



University of St.Gallen

Institute for International Management
and Diversity Management

IIDM-HSG

Annual Report 2025

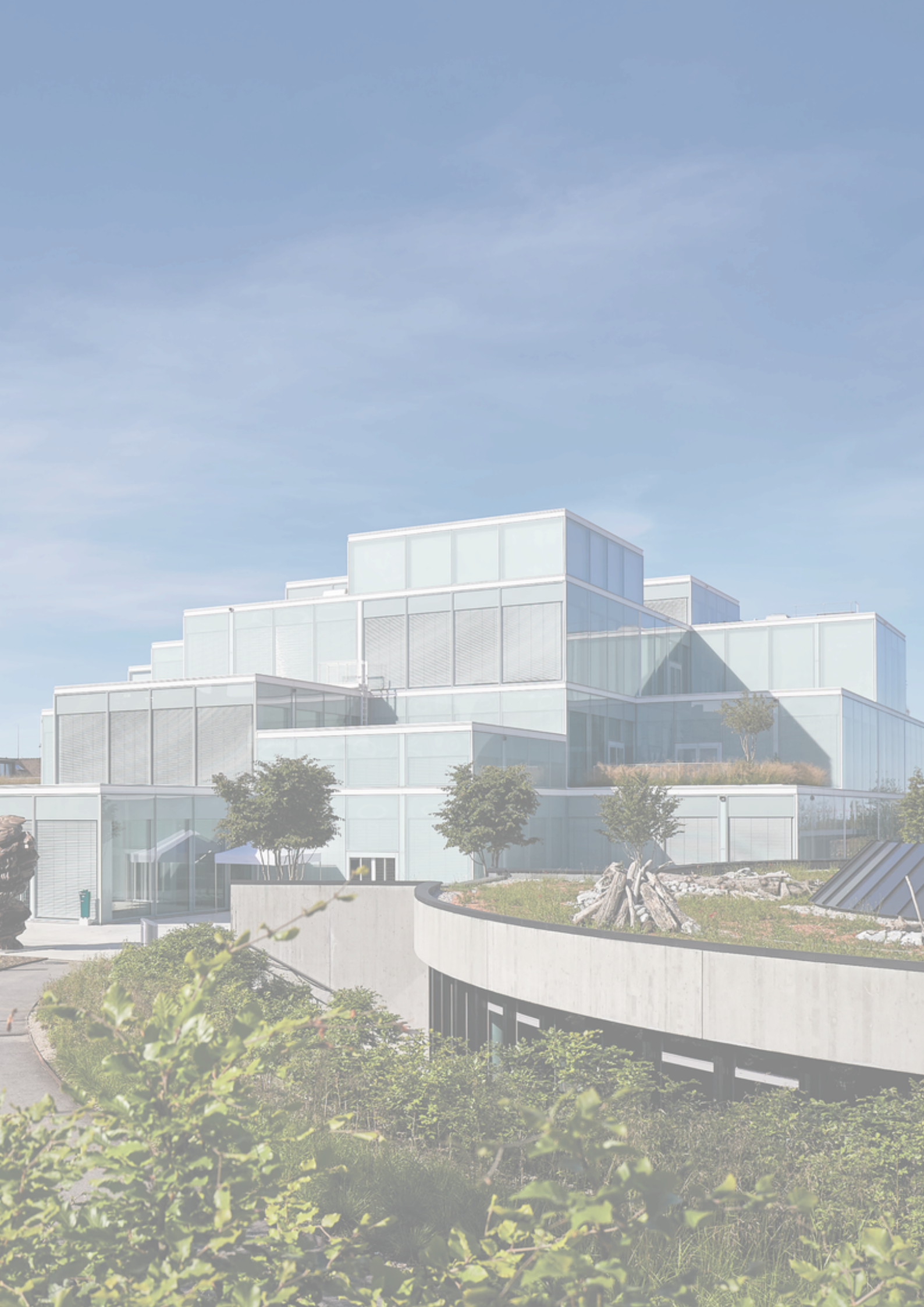


Table of Contents

Preface	1
Team	2
1 International Management	8
1.1 China Competence Centre	8
1.1.1 About	8
1.1.2 Research	9
1.1.3 Teaching and Education	10
1.1.4 Publications	11
1.1.5 Events & Outreach	12
1.1.6 Media and Public Visibility	13
1.1.7 Academic service and Recognition	13
1.1.8 Outlook 2026	14
1.2 India Competence Centre	15
1.2.1 About	15
1.2.2 Projects & Research	15
1.2.3 Teaching and Education	15
1.2.4 Publications	18
1.2.5 Events & Outreach	19
1.2.6 Media and Public Visibility	19
1.2.7 Academic Service and Recognition	19
1.2.8 Outlook 2026	20
1.3 Competence Centre for Top Teams	21
1.3.1 About	21
1.3.2 Projects & Research	21
1.3.3 Teaching & Education	22
1.3.4 Publications	23
1.3.5 Events & Outreach	23
1.3.6 Academic Service and Recognition	24
1.3.7 Outlook 2026	25
1.4 Further International Management Publications & Activities	26
2 Diversity Management	31
2.1 Competence Center for Diversity, Disability & Inclusion	31
2.1.1 About	31
2.1.2 Projects	32

2.1.3 Teaching & Education	40
2.1.4 Publications	47
2.1.5 Events & Outreach	49
2.1.6 Media & Public Visibility	60
2.1.7 Academic Service & Recognitions	64
2.1.8 Outlook 2026	68

Preface

Dear Reader

It is our pleasure to present the annual report of our Institute, summarizing the significant achievements and projects completed in 2025. This year we successfully contributed to the Swiss and international research community while also supporting companies and organizations internationally.

At the India Competence Centre a core development track was the experimentation with GenAI-enabled platforms and formats that translate research-backed insights into practical decision support for market entry and expansion, including new approaches to codifying India-specific concepts (for example Darshan and Paisa Vasool) into repeatable executive learning and strategy processes.

The Elite Quality Index (EQx) was again released in April of 2025 as a political economy index, that rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces of internationalization. Another project that stood out is the joint research of the Sino Swiss Business China survey which was released in May and the pilot report of the Value Creation Ratings Pilot Report.


The Competence Centre for Top Teams conducted team leadership trainings as part of the Executive MBA-X programme (together with the ETH Zurich), open team leadership trainings in cooperation with the Executive School (ES-HSG), published a paper in a European management journal and presented papers at several leading international conferences.

The Competence Center for Diversity, Disability and Inclusion became larger after the merge with Centre for Disability and expanded its pioneering work on Diversity, Equity, and Inclusion (DE&I) in the Swiss workplace.

Thanks to this merger, the CCDI was able to broaden its focus: With the new synergies created it was able to offer regular inclusion assessments, thereby offering even more comprehensive DE&I solutions for our clients.

We hope our annual report inspires you to take a closer look at our achievements and projects, and we look forward to continuing to serve our clients and stakeholders in the coming years.

Sincerely,



Prof. Dr. Winfried Ruigrok



Prof. Dr. Gudrun Sander



Prof. Dr. Stephan Böhm

b. Team

Institute Directors



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Director IIDM-HSG



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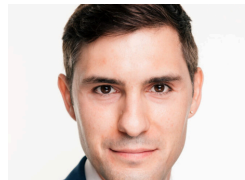
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**Prof. Dr. Valentin
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Dr. Philipp Müller

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**Dr. Gopalakrishnan
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Research Partner



**Prof. Ph.D. Simon Ian
Peck**

Research Partner, IIDM-HSG
Advisory Board

1 International Management

1.1 China Competence Centre

1.1.1 About

The China Competence Centre's two pillars are research and teaching, consistently grounded in close engagement with practice. In fulfilling its mission, CCC aims to strengthen its role as a bridge for productive exchanges among Switzerland, Europe, and China. The CCC contributes to the Sino-Swiss relationship with cutting-edge teaching and research on elite quality (EQx), the sustainable value creation of firms (VCr), the Sino-Swiss Free Trade Agreement, Swiss business and investment in China, the Belt and Road Initiative (BRI), and research on Chinese teams. The CCC also offers exclusive award-winning executive education programs to Swiss and Chinese business leaders that offer unique content on international business, values and culture, governance, management, innovation, and sustainable value creation. Western and Chinese leaders are brought into dialogue to deepen mutual understanding and gain clearer insight into the global opportunity set.

Summary 2025

Teaching offerings for bachelor's and master's levels were strengthened, with executive education modules in collaboration with the HSG Executive School. Moreover, the relationship with partners in China, including the University of International Business and Economics (UIBE) in Beijing, Tsinghua's School of Economics and Management (SEM), the Cheung Kong Graduate School of Business, and Zhejiang University, was strengthened by executive education programs, visits, and discussions for joint research.

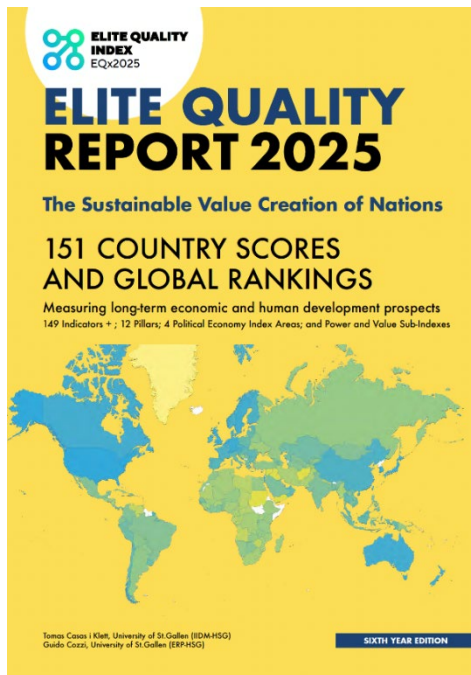
During 2025, CCC produced various milestones (see more below). Two projects stood out, the joint research of the pilot report of the Value Creation Ratings Pilot Report (VCr) with Prof. Martin Nerlinger (s/bf-HSG) and the publication of the annual Elite Quality Index (EQx) with Prof. Guido Cozzi (ERP-HSG).



Another highlight was a panel discussion with Prof. Bai Chong-En, the dean of the Tsinghua School of Economics and Management (SEM), and Dominic Barton, the chairman of Rio Tinto and former Canadian Ambassador to China, moderated by Dr. Tomas Casas-Klett during the 54th St.Gallen Symposium titled "China's Evolving Economy: What's Changing and Why?"

1.1.2 Research

The Elite Quality Index (EQx) was again released in April of 2025 as a political economy index that rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces of internationalization. Essentially elite agency is understood through the framework of sustainable value creation. In 2025 leading economists from China, Switzerland, Italy, or Argentina provided original insight based on EQx scores and rankings that entered to public discourse in many countries. The full report of the Elite Quality Index EQx2025 is available online at Alexandria and SSRN (see https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5241721).



*The Elite Quality Report Report 2025:
The Sustainable Value Creation of Nations*



The Value Creation Ratings Report 2025 proof-of-concept: The Sustainable Value Creation of Firms

The Value Creation Rating (VCr) measures Firm-level Sustainability and the Value Creation Ratings Pilot Report 2025 proof-of-concept: is an exploratory prototype that assesses 1,000 listed firms from the world's leading economies on the basis of the value and risk creation and transfer exhibited by their business models. It establishes the proportion of value creation in relation to revenue and is the micro-level sister project of the already established Elite Quality Index (EQx2025) that measures the "Sustainable Value Creation of Nations". Together, these two projects redefine sustainability in terms of how value is created and transferred in order to foster economic growth and human development. The full report of the Value Creation Rating Report VCr2025 is available online at Alexandria and SSRN (see https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5700383).

1.1.3 Teaching and Education

CCC has continued to supply insight, content and contacts to its executive education offering by designing an international management module in conjunction with partners from China, Japan, Belgium or Israel. The learning module included a trip to Beijing and two to Belgium (Brussels, Ghent, Antwerpen). In collaboration with the HSG Executive School, the Doing Business in China module and an International Management module have been further strengthened through the collaboration with partner institutions in China like Tsinghua University.



Former European Commission President, Prof. José Manuel Barroso, during an executive education course in Munich.

From left to right: Prof. Martin Nerlinger (s/bf-HSG), Alexander Tonn (IIDM-HSG), Prof. José Manuel Barroso, Dr. Céline Diebold (ERP-HSG), and Dr. Tomas Casas-Klett (IIDM-HSG) in Munich.

A notable highlight of 2025 was the CKGSB Executive Education CEO Program, held in Zurich and Munich. During the Munich visit, the group—led by Dr. Tomas Casas-Klett—visited leading companies such as BMW, as well as renowned academic institutions including the Technical University of Munich (TUM) and Ludwig Maximilian University of Munich (LMU). Former President of the European Commission and former President of Portugal, José Manuel Barroso, shared strategic insights on European competitiveness in an increasingly geopolitically fragmented world.

Specific courses on China have been delivered at the bachelor's and master's levels, such as Doing Business in China and the CEMS elective course Elites and Sustainable Value Creation: China, the US and the Global Political Economy. IIDM prides itself of crafting courses that are second to none when it comes to transmitting the complexity, richness and dilemmas associated with China.

Courses

- Bachelor (BA):
 - Doing Business in China (with TA Alexander Tonn)

- Master (MA):
 - Strategic Entrepreneurship (SIM) (with Dr. Stephanie Schoss)
 - Disruption and Innovation in International Business (CEMS Exclusive Course) (with Prof. Lee Howell)
 - Elites and Sustainable Value Creation: China, the US and the Global Political Economy

- Executive Education
 - Cheung Kong Graduate School of Business (CKGSB) Executive Expeditions to Europe

1.1.4 Publications

Journal Articles

Boncheva, K., Gajewska-De Mattos, H., Griffith, D. A., Pirrone, G., Šilenskytė, A., & Tonn, A. (2025). Examining the context, connection and complexity of collaborative doctoral programs in international business. *Critical Perspectives on International Business*. Advance online publication. <https://doi.org/10.1108/cpoib-12-2024-0170>

Boncheva, K., Gadhia, M., Mans, T., Morales Marenco, M. J., Shukran, K., & Tonn, A. (2025). Sensing, seizing, transforming: A student perspective on enhancing IB doctoral education for meaningful scholarship. *AIB Insights*, 25(5). <https://doi.org/10.46697/001c.153860>

Edited Volumes

Casas-Klett, T., & Chen, K. (2025). The prospect of an ElitePolicyBot: Sustainable value creation as a benchmark for elite system governance (pp. 18–22). In T. Casas-Klett & G. Cozzi (Eds.), *Elite Quality Index 2025: The sustainable value creation of nations*. Anthem Press.

Shi, W. (Stone), **Casas-Klett, T., & Tonn, A.** (2025). International business reduces rent seeking and leads to development (pp. 166–169). In T. Casas-Klett & G. Cozzi (Eds.), *Elite Quality Index 2025: The sustainable value creation of nations*. Anthem Press.

Tonn, A., & Diebold, C. (2025). Germany: Struck at the crossroads (pp. 108–112). In T. Casas-Klett & G. Cozzi (Eds.), *Elite Quality Index 2025: The sustainable value creation of nations*. Anthem Press.

Tonn, A., & Boncheva, K. (2025). Decoding a wicked problem: Modern slavery in the Elite Quality Index (pp. 146–149). In T. Casas-Klett & G. Cozzi (Eds.), *Elite Quality Index 2025: The sustainable value creation of nations*. Anthem Press.

Casas-Klett, T., Chatzigakis, M., & Cozzi, G. (2025). The political economy of value transfers: The VCr, Elite Quality, and development (pp. 66–68). In T. Casas-Klett & M. Nerlinger (Eds.), *Value Creation Ratings Report 2025 proof-of-concept: The sustainable value creation of firms*.

Tonn, A. (2025). Corporate globalization and morality: Rethinking value creation and transfers in international business (pp. 80–81). In T. Casas-Klett & M. Nerlinger (Eds.), *Value Creation Ratings Report 2025 proof-of-concept: The sustainable value creation of firms*. Anthem Press.

Working papers/ Research reports

Casas-Klett, T. (2025). *Towards an elite theory of economic development: An inquiry into sustainable value creation*. De Gruyter. <https://doi.org/10.1515/9783110734638>

Casas-Klett, T., & Cozzi, G. (2025). *Elite Quality Report 2025: The sustainable value creation of nations* (Elite Quality Index Report, 2025; SSRN Scholarly Paper No. 5241721). SSRN. <https://doi.org/10.2139/ssrn.5241721>

Casas-Klett, T., & Nerlinger, M. (2025). *Value Creation Ratings Report 2025 proof-of-concept: The sustainable value creation of firms* (SSRN Scholarly Paper No. 5700383). SSRN. <https://doi.org/10.2139/ssrn.5700383>

Casas-Klett, T., Musy, N., & Xiao, Z. (Eds.). (2025). *The Swiss Business in China Survey 2025: Includes the first The Chinese Business in Switzerland Survey* (with Xue Yu & Guangli Zhu).

1.1.5 Events & Outreach

Conferences / Presentations

Boncheva, K., **Tonn, A.**, Cavusgil, S. T., Doh, J., & Vaaler, P. M. (2025). Leveraging diverse academic backgrounds for success as an IB scholar [Conference presentation; Panel session, Session 3.1.3, Track 13: Special Sessions]. Academy of International Business (AIB) 2025 Annual Meeting, Louisville, KY, United States.

1.1.6 Media and Public Visibility

Interviews

Naumann, F. (2025). „Die relativen Versager sind die Wirtschaftseliten“ – woran es in Deutschland hakt. *Merkur*. <https://www.merkur.de/wirtschaft/die-relativen-versager-sind-die-wirtschaftseliten-woran-es-in-deutschland-hakt-zr-94050575.html>

Articles & Blogs

Casas-Klett, T. (2025). *Do your national elites create value, or siphon it off? A novel index supplies insight* [Blog post]. UNU-WIDER. <https://www.wider.unu.edu/publication/do-your-national-elites-create-value-or-siphon-it-novel-index-supplies-insight>

1.1.7 Academic service and Recognition

Institutional service & Memberships

Alexander Tonn:

Academy of International Business (AIB), Academy of Management (AOM), European International Business Academy (EIBA)



Alexander Tonn as part of a panel during the Academy of International Business annual meeting 2025

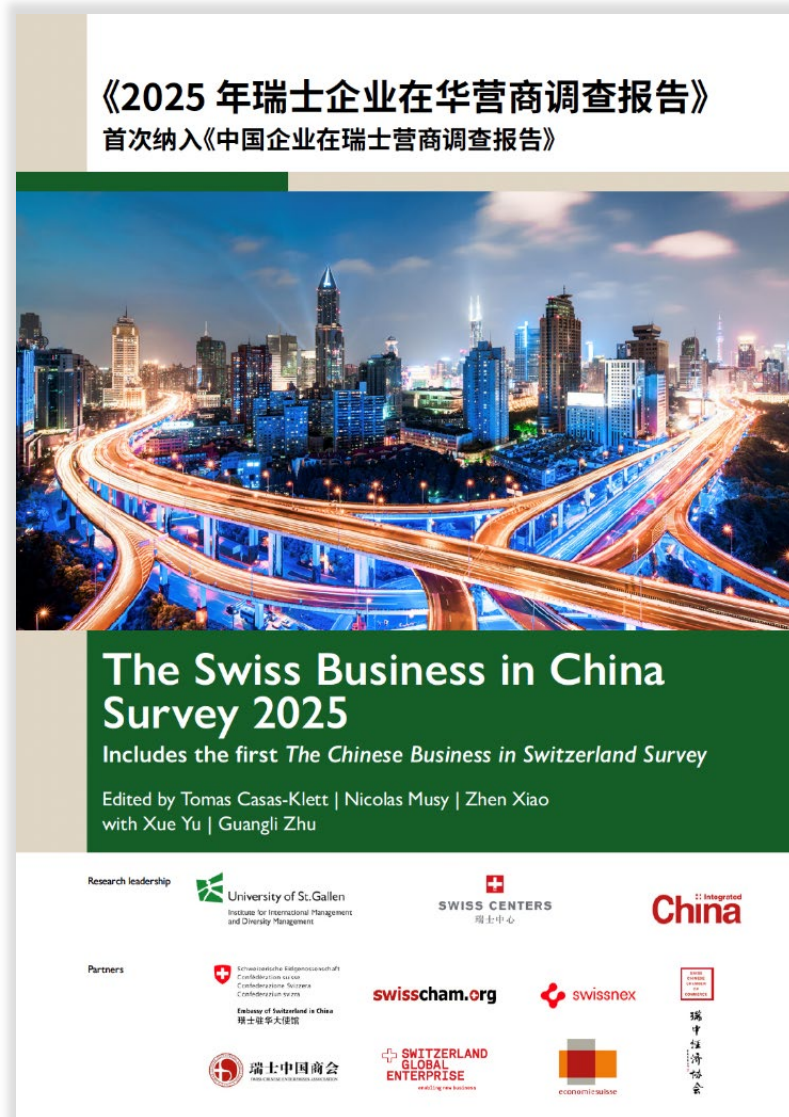
Reviewer Roles

Alexander Tonn:

Reviewing: Academy of International Business (AIB), Academy of Management (AOM), European International Business Academy (EIBA), Critical Perspectives on International Business (CPoIB)

1.1.8 Outlook 2026

IIDM will strengthen its executive education offerings with Tsinghua University and the Cheung Kong Graduate School of Business, where European business systems, management approaches, and values are analyzed and discussed. Four academic projects will be the focus of the research efforts: The Swiss Business in China Survey 2026, the new WorldEQx Paper 2026, the Elite Quality Index EQx2026, which is to be released in May 2026 and the Value Creation Rating VCr2026, which is to be released in Fall of 2026.



The Swiss Business in China Survey 2025

1.2 India Competence Centre

1.2.1 About

The India Competence Centre at the University of St.Gallen is a research Centre that advances understanding of the challenges and opportunities of doing business between Switzerland and India at the intersection of strategic international management, cross-cultural understanding, and industry-specific analysis. We connect researchers, students, executives, and public sector representatives to develop evidence-based insights and practical solutions on how technology can strengthen mutual cultural understanding while improving decision-relevant knowledge about local industries and business practices. In 2025, our work focused on making Swiss business practices more accessible to Indian executives, including senior public sector leaders, and on experimenting with new GenAI-enabled platforms that help define the future of international management in the Switzerland–India context.

1.2.2 Projects & Research

In 2025, the India Competence Centre strengthened its applied research agenda on international management in the Switzerland–India corridor, with a particular emphasis on how executives learn, adapt, and make decisions across cultural and institutional distance. A core development track was the experimentation with GenAI-enabled platforms and formats that translate research-backed insights into practical decision support for market entry and expansion, including new approaches to codifying India-specific concepts (for example Darshan and Paisa Vasool) into repeatable executive learning and strategy processes. This work also informed the Centre's practice-oriented outputs for Swiss industry stakeholders and public sector audiences, including a Swissmem special report published for Swissmem Industry Day 2025.

1.2.3 Teaching and Education

Teaching activities in 2025 focused on building student capability for evidence-based, culturally intelligent international management, with Switzerland–India as the anchor context. At bachelor level, the Centre delivered courses that combine strategic international management with cross-cultural understanding and contemporary India-focused analysis. At master level, the Centre supported practice-based learning through a CEMS project, linking student work to real-world requirements in strategic consulting contexts.

Beyond formal courses, the Centre contributed to community building and experiential learning at HSG by supervising the Asia Club and supporting the Asia Days event as a focal point for student-led engagement with Asian business, policy, and culture.

Courses

Bachelor (BA)

- Doing Business in India
- India's Technologies, Culture and Politics
- International Management (Introductory course)

Master (MA)

- CEMS Project (project-based master-level engagement in 2025)
- Dealing with Uncertainty in Dynamic Markets (developed by Dr. Moser, taught by external lecturer)

Thesis Supervision

In 2025, thesis supervision at the India Competence Centre emphasized Switzerland–India strategy, technology-enabled internationalisation, and institutionally grounded decision-making in complex markets. Across bachelor and master levels, the supervised theses combined rigorous conceptual framing with applied designs such as surveys, case studies, expert interviews, and platform or tool prototyping. A recurring thread was how firms and decision-makers can reduce uncertainty and friction in cross-border contexts through better governance, trust architectures, and digitally enabled business models, while remaining sensitive to local institutional realities.

Master Theses (2025) - Supervisor: Roger Moser

- Rao, Krishank (2025). *Open Network for Digital Commerce: A solution to the woes of India's kirana stores?*
Focus: Tests whether ONDC can help kirana stores compete with e-commerce and quick commerce players. Method: Business model analysis plus a survey of kirana store owners in Mumbai.
- Slavic, Louis-Antoine (2025). *Trust by Code: A Decentralized Microinsurance Platform for Rural Solar Panels in India*
Focus: Designs a trust-centred, assumption-driven microinsurance platform for rural solar users in India under institutional voids and fragmented regulation.
- Remy, Noémie-Camille (2025). *Enhancing ESG Data Integration in Portfolio Management through Decision Intelligence and Hybrid AI*
Focus: Develops a Decision Intelligence-based architecture and proposes a hybrid, neuro-symbolic AI platform for traceable ESG integration in investment workflows. Method: Case-based design grounded in DI, hybrid intelligence, and responsible AI principles.
- Bergdolt, Lisa (2025). *Analysis of the Reasons and Benefits of R&D Centre Offshoring in Healthcare Multinationals*
Focus: Examines strategic drivers, benefits, and challenges of offshoring R&D Centres in

MedTech. Method: Qualitative multiple case study (interviews plus secondary data), guided by OLI, RBV, PESTEL, and Balanced Scorecard perspectives.

Bachelor Theses (2025) - Supervisor: Roger Moser

- Heffter, Alexander (2025). *Empowering Swiss SMEs: A Trust Index Enhancing Indian Market Access*
Focus: Designs a GPT-based application to approximate context-specific trust levels to reduce internationalisation risk for Swiss SMEs entering India.
- Maric, Nevena (2025). *Platform-Based Servitization as a Market Entry Strategy: Addressing Financial and Non-Financial Barriers for Swiss Safety Firms in the Indian B2B Sector*
Focus: Tests how platform-based servitization mechanisms can reduce market entry barriers in the Indian B2B context, refining mediators and moderators through empirical evidence. Method: Qualitative single-case study plus expert interviews.
- Piffeteau, Lukas Alexis (2025). *The impact of foreign investment on European Football Club Management: balancing global ambitions with local identity*
Focus: Explores how clubs can design governance structures and communication strategies that support global growth while preserving local identity and community engagement.

Executive Education

Executive education in 2025 was anchored in immersive, high-touch formats designed to translate Swiss business practices and institutional logic into actionable learning for Indian senior leaders. The Centre organized the **Advanced Management Program of IIM Bangalore** on the University of St.Gallen campus (one week), and designed a **7-day corporate and political leader tour** for top executives of Indian state-owned enterprises across the Asia-Pacific region. These offerings emphasized applied learning through direct exposure to Swiss organizational practices, stakeholder engagement, and structured reflection on cross-cultural leadership and negotiation.

In addition, Dr. Moser, Director of the Centre, taught “**Negotiating in India**” at the Executive School (ES-HSG), further strengthening executive capability building around India-specific negotiation dynamics and relationship-centred strategy execution.



Truly International: Indian Executives learning about China in Switzerland

1.2.4 Publications

Journal Papers (peer-reviewed)

Bose, T. K., Orni, S. A., & Moser, R. (2025). Transaction cost and performance of born globals: The role of transaction cost institutionalism: An emerging economy context. *Thunderbird International Business Review*, 67(6), 701–721. <https://doi.org/10.1002/tie.70005>

Narayanamurthy, G., Jayanth, R. S. S., Moser, R., Schäfers, T., & Nagendra, N. P. (2025). Data-driven digital transformation for uncertainty reduction – Application of satellite imagery analytics in institutional crop credit management. *International Journal of Production Economics*, 280, 109498. <https://doi.org/10.1016/j.ijpe.2024.109498>

Shankaranarayana, R., Narayanamurthy, G., Ramaswamy, S., & Moser, R. (2025). Integration of traditional, transitioning & transformative digital technologies for value co-creation in B2B: A process model. *Industrial Marketing Management*, 124, 304–324. <https://doi.org/10.1016/j.indmarman.2024.12.007>

Working Papers / Research Reports

Gugger, N. (Nik Gugger), & Moser, R. (2025). *Navigating key turning points in India: A strategic & cultural playbook for Swiss MEM companies in India: A special report for Swissmem's Industry Day 2025*. Swissmem. Published in connection with Swissmem Industry Day 2025, which featured India's Minister of Commerce and Industry, Piyush Goyal.

Gugger, N., & Moser, R. (2025). *India Playbook*. Swiss-Indian Chamber of Commerce.

1.2.5 Events & Outreach

Workshops

- IIM Bangalore Advanced Management Program at HSG (1 week, hosted at the University of St.Gallen campus) (executive learning week; format: immersion plus structured engagement)
- 7-day corporate and political leader tour (Asia-Pacific) for top executives of Indian state-owned enterprises (format: curated visits and stakeholder engagement)
- Asia Days (HSG Asia Club) (student-led engagement platform supported by the Centre through supervision of the Asia Club)

1.2.6 Media and Public Visibility

Articles, Blogs

- GANESHA newsletter (monthly, co-created with Swiss MP Nik Gugger), reaching more than 2,100 subscribers by end of 2025 (as reported internally). For a public landing reference, the newsletter launch is documented on [LinkedIn](#).

1.2.7 Academic Service and Recognition

Reviewer Roles

- Serving as reviewers for multiple journals such as Journal of Business Research or Technological Forecasting & Social Change.

Institutional service & Membership

- Supervision of the HSG Asia Club and support for Asia Days, contributing to student community building and outward-facing engagement on Asia-related themes.

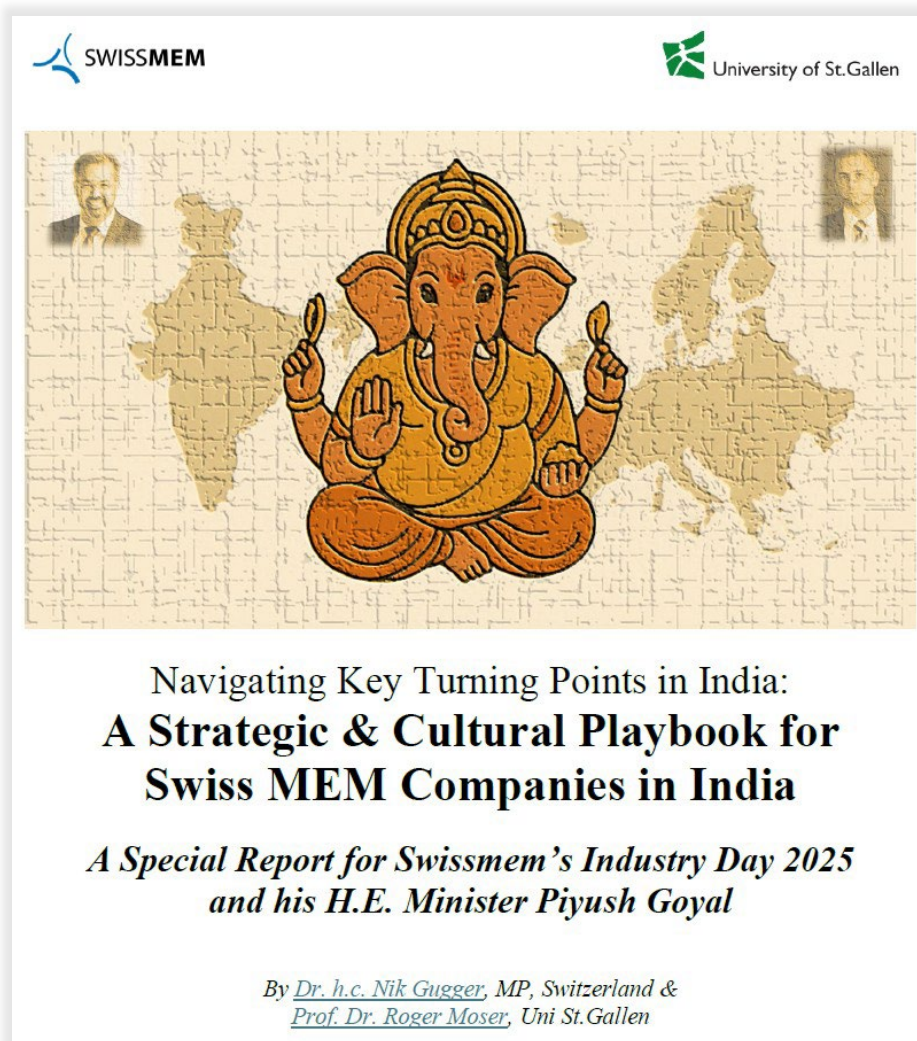
Awards and honours

- HSG Innovation Awards for Teaching leveraging GenAI.

1.2.8 Outlook 2026

In 2026, the Centre will deepen its research and platform development work on how AI, ML, and GenAI can partially automate market entry and expansion processes while improving strategic creativity in international management. A key focus will be converting recurring executive challenges in the Switzerland–India corridor into structured, testable workflows that combine institutional analysis, stakeholder mapping, and culturally grounded decision heuristics.

In parallel, the Centre will further formalize India-specific strategy and negotiation concepts such as Darshan and Paisa Vasool into scalable learning and decision-support assets, enabling executives to move from abstract “cultural awareness” to concrete choices about partnerships, governance, and value propositions. This agenda is designed to strengthen both academic contribution (through publishable research and replicable constructs) and practical impact (through executive education and industry-facing playbooks and platforms).



Cover of the India Playbook written for Swissmem

1.3 Competence Centre for Top Teams

1.3.1 About

The Competence Centre for Top Teams (CCTT) focuses on generating cutting-edge insights into how teams achieve sustained excellence. Combining rigorous research with hands-on collaboration, the Centre explores the mechanisms that enable teams to perform at the highest level in complex and fast-changing organizational contexts. Drawing on advanced analytics and our proprietary St. Gallen Top Team Model (SGTT), CCTT works with organizations to diagnose team dynamics and support the deliberate development of effective, resilient, and future-ready teams. Central to our research agenda are factors such as deep-level diversity, psychological safety, and the increasing virtuality of teamwork, which we examine both theoretically and empirically. A core ambition of the Centre is to translate scientific insights into practical interventions that enhance creativity, innovation, and collaboration in diverse teams. We share our work through partnerships with organizations, executive education initiatives, and peer-reviewed publications, while also providing a stimulating research environment for talented and highly motivated early-career scholars.

1.3.2 Projects & Research

Top Team Consortium

The CCTT is currently establishing a Top Team Consortium that brings together a select group of four to eight leading organizations to jointly advance the understanding and practice of team effectiveness. The consortium is designed as a collaborative research partnership in which participating companies contribute anonymized team-level data through low-intrusion surveys, enabling CCTT to generate robust cross-company benchmarks and insights grounded in cutting-edge academic research. In return, each organization receives confidential, company-specific feedback reports, exclusive benchmarking results, and evidence-based recommendations to improve team performance. Structured around a simple three-stage process (kick-off, midpoint review, and final results presentation) the consortium ensures a clear path from data collection to actionable outcomes, while fostering a shared learning environment among participating firms.

1.3.3 Teaching & Education

Courses

Building on its close involvement in the University of St. Gallen's full-time MBA programmes, the CCTT designed and delivered a full-day Team Leadership workshop on October 16, 2025. The workshop introduced participants to a structured, research-based understanding of teams, Centreed on the St. Gallen Top Team Model (SGTT) and its core dimensions, such as goals, resources, and context. Interactive sessions and applied leadership exercises addressed central challenges of contemporary teamwork, including alignment of objectives, diversity in perspectives, virtual collaboration, empathy and conflict dynamics. Participants worked with concepts such as We Consciousness, deep listening, and trusted leadership to strengthen team effectiveness and well-being, and translated these insights into concrete leadership actions through reflection exercises, pulse surveys, and peer coaching.

- Advanced Management Programme: Neuropsychology of Leading Self and Leading Others
- Sustainable Entrepreneurship (Master in Strategy and International Management): Students work in teams to build real start-ups from scratch. Throughout the course, they receive hands-on education and coaching from faculty members. The class culminates in a final pitch, where teams present their ventures to an international jury of venture capitalists. Each year, several student teams continue developing their ideas beyond the course, with some successfully securing VC funding.

Thesis Supervision

Menschik, A. (Master Thesis). Research on AI-empowered goal-orientation and resilience improvement. (Supervisor: Dr. Stephanie Schoss)

Bacouël, A.-S. (Research phase). Research on Subgroups in Top Management Teams and Boards of Directors (working title). (Supervisor: Prof. Dr. Winfried Ruigrok)

Peters, C. E. (Coursework phase). Research on We Consciousness in Top Management Teams and Boards of Directors (working title). (Supervisor: Prof. Dr. Winfried Ruigrok)

Executive Education

Customized Programmes

- Global Leadership Education and Training for a group of Chinese CEOs and chairmen (see picture)
- Personal and Career Growth Education for international leaders of one of the largest insurance companies



1.3.4 Publications

Journal Papers

Harrison, O., Tosala, K., Jones, Ch., Kennedy, R., Nia, A., Talou, G., Dawson, C., Sellbom, M., Willing, E., McLeod, E., Johannßen, D., Kawharu, M., Schoss, S. The functional connections of attachment and fear: Exploring the relationship between implicit motives and mental health. Journal of the Royal Society of New Zealand (conditionally accepted, 12/2025)

1.3.5 Events & Outreach

Workshops

A strong Me in service of the WE: Leadership Development training at an international SME



Conferences / Presentations

Schäfer, N., Ruigrok, W. & Schoss, S. (2025, May 7-9). Together but Still Alone: A Social Identity Perspective on The Mitigating Effects of Psychological Safety on the Perceived Virtuality of Team Members. Paper presented at the Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Keynotes

Schoss, St. Introducing the St. Gallen Top Team Model and confliction management at the Congress: Future of Conflict Resolution – Luzern, Switzerland

Schoss, St. QED2025: UNComplex (2025, May 18-20) – Zadar, Croatia: Fly High – Love Deep & Enjoy the Ride: The Art of Simplicity in a Complex World

1.3.6 Academic Service and Recognition

Reviewer roles

- Dr. Stephanie Schoss: Entrepreneurship Impact Studie 2005
<https://www.entrepreneurshipranking.com/> TUM München

Institutional Service & Membership

Carl Eugen Peters

- Board Member at docnet – Network of PhDs at the University of St. Gallen
- Member of the Academic Jury at St. Gallen Symposium
- Doctoral Representative at the Research Committee of the University of St. Gallen
- Member of the Academy of Management

Dr. Stephanie Schoss

- Mentor and Coach in various HSG programmes
- Founder of the Centre for Space and Aviation Switzerland and Liechtenstein
(<https://spacevalley.ch/>)

Awards & Honors

Anne-Sophie Bacouël

- Best Reviewer Award for the Corporate Governance SIG at the European Academy of Management 2025

1.3.7 Outlook 2026

As we look ahead to 2026, the Competence Centre for Top Teams is well positioned to further strengthen its contribution to the science and practice of high-performance teams. Building on the momentum of previous years, the Centre will continue to integrate rigorous academic research with practical relevance, supporting leaders and organizations in navigating increasingly complex team environments. CCTT's educational activities will remain a central pillar of its work.

The Centre will also maintain a strong international research presence by engaging with the global academic community and sharing ongoing work at leading conferences and scholarly forums. These activities will not only disseminate new findings but also support the development of new research partnerships and collaborative projects.

Several important academic milestones are expected in 2026. Anne-Sophie Bacouël is on track to complete her doctoral dissertation on team dynamics and fault lines in top management teams and boards, further advancing the Centre's research on leadership diversity and team effectiveness. At the same time, Carl Eugen Peters will submit his doctoral pre-study on the topic of We Consciousness in Top Management Teams and Boards of Directors, marking a key step in the development of his research agenda within CCTT.

Looking forward, CCTT is particularly excited about initiating new collaborations in the coming year. Alongside its established partnerships with ES-HSG, corporate partners, and international scholars, the Centre will continue refining the St. Gallen Top Team Model (SGTT) and exploring new research avenues. Through these efforts, CCTT remains committed to translating scientific insights into actionable guidance and to shaping the future of how teams are built, led, and sustained in an increasingly interconnected world.

1.4 Further International Management Publications & Activities

Publications

Refereed Journal Articles

- Ruigrok, W., Lin, W., & Zhang, X. (2025). Alike but a world of difference: An analysis of internationalization trajectories of Italy's and Spain's largest companies from 2001 to 2022. *Journal of Industrial and Business Economics*, 52(6), 891–911.
<https://doi.org.10.1007/s40812-025-00366-z>

Contribution to Edited Volumes

- Ruigrok, W., Lin, W., & Zhang, X. (2025). The S-shaped internationalisation pattern of UK multinational enterprises: An empirical investigation 2001-2022. In V. J. Sadeghi, R. Sadraei, S. Munjal, & S. Khorana (Eds.), *Navigating disruptions and transformations in international business* (pp. 271–286). Palgrave Macmillan, Springer Nature.
https://link.springer.com/chapter/10.1007/978-3-031-75637-5_11

Working papers/ Research reports

- Ruigrok, W., Lin, W., & Zhang, X. Reforming Executive Pay in Banks: Promoting Growth or Preventing Crisis? Prepared for submission.
- Lin, W., Zhang, X., & Ruigrok, W. Globalization or Deglobalization? Leveraging firm level data to examine the global reconfiguration. Under review at *Journal of World Business*.
- Tang, S., Georgakakis, D., Ruigrok, W. Verbeke, A., & Lin, W. Regional Heads at the Top: An Unexplored Micro-Foundational Factor for Inter-Regional Growth in Multinational Enterprises (with Dimitrios Georgakakis and Sheryl Che tang). Prepared for submission to *Journal of International Business Studies*.
- Schäfer, N. & Ruigrok, W. Together But Still Alone? A Social Identity Perspective on The Mitigating Effects of Psychological Safety on the Perceived Virtuality of Team Members. Prepared for submission.
- Zhang, X., Lin, W., & Ruigrok, W. Janus-Faced Factional Divides: Can Independence-Based Faultlines Foster Board Effectiveness Following Corporate Failures?
- Zhang, X., Lin, W., & Ruigrok, W. Contextualising Upper Echelons Theory: A Review of Upper Echelons Research in China Using Role Theories.
- Zhang, X., Lin, W., & Ruigrok, W. Opportunity in Disguise? Examining Career Paths of Female Directors Following Glass Cliff Assignments.

Teaching

Winfried Ruigrok was on a sabbatical from February until September 2025, and therefore did not teach any bachelor or master courses in the first half of 2025. However, he returned several times to St.Gallen to teach numerous MBA, Executive MBA and other executive courses.

MA Courses at HSG - *Winfried Ruigrok*

- International Management. Core compulsory course. Strategy and International Management (SIM) programme, September-December 2025.
- International Business Strategy. Part of the thematic compulsory course "International Law and Business Strategy". Master of International Affairs, November-December 2025.

Executive Education: MBA & EMBA - *Winfried Ruigrok*

- International Management: 3,5 days MBA elective, 25-28 March 2025.
- Corporate Governance: 3,5 days MBA elective, 1-4 April 2025.
- Building and Leading High-Performance Teams (1 day). Module delivered to the Master of Business Administration (MBA-HSG) programme, 16 October 2025
- Building and Leading High-Performance Teams (1 day). Executive education module (with Stephanie Schoss). Executive Master Of Business Administration (EMBA-X) programme, University of St.Gallen and ETH Zurich. Executive Campus, University of St.Gallen, 20 October 2025.
- Global Business (3 days) (with Frank Schimmelfennig, ETH). Executive Master of Business Administration (EMBA-X) programme, University of St.Gallen and ETH. Executive Campus, University of St.Gallen, 22-24 October 2025.
- Cross-cultural management (1 day). Module delivered to the Master of Business Administration (MBA-HSG) programme, University of St.Gallen, 28 October 2025.
- Corporate Governance: 5-days elective, International Executive MBA programme, University of St.Gallen, 24-28 November 2025.

Presentations, external lectures and seminars - *Winfried Ruigrok*

University of Amsterdam, Political Economy and Transnational Governance (PetGov) Research Unit:

- Globalization or Deglobalization? How Different Metrics Tell Different Stories. 27 February 2025.

Guildford, Academy of International Business (UK & Ireland Chapter), 24-26 April 2025:

- Being from Abroad: CEO Foreignness and MNE Regional Strategic Focus. 25 April 2025.
- Janus-Faced Factional Divides: Can Independence-Based Faultlines Foster Board Effectiveness Following Corporate Failures? 25 April 2025.
- Contextualising Upper Echelons Theory: A Review of Upper Echelons Research in China Using Role Theories. 25 April 2025.
- The S-Shaped Internationalisation Pattern of UK Multinational Enterprises: An Empirical Investigation 2001-2022. 26 April 2025.

Leeds, Centre of International Business University Leeds (CIBUL), 20-24 May 2025:

- Succeeding in Executive Education: Experiences from University of St.Gallen. 21 May 2025.
- Navigating Grand Challenges: The Academia-Industry Interface as a Catalyst for Change. 22 May 2025.

Groningen, European Institute for Advanced Studies of Management (EIASM) workshop, 19-21 March 2025:

- Bonus caps, Clawbacks, and Say-on-Pay Laws: How Effective Are Executive Pay Regulations Around The World? 21 March.
Paper accepted for presentation, but participation unfortunately had to be cancelled for personal health reasons.

Copenhagen, Academy of Management, 25-29 July 2025:

- Board and TMT Diversity: A Paper Development Workshop. Facilitator & co-organiser. 26 July.
- Together But Still Alone? A Social Identity Perspective on The Mitigating Effects of Psycho-logical Safety on the Perceived Virtuality of Team Members (with Nico Schäfer). 29 July.

University of St.Gallen:

- The End of Globalisation? St.Gallen Board Certificate of Advanced Studies Alumni Talk (online) February 2025.
- Best Practices in Executive Remuneration. Corporate Governance Seminar, BMI Executive Institute (Lithuania), The Square, University of St.Gallen, 24 March 2025.
- Role of Boards of Directors in M&A. Half-day executive education course, as part of "Mergers & Acquisitions and Corporate Strategy", IfB-HSG, 13 May 2025.
- Intercultural Management, Half-day executive education course, as part of Certificate of Advanced Studies course for procurement managers (*Einkaufsleiter*), IMC-HSG, 11 June 2025.
- Host and moderator, St. Gallen Board Retreat, ES-HSG, 13-15 June 2025.
- International Management and Intercultural Management. Two-day executive education course as part of the Leadership Development Programme, HB Meier Unternehmerschule, ES-HSG, 16 & 17 June 2025.
- Growth Strategies. Half-day executive education custom programme, delivered to a client in Eschenz, conducted for ES-HSG, 20 June 2025.
- Fish start to rot from the head: The monitoring role of the board and the audit committee. Half-day online executive education session delivered to the Lehrgang: Internal Auditing CAS-HSG, 5 September 2025.
- Fit for Executive Education. Internal development programme sponsored by the *Prorektorat Institute & Weiterbildung*, University of St.Gallen, 17 September and 8 December 2025.
- Strategy and International Management. One-day executive education module. Certificate of Advanced Studies programme Women Back to Business, Executive School for Management, Technology & Law (ES-HSG). Executive Campus (ES-HSG), University of St.Gallen, 10 November 2025.

- Graduation keynote, St.Gallen Board Certificate programme, Executive School for Management, Technology & Law (ES-HSG), Executive Campus, University of St.Gallen, 14 November 2025.
- Transfer session. Half-day executive education session, Certificate of Advanced Studies programme Women Back to Business, Executive School for Management, Technology & Law (ES-HSG), University of St.Gallen. Delivered via Zoom, 4 December 2025.

Awards, services and memberships - *Winfried Ruigrok*

Honours & Awards

- Nominated, Best Conference Micro Paper (with Xiaoxu ZHANG and Wei LIN), International Association for Chinese Management Research (IACMR), Xi'an, China, June 2025.
- Best Reviewer, International Management Division, Academy of Management, Copenhagen, Denmark, 28 July 2025.
- Outstanding Reviewer, Strategic Management Division, Academy of Management, Copenhagen, Denmark, 28 July 2025.

Thesis Supervision – *Supervisor: Winfried Ruigrok*

Bachelor Theses Supervision

- Lukas Weneweser. The Influence of CEO Power on Firm Internationalization: Evidence from S&P 500 Companies. Comparative Analysis between Upstream and Downstream Internationalization

Master Theses Supervision

- Tobias Wintergerste. Semiconductors in Transition: Analysing Internationalisation Trends and Strategic Shifts in the Semiconductor Industry
- Linda Dorothea Breunig. The Impact of Women on Boards on CSR Outcomes. (Co-referee)
- Noah Salim Hussain. Internationalization and Firm Performance: Examining the S-Curve, Regionalization, and Crisis Resilience in Swiss and German Firms (2005–2024).
- Zhaomeng Li. Internationalization and Firm Performance: Evidence from Germany and Switzerland.
- Maximilian Bernd Wörlein. Faultlines at the Apex: CEO Perception and Response Towards Faultlines in Top Management Teams.

Doctoral Theses Supervision

- Xiaoxu ZHANG. “When East Meets West: Contemplating the Roles of Upper Echelons in the Modernizing Chinese Context” (First supervisor)

Memberships and Services to the HSG Community - *Winfried Ruigrok*

- Member, Senate.
- Member, School of Management Assembly.
- Member, *Institutsleiterkonferenz*.
- Managing Director, Institute for International Management and Diversity Management.

Memberships and Services to other Organisations - *Winfried Ruigrok*

- Jury Member, Switzerland Global Enterprise, [Export Award](#).
- Member, [Foundation Board, Nyenrode Business University](#), Netherlands.

Professional Services & Reviews - *Winfried Ruigrok*

- Reviews for various international academic journals (e.g. *Journal of Management Studies*) and international scholarly conferences (e.g. the International Management and the Strategy Division of the Academy of Management).

2 Diversity Management

2.1 Competence Center for Diversity, Disability & Inclusion



2.1.1 About

The Competence Center for Diversity, Disability and Inclusion (CCDI) is the leading university-based competence centre in the German-speaking world to combine interdisciplinary, evidence-based research with consulting and executive education on diversity, disability, and inclusion. Since 1 January 2025, it brings together the complementary expertise of the former Competence Centre for Diversity and Inclusion and the Centre for Disability and Integration, creating a unified hub for research excellence, practice-oriented implementation, and measurable impact. It supports organisations across the private, public, and educational sectors with consulting, training, strategic tools, and knowledge transfer, enabling them to embed inclusion systematically and sustainably guided by the principle “From Insight to Impact.”

2.1.2 Projects

With its combined expertise, the CCDI carried out a wide range of impactful research and practice-oriented projects in 2025. These initiatives span data-driven benchmarking, innovative tool development, and collaborative research partnerships, addressing key topics such as equal pay, inclusive leadership, disability inclusion, and workplace culture.

HSG Diversity Benchmarking

A total of 91 companies contributed to the successful implementation of the HSG Diversity Benchmarking 2026. Overall, we were able to cover ten different industries in the report, providing valuable insights into data and results across a wide range of sectors. The DiversityWorks tool, which we use to present the results, once again received very positive feedback this year. At the same time, we gathered new ideas and impulses, which we are now discussing and further developing as a team in order to better address client needs from the 2027 cycle onwards.

One of the clearly expressed needs is for more in-person exchange. We addressed this in the latest DE&I programme “Together for Inclusion in Banking”, which took the form of a full-day conference and was conducted in cooperation with Arbeitgeber Banken. Through a combination of expert inputs and findings from the HSG Diversity Benchmarking, we fostered a solution-oriented dialogue in which participating organisations were able to share good practices and learn from one another.



Nicole Niedermann presenting at the „Together for Inclusion in Banking“ conference in September.

Launch of Equal pay analysis in Diversity Works

In 2025, we reached a major milestone by celebrating the launch of the Equal Pay Analysis within the DiversityWorks tool, strengthening its commitment to fair and transparent compensation practices. The Equal Pay Analysis enables organizations to assess whether pay structures are unbiased and comply with legal requirements in Switzerland and the EU. Companies with unexplained pay differences below the official 5% threshold receive the “We Pay Fair” label from the University of St. Gallen, enhancing their employer attractiveness, supporting employee satisfaction, and ensuring eligibility for public procurement contracts. Using a Logib-based methodology, the CCDI provides organizations with a robust analysis of pay differences, key performance indicators aligned with the EU Pay Transparency Directive, and clear insights into potential inequalities. Beyond the analysis itself, we support companies with tailored consulting and coaching—ranging from data preparation to interpretation of results and concrete recommendations for action. Through the DiversityWorks dashboard, organizations gain access to reports, KPIs, and resources, backed by over 20 years of DE&I expertise to help embed equal pay sustainably and effectively.

Gender Intelligence Report 2025

The annual Gender Intelligence Report is a collaboration between Advance and the CCDI that aims to create transparency about the development of gender equality in the Swiss workplace. In its 9th edition, the 2025 report was based on analyzing 376,000 anonymized employees’ HR data, 131,000 of which are in management positions, from over 90 companies and organizations located in Switzerland. This is a unique data set in quantity and quality, corresponding to approximately 7% of the Swiss workforce. In addition, this year, the CCDI and Advance conducted a dedicated employee survey on Swiss workplace culture in spring 2025 to generate insights on DEI from the perspectives of talent. The survey included 608 participants (472 female, 130 male, six non-binary or with other gender identity) across large and mid-sized companies and all hierarchy levels. Quantitative analysis was complemented through qualitative feedback. This edition focused on the topic of “meritocracy”. It explored how meritocratic Swiss business is today and how we can move towards inclusive and genuinely meritocratic systems for the benefit of all. Find the full report and best practice inspiration from different companies here: <https://www.advance-hsg-report.ch/en/>



Ines Hartmann and Alkistis Petropaki at the launch of the Gender Intelligence Report.

Project 'Inclusion of People with Disabilities' in cooperation with the KfW Entwicklungsbank (KfW FZ)

In 2025, the joint project of the CCDI and the KfW Entwicklungsbank (KfW FZ) on the inclusion of people with disabilities was continued and successfully completed. Building on the work of the previous year, the focus was once again on key issues of organisational practice, individual experiences and structural framework conditions. The project ran from October 2024 to the end of 2025 and comprised three clearly defined sub-projects:

1. Accessible business travel for employees with disabilities
2. Disability disclosure and its risks and opportunities
3. Career development for people with disabilities

The overarching goal was to further strengthen KfW FZ in its role as an inclusive employer and to provide sustainable impetus for increasing the employment rate of people with disabilities. To address these issues, the CCDI conducted a series of in-depth interviews in close cooperation with internal stakeholders at KfW FZ and external experts. The internal contacts included, in particular, KfW FZ 's Inclusion Task Team, consisting of Elke Peetz, Martin Schmid, Dr. Rainer Durth and Zineb Azaoum-Rieser. The findings were evaluated anonymously, systematically bundled and linked to relevant research literature. From this, the CCDI derived practical recommendations for action, which were made available to KfW FZ in form of action guidelines and management presentations.

After an extensive series of interviews on the topic of accessible business travel had already been conducted in 2024, the focus in 2025 was on the sub-projects focussing on disability disclosure and inclusive career development. In May 2025, the CCDI conducted another series of interviews on this topic, which opened up numerous differentiated and, in some cases, new perspectives. The discussions provided valuable insights into individual decision-making processes, organisational dynamics and existing challenges. For this interview phase, the project team also travelled to Frankfurt am Main to facilitate direct exchange on site.

In September 2025, Martin Schmid visited the University of St.Gallen. Together with Emma Müller and Sophie Schepp, he organised a workshop on the topic of 'Inclusion that works: relevance, potential and ways to implement it in the workplace' as part of St. Gallen Diversity & Inclusion Week. The workshop promoted dialogue between academia and practice and helped to embed the project experiences in a broader institutional context.



Martin Schmid (KfW) presenting together with Emma Müller and Sophie Schepp at the D&I Week in September.

At the end of October 2025, Stephan Böhm, Christoph Breier, Nicola Glumann and Emma Müller travelled to Germany again. The project was concluded at the hunting lodge in Rüdesheim, about an hour from Frankfurt am Main. There, a specially developed two-day workshop was held for KfW FZ. In intensive discussions and an open exchange, a wide range of stakeholders with and without disabilities reflected on the results of the project and their significance for the future inclusion work of KfW FZ. The final report was also presented during this workshop, and the project was officially concluded after the successful implementation of all three sub-projects.



The CCDI together with KfW FZ 's Inclusion Task Team and the participants of the workshop in Rüdesheim.

Barmer Inclusion Journey

In the last year, we also continued our joint research project “Inclusion Journey” with BARMER health insurance. The project aims to promote the inclusion experience of trainees and young professionals. Specifically, we seek to understand which behaviours (e.g., from team members and managers) and organizational conditions foster successful inclusion in the workplace.

In the project, we employ an evidence-based, multi-phase research design: Over the course of one year, we regularly surveyed trainees about their perceptions of inclusion, their well-being, and their work experiences. In addition to brief daily diary surveys based on the St. Gallen Inclusion Index, we also conducted longer monthly and biannual surveys. We successfully concluded the data collection phase, last year. In total, more than 200 newly hired trainees participated in the study from day one, providing responses to open-ended questions as well as quantitative and psychometric instruments, allowing us to capture a comprehensive picture of their trajectory of inclusion experiences. Furthermore, we communicated preliminary results to our project partners, offering early insights into the dynamics of inclusion during this critical career phase.

In 2026, we will finalize the report presenting the full findings of this multi-year research effort. We hope that the Inclusion Journey will serve not only as a foundation for impactful practice interventions but will also provide important impulses for future research and scientific publications.

Barmer: Strengths – based Job Crafting & Leadership@work

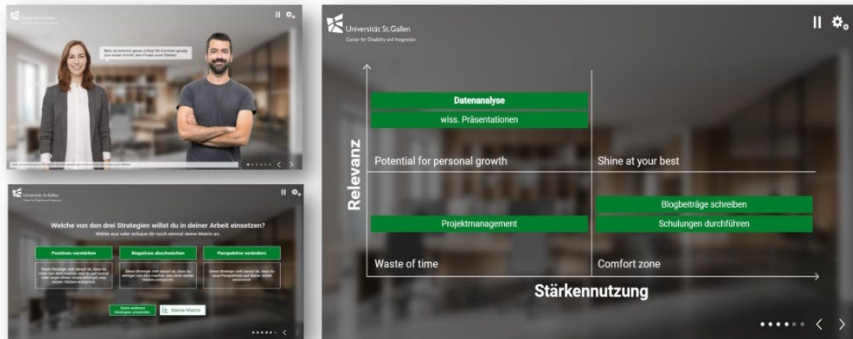
Together with BARMER, we have launched a follow-up project that translates insights from the social health@work study into concrete solutions for organizational practice. The project consists of two complementary modules: (1) strengths-based Job Crafting and (2) Leadership@Work, each offering dedicated content packages.

The strengths-based Job Crafting module builds directly on the findings of social health@work and focuses on their practical implementation. Strengths-based Job Crafting is important because it enhances motivation, meaning, and well-being by empowering employees to proactively shape their work. It enables employees to reflect on their individual strengths, interests, and needs and to adjust their work accordingly. The module combines online and in-person trainings with an interactive learning platform that supports self-directed e-learning. The roll-out took place in April 2025 with an online seminar, enabling BARMER to offer this package to its corporate clients.

Leadership@Work focuses on inclusive leadership and will be rolled out in spring 2026. The module includes inclusive leadership nuggets as well as interactive workshops. Leaders learn how to foster inclusion based on the four dimensions of the St.Gallen Inclusion Index: Authenticity, Belongingness, Equal Opportunities, and Synergy. By equipping leaders with inclusive leadership capabilities, the module supports organizations in promoting inclusive environments and ensuring sustainable performance in increasingly diverse contexts.

We would like to thank BARMER for the many years of productive and trustful collaboration and look forward to continuing our successful partnership in the future.

Job Crafting eLearning



Insights into the Job Crafting eLearning.

Shared Leadership at Sonova

Together with Sonova, we initiated a research collaboration about the implementation and effects of Shared Leadership within Sonova's Research & Development (R&D) department. A few years ago, Sonova introduced a Shared Leadership model in its R&D division. Previously, individual managers were responsible for both project management and personnel leadership, often resulting in conflicting priorities between project goals and employee needs. Under the new structure, leadership responsibilities are distributed between two leaders who together manage approximately 20 employees, one leader focusing on technical and project leadership, the other on personnel leadership. This approach aims to leverage complementary competencies and to reduce role conflicts.

To systematically examine the effects of this leadership transformation, two master's theses were conducted in 2025, each exploring different outcome dimensions of Shared Leadership: The first thesis investigated how Shared Leadership influences innovation, motivation, performance, and resilience within teams. The second thesis examined the effects of Shared Leadership on the well-being of both employees and leaders, with particular attention to differences in perception between these groups. Both studies employ qualitative research methods, using guided interviews with various stakeholders to capture the nuanced experiences and challenges associated with this leadership model. The findings from these master's theses provide valuable insights into the opportunities and challenges of implementing Shared Leadership in practice, offering evidence-based recommendations for organizations seeking to adopt or optimize similar leadership structures. We plan to make the results from these theses available to a greater scientific and professional audience in 2026.

Safe Space

SafeSpace is a joint initiative with the EnableMe Foundation aimed at fostering a culture of psychological safety, health awareness, and open dialogue within organisations. Rather than focusing solely on disability or illness, SafeSpace is designed as a preventive and inclusive tool that supports individuals with invisible health impairments in navigating decisions around disclosure.

The project was initiated in 2022, with the development of a scientifically grounded digital decision-support tool. In 2023, the focus shifted to technical development and validation, including multiple test rounds with affected individuals, which demonstrated strong acceptance and perceived usefulness. In 2024, we prepared the tool's implementation and developed training modules and leadership programs to support sustainable integration. The tool also received financial support by the EBGB.

In 2025, SafeSpace moved from concept to pilot implementation and was rolled out at the University of St. Gallen. The project engaged participants through an initial survey, providing early insights into health disclosure, awareness of support measures, and the role of leadership in shaping openness. While the pilot results are exploratory, they provided valuable learning for refining the framing, communication strategy, and future scaling of SafeSpace, including broader outreach planned for the next phase.

Project «Entrepreneurship Inklusiv» in Cooperation with Your Capabilities

In 2025, the CCDI continued its research collaboration with Your Capabilities and the Pfennigparade Foundation. The aim of this partnership is the scientific evaluation of the inclusive entrepreneurship program “Entrepreneurship Inklusiv,” which was initiated in cooperation with the Pfennigparade Foundation and HypoVereinsbank. Within the program, employees of HypoVereinsbank act as mentors for groups of students with and without disabilities, supporting them in the joint development of social entrepreneurial ideas.



Closing event of the Entrepreneurship Inklusiv program in Frankfurt.

Building on the concept of reversed mentoring, our research focuses in particular on the effects of this mentoring role on the mentors themselves, including potential impacts on their attitudes and leadership behaviour. To address these questions, the CCDI accompanied two cohorts of the program in the past year at the Ernst Barlach School in Munich and the Anna Freud School in Cologne. In addition, the program and its evaluation were expanded in 2025 and implemented for the first time also at Deutsche Börse Group in Frankfurt. Mentors are surveyed through a diary study to capture their experiences throughout the program and to assess potential

personal and professional learnings and changes over time. We are very pleased to continue this successful collaboration in 2026 and to further expand the scope of the program evaluation.

Toolbox "Alle Inklusive" together with Kleintheater Luzern

Another exciting project of the CCDI in 2025 was its contribution to the development of the "Alle Inklusive" Toolbox, created by the Kleintheater Luzern. The Toolbox is designed to accompany individuals, groups, and institutions - from cultural organizations to schools and public administrations - on their journey toward greater disability inclusion. It serves as a practical starting point for anyone interested in addressing barriers to inclusion in a playful and engaging way.

The Toolbox is structured into three parts: "Ohne Tabu", a word game introducing key concepts of inclusion; "Häppchenweise", a website providing exercises, knowledge inputs, and important links on the topic, and "Werkstatt", a workshop guide that helps teams develop concrete measures to promote inclusion. The CCDI played a key role in supporting the development of the Werkstatt, ensuring that organizations and teams have a structured and actionable approach to identify and reduce barriers in their own contexts. The toolbox is available through the Kleintheater Luzern: <https://menschenversand.ch/produkt/alle-inklusive-kleintheater-luzern/>.



Louisa Riess together with Fabienne Mathis (Co-Director of the Kleintheater Luzern) at the Launch Event of the Toolbox in Lucerne in August.

2.1.3 Teaching & Education

BA Courses at HSG

In the Spotlight: Management of Organizational Behavior

Spring semester 2025 – Stephan Boehm

The course “Management of Organizational Behavior” is offered at the bachelor’s level and addresses the interdisciplinary field of organizational behavior (OB). This field examines the behavior of individuals and groups within organizations, as well as organizations as entities in their own right. The course places a strong emphasis on human behavior as shaped by both internal and external influences. Its objective is to provide students with a solid understanding of these influencing factors and to equip them with practical, evidence-based recommendations for effective collaboration in organizational settings. Key topics include personality, communication, workplace design, leadership styles, diversity and inclusion, digitalization, and new forms of organizing.

The course adopts a multilevel perspective on behavior, distinguishing between the individual, team, and organizational levels. At the individual level, the focus lies on personality, communication behavior, and emotional intelligence. The team level addresses interpersonal behavior, leadership dynamics, and the management of diversity, prejudice, and stigmatization. At the organizational level, students examine issues such as digitalization, flexibility, and emerging organizational structures. A particular emphasis is placed on evidence-based management, requiring students to engage intensively with scientific literature and empirical research findings. Guest lectures, including a session by AUDI on hybrid work, complement the course content.

Additional BA courses offered by the CCDI:

- Fall semester 2025: Leadership & Human Resource Management, Group 3 (Stephan Boehm)
- Fall semester 2025: Leadership & Human Resource Management, Group 4 (Stephan Boehm)
- Fall semester 2025: International Diversity Management (Gudrun Sander)

MA Courses at HSG

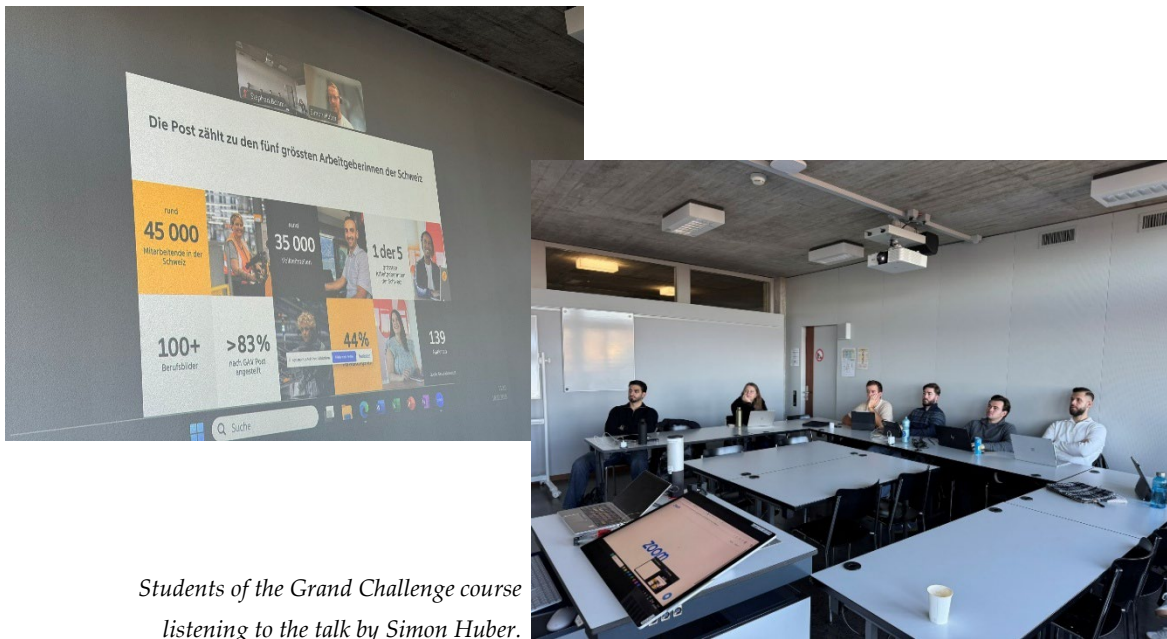
In the Spotlight: Grand Challenge: Management von Diversität

Fall semester 2025 – Stephan Boehm

For the fourth time, we were able to offer our course on Managing Diversity as part of the “Grand Challenges” series within the Master in General Management (MGM) program.

The course was structured around three consecutive thematic blocks. The first block consisted of an introductory session examining what diversity and inclusion are, how they are interrelated, and the theoretical, methodological, and empirical foundations on which related research is

based. Particular emphasis was placed on the importance of an evidence-based approach. The second block comprised six sessions that developed a nuanced understanding of Diversity, Equity, and Inclusion, addressing the following topics: (1) gender and sexism; (2) LGBTQIA+, transphobia, and homophobia; (3) culture, ethnicity, and religion; (4) demographic change and aging societies; (5) disability and neurodiversity; and (6) class and socioeconomic inequality. The third block explored, across two sessions, what organizations can do to reduce inequality. Students also gained deeper practical insights through guest lectures, including contributions by Tobias Munzel (Audi) on employees with disabilities in production and by Simon Huber (Swiss Post) on health management.



*Students of the Grand Challenge course
listening to the talk by Simon Huber.*

Additional MA courses offered by the CCDI:

- Spring semester 2025: Verantwortung/Responsibility: Intendierte und nicht-intendierte Konsequenzen von Diversity- und Inclusion-Massnahmen (Gudrun Sander)
- Spring semester 2025: Verantwortung/Responsibility: Unconscious Bias – Was beeinflusst unsere Entscheidungen und Wahrnehmung? (Ines Hartmann and Bianca van Dellen)
- Fall semester 2025: Verantwortung/Responsibility: Inclusive Leadership – Wie führt man Teams in der Zukunft? (Ines Hartmann and Bianca van Dellen)

PhD Courses at HSG

Colloquium Leadership and Organizational Behavior

Fall semester 2025 – Stephan Boehm

During the fall semester, Stephan Böhm together with Heike Bruch and Nils Fürstenberg conducted a doctoral colloquium focusing on Leadership and Organizational Behavior. The colloquium provided participants with a valuable platform to constructively discuss, reflect on, and further develop their own research in the fields of leadership and organizational behavior,

as well as in related disciplines. By engaging with key quality criteria in organizational research, students were able to systematically strengthen their empirical projects and dissertations and further develop their skills in conducting rigorous empirical studies. A particularly enriching aspect of the colloquium was the critical reflection on participants' own work and the peer feedback received through a structured academic peer-review process.

Doctoral students presented their empirical studies and received comprehensive feedback through peer-review presentations, as well as detailed comments from Heike Bruch, Nils Fürstenberg, and Stephan Böhm. The ensuing discussions provided valuable insights and contributed substantially to the further advancement of the research projects.

Executive Education

In the Spotlight: Leadership in European Companies (ISP/MBA)

Spring and fall semester 2025 – Stephan Boehm

The ISP program at the University of St. Gallen is an intensive, three-month exchange program for international MBA students from partner universities, offering a solid education in European business management. Through interactive teaching methods, small class sizes, and practice-oriented company visits, students gain in-depth insights into the region's business challenges. In the spring and fall semesters of 2025, Stephan Böhm offered the course "Leadership in European Companies" as part of this program.

The course addresses the core leadership competencies required to operate successfully in a VUCA world (volatility, uncertainty, complexity, and ambiguity). Key areas of focus include effectively managing change and digital transformation, managing diversity, and fostering healthy work environments. Stephan Böhm teaches contemporary leadership skills grounded in scientific research and practical experience from European companies. Central leadership concepts covered in the course include transactional and transformational leadership, which - when combined as so-called "ambidextrous leadership" - are particularly effective in enhancing motivation and innovation. Additional topics include charismatic leadership and strength-based leadership, both of which emphasize the development of leaders' and employees' individual strengths. A strong emphasis is placed on skill development, with each session incorporating practical exercises, such as training in charismatic communication and strength-based job crafting.

An additional focus of the course is healthy leadership and the effective management of diversity and inclusion in the workplace to ensure long-term productivity and employee well-being. Once again, the course employed a hybrid learning approach and a flipped classroom design to integrate theoretical knowledge with hands-on training and case studies. In 2026, Stephan Böhm will offer this course again for international MBA students.



*Students of the ISP course listening to an
input by Mahshid Khademi.*

In the Spotlight: Lehrgang zur:zum zertifizierten Corporate DEI Manager:in Spring and fall semester 2025 – Louisa Riess

In 2025, the CCDI started its collaboration with Business Circle Austria to launch a Certificate Program for Corporate Diversity, Equity & Inclusion (DEI) Managers in Austria. The program is designed for professionals working in corporate DEI roles as well as responsible managers and specialists from functional departments who seek to build or deepen their expertise in diversity, equity, and inclusion.

The certificate program follows a blended learning format, combining three in-person training days in Vienna with on-demand virtual learning units and insights from more than 15 experts and practitioners from business, consulting, and law. Louisa Riess serves as Program Lead and also teaches the modules on DE&I Measurement and Evaluation as well as DE&I Strategy Development. The program is offered twice per year, allows participants to deepen their knowledge through targeted online sessions, and is certified by Austrian Standards. We look forward to continuing the program and our successful collaboration in 2026.



Louisa Riess teaching at the Business Circle in Vienna.

Additional Executive Education courses offered by the CCDI:

- Healthy (Self-Leadership) (Full-time MBA and HSG Executive MBA - will be conducted yearly from 2026 onwards) (Stephan Boehm)
- Unconscious Bias - Strategien gegen unbewusste Vorurteile (as part of the HSG Academy) (Gudrun Sander)

Under the leadership of Gudrun Sander, the CCDI has further implemented two executive education programs:

- Successful through Diversity & Inclusion (conducted in German in 2025)
- Aiming Higher – Karriereentwicklung für Assistenzärztinnen (jointly with the Executive School - 4th execution in 2025)

Thesis Supervision

Bachelor Theses

- Anthoine, M. (2025). Understanding how interpersonal dynamics relationships impact young LGBTQ+ disclosure in Swiss workplaces (*Supervisor: Stephan Boehm*)
- Mbigna Mbakop, B. (in progress) (*Supervisor: Ines Hartmann*)
- Dörfler, J. (in progress). (*Supervisor: Stephan Boehm*)
- Gloor, L. (2025). Berufliche Wiedereingliederung von Müttern nach dem Mutterschaftsurlaub: Welche Job-Crafting-Strategien nutzen Mütter, um berufliche Herausforderungen proaktiv zu meistern? (*Supervisor: Stephan Boehm*)
- Hofstadt, F. (2025). Die Rolle des Sozialstaates bei der Offenlegung chronischer Erkrankungen: Ein Vergleich zwischen Deutschen und Schweizer Arbeitnehmenden (*Supervisor: Stephan Boehm*)

- Klüttermann, M. (2025). Mentoring-Programme für die Frauenförderung im Finanzwesen (*Supervisor: Nora Keller*)
- Koller, T. (in progress). (*Supervisor: Ines Hartmann*)
- Mangold, B. (in progress). (*Supervisor: Gudrun Sander*)
- Martin, S. (2025). Responding to backlash: A qualitative study of the reframing of DEI strategies in major U.S. public companies (*Supervisor: Nora Keller*)
- Méndez Gándara, A. (2025). Exploring inclusive leadership practices for managing age diversity in a sports association through specific HRM functions (*Supervisor: Gudrun Sander*)
- Sivanathan, K. (in progress). (*Supervisor: Ines Hartmann*)
- Tedesco, R. (2025). Der Einfluss interner Organisationsfaktoren auf die Diversitätswahrnehmung in kleinen Unternehmen in der Deutschschweiz (*Supervisor: Stephan Boehm*)

Master Theses

- Bordier, D. (2025). Psychological safety in the digital age – In what ways is psychological safety affected by a hybrid work context? (*Supervisor: Stephan Boehm*)
- Broye, T. (in progress). (*Supervisor: Gudrun Sander, Co-Supervisor: Ines Hartmann*)
- Dubs, J. (2025). Sprechen oder Schweigen? Der Einfluss von Remote-Arbeit auf Employee Voice (*Supervisor: Stephan Boehm*)
- Fust, S. (2025). Diversity & Inclusion in Schweizer KMU - Eine empirische Untersuchung zu Motiven, Führungsrollen, Umsetzungsansätzen und Herausforderungen (*Supervisor: Gudrun Sander, Co-Supervisor: Ines Hartmann*)
- Graf, N. (in progress). (*Supervisor: Gudrun Sander, Co-Supervisor: Ines Hartmann*)
- Grünig, A. (in progress). (*Supervisor: Gudrun Sander, Co-Supervisor: Ines Hartmann*)
- Kalb, A. (in progress). (*Supervisor: Stephan Boehm*)
- Monsurate, I. (2025). Wie Shared Leadership Unternehmensprozesse und Strukturen transformiert (*Supervisor: Stephan Boehm*)
- Müller, E. (2025). Die Auswirkungen von Shared Leadership auf das Wohlbefinden und die Performance von Mitarbeitenden und Führungskräften (*Supervisor: Stephan Boehm*)
- Pally, S. (2025). Entscheidungsfindung unter Zeitdruck: Bias, Heuristiken und der Einfluss intuitiver sowie rationaler Ansätze im Management (*Supervisor: Gudrun Sander, Co-Supervisor: Ines Hartmann*)
- Rotthaus, N. L. (2025). Diversity, Equity and Inclusion (DE&I) in Environmental, Social und Governance (ESG)-Berichten (*Supervisor: Gudrun Sander, Co-Supervisor: Ines Hartmann*)
- Schwendener, T. (2025). Effektive Führung in modernen Arbeitskontexten - Eine empirische Studie zum Umgang mit unterschiedlichen Arbeitspräferenzen (*Co-Supervisor: Stephan Boehm*)

EMBA Theses

- Fridle, M. (in progress). Führung diverser Teams im Asylkontext (*Supervisor: Gudrun Sander*)

Dissertations

In 2025, the CCDI proudly celebrated several significant milestones as four CCDI doctoral researchers successfully completed their Ph.D. journeys.

First, we were delighted to welcome our former colleague, Dr. Markus Walther, back to St. Gallen to celebrate the completion of his Ph.D., and we wish him every success as he embarks on the next chapter of his journey in the U.S. We also celebrated the successful defense and graduation of Dr. Christoph Breier. We are particularly pleased that his expertise remains at the CCDI, where he continues to contribute in his role as Senior Project Manager.

Further, Dr. Magdalena Schertler's and Dr. Sophie Schepp's departure as valued CCDI colleagues marked a heartfelt farewell, we are immensely proud of the outstanding work they accomplished during their time at our center. We wish them every success in their new roles and are confident they will continue to build on and apply the excellent skills they developed here.

Completed Dissertations:

- Bootz, P. (2025). Inclusion Roadmap: Welche «best practices» von Schweizer Kleinen und Mittleren Unternehmen des Ersten Arbeitsmarktes empfehlen sich bei der Inklusion von Mitarbeitenden mit Beeinträchtigungen bei Arbeitsprozessen? Analyse des Erfolgswegs von Inklusionspreisträgern im Kanton Zürich. (Co-supervisor: Stephan Boehm)
- Breier, C. (2025). Workplace inclusion and experiences of persons with disabilities. (Supervisor: Stephan Boehm)
- Schepp, S. T. (2025). The impact of proactive work behaviors on work and well-being outcomes across diverse employee groups. (Supervisor: Stephan Boehm)
- Schertler, M. (2025). Employee inclusion in the modern workplace: Exploring the role of remote work settings. (Supervisor: Stephan Boehm)
- Walther, M. D. (2024). Wann ist Flexibilität fair? Das Spannungsfeld von örtlicher und zeitlicher Flexibilität am Arbeitsplatz und organisationaler Gerechtigkeit. (Supervisor: Stephan Boehm).

Ongoing Dissertations:

- Carls, T. (Research phase). Shaping the new normal – The impact of remote work on workers mental health and performance. (Supervisor: Stephan Boehm)
- Glumann, N. (Research phase). Exploring organizational justice: Perspectives on workplace flexibility and minority groups. (Supervisor: Stephan Boehm)

2.1.4 Publications

Journal Papers

- Boehm, S. A., Khademi, M., & Baumgaertner, M. (2025). From relation to intervention: How supervisors' health-focused intervention behavior relates to employees' sickness absenteeism. *European Journal of Work and Organizational Psychology*, [Advance online publication]. <https://doi.org/10.1080/1359432X.2025.2606717>
- Breier, C., & Riess, L. A. (2025). When (your) inclusion is part of your job: Exploring 'professional' disability advocacy. *Equality, Diversity and Inclusion: An International Journal*, [Advance online publication]. <https://doi.org/10.1108/EDI-11-2024-0564>
- Colella, A., & Boehm, S. A. (2026). Disability and employment in transition: Challenges, innovations, and opportunities. *Annual Review of Organizational Psychology and Organizational Behavior*, 13, 277-307. <https://doi.org/10.1146/annurev-orgpsych-110622-055845>
- Dwertmann, D. J., Boehm, S. A., McAlpine, K. L., & Kulkarni, M. (2025). Organizational burden or catalyst for ideas? Disability as a driver of cognitive flexibility and creativity. *Administrative Science Quarterly*, 70(3), 655–694. doi: <https://doi.org/10.1177/00018392251326110>
- Schepp, S. T., & Boehm, S. A. (2025). Start crafting young? Exploring reciprocal effects of job crafting and work ability in younger and older workers. *Journal of Business and Psychology*, [Advance online publication]. <https://doi.org/10.1007/s10869-025-10058-z>
- Schertler, M., Carls, T. B., Hartner-Tiefenthaler, M., & Boehm, S. A. (in press). Feeling included in a remote working world: The role of leaders' virtual collaboration behaviors. *Group and Organization Management*.

Transfer Publications (Editorial Review)

- Schepp, S. T., & Boehm, S. A. (2025). Zwischen Produktivität und Erholung: Chancen und Herausforderungen des mobilen Arbeitens. *Personal Quarterly*, 1, 16-21.
- Schepp, S. T., Riess, L. A., & Boehm, S. A. (2026). Proaktives Verhalten als Schlüssel für Inklusion und Arbeitsfähigkeit. *Personal Quarterly*, 1, 20-25.

Book Chapters & Edited Volumes

- Glumann, N. V., Schepp, S. T., Riess, L. A., & Boehm, S. A. (in press). Age diversity at work: Insights, challenges, and future directions. In V. Sojo Monzon (Ed.), *A research agenda for diversity management*. Edward Elgar Publishing.
- Glumann, N. V., Schertler, M., & Boehm, S. A. (in press). Workplace inclusion of people with disabilities in Switzerland, Germany and Austria. In P. Genkova (Ed.), *Handbook of diversity competence: European perspectives*. Springer.
- Hartmann, I., & Leotta, N. (2025). Why diversity, equity, and inclusion (DEI) remains relevant when measuring value creation. In T. Casas, & M. Nerlinger (Eds.), *Value*

creation ratings report 2025 proof-of-concept: The sustainable value creation of firms (pp. 78-79). SSRN. <http://dx.doi.org/10.2139/ssrn.5700383>

- Pierce, C. (2025). Colourism. In J. Helms Mills, A.J. Mills, K.S. Williams, & R. Bendl. (Eds.), *Encyclopedia of gender and management* (pp. 68-69). Edward Elgar Publishing.
- Sander, G., Goop, T., & Summermatter, R. (2025). Protecting progress: Why D&I must remain a focus. In T. Casas, & G. Cozzi (Eds.), *Elite quality report 2025: The sustainable value creation of nations* (pp. 160-161). SSRN. <http://dx.doi.org/10.2139/ssrn.5241721>
- Sander, G., Hartmann, I., & Keller, N. (2025). Diversity benchmarking for measuring gender equality. In J. Helms Mills, A.J. Mills, K.S. Williams, & R. Bendl. (Eds.), *Encyclopedia of gender and management* (pp. 110-112). Edward Elgar Publishing.

Research Reports

- Brzykcy, A., Keller, N., Leeners, B., & Sander, G. (2025). *If only I knew: Fertility policy and family planning in Switzerland* [also available in German and French]. University of St.Gallen. <https://www.diversity-inclusion-platform.ch/wp-content/uploads/2025/09/white-paper-if-only-i-knew-fertility-policy-and-family-planning-in-switzerland-20250820-korrektur.pdf>

This white paper is the result of a cooperation between the CCDI and Merck Switzerland. We used multi-source data to identify common misconceptions about (in)fertility in Switzerland and to better understand current barriers to family planning and fertility treatments. Based on this, we developed recommendations for action for people who are or will be affected by infertility, employers, and the federal government. Next to the current legal situation, we focus mostly on the general attitudes and misconceptions that affect people's decision-making when it comes to fertility treatment and family planning. The multi-faceted analytical approach included a thorough literature and policy review, analyses of HSG Benchmarking data and other secondary data bases (e.g. data from the Swiss Federal Statistical Office), and semi-structured interviews with representatives of affected individuals, employers, and Swiss federal government. While each of these stakeholders has an important role to play, it is their combined efforts that can make a difference.



- Hartmann, I., Sander, G., Keller, N., Leotta, N., Pierce, C., Petropaki, A., Rhiner, A., & Burkard, P. (2025). *Why meritocracy needs inclusion*. Advance & University of St.Gallen - Gender Intelligence Report 2025. <https://www.advance-hsg-report.ch> (see description in the “project” section above).

2.1.5 Events & Outreach

Workshops & Programmes

The CCDI team also continued to train managers, employees, and HR professionals on reducing unconscious bias in decision-making, fostering inclusive leadership, and addressing emerging topics such as fertility and family planning in Switzerland. Based on our whitepaper “If only I knew: Fertility policy and family planning in Switzerland,” published together with Merck Switzerland, we contributed to the St. Gallen Symposium 2025 with a dedicated workshop and co-facilitated a panel at the WEF World Women Davos Agenda. Gudrun Sander also contributed to the CEO Day of the HSG Foundation and the Executive School with a session on “Who should we want? Defining Talent and Elites in the 21st Century.” Together with the Müller-Möhl Foundation, the CCDI facilitated the first “Awareness Day 4 Women” at the University.

In 2025, CCDI training and workshops reached around 2,500 participants across more than 45 sessions. We delivered both online and on-site formats, including newly designed workshops, with around half of participating organizations being returning clients. Trainings were conducted in German, Italian, French, and English, sometimes with external facilitators. For several clients, we also developed in-depth, on-site workshops building on previously delivered foundational DE&I training. Recent examples include workshops on health-oriented leadership (given by Stephan Boehm and Louisa Riess at the St. Gallen D&I Week), measuring and managing DE&I strategically (Louisa Riess at the Inclusive Business & DEI Excellence Summit in Vienna), and strengths-based job crafting to enhance motivation and performance (Sophie Schepp at the Together for Inclusion in Banking conference in Zurich). Further highlights of the past year are presented in the sections below.

Aiming Higher – Career Development for Female Medical Residents

The CCDI continued its highly sought after “Aiming Higher – Career Development for Female Medical Residents” programme, a new blended learning programme designed to strengthen female doctors both professionally and personally, and to prepare them optimally for their careers, mainly in hospitals. A particular focus of the programme is on strengthening personal skills that are important for coping with challenging situations in everyday professional life, as well as learning from role models on topics related to career and work-life balance. In the 4th run we hit a new record with 55 participants, and we expect 65 for the 5th run in 2026. Also new partner hospitals joined the programme and will support their participants. The programme management team also participated at the first Swiss Gender Medicine Symposium in Bern this year and strengthened its network in the healthcare sector.



Workshop as part of the career programme for female medical residents.

St. Gallen D&I Week 2025

In September 2025, the CCDI co-organised the 9th annual St. Gallen Diversity & Inclusion Week with a hybrid programme of 24 events under the theme "Fostering Inclusive Workplaces: Connecting DE&I and Wellbeing". The event included 14 online sessions, eight workshops, one hybrid presentation and an on-site keynote, with 932 registrations.



Gudrun Sander presenting at the D&I Week.

Led by 39 experts, the programme addressed key issues such as individual mental health, neurodiversity, family planning, invisible limitations, healthy leadership behaviour, and a culture of respect. The online sessions attracted 743 registrations and offered live translation in German and English, while the on-site events emphasised interactive workshops and attracted 189 participants. A particular highlight of the week was the launch of the Gender Intelligence Report at the Six Convention Point in Zurich, which offered valuable insights into advancing gender equality initiatives.

Webinar series: Inclusion wirkt: Spürbar. Messbar. Nachhaltig.

In 2025, we hosted with Health & Medical Service AG from the Helsana Groupe the webinar trilogy "Inclusion wirkt: Spürbar. Messbar. Nachhaltig.", dedicated to exploring how organisations can strengthen health, performance, and culture through meaningful inclusion. The first session examined why inclusion has become a critical success factor in the rapidly changing world of

work, emphasising its strategic value for long-term wellbeing and organisational effectiveness. The second session focused on making inclusion measurable showcasing how our tool, [Incluscope](#), enables organisations to capture and analyse relevant indicators and how they can initiate the measurement process. The final session provided practical insights, sharing first-hand insights from organisations that have implemented the inclusion tool to promote inclusion and health in their workplaces. Recordings of the webinars are available for further insights [here](#).

Joint Workshop with the Chair of Organizational Behavior at the University of Konstanz

In 2025, we continued our tradition of a joint research workshop with the Chair of Organizational Behavior at the University of Konstanz. Following our visit in Konstanz the previous year, we had the pleasure of welcoming Prof. Dr. Florian Kunze's team in St. Gallen. We spent an engaging and intellectually stimulating day of academic exchange up at the



The research teams from the CCDI and the University of Konstanz.



Christoph Breier presenting at the workshop.

Rosenberg. From our team, Christoph Breier and Tarek Carls presented their current research projects, while the rest of the team served as constructive reviewers for the research presentations of our colleagues from Konstanz. Together, we discussed opportunities to further develop and strengthen the individual research projects. In addition to the scholarly discussions, a shared lunch and coffee breaks provided ample opportunity for informal exchange and networking. We look forward to continuing this tradition in the coming year in order to further strengthen collaboration between our teams and advance our research.

Research Visit of International Top Scholars in Munich

In September, Stephan Böhm took advantage of Munich's particularly international atmosphere during the 190th Oktoberfest to host a special academic gathering. Together with Ingo Weller (LMU Munich), he welcomed a group of distinguished scholars—Peter Bamberger (Tel Aviv University), Claudia Buengeler (Christian-Albrechts-Universität zu Kiel), Max Reinwald (Universität Mannheim), Mo Wang (University of Florida), and Hannes Zacher (Universität

Leipzig) — for an intensive exchange on current research and emerging trends in organizational and applied psychology.

The workshop brought together the combined expertise of current editors of the *Journal of Applied Psychology*, *Organizational Psychology Review*, and *Psychology and Aging*, as well as the outgoing President of the Academy of Management. Discussions were both rich and forward-looking, sparking new ideas and perspectives for future research.

Beyond the academic dialogue, the group also explored the Bavarian countryside and shared the experience of Oktoberfest, strengthening personal connections alongside scholarly exchange. The visit laid a strong foundation for future collaborations and continued international engagement.



Stephan Boehm together with Ingo Weller and the guests at LMU in Munich.



Stephan Boehm together with Mo Wang, Claudia Buengeler, Max Reinwald, Hannes Zacher and Peter Bamberger at Wörthsee.

Seminar: Successful through Diversity and Inclusion

For the fifth year in a row, the «Successful through Diversity and Inclusion" seminar was delivered as a six-week online course in German. Taught by our team of experts, participants were given a broad and clear vision of the DE&I landscape so that by the end of the course they would be able to develop their own strategy and apply the right tools for their organisation. Topics ranged from the normative and strategic foundations of DE&I management, unconscious bias and inclusive leadership to salary equality, intersectionality, age and gender diversity,

LGBTQI+ and more. Participants were also provided with practical tools and best practice examples. Two personal coaching sessions and participation in the St. Gallen Diversity & Inclusion Week completed the programme.

Conferences / Presentations

We presented our research at six leading national and international conferences. These included the Nordic Network on Disability Research (Helsinki), the European Congress of Work and Organizational Psychology (Prague), the Annual Meetings of the European Academy of Management (Florence) and the Academy of Management (Copenhagen), the Autumn Workshop of the Wissenschaftliche Kommission Personal (Hannover), and the Age in the Workplace Meeting (Istanbul). In a total of 18 paper and symposium presentations, we shared current research findings on key topics such as inclusion and disability, leadership, psychological safety, workplace health, diversity, and career success across different employee groups. The conferences provided valuable opportunities for scholarly exchange, generating constructive feedback and strengthening existing as well as new international research collaborations.

We were particularly honored to receive distinguished recognition for our work at two major international conferences. At the European Congress of Work and Organizational Psychology, the research team of Tarek Carls, Mahshid Khademi, Louisa Riess, Nicola Glumann, and Stephan Boehm received the Best Presentation Award for the paper “Mind the gap! How leader overestimation erodes psychological safety climate strength over time” In addition, Tarek Carls's paper “Stress trajectories in remote and hybrid workers after the pandemic – A diff-in-diff approach” was included in the Best Paper Proceedings of the Academy of Management. These honors reflect the high quality and impact of our research at the international level.



Tarek Carls receiving the Best Presentation Award from EAWOP.



Louisa Riess, Mahshid Khademi, Sophie Schepp, Magdalena Schertler and Stephan Boehm (from left to right) at EURAM in Florence.



The CCDI researchers at the AOM in Copenhagen.



Stephan Boehm together with David Dwertmann at the Autumn Workshop of the Wissenschaftliche Kommission Personal In Hannover.

Overview of Conference Presentations:

- Glumann, N. V., Riess, L. A., & Boehm, S. A. (2025, May 7-9). How mentoring students with disabilities shapes leaders' inclusivity at work. Paper presented at the 17th Nordic Network on Disability Research Conference, Helsinki, Finland.
- Carls, T. B., Khademi, M., Riess, L., Glumann, N., Boehm, S.A. (2025, May 21-24). Mind the gap! How leader overestimation erodes psychological safety climate strength over time. Paper presented at the European Congress of Work and Organizational Psychology, Prague, Czech Republic.
- Carls, T. B., Buengeler, C., Hartner-Tiefenthaler, M., & Boehm, S. (2025, May 21-24). The price of inclusivity: How leader inclusivity and age diversity contribute to leader burnout. Paper presented at the European Congress of Work and Organizational Psychology, Prague, Czech Republic.
- Carls, T. B., Khademi, M., Riess, L., Glumann, N., Boehm, S.A. (2025, June 22-25). Mind the gap! How leader overestimation erodes psychological safety climate strength over time. Paper presented at the EURAM Conference, Florence, Italy.

- Riess, L. A., Schepp, S. T., & Boehm, S.A. (2025, June 22-25). Include me: The role of disability voice for the self-inclusion of people with disabilities at work. Paper presented at the EURAM Conference, Florence, Italy.
- Schepp, S. T., Riess, L. A., & Boehm, S. A. (2025, June 22-25). Break it 'til you make it? The role of effectiveness rule-breaking for the career success of working parents facing family-work conflict. Paper presented at the EURAM Conference, Florence, Italy.
- Carls, T. B., Khademi, M., & Glumann, N. V. (2025). Mind the gap: How leader overestimation erodes psychological safety climate strength over time. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 22811). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.22811abstract>
- Carls, T. B., & Hartner-Tiefenthaler, M. (2025). The price of inclusivity: How leader inclusivity and age diversity contribute to leader burnout. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 23548). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.23548abstract>
- Carls, T. B. (2025). Stress trajectories in remote and hybrid workers after the pandemic - A diff-in-diff approach. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 23919). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.351bp>
- Glumann, N., Schertler, M., & Khademi, M. (2025). How mentoring students with disabilities shapes leaders' inclusivity at work. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p.). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.20809symposium>
- Riess, L. A., & Schepp, S. T. (2025). Include me: The role of disability voice for the self-inclusion of people with disabilities at work. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 14264). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.14264abstract>
- Schepp, S. T. (2025). The role of rule-breaking for the subjective career success of parents facing family-work conflict. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 19467). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.19467abstract>
- Schepp, S. T., & Boehm, S. A. (2025). Young and crafty: Exploring reciprocal effects of job crafting and work ability across age groups. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 23785). Valhalla, NY 10595: Academy of Management. <https://doi.org/10.5465/AMPROC.2025.23785abstract>
- Boehm, S., Khademi, M., & Baumgaertner, M. (2025, September 11-12). From relation to intervention: How supervisors' health-focused intervention behavior relates to employee sickness absences and job retention. Paper presented at the WKPers Conference, Hannover, Germany.
- Carls, T. B., Khademi, M., Riess, L., Glumann, N., Boehm, S.A. (2025, September 11-12). Mind the gap! How leader overestimation erodes psychological safety climate strength over time. Paper presented at the WKPers Conference, Hannover, Germany.
- Glumann, N. V., Walther, M. D., Khademi, M., & Boehm, S. A. (2025, September 11-12). How the use of workplace flexibility affects perceived fairness, promotability, and team-oriented behavior: A vignette study from the perspectives of affected colleagues. Paper presented at the WKPers Conference, Hannover, Germany.

- Khademi, M., Glumann, N. V., Schepp, S. T., & Boehm, S. A. (2025, September 11-12). Navigating the disclosure dilemma for employees with different types of invisible disabilities: The influence of self-stigmatization and inclusive leadership. Paper presented at the WKPers Conference, Hannover, Germany.
- Schepp, S. T., & Boehm, S. A. (2025, October 15-17). Young and crafty: Exploring reciprocal effects of job crafting and work ability across age groups. Paper presented at the 8th Age in the Workplace Meeting, Istanbul, Turkey.

Keynotes & Invited Talks

Stephan Boehm

- Boehm, S. A. (2025). Von Mythen zu Möglichkeiten – Wie Organisationen Generationenvielfalt und Altersdiversität evidenzbasiert gestalten können. Keynote Speech for the State Government of Vorarlberg. Bregenz, 11th of November, 2025.
- Boehm, S. A. (2025). Inklusion ist machbar – Haltung, Wissen und Erfahrung. Panel-Discussion within the scope of Fraunhofer's D&I-Week. Online, 14th of October, 2025.
- Boehm, S. A. (2025). Diversität und Inclusion erfolgreich gestalten. Keynote Speech with the scope of Aargauer Kantonalbank's Annual Top Management Meeting. Rust, 21st of October, 2025.
- Boehm, S. A. (2025). Diversität evidenzbasiert gestalten – Die Rolle stärkenbasierter und inklusiver (Selbst-)Führung. Keynote-Speech within the scope of the Diversity@Universitätsspital Zürich (USZ) Netzwerkanlass "Vielfalt leben – Innovation fördern". Zurich, 29th of September, 2025.
- Boehm, S. A. (2025). Beyond Labels: Amplifying our strengths through Generational Diversity. Keynote Speech with the scope of Johnson & Johnson's Generational Diversity Day. Zug, 4th of September, 2025.
- Boehm, S. A. (2025). DEI erfolgreich gestalten – Von sozialer Gerechtigkeit zur High-Performance Culture. Keynote Speech within the Scope of Norton Rose Fulbright's German Partner Meeting. Munich, 27th of June, 2025.
- Boehm, S. A. (2025). DE&I Topics: Alter & Behinderung. Presentation within the scope of the seminar "Erfolgreich durch DE&I", Online, 3rd of June, 2025.
- Boehm, S. A. (2025). Berufliche Inklusion von Menschen mit Behinderung – der Weg zu einer Kultur der Zugehörigkeit. Keynote Speech for the Swiss Federal Department of Foreign Affairs (EDA). Berne, 16th of May, 2025.

Christoph Breier

- Breier, C. (2025). Belonging. Panel discussion at the "#wetechnogether-Conference". Zurich, 27th of November, 2025.
- Breier, C. (2025). Disability Inclusion. Panel discussion at the "Global Week of Inclusion at adidas" at adidas Switzerland. Root, 18th of November, 2025.
- Breier, C. (2025). Inklusion messen und deren betriebswirtschaftlichen Nutzen erkennen. Presentation at the "iPunkt Denkpause". Olten, 10th of September, 2025.

Christoph Breier & Ueli Streit

- Breier, C., & Streit, U. (2025). Erfahrungen aus der Praxis: Inclusion und Gesundheit fördern. Reihe «Inclusion wirkt: Spürbar. Messbar. Nachhaltig.», Teil 3/3, 2nd of October, 2025.

Christoph Breier & Leontine Luttkhuis

- Breier, C., & Luttkhuis, L. (2025). Inclusion als Erfolgsfaktor: Warum jetzt?. Reihe «Inclusion wirkt: Spürbar. Messbar. Nachhaltig.», Teil 1/3, 18th of September, 2025.

Christoph Breier & Ines Hartmann

- Breier, C. & Hartmann, I. (2025). DEI im Branchenvergleich – Erfolgsfaktoren für Unternehmen in der Schweiz, 21th of October, 2025.

Anna Brzykcy

- Brzykcy, A. (2025). Vom DE&I Backlash zum Fokus auf Belonging & Health? Swiss Diversity Roundtable, June 2025. <https://lnkd.in/dCUgbcFQ>

Anna Brzykcy & Nicole Niedermann

- Brzykcy, A., & Niedermann, N. (2025). Umgang mit Widerstand bei Führungskräften: Kontroverse DE&I-Diskussionen erfolgreich führen. Webinar, 22nd of May, 2025.

Tarek Carls

Carls, T. B. (2025). Der Case für Inclusion - Voraussetzungen, Treiber und Folgen von Inclusion in der analogen und hybriden Arbeitswelt, Tagung. Keynote at the "Together for Inclusion in Banking" event. Zurich, 30th of September, 2025.

Jérémie Fleury

- Fleury, J. (2025). Internes Benchmarking – Vielfalt und Talentbewegungen gezielt analysieren und realistische DE&I-Ziele setzen. Diversity Congress 2025, 22nd of May, 2025.

Jérémie Fleury & Natascia Leotta

- Fleury, J., & Leotta, N. (2025). DEI benchmarked across sectors – Drivers of success for companies in Switzerland, 30th of October, 2025.

Jérémie Fleury & Raphael Summermatter

- Fleury, J., & Summermatter, R. (2025). From data to insight: Understanding and interpreting DE&I metrics [Webinar], 4th of February, 2025.
- Fleury, J., & Summermatter, R. (2025). From DE&I metrics to targeted action – How the HSG Diversity Benchmarking works [Webinar], 13th of February, 2025.
- Fleury, J., & Summermatter, R. (2025). Von DE&I-Kennzahlen zu gezielten Massnahmen – Wie Sie das HSG Diversity Benchmarking nutzen können [Webinar], 17th of February, 2025.

Ines Hartmann

- Hartmann, I. (2025). Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, Spring semester 2025.
- Hartmann, I. (2025). Diversity and inclusion. Lecture at the Leadership Training Program for the Instituto Politécnico Nacional, Mexico, Institute of Management in Latin America (GIMLA-HSG), 12th of August, 2025.
- Hartmann, I. (2025). Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind, Fall 2025.
- Hartmann, I. (2025). Panel discussion “Leading through change – Research insights on inclusion” at the An Inclusive Labour Market 2025 Conference, 8th of May, 2025.
- Hartmann, I., & Petropaki, A. (2025). Presentation of the Gender Intelligence Report, 8th St. Gallen D&I Week, 18th of September, 2025.
- Hartmann, I. (2025). Teilzeitarbeit und Karriereentwicklung, Wissenschaftliche Tagung der Schweizer Sektion der Internationalen Vereinigung für Arbeits- und Sozialversicherungsrecht (ISLSSL), 8th of September, 2025.

Nora Keller & Nicole Niedermann

- Keller, N., & Niedermann, N. (2025). Work SMART: A bottom-up approach to setting effective DE&I goals [Webinar], 27th of February, 2025.

Christian Pierce

- Pierce, C. (2025). Do Aprendizado da Cultura à Criação de Mudanças: Liderança Inclusiva em Negócios e Direitos Humanos. Guest Lecture, FECAP Business School, 23rd of April, 2025.
- Pierce, C. (2025). Leading like a Black Belt: Trust, Respect and Inclusion Through Jiu Jitsu. 9th St. Gallen Diversity & Inclusion Week, HSG, 16th of September, 2025.
- Pierce, C. (2025). Trusting the Tap: Human Dignity and Ethical Management through Brazilian Jiu Jitsu. 23rd International Symposium on Business, Ethics, and Society, IESE Business School, 13th of October, 2025.
- Pierce, C. (2025). Caring About Racial and Ethnic Equity in Switzerland. Guest Lecture, University of Zurich, 2nd of December, 2025.
- Pierce, C. (2025). The PhD as a Life Form: Transatlantic Perspectives. Guest Lecture, HSG, 5th of December, 2025.

Gudrun Sander

- Sander, G. (2025). Aiming higher – Karriereentwicklung für Assistenzärztinnen. SGES-Innovationsforum IF.01 zu «Nachhaltiges Gesundheitswesen: Wege zu mehr Patienten- und Mitarbeitenden-Orientierung», 4th of September, 2025.
- Sander, G. (2025). Fokus 2025: Hybrides Arbeiten, Teilzeit und mehr. Die zentralen Prioritäten für nachhaltige DE&I-Strategien [Webinar], 21st of January, 2025.

Gudrun Sander & Anna Brzykcy

- Sander, G., & Brzykcy, A. (2025). Panel on Fertility and Family Planning in Switzerland at the World Woman Davos Agenda, WEF 2025, Davos, 23rd of January, 2025.
- Sander, G., & Brzykcy, A. (2025). RE: Generation Lab. The Fertility Gap: Why Family Planning Is a Business Case, St. Gallen Symposium, 8th of May, 2025.
- Sander, G., & Brzykcy, A. (2025). Workshop: Fertility Gap: Was ist der Business Case für die Familienplanung? 9th St. Gallen Diversity & Inclusion Week, 16th of September, 2025.
- Sander, G., & Brzykcy, A. (2025). Familienplanung und Fertilität in der Schweiz. Swiss Conference of Gender Equality Delegates (SKG), St. Gallen, 16th of September, 2025.

Sophie Schepp

- Schepp, S. T. (2025). Karriere und Familie? (K)ein Problem?!. Moderated panel discussion at the taskforce4women awareness event. St.Gallen, 2nd of December, 2025.

Raphael Summermatter

- Summermatter, R. (2025). Lohngleichheit im Fokus [Webinar], 18th of June, 2025.

Nina Heer & Ines Hartmann

- Heer, N., & Hartmann, I. (2025). Gemeinsam für Chancengleichheit im Gesundheitswesen [Webinar], 2nd of October, 2025.

2.1.6 Media & Public Visibility

Interviews

Stephan Boehm

- Kreiszeitung Böblinger Bote (02.11.2025): Rückkehr ins Büro? Homeoffice fühlt sich inzwischen wie ein Grundrecht an. <https://www.stuttgarter-nachrichten.de/inhalt.rueckkehr-ins-buero-experte-homeoffice-fuehlt-sich-fuer-viele-inzwischen-wie-ein-grundrecht-an.188d26f3-2fea-43ff-9d22-a3eccea3ab74.html>
- Stuttgarter Zeitung (31.10.2025): Wer die Freiheit des Homeoffice hatte, gibt sie ungern wieder her. <https://www.stuttgarter-nachrichten.de/inhalt.experte-ueber-hybrides-arbeiten-wer-die-freiheit-des-homeoffice-hatte-gibt-sie-ungern-wieder-her.2ba43abb-d197-47da-8c4e-0953734e96f4.html>
- NZZ.ch (24.05.2025): Frauen fürchten sich vor Trumps Amerika. Auch in der Schweiz wächst die Sorge vor dem «Backlash». <https://www.nzz.ch/nzz-am-sonntag/report-und-debatte/backlash-in-den-usa-was-bedeutet-trump-fuer-die-frauen-in-der-schweiz-ld.1885349>
- SRF1 and SRF4 for “Echo der Zeit” (25.03.2025): Radio interview about the impact of Swiss companies giving up DEI-goals due to the Trump administration.

Louisa Riess

- Raiffeisen (28.05.2025): KI-Talk.

Podcasts

Stephan Boehm

- BARMER BGM-Podcast „Gesundheit@Work“ (18.05.2025): #1 Job Crafting – Mach dir den Job, wie er dir gefällt. <https://www.barmer.de/firmenkunden/tools-downloads/medien-und-magazine/podcast-gesund-at-work>
- SRF.ch (26.03.2025): Pharmakonzern Roche passt sich neuer US-Politik an. <https://www.srf.ch/audio/echo-der-zeit/pharmakonzern-roche-passt-sich-neuer-us-politik-an?partId=aioJw1V4dN-hxXVHv6D3-ZBd-mE>

Ines Hartmann

- Durch die Decke – Der Advance Podcast (28.02.2025): Warum sind Chefinnen immer noch selten. <https://open.spotify.com/episode/0C0uf7hE67hZuuNFZEErP8?si=d6cuxyevRA-8CFGhUa2hTQ>

Gudrun Sander

- Durch die Decke – Der Advance Podcast (08.11.2025): #11 Alle reden von Meritokratie – werden wirklich immer die Besten befördert. <https://www.weadvance.ch/de/podcast/alle-folgen/11-gudrun-sander>
- Big Careers, Small Children, Leaders Plus Podcast (20.11.2025): #216 Big Careers, Small Children: [Future of Work] Prof Gudrun Sander – How to Build a Better Workplace that Truly Supports Working Parents. <https://www.leadersplus.org/216-big-careers-small-children-future-of-work-prof-gudrun-sander-how-to-build-a-better-workplace-that-truly-supports-working-parents/>

Articles & Blogs

Stephan Boehm & Louisa Riess

- Fokus Selbstbestimmtes Leben (19.04.2025): Editorial: Inklusion als Erfolgsfaktor für Unternehmen verstehen. https://issuu.com/smart_media/docs/fokus_selbstbestimmtes_leben

Stephan Boehm & Sophie Schepp

- Kinderärzte Schweiz (2025): Schlüsselfaktor Führung. Wie gute Führung das Wohlbefinden und die Leistung im Praxisteam stärken kann. epaper.vsdruk.ch/kinderaerzteschweiz/kis202501/14/
- LEADER Magazin. (01.08.2025): Fokus Golden Ager: Wirtschaftsfaktor mit Zukunft. <https://www.leaderdigital.ch/hauptausgaben/august-2025-619/wirtschaftsfaktor-mit-zukunft-13924.html>

Ines Hartmann

- Penso 03/2025: Diversity und Inclusion neu denken, 6–8.
- SRF online (08.09.2025): Frauen sind in den Chefetagen der Spitäler massiv untervertreten. <https://www.srf.ch/news/schweiz/frauen-sind-in-den-chefetagen-der-spitaeler-massiv-untervertreten>

- politik & kommunikation (16.10.2025): Spitzenpolitikerinnen fordern bessere Förderung weiblicher Talente. <https://www.politik-kommunikation.de/spitzenpolitikerinnen-fordern-bessere-foerderung-fuer-weibliche-talente/>
- Tagesanzeiger (25.11.2025): Frauen holen bei den Löhnen auf – aber Spitzengehälter haben Männer. <https://www.tagesanzeiger.ch/lohnungleichheit-in-der-schweiz-schere-schliesst-sich-auf-8-4-191038883506>

Ines Hartmann & Alkistis Petropaki

- Ladies Drive 71 (Herbst 2025): Wer verdient den Aufstieg.

Nora Keller

- Ladies Drive 69 (2025): Warum Schwäche zeigen von Stärke zeugt. <https://ladiesdrive.world/online/warum-schwaeche-zeigen-von-staerke-zeugt/>
- Ladies Drive 70 (2025): Muttersein im WLAN-Modus. <https://ladiesdrive.world/online/muttersein-im-wlan-modus/>
- Diversity & Inclusion Platform (14.04.2025): Paternity leave is a win-win-win for families, organizations and society. <https://www.diversity-inclusion-platform.ch/paternity-leave-is-a-win-win-win-for-families-organizations-and-society/>
- ES Blog (May 2025): Swissness: The Unique Struggles of Family Planning in Switzerland. <https://es.unisg.ch/en/blog/swissness-the-unique-struggles-of-family-planning-in-switzerland/>
- Diversity & Inclusion Platform (29.01.2025): How to set DE&I goals: Moving from top-heavy to smart targets. <https://diversity-inclusion-platform.ch/en/how-to-set-dei-goals-moving-from-top-heavy-to-smart-targets>
- Diversity & Inclusion Platform (29.01.2025): The business case to support family planning. <https://www.diversity-inclusion-platform.ch/the-business-case-to-support-family-planning/>
- ellexx (28.01.2025): Karriere Ü40: Aufstieg statt Abstellgleis. <https://ellexx.com/de/themen/karriere/karriere-u40-aufstieg-statt-abstellgleis/>

Nora Keller & Natascia Leotta

- Diversity & Inclusion Platform (01.10.2025): How can you actually boost Diversity, Equity & Inclusion (DE&I) through recruitment? <https://www.diversity-inclusion-platform.ch/how-can-you-actually-boost-diversity-equity-inclusion-dei-through-recruitment/>

Nora Keller & Gudrun Sander

- ES Blog (18.09.2025): From Heroic Leaders to Responsible Systems: Rethinking Management Education in 2025. <https://es.unisg.ch/en/blog/from-heroic-leaders-to-responsible-systems-rethinking-management-education-in-2025/>

Nicole Niedermann

- blick.ch (21.03.2025): Jetzt kuschen auch Schweizer Firmen vor Trump. <https://www.blick.ch/wirtschaft/diversity-inklusion-und-gerechtigkeit-nur-noch-hinter-vorgehaltener-hand-jetzt-kuschen-auch-schweizer-firmen-vor-trump-id20702472.html>

- weltwoche (24.03.2025): Roche, Novartis, UBS: Schweizer Firmen kippen Diversity-Ziele. <https://www.weltwoche.ch/daily/roche-novartis-ubs-schweizer-firmen-kippen-diversity-ziele>

Gudrun Sander

- NZZ online & KMU_today (06.01.2025 & 13.01.2025): Sie sind ein Paar, Eltern und Geschäftspartner – und haben dadurch besonders viel zu verlieren. <https://kmutoday.ch/ressort/unternehmen/sie-sind-ein-paar-eltern-und-geschaeftpartner-und-haben-dadurch-besonders-viel-zu-verlieren>
- NZZ (06.01.2025): Glück in der Arbeit und Glück in der Liebe müssen sich nicht ausschliessen.
- Handelszeitung (06.03.2025): «Es muss nicht immer der Diversity und Inclusion Stempel gesetzt werden» / «Gute Führung braucht Zeit». <https://www.handelszeitung.ch/specials/equalvoice-united-2025/gute-fuehrung-braucht-zeit-802894>
- NZZ (19.03.2025): Trumps Anti-Wokeness-Zensur erreicht die Schweiz / Trumps Zensur kommt in der Schweiz an: Die UBS streicht ihre Diversity-Ziele, und Roche zieht nach. <https://www.nzz.ch/wirtschaft/trumps-zensur-kommt-in-der-schweiz-an-ubs-streicht-ihre-diversity-ziele-und-roche-zieht-nach-ld.1875968>
- Europe Says (19.03.2025): UBS und Roche streichen DEI. <https://www.europesays.com/1925083>
- allnewspress.com (21.03.2025): Switzerland's Shift: UBS and Roche Abandon Diversity Goals Amid Trump Censorship Concerns. <https://www.allnewspress.com/switzerlands-shift-ubs-and-roche-abandon-diversity-goals-amid-trump-censorship-concerns>
- SRF 4 News (14.05.2025): Die Schweiz will Gleichstellung, lebt sie aber nicht. <https://www.srf.ch/audio/srf-4-news/die-schweiz-will-gleichstellung-lebt-sie-aber-nicht?uuid=7e459043-5416-4689-8515-626dca41beb0>
- NZZ (28.05.2025): Ein Baby als Bonus: Firmen in der Schweiz zahlen an Fruchtbarkeitsbehandlungen ihrer Mitarbeitenden. <https://www.nzz.ch/wirtschaft/ein-baby-als-bonus-firmen-zahlen-an-fruchtbarkeits-behandlungen-ihrer-mitarbeitenden-ld.1885166>
- NAU.ch (28.06.2025): Meitli führen in der Schule – aber im Job nicht mehr. <https://www.nau.ch/news/schweiz/meitli-fuehren-in-der-schule-aber-im-job-nicht-mehr-6695249>
- NZZ (05.08.2025): Hilfe statt Hürde – was Arbeitgeber für Familienplanung tun können. <https://www.nzz.ch/sponsored-content/hilfe-statt-huerde-was-arbeitgeber-fuer-familienplanung-tun-koennen-ld.1896433>
- Organisator 7-8/2025 (26.08.2025): Unbewusste Vorurteile, 42–45. <https://www.organisator.ch/de/human-resources/2025-08-26/unbewusste-vorurteile/>

Gudrun Sander & Ines Hartmann

Testimonial zu Jobsharing auf Seite 28

- Deutsch: [Praktischer Ratgeber PTO](#), Französisch: [Guide pratique PTO](#), Englisch: [Practical Guide PTO](#), Italienisch: [Guida Pratica PTO](#)

Christian Pierce

- Diversity & Inclusion Platform (07.07.2025): Putting Inclusion into Practice: Leadership in Action at the University of St. Gallen. <https://www.diversity-inclusion-platform.ch/putting-inclusion-into-practice-leadership-lessons-from-the-university-of-st-gallen/>

Gudrun Sander

- Diversity & Inclusion Platform (11.11.2025): Lifelong Learning: How Can Your Company Contribute? <https://www.diversity-inclusion-platform.ch/lifelong-learning-how-can-your-company-contribute/>
- Diversity & Inclusion Platform (08.12.2025): Keep calm and avoid falling back into old patterns. <https://www.diversity-inclusion-platform.ch/keep-calm-and-avoid-falling-back-into-old-patterns/>

Other articles on Gender Intelligence Report & Diversity Benchmarking

- ellexx (03.01.2025): Gekommen, um zu gehen? Warum Frauen die Spitze verlassen. <https://ellexx.com/de/themen/karriere/gekommen-um-zu-gehen-warum-frauen-kaderpositionen-verlassen/>
- swissmem.ch (30.01.2025): Fachkräfte gewinnen und halten: Erkenntnisse aus der Diversity Benchmarking Studie 2024. <https://www.swissmem.ch/de/themen/fachkraefte/diversity-benchmarking-studie-2024.html>
- EFG International (08.03.2025): The best person for the job is not always a man. <https://www.efginternational.com/ch/insights/2025/the-best-person-for-the-job-is-not-always-a-man.html>

TV

Stephan Boehm

- ORF (17.07.2025): TV Interview for “ZIB Magazin” (in German) on the implications of the US DEI Backlash. <https://on.orf.at/video/14284164/zib-magazin-vom-17072025>

2.1.7 Academic Service & Recognitions

Editorial Boards

Stephan Boehm

- Editorial Board Member of Journal of Applied Psychology (American Psychological Association)
- Editorial Board Member of German Journal of Human Resource Management (Sage)
- Editorial Board Member of Personnel Psychology (Wiley)

- Editorial Board Member of International Journal of Human Resource Management (Taylor & Francis)
- Editorial Board Member of Work, Aging, and Retirement (Oxford University Press)

Reviewer Roles

Stephan Boehm

- Ad hoc reviewer for Academy of Management Journal, British Journal of Management, Equality, Diversity and Inclusion – An International Journal, Group and Organization Management, Human Relations, Journal of Management Studies, Journal of Occupational and Organizational Psychology, Journal of Vocational Behavior, Leadership Quarterly, Organizational Dynamics and many others.
- Conference Reviewer for the Academy of Management Annual Conference – Organizational Behavior Division, Academy of Management Annual Conference – Gender and Diversity Division, Academy of Management Annual Conference – Human Resources Division, Annual Meeting of the German Academic Association for Business Research (VHB) – Human Resources Division.

Christoph Breier

- Ad-hoc reviewer for Equality, Diversity and Inclusion – An International Journal

Tarek Carls

- Conference reviewer for the Annual Meeting of the German Academic Association for Business Research (VHB) – Human Resources Division

Nicola Glumann

- Conference reviewer for the Annual Meeting of the German Academic Association for Business Research (VHB) – Human Resources Division & European Academy of Management Annual Conference

Nora Keller

- Reviewer for Terrorism and Political Violence Journal

Mahshid Khademi

- Conference Reviewer for the Academy of Management Annual Conference and the Autumn Workshop of the Wissenschaftliche Kommission Personal (WK-Pers)

Louisa Riess

- Conference Reviewer for the Academy of Management Annual Conference and the European Academy of Management Annual Conference

Sophie Schepp

- Conference Reviewer for the Academy of Management Annual Conference and the European Academy of Management Annual Conference

Institutional Service & Membership

Stephan Boehm

- Co-Organizer of the 9th Diversity & Inclusion Week at the University of St. Gallen (<https://inclusion-tagung.ch>)
- Member of the working group for the promotion of diversity and inclusion at the School of Management, University of St. Gallen
- Developed and implemented a new exchange format with applicants for faculty positions at the University of St. Gallen ("Faculty coffees")
- Provided evidence-based research input and feedback to the University's HR in order to improve internal HR products including the University's employee opinion survey, competence model and internal health management.
- Delegated member of the School of Management in the re-accreditation talks with AACSB, EQUIS, and AAC
- Member of the Institutsleiterkonferenz
- Member of the HSG Alumni Association
- Member of the German Academic Association for Business Research (VHB)
- Member of the Oxford University Society and the Oxford University German Society
- Member of the European Academy of Management (EURAM)
- Member of the Academy of Management (AOM)
- Member of the jury for the This Prize of SVA Zurich
- Member of the BARMER Corporate Health Board

Christoph Breier

- Member of the HSG Alumni Association

Gudrun Sander

- Co-Organizer of the 9th Diversity & Inclusion Week at the University of St. Gallen (<https://inclusion-tagung.ch>)
- Member of the Institutsleiterkonferenz
- Member of the HSG Alumni Association
- Member of the HSG Mentoring Programme
- Member of the Academy of Management (AOM)
- Member of the European Women's Management Development Network (EWMD)
- Member of Women for the Board
- Member of the LLL League of Leading Ladies
- Member of the Board of the Stiftung zur Erforschung der Frauenarbeit
- Member of the Advisory Board of "Women Matters" (www.womenmatters.ch)
- Member of the Principles for Responsible Management Education (PRME) Working Group on Gender Equality
- Member of the Board of the Women's Empowerment Principles Leadership Group (WEPs LG) of UN Women and UN Global Compact
- Member SMG Schweizerische Management Gesellschaft
- Expert at the Scientific Advisory Board of "Spurenwechsel" (www.spurenwechsel.ch)

Tarek Carls

- Member of the Academy of Management

Nicola Glumann

- Member of the Academy of Management

Mahshid Khademi

- Member of the Academy of Management
- Member of the European Academy of Management (EURAM)

Christian Pierce

- Member of the American Legion
- Member of Rede Brasil Suíça
- Member of the Society for Business Ethics
- Member of the Swiss Anthropological Association

Louisa Riess

- Member of the Academy of Management (AOM)
- Member of the German Academic Association for Business Research (VHB)
- Member of the European Academy of Management (EURAM)

Awards & Honors

- **EAWOP Best Presentation Award** presented to Tarek Carls, Mahshid Khademi, Louisa Riess, Nicola Glumann, and Stephan Boehm for the presentation of the paper "Mind the gap! How leader overestimation erodes psychological safety climate strength over time" at the European Congress of Work and Organizational Psychology, Prague, Czech Republic.
- **AOM Best Paper Proceedings** for Tarek Carls for the paper "Stress trajectories in remote and hybrid workers after the pandemic - A diff-in-diff approach"
- **Nominee for the PERSONALquarterly Best Paper Award** (awarded by the HR division of the German Academic Association for Business Research – VHB) for the paper "Navigating the disclosure dilemma for employees with different types of invisible disabilities: The influence of self-stigmatization and inclusive leadership" co-authored by Mahshid Khademi, Nicola Glumann, Sophie Schepp and Stephan Boehm.
- Christian Pierce was announced as a **finalist for the Student Veterans of America Student Veteran of the Year Award** (<https://studentveterans.org/news/sva-announces-2025-honors-awards-finalists/>)

2.1.8 Outlook 2026

Starting 1 January 2026, the Chair of Sociology led by Prof. Patrik Aspers will join IIDM, strengthening its thought leadership in international management and diversity management. With a team of nearly 20 researchers, the Chair contributes strong expertise in organization, decision-making, uncertainty, and marketplaces, alongside human-centred transformation research led by Prof. Sabine Hoidn. Her work spans Horizon Europe projects on societal impact, stakeholder engagement, sustainable governance, gender equality, and innovative higher-education practices through the Student-Centred Learning Lab. As part of this integration, the Competence Centre Mastering the Unknown (CCMU) and the Competence Centre for Social Innovation and Transformation (SIT) will also join IIDM-HSG, further enhancing collaboration across research, teaching, and industry projects.

In addition, a new continuing education programme is being launched for professionals who actively shape modern working environments and wish to expand their professional impact. Aimed at experts in HR, Diversity, Equity & Inclusion, and People & Culture, the programme focuses on key challenges of the future of work, including inclusive HR practices, AI, neurodiversity, pay equity, the integration of people with disabilities, and employer attractiveness across life and career phases. Participants deepen their expertise through interactive online inputs, peer learning, and optional small-group case consultations, while building a strong professional network. The programme starts in May 2026, with a second edition beginning in September 2026.

Accreditations



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