

KEY INITIATIVES TO PROMOTE WOMEN ALONG THE TALENT PIPELINE






EXCHANGE OF GOOD PRACTICE














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.






As part of their policy on diversity and inclusion, ERT Member companies pay attention to women along the talent pipeline. ERT has collected the following examples from 23 of its Member companies. This is a basis for exchange on good practices and experience between industrial companies.



This document complements the ERT report on voluntary targets for women in leadership positions.

| COMPANY | GOOD PRACTICE EXAMPLES |
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|  | <p>To bolster gender balance as a source of performance and reflection of our global footprint and customer base, the Air Liquide HR action plan continues with recruitment, career development and work-life balance measures. Specifically in 2017, communication and involvement of all managers will be reinforced and renovated. As of 2016, 700+ executives had participated in an on-site programme to sensitise them to differences, and to the business case for gender balance in management. 6,000+ managers had participated in GEAR UP, our core management programme family, where valuing differences figures highly. In 2017, events around International Women's Day 2017 illustrate New Ways of Working at Air Liquide: a 48 hour "Valuing Differences" jam will solicit good practices for inclusion across the Group and its 58,000 employees via Google, with local events in parallel.</p> |
|  | <p>Diversity and Inclusion at AkzoNobel is all about creating winning teams. Our D&I initiative is built around four key strategic ambitions:</p> <ul style="list-style-type: none"> • Create sustainable and diverse workforce • Build strong and diverse leadership pipeline • Engage managers to build and lead diverse teams • Create a highly inclusive work environment <p>As managers play an important role in hiring and promotion women in the organization, diversity is one of the main aspects of the new leadership management training. At the same time, we are reviewing how to better embed D&I in all our HR processes. Our global Women in Leadership training and mentoring program that empowers women for senior leadership roles is highly appreciated and rated by our female talent.</p> |
|  | <ul style="list-style-type: none"> • Global target for female share in leadership positions (22%-24% in 2021) plus unit-specific targets. • Wide-range of development measures supporting this target such as mentoring, coaching and trainings. • Fostering a supporting infrastructure like company-owned child care. • Promotion of flexible work arrangements, also in leadership positions. • Support of female networks such as "Women in Business", "Women in Research". |
|  | <ul style="list-style-type: none"> • A self-set female quota of 30% women in all effected German DT affiliates on 1st and 2nd management level. • Development programs to support women in their current positions of leadership and with an eye toward their future management career. • Increase coaching and mentoring of female talents from the existing talent pools. • Supervisory Readiness Program: Enable female candidates for actual and upcoming vacancies in supervisory boards. • Support of female networks like "Women international network", StayInContact, Women@Telekom. • Comprehensive work-life portfolio as an enabler for fair share, including: flexible working hours and ways of working, time-out, job sharing, mentoring programs, f.e. career with children, WIN (Women International Network), women@work, own kindergardens parents-child offices, children emergency care, children holiday care. |
|  | <ul style="list-style-type: none"> • New 2020 targets, and ongoing negotiation to turn ENGIE's European agreement on gender equality, signed in 2012, into a permanent agreement. • Creating WIN (Women In Leadership) linking 1,700 women in management positions worldwide. • Dedicated training for leadership and a mentoring programme for female high potentials • Special attention to equal compensation during maternity leaves, and along the career, by raising awareness of executive committees. • Foster work-life balance: teleworking, crèches, a parenthood platform and support to family care-givers. • Anticipate future skills needs: support for NGOs that raise young girls awareness of technical jobs (e.g. "Elles bougent" in France: ENGIE mentors young girls (pupils) and goes to classrooms), our own program "J'apprends l'énergie" [I learn energy] to raise young girls awareness of our profession, available in France, Italy and Romania. |

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|  | <p>In 2016, ENI, along with 20 other oil and gas companies, made a commitment at the World Economic Forum by signing “Closing the Gender Gap – a Call to Action”. This joint declaration is based on seven action principles: involvement of management; expectation and goal setting; program dedicated to the fields of Science, Technology, Engineering and Mathematics (STEM); clear responsibilities; recruitment, retention and promotion policy; inclusive corporate culture; and work environment and work-life balance.</p> |
|  | <p>E.ON has a wide range of practices these include mentoring programmes, balanced candidate short-lists, female resource groups/internal networks sponsored by a senior male leader and supporting emerging female leaders on an exclusive development programmes called “Pipeline”. In addition E.ON has established targets for female leaders in every unit/country and with respect to external recruitment we strive to ensure that E.ON recruits at least the percentage cited as working women in that country.</p> |
|  | <p>Ericsson’s leaders are participating in a mentoring program for women in the talent pipeline. Individual coaching is offered to female employees as part of their developmental input. When making appointments and looking at candidates, there is utmost focus on ensuring diversity in the candidate slate. All HR processes have been reviewed and amended to take diversity aspects into account. Close to 65% of all leaders have participated in face-to-face workshop on addressing unconscious bias (remaining 35% to be addressed during 2017). Diversity concepts are embedded into all our global leadership programs.</p> |
|  | <p>HEINEKEN has established several activities to accelerate female development and strengthen gender balance, aligned with our organisational culture and talent principles, including:</p> <ul style="list-style-type: none"> • Deploying inclusive leadership training to all our leaders. • Ensuring that when we appoint new people from within and outside the company at all levels, we tap into female talent as much as men; we value female role models. Support women in their development at all levels and areas of the organisation, including providing mentoring programs for female talents. • Fostering a culture of providing for flexible work arrangements to enable both women and men to balance work and home life in the most effective way. <p>We believe in fostering diversity through our culture, leadership commitment, conscious inclusion and concrete (inclusion and diversity) action plans, while closely monitoring progress.</p> |
|  | <p>Henkel recognises the importance of flexible working in enhancing performance, motivation, productivity and efficiency on a sustainable basis. We are aware of the challenges employees may face in combining their personal and professional commitments. Our goal is to enable a work environment that delivers the right tools and flexibility to suit the various needs. Our Management Board expressed their commitment when signing the Charter of Work-Life Flexibility in 2012. For us, a trust-based approach with focus on performance will create both excellent business results and personal flexibility. We expect our leaders to support flexible working at Henkel as part of their responsibilities. Flexible working models we offer, include home office, part-time, compressed workweek, mobile working, but we are open for individual flexible solutions that serve the proactive design of work-life flexibility for our employees.</p> |
|  | <p>The Iberdrola Group has several policies worldwide to prevent discrimination and encourage respect for diversity and equality between men and women in access to employment, training, promotion and working conditions. We promote work-life balance with measures to make parenthood compatible with a successful professional career.</p> <p>We take gender diversity aspects into account in our HR processes, analysing female representation both in our talent pipeline and in our training, selection and promotion processes. Diversity concepts have been included in the global leadership programs of our School of Management</p> <p>At local level we continue forging links with a number of recognised organisations to grow our commitment to diversity and in order to increase the presence of women in all levels in the organization, we run country specific activities focused to promoting women interest towards STEM careers.</p> |

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|  | <p>We actively encourage diversity at KONE and drive a culture of inclusive behaviors through our values. To strengthen gender diversity, we have set global targets for women share in management team positions, in global development and trainee programs. Focus on recruitment slate diversity has been raised as one of top priorities, and we recently started the roll-out of diversity promotion calls with our hiring managers and HR to ensure awareness and alignment. In 2017, the aim is to embed diversity and inclusion topics in global development programs and to continue mentoring women in the talent pipeline.</p> |
|  | <ul style="list-style-type: none"> • Embed diversity and inclusion in our people processes and practices such as selection, promotion and succession planning practices. • Development opportunities (mentoring programs, coaching programs). • Flexible and supportive work environment (flexible work environment policy). • Leadership development training and D&I (unconscious bias) workshops. • Supporting childcare arrangements and Nestlé Maternity Protection Policy was launched in July 2015 to foster a supportive environment for Nestlé employees and their families. The policy establishes minimum standards to strengthen maternal safeguards and help our employees care for their children. It is one of the most progressive programs in the Food and Beverage Industry. • International dual career network founder and member IDCN (www.idcn.info). • Local partnering with “women back to business programs”. • Role model events, round tables and network discussions. |
|  | <ul style="list-style-type: none"> • Global target to increase the share of women in the leadership pipeline. • Hardwiring diversity (including gender) in HR processes. • Inclusion of D&I content (including gender) in all global leadership development programs. • Focus on increasing female participation in global training programs. • Local action plans to improve diversity, including gender equality. |
|  | <ul style="list-style-type: none"> • Our executive management team has inclusion and diversity factored into its objectives. There are action plans to support these goals, which include supporting the careers of female employees who have the potential to be future leaders. • We have mentoring programmes to provide female employees with access to more senior staff as they progress through their career. • There is formal training available for managers and recruiters on issues such as unconscious bias. • Our senior female staff works hard to act as role models through our employee communication channels and they regularly arrange seminars as they travel around the business. • To attract future generations of female talent into Rio Tinto, we work with education providers in Australia to encourage the study of STEM topics, and open up modern careers for women in the mining industry. |
|  | <p>In 2016 we set a renewed intention for Inclusion & Diversity as we pivoted to become a HealthTech Company. Our intentions included taking a business aligned approach, linking our I&D strategies to enable business growth, and ensuring that all of our efforts are being role modeled and lead by our leaders.</p> <p>Embracing our leader-lead approach, we launched an inaugural Executive Inclusion and Diversity Committee and re-established our Women’s Leadership Council, a council of female executives collaborating together to build an inclusive culture where women leaders can thrive at Philips.</p> <p>We also embedded I&D principles into new offerings within Philips University including a Senior Women’s Leadership Program, a program focused on tackling provocative and timely issues facing high-achieving female leaders.</p> |

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|  | <ul style="list-style-type: none"> • Became the first multinational company to achieve EDGE certification, the only certification for gender equality. • Created and executed a Women's professional growth series that is also available to external audiences 4 times per year. These sessions aim at driving engagement and educating women on various topics to support their careers. • Our LEAP program continues to focus on accelerating the development of females within SAP. The program has been launched globally. • Leveraging our Business Women's Network (BWN) which possesses 50+ chapters and 8,000+ members. The network has been instrumental in bringing women together and aligning with. • Focus on insight training was launched in September 2016, which consisted of 7 modules, one of which was gender intelligence. The training aims at raising awareness for diversity and unconscious bias. |
|  | <p>Through its "Diversity and Inclusion" Group policy, Solvay is committed to building a more inclusive culture and reinforcing the diversity of its workforce. Among others, the Group ambition is to improve the gender mix at all levels of the organisation, pursuing to reach an objective of 20% of senior executive positions held by women in 2020. Key initiatives are led to:</p> <ul style="list-style-type: none"> • Raise awareness and engage all employees in Solvay's D&I commitment and expectations. (e.g Engagement survey, Solvay Way etc.) • Foster an inclusive culture by developing related competencies, behaviours and working practises. (e.g Training on unconscious bias, women in leadership, flexible work arrangements, Maternity & Co-parent/Adoption leave). • Review HR processes and embed guiding principles in recruitment, talent management and succession planning. (e.g through mentoring, coaching.) |
|  | <ul style="list-style-type: none"> • Sonae engaged in ERT's "Women Initiative" by establishing voluntary targets for the 2020 horizon to boost gender diversity. • Sonae committed to the Portuguese Government with the maintenance of over 30% of representation of women in their board of directors and supervisory board. • In 2015 Sonae joined the European LEAD network, dedicated to the attraction, retention and advancement of women in their careers. having the opportunity to gather and share best practices. • Sonae developed an internal forum exclusively dedicated to the study, strategy definition, intervention and monitoring of the underrepresented gender for all leadership levels. A thorough as-is diagnosis was made in 2015 and a multilevel action plan, currently in implementation, was defined for the mid-long term to promote sustainable change. |
|  | <p>thyssenkrupp has the global target to achieve 15% female share in leadership positions by 2020. The achievement of our target is supported by various actions:</p> <ul style="list-style-type: none"> • Adapt HR processes to diversity/gender target e.g. diversity criteria in placement processes, topic in development/succession planning, considered in recruiting • Work-Life-Balance e.g. flexible working models, child care services incl. children emergency care • Support of Employee Women Network |
|  | <p>In 2016, TOTAL along with 20 other oil and gas companies, made a commitment at the World Economic Forum by signing "Closing the Gender Gap – a Call to Action". This joint declaration is based on seven action principles: involvement of management; expectation and goal setting; program dedicated to the fields of Science, Technology, Engineering and Mathematics (STEM); clear responsibilities; recruitment, retention and promotion policy; inclusive corporate culture; and work environment and work-life balance.</p> |

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|  | <p>Vodafone has made a publicly stated aspiration to become the world's best employer for women by 2025, supported by a number of initiatives including:</p> <ul style="list-style-type: none"> • In 2015, Vodafone launched a ground breaking global maternity policy, giving women across 30 countries a minimum of 16 weeks fully paid maternity leave and a 30-hour week at full pay for six months after returning to work. • A global Reconnect programme launched in 2017 to tap into a pool of talented women who have difficulties returning to work after extended career breaks. • Quarterly tracking and strong leadership accountability for Vodafone's 2020 global target of 30% women in management and leadership roles across our markets and functions. • Unconscious bias training across all countries and the debiasing of Resourcing processes. • Flexible working across more countries to facilitate balancing work/life for all genders. |
|  | <p>The voestalpine Group is striving to implement appropriate measures in order to increase the percentage of women in the Group at all levels. This includes a number of activities, some of which are country-specific, such as participation in Girls' Day, advancement of women in technical professions, and/or increased hiring of female graduates of technical schools and universities. Furthermore, establishment and expansion of in-house child care facilities and collaborations with external facilities is being accelerated.</p> <p>In annual human resources reporting, data on the percentage of women in executive positions is collected and analysed regularly according to their qualifications and their status in the training programs in order to monitor the sustainability of the implemented measures.</p> |