

IMD Gender Equality Plan

Plan Period 2026–2029



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I. Public commitment of IMD

We strive to ensure that IMD is free from bias, prejudice, and discrimination based on sex, race, color, nationality, ethnic group, religion, gender identity, sexual orientation, marital status, age, health status, disability, or any other characteristic. Our goal is that IMD will be a safe and welcoming place for all people, a place that encourages open debate with compassion, respect, and support. This will make the world of work, the part of the world we can influence most, more diverse, inclusive, and fair.

IMD is committed to strengthening its actions in four key areas:

- Ensuring that IMD's commitment to non-discrimination and inclusion is embedded in our institutional values, policies, and daily practices
- Promoting diversity across the workforce and fostering an inclusive environment for all stakeholders
- Advancing research in the areas of diversity, inclusion, and fairness
- Integrating these topics into leadership development programs

Within this broader commitment, this Gender Equality Plan sets out the institutional framework through which IMD advances gender equality across the institution.

II. Dedicated responsibility and resources

Overall responsibility for gender equality at IMD rests with the Leadership Team under the authority of the President. Implementation is embedded within existing institutional structures, primarily Human Resources and institutional governance bodies. To support this work, IMD has established a Senior Lead, Employee Experience role within Human Resources, supporting the coordination of inclusion-related initiatives.

III. Data collection and monitoring

Gender-related data is processed according to the IMD Employee Data Privacy Policy.

As of January 1, 2026, IMD employs 425 people. The distribution of women across selected categories is as follows:

- 57% of all staff
- 24% of the faculty
- 55% of the middle management
- 70% of the senior management
- 33% of the Leadership Team

IMD Board representation is as follows:

- 50% of the Supervisory Board
- 36% of the Foundation Board

IV. Training and awareness raising

All employees, including faculty, complete relevant required onboarding training through our learning portal and unconscious bias training through LinkedIn Learning. Beyond formal training, IMD promotes awareness of diversity, equity, and inclusion topics through campus activities and internal communications. We mark select

international awareness days, including International Women's Day, LGBTQ+ Pride Month, Black History Month, and the International Day of Persons with Disabilities.

Thematic Areas (including policies, practices, and actions)

Together, the following actions support a culture of inclusive leadership, contribute to the visibility of women in decision-making roles, promote awareness of gender equality in teaching and research, and reinforce IMD's commitment to equitable treatment and recognition of women in society.

A. Work-life balance and organizational culture

IMD actively supports work-life balance and fosters a positive organizational culture through a variety of initiatives:

- **Teleworking policy:** Teleworking arrangements are implemented in accordance with the IMD Teleworking Policy, which enables remote working while ensuring operational continuity, collaboration, and data security. The policy outlines eligibility, expectations, and support mechanisms to foster a flexible and inclusive work environment.
- **Maternity & Paternity Leave Employee Guides:** IMD supports employees through key life events, including parenthood, by providing clear and structured guidance on maternity and paternity leave. Dedicated employee guides outline eligibility criteria, applicable procedures, and available benefits in accordance with Swiss legal requirements and IMD policies. These guides are designed to ensure that employees are well informed and supported throughout the entire leave process, including preparation, leave period, and return to work. These provisions enable employees to balance professional responsibilities with family commitments and support continuity in career progression following leave.
- **Mindfulness and mental health:** IMD offers sessions focused on employee mental health, stress management, and overall wellbeing. These initiatives support inclusive and sustainable working practices.
- **Lactation room:** IMD provides access to a dedicated lactation room to support employees returning from maternity leave.
- **IMD Guiding Principles for Conflict, Harassment and Discrimination Prevention and Management:** This IMD policy explicitly addresses the prevention and management of all forms of conflict, harassment, and discrimination, including sexual harassment, to ensure a safe and respectful environment for everyone.
- **IMD Code of Conduct:** The Code of Conduct sets clear expectations for ethical behavior, respect, and integrity across all interactions, reinforcing our commitment to a safe, inclusive, and equitable environment for everyone. It underpins our policies on conflict, harassment, and discrimination, and ensures that all members of our community understand their responsibilities in upholding gender equality principles.

B. Leadership and decision-making

IMD supports gender balance in leadership and decision-making through inclusive leadership practices and the participation of women in academic and institutional leadership roles.

- **Faculty leadership and program roles:** Women hold institutional and program leadership roles across IMD and contribute to decision-making related to academic and business program design and delivery.

C. Recruitment and career progression

- **Visibility and role modeling:** IMD actively promotes the visibility of women in leadership roles through institutional communications, including profiles and features that highlight diverse career paths and leadership trajectories within the organization. These initiatives provide role models and encourage inclusive leadership practices.
- **IMD staff recruitment policy:** Our recruitment policy prohibits discrimination and promotes equal opportunity throughout the hiring process, ensuring that all candidates are considered fairly based on their qualifications, experience, and ability to perform the role.
- **Faculty recruitment:** Faculty recruitment processes are designed to ensure fairness and equal opportunity, in alignment with institutional policies.
- **Professional development:** IMD supports career progression through learning and development opportunities available to all employees.
- **Fair pay:** IMD is committed to the principle of equal pay for equal work and conducts analyses in line with applicable legal requirements.

D. Integration of gender perspectives in teaching and research

The [IMD Women in Business initiative](#) brings together flexible learning, scholarships, career coaching, mentoring, and a global alumni network to support women at every career stage, alongside dedicated research and resources aimed at advancing women's representation and leadership in business and on boards.

- **Teaching:** IMD offers programs, such as [Strategies for Leadership](#) and [Women on Boards](#), that strengthen inclusive leadership capabilities and contribute to greater representation of women in senior management, executive, and board roles.
- **Candidate/student-led initiatives:** The Women in Business MBA Club supports the development of future leaders by creating opportunities for networking, mentoring, learning, and engagement on topics related to inclusion and women's advancement in business.
- **Research & Thought Leadership:** The [Diversity, Equity, and Inclusion section of I by IMD](#), IMD's online knowledge platform of first-person insights from academics, business leaders, and experts, gathers articles, podcasts, white papers, and research on topics such as women's leadership, LGBTQ+ inclusion, inclusion metrics, and navigating DE&I in polarized times.
- **Partnerships:**
 - **The Boardroom:** IMD partners with The Boardroom, a European professional network, founded in Switzerland in 2021, that supports women executives aspiring to board roles. The partnership produced the "[Women on Boards: No More Excuses](#)" research report on why women remain underrepresented at the top of European business and offers practical options for progress.
 - **The Female Quotient:** IMD partners with The Female Quotient, founded in 2013 to close the workplace gender gap. The partnership has produced a series of co-developed articles published on IMD's I by IMD platform.
 - **EqualVoice:** IMD partners with EqualVoice, an initiative launched by the Ringier media group in 2019 to advance the visibility of women in the media. Together, with Microsoft Switzerland, a white paper was co-authored on bias in artificial intelligence.

- **Diversity, Equity and Inclusion research initiative:** IMD's diversity, equity, and inclusion [research initiative](#) produces research and practical guidance on inclusive leadership, including work on advancing women in leadership.
- **Student and program-related platforms:** Gender and leadership topics are also reflected through program-related content, including MBA communications and blogs, increasing the visibility of women in leadership among a broader audience.

E. Prevention of discrimination and harassment

The institution maintains a zero-tolerance approach to gender-based violence, including sexual harassment, bullying, and all forms of discrimination.

- **Policies:** The Code of Conduct and the institutional policy on the prevention of harassment and discrimination define prohibited behaviors, including sexual harassment, and apply to all employees, faculty, students, and third parties acting on behalf of the institution.
- **Reporting mechanisms:** Confidential reporting channels are available, including speaking with an employee's assigned HR Business Partner, as well as Report It, an independent whistleblowing service managed by Deloitte on behalf of IMD across all regions. The Report It service is communicated on our public website (IMD.org) and posted on stickers throughout the Lausanne campus for participants, vendors, stakeholders (and other non-employees) to also report concerns. Reports are handled confidentially, investigated promptly by trained personnel, and protected by a strict non-retaliation policy.
- **Procedures:** A documented procedure governs the receipt, investigation, and resolution of complaints, including timelines, interim protective measures, possible sanctions, and support measures for affected persons (e.g., counseling is also available through contracted employee assistance programs, including Vicario in Lausanne).
- **Training and prevention:** During onboarding all employees are made aware of our policies, including required signature endorsement of our Code of Conduct. Managers and persons receiving complaints receive additional training in coordination. Awareness of reporting channels is reinforced through internal communications.
- **Monitoring:** Anonymized information on the number, nature, and resolution of reports is reviewed annually by HR, the Leadership Team, and the People Committee of the Supervisory Board to identify patterns and improve prevention.

Public availability and eligibility statement

This Gender Equality Plan is a formal institutional document. It has been reviewed and signed by the President, David Bach, on 9 July 2026. It is published on the institution's public website at www.imd.org and is actively communicated to all employees through the IMD intranet, Spirit, and is included in onboarding materials for new joiners to the institution.

The Gender Equality Plan covers the period 2026 to 2029. Implementation is supported by dedicated resources as described in Section II. Progress against the commitments and indicators defined in this Plan is monitored through annual sex-disaggregated data collection and reported annually to the Leadership Team and Supervisory Board, with a full review planned at the end of the Plan period.

This Gender Equality Plan fulfills the Gender Equality Plan eligibility criterion of the Horizon Europe Framework Programme, meeting the four mandatory process-related requirements: publication as a formal document endorsed by top management; dedicated resources and gender expertise; data collection and annual monitoring; and organization-wide awareness raising and training and resources for staff and managers.