

**Independent Evaluation on Implementation of UN Women's
Empowerment Principles (WEPs) by Behind the Brands Companies**

**Dr. Ritu Mahendru with Salma Sabri
19 February 2021**

Table of Contents

Executive Summary	3
Background and Introduction	4
Women’s Empowerment Principles	5
Evaluation Framework	6
Evaluation Limitations and Challenges	9
Evaluation Findings	10
A. Overall strategy	10
B. Hiring Practices	11
C. Parental Leave/Caregiving Practices	13
D. Capacity Development Practices	14
E. Supply Chain	15
F. Social Investment	17
G. Transparency and Reporting	19
Discussion, Conclusions and Recommendations	21
References and WEPs Tool Survey	23

Authors’ Note: This evaluation was conducted by independent consultants, who did not participate in the Behind the Brands campaign preparation, formulation and/or implementation and has no conflict of interest with Oxfam’s activities in any country. The evaluation was begun by Salmi Sabri in late 2019-early 2020. Ms. Sabri developed the survey methodology and wrote the first draft of the report. Dr Ritu Mahendru validated and analysed additional survey data in late 2020-early 2021 and prepared the final draft of this report. The authors are grateful for the data provided by the participating companies, and the additional guidance and insights provided by UN Women, Oxfam staff, and external stakeholders.

EXECUTIVE SUMMARY

This report is an independent assessment of the extent to which the world's ten largest food and beverage companies have implemented the UN Women's Empowerment Principles. The Big Ten are: Associated British Foods (ABF), Danone, General Mills, The Kellogg Company, Mars, Mondelēz, Nestlé, PepsiCo, The Coca-Cola Company and Unilever. These companies were pursued by Oxfam's Behind the Brands campaign, initiated in February 2013, with the main objective of improving the companies' policies and strengthening their economic, social, and environmental performance. This initiative drew the support of almost a quarter million advocates and spurred well-known companies to make unprecedented commitments.

[The UN Women's Empowerment Principles](#) (WEPs), designed by UN Women and the UN Global Compact, showcase best practice on women's rights and gender equality in private sector operations. The Principles provide "guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community" and draw on international labour and human rights standards. The Principles are the "[primary vehicle for corporate delivery](#)" on gender equality within the 2030 agenda and the United Nations Sustainable Development Goals.

As of 2021, nine of the ten companies, all except ABF, have since signed on to the WEPs. But how are they doing on embedding the Principles in company policy and practice? This independent third-party evaluation systematically assesses the progress the companies have made in implementing the WEPs. This includes underscoring the WEPs and actions on corporate responsibility, diversity and inclusion, and the full participation of women throughout the private sector – from the CEO's office to the factory floor to the supply chain. In addition, the evaluation seeks to identify examples of good practice, aligned to the seven Principles and provide recommendations for how food and beverage (F&B) companies can demonstrate leadership and push for gender equality in their supply chains. In addition, to the authors' knowledge it is the only public report that provides an analysis on WEPs implementation by company.

A review of company activities and documentation, carried out through a survey questionnaire and desk research, indicates that most companies have made progress in improving women's empowerment in their companies and across the supply chain. However, evidence suggests that progress remains uneven between headquarters and country offices, especially for parental leave and caregiving policies. There are significant information gaps across policy and practice areas. It is clear from the companies' survey responses that they are producing evidence-based information. However, these documents are not all publicly available, which makes it difficult to assess companies' commitment towards the WEPs.

Therefore, the evaluation makes some specific recommendations to ensure that the companies are using and implementing the seven Principles throughout their business mechanisms. This requires creating a learning culture to establish partnerships and knowledge exchange between different companies. Companies should place greater emphasis on engaging organizations such as UN Women, the World Benchmarking Alliance, and UN Global Compact to provide feedback on strengthening the WEPs principles and their indicators, addressing gender-based violence in supply chains, disaggregating data by sex, and producing people-oriented results using qualitative data. In addition, the evaluation recommends that civil society play a key role in holding companies accountable for implementing their policy commitments and ensuring that these translate into sustainable practices on the ground.

BACKGROUND AND INTRODUCTION

Ensuring the inclusion of women's talents, skills, experience and energies requires intentional action and deliberate policies. It is a well-known fact that human rights approaches strengthen companies' reputation and brand value. The importance of social issues is intrinsically tied to companies' governance responsibilities enshrined in UN Women's Empowerment Principle 1 on establishing high-level corporate leadership for gender equality. This includes underscoring principles and actions on corporate responsibility, diversity and inclusion, and the full participation of women throughout the private sector – from the CEO's office to the factory floor to the supply chain.

Similarly, the globalization of supply chains of the world's biggest food and beverage (F&B) companies has drawn millions of women into paid employment across the developing world. At the end of their supply chain, many small-scale farmers and plantation workers are women. And while women's work in the agricultural sector is fuelling valuable export and domestic growth, as well as critical commodities for these big companies, their jobs are rarely lifting them and their families out of poverty. Women are often systematically denied their fair share of benefits. Both addressing the gender risks and harnessing opportunities presented in global supply chains will require that the companies uphold women's rights and foster economic opportunities in the supply chain and in their business models – and in particular ensuring that suppliers themselves have sustainable and gender fair practices. This can be achieved through a combination of a company's own policies and adequate reporting by suppliers, together with adequate monitoring and disclosure of gender practices alongside advocacy with supply chain partners, as well as with governments, certification and standard-setting bodies and civil society. In addition, investments by F&B companies can generate opportunities for women to climb up the economic ladder.

In 2013, Oxfam initiated a ground-breaking campaign, [Behind the Brands](#), to challenge 10 of the largest food and beverage companies to improve their policies and economic, social, and environmental performance. This initiative drew the support of almost a quarter million advocates and spurred well-known companies to make unprecedented commitments. One of the campaign's "asks," also tracked in the campaign scorecard, was that companies sign on to the [UN Women's Empowerment Principles \(WEPs\)](#). The WEPs, designed by UN Women and the UN Global Compact, showcase best practice on women's rights and gender equality in private sector operations. The Principles provide "guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community" and draw on international labour and human rights standards. The Principles are the "[primary vehicle for corporate delivery](#)" on gender equality within the 2030 agenda and the United Nations Sustainable Development Goals. Additionally, the Principles are significant to Oxfam because of their reach and the potential to track impact. As of 2021, 9 of the Big 10 companies – Coca-Cola, Danone, General Mills, Kellogg's, Mars, Mondelez, Nestlé, PepsiCo and Unilever – have endorsed the WEPs.

The Behind the Brands campaign intended to encourage stakeholders such as farmers, local communities, consumers and investors to take action and voice their demands, by providing them with the information they needed to hold the world's 10 largest food and beverage companies accountable for their supply chains. As the initial Behind the Brands implementation phase comes to a close, Oxfam commissioned an independent third-party evaluation of progress to continue the push for transparency. Progress on implementation is uneven. Some companies carry out women's empowerment initiatives and their leadership regularly demonstrate public support for

the WEPs. Others make little evidence available to the public or have rolled out their policies in practices unevenly, across only some of their offices.

WOMEN'S EMPOWERMENT PRINCIPLES

The WEPs were developed in consultation with more than 190 companies and launched in 2010. According to the WEPs website, the Principles offer clear guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community with some specific indicators. These Principles are the result of collaboration between the UN Global Compact and UN Women, and are adapted from the Calvert Women's Principles. [As of February 2021](#), nearly 4,500 companies have joined WEPs community with the largest interest coming from support services, financial services, software and computer services, personal goods, and food producers sectors. The top 5 countries with the most WEPs signatories are Brazil, Turkey, Japan, China and India.

Principle 1: Establish high-level corporate leadership for gender equality

Principle 2: Treat all women and men fairly at work — respect and support human rights and non-discrimination

Principle 3: Ensure health, safety and well-being of all workers, regardless of gender

Principle 4: Promote women's education, training and professional development

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Principle 6: Promote equality through community initiatives and advocacy

Principle 7: Measure and publicly report on progress to achieve gender equality

The Women's Empowerment Principles Gender Gap Analysis Tool (WEPs tool), which was initially launched in March 2017, mainly focuses on assessing companies' policies and practices, allowing them to implement concrete steps in the future by adopting a holistic approach to gender equality. It is a free and voluntary self-assessment instrument, developed in consultation with companies, based on the global WEPs framework and accompanying indicators. The importance of this tool lies in that it allows companies to assess where they are on the WEPs journey of implementation.

One of the main goals of the tool is to identify gaps and opportunities for companies' sustainability policies. This is carried out by providing businesses with the direction to critically reflect on necessary next steps and helps companies' reach their maximum potential aligned to the results of the survey. Furthermore, the tool offers companies a benchmark against their peers. The survey consists of 18 multiple choice questions on policies, practices and transparent reporting. Each question is structured across four management stages: commitment, implementation, measurement and transparency; to ensure commitments are coupled with specific actions to implement the WEPs. Topics include company-wide gender equality strategies, equal pay, recruitment, supporting parents and caregivers, women's health, prevention and response to violence and harassment, and gender-responsive sourcing and advocacy for gender equality in communities of operation. [The tool partners note](#) "it is expected to take an average of 2–3 hours

to be completed by companies, as per the feedback from pilot companies, once this information has been gathered internally.”

According to a UN Women representative, when companies sign on to the WEPs, they receive a [welcome package](#), raising their awareness on the services and resources at their disposal, encouraging them to design action plans and disclose results publicly. Representatives report mixed usage of the tool. Some companies voluntarily decide to use it as a self-assessment or data collection tool, while others use it as a guide or reference document on how to implement the Principles. Certain companies submit their results (which are gathered anonymously). Others, which are more transparent about their practices and progress, reach out to UN Women seeking advice on their current status vis-à-vis what is expected from them. Companies, particularly those that lack resources, might see the data collection process as additional responsibility. The majority, however, use the tool as a guiding document in designing their action plans.

As the [WEPs website](#) notes, “The tool is voluntary and does not serve as a reporting mechanism. Companies may choose to share results of the WEPs tool with their stakeholders, but it should be noted that the data is self-reported and has not been verified or validated by any of the tool partners (United Nations Global Compact, UN Women, or any member of the Inter-American Development Bank Group).” Throughout the process, UN Women does not dictate how many times the tool should be used and encourages companies to design an action-based plan and/or an inclusive strategy and seek advice from UN Women for validation purposes. A company attains a higher score the more it commits to transparency for whichever area. Companies get a score from “beginners” to “leaders.”

Based on the experience and feedback, UN Women has updated the procedures to join the WEPs. Since December 2019, companies can only sign on to the WEPs if they enter their basic information in addition to more specific gender related data, which shows that the implementation of the WEPs and ensuring continuous commitment is a learning process for everyone.

EVALUATION FRAMEWORK

As noted, nine of the ten companies, except ABF, have signed the UN Women’s Empowerment Principles. During or prior to 2013, The Kellogg Company, Mondelez, Nestlé, Unilever, The Coca-Cola Company and PepsiCo signed WEPs, followed by General Mills in 2015, Danone in 2017, and Mars in 2020. (Mars Chocolate signed on in 2013.) Dates of sign-on are available through the [WEPs website](#). (Note that the table above reflects headquarters sign-on; in many companies’ national subsidiaries or other divisions signed on separately.)

Company	Date of WEPs Sign-on
PepsiCo	October 25, 2010
The Coca-Cola Company	February 2, 2012
Mondelez	April 26, 2013
Nestlé	May 17, 2013
Unilever	July 17, 2013
The Kellogg Company	October 7, 2013
General Mills	February 27, 2015
Danone	March 2, 2017
Mars	September 15, 2020

Some companies have responded to the change quickly with the endorsement of their leadership, while others are making more gradual progress. The stakeholders interviewed for this evaluation agreed that most companies disclose little information about their supply chains, internal practices, and continue to demonstrate progress with little or no information on impact. If this information does exist, it is not publicly available. While they announce new projects, discussions, roundtables and sustainability programs, it is still unclear if these programs and initiatives are directly linked to the WEPs implementation or are unrelated corporate social responsibility (CSR) programs. Results of the qualitative analysis showed that some of the companies' gender related projects, which are publicly available on the web, started prior to signing the WEPs, and may not have been as a result of the WEPs initiative.

The main objectives of this evaluation are as follows:

- Assess the extent to which 9 of the “Big 10” companies have implemented the UN Women Empowerment Principles and make public additional data on those implementation efforts.
- Identify examples of good practice, aligned to each of the seven Principles.
- Provide recommendations on how F&B companies can demonstrate leadership and push for gender equality in their supply chains.

The evaluation addresses the following questions:

- What is the progress of implementing the WEPs in each company against the seven Principles? Is progress even among all companies' branches?
- Are there any best practices? What are the factors that make a case successful/not successful?
- Whose role should it be to make sure implementation is effective?
- What can be done to make implementation more effective?
- How might monitoring of WEPs implementation be improved?

The evaluators primarily relied on a survey administered to the companies, drawn from the WEPs Gender Gap Analysis tool. The survey data was supplemented with targeted interviews (to gather rich data and challenges faced during implementation) and desk review of publicly available documents (to provide a fuller picture of progress in WEPs implementation).

The evaluator selected questions from the WEPs Gender Gap Analysis Tool and re-structured them to serve the main evaluation objective and questions. The survey includes 11 multiple choice questions covering the seven Principles. The respondents had the choice to answer some of the questions and skip any questions they are unable to answer. A space was given to provide evidence and examples by adding links to publicly available company documentation. The survey included questions about organization-wide gender equality strategy, action plans, non-discrimination and equal opportunity policy, hiring, care giving, supply chain, capacity development, social investments practices, reporting, transparency and best practices. While neither the original tool nor the adapted survey used here categorize questions according to each

Principle, both still cover all aspects of the Principles. The survey can be completed in 20-30 minutes if data is gathered beforehand, depending on how far the company elaborates on the implementation. Supplementary documentation provided by the companies is gathered in the references section.

There are several differences between the survey and the original WEPs Gap Analysis Tool. The main intention in making adjustments was to minimize the time spent answering the questions and streamline the questionnaire, while continuing to serve the evaluation's purpose. First, the evaluator re-structured the way questions can be answered to minimize time spent in answering the survey. Second, several questions under Principle 2 (Equal Opportunity, Inclusion and Non-Discrimination) and Principle 3 (Health, Safety and Freedom of Violence), were grouped under the sub-title "hiring practices" to minimize space. Third, some questions related to the internal companies' policies - especially Principle 3 - were omitted, while all questions related to the supply chain practices and reporting and transparency were kept, as they represent the heart of this evaluation. The survey was sent to representatives of the nine participating companies: The Coca-Cola Company, Danone, General Mills, Kellogg's, Mars, Mondelēz, Nestlé, PepsiCo and Unilever through Oxfam representatives. The survey is provided in the appendix.

All nine companies took part in the survey. Initially some companies expressed hesitance because the data might be difficult to obtain and/or required extensions to complete the survey. The evaluation reflects data gathered and/or validated in late November-December 2020.

Strengths of Methodology

Using an adapted version of the WEPs Gender Analysis Tool as a monitoring instrument for the implementation of the seven Women Empowerment Principles by the private sector has many advantages. First, the private sector's opinion and practices are considered in developing and revising public policies on gender equality, women's empowerment, and corporate responsibility, giving them the lead responsibility in the process of implementation and promotion. Second, the main questions can be used as common ground when engaging in dialogue with them about the status of achievements. Third, it gives the companies a clear self-assessment tool, "list of actions" or guidelines on what to do to apply the seven Principles. Fourth, companies get used to the process of monitoring and data collection related to the WEPs subjects and start organizing and institutionalizing this practice in their operations, designating responsible(s) for repetition to follow up the progress. Companies also have access to technical support from UN Women. Fifth, the tool is "industry-neutral" in contrast to other tools developed, which are industry-specific.

Use of a survey as the primary data collection tool offers several advantages. First, "the wheel was not re-invented," as all questions relied on the important identified areas by the WEPs Gap Analysis Tool to implement its Principles. Most importantly, the duration of taking the survey is much less than conducting qualitative interviews, saving the interviewees' time, while also giving the evaluator a much more extensive view on the company's operations according to each Principle, in comparison to a one-hour interview, which is less comprehensive and more likely to be compromised by connection challenges, scheduling conflicts, etc. Implementing the WEPs in one company requires a change in companies' priorities, cascading the effects to all departments, branches and leadership. A lead contact from each company was designated to complete the online survey on behalf of her/his company. Since the survey covers diverse topics related to company policies, practices, leadership, workplace and marketplace, this lead contact also needed to identify focal points in other relevant departments, coordinate the data collection process, ensuring successful and timely completion of the survey. Follow up e-mails were sent for verification, in addition to the desk research.

EVALUATION LIMITATIONS AND CHALLENGES

The evaluators faced two challenges to organize the data collection process. Though the WEPs Gender Gap Analysis Tool is currently considered to be the best available data collection tool to gather information on the status of implementation of WEPs, answering the questions requires collaboration of different responsible(s), departments and entities under a strong coordinator, who perfectly understands the content of each question. For the companies who have not previously completed the WEPs tool, responding to the survey was a lengthy and complex process, as data is spread across multiple departments. The evaluator can never assure if the stakeholders contacted will complete the survey online in the proposed timeframe. In addition, the evaluator is unsure whether all respondents have the same understanding of all questions.

EVALUATION FINDINGS

Based on the overall analysis, companies performed the best in overall strategy, social investments and hiring practices. By contrast, companies have made little progress in communicating their policies and improving gender equality and inclusion in their supply chains. Similarly, the companies scored lower in practices related to parental leave. It is clear from the companies' responses in the individual categories that the companies might be producing evidence-based information internally. However, not all of these documents are publicly available, which makes it difficult to assess companies' commitment towards the WEPs.

RESULTS AND ANALYSIS

A. Overall strategy

This section of the survey presents the companies status and progress on their 'overall strategies and policies,' including sustainability reporting, gender action plans, and non-discrimination policies. In reviewing and analysing company's public statements and reporting on policies and practices, this section focuses on the overall strategy and sustainability of the nine companies. It assesses companies' set of core values, encompassing human rights, such as preventing discrimination in the workplace and promoting gender equality and diversity in business.

As noted, company performance in this section is strong, as Table 2 indicates. In terms of good practice, Unilever reports that it employs a third party to monitor its progress on gender equality and diversity ([Unilever's Responsible Sourcing Policy, 2017](#)). It monitors female representation in the workforce at all levels and works with experts PwC to monitor programme participation by gender. Similar to other companies in the report, Unilever is committed to implementing the WEPs as specified in its [opportunities for women](#) (2017) report. Similarly, General Mills' commitment to gender equality and social inclusion is reflected in its [2020 Global Responsibility Report](#). The report publicly demonstrates company's enthusiasm for women's empowerment and social inclusion articulating how it is committed to the WEPs principles. Additionally, Danone clearly has taken gender equality and diversity related initiatives and has carried out commendable work to promote women's empowerment in line with the seven WEPs. These include [Gender Equality and Diversity European and International Standard](#) certification process in partnership with Arborus, and the [EVE program](#), a women's leadership seminar designed to empower strong, inspirational women to spearhead change within the organization.

Overall Strategies

Policy/Strategy/Topic	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Sustainability or integrated report	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organization-wide gender equality strategy/public written statement/ action plan or commitment	✓	✓	✓	✓	✓		✓	✓	✓
Non-discrimination and equal opportunity policies that specifically address the consideration of gender diversity in recruitment	✓	✓	✓	✓	✓	✓	✓	✓	✓

Equal pay for work of equal value, aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951	X	X	✓	✓	✓		✓	✓	✓
Paid Maternity Leave	✓	✓	✓	✓	✓	✓	✓	✓	✓
Paid Paternity Leave	✓	✓	✓	✓	✓	✓	✓	✓	✓
Embedding gender in corporate social responsibility activities, philanthropy, public advocacy, and partnerships	✓	✓	✓	✓	✓	✓	✓	✓	✓
Responsible marketing that defies the portrayal of gender stereotypes	✓	X	✓	✓	✓	✓		✓	✓
Supporting employees as caregivers	✓	✓	✓	✓	✓		✓	✓	✓
Zero tolerance to all forms of violence at work (including business-related travels and client entertainment)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Respecting the rights of women and girls in the communities in which it operates	✓	X	✓	✓	✓	✓	✓	✓	✓
Work/life balance for men and women	✓	✓	✓	✓	✓	✓	✓	✓	✓

Legend:

- ✓ Yes
- X No
- ❖ Partial coverage across some offices
- Blank box = No response

B. Hiring Practices

The survey asked eight questions about company practices for hiring women and men. This section mainly deals with Principle 2 on Equal Opportunity, Inclusion and Non-Discrimination. The key indicator associated to this principle is implementing “gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors.”

The nine companies reported having due diligence and remediation processes in place to identify and address violations of recruitment policies that are based on gender discrimination. The

companies have several inclusion and non-discrimination policies and procedures in place meeting the Equal Opportunity, Inclusion and Non-discrimination principle of the WEPs. They indicated that they proactively recruit women at all levels. This is also reflected from the data presented on non-discrimination/diversity in the previous section. At least half of the companies also set explicit goals to reach a 50% target for women’s inclusion in leadership positions.

Hiring Practices

The company	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Has due diligence and remediation processes to identify and address violations of recruitment processes and pay inequalities	✓	✓	✓	✓	✓	✓	✓	✓	✓
Uses gender-neutral language and images in most of their job openings	X	X	✓	❖	✓	✓	✓	❖	✓
Gender equality in shortlisting candidates	✓	✓	✓	❖	✓	✓	✓	❖	✓
Hiring practice forbids inquiring about the status or plans regarding marriage and pregnancy	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ensures gender balanced interview panels during hiring process	✓	X	✓	❖	✓		✓	❖	✓
Proactively recruits women at all levels and for traditionally underrepresented roles	✓	✓	✓	✓	✓	✓	✓	✓	✓
Undertakes an objective gender pay audit at least every five years	✓	X	✓	✓	✓	✓	✓	✓	✓
Assess other financial benefits when reviewing compensation	✓	✓	✓	✓	✓		✓	✓	✓

Legend:

✓ Yes

X No

❖

Partial coverage across some offices

Blank box = No response

C. Parental Leave/Caregiving Practices

Offering parental leave and caregiving practices are key elements in promoting women's empowerment. The companies' working style, flexibility, approach and attitude towards employees with children indicate how a company is geared towards promoting caregiving practices. One of the major barriers that prevent women from pursuing their career is childcare. This is an important issue, and one where companies should identify and track indicators to measure employees' satisfaction on positive parenting practices and monitor the return of parents to work after having a child.

Under this category, 15 questions were asked. PepsiCo provides one example of good practice, as the company offers [on-site or near site childcare facilities](#) in many of its international offices such as Mexico, India, Egypt, Pakistan, and is continuing to expand. In more than half of its locations, PepsiCo has provided wellness rooms, mothers' rooms, or alternate space available for nursing mothers. PepsiCo is actively working to expand the number of PepsiCo locations for nursing mothers. Additionally, back-up child and elderly care services are offered through third party service providers when regular care providers are unavailable. PepsiCo's [gender parity report](#) highlights many initiatives taken for supporting working caregivers in different locations. It is, however, unclear whether the practices are mainstreamed globally.

Only three of the nine companies report that they provide onsite childcare facilities or childcare subsidies for offsite care. And only two companies indicate that they provide financial support for replacement staff and training or support to manager supervising employees on parental leave. These two areas indicate considerable gaps requiring intentional policy and practice changes.

Parental Leave/Caregiving

The company	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Consults with employees or conduct employee surveys to determine if parental leave benefits correspond to employee needs	✓	✓	❖	✓	X		✓		✓
Offers paid time off for breast feeding or pumping	✓	✓	❖	✓	❖		✓	✓	❖
Offers paid time off to attend healthcare appointments with dependents	✓	✓	❖	✓	❖		✓	❖	✓
Offers telecommuting and flexible working hours	✓	✓	✓	✓	✓	✓	✓	✓	✓
Offers flex time	✓	✓	✓	✓	✓	✓	✓	✓	✓
Offers predictable hourly shifts	✓	X	✓	✓	✓		✓	❖	✓
Offers compressed work weeks	✓	X	❖	❖	✓		✓	❖	❖
Offers job sharing or part time work with benefits	✓	✓	✓	❖	✓		✓	❖	✓

Offers on-site childcare facilities that are clean and safe or provides childcare subsidies for offsite care	X	X	❖	X	X	✓	✓	✓	✓
Has paid time off for breast feeding or pumping	✓	✓	❖	✓	✓		✓	✓	❖
Provide referrals for off-site childcare facilities that are clean and safe	✓	❖	✓	❖	❖			✓	✓
Provide an option for a phased return to work after maternity or paternity leave	X	✓	❖	❖	✓		✓	X	✓
Provide mentorship/ succession planning before going on parental leave	X	❖	❖		✓		✓	✓	✓
Provide financial support for replacement staff and training or support to manager supervising employees on parental leave	X	❖	X		X		✓	❖	✓
Inform employees of major changes at work while they are on parental leave	✓	✓	✓	❖	✓		✓	X	✓

Legend:

- ✓ Yes
- X No
- ❖ Partial coverage across some offices
- Blank box = No response

D. Capacity Development Practices

This section of the survey asked 6 questions focusing on the capacity development practices within the companies, which is linked to creating leadership opportunities for women, providing relevant training and generating access to professional networks. As the table below demonstrates, the most commonly adopted practices are offering capacity development programs to level the playing field, enhancing access to professional networks with specific support for women, offering leadership coaching support for women, and creating programs that specifically aim at creating a pipeline of women who can take on leadership roles within companies.

Only three companies consistently provide training on recognizing signs of violence against women. Domestic violence and violence against women remain huge challenges across the globe and have been exacerbated by the coronavirus pandemic. It is therefore important that the Behind the Brands companies get behind the [ILO Convention 190](#) to prevent violence and harassment against girls, women and minorities, and provide women with paid leave where violence has occurred; UN Women [provides guidance](#) on this and other topics.

Capacity Development

The company	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Offers mentoring programs with specific support for women	✓	❖	✓		✓	✓	✓	✓	✓
Offers professional development programs for both men and women	✓	✓	✓	✓	✓	✓	✓	✓	✓
Offers access to professional networks with specific support for women	✓	✓	✓	❖	✓	✓	✓	✓	✓
Offers specific programs to build the pipeline of qualified women for leadership positions	✓	✓	✓		✓	✓	✓	✓	❖
Offers training on recognizing signs of violence against women	X	X	❖		✓		✓	❖	❖
Offers leadership coaching with specific support for women	✓	✓	✓		✓		✓	✓	✓

Legend:

✓ Yes X No ❖ Partial coverage across some offices Blank box = No response

E. Supply Chain

The 14 questions in this category of the e-survey enquired about companies' supply chain practices. The questions examined the extent to which companies have gender-mainstreamed their approaches to their partners and workers at the end of their supply chains. Evident in Table 6 is the unevenness in implementation on supply chain practices. Only about half of the companies report having a supplier or vendor code of conduct that explicitly states support for gender equality. A minority encourage suppliers to set and measure targets and benchmarks on gender equality, incorporate gender equality expectations in supplier communications, or offer capacity building to suppliers to support continuous improvements on gender equality.

Supply Chain Practices

The company	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Includes gender equality criteria in standard auditing protocols supplier scorecards, or	✓	❖	X	X	✓	✓	✓	✓	✓

other supply chain management tools									
Allows expanding business relationships with women-owned enterprises, including small businesses, and women entrepreneurs (through outreach programs, use of specific databases, etc.)	✓	✓	✓	✓	X	✓	✓	✓	❖
Supports gender-sensitive solutions to credit and lending barriers	✓	❖	X	n/a	n/a		✓	❖	❖
Ensures that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation	✓	✓	✓	✓	n/a	✓		✓	✓
Has a supplier or vendor code of conduct that explicitly states support for gender equality	X	X	X	✓	✓	✓	✓	X	✓
Has robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for women and girls	✓	✓	✓	✓	✓		✓	✓	✓
Includes gender-specific questions in supplier self-assessment	X	✓	✓	✓	✓		✓	X	X
Encourages suppliers and vendors to have a gender equality strategy or policy that addresses: non-discrimination, equal pay for equal work, and health and safety of women workers	✓	X	✓	✓	✓	✓	✓	X	✓

Encourages suppliers to set and measure targets and benchmarks on gender equality	X	X	✓	X	❖		✓	X	✓
Undertakes due diligence or assessments to identify human trafficking in its supply chain	✓	✓	✓	✓	✓		✓	✓	✓
Incorporates gender equality expectations in supplier communications	✓	X	✓	✓	✓		✓	X	X
Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender equality	X	❖	X	✓	✓		✓	❖	✓
Encourages and works with suppliers to adopt policies and practices that support quality health and hygiene for both male and female workers	X	❖	✓	✓	✓		✓	❖	✓
Works with suppliers to develop a corrective action plan if gender equality risks or challenges arise	✓	✓	✓	✓	✓		✓	✓	✓

Legend:

- ✓ Yes
- X No
- ❖ Partial coverage across some offices
- Blank box = No response
- N/A= Not Applicable

F. Social Investment

Most companies performed well on the ten questions related to social investment practices. As the table demonstrates, all of the nine companies have a commitment to investing in the empowerment of women and will do so through pro-bono/financial support to other organizations, launching their own programs, as well as joining multi-stakeholder efforts and advocacy

campaigns. Efforts to remove legal or credit/lending barriers are not commonly practiced, however. Only two companies report that they advocate for the removal of legal barriers that restrict women's economic empowerment. This remains an important area of intervention where businesses can potentially partner with local government officials and civil society to promote local, regional and international laws and treaties to promote women rights' agenda.

Social Investment

The Company	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Has a stand-alone policy on social investment/ a commitment embedded in a broader corporate policy	✓	✓	✓	✓	✓	✓	✓	✓	
Provides financial or pro-bono support for programmatic gender equality work at the global and/ or grassroots level	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provides financial support to civil society organizations at the global and/or grassroots level that are working to empower women and girls	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joins public advocacy campaigns and or advocate in public forums the business case for respecting and supporting the rights of women and girls	✓	✓	✓	✓	✓	✓	✓	✓	✓
Partnerships with other companies, local/global organizations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provides training to build the capacity of women entrepreneurs	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provides financial support and investment, or partners with banks and financial institutions, to provide credit and	✓	✓	✓	✓	✓		✓	✓	✓

other financial services to women entrepreneurs									
Advocates for the removal of legal barriers that restrict women's economic empowerment	X	X	X	✓	X			✓	X
Participates in multi-stakeholder platforms promoting the rights of women and girls	✓	✓	✓	✓	✓	✓	✓	✓	✓
Consults with external stakeholders to understand the spectrum of opportunities to empower women and girls	✓	✓	✓	✓	✓	✓	✓	✓	✓

Legend:

✓ Yes X No ❖ Partial coverage across some offices Blank box = No response

G. Transparency and Reporting

Finally, transparency and reporting are critical to measuring a company's economic, environmental and social impact. Today, the imperative demand for transparency is coming from all stakeholders, including investors, consumers, retailers, governments, and NGOs. Consequently, this is seriously pressuring companies to move in the right direction. All companies report on the number of women and men in leadership positions and most also gather sex-disaggregated data on incidents of discrimination, employee recruitment, and reasons for turnover. However, gaps remain for many companies in tracking the number of women and men who take parental leave and the effectiveness of approaches to retain them after leave. More support is needed in balancing the need for transparency with privacy concerns over employee data.

Tracking Information

Our company reports on	Coca Cola	Danone	General Mills	Kellogg	Mars	Mondelēz	Nestlé	PepsiCo	Unilever
Progress and outcomes	✓	✓	✓	X	✓	✓	✓	✓	X
Sex-disaggregated data on incidents of discrimination (related to sex/gender) and corrective actions taken	✓	✓	✓	✓	✓			✓	✓
Employee recruitment and	✓	✓		✓	✓			✓	✓

reasons for turnover disaggregated by sex									
Average number of training hours, disaggregated by sex and employee level	✓	✓		✓	✓			✓	X
The number of women and men in senior leadership	✓	✓	✓		✓	✓	✓	✓	✓
The number of promotions disaggregated by sex		✓	X		✓			✓	✓
The basic salary ratio	✓	✓	X		✓			✓	✓
The number of women who take maternity leave	✓	✓	✓	✓	X			✓	X
The effectiveness of its approach to retain women after maternity leave	✓	✓	X	X	❖		✓	X	X
The number of men who take paternity leave	✓	✓	✓	✓	✓			✓	X
The effectiveness of its approach to retain men after paternity leave	X	X		X	✓				X
The percentage of women and men that take advantage of parental or care benefits	✓	✓	✓	✓	✓				✓
The number of grievances related to workplace violence, disaggregated by sex	X	✓	✓	✓	✓				X
Percentage spend with women-owned businesses	✓	X	✓	✓	✓				X

Legend:

✓ Yes

X No

❖ Partial coverage across some offices

Blank box = No response

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

It is clear from the evidence provided by the companies, publicly available documents and stakeholder interviews that the main achievement since signing the WEPs is companies actively making women's rights, empowerment, and gender equality key agenda items within their businesses. However, significant gaps remain at governance (policy) and grassroots (supply chain and community) levels. The main challenges are implementing and including the seven WEPs and associated indicators in companies' policies, programmes, monitoring reports, impact evaluations, learning, and knowledge management systems. Gender equality is intrinsically linked to human rights, economic growth and sustainability challenges. Below are some of the specific indicators as per the WEPs where all nine companies require concerted efforts, resources and long-term commitment.

Women Empowerment Principles

- 1. Leadership Promotes Gender Equality:** All companies appear to have been meeting indicators 1, 2 and 3 of the Principle 1 in asserting high-level support and direct top-level policies for gender equality and human rights. This is clear from companies' policies, press releases and public statements by the CEOs, including having gender specific targets in performance reviews. However, companies are failing to engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality. For example, companies do not always use gender-neutral language and images in most of their job openings in different geographies or ensure gender equality when shortlisting candidates in all locations. While there are policy and practice gaps, the companies are striving to do better.
- 2. Equal Opportunity, Inclusion and Discrimination:** The 6 indicators that define WEP 2 mainly relate to pay equity, addressing gender-based discrimination, implementing gender-sensitive recruitment and retention practices, assuring sufficient participation of women – 30% or greater – in decision-making processes, offering flexible work options, and supporting access to child and dependent care. Based on the evidence provided all companies appears to show a serious commitment to pay equity, women's inclusion (at 50% parity), attracting and retaining female talent, actively addressing gender-based discrimination, flexible work and supporting access to childcare. Having said this, it is not clear how the companies' achievements are monitored and evaluated, and this remains a huge challenge.
- 3. Health, Safety and Freedom from Violence:** While several companies respect workers' rights to time off for medical care and counselling for themselves and their dependents, the area of health (in terms of insurance, providing support to the survivors of domestic violence, and protections from risks associated to reproductive health) remains a challenge across the board. Data associated to domestic violence and work productivity is limited in the corporate sector. An enabling policy environment is crucial, and it is also equally important that the companies demonstrate their commitment through progress reports and impact evaluations to showcase change and learning.
- 4. Education and Training:** Investing in workplace policies and programmes that open venues for advancement of women at all levels and across all business areas and encourage women to enter non-traditional job fields is one of the key indicators for the WEPs. It is clear from the publicly available reports and documents that gender equality and coaching women are the most commonly adopted practices by the companies. The companies offer capacity development programs to level the playing field, enhancing

access to professional networks with specific support for women, offering leadership coaching support for women, and creating programs that specifically aim at creating a pipeline of women who can take on leadership roles within companies. However, little or no evidence exists that demonstrates whether women are being coached and/or given opportunities to enter non-traditional roles.

5. **Enterprise Development, Supply Chain and Marketing Practices:** Most of the participating companies have a supplier or vendor code of conduct that explicitly states support for gender equality. With respect to the companies' traders and vendors, the companies appear to be committed to taking actions to raise suppliers' capacities and encouraging them to ensure gender equitable policies and strategies. What is less clear from the publicly available documentation is how this is communicated to suppliers, how progress of the initiatives is measured and how the suppliers are held accountable. One of the key indicators under this Principle is expanding business relationships with women-owned enterprises, including small businesses, and women entrepreneurs. Child labour is detailed in several policy and project documents, but human (female) trafficking is rarely mentioned. Therefore, companies need to take active actions to ensure human trafficking is addressed at all levels, including at the supply chain level. This would need long-term investment on adapting certain policies, capacity building initiatives, and carrying out evaluations of their projects.
6. **Community Leadership and Engagement:** There were certainly companies in this evaluation who are leading by example in their own way, it remains unclear if the companies are collaborating with business partners to promote inclusion as well as engaging stakeholders and communities to develop policies and practices, especially using participatory approaches at the grassroots level.
7. **Transparency, Measuring and Reporting:** this remains one of the huge challenges across the board. The company policies and implementation plans for promoting gender equality are available publicly, including benchmarks that quantify inclusion of women at all levels (to an extent), especially leaderships levels. However, how the progress is measured and reported, both internally and externally, disaggregated data by sex, is rarely shared.

Specific recommendations: In the light of these findings, the evaluator recommends all companies to strengthen their work by reviewing and including each of the indicator listed in the WEPs. This must include:

1. Engaging stakeholders and communities to develop policies using participatory approaches and demonstrate this using publicly available evidence.
2. Make specific efforts to implement and generate evidence on the WEPs. This must include third party monitoring and evaluation reports.
3. Make the recruitment process fairer by using gender-neutral language and images in all job openings.
4. Prioritize inclusion and create a more diverse workforce with an intersectional and feminist lens ensuring that both women and men are provided with equitable opportunities.
5. Monitor and evaluate the progress of the policy implementation and work plans and make them public.

6. Educate employees and suppliers on addressing violence against women, domestic violence and risks associated to reproductive health that affect women's ability to perform at full potential. Workers should be supported at all levels and should be provided with appropriate health insurance that cover these issues.
7. Create opportunities for women to take up non-traditional roles at all levels and encourage and train all suppliers to partner with women enterprises.
8. Dedicate resources for the data collection process, reporting and collecting best and poor practices, while taking into consideration the learning process to create a collaborative environment.
9. Continue to engage with external stakeholders such as civil society organizations for the purposes of accountability and transparency.

Challenges: To implement the recommendations, the companies and UN Women would have to address the challenges listed below head-on to demonstrate their true commitment towards gender equality and women empowerment:

1. **Implementing the WEPs:** The main challenges facing companies in implementation are the understanding and awareness of how to implement the WEPs given their holistic nature and the need to respond to the different changes at different levels in different contexts in different locations. While the WEPs continue to remain a priority at the global level, no clear guidance exists on what modelling the women's empowerment approach in the corporate sector looks like.
2. **Gradual progress:** Another challenge mentioned by a stakeholder is that many companies consider themselves novice when it comes to understanding women's realities in the supply chains. Some companies have only just begun to gather evidence to understand women's needs, while customizing tailored programs. The companies suggest they are making gradual progress. Given the complex nature of women's rights issues at all levels (policy, supply chain and community), there are lessons to be learnt, which can eventually improve their reporting and progress on the WEPs.
3. **Systematic data collection:** A third problem highlighted by a UN Women's representative was the lack of a systematic data collection process. Though all companies are publicly listed on the website as WEPs signatories, transparency and public reporting is largely missing. This suggests that companies may need additional resources such as instructive guidelines and best practices on how best to implement the Principles.

REFERENCES

THE COCA-COLA COMPANY

Balance for better Infographic Report. (n.d.). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/content/dam/journey/us/en/responsible-business/better-shared-business-landing/IWD-Balance-for-Better-Infographic.pdf](https://www.coca-colacompany.com/content/dam/journey/us/en/responsible-business/better-shared-business-landing/IWD-Balance-for-Better-Infographic.pdf)

A Q&A with Lori George Billingsley. (n.d.). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/news/interview-with-lori-george-billingsley](https://www.coca-colacompany.com/news/interview-with-lori-george-billingsley)

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from [www.behindthebrands.org: https://www.behindthebrands.org/brands/coca-cola/fanta/](https://www.behindthebrands.org/brands/coca-cola/fanta/)

Business and Sustainability Report. (2019). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/content/dam/journey/us/en/reports/coca-cola-business-and-sustainability-report-2019.pdf](https://www.coca-colacompany.com/content/dam/journey/us/en/reports/coca-cola-business-and-sustainability-report-2019.pdf)

Equal Opportunity and Affirmative Action Policy Statement. (n.d.). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/policies-and-practices/equal-employment-opportunity-and-affirmative-action-2020-english](https://www.coca-colacompany.com/policies-and-practices/equal-employment-opportunity-and-affirmative-action-2020-english)

Integrity the essential Ingredient Code of Business Conduct. (n.d.). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/content/dam/journey/us/en/policies/pdf/corporate-governance/code-of-business-conduct/coca-cola-coc-external.pdf](https://www.coca-colacompany.com/content/dam/journey/us/en/policies/pdf/corporate-governance/code-of-business-conduct/coca-cola-coc-external.pdf)

The Coca-Cola Company Human Rights Policy. (n.d.). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/content/dam/journey/us/en/policies/pdf/human-workplace-rights/human-rights-principles/human-rights-policy-pdf-english.pdf](https://www.coca-colacompany.com/content/dam/journey/us/en/policies/pdf/human-workplace-rights/human-rights-principles/human-rights-policy-pdf-english.pdf)

THE Coca-Cola Company's Human Rights Report. (2016-17). Retrieved from [www.coca-colacompany.com: https://www.coca-colacompany.com/content/dam/journey/us/en/responsible-business/better-shared-business-landing/human-rights-report-2016-2017-tccc.pdf](https://www.coca-colacompany.com/content/dam/journey/us/en/responsible-business/better-shared-business-landing/human-rights-report-2016-2017-tccc.pdf)

DANONE

A Yogurt For A Smile: Yogurdrinas. (2019, February 3). Retrieved from [www.danone.com: https://www.danone.com/integrated-annual-report-2019/sustainable-projects/a-yogurt-for-a-smile.htm](https://www.danone.com/integrated-annual-report-2019/sustainable-projects/a-yogurt-for-a-smile.htm)

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from [www.behindthebrands.org: https://www.behindthebrands.org/brands/danone/evian/](https://www.behindthebrands.org/brands/danone/evian/)

Bonafont. (n.d.). Retrieved from [www.danone.com: https://www.danone.com/brands/waters/bonafont.html](https://www.danone.com/brands/waters/bonafont.html)

Code of Businesss Conduct. (n.d.). Retrieved from [www.danone.com: https://www.danone.com/content/dam/danone-corp/danone-](https://www.danone.com/content/dam/danone-corp/danone-)

[com/investors/en_buy_laws/2019/bylaws/Danone%20Code%20of%20Business%20Conduct_ENG.pdf](https://www.danone.com/investors/en_buy_laws/2019/bylaws/Danone%20Code%20of%20Business%20Conduct_ENG.pdf)

Danone Ecosystem Fund: 'Warung Anak Sehat', Improve Child Nutrition In Indonesia Through Female Entrepreneurs. (2020, February 3). Retrieved from [www.danone.com: https://www.danone.com/integrated-annual-report-2019/sustainable-projects/danone-ecosystem-fund-warung-anak-sehat.html](https://www.danone.com/integrated-annual-report-2019/sustainable-projects/danone-ecosystem-fund-warung-anak-sehat.html)

Danone Ecosystem Fund: 'Stand By Mums', Supporting Motherhood In Romania. (2020, february 3). Retrieved from [www.danone.com: https://www.danone.com/integrated-annual-report-2019/sustainable-projects/danone-ecosystem-fund-stand-by-mums.html](https://www.danone.com/integrated-annual-report-2019/sustainable-projects/danone-ecosystem-fund-stand-by-mums.html)

Danone Global Parental Policy. (n.d.). Retrieved from [www.danone.com: https://www.danone.com/content/dam/danone-corp/publications/policies-&-procedures/Parental_Policy_Final_external_version.pdf](https://www.danone.com/content/dam/danone-corp/publications/policies-&-procedures/Parental_Policy_Final_external_version.pdf)

Laugée, J. C. (2009). *Danon's Sustainability Principles for Business Partners.* Retrieved from [www.danone.com: https://www.danone.com/content/dam/danone-corp/danone-com/about-us-impact/policies-and-commitments/en/2018/Danone_Sustainability_Principles.pdf](https://www.danone.com/content/dam/danone-corp/danone-com/about-us-impact/policies-and-commitments/en/2018/Danone_Sustainability_Principles.pdf)

Registration Document, Annual Financial Report 2018. (n.d.). Retrieved from [www.danone.com: https://www.danone.com/content/dam/danone-corp/danone-com/investors/en-all-publications/2018/registrationdocuments/Danone%20-%20Registration%20Document%202018_Access.pdf](https://www.danone.com/content/dam/danone-corp/danone-com/investors/en-all-publications/2018/registrationdocuments/Danone%20-%20Registration%20Document%202018_Access.pdf)

(2018). *Women Empowerment for Inclusive Business* . DanoneEcosysteme.

GENERAL MILLS

Behind the Brands. (n.d.). Retrieved from [www.behindthebrands.org: https://www.behindthebrands.org/brands/general-mills/old-el-paso/](https://www.behindthebrands.org/brands/general-mills/old-el-paso/)

General Mills announces expanded U.S. benefits plan to support employees at all life stages. (2018, August 29). Retrieved from [www.generalmills.com: https://www.generalmills.com/en/News/NewsReleases/Library/2018/July/Expanded-US-benefits-aug29](https://www.generalmills.com/en/News/NewsReleases/Library/2018/July/Expanded-US-benefits-aug29)

General Mills Global Responsibility 2020. (2020). Retrieved from <https://globalresponsibility.generalmills.com/: https://globalresponsibility.generalmills.com/HTML1/tiles.htm>

Global Supplier Code of Conduct. (n.d.). Retrieved from [www.generalmills.com: https://www.generalmills.com/en/Responsibility/ethics-and-integrity/supplier-code-multilingual](https://www.generalmills.com/en/Responsibility/ethics-and-integrity/supplier-code-multilingual)

Slavery and human trafficking statement. (2019, September 29). Retrieved from [www.generalmills.com: https://www.generalmills.com/en/Company/slavery-human-trafficking-statement](https://www.generalmills.com/en/Company/slavery-human-trafficking-statement)

KELLOGG

Diversity and Inclusion Annual Report. (2019). Retrieved from www.kelloggcompany.com/:
https://www.kelloggcompany.com/en_US/about-diversity.html

MARS

At Mars, the world we want tomorrow is inclusive and diverse. (n.d.). Retrieved from www.mars.com: <https://www.mars.com/about/inclusion-and-diversity>

2019: Scorecard. (2019, April 2). Retrieved from gateway.mars.com:
https://gateway.mars.com/m/26d993548d6c3678/original/Mars-SIGP_Scorecard.pdf

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from www.behindthebrands.org: <https://www.behindthebrands.org/brands/mars/snickers/>

Cocoa for Generations puts cocoa farmers first. (n.d.). Retrieved from www.mars.com:
<https://www.mars.com/sustainability-plan/cocoa-for-generations>

Full Potential Mars Platform on Gender. (n.d.). Retrieved from www.mars.com:
<https://www.mars.com/sustainability-plan/thriving-people/unlocking-opportunities-for-women>

Protecting Children Action Plan. (n.d.). Retrieved from www.mars.com:
<https://www.mars.com/about/policies-and-practices/protecting-children-action-plan>

Supplier Code of Conduct Book. (n.d.). Retrieved from gateway.mars.com:
<https://gateway.mars.com/m/5aa429d6b9609200/original/Mars-Supplier-Code-of-Conduct-Guidebook.pdf>

Why we're introducing equal Parental Leave in the UK. (n.d.). Retrieved from www.mars.com:
<https://qbr.mars.com/news-and-stories/articles/why-were-introducing-equal-parental-leave-the-uk>

MONDELEZ

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from www.behindthebrands.org:<https://www.behindthebrands.org/brands/mondelez/cadburys/>

Code of Conduct. (n.d.). Retrieved from www.mondelezinternational.com:
<https://www.mondelezinternational.com/About-Us/Our-Way-of-Doing-Business/Code-of-Conduct>

Impact Report. (2018). Retrieved from www.mondelezinternational.com:
https://www.mondelezinternational.com/~/_media/MondelezCorporate/uploads/downloads/2018_Impact_Progress_Report.pdf

Mondelez unveils new gender-agnostic parent policy. (2015, August 11). Retrieved from retail.economictimes.indiatimes.com:

<https://retail.economictimes.indiatimes.com/news/food-entertainment/grocery/mondelez-unveils-new-gender-agnostic-parent-policy/48431737>

Snacking Made Right. (2019). Retrieved from www.mondelezinternational.com:
[https://www.mondelezinternational.com/-/media/Mondelez/Snacking-Made-Right/SMR-Report/2019 MDLZ Snacking Made Right Report.pdf](https://www.mondelezinternational.com/-/media/Mondelez/Snacking-Made-Right/SMR-Report/2019_MDZ_Snacking_Made_Right_Report.pdf)

The Mondelez International Code Of Conduct. (n.d.). Retrieved from www.mondelezinternational.com: <https://www.mondelezinternational.com/-/media/Mondelez/PDFs/employeecodeofconduct.pdf>

NESTLE

Annual Review. (2018). Retrieved from www.nestle.com:
https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/annual_reports/2018-annual-review-en.pdf

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from www.behindthebrands.org: <https://www.behindthebrands.org/brands/nestle/nescafe/>

Corporate Business Principles. (2020, July). Retrieved from www.nestle.com:
https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_governance/corporate-business-principles-en.pdf

Diversity and Inclusion. (n.d.). Retrieved from www.nestle.com:
<https://www.nestle.com/jobs/diversity-inclusion>

Maternity Protection Policy. (2015, June). Retrieved from www.nestle.com:
<https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/people/nestle-policy-maternity-protection.pdf>

Empowering Women. (n.d.). Retrieved from www.nestle.com :
<https://www.nestle.com/csv/impact/employment-diversity/gender-balance>

Nestle Gender Balance Acceleration Plan. (n.d.). Retrieved from www.nestle.com:
<https://www.nestle.com/csv/global-initiatives/global-youth-initiative/gender-balance-women-empowerment>

Nestlé recognized for advancing gender balance in the workplace. (2019, Oct 15). Retrieved from www.nestle.com: <https://www.nestle.com/media/news/nestle-recognized-advancing-gender-balance-workplace>

Nestlé supports families with new parental leave policy. (n.d.). Retrieved from www.nestle.com:
<https://www.nestle.com/media/pressreleases/allpressreleases/nestle-supports-families-new-parental-leave-policy>

Progress Report. (n.d.). Retrieved from www.nestle.com: https://s3-us-west-2.amazonaws.com/ungc-production/attachments/cop_2019/473190/original/1.creating-shared-value-report-2018-en.pdf?1554279969

Nestlé S.A. - 2019 Communication on Progress. (2019, April 3). Retrieved from www.unglobalcompact.org:

<https://www.unglobalcompact.org/participation/report/cop/create-and-submit/advanced/427221>

PEPSICO

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from behindthebrands.org: <https://www.behindthebrands.org/brands/pepsico/pepsi-cola/>

Daugherty, C. (2019, February 28). *Why PepsiCo is Working to Close the Gender Gap in Agriculture.* Retrieved from www.linkedin.com: <https://www.linkedin.com/pulse/why-pepsico-working-close-gender-gap-agriculture-christine-daugherty/>

Diversity and Engagement. (n.d.). Retrieved from www.pepsico.com: <https://www.pepsico.com/About/Diversity-and-Engagement>

Diversity and Engagement: Progress at PepsiCo. (n.d.). Retrieved from www.pepsico.com: <https://www.pepsico.com/about/diversity-and-engagement/progress-at-pepsico>

Gender Parity. (n.d.). Retrieved from www.pepsico.com: <https://www.pepsico.com/sustainability/esg-topics-a-z#gender-parity>

Pay Equity. (n.d.). Retrieved from www.pepsico.com: <https://www.pepsico.com/sustainability/esg-topics-a-z#pay-equity>

PepsiCo Environmental, Health and Safety Policy. (n.d.). Retrieved from www.pepsico.com: https://www.pepsico.com/docs/album/esg-topics-policies/pepsico-environmental-health-and-safety-policy.pdf?sfvrsn=17b7c8d_12

PepsiCo Global Human Rights Policy. (n.d.). Retrieved from www.pepsico.com: <https://www.pepsico.com/docs/album/esg-topics-policies/pepsico-global-human-rights-policy.pdf>

Pepsico Sustainability Report 2018. (2018, September). Retrieved from <https://www.pepsico.com/>: https://www.pepsico.com/docs/album/sustainability-report/2018-csr/pepsico_2018_csr.pdf

PepsiCo, Inc. Global Supplier Code of Conduct. (n.d.). Retrieved from www.pepsico.com: https://www.pepsico.com/docs/album/supplier-code-of-conduct/pepsico-global-scoc-final_english.pdf

(2018). *Performance Metrics* . Retrieved from <https://www.pepsico.com/docs/album/sustainability-report/2018-csr/pepsico-2018-sustainability-performance-metrics-sheet.pdf>: www.pepsico.com.

Sustainability Overview. (n.d.). Retrieved from <https://www.pepsico.com/>: <https://www.pepsico.com/sustainability/overview>

UNILEVER

Advancing Diversity and Inclusion. (n.d.). Retrieved from [www.unilever.com](https://www.unilever.com/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/):
<https://www.unilever.com/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/>

Behind the Brands Food Companies Scorecard. (n.d.). Retrieved from [www.behindthebrands.org](https://www.behindthebrands.org/brands/unilever/knorr/): <https://www.behindthebrands.org/brands/unilever/knorr/>

Code of Business Principles and Code Policies. (n.d.). Retrieved from [www.unilever.com](https://www.unilever.com/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf):
https://www.unilever.com/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf

Opportunities for Women: Challenging harmful social norms and gender stereotypes to unlock women's potential. (2017, March). Retrieved from [www.unilever.com](https://www.unilever.com/Images/unilever-opportunities-for-women_tcm244-500987_en.pdf) :
https://www.unilever.com/Images/unilever-opportunities-for-women_tcm244-500987_en.pdf

Respect, Dignity & Fair Treatment. (n.d.). Retrieved from [www.unilever.com](https://www.unilever.com/Images/cobp-respect-dignity-fair-treatment_tcm244-521472_en.pdf) :
https://www.unilever.com/Images/cobp-respect-dignity-fair-treatment_tcm244-521472_en.pdf

Unilever Responsible Sourcing Policy. (2017). Retrieved from [www.unilever.com](https://www.unilever.com/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf) :
https://www.unilever.com/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf

OTHER SOURCES

Behind the Brands Implementation Initiative. (n.d.). Retrieved from [https://indepth.oxfam.org.uk/](https://indepth.oxfam.org.uk/https://indepth.oxfam.org.uk/land-rights/wp-content/uploads/sites/5/2018/08/Behind-the-Brands_Implementation-initiative_2018.pdf):
https://indepth.oxfam.org.uk/land-rights/wp-content/uploads/sites/5/2018/08/Behind-the-Brands_Implementation-initiative_2018.pdf

C190 - Violence and Harassment Convention, 2019 (No. 190). (n.d.). Retrieved from [www.ilo.org](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190):
https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190

Catalyst CEO Champions for Change. (n.d.). Retrieved from [www.catalyst.org](https://www.catalyst.org/champions/ceo-champions/):
<https://www.catalyst.org/champions/ceo-champions/>

CEO Pledge: We pledge to act on supporting more inclusive workplaces. (n.d.). Retrieved from [www.ceoaction.com](https://www.ceoaction.com/pledge/ceo-pledge/): <https://www.ceoaction.com/pledge/ceo-pledge/>

Empowering Women for more sustainable cocoa communities. (n.d.). Retrieved from [www.cocoalife.org](https://www.cocoalife.org/the-program/womens-empowerment): <https://www.cocoalife.org/the-program/womens-empowerment>

Equal Remuneration Convention, 1951 (No. 100). (n.d.). Retrieved from [www.ilo.org](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_84_en.pdf):
https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_84_en.pdf

Eve Program International. (n.d.). Retrieved from [www.eveprogramme.com](https://www.eveprogramme.com/en/edition-eve-international/) :
<https://www.eveprogramme.com/en/edition-eve-international/>

Fact Sheet No.2 (Rev. 1), The International Bill of Human Rights. (n.d.). Retrieved from www.ohchr.org: <https://www.ohchr.org/documents/publications/factsheet2rev.1en.pdf>

Guiding Principles on Business and Human Rights. (n.d.). Retrieved from www.ohchr.org: https://www.ohchr.org/documents/publications/guidingprinciplesbusinesshr_en.pdf

Human Rights. (n.d.). Retrieved from www.pepsico.com: <https://www.pepsico.com/sustainability/esg-topics-a-z#human-rights>

ILO Declaration on Fundamental Principles and Rights at Work. (n.d.). Retrieved from www.ilo.org: <https://www.ilo.org/declaration/lang--en/index.htm>

IUF Convention on Diversity. (n.d.). Retrieved from www.iufdocuments.org: <http://www.iufdocuments.org/ifa/en/Danone/7%202007%20IUF-Danone%20Agreement%20on%20Diversity.pdf>

Modern Slavery Act 2015. (n.d.). Retrieved from www.legislation.gov.uk: <https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted>

Oxfam Briefing Paper. (2013). *Food Justice and Big 10 Food and Beverage Companies.*

Search for Jobs. (n.d.). Retrieved from <https://wd3.myworkdaysite.com>: <https://wd3.myworkdaysite.com/recruiting/mdlz/External>

Sustainable Development Goals. (n.d.). Retrieved from www.un.org: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

The CEO Action for Diversity & Inclusion. (n.d.). Retrieved from www.ceoaction.com: <https://www.ceoaction.com/media/3306/ceo-diversity-pledge-all-signatory-list-2020-06-26t110006756.pdf>

The Lead Network Pledge. (n.d.). Retrieved from www.lead-eu.net: <https://www.lead-eu.net/ceo-pledge/>

Universal Declaration on Human Rights. (n.d.). Retrieved from www.un.org: <https://www.un.org/en/universal-declaration-human-rights/>

WEPS Bulletin: Equality means Business. (2020, January). Retrieved from www.weps.org: <https://www.weps.org/sites/default/files/2020-02/WEPS%20Bulletin%20-%20January%202020.pdf>

WEPS Gender Gap Analysis Tool. (n.d.). Retrieved from <https://weps-gapanalysis.org/>: <https://weps-gapanalysis.org/>

Winners of the 2020 Brandon Hall Group Excellence in Leadership Development Awards. (2020). Retrieved from www.brandonhall.com : <https://www.brandonhall.com/excellenceawards/excellence-leadership.php?year=2020>

Women's Empowerment Principles. (n.d.). Retrieved from www.weps.org: <https://www.weps.org/about>

Women's Empowerment Principles Gap Analysis Tool - From Principles to Practice. (n.d.). Retrieved from <https://weps-gapanalysis.org/>: <https://weps-gapanalysis.org/about-the-tool/>

WEPs Tool Survey

Dear Colleague,

You are kindly invited to participate in **an E-survey**, which will provide input for Oxfam's "Evaluation on the Implementation of UN Women's Empowerment Principles (WEPs)." The evaluation, undertaken by an independent evaluator, will mainly examine the **progress towards implementation of the Women's Empowerment Principles** among the eight international companies that signed on as a result of Oxfam's Behind the Brands Campaign.

You were designated as **lead contact** to fill in the survey on behalf of your company. Please **read the PDF file** attached and **identify other team members** (Ex. Procurement; Human Resources; Diversity and Inclusion; Corporate Social Responsibility; Marketing; Product and Research Development, and Community or Government Relations) who can also contribute to answering the questions, as the tool covers company policies and practices related to leadership, workplace, marketplace, and community. You can even **share the pdf file** with them to gather their input first, before filling out the survey. Finally, use the information gathered by the other team members to **fill out the survey**. Your answers will be saved as you respond to the questions, and you can **always return to complete the assessment later**.

This survey includes 11 multiple-choice questions and a space at the end to expand on particular areas or clarify your answers. It will take about 15-30 to complete.

CONSENT

You have the right **NOT to participate**. You can also decide, which questions you want to answer or can answer. If you agree to participate, **we will use your responses as part of the analysis and your company might be attributed to those responses**. Oxfam will **share any published content** that mentions your company **prior to making it public** to ensure accuracy. **Results of this evaluation** will be released publicly by Oxfam in early 2021.

ANONYMITY

If you prefer to remain anonymous, we can use a pseudonym (please let us know if this is the case). The transcribed interviews will be coded and analyzed. All data will be **kept confidential and your real name will not be mentioned** in the report produced but your **company** might be mentioned whether you participate or not. Again, any mention of your company, or relevant attributions, will be shared with you in advance of the publication to ensure accuracy.

This entire process is done in a spirit of participation and transparency. We hope you will join us in this process. This is not a ranking exercise but one that can help us evaluate progress and provide recommendations to all companies that have taken this bold action to sign onto the WEPs. Your company has demonstrated leadership and we hope others will follow. If you think that it makes sense to forward this link to additional employees in your company, please inform us and go ahead! For any questions, please contact sarah.zoen@oxfam.org and emma.fawcett@oxfam.org.

WE THANK YOU FOR YOUR PARTICIPATION AND VALUABLE TIME!

A. DEMOGRAPHICS

1. Interviewee Data

- a. Company Name
- b. Respondent Name
- c. Respondent Position

2. Does your company issue a sustainability or integrated report?

- i. Yes
- ii. No
- iii. If yes, please provide a link to the most recent report.

3. Please elaborate on the key milestones that your company has taken after committing to the WEPs principles (list policies, strategies, and/or programs introduced):

The topics below are the main elements of the WEPs. We would like to understand your companies' progress on each topic.

B. OVERALL STRATEGY

1. Does your company have an organization-wide gender equality strategy, publicly written statement, action plan or commitment?

Yes



No



If yes, please check all that apply:

- Our company has an organization-wide gender equality strategy/public written statement or commitment that identifies specific priority areas where further improvement can be made
- Includes a business case, projects, action plans or rationale for investment in gender equality
- Articulates the link between gender equality and other areas of corporate sustainability and business performance
- Was developed in consultation with employees
- Was developed in consultation with external stakeholders
- Is communicated to all employees
- Includes time-bound, measurable goals and targets

If no, please check all that apply:

- We are interested in learning more.
- We plan to take steps in the next year.
- Some of our country offices or business units have taken steps.
- We don't know.

2. Does your company have a non-discrimination and equal opportunity policy?

Yes



No



If yes,

a. When was it introduced?

weeps_tool_questio
ns_answers_2019-1C

weeps_tool_questio
ns_answers_2019-1C

Our policy (*Please check all that apply*)

- Was informed by internal and/or external expertise (including employees and/or trade unions)
- Is communicated to all employees
- Is communicated to potential hires
- Is supported by a confidential grievance and resolution mechanism

2. Our company has a stand-alone policy or a commitment embedded in a broader corporate policy:

Please select the appropriate response for each subject area, by adding an x in each row.

Topic/ Subject	Yes, we have one on	No, we don't have a policy, but we are interested in learning more	No, we don't have a policy, but we plan to take steps in the next year	Some of our country offices, factories, branches or business units have taken steps	Not applicable to our company	No actions taken
a-Non-discrimination and equal opportunity, that specifically addresses gender diversity in recruitment						
b-Equal pay for work of equal value, aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951						
c-Paid Maternity Leave						
d-Paid Paternity Leave						
e-Supporting employees as parents and caregivers						
f-Work/life balance for men and women						
g-Zero tolerance of all forms of violence at work						

(including while on business related travel and in client entertainment)						
h-Responsible marketing that considers the portrayal of gender stereotypes						
i-Respecting the rights of women and girls in the communities in which it operates						
j-Embedding gender in corporate social responsibility activities, philanthropy, public advocacy, and partnerships						

3. If you wish to provide links to current company policy or practice updates, please do so here:

C. HIRING PRACTICES

1. Our company

Please select the appropriate response for each subject area, by adding an x in each row.

Topics/ Areas	Yes	No, but we are interested in learning more about improving our hiring practices	No, but we plan to take steps in the next year	Some of our country offices, factories, branches or business units have taken steps	Not applicable to our company	No actions taken
a-Forbids inquiring about the status or plans of the following in job applications or during interview processes: marriage,						

pregnancy or care responsibilities						
b-Has due diligence and remediation processes in place to identify and address violations of recruitment policies that are based on gender discrimination						
c-Takes proactive steps to recruit women at all levels						
d-Takes proactive steps to recruit women in traditionally underrepresented roles						
e-Ensures gender-balanced interview panels during hiring processes						
f-Ensures that both women and men candidates are shortlisted for interviews						
g-Ensures job descriptions use gender neutral language and images						
h-Undertakes an objective gender pay gap audit or evaluation by internal or external parties at least every five years to ensure jobs of equal value are remunerated equally						
i-Has procedures in place to remediate pay inequalities (including working with unions or staff representatives)						
j-Assesses other financial benefits including insurance benefits, bonuses, and						

retirement contributions when reviewing compensation						
--	--	--	--	--	--	--

2. If you wish to provide links to current company policy or practice updates, please do so here:

D. PARENTAL LEAVE /CAREGIVING PRACTICES

1. Our company

Please select the appropriate response for each subject area, by adding an x in each row.

Topics/ Areas	Yes.	No, but we are interested in learning more on how to improve our practices	No, but we plan to take steps in the next year	Some of our country offices, factories, branches or business units have taken steps	Not applicable to our company	No actions taken
a-Provides mentorship/ succession planning before going on parental leave						
b-Provides financial support for replacement staff and training or support to manager supervising employees on parental leave						
c-Informs employees of major changes at work while they are on parental leave						
d-Consults with employees or conducts employee surveys to determine if						

parental leave benefits employee needs						
e-Provides mentorship, support, or training to refresh employee skills when returning from parental leave						
f-Provides an option for a phased return to work after maternity or paternity leave						
g-Provides referrals for off-site childcare facilities that are clean and safe						
h-Has paid time off for breast feeding or pumping						
i-Offers on-site childcare facilities that are clean and safe or provides childcare subsidies for offsite care						
j-Offers paid time off to attend healthcare appointments with dependents						
k-Consults with male and female employees or conducts employee surveys to determine if parental and caregiver benefits meet employee needs						
l-Offers flextime						
m-Offers telecommuting						
n-Offers job sharing or part time work with benefits						

o-Offers compressed work weeks						
p-Offers predictable hourly shifts						

2. If you wish to provide links to current company policy or practice updates, please do so here:

E. CAPACITY DEVELOPMENT PRACTICES

1. Our company:

Please select the appropriate response for each subject area, by adding an x in each row.

Topic/Areas	Yes	No, but we are interested in learning more	No, but we plan to take steps in the next year	Some of our country offices, factories, branches or business units have taken steps	Not applicable to our company	No actions taken
a-provides training to all employees, including managers on non-discrimination and equal opportunity						
b-provides unconscious bias training to all employees						
c-Offers mentoring programme(s) with specific support for women						
d-Offers leadership coaching with specific support for women						
e-Offers access to professional networks (internal and/or external) with specific support for women						

f-Offers development trainings, rotational programmes, and educational opportunities with specific support for women						
g-Offers specific programmes to build the pipeline of qualified women for management/ senior leadership level positions						
g-Has measures in place to ensure professional development programmes are scheduled at times that accommodate the scheduling needs of both men and women (taking into consideration care responsibilities)						
i-Offers training on recognizing signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.						
j-Provides training to women to complete formal bid processes to promote women owned business						

2. If you wish to provide links to current company policy or practice updates, please do so here:

F. SUPPLY CHAIN PRACTICES

1. Our company:

Please select the appropriate response for each subject area, by adding an x in each row.

Topics/ Areas	Yes.	No, but we are interested in learning more	No, but we plan to take steps in the next year	Some of our country offices, factories, branches or business units have taken steps	Not applicable to our company	No actions taken
a-Includes gender equality criteria in standard auditing protocols supplier scorecards, or other supply chain management tools						
b-Allows expanding business relationships with women-owned enterprises, including small businesses, and women entrepreneurs (through outreach programs, use of specific databases, etc.)						
c-Supports gender-sensitive solutions to credit and lending barriers.						
d-Ensures that company products, services and facilities are not used for human trafficking and/or labour or						

sexual exploitation.						
e-Has a supplier or vendor code of conduct that explicitly states support for gender equality						
f-Has robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for women and girls						
g-Includes gender-specific questions in supplier self-assessment						
h-Encourages suppliers and vendors to have a gender equality strategy or policy that addresses: nondiscrimination, equal pay for equal work, and health and safety of women workers						
i-Encourages suppliers to set and measure targets and benchmarks on gender equality						
j-Undertakes due diligence or assessments to identify human trafficking in its supply chain						
k-Incorporates gender equality						

expectations in supplier communications						
l-Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender equality						
m-Encourages and works with suppliers to adopt policies and practices that support quality health and hygiene for both male and female workers						
n-Works with suppliers to develop a corrective action plan if gender equality risks or challenges arise						

2. If you wish to provide links to current company policy or practice updates, please do so here:

G. SOCIAL INVESTMENT PRACTICES

1. Our company:

Please select the appropriate response for each subject area, by adding an x in each row.

Topics/ Areas	Yes	No, but we are interested in learning more	No, but we plan to take steps in the next year	Some of our country offices, factories, branches or business	Not applicable to our company	No actions taken

				units have taken steps		
a-Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses embedding gender in corporate social responsibility activities, philanthropy, public advocacy, and partnerships						
b-Provides financial or pro-bono support for programmatic gender equality work at the global and/ or grassroots level						
c-Provides financial support to civil society organizations at the global and/or grassroots level that are working to empower women and girls						
d-Joins public advocacy campaigns and or advocates in public forums the business case for respecting and supporting the rights of women and girls						
e-Partners with local or global organizations or other companies on gender equality and						

women's empowerment						
f-Provides training to build the capacity of women entrepreneurs						
g-Provides financial support and investment, or partners with banks and financial institutions, to provide credit and other financial services to women entrepreneurs						
h-Advocates for the removal of legal barriers that restrict women's economic empowerment						
i-Participates in multi-stakeholder platforms promoting the rights of women and girls						
j-Consults with external stakeholders to understand the spectrum of opportunities to empower women and girls						

2. If you wish to provide links to current company policy or practice updates, please do so here:

H. TRACKING & COMMUNICATION

1. Our company tracks *(Please check all that apply)*
 - Sex-disaggregated data on incidents of discrimination (related to sex/gender) and corrective actions take
 - Employee recruitment and reasons for turnover disaggregated by sex
 - Average number of training hours, disaggregated by sex and employee level
 - The number of women who take maternity leave
 - The effectiveness of its approach to retain women after maternity leave
 - The number of men who take paternity leave
 - The effectiveness of its approach to retain men after paternity leave
 - The percentage of women and men that take advantage of parental or care

- benefits
- The number of grievances related to workplace violence, disaggregated by sex
- Percentage spend with women-owned businesses
- None of the above
- Does not apply

2. If you wish to provide links to current company policy or practice updates, please do so here:

3. Our company publicly reports on these topics: *(Please check all that apply.)*

Topics	To Company stakeholders	To Board of directors	To UN women	No. we are planning to report next year	Does not apply
a-progress made and outcomes of companywide gender equality strategy commitments and targets?					
b-the total number of incidents of discrimination (related to sex/gender) and corrective actions taken.					
c-the number and rate of new employee hires and employee turnover, disaggregated by sex					
d-the average number of training hours, disaggregated by sex and employee level					
e-total number of					

women, as compared to men, in management and senior leadership level positions					
f-the total number of employees promoted in the last year, disaggregated by sex					
g-overall ratio and ratio by employee level of basic salary and remuneration of women to men					
h-the number of women that took maternity leave and the return to work and retention rates					
i-the percentage of eligible male employees that took paternity leave					
j-the total number of employees that take advantage of parental or care benefits, disaggregated by sex					

4. If you wish to provide links to current company policy or practice updates, please do so here:

I. Can you provide an example of your companies' best policies/practices regarding gender equality/empowerment? (Please substantiate with publicly available links/reporting as possible.)

THANK YOU FOR YOUR VALUABLE TIME!