

GENDER EQUALITY IN THE NETHERLANDS

Assessing 100 leading companies
on workplace equality

SPECIAL REPORT
OCTOBER 2020



EQUILEAP
MAKE A DIFFERENCE AND A RETURN

Equileap is the leading organisation providing data and insights on gender equality in the corporate sector. We research and rank over 3,500 public companies around the world using a unique and comprehensive Gender Equality Scorecard™ across 19 criteria, including the gender balance of the workforce, senior management and board of directors, as well as the pay gap, parental leave and sexual harassment.

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Equileap was commissioned by the organisation Women Win to assess 100 public companies listed in the Netherlands on their gender equality performance. The research is part of the “Building Bridges for Women’s Economic Empowerment” programme, funded by the Dutch Ministry of Foreign Affairs.



Ministry of Foreign Affairs of the
Netherlands



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INTRODUCTION

In 2018, McKinsey published a report on gender equality in the Dutch labour market which found the country performed the worst in Western Europe on number of paid working hours, average monthly income, representation in management positions, and students in STEM education.¹ Fast forward two years to a world disrupted by the COVID-19 pandemic, and some systemic issues, such as unequal childcare and domestic responsibilities, that have kept women from participating fully and equitably in the workplace for decades are now exacerbated. The situation is particularly dire for women working in global supply chains, where job protections and social support are sometimes minimal. As companies in the Netherlands are forced to adjust their operations to the current situation, they have the opportunity to re-create new working environments that work for everyone.

Equileap was commissioned by the organisation Women Win to assess 100 public companies listed in the Netherlands on their gender equality performance. This report presents the findings of this assessment as well as a ranking the top 25 companies. The research is part of the “Building Bridges for Women’s Economic Empowerment” programme, funded by the Dutch Ministry of Foreign Affairs.

We used the Equileap Gender Scorecard™ to assess companies, which is composed of 19 criteria, including gender balance across the workforce, the gender pay gap, paid parental leave, and anti-sexual harassment policies. The Scorecard is a comprehensive methodology that we use to evaluate over 3,500 companies globally annually. For this Special Report, we expanded our research to do a deep dive on gender equality in the global supply chains of these 100 companies. We looked at social supply chain standards and the extent to which gender equality was addressed.

New measures brought about through Dutch legislation are having a positive impact on corporate gender equality. The government is currently working on legislation to ensure one-third (33%) of supervisory board members in all listed companies are female, and paternity leave provisions have been raised significantly over the past two years. **However, Dutch companies still have much room for improvement, with an average gender equality score of 37% for 100 companies, which is significantly lower than the 48% average for the top performing 100 French companies or 50% for the top performing 100 British companies.**

In regards to the supply chain, we found that while Dutch companies are paying attention to social topics, companies are not considering the different realities and conditions female and male supply chain workers experience in their various contexts and roles producing and providing goods and services.

In early September 2020, Prof. Mijntje Lucke-rath from the TIAS Business School published the latest annual edition of the Dutch Female Board Index showing that the percentage of women in the top of public companies had risen for the second time in a row, but is still a far cry from gender parity. **In parallel, the in-depth findings in this Special Report will serve as a benchmark analysis, as the first report of three over three years. The report will allow for a comparative analysis between companies, an example of best practices, and a tool to identify gaps in transparency and performance.** The insights will be useful to bridge gaps between gender equality goals and outcomes.

GENDER EQUALITY KEY FINDINGS

This Special Report presents an evaluation of the largest 100 public companies listed in the Netherlands on the Euronext Amsterdam Stock Exchange, ranking them based on their performance on gender equality, with an additional deep-dive analysis on their performance on gender equality in their supply chains (*See Methodology, page 16*).

> **The best performing company in the Netherlands is KPN, with a gender equality score of 66%.** In comparison, this is 8% lower than the score of Diageo, the top performing company globally in 2019 (out of 3,500+ companies), with a score of 74%.

> **The average score of these 100 Dutch companies is 37%, indicating that there is further room for improvement in workplace gender equality.** The average of the 25 companies on the Dutch AEX index is 48%. This is in between the averages of the French CAC 40 index (52%) and the German DAX 30 index (44%).³

> **Gender balance across all leadership levels is low, with, for instance, an average of 14% women on executive teams.** Half of the com-

panies do not even have one woman at this level.

> **88% of Dutch companies do not publish gender-segregated pay information** for their own workforce and none monitors the gender pay gap of its suppliers.

> **Less than half (48%) of the companies publish an anti-sexual harassment policy for their own employees,** and less than a third prohibit sexual harassment and gender-based violence throughout all their supply chain operations.

> **Looking at gender equality in supply chains, our research revealed that no company monitors the number of women-owned businesses in its supply chain** and that only 19% of companies have an equal pay for equal work or gender non-discrimination in pay clause in their supplier standards. Lastly, while almost half (47%) of companies make some mention of gender non-discrimination in supply chain standards, no company addresses gender consistently and specifically throughout all clauses of its supply chain standards.



CATEGORY A / GENDER BALANCE IN LEADERSHIP & WORKFORCE

Gender balance at all levels of a company is a key component of corporates' gender equality performance. Research indicates that companies with more diverse boards have greater returns and lower risk profiles.⁴ Increased participation of women at all levels in the workplace also leads to better business performance for companies and higher growth for the communities in which companies operate.⁵

Equileap researches the gender balance of companies at four levels (board, executive, senior management, and workforce) and assesses the progression of each gender to senior levels of the company (*See Scorecard, criteria 1-5, page 17*). We look for balanced numbers of men and women (between 40% and 60% of each gender).

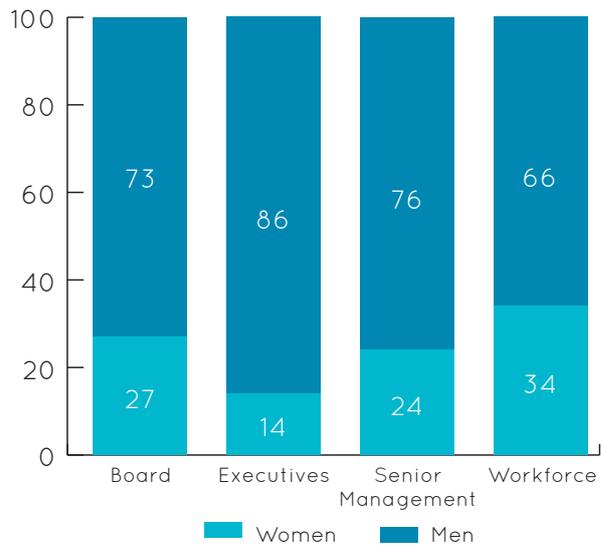
> **No company achieves gender balance at all four levels: supervisory board, executive, senior management, and workforce.** However, Wolters Kluwer and Beter Bed Holding come close, as the only two companies with gender balance at three out of four levels. Both fall short at the senior management level, with 38% women in the level at Wolters Kluwer, and 36% at Beter Bed Holding.

> **Only four companies have achieved gender balance at both the supervisory board and executive levels:** Beter Bed Holding, NSI, Ordina, and Wolters Kluwer, while 21% of companies have gender balanced supervisory boards and 10% of companies have gender balance at the executive level. The balance on boards appears to not spillover to the executive level, with 51 companies reporting zero women on the executive teams.

> Only 3% of companies have gender balance in senior management: Grandvision, Randsstad, and SBM Offshore.

> One out of five (21%) companies do not publish workplace gender diversity figures. Women make up 34% of the workforce of the companies that do disclose information.

GRAPH 1 / FEMALE REPRESENTATION BY COMPANY LEVEL (IN %)



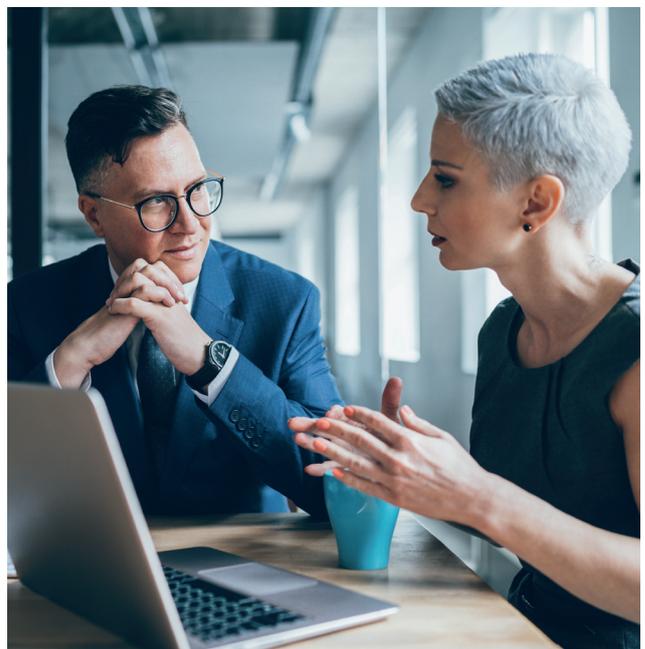
WOMEN IN TOP POSITIONS

Overall, the percentage of women in top positions in Dutch companies is particularly low.

> Two companies have a female chairperson: Intertrust and Air France KLM.

> **In the 100 Dutch companies, there are more men named Peter (five) than female CEOs (four).** The four companies with a female CEO are: Intertrust, PostNL, Wolters Kluwer, and DSM (female co-CEO)

> 14 companies have a female CFO



CATEGORY B / EQUAL COMPENSATION & WORK LIFE BALANCE

GENDER PAY GAP

The gender pay gap is the difference between the average salaries of all women and of all men in a company. At present, women in the European Union still get paid 16% less than men. The gender pay gap in the Netherlands is 15.2%.⁶

Equileap researches both the overall mean gender pay gap and the mean pay gaps at three or more levels in a company. Companies are evaluated on disclosure (whether or not they have published gender-segregated pay information, overall and in multiple pay bands), on performance (how large the pay gaps are), and whether they have a strategy to close any such gaps.

> A vast majority (88%) of companies do not publish information on the differences between the salaries of their male and female employees. And for the 12% that do publish information, only a third (4%) published gender-segregated pay information for all pay bands of the company: a.s.r., ASML, ASM International, and Eurocommercial (all pay bands meaning that the information covers all employees, includes top executives, and the company is divided into at least three levels).

> Two companies stand out for having no gender pay gap: KPN and ASML. The former, KPN, has no overall gender pay gap (less than or equal to 3%, mean and unadjusted) but does not publish its pay gap by bands, while the latter, ASML, has no gender pay gap in all pay bands (less than or equal to 3%, mean and unadjusted) but does not publish its overall pay gap.

> Only one Dutch company out of 100 publishes a strategy to close its gender pay gap: DSM.

PARENTAL LEAVE

As part of assessing gender equality performance, we look for parental leave which pays

at least two-thirds of the salary for 14 weeks for the primary carer and two weeks for the secondary carer (*See Scorecard, criterion 8, page 17*). These metrics correspond to No. 183 of the International Labour Organization's Maternity Protection Convention (2000) and the European Commission's recommendation, respectively.

In the Netherlands, based on current legislation, mothers are entitled to 16 weeks of fully paid pregnancy and maternity leave. Partners are entitled to six weeks of a combination of one week of partner/paternity leave, fully paid by the employer, and five weeks of extended partner leave, paid at 70% through unemployment benefits. Nine companies in this research were not evaluated as Dutch companies, and received credit for their respective statutory leave provisions (France, Belgium, Luxembourg, Germany, UK, US).

> No company published evidence of offering more than the statutory leave for primary carers.

> NN Group is the only company offering all secondary carers six weeks of fully paid leave and disclosing it.

FLEXIBLE WORK

The possibility to alter workday start and finish times and work from locations other than the company site enable a work-life balance, particularly for women, on whom caring responsibilities typically fall.

> A third (31%) of companies offer flexible work hours

> A minority (13%) of companies offer flexible work locations

LIVING WAGE

A living wage is defined as a level of pay that is sufficient to meet a person's basic needs (e.g. food, housing, clothing) in a given place of residence. The provision of a living wage by employers is key to ensuring that employees in low-paid positions can cover their

basic needs. In many countries, the statutory minimum wage does not cover a living wage, and this disproportionately affects women as globally they are more likely to be employed in low-skilled, lower paying jobs. With workforces both within and outside of the Netherlands, the 100 companies in this research cannot rely on minimum wage laws to ensure fair pay for their global workforces.

> **Eighteen companies publish a guarantee of a living wage to all employees**

CATEGORY C / POLICIES PROMOTING GENDER EQUALITY

Equileap evaluates companies on eight policies that promote gender equality and make the workplace a safe place to work, to ensure that all employees feel supported and can reach their full potential (*See Scorecard, criteria 10-17, page 17*).

> **There is only one company that publishes all of the eight policies in this category:** RELX, and 21 companies publish seven out of the eight policies. All 21 are missing a supplier diversity programme that includes women-owned businesses.

> Dutch companies generally perform well in this category, with three quarters or more of the companies publishing their policies on training and career development for all employees, gender non-discrimination in recruitment, workplace health and safety, human rights, and non-retaliation in reporting, respectively.

> **Almost all companies (95%) have an employee protection policy or confidential whistleblower mechanism in place.**

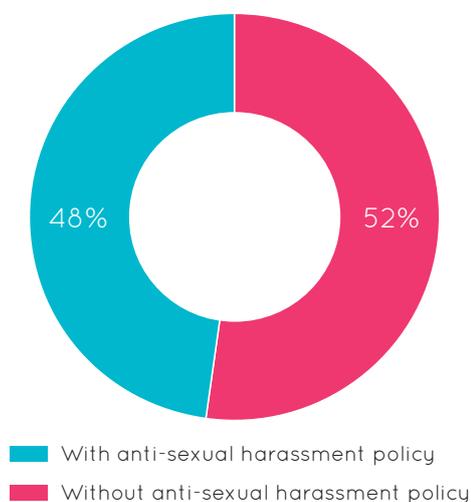
> **The majority of companies ensure access to training and career development opportunities for men and women at all levels of the company (74%)** and publish evidence assuring applicants of non-discriminatory hiring practices (76%).

SEXUAL HARASSMENT

A key policy we look for is an anti-sexual harassment policy. Under this criterion, we assess whether companies explicitly condemn sexual harassment and gender-based violence in the workplace.

> **Less than half of the companies (48%) publish an anti-sexual harassment policy.** While low, this number is in line with the European average (48%).⁷

GRAPH 2 / COMPANIES WITH/WITHOUT AN ANTI-SEXUAL HARASSMENT POLICY (IN %)



CATEGORY D / COMMITMENT, TRANSPARENCY, & ACCOUNTABILITY

Globally, there is the least disclosure from companies regarding their commitment to women's empowerment, transparency, and accountability (*See Scorecard, criteria 18 & 19, page 17*) compared to all other criteria on the Equileap Scorecard. Equileap evaluates companies on whether they have signed the United Nations Women's Empowerment Principles (WEPs), and examines whether companies have undertaken a recognised independent gender audit (such as EDGE, GEEIS, or EOCGE).

> **Eight companies (8%) are signatories to the United Nations Women's Empowerment Principles:** ABN AMRO, Aperam, ING Group, Ahold Delhaize, DSM, Randstad, RELX, and Unilever.

> **No company has undertaken a gender audit.**



RANKING

RANK	COMPANY	SECTOR	SCORE
1	KPN	Communication Services	66%
2	A.S.R.	Financials	63%
3	DSM	Materials	62%
4	ORIDNA	Information Technology	60%
5	UNILEVER	Consumer Staples	60%
6	ABN AMRO	Financials	58%
7	ING GROUP	Financials	58%
8	AHOLD DELHAIZE	Consumer Staples	58%
9	WOLTERS KLUWER	Industrials	55%
10	BETER BED HOLDING	Consumer Discretionary	55%
11	HEINEKEN	Consumer Staples	55%
12	RANDSTAD	Industrials	55%
13	RELX	Industrials	55%
14	NN GROUP	Financials	53%
15	PHILIPS	Health Care	53%
16	FUGRO	Energy	52%
17	UNIBAIL RODAMCO WESTFIELD	Real Estate	51%
18	VAN LANSCHOT KEMPEN	Financials	50%
19	SHELL	Energy	50%
20	SIGNIFY	Industrials	50%
21	EURONEXT	Financials	50%
22	POSTNL	Industrials	50%
23	HOLLAND COLOURS	Materials	50%
24	AEGON	Financials	50%
25	SBM OFFSHORE	Energy	47%

GENDER IN THE SUPPLY CHAIN

Globally, women are more likely than men to find themselves in vulnerable and low-paid employment.⁸ There are approximately 190 million women working in the global supply chain. While these jobs may offer women economic independence, if social standards go unmanaged, the reality can include low wages and excessive hours, unsafe conditions, and sexual harassment.⁹

These vulnerabilities have only been amplified by the COVID-19 pandemic. And yet, it is women who are called upon during this crisis to be the silent backbones of our economy: from the teachers educating the children of our key workers, to the parents juggling work with home-educating their children.

Large companies can have an impact on the quality of employment for women throughout their supply chains, through gender-responsive supply chain standards and practices.¹⁰ This research analyses whether companies listed in the Netherlands have gender sensitive policies in place to protect the human rights, safety, and economic wellbeing of all workers in their supply chains.

Two-thirds of the companies offer transparency on social supply chain topics, but we found very little data on how the companies are approaching gender equality in the supply chain. While we have found that Dutch companies are becoming more transparent and performing better on gender equality in their workforce, we did not find evidence that this is being extended to the supply chain.

GENDER AND RESPONSIBLE SUPPLY CHAIN MANAGEMENT

In this category, Equileap researched whether the companies carry out due diligence and have standards to which they hold suppliers accountable. We looked for whether the standards covered pertinent social supply chain issues, including forced labour, child labour, human trafficking, and labour rights (e.g. freedom of association, collective bargaining, fair wages), and whether those issues were also addressed with gender in mind. Companies were evaluated on whether or not they actively monitor and audit compliance with their standards throughout the supply chain, and if there are clear consequences for non-compliance.

> No company addresses gender when discussing forced labour or human trafficking.

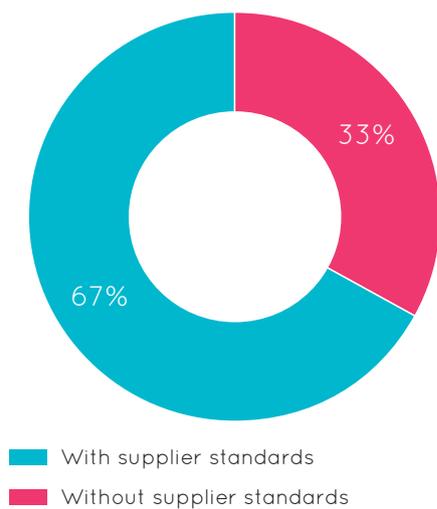
> A minority of 17 companies address gender in terms of labour rights. Most of them (16 out of 17) guarantee gender non-discrimination in pay. ABN AMRO specifically mentions that all workers, including vulnerable groups such as women, must be allowed to exercise their rights to freedom of association and collective bargaining.

> Only two companies, Brunel and ForFarmers, pay attention to gender when discussing child labour. Both frame the issue in terms of rights - Brunel focuses on both girls' and boys' rights to develop their full potential, while ForFarmers asserts that girls and boys must be able to remain in quality education when they are children. Other companies that include child labour in their standards (62 companies) only speak about children in general terms.

> A majority of companies (63%) conduct due diligence on social and environmental risks throughout supply chain operations, in accordance with the OECD Guidelines for Multinational Enterprises, The United Nations Guiding Principles on Business and Human Rights, other guidelines (another governing body's or the company's own procedure), or a combination of the three. Only 29 companies reported using the OECD Guidelines for Multinational Enterprises and 33 companies reported using the United Nations Guiding Principles.

> An even higher majority of companies (67%) have a supplier code of conduct or an equivalent policy for supplier standards.

GRAPH 3 / COMPANIES WITH / WITHOUT SUPPLIER STANDARDS (IN %)



> Twenty-seven companies cover all four of the pertinent supply chain issues in their supplier standards: forced labour, child labour, human trafficking, and labour rights.

> ForFarmers is the only company to mention gender regarding more than one issue (both child labour and labour rights).

> Nearly half of the companies (49) actively monitor or audit supply chain compliance, while 43 companies said there are consequences for non-compliance. Consequences could be remedial (e.g. development of an improvement plan) or punitive (e.g. termination of the contract).

LIVING WAGES AND GENDER PAY GAP IN THE SUPPLY CHAIN

In this section, Equileap evaluated the companies' expectations of suppliers regarding fair wages. While a company's own workforce in the Netherlands or Europe may be making a living wage, and all genders receive equal pay for equal work, global companies can make a positive impact on gender equality by extending these standards throughout the global supply chain. Few companies are addressing these topics in their supplier standards, and none are monitoring the gender pay gap in their supply chain.

> Twenty companies expect suppliers to pay their employees a living wage. Only 18 companies (18%) have published the same commitment to their own employees in the Netherlands.

> A minority of companies (19%) have an equal pay for equal work or gender non-discrimination in pay clause in their supplier standards.

> Nine companies have both a living wage and an equal pay expectation of suppliers: Aegon, Air France KLM, Aperam, ForFarmers, Heineken, OCI, PostNL, Signify, and Unilever.

> No company monitors whether suppliers publish gender-segregated pay information (i.e. the gender pay gap).



EMPLOYEE PROTECTIONS IN THE SUPPLY CHAIN

Around two-thirds of the companies expect their suppliers to abide by a human rights policy or standard. However, less than half of all companies have additional policies that offer protection to female employees in the supply chain: gender non-discrimination, a guarantee of the health and safety of female employees, anti-sexual harassment policy, and a mechanism to report misconduct confidentially and without retaliation. Gender non-discrimination is the most common of these policies, while a gender-responsive health and safety policy is the least common.

► Six companies have all five of the protection policies in place: ASM International, ASML, Philips, Signify, TomTom, and Unilever.

► **A majority of 66 companies have a human rights policy or clause that covers suppliers.** Aperam includes its gender diversity policy at the end of its human rights policy, adding a gender lens to some of the relevant topics.

► Forty-seven companies' supplier standards cover non-discrimination, with a specific mention of discrimination against women or gender discrimination.

► Nine companies monitor how their suppliers guarantee the health and safety of their female employees in the context where they work. Seven of the companies do this through recognition of the unique health and safety needs of expectant and nursing mothers.

► One-third of companies (31%) prohibit sexual harassment and gender-based violence throughout all supply chain operations.

► Twenty-one companies require that their suppliers have a mechanism for all supply chain employees to report misconduct confidentially and/or free from retaliation, or have made their own grievance mechanisms available to supply chain employees with the same protections. Five companies extend their own whistleblower policies to suppliers, but it is unclear whether or not supplier employees also have access to this mechanism.

GENDER EQUALITY AND PROCUREMENT

Having clear supply chain standards in place, that also address gender, is a factor in ensuring gender equality throughout global supply chains. However, Equileap found that very few companies are proactively monitoring the gender diversity of their suppliers, proactively working with women-owned businesses, and making efforts to build the capacity of suppliers and supplier employees to meet the standards they are expected to follow.

► **No company collects, monitors, or analyses gender disaggregated data on key performance indicators for companies in its supply chain**, such as gender diversity in leadership and the workforce.

► No company has a supplier diversity programme that includes women-owned businesses specifically covering their Dutch operations, or monitors the number of women-owned businesses in its supply chain.

► Five companies have a supplier diversity programme that includes women-owned businesses covering their U.S. operations: Arcadis, ArcelorMittal, Shell, RELX, and Unilever.

► Eight companies have undertaken capacity building initiatives to ensure suppliers are equipped with the knowledge, tools, and resources to implement supply chain standards. Three have undertaken initiatives to educate supply chain employees on social supply chain standards and practices. Two companies have done both: Signify and Unilever.

Some companies stand out for having launched innovative initiatives: Unilever does capacity building for women-owned businesses in its distribution network, addressing barriers to help close the gender gap. Van Lanschot Kempen supports female founders and entrepreneurs by investing in a fund that provides their companies with growth capital. VolkerWessels and Randstad both have a supplier diversity programme, but do not mention women-owned businesses specifically.

CASE STUDIES

This section provides insight into three companies that perform particularly well on social supply chain topics. While each still has room to improve in terms of integrating gender-responsiveness into their supply chain standards, all three offer insight into some best practices.

UNILEVER

Unilever publishes extensively on its supply chain standards and management, including the importance of women in the supply chain.

The company covers all four of the relevant social supply chain issues (forced labour, child labour, human trafficking, and labour rights), and addresses gender in regards to labour rights (gender non-discrimination in wages). It publishes detailed information on its active monitoring and auditing of supply chain compliance.

In the case of non-compliance, Unilever will come up with an action plan for improvement with the supplier, and terminate the contract if improvements are not made.

Unilever recognises living wages in the supply chain as a complex issue, and works with suppliers in various regions to implement the practice. Gender non-discrimination in wages is expected of suppliers, and the company defines equal work for equal pay in its “actions to advance good practices” for suppliers. The company has a supplier diversity programme and works to close the gender gap in its distribution network, showing commitment to women-owned businesses throughout the supply chain.

It is one of six companies to cover all five protections for workers, including a best practice example of how companies can protect the

health and safety of women. Unilever has also proactively created partnerships in various regions and industries in its supply chain to address the topic.

Unilever has demonstrated its strong commitment to improving social supply chain practices through its capacity building initiatives with suppliers through trainings and workshops, and through its direct involvement working with supplier employees and local stakeholders to address specific topics like women’s workplace safety.

Unilever scores 60% on gender equality in the workplace.



SIGNIFY

Signify's supplier sustainability declaration covers all four of the relevant issues, and addresses gender in regards to labour rights (gender non-discrimination in wages).

The company has a clear audit and assessment process to monitor supplier compliance, with corrective action processes in place, and consequences for non-compliance or no improvement based on corrective actions.

It offers a best-practice example of living wage practices, with an ongoing, detailed living wage policy for both its own employees and its suppliers, and measures improvement in the supply chain wage practices due to the company's intervention.

Signify also expects suppliers to practice gender non-discrimination in wages. It is one of six companies to cover all five protections, including a health and safety policy that addresses gender (protections for pregnant women and nursing mothers).

Based on outcomes of its Supplier Sustainability Audit Program, the company offers training and development to both suppliers and supplier employees on the topics that are most important for them to improve on.

The company scores 50% on gender equality in the workplace.

FORFARMERS

ForFarmers consistently performs well on supply chain topics, standing out as the only company to address gender for two relevant social supply chain issues (child labour and labour rights).

It monitors supplier compliance to standards, with consequences for non-compliance.

ForFarmers expects suppliers to both pay a living wage to all employees, and practice gender non-discrimination in wages.

The company has four of the five protections in place (missing a health and safety policy that includes gender), and provides capacity building support for suppliers, such as trainings, to achieve objectives set out in the code of conduct.

While the company performs well on the supply chain criteria, the company scores 23% on the gender equality Scorecard.

/ FOOTNOTES

¹ Capturing the Potential: Advancing Gender Equality in the Dutch Labor Market, McKinsey, 2018

² Special Report: Gender Equality in Europe, Equileap 2020

³ Briefing: Gender Equality in France & Germany, Equileap 2020

⁴ Women on Boards and the Human Capital Connection, MSCI.

Report: The Bottom Line: Connecting Corporate Performance and Gender Diversity, Catalyst.

Thar SHE Blows? Gender, Competition, and Bubbles in Experimental Asset Market, American Economic Review.

⁵ The business case for change, Women in Business and Management, International Labour Organisation.

⁶ Equal Pay? Time to close the gap!, The European Union, page 2.

⁷ Special Report: Gender Equality in Europe, Equileap 2020

⁸ The Gender Gap in Employment: What's Holding Women Back?, International Labour Organisation.

⁹ Gender Equity in Global Supply Chains, Ethical Trading Initiative.

¹⁰ We define the supply chain as the lifecycle of a company's goods and services. We are specifically evaluating how companies ensure gender equality in activities linked to their operations, products, or services by a business relationship. In accordance with the OECD's recommendations for [Responsible Business Conduct for Institutional Investors](#), for companies operating in the financial industry, we consider their investments to be part of their services, and therefore their supply chains. The majority of a financial company's «responsible business conduct» or «social supply chain management» will be related to its investment strategy and relationship with investees.

METHODOLOGY

DATASET

The dataset for this report consists of 100 companies listed on the Euronext Amsterdam Stock Exchange as of 24 February 2020. It includes all unique companies on the AEX, AMS, ASX (74 in total), plus the next 26 largest companies on the AAX by market capitalisation, headquartered in the Netherlands. The research for this project closed on 10 July 2020.

RANKING

Companies are ranked according to their overall Equileap gender equality score based on the 19 criteria listed in the Scorecard below. When two or more companies have the same score, we use Category A data to break the tie, starting with criterion 5 (Promotion & Career Development) and continuing, when required, through criterion 4 (Workforce), 3 (Senior Management), 2 (Executive) and 1 (Board).

DATA COLLECTION & APPEALS PROCESS

Equileap used a two-fold research approach to evaluate companies on the 19 criteria of the Equileap Scorecard, as well as additional criteria on gender equality in the supply chain. First, we gathered publicly available information published by the companies themselves in their annual reports, sustainability reports, policies and/or on their websites. Second, we engaged with the companies to allow them to send us their latest data. For the 19 criteria, all evidence must be publicly available. For the supply chain criteria, companies had the option of submitting internal documents for consideration as well. All companies were informed of the research.

Equileap makes every effort to ensure that the information reported is accurate. In the event of an error, we invite companies to email up-to-date information and corroborating evidence to research@equileap.com. Please note that only data that is supported by publicly available evidence is accepted.

TRANSPARENCY

The Equileap methodology skews towards companies that are more transparent and make their data publicly available. We firmly believe that transparency, and acknowledging where there are gaps and problems, is the first step towards taking action to close the global gender gap. Publicly available data enables investors and employees to hold companies accountable for the policies they offer and the steps they are taking to ensure gender equality in their workplaces. We encourage companies to be as transparent as possible about their progress towards gender equality.

EQUILEAP GENDER EQUALITY SCORECARD

The Equileap Gender Scorecard™ is inspired by the UN's Women Empowerment Principles. For each gender criterion, one or several metrics have been identified to evaluate it. Last, a score and weighting has been allocated to each criterion to reflect that some issues may be more important for furthering gender equality than others.

A GENDER BALANCE IN LEADERSHIP & WORKFORCE

1 / Board of Directors

Gender balance of the company's board of directors and non-executive board (or supervisory board)

2 / Executives

Gender balance of the company's executives and executive board

3 / Senior Management

Gender balance of the company's senior management

4 / Workforce

Gender balance of the company's workforce

5 / Promotion & Career Development Opportunities

Gender balance of the company's senior management compared to the gender balance of the company's workforce, signalling career progression opportunities

B EQUAL COMPENSATION & WORK LIFE BALANCE

6 / Living Wage

Commitment to pay a living wage to all employees

7 / Gender Pay Gap

Transparency on the gender pay gap at company level and on multiple pay bands, commitment to close the pay gap

8 / Parental Leave

Paid leave programs (at least 2/3 paid) for child care to both primary or secondary carers globally or at least in the country of incorporation

9 / Flexible Work Options

Option to employees to control and / or vary the start and end times of the work day, and / or vary the location from which employees work

C POLICIES PROMOTING GENDER EQUALITY

10 / Training and Career Development

Commitment to ensure equal access to training and career development irrespective of gender

11 / Recruitment Strategy

Commitment to ensure non-discrimination against any type of demographic group and equal opportunities to ensure gender parity

12 / Freedom from Violence, Abuse and Sexual Harassment

Prohibits all forms of violence in the workplace, including verbal, physical and sexual harassment

13 / Safety at Work

Commitment to the safety of employees in the workplace, in travel to and from the workplace and on company related business, as well as safety of vendors in the workplace

14 / Human Rights

Commitment to ensure the protection of human rights, including employees' rights to participate in legal, civic and political affairs

15 / Social Supply Chain

Commitment to reduce social risks in its supply chain such as forbid business related activities that condone, support, or otherwise participate in trafficking, force and child labour or sexual exploitation

16 / Supplier Diversity

Commitment to ensure diversity in the supply chain, including support for women owned businesses in the supply chain

17 / Employee Protection

Systems and policies for the reporting of internal ethical compliance complaints without retaliation or retribution, such as access to confidential third-party ethics hotlines or systems for confidential written complaints

D COMMITMENT, TRANSPARENCY & ACCOUNTABILITY

18 / Commitment to Women's Empowerment

Signatory to the UN Women's Empowerment Principles

19 / Audit

Undertaken and awarded an independent gender audit certificate by an Equileap recognized body

E GENDER CONTROVERSIES

Equileap monitors incidents involving sexual harassment or gender discrimination and provides gender controversy research to investors.

News Monitoring

We monitor news sources from around the world to identify those news items that could be significant from a gender perspective.

Identification of Incidents

Based on our news monitoring and company research, we identify incidents such as lawsuits and official rulings and collect relevant information and references.

Gender Controversy and Alarm Bell Evaluation

We evaluate individual incidents according to Equileap's Alarm Bell definition. Depending on the outcome of the evaluation, the incident is placed on a watchlist or may escalate into a formal Alarm Bell.

GENDER EQUALITY IN THE SUPPLY CHAIN CRITERIA

A GENDER AND RESPONSIBLE SUPPLY CHAIN MANAGEMENT

1 / Due diligence on social and environmental risks throughout the supply chain, in accordance with OECD Guidelines for Multinational Enterprises, The United Nations Guiding Principles on Business and Human Rights, and “other”.

2 / Supplier Code of Conduct or an equivalent policy for supplier standards; Covers topics including forced labour, child labour, human trafficking, and labour rights (e.g. freedom of association, collective bargaining, fair wages), and these

topics while addressing gender.

3 / Compliance with standards; Consequences for non-compliance

B LIVING WAGES & GENDER PAY GAP IN THE SUPPLY CHAIN

4 / Living Wage

5 / Equal Pay and Gender Pay Gap

C EMPLOYEE PROTECTIONS IN THE SUPPLY CHAIN

6 / Human Rights: Policy or clause that covers suppliers

7 / Gender non-discrimination

8 / Health and Safety of female employees in the context where they work

9 / Anti-sexual harassment and gender-based violence

10 / Mechanism for supplier employees to report misconduct confidentially and/or free from retaliation

D GENDER EQUALITY AND PROCUREMENT

11 / Gender disaggregated data on supply chain KPIs.

12 / Procurement strategy or policy that considers gender equality issues, or a supplier diversity programme that includes women-owned businesses.

13 / Number/Percentage of women-owned businesses in the company's supply chain.

14 / Capacity-building initiatives for suppliers and supplier employees to implement social supply chain standards.

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Ministry of Foreign Affairs of the Netherlands

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