YOU’RE IMPRESSIVE
SO WHY THE SELF-DOUBT?

Changing Africa
ONE WOMAN AT A TIME

Looking To Secure
A GREAT NEW ROLE?

International Women’s Day
IS A GLOBAL CALL TO ACTION

Five Acronyms
TO HELP YOUR CAREER
Do You Love Your Job?

Working for a company that truly values your skills and encourages you to succeed makes all the difference.

Register today to find a great role

wherewomenwork.com - UK & Global
wherewomenwork.com.au - Asia Pacific
Speaking with candidates on a regular basis, many share one great commonality. Whether they’re an Engineer, a Software Developer, a Finance Analyst or a Marketing Director - they all want to work for a company that’s progressive, collaborative and values their strengths.

Across sectors and across levels, female candidates are making insightful choices about where they want to work and why. They’re relying on latest information and varied perspectives to shape their views.

The organisations featured in our Where Women Work magazine are all actively trying to recruit, retain and develop female talent. They believe in the value of a truly diverse and inclusive workforce and they have fabulous policies and initiatives in place as they strive for gender parity. And the women themselves certainly provide great testament to the progressive work cultures and exciting projects underway.

Flexible working also rates highly for many women. Organisations that demonstrate a track record in this area and that provide varied working arrangements can be very appealing.

So whether you’re an intern, apprentice, graduate, experienced professional, woman returner or senior executive, we hope you’ll find the Where Women Work magazine inspiring and informative. We hope you’ll use our magazine as an important point of reference before that next job interview, or as you carefully research and ponder where and how to make your next career move.
By building diverse teams we build better buildings and places. This year, recruitment of female graduates in Europe and Middle East business is up by 25 per cent. At AECOM, we’re breaking down barriers to build a better world.
AECOM KNOWS THE IMPORTANCE of supporting all its employees, and helping people make the most out of their talents.

While there is no shortage of exciting opportunities for talented professionals to make a mark in the construction industry thanks to high profile projects like Crossrail, helping employees to achieve their full potential is still a challenge. Companies like AECOM need to be focused in the way they get the best out of their staff, and ensure that the support is there to help people flourish - particularly those that are underrepresented, such as women.

Exciting internationally significant projects

AECOM is in prime position to provide this support. As such a large business operating in diverse markets, it is a fantastic place to gain experience and develop a varied career path with wide ranging roles. It also means that it is possible to switch disciplines and move into completely new areas. Numerous exciting, internationally significant projects like the Rio Olympics are an amazing setting for developing expertise. And it’s not just the projects, AECOM teams are brimming with world experts in multiple fields, so on-the-job learning from colleagues is part of everyday life.

Revolutionising engineering in the Middle East and India

One big area for growth at AECOM is the Middle East and India. AECOM experts are assisting seven cities across India to become smarter, more inclusive and more competitive urban centres. Services in support of the national Smart Cities Mission include urban planning, infrastructure project preparation and Smart City program implementation.

Elsewhere, AECOM is redefining marine transport in the Middle East. Hamad Port in Qatar is designed to act as a catalyst for Qatar’s trading industry. Completion of the port is critical for importing the resources and materials required to construct the facilities for 2022 FIFA World Cup Qatar. When operating at full capacity, Hamad Port will be able to handle 6 million TEUs per year across three container terminals.

Constructive career advice and support

AECOM is also actively seeking to support career development and make sure more women are filling leadership roles through a variety of schemes. Structured graduate courses ensure that young people joining the firm are immediately introduced to an environment where the development of their skills is a priority, and there has been a steady increase of women enrolling every year. This year women outnumbered men for the first time on the Developing Leadership Potential course, which is run online and open to all graduates. Additionally, the mentoring circles or ‘mCircles’ system is a global scheme aiming to improve gender diversity. Small, supportive groups of eight to ten female employees ranging from entry level to vice presidents meet regularly to provide constructive career advice and discussion.

Women making their mark

Successful women are certainly making their mark at AECOM. Alison Waterworth, a senior engineer, was recently voted 2016 Best Young Woman Engineer at the Women in Construction & Engineering (WICE) awards ceremony in London.

Alison has worked on a number of major projects in the UK, including the Forth Road Bridge cable band bolt replacement and acoustic monitoring replacement projects in Scotland, and recently returned from a year-long assignment in Russia, where she was a part of the technical team working on the Moscow M11 Highway project.

Elsewhere, Elizabeth Peters is director of Special Projects in the global Delivery Excellence team, having been promoted from being an associate director, and is based in the United Arab Emirates. An expert in BIM, Elizabeth has worked for AECOM since 2013 and was a driving force in implementing it in many projects.

An environment to thrive

As with many companies in the industry, there is still work to be done. But with the rich opportunities and a wealth of support systems in place, AECOM is well on the way to breaking down the barriers to its female employees’ success - by creating an environment where anyone can thrive and find a fulfilling career path.
"AECOM provided me with a great start to my career, offering me the chance to be part of a multicultural environment and work on some really significant and complex projects. As part of the Graduate Development Programme I have benefited from a range of training and am growing and developing every day both professionally and personally. AECOM gave me wings and showed me where to fly!"

**KAREN BRITTON**
Associate Director, Transportation, UK, AECOM

"I’m lucky to work on a wide range of projects in different locations so every day brings new and exciting challenges and opportunities. I’m also fortunate to work with a diverse and talented group of people who are very committed and really want to deliver the best solutions, even when under immense pressure. It’s fulfilling when our projects come to fruition and we see the positive impact they have. It’s equally as exciting to help people to develop professionally and watch them go that extra mile and discover their hidden talents."

**DR. ERIN BRADY**
Principal Director, Design + Planning and Economics, Abu Dhabi, UAE, AECOM

"AECOM is a multidisciplinary company so the opportunities for career development are incredibly varied and diverse. The company benefits from a huge mix of expertise and offers a highly collaborative environment designed to ignite ideas across all our disciplines now and in the future."

**NICOLA GILLEN**
Director, Global Practice Lead, Strategy Plus, UK, AECOM

"AECOM allows me to work flexibly around my responsibilities to my young family. I returned to civil engineering two years ago after several years on extended maternity leave. I started on two days a week as a principal civil engineer and have since been promoted to an associate director and now lead a team of 30 engineers adjusting my hours to suit my workload."

**DIANA TULBURE**
Operations Manager Support, Construction Services, The Netherlands, AECOM

"I’m lucky to work on a wide range of projects in different locations so every day brings new and exciting challenges and opportunities. I’m also fortunate to work with a diverse and talented group of people who are very committed and really want to deliver the best solutions, even when under immense pressure. It’s fulfilling when our projects come to fruition and we see the positive impact they have. It’s equally as exciting to help people to develop professionally and watch them go that extra mile and discover their hidden talents."

**KAREN BRITTON**
Associate Director, Transportation, UK, AECOM
“The leaders at AECOM in the Middle East have taken a tremendous interest in my success in the business. AECOM recognises that its success as a business is the result of the cumulative successes of its thousands of employees. In me they recognise ambition and raw talent, and they’ve provided opportunities to transform my ideas into real business differentiators. Working at AECOM is an incredibly challenging and rewarding experience.”

FARAH KURDI
Director, Project Controls, Construction Services
Abu Dhabi, UAE, AECOM

“AE COM has enabled me to work on major projects and achieve my ambition of becoming a director in the buildings industry. I always feel proud when I pass by projects knowing that AECOM played a part in making them a reality.”

ELIZABETH PETERS
Director, Delivery Excellence, Global Project Delivery
Abu Dhabi, UAE, AECOM

“AECOM gives me the opportunity to engage in different projects and travel the world, as well as work alongside socially-conscious people that share my interests and ambitions. It has supported me every step of the way during my journey to becoming who I am today.”

MARIA GARRON
Managing Director, International Development, AECOM

“AE COM has given me an opportunity to oversee safety on some of the largest construction sites in the world. For a female interested in construction safety, this is almost unheard of. I’m proud of the work we’re doing to raise the safety standards in Qatar, particularly given the mixture of cultures, languages and levels of training present on sites. People may be surprised to see the high levels of safety we’re achieving.”

NICOLE IVERS
SH&E Director, Qatar, AECOM
You know the feeling. You step up to the front of the room, notes in hand, to give that big presentation. And you just know that this is it - the moment when they all find out you’re an impostor. You’re not sure what they’ll think of you and you’re worried it won’t go well. Right? It’s lucky you’ve made it this far without them realising ...

Stop! Just, stop!

Many of us have felt this way at some point and the feeling has even been given a name - “Impostor Syndrome”. This is what happens when we feel our successes are not deserved. They’re just based on luck, timing or maybe something else we don’t know about. It couldn’t possibly be because you’ve worked hard to get here. Impostor syndrome can make us think irrationally about our strengths and abilities. It can prevent us from believing we’ve excelled and are due the rewards that come along with our success.

Impostor syndrome can be seriously damaging to your career success. It’s the reason why some women take on too much, why they have a fear of saying no or asking for help, or why they may sometimes feel overwhelmed taking risks. Impostor syndrome can impact why some women experience difficulty accepting praise and might often put themselves down. But the good news is that there is a way forward. You CAN overcome those nagging doubts and believe in yourself, just as other people have believed in you.

Share your fears

Voicing your fears can help put them into perspective so you can see them for the potentially complex thought patterns they are. You could do this by chatting with a trusted friend, maybe not a co-worker but someone outside the bubble, or just by keeping a journal. This can stop you from ruminating, making things bigger than they are. And if that doesn’t work, to overcome any lack of confidence try feeling passionate instead and let your enthusiasm shine through.

Use more assertive language

No more “I feel that maybe...”. Try instead “I think we should” or “I have a question” and “I’m sure I’m not the only one”. Change the talk track by banishing negativity and timidity from your work vocabulary so as to increase confidence in your ability and start believing you will achieve.

Start an achievements file

It might be a vision board. It might be a little folder that you keep hidden in your desk. Whatever it is, keep note of all your successes - even the little wins. Whenever you start to feel that impostor cloud creeping over you, have a wander down memory lane to remind yourself that you deserve to be there.

Focus on the value you provide

If you need something further to help build confidence and shun that impostor syndrome and to remind you that your colleagues are not waiting for you to fail, then try one final thing: look at what you know you can do and how you provide value. Focus on what you do well, and let that build your confidence.

It takes a little time, talking and believing, but trust us: you do not have a neon sign over your head flashing “fraud”. If anything, it flashes “endless possibilities”.

You’re Impressive

So Why the Self-Doubt?
UNHCR, THE UN REFUGEE AGENCY, is faced with an unprecedented number of displaced people - over 65 million - due to ongoing conflicts and new emergencies. One out of every 113 people has been forced to flee. Never before have there been so many men, women and children seeking protection from persecution or conflict. It’s UNHCR’s job to face these challenges - to lead and coordinate international action for the protection of refugees and the resolution of refugee problems.

Passion for humanitarian missions

Today, the UNHCR team is over 15,000 strong working in more than 450 locations across 125 countries. As described by the Deputy High Commissioner, Kelly T. Clements, “Our team is the lifeblood of this organization - they bring their indispensable skills, expertise and passion to our humanitarian mission.”

Addressing skill and diversity gaps

UNHCR is constantly seeking to attract new talent. In addition to hiring nearly 600 new international professionals in different capacities and for various durations in 2015, two of UNHCR’s flagship recruitment programmes are underway.

UNHCR selected one hundred applicants for their Entry Level Humanitarian Programme, of which sixty were women. Of this group, nearly half have been placed in UNHCR operations. Second, as human resources is responsible for having the right talent in the organisation where and when they need it, UNHCR created eleven “talent pools” to fill staffing needs in areas where gaps have been identified.

Diversity and difference are key

Karen Farkas, the Director of Human Resources Management at UNHCR explains that “a key priority for the Division of Human Resources is to attract women and men into the organisation who bring a diversity in experience, language, nationality and skills - and in so doing, UNHCR will make every effort to also close gender gaps.”
“Vivian, a native of Singapore, is a talented writer and editor. She has promoted public awareness of UNHCR’s work around the world by mastering the development of news stories about refugees. Her most satisfying moments working with UNHCR are in the field where she’s privileged to work with the people UNHCR cares for, hearing their experiences and telling their stories. Vivian explains that communication isn’t only about awareness and fundraising, but it’s a powerful protection tool. Vivian has worked in Geneva, Islamabad, Beijing, Nairobi and Bangkok and has been given amazing opportunities to grow and push herself beyond her comfort zone. As a young Public Information Officer she has been on call around the clock, and although exciting, it was often overwhelming.”

**VIVIAN TAN**

Senior Regional Public Information Officer, Thailand, UNHCR

Julie develops security management strategies for UNHCR around the world. She identifies her time in the field as the most rewarding part of her career. An Irish national, she has worked in Bosnia Herzegovina, East Timor, former Yugoslav Republic of Macedonia, (fYRoM), Afghanistan, Nepal, Liberia, Sri Lanka and Headquarters. Her work gives her a tremendous sense of accomplishment, especially when she secures access for colleagues to reach vulnerable refugees and breaks down barriers to guarantee safe passage for UNHCR and refugees.

Although many of her colleagues have crossed work streams, Julie remained in security because no two days are the same - you can be assessing, preparing for, or managing the response to a security incident. Having worked with refugees, internally displaced people and with refugee returnees enabled Julie to then work in Geneva as a Senior Officer for Security with experience and understanding of the intricacies of operations.

“At UNHCR, your work depends on your desire,” explains Julie. “UNHCR supports your career path through internal and external training opportunities so employees can stay in a specialist function role or move into management positions. There’s a lot of support and encouragement for women at UNHCR.”

**JULIE DUNPHY**

Senior Policy and Liaison Officer (Division of Emergency, Security and Supply) Geneva, UNHCR

Ruvendrini, a Sri-Lankan national, began her career with UNHCR as a legal officer and has since been on the frontlines of refugee situations. She has worked with UNHCR in Geneva, Washington, Bangkok and a number of other field locations.

Ruvendrini describes her daily work as anything from the sublime - such as when she supported the voluntary return of refugees after 30 years of exile - to the novel, pouring over a budget in search of funding for an artificial eye for a refugee.

She enjoys the fact that UNHCR jobs are rarely “9 to 5,” that the work is never monotonous, and that daily schedules rarely go according to plan. Ruvendrini admits that balancing personal and work life is possibly the most challenging aspect of humanitarian work. “Work / life balance is never easy to achieve in the type of work we do - particularly as you never really “clock off.”

**RUVENDRINI MENIKDIWELA**

Country Representative, Thailand, UNHCR
Millicent, once served at the national level in her home country of Kenya and has since worked with UNHCR in numerous high-profile operations. She considers her experience in the field as her greatest source of professional satisfaction. “Walk into a classroom in the field and you see these eager-faced bright-eyed kids sitting six to a bench. Days earlier they were sitting on a rock outside, then you bring these desks and benches and you see for yourself that with very little we can make a big difference.”

Millicent does however recall missing important family events as she felt she couldn’t leave her duty station amidst a massive repatriation exercise.

MILlicENT MUTULI
Deputy Director Africa Bureau, Geneva, UNHCR

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© UNHCR/Ivor Prickett
© UNHCR/Sebastian Rich
© UNHCR/Héléne Caux
© UNHCR/Caroline Gluck
Looking to Secure A Great New Role?

Join the Where Women Work Black Book for women of high talent.

**LET’S FACE IT**, searching and applying for a new job is tough. Many women face the common quandary of never having enough time to spend on their job search and CV writing, and yet it’s so important to make the right choice that the task truly does need undivided attention and methodical detail.

And then there’s the dilemma of trying to figure out which are the best companies to work for and whether they have exactly the sort of role you’re looking for - that’s assuming you even know what you’re looking for. And then there’s the CV - should it be generic to have wider appeal? Should it be specific to narrowly demonstrate your exact relevance to the specific role? And then there’s the in-house recruiter who savagely culls from the pile of endless applicants. Will you make it through to the shortlist?

When looking for a new career chapter, two words often come to mind: “needle” and “haystack”.

Often it comes down to luck - seeing the right job, with the right company, at the right time. And with women being so busy, what are the chances of that then? That’s why at Where Women Work our Black Book for women of high talent is an effective way to ensure your core strengths are analysed, relevant roles are brought to your attention, and warm introductions are facilitated pre-application.

Women do a great deal of research before applying for roles. Knowing everything possible before submitting an application, plus having a positive relationship and a good experience with the company significantly increases the chances of securing an interview. Plus, in our experience, it builds women’s confidence in applying for the role.

So if you’d like Where Women Work to consider you first before other candidates, select the 'Black Book’ option upon registration on the website or update at any time. This flags to us you’re either actively looking for a new opportunity, or if a relevant role arises you’ll welcome a confidential heads up and a tap on the shoulder.

So step this way women and register today at wherewomenwork.com/blackbook
At GKN, we believe in respecting the rights of others and aim to create a working environment where the abilities, differences and achievements of individuals are valued, within an inclusive workplace.

www.gkn.com/careers

**FROM CARS TO PLANES.** GKN technology is making a difference to people’s lives in almost every corner of the world. Every time you travel by road or air, no matter the vehicle maker, there is a good chance that GKN is helping you on your way. GKN designs, manufactures and services systems and components for original equipment manufacturers around the world. Founded more than 250 years ago, it has adapted, developed and grown into a £7.7 billion business at the forefront of global technology. A network of 56,000 people in more than 30 countries offers customers an unrivaled breadth of technology, geographic footprint and experience.

**Innovation at its heart**

This global engineering group keeps innovation at its heart by continuously evolving, pioneering new technologies and reinventing existing ones, and striving to improve in everything it does. GKN aims to deliver the best technology today and develops innovative technologies for the future. Global trends, such as emissions legislation, the drive for efficient vehicles, urbanisation and population growth, are at the heart of its technology investment, working with customers to deliver electric and hybrid vehicles, lightweight materials, fuel-efficient systems and cost effective solutions to help them stay ahead. GKN also focuses on the new and exciting world of Additive Manufacturing, a high priority manufacturing technology that requires cross-divisional activity and cooperation across a network of Centres of Excellence globally.

**A diversity journey**

As a global engineering company, innovation is what differentiates GKN and is central to its success. A balance of cultures, ethnicities and genders help bring new ideas and creativity. It needs people of different backgrounds, with different skills and perspectives to spark originality, imagination and creativeness in teams around the world. With locations in more than 30 countries, speaking 27 different languages, GKN is undoubtedly global but in 2015, with females accounting for only 13 per cent of its employees, it launched its Diversity & Inclusion (D&I) Programme, setting a goal that by 2020 the gender and ethnic diversity within the leadership team will be at least 20 per cent.

A Group-wide D&I team was established with each division creating its own tailored diversity and inclusion action plan. All senior leaders attended D&I awareness training sessions in 2015, and 2016 saw these rolled out to every employee across the Group. D&I is part of the company’s strategic objectives and delivery of the strategic objectives is linked to the bonus scheme for the leadership population. Flexible working pilots have been rolled out and the Group’s intranet contains an array of information to help raise awareness of the importance of D&I, answer questions and share information. More initiatives are planned and the Group is pushing ahead to achieve its target.

**Women in engineering**

Often seen as a male-dominated industry, the engineering sector faces particular challenges in recruiting women, and GKN is committed to promoting Sciences, Technologies, Engineering and Mathematics (STEM) subjects and career opportunities among female students. Targeted career fairs, job opportunities, leadership development and mentorship programs have been created for female engineers and business leaders across all levels and some of its senior female executives have recently won industrial global leadership awards. GKN is also playing a key role in a new programme led by the Royal Academy of Engineering in London which aims to increase the number of under-represented groups in engineering.
“GKN is about being part of a great team. We collaborate to solve different problems, introduce new technologies, think strategically, tackle challenges and develop our people to achieve their full potential.”

SUE BARNES
Vice President, General Manager, GKN Aerospace, United States

“GKN has always believed in my potential and invested in my career and development. I’ve had the opportunity to work abroad and now am part of a global team. GKN is a great place to work and I’m passionate about my job.”

GISELE SARTORI
Senior Developer, GKN Driveline, Brazil

“GKN enabled me to successfully develop my career through training programs, coaching and mentoring. The open-minded, respectful and safe culture of GKN makes this company a great place to work.”

KARIN FEUERBUAM
Finance Director, Shafts and Services, GKN Driveline, Germany

“GKN is about being part of a great team. I’ve changed over time, just like the steel I’ve learnt to produce, into the woman and leader I am today. It never crossed my mind that my place wasn’t here. I’m grateful to GKN for giving me the chance to prove that a woman can succeed in such a male-dominated industry.”

CORINA JUNGHETU
Plant Manager, GKN Powder Metallurgy, Romania
SMART (Specific, Measurable, Attainable, Realistic and Timely)
Keeping on track for achieving work and career goals is vital.

SPECIFIC: Is the identified goal clear and tangible?
MEASURABLE: How will you monitor and measure progress and delivery?
ATTAINABLE: Is the goal possible so you remain motivated?
REALISTIC: Is the goal practical and can realistically be pursued and achieved?
TIMELY: What milestones and deadlines will you set to achieve your goal?

KISS (Keep It Simple Sunshine)
In these days of extreme brevity (think social media attention spans), it's crucial to get a clear message across without ambiguity.

These days, if a message or call-to-action is too hard for people to quickly understand, they move on.
So in your communication, meetings and conversations always remember to KISS.

PIE (Performance, Image, Exposure)
Working hard to deliver great results at work sometimes just isn't enough and PIE helps you concentrate on further aspects needed.

PERFORMANCE: How good is the quality and quantity of your daily work?
IMAGE: What do your work colleagues think of you? Do you have a personal brand? Are you a positive and flexible person? Do you inspire others with solutions or are you the blocker of suggestions?
EXPOSURE: Who knows about you and your work? How do you ensure your boss knows about your achievements?

POST (Purpose, Outcome, Sequence, Timing)
Ah yes, one of the best meeting structures you can achieve! Ahead of any meeting (or potentially a conversation), always try to figure out and clearly articulate in your own mind these four aspects.

PURPOSE: Why should the meeting occur?
OUTCOME: What do I want to achieve by the end of it?
SEQUENCE: What will you move through, in what order, to achieve the outcome?
TIMING: How long should the meeting take?

STAR (Situation, Task, Action, Results)
Using the STAR technique in a job interview helps provide the interviewers with clear, concrete and concise answers about your experience and achievements.

SITUATION: What was the work situation you were in?
TASK: What tasks were involved in that situation?
ACTION: What specific actions did you take?
RESULTS: What results were achieved via your actions?
In 36 countries spanning from central and eastern Europe to central Asia and the southern and eastern Mediterranean, the European Bank for Reconstruction and Development (EBRD) finances projects, mainly with private enterprises. With the ability and willingness to bear risk on behalf of our clients, we help countries in our regions of operations to transition towards open market economies.

Our projects make a positive difference to people all over the regions we invest in. Whether we’re working on vast infrastructure projects or advising a start-up, we measure success in much more than profit and loss. That’s because we invest in empowering people, changing lives and improving futures.

WANT TO BE PART OF AN ORGANISATION that’s driving change in over 30 countries, from Mongolia to Morocco and Estonia to Egypt? Passionate about making a difference? Motivated to make an impact in areas such as sustainability and economic inequality?

The European Bank for Reconstruction and Development (EBRD) is certainly an exciting place to work.

**A bank for a changing world**

The EBRD is a changing bank for a changing world. It’s an international financial institution with a unique mandate to develop open and sustainable market economies in countries committed to, and applying, democratic principles.

Over 25 years of investing in changing lives, the Bank has invested over €110 billion in more than 4,500 different projects. Those projects support inclusion and gender equality, promote the green economy and help small businesses grow - and much more.

**A rich cultural mix**

The EBRD is a workplace where everyone is treated with respect, enjoys equal opportunities and feels valued.

Gender equality impacts sustainable growth

Gender equality is a principal element in the promotion of sound business management and the advancement of sustainable growth in the countries where EBRD invests.

Via the EBRD’s Women in Business Programmes that provide a combination of financing and technical cooperation, EBRD’s Small Business Support team provides grant-based support for extensive training for women starting their own businesses.

Changing the way economies work takes decades. They’ve already achieved so much in their first 25 years - and many further impressive women will be part of their story for their next quarter of a century.

**Opportunities at the EBRD**

In 36 countries stretching from central and eastern Europe to central Asia and the southern and eastern Mediterranean, the European Bank for Reconstruction and Development (EBRD) finances projects, mainly with private enterprises. With the ability and willingness to bear risk on behalf of our clients, we help countries in our regions of operations to transition towards open market economies.

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Learn about specific roles and apply at [www.ebrdjobs.com](http://www.ebrdjobs.com)
"I like working at the Bank as it enables me to combine my banking skills with areas I feel passionate about such as youth inclusion and capital markets development. For me, being part of EBRD means making a difference for the countries where the bank invests and for the people we work with. I enjoy working with local and Headquarter teams in a collaborative effort that leads to joint success."

VEDRANA JELUŠIĆ KAŠIĆ
Director, Regional Head, Croatia, Slovenia, Hungary, Slovak Republic, EBRD

"EBRD provides me many opportunities I probably wouldn’t have had elsewhere. Whether engaging in small businesses development across the region from Morocco to Mongolia or driving change across the Bank, the variety always keeps me interested. Working in such a diverse multicultural environment means I’m always learning and gaining new perspectives, and this is stimulating."

VALERIA DELLA ROSA
Associate Director, Deputy Head OE&E, Operational Effectiveness and Efficiency, EBRD

"I've worked for EBRD for over 18 years because as an ever evolving and multicultural organisation, it offers me new challenges every year."

KATE SAUNDERS
Associate Director, Head of Donor Funded Operations and Accounts Control, EBRD

"EBRD is a unique place where both commercial and development objectives are pursued. EBRD has a strong foothold on the ground which brings us closer to the clients and their needs. My moving to Istanbul has also been a culturally-enriching personal experience."

OKSANA PAK
Associate Director, Senior Banker, Financial Institutions, Insurance and Financial Services, Turkey, EBRD

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OKSANA PAK
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FROM DOHA TO DUBLIN, city governments are exploring how ‘smart’ cities could be. But what does it mean for a city to be smart?

Climate change, population growth, demographic change, urbanisation and resource depletion all mean the world’s great cities need to adapt to survive and thrive over coming decades.

Technology has always had a transformative effect on the way cities operate. In the 21st Century, cities are being transformed by waves of technological development: smartphones, the Internet of Things, cloud technology, and open data are all challenging the nature of city functioning and experience.

Arup’s belief in ‘inclusive design’ encompasses the whole business, from how a team is built and managed to the impact of strategic planning on a community. This diverse and inclusive culture benefits their projects - fostering innovative and sustainable engineering.

So for example in Singapore, Arup is working with the Housing and Development Board to identify and recommend which ‘smart initiatives’ could be deployed into towns – from estate enhancing services such as smart community services to the implementation of gamification tools to engage residents and foster closer community living. They also advise their clients on applying digital technology to cities to improve economic performance, resource efficiency, climate change mitigation, operational efficiency, as well as delivering a great place to live and work.

Arup helps their clients to define when and how much to invest, and how much value they can get from being ‘smart.’

**Creative Technology TRANSFORMS SMART CITIES**

**Arup is working to ensure ‘smart’ means using technology to help deliver the needs and interests of the citizen, not implementing the latest shiny gadget.**

**Smart people, smart cities**

How could digital technologies shape the smart cities of the future? What are the opportunities for cities to transform themselves?

We need smart people to help us explore today’s most pressing questions.

Discover more at arup.com

**Make a positive difference in the world**

A career at Arup offers the chance to make a positive difference in the world. Independently owned and independently minded, Arup attracts a diverse mix of people to work on ground breaking projects around the world. Whether a graduate or experienced hire, Arup employees enjoy a rich culture that’s naturally curious and always stimulating.
Arup is providing multi-disciplinary engineering to deliver a complex project. This six-storey mixed-use facility is located on a prime location in Copenhagen’s harbour front. The project has very high ambitions in terms of sustainability and architectural quality.

"I advise clients on how technology transforms cities and how to best adopt and adapt technology for different purposes. Technology transforms cities in ways that are only now becoming apparent. For example, Uber and Airbnb impact city politics, economics and even how cities are used. At Arup we’ve specialists covering all aspects of cities from technical aspects, politics, economics to design. The intersection of these things makes for fruitful and interesting discussions."  

LÉAN DOODY  
Associate Director, Digital Consulting, London, Arup

"Light is the medium I use to create solutions that are positive for people and sustainable to the environment and business. My work bridges art, science and technology and drives creative and innovative design thinking. At Arup, I step out of my comfort zone to explore new ways of thinking and doing things."

FLORENCE LAM  
Arup Fellow and Global Practice Leader for Lighting Design, London, Arup

"At Arup it’s the people and diverse range of project experiences and challenges that make the difference. There’s a great culture of information and experience sharing. Besides building engineering, there are plenty more exciting areas to be involved in. I get really interested in community engagement projects and technology advances like 3D printing."

TARA CLINTON  
Structural Engineer, Building Engineering Design, London, Arup

"I thrive on challenge and I’m passionate about delivering high-quality technical solutions to our clients. At Arup I’m offered a wealth of opportunities to work on exciting multi-disciplinary infrastructure projects in an environment where I’m encouraged and motivated to reach my potential."

LUCY GARDNER  
Senior Engineer, Rail Engineering, Solihull, Arup
Imagine Working On

GROUND BREAKING PROJECTS
THAT MATTER

YOU MIGHT HAVE HEARD about Thales, and you may know about some of their work in the defence arena where Thales technology is trusted to protect in the most critical situations. But you may not know Thales isn’t just developing new technology, they’re inventing whole new ways of doing things. In fact, they’re an exciting company at the forefront of delivering trusted solutions that protect people and organisations with customers worldwide.

Their work is impressive and extensive. For example, in aerospace every day more than 130,000 passengers use Thales’ in-flight entertainment systems which equates to around 50 million viewers per year. And they secure the information systems for 19 of the world’s 20 largest banks. In the UK, Thales helps keep railways safer because almost every train in the UK is fitted with their Train Protection & Warning System, whilst on the underground they are upgrading signaling to provide greater capacity and reliability. The work is certainly leading-edge.

Smart ideas to conquer latest challenges
Thales continually reinvests in R&D to a significant degree and the company has a strong passion for innovation and high technology.

They also understand the value of good professional development opportunities and meaningful missions and programmes. A real emphasis is put on collaboration and teamwork - strongly valued in their dynamic, highly multicultural environment.

Supporting women into scientific and technical careers
With a footprint in 56 countries including the UK, when it comes to diversity, it’s a way of life for a global multidisciplinary company like Thales because they understand that diversity and cohesion translate into better performance.

Thales recruits a significant proportion of their workforce from engineering faculties, and is working hard to promote initiatives aimed at attracting young women to scientific and technical careers. And, the company is equally welcoming for women who are returning to work.

All over the world, Thales companies play an active role supporting local communities and helping local and regional economies. They’re a great company with exciting work, intelligent teams and an excellent work culture.
"Working at Thales is exciting because of the challenging opportunities it provides me with on a daily basis! However, my favourite thing about working for Thales is the great people I get to work with."

NICHOLA MCKAY  
Legal Counsel, Thales

"My work excites me because it's creative and really unique. At Thales, I'm privileged to work with supportive, interesting people and have endless opportunities for development."

MEGAN COGHILL  
Optical Design Engineer, Thales

"Working for Thales gives me the opportunity to work alongside experts to develop my knowledge of complex market sectors, broadening my skills and experience in a nurturing environment where every day provides a new and exciting challenge."

GEORGIA LEWIS  
Business Development Executive, Thales

"Thales offers a diverse range of products, sectors and countries to work within. This provides a stimulating and challenging workplace where I gain enjoyment in protecting and improving people's lives."

ELEANOR FRASER  
Contracts Manager, Thales
LOOKING TO SECURE A GREAT NEW ROLE?

Join our confidential Black Book for a tap on the shoulder

If you’d like Where Women Work to consider you first before other candidates, select the ‘Black Book’ option upon registration or update at any time. This flags to us you’re either actively looking for a new opportunity, or if a relevant role arises you’ll welcome a confidential heads up and a tap on the shoulder.

Register today at wherewomenwork.com/blackbook
THE DAY THE CASSAVA PROCESSING GROUP bought new and improved machinery was the same day Nana Beatrice Ansah Akua’s life changed. An impressive female entrepreneur in Ghana, she can now produce a lot more cassava flour and provide jobs to members of her community.

In the same manner, Agnes Acheampang’s soap business near Donkorkrom is thriving, making considerable returns on initial investment. These profits have enabled her to enroll two grandchildren in university and employ four full-time staff in the business.

Both Nana and Agnes are beneficiaries of Ghana’s Rural Enterprises Programme (REP), an initiative supported by the African Development Bank (AfDB) as part of its ambitious vision for Africa. The Bank believes that gender equality is integral to economic and social development, and uses its funds, expertise and influence to effect real change.

AfDB has invested over $70 million in REP as part of its efforts to help female business leaders in Africa to flourish. Rwanda is in the midst of the most exciting period of socio-economic progress in its history, thanks to funding from the AfDB. Moroccans have better access to healthcare and this is a direct result of the AfDB’s Medical Coverage Reform Support Programme. Also financed by AfDB, Cape Verde’s Santiago Island has seen a reduction in rural poverty through soil conservation via the Picos and Engenhos Watershed Management Project.

AfDB also focuses on Affirmative Finance Action for Women in Africa (AFAWA). In some of Africa’s largest economies including Nigeria and Kenya, the median capital available to male entrepreneurs is more than twice what is available to women, who consequentially only access seven per cent of available credit despite owning 48 per cent of micro and small enterprises.

“If we have women who are very active but they don’t have access to something that can make them more productive in the economies, then we are missing something,” says Ngozi Okonjo-Iweala, Nigeria’s former Finance Minister.

Thankfully, AfDB seeks to provide that missing link, so take some time and research the wide range of interesting and varied career options and programmes at afdb.org.
The University of Sheffield began over a century ago when local people raised £50,000 to build a university for their city. Pioneering women and men have shaped the University ever since, with its academics and professionals developing as authentic, courageous and imaginative leaders.

Education is the transformer

The pioneering spirit continues today. At the helm of the University is its first female Chancellor, the Rt Hon Lady Justice Rafferty. When appointed in 2015, she said “I believe with every fibre in me that education is the transformer.” It’s an ethos she instills throughout the organisation.

A globally leading institution

Despite challenges facing the higher education sector, the University is committed to remaining a globally-leading institution with an engaged workforce. It’s the only university featured on The Sunday Times 100 Best Companies lists, and has been in the Stonewall top 100 workplaces for LGBT equality for three years running.

We’re a remarkable place to work

Our University makes a positive impact locally, nationally and globally and our researchers are at the forefront of solving the world’s problems.

Ingenuity, energy, innovation

94% of our staff survey respondents in 2016 said they are proud to work here. Our ambitious plans are made possible by our staff, students and alumni.

We are proud to be a Top 100 Stonewall employer and a QS World Top 100 University. We are in the Sunday Times 100 Best Not-For-Profit Organisations to work for in 2016 and are only one of ten universities with an Athena Swan silver award for gender equality.

We only achieve what we do because of our people.

remarkable.group.shef.ac.uk
#WeAreInternational

Aiming to create an open and inclusive environment that benefits everyone, is everyone’s responsibility. The University encourages diversity through its Women Academics Returners Programme, its thriving Women@TUoS network and their LGBT allies programme Open@TUoS that to date has over 900 supporters.

Recruiting for difference

In their staff survey, the University scored exceptionally highly for respect amongst its people (92 - 99 per cent) and this reflects the strong commitment to help people bring their whole selves to work.

In line with its spirit and heritage, the University has piloted a new approach to recruitment, actively seeking to recruit for difference and to build diverse teams. It asks managers to consider not only the best person for the job but the best team for the job. This is good for both institutional excellence and equality.

Transforming lives for the better

Diversity in all its forms helps the University with its core business of research and teaching. Their nationally supported #WeAreInternational campaign lobbies for universities to remain diverse and inclusive and is a prominent example of living the purpose that was created over a century ago to transform lives for the better.
"I’m heartened by the University’s ‘can do’ attitude and willingness to take on challenging problems purposefully and imaginatively - and I always feel truly included and supported.”

**PROFESSOR SHEARER WEST**  
Deputy Vice Chancellor, The University of Sheffield

"This University shaped my career by shaping me – I was well taught here. I believe with every fibre in me that education is the transformer.”

**RT HON LADY JUSTICE RAFFERTY**  
Chancellor, The University of Sheffield

"I’m inspired by the strong sense of community at the University. Exposure to such a collaborative atmosphere and cutting - edge research really enables me to develop my own exciting and ground-breaking research.”

**DR REBECCA CORRIGAN**  
Sir Henry Dale Research Fellow,  
Department of Molecular Biology and Biotechnology,  
The University of Sheffield

"My research is a new way to fight bacteria that does not add to antibiotic resistance. Rather than try to kill bacteria, this approach uses a knowledge of how they normally attach to skin cells to reduce their ability to attach.”

**DR SHEILA MACNEIL**  
Professor of Tissue Engineering,  
Department of Materials Science and Engineering,  
The University of Sheffield

"My workplace is one of courage, bravery, inspiration and collaboration - and that’s what makes it possible to be fearless. The University values creativity and diversity, and encourages maverick ideas and flights of fantasy into reality. Where else could I engage, be inspired and help make such a difference to the community other than here?”

**PROFESSOR VANESSA TOULMIN**  
Director of City and Cultural Engagement,  
The University of Sheffield

"I’m proud I was part of an engineering delegation to the Far East and gave a great lecture on my research as part of the British Council ‘Knowledge is GREAT’ lecture series in Singapore. As an international woman I feel a strong sense of belonging with the University. My contribution is truly appreciated in this large diverse multi-cultural group.”

**DR CLAUDIA MAZZÀ**  
Mechanical Engineering Lecturer,  
The University of Sheffield
Gender Imbalance in Financial Technology

is particularly acute, so how does Mastercard encourage more women into their sector?

They do so by providing an environment where employees can make a difference to the world; creating roles that challenge and utilise a range of skills gained both in and out of the workplace; and by fostering a flexible environment where employees can balance their personal and professional responsibilities.

Safe, simple, smart payments

Mastercard operates the world’s biggest payment processing network, connecting consumers, financial institutions, retailers, governments and businesses in more than 210 countries and territories.

Their mission is clear: every day, everywhere they use their technology and expertise to make payments safe, simple and smart. Whether it’s creating new payment experiences such as paying via ChatBots or verifying a payment with a selfie, they see themselves as innovation leaders. And as diversity of thought is at the heart of innovation, Mastercard believes the more varied the life experiences of the people they bring to the table, the better.

Creating more women leaders

With technology being at the heart of finance today and women occupying only 1 in every 4 technology roles, Mastercard is proud of the achievements they’ve made and 40% of their workforce being female. However, to create more women leaders at Mastercard, they say they must do more. Some of their recent work includes signing HM Treasury’s Women in Finance Charter, as part of which Mastercard has committed to develop a range of progressive policies to support flexible working in the United Kingdom. One of these policies in action is their returnship programme, Relaunch your Career.

Innovations that benefit people in need

And working at Mastercard can enable its employees to make a difference in ways they never thought possible. Mastercard’s commitment to bring 500 million financially-excluded people around the world into the financial system by 2020 can mean working on innovations that benefit both people in need and the global economy.

Whether it’s working with governments to deliver welfare benefits using prepaid cards or helping women gain a digital identity so they can make and receive payments, there’s more to Mastercard than meets the eye.
"I enjoy working for Mastercard because of its transformative capabilities - for customers, partners and its own brand. We lead in innovation and drive value. Our family-friendly culture gives our own people flexibility to grow and develop through diversity of thought and execution."

FIONA MCCAFFREY
Head of Growth Accounts, Mastercard

"My role in Mastercard means that I’m involved in a variety of exciting projects with customers from a diverse range of sectors. My work is interesting, challenging and always rewarding. New career opportunities are on offer for anyone willing to take them on."

VIVIENNE GRACE
Business Development Director, Dublin, Mastercard

"Mastercard is a challenging and vibrant place to work, and as a company it really invests in developing its staff. Management teams are hugely supportive and provide me with excellent opportunities to advance my career."

KATHERINE SHAILE-R-SMITH
Business Development Manager, Digital Payments, Mastercard

"Mastercard supports flexible working and diversity. This has enabled me to combine my communications career with my job as a yoga teacher, meaning I can divide my time between the two jobs I love."

LOUISE SMITH
Communications, Europe, Mastercard

"I enjoy working for Mastercard because they recognise that good ideas can come from anywhere within the company. I’ve always felt empowered to call out what needs improving and have been given the latitude and encouragement to help develop solutions."

CIARA COLLINS
Senior Director, Mastercard

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Senior Director, Mastercard
More than 90 financial institutions have now committed to build a more gender-balanced industry through the United Kingdom’s HM Treasury’s Women in Finance Charter. Mizuho was one of the founding signatories to the Charter, believing the business case for gender equality and diversity plays an integral part of its strategy for driving business performance and success.

Building an inclusive financial sector
The Charter is a genuine commitment by HM Treasury and signatory firms to work together to build a more diverse and inclusive industry that reflects the government’s aspiration to see gender-balance at all levels across financial services firms. Joining the Women in Finance Charter was a natural ‘next step’ for Mizuho and further highlights their commitment to gender equality.

Executive pay linked to diversity
Mizuho has appointed members of its most senior management to lead and champion the gender diversity and inclusion programme, and to take accountability for it. In addition, Mizuho has publicly pledged to increase female representation in senior management roles. So strong is their commitment, that senior executives’ pay is linked to achieving Mizuho’s published Women in Finance Charter targets for investment banking and corporate banking.

Encouraging and mentoring female talent
Mizuho has a number of initiatives in place to support their increase in the number of female senior managers across the business and to encourage and mentor their female talent. These include a cross-company mentoring scheme, returnships and apprenticeships. More initiatives are in the pipeline. Mizuho has also changed its recruitment practices to include balanced representation on candidate lists and enhanced female representation on interview panels.

Transitioning back to work needn’t be difficult
Kate Pettican joined Mizuho in January 2016 after a three year career break. During her break, she attended two ‘Return to Work’ programmes which enabled her to assess what area of the financial industry she wanted to work in. “During my interview process, no one questioned my time away from work, but focussed on what the role and Mizuho had to offer. Transitioning back to work was a lot easier than I expected. I feel that there are plenty of opportunities for me to continue to grow and to develop my career without compromising my life outside of work.” Sonia Kanu has benefited from Mizuho’s commitment to gender equality and inclusion. Sonia enjoyed a phased return to work after maternity leave. “At Mizuho, there’s so much scope for personal and professional growth,” explains Sonia. “The company has always supported my career growth and offered fabulous new opportunities.”
“There’s never a boring moment in economics and I’m always reacting to changing circumstances. You think you’ve seen a cycle before, then you find out something new so there’s a constant intellectual challenge. I deal with a variety of people, ideas and viewpoints. This keeps me engaged and it’s gratifying. Mizuho has a collegiate, friendly work environment with no barriers to progression.”

CHRISTEL ARANDA-HASSEL
Chief European Economist, Mizuho International plc

“As diversity and inclusion champion for Mizuho International, I am responsible for driving change from the front. Mizuho is a great place to work with a pronounced entrepreneurial spirit. I was hired with a clear change agent mandate and that really inspires me.”

CHRISTIAN HEIBERG
Senior Managing Director, Head of Fixed Income Trading, Mizuho International plc

“Mizuho has given me the opportunity to work on some of the region’s leading transactions and empowered me to build a team and launch innovative projects. It’s a truly global bank with a vast network of highly skilled staff offering diverse expertise. In such a collaborative culture, no issue is too complex to solve.”

ANNABEL GURNEY
Senior Legal Counsel, Head of Quality Assurance Structured Finance Department - Europe, Middle East and Africa, Mizuho Bank, Ltd

“We’re striving to build an increasingly aspirational environment for current and future employees, operating in a culture which walks the walk. We encourage proactive initiatives from all staff and build diversity in all its forms. Our support for the Women in Finance Charter is an important step in this journey and I am proud to be Mizuho Bank’s named Ambassador for this initiative.”

PAUL CARMAN
Managing Director, Head of International Acquisition Finance, Mizuho Bank, Ltd
International Women’s Day
Is a Global Call to Action

INTERNATIONAL WOMEN’S DAY (IWD) may mean different things to different people, but the focus on equality and celebration is clear. The day marks a universal call-to-action for accelerating gender parity while celebrating the social, economic, cultural and political achievements of women. Around the world, International Women’s Day is acknowledged by corporations, governments, charities, women’s groups, academic institutions and the media.

Women have always collaborated
Throughout ancient and modern history, women have collaborated and lead purposeful action to redress inequality in the hope of a better future for their communities, children and themselves. Whether through bold well-documented action or through humble resistance that never made it into the history books, women have united for equality and achievement forever.

And along the way, one particularly powerful collaboration led to the formation of a globally united moment for women across countries to come together in hope and action. That moment became “International Women’s Day.”

A time of change
The almighty and tenacious Suffragettes forged tenacious action for equality and it was the Suffragettes who started International Women’s Day, with the first officially named “International Women’s Day” event held in 1911. This was a time of great expansion and turbulence in the industrialised world that saw booming population growth and the rise of radical ideologies.

And still to this day, International Women’s Day continues to be a powerful platform globally that unifies tenacity and drives action for gender parity, while celebrating the achievements of women.

Unity is key
“The story of women’s struggle for equality belongs to no single feminist nor to any one organisation but to the collective efforts of all who care about human rights,” says world-renowned feminist, journalist and social and political activist Gloria Steinem. And International Women’s Day is all about celebration, reflection, advocacy, and action - whatever that looks like globally at a local level.

But one thing is for sure, International Women’s Day has been occurring for over a century - and is growing annually from strength to strength. The day unifies women, men and non-binary people right across the world and provides an important moment for reflection and progress.

The power of women’s choices
Across the world, women’s influence and power continues to rise. From consumer choices and purchasing through to executive leadership of major corporations, women are an important and influential audience. Their views and participation drive outcomes as key decision makers whether as consumers, candidates or community members. Women’s voices are a significant force.

What future do women want to forge?
- What decisions do women make?
- Where do women choose to work?
- Who do women choose to buy from?
- How do women choose to vote?
- Where do women decide to learn?
- Who do women affiliate and align with?

From awareness raising to concrete action, year on year IWD continues to grow from strength to strength.

Visit the International Women’s Day website at internationalwomensday.com and show your support for a more gender equal world.
Great people make Schneider Electric a great company

Schneider Electric™ is the global specialist in energy management and automation with 160,000 employees serving customers in over 100 countries.

Our connected technologies reshape industries, transform cities and enrich lives. From the simplest of switches to complex operational systems, our technology, software and services improve the way our customers manage and automate their operations.

Satisfaction is not a guarantee - it’s a life goal. Schneider Electric provides the platform for professional and personal fulfillment, through employee well-being; unique and diverse collaborative teams; challenging roles; continual skill growth; and more. Find meaningful purpose working in engineering, field services, sales marketing, or the global supply chain. It’s your talent that Schneider wants, helping us put our customers at the centre of it all.

We embrace a high-performance culture by being straightforward, open, passionate and effective and challenging the status quo. We serve our customers by offering the largest portfolio of our industry, bringing expertise to our segments and partners. So be part of our energy revolution … one that champions efficient, safe, affordable power for everyone.

Purpose, People and Products

Drive Energy

Great people make Schneider Electric a great company

Life Is On

SCHNEIDER ELECTRIC

When you bring a clear purpose, connected products and great people together, amazing things happen. Growth happens. The converging of these three assets is what Schneider Electric lives and breathes. Their purpose is simple. They believe energy is a basic human right. While their products, services and solutions serve the world’s most sophisticated organisations, they never forget that access to energy is still an issue in the world.

Life is On

Approximately 300 million households worldwide at the BoP (those whose incomes are the lowest in the world, in a given country) still do not have access to energy. Through the BipBop (Business, Innovation, People at the Base Of the Pyramid) programme, Schneider Electric is developing access to reliable, affordable and clean energy to people who need it the most.

Their company has electrified 128 rural schools throughout Kenya in 2015, giving 65,000 school children access to energy in Kenya. Schneider Electric’s purpose is to ensure Life is On, for everyone, everywhere.

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“Our purpose is to ensure energy is brought to those who don’t have it. We’re working to ensure future generations can live in a climate that supports and enables them. We’re creating sustainable, renewable, green places to live and work and support people around the world to use energy to develop themselves. This purpose makes us truly unique.”

**TANUJA RANDERY**
President, UK and IE, Schneider Electric

“Schneider Electric is a dynamic organisation that focuses on empowering and investing in its people and there’s a new challenge every day. I’m surrounded by high calibre professionals who inspire me every day.”

**AKANKSHA SHARMA**
Key Account Manager - Onshore Wind, Schneider Electric

“Schneider Electric has supported and fast tracked my career development. Working for a company recognised globally for its focus on people and planet, my area of Health Safety and Sustainability really appeals to me and I thrive on driving continuous improvement and how we operate.”

**NICOLA BRADY**
Health, Safety and Sustainability (H&S) Operations Manager, Schneider Electric

“We run programmes to encourage student participation, and I engage with local schools across the UK to highlight opportunities for female students. I find it incredibly rewarding to share my passion.”

**SIOBHAN KELLY-BUSH**
Senior HR Business Partner, Europe Operations, Schneider Electric
Careers that empower women

At Amazon, we’re pioneering initiatives to hire and develop female leaders globally.

We provide flexibility and rapid career progression, alongside quality mentoring and support to empower women in the workplace – and beyond.

Fulfilment At Amazon

AND AT HOME

WHEN AMAZON.COM LAUNCHED IN 1995, its mission was to be “Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online”. This goal continues today, but Amazon’s customers are worldwide and have grown to include hundreds of millions of Consumers, Sellers, Content Creators, Developers and Enterprises. Each of these groups has different needs, and Amazon always works to meet those needs by creating new solutions to make things easier, faster, better and more cost-effective. Invention and innovation goes to the heart of their business so it was no surprise when Amazon coined ‘We Pioneer’ as their tag line.

Big challenges, real differences

Despite employing more than 306,000 people around the world, Amazon retains its start-up energy, and it’s this energy that allows the global team to take on big challenges and make a real difference to customers. Amazon UK employees have launched a huge variety of products and services including Kindle, Amazon Web Services (AWS), Amazon Prime, Fulfilment by Amazon (FBA), Prime Now AmazonFresh and many more on behalf of customers.

Diverse careers with flexibility

Amazon’s pioneering culture creates an environment where employees are afforded the opportunity to shape diverse careers and the flexibility to balance this with personal commitments. When looking for a role with the right work life balance, Katie McQuaid, Director of Fulfilment by Amazon (FBA) found that for her, working part-time did the trick. Katie works on the logistics operation that enables independent companies selling on Amazon Marketplace to tap into the company’s global delivery network. Her role involves building relationships with large numbers of sellers and helping their businesses grow - the aspect of her job she enjoys the most.

Important work-life decisions

Katie not only manages a team of 50 employees, she’s also a mum to two young children - James and Ethan. She says working part-time was a prerequisite after children. “I’ve only got so many years before my kids work out it’s not cool to hang out with their mum, so I need to make the most of the time I have with them!”

Katie knows that many of the sellers she works with also make important work-life decisions to start their own businesses, and explains that FBA allows them to outsource their operations to Amazon so that they can focus on what they love best. “They send their stock into our warehouses, we store it for them, we pick, pack and ship it to customers, we handle all of their customer service. They get to have a Prime badge on their items meaning they can reach our most loyal customers. Customers get a great delivery promise and sellers can spend time on sourcing and developing great products.”

Enriching lives

It’s this diversity of thought by Amazon that’s helping shape not only its pioneering business model, but also enriching the lives of its employees with its flexible work opportunities.
"We’re always striving to be even better. We’re never happy standing still. No two days are the same. If you’re looking for a role where you can really make a difference - taking on large challenges to improve the many different aspects of customer experience - you’ve come to the right place. There are many opportunities to make a difference, where you’ll develop and grow as we do."

NICOLA FYFE
Regional Director, Europe Customer Fulfilment, Amazon

"At Amazon, we’re always pioneering and obsess with making everything better for our customers. We recently launched three new logistics solutions for our third party retailers on Amazon Marketplace. These are already transforming their ability to expand in the UK and globally, enabling them to add new products while improving Amazon customer experience - a win/win all round."

KATIE MCQUAID
Director of Fulfilment by Amazon

"Being a pioneer at Amazon means having the freedom to pursue new and innovative solutions to meet customer needs, never accepting the status quo and finding ways to constantly do things better, faster and bigger. “We Pioneer” sets a tone for an environment where failing fast is encouraged. Mistakes make us better inventors of products and services that delight customers, and that makes Amazon an exciting place to work. It is this ethos that also focuses me on doing the best for my team - supporting their development in roles across business areas and functions."

ALISON FORRESTAL
Director of Media, Amazon

"Being a pioneer at Amazon means raising the bar every day, delivering results that seemed impossible to achieve the day before. I helped launch Europe’s first Amazon Robotics site and have supported Amazon teams at other sites to prepare for adopting Robotic technology. Amazon has given me the opportunity from an early stage in my career to lead a team, take ownership of innovative projects and drive continuous improvement. There’s definitely a sense of ‘making history’ when you work for a business as innovative as Amazon."

FEDERICA BASILE
Graduate Area Manager, Amazon

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NICOLA FYFE
Regional Director, Europe Customer Fulfilment, Amazon

"Being a pioneer at Amazon means raising the bar every day, delivering results that seemed impossible to achieve the day before. I helped launch Europe’s first Amazon Robotics site and have supported Amazon teams at other sites to prepare for adopting Robotic technology. Amazon has given me the opportunity from an early stage in my career to lead a team, take ownership of innovative projects and drive continuous improvement. There’s definitely a sense of ‘making history’ when you work for a business as innovative as Amazon."

FEDERICA BASILE
Graduate Area Manager, Amazon
International Women’s Day (March 8) is a global day celebrating the social, economic, cultural and political achievements of women. The day also marks a call to action for accelerating gender parity.

Information, resources, news, collaboration and lots more.

www.internationalwomensday.com
DIAGEO’S BRANDS AND PEOPLE are the heart of their company. They understand that their distilleries, breweries and offices are at the very heart of the communities in which they work, that they have a responsibility to create shared value - for their shareholders, their people and for the wider society that enables their business to flourish and grow.

Building thriving communities and empowering women
Unfortunately in some of the communities where Diageo operates, the lack of educational and employment opportunities for young adults is a critical problem. Responding to this challenge Diageo launched its Learning for Life™ programme in 2008 to help empower young people through skills development, creating a ripple effect that can positively impact thousands of individuals, communities and society as a whole. To date they have run 71 programmes in 30 countries, bringing the total number of people trained since its inception to over 100,000.

In addition, Diageo’s Plan W™ programme was started in Asia-Pacific with the aim to support and empower women, enabling them to play a greater role in the economy by developing their business enterprise skills. Since launching at the end of 2012, the programme has reached over 260,000 women in 16 countries through effective partnerships that increase employment opportunities, providing access to jobs and equipping individuals and community groups to start small businesses.

Celebrating life
Diageo is proud of their work to address development challenges. With everything they do, they aim to celebrate life through having a positive effect on individuals, the community and Diageo. They believe that doing so is good for their business, good for their communities and good for their consumers. And it’s quite simply the right thing to do.
“Our Learning for Life Programme brings meaning to our brands and industry, within the communities we operate. This fills me with a great sense of pride in our social purpose.”

**DR EMMA WALKER**
Blender, Diageo

“Diageo gives me an incredible opportunity to stretch my leadership skills and to leave a legacy.”

**ROSALIND HEALY**
Guinness Portfolio Marketing Director, Europe, Diageo

“I work alongside a team of incredible people from all over the world who share my passion for innovation, creation, and of course whisky – all working with a common goal ... to make a truly great product.”

**DIANA MUENDO**
Commercial Finance Analyst, Diageo

“Diageo has a unique culture, based on trust, freedom, flexibility as well as an inspirational purpose; celebrating life every day, everywhere.”

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A job isn’t just a job, it’s who you are.

Secure your next role through wherewomenwork.com
**Women’s Changing Worlds and Careers**

**AT AFRICAN DEVELOPMENT BANK**

**WOMEN’S ECONOMIC EMPOWERMENT** is an important goal for the African Development Bank (AfDB) and it is implemented right across its operations and programmes. With many exciting initiatives underway, women are progressing to senior roles, proving that their skills and experiences are a driving force in paving the way for greater development across the continent.

Hard work and sheer dedication have hoisted some of these talented women into senior positions within AfDB. These African women have a deep knowledge of their respective regions and impressive skills that propelled them to executive roles in the Bank.

So who are some of these leading women? And what steered their career path to AfDB?

Marie Laure Akin-Olugbade is Country Manager of the West Africa Regional Development and Business Delivery Office, which is part of the Bank’s business approach to accelerate development across Africa. Marie has close to 25 years’ relevant experience in positions of increasing complexity and responsibility at the Bank and was instrumental in supporting the delivery of a 100 per cent increase of Bank lending to the private sector in Ghana.

With primary responsibility for debt issuance in African debt capital markets, Marie has developed local currency structuring capabilities in African currencies and has also successfully managed a US$1.5 billion policy based loan to Botswana, which was the first Bank loan in 17 years.

With her strength and breadth of experience, her new position will continue to support the Bank as it accelerates its operations in the West Africa region.

Hélène N’Garvin-Ganga’s pathway to her new role as General Counsel of the African Development Bank Group draws on her extensive international experience. An accredited lawyer and Chad national who has worked in both New York and Paris in senior counsel roles, Hélène has 25 years of leadership experience in legal corporate governance as well as managing strategic projects and operational programs. Helene is passionate about the Bank’s strategy for Africa’s transformation. In Mali she was successful in enhancing the Bank’s relevance and visibility by increasing its resource mobilization and developing its private sector portfolio.

As an academic and researcher by training, Tonia Kandiero joined the African Development Bank in 2007 as a Senior Research Economist. In her position as Director General of the Southern Africa Regional Development and Business Delivery Office, her deep knowledge of the region comes in handily as the Bank rolls out its new development and business delivery model for accelerating its operations in this area.

Having served as the Bank’s Resident Representative for Tanzania, Kandiero has been responsible for managing one of the largest African Development Fund beneficiaries with a portfolio of US$2 billion. During her tenure she focused on strengthening portfolio management across sectors, including transport, energy, water, agriculture, education and health. Her leadership helped to strengthen Tanzania’s portfolio during this period, making it increasingly relevant to the country’s development needs.

On behalf of the African Development Bank, she also led the assessment process of Northern Mali for the Malian Peace Accord and was recognised by the Government and other stakeholders for her noteworthy contributions.

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It is no wonder that her expertise in law and operations, and passion for development, give her a unique perspective as General Counsel as the Bank rolls out its new development and business delivery model and builds its operations across Africa.

These successful and tenacious women are paving the way for significant progress being made through the challenging and varied work of the AfDB as it moves into its transformative stage and achieves considerable outcomes and impressive developmental impact.
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