WOMEN IN THE C-SUITE

Strategies to increase the number of women in senior leadership roles in Europe's space sector

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Empowering all Women, in Space and on Earth

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WIA-EUROPE WORKING GROUPS & WHITE PAPERS

Looking into the future, in Europe seven million job openings are forecast for the entire STEM field by 2025 as well as an exponential growth for the aerospace industry in the decades to come. Despite the abundant career opportunities, the aerospace sector is currently facing a significant occupation shortage, which calls for a comprehensive set of actions on the part of the different actors involved.

As a strategic sector, to safeguard future economic and social well-being, our industry needs to invest in their human resources at all career levels: from expanding the potential talent pool and attracting new early career talent to retaining the existing workforce and increasing the number of highly skilled women in the C-Suite, not just as a diversity initiative, but as a strategic priority to improve business performance.

Since its foundation in 2009, Women in Aerospace Europe (WIA-Europe) has been committed to tackling these challenges by fostering inclusive representation for women across the European aerospace sector, giving visibility to outstanding women, motivating girls to get interested in science, and communicating the key role that space plays in our daily lives.

For more than a decade now we have been organising events, trainings, grants and awards, bringing together individuals and organisations from across our industry to network and share experiences through our local groups. WIA-Europe has gained high-level support from its corporate members and a growing individual membership base fully devoted to spreading such values as equality and inclusion, with no distinction of race, religion, gender, background or culture.

Adding to our range of initiatives, we have launched the WIA-Europe Working Groups, consisting of individual members and representatives of corporate members and partners, in order to work on key topics related to the objectives of our association and to give recommendations on effective actions, which are published as White Paper series available to all WIA-Europe members.

Focussing on some of the most acute questions, WIA-Europe has established the first three WIA-E Working Groups: "Skills Gap in the Aerospace Sector", "Increasing the Number of Women in C-Suite Roles" and "STEM Education in Europe". The Working Groups have evaluated the current landscape and collected insights and strategies, based on the review of existing reports and research studies. This research was supplemented by personal experiences and recommendations of WIA-Europe members at all career levels, which have been recorded through surveys and personal interviews.

Following the publication of the first White Papers we will review the recommendations and together with the Working Group assess their implementation within the current scope of WIA-Europe activities.

We would like to acknowledge the excellent work done by the members of each Working Group, and say a very big thank you to all the members of our network who have contributed their with time and expertise by participating in surveys and interviews.

Thanks to your contribution, we are able to share tools to progress on these acute challenges.

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1 INTRODUCTION

Women in Aerospace Europe (WIA-E) is delighted to publish this white paper on how to increase the number of women in C-Suite roles in the European space industry.

Exponential growth is forecasted for the global space economy over the next 20 years. As a result, there will be a high demand for visionary leaders in the C-Suite. Talented female leaders have the capabilities and skills to step into these top management roles. What's more, adding this diversity at Board level has proven to deliver better business performance and financial results.

So why are there still so few women sitting in the C-Suite? And how can organisations thrive, not just survive, in the global space race by better leveraging their female leadership talent?

This White Paper brings together insights, strategies, and recommendations from interviews conducted with senior leaders, WIA-E members' personal experiences, and a wide range of research studies.

2 WHERE ARE WE TODAY?

Exponential growth is forecasted for the global space industry with estimated revenues of $1 trillion or more in 2040, up from $350 billion currently, according to Morgan Stanley. An important growth driver will come from new space ventures that are expanding the space ecosystem and paving the way for entrepreneurs, start-ups, and SMEs to drive innovation at a faster pace.

As outlined in ESA's Agenda 2025 report, Europe has the expertise, know-how, and competitive industry capacity. But European organisations will also need visionary leaders sitting in the C-Suite to tap into this potential and deliver commercial results.

According to the cross-industry Gender Diversity Index 2020 produced by European Women on Boards, only 19% of companies have a woman in at least one of the CEO, COO, or CFO roles. In 2019 this figure was 17%. Interestingly, new C-level positions are emerging as a strategic imperative in many organizations, such as Chief Diversity Officer, Chief Sustainability Officer, and Chief Learning Officer. According to a study by Deloitte, these roles have a higher representation of women than the more traditional C-Suite functions and offer new avenues for women to reach the C-Suite.

Women make highly effective leaders, according to a study by Zenger Folkman who analysed thousands of 360 feedback reviews based on 49 unique behaviours that predict a leader's effectiveness. While men scored high on technical and professional expertise and developing a strategic perspective, women excelled at taking the initiative, being resilient, practicing self-development, driving for results, displaying high integrity and honesty, and developing others. In fact, of the 19 capabilities that differentiated excellent leaders from average or poor ones, women outscored men on 17 of them.

Recent studies have also shown a direct relationship between diverse leadership teams and improved business performance. According to research by Southern Denmark University's Nicolai Foss and Jacob Lyngsie, as more women make it to the C-Suite, they start to catalyse fundamental shifts in thinking and behaviour around risk, openness to change, and innovation. Interestingly, this does require a "critical mass." Their research showed that having one woman on the executive team is not enough to shift thinking. You need a "critical mass" of "1.7" to start catalysing this transformation – so at least two women need to be sitting on the executive team.

This point is further reinforced by the "Gender 3000" report published by Credit Suisse Research Institute (CSRI), which found that shares of companies with more than 20% female management had outperformed those with less than 15% female management by 5%. The data showed that this was a long-term trend. Therefore, it's no surprise that investment companies like Blackrock, AXA, and BNP Paribas have set minimum targets for female board representation across their portfolio of investments.

So, having female leaders in the C-Suite is good for business. But diversity impacts more than just the financials. Women in the C-Suite become role models for others and play a crucial part in building an inclusive workplace culture that attracts and retains top talent.

Our research shows that for many organisations, the needle is moving in the right direction. The challenge now becomes how to accelerate this progress.

According to latest figures provided by ESA, in 2019 women represented 28% of ESA's workforce (versus 25% in 2011) and 12% of its top management positions (versus 9% in 2011). ESA has made the commitment as part of their Agenda 2025 "to be more inclusive and specifically for women to be better represented in staff, including at management level." They will aim for at least 40% of recruitments by 2025 to be women, including for STEM positions.

Thales Group has also set itself some ambitious goals of having women occupy at least 30% of its management positions. And at Airbus Group, between 2016 and 2017, 23% of employees promoted to senior management positions or above were women versus only 16% in 2016.

Ultimately, we'd like to see organisations across the fast-growing European space ecosystem increase the number of highly talented women in the C-Suite, as a strategic priority for improving business performance and building an inclusive culture that attracts and retains the best talent - and not simply as a diversity initiative or a box to be ticked.

To make even greater shifts over the next decade, we believe that a systemic approach involving all stakeholders is key. This will require the collaboration between governments, organisations, female leaders, and their male colleagues to shape this new paradigm. Together, we need to address and eliminate the most significant barriers to change and implement diversity strategies that will accelerate progress.

3 ADDRESSING THE BIGGEST BARRIERS TO CHANGE

Our research and interviews with senior leaders highlighted four key obstacles that inhibit more women from rising to the top.

3.1 THE SHALLOW FEMALE TALENT POOL

It is a well-known fact that recruiting females into the space sector has historically suffered from lower proportions of girls and young women studying STEM subjects in schools and universities. This topic is explored in more depth in the WIA-E White Paper on "STEM Education In Europe". The challenge for organisations is how to attract young female STEM graduates into the space industry when there is high competition from other industry sectors. Then, how can organisations develop and grow these young female professionals, so they build their careers in the company and stay within the space sector. As the female talent pool expands, it strengthens the pipeline of potential female leaders heading for the C-Suite.

3.2 THE HALO EFFECT OF UNCONSCIOUS BIASES

It will take many years to break down the stereotypes that have been an integral part of our society for centuries, even if things have improved over the past twenty years. In fact, the World Economic Forum's Global Gender Gap Report 2021 says it could take another 135.6 years to close the gender gap worldwide.

Yet biases, both conscious and unconscious, continue to create obstacles for women in the workplace. Often, they have to work harder and achieve more results to get the same recognition as their male colleagues. Promotions can be susceptible to affinity bias, for example a male leader promotes a male candidate because he is more "like him," despite a female colleague having the same or even higher capabilities. Or a female leader is passed over for promotion because she may not have expressed interest, or because two years ago she said "no" to another one – for any personal reason. Or she's not invited to join a high potential leadership programme because others wrongly assume she's not interested due to, for example, being a new mother.

Plus, in the traditionally male-dominated aerospace industry, where the average age is 45-50 years, the environment may feel like an "old boys club" for a female leader. She might feel excluded and unwelcome, especially when "team-building" events are not gender friendly and include activities such as sauna sessions or soccer games which she doesn't want to participate in.

Also, while a man who comes across as strong, decisive, and assertive may be traditionally seen as a good leader in European organisations, when a woman displays these same qualities, she may be perceived negatively as pushy, controlling, and bossy. And when she openly celebrates her latest accomplishments like some of her male colleagues, she worries that this might be perceived as showing off and provoke jealousy or a backlash. Subsequently, many women prefer to stay quiet about their achievements in favour of keeping things simple and to avoid making a negative impression, which ultimately affects the visibility of their successes.

Interestingly, both males and females can hold these stereotypical views. The accumulative effect of these unconscious biases over the years can result in some women thinking they need to leave the company, or even the industry, to further advance their career.

3.3 THE PROBLEM OF THE "LEAKY PIPELINE"

In an exponentially growing space sector that is already suffering from skills and talent shortages, the "leaky pipeline" poses a real problem. The [UKSA Space Sector Skills Survey 2020](#) showed that in respect of their staff in scientific, engineering, or technical roles, 23% of the businesses surveyed experienced difficulty retaining these staff. The main reasons cited were uncompetitive pay, competition from other space businesses, and lack of career or skills development opportunities. For larger companies with more than 50 employees, this percentage was much higher, with 52% experiencing difficulties with retention. While this affects both male and female employees, given the shallower pool of female talent, replacing them can be more challenging. Understanding how to support, develop, and retain female leaders throughout their careers will help plug this leaky pipeline. In addition, it may reduce the risk of these talented women being head-hunted by organisations outside the space sector looking to strengthen their C-Suite bench.

3.4 THE IMPACT OF IMPOSTER SYNDROME

Another important barrier to progress is that women themselves can lack confidence in their own abilities despite their qualifications, skills, and experience. This is often referred to as "imposter syndrome." The [study](#) by Zenger Folkman showed that when women were asked to rate themselves, they were much less generous with their ratings than men. Women under the age of 25 rated themselves significantly lower than men of the same age. So, when an opportunity for promotion comes up, a man might be

more inclined to apply, assuming he can learn what he's missing. In contrast, a woman with the same competency may be more wary and less willing to put herself forward. In this case, confidence wins over competency. The good news is that by the time women reach their 40s, their confidence ratings are the same as men. But one wonders how many women have sabotaged their rise to the C-Suite because they lacked self-confidence when younger or didn't have sponsors or mentors to encourage and support them.

4 RECOMMENDED STRATEGIES FOR KEY STAKEHOLDERS

4.1 FOR GOVERNMENTS: LEAD THE WAY

Government intervention can play a crucial role in accelerating the process to leveling the playing field for female leaders heading for the C-Suite. There is a saying that "what gets measured gets done." And this is where governments can lead the way.

1) Set Diversity Quotas, Compliance Mechanisms, & Disclosure Rules.

The European Union executive tried to revive plans for establishing a mandatory quota of having at least 40% women sitting as Non-Executive Board members to address a slowing down of progress to achieving gender equality across top management. While consensus was not achieved across the EU member states, some European countries pressed ahead regardless. Norway and France have imposed the highest quotas for female participation at Board level at 40%.

As outlined in the OECD report on "Policies and Practices to Promote Women in Leadership Roles in the Private Sector," evidence shows that quotas can result in a more immediate increase in the number of women on Boards over a shorter time period. Policies that combine voluntary targets with strong monitoring and accountability mechanisms have also led to good results, but the increase is more gradual over time.

To keep the pressure on, governments can set disclosure requirements related to Board composition, as well as establish comply-or-explain mechanisms to encourage greater gender balance. What's important is that diversity quotas should not be viewed by businesses as a ceiling or "tokenism," but rather a baseline to build on. Governments can also incentivise companies to accelerate progress by highlighting best practices in

gender equality, as well as by setting minimum diversity requirements for funding, contracts, and grant opportunities. These requirements could extend beyond company-wide metrics and cover the contracting team as well. When a potential revenue stream is affected by a lack of diversity, an organisation will be more motivated to correct it.

2) Mandate Family-Friendly Policies.

Women in the workplace shouldn't have to choose between having a career and having a family. Governments can play an essential role in establishing family-friendly policies to ensure they support career continuity. Firstly, they can provide mothers with guaranteed access to paid maternity and parental leave. Providing fathers with access to paid parental leave is important too, encouraging them to share the responsibility for childcare. In this way, any impact on career progression is shared equally between parents. In addition, upon returning to work, providing parents with access to affordable, flexible, early childhood education and care is important.

4.2 FOR ORGANISATIONS: PRIORITISE THE DIVERSITY STRATEGY

As we've seen, the fast-growing space industry is already suffering from talent shortages. In addition, over the next 5-10 years, there will also be significant numbers of employees heading into retirement. According to the [ESA Agenda 2025](#) report, ESA has an average age of 49, and 20% of their current staff will retire by 2025. ESA believes this will provide a unique opportunity to create a better gender balance, recruit a younger generation, and bring more diversity into the workforce.

One of the top female leaders interviewed in preparation of this paper suggested that as an intergovernmental organization, ESA could set the example for the private sector by empowering more women.

To continue improving diversity in the space ecosystem, public administrations, the business sector, and self-employment are identified as major tools for achieving greater gender balance across the scientific field according to the [OECD](#) Science, Technology, and Innovation Outlook 2021. More specifically, "governments, funding agencies and other actors in the research ecosystem have a critical role to play in providing the strategic leadership, support, and enabling conditions."

It takes decades for a senior leader to gain the experience and capabilities needed for the C-Suite. Many of the females we see in top management today started in the

industry when the percentage of women was dramatically lower and have paved the way for others to follow.

By increasing their pool of talented women, organisations can create a pathway for more women to end up in the C-Suite. But for this to be effective, they need to build an inclusive culture and implement strategies that will develop, advance, and retain their female leaders throughout their careers.

Here are six strategies for future-proofing the pipeline to the C-Suite.

1) Establish a Transparent Diversity Policy.

Setting the tone from the top is crucial. By committing to gender targets and growth metrics, organisations ensure that diversity is top of mind in strategic decisions at all levels of the business. Publicly displaying these metrics on the company's website and in recruitment materials encourages accountability. Joining initiatives like the "Women in Aviation and Aerospace Charter", "Jamais Sans Elles Charter", and WIA-Europe can further demonstrate the commitment to diversity and inclusion. As more women sit in the C-Suite, they become role models for others and proof of an organisation's commitment to diversity and inclusion.

2) Increase Your Female Talent Pool.

As we've seen, there is a growing shortage of talent in the space sector. So how do you attract top female talent and strengthen your pipeline? Sarah Beardsley heads up the Space Engineering and Technology Division at STFC RAL Space. Of her team of 66 engineers and technical project managers, 40% of them are female. Her advice for increasing the pool of female talent is to carefully word your job descriptions, have a balanced interview panel with at least one woman, and make having a collaborative attitude and the ability to work in a team, just as important as technical skills. Most importantly, when a woman walks in for an interview, does she feel this is an environment where she can thrive? In addition, we would add the importance of using science-based assessment tools during the interview process to mitigate any biases.

3) Build an Inclusive Workplace Culture.

Organisations that make themselves more attractive to women will have a better chance of retaining them up to top leadership levels. Establishing zero tolerance for discrimination and investing in training around unconscious bias can improve

awareness and break down stereotypes. Offering programmes to support women and men who are returning to work after parental leave is also important. And continuing to offer the option of flexible working between home and office will be essential. Also, question how relevant the current rewards and recognition programmes are for women and better tailor these to their preferences. These strategies not only create an environment where women can thrive, but they also cultivate an inclusive culture where people from different races, gender identities, disabilities, and the younger generation also feel they belong.

4) Develop Leadership Capabilities Early.

Building people management competencies early through training programmes and on-the-job learning opportunities can provide women with a firm leadership foundation. In addition, as outlined in [DDI's Global Leadership Forecast](#), the path to the C-Suite requires leaders to gain significant experience in dealing with complex decisions, driving large-scale business management, and in many cases, moving through escalating levels of Profit & Loss (P&L) responsibility. Yet, their research showed that in the "early executive" roles, 81% of executive men had led P&L responsibility, but only 63% of women had. As many C-Suite positions will require P&L responsibility, female leaders need to be given cross-functional experience, stretch assignments, and leadership opportunities to develop these C-Suite capabilities. Training programmes on Corporate Governance and C-Suite leadership development can also accelerate this learning curve.

5) Use Metrics to Ensure a Level Playing Field.

In a male-dominated culture, a woman's leadership style may appear different from the norm, so organisations need to question any unconscious biases about the perception and legitimacy of these leadership qualities. Also, as we've seen in the [study](#) by Zenger Folkman, the top qualities of today's highly effective leaders are quite different to the traditional "command and control" management styles of the past. Tools like Employment Engagement Surveys and 360 Feedback Reviews can provide tangible metrics of a leader's impact and effectiveness in the workplace and mitigate any style biases. In addition, senior leaders' performance should be measured using assessment processes that provide a balanced view of promotion potential. Succession planning is also key to ensure that top female leaders can step up to the next level when the opportunity arises.

6) Offer Mentoring & Coaching Programmes.

Mentoring programmes are an important way to support, develop, and stretch senior female leaders. According to research from the Association of Talent Development, the top benefits to organisations with formal mentoring programs were higher engagement and retention (50%) and support for the growth of high-potentials (46%). Mentors can take the role of a confidential "sounding board" and offer different perspectives, share insights into internal politics, and give guidance on how to navigate complex challenges in work and personal life. They can also act as sponsors for career advancement, advocates for promotion opportunities, and help the senior female leader build their network of alliances. Executive Coaching is also effective for female leaders who want to strengthen behaviours and skills needed to lead at C-Suite level, and to enhance their executive presence and leadership impact.

4.3 FOR FEMALE LEADERS: SET YOURSELF UP FOR SUCCESS

It's clear that governments and organisations in the space sector are making progress in levelling the playing field for women. Things are changing – albeit slowly. But for female leaders, the journey to the C-Suite can still be a long and lonely one. Consistently being "the first" and "one of few" can take its toll on even the most resilient individual. Based on our research and interviews with senior female and male leaders in the space sector, we share seven strategies to help make the journey easier for women wanting to rise up the ranks.

1) Craft Your Own Career Direction.

To pursue a career in space, women will need to face many discouraging moments. Self-doubt, advice from well-meaning family and friends, and unsupportive comments from teachers or professors may make some women wonder if choosing a different career path would be smarter. That's why female leaders need to have a clear sense of where they're heading and what they want. This can be a huge motivator when things get tough by turning obstacles into opportunities to learn and grow. Having this clarity can also help women be more strategic about their career choices. Gone are the days when one "climbed up the ladder." Nowadays, career paths are more ambiguous and "squiggly." Some women may decide to stay in a big company for more security and broader opportunities. Others, with more of an entrepreneurial spirit, may move to SMEs or create their own start-up where they have more freedom and autonomy. By proactively taking ownership of their career direction, women can stay true to themselves and seize the right opportunities to step up when they appear.

2) Get Comfortable Being Outside Your Comfort Zone.

Our research has already shown that women tend not to put themselves forward for bigger opportunities unless they feel "ready" or meet most of the requirements. Many of the senior leaders we interviewed said they got to where they were by embracing opportunities that often catapulted them outside their comfort zone. Their underlying advice was to have more faith in your abilities and trust that you'll figure things out along the way. For female leaders aiming for the C-Suite, leaning into opportunities like joining an Advisory Board or speaking at global conferences can improve visibility, broaden experience, and expand connections. By challenging themselves in this way, they can enhance their self-confidence, resilience, determination, and adaptability - all essential qualities for the C-Suite.

3) Partner With Mentors.

What was unanimous in our interviews was the importance of having a mentor at all stages of the leadership journey. Typically, the mentor is someone that understands the bigger picture and can be a safe sounding board. They can also provide encouragement, advice on essential skills to develop, highlight potential self-sabotage, boost confidence, and be an advocate. When it comes to choosing a mentor, there is no one-size-fits-all. They could be male or female, from inside the company or outside, but preferably at least one to two levels more senior. What was most important was having a good connection and a strong sense of trust.

4) Build a Strong Support Network.

For aspiring female leaders, having a solid support network of family, friends, and colleagues can make the difference between giving up or staying the course. Being surrounded by people that support their ambitions, encourage their ideas, and believe in them, can help them navigate through all the ups and downs. Having a sponsor within the organisation and working with a coach are other ways to stay focused, build self-confidence, and improve leadership capabilities. Plus, professional networks like WIA-Europe are also valuable for knowledge sharing, developing contacts, and learning about job opportunities. They also provide emotional support by being able to share with other women in similar situations. When female leaders feel supported, they are more likely to perform at their best, positively impacting the organisation. In addition, when female leaders support other talented women and become advocates for their success, they can strengthen the support system for everyone.

5) Use Adversity to Make You Stronger.

An unfortunate side-effect of success for many women on the rise is the negativity that it may trigger in others. From personal slights to overt undermining, this behaviour can come from both male and female colleagues. It's likely that male counterparts also experience this phenomenon but may be more used to it and take it less personally. That's why it's important for women rising up the ranks to move beyond the "nice girl" they might have inherited from childhood and develop thicker skin. Claim a seat at the table instead of waiting to be invited. Be courageous, speak up, and don't take "no" for an answer. Become tougher in a way that feels authentic. Learn from failures and use them as an incentive to persevere and become stronger. Use every adversity as an opportunity to develop the experience and knowledge needed to get fit for the next level.

6) Plan For Important Life Responsibilities.

The daily reality for many women is having to juggle childcare responsibilities, project managing the household, and doing their full-time job. Male colleagues often don't have the same range of duties. This forces women to develop outstanding management skills to handle everything and keep the mental space for work. At the same time, due to cultural and societal expectations, women can feel the need to be "perfect" in all areas of their life and take on too much. Learning to delegate and "let go" of some responsibilities was the advice we heard in many of our interviews. Finding ways to share responsibilities with a partner, hiring help to do housework and gardening, and getting the children involved in running the household, can all help to reduce these daily pressures. In addition, women in their 40s and 50s heading into the C-Suite may be facing new life challenges. Aging parents that may require care might influence where they choose to live. And managing the health challenges that occur in mid-life can bring new pressures to professional life. Proactively planning around these life challenges can reduce mental stress and create a personal environment that enables women to perform at their best.

7) Continuously Learn For Self-Development.

Many of the senior leaders we interviewed revealed that they were students for life, with an inner drive to learn continuously. This growth mindset stems from both curiosity and necessity. As the space sector rapidly evolves, staying up to date with both technical and commercial advancements is crucial. At the same time, exploring

new areas of interest can broaden one's view of the bigger picture and bring a strategic perspective to daily decisions. Learning can come in many forms; reading thought leadership publications, plugging skills gaps with courses on platforms like LinkedIn Learning, Coursera, or Udemy, or listening to thought-provoking speakers on TED or via podcasts. Meaningful learning can also come from non-work activities like sports, hobbies, and volunteering. Stretching one's mind in these ways can also inspire greater creative and innovative thinking.

5 THE WAY FORWARD

Our research shows that when it comes to increasing the number of women in the C-Suite, the needle is slowly moving in the right direction. But there is still a long way to go.

Accelerating this change will not be the responsibility of any one stakeholder. Rather it will require the collaboration between governments, organisations, female leaders and their male colleagues to continue shaping and creating this new paradigm.

As more women move into top leadership roles, they may accelerate the process towards achieving a better future and a more balanced and inclusive society, says Simonetta Di Pippo, UNOOSA Director and Co-Founder of Women in Aerospace Europe.

Our investigations also showed a lack of research on women in the C-Suite in the European space sector and on publicly available diversity metrics. We recommend exploring this further to provide tangible benchmarks and track progress.

In addition, we discovered that while there are many initiatives aimed at attracting young female professionals into the space sector, there are very few aimed at supporting senior female leaders wanting to make that final leap into the C-Suite.

Some ideas for organisations and individuals who want to advance this important initiative include:

- Launching peer-forums where senior leaders can discuss their challenges and exchange experiences in a trusting and supportive environment.

- Running roundtable discussions and webinars that address the specific challenges faced by senior female leaders.

- Introducing awards and prizes that recognize the achievements of senior female leaders, such as the WIA-Europe Outstanding Achievement Award.

- Publishing a suite of articles written by executive women sharing advice on career advancement and professional development topics.

- Offering scholarships and bursaries to senior female leaders to attend training programmes on C-Suite leadership development and corporate governance.

- Publishing a list of "Women to Watch" with profiles of senior female leaders who are achieving great things.

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