









## EPIC Pledging Event 18 September 2023 PLEDGES 2023 - 2026

### Governments

<p>1</p>	 <p>Belgium</p>	<p><b><u>During the period 2023-2025, we hereby pledge to:</u></b></p> <p>Belgium aims to promptly implement EU Directive (2023/970) on Pay Transparency by 2024, ahead of the 2026 deadline. The existing The law of 22 April 2012 to combat the gender pay gap will undergo revisions to enhance wage transparency for workers and job applicants, with improved legal defences for victims. Social partners will play a significant role in this process.</p> <p>Additionally, Belgium plans to transpose the EU Minimum Wages Directive by 2024. This directive establishes a framework for adequacy of statutory minimum wages with the aim of achieving decent living and working conditions, for promoting collective bargaining on wage-setting, and for enhancing access of workers to rights to minimum wage protection.</p> <p>To foster diversity at the sectoral level, Belgium has adopted regulations inviting sectoral social partners to develop action plans based on statistical data, particularly addressing gender gaps. These measures will be implemented in 2023-2024. It is the intention to enhance the capabilities of federal services to support efforts to combat wage gaps.</p> <p>An annual employment conference on increasing women's participation in the labour market is scheduled for September 21, 2023, aiming to develop an action plan in collaboration with social partners to reduce the wage gap. Recommendations will encompass various determinants, including combating stereotypes, anti-discrimination measures, and promoting best practices in companies and sectors.</p>
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		<p>Belgium is committed to lead in reducing the gender pay gap in Europe and plans to highlight this issue during its EU Presidency in the first half of 2024.</p> <p>The EU Tripartite Social Summit on March 21 will serve as a platform to address this theme. Additionally, Belgium prioritizes reducing gender gaps in pensions and will propose proactive measures to bridge wage and pension disparities.</p>
2	 <p>Canada</p>	<p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ol style="list-style-type: none"> <li>1. Continue advancing the implementation of the Pay Equity Act across federally regulated workplaces by advancing work that will operationalize a system of administrative monetary penalties that will support the Pay Equity Commissioner in addressing any non-compliance with the legislative regime.</li> <li>2. Launch a user-friendly Government website displaying easily-comparable data on representation rates and pay gaps of the four employment equity designated groups (women, Indigenous peoples, persons with disabilities, and members of visible minorities) for federally regulated private-sector employers.</li> </ol> <p><b>The Canadian Human Rights Commission</b></p> <p>During the 2023-2026 period, the federal Pay Equity Commissioner, Lori Straznicky, pledges to further the objective of Canada's Pay Equity Act, which aims to proactively redress gender-based discrimination in the pay practices and systems of employers. The Pay Equity Commissioner commits to:</p> <ul style="list-style-type: none"> <li>• Continued participation with EPIC members to make concrete and coordinated progress towards the vision of equal pay for work of equal value in all countries and sectors.</li> <li>• Enforce compliance with pay equity requirements through the measures outlined in the Act.</li> <li>• Facilitate compliance by helping workplace parties address disputes early on in the process or by providing timely decisions in cases where they cannot be resolved; and,</li> <li>• Create resources to build knowledge that helps workplace parties learn about their rights and obligations.</li> </ul>


3	 <p>Republic of Iceland</p>	<p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <p>The Icelandic government pledges to keep on the work on the implementation of the Equal Pay Standard as well as working on Equal Pay Confirmation where applicable (companies with less than 50 employees). The goal is the elimination of the gender pay gap.</p> <p>The Icelandic government pledges to conduct a thorough and concise labour market and equal pay research both on the public and private markets.</p>
4	 <p>Philippines</p>	<p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ol style="list-style-type: none"> <li>a) Continue to strengthen the implementation of the Two-Tiered Wage System as an approach to minimum wage setting and a strategy to increasingly link wage with productivity growth through adoption of productivity/ performance-based incentive schemes.</li> <li>b) Ensure regular, moderate and predictable wage increases through constant and empirical based monitoring and assessment of socio-economic conditions and conduct of consultations; and</li> <li>c) Continue to strengthen the labor inspection system in compliance with or enforcement of labor standards and occupational safety and health standards.</li> </ol>
5	 <p>Swiss Confederation</p>	<p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <p>-Further develop practical free software tools to evaluate pay gaps within organizations, including a new functionality enabling employers to lay the groundwork for a gender-neutral pay system within their organization.</p> <p>- Strengthening the Equal Pay Charter with the following targeted measures in particular:</p> <ul style="list-style-type: none"> <li>• Monitoring of the implementation of the Charter through a public platform on which new developments can be regularly mapped.</li> </ul>


		<ul style="list-style-type: none"> <li>• Creation of a charter board made up of members of the Confederation, cantons and municipalities to coordinate measures and ensure the exchange of information.</li> <li>- Examine how the obligation to comply with equal pay could be applied to federal subsidies based on existing instruments in public procurement law (controls of equal pay and obligation to submit a self-declaration on compliance with equal pay).</li> <li>- Improve disaggregated and meaningful statistical data at different levels through the following measures: <ul style="list-style-type: none"> <li>• shortening the duration of the publication of the report "Analysis of women's and men's wages based on the wage structure survey" to a maximum of 6 months after the completion of the data production; and</li> <li>• to publish the most important indicators from the decomposition, collect and publish disaggregated data in the public sector.</li> </ul> </li> </ul>
6	 <p>USA</p>	<p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ul style="list-style-type: none"> <li>• With the aim of disrupting occupational segregation and combating pay inequality and compensation discrimination, in 2023, the U.S. Department of Labor is funding up to 14 grants totaling up to \$5 million to attract and support women in accessing Registered Apprenticeship programs in high-growth, high-wage industries where they are underrepresented, such as construction, manufacturing, and cybersecurity.</li> <li>• The U.S. Government will promote efforts to achieve pay equity for job applicants and workers in the Federal government and on Federal contracts. The U.S. government has issued proposed regulations that would prohibit the use of previous salary history in setting pay for federal employment offers. The U.S. government is also exploring ways to enhance pay equity and transparency for job applicants and employees of federal contractors, including through new policies that would limit or prohibit federal contractors from seeking and considering information about job applicants' and employees' existing or past compensation when making employment decisions.</li> <li>• The Department of Labor will reinforce pay equity among employees of federal contractors through guidance and compliance reviews to strengthen contractors' efforts to advance pay equity and prevent pay disparities based on gender, race, ethnicity, and other protected bases.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• The U.S. government is committed to supporting U.S. states in expanding pay transparency legislation to benefit more workers. The administration is highlighting the efforts of state legislators who support legislation that prohibits the use of salary history by employers in setting pay and requires salary range transparency in job announcements.</li><li>• The Department of Labor will continue to produce reports and analyses of the gender and racial wage gap, including disaggregating wage gap data by factors such as occupation, age, and educational attainment, and updating information on states' policies related to equal pay and pay transparency protections.</li><li>• Through the Biden-Harris Administration's Investing in America agenda, the U.S. government will increase access to good-paying jobs and combat pay inequality for groups who are currently underrepresented, including women, in high-wage, high-growth sectors, such as transportation, clean energy, broadband, and advanced manufacturing.</li><li>• The Administration will work to address anticompetitive behavior in labor markets, which perpetuates pay inequality and can disproportionately affect women and workers of color. Through an Executive Order on Promoting Competition in the American Economy that established its policy on addressing anticompetitive behavior in labor markets, the Administration will promote competition in labor markets, including by encouraging the U.S. government's Federal Trade Commission (FTC) to ban or limit non-compete agreements and encouraging the FTC and the Department of Justice to strengthen antitrust guidance to prevent employers from collaborating to suppress wages or reduce benefits.</li><li>• The Department of Labor will continue to implement its Mega Construction Project (Megaproject) Program, which helps reduce pay inequality by fostering equal opportunity in the higher-wage construction industry. As part of this program, the Department designates certain construction projects as Megaprojects and offers designated funding recipients intensive compliance assistance aimed at removing hiring barriers and promoting a diverse pool of qualified workers, including women, people of color, veterans, and individuals with disabilities.</li><li>• The United States Equal Employment Opportunity Commission (EEOC) will continue to vigorously enforce the Equal Pay Act and Title VII to combat pay discrimination based on sex, race, and other protected bases, and will work to remove discriminatory barriers to accessing good jobs in industries, including construction, where women and other groups are traditionally underrepresented. The EEOC will also focus on employer practices that may impede equal pay and lead to violations of statutes it enforces, such as discouraging workers from asking about pay or sharing their pay with coworkers, and reliance on applicants' past salary or salary expectations to set pay. Finally, the EEOC will continue its robust outreach and education efforts to ensure that workers understand their rights to equal opportunity and equal pay for equal work and that employers understand their responsibilities to prevent and address unlawful discrimination, including in pay.</li></ul> |
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		<ul style="list-style-type: none"> <li>• Research in the United States consistently demonstrates that union membership helps to close the gender pay gap. According to our Bureau of Labor Statistics, women represented by a union in the United States make 23 percent more money than women who are not members of unions. Through U.S. government engagement in the Multilateral Partnership for Organizing, Worker Empowerment and Rights (or, M-POWER), we are working together with other governments, global and national labor organizations, philanthropic institutions, and civil society stakeholders to uphold workers’ rights to organize and bargain collectively. Key pillars of action include supporting women worker leadership, promoting worker rights in the care economy, and combating gender-based violence and harassment.</li> </ul>
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## United Nations System and International Organisations

1	 <p>International Labour Organization (ILO)</p>	<p><i>The only tripartite U.N. agency, since 1919 the ILO brings together governments, employers and workers of 187 member States , to set labour standards, develop policies and devise programmes promoting decent work for all women and men.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ol style="list-style-type: none"> <li>1. Leverage a system-wide approach through the Global Coalition for Social Justice to further accelerate progress towards Target 8.5 of the SDGs.</li> <li>2. Continue to provide timely and tailored technical support and assistance to ILO constituents on equal pay for work of equal value, using all means of action of the ILO to realize ILO’s commitment to a transformative agenda for gender equality at the heart of social justice.</li> <li>3. Elevate knowledge on equal pay for work of equal value through the development of a clear, concise, and compelling Global Theory of Change with attention to both the formal and informal sectors, strengthening the linkages with the care economy and violence and harassment in the world of work. Support the Theory of Change with a practical and easy to use Global toolkit, to assist constituents in measuring equal pay for work of equal value in the workplace applying an intersectional approach with attention to disability, ethnicity or race and gender.</li> </ol>
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		<p>4. Update the EPIC Global Legal Database with the latest available equal pay information with respect to countries' institutional framework, legislation, transparency measures, minimum wages, collective bargaining, and other relevant information.</p> <p>5. Continue to expand the EPIC network with a goal of attracting an additional 18 members bringing membership to 75 from 57.</p>
2	 <p>Organization for Economic Cooperation and Development (OECD)</p>	<p><i>The mission of the Organization for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ul style="list-style-type: none"> <li>• Expand the work on pay transparency, including a report on 'Reporting Gender Pay Gaps in OECD Countries', workshops on digital tools for pay gap reporting and ensuring compliance with reporting rules, and related policy briefs.</li> <li>• Continue to widely disseminate to all relevant stakeholders our evidence on the most effective policies to support equal pay, including through the organisation of awareness raising events on the persistent gender pay gap - for instance through the Iceland-OECD cooperation on the 'Equal Pay Day Conference' series.</li> <li>• Implement the OECD Gender Strategy, with a particular focus on gender mainstreaming and the development of new gender data and evidence.</li> <li>• Provide expert support to national and international organisations for the development of their gender equality strategies and policies, as well as other relevant actions and reports on gender equality in the labour market, including equal pay.</li> </ul>

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UN Women

*UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.*

**During the period 2023-2025, we hereby pledge to:**

- Implement UN Women’s Gender Equality Accelerator (GEA) on Women and the World of Work, which focuses on promoting decent work – including equal pay for work of equal value – and entrepreneurship. As part of the GEA, UN Women will provide technical support to governments and other stakeholders (e.g., the private sector through the Women’s Empowerment Principles) on reducing the gender pay gap in at least 20 countries.
- Continue to support and collaborate with EPIC leaders and members to reach SDG Target 8.5, including by raising awareness on the gender pay gap through fora and initiatives such as the Generation Equality Action Coalition on Economic Justice and Rights, the Commission on the Status of Women, the Beijing +30 review and appraisal and the Women’s Empowerment Principles.
- Advocate for equal pay for work of equal value within UN Women and the UN System, including by calling for assessments of the work performed by personnel and remuneration given under different contract modalities and taking concrete steps to reduce and eliminate pay gaps.
- Mobilize governments, civil society and the private sector to accelerate the achievement of gender equality, the empowerment of women and equal pay for work of equal value in the context of the sixty-eighth session of the Commission on the Status of Women (CSW68) and its priority theme: Accelerating the achievement of gender equality and the empowerment of all women and girls by addressing poverty and strengthening institutions and financing with a gender perspective.



# Civil Society

1





Fair Pay Innovation  
Lab gGmbH (FPI)

*The Fair Pay Innovation Lab addresses all kinds of questions surrounding fair pay. They support companies and organisations in the practical implementation of pay equity, create space for dialogue and provide suggestions for the labour market of the future.*

**During the period 2023-2028, we hereby pledge to:**

- Promote the implementation of fair pay and pay equity principles within companies and address all kinds of questions surrounding fair pay;
- Ensure equal opportunities in every company by certifying companies globally with the warranty mark UNIVERSAL FAIR PAY CHECK®;
- Focus on becoming the primary contact point for companies worldwide;
- Spread the word on fair pay, especially through our expanding global partnerships;
- Collect and discuss best practices on how to effectively implement equal pay HR and Compensation & Benefits policies;
- Foster the Fair Pay Management Circles that support companies and organizations in the practical implementation of pay equity;
- Continue with our ambitious HR policy within our own company, including full wage transparency, flexible working arrangements, and remote work options.

2	 <p>Inter-Parliamentary Union For democracy. For everyone. Inter-Parliamentary Union (IPU)</p>	<p><i>The IPU is the global organization of national parliaments. They work with parliaments to safeguard peace and drive positive democratic change through political dialogue and concrete action</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ol style="list-style-type: none"> <li>1. Hold at least one activity annually to raise the awareness of parliamentarians on the importance of using their role to advance equal pay legislation and its implementation, in particular as it relates to their States’ commitments under the SDGs and the CEDAW Convention.</li> <li>2. As part of the Human Rights 75 initiative marking the 75th anniversary of the Universal Declaration of Human Rights in 2023, promote the pledging by parliamentarians to take action nationally to advance equal pay.</li> </ol>
3	 <p>The Global Voice of Business International Organization of Employers (IOE)</p>	<p><i>The International Organization of Employers (IOE) is the largest network of the private sector in the world, with more than 150 business and employer organization members. In social and labour policy debate taking place in the International Labour Organization, across the UN and multilateral system, and in the G20 and other emerging processes, the IOE is the recognized voice of business.</i></p> <p><b><u>IOE pledges to increase the understanding of the concept of ‘equal pay for work of equal value’ among its membership by:</u></b></p> <ol style="list-style-type: none"> <li>1. Amplifying the voice of women in business in various EPIC forums and sharing best practices at the national levels;</li> <li>2. Supporting IOE members to increase female entrepreneurship and the participation of women in their governance bodies;</li> <li>3. Engaging and working effectively with the ILO, United Nations, OECD and G20 (One Global Women Empowerment initiative), through various gender-related activities, reports to help shape and influence enabling policies at the international level to help women in business, and at the workplace to grow and thrive;</li> <li>4. Engaging our workforce and promoting ways to advance women in their careers by offering networking and economic opportunities;</li> <li>5. Sending reports of EPIC to members of the IOE Policy Working Group on Gender Equality and Diversity (verbal and electronic copies) to increase awareness; and</li> <li>6. Participating at EPIC technical meetings and events (as steering committee member and also inviting IOE members as participants).</li> </ol>






International Trade  
Union  
Confederation  
(ITUC)

*The ITUC's primary mission is the promotion and defense of workers' rights and interests, through international cooperation between trade unions, global campaigning and advocacy within the major global institutions.*


**During the period 2023-2026, we hereby pledge to:**



- **Call** for a global target for the creation of 575 million new decent jobs and the formalization of one billion informal jobs where women are disproportionately represented – as part of key workers' demands for a New Social Contract (following the 5th ITUC World Congress in 2022).
- **Advocate** for adequate and fair wages for both women and men, including minimum living wages, as well as the adoption and effective implementation of equal pay legislation, including legislation on pay transparency, in line with ILO C100 and C111 and as part of key workers' demands for a New Social Contract (this is in line with the [5th ITUC World Congress Statement](#) and the [4th ITUC World Women's Conference Outcome Document](#)).
- **Provide** evidence-based narrative to showcase the role of social dialogue and collective bargaining to promote the implementation of the equal pay for work of equal value principle.
- **Assist** campaigns of ITUC affiliates to close the gender pay gap in feminized sectors - such as the care and other key industrial sectors - including through organizing, collective bargaining and social dialogue.
- **Monitor** progress on ensuring equal pay for work of equal value and share best practices among ITUC affiliates on raising wages and closing the gender pay gap, including practices on the re-evaluation of jobs and occupations that have been historically undervalued.
- **Raise awareness and advocate** for equal pay globally, including through:
  - mobilizing affiliates on the occasion of the UN International Equal Pay Day on 18 September (and mainstreaming equal pay in all other relevant international days)
  - Promoting equal pay amongst the priorities of governments to accelerate the 2030 Agenda implementation, in particular SDG 8 and SDG 5
  - Promoting equal pay as a priority renewed commitment at the UN Summit of the Future and World Social Summit in 2025
  - Promoting equal pay in the G20 and G7 agendas and other relevant global and regional fora

5	 <p>The Open Data Charter (ODC)</p>	<p><i>The Open Data Charter is a collaboration between over 170 governments and organisations working to open up data based on a shared set of principles, promoting policies and practices that enable governments and CSOs to collect, share, and using well-governed data, to respond effectively and accountably to the following focus areas: anti-corruption, climate action and pay equity.</i></p> <p><b><u>We, at the Open Data Charter support EPIC’s mission and vision and are committed to supporting EPIC’s goals. During the period 2023-2026, we hereby pledge to:</u></b></p> <ul style="list-style-type: none"> <li>● Adopt a policy on equal pay approved by our Board by December 2025;</li> <li>● Organize or participate in 3 Equal Pay events or discussions with our partners within this period;</li> <li>● Continue the promotion and awareness-raising for Equal Pay initiatives by EPIC and their approved partners;</li> <li>● We commit to supporting EPIC and promote their advocacy campaigns and initiatives on equal pay every year.</li> </ul>
6	 <p>PowHer New York</p>	<p><i>PowHer New York is a statewide network of individuals and organizations committed to accelerating economic equality for 10 million New York women and their families. Through the collective action of our 100+ network partners we build intersectional collaborations, educate the public about combating gender inequality, convene innovators and advocates to explore and develop new approaches and strategies, and work with legislators and business leaders on solutions.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <p>PAY TRANSPARENCY:</p> <ul style="list-style-type: none"> <li>● Build on the passage of the new private sector NYC and NYS Salary Range laws by educating the public and businesses about new posting requirements, advancing amendments to strengthen the laws, and monitoring compliance and enforcement,</li> <li>● Work with the NYS Department of Labor on a program to help businesses audit and address gender and racial pay gap.</li> </ul> <p>DATA REPORTING:</p> <ul style="list-style-type: none"> <li>● Track, support and strengthen the NYC public sector law which analyzes the municipal workforce pay data and recommends actions to create equity.</li> <li>● Pursue legislation requiring equal pay data analysis for New York based businesses.</li> </ul>

		<p><b>THE VALUE OF WOMEN’S WORK:</b></p> <ul style="list-style-type: none"> <li>● Promote and educate leaders, business and the public about “equal pay for work of equal value,” job segregation and devaluation of care work, all causes of the wage gap.</li> <li>● Support the One Fair Wage Campaign to end the tipped sub-minimum wage.</li> </ul>
7	 <p>Public Services International (PSI)</p>	<p><i>Equal pay for work of equal value needs to be a means for raising women’s labour value, while at the same time transforming the wage hierarchy that segregates women by occupations, plants them at the bottom of pay scales as well as addressing the continued sexual division of labour. PSI stands for transformative equal pay policies that demand an intersectional approach and EPIC is strategic for these. For PSI, ensuring collective bargaining rights for public services unions, as well as, that women are represented at the bargaining table and in trade union leadership are two fundamental conditions for progress to be made on regard of equal pay. PSI reached a milestone in 2017, when a fully gender mainstreamed program of action was approved for the first time ever. It puts our work for economic justice and the need of the re-distribution of income and wealth at its very center, calling for urgent solutions for how women’s work is organized and valued.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <ol style="list-style-type: none"> <li>1. To organize and advocate for Gender transformative Quality Public Services as fundamental to support a balanced and fair world of work for all genders. The future of public services must work to tackle structural gender inequality and understand that quality public services are key to transforming gender relations.</li> <li>2. To produce updated guidance and develop a training manual on job evaluations for all PSI affiliates representing workers within the Social Care sector, to build capacity to advocate for reward, remunerate and represent paid care work and care workers for rebuilding the social organization of care. There is structural discrimination towards sectors where women are in the majority such as Social Care which is given lower economic and social value.</li> </ol>

# Private sector

1	 <p>Danone</p>	<p><i>Danone is a leading multi-local food and beverage company building on health-focused and fast-growing categories in 3 businesses: Essential Dairy &amp; Plant-Based products, Waters and Specialized Nutrition. With its 'One Planet. One Health' frame of action, which considers the health of people and the planet as intimately interconnected, Danone aims to inspire healthier and more sustainable eating and drinking practices.</i></p> <p><i>To accelerate this food revolution and create superior, sustainable, profitable value for all its stakeholders, Danone has defined nine 2030 Goals, and paved the way as the first listed company to adopt the "Entreprise à Mission" status in France. With a purpose to bring health through food to as many people as possible, and corresponding social, societal and environmental objectives set out in its articles of association, Danone commits to operating in an efficient, responsible and inclusive manner, in line with the Sustainable Development Goals (SDGs) of the United Nations. By 2025, Danone aims to become one of the first multinational companies to obtain B Corp™ certification.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <p>At Danone, for more than 50 years, we have been living a dual economic &amp; social project with our employees and the society.</p> <p>Building on our reaffirmed value of Humanism, we are committed to promoting fair and equitable pay practices within our organization and throughout the community we interact with.</p> <p>In a global context of raising inequalities, we want to ensure that all employees in our organization are paid a salary that is sufficient to afford a decent standard of living for him/her and their family.</p> <p>We advocate for the implementation of fair compensation practices outside of our organization, engaging industry associations and policy makers to promote fair compensation practices in our industry.</p> <p>We recognize that achieving a living wage is both a business decision and a social responsibility. We would like to lead by example and encourage others to do the same.</p> <p>By making this promise, we affirm our commitment to supporting the living standards of our employees and their families, promoting a more equitable and fair society. We welcome all our stakeholders, consumers, patients, and employees to join us on this journey towards a sustainable future where everyone can thrive.</p>
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2	 <p>Gapsquare, from XpertHR</p>	<p><i>Gapsquare are leading providers of fair pay, pay gap and pay transparency analysis software, developing intuitive &amp; AI software which empowers businesses and HR Teams worldwide to build equality and diversity into everything they do.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <p>Innovate our information and software and utilize it to enable over 10,000 organizations globally to embed high quality pay equity analytics into their workforce strategies, leading the way towards more diverse and inclusive workplaces and a fair future of work.</p>
3	 <p>Novartis International AG</p>	<p><i>Novartis is a global healthcare company based in Switzerland that provides solutions to address the evolving needs of patients worldwide.</i></p> <p><b><u>During the period 2023-2026, we hereby pledge to:</u></b></p> <p>From 2018 to 2023 we committed to positively influence the overall pay gap at Novartis and are proud of the tangible achievements we have made in this direction, including, by early 2024:</p> <ul style="list-style-type: none"> <li>• Monitoring pay equity with global consistency</li> <li>• Creating pay transparency</li> <li>• Removing bias from the system at the time of offers</li> <li>• Improving gender balance in management</li> </ul> <p>Since our original commitment in 2018, we recognize that many countries have enhanced their legislation and regulations to help close the gender pay gap and combat other forms of potential pay discrimination, sometimes going beyond our original EPIC commitments. As we expand the remit of our activities to meet those enhanced legislative requirements, we commit by early 2027 to:</p> <ol style="list-style-type: none"> <li>1. Remain committed to maintaining gender-balanced representation in management</li> <li>2. Review our HR practices beyond base pay to eliminate any further potential sources of bias from the system</li> <li>3. Make the requirements of the new EU Pay Transparency Directive our global minimum standard for internal pay equity and pay transparency reporting</li> </ol> <p>To ensure continued and sustained progress, we will embed appropriate KPIs into the business goals of our top leaders.</p>