EQUILEAP GENDER EQUALITY

PEER ANALYSIS REPORT

November 2026

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EQUILEAP
DATA FOR EQUALITY

Company: Peer Analysis company

This Peer Analysis Report has been created specifically for **Peer Analysis company** (hereafter "**the Company**"). It contains a comprehensive analysis of the company's performance against the Scorecard, accompanied by detailed comparisons to selected peers (together with the Company, the "**Peer Analysis Sample**" as defined hereunder), as well as more high-level group (sub-sector) and country trends. It also points out key areas for improvement on gender equality metrics.

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Scope of the Analysis

This report analyses the most recent data available for each company within Equileap's dataset (2025-26). The report provides a snapshot of each company's performance at the time of research (research dates are referenced below). Scores and relative rankings are subject to change when the research team becomes aware of updates. Scores and relative rankings may differ from Equileap's public reporting.

The following selection of companies are used for analysis and comparison:

Global: 3430 companies in the developed markets dataset.
Country: 117 companies listed in France
Group: 119 companies in the Food & Beverage group
Peer Analysis Sample:

1. Peer Analysis company. Research date: DD/MM/2026
2. Entity 1 ("**«Peer company 1»**"). Research date: DD/MM/2026
3. Entity 2 ("**«Peer company 2»**"). Research date: DD/MM/2026
4. Entity 3 ("**«Peer company 3»**"). Research date: DD/MM/2026
5. Entity 4 ("**«Peer company 4»**"). Research date: DD/MM/2026
6. Entity 5 ("**«Peer company 5»**"). Research date: DD/MM/2026

Research Methodology

Equileap researches and ranks ~5,800 publicly-listed companies around the world annually using a unique and comprehensive Gender Equality Scorecard™ (the "**Scorecard**"). This covers 21 indicators, underpinned by 48 metrics, including gender balance across four company levels, the gender pay gap, and policies relating to parental leave and sexual harassment.

Research is conducted by our expert analysts, who evaluate each company based on sustainability reports, annual reports, company policies, and official websites. We reach out to each company once per year, giving them the chance to validate the data we have collected and to provide relevant additional (public) information.

Disclaimer: All information in this report is meant for internal reference only, by the company that commissioned the report. Nothing in this report, nor any of the findings, relating to the company itself, its peers, or group, sector, country, and global averages, may be communicated on or shared outside of the commissioning company, and may not be used as promotional material in any respect (e.g. social media posts). Please see the Disclaimer at the end of the report for more details.

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About Equileap

Equileap is the leading provider of data and insights on gender equality in the corporate sector. Our high-quality data underpins three key areas of impact:

1. We enable investors to enhance responsible investing with a gender lens, analysing the social aspect of ESG policies and practices.
2. We directly engage with companies to explain their gender equality performance and indicate areas for improvement.
3. We contribute to public discussion and encourage corporate accountability through our publications, which analyse global trends in workplace gender equality.

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1. Evaluation Overview

This section presents an overview of the Company's gender equality performance. The charts below cover the Company's performance with comparisons to the Peer Analysis Sample, group, and country averages. Page 4 displays the evaluations of the Company and Peer Analysis sample against the 19 criteria of the Scorecard, analysed in depth in the subsequent report sections. Page 5 provides three Top 10 rankings, listing the best-scoring companies per group, sector, and country.

Company Score

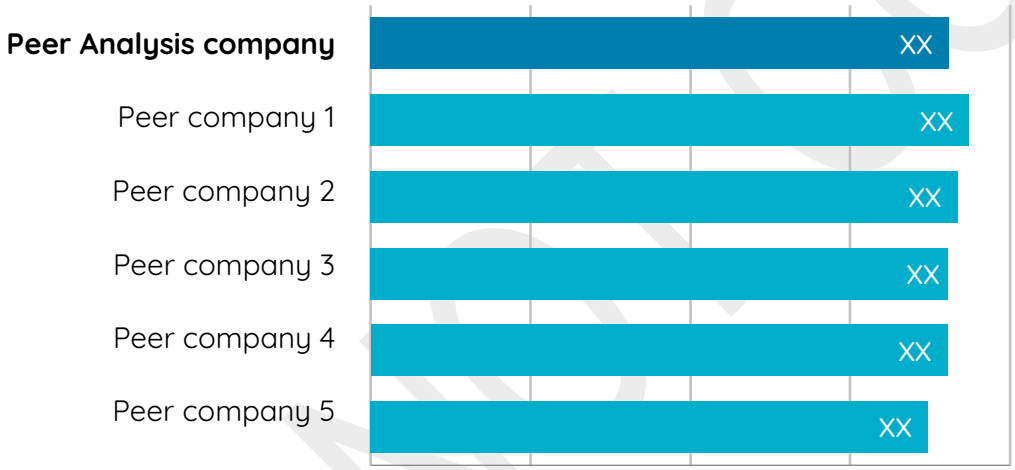
XX%

Peer Analysis Company

Average Performance

XX%	XX%	XX%
Peer Analysis sample	Food & Beverage	France

Gender Equality Q3 2026 Scores for Peer Analysis Sample (%)



Year-on-Year Progression

Scores and rankings in Equileap's annual report datasets.

Company	2023 Report (FY 2022 Dataset)		2024 Report (FY 2023 Dataset)		2025 Report (FY 2024 Dataset)		2026 Report (FY 2025 Dataset)		Q3 2026 Dataset	
	Score (%)	Rank	Score (%)	Rank	Score (%)	Rank	Score (%)	Rank	Score (%)	Rank
Peer Analysis comp	56	**355**	59	**352**	70	**60**	70	**85**	72	**63**
Peer company 1	68	**25**	70	**34**	72	**24**	78	**7**	75	**28**
Peer company 2	69	**14**	73	**11**	76	**9**	76	**17**	73	**51**
Peer company 3	70	**9**	75	**2**	79	**3**	75	**20**	72	**66**
Peer company 4	69	**13**	69	**39**	69	**67**	72	**47**	72	**73**
Peer company 5	68	**20**	70	**30**	70	**56**	70	**81**	70	**113**

The table above provides a snapshot of each company's performance at the time of Equileap's annual report publications. Scores and relative rankings are subject to change in upcoming rankings.

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Equileap Gender Equality Scorecard™

Q3 2026 overall scores and values per indicator[1, 2]

	Name:	Peer Analysis company	Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
	Country:	XX	XX	XX	XX	XX	XX
	Score:	XX%	XX%	XX%	XX%	XX%	XX%
A. GENDER BALANCE IN LEADERSHIP & WORKFORCE (40%)							
1	**Board of Directors (% women)**	XX.X	XX.X	XX.X	XX.X	XX.X	XX.X
2	**Executives (% women)**	XX.X	XX.X	XX.X	XX.X	XX.X	XX.X
3	**Senior Management (% women)**	XX.X	XX.X	XX.X	XX.X	XX.X	XX.X
3	**Management (% women)**	XX.X	XX.X	ND	XX.X	XX.X	XX.X
4	**Workforce (% women)**	XX.X	XX.X	XX.X	XX.X	XX.X	XX.X
5	**Ratio of Women in Senior Management to Workforce**	XX.X	XX.X	XX.X	XX.X	XX.X	XX.X
B. EQUAL COMPENSATION & WORK LIFE BALANCE (30%)							
6	**Living Wage Policy**	N	Y	Y	Y	Y	Y
7	**Gender Pay Gap**						
	a. Gender Pay Gap - Overall	Y	Y	Y	Y	Y	Y
	b. Gender Pay Gap - In Bands	N	N	Y	N	N	N
	c. Gender Pay Gap - Remediation Strategy	Y	Y	Y	Y	N	Y
	d. Gender Pay Gap - Overall - Less Than 3%	N	N	N	N	N	N
	e. Gender Pay Gap - In Bands - Less Than 3%	N	N	N	N	N	N
8	**Parental Leave (Final Evaluation)**						
	a. Primary Carer Leave - At Least 14 Weeks	Y	Y	Y	Y	Y	Y
	Primary Carer Leave - Number of Weeks	Y	Y	Y	Y	Y	Y
	b. Secondary Carer Leave - At Least 2 Weeks	16.0	16.0	16.0	26.0	18.0	20.0
	Secondary Carer Leave - Number of Weeks	4.0	14.0	8.0	26.0	4.0	4.0
9	**Flexible Work**						
	a. Flexible Work - Hours	Y	Y	N	Y	Y	Y
	b. Flexible Work - Locations	Y	Y	N	Y	Y	Y
C. POLICIES PROMOTING GENDER EQUALITY (20%)							
10	**Training & Career Development Policy**	Y	Y	Y	Y	Y	Y
11	**Non-discrimination in Recruitment Policy**	Y	Y	Y	Y	Y	Y
12	**Anti-sexual Harassment Policy**	Y	Y	Y	Y	Y	Y
13	**Health & Safety Policy**	Y	Y	Y	Y	Y	Y
14	**Human Rights Policy**	Y	Y	Y	Y	Y	Y
15	**Supply Chain Risk Management Policy**	Y	Y	Y	Y	Y	Y
16	**Supplier Diversity Program**	N	Y	Y	Y	N	N
17	**Whistleblower Policy**	Y	Y	Y	Y	Y	Y
D. COMMITMENT & ACCOUNTABILITY (10%)							
18	**Signatory to UN Women's Empowerment Principles**	Y	N	Y	Y	Y	Y
19	**Gender Audit**	N	N	GEEIS	N	GEEIS	N

[1] Please see the Appendix: Data Dictionary for a description of each indicator.

[2] This scorecard provides a snapshot of each company's performance at the time of research. Scores and relative rankings are subject to change.

Best Performers in Food & Beverage (Group) Q3 2026

Gender Equality Score (%)	Company	Country of Exchange
72	Company 1	France
72	Company 2	United Kingdom
72	Company 3	France
71	Company 4	Norway
71	Company 5	United States of America
70	Company 6	United States of America
69	Company 7	United States of America
68	Company 8	United States of America
68	Company 9	Japan
67	Company 10	France

Best Performers in Consumer Staples (Sector) Q3 2026

Gender Equality Score (%)	Company	Country of Exchange
80	Company 1	Australia
75	Company 2	United States of America
74	Company 3	Australia
74	Company 4	Australia
73	Company 5	France
73	Company 6	United Kingdom
72	Company 7	France
72	Company 8	United Kingdom
72	Company 9	France
71	Company 10	Norway

Best Performers in France Q3 2026

Gender Equality Score (%)	Company	Group
76	Company 1	Media & Entertainment
75	Company 2	Pharmaceuticals, Biotechnology & Life Sciences
75	Company 3	Consumer Services
74	Company 4	Equity Real Estate Investment Trusts (REITs)
74	Company 5	Banks
73	Company 6	Household & Personal Products
72	Company 7	Food & Beverage
72	Company 8	Telecommunication Services
72	Company 9	Food & Beverage
71	Company 10	Media & Entertainment

2.1 Category A
Gender Balance in Leadership and the Workforce

Equileap scores the gender balance of companies at four levels: board of directors, executive team, senior management and workforce. We also record overall management/middle management figures, as defined and reported by the company. This data is used for scoring if specific senior management figures are not available.

The ideal scenario for full points is to reach gender balance at each level (defined as 40-60% women). Fewer points are received for lower percentages. If female representation is below 10%, no points are awarded at that level.

Equileap calculates criterion 5 internally, assessing the pipeline of women to senior levels by comparing the data for senior management and the overall workforce. This results in a ratio: the closer to 1, the greater the points received. The final values are shown on page 4 in the Evaluation Overview, but not in the analysis below.

Category A is worth 40% of the overall Gender Equality Score.

Peer Analysis Sample: Female Representation at All Levels of the Company (%)

Covering Indicators 1-4 on the Scorecard plus the C-suite and management, showing the proportion of women in raw values across five hierarchical levels.

	Peer Analysis Company	Peer company 1	Peer company 2	Peer company 3	Peer company 4	Peer company 5
Chair of the Board	**Male**	Male	Male	Male	Male	Male
CEO	**Male**	Male	Male	Male	Male	Male
CFO	**Female**	Male	Male	Female	Male	Female
Board of Directors (% women)	**XX.X**	XX.X	XX.X	XX.X	XX.X	XX.X
Executives (% women)	**XX.X**	XX.X	XX.X	XX.X	XX.X	XX.X
Senior Management (% women)	**XX.X**	XX.X	XX.X	XX.X	XX.X	XX.X
Management (% women)	**XX.X**	XX.X	XX.X	XX.X	XX.X	XX.X
Workforce (% women)	**XX.X**	XX.X	XX.X	XX.X	XX.X	XX.X

40 to 60 | 20 to 40 (60 to 80) | 10 to 20 (80 to 90) | < 10 or > 90

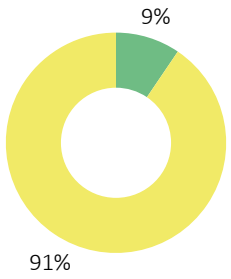
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Women in Key Management Positions

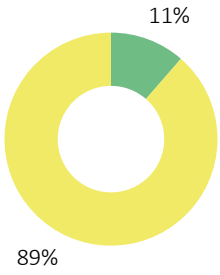
Percentage of women in Chair of the Board, CEO, and CFO roles.



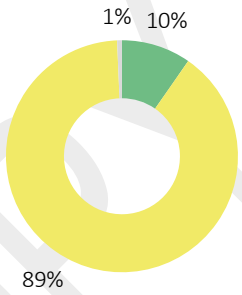
Chair of the Board



Food & Beverage

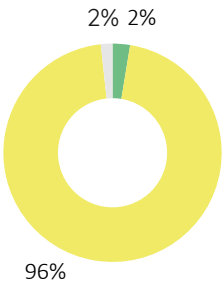


France

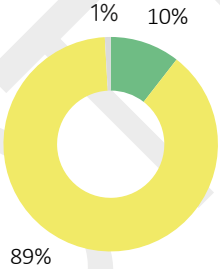


Global

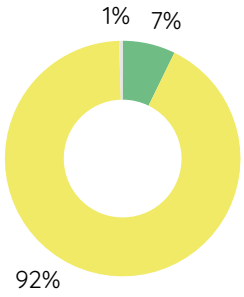
CEO



Food & Beverage

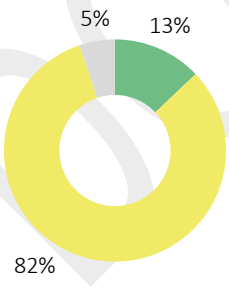


France

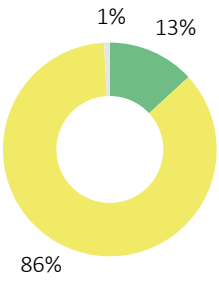


Global

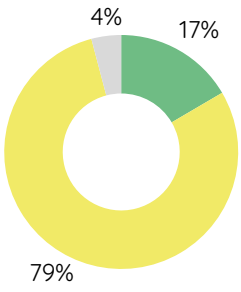
CFO



Food & Beverage



France

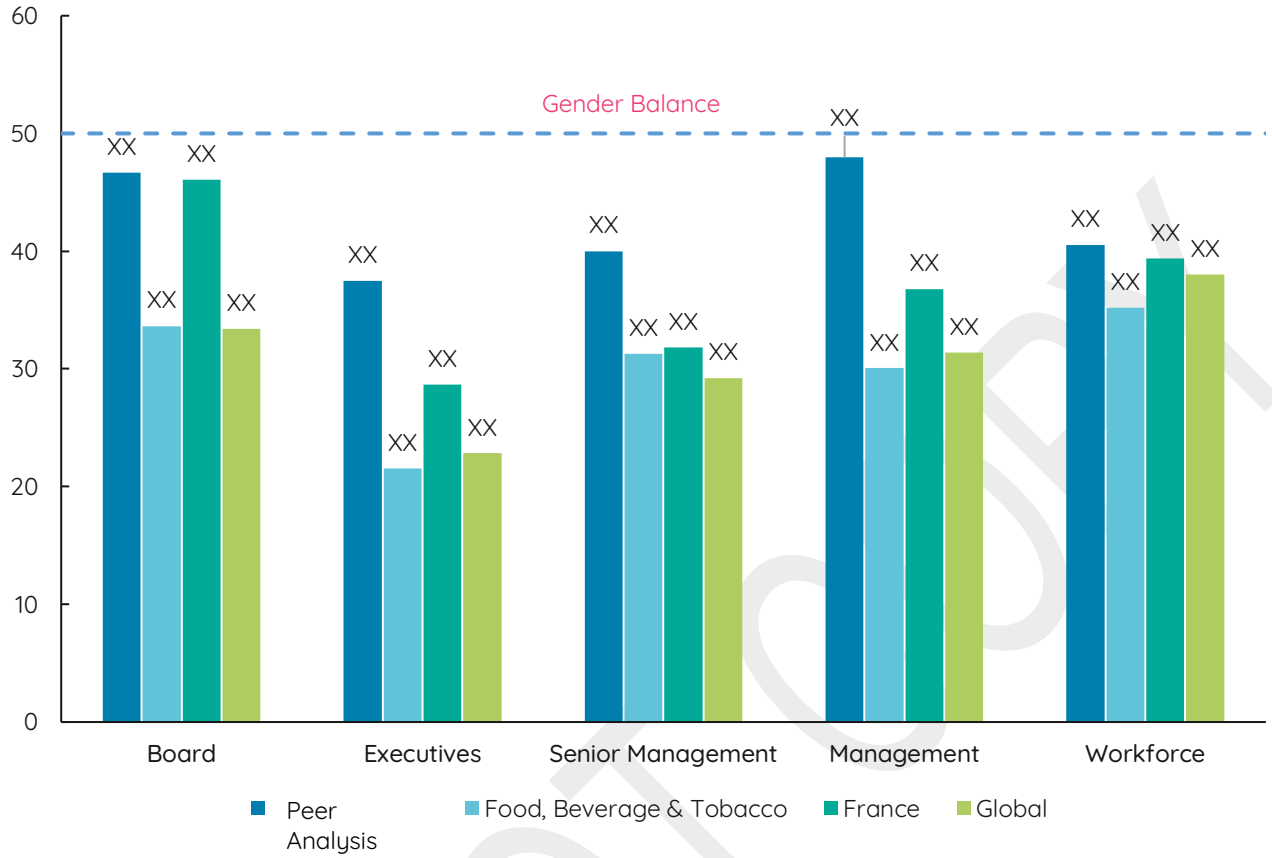


Global

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Female Representation at All Levels (%)

Company performance relative to the country, group, and global averages.



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2.2 Category B
Equal Compensation and Work Life Balance

This category focuses on core aspects of the work environment that have gendered repercussions when left unaddressed. Companies are rewarded for investing in the following: living wages, monitoring and closing the gender pay gap, providing paid parental leave, and offering flexible working options. Each criterion is assessed differently, with gender pay gap disclosures and parental leave provisions being the most nuanced, to account for the diversity of country and company approaches. Category B is worth 30% of the overall Gender Equality Score.

Peer Analysis Sample: Evaluations on Equal Compensation and Work-Life Balance

Covering Indicators 6-9 on the Scorecard, assessed through ten Y/N metrics.

	Peer Analysis Co	Peer company 1	Peer company 2	Peer company 3	Peer company 4	Peer company 5
6. Living Wage Policy	**N**	Y	Y	Y	Y	Y
7a. Gender Pay Gap - Overall	**Y**	Y	Y	Y	Y	Y
7b. Gender Pay Gap - In Bands	**N**	N	Y	N	N	N
7c. Gender Pay Gap - Remediation Strategy	**Y**	Y	Y	Y	N	Y
7d. Gender Pay Gap - Overall - Less Than Three Percent	**N**	N	N	N	N	N
7e. Gender Pay Gap - In Bands - Less Than Three Percent	**N**	N	N	N	N	N
8a. Primary Carer Leave Final Evaluation - At Least Fourteen Weeks	**Y**	Y	Y	Y	Y	Y
8b. Secondary Carer Leave Final Evaluation - At Least Two Weeks	**Y**	Y	Y	Y	Y	Y
8a Primary Carer Leave - Number of Weeks	**16.0**	16.0	16.0	26.0	18.0	20.0
8b Secondary Carer Leave - Number of Weeks	**4.0**	14.0	8.0	26.0	4.0	4.0
9a. Flexible Work - Hours	**Y**	Y	Y	Y	Y	Y
9b. Flexible Work - Locations	**Y**	Y	Y	Y	Y	Y

Yes No No data

*Darker shades of blue indicate a higher number of weeks of paid leave compared to the Peer Analysis

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Insights on the Gender Pay Gap

The **gender pay gap** is the difference between the average salaries of all women and all men in a company. The data is "unadjusted". This is different to **equal pay/pay equity** data, which indicates whether men and women are being paid the same for doing the same work, or work of equal value. This data is "adjusted" because it is weighted for factors such as an employee's age, education, tenure, and job title.

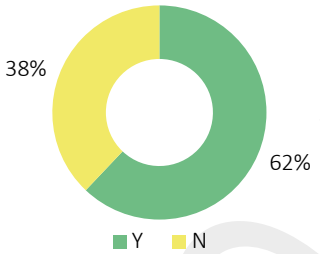
EQUILEAP GOLD STANDARD FOR REPORTING:

Mean, unadjusted gender pay data, covering the entire workforce
(as an overall figure and/or in pay bands)

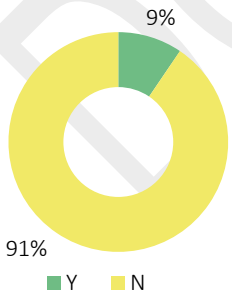
While there are many ways of reporting gender pay data, we have chosen to give priority to the mean, unadjusted pay gap. Adjusted pay gap calculations are useful to spot individual instances of pay discrimination, while unadjusted raw data focuses on structural pay inequalities caused by uneven distributions of each gender across seniority levels. We favour the mean since this includes the extreme highs and lows in pay, something that is often gendered, while the median obscures this data. Strategies to close the mean unadjusted pay gap address core gender equality issues such as hiring, promotion, remuneration and retention, showing dedication to long term solutions.

Equileap's scorecard covers five sub-metrics, giving credit for transparency (accepting multiple methodologies), strategies to close the gender pay gap, and performance (closing the pay gap, using gold standard methodology).

FOOD & BEVERAGE COMPARISONS



62% of companies (72 out of 116) in Food & Beverage have published gender-disaggregated pay information (gender pay gap as a mean or median, equal pay or pay equity figures, adjusted or unadjusted data).



9% of companies (11 out of 116) in Food & Beverage have published gender-disaggregated pay information in all pay bands of the company (the entire company must be divided into at least three hierarchical bands, and everyone from top executives to work floor employees must be included).

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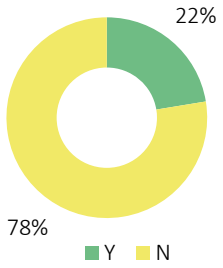
Of the companies in Food & Beverage that publish (72) an overall pay gap (not including those that publish in bands):

82% (57 out of 72)
published a mean figure

28% (12 out of 72)
published a median figure

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Strategy to Close the Gender Pay Gap



22% of companies in Food & Beverage have published a strategy to close the gender pay gap, with at least two tangible actions.

Closing the Gender Pay Gap

1% of companies in Food & Beverage have closed the overall gender pay gap.

0% of companies in Food & Beverage have closed the gender pay gap in bands.

FRANCE COMPARISONS

75% of companies in France have published gender-disaggregated pay information (gender pay gap as a mean or median, equal pay or pay equity figures, adjusted or unadjusted data).

5% of companies in France have published gender-disaggregated pay information in all pay bands of the company (the entire company must be divided into at least three hierarchical bands, and everyone from top executives to work floor employees must be included).

39% of companies in France have published a strategy to close the gender pay gap, with at least two tangible actions.

5% of companies in France have closed the overall gender pay gap.

0% of companies in France have closed the gender pay gap in bands.

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Insights on Parental Leave

TERMINOLOGY / Equileap looks at leave provisions for both primary carers and secondary carers. These are gender-neutral terms and inclusive of same-sex parents. The primary carer is the parent who spends more time with the child, and the secondary carer, less time. Maternity leave, paternity leave, and shared parental leave are also common terms in reporting which we consider for evaluations.

EQUILEAP STANDARDS / Ideally, parents would be given equal paid leave to care for a new child, but the reality is there is still a lot of differentiation globally. Our evaluation process takes this into account, giving credit for the following:

- Primary carers: 14+ weeks of leave paid at ⅔ or more of the employee's salary.
- Secondary carers: 2+ weeks paid at ⅔ or more of the employee's salary.

TWO TYPES OF LEAVE / Equileap considers both company-sponsored leave and state-legislated ("statutory") leave in our analysis. We choose whichever is higher in our final evaluation. For both types of leave, only weeks that are paid at ⅔ or greater than employees' regular base salaries are counted. For company-sponsored leave, we assess leave that is global or covers employees in the assigned country of evaluation.

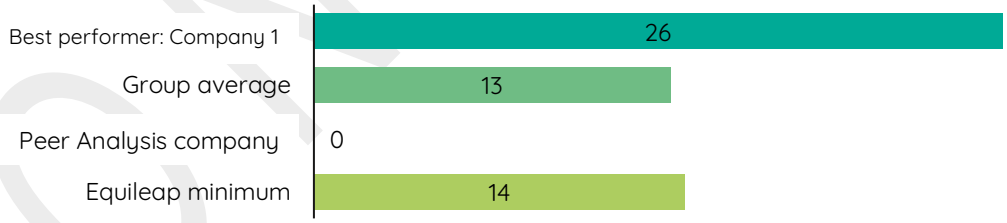
Peer Analysis company: Primary carer leave evaluation (paid weeks)

16 weeks	ND weeks	16 weeks
Final evaluation	Company-sponsored	Statutory

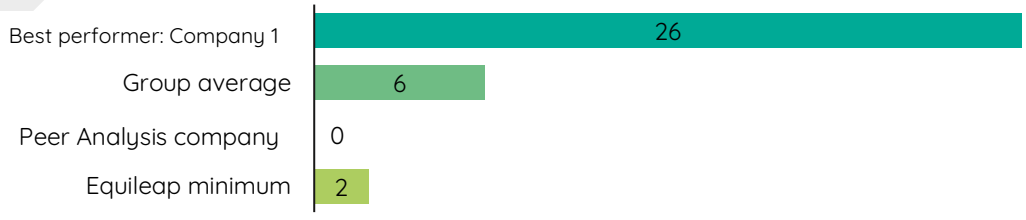
Peer Analysis company: Secondary carer leave evaluation (paid weeks)

4 weeks	ND weeks	4 weeks
Final evaluation	Company-sponsored	Statutory

Company-sponsored Primary Carer Leave (weeks paid at 2/3 or greater of regular salary) in Food & Beverage



Company-sponsored Secondary Carer Leave (weeks paid at 2/3 or greater of regular salary) in Food & Beverage



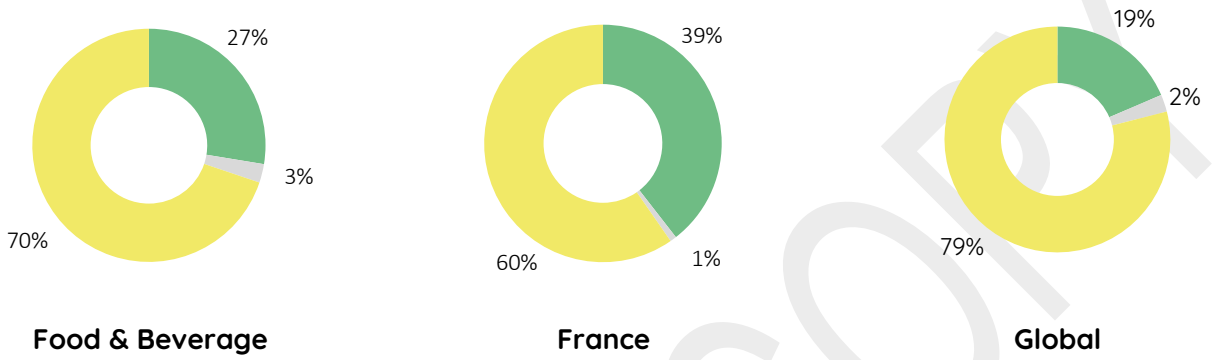
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Additional Metrics on Equal Compensation and Work Life Balance

Living wage commitments and published flexible working options, by group, country, and globally.

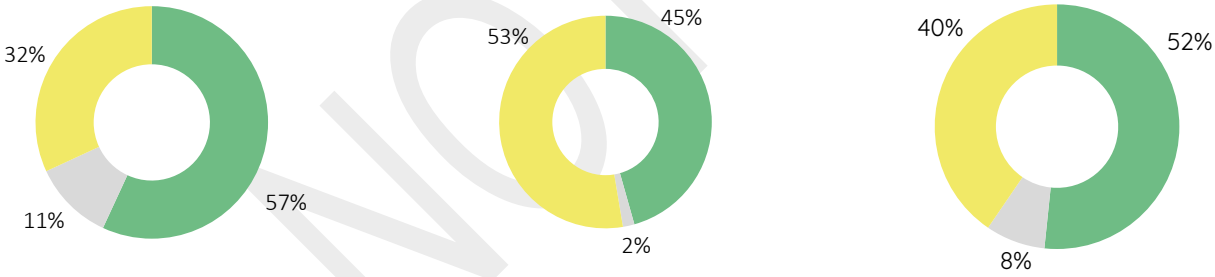
Yes | No | No data

Living Wage Commitment



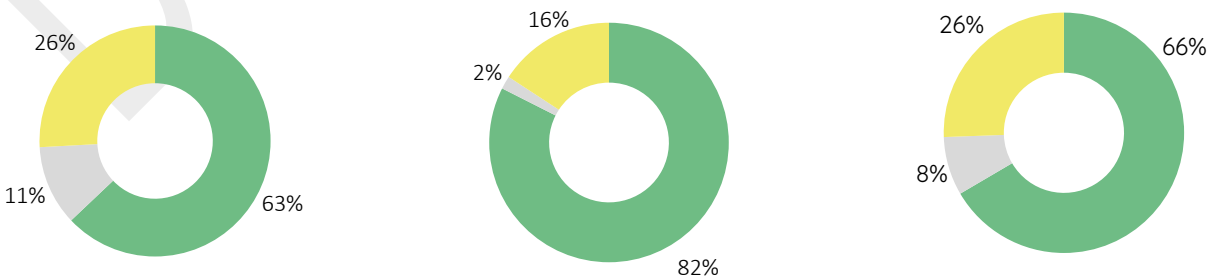
Food & Beverage | **France** | **Global**

Flexible Hours Policy



Food & Beverage | **France** | **Global**

Flexible Locations Policy



Food & Beverage | **France** | **Global**

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2.3 Category C
Policies that Promote Gender Equality

Equileap assesses the presence of eight policies that indicate a company's proactive stance on gender equality issues, and more broadly facilitate a respectful and safe environment for employees. Companies receive credit for publishing the policy itself, or clearly describing the policy, in public reporting. Of note are policies against sexual harassment, and initiatives to procure from women-owned businesses in the supply chain. Category C is worth 20% of the overall Gender Equality Score.

Peer Analysis Sample: Evaluations on Policies Promoting Gender Equality

Covering criteria 10-17 on the Scorecard, assessed through eight Y/N metrics.

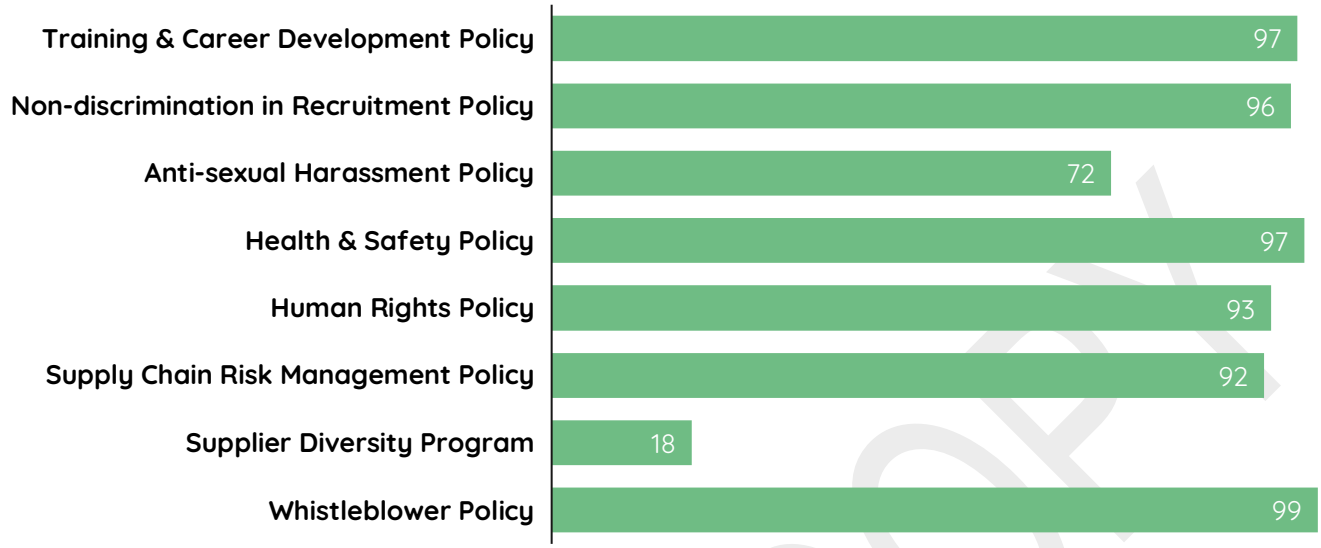
	Peer Analysis company	Peer company 1	Peer company 2	Peer company 3	Peer company 4	Peer company 5
10. Training and Career Development Policy	**Y**	Y	Y	Y	Y	Y
11. Non-discrimination in Recruitment Policy	**Y**	Y	Y	Y	Y	Y
12. Anti-sexual Harassment Policy	**Y**	Y	Y	Y	Y	Y
13. Health and Safety Policy	**Y**	Y	Y	Y	Y	Y
14. Human Rights Policy	**Y**	Y	Y	Y	Y	Y
15. Supply Chain Risk Management Policy	**Y**	Y	Y	Y	Y	Y
16. Supplier Diversity Program	**N**	Y	Y	Y	N	N
17. Whistleblower Policy	**Y**	Y	Y	Y	Y	Y

Yes No No data

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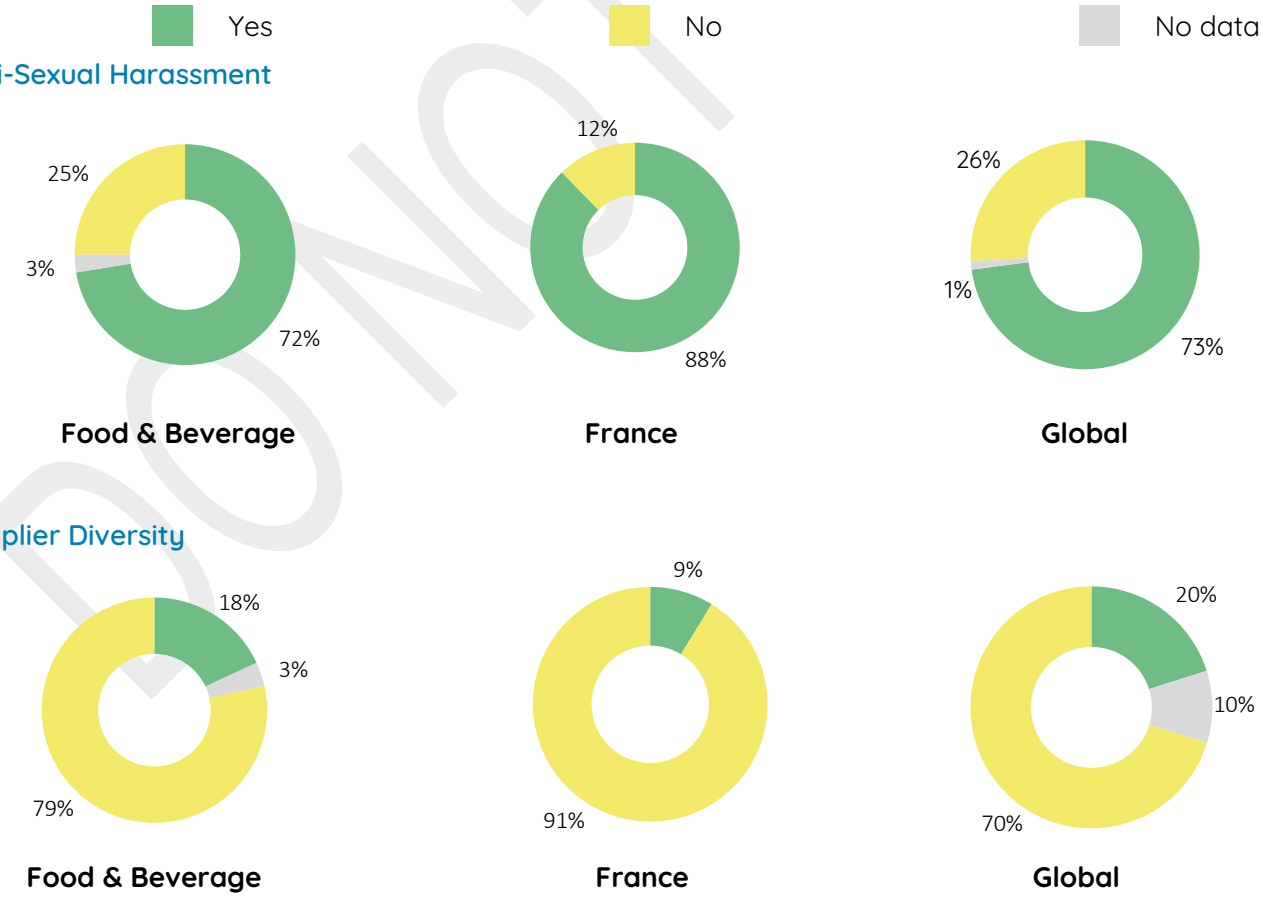
Policies Promoting Gender Equality across Food & Beverage (%)

Overview of the rate of publication for each policy.



Key Policies: Anti-Sexual Harassment and Supplier Diversity (incl. Women-owned Businesses)

Breakdown of the rate of publication by group, country, and global figures.



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2.4 Category D
Commitments to Transparency and Accountability

Equileap looks for two specific ways that companies can demonstrate and measure their commitment to continue improving their gender equality practices. First, we look for whether a company is a signatory to the United Nations Women's Empowerment Principles (UN WEPs). Second, we look for whether a company has undertaken an independent gender audit (recognised by Equileap) involving a deep dive into company operations and received a certification. Gender audits that Equileap currently recognises are: EDGE Certification (Assess, Move, Lead), Arborus' GEEIS Label, EQUAL-SALARY Foundation's EQUAL SALARY CERTIFICATION, Italian Gender Audit Certification, WIG Certification (Bronze, Silver, Gold, Platinum) and the WGEA's EOCGE Citation. Category D is worth 10% of the overall Gender Equality Score.

Peer Analysis Sample: Evaluations on Commitments to UN WEPs and Gender Audits

Covering criteria 18-19 on the Scorecard, assessed through Y/N metrics and gender audit details.

	Signatory to the UN WEPs	Gender Audit Certification
Peer Analysis company	**Y**	**N**
Peer company 1	Y	N
Peer company 2	Y	GEEIS
Peer company 3	Y	N
Peer company 4	Y	GEEIS
Peer company 5	Y	N

Yes No

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Signatories to the UN WEPs (% of companies)

19%	**33%**	**11%**
Food & Beverage	France	Global

Gender Audit Certification (% of companies)

3%	**8%**	**2%**
Food & Beverage	France	Global

External commitments to workplace gender equality, especially those that involve an in-depth audit and action plan, are an opportunity for companies to stand out from the crowd. These benefit public image, employee engagement, and advance concrete strategies to achieve gender equality.

If you would like to know more about how to sign the United Nations Women's Empowerment Principles, click here.

You can find out more about Equileap-recognised gender audits on the following websites:

- EDGE Certification (Assess, Move, Lead)
- GEEIS Label
- WGEA Employer of Choice for Gender Equality (EOCGE) Citation
- EQUAL-SALARY Foundation's EQUAL SALARY CERTIFICATION
- Italian Gender Audit Certification
- WIG Certification (Bronze, Silver, Gold, Platinum)

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3. Equileap and Partner Indices

Performance on the Scorecard is not only an indicator and driver for improved workplace equality, it also has tangible financial implications. Gender lens investing falls under the banner of ESG investing, a growing movement where investment decisions are aligned with social values.

Multiple indices have been designed with Equileap data by Euronext, Solactive, and Morningstar to track companies leading in gender equality. These indices are used both as Peer Analysiss and underlyings of financial products. Components are selected based on an in-depth gender screening, standard liquidity criteria, and an ESG screening.

Each index has a unique methodology that determines the index composition, developed by the index provider.

List of Equileap Indices

Indices that the Company is included on, as of the date of this report:

Euronext Equileap Gender Equality France 40 NR	**Yes**
Euronext Equileap Gender Equality Eurozone 100 NR	**Yes**
Solactive Equileap Europe Gender Equality NTR Index	**No**
Solactive Equileap Global Gender Equality 100 Leaders NTR Index	**No**
Solactive Equileap Global Gender Equality NTR Index	**No**
Solactive Equileap Global exAPAC Gender Equality 100 Index NTR	**No**
Solactive Equileap US Select Gender Equality Index NTR	**No**
Morningstar Women's Empowerment Index	**ND***
Morningstar Developed Markets Ex-Japan Gender Diversity Index	**ND***
Morningstar Eurozone Gender Diversity Select 50 Index	**ND***

*Please contact Morningstar for information on the composition of this index.

For details and questions on index composition and index construction, please contact the index providers directly:

- Euronext: indexeurope@euronext.com
- Solactive: info@solactive.com
- Morningstar: dataquestions@morningstar.com

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4. Concluding Recommendations for Peer Analysis Company

Peer Analysis company is a global leader in corporate gender equality. With an overall gender equality score of XX%, the company outperforms the Peer Analysis sample (average score: XX%), group (XX%), and country (XX%). Of the Peer Analysis sample, the next best-performing company is Peer company X, with an overall gender equality score of XX%.

Category A: Gender Balance

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Category B: Equal Compensation and Work-Life Balance

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Category C: Policies Promoting Gender Equality

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Category D: Transparency, Commitment, and Accountability

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Overall, Peer Analysis company is transparent on all the topics of the Equileap scorecard, is doing well on the performance metrics, and outperforms its peers. To continue to demonstrate its commitment to gender equality and stand out globally, the company can concentrate on increasing the representation of women on the executive team and work towards closing the gender pay gap.

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Appendix

Equileap Gender Equality Scorecard™ Data Dictionary

	EQUILEAP INDICATOR	DEFINITION
A	**GENDER BALANCE IN LEADERSHIP & WORKFORCE**	
0	**Gender of C-Suite**	Gender of members of the C-Suite (Chairperson, CEO and CFO). Not scored.
1	**Board of Directors**	Proportion of board directors who are women/female, expressed as a percentage of all board directors. If a company has a two-tier board, this metric considers the supervisory board. Highest scores go to 40-60% women.
2	**Executives**	Proportion of executives who are women/female, expressed as a percentage of all executives. Executives are as defined by the company or represent those individuals that form the company Executive Management team, Executive Committee/Board, Management Committee/Board or equivalent. Equileap is looking for the highest level and most influential group of people that oversees the business operations of the company. Highest scores go to 40-60% women.
3	**Senior Management**	Proportion of senior managers who are women/female, expressed as a percentage of all senior managers. Senior Management is the level of management below the executive team, in charge of day-to-day management, as defined and reported by the company. Highest scores go to 40-60% women.
3.2	**Management**	Proportion of managers who are women/female, expressed as a percentage of all managers. This indicator covers either Middle Management (level(s) below Senior Management) or all Management (incl. Senior Management), as defined and reported by the company. Field used for Q3 scoring if Senior Management numbers are not reported.
4	**Workforce**	Percentage of employees who are women/female, expressed as a percentage of all employees. Highest scores go to 40-60% women.
5	**Ratio of Women in Senior Management to Workforce**	Ratio of percentage of women in senior management (or management, if senior management is ND) compared to percentage of women in the workforce. Highest scores go to ratios of 0.9 or higher.
B	**EQUAL COMPENSATION & WORK LIFE BALANCE**	
6	**Living Wage Policy**	Commitment to ensure payment of a living wage to all employees. Living wage is defined as a base salary that covers a decent standard of living in an employee's place of residence. Minimum wage policies and board/executive remuneration policies are not considered.
7	**Gender Pay Gap**	Commitment to provide comparable wages for comparable work and to close the gender pay gap. a. Publishes enumerated gender-segregated pay information or an overall gender pay gap. This can be adjusted or unadjusted, mean or median. b. Publishes enumerated gender-segregated pay information in pay/occupational bands. All employees must be covered and reported in a minimum of three hierarchical pay bands. These can be adjusted or unadjusted, mean or median. c. Publishes a strategy, with at least two specific actions, to close any gender pay gap in the company. d. Publishes verifiable figures showing an overall gender pay gap of less than or equal to three percent. All employees must be covered, and the pay gap must be mean, unadjusted. e. Publishes verifiable figures showing gender pay gaps of less than or equal to three percent in all pay bands. All employees must be covered and reported in a minimum of three hierarchical pay bands, and the pay gaps must be mean, unadjusted. Equileap records both mean and median figures. For the performance evaluation (7d & 7e) only the mean is considered, since the median obscures outliers. Adjusted and unadjusted data are given credit in 7a & 7b. For the performance metrics (7d & 7e) only mean, unadjusted pay data is considered. Unadjusted: the average salary or remuneration of all women in the company or a level compared to the average salary or remuneration of all men in the company or a level. Adjusted: women's salary as a percentage of men's, when adjusted for factors such as comparable roles, tenure, age, etc. (also known as equal pay for equal work or pay equity).

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8	**Parental Leave**	Paid leave programs (at least paid at 67% of salaries) for childcare to both primary and secondary carers globally or at least in the country of evaluation. a. Primary Carer Leave - Final Evaluation: The company or the state (country of evaluation) guarantee a minimum of fourteen weeks of childcare leave to primary carers, paid at 67% of employees' salaries or more. Equileap chooses whichever is higher between company-sponsored and statutory primary carer leave. a. Primary Carer Leave - Final Evaluation – Number of Weeks: Number of weeks of childcare leave guaranteed by the company or the state (country of evaluation) to primary carers, paid at 67% of employees' salaries or more. Equileap chooses whichever is higher between company-sponsored and statutory primary carer leave. b. Secondary Carer Leave - Final Evaluation: The company or the state (country of evaluation) guarantee a minimum of two weeks of childcare leave to secondary carers, paid at 67% of employees' salaries or more. Equileap chooses whichever is higher between company-sponsored and statutory secondary carer leave. b. Secondary Carer Leave - Final Evaluation – Number of Weeks: Number of weeks of childcare leave guaranteed by the company or the state (country of evaluation) to secondary carers, paid at 67% of employees' salaries or more. Equileap chooses whichever is higher between company-sponsored and statutory secondary carer leave.
9	**Flexible Work**	a. Flexible Work – Hours: Offers employees the option to control and/or vary the start and end times of their workday. Also called flexible schedules. b. Flexible Work – Locations: Offers employees the option to control and/or vary the location from which they work. Also called remote/hybrid working/telecommuting.
C	**POLICIES PROMOTING GENDER EQUALITY**	
10	**Training & Career Development Policy**	Publishes a policy or strategy to ensure equal access to training and career development opportunities to all employees.
11	**Non-discrimination in Recruitment Policy**	Publishes an equal opportunity policy or equivalent to ensure gender diversity in the hiring process.
12	**Anti-sexual Harassment Policy**	Publishes an anti-sexual harassment policy or equivalent to prohibit all forms of violence in the workplace, including verbal, physical and sexual harassment.
13	**Health & Safety Policy**	Publishes an employee health and safety policy or equivalent to ensure the safety of employees in the workplace.
14	**Human Rights Policy**	Publishes a human rights policy or equivalent to ensure the protection of the human rights of all employees across all business operations.
15	**Supply Chain Risk Management Policy**	Publishes a robust initiative or policy to reduce social risks in its supply chain, such as forbidding forced labur and child labur, the exploitation or harassment of workers, human trafficking, and abuse of human or labur rights.
16	**Supplier Diversity Program**	Publishes a supplier diversity policy or program to ensure diversity in the supply chain, including proactively procuring from women-owned businesses.
17	**Whistleblower Policy**	Publishes an employee protection/whistleblower policy or equivalent which demonstrates the provision of reporting systems for internal ethical complaints anonymously and without retaliation or retribution.
D	**COMMITMENT & ACCOUNTABILITY**	
18	**Signatory to the Women's Empowerment Principles**	Is a signatory to the UN Women's Empowerment Principles, demonstrating a commitment to ensuring women's empowerment in the workplace.
19	**Gender Audit**	Awarded one of the following gender audit certificates by an Equileap recognised auditing body: EDGE Certificate (Assess, Move, Lead); GEEIS Label; WGEA Employer of Choice for Gender Equality (EOCGE) Citation; EQUAL-SALARY Certification; Italian Gender Audit Certification; Women in Governance (WIG) Certification (Bronze, Silver, Gold, Platinum).

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