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Success Factor Gender Diversity: Paradigm Shift for BoD and CEO

Recommendations for establishing a pipeline of best-qualified female talents for listed and large non-listed companies

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Paradigm shift: Socio-political pressure and the new Swiss law on stock corporation call for a transformation.

Traditional working world

Cultural

- Leadership through the allocation of tasks and responsibilities
- Money- and reward-oriented company culture

Structural

- Male-dominated boards with traditional forms of leadership and cooperation
- Inconsistent target operating model



From a homogeneous board ...

Trigger:

Socio-political pressures and women's quota

Opportunity:

Competitive advantage through gender diversity



Diversity as part of the corporate strategy

Board of Directors and Executive Management evaluations

Structural framework for diversity

Best-qualified talents

- How does the company have access to talents?
- What profiles are needed and what is the composition of the team?

Ensure talent management

Conflict-free structures

- What structures create clear and complementary responsibilities?
- How to build more agile working structures?

More competitive working world

Cultural

- Leadership through orientation towards values and purpose
- Value-based, unbiased and team-oriented company culture

Structural

- Gender-mixed teams with agile leadership and collaboration
- Consistent target operating model with clear responsibilities and without inherent conflicts



... to a heterogeneous team

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Prerequisite: The framework conditions for diversity must be set up in companies.

Goals

- Increasing competitiveness (different views, more innovation, better decisions)
- Value-added handling of socio-political pressures
- Achieving the required women's quota in Swiss law (30% women at Board of Directors and 20% at Executive Management level)

Strategic dimensions



 Gender diversity as part of the corporate strategy
 Goals and strategic direction for the company



3. Structural framework for gender diversity
Strategy-oriented target operating model with clear and complementary responsibilities



Board of Directors and Executive
 Management evaluations

 Positioning of the team members as value-based figureheads with conflict-free cooperation



4. Ensure talent management Build own talent pipeline, incl. evaluation of key talents

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Holistic gender diversity approach: The whole organization must be involved in the transformation.

Create framework conditions ...



Gender diversity as part of the corporate strategy

- Goals and strategic directions
- Realignment of the tasks of the BoD-NCC
- Empowerment CHRO position



Board of Directors and Executive Management evaluations

- Team composition and team dynamics
- Profiles and competencies of board and management members
- Positioning and sparring of key personnel



Structural framework for gender diversity

- Target operating model
- Conflict-free structures



... for a successful talent pipeline

- Attracting and retaining the best-qualified female talents, considering expertise, leadership experience, personality and Knight Gianella's Gender Diversity Career Model
- Evaluation of top talents for the top management

BoD

Commitment

CEO/EM

Positioning and promotion

Top Management and Team Leaders

Ensure talent management

- 1. High potentials ready for next step
- 2. High potentials in work-life balance
- 3. High potentials in starting phase



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.

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We look forward to sharing thoughts with you!



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