

GENDER EQUALITY IN THE U.S.

Assessing 500 leading companies
on workplace equality including
healthcare benefits

SPECIAL REPORT
DECEMBER 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 and policies relating to parental leave and sexual harassment.

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INTRODUCTION

The S&P 500 index is the largest single-country equity index in the world, with over USD11 trillion¹ benchmarked or indexed against it. Yet, it had never been assessed in depth from a gender equality perspective. Our new report is the first of its kind to research each of the index's constituent companies on 19 gender criteria.

Data on gender equality in the workplace matters because employees are often beholden to their benefits package at work, in particular in the absence of national legislation. For example, the U.S. is the only developed country to not offer statutory, paid maternity leave.

Another example of corporations stepping in to fill the gap is access to healthcare. As a recent Rhia Ventures Report² points out, women's participation in the workforce is contingent upon access to comprehensive reproductive healthcare. And, with the recent appointment of an anti-abortion Supreme Court Justice, the federal law which protects a woman's right to choose, *Roe v. Wade*, is at risk.

However, corporate policy does not operate in a vacuum – political context is extremely important. The United States is on the precipice of great change, with President-elect Joe Biden alongside the first ever female Vice President, Kamala Harris. Female leadership is crucial, given there are only 6% female CEOs in the S&P 500. But gender diversity is not only necessary at the top; it's equally important across all levels of a company, from the boardroom to executive, management and workforce levels, which we measure.

Recent social and cultural movements and their impacts are also reflected in our research. For example, the MeToo movement highlighted the importance of companies having an anti-sexual harassment policy. Equileap found that 69% of the S&P 500 companies now have one, compared to the global average of 42%.

And almost a year after it was discovered, companies are still reckoning with the global pandemic, which is forcing many women to choose between their work and childcare. The statistics back this up: the recent Report³ from McKinsey and Lean In found that 1 in 4 women are considering leaving the workforce or downshifting their careers due to the coronavirus. This is where issues such as flexible working options, which we monitor, are so vital.

This special report looks at how the S&P 500 companies are doing in terms of gender equality, presents the top 25 companies leading the way and dedicates an entire section to companies' healthcare plans, digging into the details of what options employees have and what the plans cover.

We hope our report will not only help investors to make better informed decisions but that it also provides a roadmap for companies to learn from each other about the benefits of progressive corporate policy and data transparency.



DIANA VAN MAASDIJK
CEO at Equileap

GENDER EQUALITY IN THE WORKPLACE

KEY FINDINGS

This Special Report presents an evaluation of all companies listed on the S&P 500 Index as of March 2020, ranking them based on their gender equality performance (See *Methodology*, page 18).⁴

▶ **The best performing S&P 500 company is General Motors, with a gender equality score of 71%.** This is 3% lower than the score of Diageo's 74%, the top performing company globally in 2019 (out of 3,500+ companies).

▶ The average gender equality score of the S&P 500 companies is 39%. While this average indicates that there is still room for improvement in gender equality in the U.S., it is a 5% improvement on the 34% average in 2019.

▶ **A minority of 31 companies (6%) have a female CEO, 64 companies (13%) have a female CFO** and 21 companies (4%) have a female Chair.

▶ **Overall, U.S. companies do well on gender balance with an average of 40% female employees and 60% male employees.** However, this balance does not make its way to company leadership, with the board, executive and management all averaging less than 30% female representation.

▶ **The vast majority (91%) of U.S. companies do not publish information on the differences between the salaries of their male and female employees.**

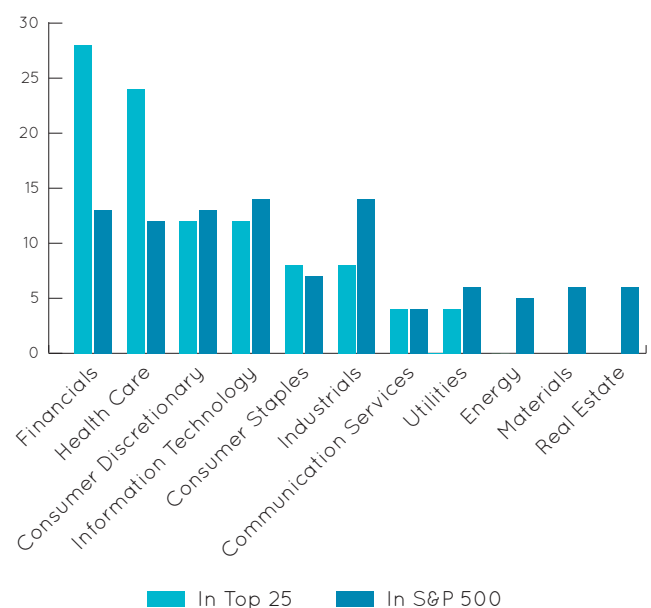
▶ **Less than half of the S&P 500 companies (213) offer two weeks or more of paid primary carer leave.** And a minority of 68 companies (14%) offer paid primary carer leave at

or above 14 weeks, a recommendation of the International Labour Organization's Maternity Protection Convention (No.183, 2000). The U.S. is the only developed country that does not have national statutory paid maternity and paternity leave.

▶ **Two thirds (69%) of companies in the S&P 500 publish an anti-sexual harassment policy.** This U.S. average is relatively high compared to the 2019 global average of 42%.

▶ **The Financial and Healthcare sectors are over-represented in the Top 25** while not a single company from the Real Estate, Materials and Energy sectors made it to the Top 25. The average score of companies in the Consumer Staples (45%) and Financials (42%) sector are the highest and the average score of companies in the Industrial sector the lowest (34%).

GRAPH 1 / GENDER EQUALITY SCORES PER SECTORS IN THE S&P 500



TOP 25 COMPANIES ON THE S&P 500 FOR GENDER EQUALITY

RANK	COMPANY	SECTOR	SCORE
1	GENERAL MOTORS	Consumer Discretionary	71%
2	NIelsen HOLDINGS	Industrials	70%
3	KELLOGG'S	Consumer Staples	66%
4	ACCENTURE	Information Technology	66%
5	VERIZON	Communication Services	64%
6	JPMORGAN CHASE	Financials	64%
7	BANK OF AMERICA	Financials	64%
8	CITIGROUP	Financials	64%
9	PNC	Financials	63%
10	ELI LILLY	Health Care	63%
11	ADP	Information Technology	63%
12	GENERAL MILLS	Consumer Staples	63%
13	MARRIOTT INTERNATIONAL	Consumer Discretionary	63%
14	ADOBE	Information Technology	62%
15	METLIFE	Financials	60%
16	BIOGEN	Health Care	60%
17	AMERICAN EXPRESS	Financials	60%
18	ANTHEM	Health Care	60%
19	YUM! BRANDS	Consumer Discretionary	60%
20	NORTHROP GRUMMAN	Industrials	60%
21	BLACKROCK	Financials	60%
22	BRISTOL MYERS SQUIBB	Health Care	60%
23	MERCK & CO	Health Care	60%
24	GILEAD	Health Care	59%
25	SEMPRA ENERGY	Utilities	58%

A handful of companies have significantly improved their gender equality score over the past couple of years. For instance:

► **BlackRock has made the most notable improvement with a gender equality score of 60% this year, ranking 21st in the S&P 500.**

This jump in the ranking is due to an increase in transparency across all categories, including the representation of women in the workforce, a living wage commitment, as well as policies regarding parental leave, flexible work arrangements and anti-sexual harassment. The company also became a signatory to the United Nations Women's Empowerment Principles in June 2019.

► **Verizon has also improved its score to reach 64% (and rank number 5),** in large part due to improved representation of women on the executive leadership team (7% to 33%), and an increase in the number of weeks of paid maternity leave offered (from 12 to 16 weeks).

CATEGORY A / GENDER BALANCE IN LEADERSHIP & WORKFORCE

Gender balance from the board to the workforce is a key component of corporates' gender equality performance. Research indicates that companies with more diverse boards have greater returns and lower risk profiles.⁵ For example, a 2019 study from Glenmede⁶ showed that companies with gender diverse leadership experienced higher sales growth and return on assets. 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 these companies operate.⁷

Equileap researches the gender balance of companies at four levels (board of directors, executive, senior management and workforce) and assesses the progression of each gender to senior levels of the company (See *Scorecard, criteria 1-5, page 19*). We look for balanced numbers of men and women (between 40% and 60% of each gender).

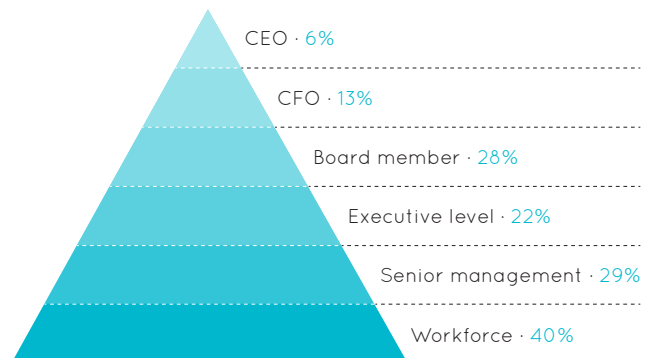
► **A minority of companies in the S&P 500 have achieved gender balance at the board level (9%), at the executive level (8%) and at the senior management level (10%).** A quarter of companies (25%) have a gender-balanced workforce, indicating women are better represented in the general workforce of U.S. companies than in the senior leadership.

► One company in the S&P 500 had achieved gender balance at all four levels - board, executives, management and workforce: Coty, when we closed our research on October 31st. One company achieves gender balance at all three leadership levels - board, executive, management, and not at the workforce level: Tiffany & Co. Another six companies have achieved gender balance at both the board and executive levels, but not at the management and workforce levels: Anthem, Celanese, Colgate-Palmolive, Principal Financial Group, Procter & Gamble, and Ulta Beauty.

► **There is still margin for improvement regarding transparency on gender balance for**

all employees. All S&P 500 companies publish their board and executive compositions. However, over a third of the companies do not publish any gender breakdown for management (37%) or the workforce (34%). As a comparison, 31% of the top 208 companies in the U.K. don't publish senior management figures and 15% don't publish workforce figures.

GRAPH 2 / WOMEN IN S&P 500 COMPANIES



WOMEN IN TOP POSITIONS

Overall, the representation of women in top positions in S&P 500 companies is still low:

► **Only 8% of all Chair, CEO and CFO positions at S&P 500 companies are occupied by a woman.**

► Only 21 companies (4%) have a female Chair of the Board of Directors. **In the S&P 500, there are more Chairs of the Board named John (23) than there are female Chairs (21).**

► **A minority of 31 companies (6%) have a female CEO.** In the S&P 500, there are more CEOs named James or Michael (together 40) than there are female CEOs (31).

► **64 companies (13%) have a female CFO.**

► Only four companies (1%) have both a female CEO and CFO: Gap, Arista, Accenture, Kohl's.

► Almost 80% of the companies do not have any women at either the Chair of the Board, CEO or CFO level. Tapestry is the only company which has a female CEO, CFO, and Chair.

CATEGORY B / EQUAL COMPENSATION & WORK-LIFE BALANCE

THE GENDER PAY GAP

The gender pay gap is the difference between the average salaries of all women and of all men in a company. This ratio does not just demonstrate if there is equal pay for equal work; a large pay gap also indicates low representation of women in high-paying positions. In the U.S., women working full-time make 82 cents for every dollar a man makes. The gap widens when broken down by ethnicity. Asian women make 90 cents for every dollar their white male counterparts make, Black women make 62 cents for every dollar. For Native Hawaiian and Pacific Islander women it is 61 cents, Native American women get 57 cents and Latina women earn just 54 cents.⁸

Equileap researches both the overall gender pay gap and the 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 mean, unadjusted⁹ pay gaps are), and whether they have a strategy to close any such gaps.



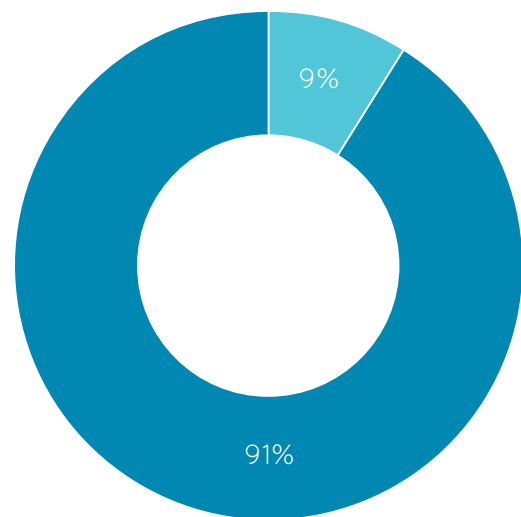
► **General Motors is the only S&P 500 company with no pay gap.** The company publishes a gender pay gap of 3% or less in all pay bands (mean, unadjusted).

► **A minority of 44 companies (9%) published their gender pay gap** (some type of gender-segregated pay information). As a comparison, 28% of 255 leading companies in Europe published their pay gap and it is even mandatory in the U.K. for companies with over 250 employees to publish it.

► **Within these 44 companies, 15 companies are publishing gender pay gap figures (seven are publishing an overall pay gap and eight publish the pay gap in bands, which is much more detailed).** The other 29 have published a gender pay parity figure (a pay comparison that looks at whether women and men in similar positions make the same salary).

► **A minority of 30 companies (6%) published strategies to close their gender pay gap.**

GRAPH 3 / THE GENDER PAY GAP IN S&P 500 COMPANIES



- Companies publishing their gender pay gap
- Companies not publishing their gender pay gap

FLEXIBLE WORK

The possibility to alter workday start and finish times and to work remotely enhance a work-life balance, particularly for women, on whom caring responsibilities typically fall. Companies are currently enacting emergency work-from-home policies due to COVID-19, however we have only considered entrenched company policy for this criterion.

► **Only 91 companies (18%) offer both flexible work hours and locations.** Even though there is a margin for improvement, this number is slightly higher than for the top 208 companies in the U.K. (15%).

► A higher number of companies offer flexible working hours (205 companies, 41%) than the number of companies offering flexible working locations as a regular policy (101 companies, 20%).

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 19). These metrics correspond to No. 183 of the International Labour Organization's (ILO)'s Maternity Protection Convention (2000) and the European Commission's recommendation, respectively.

The U.S. is the only developed country that does not have any national statutory paid maternity and paternity leave.¹⁰ This leaves it up to companies to provide their employees with adequate paid parental leave.

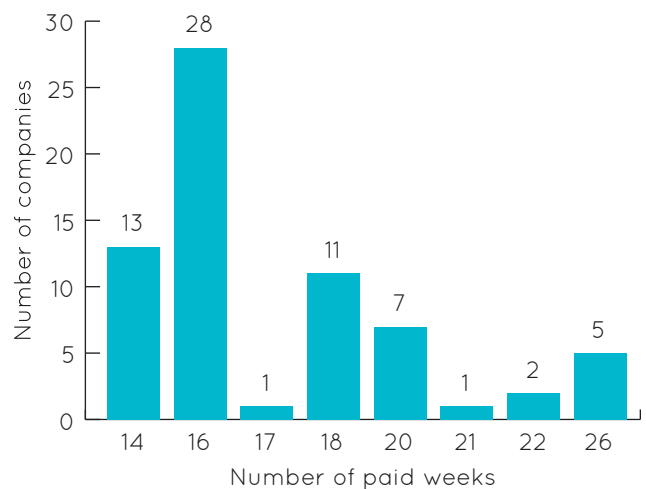
► **Hewlett Packard Enterprise stands out, by offering the highest amount of paid leave (26 weeks) to both primary and secondary carers.** Another four companies offer 20 paid weeks or more to both primary carers and secondary carers: American Express, Estée Lauder Companies, Goldman Sachs and Twitter.

► **A minority of 68 companies (14%) offer 14 weeks or more of paid primary carer leave,** in line with the ILO's recommendations mentioned above the highest number of paid weeks provided to primary carers is 26 weeks, offered by five companies: Estée Lauder Companies, Hewlett Packard Enterprise, Salesforce, Facebook and Live Nation Entertainment.

► **Less than half of the S&P 500 companies (213) offer two weeks or more of paid primary carer leave. The majority of companies (285) either do not even give two weeks or do not publish the number of weeks they are giving.**

► **Roughly a third of companies (191) offer two weeks of paid leave for secondary carers.**

GRAPH 4 / S&P 500 COMPANIES OFFERING 14+ WEEKS OF PAID LEAVE TO THE PRIMARY CARER



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. This is especially important for employees in low-paid positions. In many countries, the statutory minimum wage does not cover a living wage, and this disproportionately affects women globally as they are more likely to be employed in low-skilled, lower paying jobs.

► **Only 16 companies (3%) publish a guarantee of a living wage to all employees.** As a comparison, 25% of the top 208 companies in the U.K. do so.

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, which ensures that all employees feel supported and can reach their full potential (See *Scorecard, criteria 10-17, page 19*).

► A quarter of the companies (135) publish all eight policies in this category.

► U.S. companies perform well in this category, with 80% or more companies publishing their policies on training and career development for all employees, workplace health and safety, and social supply chain management, respectively.

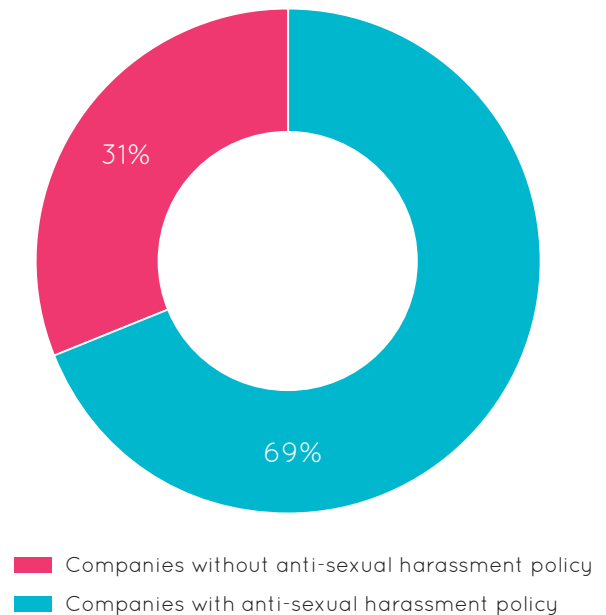
► **Almost all companies (99%) have policies on gender non-discrimination in recruitment (equal employment opportunity) and non-retaliation in reporting misconduct.**

SEXUAL HARASSMENT

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

► **A majority of companies (69%) have an anti-sexual harassment policy in place.** While there is room for improvement, this is higher than both the European average of 48% for 255 companies and the U.K. average of 30% for 208 companies.

GRAPH 5 / SEXUAL HARASSMENT POLICIES AT S&P 500 COMPANIES



SUPPLIER DIVERSITY

Diversity in the supply chain links corporate practices with historically underrepresented or marginalised groups. Under our supplier diversity criterion (See *Scorecard, criterion 16, Page 19*) we look for a proactive company programme to procure from women-owned businesses.

► 55% of companies (274) have a supplier diversity policy that includes women-owned businesses. This is far above the 2019 global average of 11%.



CATEGORY D / COMMITMENT, TRANSPARENCY, & ACCOUNTABILITY

Companies' commitment to women's empowerment, transparency and accountability (See Scorecard, criteria 18 & 19, page 19) sees the least disclosure, both globally and for U.S. companies, compared to all other criteria on the Equileap Scorecard.

Equileap evaluates companies on whether they have signed the United Nations Women's Empowerment Principles (UN WEPs), and examines whether companies have undertaken a recognised independent gender audit (such as EDGE, GEEIS, or EO-CGE).

► **Only 33 companies (6%) are signatories to the United Nations Women's Empowerment Principles.**

► **Just two companies have undertaken an external gender audit: International Flavors & Fragrances, and Chevron.**

ALARM BELLS

In addition to looking at the policies a company has in place to address and prevent gender discrimination and gender violence, Equileap monitors incidents involving sexual harassment or gender discrimination and provides gender controversy research to investors. We monitor news sources from around the world to identify those news items that could be significant from a gender perspective. Based on our news monitoring and company research, we identify incidents such as lawsuits and official rulings and collect relevant information and references. 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.

In this research, eight companies triggered the Alarm Bell by the close of research date, October 31, 2020.¹¹

► **Cisco** has reached a settlement for gender and race discrimination - March 16, 2020.

► **Hewlett Packard Enterprise** has reached a USD 1.5 million settlement for gender pay discrimination - October 29, 2020.

► **IBM** has reached an USD 80,000 settlement for pregnancy discrimination - January 21, 2020.

► **McDonald's** has reached several settlements for sexual harassment - November 11, 2019 and July 17, 2020.

► **PNC** to pay USD 2.4 million in damages for an employee's sexual harassment - February 2, 2020.

► **Twitter** to pay NIS 20,000 in Israel (approximately USD 5,800) in legal expenses to a user who claims she was sexually harassed on the platform - September 13, 2020.

► **Walmart** has reached a settlement for gender discrimination against female applicants - August 3, 2020.

► **Wells Fargo** has reached a USD 7.8 million settlement for gender and race discrimination in its hiring processes - August 24, 2020.



CASE STUDIES

GENERAL MOTORS

General Motors is the top performing company on the S&P 500 with a gender equality score of 71%. For comparison, this is 3% lower than the top performing company globally in 2019 (Diageo, with a score of 74%).

- ▶ The company stands out for its performance on fair compensation, claiming to pay all employees a living wage, publishing a gender pay gap of 3% or less (mean, unadjusted) at all levels of the company, and publishing a strategy to close the gender pay gap.
- ▶ General Motors also supports gender equality by offering both flexible work hours and locations, and by having all eight policies that Equileap looks for, including an anti-sexual harassment policy and a supplier diversity programme that includes women-owned businesses.
- ▶ The company has achieved gender balance on its board (54% female) and has a female CEO, but still has room to improve at the executive, senior management and workforce level, with female representation below 40% at each of these levels.

NIELSEN HOLDINGS

Ranked second, Nielsen Holdings has a gender equality score of 70%.

- ▶ The company stands out for publishing its commitment to paying all employees a living wage, a pay parity figure (a comparison that looks at whether women and men in similar positions make the same salary), parental leave of 20 paid weeks for birth mothers and 12 paid weeks for all parents, and policies for both flexible work hours and locations.
- ▶ Nielsen Holdings has all eight policies to support gender equality that Equileap looks for, including an anti-sexual harassment policy and a supplier diversity programme that includes women-owned businesses.
- ▶ The company has achieved gender balance in senior management (51% female) and the workforce (49% female), and has a female CFO, but has room for improvement at the board and executive levels, with female representation below 40%.

GENDER EQUALITY IN ACCESS TO HEALTHCARE

This section assesses company performance on gender equality in terms of health care provision. We used two criteria, each with several data points, to measure the comprehensiveness and quality of health plan coverage for all employees and access to maternal health and family planning services (See page 20).

The U.S. is unique among developed countries in that it does not have a universal health-care coverage system. As a result, many people rely on health plans provided by their employer to access healthcare. Women and men have different health needs and their equal participation in the workforce depends on the ability of all genders to access appropriate health services locally, and at an affordable cost. This makes good quality and timely maternal care, contraceptive services and abortion provision crucial to achieving diversity and inclusion in the workplace. Recent legal challenges are chipping away at the health and reproductive care women can obtain, particularly the right to safe abortion. There is now a patchwork of availability, leaving many women in the U.S. unable to access health care without extra costs and delay. This means that the type and quality of health plans employers choose is an important part of evaluating U.S. companies on gender equality in the workplace. These health plan criteria have not been incorporated into the gender equality score and ranking, which is used to compare companies globally. As this is a specific facet of workplace gender equality in the U.S., we have done a deep-dive analysis of the topic in addition to our evaluation of companies using the Equileap Scorecard.

KEY FINDINGS

- ▶ **Only 39% of companies (196) provide health plan options that offer coverage for immediate family members (children and spouses).**
- ▶ **A minority of 34 companies (7%) subsidise employee health plan premiums at over 60%.**
- ▶ **All plans cover female contraception according to the ACA mandate. However, only 34 companies offer contraceptive coverage to men.** Just four companies specify that plan-holders, regardless of identified gender (i.e. non-binary or transgender), will be covered for sex-specific eligible health services, such as contraceptives.
- ▶ **9% of companies publicly disclosed offering health plans that cover abortion, either elective or non-elective**
- ▶ Not a single company documents its efforts to proactively work with health plan providers to guarantee that employees can access the sexual and reproductive health care services covered under their company health plans in-network.¹²



QUESTION 1 / HEALTH PLAN COVERAGE

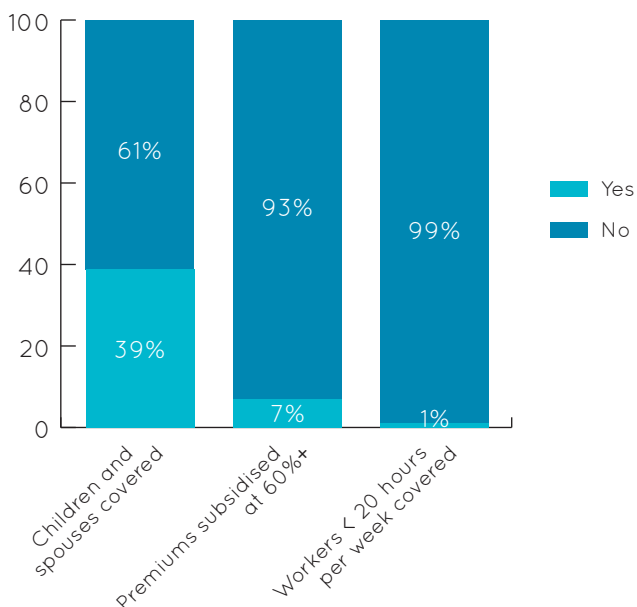
This question examines whether company health plans are offered to all full-time employees, part-time employees working less than 20 hours a week, whether they are extended to family members (particularly to spouses/domestic partners), and what percentage of health plan premiums are subsidised by the employer (companies subsidising 60% or over being awarded full points).

► **Only 39% of companies (196) provide health plan options that offer coverage for immediate family members (children and spouses).** An additional 72 companies that only mentioned coverage for «dependents» or «family» without further specification were not evaluated with a «yes» for this criterion, as dependents are defined as family or as children aged 26 and under is too vague.

► **A minority of 34 companies (7%) subsidise employee health plan premiums at over 60%.** While many companies published the employee rates for health plans, they did not specify the company contributions, or used vague language.

► **Only four companies offer health plans to employees working less than 20 hours per week:** Johnson & Johnson, Leidos Holdings, Micron Technology, and Wells Fargo.

GRAPH 6 / HEALTH PLAN COVERAGE IN S&P 500 COMPANIES



QUESTION 2 / MATERNAL HEALTHCARE AND FAMILY PLANNING

Here, we looked for evidence of coverage of contraception and contraceptive advice and the associated costs, the coverage of abortion under the health plans, the ability for employees to choose their hospital or treatment centre, and the monitoring of network services by the company to ensure employees can access services locally.

The Affordable Care Act applies to all S&P 500 companies and mandates that their health plans must cover female contraceptives and contraceptive counselling, at no cost. Coverage of male contraceptive services and counselling is not mandated by ACA.

► **Only 34 companies offer contraceptive coverage to men.** Two of those companies offer male contraceptive coverage at 100%: American Airlines Group and Thermo Fisher Scientific.

► Four companies specify that plan-holders, regardless of identified gender (i.e. non-binary or transgender), will be covered for sex-specific eligible health services, such as contraceptives, when medically appropriate: Adobe, Boston Scientific, E*TRADE Financial, and Eastman Chemical.

► 80 companies provide descriptions of what types of contraceptives are covered (e.g. hormonal methods, implantable and injectable contraceptives, intrauterine devices) or what limitations might apply (e.g. only generic brands covered).

► **A minority of 9% of companies publicly disclosed offering health plans that cover abortion.** Amongst these 9%, only 25 companies cover elective abortions; another nine companies only cover abortion under one or more of the following conditions: the health of the mother is at risk; the life of the mother is at risk; foetal anomalies; or the pregnancy is the result of incest or rape. A total of 11 companies mentioned abortion coverage, but did not specify under what conditions (elective or non-elective).

▷ 26% of companies (130) offer coverage to employees at the hospitals and institutions of their choice, ensuring that there are no restrictions on access to timely and comprehensive maternal care and family planning services (i.e. offer, at minimum, some level of coverage for out-of-network care, including out-of-network¹² preventive care).

▷ **Not a single company documents its efforts to proactively work with health plan providers to guarantee that employees can access the sexual and reproductive health care services covered under their company health plans in-network.**

▷ Three companies ensure that, if employees cannot access the services covered by their plans in-network, they will be covered at in-network levels with out-of-network providers: Weyerhaeuser, Visa, and Marathon Petroleum. The latter two specify that this exception can be used when family planning services cannot be accessed in-network.

▷ An additional seven companies require pre-approval to receive in-network coverage for out-of-network services when a covered service cannot be accessed in-network.



/ METHODOLOGY

DATASET

The dataset for this report consists of all unique public companies listed on the S&P 500 Index as of March 2020.¹³ Companies which have dual listing are only evaluated once (e.g. Alphabet). The research for this project began in November 2019 and closed on October 31, 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 uses 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 in their annual reports, sustainability reports, policies and/or on their websites. Second, we asked companies to send us their latest data. For the 19 criteria, all evidence must be publicly available. For the health plan 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.

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.

GENDER EQUALITY IN ACCESS TO HEALTHCARE QUESTIONS

QUESTION 1: HEALTH PLAN COVERAGE

1a. Does the company make health insurance plans available to all full-time workers?

1b. Does the company make health insurance plans available to part-time workers (working fewer than 20 hours a week) or provide a cash benefit to enable them to purchase another plan?

1c. Does the coverage include an option that extends to immediate family members (dependents and spouses)?

1d. Employers often cover (subsidise) a percentage of the premiums employees pay each month or year for company health insurance plans. What is the minimum level of subsidy the company covers for single (one employee) health insurance plans?:

- a) Under 30%
- b) Between 30% and 60%
- c) Over 60%

QUESTION 2: MATERNAL HEALTH CARE AND FAMILY PLANNING

2a. Do the insurance plans offered by the company cover contraception and the provision of contraceptive advice for:

- a) Women
- b) Men
- c) Transgender people and/or people who don't identify as gender binary

2b. Do plans offered by the company cover 100% of the costs for contraception and con-

traceptive counselling, with no out of pocket charges for:

- a) Women
- b) Men
- c) Transgender people and/or people who don't identify as gender binary

2c. Do company healthcare plans offer coverage for abortion? If this is included in the health plan, is this:

- a) Unconditional (no restrictions, elective) or offered under specific circumstances?
- b) When the health of the pregnant person is at risk
- c) When the life of the pregnant person is at risk
- d) When there are foetal anomalies
- e) When the pregnancy is the result of incest or sexual assault

2d. Does the company offer coverage to employees at the hospitals and institutions of their choice, ensuring that there are no restrictions on access to timely and comprehensive maternal care and family planning services?

2e. Does the company monitor that the providers of its plans ensure network adequacy and that the quality of services are obtainable under the plans it offers, including for sexual and reproductive health care, contraception, abortion and maternal health?

FOOTNOTES & REFERENCES

¹ <https://www.spglobal.com/spdji/en/indices/equity/sp-500/#overview>

²⁻³ Hidden Value: The Business Case for Reproductive Health

⁴ Due to corporate activities throughout the year, 498 companies out of the original 500 were included in the final evaluation.

⁵ Women on boards and the human capital connection, MSCI; The Bottom Line: Connecting Corporate Performance and Gender Diversity, Catalyst; Thar SHE Blows? Gender, Competition, and Bubbles in Experimental Asset Markets, American Economic Association

⁶ Gender Lens Investing in Public Markets: It's More Than Women at the Top, Glenmede

⁷ The business case for change, ILO

⁸ The Wage Gap: The Who, How, Why, and What to Do, National Women's Law Center

⁹ The unadjusted gap is the overall difference in average pay for men and women. The adjusted pay gap takes into consideration other factors such as an employee's age, education level, years of work experience, and job title.

¹⁰ Parental Leave Systems, OECD Family Database

¹¹ These companies had an Alarm Bell status by the close of research date, October 31, 2020.

¹² "In-network" providers are ones that have contracts with the insurance providers and offer lower, negotiated rates for services. "Out-of-network" providers do not have contracts with the insurance provider, and therefore services are not covered at the lower, negotiated rates of in-network providers.

¹³ Due to corporate activities throughout the year, 498 companies out of the original 500 were included in the final evaluation.

Cisco Workers Will Get USD2M From Bias Agreement With DOL

HP and Hewlett Packard Enterprise to pay USD1.5 million over feds' claim they paid women less

IBM Inks USD80K Deal To Settle Ex-Worker's Pregnancy Bias Suit

McDonalds Franchise Owner in Muleshoe Pays For Sexual Harassment Claim

Par Ventures, McDonald's Franchisee, to Pay USD12,500 to Settle EEOC Sexual Harassment Lawsuit

PNC Bank Hit With USD2.4M Verdict Over Customer's Sexual Harassment of Employee

Israeli judge accuses Twitter of sexism, orders it to pay expenses in sexual harassment case

Walmart Reaches USD20M Deal Resolving EEOC Sex Bias Probe

Wells Fargo to Pay USD7.8 Million to Settle Hiring Bias Claims

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info@equileap.com
+31 6 2818 1219
www.equileap.com



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