



# Gender Insights Report 2023

**November 2023**

# Table of contents

Executive summary	4
Introduction	6
<b>Benchmarking for a better world</b>	<b>6</b>
<b>Methodology summary</b>	<b>7</b>
<b>Research process</b>	<b>8</b>
Key findings	9
<b>Key finding one: Performance on gender equality is dismal. In most companies, women are underrepresented and their concerns unheard.</b>	<b>9</b>
<b>Key finding two: Top companies outperform their peers in public commitments to gender equality and addressing unpaid care.</b>	<b>11</b>
<b>Key finding three: Companies treat parental leave as benefits offered to some employees, not a right for all.</b>	<b>13</b>
<b>Key finding four: Most companies publicly prohibit violence and harassment in their workplaces, yet very few take steps to prevent and remediate it.</b>	<b>15</b>
<b>Key finding five: Suppliers deserve more support to meet buying companies' expectations on human rights and gender</b>	<b>17</b>
Gender Assessment results	20
<b>Assessing 1,006 companies on gender equality</b>	<b>20</b>
Gender Benchmark results	24
<b>An in-depth assessment of 112 companies on gender equality</b>	<b>24</b>
Sector results	26
<b>Apparel sector</b>	<b>26</b>
Sector results	27
Trends	29
<b>Food and agriculture sector</b>	<b>30</b>
Sector results	30
Trends	32
What's next	34
<b>Community of Practice</b>	<b>34</b>
<b>Collective Impact Coalitions</b>	<b>34</b>



<b>More insights to be published next year</b>	<b>35</b>
<b>WBA's Social Benchmark</b>	<b>35</b>
Annex	36
Acknowledgements	71
References	72



# Executive summary

In 2021, the World Benchmarking Alliance (WBA) published our first Gender Benchmark, assessing 35 companies in the apparel sector. This year, we expanded our scope by assessing 1,006 companies that span ten industries and more than 80 countries around the world on their efforts to promote gender equality. Additionally, our Gender Benchmark takes a deeper dive into 112 companies across two sectors where women make up around 40 to 60 percent of the supply chain workforce: apparel and food and agriculture. This dual approach of scale and depth in our assessment allows us to gain a greater understanding of how the private sector is doing to advance gender equality.

We found that the overall picture is grim. For the 1,006 companies assessed, the average score is 17% of the total possible points. The highest scoring companies barely make it past the 50% mark, and 12% of companies score zero across all indicators. Women are too often underrepresented, unheard and unseen in the places they work. In 2015, Sustainable Development Goal (SDG) 5 on Gender Equality established a target to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making, yet we find that more than halfway to the 2030 deadline, only three companies maintain a gender balance at all levels of leadership ([see Key finding one](#)).

Despite this poor performance, examples of good practice and transparent disclosure provided by the top performing companies give us hope and can help provide their peers a pathway towards gender equality. When compared to the bottom performing 906 companies, the top 100 performers in the assessment stand out notably in two areas: most of them set the tone from the top by publicly committing to gender equality and women's empowerment and address unpaid care in their workplace through family-friendly policies ([see Key finding two](#)).

This second aspect is key, as unpaid care work and its unequal distribution is one of the biggest barriers to women's equal participation in the workplace. However, not enough companies are addressing this issue. Instead, they rely heavily on national parental leave policies, which are often inadequate or non-existent. Only about one-third of the 1,006 companies have global parental leave policies that ensure that parents in all the company's operations equally enjoy this right to care. Even when these policies are global, many do not meet the International Labour Organization (ILO) standards. Recognising and valuing this unpaid care work, which is disproportionately shouldered by women, requires companies to put in place family friendly policies that not only focus on the birthing mother, but also enable men and other caregivers to hold more of the responsibility ([see Key finding three](#)).

Creating a workplace where women are set up for success also means ensuring that the workplace is safe. However, more than one in five people experience violence and harassment at work. Creating a safe working environment can start with having a policy prohibiting violence and harassment at work, though it cannot simply stop there. While most of the 1,006 companies assessed this year demonstrate that they have these prohibition policies in place, very few disclose details about their remediation process. Without clear remediation and survivor-centred support, these policies only check a tick box yet fail to protect the most vulnerable and prevent incidents of violence and harassment in the future ([see Key finding four](#)).

When taking a deeper look into the apparel sector – also assessed in this year's Corporate Human Rights Benchmark – and how fashion brands promote gender equality in their supply chains, we find



concerning gaps and asymmetries of power. When COVID-19 disrupted the global supply chains, many apparel companies were quick to cut orders and either delay or withhold payments from their suppliers. This power asymmetry is evident in contractual agreements when it comes to human rights and gender equality as well. Companies set high expectations of gender and human rights from their suppliers, while providing little to no support in helping meet them through responsible purchasing practices ([see Key finding five](#)).

The results of this year's Gender Assessment of 1,006 companies and Gender Benchmark of 112 companies show clearly that, in the words of former UN Secretary-General Ban Ki-moon, "Gender equality remains the greatest human rights challenge of our time".<sup>1</sup> However, we hope these findings do not discourage us from tackling gender inequalities head on. Instead, we publish this data, analysis and examples of good practice to guide and inspire all relevant actors to take ambitious and coordinated action, strengthen corporate accountability and ensure no one is left behind.

The last section of this report outlines activities initiated by WBA aimed at accelerating progress on gender equality and women's empowerment as we remain committed to working with various stakeholders. Activities scheduled for next year include more in-depth insights derived from this assessment of 1,006 companies and a second batch of gender assessments for another 1,000 companies, as well as a dedicated Collective Impact Coalition and Community of Practice, and the launch of our first Social Benchmark.

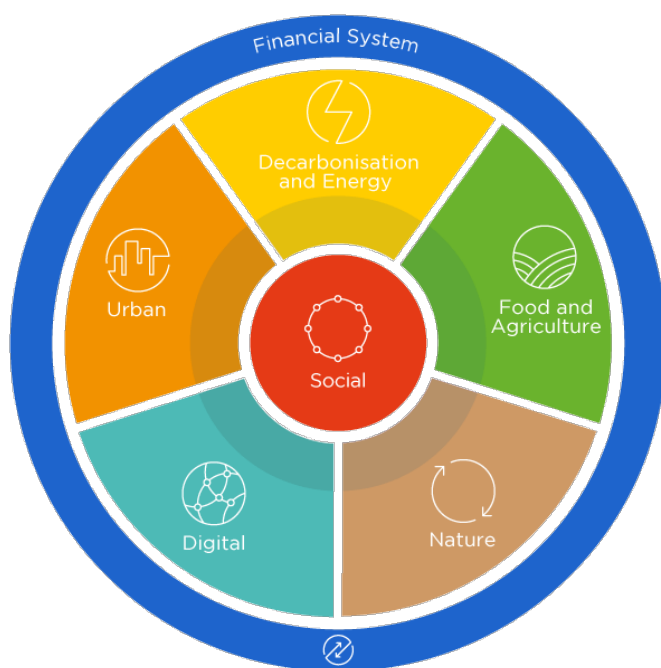


# Introduction

## Benchmarking for a better world

The World Benchmarking Alliance (WBA) is a non-profit organisation that develops free and publicly available benchmarks to hold 2,000 of the world's most influential companies, known as the SDG2000, accountable for their part in achieving the Sustainable Development Goals (SDGs). Our benchmarks are grounded in the seven transformations needed to put our society, planet and economy on a more sustainable and resilient path (see Figure 1).

FIGURE 1: WBA'S SEVEN SYSTEMS TRANSFORMATIONS



Following the SDGs' 'leave no one behind' principle, the social transformation sits at the heart of this seven systems model, embedding social issues in all of WBA's benchmarks. This transformation aims to create a world where companies contribute to a more equal, inclusive and just society that works for everyone. While WBA evaluates the overall performance of the most influential 2,000 companies on all social issues from a scale perspective, we also put a spotlight on human rights (Corporate Human Rights Benchmark) and gender (Gender Benchmark) for a more in-depth assessment.

Gender equality is fundamental to the social transformation, as moving the needle in this area has the potential to drive catalytic change in support of the SDGs. The Gender Benchmark, a spotlight benchmark in support of the social transformation, takes a dual approach in our efforts to assess and incentivise companies to respect and promote gender equality. Part of the assessment focuses on scale and applies a subset of the Gender Benchmark Methodology to the SDG2000 companies, while another part focuses on depth and applies the full methodology across two sectors that have been identified as having a great impact, both positive and negative, on gender equality: apparel and food and agriculture.

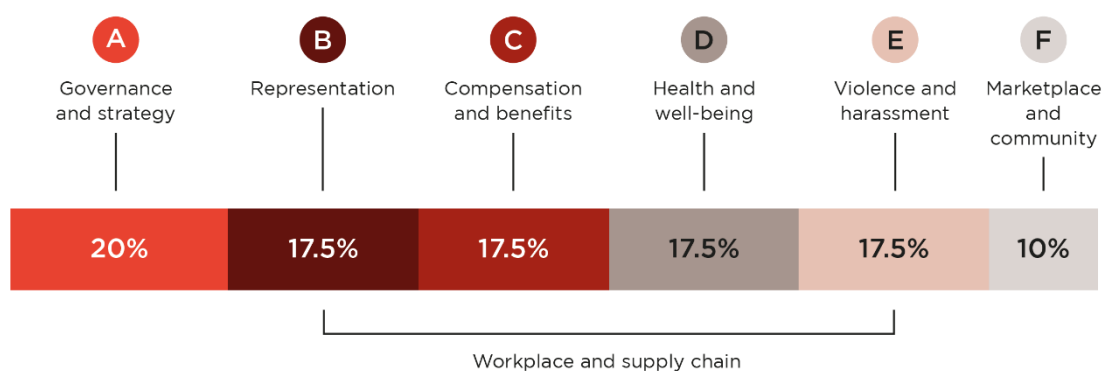


## Methodology summary

In 2021, WBA introduced its inaugural Gender Benchmark, which initially assessed 35 apparel companies' performance on gender equality across their entire value chain. In response to feedback from diverse stakeholders following the benchmark's release, we chose to evaluate a significantly larger number of companies across various sectors. To facilitate this expansion, we undertook a comprehensive revision of the Gender Benchmark Methodology which was published in April 2023. The methodology stems from a three-phase consultation process comprising a literature review, feedback solicited through regional and multi-stakeholder consultations, and a public consultation.

Taking a holistic approach, companies in the Gender Benchmark are assessed across the six measurement areas: governance and strategy, representation, compensation and benefits, health and well-being, violence and harassment, and marketplace and community. These measurement areas look at aspects of a company's commitments, performance and action across its entire value chains. Weightings were distributed across the measurement areas to ensure a well-rounded framework that aligns with stakeholder priorities. An overview of the measurement areas and their respective weightings is shown in Figure 2.

FIGURE 2: GENDER BENCHMARK'S SIX MEASUREMENT AREAS AND THEIR WEIGHTINGS



Four of the measurement areas are further divided into workplace and supply chain indicators, with each value chain component accounting for 8.75% within these respective themes. When combined, each value chain component receives a total of 35% of the overall score. An additional 10% is allocated to the marketplace and community measurement area, with the two value chain components receiving 5% of the overall score. A company's overall score is the sum of the scores received in each measurement area, totalling to a potential maximum score of 100 points.

These six measurement areas are divided into 30 indicators. These indicators address the most pertinent gender-related concerns in the apparel and food and agriculture industries, though many indicators are sector agnostic. The indicators are evenly weighted within each measurement area. In measurement areas with a workplace and supply chain differentiation, the indicators are evenly distributed within the 8.75% weighting of the respective value chain components.

For this year's Gender Benchmark, the full methodology was applied to the 112 companies from the apparel and food and agriculture sectors offering a more in-depth evaluation of their performance on gender equality across the entire value chain. The additional 894 companies included in this year's Gender Assessment were evaluated against a subset of the methodology which focused primarily on the companies' own operations, though included some elements linked to their supply chains.



Companies in the Gender Assessment could receive a potential maximum score of 52.3 points out of the possible 100 points from the full methodology.

## **Research process**

The same research process was followed for companies included in the Gender Benchmark and the Gender Assessment, which ran from March to October 2023. As a first step, the research team reviewed companies' website, policies and publicly available reports to compile a draft assessment of their performance against the relevant indicators from the Gender Benchmark Methodology. Next, draft assessments were shared with companies to review which opens the engagement phase, during which companies are provided an opportunity to discuss any clarifications or potential revisions on the draft assessment with the research team. Companies are also invited to provide any additional publicly available information for the research team to consider. In the second phase, the research team reviewed any feedback sent by companies and finalised their assessments.

The 1,006 companies included in this year's Gender Assessment were scored against a subset of the methodology; however, a ranking was only completed for the 112 companies that were scored against the full methodology comprising the 2023 Gender Benchmark. This year's benchmark ranking, detailed company scorecards, and full dataset for both the 2023 Gender Benchmark and 2023 Gender Assessment are available on our website.



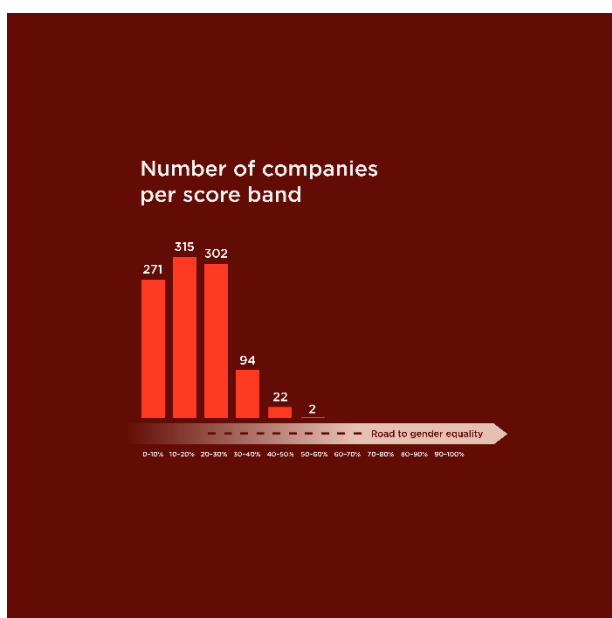


# Key findings

Due to the scale of this year's Gender Assessment of 1,006 companies, we gain deeper insights into the private sector's efforts towards gender equality. While the results show that we still have a long way to go, some companies are heading the right direction to ensure that women are seen, heard and able to participate equally in the workforce.

## Key finding one: Performance on gender equality is dismal. In most companies, women are underrepresented and their concerns unheard.

FIGURE 3: OVERALL PERFORMANCE OF 1,006 COMPANIES



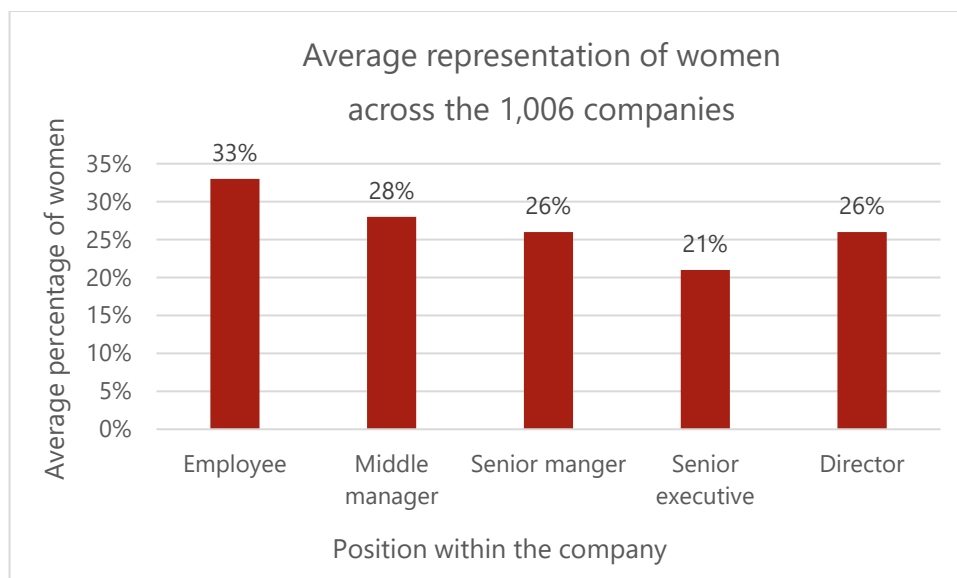
Despite decades of efforts towards advancing gender equality in the workplace, our assessment of the 1,006 most influential companies globally shows that we still have a long way to go. Performance is grim, with companies scoring on average a mere 17%, and 123 companies (12%) scoring zero points, failing to demonstrate any corporate action to promote gender equality. Only two companies score slightly more than 50% of the total possible points, Eni and HPE.

Women's representation in leadership has been one of the topics that has received most attention over the years, yet only three companies – Bristol Myers Squibb, Gap and Sodexo – have achieved gender balance (40-60%) at all levels of leadership: middle/other

management, senior management, senior executives and board of directors. For the 747 companies that disclose this data, women are underrepresented in at least one level of leadership across 83% of companies and are underrepresented across all four levels of leadership for 44% of companies. Moreover, many women encounter a "broken rung" at the beginning of the corporate ladder, with 66% of companies showing a decrease between proportion of women employees and those in middle management positions. This creates a weak pipeline and slows progress for women in managerial positions on their way to senior leadership. As a result, 72% of companies have senior management teams that reflect a smaller proportion of women than exists in their workforce.



FIGURE 4: OVERVIEW OF WOMEN REPRESENTATION IN LEADERSHIP IN 1,006 COMPANIES



The gap only gets wider in the C-suite, where on average women account for only 21% of senior executives, and 132 companies (13%) report that no women occupy these highest level positions responsible for company operations and profitability. While the overall average of women on the board of directors is slightly higher at 26%, likely due to nudges coming from legislation and other initiatives such as the [30% Club campaign](#), still 79 companies (8%) report having no women directors. When it comes to supply chains, the number of women represented in leadership is very opaque, with only three companies disclosing this information: Gap, Hennes & Mauritz (H&M) and VF Corporation.

Companies will face difficulties addressing the gender inequalities in their pipeline without more visibility into data that influence career progression, such as participation in career development programmes, promotion rates and absenteeism rates. Without these key metrics, companies have limited insights into why women are not advancing and, therefore, will have trouble creating equal opportunities.

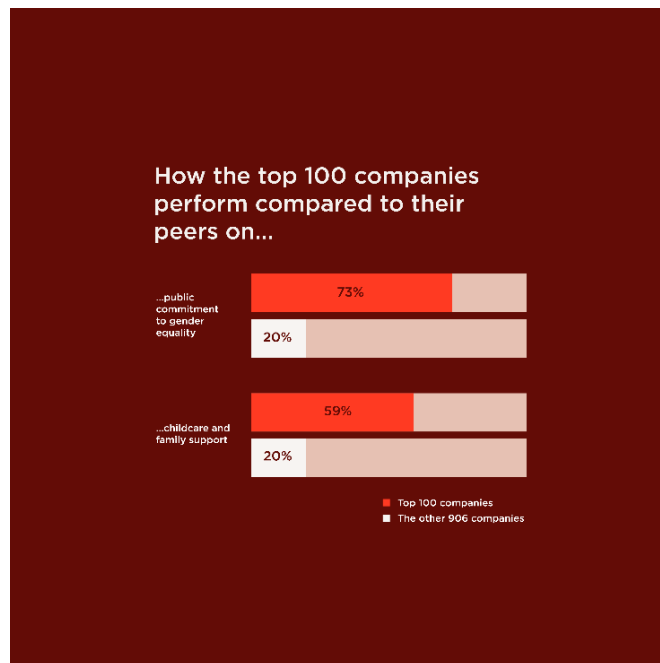
Another obstacle which hinders companies' performance in the assessment is their disconnect with employees' experiences around topics such as discrimination, work-life balance, recognition and remuneration. Only 3% of companies have employee surveys or other engagement mechanisms that specifically inquire about matters related to gender equality. Furthermore, while 66% of companies have a grievance mechanism in place for employees to raise complaints or concerns related to the company, only 2 companies disclose that they monitor how many grievances are reported by women: Grupo Bimbo and Nan Ya Plastics Corporation. With the help of survey results and sex-disaggregated grievance data, companies would better understand systemic issues women face within the company.

This year marked the halfway point in the implementation of the SDGs, including SDG5 on Gender Equality, and we are still nowhere near the objectives set out in 2015. According to the [World Economic Forum's Global Gender Gap Report](#), it will take another 131 years to achieve gender parity. The private sector has a key role to play in accelerating progress, and some companies (see Key finding two) have demonstrated that bold commitments and comprehensive action on gender equality are possible. However, unless companies fix their broken rungs to ensure women have equal representation at the table as well as enquire about employees' concerns, gender equality will remain out of reach.



## Key finding two: Top companies outperform their peers in public commitments to gender equality and addressing unpaid care.

FIGURE 5: TOP COMPANIES PERFORMANCE AGAINST THEIR PEERS



While the results from our assessment show that all 1,006 companies have a long way to go to reach gender equality, there are two key areas where the top 100 companies perform far better than the rest: making a public commitment to gender equality and women's empowerment and addressing unpaid care via childcare and other family support programmes. These better performing companies can encourage their peers to ensure that women in the workplace are set up for success.

A company committed to gender equality recognises its responsibility to respect women's rights and takes appropriate strategic action to achieve gender equality. Nearly three-fourths

(73%) of the top 100 the companies in the assessment have made a public commitment to gender equality and women's empowerment, compared to only 20% of the bottom 906 companies. This commitment can be seen as a first step to set the tone from the top, helping establish gender equality as a priority for the entire company and not only relegated to Diversity, Equity, & Inclusion teams.

Though many of the policy and practices in place to ensure gender equality is embedded in the company are bottom-up, the Gender Dimensions of the Guiding Principles on Business and Human Rights<sup>2</sup> state that companies should express their commitment to gender equality through a publicly available statement from the highest level. One way companies make this high-level public commitment to gender equality is by having their CEO sign the [Women's Empowerment Principles \(WEPs\)](#). Of the 257 companies that publicly commit to this agenda, many of them (86%) do so by becoming a WEPs signatory. Public commitments may appear to be an easy way to take a stance on issues like gender equality, though they can also make companies more susceptible to scrutiny by allowing stakeholders to hold them accountable to walk the talk.

Another area where the top 100 companies in the assessment perform significantly better than the bottom 906 companies is in providing childcare and other family support. More than half (59%) of the top performing companies provide childcare and family support while only 20% of the poorer performing companies do so. Every society needs care, whether for children, the elderly or people with disabilities, and women often disproportionately shoulder this responsibility. Women perform three-fourths of the total amount of unpaid care work compared to men.<sup>3</sup> Those with caregiving responsibilities often face the dilemma of reducing their work hours or leaving the workforce entirely, which ultimately hinders progress on gender equality.



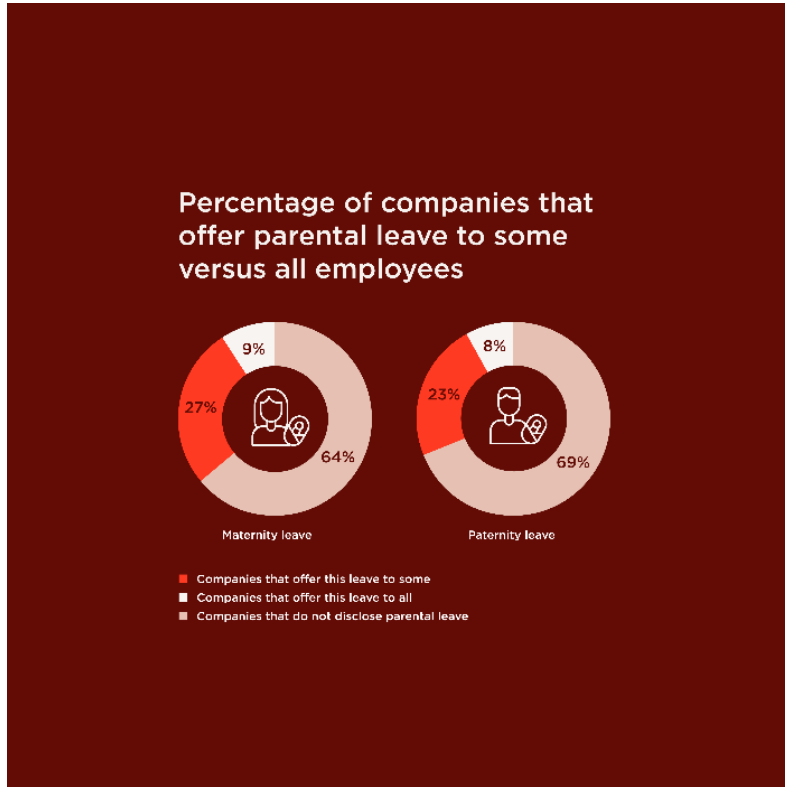
Companies could play a major role in helping alleviate the unpaid care obligations assumed not just by women but by all caregivers so that these tasks become a shared responsibility. One way of doing so is by providing flexible working arrangements to all employees. In 2020, the COVID-19 pandemic propelled many companies to implement remote work and flexible working hours. Today, it continues to be an available option in many workplaces and is another way to address unpaid care responsibilities. Flexible work is also an area where the top 100 companies outperform their peers. Three-fourths (75%) of the top performing companies provide flexible working arrangements for their employees, while only 33% of the remaining companies do so. Flexible work grants employees the ability to have more control over when and where they work which often benefits women who are balancing their work and care responsibilities. However, only 2% of companies collect sex-disaggregated data on the number of employees who take advantage of these flexible working options – an important metric that could shed light on whether both men and women are using this arrangement, or whether women continue to disproportionately use flexible working arrangements and shoulder most of the care responsibilities.<sup>4</sup>

There is something for all companies to take away from these results. Those outperforming their peers still have a long way to go, so it is important to continue focusing on the road ahead to reach gender equality. Those companies lagging behind can learn from these initiatives and make the necessary changes to ensure that they are walking on the path to gender equality, not just talking about it. Furthermore, while regional variations exist in overall performance in the assessment (see regional averages in Table 1), companies from every region in the world are represented among the top 100 performers signalling that working towards gender equality at the workplace is possible everywhere.



### Key finding three: Companies treat parental leave as benefits offered to some employees, not a right for all.

FIGURE 6: COMPANY DISCLOSURES ON PARENTAL LEAVE

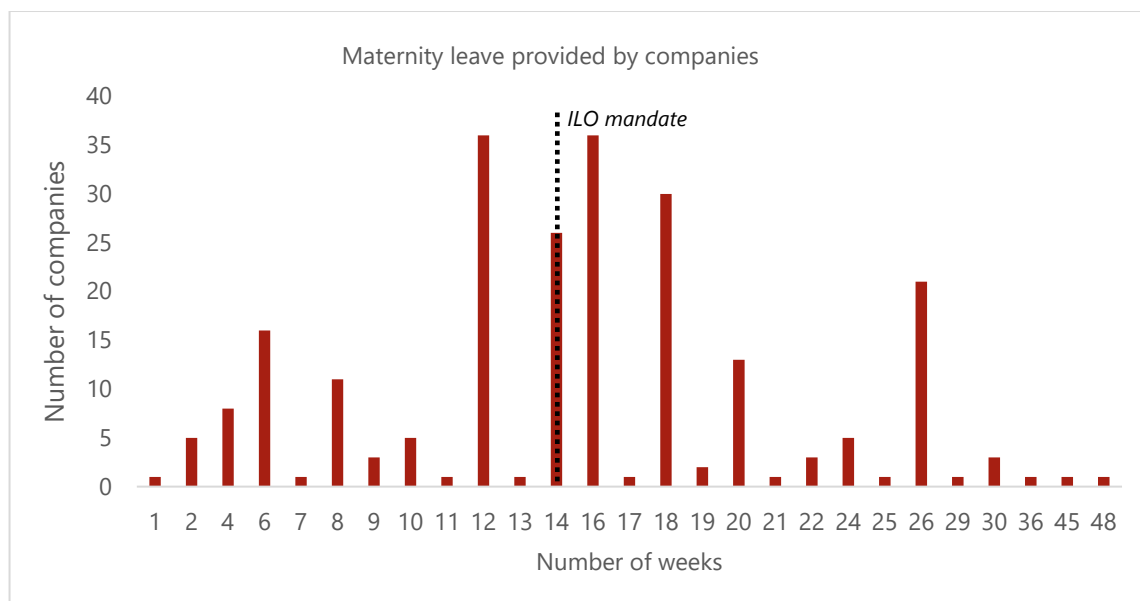


The United Nations and the International Labour Organization (ILO) recognise maternity leave as a fundamental labour right. Paid carer leave allows new parents to bond with their children, supports the physical and emotional recovery of birthing mothers, and encourages fathers to take an active role in caregiving. Despite the gradual adoption of parental leave, government policies vary significantly due to differences in local laws and cultural norms. Companies, therefore, have an opportunity to take the lead in offering parental leave policies to their employees and advance gender equality.

Our assessment reveals that only 36% of the 1,006 companies disclose a maternity leave policy. While the average number of weeks for maternity leave offered by these companies is 15 weeks, the range varies from as little as one week up to 48 weeks (see Figure 7). More concerning is that a mere 7% of these companies meet the standard recommended by the ILO, which advises a minimum of 14 weeks of maternity leave. ILO standards also stipulate that women on maternity leave should receive at least two-thirds of their previous earnings and recommend full pay where possible. While most companies with a maternity leave policy indicate that this is paid leave, many are not explicit about the monetary amount.



FIGURE 7: RANGE OF MATERNITY LEAVE OFFERED BY COMPANIES



Carer leave for fathers is also increasingly recognised as a critical component to advance gender equality, though only one in three fathers reside in countries that offer paternity leave.<sup>5</sup> Our assessment reveals that while 31% of companies offer some form of paternity leave, only 8% provide at least 2 weeks as recommended by the ILO. Even fewer companies offer non-biological caregivers these benefits.

Universal parental leave policies could be a means for companies to exert a lasting and profound impact in countries where regulation is inadequate or non-existent. While 120 countries have legislation for at least 14 weeks of maternity leave, there remain 64 countries that fall short of this standard, most of which are in the global south.<sup>6</sup> However, employers are not yet filling this gap. While around 25% of companies offer the recommended paid carer leave periods, often these policies do not extend to all areas of operation. Some companies disclose in which countries their carer leave policy is valid, typically following national legislation, though they often exclude certain locations where they operate. Of the 36% of companies that provide maternity leave, only 9% of companies disclose that this policy pertains to all employees globally. Similarly, of the 31% of companies that offer paternity leave, only 8% specify that this benefit is provided to all. This highlights a significant trend where companies tend to relax their benefits for employees further away from their headquarters, rather than making them universally available. In the deep-dive assessment of companies within the apparel and food and agriculture sectors, none of the 112 companies require their suppliers to provide parental leave.

The provision of parental leave is of vital importance as it directly impacts the well-being of families and promotes gender equality. If companies were to provide adequate universal parental leave policies to all primary and secondary care givers, and require their suppliers to do the same, this would improve the lives of many parents and their newborns and help advance gender equality everywhere. Furthermore, parental leave policies can be accompanied by other policies and practices, such as childcare programmes, breastfeeding support and flexible transitions for parents returning to work. Policy makers should also enact legislation that mandates paid maternity and paternity leave, backed by a solid framework for funding, ensuring that no one faces financial hardship while taking



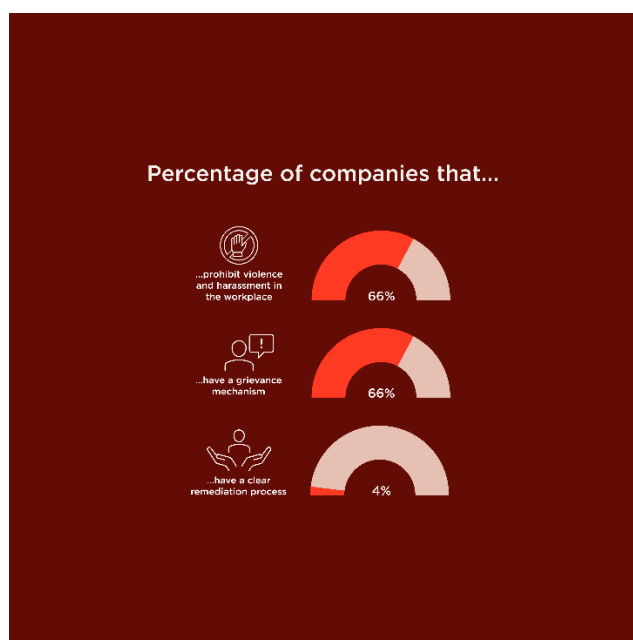
time off to care for their families. Collaborative efforts from both the private sector and government can help create a more equitable and family-friendly work environment.

**"The Global Alliance for Care promotes the care society as a new transformative paradigm to promote sustainable development, gender justice, women's autonomy and the well-being of all persons. In this vision, governments, the private sector, communities and households all carry shared responsibility for guaranteeing the provision of quality, affordable and accessible care and decent working conditions for care workers. For the private sector, achieving this must involve corporate care policies and programmes in the workplaces and value chains, as well as gender-transformative care services that promote co-responsibility."**

– Emilienne De León Aulina, Interim Technical Secretary, Global Alliance for Care

### **Key finding four: Most companies publicly prohibit violence and harassment in their workplaces, yet very few take steps to prevent and remediate it.**

FIGURE 8: VIOLENCE AND HARASSMENT PREVENTION AND REMEDIATION



Violence and harassment abuses are prevalent in society, especially against more exposed groups such as women, migrant and young workers. This holds true for employees in the workplace. More than one in five people in employment globally have experienced violence and harassment at work, according to recent ILO research.<sup>7</sup> In our assessment of 1,006 companies, we found that a majority of companies prohibit violence and harassment in their workplaces and have grievance reporting channels for their employees, though very few have a clear remediation process for addressing violence and harassment grievances. This gap is concerning given that prohibition policies alone are not sufficient to ensure that violence and

harassment at work are eradicated. Companies need to have comprehensive policies and practices in place to ensure incidents are effectively prohibited, prevented, reported and remediated.

Violence and harassment in work contexts can take many forms, including physical, psychological and sexual. Certain behaviours are considered obvious abuses in most workplaces, such as hitting, restraining movement or unwanted sexual touching, while others might not be as evident, such as shouting, bullying or sexual comments. Two-thirds (66%) of the 1,006 companies have publicly available policies that prohibit violence and harassment at work. In our deep-dive assessment of

companies within the apparel and food and agriculture sectors, we see that 67% of the 112 companies require their suppliers to do the same. However, we found that the companies which perform well on indicators covering violence and harassment prevention, reporting and remediation also include a more detailed definition of what they mean by the terms violence and harassment in their policies, as well as examples of behaviours that qualify as such. For a violence and harassment policy to be effective, it needs to clearly spell out what kinds of behaviours are unacceptable in order to rule out any possible doubt.

**“Gender-based violence [GBV] is highly prevalent in the garment industry, and it is also used as a means of intimidation. Excessive overtime also affects women harder, as women often have to care for children and other dependents, and because of unsafe late-night commutes. Gender wage gaps are directly linked with a prevalent view of women’s work as less valuable; the social stigma around both GBV and women speaking up for themselves means that the conventional auditing schemes used by brands are not up to the task of discovering and remediating these abuses. Which is why we need women-led, worker-driven alternatives.”**

– Paul Roeland, Transparency Coordinator at the Clean Clothes Campaign

Adequate reporting and remediation procedures are key to ensure that companies’ prohibition policies translate into practical tools. Violence and harassment offenses at work are highly underreported, often because either the process or the possible outcomes are not clear, or they do not cater to the needs of whistleblowers. According to the ILO, more than half of people who experienced violence and harassment at work said they disclosed the incident to someone else, and only half of these cases were reported to the survivor’s employer or supervisor due to fear for their reputation, or because they think it will be a waste of time or find procedures at work unclear.<sup>8</sup> Most companies in our assessment publish their reporting channels for direct employees and for external individuals (66% and 55% respectively). However, only 4% of companies provide details about their remediation processes, including expected outcomes such as clear sanctions for perpetrators, and only half of those (2%) provide support to the whistleblowers, such as time off work or counselling, as a part of the remediation process. These poor results are consistent with the most frequently cited reasons for underreporting, namely a wasted effort, fear for one’s own reputation and unclear procedures.

Furthermore, companies might not even be aware of whether their remediation is effective for vulnerable groups, including women. Only 1% of the 1,006 companies collect, analyse and monitor sex-disaggregated data on the remediation of violence and harassment grievances. While confidentiality is essential to encourage employees to report abuses, it is possible for employers to gather basic demographic data about the whistleblower and/or the survivor without breaching such confidentiality. In fact, in order to ensure follow up and remediation, reporting channels already require basic details about the person submitting a claim given that anonymous reports cannot be resolved in a personalised manner.

Alongside having a clear remediation process with predictable outcomes and protection for the whistleblower, companies can take other actions to prevent violence and harassment from happening in their workplaces. In our deep-dive assessment within the apparel and food and agriculture sectors, we found that 23% of the 112 companies have dedicated trainings for their employees, and 13% implement other additional actions on violence and harassment, such as providing specialised support to employees who are facing domestic violence. Some of these companies also aim to prevent violence and harassment in their supply chains by requiring their suppliers to make their violence and





harassment policy available in multiple languages (6% of the 112 companies) and requiring them to provide trainings to their managers and workers (10% of 112 companies).

Effective systems to tackle gender-based violence and harassment at work include a comprehensive approach: prevention through policies and actions, safe reporting channels, clear grievance resolution mechanisms with support for whistleblowers, and monitoring of the remediation outcomes. Policies and practices to prevent and address abuses should create an enabling environment where all individuals, especially the most vulnerable, feel encouraged to report. In situations involving distress or where there may be fear of repercussions and retaliation, workers should have a clear path to follow as well as certainty that they will be protected and that their grievance will be resolved. For this to happen, all companies should go beyond prohibition of violence and harassment and step up their game on remediation, while requiring their suppliers to do the same.

### Key finding five: Suppliers deserve more support to meet buying companies' expectations on human rights and gender

FIGURE 9: SUPPLIER EXPECTATIONS AND PURCHASING PRACTICES



The vast majority of apparel companies express high expectations of gender and human rights compliance from their suppliers. Notably, 85%\* of companies factor in suppliers' human rights performance in their contracting, and 87% include at least one requirement related to gender equality in their contractual agreements with suppliers. While this demonstrates an acknowledgement of the human rights and gender-related risks in their supply chains, these cannot be mitigated through strict requirements only. For these standards to be met, buying companies must own up to their part of the bargain and foster an environment where suppliers are enabled to uphold human rights and gender equality

standards. However, only 27%\* of apparel companies disclose evidence of enabling their suppliers to meet their human rights and gender equality expectations through responsible purchasing.

Purchasing practices play a determining role in the degree to which buying companies' expectations can be upheld in supply chains. Practices such as last-minute changes to orders and short lead times intensify pressure on suppliers and can contribute to excessive overtime, increased use of casual labour and unauthorised sub-contracting. Additionally, late payments or pressure to reduce prices can make it more difficult for suppliers to provide a safe working environment and timely wages for workers. Despite their substantial impact, only 27%\* of companies demonstrate responsible

purchasing by committing to timely and accurate payments to suppliers and providing production needs in advance. The disparity between high expectations and the lack of a conducive environment to meet them creates a scenario where suppliers struggle to meet both human rights and gender equality standards and commercial demands.

Apart from creating an enabling environment through purchasing practices, companies can enhance supplier performance through targeted support programmes. Nearly half of apparel companies provide targeted support for at least one gender equality theme (45%) or human rights issue (47%\*). While these support programmes can contribute to improved supplier capacity and performance, there is a risk of fragmented or opportunistic implementation that is not based on height of need or risk. Furthermore, these programmes frequently replace rather than complement responsible purchasing practices that create an environment conducive to suppliers upholding human rights and gender equality standards. Among apparel companies with targeted support programmes for suppliers on gender equality and human rights, only 19% and 26%\* implement responsible purchasing practices, respectively. This disconnect highlights that most companies do not adopt a systematic approach to supporting their suppliers by combining responsible procurement and targeted support, even though the first is essential for the effectiveness of the latter.

\* Key finding five on responsible purchasing practices is based on data from both the 2023 Gender Benchmark and the 2023 Corporate Human Rights Benchmark (CHRB). Data from the 2023 CHRB is marked with an \* symbol.

In recent years, companies have responded to forthcoming legislation such as the Corporate Sustainability Due Diligence Directive (CSDDD) in the European Union by raising their supply chain standards. While presented as an effective way of addressing issues in the supply chain, this often places increased pressure on suppliers without simultaneously enabling them to meet both human rights standards and commercial demands. To ensure that these legislative changes truly benefit workers downstream in the supply chain, companies must be urged to support their suppliers in achieving success and discouraged from cutting ties when non-compliance is found. The final CSDDD legislation must clearly state that there is no legal obligation for companies to abruptly discontinue supplier relationships, and that instead the company's legal obligation is to engage and support their supplier in addressing human rights risks. Striking a balance between their commercial requirements and business models while implementing purchasing practices that do not undermine human rights efforts is essential for companies.





# Gender Assessment results

## Assessing 1,006 companies on gender equality

WBA assessed 1,006 companies on their performance on gender equality for the first time this year. A subset of the Gender Benchmark Methodology was applied to these companies, focusing mostly the workplace. The 1,006 companies span 83 countries and 10 industries from seven regions around the world. On average, these companies score 17% (9 points of the possible maximum 52.3 points). The two highest performing companies receive slightly more than 50% of the possible points, whereas on the opposite end, 12% of companies score zero across all relevant indicators.

Overall, companies from North America and Europe & Central Asia perform better than the rest of the world, with total average scores of 20.4% and 19.9% respectively. Companies in South Asia and Latin America & Caribbean follow with overall average scores of 15.5% and 15.4%. Companies headquartered in East Asia & Pacific, Sub-Saharan Africa, and Middle East & North Africa have similar overall performances, between 12-13% on average, though at least one company from each of these three regions sits among the top 100 performers in the assessment: 20 are headquartered in East Asia & Pacific, Safaricom in Sub-Saharan Africa, and OCP and Zain in the Middle East & North Africa. (See Table 1 for the number of companies within each region and the total average scores.)

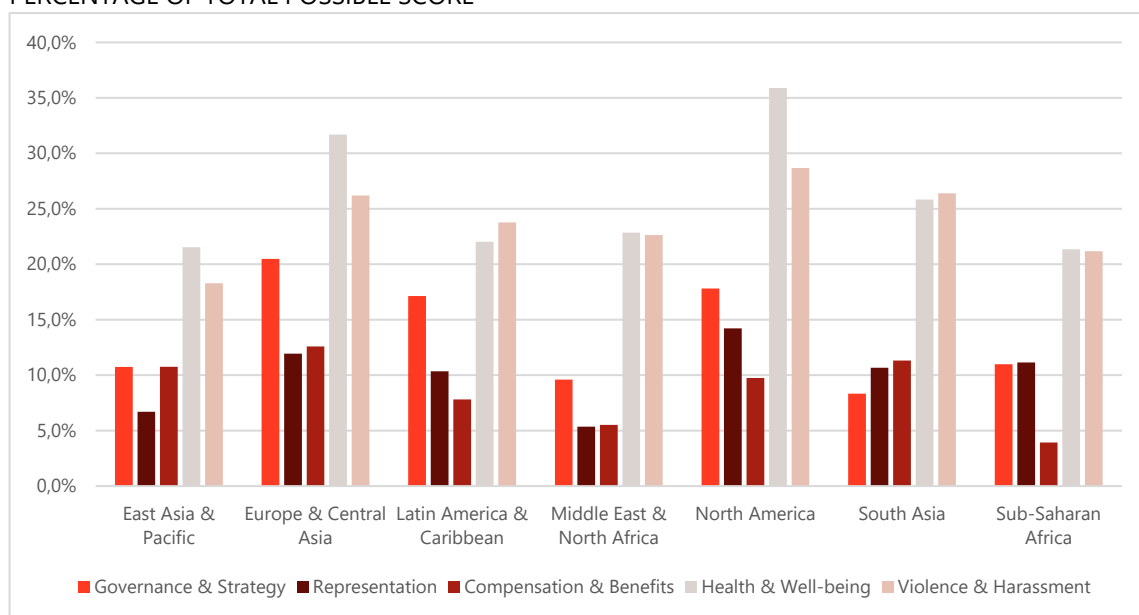
TABLE 1: GENDER ASSESSMENT OVERALL AVERAGE SCORES BY REGION

Region	No. of companies	Total average score (% of possible score)
East Asia & Pacific	291	13.0%
Europe & Central Asia	289	19.9%
Latin America & Caribbean	54	15.4%
Middle East & North Africa	28	12.2%
North America	271	20.4%
South Asia	36	15.5%
Sub-Saharan Africa	37	12.9%

When taking a closer look at the measurement area breakdown, North American companies lead on representation, health and well-being, and violence and harassment. Companies headquartered in Europe & Central Asia lead on both governance and strategy and compensation and benefits. While South Asian companies perform poorly on governance and strategy, they perform better on average than North American companies on compensation and benefits due to greater transparency related to their gender pay gaps as well as the provision of parental leave, childcare support and other family support to their employees. Similarly, while East Asian & Pacific companies lag behind in their violence and harassment performance compared to companies in other regions, they outperform North American companies in this area. Sub-Saharan African companies follow closely those in Europe & Central Asia on representation, while Latin American & Caribbean countries trail North American companies on governance and strategy. Companies headquartered in Middle East & North Africa lag behind those in other regions on representation, but they have a moderate performance on both governance and strategy and health and well-being.



FIGURE 11: REGIONAL AVERAGE SCORES PER MEASUREMENT AREA AVERAGE SCORES AS PERCENTAGE OF TOTAL POSSIBLE SCORE



The 1,006 companies span 10 industry groupings: Agricultural Products, Apparel & Footwear, Digital, Extractives, Food & Beverage, Manufacturing, Pharmaceuticals & Biotechnology, Retail, Utilities, and Other. The number of companies within each industry vary, with the bulk of companies classified as Digital, Food & Beverage, Extractives and Manufacturing. Apparel & Footwear and Pharmaceuticals & Biotechnology companies on average outperform other industries in the assessment, with Digital companies following closely behind. Companies from the Agricultural Products and Food & Beverages industries sit at the bottom. (See Table 2 for the number of companies within each industry grouping and the total average scores.)

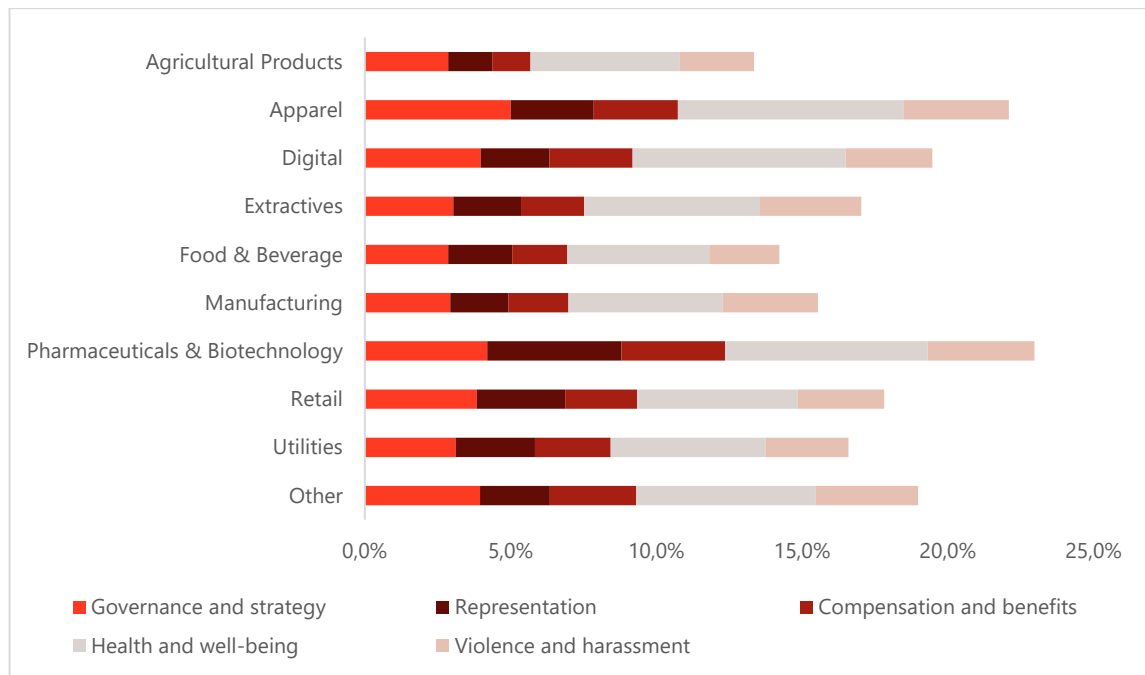
TABLE 2: GENDER ASSESSMENT OVERALL AVERAGE SCORES PER INDUSTRY

Industry	No. of companies	Total average score (% of possible score)
Agricultural Products	78	13.4%
Apparel & Footwear	68	22.1%
Digital	194	19.5%
Extractives	154	17.0%
Food & Beverage	174	14.2%
Manufacturing	124	15.5%
Pharmaceuticals & Biotechnology	28	23.0%
Retail	79	17.8%
Utilities	70	16.6%
Other (capital goods, construction, real estate and conglomerates)	37	19.0%



Companies in the Apparel & Footwear industry lead on the areas of governance and strategy and health and well-being. Pharmaceutical & Biotech companies lead in the remaining measurement areas, performing significantly better on representation (4.6%) compared to the next industry, Retail (3%). It is notable that companies from the two sectors selected for the in-depth Gender Benchmark are at opposite ends of the performance scale. Companies from Apparel & Footwear are the second highest performing on average, whereas those from Food & Beverage and Agricultural Products average the lowest scores. Companies from these industries were selected for an in-depth evaluation on their gender equality performance as they employ a high number of women, especially in their supply chains. The results of the 112 companies from the apparel and food and agriculture sectors across the full Gender Benchmark Methodology will be discussed in more detail in the next section.

FIGURE 12: MEASUREMENT AREA AVERAGE SCORES PER INDUSTRY



### Further insights

Additional insights from WBA's gender data have been included in the first of [Oxfam's "Briefings for Business on Valuing Women's Work"](#), to be published on 21 November. The series aims to improve and reinforce companies' understanding of how the systemic issues driving gender inequality interact with business practices. The briefings show how transformative gender equality engagement is not about fixing women but about removing the structures and norms which disempower women in the first place.

All of WBA's data and methodologies are a public good, aiming to equip all stakeholders with the common information needed to collectively incentivise leading companies to keep going and pressure the laggards to catch up. The trends and key findings in this report are just an example of some of the insights that can be found through the analysis of our 2023 Gender data set, which includes our Gender Assessment of 1,006 of the most influential companies globally. We invite all stakeholders to use these public resources, as WBA's Ally Oxfam did, to support their efforts to close the corporate accountability gap on gender equality.



# Gender Benchmark results

## **An in-depth assessment of 112 companies on gender equality**

The Gender Benchmark assessed companies from two sectors this year: apparel and food and agriculture. These sectors were selected due to the large number of women working in their supply chains. A total of 112 companies were assessed: 64 companies from the apparel sector, and 48 companies from the food and agriculture sector. Many of the apparel companies assessed in the Gender Benchmark were also assessed in this year's [Corporate Human Rights Benchmark](#), and all of the food and agriculture companies included in the Gender Benchmark were also assessed in last year's [Corporate Human Rights Benchmark](#) as well as this year's [Food and Agriculture Benchmark](#).

The full Gender Benchmark Methodology was applied to these 112 companies to take a deeper look at their performance on gender equality across their entire value chain. The overall performance on this year's benchmark shows that even the highest scoring company is only slightly more than halfway there. VF Corporation, the top-ranking company in this year's benchmark overall and for the apparel sector, scores 55 out of the potential maximum of 100 points. The company maintains its first place position from the 2021 Gender Benchmark. The Hershey Company is the top-ranking food and agriculture company in the benchmark and ranks fifth overall, scoring 44.8 points. On the opposite end of the ranking, there are five companies that score zero across all indicators. The overall average score across all 112 companies is 23 points, and the total average for companies in the apparel sector (23.9 points) is higher than the average for those in the food and agriculture sector (21.7 points).

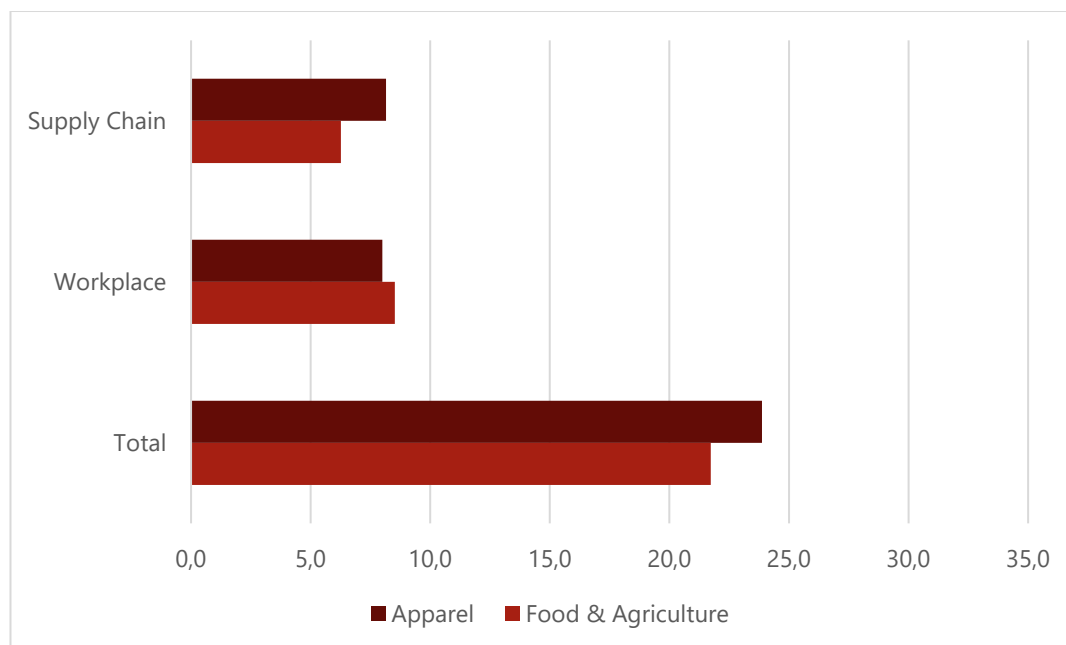
When observing value chain differences, the companies perform slightly better on average in the workplace than in the supply chain; the average workplace score is 8.2 points out of 35 possible points, and the average supply chain score is 7.3 points out of 35. However, there is a stark difference between the best performing company in the supply chain indicators – VF Corporation, scoring 24.8 points out of 35 – and the best performing company in the workplace indicators – Falabella, scoring 19.7 points out of 35.

When breaking down performance by both value chain and sector, we see that apparel companies outperform food and agriculture companies in the supply chain indicators, with 8.2 points out of 35 compared to 6.3 points. However, in the workplace indicators, the opposite is true with food and agriculture companies average 8.5 points while apparel companies score 8 points on average. (See Figure 13 for the average score breakdown by sector and value chain component.)





FIGURE 13: GENDER BENCHMARK AVERAGE SCORES PER SECTOR AND VALUE CHAIN



These 112 companies are headquartered in six regions: East Asia & Pacific, Europe & Central Asia, Latin America & Caribbean, North America, South Asia, and Sub-Saharan Africa. Companies headquartered in Europe & Central Asia outperform those in other regions with an average score of 29.2 points. Companies in South Asia and Latin America & Caribbean perform similarly on average, scoring 26.6 and 26.4 points respectively. North American companies make up almost half of this year’s benchmark and display a moderate performance at 21.8 points. While companies in East Asia & Pacific lag behind with an average of 17.2 points, Fast Retailing – headquartered in Japan – ranks among the top 10 companies in the benchmark with 41.5 points. The three companies headquartered in Sub-Saharan Africa have the lowest average score at 11.9 points. (See Table 3 for the number of companies within each region and the total average scores.)

TABLE 3: NUMBER OF COMPANIES AND OVERALL AVERAGE SCORES BY REGION

Region	No. of companies	Total average score
East Asia & Pacific	22	17.2
Europe & Central Asia	32	29.2
Latin America & Caribbean	3	26.4
North America	50	21.8
South Asia	2	26.6
Sub-Saharan Africa	3	11.9

Taking a closer look at the value chain performance in the different regions, companies in South Asia outperform those in the rest of the world both in the workplace and supply chain, followed closely by companies in Latin America & Caribbean for the workplace, and those in Europe & Central Asia for the supply chain. Companies headquartered in Sub-Saharan Africa perform similarly on average in the supply chain indicators to those in Latin America & Caribbean, though they lag behind in their



workplace performance compared to companies located in the other regions. (See Figure 14 for total average scores and value chain average scores per region.)

FIGURE 14: TOTAL AND VALUE CHAIN AVERAGES PER REGION



As for performance by measurement area, a majority of the 112 companies included in the Gender Benchmark demonstrate some contribution towards gender equality in almost all measurement areas. Specifically, out of the 112 companies, 84% of companies have gender-responsive mechanisms through which employees can report grievances, 75% of companies have a publicly available statement of policy that expects its business relationships to commit to respecting the health and safety of their workers, and 89% of companies publicly prohibit violence and harassment in the workplace. However, none of the companies out of the 112 disclose sex-disaggregated data on the grievances reported or on the percentage of employees promoted, nor do any of the companies require suppliers to offer parental leave to their workers. While most companies demonstrate that they have policies and processes in place to address gender-specific issues in the workplace and supply chain, many fall short on monitoring these practices.

## Sector results

### Apparel sector

The apparel sector employs approximately 91 million workers worldwide in predominantly developing countries, of which around 80% are women. The apparel sector is characterised by geographically dispersed supply chains and rapid market-driven changes. Apparel brands' purchasing practices can be volatile, while low profit margins and short timeframes can create intense competition between suppliers. Pressure on suppliers to cut costs and reduce lead times has the tendency to exacerbate human and labour rights risks and (unauthorised) subcontracting to informal or poorly monitored factories and workplaces. Common issues include various forms of forced and bonded labour,



violations of working hours, insufficient wages, health and safety issues, pressure on freedom of association and the right to collective bargaining, and gender-based violence. These human rights violations have gender dimensions which disproportionately affect women in this sector.

## Sector results

Of the 112 companies in this year's Gender Benchmark selected for a deep dive assessment, 64 companies come from the apparel sector, 34 of which were assessed for the first time in the [2021 Gender Benchmark](#) (see Table 4 for their change in ranks from 2021). VF Corporation is the highest scoring company in the sector with a score of 55 points and ranks first in the benchmark overall. While the top four positions are occupied by apparel companies, on the other end of the ranking, four companies from the sector score zero across all indicators. The overall average score for the apparel sector is 23.9 points.

FIGURE 15: TOTAL SCORES APPAREL SECTOR

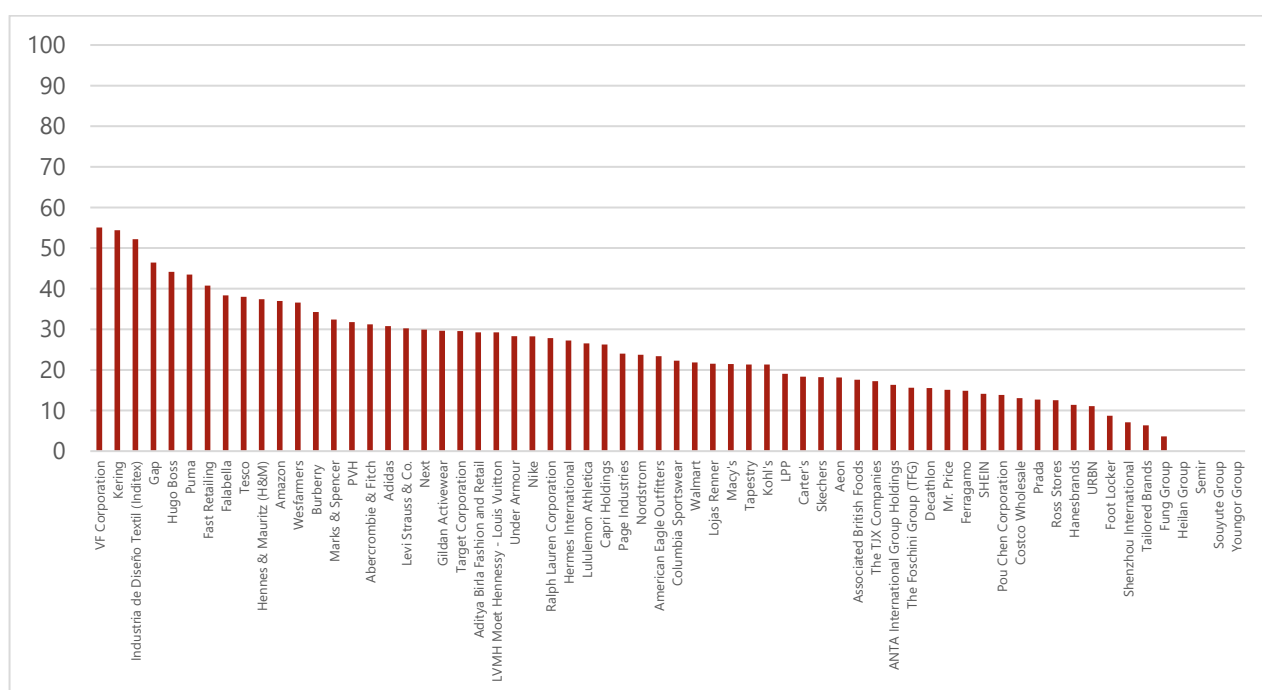


TABLE 4: APPAREL SECTOR COMPANY SCORES AND RANKING

Sector rank	Score	Company name	Engaged	Change in rank from 2021*
1	55.0	VF Corporation	✓	0
2	54.4	Kering	✓	+7
3	52.2	Industria de Diseño Textil (Inditex)	✓	+3
4	46.4	Gap	✓	-3
5	44.2	Hugo Boss	✓	
6	43.5	Puma	✓	
7	40.8	Fast Retailing	✓	+9
8	38.4	Falabella	✓	



9	38.0	Tesco		
10	37.4	Hennes & Mauritz (H&M)	✓	+11
11	37.0	Amazon	✓	+11
12	36.6	Wesfarmers (Kmart and Target Australia)	✓	
13	34.2	Burberry	✓	
14	32.4	Marks & Spencer	✓	+5
15	31.8	PVH	✓	-2
16	31.2	Abercrombie & Fitch		+4
17	30.8	Adidas	✓	-8
18	30.2	Levi Strauss & Co.		-8
19	29.9	Next		
20	29.7	Gildan Activewear	✓	
21	29.6	Target Corporation	✓	-9
22	29.3	Aditya Birla Fashion and Retail		-4
22	29.3	LVMH Moët Hennessy - Louis Vuitton		+5
24	28.3	Under Armour	✓	-8
24	28.3	Nike		-5
26	27.8	Ralph Lauren Corporation	✓	-6
27	27.2	Hermes International	✓	
28	26.5	Lululemon Athletica		
29	26.3	Capri Holdings		
30	23.7	Nordstrom		
31	23.4	American Eagle Outfitters		+6
32	22.9	Page Industries		
33	22.3	Columbia Sportswear		
34	21.8	Walmart		+1
35	21.5	Lojas Renner		+1
36	21.4	Macy's		
37	21.3	Tapestry	✓	
37	21.3	Kohl's		
39	19.0	LPP		
40	18.3	Carter's		+4
41	18.2	Skechers		
42	17.6	Associated British Foods		-7
43	17.2	The TJX Companies		
44	17.0	Aeon		
45	16.3	ANTA International Group Holdings		+5
46	15.6	The Foschini Group (TFG)	✓	+2
47	15.5	Decathlon		-2
48	15.1	Mr. Price		
49	14.9	Ferragamo		
50	14.1	SHEIN	✓	



51	13.9	Pou Chen Corporation		
52	13.1	Costco Wholesale		-4
53	12.7	Prada		
54	12.5	Ross Stores		
55	11.4	Hanesbrands		-8
56	11.1	URBN		+1
57	8.7	Foot Locker		
58	7.1	Shenzhou International		
59	6.4	Tailored Brands		+1
60	3.6	Fung Group		-3
61	0.0	Heilan Group		0
61	0.0	Semir		0
61	0.0	Souyute Group		0
61	0.0	Youngor Group	✓	

\* Changes in ranks are calculated only for the 34 companies that were ranked both in the 2021 Gender Benchmark and in the 2023 Gender Benchmark based on their respective relative ranks in each.

## Trends

Women are prevalent in the apparel sector in terms of global workforce and an intended audience of its products. Industry programs such as [RISE](#) (launched in early 2023 to bring together the largest women's empowerment programs in the apparel sector ([ILO Better Work](#), [BSR's HERproject](#), [CARE](#), and [P.A.C.E.](#) by Gap Inc.) to provide a multistakeholder platform for companies to support women workers, level up their practices, and provide much needed collaboration on gender equality among brands and suppliers.

Our benchmark shows that 40% of apparel companies score less than 20 points, and the three highest scoring companies only obtain just over half of the maximum possible points. Companies' performance on gender-specific targets, representation of women in leadership positions, parental leave rights, and protection from violence and harassment paint a discouraging picture of women's everyday experience in the sector, both in company workplaces and in their supply chains. Likewise, performance on marketing content shows a sobering reality for women as consumers of the sector.

Over a third (38%) of the apparel sector companies have a public commitment to gender equality and women's empowerment, and a similar amount (33%) have a gender strategy. However, women's voices do not seem to be listened to in a structural way, for example through engaging women as a part of the human rights due diligence risk identification process (6% of companies) or through employees surveys to address women's empowerment issues (8% of companies). While the sector's workforce is predominantly female, women are underrepresented in all levels of the corporate ladder, ranging from 38% of companies that have a gender balance (40-60% women) at the board level to as few as 22% of companies that maintain a gender balance at middle management level.

Women in supply chains are heavily affected by the general issues faced by workers of the sector, as they encounter low wages, health and safety issues, long working hours and (unauthorized) subcontracting. Buying companies have the responsibility to ensure their suppliers are able to offer decent working conditions to their workers, even in countries where labour rights are not as stringent. Instead, we see that on freedom of association and collective bargaining, formal contracts, and gender-responsive health and safety, there are many more companies that require their suppliers to take action than companies that provide support to improve working conditions. The trends of



workplace violence and harassment prevention, reporting and remediation in the apparel sector, both in companies' workplaces and in their supply chains, mirror those of the overall benchmark – most companies have prohibition policies and reporting channels, but only a minority follow through with remediation.

Looking beyond workers in apparel supply chains, women consumers also play a very important role and are the target of many brands' marketing campaigns. While the apparel sector has been under heavy scrutiny for promoting unhealthy beauty standards as well as gender and racial stereotyping, only a few companies are able to set themselves apart and ensure their marketing content is non-discriminatory and elevates women rather than degrades them. Only 11% of apparel companies in the benchmark disclose commitments to non-discriminatory marketing practices and/or actions towards this goal. For a sector that has such a strong female presence, much remains to be done to ensure employed women and female consumers can reap the benefits.

## **Food and agriculture sector**

Women play a key and multifaceted role globally in the food and agriculture sector. They comprise of approximately 43 percent of the global agricultural labour force, and their involvement is present throughout the different stages in the food supply chain. As producers, they engage in farming, livestock rearing and fisheries, making significant contributions to the production of food. As processors and preservers, they are involved in a variety of tasks like drying, milling and preserving food which helps ensure that the raw agricultural products become available and, most importantly, consumable throughout the year. As marketers and distributors, they often undertake the responsibility of selling and distributing the agricultural products and connect the producers locally to the markets. As knowledge keepers, they possess the traditional awareness of farming practices, seed selection and various food preservation techniques. Overall, women play a key role in making sure that food ultimately reaches the consumer.

### **Sector results**

Of the 112 companies in the Gender Benchmark, 48 companies from the food and agriculture sector were selected for a deep dive assessment for the first time this year. The Hershey Company is the best performing company in the sector with a score of 44.8 points and ranks fifth overall, while Kweichow Moutai scores the lowest with zero points across all indicators. The average score of companies in the food and agriculture sector is 21.7 points.



FIGURE 16: TOTAL SCORES FOOD AND AGRICULTURE SECTOR

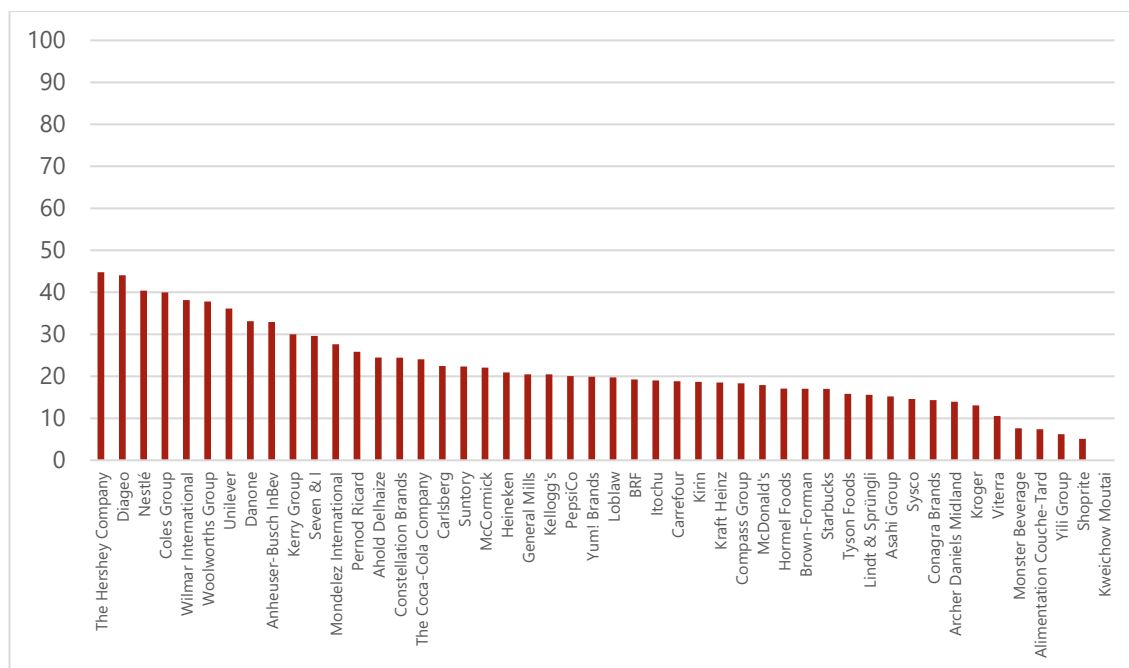


TABLE 5: FOOD AND AGRICULTURE SECTOR COMPANY SCORES AND RANKING

Sector rank	Score	Company name	Engaged
1	44.8	The Hershey Company	✓
2	44.1	Diageo	✓
3	40.4	Nestlé	✓
4	40.0	Coles Group	✓
5	38.1	Wilmar International	✓
6	37.8	Woolworths Group	✓
7	36.1	Unilever	✓
8	33.1	Danone	✓
9	32.4	Anheuser-Busch InBev	✓
10	30.0	Kerry Group	✓
11	29.6	Seven & I	✓
12	27.6	Mondelez International	✓
13	25.8	Pernod Ricard	✓
14	24.5	Ahold Delhaize	✓
15	24.4	Constellation Brands	
16	24.1	The Coca-Cola Company	
17	22.5	Carlsberg	✓
18	22.3	Suntory	✓
19	22.1	McCormick	✓
20	20.9	Heineken	
21	20.5	General Mills	
21	20.5	Kellogg's	



23	20.1	PepsiCo	
24	19.9	Yum! Brands	
25	19.7	Loblaw	
26	19.3	BRF	✓
27	19.0	Itochu	
28	18.8	Carrefour	
29	18.7	Kirin	✓
30	18.5	Kraft Heinz	
31	18.3	Compass Group	
32	17.9	McDonald's	
33	17.1	Hormel Foods	✓
33	17.1	Brown-Forman	
35	17.0	Starbucks	
36	15.8	Tyson Foods	✓
37	15.6	Lindt & Sprüngli	✓
38	15.2	Asahi Group	
39	14.6	Sysco	✓
40	14.3	Conagra Brands	
41	13.9	Archer Daniels Midland	✓
42	13.1	Kroger	
43	10.5	Viterra	✓
44	7.6	Monster Beverage	
45	7.4	Alimentation Couche-Tard	✓
46	6.2	Yili Group	
47	5.1	Shoprite	
48	0.0	Kweichow Moutai	

## Trends

Almost half (48%) of the food and agriculture companies have a public commitment to gender equality and women's empowerment. While a majority of companies have gender targets in the workplace (71%) and track their progress (67%), only 19% of companies in the sector have targets for the supply chain and a mere 15% of companies track progress. A 2022 study conducted by the Food and Agriculture Organization of the United Nations (FAO)<sup>ix</sup> estimates that women account for around 53% of all retail trade workers in agrifood systems, but women trade in less-profitable commodities than men. In the Gender Benchmark, while 38% of food and agriculture companies have a public commitment to gender-responsive procurement, only 21% report if they procure from women-owned businesses.

Much of the agricultural labour force in the global value chains include women, young people and migrants. Therefore, clarity in the terms and conditions of the work to be done stipulated in a formal contract not only grants workers employment protection, but also empowers them to enact the rights granted to them. Only 29% of the 48 companies in the food and agriculture sector require their suppliers to employ workers through formal contracts. While nearly one-third push this responsibility





on to the suppliers, only 8% of companies in this sector take action to help ensure their suppliers support formal work.

While informal work may perpetuate ill treatment of workers making them more prone to being the ones under-paid and unseen, even with formal contracts, women experience gender-based discrimination and are more likely to experience violence and harassment at work. Policies prohibiting gender-specific discrimination and intimidation as well as policies on violence and harassment are crucial. Despite this, only 31% of the food and agriculture companies prohibit gender-specific intimidation, harassment, retaliation and violence against trade union members/representatives. Moreover, policies are only beneficial if they are available in a language one understands. While 67% of these companies require their suppliers to have a violence and harassment policy in the supply chain, only 4% require them to be translated into local languages.

For a sector that relies heavily on its supply chain and where women make up almost half of the workers, the food and agriculture sector has much to improve on its road to gender equality. More in-depth insights on this sector will be published in the next year, where results from the 2023 Food and Agriculture Benchmark will also enrich the insights on this sector.



## What's next

While the overall picture unveiled by this year's Gender Assessment and Gender Benchmark is a bleak one, we have also seen how companies across all regions of the world demonstrate leadership and examples of good practice. We have also seen through benchmarks like the Corporate Human Rights Benchmark how companies can step up and transform their own policies, processes and practices to better meet their responsibility to respect human rights. These reports, which are launched in parallel, both stress the size and urgency of the challenge while also highlighting the hope that change is indeed possible.

We hope this report – its insights, data, gaps and examples of good practice – can be an inspiring call to action, as well as a helpful resource, to galvanise all stakeholders to act within their sphere of influence to close the corporate accountability gap, and to help companies transform so that they play their part to help build a fairer world.

During 2024 and 2025, WBA is committed to working with all stakeholders to accelerate corporate progress on gender equality and women's empowerment. Some of our main activities are highlighted below:

### **Community of Practice**

WBA Communities of Practice (CoP) are peer-to-peer learning platforms for companies assessed in WBA benchmarks. In 2023, we initiated a CoP focused on stakeholder engagement in Human Rights Due Diligence (HRDD) as an opportunity for companies that engaged in the 2022 Corporate Human Rights Benchmark to learn from and connect with each other, using the benchmark findings as a starting point.

In 2024, we will facilitate a CoP focused on one of the key topics emerging from the 2023 Gender Benchmark, decided in consultation with companies that engaged during the process.

### **Collective Impact Coalitions**

Collective Impact Coalitions (CICs) provide a space for WBA Allies and stakeholders to take forward cross-sector, collaborative action based on data and evidence provided by WBA benchmarks.

These CICs are multistakeholder and time-bound, bringing together diverse actors from large institutional investors to civil society, academia and business platforms to coordinate and collaborate on actions to drive positive change on systemically important topics.

In 2022, we launched the Social CIC focusing on human rights due diligence (HRDD). The CIC has focused on incentivising company action on HRDD and supporting an enabling environment for the mainstreaming of HRDD, so that it becomes a norm in business. Working with our Allies and CIC members, the CIC has provided a platform to support investor engagement initiatives, policy advocacy efforts and contributed to business platforms' work in supporting companies.

In 2024, the Social Transformation CIC will start focusing on another social topic based on the results of the 2023 Gender Benchmark and aim to coordinate multi-stakeholder action to accelerate progress towards gender equality.



## More insights to be published next year

The data on the assessment of the 1,006 companies is already available on our website along with the results. We invite everyone to use the data to derive their own insights but also welcome you to collaborate with us on your areas of interest to publish deeper insights on specific topics. In the next year, WBA's Gender team will continue to use the data to conduct further analysis on a range of topics such as unpaid care and find more insights into different sectors beyond the ones covered in the deep dive.

## WBA's Social Benchmark

In 2024, WBA will be launching its first Social Benchmark assessing all SDG2000 companies on our [Core Social Indicators](#). The Social Benchmark will assess how the world's most influential companies are contributing to the social transformation of our global system – a transformation we desperately need to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind.

### Get involved

To learn more about our Collective Impact Coalition (CIC), Community of Practice (CoP) or the forthcoming Social Benchmark, or to express your interest in collaborating, please reach out via [info.social@worldbenchmarkinalliance.org](mailto:info.social@worldbenchmarkinalliance.org).



# Annex

The annex table provides additional information on the 2023 Gender Assessment, including the list of companies with the score band they fall in, their headquarter country as well as industry. The 'engaged' column indicates whether the company engaged with WBA on its assessment during the company feedback period. The last column represents the percentage of women in the company's workforce as found in their website and public reporting within 2021 – 2023. The highlighted companies were assessed in the entire methodology and ranked in the Gender Benchmark, however this score band is for the Gender Assessment.

Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
3M Company	20-30%	United States of America	Chemicals		37
ABB	20-30%	Switzerland	Capital Goods		28
AbbVie	20-30%	United States of America	Pharmaceuticals & Biotechnology		56
Abercrombie & Fitch	10-20%	United States of America	Apparel & Footwear		
Aboitiz Power Corporation	10-20%	Philippines	Utilities		
Abu Dhabi National Oil Company	10-20%	United Arab Emirates	Extractives		12
Acer	30-40%	Taiwan, China	Digital		38
Activision Blizzard	30-40%	United States of America	Digital	Yes	25
Adidas	30-40%	Germany	Apparel & Footwear	Yes	52
Aditya Birla Fashion and Retail	30-40%	India	Apparel & Footwear		56
Adobe	30-40%	United States of America	Digital		35
Aeon	10-20%	Japan	Retail		68
AES Corporation	10-20%	United States of America	Utilities		23
African Rainbow Minerals	10-20%	South Africa	Extractives		22
AGD Group	0-10%	Argentina	Food & Beverage		
AGL Energy	30-40%	Australia	Utilities	Yes	31
AGP	0-10%	United States of America	Agricultural Products		
Agrifirm	0-10%	Netherlands	Agricultural Products		29
Agropur	0-10%	Canada	Food & Beverage	Yes	
Ahold Delhaize	30-40%	Netherlands	Retail	Yes	53
Air Liquide	20-30%	France	Chemicals	Yes	28
Air Products	10-20%	United States of America	Chemicals		22



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Airbnb	20-30%	United States of America	Digital		49
AIS	20-30%	Thailand	Digital		60
Ajinomoto Group	20-30%	Japan	Food & Beverage	Yes	30
Akamai	20-30%	United States of America	Digital		27
Akzo Nobel	10-20%	Netherlands	Chemicals		27
Albemarle Corporation	10-20%	United States of America	Extractives		24
Albertsons Companies	10-20%	United States of America	Retail		49
Aldi Nord	10-20%	Germany	Retail	Yes	65
Aldi South Group	30-40%	Germany	Retail	Yes	60
Alfamart	0-10%	Indonesia	Retail		37
Alibaba	10-20%	China	Digital	Yes	50
Alicorp	10-20%	Peru	Food & Beverage		22
Alimentation Couche-Tard	0-10%	Canada	Retail	Yes	59
Allana Group	0-10%	India	Food & Beverage		
Alpek	10-20%	Mexico	Chemicals		16
Alphabet	20-30%	United States of America	Digital		34
Alpla	0-10%	Austria	Construction Materials & Supplies		25
Altice	0-10%	Luxemburg	Digital		56
Amaggi Group	20-30%	Brazil	Agricultural Products	Yes	15
Amazon	30-40%	United States of America	Digital	Yes	45
Amtor	10-20%	United Kingdom	Construction Materials & Supplies		22
AMD	20-30%	United States of America	Digital		24
Amer International Group	0-10%	China	Extractives		
América Móvil	20-30%	Mexico	Digital	Yes	38
American Crystal	0-10%	United States of America	Agricultural Products		
American Eagle Outfitters	20-30%	United States of America	Apparel & Footwear		79
American Electric Power (AEP)	30-40%	United States of America	Utilities		20
American Tower	20-30%	United States of America	Real Estate		27
Amphenol	10-20%	United States of America	Digital		49
Ampol	10-20%	Australia	Extractives		42



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
AmRest	10-20%	Spain	Retail		57
Amul	0-10%	India	Food & Beverage		
Analog Devices	20-30%	United States of America	Digital		41
Anglo American	20-30%	United Kingdom	Extractives	Yes	24
AngloGold Ashanti	20-30%	South Africa	Extractives		13
Anheuser-Busch InBev	30-40%	Belgium	Food & Beverage	Yes	22
Anhui Conch Cement	0-10%	China	Construction Materials & Supplies		16
Ant	0-10%	China	Digital		34
ANTA International Group Holdings	10-20%	China	Apparel & Footwear		75
Antofagasta	10-20%	United Kingdom	Extractives		20
Apache	20-30%	United States of America	Extractives		24
Apple	30-40%	United States of America	Digital		35
Applied Materials	20-30%	United States of America	Digital		19
Aramark	20-30%	United States of America	Retail		43
ARAUCO	10-20%	Chile	Construction Materials & Supplies		14
ArcelorMittal	20-30%	Luxembourg	Extractives		
Archer Daniels Midland	20-30%	United States of America	Agricultural Products	Yes	25
Arcos Dorados	10-20%	Uruguay	Retail		58
Ardagh Group	10-20%	Luxembourg	Construction Materials & Supplies		15
Arkema	20-30%	France	Chemicals		27
Arla Foods	20-30%	Denmark	Food & Beverage		27
Asahi Group	20-30%	Japan	Food & Beverage		25
Asahi Kasei Corporation	10-20%	Japan	Chemicals		29
Ascena Retail Group	10-20%	United States of America	Apparel & Footwear		
ASICS	20-30%	Japan	Apparel & Footwear		
ASML	30-40%	Netherlands	Digital		19
Asos	30-40%	United Kingdom	Apparel & Footwear		66
Aspen Pharmacare	10-20%	South Africa	Pharmaceuticals & Biotechnology		48



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Associated British Foods	10-20%	United Kingdom	Food & Beverage		54
Astellas Pharma	20-30%	Japan	Pharmaceuticals & Biotechnology		47
Astra Agro Lestari	10-20%	Indonesia	Agricultural Products	Yes	12
AstraZeneca	20-30%	United Kingdom	Pharmaceuticals & Biotechnology		53
ASUS	10-20%	Taiwan, China	Digital		39
AT&T	30-40%	United States of America	Digital		31
ATH	0-10%	Fiji	Digital		53
Auchan	10-20%	France	Retail	Yes	59
Aurobindo Pharma	0-10%	India	Pharmaceuticals & Biotechnology		10
Aurora Alimentos	0-10%	Brazil	Food & Beverage		
Aurubis	10-20%	Germany	Extractives	Yes	13
Austevoll Seafood	10-20%	Norway	Food & Beverage	Yes	33
Autogrill	10-20%	Italy	Retail		60
Avery Dennison Corporation	10-20%	United States of America	Construction Materials & Supplies		38
Avril Group	10-20%	France	Agricultural Products	Yes	30
Axiata	10-20%	Malaysia	Digital	Yes	32
B&G Foods	10-20%	United States of America	Food & Beverage		33
Bachoco	0-10%	Mexico	Food & Beverage		28
Baidu	20-30%	China	Digital		38
Bajaj Hindusthan Sugar	0-10%	India	Agricultural Products		
Ball Corporation	20-30%	United States of America	Construction Materials & Supplies		19
Baotou Iron and Steel Group	0-10%	China	Extractives		
Barilla	20-30%	Italy	Food & Beverage	Yes	31
Barrick Gold	20-30%	Canada	Extractives		11
Barry Callebaut	10-20%	Switzerland	Food & Beverage		
BASF	20-30%	Germany	Chemicals	Yes	26
Basra Oil Company	0-10%	Iraq	Extractives		
Bausch Health	10-20%	Canada	Pharmaceuticals & Biotechnology		
Bayer	40-50%	Germany	Chemicals	Yes	42
BayWa	20-30%	Germany	Agricultural Products		30



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
BBK Electronics	0-10%	China	Digital		
BCE	20-30%	Canada	Digital		32
Beidahuang Group	0-10%	China	Agricultural Products		
Berry Global	10-20%	United States of America	Construction Materials & Supplies	Yes	29
BESTSELLER	10-20%	Denmark	Apparel & Footwear		78
BetAgro	0-10%	Thailand	Agricultural Products		
Bezeq	0-10%	Israel	Digital		34
Bharat Petroleum	0-10%	India	Extractives		8
Bharti Airtel	20-30%	India	Digital		10
BHP Group	40-50%	Australia	Extractives		32
Bidcorp	10-20%	South Africa	Retail		29
BioMar	20-30%	Denmark	Food & Beverage	Yes	
Block	10-20%	United States of America	Digital		45
Bloomin' Brands	10-20%	United States of America	Retail		
Blue Diamond Growers	0-10%	United States of America	Food & Beverage	Yes	42
BOE	0-10%	China	Digital		31
Bolton Group	20-30%	Italy	Food & Beverage	Yes	53
Bonduelle	20-30%	France	Food & Beverage		42
Booking Holdings	10-20%	United States of America	Digital		47
Boparan	0-10%	United Kingdom	Food & Beverage	Yes	
Borealis	10-20%	Austria	Chemicals		22
BP	30-40%	United Kingdom	Extractives	Yes	39
BRF	20-30%	Brazil	Food & Beverage	Yes	42
Bridgestone	30-40%	Japan	Construction Materials & Supplies	Yes	12
Bright Food Group	0-10%	China	Food & Beverage		
Brinker International	20-30%	United States of America	Retail		52
Bristol Myers Squibb	30-40%	United States of America	Pharmaceuticals & Biotechnology		
Broadcom	10-20%	United States of America	Digital		21
Brown-Forman	20-30%	United States of America	Food & Beverage		37
BT	10-20%	United Kingdom	Digital		26
Bumi Resources	10-20%	Indonesia	Extractives		30





Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Bumitama Agri	10-20%	Singapore	Agricultural Products		29
Bunge	10-20%	United States of America	Agricultural Products		23
Burberry	30-40%	United Kingdom	Apparel & Footwear	Yes	67
Bytedance	0-10%	China	Digital		
C&S Wholesale Grocers	0-10%	United States of America	Retail		
C.H. Boehringer Sohn AG & Co	0-10%	Germany	Pharmaceuticals & Biotechnology		
Calavo Growers	10-20%	United States of America	Food & Beverage		56
California Resources	20-30%	United States of America	Extractives		19
Campbell's	20-30%	United States of America	Food & Beverage		39
Canadian Natural Resources	10-20%	Canada	Extractives		
Canadian Solar	10-20%	Canada	Capital Goods		36
Canon	30-40%	Japan	Digital		17
Capgemini	20-30%	France	Digital		38
Capri Holdings	20-30%	United Kingdom	Apparel & Footwear		72
Cargill	30-40%	United States of America	Agricultural Products	Yes	18
Carlsberg	20-30%	Denmark	Food & Beverage	Yes	31
Carozzi	0-10%	Chile	Food & Beverage		41
Carrefour	20-30%	France	Retail		55
Carter's	20-30%	United States of America	Apparel & Footwear		81
Celanese	20-30%	United States of America	Chemicals		25
Cencosud	20-30%	Chile	Retail		51
Genovus Energy	20-30%	Canada	Extractives		29
Central Retail	10-20%	Thailand	Retail		62
Century Pacific Food	20-30%	Philippines	Food & Beverage		43
CEZ Group	20-30%	Czech Republic	Utilities		22
CF Industries	20-30%	United States of America	Agricultural Products	Yes	15
Chanel	10-20%	United Kingdom	Apparel & Footwear		
Charoen Pokphand Group	20-30%	Thailand	Agricultural Products	Yes	52
Cheng Shin Rubber	0-10%	Taiwan, China	Construction Materials & Supplies		16



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Chesapeake Energy	20-30%	United States of America	Extractives		25
Chevron	40-50%	United States of America	Extractives	Yes	27
Chevron Phillips	10-20%	United States of America	Chemicals		22
China Datang Corp	0-10%	China	Utilities		
China Energy Investment Group (CHN Energy)	0-10%	China	Utilities		16
China Huadian Corporation	0-10%	China	Utilities		
China Huaneng Group	0-10%	China	Utilities		
China International Marine Containers (Group)	0-10%	China	Construction Materials & Supplies		17
China Mengniu Dairy	0-10%	Hong Kong, China	Food & Beverage		41
China Mobile	0-10%	China	Digital		53
China National Chemical Corporation (ChemChina)	0-10%	China	Chemicals		
China National Offshore Oil	10-20%	China	Extractives		16
China National Petroleum	0-10%	China	Extractives		30
China Petroleum and Chemical Corporation Limited (Sinopec)	0-10%	China	Extractives		32
China Resources	0-10%	China	Conglomerates		
China Satcom	0-10%	China	Digital		
China Telecom	0-10%	China	Digital		32
China Three Gorges	0-10%	China	Utilities		
China Unicom	0-10%	China	Digital		
Chipotle Mexican Grill	10-20%	United States of America	Retail		
CHS	10-20%	United States of America	Agricultural Products		23
Chubu Electric Power	20-30%	Japan	Utilities	Yes	13
Chugoku Electric Power Company	10-20%	Japan	Utilities		13
Chunghwa Telecom	20-30%	Taiwan, China	Digital		30
Cipla	20-30%	India	Pharmaceuticals & Biotechnology		14
Cisco	20-30%	United States of America	Digital		28
CITIC Pacific Special Steel	0-10%	China	Extractives		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Citrix	0-10%	United States of America	Digital		
Citrosuco	10-20%	Brazil	Agricultural Products		40
Cloudflare	10-20%	United States of America	Digital		32
CLP Holdings	20-30%	Hong Kong, China	Utilities	Yes	27
CMOC	20-30%	China	Extractives		11
CMPC	10-20%	Chile	Construction Materials & Supplies		18
CMS Energy	10-20%	United States of America	Utilities		28
Coamo Agroindustrial Cooperativa	0-10%	Brazil	Agricultural Products		
Codelco	0-10%	Chile	Extractives		14
COFCO	0-10%	China	Agricultural Products		32
Cogent	0-10%	United States of America	Digital		23
Cognizant	10-20%	United States of America	Digital		38
Coles Group	30-40%	Australia	Retail	Yes	50
Colruyt	0-10%	Belgium	Retail		41
Columbia Sportswear	10-20%	United States of America	Apparel & Footwear		55
Comcast	20-30%	United States of America	Digital		37
Comision Federal de Electricidad (CFE)	0-10%	Mexico	Utilities		
Compagnie des Bois du Gabon	0-10%	Gabon	Construction Materials & Supplies		10
Compania Espanola de Petroleos (CEPSA)	30-40%	Spain	Extractives		38
Compass Group	20-30%	United Kingdom	Retail		57
Conad	0-10%	Italy	Food & Beverage		
Conagra Brands	20-30%	United States of America	Food & Beverage		40
ConocoPhillips	30-40%	United States of America	Extractives		26
Constellation Brands	30-40%	United States of America	Food & Beverage		43
Constellation Energy	20-30%	United States of America	Utilities		22
Continental	10-20%	Germany	Construction Materials & Supplies		
Cooke	0-10%	Canada	Food & Beverage		
COOP Group	10-20%	Switzerland	Retail		52



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Cooperatie Coforta	0-10%	Netherlands	Food & Beverage		
Copersucar	10-20%	Brazil	Agricultural Products		18
Corning	20-30%	United States of America	Digital		38
Corteva Agriscience	20-30%	United States of America	Agricultural Products		33
Cosmo Energy	10-20%	Japan	Extractives		
Costco Wholesale	10-20%	United States of America	Retail		
Cosun	0-10%	Netherlands	Food & Beverage		23
Covestro	20-30%	Germany	Chemicals		23
CPC	0-10%	Taiwan, China	Extractives		
Crown Holdings	10-20%	United States of America	Construction Materials & Supplies		19
Cutrale	0-10%	Brazil	Food & Beverage		
Daiichi Sankyo	10-20%	Japan	Pharmaceuticals & Biotechnology		38
Dairy Farmers of America	10-20%	United States of America	Food & Beverage		
Dangote Industries	0-10%	Nigeria	Conglomerates		
Danish Agro	0-10%	Denmark	Agricultural Products		16
Danish Crown	10-20%	Denmark	Agricultural Products		
Danone	30-40%	France	Food & Beverage	Yes	32
Darden Restaurants	20-30%	United States of America	Retail		
De Heus	0-10%	Netherlands	Agricultural Products		
Decathlon	10-20%	France	Apparel & Footwear		47
Del Monte Pacific	10-20%	United States of America	Food & Beverage		37
Delivery Hero	20-30%	Germany	Digital		33
Dell	20-30%	United States of America	Digital		34
Designer Brands	20-30%	United States of America	Apparel & Footwear		
Deutsche Telekom	20-30%	Germany	Digital		36
Devon Energy	20-30%	United States of America	Extractives		24
Dexco	10-20%	Brazil	Construction Materials & Supplies		21
Diageo	40-50%	United Kingdom	Food & Beverage	Yes	36
DIC Corporation	10-20%	Japan	Chemicals		21



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
DiDi	0-10%	China	Digital		
Digicel	0-10%	Jamaica	Digital		51
Digital Realty Trust	10-20%	United States of America	Digital		25
DLG Group	0-10%	Denmark	Agricultural Products		27
DMK	10-20%	Germany	Food & Beverage		31
Dole	10-20%	Ireland	Agricultural Products		20
Dominion Energy	20-30%	United States of America	Utilities		23
Domino's	20-30%	United States of America	Retail		
Dongling Group	0-10%	China	Extractives		
Dongwon Enterprise	0-10%	Republic of Korea	Food & Beverage		
DOW	20-30%	United States of America	Chemicals		30
Dr Reddy's Laboratories	20-30%	India	Pharmaceuticals & Biotechnology		22
Driscoll's	0-10%	United States of America	Food & Beverage		
DS Smith	10-20%	United Kingdom	Construction Materials & Supplies		23
DSM	10-20%	Netherlands	Chemicals	Yes	31
Duke Energy	20-30%	United States of America	Utilities		24
DuPont	20-30%	United States of America	Chemicals		31
e&	10-20%	United Arab Emirates	Digital		25
E.Leclerc	0-10%	France	Retail		
E.ON	10-20%	Germany	Utilities		32
Eastman Chemical	10-20%	United States of America	Chemicals		27
Eaton Corporation	30-40%	Ireland	Capital Goods		34
eBay	10-20%	United States of America	Digital		42
Ebro Foods	20-30%	Spain	Food & Beverage		30
EchoStar	0-10%	United States of America	Digital		
Ecolab	30-40%	United States of America	Chemicals		28
ECOM Agroindustrial	10-20%	Switzerland	Agricultural Products	Yes	
Ecopetrol	30-40%	Colombia	Extractives	Yes	25
ED&F Man	10-20%	United Kingdom	Agricultural Products		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Edeka Zentrale	10-20%	Germany	Retail		
EDP Energias de Portugal	30-40%	Portugal	Utilities		28
Egyptian Electricity Holding Company (EEHC)	0-10%	Egypt	Utilities		
Egyptian General Petroleum	0-10%	Egypt	Extractives		
Électricité de France (EDF)	10-20%	France	Utilities		26
Electricity Generating Authority of Thailand	0-10%	Thailand	Utilities		
Elektrobras	20-30%	Brazil	Utilities		19
Eli Lilly and Company	10-20%	United States of America	Pharmaceuticals & Biotechnology		51
Elior Group	20-30%	France	Retail		70
Elisa	20-30%	Finland	Digital	Yes	30
E-Mart	0-10%	Republic of Korea	Retail		59
Emirates National Oil Company	10-20%	United Arab Emirates	Extractives		16
EnBW Energie Baden-Wuerttemberg	20-30%	Germany	Utilities		28
Enel	20-30%	Italy	Utilities		23
ENEOS	20-30%	Japan	Extractives	Yes	13
ENGIE	10-20%	France	Utilities		26
Eni	50-60%	Italy	Extractives	Yes	26
Enterprise Products Partners	10-20%	United States of America	Extractives		14
EOG Resources	10-20%	United States of America	Extractives		29
Equinix	10-20%	United States of America	Real Estate		26
Equinor	10-20%	Norway	Extractives		31
Ericsson	20-30%	Sweden	Digital		26
Eskom Holdings	10-20%	South Africa	Utilities		34
Ethio Telecom	0-10%	Ethiopia	Digital		
EuroChem	0-10%	Switzerland	Chemicals		
Eutelsat	20-30%	France	Digital		33
Evonik	20-30%	Germany	Chemicals		26
EW Group	0-10%	Germany	Food & Beverage		
Exelon Corporation	20-30%	United States of America	Utilities		28
Exxon Mobil	20-30%	United States of America	Extractives	Yes	29
Ezaki Glico	10-20%	Japan	Food & Beverage		44
Falabella	40-50%	Chile	Retail	Yes	51
Far EasTone	30-40%	Taiwan, China	Digital		49



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Fast Retailing	30-40%	Japan	Apparel & Footwear	Yes	69
FCF Co., Ltd.	20-30%	Taiwan, China	Food & Beverage	Yes	
Ferragamo	20-30%	Italy	Apparel & Footwear		
Ferrero	20-30%	Luxembourg	Food & Beverage	Yes	44
FGV	20-30%	Malaysia	Agricultural Products	Yes	14
Firmenich	40-50%	Switzerland	Food & Beverage	Yes	41
First Quantum Minerals	10-20%	Canada	Extractives		11
First Solar	10-20%	United States of America	Capital Goods		19
Flour Mills of Nigeria	10-20%	Nigeria	Food & Beverage		13
FMC	30-40%	United States of America	Agricultural Products	Yes	32
Fonterra	20-30%	New Zealand	Food & Beverage	Yes	29
Foot Locker	10-20%	United States of America	Apparel & Footwear		49
Forever 21	0-10%	United States of America	Apparel & Footwear		
ForFarmers	20-30%	Netherlands	Agricultural Products		22
Formosa Petrochemical	0-10%	Taiwan, China	Extractives		
Formosa Plastics	0-10%	Taiwan, China	Chemicals		10
Fortescue	20-30%	Australia	Extractives		23
Fortum	30-40%	Finland	Utilities	Yes	31
Foxconn	10-20%	Taiwan, China	Digital		21
Freeport-McMoRan	20-30%	United States of America	Extractives	Yes	13
FrieslandCampina	20-30%	Netherlands	Food & Beverage		29
Fufeng Group	0-10%	China	Food & Beverage		21
Fuji Oil	20-30%	Japan	Agricultural Products	Yes	22
Fujian Sunner Development Corporation	0-10%	China	Food & Beverage		
Fung Group	0-10%	Hong Kong, China	Apparel & Footwear		
GAIL (India)	20-30%	India	Extractives		7
Galp Energia	40-50%	Portugal	Extractives	Yes	44
Ganfeng Lithium	0-10%	China	Extractives		34
Gap	40-50%	United States of America	Apparel & Footwear	Yes	76
Gazprom	0-10%	Russian Federation	Extractives	Yes	21



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Gd Power Development Company	0-10%	China	Utilities		
General Electric Company (GE)	10-20%	United States of America	Capital Goods		23
General Mills	20-30%	United States of America	Food & Beverage		45
G-III Apparel Group	10-20%	United States of America	Apparel & Footwear		71
Gildan Activewear	30-40%	Canada	Apparel & Footwear	Yes	45
Gilead Sciences	20-30%	United States of America	Pharmaceuticals & Biotechnology		53
Givaudan	20-30%	Switzerland	Chemicals	Yes	35
Glencore	20-30%	Switzerland	Extractives	Yes	17
GlobalFoundries	20-30%	United States of America	Digital	Yes	24
Globe	20-30%	Philippines	Digital	Yes	45
Gold Fields	20-30%	South Africa	Extractives		23
Golden Agri-Resources	10-20%	Singapore	Agricultural Products	Yes	18
Goodyear Tire & Rubber	10-20%	United States of America	Construction Materials & Supplies		13
GoTo	10-20%	Indonesia	Digital	Yes	35
Grab	20-30%	Singapore	Digital		43
GrainCorp	20-30%	Australia	Agricultural Products	Yes	27
Graphic Packaging International	10-20%	United States of America	Construction Materials & Supplies		23
Greenyard	10-20%	Belgium	Food & Beverage	Yes	33
Groupe Bigard	0-10%	France	Food & Beverage		
Groupe Casino	10-20%	France	Retail		51
Groupe Limagrain	0-10%	France	Agricultural Products		39
Groupe Pomona	0-10%	France	Food & Beverage		
Gruma	0-10%	Mexico	Food & Beverage		29
Grupo Arcor	20-30%	Argentina	Food & Beverage	Yes	25
Grupo Bimbo	20-30%	Mexico	Food & Beverage	Yes	21
Grupo Comercial Chedraui	0-10%	Mexico	Retail		48
Grupo Lala	0-10%	Mexico	Food & Beverage	Yes	
Grupo Mexico	20-30%	Mexico	Extractives	Yes	7
Grupo Nutresa	10-20%	Colombia	Food & Beverage		36
Gruppo Cremonini	0-10%	Italy	Food & Beverage		





Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Gruppo Veronesi	0-10%	Italy	Agricultural Products		38
GS Holdings	0-10%	Republic of Korea	Extractives		25
GSK	30-40%	United Kingdom	Pharmaceuticals & Biotechnology		47
GTT	0-10%	United States of America	Digital		37
Guangdong Haid Group	0-10%	China	Agricultural Products		
Guess?	10-20%	United States of America	Apparel & Footwear		
Guizhou Phosphate Chemical Group	0-10%	China	Chemicals		
Halcyon Agri	10-20%	Singapore	Construction Materials & Supplies		50
Hanesbrands	20-30%	United States of America	Apparel & Footwear		68
Hankook Tire & Technology	30-40%	Republic of Korea	Construction Materials & Supplies	Yes	10
Hanwha Solutions	10-20%	Republic of Korea	Chemicals		17
Harim	0-10%	Republic of Korea	Food & Beverage		
Harmony Gold	0-10%	South Africa	Extractives		
HCL	20-30%	India	Digital		28
Heidelberg Materials	20-30%	Germany	Construction Materials & Supplies		14
Heilan Group	0-10%	China	Apparel & Footwear		
Heineken	20-30%	Netherlands	Food & Beverage		24
Hellenic Petroleum	10-20%	Greece	Extractives		20
Hengli Petrochemical	0-10%	China	Chemicals		
Henkel	20-30%	Germany	Chemicals		37
Hennes & Mauritz (H&M)	20-30%	Sweden	Apparel & Footwear	Yes	75
Heraeus Holding	10-20%	Germany	Extractives		34
Hermes International	30-40%	France	Apparel & Footwear	Yes	67
Hess	20-30%	United States of America	Extractives		27
Holcim	20-30%	Switzerland	Construction Materials & Supplies	Yes	17
HollyFrontier	0-10%	United States of America	Extractives		17
Honeywell International	10-20%	United States of America	Capital Goods		30



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Hormel Foods	20-30%	United States of America	Food & Beverage	Yes	38
HP	30-40%	United States of America	Digital		37
HPE	50-60%	United States of America	Digital	Yes	33
Huawei	10-20%	China	Digital		21
Huayou Cobalt	10-20%	China	Extractives		14
Hugo Boss	40-50%	Germany	Apparel & Footwear	Yes	60
Huntsman Corporation	10-20%	United States of America	Chemicals		29
Iberdrola	20-30%	Spain	Utilities		24
IBM	20-30%	United States of America	Digital		37
ICA Gruppen	10-20%	Sweden	Retail		67
ICL	10-20%	Israel	Agricultural Products		20
Idemitsu Kosan	10-20%	Japan	Extractives		13
iFlytek	0-10%	China	Digital		
Iliad	10-20%	France	Digital		31
Ilim Timber	0-10%	Switzerland	Construction Materials & Supplies		
Implats	20-30%	South Africa	Extractives		13
Indian Farmers Fertiliser Cooperative	0-10%	India	Agricultural Products		
IndianOil	20-30%	India	Extractives		9
Indofood	0-10%	Indonesia	Food & Beverage		16
Indorama Ventures	10-20%	Thailand	Chemicals		25
Industria de Diseño Textil (Inditex)	40-50%	Spain	Apparel & Footwear	Yes	75
Industrias Peñoles	10-20%	Mexico	Extractives		13
INEOS	10-20%	United Kingdom	Chemicals		17
Infineon	20-30%	Germany	Digital		36
Infosys	20-30%	India	Digital		39
Inghams	10-20%	Australia	Food & Beverage		41
Ingredion	10-20%	United States of America	Food & Beverage	Yes	19
Inmarsat	10-20%	United Kingdom	Digital	Yes	
Inpex	20-30%	Japan	Extractives		19
Inspire Brands	0-10%	United States of America	Retail		
Intel	40-50%	United States of America	Digital	Yes	28
Inter RAO	0-10%	Russian Federation	Utilities		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Intercorp	0-10%	Peru	Retail	Yes	
Interholco	0-10%	Switzerland	Construction Materials & Supplies	Yes	5
International Flavors & Fragrances	30-40%	United States of America	Food & Beverage		36
International Paper	10-20%	United States of America	Construction Materials & Supplies		18
Iridium	0-10%	United States of America	Digital		24
Itochu	20-30%	Japan	Conglomerates		24
Itoham Yonekyu	0-10%	Japan	Food & Beverage		
J Crew Group	10-20%	United States of America	Apparel & Footwear	Yes	
J Power	10-20%	Japan	Utilities		13
J.D. Heiskell & Company	0-10%	United States of America	Agricultural Products		
J.R. Simplot	10-20%	United States of America	Food & Beverage		
JBS	10-20%	Brazil	Food & Beverage		40
JD.com	0-10%	China	Digital		22
JDE Peet's	20-30%	Netherlands	Food & Beverage	Yes	42
Jeronimo Martins	20-30%	Portugal	Retail	Yes	76
Jiangsu Hengrui Medicine	0-10%	China	Pharmaceuticals & Biotechnology		43
Jiangxi Copper	0-10%	China	Extractives		15
Jinchuan Group	0-10%	China	Extractives		8
Jio	10-20%	India	Digital		
JiuQuan Iron and Steel Group	0-10%	China	Extractives		
JM Smucker	30-40%	United States of America	Food & Beverage		30
Johnson & Johnson	30-40%	United States of America	Pharmaceuticals & Biotechnology		49
Johnson Matthey	20-30%	United Kingdom	Chemicals		30
Jollibee	10-20%	Philippines	Retail		51
JOYY	0-10%	Singapore	Digital		
JSW Energy	10-20%	India	Utilities		5
Juan Garcia Lax	0-10%	Germany	Food & Beverage		
Jumia	0-10%	Nigeria	Digital		35
Juniper Networks	20-30%	United States of America	Digital		23
K+S	20-30%	Germany	Agricultural Products		11



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Kangde Xin Composite Material Group	0-10%	China	Construction Materials & Supplies		9
Kansai Electric Power Company (KEPCO)	10-20%	Japan	Utilities		
KDDI	20-30%	Japan	Digital		25
K-Electric	20-30%	Pakistan	Utilities		4
Kellogg's	20-30%	United States of America	Food & Beverage		
Kering	40-50%	France	Apparel & Footwear	Yes	63
Kernel	10-20%	Ukraine	Agricultural Products		28
Kerry Group	20-30%	Ireland	Food & Beverage	Yes	33
Keurig Dr Pepper	20-30%	United States of America	Food & Beverage	Yes	19
Kewpie Corporation	10-20%	Japan	Food & Beverage		51
KEYENCE	10-20%	Japan	Capital Goods		
Kikkoman Corporation	0-10%	Japan	Food & Beverage	Yes	
Kinross Gold	10-20%	Canada	Extractives		13
Kirana Megatara	0-10%	Indonesia	Construction Materials & Supplies		9
Kirin	20-30%	Japan	Food & Beverage	Yes	30
Klabin	20-30%	Brazil	Construction Materials & Supplies		17
Koch Foods	0-10%	United States of America	Food & Beverage		
Koch Industries	10-20%	United States of America	Conglomerates		
Kohl's	20-30%	United States of America	Apparel & Footwear		76
Korea Electric Power Corporation (KEPCO/Hanjeon)	10-20%	Republic of Korea	Utilities		
KPN	20-30%	Netherlands	Digital		22
Kraft Heinz	20-30%	United States of America	Food & Beverage		37
KRBL	10-20%	India	Agricultural Products		82
Kroger	10-20%	United States of America	Retail		50
KT	10-20%	Republic of Korea	Digital		18
Kuwait Petroleum Corporation	10-20%	Kuwait	Extractives		51
Kweichow Moutai	0-10%	China	Food & Beverage		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
KWS	10-20%	Germany	Agricultural Products		36
Kyocera	10-20%	Japan	Capital Goods		
Kyokuyo	0-10%	Japan	Food & Beverage	Yes	26
Kyushu Electric Power	10-20%	Japan	Utilities		13
Lactalis	0-10%	France	Food & Beverage		
Lam Research	30-40%	United States of America	Digital		20
Lamb Weston	10-20%	United States of America	Food & Beverage	Yes	37
Land O'Lakes	10-20%	United States of America	Food & Beverage		45
LANXESS	20-30%	Germany	Chemicals	Yes	21
Largan Precision	10-20%	Taiwan, China	Digital		47
LDC Groupe	0-10%	France	Food & Beverage		
Lenovo	30-40%	China	Digital		37
Les Mousquetaires	0-10%	France	Retail		
Levi Strauss & Co.	30-40%	United States of America	Apparel & Footwear		89
LG Chem	20-30%	Republic of Korea	Chemicals		15
LG Electronics	30-40%	Republic of Korea	Digital	Yes	21
Liberty Global	20-30%	United Kingdom	Digital		32
Linde	20-30%	Ireland	Chemicals		28
Lindt & Sprüngli	10-20%	Switzerland	Food & Beverage	Yes	60
Lingyunhai Sugar Group	0-10%	China	Agricultural Products		
Liquid Telecom	0-10%	United Kingdom	Digital		
Loblaw	20-30%	Canada	Retail		52
Logitech	30-40%	Switzerland	Digital	Yes	37
Lojas Renner	10-20%	Brazil	Apparel & Footwear		64
LOTTE Chemical	10-20%	Republic of Korea	Chemicals		16
LOTTE Corporation	20-30%	Republic of Korea	Conglomerates		24
Louis Dreyfus Company	10-20%	Netherlands	Agricultural Products		27
LPP	10-20%	Poland	Apparel & Footwear		87
Lukoil	10-20%	Russian Federation	Extractives		41
Lululemon Athletica	20-30%	Canada	Apparel & Footwear		75
Lumen	20-30%	United States of America	Digital		32
Lupin	10-20%	India	Pharmaceuticals & Biotechnology		9



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
LVMH Moët Hennessy - Louis Vuitton	20-30%	France	Apparel & Footwear		71
Lyft	30-40%	United States of America	Digital		40
LyondellBasell Industries	20-30%	Netherlands	Chemicals		19
M Dias Branco	10-20%	Brazil	Food & Beverage		28
Ma'aden	10-20%	Saudi Arabia	Extractives		3
Macy's	20-30%	United States of America	Apparel & Footwear		73
Maderacre	0-10%	Peru	Construction Materials & Supplies	Yes	
Magnit	10-20%	Russian Federation	Retail		78
Mahagenco	0-10%	India	Utilities		
Marathon Oil	20-30%	United States of America	Extractives	Yes	29
Marathon Petroleum	30-40%	United States of America	Extractives		18
Marfrig	10-20%	Brazil	Food & Beverage		31
Marks & Spencer	30-40%	United Kingdom	Retail	Yes	69
Mars	10-20%	United States of America	Food & Beverage	Yes	
Marubeni Corporation	20-30%	Japan	Conglomerates		27
Maruha Nichiro	10-20%	Japan	Food & Beverage	Yes	26
McCain Foods	20-30%	Canada	Food & Beverage	Yes	35
McCormick	20-30%	United States of America	Food & Beverage	Yes	
McDonald's	20-30%	United States of America	Retail		
MediaTek	10-20%	Taiwan, China	Digital		20
MegaFon	0-10%	Russian Federation	Digital		54
Megmilk Snow Brand	10-20%	Japan	Food & Beverage		17
Meiji	20-30%	Japan	Food & Beverage	Yes	
Meituan	10-20%	China	Digital		38
Mercado Libre	20-30%	Argentina	Digital		41
Mercadona	10-20%	Spain	Retail		61
Merck & Co	40-50%	United States of America	Pharmaceuticals & Biotechnology	Yes	50
Merck KGaA	20-30%	Germany	Pharmaceuticals & Biotechnology		35
Meta	30-40%	United States of America	Digital		37
METRO	20-30%	Germany	Retail		48



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Metsaliitto Osuuskunta (Metsä Group)	20-30%	Finland	Construction Materials & Supplies	Yes	24
Mewah	10-20%	Singapore	Agricultural Products	Yes	27
MHP	10-20%	Ukraine	Food & Beverage		
Michelin	20-30%	France	Construction Materials & Supplies		20
Microchip	20-30%	United States of America	Digital		40
Micron	30-40%	United States of America	Digital	Yes	31
Microsoft	20-30%	United States of America	Digital		31
Migros	10-20%	Switzerland	Retail		59
Millicom	20-30%	Luxembourg	Digital	Yes	42
Minerva	10-20%	Brazil	Food & Beverage	Yes	27
Mitr Phol Sugar Corp	0-10%	Thailand	Agricultural Products		
Mitsubishi Corporation	10-20%	Japan	Conglomerates		
Mitsui	20-30%	Japan	Conglomerates		34
MOL Magyar Olajes Gazipari Nyrt	20-30%	Hungary	Extractives	Yes	25
Molinos	0-10%	Argentina	Food & Beverage		
Molson Coors	20-30%	United States of America	Food & Beverage		27
Mondelez International	30-40%	United States of America	Food & Beverage	Yes	
Mondi	30-40%	United Kingdom	Construction Materials & Supplies	Yes	22
Monster Beverage	10-20%	United States of America	Food & Beverage		
Mosaic	10-20%	United States of America	Chemicals		15
Mowi	20-30%	Norway	Food & Beverage	Yes	38
Mr. Price	10-20%	South Africa	Apparel & Footwear		72
MTN	20-30%	South Africa	Digital		40
MTS	10-20%	Russian Federation	Digital		46
Mueller	0-10%	Germany	Food & Beverage		
Murata	20-30%	Japan	Capital Goods	Yes	47
Murugappa Group	0-10%	India	Conglomerates		
Musim Mas	20-30%	Singapore	Agricultural Products	Yes	22
Muyuan Foods	0-10%	China	Food & Beverage		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Naftogaz	10-20%	Ukraine	Extractives		24
Nampak	10-20%	South Africa	Construction Materials & Supplies		
Nan Ya Plastics Corporation	0-10%	Taiwan, China	Chemicals		25
Naspers	10-20%	South Africa	Digital		44
National Agricultural Cooperative Federation	0-10%	Republic of Korea	Agricultural Products		
National Iranian Oil Company	0-10%	Iran	Extractives		
National Oil Corporation of Libya	0-10%	Libya	Extractives		
Naturgy Energy	20-30%	Spain	Extractives	Yes	32
NAVER	20-30%	Republic of Korea	Digital		37
NEC	20-30%	Japan	Digital	Yes	20
Nepal Telecom	0-10%	Nepal	Digital		
Neste	30-40%	Finland	Extractives	Yes	32
Nestlé	40-50%	Switzerland	Food & Beverage	Yes	40
NetApp	20-30%	United States of America	Digital		24
NetEase	0-10%	China	Digital		36
Netflix	0-10%	United States of America	Digital		52
New Balance	10-20%	United States of America	Apparel & Footwear	Yes	51
New Hope Group	0-10%	China	Agricultural Products		
Newcrest Mining	20-30%	Australia	Extractives		17
Newmont	20-30%	United States of America	Extractives	Yes	14
Newrest	0-10%	France	Retail		
Next	20-30%	United Kingdom	Apparel & Footwear		69
Nextera Energy	10-20%	United States of America	Utilities		24
NGL Energy Partners	0-10%	United States of America	Extractives		22
NH Foods	0-10%	Japan	Food & Beverage		28
Nichirei	10-20%	Japan	Food & Beverage	Yes	37
Nigerian National Petroleum Corporation	0-10%	Nigeria	Extractives		
Nike	20-30%	United States of America	Apparel & Footwear		50
Nine Dragons Paper	0-10%	Hong Kong, China	Construction Materials & Supplies		12





Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Nintendo	10-20%	Japan	Digital	Yes	29
Nippon Painting Holdings	10-20%	Japan	Chemicals		26
Nippon Paper Industries	10-20%	Japan	Construction Materials & Supplies		9
Nippon Steel Corporation	10-20%	Japan	Extractives		10
Nisshin Seifun Group	10-20%	Japan	Food & Beverage	Yes	30
Nissui Corporation	0-10%	Japan	Food & Beverage	Yes	
NK KazMunayGaz	10-20%	Kazakhstan	Extractives		18
NLMK Group	10-20%	Russian Federation	Extractives		25
Nokia	30-40%	Finland	Digital	Yes	23
Nomad Foods	10-20%	United Kingdom	Agricultural Products		32
Nordstrom	20-30%	United States of America	Apparel & Footwear		66
Nordzucker	10-20%	Germany	Agricultural Products		22
Norgesgruppen	10-20%	Norway	Retail		49
Nornickel	10-20%	Russian Federation	Extractives		28
Northam Platinum	10-20%	South Africa	Extractives		18
Novartis	40-50%	Switzerland	Pharmaceuticals & Biotechnology		51
Novatek	20-30%	Russian Federation	Extractives		22
Novo Nordisk	20-30%	Denmark	Pharmaceuticals & Biotechnology		49
Novozymes	20-30%	Denmark	Chemicals		39
NRG Energy Inc.	20-30%	United States of America	Utilities		32
NTPC	20-30%	India	Utilities		7
NTT	20-30%	Japan	Digital		20
Nueva Pescanova	30-40%	Spain	Food & Beverage	Yes	39
Nufarm	20-30%	Australia	Agricultural Products		27
Nutreco	20-30%	Netherlands	Agricultural Products	Yes	25
Nutrien	20-30%	Canada	Chemicals	Yes	21
Nvidia	40-50%	United States of America	Digital	Yes	19
NXP	20-30%	Netherlands	Digital		37
Occidental Petroleum	20-30%	United States of America	Extractives		22
Ocean Spray Cranberries	0-10%	United States of America	Food & Beverage		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
OCP	30-40%	Morocco	Chemicals	Yes	9
Oetker	10-20%	Germany	Food & Beverage		
O-I	10-20%	United States of America	Construction Materials & Supplies		17
Oil and Natural Gas Corporation	10-20%	India	Extractives		8
OJI Holdings Corporation	10-20%	Japan	Construction Materials & Supplies		19
Ola	0-10%	India	Digital		
Olam International	10-20%	Singapore	Agricultural Products		
Omantel	0-10%	Oman	Digital		24
OMV	20-30%	Austria	Extractives	Yes	27
Ooredoo	20-30%	Qatar	Digital		
Oracle	20-30%	United States of America	Digital		30
Orange	10-20%	France	Digital		36
Organizacion Soriana	0-10%	Mexico	Retail		50
Origin Energy	30-40%	Australia	Utilities		
Orkla	20-30%	Norway	Food & Beverage		47
Ørsted	30-40%	Denmark	Utilities	Yes	33
OSI Group	0-10%	United States of America	Food & Beverage		39
OTE	30-40%	Greece	Digital	Yes	41
Otsuka	20-30%	Japan	Pharmaceuticals & Biotechnology		28
Otto Group	10-20%	Germany	Apparel & Footwear		
OUG	0-10%	Japan	Food & Beverage		
Pacific Gas and Electric (PG&E)	20-30%	United States of America	Utilities		26
Pacific Seafood Group	0-10%	United States of America	Food & Beverage	Yes	
Packaging Corporation of America (PCA)	20-30%	United States of America	Construction Materials & Supplies	Yes	17
Pactiv Evergreen	10-20%	United States of America	Construction Materials & Supplies		28
Page Industries	20-30%	India	Apparel & Footwear		82
Palantir	10-20%	United States of America	Digital	Yes	
PalTel	0-10%	Palestine	Digital		
Pampa Energia	20-30%	Argentina	Utilities		15
Panasonic	20-30%	Japan	Digital	Yes	



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Paper Excellence	10-20%	Canada	Construction Materials & Supplies		
Parlevliet & Van der Plas	0-10%	Netherlands	Food & Beverage	Yes	
PayPal	30-40%	United States of America	Digital	Yes	44
PBF Energy	10-20%	United States of America	Extractives		15
PCCW	10-20%	Hong Kong, China	Digital		41
Pemex	10-20%	Mexico	Extractives		28
Pentland Group	10-20%	United Kingdom	Apparel & Footwear		
People's Food	0-10%	China	Food & Beverage		
PepsiCo	20-30%	United States of America	Food & Beverage		27
Perdue Farms	10-20%	United States of America	Food & Beverage		
Perfetti van Melle	10-20%	Italy	Food & Beverage		
Performance Food Group	20-30%	United States of America	Retail		
Pernod Ricard	20-30%	France	Food & Beverage	Yes	39
Pertamina	10-20%	Indonesia	Extractives	Yes	18
Perusahaan Listrik Negara (PLN)	0-10%	Indonesia	Utilities		20
Petrobras	20-30%	Brazil	Extractives		17
Petroecuador	0-10%	Ecuador	Extractives		
Petroleos de Venezuela	0-10%	Venezuela	Extractives		
Petroleum Development Oman	20-30%	Oman	Extractives		14
PETRONAS	20-30%	Malaysia	Extractives		28
PetroSA	0-10%	South Africa	Extractives		
Pfizer	30-40%	United States of America	Pharmaceuticals & Biotechnology		51
Phillips 66	20-30%	United States of America	Extractives		20
PhosAgro	10-20%	Russian Federation	Agricultural Products		33
PHW Group	0-10%	Germany	Food & Beverage	Yes	
Pick N Pay Stores	10-20%	South Africa	Retail		64
Pinduoduo	0-10%	China	Digital		
Pioneer Natural Resources	20-30%	United States of America	Extractives		27
Pirelli & C	10-20%	Italy	Construction Materials & Supplies		15
PKN Orlen	20-30%	Poland	Extractives		24



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
PLDT	20-30%	Philippines	Digital	Yes	27
Polska Grupa Energetyczna S.A. (PGE)	20-30%	Poland	Utilities		50
Polymetal	30-40%	Cyprus	Extractives	Yes	21
Polyus	10-20%	Russian Federation	Extractives	Yes	17
POSCO	20-30%	Republic of Korea	Extractives		6
Post	10-20%	United States of America	Food & Beverage		34
Pou Chen Corporation	20-30%	Taiwan, China	Apparel & Footwear		78
Power Assets Holdings Ltd.	10-20%	Hong Kong	Utilities	Yes	18
PPG Industries	10-20%	United States of America	Chemicals		28
PPL Corp.	10-20%	United States of America	Utilities		26
Prada	10-20%	Italy	Apparel & Footwear		63
Precious Woods	0-10%	Switzerland	Construction Materials & Supplies		7
Proximus	20-30%	Belgium	Digital		32
PTT	20-30%	Thailand	Extractives		39
Publix Super Markets	0-10%	United States of America	Retail		
Puma	30-40%	Germany	Apparel & Footwear	Yes	50
PVH	30-40%	United States of America	Apparel & Footwear	Yes	66
Qatar Electricity and Water	0-10%	Qatar	Utilities		
Qatar Petroleum	10-20%	Qatar	Extractives		
Qualcomm	20-30%	United States of America	Digital		23
Rakuten	20-30%	Japan	Digital	Yes	40
Ralph Lauren Corporation	30-40%	United States of America	Apparel & Footwear	Yes	64
RCL Foods	10-20%	South Africa	Food & Beverage		32
Red Chamber Group	0-10%	United States of America	Food & Beverage		
Reliance Industries	20-30%	India	Conglomerates		18
Reliance Retail	0-10%	India	Retail		
Reliance Steel & Aluminum	10-20%	United States of America	Extractives		
Repsol	30-40%	Spain	Extractives		39
Restaurant Brands International	30-40%	Canada	Retail	Yes	40



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Rewe Group	30-40%	Germany	Retail		66
Rio Tinto	20-30%	United Kingdom	Extractives	Yes	23
Roche	20-30%	Switzerland	Pharmaceuticals & Biotechnology		51
Rogers	20-30%	Canada	Digital		
Rongsheng Petro Chemical	0-10%	China	Chemicals		
Roquette	10-20%	France	Food & Beverage		23
Rosneft	20-30%	Russian Federation	Extractives	Yes	33
Ross Stores	10-20%	United States of America	Apparel & Footwear		79
Rostelecom	10-20%	Russian Federation	Digital		44
Royal Golden Eagle	0-10%	Singapore	Conglomerates		
RusAgro	10-20%	Russian Federation	Agricultural Products		35
RWE	20-30%	Germany	Utilities		18
SABIC	10-20%	Saudi Arabia	Chemicals	Yes	8
Safaricom	30-40%	Kenya	Digital	Yes	48
Sainsbury's	20-30%	United Kingdom	Retail		53
Salesforce	10-20%	United States of America	Digital		36
Salling Group	0-10%	Denmark	Retail		56
Samling	10-20%	Malaysia	Construction Materials & Supplies		
Samsung	30-40%	Republic of Korea	Digital	Yes	36
San Miguel Food and Beverage	10-20%	Philippines	Food & Beverage		27
Sanderson Farms	0-10%	United States of America	Food & Beverage		
Sanofi	30-40%	France	Pharmaceuticals & Biotechnology		49
Santos	20-30%	Australia	Extractives		24
SAP	20-30%	Germany	Digital	Yes	35
Sappi	10-20%	South Africa	Construction Materials & Supplies	Yes	20
Saputo	10-20%	Canada	Food & Beverage		28
Saras	20-30%	Italy	Extractives		13
Sasol	20-30%	South Africa	Extractives	Yes	26
Saudi Aramco	10-20%	Saudi Arabia	Extractives		6
Saudi Electricity Company (SEC)	0-10%	Saudi Arabia	Utilities		0.4
Savencia	0-10%	France	Food & Beverage		40



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Savola Group	10-20%	Saudi Arabia	Food & Beverage		
Schneider Electric	30-40%	France	Capital Goods		33
Schreiber	0-10%	United States of America	Food & Beverage		
Schwarz Gruppe	20-30%	Germany	Food & Beverage		66
Seagate	20-30%	Ireland	Digital		58
Sealed Air	10-20%	United States of America	Construction Materials & Supplies		25
Semir	0-10%	China	Apparel & Footwear		
ServiceNow	10-20%	United States of America	Digital		33
SES	10-20%	Luxembourg	Digital		25
Seven & I	30-40%	Japan	Retail	Yes	62
Severstal	10-20%	Russian Federation	Extractives		27
Shaanxi Yanchang Petroleum	0-10%	China	Extractives		38
Shandong Bohi	0-10%	China	Agricultural Products		
Shandong Gold Mining	0-10%	China	Extractives		
Shanghai Zijiang Enterprise Group	0-10%	China	Construction Materials & Supplies		
SHEIN	0-10%	Singapore	Apparel & Footwear	Yes	58
Shell PLC	20-30%	Netherlands	Extractives		33
ShenZhen YUTO Packaging Technology	0-10%	China	Construction Materials & Supplies		40
Shenzhou International	0-10%	China	Apparel & Footwear		72
Sherwin-Williams	10-20%	United States of America	Chemicals		23
Shin-Etsu Chemical	0-10%	Japan	Chemicals		30
Shoprite	0-10%	South Africa	Retail		65
Showa Denko	0-10%	Japan	Chemicals		
Siam Cement (SCG)	30-40%	Thailand	Construction Materials & Supplies		24
Siat Group	10-20%	Belgium	Construction Materials & Supplies		32
Sibanye Stillwater	10-20%	South Africa	Extractives		16
Siemens Gamesa Renewable Energy	30-40%	Spain	Capital Goods		20
Sigma Alimentos	10-20%	Mexico	Food & Beverage		40



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Sika	10-20%	Switzerland	Chemicals		24
Sime Darby Plantation	10-20%	Malaysia	Agricultural Products		20
Sina	0-10%	China	Digital		
Sinar Mas (Asia Pulp & Paper)	0-10%	Indonesia	Conglomerates	Yes	
Singtel	30-40%	Singapore	Digital		35
Sinochem Energy	0-10%	China	Extractives		
SK Innovation	20-30%	Republic of Korea	Extractives		14
SK Telecom	20-30%	Republic of Korea	Digital		23
SK Hynix	20-30%	Republic of Korea	Digital		37
Skechers	10-20%	United States of America	Apparel & Footwear		
Skyworks	20-30%	United States of America	Digital		36
SLJ Global	0-10%	Indonesia	Construction Materials & Supplies		14
Smurfit Kappa Group	20-30%	Ireland	Construction Materials & Supplies	Yes	20
Snap	30-40%	United States of America	Digital		36
Sobeys	10-20%	Canada	Retail		
SOCAR	0-10%	Azerbaijan	Extractives		16
Socfin Group	10-20%	Luxembourg	Construction Materials & Supplies		25
Sociedad Quimica y Minera	20-30%	Chile	Agricultural Products		20
Sodexo	30-40%	France	Retail	Yes	54
Sodiaal	10-20%	France	Food & Beverage		
SoftBank	10-20%	Japan	Digital		27
Solvay	20-30%	Belgium	Chemicals		24
Sonangol	0-10%	Angola	Extractives		
Sonatel	0-10%	Senegal	Digital		
Sonatrach	0-10%	Algeria	Extractives		16
SONY	40-50%	Japan	Digital	Yes	34
Southern Co	20-30%	United States of America	Utilities	Yes	26
Southern States Cooperative	0-10%	United States of America	Agricultural Products		
Souyute Group	0-10%	China	Apparel & Footwear		
SpaceX	0-10%	United States of America	Digital		
Spark	30-40%	New Zealand	Digital	Yes	34



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Spotify	20-30%	Sweden	Digital		46
SSE	20-30%	United Kingdom	Utilities		33
SSP Group	10-20%	United Kingdom	Retail	Yes	52
Starbucks	20-30%	United States of America	Retail		
Starzen	0-10%	Japan	Food & Beverage		19
State Power Investment Corporation (SPIC)	0-10%	China	Utilities		
stc	20-30%	Saudi Arabia	Digital		38
Stora Enso	20-30%	Finland	Construction Materials & Supplies		25
Stripe	0-10%	United States of America	Digital		36
Subway	10-20%	United States of America	Retail		
Sucden	0-10%	France	Agricultural Products		31
Sudatel	0-10%	Sudan	Digital		
Suedzucker	20-30%	Germany	Agricultural Products		31
Suguna Foods	0-10%	India	Food & Beverage		
Sumitomo Chemical	30-40%	Japan	Agricultural Products		26
Sumitomo Forestry	20-30%	Japan	Construction Materials & Supplies	Yes	23
Sumitomo Metal Mining	10-20%	Japan	Extractives		14
Sun Pharma	10-20%	India	Pharmaceuticals & Biotechnology		9
Suncor Energy	20-30%	Canada	Extractives		22
Sunkist Growers	0-10%	United States of America	Food & Beverage		
Suntory	20-30%	Japan	Food & Beverage	Yes	24
Surgutneftegas	0-10%	Russian Federation	Extractives		
Suzano Papel e Celulose	20-30%	Brazil	Construction Materials & Supplies		19
Svenska Cellulosa	10-20%	Sweden	Construction Materials & Supplies		23
Swisscom	10-20%	Switzerland	Digital		24
Symrise	20-30%	Germany	Food & Beverage	Yes	40
Syngenta Group	30-40%	China	Agricultural Products	Yes	





Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Sysco	10-20%	United States of America	Retail	Yes	22
Tailored Brands	10-20%	United States of America	Apparel & Footwear		
Taiwan Power Company	0-10%	Taiwan, China	Utilities		17
Taiyuan Iron & Steel	0-10%	China	Extractives		
Takeda	20-30%	Japan	Pharmaceuticals & Biotechnology		52
TANAKA Precious Metals	0-10%	Japan	Extractives		
Tanganda Tea Company	0-10%	Zimbabwe	Agricultural Products		35
Tanzania Electric Supply Company Limited (TANESCO)	0-10%	Tanzania	Utilities		19
Tapestry	20-30%	United States of America	Apparel & Footwear		79
Targa Resources	10-20%	United States of America	Extractives		16
Target Corporation	20-30%	United States of America	Retail	Yes	56
Tata Communications	20-30%	India	Digital		22
Tata Power	20-30%	India	Utilities	Yes	9
Tate & Lyle	20-30%	United Kingdom	Food & Beverage		31
Tatneft	10-20%	Russian Federation	Extractives		40
Taylor Farms	0-10%	United States of America	Food & Beverage		
TCL	0-10%	China	Digital		42
TE	20-30%	Switzerland	Capital Goods	Yes	41
Teck Resources	40-50%	Canada	Extractives	Yes	24
TEL	20-30%	Japan	Digital	Yes	
Tele2	10-20%	Sweden	Digital		45
Telecom Egypt	0-10%	Egypt	Digital		
Telecom Italia	30-40%	Italy	Digital		38
Telefonica	40-50%	Spain	Digital	Yes	39
Telenor	30-40%	Norway	Digital		38
Telia	20-30%	Sweden	Digital		37
Telkom	10-20%	South Africa	Digital		32
Telkom Indonesia	10-20%	Indonesia	Digital		30
Telstra	20-30%	Australia	Digital	Yes	34
Tenaga Nasional	10-20%	Malaysia	Utilities		21
Tencent	10-20%	China	Digital		29
Tereos	0-10%	France	Agricultural Products		14
Terrena	0-10%	France	Food & Beverage		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Tesco	20-30%	United Kingdom	Retail		53
Tetra Laval	0-10%	Switzerland	Construction Materials & Supplies		22
Teva Pharmaceuticals	20-30%	Israel	Pharmaceuticals & Biotechnology		46
Texas Instruments	10-20%	United States of America	Digital		36
Thai Beverage	10-20%	Thailand	Food & Beverage		44
Thai Roong Ruang	10-20%	Thailand	Agricultural Products		
Thai Union Group	20-30%	Thailand	Food & Beverage	Yes	65
The Coca-Cola Company	30-40%	United States of America	Food & Beverage		44
The Foschini Group (TFG)	20-30%	South Africa	Apparel & Footwear	Yes	69
The Hershey Company	40-50%	United States of America	Food & Beverage	Yes	48
The TJX Companies	10-20%	United States of America	Apparel & Footwear		77
Tianqi Lithium	0-10%	China	Extractives		26
Tiger Brands	20-30%	South Africa	Food & Beverage		31
Tingyi	0-10%	China	Food & Beverage		35
Toba Pulp Lestari	10-20%	Indonesia	Construction Materials & Supplies		12
Toennies	0-10%	Germany	Food & Beverage		
Tohoku Electric Power	10-20%	Japan	Utilities	Yes	9
Tokyo Electric Power Company (TEPCO)	20-30%	Japan	Utilities		13
Tokyo Seika	0-10%	Japan	Food & Beverage		
Tongaat Hulett	10-20%	South Africa	Agricultural Products		21
Tongling Nonferrous Metals Group	0-10%	China	Extractives		
Tongwei	0-10%	China	Agricultural Products		
Toray Industries	10-20%	Japan	Chemicals	Yes	12
Toshiba TEC	0-10%	Japan	Digital	Yes	14
Tosoh	0-10%	Japan	Chemicals		
TotalEnergies	20-30%	France	Extractives		36
Toyo Seikan	10-20%	Japan	Construction Materials & Supplies		21
Transcorp Power	0-10%	Nigeria	Utilities		
Transsion	0-10%	China	Digital		31
TreeHouse Foods	10-20%	United States of America	Food & Beverage		40



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Trident Seafoods	10-20%	United States of America	Food & Beverage	Yes	
Trina Solar	10-20%	China	Capital Goods		30
Tsingshan Holding Group	0-10%	China	Extractives		
TSMC	30-40%	Taiwan, China	Digital	Yes	34
Türk Telekom	10-20%	Turkey	Digital		19
Türkiye Petrol Rafinerileri	20-30%	Turkey	Extractives		10
TurkmenGaz	0-10%	Turkmenistan	Extractives		
Twilio	10-20%	United States of America	Digital		40
Twitter	0-10%	United States of America	Digital		
Tyson Foods	20-30%	United States of America	Food & Beverage	Yes	40
Uber	20-30%	United States of America	Digital		36
Uflex	10-20%	India	Construction Materials & Supplies		6
UFP Industries	0-10%	United States of America	Construction Materials & Supplies		
Ultrapar	20-30%	Brazil	Extractives	Yes	33
UltraTech Cement	20-30%	India	Construction Materials & Supplies		3
Umicore	10-20%	Belgium	Chemicals		23
Under Armour	30-40%	United States of America	Apparel & Footwear	Yes	52
Unilever	30-40%	United Kingdom	Retail	Yes	36
Union Invivo	0-10%	France	Agricultural Products		49
Uniper SE	10-20%	Germany	Utilities		25
Uni-President	10-20%	Taiwan, China	Food & Beverage		38
United Internet	0-10%	Germany	Digital		32
Universal Robina	0-10%	Philippines	Food & Beverage		30
UPL	20-30%	India	Agricultural Products		14
UPM-Kymmene	10-20%	Finland	Construction Materials & Supplies	Yes	23
URBN	10-20%	United States of America	Apparel & Footwear		
US Foods	20-30%	United States of America	Retail		20
Vale	20-30%	Brazil	Extractives	Yes	19



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Valero Energy	20-30%	United States of America	Extractives		19
Van Drie Group	0-10%	Netherlands	Food & Beverage		23
Varo Energy	10-20%	Netherlands	Extractives		23
Vattenfall	10-20%	Sweden	Utilities		28
Veon	10-20%	Netherlands	Digital		
Verizon	20-30%	United States of America	Digital		33
Vestas Wind Systems	20-30%	Denmark	Capital Goods		16
VF Corporation	40-50%	United States of America	Apparel & Footwear	Yes	53
Vietnam Electricity	0-10%	Vietnam	Utilities		
Vietnam Rubber Group	0-10%	Vietnam	Construction Materials & Supplies		
Viettel	0-10%	Vietnam	Digital		
Vinamilk	10-20%	Vietnam	Food & Beverage		23
Vion	10-20%	Netherlands	Food & Beverage		25
Vistra Energy Corp	20-30%	United States of America	Utilities	Yes	
Viterra	10-20%	Netherlands	Agricultural Products	Yes	22
Viva Energy	10-20%	Australia	Extractives		26
VMWare	30-40%	United States of America	Digital	Yes	30
Vodafone	20-30%	United Kingdom	Digital		40
Wadia Group	0-10%	India	Conglomerates		
Walmart	10-20%	United States of America	Retail		
Wanhua Chemical	0-10%	China	Chemicals		14
Want Want China	0-10%	China	Food & Beverage		
WEC Energy Group Inc.	20-30%	United States of America	Utilities	Yes	25
Wen's Foodstuff	0-10%	China	Food & Beverage		
Wesfarmers (Kmart and Target Australia)	20-30%	Australia	Conglomerates	Yes	57
West Fraser Timber	10-20%	Canada	Construction Materials & Supplies		15
Western Digital	20-30%	United States of America	Digital		57
Westlake Chemical	10-20%	United States of America	Chemicals		22
WestRock	20-30%	United States of America	Construction Materials & Supplies		22



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Weyerhaeuser	10-20%	United States of America	Construction Materials & Supplies	Yes	
WH Group	10-20%	Hong Kong, China	Food & Beverage		42
Wilbur-Ellis	0-10%	United States of America	Agricultural Products		
Wilmar International	30-40%	Singapore	Agricultural Products	Yes	24
Wm Morrison Supermarkets	20-30%	United Kingdom	Retail	Yes	60
Wonderful Company	0-10%	United States of America	Food & Beverage		
Woodbois	0-10%	United Kingdom	Construction Materials & Supplies	Yes	13
Woodside Petroleum	20-30%	Australia	Extractives		34
Woolworths Group	40-50%	Australia	Retail	Yes	56
WTK	10-20%	Malaysia	Construction Materials & Supplies		25
Wuchan Zhongda Group	0-10%	China	Extractives		
Wuliangye Yibin	0-10%	China	Food & Beverage		
X5 Retail Group	10-20%	Russian Federation	Retail		76
Xcel Energy	20-30%	United States of America	Utilities		24
Xiaomi	0-10%	China	Digital		33
Xinjiang Goldwind Science & Technology	0-10%	China	Capital Goods		20
Xinxing Cathay International Group	0-10%	China	Extractives		
Yamazaki Baking	0-10%	Japan	Food & Beverage		
Yandex	10-20%	Russian Federation	Digital		35
Yara	30-40%	Norway	Chemicals		26
Yildiz	20-30%	Turkey	Conglomerates		39
Yili Group	10-20%	China	Food & Beverage		
Yokohama Rubber	10-20%	Japan	Construction Materials & Supplies		12
Yonghui Superstores	0-10%	China	Retail		
Youngor Group	0-10%	China	Apparel & Footwear		
YPF	30-40%	Argentina	Extractives		22
Yum China	20-30%	China	Retail		66
Yum! Brands	20-30%	United States of America	Retail		51
Yunji	0-10%	China	Digital		



Company name	Score band	Headquarters	Industry	Engaged	% of women in the workforce
Zain	30-40%	Kuwait	Digital	Yes	29
Zalando	20-30%	Germany	Apparel & Footwear		48
ZEN-NOH	0-10%	Japan	Agricultural Products		
Zensho	0-10%	Japan	Retail		25
Zespri	10-20%	New Zealand	Food & Beverage	Yes	
Zhongce Rubber Group	0-10%	China	Construction Materials & Supplies		
Zijin Mining	0-10%	China	Extractives		15
Zoom	20-30%	United States of America	Digital		30
ZTE	10-20%	China	Digital		24



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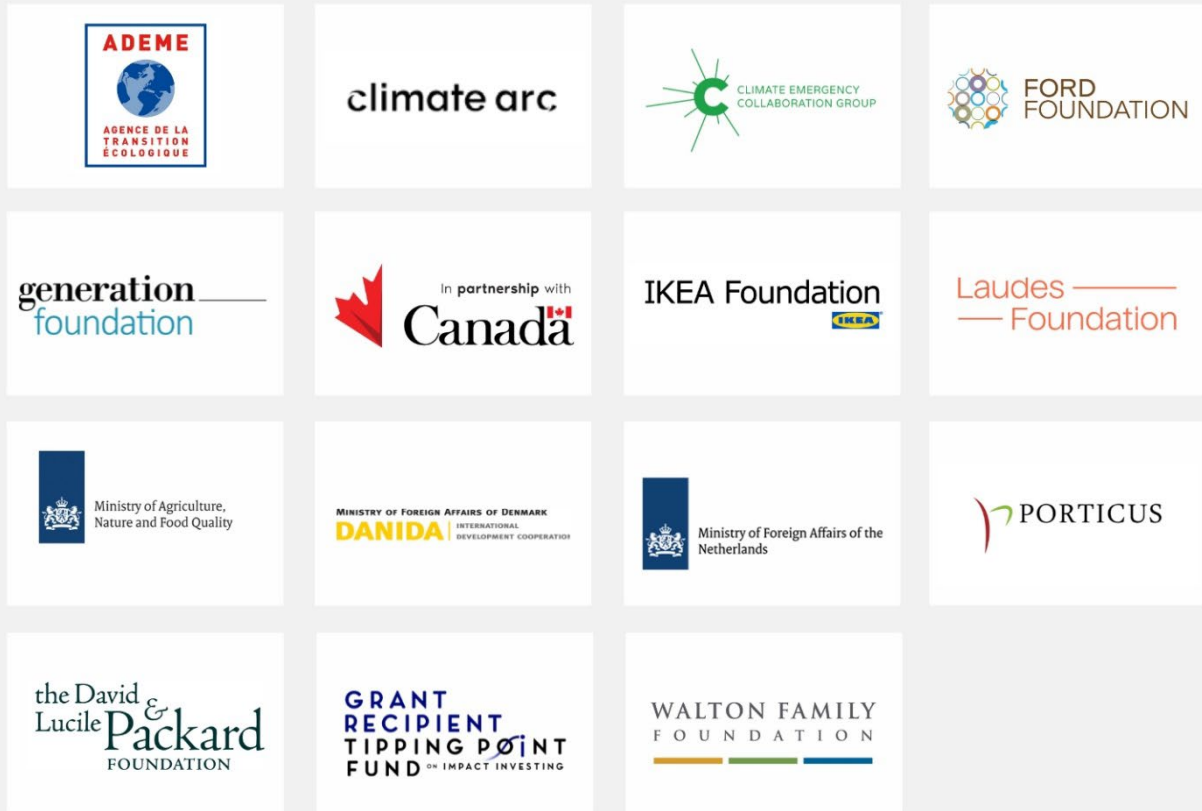
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