



Annual Report

2025

3	Editorial
4	Review and outlook
6	Employees
8	Organisation
9	Members
11	Financial year



Andreas Sturm
President

Dear Reader,

Today, the ability to balance work and private life is far more than a personal aspiration – it is an economic and social necessity. Most employers and employees in Switzerland would wholeheartedly agree with this statement.

There is considerable public interest in this issue, and there are positive developments. The proportion of mothers not in employment has fallen steadily since 2010. However, Federal Statistical Office data for 2024 shows that the traditional division of roles persists. While 80 percent of fathers are employed full-time, the figure for mothers is just 18 percent. Parents who share employment and family responsibilities truly equally remain an exception in Switzerland.

However, given the growing labour shortage, this gap represents a significant opportunity. As the baby boomer generation retires in the coming years and fewer young skilled workers enter the workforce, better integration of mothers into the labour market will be crucial. This represents a huge, as yet untapped potential for our economy.

It is essential for businesses to address these issues at an early stage. More and more companies recognise the need to create flexible working models and family-friendly conditions. Many already help their staff with the high costs of childcare or invest in mental health programmes to strengthen their team's resilience and wellbeing in the long term.

This is exactly where our association's commitment comes in. We see ourselves as partners and problem-solvers supporting firms in turning these complex challenges into tangible benefits. Our aim is not only to advocate for work-life balance for the employees of our member companies in theory, but to make it easier for them in practice.

For us, it is a fulfilling task not only to observe the changing culture in the Swiss workplace, but to play an active part in shaping it, and to build bridges between families and companies. This is very fulfilling work as we can play a direct part in shaping social progress.

While competition for the most skilled workers eased slightly in 2025, demographic trends and the uncertain global situation remain major challenges for the economy. Those who invest in work-life balance today will be best prepared for tomorrow's labour shortages.

As every year, I hope you find this report an inspiring read. My heartfelt thanks go to our whole profawo team – the dedicated caregivers, organisers and everyone involved. Your valuable commitment to profawo and to a modern workplace is the foundation of our success.

Under pressure: Is work-life balance being neglected?

In light of current global events, it might seem as though the world is going backwards. What about the compatibility of family and work in Switzerland? To what extent are social achievements under pressure in times of financial hardship? This interview with profawo's joint CEOs Sandra Gurtner-Oesch and Cornelia Peltenburg provides an insight.

profawo is the largest national association dedicated to helping balance work and family life. Have your members – all of them companies – given this topic the necessary priority over the last year?

Sandra Gurtner-Oesch (SGO): We have noticed that companies are in intense competition for qualified employees, so yes, inevitably. Many companies say that it is difficult to find and to keep suitably qualified staff – not only in specialised fields.

Cornelia Peltenburg (PEL): In this regard, some employers are improving the attractiveness of their employee experience in addition to the challenges of the markets. Most HR departments look for the optimal mix of measures. This did not really change in 2025 despite global upheaval.

And how does profawo membership help with meeting these challenges?

Cornelia: profawo tackles the shortage of qualified employees with practical solutions designed to bring about systemic improvements in working and living conditions. It is important to not only target parents with children aged 0–4 but to take a broader view of the family.

Sandra: Exactly. The breadth of our services makes us unique in Switzerland. Our society is aging. According to the Confederation's estimates, over 500,000 family members are already being cared for and nursed at home. Studies show that this trend is set to continue. Baby boomers have no desire to lose their independence and also stay fit and healthy longer. What's more, many of them will probably not find enough places in care homes.

If I understand you correctly, work-life balance regarding childcare is no longer the sole focus of your activities. Is work-life balance a piece of cake for parents these days? Is this impression misleading?

Sandra: The impression is misleading. Switzerland has, admittedly, gradually established a legal framework in recent years, such as paternity leave. In urban areas, there has been a significant increase in extrafamilial childcare, particularly for children aged 0–4. However, Switzerland recognised the benefits of a work-life balance that allows for a decent quality of life rather late and started from a low baseline. We are still years away from comprehensive provision for children aged 0–12 in rural areas. This fact is also reflected in the employment statistics. Although many mothers are employed in Switzerland, the proportion of part-time jobs with very low hours is also very high.

Cornelia: However, this gap is an opportunity for employers who want to prepare for demographic change. Those who implement active measures for improving work-life balance successfully retain employees and have access to a broader talent pool. In addition, these same companies benefit from a better reputation, which plays a key role during recruitment. They also make a positive contribution to society and the state, as higher employment rates among mothers also increase tax revenue and social security contributions.

Many companies are under financial pressure. Aren't family-friendly measures a cost factor that they would rather avoid?

Cornelia: That would be a shortsighted view. Of course, there are costs involved, but they are offset by benefits. Lower staff turnover means lower recruitment and training costs. Reduced mental loads lead to fewer sick days. Motivated, focused employees are more productive.

Sandra: Overall, the costs of family-friendly measures are more than offset by increased productivity and employee satisfaction. And that is without factoring in the positive image as a family-friendly, successful company

Back to profawo as an organisation. What kept you busy in 2025?

Cornelia: The past year has been exciting and intensive. We were able to increase our number of daycare places in both Zurich and Baden. And we are planning a further expansion in the canton of Zug. In the second year following our merger, we were also able to implement many standardisations which are not particularly visible from the outside, but represent a gain in efficiency within the organisation

Sandra: In terms of our public profile, we were present at the HR Festival in the spring and were able to establish good

Cornelia: We organised renovations and moves, updated our services, and focused heavily on the digitalisation of our offering.

Sandra: And we launched an important project in the field of workplace health management, which is currently being rolled out across the regions.

Cornelia: And of course, our anniversary year in 2026 needed planning.

What can profawo members look forward to in 2026?

Sandra: In keeping with our DNA, we will have anniversary celebrations at all 27 locations. There will be a number of online initiatives complementing them.

Cornelia: And we will hold a general meeting for our members at the Federal Parliament building, as a sign that politics is increasingly important to us.

Sandra: Naturally, we will throw a party to thank all our employees for their valuable work. We now have over 400 permanent employees and can count on around 200 people who take on very flexible assignments at short notice. With such a committed team, we are excited to start the next 30 years and are confident that we will overcome the challenges ahead.

Interview: Reto Probst (Responsible Marketing)



Sandra Gurtner-Oesch
Co-Geschäftsführerin

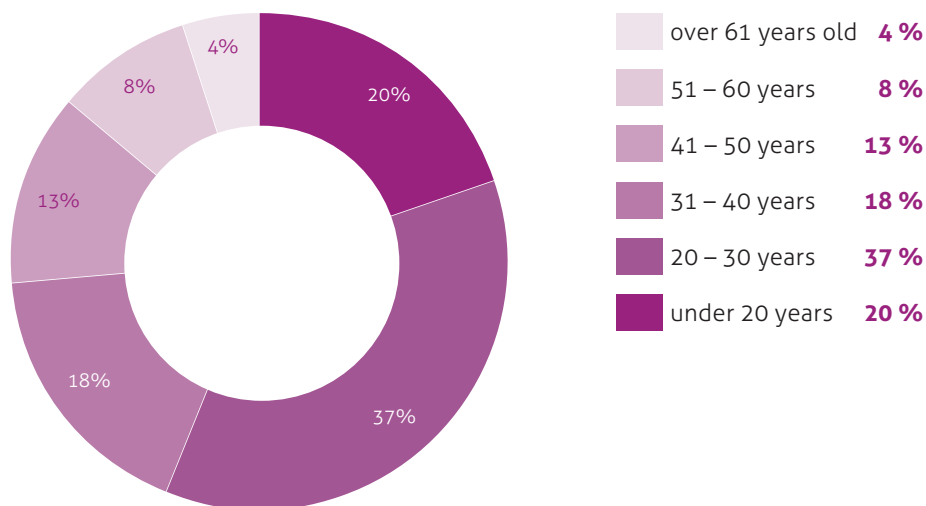


Cornelia Peltenburg
Co-Geschäftsführerin

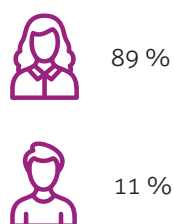
Employees – our most valuable resource

The backbone of our association is the more than 500 people who work for us. They each contribute in their own way to the success of our association as a sum of its parts. With skill, patience, respect, flexibility and great commitment, our employees shape the daily lives of the children and adults in our care. They overcome challenges and celebrate successes. We would like to thank them for their reliability, their commitment, and their boundless positive energy.

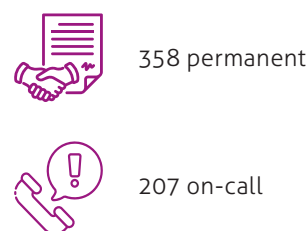
Employees, by age



Employees, by gender



Employees, by type of employment



Employees celebrating a company anniversary



1 employee



3 employees



25 employees

Our core mission: balancing family and work

As a non-profit organisation founded in 1996, the association focuses on three important fields of family management, divided into the following brand areas:

- **profawo**
Our focus is on employers. They are the driving force behind work-life balance and structure their companies, both organisationally and culturally, to make this balancing act possible. profawo provides expert support, thus relieving the burden on internal HR departments. The core of all our activities is family management throughout the entire cycle of life.
- **kids & co:**
Parents with children aged between 0–12 are supported with advice and a wide range of childcare services, enabling them to successfully overcome the everyday challenges and hurdles of balancing work and family life.
- **care & co:**
Working people with care responsibilities for adult relatives are supported with advice and access to respite carers.

The „co“ in profawo’s brands stands for „company“, highlighting the association’s close ties to its member companies, all of which are employers. This close relationship, together with the wide range of services mentioned above, makes our offer unique in Switzerland.

The strong regional presence reflects Switzerland’s federal structures but is also a key part of the association’s DNA, stemming from its early days. The headquarters are in Bern, with branches in Basel, Lausanne, and Zurich ensuring regional representation.

profawo is run by a board of volunteers, comprised of experts in their respective fields, representatives of member companies, and individuals with excellent connections in the political sphere, a sector that is becoming increasingly important in our fields of activity.

Our board members

- Brigitte Amherd, SBB AG
- Simon Dobler, Vice-president, Planted Food AG
- Anita Herren-Brauen, Member of the Cantonal Parliament, Canton of Bern
- Nicole Oberholzer, Middle School and Vocational Education Department of the Canton of Zurich
- Susanne Sacco, UBS AG
- Karin Schmidt, Raiffeisen Schweiz Cooperative
- Andreas Sturm, President, phorbis Communication AG Basel

Christian Bandy, SBB AG, stepped down from the Executive Board at the end of April 2025.

Member companies

Some of our members have been with us for decades. We are pleased that we can inspire them with enthusiasm for our products time and again. We are also happy that we are able to attract new members year after year and thus continue to improve the work-life balance in Switzerland.

As of 31 December 2025, we count the following companies among our valued customers and thank them all for their commitment.

Bern region

aaq - Schweizerische Agentur für Akkreditierung und Qualitätssicherung
 Ausgleichskasse Berner Arbeitgeber
 Berner Kantonalbank
 Bernerland Bank AG
 Bernische Lehrerversicherungskasse
 Bernmobil
 Busbetrieb Solothurn und Umgebung
 Chambre économique Bienne-Seeland
 Die Schweizerische Post AG
 Ecoptima
 Feldmann Advokatur & Notariat
 Gemeinde Muri bei Bern
 Gespa Interkantonale Geldspielaufsicht
 Hirslanden Bern
 Inselspital: Abteilung Elektrophysiologie
 Inselspital: Universitätsinstitut für Radiologie
 DIPR
 Intersport International Corporation
 KPT / CPT
 Marcel Brändle AG
 Regionalverkehr Bern-Solothurn
 Residenz au Lac
 Schweizerisches Rotes Kreuz
 SO HNO
 Spitalzentrum Biel - Centre hospitalier Bienne
 Swissmedic / Schweizerisches Heilmittelinstitut

Zurich region

Adecco Group AG
 Aida
 ARDEGA Deponie AG
 Badenoch & Clark
 Balanx AG
 Banque Pictet AG
 Bär & Karrer Rechtsanwälte
 Baxter Healthcare SA
 Boston Consulting Group AG (Switzerland) (ZH)
 Carlsberg Supply Company AG
 Chubb Insurance (Switzerland) Limited
 Dr. A. E. Scotoni Management und Immobilien AG
 EF Education First Ltd
 Homburger AG
 Human Professional Personalberatung AG
 IAZI AG
 Immofonds Asset Management AG
 Interogo Holding AG
 KAYAK Europe GmbH
 LeeHechtHarrison
 Lenz & Staehelin
 Lindt & Sprüngli (International) AG
 Mercedes-Benz Schweiz AG
 Novelis AG
 Obergericht des Kantons Zürich
 Partners Group AG
 PH Zürich (Angestellte)
 PH Zürich (Studierende)
 pontoon
 Pregnolia
 PROMEA Sozialversicherungen
 Raiffeisenbank Zürich
 responsAbility Investments AG
 Rheinmetall Air Defence AG
 Robeco Switzerland Ltd
 RTP Schweiz AG
 RWM Schweiz AG
 Sanatorium Kilchberg AG
 Skapas Rechtsberatung AG
 Spring Professional
 Swiss Re Management Ltd
 Van de Wetering Atelier für Städtebau GmbH
 Vantive GmbH & Vantive Health GmbH
 VSAO Zürich
 Wenger Vieli AG

Suisse romande

Aga Khan Foundation
 Banque Cantonale Vaudoise
 Banque Pictet & cie SA
 Boston Consulting Group AG (Switzerland) (SR)
 Brönnimann & Gottreux Architectes SA
 EHC - Ensemble Hospitalier de la Côte
 Ematys International SA
 Kalec-Motor SA
 MD PRODUCTION
 Merck ATSA
 Merck Aubonne
 Merck Group
 Merck MSSA
 Migros Vaud
 MSG soins sarl
 Ordre des Avocats Vaudois
 Riviera Rehab Sàrl
 SYSMeta IT Sarl
 TieTalent SA
 Transports publics de la région lausannoise TL

Companies with national membership

Actemium Schweiz AG
AEK Onyx AG
aity AG
Amanox Solutions AG
APP Unternehmensberatung
Arnold AG
Arpe
Avaloq Group AG
Aventicum C.M. (Switzerland) AG
Aventicum Capital Management (Schweiz) AG
Axians IT Services AG
Axians Schweiz AG
Baker McKenzie Switzerland
Bank Now AG
Baumeler
Baxalta Bioscience MFG SARM
Baxalta GmbH
Baxalta Manufacturing SARM
BKW AEK Contracting AG
BKW Energie AG
BKW Energie AG KKM
BKW Wallis
cc energie ag
Climatch AG
Curea Elektro AG
Deloitte AG
Deutsche Bank
DG Rail
Digital Innovation Lab AG
Duvoisin Groux
eBay Marketplaces GmbH
Eidg. Finanzmarktaufsicht FINMA
Eidgenössische Hochschule für Berufsbildung
EHB

Engytec AG
Envilab AG
Ernst & Young Ltd.
Europäische Reiseversicherung
fairtiq AG
Fides Treasury Service AG
Fontavis AG
GARDA Capital Partners
Goldman Sachs Bank AG
Google Switzerland GmbH
Helvetia Asset Management AG
Helvetia Liechtenstein AG
Helvetia Versicherungen Schweiz AG
Hinni
Hochschule Luzern
Holinger AG
HOLINGER International Cosultants GmbH
Infosys Consulting AG
J.P. Morgan (Suisse) SA
La Goule
login Berufsbildung AG
Mercedes-Benz Financial Services Schweiz AG
Omega SA
Onyx Energie AG
Pensimo Fondsleitung AG
Pensimo Management AG
Pensionskasse der CSG
Pensionskasse der Helvetia Versicherungen
Pensionskasse der UBS AG
Pestalozzi Rechtsanwälte AG
PH Luzern
Regimo Gruppe
SBB CFF FFS
Schweizerischer Nationalfonds

Securon AG
SI-TEC GmbH
Smile
Swiss Life AG
Swiss Life Asset Management AG
Swiss Life Holding AG
Swiss Life Intellectual Property Management AG
Swiss Life International Holding AG
Swiss Life International Services AG
Swiss Life Investment Management Holding AG
Swiss Life Select Schweiz AG
Swiss Life Wealth Management AG
Swisscard AECS GmbH
Swissgrid AG
swissuniversities
Takeda Pharma AG
Takeda Pharmaceuticals International AG
TBF + Partner AG
TK Consult AG
UBS AG
UBS Asset Management AG
UBS Asset Management Switzerland AG
UBS Business Solutions AG
UBS Card Center AG
UBS Fund Management (Switzerland) AG
UBS Switzerland AG
Universität Luzern
Verlingue Versicherungsbroker



A Robust Financial Situation

profawo operates on a non-profit basis and reinvests its profits in further ex-panding services to help balance work and family life. The organisation is financed by the sale of work-life balance services, and by its member companies, which provide their staff with comprehensive support and attractive discounts.

The profawo association generated a profit of CHF 141,377 in 2025 (previous year CHF 50,095). Equity amounted to around CHF 4 million at the end of 2025, with an equity ratio of 80% (including voluntary provisions). This means the association has a sound financial basis.

Revenue increased by CHF 0.9 million to CHF 21.9 million (+4.1%). The increase is mainly due to further services launched in the second half of 2024, with the first full-year impact being felt in 2025. The acquisition of a daycare centre in the Baden region also had a positive effect on revenue, as did the gain of new members. The average capacity usage of the facilities remained stable. The decrease of CHF 0.4 million (-52 %) in other income is due to a fiscal reassessment of pedagogic meals. These were previously reported in other income as well as in staff costs.

During the same period, staff costs increased by CHF 0.7 million to CHF 21.7 million (+3.5%), which is also due to the expansion of services. While staff, premises and operating costs increased, office and administrative expenses were reduced by almost a quarter. At the end of 2025, employees once again received at least the full cost-of-living compensation.

Overall, the association is financially stable, liquid and well capitalised. The available reserves and provisions make it possible to self-finance future investments as well as qualitative and structural developments.

Patrice Clerc
Head of Finance and IT

The cash outflow of CHF 1.32 million is attributable to the repayment of an overdraft, the settlement of final invoices, including for renovations relating to acquisitions made in 2024, and a significantly lower level of client prepayments. However, the reduction in our shortterm liabilities has had a positive impact on our key financial indicators; the liquidity ratio II stands at 301%, a level last reported in 2022. The debt-to-equity ratio has also been steadily reduced over the past five years and, at 20% (excluding voluntary provisions), reflects a very healthy capital structure.

Income statement

01.01.2025 – 31.12.2025, in CHF 1'000	2024	2025
Operating income		
Members' contributions	1'192	1'302
Parents', employers' and subsidy fees	14'161	15'028
Income from guaranteed places	274	208
Income from short-term care	94	86
Public subsidies	4'449	4'803
Other income	843	438
Total income	21'014	21'865
Operating expenses		
Personnel expenses	-16'531	-16'832
Operating expenses	-1'268	-1'382
Premises and maintenance expenses	-2'237	-2'783
Office and administrative expenses	-958	-721
Total expenses	-20'994	-21'719
Operating result before net financial income	20	146
Depreciation and amortisation	-83	-127
Financial income	67	54
Financial expense	-25	-23
Net financial income	-40	-96
Operating result	-20	51
Extraordinary, non-recurring or out-of-period expenses	-67	-15
Extraordinary, non-recurring or out-of-period income	132	126
Tax	6	-20
Surplus for the period	50	141

The figures shown in the table are rounded to the nearest thousand Swiss francs. Adding items may therefore result in rounding differences.

The financial statements of profawo were audited in February by: CORE Partner AG

Balance sheet

at 31.12.2025, in CHF 1'000	2024	2025
Assets		
Cash and cash equivalents	4'603	3'283
Accounts receivables	387	514
Del credere	-19	-26
Other short-term receivables	181	11
Current accounts, other profawo organisations	0	0
Accrued income and prepaid expenses	229	532
Current assets	5'380	4'315
Financial investments	1'341	1'390
Property and equipment	317	452
Fixed assets	1'658	1'842
Total assets	7'038	6'157
Liabilities		
Accounts payable	1'230	573
Current accounts, other profawo organisations	0	0
Current accounts EF Education	494	78
Other short-term liabilities	33	241
Accrued expenses and deferred income	362	364
Current liabilities	2'119	1'257
Loans	160	0
Long-term interest-bearing debt	160	0
Provisions	899	899
Long-term borrowed capital	899	899
Association capital	1'627	1'627
Reserves	1'038	1'038
Profit and loss carried forward	1'145	1'195
Surplus for the period	50	141
Equity capital	3'860	4'001
Total liabilities	7'038	6'157

2025 cashflow statement

in CHF 1'000	2025
Profit	141
+ Depreciation and amortization of fixed assets	127
- Gains on financial assets	-90
+/- Decrease/increase in provisions not affecting funds	0
+/- Other expenses and income not affecting funds	54
+/- Decrease/increase in trade receivables	-121
+/- Decrease/increase in other receivables and prepaid expenses	-133
+/- Increase/decrease in trade liabilities	-657
+/- Increase/decrease in other short-term liabilities and deferred income	-285
= Cashflow from operating activities	-964
- Payments for investments in tangible assets	-262
- Payments for investments in financial assets	-13
= Cashflow from investing activities	-275
- Repayments of long-term financial liabilities	-80
= Cashflow from financing activities	-80
Cash/bank assets at 1 January	4'603
Change in liquid funds	-1'320
Cash/bank assets at 31 December	3'283

Publication details

Published by:
profawo
Aarberggasse 20
CH-3011 Bern
+41 (0)31 311 74 09
www.profawo.ch



profawo Basel
St. Johannis-Vorstadt 3
4056 Basel
061 515 69 67
bs@profawo.ch

profawo Zürich
Zähringerstrasse 26
8001 Zürich
044 254 60 50
zuerich@profawo.ch

profawo Bern
Aarberggasse 20
3011 Bern
031 311 74 09
bern@profawo.ch

profawo Lausanne
Rue du Petit-Chêne 38
1003 Lausanne
021 312 88 71
sr@profawo.ch

profawo Tessin
Via Pian Scairolo 8
6915 Pambio Noranco
091 210 21 12
ti@profawo.ch