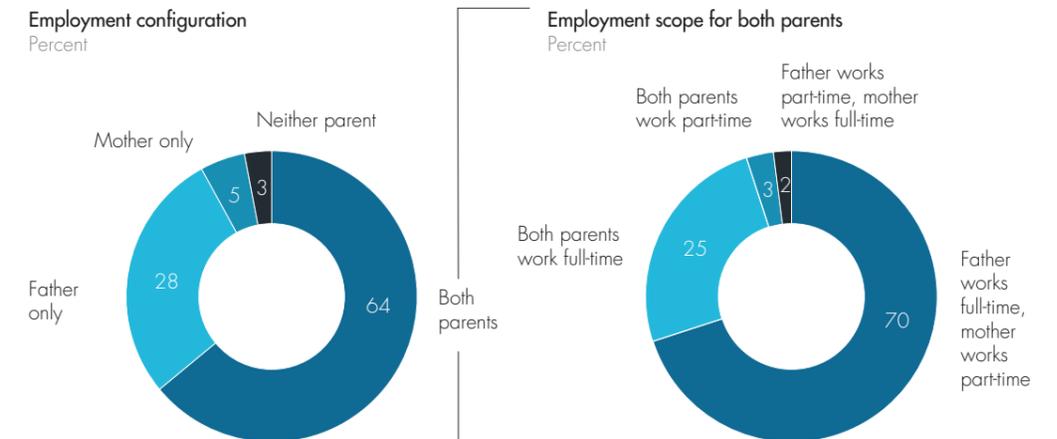
Why? Because women still perform the majority of all unpaid labor – they carry out a disproportionately large share of childcare and care of elderly parents. In 78% of cases, women who have children state that they work part-time due to responsibilities caring for family members. Men who have children and work part-time only give this reason in 38% of cases (Hans Böckler Foundation/WSI, 2018).

Overall, women's careers are profoundly disadvantaged, as part-time work in Germany is still considered an obstacle to promotion and hence to career success (see Exhibit 2). In a

survey conducted by the Chefsache initiative in 2018, just 19% of managers said they would be willing to promote someone who works part-time and plans to continue doing so (Chefsache, 2018).

Exhibit 1

Parental employment in two-parent families with underage children

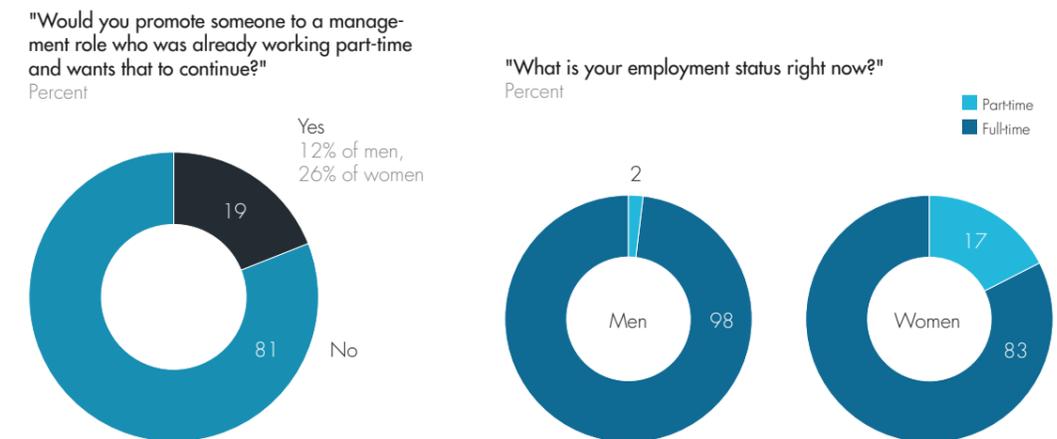


2016 micro-census: population in families/family structures at main place of residence; mixed-gender married and cohabiting couples where both parents are aged between 15 and 65 (parental/maternity leave was excluded)

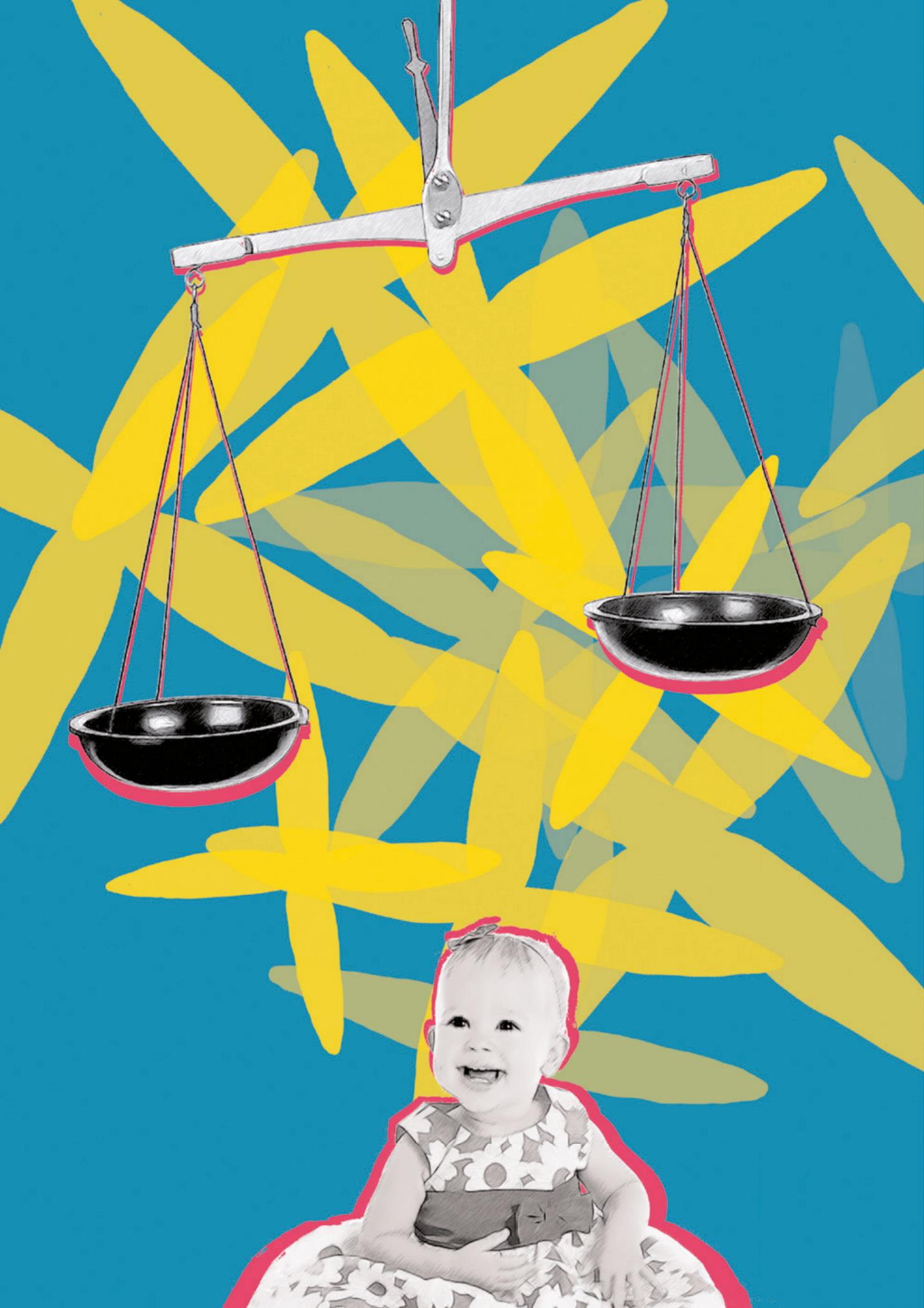
SOURCE: Federal Statistical Office, 2018, employment realized by mothers and fathers to balance work and family life, WISTA 3/2018, p. 64

Exhibit 2

Part-time workers in leadership positions



Chefsache INNOFACT survey 2018: Those surveyed work in companies employing at least 250 people; 97% of respondents are executives or senior/higher-level public servants, 3% are directors



The challenges: Obstacles that remain despite progress

If both partners in a couple want to pursue their careers, it takes more than just a willingness to distance themselves from traditional roles. Companies, policymakers, and society at large need to step up and improve the situation. Despite significant progress having been made in recent years, as yet there has been no real breakthrough.

According to the latest Chefsache survey, only 18% of (future) managers believe that companies offer couples some support or significant support with dual careers. Dual-career couples mainly feel supported by family and friends (51% of respondents). Barely 10% of those surveyed think that policymakers support dual-career couples.

Companies: Many approaches, but no breakthrough yet



“My company has a work culture that supports the balance of work and family life by fostering agile, flexible, and individual ways of working. From a best-fit working-time model for every life phase, to mobile working options, to benefits surrounding childcare and the care of family members and the household, it is important to us that we provide solutions to suit various lifestyles. Our individually-tailored offers empower dual careers where both partners can rise into positions of leadership.”

Uwe Tigges, innogy

In recent years, many organizations and institutions have pushed ahead with efforts to promote equal career opportunities. For example, eight in ten companies proclaim the importance of having an HR policy that targets a better work-family balance (BMFSFJ, 2017a). At present, more programs targeted specifically at encouraging dual careers are being introduced.

Women and men do not have equal opportunities for realizing their full potential. According to the German Economic Institute, typical actions a company can take to eliminate these inequalities and to support dual careers include providing childcare and paying childcare costs (IW/KOFA, 2016). This can be accompanied by offering location and schedule flexibility in day-to-day working life, whether through long-term working time accounts or the option to switch flexibly between part time and full time.

Regardless of the progress made thus far, surveys continue to show that employees are not yet satisfied. For example, in the latest Chefsache survey, only 21% of (future) managers stated that they are satisfied with how childcare provision is structured in their company. Yet 68% believe it is absolutely vital.

Policymakers: Better conditions overall, but action still needed



“The primary success factor for both partners having a career is implementing work structures tailored to the individual’s personal circumstances.

That calls for employers to be flexible, as well as patient. But it pays off. After all, skilled and motivated employees are THE key success factor for companies.”

Dr. Rainer Esser, DIE ZEIT

The statutory frameworks relating to employed parents have seen considerable improvement in the past few years. Measures impacting family policy, such as parental leave, parental allowances, and ElterngeldPlus (an allowance for parents who work part-time), give couples who have children more time and financial freedom, so that both partners can pursue their careers. But further legislative steps are needed. 53% of the population and 61% of parents believe that family-related policy needs to improve overall conditions so that both parents can participate equally in the workforce (BMFSFJ, 2017a).

Those (future) managers surveyed by the Chefsache initiative report three key areas where policymakers can influence the general circumstances surrounding dual careers: the right to return to full-time work (77% of respondents), availability of childcare (75%), and fair taxation (75%). Progress has already been made on the first two points.

- **Returning to full-time work.** The right to switch to part-time employment (BMAS, 2016) was extended in 2018 with the right to return to full-time work. Employees have been able to take advantage of this policy since January 2019 (Federal Government, 2018). Thanks to changes to the Part-Time Work and Fixed-Term Employment Act and the subsequent introduction of "part-time bridging", employees are now able to work part-time for one to five years without providing a specific reason, and are then entitled to return to their previous working hours. However, this only applies to employees in companies that employ more than 200 people. Companies with fewer than 45 employees are exempt from the part-time bridging regulation; companies with between 46 and 200 employees are subject to special rules. Female employees will benefit most from the right to switch from part-time back to full-time. In addition, this legislation gives companies an opportunity to deploy innovative work-time strategies as a means of employee retention (DIW, 2018).
- **Childcare.** Germany has also recently made strides in terms of childcare, including the ongoing expansion of required childcare facilities. Between 2013 and 2018, the number of facilities increased by 6.5% overall. At the same time, the number of people employed as day care educators has risen by 26.2% (Federal Statistical Office, 2013/2018c). In December 2018, the federal government also signed off on the Good Day-Care Act (Gute-KiTa-Gesetz). Additional funding of EUR 5.5 billion through 2022 is intended not only to improve quality, but also to create more childcare places (BMFSFJ, 2019). These improvements are clearly urgently needed, given that the current number of day cares and kindergartens is no longer able to meet the demand for childcare places. For example, in 2017 there was still a care gap of 273,000 places for children under the age of three (JW, 2018).
- **Taxation.** One measure that has not been conducive to dual careers is the system of income splitting for married couples (Ehegattensplitting), which was introduced in 1958 and has not

changed since. This is a tax relief mechanism where the couple's joint income is divided in half, and the tax rate that applies to that half is applied to their total income. It primarily benefits couples where there are vast differences in salary. The benefit of splitting is greatest where one person works full-time (or close to it) and the other stays at home – and in most cases that is still the woman. If the second person also joins the workforce, the splitting benefit shrinks. Consequently, the couple's additional income is calculated as additional earnings minus the splitting benefit lost (BMFSFJ, 2017b). Specifically, this means that if each partner in a married couple wants to work around the same number of hours, and potentially earn similar amounts, there is a decrease in the tax benefits.

Society: A slow value shift

Dual careers in Germany are now not only increasingly accepted, but also widely supported. New statutory regulation, such as parental allowances, has been of tremendous help. For example, there is now empirical proof that parental allowances have driven a value shift within society: "The introduction of parental allowances was also designed to achieve political goals relating to equal opportunities. Politicians wanted mindsets and social norms to change. And they succeeded, seeing that people's thinking about roles for men and women has become at least a little more egalitarian, even for members of our grandparents' generation." (Wrohlich, DIW, 2019).



“BASF supports the realization of couples’ equal career plans through a wide range of measures. When it comes to international postings, for example, we carry out an extensive consultation that helps ensure both partners have the chance to develop solid professional prospects. In 2013, BASF introduced the Dual Career Budget to ensure that both partners are able to use their time abroad for professional development. Starting in 2019, we’re also providing a standalone dual career platform that bundles offers from various companies and should make it easier to find suitable professional prospects for dual-career couples in the event of an assignment abroad.”

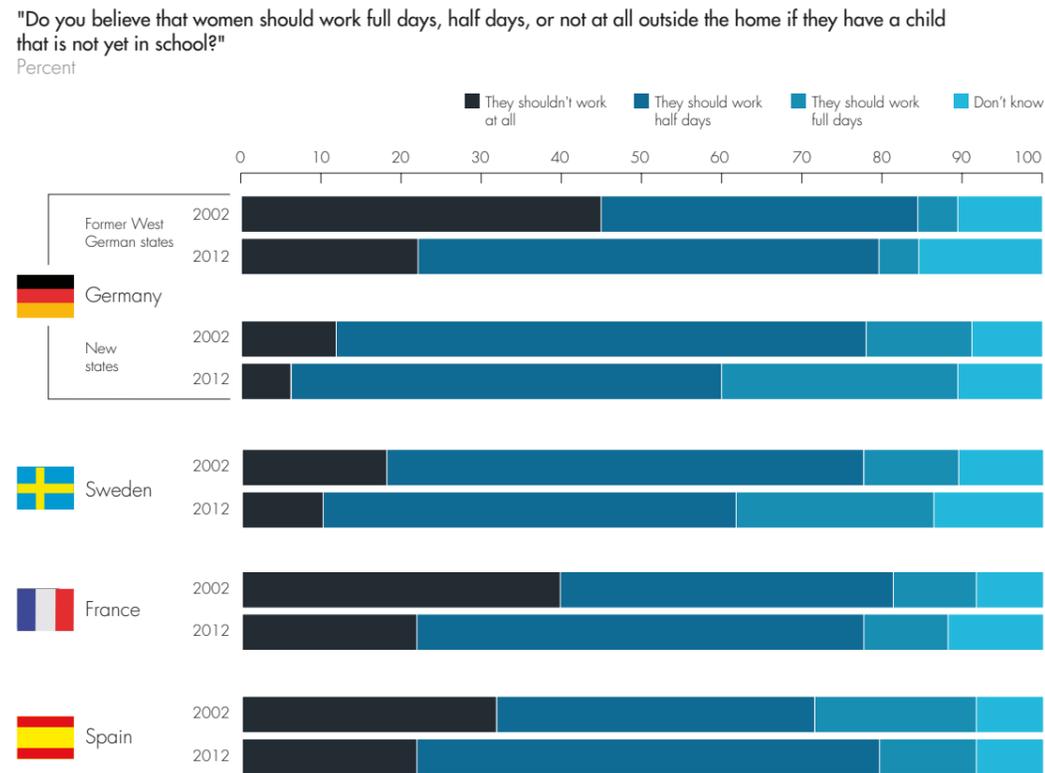
Michael Heinz, BASF

More and more mothers of young children, mothers to more than three children, and single mothers are employed. Since parental allowances were introduced, the employment rate for mothers with children aged between two and three has risen from 42% to 58%. Moreover, mothers in Germany return more frequently and more quickly to work on average. Between 2006 and 2015, the employment rate for mothers increased from 60% to 67%. And almost 30% of all employed mothers would like to work more than they do now (BMFSFJ, 2017a).

Nevertheless, dual careers are not perceived as fully socially acceptable in Germany. Particularly when it comes to gender-specific perceptions of roles, there has not yet been a fundamental shift. Generally speaking, the population has an increasingly positive attitude to working mothers: back in 2002, half of those living in the former West German states thought that a mother of preschool-age children should not work at all; that figure dropped to 22% by 2012. However, even now society is heavily critical of a mother's decision to

work full-time (see Exhibit 3). In 2012 in the former West German states, just 4% of the population believed that mothers of preschool-age children should work full-time. In the new states, acceptance of working mothers is significantly higher: 54% think that mothers of young children should work part-time, and 30% think that they should work full-time (OECD, 2016a).

International comparison of the social acceptance of working mothers



SOURCE: OECD (2016), Dare to Share: Germany's Experience Promoting Equal Partnership in Families, OECD Publishing, Paris



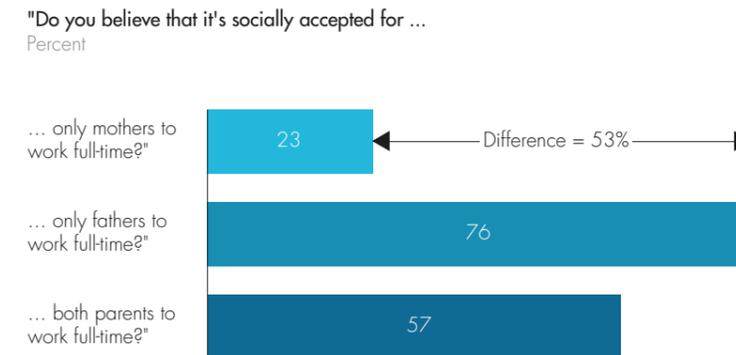
"My company supports the realization of equal-opportunity career paths for couples through advice and support on all aspects of dual careers, as well as working conditions that suit different life and family phases, to enable our employees and managers to achieve the best-possible balance of work and family."

Prof. Dr. Alexander Kurz,
Fraunhofer-Gesellschaft

The share of fathers taking parental leave has seen a massive rise. The rate has increased from 3.5% in 2006 to 36% in 2015, not least because of new legislation passed during that period (BMFSFJ, 2017a). Today, more than 80% of the population is in favor of fathers receiving government funding for their parental contribution. It is also clear that fathers who take at least three months of parental leave actively support their partners in returning to work. Women whose partners are on parental leave are twice as likely to be employed as women whose partners don't take any leave (BMFSFJ, 2016).

Despite initial signs of a value shift, the Chefsache initiative survey also revealed that there are still obvious differences in how people see men's and women's roles. As demonstrated

Social acceptance of mothers and fathers working full-time



SOURCE: Chefsache survey "Dual Careers in Germany", 2019, N = 1,002
As stated by respondents who selected "mostly acceptable" or "completely acceptable"

by 57% of the (future) managers surveyed who believe it is socially acceptable for both parents to work, a mere 23% think it is socially acceptable if only the mother works full-time. This figure rises to 76% if only the father works full-time (see Exhibit 4).

A similar pattern is observed when looking at society's recognition of working mothers and fathers. Though 65% of the (future) managers surveyed believe that "recognition for two parents working full-time" is important for dual careers to succeed, just 36% are satisfied with the recognition actually given to this setup in Germany. From the respondents' perspective, fathers working part-time do not get enough recognition – only 24% are satisfied with society's acceptance of this group.



"I support my teams in creating balance of work and family through flexible working models and the offerings of our family services."

Dr. Thomas Ogilvie,
Deutsche Post DHL Group

Men tend to have a more traditional understanding of gender roles. 19% of the male (future) managers questioned for this report think it's not a good thing for both partners to pursue their career plans equally, while only 1 in 10 women share that opinion. Overall, there is a lot that still needs to change. It's true that the circumstances surrounding dual careers have improved considerably in the past few years in Germany. Yet the consequences of decades during which German businesses, policymakers, and society at large were focused on men as the primary breadwinners are still felt today. As

women become increasingly integrated into the workforce, there is a question of what actions are now needed so that women – and men – feel empowered to pursue fulfilling and lifelong part- or full-time work that aligns with their family situation.



The measures: What can be done

Dual careers serve to enrich so many areas of life. Their positive effects on the economy and society ripple out far beyond the present day. As such, the main purpose of this report is to highlight measures that can be deployed now to further improve the circumstances of dual-career couples.

“That mindset of ‘if you’re not at work, you’re not working’ is obsolete. To us, what counts is what comes out at the end of the day. Results should always take priority, not presence.”

Anne Löbel, BASF

The measures outlined here are based on findings from the Chefsache survey of (future) managers, as well as in-depth interviews with dual-career couples and dual-career experts from industry and academia. Their conclusion: stand-alone measures are not going to do the trick. Companies, policymakers, and society must join forces to improve the conditions for success. And dual-career couples also have some work to do.

Companies: Intensify efforts

Companies naturally have a vital role to play in dual careers. They can exert considerable influence when it comes to structuring career paths for couples, helping to create space for two careers and a private life. There are four key measures that companies can take: support flexible working the right way, expand childcare, kick-start career plans, and overhaul the corporate culture.

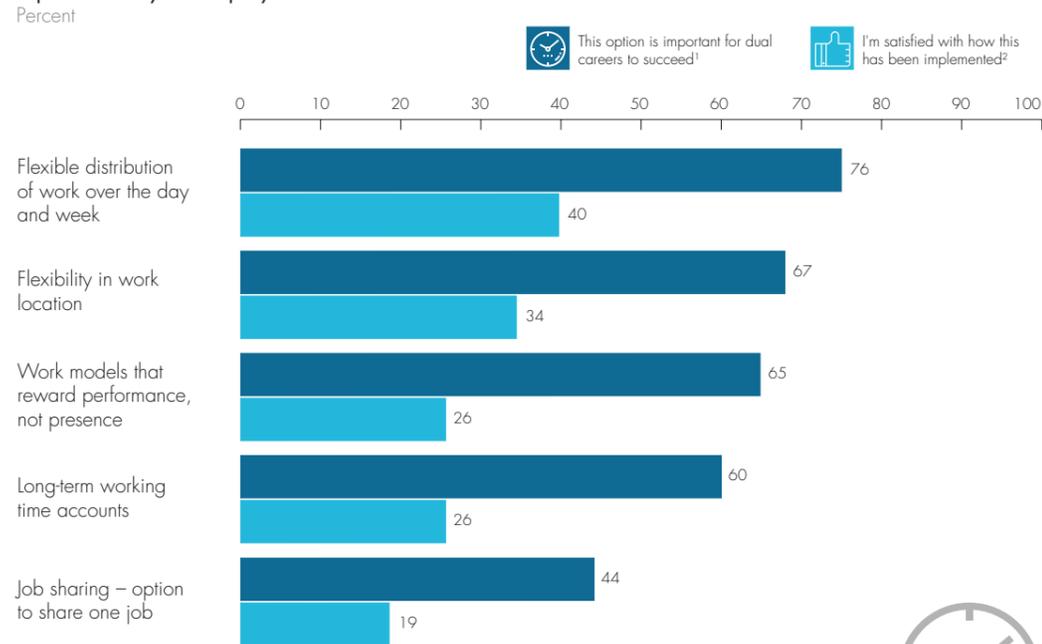
1. Support flexible working, the right way

Working models adapted to individual requirements are indispensable for dual-career couples. Greater flexibility with regards to working hours and location provide more leeway for professional and personal development, such as starting a family, attending continuing education training, or caring for elderly or sick parents.

But flexible working models call for clear policies. Otherwise there is a risk of reinforcing the traditional role distribution between men and women. A recent study by the Hans Böckler Foundation revealed that men and women who have children use flexible working models differently, such as flextime, trust-based hours, and home office setups. While fathers still work significantly more overtime hours, mothers also work beyond their standard hours and additionally invest much more time in childcare (Hans Böckler Foundation/WSI, 2019).

Corporate measures relating to flexible working models

"Here is a list of several options that companies offer to dual-career families. How important do you think each of these options is for having successful dual careers?" and "How satisfied are you personally with how these options have been implemented at your company?"



SOURCE: Chefsache survey "Dual Careers in Germany", 2019, N = 1,002
 1 As stated by respondents who selected "important" or "very important"
 2 As stated by respondents who selected "mostly satisfied" or "completely satisfied"



- **Offer more flexible hours.** Now that the right to part-time work and the return to full-time work is embedded in law, employees generally have greater flexibility in how they schedule their working hours. And yet companies need to grant even more leeway to their employees in how those agreed working hours are allocated. All the dual-career couples interviewed said that flexible scheduling is essential to realizing successful dual careers.

The survey conducted for this report produced similar results: 76% of the (future) managers reported that flexible distribution of work over the day and week is an important factor. Still, only 40% of the respondents said they are satisfied with how this is currently realized (see Exhibit 5). Both employees and employers would benefit from greater scheduling flexibility: employees would be more flexible in responding to personal needs, and more freedom to allocate one's own working hours helps deliver better results (Chefsache, 2017).

- **Enable and encourage non-location-specific working.** Having the option to work from home makes it easier to balance work and family. After all, the time it would take to travel to the office is eliminated. According to a survey by the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), parents who work can save on average 4.4 hours travel time per week and spend the majority of that with their family (BMFSFJ, 2017a). Just how important and urgent is action in this arena? According to the latest Chefsache survey, 67% of (future) managers think that location flexibility is important, while only 34% are satisfied with how this is implemented at their company (see Exhibit 5). Those dual-career couples interviewed by Chefsache also confirmed that a "presence culture" is outdated and, in our digital era, the focus should be on results.

"It's important for me to be able to work wherever I am. I live in Brussels but work mainly in Germany. In my teams, I make sure that a lot of work can be completed remotely, via video calls and other digital solutions, so that everyone travels less. Experience has shown that especially employees who have children find that it makes a big difference."

Martin Huber, McKinsey & Company

In many cases, flexible working fails due to basic factors such as the lack of suitable IT infrastructure. Companies are obliged to provide this. Not only does that include the necessary equipment, such as laptops and mobile phones, but also the option to dial in to the company network remotely. Otherwise it is near impossible to perform the majority share of working hours while on the road or from home. At the same time, the number of face-to-face events and in-person meetings should be reduced. Alternative means of communication, like videoconferencing, can be used instead. For example, McKinsey provides flexible offices in various locations so that employees have a free choice in where they work. Furthermore, all laptops come equipped with video-

conferencing that lets people work anywhere, e.g., from home. This gives employees – and the company itself – extra time that can be used productively.

- **Establish and promote innovative working time models.** Managers utilize flexible work models less often than employees with no management responsibilities (Chefsache, 2017). Therefore, companies should explicitly inform managers about the options already available to them, and also trial innovative approaches, such as job sharing and 50/50 models where a couple shares one full-time job, through to part-time roles with fixed availability hours. Job-sharing platforms can assist in this effort. Evonik has opted for an internal job-sharing platform, PAIRfect, where all employees can register to look for a tandem partner. External provider Tandemploy, a Berlin start-up, also delivers software solutions to bring job-sharing candidates together.

Germany still has potential for improvement when it comes to innovative working time models, as shown by a representative survey of employees and companies on behalf of the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth. For example, just one in three companies in Germany offers job sharing. And employees are aware of these options in only half of those companies (BMFSFJ, 2018). The latest Chefsache survey also presents a less-than-rosy picture: 44% of (future) managers think that job sharing is important for realizing dual careers, yet only 19% think it is being realized appropriately. There is an even clearer discrepancy in terms of long-term working time accounts: 60% of respondents think these accounts are important, but only 26% are satisfied with how they are implemented (see Exhibit 5).

Lena Bodewein, Foreign Correspondent, NDR,
and Holger Senzel, Foreign Correspondent, NDR



“We’re guinea pigs – two reporters sharing one foreign correspondent role. And it’s working so well that it’s almost ordinary.”

Lena Bodewein

“The working world is undergoing radical change; the culture of presence is archaic. Today you need to trust in your employees and afford them flexibility in organizing their work. Companies need to focus on the results, not the process.”

Holger Senzel

These two constitute a job-sharing couple, have been married for eleven years and have one child. They’ve spent the last three years on assignment in Singapore.

What do employers need to be aware of if they want to introduce new working models, like job sharing?

Holger Senzel: There are so many options for distributing the work. You can do it by content, by responsibility, or by time. We divide up our work so that we alternate on a weekly basis. Of course, we don’t always stick to that rigorously, there has to be some flexibility.

Lena Bodewein: NDR did have to invest a little in advance – as well as placing its trust in us, some additional capital

was needed for equipment. But in return the channel gets so much more: a broad range of skills and topics, more satisfied and healthier employees, and thus better results overall.

Holger Senzel: It’s important to give employees a chance to test out ways of working and discover what is best for them. Let them try and see what happens.

2. Build childcare capacity

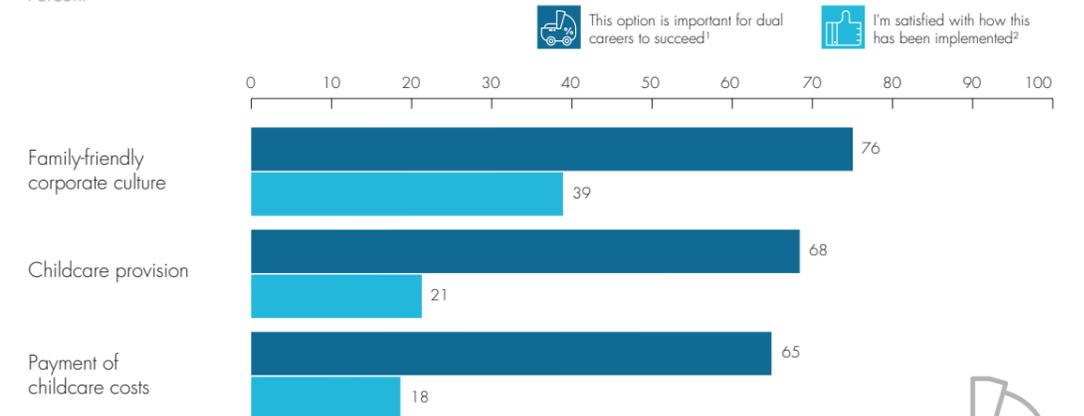
Finding childcare is the greatest obstacle facing dual-career couples who have children. Clearly, there is still much room for improvement. According to the latest Chefsache survey, more than two-thirds of (future) managers see the provision of childcare by their employer to be an important factor. However, only one in five said they are satisfied with how this is being realized (see Exhibit 6).

Exhibit 6

Corporate measures relating to childcare and other offerings for families

"Here is a list of several options that companies offer to dual-career families. How important do you think each of these options is for having successful dual careers?" and "How satisfied are you personally with how these options have been implemented at your company?"

Percent



SOURCE: Chefsache survey "Dual Careers in Germany", 2019, N = 1,002

¹ As stated by respondents who selected "important" or "very important"

² As stated by respondents who selected "mostly satisfied" or "completely satisfied"



Family-friendly measures pay off: they foster the type of family-friendly corporate culture that is so important to three in four of the (future) managers surveyed. Even more proof comes in the form of an IAB analysis based on LinkedIn employer/employee data, which shows that family-friendly measures result in shorter family-related career breaks for mothers (IAB, 2018b), an effect that also benefits dual careers.

- **Provide childcare facilities.** In 2018, Germany had just 749 day care facilities for children of company employees. That's a mere 1.3% of all day care facilities combined (Federal Statistical Office, 2018b). This suggests that companies could play an important role by providing more options for childcare. BASF's office in Ludwigshafen is an excellent role model with its in-house day care "LuKids". With 267 places, BASF now has one of Germany's largest in-house childcare facilities for children under the age of three.

Alternatively, or additionally, companies can enter into frame contracts with local childcare facilities to secure places for their employees. This way companies can ensure that employees can return to work and perform their jobs as planned even if childcare is scarce. Many people who work prefer kindergartens located near their home, especially if the parents work at different companies. 75% of the 25 Chefsache members already offer their employees childcare

“There’s often a wide range of childcare available, but not enough information about it. Specific details of in-house and local programs, regular info events about relevant organizations and for sharing best practices, as well as networking with potential role models – are vital steps in the right direction. However, in the end, it is every couple’s responsibility to be proactive and use their creativity to design a family life that makes dual careers possible.”

*Dr. Carina Kögler,
FAW-Volkswagen Qingdao*

supported by the company. Many of the couples we interviewed would like additional services available outside the typically inadequate day care hours at their regular facilities. To encourage full-time employment, companies should invest in supplemental offerings, especially in the late afternoon.

- **Subsidize childcare costs.** Another potential lever for employers is to share the costs of childcare. For example, they could subsidize the fees for advisory services and agencies, for au pairs, or for the use of online portals such as "betreut.de". More than 40% of Chefsache members report that they already do this. In the latest Chefsache survey, 65% of respondents said they think it's important for an employer to pay the costs of childcare, though only 18% are satisfied with how this is realized (see Exhibit 6).

- **Offer childcare during vacation periods.** Companies can also make a commitment to offer services for school-age children, such as care and activities during vacations. That would give dual-career couples more flexibility, including the ability to work during the relatively long summer vacation. External vacation offerings have already been established at many Chefsache organizations. For example, Siemens, Evonik, NDR, Volkswagen, Deutsche Post DHL Group, and BASF work with a range of partners to offer leisure and other sports and cultural activities for schoolchildren during vacation periods. Lufthansa Group runs a one-week, in-house program of full-day care for schoolchildren that lets "Luftikusse" explore the company.
- **Provide emergency childcare.** Our interviews with dual-career couples found that ad hoc and emergency solutions, such as in the event of illness, help relieve much of the pressure. "Just knowing that option is available seems to help many parents. Far fewer people use it than you might think, but our employees really appreciate the fact it exists," says Martin Huber, Senior Partner at McKinsey. Lufthansa Group is a pioneer when it comes to ad hoc childcare. "Fluggi-Land" is a service for employees who unexpectedly need childcare at short notice – it's available for children aged between six months and twelve years, from 6 a.m. through 8 p.m. seven days a week. Ad hoc childcare is also available through, e.g., "Die Notfallmamas" ("Emergency Moms"), a network of specialists who offer in-home childcare in the event of illness.
- **Support networks.** Promoting in-house parent networks or collaborations with external networks has proved to be extremely worthwhile. Networks like these make it easier for parents to respond flexibly at short notice. For example, they can call on fellow parents in the network if they urgently need someone to step in and collect their child from the in-house day care – all based on the principle of reciprocity. These networks also strengthen team spirit within an organization.

Many services that companies offer have long been focused primarily or solely on female employees and/or mothers. It's clear that a shift in thinking is now underway. Fathers are increasingly being targeted and involved. TÜV Rheinland provides an excellent example: it has partnered with the "Väternetzwerk" to run events for fathers and various information events for parents.

Job sharing at Google: Two colleagues, one job



Birgit Ahlers and Alexandra Großkurth started job sharing at Google last year.

“Changing how you think, from I to we, is what makes for successful job sharing – both for us as jobsharers and for the company as a whole, particularly in terms of performance management and career development.”

According to the Institute for Employment Research, 16 million employees in Germany work part-time (IAB, 2018a). Often people are worried that working part-time will ruin their careers, because they won't have enough time to take on and perform well in a leadership role. Job sharing is one potential solution.

This model has empowered Google colleagues Birgit Ahlers and Alexandra Großkurth to make the jump to a global team. They are one of the tandems at Google in Germany that has relied on job sharing 100% right from the start. Each colleague has one day off and their working days are different lengths. Both are equally responsible for the role's duties, coordinate regularly, and step in if the other is absent, thus ensuring consistency within projects as well as a boost in efficiency. And it all functions with three days together in the office and one shared email address. The benefits are obvious: there are two points of contact, meaning a suitable deputy is always available (covering business trips, vacations, illness) and the two jobsharers are ideal sparring partners. Two minds are always on the same wavelength, and two personalities contribute both strengths and opinions – which leads to better results.

Each person has to really be in touch with their ego: "Either we'll achieve that goal together or not at all. Changing how you think, from 'I' to 'we', is what makes for successful job sharing – both for us as jobsharers and for the company as a whole, particularly in terms of performance management and career development."

The two Google colleagues have been job sharing successfully since last year. The implementation mainly required a willingness on the company's part, and within senior management, to accept the new model. Clear guidelines and being open to new working models are the key prerequisites for success. Once the first few pioneers are in place, experience has shown that more and more employees become interested and motivated to try out innovative ways of working. Introducing job sharing and role modeling new working models, particularly in management positions, can therefore serve to drive the development of attractive flexible working solutions on a broad scale. This route could also open new doors to management roles for women – and to more family time for men.

“Dual careers often fail because the woman is unable to realize the dual part, especially if she has children. That needs to change. Women must have exactly the same opportunities to take on management roles and pursue their careers as men – whether that involves greater flexibility in full-time roles or new models like job sharing.”

Jost Schaper, TÜV Rheinland

Bettina Weckesser, expert in industrial constitution law, Siemens,
and Michael Weckesser, HR Director, Siemens



“Networking and personal initiative are vastly undervalued factors in dual careers. Each person needs to recognize opportunities and actively work on their professional development. At Siemens we support that through an electronic organigram. Employees can ‘tag’ themselves for any jobs they find interesting, even if the posts are not vacant. The relevant managers can then reach out to those people specifically.”

Bettina Weckesser

“Dual careers are primarily enabled through flexible working arrangements and can be supported with appropriate tools. For example, we provide scripts and checklists for dual-career couples and their managers, such as for planning a return after parental leave or developing part-time and work-from-home policies.”

Michael Weckesser

Both work full-time. They've been married for eight years, have two children (aged three and six), and live in Munich.

3. Kickstart career plans

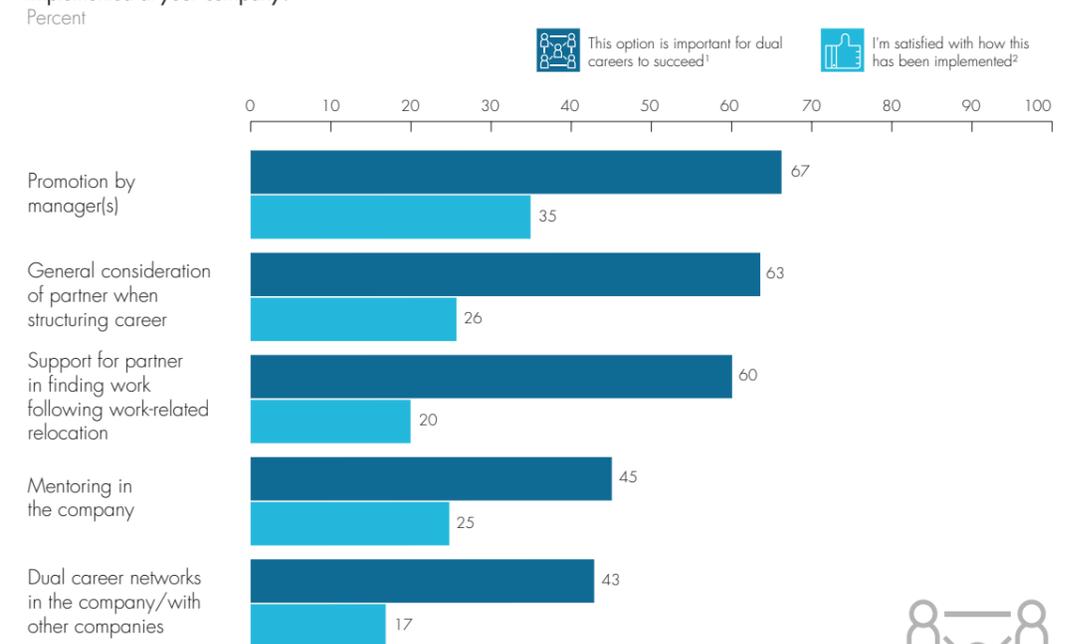
These much broader measures should ideally be supplemented with programs specifically aimed at partners in dual-career relationships. Again, the key success factor here is that an organization always be transparent about the opportunities and offerings available to its employees.

- **Expand career development programs.** Mentoring programs are especially suitable for explicitly supporting dual careers if they begin before the employee takes on their first leadership role. In the latest Chefsache survey, 45% of respondents agreed that mentoring programs are important (see Exhibit 7). Companies also need to actively foster careers when it comes to absences due to parental leave and family care. Examples of such support programs include "Stay in contact" at Deutsche Telekom, which comes into effect during periods of absence, and "Career+"

Exhibit 7

Corporate measures to realize career plans for dual-career couples

"Here is a list of several options that companies offer to dual-career families. How important do you think each of these options is for having successful dual careers?" and "How satisfied are you personally with how these options have been implemented at your company?"



SOURCE: Chefsache survey "Dual Careers in Germany", 2019, N = 1,002
 1. As stated by respondents who selected "important" or "very important"
 2. As stated by respondents who selected "mostly satisfied" or "completely satisfied"



at BASF, which offers mentoring for mothers and fathers with young children. Many Chefsache firms also offer coaching and structured meetings to plan and prepare in advance of a return to work, e.g., once maternity leave is over. Informal conversations such as peer-to-peer coaching are also an option to learn about colleagues' best practices, and to explore matters of career progression with sparring partners who are in similar situations. Given that women still often draw the short straw in dual-career setups, several mentoring programs target women directly, such as "TAFF" at TÜV Rheinland ("TÜV Rheinland-Angebot für Fach- und Führungskräfte") and "GoAhead" at Lufthansa Group. Offerings like these help women reflect on their career plans, fine-tune their own management profiles, and get help from experienced managers to realize the next steps in their careers. Other formats might specifically address both partners in a dual-career couple at the same time. For example, experienced manager couples could host informal meetups with young manager couples, offering advice on career planning or how to balance professional and family life.

Chief physician Dr. Lale Bartoschek, MD, Division Head, Federal Ministry of Defense (BMVg), and Captain Jörg Bartoschek, Division Head, Federal Armed Forces



Both work fulltime. They've been married for ten years, have a daughter (aged seven), and live near Koblenz.

“I’ve observed that men and women deal with the challenge of dual careers differently. While women often switch to part time, men opt for telework. We need to change people’s self-image; women should not automatically believe they are the ones who need to step back professionally.”

Dr. Lale Bartoschek

“Flexibility and trust in employees is something that has to be role modeled. As a manager, I do my best to achieve that. Our offerings apply to employees who have children as well as to those who don’t.”

Jörg Bartoschek

“The ‘TAFF’ mentoring program for women has helped me out a lot, personally. Parental leave was a totally different situation for me, and I found the program really exciting, helpful, and supportive in terms of my return to work. My mentor is also a mother and at the time had a role with considerable responsibility. We were a great team and are still in contact today.”

Nadine Schaper, TÜV Rheinland

- **Boost sponsors and active supporters.** Many of the dual-career couples surveyed emphasized just how essential certain managers were to their careers. Some offered support when returning to work after a baby, or worked on behalf of the future manager when it came to international postings and promotions. Active sponsors who step outside the role of guide to proactively campaign for an employee's promotion and placement are perceived by the respondents to be very helpful. Companies need to identify sponsors and supporters and define clear authorizations and instructions for these roles. Examples of successful active supporters who have contributed to a dual career should be highlighted prominently within the company to win over more supporters. A manager who, for example, brokers an employee's move into their desired role in a different location where their dual-career partner works can serve as a model sponsor for other managers.

manager who, for example, brokers an employee's move into their desired role in a different location where their dual-career partner works can serve as a model sponsor for other managers.

Interview with Jill Zucker, Senior Partner and founder of the Dual Career Initiative at McKinsey & Company, and Dr. Julia Sperling, Partner at McKinsey & Company

Why did you decide to launch a dual-career initiative?



Jill Zucker: We've noticed that the number of dual-career couples in our company is high and rising. Almost all our female consultants and partners in particular are in dual-career situations. For that reason, in 2017 we piloted the Dual Career Initiative in the US. It was very well received, so we decided to expand the rollout to other countries in Europe and Latin America.

What do you offer to meet these couples' needs?

Jill Zucker: We provide targeted support to dual-career couples in three areas. First, we want to make their lives easier, e.g., through concierge services and backup childcare, and by training assistants to constantly coordinate with the employee's partner about their schedule. Second, we want to support our employees' partners in capturing their full professional potential by giving them the chance to take part in our training and development activities. Third, we want to run various events to encour-

age exchanges between dual-career couples and to build a community where everyone can support each other with useful tips and tricks. This initiative is helping us emphasize the importance of work-family balance and flexibility for everyone, not just for women, in a completely new way.

Are there special offerings for dual-career couples who have children?



Dr. Julia Sperling: Yes, couples who have children need very particular support. For example, we're thinking about implementing a kind of family service. It would be a little like a mobility service that assists employees with paperwork and red tape during a work-related move. The family service could help parents research and choose between the various childcare options available. It could give expert suggestions for selecting au pairs, daycares, child minders, and schools, while also helping with formal applications for places. And it could give recommendations on how to correctly set up an employment contract with a nanny or babysitter – all those little questions that cost couples a lot of time and where they often feel alone.

“In the last few years we’ve seen a major shift in discussions about flexible working and work-family balance. So much has happened and it’s impacted the entire organization. Everything was triggered by senior management putting the topic on their agenda and setting the tone.”

Bettina Weckesser, Siemens

“In my experience, three conditions have to be met to realize flexible working models: 1. the employer has to enable it; 2. the line manager has to support it; and 3. you have to organize it yourself – because remote management often calls for a great deal of imagination and is a challenge in itself.”

Dr. Lale Bartoschek, BMVg

Dual-career services in academia and beyond

"Professional consulting experience and a strategic network stretching across diverse industries are critical to the success of a dual-career service", says Kerstin Dübner-Gee, Head of HR Development and Opportunities at the Max Planck Society in Munich. Back in 2010, she was one of Germany's dual-career pioneers and partnered with several universities to found the Dual Career Network Germany (DCND). DCND is globally seen as a model specialist network, truly professionalizing dual-career services. In the same way, employers need to link up with other employers in their region to support new employees through the challenges of dual careers.

Today there are more than 50 professional dual-career services throughout Germany; almost all are part of the DCND. Most were set up by universities, and some are integrated into regional business development associations where companies can also use the service to recruit skilled workers. And they don't just advise women, but increasingly men as well, since the share of female professors and top managers is steadily increasing. Dual career services can have a variety of goals. The main goals tend to be:

1. recruit the best people from the international market;
2. improve the balance of work and family life for both

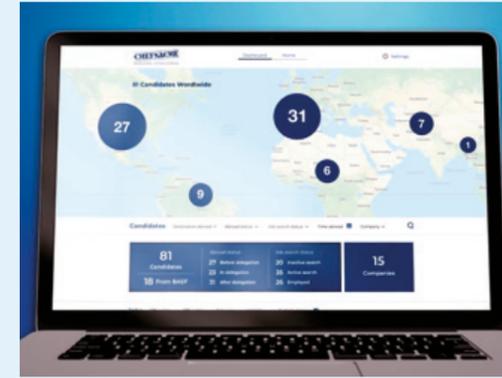
parents; 3. increase equal opportunities, diversity, and internationalism.

Dual-career services support dual-career partners in looking for work. Much like an outsourcing agency, they join forces with the respective partner to define career goals, develop job search strategies, build their personal network, research potential employers, assess their current professional situation, and help with the application process. Leveraging local networks means that dual-career services can often identify suitable vacancies early on – from the pool of jobs that have not yet been advertised officially. In exceptional cases, academic institutions may finance bridging jobs or recruit couples who, for example, carry out research as a team, as "dual hires". Given that research institutions are generally funded with public monies, they are only allowed to fill vacancies that have been advertised publicly and by choosing the most suitable candidate.

Further information is available online: <http://www.dcmd.org>
 Marlar Kin, Welcome, Dual Career & Integration Services, Max Planck Society

- **Support international mobility.** More and more companies offer dual-career services similar to those that are now standard in the world of academia. When an employer hires a new recruit from abroad, these services help the entire family with relocation and integration. Employers support the recruit's partner in their job search and in finding places for their children at local schools or childcare facilities. And if the situation is reversed, i.e., an employee is being sent abroad, similar services are offered at the person's destination. The employer also provides a budget for trips back home. For both directions – international recruits coming to Germany or German workers heading abroad – the network of different employers is increasingly important and should be actively supported by the companies involved. According to the latest Chefsache survey, 43% of (future) managers believe that these networks are important, though only 17% are satisfied with how they are being realized (see Exhibit 7).

A new offering – the Chefsache dual-career platform



The mobility of highly specialized workers is a key success factor for global companies. As an incentive, companies should not just offer attractive professional opportunities to employees posted abroad, but also to their partners.

Chefsache partner company BASF has launched a dual-career platform that it runs in collaboration with other companies. This platform is intended to make it easier for dual-career couples to be mobile together, without one partner having to make professional sacrifices or take steps backward.

Cheryl Fulmore is a human resources executive at BASF who is responsible for dual-career solutions. This platform is one central puzzle piece in her strategy to help the spouses of members' employees to advance to the next step in their careers.



Why did BASF and the other companies involved set up this initiative?

Cheryl Fulmore: Dual careers is an important topic and we urgently need better tools to support dual-career couples.

We've noticed that a lot of talent is less mobile today, and that's mainly due to their personal circumstances. 70% of our employees are married or in a relationship with a partner who has a similar level of education and a similar ambition and career focus. In other words, both partners are now working rather than just one, and both want to have a career. People don't take up the new challenges we offer them if the opportunity doesn't also accommodate their partner's career. And taking partners into account is precisely the idea behind the dual-career solutions that we are driving forward at BASF.

How does the platform work?

Cheryl Fulmore: Once the candidate's partner is ready to search for a new job, the platform is there to help them. They can log in and find a list of job offers that are tailored to their career ambitions. The goal is not to offer them a position that exactly matches their current role, but rather to find offers that are good for their career: for someone in marketing or academia, for example, a teaching role at a university might be a good step. Another positive effect is that through our shared platform, we can offer them a wider range of positions and career opportunities.

In your opinion, what's the biggest challenge for dual-career solutions?

Cheryl Fulmore: For me, our main challenges involve closely examining our rules and processes, thinking about the different ways that flexible working can be defined and experienced, and looking for new approaches that support not only BASF talent, but their partners as well. Communication and training are key to making this possible.

Anne Löbel, Director of Global HR Performance Chemicals, BASF,
and Dr. Johannes Löbel, Director of Process Catalyst Production, BASF



“Dual careers succeed or fail depending on top-level support and commitment, especially that of your direct manager. If you have the support of your manager, anything’s possible.”

Anne Löbel

“Flexible hours and working remotely from home are already standard in many fields and many roles. If you demand flexibility, you also have to demonstrate flexibility yourself. In other words, sometimes you need to be available in the evenings to support the team when an emergency arises.”

Dr. Johannes Löbel

Both work full-time. They’ve been married for seven years, have a son (aged five), and live in Mannheim.

4. Overhaul the corporate culture

Many companies still equate employee commitment with a heavy workload and daily physical presence in the office (BMFSFJ, 2018). Managers especially are regularly expected to be available around the clock so they can make decisions at any time. They are often required to prioritize work above all other aspects of life. These expectations directly contradict the ideal situation that most dual-career couples would like to have. Resolving that conflict will take much more than a simple mindset shift at various levels of the organization. Systems and processes also need to be adapted accordingly.

- **Identify more role models and advocates.** The dual-career couples we interviewed all agreed on one point. Any and all support programs and services are ultimately worthless if one essential condition is not met: direct managers must openly advocate flexible working – or ideally live that model themselves – and communicate that publicly. Two in three of the surveyed (future) managers believe that this is an important demand to be placed on manager(s) (see Exhibit 7). One approach could be to increase managers’ awareness of the issue, especially if they do not have any children of their own or family members in need of care. Special coaching sessions could

What really matters in organizations – an interview with Jennifer Petriglieri, INSEAD professor and author of "Couples That Work" and "Talent Management and the Dual-Career Couple"



According to your research, what drives successful dual careers where both partners follow their career path?

Prof. Jennifer Petriglieri: It’s important to recognize that there isn’t one path or one set of choices that works for all couples. The couples

who thrive in work and in love are very different in many ways. They may follow different careers, roles, and family care models. I found that the one thing they have in common is that they deliberately discuss and agree on how they will support each other, and how they will structure their lives and careers so that both can feel fulfilled. These explicit agreements are the silver bullets.

What are the pitfalls for organizations when it comes to dual careers?

Prof. Jennifer Petriglieri: In the past, organizations have made lots of assumptions, e.g., when it comes to women in the workforce and their needs. There are many theories about what the average woman wants. But show me the average woman! I’ve never met one. Organizations

shouldn’t generalize. They need to ask each person what they need to make their dual-career life work. In my research, organizations perform best when they have explicit conversations with their employees about what they need and what works best for them. The next step is to find ways to accommodate those needs.

Do you see international differences in terms of dual careers being successful?

Prof. Jennifer Petriglieri: The main difference is the cultural narrative surrounding working parents. In some cultures it’s seen as normal that both parents work, in others it’s not. In those countries, dual-career parents can be made to feel guilty and life can be pretty stressful. Likewise, some regions of the world are very advanced at managing dual-career talent, like the region around Lake Geneva where there is an international network of organizations that help each other hire and support dual-career couples.

“Successful dual-career couples manage their dual careers like they would manage a project at work: with great care and attention, they plan ahead and review their own goals for their careers as well as their personal lives.”

“Role models are important for the acceptance of full-time couples: when in the immediate environment both partners work, the current generation can see what’s possible. A different understanding of gender roles, in which women continue to work after they have children, must be realized in practice. Strictly speaking, everything else is economic waste.”

Wolfgang Rütter, Südwestdeutsche Salzwärke

“The fact that I encourage remote working in my team, and that I myself work and manage from wherever I am, is definitely a factor that helps me recruit new talent. Today it’s basically essential.”

Jörg Bartoschek, Bundeswehr

demonstrate what flexible working requires in order to succeed and what special care needs to be taken when managing the employees affected. Additionally, role models should be actively publicized to enlarge the pool of advocates.

- **Embed results orientation in systems and mindsets.** When employees are granted more leeway to make their own arrangements and divide up their working day to suit their

own needs, that must also be reflected in the evaluation criteria. It’s not the process that matters, i.e., who worked where and for how long, but rather the results: was the defined objective achieved? At the same time, the mindset of employees and managers alike has to change: results orientation starts in people’s heads. In the latest Chefsache survey, 65% of (future) managers said they are in favor of performance-based working models; only 26% are satisfied with how these have been implemented thus far (see Exhibit 5).

- **Establish a culture of give and take.** Everyone involved must be aware that flexibility is not a one-way street. If an employer gives their employees more freedom, they can expect those employees to be willing to jump in in an emergency or to finish tasks in the evenings that couldn’t be completed during the day. This kind of give and take is vital to further the corporate culture. However, one thing must be clear: flexible scheduling must never be confused with round-the-clock availability.

Dual-career couples: Pull together

Of course, the extent to which a dual-career couple is able to live their preferred lifestyle is not only dependent on the employer, but also the couple themselves. Dual careers will not work without massive commitment and dedication – on this all the dual-career couples agree, regardless of where they work. It’s also important that both partners treat each other as equals. Looking beyond traditional gender roles, they need to explore individual strategies for their family. A few simple rules can be useful here.

- **Plan your careers together.** Both partners should plan out possible career paths together as early as possible and agree on things like postings abroad. Professional goals should also be discussed early on with their respective managers. Joint planning and implementation is especially important if a couple has or wants to have children. The majority of the (future) managers surveyed for this report said that they are okay with both partners seeing slower career progression if it means being able to have dual careers. In this way, an intensive professional phase for one partner can be coordinated with a calmer phase for the other, and vice versa. This type of alternating career model forces both partners to agree, together, on when a promotion or desired position best fits with their family planning.
- **Organize properly.** A balanced division of family-related activities is a key prerequisite for successful organization of work and family. This includes clear coordination of appointments and joint decision making on important day-to-day matters (e.g., who stays at home if a child is sick, or who cares for elderly or vulnerable parents). Coordinating tasks and appointments alongside managing



“For me, actions I take include being patient and willing to compromise, and not being too hard on myself or a perfectionist. That last one was something I had to learn: good is usually good enough. Something that’s very important to me personally is that wherever I’m working in the world, I call my kids every morning as they wake up and get their day started. To do that I just set an alarm, even if it means waking up in the middle of the night.”

Géraldine Nolens, Umicore

“You have to admit to yourself that you can’t do everything at once. You need to really coordinate with your partner, agree on schedules, and frequently set priorities. And if it doesn’t work at all, you can sometimes play the joker card: grandma.”

Dr. Johannes Löbel, BASF

“The relationship, that’s what’s really important. You have to respect each other and not try and tell your partner what to do. This kind of model only works without dominance and without competition. And one really important thing to remember: my partner’s success is also my success – and vice versa.”

Holger Senzel, NDR

“As women, we also have to be careful not to fall back into traditional roles because we think: Oh, it’ll be quicker if I just do that myself.”

Lena Bodewein, NDR

“Having dual careers means having an equal-opportunity partnership. And that means treating each other as equals, coordinating with each other, and making decisions together. And you have to acknowledge the other person’s successes and career steps. Then you can grow together, intellectually. If someone is forced to take a step back, that creates an imbalance. And that leads to dissatisfaction.”

Wolfgang Rütter,
Südwestdeutsche Salzwerke

“There are always phases when it’s not so easy. For example, when a kid is sick and has to stay home. Then we have to compare schedules and assess each person’s to-do list for the day. Sometimes one person looks after the kid, sometimes the other.”

Yvonne von de Finn, Deutsche Telekom



one's own time is also an important personal activity for the respondents to the Chefsache survey. 54% rely on effective time management to make their dual careers possible (Chefsache, 2019).

- **Use the support available.** For dual-career couples, time is a rare commodity. So partners need to use every available option to relieve some of their day-to-day burden – from professional childcare to housekeeping, to involving other family members. In fact, these are all important steps to take according to our (future) managers: 42% stated that they get regular support from family; one-third of couples with children pay for childcare (Chefsache, 2019). A short-term financial investment for organizing daily life often pays off in the medium term with professional progress, and in the long term with larger pensions or allowances. Dual-career couples should research which support options are most suited to their needs and then actively use them.
- **Discard traditional gender roles.** People in Germany still sometimes talk about a woman being a Rabenmutter (literally “raven mother”, a highly derogatory term for a woman who supposedly neglects her child for work or her own needs), although the term is not common in other languages. Studies by the Konrad Adenauer Foundation (2015) have shown that it is mainly those working mothers who have a traditional understanding of family roles who develop feelings of guilt. Such feelings are less dramatic if working mothers believe that it is possible to balance work and family and are satisfied with the support they receive in their day-to-day life. This was also reflected in our interviews with dual-career couples. They argued the case for breaking down traditional gender roles and forsaking the constant struggle for perfection. However, this is also a task for society at large.

Politicians and society: Shift up a gear

“Many fathers already take two months of parental leave, but I think society and many companies are not quite there in accepting that a man might want to take longer.”

Jost Schaper, TÜV Rheinland

The past few years have shown that politicians can drive societal change through legislation, as evidenced by the 2007 German Federal Act on Parental Benefit and Parental Leave (Bundeselterngeld- und Elternzeitgesetz, BEEG), enabling parental leave for fathers. At the same time, societal changes have also given rise to new laws, such as the suffragettes' efforts 100 years ago to gain voting rights for women. Seeing how each affects the other, politics and society must work together to continue improving the situation for dual-career couples.

Two-thirds of the (future) managers surveyed believe that society's recognition of different working models is a key prerequisite, whether both partners work full-time or the woman and/or the man works part-time (see Exhibit 8). The classic one-size-fits-all solution of man as primary breadwinner and woman earning additional income is now obsolete. What we need are new targets and models that empower both partners to work and pursue their careers equally.

- **Create incentives for dual care and thus for dual careers.** Ultimately, dual careers work best for couples with children when the man does his share of responsibilities in the home and in the family. Parents should be encouraged, beyond the scope of current regulations governing parental leave, to share tasks equally (dual careers and dual care). This will increase the societal acceptance of

Yvonne von de Finn, Head of Culture, Diversity, and Survey, Deutsche Telekom, and Dirk Könen, Head of B2C Business, Executive Committee Member, BNP Paribas S.A., Consors Finanz



Both work full-time. They've been married for 16 years and have a daughter (aged 13) and a son (aged 11). The family lives in Bonn.

“Dual careers don't just happen. It takes a strong will and joint decision making, striking balances, and a willingness to sometimes turn things down or delegate.”
Yvonne von de Finn

“I think the discussion right now is mainly problem-oriented. Instead, we should look more at the opportunities and advantages that come from both partners working. For example, I really enjoy the fact that my wife and I are equals. I can talk to her about work as well as be her sparring partner.”
Dirk Könen

You both work full-time – do you find that people are generally accepting?

Dirk Könen: Friends and family accept it, but society really doesn't. People are always asking us why we had children if we're just going to keep working. In France it's completely normal for both partners to work full-time. But in Germany the acceptance isn't there yet, possibly for historical reasons.

Yvonne von de Finn: When I got pregnant and started saying that I wanted to come back to work after six months, I frequently heard: “Why are you even having children, and why are you going to Paris?” It was just easier in France. It's all so normal there, including that kids go to nursery school at a younger age. So in fact, I didn't feel all that guilty. In Germany, my son started attending nursery school when he was eight months old. There was always a slight sense of guilt in the background.

What does your employer offer by way of support?

Yvonne von de Finn: Telekom takes a very broad-based approach: different part-time models, working from home, and working while on the road are all standard practice at Deutsche Telekom. [...] We also have a range of mentoring programs: “Stay in contact” during parental leave and “Family Approach” for international deployments. My manager's trust in me was so helpful: jobs were offered to me even though I have children and they were always in favor of encouraging people to try something new, even if they have children.

Dirk Könen: As well as the many programs on offer, the main question is a cultural one: how is flexibility actually implemented in the company? What function do managers have as role models – from the CEO down to lower-level managers? If everyone lives it and accepts it, as is the case in our company, then you don't necessarily need 72 models.

Isabelle Busse, Manager Marketing Platform Partnerships, Germany, Austria, and Switzerland, Google, and Dr. Hendrik Busse, Senior Consultant in Anesthesia and Director of Cardioanesthesia, Asklepios Klinikum Harburg



“The challenge we face is that we have two very different professions with very different schedules and cultures.”

Isabelle Busse

“I enjoy a range of benefits as a man in a dual-career couple – the traditional breadwinner role used to have so many responsibilities associated with it. Today it’s much easier for me to pursue my professional goals, and I don’t have to limit my job choices based on salary.”

Dr. Hendrik Busse

Both work full-time. They’ve been married for a year and live in Hamburg.

What is the greatest challenge you face in terms of dual careers? And how do you deal with it?

Isabelle Busse: As an anesthesiologist, my husband is tied to the hospital 24 hours a day and on the weekends for a job that comes with major emotional stress, while I often travel for work. So we have to make plans far in advance. The flexibility that Google offers me through flexible working hours and the option to make video calls from home, is a great help in maximizing the time we have together.

Dr. Hendrik Busse: To realize a dual career model, I believe, takes a willingness to compromise and the understanding of both partners – personally and professionally. I relocated for my wife’s job. Luckily for me, as a doctor I have a good chance of finding a suitable position in most cities. However, in return my wife has to be flexible when it comes to my work schedule – sometimes that involves weekends and sometimes surgeries take longer than planned.

Can you recommend any concrete dual-career actions that couples can implement right away?

Isabelle Busse: Our shared calendar and digital location sharing simplify our day-to-day lives tremendously. They tell me whether my husband is not answering his phone because he’s in surgery, and at the same time he can see when my last meeting ends or when my flight lands back home.

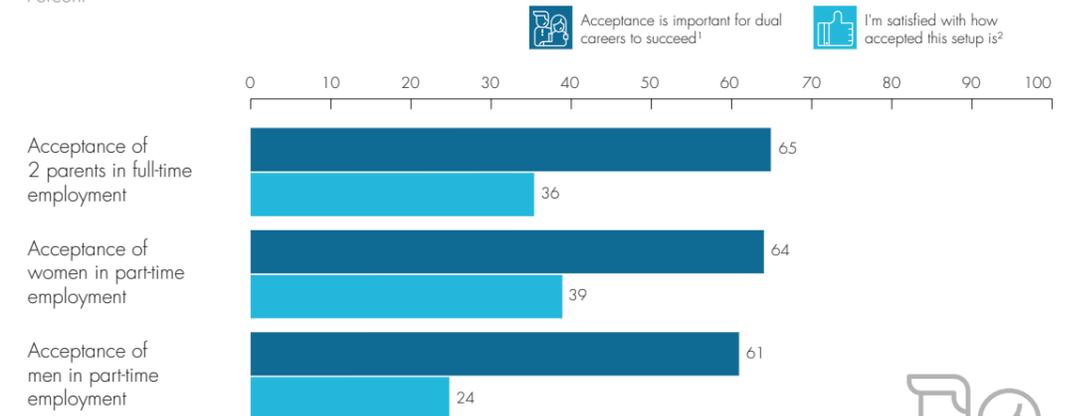
Dr. Hendrik Busse: We make sure to regularly update our shared calendar and schedule free time early on based on the hospital rota and my wife’s business trips. Without those fixed monthly blocks of time, it would be difficult for us to balance the two jobs and our private life.

Exhibit 8

Societal acceptance

“Here you can see the social acceptance of various employment setups. How important do you think acceptance of each setup is for having successful dual careers?” and “How satisfied are you personally with the acceptance of these setups in our society?”

Percent



SOURCE: Chefsache survey "Dual Careers in Germany", 2019, N = 1,002

1 As stated by respondents who selected "important" or "very important"
2 As stated by respondents who selected "mostly satisfied" or "completely satisfied"



“In my experience, outlook is everything. For example, sometimes you notice that older managers have a mindset that shifts away from traditional roles once their daughters grow up and start work. It’s a positive effect since that awareness and change in one’s own mindset is exactly what we need for this transformation.”

Anne Löbel, BASF

fathers taking on childcare and make it easier for women to participate in the labor market. Specifically, legislators can create incentives to split parental leave, and thus parental allowances, equally between both parents. Sweden and Iceland are excellent examples. There the majority of funding is paid out based on how balanced the delivery of childcare is between the two partners (OECD, 2016a). The European Union has also acknowledged the need to secure better balance and plans to issue a new EU Directive to that effect. In the future, paid paternity leave, parental leave that is paid for longer and split more fairly between parents, and the right

to flexible working hours will therefore become mandatory in all EU member states (European Commission, 2019).

- **Provide tax incentives to dual-career couples.** Taxation that benefits dual-career couples is important to 75% of (future) managers who participated in the latest Chefsache survey. Only 18% of respondents are satisfied with existing policies in Germany (Chefsache, 2019). The current system of tax splitting is based on the long-standing model with only one (main) earner, which means there are no tax incentives to motivate women into work. Moreover, in Germany,

Géraldine Nolens, Executive Vice President, Umicore,
and Martin Huber, Senior Partner, McKinsey & Company



“If an employee is prepared to be flexible, the employer will respond in kind. That helps create a balance between professional and private life. For example, I’m busy at my daughter’s school every Thursday morning. So obviously I’ll arrive at the office later, but I’ll also be available much later in the day.”

Géraldine Nolens

“I do my best to be a role model and to show that dual careers are possible. We both travel a lot for work and have a fulfilling family life with two children. My teams see that as well, as my family attends events with me. My wife is just as much an advisor on dual careers as me. We’re happy to share our experiences with younger couples and help support their dual careers.”

Martin Huber

Both work full-time. They’re married, have two children (daughters aged twelve and ten), and live in Brussels.

spouses not in employment are also insured free of charge under statutory health insurance and mini- and midi-jobs receive preferential tax treatment (OECD, 2016a). Many European countries have legislation that differs from Germany. According to OECD tax and transfer calculations, in around two-thirds of OECD countries, it pays for two-parent families to have both partners in work (OECD, 2016a). In Sweden, individual taxation was introduced in 1971 on the initiative of highly educated young women; it is considered to be a core measure in fostering equality between men and women, in married women’s participation in the labor market, and in balancing work and family (Friedrich Ebert Foundation, 2012). Austria also introduced individual taxation with tax exemptions for children back in the 1970s (DIW, 2014). Current proposals from the Federal Ministry of Finance involve a reform of taxation for spouses (BMF, 2018).

- **Expand childcare infrastructure.** To help mothers return to work sooner after giving birth and be able to work more full-time hours, available childcare must be a given – not just from the company

What politicians can do – an interview with Dr. Katharina Wrohlich, gender studies researcher at the DIW Berlin



What can politicians do to promote dual careers from an academic perspective?

Dr. Katharina Wrohlich: First, you need to understand where we’re coming from. For a long time, most families in Western Germany lived according to the lone-earner model, while

Eastern Germany tended toward a two-earner model. Today, most families – at least in Western Germany – opt for a 1.5-earner model where the man usually works full-time and the woman part-time. But that has its disadvantages, especially for the women. Research has shown that if women work part-time for longer periods, up to 30 hours a week, then sadly it really is a career killer.

Personally, I think that these partnership models are truly exciting. Couldn’t we maybe design a 2-times-0.75-earner model where both partners put the brakes on their careers for a while? This model, sometimes also known as “family working hours” is charming because it pays a financial benefit for care carried out in one’s personal life, but only when both parents get involved.

Some initial studies on this have already been completed, which the DIW produced for the Friedrich Ebert Foundation. If both parents reduce their working hours to between 28 and 32 hours per week and receive a wage replacement benefit of 65% (capped at EUR 360 per parent per month), that could lead to a 0.4 percentage point increase in the employment rate for women and an average 1% rise in the total work volume for women. On average men would work around 0.1% less – overall though that would be more than offset by the increase in women’s working hours.

What are your thoughts on partnership bonus months, which were integrated into parental allowances back in 2015?

Dr. Katharina Wrohlich: That’s where the idea of family working hours comes in. ElternGeldPlus and its partnership bonus months are a first step in that direction. If the mother and father decide to work part-time for the same four months, they each receive four additional ElternGeldPlus months. That gives families greater financial security while the parents work part-time, and it’s easier to share tasks in a way that fits the partnership. Expanding programs like these would be a real push toward gender equality.

What tax incentives would be useful here?

Dr. Katharina Wrohlich: The many and varied measures, such as free health-insurance coverage for spouses, plus the mini-job directive and spousal income-splitting system, currently mean that it is sometimes not worth it for a woman whose husband earns a decent income to take a part-time job above the level of a mini-job, especially if it would also mean incurring childcare costs.

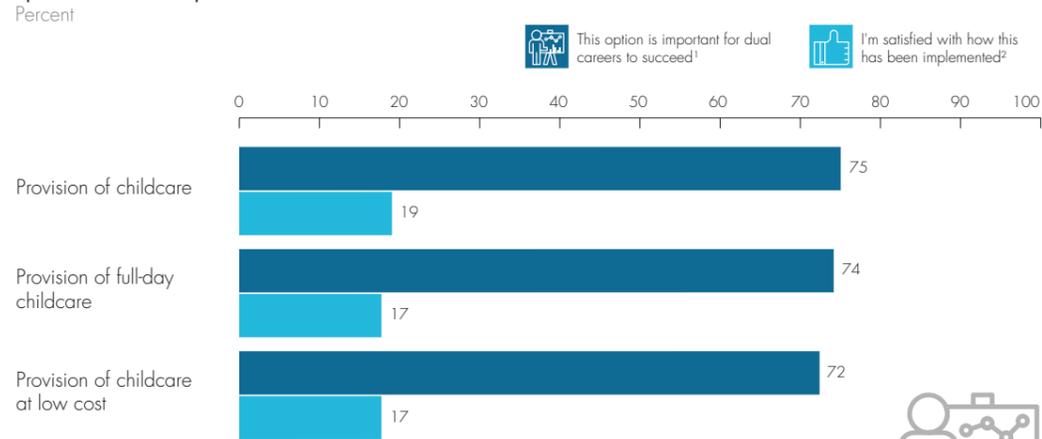
In other words: many women would have to take a part-time or full-time position with a high workload to reach the same net household income that they would earn through the “man full-time/woman mini-job” model. From an incentive point of view that is absolutely absurd. If we had the chance to redesign the tax transfer system from scratch, individual taxation would be the better solution.

“I wish that someone would update the laws on working hours. Strictly speaking, the current legislation governing breaks prohibits sending an email in the evening, which stops employees having the flexibility they need to spend time with their families.”

Michael Weckesser, Siemens

Policy measures

"Here is a list of several options that the government/local authorities offer to dual-career families. How important do you think each of these options is for having successful dual careers?" and "How satisfied are you personally with how these options have been implemented?"



SOURCE: Chefsache survey "Dual Careers in Germany", 2019, N = 1,002

1 As stated by respondents who selected "important" or "very important"
 2 As stated by respondents who selected "mostly satisfied" or "completely satisfied"



perspective, but also from the political. To that end, the first step is to increase the number of childcare places for young children. Then we need to expand the current range of care available (full-day care). Three out of four (future) managers surveyed for this report (with and without children) think that full-day care is a valuable step toward supporting dual careers (see Exhibit 9). As it stands today, not even one-fifth are satisfied with how this is implemented. When it comes to spending on childcare, Germany is average for Europe at 0.6% of GDP – model countries invest significantly more. Iceland, for example, spends 1.8% of GDP on childcare (OECD, 2016b). Finally, it is essential to define appropriate supervision ratios – differentiated by age group – to guarantee high-quality care.

Extended care hours are also important: only 1% of all day cares in Germany are open past 6.00 p.m. (Bertelsmann Foundation, 2017). And just 60 facilities offer childcare that's available 24 hours a day (MDR, 2018). Not only would overnight care be a relief for night shift workers, it would also help couples who need to travel frequently for work.

Delivering a comprehensive care infrastructure requires additional federal investment. While Germany currently spends 3.0% of GDP on family policy measures, France, for example, spends 3.7% (OECD, 2017) – and that additional spending benefits dual careers.

Nadine Schaper, Global Program Manager Operational Excellence, TÜV Rheinland, and Jost Schaper, Director Marketing Mobility Global, TÜV Rheinland



He works full-time, she works 80%, i.e., practically full-time. They're married, have a son (aged five), and live in Cologne.

"Social change is a generational issue. My mother stayed at home until her children started school. Her lifestyle and understanding of a mother's role back then was completely different to mine today."

Nadine Schaper

"In the end, achieving that balance of work and family depends entirely on the culture within an organization – on managers, line managers, colleagues, and ultimately each individual employee."

Jost Schaper

Dr. Carina Kögler, Plant Director FAW-Volkswagen Qingdao (sent by AUDI AG), and Wolfgang Rüter, Member of the Management Board at Südwestdeutsche Salzwerke



Both work full-time, have two adult children, and come from Neckarsulm.

"As a manager I want to inspire: to help women through personal coaching and mentoring to realize dual careers. To do that I have to be a role model myself and showcase the world of opportunities available to help achieve successful dual careers."

Dr. Carina Kögler

"Dual careers are also about financial security – of both partners. When the unforeseen happens or a couple separates, the partner who doesn't work is less protected. [...] If we take into account future pay rises and pension payments, then it's absolutely worthwhile, financially speaking, to invest in childcare."

Wolfgang Rüter



Summary

Promoting dual careers brings us a step closer to equal opportunity: it creates a more balanced relationship between men and women in the working world and more social acceptance of individual life paths.

- Dual-career couples are faced with juggling two careers and one shared private life – often with children. They need to plan in more detail and are often less spontaneous. They need employers to afford them greater flexibility to be able to coordinate everything. But that doesn't mean that they don't work as hard as couples whose relationships take a more traditional view of gender roles. Quite the opposite. Those who require flexibility from employers also offer to be more flexible in return – within the realms of what is personally possible.
- For companies and organizations, supporting dual careers means more than just offering flexible working hours during the week. It's about overhauling the corporate culture so that career paths can be individually tailored. Needs such as care for children or family members are, of course, also important. Which means saying farewell to one particularly outdated work ethos: continuous full-time work over a period of many years can no longer be a prerequisite for a career in management. Working hours and modes must adapt to various phases of life and provide leeway when and where it is required.
- And finally, the laws have to fit the goals. Better conditions for dual-career couples will open up more opportunities for women to be promoted, and better chances for men to achieve work-life balance (e.g., split parental leave). And society as a whole will benefit. More people earning a wage brings benefits to the economy, greater financial independence to both partners, and reduces the pay gap. We are inching ever closer to the goal of equal opportunities for every gender.

The next steps:

A 5-point plan for dual career readiness



Companies bear a particular responsibility to support dual careers. Board members and HR directors can implement this five-point plan today:

1. Multiply experiences and strengthen networks

Identify a minimum of five dual-career couples (depending on the size of your company) in all age categories and at all management levels. Ask them for key points and recipes for success in their career and life planning. Communicate your findings prominently through all internal channels – if you show how dual careers can work and that there is support available, other people will consider it as an option.

2. Encourage flexibility

Together with the rest of the executive board, commit to advocate for flexible working models and publicly declare your support for them. As a board, lay out ground rules for flexible working models and commit to them in writing. It is the task of every board member to introduce these ground rules and commitments in their departments, to convince managers and employees, and to openly communicate the advantages. This will create a snowball effect in the company.

3. Allow people to switch from part-time to full-time

Ask your part-time staff what conditions need to be met for them to be able to work full-time. For example, do they need longer childcare hours or more opportunity to work remotely? The only prerequisite is that the suggestion must be possible to implement within a month – it's often the small things that make a difference.

4. Provide administrative assistance

Create an overview of employees in management positions who use flexible working models and who can be contacted by other interested parties. Make checklists available to managers that show at a glance which points are relevant to (soon-to-be) parents, and when these need to be coordinated with the company (e.g., parental leave, working time policies, return to work, childcare services). Offer family services to ease the transition into parenthood for dual-career couples and to provide support on administrative matters (e.g., choosing a day care, employing a babysitter) – your first duty is absolute transparency for everyone about all offerings.

5. Exploit dual career networks

Register your company with one of the existing dual-career networks. This way you can publicly advertise your open vacancies all over the world so they are visible to other companies, and improve the chances for your employees' partners to get ahead professionally following a relocation – a win-win situation for everyone involved.

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