

5 years
AllBright

REAL CHANGE OR TOKENISM?

Many German executive
boards now do
include a first woman

ABSTRACT

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THE GERMAN-SWEDISH ALLBRIGHT FOUNDATION is a politically independent, non-profit foundation with the headquarters located in Stockholm and Berlin. The foundation works to promote more women and diversity in executive positions in businesses. The goal is to achieve equal career opportunities for both men and women and better company results through diverse and modern management teams. AllBright targets management and HR representatives in companies as well as multipliers and media, looking specifically to shed light on solutions that have already been implemented successfully.



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NOTE: This report provides information on the management groups on the highest executive management level and the supervisory boards of the 30 publicly listed companies, which have been added to the DAX-Indices DAX, MDAX and SDAX in 2016 or later, as of September 1, 2021.

The AllBright foundation takes care in striving for the greatest possible diligence, yet bears no liability for the accuracy, actuality and comprehensiveness of the information.

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Real change or tokenism – a policy decision for corporate Germany

After a negative development in the 30 DAX-companies last year, we now see the so far strongest increase in the share of women in the executive boards of the listed companies in Germany: There are 25 more female top-executives compared to last year and 20 companies have appointed a first woman to their executive boards. However, more than half of the listed companies (81) still do not have any female top-executive. 68 out of the 79 companies with women on the executive board, just have one woman.

This is a positive development, however, to make it very clear, it is by far not enough. In an international context, Germany is still lagging behind – looking at our 6 country comparison, only Poland is in a worse position than Germany.

Companies cannot afford to lean back and hide behind this one token woman on the board. They have to decide if this is the start of a true leadership transformation, like the change we can see in other western industrialized countries. They have to prove their ability to change since »carry on as before« is no longer an option. It is about a policy decision.

So far, the German business world has been avoiding major changes. As with digitalization, you need a real change towards more diversity to bring the German companies forward. The transition towards more women on the executive boards needs to proceed much faster – **Airbus**, **Allianz**, **Daimler** and **Deutsche Telekom** are leading the way with their decisions to have three women each on their executive boards.

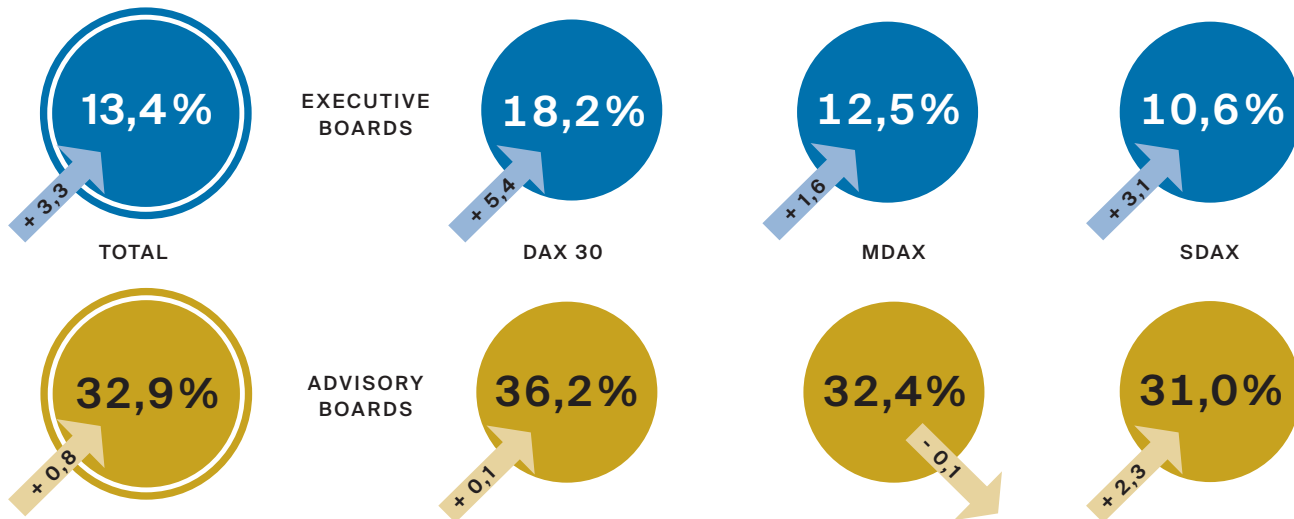
The AllBright Foundation has recently celebrated its anniversary, it has been 5 years now since we started analyzing the development of German companies, and we do observe a change in the society: an ever growing awareness for equal opportunities and diverse leadership – in society, with customers, and in the C-levels of the German companies. The question if something has to change has now evolved into what has to change – that's a positive development.

However, we often encounter a silent hope that diversity could be reached without any effort or pain. That's wishful thinking. More women at the top means less men at the top of companies, which means that less qualified men will have to give way to qualified women and that is alright, because it will benefit both companies and society. And this should be communicated. And what do we need for that? Being less comfortable and far more courageous!



*Wiebke Ankersen & Christian Berg
Directors AllBright Foundation*

More women on the executive boards, stagnation on the advisory boards



Share of women on executive committees on 1st of September 2021 (arrows: development since 1st of September 2020 in percentage points)

Out of 696 executive positions in all 160 listed companies of DAX, MDAX and SDAX on the first of September 2021 603 are held by a male and 93 by a female manager. The number of male executives has not changed since last year, but 25 more women have been found for the executive boards. So far, this is the strongest increase of the female share on the executive boards of the listed companies within one year.

STRONGEST INCREASE IN DAX30 COMPANIES

After having decreased last year, the share of women in the executive boards of the 30 large DAX companies increased this year with 5,4 percentage points. That is the strongest increase among all the indices in the DAX-family. In total, 35 women are now members of the executive boards of DAX30 companies. Belén Garijo at **Merck** is the first female CEO in a DAX30 company.

Only 4 DAX30 companies are left with an all-male executive board: **Delivery Hero**, **Deutsche Wohnen**, **Linde** and **MTU Aero Engines**.

MDAX AND SDAX SHOW SLIGHT INCREASE

The share of women on the executive boards of the MDAX companies raises to 12,5 percent. For the SDAX, the share of women on the executive boards is above 10 % for the first time.

NEW PHENOMENON: COMPANIES WITH THREE WOMEN

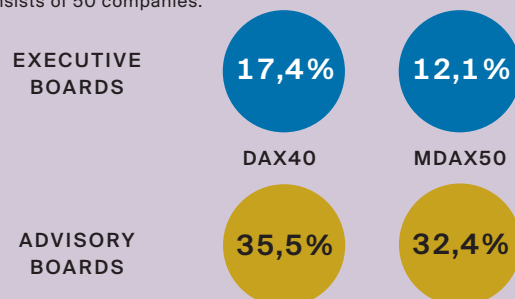
For the first time, there are companies with more than two

women at the top: **Allianz**, **Airbus**, **Daimler** (starting 12/2021) and **Deutsche Telekom** all have 3 women on their executive teams.

DAX40 AND DOWNSIZED MDAX

On September 20th (after the closing date for this report) 10 companies were added to the DAX indices. Half of the new companies do not have any women on their executive board (Brenntag, HelloFresh, Porsche Automobil Holding, Sartorius and Symrise). Consequently, the share of women decreases for the new DAX40 in comparison to the DAX30.

Since the companies that moved from MDAX to DAX do have a higher share of women on their executive boards (14 %) than the MDAX in general (12,5 %), the percentage of women decreases with the departure of the companies from MDAX, which now only consists of 50 companies.



STAGNATION AMONG ADVISORY BOARDS CONTINUES

The development of advisory boards for listed companies continues to stagnate at just over 30 percent. The slight increase relates to the SDAX, for which the share of women on the advisory boards increased from 28,7 to 31 percent.

German companies continue to lag behind

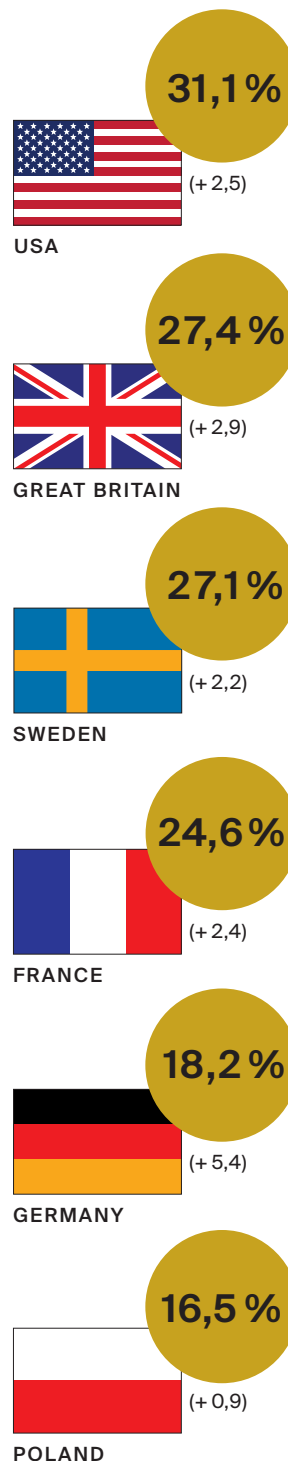
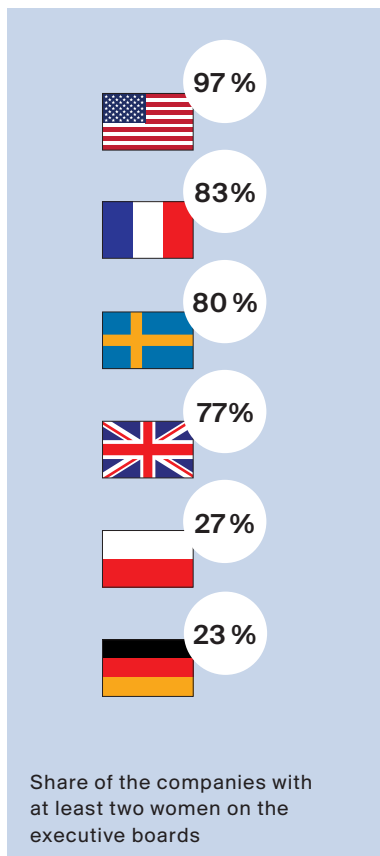
In comparison of the proportion of women on the executive boards of the leading companies in Germany, France, Great Britain, Poland, Sweden and the US, Germany comes second to last.

Although the executive boards of the DAX 30 companies are more international and more diverse than the boards of the smaller and medium sized listed companies, their share of men is still more than 81 percent. As of September 2021, the only country doing worse than Germany is Poland.

All countries have increased the share of women on the executive boards of

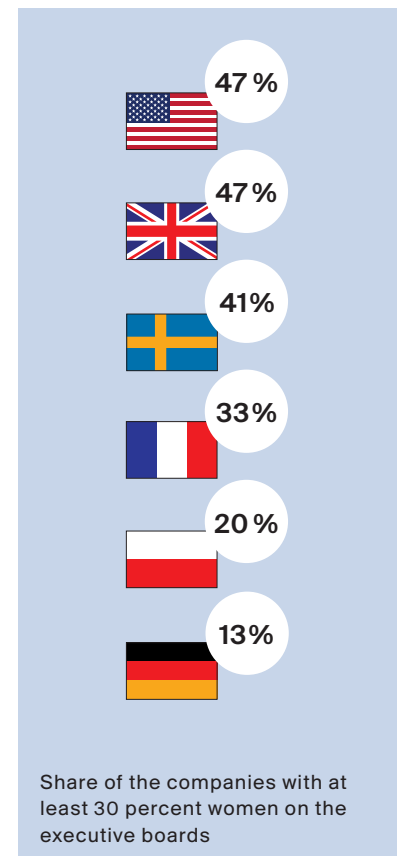
the large companies. After showing a negative development last year, Germany now shows an increase with 5,4 percentage points, which is the steepest increase among the countries in the comparison. Yet, this does only level out last year's decrease and Germany is still far behind the US, Great Britain, Sweden, and France.

For the US, Sweden, France, and Great Britain having at least two females on their executive boards is the norm since several years: 97 % of American and 83 % of French big corporations have several female executives on their top-management, but Germany only 23 % and ends up at the last place.



Share of Women in the executive boards of the 30 largest companies listed as of September 1, 2021, on their respective national benchmark index.

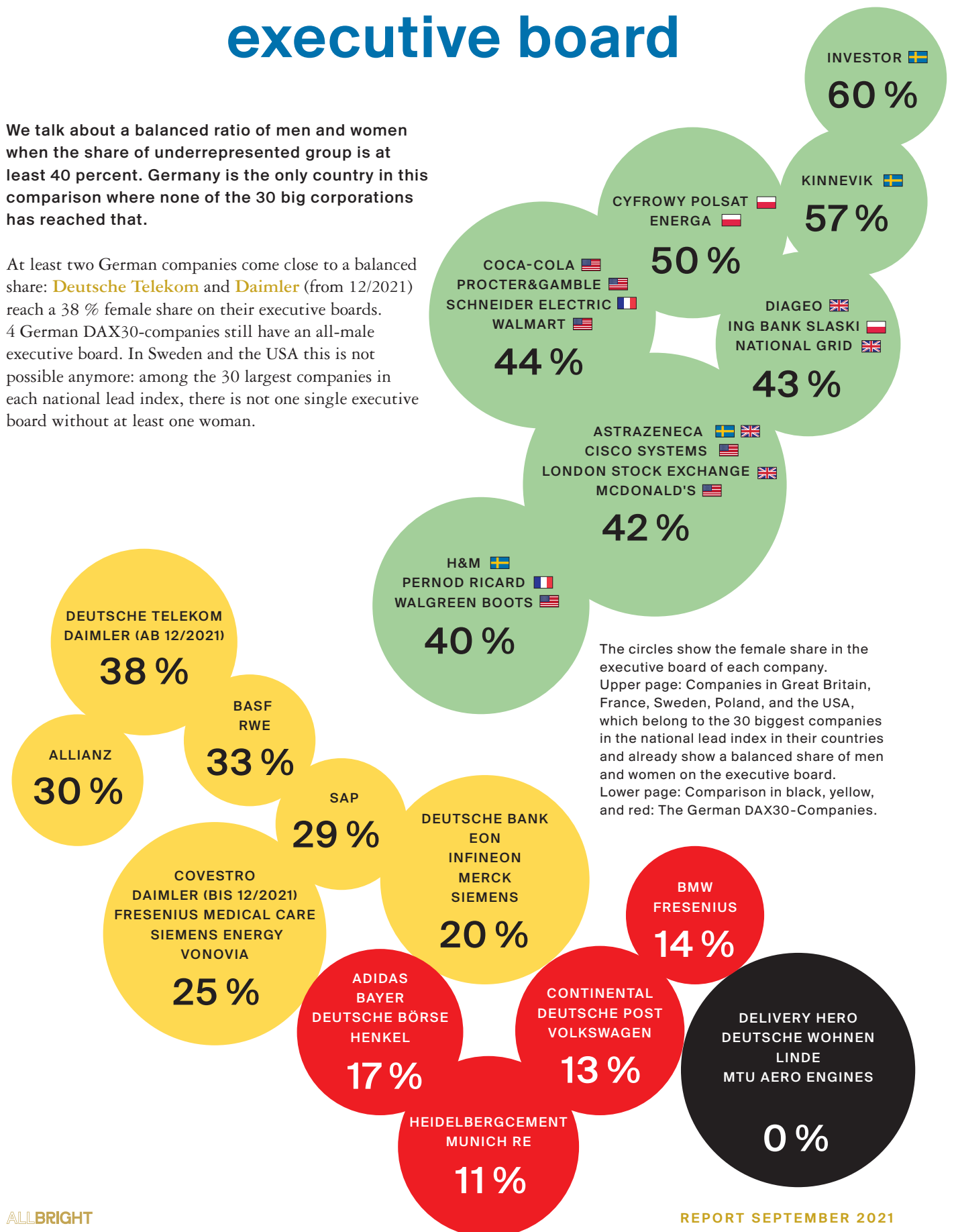
The development since April 2020 in parentheses.



No DAX company shows a balanced share of men and women on the executive board

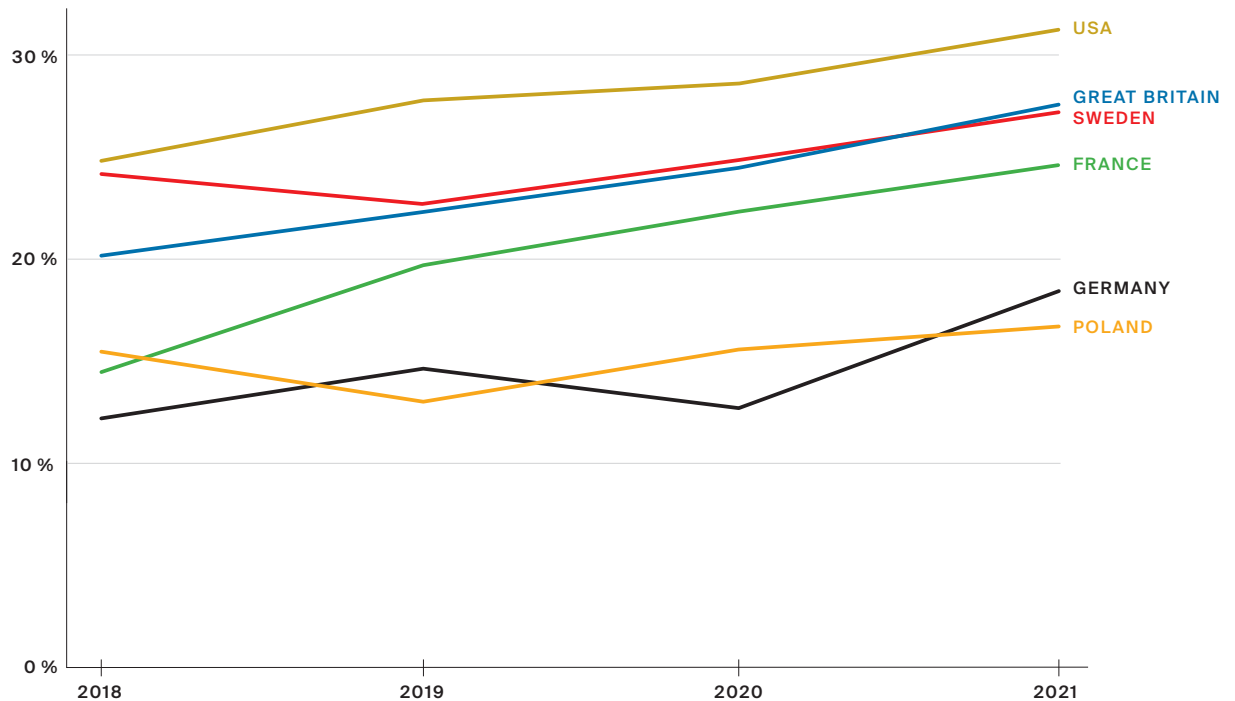
We talk about a balanced ratio of men and women when the share of underrepresented group is at least 40 percent. Germany is the only country in this comparison where none of the 30 big corporations has reached that.

At least two German companies come close to a balanced share: **Deutsche Telekom** and **Daimler** (from 12/2021) reach a 38 % female share on their executive boards. 4 German DAX30-companies still have an all-male executive board. In Sweden and the USA this is not possible anymore: among the 30 largest companies in each national lead index, there is not one single executive board without at least one woman.



The circles show the female share in the executive board of each company. Upper page: Companies in Great Britain, France, Sweden, Poland, and the USA, which belong to the 30 biggest companies in the national lead index in their countries and already show a balanced share of men and women on the executive board. Lower page: Comparison in black, yellow, and red: The German DAX30-Companies.

International comparison of the development in the 30 largest listed companies



Development of the share of women on the executive boards of the respective 30 largest listed companies since 2018 in percent

GERMANY NEEDS TO ACCELERATE TO CATCH UP INTERNATIONALLY

Germany and Poland are continuously far behind the USA and Great Britain. In order to reach the same level, German companies need to increase their speed

significantly since the development in other countries is not on hold but continues. The strongest development has been seen in France, where the share of female executive board members of the 30 biggest corporations has increased by 10 percentage points.

THOMAS AND HIS BROTHERS

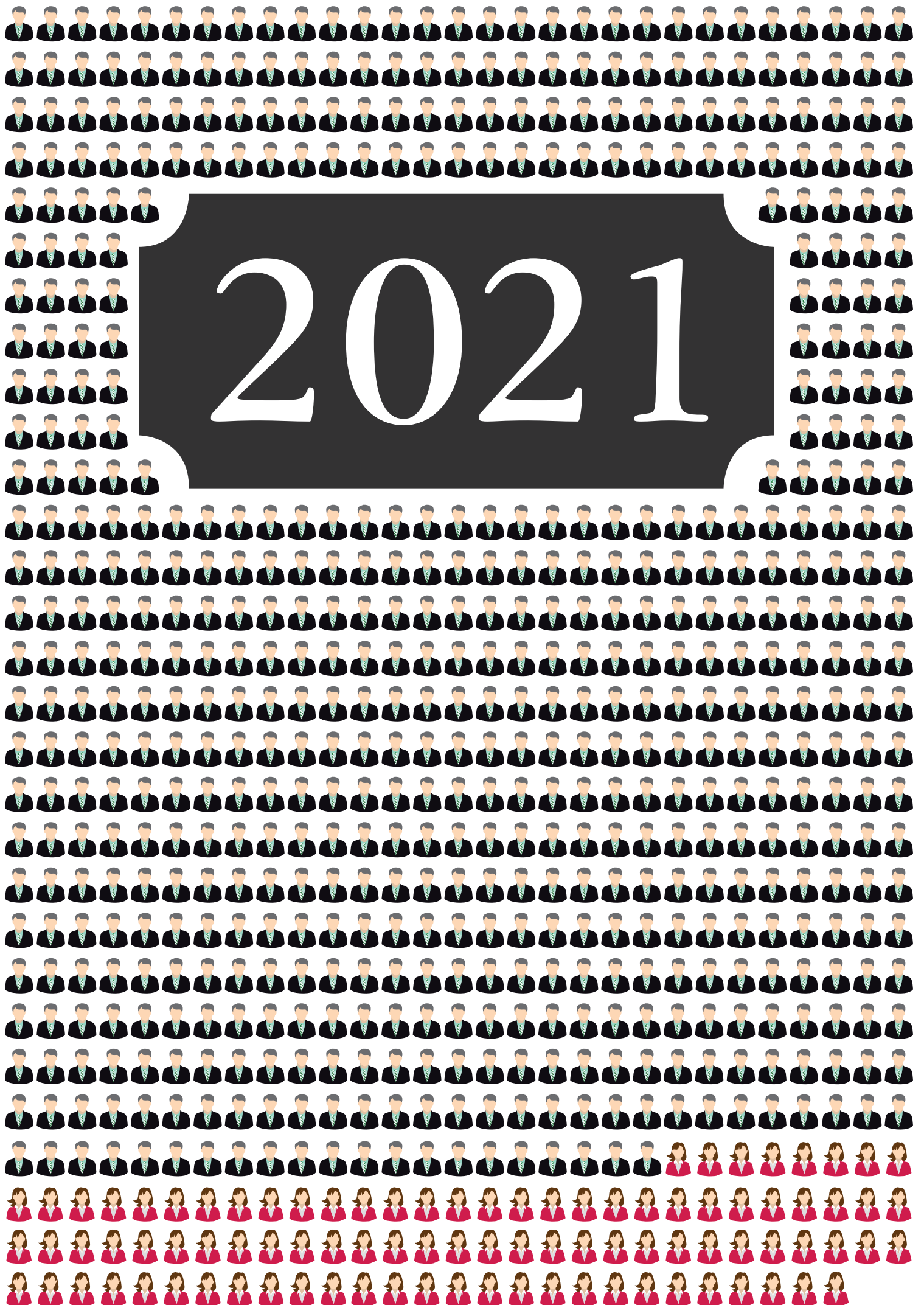
Germany	USA	Great Britain	France	Sweden	Poland
THOMAS MARKUS MICHAEL CHRISTIAN STEFAN	JOHN MICHAEL MARK JENNIFER DAVID	DAVID MARK PETER MICHAEL STEPHEN	OLIVIER MICHEL PHILIPPE STEPHANE NICOLAS	MIKAEL ANDERS MARTIN THOMAS MAGNUS	MICHAL ADAM MARCIN PIOTR TOMASZ

The 5 most common first names on the executive boards of the 30 largest listed companies on their respective national benchmark index

The most common name in the top management of the 160 companies listed on the Frankfurt stock exchange is Thomas. Until recently, there were more Thomases and Michaels on these executive boards than women in total. The number of Thomases even increased slightly in the past year: Thomas still likes to recruit mirror images of himself.

Internationally, too, there are far more men as women in the top management of the corporations listed on

stock exchanges. Thomas, Michael and Markus from Germany have »brothers« in all countries – there they might be named Tomasz, Mikael or Mark. Whoever carries a variant of these names seems to have the greatest chances of sitting on the executive board of a large corporation listed on the stock exchange of the analyzed countries. The USA is the only country in the comparison where you can find a female name amongst the top five: Jennifer.



ON SEPTEMBER 1, 2021 ON THE EXECUTIVE BOARDS OF THE 160 LISTED GERMAN COMPANIES: 603 MEN AND 93 WOMEN.