

WOMEN IN LEADERSHIP POSITIONS

VOLUNTARY TARGETS

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 2012, ERT has published company-specific targets and figures on the involvement of women in business. In this way, our Member companies want to demonstrate their commitment to the enhancement of women's career opportunities. Measuring performance also ensures appropriate management attention.

For this March 2019 update, **36 ERT Member companies** have reported their voluntary target 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. The yearly update requires each company to review its targets and report on year-on-year progress.

		Average evolution in percentage points (pp) (Status / Chosen baseline)	Average yearly evolution in basis points (bps)
Share of women in the total workforce	Home Country (and/or Europe)	+1,43pp	+28bps
	Worldwide	+1,65pp	+24bps
Share of women in leadership positions	Home Country (and/or Europe)	+4,34pp	+84bps
	Worldwide	+4,21pp	+84bps
Proportion considered leadership positions in the total workforce ¹	Home Country (and/or Europe)	+0,96pp	+26bps
	Worldwide	+0,83pp	+16bps

¹ This figure helps to interpret the trend reported under "Share of women in leadership positions". Because the share of leadership positions in the total workforce is going up, the increasing share of women in leadership positions is even larger in absolute terms.

Company	Target	Share of women in total workforce				Share of women in leadership positions				Proportion considered leadership positions in the total workforce			
		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide	
		Base	Status	Base	Status	Base	Status	Base	Status	Base	Status	Base	Status
	<ul style="list-style-type: none"> 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. 	35,0% 29,8% (Europe)	39,3% 34,8% (Europe)	26,1%	26,3%	16,0% 14,6% (Europe)	25,0% 21,6% (Europe)	14,0%	18,7%	≈ 1% ≈ 1% (Europe)	≈ 1% ≈ 1% (Europe)	≈ 1%	≈ 1%
	2019 target for women in leadership positions: 45.0%.	48,6%	47,4%	50,2%	50,1%	38,8%	39,2%	39,0%	44,6%	24,9%	28,5%	11,0%	12,5%
	22 - 24% females in leadership position in 2021.	23,7%** 23,8%** (Europe)	23,9% 24,4% (Europe)	24,4%**	25,1%	14,5%** 15,9%** (Europe)	17,5% 19,2% (Europe)	19,1%**	21,7%	5,9%** 6,4%** (Europe)	6,3% 6,8% (Europe)	8,0%**	8,1%
	<ul style="list-style-type: none"> Tariff-exempt executives: Minimum of 15-17% women by end of 2020 (in BMW AG and worldwide). Global Leadership Development Programme: Minimum of 35% - 45% women per year. Technical trainees: Minimum of 20-25% women per year. 	14,2%*	16,1% ⁺⁺⁺	16,8%*	19,3% ⁺⁺⁺	10,0%*	14,0% ⁺⁺⁺	12,1%*	16,0% ⁺⁺⁺				
	30% women in top and middle management worldwide.	31,2%	31,2%	34,6%	35,5%	13,8%	21,0%	23,7%	25,4%	3,9%	7,3%	5,9%	6,3%
	25% of women in headcounts by 2020 and 33% of women within Topex appointments by 2020.	22,5% ⁺⁺⁺ (Europe)	21,5% (Europe)	22,2% ⁺⁺⁺¹	21,1%	23,1% ⁺⁺⁺ (Europe)	23,4% (Europe)	22,9% ⁺⁺⁺	23,3%	24,4% ⁺⁺⁺ (Europe)	25,4% (Europe)	24,0% ⁺⁺⁺	25,0%
	Progressively increase the share of women hired; especially, reach 44% of women hired in staff positions.	21,9% 24,2% (Europe)	24,3% 25,2% (Europe)	22,5%	23,6%	Middle Management Level 25,9% 25,8% (Europe)	28,8% 28,6% (Europe)	Middle Management Level 23,3%	26,4%	Senior Management Level 3,6% 3,4% (Europe)	Senior Management Level 3,9% 3,8% (Europe)	Senior Management Level 3,0%	Senior Management Level 3,3%

Standard Base: 2012 (31/12/2011) | Status: 2019 (31/12/2018)

Variation of the above marked as follows: *2013 | **2014 | ***2015 | *2016 | ++2017 | +++2018 | †2019 (All figures from 31/12 of the previous year)

¹Includes SUEZ Environnement

Company	Target	Share of women in total workforce				Share of women in leadership positions				Proportion considered leadership positions in the total workforce			
		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide	
		Base	Status	Base	Status	Base	Status	Base	Status	Base	Status	Base	Status
	Target worldwide for 2019: 23,3% Target home country (Germany): 19.6%	29.0% (Europe)	27,3% (Europe)	27%	32%	10,0%	17,7%	12%	21,2%	3,2% ⁺⁺⁺ (Europe)	3,5% (Europe)	2%	2,5%
	For 2020 - have 30% women across the entire organization, including leaders and executives.	25% 19% (Europe)	23% 24% (Europe)	21%	23%	25% 13% (Europe)	25% 24% (Europe)	19%	20%	9% 9% (Europe)	9% 7% (Europe)	10%	6%
	HEINEKEN is committed to achieve continued annual increases in the percentage of women in senior management positions.	25% ^{***} 25% ^{***} (Europe)	26% 27% (Europe)	21% ^{***}	21%	16% ^{***} 17% ^{***} (Europe)	20% 20% (Europe)	14% ^{***}	20%	5% ^{***} 1% ^{***} (Europe)	8% 2% (Europe)	1% ^{***}	1%
	Increase the share of female managers at all levels throughout the company annually to reach the optimal gender mix.	36,0%	36,2%	32,5%	34,4%	29,5%	35,7%	29,5%	34,7%			18,6%	22,7%
	Increase the share of female leaders in the leadership pipeline to 40% by 2020.	n/a n/a (Europe)	21% 19% (Europe)	14%	18%	n/a n/a (Europe)	20% 16% (Europe)	18%	16%	n/a n/a (Europe)	13% 12% (Europe)	n/a	11%
	Maintain continued and sustainable increases in the percentage of women in leadership positions.	18,2% ^{***} 23,9% ^{***} (Europe)	20,1% 25,1% (Europe)	23,1% ^{***}	23,4%	12,7% ^{***} 14,6% ^{***} (Europe)	18,8% 20,0% (Europe)	15,7% ^{***}	20,5%	5,0% ^{***} 3,9% ^{***} (Europe)	5,1% 4,1% (Europe)	3,0% ^{***}	2,4%
	By 2020: neither gender should count for less than 20% of the director level.	20,9% 14,9% ⁺⁺⁺ (Europe)	24,1% 14,7% (Europe)	13,6%	11,3%	n/a n/a (Europe)	26,9% 19,2% (Europe)	14%*	17%	n/a n/a (Europe)	7,4% 1,8% (Europe)	1,0%*	1,0%

Company	Target	Share of women in total workforce				Share of women in leadership positions				Proportion considered leadership positions in the total workforce											
		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide									
		Base	Status	Base	Status	Base	Status	Base	Status	Base	Status	Base	Status								
L'ORÉAL	Reach gender equality at all levels of leadership positions.	65% ⁺⁺ (Europe)	65% (Europe)	68% ⁺⁺	69%	50% ⁺⁺ (Europe)	51% (Europe)	53% ⁺⁺	54%	8% ⁺⁺ (Europe)	9% (Europe)	7% ⁺⁺	8%								
 MAERSK	2020 target for Maersk is to have female leadership representation of: <ul style="list-style-type: none"> • 35% at middle manager level; • 25% at senior manager level (junior); • 18% at senior manager level (senior); • 20% at executive level. 	15,70% 41% ⁺⁺⁺ (Europe)	37% 41% (Europe)	32%	44%	Middle Manager Level 19,50% 30% ⁺⁺⁺ (Europe)	33% 30% (Europe)	Middle Manager Level 20,50% 29%		Senior Manager Level 6,80% 22% ⁺⁺⁺ (Europe)	23% 21% (Europe)	Senior Manager Level 8,50% 20%		Executive Level 4,00% 18% ⁺⁺⁺ (Europe)	20% 21% (Europe)	Executive Level 4,00% 17%		37% ⁺⁺⁺ 20% ⁺⁺⁺ (Europe)	37% 19% (Europe)	5,2%	9%
 MOLGROUP	<ul style="list-style-type: none"> • Continuously increase the share of women by 2020 via equal opportunities in recruitment process; • Continue min 40% of female talents hired via Growwww fresh graduate program within 2017-19 Diversity & Inclusion framework; • Increase of the share of the women in middle management positions from the "status" value of 23.7% to 26% by 2020 and to 30% by 2022. 	23,0% 22,8% (Europe)	23,0% ⁺⁺⁺ 22,8% ⁺⁺⁺ (Europe)	22,6%	24,1% ⁺⁺⁺	Middle Management 17,9% 19,8% (Europe)	23,2% ⁺⁺⁺ 23,7% ⁺⁺⁺ (Europe)	Middle Management 19,4% 23,2% ⁺⁺⁺		Top Management 10,2% 8,6% (Europe)	8,8% ⁺⁺⁺ 7,0% ⁺⁺⁺ (Europe)	Top Management 8,6% 6,8% ⁺⁺⁺						3,8% 2,6% (Europe)	7,8% ⁺⁺⁺ 4,9% ⁺⁺⁺ (Europe)	2,6%	5,0% ⁺⁺⁺
 Nestlé	Nestlé is committed to achieve continued annual increases in the percentage of women managers and senior management. (New target to be announced in March 2019)	42,0% 41,7% (Europe)	41,1% 42,6% (Europe)	32,8%	37,1%	n/a n/a (Europe)	39,5% 43,2% (Europe)	n/a 43,2%										25,2% 16,9% (Europe)	37,8% 13,6% (Europe)	15,4%	15,3%
NOKIA	Nokia aims at a gender balance in leadership that reflects the world around us, starting by aligning the % of women in leadership with the gender balance of our workforce.			21,9% ⁺⁺⁺	22,0%				15,2% ⁺⁺⁺	15,3%											

Company	Target	Share of women in total workforce				Share of women in leadership positions				Proportion considered leadership positions in the total workforce			
		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide	
		Base	Status	Base	Status	Base	Status	Base	Status	Base	Status	Base	Status
	Increase the number of women in leadership positions to 35%.	36,04% 37,2% ⁺⁺⁺ (Europe)	36,2% 38,4% (Europe)	36,5%	35,7%	n/a n/a (Europe)	31,0% 30,2% (Europe)	23,8%	29,8%	n/a	0,98%	0,66%	0,81%
	Share of women in leadership positions by 2020: 25%	29,1% ⁺⁺⁺ 32,7% [†] (Europe)	29,2% 33,9% (Europe)	34,95%*	37,9%	17,5% ⁺⁺⁺ 16,43%* (Europe)	20,9% 20,0% (Europe)	15,9% [†]	21,1%	5,57%* 0,5% ⁺⁺⁺ (Europe)	6,0% 3,3% (Europe)	1,75%*	2,0%
	<ul style="list-style-type: none"> Gender Diversity: 2% increase year on year for women in Senior Leader Positions and Management. 50% Gender Diversity across our Graduate intake 30% of our Graduate intake from regions where we are developing new business 	n/a n/a (Europe)	45,3% 21,8% (Europe)	n/a	17,7%	Senior Leaders		Senior Leaders		Senior Leaders		Senior Leaders	
						n/a n/a (Europe)	15,6% 17,2% (Europe)	n/a	22,6%	n/a n/a (Europe)	24,6% 4,0% (Europe)	n/a	1,3%
						Management		Management		Management		Management	
						n/a n/a (Europe)	47,7% 33,6% (Europe)	n/a	27,0%	n/a n/a (Europe)	48,0% 14,5% (Europe)	n/a	7,1%
	Increase the number of key position female incumbents by 30% (29% of key position female incumbents by the end of 2019).	41%	43,3%	48%	49,1%	21%	27%	22,0%	30,3%	1,5%	1,5%	0,5%	0,5%
	Increase the share of women in the Home Country (Germany) in the next two levels under the Managing Board until July 2022 up to ≥20%.	22% ⁺⁺⁺	23%	24% ⁺⁺⁺	24%	12% ⁺⁺⁺	12%	16% ⁺⁺⁺	17%	n/a	9%	8% ⁺⁺⁺	8%
	Smurfit Kappa is committed to an inclusive workplace and strives to achieve improving gender balance across all levels of seniority throughout the company.			16%	19%			16%	19%			4,0%	4,6%
	We are aiming to support the presence of women at all platforms throughout the company.			32%	32%			29%	37%			9%	11%
	Increase the proportion of women in leadership positions worldwide to 30% by the end of 2022 (at SAP Group level).			30.1%*	33.1%			19.5%*	25.9%			10.0%*	9.6%

Company	Target	Share of women in total workforce				Share of women in leadership positions				Proportion considered leadership positions in the total workforce									
		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide							
		Base	Status	Base	Status	Base	Status	Base	Status	Base	Status	Base	Status						
	<ul style="list-style-type: none"> Solvay aims to reach a proportion of women in management positions of 30%. 20% of senior executive positions held by women by 2020. 			20,2%**	23,0%			27,3%**	29,3%			10,9%**	14,3%						
	<p>By 2020:</p> <ul style="list-style-type: none"> 30% women in Board of Directors & Supervisory Board. 21% women in Executive positions. 30% women in Senior Management. 			50,0%*	51,8%														
	Increase the proportion of women in executive positions to 30% by 2020 worldwide.																		
	Increase the share of females in management positions worldwide to 15% by the end of 2020.	13,8%*	14,9%	14,6%*	15,6% (Europe)	13,8%*	15,3%	8,8%***	12,0%										
	Percentage of women in management positions above 15%. 25% women in the Board of Directors.	14%	16,10%	14%	15,68% (Europe)	10,0%	11,82%	6%	16,88%	19%	18,98% (Europe)	15,69%***	16,83%	20,00%***	20,05%	15,34%***	15,68% (Europe)	11,0%***	11,1%
	Increase the proportion of women senior executives to 25% in 2020. Get more than 20% of women in the Management Committees (Headquarters and affiliates).			31,0%	34,0%			16,0%	22,0%			23,0%	28,0%						

Company	Target	Share of women in total workforce				Share of women in leadership positions				Proportion considered leadership positions in the total workforce			
		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide		Home Country (and/or Europe)		Worldwide	
		Base	Status	Base	Status	Base	Status	Base	Status	Base	Status	Base	Status
	Reaching 15% of women in senior management positions by 2020.	19,32% (Europe)	20,27% (Europe)	21,54%	21,30%	7,77% (Europe)	8,57% (Europe)	8,33%	9,02%	1,54% (Europe)	1,28% (Europe)	1,30%	1,01%
	Having made significant progress in female representation in its business, Vodafone has now reset its target and is aiming to reach 40% women in management and leadership positions by 2030.	45,5% (Europe)	43,7% (Europe)	39,1%	39,6%	19,4% (Europe)	29,4% (Europe)	Senior Leadership Roles 19,3% 27,6%		5,6% ⁺⁺⁺ (Europe)	5,5% (Europe)	7,6% ⁺⁺⁺	7,3%
	<ul style="list-style-type: none"> • Increase the proportion of women at all levels within the Group. • Increase female representation at every level of our Leadership Development Program. 	11,9% ⁺⁺⁺ 13,0% ⁺⁺⁺ (Europe)	12,4% 13,4% (Europe)	12,2%	13,8%	6,7% ⁺⁺⁺ 9,7% ⁺⁺⁺ (Europe)	7,4% 10,2% (Europe)	9,7%	12,3%	5,7% ⁺⁺⁺ 6,9% ⁺⁺⁺ (Europe)	5,8% 6,7% (Europe)	6,0%	7,4%