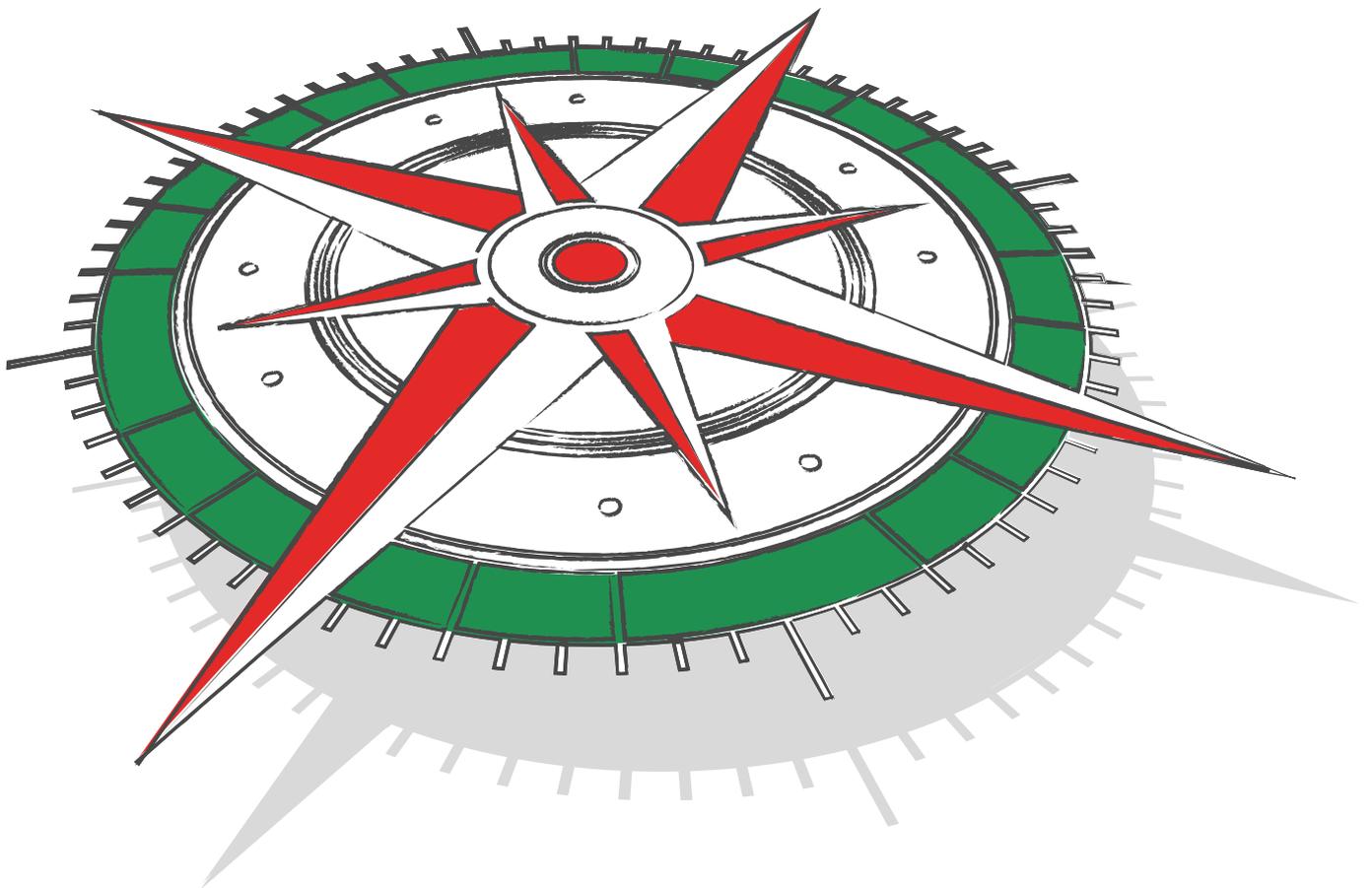


# ADVANCE & HSG GENDER INTELLIGENCE REPORT 2020

Accelerating Diversity  
with the Gender Maturity Compass





# ACCELERATING DIVERSITY WITH THE GENDER MATURITY COMPASS

Dear Readers,

The Gender Intelligence Report 2020 is the 4th edition of our annual study, and it's a special one. In this report, we are launching a unique model, the Gender Maturity Compass, which identifies four stages of progress, each underpinned by clear KPIs and diversity & inclusion (D&I) measures. This innovative framework supports companies to better understand where they stand in their D&I journey and what next steps to take in order to reach a gender-equal workplace faster.

We are proud that we could again increase the number of participating companies, having analyzed anonymized raw data of 302'000 employees across 75 organizations – a unique database in Switzerland in terms of quantity and quality. Our analysis along the employee life cycle (recruitment, promotion and retention) shows again encouraging trends: The number of women especially in lower management levels keeps growing. Also, we are observing an increase in promotion rates of women in companies whose data we can follow over time. Still, there is a long way to go, with promotions remaining the biggest lever to achieve gender equality.

In this report, you will discover facts & figures about gender diversity in Swiss companies as well as hands-on recommendations, food for thought and inspiring best practices from Advance member companies. Now is the time to use the Gender Maturity Compass, initiate the right actions and become a gender-equal and inclusive employer, where everybody has the same opportunities to be their best selves.

We wish you an insightful and inspiring read! — Together we #advance faster!

## **Alkistis Petropaki**

General Manager  
Advance



## **Prof. Dr. Gudrun Sander**

Director Competence Centre  
for Diversity & Inclusion



# Contents

<b>1.</b>	<b>Executive Summary</b>	<b>6</b>
<b>2.</b>	<b>Approach for Analysis</b>	<b>8</b>
<b>3.</b>	<b>Introducing the Gender Maturity Compass by Advance &amp; the University of St. Gallen (HSG)</b>	<b>10</b>
3.1	The four stages of gender maturity: building a gender-inclusive workplace	12
3.2	Mapping companies across the four stages	15
<b>4.</b>	<b>Still thin at the top, but opportunities ahead</b>	<b>16</b>
4.1	The long road ahead	16
4.2	Top performers are leading the way	17
4.3	Commitment pays off and has impact	18
4.4	Baby boomer retirement as unique window of opportunity	19
<b>5.</b>	<b>Stage I, ‘we commit’: Most participating companies formally committed</b>	<b>20</b>
5.1	Results: Deep dive into stage I KPIs	21
5.2	Key recommendations stage I: We commit	25
5.3	Food for thought stage I: Why inclusive leadership needs the tone from the top	26
<b>6.</b>	<b>Stage II, ‘we act’: A fifth of companies are in full action mode, many are almost there</b>	<b>28</b>
6.1	Results: Deep dive into stage II KPIs	29
6.2	Key recommendations stage II: We act	34
6.3	Food for thought stage II: How to best hire for gender diversity	36
<b>7.</b>	<b>Stage III, ‘we promote’: Few promote women and men at proportionally equal rates</b>	<b>37</b>
7.1	Results: Deep dive into stage III KPIs	38
7.2	Key recommendations stage III: We promote	45
7.3	Food for thought stage III: How to create a level playing field	46
<b>8.</b>	<b>Stage IV, ‘we advance’: 5% of companies have cracked the Glass Ceiling</b>	<b>47</b>
8.1	Results: Deep dive into stage IV KPIs	48
8.2	Key recommendations stage IV: We advance	53
8.3	Food for thought stage IV: Thinking outside the box	54

<b>9.</b>	<b>Best Practices</b>	<b>56</b>
■	Accenture - Actively Shaping Career Paths: The Accenture FeMale Mentoring Program	59
■	Avaloq - Leading the Fintech Industry in Gender Diversity	62
■	AXA - Smart Working: Part-Time is not a Career Killer	66
■	Bain - Staying at the Forefront of Gender Parity	69
■	Bühler - Venturing Beyond our Biases Towards a Culture of Inclusive Diversity	73
■	Deloitte - Driving Gender Balance by Empowering both Mothers and Fathers	76
■	Die Post - Modern Framework for the New Realities of Work	78
■	Dow - Turning Male Leaders into Allies	81
■	EY - Inspiring EY Leaders to be Accountable for Creating an Inclusive Culture	85
■	Johnson & Johnson - Building a Swiss-Wide Network to Advance	89
■	MSD - Unparalleled Commitment from the Top	92
■	P&G - Shifting Cultural Norms – Gender Equality Begins at Home	95
■	PwC - Data Tells the Story as The PwC D&I Dashboard Demonstrates	99
■	SIX - How to Consciously Attract More Female Talent	103
■	Skyguide - Mentoring Boosts Careers in the Air Navigation Industry	106
■	SRG SSR - Chancengleichheit und Diversität in der DNA verankern: Top-down & Bottom-up	111
■	UBS - Equal Pay for Equal Value	114
■	ZKB - Neue Perspektiven aus dem ‘Driver Seat’	116
<b>10.</b>	<b>References</b>	<b>119</b>
<b>11.</b>	<b>Credits</b>	<b>123</b>

# 1. Executive Summary

## **NEW: Gender Maturity Compass launched**

When companies start to move towards gender diversity and inclusion (D&I), they typically undergo four maturity stages. We developed a unique evidence-based model, with which we can measure progress and that can also be applied as a valuable tool to design impactful journeys.

**Stage I, 'we commit'**: The first step is declaring the intent to increase women's representation in leadership.

**Stage II, 'we act'**: The company has started to take concrete actions and measures its progress. Progress in this stage typically focuses on recruitment and developing inclusive mindsets.

**Stage III, 'we promote'**: The company's day-to-day processes and interactions are starting to reflect its gender maturity. The value of D&I has become ingrained in promotion processes; men's and women's employment percentages converge.

**Stage IV, 'we advance'**: The company is now a truly diverse and inclusive place of work. The gender distribution across all hierarchical levels resembles a cylinder rather than a pyramid.

## **Swiss businesses in early stage of Gender Maturity**

Most participating companies reach stage I. 20% resp. 11% reach stages II and III, though many more come close to reaching these stages. Only 5% reach the highest maturity stage, fully 'advancing' their gender diversity. The overall distribution across the four stages shows clearly: Gender diversity in Swiss business is in the early stage.

## **Advance companies show considerably higher Gender Maturity**

All companies that have reached stages III and IV in the Gender Maturity Compass are Advance members. The same goes for more than 90% of companies that have reached stage II.

## **Three companies cracked the Glass Ceiling!**

Good news: Among our sample, there are three companies with a very high degree of Gender Maturity. These companies have a Glass Ceiling Index of close to 1, meaning the gender ratio is similar for all hierarchical levels so that there is practically no loss of women on the way up. In other words, these companies manage to hire and promote women at least at proportional rates to men while also retaining them thanks to an inclusive company culture. Have a look at the Best Practices section to find inspiration (pp. 56 ff.)

### **Female representation thin at the top**

In the overall sample, the results look different: While nearly half of the employees in non-management positions across all participating organizations are women (49%), the number drops 20 percentage points when looking at all management positions (29%). In top management, the female representation drops even further to 18%, a disparity of over 30 percentage points compared to the base pool (49%). In other words: Women face staggering hurdles in attaining (top) management positions. There are various reasons for this.

### **Promoting women is key to fix the ‘leaky pipeline’**

The goal is for gender distribution to be similar across all levels. On average, compared with their overall share of employees (40%), women are still under-proportionally promoted (37%). Thus, they are less likely to be promoted than men. To fix the underrepresentation of women on higher hierarchical levels, it makes sense to set promotion targets equal to the representation of women on the hierarchical level below. In succession planning, women are ideally equally represented as men on all short lists.

### **Commitment shows impact: +6 percentage points more women in top management**

Companies that participated in the Gender Intelligence Report for multiple years see numbers increase in their top and middle management: While in 2018, this sample of companies had on average 20% women in middle and upper management, this number increased by 3 percentage points to 23% by 2020. Considering only top management, the increase lies at even 6 percentage points from 15% in 2018 to 21% in 2020.

### **Age trap at work: dramatic employment rates gap slows down women’s promotion**

The majority of promotions happen during the rush hour of life, when most people start a family: between 31 and 40. Looking at employment rates in this age group, there is a striking drop in women’s employment percentage whereas men’s stay the same. This is most likely connected with family care that is still largely taken on by women in Switzerland. As long as full-time is the norm in management and care work distributed unevenly, this structural disadvantage poses one of the biggest hurdles to women’s careers. - We are convinced, this can change.

### **Unique opportunity ahead as baby boomers retire**

While women are underrepresented at all management levels, women do make up 36% of the lowest management. This indicates that companies are filling their female talent pipeline. Age plays another important role: A third of male managers is over 50, whereas the same is true for only 20% of female managers. We have a unique window of opportunity to increase gender diversity in leadership teams. Now is the time to get women into the pole-position for stepping up as the baby boomers’ retirement wave rolls in.

## 2. Approach for Analysis

In this report, we are analyzing participating companies' data through the lens of the Gender Maturity Compass. We have identified four stages that companies undergo to sustainably build gender maturity. These stages include key diversity and inclusion (D&I) metrics (recruitment, retention and promotion rates), HR practices along the employee life cycle as well as tenable results such as the gender distribution at all hierarchical levels. This systemic approach identifies key areas that companies can improve on to increase gender diversity overall.

After introducing the Gender Maturity Compass and showing the distribution of companies in the model, the report dives into each stage in more detail, evaluating the gender maturity in Swiss companies along the following overarching structure:

### Results

An overview of participating companies' performance in each stage. How many have attained each stage? How do participating companies fare when it comes to different performance indicators? This section considers both companies' HR data and D&I measures, providing a snapshot of gender maturity in Swiss business in the process.

### Recommendations

Actionable recommendations based on cutting-edge research insights relating to the key maturity indicators of each stage

### Food for thought

Presentation of current research shining a light on results and recommendations

### Best practices

In the final section of this report, Advance member companies generously share their best practices both for inspiration and as 'how-to' guidance.

### Sample

We analyzed the HR data of 302'000 employees from 75 companies and organizations in Switzerland, of which 103'000 employees are in management positions. 55 organizations are Advance member companies, of which 22 also participated in the St.Gallen Diversity Benchmarking, meaning that they invest in an annual detailed analysis of their HR data and compare their results to their peers. 20 organizations participated in the St.Gallen Diversity Benchmarking only and are not Advance member companies.

## **Data**

The Advance & HSG Gender Intelligence Report is based on anonymized raw data provided by participating companies on a yearly basis. Consistent key performance indicators (KPIs) using the same formula and the same type of data for all companies have been calculated, which provides transparency on the current state of gender diversity in the Swiss workplace. This allows for an objective, transparent comparison of results. For companies interested in a more detailed analysis of their performance on such KPIs, the St.Gallen Diversity Benchmarking allows deeper in-company analysis and cross-company comparison.

## **Hierarchical levels**

The analysis is based on five hierarchical levels: Non-management, lowest management, lower management, middle management and top management.<sup>1</sup> They are defined according to the Swiss Earnings Structure Survey of the Federal Statistical Office and are also used by Logib, the Federal Government's equal pay self-test tool.

## **How to interpret your company's metrics**

To illustrate progress or setbacks, we are using indices which we also recommend using when you are interpreting your own company's diversity KPIs. We are often asked how to interpret results, set internal diversity benchmarks or how to judge HR figures. Here is how we do it in this report:

We compare the gender distribution in every step along the employee life cycle (i.e. new hires, departures, promotions etc.) with the existing gender distribution among the relevant group. For instance, to assess whether women are hired for management positions at an adequate rate, we compare the gender ratio of newly hired managers with the gender ratio of the managers already working in the company. For example: Today, a company has a 23% share of women in middle management. This rate could be increased if more than 23% of new hires for this level were women. This practice establishes how results from recruitment, promotions and turnover impact the existing gender distributions in the companies. Thus, you can see at one glance whether a result has a positive or negative effect on women's representation.

<sup>1</sup> Throughout the report, «management» refers to all management levels (lowest, lower, middle and top management) unless specified otherwise.

### **3. Introducing the Gender Maturity Compass by Advance & the University of St. Gallen (HSG)**

The Gender Maturity Compass shows four stages companies and organizations typically undergo as they move towards greater gender diversity and inclusion. The stages are derived from the CCDI's years-long experience with diversity management in different types of organizations and current research insights. Even though there is no one-size-fits-all and each company is unique, this model helps you assess your progress and design impactful actions. It shows you how to get started, how to build on your foundation and how to further evolve. No matter where you currently stand, with these guidelines, you can advance D&I in your company now.

The four stages build on each other. Thus, achieving gender maturity requires reaching all stages. This means that to progress to a higher stage, all the previous stages' requirements must be fulfilled. It is important to note that companies move through the stages at a different speed and in different ways as they depart from different starting points and operate in different markets and environments. – In which stage would you currently see your company? And where would you like to see it in 2-3 years?

*We advance*



## 3.1 The four stages of gender maturity:

### Stage I: We commit

The first step is declaring the intent to increase women's representation in leadership. There is a strategy in place based on a clear understanding of the status quo. These are the key performance indicators of this stage:

- The company has performed a D&I-focused analysis by participating in the St.Gallen Diversity Benchmarking
- The company has performed equal salary analysis
- The company has formulated a gender diversity strategy
- The company has measurable D&I goals
- Top-down support for gender diversity is strongly perceived in the organization
- The company has publicly committed to gender diversity

### Stage II: We act

In the second gender maturity stage, the company has started to take concrete actions and measures its progress. Progress in this stage typically focuses on two areas: recruitment and developing inclusive mindsets. You cannot become a more diverse company without hiring diverse people, that is, literally increasing the diversity of your employee base. Simultaneously, companies should actively work on building an inclusive culture. Hiring more women is pointless if they leave the company at a substantially higher rate than men because they feel less included. KPIs:

- The company hires proportionally more women than are already employed, also for management positions<sup>2</sup>
- There are no substantial differences between the turnover rates of men and women
- There is D&I or unconscious bias training for employees and managers
- The company offers at least three flexible working options
- There is regular reporting on gender D&I

<sup>2</sup>Unless the company already has a gender-balanced workforce



# building a gender-inclusive workplace

## Stage III: We promote

The company's day-to-day processes and interactions are starting to reflect its gender D&I maturity and growing inclusiveness. The value of diversity has also become ingrained in promotion processes. Working part-time – or full time! – is possible for both men and women, both in non-management and management positions. Being a woman or man and working part-time are not impeding their advancement – rather, diversity in terms of gender, background and lifestyle is seen as an asset. KPIs:

- Women's promotion rates reflect their share in the workforce
- Women and men have similar employment rates; to reach management positions, women do not have to increase their employment percentage more than men
- Diversity is a requirement in talent management and there are programs to support women's careers such as empowerment trainings, coaching and mentoring

## Stage IV: We advance

The company is now truly diverse and inclusive<sup>3</sup>. There is no dominant culture and employees feel valued for who they are and for what they contribute. The gender distribution across all hierarchical levels resembles a cylinder rather than a pyramid: Women and men are represented at equal rates on all hierarchical levels.

The company should now experience significant payoffs in terms of increased creativity, a deeper understanding of the customer base and better risk management. Business success and D&I culture are inextricably linked as the company has undergone a profound structural and cultural change<sup>4</sup>, which pays off in the bottom line. KPIs:

- Women are represented at similar rates across all hierarchical levels
- Women represent at least one third of the top management team
- Managers have D&I goals; ideally, this is reflected in the performance evaluation and rewards programs
- D&I is part of the core business
- The company offers parental leave beyond the federal mandate
- The company uses gender-inclusive language

<sup>3</sup> It should be noted that this model can only approximate measurement for this stage – to measure inclusion more comprehensively, we recommend a survey or focus groups to get an accurate sense of employees' perception |

<sup>4</sup> Dass & Parker, 1999 | <sup>5</sup> Generally, a representation of 40-60% is considered relatively well-balanced (Moss Kanter, 1977)



## 3.2 Mapping companies across the four stages

In order to reach stage I, a company has to fulfill all associated KPIs as defined in the model. The stages are cumulative. To reach stage II, a company needs to fulfill all criteria for stages I and II. For each stage, we have also identified companies that have almost reached a given stage (fulfilled all KPIs but one).

Looking at the overall distribution of participating companies, it becomes clear that Swiss businesses are still mostly in the early stages of development. This should not come as a surprise: Conscious D&I management in Switzerland dates back only 10 to 15+ years for early adopters. Reaching gender balance is a long-term goal. The Gender Maturity Compass provides a valuable framework to embark on this beneficial journey in a systematic way.

### Advance companies show considerably higher Gender Maturity

All companies that have reached stages III and IV in the Gender Maturity Compass are Advance members. The same goes for more than 90% of companies that have reached stage II.

#### Distribution of participating companies across the Gender Maturity Compass stages

- Advance member companies that fulfill all requirements
- Non-Advance member companies that fulfill all requirements
- Companies that fulfill all KPIs but one

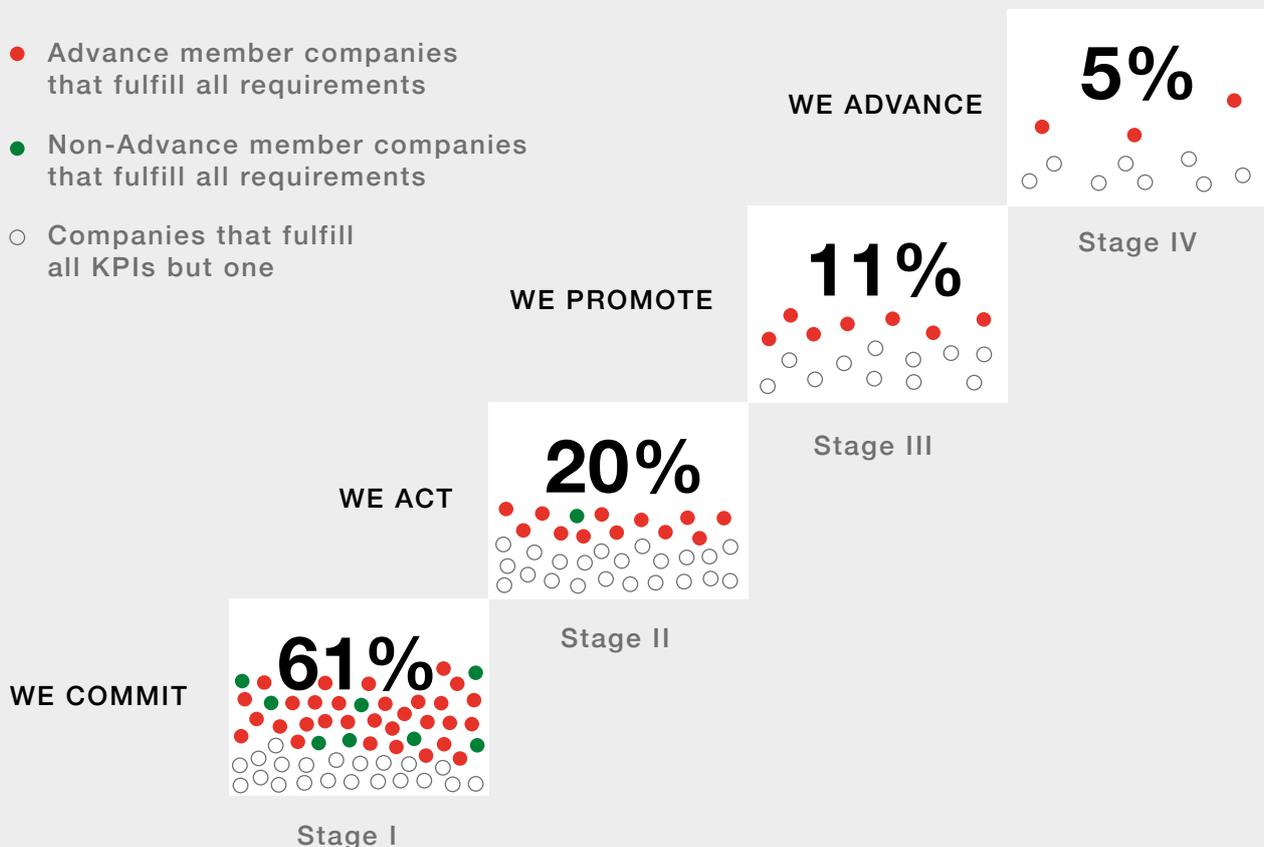


Figure 1: Distribution of participating companies across the Gender Maturity Compass stages

## 4. Still thin at the top, but opportunities ahead

Just as companies should start with a profound D&I analysis, let's look at the gender distribution across all participating companies as a starting point to zoom in to the D&I maturity of the Swiss workplace.

### 4.1 The long road ahead

While nearly half of the employees in non-management positions across all participating organizations are women<sup>5</sup>, the number drops 20 percentage points when looking at all management positions. For top management, the disparity increases to over 30 percentage points – a staggering hurdle.



Figure 2: Gender distribution by management level

<sup>5</sup>Generally, a representation of 40-60% is considered relatively well-balanced (Moss Kanter, 1977)

## 4.2 Top performers are leading the way

The good news: It is possible to have a more diverse management. Top performing companies have, on average, 33% women in middle management and 24% in top management.

Gender distribution top and bottom quartiles

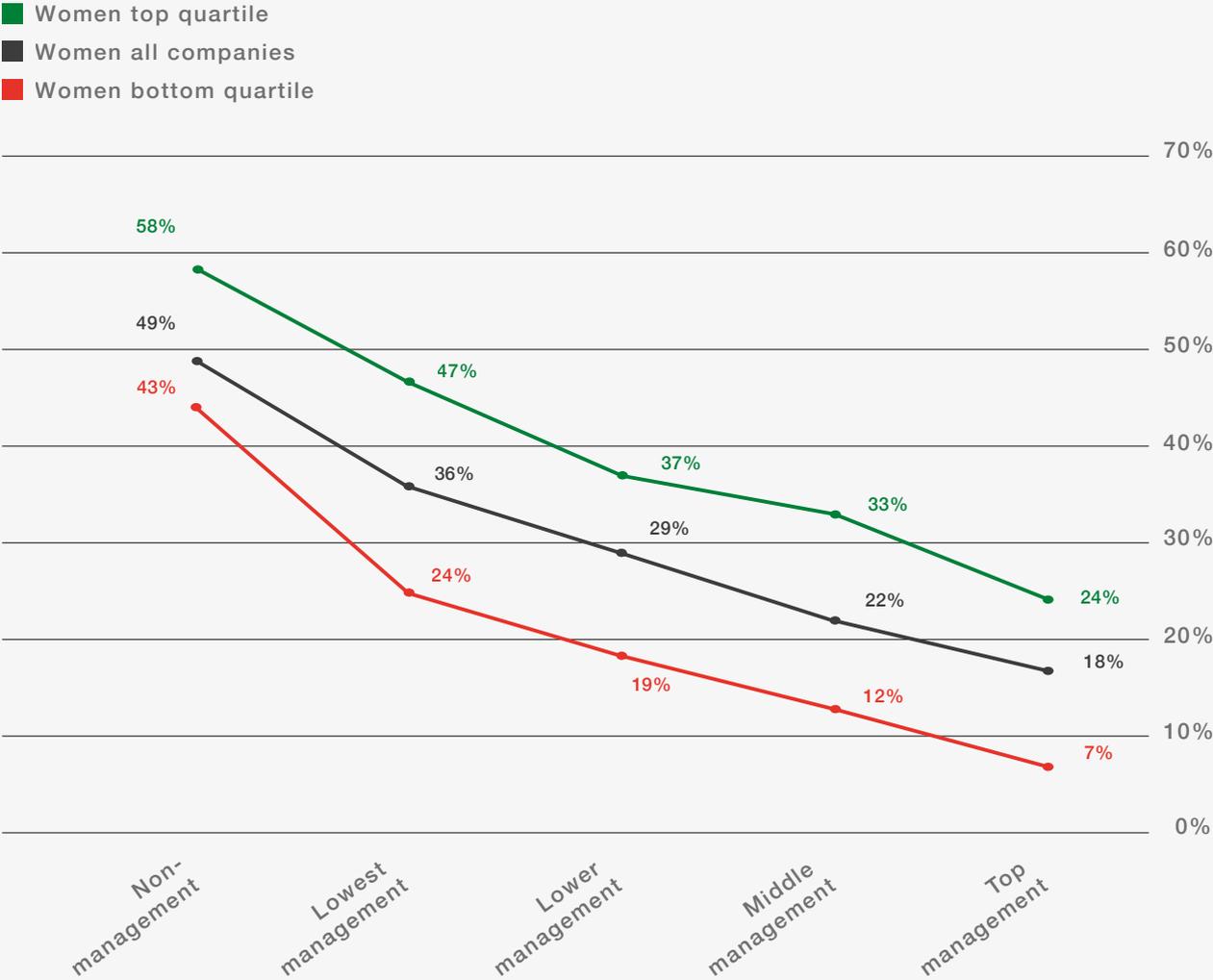


Figure 3: Gender distribution top and bottom quartiles management

### 4.3 Commitment pays off and has impact

Companies that participated in the Gender Intelligence Report for multiple years, see numbers increase on average in their top and middle management. While in 2018, this sample of companies (comprising 163'000 employee data across 32 companies) had 20% women in middle and upper management, this number increased by 3 percentage points to 23% by 2020. Considering only top management, the increase lies at 6 percentage points from 15% in 2018 to 21% in 2020. Thus, committing to gender D&I and consciously growing one's pipeline moves the needle.

#### Progress of long-term GIR participants in top management

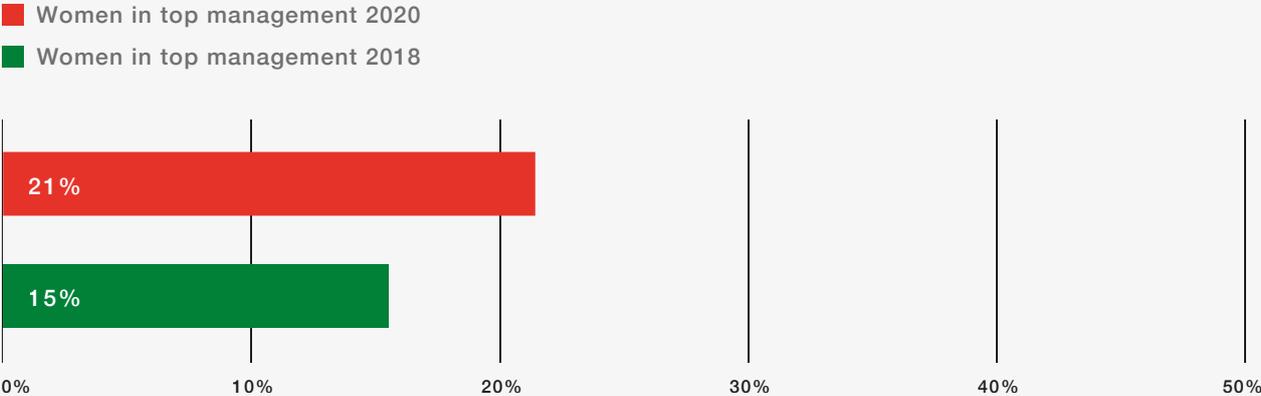


Figure 4: Progress of long-term GIR participants in top management

## 4.4 Baby boomer retirement as unique window of opportunity

Companies and organizations in Switzerland find themselves facing a critical juncture: The baby boomer generation is retiring, which will open many management positions to be filled by diverse talents. This is a unique window of opportunity to hire, develop and promote female talent. The pipeline is filling up with more female managers under 40 whereas the proportion of male managers over 50 is much higher and more likely to retire soon.

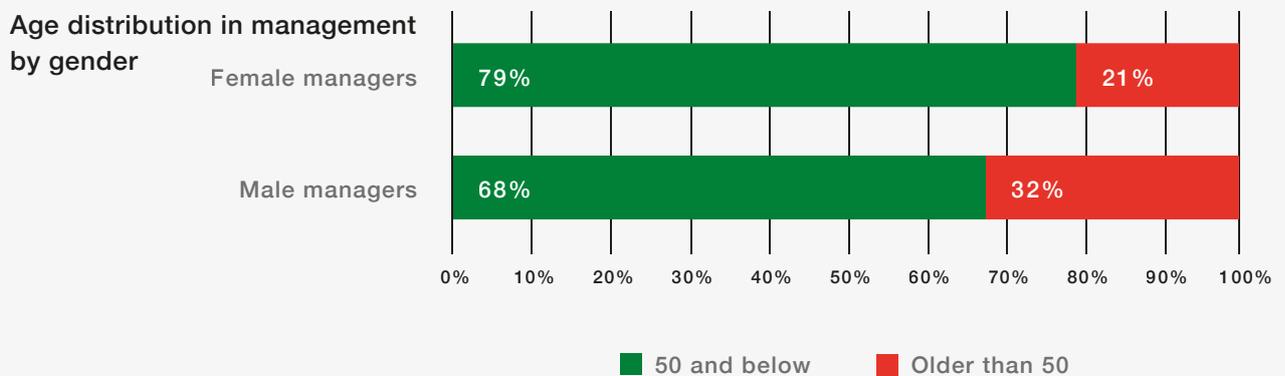
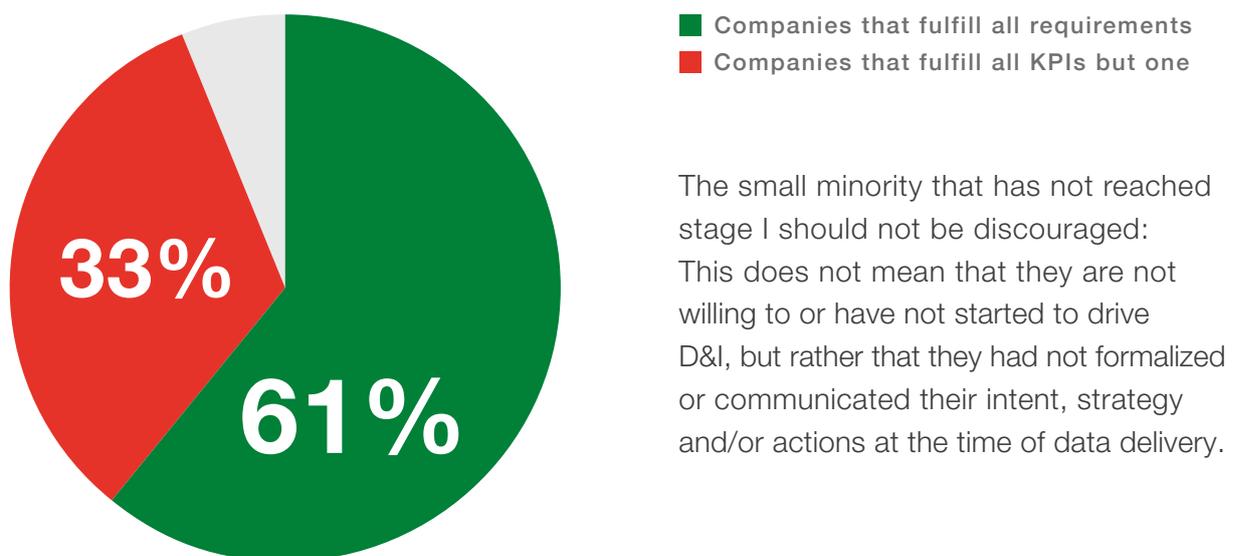


Figure 5: Age distribution in management by gender

As these younger female managers are mostly in lower management levels, it means that companies have built a strong base of female talent to promote into senior management positions in the coming years. A promising situation companies ought to take advantage of.

## 5. Stage I, 'we commit': Most participating companies formally committed

**61% of the participating companies fulfill all necessary KPIs for stage I. Another 33% fulfill all requirements but one. 6% are still in preliminary phases beyond the model.**



The small minority that has not reached stage I should not be discouraged: This does not mean that they are not willing to or have not started to drive D&I, but rather that they had not formalized or communicated their intent, strategy and/or actions at the time of data delivery.

Figure 6: Snapshot Swiss Gender Maturity landscape, stage I: 'we commit'

**D&I conscious companies in the sample:** Our sample consists of Swiss based companies that have consciously started or been on the way for many years to make gender diversity a lived reality. Looking outside our sample, you would probably find numerous companies that won't make it into stage I of the Gender Maturity Compass.

While reading the results, you may want to reflect on which stage your organization is in. Where would you like to see your organization in 2-3 years?

### Recalling KPIs stage I

- ✓ The company has performed a D&I-focused analysis by participating in the St.Gallen Diversity Benchmarking
- ✓ The company has performed equal salary analysis
- ✓ The company has formulated a gender diversity strategy
- ✓ The company has measurable D&I goals
- ✓ Top-down support for gender diversity is strongly perceived in the organization
- ✓ The company has publicly committed to gender diversity

## 5.1 Results: Deep dive into stage I KPIs

### Over half of the analyzed companies have performed a D&I focused analysis

**Know where you stand:** The initial step is to assess where a company stands in terms of D&I. Over half of the analyzed companies have made an assessment by participating in the St.Gallen Diversity Benchmarking or another systematic analysis.<sup>6</sup>



Performed D&I focused analysis

### Almost all companies perform equal salary analyses

**Commendable:** Almost all companies in the sample are ahead of the new Swiss legal mandate for organizations with 100+ employees to perform an equal salary analysis every four years as of July 2020. 93% have already performed such an analysis.



Performed equal salary analysis

<sup>6</sup> Counted are companies that participated in the St.Gallen Diversity Benchmarking.



## The majority of companies have formulated a gender diversity strategy

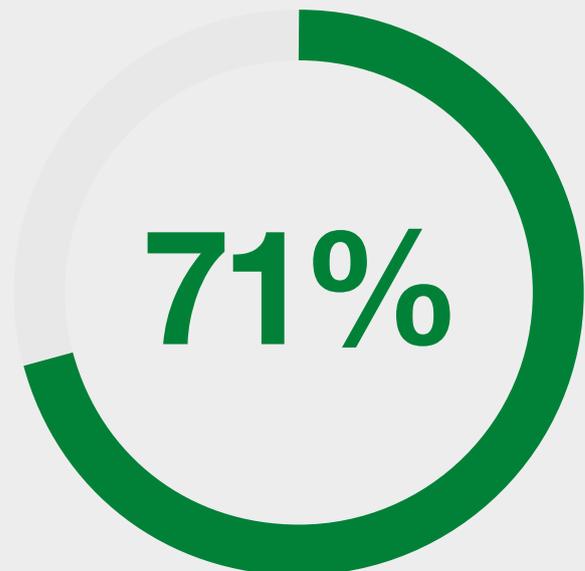
**Meaningful directions in place:** A D&I strategy includes a mission statement, a formulated vision and initial roadmap with goals and milestones describing how the company wants to implement diversity & inclusion. This draws attention to the topic and provides the necessary guidance for leaders and employees to work towards a shared goal. Goals can be broken down level by level so that the company can allocate resources where they are needed most.<sup>7</sup>



Gender D&I strategy

## Even more have set D&I goals

**Measuring is key:** 71% of companies have some form of D&I goals in place to measure gender diversity progress over time. Original research conducted by the CCDI based on data collected for this report shows that having both a D&I strategy and concrete D&I goals is correlated with fewer hurdles for women to reach higher management positions.

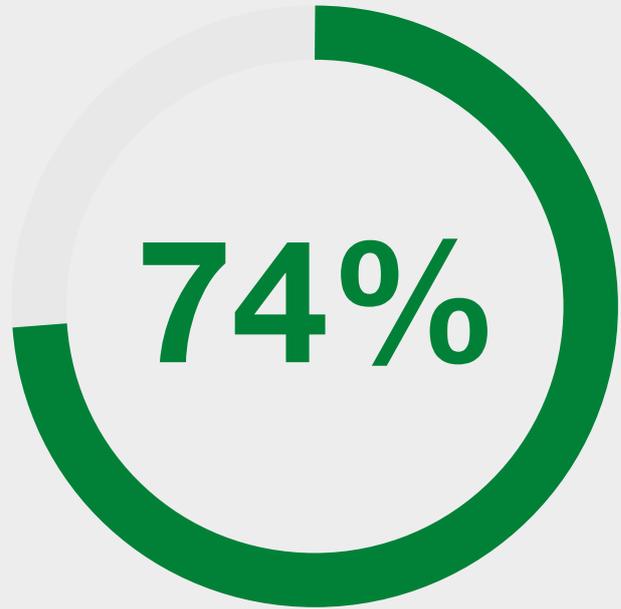


Measurable D&I goals

<sup>7</sup> Virick & Greer, 2012, pp. 575-600

## Three quarters of companies report relatively strong top-down support for D&I<sup>8</sup>

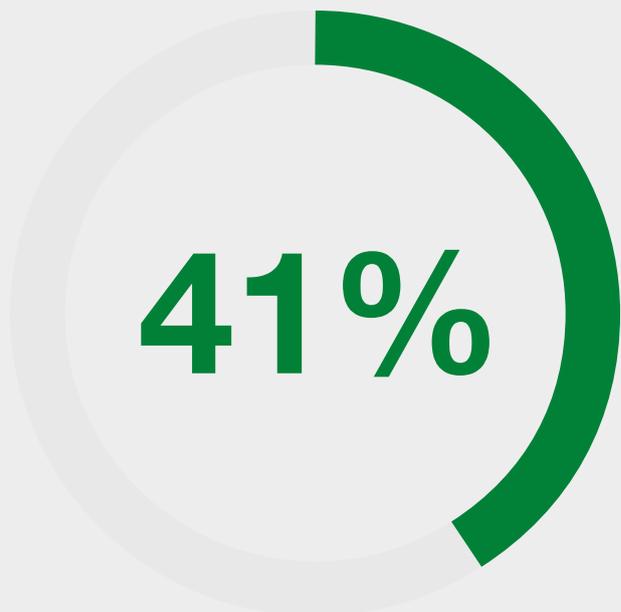
**Starting at the top:** Research shows that initiatives are more effective when they are initiated by leadership.<sup>9</sup> 74% of the companies indicate that they have (relatively) strong top-down support for D&I. Public commitment by top management to strategically growing gender diversity and championing inclusion is thus one of the strongest levers.



Perceived top-down support 7 or higher

## Over 40% of participating companies have publicly committed to gender diversity

**Being vocal creates a boost:** By signing a public statement such as the Advance Charter or the Women's Empowerment Principles (WEPs), over a third of participating companies have declared their commitment to champion diversity and inclusion. A public commitment not only increases the sense of accountability but also signals to employees that they are valued for their diversity.



Publicly committed to gender diversity

<sup>8</sup>Top-down support is measured on a scale where 1 is no support and 10 is very strong support. | <sup>9</sup> Johnson, 2017





## 5.2 Key recommendations stage I, 'we commit'

Clarify why you want to champion gender D&I and define what this looks like for your company. Formulate your D&I vision and goals. Flesh out the expected benefits from a gender diverse workforce and leadership team and an inclusive culture.

Get a clear sense of your starting point: Determine your D&I position by performing an external and internal benchmarking to become clear about your strengths and room for improvement. Translate your insights into a concrete action plan.

Break down measurable, ambitious gender diversity goals along the HR process: For example, for positions and hierarchical levels where women are underrepresented, set it as the firm's goal to hire men and women at a 50:50 ratio.

Activate (senior) male champions to advance gender equality in your company. Ensure gender equality initiatives involve women and men as active partners.

Actively engage the CEO as a gender D&I champion. Don't stop there: also engage the rest of the executive board as well as the non-executive board to become gender D&I champions to maximize the 'trickle-down effect'.

Make sure your D&I experts have the resources they need, an open ear from top leadership and the visibility in the company that is necessary to bring about true D&I transformation.



## 5.3 Food for thought stage I: Why inclusive leadership needs the tone from the top

### **Criteria for success: High visibility and access to top management**

Original research conducted by the CCDI for this report reveals: If you commit resources to implement your inclusion and diversity vision, this will have a positive impact. Our analysis shows a correlation between the number of full-time equivalents (FTEs) committed to D&I experts and a higher share of women in management. In addition, this position should be allocated in a place of high visibility in the company with access to top management, not be ‘buried’ deep inside HR<sup>10</sup>.

### **Change the narrative: Position gender diversity as a strategic topic, not a ‘women’s issue’**

If male leaders are not on board as D&I champions, gender diversity is pigeon-holed as a ‘women’s issue’ rather than a strategic topic that affects all of the company’s employees regardless of gender. Research and practice both show that when men participate in gender-diversity policies and programs, they are no longer treated as ‘women’s programs’ but a joint responsibility. D&I programs become standardized and broadly accepted.

“ The role we have as men in supporting and demanding equality and demanding a shift is really, really important.<sup>11</sup>

– Justin Trudeau, Canadian Prime Minister

Moreover, experimental research shows that the framing of these initiatives is key: If men are named as agents of change for gender equality and if the topic is framed as affecting both men and women, men are more likely to act.<sup>12</sup> Why are men so important for the success of D&I initiatives and, ultimately, lasting change? Leadership expert Elisabeth Kelan argues that as men constitute the vast majority of managers and leaders, they are the ones who are actually in the position to change gender relations at work by altering their workplace practices.<sup>13</sup>

A current research project at the University of St.Gallen explores what strategies companies can pursue to effectively activate male leaders as D&I champions.<sup>14</sup>

<sup>10</sup>Sander & Hartmann, 2019 | <sup>11</sup>Geller & Crimmins, 2016 | <sup>12</sup>Subašić, et al., 2018, pp. 707-724 |

<sup>13</sup>Kelan, 2016 | <sup>14</sup>Nentwich, Schambach, Steingruber & Wyss, 2020

### **Salary transparency impacts closing the gender pay gap**

A study of 526 Swiss organizations in 2018 found that only 23% provide their employees with actual information about employee groups' base pay and pay raises.<sup>15</sup> Pay transparency is a crucial tool to close the wage gap between men and women.<sup>16</sup> Why? For one, pay transparency challenges the unconscious biases underlying pay decisions. Women are more likely to demand higher figures if they know others make more for equal work, and conversely, managers are less likely to offer lower salaries for equal work if such information is public.

Pay transparency can also boost employee performance: If a female employee has reasons to doubt that she is making as much as her male colleagues, this may decrease her motivation.<sup>17</sup>

Finally, salary transparency boosts diverse hiring: A recent study shows that knowing how much a job pays and what benefits are included is considerably more important for women, making them more likely to apply at companies that communicate pay transparently.<sup>18</sup>

<sup>15</sup> Arnold, Fulmer, Sender, Allen, & Staffelbach, 2018 | <sup>16</sup> Payscale, 2020 | <sup>17</sup> Cooney, 2018 | <sup>18</sup> Tockey & Ignatova, 2019



## 6 Stage II, 'we act': A fifth of companies are in full action mode, many are almost there

**20% of the participating companies and organizations fulfill all requirements for stage II, 34% fulfill all but one<sup>19</sup>. Altogether, 54% of companies are doing well when it comes to hiring, turnover rates, unconscious bias training, flex-work options and D&I reporting.**

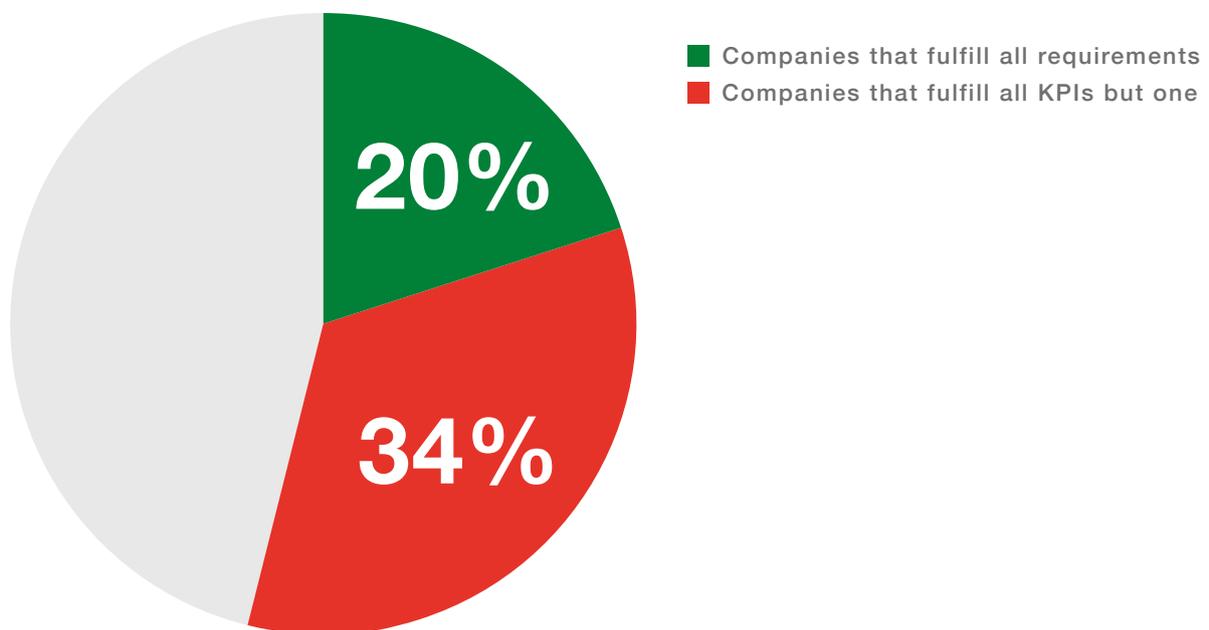


Figure 7: Snapshot Swiss Gender Maturity landscape, stage II: 'we act'

### Recalling KPIs stage II

- ✓ The company hires proportionally more women than are already employed, also for management positions<sup>20</sup>
- ✓ There are no substantial differences between the turnover rates of men and women
- ✓ There is D&I or unconscious bias training for employees and managers
- ✓ The company offers at least three flexible working options
- ✓ There is regular gender D&I reporting

<sup>19</sup> The stages are cumulative. In order to reach stage II, a company needs to fulfill all criteria for stages I and II | <sup>20</sup> Unless the company already has a gender-balanced workforce

## 6.1 Results: Deep dive into stage II KPIs

### Over two thirds of companies hire more women than are already employed, also for management positions

It is impossible to change a company's gender diversity without hiring more (promising and highly qualified) women. On the one hand, recruitment processes tend to be highly formalized, so hiring processes can often be changed without a full underlying cultural or mindset change. Therefore, it's a good place to start. On the other hand, recruitment can be a very effective way to initiate a desired cultural change provided new employees also represent and champion the desired culture and values.<sup>21</sup>

**Promising:** Participating companies, on average, are hiring slightly more women than are already employed. Less encouraging, both numbers are still below 50%, meaning that women are still in the slight minority both in employees and new hires.

#### Comparison of female hires and female employees

- Female hires
- Female employees

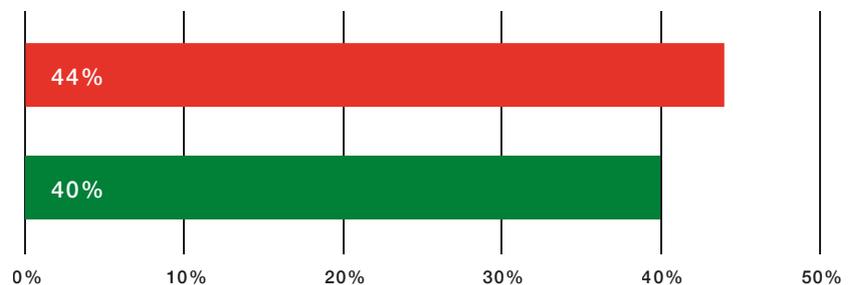


Figure 8: Comparison of female hires and female employees <sup>22</sup>

<sup>21</sup>Sackmann, 2017 | <sup>22</sup>Descriptive statistics include data from all participating companies, not just companies that reach stage II.



Companies are also hiring more women for management positions than are already employed. While only 29% of managers are female, 34% of new management hires are women. This has the likely effect that the gender balance in management will even out somewhat.

### Comparison of female hires for management and female managers already employed

- Female management hires
- Female managers

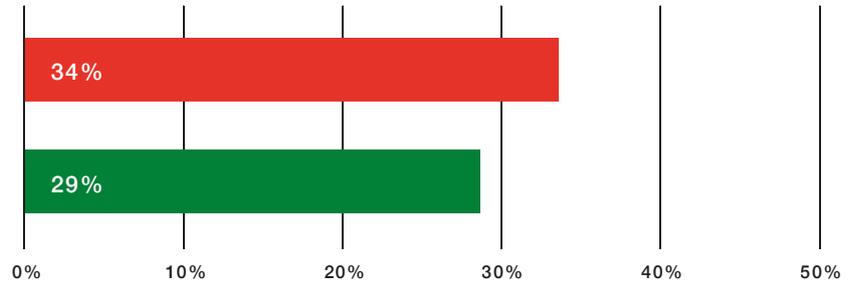


Figure 9: Comparison of female hires for management and female managers already employed

Top performing companies<sup>23</sup> demonstrate that it is possible to significantly diversify management through hiring: They were able to hire proportionally 20 percentage points more women than are already engaged in management positions.

### Difference between the percentage of female hires for management and of female managers employed (in percentage points)

- Top performers
- Average
- Low performers

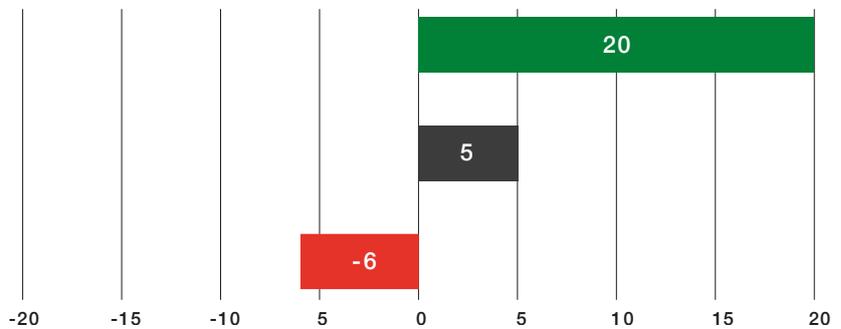


Figure 10: Difference between the percentage of female hires for management and of female managers employed (in percentage points)

<sup>23</sup> 'Top performing companies' or 'top performers' refer to the companies with values in the top quarter. Analogously, the 'low performers' performed in the lowest quarter of participating companies.

## In the majority of companies, differences in the turnover rates of women and men persist

Turnover rates that are similar for both genders signal that women feel included and are rewarded for success. If women stay in companies, they can also meaningfully affect workplace culture over time.

**Positive:** On average, men's and women's turnover rates are close (one percentage point difference in the overall workforce as well as in management and even in middle and top management).

**On the other hand:** Only 32% of the participating companies reach a difference between the turnover rates of women and men that lies below 15% (e.g. turnover rate of men: 8.5%, of women: 10%, resulting in a difference of 15%). This means that two thirds of the companies are above 15% difference in turnover rates between men and women. Substantially higher turnover rates for women lead to at least a partial erosion of gains through recruitment. Further, it indicates that many companies still have a way to go in building an inclusive workplace.

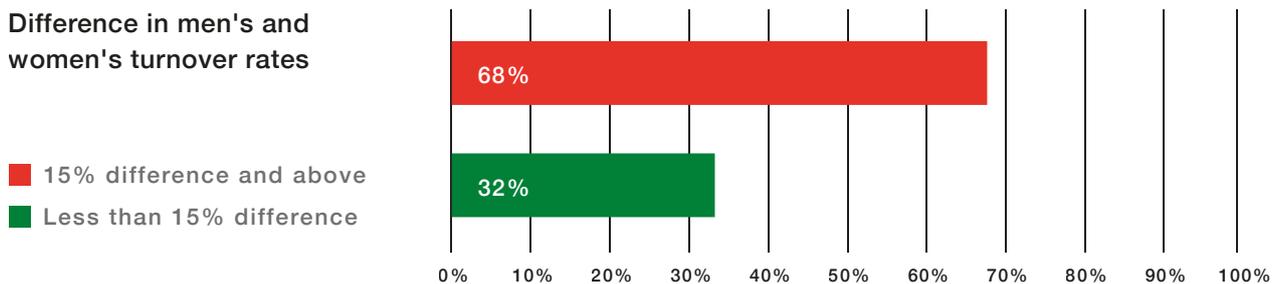


Figure 11: Difference in men's and women's turnover rates



## More than half of participating companies offer D&I or unconscious bias training for employees and managers

**Trending:** Our analysis reveals that 56% of the companies in the sample provide D&I or unconscious bias trainings to their employees, 60% to their managers. A number we may likely see increasing in the next years.

To achieve an inclusive working culture, it is crucial that leaders, recruiters and employees are sensitized to D&I issues and opportunities through campaigns, trainings and experience-based approaches (anti-discrimination, unconscious bias, inclusive leadership, etc.). In other words, the importance of gender D&I needs to 'trickle down' from the top to middle and lower management levels to firmly anchor in a company culture's DNA.



D&I training for employees



D&I training for managers

## Nearly all companies offer at least three flexible working options

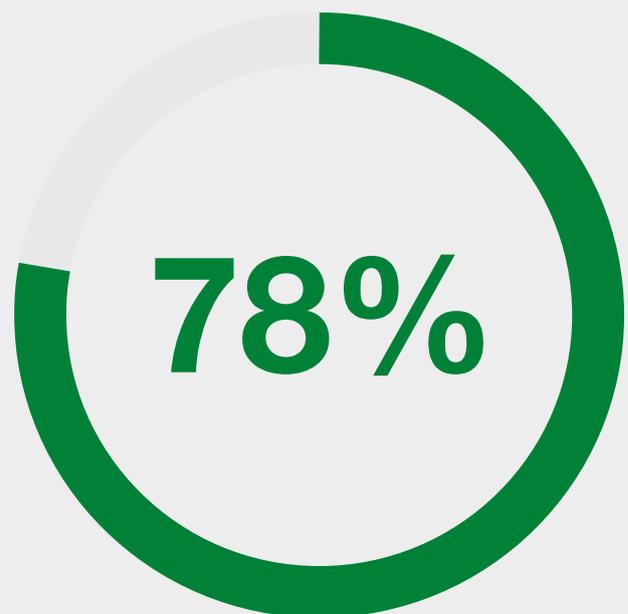
**Encouraging:** To attract and retain diverse talents, it is important to accommodate their diverse preferences and needs in how they work. 93% of companies offer at least three flexible working options. This also strongly signals that they trust their employees to do their jobs without physical supervision and that they value their employees' work-life balance.



At least three flexible working options

## Almost 80% of companies have regular D&I reporting

**Good to know:** To keep track of progress, it is important to perform a regular reporting and establish a D&I dashboard to measure and navigate progress towards the stated goals in stage I. 78% of companies perform such a regular D&I reporting.



Regular D&I reporting



## 6.2 Key recommendations stage II, 'we act'

Analyze your recruitment process step by step. Is there room for biases to affect decision-making? Do your processes focus on increasing diversity? For instance: If you advertise a position at 80-100% employment percentage, did you define which responsibilities will fall away if the new hire works at 80%? Did you adjust the personnel planning process (i.e. managers do not 'lose' the 20% but can fill them with another person)?

Engage your hiring managers as diversity multipliers: For this, they need an open mindset for a partnership-based life sphere model. Different phases in life offer different opportunities and have different needs. Note: life phases do not always equal age.

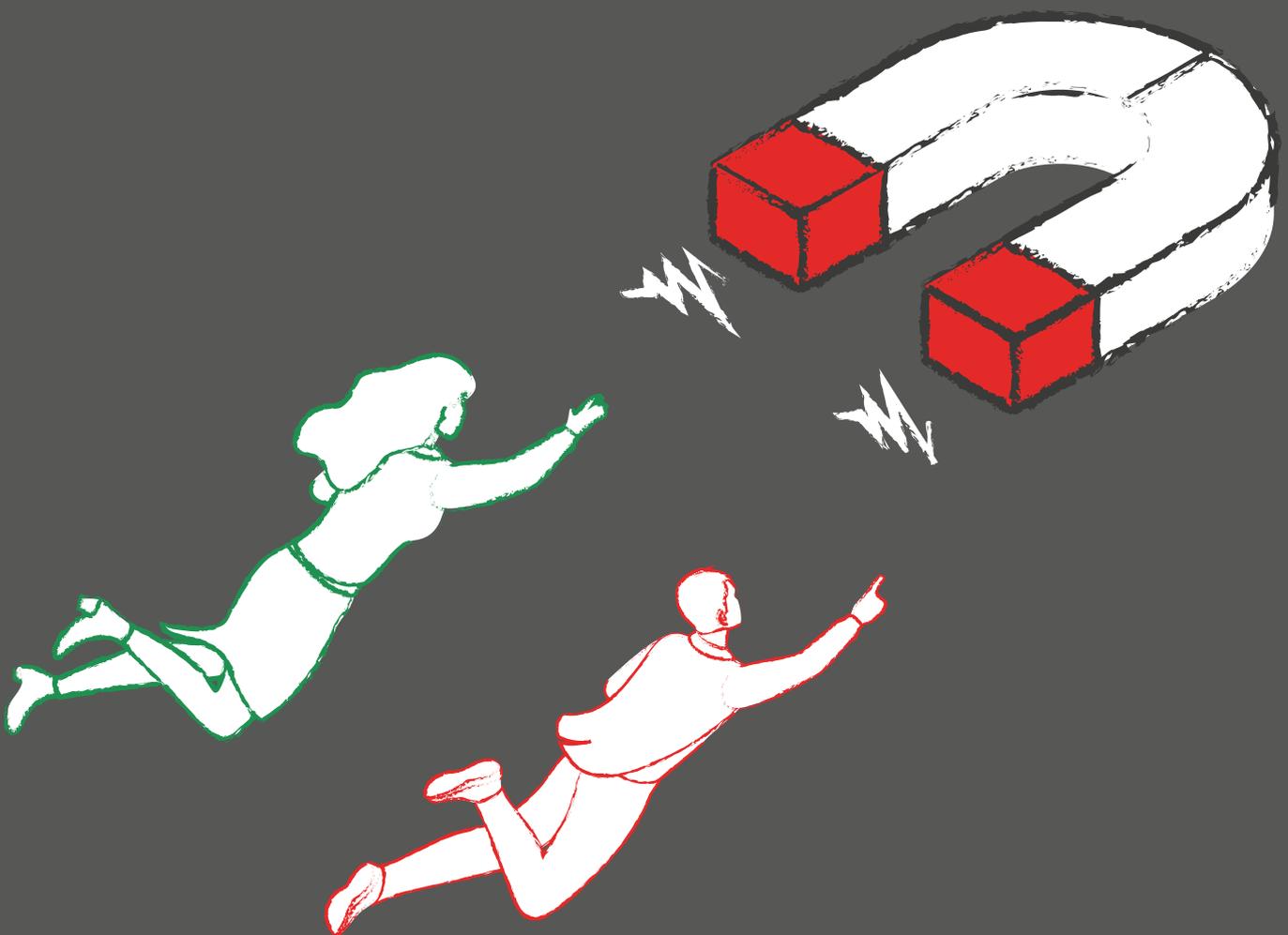
To foster an inclusive culture, provide D&I as well as unconscious bias training not only to managers but all personnel involved in recruitment. Make this a requirement for external recruiters as well.

Evaluate your sourcing strategies: Consider whether internal referrals get you the most diverse candidate pool; diversify your sourcing if needed. When relying on recruiters, make sure to equip them with diversity targets.

Question what you are asking for: What skill set is necessary for which position? Take the opportunity to reconsider job requirements. Do you really need an engineer for this job? Or would someone with topic-relevant project management experience be better suited? Increase the diversity of skills and perspectives represented in your company at the same time.

Consider listing salaries on job openings to attract more diverse talent. This is also a key opportunity to signal salary equality and transparency. Doing so shows your commitment to diversity and inclusion. Along similar lines, list benefits and flexible working options clearly in the job listing.

Address turnover rates by surveying leavers: Why did they leave the company? What is it about the company culture that made them feel included or excluded? How do female leavers' perceptions differ from men's? Try to find a pattern so that you can start addressing potential issues.



## 6.3 Food for thought stage II: How to best hire for gender diversity

While companies hire more women for management positions than are already employed, new female hires into management are still in the clear minority at 34%. One reason for the fact that recruiting women is challenging is that women prefer joining companies that are already diverse.<sup>24</sup> Find inspiration below on how to attract more female talent no matter how diverse you already are.

### How you search is who you find

How you source your candidates may seem like a technical question based on clicks and analytics, but in fact has a profound impact on your potential candidate pool. Women are far less likely than men to ask for a referral to a job they are interested in even when they have a connection at the company. What is more, employees of a male-dominated company are more likely professionally connected to other men.<sup>25</sup> Recruiters at that company are therefore more likely to click on men's LinkedIn profiles than women's.<sup>26</sup> Relying on algorithmic screening of candidates can save time and may seem like an appealing alternative to potentially biased human evaluations. However, evidence suggests that such tools can reproduce and exacerbate human biases manifested in the datasets on which these tools are built.<sup>27</sup> Decisions that might seem 'technical' or 'data-driven' are often gendered and impact the diversity of the talent reached. Thus, zooming in on the right pool – no matter how small – is vital for success.

### What you list is what you get

An analysis of billions of interactions between companies and candidates on LinkedIn reveals that women tend to screen themselves out of the running and end up applying to fewer jobs than men.<sup>28</sup> The information listed on job postings can narrow (or widen!) your diverse talent pool considerably. The cited study shows that women tend to apply to jobs only once they fulfill all or close to all requirements and possess the 'right' level of seniority, whereas men apply at much lower fulfillment levels.<sup>29</sup>

### Gender-inclusive language attracts diverse candidates

Job advertisements are the first impression that candidates get about a company and its working culture. In the case of masculine generics (think "Salesman") in job descriptions, women will – subconsciously or consciously – not feel addressed and are less likely to apply for a role.<sup>30</sup> What is more: Recruiters are more likely to hire a man for a role if it is described by a masculine generic as it mentally evokes a male image or representation, making evaluators think more of male than female candidates for the role.<sup>31</sup> Thus, language is a powerful way to diversify your candidate pool.

<sup>24</sup> Flood, 2017 | <sup>25</sup> Tockey & Ignatova, 2019 | <sup>26</sup> Tockey & Ignatova, 2019 | <sup>27</sup> Raghavan & Barocas, 2019 | <sup>28</sup> Tockey & Ignatova, 2019; Mohr, 2014 | <sup>29</sup> Mohr, 2014 | <sup>30</sup> Stahlberg & Sczesny, 2001 | <sup>31</sup> Sczesny, Formanowicz & Moser, 2016

## 7. Stage III, 'we promote': Few promote women and men at proportionally equal rates

While 11% of the participating companies fully reach stage III, 17% come close. Altogether, we see 28% of companies doing well in promotions, equalizing employment rates and diverse talent management. With a clear focus, impactful initiatives and adequate resources, we expect to see this number go up next year.

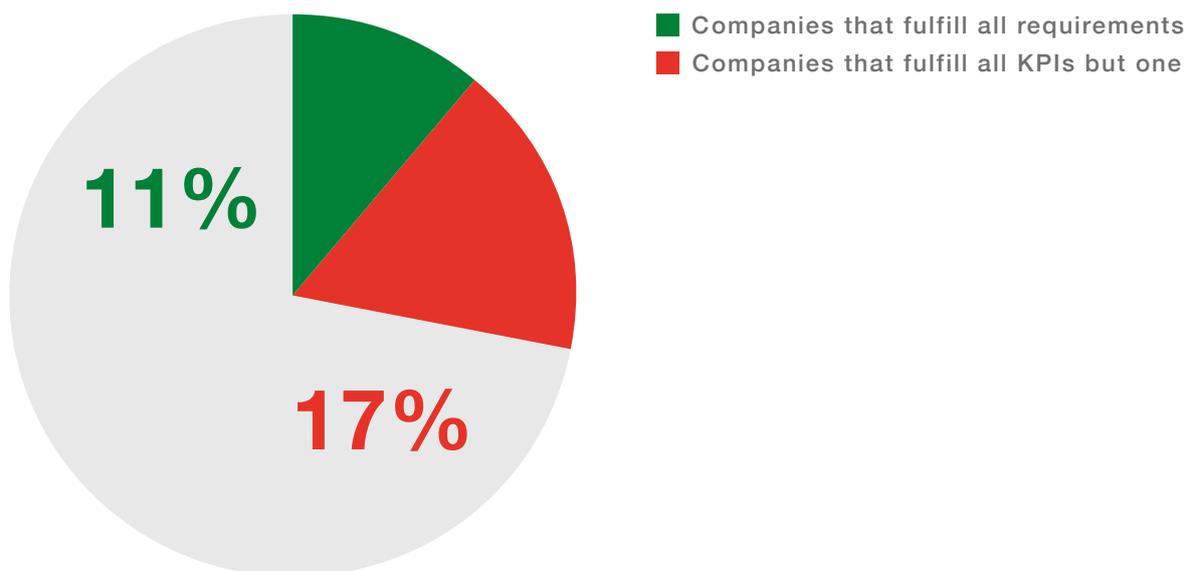


Figure 12: Snapshot Swiss Gender Maturity landscape, stage III: 'we promote'

### Recalling KPIs stage III

- ✓ Women's promotion rates reflect their share in the workforce
- ✓ Women and men have similar employment rates; to reach management positions, women do not have to increase their employment percentage more than men
- ✓ Diversity is a requirement in talent management and there are programs to support women's careers such as empowerment trainings, coaching and mentoring



## 7.1 Results: Deep dive into stage III KPIs

### Women's average promotion rates are below their share in the workforce

**Taking a long breath:** While companies hire more women also for management, it is less common for women to get promoted<sup>32</sup>. On average and compared with their overall share of employees (40%), women are under-proportionally promoted (37%). Thus, they are less likely to be promoted than men.

#### Comparison of female employees and women promoted

- Women promoted
- Female employees

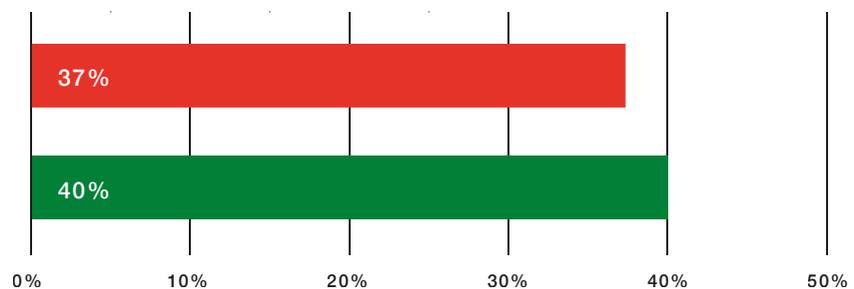


Figure 13: Comparison of female employees and women promoted

### Women are also less likely to be promoted from non-management to management

Compared to their share of non-management positions (49%), women are also under-proportionally promoted to management (42%). The gender gap already opens at the entry point to a management career.

#### Comparison of women in non-management and women promoted to management

- Women promoted to management
- Women in non-management

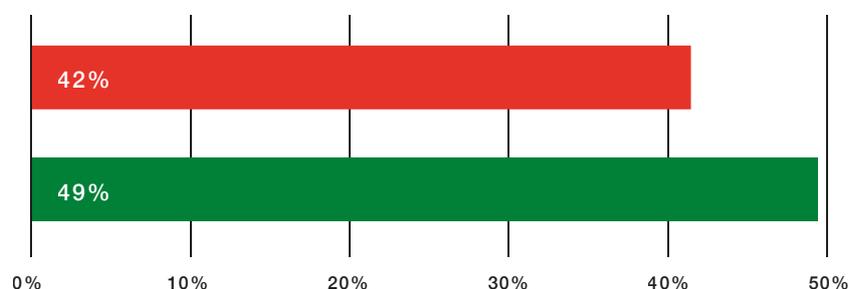


Figure 14: Comparison of women in non-management and women promoted to management

**On a positive note:** The percentage of women who are promoted into management (42%) is higher than their current share of lowest management positions (36%). This means that the lower management pipelines are filling.

<sup>32</sup>Fitzsimmons, Callan & Paulsen, 2014, pp. 245-266

## Top-performers promote proportionally considerably more women

A look at the top-performing companies shows that they succeed in promoting considerably more women (+10 percentage points). They are growing gender diversity level by level up to the top.

Difference between the percentage of women promoted and of women employed (in percentage points)

- Top performers
- Average
- Low performers

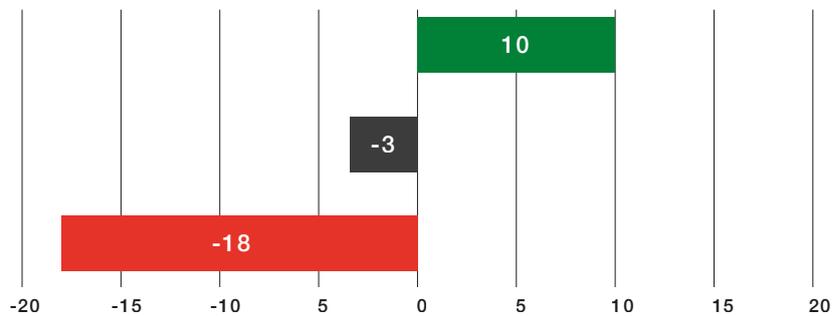


Figure 15: Difference between the percentage of women promoted and of women employed (in percentage points)

## Committed companies see impact over time

**Progressing:** Companies that participated in the Gender Intelligence Report for multiple years see promotion numbers improve: Whereas in 2018, only 37% of those promoted were women, these companies promoted 40% women in 2020. This is particularly remarkable as the share of women in the overall workforce did not increase over time.



## Age trap at work: Dramatic increase in employment rates gap in key age group for promotions

**Needs attention:** Between 21 and 30, women and men work at almost identical employment percentages (91% and 93%, respectively). Between 31 and 40, this 2 percentage point difference increases to 12 percentage points and only converges slightly in older groups. This drop is likely connected with family care, which in Switzerland is still largely taken on by women.<sup>33</sup>

### Employment percentage by age group

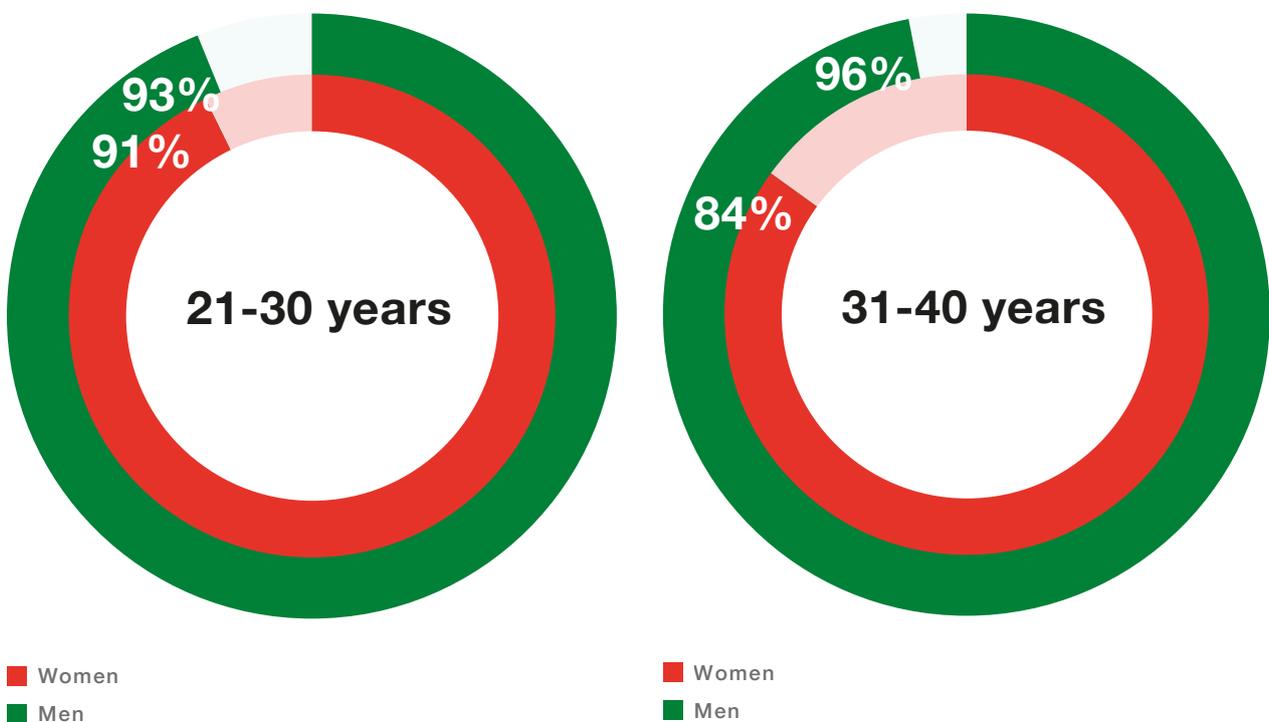


Figure 16: Average employment percentage by gender and age group

The age span between 31 to 40 is also the exact time frame during which most promotions happen in Swiss companies: 47% of all promotions are awarded to employees between 31 and 40 years old. As this age span coincides with the ‘rush hour of life’ when many employees start families, this has dramatic consequences for female careers as long as full-time is the norm in management and as long as family care is distributed unevenly among women and men. This structural disadvantage poses one of the biggest hurdles in promoting female talent.

<sup>33</sup> Bundesamt für Statistik, 2019

## Full time remains king in the upper echelons

**Persisting:** Looking at middle and upper management, women on average have near-full time employment rates (94%) while men have fulltime contracts (99%). What looks like a minor difference of 5 percentage points still plays a considerable role when it comes to promotions as shown by the low number of women in top management. There are more and more companies that show that any leadership role can be performed at an 80-90% employment rate. A mindset change could impact the promotion rate of women into top management.

### Average employment percentage per management level

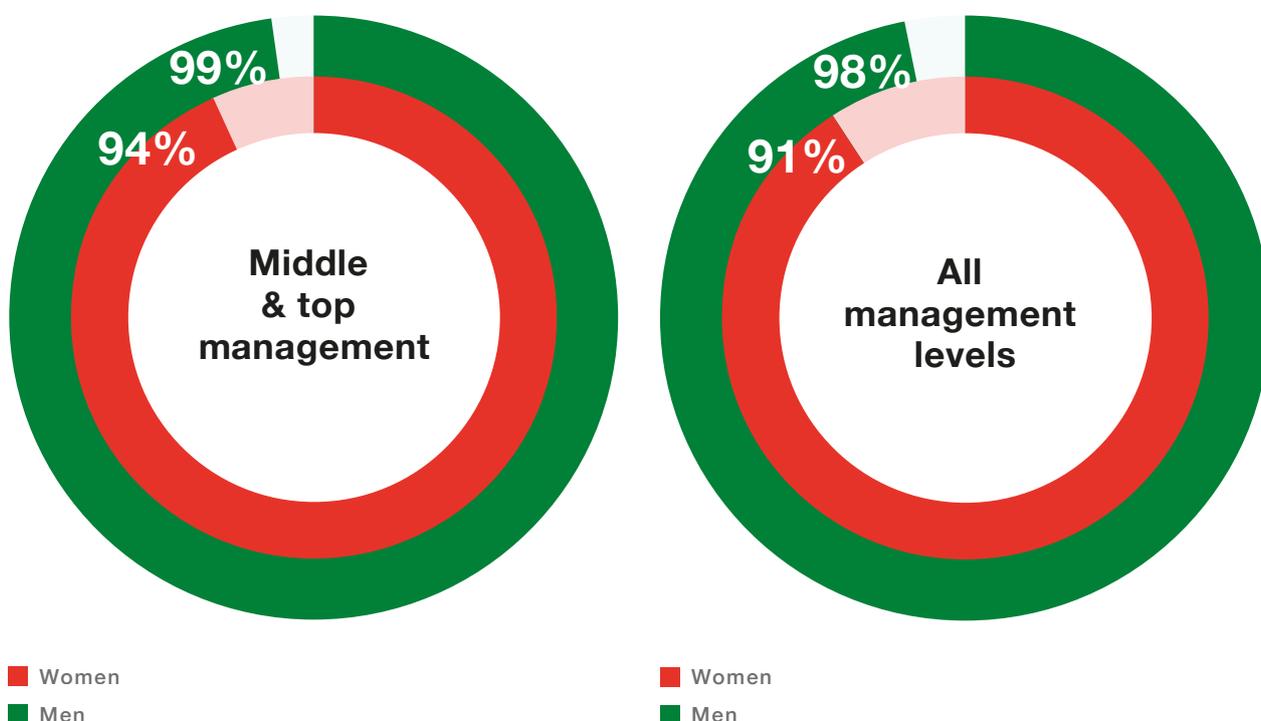


Figure 17: Average employment percentage by gender and management levels



Working part-time likely hurts women in their careers. Full-time employees have a proportionally larger share in promotions than employees working less than 100%.

**Comparison of full-time employees and full-time employees promoted**

- Full-time employees promoted
- Full-time employees

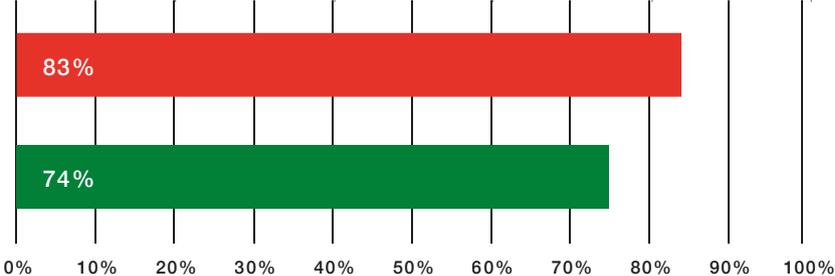
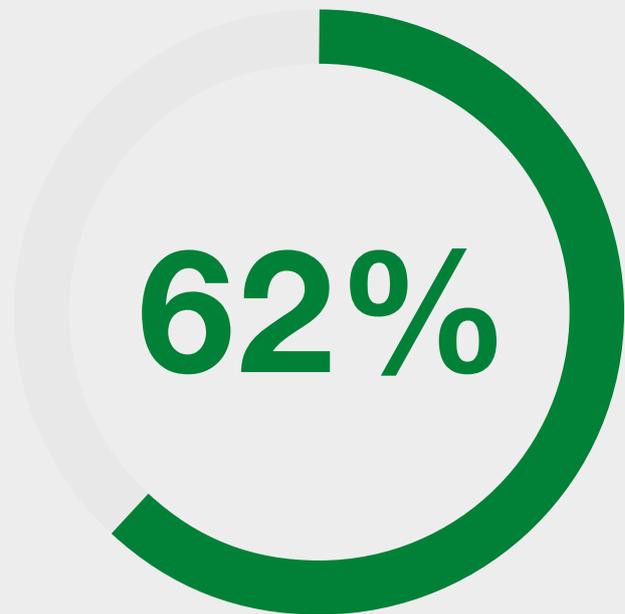


Figure 18: Comparison of full-time employees and full-time employees promoted

## Over 60% of the companies make diversity a requirement in talent management

The majority of companies have D&I targets in talent management. This is promising as a strong female pipeline is a pre-requisite for gender-neutral promotions.

**Exemplified:** If you want to avoid the 'leaky pipeline', set promotion targets equal to the hierarchical level below (the goal is for the gender distribution to be equal across all levels). If you have talent promotion programs such as mentoring or coaching, set a gender target. In succession planning, require women to be equally represented as men on all short lists.



D&I targets in talent management

## Even more companies have women's career support programs in place

**Advancing:** 70% of all participating companies provide women with the tools and support they need to advance their careers. Mentoring, done the right way, can be a very powerful tool to develop female leaders. Other ways companies apply to actively promote women's careers include peer coaching, leadership training and role modelling.



At least one mentoring program





## 7.2 Key recommendations stage III, 'we promote'

Reverse your promotion logic: Assume that each female talent is interested in and eligible for promotions.

Set promotion goals based on the gender distribution in the hierarchical level below to work towards a cylindrical distribution.

Have regular and focused conversations on career planning especially with female talent in the critical age group between 31 and 40 as well as with other relevant stakeholders such as becoming fathers and mothers, 40+ and 50+ employees of all genders. This helps design new career paths that match your talents' life phases.

Rethink if most crucial career steps really need to happen between 31 and 40, or whether this might make companies overlook other promising talents, younger or older. Are there elements of career and talent development you could rethink more radically? How can you better empower employees under 30 to take on challenging assignments? What development programs can you offer to employees over 40 to take on new challenges? This also preserves the employability of older employees.

To ensure equal opportunities, men and women's employment rates need to converge. Truly inclusive organizations send the message that it is important that men take on their fair share of care work to equalize the balance. Set clear incentives and examples at the top to encourage men to take advantage of flexible work opportunities and/or lower their employment rate.

Hold on to progress made in flexible work during the pandemic to support and empower your employees in the future: What worked well? Where did you encounter hurdles that you could eliminate?

Use the historically unique chance to fill your leadership pipeline with qualified women. With baby boomer retirements, thousands of management positions will free up in the coming years. Make sure you are ready to take full advantage by building up an inclusive company culture and a pipeline of qualified women now. Consider quotas for talent pools and implementing additional coaching and sponsorship programs for female talents, peer coaching and specific leadership trainings.



## 7.3 Food for thought stage III: How to create a level playing field

Participating companies promote on average significantly more employees up to 40 than over 40. For women, almost 70% of promotions go to up to 40-year-olds. This narrow 'promotion window' does neither fit the needs of a changing workforce nor the requirements of successful businesses.

### **Change what 'having a career' looks like**

As baby boomers are retiring, the generational make-up of the workforce is changing, and with it the understanding of what professional life should look like.<sup>34</sup> Traditionally, a career would begin with education, proceed to paid work at increasing hierarchical levels and wages, and culminate in retirement. Where employees once stayed with one employer for decades, many today have three to five different professional engagements; big dreams like travel and new hobbies are no longer set aside for after retirement, and lifelong learning and new challenges go hand in hand with professional development. Because of higher life expectancy and a fast-changing world, employees will be incentivized to reorient and retrain more often. Lateral career moves are likely to become the new normal.

### **Flexible work as equalizer**

With changing expectations of work-life integration and technological innovation, demands for workplace flexibility have grown.<sup>35</sup> The Corona pandemic has shown that flexible and remote work is a necessary and very workable reality. Creating such flexible models that support men and women to better balance their responsibilities will have a significant impact to overcome barriers to gender parity.

Research shows that the fact that men can traditionally work more hours, are physically and visibly more present during typical office hours and demonstrably work overtime has positive effects on their careers and salaries.<sup>36</sup> What if performance against targets, collaboration and leadership skills would be the dominant criteria rather than the presence time in the office? And how can both men and women be encouraged to work flexibly? A recent case study by the Women Empowerment Principles of a large multinational bank's successful work-life balance campaign showed: Promoting work-life balance requires a middle-up as well as a top-down approach. While executive team members were crucial for the successful implementation of the measures, it also needed the buy-in of employee resource groups who had influence with employees at all levels and were advocates for change.<sup>37</sup>

In short: Flexible work for all is a keyway to level the playing field for promotions: It makes part-time and family phases less prohibitive, normalizes the work-life balance and paves the way for equitable distribution of care work at home.<sup>38</sup>

<sup>34</sup> Michel-Alder, 2018 | <sup>35</sup> Schulte, 2015 | <sup>36</sup> Goldin, 2015 | <sup>37</sup> Women's Empowerment Principles, 2020

<sup>38</sup> van Osch & Schaveling, 2020

## 8. Stage IV, 'we advance': 5% of companies have cracked the Glass Ceiling

Only a handful of companies fully reach stage IV and have cracked the Glass Ceiling (5%). Promising: 13% of companies almost achieve the highest maturity stage. The relatively small number is not surprising: Hurdles to overcome the Glass Ceiling – structural, cultural and organizational ones – are still high in Switzerland. It takes conscious efforts over time to get there.

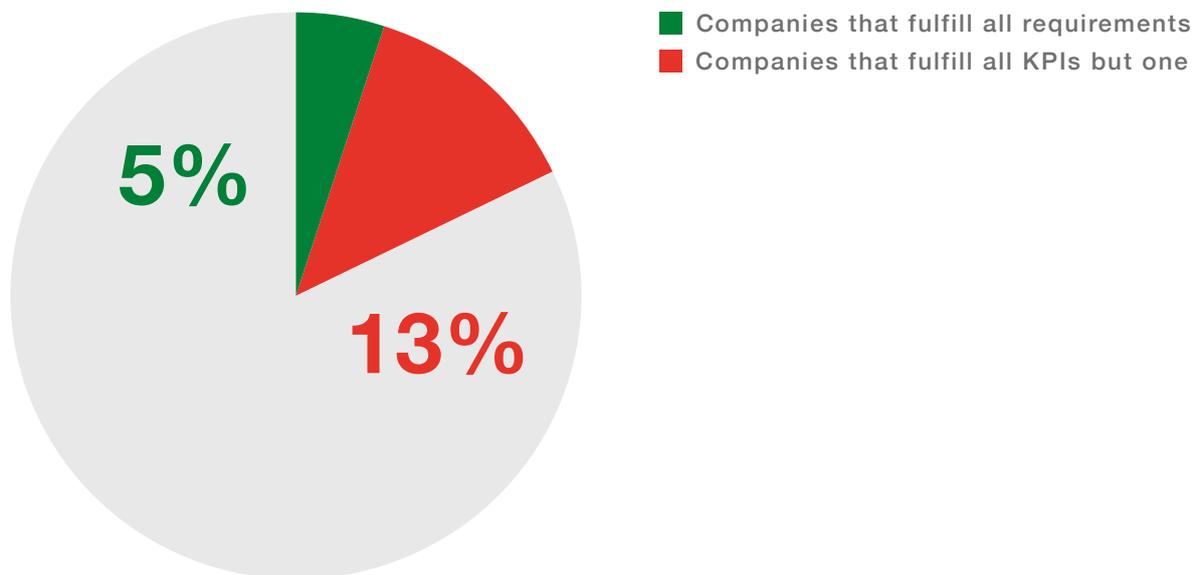


Figure 19: Snapshot Swiss Gender Maturity landscape stage IV: 'we advance'

### Recalling KPIs stage IV

- ✓ Women are represented at similar rates across all hierarchical levels
- ✓ Women represent at least one third of the top management team and can influence culture
- ✓ Managers have D&I goals; ideally, this is reflected in the performance evaluation and rewards programs
- ✓ D&I is part of the core business
- ✓ The company offers parental leave beyond the federal mandate
- ✓ The company uses gender-inclusive language



## 8.1 Results: Deep dive into stage IV KPIs

### With three exceptions, the Glass Ceiling holds

When women are represented at similar rates across all hierarchical levels, it means that they can reach management positions without significant hurdles compared to men. To measure this, we use the Glass Ceiling Index. This index compares the gender distribution of employees at a certain management level with the gender distribution in the workforce as a whole. Thus, the Glass Ceiling Index approximates the 'leaky pipeline' from lowest to top management.

**Excelling:** A Glass Ceiling Index of one means that there is no loss of female talent on one hierarchy level compared to the overall workforce. If the index has a value higher than one, women are underrepresented on a certain level compared to their share in the overall workforce. The higher the value, the greater the loss of female representation and the larger the hurdles for women to reach a next management level. The three companies that have reached stage IV all have Glass Ceiling Indexes around 1.

Glass Ceiling Index on average for all participating companies

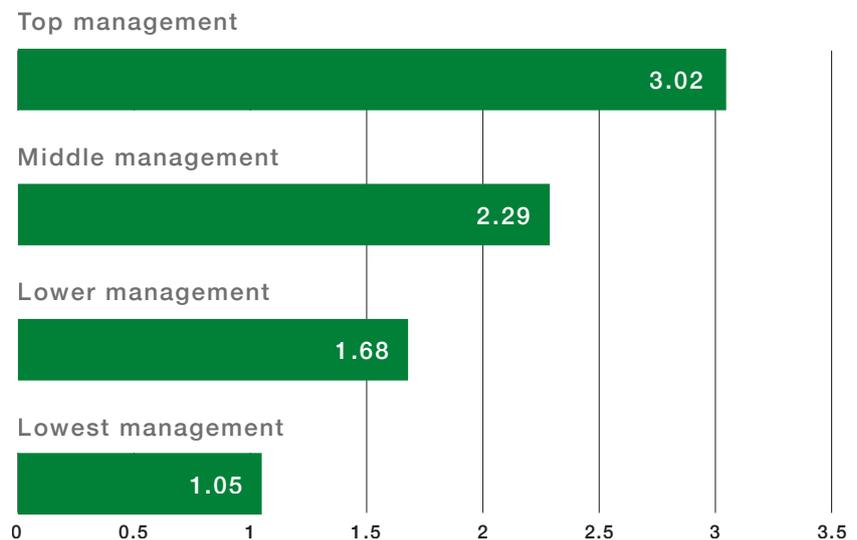
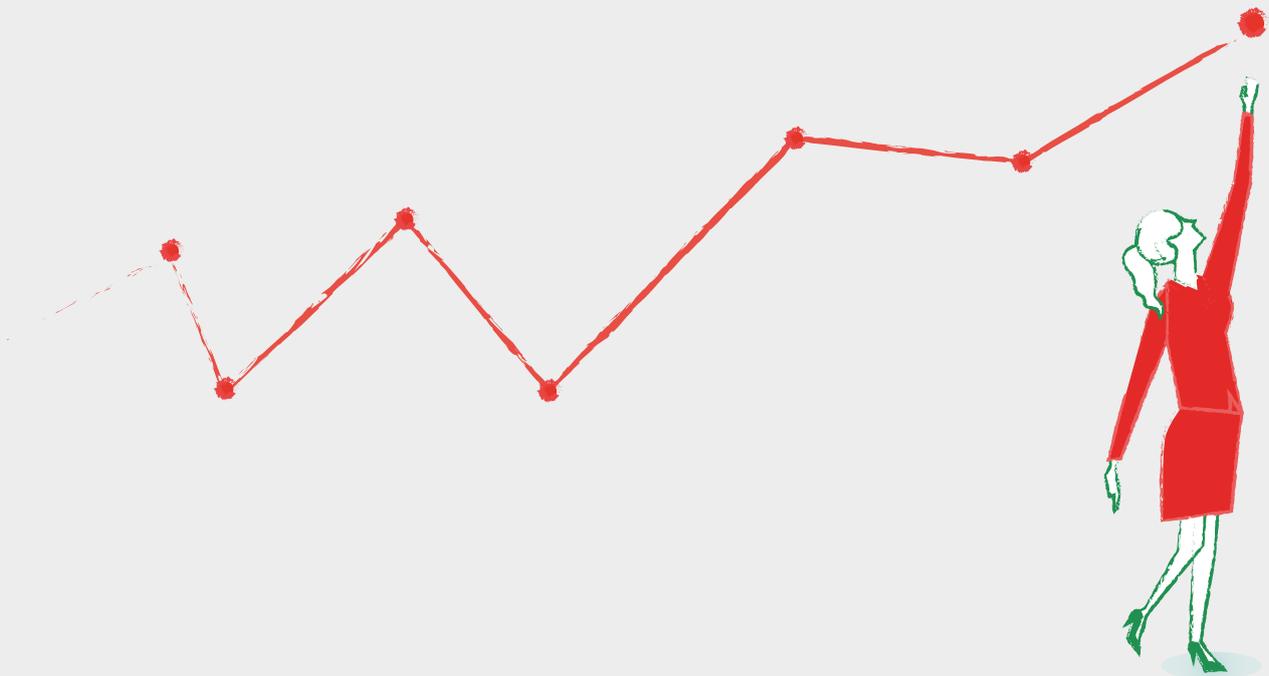


Figure 20: Glass Ceiling Index on average for all participating companies

**Index value exemplified:** Let's say a company has a Glass Ceiling Index of 2 for the middle management. This means that if in the overall workforce, there are X men for each woman, in middle management, there are 2X men for each woman. Women would be significantly underrepresented in middle management. A Glass Ceiling Index of 1 accordingly means that women are represented at an equal level as in the overall workforce. Thus, 1 is the ideal value.

It is clear from the graph that with every additional management level, underrepresentation of women increases. We see an overproportionate thinning towards the top representing the so-called 'leaky pipeline'. Based on our sample, eight companies currently have a glass ceiling index of 2 or less at every management level. All others are above in at least one of the management levels.

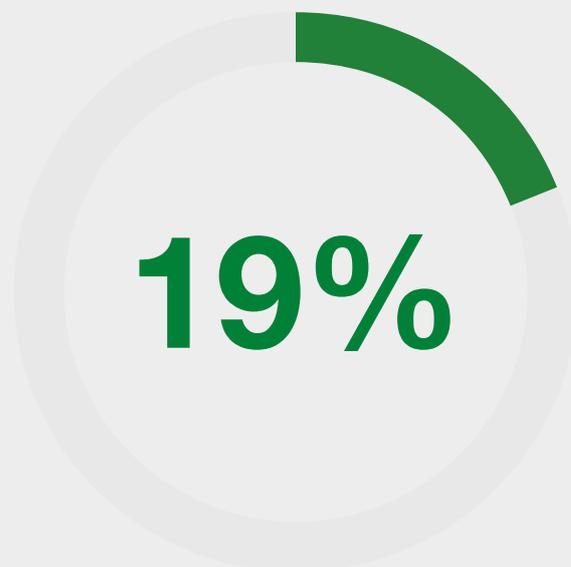


## In just under 20% of companies, women represent one third of the top management

Research shows that the threshold for meaningfully influencing the company culture is at one third women on a board.<sup>39</sup> This one third has not been cracked with regard to the top management team by 81% of the companies in the sample.

**Problematic:** This is an issue since change starts at the top. The top management is the public face of the company. If it is not diverse itself, making the case for more diversity in the company is hard and can come across as ‘lip service’. D&I as part of corporate strategy remains an empty promise if the executive board does not implement it itself.

Board of directors’ diversity is also crucial: It sets an example, holding management accountable for building and maintaining a diverse company with an inclusive culture.<sup>40</sup>



Share of women in top management team at least 1/3

**On the board:** Only 32% of participating companies reach the critical threshold of 1/3 women on their board of directors. On average, 21% of executive board members and 24% of board directors are women across our sample.

### Senior leadership by gender

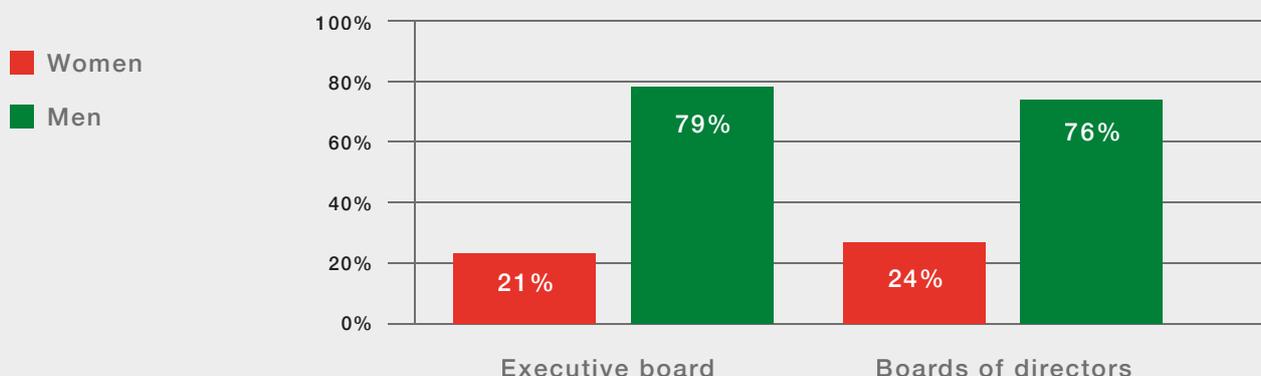


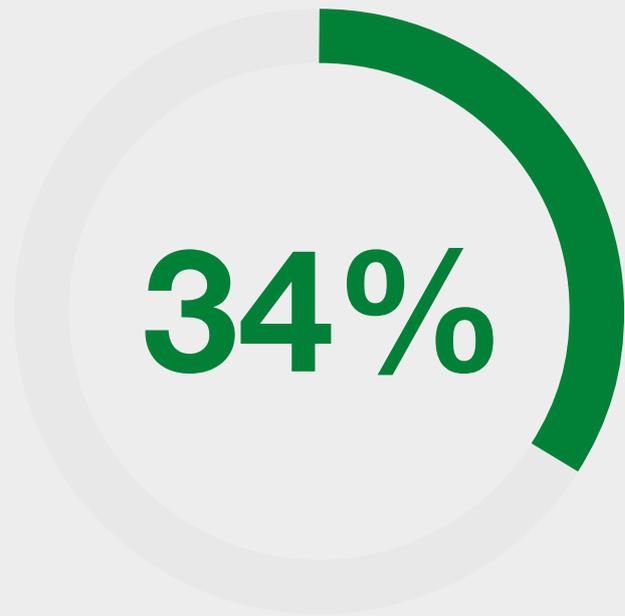
Figure 21: Senior leadership by gender

<sup>39</sup> Terjesen, Sealy, & Singh, 2009, pp. 320-337 | <sup>40</sup> GetDiversity, 2020

## 34% of companies have D&I goals for managers

In the majority of companies with D&I goals for managers, reaching these goals is relevant for bonuses and remuneration.

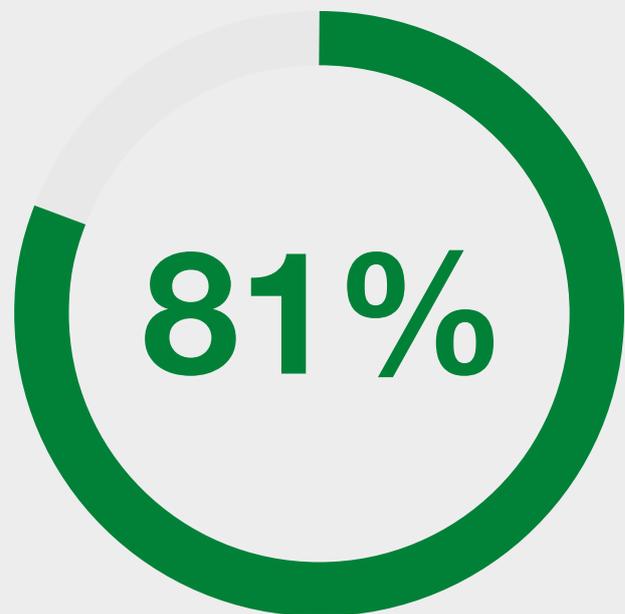
**Walking the talk:** Holding managers accountable for D&I targets is crucial, as managers have a huge impact on the culture in their unit. At its best, they are role models and D&I multipliers fostering an inclusive climate.<sup>41</sup>



D&I goals for managers

## In most companies in our sample, D&I is part of the corporate strategy, thus considered normal

**At the core:** Even companies that have not yet reached this stage of maturity have many up-sides: The vast majority (81%) has integrated D&I into their corporate strategy, indicating that D&I is seen as part of the company's core business. In other words, the value of gender diversity is in the process of becoming a true part of the company's very DNA.



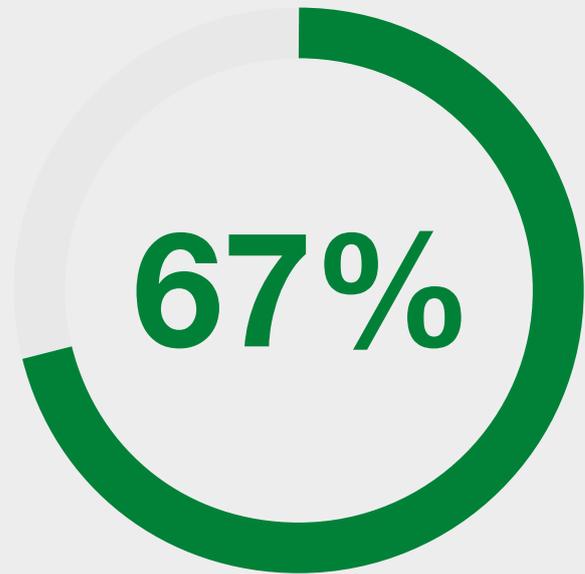
D&I part of the corporate strategy

<sup>41</sup> Nishii, 2013



## The majority of companies offer parental leave beyond the common practice

**Smartly invested:** Another sign for the growing level of gender inclusiveness at participating companies is that 67% offer paternity leave beyond the common practice of one or two days. While ten days is already significantly beyond the norm, some companies do even more, offering fathers up to 40 days paid leave.



At least 10 days of paternity leave

## Well over 50% of companies use gender-inclusive language

**Beyond rhetoric:** Over half of the companies use gender-inclusive language. Thus, they make sure employees feel included. Moreover, they are also widening the customer and talent base that the company is targeting: Inclusive language can strengthen relationships in teams, with future talent and clients.



Gender-inclusive language is implemented

## 8.2 Key recommendations stage IV, 'we advance'

Think broadly about the structural impediments your company is facing. Are women disadvantaged in promotions because of the expectation that they will soon become mothers and thus go on maternity leave, a fear not relevant for men as long as there is no equal paternity leave?

Explore what parental leave offers you can provide to new fathers – and mothers – to enable both parents to share the care around family and home.

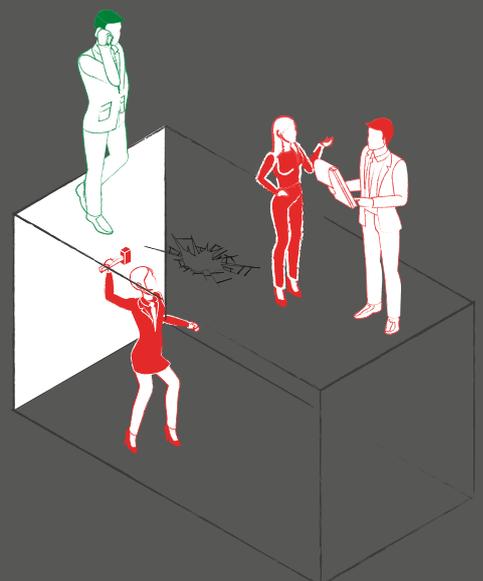
Put a D&I target in your managers' scorecard or a similar management tool; tie reaching this target to remuneration and bonuses like any other target. Holding your leaders accountable helps gearing them towards a D&I mindset and respective behaviors.

Perform a survey to assess your company's inclusion culture. While HR data provides a rich snapshot of diversity, employee perception is a strong indicator of 'lived diversity and inclusion'.

Make use of new technology to teach and remind your employees to use inclusive language in their communication with each other, clients, and business partners (such as AdvAltor or Textio). This makes your employees feel more included and signals your commitment to gender D&I to potential new recruits.

Become an agent for gender diversity outside your company walls: Why not support – or start – an initiative to interest more girls in STEM subjects from a young age? How about a coding camp for girls?

Engage in equal opportunity initiatives supporting less privileged groups that face intersectional discrimination like female migrants, talented women from poorer families etc.



## 8.3 Food for thought stage IV: Thinking outside the box

### **How to promote psychological safety**

Psychological safety is key for building high-performing, cohesive teams. It is also a critical component of a gender-inclusive workplace. Psychological safety is the belief that you will not be punished when you make a mistake.<sup>42</sup> Threatening situations cause a fight-or-flight response, which is detrimental to effective teamwork. Conversely, a psychologically safe environment fosters positive emotions like trust, curiosity, confidence and inspiration, which broaden the mind and help us build mental, social, and physical resources.<sup>43</sup> When the workplace feels challenging but not threatening, teams can sustain the broaden-and-build mode. Building a psychologically safe work environment is only possible if colleagues truly respect one another's perspectives, experiences, fears, strengths, etc. regardless of gender. In short, a culture of inclusion is the foundation for psychological safety.<sup>44</sup>

### **'Cultural fit' is about the diverse culture you want to build**

'Cultural fit' relates to the kind of culture you want to build, and not necessarily to reinforcing the culture you already have.<sup>45</sup> Many companies pride themselves on considering 'cultural fit' in their hiring. Unfortunately, hiring based on fit mostly comes to mean: 'people like us', thus, not contributing to diversity at all.<sup>46</sup> Rather, start building a culture where 'fit' means people who expand the company's unique identity and consider 'cultural fit' as employees fitting what you want this identity to look like in the future. This is important for recruiters and line managers. It is crucial that they have an open mindset, as they act as D&I multipliers.

### **Advancing gender maturity from the top**

Top management team diversity is key in furthering gender maturity. On the one hand, a gender diverse top management team models the kind of diversity desired for the whole company. On the other hand, female leaders bring different social and human capital to top management teams and often arrive in these positions with backgrounds and perspectives distinct from their male colleagues, leading to diversity of thought and 'outside the box' thinking.<sup>47</sup> Women typically come to top management positions via different career relevant experiences, giving them different perspectives on career and diversity in the workplace.<sup>48</sup> What's more: Research reveals that top management team diversity is strongly linked to innovation.<sup>49</sup> To this end, on June 19, 2019, Swiss parliament passed gender guidelines for top management teams (20% women) and boards of directors (30% women), demonstrating the importance of this issue also at a political level.<sup>50</sup>

<sup>42</sup> Goller & Laufer, 2018 | <sup>43</sup> Fredrickson, 2013, pp. 1-53 | <sup>44</sup> Delizonna, 2017 | <sup>45</sup> Warrick, 2017, pp. 395-404

<sup>46</sup> Tulshyan, 2019 | <sup>47</sup> Miller & Triana, 2009 | <sup>48</sup> Fitzsimmons, Callan & Paulsen, 2014, pp. 245-266 | <sup>49</sup> Bass, 2019

<sup>50</sup> Müller & Forrer, 2020

## Enabling sharing the care

There are institutional barriers such as the current federally mandated 1-day paternity leave – likely soon increasing to 10 days. For companies, paternity or parental leave can be a great equalizer: It is associated with

- | similar employment rates between men and women
- | putting men and women at a more equal footing when it comes to promotions in the typical ‘rush hours of life’
- | allowing fathers the opportunity to take on a more equal share of care work, and
- | liberating men from the ‘sole breadwinner pressure’.<sup>51</sup>

In contrast, the lack of paternity leave puts early childcare solely on women with the expectation that they are the ones who will be away from their jobs for months and afterwards likely reduce their employment percentage. This expectation puts them at a distinct disadvantage when it comes to hiring and promotion decisions. Research shows that women return to the workplace at a higher rate and more quickly if parental leave is split.<sup>52</sup> Yet, for a true D&I leader, this is an opportunity not only to be a role model but also to champion positive change beyond the company walls.

## Your feedback matters

After the 4th edition of the Advance & Gender Intelligence Report, we are keen to receive your feedback. We strive to continuously improve this report and enrich it with what is most valuable in terms of insights and guidance for leaders. Please take 2-3 minutes to complete our survey.



Thank you!

<sup>51</sup> Arnarson, 2010, pp. 677-680; OECD, 2017 | <sup>52</sup> Erlach & Segura, 2011

## 9. Best Practices

On the following pages, you will find tested and proven practices from Advance member companies with many ideas to positively impact gender equality within your organization. There are various topics covering recruitment, retention and promotion of women, the three core areas for advancing gender diversity. Read also how some companies are managing to create an inclusive culture, achieving the perfect conditions for a more equal workplace for all.



**Here, in alphabetical order by company, for you to enjoy and find inspiration.**

■	Accenture - Actively Shaping Career Paths: The Accenture FeMale Mentoring Program	59
■	Avaloq - Leading the Fintech Industry in Gender Diversity	62
■	AXA - Smart Working: Part-Time is not a Career Killer	66
■	Bain - Staying at the Forefront of Gender Parity	69
■	Bühler - Venturing Beyond our Biases Towards a Culture of Inclusive Diversity	73
■	Deloitte - Driving Gender Balance by Empowering both Mothers and Fathers	76
■	Die Post - Modern Framework for the New Realities of Work	78
■	Dow - Turning Male Leaders into Allies	81
■	EY - Inspiring EY Leaders to be Accountable for Creating an Inclusive Culture	85
■	Johnson & Johnson - Building a Swiss-Wide Network to Advance	89
■	MSD - Unparalleled Commitment from the Top	92
■	P&G - Shifting Cultural Norms – Gender Equality Begins at Home	95
■	PwC - Data Tells the Story as The PwC D&I Dashboard Demonstrates	99
■	SIX - How to Consciously Attract More Female Talent	103
■	Skyguide - Mentoring Boosts Careers in the Air Navigation Industry	106
■	SRG SSR - Chancengleichheit und Diversität in der DNA verankern: Top-down & Bottom-up	111
■	UBS - Equal Pay for Equal Value	114
■	ZKB - Neue Perspektiven aus dem 'Driver Seat'	116

**A warm thank you to all the teams that provided an inspiring best practice.**

They are all available also online on [www.weadvance.ch/best-practices](http://www.weadvance.ch/best-practices)



# Actively Shaping Career Paths: The Accenture FeMale Mentoring Program

## Andrea Hopfgartner

Management Consultant and FeMale Talent Program Lead at Accenture Switzerland

How can we ensure our female talents have a strong sense of belonging and connection to Accenture while developing their careers? Our response to this question was the formation of a cross-divisional female mentoring program, which gives women the opportunity to connect with more senior colleagues with whom they would not usually cross paths.



We believe mentoring provides a platform to build lasting relationships with female role models already in leadership positions. It is a win-win: The role models get better insight of female talents at Accenture and the mentees increase their personal visibility in a natural relationship-building way.

## Retaining our female talent from the outset

At Accenture, we have a strong career coaching and feedback culture which is based on the career counselor model. In addition to the existing structures, we set ourselves a new ambition to build a platform for female talents to connect with more senior female leaders and role models – from one woman to another. The main premise being to enable mentoring, development, and career shaping through another point of view outside the regular stakeholder group. Our goal was to proactively manage female talents, enabling them to grow their network within the company, let them benefit from the experiences of other women and support them in actively shaping their career paths. This, we believe, ultimately leads to increasing the female retention rate.

## A manual match made with precision

The FeMale Mentoring Program connects female mentees and mentors and fosters meaningful relationships to the matched pairs' benefit. The program is open to Accenture women up to Managing Director level and independent of business unit alignment.

## **We designed the FeMale Mentoring Program as follows**

During the registration process, mentees choose from a set of criteria to specify their mentoring needs and wants, e.g. career growth, access to network, leadership development, work-life balance or working parent.

The mentees can indicate a preference for 1:1 matching or mentoring group (up to 4 participants).

Mentors follow a similar procedure, choosing which areas they cover and wish to mentor female talents in.

### **Instruments to success: A dedicated program team and open minds of senior leaders**

We first launched the initiative in 2014 and decided to set it up as an annual stand-alone series. The FeMale Mentoring Program runs from April (registration) to February (closing). To launch each series, we run marketing campaigns on e-mail and intranet channels while many colleagues reach out through word of mouth. In addition to our kick-off call, we also organize local get-together events for all participants to exchange best practices and foster learning. To measure our success and obtain feedback for improvement, we send out an anonymous survey at the program's closing. Every year, the program receives great quality feedback which motivates the team to introduce enhancements and integrate new formats in the following series.

### **Expanding the program by involving male senior leaders**

In 2017, we started to involve male senior leaders as mentors. The motivation was twofold: first, to have a reverse mentoring effect so that senior male leaders become more sensitive to the topics and concerns of female talent; second, to bridge the gap between junior female colleagues and male senior leaders in a safe and approachable format.

### **95% would recommend the FeMale Mentoring Program**

“The FeMale Mentoring Program offers a platform for future female leaders to step up their game in a male dominated surrounding and has the potential to provide the tools to develop an authentic female leader personality.” (Mentee, 2019)

When we launched the program in 2014, we had less than 100 participants in Austria, Switzerland and Germany. Six years later, we have more than 850 mentors and mentees in the same region, with 110 participants Switzerland based. Through the feedback survey, we know that 95% would recommend the program to their peers and 90% have a good or very good relationship with their mentor.

### **Retaining female talent by bringing women together**

The FeMale Mentoring Program gives female talent the opportunity to connect with senior colleagues with whom they usually would not collaborate, allowing them to learn from each other in a safe space and grow professionally as well as personally. In a competitive market such as consulting/professional services, the mentoring program is a valuable tool to increase the bond between women internally across hierarchical levels and to foster belonging and career perspectives.

We believe any company can benefit from the mentoring approach for people development. To launch a mentoring program, we encourage you to have a clear goal with purpose as well as structure in place to ensure guidelines and direction.

[www.accenture.com](http://www.accenture.com)



## Leading the Fintech Industry in Gender Diversity

### Christina Hübschen

Chief Human Resources Officer at Avaloq

Avaloq is a global leader in digital banking solutions, core banking software and wealth management technology. Over the past 20 years, we have grown into a CHF 600 million revenue business employing more than 2,000 highly skilled people around the world. Our solutions are used by 160 of the world's largest financial institutions - including HSBC, Deutsche Bank, Maybank, DBS Group and Barclays. Our headquarter is based in Zurich.

### Making inroads in a male-dominated industry

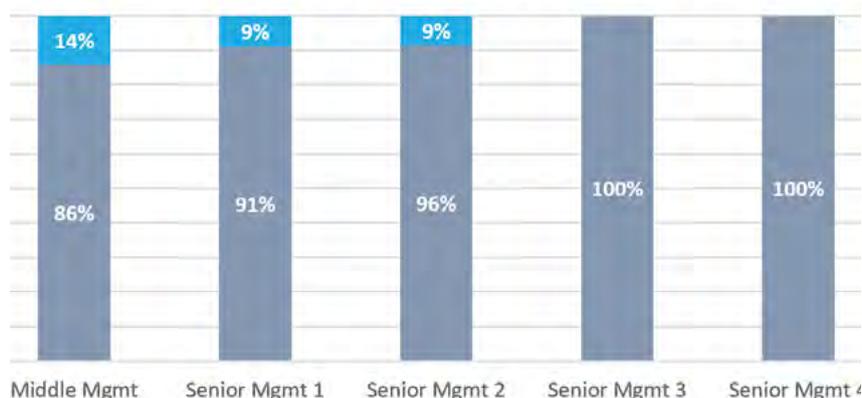
The fintech industry is notoriously male dominated. The average percentage of women in the software industry is only 29%. This needs to change, and fast. Why? Because diversity in the workplace leads to higher levels of creativity, innovation and productivity, which ultimately increases stakeholder value. Our solutions are used by banks and wealth managers all over the globe, but most importantly, by people. These solutions must work intuitively and reliably, across all sizes and areas of financial institutions, in many cultures, used by all genders. In order to best serve our diverse client community, we rely on a workforce that is just as diverse.

With this in mind, Avaloq is setting itself targets and taking practical steps to improve gender diversity at all levels – with the aim of leading the global fintech industry.

### Using the power of data to define our actions

At the end of 2019, 25% of our 1,380-strong workforce in Switzerland was female, compared to 29% (2,035) globally, which presents us with a significant gender imbalance. The gender imbalance is seen most starkly at leadership levels. As the graph shows, the higher the grade, the lower the percentage of women. The Board of Directors comprises seven members and not one of them is a woman.

% Leadership team by gender



As an employer, we strive to pay fair salaries. In order to ensure fair pay, all positions are evaluated based on a grading methodology provided by an external service provider, which allows us to compare positions of similar job scope and to determine salaries in light of market practice and to ensure internal equity.

We analyze pay on a regular basis. The mathematical result of the gender pay-gap analysis showed that, on average, women's salaries were 0.8% lower than men's. Although we are proud that our gap is relatively small, we carefully review areas where average salaries are considerably higher for one gender than the other.

We also monitored the gender distribution in relation to career-growth moves. On average, male employees work in positions with a higher grade. In order to boost our female employees' development, we take careful decisions about who to consider for a career-growth move at Avaloq.

### **A multi-pronged solution is needed**

Our Global Policy on Diversity and Equal Opportunity sets out minimum standards and measures to provide equal employment and advancement opportunities for all employees. However, as everyone knows, it is not enough just to have a policy.

As with many businesses in finance and technology, we recognize there is a gender imbalance that we need to address at all levels through our recruitment, training and retention strategies.

Recruitment – our initial aim is to increase the inflow of women into Avaloq to at least 30% through proactive outreach to educational institutions, job fairs and communications programs like the Women in Sustainable FinTech Roundtable in Zurich in 2020 to target 'best tech' female talent.

Retention – given the lack of women higher up in the organization, we are committed to doubling the number of women in senior and management roles by 2025, focusing more on external hiring and on internal development and promotion measures.

Training – in 2019, all hiring managers attended a training course focusing on unconscious bias in hiring. A general course on unconscious bias is already available for all employees in a soft-skills learning tool rolled out globally at the beginning of 2020. Additionally, the Corporate Social Responsibility team is sponsoring a 'Lean In Group' to help cultivate female career progression.

## **Implementation – making change happen from the ground up**

Various teams and committed individuals have joined forces and set three targets, mapped out the process, and zeroed in on the partners and stakeholders to help us on this journey.

### **We have defined our ambitious targets**

To achieve equal pay by the end of 2020

To increase the percentage of women in the company to at least 30% by 2022, bearing in mind that there is currently a 5% gap in Switzerland and we operate in a fintech environment

To double the number of women in leadership positions by 2025, again, heeding that as of December 2019, on average, women currently make up just 10% of the first three levels of management

### **It's early days but we are already seeing results**

We are delighted to say that in Q1 2020, we closed the existing gap through annual pay reviews (based on internal analysis.) As an employer, we strive to pay fair salaries, and this sends out exactly the right message to the fintech industry and, of course, to our employees too.

Looking at recruitment, in 2019, 29% of the applicants to open positions in Switzerland were female. Ultimately, 28% of all new hires in the country were women, showing a pleasing alignment between the number of applications from women and the candidates actually hired.

In retention and promotion, we achieved significant improvements in increasing the chance of being promoted if you are a woman. Looking at the pool of promotions in 2020, 11.4% of women were promoted compared to 9.4% of men. This is a positive start in addressing the promotion imbalance.

Our management is identifying women with notable growth potential and specifically tailoring a leadership path for them such as through mentoring.

Finally, when it comes to challenging the dichotomy between part-time and full-time employment, many departments are offering the option to work flexibly with different contracted hours (i.e. 40%, 60%, 80% of full-time hours). We proactively promote sabbaticals and we have a new flexibility to accommodate working from home that was not possible before. This paradigm shift implies a change in evaluating the work done with a focus on performance over physical presence, thus increasing employee dedication.

[www.avalog.com](http://www.avalog.com)



## Smart Working: Part-Time is not a Career Killer

### Dr. Corina Merz

Head Diversity & Inclusion at AXA Switzerland

Working part-time is not a career killer at AXA Switzerland as chances for promotions are equal for full-time and part-time employees. Get inspired on how we managed to get there and learn how 'Smart Working' actively empowers our people in different life phases to fulfill their career aspirations as well as their personal needs.

AXA has been known as a family friendly employer for many years, and this remains one of the important pillars of our culture. To foster work-life balance in combination with pursuing one's career trajectory, AXA has established flexible working models for various life phases, e.g. for young parents or those looking after ageing parents.

### Evolution from 'Flexwork' to 'Smart Working'

We started our Flexwork initiative in 2008 and are now evolving into our Smart Working initiative. Smart Working empowers our employees to choose working in the office or remotely depending on efficiently meeting our customer needs, supporting the effective functioning of their teams and their own personal preferences. Thus, it is the contribution that matters, not the place where you work.

Flexible working models such as part-time careers are an important element of Smart Working to enable a variety of career trajectories throughout the different life phases of our employees. We believe everybody can be at their best if both work and life are balanced.

### Initiatives establishing part-time to equal full-time career opportunities

To value the contribution of our people during times where it is important to spend more time with the family, we took the following measures to establish part-time careers equal to full-time careers:

- | We are signatory company of both the Advance Charter and the Work-Smart Charter.
- | We advertise all positions with a workload of 80% to 100%.
- | Senior Management positions are possible with a workload starting at 50 percent.
- | We offer various flexible retirement models, from gradually reducing the workload to part-retirement.
- | We offer extra-mandatory benefits with respect to both maternity and paternity leave.



AXA Switzerland's Leadership Team with D&I Leads at the signing ceremony of the Advance Charter. On the photo (from left to right): Thomas Gerber, Olivier Aubry, Dominique Kaspar, Corina Merz, Markus Keller, Daniela Fischer, Alain Zweibrucker, Fabrizio Petrillo, Andreas Maier, Mirjam Bamberger

Moreover, we offer our employees various opportunities to continually develop into new positions at AXA and adapt their workload according to the stages in their life, e.g.: part-time work during paternity phase, followed by full-time work to focus on one's career, part-time work to adjust to retirement-life.

The success factor to establish part-time careers equal to full-time careers was constant communication internally, workshops for our employees to ask questions and most importantly our culture, which values individual contributions and respects personal needs of our staff.

## Results we are proud of

Today we are proud to present the following outcomes, which reflect our results in the Advance Gender Intelligence Report & St.Gallen Benchmarking:

A culture of flexible working established at AXA Switzerland: 35% of our employees, both male and female, work part-time.

In Senior Management positions, 24% of our male and female leaders work part time. Even one of our male Executive Members works part-time.

Chances for promotions are equal for full-time and part-time employees.

Based on the benchmark, AXA Switzerland promoted the highest proportion of part-time employees within the industry.

We would like to encourage other companies to follow our example. Fostering part-time careers creates a win-win for everybody. Not only part-time careers but also home office and a hybrid working culture will become increasingly more important in a more hybrid world, which will also demand new forms of leadership and new forms of collaboration. Thus said: the future of work is smart.

We would be delighted to share more information if you are interested in our Smart Working strategy. Please don't hesitate to reach out to us at [diversity@axa.ch](mailto:diversity@axa.ch).

Read more here: <https://www.axa.ch/en/about-axa/jobs-career/what-axa-stands-for/work-models.html>

[www.axa.ch](http://www.axa.ch)

# Staying at the Forefront of Gender Parity



## Deike Diers

Senior Practice Manager Private Equity at Bain & Company Switzerland and Co-Lead Women at Bain (WAB)

The consulting industry, in which Bain & Company operates, is still a largely male-dominated business. Especially with increasing seniority, the proportion of women is particularly low. Bain & Company strives to break these patterns and wants to motivate women to choose and then to have a successful career in strategy consulting. Thriving in your career is an individual journey and at Bain, we aim to foster an environment that supports each woman to reach her full potential.

## The foundation of promoting diversity – ‘Women at Bain’ (WAB)

Bain has decided on a clear ambition: Becoming the preferred employer for female talent.

### / WAB 4 Key Pillars



Figure 1: Four pillars of Bain’s Women at Bain (WAB) program

The global consultancy inspires and supports women throughout their career – based on four key pillars.

Bain’s initiatives addressing gender parity are run under the Women at Bain program, a strong network that acts as a support system to help women thrive during their careers. At Bain Switzerland, WAB is integrated in the office-wide ‘We Care’ initiatives. ‘We Care’ is a holistic



Figure 2: Overview of WAB initiatives

approach to provide all Bainies with the best support for a fulfilled, energizing and sustainable professional and personal life.

### The individual journey of women at Bain

There are many trainings to support the Bain women throughout their careers. Within their first year, all female Bainies take part in a full day female-specific training on communication and presence. The trainings are very popular among our consultants, with an average Net Promoter Score\* of 85-100%.

There are other events, where our women can enhance their network and build a close community. Last year's female DACH summit ran under the motto 'Thriving'. More than 100 women joined for panel discussions and workshops to get tips and tricks on how to approach their own professional and personal journey.

“ The Women at Bain DACH event was such an enriching experience. Not only did I get to broaden my WAB network across all tenures and DACH offices, but I also got to learn from inspirational individuals such as Orit Gadiesh, the Chairwomen of Bain & Company. The event is really valuable for all of us.

– Regula Schuler, Senior Associate Consultant at Bain & Company Switzerland

\* Net Promoter Score®, or NPS®, is a key figure measuring customer experience and employee satisfaction developed by Bain & Company.

Each Bainie is unique and has different needs regarding life and professional career. Bain is committed to making the company the best place to work for every top talent. All of this would not be possible without a supporting career model. Flexible working models ensure women can thrive in their careers while having a fulfilling private life. Bain Switzerland offers its employees a wide range of flex options, ranging from BainFLEX! (1-2 months leave of absence available for all tenures) to part-time client facing and part-time internal allocation. These flex models have enabled numerous women (and male colleagues!) to have a successful career at Bain.

“

Currently, I work 60% distributed across 4 (and sometimes 5) days per week to accommodate client meetings as much as possible. Since 2014, I've worked in different models from 40-80%, mostly with fixed working days. I've chosen to work part-time after the birth of my first child in 2014. I wanted to spend sufficient quality time with him (and in the meanwhile with my two other children as well) during the course of a week and have more flexibility for school plays, soccer training and the like. Having the opportunity to combine exciting case work and spending (Wednesday) mornings at the Zoo, on the playground or baking cookies is my key perk of working part-time.

– Melanie Oschlies, Associate Partner and WAB Co-lead at Bain & Company Switzerland

Striving for gender equality is not merely a female job – every Bainie is not only included in the discussion, but is also encouraged to actively engage via allyship programs. As an example, regular unconscious bias trainings help to create a culture of inclusion in the organization.

Bain believes in its responsibility to continuously invest in gender parity research in order to pioneer thought leadership. The consultancy ensures accountability on a local, regional and global level with respective committees such as the Bain's Global Women's Leadership Council (GWLC) and assigned senior sponsors for each female leader to help build a successful career at Bain.

“

I have a sponsor and engaged mentors both on local and regional level. They believe in gender parity as well as the possibility to successfully combine both family and career through flexible work models. It's great to know you have strong support as you juggle the multiple demands of an exciting career choice, three small children and a husband in a comparable position. It is not always easy as you want to bring the best version of yourself both to work and to your family.

– Deike Diers, Senior Practice Manager Private Equity at Bain & Company Switzerland



Photo: Walter Sinn's Welcome Speech at our last year's DACH WAB summit

### **Growing in Diversity**

Even though Bain's effort of gender parity and promoting diversity never stops, the results are already visible. In 2019, Bain Switzerland has achieved an Employee Net Promoter Score (NPS) of 92% among overall consulting women and an even more remarkable NPS of 100% among consulting women in leadership positions.



### **Contact**

For further information, please contact Janna Neophytou, Director, Talent & Business Operations at Bain & Company Switzerland at [janna.neophytou@bain.com](mailto:janna.neophytou@bain.com)

[www.bain.com](http://www.bain.com)

# Venturing Beyond our Biases Towards a Culture of Inclusive Diversity

## Corinne Schneider

Global Diversity & Inclusion Lead at Bühler Group



Bühler's history as an industrial technologies and solutions provider for the global food and mobility sectors spans 160 years thanks to a strong family culture and a focus on sustainability. Our employees, now nearly 13,000 strong, are key to our ability to innovate and we want to empower them with a culture of inclusivity. Our Beyond Bias program helps move us toward this goal.

In a perfect world, human beings would base all of their decisions on rational facts and pure logic. In reality, various forms of unconscious biases constantly tamper with our decision-making. This can be especially detrimental to a company's diversity strategy, as we are more likely to hire and advance people who are similar to us and/or who fit the mental image we have of what an ideal candidate for a role should be or look like. At Bühler Group, we have come to realize this as well and decided to act.

## Looking beyond our biases

One thing was clear to us from the start of our Diversity & Inclusion program: Each and every one of us needs to take a good look in the mirror to evaluate our own behaviors and communication. A first step toward this is to explore individual unconscious biases, and we are supporting our employees in this endeavor. In 2018, Bühler introduced the Beyond Bias program. It consists of a series of half-day workshops, in which participants learn about diversity and inclusion, explore their own biases, and receive tools to make less biased decisions and thus be more inclusive in their actions. While it is important to us to reach middle and senior managers with this program, our ultimate goal is that every Bühler employee has the chance to experience a Beyond Bias workshop, as we are all responsible for an inclusive work environment, no matter the seniority.

## Local start, and global focus

At the start, the majority of the workshops took place in our headquarters in Uzwil, Switzerland. As Bühler is an international organization active in 140 countries, we want to ensure that employees from all over the globe are able to participate. Therefore, in October 2019, we conducted our first Beyond Bias Train-the-Facilitator workshop, empowering six employees from various Bühler regions to become internal Beyond Bias trainers. This year, we are stepping up our game by offering two Train-the-Facilitator sessions, which will empower 12 additional internal Beyond Bias trainers and help us really get started on a global scale.



Beyond Bias Train-the-Facilitator Workshop 2019 at Bühler Uzwil

### Improved gender metrics

So far, 400 employees – many of them in leadership positions – have participated in a Beyond Bias workshop. We believe this is a good starting point that enables us to further develop the concept and reach everyone at Bühler. The feedback from the participants has been overwhelmingly positive, with many of them stating that their understanding of inclusive diversity and their awareness of unconscious biases has increased significantly.

We believe that the implementation and promotion of the Beyond Bias workshop program has also contributed to our improved gender diversity metrics, as we have seen a global increase of women generally and especially in leadership positions over the last two years.

“

The Bühler leadership team truly believes that an inclusive culture is essential for achieving our long-term strategic goals. I commit to stepping up our efforts to improve the way we recruit, retain and advance diverse talent and to creating an environment in which our increasing diverse global workforce can thrive.

– Stefan Scheiber, CEO Bühler Group

### Initiatives for more inclusive diversity

At Bühler, we are aware that while a half-day workshop is a great start, more needs to be done to ensure inclusive diversity is lived by all of us. The Beyond Bias program is a vital part of the Diversity & Inclusion strategy at Bühler, but we are also implementing various other measures to achieve our goal, be it the partnerships with various organizations to foster gender equality in business, the development of a global flexible working policy, or the planning of inspirational events for International Women’s – and Men’s – Day.



For more information on Diversity & Inclusion at Bühler, have a look at our very first Bühler D&I Annual Report, in which we outline our measures and goals for a more inclusive, diverse and unbiased culture.

If you are interested to learn more about what we do at Bühler for a diverse and inclusive culture, please don’t hesitate to contact Corinne Schneider under [corinne.schneider@buhlergroup.com](mailto:corinne.schneider@buhlergroup.com).

[www.buhlergroup.com](http://www.buhlergroup.com)



## Driving Gender Balance by Empowering both Mothers and Fathers

**Barbara Rijntjes-Besancon**

Leadership & Culture Lead at Deloitte Switzerland

Building an inclusive, open, high-performance culture where everyone can thrive remains a top priority at Deloitte. We are moving beyond awareness of the gender gap towards concrete actions for gender equality addressing both women and men. We do not just strive for diversity; we strive for inclusion so that everyone at Deloitte is enabled to achieve their full potential.

### **How do we retain women as they progress throughout their careers?**

We understand that managing parenthood and a career is challenging. At Deloitte, we are committed to supporting our people not only before and after childbirth, but also in their on-going role as parents. We know that balanced family commitments between both parents have an important impact on achieving gender equality in businesses, which is why we are committed to supporting both mothers and fathers.

### **Gender equality measures help retain and advance women**

Being aware that the focus must shift from motherhood to parenthood, Deloitte has increased support for working parents over the last few years via initiatives such as:

**1. Working parent program:** The goal of the program is to help working parents transition into their new role. This new phase in life is bound to raise a lot of questions and uncertainties. Deloitte wants to support our employees in becoming a confident working parent who can perform at their best, both at work and at home. In collaboration with Thriving Talent, in 2018 we developed a working parent program, the first step of which was to educate our leaders on the importance of their role in facilitating life transitions such as parenthood. The leaders and managers were equipped with greater confidence, clarity and consistency to feel more empowered to engage and retain their working parents/carers.

### **The program progressed to consist of three elements**

- A. **Individual coaching** with certified coaches to address individual needs.
- B. **4hr group coaching sessions** held twice a year: These highly interactive sessions empower new parents to take on their new and exciting role with confidence.
- C. An **online learning platform** offering a combination of practical guidance coupled with a coaching-led approach, allowing our employees to map out their own transition journey and explore the areas that matter to them most.

**2. Flexible working:** We offer the possibility to reduce the percentage of work to 80% for all our employees. This policy is an important step towards gender equality as we know that many women leave the workforce after the birth of their first child (in some industries, this is above 40%). By offering flexible working for both parents, we create the opportunity to distribute childcare instead of expecting females to shoulder the load alone. Additionally, we offer unpaid leave, flexible working times and the possibility of buying extra holidays.

“

I was a Senior Manager when my daughter was born. Since I came back from maternity leave, I'm working 80%. This works perfectly for my family and me as well as for my clients and Deloitte. Being a mother did not keep me from continuing my career at Deloitte and being promoted to Partner in 2012.

– Myriam Meissner, Audit Partner



### **3. Being agile to the demands of working parents**

Empowering working parents, especially during Covid-19, became crucial. The blurred lines between work and personal life and managing the redistribution of responsibilities challenged many parents and will continue to do so for the foreseeable future. In response, we designed a platform of support: The Living our Purpose Community on Yammer. This is a moderated online community, where everyone can share ideas, offer and receive support as well as find inspiration.

With the help of Thriving Talent, we also conducted specific webinars on how to combine work and care. These help working parents feel equipped, resilient and empowered to maintain balance and productivity as they integrate professional and caring responsibilities whilst working from home. In addition, we shared templates and tools to foster healthy communication and relationships with family members and work colleagues. While these initiatives were developed in times of crisis, we are looking forward to carrying them forward even after the pandemic as they were so positively received.

#### **Culture of support**

At Deloitte, we believe that building an inclusive culture is paramount for creating an impact that matters for our clients, people and society. By ensuring working parents have a place to feel valued and supported, we can continue to build an environment where everybody can be their authentic self and able to achieve their full potential.

[www.deloitte.com](http://www.deloitte.com)



## Modern Framework for the New Realities of Work

### Martin Camenisch

Head of Personnel Management at Swiss Post

Diversity not only makes companies more attractive as employers, it also makes them more commercially successful. One important prerequisite for diversity is equality. For this reason, Swiss Post has been actively championing equality for many years, irrespective of gender, race, age, native language, cultural background, lifestyle, sexual orientation or other visible and invisible characteristics. Staff do not just benefit from a wide range of working models and training opportunities. Swiss Post is also committed to ensuring a healthy work-life balance, equal pay and zero tolerance of any form of discrimination. And these pledges are not just lip service – they have been adopted as binding principles in a recently renegotiated collective employment contract.

Lifestyles and people's personal outlooks on life are in flux, just as employees' expectations of their employers are changing. Swiss Post is meeting these needs thanks to a renegotiated collective employment contract. A particular focus has been placed on creating a balance between work and family, with the specific aim of promoting equality for mothers and fathers in working life. In addition to 18 weeks of paid maternity leave, mothers are now entitled to six further unpaid weeks away from work. Paternity leave is being doubled from two to four weeks, and fathers will also be entitled to a further four weeks of unpaid leave. The same benefits apply to parents who adopt a child and to the female partners of mothers in same-sex partnerships. If both parents work for Swiss Post, the weeks can be pooled as joint parental leave and (as long as statutory requirements are met) divided between the couple as required.

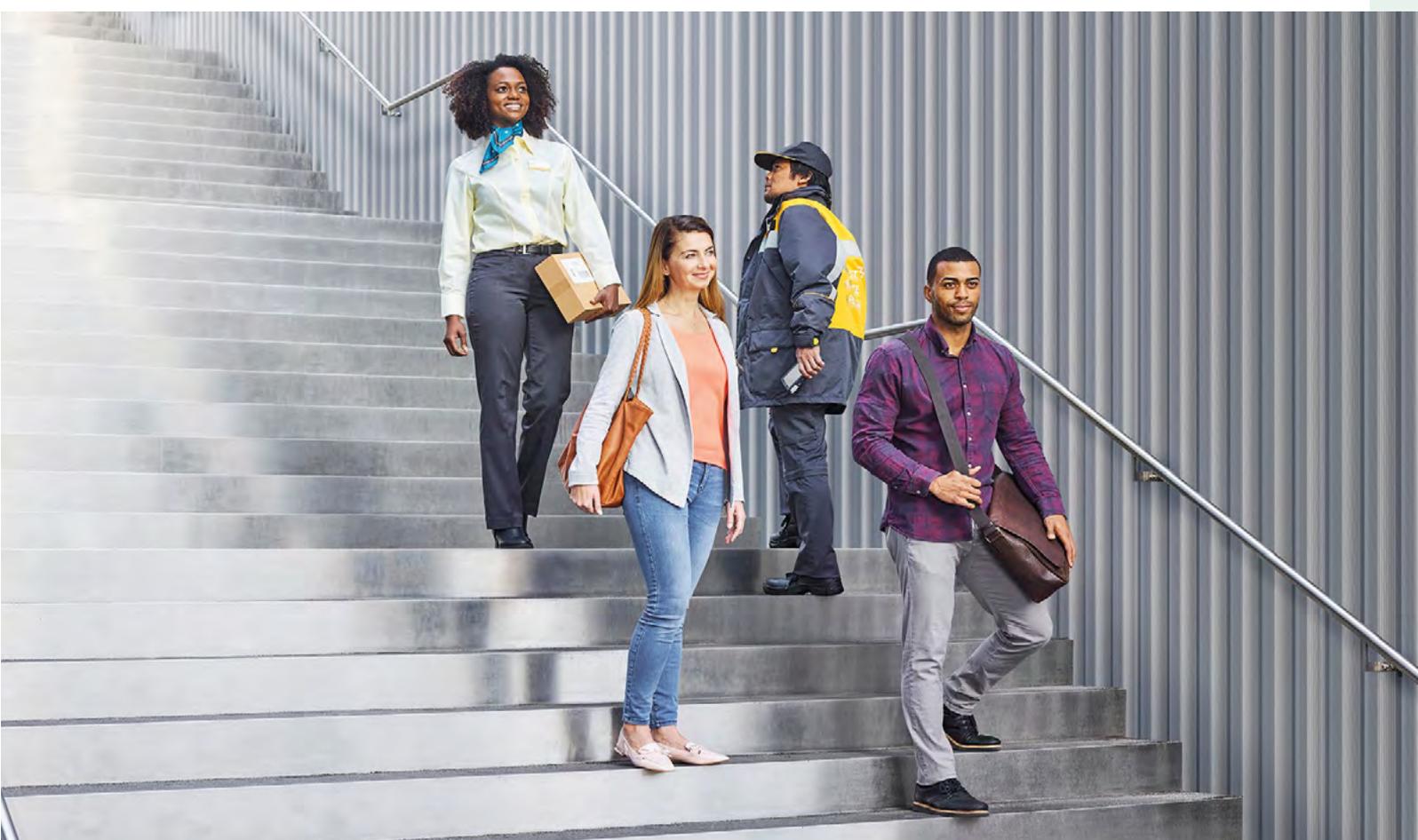
### Regular analysis underpins equal pay

Equal pay has also been enshrined in the new collective employment contract. Swiss Post has been analysing its salaries on a regular basis since 2009 to ensure wage transparency. With its unaccountable pay gap between women and men currently sitting at 2.2 percent, Swiss Post compares very favourably with other companies (a figure of up to 5 percent is deemed acceptable by the Swiss Confederation). But for Valérie Schelker, Head of Human Resources at Swiss Post, one thing is clear: "When it comes to unequal pay, every percentage point is one too many." For this reason, Swiss Post is doing its utmost to reduce the unaccountable disparity even further. To this end, numerous measures have been devised, some of which have already been implemented. For example, the company has established an independent reporting office for employees, to which staff can anonymously report instances of suspected pay discrimination.

And, from 2021 onwards, pay brackets for many Swiss Post jobs will be made transparent even at the advertisement stage. Line managers and HR managers are also being trained to focus on pay equality right from the recruitment phase, as well as throughout the course of the employees' professional development.

### **A better work-life balance thanks to 'top sharing'**

Job sharing in management positions? This has been an option at Swiss Post for a number of years. Swiss Post believes that debate and diversity lead to greater reflection and, in turn, to better decisions. Two individuals will offer different capabilities, experiences and networks and will see issues from different perspectives. 'Top sharing', or job sharing in management positions, also makes challenging and rewarding full-time positions accessible to part-time employees and promotes a better balance between personal life and working life. Swiss Post believes that top sharing is not just a modern way of working, but also a model that holds great promise for the organisation as a whole.



[www.post.ch](http://www.post.ch)



# Turning Male Leaders into Allies

## Olga Todorova

Global Digital Customer Experience Leader, Industrial Solutions  
at Dow Europe GmbH & EMEAI Women Inclusion Network (WIN) Chair



Engaging men as allies is critical for fostering a culture of inclusion. To capture this opportunity, Dow conducted a special inclusion workshop targeting male leaders. The participants found the MARC (Men Advocating Real Change) workshop eye-opening and the experience had a real impact on changing perceptions and behaviors. Building on the success of the first MARC session, Dow's Europe, Middle East, Africa & India (EMEI) leadership team committed to further workshops at other company sites. We expect to see the positive impact reflected in employee survey results, gender statistics and eventually financial performance.

## Male allies as strategic pillar

'Engaging men as allies' is one of the four strategic pillars for the Women Inclusion Network (WIN) at Dow, along with 'fostering a culture of inclusion', 'advancement of women' and 'engaging external partners'. Today, the majority of career and promotion decisions in Dow are made by men. The issue is that male leaders are not always aware of the additional challenges facing women in their career choices. Bringing men on board as allies is critical to achieving gender equality. To turn the challenge into an opportunity, Dow decided to partner with a trusted, global thought leader, Catalyst, to conduct the first MARC workshop at Dow's EMEAI Headquarters, in Horgen, Switzerland in September 2019.

## Setting the tone from the top

The 1.5-day face-to-face session was attended by 50 leaders with 80% male participation. The session consisted of sharing of experiences and honest discussions about gender biases. Based on feedback, the participants found the session eye-opening and one that changed their perceptions and behaviors (see below for participants' testimonials). A critical success factor for the session was support from the influential sponsor, Dow EMEAI President Neil Carr. His engagement in promoting the session among leaders and sharing a personal reflection to open the session demonstrated his strong inclusion & diversity (I&D) commitment and set the needed tone for the workshop from the top.

After the session, the Dow EMEAI leadership team decided to extend this experience across the organization. In Q3 and Q4 2020, two more MARCs are taking place in major European sites. In parallel, we are running MARC dialogues, a self-guided series of awareness and discussion sessions. They are led by Dow volunteers across multiple sites and offices.



### **Inclusion starts with CEO commitment and call to action**

Dow CEO Jim Fitterling is a passionate advocate for inclusion and diversity and leads Dow's drive to diversify its global talent. He has played a key role in the Company's transformation goal to create the most innovative, customer-centric, inclusive and sustainable materials science company in the world. With inclusion as one of Dow's strategic pillars, he sets expectations and the tone from the top. A key metric for inclusion is the employee level of participation in Dow's Employee Resource Groups (ERG). Fitterling expects every leader to be a member and actively participate in the company's ERGs.

### **Metrics and accountability: balanced scorecard and performance compensation to reflect inclusion indicators**

As of 2020, Dow's employee performance award program was redesigned to reflect a more balanced scorecard. On top of financial metrics, new environmental, social and governance (ESG) goals were introduced. Within the ESG goals are metrics for inclusion, specifically for senior leader levels.

The inclusion indicators are related to Employee Resource Group (ERG) participation, representation of Women and U.S. minorities across the organization. In this way, the annual bonus for leaders is directly linked to the achievement of inclusion goals, reinforcing the aim that the tone be set from the top at Dow.

As a result, Dow has significantly increased the activity level and number of employees engaged in company ERGs.

### **Inclusion demands consistency, persistence and patience**

Engaging men as allies is critical for an inclusive corporate culture. The push is needed from multiple angles and at all levels of the organization, from top to bottom, at Headquarters and in remote locations. Top management support is the most important factor for success since it is senior leaders who set the tone for their organizations and are the most visible role models. The challenge with I&D initiatives is that the results are not happening overnight. This is why the ball might be dropped or the focus could get lost, especially in times of disruption. Yet this is exactly when we need I&D the most!

### **Post-COVID world needs I&D more than ever**

We will monitor MARC impact alongside our other initiatives through the employee survey results, gender statistics and ultimately financial performance. In the post-COVID world in search for 'outside of the box' and sustainable competitive solutions, organizations need diversity of perspectives more than ever!



Dow Europe and EMEA leadership at a MARC (Men Advocating Real Change) workshop (photo credits: Studio2020)

## Participants' voices on the powerful MARC workshop experience

“

For me the MARC training was truly an eye opener from several aspects. One of them was that we all carry 'baggage' that make us all very different while at the same time very equal and human; vulnerable and strong at the same. The other take away was the experience of truly listening to each other. A listening not to judge nor to act but to understand the other persons perspective. This is a first step and as the two days passed by, I saw many of my male colleagues truly listening to understand on what it means being a female leader or employee today.

I used to believe that many men like to talk about gender diversity while they don't drive this because of own fear of competition. As the training passed by one of my personal insights was that many want the change as much as we do – but don't know how we can truly advance in big steps. We need to help each other as everyone agreed that it is for best of our company and societies we live in.

– Katja Wodjereck, Commercial Director



“

For me MARC was fundamentally about awareness ... awareness of the human experiences we share and those where life feels very different because of gender. And it allows men to think what their role in all this is and what can I do to promote talent precisely because perceptions so easily prevent opportunities from being offered (or taken) where they should be. It was a powerful experience and has definitely changed my approach to role selection and career and team development.

– Howard Chase, Senior Government Affairs Global Director

“

The MARC workshop was very powerful as it highlighted to me how much bias there still is against women in the workplace. I believed I was a very inclusive leader but didn't realize enough how women feel when they walk out of their hotel (or decide not to out of fear) when they are travelling for work, or how they may feel when they stand in front of a sometimes mostly male audience finding the right balance between being too soft or too hard.

The biggest impact for me was the moment when several women got tears in their eyes (and men following accordingly) when they were asked if they had been faced with unwanted physical or verbal approaches in the recent past. This is when I realized I should not assume all is right in what we call our emancipated world and that men need to play an active role to achieve true gender equality. Things are improving in some parts of the world, but even in these places, we still have a long way to go. My personal take away is that I actively focus on work performance and not on style, I invite women who are not speaking in meetings to speak up, highlight actively positive contributions and point out to other men when they use stereotypes.

– Herman Motmans, Senior Product Director

We would be delighted to share more with you on how we are successfully engaging men as women's allies at Dow. Please do not hesitate to Dow's Office of Inclusion at [fhgidex@Dow.com](mailto:fhgidex@Dow.com).

[www.dow.com](http://www.dow.com)

# Inspiring EY Leaders to be Accountable for Creating an Inclusive Culture



## Margit Vunder

D&I Project Lead, Strategy and Transaction at EY Switzerland

How do we go about consciously embedding inclusive behaviors into the DNA of our organization? Achieving greater diversity is so much easier if inclusion is a given – but it’s not an easy journey. Disrupting old habits and routines demands focus, effort and patience. Tailored D&I programs have become the norm, yet how do we ensure both relevance to the business and leadership accountability for progress? In other words, how can we truly embed inclusive behaviors into the DNA of an organization? Here is the EY approach.

## Inclusivity positively impacts performance

While EY is making strong progress in attracting and maintaining diverse talent, cultivating a truly inclusive work environment needed a boost. Diversity and inclusion are a top leadership priority and a core value for us. We want to have diverse employees who feel valued and included, safe to speak up and contribute their knowledge or constructively challenge each other’s ideas. Leaders want to advocate for D&I, but do not always know how to tackle the workplace bias and to enable the full potential of their teams. They needed help in understanding what are the conscious and unconscious behaviors that lead to some people feeling included and others excluded.

## NextWave Transformative Leadership program launched

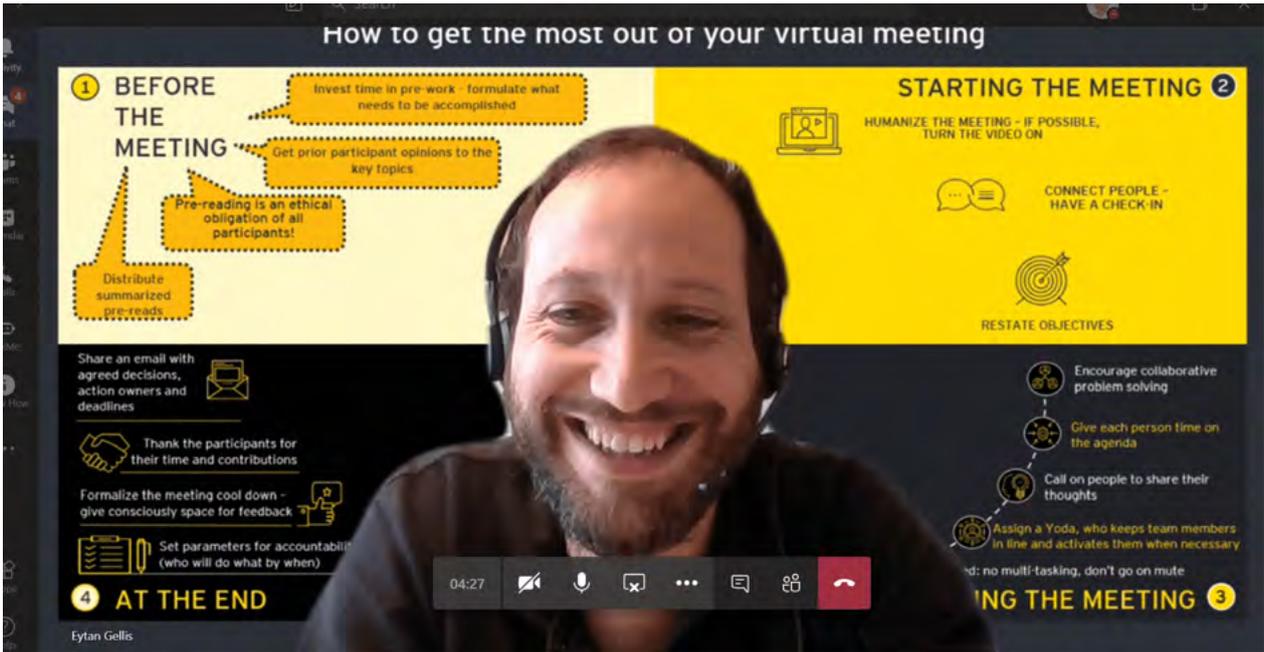
At EY we have a new Corporate Strategy called NextWave. To hold leaders and ultimately all employees in Switzerland accountable for creating and embedding an inclusive culture, it was essential to link any development program to our new corporate strategy and values. To this end, we designed, created and launched a new leadership development program called NextWave Transformative Leadership to build both skills and a mindset that help establish an inclusive culture. The NextWave Leadership program is a balance between achieving a ‘Better Me’ and a ‘Better Us’, with a robust focus on six leadership behaviors:

- Curiosity and Belonging
- Wellbeing and Teaming
- Agility and Inspiring



**Transformative approach and blended learning bring three core elements to life**

1. Hands-on workshops where the six leadership behaviours are dissected, e.g. curiosity and building trust to create a foundation for inclusivity. Immersive exercises and discussion rounds in the workshops open leaders’ eyes to the impact of non-inclusive and inclusive behaviors and crucially make them want to change their behaviors.
2. Mindset shifting nudges as practical ways to keep concepts alive, e.g. the meeting guideline comprises a collection of inclusive behaviors that lead to better meeting outcomes. This meeting guideline has been placed in each meeting room, was distributed to all leaders and added as background in MS Teams when Covid-19 meant we all had to go online.





We are delighted to see the Meeting Guideline in action. It really is a clever nudge tangibly supporting an inclusive working environment.

- Eytan Gellis, Cultural Transformation Lead at EY

3. Continuous and consistent change reinforcement through follow-ups, self-reflection surveys and learning ‘snacks’ - 1-minute nuggets to make leaders ask themselves what am I embedding of the learning? They are emailed further resources like an episode from the Coaching for Leaders series that discusses how to stay curious a little longer and rush to action and advice-giving a little more slowly.

### **Alignment with CEO and corporate strategy is vital for inclusion to grow**

Securing executive leadership support and business ownership are as essential as solid data and creating a sense of urgency and will for change. We recommend applying agile principles where development happens module by module and allows for ongoing improvements. Finally, it is important to define meaningful KPIs for the program to measure its impact on increasing employee engagement.

### **Building leadership skills and growing inclusive culture in our new remote environment**

In the first phase of the Program we targeted 600 leaders – Senior Managers and above – in Switzerland and trained nearly 400 of them in 14 Workshops. These took place from February through June starting face to face and moving to virtual as COVID hit. As a result, we not only built capabilities that help to establish an inclusive work environment but also taught our leaders how to stay connected with their teams during pandemic and beyond.

### **Leaders embracing what they experienced and being held accountable for change**

The positive impact first became visible as we started to receive notes from stakeholders expressing appreciation and desire to get actively involved in the program:



It was the immersive exercises that really did bring value



I did learn a lot and appreciated the deeper conversations helping me to understand others’ perspectives



I wish we had more of such trainings and conversation rounds



The video and all the materials are very inspiring and I especially appreciated the workshops and discussions



Great training and great discussions!



One of the best training in months!

The set KPI was to improve our employee engagement, specifically in the areas of belonging, i.e. people feeling they can be themselves, that it is safe to speak up and that they are able to make meaningful contributions. How well we are doing against this KPI will become evident after our next Global People Survey. As the survey results are visible per service line, respective leaders will be held accountable for improvements in their teams.

### **Start where you are, and start now**

Transforming organizational culture to harness the full benefits of diversity is not an easy journey, yet once you have set out on it, you will soon see signs of true impact encouraging you to keep moving with even more focus and confidence in taking bold actions.

We would be delighted to share our experience and lessons learned with you. Please do not hesitate to reach out to Robin Errico, our D&I Lead, or Margit Vunder D&I Project Lead.

[www.ey.com](http://www.ey.com)

# Building a Swiss-Wide Network to Advance Women's Leadership and Inclusion

## Sheena Patel

Strategic Customer Marketing Lead, Services & Solutions, Medical Devices EMEA and Women's Leadership and Inclusion (WLI) Lead at Johnson & Johnson Switzerland



## Lucy Moreira

Manager, Strategic Initiatives and Diversity & Inclusion Lead, at Johnson & Johnson Switzerland



Have you wondered how you leverage the diversity and scale of Switzerland to engage your organization around Women's Leadership? How can you use the power of virtual meetings to continue the conversation, even during Covid-19?

## Johnson & Johnson's commitment to Employee Resource Groups

In Switzerland Johnson & Johnson has a broad footprint across 11 office and manufacturing sites, with 4,300 people - our greatest asset. Each employee brings a unique set of experiences, cultural background and thinking styles that create a richness to our companies and better serves our diverse customers around the globe. Our employees are empowered and encouraged to take advantage of the opportunities throughout our diverse family of companies, and that includes our Employee Resource Groups (ERGs).

Our enterprise-wide ERGs connect and engage employees across the company to provide key insights and ultimately driving better outcomes on behalf of our people, our marketplace and our communities. By working together to tap into the knowledge, experience and passion of our employees we can solve some of healthcare's toughest problems.

## Leveraging our footprint to connect women through the Women's Leadership and Inclusion ERG

Our Employee Resource Groups form a key part of the Diversity & Inclusion network. One of the main ERGs in Switzerland is the Women's Leadership and Inclusion (WLI) group. The WLI in Switzerland works actively with all employees to empower women to reach their potential because we know that in an environment where women can thrive, everybody thrives.

We have 5 WLI chapters across Switzerland: Zug, Zuchwil, Allschwil, Bern and Schaffhausen; each chapter supports a campus with different initiatives and programs. One of the main challenges we see is how to bring all these chapters together to elevate the collective voice of women in the J&J family across Switzerland?

### **How did Covid-19 help fuel Swiss-wide collaboration?**

Multiple activities and events were planned for 2020 on a per site basis. However, Covid-19 meant these turned into virtual webinars and networking sessions, which then opened the possibility for us to start to host cross-Switzerland events, just by virtue of moving to virtual formats. These virtual sessions broke down physical barriers between sites and fueled the idea that we should bring all 5 WLI chapters together to enable better communication and management of resources for programs like Mentoring, Inclusion Training, and networking events. It also allowed us to think about how to better engage with the wider Swiss community and elevate our voice and use our scale for making a bigger impact.

In March, right at the beginning of the pandemic and lockdown we had the chance to pilot this approach for International Women’s Day. We were given the ‘Work from Home’ order and soon realized we could use the virtual approach to keep up employee morale and engagement during these difficult times.

### **Galvanizing our ERGs through the D&I Country Council and new ERG Switzerland Leads**

Thanks to the IWD events we were able to quickly re-format another WLI Networking event in April led by our WLI Zug team and welcomed participants from Zug, Bern, and Schaffhausen. Adina-Bogdana Moraru, Senior Director End-to-End Product Planning, commented “Great initiative! Excellent attendance rate; virtual works sometimes better than F2F! Something to take away for our future events!!”



We do not want the sites to lose their individuality, since the ERGs should serve the local employees but through virtual events, we can create connections, not only between sites but also to other ERGs. We now believe we can leverage ideas, best practices and communication across the board to have a bigger impact and have established ERG Switzerland Leads over and above the site leads as well as a D&I Country Council.

### **Making an impact for employees across Switzerland**

Covid-19 helped fuel Swiss-wide collaboration. We realized a different preparation is needed to run virtual sessions but we were able to do so with success and nearly tripled the participation list for some events. We are reaching more employees. No matter where you are based in Switzerland, this approach allows us to be more inclusive across the board, which is ultimately the goal of driving the equality discussion!

### **Driving our learning and experience forward**

This opportunity for virtual meetings has fueled other initiatives, not only across WLI Switzerland but also in collaboration with other ERGs. In August, Open & Out and WLI will team up with the Healthcare Businesswomen's Association of Switzerland to run a joint virtual session on 'What it means to be an ally to the LGBTQI community.'

We will also use this format in October to celebrate 25 years of WLI in Johnson & Johnson during our company-wide Inclusion Week, where we celebrate many themes around Inclusion. We believe that in the future the new normal will be a blend of face-to-face interactions as well as virtual connections to keep the conversation of Women's Inclusion and Leadership ongoing. We have shown that this type of connection works, and we want to keep up the momentum!

For more information on WLI or ERGs at J&J Switzerland, please do not hesitate to contact Sheena Patel (spatel01@its.jnj.com) or Lucy Moreira (lmoreir4@its.jnj.com).

[www.jnj.com](http://www.jnj.com)

## Unparalleled Commitment from the Top



### Ulrike Thull

Business Unit Director at MSD Switzerland, Global Women's Network  
Co-Lead at MSD

### Judeke Frederiks

Human Resources Director at MSD Switzerland



At MSD, we strongly believe our people are our greatest asset. Our employees operate at the leading edge of science where medical breakthroughs have the potential to save and improve the lives of millions. To be innovative and serve our patients in the best possible way, we believe we should be as diverse as our patient base.

For more than 70 years now, MSD has been deeply committed to fostering an inclusive environment that embraces different perspectives and values the contributions of each individual. Having a globally and locally diverse workforce makes us a more innovative and agile company and one better attuned to the needs of our customers, health care providers and patients who ultimately use our products.

### CEO advocates publicly for diversity and inclusion as business imperative

Among the strongest promoters of gender balance are our leaders who believe gender equality is one of the components of diversity and inclusion that drives our business. Headed by our CEO, Ken Frazier, who publicly advocates for diversity and inclusion as a strategic business imperative, MSD has implemented numerous initiatives through the following commitments:

Driving diversity metrics across the organization to be able to hold management accountable for a good gender balance with a strong focus on growing and maintaining female representation at the more senior levels in the organization.

Reviewing progress against aspirational talent goals for women.

Participating in company events that provide platforms for sharing leadership perspectives and for energizing and building engagement among employees around the importance of diversity and inclusion.

We engage with third-party organizations to advance the efforts of our diversity and inclusion commitments:

### **On a global level**

- Paradigm for Parity® coalition, Women's Leadership Program
- UN Women's Empowerment Principles
- CEO ACTION for Diversity & Inclusion, Deliver for Good Business Ally Network

### **In Switzerland**

- ADVANCE – Gender Equality in Business

### **Empowerment through the MSD Women's Network and Employee Business Resource Groups (EBRGs)**

EBRGs represent volunteer organizations of employees for different diversity constituencies aligned around supporting talent acquisition, sharing business insights and enhancing the company's reputation in external events. EBRGs support the growth of employees by affording them development opportunities. The EBRGs also play an important role in cultivating talent to prepare them for leadership roles.

The Women's Network is the largest EBRG with more than 9000 members, celebrating its 25th anniversary this year! It strives to create a community where women feel a sense of belonging, positively engage with each other, and foster an environment where men engage as allies. The Women's Network empowers members to realize their full professional and personal potential within an environment of networking and mentoring. It strongly engages in the discussion around gender parity and has a seat on the company's EBRG Executive Leadership Council, strengthening and diversifying the global leadership pipeline.

### **Gender parity achieved in the Swiss Leadership team**

With 49 percent of our company's workforce represented by women globally, full gender parity is within our reach. 41 percent of our company's women hold senior management or management roles worldwide.

In addition, with gender parity in the Swiss Leadership Team, led by the first female Managing Director appointed in 2020 in Switzerland, we continue to focus on this area for ongoing progress and sustainability.



MSD Switzerland's Leadership Team

The work we are doing has been recognized externally through the following listings

Working Mother's 100 Best Companies: which recognizes companies that set the standard for mom-friendly work places. Our company is honored to have been on the Working Mothers magazine list for 30 years.

Equileap Report on the World's Top Companies for Gender Equality: MSD came in at #4 in this report that measures how well companies do in offering equal opportunities for men and women.

MSD is one of the world's leading research-based biopharmaceutical companies, engaged in life science research for more than a century, developing drugs and vaccines for the most challenging diseases worldwide.



If you would like to learn more about MSD's journey towards gender parity, read more on our diversity initiatives by scanning the QR Code or contact the authors [judeke.frederiks@merck.com](mailto:judeke.frederiks@merck.com) or [ulrike.thull@merck.com](mailto:ulrike.thull@merck.com).

[www.msd.ch](http://www.msd.ch)

# Shifting Cultural Norms – Gender Equality Begins at Home



## Carine Shili

Director Communications at Procter & Gamble Europe

What if the narrative shifted from ‘caregiving is strictly a woman’s responsibility’ to ‘caregiving is for both parents?’ What if partners shared tasks related to home and childcare and had equal opportunities at work? We believe that this will be a game-changer for more women in business and leadership.

Paternity leave positively impacts both men and women in the workplace. When fathers take paternity leave, there is a higher probability that the early shared caregiving patterns will be embraced and maintained long term. As a result, it’s easier for women to return to work, their employment rates are higher and the gender pay gap is lower.

## #ShareTheCare – our ambition

Generally, in Switzerland, childcare is seen as a primary responsibility of women, both within families and in the workplace. At the same time, there is a direct correlation between shared childcare responsibilities within the home and women’s empowerment in the workplace. #ShareTheCare reflects our gender equality ambition and stems from our wider flex@work business strategy as we recognize the importance of work-life integration for our employees based on their life stage needs. Our ambition is to make paternity leave the norm as opposed to the exception.

## Time to de-gender childcare

In today’s world, there is no reason for women to hold the key responsibilities of childcare. In fact, there are numerous studies, for example, the ‘European Commission 2018 Report on Equality Between Men and Women in the EU’, suggesting that caregiving fathers have a beneficial influence on the next generation. In 2019, P&G implemented a new company policy that enables new fathers or domestic partners in same sex couples to take an 8-week fully paid leave within the first 18 months of the child being born or adopted. This marked a milestone in our journey to drive positive change and shift cultural norms by considering childcare gender neutral. More than a policy change, it is a culture change.

## From listening to a new policy

Initially, we spent time talking with male colleagues – individually and through group discussions – to understand their desires and concerns, for instance, a potential impact on their career. It was important to understand the barriers that might prevent the adoption of the new policy.



Then we sought the perspective from business leaders and other key stakeholders, especially on how to manage the cost of paid paternity leave. We intentionally positioned paternity leave not as a benefit but as an investment in an employment practice that supports a diverse and inclusive organization.

### **Culture change in action**

We brought the program to life under ‘#ShareTheCare’, which has proven more powerful than launching a paternity leave policy. #ShareTheCare communicates the intent very clearly and is easy to grasp. We want our employees to feel that they are part of a culture where succeeding in the workplace and dedicating time to family life can go hand in hand. Striking the balance between the two has never been more important as it enables our colleagues to reach their full potential.

### **In just one year we have seen a 60% uptake from eligible fathers in Switzerland**

Since the launch of #ShareTheCare last year, 70 P&G fathers took the leave in Switzerland. Positive feedback indicates that we have done the right thing. They mention the “pride to work at P&G”, “how invaluable the experience was in bonding with my child, allowing me to be a better father and husband” and “how it allowed me to take on my childcare responsibilities from the beginning.”

Our focus now is on eliminating cultural barriers through highlighting role models, dialogue with managers and encouraging each eligible employee to take the leave with full leadership support.

### **Making paternity leave the norm in Swiss business**

Be intentional about making paternity leave the norm as opposed to the exception by driving the culture change.

Start with a few testimonials of fathers who took the leave with the support of HR, the manager and the team leader.

Introduce the policy as an organizational intervention fully endorsed by Business Leadership, campaign it with a powerful name, learn what really works and adjust accordingly.

Seek external help and advice.



## **Johan Egger**

Director Analytics & Insights at P&G and father of Alva feels extremely lucky to have spent two months of precious time with his family after his first child was born.

**“When I first considered I may want more than the two-week paternity leave offered two years ago at P&G, I was somewhat concerned that I would be viewed as less committed to my work or be told it wasn’t possible to take the leave at all. However, P&G could not have encouraged me more to spend quality time with my child. The support I received empowered me to take the two months, which undoubtedly benefitted both my work life and home life as a whole.”**

Johan believes that the time he spent with Alva helped develop a bond with her that he wouldn’t have otherwise been able to, at no detriment to his career.

**At home it allowed me to take on my childcare responsibilities from the beginning, which have continued as the norm long after my leave being over.**

“I stand by that my paternity leave was invaluable in the bonding time with my daughter allowing me to be a better father as well as husband. It hasn’t compromised my career and my managers have supported me throughout – still now other fathers-to-be inquire about my experience and I tell them that it is the biggest experience of life, becoming a father and getting to know one’s child.”



Photo: Maryia Ramanava

We are willing to share our experience and what we have learnt to enable other businesses to go for it. We understand it may be more challenging to implement for companies who do not have our scale. However, it is essential to stop operating on the assumption that only women take parental leave. We need to shift the paradigm from ‘maternity leave has to be managed’ to ‘parental leave is a unique opportunity of engagement and growth for both men and women.’ All businesses can play their part.

“ We are passionate about changing outdated perceptions around parental roles and want to shift from the stereotype that the woman should be the sole full-time caregiver in the early stages of a child’s life. Rather than fathers ‘daring to ask’ to take leave, they are highly encouraged to prioritize time with their child so that the whole family can enjoy the associated benefits.

- Luigi Pierleoni, Vice President Human Resources, Employee & Labor Relations  
at P&G Europe

[www.pg.com](http://www.pg.com)



## Data Tells the Story as The PwC Switzerland D&I Dashboard Demonstrates

### Jasmin Danzeisen

Senior Manager, Culture & Change PwC Switzerland



PwC Switzerland's D&I dashboard is designed to support data driven decision-making from a D&I strategy perspective, at the level of HR and Top Management. The concept first came about as a tool for PwC Switzerland's internal D&I planning and monitoring. It proved to be a highly effective means for securing Top Management engagement and ownership of PwC Switzerland's D&I initiatives. As a result, PwC Switzerland made it available outside of the organisation as well.

The dashboard is offered in Microsoft Power BI software and is designed to be highly interactive. While the current visualisations have served us well, the D&I topic and the demands from Top Management are evolving fast. For this reason, we have applied a design thinking approach to prototyping and testing the dashboard to allow us to build in new visuals, alternative metrics or additional aspects of diversity as our needs evolve.

### Real-time D&I analytics helps us to act more effectively

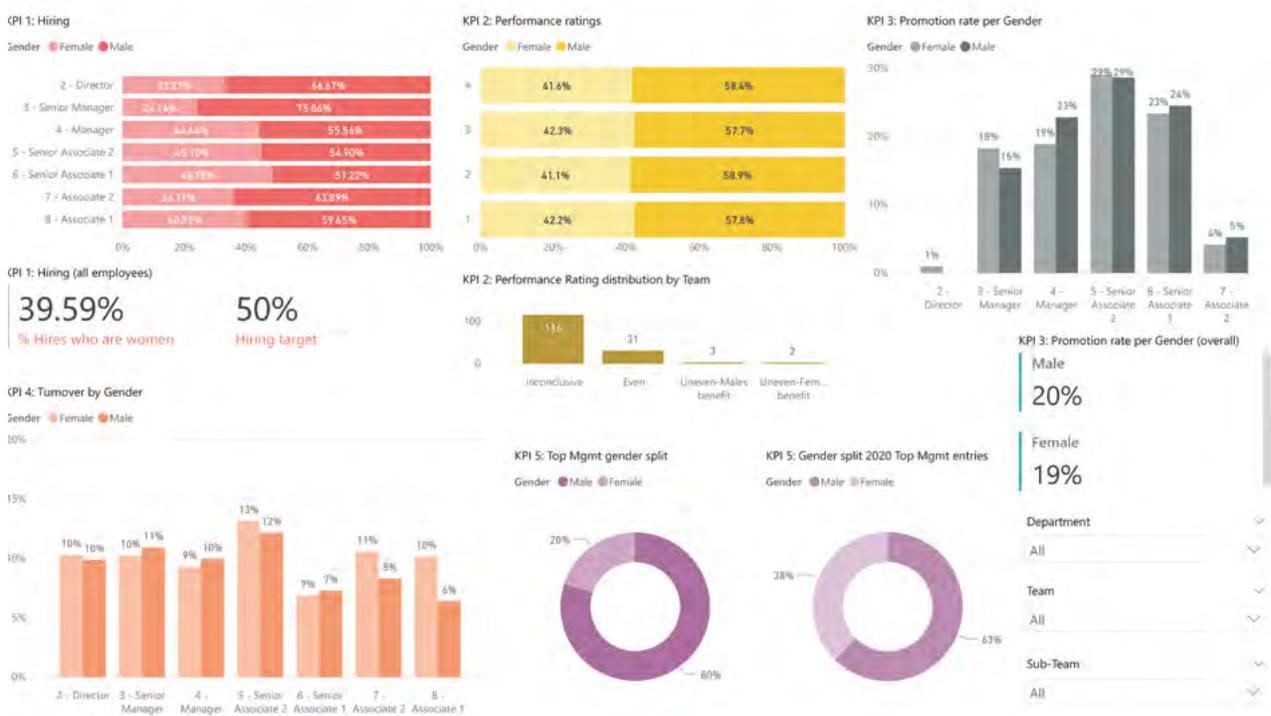
The introduction of a new HR system provided us with a window of opportunity to make the case for a new D&I dashboard. We wanted to ensure access to real-time D&I analytics in order to inform, monitor and assess our D&I actions. These analytics are:

- up to date and easily refreshed
- easily accessible from our HR system
- comprehensive: HR demographic data (age, gender, nationality), employee lifecycle (talent attraction, talent management information), complemented with well-being information, employee satisfaction
- comprehensible for all stakeholders (HR but also non-HR): easily understood by a wide audience, notably including senior leadership, without much explanation

## From concept to delivery in just a few months for the D&I dashboard

The lockdown served us as we could use it to take time for thinking, building and testing. We made use of our own D&I and data analytics capabilities to build a D&I dashboard exactly suited to our needs while incorporating best practices learnt from exchanging with other organizations.

It is built on known metrics used within the firm. These include KPIs tracked globally and at European level by our network of firms, as well as KPIs we monitored in the context of our regular management reviews; this notably included KPIs recommended as part of the EQUAL-SALARY Certification process. This posed an interesting challenge, to find a way to make the dashboard both comprehensive in its content and intuitive to use. To find this right balance, we used an agile approach where we did not spend time in lengthy meetings to conceptualize the dashboard. Instead, we started building it based on a short brainstorming session, democratized a beta version, and continuously improved subsequent versions of the dashboard using design thinking and based on iterative feedback from user-stakeholders.



Summary tab for gender diversity metrics, demo data, PwC Switzerland 2020

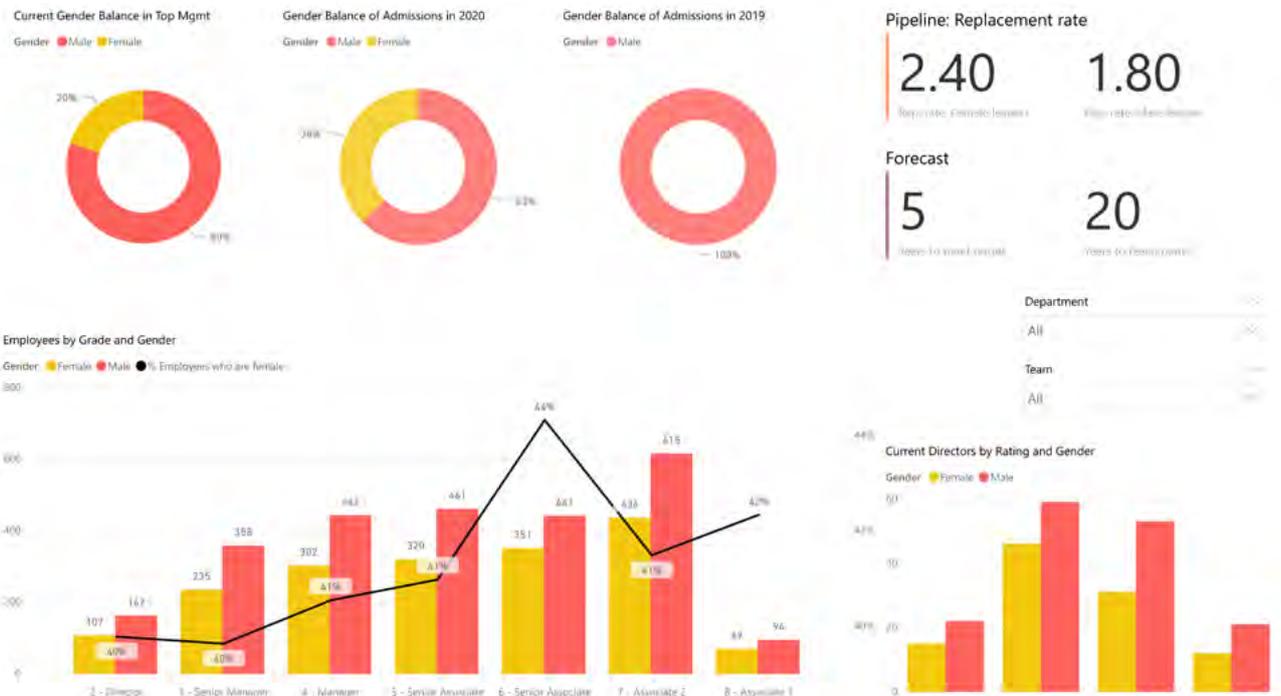
## What does the D&I dashboard do?

The D&I dashboard provides insights at firm level but also by department, unit and even team level. It allows for trend analysis thanks to access to historical data going back 3 to 5 years. This was a challenge we had to overcome as the new HR system meant that historical data was not readily available, so we had to access it via two different systems. It was worth it – having historical data is the only way to track real progress against D&I KPIs. And we went a step further. We incorporated a predictive functionality, which allows us to understand the future impact of our past and current decisions and take preventive, preemptive and corrective actions where needed.

## The D&I dashboard enables a data-driven approach with leadership and HR

The D&I dashboard is used to inform our regular D&I strategy update meeting with the senior leadership. Since we have been showing such comprehensive data the frequency of these meetings has increased from once a year to quarterly.

The dashboard provides insights into key HR processes, enabling a data-driven approach in deep-dive sessions with the different HR teams (e.g. recruitment, talent management). Departments and units are compared against each other in terms of D&I progress using input from the dashboard, which is increasing leaders' felt personal accountability for D&I. It has helped us to prioritize areas for further improvement and has helped us to learn from those parts of the firm that are most advanced in creating sustainable diverse and inclusive teams.



Diversity by grade and gender, demo data PwC 2020

## What we learned along the way

We took an agile and design thinking approach: we did not lose momentum in a long design process but started working with the beta version and fine-tuned the tool on the go.

We built it with our own capabilities and on pre-existing metrics that are relevant in other contexts as well but went one step further with the predictive functionality.

We made it a flexible tool: it can be further evolved based on need. For example, we plan to include well-being data and employee satisfaction information from surveys.

Most importantly we got stakeholder engagement (HR and non-HR): especially senior leadership was involved early on in testing the tool, which helped gain buy-in as well as ownership of actions decided based on the insights we got from the dashboard. Together with the senior leadership we developed a ranking system which is helping us to engage the business in D&I even further.

If you are interested in learning more, please do contact Jasmin Danzeisen at [jasmin.danzeisen@ch.pwc.com](mailto:jasmin.danzeisen@ch.pwc.com).

[www.pwc.ch](http://www.pwc.ch)

# How to Consciously Attract More Female Talent

## Pia Meinzer

Head Talent Acquisition at SIX



Diversity strengthens our innovative capacity and directly contributes to our business success, resulting in transforming the financial markets. SIX has a highly diverse workforce in terms of languages and cultural backgrounds. However, women are underrepresented at almost every level at SIX – especially the senior level. Therefore, we are striving to grow the percentage of women at each middle and top management level to a minimum of 25% by 2023. To reach this target, we had to reconsider our talent acquisition process.

### **Awareness is key!**

First of all, we had to create awareness among our managers of the pure fact that we need to have a more gender-balanced workforce at almost every level. In the last six months, we have rolled out a new female-friendly talent acquisition process to support this internal awareness. We did so by recognizing the added value of diverse teams proven by an endless number of studies, and motivating intrinsically, and not so much through KPIs on hiring women.

### **New talent acquisition – through female eyes**

At the end of last year, SIX decided to create a Talent Acquisition team that includes not only Recruiting but also Employer Branding, as both topics mutually influence each other. With this move, we completely changed our end-to-end talent acquisition process: integrating new steps to change the mind-set of recruiters and hiring managers, gathering buy-in from management, and offering training sessions to hiring managers on how they can move the needle to attract more women.

Recruiters are now using a gender diversity checklist to cover all aspects during the recruiting process where female friendliness matters. This includes part-time and job-sharing positions, learning how to write female-friendly job ads by using different wording and content, and also the goal of interviewing at least one female candidate for every vacancy and involving at least one woman as an interview partner during the hiring process.

## Actively filling the female pipeline

If female candidates cannot be considered for a given open position, we consider them for other vacancies, add them to the talent pools and maintain continuous contact. Moreover, we monitor our internal female talents and promote our referral program actively. As a result, hiring managers and teammates are activating their networks and referring great candidates. Last, but not least, we are also thinking of our young professionals succession pipeline. So, this year we held our first SIX 'Girls 4 IT' day. The 'Girls 4 IT' day playfully introduces schoolgirls to information technology, takes a look behind the façade of bits and bytes, and emphasizes that IT is not just mathematics, but also a lot of teamwork and fun.

## Boosting employer branding

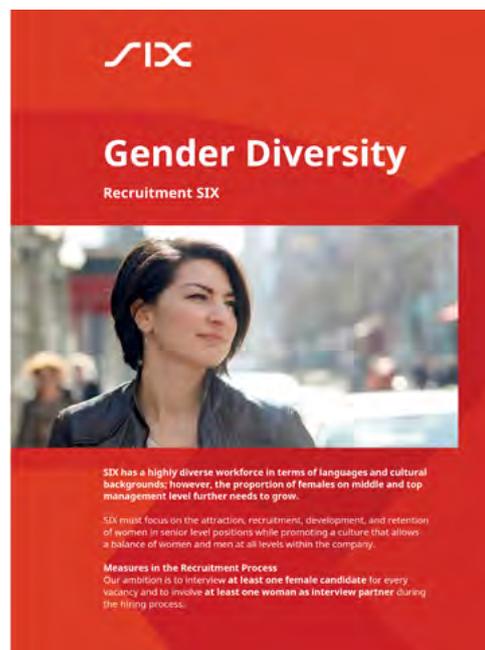
We discovered that women are just not aware of how attractive SIX is as an employer. Typically for a Swiss company, we were too cautious in communicating and promoting the generous assets we offer, namely our SIX spirit – including our collaborative, agile working style, the freedom of taking ownership while receiving a lot of trust. So, in parallel, we have invested in employer branding campaigns especially targeting women.



Gender equality impact story postcard from the CEO in cooperation with Advance, personally sent to all female employees across the organization on IWD 2020



Example of employer branding campaign at SIX targeting women



Gender diversity guide used by Recruiters at SIX

### **Collaborating with external networks**

We have started to build collaborations with female tech communities, participate in various female-driven events and launched social media campaigns. By becoming a Gold Member of Advance, we have found the right partner who, through the many events and workshops as well as the cross-company mentoring program, will help us progress one step faster toward our goals.

### **Leveraging internal role models**

We are role-modelling female leaders through testimonials, events etc. to unleash the development possibilities. For example, we are highlighting the fact that we offer internal mentoring specifically for female talents and fill at least 30% of the seats in leadership programs with women. We have also implemented a peer coaching program for working parents.

It is equally important that women are encouraged to increasingly step into the spotlight and share and pass on their experiences to encourage other women to follow their path. So, within SIX we also have a Gender Diversity Network, which organizes educational events to learn from each other and promote networking. We also publish a regular newsletter to promote all these activities.

### **Women in the upper echelons**

To reflect the fact that the growth in the percentage of women at the executive level is being taken seriously, we have had a woman on the extended Executive Board since 2019, and a woman on the Executive Board since 2020. At middle and top management, we have introduced a reporting process for the Executive Board to review our progress.

### **Benchmarking ourselves**

To get a perspective on where we stand in the market, and to determine if our activities are becoming fruitful, we are participating in the Advance and HSG (University of St. Gallen) Gender Intelligence Report.

We believe that with all these changes and measures we can become an employer of choice for female talents.

[www.six.com](http://www.six.com)



## Mentoring Boosts Careers in the Air Navigation Industry

### **Christiane Damal**

Head People & Training Development and Head Diversity at skyguide

Skyguide provides air navigation services for Switzerland and certain adjacent parts of neighboring countries. With its 1500 employees, comprising 34 nationalities, at 14 locations in Switzerland, the company guides some 1.2 million civil and military flights a year safely and efficiently through Europe's most complex airspace.

Skyguide attaches great value to diversity, along with the equal treatment of all employees and a harmonious collaboration among their different cultures. Skyguide offers attractive employment opportunities to newer and older members of the working world alike: in 2019, around a fifth of its workforce were either younger than 29 or older than 55. That sounds like we are home and dry, right? Well, not quite – there has been continuous focus on building and maintaining an inclusive and diverse culture.

### **“Diversity leads to better discussions within the company ...**

... and better discussions lead to better decisions”, such is the conviction of Alex Bristol, CEO skyguide. In 2013, skyguide introduced a diversity program. The priority called the skywomen initiative was to promote women's careers and increase the proportion of female specialists from entry to management to board level. Indeed, internal analysis showed that skyguide had the potential to promote more women in the male-dominated aviation and air navigation services environment. It is not just about numbers but also about empowerment: We want greater involvement of women in business decisions and in shaping the company. One of the measures to achieve this is mentoring.

### **Mentoring – an effective instrument for growth**

We launched a pilot program in 2014 with 6 pairs of mentees: hand-picked women with potential and interest in personal and professional development, and mentors on the level of executive and top management. The program had very clear specifications for both parties and they signed a confidentiality charter. It put the mentee under an obligation to steer the mentoring process and make a commitment. For 9 months, the pairs met once a month for 1 to 2 hours, exchanging experiences and career paths, discussing professional issues, job opportunities and more.

### **Our Executive Board became the mentors, securing ongoing commitment**

The mentoring program now has up to 10 pairs per year. HR and Diversity Managers shortlist both those selected and those who have applied, and the participants of each annual mentoring wave are finally selected by the Executive Board, who are also the mentors.

To make it fair, interviews are conducted with the candidates, who talk about their motivations and perspectives. The Executive Board chooses the candidates and creates the mentor-mentee-pairs. The mentees introduce themselves at an Executive Board meeting at the beginning of the mentoring and at the end, the mentees present their feedback. At first, only a few Executive Board members were mentors, but after the promising and positive feedback of 2 or 3 rounds, they all wanted to mentor a mentee every year. The Executive Board decided then also to extend the program from 9 to 12 months.

At the beginning, we deliberately wanted to empower women and so men were not included. However, understanding that gender equality needs to involve men, from 2016 men have participated as mentees.

“ The mentoring program is a great opportunity to take a step back from your daily business and to undertake meaningful changes.

– Anne Barraud, Project Manager at skyguide

### **Going beyond the skyguide horizon**

Since 2018, mentees and mentors have also been exchanging experiences and growing with our partner organization Advance – Gender Equality in Business. The insights into other industries and company styles is extremely enriching for both sides.

“ In addition to the rewarding contact and stimulating discussions, the exchange within the Advance mentoring program with a manager from another company allowed me to discover another corporate culture. It was challenging and very enriching. I would like to point out that the analysis of the profiles that will make up the mentee/mentor pairs is extremely well carried out by Advance. Beyond the mentoring exchanges, a human bond has been created and we are still in contact, my mentor and I!

– Martine Froissard, Human Resources Business Partner and Case Manager at skyguide

We have now gone beyond national borders and skyguide is a partner of the international Inspired Women Lead (IWL). We are part of IWL's intercultural mentoring program with mentors and mentees from all five continents. It consists of two parts: being mentored for six months and for the next six months being a mentor to another woman, thereby paying it forward.

“

What I like about the IWL mentoring is the opportunity it gives to broaden my view on leadership through discussions with women from different backgrounds, cultures and generations. It is an asset for understanding the benefits of diversity.

– Corinne Gingins, Technics Management Safety at skyguide



Alba Caraballo, Kerstin Knopf and Corinne Gingins were the first participants in the intercultural mentoring program of Inspired Women Lead (IWL) with mentors and mentees from all five continents.

### **Mentoring meets its purpose and lands results: 63% of mentees have stepped up!**

Today, mentoring is an established part of our diversity program. We have seen that mentoring fosters drive in the participants, particularly:

- | mentees' greater willingness to take on new challenges
- | to volunteer to participate in new projects
- | to take on new and more demanding tasks and more responsibility

Of the 38 mentees who took part in the program between 2014 and 2019, 63% have taken on expanded tasks, a new function and in some cases a higher position. All of them achieved greater visibility throughout the company and were asked to participate in new projects. We will now take a further step with a post-mentoring project. Women who have completed the mentoring programs to date are now becoming mentors for young female managers or employees: An inspiring self-generating system is in place.

### **Implement mentoring if you are not already doing so**

Even if the number of participants eligible for a mentoring program seems small in your company, don't let this put you off. We warmly recommend introducing an organized and structured mentoring program no matter what the size. Mentoring is suitable for all levels or career stages: Experienced managers sharing their know-how with those that might be at a career crossroads is powerful. Mentoring is a great way to encourage development. The time for those exchanges is well invested and mentors learn as much and become sensitized to areas of D&I they otherwise may not be.

We are happy to share more insights on our mentoring initiative with interested decision makers and experts. Please don't hesitate to get with me at [christiane.damal@skyguide.ch](mailto:christiane.damal@skyguide.ch).

## Skyguide's Mentoring Charter – The Relationship

- > based on confidentiality and trust – what is said in the relationship stays in the relationship
- > Mentors and Mentees are committed to the program and value the relationship based on mutual respect – accepting and appreciation of differences in values, interests and experiences
- > managed by both Mentor and Mentee – shared responsibility
- > beneficial to both sides and based on sharing knowledge and experiences
- > during the first session(s), discuss and agree on roles, framework and expectations
- > discuss and agree on basic rules (or do's and don'ts) – for example, these are not meetings to complain about people in the company, avoid using real names in certain situations, always end with a short feedback on the sessions, etc.



The selected mentees receive two prominent appearances before the Executive Board. At the beginning of the mentoring they testify to their motivation and commitment, and at the end of the program they present their experiences and learning. On the photo, the participants of the 2019 mentoring wave.

[www.skyguide.ch](http://www.skyguide.ch)

# Chancengleichheit und Diversität in der DNA verankern: Top-down & Bottom-up

## Gilles Marchand

Generaldirektor / CEO SRG SSR



Mehr Diversität führt zu mehr Qualität und eröffnet neue, spannende Perspektiven. Das 2014 fixierte Ziel von 30% Frauenanteil im Kader konnte dank mehrerer Massnahmen Ende 2019 erreicht werden. Für noch mehr Verbindlichkeit sorgt ein auf Stufe SRG neu lanciertes Diversity-Board.

### Integraler Bestandteil der Strategie

Eine integrative, diverse Kultur ist ein integraler Bestandteil der SRG-Strategie. Während bei den Mitarbeitenden stets annähernd ein 50:50-Verhältnis zwischen den Geschlechtern bestand, war der Frauenanteil im Kader verhältnismässig tief. Deshalb hatte sich die SRG in 2014 zum Ziel gesetzt, den Frauenanteil im Kader bis ins Jahr 2020 von damals 26 auf mindestens 30 Prozent zu erhöhen.

### Initialer Fokus: geschlechterbewusste Rekrutierungs-Policy

Um dieses Ziel zu erreichen, hat die SRG verschiedene Massnahmen – ‘top-down’ und ‘bottom-up’ – lanciert: Formulierung von geschlechterbewussten Stellenausschreibungen, konsequente Prüfung von Teilzeitpensen für jede Kaderstelle sowie Beitritt zu Advance, ein externes Netzwerk für Kaderfrauen. Diese Massnahmen haben Wirkung gezeigt: Ende 2019 konnte das Ziel eines Frauenanteils im Kader von 30 Prozent erstmals SRG-weit erreicht werden. Jedoch variiert der Wert je nach Unternehmensbereich: Beispielsweise in den technischen Bereichen besteht noch Aufholbedarf, dort liegt der Frauenanteil im Kader erst bei rund 20 Prozent.

### Verankerung: Neues Diversity Board sorgt für Verbindlichkeit auf allen Stufen

Der Schwerpunkt für das Jahr 2020 ist es, die Diversität in der Unternehmensstrategie abzubilden und zu verankern. Das neue Diversity-Board ist vielfältig zusammengesetzt und für die Umsetzung verantwortlich. Ausserdem treibt es bereits erfolgreich umgesetzte Massnahmen weiter voran, wobei Diversität sowohl im Unternehmen als auch im Angebot gefördert wird.

Weiter hat sich die SRG dazu bekannt, nicht nur junge Mitarbeitende auf dem Arbeitsmarkt zu rekrutieren, sondern auch selbst Nachwuchskräfte auszubilden. Da es bei der Diversität auch um die Altersdurchmischung und um das Hinterfragen von typischen Rollenbildern geht, genießt dieses Thema gerade bei Ausbildungsstellen einen hohen Stellenwert.

## Resultate: 'Idée femme', Chance 50-50, 'Work Smart', Edge-Zertifizierung

Ende 2019 haben wir die angestrebten 30% Frauenanteil erreicht. Damit sind wir aber noch nicht am Ende, der Anteil soll weiter gesteigert werden.

Ein neues Diversity-Board sorgt für mehr Verbindlichkeit im Bereich Diversität in der SRG. Das Kaderfrauen-Netzwerk 'idée femme' unterstützt diesen Weg.

In der SRG werden keine Stellen mehr allein mit 100% Beschäftigungsgrad, sondern mit 80-100% ausgeschrieben; wir sind überzeugt und bemüht, dass jede Stelle auch mit 80% zu erfüllen ist.

Mit dem Projekt 'Chance 50:50' wirken viele Redaktionen darauf hin, ausgewogener bezüglich der Geschlechter zu berichten und neuen Expertinnen eine Stimme zu geben.

Mit dem 'Work Smart'-Modell schafft die SRG die Rahmenbedingungen für zeit- und ortsunabhängiges Arbeiten.

Als Pilot-Versuch hat die Unternehmenseinheit Radio Télévision Suisse (RTS) den Zertifizierungsprozess EDGE für 'Gender Equality' durchlaufen. Dabei wurden Gehälter, Richtlinien, Praktiken und die integrative Kultur gründlich geprüft. Den Prozess haben wir mit dem Erhalt der 'Edge Acces'-Zertifizierung erfolgreich abgeschlossen.

## Nächste Schritte im Visier

Der Schwerpunkt für das kommende Jahr ist die stärkere und konkretere Abbildung der Diversität in der Unternehmensstrategie. Das Diversity-Board nimmt sich diesem Thema an und wird basierend auf der Unternehmensstrategie weitere konkrete Massnahmen entwickeln und deren Umsetzung begleiten.

Auch die bereits erfolgreich implementierten Themen treiben wir weiter voran, dabei fördern wir sowohl die Diversität im Unternehmen wie auch in unseren Angeboten.

Die Zusammenarbeit mit Advance wird intensiviert, um mehr Synergien nutzen zu können. Advance wird dazu an einer Sitzung des Diversity-Boards der SRG teilnehmen.

EDGE-Zertifizierungen werden für weitere Unternehmenseinheiten geprüft.

“

Ein Highlight war das erste ‘Forum idée femme’ im Mai 2019 mit 130 Teilnehmerinnen. Dieser Networking-Anlass in Zürich diente nicht nur dem Austausch, sondern half uns auch herauszufinden, wo der Schuh bei Themen rund um die Gleichstellung oder Frauenförderung drückt. Mir war es eine grosse Freude zu sehen, wie viele tolle und engagierte Frauen bei der SRG in den unterschiedlichsten Bereichen als Führungskräfte arbeiten.

– Nathalie Wappler, Direktorin SRF und Mitinitiantin des Frauennetzwerks ‘idée femme’



[www.srgssr.ch](http://www.srgssr.ch)



## Equal Pay for Equal Value

### **Kathrin Troxler**

Head of Diversity and Inclusion Region Switzerland at UBS

Ever questioned if your organization takes pay equity seriously? Or wondered if you are paid fairly versus your colleagues? UBS is not afraid to be challenged on this issue. Our commitment to ensuring equal and fair pay was recently recognized when we received a certification for our equal pay practices in Switzerland from the Swiss Foundation EQUAL-SALARY.

### **UBS takes pay equity very seriously**

Making sure that our employees are fairly compensated for their work, that is the making of our success, both in real terms and relative to others. Equal pay principles have long been embedded in all of UBS' HR policies and practices, not just in terms of compensation, but development and promotion decisions as well, and from hiring and onboarding through to retirement. "We pay for performance and are committed to pay all our employees fairly", noted Group Head Human Resources Stefan Seiler. "We conduct regular internal as well as independent external equal-pay reviews, including gender pay-equity analysis, to make sure we're getting it right."

At UBS we know that Gender diversity, equal opportunity and pay equity are critical to our long-term success. Excellent people-management processes help us attract and retain great employees, and we want them to feel confident that we're paying them fairly and equitably. Our new certification from EQUAL-SALARY for UBS in Switzerland further confirms that Human Resources and senior management champion equal pay practices and that, as a firm, we're committed to fair pay for all employees.

### **Getting certified was an extensive, multifaceted process**

In fact, the certification process considered far more than simply the base pay as might be suggested by the foundation's name. The auditors we invited in started by looking at all of our HR policies and practices. In addition to reviewing reams of data on Switzerland-based employees' salaries and variable incentives, they completed reviews and interviews with senior leaders, HR specialists and randomly selected employees and line managers across Switzerland, and our Group CEO and President Switzerland. Questions put to interviewees included their views on equal treatment, equal opportunities and pay equity.

In the end, the auditors found that statistical wage differences between female and male employees within UBS in Switzerland were very low, and well within the range set by the foundation to qualify for certification. The findings support those of a separate wage analysis commissioned last year across the whole of the firm, which found that the unexplained differential in salaries for men and women was less than one percent.

“

We pay for performance and are committed to pay all our employees fairly. We conduct regular internal as well as independent external equal-pay reviews, including gender pay-equity analysis, to make sure we're getting it right.

– Stefan Seiler, Group Head Human Resources at UBS

### Switzerland as a 'pilot' location

We're already leveraging the findings to further improve our global compensation practices across Switzerland and in other regions. Switzerland was also something of a 'pilot' location for such audits. We're committed to conducting similar independent reviews in other markets. Along with equal pay, we will continue to prioritize gender diversity and build on our steady progress in hiring, promoting and retaining more women across the firm.

[www.ubs.com](http://www.ubs.com)



## Neue Perspektiven aus dem ‘Driver Seat’

### Christoph Weber

Leiter Private Banking & Mitglied der Generaldirektion, Zürcher Kantonalbank

### Myriam Burtscher

Leiterin Marktgebiet Zürich-City & Mitglied der Direktion, Zürcher Kantonalbank

Wie können Unternehmen Frauen überzeugen, Führungsverantwortung wahrzunehmen und einen Karriereschritt anzupacken? Indem sie ihnen einen neuen Blickwinkel ermöglichen! Die Geschäftseinheit Private Banking der Zürcher Kantonalbank gibt deshalb ihren weiblichen Talenten die Chance, für eine begrenzte Zeit einen ganz besonderen Chefsessel zu übernehmen – den ‘Driver Seat’.

Impulsgebend, verantwortungsvoll und leidenschaftlich: An diesen Werten orientieren sich die Mitarbeiterinnen und Mitarbeiter der Zürcher Kantonalbank. Damit diese Werte auch von allen aktiv gelebt werden, ist ein Grundprinzip unabdingbar: Fairness. Das bedeutet vor allem, dass Frauen und Männer als Mitarbeiterinnen und Mitarbeiter gleiche Chancen haben. Denn Diversität trägt zu einem besseren Verständnis untereinander bei, aber auch zu einer grösseren Nähe zu den Kundinnen und Kunden. Für die Zürcher Kantonalbank ist eine stärkere Durchmischung der Geschlechter deshalb ein entscheidender Erfolgsfaktor für die Zukunft.

Dies gilt auch für Kaderpositionen: Gemischte Führungsteams sind für eine gute Unternehmenskultur und ein erfolgreiches Ergebnis zentral. Wie Analysen zeigen, stieg der Frauenanteil in Führungspositionen der Bank in den letzten Jahren zwar sukzessive an. Er lag 2019 mit rund 22 Prozent aber klar unter dem Gesamtanteil der Frauen in der Bank – dieser betrug im letzten Jahr fast 40 Prozent. Oder anders ausgedrückt: Bei den Frauen in der Bank ist nur jede zehnte in einer Führungsposition, bei den Männern hingegen jeder fünfte. Die Zürcher Kantonalbank hat dieses Potenzial erkannt und will den Frauenanteil auf sämtlichen Führungsstufen wesentlich und nachhaltig erhöhen.

“

Wir müssen für die vielfältigen und komplexen Aufgaben der Bank passende Talente finden. Die Bank braucht dafür leistungsorientierte Frauen. Wir müssen ihnen aber auch aufzeigen, welche Entwicklungschancen sie bei uns haben. Sonst geht uns die Hälfte der Talente auf dem Arbeitsmarkt verloren. Das können wir uns nicht leisten.

– Myriam Burtscher, Leiterin Marktgebiet Zürich-City & Mitglied der Direktion, Zürcher Kantonalbank

## **Die besten Talente für anspruchsvolle Aufgaben**

Direktionsmitglied Myriam Burtscher, Leiterin des Marktgebietes Zürich-City, bringt es auf den Punkt: "Wir müssen für die vielfältigen und komplexen Aufgaben der Bank passende Talente finden. Die Bank braucht dafür leistungsorientierte Frauen. Wir müssen ihnen aber auch aufzeigen, welche Entwicklungschancen sie bei uns haben. Sonst geht uns die Hälfte der Talente auf dem Arbeitsmarkt verloren. Das können wir uns nicht leisten."

Wie sieht also das Engagement der Bank in diesem Bereich konkret aus? Zum einen werden in den einzelnen Geschäftseinheiten massgeschneiderte Initiativen und Massnahmen entwickelt, um den Karrieren der weiblichen Talente neue Impulse zu geben. Dazu gehört etwa, dass Frauen als Stellvertreterinnen Erfahrungen sammeln können oder dass beim Private Banking auf der Shortlist für Stellenbesetzungen immer mindestens ein Mann und eine Frau stehen müssen. Zum anderen geht die Bank externe Mitgliedschaften ein wie z.B. bei Advance – Gender Equality in Business und unterstützt flexible Arbeitszeitmodelle.

## **Chance für einen Karriereschritt**

Ein Leuchtturm in der Geschäftseinheit Private Banking ist das Programm 'Driver Seat', das 2019 lanciert wurde: Es will Frauen in ihrer persönlichen Entwicklung unterstützen, indem es ihnen die Chance gibt, für einen Monat auf einem Chefsessel – eben dem 'Driver Seat' – Platz zu nehmen. Sie werden dabei von der Stelleninhaberin oder dem Stelleninhaber – den 'Driver Seat'-Gebern – gecoacht, sollen aber auch selbständig und initiativ agieren können. Das Programm will die Visibilität von Frauen in Führungsgremien erhöhen sowie ihnen die Möglichkeit geben, Führungsverantwortung wahrzunehmen und einen Karriereschritt anzugehen. Die Einsätze finden im Private Banking statt und stehen Mitarbeiterinnen aller Geschäftseinheiten im Voll- oder Teilzeitpensum zur Verfügung.

## **Ein Gewinn für alle**

Und wie besetzen die Frauen den 'Driver Seat'? Sehr aktiv! Rund 60 Frauen nutzten 2019 die Möglichkeit, ihre eigenen Stärken kennenzulernen, in einem neuen Umfeld ihre Leistung und ihr Potenzial zu zeigen und darüber hinaus ihr Netzwerk auszubauen. Bereits acht von ihnen konnten entsprechende Vakanz besetzen und haben dauerhaft in einem 'Driver Seat' Platz genommen. Aber auch für viele Mentoren und 'Driver Seat'-Geber ist das Programm inspirierend: Es verschafft ihnen neue Perspektiven auf die eigene Arbeit und zeigt ihnen alternative Herangehensweisen auf. Schliesslich ist der 'Driver Seat' auch ein Gewinn für die ganze Bank: Es resultieren intensivere Gespräche und breiter abgestützte Entscheidungen in diversifizierten Teams. Im Herbst 2020 geht das Programm in die zweite Runde.

“

Wir müssen für unsere Kundinnen und Kunden die passenden Lösungen, Produkte und Dienstleistungen bereitstellen. Diese Leistung erbringen wir nur, wenn die richtigen Persönlichkeiten an den richtigen Orten eingesetzt werden. Egal ob dies ein Mann oder eine Frau ist.

– Christoph Weber, Leiter Private Banking & Mitglied der Generaldirektion,  
Zürcher Kantonalbank

### **Die richtige Persönlichkeit am richtigen Ort**

Diesen Schwung will die Zürcher Kantonalbank mitnehmen, ganz in der Überzeugung, dass durch die bessere Durchmischung der Geschlechter der Gender-Diskurs irgendwann überflüssig wird. Denn für den Leiter Private Banking, Christoph Weber – wie für die ganze Bank – zählt letztlich nur eines: “Wir müssen für unsere Kundinnen und Kunden die passenden Lösungen, Produkte und Dienstleistungen bereitstellen. Diese Leistung erbringen wir nur, wenn die richtigen Persönlichkeiten an den richtigen Orten eingesetzt werden. Egal ob dies ein Mann oder eine Frau ist.”



Foto: Myriam Burtscher und Christoph Weber

[www.zkb.ch](http://www.zkb.ch)

## 10. References

Arnarson, B. T. (2010). The Paternity Leave Act in Iceland: implications for gender equality in the labour market. *Applied Economics Letters*, 17(7), pp. 677-680.

Arnold, A., Fulmer, I. S., Sender, A., Allen, D. G., & Staffelbach, B. (2018). *Compensation and Pay Transparency Practices In Switzerland*. Luzern: Center for Human Resource Management (CEHRM).

Bass, E. (2019). Top Management Team Diversity, Equality, and Innovation: A Multilevel Investigation of the Health Care Industry. *Journal of Leadership & Organizational Studies*, 26(3), pp. 339-351.

Bundesamt für Statistik (2019). Schweizerische Arbeitskräfteerhebung (SAKE). <https://www.bfs.admin.ch/bfs/de/home/statistiken/arbeit-erwerb/erhebungen/sake.html>

Cooney, S. (2018). Should You Share Your Salary With Co-Workers? Here's What Experts Say. Retrieved from Time: <https://time.com/5353848/salary-pay-transparency-work/>

Dass, P., & Parker, B. (1999). Strategies for Managing Human Resource Diversity: From Resistance to Learning. *The Academy of Management Executive*, 13(2), pp. 68-80.

Delizonna, L. (2017). High-Performing Teams Need Psychological Safety. Here's How to Create It. Retrieved from Harvard Business Review: <https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>

Erlach, E., & Segura, J. (2011). *Frauen und Männer an den Schweizer Hochschulen: Indikatoren zu geschlechtsspezifischen Unterschieden*. Neuchâtel: Bundesamt für Statistik BFS.

Fitzsimmons, T. W., Callan, V. J., & Paulsen, N. (2014). Gender disparity in the C-suite: Do male and female CEOs differ in how they reached the top? *The Leadership Quarterly*, 25(2), pp. 245-266.

Flood, A. (2017). PwC. Retrieved from Winning the fight for female talent How to gain the diversity edge through inclusive recruitment: <https://www.pwc.com/femaletalent>

Fredrickson, B. L. (2013). Chapter One - Positive Emotions Broaden and Build. *Advances in Experimental Social Psychology*, 47(Academic Press), pp. 1-53.

- Geller, M., & Crimmins, C. (2016). Davos Man seeks Davos Women. Retrieved from Reuters: <https://www.reuters.com/article/davos-meeting-gender/davos-man-seeks-davos-women-idINKCNOV10T3>
- GetDiversity. (2020). Diversity Report Schweiz 2020. Zürich.
- Goldin, C. (2015). Hours Flexibility and the Gender Gap in Pay. Retrieved from Center for American Progress: [https://scholar.harvard.edu/files/goldin/files/goldin\\_equalpay-cap.pdf](https://scholar.harvard.edu/files/goldin/files/goldin_equalpay-cap.pdf)
- Goller, I., & Laufer, T. (2018). Psychologische Sicherheit in Unternehmen. Köln: Springer Gabler.
- Johnson, S. K. (2017). Harvard Business Review. Retrieved from <https://hbr.org/2017/08/what-11-ceos-have-learned-about-championing-diversity>
- Kelan, E. (2016). Linchpin - men, middle managers and gender inclusive leadership. Cranfield Online Research Data (CORD). Journal contribution.
- Michel-Alder, E. (2018). Länger leben – anders arbeiten. Zürich: Orell Füssli.
- Miller, T. & Triana, M. (2009). Demographic Diversity in the Boardroom: Mediators of the Board Diversity-Firm Performance Relationship. *Journal of Management Studies*, 46(2), S. 755-786.
- Mohr, T. S. (2014). Why Women Don't Apply for Jobs Unless They're 100% Qualified. Retrieved from Harvard Business Review: <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified?trk=BU-pros-ebook-2019-genderreport>
- Moss Kanter, R. (1977). Some Effects of Proportions on Group Life: Skewed Sex Ratios and Responses to Token Women. *American Journal of Sociology*, S. 965-990.
- Müller, M. A., & Forrer, L. (2020). Keine Frauenquote, aber eine Erklärungspflicht. Retrieved from Neue Zürcher Zeitung: <https://www.nzz.ch/schweiz/geschlechterraichtwerte-im-neuen-aktienrecht-ld.1563715?reduced=true>
- Nentwich, J., Schambach, G., Steingruber, N. & Wyss, B. (2020). Leaders for Equality – Führungskräfte nutzen Chancen. Retrieved from UniSG: <https://opsy.unisg.ch/de/research/gender-and-diversity/leaders-for-equality>
- Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, pp. 1754-1774.
- OECD (2017). The Pursuit of Gender Equality: An Uphill Battle, OECD Publishing, Paris, <https://dx.doi.org/10.1787/9789264281318-en>.

PayScale. (2020). Does Pay Transparency Close The Gender Wage Gap? Retrieved from PayScale: <https://www.payscale.com/data/pay-transparency>

Raghavan, M., & Barocas, S. (2019). Challenges for mitigating bias in algorithmic hiring. Retrieved from Brookings: <https://www.brookings.edu/research/challenges-for-mitigating-bias-in-algorithmic-hiring/>

Sackmann, S. (2017). *Unternehmenskultur: Erkennen – Entwickeln – Verändern*. Wiesbaden: Springer Gabler.

Sander, G., & Hartmann, I. (2019). Diversity as Strategy. In H. Mensi-Klarbach, & A. Risberg, *Diversity in Organizations*. Basingstoke: Palgrave Macmillan international, pp. 183-21).

Schulte, B. (2015). Millennials want a work-life balance. Their bosses just don't get why. Retrieved from The Washington Post: [https://www.washingtonpost.com/local/millennials-want-a-work-life-balance-their-bosses-just-dont-get-why/2015/05/05/1859369e-f376-11e4-84a6-6d7c67c50db0\\_story.html](https://www.washingtonpost.com/local/millennials-want-a-work-life-balance-their-bosses-just-dont-get-why/2015/05/05/1859369e-f376-11e4-84a6-6d7c67c50db0_story.html)

Sczesny, S., Formanowicz, M., & Moser, F. (2016). Can Gender-Fair Language Reduce Gender Stereotyping and Discrimination? *Frontiers in Psychology*, 7.

Stahlberg, D., & Sczesny, S. (2001). Effekte des generischen Maskulinums und alternativer Sprachformen auf den gedanklichen Einbezug von Frauen. *Psychologische Rundschau*, 52(3), pp. 131-140.

Subašić, E., Hardacre, S., Elton, B., Branscombe, N. R., Ryan, M. K., & Reynolds, K. J. (2018). "We for She": Mobilising men and women to act in solidarity for gender equality. *Group Processes & Intergroup Relations*, 21(5), pp. 707-724.

Swissinfo. (2019, June 19). Parliament approves quotas for women on company boards. Retrieved from [https://www.swissinfo.ch/eng/minimum-representation\\_parliament-approves-quotas-for-women-on-company-boards/45042736](https://www.swissinfo.ch/eng/minimum-representation_parliament-approves-quotas-for-women-on-company-boards/45042736)

Terjesen, S., Sealy, R., & Singh, V. (2009). Women Directors on Corporate Boards: A Review and Research Agenda. *Corporate Governance*, 17(3), pp. 320-337.

The World Bank. (2019). *The Little Data Book on Gender: Online Tables*. Retrieved from World Bank: [https://databank.worldbank.org/widgets/reportwidget.html?Report\\_Name=The-Little-Data-Book-on-Gender-Online-Tables&Id=f3945d0c](https://databank.worldbank.org/widgets/reportwidget.html?Report_Name=The-Little-Data-Book-on-Gender-Online-Tables&Id=f3945d0c)

Thompson, A., & Wheatley, D. (2019). The Take-Up and Quality of Part-Time Work Among Men. In S. Nachmias, & V. Caven, *Inequality and Organizational Practice* (pp. 129-157). Cham: Palgrave Macmillan.

Tockey, D., & Ignatova, M. (2019). Gender Insights Report: How women find jobs differently. LinkedIn.

Tulshyan, R. (2019). How to Reduce Personal Bias When Hiring. Retrieved from Harvard Business Review: <https://hbr.org/2019/06/how-to-reduce-personal-bias-when-hiring>

van Osch, Y., & Schaveling, J. (2020). The Effects of Part-Time Employment and Gender on Organizational Career Growth. *Journal of Career Development*, 47(3), pp. 328-343.

Virick, M., & Greer, C. R. (2012). Gender Diversity in Leadership Succession: Preparing for the Future. *Human Resource Management*, 51(4), pp. 575-600.

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, pp. 395-404.

Women's Empowerment Principles. (2020). Levelling the playing field for women in the workplace - Case Study BBVA. Retrieved from WEP: <https://www.weps.org/sites/default/files/2020-06/CASE%20STUDY%20-%20BBVA%20%28FINAL%29.pdf>

Xu, Y. (2008). Gender Disparity in STEM Disciplines: A Study of Faculty Attrition and Turnover Intentions. *Research in Higher Education*, 49(7), pp. 607-624.

## 11. Credits

Release: September 10, 2020

### Commissioned by

#### **Alkistis Petropaki**

General Manager Advance  
Advance - Gender Equality in Business  
alkistis.petropaki@weadvance.ch  
[www.weadvance.ch](http://www.weadvance.ch)

#### **Alexandra Rutsch**

Communication Manager & Project Lead  
alexandra.rutsch@weadvance.ch

#### **Faye Witteveen**

Program Manager & Best Practices Lead  
faye.witteveen@weadvance.ch

### Visual illustrations & layout

#### **Sandra Medeiros**

Art Direction, Illustration  
[www.wildfactory.ch](http://www.wildfactory.ch)

### Research

#### **Prof. Dr. Gudrun Sander**

Director Competence Centre for  
Diversity & Inclusion (CCDI)  
Research Institute for International  
Management, University of St.Gallen  
gudrun.sander@unisg.ch  
[www.ccdi-unisg.ch](http://www.ccdi-unisg.ch),  
[www.diversitybenchmarking.ch](http://www.diversitybenchmarking.ch)

#### **Dr. Ines Hartmann**

Senior Project Manager CCDI  
ines.hartmann@unisg.ch

#### **Dr. Nora Keller**

Project Manager CCDI  
nora.keller@unisg.ch

