



European Round Table
for Industry

Women in Leadership Positions

Voluntary Targets **2021**

Introduction

One of the greatest challenges for industrial companies is to increase the number of women in the talent pipeline, in the management of operations and in executive roles. It is in the interest of companies and Europe's prosperity, to better involve the vast female talent pool.

Since 2013, ERT has published company-specific targets and figures on the involvement of women in business. This is just one of the ways industrial & technology companies demonstrate the impact of their actions towards gender equality. Measuring performance also ensures appropriate management attention.

For this 2021 edition, **38 companies led by Members of ERT** have reported their voluntary targets for the number of women in leadership positions. These targets fit each company's own situation and take account of the sometimes large variations between industry sectors and country cultures. Participation in this annual initiative requires each company to review its targets and report on year-on-year progress.

| Scope | Home Country | Europe | Worldwide |
|--|--------------|--------------|--------------|
| Average share of women in the workforce | 29.3% | 30.3% | 31.2% |
| Average increase between a chosen base and status year (in pp) | 2.4pp | 1.3pp | 1.5pp |
| Average share of women in leadership positions | 24% | 24.8% | 25.2% |
| Average increase between a chosen base and status year (in pp) | 4.7 pp | 2.6 pp | 5.1 pp |
| Average proportion considered leadership positions in the total workforce | 13.4% | 9.7% | 7.2% |
| Average increase between a chosen base and status year (in pp) | 2.0 pp | 0.5 pp | 0.6 pp |

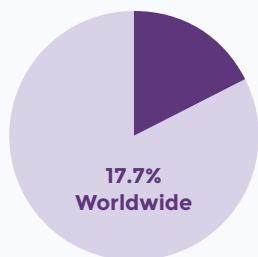


Target

- Increase the share of women in senior management by 30% compared to 2017. (Target achieved by 31.12.2020)
- D&I Strategy 2030 target: Double the number of women in senior management roles to 25%.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| | 21.9% | 21.5% | 26.4% | 26.1% | 25.7% | 25.8% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| Senior leadership | 16.8% | 19.6% | 12.8% | 14.6% | 11.9% | 13.5% |
| All leadership | 13.2% | 14.8% | 17% | 17.6% | 17.5% | 17.7% |



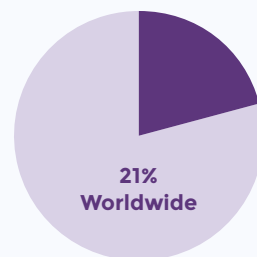
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|-------|--------|-------|-----------|-------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| Senior leadership | 4.3% | 4.2% | 0.8% | 0.8% | 0.6% | 0.5% |
| All leadership | 16.8% | 17.9% | 11.6% | 11.6% | 11.5% | 11.5% |

Target

- Share of women in the Managers & Professionals workforce worldwide to reach 35% in 2025.
- Share of women in senior executive positions worldwide to reach 25% in 2025.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| | 39.2% | 37.2% | 34.8% | 35.1% | 26.3% | 26.8% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|------------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| | 25% | 27.5% | 21.6% | 25.2% | 18.7% | 21% |



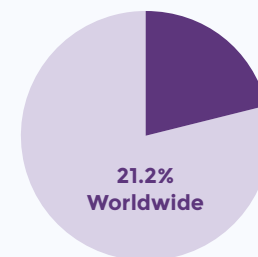
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| | ~1% | ~1% | ~1% | ~1% | ~1% | ~1% |

Target

- 30% women executives by 2025.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2017 | 2021 | 2017 | 2021 | 2017 | 2021 |
| | 30.9% | 31.6% | 31.2% | 30.9% | 25% | 25.3% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2017 | 2021 | 2017 | 2021 | 2017 | 2021 |
| | 23.3% | 20.3% | 21.9% | 17.3% | 22.6% | 21.2% |



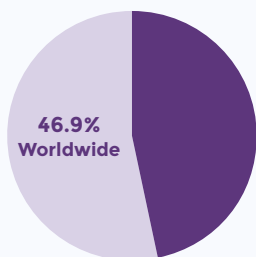
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2017 | 2021 | 2017 | 2021 | 2017 | 2021 |
| | 5.7% | 5.7% | 1.8% | 1.3% | 1% | 0.8% |

Target

- Target for women in leadership positions: 47.5%.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|---|-----------|-------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 48.6% | 47.7% | | | 50.2% | 50.5% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|---|-----------|--------------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 38.8% | 41.1% | | | 39% | 46.9% |



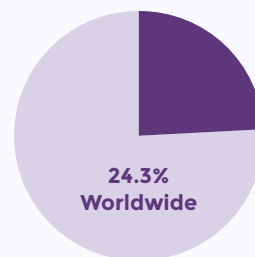
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|-------|--------|---|-----------|-------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 24.9% | 30.6% | | | 11% | 12.8% |

Target

- Target for women in leadership positions: 30% in 2030.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|-------|-----------|-------|
| | 2014 | 2021 | 2014 | 2021 | 2014 | 2021 |
| | 23.7% | 24% | 23.8% | 24.4% | 24.4% | 25.5% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2014 | 2021 | 2014 | 2021 | 2014 | 2021 |
| | 14.5% | 19.9% | 15.9% | 21.5% | 19.1% | 24.3% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2014 | 2021 | 2014 | 2021 | 2014 | 2021 |
| | 5.9% | 6.2% | 6.4% | 6.8% | 8.0% | 8.1% |

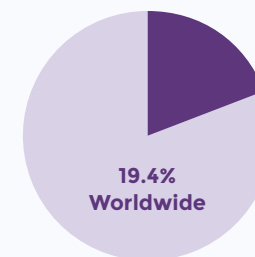
Target

- Target 30% inflow in leadership positions (% of new Vice Presidents and Directors who are women, by internal promotion or external hiring).

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|--------|
| | - | - | - | - | 2018 | 2021 |
| | | | | | 31.4% | 33.7%* |

(*Capgemini + Altran or 34.9% Capgemini)

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|--------------|
| | - | - | - | - | 2018 | 2021 |
| | | | | | 13.7% | 19.4% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2018 | 2021 |
| | | | | | n/a | 0.8% |

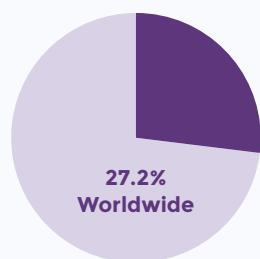


Target

- 30% women in leadership positions by end 2025.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|---|-----------|-------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 31.2% | 31.0% | | | 34.6% | 35.5% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|---|-----------|--------------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 13.8% | 22.2% | | | 23.7% | 27.2% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|---|-----------|------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 3.9% | 6.2% | | | 5.9% | 5.8% |

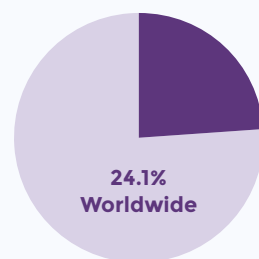


Target

- 25% of women in headcount by 2020.
- 50% of women in leadership positions by 2030.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2018 | 2021 | 2018 | 2021 | 2018 | 2021 |
| | 20.7% | 21.3% | 22.5% | 21.3% | 22.2% | 21.5% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2018 | 2021 | 2018 | 2021 | 2018 | 2021 |
| | 26.1% | 27.3% | 23.1% | 24.3% | 22.9% | 24.1% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|-------|--------|-------|-----------|-------|
| | 2018 | 2021 | 2018 | 2021 | 2018 | 2021 |
| | 27.4% | 29.7% | 24.4% | 26.8% | 24% | 26.2% |

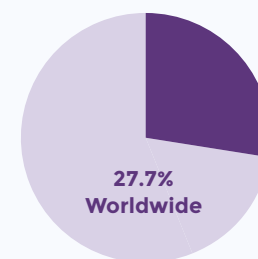


Target

- Increase the share of women in total workplace by about 3 percentage points by 2030.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| | 21.9% | 25.2% | 24.2% | 26.1% | 22.5% | 24.6% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| Middle Management | 25.9% | 29.6% | 25.8% | 29.6% | 23.3% | 27.7% |
| Senior Management | 14.7% | 18.1% | 14.1% | 17.5% | 13.2% | 16.3% |



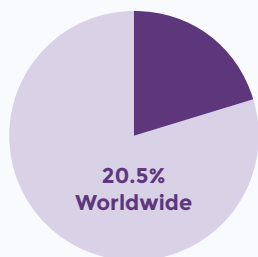
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|-------|--------|-------|-----------|-------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| Middle Management | 27.1% | 31.6% | 24.7% | 31.2% | 24.2% | 29.8% |
| Senior Management | 3.6% | 3.7% | 3.4% | 3.6% | 3% | 3.1% |

Target

- Target worldwide for 2021: 25.9%;
- Target home country (Germany): 22.2%;
- Proportion of women at the first management level below the Board at 30%, and the second management level at 35% by June 2022.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|---|-----------|-------|
| | 2020 | 2021 | - | - | 2020 | 2021 |
| | 29% | 28.4% | - | - | 33% | 32.1% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|---|-----------|--------------|
| | 2020 | 2021 | - | - | 2020 | 2021 |
| | 16.5% | 16.8% | - | - | 21.2% | 20.5% |



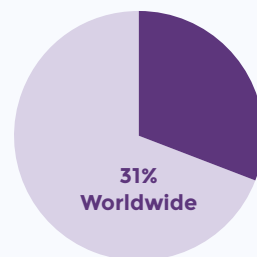
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|---|-----------|------|
| | 2020 | 2021 | - | - | 2020 | 2021 |
| | 2.5% | 2.7% | - | - | 3% | 2.1% |

Target

- Sustained >30% representation across Executive workforce.
- Maintain annual increases of female representation across Line Manager positions.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| | 23% | 25% | 23% | 25% | 23% | 25% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| Line Managers | - | 21% | - | 25% | - | 21% |
| Executive level | - | 30% | - | 38% | - | 31% |



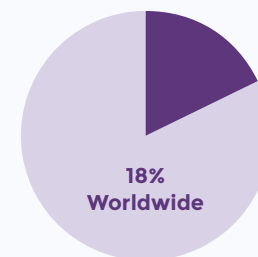
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| Line Managers | - | 7% | - | 8% | - | 7% |
| Executive level | - | 0.1% | - | 0.2% | - | 0.2% |

Target

- Ferrovial has among its objectives, to ensure the presence of female talent in key positions, in proportion similar to its presence in the company.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| | 23% | 23% | 31% | 32% | 30% | 30% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| | 16% | 15% | 17% | 18% | 18% | 18% |



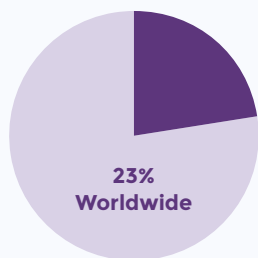
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| | 34% | 33% | 36% | 35% | 31% | 30% |

Target

- HEINEKEN is committed to achieving continued annual increases in the percentage of women in senior management positions.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2015 | 2021 | 2015 | 2021 | 2015 | 2021 |
| | 25% | 28% | 25% | 27% | 21% | 22% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2015 | 2021 | 2015 | 2021 | 2015 | 2021 |
| | 16% | 22% | 17% | 23% | 14% | 23% |



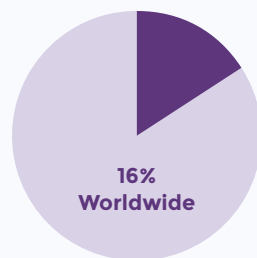
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2015 | 2021 | 2015 | 2021 | 2015 | 2021 |
| | 5% | 10% | 1% | 2% | 1% | 1% |

Target

- Target for women in leadership positions: 25% in 2025.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|---|-----------|------|
| | 2019 | 2021 | - | - | 2019 | 2021 |
| | 21.2% | 21% | - | - | 18% | 19% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|---|-----------|------------|
| | 2019 | 2021 | - | - | 2019 | 2021 |
| | 21.8% | 22.6% | - | - | 15% | 16% |



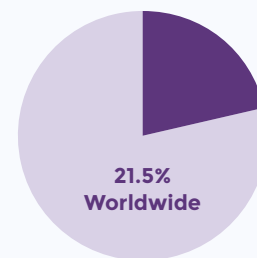
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|-------|--------|---|-----------|-------|
| | 2019 | 2021 | - | - | 2019 | 2021 |
| | 13.2% | 13.1% | - | - | 11.1% | 11.7% |

Target

- Gradually increase the presence of women in leadership positions to 30% by 2025 throughout the group.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2015 | 2021 | 2015 | 2021 | 2015 | 2021 |
| | 18.2% | 20.9% | 23.9% | 25.8% | 23.1% | 23.3% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2015 | 2021 | 2015 | 2021 | 2015 | 2021 |
| | 12.7% | 20.2% | 14.6% | 21.6% | 15.7% | 21.5% |



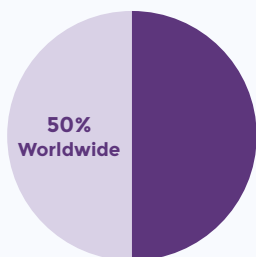
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2015 | 2021 | 2015 | 2021 | 2015 | 2021 |
| | 5% | 5% | 3.9% | 4.1% | 3% | 2.3% |

Target

- Maintain a gender balance of 40/60 in the Group management team over the long term. Investor has also set portfolio targets for 2030, the targets are to reach a gender balance of 40/60 at an aggregated level in the portfolio companies' boards and management groups.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 56% | 50% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|------------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 40% | 50% |



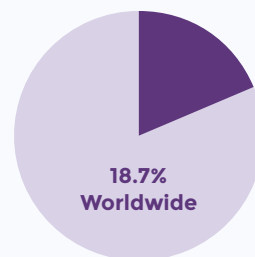
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 5% | 8% |

Target

- Target for women in director level positions: 35% in 2030.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2012 | 2021 | 2018 | 2021 | 2012 | 2021 |
| | 20.9% | 24.5% | 14.9% | 15.4% | 13.6% | 11.4% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2019 | 2021 | 2019 | 2021 | 2013 | 2021 |
| | 26.9% | 31.5% | 19.2% | 23.2% | 14% | 18.7% |



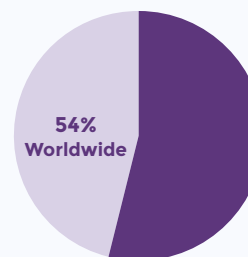
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2019 | 2021 | 2019 | 2021 | 2013 | 2021 |
| | 7.4% | 7.5% | 1.8% | 1.8% | 1% | 1% |

Target

- Reach gender equality at all levels of leadership positions.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|------|-----------|------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 65% | 64% | 68% | 69% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|------|-----------|------------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 50% | 51% | 53% | 54% |



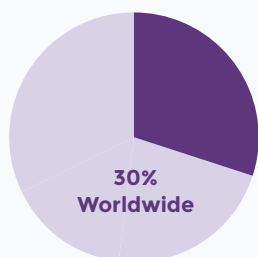
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|------|-----------|------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 8% | 10% | 7% | 8% |

Target

- 2020 target for Maersk is to have female leadership representation of:
- 35% at middle manager level;
- 25% at senior manager level (junior);
- 18% at senior manager level (senior);
- 20% at executive level.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2012 | 2021 | 2018 | 2021 | 2012 | 2021 |
| | 15.7% | 36% | 41% | 44% | 32% | 45% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2012 | 2021 | 2018 | 2021 | 2012 | 2021 |
| Middle Manager level | 19.5% | 32% | 30% | 30% | 20.5% | 30% |
| Senior Manager level | 6.8% | 22% | 22% | 21% | 8.5% | 22% |
| Executive level | 4% | 15% | 18% | 19% | 4% | 16% |



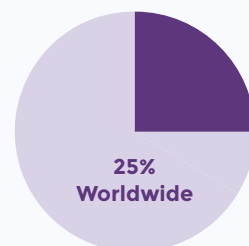
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2012 | 2021 | 2018 | 2021 | 2012 | 2021 |
| | 37% | 40% | 20% | 17% | 5.2% | 8% |

Target

- Keep the share of women at 25% in total workforce via equal opportunities in recruitment process;
- Continue min 40% of female talents hired via Growwww fresh graduate program;
- Increase the share of the women in middle management positions to 30% by 2022;
- Increase the share of women in top management positions to 10% by 2022.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|-------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| | - | - | - | - | 22.6% | 25.0% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|--------------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| Middle Management | - | - | - | - | 19.4% | 25.0% |
| Top Management | - | - | - | - | 8.6% | 8.7% |



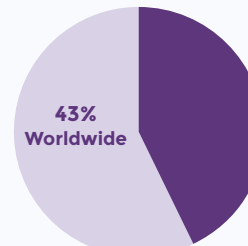
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| Middle Management | - | - | - | - | n/a | 5.4% |
| Top Management | - | - | - | - | n/a | 0.3% |

Target

- Nestlé is committed to achieving continued annual increases in the percentage of female managers and senior management.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| | 42% | 41% | 42% | 42% | 33% | 38% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| | 40% | 41% | 43% | 44% | 43% | 43% |



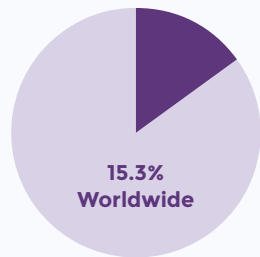
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| | 25% | 44% | 17% | 15% | 15% | 12% |

Target

- Improve gender balance through aspiring to a minimum of 1% YoY increase in the representation of female talent amongst our global external recruits.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|-------|
| | - | - | - | - | 2018 | 2021 |
| | - | - | - | - | 21.9% | 22.2% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|------|-----------|--------------|
| | - | - | 2020 | 2021 | 2018 | 2021 |
| | - | - | - | - | 15.2% | 15.3% |



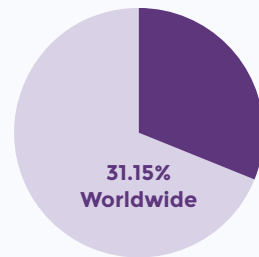
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|----|
| | - | - | - | - | - | - |
| | - | - | - | - | - | 4% |

Target

- Increase the number of women in leadership positions to 35% in 2025.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|--------|--------|--------|-----------|--------|
| | 2012 | 2021 | 2020 | 2021 | 2012 | 2021 |
| | 36.04% | 36.51% | 37% | 36.73% | 36.50% | 35.76% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|--------|--------|--------|-----------|---------------|
| | 2019 | 2021 | 2020 | 2021 | 2012 | 2021 |
| | 31% | 31.96% | 31.80% | 32.11% | 23.80% | 31.15% |



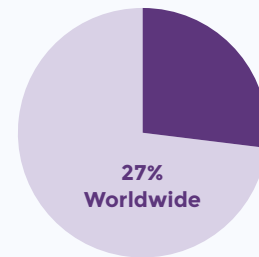
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|-------|--------|------|-----------|-------|
| | 2019 | 2021 | 2020 | 2021 | 2012 | 2021 |
| | 0.98% | 1.20% | n/a | 1% | 0.66% | 0.90% |

Target

- Share of women in leadership positions by 2025: 30%.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2018 | 2021 | 2016 | 2021 | 2013 | 2021 |
| | 29% | 31% | 33% | 37% | 35% | 39% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2018 | 2021 | 2013 | 2021 | 2016 | 2021 |
| | 18% | 27% | 16% | 26% | 16% | 27% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2013 | 2021 | 2018 | 2021 | 2013 | 2021 |
| | 6% | 5% | 1% | 3% | 2% | 2% |

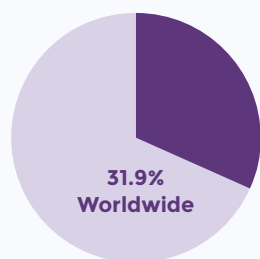


Target

- Increase the number of key position female incumbents by 30% (29% of key position female incumbents by the end of 2019).

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|---|-----------|------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 41% | 43.6% | - | - | 48% | 51% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|---|-----------|--------------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 21% | 27.9% | - | - | 22% | 31.9% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|---|-----------|------|
| | 2012 | 2021 | - | - | 2012 | 2021 |
| | 1.5% | 1.3% | - | - | 0.5% | 0.5% |

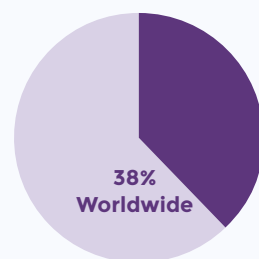


Target

- Support the presence of women at all platforms throughout the company.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2020 | 2021 |
| | - | - | - | - | 32% | 30% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|------------|
| | - | - | - | - | 2020 | 2021 |
| | - | - | - | - | 29% | 38% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2020 | 2021 |
| | - | - | - | - | 9% | 13% |

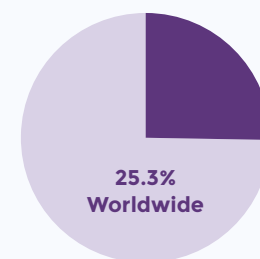


Target

- Target for women in management positions: 25% end of 2020.
- Target for women in senior management positions: 25% in 2025.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|-------|--------|-------|-----------|-------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| | 21.8% | 25.6% | 20.7% | 23.3% | 20% | 22.8% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|-------|--------|-------|-----------|--------------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| | 21.7% | 28.9% | 18.9% | 25.9% | 18.4% | 25.3% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|---|
| | - | - | - | - | - | - |
| | - | - | - | - | - | - |

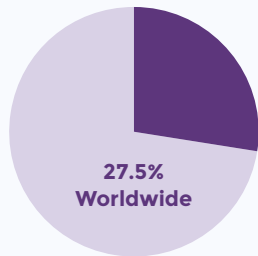


Target

- Increase the proportion of women in leadership positions worldwide to 30% by the end of 2022 (at SAP Group level).

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|-------|
| | - | - | - | - | 2014 | 2021 |
| | - | - | - | - | 30.3% | 33.6% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|--------------|
| | - | - | - | - | 2014 | 2021 |
| | - | - | - | - | 19.8% | 27.5% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2014 | 2021 |
| | - | - | - | - | 9.4% | 9.9% |

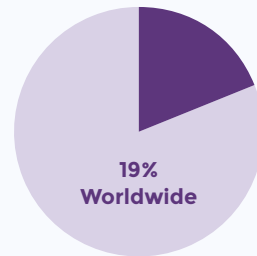


Target

- Increase the share of women in the two levels below the Management Board to 20% by July 2022.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|---|-----------|------|
| | 2018 | 2021 | - | - | 2018 | 2021 |
| | 22% | 25% | - | - | 24% | 26% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|---|-----------|------------|
| | 2018 | 2021 | - | - | 2018 | 2021 |
| | 12% | 14% | - | - | 16% | 19% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|---|-----------|------|
| | 2019 | 2021 | - | - | 2018 | 2021 |
| | 9% | 9% | - | - | 8% | 10% |

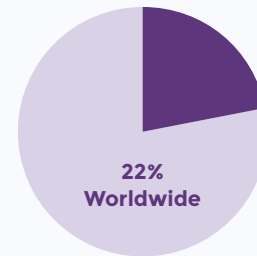


Target

- Smurfit Kappa is committed to an inclusive workplace and strives to achieve improving gender balance across all levels of seniority throughout the company.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 16% | 19% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|------------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 16% | 22% |



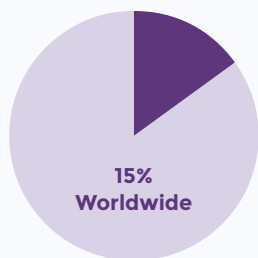
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 4% | 4.7% |

Target

- Solvay aims to reach a proportion of women in management positions of 30%.
- 20% of senior executive positions held by women by 2020.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|------|--------|------|-----------|------|
| | 2016 | 2021 | 2016 | 2021 | 2016 | 2021 |
| | 26% | 37% | 21% | 26% | 21% | 24% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|------|--------|------|-----------|------------|
| | 2016 | 2021 | 2016 | 2021 | 2016 | 2021 |
| | 17% | 18% | 14% | 15% | 14% | 15% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|------|--------|------|-----------|------|
| | 2016 | 2021 | 2016 | 2021 | 2016 | 2021 |
| | 6% | 9% | 2% | 2% | 2% | 2% |

Target

- By 2024:
- 36% of women in Board of Directors & Supervisory Board;
 - 30% of women in Executive Positions;
 - 35% of women in Senior Management;
 - 39% of women in All Management Levels.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|-------|
| | - | - | - | - | 2013 | 2021 |
| | - | - | - | - | 50.0% | 56.1% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|--------------|
| | - | - | - | - | 2013 | 2021 |
| Board of Directors & Supervisory Board | - | - | - | - | 10.0% | 35.7% |
| Executive Positions | - | - | - | - | 15.0% | 19.0% |
| Senior Management | - | - | - | - | 22.0% | 25.5% |
| Management All Levels | - | - | - | - | 31.0% | 36.0% |

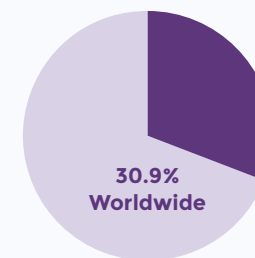
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|-------|
| | - | - | - | - | 2013 | 2021 |
| Board of Directors & Supervisory Board | - | - | - | - | 0.4% | 0.2% |
| Executive Positions | - | - | - | - | 1.0% | 1.3% |
| Senior Management | - | - | - | - | 2.0% | 2.0% |
| Management All Levels | - | - | - | - | 16.0% | 17.3% |

Target

- Proportion of women in executive positions of 30% by 2020 worldwide.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2014 | 2021 |
| | - | - | - | - | 38% | 38% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|--------------|
| | - | - | - | - | 2018 | 2021 |
| Executive positions | - | - | - | - | 21.5% | 27.4% |
| Leadership positions | - | - | - | - | 30% | 30.9% |



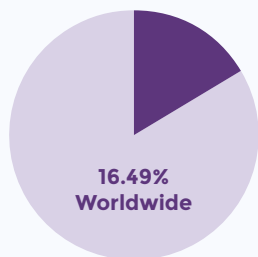
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|------|
| | - | - | - | - | 2020 | 2021 |
| Executive positions | - | - | - | - | 0.8% | 0.7% |
| Leadership positions | - | - | - | - | 3.7% | 4.3% |

Target

- Percentage of women in management positions above 15%.
- 25% women in the Board of Directors.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|--------|--------|--------|-----------|--------|
| | 2012 | 2021 | 2012 | 2021 | 2012 | 2021 |
| | 14% | 16.51% | 14% | 16.30% | 10% | 12.37% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|--------|--------|--------|-----------|---------------|
| | 2020 | 2021 | 2012 | 2021 | 2018 | 2021 |
| | 6% | 17.52% | 19% | 18.97% | 15.69% | 16.49% |



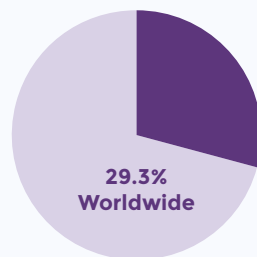
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|--------|--------|--------|-----------|--------|
| | 2018 | 2021 | 2018 | 2021 | 2018 | 2021 |
| | 20% | 23.32% | 14.34% | 16.91% | 11% | 14.37% |

Target

- Increase the proportion of women to at least 30% of executives and senior management positions by 2025, in order to reflect the overall group's composition.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|---|-----------|-------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 31% | 34.8% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|---|-----------|--------------|
| | - | - | - | - | 2012 | 2021 |
| | - | - | - | - | 16% | 29.3% |



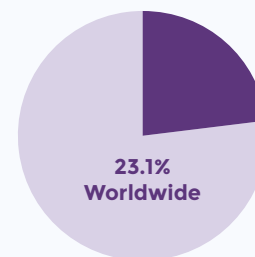
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|---|-----------|---|
| | - | - | - | - | - | - |
| | - | - | - | - | - | - |

Target

- Significantly increase the proportion of women in senior management positions (voluntary target of 15%).

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|-------|-----------|-------|
| | - | - | 2012 | 2021 | 2012 | 2021 |
| | - | - | 19.3% | 21.2% | 21.5% | 21.7% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|-------|-----------|--------------|
| | - | - | 2012 | 2021 | 2012 | 2021 |
| Senior leadership | - | - | 7.8% | 13.4% | 8.3% | 10.7% |
| Management | - | - | - | - | n/a | 23.1% |



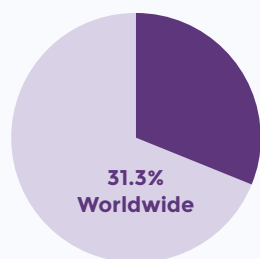
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|------|-----------|------|
| | - | - | 2012 | 2021 | 2012 | 2021 |
| Senior leadership | - | - | 1.5% | 1.8% | 1.3% | 1.4% |

Target

- Vodafone is aiming to reach 40% women in management and leadership positions by 2030.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|-------|-----------|-------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 43.7% | 44.6% | 37.5% | 39.9% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|-------|-----------|--------------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 30.5% | 34.2% | 28.2% | 31.3% |



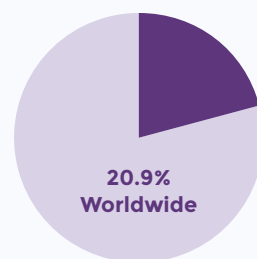
| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|------|-----------|------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 5.2% | 5.4% | 7.6% | 7.0% |

Target

- At least 35% female employees, in general and in leadership positions, across our organisation.

| Share of women in total workforce | Home country | | Europe | | Worldwide | |
|-----------------------------------|--------------|---|--------|-------|-----------|-------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 21.2% | 21.9% | 18.2% | 19.5% |

| Share of women in leadership positions | Home country | | Europe | | Worldwide | |
|--|--------------|---|--------|-------|-----------|--------------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 21.6% | 23.5% | 18.6% | 20.9% |



| Proportion considered leadership positions in the total workforce | Home country | | Europe | | Worldwide | |
|---|--------------|---|--------|------|-----------|------|
| | - | - | 2017 | 2021 | 2017 | 2021 |
| | - | - | 10.8% | 9.8% | 10.2% | 9.6% |

List of ERT Members

Chair

Carl-Henric Svanberg
AB Volvo

Vice-Chairs

Nancy McKinstry
Wolters Kluwer

Dimitri Papalexopoulos
TITAN Cement

Secretary General

Frank Heemskerk

Members

Austria

Stefan Doboczky
Lenzing

Belgium

Ilham Kadri
Solvay

Thomas Leysen
Umicore

Denmark

Søren Skou
A.P. Møller-Mærsk

Finland

Henrik Ehrnrooth
KONE

Pekka Lundmark
Nokia

France

Jean-Paul Agon
L'Oréal

Pierre-André de Chalendar
Saint-Gobain

Jean-Pierre Clamadieu
ENGIE

Paul Hermelin
Capgemini

Florent Menegaux
Michelin

Benoît Potier
Air Liquide

Patrick Pouyanné
Total

Stéphane Richard
Orange

Germany

Martin Brudermüller
BASF

Timotheus Höttges
Deutsche Telekom

Ola Källenius
Daimler

Christian Klein
SAP

Stefan Oschmann
Merck

Jim Hagemann Snabe
Siemens

Johannes Teyssen
E.ON

Oliver Zipse
BMW Group

Greece

Dimitri Papalexopoulos
TITAN Cement

Hungary

Zoltán Áldott
MOL

Ireland

Tony Smurfit
Smurfit Kappa Group

Italy

Guido Barilla
Barilla Group

Rodolfo De Benedetti
CIR

Claudio Descalzi
Eni

Alessandro Profumo
Leonardo

Gianfelice Rocca
Techint Group of Companies

The Netherlands

Nils S. Andersen
AkzoNobel

Ben van Beurden
Royal Dutch Shell

Dolf van den Brink
HEINEKEN

Frans van Houten
Royal Philips

Nancy McKinstry
Wolters Kluwer

Peter Wennink
ASML

Norway

Hilde Merete Aasheim
Norsk Hydro

Portugal

Paulo Azevedo
Sonae

Spain

José María Álvarez-Pallete
Telefónica

Ignacio S. Galán
Iberdrola

Pablo Isla
Inditex

Rafael del Pino
Ferrovial

Sweden

Börje Ekholm
Ericsson

Martin Lundstedt
AB Volvo

Carl-Henric Svanberg
AB Volvo

Jacob Wallenberg
Investor AB

Switzerland

Paul Bulcke
Nestlé

Christoph Franz
F. Hoffmann-La Roche

Jan Jenisch
LafargeHolcim

Björn Rosengren
ABB

Turkey

Güler Sabancı
Sabancı Holding

United Kingdom

Jean-François van Boxmeer
Vodafone Group

Ian Davis
Rolls-Royce

Leif Johansson
AstraZeneca

Helge Lund
BP

Lakshmi N. Mittal
ArcelorMittal

Jonathan Symonds
GlaxoSmithKline

Simon Thompson
Rio Tinto



The European Round Table for Industry (ERT) is a forum that brings together around 60 Chief Executives and Chairs of major multinational companies of European parentage, covering a wide range of industrial and technological sectors. ERT strives for a strong, open and competitive Europe as a driver for inclusive growth and sustainable prosperity. Companies of ERT Members are situated throughout Europe, with combined revenues exceeding €2 trillion, providing around 5 million direct jobs worldwide - of which half are in Europe - and sustaining millions of indirect jobs. They invest more than €60 billion annually in R&D, largely in Europe.

+32 2 534 31 00 www.ert.eu Boulevard Brand Whitlocklaan 165
contact@ert.eu [@ert_eu](https://twitter.com/ert_eu) 1200 Brussels, Belgium

© ERT 2021
Released on 5 March 2021