

GENDER EQUALITY IN THE NETHERLANDS

Assessing 100 leading companies
on workplace equality

SPECIAL REPORT
OCTOBER 2021



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 4,000 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/Win-Win Strategies to assess 100 public companies listed in the Netherlands on their gender equality performance. Throughout this report, when we refer to Dutch companies, or companies in the Netherlands, we are referring to the 100 largest companies listed on the Euronext Amsterdam Stock Exchange. Twelve of these companies were listed on the Dutch stock exchange, but have main operations or headquarters in other countries (France, Belgium, Luxembourg, Germany, UK). This report presents the findings of this assessment as well as a ranking of 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.



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INTRODUCTION

In October 2020, in the midst of the unprecedented disruption of the COVID-19 pandemic, Equileap published the first of three annual special reports commissioned by Women Win on gender equality in companies listed in the Netherlands and their global supply chains. In a context of notoriously poor performance on gender equality in the labour market - compared to other Western European countries¹ - our report offered a benchmark analysis of these 100 public companies.

This report presents the key findings as well as a ranking of the top 25 companies. 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 4,000 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. These findings did not contribute to companies' overall score, but this year we have added a rating system to highlight top performers, identifying 13 stand-out companies.

One year on, and over 18 months into pandemic fatigue, we are seeing an encouraging improvement in the gender equality performance of Dutch companies in the workplace and better quality social supply chain policies, albeit with ongoing room for progress.

In 2020, a score of 60% or more guaranteed a spot in the top five, but this year it doesn't even guarantee a top 10 position. The average score for Dutch companies in 2021 is 43%, up from 37% in 2020.

Legislation in the Netherlands was passed last month which requires company boards to have at least 33% female representation. The law follows in the footsteps of other countries like France, Germany and Italy. **While this is a step in the right direction, even when complying with the new law, Dutch companies still might not reach actual gender balance on the board (40-60% of either gender). Today, only about a third of Dutch companies have achieved such balance, up from 21% last year, according to our research.** Furthermore, we know that more women on boards does not always correlate with female representation more broadly.

The findings relayed in this report serve as a progress report of sorts, offering insight into where improvements are being made and where companies are still lagging. **We hope this analysis will act as a tool for companies to benchmark their performance, bridge their gaps, and instigate a broader conversation on gender equality in the workplace, in the Netherlands and throughout global supply chains.**



DIANA VAN MAASDIJK
CEO at Equileap

KEY FINDINGS

This Special Report presents an analysis of research on the largest 100 publicly-listed companies in the Netherlands based on their performance related to gender equality, and ranks the top 25. As well as assessing companies on 19 gender equality in the workplace criteria, we carry out additional analysis on their gender equality results within their supply chain (*See Methodology, page 19*).

▶ **The best performing company in the Netherlands is Wolters Kluwer, with a gender equality score of 71%.** This is just 3 percentage points less than DNB, Norway's financial services group, the top performing company globally in the 2021 edition of our Global report, with a score of 74%.

▶ **The top 5 Dutch companies for gender equality are Wolters Kluwer, Unilever, ABN AMRO, ING Group and DSM.**

▶ **The average score of these 100 Dutch companies is 43%, a marked improvement from last year's 37%.**

▶ **There are more Dutch CEOs named Peter (5) than women CEOs (3).** The number of female CEOs has even gone down to three, compared to four in 2020.

▶ **Only one company has achieved gender balance (40-60%) across all four levels (supervisory board, executive team, senior management, and workforce): Wolters Kluwer.**

▶ **Only four companies have achieved gender balance (between 40% and 60% women) at both the supervisory board and executive levels: Beter Bed Holding, NSI, Ordina, and Wolters Kluwer.** Progress has been made on supervisory board-level gender balance this year (30% of companies achieve gender



balance, up from 21% in 2020). However, the positive effects do not spill over to the executive-level gender balance, which has slipped down from 10% of companies in 2020 to 8% in 2021. Forty-three companies do not even have a single woman on their executive teams.

▶ **No Dutch company has closed its pay gap**, i.e. publishes a mean, unadjusted pay gap of 3% or less, either overall or in all pay bands. **The vast majority (86%) of Dutch companies do not even publish their gender pay gap**, i.e. gender-segregated pay information for their own workforce, and no single company monitors the gender pay gap of its suppliers.

▶ **Only half (51%) of companies publish an anti-sexual harassment policy for their own employees**, and only around a third (34%) prohibit sexual harassment and gender-based violence in their supply chains.

▶ **No company published evidence of offering more than the statutory leave for primary carers, 16 weeks**. There is only one company to offer a policy of six weeks of fully paid leave for secondary carers, which goes beyond the 70% pay requirement during the five weeks of extended partner leave under Dutch law.

▶ Looking at gender equality in supply chains, our research shows that **only two companies have a programme to supply from women-owned businesses**.

▶ **A fifth (21%) of companies have an equal pay for equal work or gender non-discrimination in pay clause in their supplier standards**.

▶ While around two thirds of the companies expect their suppliers to abide by a human rights policy, far fewer have additional policies that offer protection specifically to female employees (i.e. for 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).

CATEGORY A / GENDER BALANCE IN LEADERSHIP & WORKFORCE

Gender balance (between 40% and 60% men and women) is a critical driver of a company's overall gender equality, as well as their business performance. Research finds that organisations that rank highly in terms of gender and ethnic diversity are likely to generate more profit than their peers.²

However, gender diversity at the top, although very important, is not enough by itself. Studies show that focusing on, for example, diversifying the board, does little to address the root issues of why women may drop out of the workplace long before reaching this level.³

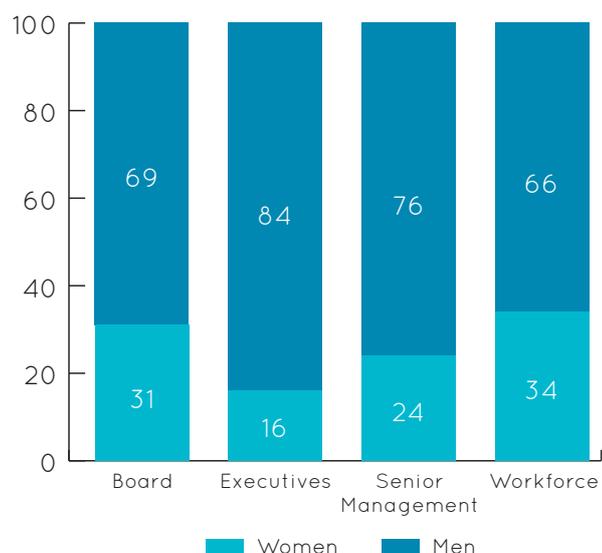
We therefore study the gender make-up of companies across the whole company: supervisory board, executive, senior management, and workforce. We also assess the progression of each gender to senior levels of the company (*See Scorecard, criteria 1-5, page 20*).

▶ **One company has achieved gender balance at all four levels (supervisory board, executive, senior management and workforce): Wolters Kluwer**. Beter Bed Holding and NSI come close, as the only two companies with gender balance at three out of four levels. Both fall short at the senior management level.

▶ **Only four companies have achieved gender balance at both the supervisory board and executive levels:** Beter Bed Holding, NSI, Ordina, and Wolters Kluwer, while 30% of companies have gender balanced supervisory boards (up from 21% in 2020) and 8% of companies have gender balance at the executive level (down from 10% in 2020).

▶ **Only 4% of companies have gender balance in senior management:** Galapagos, Grandvission, Randstad, and Wolters Kluwer.

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



WOMEN IN TOP POSITIONS

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

- ▶ Three companies have a female chairperson: Air France KLM, CTP, and Intertrust.
- ▶ Female representation on supervisory boards has increased in a year from 27% to 31%.
- ▶ **In 2021, there are still more CEOs named Peter (five) than female CEOs (three).**
- ▶ There is one less female CEOs compared to last year. The companies with a female CEO are: Post NL, Wolters Kluwer, and DSM (female co-CEO).
- ▶ 18 companies have a female CFO (up from 14 in 2020).
- ▶ **A total of 43 companies reported zero women on the executive teams** (an improvement from 51 in 2020).

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. Women in the European Union are paid 14.1% less per hour than men. The gender pay gap in the Netherlands is slightly higher, at 14.7%.⁴

We assess whether companies publish their gender pay gap (overall, and in multiple pay bands), how large the pay gaps are, and if they have a strategy to close them.

▶ **A vast majority (86%) of Dutch companies do not publish their gender pay gap**, i.e. information on the differences between the salaries of their male and female employees. This is a slight improvement from 2020 (88%).

▶ **For the 14% that do publish information, half (seven companies) published gender-segregated pay information for all pay bands of the company:** ASM International, ASML, a.s.r., Eurocommerical, NSI, SBM Offshore, and We-reldhave. (All pay bands means all employees and top executives, and the company is divided into at least three levels.) This is an increase from last year, when only four companies published this information.

▶ **No Dutch company publishes a mean, unadjusted pay gap of 3% or less**, either overall or in all pay bands.

▶ **Just eight out of 100 Dutch companies publish a strategy to close their gender pay gap** (six more than last year): ABN AMRO, Ape-ram, ING Group, Intertrust, DSM, KPN, Uni-bail-Rodamco-Westfield, and Unilever.

PARENTAL LEAVE

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 20). 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, mothers are entitled to 16 weeks of fully paid pregnancy and maternity leave. Partners are entitled to six weeks - 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.⁵

▶ **No company published evidence of offering more than the statutory leave for primary carers in the Netherlands, 16 weeks.**

▶ **Shell has announced a global minimum standard of 16 weeks paid maternity leave, and Unilever offers a global minimum of 16 weeks of paid maternity leave and 3 weeks paid paternity leave.**

▶ **NN Group is the only company to offer (and disclose) a policy of six weeks of fully paid leave for secondary carers, which goes beyond the 70% pay requirement during the five weeks of extended partner leave under Dutch law.**

FLEXIBLE WORK

Studies show that the brunt of unpaid labour and caring responsibilities fall to women - these barriers partly explain why less than

50% of working-age women participate in the workforce.⁶ Therefore, flexible working hours and remote working are critical to achieve gender equality.

In this section, we are looking for permanent company policies. We have seen progress in this area since 2020.

▶ **A third (34%) of companies offer flexible work hours (up from 31% in 2020).**

▶ **A fifth (21%) of companies offer flexible work locations (up from 13%).**

▶ **A minority (17%) of companies offer both (up from 11%).**

LIVING WAGE

A living wage is one that meets a person's basic needs (e.g. food, housing, clothing) in a given place of residence.⁷ This is key for low-skilled, low-paid workers, the majority of which around the world are women.⁸ Second, as many Dutch-listed companies employ global workforces, the 100 companies in our rankings cannot rely on local minimum wage laws to meet the needs of all employees.

▶ **One in five companies (20) publish a guarantee of a living wage to all employees (up from 18 in 2020).**



CATEGORY C / POLICIES PROMOTING GENDER EQUALITY

Our team assesses companies based on eight criteria that span safety in the workplace, training and career development to diversity in the supply chain. This category is designed to ensure that employees feel valued, supported, and can reach their full potential (*See Scorecard, criteria 10-17, page 20*).

▶ **Only two companies publish all of the eight policies in this category: RELX and Unilever.** 25 companies publish seven out of the eight policies, and all 25 are missing a supplier diversity programme that includes women-owned businesses.

▶ **The majority of companies do not have a programme to proactively include women-owned businesses in their supply chains,** covering either global operations or their country of headquarters (98%). RELX and Unilever both receive credit for their policies to reach out to women-owned businesses. Shell and Arcadis have regional supplier diversity programmes, but neither mention women-owned businesses specifically. ArcelorMittal has a supplier diversity programme that includes women-owned businesses, but only covers U.S. operations. This compares to 45% of companies in the US and 87% globally (2020) without the policy.

▶ Three quarters or more of the companies publish policies on training and career development, gender non-discrimination in recruitment, workplace health and safety, human rights, and non-retaliation in reporting.

▶ **Almost all companies (97%) have an employee protection policy or confidential whistleblower mechanism.**

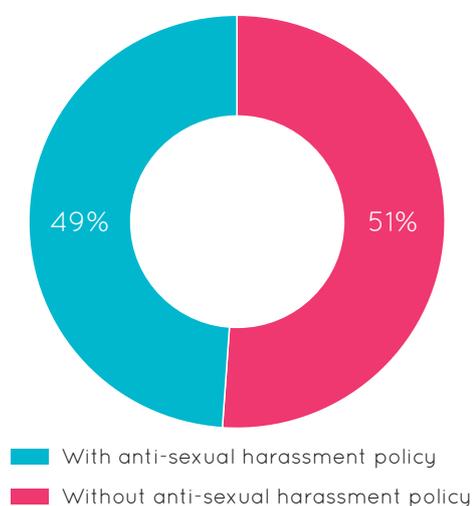
▶ **The majority of companies ensure access to training and career development opportunities for men and women employees at all levels (76%) and publish evidence assuring applicants of non-discriminatory hiring practices (79%).**

SEXUAL HARASSMENT

A key protection we look for is an anti-sexual harassment policy. Research shows high incidences of sexual harassment can impact market performance, profitability, staff productivity and turnover.⁹ Here we assess whether companies have a policy that explicitly condemns sexual harassment and gender-based violence at work.

▶ **Just over half of companies (51%) publish an anti-sexual harassment policy.** While low, this is similar to the global average (49%).¹⁰

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



CATEGORY D / COMMITMENT, TRANSPARENCY, & ACCOUNTABILITY

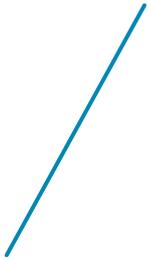
Companies around the world score very poorly in this category, compared to the other three categories on the Equileap Scorecard.¹¹ We check two things: whether companies have signed the United Nations Women's Empowerment Principles, and if they have undertaken a recognised independent gender audit (EDGE, GEEIS, or EOCGE).

▶ **Nine companies (9%) are signatories to the United Nations Women's Empowerment Principles:** ABN AMRO, Aperam, ING Group, Ahold Delhaize, DSM, Randstad, RELX, Signify, and Unilever.

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

RANKING

RANK	COMPANY	SECTOR	SCORE
1	WOLTERS KLUWER	Industrials	71%
2	UNILEVER	Consumer Staples	70%
3	ABN AMRO	Financials	67%
4	ING GROUP	Financials	66%
5	DSM	Materials	65%
6	KPN	Communication Services	65%
7	UNIBAIL-RODAMCO-WESTFIELD	Real Estate	65%
8	A.S.R.	Financials	63%
9	ORDINA	Information Technology	63%
10	SIGNIFY	Industrials	60%
11	RANDSTAD	Industrials	60%
12	NN GROUP	Financials	58%
13	INTERTRUST	Industrials	58%
14	BETER BED HOLDING	Consumer Discretionary	58%
15	AEGON	Financials	58%
16	APERAM	Materials	58%
17	FUGRO	Industrials	58%
18	HEINEKEN	Consumer Staples	58%
19	RELX	Industrials	57%
20	PHILIPS	Health Care	55%
21	TOMTOM	Consumer Discretionary	55%
22	OCI	Materials	55%
23	NSI	Real Estate	53%
24	ARCADIS	Industrials	53%
25	SHELL	Energy	53%



GENDER IN THE SUPPLY CHAIN

While the predominant focus for gender equality still falls on the larger companies and their own workforces, much less attention is given to those employees who work in their supply chains.

Approximately 190 million women work in the global supply chain. If these companies are not held accountable, women can suffer from low wages and excessive hours, unsafe conditions, and sexual harassment.¹²

Covid-19 has exacerbated gender inequalities. Research shows that by June 2020 women's jobs were 1.8 times more vulnerable to the crisis than men's jobs.¹³ Yet, separate research finds that three out of seven supply chain organisations have no plan relating to diversity, equity and inclusion (DEI), and their DEI efforts are more strongly focused on people of colour than on women.¹⁴ This lack of intersectional thinking can have a detrimental effect on women, who make up 41% of the supply chain workforce¹⁵, 39% of global employment and who have made up for more than half of the crisis-related job losses.¹⁶

Using gender-sensitive standards and practices, large companies can positively impact the quality of employment for women throughout their supply chains.¹⁷ We look at whether companies listed in the Netherlands consider gender when it comes to protecting the human rights, safety, and economic well-being of all workers.

We found that two thirds of companies are transparent as to how they tackle pressing social issues in their supply chains - an improvement in transparency and reporting

compared to previous years. However, faster progress is being made on gender equality reporting and policies in the workplace itself.

GENDER AND RESPONSIBLE SUPPLY CHAIN MANAGEMENT

In this category, we look at three criteria. First, whether companies carry out due diligence when it comes to social and environmental risks throughout the supply chain, using frameworks such as the OECD Guidelines for Multinational Enterprises or The United Nations Guiding Principles on Business and Human Rights. Second, we check if companies have a supplier Code of Conduct or an equivalent policy, covering areas such as forced labour, child labour, human trafficking, and labour rights, while also considering gender. We also want to see how a company monitors compliance, and if there are consequences for non-compliance.

Although there is much room for improvement, we have discovered an increase in the quality of supply chain practices and the issues they encompass this year.

▶ **No company addresses gender when discussing human trafficking.**

▶ **A minority of 22 companies address gender in terms of labour rights.** (This is up from 17 in 2020.) Most of them do this by guaranteeing gender non-discrimination in pay, but here are some other examples:

▶ ABN AMRO specifies that all workers, including vulnerable groups such as women, must be allowed to exercise their rights to freedom of association and collective bargaining.

- ▶ Unilever pays special attention to vulnerable groups, including women, in its supplier employment relations policies.
- ▶ JDE Peet's has a clause expecting suppliers not to require pregnancy tests of its workers nor discriminate based on test results.
- ▶ Sligro asks that business partners "aim at providing decent working conditions that also support workers, both women and men, in their roles as parents or caregivers, especially with regard to migrant and seasonal workers whose children may be left in the migrants' home towns."

▶ **Only two companies, Brunel and ForFarmers, consider gender when discussing child labour.**

Both frame the issue in terms of rights - Brunel focuses on the right of girls and boys to develop their full potential, while ForFarmers asserts that girls and boys must be able to access quality education. Other companies that include child labour in their standards (62 companies) only speak about children in general terms.

▶ **ForFarmers is the only company to mention gender relating to more than one issue** (child labour and labour rights).

▶ **Only one company, Warehouses de Pauw, mentions both men and women specifically in terms of forced labour,** with the expectation that employees are not unduly restricted in their freedoms.

▶ **Most companies (64%) 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 company procedure), or a combination of the three.**

▶ **A higher majority of companies (68%) have a supplier code of conduct or an equivalent policy for supplier standards.** This is a modest improvement from 67% in 2020.

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



▶ Thirty-eight companies (up from 27 in 2020) cover all four of the pertinent supply chain issues in their supplier standards: forced labour, child labour, human trafficking and labour rights.

▶ While the number of companies that actively monitor or audit supply chain compliance has remained unchanged from last year (48 companies), this year more companies are explicit about consequences for non-compliance (48, up from 43). In terms of overlap, 41 companies both monitor compliance and mention consequences for non-compliance. Consequences could be remedial (e.g. develop an improvement plan) or punitive (e.g. terminate the contract).

LIVING WAGES AND GENDER PAY GAP IN THE SUPPLY CHAIN

In this section, we evaluate companies' expectations of suppliers regarding fair wages. A living wage is recognised by the ILO and the OECD as a human right. In the Netherlands and in Europe, equal pay is enshrined in law, and many employees will make a living wage, but this is not always the case in other countries. Companies can make a positive impact on gender equality by extending these standards throughout the global supply chain.

▶ **Twenty-two companies expect suppliers to pay their employees a living wage.** Only 20 companies (20%) have published the same commitment to their own employees in the Netherlands (See page 8).

▶ **A minority of companies (21%) have an equal pay for equal work or gender non-discrimination in pay clause in their supplier standards.**

▶ Eleven companies have both a living wage and an equal pay expectation of suppliers: Accell Group, Aegon, Air France KLM, Aperam, ForFarmers, Grandvision, 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, far fewer have additional policies that protect 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.

▶ **Seven companies publish all five of the protection policies** (human rights, 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): ASM International, ASML, Philips, Nedap, Signify, TomTom, and Unilever.

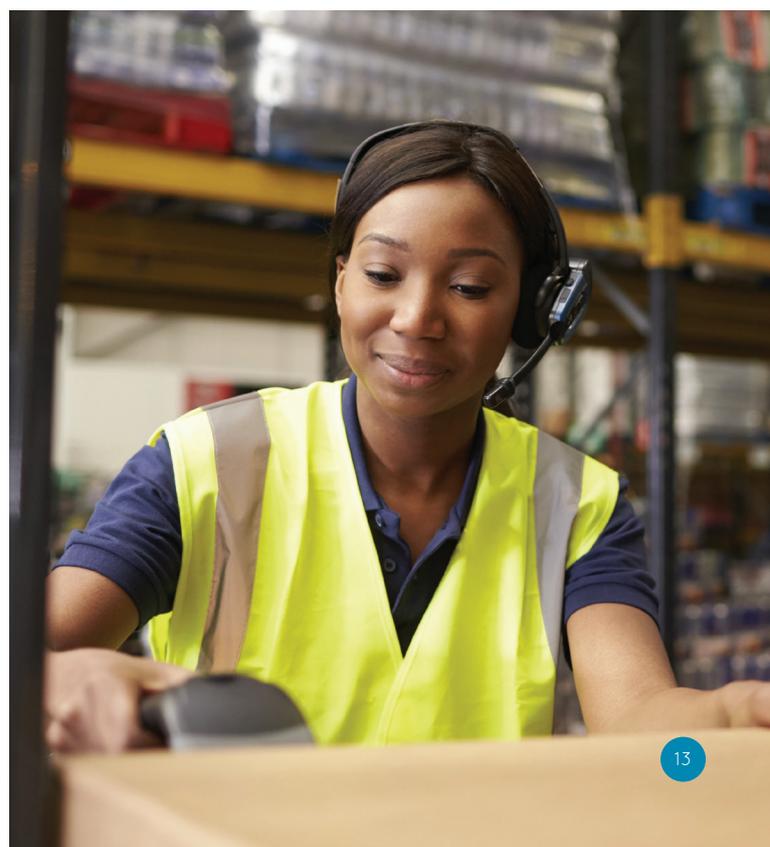
▶ **A majority of 67 companies have a human rights policy or clause that covers suppliers, up from 66 in 2020.** Aperam includes its gender diversity policy at the end of its human rights policy, adding a gender lens to some of the relevant topics.

▶ **Just over half (53%) of companies' supplier standards cover non-discrimination, with a specific mention of discrimination against women or gender discrimination, up from 47% in 2020.**

▶ **One in ten companies monitor how their suppliers guarantee the health and safety of their female employees.** Nine of those companies recognise the unique health and safety needs of expectant and nursing mothers. In addition to maternal safety, Aperam also commits to adapting workplaces to female employees. Unilever is tackling women's safety, specifically gender-based violence, with suppliers in the tea industry.

▶ **One third of companies (34%) prohibit sexual harassment and gender-based violence throughout all supply chain operations.**

▶ **Twenty-one companies require that suppliers allow their employees to report misconduct in confidence and/or free from retaliation, or have made their own grievance mechanisms available to supply chain employees with the same protections.** Ten companies extend their own whistleblower policies to suppliers, but it is unclear whether supplier employees also have access to this mechanism.



GENDER EQUALITY AND PROCUREMENT

Having clear supply chain standards that also address gender is key to ensure gender equality throughout global supply chains. However, we found that very few companies are proactively monitoring the gender diversity of their suppliers, working with women-owned businesses, or trying to build the capacity of suppliers and their employees to meet certain standards.

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

▶ **Only 2 companies have a programme to identify and procure from women-owned suppliers**, covering either global operations or their country of evaluation. RELX and Unilever both receive credit for their programmes to include women-owned businesses in their supply chains. Shell and Arcadis do not men-

tion women-owned businesses in their supplier diversity programmes. ArcelorMittal has a supplier diversity programme that includes women-owned businesses, but only covers its U.S. operations.

▶ Ten companies have worked 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. Van Lanschot Kempen supports female founders and entrepreneurs by investing in a fund that provides their companies with growth capital. JDE Peet's engages with suppliers on social and environmental capacity building initiatives for small-scale farmers and the communities in which the company operates.



SUPPLY CHAIN PERFORMANCE

Companies in this research did not receive scores for their performance in the supply chain, however, Equileap identified criteria within the supply chain questions, or combinations of questions, that indicated companies were paying particular attention to gender in supply chain topics:

- ▶ Addresses gender in regards to at least one social supply chain topic (forced labour, child labour, human trafficking, and labour rights).
- ▶ Has both a living wage and equal pay for equal work or gender non-discrimination in wages clause in supplier expectations.
- ▶ Covers health and safety of female employees in the context where they work
- ▶ Expects suppliers to have both an anti-sexual harassment policy and a mechanism for supplier employees to report misconduct confidentially and/or free from retaliation (or the company extends its own to supplier employees).

▶ Has a procurement strategy or policy that considers gender equality issues, or a supplier diversity programme that includes women-owned businesses.

▶ Has both capacity-building initiatives for suppliers and supplier employees to implement social supply chain standards.

Companies that cover all six of the above points received three stars for their supply chain performance, companies that cover three or more of the above six points received two stars, and companies that covered at least two of the above points received one star. Companies that only covered one or none of the above points received no stars. All companies that received one or more stars (13) have been listed below.

COMPANY	SECTOR	GENDER IN THE THE SUPPLY CHAIN PERFORMANCE
UNILEVER PLC	Consumer Staples	★ ★ ★
SIGNIFY	Industrials	★ ★
FORFARMERS	Consumer Staples	★ ★
JDE PEET'S	Consumer Staples	★
WAREHOUSES DE PAUW	Real Estate	★
ACCELL GROUP	Consumer Discretionary	★
POSTNL	Industrials	★
ASM INTERNATIONAL	Information Technology	★
ASML HOLDING	Information Technology	★
NEDAP	Information Technology	★
PHILIPS	Health Care	★
TOMTOM	Consumer Discretionary	★
RELX	Industrials	★

CASE STUDIES

In this section, we highlight the two best-performing companies when it comes to addressing gender in the supply chain (Unilever and Signify), and one company that has made progress (Warehouses de Pauw).

The top three supply chain companies last year - Unilever, Signify and ForFarmers - still outperform in 2021, although little specific progress has been made in that time. However, they have all seen their overall scores for gender equality in the workplace rise significantly, by 7, 10 and 16 percentage points respectively.



UNILEVER

The company's supplier code of conduct covers forced labour, child labour, human trafficking and labour rights (with special attention to vulnerable groups, including women, in its supplier employment relations policies). Gender non-discrimination in wages is expected of suppliers. Unilever has also pledged that everyone in its value chain should receive a living wage by 2030.

Unilever publishes detailed information on supply chain compliance. In the case of non-compliance, the company will create an action plan for improvement with the supplier, and terminate the contract if improvements are not made.

The company has a supplier diversity programme that is expanding worldwide and has committed to spending €2 billion annually on diverse businesses in their supply chain (including women-owned businesses) by 2025.

Unilever has demonstrated its commitment to improving social supply chain practices through its capacity building initiatives with suppliers through training and workshops, as well as working with supplier employees and local stakeholders to address topics like women's safety in the workplace.

Unilever scores 67% overall, up from 60% in 2020.

SIGNIFY

Signify covers all four of the social issues we look out for in its supplier code of conduct, and prohibits gender discrimination in wages.

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

It publishes a detailed living wage policy for its own employees and suppliers. Following company intervention, by the end of 2020, 98% of its suppliers in higher-risk countries met its requirements for fair compensation.

Signify is one of seven companies out of 100 to cover all five supply chain employee protections (*See page 13*), including a health and safety policy that protects among others, pregnant women and nursing mothers.

The company offers training and development to suppliers and supplier employees based on the topics where improvement is most needed.

Signify scores 60% on gender equality in the workplace, a marked improvement from 50% in 2020.

WAREHOUSES DE PAUW

Warehouses de Pauw has made a notable improvement on its transparency and performance on social supply chain management since last year.

In 2020, the company did not publish any information on social expectations of suppliers. In 2021, the company published a supplier code of conduct.

The company covers three of the four relevant social supply chain issues (missing a human trafficking clause), and is the only company to mention men and women specifically in its clause on forced labour.

It works with suppliers to ensure compliance with the supplier code of conduct, and has remedial and punitive consequences for non-compliance.

The company has four of the five employee protections in place (missing a health and safety policy that includes gender).

Warehouses de Pauw scores 43% on gender equality in the workplace (up from 35% in 2020), in line with the average for the 100 companies covered in this research.

/ FOOTNOTES

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

² Diversity wins: How inclusion matters, McKinsey

³ Barriers to boardrooms, Renee B Adams and Tom Kirchmaier

⁴ Equal Pay? Time to close the gap!, The European Union, page 2.

⁵ Twelve companies in this research were listed on the Dutch stock exchange but have headquarters in other countries, and we consider their own country's statutory leave provisions in this evaluation (France, Belgium, Luxembourg, Germany, UK).

⁶ The World's Women 2020: Trends and Statistics, UN

⁷ What is a living wage?, Global Living Wage Coalition

⁸ Women at Work in G20 countries: Progress and policy action, OECD and others

⁹ Employee Sexual Harassment Reviews and Firm Value

¹⁰ Equileap Gender Equality Global Report & Ranking 2021, page 14

¹¹ 2021 Gender Equality Global Report and Ranking, Equileap, page 16

¹² Gender Equity in Global Supply Chains, Ethical Trading Initiative

¹³ COVID-19 and gender equality: Countering the regressive effects, McKinsey

¹⁴ Supply Chain Diversity, Equity and Inclusion in 2021, Gartner, p.4

¹⁵ The Women in Supply Chain Survey 2021, Gartner

¹⁶ COVID-19 and gender equality: Countering the regressive effects, McKinsey

¹⁷ We define the supply chain as the lifecycle of a company's goods and services. We specifically evaluate how companies ensure gender equality in activities linked to their operations, products or services. 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 11 May 2021. It includes all unique companies on the AEX, AMS, AScX (75 in total), plus the next 25 largest companies on the AAX by market capitalisation, headquartered in the Netherlands. The research for this project closed on 3 September 2021.

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

We 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.

At Equileap, we make 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 gender pay data, strategy to close any gender pay gap and detailed performance in achieving this

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 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 top-

ics 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

9 / Anti-sexual harassment and gender-based violence

7 / Gender non-discrimination

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

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

D GENDER EQUALITY AND PROCUREMENT

11 / Gender disaggregated data on supply chain KPIs.

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

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

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

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