

CREW Network: *Minding the Gap*



Achieving Advancement and Parity
for Women in Commercial Real Estate



CREW Network
Advancing the Success of Women in
Commercial Real Estate

www.crewnetwork.org

CREW



NETWORK

*Diversity isn't just the right
thing to do; it's the right
business thing to do.*

– Senior Level Executive, Dallas



| | |
|---|----|
| EXECUTIVE SUMMARY | 4 |
| ACKNOWLEDGEMENTS | 9 |
| THE POWER OF INCLUSION | 10 |
| HOW ARE YOU MINDING THE GAP? | 12 |
| PATH TO SUCCESS | 14 |
| FACILITATING CHANGE: <i>THE POWER OF CREW NETWORK</i> | 17 |
| MINDING THE GAP STUDY | 19 |
| I. RESEARCH METHODOLOGY - <i>Profile of Respondents</i> | |
| II. MINDING THE GAP FINDINGS | |
| III. COMPENSATION FACTS | |



The Road to Parity

Commercial Real Estate Women (CREW) Network, a North American association of more than 7,000 commercial real estate professionals representing all disciplines of the industry, is dedicated to advancing the success of women in commercial real estate. Success is defined by CREW Network as women achieving parity in opportunity, influence and power in the industry.

Among the many ways CREW Network is supporting women professionals in achieving near-term parity is by helping the commercial real estate industry recognize the value in recruiting, compensating, and promoting qualified women throughout their careers. CREW Network is also developing specific resources to help its membership develop stronger leadership skills. CREW Network has completed two industry research studies; an initial report in 2005 and the latest ***Minding the Gap*** study as a means to both document and encourage further progress.

In 2005, CREW Network undertook the industry's first comprehensive study (*Women in Commercial Real Estate: 2005*) of the status and achievements of women in commercial real estate in order to establish a benchmark from which to measure



women's actual progress toward achieving parity. Nearly 2,000 commercial real estate professionals (both men and women) were surveyed, focusing on three major areas: compensation, achievement levels, and success and satisfaction. The 2005 study collected and analyzed statistics such as the number of women professionals in the industry and the disciplines in which they work; whether women's participation in the field is growing or declining; comparative compensation levels; and the factors that drive career success and satisfaction.

The findings of this benchmarking study documented that gender-based disparities do exist at many different points within the commercial real estate industry. Given similar positions and years of experience, men in commercial real estate

Fortune magazine designated 2006 as the Year of the Most Powerful Woman CEOs, yet only 23 women currently occupy the CEO position in the Fortune 1000. In the executive suites of real estate companies, the situation is even more sobering, with just three female CEOs among the 169 publicly traded REITs.

Minding the Gap

reported higher compensation levels than women, and women were not as likely as men to hold the top-level positions. Parity, as measured in 2005, was still a distant goal.

CREW Network took the 2005 benchmarking study results as a challenge to influence the rate of change within the commercial real estate industry. What could be learned from the 2005 study about why parity has remained elusive? Why, given similar positions and years of experience, do women still not earn the same salaries as men? Why are women not obtaining C-suite positions as often as men?

To answer these questions, CREW Network conducted a follow-up study to both explore the rationale behind the gender-based disparities identified in the 2005 study, and to recommend specific steps for companies and individuals to take to advance the industry toward achieving parity. In essence, CREW Network embarked upon the mission to help close the career “gaps” that were highlighted in its 2005 report.

achieving career advancement and compensation parity with their male counterparts in commercial real estate.

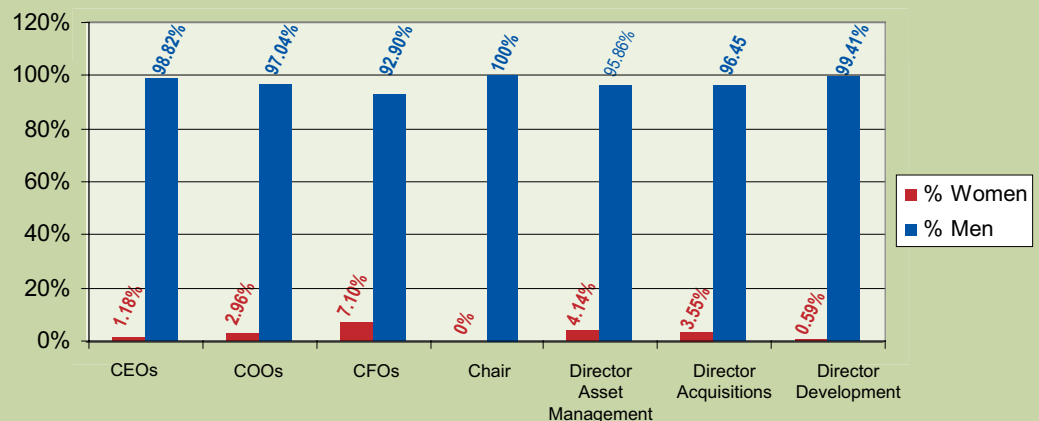
Study participants provided their opinions on key findings from CREW Network’s 2005 benchmarking study, including differences in career advancement, compensation structures, compensation disparities, reporting lines and the impact of temporarily leaving the workforce. Study participants were then challenged in focus group settings to collectively propose pragmatic solutions both companies and individuals could implement in order to address and overcome the career challenges identified. The goal was to develop concrete actions and tactics for how women can attain parity in the commercial real estate industry.

The results of the *Minding the Gap* study, as generated from the individual surveys and focus group discussions, along with the methodology used, are presented in the Findings section of this report.

Minding the Gap

During an eight-week period in the summer of 2006, CREW Network chapters in 18 different cities participated in a survey titled *Minding the Gap*, which was designed to identify challenges facing women in

Percent Women vs. Men Executives in REITs



Minding the Gap Highlights

While many respondents noted progress over the course of their careers, the majority of both individual and group survey participants stated that there remains considerable room for improvement within commercial real estate in creating an environment where women receive an equitable status. Compensation shortfalls were noted as well as the lack of equal advancement opportunities for women in getting to C-suite leadership (CEO, CFO, COO, CIO, etc.) and other senior management positions.

Career Advancement

Professional Development and Colleague Support

Women know they are qualified to hold the top positions in commercial real estate organizations, but have identified certain industry practices that should be addressed and leadership skills that must be enhanced in order to achieve these positions. Less than a quarter (23.5%) of individual respondents thought the lack of obtaining senior level positions was due to choosing family over a larger work role. The greater percentage attributed it to a combination that men are the primary decision makers and that women do not always proactively seek C-suite positions. Forty-one percent (41%) of the group respondents believed that women must focus more on developing critical C-suite skills, and 37% felt that women will need more direct support from their companies and their co-workers for this to take place. Respondents concluded that more women need to be involved in the teams/boards created to interview candidates



and make recommendations on who should fill the top corporate roles.

Gender-Influenced Management Barriers

Fifty-six percent (56%) of those individuals surveyed believe that both men and women are more comfortable managing groups of their own gender. This could help explain the lack of upward mobility as same-gender teams are viewed as one of the key obstacles to a woman's ability to succeed over the long term. The same percentage (56%) also agreed that gender differences in management preferences were definitely an obstacle for women to succeed. Companies that make the determination to consciously develop mixed-gender work teams will create increased opportunities for women to enhance and demonstrate leadership skills as well to provide men experience and comfort in working with women -- both scenarios providing improved competitive advantages for firms' willing to adopt increased team diversity.

Minding the Gap Highlights

Compensation Issues

Lack of Awareness and Compensation Transparency

When asked about the differences in compensation between genders, 59% of individual respondents thought that women receive less due to a failure to both ask and negotiate effectively for more compensation. Fifty-two percent (52%) of individual respondents believe many in the commercial real estate industry simply lack basic awareness that significant compensation disparity does currently exist between men and women. The survey highlighted that a lack of compensation transparency by companies within the industry has contributed significantly to both the perception and the reality regarding compensation disparity. A majority of the group respondents (51%) also thought CREW Network should take a lead in educating women about the compensation imbalances.

Risk Assessment and Effective Negotiations

The survey suggested that learning to assess and manage risk remain vital skills that women must obtain. Forty-eight percent (48%) of the group respondents felt women must learn to ask for more and negotiate much more effectively on their own behalf before compensation imbalances will disappear.

Risk Aversion: Impediment to Career Success

Women recognize that revenue generation and profit-and-loss responsibility are essential to attaining the leadership in their organizations. However, more than 75% of those individuals surveyed felt women were so uncomfortable with the risk inherent in performance-based pay structures that they end up selecting what is perceived to be fiscally safer, but lower paying career paths. The failure for a greater number of women to select performance-based compensation was not attributed to balancing family demands, as only 15% of respondents thought that was a factor. Sixty-two percent (62%) of the group respondents



Minding the Gap Highlights

indicated that women need to understand how to properly assess salary risk before they will be willing to tolerate a larger component of their compensation based on performance. The survey suggested specific recommendations for women to learn and embrace higher risk performance-based compensation structures.

Work Environment/Life Balance

Temporary Leave and Family Roles

Family obligations frequently drive women's career decisions. Nearly 50% of women responding said that family needs dictated decisions to temporarily leave the workforce. Most individual respondents (71%) also stated that women's careers are

negatively impacted as a result of these family related work leaves. Seventy-four percent (74%) of individual respondents also thought management considered differences when viewing women's versus men's request for extended leave or other alternate scheduling. Many respondents suggested that companies should encourage greater work/life balance for both men and women. Nearly half of the women responding felt that women are not in the top leadership positions because of choices they have had to make with respect to balancing work and family, with half of the participants stating that women deliberately and knowingly choose their family roles over a larger work role. Clearly, improved strategies for managing the family/work life balance are needed by both employers and women professionals.



Conclusions

Minding the Gap Study - Conclusions

CREW Network's **Minding the Gap** study provides commercial real estate women with the means to not only better understand the challenges facing them in achieving career advancement and pay equity, but more importantly to identify specific solutions to overcome these challenges. Additionally, this study supports the case that achieving diversity is an economic imperative for commercial real estate companies to adopt on an industry-wide basis – as the challenge to recruit and retain top executive talent is key to long-range competitive advantage.

CREW Network's goal for the **Minding the Gap** study is to further the insight, dialogue and creation of a range of collaborative solutions between CREW Network, companies and women in commercial real estate to create in the near-term an industry that is both gender neutral and talent rich.

As every journey begins with the first step, CREW Network presents these findings and recommendations to advance gender diversity and enhance economic profitability within the commercial real estate industry. Continued attraction and retention of a talented workforce

is vital to the success of the industry and these findings are intended to facilitate this success.

Companies should encourage the development and practice of mixed-gender work teams, alternative work schedules, better communication regarding compensation structures, mentoring programs and access to leadership training, inclusion of women in hiring decisions and diversity awareness training.



Women should proactively identify and seek resources, training and opportunities to demonstrate leadership skills and accomplishments, build self-confidence, and develop substantive knowledge, business skills and a professional network for career advancement and compensation parity.

CREW Network will facilitate forward momentum in the industry by supporting the initiatives of commercial real estate companies and women to effect change, providing professional development

training, promoting compensation transparency, designing and conducting mentoring, negotiation, risk assessment and leadership training programs, and working with companies and women to monitor and lead change through its industry research agenda.

CREW Network appreciates your thoughtful consideration of the ideas presented herein.

Acknowledgements

Special thanks to the underwriters who made the development and execution of the *Minding the Gap* study possible:

CBRE
CB RICHARD ELLIS

Premier Underwriter

McGraw_Hill
CONSTRUCTION

Associate Underwriter

Brookfield Financial



In-Kind Partner

The dedication and commitment of the 2006-2007 CREW Network Industry Research Committee is gratefully acknowledged and appreciated:

Deborah Quok – Committee Chair

Principal Partner
QAV Consulting, LLC
2004 CREW Network President
CREW San Francisco

Carol A. Ansell

Director - Investment Management
Archon Group LP
CREW Dallas

Gail S. Ayers, PhD

Chief Executive Officer and President
CREW Network and Foundation

Barbara E. Champoux, Esq.

Partner
Sonnenschein Nath & Rosenthal LLP
NYCREW Network

Tina A. Essegian

Vice President
Terranomics Retail Services
2005-2007 CREW Foundation Trustee
CREW San Francisco

Eileen Circo - Board Liaison

Senior Vice President - Development
Lowe Enterprises Real Estate Group
CREW Network Board Member
CREW Washington D.C.

Mary J. Guinee

Manager, Due Diligence Services
Civil & Environmental Consultants, Inc.
CREW Pittsburgh

Victoria L. Joly - Board Liaison

Partner
Brookfield Financial Real Estate Group
2006-2007 CREW Network Board Member
Toronto CREW

Denise Kahler

Marketing and Communications Director
CREW Network

Alexandra (Lexi) Moriarty

Assistant Vice President
AEW Capital Management L.P.
NEWIRE - Boston

Kathleen R. McDonald

President
IDS Group Inc.
CREW Tampa Bay

Kristen Broadway Pleasants

Vice President
Wachovia Securities
CREW Charlotte

Lorraine H. Teel

Principal and Chief Financial Officer
Teel/StratVisor Group, L.P.
CREW Dallas



CREW Network Reasons for Change

Achieving diversity and parity in the commercial real estate industry will take time. It will demand a shared commitment by individuals, companies and CREW Network to each do its part to insure this goal is met.

CREW Network has begun the process by identifying the challenges, determining why they exist and what can be done to overcome them. Serving as a catalyst for change in the industry, CREW Network focuses its efforts on creating tools to assist the industry and promoting the business case for parity and diversity.

Creating a culture of inclusion allows businesses to assemble a deeper and more talented pool of employees; appeal to a broader customer base; develop stronger ties with the community; and foster a more comprehensive supplier base, all of which provide enhanced economic value back to the bottom line.

Diversity also allows commercial real estate companies to collectively become more productive, creative, effective and just, bringing more varied perspectives, experiences, backgrounds, talents and interests to the industry.

Effective and well-implemented diversity initiatives enable companies to attract and retain the best employees, thereby contributing to its strong branding and marketplace recognition.

Furthermore, successful diversity management practices engage all of a company's stakeholders to better leverage personal backgrounds, contacts,



experiences and development to identify and access emerging and untapped markets and corporate partners.

CREW Network encourages a company's hiring, retention and promotion of women based on their respective unique criteria, while simultaneously maintaining a commitment to diversity within the company and among its leadership.

In furtherance of its mission to advance the success of women in the industry, and to facilitate positive change within the industry, CREW Network provides a Self-Assessment Checklist

CREW Network Reasons for Change

for companies and individuals to evaluate how they are currently addressing the equal opportunity challenges identified in the ***Minding the Gap*** study.

Using this checklist to establish a baseline, the next step is to identify those areas needing improvement, prioritize your focus on those areas, and then develop and implement concrete steps to achieve your goals and objectives.

To support the achievement of your identified goals and objectives, CREW Network has identified specific measures recommended for both companies and individuals to implement.

Finally, CREW Network describes some of the ways in which it can assist you in facilitating positive change within your company and/or advancing your personal career success in the commercial real estate industry.



Diversity brings fresh ideas as men and women look at everything differently.

– Group Response, Houston

How are You Minding the Gap?

Self-Assessment Checklist For Companies

CREW Network invites you to consider the following questions to better identify your objectives and focus your efforts in achieving gender parity in the commercial real estate industry:

- Does your company regularly maintain records showing the internal composition of its workforce by gender, title, experience and salary? If so, how often is this information updated?
- What are the relative percentages of men and women employees at your company holding entry-level, middle management and senior executive positions? How does this compare with three years ago? Five years ago?
- What is the relative percentage of women on your Board of Directors? What about your service providers and consultants?
- Does your company clearly communicate job descriptions, career advancement requirements and job performance feedback for individuals in performance-based compensation positions? If yes, how is this communication accomplished?
- Does your company disclose its compensation figures for comparable jobs upon request?
- Does your company have difficulty retaining women once they have reached a certain level within the company? If yes, why?
- Does your company communicate the successes and achievements of women in senior and executive positions, as well as the successes of mixed-gender teams, internally and within the industry?
- Does your company require a demonstrated commitment to diversity from its service providers and consultants?
- Does your company advertise job opportunities on Web sites and other media focused on providing information and opportunities to women?
- Is your company gender-neutral regarding leave-of-absence or flexible work schedules for employees?
- Does your company encourage men and women employees to participate equally when family responsibilities require leaves-of-absence or flexible work schedules?
- Does your company support equally for both men and women (i.e. sponsor, participate and/or pay expenses) memberships in the various trade associations within the commercial real estate industry?
- Does your company offer a formal or informal mentoring program? If so, at what levels?



*Diversity is not a
'one size fits all' solution.*

– Senior Level Executive, Toronto

How are You Minding the Gap?

Self-Assessment Checklist

For Individuals



- Are you knowledgeable of current commercial real estate developments, opportunities and impact-players in your area?
- Are you able to demonstrate and quantify your contribution, productivity and continued commitment?
- Do you effectively communicate, internally and externally, your successes and achievements?
- Do you actively mentor other women in the industry?
- Do you know what comparable compensation is being paid to others in your company? In the industry?
- Do you actively negotiate your compensation and proactively seek promotions?
- Do you refer business to other women?
- Do you seek opportunities to invest financially in your company? (e.g. invest in company business deals) If so, are you recognized by management for your investment?
- Do you select your service providers and consultants, such as banks, accountants, lawyers, etc., based on their respective successes and efforts in achieving diversity and parity?
- Do you have access to technology and the requisite skills for working remotely?
- Are you a team player?
- Are you willing to work on a mixed-gender team to accomplish your goals?
- Do you seek leadership opportunities within your company as well as externally within the industry and other associations?

Be your own advocate. Do your own research. Be taught that fears are unrealized and can be challenged

– Group Response, New York

CREW Network Guidelines for Progress For Companies

CREW Network recommends the following preliminary steps to accomplish your objectives in achieving parity within commercial real estate:

- Issue and enforce a policy committed to gender neutrality in your company's hiring, promotion and compensation practices.
- Initiate and support mixed-gender teams (and supervisors) providing opportunities for women to gain leadership experience and demonstrate leadership capability.
- Tie management compensation at appropriate executive levels to the achievement of gender parity goals and objectives.
- Require a demonstrated commitment to diversity from your service providers and consultants.
- Provide employees with clearly defined information about career paths and the different performance-based compensation structures available within the company.
- Identify and provide resources and support to women interested/capable of achieving a C-suite career path (e.g. mentoring, coaching, resource groups, etc.).
- Communicate the successes and achievements of women and mixed-gender teams throughout the company and the commercial real estate industry.



Diversity has to start at the top of the organization. Look for companies that have leadership diversity at the highest levels. Insist that it permeates throughout the company.

– Group Response, Detroit

CREW Network Guidelines for Progress For Companies

- Offer strategic career management and professional development training in areas such as artful negotiations, management, and leadership skills.
- Develop mentoring programs within the company and networks of affinity groups that support women professionals and provide outlets and channels of communication with senior management.
- Train employees to work effectively within a more inclusive culture, and institute financial rewards for those who succeed, and a disciplinary process for those who fail.
- Create and support an internal committee, with employee participation, responsible for facilitating company efforts to enhance the role of women within the organization and facilitate the achievement of gender parity in position and compensation.
- Participate in recruitment fairs and on-campus recruitment efforts, and develop strong relationships with colleges/universities and community youth organizations with diverse student populations.
- Implement programs for expanding the recruitment of women, including internships, and the involvement of women in the hiring process.
- Support equal family leave benefits to both genders.
- Provide opportunities for plum assignments and/or high profile company activities to women and men equally and on a regular basis.



Looking at the span of a career, taking three months off for family leave is just a blip on the radar screen. It is to a company's advantage to be flexible and offer creative strategies so they don't lose employees and the training invested.

– Group Response, Seattle

CREW Network Guidelines for Progress For Individuals

- Demonstrate your leadership capabilities and assertively seek highly visible opportunities to assume leadership responsibility.
- Use a salary increase or potential promotion as an opportunity to negotiate, not an offer to accept or reject.
- Seek opportunities to invest financially in your company and business projects.
- Seek management and diversity training opportunities that will lead to learning about different ways of managing mixed-gender teams, negotiations, and family responsibilities.
- Identify and pursue opportunities for professional development training in relevant areas such as management, the art of negotiation and leadership skills.
- Seek opportunities to work with mixed-gender teams and senior leaders.
- Identify and pursue opportunities, internally and externally, for effective networking with senior commercial real estate professionals and other successful business women.
- Take advantage of opportunities to refer contacts or business opportunities to others in your company.
- Stay connected to the workplace when on leave. Establish connection commitments before leaving.
- Volunteer to assist in creating and executing business development opportunities and pitches for your company.
- Proactively and visibly advise and mentor more junior professionals of both genders.
- Be knowledgeable about your company's business model, clients/customers and market. Demonstrate that knowledge.
- Be a problem solver – develop solutions for daily problems your company faces, no matter how small.
- Develop a unique specialization or niche expertise that will add value to your company.

*Women should **pool their resources** to either acquire existing companies or start their own.*

***Parity will elude us** until we use our own money to control decision making.*

– Senior Level Executive, Tampa



The Power of CREW Network

CREW



NETWORK

CREW Network knows that identifying the challenges and economic benefits of achieving gender diversity is only half of the equation. It is time to turn words into action and be the catalyst for positive change within the commercial real estate industry. To demonstrate its

commitment to action, listed below are several tools CREW Network offers to the industry and individuals to support the advancement of diversity and facilitate an understanding of the importance of a diverse workplace.

Additionally, there are many agencies and organizations across the country developing resources to promote and support the advancement of diversity. CREW Network, in partnership with many of these organizations, is working to bring these resources to the industry.

- Assist in ascertaining comparable market rate compensation data for your experience and job.
 - Advise women on the demands and rewards of choosing a C-suite career path.
 - Communicate the successes and achievements of companies and its members, both professionally and in achieving parity.
 - Provide the opportunity for companies to post job openings on CREW Network's Web site, and provide members with access to specific job opportunities.
 - Through its CREW Careers™ and University Outreach programs, assist in developing strong relationships with colleges/universities and community youth organizations, and their young women who may be interested in entering commercial real estate.
 - Use CREW Network research findings to advise companies and individuals on how to achieve their specific diversity objectives, and the benefits to be derived therefrom.
 - Support companies in developing an industry-wide mentoring program in which women from different companies would participate, as well as developing internal mentoring programs.
- Afford access to professional development training programs in relevant skills such as artful negotiation, risk assessment, facing confrontation, personal advocacy, confidence-building, networking, etc.
 - Provide training to increase the number of women on corporate boards, and promote the relative benefits to companies and women.
 - Educate women and companies on risk assessment and management, and the rewards of different performance-based compensation structures.
 - Facilitate CEO roundtable discussions and similar programs with business and industry thought leaders to discuss relevant case studies and “best practices.”

For more information contact
CREW Network
1201 Wakarusa Dr., Suite C3
888-866-CREW
crewnetwork@crewnetwork.org



MINDING THE GAP STUDY

| | |
|---|----|
| I. RESEARCH METHODOLOGY - <i>Profile of Respondents</i> | 18 |
| II. FINDINGS | 21 |
| III. COMPENSATION FACTS | 35 |
| A. BY TITLE | |
| B. BY BUSINESS | |
| C. BY EXPERIENCE | |

Research Methodology Profile of Respondents

During an eight-week period in the summer of 2006, 18 diverse, yet representative, CREW Network chapters across North America conducted a unique integrated “Special Event Program” to facilitate a better understanding of the underlying reasons for the differences and inequities identified between men and women in commercial real estate, and allow CREW Network to propose more effective solutions to such discrepancies.



The members of these 18 participating CREW Network chapters shared their insights, personal experiences and suggestions through a template designed to standardize and quantify results.

The program format was standardized to maintain the integrity of the research, and consisted of two parts: individual responses to questions and solicitation of suggestions for improving the challenges posed thereon; and solicitation of

group recommendations for overcoming many of the conditions identified. Sample participant demographics closely mirrored those of the CREW Network membership at large in terms of industry segment represented, position/titles, and levels of experience.

- **Part One** - Individual program participants provided written answers anonymously to a series of standard survey questions about their own careers, business insights and personal experiences within the commercial real estate industry.
- **Part Two** - Following respondents' completion of their individual surveys, focus groups of respondents were formed to brainstorm recommendations the industry can use to improve the recruitment and retention of talented women. This was followed by an open group discussion of the issues raised.

This program format afforded a more qualitative focus on the “why” questions posed and emphasized on achieving consensus on specific recommendations for how commercial real estate companies (and their senior management) and individual women could resolve some of the gender inequities and discrepancies in today’s commercial real estate industry.

As you will see in the **Minding the Gap** study Findings section, CREW Network found that, although the 18 participating CREW Network chapters were geographically diverse, women

Research Methodology Profile of Respondents

throughout North America arrived at similar conclusions with respect to the challenges facing the commercial real estate industry in enhancing the diversity of their companies through the integration and promotion of women, and recommendations for successfully meeting those challenges.

Once all of the programs had been conducted, CREW Network engaged the custom research services of the *Research & Analytics Group of McGraw Hill Construction* to code and compile the quantitative survey data as well as qualitative written survey information. This study is referred to herein as **Minding the Gap**.

Survey Respondents

[A Cross Section of CREW Network Membership]

CREW Network has more than 7,000 members in 60 chapters involved in the commercial real estate industry throughout North America. The number of members in the 18 chapters that participated in the **Minding the Gap** survey totals more than 2,700 or nearly 40% of the total CREW Network membership. Of those 2,700 members, 385 agreed to participate in the **Minding the Gap** focus group discussions. The 385 respondents represent 6% of total CREW Network membership.

Survey Respondents

[Representative of CREW Network Membership]

CREW Network members who answered the **Minding the Gap** survey represent the population of the overall membership very well. **Figure 1** shows the respondents by the industry segment they represent.

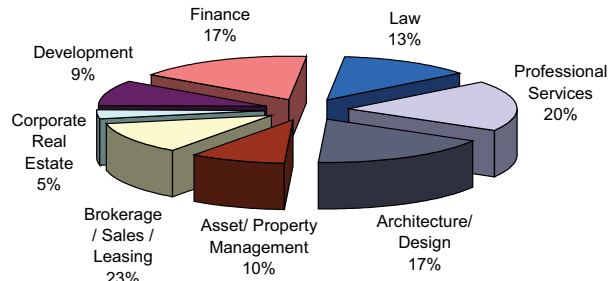


Figure 1 - **Minding the Gap** Respondents by Industry Segment Represented

A survey of the CREW Network membership was performed in early 2006 to ascertain current demographics of the membership. Nearly 2,100 members answered the survey, or about 30% of total CREW Network membership. The demographics of the **Minding the Gap** study participants reflect those of the CREW Network membership at large. **Figure 2** shows the composition of the **Minding the Gap** study participants by the commercial real estate industry segment in which they work.

The position, title and/or seniority of **Minding the Gap** study participants was also representative of the total CREW Network membership.

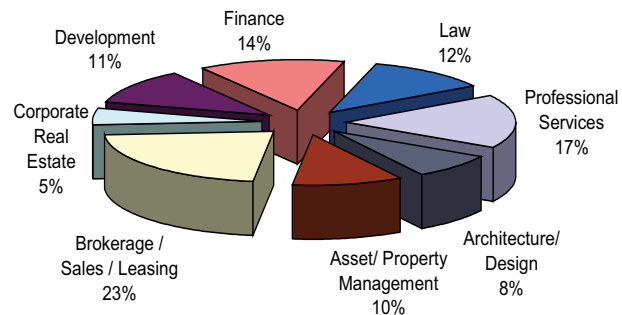


Figure 2 - CREW Network Membership by Industry Segment Represented

Research Methodology Profile of Respondents

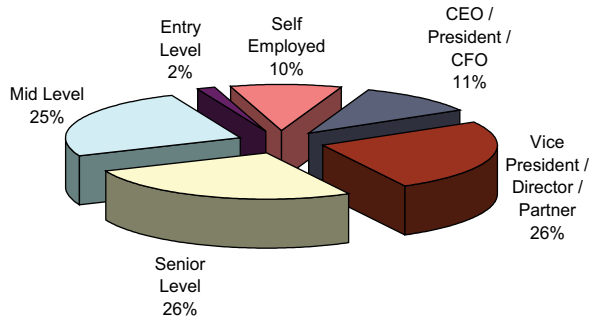


Figure 3 - *Minding the Gap* Respondents by Position (Title) and/or Seniority

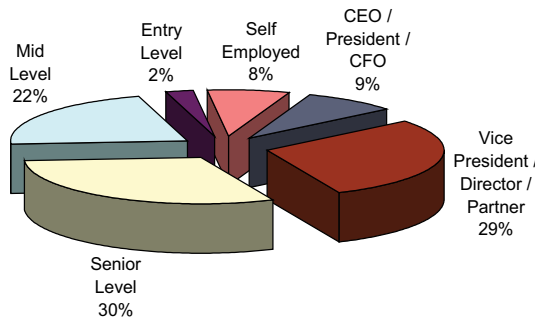


Figure 4 - CREW Network Membership by Position

Figure 3 shows the percentage of respondents of the *Minding the Gap* study by position, while Figure 4 is the corresponding chart for the CREW Network Membership Survey respondents.

While the proportions of top-level respondents are nearly the same, the corresponding number of vice president and senior-level respondents seems to be more evenly split among the *Minding the Gap* study participants than disclosed in the annual CREW Network Membership Survey.

The correlation is even closer in terms of years of experience between the two samples, suggesting that the *Minding the Gap* study participants are representative of CREW Network membership overall. Figure 5 shows a few more respondents with mid-level experience than the CREW Network Membership Survey, and less at the top and bottom levels.

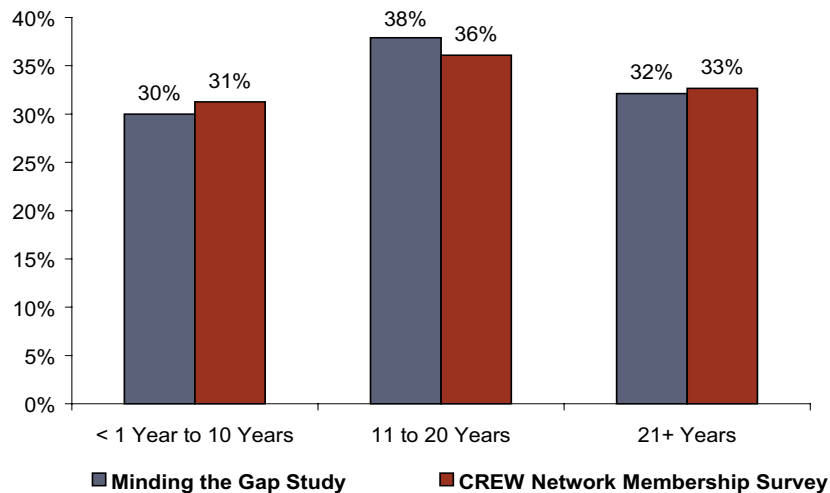
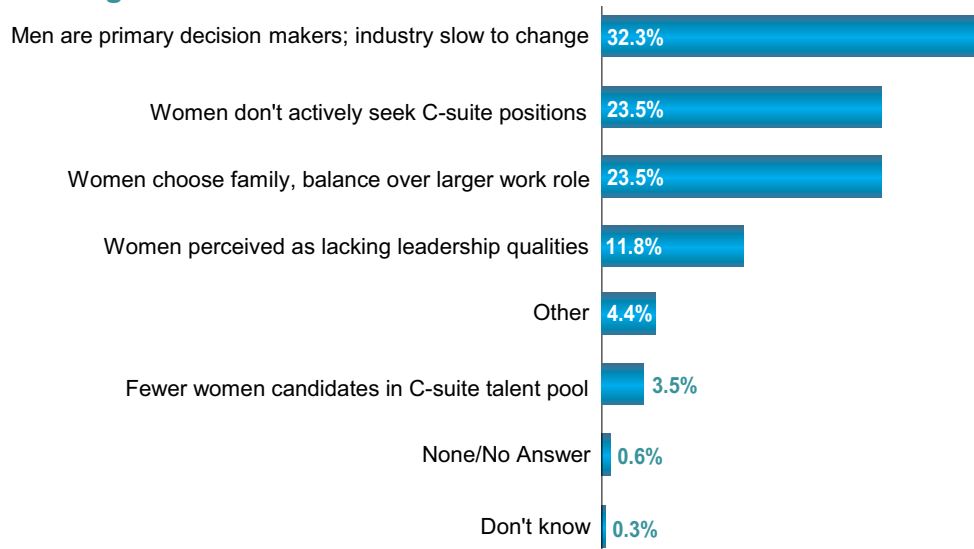


Figure 5 - *Minding the Gap* Participants by Level of Experience

1. Why are women not obtaining C-suite (CEO, CFO, COO, CIO, etc.) positions as often as men?

Individual Findings



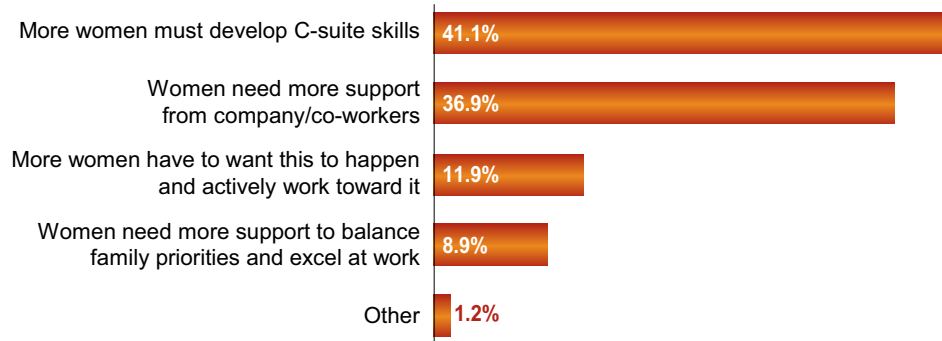
Solutions

- Companies need to make the determination to consciously develop mixed-gender teams. This will allow women to learn leadership skills, will give men experience and comfort in working with women, and increase productivity for the firm.
- Working with companies, CREW Network can provide resources to educate women about the demands and rewards of a C-suite career path. Resources include concrete examples of C-suite executives and their management of family priorities, and examples of the paths taken to achieve C-suite positions.

Findings Career Advancement

2. What will help more women obtain and retain C-suite positions in the future?

Group Findings



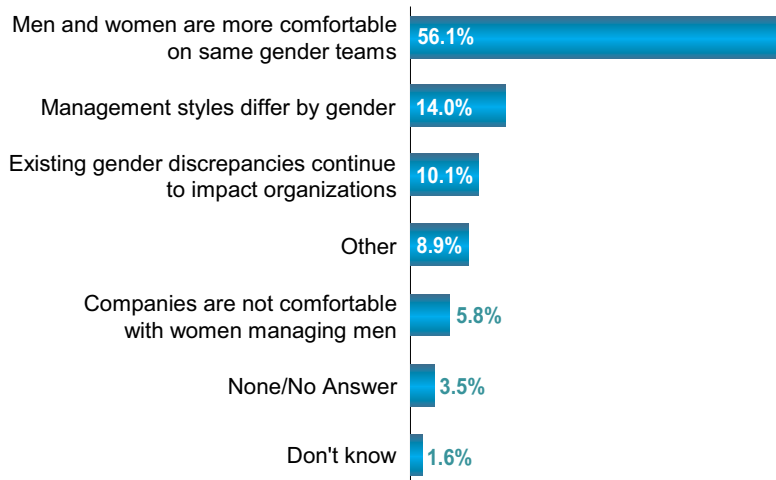
Solutions

- The group responses were uniform in suggesting that women need to develop skills and confidence. Among the requisite skills women in commercial real estate should develop are effective self-promotion and negotiation techniques. As a corollary to developing these skills, building self-confidence will greatly assist women in successfully seeking promotions and achieving parity in compensation.
- Women need to be supported in business more than they currently experience. They need mentors, both female and male, in order to learn C-suite skills. Women also need to make the choice to be supportive of women in business.
- Women who choose this career path must be proactive on their own behalf to attain it. The path to the C-suite and the costs/benefits should be communicated as early as possible to help women plan their careers.
- Women need to learn about resources available to them to help them support their family choices. Sharing best practices of how successful women handled family choices on the way to the C-suite would help women choose a path to that level.

3. Why do you think there are gender differences in management preferences?

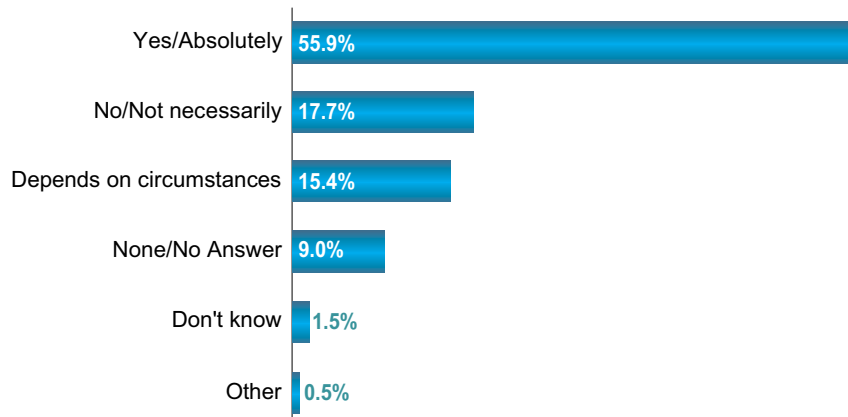
The CREW Network Women in Commercial Real Estate: 2005 survey revealed that men with direct reports tended to manage more men than women, and women with direct reports tended to manage more women than men.

Individual Findings



4. Do you think this is an obstacle for women to succeed?

Individual Findings



Findings Career Advancement

5. Why or why not?

Individual Findings



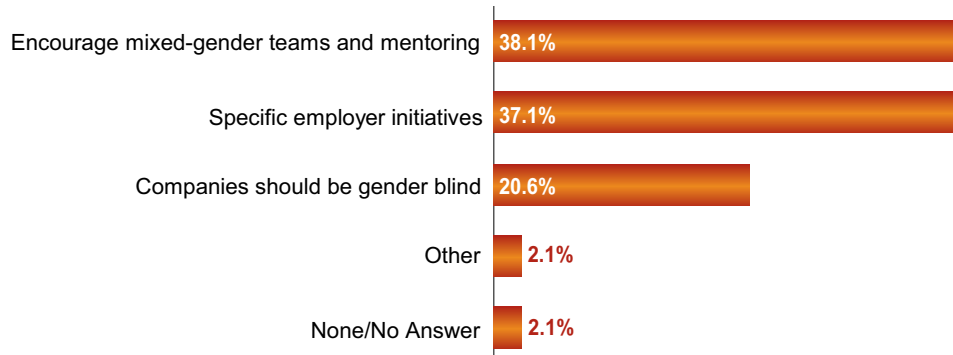
A significant number of respondents either did not answer this question, or responded that it is "Not Applicable."

Solutions

- All parties in the real estate industry need to be educated regarding the benefits of mixed-gender work teams.
- Companies need to consciously change mindsets to foster and monitor mixed-gender teams, and market and reward those teams' successes throughout the company and the industry.
- Women and men need to seek mixed-gender teams in order to gain more knowledge about how the opposite sex works, and to learn valuable skills from each other.
- Provide women training in management, leadership, and negotiating skills.

6. What are some solutions to challenges caused by gender differences in management?

Group Findings



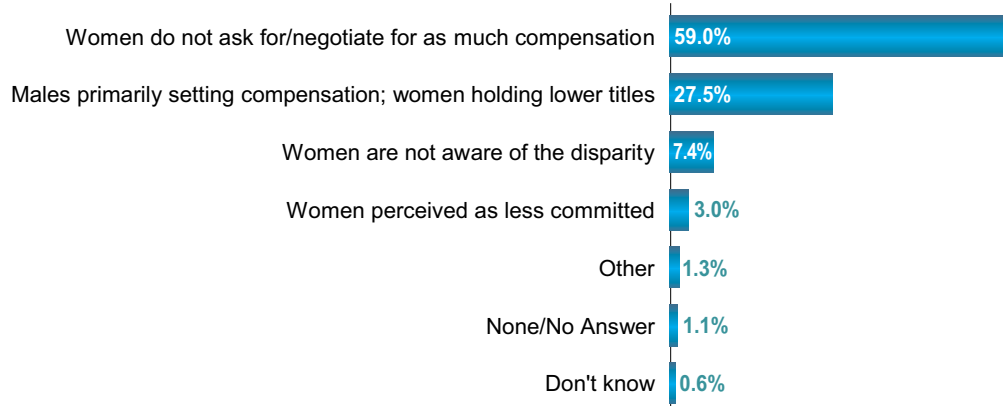
Solutions

- Participating groups wanted more mixed-gender teams and they wanted companies to initiate them, rather than women insisting on them individually.
- Solutions to help create mixed-gender teams include cross-gender mentoring, marketing the benefits of mixed-gender teams, team building, and leadership training.
- Benefits should be given to all employees.
- Some groups believed that calling attention to gender differences exacerbates the problem. Companies should strive to maintain the ideal of gender neutrality and hire/compensate based on the parameters of skills, responsibilities, education, and experience.

Findings Compensation Issues

7. Why are there compensation differences between genders? Why do you think women earn less than men?

Individual Findings

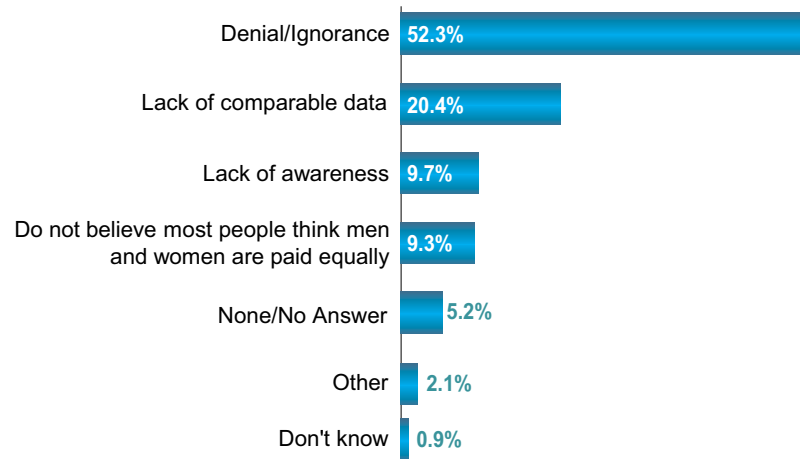


Solutions

- Provide resources describing compensation by industry/title/years of experience.
- Provide women training to develop negotiation skills. Include case studies of women in various situations that were successful and those that were not successful.
- Companies and leadership should make the commitment to create more mixed-gender work environments.

8. Why do you think men and women believe that men and women are paid equally?

Individual Findings

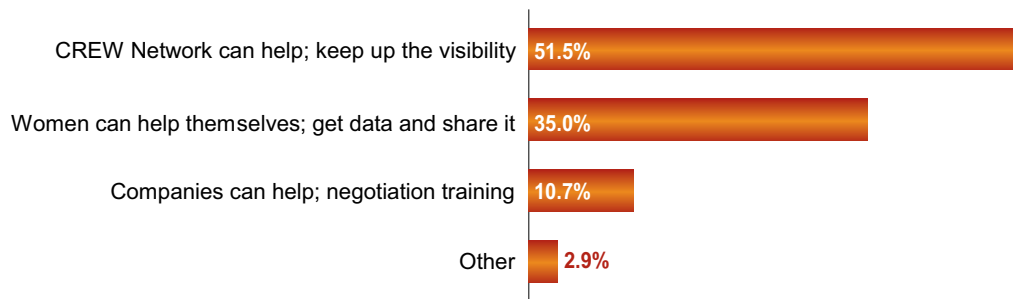


Solutions

- Promote discussion and awareness of the issue throughout the industry. People (both genders), companies, associations, and the government should all be made aware of the disparity. Associations like CREW Network have the opportunity to become a repository for information to benefit everyone in the industry. Case studies should be submitted from all parties with the end result of a compendium of case studies to be shared with CEO roundtables, and women and men within the real estate community.
- Create a data repository for companies and individuals to anonymously submit information on salary, position title, education, experience, and responsibility level.

9. What should be done to educate women about the compensation imbalance?

Group Findings



Solutions

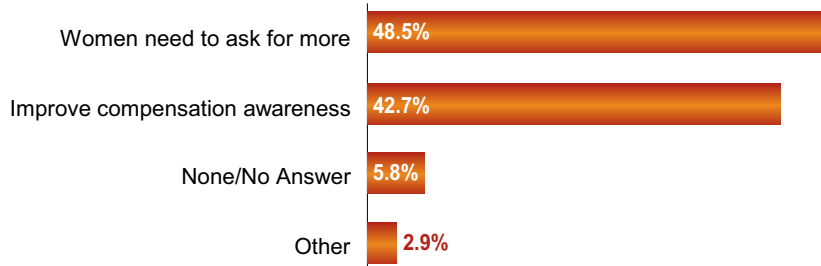
- Participating groups were confident that CREW Network should be the driver of education regarding compensation issues for women in commercial real estate. CREW Network should keep the issue in front of the industry and the media, and monitor and report on progress on parity.
- CREW Network should be a resource for salary information.
- Women can be a big part of the solution by sharing compensation information and making the decision to seek out information as well.
- Companies should partner with CREW Network to help fund and contribute to a repository of anonymous salary information. Companies can also help train employees in evaluating their positions. They should train employees in negotiating skills.

Findings

Compensation Issues

10. What can be done to help women with the same positions and experience levels earn as much as men with the same credentials?

Group Findings

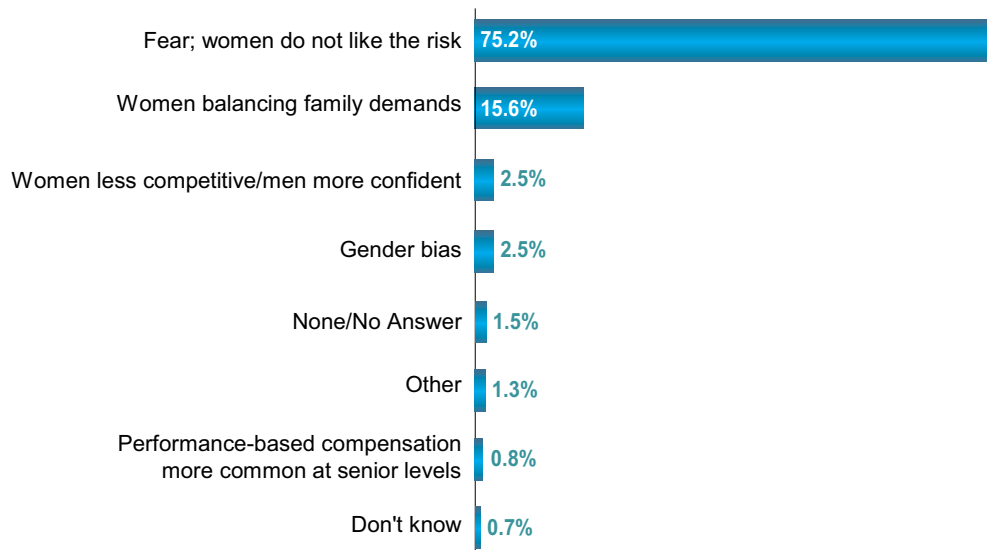


Solutions

- Women need to negotiate assertively for compensation commensurate to their skills and value. Training in negotiations and mentoring are two solutions that would help women gain parity.
- Much needs to be done to improve awareness of the disparity in compensation between genders. Women need to be able to see a range of compensation for comparable positions, responsibilities, and education. Information should include bonus and performance-based compensation

11. Why do you think women are less likely to hold jobs that include a largely performance-based structure, particularly a 100% commission structure?

Individual Findings

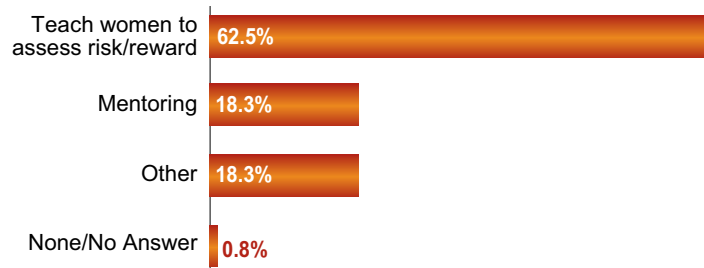


Solutions

- Working with companies, CREW Network should provide resources that teach women how to assess the risk of performance-based compensation structures and teach them how to hedge against the risks inherent in such structures.
- Companies should provide clear career paths of people in performance-based compensation positions to show employees (women and men) the advantages of such positions, as well as a leadership track those positions engender.

12. What can be done to help women become more comfortable with performance-based compensation?

Group Findings



Solutions

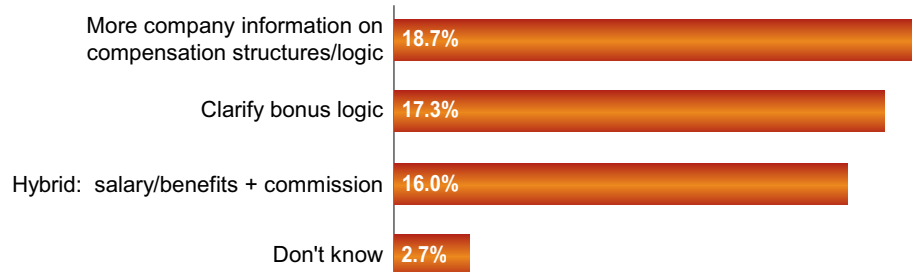
- Training in negotiation skills, confidence building, and evaluation of risk combined with education regarding the costs and benefits of performance-based compensation structures topped the charts for group solutions to this question.
- Mentoring was identified as a solution to show women how others with performance-based compensation deal with the challenges of such a structure.
- In addition to bonuses and commissions, performance incentives should include solutions to real-time challenges for women, like more flex-time opportunities or comp time.

Findings

Compensation Issues

13. What potential changes in performance-based compensation structures would you like to see in our industry?

Group Findings



A significant number of respondents either did not answer this question, or responded that it is "Not Applicable."

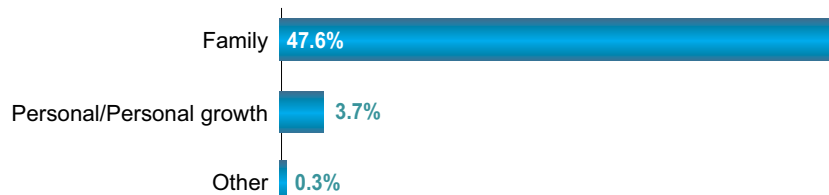
Solutions

- Participating groups believe companies can play a large part in helping women succeed with performance-based compensation structures by giving employees more information about compensation structures, ways to transition to them, and the costs/benefits of such structures.
- Participating groups thought companies could help women gradually transition to performance-based compensation by providing a hybrid of salary and performance compensation, perhaps on a graduated scale so women would have a base from which to work. This would solve the risk aversion problem identified as a barrier to women accepting performance-based compensation positions. Another hybrid structure mentioned by groups is "team-based" performance compensation, so that if a team reached a goal, the whole team would share in the reward.

Work Environment / Life Balance

14. What drives women's decisions to temporarily leave the workforce?

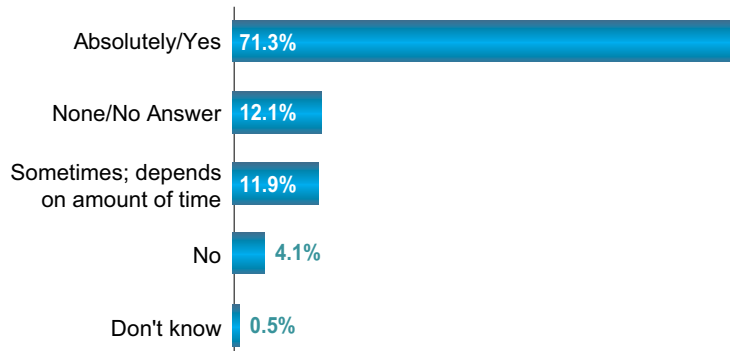
Individual Findings



A significant number of respondents either did not answer this question, or responded that it is "Not Applicable."

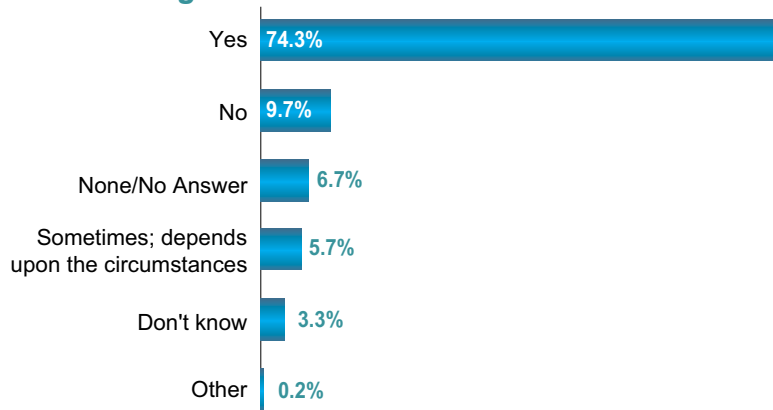
15. Do you feel that women's careers are negatively impacted by their decision to take time off?

Individual Findings



16. Do you feel there are differences in how management views men's and women's extended leave, flex time, and other alternative scheduling?

Individual Findings

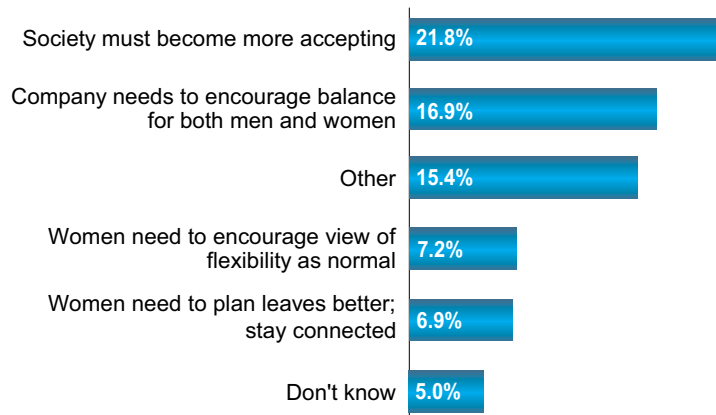


Findings

Work Environment / Life Balance

17. If so, how can these differences be overcome?

Individual Findings



A significant number of respondents either did not answer this question, or responded that it is "Not Applicable."

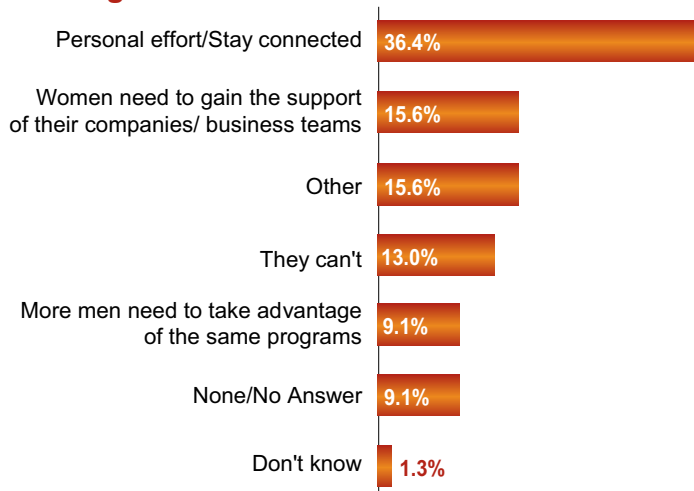
Solutions

- Conduct further research to track and quantify the effects of leave on women's careers.
- Companies should provide equal family leave benefits to both women and men, and encourage men to take the benefit.
- People who take leave of absence (either gender) should take the responsibility to stay connected to their team while on leave. Companies can make this easier for their employees by providing technology.

Work Environment / Life Balance

18. How can women take advantage of extended leave, flex time, and alternative scheduling policies without negatively affecting their careers?

Group Findings



Solutions

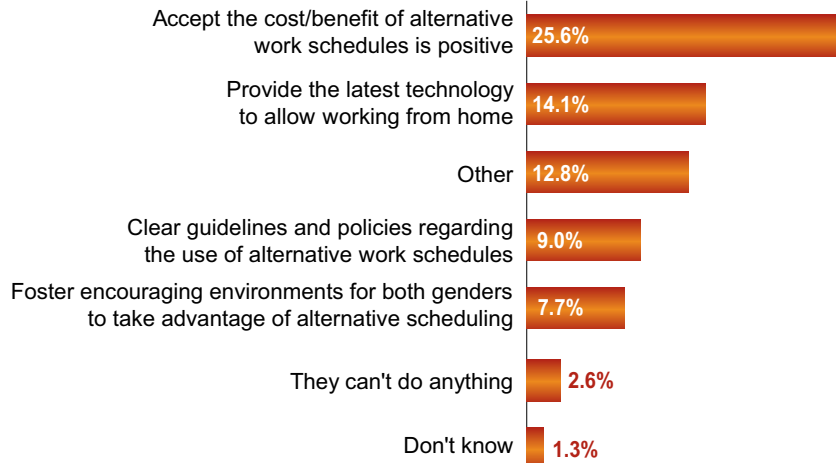
- Most participating groups felt women who leave the workforce temporarily should feel they are an integral part of their work team by making the effort to stay connected at some level. Making this connection will help women transition back to work more easily, and will give companies confidence that women have the skills and awareness to come back full force.
- Prior to leaving the workforce, women need to gain the confidence of their companies and teams that when they are away, connectivity can be maintained. This will help companies feel women are as dedicated to the company goals as their male counterparts.
- Thirteen percent (13%) of the participating groups felt women who leave the workforce temporarily will not be able to return without some negative effect on their careers, although those on the East Coast did not agree with their Central and Western counterparts.
- Flexibility for all employees at all levels should be a priority that company management keeps foremost in its mind. Since all employees will face work/life challenges at some point in their careers, companies need to plan clear policies for these challenges and communicate those policies to both male and female employees.

Findings

Work Environment / Life Balance

19. **What can companies do to support women's desires for alternative work schedules without adversely impacting company production goals or other employees?**

Group Findings



A significant number of respondents either did not answer this question, or responded that it is "Not Applicable."

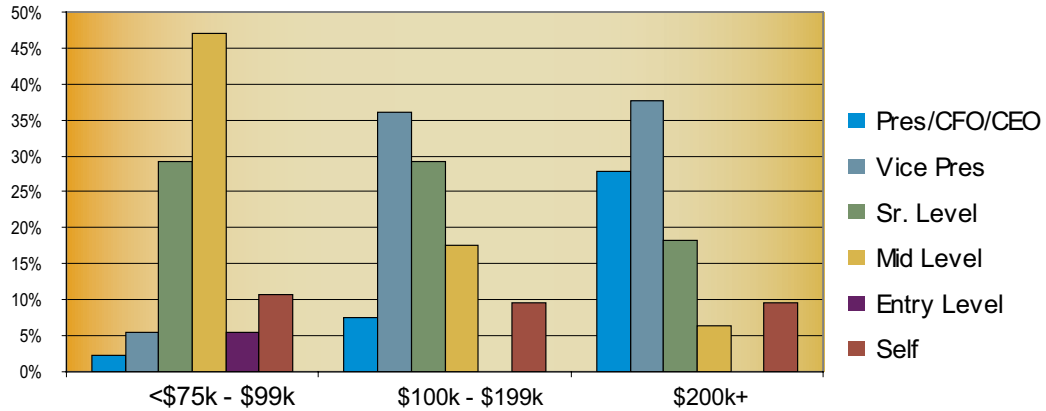
Solutions

- Most groups agreed that companies need to be educated about the costs and benefits of providing alternative scheduling and structures. CREW Network should collect and educate companies with case studies on successful examples of alternative work schedules.
- Companies should provide these alternative scheduling opportunities to both genders, and should provide clear guidelines on what is expected in terms of productivity and performance.
- Companies should provide technology to facilitate alternative scheduling.

Minding the Gap Study

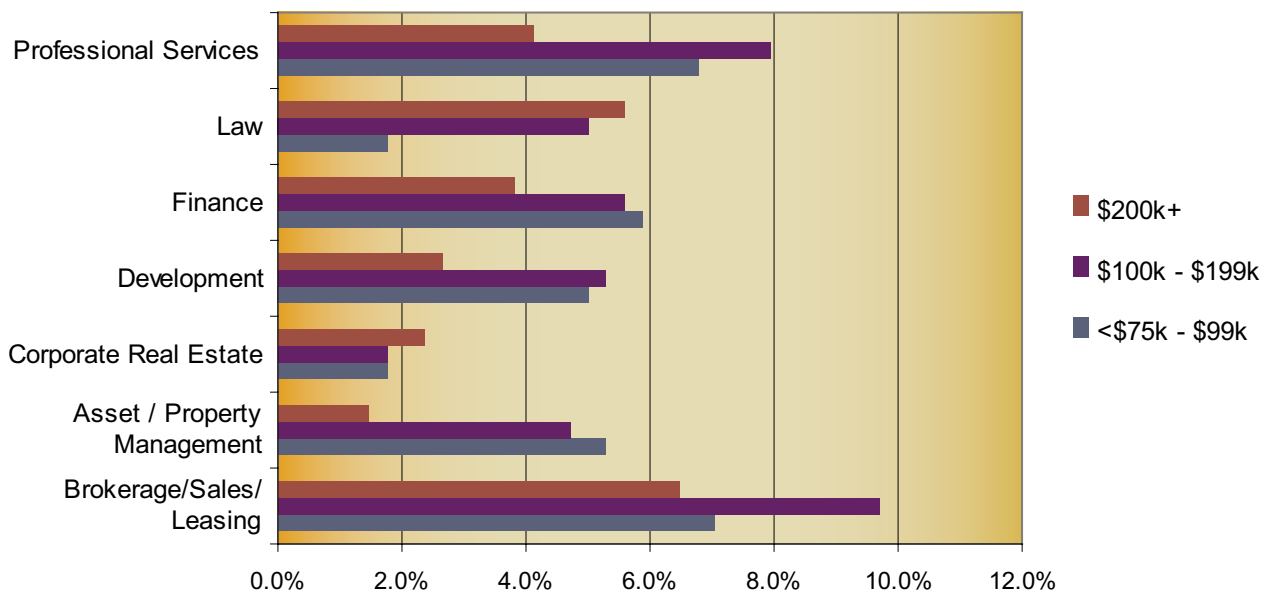
Compensation Facts

Minding the Gap Survey Respondents Compensation By Title



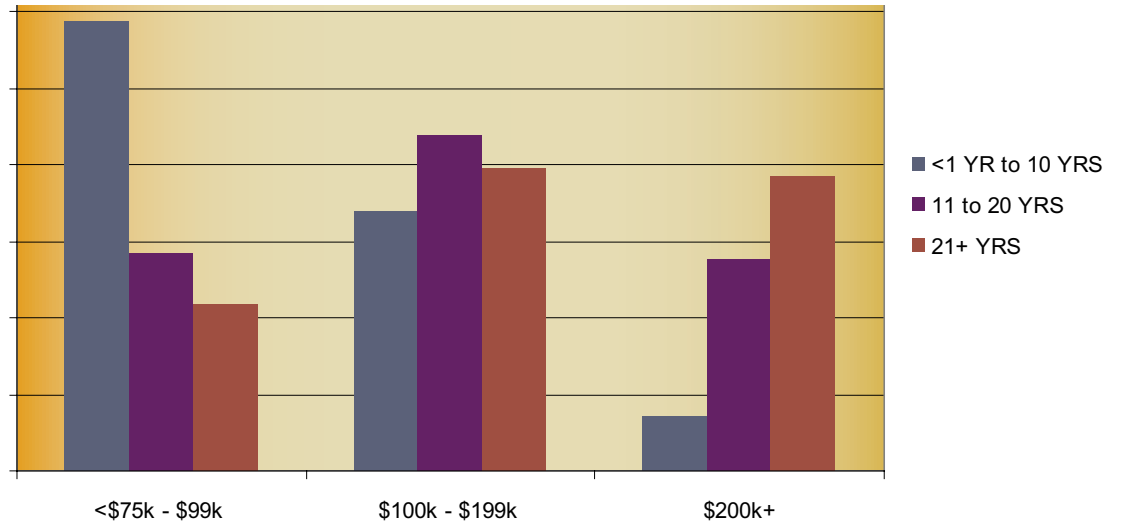
| | Pres/CFO/CEO | Vice Pres | Sr. Level | Mid Level | Entry Level | Self |
|------------------------------------|--------------|-----------|-----------|-----------|-------------|-------|
| Mean (in thousands \$) | 232.2 | 186.4 | 132.7 | 96.6 | 44.6 | 140.5 |
| Median (in thousands \$) | 300 | 175 | 125 | 87.5 | 37.5 | 125 |

Minding the Gap Survey Respondents Compensation By Business



Compensation Facts

Minding the Gap Survey Respondents Compensation By Years of Experience



| | Years' Experience | | |
|------------------------------------|-------------------|--------------|---------|
| | <1 YR to 10 YRS | 11 to 20 YRS | 21+ YRS |
| Mean (in thousands \$) | 101.3 | 156 | 177.9 |
| Median (in thousands \$) | 87.5 | 125 | 175 |

CREW



NETWORK

The mission of CREW Network

is to advance the success of women in commercial real estate. CREW Network does this by looking outward to bring more women into the industry, showcasing member successes and serving as a key resource to its members and the industry.

CREW Network members represent all disciplines of commercial real estate — every type of expert required to “do the deal.” Members comprise more than 7,000 commercial real estate professionals in more than 60 chapters across North America.

WWW.CREWNETWORK.ORG

CREW



NETWORK

CREW Network

1201 Wakarusa Drive, Suite C3 | Lawrence, KS 66049

ph. 785.832.1808 | fax 785.832.1551

www.crewnetwork.org