



## Case Study:

# Helvetia Insurance aims to drive innovation and position itself as a preferred employer

The group management of Helvetia Insurance, an international insurance group, decided to address the topic of diversity and develop a diversity strategy. Their first step was to analyse their strengths and weaknesses in comparison with other peer companies.

## Analysis and Results

The Competence Centre for Diversity & Inclusion of the University of St.Gallen (CCDI) carried out an in-depth analysis with Helvetia Insurance. CCDI examined the company's personnel data and the results of an employee satisfaction survey from a diversity standpoint. Helvetia discovered that it had a higher turnover rate among young female professionals. The employee satisfaction survey also revealed that women had a lower estimation of their professional development opportunities within the company and felt less committed than their male counterparts. Another important finding was with regard to generations. In the "rush hours of life" between the ages of 30 and 50, when many employees have (younger) children and are also taking important career steps, their commitment to the company tended to be lower. These employees felt less supported by their teams and were not always able to successfully balance their workload with personal duties. Furthermore, women in the company tended to work part-time and men full-time. Leadership positions nearly always required full-time work.

## Defining concrete goals and measures

Based on these findings, the group management decided to focus on reducing the turnover rate among women over the next five years down to the level of men. A second goal was to increase the proportion of women in

talent pools and in management. These goals were then implemented by coupling them with other initiatives in the organisation, e.g. a "next generation" initiative, leadership training, a culture change initiative, as well as adjustments in the area of talent management and a broader offering of flexible working models. All of these initiatives stemmed from the strategic goal to improve the company's innovativeness and position itself as a preferred employer.

## Goal measurement

With the support of CCDI, Helvetia Insurance developed a set of key performance indicators (KPIs) to measure goal attainment. These KPIs are regularly reported on to top management, project managers and business unit heads.

## Reference at Helvetia Insurance

Manuela Bärtsch Forster, Head of Diversity & Inclusion, is happy to provide a personal reference.

## For more information

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