



Competence Centre for Diversity & Inclusion - CCDI

Prof. Dr. Gudrun Sander

Advance - Future of Work Conference

Rüschlikon, March 4, 2016

***"From insight
to impact"*** 

The penalty of part-time

FOUNDING
MEMBERS

ABB

Cembra MoneyBank

CREDIT SUISSE



McKinsey&Company



SANDOZ

SIEMENS



Swiss Re



HONORARY
MEMBER

1,200 managers surveyed in Advance member companies on the impact of part-time work

Percent of respondents

n = 1166

German-speaking CH

81

Middle/higher management

80

P&L responsibility

70%
male

30%
female

57

Male

65

Female

35

Career advancement is strongly influenced by few factors – myths and reality in Advance companies

Myths (no impact)

✗ Gender

✗ Nationality

✗ Company tenure

✗ Maternity leaves¹

✗ Flexible working arrangements

Reality (significant impact)

✓ Age

✓ Education

✓ P&L responsibility

✓ Visibility through special projects

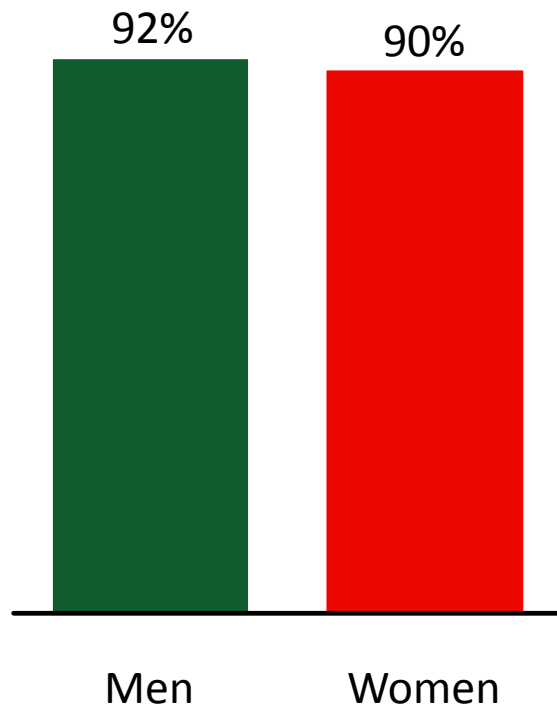
✓ Employment percentage

¹ Average maternity leave = 5.3 months per child

Prevalent working culture is demanding for both men and women

Percentage of managers responding
n=1'166

Significant overtime vs. contract



Combining career and family is challenging for both genders

Men think:

Combining career and family
is **easier for women**

Women think:

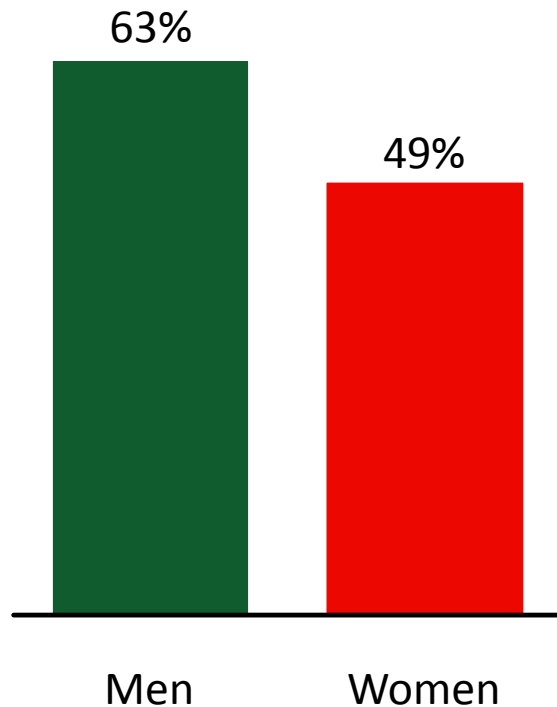
Combining career and family
is **easier for men**



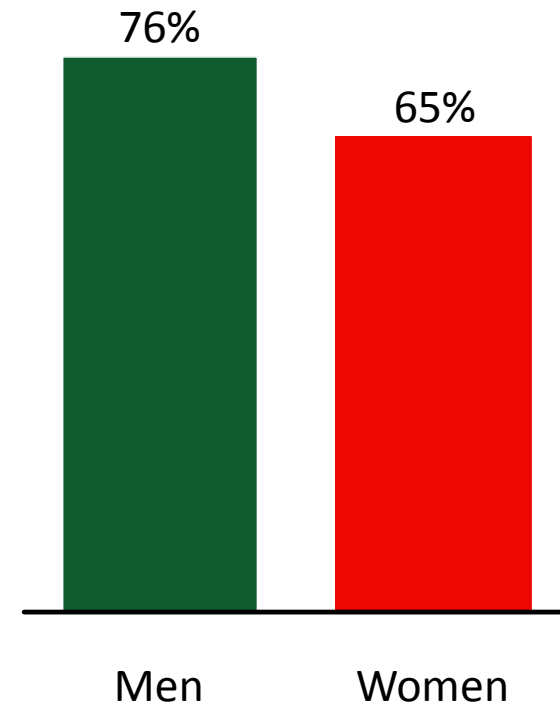
However, women have less access to “career” boosters

Percentage of managers responding
n=1'166

Position with P&L responding



“I am assigned to projects that boost my career”¹

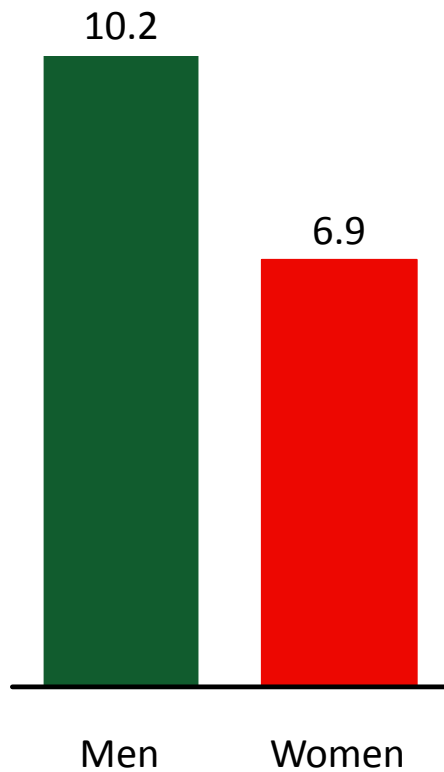


¹ Strongly agree/agree

Women have lower span of control and less continuity in their career paths

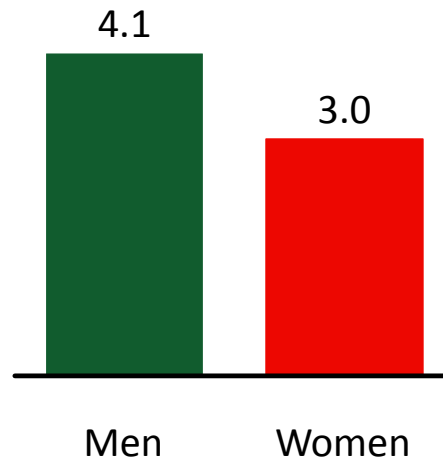
Average team size

(direct reports)



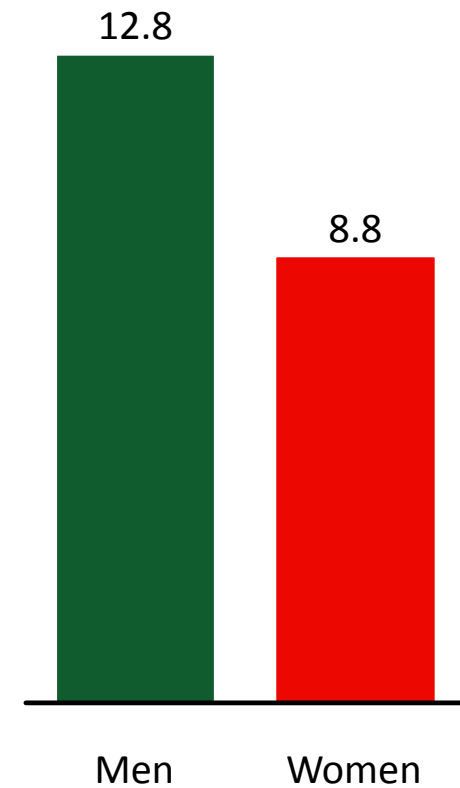
Average tenure in position

(years)



Average tenure in company

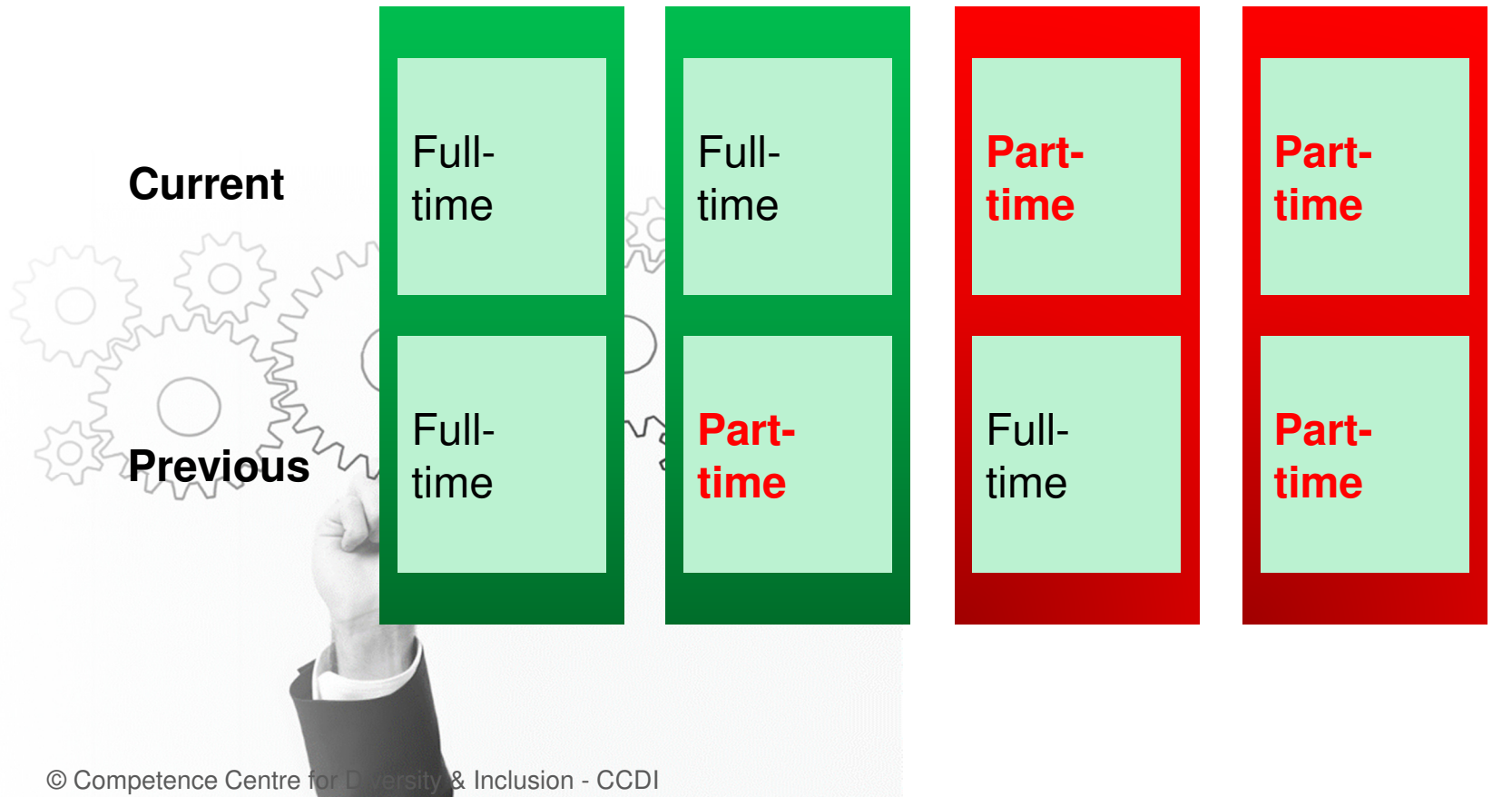
(years)



There is a severe penalty for working part-time – for both, men and women

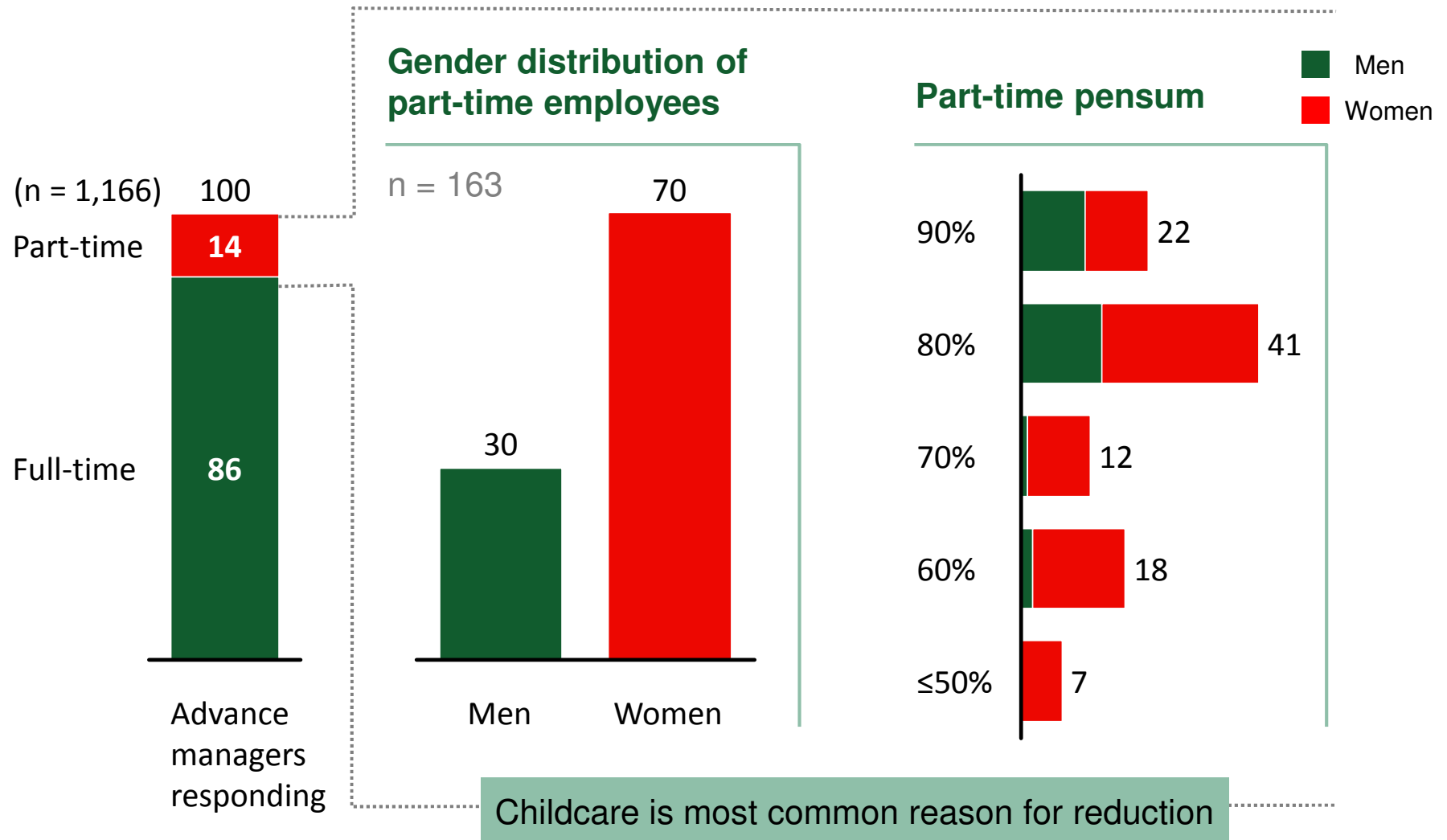
- No effect
- Negative effect

Effect of working pensum on hierarchy level



Significant negative effect of part-time work hits, despite mostly moderate pensum reductions

Percent



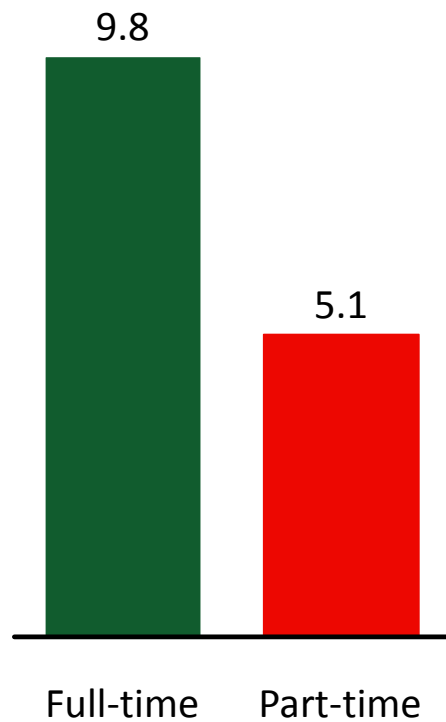


Part-timers are given less responsibility, despite working over-time in line with full-timers

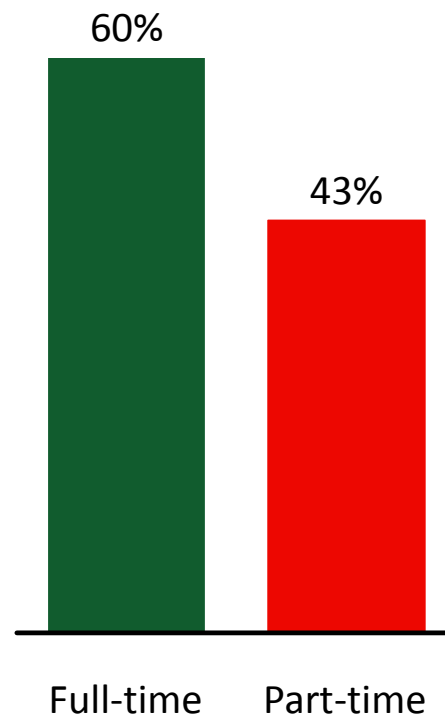
Percent of manager responding; n = 1'166

Average team size

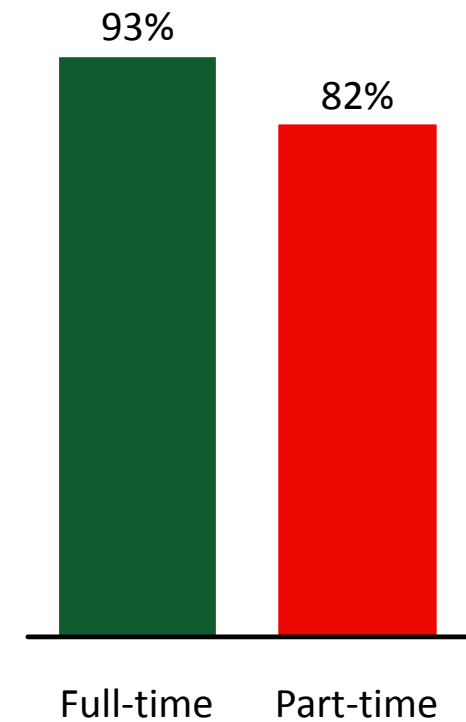
(direct reports)



Position with P&L responsibility



Significant overtime vs. contract



Both groups feel equally well paid and fairly evaluated

Swiss working culture seems “family-unfriendly” and creates disadvantages for primary care givers – which are mainly part-time working women



Important factors to succeed

- **Full-time** pensum
- **P&L** responsibility
- Visibility through **strategic projects**

Situation of female managers

- More often **part-time**
 - Reduction to mostly 70% +
 - Primarily for child care
- **Less P&L** positions
- **Lower access** to priority projects

Impact

- **Less women** in senior positions
- **Higher turn-over** in female work-force
- Tendency to be **niched in specialized expert roles**



Corporate culture is key to success – recommendations

- Actively reflect on **working culture** and **performance model** for success
- **Engage men at scale** to **sponsor** women (mentoring is not enough) and to change the **corporate culture**
- Evolve the working culture to more **result-orientation** and **flexibility**, and move beyond the **part-time trap**

More female leaders is **not a question of diversity programs**, it requires a **profound move of corporate cultures and boundaries**

Questions? Contact us...



Prof. Dr. Gudrun Sander
Director Competence Centre for
Diversity & Inclusion
Research Institute for International
Management
University of St. Gallen
Phone: +41 71 220 82 18
E-Mail: gudrun.sander@unisg.ch
Web: www.fim.unisg.ch/ccdi
See also www.es.unisg.ch/wbb



ALKISTIS PETROPAKI
General Manager Advance

Advance – Women in Swiss Business
alkistis.petropaki@advance-women.ch
Tel: +41 79 330 60 71

www.advance-women.ch



Advance
WOMEN IN SWISS BUSINESS

FOUNDING
MEMBERS



HONORARY
MEMBER