

A group of four women are gathered around a long wooden table in a meeting room. One woman with curly grey hair and glasses is standing and leaning over the table, smiling as she looks at a laptop. Three other women are seated around the table, looking towards her. The table has a laptop, papers, and glasses of water. In the background, there is a chalkboard with some faint drawings and a green wall on the left.

every
woman

Female leaders as futurologists and changemakers: Our role in identifying challenges and opportunities along the talent pipeline

Key insights from everywomanAmbassadors
December 2022

FOREWORD

From everywoman co-founders Karen Gill MBE and Maxine Benson MBE

everywoman's Ambassadors are senior women in business, representing a myriad of roles, job functions, sectors and industries. They are exceptional female role models who share everywoman's commitment to advancing women in business, playing an active role within their organisations and the wider community to enable greater diversity and inclusion, with a particular focus on gender.

We were delighted to host 11 Ambassadors for our thought-provoking discussion, 'Female leaders as futurologists and changemakers: our role in identifying challenges and opportunities along the talent pipeline'. This theme came out of a growing awareness among everywoman's network of thought leaders that the biggest shifts in corporate culture are often a reaction to trends in the talent pool.

The flexible working models that are today being adopted by so many organisations are something that women, particularly caregivers, have been requesting for years. Yet it took a global pandemic for organisations to pivot, overnight, to this way of working.^[1]

In recent years, the menopause has become a key talking point within organisations. The breaking of this taboo that impacts the careers of so many is to be celebrated, as is the work being done by organisations to better support their midlife talent. It is concerning, however, that a key driver of this trend is the volume of women leaving the workplace due to their symptoms and the lack of support available.^[2]

We see another example of this in the Great Resignation. Women are experiencing burnout in 'epidemic' proportions, a major factor in the Great Resignation and Quiet Quitting phenomena that are under the spotlight today. In response to loss of talent, organisations are investing in long-overdue interventions for stressed-out employees.

It's time to rip up the corporate playbook and transform our approach to managing shifts in the talent pool. We want to take a proactive rather than a reactive approach so that challenges to the future talent pipeline become opportunities rather than destabilisers.

As successful change-makers, we invited our Ambassadors to join this roundtable to discuss...

- What are the future challenges that could impact on the gender gap?
- What action must be taken now so that these challenges become opportunities?
- What needs to change at an organisational level to make the cultural shifts required?
- What role does the female leader play in this change-making?

Maxine & Karen

[1] Here's an ever-growing list of companies that will let people work from home forever (The Fast Company, 2020)

[2] Menopause And The Workplace (Fawcett Society, 2022)

AMBASSADORS IN ATTENDANCE



Jenny Hans
Managing Director
Accenture



Lindsey Bateman
Chief Information Security Officer
M&G Plc



Paulette Cohen
Head of D&I UK
Barclays Plc



Yukiko Masuda
Vice President, Legal Europe
FedEx



Lana Thornycroft
Group Head of Corporate
Development, CMC Markets Plc



Janet Hamilton-Wilks
Assistant Head Talent & Career
Management, MOD



Barbara Iglesias
Managing Director Feeder Aircraft
Operations Europe, FedEx



Sarah Daniel
CEO
Prominate



Charlotte West
Executive Director, Global Corporate
Communications, Lenovo



Sonia Davies
CEO
Scott Dunn



Sharon Hammond
Senior Director – Food North
Asda Logistics Services

CONTENTS

05

THE RETURN TO THE OFFICE

09

THE CONTINUATION OF REMOTE WORKING

14

THE GENERATION GAP

18

THE COST OF
LIVING CRISIS

20

KEY INSIGHTS

EVERYWOMAN.COM



Challenges to the pipeline

1. THE RETURN TO THE OFFICE

The government mandate to work from home during the pandemic revolutionised our attitude to the office, and what we need — and where we need to be — in order to be productive and engaged employees. Now that working from home is no longer a directive, the future of work is being rewritten.

A UK-wide employee survey has highlighted how millions of workers in the UK are unhappy working in offices or workplaces. Nearly all those surveyed (96%) said that working from home on either a full or part-time basis was one of the most positive aspects of their job. The data also showed that one quarter of employees feel that working in an office impacts negatively on their mental health.^[3]

96%

of employees said that working from home on either a full or part-time basis was one of the most positive aspects of their job.

50%

of global leaders said that their organisation already requires, or is planning to require, full attendance at an office within 12 months — a stance which has proven controversial and resulted in high-profile walkouts.



Despite the consensus that homeworking options are preferable, some businesses have advocated for a full-time return to the physical workspace. In early 2022, 50% of global leaders said that their organisation already requires, or is planning to require, full attendance at an office within 12 months — a stance which has proven controversial and resulted in some high-profile walkouts.^[4]

Other organisations are in the process of defining a 'hybrid' model. Some have created guidelines or policies (such as three days in the office, two days off site), while others have given individuals the freedom to choose for themselves how they divide their working time between office and home. Whatever the approach, the return to the office after a prolonged period of working from home presents some challenges.

Our Ambassadors identified the complexities of hybrid working as a key organisational challenge. A hybrid model that works for both the business and its people has the power to create a healthy talent pipeline in which all individuals can thrive. On the other hand, a hybrid model that impacts on the work/life balance of individuals with caring responsibilities, for example, could negatively impact on the gender gap, given women are more likely to fall into this category.^[5]

Our Ambassadors are mindful that hybrid policies have the potential to create both 'winners' and 'losers'. There is a growing sense among those tasked with designing such policies of the difficulty of being able to 'please everyone, all of the time'.

The ERGs have a huge opportunity here in ensuring that the voices of all subgroups are heard, and that organisations understand that needs may vary within these sub-groups. For example, data suggests that women shouldered a significantly greater responsibility of childcare and home responsibilities during Covid.^[6] While some women who fall into this category may desire more home working options, others might prefer a return to the office in order to draw clearer lines between family life and career.

Female leaders have a key role to play in creating person-centred policies and hybrid working cultures. During the pandemic, qualities traditionally associated with women, such as empathy, compassion, listening skills and emotional intelligence came under the spotlight as incredible assets for leading through times of change, and as assets that had a very direct impact on the productivity and wellbeing of teams.^[7]

The challenge ahead is to define a hybrid model that draws on the needs of employees and enables them to maintain work-life balance, without sacrificing individual or organisational success.

[3] Survey by RemoteWorker (2022)

[4] Work Trend Index Report (Microsoft, 2022)

[5] 'A poorly managed return-to-the-office plan can greatly harm employee well-being. This is because employees feel stressed and worried about returning to an office [...]and the uncertainty of what office life will be like on a daily basis.' (BBC, 2022)

[6] McKinsey & Company and LeanIn.Org's [Women In The Workplace 2021 study](#) found that mothers were more than three times as likely, compared with fathers, to meet the majority of the demands for home responsibilities and caregiving during the pandemic. In addition, they were more than one and a half times as likely as fathers to spend three or more hours per day on these activities.

[7] McKinsey & Company and LeanIn.Org's [Women In The Workplace](#) (2021). See also, [The empathy advantage of great women leaders](#) (Boston Globe, 2021)



WHAT'S ON OUR AMBASSADORS' MINDS?

The key and challenging role of managers in a new way of working



Yukiko Masuda (FedEx)

The challenge I see is how we equip and train and empower our managers. Flexibility in the workplace invites a lot of questions about fairness — 'Why is she getting this treatment versus me?'. The question for me is around how we make sure that managers make the right decisions, and how leadership can best support them in that. When everyone is remote, it's easy — everyone's in the same boat; but when some people are in the office and others are at home, there's a danger that those in the office are perceived as more committed. They are more visible, and they get more face time with the managers and leaders. How do we make sure that those people who cannot come into the office as much as others are valued and evaluated in a fair manner? How do we ensure our managers are aware of this bias creeping in and take steps to overcome it? The frontline managers have a challenge ahead.

Creating autonomy for managers to meet personal needs

Having a hybrid working policy across the organisation is a big step to supporting the flexible working needs of women to participate in the workplace, but it does not go far enough to include the whole pool of female talent who have caring responsibilities or may be dealing with female health issues, for example. Managers must be given the autonomy to have discussions with individuals in their teams and find solutions that work on an individual level, recognising that there are roles within the organisation that don't necessarily need a physical presence three days of the week. CMC Markets is a leading provider of online investment platforms in the fintech space and within our workforce there are teams who work incredibly well away from the office and enjoy that quieter environment for greater productivity and focused work. Usually, in teams, there isn't a one-size-fits-all approach. It's not easy to do, but taking the time to listen and find something that works for an individual's personal circumstance and the company is not only going to serve the employee better, but also the organisation by being able to attract and retain a larger segment of female talent.



Lana Thornycroft (CMC)

WHAT'S ON OUR AMBASSADORS' MINDS?

Quiet quitting could get louder if work-life balance is compromised



Charlotte West (Lenovo)

We're currently working on communications to our employee base around the world about returning to office, setting out a policy for what we expect them to do. The company has decided that we will spend three days in the office and two days off-site or homeworking. There's always a trade off — some people wanting to return and some not. I think companies that have a strict policy around being in the office are going to find it's a huge turnoff for many, and it could reinforce some of these issues around the talent pipeline and Quiet Quitting. People have seen a different way of living by being remote and enjoy having more balance in their lives, so the loss of that way of working could be the final straw for anyone who's already unhappy in their role. The current economic circumstances might make it less likely that people will make knee-jerk reactions and just leave. But as we look ahead, the return to the office could create problems with our future pipeline and probably drive some people to leave the business — and possibly more women due to the nature of how it impacts them.

Making assumptions about the needs of workers is risky

There's something about not being rigid: don't assume things, and give people choice. In our team, there are some women who have children who don't want to be at home all day, every day. They've said to me, 'I just drop the kids off, I'm at my desk before I take them, at my desk when they're home,' and their day is endless. They haven't got that natural break of coming into an office. Then there are situations where you've got a lot of new hires who need that managerial support on the ground and in-person. We have found the real challenge is at the managerial level where those managers might be living a little bit further out of the cities and happy to work remotely. Whereas the entry level roles that aren't as highly paid, they may be living in smaller accommodation or shared houses. We reopened in September 2020 and then changed to hybrid working in December '21. But as with any change that we go through, we'll have some people who like it and some people who don't, but we are giving choice.



Sonia Davies (Scott Dunn)

Challenges to the pipeline

2. THE CONTINUATION OF REMOTE WORKING

While many organisations are challenged with the transition back to full-time office life or defining a hybrid working model, others have taken the decision to continue operations without a physical office or headquarters, enabling all employees to work remotely on a permanent basis.

Fully-remote working offers many widely-discussed benefits for organisations and employees, such as reduced costs, improved work-life balance and the opportunity for greater equality and inclusion, based on a more level playing field where 'visibility' is concerned.

However, this uncharted territory does carry potential risks for the talent pipeline. One is the long-term impact of having fewer visible role models for the next generation entering the workforce. The importance of female role models for inspiring other women to carve out careers — particularly in what are often male-dominated sectors such as technology, finance and construction — has been documented in previous everywoman publications.^[8] There are also questions about the quality of work experience that is possible in a remote setup, and the 'in real life' learning opportunities that are so critical for developing women's confidence, influencing skills and professional networks, particularly in more junior roles. Organisations will need to find innovative new ways to elevate their female role models to inspire future leaders.

There is also a challenge for people managers who have limited experience in leading permanently remote teams. The challenge is to ensure remote teams have clarity, common purpose, and clear boundaries that do not blur 'work' and 'home' and lead to an 'always on' culture. Another challenge for managers is to ensure that inclusion remains a priority and that certain individuals or groups do not become marginalised. Employee loneliness and isolation have also been highlighted as risks associated with prolonged homeworking.^[9] Organisations will need to find innovative ways to bring teams together. This presents an opportunity for ERGs to play an even more significant role in business culture going forward.



[8] Retaining & Advancing Women In Business: A Model For Success (2016)

[9] The Untold Side of Remote Working: Isolation And Lack Of Career Progression (Forbes, 2021)

WHAT'S ON OUR AMBASSADORS' MINDS?

Flexibility needs boundaries

We transformed our business during the pandemic to a remote-based model that has been beneficial to our company, as we trade across time-zones. As a leader, I am very flexible in my approach to working hours. I am flexible to lifestyle; if during regular office hours the team need to pop out on the school run or go to the school play, that's fine - so long as they're delivering. But initially I created too much flexibility. Unexpectedly, my teams were emailing at midnight and three in the morning - and I started to see signs of burnout. So, I reigned back and put parameters in place. Flexibility is important, but it needs to be managed for the well-being of employees.



Sarah Daniel (Prominate)

Create moments that really matter



Jenny Hans (Accenture)

Now, more than ever, we all want to create an environment where our people can thrive. By considering what matters most to them, we help create experiences that make them feel seen, safe and connected wherever, whenever and however. Relevant to training, for example, we noticed that women and newer hires were getting lower scores in some of our training programs. So, we conducted some 1:1s to understand why. We discovered that a lot of them preferred to learn while physically together, so we held more face-to-face trainings. We also introduced peer learning because for online sessions, we observed that some new hires are too shy to ask the instructor, but they are happy to ask a peer. It worked and now a lot more feel recognised and valued.

WHAT'S ON OUR AMBASSADORS' MINDS?

How do we build cultures of connection when we're apart?



Lana Thornycroft (CMC)

Communication is key to fostering a culture of inclusivity and an environment where individuals feel supported and informed. We must discover new ways of keeping the employee networks alive, ensuring we're sharing knowledge and best practice, even when we're not all physically present. It is the responsibility of the organisation to ensure everyone has a voice, and equally employees must participate and involve themselves within their immediate team and the wider business. We're working hard to provide flexible options for individuals to be part of every conversation and have 'face time' via video call. If we run in-person events, when feasible, we try to hold it twice so there's more chance people can attend. We produce a monthly companywide newsletter which highlights new joiners, interesting company updates, personal achievements and celebrations and light-hearted staff interviews. We have an online channel for employees to raise ideas and questions directly to the senior management team, which are addressed every month in our virtual All Staff updates. Building connections is such a key component of maintaining a strong sense of culture in the organisation and learning how to do it in a variety of ways is the key thing now.

Keeping an open dialogue across the organisation

We have started doing more intentional and regular talent review sessions with our team members to really understand what they want to achieve and what kind of challenges they have, what we can do as a company or as managers, but also what they can do from their side. And that way we can really engage our employees and ensure we retain our talent.



Yukiko Masuda (FedEx)

WHAT'S ON OUR AMBASSADORS' MINDS?

Leaders need to tune in to lived experiences



Janet Hamilton-Wilks
(MOD)

The women's networks (and other ERGs) have a hugely important role to play in the current workplace, and one of the key ways they can contribute is in making it possible for employees to share their lived experiences of working at the organisation with their most senior leaders, in a safe space where that dialogue is welcomed. So in the military, for example, we want leaders understanding why men and women might want flexibility at times because they're in dialogue with the soldiers, sailors and aviators who need those flexible policies. One of the strengths of the networks is being a voice into senior leadership and keeping lived experience at the top of the agenda.

Leaders have to work harder to shine a spotlight on individuals and teams

We've changed our meeting format now that we're working remotely, to what we call 'leading with purpose'. I will challenge our key managers within the group to highlight what great things people have been doing and put the spotlight on them to get them to lead it, rather than it always being the other way around. There are always people who will sit silently at the back of the room or stay on mute during an online session. The role of a leader is to be able to spot that and make sure that those people don't get lost. It's very easy for leaders to take the spotlight — everyone knows our name and who we are. We have to hold the ladder down to make sure others have their moment and do that in a purposeful way.



Sarah Daniel
(Prominate)

WHAT'S ON OUR AMBASSADORS' MINDS?

The loss of 'in real life' office experience for the generations entering the workforce



Lindsey Bateman (M&G Plc)

As it becomes clearer that there's a new normal which involves less in-person office attendance than pre-pandemic, I worry about the impact this has on the important work we've been doing at grassroots level to bring women into the workforce - schools visiting offices, offering work experience placements to girls etc. As a child, I knew nothing about a career in financial services or technology and kind of 'fell into it'. Since then, so much work has been done to enable schoolchildren to get an inspirational in-person taste of office life at the point when they're making career choices, yet recently my 15 year old daughter struggled to find a meaningful work experience placement. The grassroots work we've done paused during lockdown, and there's a danger we'll never get it back due to the limited opportunities for in-person work experience. And then further down the pipeline, we need to think

about the impact on networks and access to role models. How are young women going to learn about presence and develop that confidence that is so necessary for them to come up through the business? How can that be replicated in a virtual environment?

Challenges to the pipeline

3. THE GENERATION GAP

The global workforce is a multi-generational one, and with retirement ages on the increase, age will continue to be an important pillar of diversity and inclusion in the workplace. Happily, a 2022 study found that 89% of employees believe that a multi-generational workforce is a positive element of work with almost as many (87%) believing the opportunity to learn from each other to be one of the greatest benefits.^[10]

It has become the norm to define generations by their collective motivators, needs and preferences. Recent studies indicate, however, that there may be more shared values between the various generations in the workplace than there are differences. Employees across age ranges desire flexible working options, autonomy in choosing working locations, meaningful and purposeful work, job security and to be valued and respected.^[11] It is therefore advisable for organisations seeking to address generational conflict to avoid over-generalising when it comes to the needs of different age groups.

Equally though, there are some notable discrepancies between generational groups, particularly with regard to the hybrid working world and the opportunities ahead. In the corporate world, where seniority in age often equals seniority in hierarchy and salary, the older generations are more likely to live in homes that make homeworking a more comfortable experience, compared to their city-dwelling, house-sharing juniors. They may also be less reliant on the office for building social connections.

Gen Z and Millennial workers (those aged between 18 and 41 and who make up a large part of the current workforce) are more likely to be swept up in the so-called Great Resignation — Microsoft data indicates that this group are most in favour of change, and that 49% across Europe are likely to consider changing their employers over the coming 12 months. They are also more likely to be attracted by hybrid models that offer the most freedom to choose how and when they work.

Due to the inequalities that could arise out of these differing needs, our Ambassadors believe that age-related inclusion is something organisations should pay particular attention to.^[12]



[10] [Different Generations In The Workplace: 2022 Study](#) (LiveCareer, 2022)

[11] [Generational Differences At Work Are Small. Thinking They're Big Affects Our Behaviour](#) (Harvard Business Review, 2019)

[12] [Gen Z And Millennial Workers Rehaping A Workplace](#) (Microsoft, 2021)

WHAT'S ON OUR AMBASSADORS' MINDS?

Do we risk losing talent at both ends of the pipeline?



Paulette Cohen
(Barclays)

The generational gap poses a great opportunity for organisations to focus on at the moment. When I came into the office one day and found a new graduate alone on the floor, it really made me think about what more we could, or should, do to support young talent in the business, and make sure we hold on to the strengths and insights they bring. We have to look at the experienced end of the pipeline too. We are increasingly aware of women leaving their jobs because they are experiencing symptoms of the menopause, but perhaps it is even bigger than that. I've had a long-time theory that women reach a point in their careers where they crave a change or rebalance in what they do. Increasing options around flexibility might help to keep experienced and talented women, but we also need to make sure they do not lack visibility if they are working from home. There is probably even more we can do to ensure we don't lose this incredible legacy of

talent. There's a risk that a significant generation gap could appear. There is a chance now to consider what more we can do to make careers meaningful and valued at every stage of the colleague journey, and be flexible and adaptable to the options we put in place.

Is social media reinforcing unhealthy gender stereotypes?

For me, social media use by the younger generation in the workplace poses a huge risk in terms of reinforcing some very unhealthy gender stereotypes. What do schoolchildren absorb from images and quotes depicting women as princesses and men as CEOs? We all know how difficult it is to break down those barriers, and I think it's a challenge to ensure the younger generation sees a balanced view and has role models to look up to.



Barbara Iglesias (FedEx)

WHAT'S ON OUR AMBASSADORS' MINDS?

Policy can be a blueprint for greater inclusion



Janet Hamilton-Wilks
(MOD)

Creating a new policy might not be the most exciting solution out there, but in a large organisation such as ours, policy is a key enabler for inclusion. It provides a blueprint for how things could operate in different scenarios. Defence has really focused on how it supports flexible approaches and embeds them into its policies. For example, traditionally, you joined the armed forces at the base rank and you worked up the organisation, often over a long career, managing each stage of life as it comes. With more flexible policies now in place, there is a greater range of options to help men and women to manage work and life better, to dial their hours up and down, or even return to the organisation at a more senior rank after a break or into a new profession. As a result of embedding our wanted ways of working in policy, people have greater choices about how they manage their career and pursue their goals. Already that's changing behaviours and making it possible for women in particular to think about their careers more flexibly.

Female leaders as taboo breakers

Menopause has come to the forefront as a topic of conversation over the past few years, but for many it's still an uncomfortable topic and there's still some taboo around it. For me, the role of the female leader here is in helping those around us to see things from our point of view. We use our inclusion calendar and events like International Women's Day and International Men's Day to make sure that we're talking about those difficult subjects. Certainly in my business, there are men who feel really uncomfortable asking questions about the menopause. As women, we have to be disrupters — we have to take our seat at the table and then use our voice so that topics like this become less uncomfortable.



Sharon Hammond
(ASDA)

WHAT'S ON OUR AMBASSADORS' MINDS?



Karen Gill MBE
(everywoman)

Does social media create unrealistic expectations?

One of the things that we hear about is these worrying expectations, which are fuelled by social media, around how fast a career should progress. There's this idea among younger generations that if you aren't getting those promotions and pay rises in quick succession, then you just leave and go somewhere else, because you deserve to be climbing the ladder. My concern is that there is a loss of in-depth, on the job learning and development of expertise if people are just jumping around from one organisation to the next.

Challenges to the pipeline

4. THE COST OF LIVING CRISIS



The 'cost of living crisis' refers to the fall in 'real' incomes that the UK has experienced since late 2021, with similar crises playing out around the world.^[13]

Data is emerging of workers taking on additional shifts and in some cases additional jobs in order to find their way through the crisis.^[14] Unsurprisingly, employees are increasingly preoccupied with their salary, asking for raises that many organisations will struggle to meet.

One study found that over 60% of people are looking to move jobs within the next 12 months with almost half (49%) stating the cost of living crisis as the main factor.^[15]

Economic experts predict that the crisis will continue until the end of 2023, but our Ambassadors are concerned about the longer-term impact on the female talent pipeline. There is a particular concern that rising childcare costs and commuting costs may force families to consider whether it is tenable for both parents to work, leading women in heterosexual relationships, who typically earn less than their male counterparts,^[16] to quit the workplace. Single parent households, which are made up of 90% women, are expected to be most exposed to the crisis on account of having a savings pot 20% smaller than the UK average.^[17] The impact of the crisis on employee wellbeing is another concern.

[13] Consumer prices surged to 8.6% in the year to May [2022], as the cost of living crisis hitting Americans continues. That's worse than expected -- and up from 8.3% in April. US inflation hit 8.6% over the past year, highest rate in 4 decades. (Guardian, 2022)

[14] Cost of living crisis leaves millions taking on second job (Royal London, 2022)

[15] Survey by Aspire (2022)

[16] UK gender pay gap statistics by Statista (2022)

[17] The Guardian reports on a study conducted using ONS data (2022)

WHAT'S ON OUR AMBASSADORS' MINDS?



Sonia Davies
(Scott Dunn)

Childcare costs and the impact on working mothers

Our workforce is predominantly female, and because of that something that's on my mind a lot is the cost of and access to childcare and the impact this could have on our talent pool. We need young women coming into entry level roles and for them to travel along the pipeline into management and then leadership. But some of them are already asking questions about the viability of working given the cost of having someone look after their child while they're out of the home. The gender pay gap dictates that it's more likely to be women dropping out of the workplace to pick up the childcare responsibilities if outsourcing that becomes unsustainable.

Creating a level playing field for working mothers and fathers

Women are too often disproportionately impacted by childcare-related issues, such as cost or availability. We have to do more to normalise men as primary carers to children right from the start. All firms should be offering gender neutral parental leave policies, family-friendly flexibility for men and women and a culture where it isn't frowned upon for a man to be picking the kids up from school, i.e. nobody's asking, 'Why isn't the wife doing that?'. Building this into your policy and cultural and values expectations is really vital. It doesn't solve wider issues like the cost of childcare, but at least stops them from impacting disproportionately and exacerbating issues with female workforce participation.



Lindsey Bateman
(M&G Plc)

KEY INSIGHTS

- Hybrid working is still in its embryonic stages. There is no one-size-fits-all approach, and organisational leaders and their management teams have a challenge ahead in ensuring policies are inclusive and person-centred.
- Employee Resource Groups (ERGs) have a central role to play in shaping hybrid policy and keeping leaders and employees connected throughout the transition to a hybrid culture.
- As hybrid becomes the norm, organisations must focus on the impact on inclusion. Leaders and team managers will need to pivot quickly in response to trial and error approaches, and implement new initiatives to ensure less 'visible' employees have a voice.
- The importance of female role models for enabling others to see what they can be is well documented. In a hybrid model, organisations will need to find innovative ways to give role models a platform and enable women across the talent pipeline to access mentors, sponsors, networking and learning opportunities. It is critical we do not lose momentum with the important work done to elevate female role models to a platform where they can influence and inspire the next generation of female leaders.
- The ageing workforce presents a complex challenge for organisations, with younger people typically favouring office life, and older talent being happier to work from home. Leaders will need to employ forward-looking measures to ensure generational diversity remains an organisational strength and does not cause cracks at either end of the pipeline.
- The cost of living crisis poses a major risk to the talent pipeline. It has the potential to undo progress made around closing the gender gap. Some gender-related societal expectations have been reinforced by the pandemic. These will need to be tackled at a holistic level if organisations are to keep the talent pipeline strong throughout the economic crisis.





Want to take part in future Roundtables?

Become an everywomanAmbassador

Who is an everywomanAmbassador?

An everywomanAmbassador is a successful woman in business, a senior leader, a role model and woman of influence within her company, industry and wider network. The everywomanAmbassador community comprises women who are advocates and champions of diversity and inclusion. They are women who are generous of spirit and invested not only in their own success but also the success of others. They are women who want to 'pay it forward' to those coming behind them. They work across industry sectors, in a diverse range of roles.

What is everywomanAmbassador membership?

everywomanAmbassador membership is your Purpose and Values Accelerator. The voice and face of the everywoman Community, we will build your personal brand and reputation across our various platforms and extended outreach. Your input and contribution to the development of everywoman products and participation in everywoman activities is a demonstrable way of influencing change and having an impact on the future for women in work. In this way, being an everywomanAmbassador helps build your commercial capital.

[Apply Here](#)

everywoman enjoys working with Ambassadors from the following organisations



Keep in touch



@everywomanuk



@everywomanuk



@everywoman-ltd

every
woman

For more information go to
www.everywoman.com