



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

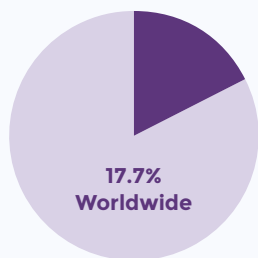


Target

- 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%



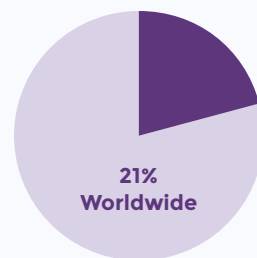
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2020	2021	2020	2021	2020	2021
Senior leadership	4.3%	4.2%	0.8%	0.8%	0.6%	0.5%
All leadership	16.8%	17.9%	11.6%	11.6%	11.5%	11.5%

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%



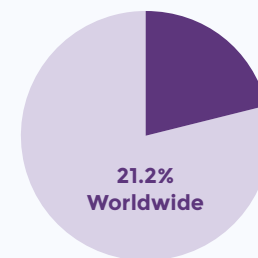
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2021	2019	2021	2019	2021
	~1%	~1%	~1%	~1%	~1%	~1%

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%



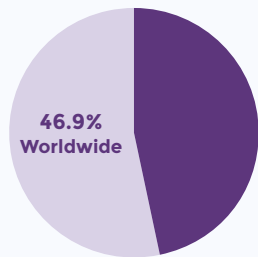
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2017	2021	2017	2021	2017	2021
	5.7%	5.7%	1.8%	1.3%	1%	0.8%

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%



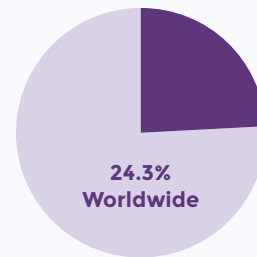
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2021	-	-	2012	2021
	24.9%	30.6%			11%	12.8%

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%

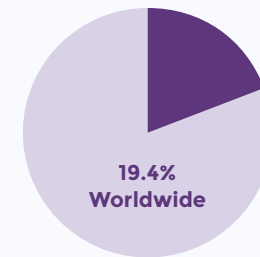
Target

- 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%

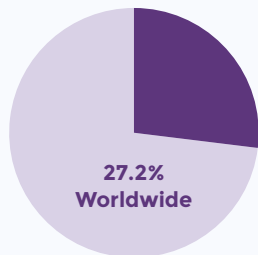


Target

- 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%



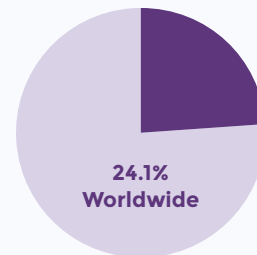
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2021	-	-	2012	2021
	3.9%	6.2%			5.9%	5.8%

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%



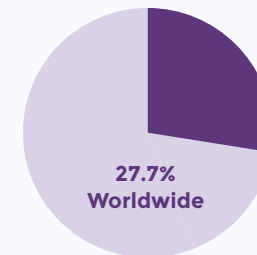
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2018	2021	2018	2021	2018	2021
	27.4%	29.7%	24.4%	26.8%	24%	26.2%

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%

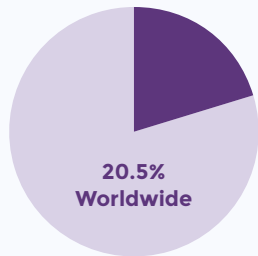


Target

- 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%



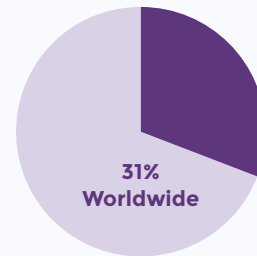
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2020	2021	-	-	2020	2021
	2.5%	2.7%	-	-	3%	2.1%

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%



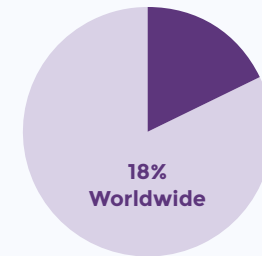
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2021	2012	2021	2012	2021
Line Managers	-	7%	-	25%	-	21%
Executive level	-	0.1%	-	0.2%	-	0.2%

Target

- Ferrrovial 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%

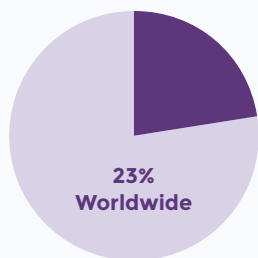


Target

- 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%

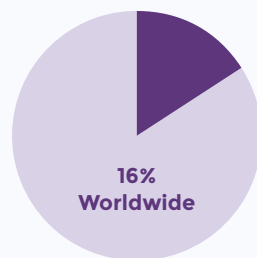


Target

- 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%

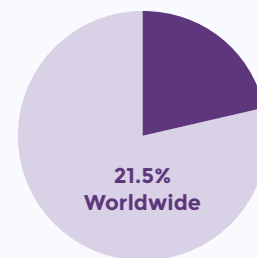


Target

- 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%

investor



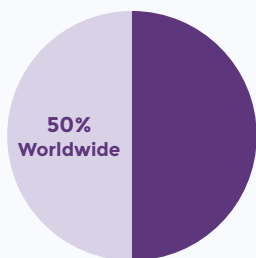
L'ORÉAL

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%



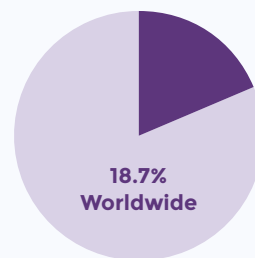
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	-	-	-	-	2012	2021
	-	-	-	-	5%	8%

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%



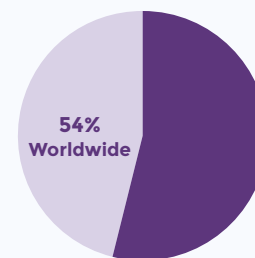
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2021	2019	2021	2013	2021
	7.4%	7.5%	1.8%	1.8%	1%	1%

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%



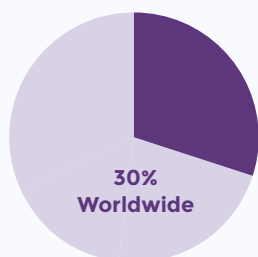
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	-	-	2017	2021	2017	2021
	-	-	8%	10%	7%	8%

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%



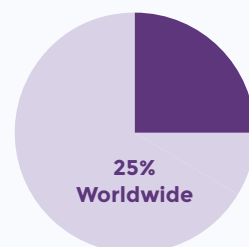
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2021	2018	2021	2012	2021
	37%	40%	20%	17%	5.2%	8%

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%



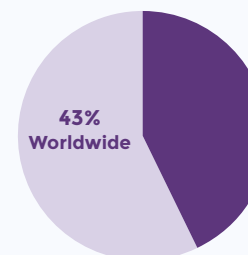
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2021	2012	2021	2012	2021
Middle Management	-	-	-	-	n/a	5.4%
Top Management	-	-	-	-	n/a	0.3%

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%



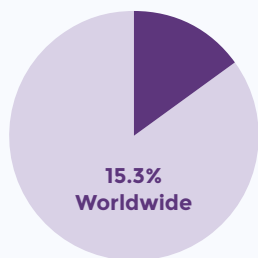
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2021	2019	2021	2019	2021
	25%	44%	17%	15%	15%	12%

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%



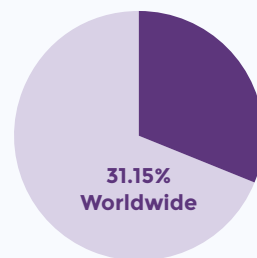
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	-	-	-	-	-	-
	-	-	-	-	-	4%

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%



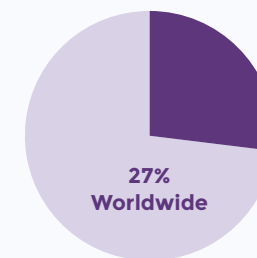
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2019	2021	2020	2021	2012	2021
	0.98%	1.20%	n/a	1%	0.66%	0.90%

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%

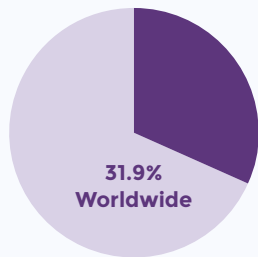


Target

- 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%



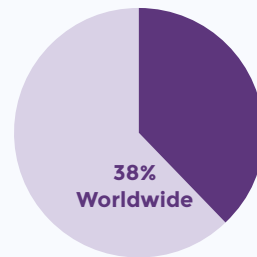
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2012	2021	-	-	2012	2021
	1.5%	1.3%	-	-	0.5%	0.5%

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%



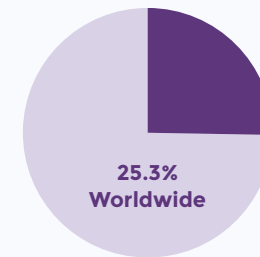
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	-	-	-	-	2020	2021
	-	-	-	-	9%	13%

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	
	-	-	-	-	-	-
	-	-	-	-	-	-

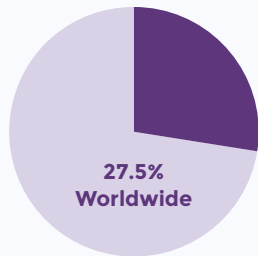


Target

- 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%

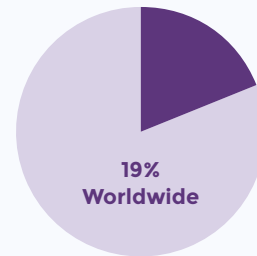


Target

- 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%

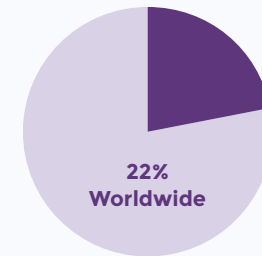


Target

- 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%

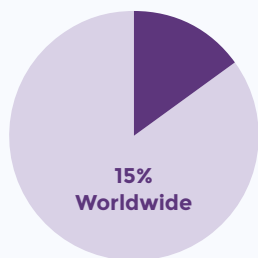


Target

- 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%

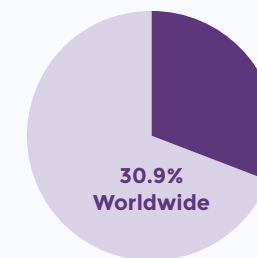


Target

- 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%

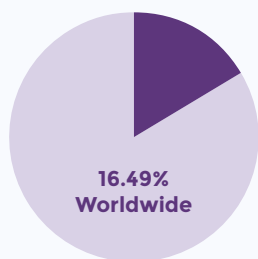


Target

- 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%



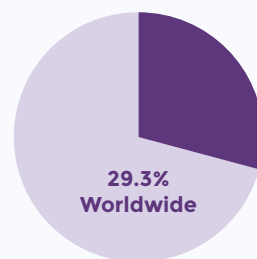
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	2018	2021	2018	2021	2018	2021
	20%	23.32%	14.34%	16.91%	11%	14.37%

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%



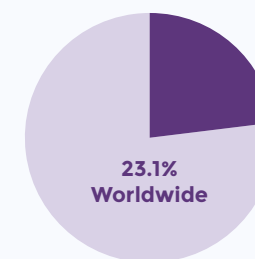
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	-	-	-	-	-	-
	-	-	-	-	-	-

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%

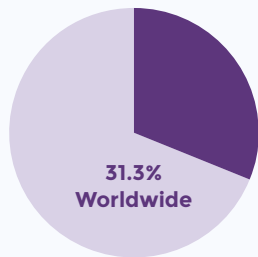


Target

- 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%



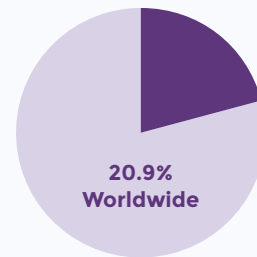
Proportion considered leadership positions in the total workforce	Home country		Europe		Worldwide	
	-	-	2017	2021	2017	2021
	-	-	5.2%	5.4%	7.6%	7.0%

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%

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Released on 5 March 2021