



European Round Table  
for Industry

# Women in Leadership Positions

Voluntary Targets **2020**

# 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 our Member companies demonstrate the impact of their actions towards gender equality.

Measuring performance also ensures appropriate management attention. For this 2020 edition, **35 ERT Member companies** 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.

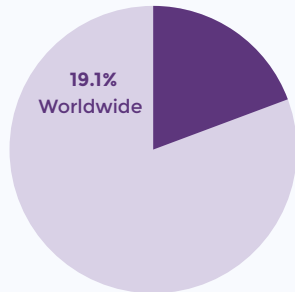
Scope	Home Country	Europe	Worldwide
<b>Average share of women in the workforce</b>	<b>30.1%</b>	<b>29.6%</b>	<b>31.4%</b>
Average increase between a chosen base and status year (in pp)	2.5 pp	0.9 pp	1.4 pp
Average yearly increase (in bps)	41 bps	18 bps	23 bps
<b>Average share of women in leadership positions</b>	<b>24.3%</b>	<b>24.0%</b>	<b>25.4%</b>
Average increase between a chosen base and status year (in pp)	4.9 pp	2.0 pp	4.8 pp
Average yearly increase (in bps)	93 bps	41 bps	86 bps
<b>Average proportion considered leadership positions in the total workforce</b>	<b>12.2%</b>	<b>8.2%</b>	<b>7.9%</b>
Average increase between a chosen base and status year (in pp)	2.3 pp	0.5 pp	0.9 pp
Average yearly increase (in bps)	49 bps	13 bps	15 bps

### 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	2020	2019	2020	2019	2020
	39.2%	38.2%	34.8%	35.0%	26.3%	26.4%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2019	2020
	25.0%	26.2%	21.6%	22.7%	18.7%	<b>19.1%</b>



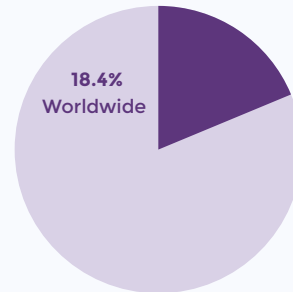
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2019	2020
	~1%	~1%	~1%	~1%	~1%	~1%

### Target

- 30% women executives by 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2017	2020	2017	2020	2017	2020
	30.9%	30.9%	31.2%	30.6%	25.0%	25.1%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2017	2020	2017	2020	2017	2020
	23.3%	18.5%	21.9%	15.6%	22.6%	<b>18.4%</b>



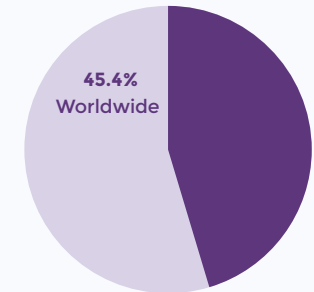
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2017	2020	2017	2020	2017	2020
	5.7%	6.0%	1.8%	1.4%	1.0%	0.9%

### Target

- Target for women in leadership positions: 46.2%.

Share of women in total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	48.6%	47.6%		50.2%	50.0%

Share of women in leadership positions	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	38.8%	39.6%		39.0%	<b>45.4%</b>



Proportion considered leadership positions in the total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	24.9%	29.4%		11.0%	12.1%

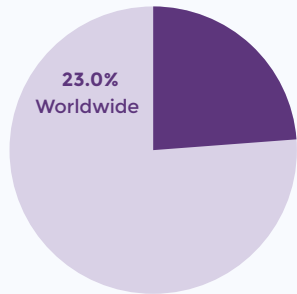


**Target**

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2014	2020	2014	2020	2014	2020
	23.7%	23.7%	23.8%	24.3%	24.4%	25.1%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2014	2020	2014	2020	2014	2020
	14.5%	18.9%	15.9%	20.4%	19.1%	<b>23.0%</b>



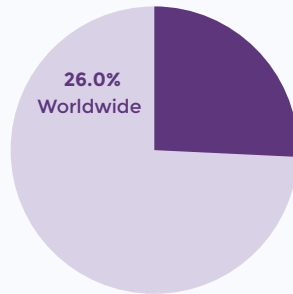
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2014	2020	2014	2020	2014	2020
	5.9%	6.1%	6.4%	6.8%	8.0%	8.1%

**Target**

- 30% women in top and middle management worldwide.

Share of women in total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	31.2%	31.0%		34.6%	35.2%

Share of women in leadership positions	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	13.8%	21.9%		23.7%	<b>26.0%</b>



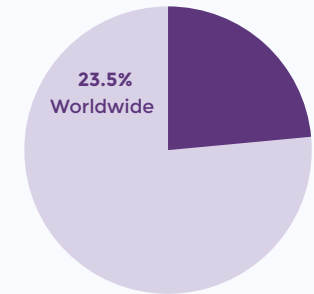
Proportion considered leadership positions in the total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	3.9%	6.7%		5.9%	6.0%

**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	2020	2018	2020
		22.5%	21.5%	22.2%	20.9%

Share of women in leadership positions	Home country	Europe		Worldwide	
		2018	2020	2018	2020
		23.1%	23.9%	22.9%	<b>23.5%</b>



Proportion considered leadership positions in the total workforce	Home country	Europe		Worldwide	
		2018	2020	2018	2020
		24.4%	26.3%	24.0%	25.1%

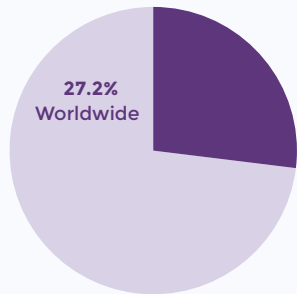


### Target

- Ensure a ratio between hiring and women leaving the company of 1.4 to guarantee the gender turnover.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	21.9%	25.1%	24.2%	26.0%	22.5%	24.2%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
Middle Management Level	25.9%	29.4%	25.8%	29.4%	23.3%	<b>27.2%</b>
Senior Management Level	14.7%	17.4%	14.1%	16.6%	13.2%	<b>15.6%</b>



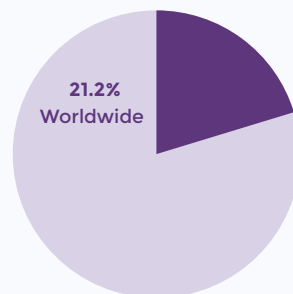
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
Middle Management Level	27.1%	31.7%	24.7%	31.4%	24.2%	<b>30.0%</b>
Senior Management Level	3.6%	3.8%	3.4%	3.7%	3.0%	<b>3.3%</b>

### Target

- Target worldwide for 2020: 24.6%.
- Target home country (Germany): 20.0%.
- Proportion 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	
	2012	2020		2012	2020
	n/a*	29.0%		n/a*	33.0%

Share of women in leadership positions	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	n/a*	16.5%		n/a*	<b>21.2%</b>



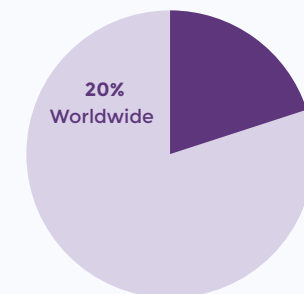
Proportion considered leadership positions in the total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	n/a*	2.5%		n/a*	3.0%

### Target

- For 2020 - have 30% women across the entire organisation, including leaders and executives.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	23%	26%	23%	27%	23%	25%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	23%	24%	22%	23%	20%	<b>20%</b>



Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	9%	8%	8%	7%	9%	7%

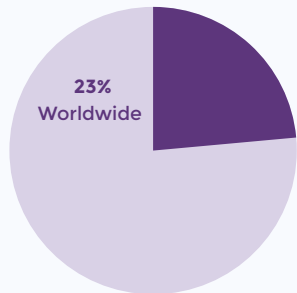


### Target

- 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	2020	2015	2020	2015	2020
	25%	27%	25%	27%	21%	23%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2015	2020	2015	2020	2015	2020
	16%	24%	17%	23%	14%	<b>23%</b>



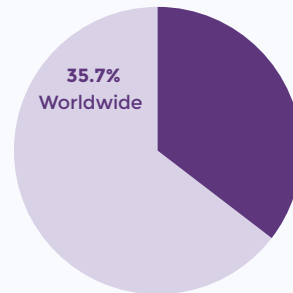
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2015	2020	2015	2020	2015	2020
	5%	8%	1%	2%	1%	1%

### Target

<under revision>

Share of women in total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	36.0%	36.8%		32.5%	35.5%

Share of women in leadership positions	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	29.5%	35.5%		29.5%	<b>35.7%</b>



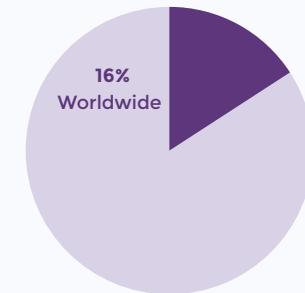
Proportion considered leadership positions in the total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
				18.6%	22.5%

### Target

- Target for women in leadership positions: 16%.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	18%	21%	n/a	20%	14%	18%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	n/a	22%	n/a	17%	n/a	<b>16%</b>



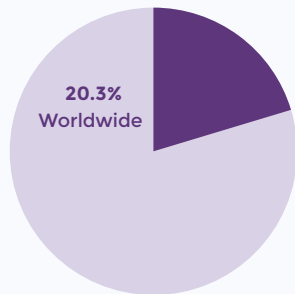
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	n/a	13%	n/a	12%	n/a	11%

**Target**

- Maintain continued and sustainable increase in the percentage of women in leadership positions.

Share of women in total workforce	Home country		Europe		Worldwide	
	2015	2020	2015	2020	2015	2020
	18.2%	20.4%	23.9%	25.4%	23.1%	23.3%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2015	2020	2015	2020	2015	2020
	12.7%	19.8%	14.6%	20.6%	15.7%	<b>20.3%</b>



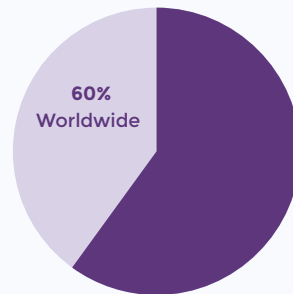
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2015	2020	2015	2020	2015	2020
	5.0%	5.1%	3.9%	4.1%	3.0%	2.3%

**Target**

- Maintain a gender balance of 40/60 in the Group management team over the long term.

Share of women in total workforce	Home country	Europe	Worldwide	
			2012	2020
			56%	48%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2012	2020
			40%	<b>60%</b>



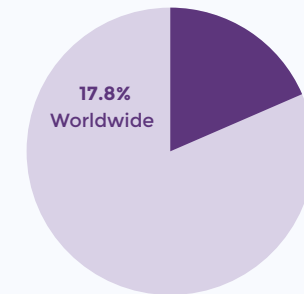
Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2012	2020
			20%	21%

**Target**

- By 2020 - neither gender should count for less than 20% of the director level.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2020	2018	2020	2012	2020
	20.9%	23.8%	14.9%	14.5%	13.6%	11.1%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2013	2020
	26.9%	29.3%	19.2%	22.2%	14.0%	<b>17.8%</b>



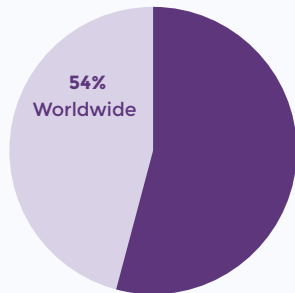
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2013	2020
	7.4%	8.0%	1.8%	1.8%	1.0%	1.0%

Target

- Reach gender equality at all levels of leadership positions.

Share of women in total workforce	Home country	Europe		Worldwide	
		2017	2020	2017	2020
		65%	65%	68%	70%

Share of women in leadership positions	Home country	Europe		Worldwide	
		2017	2020	2017	2020
		50%	51%	53%	<b>54%</b>



Proportion considered leadership positions in the total workforce	Home country	Europe		Worldwide	
		2017	2020	2017	2020
		8%	9%	7%	8%

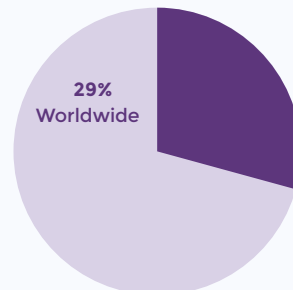
Target

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	2020	2012	2020
		15.7%	36%	32%	43%

Share of women in leadership positions	Home country	Europe		Worldwide	
		2012	2020	2012	2020
Middle Manager Level		19.5%	32%	20.5%	<b>29%</b>
Senior Manager Level		6.8%	27%	8.5%	22%
Executive Level		4.0%	19%	4.0%	18%



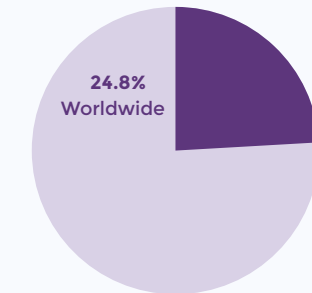
Proportion considered leadership positions in the total workforce	Home country	Europe		Worldwide	
		2018	2020	2012	2020
		37%	38%	5.2%	8%

Target

- 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.

Share of women in total workforce	Home country	Europe		Worldwide	
		2012	2020	2012	2020
		23.0%	22.4%	22.6%	24.0%

Share of women in leadership positions	Home country	Europe		Worldwide	
		2012	2020	2012	2020
Middle Management		17.9%	21.8%	19.4%	<b>24.8%</b>
Top Management		10.2%	10.3%	8.6%	7.5%



Proportion considered leadership positions in the total workforce	Home country	Europe		Worldwide	
		2012	2020	2012	2020
Middle Management		n/a	8.2%	n/a	5.4%
Top Management		n/a	0.3%	n/a	0.2%



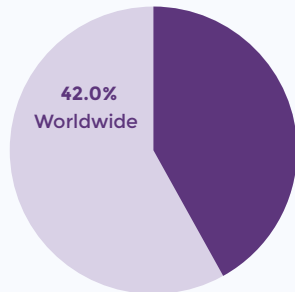


### Target

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2019	2020
	42.0%	41.2%	41.7%	42.3%	32.8%	37.5%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2019	2020
	39.5%	39.9%	43.2%	43.1%	43.2%	<b>42.0%</b>



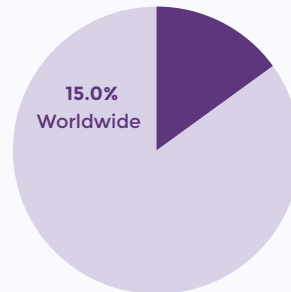
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2020	2019	2020	2019	2020
	25.2%	44.3%	16.9%	13.7%	15.4%	15.5%

### Target

- Maintain a gender balance of 40/60 in the Group management team over the long term.

Share of women in total workforce	Home country	Europe	Worldwide	
			2018	2020
			21.9%	21.9%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2018	2020
			15.2%	<b>15.0%</b>



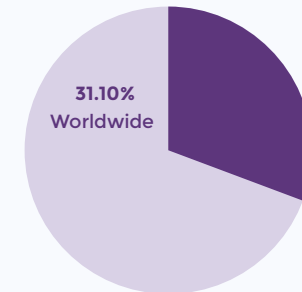
Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2019	2020

### Target

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
	36.04%	36.60%	n/a	37.00%	36.50%	36.00%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2019	2020	2012	2020	2012	2020
	31.00%	31.50%	n/a	31.80%	23.80%	<b>31.10%</b>



Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2020	2012	2020	2012	2020
	0.98%	n/a	n/a	n/a	0.66%	0.87%

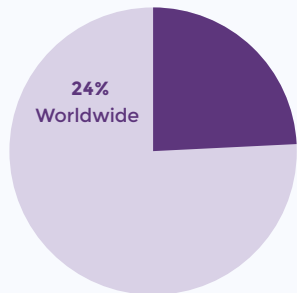


**Target**

- Share of women in leadership positions by 2020: 25%.

Share of women in total workforce	Home country		Europe		Worldwide	
	2018	2020	2016	2020	2013	2020
	29%	30%	33%	35%	35%	38%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2018	2020	2013	2020	2016	2020
	18%	24%	16%	22%	16%	<b>24%</b>



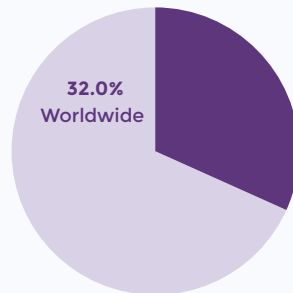
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2013	2020	2018	2020	2013	2020
	6%	6%	1%	3%	2%	2%

**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	2020		2012	2020
	41.0%	43.4%		48.0%	49.3%

Share of women in leadership positions	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	21.0%	29.4%		22.0%	<b>32.0%</b>



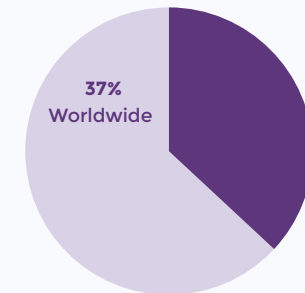
Proportion considered leadership positions in the total workforce	Home country		Europe	Worldwide	
	2012	2020		2012	2020
	1.5%	1.5%		0.5%	0.5%

**Target**

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

Share of women in total workforce	Home country	Europe	Worldwide	
			2012	2020
			32%	31%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2012	2020
			29%	<b>37%</b>



Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2012	2020
			9%	11%

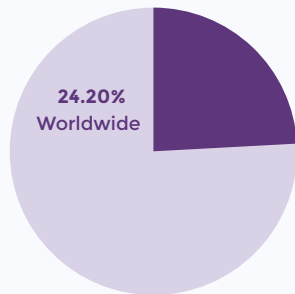


### Target

- 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	2020	2012	2020	2012	2020
	21.8%	25.0%	20.7%	25.2%	20.0%	22.4%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020
Management Positions	21.7%	28.5%	18.9%	24.9%	18.4%	<b>24.2%</b>
Senior Management Positions					8.0%	<b>17.1%</b>



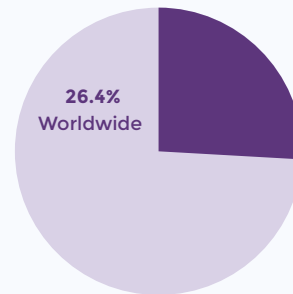
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2012	2020

### 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	
	2012	2020	2012	2020	2014	2020
					30.3%	33.5%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2014	2020
					19.8%	<b>26.4%</b>



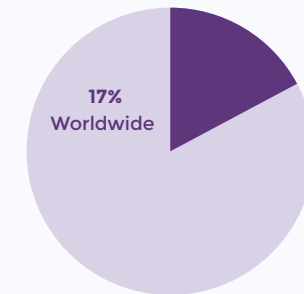
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2014	2020
					9.4%	10.0%

### Target

- 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%.

Share of women in total workforce	Home country		Europe		Worldwide	
	2018	2020	2018	2020	2018	2020
	22%	23%			24%	25%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2018	2020	2018	2020	2018	2020
	12%	13%			16%	<b>17%</b>



Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2020	2018	2020	2018	2020
	9%	10%			8%	10%

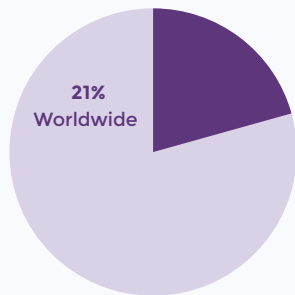


### Target

- 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	2020
			16%	19%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2012	2020
			16%	<b>21%</b>



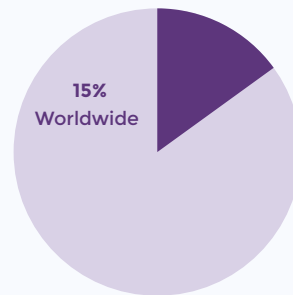
Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2012	2020
			4.0%	4.8%

### 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	2020	2016	2020	2016	2020
	26%	37%	21%	25%	21%	23%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2016	2020	2016	2020	2016	2020
	17%	19%	14%	15%	14%	<b>15%</b>



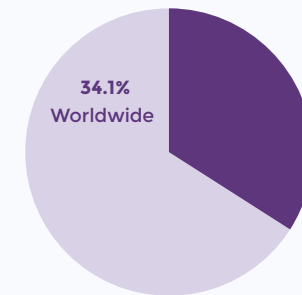
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2016	2020	2016	2020	2016	2020
	6%	9%	2%	2%	2%	2%

### Target

- By 2020:
- 30% women in Board of Directors & Supervisory Board;
  - 21% women in Executive positions;
  - 30% women in Senior Management.

Share of women in total workforce	Home country	Europe	Worldwide	
			2013	2020
			50.0%	55.3%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2013	2020
Management All Levels			31.0%	<b>34.1%</b>
Senior Management			22.0%	27.1%
Executive Positions			15.0%	17.3%
Board of Directors & Supervisory Board			10.0%	30.8%



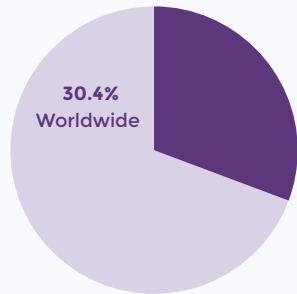
Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2013	2020
Management All Levels			16.0%	17.2%
Senior Management			2.0%	2.1%
Executive Positions			1.0%	1.3%
Board of Directors & Supervisory Board			0.4%	0.2%

### Target

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

Share of women in total workforce	Home country	Europe	Worldwide	
			2014	2020
			38.0%	38.0%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2018	2020
Executive positions			21.5%	25.7%
Leadership positions			30.0%	<b>30.4%</b>



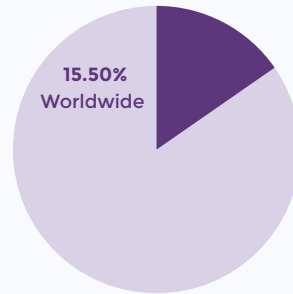
Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2012	2020
Executive positions			n/a	0.8%
Leadership positions			n/a	3.7%

### 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	2020	2012	2020	2012	2020
	14.00%	16.38%	14.00%	12.14%	10.00%	12.17%

Share of women in leadership positions	Home country		Europe		Worldwide	
	2012	2020	2012	2020	2018	2020
	6.00%	16.93%	19.00%	18.38%	15.69%	<b>15.50%</b>



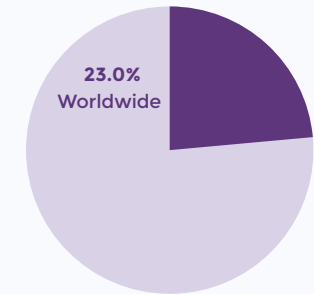
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2018	2020	2018	2020	2018	2020
	20.00%	21.67%	14.34%	15.89%	11.00%	13.98%

### Target

- Increase the proportion of women senior executives to 25% in 2020.
- Get more than 20% of women in the Management Committees (Headquarters and affiliates).
- Get more than 20% women members in the Management Committees of branches and in large operational divisions.

Share of women in total workforce	Home country	Europe	Worldwide	
			2012	2020
			31.0%	35.8%

Share of women in leadership positions	Home country	Europe	Worldwide	
			2012	2020
			16.0%	<b>23.0%</b>



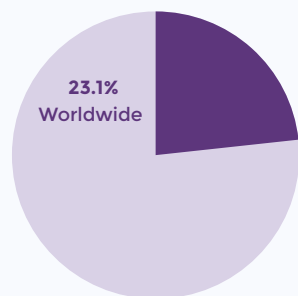
Proportion considered leadership positions in the total workforce	Home country	Europe	Worldwide	
			2012	2020
			23.0%	28.5%

### 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	2020	2012	2020
		19.3%	20.5%	21.5%	20.9%

Share of women in leadership positions	Home country	Europe		Worldwide	
		2012	2020	2012	2020
Senior leadership positions		7.8%	12.7%	8.3%	11.0%
Management positions				n/a	<b>23.1%</b>



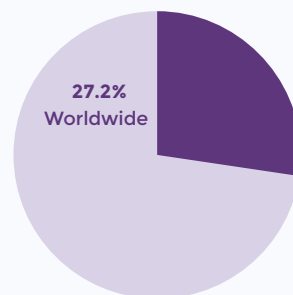
Proportion considered leadership positions in the total workforce	Home country	Europe		Worldwide	
		2012	2020	2012	2020
Senior leadership positions		1.5%	1.8%	1.3%	1.3%

### Target

- Having made significant progress in female representation in its business, Vodafone is now aiming to reach 40% women in management and leadership positions by 2030.

Share of women in total workforce	Home country	Europe		Worldwide	
		2017	2020	2017	2020
		43.7%	44.0%	37.5%	39.4%

Share of women in leadership positions	Home country	Europe		Worldwide	
		2017	2020	2017	2020
Leadership positions		28.3%	28.9%	25.9%	<b>27.2%</b>
Senior Leadership Roles		28.7%	28.4%	25.8%	27.1%
Leadership and Management Roles		30.5%	32.8%	28.2%	30.7%



Proportion considered leadership positions in the total workforce	Home country	Europe		Worldwide	
		2017	2020	2017	2020
Senior leadership positions		5.2%	5.6%	7.6%	6.4%



The European Round Table for Industry (ERT) is a forum that brings together around 55 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.

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