



Success Factor Gender Diversity: Recommendations for CHRO and BoD-NCC

Prerequisites for attracting and retaining
the best-qualified female talents for the top management

Written by Dr. Fabienne E. Meier
March 2021

www.knightgianella.ch

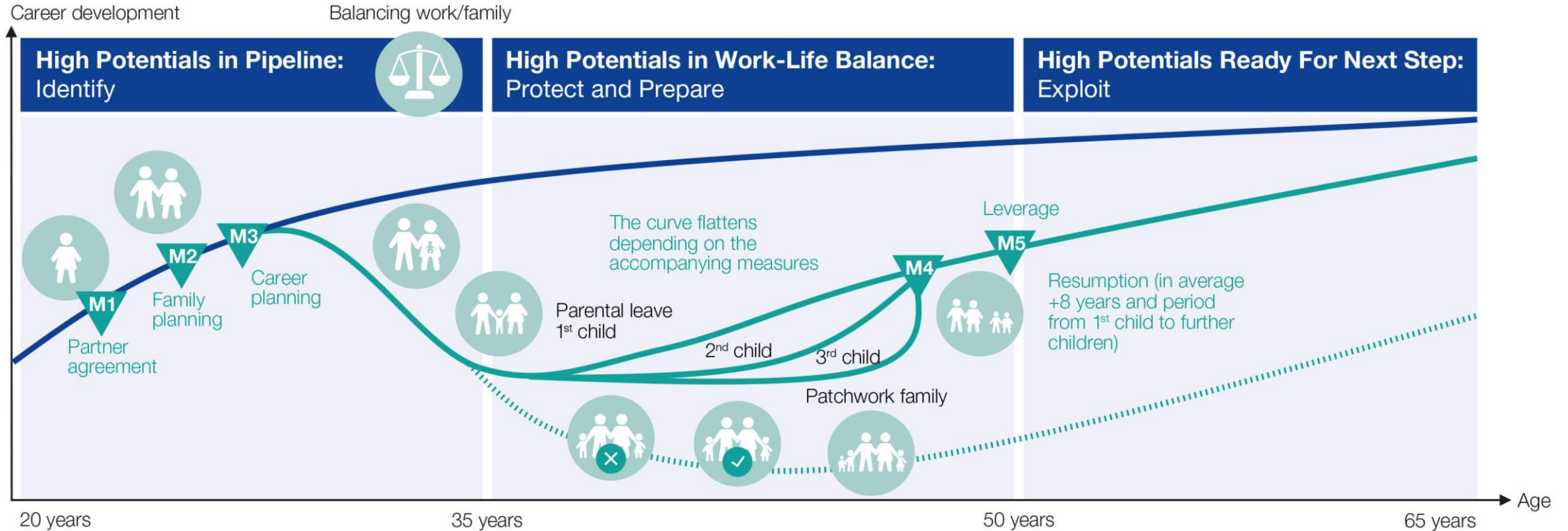


First requirement: Address the needs of the best qualified female talents.

- **Access to talents:** Gender diversity is an essential competitive advantage for companies. For structural and societal reasons, a highly qualified female talent is a scarce resource in Switzerland. CHRO and BoD-NCC Members are recommended to work outside their own networks (to think outside the box) with selected partners in executive search. Through their relevant expertise and credibility in gender diversity, these partners can demonstrably ensure the best possible, trusted access to these rare best-qualified talents. In addition, companies are advised to build their own talent pipeline and retain their high potentials for the longer term.
- **Women's needs:** The majority of women want to be involved in a company to make a meaningful contribution. They demand value-based leadership, conflict-free collaboration (structures), and unbiased communication. They criticize purely male-dominated committees, conflict-ridden (but also unnecessary) meetings, and unconscious bias. 70% of women have children and also have to manage the work-life balance. They choose company cultures with a meeting culture that is as family-friendly as possible and less conflictual.
- **Gender diversity career model:** CHRO and BoD-NCC Members should proactively address the taboo topic of family planning and offer female talent solutions that can be financed with the school system and expensive accompanying measures that are considered unfriendly to business in Switzerland. These include highly skilled part-time positions with visibility and little administration, as well as family-compatible meeting times. With an individual savings ring/mentoring and further training, female talents can be prepared for future requirements and tied to the company.



Second requirement: The taboo topic of family planning must be addressed proactively.



Copyright © 2021 Gender Diversity Career Model, Dr. Fabienne E. Meier, Knight Gianella & Partner AG. All rights reserved.

— Men of generation Y and baby boomers, women (without children)
— Women (with children) and men of generation Z

Copyright © 2021 Dr. Fabienne E. Meier, Knight Gianella & Partner AG. All rights reserved.

The analysis by Knight Gianella and the recommendations is based on 100 individual interviews with female Board Members, CEOs, and CHROs from listed and large non-listed companies in Switzerland from September to November 2020 and extensive literature research.



Benefits: Gender diversity promotes team dynamics and makes companies more successful.



Talent acquisition: Companies that have women as value-based figureheads in top management are more attractive to other women. These companies will win the battle for female talents.



Talent retention: Companies that address the needs of women and ensure work-life balance can retain their female talents. Women and companies are the winners.



Diversity of perspectives: Women bring a different perspective to the discussion. They place more emphasis on sustainable issues and are more cost-conscious. The exchange promotes innovation and improves decision-making.



Engagement: Female talents who are supported during the family phase have a stronger bond with the company. This has an impact on participation and engagement.



Competitiveness: Gender-mixed teams perform better than the industry average. Companies with at least one woman on the Board of Directors are on average 20% more successful than those without women.



Women's quota: If listed and large non-listed companies build up a pipeline of best-qualified female talents, they can achieve the required women's quota at Board of Directors and Executive Management level.



We look forward to sharing thoughts with you!



Dr. Fabienne E. Meier
Partner

Your contact:

Knight Gianella & Partner AG
Alte Landstrasse 115
8702 Zollikon/Zurich

T +41 44 421 29 29
office@knightgianella.ch
www.knightgianella.ch