

Knight Gianella

Excellence in Executive Search and Board Appointments
Our passion since 1965



Knight Gianella Board Survey 2021/22 in collaboration with IMD

**Gender Diversity results of surveying board members of
publicly listed and large non-public Swiss enterprises.**

Knight Gianella Board Survey 2021/22 in collaboration with IMD

The proportion of women in leadership positions is to rise in the next three years. But how?

BoD members of listed and large Swiss companies expect the proportion of women in leadership positions to rise from today's 26% to 35.5% in the next three years. The increase in the proportion of women on the management boards of these companies is expected to be even greater, from 14.1% to 25.5%. However, diversity is only mentioned spontaneously as a significant challenge to boards of directors by 10% of those interviewed, with the difference of it being mentioned by women (16.7%) and men (7.7%) being statistically significant. Even more surprising is that only 11 of the 203 participants spontaneously mentioned diversity as a major challenge for CEOs.

Female and male BoD members only agree to a limited extent on what the largest inhibiting factors are for better gender diversity. While 35% of women are convinced that societal values inhibit gender diversity, this conviction is only shared by 4% of men. Other important reasons are the lack of a network, the lack of role models, the desire for a career, time availability, and international mobility.

This year, Knight Gianella's established and traditional VR study was again conducted and analyzed by Prof. Dr. Stefan Michel, Professor of Marketing and Strategy at IMD in Lausanne.

We wish you new insights, clarifying confirmations and inspiration for your leadership activities while reading.

Knight Gianella (www.knightgianella.ch)

Since 1965, the executive search consulting firm Knight Gianella has focused on national and international consulting on the search, appointment, and evaluation of key positions at executive, CEO, and board level. Founded as a member of a U.S. consulting group, we have been an independent boutique partnership with a Swiss mindset since the mid-1990s.

Our clients like to consult us for specific and sensitively designed succession plans or new appointments. Our qualities are many years of consulting experience, even in unusual business situations or personnel constellations. Further quality features are our highly professional international research coupled with an exceptional network of contacts.

Our success rate over the last years is at a high 98%, the repeat business at over 70%. On average over the last few fiscal years, partners Sandro V. Gianella, Dr. Fabienne E. Meier and Stephan Reifferscheid have successfully and sustainably filled around thirty key positions at executive and board level each year.

For discussion and to answer your questions, Sandro V. Gianella as initiator of the Knight Gianella BoD survey will be happy to answer your questions at +41 44 421 29 03 or svg@knightgianella.ch.

Research method and research partners

Description of the study

The study was conducted online in German by the IMD in Lausanne in the third quarter of 2021. All of those interviewed were informed in writing by Knight Gianella in advance. The answers are anonymous, so it is not possible to draw conclusions about individual people or companies.

Of the 210 participants, 75% hold a mandate at listed companies, 34% at family-dominated companies and 18% at state-related companies. The majority serve on at least one audit committee (61.7%), compensation committee (59.6%), and nomination committee (54.6%). Due to multiple responses and mandates, the total number is higher than the number of all the participants.

With a very high response rate of over 29.8% of the 705 BoD members surveyed, and a steady percentage of women at 24%, the results can be considered representative.

Participants were involved in an average of 3.64 administrative boards at the time of the study.

If men's and women's answers differ significantly, we have marked it with this symbol. Because the average age of female participants is younger, we tested age as a control variable in the significance tests.



IMD. Real Learning. Real Impact

The International Institute for Management Development IMD in Lausanne is one of the best business schools in the world, according to rankings by the Financial Times, The Economist, Bloomberg, Forbes and other publications (www.imd.org/why-imd/rankings-awards/).

IMD focuses on education and training of global leaders and supports organizations in their transformation processes. Research at IMD is always application-oriented and evidence-based and is grouped in several research centers:

IMD Global Board Center

Global Center for Digital Business Transformation

IMD World Competitiveness Center

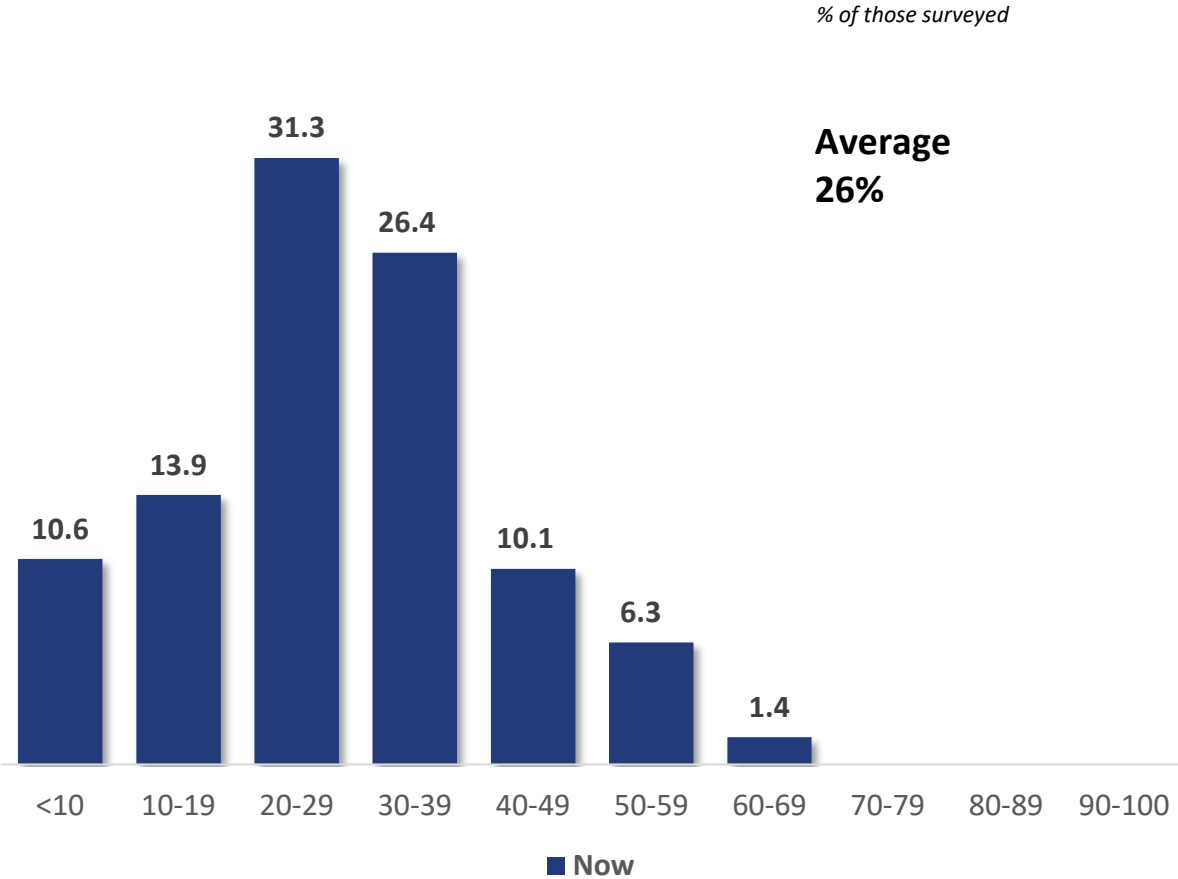
Elea Center for Social Innovation

IMD Global Family Business Center

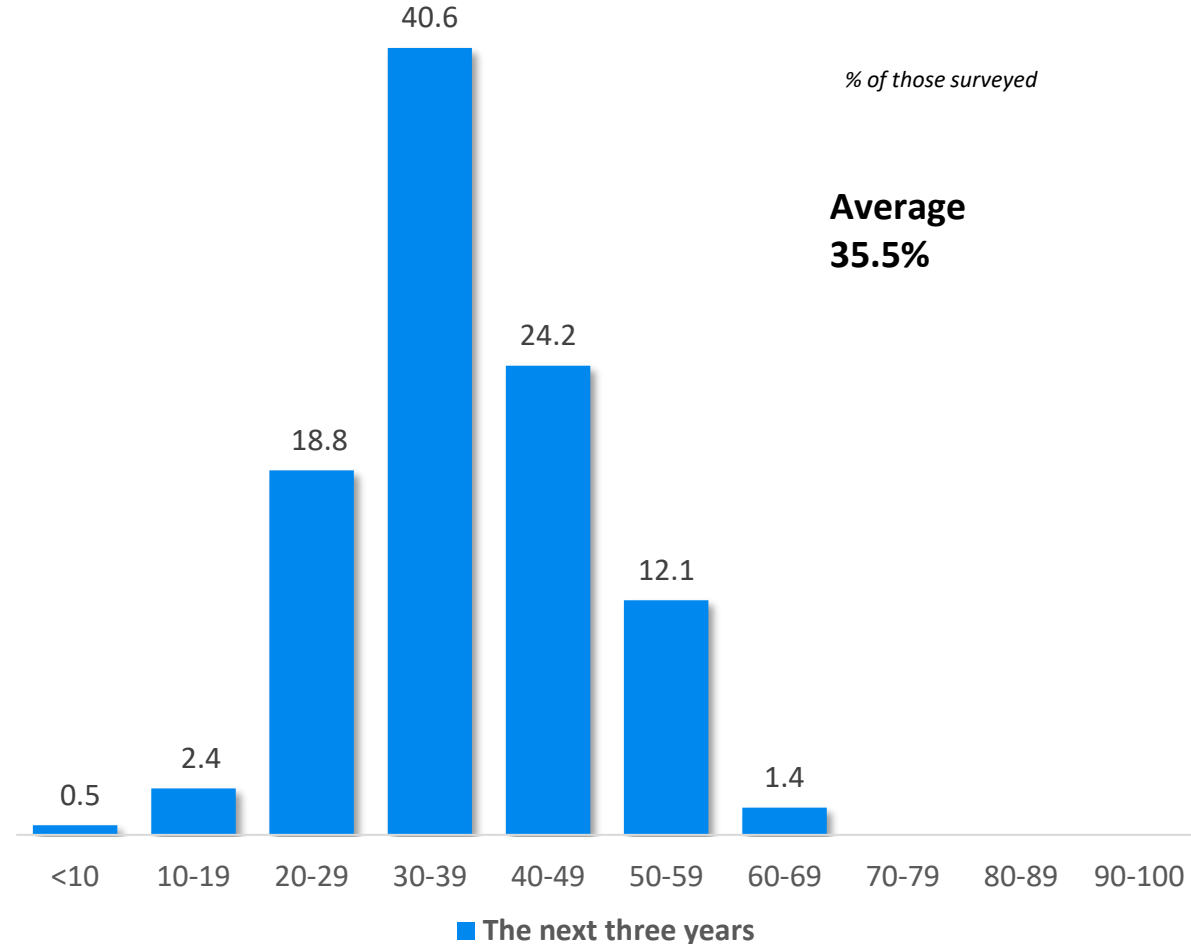
IMD CEO Learning Centre

Proportion of women on the Board of Directors

«What is the current percentage of women on your board of directors?»

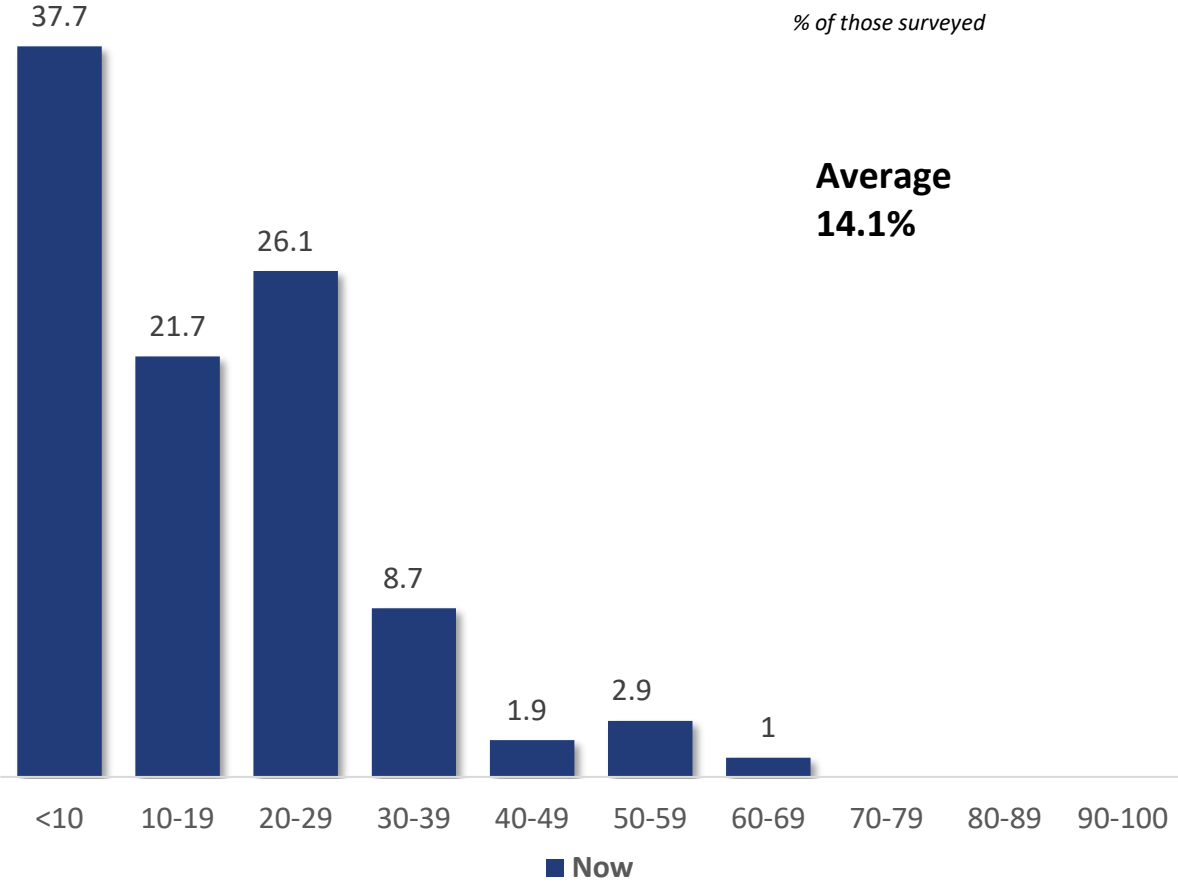


«What percentage of women do you expect to be on this board in three years' time?»

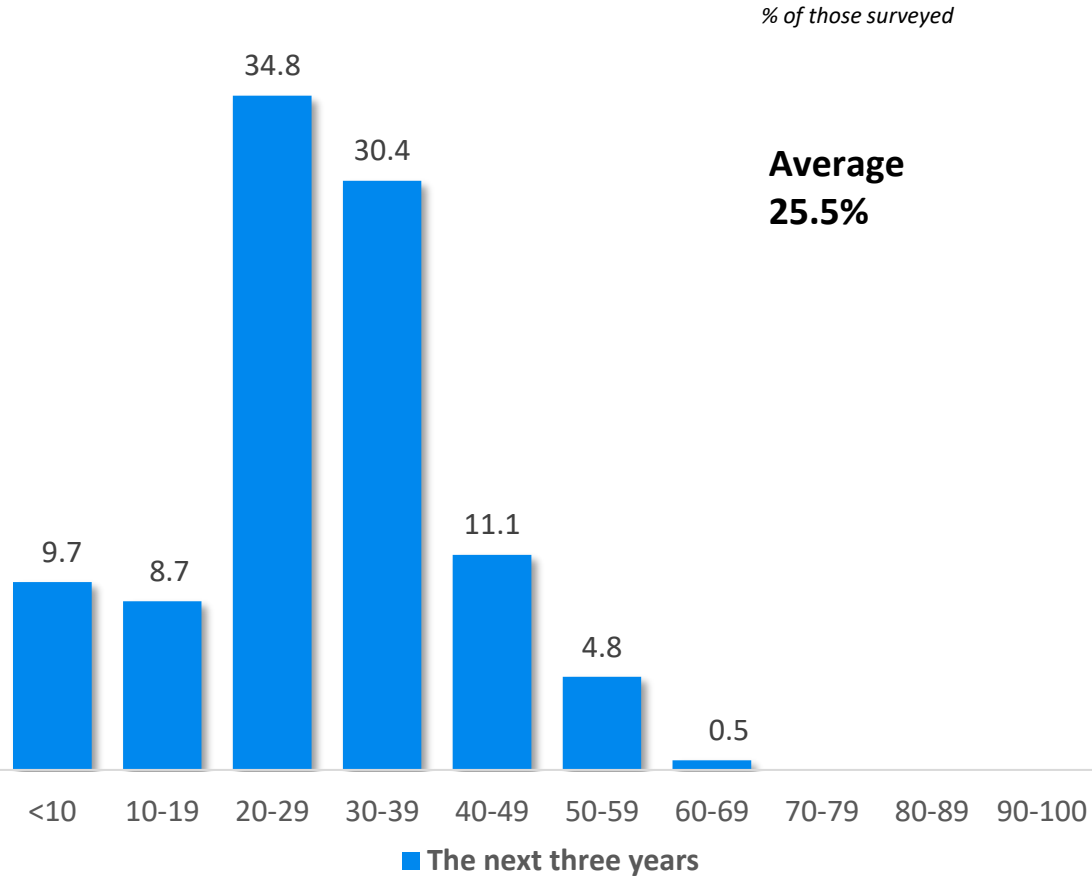


Proportion of women in management

«What is the current percentage of women in your management?»

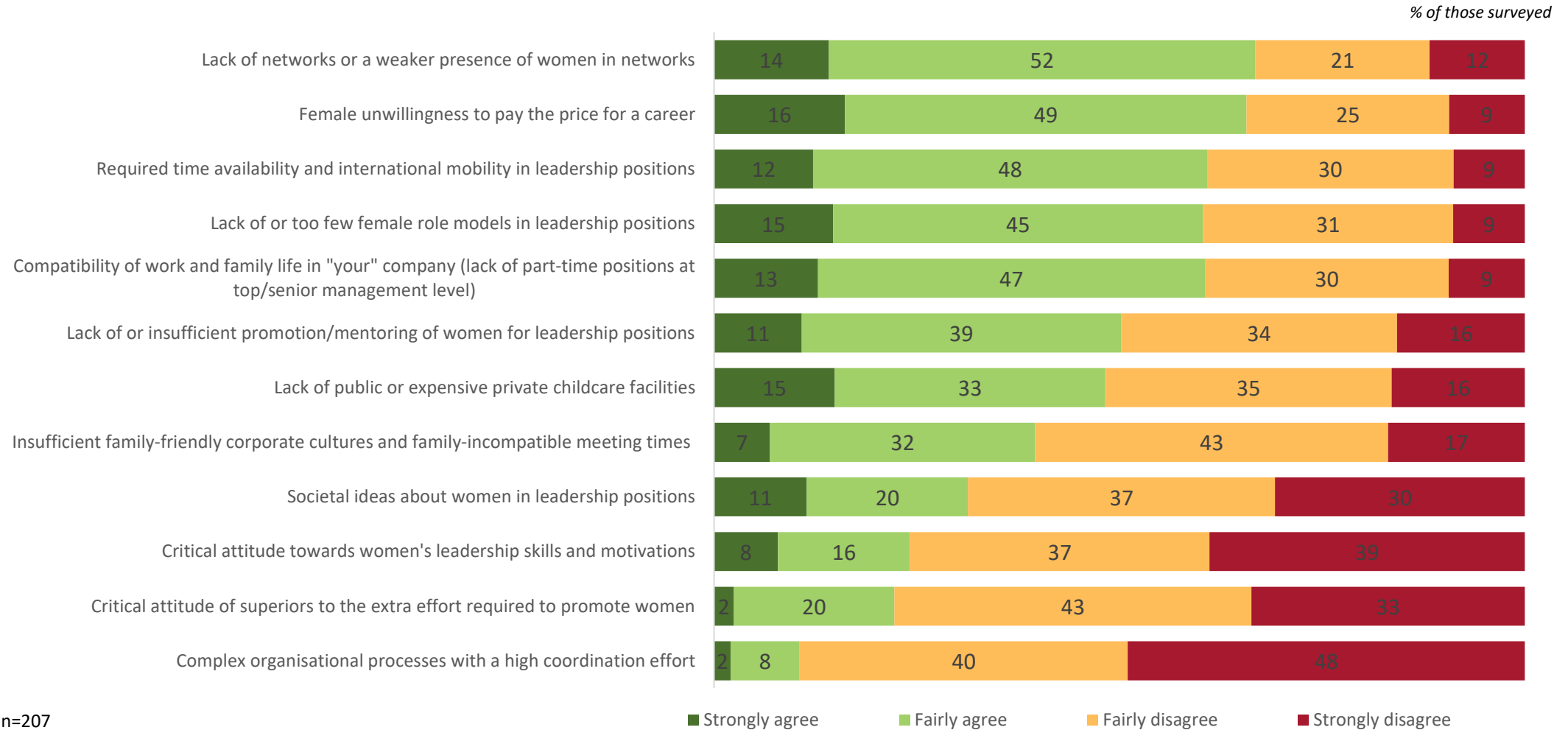


«What percentage of women do you expect to be in this management in three years' time?»



Inhibiting factors of better gender diversity

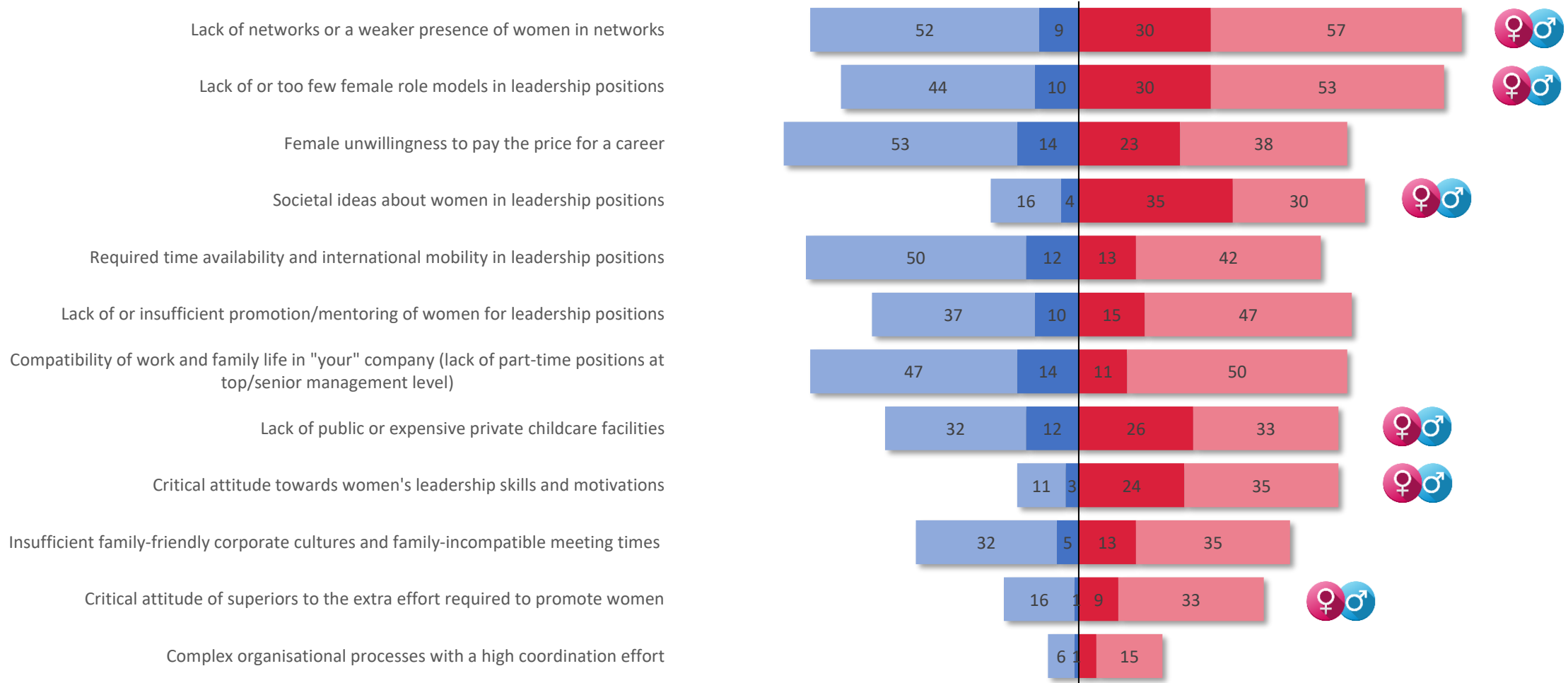
«Which of the following factors prevent or impede better gender diversity (representation of both genders) in the governing bodies of Swiss companies?»



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

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?»

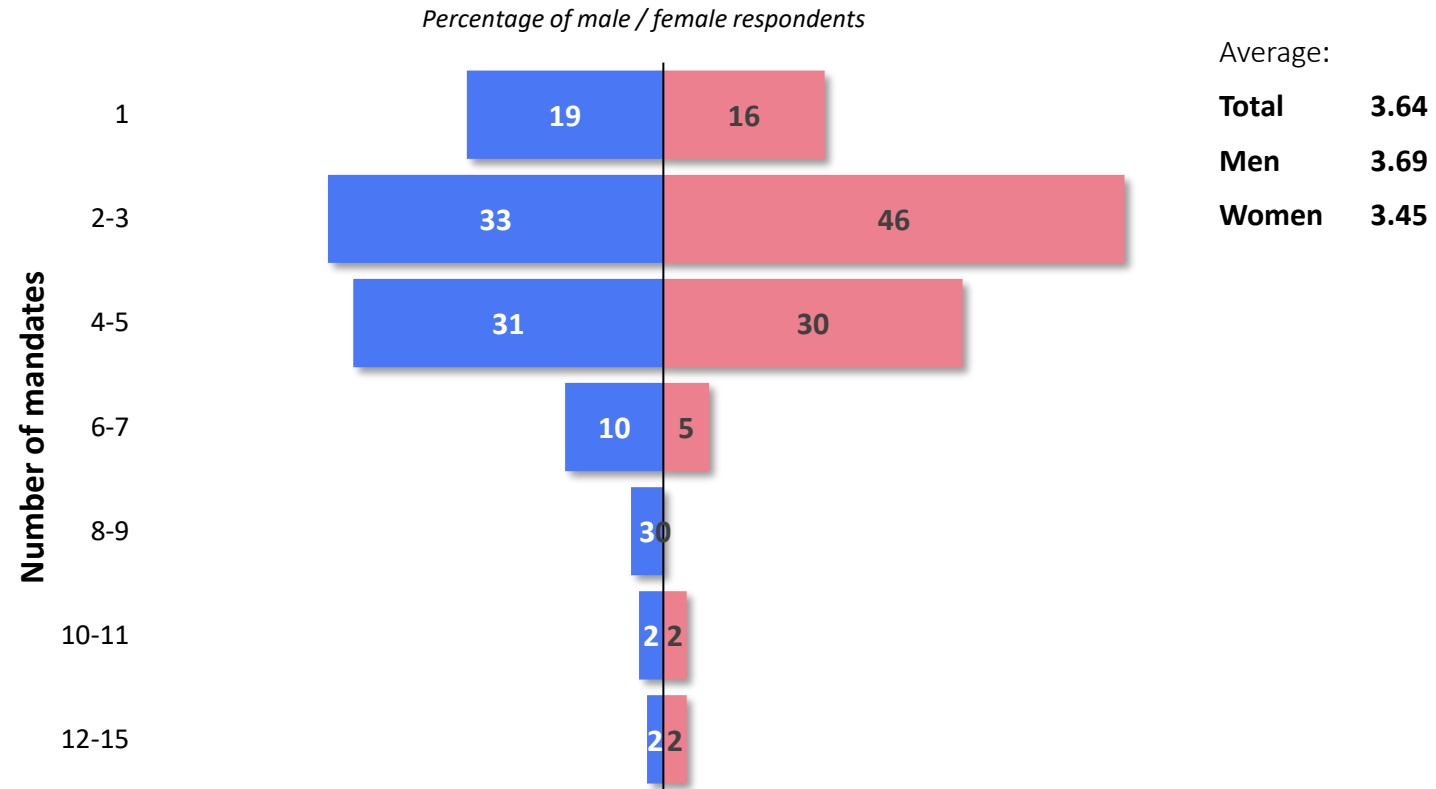
% of those surveyed

Measures	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 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

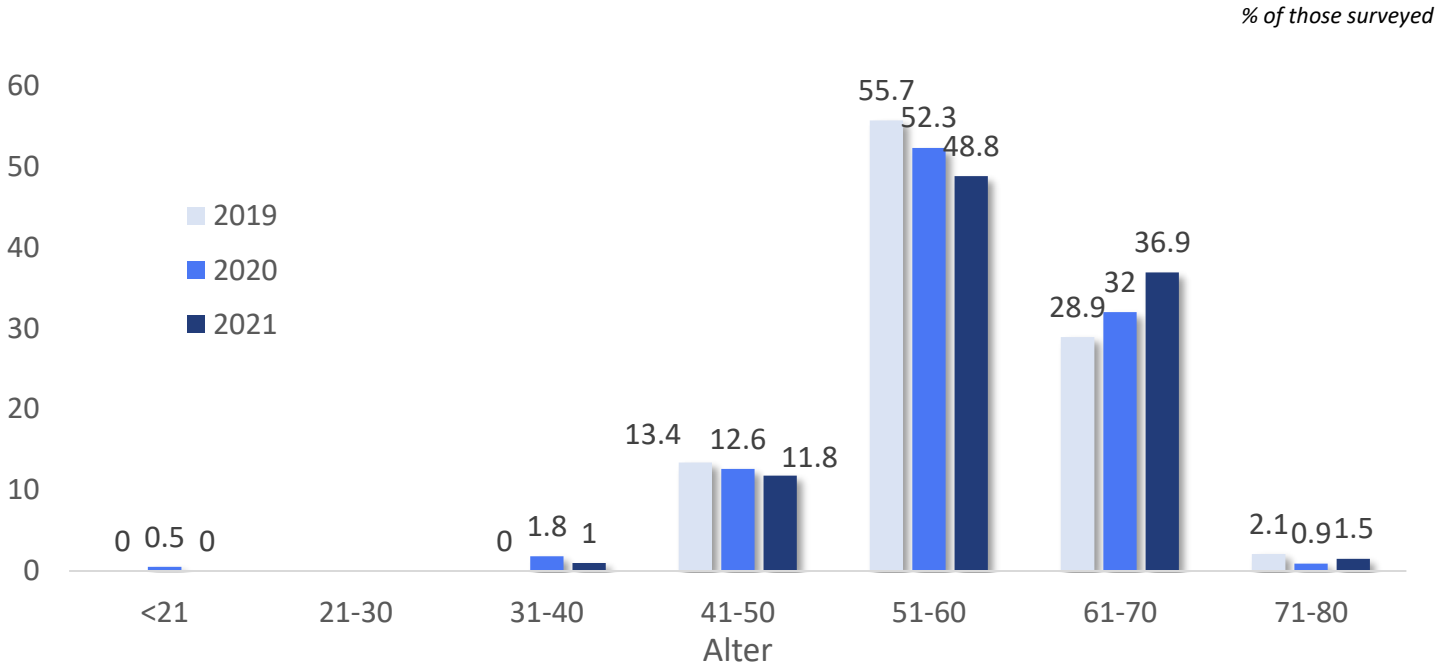
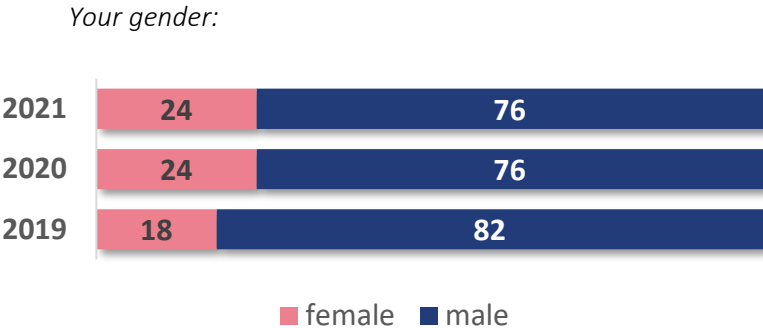
Mandate structure of the respondents

2021: «Number of all your BoD / BoD mandates»



The respondents most frequently hold 2-3 BoD / BoD mandates, the largest majority holds 2-5 mandates. The average is 3.64, with no significant difference between women and men.

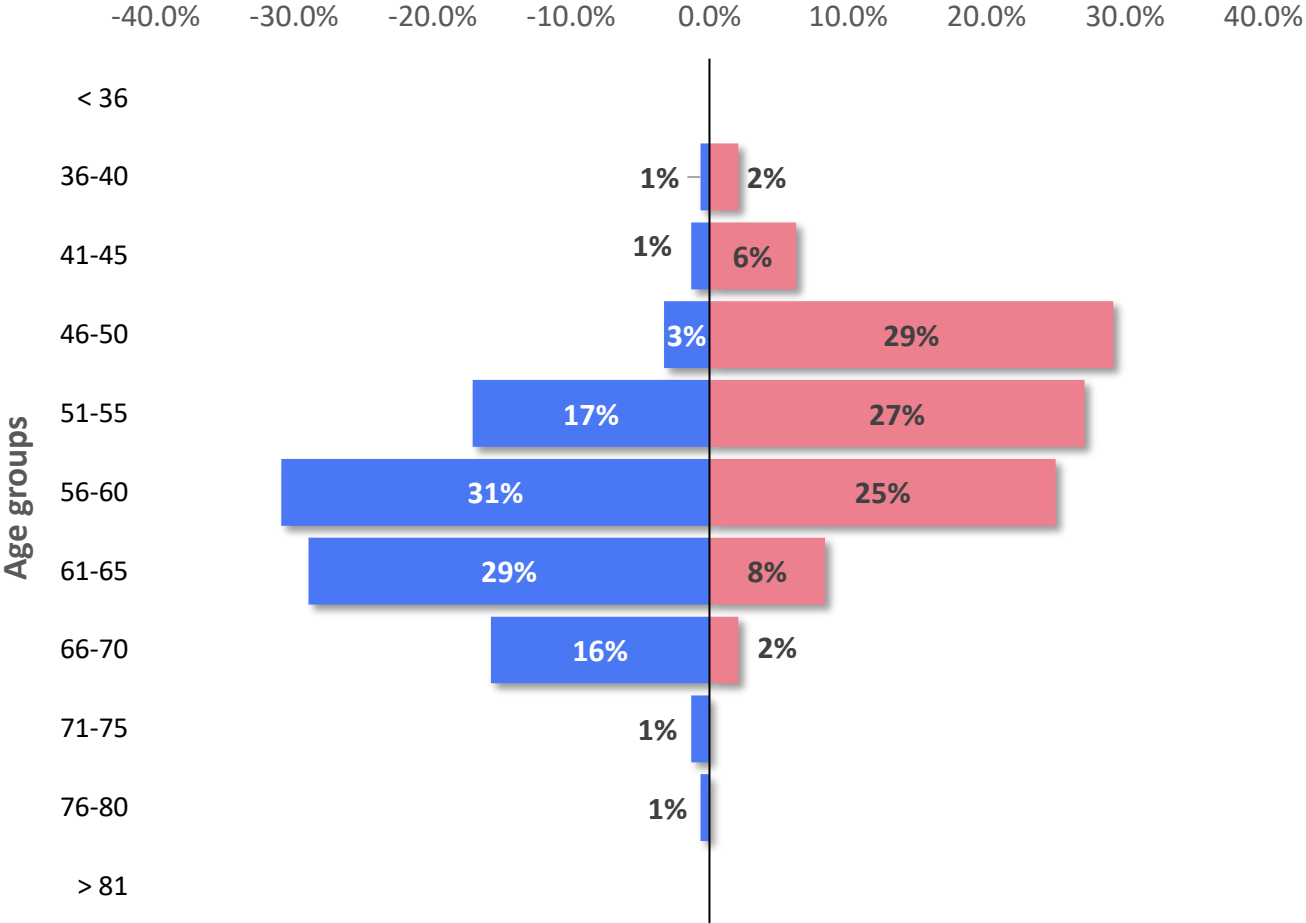
Demographic characteristics of respondents



n = 182

The proportion of women participating remains at 24%. The age of participants is slightly higher than in the previous year, but the age structure of the boards of directors represented is virtually unchanged. Around one fifth of respondents did not provide demographic information.

Age distribution on Boards of Directors



On average, women are 6.5 years younger, with the age group of those between 46 and 50 most represented. For men, it is the age group of 56 to 60, followed by the group of 61 to 65.

BoD structure main mandate

2021: «What is the board structure of your main mandate? (Note: The total number of women plus men should be equal to the total number of CH and non-CH.)?»

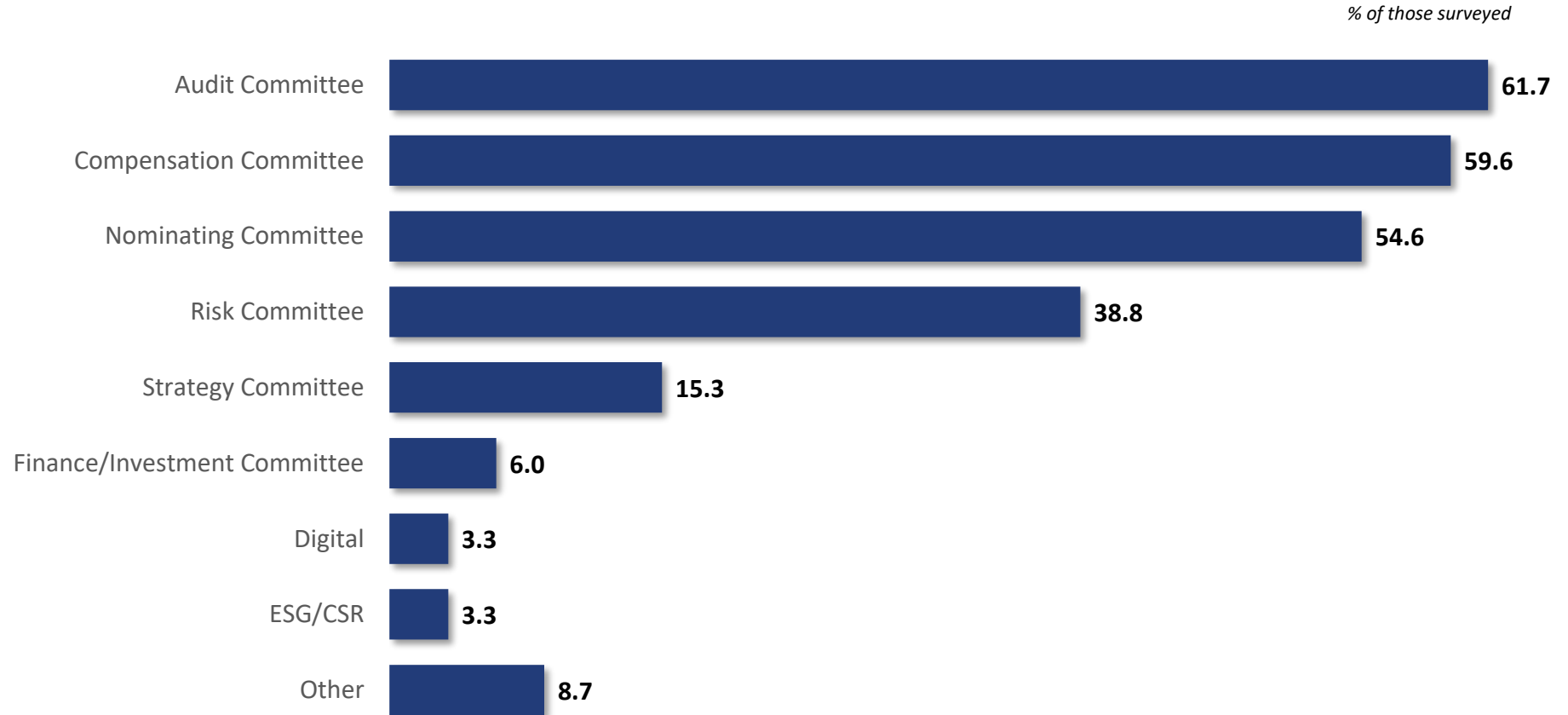
n = 210				
Years old	Women	Men	Total	Percentage
Up to 39	16	7	23	2%
40 - 49	110	68	178	14%
50 - 59	169	427	596	46%
60 - 65	57	298	355	27%
66 - 72	17	126	143	11%
73 plus	0	10	10	1%
Total	369	936	1305	100%
Percentage	26%	74%	100%	

n = 210				
Years old	CH	Non-CH	Total	Percentage
Up to 39	16	5	21	2%
40 - 49	117	37	154	14%
50 - 59	398	123	521	46%
60 - 65	206	92	298	26%
66 - 72	93	29	122	11%
73 plus	11	2	13	1%
Total	841	288	1129	100%
Percentage	74%	26%	100%	

The proportion of women in the represented BoD bodies increases from 24% to 26%. The age distribution is not identical due to missing values. Compared with the previous year, the proportion of those under 60 increased from 57% to 61%.

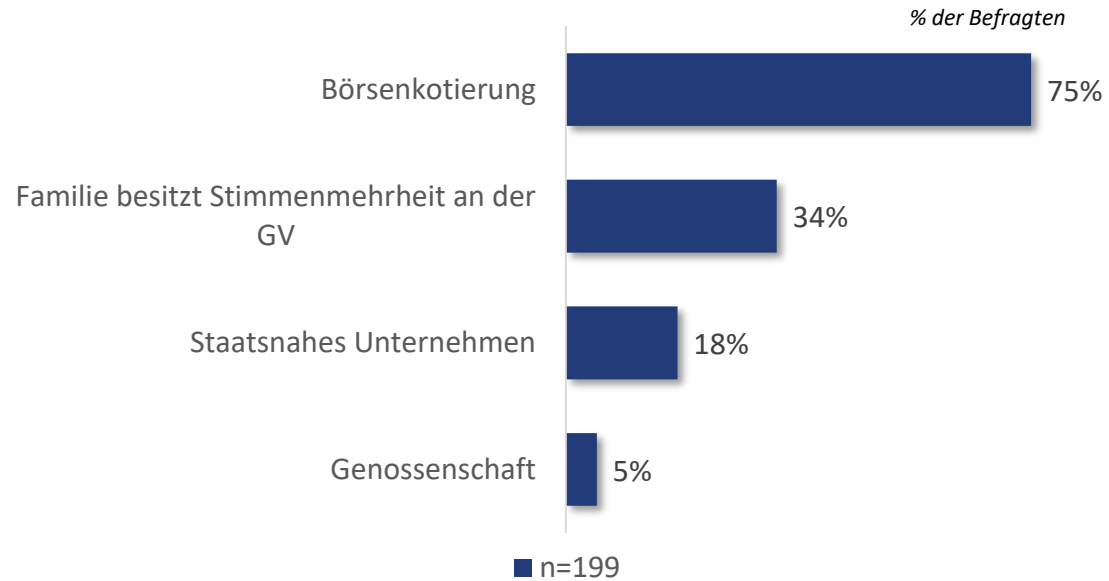
Representation on Board Committees

«In which BoD committees are you active (all mandates)? (Multiple answers possible)»

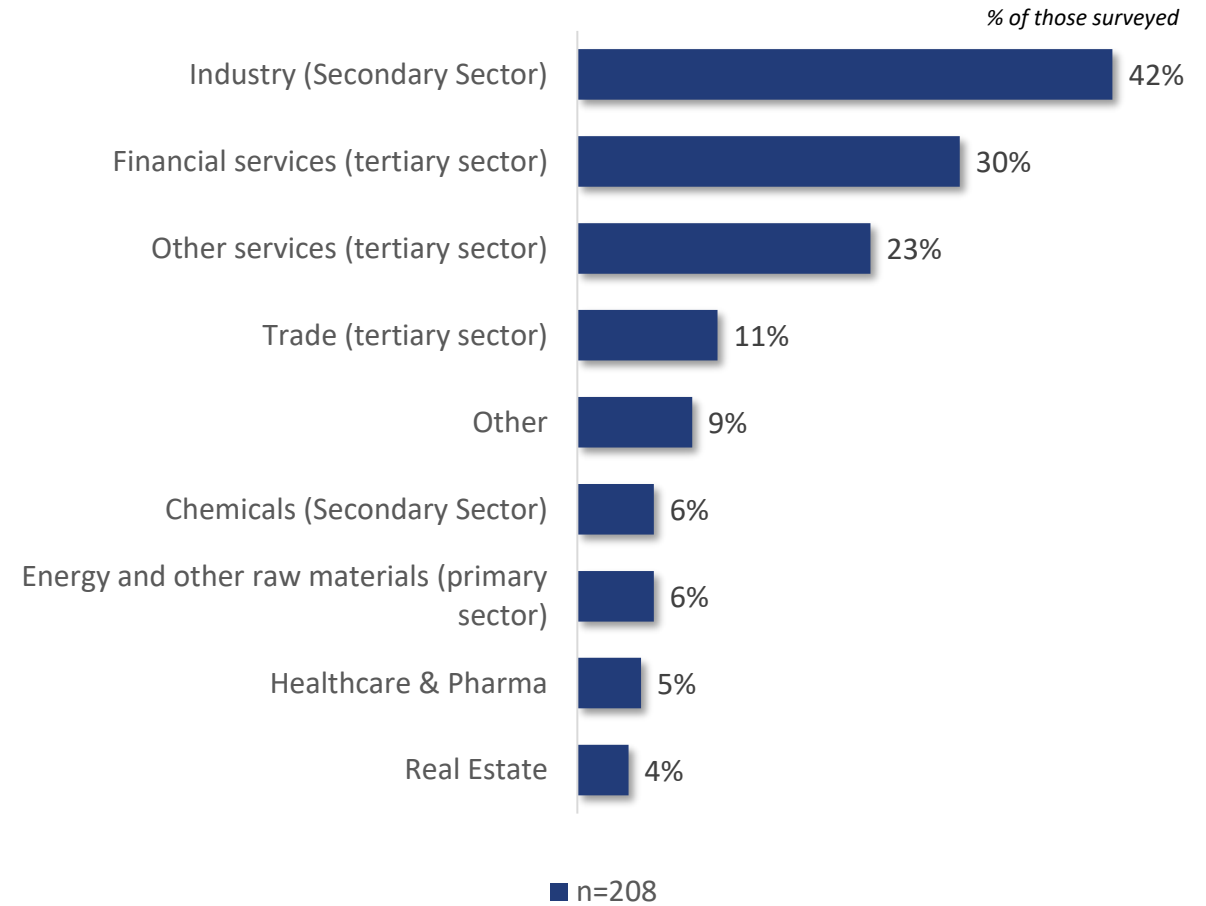


Business demographics

Company type



Branch



Challenging what is
and inspiring what
could be.

We develop leaders
who transform
organizations and
contribute to society.



1ST
2012-2019
**WORLDWIDE
OPEN PROGRAMS
8 YEARS IN A ROW**
Financial Times

TOP 3
2012-2019
**WORLDWIDE
EXECUTIVE EDUCATION
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