



Life begins at the end of our comfort zone!

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Samstag, 9. März 2019

# On a Personal Note

1966  
«Too small for gymnasium»



Shall we get  
used to it?

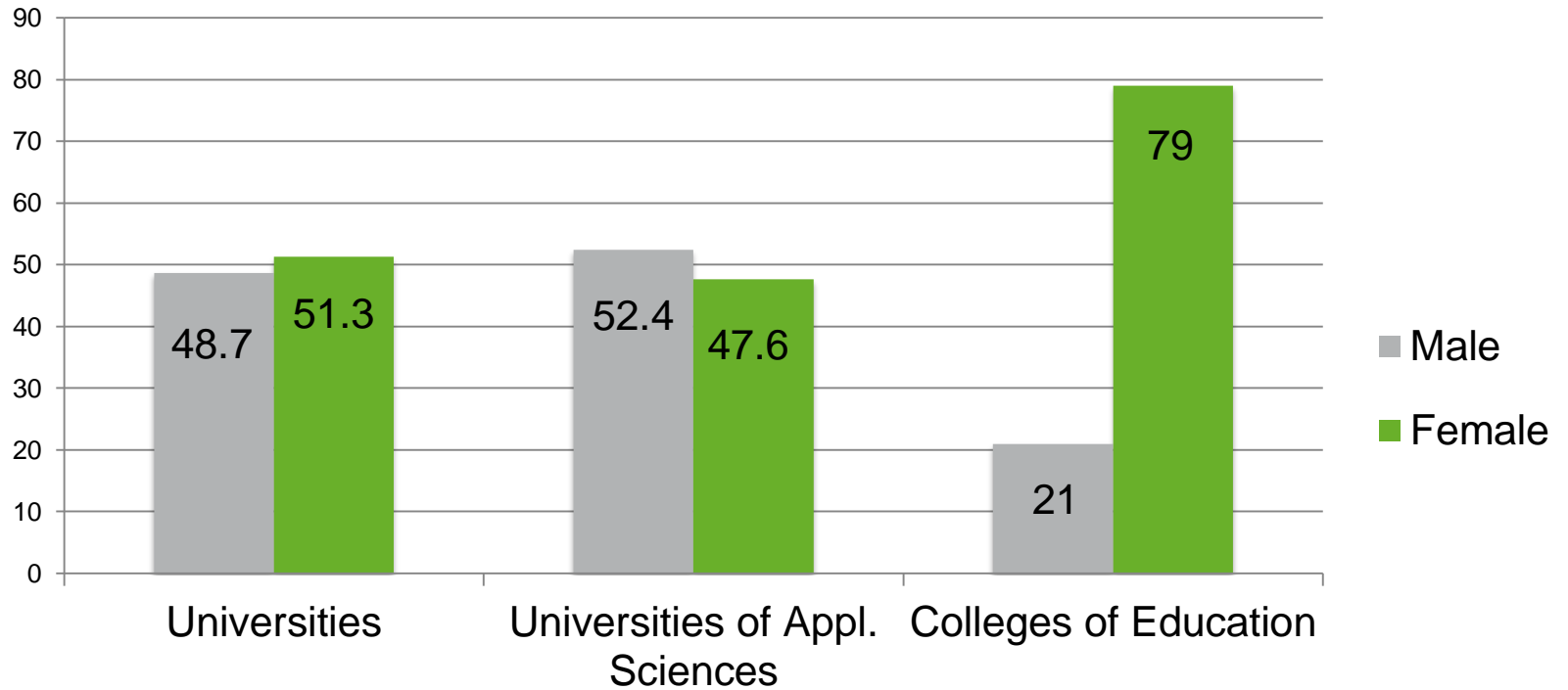


2018  
«How do you qualify for this job?»

# Women in Academia:

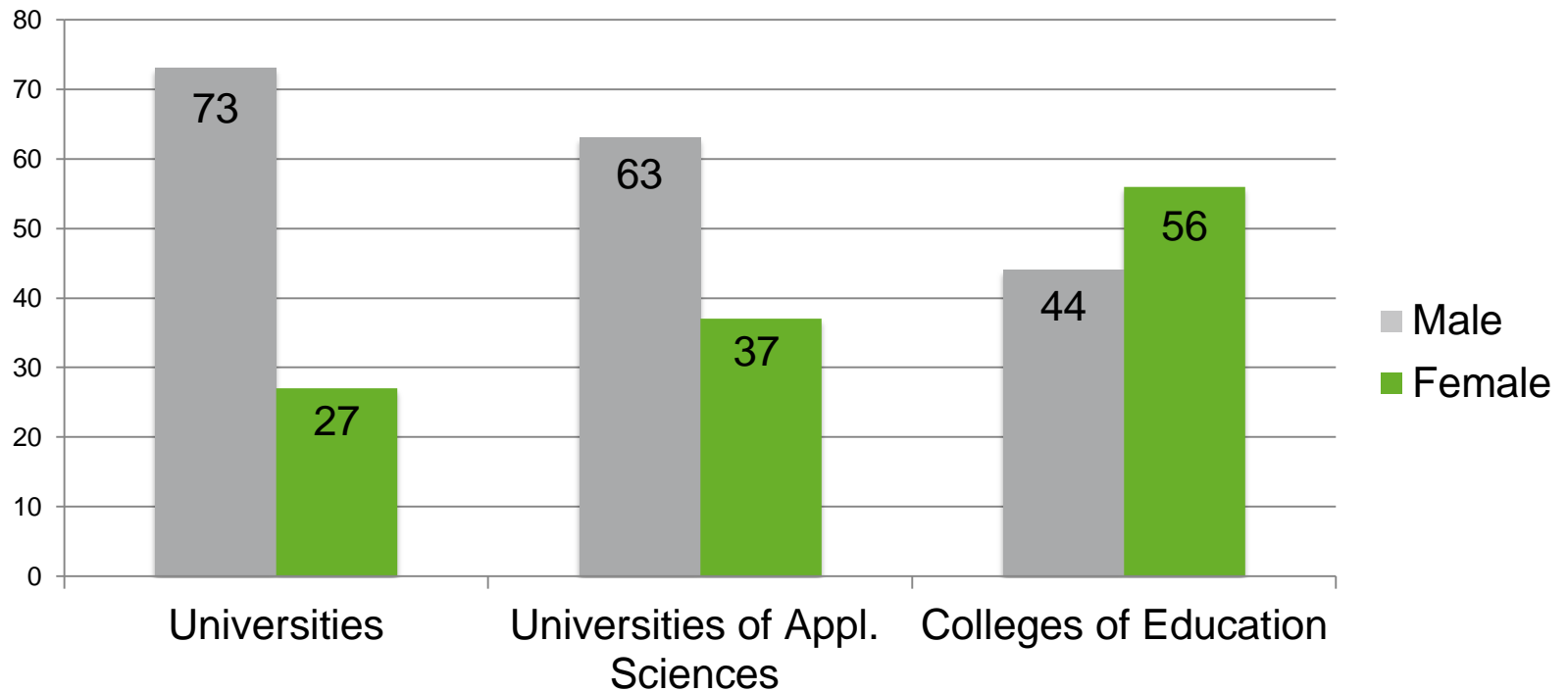
# Percentage of Students

## By Gender and Type of Institution for 2017-2018



# Percentage of Teaching Staff

## By Gender and Type of Institution for 2016-2017



- Total percentage of female students and doctoral candidates in 2018: **33.2 %**

Abb. 9: Anteil Frauen unter den Studierenden und Doktorierenden der ETH Zürich und der EPFL

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
%-Anteil im Bachelorstudium	28,9	28,9	29,4	29,2	28,6	28,7	29,2	30,0	30,6	31,6
%-Anteil im Masterstudium	29,0	29,2	29,2	28,7	29,4	29,5	28,6	28,5	29,4	29,6
%-Anteil im MAS- / MBA-Studium	34,8	37,0	37,1	36,7	34,6	35,0	38,6	37,9	38,8	40,6
%-Anteil im Mobilitätsstudium	–	–	–	–	–	–	–	–	35,9	32,9
%-Anteil im Doktoratsstudium	29,3	30,4	29,4	29,8	30,4	30,6	30,6	31,0	30,8	31,4

Source: Geschäftsbericht über den ETH-Bereich 2018. ETH Rat.

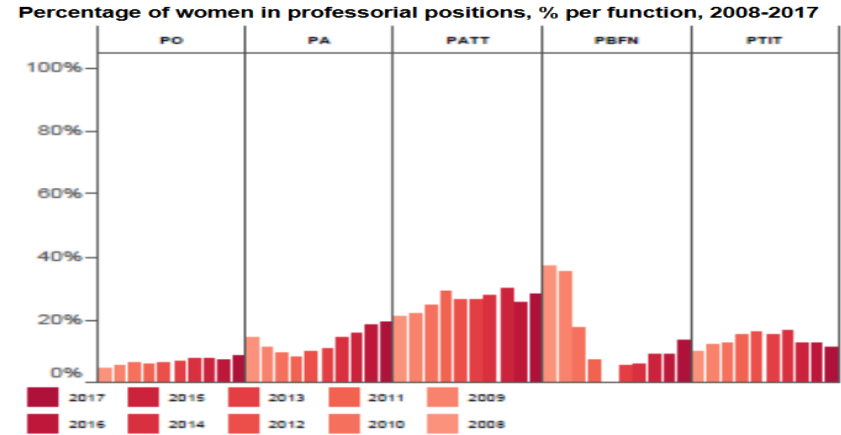
## Three categories of professors at ETHZ and EPFL

- 686 Full and Associate Professors: **12.8% female**
- 109 Assistant Professors TT: **22.0 % female**
- 55 Assistant Professors: **27.3 % female**

→ **14.9 %** of professors at ETHZ and EPFL are female.

# Development of Female Professors

## EPFL 2008-2017



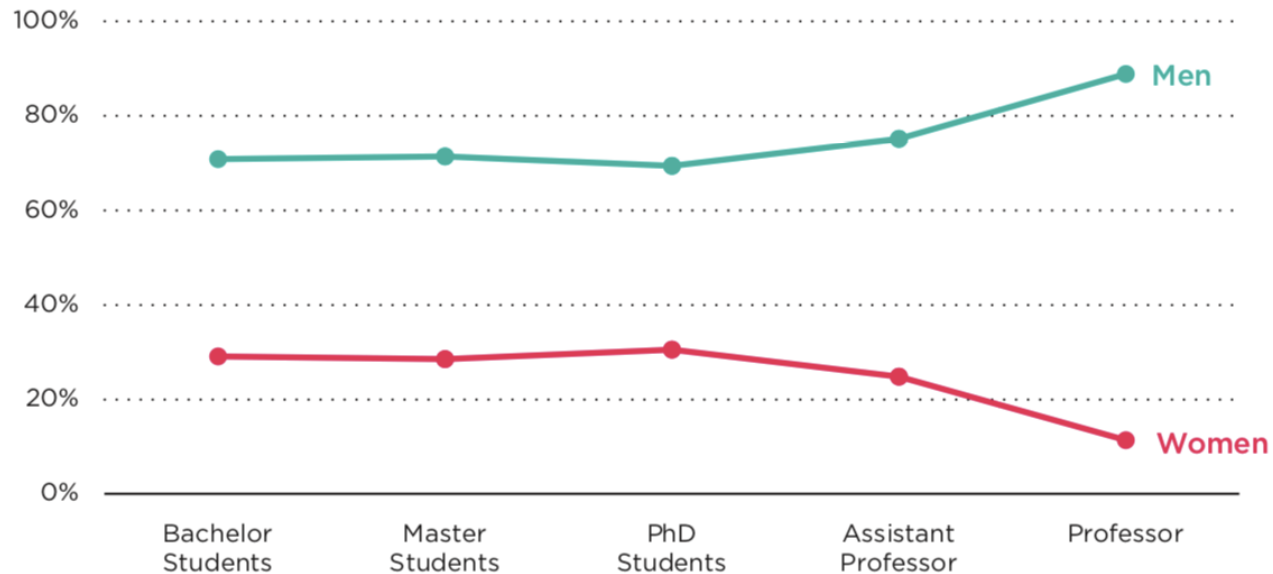
## ETHZ 2006-2017

Gender Monitoring 2017/2018. [https://www.ethz.ch/content/dam/ethz/associates/services/Anstellung-Arbeiten/chancengleichheit/Strategie\\_und\\_Zahlen/monitoring-und-studien/1718/Gender\\_Monitoring\\_2017\\_18\\_de.pdf](https://www.ethz.ch/content/dam/ethz/associates/services/Anstellung-Arbeiten/chancengleichheit/Strategie_und_Zahlen/monitoring-und-studien/1718/Gender_Monitoring_2017_18_de.pdf) (Status URL: 19.2.2019).

Source: Gender Monitoring EPFL 2017-2018. [https://equality.epfl.ch/wp-content/uploads/2018/07/GenderMonitoring\\_EPFL\\_en.pdf](https://equality.epfl.ch/wp-content/uploads/2018/07/GenderMonitoring_EPFL_en.pdf) (Status URL: 19.2.2019).



# Fix the Leaky Pipeline!



→ Career-building program in the Domain since 2007.

Source: Fix the “leaky pipeline”. General information 2019.

# Women @ Work

# Gender Wage Gaps in Switzerland

	Average Wage Gap (per month)	Explained	Unexplained	Unexplained Wage Gap Based on Mean
Overall Economy	18.3% (1'455 CHF)	56%	44%	7.7%
Private Sector	19.26 (1'532 CHF)	57%	43%	8.1% (657 CHF)
Public Sector	16.7% (1'498 CHF)	65%	35%	5.9% (522 CHF)

- **Board of Directors**

- 21% female (2017: 19%) ↑
- 38% of positions filled with females (2017: 25%) ↑

- **Executive Management**

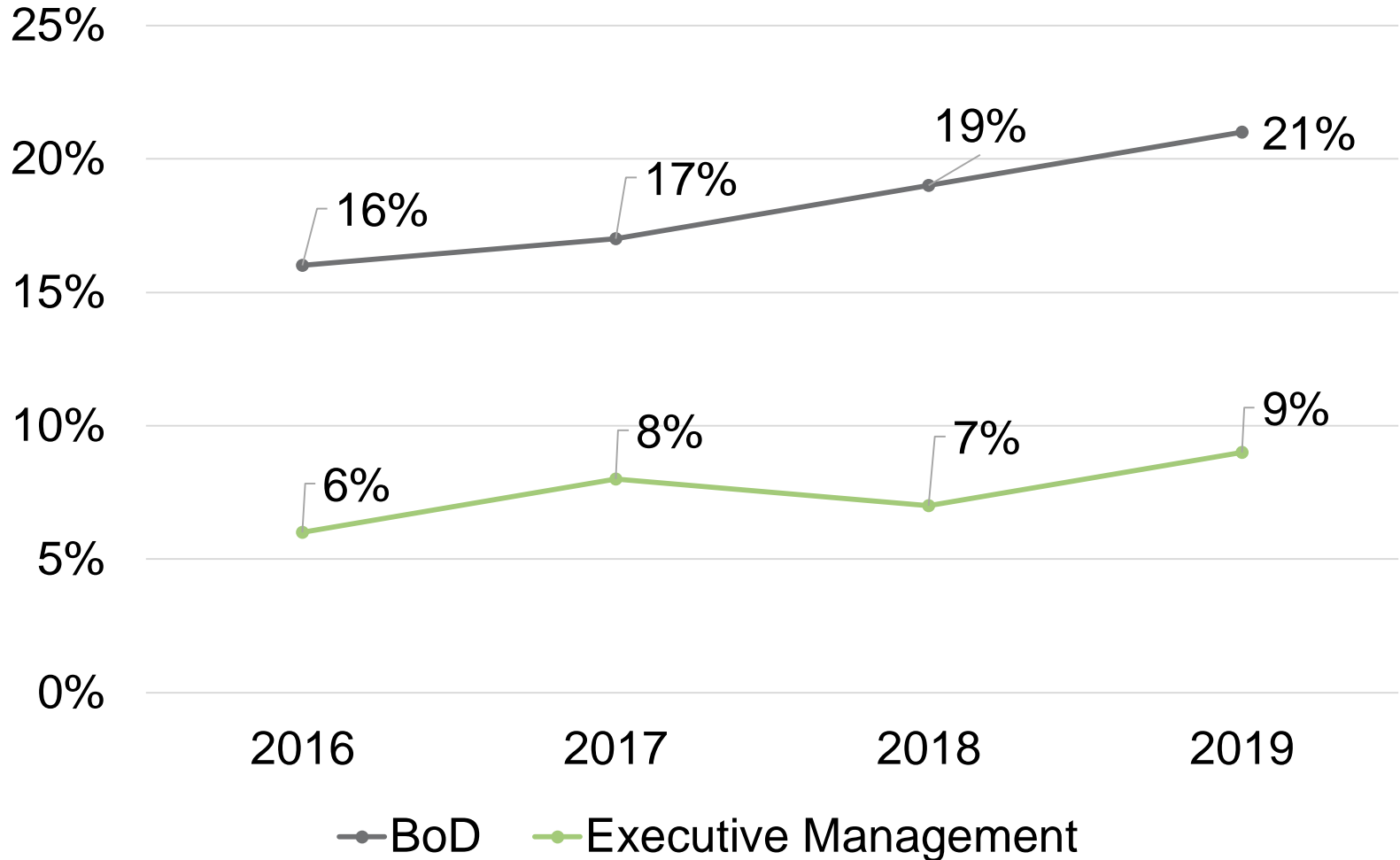
- 9% female (2017: 7 %) ↑
- 18% of positions filled with females (2017: 8%) ↑

- **Vacant Positions filled internally (68%)**

- 64% by female candidates (2017: 22%) ↑
- 69% by male candidates

Source: Schillingreport 2019 (data collected in 2018)

# Development Over the Years



## Board of Directors:

- 33% (DAX) and 24% (SMI) overall (2018)
- 30% of vacant positions were filled with females (DAX, 2018)
- 30% of new hires were female (SMI, 2017)

## Executive Management:

- 14% (DAX) and 10% (SMI) overall (2018)
- 15% of new hires were female (DAX, 2018)
- 10% of new hires were female (SMI, 2017)



## Private Sector Switzerland:

- Executive management: 10% female (2016: 9%) ↑
- Top management: 16% female (2016: 14%) ↑
- Middle management: 24% female (2016: 21%) ↑

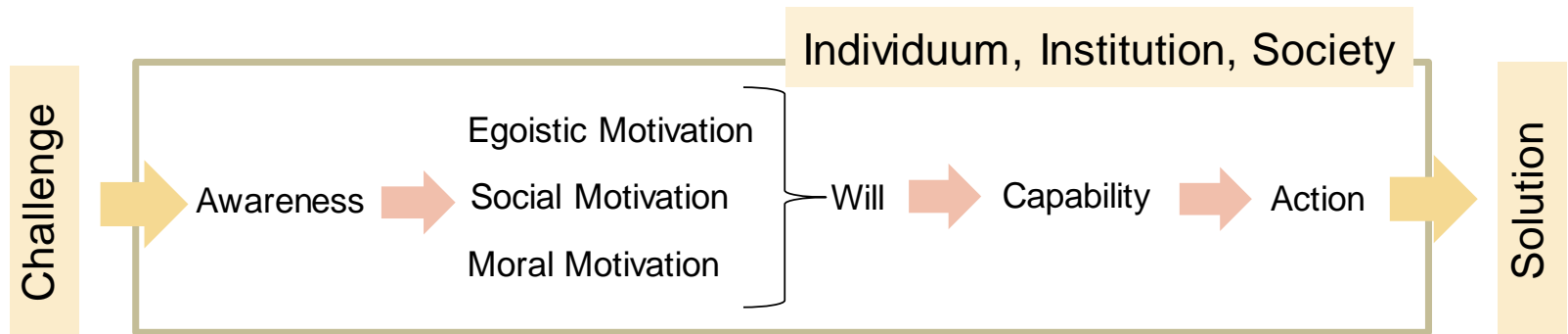
## Public Sector in Switzerland:

- Top management: 22% female (2016: 22%) =
- Middle management: 28% female (2016: 24%) ↑



- **Swiss Code** of Best Practice for Corporate Governance (2016) recommends attractive work conditions and balanced composition of Board of Directors.
- **Salaries (2018)**: Companies with at least 100 employees will be required to carry out wage equality analysis every four years.
- **Boards (2019)**: The Federal Council: proposes gender benchmarks in large listed companies:
  - Board of Directors: min. 30 % female
  - Executive Management: min. 20 % female

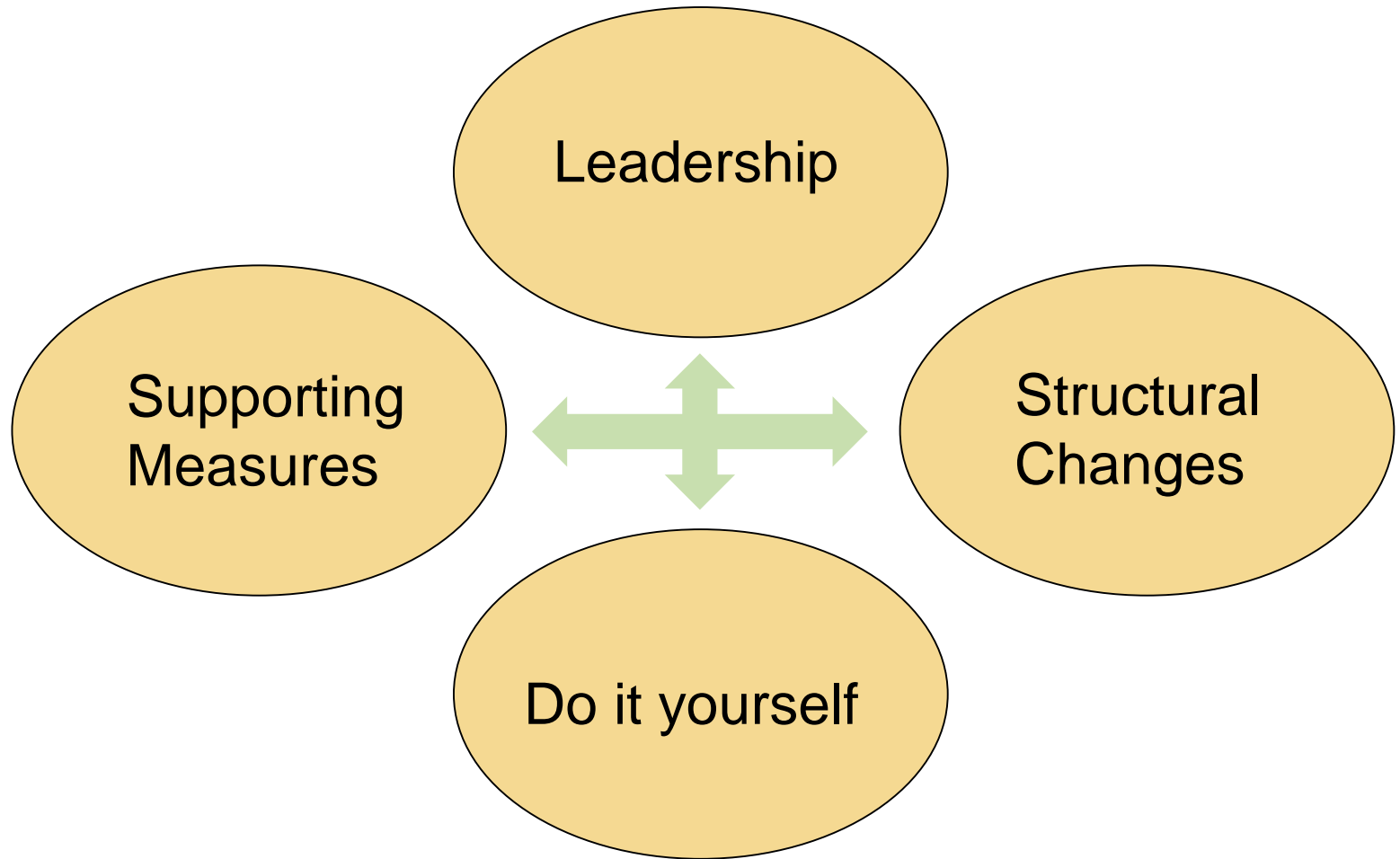
# Systemic Approach to Change



→ Where is the bottleneck?

# Lessons Learned and Best Practices

# Whole of Gender Equality Approach



- Creating a culture of inclusion
- Awareness raising around stereotypes and choices regarding studies and careers
- Preventing and confronting discrimination



Leadership

→ The leadership is responsible for cultural changes!

- Integrating action plans into institution-wide strategies
- Integrating specific objectives in target agreements
- Implementing responsibilities and processes



Leadership

→ It's about Plan / Do / Control / Act!

# Inter- and Transdisciplinarity

- Linking science, engineering, social sciences and humanities
- Adding societal purpose to technologies

Structural  
Changes

→ Women go for MINT plus !

- Creating family friendly work environment and conditions (no meetings before 9 am/ after 5 pm)
- Part-time work opportunities, also for men
- Offering day care in neighborhoods and on campus

Structural Changes

→ Structural changes for women **and** men!



- Enlarging competences: research, teaching, management, soft skills
- Exposing young co-workers to big challenges (safe to try!)
- Career development workshops with role models
- Improving, supporting and monitoring the work of commissions in universities and companies
- Supporting female candidates

Supporting Measures

→ Specific gender equality expertise needed!

# Our own Responsibilities

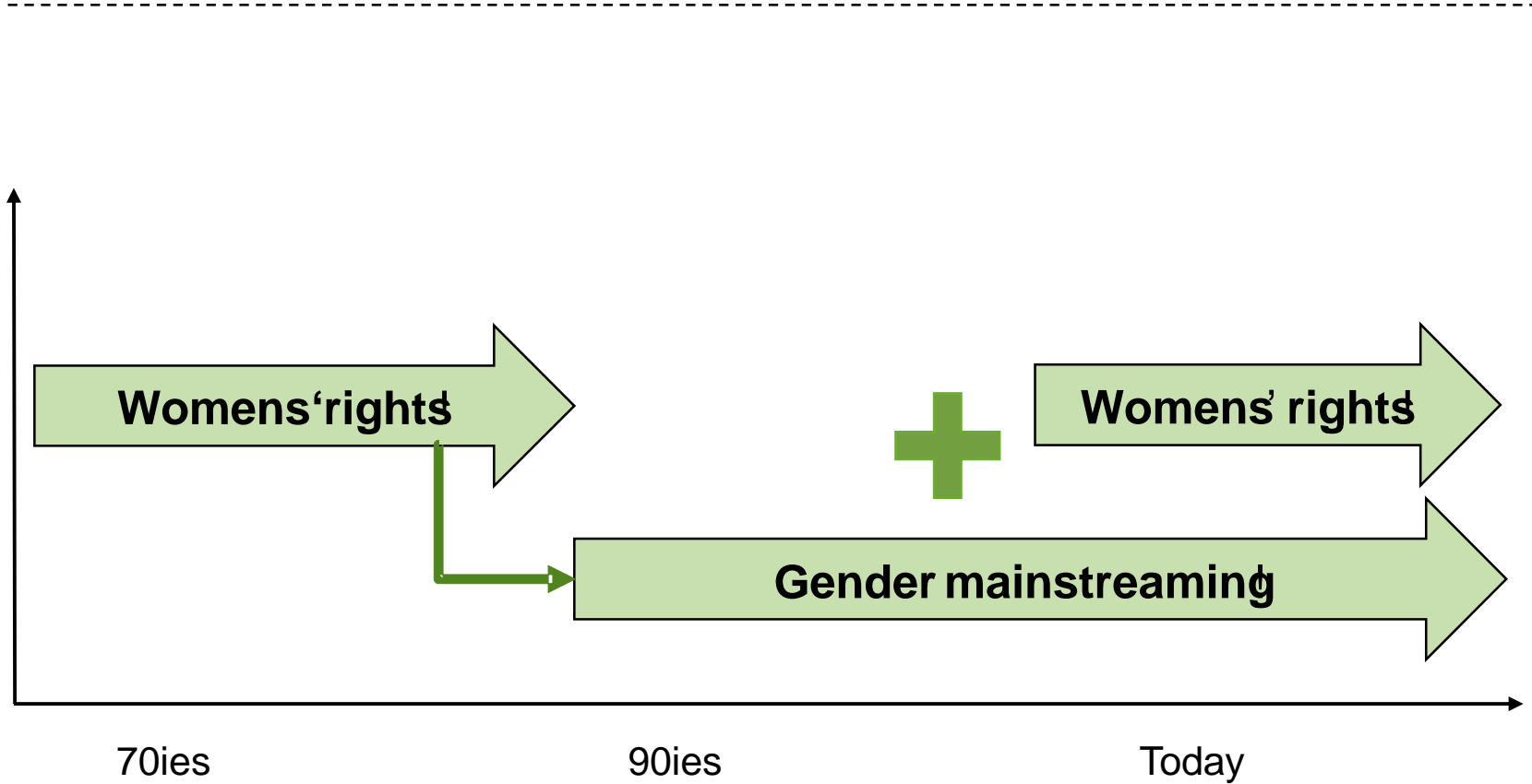
- Don't shy away from discussions with your partner, insist on shared family responsibilities!
- Organize, dissent and speak out!
- Insist on equal opportunities and wages!
- Insist on supporting measures!
- Support your colleagues!
- Serve as mentor for young women!
- Involve men!



Do it yourself

➔ Don't underestimate our perseverance!

# Double Strategy Needed



And after all...

