

# DAX Management Board Study 2022 Summary

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# Key Insights

- In 2021, DAX and MDAX saw the most changes in index composition in a single year. In addition to the increase of the DAX from 30 members to 40, the composition of the MDAX has also changed due to six new climbers and the re-entry of Deutsche Wohnen.
- The intense public discussion regarding the lack of women in leadership positions is bearing fruit and has contributed significantly to the greatest increase in the proportion of women on German executive boards in recent history. 16 female appointments increased the proportion of women on DAX 40 boards to 19.1%. Including future appointments that have been announced, DAX 40 may achieve a historical high of 20.2% by 1 April 2022.
- Despite a personal best of 11.7% female top executives, MDAX continues to lag in absolute terms and rate of change. It also remains in last place internationally.
- Eight DAX 40 and 29 MDAX companies remain without a single female executive board member. Thus, the increase remains limited to the narrow segment of companies directly covered by FöPoG II (German government regulation for the equal participation of women in leadership positions).
- Eight female appointments contributed directly to the fulfillment of FöPoG II in 2021. Only seven of the 37 company boards without a female top executive fall within the scope of the regulation. As of 1 January 2022, 20 women would need to replace men to achieve a share of 20% across DAX and MDAX and an additional 35 to do so for each individual company.
- At 40%, Continental, Fresenius MC und Siemens Healthineers have the highest share of female executive board members. 20% of DAX 40 and 58% of MDAX companies have no women on their boards.
- The number of female top executives with direct P&L responsibility has increased only slightly. Women continue to be tasked over-proportionally with HR, digitalization/transformation, sustainability and legal matters.
- Increasingly, companies are employing targeted personnel development to prepare female executives systematically and successfully for top management roles. In DAX 40 more than 60% of women were appointed to the executive board from within the company in the last 12 months.
- Taking all 90 DAX and M-DAX companies into account (and excluding chairs), the average compensation for female board members is higher than that of their male peers. However, the average salaries paid by companies with female board members (typically the larger and often better-paying companies), is slightly lower for women than for their male board colleagues.

## Significant Insights

### 01

#### Index Composition

### 02

#### Gender Comparison

### 03

#### Myths Debunked?

#### Study Authors

# 01 Index Composition

Last year 12 companies ascended to DAX 40, another seven to MDAX.

## DAX 40



## MDAX



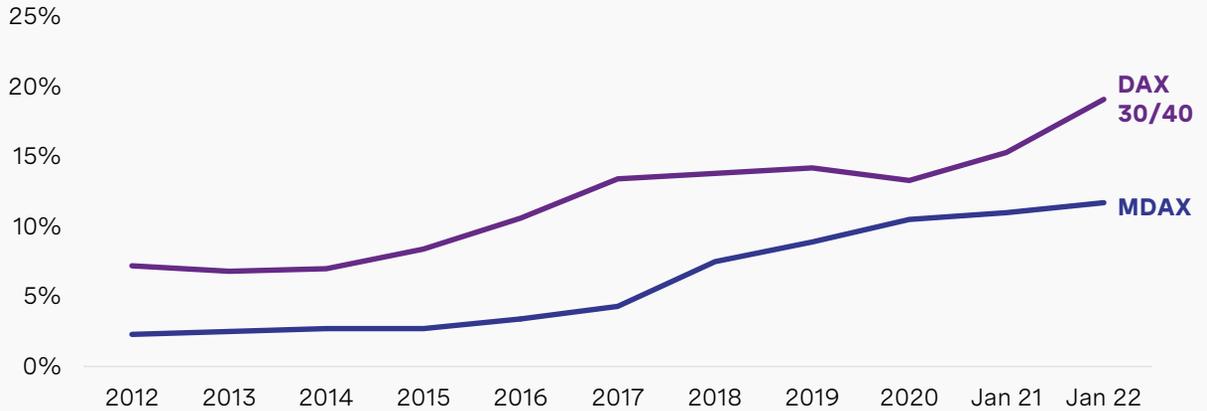
Logo sources: Wikipedia, company websites \* New to the index in the last 12 months

# 02 Gender Comparison

The proportion of women in DAX 40 has increased significantly. 55 women would need to replace men in order to achieve 20% across all company boards.

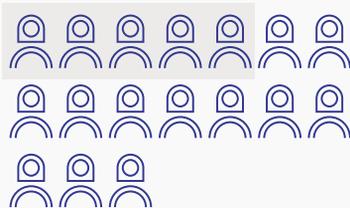
DAX 40 und MDAX: Share of female executive board members

## Share of female top executives by index



## Additional women to reach 20% across index

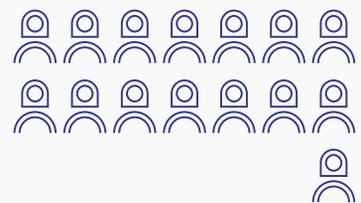
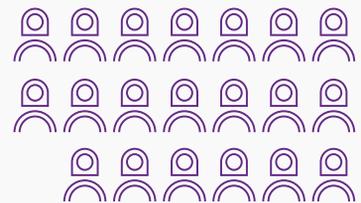
$$3 + 20 = 23 \text{ (9%*)}$$



Through FüPoG

## Additional women to reach 20% per company board

$$17 + 15 = 35 \text{ (18%*)}$$



**Total=20+35=55**

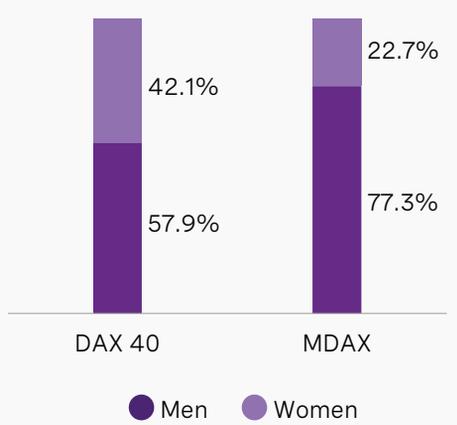
\* Of all management board members in the respective index



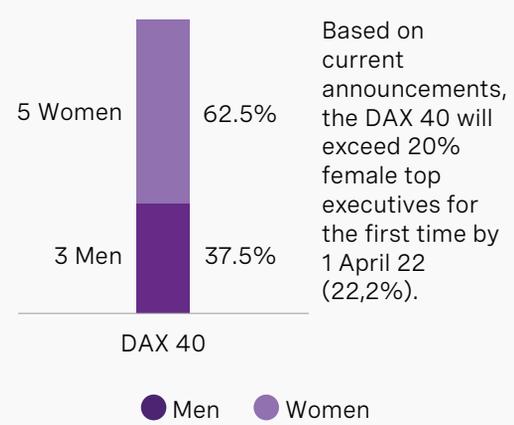
**In the last 12 months, 42% of new DAX 40 appointees were women, almost double the proportion of female appointments on MDAX.**

DAX 40 and MDAX: gender shares of newly appointed executive board members in the last 12 months and beginning of 2022

**Gender shares new appointees 12 months until 1 Jan 22**



**Future appointments announced until 10 Jan 22**



**Eight DAX 40 companies (20%) and 29 MDAX companies (58%) still have no women on their executive boards.**

DAX 40 and MDAX: current gender proportions

**DAX 40**

20% +

0%

Company	Men	Women	Total	Women %	Women for 20%
Continental	3	2	5	40%	
Fresenius Medical Care	3	2	5	40%	
Siemens Healthineers	3	2	5	40%	
Daimler	5	3	8	38%	
Deutsche Telekom	5	3	8	38%	
BASF	4	2	6	33%	
RWE	2	1	3	33%	
SAP	5	2	7	29%	
Allianz	8	3	11	27%	
Beiersdorf	6	2	8	25%	
Covestro	3	1	4	25%	
Puma	3	1	4	25%	
Siemens Energy	3	1	4	25%	
Airbus Group	12	3	15	20%	
Deutsche Bank	8	2	10	20%	
E.ON	4	1	5	20%	
Infineon	4	1	5	20%	
Merck	4	1	5	20%	
Siemens	4	1	5	20%	
Vonovia	4	1	5	20%	
Zalando	4	1	5	20%	
Adidas	5	1	6	17%	1
Bayer	5	1	6	17%	1
Deutsche Boerse	5	1	6	17%	1
Henkel	5	1	6	17%	1
BMW	6	1	7	14%	1
Fresenius SE	6	1	7	14%	1
Qiagen	6	1	7	14%	1
Deutsche Post	7	1	8	13%	1
HeidelbergCement	8	1	9	11%	1
Munich Re	8	1	9	11%	1
Volkswagen	8	1	9	11%	1
Brenntag	5	0	5	0%	1
DeliveryHero	3	0	3	0%	1
Hellofresh	4	0	4	0%	1
Linde	7	0	7	0%	2
MTU Aero Engines	4	0	4	0%	1
Porsche	3	0	3	0%	1
Sartorius	4	0	4	0%	1
Symrise	3	0	3	0%	1
<b>Grand Total</b>	<b>199</b>	<b>47</b>	<b>246</b>	<b>19,1%</b>	<b>20</b>



↑↓ Change in the share of women over the last 12 months (including restructuring)

## MDAX

Company	Men	Women	Total	Women %	Women for 20%
TAG Immobilien	1	1	2	50%	
LEG Immobilien	2	1	3	33%	
ThyssenKrupp	2	1	3	33%	
Commerzbank	5	2	7	29%	
Telefonica Deutschland	5	2	7	29%	
Deutsche Wohnen	3	1	4	25%	
Evonik	3	1	4	25%	
Jungheinrich	3	1	4	25%	
Knorr Bremse	3	1	4	25%	
ProSiebenSAT1	3	1	4	25%	
Uniper	3	1	4	25%	
Wacker Chemie	3	1	4	25%	
Fraport	4	1	5	20%	
Fuchs Petrolub	4	1	5	20%	
HELLA	4	1	5	20%	
Lanxess	4	1	5	20%	
KION Group	5	1	6	17%	1
Lufthansa	5	1	6	17%	1
Software	5	1	6	17%	1
Vantage Towers	5	1	6	17%	1
Hannover Rück	6	1	7	14%	1
Aixtron	3		3	0%	1
Alstria	2		2	0%	1
AroundTown	4		4	0%	1
Aurubis	3		3	0%	1

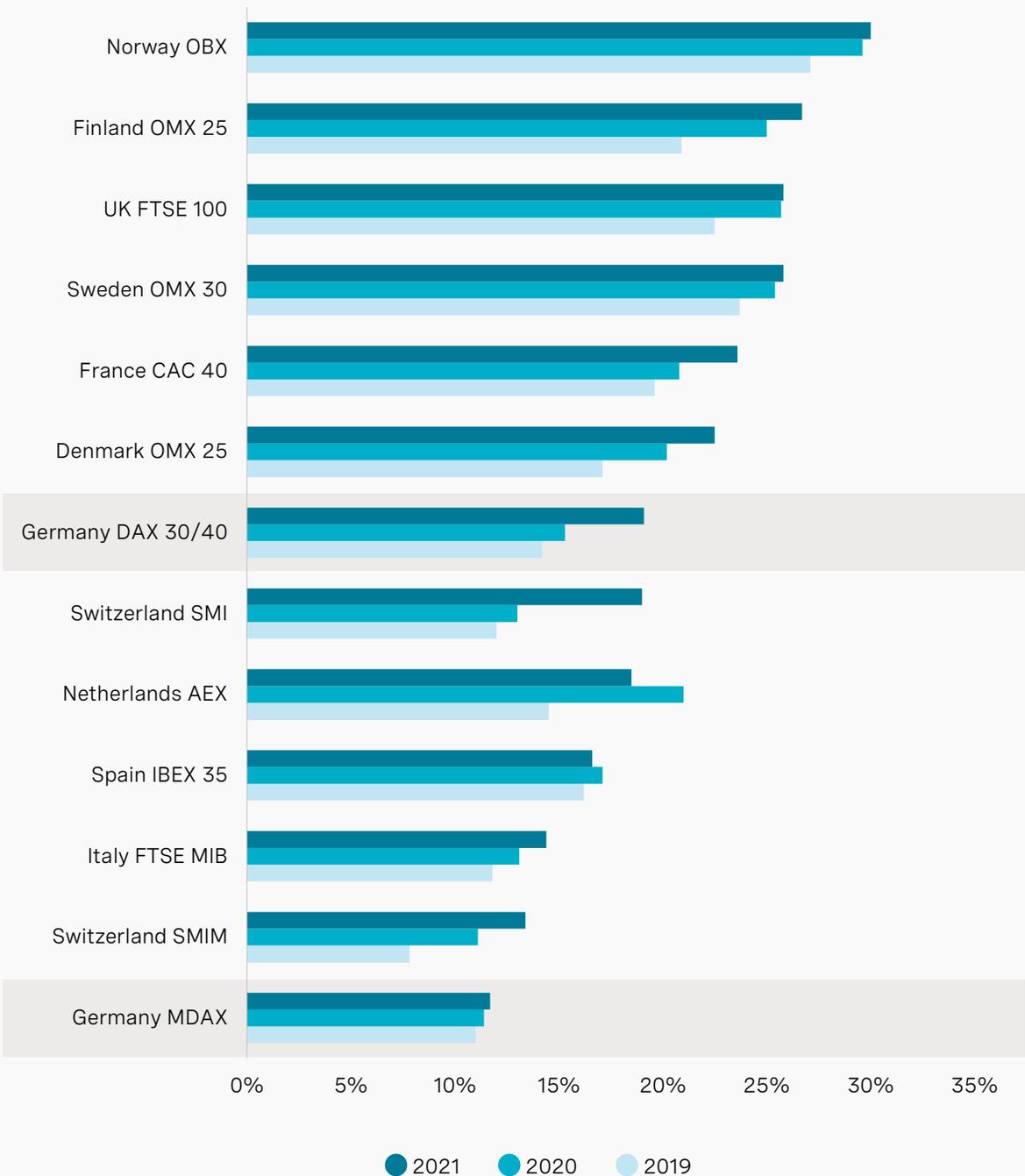
Company	Men	Women	Total	Women %	Women for 20%
Auto1	2		2	0%	1
Bechtle	3		3	0%	1
Befesa	4		4	0%	1
CANCOM	3		3	0%	1
Carl Zeiss Meditec	3		3	0%	1
Compugroup Medical	5		5	0%	1
CTS Eventim	3		3	0%	1
Duerr	2		2	0%	1
Evotec	4		4	0%	1
Freenet	5		5	0%	1
GEA Group	3		3	0%	1
Gerresheimer	3		3	0%	1
Grand City Properties	1		1	0%	1
HUGO BOSS	5		5	0%	1
Hypoport	2		2	0%	1
K+S	3		3	0%	1
Nemetschek	4		4	0%	1
Rational	4		4	0%	1
Rheinmetall	3		3	0%	1
Scout24	4		4	0%	1
Ströer	4		4	0%	1
Talanx	6		6	0%	2
Teamviewer	2		2	0%	1
United Internet	2		2	0%	1
Varta	3		3	0%	1
<b>Grand Total</b>	<b>173</b>	<b>23</b>	<b>196</b>	<b>11,7%</b>	<b>35</b>

 Change in the share of women over the last 12 months  
 (including restructuring)



The DAX 40 has made up ground regarding female board member numbers, overtaking the Netherlands and Spain. Only the SMI showed greater increase year-on-year.

**Average share of women on executive boards of companies on major European stock indices  
In fall 2021, 2020 & 2019; DE & CH: January of the following year (i.e., 1 Jan 2022)**



Sources: own analysis in Germany and Switzerland; other countries: European Institute for Gender Equality (eige.europa.eu)  
Germany: DAX 40 und MDAX with 50 companies starting 2022



**There continues to be a lack of women with direct P&L responsibility (CEO, Division, Region).**

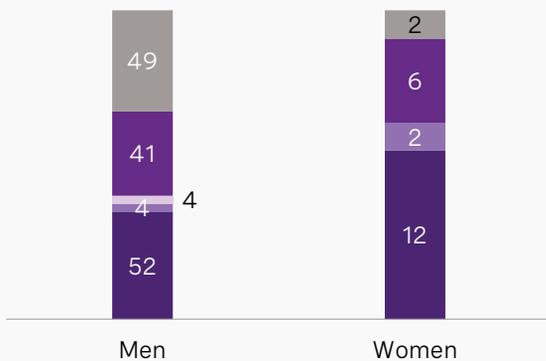
Number and share of executive board members by index, gender and role

**DAX 40 - all**



- 47 women in total (16 newly appointed)
- One female CEO, six CFOs
- Comparable share of women and men in CFO and regional roles
- 75% of newly appointed women in "Central Functions" (12 of 16), where the total share of women is now 35%

**MDAX - all**



- 23 women in total (four newly appointed)
- Two female CEOs, six CFOs
- Comparable share of women and men in CFO roles
- More than 50% of women in "Central Functions"

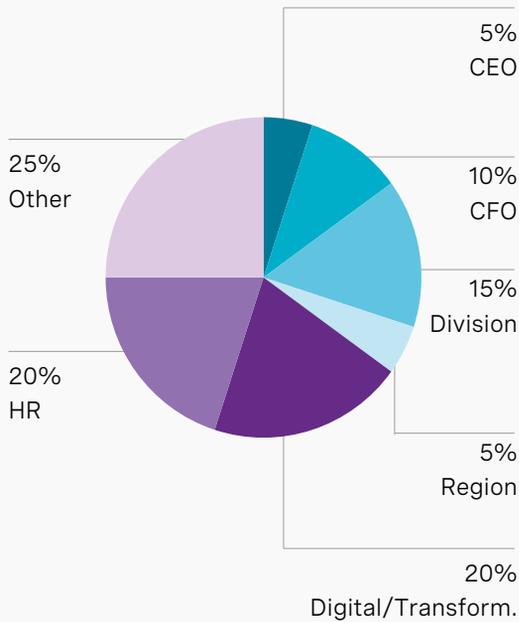
● CEO  
 ● CFO  
 ● Regions  
 ● Divisions  
 ● Central functions

„Central Functions“: global functions like COO, CTO, Sales, Marketing, HR, Legal, etc.

**40% of newly appointed women are responsible for HR or digitalization/ transformation. 55% were promoted to the executive board from within the company.**

Newly appointed women on DAX 40 and MDAX

**By responsibility**



**By previous employer**

**DAX 40:**



10 women promoted to the executive board (more than two years with company before appointment).

Six were hired from:



**MDAX:**



One woman promoted to the executive board.

Three were hired from:



Logo sources: Wikipedia



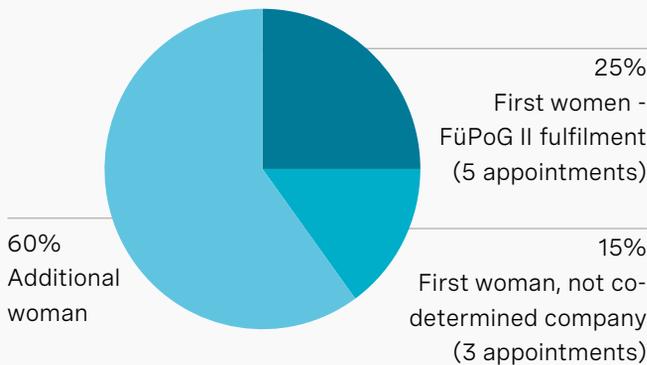
# 03 Myths debunked?

**Eight female appointments (33%) have directly fulfilled FÜPoG II\* since Jan 2021, seven more may follow. For companies within the scope of the regulation, the indirect effects through public discourse seem more significant than the actual legal mandate. Outside of the law's scope less progress has been made.**

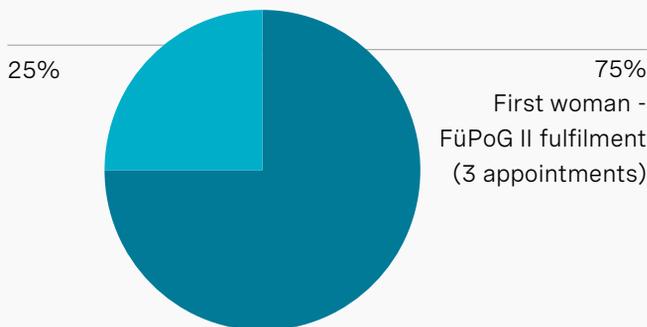
Myth 1: FÜPoG II\* will directly drive a major increase in the share of women on German top executive boards

## Female appointments (2021 and announced for 2022)

### DAX 40

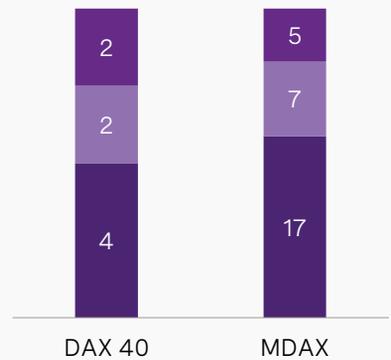


### MDAX



\* FÜPoG II: German government regulation for the equal participation of women in leadership positions

## Companies currently without female executive committee member:



- Co-determined and >3 top execs -> FÜPoG applies
- Co-determined, but max. 3 top execs
- Not fully co-determined

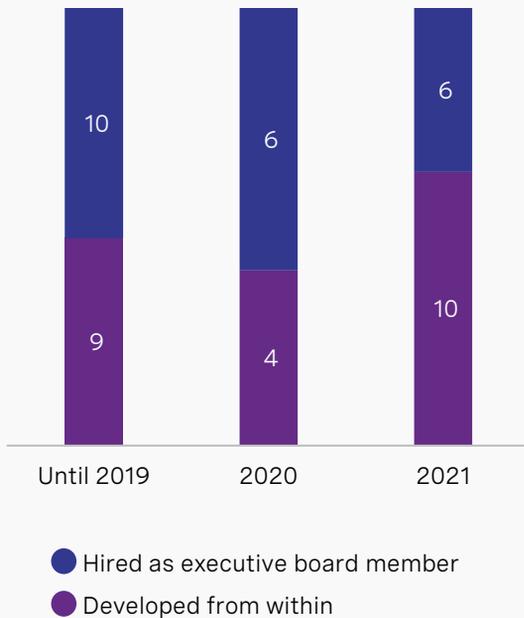
## These companies would need to act in the future based on FÜPoG II:



**Companies develop more and more top executives internally. In part, this seems to be dependent on the company's philosophy.**

Myth 2: DAX companies can't find suitable female candidates for executive committee roles internally

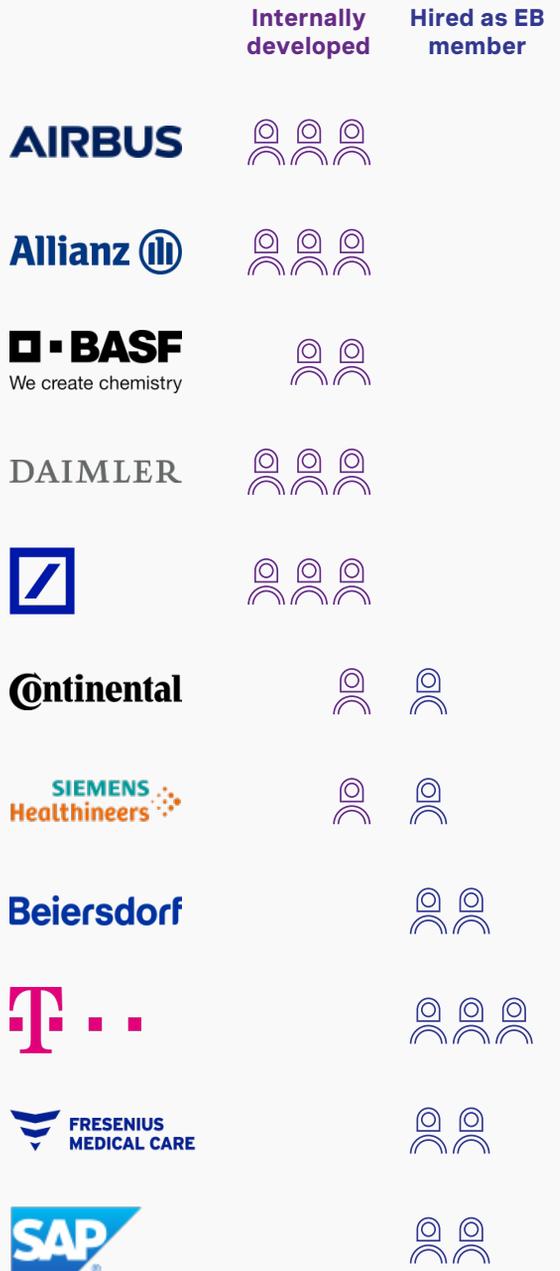
**Development of appointments over time**



**Companies with several female top executives**

11 companies had two or more female top executives as of 1 Jan 22 (PY: six companies)

Five companies consistently appointed female top executives from within, four only hired from outside the company.

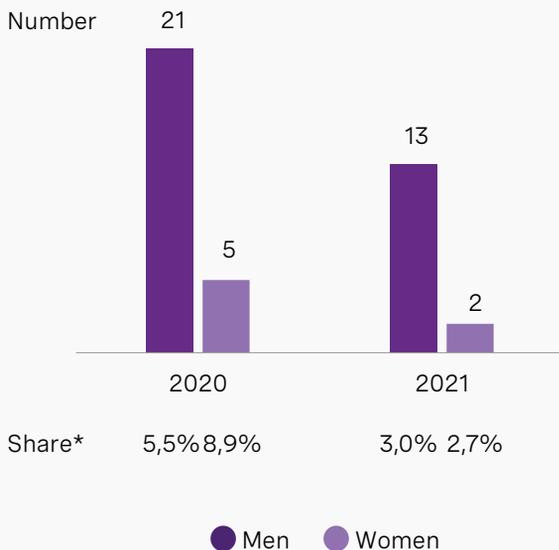




**Compared to their male peers, the number of women who left their executive board positions after only a few years is not significant.**

Myth 3: Especially during the last two years, many female executives have had to vacate their positions after short tenure

### Vacated their positions after three or less years (DAX 40+MDAX)



#### Comments:

- Based on the overall smaller base, the share of women leaving after short executive board tenure is expected to be more volatile statistically.
- With public and political pressure leading to a higher share of female appointees, a churn rate slightly above average may need to be expected. This should not question the validity of the pressure, the qualification of the women or whether they are treated fairly.
- Cases like Jennifer Morgan's at SAP receive much media attention.
- The same holds true for cases like Janina Kugel and Lisa Davis at Siemens, even though they were in their respective positions for five and six years (the average tenure of all former executive board members is six years)

\* Based on the total number of top execs by gender at the end of the year

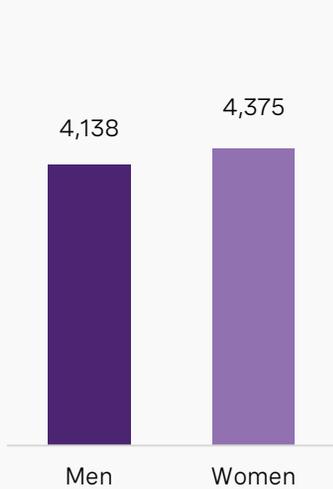
**Superficially, women seem to receive higher remunerations than their male peers. In a comparison by company, this picture is turned upside down.**

Myth 4: Due to high demand, female executive committee members achieve higher remunerations than their male peers

**Averages of maximum remunerations of full-year executive board members in 2020 (without CEOs, according to annual reports, in k€)**

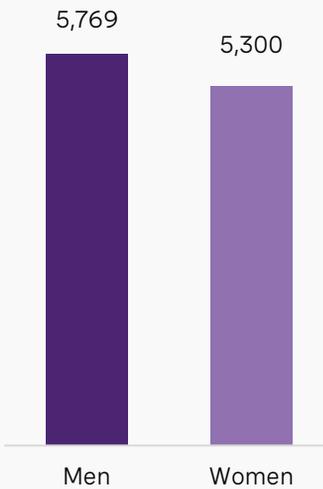
**All companies**

**DAX 40 + MDAX**



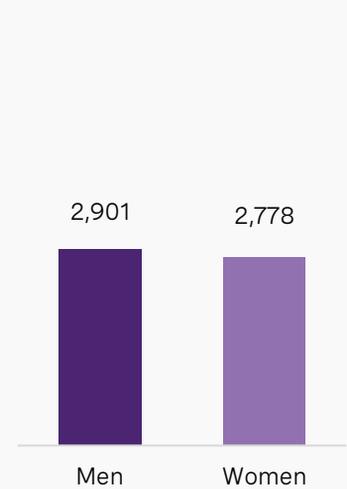
**Only companies with women on executive boards**

**DAX 40**



16 companies  
65 men  
19 women

**MDAX**



10 companies  
25 men  
11 women



## Authors



**Jens-Thomas Pietralla** leads the firm's Board & CEO Advisory Partners in Europe and serves as Global Head of the Industrial & Natural Resources Sector. In this capacity, he leads the firm's business with clients in aerospace & defense, automotive, capital and electrical goods, chemicals, energy, and industrial services. Jens-Thomas helps companies build superior boards and advises his clients on leadership matters, succession planning, and strategy. Recent work includes searches for a number of CEO, CFO, and other CxO positions, as well as assignments for chairmen and non-executive directors at listed and private equity-owned companies around the globe. He is based in Munich.



**Dr. Thomas Tomkos** leads German efforts for the Board & CEO Advisory Partners as well as the European CFO Practice. He is also involved in coordinating the firm's European family-owned companies' activities and the European Aviation, Aerospace and Defense Practice. Thomas previously headed the firm's German operations and helped position Russell Reynolds Associates as a top leadership advisory firm in the country. He works closely with clients from various industries to recruit candidates for roles on executive, supervisory and advisory boards. Thomas specializes in a number of industrial areas, including the energy industry and renewable energies, transport and infrastructure. He also works on management and executive audits and assessments and focuses on evaluating the effectiveness of supervisory and advisory boards. He is based in Hamburg.

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