

**Company name: Adidas**

**Total weighted score: 50.1\* out of 100**

### Weighted score by measurement area

Weighted Score	Out of	Measurement area
9.0	20.0	Governance and strategy
8.8	17.5	Representation
7.5	17.5	Compensation and benefits
6.6	17.5	Health and well-being
12.0	17.5	Violence and harassment
2.5	5.0	Marketplace
3.8	5.0	Community

(\*) The scores in this detailed assessment are unweighted (out of 2) and, therefore, change when weights are applied per the [Gender Benchmark Methodology 2020](#). Differences between the total weighted score and the sum of the weighted scores across measurement areas may occur due to rounding, but this has not had any overall effect on the ranking.

### Governance and strategy (20% of total score)

#### CORPORATE

Indicator	Score (out of 2)	Assessment
<b>1. Strategic action</b>	<b>1</b>	MET: The company has made a public commitment to gender equality and women's empowerment as a signatory to the UN Women's Empowerment Principles.
		MET: The company has integrated gender equality and women's empowerment into its business strategy.
		NOT MET: There is no evidence that the company has undertaken a self- assessment or third-party assessment or certification for gender equality
		NOT MET: While the company has specific targets in place relating to gender representation, there is no evidence of at least two public targets, covering two different issues (e.g. representation and pay) or in two different areas of the value chain (e.g. workplace and supply chain).
<b>2. Senior leadership accountability</b>	<b>0</b>	NOT MET: While the company has a Global Committee to Accelerate Inclusion and Equality in the workplace, it is unclear who has direct and overall responsibility for gender equality and women's empowerment in the supply chain
		NOT MET: There is no evidence that the company has targets on advancing gender equality and women's empowerment in the full value chain or, therefore, annual oversight of progress against its targets.

<b>3. Gender-responsive human rights due diligence process</b>	2	MET: The company has a human rights due diligence process, which covers gender-related issues across its value chain including the following: Respectful Workplace, Compensation & Benefits, Gender Based Violence and Harassment, Voice and Representation, Leadership & Skills development and Health, Safety and Wellbeing.
		NOT MET: There is no evidence that the company assessed and prioritized gender-related human rights impacts as being salient.
		MET: The company consults with external parties such as Phuki and UNICEF on women's rights as part of the risk identification and assessment process.

## WORKPLACE

Indicator	Score (out of 2)	Draft assessment
<b>4. Sex-disaggregated data</b>	0.5	NOT MET: There is no evidence that the company collects, analyses and monitors sex-disaggregated grievance data (e.g. number of grievances reported, number of grievances remediated), at least annually.
		MET: The company collects, analyses and monitors sex-disaggregated data on the gender balance of its workforce across various levels of leadership at least annually.
		NOT MET: There is no evidence that the company collects, analyse and monitor sex-disaggregated data on the percentage of employees participating in its professional development, at least annually.
		NOT MET: There is no evidence that the company collects, analyses and monitors sex-disaggregated data on turnover and absenteeism at least annually.
		NOT MET: There is no evidence that the company collects analyses and monitors sex-disaggregated data on its global gender pay gap, at least annually.
		NOT MET: There is no evidence that the company collects, analyses and monitors sex-disaggregated data on the remediation of violence and harassment grievances at least annually.
		NOT MET: There is no evidence that the company collects, analyses and monitors sex-disaggregated data on the total procurement spend that is directed to women-owned businesses.
		MET: The company provides sex-disaggregated data on incident rates, and their severity, across its strategic suppliers globally.
<b>5. Grievance mechanism</b>	1	<p>PARTIALLY MET: The company's grievance mechanism includes 4 gender-responsive elements:</p> <ul style="list-style-type: none"> <li>- Anonymous</li> <li>- Alternate access to a party concerning the grievance, if the perpetrator is the direct supervisor of the aggrieved party</li> <li>- Allows verbal submission of grievances via a telephone line</li> <li>- Ensures protection of the aggrieved party (non-retaliation)</li> </ul> <p>However, there is no evidence that it includes other features, such as involving a gender-balanced review body to process grievances or ensuring its mechanism is available in all relevant languages</p>
<b>6. Employee engagement</b>	0	NOT MET: While the company does engage employees through People Pulse, it is unclear whether these feedback covers gender issues
		NOT MET: There is no evidence regarding whether the company has integrated employee feedback regarding gender issues into its policies and practices.
<b>7. External stakeholder engagement</b>	0	NOT MET: While the company lists stakeholder engagement as a core of its work, it is unclear if gender issues are covered
		NOT MET: There is no evidence that the company has integrated external stakeholder feedback regarding gender issues into its policies and practices.

## SUPPLY CHAIN

Indicator	Score (out of 2)	Assessment
8. Commitment in the supply chain	1	MET: The company requires its vendors have processes in place to listen to workers and identify local needs.
		NOT MET: While the company has targets for the supply chain, these are not public
		NOT MET: While the company tracks against its targets, these are not public
9. Grievance mechanism in the supply chain	1.5	PARTIALLY MET: The company ensures that its supply chain workers and other external individuals and communities have access to its own grievance mechanism, to raise complaints (including in relation to gender-related issues) about the company's suppliers or the company's operations. The company ensures that workers in the supply chain are aware of this grievance mechanism, by posting the hotline numbers in their workplaces. The company does not, however, appear to collect, analyse and monitor sex-disaggregated grievance data in its supply chain (e.g. number of grievances reported, number of grievances remediated).
		PARTIALLY MET: The company requires its suppliers to have a grievance mechanism in place for workers to raise complaints and requires its suppliers to ensure that supply chain workers are aware of the supplier's grievance mechanism, however it does not requires that its suppliers collect sex-disaggregated data on the grievances reported by supply chain workers or to ensure that external individuals and communities have access to the supplier's grievance mechanism to raise complaints (including in relation to gender-related issues)
10. Corrective action process in the supply chain	2	MET: The company's audit process screens for over 5 gender-related issues among its suppliers, such as: <ul style="list-style-type: none"> <li>- Sexual harassment</li> <li>- Discrimination based on parental status</li> <li>- Discrimination based on marital status</li> <li>- Discrimination based on gender</li> <li>- Intimidation, harassment, retaliation or violence against trade union members/representatives</li> <li>- pregnant workers placed in hazardous positions</li> </ul>
		MET: The company has identified gender-related issues as requiring corrective action
		MET: The company has identified sexual harassment as a Zero Tolerance issue, automatically resulting in termination of the relationship with the supplier or facility.

## Representation (17.5% of total score)

### WORKPLACE

Indicator	Score (out of 2)	Assessment
11. Gender equality in leadership	0..5	NOT MET: 31% - Less than 40% of the company's members of the board are women
		NOT MET: 20% - Less than 40% of the company's senior executives are women
		NOT MET: 29% - Less than 40% of the company's senior management are women
		MET: 47% - The company maintains a gender balance (between 40-60%) at the middle/other management level

<b>12. Professional development and promotion</b>	<b>1.5</b>	PARTIALLY MET: The company offers professional development programmes, such as <i>DIVE IN</i> , <i>#BONFIDENT</i> , <i>Going for Gold</i> . However, there is no evidence that the company tracks the number of women participating in these programmes.
		MET: The company collects sex-disaggregated data on percentage of employees promoted.
<b>13. Occupational segregation</b>	<b>0</b>	NOT MET: There is no evidence the company collects sex-disaggregated data on the gender balance of its workforce by occupational function.
<b>14. Turnover and absenteeism</b>	<b>1</b>	MET: The company collects sex-disaggregated data on the annual turnover of employees.
		NOT MET: There is no evidence that company collects sex-disaggregated data on the annual absenteeism levels of employees.

## SUPPLY CHAIN

Indicator	Score (out of 2)	Assessment
<b>15. Gender equality in leadership in the supply chain</b>	<b>1.5</b>	MET: The company collects sex-disaggregated data by leadership level across the supply chain.
		PARTIALLY MET: The company supports its suppliers in offering professional development opportunities to women workers in the supply chain. However, there is no evidence the it tracks the number of women participating.
<b>16. Non-discrimination against pregnant and/or married women workers in the supply chain</b>	<b>1.5</b>	MET: The company requires its suppliers to have a non-discrimination policy that explicitly protects both pregnant and married women workers.
		NOT MET: Whilst the company's Human Resources Management Systems (HRMS) training program focuses on training supplier managerial staff in the Asia Pacific region, in topics that are designed for key HRMS elements covering hiring, compensation and benefits, training and development, performance management and human resource planning, there is no evidence that this includes a focus on unconscious bias training to ensure a non-biased approach to the recruitment and promotion of married / pregnant women workers.
		MET: The company provides support through the prohibition of pregnancy testing, provides maternity leave benefits and also offers planning of production schedules in relation to reduced working hours for pregnant or lactating workers.
<b>17. Enabling environment for freedom of association and collective bargaining in the supply chain</b>	<b>2</b>	MET: The company requires its suppliers to prohibit intimidation, harassment, retaliation and violence against trade union members or representatives.
		MET: The company provides trainings to its suppliers on freedom of association and recommends that suppliers provide training programmes for supervisors on how to establish and maintain proper communication with workers and instruct workers on the company's Workplace Standards regarding freedom of association and collective bargaining. In countries with barriers to the formation of trade unions, the company identifies parallel means for worker representation through direct worker-led elections. Furthermore, together with Oxfam, the company collaborated closely with local trade union federations in the development of a Freedom of Association Protocol for Indonesia.
<b>18. Gender-responsive procurement</b>	<b>0</b>	NOT MET: There is no evidence that the company has made a public commitment to gender-responsive procurement.
		NOT MET: There is no evidence that the company procures from women-owned businesses.
		NOT MET: There is no evidence that the company has taken specific actions to increase its support for women-owned businesses.

## Compensation and benefits (17.5% of total score)

### WORKPLACE

Indicator	Score (out of 2)	Assessment
19. Gender pay gap	1	MET: The company collects sex-disaggregated pay gap data.
		NOT MET: There is no evidence that the company collects sex-disaggregated pay data by different pay bands.
		NOT MET: The company has provided this information for UK operations but not others
		NOT MET: The company has provided this information for UK operations but not others
		NOT MET: There is no evidence that the company uses a third-party to undertake / verify its gender pay gap analysis.
		MET: The company is taking active steps to address any pay gaps identified.
20. Paid carer leave	0.5	NOT MET: The company addresses maternity/parental leave de-centrally on both market and national level
		MET: The company offers reintegration management for parents to plan re-entry into the workforce
		NOT MET: The company tackles maternity/parental leave de-centrally on both market and national level.
		NOT MET: There is no evidence that the company implements concrete actions that promote the uptake of secondary carer leave.
21. Childcare and other family support	1	PARTIALLY MET: The company offers childcare support to its employees at its headquarters in Germany. However, there is no evidence the company offers other general family support to its employees (e.g. paid time off for breastfeeding and lactating, or paid time off to attend healthcare appointments with children/dependents).
22. Flexible work	1	PARTIALLY MET: The company offers flexible working hours to its employees. However there is evidence it tracks uptake.
		PARTIALLY MET: The company offers flexible work locations to its employees, however there is no evidence that it tracks the uptake.

### SUPPLY CHAIN

Indicator	Score (out of 2)	Assessment
23. Formal contracts in the supply chain	1.5	MET: The company requires its suppliers to offer their workers formal contracts.
		PARTIALLY MET: The company takes specific actions to help ensure its suppliers subcontract to registered businesses. However, it does not require suppliers to collect sex-disaggregated data by contract type.
24. Living wage in the supply chain	1	NOT MET: There is no evidence that the company requires its suppliers to pay their workers a living wage.
		NOT MET: There was no evidence that the company monitors the payment of living wages.
		MET: The company takes specific actions to help ensure its suppliers pay their workers a living wage, such as specifically focusing on supporting wage influencers such as collective bargaining, responsible sourcing practices, productivity and efficiency improvements and validating the data gathered in interviews with workers and managers.

<b>25. Family-friendly benefits provision in the supply chain</b>	0	NOT MET: While the company states that the legal amount of maternity leave should be afforded to workers, it does not require its suppliers to provide at least 14 weeks of paid primary carer leave.
		NOT MET: There is no evidence regarding whether the company requires its suppliers to provide at least two weeks of paid secondary carer leave.
		NOT MET: While the company recommends its suppliers to consider establishing child care facilities as a best practice even if there is no legal requirement to establish a child care facility, there is no evidence that the company requires its suppliers to provide childcare support to their workers.
		NOT MET: While the company engages with suppliers to help fulfil female workers' employment including day care and nursing facilities, there is no evidence regarding whether the company requires its suppliers to provide other family support to their workers.

## Health and well-being (17.5% of total score)

### WORKPLACE

Indicator	Score (out of 2)	Assessment
<b>26. Health information and services for employees</b>	0	NOT MET: There is no evidence regarding the costs covered for maternal health information and services, in countries where no or only partial government-funded support is provided.
		NOT MET: There is no evidence regarding the costs covered for sexual and reproductive health information and services, in countries where no or only partial government-funded support is provided.
		NOT MET: There is no evidence regarding the costs covered for mental health information and services, in countries where no or only partial government-funded support is provided.
		NOT MET: There is no evidence that the company provides coverage of the costs associated with maternal, sexual and reproductive, or mental health information and services for its employees in the US.

### SUPPLY CHAIN

Indicator	Score (out of 2)	Assessment
<b>27. Safe and health work environment in the supply chain</b>	2	MET: The company requires its suppliers to address at least 4 of the specific health, safety and hygiene needs of their women workers, including: <ul style="list-style-type: none"> <li>- Regularly check company premises to ensure they are adequately lit and secure</li> <li>- Provide access to clean drinking water</li> <li>- Provide gender-segregated toilet facilities</li> <li>- Provide facilities to wash menstrual products</li> </ul>
		MET: The company monitors supplier adherence to the requirement to address the specific health, safety and hygiene needs of their women workers.
		MET: The company supports its suppliers in ensuring a gender-responsive, safe and healthy work environment by requiring them to establish a health and safety management system and initiated a machine safety project. It also provides training guidelines to factories to ensure a basic level of information and education is provided to the potentially affected workers so that their tasks are performed in a safe and productive manner.

<b>28. Health information and services in the supply chain</b>	<b>1</b>	NOT MET: There is no evidence that the company has made a commitment to gender-responsive health information or services in its supply chain.
		NOT MET: There is no evidence whether the company requires its suppliers to have a clean health clinic on-site with credentialed health providers.
		MET: The company supports its suppliers in providing their workers with access to gender-responsive health information and services on topics such as maternal health, menstruation, family planning, HIV/AIDs and gender-based violence screen

## Violence and harassment (17.5% of total score)

### WORKPLACE

Indicator	Score (out of 2)	Assessment
<b>29. Violence and harassment prevention</b>	<b>1</b>	MET: The company prohibits violence and harassment in the workplace through its Fairplay Code of Conduct.
		NOT MET: The company appears to have developed an Anti-Harassment and Anti-Discrimination training, but specifies that it is has not yet been launched.
		NOT MET: There is no evidence that the company takes additional actions to help prevent violence and harassment in the workplace.
<b>30. Violence and harassment remediation</b>	<b>1</b>	PARTIALLY MET: The company's remediation process for violations of its code of conduct (which includes a zero-tolerance commitment against discrimination, harassment, and sexual harassment) includes clear disciplinary actions for perpetrators. However, there is no evidence of protection/remedy for the victim, such as not requiring private arbitration or counselling/mental health support.

### SUPPLY CHAIN

Indicator	Score (out of 2)	Assessment
<b>31. Violence and harassment prevention in the supply chain</b>	<b>2</b>	MET: The company requires its suppliers to have a violence and harassment policy.
		MET: The company requires that the violence and harassment policy (or supplier code of conduct that includes this) be made available in one or more local languages.
		MET: The company requires suppliers to have in place appropriate policies, procedures and training programs for workers and managers, as well as grievance systems to handle worker complaints.
		MET: The company works with suppliers through a series of advisory sessions focusing on policy review, training and awareness raising for all workers as well as enhancing worker-management communication channels including the development of a gender responsive non-judicial grievance channel.
<b>32. Violence and harassment remediation in the supply chain</b>	<b>1.5</b>	MET: The company monitors its suppliers' remediation process for addressing violence and harassment grievances.
		MET: The company's Guidelines for Employment Standards provides detailed guidelines for effective remediation, such as appropriate disciplining of the offender and an effort to correct the hostile or offensive work environment.
		NOT MET: There is no evidence that the company requires its suppliers to collect sex-disaggregated data on the remediation of violence and harassment grievances reported by their workers.

## Marketplace (5% of total score)

### MARKETPLACE

Indicator	Score (out of 2)	Assessment
33. Marketing content	1	NOT MET: While the company provides information on its She Breaks Barriers initiatives which encourages women to participate in sports, it does not have a public commitment which addresses how gender stereotypes are portrayed in its marketing campaigns.
		MET: The company mentions the 'She Breaks Barriers' programmes which seeks to break stereotypes women face in sports.

## Community (5% of total score)

### COMMUNITY

Indicator	Score (out of 2)	Assessment
34. Community support	1.5	<p>MET: The company runs initiatives such as the She Breaks Barriers which encourages women to engage in sports.</p> <p>MET: The company also runs a partnership with the NGO Baiardi with activities that enhance the women's skillset and position them to take initiative in micro-entrepreneurship development.</p> <p>MET: The company tracks beneficiaries to its programmes.</p> <p>NOT MET: There is no evidence that the company collects feedback from beneficiaries to inform future programmes or conducts an impact assessment.</p>

NB: "NOT MET" in the assessment above indicates WBA could not find information in public sources or the internal documents shared by the company to show that the company meets the requirements, as described in full in the Gender Benchmark Methodology Report 2020 and Scoring Guidelines 2021. This does not necessarily mean that the company is not taking any action under that indicator.