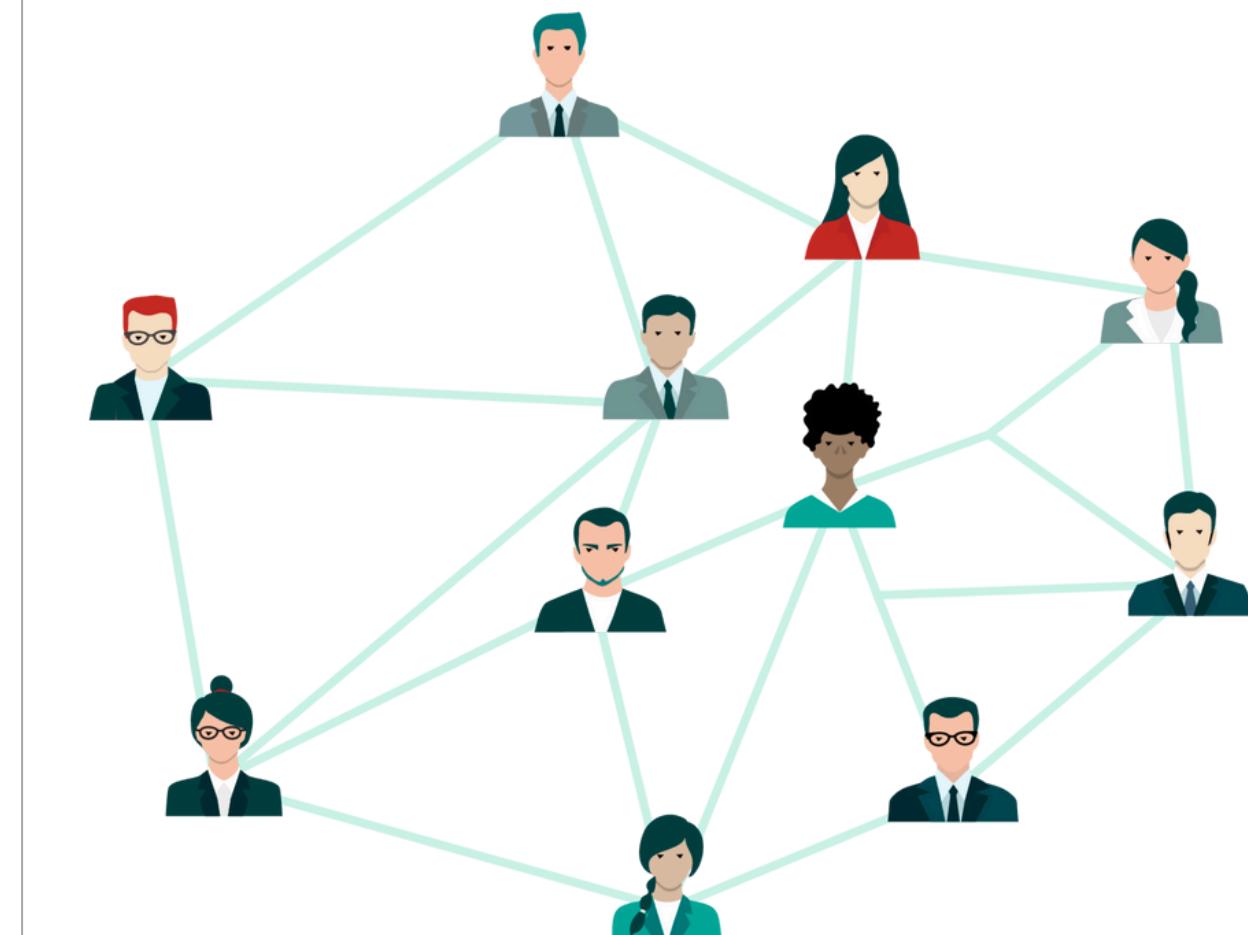


# The Code of Belonging

Why Women Leave Tech and  
How to Build an Inclusive Culture.

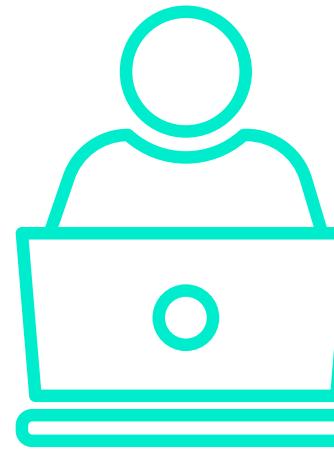
Insights from the latest Advance Whitepaper in  
collaboration with Bain & TechFace

Priska Burkard | Managing Director TechFace



# Switzerland's Tech Future faces a Multi-Billion CHF Problem

**40'000**



The projected shortage of IT specialists by 2030

**+3.0%**



Potential increase in EU GDP per capita by 2050 if STEM gender gap is closed

**CHF 33bn**



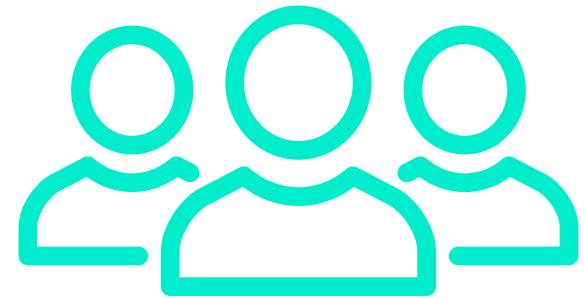
Potential annual boost to Swiss GDP by matching Sweden's female employment rate

**Retaining the women already in tech is the fastest, most efficient way to bridge the gap.**

# The Diagnosis is built on a Data-driven Approach

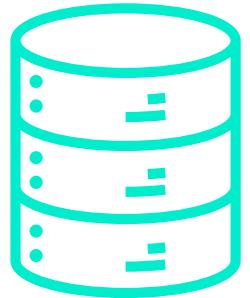
A snapshot of the Swiss Tech Landscape from end of 2024

## Bottom-up Survey



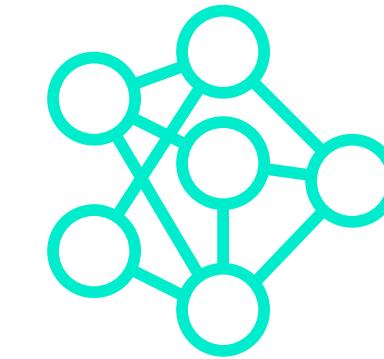
We surveyed **670** professionals in Switzerland (69% women, 52% in tech roles)

## Top-down Data



We analyzed the GIR 2024 covering **56'000** employees across IT, FinTech and Engineering

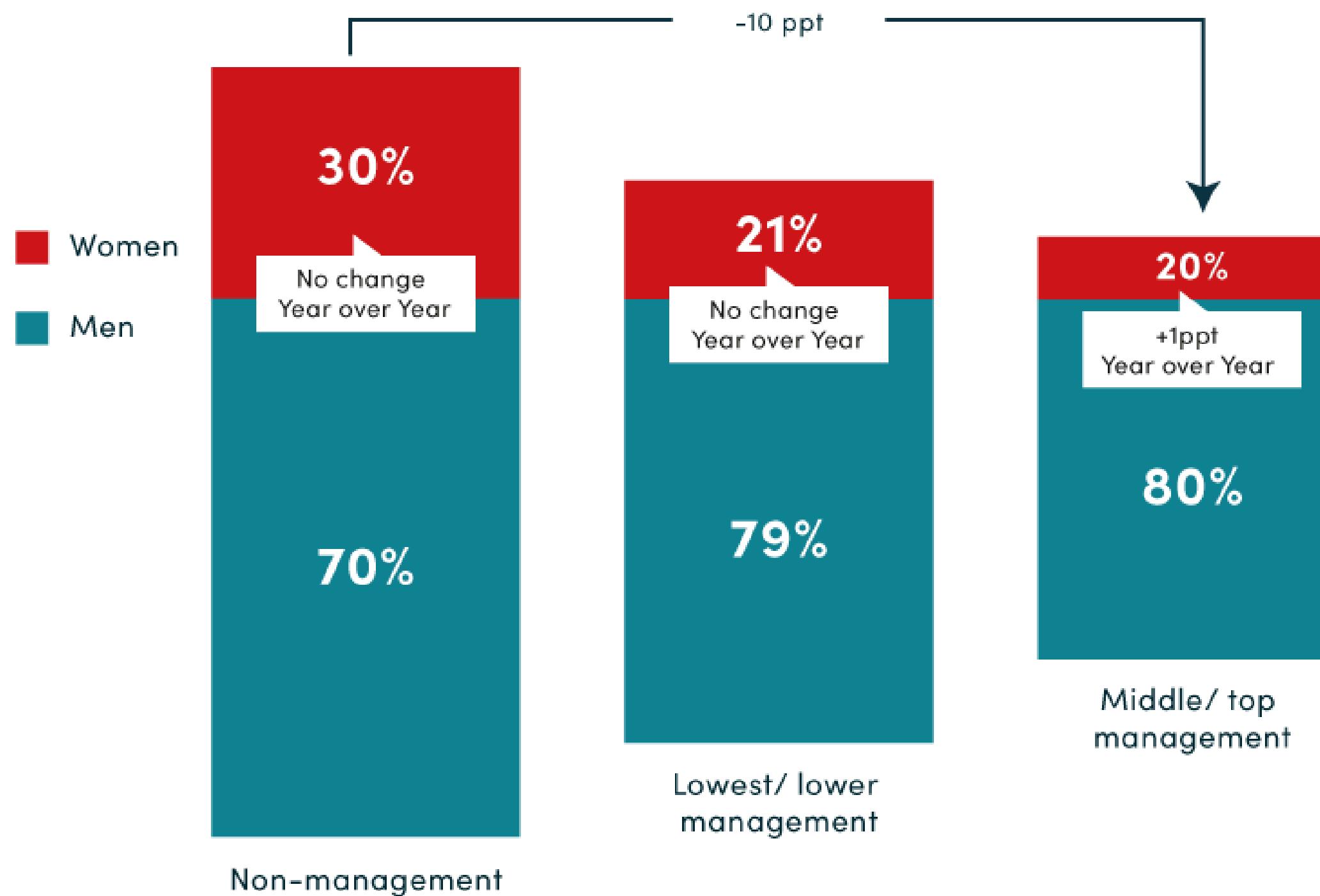
## Expert Collaboration



We integrated insights from the **leading voices** in this space: Advance, Bain & Company and TechFace

# The Leaky Pipeline is Real

## A 10-Point Drop to the Top



Women start strong making **30%** of non-management roles.

This representation plummets to **20%** at middle and top management.

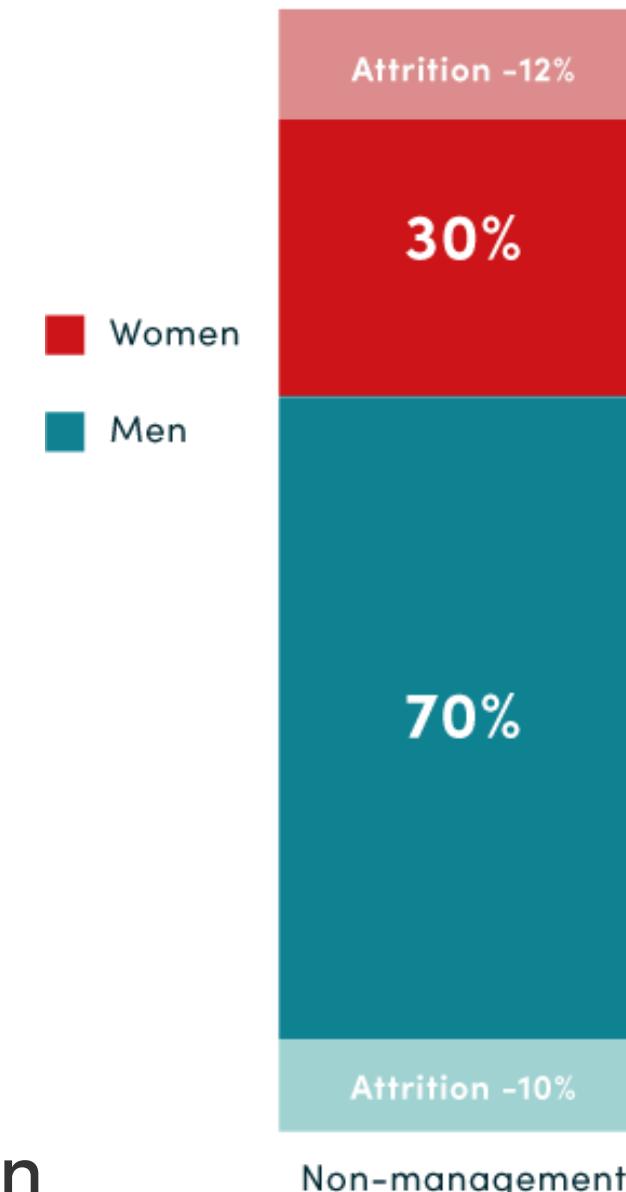
This **-10 percentage point** decline highlights a massive loss of senior female talent.

# The Leaky Pipeline is Real

## A 10-Point Drop to the Top

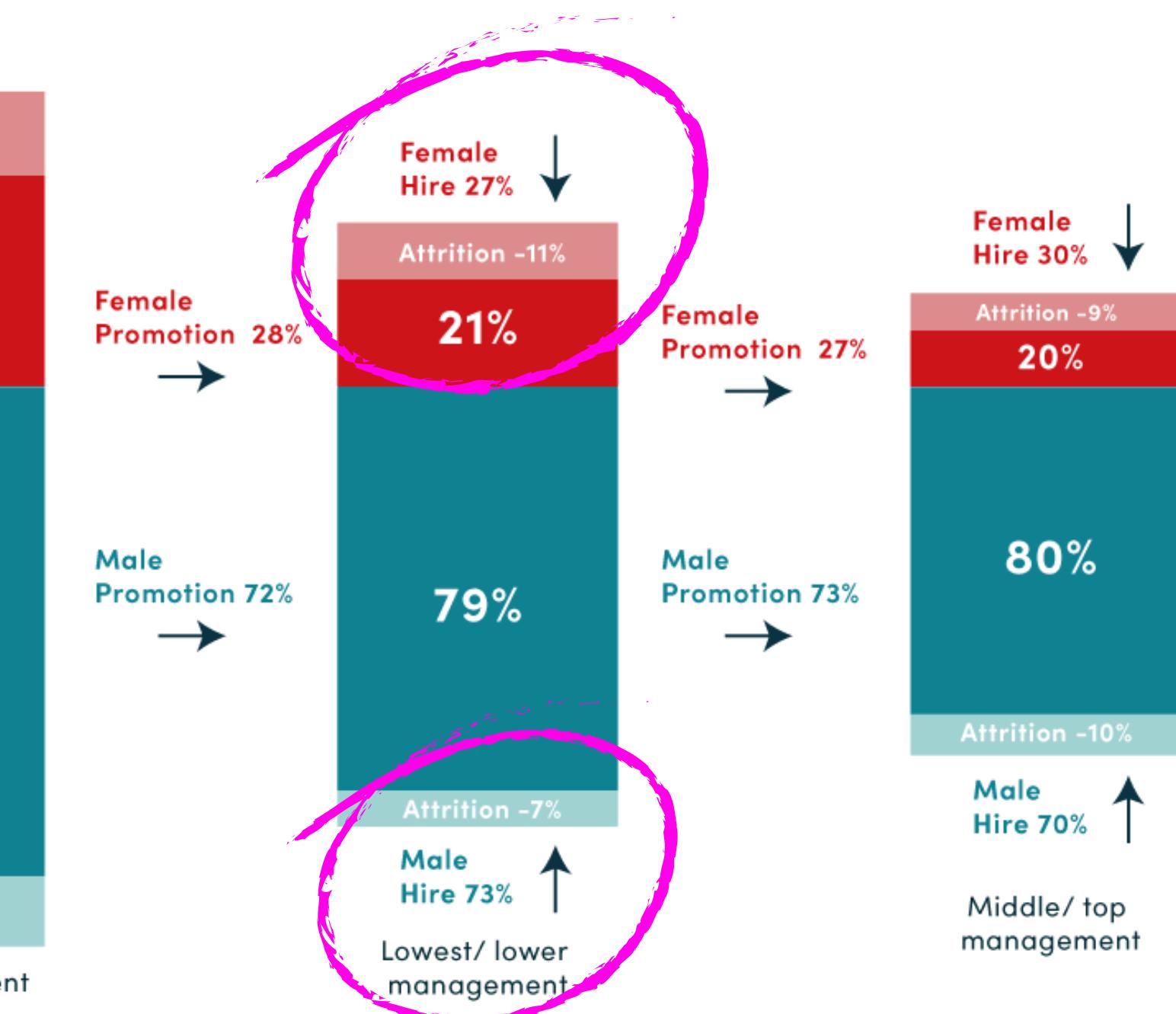
### Is it promotion?

No. Female promotion rates are generally in line with or above their share of the workforce



### Is it hiring?

No. External hiring at management level is actually skewed slightly toward women

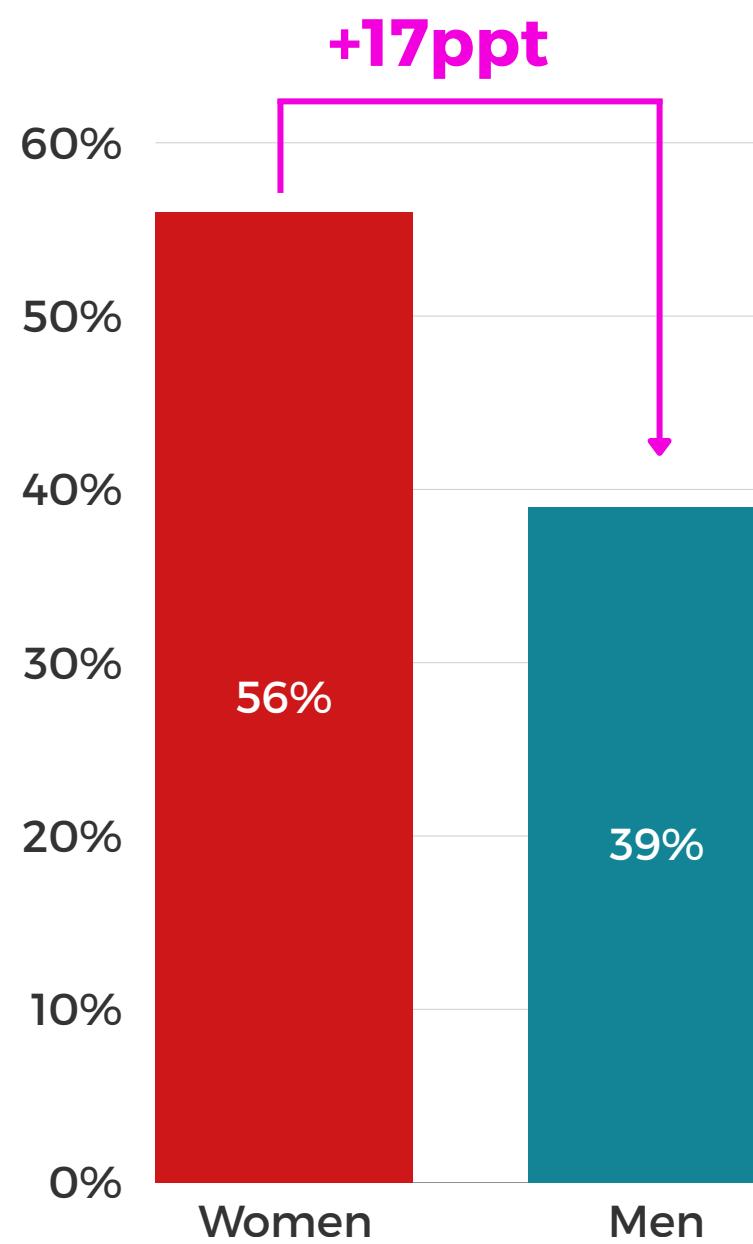


The real culprit is Attrition: at the first management level 11% of women leave, compared to 7% of men.

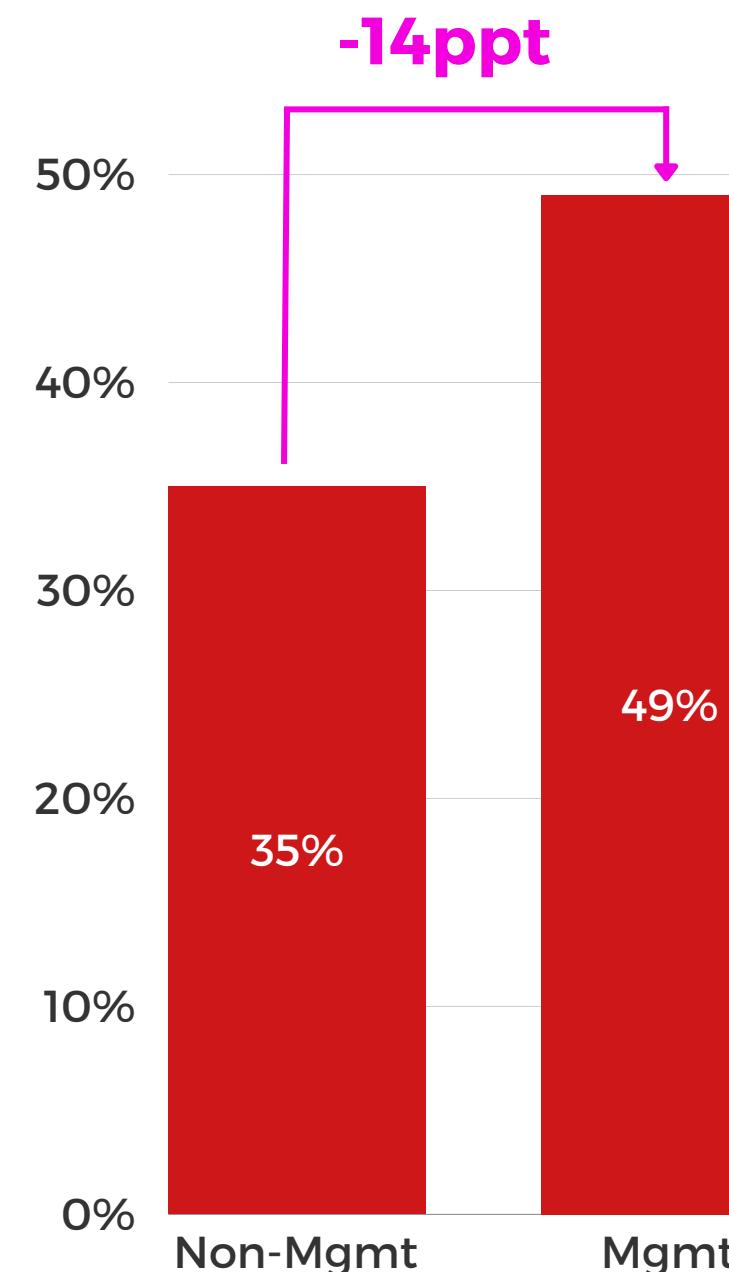
This is the leak.

# #Clue 1: Women in Tech Are Actively Planning Planning their Exit

Likelihood of Employer Change



Likelihood of Career Change



Women in tech are **17 percentage point** more likely to want to change employers than men.

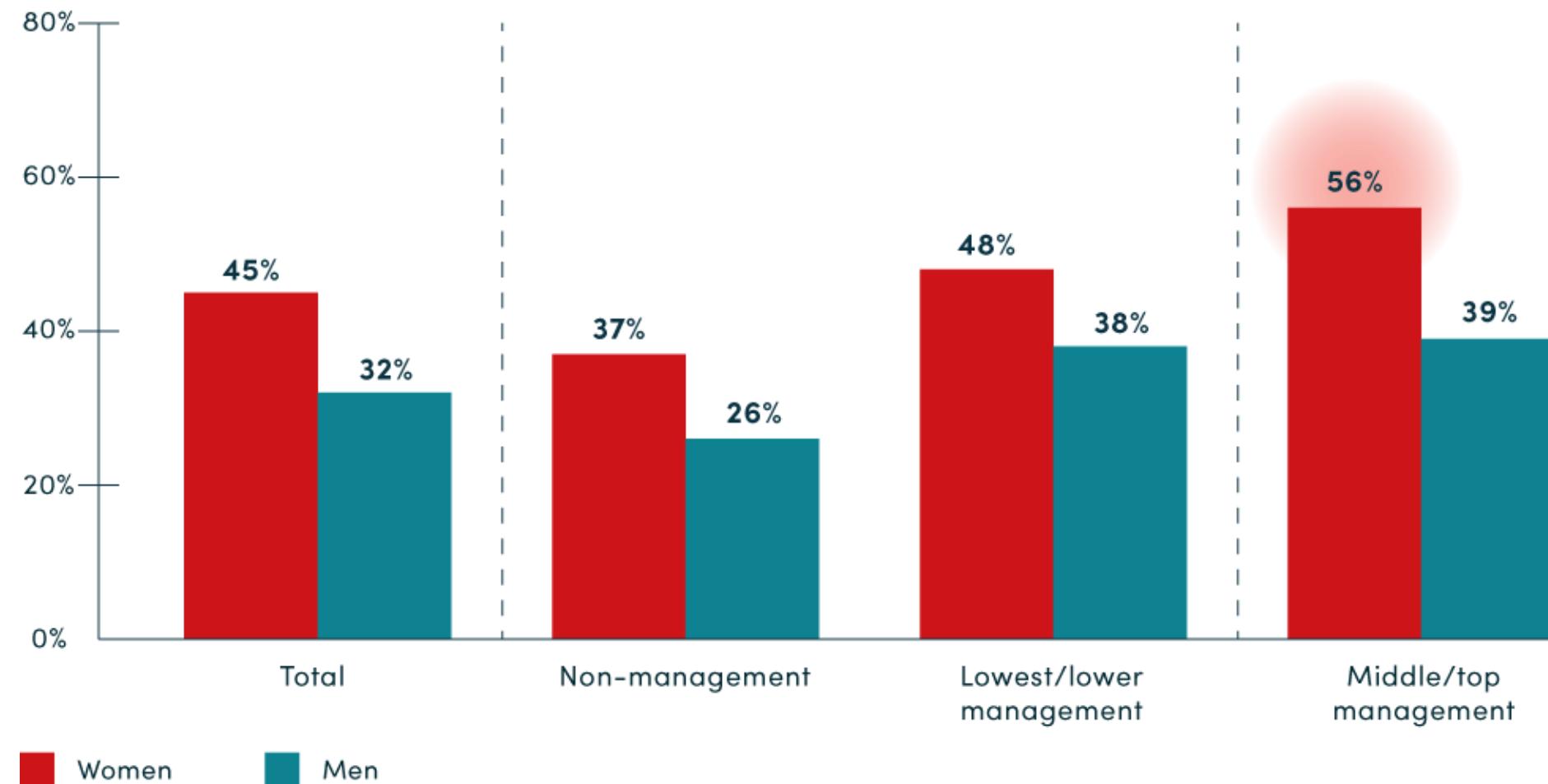
## The Seniority Trap

Women in Management are **14 percentage point** more likely to want to change careers entirely compared to their non-management female peers.

# #Clue 2: A Pervasive Stress Gap

## Is Fueling the Exodus

Employees feeling stressed at work in Swiss Tech

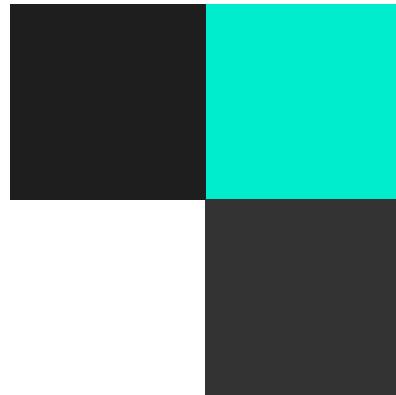


On average, **40% more women** than men report feeling stressed at work (45% vs. 32%)

Stress peaks for the most senior women: 56% of women in middle and top management report higher stress compared to 39% of men.

**The Business Impact:** Global Bain data confirms that high-stress employees are nearly **twice as likely** to feel disloyal to their employers.

# The smoking Gun: Workplace Culture is the #1 Stressor for Women



## Management Positions

Men	Women
1 Overall workload	1 Workplace culture
2 Long hours	2 Career advancement
3 Job security	3 Irregular hours
4 Conflict with supervisors	4 Long hours
5 Not aligned with company mission	5 Overall workload

## Non-Management Positions

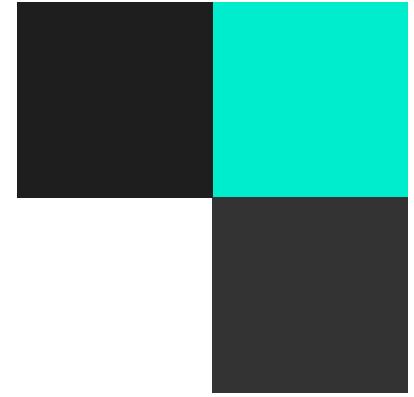
Men	Women
1 Overall workload	1 Workplace culture
2 Conflict with supervisors	2 Conflict with supervisors
3= Job security	3 Overall workload
3= Long hours	4 Career advancement
3= Career advancement	5 Job security

Workplace Culture does not even rank under the top 5 as stressor for men.

**68% of women in management are stressed by Workplace Culture vs. only 31% of men.**

# Statements from Women in Tech

Survey from the #wetechtogether conference 2024



“In my team, I am the only woman and I really **feel like an alien.**”

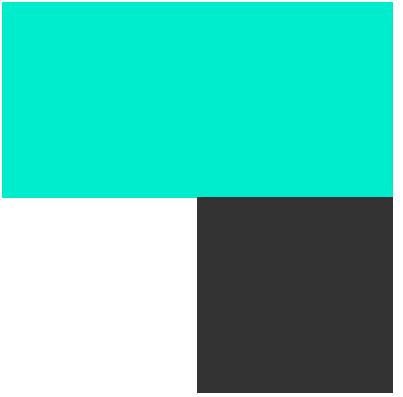
- Female Business Engineer

“It feels like many (especially male) managers stand by the road and cheer while you are trying to **run a marathon on your own.**”

- Female Hardware Engineer

# Engineering a Culture of Belonging

## Three Strategic Pillars



Inclusion must be operationalized, not just idealized.



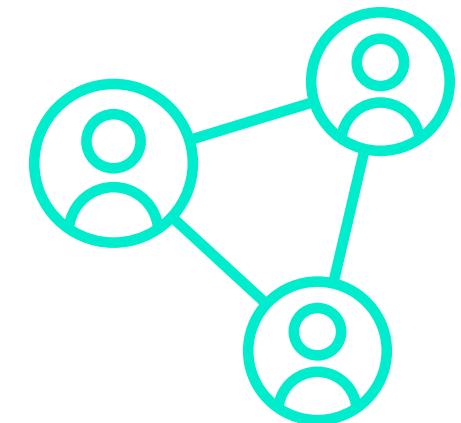
### 1. Signal Commitment

Foster an inclusive culture, share transparent progress updates, and ensure visible executive championship.



### 2. Promote Growth

Establish clear development pathways, and implement targeted sponsorship (which is more than mentorship).



### 3. Facilitate Connection

Fund women's network and develop strong ally networks to challenge bias in real-time.

# AI and Gender Equality

## A Catalyst for Change

Failing to leverage GenAI means missing a critical chance for innovation

### How AI supports retention:

- Mitigating human bias
- Data-driven decisions



### How women can use AI:

- Personal growth & inclusion
- Strategic innovation opportunity

### The critical requirements:

- Amplifying systemic inequities
- The need for rigorous oversight

# The Code of Belonging

Is Switzerland's Advantage

Hiring women is futile if the environment is driving them out. Inclusion is the true “**Code of Belonging**”.

This is Switzerland's unique opportunity to **lead the global tech race** by tapping into the entire, underutilized talent pool.



DOWNLOAD



It's time to move from “talking” and “pink-washing” to actionable, systemic change.

# THANK YOU!

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