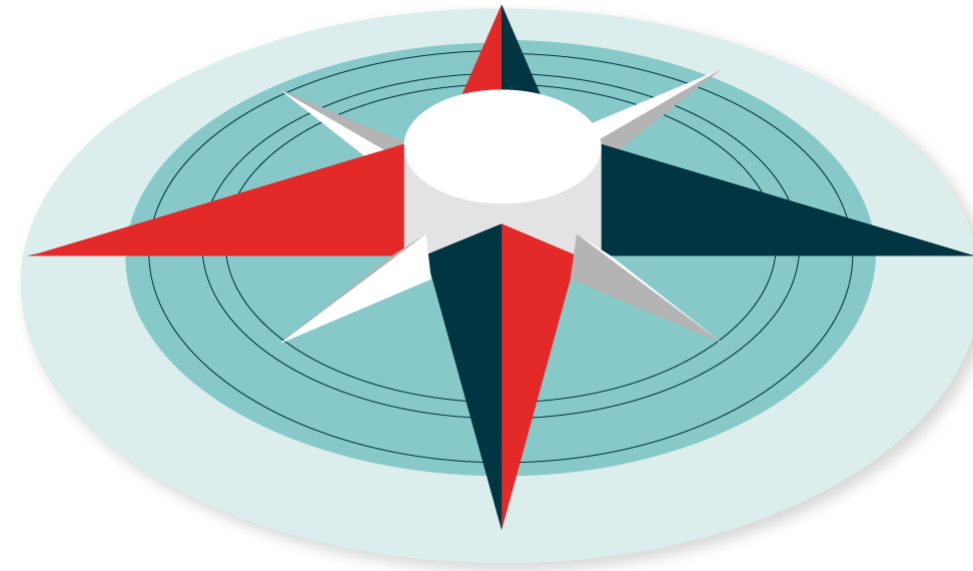


WELCOME

TO THE PREMIÈRE OF THE

GENDER INTELLIGENCE REPORT 2023



WHAT IF ...

GENDER EQUALITY WAS AN ANSWER TO THE SKILLS SHORTAGE?



THE REPORT IS PRESENTED TO YOU BY:



Alkistis Petropaki
General Manager
Advance



Dr. Ines Hartmann
Co-Director
CCDI-HSG

UNIQUE DATA SET FOR SWITZERLAND



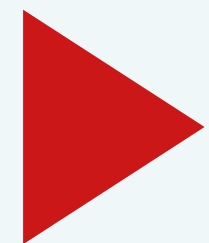
100+

Swiss companies & organizations



400,000

anonymized employee HR data



137,000

employees in management positions

WELCOME NOTE

THIS EVENT WAS KINDLY HOSTED BY SUNRISE



A big warm thank you
to Sunrise for hosting
this unique event!

André Krause
CEO Sunrise

AGENDA

Part 1

How gender-equal is Swiss business today

The most important facts & figures

Facts about the skills shortage in the labor market

Implications for employers

Exploring potentials for real change

with a view on equity win-wins

Part 2

New Best Practices

Presented by company representatives

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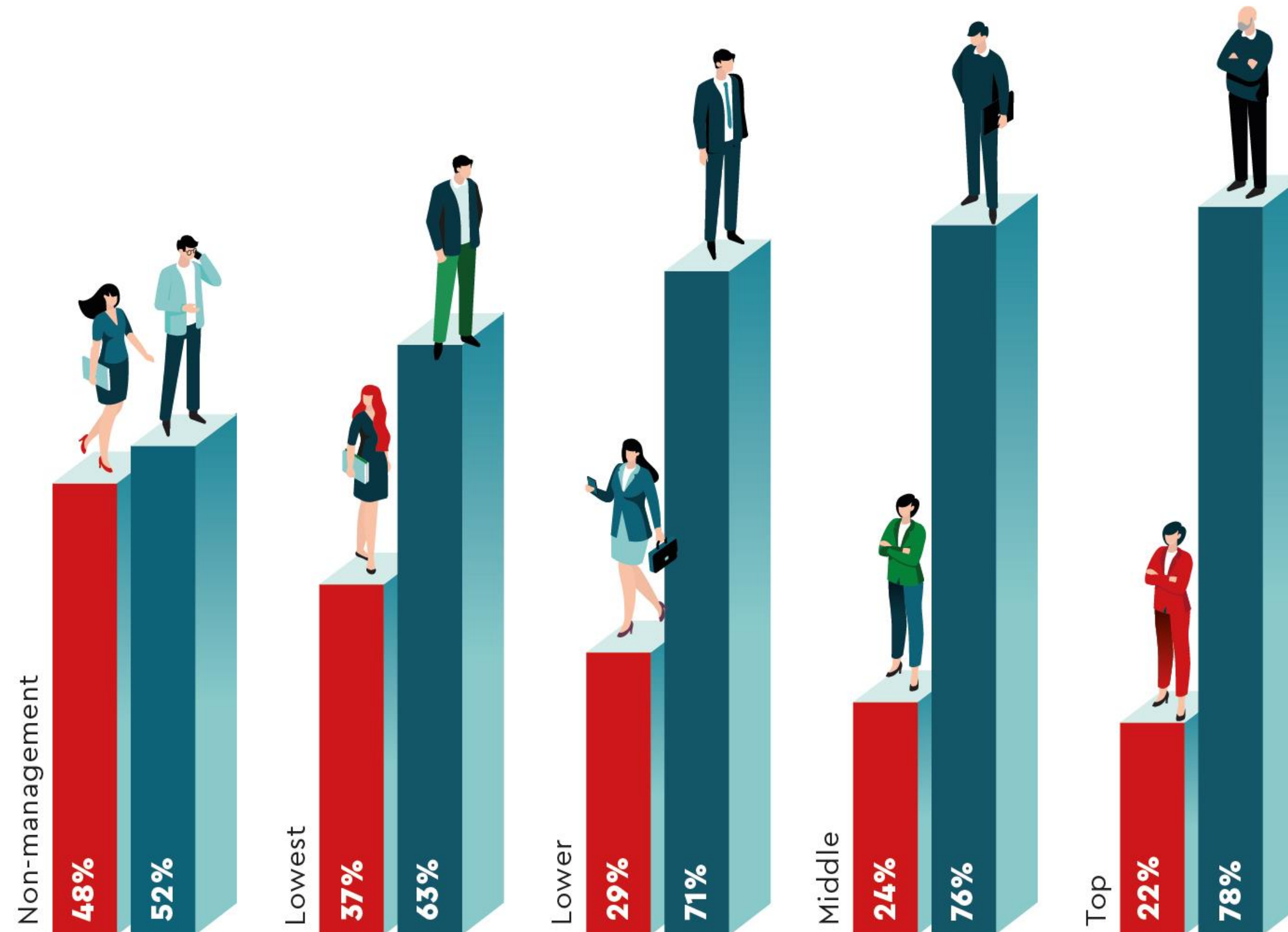
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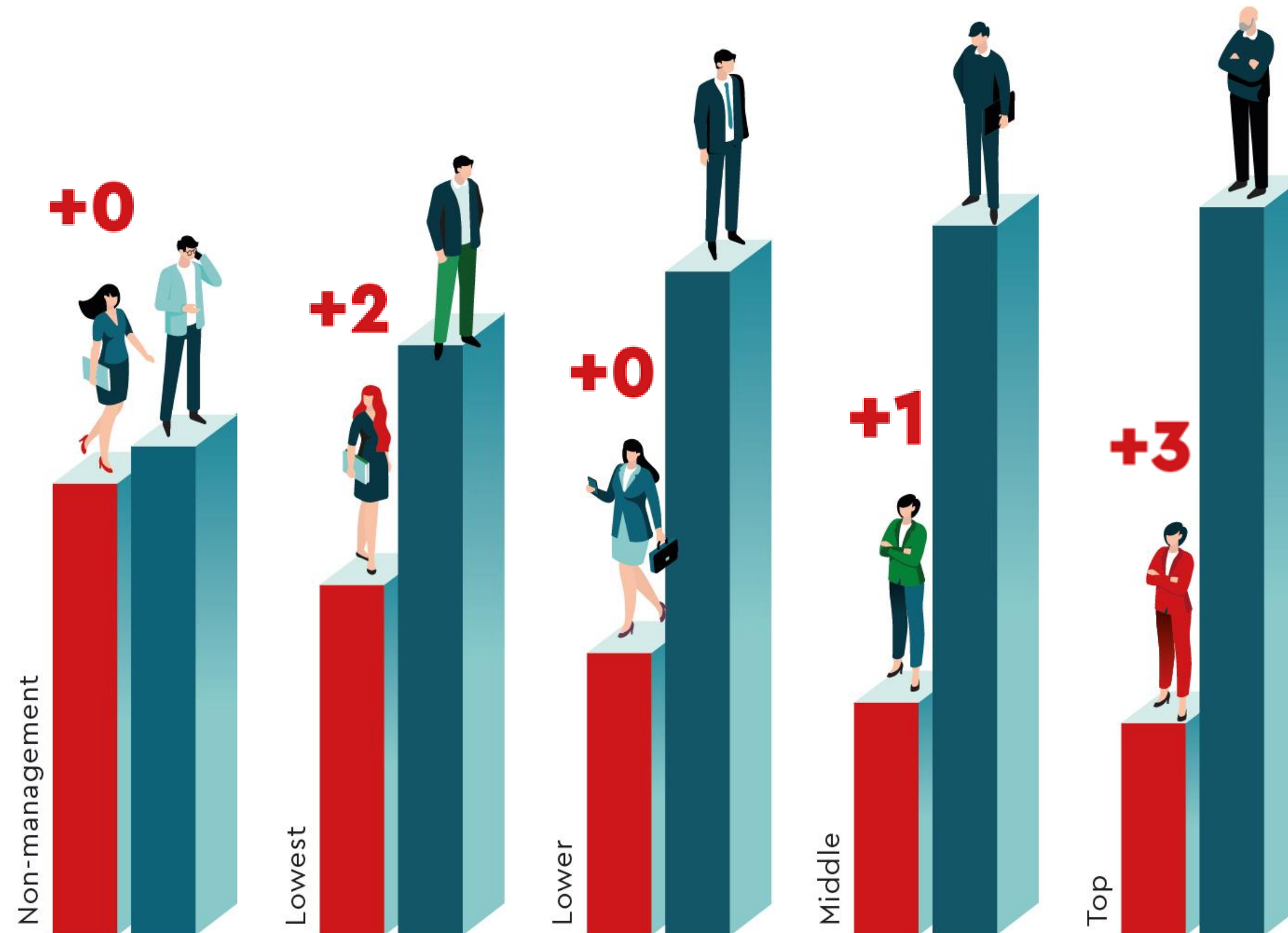
IT'S (STILL) A MEN'S WORLD

Gender representation
by management level



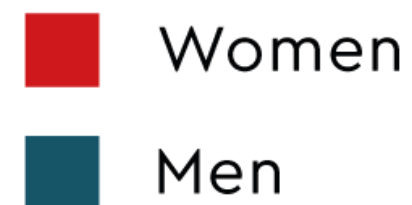
WE MOVE AT A SNAIL'S PACE

Gender representation
by management level –
progress 2022-2023

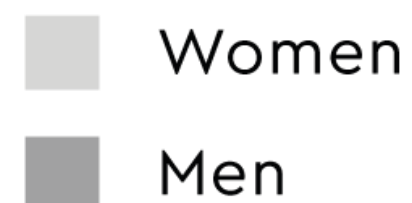


ADVANCE MEMBERS WITH BETTER RESULTS

Advance member
companies



Non-member
companies



**Advance member companies
vs. non-member companies**

Top management



Middle management



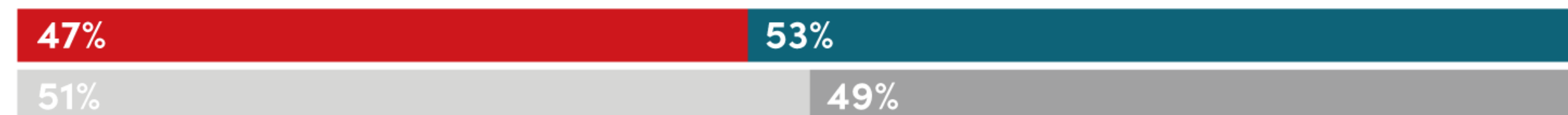
Lower management



Lowest management

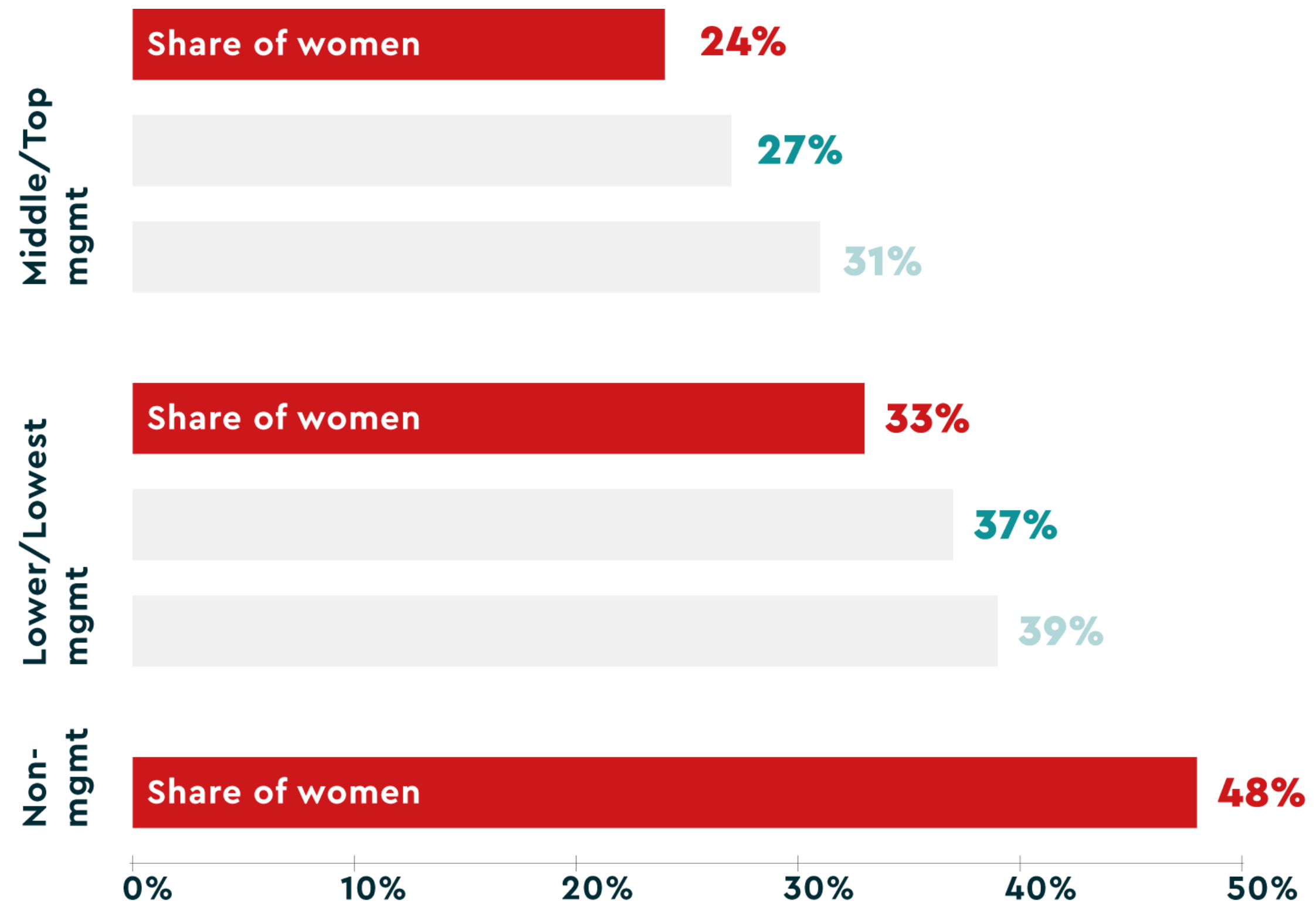


Non-management



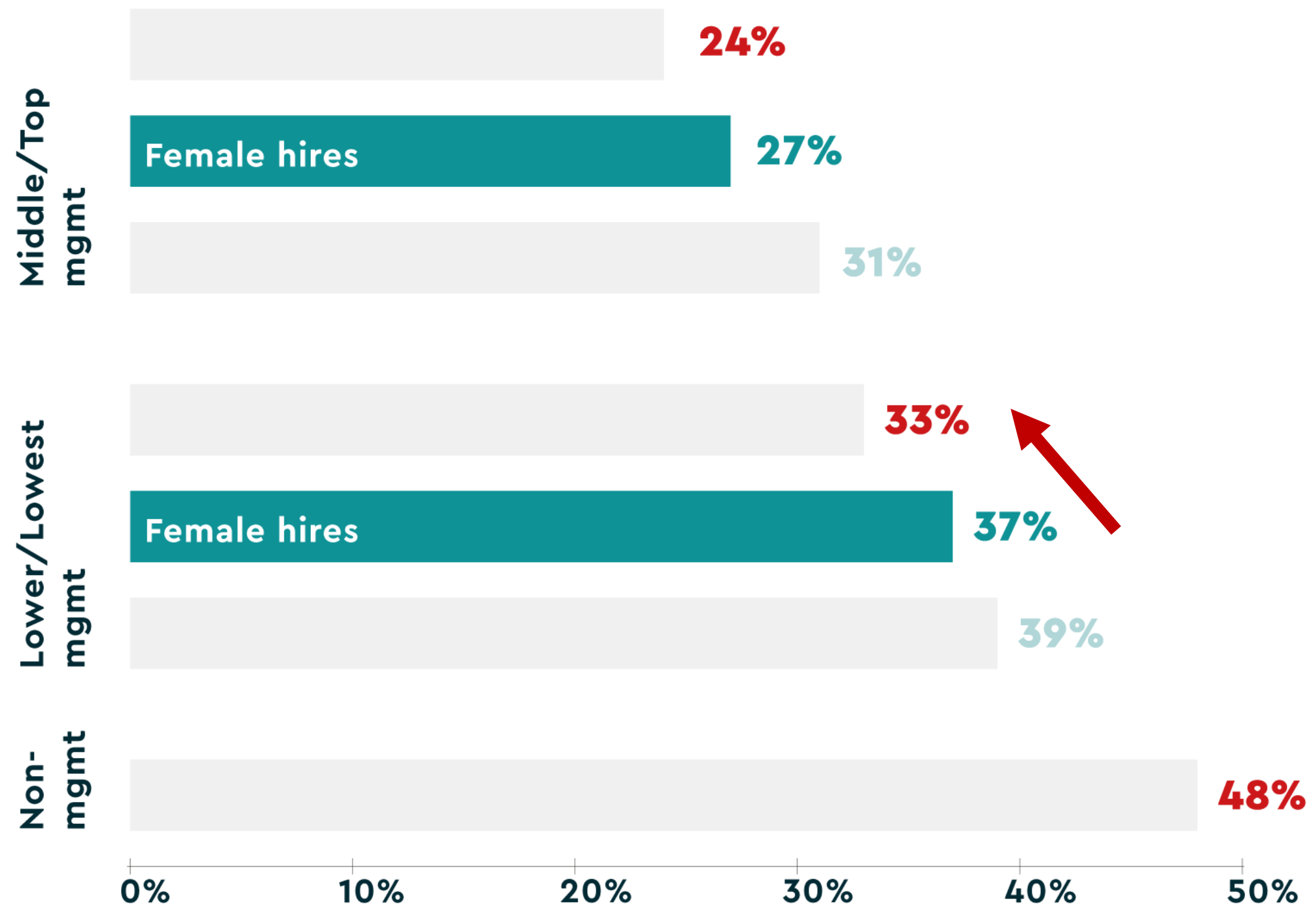
FEMALE REPRESENTATION – BOTTOM TO TOP

Female talent pipeline -
representation

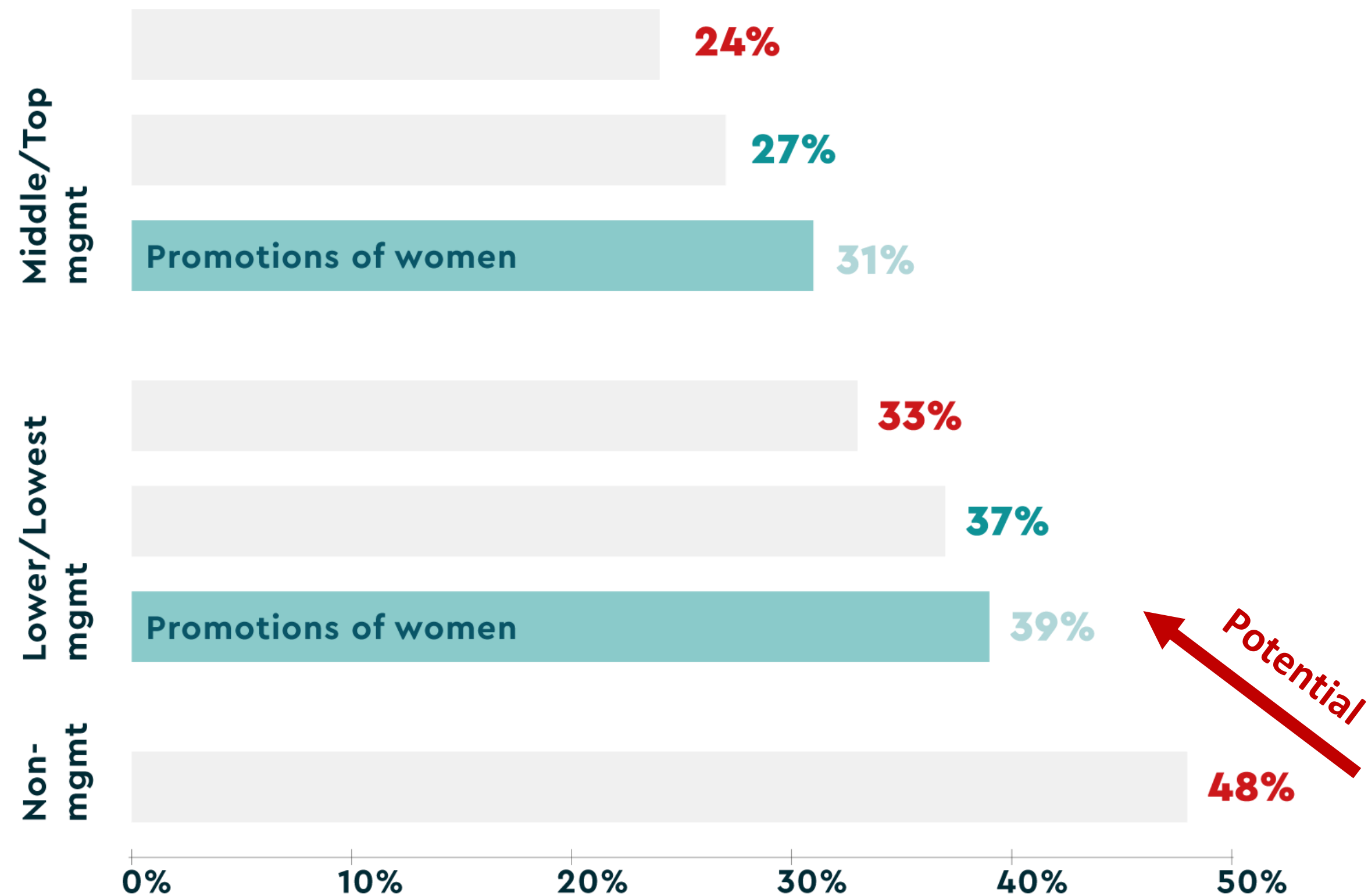


THE PIPELINE – HIRES

Female talent pipeline - hires



THE PIPELINE – PROMOTIONS

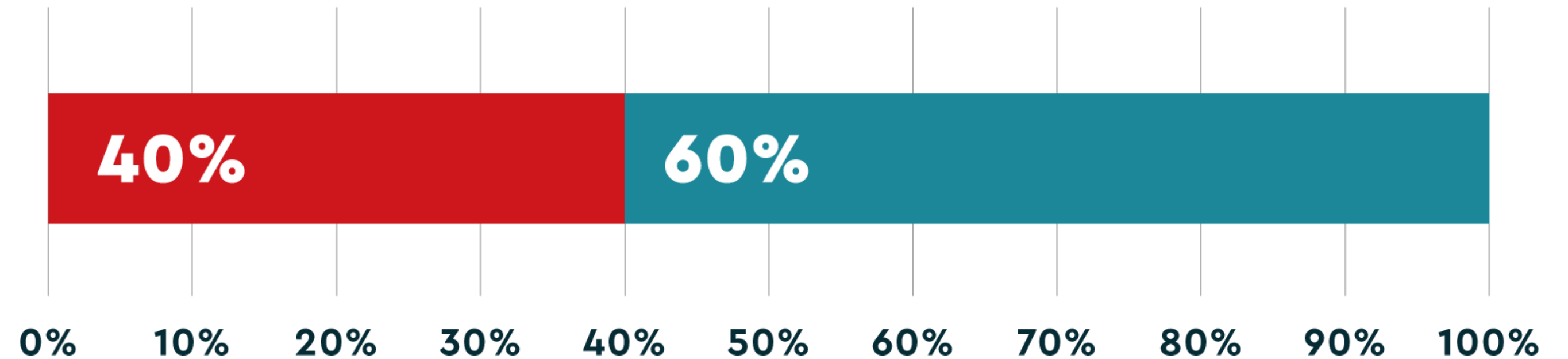


Female talent pipeline - promotions

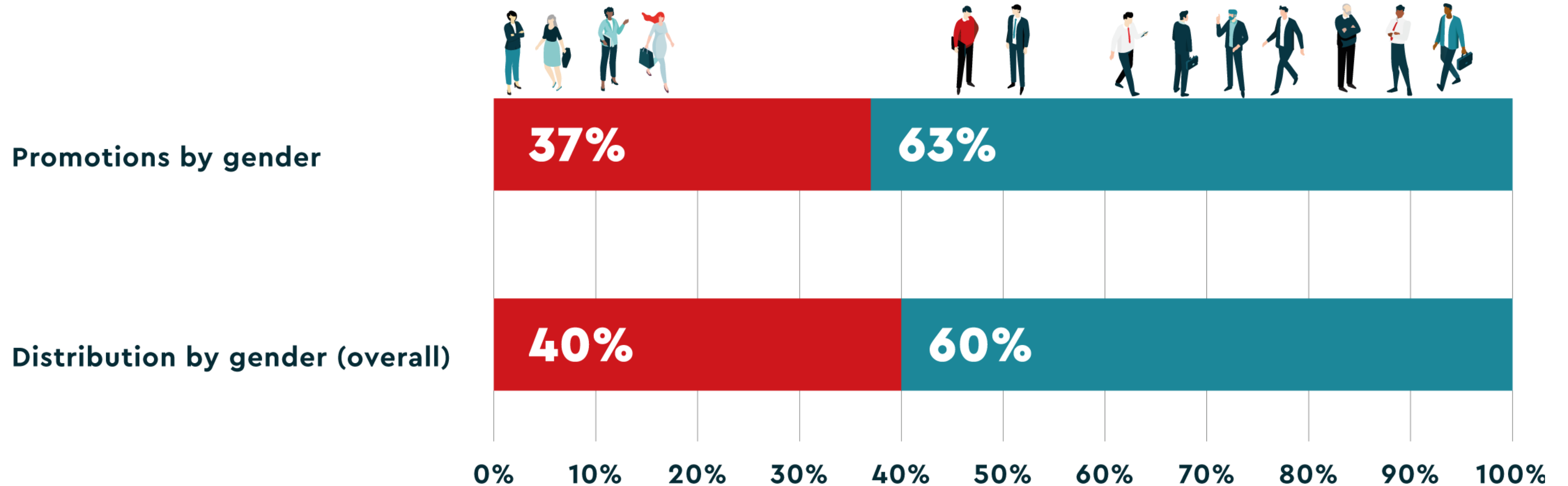
TRUE OR FALSE?

“Being a man,
it’s impossible to be
promoted today...”

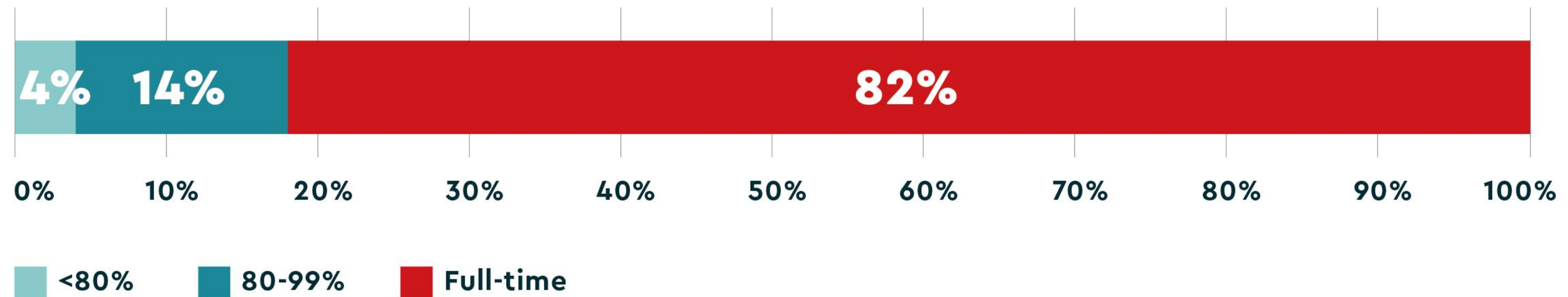
Distribution by gender (overall)



MEN ARE (STILL) PROMOTED MORE

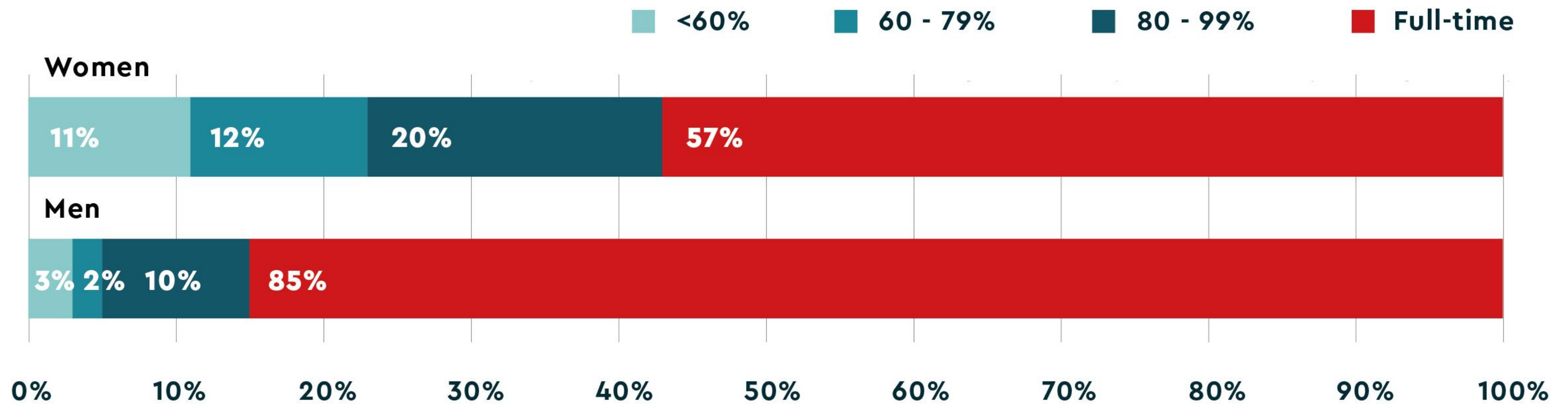


YOU NEED TO WORK (NEAR) FULL-TIME TO BE PROMOTED



Promotions by employment percentage

STICKY PATTERNS WHEN IT COMES TO PART-TIME



Employment percentage by gender

WE LIVE AND WORK BY THE **NORMS OF 50 YEARS AGO**



AGENDA

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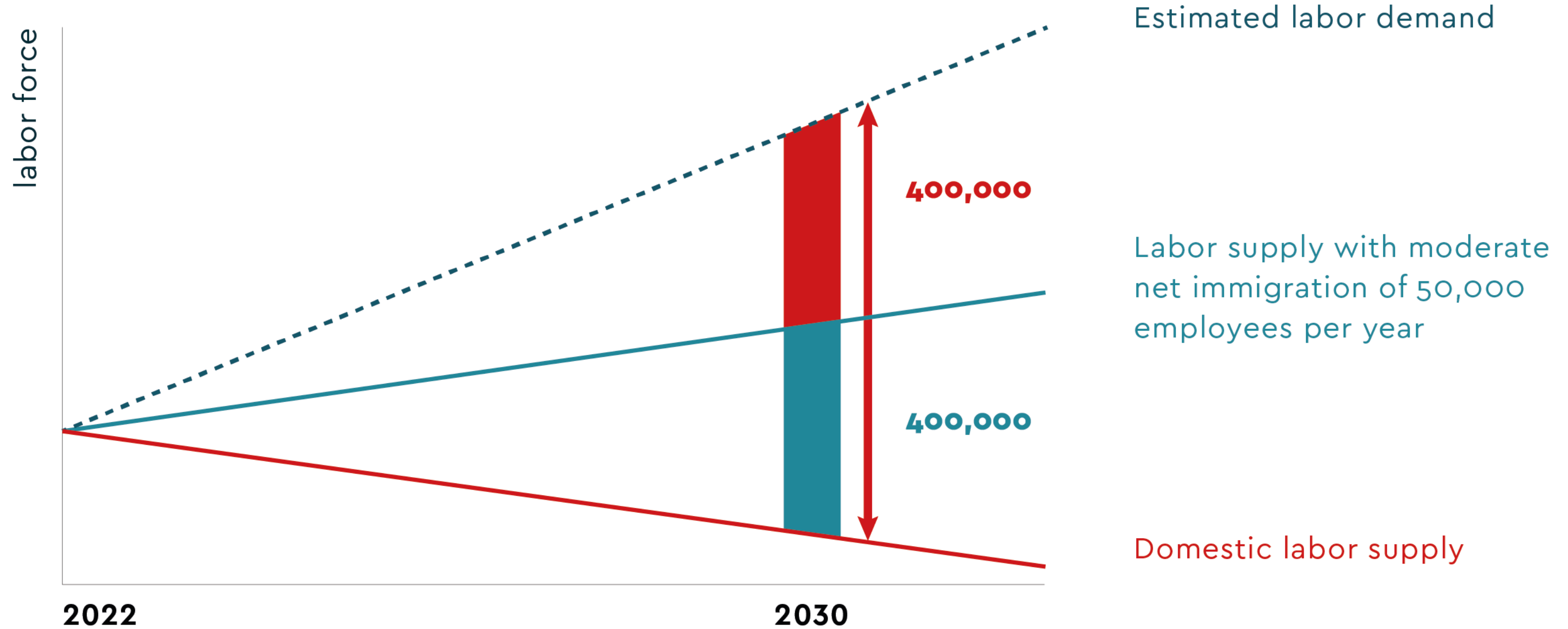
Facts about the skills shortage in the labor market
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with a view on equity win-wins

Part 2

New Best Practices
Presented by company representatives

UP TO 800'000 EMPLOYEES COULD BE MISSING BY 2023

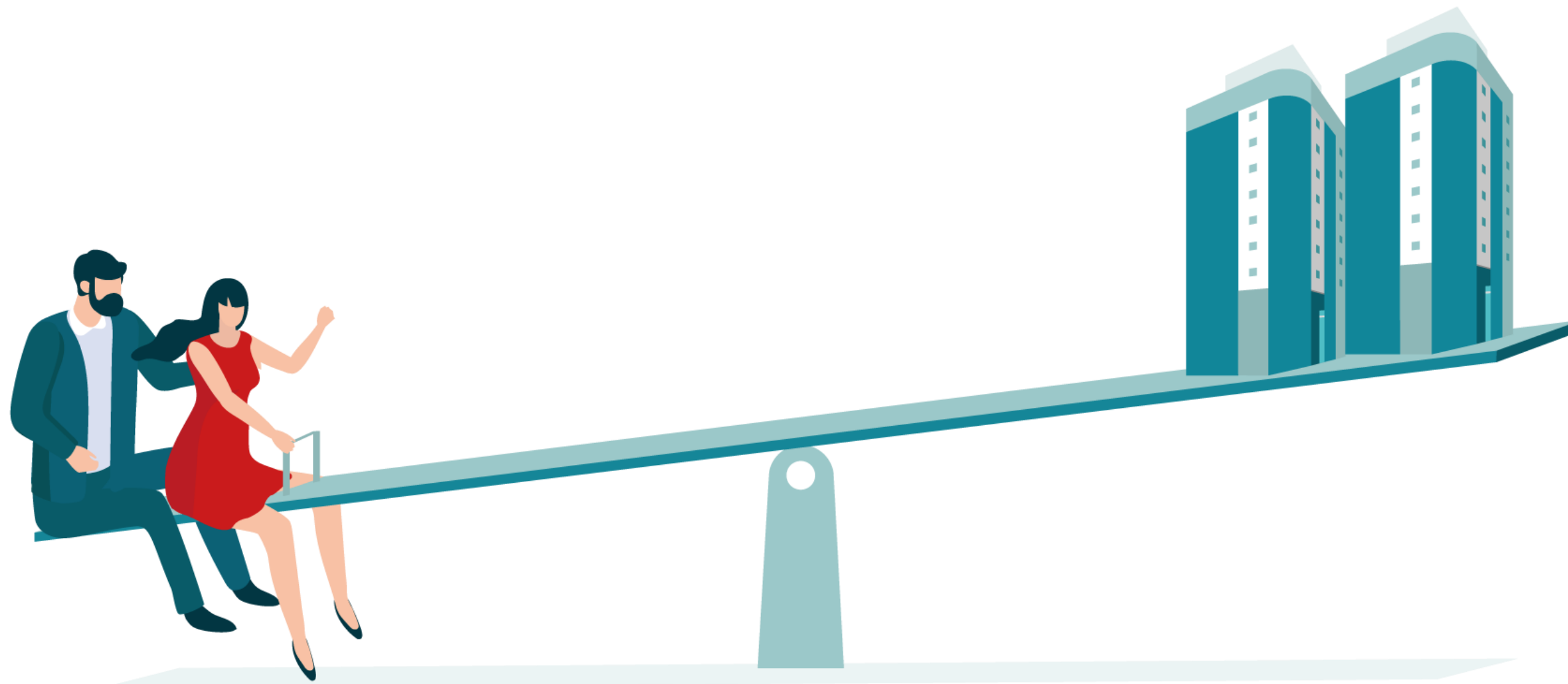


2022

2030

Estimated labor demand and supply by 2030

POWER IS SHIFTING TOWARDS EMPLOYEES

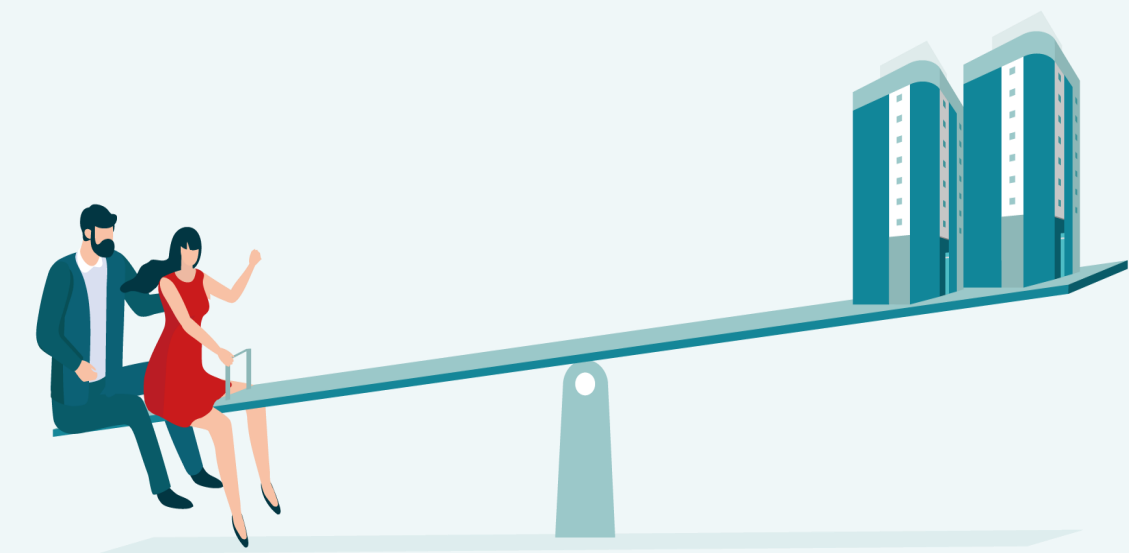


EMPLOYEES' DEMANDS & NEEDS CHANGE

- ▶ Flexible working hours
- ▶ Remote work
- ▶ Sabbaticals or opportunity to take unpaid leave
- ▶ Part-time

But also:

- ▶ Trust
- ▶ Autonomy
- ▶ Psychological safety



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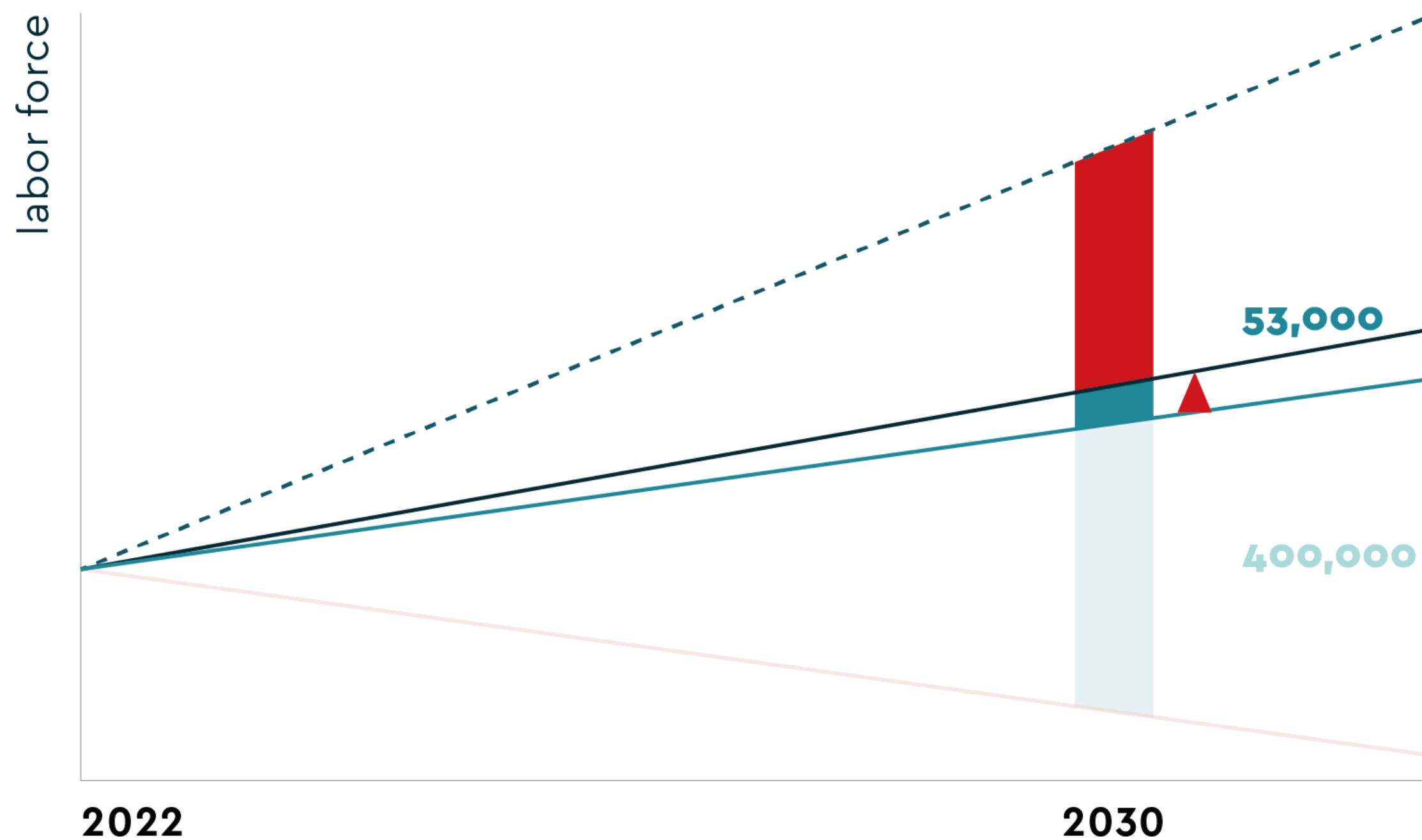
Facts about the skills shortage in the labor market
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WHAT IF ... WE COULD GAIN **53,000 FTEs**?



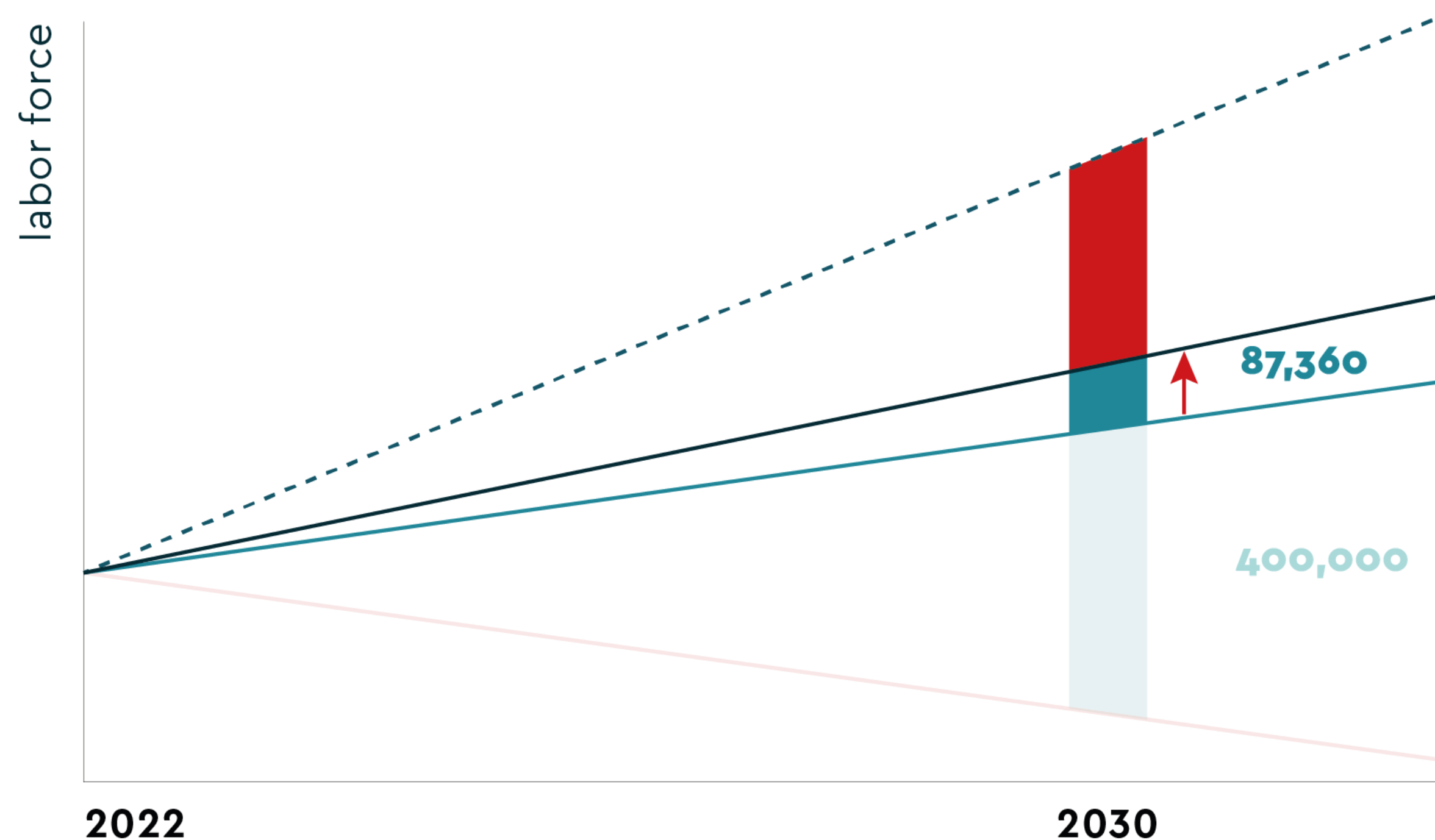
If companies were able to better retain mothers

RETAINING **MOTHERS** IN THE LABOR MARKET MEANS ...

 **Pro-active career return planning**

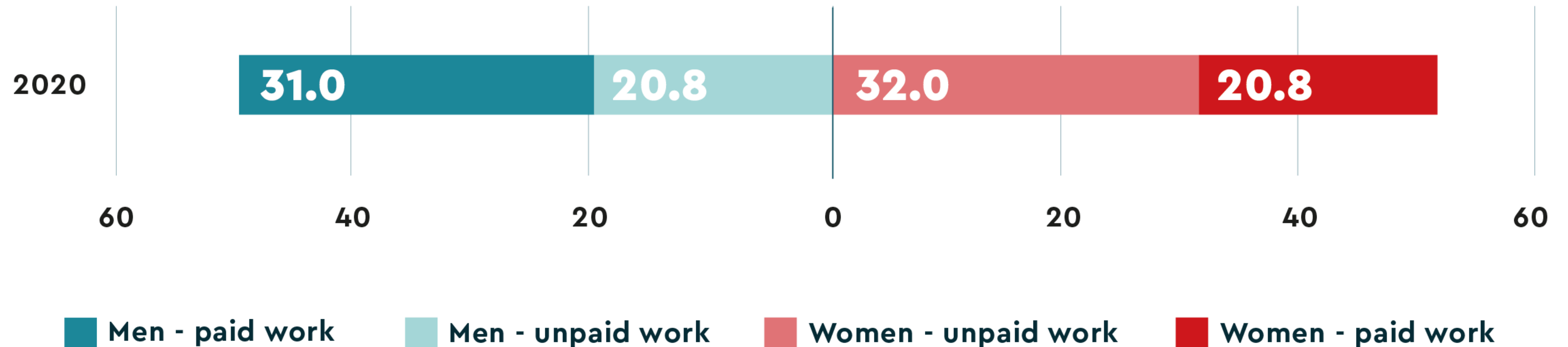
 **Information on impact of career breaks**

WHAT IF ... WE COULD GAIN 87,000 FTEs?



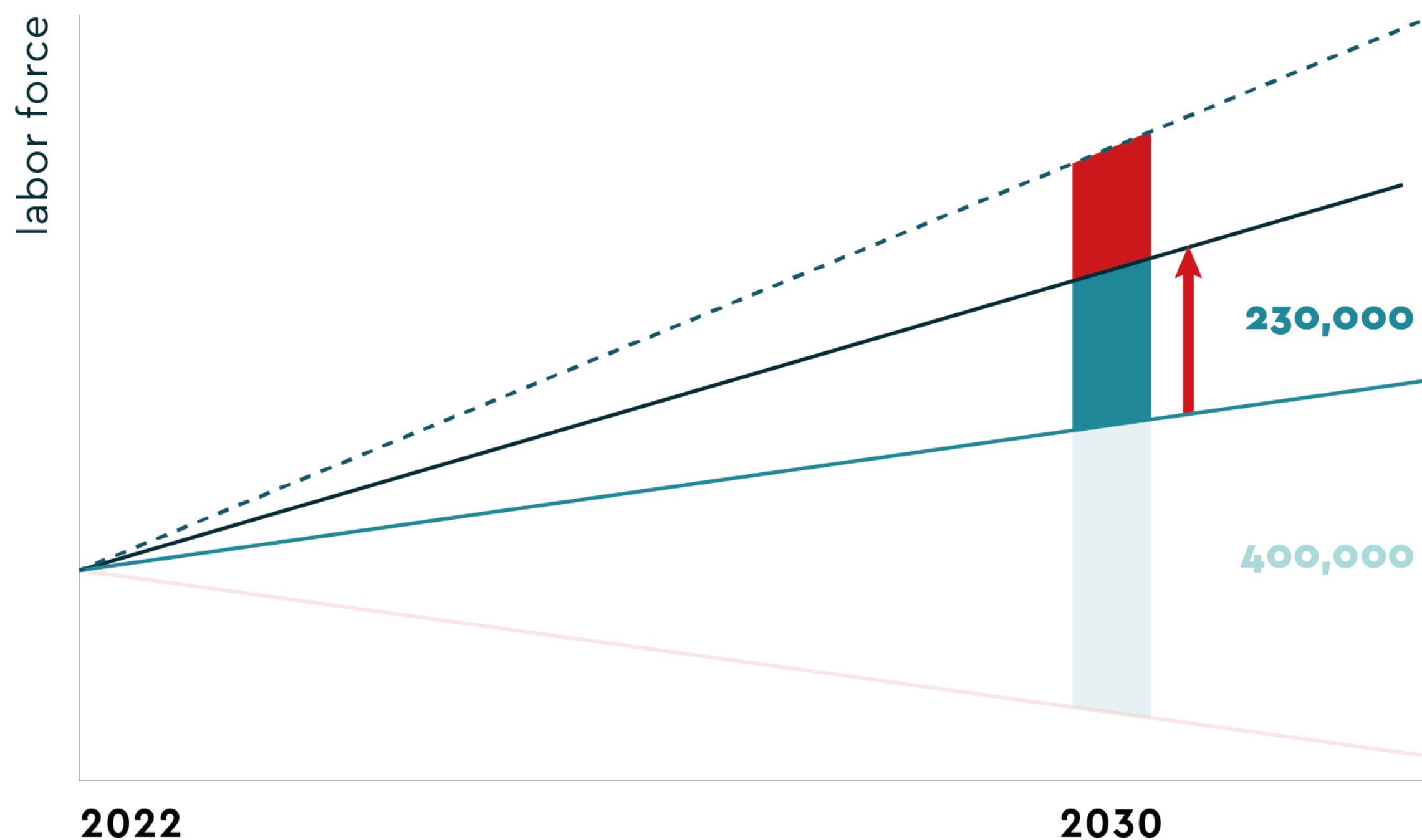
If everyone worked 85%

WOMEN AND MEN WORK THE SAME AMOUNT OF HOURS



Time spent for paid and unpaid work
by gender 2020 (FSO, 2022)

WHAT IF ... WE COULD GAIN **230,000 FTEs**?

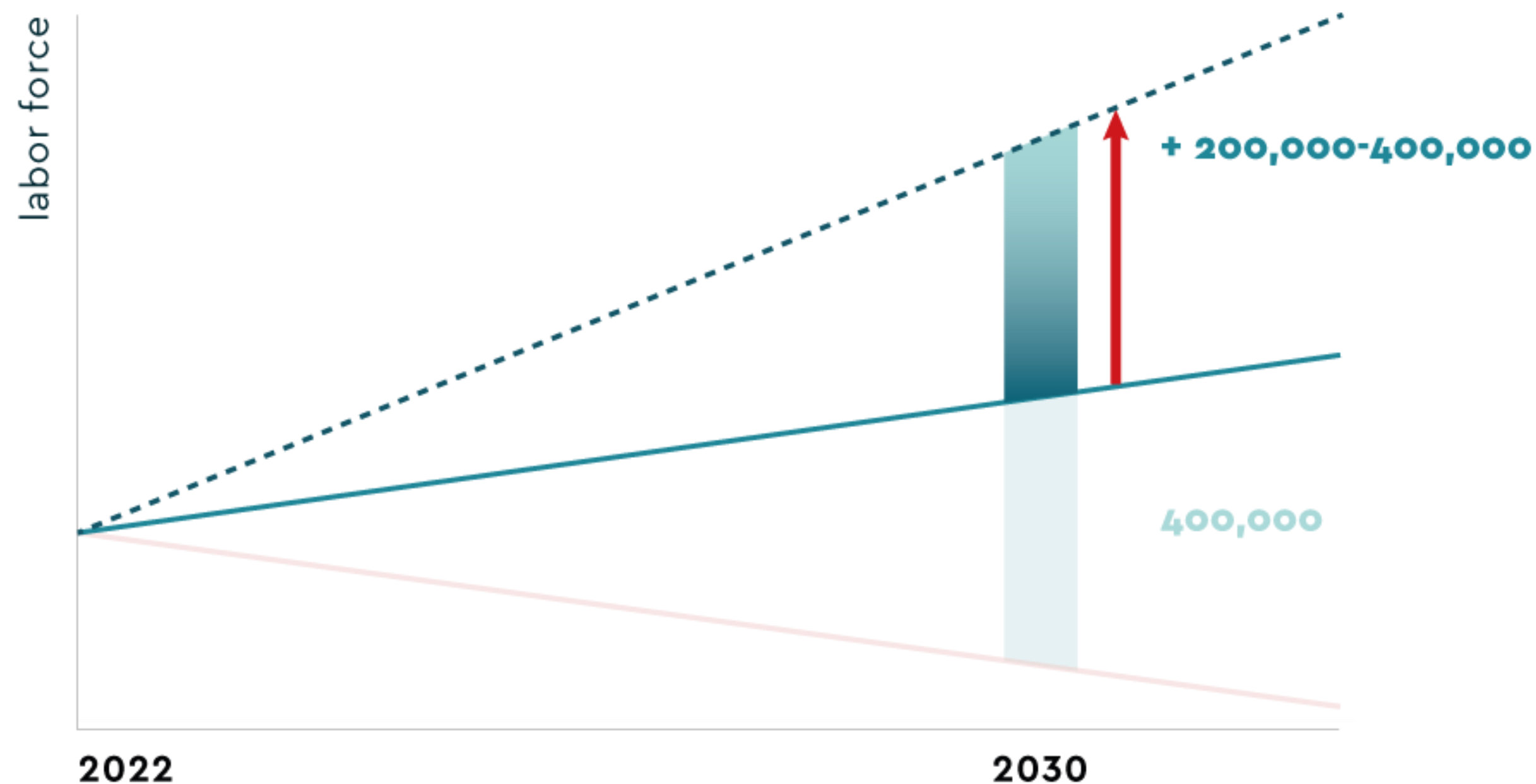


If we split
unpaid work equally

EQUALIZING PAID AND UNPAID WORK MEANS ...

- ▶ **Treating fathers as parents
and mothers as career women**
- ▶ **Incentivizing men to take parental leave**

WHAT IF ... WE COULD GAIN 200,000 FTEs?



If we implemented
flex work and trust-
based, inclusive
leadership

INCREASING PRODUCTIVITY VIA FLEX-WORK AND TRUST-BASED LEADERSHIP MEANS ...

 **Inclusive, trusting leaders**

 **Empowered employees**

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YOUR MONDAY MORNING **ACTIONS**

- ▶ **Check your returners**
- ▶ **Calculate the average employment rate by gender**
- ▶ **Run a temperature check: How psychologically safe does your team actually feel?**

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DISCOVER NEW BEST PRACTICES



**Learn from
what works!**

PLEASE WELCOME ON STAGE



Faye Witteveen
Program Manager Advance

BEST PRACTICES AGENDA

Part 2

Re-balancing Work and Life for All Genders

Migros Group

New Work through Flexibility and Family Friendliness

NatWest Services (Switzerland)

Targeted Female Sponsorship Grows Tech Leadership

Syngenta

From Career Break to Breakthrough

Swiss Re on behalf of the Advance A-Team



FLEXIBILITY FOR ALL GENDERS

REVOLUTIONIZING THE WORKPLACE WITH WORK-LIFE INTEGRATION

Discover Migros' commitment to work-life integration, based on part-time positions, hybrid work models, and leadership support.

www.advance-hsg-report.ch

Best Practice by Migros Group

MIGROS
Group

FLEXIBILITY FOR ALL GENDERS

Best Practice by Migros Group
Huge **thanks** to the authors!



Barbara Danzl

Head HR Project and
Transformation Management
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Isabelle Hauser

Diversity, Equity & Inclusion
and Employee Engagement
Manager Migros Group

AND LIVE ON STAGE TODAY!



Barbara Danzi

Head HR Project &
Transformation Management
Migros Group

SUCCESS DRIVERS @ MIGROS GROUP

**Normalize flexible working
for all genders**

**Advertise jobs at 60-100% in areas
where women are underrepresented**

Put women in roles with power



NEW WORK

GENDER-BALANCED ENVIRONMENT: FLEXIBILITY AND FAMILY FRIENDLINESS

Championing working families through comprehensive initiatives such as Partner Leave, Phase-Back Program, and a Remote First approach.

www.advance-hsg-report.ch

Best Practice by
NatWest Services

GENDER-BALANCED ENVIRONMENT: FLEXIBILITY AND FAMILY FRIENDLINESS

Best Practice by NatWest Services (Switzerland) Ltd
Huge **thanks** to the authors!



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(Switzerland) Ltd



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Head General Services
NatWest Services Ltd

AND LIVE ON STAGE TODAY!

Lukas Fries

Managing Director
Financial Planning & Investments Domain
Natwest Services



SUCCESS DRIVERS @ NATWEST SERVICES

**Consider Partner leave
to equalize family responsibilities**

**Implement flexible maternity
return programs**

Trust your employees



FEMALE TECH LEADERS

TARGETED FEMALE SPONSORSHIP GROWS TECH LEADERSHIP

Building a solid pipeline of female tech leaders within the company and the industry through tailored connections and tangible career advancements.

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Best Practice by Syngenta

TARGETED FEMALE SPONSORSHIP GROWS TECH LEADERSHIP

Best Practice by Syngenta
Huge **thanks** to the authors!



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AND LIVE ON STAGE TODAY!



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Head Commercial IT
Syngenta



Vivian Secco

Production & Supply
IT Planning Lead
Syngenta

SUCCESS DRIVERS @ SYNGENTA

| **Sponsorship needs
leadership accountability**

| **Sponsorship = visibility, NOT upskilling**

| **Really understand the target group
and their aspirations**



**“Assume women are capable
and competent.
Then, stop assuming!”**

From 'Good Guys - How Men Can Be Better Allies for Women in the Workplace',
David G. Smith & W. Brad Johnson, Harvard Business Review Press, 2020

DISCOVER THE ADVANCE RETURNSHIP GUIDE!



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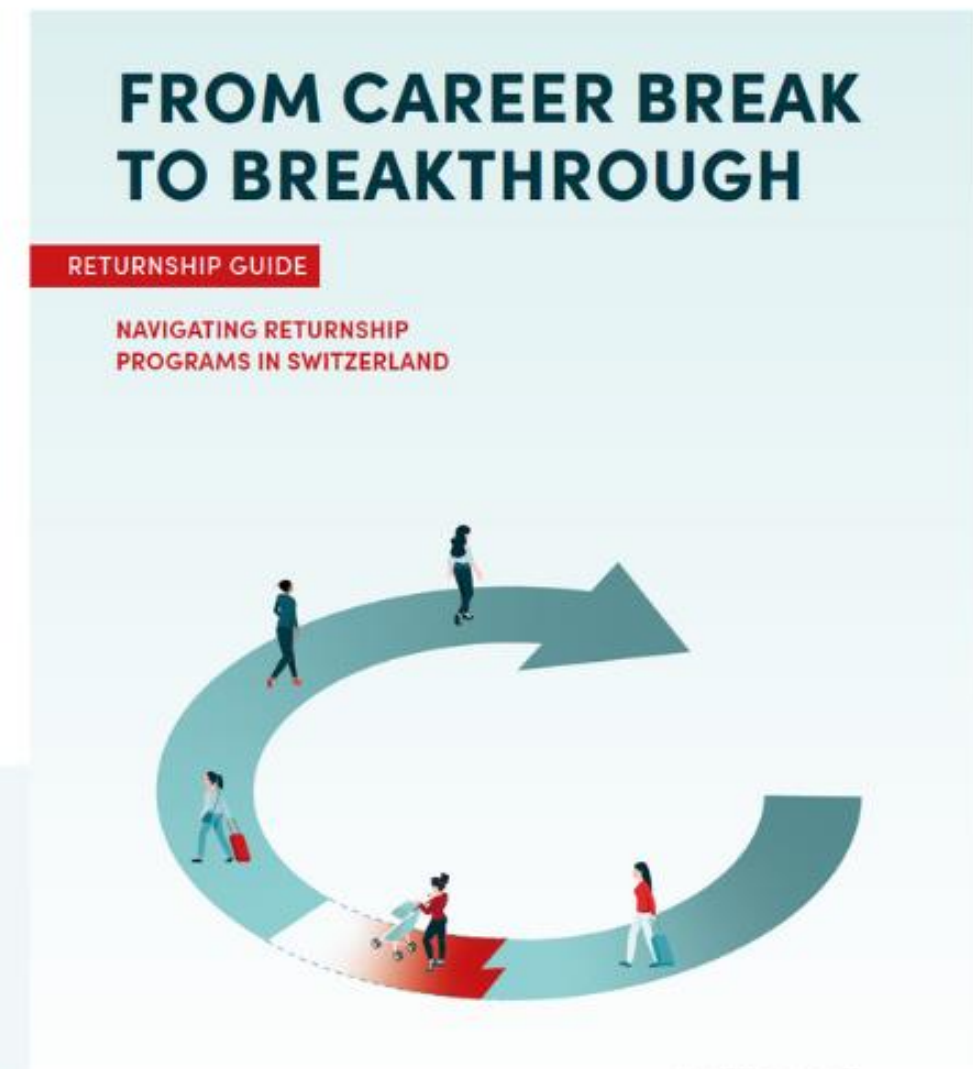
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Straumann Group



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Estée Lauder Companies Inc.



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Huge **thanks** to the authors – the Advance A-Team!

AND LIVE ON STAGE TODAY! FROM CAREER BREAK TO **BREAKTHROUGH**



Bongwiwe Mncube

Diversity, Equity & Inclusion Lead
Swiss Re

SUCCESS DRIVERS FOR RETURNSHIPS

| Tap into the motivation and valuable skills of returning parents

| Find the career re-entry initiative that is a win-win

| Make it happen at scale - 55% of women are willing to come back

DOWNLOAD THE RETURNSHIP GUIDE!

FROM CAREER BREAK TO BREAKTHROUGH

RETURNSHIP GUIDE

NAVIGATING RETURNSHIP
PROGRAMS IN SWITZERLAND



www.Advance-Returnship-Guide-2023.pdf
[\(advance-hsg-report.ch\)](http://advance-hsg-report.ch)

EXPLORE ALL OUR NEW BEST PRACTICES



**Learn from
what works!**



BREAKING BOUNDARIES

SHAPING THE FUTURE WITH GENDER-NEUTRAL PARENTAL LEAVE

Discover how ABB fosters a gender-balanced and inclusive environment, breaking boundaries and paving the way for working families to thrive.

www.advance-hsg-report.ch

Best Practice by ABB



SHAPING THE FUTURE WITH GENDER-NEUTRAL PARENTAL LEAVE

Best Practice by ABB
Huge **thanks** to the authors!



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Country HR Manager
ABB Switzerland



Vera Keller

D&I Representative
ABB Switzerland



FROM STIGMA TO SUCCESS

THE “EMBARK” RETURNSHIP PROGRAM – A TRANSFORMATIVE JOURNEY

Witness the normalization of career breaks, bridging the gender gap, and unlocking individuals' full potential, reshaping the future of work.

www.advance-hsg-report.ch

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 **accenture**

THE “EMBARK” RETURNSHIP PROGRAM - A TRANSFORMATIVE JOURNEY

Best Practice by Accenture
Huge **thanks** to the authors!



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Strategy & Consulting
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Co-Lead at Accenture

How to make flexible working work?

FLEX WORKING

GETTING CLIENTS ON BOARD WITH A TRANSFORMATIVE APPROACH

Discover how EY is leading a paradigm shift in the workplace by embracing flexible working arrangements.

www.advance-hsg-report.ch

Best Practice by EY

GETTING CLIENTS ON BOARD WITH A TRANSFORMATIVE APPROACH

Best Practice by EY
Huge **thanks** to the author!



Margit Vunder

Diversity Equity & Inclusion
(DE&I) Program Lead,
Associate Director EY



THRIVING IN WORK AND LIFE

COMMITTED TO EMPOWERING EMPLOYEES THROUGH FLEXIBILITY

Experience KPMG's diverse initiatives challenging traditional norms and supporting new parents, fostering a thriving workplace for all.

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COMMITTED TO EMPOWERING EMPLOYEES THROUGH FLEXIBILITY

Best Practice by KPMG

Huge **thanks** to the authors!



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Project Lead KPMG



Maike Heller

Manager Human Resources
Inclusion & Diversity Project
Member KPMG



WOMEN LEADERS

EMPOWERING WOMEN LEADERS OF TOMORROW

Unveil MSD Switzerland's Women's Network Leadership Academy, revolutionizing the path to gender parity.

www.advance-hsg-report.ch

Best Practice by MSD
(Merck Sharp Dohme)

EMPOWERING WOMEN LEADERS OF TOMORROW

Best Practice by MSD Switzerland (Merck, Sharp & Dohme)
Huge **thanks** to the author!



Alice Reiner

Director, Strategic Initiatives and Operations & Women's
Network Global Talent & Development Co-Lead
MSD Switzerland



INCLUSIVE CULTURE

ENABLING LEADERS TO DRIVE AN INCLUSIVE CULTURE

Learn how Swiss Re is enabling leaders to incorporate inclusion into daily practice and to foster an inclusive environment where everyone feels valued.

www.advance-hsg-report.ch

Best Practice by SwissRe

ENABLING LEADERS TO DRIVE AN INCLUSIVE CULTURE

Best Practice by Swiss Re
Huge **thanks** to the authors!



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Swiss Re



Lorenzo Weber

Global DEI Consultant,
Vice President Group
Human Resources Swiss Re



FINANCIAL SAVVINESS

INCREASING WOMEN'S FINANCIAL SAVVINESS AND BOOSTING CONFIDENCE

Unlock financial savviness with Zurich Insurance as they empower women to enhance their financial knowledge and skills.

www.advance-hsg-report.ch

Best Practice
by Zurich Insurance

INCREASING WOMEN'S FINANCIAL SAVVINESS AND BOOSTING CONFIDENCE

Best Practice by Zurich Insurance Company
Huge **thanks** to the authors!



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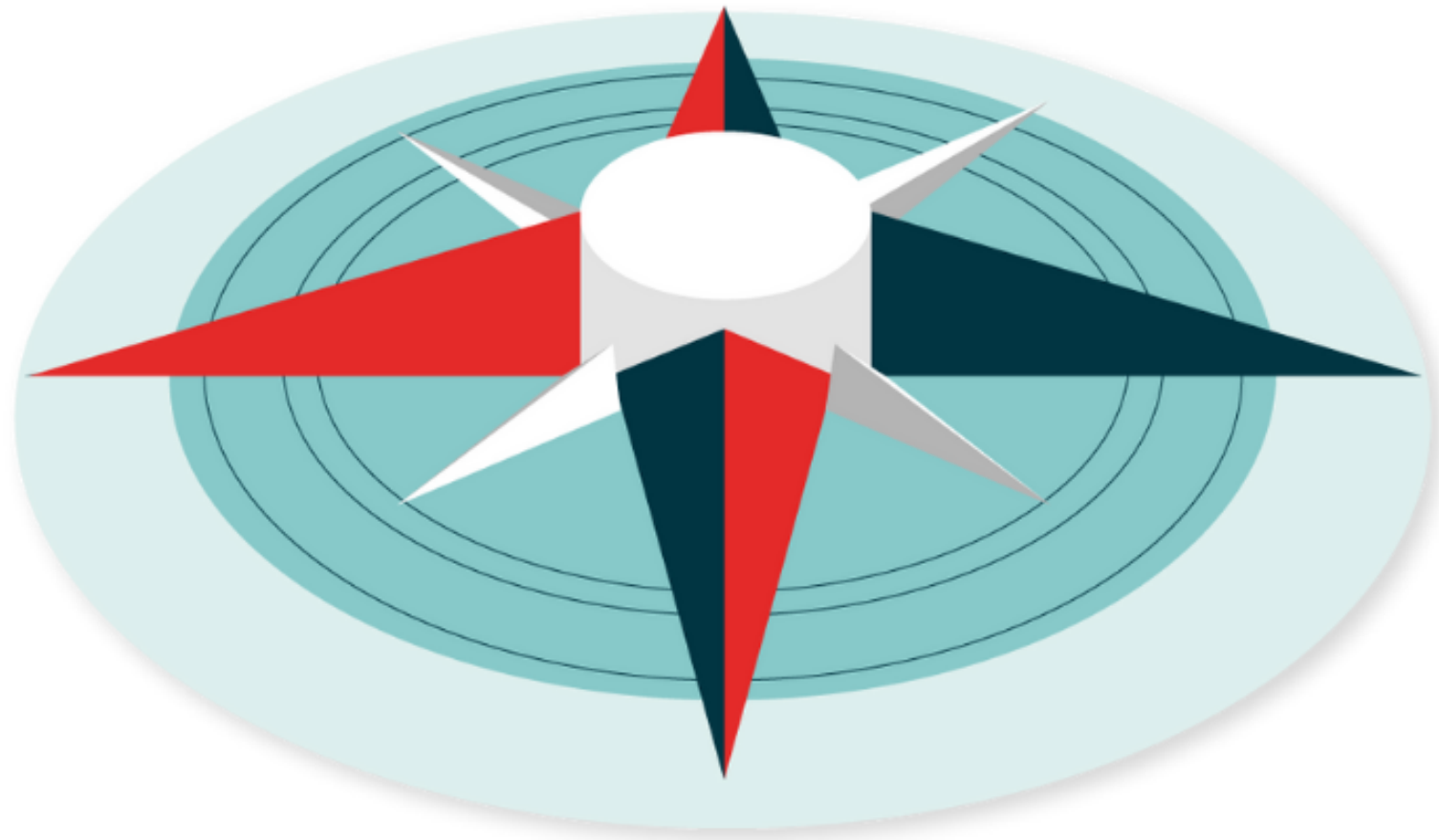


Nicole Niedermann
Member of CCDI Management Team



Konstantina Nani
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ABOUT THE GENDER INTELLIGENCE REPORT



This scientific report is a collaboration between Advance and the Competence Centre for Diversity & Inclusion at the University of St.Gallen.

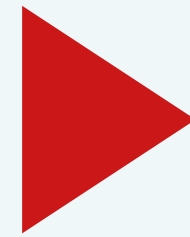
It's based on HR raw data and creates transparency about the development of gender diversity in the Swiss workplace.

SAVE THE DATE: D&I WEEK 2024

The 8. St. Gallen Diversity & Inclusion Week will
take place from **16 - 20 September 2024!**



ACCESS THE FULL REPORT ONLINE!



www.advance-hsg-report.ch



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- ▶ **Calculate the average employment rate by gender**
- ▶ **Run a temperature check: How psychologically safe does your team actually feel?**

SWITZERLAND'S GOT TALENT!

It's in our hands
to unleash it!



ABOUT ADVANCE



Advance is the leading business association for gender equality in Switzerland, a network of over 145 Swiss-based companies committed to increasing the share of women in management.

Join the movement – become a member!
www.weadvance.ch

146 MEMBERS

Banking | Financial Services



Insurance



IT | Telecom



Academia | Research



Consulting | Audit



Pharma | Med Tech



Travel | Logistics



Media



Industry | Chemicals



Professional Services



Retail | FMCG



Governance

