

# Diversifying the Outlook

Prioritizing Gender Equity in Biotech

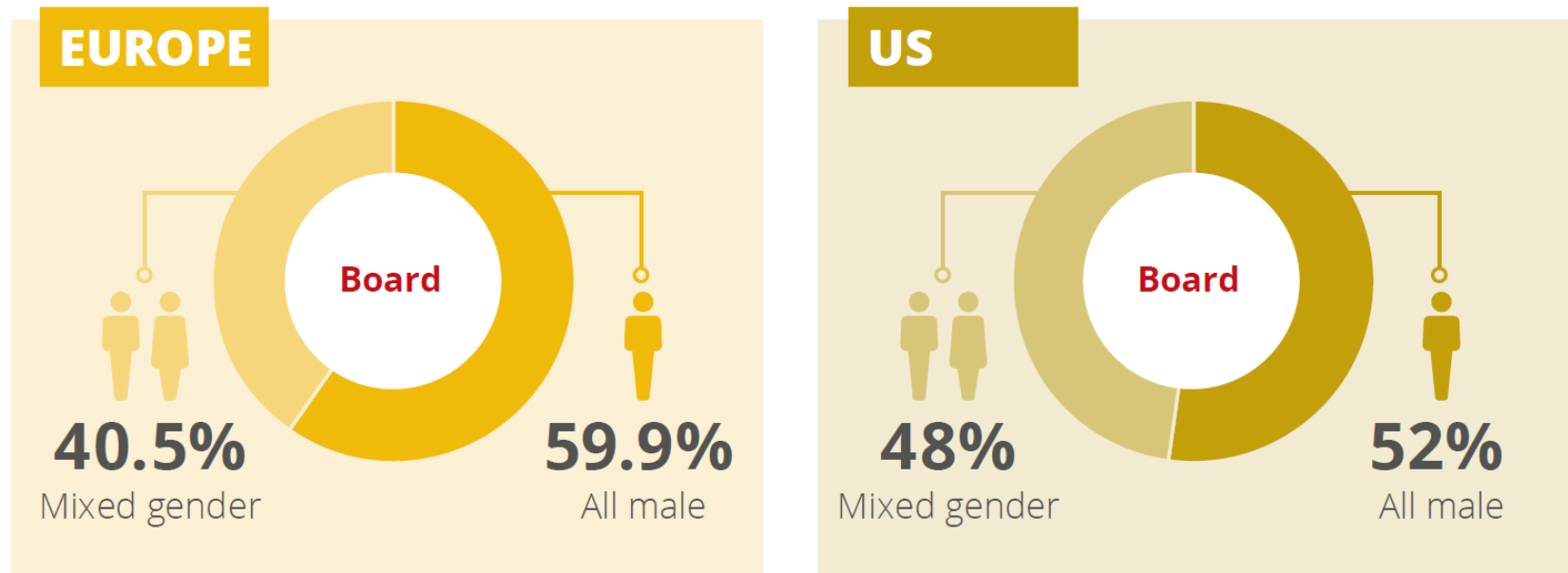


# Defining the Landscape

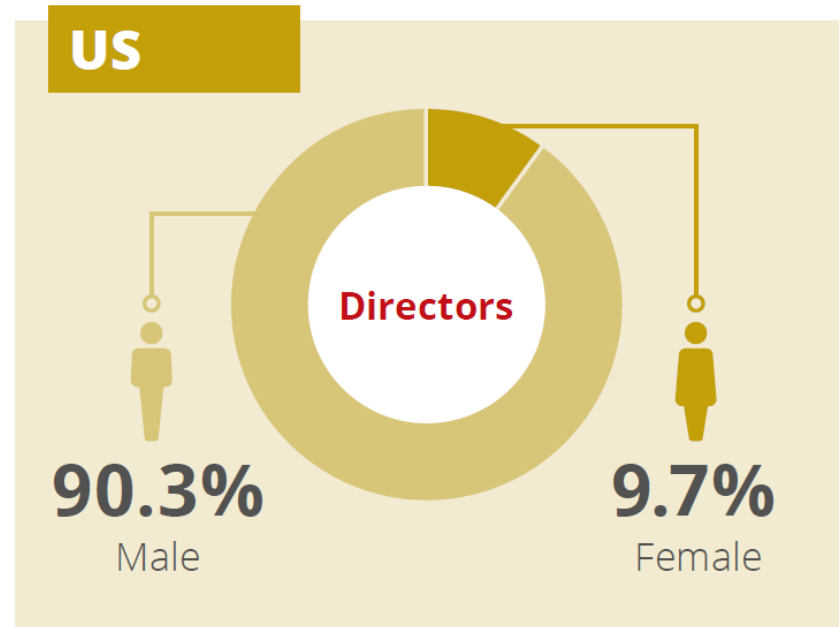
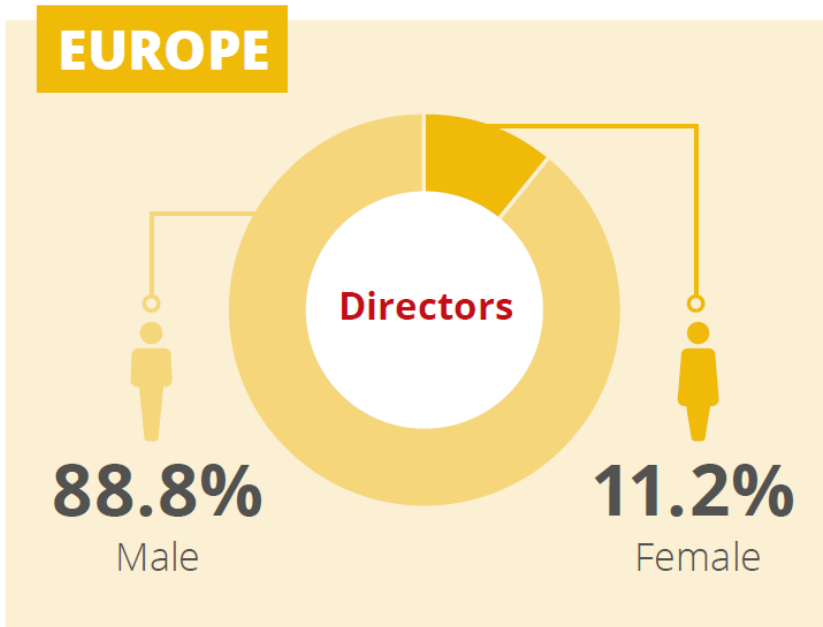
- Sector's most detailed gender leadership study
- 1491 Biotechs in CA, MA and Europe
- 10 < > 1000 Employees
- 60 Executive Interviews
- 530 Industry Executives – Detailed Survey
- Understanding starting-point on the journey
- Who, Where and How to influence

# Over 50% of Boards All Male

Figure 1 / Over 50% of biotech companies in Europe and the US have an all-male board

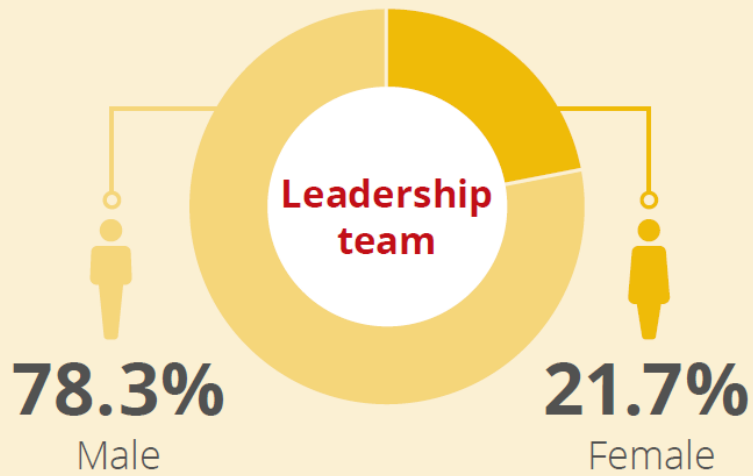


# 1 in 10 Board Directors Women

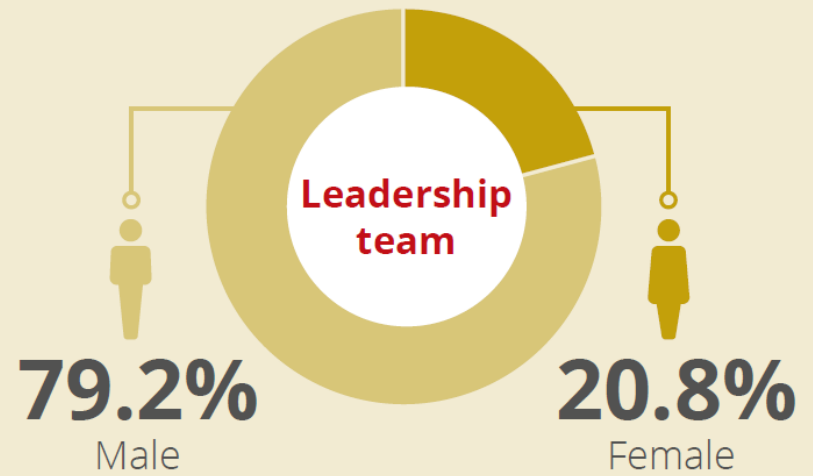


# Leadership Teams 1 in 5

## EUROPE



## US



# Genders Equal in Ambition

Obtaining a board level position is a personal goal

**20.9%**

Disagree

**32.8%**

Neither agree  
nor disagree

**46.3%**

Agree



**Female**



**Male**

**20.9%**

Disagree

**31.2%**

Neither agree  
nor disagree

**47.9%**

Agree

# What's going on?

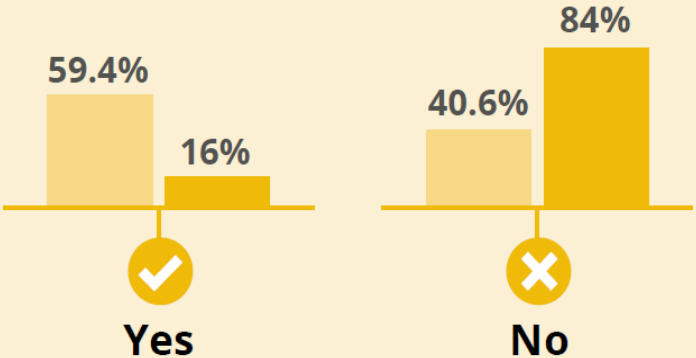
- Unstructured Processes of Recruitment
- Requirements inadequately scrutinized
- Lack of new focus on leadership development
- Over-reliance on personal networks
- Cultural consanguinity skewing selection
- Conversions from shortlist to hire needs focus
- Conscious and Unconscious Bias
- Female executives not personally advocating



# C-Level Women Overlooked?

## C-SUITE

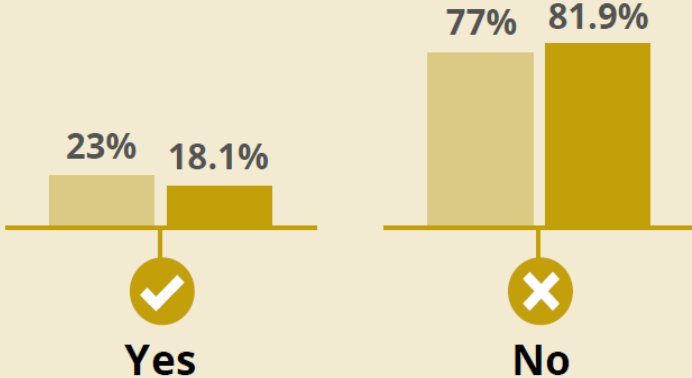
Have you been contacted about a paid Board position in the past 2 years?



Male Female

## VP/DIRECTOR

Have you been contacted about a paid Board position in the past 2 years?



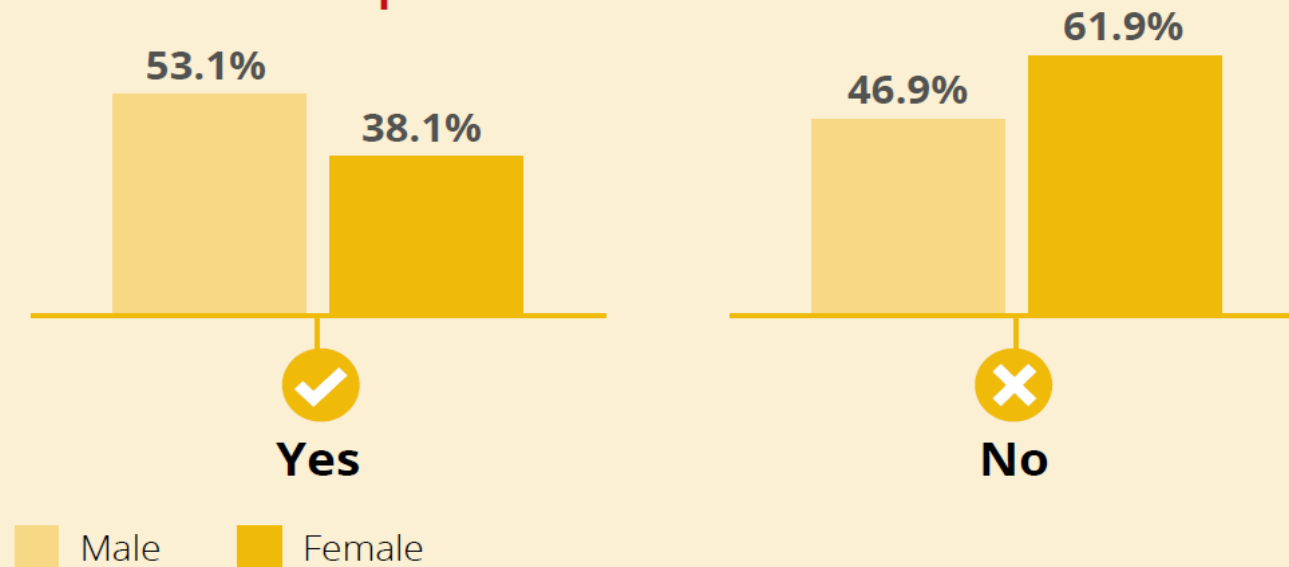
Male Female



# Gender Confidence

## BOARDROOM

When contacted for a paid Board position, did you enter the recruitment process?



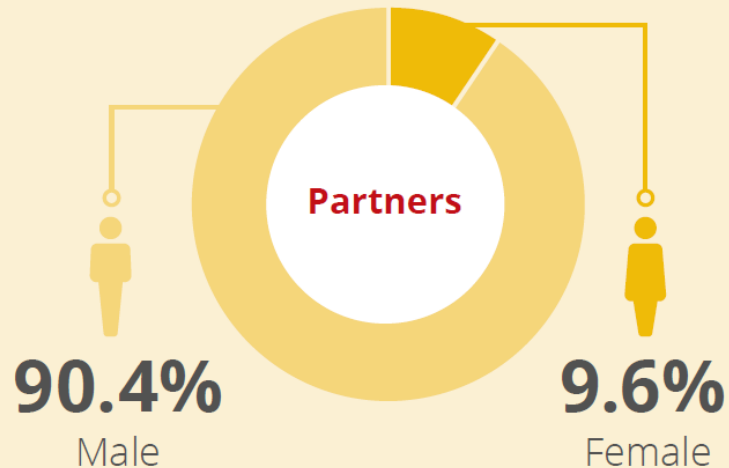
# The Influence of Culture

- How does culture play a part in hiring?
- Culture is often poorly defined but drives decisions
- Plays to the 'compatible' and not 'competent'
- Encourages recruiters and hirers towards lazy-chemistry
- Replication of hiring patterns
- Leadership sets cultural tone

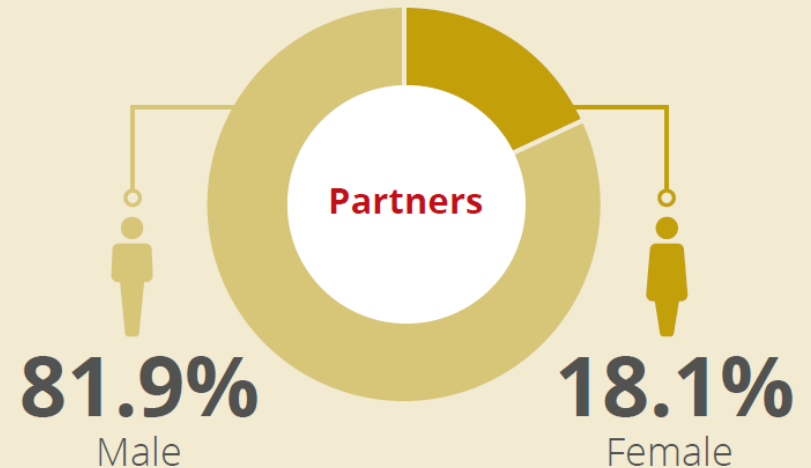


# Venture Capital – Financing Source

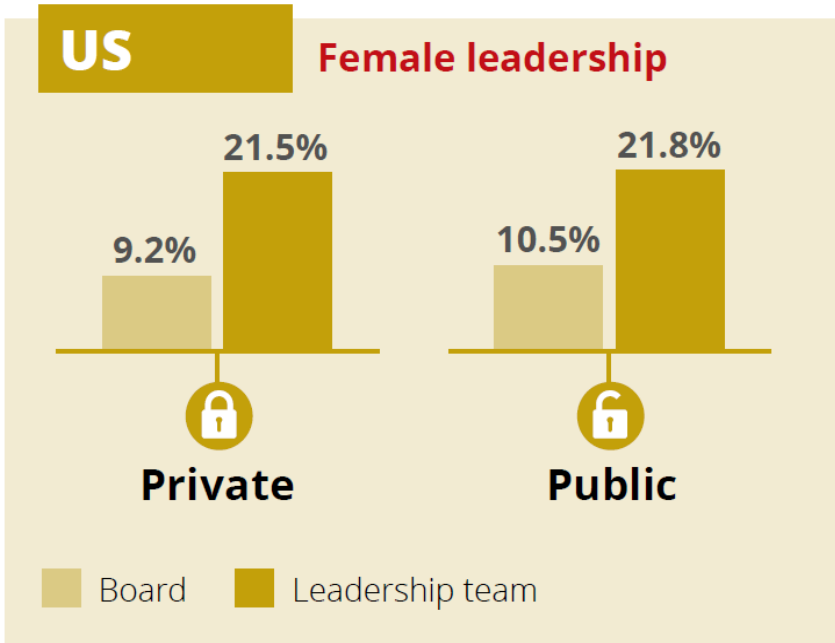
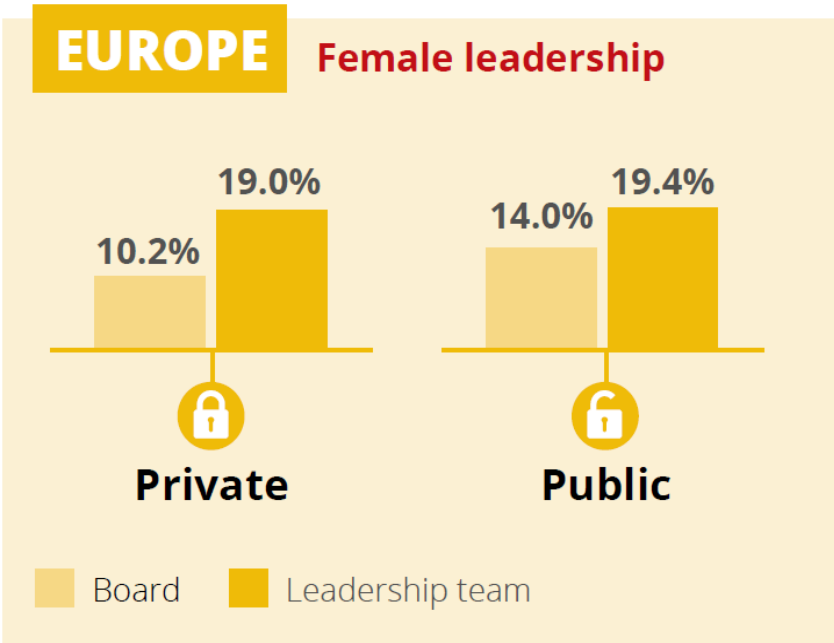
## TRADITIONAL VC



## CORPORATE VC



# Private v Public – Gender Mix



# Factors Likely to Drive Change



## APPROACH



## LIKELY TO INCREASE DIVERSITY: UNLIKELY TO INCREASE DIVERSITY



## DON'T KNOW

Best practise and transparency in recruitment	6:1	12.1%
Formal mentorship	4:1	15.6%
Increased speaker diversity	3:1	11.4%
Company reporting of diversity data	2:1	11.7%
Unconscious bias training	2:1	40.1%
Public statement of diversity targets	2:1	10.9%

# Changing the Landscape Through Development

- Investing in the Development of Women Leaders
- Executive Presence and Gender Considerations
- Women Mentoring Women: a Career Development Roadmap
- Communicating Intentionally and Finding Your Voice
- Leveraging Challenge and Conflict (and How Gender Can Play a Role)



# Changing the Landscape Through Diverse Practices

- Comprehensive search for women leaders
- Considered, balanced and structured process
- Competence not compatability
- Analyse each hiring stage



# Changing the Landscape Through Mindset

- Chairman, CEO's and C Suite must lead
- VCs to diversify, partners and portfolio mgt.
- Training to reduce bias in the process
- Women executives need to be more proactive





# Gender Equity Resources

Lift Stream – [Karl.Simpson@Liftstream.com](mailto:Karl.Simpson@Liftstream.com)

Lee Hecht Harrison – [Peg.McAllister@LHH.com](mailto:Peg.McAllister@LHH.com)

Friends of SF Commission on Status of Women –  
[www.FriendsCOSW.org](http://www.FriendsCOSW.org)

Assessments/Best Practices – [GenderPrinciples.org](http://GenderPrinciples.org)

UC Davis – [gsm.ucdavis.edu/uc-davis-annual-study-california-women-business-leaders](http://gsm.ucdavis.edu/uc-davis-annual-study-california-women-business-leaders)

Bay Area Council – [bayareacouncil.org/issues-initiatives](http://bayareacouncil.org/issues-initiatives)

