



# **Gender Diversity as a Success Factor: Measures and Inhibiting Factors**

Recommendations for the establishment of best-qualified  
women in top Swiss management boards

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## **Gender diversity: It takes more than the new gender benchmark. It requires a genuine belief that gender-mixed management teams are more successful.**

- **Initial situation:** The gender benchmark (since January 2021) has proven to be a useful lever to get the best-qualified women into top management (BoD, CEO, EM) faster. However, current figures show that 31% of companies still do not have a woman on their management board.
- **First measure (64% of respondents): The stance of the CEO (in word and action)**  
CEOs are the most important identification figures for leaders in the company and carry the topic of gender diversity internally and externally with a clear and consistent stance. They can strengthen the CHRO and assign them competencies and budgets to anchor the topic.
- **Second measure (55% of respondents): The compatibility of family and leadership positions**  
The acceptance for flexibility in the family years is necessary so that mothers are willing to pay the price of a career (cf. inhibiting factors) and are later available for positions in top management. The problem of reconciliation - with the high demand for a leadership position with international mobility, expensive childcare, and further costly accompanying measures to master a complicated Swiss school system - brings most families to their knees.
- **Inhibiting factors:** Paying the price of a career (i.e., also making personally drastic compromises in favor of a career) is seen as a particularly high inhibiting factor. Other important reasons include weaker presence in business networks, lack of role models, time availability, and women's lower international mobility.
- **Conclusion:** A societal and economic shift in thinking is needed to reap the benefits of gender-mixed leadership teams. However, it should not be forgotten that a leadership position at an executive level demands a high level of commitment and requires the demonstrable performance success of a competent top management team.



## Measures for better gender diversity

«Which three of the following measures do you think are particularly suitable for ensuring gender diversity at all management levels?»

*% of those surveyed*

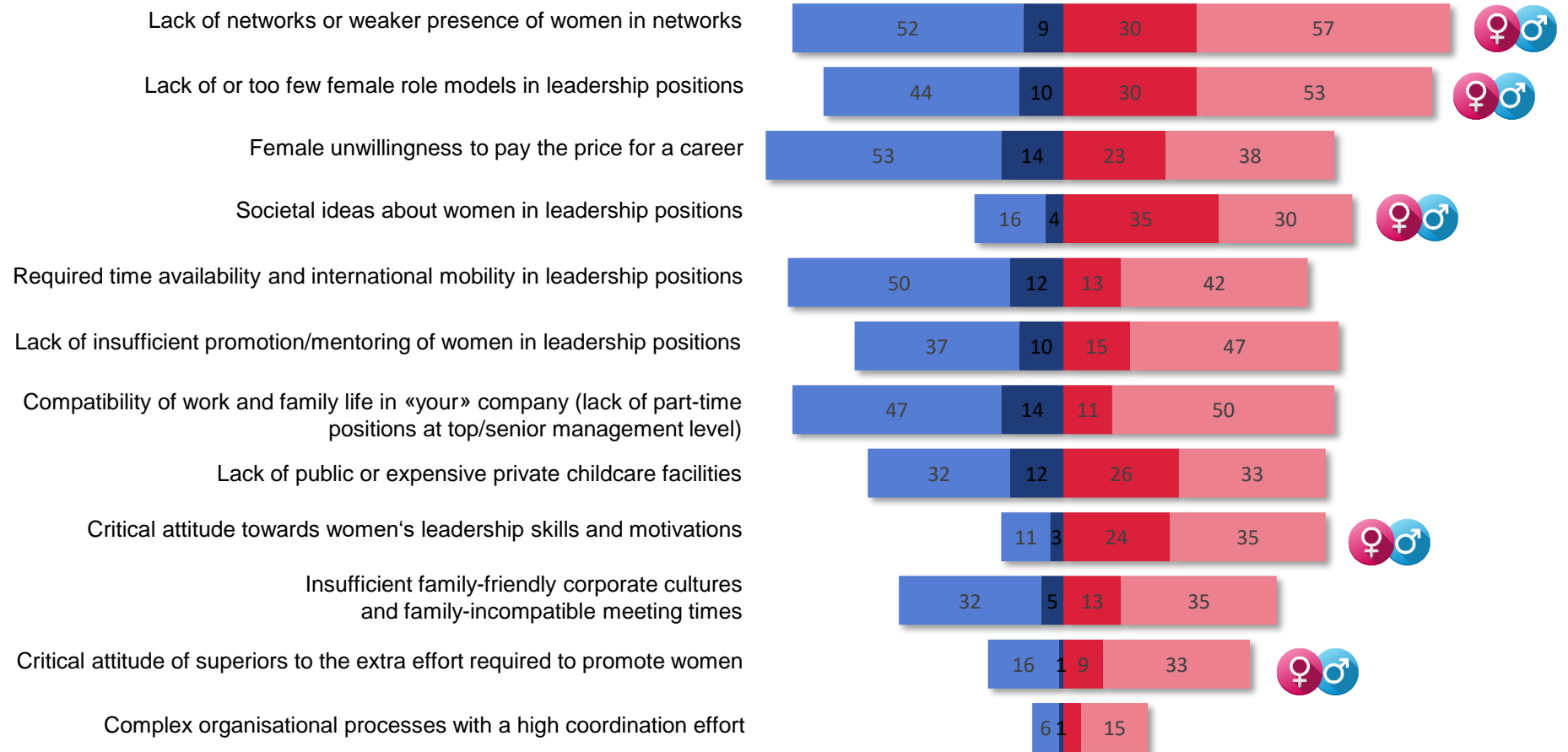
Measures for ensuring gender diversity at all management levels	Male	Female	Overall
CEO stance: clear and consistent stance on gender diversity from the CEO, both in word and action (including empowerment of the top HR function)	63.5	64.6	63.8
Compatibility: adjustment of working conditions for a better compatibility between family time and leadership positions for both men and women (part-time positions, family-compatible meeting times, little travel, little need for coordination)	55.8	52.1	55.2
Promotion: promotional programmes for women in leadership positions	55.8	22.9	47.1
Goals: clear targets for gender diversity at all levels in the company	37.2	60.4	42.9
BoD role model: the board of directors is a role model for gender diversity and strives for parity (50% women / 50% men)	29.5	37.5	31.0
Starting a family: professional support for women before or during starting a family (sparring / mentoring) to prevent them from leaving the profession	19.9	18.8	19.5
Prejudices: individual sparring of male and female leaders who have «unconscious» prejudices; fight power struggles that slow down the development of female talents	17.3	20.8	18.1
Bonus: bonus-relevant targets for the top management	5.8	12.5	8.1
ESG report: measuring gender diversity through ESG reporting	5.1	8.3	6.2
Workshops: training and development programmes with workshops to emphasise the benefits of gender diversity and to improve diverse cooperation	4.5	2.1	3.8

n=207

# Inhibiting factors of better gender diversity

«Which of the following factors prevent or impede better gender diversity (representation of both genders) in the governing bodies of Swiss companies?»

Percentage of males / females surveyed



n=207



= significant differences

■ Strongly agree, male

■ Fairly agree, male

■ Strongly agree, female

■ Fairly agree, female

**We look forward to exchanging ideas with you!**



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