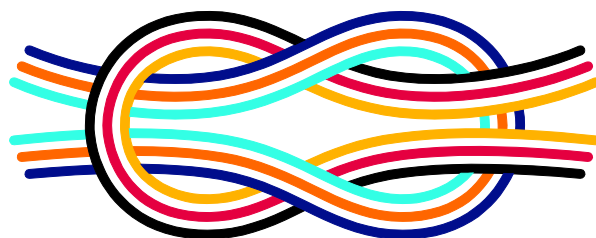


**W20** Private Sector Dialogue

# WOMEN'S ECONOMIC EMPOWERMENT ALONG THE VALUE CHAIN

Joint statement for the Women 20 Dialogue Forum  
Berlin, 25 / 26 April 2017



**G20 GERMANY 2017**  
WOMEN 20 DIALOGUE

Women 20 – this civil society engagement group focuses on Women’s Economic Empowerment in the G20. The two associations leading this international dialogue as part of Germany’s G20 Presidency – the Association of German Women Entrepreneurs [*Verband deutscher Unternehmerinnen*] and the National Council of German Women’s Organizations [*Deutscher Frauenrat*] – seek to involve the widest possible spectrum of women’s associations. These include NGOs, think tanks and research institutions which are dedicated to the position of women in the economy as well as international women parliamentarians – our aim is to maximise embedding W20 goals on a sustained basis.

Lastly, the private sector is a central stakeholder in the G20 dialogue and, together with Business 20 (B20), it provides influential and experienced representation of interests. When Women 20 first came together under Turkey’s G20 Presidency, they found significant support through the B20. The issues and individuals of both civil society groups frequently overlap, particularly when it relates to labour market trends and digitalisation.

With the support of KPMG Germany ahead of the start of Germany’s G20 Presidency, the German Women 20 chairs invited women representatives from the private sector to a roundtable discussion on areas of action and core themes. The keen and sustained interest of women directors of internationally operating DAX businesses and selected US-based businesses testifies to the economic interests in empowering women and to the significance of the corresponding development potential.

In the course of many meetings and conference calls, the following statement has been agreed. The accompanying examples demonstrate the breadth of action and the many routes to empowering women in the economy. With their experience and influence, the undersigned contribute significantly to raising labour market participation of women, to promoting women in leadership positions and to acting in an exemplary manner in carrying out their managerial responsibilities, and to ensuring through a powerful network that the interests of women in business are considered.

Women 20 aims to be a forum that clearly drives the economic empowerment of women forward and to anchor this as a mainstream issue in civil society action and especially also in the working groups of the G20. Over the long term, W20 work aims to become superfluous – through the adequate representation of women’s perspectives in all G20 dialogues. The preparation of this statement is an example of such mainstreaming and is – at the same time – emblematic of the synergistic collaboration of business and W20.

Last but not least, it is testament to powerful and successful networking. We thank Angelika Huber-Strasser for her initiative, committed moderation, generous support and, above all, for driving forward this outstanding network. By publishing this paper, we express our hope of continuing the initiative by gaining additional partners and developing the issue further as part of the next G20 Presidency.



**Claudia Große-Leege**

*General Manager*

Verband deutscher Unternehmerinnen

Association of German Women Entrepreneurs



**Dr. Anja Nordmann**

*Executive Director*

Deutscher Frauenrat

National Council of German Women’s Organizations



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In all G20 countries the labour market participation rate is lower for women than for men. Furthermore, the volume of working hours is also significantly lower for women than for men. An important reason for the lower rates of participation is the unequal sharing of unpaid domestic tasks, which women continue to perform to a much greater extent than men. The result is less participation in leadership roles in business and as well as the sizable gender pay gap.

In 2014 the G20 countries set a growth target of 2% in Brisbane, which was underpinned by a range of measures, including the increased economic participation of women. The target of reducing the gap in labour force participation rates between men and women by 25% by 2025, as agreed to by the G20 countries, could create up to 100 million new jobs.

International business supports this G20 target for two reasons. Firstly, mixed gender teams are better placed to react to the multiple challenges of the future and they achieve better results for companies. Secondly, more and more companies are experiencing increasing shortages of skilled workforces.

Under the headline "Resilience, responsibility and sustainability" the German G20 presidency's aim is to strengthen international institutions and processes so they can better respond to the global challenges. The increased participation of women in all areas of politics, business and society is essential for this aim, creating more stable systems and bringing sustainability to processes.

Economic success is dependent on the principle of the division of labour and on the optimal use of resources in all organizations, including their value chains. Modern supplier relationships and distribution systems are designed according to international standards. Individual companies and the G20 economies have been acting within global networks over the past few decades.

In today's global economies companies benefit from cost-optimised goods and services. But also societies evolve along with the industrial developments and enable women's economic empowerment. The increased interconnectedness also improves prosperity among women. Numerous international companies are leading by example. They take responsibility for their activities along their global value chain. Their actions include numerous initiatives for empowering women with business education and training, employing women, to supporting women entrepreneurs starting a business and buying from women business owners through inclusive sourcing policies and practices.

These initiatives contribute to the UN Women's Empowerment Principles, which address the empowerment and promotion of women in the economy, in particular in the area of supply chains.

As representatives of international companies, the signatories make the following statement:

The companies promote the economic empowerment of women along their value chains. In doing so they contribute to the aims of the Women 20 Dialogue Group, in the following areas in particular

- Labour market inclusion
- Financial inclusion
- Digital inclusion

By increasing both their standards and the awareness among their business partners international companies can have a powerful effect in relation to the economic empowerment of women along the value chain.

The signatories advocate the incorporation of gender equality as an integral component in their company guidelines, and as a standard in the corporate governance code. This will help to ensure that women are supported across all areas of their companies, from engineering and production, to sales and up to all levels of the hierarchy.

Actions include e.g.:

- Expand business relationships with women entrepreneurs, companies with women leaders and women-owned companies
- Supporting gender-neutral lending and financing solutions and developing specific non-discriminatory access to capital
- Actively calling on business partners to accept company guidelines and support the aims of gender
- Respecting women's dignity in all marketing activities and company publications
- Avoiding direct or indirect association with human trafficking or sexual exploitation through the company's products or services

The signatories advocate that these recommendations are taken into account by companies with public participation and demonstrated as role models. The G20 countries account for significant purchasing volumes and as significant market players they can significantly affect business culture.

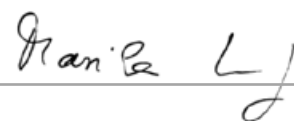
The companies also call on the G20 countries to fund companies with women leaders and founders, in order to support the economic empowerment of women. In addition, training and education initiatives for women founders should also be promoted.

The signatories note with concern that women account for an even lower share of digital business developments than in traditional areas of business. They therefore call on G20 countries to make IT and programming skills a compulsory part of school education. Digital education is a significant requirement for innovation and growth. The skills shortages in STEM areas, particularly computer science, should not be allowed to stall economic development.

<b>BASF SE</b>	Margret Suckale (Member of the Board)	
<b>Boehringer Ingelheim GmbH</b>	Stefan Rinn (CEO)	
	Simone Menne (CFO)	
<b>Coca-Cola European Partners Germany</b>	Frank Molthan (CEO)	
	Brigitte Faust (Vice President HR BP BU Germany)	
<b>Continental AG</b>	Dr. Elmar Degenhart (CEO)	
	Dr. Ariane Reinhart (CHRO)	 Dr. Ariane Reinhart (CHRO)
<b>Covestro AG</b>	Frank H. Lutz (CFO)	
<b>Deutz AG</b>	Dr. Margarete Haase (CFO)	

**GFT Technologies**Marika Lulay (COO)

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**Innogy SE**Peter Terium (CEO)

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**Intel Deutschland GmbH**Christin Eisenschmid  
(Managing Director)

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**Osram AG**Dr. Olaf Berlien (CEO)

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**Sanofi-Aventis  
Deutschland GmbH**Evelyne Freitag (CFO  
Germany-Switzerland-Austria)

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**SAP SE**Stefan Ries (CHRO)

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gez. Ries

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**Siemens AG**Janina Kugel (CHRO)

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**Unilever**Paul Polman (CEO)

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gez. Polman

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**Prof. Jutta Allmendinger, Ph.D.**

*President of Berlin Social Science Center (WZB)*



**Dr. Christine Bortenlänger**

*Supervisory Board Member of Covestro, Osram, SGL Carbon and TÜV Süd*



**Stephanie Bschorr**

*President*

*VdU Association of German Women Entrepreneurs*



**Dr. Angelika Dammann**

*CEO DIC-Dammann International Consult*



**Prof. Dr. Ulrike Detmers**

*Joint owner and scientific advisor of Mestemacher Group  
Manager of brand management and social marketing*



**Gabriele Hässig**

*Manager*



**Sabine Heimbach**

*Former Deputy Spokesperson of the German Government*



**Dr. Marion Helmes**

*Non-Executive Director BAT, NXT,  
ProSiebenSat1, Bilfinger, Uniper*

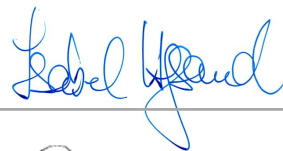


W20

## Private Sector Dialogue *Individual signatures*

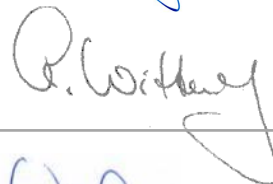
**Isabel Hochgesand**

Manager



**Anka Wittenberg**

Chief Diversity & Inclusion Officer,  
SVP at SAP SE



**Prof. Dr. Isabell Welp**

Chair for Strategy and Organization  
TUM School of Management



**Prof. Dr. Yvonne Ziegler**

Professor of Business Studies  
Frankfurt University of Applied Sciences



W20

## Private Sector Dialogue *Supporter*

The W20 work group would like to thank the following companies for their contributions and passionate engagement to the preparation of the summit and the joint statement:



Company name:  
BASF  
Headquarter:  
Ludwigshafen



Number of employees:  
113,830  
Female share of total employment:  
24.6%

Female share in senior management\*:  
19.8%

\* i.e. disciplinary leadership

Annual revenue:  
57,550 million € sales

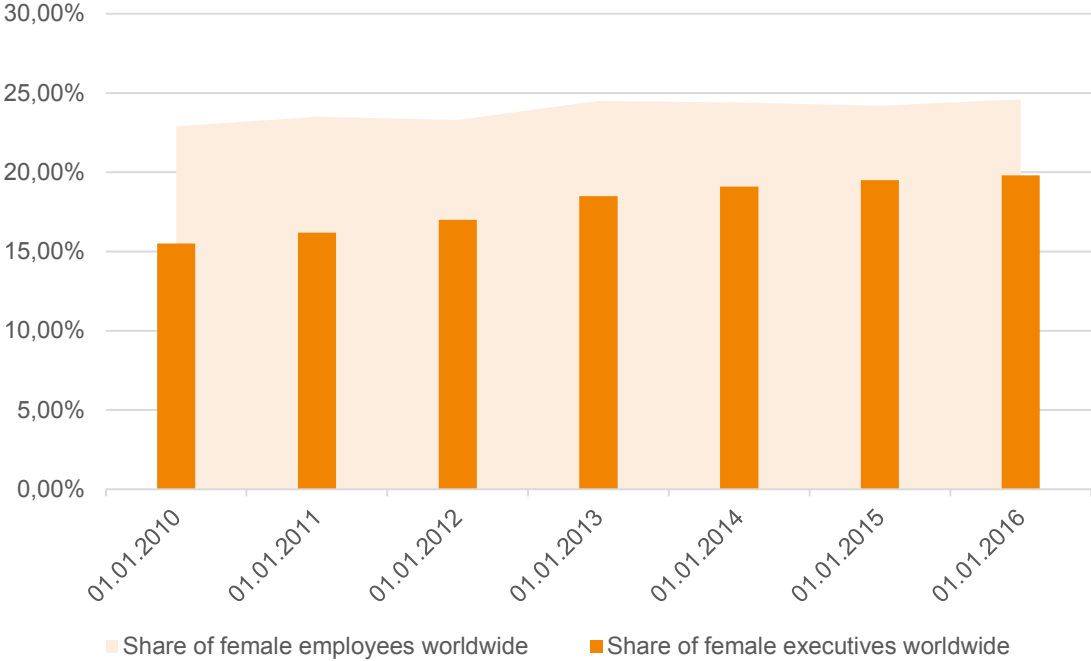
About BASF:

We create chemistry for a sustainable future. As the world's leading chemical company, we combine economic success with environmental protection and social responsibility.

### “Executive Diversity” at BASF

- **Background:** To address the disparity in maturity level regarding D+I in each business area and competence center, starting in 2015 the global D+I team created and implemented the program “Executive Diversity” across the organization. “Executive Diversity” has been designed to engage all BASF Divisions in finding solutions tailored to their needs. The program focuses on gender diversity.
- **Goal:** Increase the number of women in executive positions to 22 - 24%.
- **Description:** The D+I team initiated an as-is-assessment for each Division along the employee lifecycle to determine areas for improvement. This included face-to-face interviews, a detailed analysis of the current state, and – jointly with the respective Division – idea generation for further improvement in e.g. target ratio for women in leadership positions.
- An “Executive Diversity toolbox” has been created to identify five categories of existing challenges - and to provide suggestions for actions to tackle them. Additionally, managers were provided with a “base case-simulation”, defining the realistic future percentage of female leaders if no actions were taken (based on current status and expected turnover), and an aspirational target taking the selected measures into account. Workshops with the respective Divisions ensured the knowledge transfer of the measured outcomes, as well as discussions on future improvements for the respective unit.
- This approach enabled targeted, concrete, reasonable and feasible solutions for more gender diversity in each business area.

### Increase of women in executive positions at BASF



1

Best practice

Coca-Cola European Partners Germany

Company name:  
Coca-Cola European Partners Germany  
Headquarter:  
Berlin



Number of employees:  
8,011  
Female share of total employment:  
20.4%



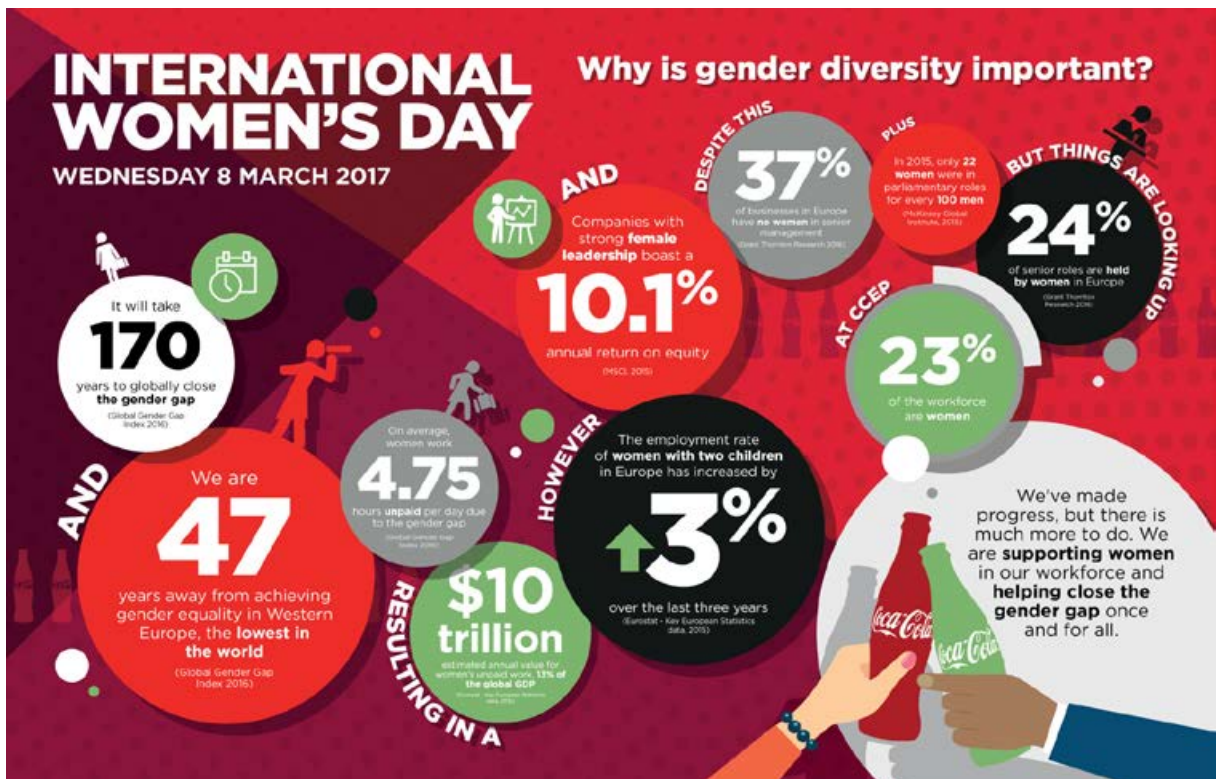
Female share in senior management:  
28%



Annual revenue:  
2.2 billion €



Data sources:  
YTD 12/2016



## Female Customer Network



The **food service industry** constitutes a highly interesting professional environment for women - but women continue to be significantly under-represented in management positions there.

The network's goal is to contribute through intense technical exchange and targeted promotion programs and offerings towards more women acceding to management positions.

Initiatives could be broadened to include suppliers and targeted events sponsored to support a wider target group of female entrepreneurs

## What do we stand for?

1. To strengthen and promote women in leadership positions
2. To help increase women's share in middle and top management
3. Members of the network are ambassadors and convey their enthusiasm for the industry
4. Relevant topics for women in leadership positions are identified and discussed with a view to solutions
5. To set standards in the food industry and become a model for other sectors
6. Members of the network support each other through professional and personal exchange





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## Best practice Continental AG

Company name:  
Continental AG  
Headquarter:  
Hannover (Germany)



Number of employees:  
> 220,000

Female share of total employment:  
27%

Annual revenue:  
40.549 billion € (2016)

Female share in senior management:  
12.5% (February 2017)

**12.5%** female ratio on executive level



### “Diversity honored as catalyst of innovation”

#### ***Future Work in the context of the digital transformation – Diversity***

We believe that diversity encourages the innovative capability we need to be successful in the course of the digital transformation. Together with our four values: Trust, Passion To Win, Freedom To Act, and For One Another, diversity is considered part of our DNA and a key factor for our company success.

Continental is fully committed to equal opportunities and the elimination of gender biases.

Although we define diversity far more broadly, we have set ourselves a KPI targeted at achieving a more balanced ratio of men and women amongst our executives.

We also introduced flexible work arrangements (see best practice example) on a world-wide scale. With this we further support our diversity management area, allowing both, men and women, to more effectively integrate their private lives with diverse career aspirations. Finally, we implemented leadership and culture change initiatives to create the necessary mind-set and skills to further enhance the recognition of the value of diversity for our company.

We formed a Global Diversity Network integrating 17 local networks under one umbrella and continue to highlight diversity as catalyst of innovation with Diversity Summits that take us into innovation hubs around the world.



implemented in **21** countries

Reaching out to **90%** of our colleagues world-wide across all levels

**700.000** “actions” in internal social media engagement campaign

**“Providing the necessary frame-conditions is key”**

### ***Future Work in the context of the digital transformation - Flexibility***

To create innovative technologies even faster, Continental needs innovative minds and a corresponding, innovation-focused agile culture of cooperation and flexibility. By introducing flexible working conditions on a global scale, we aim to be the most attractive and progressive employer, enabling our employees to develop their skills and abilities to the greatest possible extent and grow along with our organization.

Continental introduced flexible work arrangements in 21 countries, addressing more than 90% of our colleagues on all levels.

These flexible work arrangements include mobile work, flexible working models and part time arrangements as well as sabbaticals, offering the option to take a longer time off work without having to leave the company.

With this global approach, Continental is setting new standards in many countries when it comes to employer attractiveness. Moreover, the flexible work arrangements directly pay into our efforts to foster diversity and retain our talents during different phases of their life.

The implementation was accompanied by a global internal engagement campaign to give our employees the chance to voice and discuss their opinion. Close to 700.000 “actions” on the internal social media platform in just 3 months showed the high relevance of this topic to our employees and their strong interest in actively helping to shape our future.



Company name:  
DEUTZ AG  
Headquarter:  
Cologne



Number of employees:  
3,669  
Female share of total employment:  
8.1%



Female share in senior management:  
14.3%



Annual revenue:  
1,247 million € (2015)



DEUTZ AG is the largest independent supplier of diesel engines for construction and agriculture equipment as well as for material handling

### Cross Mentoring Programme for female talents (CMP)

#### Description

Five companies from different branches around Cologne take part in the CMP. Each company nominates a number of female talents as mentees as well as the same number of mentors. An external consultant who accompanies the programme then matches each talent across the companies with a mentor.

A well known business woman takes the patronage for the programme.

15 mentees and 15 mentors are taking part in the current CMP which runs from June 2016 till May 2017.

#### Targets

CMP gives each female talent a platform to discuss her own experience and questions with a senior mentor from another company and branch. Knowledge transfer and coaching should bring impetus for her own career and personnel development.

#### Content

Core of the CMP are monthly meetings between mentee and mentor over a period of 12 months. Thereby the mentee has the opportunity to discuss relevant issues for her individual and professional development.

Additional activities are:

- shadowing, which means to join the mentor in her/his daily business activities
- workshops to discuss individual experiences during the CMP with all mentees and/or all mentors
- seminars for the mentees to get input about leadership, management, etc.
- networking between all CMP-participants

IGS Organisationsberatung GmbH



# Cross-Mentoring 2016/2017



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## Best practice innogy SE

Company name:  
innogy SE  
Headquarter:  
Essen, Germany



Number of employees:  
Headcount 43,517<sup>1)</sup>  
Female share of total employment:  
34.0%<sup>1)</sup>

Female share in senior management:  
16.2 %<sup>1)</sup>

Annual revenue:  
41,549 million €<sup>2)</sup>

Data source:  
<sup>1)</sup> 31<sup>st</sup> December 2016, innogy Group  
<sup>2)</sup> innogy Annual Report 2016

### “Women’s business” – connecting with energy

#### **The Senior Women’s Network of RWE and innogy SE**

“Looking beyond the horizon”, creating connections that are helpful for one’s job. The Senior Women’s Network of RWE and innogy SE is proud to be a non-hierarchical, international community which connects women, especially across functions. The Senior Women’s Network of RWE/innogy is a pan-European association, which has grown to a respectable size of currently 450 women. The first meeting was held in Berlin in 2008 and was attended by 30 colleagues. At the time, there was a true pioneering spirit; now the format has grown up and become established, however without taking well-trodden paths. Quite the opposite! Following the reorganisation of RWE and innogy, the network is being continued across both companies and is organised on the basis of sub-networks which operate at the different locations of the companies. These sub-networks, that each have their own activities, are coordinated by a so-called Steering Group.

The network’s annual conference will be held for the tenth time this year. The annual meetings are hosted by a different Group company each year, the business of the respective company being one of the main topics of the meeting, in addition to networking. Conference venues have included the UK, the Netherlands, Germany and the Hungarian and Polish capitals of Budapest and Warsaw. Depending on the different core businesses of the hosts, the range of topics addressed covered generation, the grid and retail activities. The women participating had the chance to get to know the Group and its various businesses while broadening their horizon.

In addition to the annual conference, a Business Workshop was initiated in 2010 which is held in spring of each year. It centres around a current topic from the business of RWE and innogy.

The main priority of the Women’s Network is to give women an opportunity to connect via topics of the operational business. The network is free to design its own agenda. Nevertheless, there is a close link to the respective Diversity Offices of the individual companies.

The network has formed a sub-group, a so-called STEM network which is promoted by the Chief Technology Officers of both companies who act as sponsors of this sub-network. It comprises those colleagues with a STEM background who are involved in technical projects. While science, technology, engineering and mathematics, i.e. the STEM disciplines, constitute the backbone of innovation in industry, the classical disciplines of science and technology have been complemented by structural sciences as a result of the digital age. That is why this topic is very important for the network, as well.

Another activity of the Senior Women’s Network of RWE and innogy SE includes the ‘Women in Energy Policy’ initiative where members of the network educate interested students on energy matters, such as energy politics, in interactive university workshops. As a result, the Senior Women’s Network not only creates strong internal connections, but also helps women to intensify their external network and deepen their energy industry knowledge.

**Women's netWORK**



**“Women's business” – connecting with energy**



1

# Best practice Intel Corporation

Company name:  
Intel Corporation  
Headquarter:  
Santa Clara, CA USA



Number of employees:  
101,322<sup>1</sup>  
Female share of total employment: 25.8%

Female share in senior management:  
18.4% (US data only)<sup>1</sup>

Annual revenue:  
\$59.4B<sup>2</sup>

Data Sources:  
1 Intel Diversity & Inclusion Addendum to 2016 Annual Report  
2 Intel Corporation Q4'16 Earnings Release

## Intel Supplier Diversity & Inclusion – Global program

Intel believes that a more inclusive supply chain that creates opportunities for all suppliers generates innovation and is good for our business as well as the economy. We are committed to practicing inclusive sourcing from diverse-owned businesses and are transparent in our efforts to support supplier diversity globally.

In order to qualify for the program, businesses must be 51% owned and operated by a diverse supplier (outside the US the primary focus is gender). This means most of them are private companies/small businesses although we also include the entire supply chain as a way of engaging public companies who cannot meet ownership requirements by requesting their diverse spends to be reported.

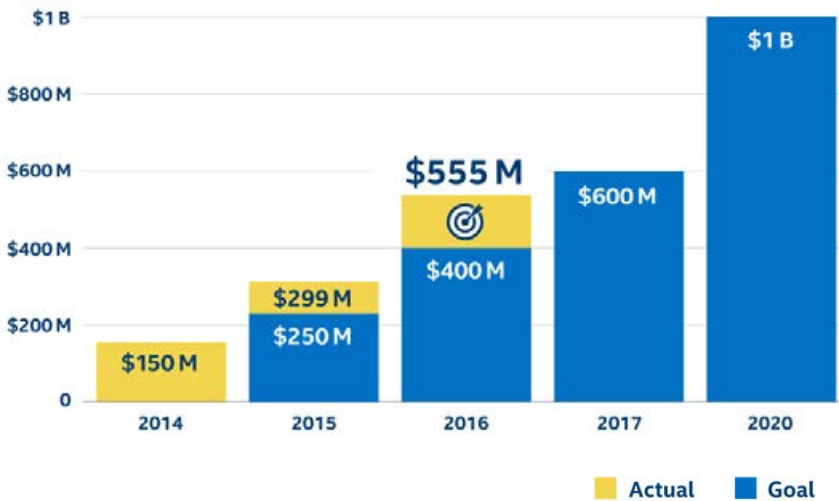
As a global leader in our field and in corporate social responsibility, we recognize that diversity does not translate equally around the world and that localization is required to create an inclusive supply chain in every country. That does not hinder our commitment, though. Our work was recognised in 2016 by: **We Connect International program of the year award for both our international & China programs, & the European Diversity Award for supplier diversity program of the year.** In addition we: increased our Year on Year spend internationally by 5X; held 20 supplier workshops across 9 countries outside the US; were the first corporate to implement a supplier diversity program in Germany, which included matchmaking NGOs to bring certification to the country; and found certification programs in Malaysia and Korea. Finally, we kicked-off a tier 2 program in Israel successfully and sponsored 15 suppliers for their certification.

Our commitment is for the long term and we are on track to reach our goal of \$1bn spent globally with diverse suppliers by 2020.



## A MORE INCLUSIVE SUPPLY CHAIN

Year after year, we are making our global supply chain more diverse and inclusive.



### DEVELOPING DIVERSE SUPPLIERS

Through direct education and program sponsorships, Intel helps diverse suppliers become more strategic and successful.



Sponsored 14 diverse suppliers to attend entrepreneur programs at leading universities

Hosted 20 supplier days worldwide to connect suppliers with experts in emerging technologies

### GLOBAL INCLUSION

Intel drives global inclusion by supporting diversity in every area we do business.



+5 countries LAUNCHED PROGRAMS in 2016

14 COUNTRIES have active certification with additional certifications starting in Q1 of 2017

16 COUNTRIES now have active programs

### INDUSTRY INFLUENCE

Engaged more suppliers to increase diverse supplier inclusion on behalf of Intel at every level of the supply chain.

+31

PRIME, TIER 1, SUPPLIERS reporting their spending with diverse-owned suppliers for a TOTAL OF 74 prime suppliers reporting

~2X

SUPPLIERS REPORTING their spending

+2X

TOTAL SPENDING Prime supplier spending increased by 104% with diverse-owned business

### HONORS AND AWARDS

Intel was honored to receive recognition for our work from four organizations on three continents in 2016.



Gazelle Award  
National Minority Supplier Development Council (NMSDC)

Platinum Sponsor Award and Leadership Award  
Technology Industry Group

Programme of the Year  
European Diversity Awards

Top Corporation, World-Class Supplier Diversity and Inclusion Program  
WEConnect International

Diversity and Inclusion Corporate of the Year  
WEConnect International, China

Company name:  
OSRAM Licht AG  
Headquarter:  
Munich, Germany



Number of employees:  
24,600  
Female share of total employment: 49.2%

%

Female share in senior management:  
9.7%

%

Annual revenue:  
3.8 billion € (2016)

€

### OSRAM Women`s Leadership Programs

The Women's Leadership Programs at OSRAM give women the opportunity to reflect their professional development and to gain a clear understanding of their current positioning and future career within the company.

#### Women`s Leadership Program - Basic

##### **Target:**

As part of the program, female employees at OSRAM have the opportunity to take an active part in their career planning and learn how to take more responsibility for driving their professional career.

This also includes the individual consideration if leadership responsibility is the right step for the future.

##### **Content:**

- Clarification about current personal positioning
- Future positioning and further career planning
- Career strategies
- Self-marketing and expansion of the network
- Increasing visibility within the organization

### Women`s Leadership Program - Advanced

The Women`s Leadership Forum (WLF) is designed for female leaders with further growth potential in the company. It equips the participants with the mindset, attitude and behavior required to lead self, others and business even more successful as a female leader.

#### **Content:**

- Panel discussions with female and male executive managers
- Exchange of career experiences and advice from career role models
- Intensive personal coaching on own career planning and leadership competency development
- 360° assessment and self-reflection about leadership behavior
- Peer Coaching
- Networking & practice exchange



International cross functional group  
Americas, Asia and Europe







## COMPANY PROFILE



**COMPANY NAME:** Procter & Gamble  
**HEADQUARTER:** Cincinnati (global),  
Schwalbach/ Taunus (Germany)



**NUMBER OF EMPLOYEES:** 90.000 global (9.000 Germany)



**FEMALE SHARE OF  
TOTAL EMPLOYMENT:**

40% = c. 35.000.  
Additionally, we create jobs for  
tens of thousands more through  
our suppliers and partners



**FEMALE SHARE IN  
SENIOR MANAGEMENT:**

45% of our managers are women,  
33% of our non-employee Board  
of Directors members are women



**ANNUAL REVENUE:**  
65.3 billion US\$ Net Sales in 2015/2016

## AN EQUAL WORLD FREE OF GENDER BIAS

Creating a better world through gender equality is a P&G Citizenship priority. It is our natural focus area as we improve the lives of two and a half billion women and girls worldwide every day through our brands, products, initiatives and education programs. Gender equality is ingrained in our business – who we are and how we operate on all levels of our company. At P&G, we want to eliminate gender bias and give women an equal voice and equal representation. Our goal: a 50/50 representation at all company levels. Today, 45% of our managers are women.

We are proud to have increased the share of female employees in our production plants across the globe – on all company levels. Indeed, our manufacturing plants are run by women in countries as diverse as Brazil, Poland and Japan. More women than ever before are returning to work for us after maternity leave. We believe that offers such as flexible working hours and on-site daycare centers can make all the difference and allow women to contribute to their full potential.

For P&G, addressing gender bias extends to our suppliers. In the field of Global Purchases, we have built a world-class program to pursue supplier diversity, an integral business strategy at P&G. We keep improving this aspect by tracking employee gender equality with our suppliers. We partner with international NGOs to extend our successful women's business development programs to each of the regions we serve, thus building a global program. At P&G, we know that our business grows and our community thrives when ownership of supply base reflects diversity of employees, consumers and stakeholders.

Our focus on diversity and, specifically, women's economic inclusion is making a difference in communities worldwide and it has given P&G a competitive advantage – perfect reasons to continue this game-changing strategy and our path to shaping an equal world free of gender bias.

BEST PRACTICE



## BLAZING A TRAIL FOR WOMEN IN JAPAN: P&G'S SHIGA PLANT

Working women in Japan still face major hurdles to gender equality at their workplace, notably the glass ceiling and maternity discrimination. In its plant in Shiga, Japan, P&G has been very successful in taking up this challenge by promoting women on all work levels and achieving extraordinary results when it comes to female employees returning to work after their maternity leave.



100% of the female employees return to work after their maternity leave



75% of the female employees in operations are working moms



1<sup>st</sup>

**KOTOMI TAKAGI**  
HEAD OF P&G JAPAN'S SHIGA FACTORY

- **first Japanese plant manager**
- takes charge of **training and educating** new staff members
- chairs the **Shiga Cosmetic Industry Association**
- regularly conducts **public forums on women's empowerment** at the workplace
- recipient of **Forbes Japan Women Award 2016**

## 1

Best practice  
SAP SE

Company name:  
SAP SE  
Headquarter:  
Walldorf, Germany



Number of employees:  
84,100+<sup>1</sup>  
Female share of total employment:  
32.8%<sup>2</sup>

Female share in senior management:  
24.7%<sup>2</sup>

Annual revenue:  
€22.06bn<sup>1</sup> total revenue (IFRS) in  
FY2016 (preliminary)

Data sources:

<sup>1</sup> [www.sap.com/corporate/en/company.html](http://www.sap.com/corporate/en/company.html)

<sup>2</sup> Diversity Dashboard

### SAP Supplier Diversity Statement

SAP's Global Procurement Organization (GPO) contributes to SAP's vision to help the world run better and improve peoples' lives. We believe that our commitment to an inclusive, bias-free culture in our workplace should be mirrored in our approach to our supplier base. Pledged to the goal of integrating sustainability into SAP's core business, our procurement policy and practices are based on high ethical standards. As we regard our supplier base as a critical and necessary extension of our operations and success, we are committed to creating a positive impact in this direction throughout our supply chain. An essential part of these efforts is the incorporation of diverse businesses into our supplier base defined through gender, ethnicity, disability, sexual orientation, age, religion, and other characteristics, based on different legislative frameworks worldwide, just as local small and medium-sized enterprises.

SAP understands Supplier Diversity as a process through which diverse businesses are provided with fair opportunities to compete for supply of products and services to SAP around the world as well as the related initiatives to increase the representation of diverse businesses in the SAP supplier base.

To address this, we developed a supplier diversity program. The program is an integral part of our supplier management program. It strives to ensure that diverse businesses have a fair chance at competing for contracts and are treated equally with other SAP suppliers. Targeted to reach a 5% spend ratio for diversity suppliers in selected countries by 2020, the GPO will proactively involve diverse suppliers in selected categories in defined countries into our sourcing process.

Demonstrating our commitment to supplier diversity, SAP has become a corporate member of the following minority supplier organizations:

- WEConnect International
- National Minority Supplier Development Council (NMSDC)
- Minority Supplier Development U.K. (MSDUK)



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