

St. Gallen Diversity Benchmarking

- Example Report -

This document shows an excerpt from a benchmarking report focusing on gender. The complete report consists of more than 50 key figures and includes evaluations according to additional diversity dimensions such as age, nationality, language groups, employment level, etc. You will know the number for your company and will thus see how you stand in comparison to other companies. The other companies remain anonymous.

Table of Contents

- Table of Contents 1**
- List of Figures 3**
- 1 Legend 5**
- 2 Management Summary 6**
- 3 Basic Key Figures 9**
 - 3.1 Gender: More men than women, especially in management and in positions with personnel responsibility 9
 - 3.2 Nationality: Predominantly Swiss 13
 - 3.3 Language: Predominantly German 15
 - 3.4 Age: Relatively high average age among men in management 18
 - 3.5 Implemented Diversity Measures: On Track 25
- 4 Pipeline – Apprentices and Interns 27**
 - 4.1 Apprentices: Percentage of women in most organizations 40% to 60% 27
 - 4.2 Interns: Average lower proportion of women than among apprentices 29
- 5 Job Applications and Recruitment 30**
 - 5.1 Slightly higher percentage of female applicants compared to employees overall 30
 - 5.2 Percentage of female applications for management positions slightly higher than that of female employees in management 35
 - 5.3 New hires: Stronger consideration of women than men 40
 - 5.4 New hires in management and in positions with personnel responsibility: Recruitment slightly in favor of women 44
- 6 Retention and Turnover 50**
 - 6.1 Departures and turnover rate of women overall higher than those of men 50
 - 6.2 Departures and turnover of women in management higher than those of men 57
 - 6.3 High return rate after maternity leave 62
- 7 Career 64**
 - 7.1 Promotions clearly in favor of men 64
 - 7.2 Promotions mostly in favor of German-speaking employees 67
 - 7.3 Promotions in favor of foreign nationals 70
 - 7.4 Promotions clearly in favor of employees working full-time 73
 - 7.5 Promotions to management clearly in favor of men 76
 - 7.6 Promotions to management mostly in favor of German-speaking employees 79
 - 7.7 Promotions to management in favor of foreign employees 83

7.8	Promotions to management clearly in favor of employees working full-time	86
7.9	Probability of entry into management clearly higher for men, the glass ceiling remains	89
7.10	Higher average employment percentage of men compared to women, especially for ages 31 years and older	93
7.11	Higher average employment percentage of men also in management, though the difference to women is lower than overall	104
7.12	Full-time or almost full-time employment for women and men in positions with personnel responsibility	106
7.13	Comparison between employment rates in management and non-management: Large differences between organizations	108
Appendix.....		114

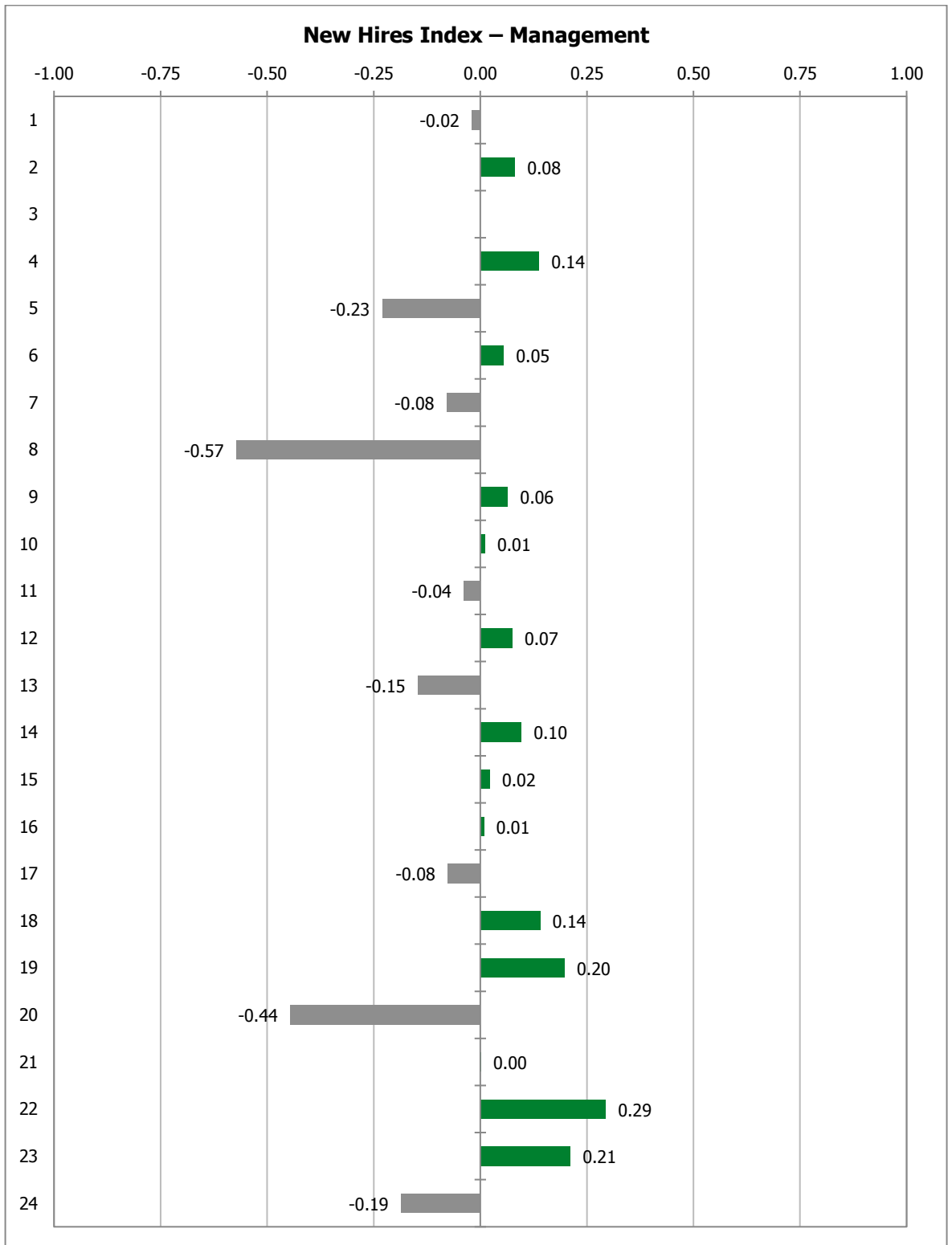


Figure 26: New Hires Index – Management

The New Hires Index shows that in 13 organizations, the proportion of women among the new hires for managerial positions is higher than the percentage of female employees in management. When only new hires are considered, the percentage of women in management should increase in organizations 2, 4, 6, 9, 10, 12, 14, 15, 16, 18, 19, 22 and 23. Organizations 19, 22 and 23 have the highest index value. It seems that these organizations succeed in recruiting women for managerial positions.

Organization 21 shows an index value of zero. This means that women and men are recruited according to the gender distribution in management.

In organizations 1, 5, 7, 8, 11, 13, 17, 20 and 24, the New Hires Index – Management is negative. This means that the percentage of female new hires for management positions is lower than the percentage of women already employed in managerial positions in these organizations. If only new hires are considered, the percentage of women in management should be expected to decline in these organizations. The index is the lowest in organization 8.

For organization 3, no index can be calculated because there only men for managerial positions were recruited.



Particularly the results for organizations 3, 5, 13, 20 and 24 should be viewed critically, because the difference between the percentage of women overall and in management (see figures 1 and 2) is high (over 10 percentage points) in these organizations. Therefore, a greater consideration of women during the recruitment process for managerial positions would be desirable.

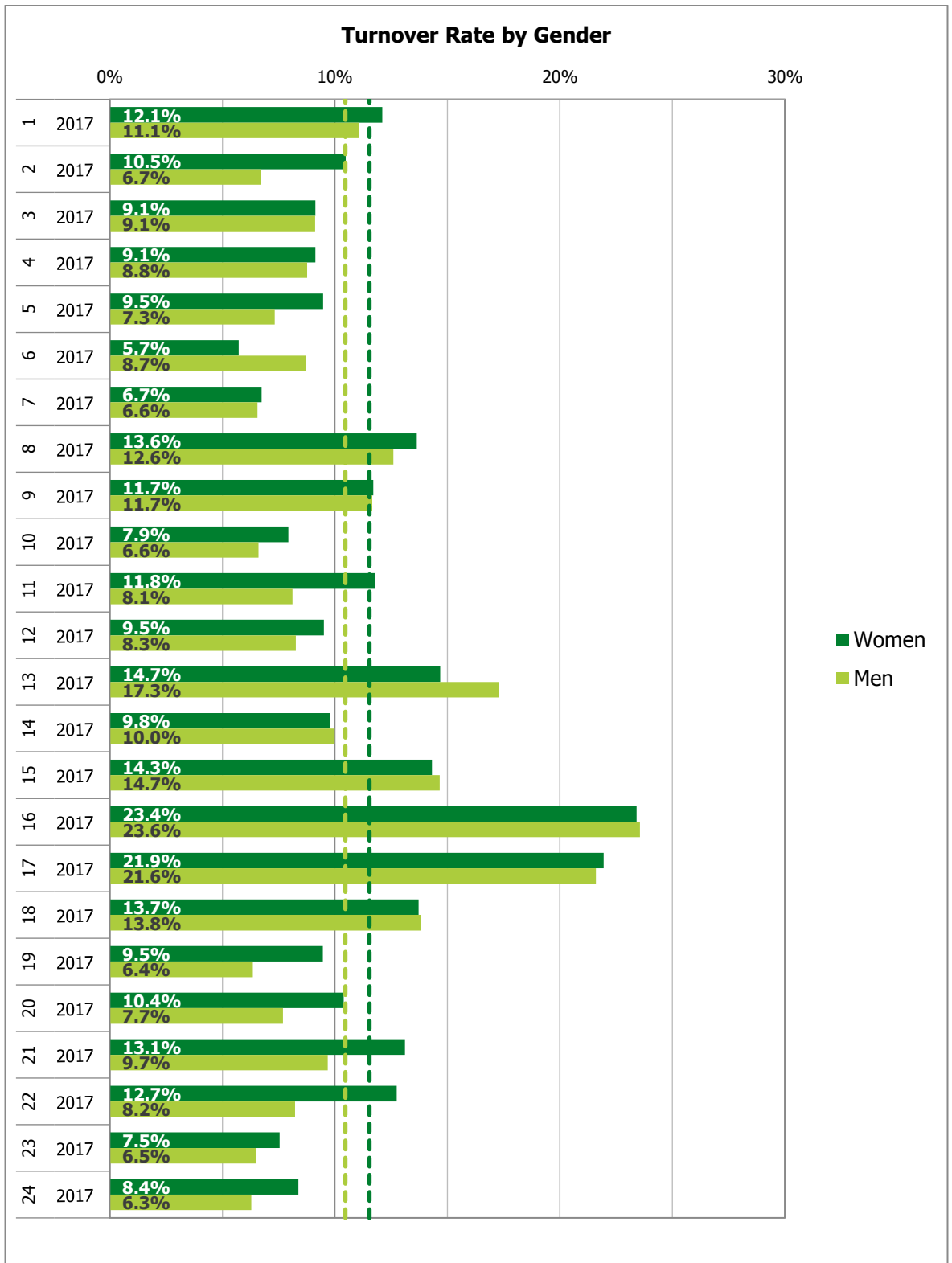


Figure 31: Turnover Rate by Gender



In most of the organizations, the turnover rate of women is (slightly) higher than that of men. This is reflected in the average for all organizations. The difference between women and men is the highest in organization 22 (4.5 percentage points) and the lowest in organization 7 (0.2 percentage points).

In two organizations (3 and 9), the turnover rate of women and men is the same. In organizations 6, 13, 14, 15, 16 and 18, the turnover rate of men is higher than that of women. Here the difference in organization 6 is the highest (3 percentage points).

In most organizations, the difference in turnover rate between women and men is low. Nevertheless, refilling each position causes high costs. In addition, large parts of the recruiting benefits vanish because of the higher turnover rate of women in most organizations.

Career

Promotions clearly in favor of men

„Promotion“ means that an employee is in a higher hierarchical level in the current period (2017) compared to the last period (2016).

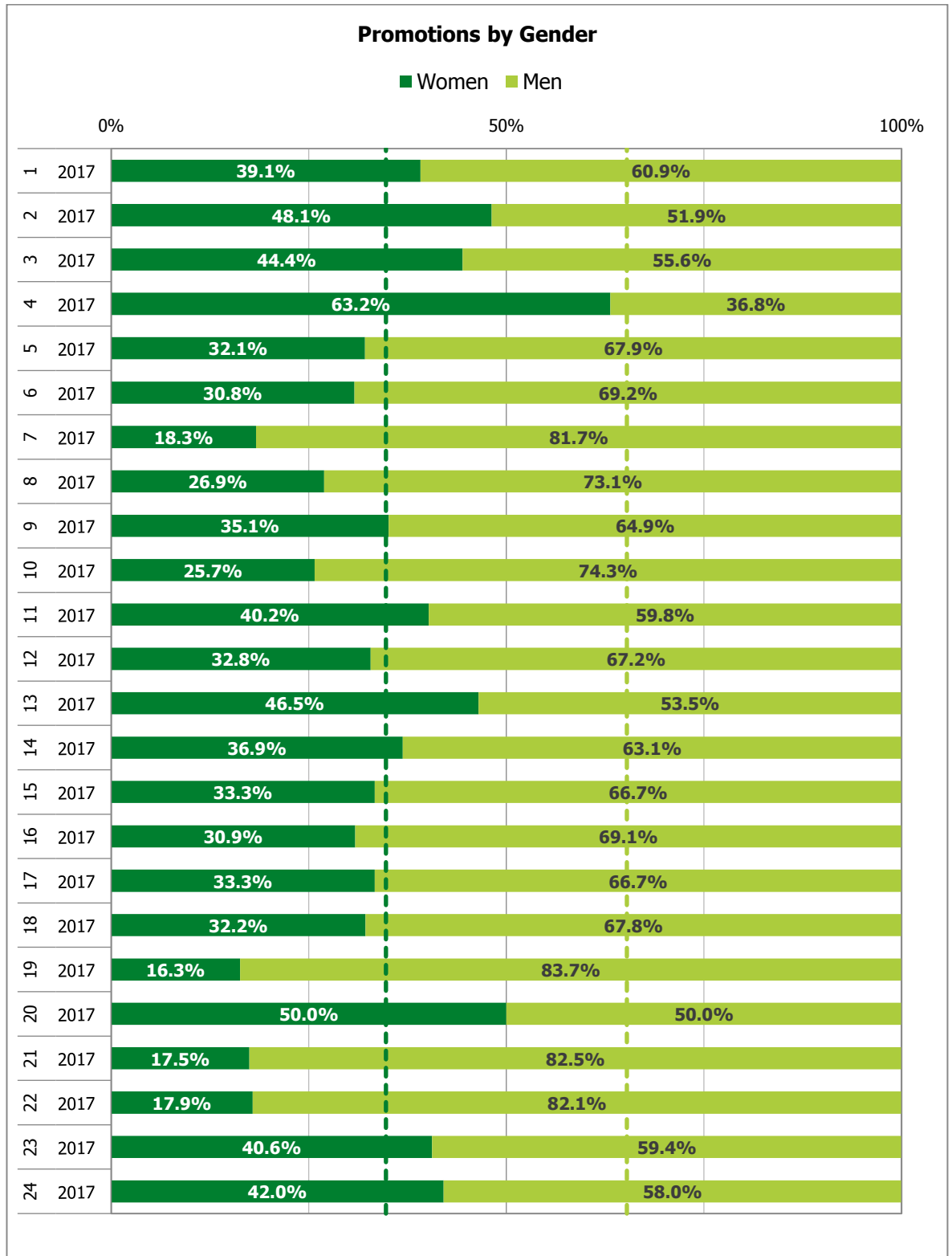


Figure 38: Promotions by Gender

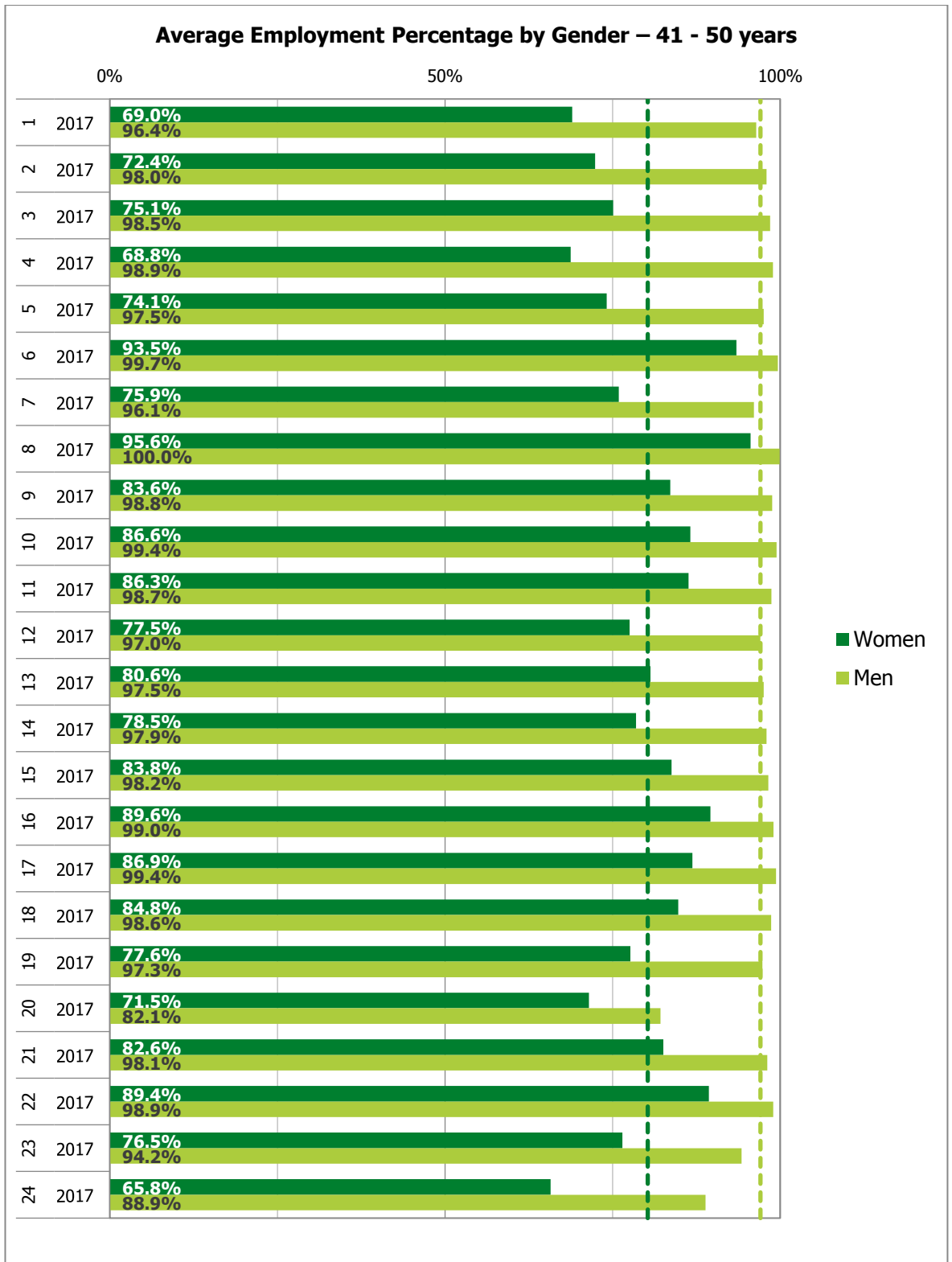


Figure 60: Average Employment Percentage by Gender – 41 - 50 years

It can also be stated that the employment percentage of women hardly increases after the age of 40 years. Between 41 and 50 years, the average employment rate is similar to the one between 31 and 40 years. The average across all organizations is 80.2% for women and, again, 97.1% for men.

The average employment rate of men ranges from 82.1% to 100.0%. Again, in 22 of the 24 organizations, it is between 90% and 100%. The average employment rate of women is between 65.8% and 95.6%, though only in two organizations is it between 90% and 100%, and again in three organizations, it is below 70%.

The gap between women and men in this age group is between 4.4 percentage points (in organization 8) and 30.2 percentage points (in organization 4).

Also in the age range 51-60 years, there are only slight changes in the average employment rates (see the following figure). The difference between women and men slightly decreases in this age group: the average across all organizations is 83.8% for women and 96.8% for men. This decrease is the result of a slight increase of the average employment percentage of women and a minimal decrease of that of men. Nevertheless, the difference between women and men remains high. Once women start to work part-time, they do not seem to increase their employment rate notably later on.



Comparison between employment rates in management and non-management: Large differences between organizations

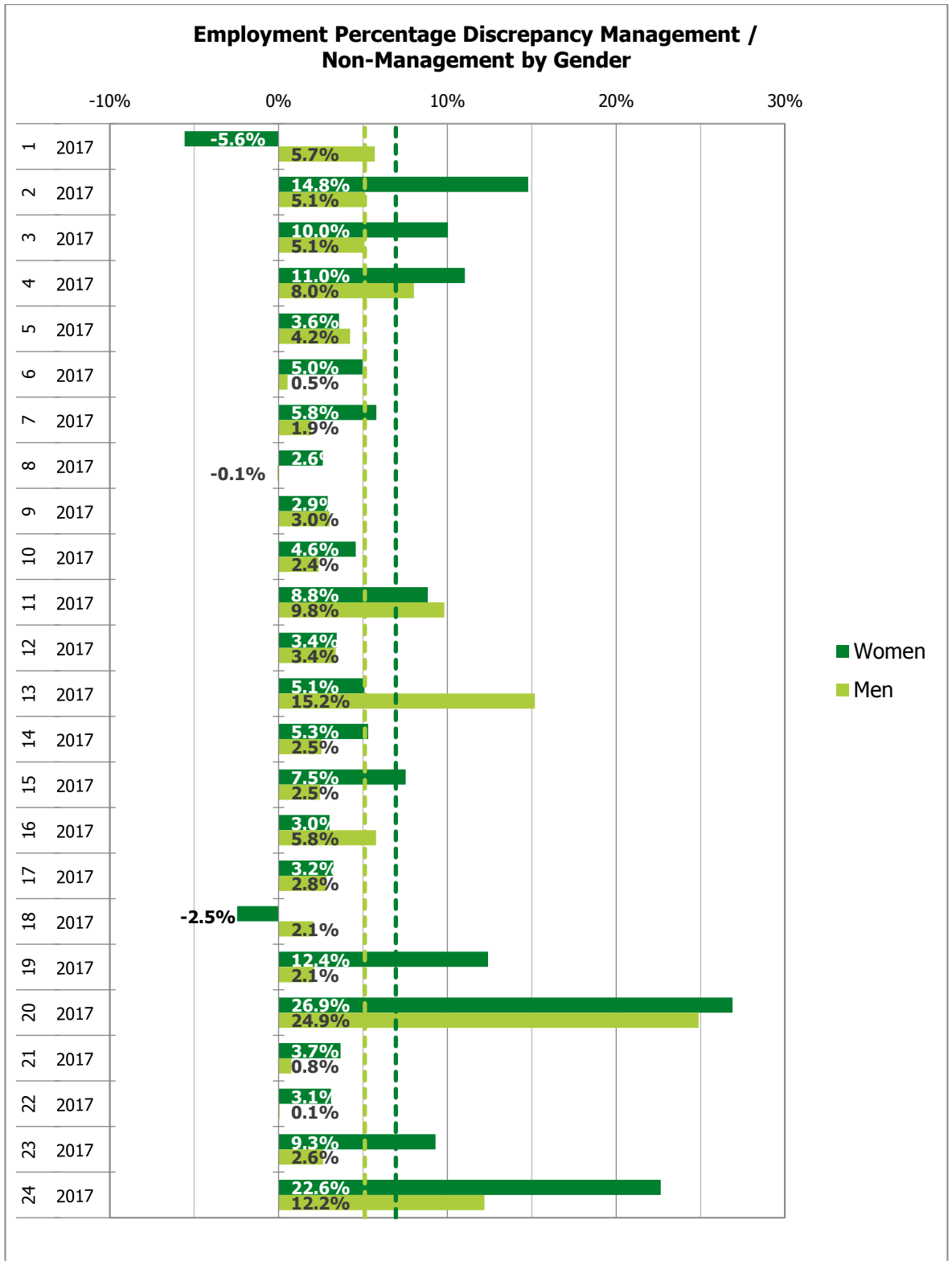


Figure 66: Employment Percentage Discrepancy Management / Non-Management by Gender

This figure shows the discrepancy between the average employment percentage of employees in managerial and non-managerial positions.

There are large differences between the organizations with regard to the employment percentage discrepancy between managerial and non-managerial positions. For women, this discrepancy is between 2.5% and 26.9%. In organizations 1 and 18, the average employment rate of women in management is slightly lower than that in non-managerial positions.

For men, the discrepancy in employment percentage between management and non-management positions is between 0.1% and 24.9%. The range is therefore similar to the women's. In organization 8, the average employment rate of men in management is minimally lower than that of men in non-managerial positions.

If the average of all organizations is considered, the discrepancy in the average employment rate between management and non-management is slightly lower for men (5.1%) than for women (6.9%).

The discrepancy in the average employment rate between management and non-management is higher for women than for men in 16 of the 24 organizations. The difference between women and men is highest in organizations 19 and 24. In these organizations, women clearly need to raise their employment rates more than men, if they want to advance to management positions. This hampers their career opportunities.

In seven organizations (1, 5, 9, 11, 13, 16 and 18), the employment percentage discrepancy between management and non-management is higher for men than for women. The difference is highest in organizations 1 and 13. In these organizations, men need to raise their employment rates more than women to advance to management positions.

In 14 organizations, the employment percentage discrepancy is small for both women and men (up to approx. 5%). This means that in these organizations, there are only slight differences regarding employment percentage, whether employees are in managerial or non-managerial positions. Since in these organizations women are nevertheless underrepresented in management, in some organizations considerably (e.g. organizations 10 and 14), there must be factors other than part-time work causing the gender gap (e.g. unconscious biases in promotion processes). Alternatively, perhaps even minor reductions in employment percentage are negatively influencing promotion opportunities.