

# GENDER EQUALITY IN THE U.S.

Assessing 100 leading companies  
on workplace equality including  
healthcare benefits

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SPECIAL REPORT  
FEBRUARY 2019



Equileap is the leading organization providing data and insights on gender equality in the corporate sector. We research and rank over 3,000 public companies around the world using a unique and comprehensive Gender Equality Scorecard™ with 19 criteria, including the gender balance of the workforce, senior management and board of directors, as well as equal pay, parental leave, non-discriminatory hiring and promotion and supply chain safety.

Equileap was commissioned to find out to what extent 100 of the largest public US companies shape the health plans they offer their

employees to enable both men and women to fulfil their economic potential and take an equal role in their companies, communities and country. For the first time, this Special Report presents an in-depth evaluation of US companies on gender equality in the workplace -- based on the 19 Equileap gender equality criteria and two additional criteria on company health plans.

This report was commissioned by the **Tara Health Foundation** and supported by the **The Educational Foundation of America** and **The Grove Foundation**.

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# INTRODUCTION

This Special Report comes against a background of rapid change in the past two years in the United States in attitudes towards gender equality in the workplace, with a number of brave voices speaking out, many of them through the #metoo and Time's Up movements.

It presents the findings of a research project that was proposed by the Tara Health Foundation. The aim of the research is to assess the performance of 100 of the largest US companies on gender equality, including an evaluation of the healthcare benefits they provide, especially the quality of maternal healthcare and family planning.

The US is unique among developed countries in that it does not have a universal healthcare coverage system. As a result, many people rely on a private health plan provided by their employer to access healthcare. Women and men have different health needs and their equal participation in the workforce depends on the ability of both genders to access appropriate health services locally, and at an affordable cost. This makes good quality and timely maternal care, contraceptive advice and abortion services key factors to promote diversity and inclusion in the workplace.

Recent regulations enacted at the state level are chipping away at the health and reproductive care women can obtain, particularly the right to safe abortion. There is now a patchwork of availability, leaving many women in the US unable to access health care without extra costs and delay. This means that the type and quality of health plans employers choose to offer, is an important part of evaluating US companies on gender equality in the workplace.

Given the ground-breaking nature of this research, we assembled a comprehensive and diverse group of experts to guide us. This Expert Review Committee helped us identify the first set of metrics which were trialled in a pilot study of 15 companies in 2018. The pilot study demonstrated that some data was transparently available from companies and, importantly, that the new criteria were the right questions to ask to evaluate gender equality in healthcare benefits.

This report provides an analysis of how the companies in the S&P 100 index perform on the Equileap Gender Equality Scorecard™, followed by our findings regarding their healthcare benefits. Lastly we have provided a combined ranking on gender equality and access to healthcare. The analysis is based on data our research team was able to collect from publicly available information or completed questionnaires. We end with a number of conclusions, one of the most important being that there is limited transparency in the US corporate sector regarding access to healthcare, and reproductive care in particular.

Improving overall gender balance at work allows companies to benefit fully from the '**Gender Dividend**' - the positive impact showing that gender diverse companies tend to produce above trend returns and have lower risks. Enabling female and male employees to access healthcare that fits their different needs is an important part of achieving gender equality in the workplace. It is our hope that the findings of this report will encourage companies in the US to be more transparent and to improve their overall performance on gender equality.

# GENDER EQUALITY IN THE WORKPLACE

This section provides an analysis of the companies in the S&P 100 Index evaluated on gender equality using the Equileap Gender Equality Scorecard, a comprehensive methodology that includes 19 gender equality criteria (See page 24).

## KEY FINDINGS

- The highest score achieved by a company is 71%.
- Companies in the S&P 100 Index score an average of 45% (grade C-). This is significantly lower than the average score of the global benchmark (Top 200 companies) published last October in the **Equileap Gender Equality Global Report & Ranking** which was 53% (grade C+).
- 22% of companies meet the International Labor Organization's (and Equileap's) standard

of 14 weeks paid leave for primary carers. (Primary carer leave refers to the time taken by the parent who has principal responsibility for the care of the child. Previously this was often referred to as maternity leave.)

- 47% of companies meet Equileap's standard of two weeks paid leave for secondary carers. (Secondary carer leave refers to the time taken by the parent who takes additional responsibility for the care of the child. It could be either parent. Previously this was often referred to as paternity leave.)
- Only one company publishes gender-segregated pay information.
- 71% of companies have an anti-sexual harassment policy in place, and all companies have an employee protection policy in place.
- Two companies have settled at least two cases involving gender discrimination and/or sexual harassment over the past two years.

## TOP 10 RANKING • GENDER EQUALITY

RANK	COMPANY	SECTOR	SCORE	GRADE
1	General Motors	Consumer, Cyclical	71	B+
2	Bank of America	Financial	68	B+
3	Johnson & Johnson	Consumer, Non-cyclical	68	B+
4	JPMorgan Chase	Financial	63	B
5	Citigroup	Financial	63	B
6	Abbott	Consumer, Non-cyclical	60	B
7	Biogen	Consumer, Non-cyclical	60	B
8	Walmart	Consumer, Cyclical	60	B
9	Allstate	Financial	60	B
10	Coca-Cola	Consumer, Non-cyclical	60	B

## CATEGORY A / GENDER BALANCE IN COMPANIES

This category looks for balanced numbers of men and women at each level of the company (between 40-60% of each gender) and measures the promotion of each gender to senior levels of the company.

**No company achieves gender balance at all levels of the company. Abbott** ranks best in this category. The company has gender balance in the executive, senior management and the

workforce, and almost reaches balance at the board level, with 38.5% female members.

**Only 4 companies have a gender balanced board: General Motors, Starbucks, Wells Fargo and ConocoPhillips.**

Our research shows that companies are making progress in having a gender balanced workforce but have a lot to do in terms of bringing gender balance to senior levels of the company.

	BOARD	EXECUTIVES	SENIOR MANAGEMENT	WORKFORCE
<b>40-60% of each gender</b>	4 companies	8 companies	17 companies	34 companies

Table 2: Number of companies reaching gender balance at each level within the company

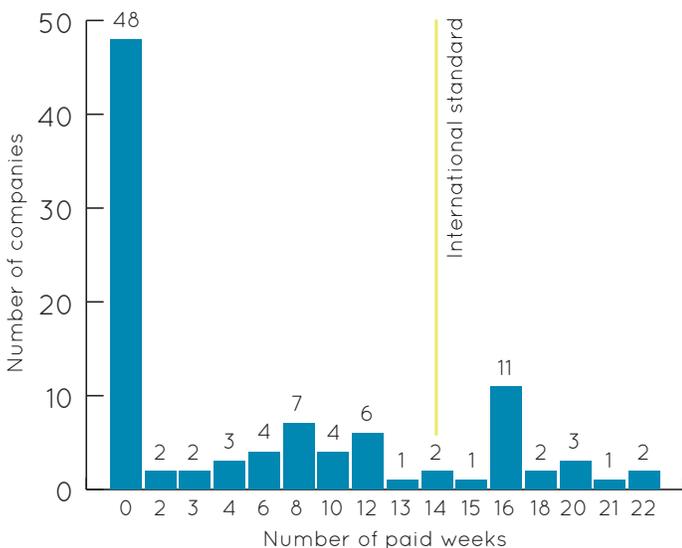
## CATEGORY B / EQUAL COMPENSATION AND WORK-LIFE BALANCE

In this category, companies are evaluated on fair remuneration policies, equal pay & the gender pay gap, parental leave policies and the availability of flexible work options.

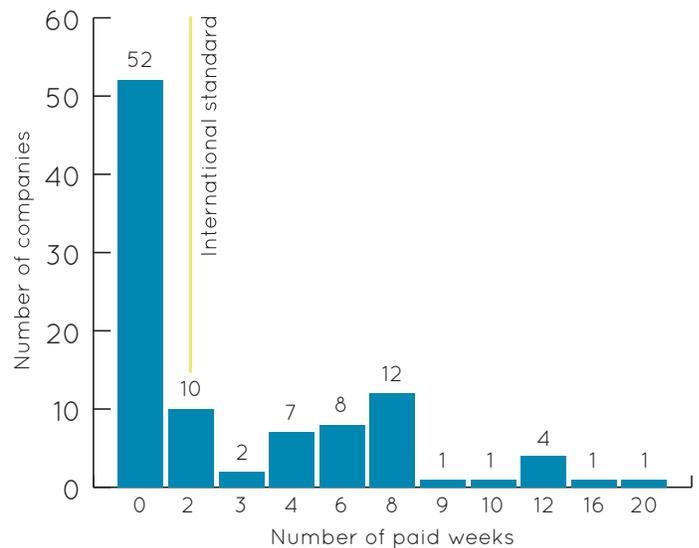
No company achieves full marks in this category and 22% of companies receive a grade of 0 in this category.

## Parental Leave

The two charts show the proportion of companies in this ranking that meet international standards for paid parental leave for primary carers and secondary carers.



Graph 1: Weeks of paid primary carer leave



Graph 2: Weeks of paid secondary carer leave

> **Only 22% of the companies meet the international and Equileap standard of at least 14 weeks paid leave for primary carers.** This is significantly below the global benchmark, where 47% of the Top 200 companies globally meet this standard.

> **47% companies offer at least two weeks paid leave for secondary carers.** This is higher than the global benchmark, where 35% of the companies reached this level of leave.

> 4 of the 6 companies that give the highest levels of paid parental leave (20 weeks and over for primary carers) are in the Technology sector. These are **Nvidia, IBM, Intel, and Microsoft.** The other two are **Alphabet (Google)** (Communications) and **American Express** (Financial).

## Equal Pay and Gender Pay Parity

Equal pay and the gender pay gap are increasingly recognized as important indicators of economic equality. According to the US Census Bureau, women in the US earn 80.5% of what men earn.<sup>1</sup> In a number of countries, such as the UK and Iceland, new regulations on gender pay gap reporting are being introduced, pushing companies towards greater transparency. In the US, we have not yet seen consistent and evidence based company reporting on this issue.

Equileap researches both the **overall gender pay gap** and **equal pay for equal work.**

The gender pay gap is the difference between the average salary for women and for men and can be caused by factors such as unconscious bias, greater numbers of men in top management and greater numbers of women working part-time.

When measuring equal pay for equal for work, Equileap looks for a **mean** gender pay gap of less than or equal to 3% in each of at least 3 pay bands. Unequal pay between men and women doing the same job (or a job requiring the same skills) can be caused by a number of factors, including looking at previous salary history.

Many companies claim to have achieved gender pay parity. This is in the form of general statements such as: “Women earn 101.5 cents for every dollar that men earn in the same jobs,” “Women are paid on average 99% of what men are paid,” or that the company has achieved “100% pay equity for women and men”. We have not been able to find statistical evidence for these claims, so they have not been taken into account as evidence of equal pay for equal work.

**General Motors scores full marks for having no overall gender pay gap and for publishing information showing equal pay for equal work.** It is the only company in the data-set that 1) publishes its overall gender pay gap; 2) has an overall gender pay gap of less than 3%; 3) publishes gender segregated pay information in separate pay bands in the company; and 4) has achieved pay equality at all pay bands of the company.

19 companies have published a strategy to close their gender pay gap.

<sup>1</sup> *Female-to-Male Earnings Ratio and Median Earnings of Full-Time, Year-Round Workers • 15 Years and Older by Sex: 1960 to 2017*  
<https://www.census.gov/content/dam/Census/library/visualizations/2018/demo/p60-263/figure2.pdf>

## CATEGORY C / POLICIES PROMOTING GENDER EQUALITY

Companies in this category are evaluated on several policies that promote gender equality and make the workplace a safe place to work, where employees feel supported, irrespective of gender. Two key policies are anti-sexual harassment and supplier diversity. Under the first, we look for publicly available company policies that explicitly condemn sexual harassment and gender-based violence. Under the supplier diversity program, we evaluate a company's commitment to diversity in the supply chain on whether it has a supplier diversity program that promotes women-owned businesses.

**Companies in this category perform relatively well, with 45% of the S&P 100 companies having all the policies specified.**

### Anti-Sexual Harassment Policy

**71% of companies in the data-set have an anti-sexual harassment policy in place.** These are the highest levels yet recorded for these policies in any of Equileap's research. It should be

noted that the existence of these policies gives us no information on how these policies are implemented within these companies.

### Supplier Diversity Policy

**81% of the companies have a supplier diversity program that supports women-owned businesses.** This is significantly higher than the 2018 global benchmark (23%).

## CATEGORY D / COMMITMENT TO TRANSPARENCY & ACCOUNTABILITY

For this category, Equileap examines whether companies are signatories to the UN Women's Empowerment Principles and whether they have undertaken a gender audit carried out by an independent auditor.

7 companies are signatories to the Women's Empowerment Principles.

No company has undertaken a gender audit by an auditor recognised by Equileap.





## ALARM BELLS

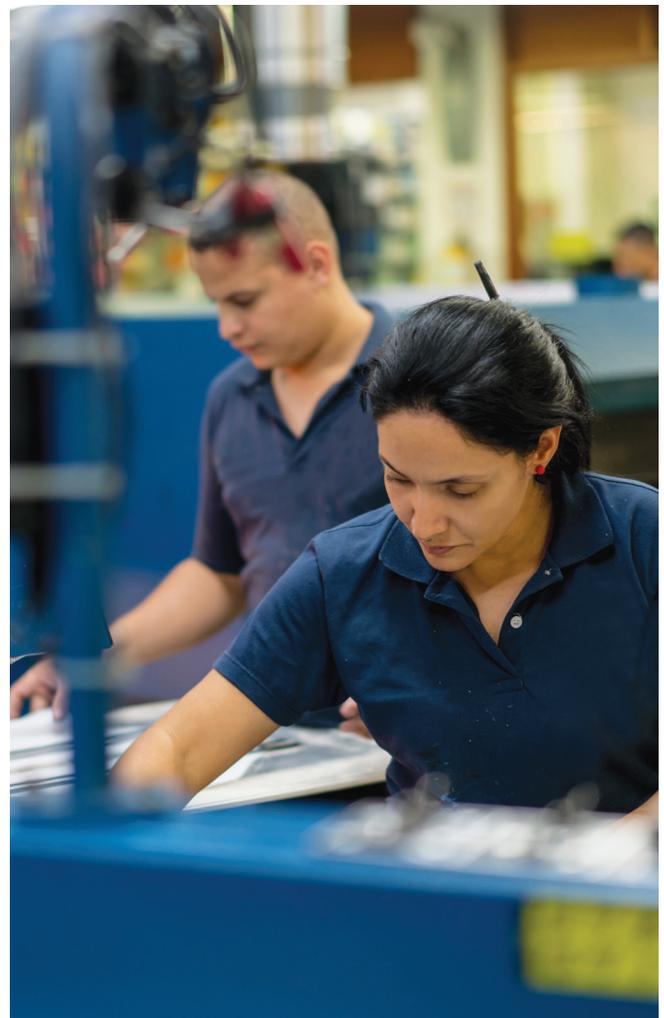
Gender discrimination and gender based violence in the workplace are endemic. Only a small proportion of cases are reported and an even smaller proportion of those result in any action being taken. This is an issue that has received close attention in the US recently, and an increasing number of women are coming forward to report sexual harassment and gender discrimination.

In addition to looking at the policies a company has in place to deal with gender violence, Equileap monitors class actions, individual cases and official rulings dealing with gender based violence and gender discrimination in the company and/or in its marketing and advertising.

A company will trigger the Equileap Alarm Bell if, within the past two years, it has had:

- A legal judgement or an official ruling regarding gender discrimination or sexual harassment against the company or an employee; or
- Two or more legal cases, or one class action that have been settled against a company or an employee regarding gender discrimination or sexual harassment; or
- Two or more legal judgements or official rulings regarding gender discriminatory practices in a company's marketing and advertising.

**Two companies triggered alarm bells in this research: Ford**, after several allegations of sexual harassment during the last decades, reached a settlement of USD10 million for sexual and racial harassment at two Chicago plants in August 2017. **Twenty-First Century Fox** has reached two settlements in the last two years. The first was a sexual harassment case and was settled for USD90 million in November 2017, and the second included several cases of gender and race discrimination involving 18 former and current employees. This was settled for USD10 million in May 2018.



# GENDER EQUALITY IN ACCESS TO HEALTHCARE

This section provides an analysis of company performance on gender equality in the provision of health plans. We used two criteria, each with several data points, to measure this: 1. Health plan coverage for all employees and 2: Access to maternal healthcare and family planning services (See page 13-14).

## KEY FINDINGS

► There was limited transparency and a lack of available data regarding access to healthcare. **For 23 companies in particular we found very little, vague or no information regarding the provision of healthcare plans for their employees.**

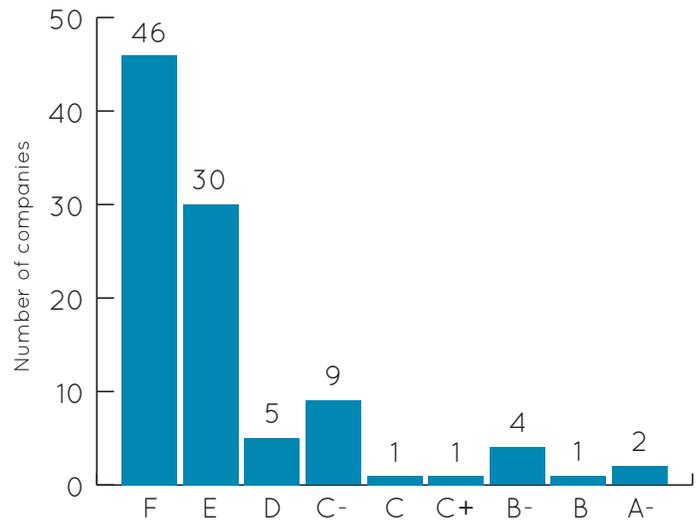
► **The average score for companies in the S&P 100 Index on the health criteria alone was 28% (grade E).** 91% of the companies scored below 50%.

► Scores for companies in the Top 10, ranked on Equileap's Scorecard alone, range from 60% -71%, but companies ranked on the health plan scores alone, range from 42% to 74%, a difference of more than 30% between the top ranked and the tenth ranked companies.

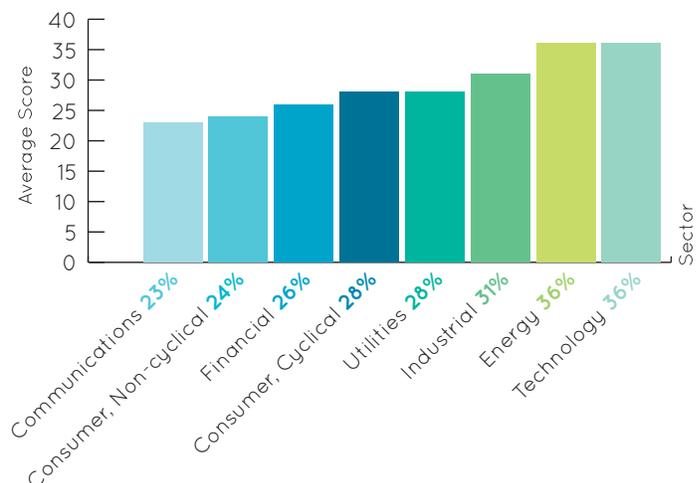
► At the top of the health plan ranking, two companies, Chevron and UPS, each score 74% (grade A-). At the bottom of the ranking, 46 companies scored 25% and less (grade F).

► **Only three companies published information showing that they offer coverage to those working fewer than 20 hours a week.**

► The sectors that perform best in terms of gender equality in access to healthcare are Technology, Energy and Industrial, and the sectors that perform the worst are Communications and Consumer, Non-Cyclical.



Graph 3: Grades of Gender Equality in Health Insurance Coverage



Graph 4: Average Scores of Gender Equality in Health Insurance Coverage by Sector

## TOP 10 RANKING • HEALTH PLANS

RANK	COMPANY	SECTOR	SCORE	GRADE
1	<b>Chevron</b>	Energy	74	A-
2	<b>United Parcel Service</b>	Industrial	74	A-
3	<b>Honeywell</b>	Industrial	63	B
4	<b>Visa</b>	Financial	58	B-
5	<b>Nvidia</b>	Technology	58	B-
6	<b>Citigroup</b>	Financial	58	B-
7	<b>Home Depot</b>	Consumer, Cyclical	58	B-
8	<b>Texas Instruments</b>	Technology	53	C+
9	<b>Caterpillar</b>	Industrial	47	C
10	<b>Qualcomm</b>	Technology	42	C-

### QUESTION 1 / HEALTH PLAN COVERAGE

This question examines whether company health plans are 1: offered to all full-time employees, 2: offered to part-time employees working less than 20 hours a week, 3: extended to family members, and 4: what percentage of health plan premiums is subsidized by the employer (60% or over being awarded full points).

#### Availability of Health Insurance

Only one company, **United Parcel Service (UPS)**, gets full marks for all components of this question, offering health plans to full-time and part-time employees, as well as to family members, at a level of subsidy higher than 60%.

#### Coverage for part time workers

The lack of health plan provision by companies for part-time workers is a major factor disadvantaging women. According to the Bureau of Labor Statistics, **there are around 30 million part-time workers in the US, and the majority of them are women.**

**Only three companies published information that showed they offer coverage to those working fewer than 20 hours a week: Johnson and Johnson, Wells Fargo and UPS.** No evidence was found of any company offering healthcare coverage to employees working fewer than 15 hours a week.

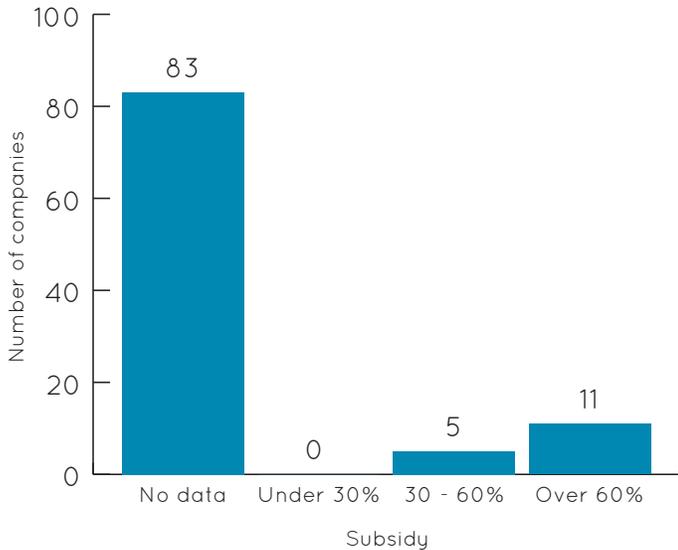
This also leaves workers of both genders who have several part-time roles without coverage, regardless of how many hours they work overall.

#### Extending plans to immediate family

Large US companies, including the ones in this dataset, are required under the Affordable Care Act (ACA) to offer at least one health plan with coverage for dependents, defined as children aged 26 and under. **66% of companies provide evidence showing that they have an option to extend health plans to immediate family members.**

#### Levels of Subsidy

11 companies offer minimum subsidies for their health plans of 60% or more, and 5 companies offer at least one plan with a 100% subsidy, **Ford, Intel, Qualcomm, Schlumberger and UPS.** This is an area where evidence was scarce.



Graph 5: Levels of Subsidy

## QUESTION 2 / MATERNAL HEALTHCARE AND FAMILY PLANNING

Here we looked for evidence of 1: Coverage of contraception and contraceptive advice and the associated costs, 2: The availability of abortion under plans, 3: The ability for employees to choose their hospital or treatment center and 4: Monitoring of network services to ensure employees can access services locally.

### Contraception

Family planning services are essential elements of quality healthcare. About half of US pregnancies — more than three million each year — are unintended. By age 45, more than half of all women in the US will have had an unintended pregnancy.<sup>2</sup> Currently, all companies are obliged by the ACA to offer health plans that cover 100% of the costs of contraception and contraceptive counselling to women, with no out of pocket charges.

**Only one company specifically mentions that it provides free contraception and contraceptive counselling to men: Honeywell.**

<sup>2</sup> Sonfield A, Hasstedt K and Gold RB, *Moving Forward: Family Planning in the Era of Health Reform*, New York: Guttmacher Institute, 2014.

Our research found that 7 companies extend coverage of contraceptive services to men, but at a cost. Lack of affordable contraceptive counselling and services for men is a form of gender discrimination against men and one which imposes responsibility for contraception disproportionately on women.

### Abortion

According to the Guttmacher Institute, affordability is one of the most significant barriers to obtaining abortion care in the US. The average amount paid for an abortion (up to 9 weeks gestation) in 2014 was USD 535, and costs tend to increase as a pregnancy progresses. Associated expenses, such as time off work, child care, travel and lodging, can add hundreds of dollars to this cost.

Individual states have enacted numerous new restrictions on access to abortion. The Guttmacher Institute notes that 25% of all restrictions to abortion enacted since it became legal in 1973 have been imposed in the last five years. Women who are unable to access safe abortion may turn to self-induced abortion, putting their health, economic wellbeing and lives at risk.

### 12 companies mention provision of abortion in their health plans:

- In 8 cases, health plans specifically mention they cover 'elective' abortion
- In 2 cases, health plans only mention that abortion is covered when it is 'medically necessary'
- In 2 cases, abortion is mentioned but the circumstances under which it is covered are not specified

## Choice of hospitals for maternal care and family planning

This is aimed at finding out if women can access timely and comprehensive maternal care, as well as family planning services at a hospital or provider of their choice. If women are not given this choice, they may be forced to seek treatment in hospitals or clinics where their choices could be restricted due to the cultural and religious beliefs of the institution.

Only about half of the companies (51%) specify that employees can seek care with the provider of their choice (out of network) but this usually comes at a higher cost for employees. This leaves poorer women less able to choose timely and optimal treatment and imposes extra costs on all women if they exercise this choice.



## Network Adequacy

This is aimed at measuring whether or not employees can access the benefits specified under their plans without having to undertake expensive travel. It is important that women, especially lower paid women, seeking health-care, are able to do this locally.

Only two companies in the data sample, **Visa** and **UPS**, say they monitor their network adequacy for healthcare provision. Other companies put the onus on employees to verify that they can access the services they need, within network. This is a significant source of inequality, where access to essential sexual and reproductive health services is limited not necessarily by lack of coverage, but by locality.

“On average, US women want to have two children. To accomplish that goal, a woman will spend close to three years pregnant, postpartum or attempting to become pregnant, and about three decades – more than three-quarters of her reproductive life – trying to avoid pregnancy.”

### The Guttmacher Institute

[www.guttmacher.org/report/moving-forward-family-planning-era-health-reform](http://www.guttmacher.org/report/moving-forward-family-planning-era-health-reform)

# GENDER EQUALITY INCLUDING ACCESS TO HEALTHCARE

This section presents the overall findings of this Special Report, assessing US companies on both gender equality in the workplace and in the health plans they provide.

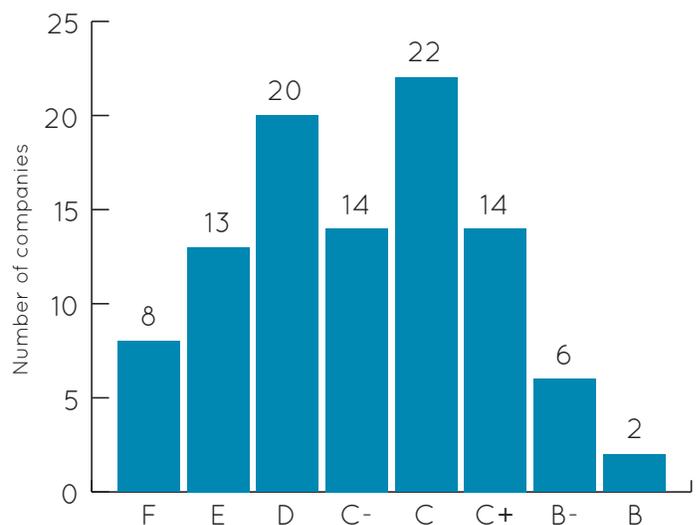
To do this, we have combined the scores companies received on the Equileap Gender Equality Scorecard with the scores they received on the healthcare criteria. Each company in the S&P100 Index has then been ranked on the basis of this result.

For the purpose of this specific ranking, the two extra health criteria counted for 20% of the total score (See *Methodology, Combined Ranking: Scoring & Weighting page 22*). The 20% was chosen to emphasize the importance of company healthcare plans as an essential determinant of women’s ability to take part in the workforce.

## KEY FINDINGS

- ▶ The average combined score for gender equality and healthcare plan provision is 41% (grade C-).
- ▶ The top score is 62%, achieved by **Citigroup**, followed closely by **General Motors**, **Bank of America**, **Johnson and Johnson**, and **JPMorgan Chase**.

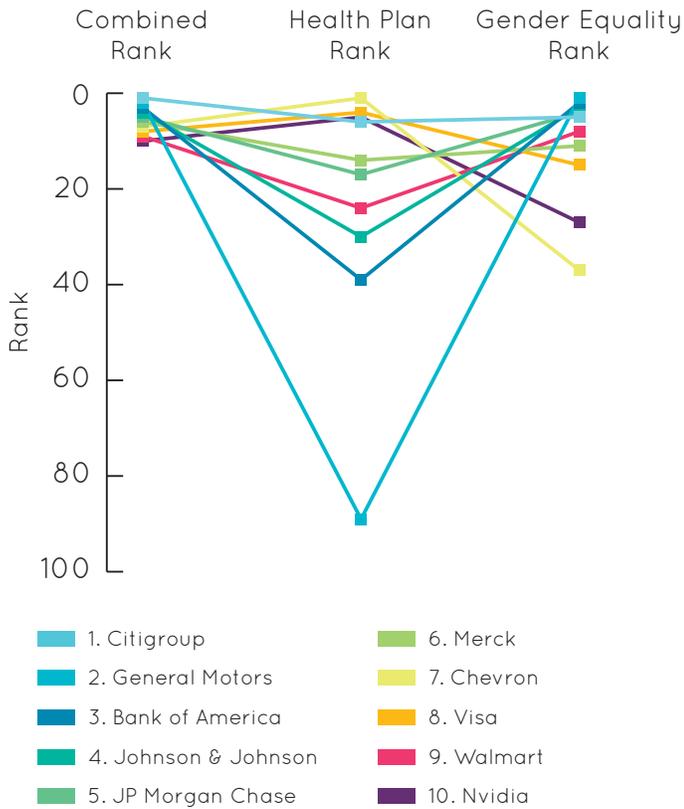
Graph 6 shows the range of scores obtained by companies on the combined ranking. 22 companies scored above 50% (grade C+). A significant number (56 companies) reached between 33% and 50% (grades C and D ). 21 companies received below 33% (grades E and F).



Graph 6: Grades on gender equality including healthcare provision

- ▶ **There is no correlation between performance on the gender equality criteria and the health plan criteria.** Although the top 5 in the combined ranking coincides with the top 5 companies in the gender equality ranking, this does not carry through the data sample. Doing well on one set of criteria is not an indication that a company will score well or badly on the other.

This is demonstrated in Graph 7 below.



Graph 7: Comparative Ranking of the Top 10 Companies in the combined rank

The following are examples of substantial discrepancies between scores on both sets of criteria.

**General Motors** comes in first place in the gender equality ranking. However, on the health-care plan ranking, it comes in at the 89th place.

**Nvidia** has a comparatively high score on the provision of health plans, ranked in 5th place, but on gender equality it comes 27th, giving it a combined position of 10th.

**Chevron** is lower in the gender equality ranking (37th) but is first in the healthcare ranking, giving it an overall place of 7th.



## RANKING GENDER EQUALITY INCLUDING HEALTH PLANS<sup>3</sup>

COMBINED RANK	COMPANY	SECTOR	COMBINED SCORE %	COMBINED GRADE
1	Citigroup	Financial	62	B
2	General Motors	Consumer, Cyclical	60	B
3	Bank of America	Financial	60	B-
4	Johnson & Johnson	Consumer, Non-cyclical	60	B-
5	JPMorgan Chase	Financial	59	B-
6	Merck	Consumer, Non-cyclical	57	B-
7	Chevron	Energy	56	B-
8	Visa	Financial	56	B-
9	Walmart	Consumer, Cyclical	54	C+
10	Nvidia	Technology	54	C+
11	Allstate	Financial	53	C+
12	Abbott	Consumer, Non-cyclical	52	C+
13	Eli Lilly	Consumer, Non-cyclical	51	C+
14	Coca-Cola	Consumer, Non-cyclical	51	C+
15	IBM	Technology	51	C+
16	Biogen	Consumer, Non-cyclical	51	C+
17	Allergan	Consumer, Non-cyclical	51	C+
18	AT&T	Communications	50	C+
19	Intel	Technology	50	C+
20	Walt Disney	Communications	50	C+
21	Gilead Sciences	Consumer, Non-cyclical	50	C+
22	Oracle	Technology	50	C+
23	Accenture	Technology	49	C
24	AbbVie	Consumer, Non-cyclical	49	C
25	Bank Of New York Mellon	Financial	49	C
26	ConocoPhillips	Energy	49	C
27	Starbucks	Consumer, Cyclical	49	C
28	American International Group	Financial	48	C
29	Ford	Consumer, Cyclical	48	C
30	Bristol-Myers Squibb	Consumer, Non-cyclical	48	C
31	Wells Fargo	Financial	48	C
32	Texas Instruments	Technology	48	C
33	United Parcel Service	Industrial	48	C
34	Medtronic	Consumer, Non-cyclical	47	C
35	Exelon	Utilities	47	C

<sup>3</sup> This combined ranking, percentage scores and grades are not comparable to those in the Equileap Gender Equality Global Report and Ranking. There are 99 companies as the merger of DowDuPont had not been completed at the time of research.

COMBINED RANK	COMPANY	SECTOR	COMBINED SCORE %	COMBINED GRADE
36	American Express	Financial	47	C
37	Verizon Communications	Communications	47	C
38	Cisco Systems	Communications	47	C
39	3M	Industrial	47	C
40	Microsoft	Technology	46	C
41	Mastercard	Financial	46	C
42	Altria Group	Consumer, Non-cyclical	46	C
43	Nike	Consumer, Cyclical	45	C
44	Goldman Sachs	Financial	45	C
45	Caterpillar	Industrial	45	C-
46	Exxon Mobil	Energy	44	C-
47	Target	Consumer, Cyclical	44	C-
48	Amazon	Communications	43	C-
49	Capital One	Financial	43	C-
50	Philip Morris	Consumer, Non-cyclical	43	C-
51	CVS Health	Consumer, Non-cyclical	43	C-
52	Raytheon	Industrial	42	C-
53	Qualcomm	Technology	41	C-
54	Netflix	Communications	41	C-
55	Colgate-Palmolive	Consumer, Non-cyclical	41	C-
56	Amgen	Consumer, Non-cyclical	41	C-
57	Duke Energy	Utilities	41	C-
58	Home Depot	Consumer, Cyclical	40	C-
59	Procter & Gamble	Consumer, Non-cyclical	40	D
60	Alphabet	Communications	39	D
61	PayPal Holdings	Consumer, Non-cyclical	39	D
62	PepsiCo	Consumer, Non-cyclical	38	D
63	Comcast	Communications	38	D
64	MetLife	Financial	37	D
65	Apple	Technology	37	D
66	Emerson Electric	Industrial	36	D
67	Lockheed Martin	Industrial	36	D
68	Kraft Heinz	Consumer, Non-cyclical	36	D
69	FedEx	Industrial	36	D
70	US Bancorp	Financial	35	D
71	United Technologies	Industrial	35	D
72	Boeing	Industrial	35	D
73	Facebook	Communications	34	D

COMBINED RANK	COMPANY	SECTOR	COMBINED SCORE %	COMBINED GRADE
74	Southern	Utilities	34	D
75	Celgene	Consumer, Non-cyclical	34	D
76	Schlumberger	Energy	34	D
77	Lowe's	Consumer, Cyclical	33	D
78	General Dynamics	Industrial	33	D
79	Occidental Petroleum	Energy	32	E
80	NextEra Energy	Utilities	31	E
81	Morgan Stanley	Financial	30	E
82	Mondelez	Consumer, Non-cyclical	30	E
83	Walgreens Boots Alliance	Consumer, Cyclical	30	E
84	Honeywell	Industrial	29	E
85	Pfizer	Consumer, Non-cyclical	29	E
86	McDonald's	Consumer, Cyclical	29	E
87	UnitedHealth	Consumer, Non-cyclical	28	E
88	Union Pacific	Industrial	28	E
89	Halliburton	Energy	28	E
90	BlackRock	Financial	26	E
91	General Electric	Industrial	26	E
92	Danaher	Consumer, Non-cyclical	24	F
93	Kinder Morgan	Energy	23	F
94	Charter Communications	Communications	21	F
95	Booking Holdings	Communications	19	F
96	Twenty-First Century Fox	Communications	19	F
97	Costco	Consumer, Cyclical	18	F
98	Simon Property	Financial	18	F
99	Berkshire Hathaway	Financial	14	F



# / CONCLUSION

We undertook this project with the aim of evaluating gender equality in public companies in the US, and, for the first time, to assess equality in the provision of health plans.

Women need health plans that include family planning and reproductive health to ensure that they can be equal participants in the workforce. Without this they will always have an extra handicap imposed on them. In a system where many depend on their employers to provide plans, it is in the interest of companies to ensure that the needs of both men and women are properly covered.

This Special Report showed that there is limited transparency in these US companies on what they offer employees in their health plans. In particular, there is a lack of information on the provision of family planning and reproductive services. While some companies were transparent and offered comprehensive healthcare packages, for others it was difficult to find data. As a result, a company may be low in the ranking, due to the lack of information rather than the quality of the health plans it offers.

Greater transparency is important as it is often an essential first step to driving change. It is also particularly important in a system where there is a high level of confusion about what provisions are required by law and uncertainty around potential policy changes.

Availability of information ensures that 1. employees are able to choose the companies that treat both genders equally, 2. companies can benchmark themselves against the best performers, and 3. investors can use their investment capital and shareholder engagement to promote gender equality in the workplace.

We hope the data presented here will prompt US companies to consider how they can improve gender equality in the provision of their healthcare benefits, and can also form the basis for impact investment strategies and products that will drive change and improve the working reality for both men and women in the US.

# METHODOLOGY

## DATA COLLECTION

Our dataset exists in the context of the corporate sector today, which is lacking open, public and transparent information on gender equality.

Equileap uses a two-fold research approach. First, we gather publicly available information provided by the companies themselves either in their annual reports, sustainability reports or on their websites. Internet search engines can have limitations in providing customised and localised results, so we also approach companies to provide their most relevant information themselves.

All companies in this research were approached and asked to fill in a questionnaire. For the data relating to the Equileap Gender Equality Scorecard, only publicly available information was accepted. For health plan questions, internal information was also accepted, as it is often subject to confidentiality. The majority of the companies did not reply to our questionnaire. We received questionnaires back from 3 companies: **Nvidia**, **Target** and **Microsoft**. Data provided by these companies was verified and validated by the Equileap research team.

## DATASET

The dataset included all companies in the **S&P 100 Index**, as of September 21, 2018. There are 102 companies in the S&P Index, with two companies having two listings. Research for this

project closed on November 30, 2018. Dow DuPont was not included in our evaluation, as the merger had not been completed at the time and information was only available from the two previously separate companies. As a result, there are 99 companies evaluated in this report.

## SCORING

### Equileap Gender Equality Scorecard™

Equileap has developed the Equileap Gender Equality Scorecard, inspired by the UN's Women's Empowerment Principles, to assess a company's commitment to and performance on gender equality. This scoring methodology allows us to collect information methodically about companies, based on a set of pre-identified criteria. It is the most comprehensive ranking system available to measure a company's progress towards gender equality.

The Equileap Gender Equality Scorecard currently includes 19 data clusters divided into 4 categories that measure A) gender balance in leadership and workforce, B) equal compensation and work life balance, C) policies promoting gender equality and D) commitment to women's empowerment, transparency and accountability. This scorecard is used for Equileap's Gender Equality Global Report & Ranking, and the methodology has been peer-reviewed by experts in finance, business, economics and gender.

## Health Plan Coverage Criteria

Two additional health plan criteria, consisting of 9 different metrics, were added for this Special Report. These were developed by an Expert Review Committee (ERC, [See page 23](#)) which also reviewed and finalised them after a pilot study including 15 companies. The ERC included representatives from NGOs, healthcare professional organisations, insurance companies, and academics.

### Question 1. Health Plan Coverage

- A.** Does the company make health insurance plans available to all full-time workers?
- B.** Does the company make health insurance plans available to part-time workers (working fewer than 20 hours a week) or provide a cash benefit to enable them to purchase another plan?
- C.** Does the coverage include an option that extends to immediate family members?
- D.** What is the percentage of health plan premiums subsidized by the company? : A) Under 30%; B) Between 30% and 60%; and C) Over 60%?

### Question 2. Maternal Healthcare and Family Planning

- A.** Do health plans offered by the company cover contraception and the provision of contraceptive counselling for: A) Women; B) Men; and/or C) People who don't identify as gender binary?
- B.** Do health plans offered by the company cover 100% of the costs for contraception and contraceptive counselling, with no out of pocket charges for: A) Women; B) Men; and/or C) People who don't identify as gender binary?
- C.** Do company health plans offer coverage for abortion? If this is included in the health plan is this: A) Unconditional; or offered under specific circumstances?: B) When the health of the pregnant person is at risk; C) When the life of the pregnant person is at risk; D) When there are foetal anomalies; E) When the pregnancy is the results of incest, rape, or assault.

**D.** Does the company ensure that employees have health plan options for maternal care and family planning in hospitals of their choice, where there are no restrictions on access to timely and comprehensive services?

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

### Combined Ranking: Scoring & Weighting

Companies are awarded scores on a scale of 0-100%. For the total combined score, the Equileap Gender Equality criteria was rebalanced to count for 80% of the overall score, and the access to healthcare coverage counted for 20%.

According to the Wharton Social Impact Initiative' report, [Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ \(2018\)](#), health is one of four essential characteristics that make a company a good employer for women. Similarly, the Center for High Impact Philanthropy (CHIP), released the [The XX Factor \(2017\)](#) report presenting a framework that identifies the five dimensions of a woman's life that are critical to her flourishing: Economic Empowerment, Education, Health, Legal Rights, and Personal Safety.

Based on this research and the input from the Expert Review Committee, we decided that 20% was an appropriate weighting to signify the importance of access to healthcare when examining gender equality in the workplace in the US.

## Grading

In addition to a score, each company has also been given a corresponding grade.

GRADE TABLE		
SCORE MIN	SCORE MAX	GRADE
90	100	A+
80	90	A
73	80	A-
65	73	B+
60	65	B
55	60	B-
50	55	C+
45	50	C
40	45	C-
33	40	D
25	33	E
0	25	F

The cases where two companies appear to have the same score but different grade in the ranking are due to the scores being rounded. Where companies have an identical score, the higher ranking was determined by a higher score on Criterion 5: Promotion and Career Development (the only metric that has a decimal point), and then, if necessary, Criteria 4, 3, 2, 1, in that order.

## EXPERT REVIEW COMMITTEE

This project and report received very valuable input and insights from the following group of people to whom we are grateful:

Melissa Beck, Executive Director, The Educational Foundation of America; Wendy Bley, Senior Consultant at TRC Inc; Patricia Castillo, International Campaign Director, SEIU California; Betsy Chittenden, healthcare user; Dr Reid Cushman, Voluntary Assistant Professor, Department of Public Health Sciences, Miami University; Lisa Hammann, CEO, The Reproductive Health Investors Alliance; Alicia Harris, Pro-

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## APPEALS PROCESS

Equileap takes every effort to ensure the information in this report is accurate. If an error has been made, companies are invited to submit information, and request that their data is corrected in Equileap's database. Please e-mail [research@equileap.org](mailto:research@equileap.org).



# EQUILEAP GENDER EQUALITY SCORECARD™

## EQUILEAP CRITERIA

## DEFINITION

### A GENDER BALANCE IN LEADERSHIP & WORKFORCE

- 1 **Board of Directors** >Gender balance of the company's board of directors / non-executive board (or supervisory board)
- 2 **Executives** >Gender balance of the company's executives / executive board
- 3 **Senior Management** >Gender balance of the company's senior management
- 4 **Workforce** >Gender balance of the company's total employee workforce
- 5 **Promotion & Career Development Opportunities** >Ratio of each gender in senior management compared to ratio of each gender in the workforce

### B EQUAL COMPENSATION & WORK LIFE BALANCE

- 6 **Fair Remuneration** >Commitment to pay a fair wage to all employees, even in those countries that do not legally require a minimum wage
- 7 **Gender Pay Gap and Equal Pay** >Transparency regarding comparable wages for comparable work and commitment to close the gender pay gap
- 8 **Parental Leave** >Paid leave programmes to both women and men (primary and secondary carers) in country of incorporation
- 9 **Flexible Work Options** >Option to employees to control and or vary the start and end times of the work day, and or vary the location from which employees work

### C POLICIES PROMOTING GENDER EQUALITY

- 10 **Training and Career Development** >Commitment to ensure equal access to training and career development to both men and women, at all levels of the company
- 11 **Recruitment Strategy** >Commitment to ensure non-discrimination against any type of demographic group including women
- 12 **Freedom from Violence, Abuse and Sexual Harassment** >Prohibits all forms of violence in the work place, including verbal, physical and sexual harassment
- 13 **Safety at Work** >Commitment to the safety of employees in the workplace, in travel to and from the workplace and on company related business, and ensure the safety of vendors in the workplace
- 14 **Human Rights** >Commitment to ensure the protection of human rights, including employees' rights to participate in legal, civic and political affairs
- 15 **Social Supply Chain** >Commitment to reduce social risks in its supply chain such as forbid business related activities that condone, support, or otherwise participate in trafficking, including for labour or sexual exploitation
- 16 **Supplier Diversity** >Commitment to ensure diversity in its supply chain, including procurement from women owned / women-led businesses
- 17 **Employee Protection** >Systems and policies for the reporting of internal ethical compliance complaints without retaliation or retribution, such as access to confidential third-party ethics hotlines or systems for confidential written complaints

### D COMMITMENT, TRANSPARENCY & ACCOUNTABILITY

- 18 **Commitment to Women's Empowerment** >Signatory of the Women's Empowerment Principles
- 19 **Audit** >Awarded an independent gender audit certificate by an Equileap recognised body

### E ALARM BELLS

Companies are also monitored for unethical business practices. We register if a company has a record of any of the following:

- >A legal judgement or official ruling regarding gender discrimination or sexual harassment against the company or an employee
- >Two or more legal cases, or one class action that have been settled against a company or an employee regarding gender discrimination or sexual harassment
- >Two or more legal judgements or official rulings regarding gender discriminatory practices in a company's marketing and advertising

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