

Women Executives Barometer 2018



REPORT by Elke Holst and Katharina Wrohlich

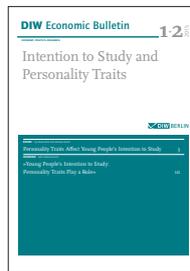
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Top-decision making bodies of large businesses: gender quota for supervisory boards is effective—development is almost at a standstill for executive boards

By Elke Holst and Katharina Wrohlich

The gender quota for supervisory boards in Germany is effective: by the end of 2017, the proportion of women on the supervisory boards of a good 100 companies that are subject to the quota had risen to 30 percent—three percentage points more than in the previous year. Almost two-thirds of the companies now have supervisory boards with at least 30 percent female members. A European comparison also shows that quota laws work—particularly under the threat of sanctions. So far, there has not been a gender quota introduced for executive boards in Germany. The development of the proportion of women on these boards has almost come to a standstill: of the 200 companies that had generated the most revenue, the proportion of women on each one's executive board at the end of 2017 was around eight percent. In order to bring more women to executive boards and keep them there, it is in their interest for companies to quickly build up and expand their pool of potential female candidates. The next federal government should support this process of reformation by improving general conditions, including strengthening the so far voluntary guidelines for women in high leadership positions.

For over ten years, DIW Berlin has been studying the proportion of women on management boards and in executive positions (hereafter referred to as “executive boards”) as well as on supervisory and administrative boards (hereafter “supervisory boards”) of the largest companies in Germany.¹ Furthermore, this report shows to what extent women hold executive board chair and executive board spokesperson positions (hereafter “CEO”)² as well as supervisory board chair positions. This survey encompasses the largest 200 non-financial sector companies³ in terms of revenue as well as the companies which have been subject to a gender quota for their supervisory boards since 2016, along with publicly traded companies in the DAX 30, MDAX, SDAX,

1 Most recently in 2017, cf. Elke Holst and Katharina Wrohlich, “Top decision-making bodies in large companies: gender quota shows initial impact on supervisory boards; executive board remains a male bastion,” *DIW Economic Bulletin*, no. 1+2 (2017): 3–15 (available online, accessed on January 3, 2018. This applies to all other online sources in this report unless stated otherwise). Recently, DIW Berlin presented an analysis of the proportion of women in the top decision-making bodies in the largest energy and transportation companies in Germany for the first time, see Claudia Kemfert and Olga Egerer, “Frauen sind in Top-Positionen der größten Energie- und Verkehrsunternehmen in Deutschland deutlich unterrepräsentiert,” *DIW Wochenbericht*, no. 47 (2017): 1070–1074 (in German; available online).

2 In publicly traded companies, a supervisory board can appoint a CEO (Section 84, para. 2 of the German Stock Corporation Act [*Aktiengesetz* (AktG)]), while an executive board can determine its own spokesperson. Although the principle of collegiality and the position of *primus inter pares* apply in the case of both CEO and executive board spokespersons, the “decision to select a spokesperson for the executive board (instead of having the supervisory board appoint a CEO) demonstrates a commitment to the blanket validity of the principle of collegiality and the position of executive board spokesperson as *primus inter pares*. At the same time, it rejects the spokesperson of the board as a factual leader.” In contrast to a CEO, a board spokesman or spokeswoman is not responsible for internal board supervision and coordination functions. See Karsten Schmidt and Marcus Lutter, eds., *Aktiengesetz: Kommentar*, 3rd ed. (Cologne: Verlag Dr. Otto Schmidt, 2015), 1226–1227 and 1306–1308 (in German).

3 The selection was based on Die Welt, *Deutschlands Große 500. Die WELT-Rangliste der 500 größten deutschen Unternehmen 2016*. (Berlin: Die Welt, 2017). The research concerning how positions in top decision-making bodies of the companies are filled took place in November and December 2017. The data are based on online company profiles, annual reports, and financial statements for 2016. It also includes information from German Federal Gazette publications as well as specific data requests made to the companies by DIW Berlin.

Table 1

Women on executive and supervisory boards in Germany's largest 200 companies (excluding financial sector)

	Top-200									Top-100								
	2006	2008	2011	2013	2014	2015	2016	2017		2006	2008	2011	2013	2014	2015	2016	2017	
Executive boards/management boards																		
Total number of companies	200	200	200	200	200	200	200	200	200	100	100	100	100	100	100	100	100	100
With data on composition	195	191	197	195	197	197	200	197	197	97	96	100	97	97	98	100	98	98
With women on executive board	9	17	22	35	43	51	61	62	62	1	3	11	19	17	22	35	38	38
Percentage	4.6	8.9	11.2	17.9	21.8	25.9	30.5	31.5	31.5	1.0	3.1	11.0	19.6	17.5	22.4	35.0	38.8	38.8
Total number of members ¹	953	934	942	906	877	910	931	956	956	531	526	533	484	461	489	498	511	511
Men	942	911	914	866	830	853	855	879	879	530	519	520	461	442	463	455	467	467
Women	11	23	28	40	47	57	76	77	77	1	7	13	23	19	26	43	44	44
Percentage of women	1.2	2.5	3.0	4.4	5.4	6.3	8.2	8.1	8.1	0.2	1.3	2.4	4.8	4.1	5.3	8.6	8.6	8.6
Total number of chairpersons	195	191	198	194	183	180	176	177	177	97	96	100	97	92	92	94	85	85
Men	195	190	197	190	179	177	171	171	171	97	96	100	96	92	92	94	85	85
Women	0	1	1	4	4	3	5	6	6	0	0	0	1	0	0	0	0	0
Percentage of women	0.0	0.5	0.5	2.1	2.2	1.7	2.9	3.4	3.4	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Supervisory boards/administrative boards																		
Total number of companies	200	200	200	200	200	200	200	200	200	100	100	100	100	100	100	100	100	100
With data on composition	170	168	163	157	155	158	154	145	145	87	88	90	86	85	82	81	74	74
With women on supervisory board	110	124	118	123	133	137	138	134	134	65	68	68	71	76	75	74	71	71
Percentage	64.7	73.8	72.4	78.3	85.8	86.7	89.6	92.4	92.4	74.7	77.3	75.6	82.6	89.4	91.5	91.4	95.9	95.9
Total number of members	2,500	2,466	2,268	2,159	2,156	2,202	2,160	2,080	2,080	1,389	1,385	1,326	1,231	1,232	1,224	1,198	1,160	1,160
Men	2,304	2,236	1,999	1,834	1,759	1,768	1,671	1,569	1,569	1,270	1,249	1,178	1,044	1,003	976	922	867	867
Women	196	230	269	325	397	434	489	511	511	119	136	148	187	229	248	276	293	293
Percentage of women	7.8	9.3	11.9	15.1	18.4	19.7	22.6	24.6	24.6	8.6	9.8	11.2	15.2	18.6	20.3	23.0	25.3	25.3
Total number of chairpersons	170	168	167	160	149	158	153	145	145	87	88	91	87	84	82	80	74	74
Men	167	166	164	156	144	154	150	143	143	85	86	88	83	81	80	78	73	73
Women	3	2	3	4	5	4	3	2	2	2	2	3	3	3	2	2	1	1
Percentage of women	1.8	1.2	1.8	2.5	3.4	2.5	2.0	1.4	1.4	2.3	2.3	3.3	3.4	3.6	2.4	2.5	1.4	1.4
Companies with data on employee representation	123	129	105	83	118	126	123	118	118	81	66	62	46	63	68	68	65	65
Total number of members	2,206	1,910	1,567	1,291	1,869	1,959	1,933	1,854	1,854	602	1,035	912	748	1,043	1,100	1,104	1,085	1,085
Men	2,023	1,742	1,391	1,088	1,521	1,557	1,483	1,387	1,387	487	940	824	640	845	870	842	809	809
Women	183	168	176	203	348	402	450	467	467	115	95	88	108	198	230	262	276	276
Female employee representatives	139	125	119	110	200	224	233	240	240	84	69	65	61	113	128	135	140	140
As a percentage of women members	76.0	74.4	67.6	54.2	57.5	55.7	51.8	51.4	51.4	73.0	72.6	73.9	56.5	57.1	55.7	51.5	50.7	50.7

1 At the end of the year. Only companies providing data on the composition of their corporate boards.

Source: Authors' own data collection and calculations.

and TecDAX⁴ indices and 60 companies with government-owned shares. The survey is followed by a comparison of the proportion of women in the highest decision-making body of the largest listed companies in different EU countries.⁵

The development of the proportion of women on executive and supervisory boards in the financial and insur-

ance sectors is analyzed in the second article in this issue of the DIW Weekly Report.⁶ The article's survey encompasses the 100 largest banks and 60 largest insurance companies in Germany and draws comparisons between public sector, private, and cooperative banks. Together, both reports in the Women Executives Barometer 2018 show the development of the proportion of women in the top decision-making bodies of over 500 businesses in Germany.

⁴ The largest companies by market capitalization and stock market turnover are the DAX 30. This is followed by the MDAX companies (mid caps) and the SDAX companies (small caps). The TecDAX companies are the largest technology stocks. DIW Berlin has been investigating the proportion of women in the top committees of the DAX 30 companies for ten years, the MDAX and SDAX companies for seven years, and the TecDAX companies for five years.

⁵ We would like to thank our student assistants, Paula Arndt, Anna Raffal-ski, and Louisa Schmitt, for their excellent research support.

⁶ Cf. another article in this issue of the DIW Weekly Report, Elke Holst and Katharina Wrohlich, Financial sector: proportion of women in top decision-making bodies is increasing more slowly than at the beginning of the decade—equal gender representation is still a long way off, *DIW Weekly Report*, no. 3 (2018): 32–45.

Overview 1

Women executive directors in Germany at the end of the year 2017

100 largest commercial enterprises (excluding financial sector)			101-200 largest commercial enterprises (excluding financial sector)		
Rank	Company ¹	Name	Rank	Company ¹	Name
1	Volkswagen AG	Hiltrud Dorothea Werner	104	B. Braun Melsungen AG	Dr. Annette Beller
2	Daimler AG	Renata Jungo Brüngger, Britta Seeger	105	Exxon Mobil Central Europe Holding GmbH	Dr. Annette Flormann-Pfaff
3	BMW AG	Milagros Caiña Carreiro-Andree	116	Ingram Micro Holding GmbH	Gertraud Burgmair, Christine Söder
5	Siemens AG	Lisa Davis, Janina Kugel	117	Helios Kliniken GmbH	Karin Gräppi
7	Deutsche Telekom AG	Claudia Nemat	118	Roche Deutschland Holding GmbH	Claudia Böckstiegel ² , Dr. Ursula Redeker
12	BASF SE	Saori Dubourg	135	DB Netz AG	Ute Plambeck
13	Deutsche Post AG	Melanie Kreis	139	Ikea Deutschland GmbH & Co. KG	Karin Erch
16	Bayer AG	Erica Mann	141	Sanofi-Aventis Deutschland GmbH	Evelyne Freitag, Martina Ochel
19	Deutsche Bahn AG	Prof. Dr. Sabina Jeschke	144	GEA Group AG	Martine Snels
20	Continental AG	Dr. Ariane Reinhart	147	Sanacorp Pharmahandel GmbH	Karin Kaufmann
24	Deutsche Lufthansa AG	Dr. Bettina Volken	149	TUI Deutschland GmbH (zu TUI AG)	Sybille Reiß
25	BP Europa SE	Claudia Joost, Dr. Hildegard Bison	153	DB Cargo AG	Dr. Ursula Biernert
27	Fresenius SE & Co. KGaA	Rachel Empey	159	DB Fernverkehr AG (zu Deutsche Bahn AG)	Birgit Bohle ²
28	Metro Cash & Carry International GmbH	Susanne Kortendick	165	Novartis Deutschland GmbH	Dr. Sidonie Golombowski-Daffner ² , Ester Banque
31	SAP SE	Adaïre Fox-Martin, Jennifer Morgan	166	IBM Deutschland GmbH	Martina Koederitz ² , Nicole Reimer
34	Telekom Deutschland GmbH	Simone Thiäner	168	Pro Sieben Sat.1 Media AG	Sabine Eckhardt
36	Daimler Financial Services AG	Yvonne Rosslenbroich	169	British American Tobacco (Germany) GmbH	Sigrid Erdmann
37	Kaufland Stiftung & Co. KG	Lydia Kaltenbrunner	174	Hornbach-Baumarkt AG (zu Hornbach Holding AG)	Susanne Jäger
41	Adidas AG	Karen Parkin	182	ALSO Deutschland GmbH	Simone Blome-Schwitzki, Sylke Rohbrecht
42	Henkel AG & Co. KGaA	Kathrin Menges	185	Lufthansa Technik AG (zu Deutsche Lufthansa AG)	Constanze Hufenbecher
43	TUI AG	Dr. Elke Eller	186	Mann+Hummel GmbH	Emese Weissenbacher
45	Bertelsmann SE	Anke Schäerkordt	190	Nestlé Deutschland AG	Béatrice Guillaume-Grabisch ²
52	Shell Deutschland Oil GmbH	Marion Bönsch	193	Microsoft Deutschland GmbH	Sabine Bendiek ² , Renate Radon, Dr. Christine Haupt, Lise Skaarup Mortensen
53	Merck KGaA	Belén Garijo	200	Werhahn KG	Kathrin Dahnke
57	Schaeffler AG	Corinna Schittenhelm			
60	Evonik Industries AG	Ute Wolf			
63	Otto GmbH & Co. KG	Petra Scharner-Wolff			
68	Marquard & Bahls AG	Anke Schouten			
69	Penny-Markt GmbH	Dr. Daniela Büchel			
70	Vattenfall GmbH	Gabriele Ehrlich			
74	Droege International Group AG	Natalia Köhler, Dr. Hedda im Brahm-Droege			
77	dm-drogerie markt GmbH & Co. KG	Kerstin Erbe			
78	50Hertz Transmission GmbH	Dr. Katharina Herrmann			
83	DB Regio AG	Marion Rövekamp			
84	T-Systems International GmbH	Anette Bronder			
91	Telefónica Germany GmbH & Co. OHG	Valentina Daiber, Nicole Gerhardt			
96	Dirk Rossmann GmbH	Alice Schardt-Roßmann			
97	Globus Handelshof Gruppe	Petra Schäfer			

¹ Only companies providing data on the composition of their corporate boards.
² Chairwoman.

Source: Authors' own data collection.

Top 200 and top 100 businesses: only the proportion of women on supervisory boards is increasing

Compared to 2016, the proportion of women serving on the executive boards of the 200 largest companies in Germany did not rise in 2017. Rather, the proportion

remained constant at a bit over eight percent (Table 1 and Overview 1). Six out of 177 CEOs were women, which is equal to a good three percent. There was at least one woman on the executive board in almost one-third of the 200 largest businesses (an increase of 1.5 percentage points compared to 2016). This proportion increased significantly in the top 100 companies and is now at

Table 2

Women on executive and supervisory boards in selected publicly traded companies¹

	Subject to quota for supervisory boards		Average of the DAX groups						
	2016	2017 ²	2011 ³	2012 ³	2013	2014	2015	2016	2017
Executive boards/management boards									
Total number of companies	106	105	130	130	160	160	160	160	160
With data on composition	106	105	130	130	160	160	160	160	160
With women on executive board	26	33	17	29	37	31	35	37	43
Percentage	24.5	31.4	13.1	22.3	23.1	19.4	21.9	23.1	26.9
Total number of members	447	495	569	567	681	630	658	686	697
Men	446	456	549	535	639	596	620	640	647
Women	31	39	20	32	42	34	38	46	50
Percentage of women	6.5	7.9	3.5	5.6	6.2	5.4	5.8	6.7	7.2
Total number of chairpersons	103	104	130	130	160	157	158	157	155
Men	102	101	129	129	159	157	158	156	150
Women	1	3	1	1	1	0	0	1	5
Percentage of women	1.0	2.9	0.8	0.8	0.6	0.0	0.0	0.6	3.2
Supervisory boards/administrative boards									
Total number of companies	106	105	130	130	160	160	160	160	160
With data on composition	105	105	130	130	160	160	158	159	160
With women on supervisory board	105	105	82	91	119	121	130	134	137
Percentage	100	100	63.1	70.0	74.4	75.6	81.3	83.8	85.6
Total number of members	1,562	1,597	1,406	1,434	1,668	1,661	1,653	1,698	1,761
Men	1,134	1,116	1,228	1,216	1,384	1,346	1,284	1,261	1,284
Women	428	481	178	218	286	315	369	437	477
Total number of members	27.4	30.1	12.7	15.2	17.1	19.0	22.3	25.7	27.1
Total number of chairpersons	104	105	130	130	158	158	158	157	160
Men	100	101	129	129	154	153	152	152	155
Women	4	4	1	1	4	5	6	5	5
Percentage of women	3.8	3.8	0.8	0.8	2.5	3.2	3.8	3.2	3.1
Companies with data on employee representation	101	104	100	87	72	94	98	96	98
Total number of members	1,520	1,573	1,074	911	891	1,263	1,284	1,292	1,360
Men	1,103	1,101	952	783	737	999	973	924	955
Women	417	472	122	128	164	264	311	368	405
Female employee representatives	222	249	90	85	101	148	167	192	205
As a percentage of women members	53.2	52.8	73.8	66.4	61.6	56.1	53.7	52.2	50.6

1 At the end of the year. Only companies providing data on the composition of their corporate boards.

2 According to Federal Ministry for Family Affairs, Senior Citizens, Women and Youth on demand (Date: 11/23/2017).

3 Calculations without TecDax-Companies.

Source: Authors' own data collection and calculations.

almost 40 percent. However, it did not change the average proportion of women on executive boards—like last year, it is around nine percent. As was previously, there is not one single business among the 100 largest with a female CEO.

In comparison to the executive boards, the development of the proportion of women on supervisory boards has much more momentum. The proportion increased in 2017 by two percentage points in comparison to the previous year to almost 25 percent. The development was very similar for the top 100 companies, which have roughly the same proportion of women as the top 200 companies. Both the 100 and 200 top companies had one fewer

supervisory board chairwoman than in the previous year, with two chairwomen and one, respectively. The proportion at the end of the year was just over one percent. In the case of the top 200 companies, this number has been constantly decreasing since 2014, when there were still five women leading a supervisory board.

A few years ago, women on supervisory boards were still predominantly employee delegates—ten years ago they represented more than three-quarters of all women on supervisory boards. However, in recent years, shareholders have caught up. In 2017, they delegated supervisory board positions to approximately the same number of women.

Publicly traded companies: development of the proportion of women has little momentum

Altogether, the 160 publicly traded companies (DAX 30, MDAX, SDAX, and TecDAX) examined here show—like the top 100 and top 200 companies—no significant momentum in the development of the proportion of women on executive boards.⁷ Compared to the previous year, the proportion of women was a half percentage point higher in 2017 at a good seven percent (Table 2 and Overview 2). The proportion of female CEOs increased by about 2.5 percentage points (or four women) to a good three percent (five women).

Almost 27 percent of the 160 DAX companies analyzed here had at least one woman on their executive board in 2017, more than double as many as at the beginning of the observation period in 2011. Compared to the previous year, the proportion increased by almost four percentage points. However, the 160 DAX companies were still significantly behind the 200 largest businesses (31.5 percent) and even more behind the 100 largest businesses (almost 39 percent), which were both able to triple their proportions since 2011.

There was at least one woman on the supervisory board of 137 out of the 160 DAX companies. This proportion of nearly 86 percent was, however, lower than in the top 200 and top 100 businesses. The proportion of female supervisory board members in the DAX companies only increased slightly in recent years—an increase of one percentage point to a good 27 percent compared to the previous year. Thus, the DAX companies examined were somewhat ahead of the top 200 and top 100 businesses, which only had an average of 25 percent female members on each supervisory board.

Five DAX businesses had a female supervisory board chair in 2017, the same as in 2016. Similar to the top 200 companies, there is a continuing trend among publicly traded companies wherein supervisory board positions are being increasingly delegated to women by shareholders. Half of all women on supervisory boards of DAX businesses are now shareholder delegates.

The group of DAX 30 companies is leaving other publicly traded companies behind

A comparison of the individual DAX groups reveals a very different picture with regard to the proportion of women

Overview 2

Women on executive boards of publicly traded companies¹ in Germany at the end of the year 2017

Company	Name	Quota for the supervisory board
DAX 30		
Adidas AG	Karen Parkin	yes
BASF SE	Saori Dubourg	yes
Bayer AG	Erica Mann	yes
BMW AG	Milagros Caiña Carreiro-Andree	yes
Commerzbank AG	Dr. Bettina Orlopp	yes
Continental AG	Dr. Ariane Reinhart	yes
Deutsche Börse AG	Hauke Stars	
Deutsche Lufthansa AG	Dr. Bettina Volkens	yes
Deutsche Post DHL Group	Melanie Kreis	yes
Deutsche Telekom AG	Claudia Nemat	yes
Fresenius SE & Co. KGaA	Rachel Empey	yes
Henkel AG & Co. KGaA	Kathrin Menges	yes
Merck KGaA	Belén Garijo	yes
ProSiebenSat1 Media SE	Sabine Eckhardt	
Volkswagen AG	Hiltrud Dorothea Werner	yes
Allianz SE	Jacqueline Hunt, Dr. Helga Jung	yes
Daimler AG	Renata Jungo Brüngger, Britta Seeger	yes
Deutsche Bank AG	Kim Hammonds, Sylvie Matherat	yes
Münchener Rückversicherungs-Gesellschaft AG	Dr. jur. Doris Höpke	yes
SAP SE	Adaïre Fox-Martin, Jennifer Morgan	yes
Siemens AG	Lisa Davis, Janina Kugel	yes
MDAX		
Evonik Industries AG	Ute Wolf	yes
GEA Group AG	Martine Snels	yes
Fraport AG	Anke Giesen	yes
Fuchs Petrolub SE	Dagmar Steinert	
Innogy SE	Hildegard Müller	yes
Schaeffler Technologies AG & Co. KG	Corinna Schittenhelm	
TAG Immobilien AG	Claudia Hoyer ²	
Aareal Bank AG	Dagmar Knopek, Christiane Kunisch-Wolff	
SDAX		
Deutscheeteiligungs AG	Susanne Zeidler	
Deutz AG	Dr. Margarete Haase	yes
DIC Asset AG	Sonja Wärntges ²	
Grenke AG	Antje Leminsky	
Hamburger Hafen und Logistik AG	Angela Titzrath ²	
KWS Saat SE	Eva Kienle	
PATRIZIA Immobilien AG	Anne Kavanagh	
WashTec AG	Karoline Kalb	
zooplus AG	Andrea Skersies	
TecDAX		
Dialog Semiconductor	Julie Pope	
GFT Technologies SE	Marika Lulay ²	
MediGene	Prof. Dr. Dolores J. Schendel ²	
MorphoSys	Dr. Marlies Sproll	
Telefónica Deutschland Holding AG	Valentina Daiber, Nicole Gerhardt	yes
Further companies subject to the quota		
Bremer Lagerhaus-Gesellschaft – AG von 1877	Andrea Eck	yes
HSBC Trinkaus & Burkhardt AG	Carola Gräfin v. Schmettow ²	yes
Maternus-Kliniken-AG	Ilona Michels ²	yes
Oldenburgische Landesbank AG	Karin Katerbau	yes
TUI AG	Dr. Elke Eller	yes

1 Only companies providing data on the composition of their corporate boards.
2 Chairwoman.

Source: Authors' own data collection.

⁷ Of the 160 DAX companies that were examined, 56 were also in the top 200 (25 DAX 30, 5 SDAX, 21 MDAX, 5 TecDAX). There were 33 DAX companies in the top 100 (22 DAX 30, 1 SDAX, 9 MDAX, 1 TecDAX).

Table 3

Women on executive and supervisory boards in the DAX company groups¹

	DAX 30								MDAX					SDAX					TecDAX			
	2008	2009	2010	2011	2013	2015	2016	2017	2011	2013	2015	2016	2017	2011	2013	2015	2016	2017	2013	2015	2016	2017
Executive boards/ management boards																						
Total number of companies	30	30	30	30	30	30	30	30	50	50	50	50	50	50	50	50	50	50	30	30	30	30
With data on composition	30	30	30	30	30	30	30	30	50	50	50	50	50	50	50	50	50	50	30	30	30	30
With women on executive board	1	1	3	6	10	16	17	21	5	8	5	7	8	6	11	11	11	9	8	3	2	5
Percentage	3.3	3.3	10.0	20.0	33.3	53.3	56.7	70.0	10.0	16.0	10.0	14.0	16.0	12.0	22.0	22.0	22.0	18.0	26.7	10.0	6.7	16.7
Total number of members	183	183	182	188	191	197	195	200	213	213	195	206	208	168	170	165	178	172	107	101	107	117
Men	182	182	178	181	179	178	173	174	208	205	190	197	199	160	157	154	167	163	98	98	103	111
Women	1	1	4	7	12	19	22	26	5	8	5	9	9	8	13	11	11	9	9	3	4	6
Percentage of women	0.5	0.5	2.2	3.7	6.3	9.6	11.3	13.0	2.3	3.8	2.6	4.4	4.3	4.8	7.6	6.7	6.2	5.2	8.4	3.0	3.7	5.1
Total number of chairpersons	30	30	30	30	30	30	30	30	50	50	48	48	48	50	50	50	49	48	30	30	30	29
Men	30	30	30	30	30	30	30	30	50	49	48	48	47	49	50	50	49	46	30	30	29	27
Women	0	0	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	2	0	0	1	2
Percentage of women	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	2.1	2.0	0.0	0.0	0.0	4.2	0.0	0.0	3.3	6.9
Supervisory boards/ administrative boards																						
Total number of companies	30	30	30	30	30	30	30	30	50	50	50	50	50	50	50	50	50	50	30	30	30	30
With data on composition	30	30	30	30	30	30	30	30	50	50	50	49	50	50	50	49	50	50	30	29	30	30
With women on supervisory board	27	27	26	26	28	28	30	30	35	45	46	45	47	21	27	33	36	35	19	23	23	25
Percentage	90.0	90.0	86.7	86.7	93.3	93.3	100	100	70.0	90.0	92.0	91.8	94.0	42.0	54.0	67.3	72.0	70.0	63.3	79.3	76.7	83.3
Total number of members	527	513	502	479	489	488	490	490	581	584	599	579	631	346	388	365	414	399	207	201	215	241
Men	458	448	436	404	384	357	342	327	515	489	472	427	461	309	337	302	326	309	174	153	166	187
Women	69	65	66	75	107	131	148	163	66	95	127	152	170	37	51	63	88	90	33	48	49	54
Percentage of women	13.1	12.7	13.1	15.7	21.9	26.8	30.2	33.3	11.4	16.3	21.2	26.3	26.9	10.7	13.1	17.3	21.3	22.6	15.9	23.9	22.8	22.4
Total number of chairpersons	kA	30	30	30	30	30	30	30	50	48	50	48	50	50	50	49	49	50	30	29	30	30
Men	kA	29	29	29	29	29	29	29	50	46	48	47	49	50	50	48	48	49	29	27	28	28
Women	kA	1	1	1	1	1	1	1	0	2	2	1	1	0	0	1	1	1	1	2	2	2
Percentage of women	kA	3.3	3.3	3.3	3.3	3.3	3.3	3.3	0.0	4.2	4.0	2.1	2.0	0.0	0.0	2.0	2.0	2.0	3.3	6.9	6.7	6.7
Companies with data on employee representation	24	kA	22	24	23	28	27	27	35	25	37	35	38	41	17	21	22	23	7	12	12	10
Total number of members	423	kA	369	395	310	470	463	464	397	331	498	469	542	282	172	198	236	242	78	118	124	112
Men	367	kA	317	334	250	342	324	310	358	279	389	336	393	260	146	155	171	169	62	87	93	83
Women	56	kA	52	61	70	128	139	154	39	52	109	133	149	22	26	43	65	73	16	31	31	29
Female employee representatives	41	kA	37	43	40	70	74	79	28	33	57	65	78	19	17	22	33	35	11	18	20	13
As a percentage of women members	73.2	kA	71.2	70.5	57.1	54.7	53.2	51.3	71.8	63.5	52.3	48.9	52.3	86.4	65.4	51.2	50.8	47.9	68.8	58.1	64.5	44.8

¹ Only companies providing data on the composition of their corporate boards.

Source: Authors' own data collection and calculations.

on management boards (Table 3). While the DAX 30 companies were still at about the same level as the MDAX and even behind the SDAX and TecDAX companies in the early 2000s, their proportion of female executive board members has been developing quite dynamically ever since: the DAX 30 companies have recorded the highest proportion of women on the executive board of DAX companies for several years now. At 13 percent, it was significantly higher than the other groups by a good four percent (MDAX) and just over five percent (SDAX and TecDAX). Seventy percent of the DAX-30 companies had at least one woman on their executive board at the end of 2017, a percentage significantly higher than in the other groups.

A similar development can be seen in the supervisory board, albeit to a larger extent. Almost all DAX 30 com-

panies are subject to the gender quota for the supervisory board. Not least because of this, the positive trend over the past few years is continuing. DAX 30 companies now all have at least one woman on their supervisory board, and the average share of women in this body in 2017 was one-third, corresponding to an increase of a good three percentage points in comparison to the previous year. In the other groups, the proportion of women on supervisory boards has, for one, become significantly smaller (MDAX almost 27 percent, SDAX almost 23 percent and TecDAX a good 22 percent) and secondly, its development has recently had less momentum. The proportion of women on the supervisory board of TecDAX companies has even slightly declined.

Positive trend in companies with government-owned shares

Due to their small size, businesses with government-owned shares can only be compared with the other groups of companies examined to a limited extent. In addition, in contrast to the private sector, supervisory board seats in public companies are often linked to a leading position in public administration or to political mandates. The proportion of women on the supervisory board of public companies is influenced by the proportion of women in the higher levels of public administration and in political offices on account of this function-based committee composition.

The proportion of women on the executive board of companies with government-owned shares rose from 2010 to 2014 quite dynamically: it more than doubled from almost seven to fifteen percent. The momentum slowed afterwards before gaining traction again in 2017: compared to the previous year, the proportion of women on the executive board of these companies increased by more than two percentage points to almost 18 percent (Table 4 and Overview 3).

The development in the supervisory boards has also recently been positive. In 2017, there was at least one woman on the supervisory board of almost all companies with government-owned shares. The average proportion of women on this board rose to almost 31 percent but still remained lower than in the group of the 30 largest publicly traded companies. Ten women held the position of supervisory board chair, which corresponds to a proportion of one-fifth.

DAX 30 companies and companies with government-owned shares leading in the proportion of women on the supervisory board and executive board, respectively

A comparison of the development of select groups of companies shows that the gap between the proportions of men and women on supervisory boards has narrowed more markedly than the executive board gap (Figure 1). Companies with government-owned shares are still in the lead when it comes to the proportion of women on their executive board, with the DAX 30 companies in second place. Although this company group was first behind the top 200 companies, it passed them by in 2010 and the gap was further increased in 2017.

Companies with government-owned shares have lost their first-place ranking in terms of female representation on supervisory boards; the DAX 30 companies caught up to them in 2016. The DAX 30 companies

Table 4

Women on executive and supervisory boards in companies with government-owned shares¹

	2010	2011	2012	2013	2014	2015	2016	2017
Executive boards/management boards								
Total number of companies	61	60	60	60	60	61	59	61
With data on composition	60	60	60	60	60	61	59	60
With women on executive board	9	10	12	14	17	20	20	22
Percentage	15.0	16.7	20.0	23.3	28.3	32.8	33.9	36.7
Total number of members	152	147	143	143	135	144	142	140
Men	142	135	127	125	115	122	120	115
Women	10	12	16	18	20	22	22	25
Percentage of women	6.6	8.2	11.2	12.6	14.8	15.3	15.5	17.9
Total number of chairpersons	54	55	57	56	52	37	42	41
Men	51	52	51	51	47	33	35	36
Women	3	3	6	5	5	4	7	5
Percentage of women	5.6	5.5	10.5	8.9	9.6	10.8	16.7	12.2
Supervisory boards/administrative boards								
Total number of companies	61	60	60	60	60	61	59	61
With data on composition	54	55	54	51	54	55	50	51
With women on supervisory board	46	42	43	41	50	53	48	50
Percentage	85.2	76.4	79.6	80.4	92.6	96.4	81.4	98.0
Total number of members	577	587	579	553	602	595	554	530
Men	472	483	464	453	459	431	393	368
Women	105	104	115	100	142	164	161	162
Percentage of women	18.2	17.7	19.9	18.1	23.6	27.6	29.1	30.6
Total number of chairpersons	53	53	53	47	49	55	50	51
Men	45	45	42	39	40	48	44	41
Women	8	8	11	8	9	7	6	10
Percentage of women	15.1	15.1	20.8	17.0	18.4	12.7	12.0	19.6

¹ Only companies which provide data on the composition of their corporate boards and which have a supervisory board.

Source: Authors' own data collection and calculations.

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had an average proportion of one-third female members on their respective supervisory board, while the companies with government-owned shares had a proportion of around 31 percent. The top 200 companies were also able to increase the proportion of women on the supervisory board, but at around a quarter they were significantly lower in comparison.

Positive effects of the gender quota are visible

The Equal Participation of Women and Men in Leadership Positions in the Private and Public Sectors Act (*Gesetz für die gleichberechtigte Teilhabe von Frauen und Männern an Führungspositionen*, FüPoG) has been passed in May 2015. The law mandates that as of 2016, publicly traded companies which also have employee representation on their supervisory board (full codetermination)

Overview 3

Female chairs of supervisory boards in companies with government-owned shares¹

Company	Chairwoman	Function in federal administration
Gesellschaft für Anlagen- und Reaktorsicherheit (GRS) gGmbH	Rita Schwarzelühr-Sutter	Parliamentary State Secretary, Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
German Research Center for Environmental Health (Helmholtz Zentrum München, Deutsches Forschungszentrum für Gesundheit und Umwelt GmbH)	Bärbel Brumme-Bothe	Director-General, Department Head, Federal Ministry of Education and Research
Helmholtz Centre for Infection Research (Helmholtz-Zentrum für Infektionsforschung GmbH)	Bärbel Brumme-Bothe	Director-General, Department Head, Federal Ministry of Education and Research
National Organisation Hydrogen and Fuel Cell Technology (NOW GmbH Nationale Organisation Wasserstoff- und Brennstoffzellentechnologie)	Birgitta Worrigen	Sub-department Head, Federal Ministry of Transport and Digital Infrastructure
Futurium gGmbH	Cornelia Quenett-Thielen	State Secretary and Head of Office, Federal Ministry of Education and Research
DFS Deutsche Flugsicherung GmbH	Dr. Martina Hinricher	Director-General, Head of Central-Department, Federal Ministry of Transport and Digital Infrastructure
Fernleitungs-Betriebsgesellschaft mbH	Imke von Bornstaedt-Küpper	Director-General, Federal Government Commissioner, Federal Ministry of Defense
German Energy Agency (Deutsche Energie-Agentur GmbH)	Iris Gleicke	Parliamentary State Secretary, Federal Ministry for Economic Affairs and Energy
Kulturveranstaltungen des Bundes in Berlin GmbH	Prof. Monika Grütters	Minister of State to the Federal Chancellor and Federal Government Commissioner for Culture and Media
Transit Film Gesellschaft mbH	Ulrike Schauz	Department Head, Federal Government Commissioner for Culture and Media

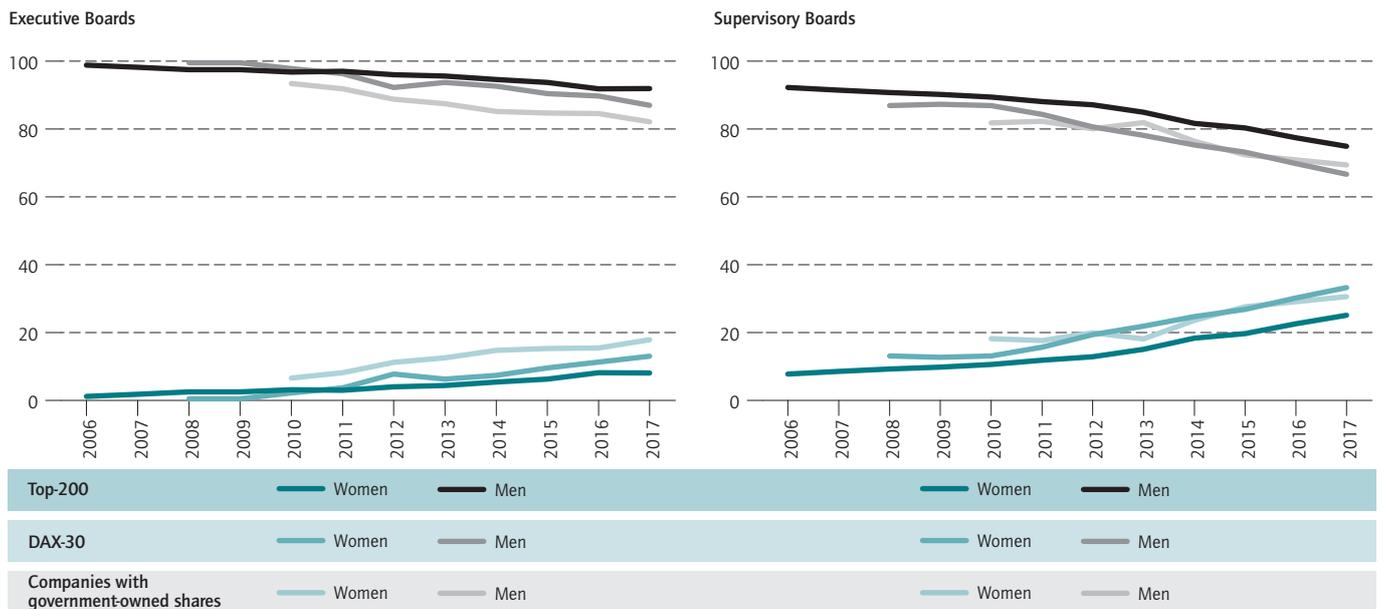
¹ Date: November 2017.

Source: Authors' own data collection.

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Figure 1

Percentage of women and men in selected company categories
In Percent



Source: Authors' own data collection and calculations.

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The gap between the proportion of women and men has been reduced more markedly on the supervisory boards than the executive boards.

Table 5

Company category groups by share of women on supervisory boards

In percent

	2017							2017	Change compared to 2016 (in percentage points)
	0 percent	1 to 9 percent	10 to 19 percent	20 to 29 percent	30 to 39 percent	40 to 49 percent	50 and more percent		
Companies subject to the gender quota	0.0	0.0	16.2	22.9	48.6	9.5	2.9	61.0	14.3
Top 200	7.6	5.6	25.7	24.3	30.6	3.5	3.5	37.5	3.7
DAX 30	0.0	0.0	0.0	33.3	46.7	16.7	3.3	66.7	6.7
MDAX	6.0	2.0	22.0	16.0	46.0	6.0	2.0	54.0	7.3
SDAX	30.0	0.0	28.0	6.0	30.0	2.0	4.0	36.0	6.0
TecDAX	16.7	0.0	36.7	13.3	30.0	3.3	0.0	33.3	-6.7
Companies with government-owned shares	2.0	2.0	7.8	29.4	37.3	13.7	7.8	58.8	10.8

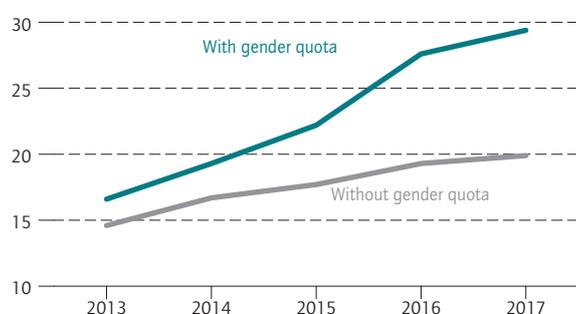
Source: Authors' own data collection and calculations.

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Figure 2

Percentage of women in supervisory boards in the top 200 companies with and without gender quota

In Percent



Source: Authors' own data collection and calculations.

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The gender quota for supervisory boards, which was adopted in 2015, is effective.

must have at least 30 percent female supervisory board members.⁸ As of January 1, 2016, the affected businesses must comply with the quota for all new, open positions on their supervisory board. In the event of non-compliance, relevant appointments will not be valid and any seats intended for female board members will remain vacant (“empty seat”). Businesses that are either publicly traded

or have employee representation on their supervisory board must set target goals for increasing the proportion of women on their supervisory board, executive board, and in the highest management levels.⁹

There is evidence that this law actually did increase the proportion of women on the supervisory board of the affected companies. The group consisting of the 160 DAX companies as well as the top 200 and 100 businesses remained behind a good 100 companies required to uphold the gender quota in 2017, both in terms of the proportion of women in top decision-making bodies and the development of that proportion in comparison to the previous year. Additionally, the proportion of businesses that must adhere to the quota and have their supervisory board positions filled with 30 percent women or more rose by over fourteen percentage points, stronger growth than in all other groups of businesses (Table 5 and Overview 4).

The correlation between the development of the proportion of women on supervisory boards and the compulsory gender quota is also confirmed in a comparison of the top 200 businesses that are subject to the statutory quota with those who are not. The companies subject to the quota were already slightly ahead of the other companies in 2013, but this gap has widened significantly since 2015 and is now almost ten percentage points (30 percent female members on the supervisory board compared to 20 percent, Figure 2).

⁸ Cf. Elke Holst and Anja Kirsch, “Corporate Boards of Large Companies: More Momentum Needed for Gender Parity,” *DIW Economic Bulletin*, no. 3 (2016): 38–39 (available online).

⁹ Cf. Deutscher Bundestag, *Erste jährliche Information der Bundesregierung über die Entwicklung des Frauen- und Männeranteils an Führungsebenen und in Gremien der Privatwirtschaft und des öffentlichen Dienstes* (Bundestagsdrucksache 18/11500, 2017) (in German; available online).

Overview 4

Largest 200 companies¹ (excluding financial sector) with more than 30 percent women on supervisory board at the end of the year 2017

Rank	Company	Total number of members	Number of women members	Percentage of women
1	Volkswagen AG	20	6	30.0
3	BMW AG	20	6	30.0
16	Bayer AG	20	6	30.0
17	RWE AG	20	6	30.0
84	T-Systems International GmbH	20	6	30.0
85	Salzgitter AG	20	6	30.0
112	Agravis Raiffeisen AG	20	6	30.0
135	DB Netz AG	20	6	30.0
153	DB Cargo AG	20	6	30.0
157	MVV Energie AG	20	6	30.0
58	BSH Hausgeräte GmbH	16	5	31.3
88	Hapag-Lloyd AG	16	5	31.3
106	Hella KGaA Hueck & Co.	16	5	31.3
118	Roche Deutschland Holding GmbH	16	5	31.3
185	Lufthansa Technik AG (zu Deutsche Lufthansa AG)	16	5	31.3
70	Vattenfall GmbH	19	6	31.6
126	Noweda eG	9	3	33.3
165	Novartis Deutschland GmbH	9	3	33.3
168	Pro Sieben Sat.1 Media AG	9	3	33.3
9	Uniper SE	12	4	33.3
25	BP Europa SE	12	4	33.3
44	Fresenius Medical Care AG & Co. KGaA	6	2	33.3
66	Covestro AG	12	4	33.3
71	Brenntag AG	6	2	33.3
142	DMK Deutsches Milchkontor GmbH	12	4	33.3
146	Leoni AG	12	4	33.3
155	Philips GmbH Market DACH	12	4	33.3
166	IBM Deutschland GmbH	12	4	33.3
171	Osram Licht AG	12	4	33.3
183	Dürr AG	12	4	33.3
197	Krones AG	12	4	33.3
198	Freenet AG	12	4	33.3
5	Siemens AG	20	7	35.0
24	Deutsche Lufthansa AG	20	7	35.0
40	EnBW Energie Baden-Württemberg AG	20	7	35.0
43	TUI AG	20	7	35.0
60	Evonik Industries AG	20	7	35.0
102	Südzucker AG	20	7	35.0
119	GE Deutschland Holding GmbH	11	4	36.4
191	Vonovia SE	11	4	36.4
47	Boehringer Ingelheim	16	6	37.5
53	Merck KGaA	16	6	37.5
103	Infineon Technologies AG	16	6	37.5
190	Nestlé Deutschland AG	16	6	37.5
11	Metro AG	20	8	40.0
13	Deutsche Post AG	20	8	40.0
144	GEA Group AG	12	5	41.7
42	Henkel AG & Co. KGaA	16	7	43.8
7	Deutsche Telekom AG	20	9	45.0
74	Droege International Group AG	6	3	50.0
149	TUI Deutschland GmbH (zu TUI AG)	16	8	50.0
152	Bilfinger SE	12	6	50.0

¹ Only companies providing data on the composition of their supervisory boards.

Source: Authors' own data collection and calculations.

Figure 3

Women in the highest decision-making bodies¹ of the largest listed companies in European countries with and without gender quota



Note: Countries are defined as "with quota" when they passed a quota legislation in the years 2003 to 2016.

Source: Own depiction based on Sonja Spitzer and Christina Wieser (2017): *Frauen Management Report 2017. The Chamber of Labour, Vienna* (available online); European Commission (2017): *Gender Statistics Database* (available online).

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The positive effects of a mandatory gender quota are also visible in a European comparison.

Evidence of a statutory gender quota's positive effects also visible in a comparison of European countries

A comparison of European countries also suggests that political conditions can have a positive effect on the proportion of women in the leading bodies of the largest companies in a country.¹⁰ A comparison of every country that introduced a statutory gender quota for the top decision-making bodies of certain companies by 2016 with those who have no such legal quota shows a clear picture: on average, countries with quota laws have markedly higher proportions of women serving on top decision-making bodies than countries without such laws—even though by the mid-2000s, the proportion of women in the group of countries without a quota system was higher than in the comparison group (Figure 3). In particular, the proportion of women in the top decision-making bodies in Belgium, France, Italy, and the Netherlands has experienced a strong increase since 2011, when the countries introduced a compulsory quota (Box). From 2011 to

¹⁰ The European Commission publishes statistics on gender equality in top political and economic positions in European countries. The proportion of women on the supervisory boards of the largest publicly traded businesses is collected for the 28 EU member states, five candidate countries (Montenegro, Iceland, Macedonia, Serbia, and Turkey), and Norway.

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2015, the share of women in top decision-making bodies also increased in countries without a binding quota law, although significantly less compared to the countries that do have a quota legislation. Additionally, development in the countries without a gender quota has been noticeably stagnating since 2015. This could be related to the failure at the EU level of the legally binding quota system, which may have reduced pressure on businesses.¹¹

A comparison of select individual countries over time shows the effects of the statutory gender quota even more clearly. Belgium, France, Italy, and the Netherlands all introduced a gender quota in the same year (2011), albeit at different levels and with different sanctions. These countries were below the EU average until the mid-2000s in regards to the proportion of women in the highest decision-making bodies of the largest publicly traded companies (Figure 4). This remained the case in Belgium, France, and Italy until the end of the 2000s. However, since 2011, the proportion of women has significantly risen in these four countries, and since 2014, they have been markedly above the average of the 28 EU countries. Yet it is still striking that in the Netherlands, the only country in this group that did not introduce sanctions in case of quota non-compliance, the development of the proportion of women in top decision-making bodies had significantly less momentum than the other three countries. Italy and France surpassed Germany during the observation period.

In Germany, where the statutory gender quota for supervisory boards was passed in 2015, the development of the proportion of women on the board ran parallel to the EU average for a long time. After 2015, it began to develop at a rate above average.

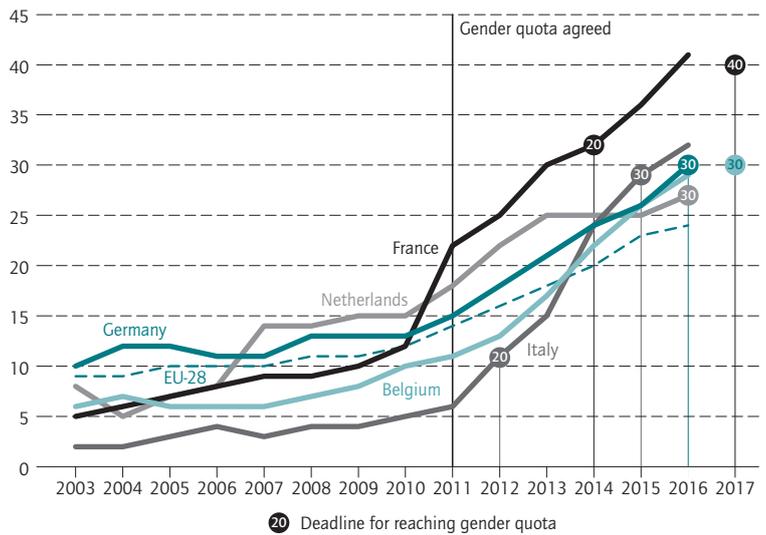
Germany was above the EU average in 2017 but is still considerably behind front runner France

On average across all EU countries, women made up one-quarter of the members serving on the highest decision-making bodies of the largest publicly traded companies in 2017 (Figure 5). At 32 percent, Germany was seven percentage points above the average, yet still considerably behind front-runner France (43 percent). The proportion of women is also higher in Sweden (36 percent), Italy (34 percent), and Finland (33 percent) than it is in Germany. Iceland and Norway previously had the largest proportion of women in leadership positions in Europe, but France has since caught up.

Figure 4

Introduction of quota regulations and development of the share of women in selected european countries

Share of women in the highest decision-making bodies of the largest listed companies in percent



Source: Own depiction based on Sonja Spitzer and Christina Wieser (2017): Frauen Management Report 2017. The Chamber of Labour Vienna (available online); European Commission (2017): Gender Statistics Database (available online).

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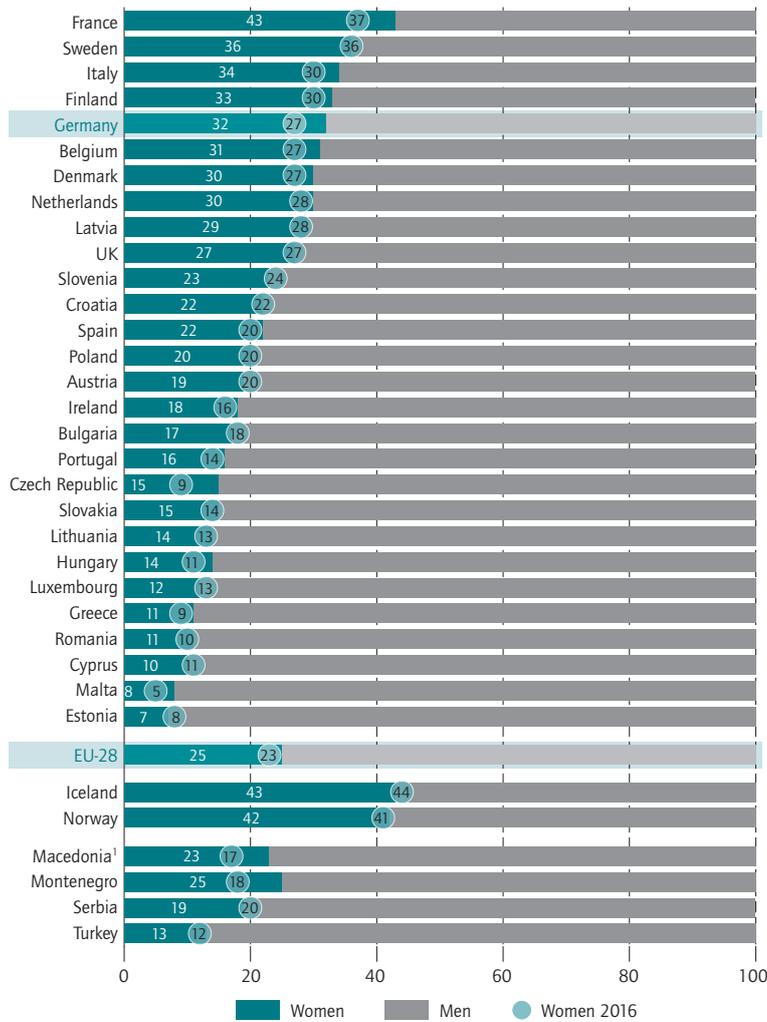
In Belgium, France, Italy, and (with some limitations) the Netherlands, the proportion of women significantly rose after the mandatory gender quota was introduced in 2011.

¹¹ Cf. Hendrik Kafsack, EU-Frauenquote steht vor dem Aus, Frankfurter Allgemeine Zeitung, December 8, 2015 (in German; available online).

Figure 5

Women in the highest decision-making bodies¹ of the largest listed companies in Europe in 2017

In percent



1 Members of the Corporate Board (supervisory board if supervisory and executive functions are separated).
2 Former Yugoslav Republic.

Source: European Institute for Gender Equality (available online).

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Germany is above the EU average but significantly behind front-runner France.

Some businesses are increasing the proportion of women on their supervisory board over the 30 percent mark

For the first time in the Women Executives Barometer 2017, DIW Berlin examined the continued development of the proportion of women on the supervisory board of companies in Germany which already have a supervisory board made up of 30 percent women. The calculations showed that, in most of the companies, the proportion did not continue to increase. Rather, there was a negative correlation between the proportion of women on a supervisory board in 2015 and the change in 2016.¹² According to the latest evaluations for 2017, this negative correlation has weakened (Figure 6). There are now numerous businesses which had a proportion of 30 percent or more female members on their supervisory board that continued to increase that percentage in 2017.

For executive boards, however, the same applies as in past analyses: if 25 percent of a company's executive board members are women, generally that number does not continue to increase (Figure 7).

A negative correlation between the proportion of women on supervisory or executive boards in the previous year and the development of this proportion in the following year suggests that assuming linear growth rates for the proportion of women on these boards is rather unrealistic. However, even if the rather optimistic assumption of linear growth is taken as a basis and the development of the proportion of women on supervisory and executive boards had continued to grow at the same rate as in the years since 2006, gender equality in the executive and supervisory boards of the top 200 companies would still not be achieved for 65 and 16 years respectively.

Conclusion

The analyses in the Women Executive Barometer 2018 illustrate that the proportion of women on the supervisory board of companies in Germany is, on average, increasing. The development of this proportion in large companies that are subject to the gender quota when replacing supervisory board members is particularly dynamic. Overall, the quota system introduced in 2015 appears to be working,¹³ and a comparison within the European Union emphasizes that: the proportion of women in the

12 Cf. Holst and Wrohlich, "Top decision-making bodies in large companies," Figures 4 and 5.

13 For an overview and classification of the effects of gender makeup on boards in an international comparison, cf. Anja Kirsch, "The gender composition of corporate boards: a review and research agenda," *The Leadership Quarterly* (2017) (available online); as well as "Gender parity on boards around the world," Harvard Law School Forum on Corporate Governance and Financial Regulation (blog), January 5, 2017 (available online). The OECD is also in favor of

highest decision-making bodies is increasing significantly more in countries with legal gender quotas than in those without.

Although the proportion of women on executive boards is barely advancing, the proportion in the 30 largest publicly traded companies—which are almost all subject to the gender quota for supervisory boards—rose the previous year by almost two percentage points to 13 percent. Mostly smaller companies with government-owned shares had an even higher proportion at almost 18 percent. The MDAX, SDAX, and TecDAX companies, on the other hand, achieved a proportion of around five percent at best, while in some groups the proportion is even declining. In the top 200 companies, the proportion of women on the executive board remained at a bit over eight percent on average.

The unequal career chances for men and women and thus the rise to a well-paid job are also reflected in the gender pay gap. In 2016, the gender pay gap between men and women in Germany was especially high at 21 percent. The European Union established an action plan for 2017 to 2019 in order to reduce the gender pay gap. One focus is on fighting vertical segregation, the different concentration of women and men at each hierarchical level.¹⁴ However, it is not exclusively about top-ranking positions; better conditions are also needed for women in lower management positions as well in order to increase equal opportunities.¹⁵ Ambitious company goals—above and beyond the status quo—as well as their timely implementation are a step towards accomplishing this important goal. The necessary reformation process should be accompanied by a modernized corporate organization and culture. Digitization could support change by, for example, giving employees more time sovereignty. An integrated policy is needed to set a framework that supports the qualitative and quantitative expansion of daycare as well as promotes dividing care

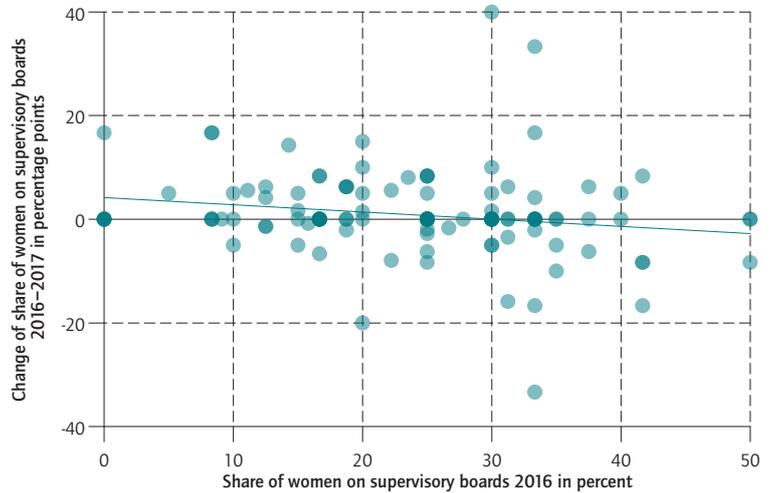
more gender equality in leadership positions, cf. The Pursuit of Gender Equality (2017): An Uphill Battle, OECD Publishing (available online).

14 Council of the European Union, *EU action plan 2017–2019 to tackle the gender pay gap* (2017). In principle, this aspect was also included in the Equal Participation of Women and Men in Leadership Positions in the Private and Public Sectors Act (FüPoG) as a second pillar in the form of a requirement to set targets for management boards and top management levels. It establishes a deadline of five years to reach the target set by the company itself for the executive board and the highest management levels. The voluntary targets may also include a "zero increase" in the proportion of women. Concerning the legal regulations in practice and the often stated "zero-goal" cf. Deutscher Juristinnenbund, "Von nichts kommt nichts. Aktionärinnen fordern Gleichberechtigung," press release, November 24, 2017 (in German; available online); as well as AllBright, *Zielgröße: Null Frauen. Die versenkte Chance deutscher Unternehmen* (Leipzig: PögeDruck, 2016) (in German; available online).

15 For more on reducing the gender bias in companies, cf. for example Shelley J. Correll, "Reducing Gender Bias in Modern Workplaces: A Small Wins Approach to Organizational Change," *Gender & Society* 31, no. 6 (2017): 6725–6750 (available online); as well as Iris Bohnet, *What Works: Gender Equality by Design* (Cambridge: Belknap Press of Harvard University Press, 2016).

Figure 6

Correlation between share of women on supervisory boards in the top-200 companies 2016 and the change of this share 2016–2017



Note: $R^2=0,03$, $p\text{-Value}=0,00$, $n=117$.

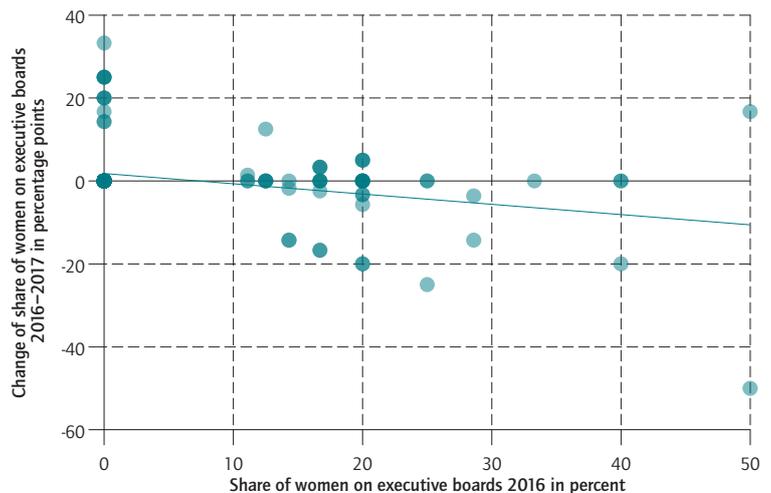
Source: Authors' own data collection and calculations.

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Some businesses have begun increasing the proportion of women on their supervisory boards above the 30 percent mark.

Figure 7

Correlation between share of women on executive boards in the top-200 companies 2016 and the change of this share 2016–2017



Note: $R^2=0,14$, $p\text{-Value}=0,00$, $n=154$.

Source: Authors' own data collection and calculations.

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If a company has reached a proportion of 25 percent female members on the executive board, the proportion generally does not continue to increase.

Box

European comparison of the quota systems

In regards to the gender quota for supervisory boards, Norway is leading Europe. The country had already introduced a quota of 40 percent for the supervisory boards of state-owned and publicly traded companies in 2003. The legislation also implemented very tough sanctions in cases of non-compliance. Norway’s example was followed by Spain and Iceland: the two countries also introduced quotas of 40 percent in 2007 and 2010, respectively, but without sanctions for failing to reach these quotas. In 2011, four countries—Belgium, France, Italy, and the Netherlands—introduced quotas for supervisory boards and executive committees (Excocs).¹ However, the terms differ per

country in regard to how high the quota is, the deadline as to when the quota must be reached, and the sanctions. In 2015, Germany introduced a statutory gender quota in the amount of 30 percent for supervisory boards of publicly traded companies which also have employee representation on their supervisory boards (full codetermination). Austria followed suit and introduced such a quota system in the summer of 2017.

1 Not all European countries have a dual system like Germany (as well as Austria and the Netherlands) where the executive and supervisory bodies are separated. Some countries have a monistic system with a single top decision-making body (executive committee), such as Spain and Belgium. A third group of countries allow both systems and companies may choose for themselves which they would like to implement. These countries include Sweden, France, and Italy. In Belgium and Spain, the gender

quota applies to the entire executive committee. In countries that allow companies to choose, the quota applies to the non-executive members of the supreme decision-making body (France) or to the entire highest decision-making body (Italy) of the companies that choose a monistic system. Cf. Elke Holst, Anne Busch, and Lea Kröger, "Führungskräfte-Monitor" 2012, *DIW Politikberatung kompakt*, no. 65 (2012): 87 (in German; available online).

Table

Mandatory gender quotas in Europe

Country	Year the law was passed	Quota	Deadline	Board	Applies to the following companies	Sanctions
Norway	2003	40 percent	2008	Supervisory board	State-owned enterprises and publicly traded companies	Yes: financial penalties up to the dissolution of the business (since 2015)
Spain	2007	40 percent	2015	Executive committee	State and private corporations, companies with over 250 employees	No
Iceland	2010	40 percent	2013	Supervisory board	Companies with over 50 employees	No
Belgium	2011	30 percent	2017	Executive committee	Publicly traded and state-owned enterprises	Yes: For publicly traded companies: any new appointment to the board is automatically void if the company violates the quota.
France	2011	20 percent/40 percent	2014/2017	Supervisory board	Publicly traded companies, companies with over 500 employees or over 50 million euros in revenue	Yes: Appointing an executive board member who does not fulfill the criteria in terms of gender automatically voids the selection.
Italy	2011	20 percent/30 percent	2012/2015	Supervisory board	Publicly traded and state-owned enterprises	Yes: Financial penalties of up to a million euros and the dissolution of the supervisory board
The Netherlands	2011	30 percent	2016	Supervisory and executive boards	Publicly traded companies, companies with over 250 employees	No
Germany	2015	30 percent	2016	Supervisory board	Publicly traded companies with full co-determination	Yes: "empty seat"
Austria	2017	30 percent	2018	Supervisory board	Publicly traded companies, companies whose supervisory board has six employer's representatives and companies with over 1,000 employees	Yes: "empty seat"

Sources: *Kammer für Arbeiter und Angestellte für Wien (2017)* (in German; available online); *European Commission's Network to Promote Women in Decision-making in Politics and the Economy (2011)* (available online); *European Parliament (2015)* (available online); *OECD (2015)* (available online); *French embassy (2015)* (in German; available online); *Österreichische Wirtschaftskammer (2017)* (in German; available online); *European Union (2015)* (available online).

work equally between partners, for example by extending paternity leave.

So far in the political sphere, women have been the main source of impetus for more equal opportunities in management positions. However, with the recent election, the proportion of women in the German Bundestag dropped

significantly from just over 37 to almost 31 percent.¹⁶ It remains to be seen what equality policy approaches will be pursued by the new Bundestag—which is dominated by over two-thirds men—and the still-to-be-formed federal government.

16 On the proportion of women in the 19th and 18th legislative periods cf. the October 2017 and February 2017 data, respectively, from the Bundestag (both in German; both available online).

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JEL: D22, J16, J59, J78, L21, L32, M14, M51

Keywords: corporate boards, board composition, boards of directors, board diversity, Europe, women directors, gender equality, gender quota, Germany, management, private companies, public companies, supervisory boards, executive boards, CEOs, women

Financial sector: proportion of women in top decision-making bodies is increasing more slowly than at the beginning of the decade—equal gender representation is still a long way off

By Elke Holst and Katharina Wrohlich

Over the past year, the proportion of women serving on the executive and supervisory boards of the top 100 largest banks in Germany rose slightly to almost nine and 23 percent, respectively. However, growth has come to a halt in the 60 largest insurance companies: on both executive and supervisory boards, the proportion of women has sunk to almost nine and 22 percent, respectively. For over ten years, DIW Berlin has been investigating to what extent women are represented in the top decision-making bodies of banks and insurance companies. A phase of stagnation from 2006 to 2010 was followed by a period of dynamic growth until 2014/2015 before largely returning to a slower phase of development. It seems unlikely that the average development over the past 11 years will continue linearly because most banks or insurance companies do not continue to increase the proportion of women on supervisory boards after reaching the 30 percent target mark. The development could be strengthened by a change in corporate culture. These changes include ambitious goals for more women in top positions and their timely implementation as well as a more modern corporate organization. This way, new role models can be formed and gender stereotypes can be dismantled.

For over ten years, DIW Berlin has been studying the proportion of women on management boards and in executive positions (hereafter referred to as “executive boards”) as well as on supervisory and administrative boards (hereafter “supervisory boards”) in the financial and insurance services sector (hereafter “financial sector”) in Germany.² In addition to documenting the development of the proportion of women in these committees, this report shows to what extent women hold executive board chair or executive board spokesperson positions (hereafter “CEO”)³ as well as supervisory board chair positions. The survey includes the 100 largest banks measured by balance sheet total and the 60 largest insurance companies measured by revenue from contributions.⁴ This report

¹ If a company had a supervisory board as well as an administrative board, only the supervisory board was considered in this analysis.

² For last year's report, see Elke Holst and Katharina Wrohlich, “Women Executives Barometer 2017.” *DIW Economic Bulletin*, no. 1+2 (2017): 17-30 (available online; accessed on December 15, 2017. This applies to all other online sources in this report unless stated otherwise).

³ In publicly traded companies, a supervisory board can appoint a CEO (Section 84, para. 2 of the German Stock Corporation Act [*Aktiengesetz*, AktG]), while an executive board can determine its own spokesperson. Although the principle of collegiality and the position of *primus inter pares* apply in the case of both CEO and executive board spokespersons, the “decision to select a spokesperson for the executive board (instead of having the supervisory board appoint a CEO) demonstrates a commitment to the blanket validity of the principle of collegiality and the position of executive board spokesperson as *primus inter pares*. At the same time, it rejects the spokesperson of the board as a factual leader.” In contrast to a CEO, a spokesperson of the board is not responsible for internal board supervision and coordination functions. See Karsten Schmidt and Marcus Lutter, eds., *Aktiengesetz: Kommentar*, 3rd ed. (Cologne: Verlag Dr. Otto Schmidt, 2015), 1226 et seq. and 1306-1308 (in German).

⁴ The largest banks (measured by balance sheet total in 2015) were selected according to Stefan Hirschmann, “Top 100 der deutschen Kreditwirtschaft. Zartes Erwachen” *Die Bank, Zeitschrift für Bankpolitik und Praxis* 8 (2017): 12-19 (in German). The largest insurance companies (measured by revenue from contributions in 2016) were selected using a special evaluation from the *Köln Institut für Versicherungsinformation und Wirtschaftsdienste* (KIVI). Additionally, the largest reinsurance companies were taken into account (see box). Corporations/groups without a supervisory board were excluded because they only exist as “combined brands.” Research into the composition of the top decision-making bodies of the banks and insurance companies was conducted

Table 1

Share of women in employment subject to social insurance contributions by economic sector

In percent

	1999	2000	2005	2010	2014	2015	2016	2017
Provision of financial services ¹	57.0	57.1	57.6	57.2	57.0	57.0	56.7	56.6
Central banks and credit institutions	57.2	57.3	58.0	57.6	57.7	57.8	57.7	57.7
Insurance companies, reinsurance companies, and pension funds (excluding social security) ²	46.8	47.2	48.8	49.2	49.5	49.9	49.9	49.9
Activities associated with financial and insurance services ³	60.2	60.0	62.1	60.9	59.4	58.8	58.9	58.7

¹ Listed as "Credit Services Industry" up to 2008.

² Listed as "Insurance Industry" up to 2008.

³ Listed as "Activities Associated with the Credit and Insurance Industry" up to 2008.

Source: German Federal Employment Agency, *Beschäftigte nach Wirtschaftszweigen (WZ 2008)*, quarterly figures, effective date: 31st March 2017.

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also provides information on the proportion of women in the decision-making boards of the European Central Bank, the European Banking Authority, and the national central banks of EU member states.

We show to what extent women are represented on the executive and supervisory boards of non-financial sector companies in a separate report in this issue of the Weekly Report. That survey encompasses the largest 200 non-financial sector companies in terms of revenue, the publicly traded companies in the DAX 30, MDAX, SDAX, and TecDAX indices, and the 60 companies with government-owned shares.⁵ Considered together, the two reports provide an overview of the extent to which women are represented in the executive bodies of over 500 German companies.⁶

Traditionally, women are disproportionately underrepresented in leadership positions in the financial sector

The German financial sector is characterized by a high proportion of female employees—more than half of all employees in this sector are women (Table 1). However, men hold the majority of the executive positions in this

industry. It is a well-known phenomenon: empirical studies show that men are much more likely to hold leadership positions than women in the financial sector—even when taking factors such as education and work experience into account.⁷ In no other industry is it so unlikely for women to work their way to a position in the first or second-level management levels as it is in the financial and insurance sectors, especially considering the proportion of women relative to all employees in this sector.⁸ This *gender leadership gap*⁹ does not only exist in Germany. International studies show that in many European countries as well as the United States, the chances of women reaching high-level leadership positions in the banking sector are especially low in comparison to other industries.¹⁰

The Equal Participation of Women and Men in Leadership Positions in the Private and Public Sectors Act (*Gesetz für die gleichberechtigte Teilhabe von Frauen und Männern an Führungspositionen*) has been in effect since May 2015, and the mandatory gender quota for supervisory boards has been in effect since January 2016. Since

between November 2017 and early January 2018. New appointments at the beginning of the year were taken into consideration for the banks. The data are based on online company profiles, annual reports, and financial statements for 2016. It also includes information from German Federal Gazette publications as well as specific data requests made to the companies by DIW Berlin.

⁵ Cf. Elke Holst and Katharina Wrohlich, "Top-decision making bodies of large businesses: gender quota for supervisory boards is effective—development is almost at a standstill for executive boards," *DIW Weekly Report*, no. 3 (2018): 17–31.

⁶ We would like to thank our student assistants, Paula Arndt, Anna Raffalski, and Louisa Schmitt, for their excellent research support.

⁷ Cf. Elke Holst and Martin Friedrich, "Hohe Führungspositionen: In der Finanzbranche haben Frauen im Vergleich zu Männern besonders geringe Chancen," *DIW Wochenbericht*, no. 37 (2016): 827–828 (in German; available online).

⁸ Cf. Susanne Kohaut and Iris Möller, "Oberste Chefetage bleibt Männerdomäne," *IAB Kurzbericht*, no. 24 (2017) (in German; available online).

⁹ The gender leadership gap illustrates the difference between the proportion of female employees and the proportion of women in higher leadership positions. If women had the exact same chances as men to be chosen for a leadership position, this difference would not exist and women in leadership positions would be represented according to the proportion of female employees. Cf. Holst and Friedrich, "Hohe Führungspositionen," 829.

¹⁰ Cf. Renée B. Adams and Tom Kirchmaier, "Women on Boards in Finance and STEM Industries," *American Economic Review: Papers and Proceedings* 106, no. 5 (2016): 277–281; as well as Renée B. Adams and Tom Kirchmaier, "Women in Finance" (working paper no. 479, ECGI Finance, 2016) (available online).

Table 2

Women on the supervisory boards and/or executive boards of large banks, savings banks, and insurance companies in Germany¹

	Banks										Insurance companies								
	2006	2010	2011	2012	2013	2014	2015	2016	2017	2006	2010	2011	2012	2013	2014	2015	2016	2017 ²	
Executive boards/management boards																			
Total number of companies	100	100	100	100	100	100	100	100	100	63	62	59	61	60	60	59	59	60	
With data on composition	100	100	100	100	100	100	100	100	100	63	62	59	61	60	60	59	59	60	
With women on executive board	10	10	12	17	24	23	28	30	32	10	10	14	21	29	27	27	31	26	
Percentage	10.0	10.0	12.0	17.0	24.0	23.0	28.0	30.0	32.0	15.9	16.1	23.7	34.4	48.3	45.0	45.8	52.5	43.3	
Total number of members	442	408	404	407	396	387	394	404	406	394	399	385	384	396	353	353	357	341	
Men	431	396	391	390	371	361	364	371	370	384	389	370	362	362	323	321	322	312	
Women	11	12	13	17	25	26	30	33	36	10	10	14	22	34	30	32	35	29	
Percentage of women	2.5	2.9	3.2	4.2	6.3	6.7	7.6	8.2	8.9	2.5	2.5	3.6	5.7	8.6	8.5	9.1	9.8	9.3	
Total number of chairpersons	100	100	100	100	100	100	98	98	98	63	62	59	61	60	60	59	59	60	
Men	98	98	99	97	97	98	95	94	93	63	62	59	60	59	59	58	58	59	
Women	2	2	1	3	3	2	3	4	5	0	0	0	1	1	1	1	1	1	
Percentage of women	2.0	2.0	1.0	3.0	3.0	2.0	3.1	4.1	5.1	0.0	0.0	0.0	1.6	1.7	1.7	1.7	1.7	1.7	
Supervisory boards/administrative boards																			
Total number of companies	100	100	100	100	100	100	100	100	100	63	62	59	61	60	60	59	59	60	
With data on composition	100	100	100	100	100	97	98	98	99	63	62	59	61	60	60	59	59	59	
With women on supervisory board	89	88	88	88	89	89	93	95	95	46	48	45	50	50	48	50	52	50	
Percentage	89.0	88.0	88.0	88.0	89.0	91.8	94.9	96.9	96.0	73.0	77.4	76.3	82.0	83.3	80.0	84.7	88.1	83.3	
Total number of members	1,633	1,548	1,567	1,491	1,485	1,504	1,518	1,520	1,532	812	732	689	704	683	661	640	639	580	
Men	1,387	1,295	1,307	1,226	1,230	1,234	1,194	1,194	1,186	720	645	599	596	572	547	518	498	454	
Women	246	253	260	265	255	270	324	326	346	92	87	90	108	111	114	122	141	126	
Percentage of women	15.1	16.3	16.6	17.8	17.2	18.0	21.3	21.4	22.6	11.3	11.9	13.1	15.3	16.3	17.2	19.1	22.1	21.7	
Total number of chairpersons	100	100	100	100	100	97	98	98	99	63	62	59	61	60	60	59	59	59	
Men	97	97	98	97	97	92	92	91	93	63	61	58	60	59	58	57	58	56	
Women	3	3	2	3	3	5	6	7	6	0	1	1	1	1	2	2	1	3	
Percentage of women	3.0	3.0	2.0	3.0	3.0	5.2	6.1	7.1	6.1	0.0	1.6	1.7	1.6	1.7	3.3	3.4	1.7	5.1	
Companies with data on employee representation	33	44	53	56	36	76	81	81	84	24	34	33	39	27	59	48	49	51	
Total number of members	599	642	738	786	564	1,159	1,255	1,269	1,312	291	351	385	411	312	647	573	584	545	
Men	496	549	628	649	455	943	968	981	1,004	256	319	347	358	266	534	461	449	424	
Women	103	93	110	137	109	216	288	288	308	35	32	38	53	46	113	112	135	121	
Female employee representatives	85	62	78	87	69	131	157	151	162	32	26	36	43	34	81	71	81	73	
As a percentage of women members	82.5	66.7	70.9	63.5	63.3	60.6	54.5	52.4	52.6	91.4	81.3	94.7	81.1	73.9	71.7	63.4	59.6	60.3	

¹ At the end of the year 2017. Only companies providing data on the composition of their corporate boards.

² Discontinuity in the time series after 2016 (see Box, p. 24)

Source: Authors' own data collection and calculations.

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then, the development of the proportion of women—especially on supervisory, but also on executive boards—has been the focus of public interest. The development in the largest 100 banks and 60 insurance companies in Germany is shown in detail below.

Top 100 banks

Executive boards: consistent low growth at a low level

In Germany, 32 of the 100 largest banks had at least one woman serving on their executive board at the end of

2017—two more than in the previous year (Table 2). The proportion of women on the executive board of banks was around nine percent in total, an increase of a good half percentage point compared to 2016. In the 100 largest banks, there were five women with a seat on the executive board (Overview 1), one more than in 2016.¹¹

¹¹ These women are Carola Gräfin v. Schmettow (*HSBC Trinkaus & Burkhardt AG*), Karin-Brigitte Göbel (*Stadtparkasse Düsseldorf*), Eva Wunsch-Weber (*Frankfurter Volksbank e.G.*), Dr. Birgit Roos (*Sparkasse Krefeld*), and Ines Dietze (*SWN Kreissparkasse Waiblingen*).

Table 3

Largest 100 banks¹ with at least 25 percent women on the supervisory board

Rank	Bank	Total number of members	Women	Percentage share of women	Pillar
46	IBB Investitionsbank Berlin ²	9	6	66.7	public
82	Bethmann Bank AG	5	3	60.0	private
43	Comdirect Bank AG	6	3	50.0	private
24	Santander Consumer Bank AG	12	6	50.0	private
31	Dexia Kommunalbank Deutschland AG	6	3	50.0	private
12	NRW.Bank	13	6	46.2	public
56	Investitionsbank des Landes Brandenburg	18	8	44.4	public
45	Investitionsbank Schleswig-Holstein (IB)	12	5	41.7	public
69	BB Bank	15	6	40.0	cooperative
52	Sparkasse Hannover	18	7	38.9	public
41	Wüstenrot Bausparkasse AG	16	6	37.5	private
85	Sparkasse Krefeld	20	7	35.0	public
1	Deutsche Bank AG	20	7	35.0	private
11	Postbank AG	20	7	35.0	private
21	Aareal Bank AG ²	12	4	33.3	private
51	Oldenburgische Landesbank AG	12	4	33.3	private
6	Landesbank Baden-Württemberg	21	7	33.3	public
20	Volkswagen Bank GmbH	12	4	33.3	private
40	LfA Förderbank Bayern ²	6	2	33.3	public
74	Sparkasse Dortmund	15	5	33.3	public
80	Sparkasse Leipzig	15	5	33.3	public
91	Sparkasse Karlsruhe Ettlingen	24	8	33.3	public
97	Sparda-Bank München e.G. ²	9	3	33.3	cooperative
19	Deutsche Pfandbriefbank AG	9	3	33.3	private
29	BHW Bausparkasse AG	9	3	33.3	private
89	Sächsische Aufbaubank – Förderbank	9	3	33.3	public
15	HSH Nordbank AG	16	5	31.3	public
57	Landesbank Saar	13	4	30.8	public
4	Commerzbank AG	20	6	30.0	private
18	Bausparkasse Schwäbisch Hall AG	20	6	30.0	cooperative
86	Sparkasse Mainfranken	25	7	28.0	public
9	Norddeutsche Landesbank Girozentrale	18	5	27.8	public
79	Landessparkasse zu Oldenburg	20	5	27.8	public
96	Förde Sparkasse ²	22	6	27.3	cooperative
17	Landeskreditbank Baden-Württemberg – Förderbank (L-Bank) ²	15	4	26.7	public
54	Sparda-Bank Baden-Württemberg e.G.	15	4	26.7	cooperative
66	Sparkasse Aachen	15	4	26.7	public
99	Stadtsparkasse Wuppertal	15	4	26.7	public
10	ING-DiBa AG	12	3	25.0	private
5	Unicredit Bank AG	12	3	25.0	private

¹ Only banks providing data on the composition of their supervisory board.

² Chairwoman.

Source: Authors' own data collection and calculations.

Supervisory boards: increase by one percentage point for the first time in a while

Generally, there is now at least one woman on each of the 100 largest banks' supervisory boards. The proportion of women holding supervisory board seats has increased by one percentage point to almost 23 percent. The slight upward trend over the past years in the number of women

holding a seat on a supervisory board did not continue in 2017: only six banks had a supervisory board chairwoman, one fewer than the previous year.

At the end of 2017, 40 of the 100 largest banks had a proportion of at least 25 percent female board members on their supervisory boards (Table 3), six banks more than the previous year. Of these 40 banks, 30 had filled their

Overview

Women on the executive boards of large banks and insurance companies in Germany at the end of 2017

Rank	Banks	Women Executive Director	Pillar
1	Deutsche Bank AG	Kim Hammonds, Sylvie Matherat	private
3	KfW Kreditanstalt für Wiederaufbau	Dr. Ingrid Hengster	public
4	Commerzbank AG	Dr. Bettina Orlopp	private
5	Unicredit Bank AG	Sandra Betocchi	private
9	Norddeutsche Landesbank Girozentrale	Ulrike Brouzi	public
10	ING-DiBa AG	Katharina Herrmann	private
11	Postbank AG	Susanne Klöß-Braekler	private
12	NRW.Bank	Gabriele Pantring	public
14	Deka Bank Deutsche Girozentrale	Manuela Better	public
17	Landeskreditbank Baden-Württemberg – Förderbank (L-Bank)	Dr. Iris Reinelt	public
21	Aareal Bank AG	Dagmar Knopek, Christiane Kunisch-Wolff	private
22	Landesbank Berlin AG	Tanja Müller-Ziegler	public
23	Hamburger Sparkasse AG	Bettina Poullain	independent savings bank
33	Sparkasse KölnBonn	Dr. Nicole Handschuh	public
37	Deutsche Hypothekbank AG	Sabine Barthauer	private
39	HSBC Trinkaus & Burkhardt AG	Carola Gräfin v. Schmettow ¹	private
43	Comdirect Bank AG	Martina Palte	private
46	IBB Investitionsbank Berlin	Sonja Kardorf	public
49	Stadtsparkasse München	Marlies Mirbeth	public
50	Targobank AG & Co. KGaA	Maria Topaler	private
51	Oldenburgische Landesbank AG	Karin Katerbau	private
52	Sparkasse Hannover	Kerstin Berghoff-Ising, Marina Barth	public
56	Investitionsbank des Landes Brandenburg	Kerstin Jöntgen, Jacqueline Tag	public
58	Berliner Volksbank e.G.	Marija Kolak	cooperative
63	Stadtsparkasse Düsseldorf	Karin-Brigitte Göbel ¹	public
69	BB Bank	Gabriele Kellermann	cooperative
71	Sparda-Bank Südwest e.G.	Karin Schwartz	cooperative
72	Frankfurter Volksbank e.G.	Eva Wunsch-Weber ¹	cooperative
75	Teambank AG	Dr. Christiane Decker	cooperative
85	Sparkasse Krefeld	Dr. Birgit Roos ¹	public
88	SWN Kreissparkasse Waiblingen	Ines Dietze ¹	public
97	Sparda-Bank München e.G.	Petra Müller	cooperative
Rank	Insurance Companies	Women Executive Director	
1	Münchener Rückversicherungs-Gesellschaft AG	Dr. jur. Doris Höpke	
5	Allianz SE	Jacqueline Hunt, Dr. Helga Jung	
7	R+V Lebensversicherung AG	Julia Merkel	
9	DKV Deutsche Krankenversicherung AG	Silke Lautenschläger	
10	R+V Allgemeine Versicherung AG	Julia Merkel	
12	Zurich Deutscher Herold Lebensversicherung AG	Christine Theodorovics	
14	Allianz Private Krankenversicherungs-AG	Dr. Birgit König ¹	
15	ERGO Versicherung AG	Silke Lautenschläger	
20	Bayern-Versicherung Lebensversicherung AG	Barbara Schick	
22	ERGO Lebensversicherung AG	Silke Lautenschläger	
23	ALTE LEIPZIGER Lebensversicherung AG	Wiltrud Pekarek	
28	Allianz Global Corporate & Specialty SE	Nina Klingspor, Sinéad Browne	
29	R+V Versicherung AG	Julia Merkel	
31	HUK-COBURG-Allgemeine Versicherung AG	Sarah Rössler	
32	Württembergische Lebensversicherung AG	Dr. Susanne Pauser	
34	HDI Lebensversicherung AG	Barbara Riebeling	
36	COSMOS Lebensversicherungs-AG	Claudia Andersch	
39	Generali Deutschland AG	Claudia Andersch, Dr. Nora Gürtler	
40	Württembergische Versicherung AG	Dr. Susanne Pauser	
42	HUK-COBURG Haftpflicht-Unterstützungs-Kasse kraftf. Beamter VVaG	Sarah Rössler	
45	Bayerische Beamtenkrankenkasse AG	Manuela Kiechle	
50	HDI Versicherung AG	Barbara Riebeling	
52	Bayerischer Versicherungsverband Versicherungs-AG	Barbara Schick	
54	HUK-COBURG-Krankenversicherung AG	Sarah Rössler	
56	Provinzial Rheinland Lebensversicherung AG	Sabine Krummenerl	
59	Hallesche Krankenversicherung AG	Wiltrud Pekarek	

¹ Chairwoman

Source: Authors' own data collection.

Table 4

Women on the supervisory boards and/or executive boards of large banks and savings banks in Germany¹ by pillar

	Public banks						Private banks ²						Cooperative banks					
	2010	2012	2014	2015	2016	2017	2010	2012	2014	2015	2016	2017	2010	2012	2014	2015	2016	2017
Executive boards/management boards																		
Total number of companies	52	51	52	52	52	53	36	35	32	31	30	30	12	14	16	17	18	17
With data on composition	52	51	52	52	52	53	36	35	32	31	30	30	12	14	16	17	18	17
With women on executive board	3	7	10	14	13	14	5	7	9	10	11	12	2	3	4	4	6	6
Percentage	5.8	13.7	19.2	26.9	25.0	26.4	13.9	20.0	28.1	32.3	36.7	40.0	16.7	21.4	25.0	23.5	33.3	35.3
Total number of members	203	195	190	203	198	204	157	153	132	128	130	132	48	59	65	63	76	70
Men	199	188	177	187	184	188	151	146	123	118	117	118	46	56	61	59	70	64
Women	4	7	13	16	14	16	6	7	9	10	13	14	2	3	4	4	6	6
Percentage of women	2.0	3.6	6.8	7.9	7.1	7.8	3.8	4.6	6.8	7.8	10.0	10.6	4.2	5.1	6.2	6.3	7.9	8.6
Total number of chairpersons	52	51	50	52	52	53	36	35	28	29	28	28	12	14	15	17	18	17
Men	52	50	49	51	51	50	34	34	28	28	26	27	12	13	14	16	17	16
Women	0	1	1	1	1	3	2	1	0	1	2	1	0	1	1	1	1	1
Percentage of women	0.0	2.0	2.0	1.9	1.9	5.7	5.6	2.9	0.0	3.4	7.1	3.6	0.0	7.1	6.7	5.9	5.6	5.9
Supervisory boards/administrative boards																		
Total number of companies	52	51	52	52	52	53	36	35	32	31	30	30	12	14	16	17	18	17
With data on composition	52	51	51	52	52	53	36	35	30	29	28	30	12	14	16	17	18	17
With women on supervisory board	48	48	50	52	52	52	29	27	24	25	25	26	11	13	15	16	18	17
Percentage	92.3	94.1	98.0	100	100	98.1	80.6	77.1	80.0	86.2	89.3	86.7	91.7	92.9	93.8	94.1	100	100
Total number of members	960	909	906	933	930	940	396	354	323	311	293	309	192	228	275	274	297	283
Men	802	741	735	725	726	733	333	293	264	239	223	227	160	192	235	231	245	226
Women	158	168	171	208	204	207	63	61	59	73	70	82	32	36	40	43	52	57
Percentage of women	16.5	18.5	18.9	22.3	21.9	22.0	15.9	17.2	18.3	23.5	23.9	26.5	16.7	15.8	14.5	15.7	17.5	20.1
Total number of chairpersons	52	51	51	52	52	53	36	35	30	29	28	29	12	14	16	17	18	17
Men	49	48	47	47	48	50	36	35	29	28	27	28	12	14	16	17	16	15
Women	3	3	4	5	4	3	0	0	1	1	1	1	0	0	0	0	2	2
Percentage of women	5.8	5.9	7.8	9.6	7.7	5.7	0.0	0.0	3.3	3.4	3.6	3.4	0.0	0.0	0.0	0.0	11.1	11.8

¹ At the end of the year 2017. Only companies providing data on the composition of their corporate boards.

² Two of the private banks are independent savings banks.

Source: Authors' own data collection and calculations.

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supervisory board with at least 30 percent women. This includes nine banks with at least 40 percent female members on their supervisory board. Three private banks—*Comdirect Bank AG*, *Santander Consumer Bank AG*, and *Dexia Kommunalkredit Deutschland AG*—had women in half of the positions on their supervisory boards.

The supervisory board of the *Bethmann Bank AG* was even comprised of 60 percent female members. However, as in the previous year, the *Investitionsbank Berlin* was in first place, with women making up two-thirds of their supervisory board members. In contrast, four banks have supervisory boards consisting entirely of men.

The proportion of women is low on executive boards in all pillars of the banking sector

Since 2010, DIW Berlin has differentiated between the three pillars of the German banking sector—private,

public, and cooperative—in its analyses. Particularly noticeable is the development in the public sector banks: at the beginning of the analysis period, public sector banks had the lowest proportion of women on executive boards at only two percent. However, by 2014 this amount had increased by almost five percentage points and caught up to the private and cooperative banks (Table 4). Yet in the three subsequent years, the amount only increased to almost eight percent. Thus, the public sector banks are far behind the cooperative banks (almost nine percent) and the private banks (almost 11 percent) once again.

Female CEOs remain the big exception. There is now only one female CEO at a private bank (last year there were two) and still just one female CEO at a cooperative bank. In 2017, the public sector banks had three female CEOs, two more than the previous year, raising the proportion to almost six percent.

The development of the proportion of female members on the supervisory boards of the public sector banks has stagnated. With 53 companies and an average of just under 18 supervisory board members per bank, this pillar has a particularly strong influence on overall development in the banking sector. The proportion of female members serving on supervisory boards in 2017 was, as in the previous year, 22 percent. The momentum in the banking sector was thus borne by the other two pillars, which together include 47 of the top 100 banks. Among the 30 private banks, the proportion of women on supervisory boards increased by just under three percentage points compared to the previous year and stood at 26.5 percent in 2017. For the 17 cooperative banks, it rose by almost three percentage points to a good 20 percent.

Three public sector banks (one less than in 2016) had a supervisory board chairwoman. Private and cooperative banks had one woman and two women leading their supervisory boards, respectively.¹²

Top 60 insurance companies

Share of women on executive and supervisory boards is decreasing slightly

A good 43 percent of all insurance companies examined in this report had at least one woman serving on their executive board. These figures can only be compared to the previous year's to a limited extent as the selection of insurance companies analyzed here has changed significantly since then.¹³

At the end of 2017, the proportion of women serving on the executive boards of the largest German insurance companies was, as in the banking sector, about nine percent (Table 2). Compared to the banking sector, however, there were far fewer female CEOs—just one (at *Allianz Private Krankenversicherungs-AG*, Overview 1).

The proportion of women on insurance companies' supervisory boards at the end of 2017 was almost 22 percent, similar to the rate in the banking sector. Overall, a good 83 percent of the insurance companies analyzed had at least one woman on this board in 2017. Three of the insurance companies had a supervisory board chair-

¹² Public sector banks: Edith Sitzmann (*Landeskreditbank Baden-Württemberg – Förderbank (L-Bank)*), Ilse Aigner (*LfA Förderbank Bayern*), Ramona Pop (*IBB Investitionsbank Berlin*); private banks: Marija Korsch (*Aareal Bank AG*); cooperative banks: Liselotte Peucker (*Sparda-Bank München e.G.*), Stephanie Ladwig (*Förde Sparkasse*).

¹³ In the previous years, the evaluation of women in leadership positions in the largest insurance companies was based on "*Die großen 500. Deutschlands Top-Unternehmen*" from Wolters Kluwer Deutschland GmbH, November 2016. This source has not been available since 2017. Therefore, this report used a special evaluation from the *Kölner Institut für Versicherungsinformation und Wirtschaftsdienst (KIVI)* as the dataset.

Box

New dataset for selecting the 60 largest insurance companies

From 2006 to 2016, the selection of the 60 largest insurance companies was based on "*Die großen 500. Deutschlands Top-Unternehmen*" by Wolters Kluwer Deutschland GmbH. This data source has not been available since 2017. Therefore, the evaluation was based on a special evaluation from the *Kölner Institut für Versicherungsinformation und Wirtschaftsdienst (KIVI)*. The KIVI evaluation contained the 60 largest primary insurance companies in Germany in terms of gross premiums. However, unlike the dataset used for 2010 to 2016, the KIVI evaluation does not include any reinsurance companies. In order to increase comparability over time, the largest reinsurance companies from the 2015 reinsurance statistics of the Federal Financial Supervisory Authority (*Bundesanstalt für Finanzdienstleistungsaufsicht, BAFIN*) were integrated into the group of the 60 largest insurance companies for the analyses available here. Due to the change in data sources, the values are still only limitedly comparable over time.

woman, equivalent to a proportion of a bit over five percent.¹⁴

Twenty-six of the 60 largest insurance companies (43 percent) had at least a fourth of their supervisory board positions filled by women at the end of 2017. Of those, 15 insurance companies had supervisory boards with one-third female members, while three had an almost equal representation of male and female members (43 to 45 percent). These three companies were *Allianz Versicherungs-AG*, *Allianz Global Corporate & Specialty SE*, and *Generali Deutschland AG* (Table 5).

Development from 2006 to 2017 was in three phases—momentum has recently weakened significantly

The analyses show that equal representation of women and men in the top decision-making bodies of companies in the German financial sector has still not been achieved. Since 2006, the proportion of women on executive boards of the 100 largest banks and 60 largest insurance companies increased from 2.5 to almost nine percent.

¹⁴ Monika Sebold-Bender (*ERGO Versicherung AG*), Claudia Andersch (*Central Krankenversicherung AG*), and Dr. Diane Buchholz (*Westfälische Provinzial Versicherung AG*).

The analysis period can be divided into three phases: in the first years (2006 to 2010), there was almost no change—the proportion of female members on executive boards stagnated at a low level of less than three percent. In March 2010, a DAX 30 company, *Deutsche Telekom*, reported the introduction of a gender quota for women in leadership positions amounting to 30 percent for the first time. Afterwards, the call for legal requirements became louder and louder as it became clear that the 2001 agreement between the German government and leading German business associations on the promotion of equal opportunities for men and women in the private sector (*Vereinbarung zwischen der Bundesregierung und den Spitzenverbänden der deutschen Wirtschaft zur Förderung der Chancengleichheit von Frauen und Männern in der Privatwirtschaft*) was ineffective.¹⁵ The pressure on businesses rose, particularly on the DAX 30 companies that are very much in the public eye.

The years 2011 to 2013 were, starting from a low level, characterized by a certain momentum. In these three years, the proportion of women on banks' executive boards increased by three percentage points to six percent. The proportion of women on insurance companies' executive boards in this period increased by five percentage points to almost nine percent. In April 2013, the first attempt at introducing a legal gender quota for top decision-making bodies failed.¹⁶ This failure probably reduced companies' fears that the significant underrepresentation of women on executive boards would be quickly and consistently dealt with by the law. In 2015, a law on equality for women and men in managerial positions, both at private companies and in the civil service, (*Gesetz für die gleichberechtigte Teilhabe von Frauen und Männern an Führungspositionen in der Privatwirtschaft und im öffentlichen Dienst*) was passed. However, it is only mandatory for the supervisory boards of publicly traded companies which also have employee representation on their supervisory boards (full codetermination). Companies may set their own goals in terms of female representation on executive boards. Since 2014, growth in the proportion of women serving on banks' executive boards has again slowed. The ten percent mark has still not been achieved in the financial sector—in other words, just as before, men hold over 90 percent of executive board positions (Figure 1).

If equal representation of the genders on executive boards in the financial sector is to be achieved in the near future,

¹⁵ Interest groups such as *Frauen in die Aufsichtsräte* (FidAR) or the *Deutsche Juristinnenbund* (djb) had become increasingly involved with the topic; the djb, for example, attended shareholder meetings and inquired about the reasons for the low proportion of women in the top decision-making bodies.

¹⁶ Cf. German Bundestag, „Opposition scheitert mit einer Quote für Aufsichtsräte“ (in German, available online).

Table 5

Largest 60 insurance companies with at least 25 percent women on the supervisory board at the end of 2017

Rank	Company	Total number of members	Men	Women	Percentage of women
16	Generali Lebensversicherung AG	4	3	1	25.0
32	Württembergische Lebensversicherung AG	12	9	3	25.0
40	Württembergische Versicherung AG	12	9	3	25.0
30	Provinzial NordWest Lebensversicherung AG	15	11	4	26.7
41	Generali Versicherung AG	10	7	3	30.0
3	Hannover Rück SE	9	6	3	33.3
8	AachenMünchener Lebensversicherung AG	9	6	3	33.3
12	Zurich Deutscher Herold Lebensversicherung AG	9	6	3	33.3
13	Debeka Lebensversicherungsverein AG	9	6	3	33.3
23	Alte Leipziger Lebensversicherung AG	9	6	3	33.3
42	HUK-COBURG Haftpflicht-Unterstützungs-Kasse kraftf. Beamter VVaG	9	6	3	33.3
49	AachenMünchener Versicherung AG	9	6	3	33.3
54	HUK-COBURG-Krankenversicherung AG	9	6	3	33.3
5	Allianz SE	12	8	4	33.3
6	Debeka Krankenversicherungsverein AG	12	8	4	33.3
11	AXA Versicherung AG	3	2	1	33.3
14	Allianz Private Krankenversicherungs-AG	6	4	2	33.3
15	ERGO Versicherung AG ¹	3	2	1	33.3
24	Nürnberger Lebensversicherung AG	12	8	4	33.3
43	Barmenia Krankenversicherung AG	6	4	2	33.3
33	Central Krankenversicherung AG ¹	7	4	3	42.9
59	Hallesche Krankenversicherung AG	9	5	4	44.4
1	Münchener Rückversicherungs-Gesellschaft AG	20	11	9	45.0
4	Allianz Versicherungs-AG	6	3	3	50.0
28	Allianz Global Corporate & Specialty SE	6	3	3	50.0
39	Generali Deutschland AG	4	2	2	50.0

¹ Chairwoman.

Source: Authors' own data collection and calculations.

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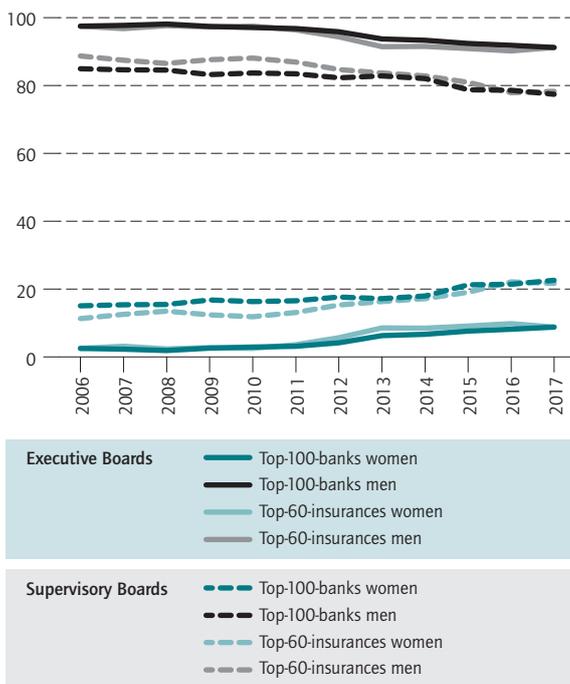
the development over the past ten years shows that more is clearly necessary than simply voluntary company objectives or goals.

The relatively dynamic phase lasted somewhat longer for the supervisory boards, probably because the new gender quota was only obligatory for supervisory boards. First, the proportion of women on supervisory boards stagnated between 2006 and 2010 at about 16 percent for the banks and about 12 percent for the insurance companies. This was followed by a significantly more dynamic development: by 2015, the proportion of women on banks' and insurance companies' supervisory boards had increased to 21 and 19 percent, respectively. Since 2015, when a gender quota for certain companies' supervisory boards

Figure 1

Percentage of women and men on supervisory boards and executive boards of large banks and insurance companies in Germany in 2017

In percent



Source: Authors' own data collection and calculations.

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The ten percent mark has still not been reached on the executive boards of banks and insurance companies.

was established, it has become clear that the majority of banks would not be legally required to meet the quota and that only voluntary targets (including the possible “zero target,” not having a woman on the executive board at all) are required. The proportion of women on supervisory boards did not increase by a noteworthy amount between 2015 and 2016, though afterwards, it quickly rose again (Figure 2). On average, the 100 largest banks and 60 largest insurance companies failed to meet the quota—which is only mandatory for publicly traded companies with full codetermination—requiring 30 percent female members on supervisory boards.

The development of the proportion of women on executive and supervisory boards is unlikely to continue linearly

If the development between 2006 and 2017 were to continue linearly, it would, in terms of figures, take about 70 more years before both genders were equally repre-

sented on banks' and insurance companies' executive boards. It took a good 40 years for banks and 28 years for insurance companies to achieve this on their supervisory boards. A linear extrapolation of the development since 2006 appears to be unlikely, however, considering the low growth over the past years. Rather, significantly less momentum is indicated, as a comparison of the proportion of women on executive boards in the previous year (2016) with the rate of change in percentage points in the following year (2017) suggests (Figure 2). Only companies which were one of the 100 largest banks or 60 largest insurance companies in both 2016 and 2017 were included in this comparison. The proportion of women on executive boards did not increase at one single bank or insurance company that in the previous year had an executive board with over a quarter female board members. In fact, it was the opposite: each one of the companies that had an executive board with over 25 percent female members had reduced this proportion when compared to the previous year. Of the financial institutions with exactly 25 percent female executive board members, the proportion of women increased in only two companies and decreased or remained constant in the others. Overall, there is a negative correlation between the proportion of women on executive boards in 2016 and the change in the proportion of women on executive boards in the following year for all banks and insurance companies analyzed in this report.

This negative correlation is even more pronounced in the supervisory boards of banks and insurance companies (Figure 3). Of the financial institutions with a supervisory body comprised of over one-third female members in 2016, only one experienced an increase in 2017 and the proportion remained the same in just two. Of the companies that had a supervisory board with women making up exactly one-third of the members (20 banks and insurance companies) in 2016, the proportion of women increased in only three companies, while it remained the same in one and decreased in the rest. The proportion of women increased in every company that either had no women on the supervisory board previously or were below the 30 percent mark.

Of the top 100 banks, four did not have one single woman on their supervisory boards at the end of 2017. This was the case for nine of the 60 largest insurance companies (15 percent), whereby this proportion had increased by three percentage points in comparison to the previous year. In most financial institutions, between ten and 19 percent of supervisory board members are women. Thirty percent of the banks and 37 percent of the insurance companies reached a proportion of 30 percent or more female members on their supervisory boards. Compared to the previous year, this is an increase of almost four percentage points for the banks and five percentage

points for the insurance companies (Table 6), taking into account the limitations caused by the change in data sources in the case of insurance companies.

When comparing the development of the proportion of women on supervisory boards from 2006 to 2017 in the top 100 banks with the development of the proportion in the 100 largest companies outside of the financial sector, it is noticeable that the non-financial sector companies show greater momentum than the banks (Figure 4). In terms of executive boards, however, the momentum is similarly weak.

Proportion of women on the governing council of the ECB remains constant but has sunk in the European Banking Authority

In addition to the largest companies in the German financial sector, this report also shows the proportion of women in the top-decision making bodies of the national central banks of countries in the European Union (EU), the Governing Council of the European Central Bank (ECB), and on the supervisory board of the European Banking Authority (Single Supervisory Mechanism, SSM).

The Governing Council is the supreme decision-making body of the ECB. It is composed of a six-member executive board and the presidents of the national central banks of the 19 member states of the euro area. In 2017, as in the previous year, this 25-person decision-making body included two women, which corresponds to a proportion of eight percent (Table 7).

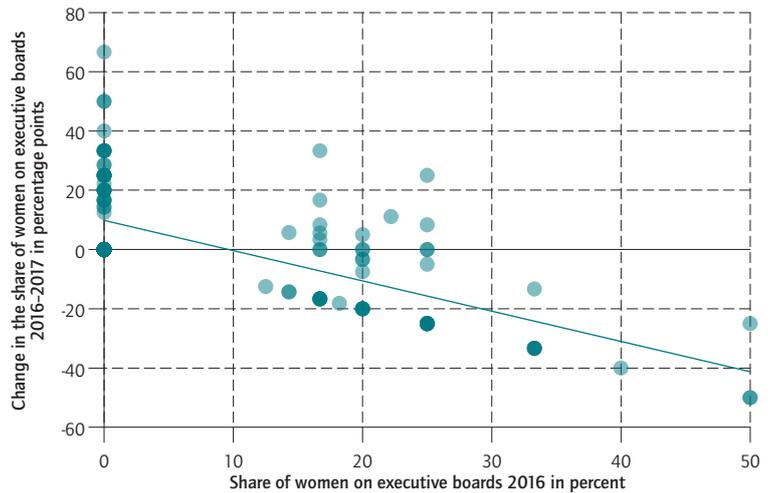
Compared to the previous year, the proportion of women serving on the supervisory body of the European Banking Authority has decreased. This body is responsible for the central oversight of the major banks in participating EU countries. Its members are chosen by the ECB and the national supervisory authorities of the participating countries. In 2017, the ECB selected two women and two men; in the previous year, it chose three women and two men.¹⁷ The EU countries, which were able to name a total of 26 members of the body in 2017, sent three women and 23 men. In the previous year, they selected four women and 22 men. Thus, the number of women in this body sunk from seven to five (Table 8).

The European Commission regularly publishes the proportion of women in the most senior decision-making bodies of EU countries' national central banks. In 2017, the average proportion of women in these top decision-making bodies was at 20 percent, the same as in the previous year. However, this proportion varies very strongly

¹⁷ It should be noted that in 2017 there was one more vacant position at the ECB than in 2016.

Figure 2

Correlation between the share of women on executive boards of banks and insurance companies in 2016 and the change in the share between 2016 and 2017



Note: $R^2= 0,45$, p -Value: 0,00, $n= 145$.

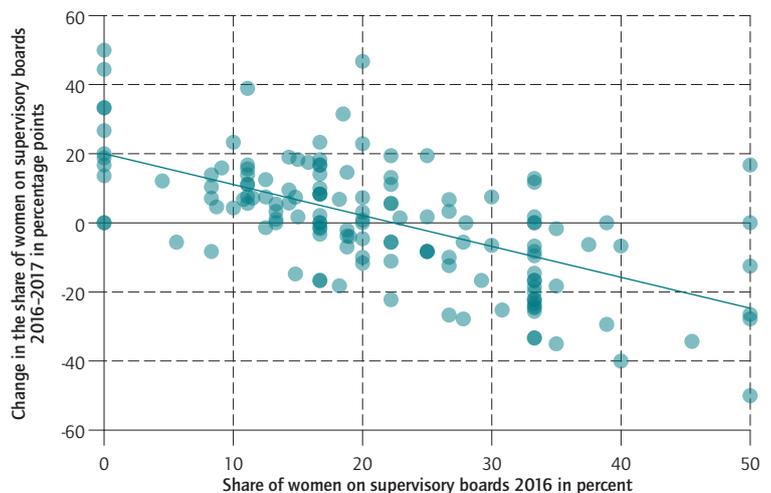
Source: Authors' own data collection and calculations.

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No single bank or insurance company that had more than 25 percent women on their executive board in 2016 increased the proportion the following year.

Figure 3

Correlation between the share of women on supervisory boards of banks and insurance companies in 2016 and the change in the share between 2016 and 2017



Note: $R^2= 0,41$, p -Value: 0,00, $n=140$.

Source: Authors' own data collection and calculations.

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Just one financial company with over one-third women on their supervisory board in 2016 increased the proportion the following year.

Table 6

Banks and insurance companies, share of women on supervisory board
In percent

Companies	2017							2017	Change from 2016 to 2017, in percentage points
	0 percent women on supervisory board	1 to 9 percent	10 to 19 percent	20 to 29 percent	30 to 39 percent	40 to 49 percent	50 percent and more	30 percent and more	
Financial Sector	8.2	6.3	31.6	20.9	23.4	4.4	5.1	32.9	+4.2 ¹
Banks	4.0	8.1	32.3	25.3	21.2	4.0	5.1	30.3	+3.8
Insurance Companies ²	15.3	3.4	30.5	13.6	27.1	5.1	5.1	37.3	+5.1

¹ The reference value for the year 2016 from the Women Executives Barometer 2017 (DIW Economic Bulletin 1+2/2017) was corrected.

² Discontinuity in the time series after 2016 (see Box, p. 24)

Source: Authors' own data collection and calculations.

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Figure 4

Share of women and men on executive boards and supervisory boards of the top-100 banks and the top-100 commercial enterprises (excluding financial sector)

In percent



Source: Authors' own data collection and calculations.

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The growth of the proportion of women on supervisory boards in the 100 largest companies outside the financial sector is higher than in the 100 largest banks.

amongst the countries. With a proportion of women at 57 percent, Bulgaria is still in the lead, followed by France (46 percent), Spain (40 percent), and Sweden (35 percent). As in the previous year, the Czech Republic, Croatia, Austria, Slovakia, and the Netherlands did not have a single woman serving on any of the most senior decision-making bodies of their central banks. Lithuania, where the proportion of women was previously at 20 percent, was also in this group last year. In contrast, Greece increased their proportion of female members to eight percent in 2017. The proportion of women on the most important decision-making body of Spain's national bank also increased by ten percentage points to 40 percent. The development was quite different to that of Slovenia's: the proportion of women on the country's top central bank's board decreased by half to 20 percent (Figure 5).

Larger gender pay gap in the financial sector

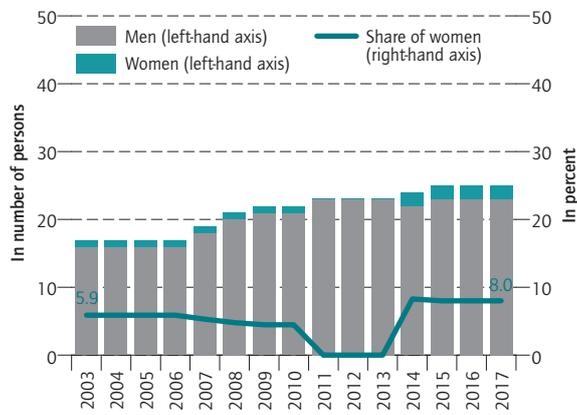
The particularly low representation of women in leadership positions that characterizes the financial sector in Germany is also reflected in the industry's particularly high gender pay gap.¹⁸ The pay gap was at almost 29 percent (Table 9) in the financial and insurance sectors in 2015, significantly higher than the overall average gender pay gap of 22 percent in Germany.¹⁹ The gender pay gap in Germany is only higher in the (comparatively small) industry "freelance, scientific, and technical services" at

¹⁸ The gender pay gap compares the average gross hourly earnings of all male and female employees—in this case, in one economic sector. For more information, see the entry on the gender pay gap in the DIW Berlin Glossary (available online, in German).

¹⁹ Newer figures are not available for a European comparison at industry level.

Figure 5

Women on the ECB governing council¹



¹ From January 1, 2015 there are 25 members after Lithuania joined the euro area.
Source: European Central Bank (available online).

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As in the previous year, there were two women on the 25-member Governing Council of the ECB.

almost 31 percent (no table). The gap is lower in all other industries, in some cases considerably.²⁰

A European-wide comparison shows that the gender pay gap is also above average in the financial sector of most other countries. The European average was 28.5 percent, higher than in every other industry. In some countries, the difference between the gender pay gap in the financial sector and the average gender pay gap in all industries is much more pronounced than it is in Germany. For example, in Finland, the average gender pay gap is 17.3 percent, while in the financial sector, it's 32.5 percent. The situation is similar in Sweden and Norway, with an average gender pay gap of under 15 percent across all industries, but a gap of 26.3 percent (Sweden) and 29.5 percent (Norway) in the financial sector.

Conclusion

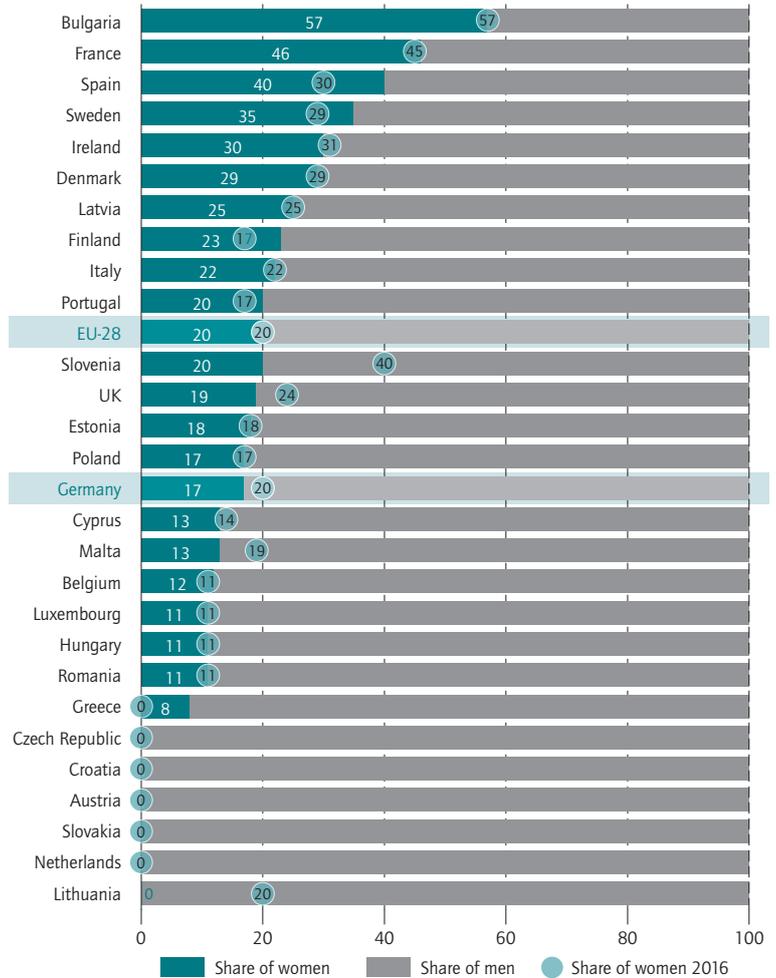
Women are still significantly underrepresented in the top decision-making bodies of banks and insurance companies. In particular, the proportion of women on executive boards has barely increased over the past years.

²⁰ Earlier DIW Berlin analyses of the gender pay gap according to profession have shown that there are some major differences depending on occupation. For example, of the 30 occupations with the most workers, the gender pay gap is the fifth largest for bankers and seventh largest for entrepreneurs and executives. cf. Wrohlich and Zucco, 2017.

Figure 6

Women and men in the key decision-making bodies¹ of national central banks in the EU, 2017²

Share in percent



¹ Members of the board. If monitoring and executive functions are separated: members of the supervisory board.
² Date of reference: September 2017

Source: European Institute for Gender Equality (available online).

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The proportion of women on the executive board of the Central Bank of Germany in 2017 decreased compared to the previous year and was below the EU average for national central banks.

Table 7

Men and women on the supervisory board of the European banking supervision, 2017

	2016 ¹		2017 ²	
	Women	Men	Women	Men
ECB members	3	2	2	2
Representatives of the national supervisors				
Belgium	0	1	0	1
Germany	0	2	0	2
Estonia	0	2	0	2
Finland	1	1	1	1
France	0	1	0	1
Greece	0	1	0	1
Ireland	0	1	0	1
Italy	0	1	0	1
Latvia	1	1	1	1
Lithuania	1	0	0	1
Luxembourg	0	2	0	2
Malta	0	2	0	2
Netherlands	0	1	0	1
Austria	0	2	0	2
Portugal	1	0	1	0
Slovakia	0	1	0	1
Slovenia	0	1	0	1
Spain	0	1	0	1
Cyprus	0	1	0	1
In total	7	24	5	25
In percent	29.2	70.8	20.0	80.0

1 One seat among ECB members remained vacant.

2 Two seats among ECB members remained vacant.

Source: ECB Banking Supervision, Supervisory Board (available online).

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The development of the proportion of women on banks' supervisory boards lagged behind that of large companies outside of the financial sector as well. Other indicators also point to particularly large gender inequalities in the financial sector especially, such as the well above-average gender pay gap.²¹ These problems are not exclusive to Germany—they are present in other European countries as well.

Significant unequal opportunities in the financial sector can have several causes. For one, the business environment certainly plays a role. The development of female representation in top decision-making bodies since 2006 as well as phases of fewer and more dynamic increases in the proportion of women make it clear that the topic varies in the amount of attention it attracts. Currently it does not seem to be a high priority for businesses and policymakers, which would be a necessary precondition to create any meaningful change.

The financial sector is facing a special challenge: studies point to a leadership culture in the banking industry that is particularly dominated by men.²² This was also confirmed by a recent survey from the Employers' Association of Insurance Companies in Germany (*Arbeitgeberverbandes der Versicherungsunternehmen in Deutschland, AGV*), in which female managers see this male-dominated culture as the most important cause of the low number of women in leadership positions, along with the problem of reconciling career and family.²³ However, there are few incentives to actively break away from gender stereotypes and assigned gender roles in a business and management culture dominated by men. This is especially problematic for the highly mathematical financial sector:²⁴ experiments show that women perform just as well as men on tests with complex math problems when they are told in advance that in general, women perform just as well on the test as men. However, when they are informed in advance that women tend to

²¹ For a source on the career perspectives of women in Germany, cf., Holst and Friedrich, 2016.

²² Cf. for example Astrid Jäkel et al., "Female Leadership in Germany and Switzerland—Culture trumps Policy," *Women in Financial Services* (2016): 52–57 (available online).

²³ Cf. Betina Kirsch et al., "Managerinnenbefragung – Ein Blick auf die Karrieren weiblicher Führungskräfte der Versicherungswirtschaft," AGV Arbeitgeberverband der Versicherungsunternehmen in Deutschland (2017) (in German).

²⁴ Cf. Ernesto Reuben, Paola Sapiezna, and Luigi Zingales, "How Stereotypes Impair Women's Careers in Science," *Proceedings of the National Academy of Sciences* 12, no. 111 (2014): 4403–4408.

perform worse than men on the test, then the women's test results are actually worse.²⁵

For this culture to change, it is very important to actively work against gender stereotypes. A consistent policy of empowering and advocating women in leadership positions—supported by set goals for the proportion of women in high leadership positions and by monitoring if the goals are being reached—can contribute to creating more role models. Working against stereotypes not only directly improves women's career opportunities in the financial sector, but can also generally change the stereotypical ideas of what women and men are capable of in society.

Table 8

Gender pay gap in the financial sector in 2015, European comparison
In percent

Countries	Gender Pay Gap across industries	Financial and insurance activities
Czech Republic	22.5	40.9
Latvia	17.0	38.5
Slovakia	19.6	37.5
Poland ¹	7.7	36.7
Estonia	26.9	35.4
Finland ¹	17.3	32.5
France ¹	15.8	30.7
Austria	21.7	30.5
Lithuania	14.2	29.4
The Netherlands	16.1	29.1
Germany¹	22.0	28.8
Sweden	14.0	26.3
Cyprus	14.0	24.9
Romania ²	5.8	24.2
Hungary	14.0	23.9
Portugal	17.8	23.8
Luxembourg	5.5	23.1
Slovenia	8.1	22.9
Bulgaria	15.4	22.5
Italy	5.5	22.0
Belgium	6.5	20.2
Denmark	15.1	20.0
Spain ¹	14.9	18.1
Iceland	17.5	37.4
Norway	14.9	29.5
Switzerland	17.7	31.5
Average	14.9	28.5

¹ Preliminary numbers

² Estimated numbers

Note: For all countries but Czech Republic: Companies with 10 or more employees; NACE Rev. 2.

Source: Eurostat – Statistics Explained: Gender Pay Gap Statistics (available online).

²⁵ Cf. Steven J. Spencer, Claude M. Steele, and Diane M. Quinn, "Stereotype Threat and Women's Math Performance," *Journal of Experimental Social Psychology* 1, no. 35 (1999): 4-28. Additionally, a study from DIW Berlin recently showed that girls in primary school already believe they perform worse in math than their fellow male students. The difference in self-assessment is significantly larger than the difference between girls' and boys' actual test results. Cf. Felix Weinhard, "Ursache für Frauenmangel in den MINT-Berufen? Mädchen unterschätzen schon in der fünften Klasse ihre Fähigkeiten in Mathematik," *DIW Wochenbericht*, no. 45 (2017): 1009-1014 (in German; available online). By the age of 15, girls have internalized stereotypical beliefs about women's abilities so that they actually perform worse than boys of the same age. These beliefs remain as they grow older.

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