Top Management Gender Diversity and Internationalisation in Different Institutional Contexts: Evidence from Germany and Poland*

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Abstract

The diversity of top management teams is a topic of increasing scholarly and practical interest. It is argued that globalisation requires international operating firms to staff their management teams with international and diverse members. We investigate the influence of institutional environments on gender and internationality diversity in boards to shed light on the question "Why do top management teams look the way they do?" Our sample includes top management team members of the largest stock listed firms in Germany and Poland. The sample consists of 60 firms and 852 individuals from 2019. Our findings suggest that the presence of non-natives and women on corporate boards and the international orientation of board members, in terms of education, work experience and directorships, are attributable to national institutional systems. While Germany´s top managers are becoming increasingly internationally diverse and have increasing gender diversification, the figures for Poland are also increasing, but on a much smaller scale. We argue that country-level institutions play an important role in shaping the diversity of corporate boards. Future research should place more emphasis on the external national environment when investigating board diversity.

Keywords: Top Management Team, Board Internationalisation and Diversity, Germany, Poland
JEL Codes: M29, F00, J11

1. Introduction

Globalisation has changed the current business landscape with technological developments, waves of cross-border mergers, convergence of educational formats and increasingly international competition, to name only a few of the most important reasons for the remarkable internationalisation of businesses. (Heiltjes/Olie/Glunk 2003; Tams/Arthur 2007) This has contributed to the international mobility of executives, increased the employee diversity within organisations and created the need for top management team (TMT) diversity (Ruigrok/Greve 2008; Hartmann 2015). TMT diversity, also known as heterogeneity, is defined as the variation in team members' characteristics, such as international and gender diversity (Hambrick et al. 1998; Terjesen/Sealy/Singh 2008). In recent

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years, diversity has become a key factor in the search and selection process of executive and non-executive directors (Ruigrok/Peck/Tacheva 2007; Ginalski 2020).

Within the European Union, this process is further stimulated by its open market policy, which leads to increasing economic integration. The growing cross-border movements of products, capital, managers and other employees influence the business of multinational corporations (MNCs) (Van Veen/Marsmann 2008). This trend has emerged in recent years in Central and Eastern European (CEE) countries. The CEE region has undergone unprecedented changes since the early 1990s. The transitions to market economies opened new business opportunities for CEE firms outside the CEE region and for international firms within the CEE region. The area witnessed large investment inflows due to its favourable position in the centre of Europe, relatively stable political and economic environment and qualified labour force (Heiltjes et al. 2003; Ruigrok et al. 2007).

In a context where firms strategically reach across national borders, firms must cope with differing cultural backgrounds. MNCs are confronted with the question of how to fill executive positions (Koles 2014). The need for employees with international expertise arises to reap the advantage of nationality diversity by matching the complexity of the global environment with the right level of board capital. Such firm managers must work in increasingly international contexts and cross-cultural environments. An adaptation of board recruitment strategies to diversify board characteristics is important for a company´s successful international development (Staples 2007; Nielsen 2009; Schmid/Dauth 2014, Li/Huang 2019). Various corporate governance regulations recommend and sometimes even require the consideration of nationality diversity characteristics as key criteria for newly appointed board members at the national level (e.g., GCGC 2015) and at the company level (e.g., World Bank 2010; European Central Bank 2013). Likewise, the role of women in board positions is receiving increased attention (Terjesen et al. 2008; Ginalski 2020). Some countries have introduced formal laws requiring female representation on corporate boards (Nielsen/Huse 2010; Mateos de Cabo/Terjesen/Escot/Gimeno 2019). The overall increase in diversity on boards is expected to enrich the supply of ideas, unique approaches, and available knowledge within a group, which consequently enhances the quality of decision-making and performance. Furthermore, the signalling effect of diverse boards can enhance the market value of listed firms, as it shows commitment to different corporate governance standards (Van Veen/Sahib/Aangeenbrug 2014).

The increasing importance of top managers´ characteristics is grounded in Hambrick and Mason´s (1984) scholarly investigation of top management teams. Based on their argumentation, managers' values and beliefs are rooted in their origins and culture. They guide their strategic decision-making, and an organisation is therefore a reflection of its top managers. This study extends Hambrick and Mason´s upper echelons (UE) framework while incorporating gender, a key diversity characteristic of top managers. Although women are joining the labour force in increasing numbers around the world, they remain proportionately underrepresented in the top tiers of management. Female underrepresentation remains a global phenomenon (Krishnan/Park 2004; Tyrowicz/Terjesen/Mazurek 2020).

In this study, we examine top management diversity using a twofold diversity ratio: gender and nationality diversity. Our sample includes top managers from the 30 largest stock-listed firms from Germany and Poland and consists of 60 firms and 852 individuals in 2019. In the remainder of the paper, we present a literature review of TMT research with an emphasis on scholars investigating the institutional antecedents of TMT composition. Based on this, we outline the theoretical foundation of our study, institutional theory and human capital theory, and develop our hypotheses on the differences in TMT composition in Germany and Poland. Last, we present empirical data and findings to discuss our results and the differences between characteristics of the assessed top management teams.

Following heated debates about diversity on corporate boards, our article contributes to both theory and practice. Academics and governance authorities widely acknowledge the positive impact and advantage of top managers´ diverse human capital. Contemporary studies use different measures of internationality, while most focus on nationality and international work experience as proxies for internationality diversity (Schmid/Daniel 2008; Schmid/Dauth 2014). We follow the example of Schmidt/Wurster/Dauth (2015) and use their internationality measure that extends previously applied indices and uses the dimensions nationality, international education, international work experience and international board appointments to holistically assess diversity. Most scholars to date have separated the diversity characteristics of internationality and gender and only analysed either or. In this study, we aim at looking at a variety of diversity characteristics, not only from an international perspective, but also incorporating gender. The 21st century has involved the greatest changes in the labour market historically (Waters-Sobkowiak/Kowalski/Smits 2018). In an increasingly complex and interconnected world, the demand for talent is rising. Workers, on the one hand, are more flexible than ever, and on the other hand, firms’ need for highly skilled, international experienced workers is greater than ever (Waters-Sobkowiak et al. 2018). We see internationality and international experienced staff as among the key criteria for firms to be competitive.

Our study contributes to the contemporary literature on TMT. A growing number of studies have investigated the consequences for firm-level outcomes due to the internationalisation of top managers. However, researchers have called for more in-depth analysis of how country-level institutional systems influence and explain upper echelons´ diversity (Heiltjes et al. 2003; Carpenter/Geletkanycz/Sanders 2004). Nielsen (2009) requested theory development but more important empirical research on the antecedents of TMT diversity. This study extends cross-country top management research by arguing that institutional factors have an influence on top managers´ human capital, diversity in terms of internationality (Grosvold/Brammer 2011; Schmid et al. 2015) and gender (Thams/Bendel/Terjesen 2018; Tyrowicz et al. 2020). National institutions are regarded as governance regulations, business practices, educational systems and socio-cultural effects. The research and empirical cross-country analysis of top management teams in Germany and Poland, two important European economies, enables us to understand the background of the main diversity characteristics.

After 1990, Poland's economy, social system, and politics changed drastically. The liberalization of foreign trade and opening of the economy to flows of goods, services, and capital attracted foreign direct investment (FDI). Poland experienced an unprecedented rate of globalisation, and thus, the whole economy became interconnected with foreign partners (Waters-Sobkowiak et al. 2018). Poland, as a border state to Western Europe but situated in the centre, represents the CEE region in this study and allows for insights into that area. Firms must cope with diverse cultural and institutional frameworks when entering or expanding their presence in CEE. We aim for a better understanding of top managers' internationalisation in different institutional contexts, especially as diversity research on Polish top management team members and the CEE region in general is still limited. We want to extend this stream of research by not only analysing an Eastern European country but also comparing it to a neighbouring country in Western Europe.

2. Literature Review and Theory

Various studies have assessed the international context of boards in different countries on a comparative level. While a large body of research focuses on the US market, only recently have scholars dedicated more attention to non-US settings, especially the European market. Studies comparing TMT diversity in different European countries with a focus on internationality state that diversity levels do highly depend on the country researched, with a clear trend towards more international and diversified boards. (van Veen/Marsmann 2008; Davoine/Ravasi 2013) Numerous empirical studies examine the effects of top management demographics on organisational outcomes, such as strategy and performance. For reviews, see Carpenter et al. (2004), Finkelstein/Hambrick/Canella (2009) and Yamak/Nielsen/Escriba-Esteve (2013). Scholars have not achieved consensus on the general question of whether diversity in managerial backgrounds is advantageous for firms (Nielsen 2009; Gonzales-Rodriguez/Diaz-Fernandez/Simonetti 2020).

National environmental and institutional contexts influence the composition of a firm´s top management team. Institutions, defined as regulative, normative, and cognitive structures and activities that provide stability and meaning for social behaviour, are a critical part (Scott 2008; Yamak et al. 2013). In 2013, Yamak et al. conducted a very detailed review of the existing literature on the role of the external environment and upper echelons theory. We will, in the following, elaborate further on studies applying cross-country research using an institutional theory approach and more recent work, not assessed in Yamak et al.'s (2013) review. Glunk/Heiltjes/Olie (2001) and Schmid et al. (2015) explored certain countries and studied the design and functioning of top management teams with respect to their different histories and national institutional developments. While Glunk et al. (2001) focused on the UK, Netherlands and Denmark, Schmid et al. (2015) conducted their research in Germany and the UK. Both studies found evidence for a relation between the institutional setting and TMT diversity, with great differences between the countries researched. The findings were mostly in line with those of Biemann and Wolf´s study in 2009, which examined the existence of career patterns among top managers from different countries and the relation to the national institutions the managers´ firms were embedded in. The results provided strong support for the significance of these institutions in Denmark, Germany, Japan, the UK and the US. More intensive research was conducted on a certain aspect of the national institutional environment, such as political regulations. Üsdiken (2005) found support for the impact of environmental change in terms of a new economic policy package on top managers' characteristics, such as age, tenure and level of education. Yamak and Üsdiken (2006) provided considerable evidence that within a context of macroeconomic policy change, firms tend to staff their teams according to the new requirements the institutional change brings, in their case, international experience with export policies. Based on the aforementioned studies, we expect companies to adapt their management teams to the importance of international markets.

Further studies have examined the prevalence of women on corporate boards within particular country settings and highlighted the large and persistent cross-national variation in the share of board seats that women hold globally. Several scholars have investigated correlations between environmental institutions and female board representation with various sample sizes and in different geographical areas. For a detailed review on the country level, see Grosvold and Brammer (2015). We will in the following pick a few studies that have interesting implications for our analysis. Terjesen et al. (2008) and Grosvold and Brammer (2011) examined the direct relationship between the female presence on corporate boards and national institutional systems and the environmental context.

Both studies include a broad range of countries and confirm the influence of country-level institutions on female board representation.

The impact of the institutional environment on female board participation and firm performance was studied by Krishnan and Park (2004) for a Fortune 1000 sample and by Hermes/Dam/van Oostveen (2014) with a focus on Europe. Krishnan and Park did not find a relationship between environmental characteristics and female board representation but observed a link between the proportion of women on top management teams and organisational performance. Hermes et al.´s (2014) more recent research on European countries found a direct relation between the institutional environment and female board representation. Taking the time span into consideration, Hermes et al.´s study is more recent and might be an indicator of positive change over time.

Internationality and gender diversity of corporate boards have been widely studied over the last decades. A clear trend towards more international and diversified boards is visible. Although above mentioned scholars have drawn similar conclusions, stating that nationality diversity among top managers has not progressed to the same level as the internationalisation of firms has.

While the effect of diversity on organizational outcomes has been studied extensively, only a few studies have explored the antecedents and the factors influencing top management team composition. Several studies proved the influence of different national institutions on diversity, in terms of gender- and internationality diversity. But scholars still call for additional research to detect and understand the antecedents of the top managers' characteristics studied and to obtain better insights into how antecedents of TMT characteristics impact the relationship between TMT composition and organisational processes and outcomes. (Carpenter et al. 2004; Finkelstein et al. 2009).

Furthermore, research to date focuses on western countries, such as the US and Western Europe. There is a clear need for more in depth analysis of Eastern European top management teams. In addition, we see that most research conducted so far has been theoretical, and empirical and cross-country comparison are missing.

International firms´ success depends on their ability to manage diverse cultural and institutional environments across national borders. This increases complexity and poses certain challenges to the firm´s upper echelons (Bartlett/Ghoshal 1989). The roots of upper echelons theory lie in Hambrick and Mason´s (1984) concept that top managers act on the basis of their personal interpretations and are influenced by their individual preferences, experiences and values, which are influenced by the institutional setting they find themselves in (Pettigrew 1992). Throughout the paper, we use TMT and UE interchangeably, while we recognise that the term UE is broader and may encompass more than the top management teams (e.g., CEOs). The basic idea underpinning the upper echelons perspective is a behavioural information-processing model based on two assumptions: (1) executives act on the basis of their personalised interpretations of the strategic situations they face according to their own personal preferences, biases, and attributes, such as sex, age, tenure, personality traits and values, and (2) these personalised construals are a function of the executives' experiences, values, and personalities (Yamak et al. 2013). Managers' observable demographic characteristics can be used as proxies for the more complex psychological dimension of personality (Nielsen 2009) that affects managerial strategic choices and therefore organisational outcomes (Heiltjes et al. 2003).

Upper echelons theory provides a widely studied and accepted foundation to explore top management team members' diversity characteristics. Top managers' human capital differs in different institutional contexts, as human capital theory defines top managers' characteristics and skills as valuable resources for their environment and associated firms, while institutional theory argues that those characteristics are influenced by country-specific factors (Nielsen 2009; Schmid/Dauth 2014).

Top Management Teams in Institutional Environments

Institutional theory suggests that institutional contexts shape people´s actions and decisions. This incorporates institutions on a national level that define and constrain the behaviour and decisions of individual actors (Grosvold/Brammer 2015). The theory posits that organisational activities are governed, on the one hand, by individuals' choice, values and actions and, on the other hand, by the broader institutional context (DiMaggio/Powell 1991). Corporate governance organisations are embedded in a nexus of formal and informal rules (North 1990). Formal institutions are political and economic contracts and regulations that govern the rights and transactions in a society, such as corporate ownership and board governance. Informal institutions are implicit norms, conventions and values that merely structure the societal interface, for example, national values and shared preferences. Every economic activity is highly dependent on the institutional environment (North 1990; Nielsen 2009). Embedded organisations are thus influenced, as they shape the social and political processes of stakeholder interest and make those processes conform to their expectations to acquire support and legitimacy (Scott/Meyer 1991).

Research on nations´ institutional factors shows that particular institutional characteristics, such as educational systems, financial systems, legal and political processes and the nature of welfare, influence not only the organisations embedded in the country but also the people who are born, raised or living in the respective country. Furthermore, organisations need to conform to the expectations of the institutional environment to acquire support and legitimacy

(Scott/Meyer 1991; Yamak et al. 2013). We argue that top managers' fields of vision, perception and interpretation of situations are likely to be influenced by their surroundings (Nielsen 2009). Nationality is a superordinate construct that encompasses the influence of both formal and informal institutionally embedded experiences (Hambrick/Mason 1984).

The Top Management Team´s Human Capital

Human capital theory has been used in the academic literature to explain why certain characteristics of top managers are regarded as valuable resources and are viewed as superior to other manager characteristics and qualifications (Schmid/Wurster 2017). It is regarded as one of the most relevant explanations for how managers' skills and expertise influence individual careers. The underlying assumption is that top managers increase their qualifications and expertise to increase employee productivity, and the labour market rewards them with higher compensation and job promotion (Georgakakis/Dauth/Ruigrok 2016).

One aspect of a manger´s human capital is an international background, which might be helpful for a successful career in an MNC (Carpenter/Sanders/Gregersen 2001). Managers with different nationalities and international experience develop important global management skills. They gain knowledge about foreign markets and customers or even have valuable skills in coping with different cultures and business practices and build important networks with foreign stakeholders (Nielsen 2009; Greve/Biemann/Ruigrok 2015). It is argued that managers who have been exposed to a variety of national environments are better equipped to deal with the complexity multinational firms face, which leads to more successful and effective job performance (Carpenter et al. 2001). Top managers' human capital can furthermore signal diverse managerial skills and build legitimacy in the eyes of international stakeholders and shareholders. For the successful management of an international company, its top management team needs to present international human capital (Schmid/Dauth 2014; Georgakakis et al. 2016, Wrede/Dauth 2020).

3. International Top Managers in Germany and Poland

This study extends cross-country top management research by investigating whether and to what degree institutional factors have an influence on international top managers´ human capital in terms of internationalisation and gender. The investigated top management team members were chosen from countries that are used to represent Western and Eastern Europe, Germany and Poland. The country choice is based on the political, historical, economic and social ties between the countries. The decades after 1989 have brought far-reaching changes to the countries and to their relationship.

As Europe's largest economy and second-most populous nation, Germany is a key member of the continent´s and the EU´s economic and political institutions. Characterised as an open economy with a long tradition of internationalisation and many large multinationals, Germany has built its international position through its strong manufacturing base and its centuries-old tradition of excellence in engineering and science. Its strong export orientation and high degree of internationalisation make Germany one of Europe´s strongest economies, and it has been proven remarkably resilient during the great recession. The fall of the Berlin wall resulted in a shift in Germany's economic and political orientation towards the East (Kuchinke/Ardichivili/Borchert/Rozanski 2008).

Following various difficulties in the Eastern European region, Poland gained its independence in 1918. After World War II, Poland became a Soviet satellite state with a socialist, centrally planned economy where private property and entrepreneurship were restricted until 1989 (Biederman/Woldu 1999). A whole sequence of political and economic transformations began with privatisation and the creation of a capital market. The legal and institutional framework of corporate governance had to be created and re-invented. In 1991, Poland re-established the Warsaw Stock Exchange (WSE), mainly to serve privatisation. The 1990s transformed the country's economy into one of the most robust in central Europe, with solid private consumption (Kuchinke et al. 2008). As the sixth-largest economy in the EU, Poland is the only European economy that avoided the negative effects of the recession in the late 2000s and has had the highest growth in gross domestic product in the EU for the last 5 years. The country is economically growing faster than most Western European nations (The World Bank 2010; Segreto/Popowska 2014).

Germany and Poland are both EU member states. While Germany was a founding country, Poland joined the EU in 2004. Germany seems particularly suitable for our analysis because its economy is heavily dependent on foreign trade and FDI, and the need for top managers with international experience is accordingly high. The globalisation of markets and the enlargement of the European Union have been drivers for the rapid transformation process of Polish firms and the continuous internationalisation of their business activities (Radlo/Sass 2012) with strong economic relations with countries across the world (Schweiger 2014). Located in the heart of the European continent, both nations are not only direct neighbours; Germany is also the largest foreign investor in Poland (The World Bank 2010; Invest in Poland 2015).

To date, no consistent corporate governance framework applies to all EU member states. Due to different organisational traditions, cultural standards and national laws, national codes differ significantly in scope and content (Solomon 2010). Germany was one of the first European countries to implement the framework in 2002 and is currently regarded as highly developed. Market transformation slowed the development and convergence of a corporate governance code in Poland, but with its accession to the EU and the interest to increase reliability for outside investors, “The Code of Best Practices for WSE Listed Companies” was established. (Eulerich/van Uum/Zipfel 2017). Poland and Germany both apply a two-tier system, where the supervisory board (“Aufsichtsrat” in German, “Rada Nadzorca” in Polish) provides strategic guidance and monitors the management board (“Vorstand” in German, “Zarząd Spółki” in Polish), which is responsible for operational decision-making. Furthermore, the supervisory board represents employee interests through codetermination and maintains networks with stakeholders (Schmid/Dauth 2014).

Currently, the roles of governance bodies in both countries are comparable. Differences can be found in the number of supervisory board members. The German code requires that at least one-third of all supervisory board members, depending on the company´s size, be elected employee representatives (GCGC 2015; Fleckner/Hopt 2013). On the other hand, the Polish code requires at least two members of the supervisory board to be independent (TCGCFPLC 2002). The codes both stress aspects of diversity among their executives. While the formulation in the German Code is broader, both codes can be interpreted as supporting gender, professional or international diversity. Although the codes are structured in different ways, they encompass the set of relations of management with the supervisory board, shareholders and stakeholders (Gallego/Garcia/Rodriguez 2010). In line with previous studies, we include both management and supervisory board members as top management team members. However, we exclude employee representatives in our study to assure an equal data foundation for both countries.

Germany, as the so-called European powerhouse, represents an economically developed, market-driven country, and Poland, an emerging country with a unprecedented rate of globalization and growth, represents the Eastern-bloc socialist countries (Kuzel 2017; Waters-Sobkowiak et al. 2018). The two states represent interesting cases in which to analyse the diversity of top management teams. Although they are geographically proximate, from a historical and economic development perspective, the countries show dissimilarities. In the following sections, we develop the reasoning that national institutional systems play a substantial role in shaping demography, particularly with respect to gender and nationality diversity. The sections consist of different arguments in the German and Polish contexts, often alternating, that ultimately lead to the hypothesis.

3.1 Institutional Influences on TMTs´ Nationality Diversity

According to upper echelons theory, nationality—in terms of deeply rooted values and cognitions—affects a person´s characteristics. Hofstede (2001) states that top managers’ behaviour is substantially influenced by the surroundings and the environmental context in which they grew up and the values and standards they were raised with (Hambrick/Mason 1984).

After two devastating World Wars, Germany faced severe labour shortages, and so-called “Gastarbeiter” programmes were implemented (Green 2004). These programmes allowed for the recruitment of non-natives to work in the German industrial sector and to stay in Germany temporarily (Shonick 2009). With the later implemented “Zuwanderungsgesetz”, labour migration was systematically legally implemented (Green 2004). Currently, as a result of an ageing society with a low birth rate and an increasing life expectancy, Germany is again facing a shortage of skilled workers (CIA 2014).

In Poland, the termination of World War II and the separation from Soviet influences in 1990 enabled the country’s economic upturn (Biederman/Woldu 1999). Participation in supranational institutions such as NATO in 1999 and the European Union in 2004 turned out to be the greatest emigration stimulus since World War II (Destatis- Federal Statistical Office of Germany 2013). Poland has suffered a severe brain drain, especially with the emigration of younger skilled inhabitants (Elsner 2013). The migration situation in Poland therefore differs significantly from Germany´s; the two countries have opposing migration flows.

Current corporate governance regulations require firms´ shareholders, depending on the industry they belong to, to elect a certain number of supervisory board members in both Germany and Poland. Therefore, board members´ elections depend on the firm´s shareholders and ownership structure and can have a significant influence on the composition of TMTs (Schmid et al. 2015). Most German corporate shares are held abroad. Although the number of foreign-held shares declined during the financial crisis, as many investors repatriated their assets, the number went back up again at the end of the recession to approximately 60 percent and even higher for DAX-listed firms (Deutsche Bundesbank 2014). This entails foreign influence on the selection of supervisory board members, which is a favourable situation for the election of non-natives.

Poland, on the other hand, as a net recipient of foreign capital, is currently considered to be one of the most attractive European countries for investment by transnational firms due to its strategic location, low labour costs, market size and prospects of continuous economic growth (Popowska/Segreto 2014; Kuzel 2017; Waters-Sobkowiak et al. 2018). Poland shows a strong decrease in the number of state-owned firms. However, Polish law limits the foreign ownership of firms in selected strategic sectors and the foreign acquisition of real estate (Aggestam 2003; Popowska/Segreto 2014). Despite the favourable conditions, the regulatory limitations have an influence on foreign ownership, which further limits the foreign influence on board composition.

Command of language can be seen as another influencing factor on immigration and decisions to go abroad. Especially in multinational corporations, the command of a firm´s home country language can affect communication and decision-making within a firm and communication with external stakeholders (Schmid et al. 2015). While Polish is the official language only in Poland, German is spoken in six countries worldwide and is among the more popular languages offered in school curricula as second language. It is therefore presumable that there are a larger number of native German speakers who are eligible for positions in German top management teams.

Several aspects can be seen as favourable situations for fostering the presence of international top managers. Historical events and legal prerequisites favoured immigration to Germany, which established the basis for a more diverse population. The ownership structure of German stock listed firms reflects a rather international picture, contrary to the case in Poland, where domestic stakeholders hold a relatively large number of shares and therewith tend to prevent the election of non-natives as board representatives. Last, the popularity of the German language compared to the Polish language can be seen as a favourable situation to foster the presence of international top managers. Accordingly, we suggest

Hypothesis 1: *There is a higher proportion of non-native nationals among top managers in firms in Germany than among top managers in firms in Poland.*

3.2 Institutional Influences on TMTs´ International Education

Another factor defining top managers´ diversity is international education, as it forms one´s personality at an early stage and can help top managers understand foreign habits and customs. International education can alter international market knowledge and the ability to understand foreign customers, competitors and employees while also reducing the risks and uncertainties firms face when entering international markets or engaging in international activities (Schmid et al. 2015).

Educational systems are shaped by national societal values and labour market requirements (Whitley 1994). German university degrees are seen as an essential selection criterion for top managers, especially traditional degrees such as the “Diplom” and “Staatsexamen” (Hartmann 2007). To meet the demand for expert knowledge in the industrialisation age, close links between firms in Germany and universities were established, resulting in higher education institutions that connected practical implications with theoretical learning (“Technische Universitäten” and “Fachhochschulen”). Higher education, especially international education, is highly esteemed by German employers and is considered to be a prerequisite for careers in firms (Hartmann 2007). German higher education institutions do not have a high reputation gradient, as is the case in other countries such as France and the UK; therefore, the likelihood that a university graduate will fill a management position in the course of his professional life is high (Faust 2002). The German university system only recently adapted the Anglo-Saxon model with the Bologna declaration, where under graduate and graduate courses are separated, and international degrees are earned (Kuchinke et al. 2008).

Polish education institutions are less firmly established and were exposed to various modifications due to the changing political and social environment. Only after 1989, with the establishment of a free market economy, did a real surge in the establishment of new higher education institutions occur (Szablowski 2001; Bluhm et al. 2011; Stepien/Robinson 2017), and with EU accession in 2004, schools, universities and occupational training facilities have increasingly taken advantage of supported educational programmes (Gorynia/Nowak/Wolniak 2013). This led to an increasing number of students going abroad (Office of the Committee for European Integration 2009). The steep increase is likely related to the desire to be well prepared for the job market in a country with high youth unemployment rates (Skuza/Scullion/McDonell 2013, Waters-Sobkowiak et al. 2018).

Although traditional German degrees are highly valued by society, Germany´s vastly export-driven economy has long perceived internationality and international education as a prerequisite for careers in large- and medium-sized firms (Hartmann 2007). We therefore propose the following hypothesis, although we believe that the difference will become less significant in the future, as Poland´s citizens are educated in an English two-tier education system and can easily seek education abroad (Siemienska/Walczak 2012).

Hypothesis 2: There is a higher proportion of top managers who enjoyed international education in firms in Germany than in firms in Poland.

3.3 Institutional Influences on TMTs´ International Work Experience

Research states that international work experience translates into a learned ability to process diverse information more effectively (Greve et al. 2015). It furthermore alters executives´ mindsets, as it exposes them to different cultures and business practices and helps reduce uncertainties (Sambharya 1996). Moreover, it has been stated that international experience even facilitates access to international networks (Athanassiou/Nigh 2000). In the context of globalisation, the aforementioned advantages of international education also influence top managers' international work experience. However, how that experience is gained and, even more, how firms perceive it is dependent on the national institutional setting.

Germany is characterised as a country with a very high level of firm loyalty and internal promotion, and the knowledge and experience within a particular company are valuable assets to promote one´s career (Hartmann 2007; Bluhm et al. 2011). German managers are expected to have market, product and process knowledge, in addition to management skills, which they gain throughout their rising years in the so-called chimney career before achieving a board-level position through promotions (Faust 2002). Germany´s employee benefits and protections are highly developed. The state guarantees an elaborate social security system, incorporating financial protection against all major life risks and their consequences, including illness, unemployment, old age, industrial accidents and the need for long-term care. Moreover, working hours, vacation time, termination and minimum wage are governmentally regulated. These are factors that benefit employees seeking work in Germany (OECD 2015).

During Poland´s economic transformation, many state firms that guaranteed employment in the past were liquidated. This led to unemployment, especially youth unemployment, on a very high level compared to other rising or wealthy European economies (Kuchinke et al. 2008; Gorynia et al. 2013). Labour costs in Poland are low compared to those in Western European neighbouring countries and in Eastern European countries, such as Croatia, Czech Republic, Slovakia, Estonia and Slovenia. Labour costs play a crucial role in the economy; they include not only wages and salaries but also social contributions, which are paid by employers and are therefore a key determinant of business and country competitiveness (Eurostat 2014). The commensurate job loss in the public sector and the unfavourable conditions for employees resulted in high emigration rates (Office of the Committee for European Integration 2009).

Due to privatisation and EU accession, a rise in foreign direct investment in Poland took place (Kuzel 2017). As a consequence, the Polish economy is becoming more competitive, and Poland´s businesses are becoming more international. Firms therefore prefer hiring managers with international experience gained through practise in international markets and in dealing with international stakeholders (Skuza et al. 2013; Invest in Poland 2015; Waters-Sobkowiak et al. 2018). However, Poland´s strong domestic ties and the relative newness of international influence compared to the case for firms in Germany, which have been operating in an international environment for a longer period, lead to the following hypothesis:

Hypothesis 3: Top managers in firms in Germany have more international work experience than top managers in firms in Poland.

3.4 Institutional Influences on TMTs´ International Board Appointments

International board appointments put top managers in the position to extend international networks and gain information about foreign markets and business practices. The extent to which managers develop those ties and knowledge can depend on a country´s culture and the national institutions favouring such networks (Athanassiou and Nigh 1999; Carpenter et al. 2004).

Corporate governance regulations and the board models of firms in Germany and Poland are similar to a certain extent. While management boards are responsible for independently managing the enterprise and taking into account the interests of shareholders, employees and stakeholders with the objective of achieving sustainable value creation, the supervisory board develops the enterprise´s strategy and ensures its implementation. The supervisory board must be involved in decisions of fundamental importance to the enterprise. This results in a strong network monitoring culture via directorships on the national and international levels (Schmid et al. 2015). The actual composition of supervisory boards is regulated only in the German corporate governance code, which requires that one-third to one-half of all members, depending on the company´s size, be elected employee representatives. Furthermore, members may not accept more than a total of three supervisory board appointments. Both codices therefore foster the network monitoring culture from a legal perspective (Aggestam 2003; Fleckner/Hopt 2013; GCGC 2015; TCGCFPLC 2015).

The aforementioned aspects of foreign shareholdings impact board appointments as well. A very high percentage of German stocks are owned by large foreign block-holders. Major decisions need to be negotiated, not only between the management board and the supervisory board but also between the board and shareholders, to support top managers' international ties to major international customers and suppliers, but also between subsidiaries and headquarters. Since Poland's independence, the strong governmental influence on the institutional setting within the country has changed significantly (North 1990; Kostera 1995; Chari/Banalieva 2015; Stepien/Robinson 2017). This reduces the close ties between economy and politics in the country and diminishes the former power of political institutions. Through this process, Polish firms´ governance structures have changed a great deal in recent years and are more likely not to foster close ties between top managers from different firms, especially internationally (Kostera 1995; Kuzel 2017). Hence, based on Germany´s ownership structure, support for international ties and focus on relationships, we propose the following:

Hypothesis 4: Top managers in firms in Germany have more international board appointments than top managers in firms in Poland.

3.5 Institutional Influences on Gender Diversity in TMTs

Following the recent calls to consider multiple dimensions of diversity simultaneously, this study investigates international diversity and gender diversity. According to Grosvold and Brammer (2011), gender forms an important measure of TMT diversity. Women comprise the fastest growing section of the labour force globally, but in most countries, they are still underrepresented in management positions, although the proportion of female managers and gender differentiation have improved over time, especially in Western countries (Terjesen et al. 2008). Gender differentiation refers to the degree to which men and women are viewed differently in society. In the past, in countries where gender differentiation was lower, women were more likely to achieve senior management positions (Grosvold/Brammer 2011). However, more recent studies show the high relevance of aspects such as governance and ownership, next to the national context, affecting women´s presence on boards (Halliday/Paustian-Underdahl/Fainshmidt 2020).

The European Parliament approved a legislative proposal to improve the gender balance on company boards, recommending a minimum threshold of 40 percent for the percentage of women on corporate boards to be met by 2020. In addition to this supranational law, the German government introduced a law in 2016 that requires a minimum of 30 percent of supervisory board positions to be occupied by women (European Commission 2014). Poland so far has not introduced a separate official gender quota. However, the German and Polish Corporate Governance Codes recommend diversity, in particular gender diversity and equality (Fleckner/Hopt 2013; GCGC 2015; TCGCFPLC 2015). Recent research has proven that so-called soft law quotas, without legally binding appearance, do not increase board diversity per se (Mateo de Cabo/Terjesen/Escot/Gimeno 2019).

Poland's culture is characterised by high uncertainty avoidance and high power distance. In societies with high uncertainty avoidance, increasing the extent of female directors challenges the status quo since boards consist primarily of men. Such a change requires flexibility from board members who need to cope with the new and uncertain situation. Hence, a high level of uncertainty avoidance is anticipated to negatively affect the extent of female board membership. This is further fostered by the high power distance in Polish society. Power is unequally distributed among members of society. Less powerful members accept and expect an uneven distribution of power, and they are afraid of disagreeing with the powerful members and the established order (Hofstede 2001).

Further regulations that protect women from discrimination and that are progressive regarding family planning, such as maternity leave, are associated with a greater share of female managers (Thams et al. 2018). Regarding maternity policies designed to safeguard women's jobs during child rearing and offer women the chance to continue work once the child is of a certain age, the standards and regulations in both countries are quite similar and offer favourable conditions (Geisler/Kreyenfeld 2012). Applying all aforementioned aspects to company boards, we propose the following:

Hypothesis 5: *There is a higher proportion of women among top managers in firms in Germany than among top managers in firms in Poland.*

4. Methodology

We generated a database consisting of each country’s largest, publicly traded companies. We chose the capitalisation-weighted stock market index of the thirty largest companies on the Warsaw and Frankfurt Stock Exchanges. All firms listed on the German DAX 30 and Polish WIG30 as of 31 December 2014 and 2019 were retrieved, and their supervisory board and management board members at this specific point of time were identified. We created a sample of 458 German and 397 Polish board members. For our empirical analysis, individual biographical data on top managers were collected from firms’ annual reports, corporate websites and investor relations departments. Managers for whom information on one or more characteristics was missing were excluded from the sample.

A top manager´s nationality is determined according to citizenship, while the firm´s home country is used as the reference for the determination of home country. International education and international work experience are measured as the total number of years spent outside the home country for those purposes. International board appointments are measured as appointments outside the home country of the company. Gender is defined as feminine or masculine.

5. Empirical Findings

The evaluated data from 60 firms and 852 curricula vitae enabled us to draw descriptive inferences about the international characteristics of the top management team members in Germany and Poland. The German sample comprised 30 firms and a total of 457 top management team members. This results in an average number of 16 top managers per company, with an average of 9 supervisory and 6 management board members. The Polish sample comprised 30 firms and a total of 395 top management team members. This results in an average of 13 top managers per company, with an average of 8 supervisory and 5 management board members, indicating that Polish firms tend to have fewer top managers than firms in Germany. The following table provides descriptive statistics for the internationalisation of top managers in all corporate governance bodies for both countries.

German Sample				
Nationality	Natives	318	69,43%	
	Non- Natives	140	30,57%	
	Total	458	100,00%	
	Min	**Max**	**Mean**	**SD**
International Education Experience	0	11	2,2319	2,7487
International Work Experience	0	48	8,6980	11,4417
International Board Appointments	0	10	0,3231	1,1021
Gender	Men	345	75,49%	
	Women	112	24,51%	
	Total	457	100,00%	

Polish Sample				
Nationality	Natives	336	84,63%	
	Non- Natives	61	15,37%	
	Total	397	100,00%	
	Min	**Max**	**Mean**	**SD**
International Education Experience	0	12	1,5165	2,3637
International Work Experience	0	39	4,4668	9,2154
International Board Appointments	0	5	0,0128	0,2083
Gender	Men	326	86,47%	
	Women	51	13,53%	
	Total	377	100,00%	

Table 1: Descriptive statistics of top managers' internationalisation in Germany and Poland

Aligning with previous studies engaged in two-sample comparisons, we employed a Mann-Whitney-Wilcoxon (MWW) nonparametric test (Schmidt et al. 2015). The results of the univariate analyses are shown in the following table. The empirical analysis shows a significantly higher proportion of non-natives among firms in Germany. Furthermore, top managers in Germany have significantly more international work experience and international appointments than top managers in Poland. Additionally, German top management teams contain a higher proportion of women than Polish teams. The MWW test confirms hypotheses 1, 2, 3, 4 and 5 with respect to top managers' nationality, international education, international work experience, international appointments and gender.

The German sample comprised a total of 140 non-natives, which is an average of 4.6 per firm. Every German company has at least one non-native top manager in their boards. At Adidas, Allianz, Deutsche Bank, Fresenius Medical Care and Wirecard, 50 percent of the board members are non-natives. The Polish sample, in contrast, comprised 61 non-natives, which is an average of 2 per company. The share of international supervisory board members exceeds the share of management board members in both countries. Within the Polish sample, a total of 20 firms have no non-natives on their board. This represents more than two-thirds of the total sample. Our empirical findings show a significantly higher proportion of non-natives among top managers in firms in Germany than among the top managers in firms in Poland.

2014

	Nationality	International Education Experience	International Work Experience	International Board Appointments	Gender
	German and Polish Top Management Team (n= 828)				
Mann- Whitney- U	77214,000	79467,000	67676,500	65960,000	77610,500
Wilcoxon- W	146592,000	148845,000	137054,500	135338,000	146988,500
Z	-2,293	-0,976	-4,865	-7,271	-2,608
P	0,023*	0,329	0,000***	0,000***	0,009**

*p<0.05; **p<0.01; ***p<0.001

2019

	Nationality	International Education Experience	International Work Experience	International Board Appointments	Gender
	German and Polish Top Management Team (n= 855)				
Mann- Whitney- U	76502,000	74899,000	60451,500	76502,000	82808,500
Wilcoxon- W	151193,000	149590,000	135142,500	151,193	157499,500
Z	-6,284	-4,147	-8,631	-7,062	-2,144
P	0,000***	0,000***	0,000***	0,000***	0,032**

*p<0.05; **p<0.01; ***p<0.001

Table 2: Univariate analysis of top managers' internationalisation in Germany and Poland

The German top managers received an average of 2.2 years of education abroad, while Polish top managers had an average of 1.5 years. In relative terms, only 50 percent of the German top managers and 40 percent of the Polish top managers received any education abroad. While German top managers in general enjoy a greater number of years of education abroad, more Polish top managers in absolute numbers received foreign education, and the hypothesis can be confirmed.

Fifty-nine percent of German top managers had international experience and spent an average of 8.6 years working abroad. These figures are significantly higher than those for the Polish sample, where only 28.61 percent worked abroad, with an average of 4.4 years per person. Furthermore, there are 6 firms in Poland in which no top manager has ever worked abroad, which is not the case for the German sample. German top managers have significantly more international work experience, and as a result, the hypothesis can be confirmed.

Thirty-two percent of German top managers have international board appointments, with a total of 147 appointments. In contrast, only 1.27 percent of the top managers in the Polish sample hold an international appointment. While in Germany, every DAX30 firm has at least 3 people per company with international relationships in terms of board appointments, most WIG30 firms have no members with international mandates at all. Top managers in firms in Germany have significantly more international board appointments than Polish managers, and the hypothesis can be confirmed.

The German sample consists of a total of 112 women, which is an average of 4.08 women per board. An average of 2.03 and 0.45 women are represented on supervisory boards and management boards, respectively. Every board has at least 2 female top managers, with Beiersdorf, Covestro, Henkel, SAP and Wirecard having the highest representation in relative terms, all above 30 percent share. In comparison, the Polish sample includes 51 women, which averages 1.7 women per firm. A similar phenomenon of much higher representation of women on supervisory boards is seen here as well. While only two firms have no female board representation—Synthos Spolka and ENEA Spolka—4 firms exceed the 30 percent threshold: PKN Orlen, Tauron Polska Europe, Bank Handlowy, TVN Spolka. The hypothesis is therefore confirmed, and German corporate boards show a significantly higher number of women directors.

6. Discussion and Interpretation of Findings

We examined the role played by national institutional systems in explaining cross-country variations in the prevalence of women and non-natives on top management teams in Germany and Poland. By analysing the systems in which those firms and their top management teams are embedded, we shed new light on the relationship between the institutional environment and top management team diversity. We have investigated whether and to what extent political, economic and social institutions shape and influence the diversity of corporate boards. The aim of the paper was to improve our understanding of the antecedents of the gender and nationality diversity of top management teams in times of globalisation and increasingly complex environments. We find that firms tend to match their managers to strategies. Firms are embedded in an increasingly complex and international environment. To cope with this, they need top management teams that are well experienced with new situations to lead their firm to success (Whitley 1994; Schmidt et al. 2015; Wrede/Dauth 2020).

The results show that German top managers are more diverse regarding nationality and gender than Polish top managers. It is remarkable that the non-natives on Polish boards are concentrated in only a few firms; two-thirds of the sample firms do not have any non-native managers at all. This ties back to the ownership structure, as firms with high representation of non-natives are directly related to international holders and investors. The majority of those shareholders come from Germany (Globe Trade Center Spolka- CA Immo GmbH, MBank Spolka- Commerzbank, TVN Spolka- Axel Springer), the US (Bank Handlowy

Warszawie- Citi Group), Spain (Bank Zachodny- Bank Santander), France (Orange Spolka- Orange France), and Portugal (Eurocash). All international owners, except for one, are European, with a very small geographical distance to the Polish market. One exception is the American company Citi Group, with the only foreign ownership from overseas. Managers with international human capital have many advantages, but boards still have an incentive to recruit international managers from rather close and similar countries (Van Veen et al. 2014).

This is also observable when analysing the nationalities of non-native top management team members. Germany, being the largest investor in Poland, is also the nationality that is most represented among non-native executives, with Germans representing nearly 15 percent of the international board members in Polish firms. Geographical proximity can be observed with other non-native top managers as well; more than 90 percent come from European countries, and surprisingly, they mostly come from Western European countries. Only a few managers come from Eastern European countries. The case is remarkably different in the German sample, where there is greater diversity regarding the home countries of non-native executives. Almost 50 percent of the non-native executives come from countries outside Europe, such as the US, India and South Africa. The largest group, with nearly 30 percent, comes from the United States. This reflects the position Germany holds in the global economic and political framework. The large difference between Poland and Germany can be traced back to their historical backgrounds and Poland’s marginalisation from Europe and the rest of the world.

One remarkable result that will most likely have a great impact in the future is Polish managers´ international education. Mainly influenced and driven by Poland´s high unemployment rate, especially in younger age groups, Poles enjoy an oddly high rate of international education. After the EU accession, freedom of movement increased, and internationalisation in general increased a great deal. This leads to the prediction that firms in Poland, especially top managers, will become progressively more international in the coming years, as the foundation was already built during their educational years.

The above discussed aspects of diverse non-native managers in Germany are especially evident in German top managers’ international work experience and especially in their more developed international networks. We presume that there is a linkage between international directorships and international work experience due to the relationships managers build during their stays abroad. As Germany is a country with extensive international ties, politically and economically, international actors increasingly influence firms in Germany, and their employees must adapt to the needs of internationalisation. International networks are therefore considered to be an important part of Germany’s business and economy and are important for a career in a German firm (Schmid et al. 2015).

We collected data two times, at the end of 2014 and at the end of 2019. All parameters researched indicate the increasing diversification and internationalisation of German top managers. While in the data set of 2014, there were still 3 firms with no international top managers or women on their boards, in 2019, every company had at least one international or female top manager. The ratios of international managers, female managers and managers with international experience all increase accordingly.

These figures are very much in line with the findings of previous literature. Van Veen and Marsmann (2008) reported in their study built on data collected in 2005 that 21.4 percent of German top managers are non-natives. This figure increased in the more recent studies of Davoine and Ravasi (2013) and Schmid and Dauth (2014) to 27 percent and 24.2 percent, respectively, where data collection took place in 2009 and 2010. Although Davoine and Ravasi´s (2013) reported percentage is 1.62 percent higher than the percentage based on our data from 2014, where 25,38 percent of German top managers are non-natives, we can conclude that our findings regarding nationality on German corporate boards are in line with international research. Grosvold and Brammer (2011) investigated the proportion of female board members in a worldwide sample. They determined a percentage of 6.46 percent female representatives on German and 10 percent on Polish boards for the years 2001–2007. Our analysis shows a small increase in the representation of women on Polish boards, recording 11.83 percent in 2014, and a steep increase in the German sample, where 17.07 percent of board members were female. Due to the lack of previous research on Polish top managers´ diversity, we can only draw few comparisons to other studies.

However, we observed some remarkable changes between our first and second waves of data collection for the Polish sample. While our diversity measure in terms of gender shows an increasing diversity on Polish boards, our internationality measures show different progress. While top management teams in Germany are becoming increasingly international, Polish top managers show only a very small increase. The absolute and relative numbers of non-national top managers increased slightly from 2014 to 2019, but other diversity measures show different developments. A high number of Polish top managers in our sample have international education. The number of managers who enjoyed education abroad did not change significantly from 2014 to 2019. This trend is even more visible when looking at international work experience; the number of managers with international work experience decreased slightly, along with the average time they spent abroad. This development in only 5 years does not trace back to the companies represented on the WIG30, as 29 companies were identical in both periods. Polish top managers do not internationalise at the same pace as German top managers do.

Our contribution to contemporary corporate governance literature lies in summarising the status quo of current research, furthered by an empirical analysis of whether institutional factors influence top manager diversity in two European countries. An empirically driven two-country comparison between countries in Western and Eastern Europe is of great importance, as there are very few studies that directly compare countries in terms of TMT diversity and its antecedents. This study extends the literature, as it is among the first to analytically evaluate institutional influences on diversity in these two countries, especially Poland as an Eastern European country. The study suggests that country-level institutions, often neglected in previous studies on board diversity, play an important role in shaping the prevalence of diversity on corporate boards and should be incorporated in future research on board diversity. We provide insights into the human resource management of multinational corporations in culturally diverse environments, with a focus on Eastern Europe. Several commonalities are observed among CEE countries beyond the regional macro perspective. These commonalities deserve systematic exposure and further research to gain a better understanding and a clearer view of the differences and similarities.

In addition to contributing to theory and literature, our study has several managerial implications for firms, top managers and aspiring executive candidates. Different diversity measures, such as nationality, international education and international network ties, show the variance human capital can have. International diversity becomes more understandable and perceptible in this way. This helps firms assess top managers' skills and experience and understand how to diversify their top management teams.

Firms' relationships with internal and external stakeholders are likely to be influenced by a greater presence of board members with international experience. An internationally diversified top management team indicates the capability to handle challenges and pressures and signals competencies in understanding and managing international operations. In particular, stock-listed firms are confronted with strong monitoring. To attract international investors, an international and especially reliable representation is vital (Heiltjes et al. 2003; Ruigrok/Greve 2008; Gonzales-Rodriguez et al. 2020). However, the opposite effect can arise regarding domestic stakeholders, who need great management attention. Other stakeholders, such as potential employees, seek firms that signal international openness and opportunities for advancement. This is an important indication for top managers to emphasise various ways of diverse career development. Managers should develop skills and networks that enable them to transcend geographical and institutional boundaries, as they need to be aware that they are currently competing with candidates from all over the world. Firms particularly seek experienced candidates with country- and culture-specific and broad managerial skills that can be transmitted across contexts. Top management team recruitment is most likely to shift from the domestic to the international managerial labour market (Davoine et al. 2015; Greve et al. 2015).

Our study has limitations that provide opportunities for future research. First, we assign nationality simply according to top managers' citizenship. Dual nationalities, parents with different nationalities and, most importantly, the country top managers grew up in are not considered. This is a limitation, especially if propositions are based on values influenced by the country a top manager is associated with. Second, given our focus on the largest stock-listed firms, the numbers presented probably overestimate the real situation. Additionally, as the dataset is limited to two countries and only 30 firms each, the findings should be viewed as explanatory, and more extensive datasets could provide further insights. Third, our data provide a reliable picture of the situation in 2019 and are not longitudinal; thus, they cannot incorporate the process of change over time. An aspect that has not been addressed in our study but is nonetheless interesting for future research is how a diverse corporate board with its various attributes and characteristics can contribute to board decisions. Appointing non-native and female board members naturally leads to increased complexity in board member interactions. It is therefore necessary to develop an in-depth understanding of how diverse directors behave to anticipate and manage those changes. Qualitative research through interviews could provide great insights. In this regard, future studies could benefit from our theoretical elaboration.

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Appendix

List of firms considered in study

WIG 30			
2014			
1	Alior Bank Spolka Skcyjna	16	Kernel Holding S.A.
2	Asseco Poland Spolka Akcyjna	17	KGHM Polska Miedz
3	Bank Handlowy w Warzawie Spolka Akcyjna	18	LPP Spolka Akcjna
4	Bank Pekao	19	Lubelski Wegiel Bogdanka Spolka Akcyjna
5	Bank Zachodni WBK	20	mBank
6	Boryszew Spolka Akcyjna	21	Netia Spolka Ancyjna
7	CCC Spolka Skcyjna	22	Orange Polska
8	Cyfrowy Polsat Spolka Akcyjna	23	PGE Polska Grupa Energetyczna
9	ENEA Spolka Akcyjna	24	PKN Orlen
10	Eurocash Spolka Akcyjna	25	PKO Bank Polski
11	Globe Trade Centre Spolka Akcyjna	26	Polskie Gornictwo Naftowe i Gazowigtwo
12	Grupa Azoty Spolka Akycyjna	27	Powszechny Zaklad Ubezpieczen
13	Grupa Lotos Spolka Akcyjna	28	Synthos Spolka Akcyjna
14	ING Bank Slaski Spolka Akcyjna	29	Tauron Polska Energia
15	Jastrzebska Spolka Weglowa	30	TVN Spolka Akcyjna

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DAX 30			
2014			
1	Adidas	16	Fresenius Medical Care
2	Allianz	17	HeidelbergCement
3	BASF	18	Henkel
4	BAYER	19	Infineon
5	Beiersdorf	20	K*S
6	BMW	21	Lanxes
7	Commerzbank	22	Linde AG
8	Continental	23	Lufthansa
9	Daimler	24	Merck
10	Deutsche Bank	25	Münchener Rückversicherungs-Gesellschaft
11	Deutsche Börse	26	RWE
12	Deutsche Post	27	SAP
13	Deutsche Telekom	28	Siemens
14	E.ON	29	Thyssen Krupp
15	Fresenius	30	Volkswagen

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1	Adidas	16	Fresenius Medical Care
2	Allianz	17	HeidelbergCement
3	BASF	18	Henkel
4	BAYER	19	Infineon
5	Beiersdorf	20	Linde AG
6	BMW	21	Lufthansa
7	Continental	22	Merck
8	Covestro	23	MTU Aero Engines
9	Daimler	24	Münchener Rückversicherungs-Gesellschaft
10	Deutsche Bank	25	RWE
11	Deutsche Börse	26	SAP
12	Deutsche Post	27	Siemens
13	Deutsche Telekom	28	Volkswagen
14	E.ON	29	Vonovia
15	Fresenius	30	Wirecard