



INSPIRING WOMEN -
A TRIBUTE TO FEMALE SUCCESS STORIES

For a Culture of Appreciation and Respect

Daimler is represented around the world – and the world is also represented at Daimler. More than 298,000 people work together on six continents. They all form a vibrant mix of cultures, skills, and lifestyles, with each individual contributing their own perspective – be it in the development of innovative solutions, the understanding of customer needs or the marketing of our products. We are convinced that this diversity makes us creative and successful.

At Daimler, we are committed to diversity and equality. This also includes our engagement as a company to support and empower women – not just as employees and customers, but beyond. Empowering women means recognizing their achievements as well as acknowledging the obstacles they still face today. Therefore, to celebrate the fifth anniversary of the founding of She's Mercedes, this booklet takes a closer look at the progress women have made and their current status in society. In this booklet, some remarkable women from both inside and outside the corporate world – including our company – provide insights into their personal stories and careers. These insights have the potential to pass learnings on to others and even inspire them. Of course, we can only cover a portion of the big picture in this booklet – we'll focus on the following topics in more detail:



Education, Work & Career

as key elements for transforming and influencing society.



Social Life & Family

within the context of combining friends and family with work.



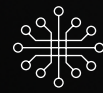
Economics & Science

as crucial routes to improving quality of life.



Mobility

as the core competence of Mercedes-Benz and the best way to get around.



Digitalization

as a major challenge in our all futures.

The booklet is subdivided into the following sections:

PAST – Female Trailblazers in History

We shine a spotlight on some of history's most outstanding women. Today, many of them are role models who inspire and embolden.

PRESENT – Inspiring Women and the Female Status in Modern Society

We look at the numbers and statistics from various sources to get an impression of the current status of women in society. Additionally, five inspiring women from the She's Mercedes network tell us more about their personal stories and careers.

FUTURE – Moving Closer Towards Total Equality

Marianne Reeb, Futurologist at Mercedes-Benz AG, provides an outlook to the future and shares her personal view on how the roles of women in society might evolve.

CURRENT STATUS AT DAIMLER – How Women Have Evolved at Daimler

This section provides insights into Daimler AG's own development both in terms of female employees and customers. Besides the numbers, Daimler executives add their personal perspectives.

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Bettina Fetzer

Vice President Marketing Mercedes-Benz AG

Five Years of She's Mercedes: Taking a Closer Look at the Many Facets of Female Success

This is a booklet about female success stories. And yes, the plural of “story” was chosen for a reason. Because there isn’t a single definition of female success – just as there isn’t a single key to unlock the door to it. Why do we feel the need to talk about female success stories now? After all, much has already been said and written about this topic – ranging from books to countless newspaper articles to studies digging into the ways in which women are networking, or even examining the characteristics some successful women share. We’re publishing this booklet because five years ago, Mercedes-Benz launched its very own initiative to encourage female empowerment and to support women in succeeding: **She’s Mercedes**. Up until today, Mercedes-Benz has been the only car manufacturer to launch such an initiative. And we’re proud to say that since our early days, fascinating figures such as Bertha Benz and Mercédès Jellinek have played a major role in the origin of our company and brand.

Of course, launching **She’s Mercedes** was also aimed at raising our brand relevance among women. As a company, we want to familiarize women with our brand environment and find out more about their mobility-related needs and wishes. However, in order to do so, we need to listen first – and with **She’s Mercedes**, we seek to give women a voice. The overarching goal of this initiative has always been to give women a place to network and exchange thoughts and ideas as well as to support each other. Because that’s what empowerment is: to encourage others to thrive and to support them on their individual paths towards success. At the same time, our initiative sought to trigger an internal change from sales and communications to after-sales – via training and specific retail and sales initiatives, looking at the needs and wishes of female customers.

Women are one of the fastest-growing and most influential consumer groups today. Not only are their incomes and luxury purchases increasing, they also tend to influence the purchasing decisions made by their partners. Critics might comment that we should have started

She's Mercedes much earlier, but let's not forget where we came from: an industry place which many used to consider – and some still do – to be a man's world. If we put it into perspective, we've come a long way. Today, women equally define our success as a company, from the board of management and senior management to administration and the assembly line. In the meantime, **She's Mercedes** has turned into a community of powerful and diverse women from all around the world.

If we look holistically at the values of equality and diversity, I don't want to downplay the importance of these topics to societies around the world going forward. Statistics indicate how far we've come – but also how much ground we still need to cover. In 2006, Daimler was one of the first companies in Germany to set a target range to promote women in management positions: by the end of 2020, the proportion of women in management positions will be nearly 20 %. Currently, there are two women on the Daimler Board of Management. This equates to 25 % of the board and makes us a leader among the DAX companies. We take these subjects very seriously, enabling people from diverse backgrounds to succeed. We want to provide everyone with equal opportunities regardless of their individual backgrounds. In this broader context, **She's Mercedes** is just one small resource for women – but an important one. And it's why I wholeheartedly welcome what my colleagues and all of us at **She's Mercedes** are doing, and together we wish to continue this for many more years. At the same time, I highly value our engagement for equality and diversity as a company – it's reflected in our corporate culture and embodied by our employees.

Coming back to the success stories: on occasion of the fifth anniversary of **She's Mercedes**, we want to broaden our view and provide a closer look at female success stories. This booklet seeks to shed a light on powerful and inspiring women – at Mercedes-Benz as well as in and outside the corporate world. I hope it inspires you, too.

T. F.



Past

Female Trailblazers in History

We shine a spotlight onto some of history's most notable women. From antiquity to the present day, many women have been committed to gender equality from an early age. They are pioneers in research, have fought against injustice, shaped the future of mobility, enriched society and demonstrated strength. Today, many of them are role models who inspire and embolden. There are, of course, too many brave, passionate and remarkable women to list. Here we profile a small cross-section who stand out to us as trailblazers and give an even deeper insight into five exceptional women – each from the defined categories, which we will continue to address in the main part of this booklet.



Past

Female Trailblazers in History

In chronological order



Dorothea Christiane
Erxleben

1715–1762

First woman to receive a doctorate in medicine



Ada Lovelace

1815–1852

Wrote the world's first computer program



Bertha von Suttner

1842–1914

First woman to receive the Nobel Peace Prize



Bertha Benz

1849–1944

Took the first long-distance drive in an automobile



Clara Zetkin

1857–1933

Proposed the establishment of an international women's day



Marie Curie

1867–1934

First woman to receive the Nobel Prize for Physics and, later, for Chemistry



Gabrielle Chasnel
(alias Coco Chanel)

1883–1971

French designer and entrepreneur who became a style icon as Coco Chanel



Amelia Earhart

1897–1937

First female aviator to fly solo across the Atlantic Ocean



Astrid Lindgren

1907–2002

One of the world's most famous authors of books for children and young people



Simone de Beauvoir

1908–1986

Laid the foundation for modern feminism



Rosa Parks

1913–2005

Civil rights activist whose bravery led to nationwide efforts to end racial segregation



Hedy Lamarr

1914–2000

Developed a radio control widely considered an early model for Bluetooth



Ruth Bader Ginsburg

1933–2020

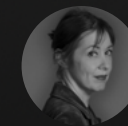
U.S. Supreme Court justice, the second woman to be appointed to the position and a strong voice in favor of gender equality



Valentina Tereshkova

1937

First woman to go into space



Suzanne Vega

1959

Her song Tom's Diner was the first in MP3 format

Female Trailblazers in History

Education, Work & Career



Simone de Beauvoir
1908-1986

Simone de Beauvoir was many things: writer; philosopher; existentialist; feminist. Her book 'Le Deuxieme sex', an examination of the role of women, made her famous in 1949 when it caused uproar and became a bestseller. An outspoken campaigner for legalized abortion, she chose never to marry and had a life partnership with Jean Paul Sartre. Arguably her most famous quotation: "You are not born a woman, you become one."

Economics & Science



Marie Curie
1867-1934

Marie Curie was not only the first woman ever to receive a Nobel Prize, she remains the only scientist to have received it twice. Together with her husband Pierre Curie, she discovered the elements radium and polonium. In 1903, the Curies and Antoine Henri Becquerel received the Nobel Prize for Physics. Pierre Curie died in 1906 and Marie took over his chair at the Sorbonne University in Paris. She was awarded her second Nobel Prize in 1911 for isolating the element radium. Curie died of leukemia in 1934 as a consequence of her many years of work with radioactive substances.

Mobility



Bertha Benz
1849-1944

Bertha Benz is described as an ambitious, curious woman with a great interest in technical innovations. It was her tenacity and talent that helped her husband and engineer Carl Benz eventually realize his vision of creating an engine-powered horseless carriage. She didn't hesitate to invest her entire dowry in his company, even before they married. The couple got the two-stroke engine to work for the first time on New Year's Eve 1879. In August 1888, Bertha and her sons undertook the first long-distance journey in the patented motor car.

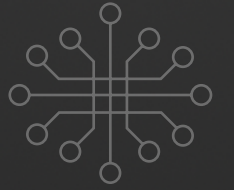
Social Life & Family



Clara Zetkin
1857-1933


Clara Zetkin was a politician, publicist and passionate speaker. In 1889, she gave her highly regarded speech on the liberation of women at the International Workers' Congress in Paris, going on to initiate International Women's Day in 1910. She was committed to women's rights to employment and to vote, to independent women's structures and to a woman's right to self-determination.

Digitalization



Ada Lovelace
1815-1852

In 1843, Ada Lovelace translated an essay about an analytical engine, a concept for mastering new and increasingly complex calculations, the 'patterns' of which were encoded in punch cards. Not only did Lovelace add her own notes and calculations, she also provided calculations for the operations for processing the data, defined by the punch cards. This effectively created the world's first computer program. Computer pioneers discovered her work around 100 years after her premature death, recognizing how prescient it was.



Present

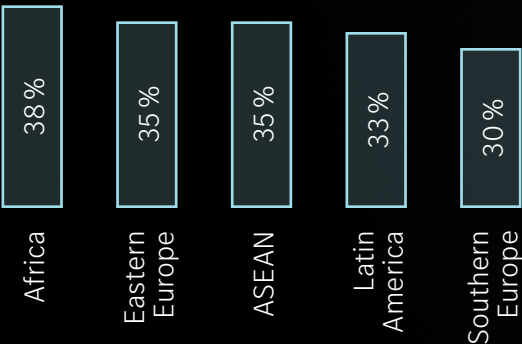
Inspiring Women and the Female Status in Modern Society

What's the current status of women in society and which obstacles do we still face on the path to equality? We look at the numbers and statistics from various sources to get an impression. Additionally, five inspiring women from the She's Mercedes network tell us more about their personal stories and careers. What obstacles did they face and how did they deal with them? What do they focus their minds on today? And what advice would they give to other women based on their personal experiences?



Facts & Figures

Top five regions by proportion of women in senior management 2020



Grant Thornton/Women in Business/2020

“We’re in an industry where technology and innovation flow around you all the time. If you surround yourself with people who look like you, walk like you, talk like you, went to the same schools as you and had the same experiences, you’ll have the very same blind spots. You’ll miss the same trends, curves in the road and opportunities.”

Ajay Banga

President and CEO of Mastercard

Accenture/Getting to equal/2019

2 in 3 male respondents think women should be paid the same as men for doing the same job.

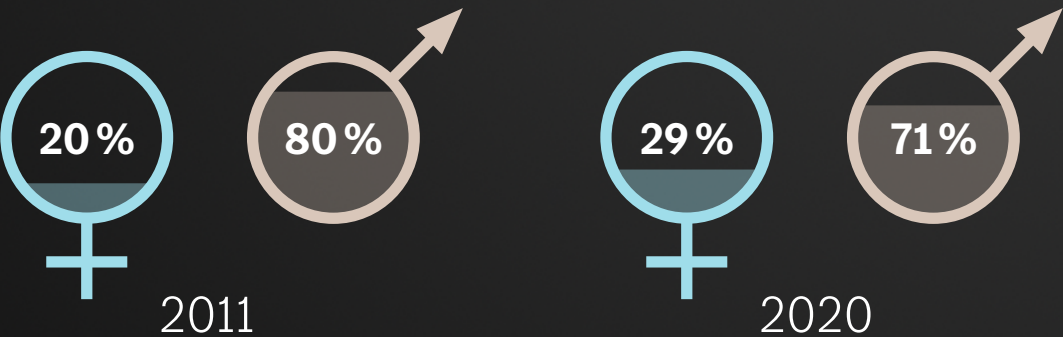
Unfortunately, **gender wage differentials** are still acceptable to **34 % of men** and **24 % of women**.

UN Women/Gender equality attitudes study/2019

In all OECD countries, young women are more likely to hold a tertiary qualification than young men. In some countries (e.g. Latvia and Slovenia), the proportion of 25-34 year-old women is above 20% points higher than the proportion of 25-34 year-old men.

OECD Family Database/Educational attainment by gender/2019

Proportion of women and men in senior management globally, 2011 vs. 2020



Grant Thornton/Women in Business/2020

The top country for gender parity remains Iceland (for the 11th year running)

1	Iceland	-	0	6	New Zealand	↑	+ 1
2	Norway	-	0	7	Ireland	↑	+ 2
3	Finland	↑	+ 1	8	Spain	↑	+ 21
4	Sweden	↓	- 1	9	Rwanda	↓	- 3
5	Nicaragua	-	0	10	Germany	↑	+ 4
Rank	Country	Change		Rank	Country	Change	

World Economic Forum/Mind the 100 Year Gap/2019

Five Questions for ...

Prof. Dr. Aleksandra Przegalińska

Vice-Rector and Associate Professor at Kozminski University

Aleksandra Przegalińska is known internationally as an expert on artificial intelligence (AI) and is an icon of female leadership within the Polish scientific community. Focused on new technologies, sustainable technological growth and media studies as well as system/organization theories, she received her PhD in Philosophy of AI. She is a former Research Fellow at the Center of Collective Intelligence at Massachusetts Institute of Technology (MIT) in Boston and a future Harvard Senior Research Fellow. As an Associate Professor and Vice-Rector at Kozminski University, she is currently researching bots and wearable technologies.



What factors have helped you to get where you are today?

Determination and passion are obviously important in any career one pursues. If you know what your true interest is, you set your mind on the conditions to make it happen. But I honestly think that people you meet and work with are the main factor. I have been very fortunate to meet amazing academic advisors, both men and women, who guided me throughout my career and helped out in transforming my ideas into research concepts and methods. I also am fortunate to work with inspiring collaborators with diverse research interests - together with Professor Dariusz Jemielniak we wrote Collaborative Society published recently by the MIT Press. Being part of a research duo or time where everyone is driven and motivates each other is the key.

Why is empowering women so important?

Now, in the XXI Century, innovation and technology are providing unprecedented opportunities, but also challenges and threats. On the upside, the technological field will produce new and exciting jobs for both women and men. I think diverse voices need to fuel our technological futures, we should embrace many different perspectives and different

points of view in technology design and implementation. This will allow us to democratize technology and hopefully avoid some major mistakes.

Did you feel supported by female role models or others during your professional journey?

Very much so. I was lucky to work with extremely accomplished, but also supporting, female researchers such as Rosalind Picard, and businesswomen like Ginni Rommetty, who served as my role models. It was particularly impressive in the field of technology, which was traditionally prevalently masculine. Thanks to observing them at work, working with some of them, and following their research, I realized at some point that when you set a goal you will eventually make it.

In some areas, special measures for women still need to be taken to achieve equality. What is it like in your field? Do you think it is more difficult as a female to be taken seriously in the research industry, especially in the field of AI?

It is true that there are far fewer women than men working in AI. This tendency is very worrying, especially when you look at what happens

after the process of education is completed and women embark on their professional journeys. Many of them quit their work in hardware and software development because of prevalent male teams where they don't feel they belong, despite their intellectual capacities and proper competencies and skills. I do hope that in the future this will change.

How important is a well-functioning network, especially for women?

I think a supportive network, both inside and outside organizations is a key component for both individual and collective success. It's an opportunity to connect, mentor, be mentored and build alliances. Members of the women's networks usually recognize how such networks can be used to contribute to both their own goals and their organization's strategic goals.

Facts & Figures



Worldwide 34 million girls of primary school age do not go to school, compared to 29 million boys.

UNICEF/International Day of the Girl/2020

Best work-life balance

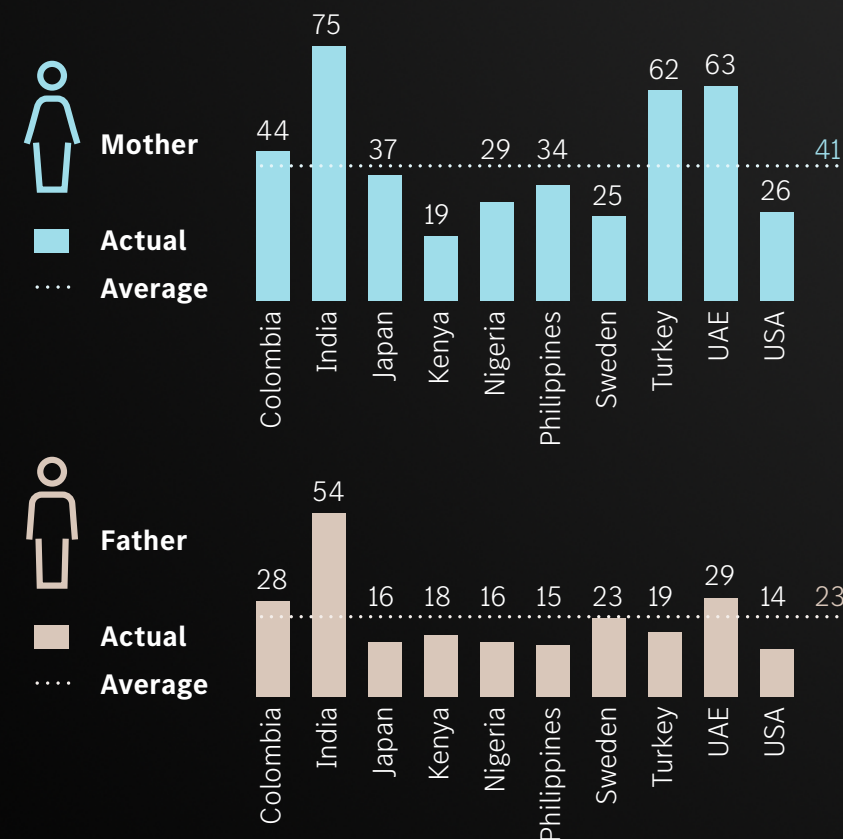
(10 = best balance)



Based on indicators such as working hours, time for leisure and personal time, employment rate of mothers in OECD member states.

OECD/Better Life Index/2019

Percentage of respondents who agree or strongly agree that when a mother/father works for pay, the children suffer.



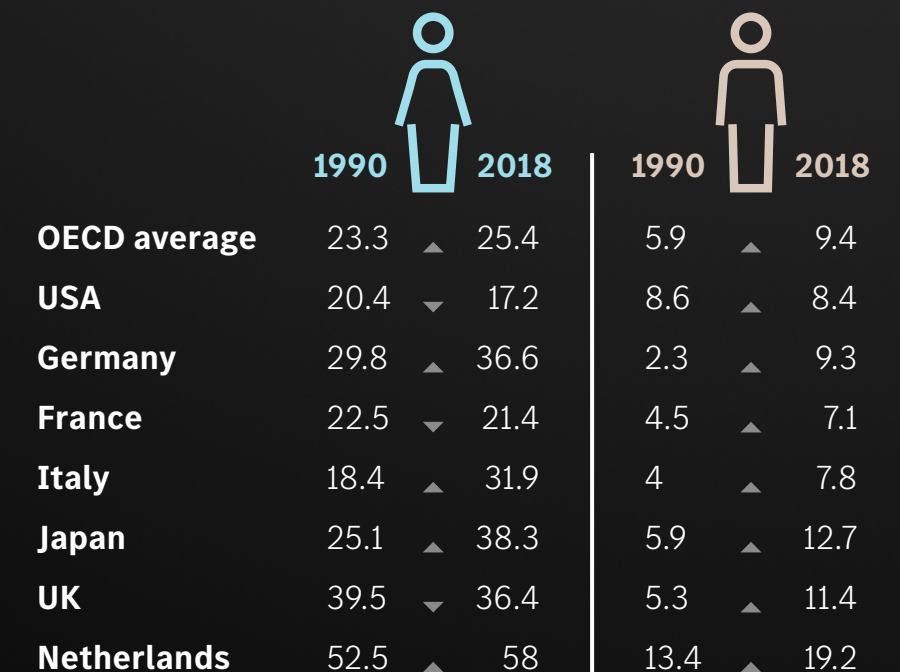
On average **41%** of respondents believe that having a mother who works for pay affects the welfare of the children. In the case of men that work for pay, only an average of **23%** believe that it affects their children's welfare.

UN Women/Gender equality attitudes study/2019

According to studies, every additional year that a girl goes to elementary school leads to an average 10-20 % higher income later.

UNICEF/International Day of the Girl/2020

Part-time employment (%)



OECD/Share of employed in part-time employment/2018

Five Questions for ...



Sharon Cohen

Head of Figure Skating Organization

Skating since she was eight years old, Sharon Cohen is a United States Figure Skating double gold test medalist in figures and freestyle. She went on to found the Figure Skating in Harlem organization in 1997. The organization is unique in the way it pairs education with this special sport and helps girls to become strong, confident and self-controlled leaders.

Why is the combination of education and sports such a good foundation for life?

A sport like skating is brilliant at teaching resilience, self-discipline and teamwork, and it's exciting to watch our girls develop confidence and leadership qualities. A strong education though, is still the best predictor of future success and increased opportunities. So what better way than combining education with sports to build healthy female leaders who are prepared to take on the knowns and unknowns of life?

How do you manage your work-life balance?

It's not easy and sometimes it's messy. I believe it's important to have boundaries. I try to put work down at a certain time each day and not fill my weekends with work. Stepping away and taking a breath often makes me much more productive when I return to it. Building in time for self-care, family, friends and cultural activities is crucial. It feeds the soul in a way that enhances work and is essential.

Mercedes-Benz is one of the founding partners of the Laureus Sport for Good Foundation. It promotes socially disadvantaged children and young people through worldwide sports projects and helps to strengthen values, self-confidence and personal skills. Do you have any life advice that you can give to your female students?

Truth be told, my students often give me the great advice! One of our alumnae said recently, she has learned to fall fearlessly. I like that. It's important to

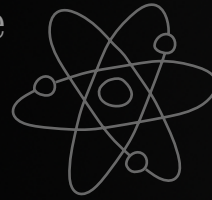
know we can make mistakes and they are not fatal. In figure skating, you must fall down a lot in order to progress in the sport. What counts, however, is how often we get back up. Getting back up is the advice. Finally, I would suggest to students that they not let others define them. Instead, they should work hard, value excellence and then develop their own opinions, always knowing that no matter what, they are inherently good and loved.

Why is figure skating in particular so suited to empowering girls? Couldn't it be any other sport?

Of course each sport has its own important lessons to teach. However, I find skating is exceptional because 1) it's difficult and 2) it combines physical prowess with artistic expression. Whenever you must work hard and persevere to reach a goal, you tend to value it more; you are empowered. Skating also is about joy; flow; music; beauty. Even learning the fundamentals, you can be out there on a big sheet of ice and feel a sense freedom and accomplishment. I see it on our students' faces – they feel pride and joy.

What would you like to tell your younger self now that you are an adult?

Your own life will surprise you. Embrace the mystery. Know that often it won't be easy, but all will be okay. You will learn to surf it well. So, pay attention. Find joy in your daily encounters. Trust your inner voice. And most important, keep the faith no matter what. You've got this.



Around 20 percent of newly funded startups in 2019 have a female founder. Since 2009, the proportion of female co-founded companies has doubled.

Crunchbase/EoY 2019 Diversity Report/2019

“Women do not just want to boost the bottom line; they also want to help develop the communities we live in, by investing in education, health care, and our planet.”

Tracey Woon

Vice chairman of UBS Wealth Management for the Asia-Pacific region

BCG/Managing the Next Decade of Women's Wealth/2020

Woman earn approximately

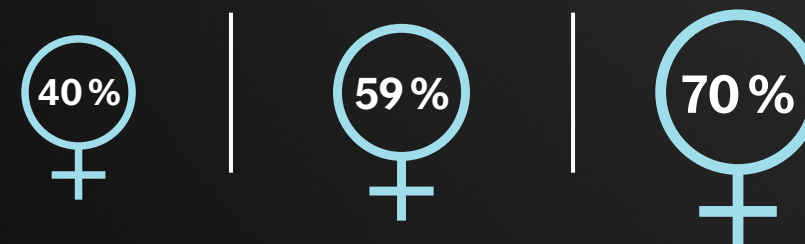
77 %

of the income of men with the same education level.

OECD Indicators/Education at a Glance/2020

Younger women are more likely than older women to take the lead in financial decisions.

That independence endures even as millennials marry.



Baby boomer
(1946–1964)

Generation X
(1965–1979)

Millennials
(1980–1993)

BCG/Managing the Next Decade of Women's Wealth/2020

With more women entering the workforce, there will be a significant shift in financial and economic power towards women – both on the household and professional front.

Frost & Sullivan/Global Mega Trends to 2030/2019

Women's share of regional wealth is highest in North America, but growing fastest in Asia (2019).



BCG/Managing the Next Decade of Women's Wealth/2020

Five Questions for ...



Lauren Simmons

Multifaceted entrepreneur

Lauren Simmons made history at the age of 22, becoming the second-ever African-American female equity trader – as well as the youngest – at the New York Stock Exchange (NYSE). Since Lauren's departure from the trading floor, she has become a multifaceted entrepreneur and was named woman of the year in 2019 by Harper's Bazaar. Lauren is now an executive producer, working on a biopic of her life story scheduled to release in the summer of 2021. Lauren also serves as the host of Going Public, a new financial TV series on entrepreneur.com.

Your story is inspiring to a lot of women. What motivated you to enter the world of finance and to move to New York without a job?

I knew the only way that I would've been able to push myself is by putting myself in uncomfortable situations. If I'd have stayed home in Georgia, I think I would have lived a very comfortable life. I would have known exactly what was next for me. But by putting myself out there and being in a whole new environment, I was able to grow in a space of the unknown and push myself beyond limits that I wouldn't have had if I'd stayed home.

Did you have role models? If so, how important were they to you? Did you have a mentor?

Prior to the floor, the support of my family – especially from my mom – was important to me. She encouraged me to take risks and reassured me that everything would work out. If I didn't have her to support me, I probably would've come home to Georgia a lot quicker. She was very instrumental in allowing me to do something new and exciting, to take a risk and hope for the best. Richard Rosenblatt was such a support to me on the floor, even after leaving the floor. He advocated for me within the financial industry.

How did you manage to fight for respect in the world of finance?

Your first 90 days within an organization are very telling. If you come into it too shy or not being who you truly are, after those 90 days people will always expect you to be that same person. So my first 90 days I let the men on the floor know exactly what they were and weren't allowed to say around me. I'm feminine through and through and my power comes from wearing a nice dress and heels, the same way that it is when a man puts on a nice tailored suit. I made sure that I held true to who I am; have that respect; use my voice. Those first three months I really think set the

precedent for how the rest of my time on the trading floor was.

Why is it so difficult for many women to demand a salary increase or to negotiate a salary? And does society view women who can successfully negotiate differently than men?

It does take a little bit of practice, but it's also knowing your worth. You should get paid your worth – and if you're not getting paid your worth, you should at least get paid the legal salary. I think women don't have the same confidence as men when it comes to salary negotiations. You don't want to ask too much; you don't want to come off aggressive or bossy. I just say: you know your worth; you know the position; you've done the research. If you believe you deserve this salary, you should. If you believe you put in the time and you believe you should be paid more, you should. And honestly, if a company says no – especially when you have been successful in your role – you have the power to walk away and go to a company that will value your time and your worth.

How important is a well-functioning network, especially for women?

Very important. I really feel that people should push for their success and, especially in male-dominated spaces, more women should be advocates for each other. At least from my perspective, I haven't seen that as much. I think our biggest competition comes from women among themselves and I don't understand that. I don't feel that women support each other enough and I look forward to the time, when women rally around each other. There is a key difference when a man walks into a new job. Several experienced men will come up and support. With women, you don't get that same support and I'd like to see that conversation change going forward.



30.4 %

of the worldwide revenue of the car rentals segment is generated in the United States (2019).

Statista/Mobility Market Outlook/2020

Artificial intelligence (AI) and autonomous vehicles are expected to make mobility more convenient.

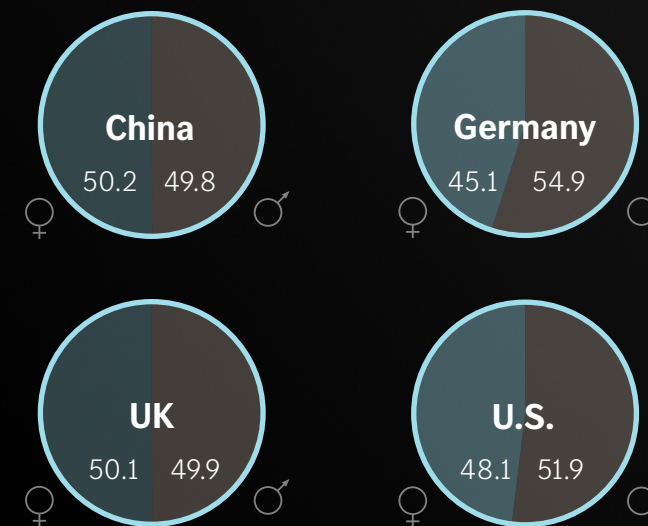
Statista/Mobility Market Outlook/2020

The fastest-growing segment within the Mobility Services market is car-sharing with an average annual growth rate of **7.7 %** (2017-2024).

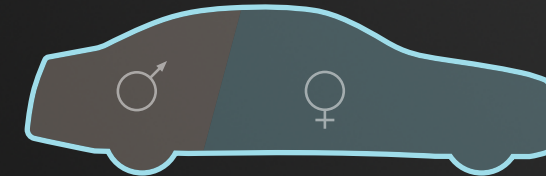
Statista/Mobility Market Outlook/2020

Mobility services user demographics

Users by gender (%)



Statista/Mobility Market Outlook/2020



Females form up to **66 %** of public transport users.

World Economic Forum/Women move differently/2020

Women in general are more careful when in traffic, exercising a more cautious approach and exhibiting less need for speed.

World Economic Forum/Women move differently/2020

Increasing internet penetration inevitably leads to the growth of digital services. This development has also reached the mobility services market. With revenues of **us\$ 252.8 billion** in 2019, China takes a leading role within the Mobility Services market.

User penetration is lower and the growth rates are slower in Europe and the United States compared to China.

Statista/Mobility Market Outlook/2020

Five Questions for ...

Susie Wolff

Former Formula 1 test driver and Team Principal ROKiT Venturi Racing

Mercedes-Benz Brand Ambassador Susie Wolff is team principal and shareholder of the Monaco-based ROKiT Venturi Racing Formula E team. Born in Oban, Scotland, she drove DTM races for Mercedes-Benz from 2006 to 2012 before working as a test and development driver for the Williams team until 2015. In 2014, Susie made history at the British Grand Prix by becoming the first woman to take part in a Formula 1 race weekend in 22 years.



You are the first – and so far the only – woman working at the top management level of an electric racing team. What do you expect from the people you work with?

First and foremost, it's about surrounding myself with great people. My main focus initially was getting the right people into the right roles and then empowering them. We all share a common goal and success in a team only comes when you have the right culture, strong communication and the right energy.

In a field dominated by men, do you have to fight harder than men in order to gain respect?

In the beginning of my professional career, yes, definitely I had to fight hard for respect but I very quickly realized that performance is power. Focus on doing your job well and your gender starts to become irrelevant very quickly. When I took on my role as Team Principal at Venturi, it was clear to me how many old fashioned opinions regarding women in motorsports still exist even now and there's so much work to be done to change this – which is why I'm such a supporter of the FIA Girls on Track initiative.

You are also involved in the “Dare To Be Different” initiative, which seeks to support girls on their way into racing. How important are these kinds of women’s networks? What tips do you have for young girls who also want to pursue their dreams

Grassroots engagement like this is absolutely essential. That's why I founded Dare to Be Different and why we decided to go global and unite with the FIA's Girls on Track. We won't get the female talent to the top if we're not engaging and inspiring girls and young women at the entry level – it's that simple. And this applies to every aspect of motorsports – not just driving, but engineering, journalism, strategy, management, and communications. We need to open the doors across the board. For me, networking also has a crucial role to play. The world we work in is small but it can be quite lonely when you're in the minority. That's why we shouldn't be frightened to lean on one another for support, guidance and help. As to what advice I'd give to any young girl who wants to pursue her dream, it's really simple: find your passion and if you really want it, don't give up. Surround yourself with the best possible people. Believe in yourself. Trust your instincts, focus on your goals and put the work in.

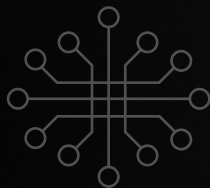
What is your personal wish for the mobility of the future?

Every human is a stakeholder in the future. We all have such a vital role to play in creating a safe and sustainable role for the generations to come. Given the huge impact vehicle emissions have on the environment, switching to more sustainable mobility is a clear way to minimize the negative impact we have on our environment. That's part of what inspired me to become involved in Formula E. If I had one wish, it would be that every person realize just how important even the small actions are – and this definitely applies to transportation but also every little thing we do. I read something on this that really resonated with me: “What's one plastic bottle?” said 8 billion people.

What do you like most about your job and driving in general?

I love the challenge. I'm a very competitive person and I enjoy the dynamic at the racetrack where everyone pulls together with a common goal. With regards to what I enjoy about driving: when I think back to my time as a racing driver, I loved the pure crystal-clear focus of pushing for a perfect lap – with no external thoughts; just the track, your car and your limits. Now when I drive on the road, I really try to enjoy the journey; to be present. It's not about how quickly we arrive, it's about enjoying the ride.

Facts & Figures



Women are approximately **9%** less likely to experience digital addiction during childhood.

OECD/How's Life for women in the digital age?/2019

If more women were to enter the digital jobs market, it could create an annual

16 billion €

GDP boost for the European economy.

Finland, Sweden, Luxembourg, and Denmark have the highest score on the WiD (Woman in Digital) scoreboard.

Women are the least digital in Bulgaria, Romania, Greece, and Italy.

European Commission/Women in Digital/2019

Women telework less than men. On average, **20%** of male workers reported having teleworked at least once, compared to **16%** of women. The gender gap was widest in Luxembourg, Austria, Switzerland and Norway, but very small in Estonia, Hungary and Poland.

OECD/How's Life for women in the digital age?/2019



Internet penetration



57.6 %



Broadband subscriptions



14.8
per 100 capita



Connection speed



16,550 kbit/s



Smartphone penetration



54.3 %*

Statista/Mobility Market Outlook/2020

**2018: Around half of the Chinese population own a smartphone (61.7%).*

52% of women said that they have experienced gender bias or discrimination in the workplace.

Women in Tech/Survey/2019

At the age of 15, on average across OECD countries, only **0.5%** of girls wish to become ICT professionals, compared to 5 % of boys.

OECD/Bridging the digital gender divide/2018

In 2018, only **20%** of CIOs in **Fortune 500**** companies were female. However, the ratio has increased by **14%** since 1995.

Boardroom Insiders/State of Women CIOs in the Fortune 500/2018

***Fortune 500 is an annual list compiled and published by Fortune magazine that ranks 500 of America's largest companies by total revenue for their respective fiscal years.*

Five Questions for ...

Tracy Chou

Software developer

33-year-old software developer Tracy Chou has worked at Google, Facebook and Pinterest – all in the heart of Silicon Valley. In 2016, Tracy Chou and seven fellow women founded Project Include, a non-profit supporting tech startups to be more diverse and inclusive. She is currently the founder and CEO of Block Party, a new startup working to solve abuse and harassment online.

You studied electrical engineering and computer science at Stanford, but couldn't see yourself starting a career as a software engineer at first. Why?

The simple answer is the sexism and misogyny that is so insidious and pervaded every aspect of my cultural conditioning, school experience, the advice I got from peers and mentors, and what industry exposure I did have. I think it is a testament to how heavy those headwinds are that someone like me, who had an otherwise perfectly paved pathway into the tech industry, still could never imagine myself taking it. Schoolmates made me feel inadequate and when it came to applying for internships and full-time jobs, mentors suggested I consider product management or non-technical roles. No one ever encouraged me to become a software engineer. The lack of role models didn't help, either. In my own internships and direct experience in the tech industry, I was surrounded by men, more than a few of whom were openly dismissive of my skills and worthiness of place, others who sexually harassed me. The counterbalance to all of this was discovering how powerful, empowering, and fun it is to be able to write code and create digital products.

What are you recommending to tech companies that want to diversify?

Every company will be different; in the same way that there is no single playbook for how a company builds its business or defines its culture, diversity and inclusion isn't an easy 1-2-3 checklist. There is one thing

that I recommend for every company, though, at the start: track metrics and set targets. Without data, both quantitative and qualitative, to understand a company's current status, there's also no way to know what areas are the most important to fix, and whether any efforts bear fruit. It's also important to set targets, so people are aligned around what the goals are and can measure their progress towards them.

In 2013, you helped to kick off the wave of diversity data disclosures by tech companies with a Github repository collecting statistics on women in engineering. If you did this again in 2020, do you think the numbers will have changed?

The good news is that this doesn't have to be a thought experiment: Companies have come into an annual cadence of releasing diversity data reports, so we can directly examine the data that's available. The bad news is that the data doesn't show a lot of progress. To be fair, there has been some slight upward movement of women's representation in tech, single digit percentage point changes. Unfortunately in some cases we've seen improvement along gender lines come with backsliding on racial diversity. Right now, it's as if there's a velvet rope of exclusivity, tightly looped around a precious homogenous few who are mostly male and mostly white and often privileged in other ways as well. Extending the circle to include a handful of women in the name of diversity doesn't solve the problem. To have inclusion, we must get rid of the circle of exclusion.



What are the next steps that women should take in the tech industry in order to improve their quota? How important is it to raise awareness and educate others?

I would challenge the fundamental assumption in this question that it's women's responsibility to change a male-dominated industry that systemically keeps us at the margins. We are underrepresented and underleveled, so often dismissed and pushed out. It is the people who are sitting in positions of power and privilege who must take responsibility here.

What are you currently working on?

I'm currently working on a new tech startup Block Party, building solutions for online harassment and giving users more control, protection, and safety online. There are many reasons to care about Block Party's mission to create a safer online experience, but for me, it's also very personal. Online abuse has upturned my life many times, and completely changed the way I live. Yet despite its terrible reach, it seems no one is even really trying to solve it. In the end, the only thing I can do to try to fix the problem for myself is to build a company to try to fix it for everyone. Our mission with Block Party is to build the tools that empower people to take back control of their online experience.

Future

Moving Closer Towards Total Equality

Equality and the current status of women in society are essential aspects of this booklet. How will the roles of women in society evolve? What impact will digitalization have on their work? And which general developments can already be foreseen? Marianne Reeb, Futurologist at Mercedes-Benz AG, provides some answers to these and more questions.



Outlook with ...

Prof. Dr. Marianne Reeb

Futurologist at Mercedes-Benz AG

Marianne Reeb has been a futurologist at Daimler for over 25 years. Together with her team, she concentrates on the future of mobility, focusing on improving transportation for all people. She deals with different lifestyles, target groups and social trends – also with a focus on women. Marianne Reeb was instrumental in founding She's Mercedes.



Equality and the current status of women in society are essential aspects of this booklet. How has this topic changed?

In recent years, the social discussion on the topic of equality has moved away from being purely a women's issue to the equality of all gender variants. However, the role of women depends strongly on cultural conditions and on what is accepted in society, which takes longer than two or three years to change. In fact, it takes at least a generation until certain changes come about. Regarding the new generation, you can say that they are more self-confident and do not complain about the circumstances but demand their rights, as we have seen with the #metoo movement.

Combining work and family is still an issue for a lot of women and it is not only important to support women in this area, but also encourage men in their role as fathers and part-time workers. Do you think this role will change in the future? How is this different in other countries?

If you want to do something for a woman's career, you have to do at least as much for men. There are enough men who would like to take parental leave or do job sharing, but who may not do it because it is not socially accepted. An important step towards equality in the workplace also lies in more flexible career options for men, e.g. parental leave. The Scandinavian countries have been showing us how to do it for years. For example, it has been regulated by law that parental leave is available to both mothers and fathers. In this way, it has become part of people's canon of values. This is very

important, because it is not only about legal regulations, but also about what is socially recognized. For us, parental leave still often means a career break for both – a woman and a man.

However, all these topics are actually no longer applicable to the women from the She's Mercedes network. I view them all as equally committed as men – both professionally and privately. Childcare or similar is just as minor an issue as it is for corresponding men's networks.

How will women choose their professions in the future? Could vocation or power be a reason?

I think the influence and opportunities women can have in their profession will play an even more important role in future. It's already clear: it's more about purpose; less about pow-

er. Influence and creative opportunities are very important, and even more so in the next generation. Women also want to create; it's not about power per se and its symbolism, but the freedom to do something that you think makes sense. Generations Y and Z need a purpose and a sense of what they do, then they make the right effort and put all their resources into it. This plays at least as much a role for women as it does for men. It will play a bigger role in their choice of profession and career in the future. Regarding the aspect of power, I think the future descriptors of managers will be only good or bad. When I look at the young women today and see the self-confidence with which they claim their place, I believe that in the future we will no longer be discussing male and female managers.



“It’s more about purpose;
less about power.”

Will agile structures and methods favor women’s careers?

Women find the non-hierarchical approach and the agile form of work a little easier. Both have a lot to do with communication, which women are said to be good at. But I always find these clichés hard to deal with. Women comply with agile structures; whether it is an advantage for them and promotes their career remains to be seen.

What impact will digitalization have on women and their work?

In recent months, digitalization has allowed us to continue to work; to remain flexible. This is very much to the advantage of women. And it will have an impact even if we can all return to our offices in full at some point. Women are perhaps more aware than men of the fact that working is not just the rational ticking off of certain tasks. They make sure that even in times of digitalization, the social aspect is not neglected. But even more than a gender issue, it’s a generation issue.

What will mobility and the car in general mean in the future? Is there a difference for women and men?

In my opinion, there are no very fundamental differences between men and women. I think the car will continue to play an important role. For many, whether men or women, it is a piece of independence and individuality. Our mobility will become multimodal. That means we use the mode of transport that is right for us at this time, whether it is the bicycle, the subway or the car. Mobility will become more intelligent and the flow of traffic

will be easier to influence so that traffic jams can be avoided. Both sexes will find this cool.

Can you give us a prognosis for the future, also with regard to Daimler?

The topic of equality will continue to be visible in society for some time to come but will become more multidimensional. For our clientele – both on the part of our customers and in terms of employees and managers – it will become less and less of an issue and more a matter of course. However, it will probably take a little longer until this has reached all levels of society.

At Daimler, we are already relatively well-positioned in terms of diversity. We no longer think in the categories of simply male and female but apply our diversity policy to other criteria such as culture, region, age and additional genders. This is a great opportunity for us as a company, because in my team, for example, the highest priority is to be as diverse as possible and to accept different professional backgrounds. This is the only way we can meaningfully deal with the future. Daimler has a very large workforce and great opportunity lies within this resource.

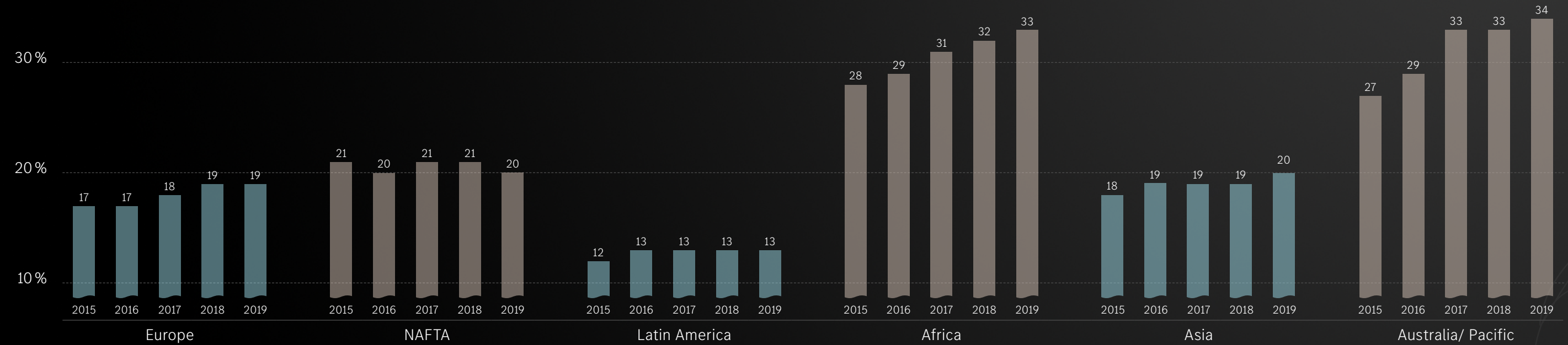
Current Status at Daimler

How Women Have Evolved at Daimler

The topic of equality will continue to be prevalent in society for the foreseeable future but will become more multidimensional and increasingly a matter of course. This section provides insights into Daimler AG's own development both in terms of female employees and customers. Besides the numbers, Daimler executives add their personal perspectives and speak about topics such as their careers, role models, work-life-balance and the empowerment of women.

Facts & Figures

Female workforce*



Percentage of women in senior management positions*



Percentage of women in the Board of Management*



Percentage of women in the Supervisory Board*



Facts & Figures

How important are individual needs when buying and servicing products? What do women attach particular importance to when buying a car? Sensitizing the international sales and service experts of Mercedes-Benz to these questions is a central component of She’s Mercedes. Since 2015, the initiative has therefore been present at the annual world-wide training events, where participants from around 70 countries expand their knowledge of current brand, product or trade topics in workshops. Through interactive training formats and individual training sessions, it has been possible to set priorities in the qualifications of the sales organization on the subject of women and cars.

In an internal study, we found that the proportion of female Mercedes-Benz passenger-car buyers (who are not necessarily the main users of the vehicle) varies from market to market and from model to model, as does the average age. In 2019, for example, it was slightly higher in Western Europe compared to the USA while in China, significantly younger customers opted for a Mercedes-Benz vehicle. Across all countries, female Mercedes customers are, on average, younger than male buyers. This trend will continue in the coming years, and we expect significant growth potential – especially among young, well-educated women.

In Western Europe, the proportion of female Mercedes-Benz passenger-car buyers in 2019

was around one-fifth; in China around 30%. In the USA, the proportion of women in 2019 was over 40%.

Mercedes-Benz compact models and SUVs are particularly popular with women, as are sporty vehicles such as our convertibles and coupes.

In China and the USA. in particular, the share of female Mercedes-Benz passenger-car buyers has increased over the past five years – in China by around 10 percentage points and in the USA by around five percentage points.

We ascertained in an internal study that women sometimes have different purchasing preferences. For example, they place great importance on products and services that save them time. They prefer brands that address their special needs and enrich their lives emotionally.

For many women, safety, design and functionality are important and therefore interior design is particularly interesting. Compared to men, women are also willing to spend more money for a more attractive ambience. However, that does not mean that women attach less importance to driving pleasure.

Our long-term goal is to position the brand in an equally attractive manner with both male and female customers.

Using connected features in a car*

EU			USA			China		
not	♀	15 %	not	♀	8 %	not	♀	3 %
interesting	♂	32 %	interesting	♂	7 %	interesting	♂	3 %
extremely	♀	21 %	extremely	♀	26 %	extremely	♀	13 %
interesting	♂	16 %	interesting	♂	25 %	interesting	♂	14 %

Using autonomous driving features*

EU			USA			China		
not	♀	19 %	not	♀	33 %	not	♀	4 %
interesting	♂	29 %	interesting	♂	29 %	interesting	♂	5 %
extremely	♀	10 %	extremely	♀	10 %	extremely	♀	10 %
interesting	♂	10 %	interesting	♂	18 %	interesting	♂	13 %

Daimler/2019 * rounded figures

Five Questions for ...



Britta Seeger

**Member of the Board of Management of Mercedes-Benz AG.
Marketing & Sales.**

As member of the Board of Management of Daimler AG and Mercedes-Benz AG, Britta Seeger is responsible for Marketing and Sales. Britta Seeger joined the Daimler Group in 1992. Among other positions, she was President and CEO of Mercedes-Benz Türk A.Ş. and President and CEO of Mercedes-Benz Korea Ltd.

How important do you think gender is in certain job positions? Or does it not make a difference anymore nowadays?

International studies clearly show that diverse teams achieve better, more sustainable results. Personally, I'm firmly convinced of this. Ultimately, however, I think that personal qualifications for the job matter most – and women and men should always have the same chances and opportunities.

Were you supported by female mentors on your way to management and have you been especially influenced by them? If yes, how so?

I was lucky enough to have had many great leaders over the course of my career – both male and female. This is why I have always asked myself the questions: “What distinguishes them? What can I learn from them?” but of course also “What would I do differently?”. Ultimately, it's important to go your own way and to openly reflect on your decisions.

Have you noticed changes in the perception of women in business since the beginning of your career?

Today, Daimler's proportion of women in leadership positions is quite high in terms of consistency, right up to the board of directors compared with other companies. It was very different at the beginning of my

career. So how did we achieve this? It was all about a commitment that we imposed on ourselves. If we want to promote women's careers and international careers, we can only do so with meticulous work – and at all levels.

Which character traits and skills are important for women on their way to leadership positions?

From my experience, the quality of work and leadership attitude matters most for both men and women by far. Quality will prevail when it comes to career opportunities. Therefore, in my opinion, women should not pretend – but more importantly believe in their strengths and capabilities. It's important to stay true to yourself, work hard and trust the process.

Which influences personally shaped you on your professional path to the Board of Management of Daimler AG and Mercedes-Benz AG?

I was able to gain valuable international experience during my stays in South Korea and Turkey as well as a general knowledge of the entire business through various jobs in different business areas, especially in Sales and After-Sales. Furthermore, throughout my entire career, I always had wonderful colleagues who shaped me both professionally and personally. But most important was the unwavering strength and support of my kids and my husband.

Five Questions for ...

Renata Jungo Brüngger

Member of the Board of Management of Daimler AG and Mercedes-Benz AG

Renata Jungo Brüngger is responsible for Integrity and Legal Affairs. She joined Daimler AG in 2011 as head of the legal department. As an experienced lawyer and compliance expert, she helps steer the company in a progressive way – in regard to either strategic topics or business operations.



How important for women is the planning of a professional path? How much was planned along your path to leadership?

You can't really plan it, at least not down to the last detail. Nevertheless, you can do a lot to get ahead in your career. First, you should be clear about what you really want – where do I see my field of action, what do I want to achieve and how much do I want to invest in it? You also have to pursue these goals with all your energy and passion. This automatically creates chances and opportunities that have to be taken. And the final and most important recommendation, especially for women: don't hesitate, don't let yourself be unsettled and trust yourself to step out of your own comfort zone – it's worth it and you grow personally from it. This is roughly how I would describe my career development. After graduation, I didn't say: "now I'm going to become a member of the Daimler Board of Management." However, I always set myself ambitious goals and worked hard to achieve them.

What advice would you give to women hoping to work in your field? What are your personal tips for women in general?

The world has changed a lot in recent years and that change is accelerating. With that in mind, two things are particularly important in my working environment: versatility and flexibility. It's no longer enough to be a specialist in one subject. You should be interested in a wide range of subjects, be able to adapt quickly and be agile for working in diverse teams. And in these aspects, I see a great opportunity for women who, in my experience, are very good at working in dynamic environments. My career recommendations for women in general is that you must be willing to take on responsibility, be willing to work for change for the better, stand up for your position and show endurance in all these things.

What would you like to tell your younger self?

The same thing I would say to all young people: stay curious about everything new, stay motivated even when things get tough, stay courageous in the face of unknown challenges and, above all, always stay true to yourself!

Can leadership also work part time? What conditions are needed for this?

Of course, it can. However, you have to plan this carefully. In my division, we have managers who run their departments on a part-time or job-sharing basis – by the way, these aren't only women, but also mixed "tandems." So, it's more challenging for sure, but it works. I think what matters most is communication and efficiency. You need to be in a continuous dialog with your team and agree on clear rules so that everyone knows who's working on what and which goals are being pursued. And you have to pay attention to efficiency, simply because your time is limited.

Did you have to make sacrifices for your career?

To be honest, yes. Sometimes you have to make certain sacrifices in order to take further steps in your career. In my case it was – and still is – spare time for sports, music and friends, which has been reduced due to my job. In the end, the important thing is to have a good balance and to be satisfied with what you have done.

Five Questions for ...

Bettina Fetzer

Vice President Marketing Mercedes-Benz AG

Bettina Fetzer has been in her current position as Vice President Marketing Mercedes-Benz AG since November 2018. She has held various positions within the company since she started in 2004. As an ambassador, she supported the creation of the “Leadership 20x” corporate culture. Bettina is married and has a two-year-old son.



How do you manage to juggle your family and your leadership responsibilities?

My husband and I are working parents, which means that we both work full time and share the time we spend with our son in equal parts. Just because I work full time doesn't mean that I have to be in the office until late at night, but rather trusting myself to do the job in the time I think is necessary and appropriate. We have a concept that enables me to spend time with my family and manage my leadership responsibilities. And I try to separate it as much as I can. When I spend time with my son, I really try to focus on him, not thinking of work – and the other way around.

What support do you think women need to balance children and career in general?

Workwise, we need modern working methods and models like telework and flexible working hours to adapt our careers with our private lives. It's important to have an open mindset and an understanding toward parents – both mothers and fathers working full time.

Is passion enough to have a career like yours? Which factors have helped to you to get where you are now?

Passion is a good base but you also need skill and authenticity. I always try to be myself. When I applied for the current job, I told them that I wasn't able to participate in all of our worldwide events because of my son. Instead, I told them about the new ideas I had – make sure you know what you are capable of and make it clear what you're willing to invest, and then show it to the people around you. The second one is visibility. Being confident and showing what you can do is clearly important; your achievements and hard work need to be seen. I was always open-minded to new challenges and I made sure those in my environment knew that. Find a boss who supports you and you will become visible. I wasn't afraid of going the extra mile; rather I wanted to develop myself further and that hasn't changed.

Why is empowering women so important?

I think it's important because every empowered woman works with a very different motivation. I have a mantra: empower, involve and en-

thuse. When we involve people in what we do, they get enthusiastic. If you empower them in the right way, they will make the best decisions – meaning that we need to share our knowledge with our colleagues so they can attend meetings and be able to contribute.

What advice would you like to give to other women?

Focus on the topics that are important to you and don't overdo it – it doesn't work. You don't need to do everything... in reality, you actually can't.

Five Questions for ...



Kerstin Heiligenstetter

Head of She's Mercedes

Kerstin Heiligenstetter has been Head of She's Mercedes since 2016. She joined Daimler AG in 2002 as International Key Account Manager at Mercedes-AMG GmbH. From 2009, she was responsible for marketing and communication projects at Business Innovation – Daimler's laboratory for new-business models – now known as "Lab1886". As part of her work at Business Innovation, Heiligenstetter was one of the founding members of the She's Mercedes initiative in 2016.

What role do networks play, especially for women?

Women are good networkers – and benefit from their networks in private life in particular. Career networks have so far been considered a specialty for men. However, women have increasingly recognized the importance and have clearly caught up. Networking creates exchange and inspiration. Whether in the digital world or in personal contact: when it comes to networking, the most important things are the joy of dialogue, interest in the other person and careful listening. After all, it is not about collecting as many business cards as possible, but rather about creating something meaningful from the encounter.

What tips do you have for women to make it easier to demand more for themselves?

Stay true to yourself. And know what your skills and knowledge are. Believe in what you want to take in hand and do not let yourself drift off. I don't mean to be hard-headed; it's necessary to look at all sides. But if you have a clear goal and stay authentic, you can attain everything.

Are there sectors in which it is easier or harder for women to be successful?

Women can succeed or struggle in any sector – just like men.

Have a look at two of the inspiring women portrayed in this booklet: Ada Lovelace is regarded as the first coder, and Bertha Benz was a trailblazer by undertaking the first long-distance ride in an automobile. Most recently, Emmanuelle Charpentier and Jennifer Doudna were awarded the 2020 Nobel Prize in Chemistry for discovering the CRISPR/Cas9 genetic scissors.

I'd say that, traditionally, women have a more difficult role in male-dominated industries, for example the finance sector. And with regard to the current situation, women in particular have been negatively impacted by the challenging circumstances of the COVID-19 pandemic. Companies are at risk of losing women in leadership. Empowering women in the world of work is key to contributing to a country's sustainable development. The power of inspiration can affect excellence: therefore, our mission at She's Mercedes since the beginning was to highlight the stories of strong women and to publicize role models. To put it like Elizabeth Marvel: "If you can see it, you can be it."

Did you have any role models who inspired you on a personal level?

There isn't this one person. I was lucky to meet many people in my life who inspired me with their qualities, projects and thoughts; who helped me to change perspective and to think 'outside the box'. We are all role models to each other, no matter where we come from or what we do.

Which topics should women talk more about?

Women should talk about any topic they like, and not be limited to any topic.

Various studies have demonstrated that the time allotted to women for talking on TV, in movies, parliaments or congresses is often less than the time for men. However, talking time is still often considered a status symbol. Therefore, women should take all the time for talking that they need.

I am convinced that additional strong female voices in areas such as finance, climate, health and science will benefit society as a whole.



“Gender equality and diversity are cornerstones of our corporate strategy – and an important part of our successful approach to the future, I’m delighted that She’s Mercedes has grown into a global network and wish this community all the best for its fifth birthday.”

Ola Källenius

Chairman of the Board of Management of
Daimler AG and Mercedes-Benz AG

Epilogue

In a Nutshell

Which women have significantly influenced the course of history? What’s the current status of women in society? What are the topics that concern women today? What impact will future developments have on the empowerment of women? And where does Daimler as a company currently stand in terms of the advancement of women? These are some of the central questions within this booklet, which also seeks to inspire women from different backgrounds by putting a spotlight onto female success stories.

Whether renowned financial entrepreneur, race driver or professor of artificial intelligence – female strength is multifaceted. The voices and statistics presented in this booklet show that the topics of equality and diversity still concern society and receive more attention today than ever before. At the same time, this booklet underlines how important it is for women to be heard and seen and encourages them to share inspiration through networking as well as support and empower each other on the path to a more equal society.

For five years now, Mercedes-Benz has been engaging in an intensive dialogue with women around the world through its international “She’s Mercedes” initiative – in order to more specifically address their needs and self-image in the field of mobility as well as offer them a contemporary brand experience. Launched in 2015 at the International Motor Show (IAA), the initiative pursues the basic idea of networking, exchange and dialogue in more than 70 countries. The commitment of the community and the fascination of being part of this network is unbroken after half a decade – and She’s Mercedes will continue to give women a voice, to listen carefully and to offer a platform for them to exchange ideas and empower each other. There are many more female success stories to be written, and we are looking forward to all of them.

