

“Women as Leaders”

Results of the 2003 Athena Survey: *A Report on the Progress of San Diego Women Executives*

Presented January 15, 2004

AnneMarie Kaiser, Esq.
Knobbe, Martens, Olson & Bear, LLP



Athena Survey Objective

To create a measurement tool to determine the progress of women executives in San Diego based technology and technology-aligned companies

Athena Survey Goals

- To assist women in San Diego to succeed in executive ranks in organizations
- To assist organizations in implementing programs to attract and retain executive women
- To assist Athena in developing programs to advance women in organizations

Survey Design

- 30 questions focused on respondents' *perceptions* about
 - Their own careers
 - Their companies' policies and practices
- Additional study
 - San Diego-based publicly traded companies
 - Published data on Board of Directors and Executive Officers

Who We Are

- 292 total respondents
 - 99% are female
- Industries
 - 54% from science or technology companies
 - 46% from technology-aligned companies
 - 33% biotech, biomed or pharmaceutical
 - 9% legal services
 - 7% management consulting

Who We Are *(Continued)*

- 87% of respondents are Caucasian
- 72% are age 36-55
- 70% hold graduate degrees (Masters, J.D., Ph.D.)

Executive Titles

- 36% Director or Manager
- 17% VP or SVP
- 9% Partner
- 6% President or CEO
- 5% Owner or Founder
- 3% COO or CFO

Personal Status

- 73% married/life partner
- 61% have no dependents
- 4 respondents have parents living with them as dependents
- 79% contribute more than half of their annual household income

Where We Are

- 68% are not the only female at that job level in their organization
- 32% are the highest female executive in their company
- 63% hold line positions

(revenue generating or profit and loss responsibility)

What This Means

- Women in senior positions have other female peers at those levels
- At the highest executive levels of San Diego organizations there is still room to improve

Progress of Women in Executive Management

- Only 31% of respondents indicated that the progress of women into executive management has **increased** in the past 2 years
- Only 30% of respondents indicated a belief that the number of women holding senior leadership positions would **increase** in the next 2 years

Implications for Women in Executive Management

- There is a perception that things are not improving
“There is no demonstrated commitment to or success in recruiting, retaining, or advancing women executives.”
“Executive management has continued to grow in number with only men added in these positions.”
“Economic environment has reduced opportunities for advancement, salary increases, other benefits.”

Experience Counts . . .

- 79% of respondents have more than 10 years of professional work experience
- Only 20% have been in their current job for 5 or more years
- 20% have held their current job title for less than 1 year

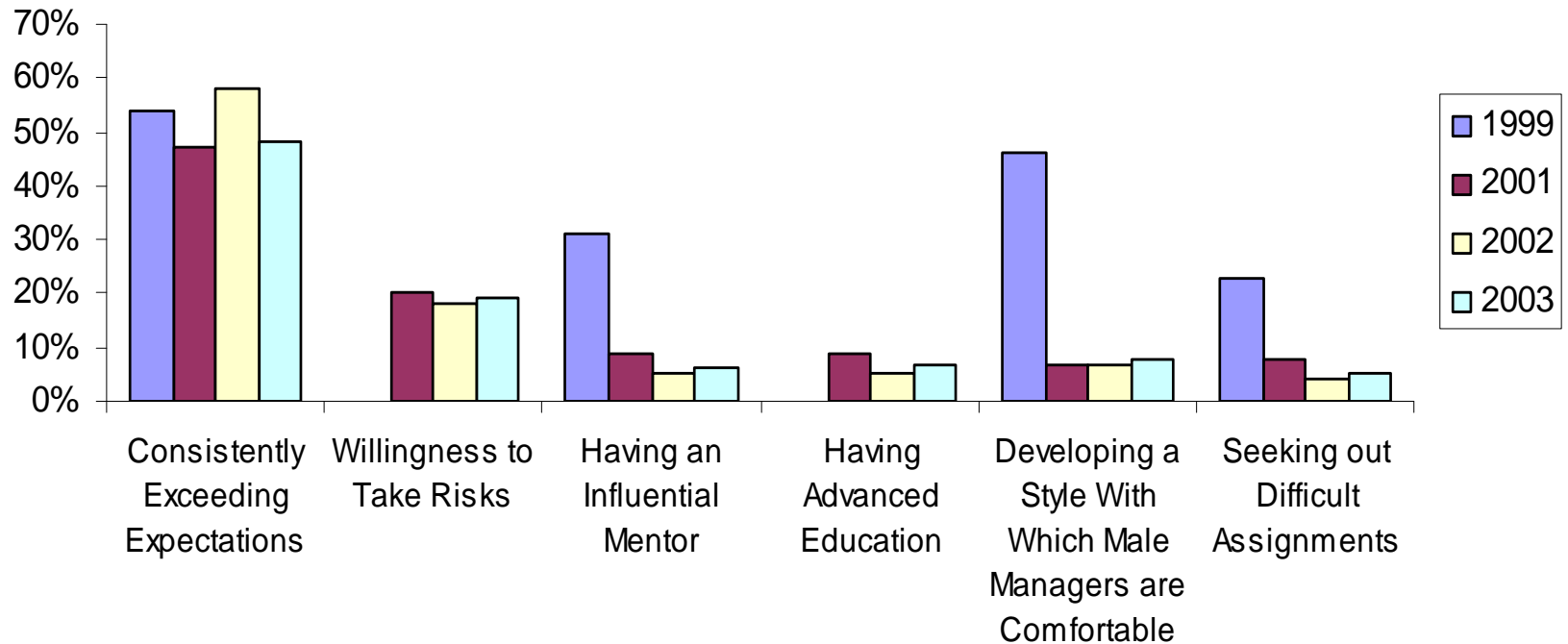
Why They Are There

The most influential factor in career success

- 48% consistently exceeding expectations
- 19% willingness to take risks
- 8% developing a style male managers are comfortable with

“Hard, hard work”

Most Influential Factor in Career Success



On the Bright Side

“I was given an incredible opportunity because of my achievements and tenacity. I believe anyone, male or female, possessing the right skills would be afforded the same opportunity.”

“Company has a number of high-level women on the senior management team. No gender barriers. All treated equally based on contribution.”

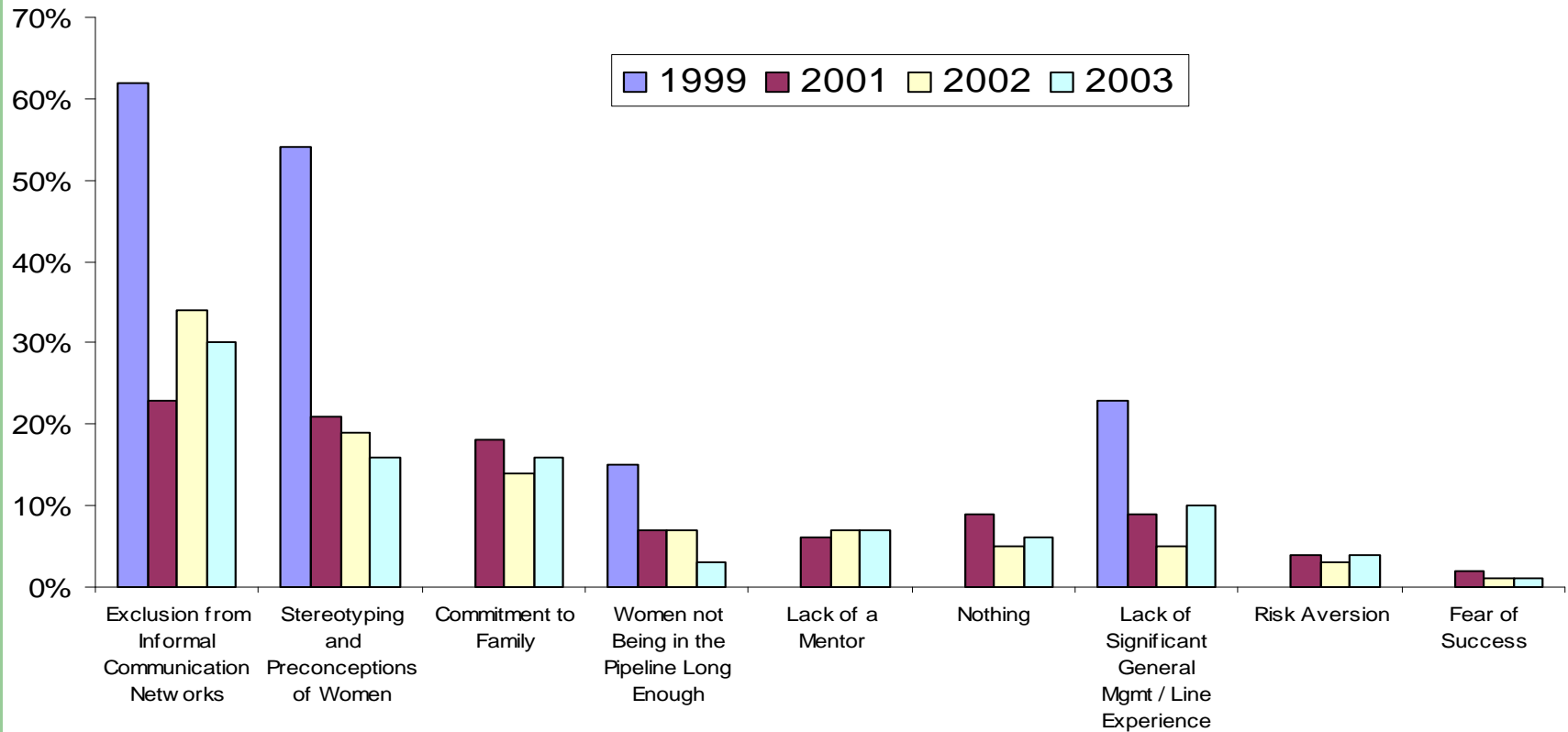
“Focus on the retention and advancement of women has been a priority for my organization. It has not always been easy, but I believe the firm’s leaders are committed to making it happen.”

What Holds Women Back

The most important factor holding women back

- 30% exclusion from informal networks of communication
- 16% stereotyping and preconceptions of women
- 16% commitment to family
- 6% think nothing holds women back

The Most Important Factor Holding Women Back From Advancement Into Corporate Leadership



Lifestyle and Balance

- 9% of respondents commented on lifestyle and balance

“For women to advance in a career, they are also trying to juggle a family, and day to day personal responsibilities. This will limit their networking time . . . ability to relocate, etc. and eventually their advancement within the organization.”

“Fewer women prioritize their career as highly as men do. Women have more pressure to perform ‘family’ roles. Most of the senior male executives I work with have a stay at home wife. Most of the women I have worked with are single.”

Attracting and Retaining Executive Women

- 54% of respondents agreed that their company is effective at *attracting* women executives
- Only 34% agreed that their company is effective at *developing* women executives
- Only 44% of respondents agreed that their company is effective at *retaining* women executives

Comments

“We have a number of women in executive positions and strong recruiting/retention programs for women”

“There is no evidence of a corporate commitment to the recruitment, advancement and retention of women. It’s simply not on the radar.”

“My previous employer had a hostile work environment for women executives, who tended to be ignored during meetings, kept at arm’s length from the old boy’s network, and were the first to be let go during periods of downsizing.”

Self-Initiated Strategies Important for Women's Career Advancement

- 28% cited networking
- 25% volunteered for high-visibility assignments
- 15% took advantage of informal mentoring
- 11% attended training or education courses
- 10% became involved in outside organizations to build leadership skills

Company Initiated Strategies Important for Women's Career Advancement

- 34% cited obtaining high visibility assignments
- 20% cited attending training or education courses
- 15% cited programs that identify high potential employees

NOTE: Only 39% indicated their company offers career advancement strategies

Many Company-Initiated Strategies Were Perceived as Less Important for Career Advancement

- Only 3% cited formal mentoring programs
- Only 3% cited career planning programs
- Only 2% cited improving the recruiting of women leaders
- Only 2% cited diversity in succession planning

Implications

What companies can do

- Focus on providing high visibility assignments to female employees
- Provide training and educational opportunities
- Identification and development of high potential employees

Flexible Work Arrangements

- Only 11% indicated that their companies did not have *any* formal policies or guidelines for flexible work arrangements
 - 52% have full time flexible options
 - 47% have part-time work arrangements
 - 40% have telecommuting, work-at-home, flexplace options
- Only 38% have used flexible work arrangements at some point in their career

Childcare Programs

- 53% pretax account for childcare expenses
- 22% maternity/paternity/adoption leave
- 14% childcare referral services
- 4% in-house childcare

Only 8% have used available childcare programs

Only 5% believe use of flexible work arrangements or childcare has a negative effect on their careers

Implications

Flexible work and childcare opportunities are becoming more widely available

In the 2002 Athena Survey,

- Nearly half indicated that their company had **no** formal policies for flexible work arrangements
- More than half indicated that their company had **no** childcare programs

Study of San Diego Public Companies

- 35 Companies
 - Publicly-traded, representing a wide range of industries
 - Between \$100 Million and \$1 Billion in annual revenue
 - Headquartered in San Diego
 - Total number of employees ranging between 57 and 6,791
- Board of Directors
 - As reported in the company's Annual Report or Proxy Statement
- Executive Officers
 - As reported in the company's Annual Report or Proxy Statement

Board of Directors

- For these 35 companies, there are only 7 women board members out of 254, or 3% of the total
- 29 of the 35 companies have no women on their boards
- 6 of the 35 companies have at least one woman on their boards
- The company with the highest number and highest percentage of women board members is Cymer, with 2 women board members out of 9, or 22%

Fortune 500 Companies

- 13.6% of board seats held by women
(Catalyst, 2003)
- In San Diego, only 3% of board seats held by women

Executive Officers

- For these 35 companies, there are only 18 women executive officers out of 261, or 7% of the total
- 22 of the 35 companies list no women among their executive officers
- 12 of the 35 companies list exactly 1 woman among their executive officers
- Advanced Marketing Services has the highest number of women among their executive officers, with 6 out of 22, or 27%

Fortune 500

- 15.7% of corporate officers are women
(Catalyst, 2002)
- In San Diego, only 7% of officers are women

A Call to Action for San Diego's Technology and Technology-Aligned *Employers*

Provide executive women with high visibility jobs and assignments

Support informal mentoring relationships for women executives

Include executive women in informal networks of communication

Continue to identify and cultivate female “high potentials” in your companies

Increase the number of women on your and other San Diego company corporate boards and in executive positions

A Call to Action for San Diego Technology and Technology-Aligned Companies' *Female Executives*

Seek high visibility assignments throughout your career

Find influential mentors to support your career growth

Participate in company social events and other non-work activities to increase your exposure to informal networks of communication

Take advantage of company-sponsored opportunities for advanced training and education

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