

WOMEN IN LEADERSHIP:

Thinking Back,
Looking Forward.



Emma Gill	1
Maryanne Hobbs	3
Aderonke Apata	5
Sarah Linton-Walls	7
Jayne Riley	9
Rev Rachel Mann	11
Antonia Love	13
Brita Fernandez Schmidt	15
Lynn Ladbrook	17
Cllr Alison Lowe	19
Debbie Davenport	21
Cllr Sarah Judge	23
Vicki Bates	25
Jaqui Temperley	27
Kath Evans	29
Jaheda Choudhury Potter	31
Dr Sue Black OBE	33
Jenny Kean	35
Marcie Incarico	37

Uduak Archibong	39
Naomi Good	41
Julia Rouse	43
Ann-Marie O'Dea	45
Una Cotrell	47
Sue Fadipe	49
Sarah Woolnough	51
Prof Jarka Glassey	53
Dr Kate Cook	55

What advice would you give to your younger self at the start of your career?

Don't stress - it will all work out. I can remember being wracked with worry about student debt, whether I would ever find a training contract (the vocational, on the job training necessary to qualify as a solicitor) and if I'd made the right choices in my career. Worry is such a waste of time. If you are focused and driven you will succeed and if you start out on the wrong path and you have these qualities, you'll find your way to the right one.

Every opportunity gives you a chance to develop new skills which in so many cases are transferable. I can remember being really fed up that I had to have a Saturday job at 16 as I knew I'd have to pay for my future education. I just wanted to be out with my friends. Apart from having cash in my pocket when my friends were reliant on handouts, I learned how to manage my time, budget and hone my people skills. The client management skills I have now I can trace back to lessons I learned in my part time jobs.

In your experience, have things improved for women in the workplace since the beginning of your career?

My career began in the early 2000's and I have been lucky enough to always have been surrounded by strong, competent women (and men) so personally I've never felt any real shift. I've never felt inhibited but I think a lot of that was down to having the confidence that I had earned my place as much as the next person, regardless of gender.

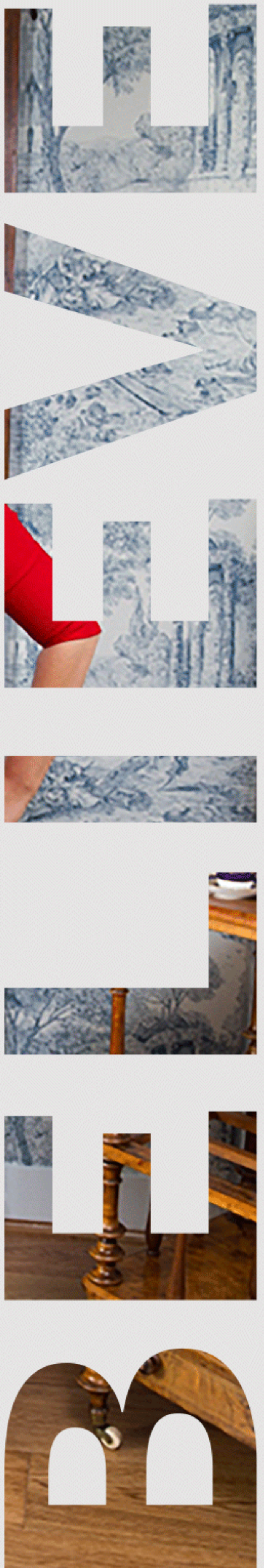
Emma Gill is Director and Head of the Manchester Office for law firm Vardags. Specialising in divorce and matrimonial finance, she represents billionaires, celebrities and sports stars in complex and high-profile divorce cases, often with landmark rulings. She also acts in financial claims for unmarried partners.



Are there any areas that need to improve for women in the workplace?

I think there is still some way to go in respect of true flexible working and how it can help or hinder employees with families. At Vardags we have a realistic agile working policy which benefits everyone. I couldn't imagine working anywhere else as I don't feel I am making sacrifices at home or in the office. I have a two year old daughter and my time in a morning with her is precious. We have a couple of hours each day uninterrupted time together and can fit work around my little girl, sometimes working early in the morning to get a head start on the day, sometimes late at night. I am trusted to work when I need to.

If more companies had such a 'grown up' view of working, that work is something we do, not somewhere we go, I think the numbers of women in the workplace would surge. Statistics show women still complete the majority of the childcare duties in a family so if you want to harness the mega-management skills of an unflappable multitasker, make her life easier but giving her the chance to drop her children at school or be home in time for bed.



What advice would you give to your younger self at the start of your career?

Charge at your dreams and never look back. That's exactly what i've done and what I would strongly advocate that others do too.

In your experience, have things improved for women in the workplace since the beginning of your career?

Yes.. and hopefully for everyone who is prepared to really fight and to commit to changing, for the better, how people think.

Are there any areas that need to improve for women in the workplace?

We need to establish equal pay, especially when you consider the frequently superior results achieved by women. This is still a huge issue and this answer comes from someone who is not at all not motivated by money.

“Charge at your dreams and never look back.”



**@maryannehobbs
@BBC6Music**



Writing freelance for Sounds music paper, Mary Anne Hobbs' career began at just 19. After working as a News Editor for NME, Mary Anne went on to help found Loaded magazine. Moving into radio, Mary Anne worked at XFM before being headhunted by Radio 1 to begin a 14 year career at the station. During this time she fronted the Radio 1 Rock Show, going on to host her flagship show The Breezeblock, an experimental music show. In 2011, Mary Anne returned to XFM to host a landmark primetime slot showcasing emerging, underground music.

Now back with the BBC once again, Mary Anne hosts two shows for 6Music; The Weekend Breakfast Show and 6Music Recommends, Wednesday evenings.

In addition to a tremendous career in radio, Mary Anne's other achievements include working on the soundtrack for Black Swan, an academic year spent as Media Development Coordinator at Sheffield University, live DJing and working on a number of TV shows including a series on biker culture around the world called Mary Anne's Bikes.

African Rainbow Family



PRIDE

Aderonke is an asylum seeker and Nigerian Gay Rights Activist. She has founded African Rainbow Family, which supports LGBTQ asylum seekers and people of african heritage. She also started Manchester Migrant Solidarity, a self-help group offering practical supports and building a powerful political voice against the systematic mistreatment of migrants in the UK.

What advice would you give to your younger self at the start of your career?

I would advise my younger self not to be deterred by the definition of what is 'normal' by the society rather, embrace with pride what makes me the person that I am, happy and comfortable as long as it doesn't cause any form of harm or impact negatively on others.

In your experience, have things improved for women in the workplace since the beginning of your career?

Things seem to have improved for women in the workplace but the pace is still too slow and we could do more.

Are there any areas that need to improve for women in the workplace?

Areas that I would advocate for are: pay equality, non restrictive gender roles, non discrimination towards pregnancy / maternity and equality for lesbian and bisexual women in the workplace; including support for women who are victims of domestic abuse.

Is there anything else you'd like to say about Women in Leadership or to young women starting out in their careers?

Women in Leadership is quite significant and worthy of aspiring towards for young women as everyone should be encouraged and given the opportunity to attain their potentials as they wish to. Women rule the world!



@rock4_ronnie
@AfricanRainbow1

SARAH LINTON-WALLS

**Sales and Marketing Director -
The Student Housing Company**



Sarah is the Sales and Marketing Director at The Student Housing Company, where she is responsible for the Threesixty Developments and The Student Housing Company brands across Europe. She has 12 years experience in marketing, and attained a BA in Media Studies and English Literature from Middlesex University.

“Opportunities and experience come from breadth within a role, not necessarily by climbing upwards at pace.”

What advice would you give to your younger self at the start of your career?

To be patient. I was very ambitious, which is a good thing but I think I could have spent more time soaking up wisdom from more experienced people rather than always looking for the next, bigger opportunity. I give the same advice to younger colleagues I work with – sometimes opportunities and experience come from breadth within a role, not necessarily by climbing upwards at pace.

In your experience, have things improved for women in the workplace since the beginning of your career?

I have worked in property for 14 years and I think it still is a male dominated industry, especially on the construction side of things. However, I have been fortunate to work in great companies where gender hasn't been an issue. Women are more represented in marketing, operations and finance I would say, but areas such as real estate, sales and investment are still under represented. Overall, this has given balance in the companies I have worked for which is important when looking at creating a product suitable for both men and women.

Are there any areas that need to improve for women in the workplace?

Building sites are still fairly hostile, intimidating environments and in my line of work, they have to be regularly visited by myself and colleagues from marketing and operations. All our developers are very accommodating and supportive of women on building sites, but sometimes this isn't filtered down to the sub-contractors which means lots of staring from them and the odd comment. If more women worked on building sites, it wouldn't be such a novelty when they see one!



Jayne is Joint CEO of creative content agency Seventy7 (formerly The Photolink Group) – a position she’s held since 2013. Seventy7’s clients include the likes of Jimmy Choo, Belstaff, John Lewis and M&S.

Jayne has worked in the creative and photographic industry for more than 30 years. Her background in account management means she still works closely with the company’s client base.

Jayne was instrumental in the formation of the Indian business in 2008, and the acquisition of London-based Hungry Tiger in 2013. Since 2001, Jayne has driven the business to not only double its turnover but has also significantly expanded its creative service offering to a broader global customer base.

What advice would you give to your younger self at the start of your career?

Take yourself out of your comfort zone at any given opportunity - you should never stop learning and always approach each day with a smile.

In your experience, have things improved for women in the workplace since the beginning of your career?

I am guessing so but in an industry like ours which is creative not corporate, there always has been women in senior positions which has tended to balance out any form of bias. There is definitely more acceptance around flexible working than there was say 15 years ago and technology has made this infinitely more possible.

Are there any areas that need to improve for women in the workplace?

For me it is all down to the culture that you work within and promote. If you work within an environment or culture that isn’t equal or one that feeds gender discrimination then there will be areas that will require improvement but if your business is fair and equal then any improvements should not be gender related.



“Take yourself out of your comfort zone at any given opportunity.”



@Seventy7Jayne

Reverend Rachel Mann is an LGBT Church of England priest, Poet-in-Residence at Manchester Cathedral, and author of the novel Dazzling Darkness – in which she tells the story of her journey to her “true self” a trans lesbian. She is a widely published poet and a regular contributor to The Church. Previous to her religious work, Reverend Mann taught philosophy at Lancaster University.



@revrachelmann

“Be alert to the importance of finding good and trusted allies and friends.”

What advice would you give to your younger self at the start of your career?

As an LGBT Church of England priest, I think I’d want to say to my younger self, ‘be alert to the importance of finding good and trusted allies and friends.’ To work for an organisation like the Church is risky and can place intolerable pressures on one’s well-being and health. But there are networks of support and agents of change who can help women and LGBT people flourish and grow. I’d also want to say, ‘Don’t think that being good, or more enthusiastic or talented or loving will make a blind bit of difference to those who think there should be no place for out and confident LGBT people in the church.’

Are there any areas that need to improve for women in the workplace?

There are some huge issues for an organisation like the Church. It can have an incredibly macho, patriarchal structure in which everyone is supposed to show off how much of a ‘thrusting’, ‘go-getting’ leader they are. These pictures are pernicious for all, but especially for women. Not because women are fluffy or soft, but because those macho structures have classically been the very ways women have been ‘seen’ as ‘lesser’ than men.

At a practical level, women continue to face profound challenges about stepping forward and ‘up’ into leadership roles. These issues are especially acute for BAME women, lesbians and trans women. We are rarely seen and rarely treasured by the institution.

In your experience, have things improved for women in the workplace since the beginning of your career?

At a practical level, I’ve seen women in the organisation I work within begin to occupy a range of senior and challenging roles. This is exciting. I’ve also seen ‘women as priests’ become ‘the everyday’ in large swathes of the Church of England.

Is there anything else you’d like to say about Women in Leadership or to young women starting out in their careers?

I think I’d want to say, ‘dare to act’ and ‘don’t apologise for being a woman’. Those who have drunk deep of traditional ideologies around leadership won’t see you as an equal or, if you have opinions, will be inclined to stereotype you as ‘strident’ or ‘shouty’, so you just have to find ways to subvert their ways of organizing the world. ‘Leadership’ is a very modern word. I prefer some of the older designations. One of the Latin words for ‘to lead’ is ‘ductus’. I prefer that term because it suggests that ‘to lead’ means finding ways of ‘connecting’ (a duct is tube or pipe that carries something). Be a leader who connects the world up. That’s the kind of leader I hope young women can become.



What advice would you give to your younger self at the start of your career?

Trust your own judgement.

Never be afraid to speak out but think well and wisely before doing so. As with many things in life, it is often not what is said but how it is said – so be alert to the impact of your actions on others.

Don't be afraid to grasp a partnership opportunity. I was Farleys' youngest partner having been offered the chance to take equity at the age of 28. At that time, I knew I had a lot to offer in terms of shaping the team and maintaining and growing the reputation the Family Law team have in the North West but the prospect was, initially, daunting. Fifteen years on, I have never looked back.

Are there any areas that need to improve for women in the workplace?

More flexible child care arrangements.

I also think there needs to be more publicity regarding "Keep in Touch" days. "Keep in Touch" days are an allowance of up to 10 days during an employee's maternity leave that they can come into work without affecting their maternity pay. The mothers in my team have found this opportunity invaluable when they have been on maternity leave, especially given that the pace of law can move on quickly in a short period of time. Being up to speed with all the current developments in their specialist area of law is essential so attendance at training events whilst on maternity leave has been the norm for the mums in my team.

In your experience, have things improved for women in the workplace since the beginning of your career?

Yes, on the whole, but every effort should be made for continued improvement. There has been a steady increase in the number of female solicitors progressing within private practice to become equity partners but the imbalance still exists. More female Judges have been appointed since I began my career with Farleys over 20 years ago but we still have a long way to go to ensure that the Judiciary reflects society as a whole.



**“We still
have a long way to go to
ensure that
the Judiciary
reflects society as
a whole.”**

Antonia Love joined Farleys Solicitors in 1996, becoming the youngest equity partner at just 28. As Head of Family Law, she leads a team of over 30 specialist family lawyers. In 2012, Antonia secured a landmark ruling in the Human Rights Act case *A & S (Children) v Lancashire County Council* [2012] EWHC.



TRUST

Brita Fernandez Schmidt is the Executive Director of Women for Women International UK – a non-profit humanitarian organisation that supports female survivors of war, poverty and injustice. She is responsible for its operation and management, and is also Chair of GAPS (Gender Action for Peace and Security) – the UK’s only Women, Peace and Security civil society network.

Previous to Women for Women International, Brita’s work included leading the programmes and policy work of Womankind Worldwide – an international women’s human rights and development organisation based in the UK.

For International Women’s Day, Women for Women International is asking you to take to social media and promote the women who inspire you, using #SheInspiresMe. More information, visit www.womenforwomen.org.uk.

“Clearly our society is still limited by gender stereotypes and roles.”



@womenforwomenuk
#SheInspiresMe



What advice would you give to your younger self at the start of your career?

Believe in your passion and just go for it. I think that is the advice I would give myself, and it is the advice I give anyone. Find out what makes your heart beat faster and what really moves you, deep in your gut, and then follow that. It means two things: 1. You are more likely to excel because you are working on something that you feel very passionate about and 2. It means you are likely to be more happy; we all spend many hours working so try to ensure you enjoy your work. This, therefore, means that if it doesn’t feel right and you are bored or not motivated, try something different. Believe in yourself and persist until you find the right thing.

In your experience, have things improved for women in the workplace since the beginning of your career?

Definitely – things have improved greatly. Take for example maternity leave and flexible working, I think that is far more common now and accepted than it was even 16 years ago when I had my first daughter. That is not to say that there isn’t still room for improvement.

Are there any areas that need to improve for women in the workplace?

Yes there are, not just for women but for men too. Clearly our society is still limited by gender stereotypes and roles, which means that care work for example is still not shared equally – and that is difficult for women and men. I remember that my husband and I would take turns staying at home when our daughters were ill, but for my husband it was far less accepted that he would stay home when the kids are ill, so colleagues would look at him strangely. Whilst we have progressive legislation, I think a lot is about leadership and the culture of the workplace. How inclusive are you as an employer, how flexible, how value driven? Those aspects have a huge impact on the quality of the workplace, for women and men.





Lynn Ladbrook joined Breast Cancer UK as Campaign Manager in 2012, then became Chief Executive in 2013. She has more than 15 years of experience in political communications, public affairs, campaigning and advocacy.

During her career advocating for numerous environmental and health campaigns, Lynn has worked on campaigns such as WWF's Chemicals and Health Campaign, which fought for tougher chemical regulation across Europe.

What advice would you give to your younger self at the start of your career?

Don't be afraid to have opinions, to ask questions and to get involved in the debate. You can be sure you're not the only one thinking – "that's a crazy idea!" or "I just don't get that!"



In your experience, have things improved for women in the workplace since the beginning of your career?

I've been pretty fortunate throughout my career to have worked for organisations, and with colleagues, that have respected me, the work I do, and the work of others. I have benefited from (and continue to promote at Breast Cancer UK) a greater acceptance of flexible working, working from home, and the promotion of job shares etc. This has allowed me to continue working at a relatively high level, whilst still caring for my family.

Are there any areas that need to improve for women in the workplace?

Whilst we've made great strides in achieving parity for women and greater equality in the workplace, inequality persists in the division of child care. I have attended many events in which I've had to make apologies for nipping out before the end because of childcare responsibilities and have been met with the response from other women in the room – "oh my husband/partner does all of that". That's great, but why must it be either, or? And why must reaching the top of the ladder, sometimes, come at the expense of sharing quality time with your family or having a family at all? I'd like to see the workplace work harder to foster a culture of shared childcare responsibilities, so that men and women take on an equal share of bringing up their family, allowing both to have satisfactory, rewarding and well paid careers.



“Don’t be afraid to have opinions, to ask questions and to get involved in the debate.”

What advice would you give to your younger self at the start of your career?

To not think I needed to be perfect and to give myself a break. We are all human, so why try to be superhuman? It puts too much pressure on and we cannot achieve anything alone. Know what you're good at and do this, find others to help bridge the gaps and forgive yourself for any deficits that probably don't matter.

In your experience, have things improved for women in the workplace since the beginning of your career?

Definitely, but that doesn't mean that there isn't still lots to do! I remember when it was OK to call women "luv" in the office and to ask her to make the tea whilst there were Page 3 pictures pinned on the wall – yes, this really happened. Now the put downs are more subtle – although mercifully, less common – so we need to be vigilant in calling people out for:

- a) Saying and doing this stuff
- b) Standing by and letting it happen.

Are there any areas that need to improve for women in the workplace?

I think there is still a big issue for women going off on maternity leave and feeling like they experience a detriment when they return. Support during pregnancy can still be hit and miss too.



@alison4labour
@Touchstone_Spt



FORGIVE

“Know what you're good at and do this, find others to help bridge the gaps and forgive yourself.”

As well as being Labour Councillor for Armley, Leeds for over 25 years, Alison Lowe is also CEO of mental health charity Touchstone. During her career, she has been awarded numerous awards for excellence in diversity, including Stonewall Senior Champion. Under her leadership, Touchstone appears on coveted lists such as the Sunday Times' "Best Not-for-Profit Organisations to Work For" and "Stonewall Employer of the Year".

What advice would you give to your younger self at the start of your career?

To always believe in yourself. Believe in your ideas, opinions and recommendations...they're based on experience, skills, capability and a deep understanding of your industry, role and environment. Speak up. Be yourself. It's ok to be assertive, challenge and ask questions. That's part of learning and developing. Don't wait for an opportunity for personal growth/promotion. Ask for it. You will work in a male dominated industry – IT Recruitment – but that won't define your career.

In my experience have things improved for women in my industry since the beginning of my career?

Yes, I think so. There are more women in IT recruitment now, and in senior roles, but the industry is still male dominated, particularly in these senior and executive roles. It's correct to say 'opportunity is open to all' however working in a male dominated environment can mean it's tougher for women and this has resulted in women not always being their authentic self, instead conforming to what is expected. From another perspective, recruitment has evolved and we talk much more about talent acquisition and partnering with clients to provide collaborative, high touch solutions, which has seen more women thrive as this plays to our strengths (engagement, communication, being intuitive, showing empathy, connecting etc) and, as such, I expect to see more opportunity develop for women.

Debbie is the Client Services Director at ReThink Recruitment, which provides business and technology recruitment solutions. Working at the company for the past 15 years, she has made her way up from Regional Manager to her current position. She hosts ReThink's 'Inspiring Female Leaders', which brings together aspiring and established female business leaders, discussing their challenges, opportunities and experiences.



“It’s ok to be assertive. That’s part of learning.”

Are there any areas that need to improve for women in my industry?

Yes, acknowledge that challenges do exist for women and proactively encourage them into leadership, senior or executive roles more than we do now – an area lacking in my opinion.

“Don’t wait for an opportunity for personal growth/promotion. Ask for it.”



Labour Councillor Wythenshaw Safespots



What advice would you give to your younger self at the start of your career?

Going into politics is often quite daunting, it took me a long time to decide to put myself forward to stand as a Councillor. If I could give one piece of advice to my younger self it would be don't doubt yourself, believe in your ability and don't let anybody dampen your spirit. It's tough sometimes when you want to be successful at something, I'd also tell my younger self to never compromise your values to get to success, in the long run being true to yourself and your values is what matters most. The final thing I'd tell my younger self is don't be scared of failure, it's only failure if you didn't learn from it so take each thing that didn't go quite to plan and learn from it and keep going.

In your experience, have things improved for women in the workplace since the beginning of your career?

I'm 27 and have been working since I was 16, I have always been fortunate that employers I've worked for have been really great in terms of gender equality, I think most of the senior managers I have worked for have been women. I do think across the board there have been vast improvements even looking at the make up of the council we now for the first time ever have a female majority of councillors which when you consider women only got the vote almost 100 years ago this is quite some progress.

Are there any areas that need to improve for women in the workplace?

Though things have in my view improved there is still a huge way to go. There is still a gender pay gap, a shortage of women in the highest roles within organisations and women are still impacted when going back to work following having children. There is also everyday sexism still present in the workplace and on the streets. A woman can deliver an exceptional presentation or achieve something fantastic yet the focus will not be on that, it will be on what she is wearing or how her hair was - this wouldn't happen to men. It's important that this kind of behaviour is stopped in our journey to true equality. We have certainly come a long way but we still have a long way to go.



@sarahjudge90
@wythSafespots

Councillor Sarah Judge is the Lead Member for Women for Manchester City Council, as well as Chair of the Manchester Domestic Violence and Abuse Forum. Having grown up in Wythenshawe, she is Councillor for Woodhouse Park, and is at the heart of Wythenshawe SafeSpots – a survivor-developed, survivor-led group working to tackle domestic abuse by giving survivors the power to work with the police and lead a change in initiative.

“Don’t doubt yourself, believe in your ability and don’t let anybody dampen your spirit.”

Are there any areas that need to improve for women in the workplace?

I would encourage more recognition by, and education of, senior management (female and male) to ensure that the development and retention of women in professional roles is an issue that is continuously being addressed. Several men that I have discussed the concept with consider that the "glass ceiling" is in our imagination or the only reason for a lower ratio of women in senior roles is because they have had children. Furthermore, women pushing themselves forward in a "women-only" focus group should not be seen as a negative or some negative feminist movement! In my experience many women need encouragement and reassurance in relation to many issues that relate to confidence in the workplace and how they are perceived. Many young professional women do not feel comfortable discussing issues like this with men who they may consider do not suffer from such crises of confidence or "imposter syndrome". However, it very much depends on which "workplace" you are in. I have heard some very disappointing stories from my female peers but I myself am proud to be part of a firm that recognises talent, whatever form it takes.

**“Be proud
of who you are and
where you came from!”**

Vicki is the Senior Associate at DAC Beachcroft LLP, with expertise in restructuring and insolvency, fraud and other areas of law. She has more than 14 years of experience in commercial litigation matters, and regularly advises on contractual, partnership and shareholder disputes. Outside of her professional life, Vicki enjoys jogging, walking and Formula One.

What advice would you give to your younger self at the start of your career?

Be yourself and be proud of who you are and where you came from!

In your experience, have things improved for women in the workplace since the beginning of your career?

Although I have never had any horrendous experiences of discrimination at work, I do think firms are improving in encouraging and supporting women to progress in their career. Especially in regards to issues such as returning from maternity leave, flexible working, focus groups working on why men and women progress differently and greater clarity on salaries. However, the main motivator and inspiration for me is seeing more women in senior roles. I have worked at two law firms where the Managing/Senior Partner was/is female (and had children) (my current firm being one of them) and they were/are fantastic role models for not only women, but equally for the men who are coming up through the ranks.



@DACBeachcroft



BE YOURSELF



Life coach, mentor and Director of Veritas and Associates Ltd, Jacqui Temperley's clients include CEOs directors, SME owners, entrepreneurs and individuals from a wide range of organisations from the private, public and third sectors. Outside of her coaching work, Jacqui is a motivational speaker who presents at venues across the country, and is also an active fundraiser for charities – taking on physical challenges every year, including climbing Mount Kilimanjaro and following the Inca trail to Machu Picchu.

What advice would you give to your younger self at the start of your career?

To listen to advice given to me by older, more experienced people, whether it was coming from family, friends or colleagues! I was very ambitious, headstrong and rebellious and therefore I thought I knew best and wanted to do things “my way”. This influenced my decision-making when I should have listened to the advice being given to me. For example, my father wanted me to study pure economics at University, I chose to go to London to study fashion and business! I’m so pleased I didn’t listen to his advice as it would have been a disaster for me. However, I was given an amazing opportunity to join Mulberry in their press office when I left University and I chose to travel against advice given to me by a number of colleagues and family because I wanted to have fun and be a rebel! When I returned, the opportunity had been filled and I do wonder what direction my career would have taken if I had joined Mulberry. Saying all of that, I do believe that you should listen to your own instincts and follow your passion!

**“You should
listen to your
own instincts and
follow
your passion!”**

Are there any areas that need to improve for women in your industry?

Overall, I think both women and men are regarded as equal in my industry (coaching) and women are thought of very highly due to their levels of emotional intelligence and intuitive skills.

**“Listen to
advice given.”**

In your experience, have things improved for women in your industry since the beginning of your career?

Firstly, I think the market has improved in general regarding the coaching industry as companies now acknowledge the benefits of coaching in terms of investing in the development of their people. When I first started out as an executive coach, it was a relatively unknown concept and was viewed as an “intervention” to “fix” a problem or person, rather than as a development tool to bring the best out of their employees. In regards to any improvements, I think it has always been acceptable for both women and men to operate in the industry and therefore I haven’t noticed any change other than it is more widely accepted as a beneficial tool to support and develop your people.



@Jaquitemperley

“Have courage, if you have a niggle in your gut, speak up about it.”

What advice would you give to your younger self at the start of your career?

The advice I'd give to my younger self is to have courage, if you have a niggle in your gut, speak up about it. Sometimes it's uncomfortable and challenging, but you'll feel better when the issue is shared, and encourage others to speak up too.

The advice I'd give to my younger self at the start of my career is to stick to what you love and build on that, working with children, young people and families is my passion, to see a young person flourish or a more junior member of staff growing in confidence working within this sector and driving change brings me such joy!

 **@kathevens2**

In your experience, have things improved for women in the workplace since the beginning of your career?

Well, I still get frustrated at the lack of flexibility that occurs relating to women returning from maternity leave. For a few years young children need focus, let's accept that and create more opportunities for evening shift/weekend work particularly in nursing/midwifery to retain valuable and essential clinical skills, before we know it they'll be back full time, with a plethora of life skills too. The cultures of our work places must continue to evolve, let's recognise the need of flexibility for everyone; especially as more of us will become carers in the future. Let's embrace and reap the reward of a rich and diverse workforce made up of people who have a plethora of life as well as professional skills.

Are there any areas that need to improve for women in the workplace?

I love that there are so many strong and effective female role models around in so many public sector and charitable organisations who are very visible on social media and are always keen to share their wisdom and offer encouragement. The more we encourage and support each other, the greater the impact we'll have in creating positive and lasting change across society that embraces everyone's talents and contributions.

“Encourage others to speak up.”

Kath is a children's nurse at NHS England. She is Head of Patient Experience for Maternity, Newborn, Children and Young People. She is an avid Twitter user who tweets about work, life and running. She was a presenter and part of the judging panel for the prestigious 2015 PEN (Patient Experience Network) National Awards, and is heavily involved in the PEN organisation.

Kath published 'Emergency services: educating children and young people' in the British Journal of Nursing in 2012, and has been involved in two major projects – one being the development of the 'CYP Assessment Unit Standards' for the East of England, and the other being where she acted as Lead for Children & Young People's Emergency and Urgent Care.



**Front Woman, Ajah UK
Co-founder of Shit Lesbian Disco**

What advice would you give to your younger self at the start of your career?

Everything happens for a reason. Keep believing in who you are, what your idea of your future is and do what makes you feel like you can sleep at night and wake up peacefully.

Is there anything else you'd like to say about Women in Leadership or to young women starting out in their careers?

We need women in leadership roles as the population of women globally exceeds men. It makes no logical sense that there is a gender imbalance in leadership roles. Take leadership classes and confidence-building classes to keep strong. Speak to people who build you up. Excellence is relative so do your very best to feel proud of yourself.

As frontwoman of Manchester hip-hop band Ajah UK, Jaheda Choudhury-Potter sees herself as “the leader of an insurrection against the misogyny of the city’s male-dominated music scene”. In 2016, with her fellow band mates, Jaheda launched Shit Lesbian Disco – a women-only club night designed to create space by women for women. As a lesbian and a Muslim, Jaheda makes no apology for who she is or what she does, creating and supporting intensely women-centred spaces.

In your experience, have things improved for women in the workplace since the beginning of your career?

Not really. A lot of the changes that have happened feel more like lip service. Especially when in a group situation, often the language used to address the whole group is “OK guys...” “Morning, lads...” “So what’s happening today, fellas...”

Are there any areas that need to improve for women in the workplace?

Using gender-free language would be a great start.



**“Speak
to people
who build
you up.”**

What advice would you give to your younger self at the start of your career?

Don't take sh*t, find people that will support you, believe in yourself, call out bullies, tell people when you are having a bad time. Chill out a bit and have more fun.

In your experience, have things improved for women in your industry since the beginning of your career?

Yes, but there's so far to go before all women have the same opportunities and experience as men. Our society and culture are misogynist and that needs to change across the board.



@Dr_Black
@techmumsHQ

**“Don't take sh*t,
tell people when
you are having
a bad time.”**

As a technology evangelist and digital skills expert, Dr Sue Black was awarded an OBE for “services to technology” in the Queen’s 2016 New Year’s Honours list.

She is now a UK Government advisor, a thought-leader, an Honorary Professor of Computer Science at UCL, a social entrepreneur, a writer and a public speaker. Her current social enterprise #techmums is changing lives by teaching mums tech skills, thereby building their confidence and encouraging them into education, entrepreneurship and employment. Sue has four children and has recently become a grandmother.



What advice would you give to your younger self at the start of your career?

The biggest thing I'd want to say is to have belief in yourself. For years, I've sat through meetings and been in workplaces where men, in particular, have driven things and somehow thought I wasn't as good as them, that my opinion or ideas didn't have the value that theirs did.

It might be the confidence that comes with getting older, but I now see that this really isn't the case; I really CAN do these things! It's that idea that when women look at job applications, they say "I couldn't do that", whereas men say "I could do that" and apply and get the job.

It's well known that we women suffer from the Imposter Syndrome – and that's why we don't see or hear enough female experts on our media. It's really only us that can break through this and it's no easy fix, but the more women that can prove that we're not just capable but also assets to employers, then hopefully that rubs off on the next generation coming through.

**In your experience, have things improved for women in the workplace since the beginning of your career?**

I think so, yes, particularly in terms of things like flexible working, childcare etc. I've been mostly very lucky in that I haven't experienced direct prejudice or blocks in my career – although I did get told by one local radio station in a job interview that women should be reading the travel and the weather on air and not much else... I'm glad to say I didn't get the job.

Are there any areas that need to improve for women in the workplace?

For me, it's got to be about equal pay. There's plenty of evidence that the pay gap is still huge, and I don't think that will change until we all know what each of us is earning in the workplace. That's a huge challenge all of us are going to have to face.

Currently the Subject Director for Media Production courses at York St John University, Jenny began her career with the BBC World Service. From there she moved into working across various local radio stations, working as a newsreader, a reporter and a producer.

After living in Spain for five years with her family, where she worked as editor of an English-language lifestyle magazine, Jenny became course leader for BA Hons Journalism at Leeds Beckett University, and moved to York St John University in September 2015.

“It’s really only us that can break through this and it’s no easy fix.”



 @outthereevents
@mixinteriors



VALUABLE

**“Every experience
is a valuable one,
even if it doesn’t
seem that way
at the time.”**

Marcie founded Out There Events in 2001, organising award-winning events for corporate, charity and private clients across the UK. In 2013 Marcie acquired Mix Media – the leading magazine for office interior design in the UK and is a board member of the MPA Events Committee.

What advice would you give to your younger self at the start of your career?

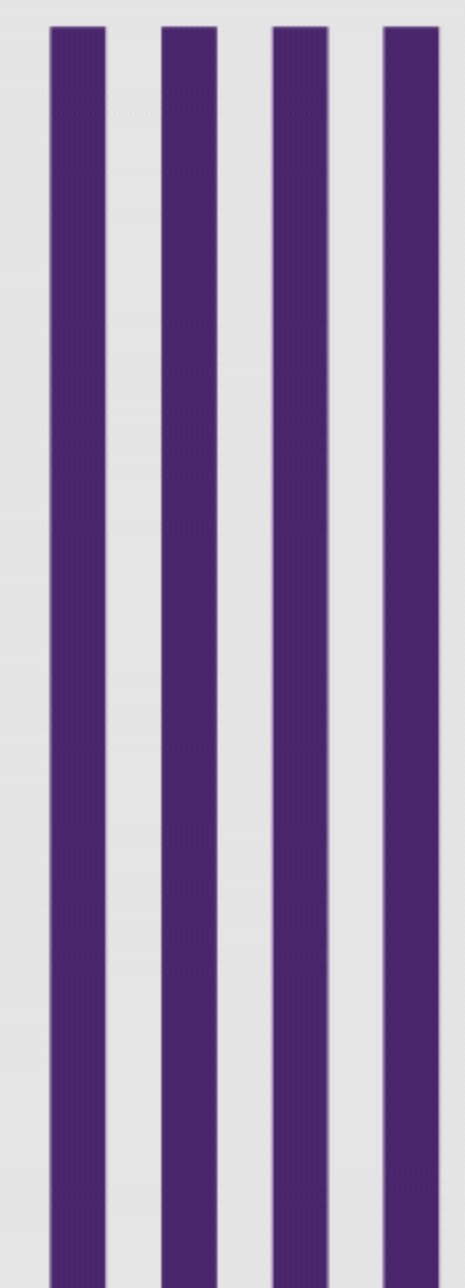
I would remind myself that every experience is a valuable one, even if it doesn’t seem that way at the time. All the inspirational people you meet, the good and mediocre managers you have worked for, all help develop you as a person and potential leader. Grab and relish every opportunity you can.

In your experience, have things improved for women in the workplace since the beginning of your career?

I think they have, when I started my business 16 years ago, if I was in a meeting with ten other people, at least eight of them would be men. Whilst it’s rarely 50/50 these days, it’s certainly improved. Technology has also allowed for a greater level of flexibility which has helped me balance my business and family life.

Are there any areas you think need to improve for women in the workplace?

It still saddens me that the rising cost of childcare puts such pressure on many families and often leads to capable women having to ‘pause’ their careers for financial reasons. Women are an invaluable resource to our economy and we should be supporting them more so if they choose to go back to work after having children they can afford to do so.



**International Director of Genovate
Professor of Diversity, University of
Bradford**



**“Only 24% of
professors in the UK are
women – despite more
women entering the
profession than men.”**

Uduak Archibong is recognised as a thought-leader in inclusion and diversity. She is currently leading a multi-million-pound European Commission-funded action-research project, GENOVATE, across seven EU Universities.

As Professor of Diversity at the University of Bradford, Uduak directs the Centre for Inclusion and Diversity and provides strategic oversight for equality and diversity across the institution.



What advice would you give to your younger self at the start of your career?

I would say something stern about making sure I achieved a good work/life balance but, in fact, I was fortunate to have been given some good advice while I was studying to be a nurse in the 1980s that very much shaped the direction of my professional life. A woman, who had just completed her nursing PhD, and later became my mentor, singled me out as a potential leader. She spotted something in me that kindled an aspiration – and that has been valuable throughout my career.

In your experience, have things improved for women in the workplace since the beginning of your career?

Things have improved, but progress is still extremely slow. We're now in an era where we can talk openly about the issues and challenge the lack of women in leadership in Higher Education (HE). But the tangible outcomes from this work are so slow to materialise. Even now, in 2017, only 24% of professors in the UK are women– despite more women entering the profession than men – and that's very frustrating.

Are there any areas that need to improve for women in the workplace?

Often we find Higher Education institutions have beautifully written policies for gender equality, but there's a huge gap between policy, practice and outcomes. The GENOVATE project, which I'm leading, aims to close this gap by promoting cultural transformation in HE and related sectors. We have seven institutions taking part and we're developing gender equality action plans that directly address issues within our institutions. We have also developed a theory of structural change in organisations to disrupt gender biases and inequality.





“Saying “no” is not a reflection on your ability.”

Naomi Good has been the Events Director at Gin Festival for just over a year now, having worked as the Events Manager for three years prior. As its name suggests, Gin Festival organises gin-related events throughout the UK. Naomi began working in her late teens – running bars at festivals, organising logistics and training new recruits – and worked her way up the career ladder to where she is now.

What advice would you give to your younger self at the start of your career?

Abit of advice I would give to my younger self would be to know when to say no. Don't always be the yes person, as this will result in you always being the first in and last to leave, which isn't always a productive use of your time. You need to know what your workload is, how manageable your to do list is and when to outsource or ask for assistance. If you are operating at 100%, saying “no” is not a reflection on your ability but a reflection of your workload and ability to prioritise.

Are there any areas that need to improve for women in the workplace?

The events industry is very dynamic but there is still that divide in responsibilities that men should do the lugging and woman should do the paperwork. I'm not sure if that is a cultural perception or a perception based on body type and build. I, for one, have never let my gender deter me, I will jump on the back of a wagon with my high viz and steel toe capped boots and discuss loading distributions of wagons, with any male or female colleagues. I can reverse a long wheel based van into any parking space with no competition from the men in the loading bay; the only difference is that men will appear to guide me back in because obviously I need that guidance and support. I just laugh them off because I'm aware of my own capabilities.

In your experience, have things improved for women in the workplace since the beginning of your career?

The events industry is still very male driven on the ground, but in planning and operations it is very female heavy. I have been in a senior position for about fifteen years, and have managed large teams in different formats. I have managed large-scale events, and come across conflict with consumers who have requested to see the manager, and asked where he was. My response 'he is a she and she is here', my advice is this – always stand your ground, hold your head high, vocalise your thoughts, put your shoulders back, be prepared and know what you want out of the situation. I treat everybody the same regardless of their gender and have been fortunate enough to be treated on my own merits and not my gender. I have chaired meetings with suppliers or business associates and the other party has spent the whole meeting talking to my male colleagues, even though it is down to me to make the final decision, that is frustrating but more a reflection on their views than my ability.



What advice would you give to your younger self at the start of your career?

You don't know what you want yet, or what you are good at, let alone how you can find a way to do that for a living. Don't let that destroy your confidence. Listen carefully to yourself and try a range of things. Think less about security and feeling safe and more about using new jobs or roles as adventures. When you decide what you want, feel proud of it and go for it. Don't listen to the critics. It's so important you do what you are good at and can take satisfaction from.

#mmusylvia

In your experience, have things improved for women in the workplace since the beginning of your career?

Yes, I am blessed by being surrounded by successful people who are also women. I had much fewer role models twenty years ago.

Are there any areas that need to improve for women in the workplace?

The new challenges include the 'always on' culture. Flexibility is starting to be more in the favour of the employer than the employee. A headline today that the most stressful part of the day is early evening, when workers are dealing with family but also still mentally at work due to the overhang of technology, rings loud and true for me. There may be more chance to defy the 9 to 5 day, but holding some boundaries from work are really tricky. We need individuals to resist and for teams to set up good local cultures.

“You don't know what you want yet, or what you are good at. Don't let that destroy your confidence.”



Professor Julia Rouse is Principal Lecturer in Entrepreneurship at Manchester Metropolitan University, and Co-Head of the Sylvia Pankhurst Gender Research Centre (MMU).

Professor Rouse is also Chair of the Gender and Enterprise Network (GEN), an international community of more than 800 international stakeholders, interested in advancing and employing scholarship on women's enterprise and the gendering of small enterprise.



What advice would you give to your younger self at the start of your career?

Thinking of what I was like at the beginning of my career, probably none at all, as I wouldn't have listened. The confidence of youth meant I thought I knew everything. That being said, the mistakes and wrong choices I inevitably made did me no harm and have, no doubt, helped lead to where I am today.

The advice I would give to someone starting out today would be to be more relaxed and take things in your stride, as in most cases everything works out as it should. No amount of worry or anxiety will ever make things different and when you are in that state of mind it is usually the time you make bad decisions.

Also, look for a role that that really interests you, one that you feel passionate about. Do not take a job just for the sake of 'having a job,' remember that you deserve to work at something that you enjoy doing.

In your experience, have things improved for women in your industry since the beginning of your career?

I have been incredibly fortunate in my working life to have had 2 quite different career paths, the first working in the advertising world and the second in the financial services arena on the client side. I have also worked with leaders in both sectors that have recognised hard work, competence and ability regardless of gender, though I appreciate that this is often not always the case in either industry.

Women on boards is an area that still needs to be improved, although there is a greater proportion than when I started my career. Figures from the Association of Financial Mutuals show that 74% of members had at least one female director in 2015, of which around a third had achieved or exceeded the Davies Review target of 25%.

**Are there any areas that need to improve for women in your industry?**

Flexible working to allow women to continue their careers, depending on their life stage is still an area that many industries and companies struggle with. They tend to come at the situation as an issue with the easiest solution being that it just won't work, instead of, here is a person with valuable skills and experience that we need to keep. At Shepherds Friendly, we operate a flexible working policy which can be office or home based, 27% of employees utilise this policy, both men and women. This operates across the company from the board downwards. I'm sure this policy has contributed to the feedback we received from our recent employee satisfaction survey, with a score of 100% achieved to the question 'my organisation is a great place to work and has a bright future'.

“Work at something that you enjoy doing.”



Ann-Marie O'Dea was appointed CEO of Shepherds Friendly in 2015 after being at the society for 9 years. She has held many senior roles at various marketing and advertising agencies, where she worked on the accounts of large firms, such as Royal Bank of Scotland, Yorkshire Bank, Parcelforce and the NBrown Group.

What advice would you give to your younger self at the start of your career?

It doesn't matter where you come from or the qualifications that you don't have. If it's in your heart, go and do it. You already have everything you need within you to achieve it.

Are there any areas that still need to improve for women in the workplace?

Because I've been in the workplace for so long, yes, things have definitely improved. Areas such as maternity leave and pay conditions and seeing more women in the boardroom. However, we still have a long way to go. In some sectors, there is still very much a glass ceiling where gender equality is merely paid lip-service to. Within certain sectors women in positions of authority are "tolerated". And it is these opinions and processes that need to be named, shamed and smashed.

In your experience, have things improved for women in the workplace since the beginning of your career?

Despite improvements, we still have a long way to go in terms of gender equality. Although there are more women in positions of seniority – Sheryl Sandberg – for example, this has probably been obtained by massive sacrifice on their part and being 150% better at their jobs than their male counterparts. If you're a woman focused on achieving things and making a difference, it's hard not to feel patronised sometimes by male colleagues. And this isn't sector-specific either. A massive change needs to happen.

Una Cottrell is a self-proclaimed "marketing nerd", with over 20 years marketing experience, both agency and client side. Una has worked as a copywriter, telemarketer and freelance marketing consultant. In 2014, Una founded Telemark, a marketing firm specialising in breaking into new sectors.

“These opinions and processes need to be named, shamed and smashed.”



@telemark10

AUTHORITY



**“They think
because of your life
experience you can’t
access things when you
absolutely can.”**



What advice would you give to your younger self at the start of your career?

I would tell myself to be more confident about my own ability, skills and application of knowledge of the law. In social care, people often doubt you because you’re young, both clients and colleagues. They think because of your life experience you can’t access things when you absolutely can, because you have been given the right training and deserve to be where you are. I would tell myself to be more confident in my own skills.

I would also tell my younger self to keep everything in context, which I never did when I was younger. Everything has context, and in work you must remember that things have a professional context. In social care you can’t take things personally.

Are there any areas that still need to improve for women in your industry?

I think there needs to be more provision and support for women with families. There needs to be a more child-friendly approach to the working week for both mothers and fathers.

As well as this, there needs to be less stereotyping for both women and men in the industry. It becomes negative for both sexes. People should be judged on what they can offer, not their gender.

In your experience, have things improved for women in your industry since the beginning of your career?

Social care is an industry that’s dominated by women, until senior management levels when the roles are disproportionately filled by men. This has begun to improve since the start of my career, but there is still much more room for improvement.

After leaving university, Sue was employed as a residential social worker. After achieving an MA in the subject, Sue eventually progressed to the position of Head of Service within a large local authority.

Sue then founded her own social care consultancy business, Sue Fadipe Social Care Consultancy.



AIM HIGH

What advice would you give to your younger self at the start of your career?

Advice I'd give to my younger self would be to aim high, work hard and be resilient. Success is a very personal thing so it's easy to be hard on yourself if you feel you're not progressing quickly enough, or getting the results you'd hoped for. One of the biggest and best things I've learnt is that it's OK if everything doesn't go exactly to plan. We're meant to fail now and then so we know what not to do next time around. When you're starting out in a career, one mistake can feel like the end of the world. It isn't. It's how you deal with it and learn from it that is the true test of character.

In your experience, have things improved for women in the workplace since the beginning of your career?

I'm fortunate to work with lots of inspiring and intelligent women at every level, whether that's one of our board directors or one of our interns. Yes, things have changed for the better since the beginning of my career, and I see more women in positions of influence and striking a good work/life balance, but there's still some way to go before women are represented at every level in some industries and organisations.

Are there any areas that need to improve for women in the workplace?

On a broad level, in terms of awareness around inequality, I think we're making progress. It's a hot topic and rightly so, because it puts an onus on employers to be fair and accountable. Equal pay, having women at the top table and supporting women through maternity and the return to work are all absolutely vital. Organisations that don't 'see' gender, and care more about an individual's capabilities are always going to be more successful and much happier places to work – whether you're a woman or a man.

“Success is a very personal thing so it’s easy to be hard on yourself.”

Sarah is the Executive Director of Information and Policy at Cancer Research UK, where she sits on the board. She is responsible for many things including public policy, campaigning and communications for the world's largest independent cancer research charity. Sarah attained a first class honours in Government and a Masters in International Politics from the London School of Economics. She was part of the Independent Taskforce which developed England's current cancer strategy. She is also on the Public Health England Cancer Board and is a trustee of the Association of Medical Research Charities (AMRC), Action on Smoking and Health (ASH) and Bliss.



@CRUKresearch

“Make more use of various mentoring opportunities that are now available.”

Professor Jarka Glassey is Professor of Chemical Engineering Education at Newcastle University where she has modernised the Chemical Engineering degree to foster student’s natural curiosity, encouraging enquiry based learning. In addition to her work at Newcastle University, Professor Jarka is committed to advancing chemical engineering education institutionally, nationally and internationally, sharing her wealth of knowledge within the industry through the Education Special Interest Group of IChemE, for which she is actively involved in the accreditation activities. Professor Jarka is also Executive Vice President of the European Society of Biochemical Engineering Sciences .

What advice would you give to your younger self at the start of your career?

One thing I probably would recommend to my younger self would be to make more use of various mentoring opportunities that are now available (not really an option in those days) and not to shrink back as much as I did in the past, taking more of a credit for the work I do.

In your experience, have things improved for women in the workplace since the beginning of your career?

Whilst the academic settings were always a bit more accommodating for females (and international staff), we still face some gender equality issues in this sector, particularly in the more senior positions. That is why I am actively involved in the Athena SWAN initiative (charter set up to encourage female leadership within the sciences) to ensure that these issues are resolved and that society makes full benefit of the diversity of the workforce.

Are there any areas that need to improve for women in the workplace?

In academia there are a number of issues ranging from a sufficient ‘pipeline’ of female researchers and academics to act as positive role models, to encouraging promotion to senior positions within institutions. However, more concerning are the still existing stereotypes and issues young female engineers, sadly, still experience in the industry, particularly the more traditional branches of chemical and process industries. Those that make it through are much stronger characters because of this, but there is still too large a proportion of female engineers that succumb to the pressures and issues and that is very worrying. I believe that a culture change in the workplace must take place with a full engagement of male colleagues to ensure a positive change in this sense.





CONFIDENCE

Dr Kate Cook is an academic, a feminist activist and a researcher, focusing on violence against women and girls. Teaching criminal law at Manchester Law School (part of Manchester Metropolitan University), she is also Co-Head of the Sylvia Pankhurst Gender Research Centre at the university.

Dr Cook has been a member of two rape crisis centres and is co-author of the book *Rape Crisis: Responding to Sexual Violence* (Russell House). She has been actively involved in a number of successful campaigns to change the law – in England and Wales – around defences to murder and sexual offences.

 @Dockatecook

“It took me some time to realise that there were more interesting choices and it was alright to take them.”

What advice would you give to your younger self at the start of your career?

I would tell that youngster to have more confidence in herself and to worry less about what other people think of her. I spent a number of years working in banking, a career that was sometimes exciting, but often quite dull! It took me some time to realise that there were more interesting choices and it was alright to take them.

In your experience, have things improved for women in the workplace since the beginning of your career?

When I was first working in the bank it was entirely normal for girls to be asked whether they were going to get married and have children. If they answered "yes" then they could not expect promotion. I do hope that doesn't happen any more! Nowadays, I think that women can potentially succeed in a wider range of work roles, and can even be publicly lesbian and still do this. Those are real changes. However, we all know that there are women still working in horrible conditions, in this country and elsewhere, so there remains much to be done.