

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 2018 update, **34 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)
Share of women in the total workforce	Home Country (and/or Europe)	+2,1pp
	Worldwide	+1,6pp
Share of women in leadership positions	Home Country (and/or Europe)	+4,7pp
	Worldwide	+3,6pp
Proportion considered leadership positions in the total workforce ¹	Home Country (and/or Europe)	+0,6pp
	Worldwide	+0,6pp









¹This 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"> Continue increasing the percentage of women in leadership positions. For every management position that becomes available, HR examines the application of at least one woman among the applicants. 	35,0%	38,1%	26,1%	25,9%	16,0%	27,8%	14,0%	16,6%	≈ 1%	≈ 1%	≈ 1%	≈ 1%
	22 - 24% females in leadership position in 2021.	23,7%** 23,8%** (Europe)	23,7% 23,9% (Europe)	24,4%**	24,6%	14,5%** 15,9%** (Europe)	16,2% 17,7% (Europe)	19,1%**	20,5%	5,9%** 6,4%** (Europe)	6,4% 6,9% (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%				
	Groupwide 30% female in leadership position by the end of 2020.	31,2%	31,4%	34,6%	35,7%	13,8%	21,1%	23,7%	25,4%	3,9%	7,3%	5,9%	6,4%
	25% of women in headcounts by 2020 and 33% of women within Topex appointments by 2020.	n/a (Europe)	22,5% (Europe)	19,2% ¹	22,2%	n/a (Europe)	23,1% (Europe)	n/a	22,9%	n/a (Europe)	24,4% (Europe)	n/a	24,0%
	Progressively increase the share of women in the development path, from hiring phase to middle and senior management positions.	21,9% 24,2% (Europe)	24,0% 25,0% (Europe)	22,5%	23,5%	Middle Management Level 25,9% 25,8% (Europe)	28,3% 28,0% (Europe)	Middle Management Level 23,3%	26,0%	Senior Management Level 3,6% 3,4% (Europe)	Senior Management Level 3,8% 3,6% (Europe)	Senior Management Level 3,0%	Senior Management Level 3,1%








Standard Base: 2012 (31/12/2011) | Status: 2018 (31/12/2017)








Variation of the above marked as follows: *2013 | **2014 | ***2015 | †2016 | ††2017 | †††2018 (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 2018: 22,1%. Target home country (Germany) for 2018: 17,5%.	n/a (Europe)	29% (Europe)	27%	32%	n/a (Europe)	15,3%	12%	19,6%	n/a (Europe)	3,2% (Europe)	2%	2%
	For 2020 - have 30% women across the entire organization, including leaders and executives.	25% 19% (Europe)	23% 20% (Europe)	21%	23%	25% 13% (Europe)	25% 19% (Europe)	19%	20%	9% 9% (Europe)	10% 7% (Europe)	10%	7%
	HEINEKEN is committed to achieve continued annual increases in the percentage of women in senior management positions.	25%*** 25%*** (Europe)	25% 24% (Europe)	21%***	20%	16%*** 17%*** (Europe)	20% 20% (Europe)	14%***	19%	5%*** 1%*** (Europe)	7% 1% (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%	34,3%	29,5%	35,5%	29,5%	34,5%			18,6%	22,2%
	Increase the share of female leaders in the leadership pipeline to 40% by 2020.			14%	17%			18%	23%				
	Maintain continued and sustainable increases in the percentage of women in leadership positions.	18,2%*** 23,9%*** (Europe)	19,3% 24,1% (Europe)	23,1%***	23,4%	12,7%*** 14,6%*** (Europe)	17,6% 18,1% (Europe)	15,7%***	20,7%	5,0%*** 3,9%*** (Europe)	4,8% 3,9% (Europe)	3,0%***	2,7%
	By 2018: to have no less than 20% of each gender in all leadership teams	20,9% n/a (Europe)	30,9% 18,3% (Europe)	13,6%	11,8%			14%*	14%			1,0%*	1,0%
	Reach gender equality at all levels of leadership positions.	62% (Europe)	65% (Europe)	63%	69%	38% (Europe)	47% (Europe)	41%	48%	39% (Europe)	42% (Europe)	37%	39%

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				
	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%	n/a (Europe)	37%	41%	32%	44%	Middle Manager Level		Middle Manager Level		n/a (Europe)	37%	5,2%	9%		
								19,50%	n/a (Europe)	32%	30%					20,50%	29%
								Senior Manager Level		Senior Manager Level							
								6,80%	n/a (Europe)	24%	22%					8,50%	19%
Executive Level		Executive Level															
4,00%	n/a (Europe)	18%	18%	4,00%	16%												
	<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%	23,0%	23,0%	24,4%	22,6%	24,1%	Middle Management		Middle Management		3,8%	7,8%	2,6%	5,0%		
								17,9%	19,8%	23,2%	23,7%					19,4%	23,2%
								Top Management		Top Management							
								10,2%	8,6%	8,8%	7,0%					8,6%	6,8%
2,6%	(Europe)	4,9%	(Europe)														
	By 2018, Nestlé is committed to achieve continued annual increases in the percentage of women managers and senior management.	42,0%	41,8%	32,8%	35,3%	27,6%	35,9%	28,5%	37,5%	25,2%	31,6%	15,4%	13,2%				
		41,7%	(Europe)	42,2%	(Europe)	31,2%	39,3%	(Europe)	(Europe)	16,9%	14,5%	(Europe)	(Europe)				
	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.			22% ⁺⁺	22%			Senior Management		Senior Management		Senior Management					
								14% ⁺⁺	13,4%	1% ⁺⁺	1%						
								Single Line Managers		Single Line Managers							
17% ⁺⁺	17%	10% ⁺⁺	10%														
	Increase the number of women in leadership positions to 35%.	36,04%	n/a (Europe)	36,2%	37,2%	36,5%	36,0%	23,8%	28,5%	0,66%	0,77%						

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
	25% gender diversity of senior leadership by 2020.	n/a 32,70% [†] (Europe)	29,10% 33,20% (Europe)	34,95%*	35,00%	n/a 16,43%* (Europe)	17,50% 16,05% (Europe)	15,90% [†]	19,00%	5,57%* n/a (Europe)	1,00% 0,50% (Europe)	1,75%*	0,40%
	Increase the number of key position female incumbents by 30% (29% of key position female incumbents by the end of 2019).	41%	43%	48%	49%	21%	26%	22,0%	27,7%	1,5%	1,5%	0,5%	0,6%
	Increase the proportion of women in leadership positions worldwide to 30% by the end of 2022 (at SAP Group level).			30,1%*	33,0%			19,5%*	25,4%			10,0%*	10,1%
	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%.	n/a	22%	n/a	24%	n/a	12%	n/a	16%			n/a	8%
	Maximise the number of suitable female candidates that take up a leadership position.	16% 16% (Europe)	18% ^{††} 18% ^{††} (Europe)	16,0%	18% ^{††}	16% 16% (Europe)	19% ^{††} 19% ^{††} (Europe)	16%	19% ^{††}			4,0%	4,6% ^{††}
	<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%**	23,8%			27,3%**	28,6%			10,9%**	14,2%
	By 2020: <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%			Management All Levels 31,0%* 32,9%			Management All Levels 16%* 18,5%		
								Senior Management 22,0%* 25,0%			Senior Management 2,0%* 2,2%		
								Executive Positions 15,0%* 15,4%			Executive Positions 1,0%* 1,3%		
								Board of Directors & Supervisory Board 10,0%* 24,2%			Board of Directors & Supervisory Board 0,4%* 0,4%		

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
 life.augmented	15% of women in leadership positions worldwide.	33,8%	33,7%	36,2%	34,8%	9,7%	10,5%	10,1%	9,0%	n/a	29,5%	0,8%	0,8%
	Increase the proportion of women in executive positions to 30% by 2020 worldwide.	35,0% (Europe)	36,1% (Europe)	37,4%	37,7%	13,0% (Europe)	Executive Positions	17,0%	Executive Positions	n/a (Europe)	Executive Positions	12,00%	Executive Positions
							20,9% (Europe)		21,5%		0,58% (Europe)		
							Leadership Positions		Leadership Positions		Leadership Positions		
	Increase the share of females in management positions worldwide to 15% by the end of 2020.	14,3%***	15,0%	14,5%***	15,3%	10,5%***	13,0%	8,8%***	11,6%				
	Percentage of women in management positions above 15%. 25% women in the Board of Directors.	14%	15,68%	10,00%	11,76%	6%	15,06%	n/a	15,69%	n/a	20,00%	n/a	11,00%
		14% (Europe)	15,54% (Europe)			19% (Europe)	18,57% (Europe)			n/a (Europe)	15,34% (Europe)		
	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%	33,3%			16%	21%			23,0%	26,3%
	Reaching 15% of women in senior management positions by 2020.	19,32% (Europe)	21,1% (Europe)	21,54%	21,9%	7,77% (Europe)	6,42% (Europe)	8,33%	6,77%	1,54% (Europe)	1,88% (Europe)	1,30%	1,36%
	Vodafone's long term aspiration is to have a 50/50 balance in our population. Globally, Vodafone is aiming to reach 30% representation of women in management and leadership roles by 2020.	45,5% (Europe)	43,7% (Europe)	39,1%	37,5%	19,4% (Europe)	30,4% (Europe)	19,3%	26,3%			n/a	7,6%

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
 <small>ONE STEP AHEAD.</small>	<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. 	n/a	11,9%	12,2%	13,5%	n/a	6,7%	9,7%	11,5%	n/a	5,7%	6,0%	7,5%
		n/a	13,0% (Europe)			n/a	9,7% (Europe)			n/a	6,9% (Europe)		

Standard Base: 2012 (31/12/2011) | Status: 2018 (31/12/2017)

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