



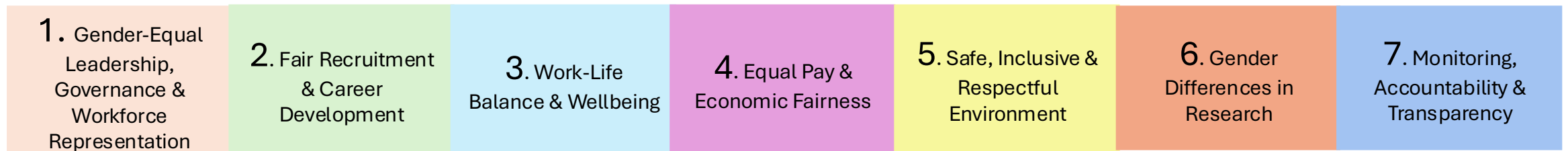
***“Anchoring Trust
Through Science”***

Gender Equality Plan 2026



- The **Swiss Nutrition Health Foundation (SNHf)** is committed to promoting gender equality, diversity, and inclusion across all its activities, including research, partnerships, and knowledge dissemination in nutrition and health.
- As a non-profit organization engaged in scientific collaboration and public health initiatives, SNHf recognizes gender equality as a core value and an essential component of excellence in research and innovation.
- This Gender Equality Plan (GEP) establishes a structured framework to identify, address, and monitor gender inequalities within the organization.

Principles:



We believe independent science is key to improving public health. We seek collaborative efforts using science to develop trustful relationships with our partners. "Anchoring trust through science" is our philosophy. Our overarching goal is to turn science into translatable solutions to empower people making informed dietary choices for sustainable and preventative health.



Executive Committee



Chairman

Vincent Dudler



Vice Chairman

Roger Darioli



Member

Laurent Rivier

Operational Team

Research Team



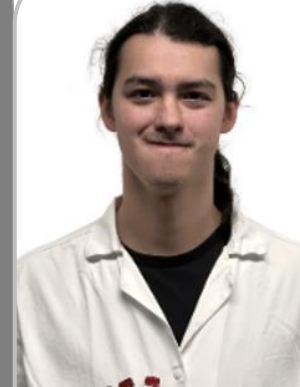
Chief Executive Officer

Serge Rezzi



Nutrition Scientist

**Laís Bhering
Martins**



Principal Lab
Technician
Rafael Rico-Toro



Chemist Engineer &
Quality Manager
Delphine Cuénod



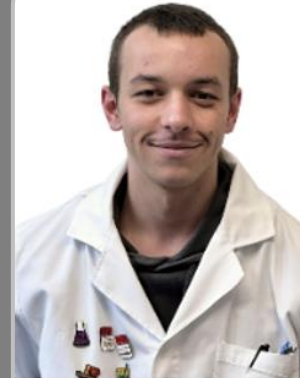
Nutrition Scientist

**Priscila Giacomo
Fassini**



Chemist Method
Development &
Metabolomics

Andrew Hodgson



Lab Technician

Pablo Hänggi



Marketing & Digital
Communication Lead

Martina Gazenova

1. Gender-Equal Leadership, Governance & Workforce Representation

Main goal		SNHf is committed to ensuring gender-balanced representation in leadership, decision-making, and operational processes across all levels of the organization.			
Indicator		Numbers of individual identifying as male and female			
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Ensure gender balance in leadership	Monitor board and leadership composition	% women in leadership roles	0%	At least 1 woman in leadership ($\geq 25\%$) within five years; aim for 40% in the medium term (upon board renewal)	Executive Committee
Ensure gender balance at operational level	Monitor gender distribution across staff	% women in total workforce	33%	Maintain balanced representation (40–60%) annually	Executive Committee
Strengthen talent pipeline	Track progression from operational to leadership/decision maker roles	% women promoted	17%	Ensure that at least 1 leadership/decision maker opportunity is offered to a qualified female candidate when positions become available within five years	Operational Team

2. Fair Recruitment & Career Development

Main goal	Fair recruitment and career development practices align with international human rights and research integrity principles and are essential to ensuring equal opportunities. By promoting inclusive, transparent, and merit-based processes, SNHf enhances talent attraction and retention, improves job satisfaction, and strengthens the quality, excellence, and societal impact of its research and innovation activities.				
Indicator	Numbers of individual identifying as male and female				
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Ensure gender-balanced recruitment	Use gender-neutral language and inclusive procedures in recruitment	% women among new hires/collaborators	50 % in recent hires (100% of Master's students carry out their projects at the foundation)	Ensure balanced recruitment (40–60%) when new positions are opened	Executive Committee
Ensure fair career progression	Monitor access to career development and/or training opportunities	% women accessing training and development	100%	Ensure equal access (≈50%) annually	Operational Team
Promote inclusive selection processes	Apply transparent and merit-based evaluation criteria	Presence of documented recruitment procedures	Not formalized	Formalize procedures by 2027	Operational Team

3. Work-Life Balance & Wellbeing

Main goal	Promoting work-life balance and wellbeing is essential to fostering an inclusive, healthy, and productive working environment. Supportive organizational practices contribute to employee satisfaction, retention, and overall performance, while enabling individuals to balance professional responsibilities with personal and caregiving commitments.				
Indicator	Access to flexible working arrangements and overall wellbeing satisfaction among staff				
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Ensure access to flexible working arrangements	Provide remote and flexible work options where feasible	% staff with access to flexible work	Informal / not formalized	Maintain access for 100% of staff (ongoing)	Executive Committee
Promote wellbeing and work-life balance	Encourage balanced workloads and flexible scheduling where feasible	Staff satisfaction (qualitative or informal feedback)	Informal / not formalized	Investigate-satisfaction annually (informal assessment acceptable)	Operational Team
Support employees with caregiving responsibilities	Adapt work schedules when needed	Retention of staff with caregiving responsibilities	100% in the last year	Ensure retention and support on a case-by-case basis (ongoing)	Operational Team
Foster team cohesion and wellbeing	Organize team-building activities and informal gatherings	Number of activities per year	2	At least 2 team activities per year	Operational team

4. Equal Pay & Economic Fairness

Main goal	Ensuring equal pay for equal work is a fundamental principle of gender equality and aligns with international human rights standards. Transparent and fair remuneration practices contribute to trust, motivation, and organizational integrity, while supporting the attraction and retention of talent.				
Indicator	Gender pay ratio (female-to-male) and existence of transparent remuneration practices				
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Ensure equal pay for equal work	Review compensation across comparable roles	Gender pay ratio (F:M)	Not applicable at present, as there are no comparable roles occupied by both women and men within the current small team structure	Maintain ratio close to 1:1 (no unjustified gap) annually	Executive Committee
Prevent gender-based disparities over time	Periodically review remuneration and roles	Evidence of periodic review	Not formalized	Conduct review annually (informal acceptable)	Executive Committee

5. Safe, Inclusive & Respectful Environment

Main goal	SNHF is committed to providing a safe, inclusive, and respectful working environment, free from gender-based discrimination, harassment, and any form of inappropriate behavior.				
Indicator	Awareness of reporting mechanisms, existence of policies, and participation in training activities				
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Prevent discrimination and harassment	Check defined rules and clear behavioral standards	Existence of formal policy	Defined in the personal regulations	Verify implemented rules by 2027	Executive Committee

6. Gender Differences in Research

Main goal	Considering sex and gender differences in research design, data analysis, and interpretation improves the quality, validity, and impact of research outcomes, particularly in the fields of nutrition and health. SNHf is committed to integrating the gender dimension into research and innovation activities, ensuring that sex and gender analysis are considered where relevant in project design, implementation, and dissemination.				
Indicator	Incorporating biological gender differences into research proposals, projects, and results				
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Integrate gender dimension in research proposals	Include sex and gender considerations in proposal design when relevant	% proposals including gender dimension	To be established	≥ 80% of proposals (when relevant)	Research Team
Promote gender balance in research participation	Encourage balanced participation in research teams and leadership	Gender distribution in project teams and in the scientific board of the foundation	50 % of females in the scientific board	Maintain balanced representation (40–60%) when applicable	Research Team
Strengthen scientific quality through gender analysis	Apply sex/gender analysis in study design and interpretation	% projects including sex/gender analysis	Not formalized	≥ 60% by 2027 (when relevant)	Research Team

7. Monitoring, Accountability & Transparency

Main goal	SNHf is committed to ensuring the effective implementation, monitoring, and continuous improvement of its Gender Equality Plan through transparent processes and clearly defined responsibilities.				
Indicator	Availability of gender-disaggregated data, defined KPIs, and regular monitoring and reporting practices				
Goal	MEASURE/ ACTIVITY	INDICATOR	BASELINE	TARGETS & TIMELINES	OWNER
Ensure accountability	Assign responsibility for GEP implementation	Defined responsible body/person	Executive Committee (informal)	Maintain clear responsibility within Executive Committee and operational team (ongoing)	Executive Committee
Track progress of GEP implementation	Define and monitor key performance indicators (KPIs)	Existence of KPI tracking system	Not formalized	KPI monitoring system implemented by 2026	Operational Team
Promote transparency	Publish and communicate GEP internally and externally	Public availability of GEP on the foundation website	Not published	GEP published and updated periodically (starting 2026)	Operational Team

