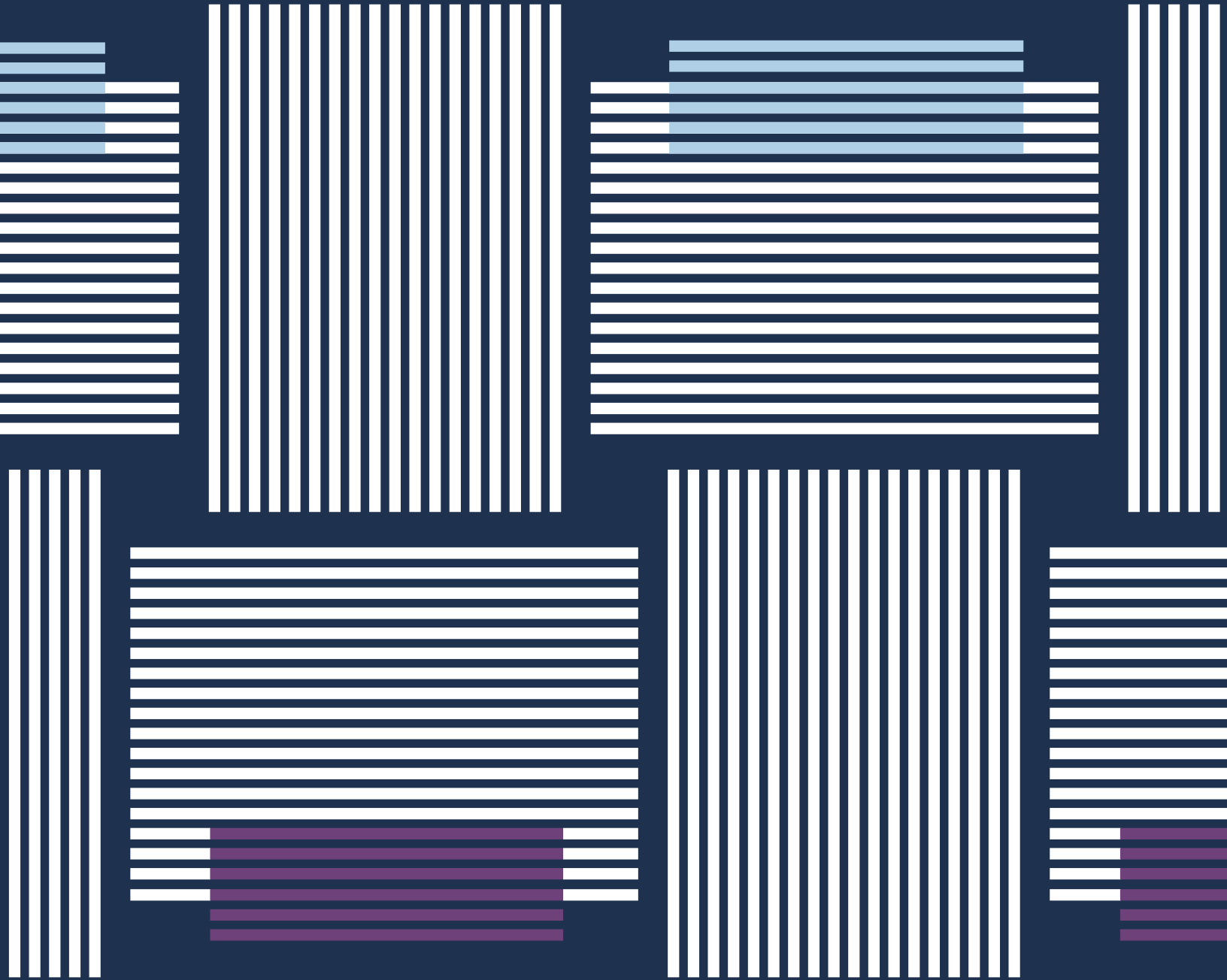




Global Compact
Network USA



Resilience in Real Time

Businesses
in a Changing
Landscape



Network USA

About UN Global Compact Network USA

Global Compact Network USA is the US Chapter of the United Nations Global Compact, the largest corporate sustainability initiative in the world. We are a powerful network of companies and stakeholders dedicated to advancing the Sustainable Development Goals. By connecting our partners with the resources of the greater UN, we support companies that are committed to fully integrating our principles of human rights, labor, environment, and anti-corruption into their business strategies and operations.

www.globalcompactusa.org

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About this Report

This report explores how U.S. companies are embedding social sustainability into core business strategies in a rapidly evolving global environment. Through case studies of BMC Software, Álvarez-Díaz & Villalón®, Avasant, and Knoll Printing & Packaging, this report highlights how organizations across industries are operationalizing their commitments to human rights, living wages, gender equality, and decent work — demonstrating that social sustainability is both a moral responsibility and a strategic imperative.

The featured companies illustrate a range of entry points into this work. Some examples focus on strengthening internal workforce practices; others on supply chain oversight, governance systems, or competency-based talent strategies. Collectively, their experiences demonstrate that the right entry point is context-specific — shaped by each company's business model, risk exposure, and strategic priorities — yet united by a shared recognition that long-term competitiveness depends on resilient people, institutions, and communities.

This report is intended for business leaders, sustainability professionals, board members, and practitioners seeking actionable insights. By showcasing real-world approaches and measurable outcomes, it aims to support companies in strengthening trust, resilience, and long-term value creation in a changing world.

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Amanda Gardiner
Executive Director

United Nations
Global Compact
Network USA

U.S. businesses today are operating in a period defined not only by economic and geopolitical change but by a fundamental shift in what society expects from companies and their leaders. Across industries, organizations are increasingly expected to demonstrate how they create opportunity and positive impact in the markets and communities that sustain them.

This report reflects the growing recognition among business leaders that sustainable business performance is closely linked to the well-being and resilience of people and communities. Companies do not operate in isolation; they are embedded within the societies that shape and sustain their success. Business and society are mutually reinforcing: innovation, investment, and economic vitality depend on people's trust, participation, and opportunity. As employers, economic actors, and participants in global value chains, companies are uniquely positioned to influence the conditions that shape livelihoods, workplace culture, supply chains, and access to opportunity.

By embedding respect for human rights, advancing equitable practices, and investing in decent work and inclusive growth,

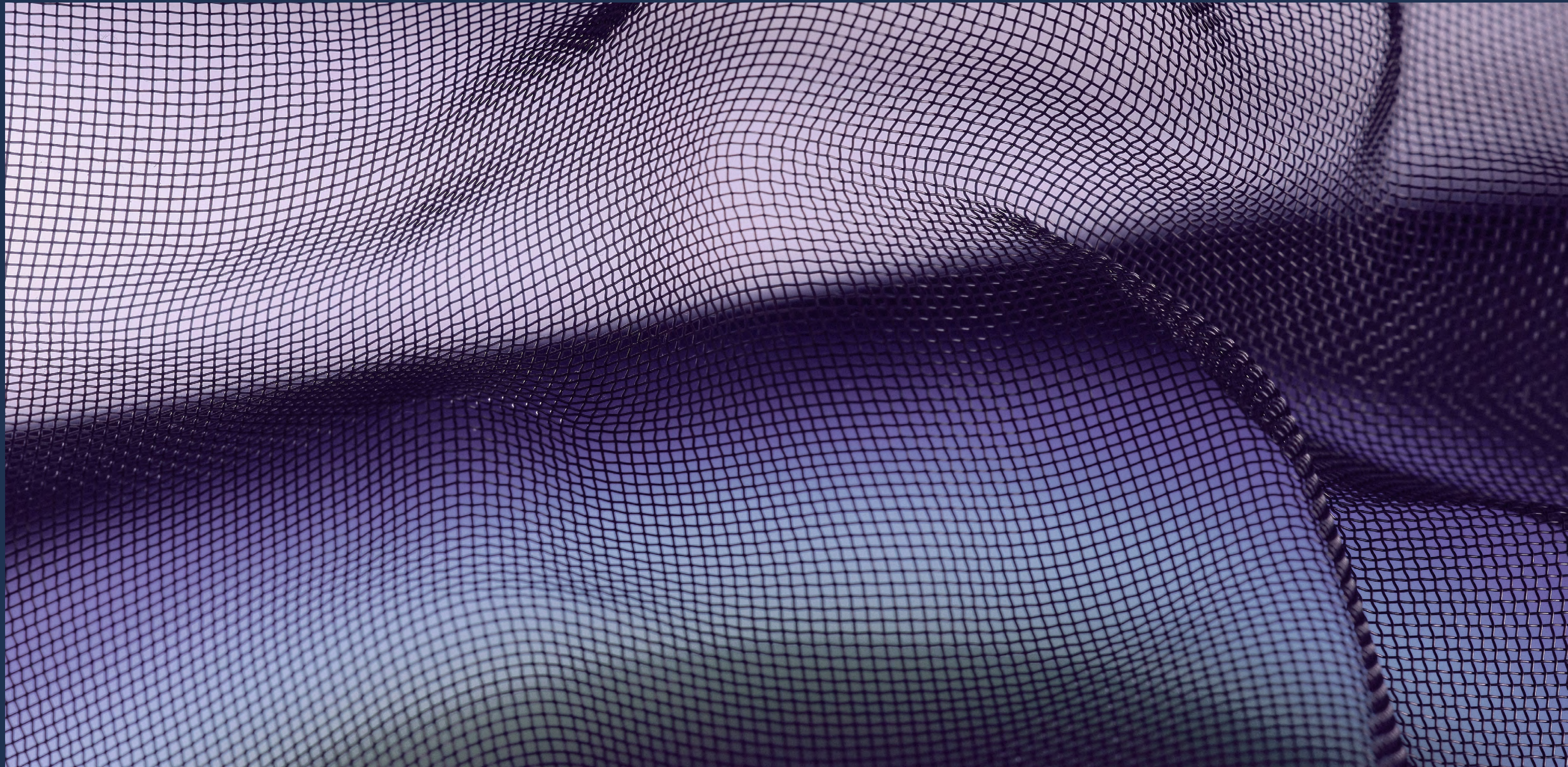
Companies do not operate in isolation; they are embedded within the societies that shape and sustain their success.

businesses can help build stronger, more resilient economies and support long-term competitiveness. The examples and insights shared in this report demonstrate how organizations across sectors are translating these commitments into practical action.

In today's evolving landscape, companies benefit from engaging in collaborative efforts grounded in shared principles, practical learning, and peer exchange. Organizations across sectors — including the UN Global Compact — play an important role in convening leaders, sharing actionable guidance, and supporting implementation. Strengthening the social fabric that connects workplaces, communities, and markets lays the foundation for a future in which businesses and society can thrive together.

Business,
People, and
Performance

The Foundations of Social Sustainability





Across the United States, companies are navigating a convergence of economic and political forces — from trade and regulatory shifts to institutional change and evolving alliances — that are reshaping domestic operations and global supply chains alike. In this environment, resilience is no longer defined solely by financial performance, but by the strength of the people, communities, and institutions that sustain long-term competitiveness.

These shifts create both uncertainty and opportunity for business leaders. While companies are shaped by the broader cultures in which they operate, they retain significant influence over the conditions within their own organizations — where leadership decisions directly shape employee experience, opportunity, and trust.

Through fair practices, safe and respectful workplaces, and equitable access to advancement, businesses can help foster stability and trust — both within their own teams and across the communities they serve. Their influence extends far beyond their own walls. As employers, purchasers, and suppliers, companies shape livelihoods, access to opportunity, and the broader conditions that enable individuals and communities to thrive. Taken together, these dynamics form the foundation of what is increasingly recognized as social sustainability.

At its core, social sustainability is about strengthening the systems that enable people and businesses to prosper together. Far from being

peripheral to performance, these efforts support long-term company resilience, competitiveness, and innovation.

Progress across every dimension of sustainability ultimately depends on people. When individuals and communities can thrive, businesses are better positioned to innovate, grow, and withstand disruption — reinforcing the human foundations of long-term economic resilience.

Social Sustainability in Practice

Social sustainability is not defined by a single framework but is reflected across major international standards, including the UN Sustainable Development Goals, the UN Guiding Principles on Business and Human Rights, and International Labor Organization conventions. Collectively, these frameworks emphasize the conditions that enable individuals, workers, and communities to thrive — through respect for human rights, equitable access to opportunity, and economic participation that supports long-term societal stability.

For businesses, social sustainability describes how companies manage their relationships with people — employees, workers across value chains, customers, and communities — in ways that strengthen resilience, performance, and long-term value creation. While implementation varies by industry and geography, four core dimensions consistently emerge:

1 Human Rights

Upholding the inherent dignity of all individuals and protecting against abuses.¹

2 Equity

Ensuring fair access to opportunity and removing systemic barriers.²

3 Decent Work

Providing safe, productive employment that delivers fair income, opportunity, and voice.³

4 Inclusive Growth

Aligning economic success with broad societal participation and reduced poverty.⁴

Companies and their leaders play a central role in advancing these outcomes — and the business benefits are measurable.

Company Practices Matter

When an organization's processes are viewed as fair and equitable, employees are 5x more likely to feel included, 5x more likely to be engaged, and 3x more likely to intend to stay with the company.⁵

Leadership Behaviors Matter

People managers' behaviors explain 45% of employee experiences of inclusion, and these positive experiences explain 49% of team-solving (i.e., fostering inclusive, collaborative environments), 35% of work engagement, 20% of intent to stay, and 18% of employee innovation.⁶

For companies, social sustainability is no longer solely a values-driven agenda; it is increasingly a driver of resilience, performance, and competitive advantage.

These workforce dynamics translate directly into business outcomes. A substantial body of empirical research finds a positive relationship between corporate sustainability performance and financial outcomes. Meta-analyses indicate that roughly 90% of Environmental, Social, and Governance (ESG) studies report a non-negative relationship, with most identifying positive financial impacts.⁷

Increasingly, social sustainability extends beyond workplace practices, shaping supply chains, communities, and the broader systems on which business resilience depends.

From Principle to Performance

For companies, social sustainability is no longer solely a values-driven agenda; it is increasingly a driver of resilience, performance, and competitive advantage.

Businesses are operating under heightened scrutiny and rising expectations. When employees, customers, and stakeholders perceive a gap between corporate commitments and lived experience, trust, engagement, and retention decline — creating operational and reputational risk. High-profile ethics failures, workforce restructuring, cost-of-living pressures, and governance controversies have contributed to a broader testing of trust in business institutions. Companies that demonstrate consistency between values and action are better positioned to maintain credibility, strengthen stakeholder relationships, and preserve long-term stability.⁸

Beyond mitigating risk, social sustainability is increasingly associated with stronger financial performance. Empirical research supports this connection: a McKinsey analysis found that companies leading on sustainability delivered 2.5 to 7

percentage points higher excess total shareholder returns compared with peers over a five-year period.⁹

Operationally, strong social performance enhances business fundamentals. Investments in decent work and workforce well-being help companies attract and retain talent, foster innovation, and sustain productivity over time. Strengthening conditions within supplier communities can improve supply chain reliability and resilience, particularly in periods of disruption.

Market expectations are also evolving. While regulatory compliance establishes a baseline, companies that go beyond minimum requirements are increasingly favored by investors and consumers evaluating long-term value creation alongside societal impact. Organizations that proactively address social sustainability are therefore better positioned to compete for capital, customers, and talent.

For business leaders, the case is both human and economic. Employees increasingly expect this alignment: approximately 67% report being more willing to apply to companies they perceive as sustainable, and roughly 70% say sustainability credentials make an employer more attractive. Organizations that align business performance with social outcomes are therefore better positioned to compete for talent, capital, and long-term growth.

Leading Through Action The Role of the U.S. Private Sector

The United States' workforce supports many of the world's largest multinational companies and constitutes one of the largest labor markets globally, giving U.S. companies significant influence not only over workforce standards,

but also over supply chain practices and community-level economic participation. As expectations evolve, businesses have an opportunity to reinforce socially sustainable approaches that strengthen competitiveness and long-term resilience — not only within their own operations, but across the global value chains and communities connected to their activities.

In response to a shifting stakeholder, legal, and regulatory environment, many organizations have reassessed their social strategies. While the landscape continues to evolve, longstanding anti-discrimination principles remain intact. Effective social sustainability strategies focus on expanding opportunities within the workforce, strengthening responsible sourcing and supplier standards across value chains, and promoting inclusive economic participation in the communities where companies operate. Together, these efforts help companies align business performance with broader societal stability.¹¹

Rather than retreating from these commitments, companies can benefit from strengthening transparent and merit-based systems across three interconnected domains: talent management, responsible sourcing, and community engagement. Transparent hiring, promotion, and development practices reinforce equal opportunity and build employee trust. Clear supplier expectations and accountability mechanisms promote fair labor practices and operational reliability throughout value chains. Strategic community investment — including workforce development, local partnerships, and economic inclusion initiatives — helps create stable operating environments that support long-term growth.¹²

Developing inclusive and responsible systems is not about preferential treatment; it is about building

transparent, performance-oriented environments across operations, value chains, and communities. By aligning opportunity with accountability, companies strengthen their ability to attract and retain talent, secure resilient supply networks, foster innovation, and build trust with workers, suppliers, communities, and broader stakeholders. In doing so, businesses enhance both social outcomes and organizational performance in an increasingly complex operating environment.

The following case studies demonstrate how leading companies are strengthening social sustainability in practice through diverse entry points — including human rights governance, living wage and well-being initiatives, equitable advancement, and responsible sourcing — generating measurable impact across workforces, value chains, and communities.

Case
Studies

Social Sustainability in Practice



The following case studies highlight how companies across sectors are applying socially responsible practices within their operations to address workforce, supply chain, and governance challenges. Together, they demonstrate how practical, context-specific approaches can strengthen organizational resilience and support sustained business performance.

BMC Software

BMC Software is a leading American enterprise technology company that provides software solutions for AI-driven operations, hybrid cloud management, automation, and mainframe environments. The company supports many of the world's largest organizations in managing complex IT infrastructure and digital services. BMC's platforms are designed to improve operational efficiency, enable innovation, and support secure, scalable enterprise systems.

Avasant

Avasant is a global management consulting firm that specializes in helping organizations translate emerging technologies into effective business strategies. The firm advises enterprises, governments, and technology providers on digital transformation, sourcing, and strategic innovation. Avasant focuses on aligning technology adoption with measurable business outcomes and long-term organizational value.

Knoll Printing & Packaging

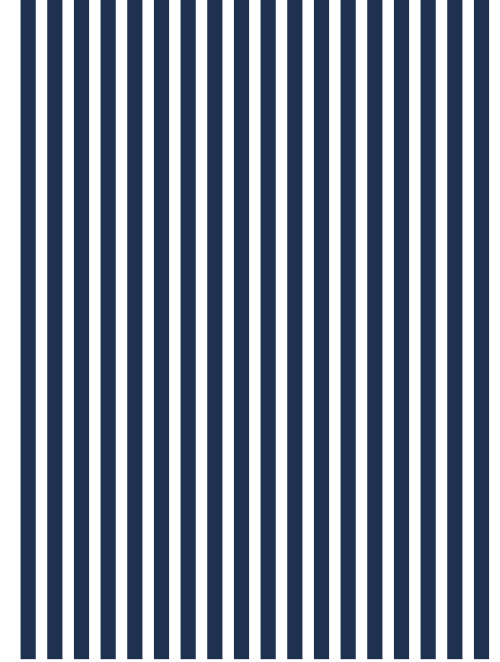
Knoll Printing & Packaging is a global provider of premium, customized packaging solutions for luxury brands. Founded in 1984, the company specializes in the design and manufacturing of high-end packaging for the cosmetics and fragrance industries. Knoll works closely with clients to create innovative packaging that enhances brand identity, product presentation, and consumer experience.

Alvarez-Diaz & Villalón

Alvarez-Diaz & Villalón (AD&V) is a Puerto Rican architecture and interior design firm established in 2001. The firm focuses on sustainable, high-efficiency, and socially responsible design across multifamily, hospitality, and institutional sectors. AD&V integrates architectural innovation with environmental and community considerations to deliver projects that balance performance, aesthetics, and long-term impact.

BMC Software

Human Rights



Approach

INDUSTRY
Software and Computer Services (Software)

UNGC AFFILIATION
Participant since March 2022

LOCATION
Texas

BMC Software, a Houston-based global provider of AI-driven infrastructure software, helps organizations automate operations and accelerate business outcomes. As a technology company operating across global markets and value chains, BMC recognizes that long-term success depends not only on innovation, but also on responsible operations and how it treats people across its ecosystem.

Social sustainability at BMC is grounded in the principles of people, planet, and prosperity, with a deliberate emphasis on people, including employees, customers, partners, and those within its supply chain. For BMC, advancing social sustainability begins with understanding stakeholders, how products are built, and how operations affect communities. In a competitive technology sector where products can serve similar functions, values, governance, and human rights practices increasingly differentiate companies — building trust, retaining talent, and sustaining competitiveness.

External expectations reinforce this approach. Enterprise customers and partners routinely request detailed information on BMC's ESG maturity as part of procurement and risk assessments. Platforms such as CDP's supplier portal and EcoVadis have become standard touchpoints, making social sustainability integral to revenue protection and growth. At the same time, many leaders bring authentic conviction shaped by personal experiences of inequities, climate impacts, and community challenges, reinforcing that this work is not treated as a compliance exercise alone.

Advancing social sustainability begins with understanding stakeholders, how products are built, and how operations affect communities.



Human rights now inform decision-making throughout the organization, aligning policies, governance structures, and operational practices so that commitments translate into meaningful outcomes.

Strategy and Implementation

BMC recognizes that social sustainability is interconnected with human capital management, climate action, responsible sourcing, product development, and the ethical use of Artificial Intelligence (AI). To identify where it could have the greatest impact, the company conducted a materiality assessment to determine the ESG issues most relevant to the business and stakeholders.

This process reinforced the importance of embedding human rights considerations across functions rather than confining them to a single team. Human rights now inform decision-making throughout the organization, aligning policies, governance structures, and operational practices so that commitments translate into meaningful outcomes.

Progress is tracked through qualitative and quantitative indicators, including pay equity certification, workforce composition and engagement data, well-being engagement (such as EAP utilization), external ESG and human rights ratings and disclosures (including EcoVadis and CDP), and the influence of disclosure expectations on customer retention and recurring revenue.

Workforce and Responsible Business Practices

BMC complements its core strategy with initiatives that strengthen awareness, fair talent practices, product responsibility, and responsible engagement.

Awareness and Engagement

BMC connects global challenges to employees' daily work through initiatives such as Climate Action Month. One example is digital decluttering, which helps employees understand how routine data storage behaviors contribute to cloud usage, data center demand, and energy consumption — linking individual actions to broader environmental and social outcomes.

Fair Talent Practices and Well-being

- **Inclusive recruitment:** BMC expands talent sourcing across global markets and leverages ERG networks to reach underrepresented populations. Job postings and outreach are reviewed to reduce bias, interview panels are intentionally balanced, and consistent interviewing practices are reinforced through training. To date, 96% of BMC hiring managers have completed training on skills-based hiring, objective evaluation, and equitable candidate experiences.
- **Responsible use of AI in hiring:** BMC uses generative AI for administrative efficiency and candidate communication, while mitigating bias through competency-based criteria, impact assessments, transparent documentation, and mandatory human review of final decisions.
- **Benefits and flexibility:** BMC offers comprehensive benefits, including global parental leave; fertility, adoption, and surrogacy benefits; caregiving resources; and mental, physical, and financial wellness support. The Global Employee Assistance Program (EAP) provides confidential, no-cost support for employees and their households. BMC also offers hybrid and remote roles (as appropriate) and flexible working hours, with guidance to support equitable access across teams.
- **Inclusive culture and fair pay:** Ten Employee Resource Groups (ERGs) support community and inclusion across identities, functions, and geographies. Employee

feedback is gathered through the Voice of the People survey and has informed initiatives such as quarterly "Prioritize People" weeks and designated Focus Days to support productivity and well-being. BMC has been globally certified by Fair Pay Workplace since 2021 and advocates for living wages and responsible compensation practices across its supply chain.

- **Employee safety and resilience:** BMC provides short-term financial assistance during emergencies through an independent third-party administrator.

Accessibility and Product Responsibility

Guided by WCAG, Revised Section 508, and EN 301 549, BMC audits and remediates digital accessibility issues. Human rights considerations also inform product design, including efforts to reduce bias in human-trained AI systems and ensure inclusive language and imagery.

Building Internal Capability through UN Global Compact Initiatives

BMC joined UNGC Network USA's **Business & Human Rights program** to deepen internal expertise and establish ongoing human rights due diligence aligned with the UN Guiding Principles. Participants were intentionally paired across departments and regions (e.g., legal in Germany with workplace design in Houston) to strengthen cross-functional collaboration and reduce silos. BMC has also participated in other UN Global Compact initiatives and uses the **UNGC Academy** to expand learning on human rights, climate action, and responsible business practices.

External-facing Work

BMC integrates responsible sourcing and human rights considerations into marketing and engagement by prioritizing local vendors, fair trade and recycled products, and environmental restoration initiatives linked to events and customer milestones. The company also shares its practices externally through forums such as the UN Women WEPs Forum, the UN Women's HeForShe initiative, and human rights and climate consultations, emphasizing pay equity, allyship, and integrating human rights into climate strategies and governance.

Impact

BMC's approach has strengthened internal capabilities, ensured consistent governance, and enhanced employee engagement while responding to rising customer expectations for ESG maturity.

Well-being Engagement

From 2022 to 2025, engagement with BMC's Global EAP increased by 292.5%, supported in part by employees sharing how the EAP helped during grief, new parenting, and disaster recovery, and by ERG collaboration to curate culturally relevant resources.

Fair Pay

BMC has been globally certified by Fair Pay Workplace since 2021, reflecting four consecutive years of recognition.

Gender Equity Outcomes

Through its work with HeForShe and broader equity initiatives, BMC reports a 47% increase in women in director-level and above leadership roles globally since 2022.

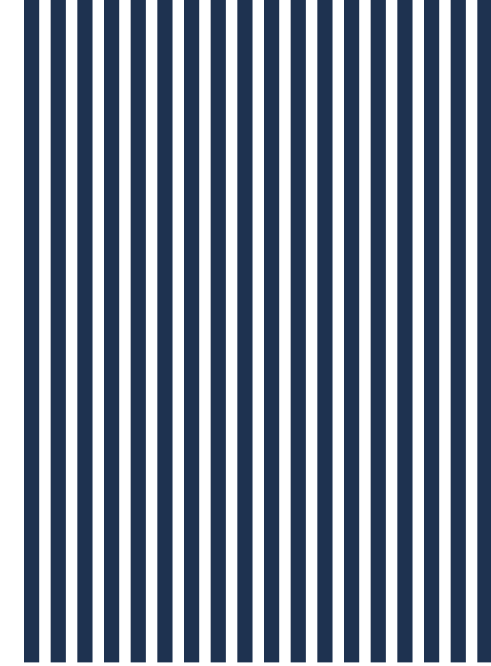
Business Relevance

As procurement and risk expectations intensify through platforms such as EcoVadis and CDP, BMC's structured approach to human rights and social sustainability supports customer confidence, retention, and long-term competitiveness.

BMC's approach has strengthened internal capabilities, ensured consistent governance, and enhanced employee engagement while responding to rising customer expectations for ESG maturity.

Álvarez-Díaz & Villalón®

Living Wage



Approach

INDUSTRY
Construction
and Materials
(Engineering and
Contracting Services)

UNGC AFFILIATION
Participant since
June 2019

LOCATION
Puerto Rico

Álvarez-Díaz & Villalón® (AD&V®) is Puerto Rico's largest architecture, interior design, and consulting firm, with over 25 years of experience guiding developers through the uncertain process of bringing their vision to life. As a service-driven firm, AD&V believes that nothing functions without well-supported and motivated employees. At AD&V, "people are our business," and if employees are not financially stable, emotionally supported, and treated with dignity, AD&V recognizes that the quality of service clients receive would immediately suffer.

Social sustainability is a fundamental operating principle for AD&V: when employees feel valued, respected, and secure, they bring more creativity, loyalty, and productivity.

The guiding philosophy behind AD&V's social sustainability approach is that financially stable employees perform better, stay longer, and deliver higher-quality work. The company knows it cannot expect good design, creativity, or service from someone who isn't provided for by a single job and instead has to work two or three jobs to survive. Ensuring stability through adequate pay and supportive policies reduces stress and frees employees to bring their best selves to work. This creates loyalty between employees and companies, strengthens the company culture, and improves the quality of service delivered to clients.

It is in part for this reason that AD&V took a close look at ensuring employees had a living wage – that the income they bring in from their one job at AD&V is enough to not only survive but cover core living expenses, so that employees don't have to experience financial stress or take on additional jobs. However, when they attempted to do this, AD&V uncovered systemic issues in Puerto Rico around the living wage. During their participation in UNGC Network USA's Sustainability Integration Program (formerly known as SDG Ambition), they committed to improving living wages but quickly learned that Puerto Rico has no living-wage data at all. Without this data, they could not know whether what they pay employees is a living wage.

Social sustainability is a fundamental operating principle for AD&V: when employees feel valued, respected, and secure, they bring more creativity, loyalty, and productivity.



MIT LWC now has a functioning tool for Puerto Rico, marking a significant step forward for data transparency and economic insight on the island.

Strategy and Implementation

AD&V approached MIT's Living Wage Calculator (MIT LWC) team after the organization was repeatedly identified by participating companies of the accelerator as the leading source for credible Living Wage data. However, Puerto Rico was not included in the calculator, creating a significant information gap. In response, AD&V and MIT LWC entered into a collaboration agreement to incorporate Puerto Rico into the tool — an effort MIT LWC had already been encouraged to undertake for more than five years due to similar requests.

As the collaboration progressed, MIT LWC assumed responsibility for gathering the necessary data using its established methodological framework. This effort required compiling datasets across key cost-of-living categories, including housing, food, childcare, transportation, healthcare, miscellaneous expenses, taxes, and other relevant economic indicators.

With AD&V's support in securing meetings with government agencies and navigating potential data sources, both teams uncovered a central challenge: access to reliable data in Puerto Rico was extraordinarily difficult. Many databases were incomplete, outdated, inaccessible, or unreliable. Despite these obstacles, the partnership advanced steadily. MIT LWC now has a functioning tool for Puerto Rico and is preparing to publish it later this year, marking a significant step forward for data transparency and economic insight on the island.

In the interim, while awaiting Puerto Rico-specific guidelines, AD&V decided to move forward using national architectural salary benchmarks. They hired a consultant to restructure their compensation model using U.S. data from the American Institute of Architects (AIA), national salary surveys for firms with fewer than 50 employees, and wage data for architects in cities such as New York and Florida. The consultant's analysis revealed that AD&V was significantly under national compensation standards. In response, the company raised salaries extensively, with an average increase of 55% since 2021.

Workforce and Responsible Business Practices

In addition to its commitment to a living wage, AD&V engages in other efforts designed to help employees and the community thrive.

Benefits

In addition to salary adjustments, AD&V added a 401(k) plan, cancer insurance for all employees, and recently established paid paternity leave — ensuring 10 weeks of paid leave for all new parents, including adoptive parents, regardless of gender. The company recognizes that a living wage is not only about salary but also about the full benefits package provided to employees, including, but not limited to, medical insurance, leave policies, and other factors that can greatly impact employees' quality of life.

Inclusive Practices

Equal opportunity to advance and thrive is fundamental to AD&V's culture. The firm embeds equity in its talent systems by maintaining transparent role expectations, competency-based evaluations, and clearly defined career pathways that are applied consistently across the organization. Employees benefit from structured mentorship, 180-day goal-setting meetings focused on personal and professional development, leadership training workshops, continuing-education support with annual allowances, and access to certification programs that strengthen their technical and leadership skills. Managers are trained in equitable leadership and bias-aware decision-making, ensuring that promotions, project assignments, and performance evaluations are fair, inclusive, and merit-based. AD&V also promotes internal mobility and cross-disciplinary collaboration, enabling employees at all levels to contribute to high-visibility projects, lead initiatives, and build influence within the firm.

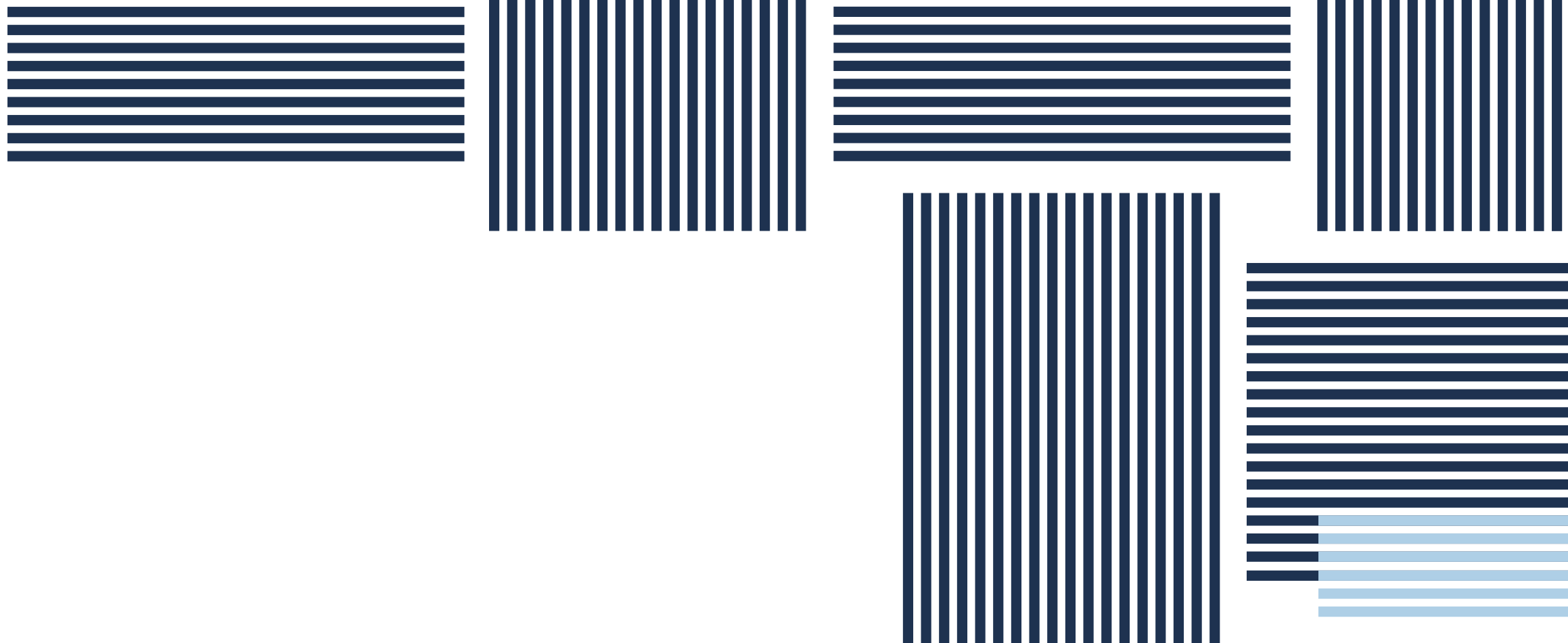
AD&V's commitment to inclusion extends beyond the workplace into its relationships with the broader community. Employees are encouraged and supported

to participate in meaningful volunteer and pro bono initiatives, including design work with Habitat for Humanity and community-driven planning efforts that benefit nonprofits, schools, and vulnerable populations across Puerto Rico and beyond. They are also connected to additional service opportunities, such as infrastructure and housing projects in the Dominican Republic through Bridges to Community, as well as to environmental stewardship efforts, such as tree planting, recycling, and composting. These programs allow team members to apply their expertise to create tangible social impact while reinforcing the firm's mission to build more equitable, resilient, and thriving communities.

Meaningful Work

AD&V [U]niversity (AD&V [U]) serves as the firm's internal learning and inspiration platform, offering employees continuous access to professional development and meaningful engagement. Through AD&V [U], team members receive training in a wide range of topics, including sustainability, design excellence, business strategy, leadership, innovation, and community impact. The program features internal coaching and specialized workshops that strengthen both technical and soft skills, empowering employees to bring greater purpose and expertise to their daily work.

A defining element of AD&V [U] is its special series, in which the firm invites prominent Puerto Rican figures — such as industry leaders, cultural advocates, policymakers, and entrepreneurs — to deliver exclusive presentations to the AD&V staff. These sessions expose employees to diverse perspectives shaping Puerto Rico's social, cultural, and economic landscape, inspiring them to think critically about leadership and impact. By combining professional training with access to influential voices, AD&V [U] creates a workplace where learning is continual, meaningful work is encouraged, and employees are empowered to contribute to the island's transformation.



Impact

AD&V has implemented annual salary increases, resulting in a 55% rise in employee compensation to remain competitive in the market. In 2024, the firm launched its first standardized raise cycle, strengthening internal equity and transparency. Since this wage-adjustment process began in 2021, about 15% of AD&V's workforce has been recruited back to Puerto Rico from the mainland, motivated by the firm's compensation structure and organizational culture.

Employee outcomes show clear positive movement during this transformation period. Average satisfaction increased from 4.57/5 (2022) to 4.62/5 (2023) and reached 4.70/5 in 2024. Employee sentiment strengthened significantly, with the eNPS rising from 69% (2023) to 94% (2024). Retention remained stable at 83–85% over 2022–2023 and held at 84% in 2024, marking a period of steady workforce stability. Average tenure, first measured in 2024, was 5 years and 4 months.

As evidence of its commitment to inclusive practices, Cristina Villalón was appointed as CEO, and women represent 67% of the organization's C-suite. In a world where, as of 2025, women represent only 11% of Fortune 500 CEOs¹³, creating a culture that enables talented women to reach the highest offices is a meaningful step. Beyond the C-suite, women represent 88% of the firm's leadership, further underscoring AD&V's commitment to equitable representation.

Women represent 67% of the organization's C-suite. In a world where, as of 2025, women represent only 11% of Fortune 500 CEOs, creating a culture that enables talented women to reach the highest offices is a meaningful step.

Avasant

Gender Equality

Approach

INDUSTRY
Industrial Support Services (Professional Business Support Services)

UNGC AFFILIATION
Participant since November 2011

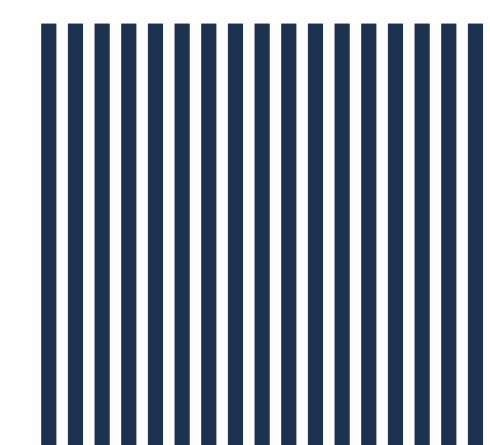
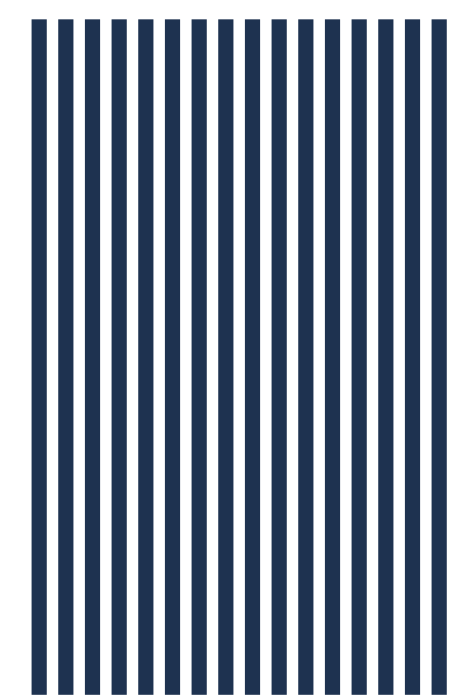
LOCATION
California

Avasant is a leading management consulting firm specializing in digital and IT transformation, advising on sourcing, global strategy, and governance, and providing industry-focused innovation. Avasant creates impactful solutions and high-value engagements for clients across many industries.

Avasant's focus on enhancing digital skills training and business transformation is, at its core, about improving workforce readiness and economic empowerment for future leaders, with an emphasis on students and underserved communities. Social sustainability is inextricably linked to Avasant's business mission, as creating a strong match between talent's skills and companies' needs not only drives financial success now but also sets society up for success.

As a global firm operating across diverse markets, Avasant has a front-row seat to the disparities that exist in access to education, technology, and economic opportunity. This global perspective has deepened its resolve to be a catalyst for equitable growth. Its programs across the Caribbean, Latin America, and Africa have positively impacted over 65,000 people.

Avasant's commitment to social sustainability is grounded in the tone set from the top—the CEO. CEO Kevin Parikh actively champions gender equity and social sustainability by embedding these priorities into Avasant's leadership agenda and talent strategy. As examples, he sponsors leadership development and mentorship programs for women, reinforces Avasant's STRIVE values and accountability for inclusive culture and equitable opportunity, promotes diverse representation in thought leadership and public forums, and engages external ecosystems and global platforms to advocate for inclusive growth, digital equity, and sustainable social development, including through his role chairing the Avasant Foundation.



Strategy and Implementation

Avasant's founding vision was not only to drive business success through financial performance, but also to ensure that success would require positive societal impact.

At Avasant, ESG — of which social sustainability is a part — is a strategic enabler, a framework that guides how the company leads, innovates, and delivers impact. Avasant believes that technology must serve humanity and that the benefits of digital transformation must be shared equitably. Therefore, social sustainability is embedded as a strategic priority across the company's operations, partnerships, and advisory services.

At the heart of this commitment are Avasant's STRIVE values: Service, Trust, Responsibility, Innovation, Value, and Excellence. These values are more than guiding principles for the company; they are the cultural foundation that naturally aligns its people and practices with its social responsibility goals. They shape client engagements, team leadership, and contributions to the broader global community.

Avasant is not only looking outward to build a thriving workforce; it is also looking inward. Avasant knows that a socially sustainable workplace is essential to attracting and retaining top talent, and that today's professionals seek more than a paycheck — they seek purpose and the ability to be seen, valued, and empowered to lead.

Given the industry's male-dominated history, Avasant has made great strides in gender equity. During the COVID-19 pandemic, the shift to remote work allowed the company to reflect deeply on its organizational culture and accelerate progress on inclusion. It was during this period that Avasant's leadership issued a clear and deliberate mandate: the company must improve gender equity across the business and benchmark itself against global standards.

As part of Avasant's participation in the UNGC Network USA's **Target Gender Equality program**, the company set the following targets:

- 30% women in leadership by 2027
- 50% women in leadership by 2030
- Expansion of global mentorship and sponsorship programs for women in tech and consulting
- Recognition of clients who champion women in leadership through the firm's EmpowerHER Awards

To support these goals, Avasant has built a governance structure for its gender equity work that permeates the entire business and embeds equity considerations throughout its culture.

The People and Culture Committee

Made up of partners and senior leaders responsible for employee-related initiatives, this body ensures people-related decisions are data-informed, equitable, and aligned with Avasant's commitment to inclusion. The committee reviews gender-disaggregated workforce data, oversees consistency and fairness across hiring, performance management, and promotions, guides policies that strengthen equity across the employee experience, and ensures data insights inform strategic workforce planning and leadership decisions.

Executive Engagement

Senior leadership embeds gender equity into the firm's strategic priorities and operational frameworks by integrating it into planning processes, setting measurable objectives, allocating resources and executive sponsorship, championing equity internally and externally, and requiring equity considerations in policy development and organizational change.

Accountability

Equity goals are embedded into leadership performance evaluations and development plans, including outcomes and behaviors. If goals are not met, gaps are addressed through targeted action plans, increased oversight and support, and, where progress is not demonstrated, reflected in performance ratings — reinforcing that gender equity is a core leadership responsibility.

Alignment across the Business and Data Monitoring

Avasant's People & Culture Leadership Committee works with business unit leaders, HR, and people leaders to ensure shared ownership of gender equity outcomes and conducts regular reviews of gender representation, promotion rates, retention, and leadership pipeline diversity — enabling real-time visibility into progress and gaps.

Workforce and Responsible Business Practices

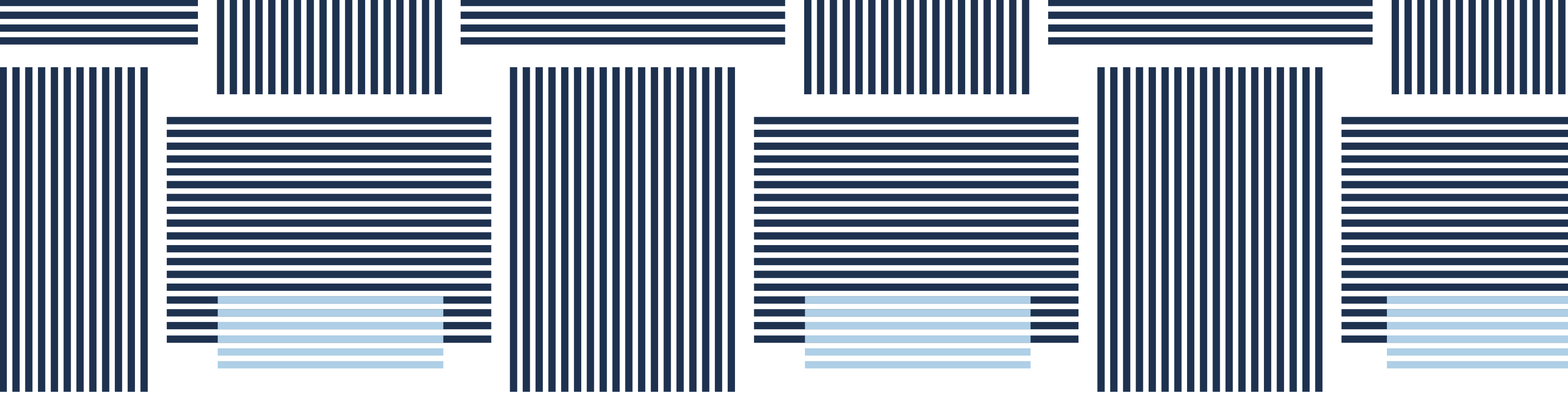
Avasant operationalizes gender equity through programmatic elements and talent practices designed to embed equity across the employee lifecycle.

These governance and accountability mechanisms are reinforced by integrated talent practices that embed equity across hiring, development, and advancement.

- **Inclusive Hiring**
Structured interviews and standardized evaluation criteria to reduce bias; gender-balanced candidate slates and interview panels where feasible; and training for hiring managers on equitable and inclusive recruitment practices.
- **Leadership Development**
Targeted programs supporting career advancement, including mentorship; equitable access to high-visibility opportunities; succession planning reviewed with a gender lens; and inclusive leadership expectations embedded into leadership development pathways. The Partner Pathways Program and the People & Culture Leadership Committee work together to create intentional, structured, transparent, and equitable promotion tracks and mentorship opportunities across the firm.
- **Remote and Flexible Working**
Hybrid and remote work options accommodate varying personal circumstances, caregiving responsibilities, and geographic considerations through flexible hours, core-hours models, asynchronous work practices, and adjusted schedules during peak personal-responsibility periods. Remote work also supports broader sustainability goals by reducing traffic and physical space requirements.
- **Parental Leave**
Primary caregivers receive eight weeks of paid leave; non-primary caregivers receive two. The firm integrates these policies into leadership development and succession planning through pre-leave planning, formal re-entry processes, continued visibility in succession planning, and manager guidance to ensure leave does not hinder advancement. Broader life-work integration policies support employees through flexible work, well-being initiatives, and support during major life transitions.

- **Pay Equity**
Regular compensation analyses identify and address disparities through a structured, data-driven process integrated into annual compensation cycles, supported by allocated budget. Insights inform policy refinements, standardized salary guidelines, strengthened promotion-pay processes, and enhanced leadership accountability.
- **Performance Management and Succession Planning**
Standardized evaluation criteria, calibration discussions, manager bias-awareness training, gender-disaggregated performance data reviews, leadership competency frameworks, monitoring of access to development opportunities, and oversight by the People and Culture Committee support equitable advancement and the identification of high-potential talent.

Avasant also leverages strategic partnerships — including participation in the UN Global Compact and the Target Gender Equality Accelerator, as well as collaborations with NGOs and academic institutions — to bring a global perspective, benchmarking tools, and peer-learning opportunities that align internal goals with international standards, including the UN Sustainable Development Goals.



Since launching its gender-equity initiatives in 2017, Avasant has seen measurable, data-driven improvements in both engagement and retention among women.

Impact

Avasant has a dashboard that is monitored electronically and reported on regularly by the People and Culture Committee. Since launching internal gender equity programs in 2017, Avasant has increased its female workforce by over 400%, with women now representing 41% globally and 51% in North America in 2022. In North America, the firm increased from 33% women in 2017 to 44% in 2025, an 11-percentage-point increase. Globally, the firm increased from 24% women in 2017 to 40% in 2025, a 16-percentage-point increase. Women's representation in leadership also increased from 18% in 2023 to 25% in 2025 (7 percentage points).

Since launching its gender-equity initiatives in 2017, Avasant has seen measurable, data-driven improvements in both engagement and retention among women, especially in consulting and leadership roles. Internal promotion rates for women — particularly in mid- to senior-level consulting and management roles — have risen, supported by structured leadership pathways. Retention among women has also improved, reflected in higher stability within consulting and leadership cohorts. Internal and external D&I surveys show significantly

higher confidence among women in equitable growth opportunities, reinforcing the link between improved promotion and retention outcomes and stronger engagement and support systems.

Avasant has strengthened gender balance on key project teams and client-facing roles through a more intentional, data-driven staffing process aligned with its gender-equity commitments. Assignment decisions are supported by a centralized view of skills, prior client exposure, and development goals to ensure staffing is based on capability and readiness rather than informal networks, with equitable representation reviews to support fair access to high-visibility roles. As a result, women are moving more consistently into first-time engagement-lead, analyst-lead, and client-delivery leadership roles, reinforcing the effectiveness of the firm's structured approach.

Women are moving more consistently into first-time engagement-lead, analyst-lead, and client-delivery leadership roles.

Knoll Printing & Packaging

Decent Work



Approach

INDUSTRY
General Industrials
(Containers and
Packaging)

UNGC AFFILIATION
Participant since
August 2018

LOCATION
New York

Knoll Printing & Packaging is a leader in the deluxe packaging industry, delivering innovative and creative packaging solutions to luxury global brands.

Knoll sees social sustainability as a multifaceted business imperative to operate in ways that have a meaningful, positive impact on society. This includes strengthening community engagement, ensuring fair labor practices, maintaining a responsible supply chain, and fostering strong customer relationships.

Social sustainability is not a standalone concept for Knoll; rather, it is a principle integrated into the fabric of its culture. Indeed, Knoll sees social sustainability as critical for both internal and external success. Looking internally, Knoll understands that embedding fair and safe conditions increases employee satisfaction, reduces risks associated with labor violations, and contributes to a stable, engaged workforce. Looking externally enhances Knoll's brand reputation, makes the company more attractive to prospective employees, and reinforces trust among clients. Knoll believes that investing in social sustainability is both morally right and strategically important, creating a virtuous cycle where caring for people supports long-term business success.

Knoll's sustainability journey began in 2018 when the company had no formal environmental or social sustainability initiatives. To get the work off the ground, the team experimented, conducted research, and held internal discussions, laying a strategic foundation for the work ahead. In 2019, Knoll conducted its first materiality analysis to help the company understand which issues mattered most to both internal and external stakeholders. This assessment broadened Knoll's perspective beyond its office operations to include impacts on suppliers and customers. The materiality exercise identified important issues, including labor conditions, responsible purchasing practices, partnerships, human rights, and ethics. These priorities shaped the development of action plans—many still in place today—that continue to guide the company's sustainability strategy.

Knoll believes that investing in social sustainability is both morally right and strategically important, creating a virtuous cycle where caring for people supports long-term business success.

Strategy and Implementation

Knoll leadership prioritizes employee well-being as a baseline requirement for running a responsible business. The company holds itself to at least local regulatory standards in every geography where it operates, while aiming to exceed them wherever possible. In 2018, Knoll conducted a comprehensive evaluation of employee benefits in China, comparing what employees received against what the government recommended. The assessment revealed gaps, prompting Knoll to enhance social protection and healthcare benefits—changes that remain in place today. Similar examples include health insurance for non-work-related needs in Hong Kong (where it is not mandated) and meal subsidies, life insurance, medical cash allowances, and educational financial support in the Philippines.

Knoll's strategy focuses on fair practices for employees, safe and responsible conditions across its supply chain and manufacturing operations, and a clear commitment to human rights. The company aims to build workplaces where every employee is physically and psychologically safe and where equitable talent practices ensure every employee has the opportunity to succeed.

Protecting Suppliers and Manufacturing Employees through Clear Codes of Conduct

To strengthen working conditions across manufacturing, Knoll reinforced its Supplier Code of Conduct with explicit requirements on decent work, human rights, and responsible labor practices. These expectations include limits on working hours (including a 60-hour cap where no legal limit exists), at least one day off per week, prohibiting take-home work, requiring prevailing industry wages where

they exceed legal minimums, and a strong stance against child and forced labor, including prohibitions on prisoner labor and mandatory overtime.

Knoll provides regular training for supplier representatives on sustainability-related topics and maintains a constant onsite presence in supplier factories through its Quality Assurance (QA) team. QA professionals are onsite daily to monitor conditions, identify issues in real time, and ensure alignment with Knoll's expectations.

In 2023, Knoll opened its own facility in the Philippines, JB Packaging, designed with sustainability principles from the outset. The facility maintains detailed incident logs, documents corrective actions, and tracks recurrence. Safety precautions and operating instructions for machinery are provided in local languages. Hygiene practices are strictly enforced, and facilities are regularly deep-cleaned to keep employees healthy. Having direct control over operations allowed Knoll to implement clear policies, fair working standards, open communication channels, and monitoring systems that support safe, respectful, and stable working conditions.

Human Rights Practices

Knoll is committed to preventing all forms of child or compulsory labor. The company conducts child labor risk assessments and ensures no one under 18 is hired for any role. Knoll also conducted a forced labor risk assessment and determined that the risk primarily arose from the use of external labor agencies; therefore, Knoll does not use these agencies in any region. Every supplier must sign the Knoll Code of Conduct, and tier 1 suppliers conduct regular self-assessments.

Workforce and Responsible Business Practices

Knoll complements its supply chain and human rights efforts with talent practices, employee voice mechanisms, and UNGC engagement, helping sustain fair and safe conditions across the organization.

Fair Talent Practices

Knoll invests in training and development across its workforce. Every employee completes a minimum of 20 training hours and participates in performance reviews and career development discussions at least twice per year, including goal setting and career-path planning reviewed by top management.

Knoll offers flexible working and remote work where possible. With supervisor approval and a strong performance record, employees can request Flexi-time (adjusted start and end times) and remote work arrangements.

Knoll strives for inclusive recruitment through skills-first job descriptions and structured interview protocols. Recruitment guidelines include targeted interview questions focused on job suitability, clearer screening criteria, and at least two rounds of interviews conducted by the hiring manager and another manager from a different team. Jobs are posted across a wide range of public sites and marketplaces to ensure broad access.

To support collaboration across regions, Knoll provides cross-cultural training and team-building activities that strengthen understanding across diverse cultures.

Employee Voice

Knoll emphasizes equality and inclusion by maintaining open communication systems, including twice-yearly two-way performance reviews and triennial anonymous employee satisfaction surveys. Feedback informs continuous improvement across topics ranging from workplace experience to operational systems. One example is constructive employee feedback on job management software that led to a full-scale upgrade—strengthening transparency, trust, and day-to-day effectiveness.

UNGC Engagement

Knoll requires employees to participate in **UNGC Academy** courses, with full support from the CEO, and leaders attend **UNGC conferences** to reinforce sustainability at the highest levels. Knoll also invites suppliers to UNGC workshops (including in China), strengthening shared responsibility for decent work and human rights.

Participation in **UNGC Think Lab** sessions helped inspire major advancements, including the development of corporate human rights and labor policies, an operational grievance mechanism, and tier-one and tier-two supplier mapping.

The operational grievance mechanism—the Knoll Employee Formal Communication Channel—supports whistleblowing and grievances when employees cannot raise issues directly. Submissions are reviewed by the CEO and executive management group, with protections against retaliation. Tier-one and tier-two supplier mapping strengthens supplier visibility and enables Knoll to identify risk-prone suppliers and take appropriate follow-up actions, such as requiring certifications or audits.

Impact

Knoll reports that more than 60% of its workforce has been with the company for over ten years, reflecting stability, culture, and investment in people. Employee turnover has been below 10% since 2020, and many employees have spent their entire careers at Knoll.

As evidence of its inclusive talent practices, 50% of executive and management personnel are women. Knoll also reports no gender pay gap, supported by aligning compensation with government-recommended levels rather than industry averages.

Knoll's clients increasingly view the company with trust and confidence due to its work across manufacturing plants and supplier relationships to manage labor-related risks. When customers request evidence of social sustainability practices, Knoll can provide policies, audits, and supporting documentation. The consistency of this work has strengthened market reputation and reinforced client partnerships.

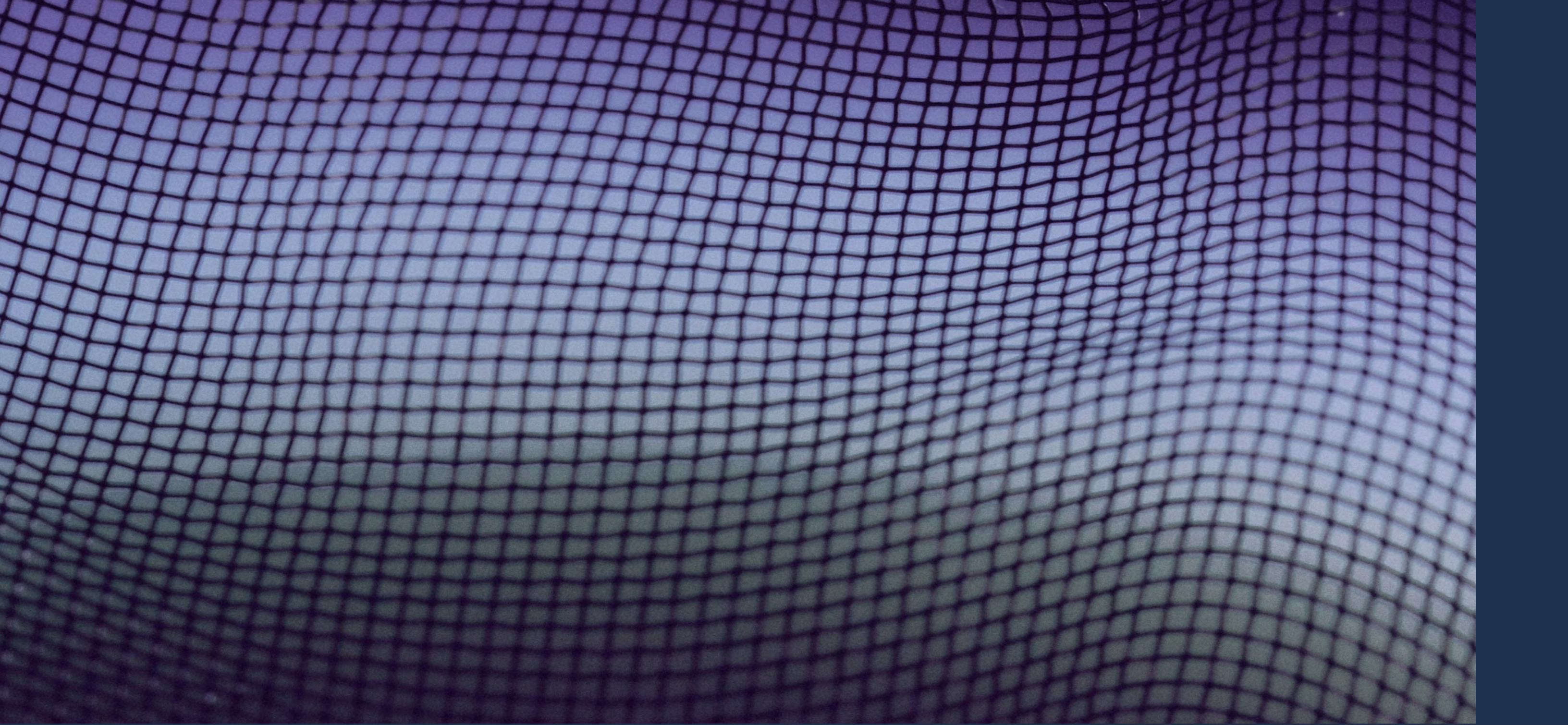
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Company Snapshots

Across industries and company sizes, social sustainability initiatives are most effective when embedded into core business systems rather than implemented as standalone programs. Across industries and company sizes, social sustainability initiatives are most effective when embedded into core business systems rather than implemented as standalone programs.



Company	BMC Software	AD&V	Avasant	Avasant
Approach	Positions responsible business practices and human rights as core drivers of competitiveness, customer trust, and long-term business performance across global operations and value chains.	Treats employee financial stability and well-being as essential to business performance, creativity, and retention, recognizing that workforce security directly supports service quality and organizational success.	Embeds gender equity and workforce readiness into core business strategy, linking digital transformation and talent development with inclusive economic growth.	Positions social sustainability as a business imperative tied to fair labor practices, responsible sourcing, and safe working conditions that strengthen workforce stability and client confidence.
Strategy & Implementation	Embedded human rights across governance, operations, and product development through materiality assessment and ESG integration. Implemented fair hiring practices, global well-being programs, accessibility standards, and responsible AI safeguards. Strengthened internal capability through cross-functional collaboration, UN Global Compact engagement, and transparent ESG disclosures aligned with procurement and customer expectations.	Partnered with MIT's Living Wage Calculator initiative to address data gaps in Puerto Rico and redesigned compensation using national benchmarks, resulting in significant salary increases and expanded benefits. Implemented transparent career pathways, mentorship and leadership development, and equitable evaluation systems. Extended impact through community engagement, pro bono design work, and continuous learning initiatives supporting workforce stability and local resilience.	Integrated gender equity into corporate governance through measurable leadership targets, executive accountability, and data monitoring systems. Implemented structured hiring, promotion, and compensation practices supported by mentorship, leadership development, and flexible work policies. Leveraged global partnerships and international frameworks to strengthen inclusive talent pipelines and equitable advancement opportunities.	Integrated human rights and labor priorities into supplier codes of conduct and manufacturing operations following materiality assessment. Strengthened responsible sourcing through supplier training, onsite monitoring, and clear labor standards addressing wages, working hours, and forced labor risks. Enhanced employee protections through expanded benefits, grievance mechanisms, and UN Global Compact engagement to improve transparency and accountability across global operations.
Impact	Improved employee well-being and leadership diversity; maintained global fair-pay certification; reinforced customer confidence and ESG credibility.	Average 55% salary increase since 2021; improved employee satisfaction and retention; strengthened recruitment outcomes and majority-women leadership representation.	Increased women's representation globally and in leadership; improved promotion and retention outcomes; strengthened confidence in equitable advancement pathways.	Maintained low turnover and long employee tenure; achieved gender-balanced leadership and pay equity; strengthened client trust and supply-chain accountability.



The Path
Forward

**From Commitment
to Competitiveness**



Embedding social sustainability into core business strategy positions companies to build durable, long-term resilience. For U.S. companies navigating heightened stakeholder scrutiny, consistency between commitments and day-to-day decision-making — across leadership alignment, employee engagement, supply chain oversight, and customer relationships — increasingly shapes performance and credibility. Social sustainability is not a standalone initiative; it is an iterative dimension of how companies manage risk, opportunity, and long-term value creation.

Sustainable business practices that contribute to success require companies to look both inward and outward. Internally, organizations establish systems that promote fair, safe, and equitable working environments that enable performance and growth. Externally, operations, products, and supply chains are assessed to understand their impacts on customers, communities, and society at large. In an environment where employees and consumers expect alignment between corporate values and corporate behavior, misalignment can create reputational and operational risk.

The case studies in this report illustrate the diversity of entry points into social sustainability — from workforce stability and living wages to gender equality, responsible sourcing, and human rights governance. While approaches vary, a common lesson emerges: initiatives are most effective when embedded into core business systems rather than treated as discrete programs.

Advancing social sustainability does not require addressing every issue simultaneously. Organizations can begin with a strategic assessment to identify areas of greatest impact, strengthen existing systems, or pilot focused initiatives that build measurable progress. Over time, integration — not scale alone — determines durability.

As expectations continue to evolve, collaborative platforms play an increasingly important role in supporting implementation and accountability. The UN Global Compact provides a globally recognized framework grounded in universal principles, peer learning, and practical guidance for business action. Through its convening power, learning

initiatives, and implementation-focused resources, UN Global Compact Network USA supports U.S. companies in translating principles into practice and strengthening alignment between business strategy and societal impact.

By anchoring efforts in shared standards and collective learning, American companies can strengthen accountability, enhance resilience, and contribute to a more inclusive and sustainable economy.

Social sustainability is not a standalone initiative; it is an iterative dimension of how companies manage risk, opportunity, and long-term value creation.

Resources and Tools for Business Action

Human Rights

UN Guiding Principles on Business & Human Rights

The UN Guiding Principles on Business and Human Rights (UNGPs) provide the global standard for preventing and addressing the risk of adverse human rights impacts linked to business activity. They are built on three pillars: the state's duty to protect human rights, the corporate responsibility to respect human rights, and access to remedy for individuals affected by business-related harm.

[UNGLOALCOMPACT.ORG](https://unglobalcompact.org)

Guide on How to Develop a Human Rights Policy

The Guide on How to Develop a Human Rights Policy supports companies in creating clear, credible commitments to respect human rights across their operations and value chains. It outlines key components of an effective policy and provides practical steps to align corporate practices with international standards such as the UN Guiding Principles on Business and Human Rights.

[UNGLOALCOMPACT.ORG](https://unglobalcompact.org)

Business & Human Rights Navigator

The Business & Human Rights Navigator is an interactive platform that helps companies identify and manage human rights risks across different industries and operational contexts. It provides practical guidance, risk mapping, and recommended actions aligned with international standards to support effective human rights due diligence.

[BHR-NAVIGATOR.UNGLOALCOMPACT.ORG](https://bhr-navigator.unglobalcompact.org)

Business & Human Rights Accelerator

The Business & Human Rights Accelerator is a structured, multi-month program that supports companies in embedding human rights due diligence into their core business operations in alignment with the UN Guiding Principles on Business and Human Rights. Through practical tools, peer learning, expert guidance, and action-oriented milestones, participating companies identify risks, strengthen governance systems, and develop concrete plans to prevent, mitigate, and remediate human rights impacts across their operations and value chains.

[GLOBALCOMPACTUSA.ORG](https://globalcompactusa.org)

Non-discrimination and Equality Analysis Tool

The Non-Discrimination and Equality Analysis Tool helps companies identify, assess, and address discrimination and unequal treatment across their operations and value chains. It provides practical guidance for evaluating policies, practices, and workplace culture, enabling businesses to strengthen equitable systems, promote fair treatment, and align with international human rights standards.

[NDETOOL.UNGLOALCOMPACT.ORG](https://ndetool.unglobalcompact.org)

UNGC Academy AI and Human Rights 101

This on-demand session offers background on the UN Guiding Principles (UNGPs) and how they apply to technology development and deployment. Featuring expert speakers and real-world examples, participants will learn how businesses have integrated HRDD into its technology operations.

[ACADEMY.UNGLOALCOMPACT.ORG](https://academy.unglobalcompact.org)

Business and Human Rights How Companies Can Operationalize the UN Guiding Principles

This learning path helps businesses understand human rights in relation to their operations. It covers how to respect and support human rights aligned with the Ten Principles of the UN Global Compact and the UN Guiding Principles on Business and Human Rights (UNGPs).

[ACADEMY.UNGLOALCOMPACT.ORG](https://academy.unglobalcompact.org)

UN LGBTIQ+ Standards Gap Analysis Tool

The UN LGBTIQ+ Standards Gap Analysis Tool helps companies assess how their policies and practices align with the UN Standards of Conduct for Business on tackling discrimination against LGBTIQ+ people. It identifies gaps and provides practical guidance to strengthen workplace inclusion, non-discrimination, and respect for LGBTIQ+ rights across operations and value chains.

[LGBTIQ.UNGLOALCOMPACT.ORG](https://lgbtiq.unglobalcompact.org)

Gender Equality

WEPs CEO Statement of Support

Signing the WEPs CEO Statement of Support is a public commitment by a company's chief executive to advance gender equality and women's empowerment in the workplace, marketplace, and community. By signing, leaders signal accountability from the top and align their organization with the Women's Empowerment Principles as a framework for action and progress.

[WEPS.ORG](https://www.weps.org)

WEPs Gender Gap Analysis Tool

The WEPs Gender Gap Analysis Tool helps companies assess their performance on gender equality across workplace policies, leadership, and value chains. It provides tailored recommendations and benchmarking insights to support progress toward more inclusive, equitable, and gender-responsive business practices.

[WEPS-GAPANALYSIS.ORG](https://www.weps-gapanalysis.org)

Academy Course How To Be A Male Ally for Gender Equality

Developed for male leaders, this course explores why and how men can be allies for gender equality. It highlights the importance of gender equality for everyone, the business case for male allyship, and provides practical actions for male leaders to support gender equality.

[ACADEMY.UNGLOBALECOMPACT.ORG](https://www.academy.unglobalcompact.org)

Academy Course Gender Equality: How Business Can Accelerate The Pace of Change

Gender equality is a fundamental human right and an essential foundation for a peaceful and sustainable world. But at the current rate of progress, it will take more than a decade to close the economic gender gap. This e-learning course will help you understand the role of businesses in advancing gender equality and the concrete steps they can take to accelerate the pace of change.

[ACADEMY.UNGLOBALECOMPACT.ORG](https://www.academy.unglobalcompact.org)

Academy Course Gender Equality in Supply Chains

This session provides a comprehensive understanding of how gender equality impacts supply chain functions, including career growth, equal pay, representation, supplier selection, and workplace conditions. While many companies commit to advancing gender equality, challenges remain in embedding it across the supply chain.

[ACADEMY.UNGLOBALECOMPACT.ORG](https://www.academy.unglobalcompact.org)

Forward Faster Targets on Gender Equality

The UN Global Compact Forward Faster gender equality targets call on companies to accelerate progress toward equal representation, pay equity, and inclusive leadership across their organizations by 2030. By committing, companies set measurable goals and strengthen accountability to advance women's participation, leadership, and economic empowerment across the workplace and value chains.

[FORWARDFASTER.UNGLOBALECOMPACT.ORG](https://www.forwardfaster.unglobalcompact.org)

Living Wage

Living Wage Analysis Tool

The UN Global Compact Living Wage Analysis Tool helps companies assess whether employees and workers in their value chains earn enough to meet basic living costs. It provides practical guidance and data-driven insights to help companies set living wage targets, identify gaps, and develop strategies to advance fair and adequate compensation.

[LIVINGWAGETOOL.UNGLOBALECOMPACT.ORG](https://www.livingwagetool.unglobalcompact.org)

UNGC Academy Deep Dive Series: Exploring the Essentials of a Living Wage

The Living Wage Series offers three Deep Dive Sessions to help companies and stakeholders understand key components of a living wage and take meaningful action. Ensuring a living wage is essential for decent work and sustainable development, yet over a billion workers—nearly a third of the global workforce—earn less than they need for a decent standard of living. With growing regulatory focus, including the Corporate Sustainability Due Diligence Directive (CSDDD) and a new International Labour Organization (ILO) agreement, companies are increasingly prioritizing living wages.

[ACADEMY.UNGLOBALECOMPACT.ORG](https://www.academy.unglobalcompact.org)

Forward Faster Targets on Living Wage

Signing up for the Forward Faster living wage targets is a public commitment for companies to ensure that employees and workers in their value chains earn a living wage by 2030. It signals leadership-level accountability and aligns business practices with global efforts to advance decent work, reduce inequality, and strengthen economic resilience.

[FORWARDFASTER.UNGLOBALECOMPACT.ORG](https://www.forwardfaster.unglobalcompact.org)

International Labour Standards on Wages

International Labour Standards on Wages, developed by the International Labour Organization (ILO), provide globally recognized principles on fair and adequate remuneration, minimum wage setting, and wage protection. They guide governments and businesses in ensuring workers receive equitable pay that supports decent work, economic security, and social stability.

[ILO.ORG](https://www.ilo.org)

Decent Work

Nine Business Practices for Improving Safety and Health Through Supply Chains

Identifies practices that businesses can implement to advance decent work and improve occupational safety and health (OSH) globally. Co-developed by the United Nations Global Compact and the International Labour Organization, the brief focuses on the role that businesses can play in ensuring safe and healthy workplaces, especially when operating in countries with deficient national safety and health and employment injury protection schemes.

[UNGLOBALCOMPACT.ORG](https://unglobalcompact.org)

UNGC Academy How Procurement Decisions Can Advance Decent Work in Supply Chains

This course focuses on best practices for sustainable procurement, providing guidance on engaging with suppliers to improve decent work in the global supply chain. It introduces the UN Global Compact Decent Work Engagement Toolkit for Sustainable Procurement, designed to help procurement teams integrate decent work considerations, set KPIs, and engage meaningfully with suppliers.

[ACADEMY.UNGLOBALCOMPACT.ORG](https://academy.unglobalcompact.org)

UNGC Academy Advancing Decent Work in Business through the UN Global Compact Labour Principles

This learning path provides practical steps for businesses to implement sustainable, responsible, and inclusive workplace practices. It focuses on key topics such as freedom of association, forced and child labour elimination, non-discrimination, and workplace safety.

[ACADEMY.UNGLOBALCOMPACT.ORG](https://academy.unglobalcompact.org)

Interactive Map for Businesses to Combat Modern Slavery

The Interactive Map for Business of Anti-Human Trafficking Organisations includes information on the organisations that work with the business sector to combat modern slavery. It is a resource for companies to navigate emerging partners, to improve coordination on the eradication of human trafficking and a baseline from which existing and newly formed initiatives move forward fight against human trafficking.

[UNGLOBALCOMPACT.ORG](https://unglobalcompact.org)

Family-Friendly Workplaces Policies and Practices to Advance Decent Work in Global Supply Chains

Guides employers in implementing family-friendly policies that support parents and caregivers in their own operations and using their influence and leverage to promote such policies among business partners and within their supply chains.

[UNGLOBALCOMPACT.ORG](https://unglobalcompact.org)

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