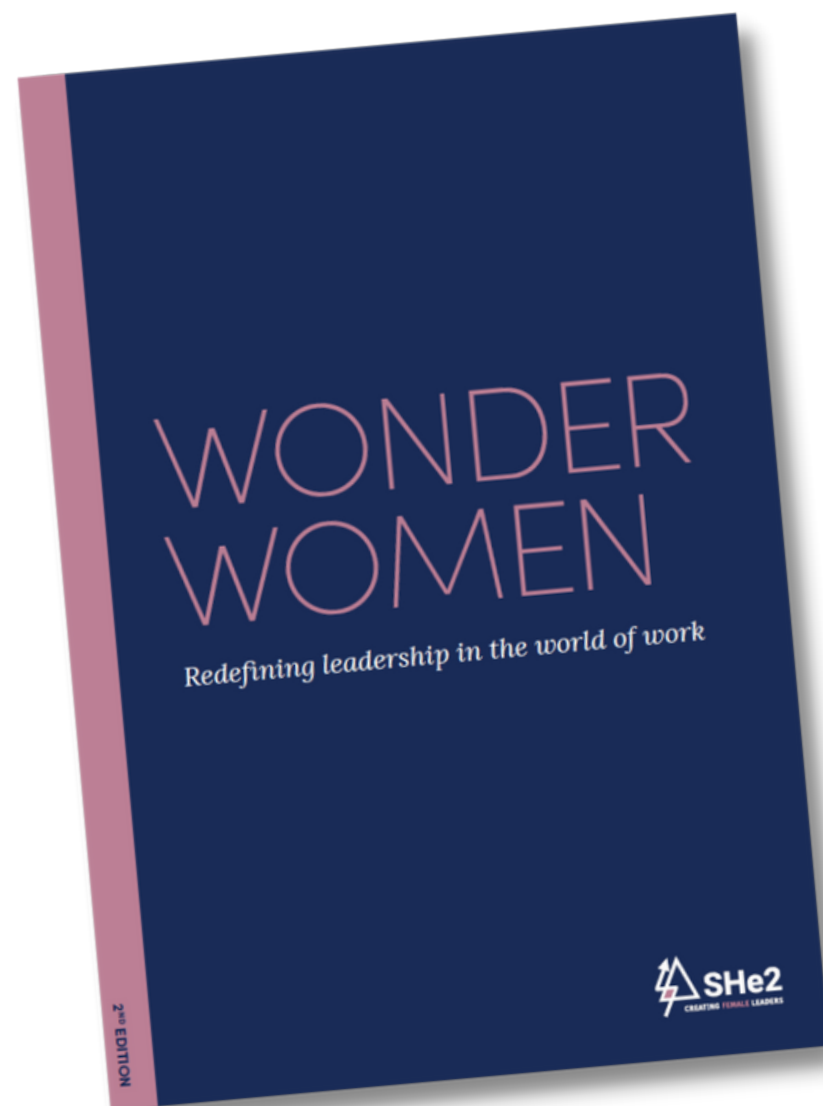




Sharing stories so others can see fragments of themselves

The I-SCALE
Leadership
Programme

SHe2
Leadership
2023



Real Wonder Women

INTRODUCTION

Ann Cairns

Experienced C suite Executive and Chair



Ann Cairns started life as a research scientist and was the first woman to work offshore with British Gas. She moved into investment banking in her 30's and rose up the ranks in Citibank. After 15 years at Citi, she enjoyed a number of senior roles at other financial institutions before finishing her career as Executive Vice Chair at Mastercard. Ann believes that women should rise to the top of the corporate world in equal numbers to men, has chaired both the 30% Club and the Financial Alliance for Women. She is a strong advocate for women in STEM.

What comes to mind when we hear the term "Wonder Women"? For me, it's the comic book hero with the splendidly 70s look. I later discovered more about the creator and his thoughts on women, which were a very mixed bag. But in this book, you will find some real wonder women. Great role models for all of us. Women deserve to take their rightful place beside men in the world economy. If they did it would increase the world's GDP by trillions of dollars so, while admiring these leading women, let's push for a fairer society that delivers equal opportunities for everyone.

The obstacles for women that I was painfully aware of decades ago still exist. I married in 1976, at a time when the UK Department for Employment stated, "if society is to make the fullest use of its human resources and at the same time to provide equal opportunities for women for work and training, the key factor for many women must be the expansion of childcare."

How clear and obvious it all seems. But childcare is still too expensive for the vast majority of working mothers and fathers. Today's parents really need a new social contract. One where government, business and wider society change to reflect their needs. Minouche Shafik, Dean of London School of Economics, talks about this in her recent book *What We Owe Each Other – A New Social Contract*.

Despite these obstacles, I am an optimist. I grew up in 1960s Britain, a time of huge awakening, opportunity and creativity. I attended a girls' grammar school and studied maths at university. I had my daughter in my late thirties, by which time I had 15 years of work behind me and could afford a nanny. I have had a fulfilling working life, particularly the past 11 years in Mastercard. It's a global company committed to the inclusion of women, with a target to bring in another 25 million women-led SMEs into the financial system by 2025.

Roughly 92% of major corporations are still run by men. In the UK just 10 of our biggest 100 companies are run by women.

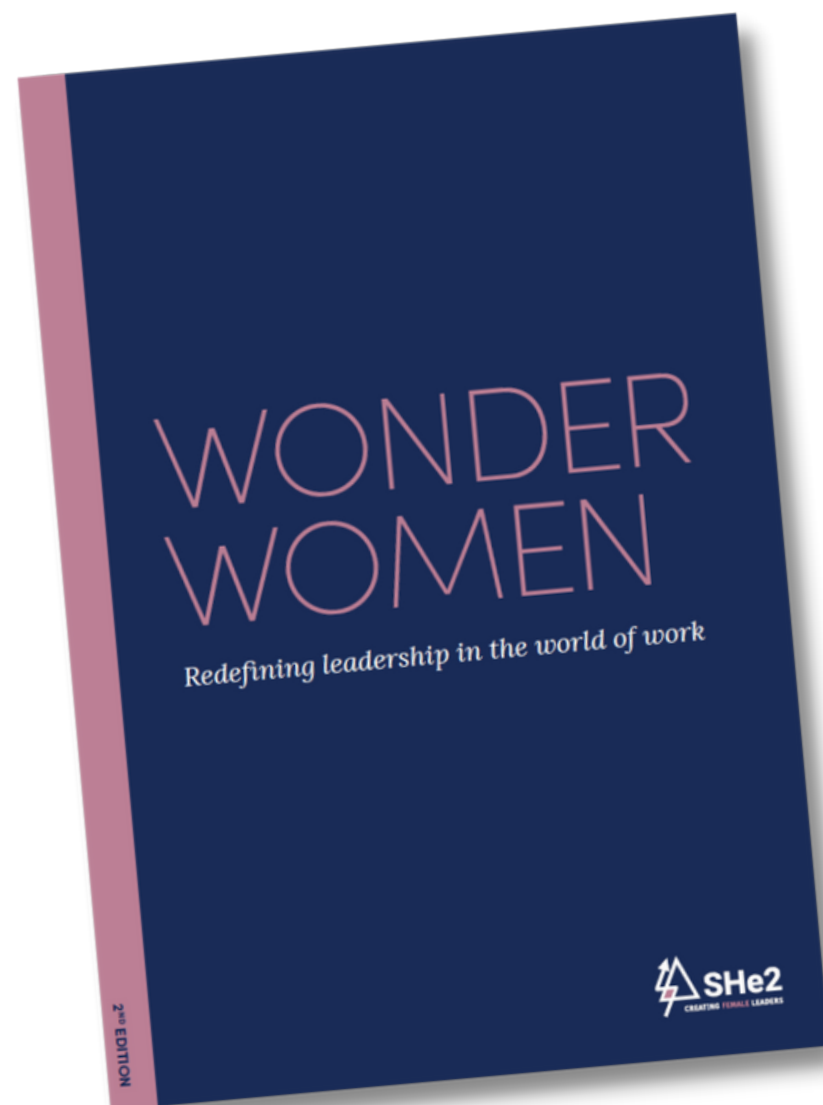
In this post-pandemic world, there should be so much more potential for women – particularly given the widespread adoption of hybrid working. This is the golden opportunity to truly drive inclusion and create the much-needed work/life balance that carers require. I use the word carers because it really makes sense for employers to recognise men and women share this responsibility. We didn't see this during Covid when women were burning out and resigning because of juggling work with the demands of kids at home and/or caring for ageing parents. But the important thing is, we can now adapt hybrid work, to change the status quo.

In the corporate world, more than 1200 global CEOs and board Chairs have committed to having at least 30% women on their boards and in their C suites by pledging their support to the 30% Club. While the global business-led campaign has an ultimate goal of parity, 30% is the tipping point at which minority voices become heard, sparking an acceleration to gender balance. In the UK, we have hit 40% women on the boards for our FTSE

100 companies. This is up from 12% when the campaign launched in 2010 and represents a great result, achieved without quotas. It has been driven by commitment at the top. It's a great example of men supporting women for the benefit of everyone.

Of course, there are challenges related to hybrid working too. Some cultures still place emphasis on presenteeism and risk home-based employees (often women) being passed over for promotion or pay rises more than office-based peers. I believe by persistently trying out new models, we can create more equality, encouraging everyone to achieve. Professor Lynda Gratton in her new book, *The Future of Work*, states that the workplace is where friendships happen, which is why hybrid and not completely virtual work will be so important for women. I think it's especially important for young women who are establishing themselves in the working world and focusing on building up their network. It's not just what you know but who you know that makes a difference – you need both to be highly successful in the business world. →





The Male Perspective

MALE PERSPECTIVE

Christian Edelmann

Managing Partner for Europe at Oliver Wyman



Christian Edelmann is the Managing Partner for Europe at Oliver Wyman. Prior to his current role, Christian co-led EMEA Financial Services, and the global Corporate & Institutional Banking (CIB) practice. He has also acted as the Global Head of Oliver Wyman's Wealth & Asset Management (WAM) practice, as well as running Oliver Wyman's business in Asia-Pacific. Christian has worked across Europe, Asia, North America and the Middle East, advising a broad range of sell- and buy-side clients in the areas of strategy and risk management.

When I first started my career more than two decades ago, very few women were aware of – or interested in – a career in consulting. And why would they be? It was a workplace designed by men for men. Success was built around alpha male characteristics.

At the time, it was mostly seen as a shame that more women weren't part of the team. We didn't really understand that it was a problem, and a problem of our own making. We were ignorant of the difference between equality and equity and thought the right thing to do was treat everyone the same.

What is painfully obvious to me now wasn't back then. I remember very clearly the moment I became aware of the scale of gender inequity in the workplace. It was 2012. I had just taken on my first major leadership role, running Oliver Wyman's business in the Asia Pacific region.

Then I heard the stories. At first, they seemed small; perhaps a one-off. But they weren't. They

were daily microaggressions that added up to a culture of biases that alienated women. Women were being asked why they weren't married yet. Events and networking typically included lots of alcohol. Clients assuming any women in the room were the most junior, and no one on our side correcting them.

These experiences came to light through a series of reverse mentoring exercises. Junior women were invited to tell senior team members – still mostly men – about what they had encountered. It was an incredibly brave thing to do and required a huge amount of trust that what they said would be heard, not used against them and (most importantly) believed.

As the regional leader, this became my problem to address. To begin with, I relied heavily on members of our women's network, a group I would later join as executive sponsor. Then I learned it wasn't for those being marginalised to create change, but those with power and influence – men like myself.

We were ignorant of the difference between equality and equity and thought the right thing to do was treat everyone the same.

This was a difficult, complex and nuanced challenge. Men were sometimes reluctant to engage in discussions because it made them uncomfortable and fearful of saying the wrong thing. They needed reassuring that if they were smart enough to learn the inner workings of financial services regulations and analyse a terabyte of client data, they could learn about inclusive language and behaviours.

Fast forward to 2023. I'm back in London and co-leading our business in Europe, now a father to two wonderful young boys. I've seen and been a part of tremendous advances across the firm towards gender equity. We have rock-solid policies in place for each market in which we operate, tailored to meet local needs and local legislations. We offer people from all marginalised groups the opportunity to be mentored and sponsored. For parents, we run a program called 'Boost' that supports them before, during, and after their parental leave. New fathers are encouraged to take parental leave, something I very much enjoyed after the birth of each of my sons.

These policies are fantastic. However, they are only the foundation of a diverse and inclusive workplace. Personal interactions really make the difference, day in, day out. Everyone is aware of the expectations to speak up if women are casually belittled in client discussions and in meetings all participants get a fair share of speaking time.

Leaders are required to lead by example – and now I'm pleased to say the makeup of our leaders is much more diverse. In the workplace, we sponsor women through difficult career stages. In our personal lives, men are starting to recognise the mental and physical burden women take on when running our homes and are stepping up to take

on a fair share of responsibility and chores. This last part has been a real eye-opener for me. I am regularly amazed to see what my wife, who works full-time in the Finance industry, gets done before I even think about it, from ordering the kids' favourite yoghurt to booking a restaurant to having an appropriate costume ready for World Book Day.

I know that many men hope that gender equity is now "sorted" and we can declare victory and move on. But we still have room to improve on these microaggressions. And I look back to what I thought I knew ten or twenty years ago and wonder what my blind spot is today.

This year's graduate recruits were born after I started working at Oliver Wyman. They are joining a company where most of the Partners are still white men – a skew that will probably continue until I retire and the diverse colleagues we attracted at the bottom of the career pyramid and sponsored throughout their career reach the top.

Therefore, I'm calling on men like me to work hard to understand Gen Z and in particular the women and people from other marginalised groups. Research shows that Gen Z women expect respect and recognition, equal pay, better work/life balance, more advancement opportunities, and personal fulfilment.

I have no doubt that Gen Z will push harder than any generation before for true inclusion and equity not only between genders but also other characteristics, such as race and sexual orientation. I see it as my responsibility to support them on their career adventure – and I encourage other middle-aged men to embrace this journey too. ●



WONDER WOMEN

*Redefining leadership
in the world of work*



The Wonder Woman book is a fantastic way to showcase and represent women's achievements, despite the constraints they often face in their personal and professional lives. We should all speak up, support, make room and cheerlead women in our organisations to support real change and move beyond the conversation.

This book is a powerful example of how you can get to where you want to be, not despite your differences but because of them. We must all remember that progress is impossible without change. Silence is not benign; it is malignant.

Darren Johnson

Global Chief Operating Officer

Impax Asset Management



The I-SCALE Leadership Programme

Stepping into the role as a leader

Inspiring ambitious women in the world of work, through sharing authentic stories that remind us that no one has yet to find the holy grail of sustainable life balance.

Visibility for those women whose stories we share in their own voice. Reflecting on their journey to date, providing a powerful reinforcement of their individual achievements.

Inclusion of men as active collaborators through combining their reflections of the women who have influenced their own leadership journey alongside why they are committed to gender equity.

Belonging for both contributors and readers through meaningful connections gained from access to a network of purpose driven women and men who are actively championing change. Access to a genuinely friendly, engaging and diverse network beyond their seniority, sector, job function or geographic location.

Purpose through our outreach initiative to encourage bright and ambitious young women from disadvantaged backgrounds to think bigger and broader. Providing them with the crucial role models and supportive champions as they take the first steps towards discovering their full potential.



The I-SCALE Leadership Programme

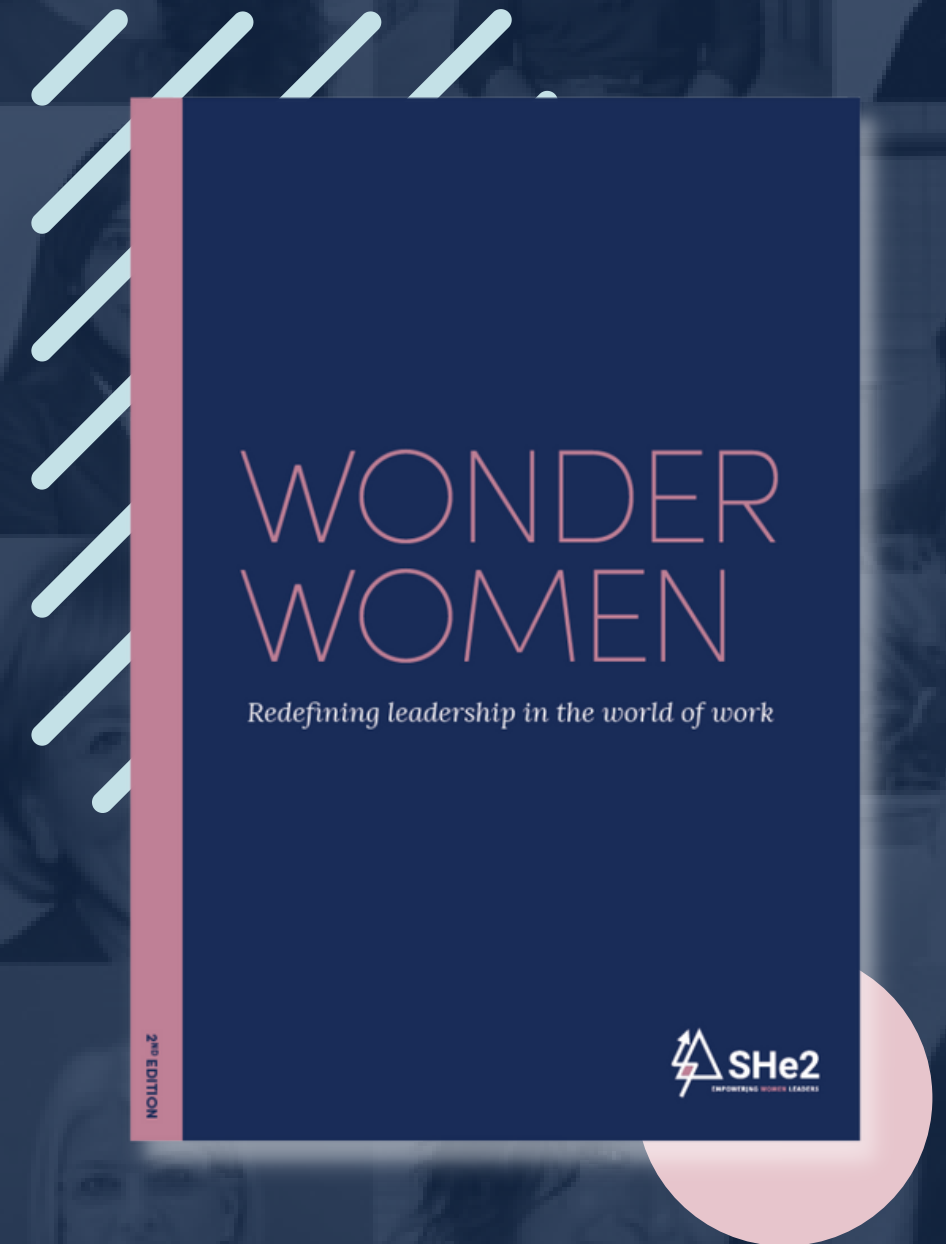
Developing Managers into Leaders with a focus on Inclusion, Inspiration and Impact

A powerful, curated programme centred on:

Storytelling and **S**haring
Connection and **C**ontribution
Authenticity and **A**chievement
Learning and **L**eadership
Elevation and **E**mpathy

The various subscription tiers provide:

- **Your Employee:** A great start on their leadership journey.
- **Your Company:** A connected approach to your overall culture and environment.



Gender-balanced teams exhibit higher collective intelligence and are more effective in problem-solving and innovation



The I-SCALE Leadership Programme

The Benefits

Internally Simple and impactful way to show ongoing support for women who are ready to make the difficult cross over from managers to leaders. This programme equips them with the tools, insights, and connections to develop skills and confidence to influence, motivate and inspire.

Externally Empowering organisations to attract and retain top talent by embracing purpose-driven ESG practices, fostering a positive impact on society and creating an environment where employees are inspired to contribute their skills towards building a better future.

Social Impact Supporting our work to help bright, ambitious young women reach their potential and to think bigger and broader. Too often they are lacking in the support and role models to help them make these crucial decisions that could provide the momentum to change the trajectory of their lived experience and create a new story for themselves. We achieve this by connecting our Wonder Women network with existing social mobility outreach projects that connect with talented students at schools across the UK.



The I-SCALE Leadership Programme

For every employee nominated for programme, an incredible value-add subscription package, including:

- Annual editions of Wonder Women book series
- Tailored Leadership webinars from our core Human Leadership Programme
- Wellbeing webinars across a selection of mental and physical health topics
- Masterclasses focused on confidence and personal presentation
- Member interactive virtual events with speakers and authors from WW book and wider network
- In person events for annual book launch and engagement with our Wonder Women network

All designed and curated to focus on personal leadership growth

Companies with diverse executive teams are 25% more likely to have above-average profitability



Wonder Women Book Stories

At the core of the programme are the stories we continue to share

The back story:

What started out as an idea for a “handbook” as part of our welcome pack for SHe2 Leadership has grown in scope and impact well beyond our initial intent or imagination. The power of sharing authentic workplace stories of relatable women and men doing remarkable work has struck a chord.

Stories for our times in our post-pandemic world where having impact, being authentic and finding the holy grail of life quality and balance, all take a leading role in our working lives.

Wonder Women Book Stories

The mission:

First, to provide a source of inspiration for our future leaders and highlight amongst other things that not everyone has their life plans nailed at eighteen; that not everyone besides them has the perfect, shiny career; that it is never too late to make a change, start again or mix it up; and that finding your passion can strike at any time.

Second, for those leaders contributing, we wanted to give them permission to consider what they have accomplished and reflect on the impact they have already made; to be their own spokesperson in sharing their story and learnings in their own voice, thus acting as relatable role models to help impact the trajectory of others

Third, we were clear on the importance of hearing the male perspective of the why and how these senior leaders believed in gender equity and reflect on and acknowledge those women who have played and play a critical role in their own leadership success.



I-SCALE Leadership Programmes	Length	Format	Initiating Impact (min 20 members)	Creating Momentum (min 40 members)	Leadership Accelerate (min 40 members)
Welcome Pack - including current and previous copy of Wonder Women books.			✓	✓	✓
Back catalogue of book series for senior leadership team			✓	✓	✓
Selected members from company to contribute at Social Impact schools visit			✓	✓	✓
Human Leadership workshop interactive excerpt from our core programme	1/2 Day	Virtual	✓	✓	✓
Health and Wellbeing workshops with an evidence based and holistic approach	60-90 mins	Virtual	✓	✓	✓
Masterclass in Confidence, Gravitas & Presentations	60-90 mins	Virtual	✓	✓	✓
Annual Wonder Women Edition Launch	Evening	London	✓	✓	✓
Curated Impact Speakers from our book series and wider WW network	60-90 mins	Blended (London)	✓	✓	✓
Meet the Author Leadership & Life Book Club	60-90 mins	Virtual	✓	✓	✓
Culture & Environment Audit		Blended			✓
Male Active Collaborators Workshop		To Be Determined			✓
Facilitated Town Hall / Ask Me Anything with ExCo Leadership Team		To Be Determined			✓
Programme delivery on a 6-8 weekly basis with additional content and resources through regular newsletter.			£95 pp/pm	£75 pp/pm	Dependant on tailored selection

I-SCALE

Delivery Partners



Only 1% of all venture funding goes to businesses founded by all-female teams





Funmi Lawal
Founder & CEO

Clip-Knix

“Thank you for the book which I received today. It is full of inspirational people. I only got to half and I am exhausted by the awe inside it.



Lady Val Corbett
Founder

**Lady Val Corbett's
Professional Network**

“Every young girl who reads Wonder Women will surely make them realise what females can accomplish and who knows, may inspire them to rule companies and even countries!



Tara Cemlyn-Jones
CEO

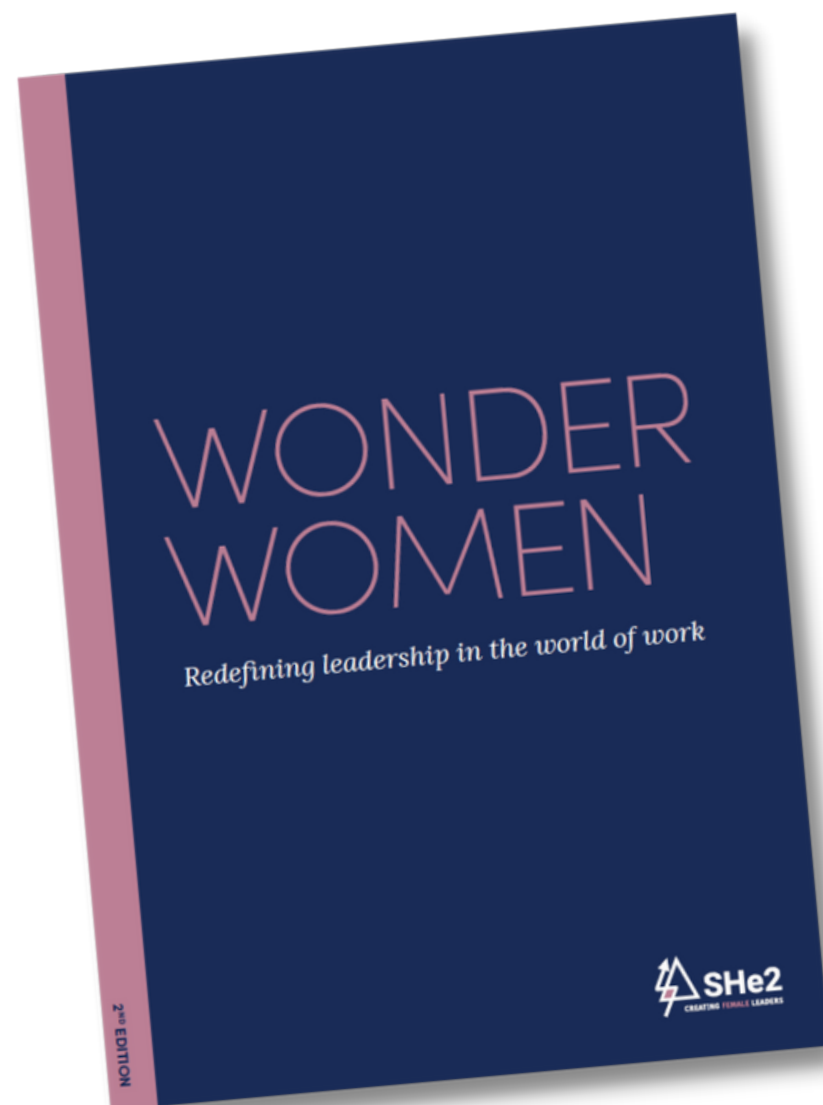
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“I was absolutely thrilled to get my copy of Wonder Woman - it looks amazing!! And so many incredible and diverse women. Such a brilliant concept.

Nicola Grant
Founder of SHe2 Leadership

This book series is for those who have made equity their purpose for the benefit of us all, and who strive daily for a global community which is gender-irrelevant, diversity-rich and available to all.





Real Wonder Women

FOREWORD

Denise Wilson OBE



Denise is Chief Executive of the Government sponsored FTSE Women Leaders Review, formerly the Hampton-Alexander and the Davies Review for Women on Boards, leading the UK's national, business-focused voluntary framework, effort and task force to increase the number of women on FTSE 350 Boards, and in leadership positions.

She served on the Board of Ecclesiastical Insurance Group for eight years, was Chair of the Remuneration Committee and member of the Audit Committee. She has served on several corporate and charitable boards during her career.

Her early career began with the Royal & Sun Alliance Insurance Group, before moving into the energy sector where she held senior roles at British Gas and its successor companies, BG Group Plc and National Grid Plc.

The stories in this book challenge what success looks like in today's world. They are as inspiring as they are diverse. They reveal the real journeys of women, from those with high-profile careers who have won great accolades and challenged historically male-dominated sectors, to those who left corporate careers to become entrepreneurs - either because the corporate world did not work for them or because they simply had a compelling passion and determination to make a difference elsewhere. They include those who "bumbled along" and found their courage and real vocation later in life, making a difference in companies we have never heard of, and excelling in a role we did not know even existed.

Few stories are all shiny and straightforward. Most tell of mistakes and failure along the way, some taking time out to reflect, others gathering the courage to re-build and start again whatever their stage in life. They are as inspirational and unique as the women who tell them.

Not many of us know what we want to do when we "grow-up", but oddly most of us think we should, and others certainly expect that of us. Leaving school at the age of 18, my only ambition was to speak Spanish and to work and live in the sun! I managed that for a few years, but could not have imagined the happy, fulfilling, 30-year-long career in the insurance sector and then the Oil & Gas industry that played out, nor how my huge admiration for working women would ultimately be channelled.

There is no silver bullet but, undoubtedly, if stories such as these had been published then they would have inspired me to search on much bigger and wider horizons, all the way through my career. The many tips, insights and sheer ambition that shine through in these stories will hopefully help others along on a faster route. That in itself is great progress.

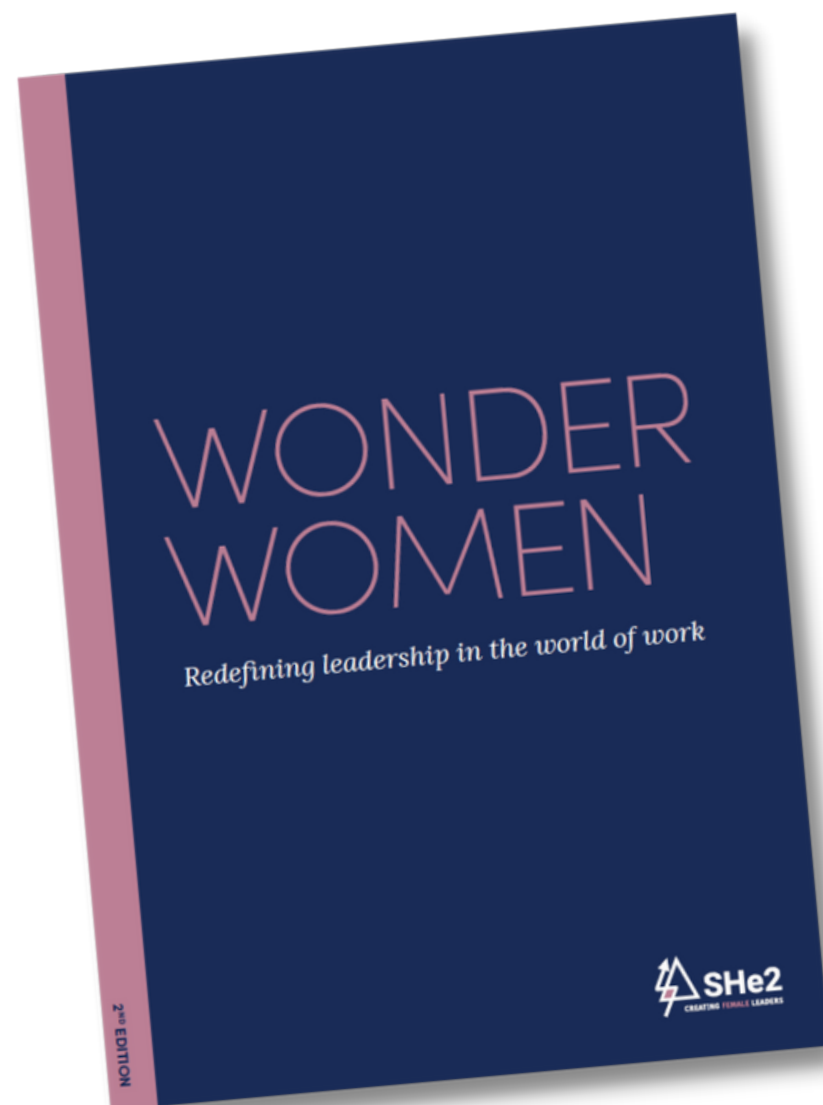
Looking back over the last decade or two we can see clearly that a significant improvement has been made in the representation of women in business in most developing countries around the world. We know there is much more to do to halt the systematic undervaluing and underutilisation of women in the workplace. From our recent efforts in the UK to increase the number of women at the top table and in leadership positions, we also know that the barriers facing women (and anyone who presents differently in the workplace and in life) are significant. These often add layers of complexity and slow progression on what is already a tough road to travel. Understanding the obstacles and pathways of others who have gone before will help us circumnavigate these better. It will also allow us to draw courage from one another to lighten the load for younger women who follow in our footsteps.

I hope this book will also encourage many of you to find your voice in what is an important conversation and - right now - unfinished business. I am often asked what is the one thing that has driven most progress for gender equality in the workplace, and of course there is no one thing. Gathering the data, setting realistic targets and treating gender equality with the same weight as any other business issue all fuel progress. Yet if I were to choose just one, it would be the unstinting drive and visible voice of the senior leader.

However, each and every one of us has a voice and a role to play in promoting equal opportunity and inclusion in the workplace. The contribution of men as allies both at work and in the home, is crucial to gender equality and benefits everyone. We all have the power to effect change and we all walk taller for using it.

There is no shortage of women ready and waiting to step up in their chosen field. The supply of capable, experienced women in British businesses is full to overflowing. To those reading the stories in this book, we cheer you on for all you will do and become, and to those authors and the many strong and talented women who have gone before us, this book is a celebration of all that has been achieved. ●





The Male Perspective

MALE PERSPECTIVE

Darren Johnson

Executive Director and Global Chief Operating Officer at Impax Asset Management



Darren Johnson is Executive Director and Global Chief Operating Officer at Impax Asset Management (where he has worked since 2007) and sits on the Executive Committee. He is a Director of Impax's Management Company in Ireland and also sits on the UCITS Fund Board. Darren also sits on the board of a number of charities and organisations, including St Mungo's, the largest homeless charity in the UK and the investment advisory board of Comic Relief. He is also a prominent advocate of diversity issues across the financial services industry.

Diversity is about difference; in this context, we discuss differences between people. Diversity in practice should happen easily as the world is a diverse place.

Let me share a little about my life with you. I was born and raised in London. As a result, I was exposed to diversity, inclusion, and – unfortunately – ignorance at a young age. I was raised, along with my sister, by just my mother. My parents divorced when I was very young.

Being raised by a single mother and from a humble social and economic background in a major city of the world, in what is often described as the proverbial 'melting pot', was undoubtedly a challenge for my family. As a Londoner, one of the aspects that I remember most about growing up is its diversity. However, London and many other areas of the United Kingdom are divided along ethnic and socio-economic lines. Growing up, I learned that it is easy to be diverse without being inclusive and yet diversity is nothing without inclusion.

Real inclusion, however, is problematic. As we know, it can be easier in homogenous groups to agree than in non-homogenous groups. Sometimes it is difficult for individuals to be challenged by others with different perspectives, often informed by their own lived experiences, which are closely tied to their identity.

Many of my female friends and fellow professionals refer to hitting glass ceilings and not being included at senior levels of their organisations or being passed over for promotion. I am always disappointed to hear this statement, as many organisations have yet to embrace inclusion fully. Does an organisation go the extra mile to get to know and understand its people? Does it have policies or practices that are inclusive?

Inclusion must be viewed as a growth opportunity, not as a threat.

I am concerned when other professionals say they are not confident in their ability to discuss issues and give feedback to colleagues who may differ in gender, race, disability, sexual orientation and so on. To successfully lead an organisation, leaders must understand their colleagues. There is always an implication in what clever people choose not to know. Not knowing how to talk to your colleagues is a choice!

When you try to connect with someone new, you look for commonalities. What school you went to, your favourite shows on TV, your children etc. Perhaps the next time you interact with someone new who looks different from you, instead of looking for commonalities, you could look for differences, look for and talk about what makes them unique and different to you? Encourage them to tell their stories. You don't learn anything new from understanding what you already have in common with someone.

Doing this helps normalise differences and helps you better understand your colleagues and teams. As a leader, you can utilise their potential to maximise their ability to deliver for your organisation. Don't expect by default people to be the same as you; everyone is different.

The more differences that exist, the more difficult it can be to bring people together. It may sometimes be uncomfortable, but our ability to manage discomfort and lean into it is key to

success. Inclusion must be viewed as a growth opportunity, not as a threat. When we have a sometimes-uncomfortable conversation, we can address relationship issues and thrive.

Having watched my single mother carve out a successful career whilst raising two children, it was likely I would always be a feminist. A world where women are more self-actualised will be a better world for everyone. It is important to have more women in authority positions and more men involved in (for example) childcare, to enhance decision-making and foster a more equitable society.

Talent is everywhere, but opportunity is not. In creating an inclusive culture, we can all help to create those opportunities.

The Wonder Woman book is a fantastic way to showcase and represent women's achievements, despite the constraints they often face in their personal and professional lives. We should all speak up, support, make room and cheerlead women in our organisations to support real change and move beyond the conversation. This book is a powerful example of how you can get to where you want to be, not despite your differences but because of them. We must all remember that progress is impossible without change. Silence is not benign; it is malignant. ●



“ Gender equality in leadership
breeds innovation and success.

Sir Richard Branson

Founder
Virgin Group

For further information
please visit she2leadership.com
or email hello@she2leadership.com

