

EUROPEAN BUSINESS LEADERS'

COMMITMENT TO Inclusion & Diversity

Diversity focuses on the representation of different groups of people. Diversity is a fact both in society and in our companies today as every human is unique. **Inclusion** is about creating an environment that appreciates and values the different contributions that a diverse workforce can bring.

WE BELIEVE IN

We believe that tapping the full measure of talent from across society is **critical for the long-term success of people**, our organisation and society as a whole.

We are convinced that the **diversity** of our workforce and the **inclusion** of all our employees by making them feel supported in the workplace has a **positive impact on our company and society**.

We recognize that **diversity** and **inclusion** are multi-faceted issues and that we need to tackle these subjects holistically to **better engage and support all of our employees**, our customers, our communities and partners, as well as other stakeholders.

We resolve to take action to make the **workforce at our company representative for society**. We will treat this goal as a **top management priority** and business imperative.

We commit to take up a role in **addressing societal challenges** that have a **direct impact on our talent pipeline** or business environment. (e.g. digital transformation).

1

An inclusive culture

Create an open and inclusive work environment where all individuals' contributions are value, their voices are listened to and respected.

2

Inclusive leadership

Establish diversity and inclusion as a strategic business imperative at all levels of an organisation visibly led by the "top leadership, acting as role models.

3

Aspiration and goal setting

Set and maintain challenging but achievable goals and ambitions within the organisation.

4

Clear responsibility

Ensure that all managers are responsible for reaching diversity and ambitions and that they have appropriate oversight of strategies and initiatives to achieve them.

5

Equal opportunities

Review people policies, processes and practices, including recruitment retention, development, remuneration and career planning to foster diversity and avoid any bias.

6

Societal engagement and responsibility

Contribute to bridging the skills gap by supporting the development of STEM and digital subjects in education. Focus on apprenticeships, dual learning (i.e. combined learning in schools and on the workfloor), and business-education partnerships especially for underrepresented.

WE SUPPORT THE PLEDGE

Signatories and their function in **November 2018**



ABB

Ulrich Spiesshofer,
Chief Executive Officer

Adidas

Kasper Rorsted,
Chief Executive Officer

Air Liquide

Benoît Potier,
Chairman and Chief
Executive Officer

A.P. Møller-Mærsk

Søren Skou,
Chief Executive Officer

ArcelorMittal

Lakshmi N. Mittal,
Chairman and Chief
Executive Officer

AstraZeneca

Leif Johansson,
Chairman

BMW Group

Harald Krüger,
Chairman of the Board
of Management

BP

Carl-Henric Svanberg,
Chairman

BASF

Martin Brudermüller,
Chairman of the Board of
Executive Directors

Capgemini

Paul Hermelin,
Group Chairman and
Chief Executive Officer

Centrica

Iain Conn,
Chief Executive

CIR

Rodolfo De Benedetti,
Chairman

Deutsche Telekom

Timotheus Höttges,
Chief Executive Officer

ENGIE

Isabelle Kocher,
Chief Executive Officer

E.ON

Johannes Teyssen,
Chairman and Chief
Executive Officer

Ericsson

Börje Ekholm,
President and CEO

Eni

Claudio Descalzi,
Chief Executive Officer

Ferrovial

Rafael del Pino,
Chairman

F. Hoffmann-La Roche

Christoph Franz,
Chairman of the Board

HEINEKEN

Jean-François
van Boxmeer,
Chairman and CEO

Henkel

Hans Van Bylen,
Chief Executive Officer

Iberdrola

Ignacio S. Galán,
Chairman and CEO

Inditex

Pablo Isla,
Chairman and CEO

Investor AB

Jacob Wallenberg,
Chairman

KONE

Henrik Ehrnrooth,
President and CEO

Michelin

Jean-Dominique Senard,
Chief Executive Officer

MOL

Zsolt Hernádi,
Chairman and CEO

Nestlé

Paul Bulcke,
Chairman

Nokia

Risto Siilasmaa,
Chairman

Norsk Hydro

Svein Richard Brandtzaeg,
President and CEO

LafargeHolcim

Jan Jenisch,
Chief Executive Officer

L'Oréal

Jean-Paul Agon,
Chairman and Chief
Executive Officer

Orange

Stéphane Richard,
Chairman & CEO

Proximus

Dominique Leroy,
Chief Executive Officer

Rio Tinto

Jean-Sébastien Jacques,
Chief Executive

Rolls-Royce

Ian Davis,
Chairman

Royal Dutch Shell

Ben van Beurden,
Chief Executive Officer

Royal Philips

Frans van Houten,
President and Chief
Executive Officer

Sabancı Holding

Güler Sabancı,
Chairman

Saint-Gobain

Pierre-André de Chalendar,
Chairman & CEO

SAP

Bill McDermott,
CEO

Smurfit Kappa Group

Tony Smurfit,
Group Chief Executive

Siemens

Joe Kaeser,
President and Chief
Executive Officer

Solvay

Jean-Pierre Clamadieu,
Chairman of the Executive
Committee and CEO

Sonae

Paulo Azevedo,
Chairman and Co-CEO

Techint Group

Gianfelice Rocca,
Chairman

Telefónica

José María Álvarez-Pallete,
Chairman and CEO

Titan Cement

Dimitri Papalexopoulos,
Chief Executive Officer

Total

Patrick Pouyanné,
Chairman of the
Board & CEO

Umicore

Thomas Leysen,
Chairman of the Board

Vodafone Group

Nick Read,
Chief Executive

Voestalpine

Wolfgang Eder,
Chairman and CEO

Volvo Group

Martin Lundstedt,
President and CEO

Wolters Kluwer

Nancy McKinstry,
CEO and Chairman of
the Executive Board

NEW SIGNATORIES

ABB

Björn Rosengren,
Chief Executive Officer

BMW Group

Oliver Zipse,
Chairman of the Board
of Management

Nokia Corporation

Pekka Lundmark,
President and CEO

SAP

Christian Klein,
Chief Executive Officer

Solvay

Ilham Kadri,
Chief Executive Officer
& Chairman of the
Executive Board