ADVANCE & HSG GENDER INTELLIGENCE REPORT 2019

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By Advance & HSG

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ACCELERATING DIVERSITY WITH GENDER INTELLIGENCE

Dear Readers,

We are delighted to present the Advance & HSG Gender Intelligence Report 2019. This is the third edition of this report and we are proud that we were able to increase the sample of participating companies and organizations once again compared to the last two years. This year, we have consolidated the data of 263'000 employees from 55 companies, a large sample allowing for meaningful conclusions and recommendations to accelerate gender equality in Switzerland.

While the number of women in top management positions remains at a comparatively low level for most participating companies, there are several encouraging trends. Therefore, we point to some of the top performing companies to inspire you with what works and give you the opportunity to learn from their successes and best practices.

In hiring highly qualified women, retaining and promoting them, the top performers demonstrate that it is possible to break the glass ceiling. As our analysis clearly shows, the key lever to increasing the number of women in top management lies with promotions. Therefore, in this year's edition, we have chosen to focus on the topic of fair and impactful promotion practices that promote gender equality.

We wish you an inspiring and insightful read. Together #weadvance faster!

Alkistis Petropaki
General Manager
Advance

Prof. Dr. Gudrun Sander
Director Competence Centre
for Diversity & Inclusion

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1. EXECUTIVE SUMMARY

Nowadays, most would agree that balanced gender diversity at all hierarchy levels is good for business. Still, many companies struggle when it comes to drawing up and implementing a D&I strategy that actually helps get more women to the top. This report is designed to support companies on this journey with insights, best practices and guidelines that have proven to work. We recommend analyzing data and structuring diversity measures in three key areas: recruitment, promotion and retention. These build the outline for this report.
Our key findings in brief:

Organizational cultures are becoming more inclusive
There is progress to celebrate: Women are hired at a comparatively higher rate, which is helping build up a pipeline of highly qualified female talent. Women and men leave and stay in companies at similar rates, which also holds true for management positions. This indicates that organizational cultures are becoming more inclusive.

The glass ceiling persists
Companies do not (yet) capitalize on their growing female talent pipeline. While there is a 50-50 balance at the non-management level and women are still relatively well represented at the lowest management level with 38%, the numbers decrease to 23% in middle management and to 18% at the very top.

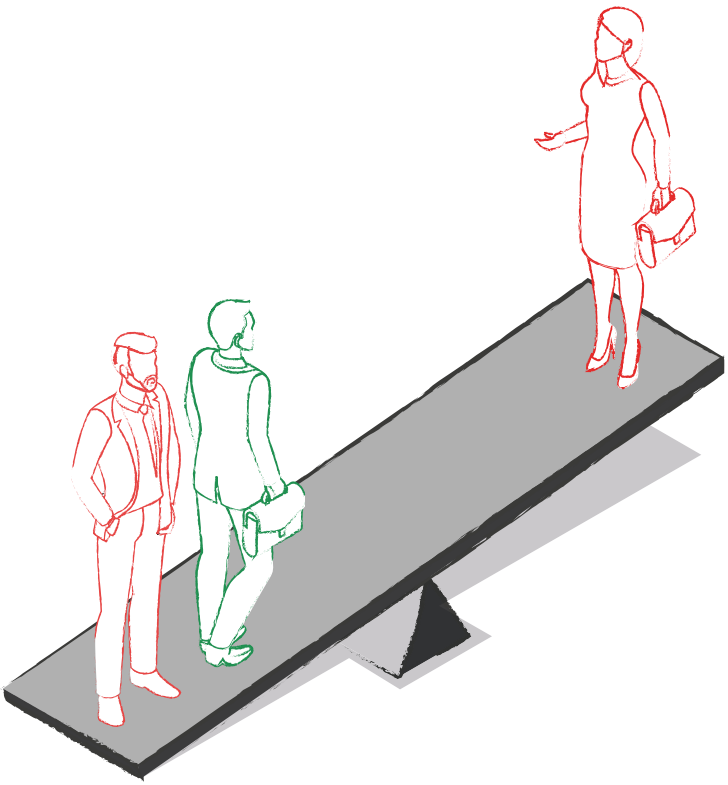
Improving on promotions is the key lever
While companies have made meaningful progress in hiring and retaining female talent, the same cannot be said for promotions. Women are promoted at significantly lower rates than men: Although 42% of the total workforce is female, only 36% of promotions go to women, which means that men make up 64% of all promotions. This also holds for the key career step from a non-management to a management position. The main lever to improve gender diversity all the way to the top, therefore, clearly lies with promotions.

Traditional family roles combined with full-time work culture hold women back

Women's considerably lower employment percentages are likely a key barrier to busting the glass ceiling: There is a significant correlation between higher employment percentages for women and better female representation in management. Yet, in most companies, (Swiss) women still work at lower percentages than men do, particularly in the age group of 31-50 years, when many important career milestones typically take place. Equality only works if it works both ways. Therefore, equalizing men and women's employment percentages is a key path to sustainably increasing the number of women in management.

Advance member companies achieve better results

Advance member companies seem to be able to fill their pipeline of female talent better than the Benchmarking organizations. Additionally, women work at similar employment percentage levels as their male colleagues – this indicates that women at Advance member companies encounter more conducive conditions and face fewer barriers in advancing their careers.



2. IMPACTFUL PROMOTION PROCESSES AS KEY LEVER

As the analysis shows, improving the promotion process is the key to increasing gender diversity in management positions. What concrete steps can companies take to improve gender diversity through promotions?

Set targets and engage male managers

- **Link promotion firmly to corporate strategy and diversity goals:**
  From your overall corporate strategy, derive measurable diversity goals for promotions. These goals should be adapted to business units and departments, and possibly even to team level. Systematic workforce analytics will help to set realistic goals for the respective supervisors.

- **Set diversity targets for each step of the promotion process:**
  In addition to setting an overall goal (e.g. “40% of all promotions to management are women”), set diversity targets for each stage of the promotion process. This keeps diversity in the minds of decision makers throughout. For example: At least two members of the deciding committee should be women; high potential pools or short lists of candidates should be 50:50. Adapt these numbers based on your industry and the current gender distribution in your company. In addition: Consider setting specific goals for promotions to key roles, e.g. functions with profit and loss responsibility, since women are often underrepresented in these roles.

- **Create individual accountability and incentives:**
  Integrate diversity goals into your performance and potential evaluation processes. Assign line managers measurable promotion goals. Their achievement should be part of line managers’ annual performance evaluation, as accountability significantly increases the success of D&I measures (Dobbin & Kalev, 2016).

- **Engage men as inclusive leaders:**
  To be truly inclusive, it is critical that men actively participate and feel a sense of shared ownership on the topic of (gender) diversity. Make men accountable for identifying, sponsoring and promoting female talent within your company.

Give more visibility and attention to female talents

- **Promote female role models:**
  In order to inspire junior female employees, senior women in the company should be visible in different roles and career paths, acting as role models, sponsors and ambassadors.

- **Regular career development talks and feedback for young women:**
  This needs to be an established practice and a key responsibility of line managers. However, women should also have the right to ask for such conversations and articulate what they need for their career development.

- **Make women more visible:**
  It is more likely that male managers support other men as we have a tendency to back those similar to us. Set up a mentorship or sponsorship program that specifically targets women to increase their visibility and profiles within the company. The higher their visibility, the more likely they will be considered for promotions.

- **Ensure equal access to key roles and career-enhancing job assignments:**
  Make sure that career-enhancing job assignments such as operational roles, international assignments and strategic projects are given to women. Increase managers' awareness about the importance of such roles and about potential bias against appointing women and mothers to certain projects or roles.

Critically evaluate current promotion processes

- **Ensure that criteria for promotions are fair, transparent and well balanced:**
  Analyze your own promotion processes with a critical eye. How many promotion decisions are based on a formalized process? Are the criteria well balanced between leadership competences and expertise? Are behaviour and performance evenly considered? What guidelines are in place that foster a fair and objective decision? An external view can help to identify areas for improvement.

- **Learn from your own best practices:**
  In many companies and organizations, recruitment processes are highly standardized, leaving less room for unconscious biases. Assess whether this is the case in your company; learn from your own best practices and adapt it to promotions.

- **Leverage your succession planning scheme:**
  Evaluate your current succession planning: What positions are likely to open up in the next few years? How can female talent be optimally prepared to take over when the time comes? Consider setting minimum targets for your succession planning.

- **Be transparent and fair when hiring internally:**
  Ensure that there is a competitive, standardized process to fill open positions internally. Otherwise, communicate clearly that promotions are based on person-specific succession planning. Make sure that this process also relies on measurable and transparent performance criteria rather than personal relationships and loyalties.

- **Flexible career paths that account for employees' different life phases:**
  Rethink "career" and consider new ways of advancement; spot talent before and after the "make or break" years. Take into account employees' different life stages and plan careers accordingly.

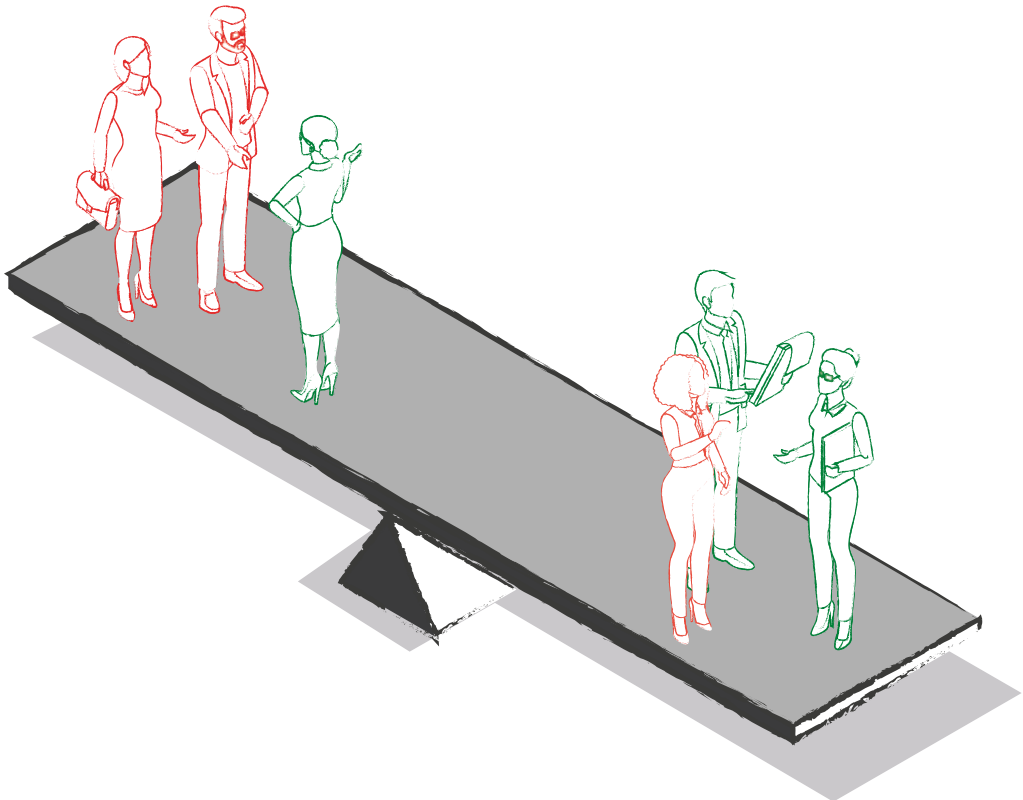
- **Continuously evaluate your progress:**
  Set up a reporting system with KPIs designed to measure progress towards the achievement of your promotion goals. Benchmark yourself against other companies or organizations in your industry by participating in the St.Gallen Diversity Benchmarking and the Advance & HSG Gender Intelligence Report.

The following section contains best practices from top performing companies to inspire you for your own D&I journey.

3. BEST PRACTICES

Four Advance member companies have shared specific best practices for this report. This provides a great opportunity to learn what works in other companies and has proven to deliver results.

A warm thank you to the leaders and companies who contributed with a best practice case.



Empowering female trainees to foster their strengths and unleash their potential

Edoardo Ambrosi, University Relations and Early Talent Manager, ABB

As a global technology leader with a history of more than 130 years in Switzerland, ABB has grown from roots in many different countries and cultures around the world. Cultural and gender diversity was built into ABB's DNA early on. "Like many technical companies, we would benefit greatly from having an even higher number of women in our business", states Edoardo Ambrosi, University Relations and Early Talent Manager, ABB. With "Excelle", ABB launched a program to promote and develop female trainees.

Diversity is of utmost importance for ABB. Several projects in recent years made the potential of female talents more obvious than ever before. At early stages, ABB in Switzerland raises the interest of girls in technology by carrying out "Girls Technician Days" and taking part in the annual national "Zukunftstag", addressing pupils of both genders. Furthermore, ABB has launched Excelle in 2018, a program dedicated to young female trainees who are part of the ABB graduate program across Europe. It was designed in close collaboration with the two expert partners Femtec and Catalyst.

Strengthen women's empowerment in the high-tech world

Gender diversity is a key aspect to innovate and perform sustainably. "We are conscious of the need to open up the eyes of both male and female employees on gender diversity aspects, gender bias and highlight the positive impact of diversity", says Ambrosi. "Excelle offers young female talents the opportunity to develop and fully embrace their potential. Acting in the early stages of the career, the program helps female trainees understand how they are positioned in the company, how they can showcase their strengths and skills and how they can successfully act in today's high-tech environment being represented by mainly male colleagues", Ambrosi explained further.

Learn, share and network

The program consists of three sessions, during which the trainees exchange ideas and expand their network. The sessions take place over a period of ten months, overlapping with the trainee program. They focus on communication skills, defining one's own role, diversity and agile working in a constantly changing environment. The topics are discussed in face-to-face and virtual sessions from a theoretical point of view, as well as directly implemented and practiced. In addition, the project fosters networking and experience sharing, making sure all trainees can rely on a sound network of peers.

Continuous development to stay up to date

The Excelle program has reached its second round with some 20 participants across Europe and will be further developed based on feedback from the participants. “We constantly review and adapt the modules based on the feedback we get from participants and the business”, outlines Ambrosi. Based on this input, topics such as agility and self-reflection were given greater focus. Regular reviews and adjustments help the program evolve. “We constantly adjust the content, while maintaining the perspective of gender diversity. Our aim is to provide an original and “out of the box” experience to all participants,” concluded Ambrosi.

High grade of appreciation

The female trainees feel empowered for having the opportunity to attend ABB’s Excelle program. The support from the business is crucial for the program’s success, as they embrace it, providing the trainees with opportunities to participate. As a matter of fact, the program was developed and introduced because the businesses voiced the need for greater gender diversity during the regular HR strategy meetings.

Currently, the program will be conducted for a total of three consecutive trainee groups, until 2020. The project team continues to gather feedbacks from the participants and regularly communicates internally with the business and externally via Social Media and Campus activities.

Embrace the full potential

For ABB, Excelle is an important initiative to foster female talents in technical fields. It offers a unique opportunity to develop and realize the full potential of young female talents in order to contribute to a greater gender diversity in teams - and with that, to even better performance. Furthermore, it attracts young female talents to join the company. In the future, we at ABB are looking forward to continuing this learning experience and exciting journey with our young female talents.

Young female talent at ABB: Excelle participants 2019

Checking bias to advance the power of difference

Jeffrey Herrera, Diversity & Inclusion Programs Manager, Biogen

As a data-centric company, we value data as one of the key sources of forward movement and innovation. While we often make human-informed decisions, we must recognize that bias can manifest itself in various ways in the decision making process. At Biogen, we aim to be intentional about the movement of talent in our organization, especially knowing that women continue to be underrepresented across the industry and are oftentimes overlooked for promotions. We ask ourselves, “how do we want to shape the future of talent management?”

Talent management strategy for inclusion

In 2018, we launched a new Global Inclusion and Diversity strategy that called for Inclusive Talent Systems, which was presented to the organization alongside several unconscious bias trainings. With a workforce that was now more equipped to talk about bias and other barriers to inclusion, we decided it was time to further integrate our inclusion and diversity practices into all talent management processes. Overall, our goal was to provide resources on bias to leaders so that they could be accountable during key dialogues and decision-making moments around talent. We posited that this would lead to the equitable advancement of women and other underrepresented talent.

Sensitizing leaders to unconscious biases

Over the past year, we have raised awareness of the different types of biases that can arise in the workplace, including the “mini-me” and “in-group/out-group” biases, which we find to be particularly challenging in a highly-specialized biotechnology industry. This was a fundamental step we needed to take, as it laid the terminological foundation needed to create common ground. Additionally, there was an intentional effort during these trainings to focus on the personal journey before addressing organizational efforts to counteract bias. This gave individuals the opportunity to reflect on why inclusion and diversity is important to them, and how difference has impacted their personal and professional lives.

What we believe we have done differently, and where we have observed the most success, is integrating unconscious bias trainings/reminders into various leadership discussions in order to interrupt the introduction of bias in the moments where decisions are made. As other companies have noted, a single standalone training on unconscious bias has yet to yield the long-term impact that one would hope. As with any behaviour change, the impact comes with simple, repeated reminders in forums where shared accountability exists.

Committing to a lens of inclusive leadership

Once this was achieved, we included several topics on inclusion in our talent review materials, such as the role of care and candor in organizational culture, common biases that negatively affect the decision making process and pre- and post-calibration checks to ensure biases were effectively managed. It was important to commit to a lens of inclusive leadership so that we could have honest discussions of our talent, their potential and capabilities.

In addition to optimising the talent review process, we have implemented several other initiatives that have shown positive results in our efforts to support gender inclusion and advancement in the organization. These include a world-class Women's Leadership Program, our Women's Innovation Network (WIN), which aims to create an environment of inclusion and engagement for women and their male allies, and a global Talent Acquisition Strategy that calls for diverse interview panels, inclusive interview guides and conversations with hiring managers on bias and underrepresented talent before the hiring process begins. Biogen also created the Raising the Bar program, designed to close the gender gap at the Board of Directors level (now an industry-wide program re-titled 'Boardroom Ready', owned by Women in Bio).

Effecting measurable change

Overall, our actions have seen an increase in the representation of women at the Director level and above from 40% in 2015 to 46% in 2019*. We have ensured the sustainability of these programs over time by embedding inclusion and diversity into our talent systems and creating a culture of accountability and ownership across the organization.

To assure gender equality in the promotion process, we believe that companies must invest in efforts to develop female talent, and also create an environment where all are empowered to call out bias during key decision making conversations. Without the latter, women and other underrepresented groups will continue to face challenges as they climb the corporate ladder. To fully realise the potential of this future workforce, we must acknowledge the power of difference and inclusion. We hope you'll join us in this endeavor.

* Data as of 31.12.2015 and 30.06.2019

Retaining experienced female leaders

Margherita Fontana, Commercial Director EMEAI, Dow Europe

Dow's vision is to become the most innovative, customer-centric, sustainable and inclusive material science company in the world. To this effect, we have made a conscious and targeted effort over the last few years to hire, develop and retain female leaders from entry level to senior level. We have been very successful at hiring new employees 50-50 and in retaining experienced female leaders. One key remaining challenge is to maintain a healthy pipeline at the middle management level.

How to retain senior female leaders

How did we achieve these great results in retaining senior female leaders at Dow? We understand what keeps female leaders' ambitions and aspirations at the highest level: Continuous learning, career development opportunities and flexibility at work, which is possible at Dow thanks to a culture that praises results and outcomes and is not exclusively linked to face time in the office.

Understanding why women leave Dow

In the last few years, we have systematically implemented the practice of holding exit interviews. This practice has helped us to really understand why women at the middle management level are leaving the company. The majority of the answers were linked to the desire to advance faster into senior roles and to have the necessary flexibility at work to maintain a family life.

Changing more than just perceptions

While HR set up the new practice of holding exit interviews, the resulting insights have been shared with all leaders in the organization, including the Employee Resource Group leaders. This conversation took place during all meetings where talent development or I&D conversations took place. From this, it became clear that we had to change not only the commonly held perceptions of the needs of female leaders in the organization but also some of our practices in developing them and giving them the flexibility they need.

Developing promising female talent

One of the key initiatives we implemented was a sponsorship program developed ad hoc for female leaders at Dow in collaboration with one of the top global business schools. The program, which lasted one week, was sponsored by all business leaders in the region and allowed 37 talented female leaders to kick off a leadership development journey that in most cases has accelerated their career progression in the last three years.
To implement more work flexibility, male leaders have played a key role. They have helped consciously shape a flexible working culture where performance and outcomes are praised.

Our journey in retaining female senior leaders is in continuous evolution and we are very proud that we have been able to increase the percentage of female leaders in EMEAI significantly compared to five years ago. While we are celebrating a great step forward in retaining female senior leaders, we are conscious that we have to continue to focus on nurturing a healthy pipeline of female leaders at the middle management level of the organization. Since we believe that ”where there is a will, there is a way,” we will tackle the remaining challenges in our I&D journey to become the most inclusive material science company in the world.

Gender equality in action

François-Xavier Pithon, Talent & Learning Manager, Nestlé Switzerland

As a global and multicultural company, Nestlé strives to create a business culture, environment and leadership structure that generates equal opportunities for everyone. Diversity and inclusion is an integral part of our company's culture and is one of the ways we bring our purpose and values to life.

Nestlé values are rooted in respect: respect for ourselves, for each other, respect for diversity and respect for the future. We aim to embed diversity and inclusion across everything we do, focused on three core areas: culture, innovation and society. This involves building an inclusive culture that values the different talents and experiences of our employees, innovating to serve the needs of our diverse consumers and customers and engaging with society in the diverse markets where we operate.

Simply the right thing to do

Since 2008, gender diversity is a key priority for Nestlé. We believe that enhancing gender balance leads to better decisions, greater innovation and higher employee satisfaction. It is simply the right thing to do and a key component of our approach to diversity and inclusion. As such, we strive to create a workplace that provides equal opportunities for everyone. Nestlé has developed the **Nestlé Gender Balance Acceleration Plan** with specific actions. We believe that the combination of these actions has a positive impact on gender balance in all relevant areas from recruitment and retention right through to promotion of women to management. Specific actions include:

> **1. Supporting all managers to foster an inclusive workplace and ensuring that they are trained on unconscious bias.**
> Example: We are running regular unconscious bias trainings for all managers in order to make sure diversity and inclusion is on top of their minds when they are in discussion with their teams.

> **2. Encouraging the use of Nestlé's paid parental leave program and flexible work policies in place in all Nestlé operating companies.**
> Example: This includes flexible working hours as well as the possibility of working away from the office (e.g. at home) or temporarily interrupting one's career (sabbatical leave, family leave).

3. Enhancing mentoring and sponsorship programs to prepare high-potential women for senior executive positions.
Example: Through our program “Women on the move” (WOM), we support young female talents through internal mentoring and coaching programs. We also leverage the offers of Advance to support women in their career development with skill building and networking events.

4. Hiring and promoting more women in senior executive positions.
Example: We aim to increase the proportion of women in the group’s top 200 senior executive positions from around 20% currently to 30% by 2022. This target is a further step in Nestlé’s journey towards gender parity. We aim to achieve this thanks to all these actions, which are part of our Nestlé Gender Balance Acceleration Plan.

5. Reviewing results with senior leaders to promote gender balance and ensure progress.
Example: We have at least one woman on the succession plan for every managerial position.

6. Continuing our efforts to champion equal pay and eliminate conditions that create gender pay gaps.
Example: Even if the difference in salaries between men and women in similar positions at Nestlé Switzerland is already well below the tolerance level applicable in Switzerland, we are continuing our journey towards equal pay. In order to do that, we run regular internal analysis.

Efforts are paying off

We are very happy to see that our efforts are paying off and are becoming visible. In 2018, Nestlé was awarded the ‘Gender Equality Prize’ offered by the Conférence romande de l’égalité (www.egalite.ch) honoring its efforts for diversity and inclusion in the workplace. This prize is presented annually by the French-speaking business magazine BILAN. The selection criteria include childcare solutions, a flexible work environment which also applies to managerial positions, and a high proportion of women in managerial positions. More recently, Nestlé has been included in the 2019 Bloomberg Gender-Equality Index (GEI).

Actively engaging with Advance

Furthermore, by joining the Advance Board in May 2019, Muriel Lienau, CEO of Nestlé Switzerland, has demonstrated her commitment to enhancing equal opportunities across the private sector and beyond. Muriel Lienau is a strong believer in a diverse and inclusive working environment. She will continue to actively advocate for a framework that provides equal opportunities for everyone in the Swiss society.

4. APPROACH FOR ANALYSIS AND RECOMMENDATIONS

The Advance & HSG Gender Intelligence Report explores the different phases of the employee life cycle to shed light on what works and what can be improved when it comes to supporting women in the workplace. An overview of the gender distribution at different hierarchical levels provides the starting point. The report then explores companies' hiring practices, the closely interrelated career levers of promotions and employment percentages as well as retention and turnover rates.

By doing so, the report uncovers how all these relevant factors affect the gender distribution and diversity in Swiss-based companies and organizations. This systemic approach identifies key areas that companies can improve on in order to increase gender diversity overall.

Figure 1: Overview of the employee life cycle

Hierarchical levels

The analysis is based on five hierarchical levels: Non-management, lowest management, lower management, middle management and top management.[1] 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.

Sample

We analyzed the HR data of 263'000 employees from 55 companies and organizations in Switzerland, of which 86'000 employees are in management positions. 43 organizations are Advance member companies (referred to as "Advance companies" throughout), 20 of which 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. 12 organizations only participated in the St.Gallen Diversity Benchmarking (referred to as "Benchmarking organizations") and are not Advance member companies.

[1] Throughout the report, «management» refers to all management levels (lowest, lower, middle and top management) unless specified otherwise

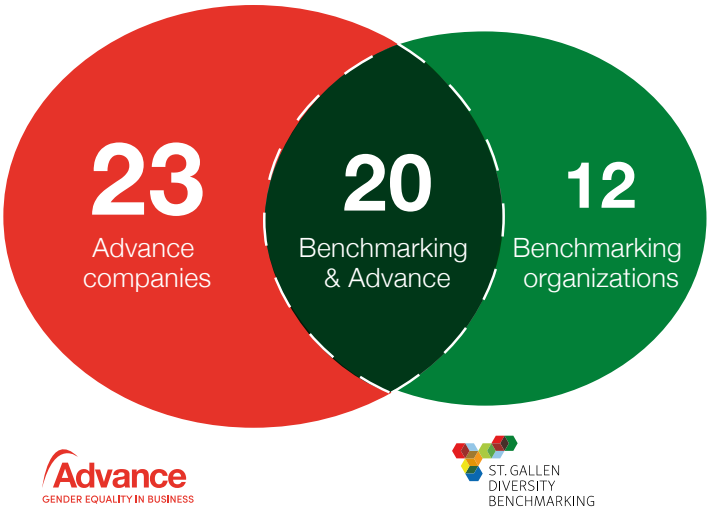


Figure 2: Advance members and participating Benchmarking organizations

Data

The Advance & HSG Gender Intelligence Report is based on anonymized employee data that participating companies provide on a yearly basis. Based on this raw data, key performance indicators are calculated that create transparency on the current state of gender diversity in the Swiss workplace. For all companies and organizations, KPIs are calculated using the same formula and the same type of data.

This allows for an objective comparison of results, increasing both the significance and transparency. 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.

Interpreting the results

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

With this type of high-quality data and subsequent analysis, the report makes actionable recommendations based on cutting-edge research as well as real-life company success stories.

5. GENDER DISTRIBUTION BY MANAGEMENT LEVEL

5.1 The glass ceiling persists

A look at the gender distribution at all management levels shows: Participating companies still have a long way to go when it comes to gender parity in the workplace. A look at the top quartile companies reveals, however, that it is possible to make significant progress.[2]

The gender distribution in non-management positions is well balanced. Yet, while women hold half of all non-management positions, their share of management positions overall is considerably lower at 29%. In management, men are still heavily overrepresented.

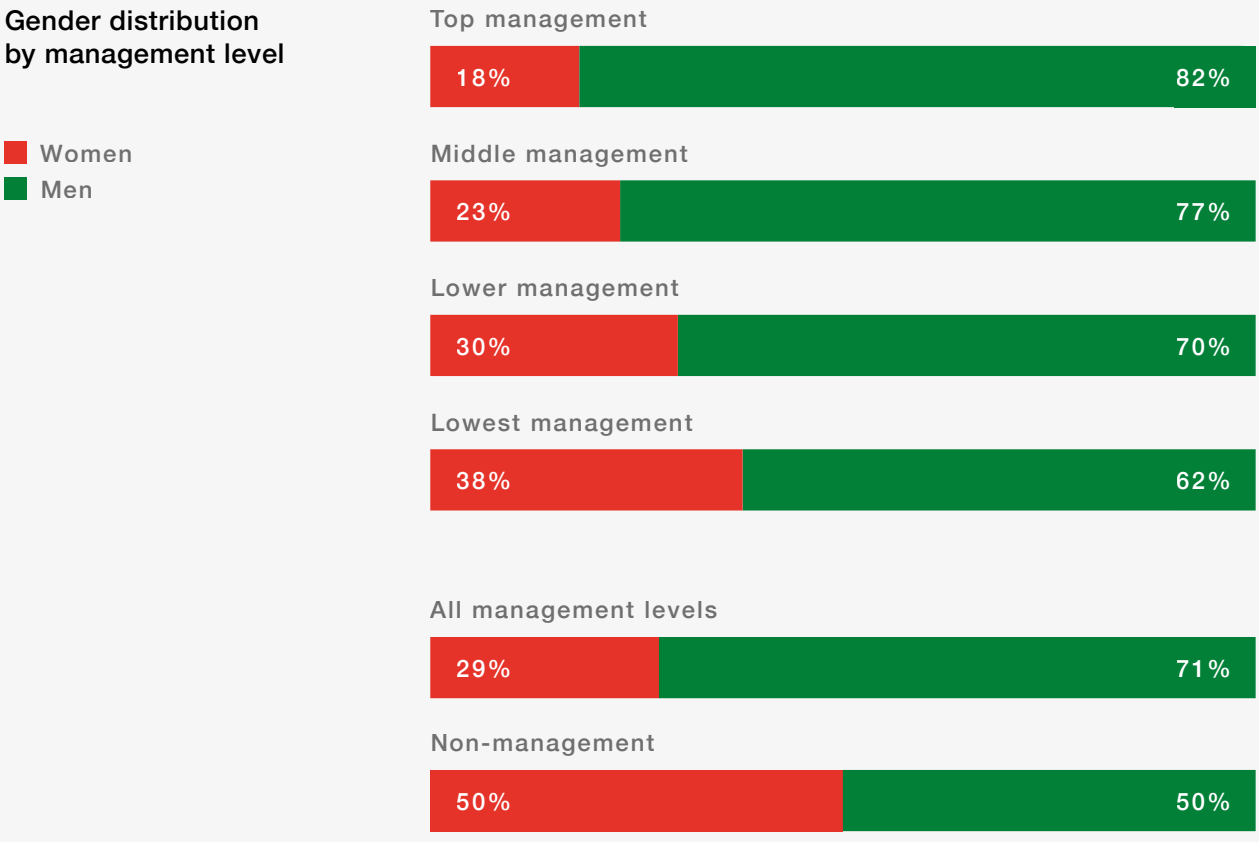


Figure 3: Gender distribution by management level

[2] When we talk about "top quartile companies", we refer to the companies with values in the top quarter. Analogously, the "bottom quartile companies" performed in the lowest quarter of participating companies.

On the positive side, women in management are close to reaching the critical barrier of 30%. At this level of representation, they are able to influence the organizational culture. Research shows that minority group members are no longer only perceived as representatives of a minority with all attendant stereotypes, but that differences between the members of the minority group become more apparent.

Companies are succeeding in building their female talent pipeline

It is encouraging that on average, the lowest and lower management levels have a share of women of 38% and 30%, respectively. This indicates that companies are succeeding in building their female talent pipeline, continuing the promising trend of the past years. This is a key opportunity for companies to promote women into higher management now and in the coming years.

While this overall trend is encouraging, the gender gap grows with each management level. Representation of women decreases to 18% in top management. In other words, the glass ceiling still holds strong.

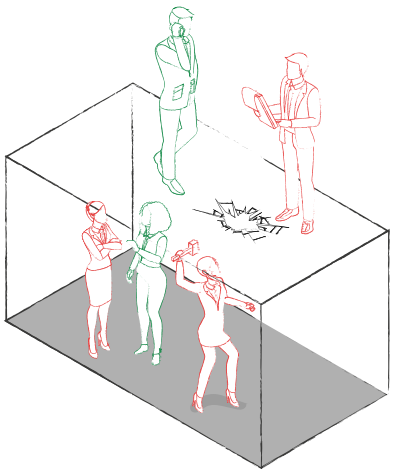
On a positive note, companies that already participated in last year's report have improved the representation of women in management, demonstrating that it is indeed possible.

Advance member companies stand out

Advance companies have more women at lower management levels than Benchmarking organizations. This shows that Advance companies are on the right track when it comes to fostering young female talents. The call to action is to make the most of this opportunity now.

Top quartile companies lead the way

Companies performing in the top quartile demonstrate that it is indeed possible to have well over 30% women in management positions: 36% over all management levels. In fact, in top quartile companies, female representation is above 30% on every management level with the exception of the top management level. Typically, these companies have strategically filled their talent pipeline by adapting their organizational culture, processes and structures to promote women's careers.



Gender distribution top and bottom quartiles

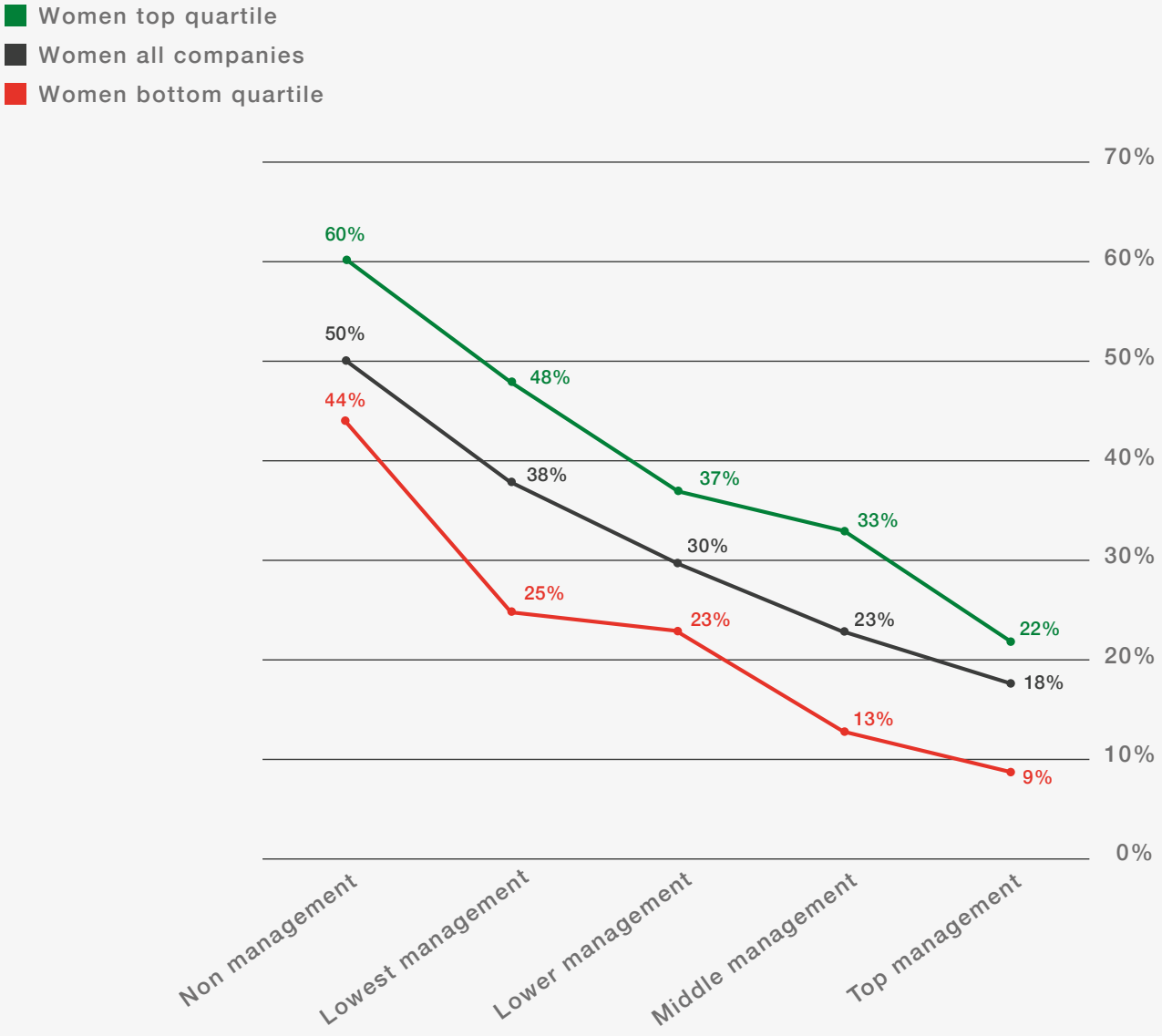


Figure 4: Gender distribution top and bottom quartiles

At the same time, bottom quartile companies demonstrate that there is still a long way to go to achieve gender parity in the workplace. These companies have 9% women in top management positions and do not reach the critical mass of 30% at the lowest management level. These may be companies at the beginning of their D&I journey or companies facing a thin female talent market. In the latter case, it is crucial to excel in recruiting, supporting, retaining and promoting the relatively few women the current talent market offers. Furthermore, it is advisable to invest in future talent development and critically rethink what competencies are necessary to perform which job in the future.

5.2 Insights & trends: Female talent pipeline provides opportunity for the future

More qualified (young) women than ever

There are more qualified young women graduating with advanced degrees (Masters and PhD) than ever before. This is demonstrated by data from the Federal Statistical Office (BfS, 2019) as well as the St.Gallen Diversity Benchmarking for Universities. In other words, this means that the female potential pool is growing, which is a unique opportunity for companies to fill their talent pipelines for future top positions. The opportunity is particularly good because in the coming years, companies will face a mounting retirement wave of (male) baby boomers.

Focusing on internal development

Building up a diverse internal talent pipeline is particularly important because it is more likely to lead to a diverse leadership team than if leaders are hired externally. Research shows that external hires tend to be more similar to the "typical manager" (i.e., often male, over 50, etc.) in the hopes that the candidate will "fit in" with the company culture. At the same time, external recruitment for leadership positions also comes with higher risks because the person does not know the company. If diverse candidates are already with the company, "cultural fit" is assumed and diversity becomes an asset (Georgakakis, Greve & Ruigrok, 2018).

Women are increasingly confident

Companies don't have to wait ten years to see significant improvements in their share of women at the top. Women are increasingly confident and courageous regarding their career aspirations.

In the past, a frequent explanation for the lack of women in management was that women are simply not as confident as men and do not apply for positions unless they fulfill all the requirements (Mohr, 2014). Men, on the other hand, apply even if they only fit 60-70% of the criteria.

This trend has changed in recent years. Studies show that women are applying to higher-level positions at increasing rates (Zukunftsinstitut, 2013).

"The Advance program plays an important role in building up an internal female talent pipeline: Targeted skill building offers, a high-level mentoring program as well as opportunities for cross-company networking aim to empower female talents in member companies and support them on their way to the top."

– Alkistis Petropaki, General Manager, Advance

5.3. Reflection

How diverse is your top management team?

What role models do young talents, women or members of minority groups “see”?

How diverse should the management team be in order to signal an inclusive corporate culture open for engaged talents? Is your management team representative of all your clients, stakeholders and employees?

How actively are you managing succession planning and how important are diversity goals in this process?

How do you compare with other companies in your industry when it comes to gender diversity? What are your strengths and weaknesses?

6. APPLICATIONS AND HIRING

6.1 Encouraging trend in hiring female talent in management

In management positions, hiring trends are very positive: 35% of new hires are women compared to 29% already employed. The positive index is even better in upper management: 32% of new hires are women compared to 22% already employed.

As women and men's turnover rates keep converging (cf. 9.1), the positive development of female hires helps increase gender diversity in management. In other words, companies are successfully using recruitment as a measure to increase gender diversity in management.

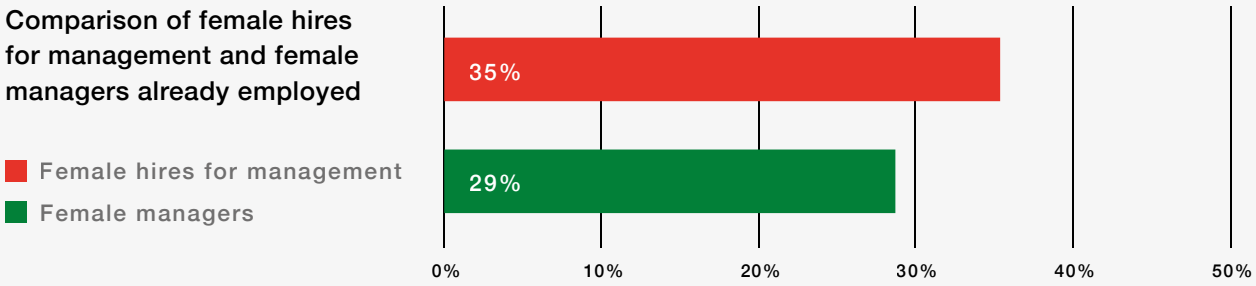


Figure 5: Comparison of female hires in management and female managers already employed

On average, the share of women among new hires for management positions is 6 percentage points higher than the existing share of female managers. For top performers[3], this difference is 17 percentage points. In other words, they manage to recruit significantly more women for management positions than are already employed. For low performers, the share of new female hires for management is 5 percentage points lower than the current share of women in management. This has a negative impact on the representation of women in management.

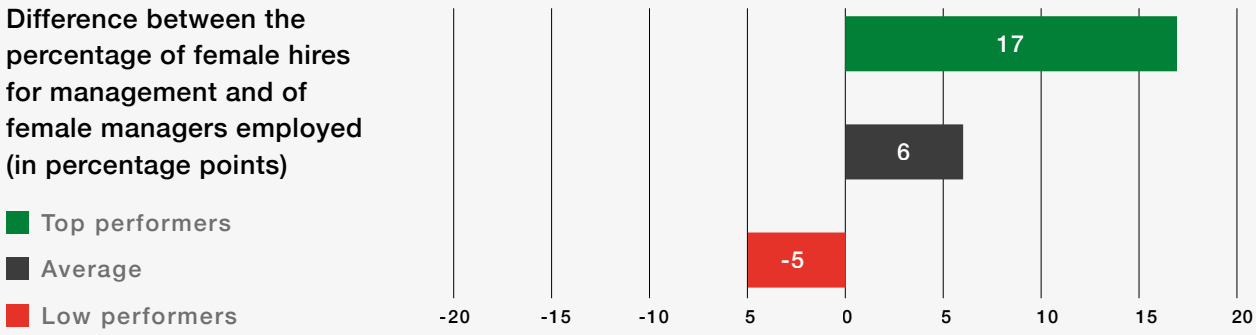


Figure 6: Difference between the percentage of female hires for management and of female managers employed (in percentage points)

Overall, companies have recruited slightly more women than are already employed (44% versus 42%). This means that the current percentage of women in the total workforce will increase slightly if men and women leave the companies at similar rates.

While the numbers in recruitment are largely encouraging, it is important to emphasize that the majority of new employees are still men. In management, 65% of new hires are male.

[3] The term “top performers” refers to the average of the companies with the highest index values. The same logic applies to low performers.

6.2 Women apply for management positions at higher rates

With 33%, the average percentage of female applicants for management positions is higher than the current share of female managers already employed (29%).[4]

This is encouraging: By smartly utilizing these applications, companies have a key opportunity to improve their gender balance. This seems to be the case, since 35% of new hires into management are women (see Figure 5).

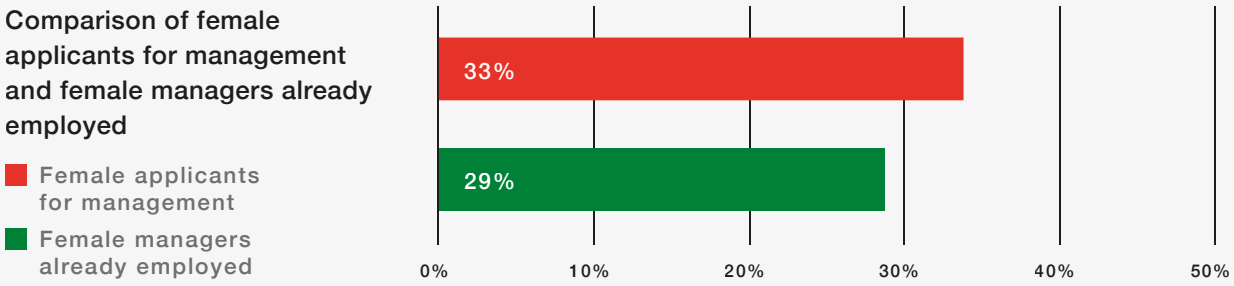


Figure 7: Comparison of female applicants for management and female managers already employed

Looking at applications by women overall, applications closely mirror the existing gender distribution. 43% of all applicants are women, compared to the existing share of female employees at 42%.

[4] 15 companies provided data on applications

6.3 Insights & trends: Taking gender diversity seriously during recruiting

Anonymized applications

In view of current debates about anonymized applications and data protection, many recruitment tools no longer require applicants to provide information on their gender. However, this makes it impossible to meaningfully analyze applications and draw conclusions about employer attractiveness for women and other minority groups. If there is a sufficient number of strong applications, there is a valuable opportunity for organizations to increase the share of women (overall and in management). To draw such conclusions, however, application data must be made available.

Yet, anonymizing applications is an effective way to reduce the influence of unconscious biases during the recruitment process (Böschen, Alt, Krause, Rinne & Zimmerman, 2012). Thus, we recommend that applicants be required to provide this information and that anonymization instead take place before the first selection round. Communicate this practice prominently in the application or recruitment tool. In this way, it is possible to avoid discrimination and still analyze application data (Sander, 2019).

Recruitment targets and application management

Companies with recruitment targets are more successful than companies without because they channel hiring managers' attention to the diversity factor when evaluating applications.

It is not enough, however, to have overall diversity recruitment goals. Rather, companies should set targets for different steps of the recruitment process. For example, research shows that the chances for a woman to be hired are almost zero if she is the only woman on the short list. If half of the top candidates are women, the chance that a woman will be hired is 50% (Johnson, Hekman & Chan, 2016). Therefore, it is important to pay attention to diversity throughout the different recruiting steps.

It is also crucial that hiring committees mirror the diversity companies wish to see in their workforce; women are considerably more likely to be hired if the hiring team is also diverse (Williams, 2018).

6.4 Reflection

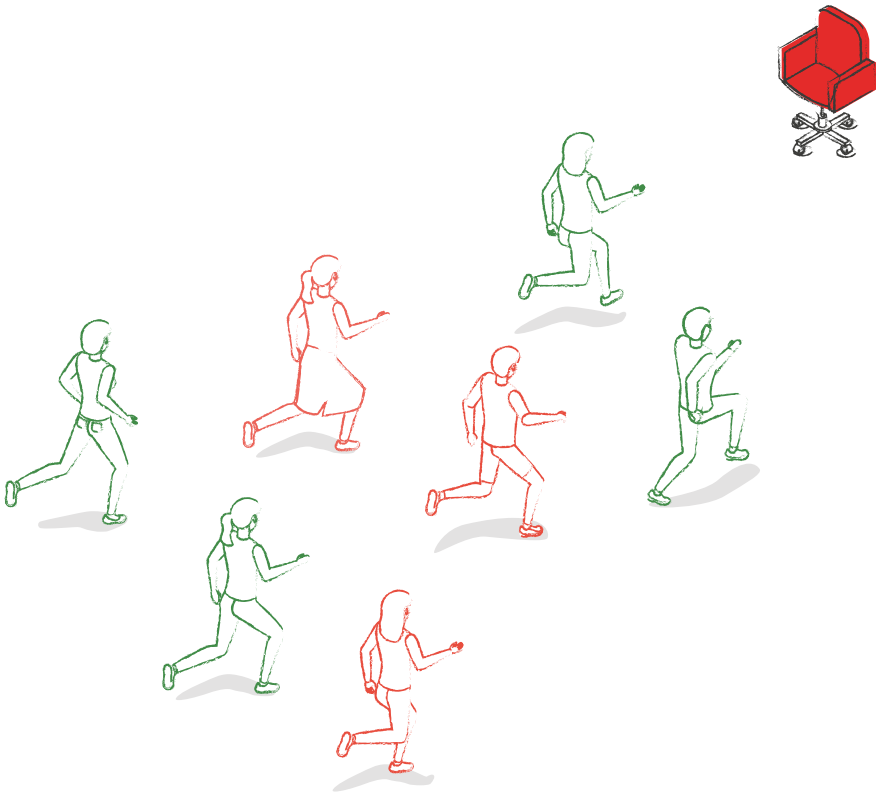
How diverse is your applicant pool? Is diversity a selection criterion when looking for new talent? What measures have you taken to tap more into the pool of qualified (female) talent?

How do you strategically target a diverse talent pool with your job advertisements?

What language and visuals do you use in your job advertisements?
Are they gender neutral?

What steps do you take to minimize the effects of potential unconscious biases during recruitment? Have you considered anonymizing applicants during early application steps?

How do you factor in diversity when composing hiring or selection committees?



7. PROMOTIONS AND CAREERS

7.1 To get promoted, it's still good to be a man

Through hiring and recruitment, companies have laid the groundwork for building up a female talent pipeline. However, they are not capitalizing on these promising efforts by also promoting more women.

Compared with their overall share of employees, men are promoted at a significantly higher rate than women. With 42% of the total average workforce int the sample being female, only 36% of promotions go to women (negative index).

Comparison of female employees and women promoted

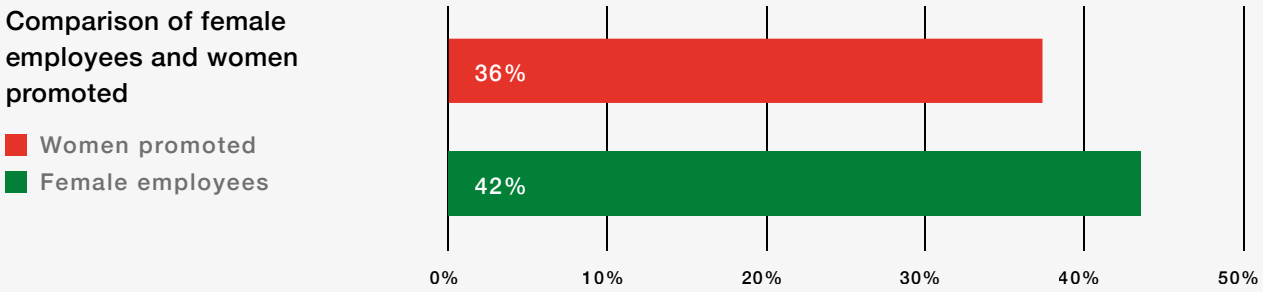


Figure 8: Comparison of female employees and women promoted

Top performing companies show that promoting more women is indeed possible: For them, the percentage of women promoted is 8 percentage points higher than the share of women already employed. However, the low performers promote proportionally far fewer women than already employed (-18 percentage points).

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

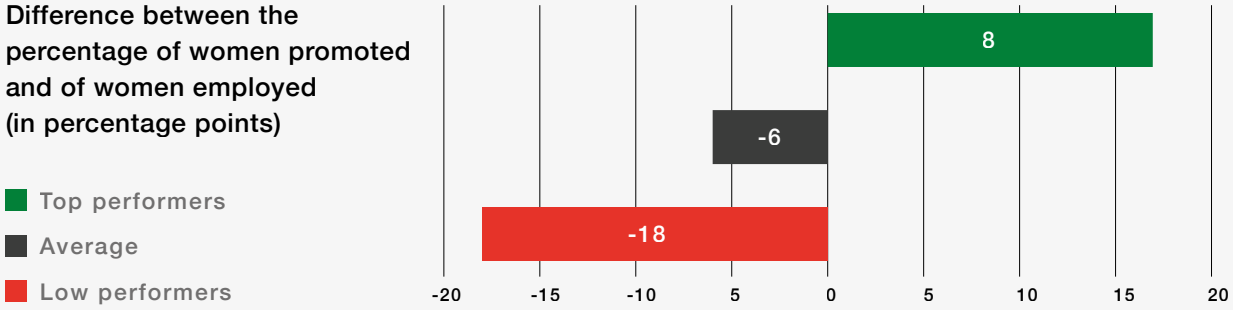


Figure 9: Difference between the percentage of women promoted and of women employed (in percentage points)

Women are less likely to be become managers

Women are also promoted to management positions at comparatively lower rates than men. From the 50:50 balance at non-management level, only 40% of promotions to management are awarded to women. In other words, there is a lot of room for improvement. Companies that are serious about increasing the number of women in management should focus on promotion processes as the central piece of the puzzle to solve.

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

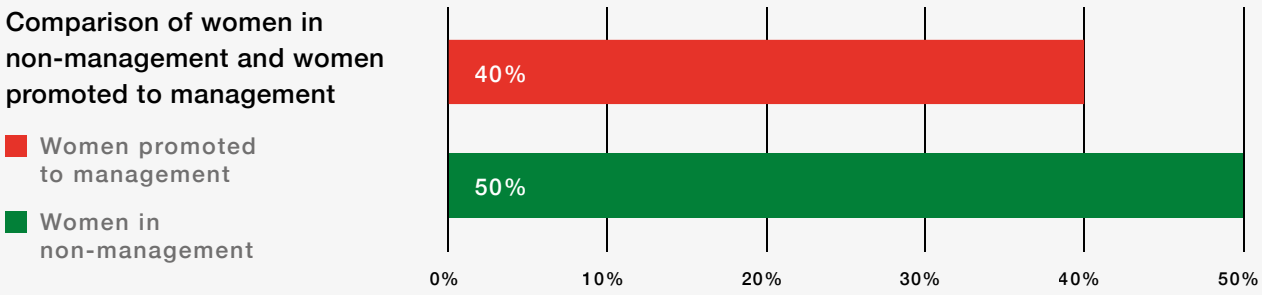


Figure 10: Comparison of women in non-management and women promoted to management

Top performing companies promote more women into management

Top performing companies also lead the way when it comes to promotions from non-management to management. For promotions to management, the percentage of women is 9 percentage points higher than the share of women in non-management positions. In other words, women are promoted to management comparatively more often. However, low performers promote women into management positions significantly less often.

Difference between the percentage of women promoted to management and of women in non-management (in percentage points)

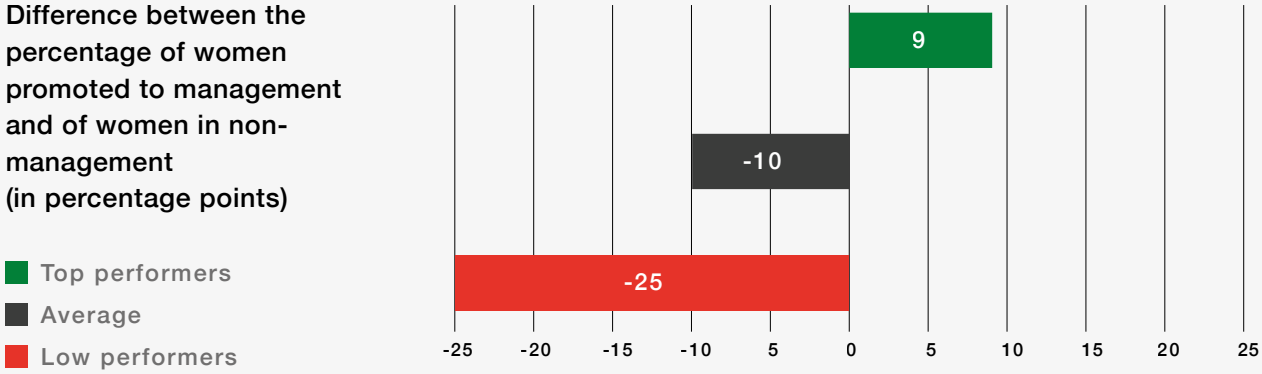


Figure 11: Difference between the percentage of women promoted to management and of women in non-management (in percentage points)

What do top performing companies and organizations do differently when it comes to promoting women? What can others learn from them? The best practice cases included in this report on pp. 11-19 provide possible answers to these key questions.

7.2 Insights & trends: Ensuring equal opportunities in promotions

Standardizing promotion processes

HR process analyses and evaluations conducted by CCDI have uncovered that while most companies have rigorous and standardized recruitment processes, their promotion processes are much less formalized and often not transparent enough. One reason for this is that HR is involved front and center when it comes to external recruitment, whereas promotions are often up to individual line managers. If a decision is up to only one person, it leaves a lot of room for (unconscious) biases.

Minimizing room for (unconscious) biases

Since promotion processes are very complex, multiple factors such as performance and potential evaluations, employment percentage, tenure at the company, internal talent management, etc. affect the outcome. Diversity and potential biases can play a role in every single one of these factors.

It is very important, therefore, to have promotion processes in place that are standardized and based on measurable criteria with multiple people and perspectives involved in the decision making (four- or even six-eye principle) to minimize the potentially negative effects of unconscious biases. For guidelines and recommendations on how to build a promotion process that is as un-biased as possible, please see our recommendations on pp. 8-10.

"We all have biases. The question is how we deal with them in important decisions like promotions. A key first step in building a diverse, inclusive workplace is becoming aware of our own (unconscious) biases. Second, small changes in behaviour and daily interactions can "nudge" leaders to make better and less biased decisions. Third, processes need to be analyzed and adapted to leave as little room as possible for unconscious biases."

– Prof. Dr. Gudrun Sander, Director CCDI

Unconscious bias trainings: dos and don'ts

What can companies do to minimize such bias? Holding regular unconscious bias trainings can be key. Many of the participating companies are making strides in this respect: 30 out of the 52 companies and organizations that provided information offer diversity trainings for their employees, and 29 offer them specifically for leaders. Importantly, unconscious bias trainings are particularly effective when they are voluntary ("I chose to show up – so I must be pro-diversity"), whereas mandatory trainings can have the adverse effect (participants respond with anger and resistance) (Dobbin & Kalev, 2016).

A recent study highlights that such trainings are not only beneficial for managers but also for employees from disadvantaged groups: Trainings sensitize them to D&I issues and motivate them to advocate for themselves (Chang et al., 2019).

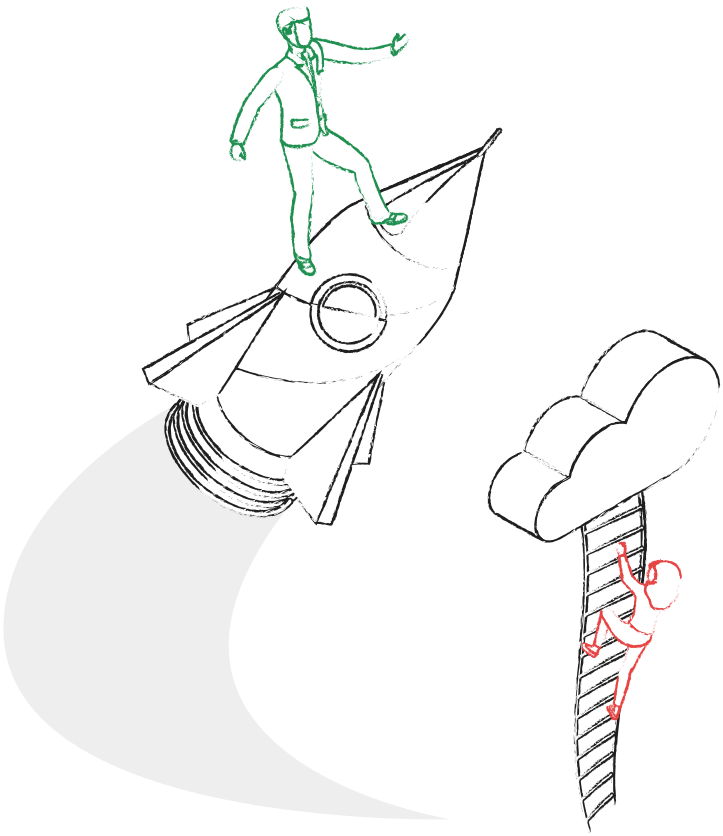
From CCDI's experiences holding unconscious bias trainings, we also know that unconscious bias trainings can only take full effect if they are accompanied by behavioural changes in supervisors and managers who practice inclusive leadership in their daily interactions with employees.

The key challenge of performance evaluations

In creating a level playing field for women, performance evaluations are key. Yet, they can be a source of bias in and of themselves. In evaluating performance, managers often inadvertently apply a double standard: For example, a well-executed project is more likely attributed to skill and effort when men are evaluated and more likely to luck when women are evaluated (Garcia-Retamero & Lopez-Zafra, 2006). Women's mistakes are also remembered longer than those of men. Additionally, women's mistakes are often attributed to significant flaws or lack of competence whereas men's mistakes are written off as "one-offs" (Bauer & Baltes, 2002). Further, part-time employees and overall minority groups often receive worse performance evaluations due to bias than full-time employees, as CCDI research projects show.

How to counter the potential age handicap for younger women

Studies by CCDI show that women in management are on average significantly younger than their male peers, in some cases by up to 5 years. This insight could partly explain why women are less likely to be promoted into higher management positions, especially in companies where more years of experience go hand in hand with higher management functions. This creates the risk that men with more experience on paper are significantly more likely to be considered for promotion to higher management positions. However, if performance, leadership skills and future potential are key components of promotion decisions, this can give women a leg up (Zenger & Folkman, 2019). This is especially likely when combined with measures such as targeted talent management and recruitment.



7.3 Reflection

Do you apply the same rigorous selection standards when it comes to promotions as with recruitment? What can you learn from your own best practices?

How do you sensitize supervisors to the dangers of applying double standards or different benchmarks to men and women?

How do you balance leadership qualities against expert knowledge and skills when it comes to promotions? Do you promote experts or managers/leaders? Are all the expert criteria actually necessary to do the job well?

How much does experience – and with it, age – influence your idea of a “good leader”? To what extent are these factors really important?

8. EMPLOYMENT PERCENTAGES

8.1 Full-time working is still the norm for management roles – regardless of gender

Men work at significantly higher employment percentages than women: In non-management, men work 94% on average, while women work 84%. By contrast, in management positions, men work 98% and women work 91%. Strikingly, across all companies, men's employment rates hardly vary, i.e. the results are similar for all participating companies.

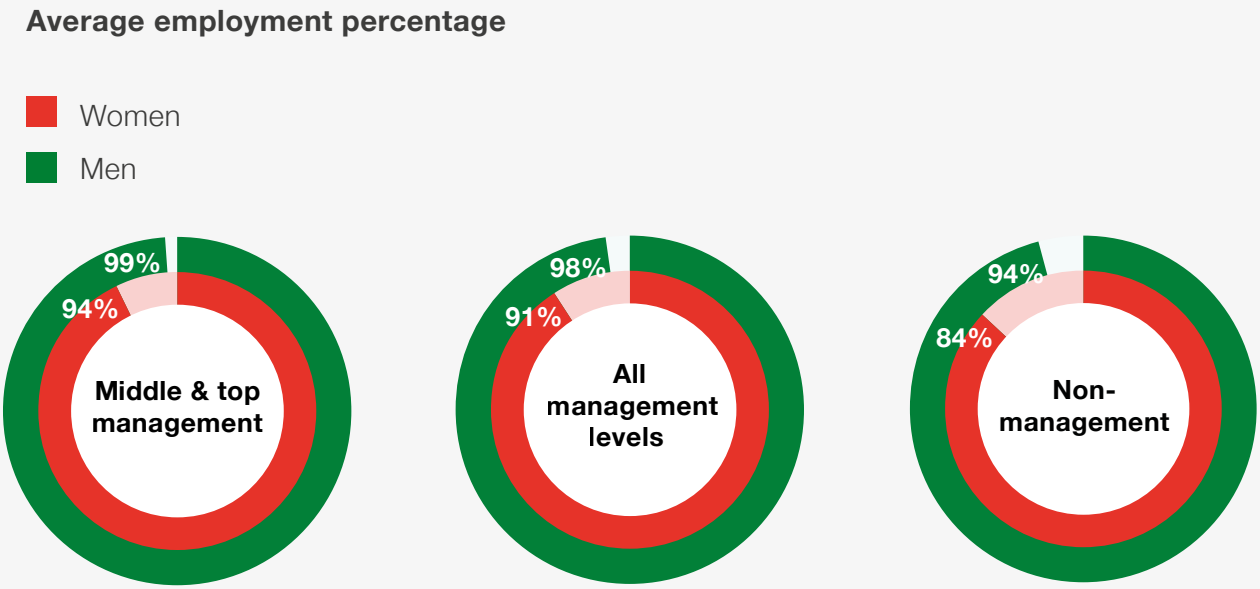


Figure 12: Average employment percentage

Still difficult to work part-time in upper management

At the upper management levels, employment percentages converge: Here, women work 94% on average and men 99%. This means that, currently, women would have to increase their employment percentage more than men do if they want to work in an upper management position. This is problematic, since it counters the persisting cultural norm of allocating family care almost solely to women (cf. below).

One step to increase the share of women in management could be the convergence of men and women's employment rates: on the one hand by an increase of women's employment percentage and on the other hand by enabling and encouraging men to take on their fair share of care work to equalize the balance. Equality only works if it works both ways.

Starting at 31 years, women work less

Between 21 and 30 years of age, men and women's average employment rate is almost identical at 93% and 91%, respectively. By contrast, the average employment rate of female employees from 31 years upwards is considerably below the average employment rate of both men and employees in management positions.

Average employment percentage by gender and age group

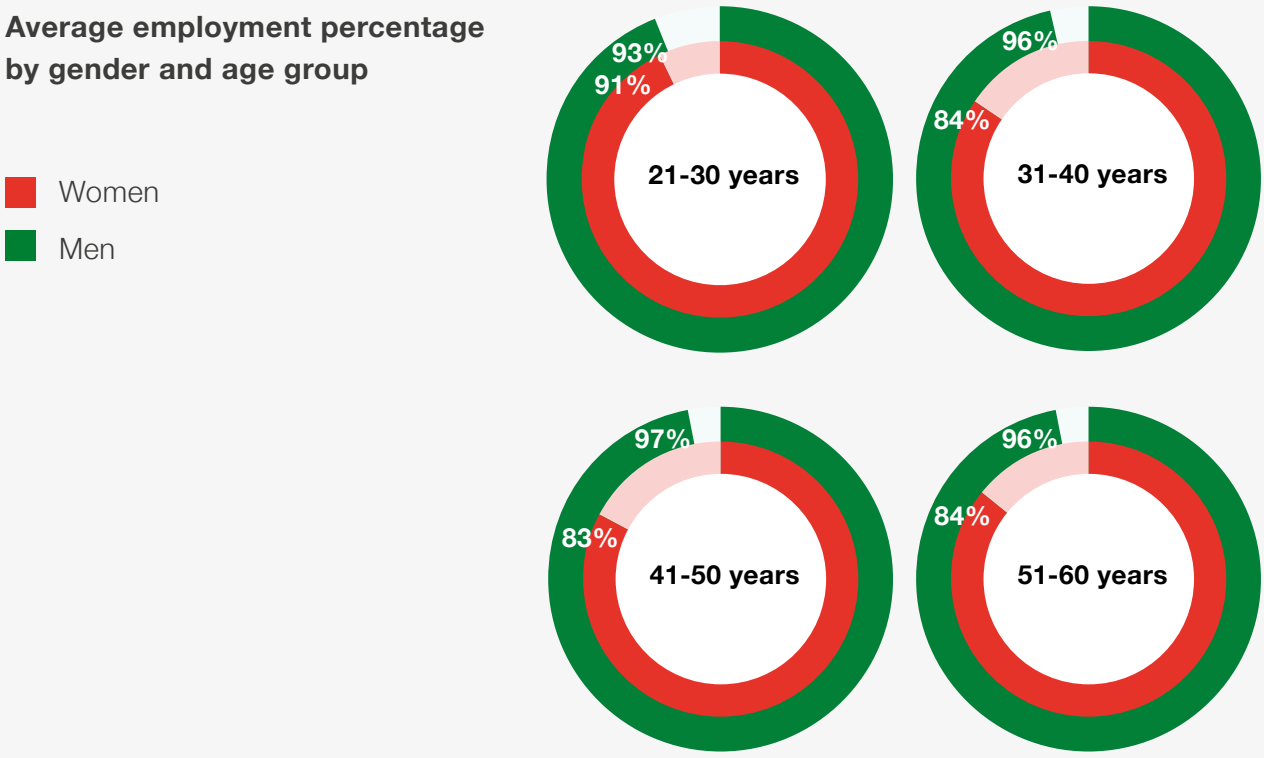


Figure 13: Average employment percentage by gender and age group

For women above 30, there are also significant differences in employment percentage between the participating companies. For men, this is not the case for any age group.

Family care still falls largely to women

Likely, the drop to part-time work among women is connected with family planning, as it happens around the age where many women have children. Nonetheless, it is striking that it still almost exclusively affects women (mothers), not men (fathers). This clearly shows that the cultural norm in Switzerland of allocating family care to women still holds strong.

Problematically, once women work part-time, many of them do not find their way back to full-time later, as data shows. Since most part-time employees are not able to reach (upper) management positions, this lands high-qualified women on so-called dead-end "mommy tracks".

Another issue is that careers really take off in most companies precisely at this age. In other words, as women reduce their employment rates, they effectively are taken out of the running for many promotions that could make their careers.

Women's average employment rate is considerably higher in Advance companies
As a high employment rate seems necessary to hold a management position, women who have lower employment rates are likely to be at a disadvantage. In Advance companies, women's average employment rate in non-management (86%) is considerably higher than in Benchmarking organizations (76%). Also, the difference between non-management and management is lower for women in Advance companies (6 percentage points) than in the Benchmarking organizations (12 percentage points). This means that women are more likely to be promoted in Advance companies than in Benchmarking organizations.

This indicates that Advance companies do a better job in enabling their female talent to combine higher employment rates with other engagements such as family care (e.g. by offering flex-time), or in sensitizing female employees to the "part-time penalty".

Average employment percentage Advance and Benchmarking companies

Women
Men

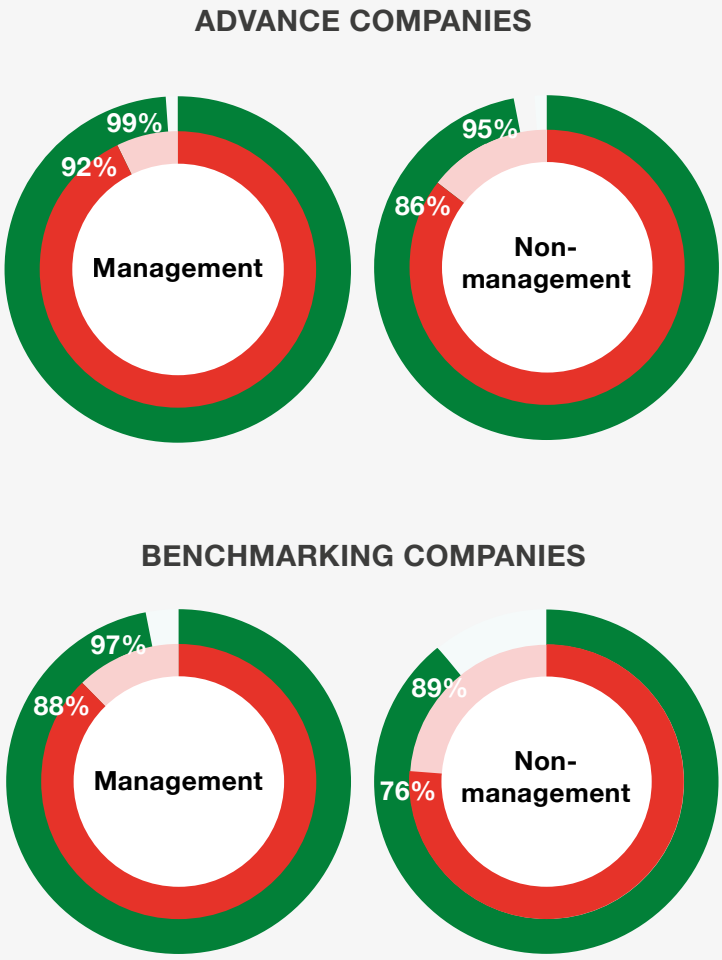


Figure 14: Average employment percentage Advance and Benchmarking companies

8.2 Insights & trends: Creating a flexible working culture

The relationship between employment percentage and promotions to management
Data analyzed by the CCDI indicates a significant correlation between higher average employment percentage among women and better representation in management. In other words, equalizing women and men's employment percentages is a key path to sustainably increasing the number of women in management. Lower employment percentages among women are likely a key barrier contributing to the glass ceiling.

One way of removing this barrier is to offer flexible working options for both men and women to allow employees to balance their work and private lives as much as possible – and equally. Advance companies are leading the way in this area.

Cultural part-time pattern poses specific barriers to the careers of Swiss women
Nationality also matters when it comes to employment percentages. More specifically, there is a clear pattern that Swiss women have the lowest employment percentages. Women with an EU background work at higher percentages and non-EU women often at the highest. Such differences are only marginally noticeable for men. Thus, the lower employment percentages of Swiss women have a negative effect on career advancement opportunities – not only compared to men, but also compared to non-Swiss women.

The numbers also bear this out: Among men, the share of foreigners stays the same for non-management and all management levels (around 30%). For women, the share of foreigners increases as the hierarchy levels get higher. While 27% of women in non-management are not Swiss, this number increases to 35% in lower management levels and jumps to 39% in upper management. Overall, foreign women have a 30% higher likelihood of reaching a management position than Swiss women.

The rise of flexible working
Flexible working arrangements are one of the most frequently implemented diversity & inclusion measures. Examples of flexible work arrangements include flexible hours, fixed days of working at home, telecommuting and job-sharing, among others.

Forty-five companies indicated that they offer at least one flex work option. Besides flexible working options, 45 companies also indicated that it is possible to work part-time in management positions. Yet, as the results regarding average employment percentage show, in practice, few managers seem to take advantage of such opportunities.

Flexible working only works if accompanied with a performance evaluation scheme that rewards performance over physical presence. In addition, the decision to approve a flexible work request (when it is possible and when it is not) should not be up to the individual (line) manager but based in policies.

Moving away from the part-time vs. full-time dichotomy
Thinking of employees as part-time or full-time employees creates an artificial dichotomy and an in-group / out-group dynamic. A better alternative is to build up an organizational culture that values open communication and results over physical presence. One key way to do this is for managers to model that physical presence is not the end-all-be-all.

In recent years, demands on performance have risen significantly. Workdays have become more fast-paced and reaction times shorter (Chesley, 2014). Often, this means that employees are asked to perform many more tasks in a shorter period of time than used to be the norm. With this should also come a rethinking of how much is reasonable and effective for an employee to work. In other words, the traditional part-time and full-time terminology simply might no longer adequately describe the modern workplace.

8.3 REFLECTION

> What does «good performance» mean at your company? To what extent is your conception of “good performance” tied to physical presence (and a 100% employment rate)?

> What kind of role models do you have that promote and also use flexible work models? Can you also think of managers, even top managers?

> Do you make a conscious effort to incentivize women to increase their employment percentage after the initial family phase? Do you incentivize men to not work full-time during the early years of parenthood?

> Do age and career have to be linked to each other? Is it really necessary for main career steps to take place between 30 and 40? Are there ways to shift career milestones earlier or later to accommodate diverse life trajectories?

9. RETENTION AND TURNOVER

9.1 Women and men are equally loyal

Both men and women's overall turnover rate is at 13%. In other words, men and women leave their jobs at equal rates. This trend also holds true for management.

The gradual convergence of men and women's turnover rates has happened over the last few years. Even in the quartile of companies with the highest and lowest average turnover rates, women and men's turnover rates are very similar (16% for men and 15% for women and 9% for women and 8% for men, respectively).

Turnover rate - all employees and management

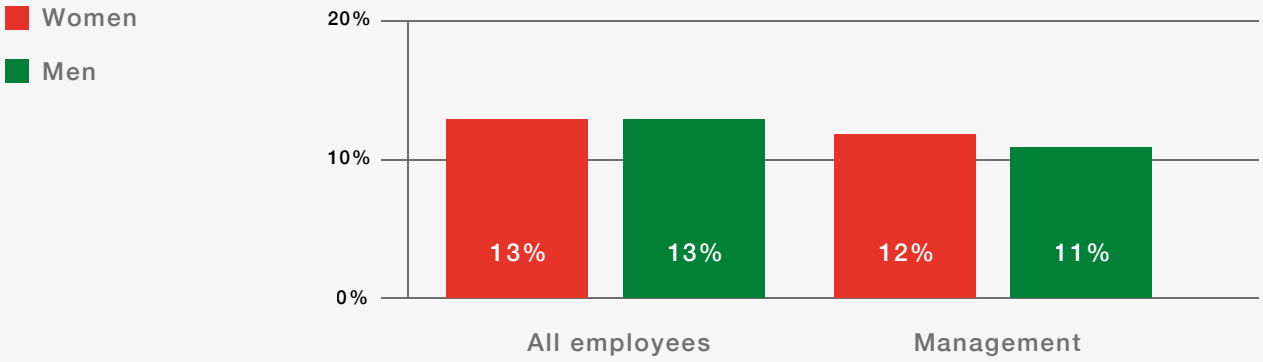
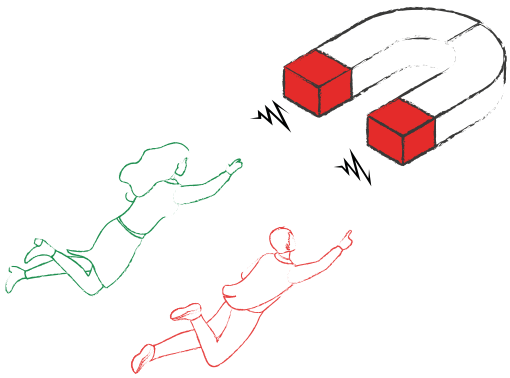


Figure 15: Turnover rate - all employees and in management

Turnover rates per age group are also very similar for men and women

As with the overall employee turnover rates, turnover rates by gender and age group are also very close. They are highest for both genders between 21 and 30 years and then go down with each age group.



9.2 Insights & trends: Creating a culture of inclusion

Proactively nurturing an inclusive environment

Companies that have managed to lower the turnover rates of their female employees have likely succeeded in improving the culture of inclusion that makes these workplaces more attractive for women. What are some factors that influence an inclusive workplace culture?

Researchers have long argued that in order to reduce problems associated with demographic diversity – such as high levels of conflict and turnover – companies need to proactively create and nurture inclusive environments so that they can leverage the potential benefits of gender diversity (Holvino, Ferdman & Merrill-Sands, 2004). In an inclusive working environment, all employees are treated fairly, valued for who they are, and included in core decision making (Nishii, 2013). Studies have shown that more inclusive work environments lead to higher employee satisfaction and lower turnover (Fiol, Pratt & O'Connor, 2009). Employees who feel like they are part of an inclusive work environment with supportive supervisors are more satisfied, identify more strongly with a company, and are less likely to leave. Similar results were also confirmed by a recent study conducted by CCDI.

How to deal with age bias and low turnover in management

Older employees are less likely to leave their jobs than younger employees, which leads to a low turnover rate of this age group. Since particularly men of this age group make up a good part of management, this also leads to low turnover in management. This is at least in part because older employees have few opportunities in the job market (age bias). This low turnover rate means, however, that there are companies with fewer opportunities to actually recruit or promote women to management positions, even if they want to do so.

One measure that can be taken is to separate "leadership" or "management" from prestige and privilege. Companies could create more temporary leadership opportunities (for example, project-based) to give more employees the opportunity to hone their leadership skills. Assigning temporary, project-based leadership roles has the added advantage of continuously mixing up teams so that minority employees can create a wider network, which increases the culture of inclusion. In addition, the demands of the modern agile workplace are well suited for such an arrangement.

9.3 REFLECTION

What would it look like in your organization if leadership responsibilities could be taken on temporarily?

Why are leadership positions so strongly linked to privilege and prestige? Is this really necessary? What measures could you take to weaken this link?

Who leaves your company most frequently? Men? Women? How old are they? What do these trends mean for your talent pipeline?

What do women and minority groups need in order to feel included and valued at your company? Have you actually asked them?

10. OUTLOOK: D&I ISSUES NOW AND IN THE FUTURE

The current state of the art when it comes to D&I

> D&I is on most companies' agenda and recognized as a leadership task: When it comes to leadership support, 30 out of 39 companies indicated top-down support of 7 or more on a scale from 1-10.

> What gets measured gets done: Out of 46 companies that provided information, 32 have D&I goals; however, only 25 have D&I goals for line managers. In 14 organizations, achieving these goals affects salaries or bonuses.

Here to stay: The equal wage debate

Companies are already aware of the importance of wage equality. 43 companies indicated that they have at least some measures to ensure wage equality. Yet, according to the Federal Statistical Office, a pay gap of 7.7% persists that cannot be explained by any other factor but gender (FOGE, n.d.). After a recent revision of the gender equality law, the Swiss government will require employers with more than 100 FTEs to periodically analyze their employees' salaries using an evaluation tool provided by the government.

There are wage differences that can be explained and those that cannot. Pay inequality and discrimination affect women in well-paid and poorly paid jobs alike. Generally, the higher the professional status and level of skills required, the higher the pay and the smaller the proportion of women will be – contributing to an even larger gender pay gap (FOGE, n.d.). This is an example of an explainable wage gap; others can only be explained through discrimination. In other words, the "hot" topic of wage equality is here to stay; it will continue to be a heavily discussed topic. Companies can expect to get more pressure from media, consumers and the government.

It is important for companies to stay ahead of these developments by proactively assessing the salaries they pay for potential unexplainable wage differences due to gender. No company wants to risk a law suit or a scathing newspaper report because of wage discrimination based on gender. If problems do arise, then there is enough time to sustainably fix these issues.

On the horizon: Paternity and adoption leave

While many companies offer maternity leave that can be extended past the legally required length, policies surrounding paternity and adoption leave still have a long way to go. Granted, 45 out of 52 organizations offer some kind of paternity leave, and almost as many also offer some kind of adoption leave. On the face, this is promising. However, the most frequently cited period of time is ten days, considerably shorter than the federally mandated maternity leave.

There are several reasons why paternity and adoption leave are likely to be a hot-button topic in the next few years in Switzerland and why companies should pay attention:

> LGBTQ+ rights: Marriage between same-sex couples is on the horizon; stepchild adoption is already legal. Debates about other forms of adoption and reproductive assistance for same-sex couples are on the rise. This means that companies need to have a conversation about their own family leave policies to stay current.

> Growing political demands for paternity leave: Soon, Swiss people will vote on a mandatory four-week paternity leave. The political pressure to offer paternity leave is thus likely to increase further – and it is better to be ahead of the curve.

> Our workplaces are becoming more international, and our parental leave policies should follow suit. Global companies like Ikea, Volvo, Novartis or Google are voluntarily offering several months' paternity leave. Neighbouring Germany has the option of parental leave of up to 14 months. If Swiss companies want to stay employers of choice for highly qualified, young and international talents, taking parental leave seriously could be key.

> More equitable parental leave policies could help women avoid the part-time trap: If women are not the only ones taking a parental leave, this could positively affect the differences between men and women's average employment rates. In other words, this could also give women a serious advantage when it comes to their career trajectories.

Companies have the opportunity to set themselves apart from the crowd by positioning themselves as leaders on this important issue.

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About Advance

Advance is the leading Swiss business association for gender equality in the workplace and is committed to increasing the share of women in leading positions. Gender-mixed teams make better decisions, are more innovative, productive and profitable. Gender diversity is a competitive advantage and a win-win for both women and men. Advance supports its member companies with an integrated program on their diversity journey. Founded in 2013 by nine companies, Advance has over 100 member companies to date. www.weadvance.ch

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The Competence Centre for Diversity and Inclusion (CCDI) is among the leading research institutions with regard to diversity and inclusion in Switzerland. CCDI conducts cutting-edge research on diversity and inclusion (D&I) and provides guidance and training to companies on how to promote and manage D&I in their organizations. Our team draws on more than 20 years of experience in the field. www.ccdi-unisg.ch, www.diversitybenchmarking.ch

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