



# Diversity, Equity & Inclusion

Report 2024

swisscom







# Preface

Chief People Officer

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Chief People Officer

Diversity, equity and inclusion are about more than just words – they are the foundations on which we design our corporate culture at Swisscom. Integrating different perspectives and experiences, daring to make changes and creating an environment in which we incorporate our individual skills and cultural influences and thus can reach our full potential is decisive for our success as a company and our responsibility to society.

Last year, we made significant progress and set ourselves ambitious targets: we launched initiatives to encourage more women to take up management positions or to provide greater support to employees over the age of 50 in their career planning. We stuck to our existing commitment worked on further reducing barriers through communication, events and training. However, we know that this is a continual journey and that development happens in small steps.

This DE&I report provides a transparent insight into our progress, challenges and ambitions. It not only shows what we have achieved, it also shows areas in which we can grow – together as a team and as part of a diverse society.

# Our strategy

With the Diversity, Equity & Inclusion Strategy (DE&I) 2030, we have set ourselves ambitious targets in the areas of generations, gender, language and origin, people with disabilities or a refugee background and DE&I training. These objectives allow us to actively steer development and are an important part of Swisscom's DE&I commitment. A large part, however, lies in making employees aware of DE&I issues, in designing non-discriminatory processes and in developing inclusive general conditions. With a clear commitment from the Board of Directors and the Group Executive Board, we want to drive forward and achieve these goals based on three pillars.



## Clear objectives & responsibility

HR steers the discussion on DE&I objectives with the divisions, introduces superordinate measures to achieve the DE&I objectives, monitors progress in the divisions, and supports the definition and implementation of division-specific measures.



## Embedding in people processes

We design the relevant processes in recruitment, employment, development, employee retention, talent management, succession planning and leadership culture in such a way that they counteract unconscious stereotyping and facilitate genuine equal opportunities. For example, we advertise 60 to 100% jobs and in different locations, ensure inclusive language and monitor our talent pools and candidate pipeline for diversity criteria. Specific further training opportunities and measures derived from departure interviews should help to get the various talented people to remain loyal to Swisscom.



## Visibility & sensitivity

DE&I is an integral part of the Corporate Communications and Employer Branding Roadmap in order to sensitise and inform all employees and candidates about DE&I topics and offers and to show role models and alternative realities of life. We participate and organise specific events to make contact with a wide range of candidate groups from all regions and support internal communities with their concerns. Over and above this, awareness will be raised within the whole organisation in DE&I training sessions based on e-learning activities and managers. As a founding partner of Swiss Diversity, we also carry our commitment externally.

# Let's talk about numbers

In order to achieve our overarching DE&I targets, which are depicted in the table below, their area-specific contribution is worked out with the divisions. Each division defines DE&I targets based on the status quo and based on the overarching DE&I targets, taking into account internal developments and particularities. These do not override other objectives or contradict them in any way, but instead represent an important addition to various HR and business targets.

	2023 figure	2024 figure	Target figure for 2024	Target figure for 2030
<b>Gender</b>				
Proportion of women on the Board of Directors	33%	33%	-	30% <sup>1</sup>
Proportion of women on the Group Executive Board	33%	33%	-	20% <sup>2</sup>
Proportion of women in management	14.4%	15.1%	15.0%	20%
Proportion of women	23.7%	23.4%	24.5%	27%
<b>Generations</b>				
Proportion of employees <40 <sup>4</sup>	43.9%	43.8 %	44.5%	45%
<b>Language &amp; Origin</b>				
Proportion of employees non-German-speaking origin <sup>3,4</sup>	34.7%	35.6%	37.0%	40%
Proportion of Italian-speaking and French-speaking management employees <sup>4</sup>	8.6%	8.8%	8.8%	10%
<b>Inclusion</b>				
Proportion of employees with a disability and with a refugee background	1.14%	1.22%	>1%	>1%

<sup>1</sup> Federal government guidelines: proportion of women on the Board of Directors: 30% by 2026

<sup>2</sup> Federal government guidelines: proportion of women on the Executive Board: 20% by 2030

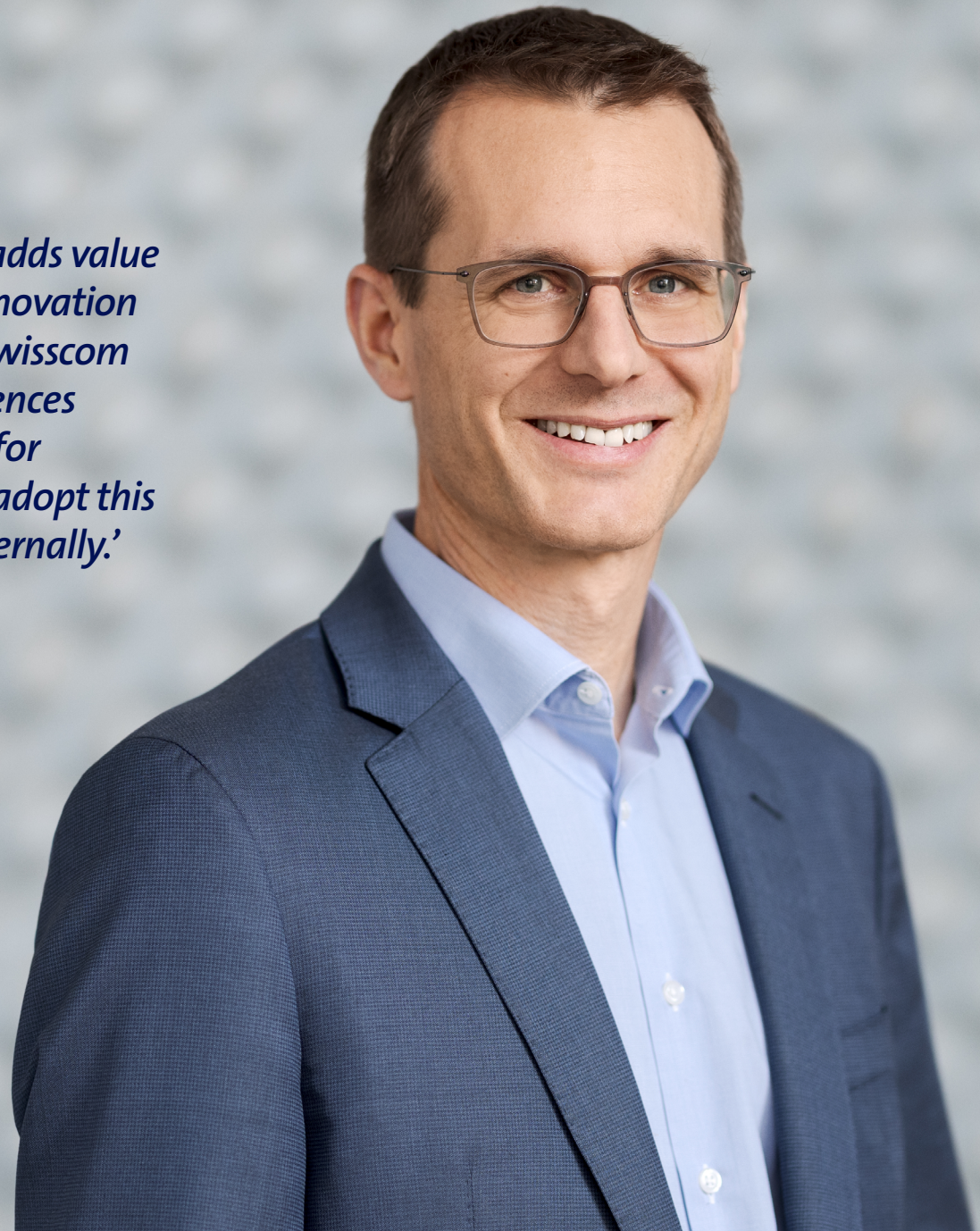
<sup>3</sup> Employees with German-speaking origins constitute employees who are German, Austrian or Swiss nationals and communicate in German

<sup>4</sup> Swisscom (Switzerland) Ltd (including external employees) and Swisscom Development Center



*'The diversity of our employees adds value to Swisscom. Diversity fosters innovation and makes us more successful. Swisscom cultivates a culture where differences are valued and there is no place for discrimination or exclusion. We adopt this attitude both internally and externally.'*

Christoph Aeschlimann  
CEO





# Gender

As an ICT company, Swisscom faces the challenge of continuing to train fewer women than men in ICT professions. This is why our commitment to greater gender diversity already begins with schoolgirls in the form of the 'Digital Days for Girls'. In addition, we are consistently committed to increasing the proportion of women in areas ranging from career entry to talent management. There are three women and six men on our Board of Directors and two women (from June 2024 three women) and five men on the Group Executive Board. The top management consists of twelve women and 56 men.



## Fix the system, not the women

We use exit interviews and surveys to determine where women would like what support and guidance along their career path and where we need to make further improvements in terms of gender equality.

Offers such as the part-time taster or the crash course for new fathers are intended to encourage Swisscom employees to question stereotypical role models and take on more responsibility in their care work.

In our communication, we make a conscious effort to show women in executive functions alternative living and working models. We periodically check the salary structure for differences between the genders using the federal government's equal pay tool 'Logib'. Previous investigations have revealed small wage differences that are below the tolerance threshold of 5% set by the federal government.

## Attracting female employees

The proportion of female career starters in ICT professions was 24.6% in 2024. In order to further increase this proportion, Swisscom organises events aimed at women who are interested in or have completed training in the ICT sector.

We advertise job advertisements in a way that appeals to all genders – and guarantee a high degree of flexibility in terms of workload (60 to 100%) and job location.

We support our managers in the recruitment process with guidelines which help to reduce unconscious biases and provide tips and tricks for diversifying the candidate pipeline.



## Empowering women

Swisscom is a member of Advance, the largest network for gender equality in Switzerland. Every year, three employees benefit from the cross-company mentoring programme and many more from the skill-building workshops.

Succession planning has been extended in order to identify and promote talented women in the company at an early stage

In addition to promoting the professional development of all employees, we specifically support and accompany strategically relevant high-potential talent groups. Raising awareness in advance of the new talent nomination process resulted in a +1% increase in the number of female talents.

We encourage interested female talents with a specific programme in order to make it easier for them to develop their skills in a management position. In 2024, 31 women at the top CEA level took part in this programme, which is why we will further develop the programme in 2025.



# Generations

The dialogue and collaboration between the generations are valuable and important, for example in the development of products and services that should meet the needs of our customers. In order to provide our employees with the best possible support in their current life situation, we develop specific offers that cover the needs and requirements of each generation. By creating an attractive working environment for all generations, we are also actively addressing challenges such as demographic change and the shortage of skilled workers. We support experienced employees in a targeted manner to give them motivating prospects until they enter retirement.



## For everyone

As part of regular development reflections, employees and managers reflect on their professional development and set specific development goals together.

In addition, Worklink, our competence center for career fitness, offers career advice and benchmark analysis and encourages employees to shape their own professional future.

Swisscom attaches great importance to the employability of all employees. The virtual career advisor “My Employability” helps to refine the job profile, identify knowledge gaps and define suitable training measures.

In addition, we give our employees with a collective employment agreement five days a year that they can use for further training.

## Cross-generational work

We promote intergenerational exchange and knowledge transfer through cross-generational mentoring programs and job-sharing tandems.

## 50 plus

In 2024, 82 employees attended the pilot seminar: Senior Professionals – Life in Progress! In this seminar, employees aged 50 or over deal with topics such as motivation for working, reflection on room for manoeuvre, factors on personal satisfaction and health, personal assessment of values, resources and options for taking action. Supplemented by different career options and working hours models in middle age. Following the successful conclusion of the pilot project, the seminar will be added to the standard Health & Care offer.

In the reporting year, Worklink launched a specific career coaching offer for employees aged 50 or over. In three sessions, the employees deal with their professional situation, their strengths and weaknesses and their personal wishes and plan the next 15 years of their career and their retirement.



## Next Generation

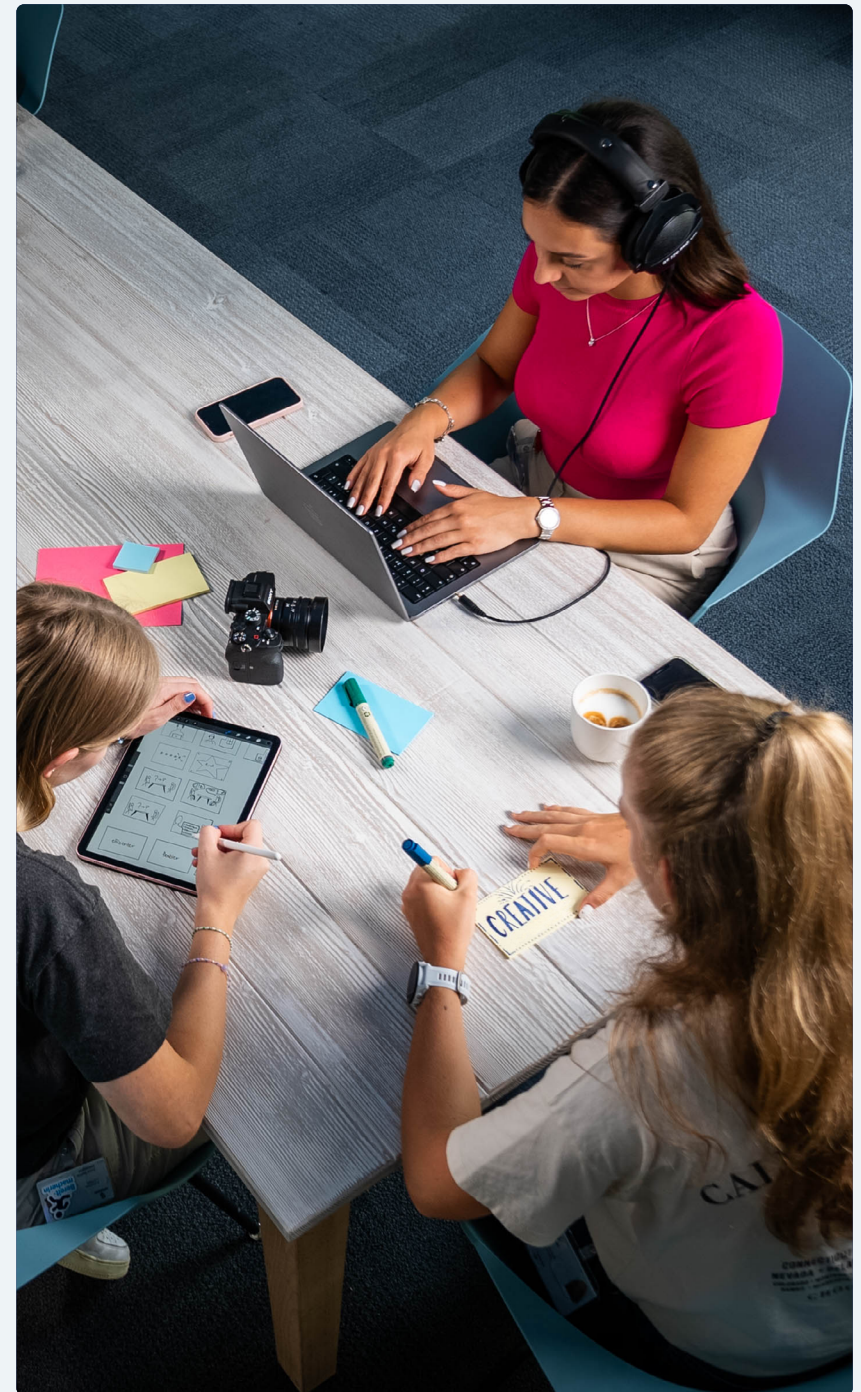
Swisscom trains almost 760 apprentices and, with over 550 apprentices in ICT professions, is the largest provider of apprenticeships for careers in ICT in Switzerland. Swisscom is also breaking new ground in an innovative way with regard to the recruitment of apprentices by following the 'person before file' principle. This means that instead of submitting a dossier with school grades, applicants first undergoes video interview, followed by an assessment day on which a direct decision is made on whether to employ them.

In order to ensure that our apprentices can successfully overcome life's challenges and enter the world of work, in the first year of the apprenticeship, we offer them targeted support in the form of a compulsory half-day 'Fit for Work & Life' training session on topics such as finance, protecting personal integrity and health/well-being.

In 2024, around 44 graduates from universities of applied sciences and universities gained their first practical experience as part of a step-in internship. As part of our trainee program, we offered a position to 13 trainees during the reporting year and thus supported them in starting their careers.

Our junior programme offers talented professionals and career entrants attractive career opportunities in a range of new fields. In 2024, 99 juniors were part of this programme and benefited from a clearly defined learning journey which supports them in their personal development.

With our recruitment strategy in the field of ICT, we encourage young talents in a targeted manner by employing junior specialists and further develop them 'on the job' for more responsible and more senior positions.



# Work-life balance

## For everyone

Depending on the job, Swisscom allows employees to organise their own working time individually and work anywhere in Switzerland for up to three days a week.

During non-working time, there is no obligation to read e-mails or to be reachable.

With offers such as holiday purchasing, a working hours account or unpaid leave, employees can make more time for private matters.

Management employees will receive five 'flex days' per year in addition to their holidays, which they can use individually or cumulatively.

## Part-time work

21.7% of employees at Swisscom work part-time. The proportion of women working part-time is 45% and 14.7% for men. For this reason, there is the part-time taster offer, which allows employees to try out part-time work for three months without having to give up their previous workload immediately. The offer is intended to encourage men in particular to try out part-time work.

We promote alternative working models such as job sharing, where two employees share a job. This enables part-time employees to carry out a responsible job and avoid the risks of part-time work. In order to network interested employees, there is a job-sharing community at Swisscom.

At Swisscom, employees can optimally prepare for their retirement from professional life and shape it individually. To this end, we offer various models such as early retirement, partial retirement and the partial retirement model. The partial retirement model allows for a gradual transition to retirement within 18 to 24 months. Swisscom supports this financially.





## Family

The 'Work & Care' model allows employees who care for sick relatives to temporarily reduce their workload in order to meet their family needs.

We offer our employees 20 weeks' maternity leave when their child is born. Employees are entitled to 4 weeks' paternity leave and one month of unpaid leave in the first year of their child's life.

Employees who adopt children and employees whose life partner or spouse have a child are also entitled to four weeks' adoption leave or parental leave and the right to one month's unpaid leave during the first year of their child's life.

Moreover, in the reporting year, 24 weeks' joint parental leave was introduced, 5 weeks of which can be freely divided up between both parents, provided that they both have an employment contract with Swisscom or a company which is subject to the collective employment agreement at the time of the birth.

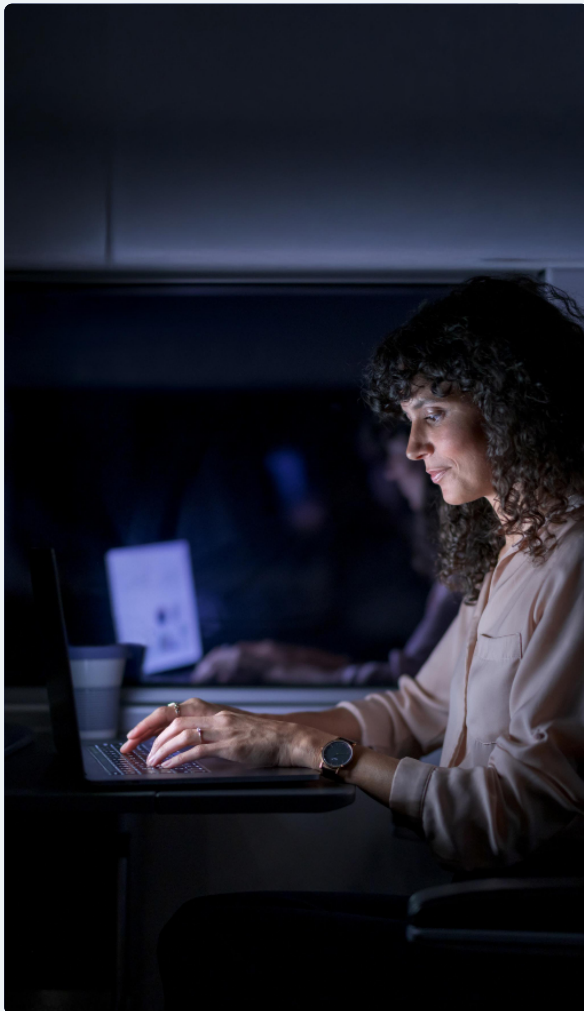
We also support parents with contributions towards extra-familial childcare.

Thanks to this commitment, Swisscom was certified as a 'family-friendly large corporation' for the third time in a row by Pro Familia Schweiz in 2024. Swisscom's 'family score' is 82 out of a possible 100 points, which is well above the national average of 63 points and is exactly the same as during the last survey conducted in 2021.



# Language & origin

Employees from around 100 countries work together to ensure the success of Swisscom at several locations in all regions of Switzerland. Because the cultural and linguistic diversity of our employees is of value to the company, we consistently conduct dialogue in several languages.



## Promoting multilingualism

Since linguistic diversity is not only something which we are passionate about but is also indispensable for communication within the company and with external customers and stakeholders, all employees must speak one national language and understand English (CEA) or speak one national language and English (management).

In order to achieve this target, we launched the 'Swisscom Lingua' initiative, we promote the language skills of our employees. Which enables employees to choose the learning tool that is best suited to their needs: online via the Speexx platform, which offers both individual lessons and virtual classes; online and informally through conversations with other employees via the Learn2Speak platform; or via external schools.

## Recruit throughout Switzerland and internationally

We make sure to advertise jobs in all regions and make it possible to work from home and from any office in Switzerland. We deliberately advertise positions in other languages and/or in English in order to promote linguistic diversity. In doing so, we want to attract more employees from French-speaking and Italian-speaking Switzerland. At the same time, we are increasingly recruiting international profiles in order to increase diversity and counteract the shortage of skilled workers.

In order to establish contact with talented individuals from all regions, Swisscom organises regular events on site and takes part in events organised by universities and higher education institutions.

## Strengthening the regions

Our goal is to increase the proportion of management employees from French-speaking and Italian-speaking Switzerland, not last through communication campaigns which tell success stories of people who – despite living in a peripheral region – take the opportunity to join a team based in German-speaking Switzerland. In this way, we make leaders aware of how important it is for Swisscom to have a pool of talents as diverse as possible.

Swisscom is the main partner of Ecole 42 Lausanne, which uses an alternative teaching concept to train IT specialists. Swisscom is involved locally with projects and events and offers students internship opportunities.

The Swisscom Digital Lab, which was founded in 2016 and is located at the heart of the EPFL Innovation Park, also promotes and shapes regional links. The Digital Lab combines the know-how of EPFL researchers and Swisscom experts on topics such as data, analysis and artificial intelligence.



# Inclusion

According to the Federal Statistical Office, around 1.7 million people with a disability live in Switzerland, 72% of whom participate in the labour market. As a result, they not only form a large section of society that we address as our customers, but are of course also considered potential employees. At least 1% of jobs at Swisscom are reserved for employees with physical or mental disabilities who require additional support or aids at work or at their workplace and the social integration of refugees



## People with disabilities

We specifically support 194 employees with physical and mental disabilities, support them in their abilities and within their teams, and are thus committed to integrating them into a motivating and needs-based working life. We attach great importance to barrier-free offers and services and review them regularly in order to continuously improve.

## People with a refugee background

Since 2017, Swisscom has been working with Powercoders – a company that trains highly qualified people with a refugee background to become programmers – and has already accepted 18 graduates as interns. Ten of these have since been given permanent employment.

Psychological safety is the key to inclusion. For this reason, managers at Swisscom receive in-depth training on psychological safety as part of their in-company training. At the same time, we raise awareness among employees and managers of the subject of unconscious biases in e-learning and training courses – and how these can lead to irrational behaviour in connection with personnel selection and assessment processes in their day-to-day work.

## Health & well-being

The Swisscom Health & Care competence center offers employees a wide range of services and helpful tips on prevention and health – with a focus on mental health.

In the reporting year, an annual programme under the format ‘#empoweryourself’ was offered for the first time which centred around exciting and varied offers on the holistic improvement of well-being as well as mental and physical health in the context of monthly focal topics.

The scientifically sound ensa first aid course not only teaches basic knowledge about mental illnesses/stresses, but also learns and practises specific first aid measures in the event of problems and crises. To date, around 1,400 Swisscom employees have completed an ensa course. Participation is free of charge for employees and managers.

In addition, employees can contact Care Gate – our neutral internal specialist unit – for matters relating to health and illness, well-being, motivation and performance, as well as social issues at the interface between work and private life.

## DE&I Trainings

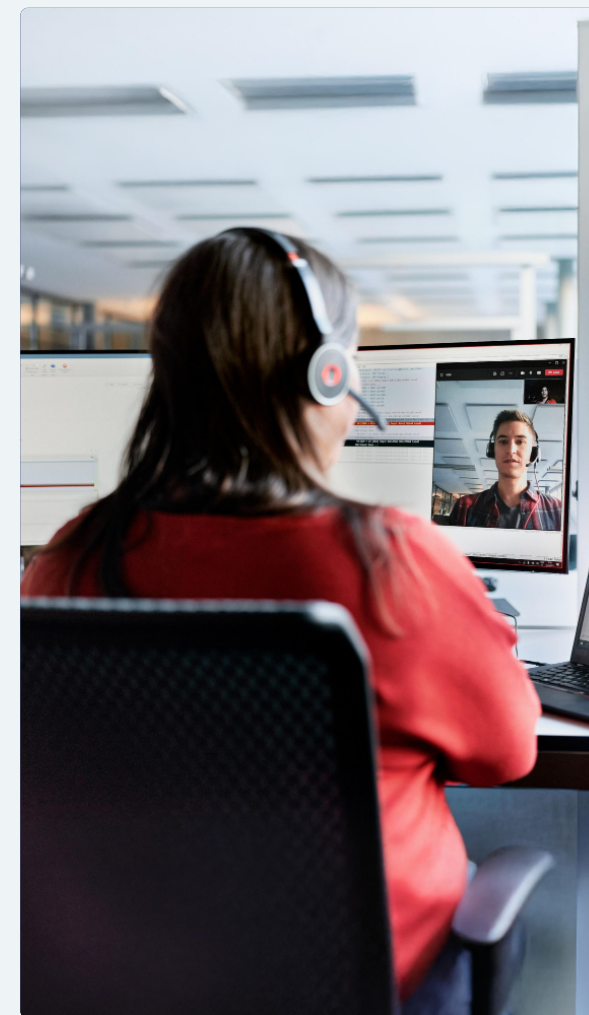
After a company-wide DE&I e-learning course was launched for the first time in 2023 with a focus on psychological safety, among other things, a second DE&I e-learning activity on the topic of unconscious bias will follow at the beginning of 2025.

Also in 2024, all 223 new apprentices were made aware of DE&I and unconscious bias at Swisscom during an interactive one-hour online training session.

In the reporting year, two training sessions were launched for the Swisscom Talent-Community which support our DE&I targets. On the one hand, a dedicated training session for female talents on the topic of ‘Dealing with power’. On the other hand, a training session entitled ‘De-Bias Thinking Patterns’, which makes (unconscious) bias come to life for the participants with virtual reality glasses.

As part of our Leadership Essential Education Trainings, 194 prospective specialists and managers were trained in DE&I in 2024 and made aware of it in the context of their management tasks.

From 2022 until the end of 2024, more than 1,300 managers – irrespective of their positions – took part in an internal leadership training session. Diversity, equity and inclusion and the topic of unconscious bias were part of this training.







# Communities

Communities make a decisive contribution to an inclusive corporate culture. We support these movements because they celebrate the diversity of perspectives and convey a sense of belonging. At the same time, they create pressure for change and inspire employees to learn about and benefit from the diversity of humanity.

## WoMen's Empowerment

The Women in Tech and Lead Community was founded in 2016 with the aim of strengthening the networking of women at Swisscom. The community has been open to everyone at Swisscom for more than three years and now has over 900 members. In the monthly networking events, (online) training sessions and input talks, valuable contacts are made – and people learn from each other and with each other.

## Diversity Community of Practice

In the context of Diversity Community of Practice, the DE&I team potentially informs approx. 300 interested employees of ongoing activities, measures and target attainment in terms of diversity, equity and inclusion. At the same time, participants can proactively get involved with their own topics and take personal responsibility for DE&I issues. The Community of Practice is conducted on a quarterly basis.

## Neurodiversity

Founded in 2023, our Neurodiversity Community supports neurodiverse employees who want to fully realize their professional potential at Swisscom – by promoting an inclusive workplace culture, increasing the understanding and acceptance of neurodiversity among all employees and providing them with practical tools and methods. More than 200 neurodivergent and convergent employees are part of the community.

## Parents@Swisscom

Under Parents@Swisscom format, events on the topic of parenthood and care work have been held since 2023. They are organised by parents for parents at Swisscom and provide room for exchanging experience and knowledge.

## Proud@Swisscom

At the initiative of three colleagues, the Proud@Swisscom Community was founded at the end of 2019. A lot has happened since then. More than 400 employees now collectively represent the needs and interests of the LGBTQIA\* community. In addition, Swisscom has been recertified with the Swiss LGBTI label, which recognises the equal rights of LGBTI people within the company. We show our colours throughout the year, but we have a clear focus in the Pride month of June: the Swisscom logo has been shining in rainbow colours for more than three years – and we play an active role in Pride Zurich. We have been a co-partner of Pride Zurich since 2023.



Swiss  
**LGBTI**  
Label

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