EQUAL SALARY

EQUAL-SALARY FOUNDATION ANNUAL REPORT 2025

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2025
STRATEGIC RENEWAL

The year 2025 marks a decisive milestone in the evolution of the EQUAL-SALARY Foundation (ESF). After more than seven years dedicated to the development and international visibility of the Foundation, Noémie Storbeck stepped down from her role as Co-Director in autumn 2025 to pursue new professional challenges.

The Foundation's governance is now based on a single leadership structure under the direction of Lisa Rubli. Building on her expertise and deep knowledge of EQUAL-SALARY's mission, she continues to lead the Foundation's strategic activities and strengthen its actions in favour of equal pay, in close collaboration with partners and stakeholders.

In this period of transition, the Foundation also implemented a major evolution in its operational model through the strategic transfer of EQUAL-SALARY certification activities and teams from PwC Switzerland to Forvis Mazars Switzerland. This change of partner marks a new phase of development and allows the Foundation to rely on a new key partner for deploying its methodology, overseeing certification processes, and supporting candidate and certified companies both in Switzerland and internationally.

In response to the current challenges surrounding pay equality, the Foundation has also expanded its offering by launching a new certification in 2025: Certification of Equal Pay. Based exclusively on a rigorous statistical analysis of salaries, this certification provides an independent, fast and accessible verification. It enables organisations to demonstrate, on objective and credible grounds, their commitment to fair and sustainable remuneration.

At the same time, the EQUAL-SALARY Foundation continued to develop strategic partnerships aimed at strengthening its ecosystem and increasing the impact of its actions.

The Fair-ON-Pay Advanced label has been recognised as a valid pay analysis within the EQUAL-SALARY certification process.

The Foundation also joined the Pay Transparency Alliance, an international coalition of organisations committed to pay transparency and the sharing of best practices.

In addition, ESF became a member of Women in Power, a professional network working to increase women's representation in leadership roles in the Swiss energy sector.

Finally, a partnership with Merities Consulting, a strategic consulting firm, was established to support companies in implementing fair and transparent pay practices.

As part of its mission to highlight certified organisations, the EQUAL-SALARY leadership and team took part in several official certificate award ceremonies in 2025. The Foundation visited three companies in Switzerland and one company in Poland to recognise the tangible commitment of certified organisations and strengthen the visibility of the certification.

In this context, ESF reinforced its strategic initiatives in 2025 by developing new tools to support companies in their journey towards pay equality and by expanding its network of partners and influence. These collaborations strengthen the reach of the Foundation's actions, demonstrate its ability to anticipate market needs, and contribute to promoting sustainable standards of transparency, equal pay and equal opportunities globally.

2025 KEY HIGHLIGHTS

In 2025, the EQUAL-SALARY Foundation strengthened its visibility and advocacy role by participating in several national and international events dedicated to equal pay and equal opportunities.

PROMOTION & ADVOCACY

- Assistants' Day 2025, Zurich | 10.09.25
- WEPs survey report launch, online | 16.10.25
- European Lotteries Congress, Basel | 16.09.25
- TGE Global Session Equal Pay for Work of Equal Value, online | 20.11.25
- Women in Power webinar, online | 25.06.25

WOMEN'S EMPOWERMENT PRINCIPLES

UN GLOBAL COMPACT United Nations Global Compact

Building a better world

assistants' day

WOMEN IN POWER

2025 KEY HIGHLIGHTS

PROMOTION & ADVOCACY

- Inc.lude Conference by Women on top, Athens | 25.10.25
- Webinar Forvis Mazars, online | 16.12.25
- Ringing the bell for equality, Women in ETFs, Zurich | 11.5.25
- We Advance, International Women's Day, Baden | 6.3.25
- Événement "Logib" with La Fédération Suisse des Entreprises, Zurich | 24.02.2025

NEW CERTIFICATION

LAUNCH OF THE CERTIFICATION OF EQUAL PAY

In March 2025, the EQUAL-SALARY Foundation launched a new certification: **Certification of Equal Pay.** This new offering was designed to respond simply and quickly to the challenges of pay equality. It is based on a rigorous statistical salary analysis and an independent verification process. It enables organisations to demonstrate their commitment on objective and credible grounds.

To ensure clarity and consistency with the new visual identity of the **Certification of Equal Pay**, the historic EQUAL-SALARY certification has evolved in name only and is now called: **Certification of Equal Pay and Opportunities.**

NEW

CERTIFIED

EQUAL PAY

BY EQUAL-SALARY

What is certified?

- Equal pay for work of equal value

EQUAL-SALARY CERTIFIED

becomes →

CERTIFIED

EQUAL PAY AND OPPORTUNITIES

BY EQUAL-SALARY

What is certified?

- Equal pay for work of equal value
- Equal opportunities
- Fair and equitable policies and processes

TRANSFER OF ACTIVITIES PWC TO FORVIS MAZARS

TRANSFERT OF ES PRACTICE FROM PWC TO FORVIS MAZARS

The year 2025 was marked by the strategic transfer of certification activities from PwC Switzerland to Forvis Mazars Switzerland.This transition represents a decisive step for the Foundation. It strengthens its independence, operational continuity and the international reach of the EQUAL-SALARY certification in a global context of increasing expectations regarding equal pay and equal opportunities.

Since 2017, PwC Switzerland has conducted EQUAL-SALARY assessments for more than 150 companies, covering over 500,000 employees worldwide. These independent audits enabled organisations to measure and demonstrate equal pay using the Foundation's rigorous and scientific methodology, helping to establish transparent and responsible remuneration practices.

By integrating the experienced EQUAL-SALARY team from PwC Switzerland, Forvis Mazars Switzerland is strengthening its ability to provide independent assurance services and deploy the certification globally, allowing an increasing number of organisations to have their commitment to equality recognised through a credible and internationally recognised label.

COMPANIES CERTIFIED IN 2025

GLOBALLY CERTIFIED

EQUAL PAY AND OPPORTUNITIES
BY EQUAL-SALARY

IATA

PHILIP MORRIS INTERNATIONAL

CERTIFIED

EQUAL PAY AND OPPORTUNITIES
BY EQUAL-SALARY

ECA Incendie et éléments naturels

żabka group

HUG Hôpitaux Universitaires Genève

pwc

Gavi The Vaccine Alliance

allegro

Bhaasha

DELTA

Ville de Fribourg

Lyreco

HYPOSWISS PRIVATE BANK

Limak Çimento

CERTIFICATE AWARD CEREMONIES

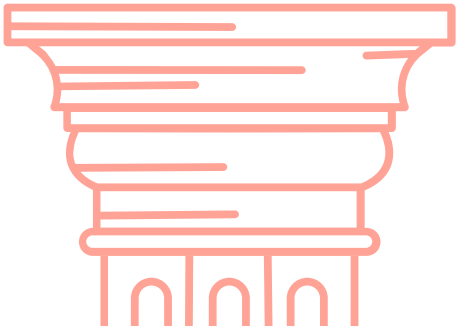
ECA, Lausanne | 28.10.25

DELTA Zofingen AG, Zofingen | 17.06.25

Zabka Group, Poznan, Pologne | 30.10.25

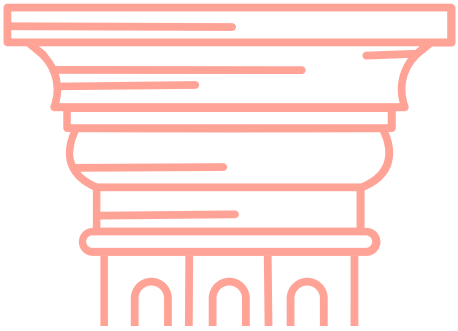
Lyreco, Dietikon | 7.7.2025

3 PILLAR STRATEGY



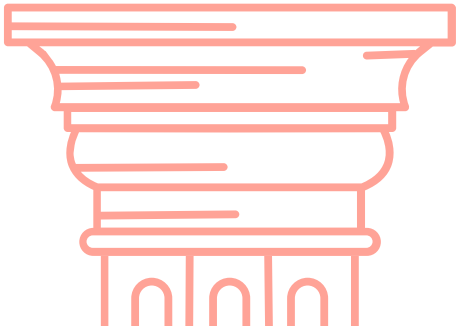
ES PROMOTION

- Courses and training in universities
- Publications
- Conferences, seminars and webinars
- Collaboration with UNGC, ILO, EPIC
- Media relations
- Advocacy and lobbying
- Website as a central information hub on pay equality



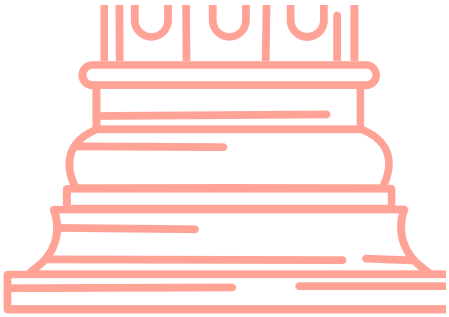
ES CERTIFICATION

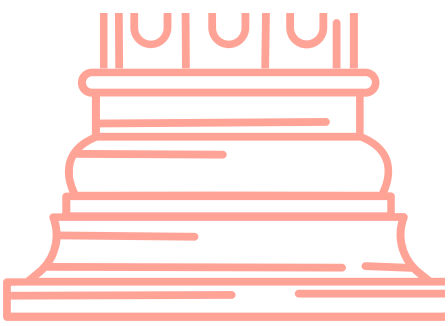
- Multiple partners for statistical analyses and audits
- Development of the certification offering
- Custodian of methodologies
- Relationship with candidate companies
- Platform and development of tools



ES LAB

- Fundamental research
- Partnerships
- Publications
- Internal training
- Information centre
- Partnerships with governments
- Networking





FOUNDATION BOARD

PRESIDENT

Simonetta Sommaruga

VICE-PRESIDENT

Raquel Blanc

MEMBER

José Ramirez

MEMBER

Lisa Mazzone

MEMBER

Jérôme Frachebourg

TREASURER

Roland Ruprecht

TEAM

MANAGEMENT

Lisa Rubli

OPERATIONS

Thibault Dubois

Aurélien Joly

EXTERNAL RESOURCES

- **IREG (UNIGE / HES-SO)** – expertise in statistical methodology
- **Forvis Mazars Suisse -** audits and salary analyses
- **PwC Suisse** - audits & analyses salariales (until 1 October 2025)
- **SGS** – audits
- **CORESO -** salary analyses and statistical expertise
- **BDO** – legal advice
- **Ergopix** – IT management
- **Seculting SA**– IT security
- **Tafff Sàrl** – IT security
- **Tradamarca** – intellectual property protection
- **Fidbox** – accounting
- **DPC Data Protection Company** - data protection
- **Merities Consulting** - consulting firm
- **Pay Transparency Alliance** - coalition of best practices
- **Women in Power** - professional network

EQUAL SALARY

"WITH THE EQUAL-SALARY CERTIFICATION, COMPANIES TAKE A DECISIVE STEP TOWARDS EQUAL PAY AND EQUAL OPPORTUNITIES."

Simonetta Sommaruga
President of the EQUAL-SALARY Foundation Board