



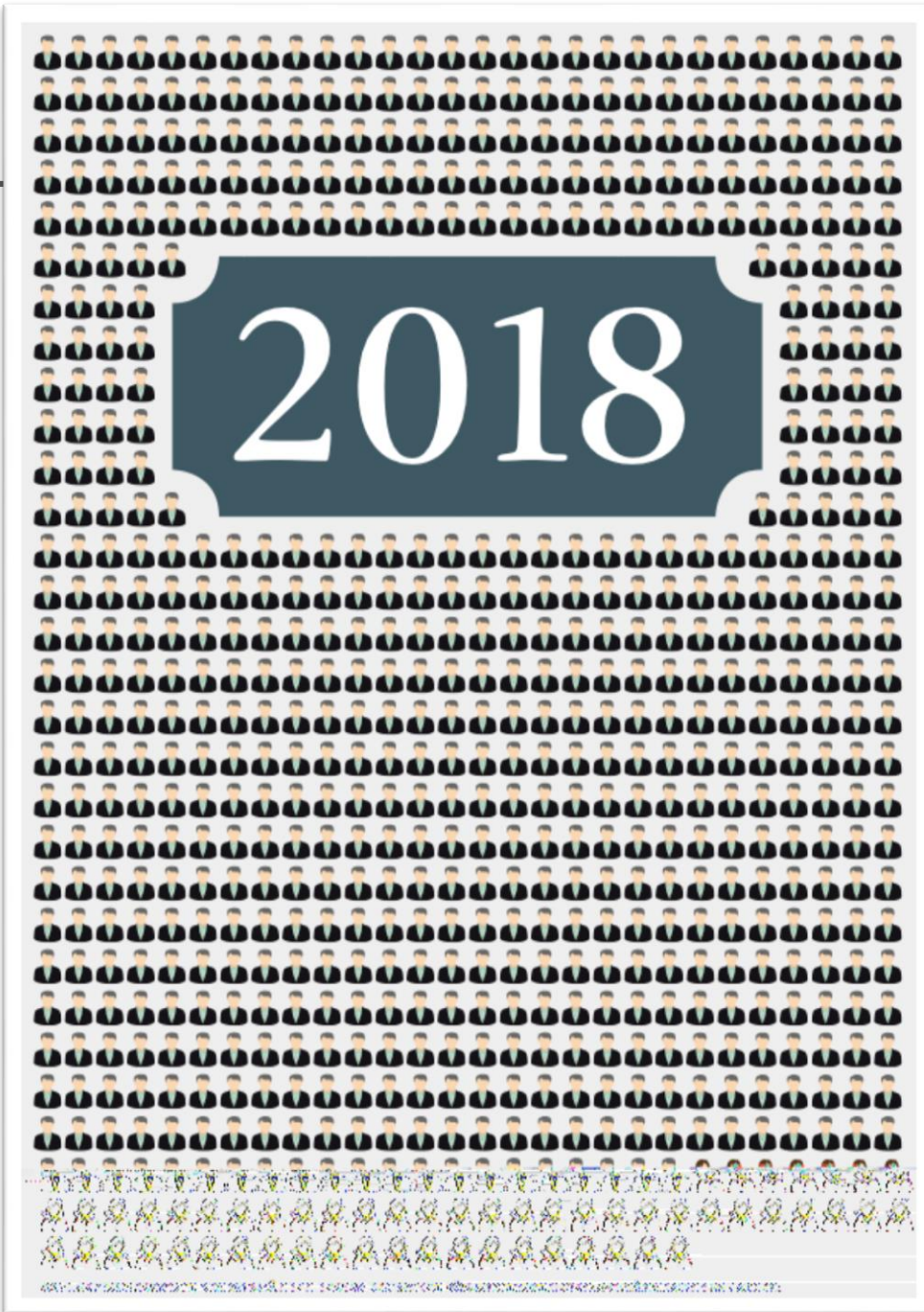
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The German executive boards
on the 1st of September 2018:

641 men

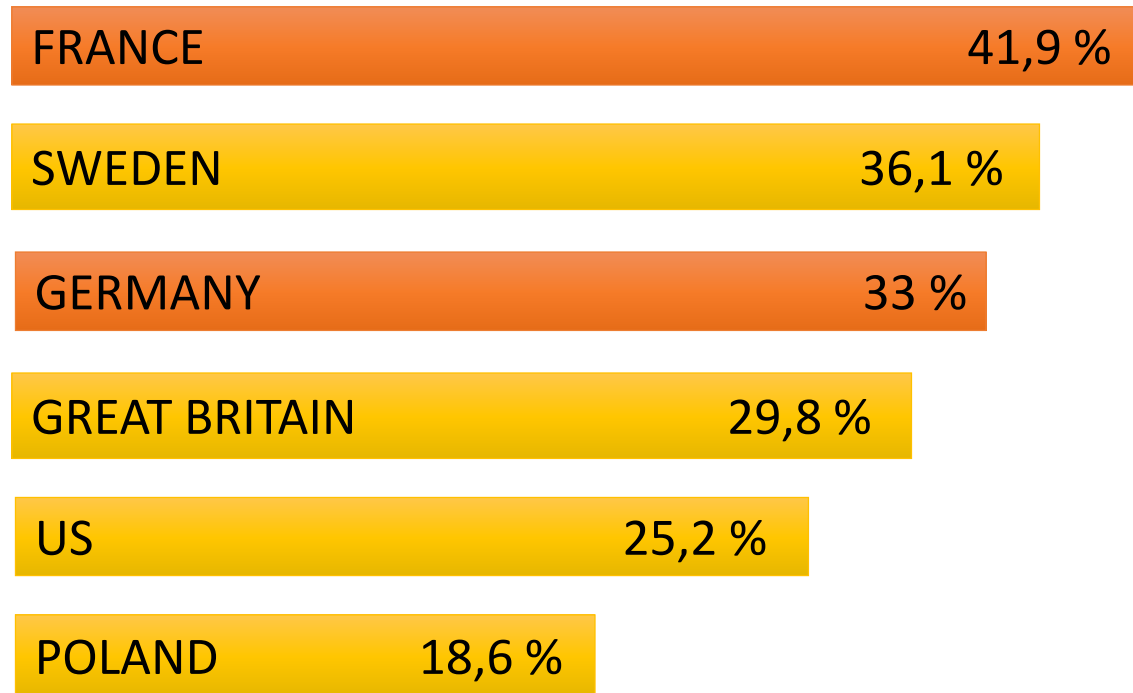
56 women

In Sweden and the US the proportion of women on executive boards is twice as high as in Germany.



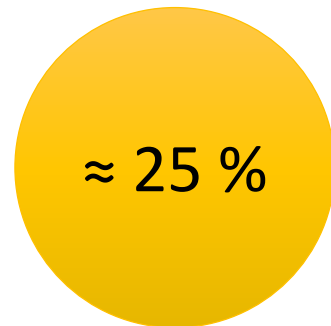
Proportion of women on the executive boards of the respective 30 largest companies on the stock exchange

Legal quotas for supervisory boards have an impact. But ...

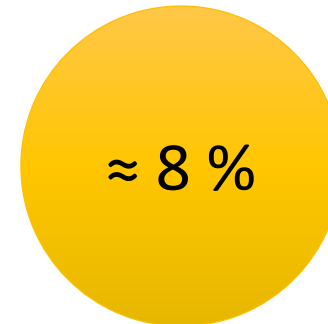


Proportion of women on the supervisory boards of the 30 largest companies

How are things in Estonia?



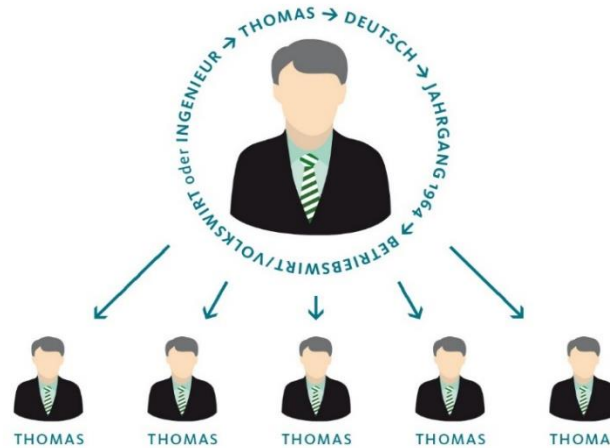
**PROPORTION OF WOMEN
ON EXECUTIVE BOARDS**



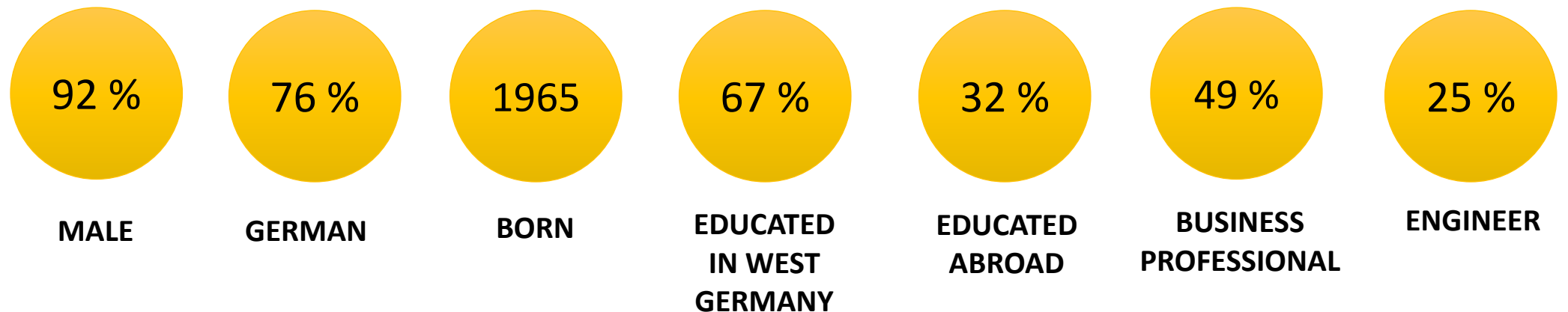
**PROPORTION OF WOMEN
ON SUPERVISORY BOARDS**

OMX Tallinn listed companies

Recruiting or cloning?



IN GERMANY, THE AVERAGE BOARD MEMBER IS...



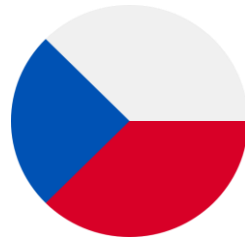
Thomas and his brothers ...



THOMAS
MICHAEL
MARKUS
STEFAN



TOMASZ
MICHAL
MAREK
PIOTR



TOMÁS
MICHAL
JAN
PETER



LARS
MIKAEL
JAN
PETER



JOHN
MICHAEL
MARK
ROBERT



JOHN
CHRIS
MARK
DAVID



THIERRY
OLIVIER
PHILIPPE
FRÉDÉRIC

The four most common names on the highest management level

Studies show: diversity is profitable

- **BANK OF AMERICA:**
„Women: the X-factor“ (2018)
- **MCKINSEY:**
„Delivering through Diversity“ (2018)
- **UBS ASSET MANAGEMENT:**
„Beyond the board table“ (2018)
- **PETERSON INSTITUTE FOR ECONOMICS:**
„Is Gender Diversity Profitable?“ (2016)
- **THE CREDIT SUISSE RESEARCH INSTITUTE:**
„The CS Gender 3000: The Reward for Change“ (2016)



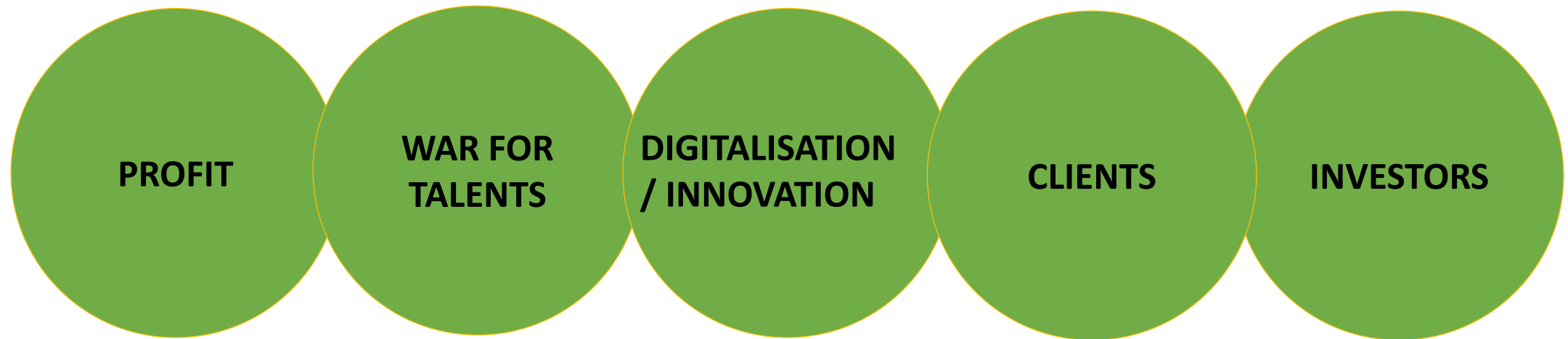
Women at the top = profit increase

For companies, a move from no female leaders to 30 percent representation is associated with a 15 percent increase in the net revenue margin.



Source: Peterson Institute for International Economics 2016
Sample: 20.000 companies in 91 countries

A Case for Diversity



Crucial factors for success with diversity:

**CEO
PRIORITY**

**ROLE
MODELS**

**INTERNAL
TARGETS**

CULTURE

**INVOLVE
THE MEN**



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