



European Round Table
for Industry

Women in Leadership Positions

Voluntary Targets **2022**

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 engage and involve the vast female talent pool.

Since 2013, ERT has sought to measure and improve the state of play in this important area of gender equality, by publishing annual reports of company-specific targets and figures on the involvement of women in business. This is just one of the ways industrial & technology companies demonstrate the rollout of their actions towards gender equality. Such regular performance analysis also ensures appropriate attention at C-level.

For this 2022 edition, 44 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 industrial sectors and country cultures. Participation in this annual initiative requires that each company review its targets and report on year-on-year progress.

**"If you can't measure it,
you can't improve it."**

Peter Drucker

Scope	Home Country	Europe	Worldwide
Average share of women in the workforce - 2022	26.05%	27.75%	29.26%
Average increase between base and status year (in pp)	0.73%	0.75%	1.67%
Average share of women in leadership positions - 2022	25.46%	24.69%	25.55%
Average increase between a chosen base and status year (in pp)	4.90%	3.62%	4.13%
Average proportion considered leadership positions in the total workforce - 2022	12.68%	9.60%	7.60%
Average increase between base and status year (in pp)	-0.01%	-0.05%	0.43%

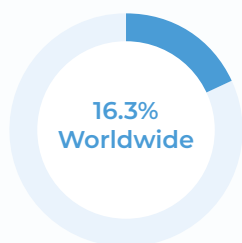


TARGET

- D&I Strategy 2030: Double the number of women in senior management roles to 25 percent (senior management defined as roles in Hay grades 1-7).

Share of women in total workforce	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
	21.5%	22.0%	26.1%	26.6%	25.8%	26.4%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
	19.6%	22.8%	14.6%	17.6%	13.5%	16.3%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
Senior leadership	4.2%	4.2%	0.8%	0.8%	0.5%	0.5%
All leadership	17.9%	17.7%	11.6%	11.7%	11.5%	11.6%

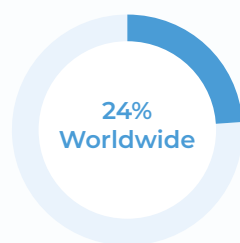


TARGET

- 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	2022	2019	2022	2019	2022
	39.2%	39.5%	34.8%	37.4%	26.3%	27.6%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	25.0%	35.7%	21.6%	30.8%	18.7%	24%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	~1%	~1%	~1%	~1%	~1%	~1%

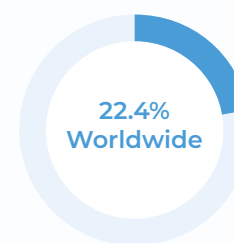


TARGET

- 30% women executives by 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2017	2022
	30.9%	31.6%	31.2%	29.5%	25.0%	25.6%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2017	2022
	23.3%	22.7%	21.9%	18.8%	22.6%	22.4%



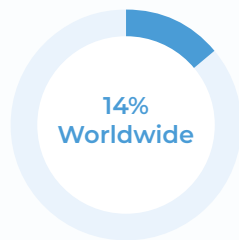
Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2017	2022
	5.7%	6.2%	1.8%	1.3%	1.0%	0.9%

TARGET

- To double the the number of women in management positions by 2030 – to reach 25%.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	12%	14%	13%	12%	15%	16%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	16%	22%	12%	13%	12%	14%



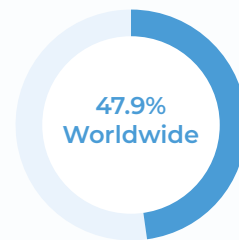
Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	7%	7%	1%	1%	1%	1%

TARGET

- Reach gender equality in management positions by 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022			2012	2022
	48.6%	48.0%			50.2%	51.6%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022			2012	2022
	38.8%	42.2%			39.0%	47.9%



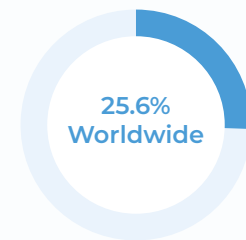
Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
	24.9%	33.2%			11.0%	12.1%

TARGET

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2014	2022	2014	2022	2014	2022
	23.7%	24.5%	23.8%	24.9%	24.4%	26.1%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2014	2022	2014	2022	2014	2022
	14.5%	21.2%	15.9%	22.6%	19.1%	25.6%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2014	2022	2014	2022	2014	2022
	5.9%	6.2%	6.4%	6.9%	8.0%	8.1%

“

It's an honor to lead a company with so many talented people, and it's great to see the number of female employees on the rise in our male-dominated business.

*A greater diversity is an advantage when embarking on the challenges and opportunities ahead.
Happy Women's Day!*

Hilde Merete Aasheim

President and CEO of Norsk Hydro



ERT

**#Embrace
Difference**

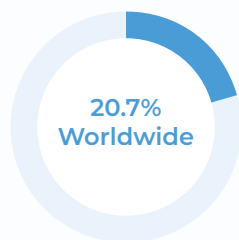


TARGET

- As per our ESG commitments, our ambition is to reach by the end of 2025 40% of women in our workforce and 30% in executive leadership positions.
- We maintain our objective to have every year a minimum of 30% of women among new Vice-Presidents (whether internally promoted or externally hired).

Share of women in total workforce	Home country	Europe	Worldwide	
			2018	2022
			31.4%	35.8%

Share of women in Leadership positions	Home country	Europe	Worldwide	
			2018	2022
			13.7%	20.7%



Proportion considered leadership positions on the total workforce	Home country	Europe	Worldwide	
			2018	2022
			n/a	0.6%

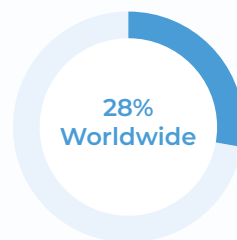


TARGET

- 30% women in leadership position by end 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022			2012	2022
	31.2%	31.0%			34.6%	35%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022			2012	2022
	13.8%	22.0%			23.7%	28%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2012	2022			2012	2022
	3.9%				5.9%	

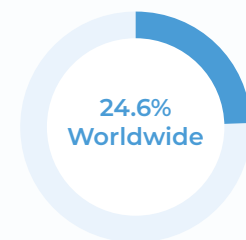


TARGET

- 50% of women in leadership positions by 2030.

Share of women in total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	20.7%	21.5%	22.5%	22.0%	22.2%	21.8%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	26.1%	27.8%	23.1%	24.7%	22.9%	24.6%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	27.4%	30.1%	24.4%	27.4%	24.0%	26.7%

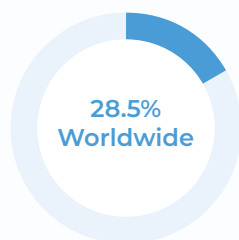


TARGET

- Increase the share of women in total workforce by about 3 percentage points by 2030 with respect to 2021.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	21.9%	25.2%	24.2%	26.7%	22.5%	26.2%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
Middle Management Level	25.9%	30.6%	25.8%	30.5%	23.3%	28.5%
Senior Management Level	14.7%	18.9%	14.1%	17.8%	13.2%	16.7%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
Middle Management Level	27.1%	31.3%	24.7%	30.5%	24.2%	28.6%
Senior Management Level	3.6%	3.7%	3.4%	3.5%	3.0%	3.0%

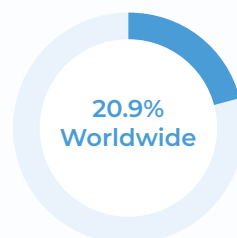


TARGET

- Target worldwide for 2022: 21.7%;
- Target home country (Germany): 18.0%;
- 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	
	2021	2022			2021	2022
	28.4%	27.9%			32.1%	31.7%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2021	2022			2021	2022
	16.8%	17.7%			20.5%	20.9%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2021	2022			2021	2022
	2.7%	2.7%			2.1%	2.0%

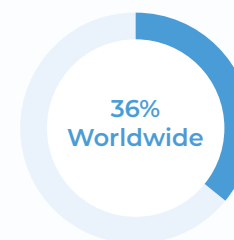


TARGET

- At Ericsson we aim to have greater than or equal to 30% representation of women in the total workforce, line manager and executive population.

Share of women in total workforce	Home country		Europe		Worldwide	
	2013	2022	2013	2022	2013	2022
	n/a	25%	n/a	26%	21%	25%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2013	2022	2013	2022	2013	2022
Line Managers	n/a	22%	n/a	26%	18%	21%
Executive level	n/a	34%	n/a	42%	19%	36%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2013	2022	2013	2022	2013	2022
Line Managers	n/a	7%	n/a	8%	n/a	7%
Executive level	n/a	0.1%	n/a	0.2%	n/a	0.2%

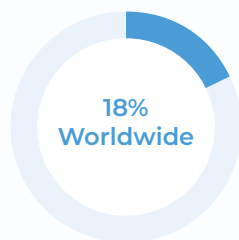


TARGET

- 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	2022	2020	2022	2020	2022
	23%	23%	31%	31%	30%	31%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
	16%	16%	17%	18%	18%	18%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
	34%	32%	36%	35%	31%	32%

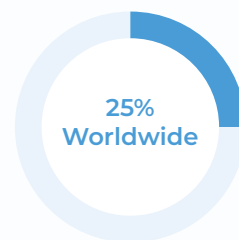


TARGET

- 2025 ambition: 30% women in senior management positions.
- 2030 ambition: 40%, on the path to gender balance.

Share of women in total workforce	Home country		Europe		Worldwide	
	2015	2022	2015	2022	2015	2022
	25%	26%	25%	28%	21%	23%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2015	2022	2015	2022	2015	2022
	16%	28%	17%	26%	14%	25%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2015	2022	2015	2022	2015	2022
	5%	5%	1%	2%	1%	1%

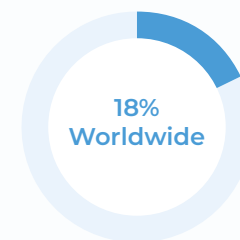


TARGET

- 25% of senior management is comprised of female executives by 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2020	2021	2020	2021	2020	2021
					14%	15%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2020	2021	2020	2021	2020	2021
					17%	18%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2020	2021	2020	2021	2020	2021
					2%	2%

“

It has been definitely proven that inclusion and gender equality focus is essential in the success of the organizations; so, it is the right time to move from ‘declaration’ to ‘action’. Act Now! Filling the gender pipeline from STEM roles to top-level executive roles is critical and it is the duty of the leaders.

Güler Sabancı

Chair of Hacı Ömer Sabancı Holding



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**Embrace
Difference**

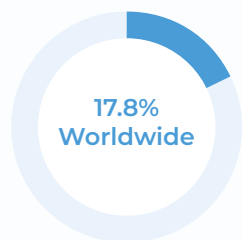


TARGET

- 2025 Ambitions: 25 % (female leaders). 25 % females overall. 35% female leaders, including female specialists.

Share of women in total workforce	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	21.73%	22.82%	19.00%	20.45%	18.07%	20.04%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	20.26%	21.68%	15.00%	16.47%	15.29%	17.80%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	11.53%	10.81%	11.00%	12.55%	9.22%	10.25%

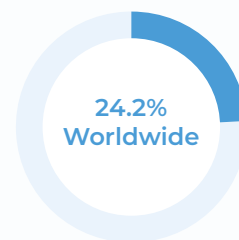


TARGET

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2015	2022	2015	2022	2015	2022
	18.2%	22.3%	23.9%	27.0%	23.1%	23.4%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2015	2022	2015	2022	2015	2022
	12.7%	22.9%	14.6%	24.4%	15.7%	24.2%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2015	2022	2015	2022	2015	2022
	5.0%	4.7%	3.9%	3.9%	3.0%	2.0%

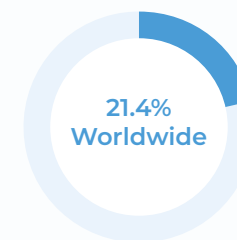


TARGET

- Increase the share of women at director level to 35% by 2030.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2018	2022	2012	2022
	20.9%	25.0%	14.9%	15.8%	13.6%	11.6%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2013	2022
	26.9%	34.2%	19.2%	26.7%	14.0%	21.4%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2013	2022
	7.4%	7.3%	1.8%	1.8%	1.0%	1.0%

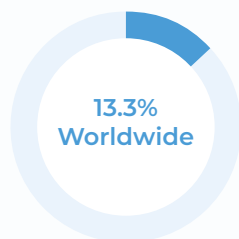


TARGET

- 20% female representation at management levels - target year 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2020	2022	2020	2022	2020	2022
	16.2%	16.6%	16.6%	16.9%	18.2%	18.5%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2020	2021	2020	2022	2020	2022
	11.1%	12.5%	11.5%	12.6%	11.8%	13.3%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2020	2021	2020	2022	2020	2022
	2.8%	2.7%	2.6%	2.5%	2.4%	2.3%

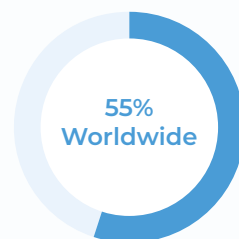


TARGET

- Reach gender equality at all levels of leadership positions.

Share of women in total workforce	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2017	2022
	65%	64%	68%	69%		

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2017	2022
	50%	54%	53%	55%		



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2017	2022
	8%	9%	7%	8%		

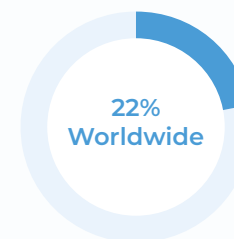


TARGET

- 2025 Target for Maersk is to have female leadership representation of:
 - 1) 45% at management level;
 - 2) 40% at middle manager level;
 - 3) 40% at senior manager level (Junior);
 - 4) 35% at senior manager level (Senior); and
 - 5) 30% at executive level.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2018	2022	2012	2022
	15.7%	8%	41%	19%	32%	31%

Share of women in Leadership positions*	Home country		Europe		Worldwide	
	2012	2022	2018	2022	2012	2022
	19.5%	24%	30%	23%	20.5%	22%



Proportion considered leadership positions on the total workforce*	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2012	2022
	37%	2%	20%	2%	5.2%	1%

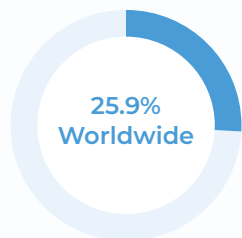
*Definition of leadership position changed in 2021 along with inclusion of seafarers (81% of employees in home country)

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 2025.
- Increase the share of women in top management positions to 10% by 2022.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
					22.6%	25.5%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
					n/a	25.9%



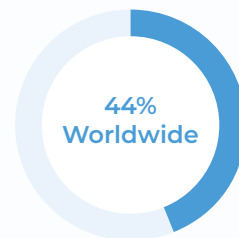
Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
					n/a	6.0%

TARGET

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	42%	41%	42%	45%	33%	39%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	40%	42%	43%	46.0%	43%	44%



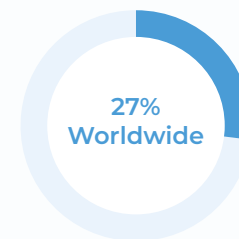
Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2019	2022	2019	2022	2019	2022
	25%	44%	17%	17%	15%	13%

TARGET

- Hire at minimum 26% females in our global external recruits in 2022

Share of women in total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	23.2%	20.6%	20.2%	21.1%	21.9%	22.5%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
share of women in leadership positions	22.5%	23.3%	15.5%	17.2%	15.2%	15.9%
share of women on executive management board					13%	27%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	7.0%	6.5%	4.2%	5.0%	3.1%	4.1%

“

The path to parity is a long journey and I am proud of what we have accomplished so far at Solvay through our Diversity, Equity and Inclusion roadmap.

We are building strong foundations and acting for an equal representation of women and other minorities at work.

Ilham Kadri

CEO of Solvay Group



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**Embrace
Difference**

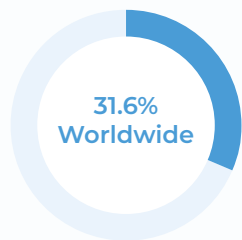


TARGET

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

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2020	2022	2012	2022
	36.04%	36.50%	37.00%	36.90%	36.50%	35.90%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2019	2022	2020	2022	2012	2022
	31.00%	31.90%	31.80%	31.70%	23.80%	31.60%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2019	2022	2020	2022	2012	2022
	0.98%	1.19%	n/a	1.03%	0.66%	0.95%

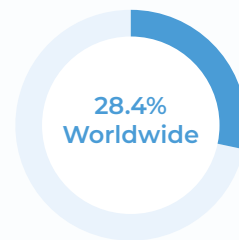


TARGET

- Share of women in leadership positions by 2025: 35%.

Share of women in total workforce	Home country		Europe		Worldwide	
	2018	2022	2016	2022	2013	2022
	29.10%	32.03%	32.70%	35.61%	34.95%	40.16%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2018	2022	2013	2022	2016	2022
	17.50%	27.74%	16.43%	26.75%	15.90%	28.44%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2013	2022	2018	2022	2013	2022
	5.57%	5.39%	0.50%	3.22%	1.75%	1.76%

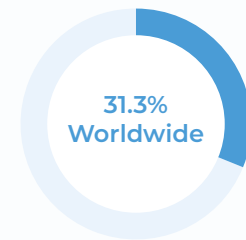


TARGET

- 2% increase year on year for Senior Leader positions; and
- 2% increase year on year for entire population.

Share of women in total workforce	Home country		Europe		Worldwide	
	2021	2022	2021	2022	2021	2022
			30.1%	31.5%	20.1%	21.6%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2021	2022	2021	2022	2021	2022
			31.3%	32.5%	29.6%	31.3%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2021	2022	2021	2022	2021	2022
			25.4%	26.0%	8.2%	8.6%

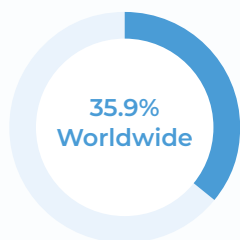


TARGET

- Gender: Increase by +2p% share of Women in Executive Positions.

Share of women in total workforce	Home country		Europe	Worldwide	
	2020	2022		2020	2022
	43.6%	43.6%		51.0%	50.9%

Share of women in Leadership positions	Home country		Europe	Worldwide	
	2020	2022		2020	2022
	29.9%	31.0%		33.5%	35.9%



Proportion considered leadership positions on the total workforce	Home country		Europe	Worldwide	
	2020	2022		2020	2022
	1.3%	1.4%		0.5%	0.5%

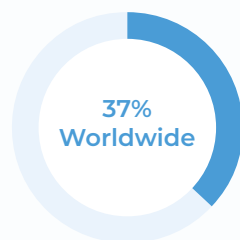


TARGET

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

Share of women in total workforce	Home country		Europe	Worldwide	
	2012	2022		2012	2022
				32%	29%

Share of women in Leadership positions	Home country		Europe	Worldwide	
	2012	2022		2012	2022
				29%	37%



Proportion considered leadership positions on the total workforce	Home country		Europe	Worldwide	
	2012	2022		2012	2022
				9%	13%

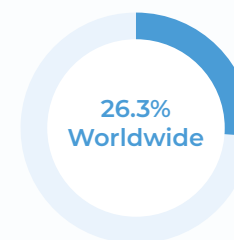


TARGET

- Target for women in management positions: 30% in 2025.
- Target for women in senior management positions: 25% in 2025.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	21.8%	25.8%	20.7%	23.3%	20.0%	23.2%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	21.7%	30.1%	18.9%	26.7%	18.4%	26.3%



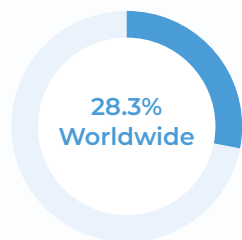


TARGET

- 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	2022
			30.3%	34.3%

Share of women in Leadership positions	Home country	Europe	Worldwide	
			2014	2022
			19.8%	28.3%



Proportion considered leadership positions on the total workforce	Home country	Europe	Worldwide	
			2014	2022
			9.4%	9.7%

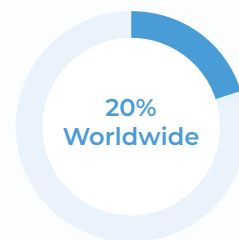


TARGET

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

Share of women in total workforce	Home country		Europe	Worldwide	
	2018	2022		2018	2022
	22%	25%		24%	27%

Share of women in Leadership positions	Home country		Europe	Worldwide	
	2018	2022		2018	2022
	12%	15%		16%	20%



Proportion considered leadership positions on the total workforce	Home country		Europe	Worldwide	
	2019	2022		2018	2022
	9%	10%		8%	10%

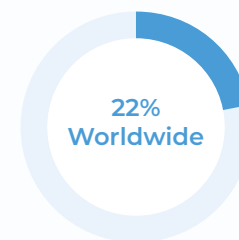


TARGET

- Our stated ambition is to improve the female % representation in manager positions across the Group by 2% points per annum for the next 3 years, in addition to our overall ambition to achieve a greater gender balance, with 25% female representation by 2024

Share of women in total workforce	Home country	Europe		Worldwide	
		2018	2022	2018	2022
		17%	19%	19%	20%

Share of women in Leadership positions	Home country	Europe	Worldwide	
			2018	2022
			20%	22%



Proportion considered leadership positions on the total workforce	Home country	Europe	Worldwide	
			2018	2022
			4.3%	4.4%

“

The times when women could only make it with a full focus on their career are over! Unlike in my generation, today, career, leadership and family life go hand in hand much better.

Young mothers in particular are very good role models: They lead with very great enthusiasm, strong principles and a lot of perseverance.

This is a perfect fit with my leadership philosophy: it is not hierarchies or gender that decide, but competence and speed.

Martina Merz

CEO of thyssenkrupp



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**Embrace
Difference**



TARGET

- We consider gender parity to be a bridge leading to gender equity, which results from ensuring the access of women and men to the same opportunities, while respecting individual choices.
- To accelerate our objective for more diverse management teams, we give ourselves the target of reaching gender parity for our middle and senior management by 2030.
- In 2021, women represented 25.4% of Solvay's middle and senior management and we have set the target to improve by 2% in 2022.

Share of women in total workforce	Home country		Europe		Worldwide	
	2016	2022	2016	2022	201	2022
			21%	25%	21%	23%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2016	2022	2016	2022	2016	2022
			14%	18%	14%	15%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2016	2022	2016	2022	2016	2022
			2%	2%	2%	1.5%

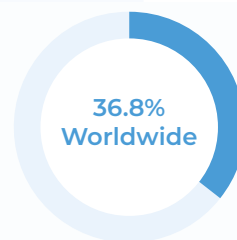


TARGET

- 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	2022
					50.0%	57.2%

Share of women in Leadership positions	Home country		Europe		Worldwide	
					2013	2022
Board of Directors & Supervisory Board					10.0%	35.7%
Executive Positions					15.0%	20.0%
Senior Management					22.0%	26.0%
Management All Levels					31.0%	36.8%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
					2013	2022
Board of Directors & Supervisory Board					0.4%	0.2%
Executive Positions					1.0%	1.3%
Senior Management					2.0%	2.1%
Management All Levels					16.0%	17.7%

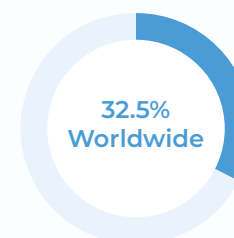


TARGET

- Global Target: 33,4% of executive positions held by women by 2024.

Share of women in total workforce	Home country		Europe		Worldwide	
					2014	2022
					38.00%	38.06%

Share of women in Leadership positions	Home country		Europe		Worldwide	
					2018	2022
Executive positions*					21.50%	30.40%
Leadership positions					30.00%	32.50%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
					2020	2022
Executive positions					0.80%	0.70%
Leadership positions					3.70%	4.00%

* Including JV UK & 29,4%, excluding JV UK

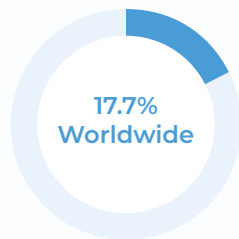


TARGET

- Techint aims to constantly increase the percentage of women in management positions.

Share of women in total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	6.4%	8.1%	37.4%	44.6%	12.3%	14.1%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	13.6%	16.1%	26.5%	27.0%	16.0%	17.7%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	10.5%	10.7%	13.2%	11.6%	9.6%	8.8%

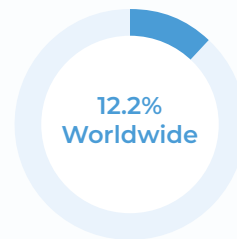


TARGET

- 16% (until Sep 30, 2025).

Share of women in total workforce	Home country		Europe		Worldwide	
					2013	2022
					14.4%	16.2%

Share of women in Leadership positions	Home country		Europe		Worldwide	
					2013	2022
					6.3%	12.2%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
					2013	2022
					1.0%	1.4%

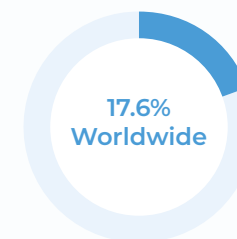


TARGET

- 1/3 female participation in BoD.
- Equal opportunities & inclusion and 20% increase of female participation in senior roles, talent pools and new hires.

Share of women in total workforce	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2012	2022
	14.00%	17.22%	14.00%	16.85%	10.00%	13.36%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2012	2022	2012	2022	2018	2022
	6.00%	19.71%	19.00%	20.36%	15.69%	17.59%



Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2018	2022	2018	2022	2018	2022
	20.00%	23.10%	14.34%	16.81%	11.00%	14.43%



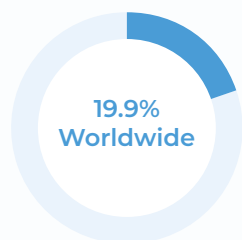
TARGET

Increase the proportion of women to at least 30% at all level of the management by 2025:

- COMEX : 30%
- C70 : 30%
- CODIRS of branches and in large functional divisions : 30%
- Executives : 30%
- CODIRS (Headquarters & subsidiaries) : 30%
- Senior Managers: 30%

Share of women in total workforce	Home country	Europe	Worldwide	
			2012	2022
			30.0%	35.8%

Share of women in Leadership positions	Home country	Europe	Worldwide	
			2014	2022
			12.0%	19.9%

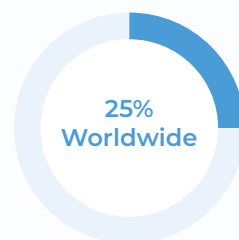


TARGET

- Gender parity as soon as possible with 35% women in management by 2030.

Share of women in total workforce	Home country	Europe		Worldwide	
		2012	2022	2012	2022
		19.3%	21.9%	21.5%	22.5%

Share of women in Leadership positions	Home country	Europe		Worldwide	
		2012	2022	2012	2022
Senior leadership positions		7.8%	15.2%	8.3%	12.4%
Management positions				n/a	25%



Proportion considered leadership positions on the total workforce	Home country	Europe		Worldwide	
		2012	2022	2012	2022
Senior leadership positions		1.5%	1.8%	1.3%	1.4%

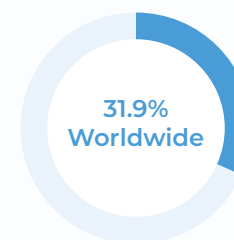


TARGET

- 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	2022	2017	2022
		43.7%	44.3%	37.5%	39.9%

Share of women in Leadership positions	Home country	Europe		Worldwide	
		2017	2022	2017	2022
		30.5%	34.5%	28.2%	31.9%



Proportion considered leadership positions on the total workforce	Home country	Europe		Worldwide	
		2017	2022	2017	2022
		5.2%	6.0%	7.6%	7.1%

“

As a company where women make up half of our leadership and 46% of our workforce, we see firsthand the positive impact workforce diversity has on driving better decisions, innovation and growth. To remain competitive in today's marketplace, ensuring women are represented in every aspect of our business is critical to serving the needs of our customers and society at large.”

Nancy McKinstry

CEO of Wolters Kluwer



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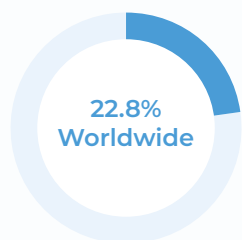
**Embrace
Difference**

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	
	2014	2022	2014	2022	2014	2022
	22.6%	25.5%	20.6%	22.1%	18.5%	20.9%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2014	2022	2014	2022	2014	2022
	23.6%	30.9%	19.6%	23.9%	17.5%	22.8%



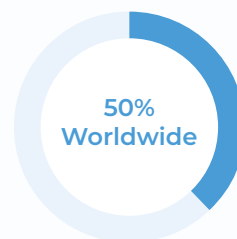
Proportion considered leadership positions on the total workforce	Home country		Europe		Worldwide	
	2014	2022	2014	2022	2014	2022
	9.2%	8.7%	11.0%	10.3%	11.2%	9.8%

TARGET

- At least 30% male and at least 30% female, both in the Supervisory Board, the Executive Board, and at the Division CEO level.

Share of women in total workforce	Home country		Europe		Worldwide	
	2014	2022	2014	2022	2020	2022
					47%	46%

Share of women in Leadership positions	Home country		Europe		Worldwide	
	2017	2022	2017	2022	2020	2022
Executive Board					50%	50%
Division CEOs					75%	50%
Managers					39%	38%



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