

# The German Financial Sector: Male Dominance in Top Decision-Making Bodies Remains Pervasive

by Elke Holst and Julia Schimeta

In the German financial sector, the majority of employees are women, but it is still men who hold the top positions. With women making up only 4.2 percent of the boards of the largest banks and savings banks, they were still vastly underrepresented at the end of 2012 (up 1 percentage point from the end of 2011). The story is similar on the boards of the major insurance companies. The situation is somewhat better on supervisory boards: At the largest banks and savings banks, women made up 17.8 percent of all board members at the end of 2012 (up 1.2 points), and 15.3 percent at insurance companies (up 2.2 points). The vast majority of these women are employee representatives, but the percentage of women being appointed as shareholder representatives is increasing.

If the financial sector does not make significant progress in achieving more representation for women in top decision-making bodies in the foreseeable future, political pressures on them to do so will likely increase. This also applies to top positions in the ECB and the Financial Market Authority.

In this article, we analyze the representation of women on the executive and management boards (henceforth executive boards) as well as the supervisory boards and administrative councils (henceforth supervisory boards<sup>1</sup>) of companies in Germany's financial sector based on data collected annually by DIW Berlin.<sup>2</sup> Using further data collected in the same framework, we compare the gender composition of the decision-making bodies at the 100 largest banks and savings banks based on total assets to that of the largest 61 insurance companies based on gross revenues from premiums.<sup>3</sup> Furthermore, we study the gender representation of executive boards in public-sector banks and savings banks compared to private banks and cooperative banks. A second article in this issue of the DIW Economic Bulletin reports on the situation outside the financial sector based on data on the 200 largest German companies outside the financial sector, the DAX 30, MDAX, and SDAX companies and 60 federal government subsidiaries.<sup>4</sup> The two articles in this issue thus address the top decision-making bodies of more than 500 companies and institutions in total.

<sup>1</sup> If an institution has both a supervisory board and an administrative board, only the composition of the supervisory board was added to the calculations.

<sup>2</sup> Most recently in 2012, see E. Holst and J. Schimeta, Passed Over for Promotions: Women Still Severely Underrepresented on Financial Sector Boards, DIW Economic Bulletin, no. 4 (2012).

<sup>3</sup> The largest banks and savings banks by total assets (2011) were sourced from H. Huck, Die 100 größten deutschen Kreditinstitute, die bank - Zeitschrift für Bankpolitik und Praxis 8 (2012): 10–11. The largest insurance companies according to revenue from premiums (2011) based on Wolters Kluwer Deutschland GmbH, Die großen 500. Deutschlands Top-Unternehmen (Müßig Verlag, November 2012). Research on the composition of the top-level management bodies of banks, savings banks, and insurance companies was carried out from November to December 2012. It was based on the companies' own statements published on the Internet, annual reports and accounts from 2011, articles in the German Federal Gazette (Bundesanzeiger) and on inquiries to companies by DIW Berlin.

<sup>4</sup> E. Holst and J. Schimeta, Slightly More Women in Germany's Corporate Boardrooms—More Dynamism in DAX 30 Companies, in this issue of DIW Economic Bulletin.

Table 1

**Share of Women in Employment Subject to Social Insurance Contributions by Economic Sector**

In percent

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Provision of financial services <sup>1</sup>	57.0	57.1	57.2	57.3	57.4	57.4	57.6	57.4	56.9	56.9	57.1	57.2	57.1	56.9
Central banks and credit institutions	57.2	57.3	57.5	57.6	57.8	57.8	58.0	57.8	57.2	57.3	57.6	57.6	57.6	57.5
Insurance companies, reinsurance companies and pension funds (excluding social security) <sup>2</sup>	46.8	47.2	47.6	47.8	48.0	48.3	48.8	49.1	48.9	48.8	50.0	49.2	49.2	49.3
Activities associated with financial and insurance services <sup>3</sup>	60.2	60.0	59.7	60.4	61.3	61.5	62.1	61.1	61.6	61.5	61.2	60.9	60.8	60.8

<sup>1</sup> Listed as "Credit Services Industry" up to 2008. <sup>2</sup> Listed as "Insurance Industry" up to 2008. <sup>3</sup> Listed as "Activities Associated with the Credit and Insurance Industry" sector up to 2008.

Source: German Federal Statistical Office, Federal Employment Agency.

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Majority of women employed in the financial sector.

**More Women Than Men Employed in the Financial Sector**

For many years, women have made up the majority of employees in the financial sector. In 2012, they represented almost six out of 10 workers in financial services provision. In related areas of financial services and insurance activities, it was more than 60 percent (see Table 1). In 2011, just over 57 percent of all employees at Volks- and Raiffeisen Banks were women, according to data from the respective employers' association.<sup>5</sup> According to the German Savings Banks and Giro Association (DGSV), women made up almost 63 percent of the workforce at German savings banks in 2011.<sup>6</sup> With regard to insurance, data from the Employers' Association of Insurance Companies in Germany (AGV) showed that in 2011, women represented 47 percent of insurance sector employees overall and more than 54 percent of in-house staff.<sup>7</sup>

**Top 100 Banks and Savings Banks**

**Executive Boards: 17 Women to 390 Men**

Men were still overrepresented on the executive boards of the top 100 banks and savings banks at the end of 2012. In 83 percent of all financial institutions, there was not a single woman in their decision-making bodies (end of 2011: 88 percent) (see Table 2). In 17 of 100 executive boards, there was only one woman. In total, there were 17 women compared to 390 men (2011: 391). Three of the women were CEOs on their respective boards (three percent compared to one percent in 2011). With a share of just over four percent (up one percentage point) women clearly remained in the minority. Obviously, more effective steps need to be taken in the foreseeable future to raise the percentage of women to anywhere near that of men. Since 2006, the share of women on executive boards only increased by an annual average of 0.3 percentage points.<sup>8</sup>

**Supervisory Boards: Moderate Decrease in Inequalities**

At the end of 2012, the proportion of women on the supervisory boards of Germany's largest banks and savings banks was, as expected, higher than that of women on their executive boards. Overall, women made

<sup>5</sup> Arbeitgeberverband der Deutschen Volksbanken und Raiffeisenbanken e. V.: Beschäftigungsstruktur 2011 (2012). [www.avr.org/avr.nsf/DF-F0197809AF5693C12571CB0025AB6D/\\$FILE/Personalstatistik2011Beschäftigungsstruktur.pdf](http://www.avr.org/avr.nsf/DF-F0197809AF5693C12571CB0025AB6D/$FILE/Personalstatistik2011Beschäftigungsstruktur.pdf) [December 20, 2012].

<sup>6</sup> Deutscher Sparkassen- und Giroverband (DSGV), Der Finanzbericht 2011. (Berlin: 2012): 35.

<sup>7</sup> Arbeitgeberverband der Versicherungsunternehmen in Deutschland e. V. (AGV), Frauenanteil in den Unternehmen (2012). [www.agv-vers.de/projekte/frauen-in-fuehrung/kennzahlen/frauenanteile-in-den-unternehmen.html?L=0](http://www.agv-vers.de/projekte/frauen-in-fuehrung/kennzahlen/frauenanteile-in-den-unternehmen.html?L=0) [December 20, 2012].

<sup>8</sup> It is very unlikely that companies in the banks and savings banks sector will achieve a 40-percent share of women on their executive boards within three years—as is required for listed and co-determined companies. See also the draft law on the Promotion of Equal Opportunities for Men and Women in Business Enterprises (ChGlFöG). Bundestag printed paper no. 17/8878 dated March 6, 2012. <http://dip.bundestag.de/btd/17/088/1708878.pdf> [December 20, 2012].

Table 2

**Women on the Supervisory Boards and/or on the Executive Boards of Large Banks, Savings Banks and Insurance Companies in Germany at Year End 2006-2012**

	Banks and savings banks							Insurance companies						
	2006	2007	2008	2009	2010	2011	2012	2006	2007	2008	2009	2010	2011	2012
<b>Executive boards/senior management</b>														
Total number of companies	100	100	100	100	100	100	100	63	65	58	62	62	59	61
With data on composition	100	100	100	100	100	100	100	63	65	58	62	62	59	61
With women on executive board	10	9	7	9	10	12	17	10	13	9	11	10	14	21
Percentage	<b>10.0</b>	<b>9.0</b>	<b>7.0</b>	<b>9.0</b>	<b>10.0</b>	<b>12.0</b>	<b>17.0</b>	<b>15.9</b>	<b>20.0</b>	<b>15.5</b>	<b>17.7</b>	<b>16.1</b>	<b>23.7</b>	<b>34.4</b>
Total number of members <sup>1</sup>	442	430	414	418	408	404	407	394	411	372	392	399	385	384
Men	431	420	406	407	396	391	390	384	398	363	381	389	370	362
Women	11	10	8	11	12	13	17	10	13	9	11	10	14	22
Percentage of women	<b>2.5</b>	<b>2.3</b>	<b>1.9</b>	<b>2.6</b>	<b>2.9</b>	<b>3.2</b>	<b>4.2</b>	<b>2.5</b>	<b>3.2</b>	<b>2.4</b>	<b>2.8</b>	<b>2.5</b>	<b>3.6</b>	<b>5.7</b>
Total number of chairpersons <sup>1</sup>	100	100	100	100	100	100	100	63	65	58	62	62	59	61
Men	98	98	100	100	98	99	97	63	65	57	62	62	59	61
Women	2	2	0	0	2	1	3	0	0	0	0	0	0	1
Percentage of women	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>1.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Supervisory boards/administrative councils</b>														
Total number of companies	100	100	100	100	100	100	100	63	65	58	62	62	59	61
With data on composition	100	100	100	100	100	100	100	63	65	58	62	62	59	61
With women on supervisory board	89	91	85	87	88	88	88	46	49	42	48	48	45	50
Percentage	<b>89.0</b>	<b>91.0</b>	<b>85.0</b>	<b>87.0</b>	<b>88.0</b>	<b>88.0</b>	<b>88.0</b>	<b>73.0</b>	<b>75.4</b>	<b>72.4</b>	<b>77.4</b>	<b>77.4</b>	<b>76.3</b>	<b>82.0</b>
Total number of members <sup>1</sup>	1633	1573	1566	1555	1548	1567	1491	812	831	727	734	732	689	704
Men	1387	1331	1324	1294	1295	1307	1226	720	726	629	643	645	599	596
Women	246	242	242	261	253	260	265	92	105	98	91	87	90	108
Percentage of women	<b>15.1</b>	<b>15.4</b>	<b>15.5</b>	<b>16.8</b>	<b>16.3</b>	<b>16.6</b>	<b>17.8</b>	<b>11.3</b>	<b>12.7</b>	<b>13.5</b>	<b>12.4</b>	<b>11.9</b>	<b>13.1</b>	<b>15.3</b>
Total number of chairpersons <sup>1</sup>	100	100	100	100	100	100	100	63	65	58	62	62	59	61
Men	97	95	97	96	97	98	98	63	65	57	61	61	58	60
Women	3	5	3	4	3	2	3	0	0	1	1	1	1	1
Percentage of women	<b>3.0</b>	<b>5.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.7</b>	<b>1.6</b>	<b>1.6</b>	<b>1.7</b>	<b>1.6</b>
Total companies with data on employee representation	33	55	51	50	44	53	56	24	41	38	52	34	33	39
Total number of members	599	858	767	764	642	738	786	291	455	444	634	351	385	411
Men	496	731	654	637	549	628	649	256	406	390	555	319	347	358
Women	103	127	113	127	93	110	137	35	49	54	79	32	38	53
Female employee representatives	85	95	84	91	62	78	87	32	45	41	63	26	36	43
Total percentage of women	<b>82.5</b>	<b>74.8</b>	<b>74.3</b>	<b>71.7</b>	<b>66.7</b>	<b>70.9</b>	<b>63.5</b>	<b>91.4</b>	<b>91.8</b>	<b>75.9</b>	<b>79.7</b>	<b>81.3</b>	<b>94.7</b>	<b>81.1</b>

<sup>1</sup> Only companies providing data on the composition of the relevant top-management boards.  
Source: calculations by DIW Berlin.

Women are also better represented on supervisory boards than on executive boards in the financial sector.

up almost 18 percent of supervisory board members; that is, they held 265 of the 1491 positions in total and five more than the previous year. Since the number of male positions decreased by 81, the percentage of women on these decision-making bodies increased by 1.2 percentage points. At the end of 2010, three supervisory boards had women CEOs (three percent).

Almost two-thirds of women on the supervisory boards of the largest banks and savings banks are employee representatives (63.5 percent). It is thus thanks to German

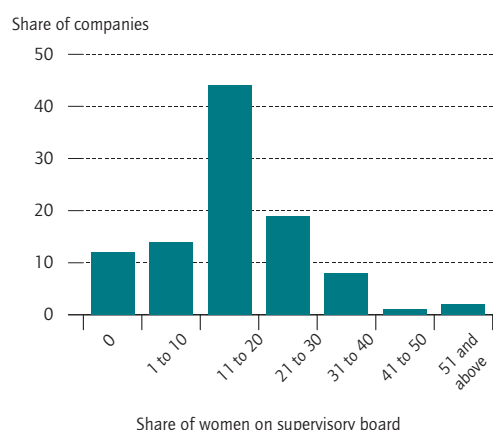
co-determination legislation that women are better represented on these boards.<sup>9</sup>

<sup>9</sup> According to the Mining Co-Determination Act (Montan-Mitbestimmungsgesetz, MontanMitbestG) BGBl, Sections 1 and 4, businesses in the coal, iron, and steel industry with more than 1,000 employees must have a supervisory board with equal representation of shareholders and employees. According to the Co-determination Act (Mitbestimmungsgesetz, MitbestG) BGBl, Sections 1 and 7, it is also mandatory for companies with more than 2,000 employees and with the legal status of an AG, GmbH, KG a.A. or cooperative to have a supervisory board with equal representation of shareholders and employees. According to the Drittelbeteiligungsgesetz (DrittelbG) BGBl [One-Third Employee Representation Act], Sections 1 and 4, in companies with more than 500 employees and with the legal status of an AG, GmbH, KG a.A., insurance association a.G., or cooperative, one-third of supervisory board members have to be employee representatives. [www.boeckler.de/5543\\_33350.htm](http://www.boeckler.de/5543_33350.htm) [December 1, 2012].

Figure 1

**Top 100 Banks and Savings Banks by Share of Women on Supervisory Boards**

In percent



Source: DIW Berlin.

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Women represent up to one-fifth of supervisory boards in most companies.

There was at least one woman on almost nine out of ten supervisory boards at the end of 2012. The distribution of women among the companies studied was fairly irregular. First, there was a robust base of around ten percent of banks and savings banks with no women represented at all on the highest decision-making supervisory bodies. On the other hand, in two public-sector banks, women made up the majority of supervisory board members: at WestLB (58 percent) and at IBB Investitionsbank Berlin (56 percent) (see Table 3).<sup>10</sup> These are the major exceptions. One-fifth of the governing bodies of most banks are made up of women (see Figure 1).

**Public Sector Banks: Virtually No Women on Executive Boards, More Dynamic Development on Supervisory Boards**

As in the previous two years, DIW Berlin studied the largest banks and savings banks according to their legal form. The results show that male dominance is overwhelming across all legal forms (see Table 4). At the end of 2012, public banks remained slightly behind the private and cooperative banks in terms of representation of women on their executive boards at 3.6 percent. Men

<sup>10</sup> IBB has one of the few women at the head of a supervisory board: Berlin's Senator for Economics, Technology and Research, Cornelia Yzer (CDU).

Table 3

**Largest 100 Banks and Savings Banks' with at Least 25 Percent Women on the Supervisory Board at Year End 2012**

Rank	Company	Total number of members	Male members	Women members	Percentage of women	Legal form
11	WestLB AG (Portigon Financial Services)	12	5	7	58	public
46	IBB Investitionsbank Berlin	9	4	5	56	public
12	Landesbank Hessen-Thüringen Girozentrale	30	16	14	47	public
1	Deutsche Bank AG	20	12	8	40	private
18	Deutsche Pfandbriefbank AG	8	5	3	38	private
86	Sparkasse Essen	14	9	5	36	public
92	BBBank eG	15	10	5	33	cooperative
63	Comdirect Bank AG	6	4	2	33	private
98	Stadtsparkasse Wuppertal	15	10	5	33	public
55	Deutsche Schiffsbank AG	6	4	2	33	private
96	Sparkasse Mainfranken	26	18	8	31	public
25	Bausparkasse Schwäbisch Hall AG	20	14	6	30	cooperative
2	Commerzbank AG	20	14	6	30	private
85	Sparkasse Krefeld	18	13	5	28	public
62	Ostsächsische Sparkasse Dresden	18	13	5	28	public
58	Sparkasse Hannover	18	13	5	28	public
81	Sparkasse Leipzig	15	11	4	27	public
64	Targobank AG & Co. KGaA	12	9	3	25	private
31	Deutsche Apotheker- und Ärztebank eG	20	15	5	25	cooperative
14	HSH Nordbank AG	20	15	5	25	public
50	Investitionsbank Schleswig-Holstein (IB)	12	9	3	25	public
30	Santander Consumer Bank AG	12	9	3	25	private
5	Unicredit Bank AG	12	9	3	25	private

<sup>1</sup> Only banks providing data on the composition of their supervisory boards..

Source: calculations by DIW Berlin

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Two public sector banks have more women than men on their supervisory boards.

held 96 percent of all executive board positions; among private banks it was 95 percent and almost 95 percent for cooperatives. There was one woman CEO in each of the three groups.

At almost 19 percent, public sector banks and savings banks had a relatively high share of women on their supervisory boards at the end of 2012. More than nine out of ten public and cooperative banks now have at least one woman on their supervisory boards. Among the private sector banks, it is still 77 percent. As in previous years, the three women CEOs on supervisory boards are only to be found in public sector banks.<sup>11</sup> The coupling of supervisory board CEOs with a political function played a

<sup>11</sup> Bremen finance senator, Karoline Linnert (Alliance 90/The Greens), leads the supervisory board of Bremer Landesbank, the district administrator of Munich, Johanna Rumschöttel (SPD), is CEO of the Kreissparkasse München Starnberg Ebersberg and Berlin Senator of Economy, Cornelia Yzer (CDU), is head of the Investitionsbank Berlin.

Table 4

**Women on the Supervisory Boards and/or on the Executive Boards of Large Banks and Savings Banks in Germany at Year End 2006-2012 by Legal Form**

	Total banks and savings banks studied			Public sector banks			Private banks			Cooperative banks		
	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012
<b>Executive boards/senior management</b>												
Total number of companies	100	100	100	52	53	51	36	34	35	12	13	14
With data on composition	100	100	100	52	53	51	36	34	35	12	13	14
With women on executive board	10	12	17	3	4	7	5	5	7	2	3	3
Percentage	10.0	12.0	17.0	5.8	7.5	13.7	13.9	14.7	20.0	16.7	23.1	21.4
Total number of members <sup>1</sup>	408	404	407	203	197	195	157	151	153	48	56	59
Men	396	391	390	199	192	188	151	146	146	46	53	56
Women	12	13	17	4	5	7	6	5	7	2	3	3
Percentage of women	2.9	3.2	4.2	2.0	2.5	3.6	3.8	3.3	4.6	4.2	5.4	5.1
Total number of chairpersons <sup>1</sup>	100	100	100	52	53	51	36	34	35	12	13	14
Men	100	99	97	52	53	51	34	33	35	12	13	14
Women	0	1	3	0	0	1	2	1	1	0	0	1
Percentage of women	0.0	1.0	3.0	0.0	0.0	2.0	5.6	2.9	2.9	0.0	0.0	7.1
<b>Supervisory boards/administrative councils</b>												
Total number of companies	100	100	100	52	53	51	36	34	35	12	13	14
With data on composition	100	100	100	52	53	51	36	34	35	12	13	14
With women on supervisory board	88	88	88	48	50	48	29	26	27	11	12	13
Percentage	88.0	88.0	88.0	92.3	94.3	94.1	80.6	76.5	77.1	91.7	92.3	92.9
Total number of members <sup>1</sup>	1548	1567	1491	960	999	909	396	349	354	192	219	228
Men	1295	1307	1226	802	831	741	333	291	293	160	185	192
Women	253	260	265	158	168	168	63	58	61	32	34	36
Percentage of women	16.3	16.6	17.8	16.5	16.8	18.5	15.9	16.6	17.2	16.7	15.5	15.8
Total number of chairpersons <sup>1</sup>	100	100	100	52	53	51	36	34	35	12	13	14
Men	97	98	98	49	51	51	36	34	35	12	13	14
Women	3	2	3	3	2	3	0	0	0	0	0	0
Percentage of women	3.0	2.0	2.0	5.8	3.8	5.9	0.0	0.0	0.0	0.0	0.0	0.0

<sup>1</sup> Only companies providing data on the composition of the relevant top-management boards..

Source: calculations by DIW Berlin.

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The proportion of women on the executive boards of private banks is low, but higher than in the public sector.

vital role here. However, this political function has also been the reason for the underrepresentation of women among the remaining 94 percent. It therefore follows that, in certain circumstances, increasing the proportion of women in leading political positions is an important prerequisite to increasing the share of women on the supervisory boards of public sector banks. But here, too, women are underrepresented in the top positions.<sup>12</sup> Although public sector banks are subject to equality legislation,<sup>13</sup> central and regional government

legislation on women's advancement and gender equality has not yet led to significant increases in the proportion of women in management positions. There appears to be a need for more specific action here to meet the statutory targets for women to rise to top positions in the foreseeable future.

## Insurance Companies

### Almost Six Percent Women on Executive Boards

In the insurance sector, where almost half of the workforce is female, women made up only six percent of executive board members in the 61 companies surveyed (see Table 2). This means that 22 of the 384 board po-

<sup>12</sup> For an overview of the representation of women in leadership positions in the public sector see J. Schimeta, *Einsam an der Spitze. Frauen in Führungspositionen im öffentlichen Sektor* (Berlin: Friedrich-Ebert-Stiftung, 2012).

<sup>13</sup> D. Schiek et al, *Frauengleichstellungsgesetze des Bundes und der Länder. Kommentar für die Praxis zum Bundesgleichstellungsgesetz und den Gleichstellungsgesetzen, Gleichberechtigungsgesetzen und Frauenförderungsgesetzen der Länder* (Frankfurt am Main: 2002): 100.

sitions are held by women. A total of 15 women share these 22 positions (see overview). Compared to the end of 2011, the proportion of women has increased by 2.1 percentage points. This marks the highest level since the survey began in 2006. One woman became CEO of one of the largest insurance companies in 2012, the first in six years.<sup>14</sup>

### Supervisory Boards: More Women, But Majority Still Employee Representatives

Of the 61 largest insurance companies, 50 have at least one woman on the supervisory board (82 percent, see Table 2). Of the total number of 704 supervisory board positions, women hold 108. The proportion of women on controlling bodies rose by 2.2 percentage points to over 15 percent in 2012 compared to the previous year. The large majority of women on supervisory boards are still employee representatives (over 81 percent). For the first time since 2009, the proportion of women appointed by shareholders has increased. Only one of the 61 largest insurance companies has a woman chair its supervisory board (1.6 percent).<sup>15</sup>

In most companies studied, women occupied no more than one-fifth of positions on supervisory boards (see Figure 2). Seven of the insurance companies had at least 30 percent female supervisory boards, including the Allianz Versicherungs-AG, which was the only company able to boast a balanced female-male ratio (see Table 5).

### Women in Management Positions in German Financial and Insurance Service Industry

According to data from the German Federal Statistical Office, women held 29 percent of management positions in the German financial and insurance service industry.<sup>16</sup> Included in this figure are all non-tariff employees in private banks in 2011 (see Figure 3). The figure has increased since the 1990s—but without women reaching the top positions. In contrast, the proportion of women among non-tariff employees at cooperative banks was lower, at almost 19 percent (2011). According to the German Savings Banks and Giro Associati-

<sup>14</sup> Dr. Birgit König has been CEO of Allianz Private Krankenversicherungs-AG since January 1, 2012.

<sup>15</sup> Beate Läsch-Weber at the Provinzial Rheinland was the only woman CEO of a supervisory board in all the large insurance companies studied.

<sup>16</sup> Federal Statistical Office, *Frauen und Männer auf dem Arbeitsmarkt* (2012): 27. The term management positions means the executive boards of small and large companies, and/or heads of divisions in large companies and senior positions in the civil service.

#### Overview

### Women on the Executive Boards of Large Banks, Savings Banks, and Insurance Companies in Germany in 2012

Rank	Company		Legal form
<b>100 largest banks and savings banks<sup>1</sup></b>			
3	KfW Bankengruppe	Dr. Edeltraud Leibrock	public sector
8	Norddeutsche Landesbank Girozentrale	Ulrike Brouzi	public sector
17	ING-DiBa AG	Katharina Herrmann	private
18	Deutsche Pfandbriefbank AG	Manuela Better (CEO)	private
26	SEB AG	Liselotte Hjorth	private
41	Westdeutsche Immobilien Bank AG	Christiane Wolff	public sector
45	HSBC Trinkaus & Burkhardt AG	Carola Gräfin von Schmettow	private
53	Stadtsparkasse München	Marlies Mirbeth	public sector
56	Oldenburgische Landesbank AG	Karin Katerbau	private
57	Investitionsbank des Landes Brandenburg	Jacqueline Tag	public sector
60	Stadtsparkasse Düsseldorf	Karin-Brigitte Göbel	public sector
63	Comdirect Bank AG	Martina Palte	private
64	Targobank AG & Co. KGaA	Maria Topaler	private
85	Sparkasse Krefeld	Dr. Birgit Roos (CEO)	public sector
90	Frankfurter Volksbank e.G.	Eva Wunsch-Weber (CEO)	cooperative
92	BBBank eG	Gabriele Kellermann	cooperative
93	Teambank AG	Dr. Christiane Decker	cooperative
<b>61 largest insurance companies</b>			
1	Allianz Group	Dr. Helga Jung	
3	Allianz Deutschland AG	Dr. Birgit König	
5	ERGO Versicherungsgruppe AG	Dr. Bettina Anders	
9	AXA Konzern AG	Dr. Andrea van Aubel	
11	Versicherungskammer Bayern	Barbara Schick	
13	Deutsche Krankenversicherung AG DKV	Silke Lautenschläger	
20	Allianz SE	Dr. Helga Jung	
25	Allianz Private Krankenversicherungs-AG	Dr. Birgit König (CEO)	
33	Provinzial Rheinland Konzern	Sabine Krummenerl	
34	HDI Gerling Lebensversicherungs-AG	Iris Klunk, Barbara Riebeling	
37	Bayern-Versicherung Lebensversicherung AG	Barbara Schick	
38	Württembergische Lebensversicherung AG	Ruth Martin	
40	Signal Krankenversicherung a.G.	Marlies Hirschberg-Tafel	
41	Cosmos Lebensversicherung-Aktiengesellschaft	Claudia Andersch	
42	Allianz Global Corporate & Speciality AG	Sinéad Browne	
46	Alte Leipziger Lebensversicherung a.G.	Wiltrud Pekarek	
49	Bayerische Beamtenkrankenkasse AG	Manuela Kiechle	
55	Württembergische Versicherung AG	Ruth Martin	
57	Iduna Vereinigte Lebensversicherung aG für Handwerk, Handel und Gewerbe	Marlies Hirschberg-Tafel	
58	DBV Deutsche Beamtenversicherung Lebensversicherung Aktiengesellschaft	Dr. Andrea van Aubel	
60	Provinzial Rheinland Lebensversicherung AG	Sabine Krummenerl	

<sup>1</sup> On January 1, 2013, Dr. Heidrun Zirfas was also appointed to the executive board at Volksbanken Bank GmbH and Gabriela Pantring at the Investitionsbank des Landes Brandenburg. Source: Surveys by DIW Berlin.

on (DSGV), the share of women in top management positions at savings banks in 2011 was 23 percent.<sup>17</sup> Even among in-house staff at the insurance companies, women held a less-than-average 24 percent of all manage-

<sup>17</sup> Deutscher Sparkassen- und Giroverband (DSGV), *Der Finanzbericht 2011* (Berlin): 35.

Figure 2

**Top 61 Insurance Companies by Share of Women on Supervisory Boards**

In percent



Source: DIW Berlin.

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Very rarely does the share of women exceed 20 percent.

ment positions in 2011 according to the AGV.<sup>18</sup> The issue is evident in the insurance industry’s advanced training survey from 2011, which found that the advancement of women in management positions was of strong or very strong interest at 57 percent of the insurance companies surveyed.<sup>19</sup>

**Gender Imbalance in Top Positions at the European Central Bank (ECB)**

The ECB<sup>20</sup> has been the subject of much discussion about the balanced participation of women and men

<sup>18</sup> Employers’ Federation of Insurance Companies in Germany e.V. (AGV), *Frauenanteil in den Unternehmen* (2012).

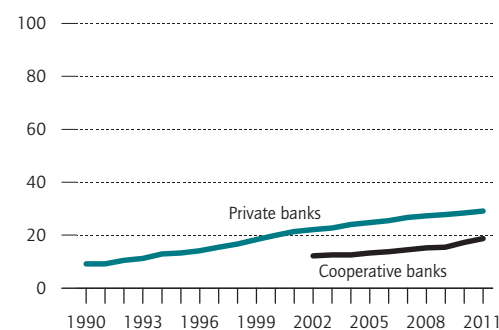
<sup>19</sup> AGV, BWV, *Die Weiterbildungsumfrage der Versicherungswirtschaft*, Juli 2011, 6. [www.bvv.de/uploads/media/2011-07-01\\_Weiterbildungsbrochure\\_01.pdf](http://www.bvv.de/uploads/media/2011-07-01_Weiterbildungsbrochure_01.pdf) [December 20, 2012].

<sup>20</sup> »A central bank is responsible for overseeing the monetary system of a country (or a group of member states). It shall perform the monitoring of monetary policy including the construction of specific objectives such as monetary stability, low inflation, and full employment. Central banks also generally issue currency, function as the bank of the government, regulate the credit system, oversee commercial banks, manage exchange reserves and act as a lender of last resort.« See European Commission, *Central Banks* (2012). Last updated on August 31, 2012; [http://ec.europa.eu/justice/genderequality/gender-decision-making/database/business-finance/central-banks/index\\_de.htm](http://ec.europa.eu/justice/genderequality/gender-decision-making/database/business-finance/central-banks/index_de.htm) [December 17, 2012].

Figure 3

**Women in Management Positions (Non-Tariff Employees) at Private and Cooperative Banks in Germany**

In percent



Sources: Arbeitgeberverband des privaten Bankengewerbes (AGV Banken), *Report from 2011/2012*, Berlin, page 55; Arbeitgeberverband der Deutschen Volksbanken und Raiffeisenbanken e.V. (released on request).

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Private banks appoint more women to senior positions than cooperative banks.

on its decision-making bodies.<sup>21</sup> Its board of directors currently consists entirely of men. There has not been a woman on the ECB’s top decision-making body, the Governing Council, since 2011 (see Table 6). Since its six board members are also members of the ECB’s Governing Council, this compounds the absence of women from all fiscal policy decisions made by ECB executives. The remaining 17 members of the Council are the governors of national central banks in the euro area. The absence of women in these positions is, therefore, also reflected in the top EU decision-making bodies. Overall in 2012, 20 percent of the decision-making bodies of Europe’s national central banks were made up of women (EU-27 countries: 17 percent).<sup>22</sup>

Jörg Asmussen, a German member of the ECB Board of Directors, noted in October 2012 that, »The European Parliament has recently rightly criticized that the 23 members of the Governing Council are all men. This is simply no longer appropriate, and it is certainly true that more gender diversity in the top echelons of the ECB

<sup>21</sup> Europäisches Parlament lehnt EZB-Kandidat Mersch ab, *Süddeutsche Zeitung*, October 25, 2012. [www.sueddeutsche.de/wirtschaft/spitzenposten-bei-europaeischer-zentralbank-europaeisches-parlament-lehnt-luxemburger-mersch-ab-1.1505993](http://www.sueddeutsche.de/wirtschaft/spitzenposten-bei-europaeischer-zentralbank-europaeisches-parlament-lehnt-luxemburger-mersch-ab-1.1505993) [January 10, 2013].

<sup>22</sup> European Commission, *Central Banks* (2012).

and its hierarchies below would be very good for it.<sup>23</sup> In October 2012, the EU Parliament rejected the nomination of Yves Mersch by the finance ministers of the euro area, since it believed a change in the ECB board of directors should allow a woman take on the position. However, he was still appointed by the Member States as a member of the ECB's Board of Directors. Since then, three candidates have been under discussion for the European Banking Authority (EBA): the head of German financial regulator BaFin, Elke König, the Secretary General of the French financial regulator, Daniele Nouy, and the Vice-President of the Deutsche Bundesbank, Sabine Lautenschläger.

A binding European quota for women in the leading management positions of European banks was briefly under discussion.<sup>24</sup> This was to seal commitments in the face of ineffective self-regulation by banks during the audit to improve corporate governance guidelines.<sup>25</sup> This proposal has not been implemented to date for reasons of consistency with the EU Commission's decision to introduce a quota of women on the supervisory boards of listed companies.<sup>26</sup>

## Conclusion

Public demands for more women in the top decision-making bodies of large companies are only very slowly beginning to have an impact on the realities of the German financial sector. In most banks, savings banks, and insurance companies, all-male executive boards dominate. Despite positive attempts by executive board members, the current share of women on the executive boards

<sup>23</sup> Speech by Jörg Asmussen in Vienna on October 1, 2012. Script available at [www.ecb.int/press/key/date/2012/html/sp121001\\_1.de.html](http://www.ecb.int/press/key/date/2012/html/sp121001_1.de.html) [December 4, 2012].

<sup>24</sup> R. Berschens, EU-Vorstoß. Europäischen Banken droht die Frauenquote. Handelsblatt, September 19, 2012. [www.handelsblatt.com/unternehmen/banken/eu-vorstoss-europaeischen-banken-droht-die-frauenquote/7154874.html](http://www.handelsblatt.com/unternehmen/banken/eu-vorstoss-europaeischen-banken-droht-die-frauenquote/7154874.html) [December 4, 2012].

<sup>25</sup> This topic has been discussed in the context of the EU Commission's CRD IV package developed to shore up banking sector regulation. The proposed directive has only been mentioned in general terms to include diversity as a criterion for selecting supervisory board members. See European Commission, Commission proposal for the Capital Requirements Directive (CRD IV package). <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0453:FIN:EN:PDF> [04.12.2012]. For the EU Commission's decision to introduce a quota for women on the supervisory boards of major listed companies see European Commission, Proposal for a directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures. <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0614:FIN:en:PDF> [December 20, 2012].

<sup>26</sup> European Commission, New proposals for the Capital Requirements Directive (CRD IV package). Frequently Asked Questions. [http://europa.eu/rapid/press-release\\_MEMO-11-527\\_de.htm?locale=en](http://europa.eu/rapid/press-release_MEMO-11-527_de.htm?locale=en) [December 4, 2012].

Table 5

### Largest 100 Companies' with at Least 25 Percent Women on the Supervisory Board at Year End 2012

Rank	Company	Total number of members	Number of male members	Number of women members	Percentage of women
10	Allianz Versicherungs-AG	6	3	3	50
58	DBV Deutsche Beamtenversicherung Lebensversicherung Aktiengesellschaft	9	5	4	44
1	Allianz Group	12	8	4	33
20	Allianz SE	12	8	4	33
25	Allianz Private Krankenversicherungs-AG	6	4	2	33
4	Talanx AG (Konzern)	16	11	5	31
27	SV Sparkassenversicherung- Konzern	20	14	6	30

<sup>1</sup> Only insurance companies providing data on the composition of their supervisory boards.

Source: calculations by DIW Berlin.

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Only seven insurance companies have 30 percent or more women in supervisory board positions.

Table 6

### Women on the ECB Governing Council

	Total number of members	Number of male members	Number of women members	Percentage of women
2003	17	16	1	5.9
2004	17	16	1	5.9
2005	17	16	1	5.9
2006	17	16	1	5.9
2007	19	18	1	5.3
2008	21	20	1	4.8
2009	22	21	1	4.5
2010	22	21	1	4.5
2011	23	23	0	0.0
2012	23	23	0	0.0

Source: EU database Women and Men in Decision-Making, own research.

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The ECB Governing Council has been male-only since 2011.

of companies in the financial sector is (still) too low to begin drawing conclusions about any distinct trends.

On supervisory boards, the situation is generally better. The proportion of women is much higher, yet well over 80 percent of board members are male CEOs. In 2012, more women were appointed to supervisory boards by shareholders, but that was not nearly enough to match

the also increasing number of female employee representatives, who make up more than four-fifths of all women on the supervisory boards of companies in the insurance industry.

The situation concerning top positions in the financial sector is especially unsatisfactory since women in the financial sector make up more than half the workforce. Women are not only underrepresented in top financial sector management, but their share is also still below the national average as compared to leadership positions in general.<sup>27</sup> In particular, the financial sector should benefit from the high educational level of women in law and economics and be able to integrate the future generation of (potential) female executives at the highest levels. The public is becoming increasingly unwilling to accept excuses for why the financial and insurance services industry is still not open to more women in leadership positions and why they have not designed their human resource development policies accordingly. It is not only about time that this change was made, it is also imperative if greater progress is to be made in appointing women to key management positions in the foreseeable future, making government regulation, in the form of guidelines, redundant.<sup>28</sup>

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<sup>27</sup> Federal Statistical Office, *Frauen und Männer auf dem Arbeitsmarkt. Deutschland und Europa* (Wiesbaden: 2012): 27.

<sup>28</sup> See also proposals to achieve the objective of more women in corporate boardrooms in E. Holst and J. Schimeta, *Slightly More Women in Germany's Corporate Boardrooms* in this issue of DIW Economic Bulletin.



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