
WOMEN AT OXFORD SAID

Creating a climate of change

Teaching
Research
Networks
Impact



WWW.SBS.OXFORD.EDU/WOMEN

Creating a climate of change

In 2017/18 at Oxford Saïd,
women accounted for:

38%

MBA cohort*

30%

Executive MBA cohort*

38%

Open Executive Education
participants

33%

academic staff (faculty
and researchers)

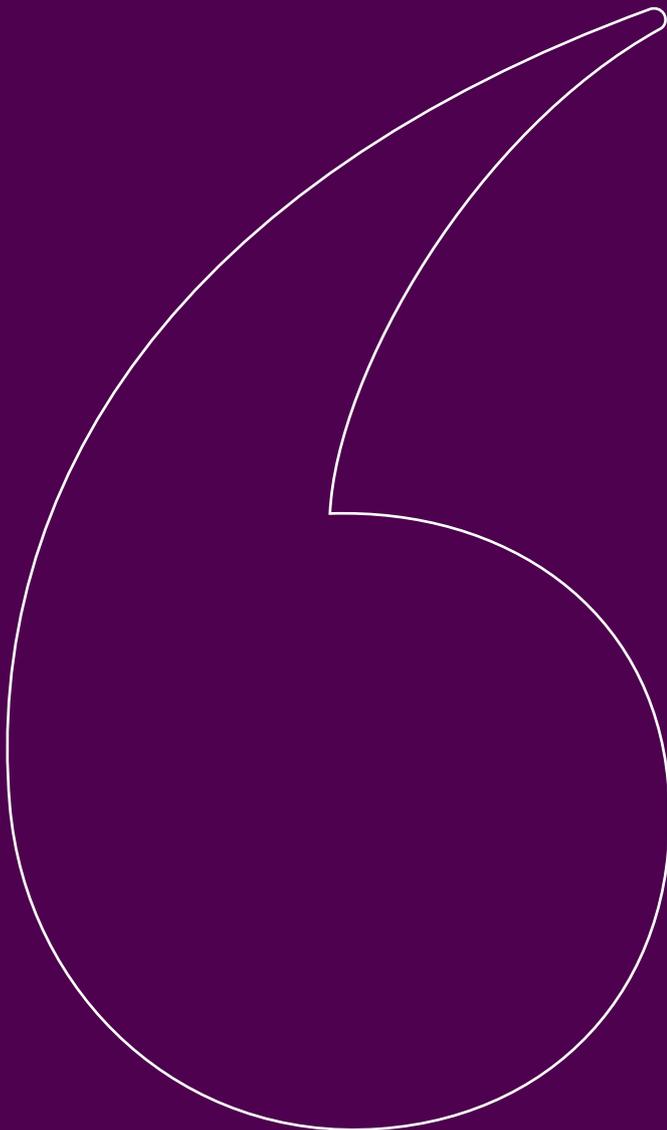
55%

postgraduate researchers

64%

professional staff

*Three-year average



A shared commitment

Welcome to Saïd Business School at the University of Oxford, a remarkable community of women and men from all over the globe.

Both empirical research and our values demand that we press for greater gender equality. Recent work by Boston Consulting Group reinforces earlier studies documenting the fact that diverse teams of women and men produce greater innovation and higher performance. Our values of excellence, respect, and collaboration require us to make sure that talented, ambitious women and men will thrive and succeed at Oxford and beyond.

Collective benefits

The collective benefits from equality are clear. How can organisations innovate or solve complex problems if their leaders are all the same? How can they respond to the needs of their customers if they have no insight into half or more of their customer base? How can we build a better world for everyone without drawing on everyone's skills and experiences? Progressive governments, businesses, and organisations have introduced well meaning policies, but change is slow.

Turning our lens inward, while we have made real progress at Oxford Saïd, we must do more. Although an average of 38% of participants in our MBA programme were women over the last three years, we must work hard to maintain and increase this figure. While we have remarkable women among our faculty, we must do more to move towards gender balance through hiring. While we have transformational programmes such as Women Transforming Leadership – a pioneering programme that offers an opportunity for women to discuss and overcome personal or professional obstacles and build heightened self-

awareness as they move through their career – we must make sure that this emphasis is not an exception. While our new research on women CEOs highlights routes to success, we must do more to understand and help improve pathways.

Shared commitment

As Dean, I am personally committed to doing more: increasing our research on gender; making our programmes more sensitive to gender issues; working to ensure that our student body, faculty and staff move towards gender parity; and, in the spirit of respect and collaboration, ensuring that our culture is one in which women and men flourish.

Our Inspiring Women event series is part of that commitment, celebrating women who lead in their field and offering opportunities for all students in our community to learn from their experience.

If you are an organisation committed to diversity and developing effective and intelligent leaders, or if you are a female leader – no matter where you are in your career – please join us.



Respectfully,

A handwritten signature in black ink that reads "Peter Moores". The signature is fluid and cursive.

**Peter Moores Dean and Professor of Finance,
Saïd Business School**

‘Our values of excellence, respect, and collaboration require us to make sure that talented, ambitious women and men will thrive and succeed at Oxford and beyond’



Not only do we want to empower the women on our programmes to develop individually as leaders, we want to enable all our students, both male and female, to appreciate and foster truly inclusive working environments as they go on to lead and create organisations

Kathy Harvey, Associate Dean, MBA and Executive Degrees



A climate of inclusivity



Kathy Harvey is responsible for the success of the School's graduate management programmes

WE KNOW THAT GENDER PARITY IN EDUCATION

and in the workforce is critical to ensuring long-term prosperity. As a business school we have a responsibility and a desire to contribute to this in all areas of our activity. In our programmes – including the MBA, EMBA, diplomas, and short executive education programmes – we are committed to increasing the proportion of female students, and to improving the ways we reflect inclusivity and gender issues in teaching content and in career development activities. We want to empower the women on our programmes to develop individually as leaders.

We also strive to enable all our students, both male and female, to appreciate and foster truly inclusive working environments. When they leave us they will go on to lead and create inclusive organisations themselves.

We encourage you to join us by supporting and sponsoring events and scholarships, by contributing to our programmes, and by exploring innovative ways in which we might work together.

Kathy Harvey
Associate Dean, MBA and Executive Degrees

Our Postgraduate programmes

Oxford MBA

Building upon the Oxford tradition of developing leaders, our Oxford MBA provides a solid foundation in core business principles while developing a broadened mindset and understanding of the role of business in society. Students are challenged to delve into areas that interest them the most by our world-class faculty and gain the strategic skills and insight to lead a successful and purposeful career. Almost 30% of our 2013 MBA graduate cohort have set up their own companies: 21% of these entrepreneurs are women.

Oxford 1+1 MBA

A Master's degree + our MBA enables students to gain deep knowledge in their specialist fields and a comprehensive understanding of business.

Oxford Executive MBA

The Oxford Executive MBA is a 21-month part-time modular general management programme designed to help senior professionals realise their leadership potential, while delivering new ideas, energy and understanding to their organisations. The modules immerse participants in the values we believe will characterise future success for individuals, organisations, and nations: tolerance, flexibility, entrepreneurship, and breadth of understanding. Participants debate and discuss ideas with others – and then go out and make an impact.

Postgraduate degrees and diplomas

There are a number of options available:

Full Time

- DPhil Programme in Management Studies
- MSc in Financial Economics
- MSc in Law and Finance

Part Time

- Diploma in Financial Strategy
- Diploma in Global Business
- Diploma in Organisational Leadership
- Diploma in Strategy and Innovation
- MSc in Major Programme Management



Laura Johnson

Sector: Non-profit

'My particular aspirations – emerging market innovation and entrepreneurship with a diverse global cohort – could only be met through the MBA programme at Oxford Saïd.'



Arfa Rehman

Sector: Marketing

'I was attracted by the School's multidisciplinary approach to business, as exemplified by its 1+1 programme. It allowed me to combine a degree in the social sciences with the MBA, and its focus on social entrepreneurship.'



Arefe Khosravi

Partner, Tiberius Group AG

'I have already learned much from the experiences and viewpoints of my fellow classmates with whom there is constant interaction. And, as a scholarship holder, I have received invaluable mentoring from Helena Morrissey DBE [Founder of the 30% Club], offering personal camaraderie, advice, and support via her network.'



Christine Li-Auyeung

Senior Vice President, StoneCastle Partners

'As a woman working in the male-dominated finance industry, I know first-hand the many challenges that women face in the workplace. I have been very fortunate to be mentored by many inspiring women and men throughout my career. I want to pay it forward and use the knowledge from my Oxford EMBA to empower more women in business around the globe and level the playing field for all.'

Our Executive programmes

Open programmes

We offer leadership and general management executive education programmes to senior professionals from across the world, as part of a wider portfolio of programmes. Saïd Business School's Open programmes offer opportunities for female leaders to learn proactively in a challenging environment, supported by a highly respected research community and an international network of alumni.

Custom Executive Education

We specialise in working with large and complex organisations in the development and execution of their strategic agendas. Our Custom Executive Education programmes create powerful transformational experiences that lead to lasting change and shape the future.



Women Transforming Leadership

Executive Education

This one-week executive education programme, designed exclusively to allow for female leaders to focus on articulating challenges and broadening leadership impact, continues to gain global recognition since its launch in 2013. The diverse experience enables women in leadership positions to enrich their awareness of some of the actual or perceived barriers they face, unlock opportunities and reach new levels of personal and professional confidence, and develop a supportive and lasting global peer network. Since 2013 we have successfully delivered six programme cohorts and have an alumnae community of more than 240 female leaders, representing 20 broad industry sectors across 45 countries.

'We want women not just to succeed in leadership roles themselves, but to help change attitudes to leadership, so that we can start to address some of the wicked problems facing the world. If you are in a leadership position it is important not just to accept the status quo, but to continue to question and challenge bias at all levels,' says Kathryn Bishop, Programme Director.



Nadja Swarovski,
Member of the Executive
Board, Swarovski UK

'It was wonderful to have in-depth conversations with women from so many different cultures. This programme has inspired me to look at new ways in which we can enhance our activities to make a difference.'



Leah Caringal,
CEO, Greenbulb PR, Philippines

'The Women Transforming Leadership Programme is one of the best learning gifts you can give yourself. It is intense and inward-looking. The programme has shown me my strengths and blind spots, but most importantly, it has shown me how to be well equipped to work with them.'



Working in partnership

Two programmes illustrate the organisational impact of collaborative programmes that offer opportunities for women in business

Google

Google offers two places on the Women Transforming Leadership (WTL) programme as prizes for an annual essay-writing competition for senior women in its Global Partnerships Organisation. The competition is part of an application process designed to identify critical thinkers who have innovative ideas, passion, and a drive for disruption as it relates to the advancement of women in tech, a sector in which men are notably over-represented.

'When we came back to Google we addressed our teams and talked about the programme. We're quite used to hearing very senior executives talking about leadership, but when it's a peer talking about leadership, everyone starts to realise that they have a role too. The impact goes much further than just the people attending the programme or just women – it trickles down to everyone,' says Amy Young, Top Partner Lead, Global Partnerships, Google, an WTL essay competition winner.

European Society of Cardiologists

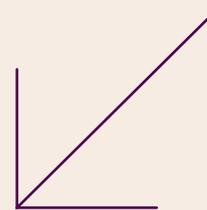
Despite their current low representation in leadership positions, there has been a huge increase in the number of women training to be cardiologists. The Women in ESC initiative was designed to ensure that women coming into the field are sufficiently armed for successful careers. As part of the initiative, the ESC Board provides grants to fund



Previous essay competition winner Erica Lucia (centre), Head of Strategic Partnerships, Google Analytics

eight places on WTL each year. ESC members are invited to apply for the grants, which are particularly intended to support women who are taking on new responsibilities, either within the ESC, their national cardiology society or their workplaces.

'It really was a super-smart investment by the ESC. By enabling us to go on this programme they built an instant network of leading female cardiologists. We all experienced this extraordinary environment together... it was very strategic,' says Dr Susanna Price, Consultant Cardiologist and Intensivist, Royal Brompton and Harefield NHS Foundation Trust.



To find out more about WTL and discuss opportunities for collaboration, please visit: www.sbs.ox.ac.uk/programmes/execed/wtl



Scholarships for women

Funding options

We currently offer several scholarships for exceptional female candidates at each intake of the EMBA and MBA programmes:

The Forté fellowships for women

The scholarship provides £15,000 towards the MBA and EMBA programme fee. Saïd Business School is also part of the European sponsor schools board that engages in events and activities to drive gender equality in MBAs.

The Oxford Executive MBA scholarship for women in association with the 30% Club

The aim of this scholarship is to support female candidates of merit and to encourage an increase in women considering senior leadership roles. The scholarship covers half of the tuition portion of the programme fee.

Global Leadership Council (GLC) Scholarship for Women

In support of the School's commitment to greater gender equality, the GLC scholarship provides £30,000 towards the MBA programme fee for an exceptional female candidate.

Oxford Saïd Giving Day Scholarship

During Oxford Saïd's first Giving Day in 2018 over 300 alumni, staff and friends gave towards building our community. Together with support from the School's Alumni Annual Fund a scholarship for a female MBA candidate worth £20,000 is now available.

The MSc in Major Programme Management Scholarships for Women

Two scholarships are provided worth 50% of the total programme fee with the aim of increasing the flow of talented women into senior roles in project and programme management.

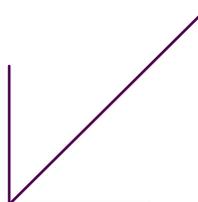
Oxford Executive Diplomas in Strategic Management Scholarships for Women

One scholarship worth 50% of fees and two scholarships worth £5,000 fee reductions are available on our Diplomas in Financial Strategy, Global Business, Organisational Leadership, and Strategy and Innovation.



Charlotte Clune
Forté Fellowship Scholar
(funded by the Alumni Annual Fund)
and Trinity College Saïd
MBA Scholar, 2017-18)

'I was thrilled to join the Forté's global community of women in business as a Forté Fellow at Oxford Saïd, with a personal focus on venture capital, strategic impact, and art entrepreneurship. I chose Oxford because of the School's unique blend of dynamism, tradition, and international focus.'



We are seeking donors interested in funding scholarships across all our programmes. For more information please contact: tom.childs@sbs.ox.ac.uk

Talent development

Programme of events

We deliver a programme of events, networking and talent development sessions under our Inspiring Women banner, designed to inspire and promote women's professional and academic development throughout the community of students and alumni of Saïd Business School.

Both men and women are welcome to join the sessions, which focus on issues of interest to women seeking to build confidence and leadership potential. These include negotiation, networking, confidence for success, work-life balance, understanding boards, and imposter syndrome.

The programme draws on expertise from within the School – faculty and staff – and also features outside speakers from a range of sectors.

Recent events

Women in private equity, in partnership with Level20
Brand impact workshop, with Cargyll
business psychologists

Salary negotiation workshops for women, with the Gap Partnership

Outside the classroom

We deliver an extensive and carefully curated line-up of events to provide insight and develop talent outside of the classroom. Events include distinguished speaker seminars, skills and development workshops, networking and corporate engagement events and student recruitment, and give our students unrivalled access to some of the best business minds in the world.

Recent inspiring women speakers include:

Christiane Amanpour CBE, broadcaster and journalist

Annoushka Ducas MBE, Co-Founder of Links of London and creator of Annoushka jewellery

Clare Johnston, Founder and CEO of The Up Group

Andrea Jung, President and CEO of Grameen America

Dame Helena Morrissey DBE, Head of Personal Investing,

Legal & General Investment Management, Founder of the 30% Club and Chair of the Investment Association

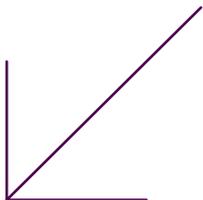
Brenda Trenowden, Global Chair of the 30% Club and Head of FIG Europe, ANZ Bank

Baroness Shriti Vadera, Chairman, Santander UK plc and Santander Group Holdings plc

Pathways to the board

As part of the Inspiring Women series of events, Associate Dean Kathy Harvey welcomed **Claire Davenport**, CEO HelloFresh UK, **Celia Francis**, CEO Rated People, and **Ariane Gorin**, President, Expedia Partner Solutions (Expedia Management Board), to share stories from their own careers and offer advice to students.

'Don't rush. You don't want to be a fool as CEO. To really understand what it takes to build a company you need to get experience across various areas and fields,' advised Celia Francis.



If you are interested in speaking opportunities, sponsoring an event, or working with us to deliver a workshop or seminar, please contact: inspiringwomen@sbs.ox.ac.uk



Baroness Shriti Vadera,
Chairman, Santander UK plc and
Santander Group Holdings plc

Generating new knowledge



Sue Dopson is a noted specialist on the personal and organisational dimensions of leadership and transformational change

OUR ACADEMIC RESEARCH AT SAID BUSINESS

School is dedicated to asking questions and generating new knowledge and ideas across a broad set of management and business disciplines. We explore issues that have practical relevance to people, organisations and economies, and aim to create sustainable impact, contributing to tackling some of the large and complex challenges facing the world.

The issue of women's participation in leadership and the economy is both one of those challenges and part of the solution to many others.

Our approach is to examine gender issues as they intersect with other areas of study, such as leadership, finance, and business and society. We work in collaboration with academics in other institutions worldwide, and with colleagues in the business school and University as a whole.

We welcome support and funding for specific research projects and for researchers and post-doctoral positions.

Sue Dopson
Rhodes Trust Professor of Organisational Behaviour

Research studies

Gender research

Claiming the corner office: Female CEO careers and implications for leadership development

While much of the research on gender and leadership focuses on the structural and other barriers to women's career progress, this paper describes an in-depth study of the leadership journey of 12 female CEOs, most of whom lead large, global corporations.

The aim was to discover how the 12 female CEOs explained their own success, and to develop recommendations for supporting women's leadership careers more generally.

The authors found that working with the 'self' is vital for women in getting and doing the job of CEO. The female CEOs in the study described the way they had to 'accept' their leadership ambition and potential, coping with their own and others' expectations about their priorities regarding work and family. The findings highlighted that self-acceptance, self-development and self-management form three stages in female candidates' gradual progress towards the 'corner office'. (See bit.ly/IW18_CornerOffice)

Andromachi Athanasopoulou (Queen Mary University of London), Amanda Moss-Cowan (University of Rhode Island College of Business Administration), Michael Smets, Tim Morris
published in *Human Resource Management*

Career pathing and innovation in professional service firms

The study looked at five of London's elite law firms that have responded to the 'perfect storm' of pressures for both more innovation and more work-life balance by adapting their traditional career path. In addition to the 'up-or-out' system, where junior professionals compete with each other to move 'up' the ranks from Associate to Partner or 'out' to another employer, these firms have introduced two new salaried roles: Counsel and Professional Support Lawyer (PSL). The study explored how these new roles may have started out as 'accommodating' to staff demands, but they have had the additional benefit of helping to make the firms more innovative. (See bit.ly/IW18_CareerPathing)

Namrata Malhotra (Imperial College London), Michael Smets, Tim Morris
published in *Academy of Management Perspectives*

Does group size matter for behaviour in online trust dilemmas?

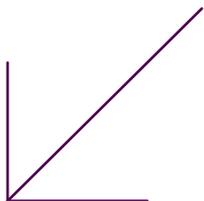
An experiment using simulated online investment scenarios uncovered significant gender differences, with women cooperating better than men in anonymised interactions. The authors believe that these findings could have wider implications for women within the finance sector. (See bit.ly/IW18_GroupSize)

Sabrina Artinger and Nir Vulkan
published in *PLOS ONE*

Corporate social responsibility and women's entrepreneurship: Towards a more adequate theory of 'work'

Ongoing research by Dr Mary Johnstone-Louis draws on feminist economic history to better our understanding of how the definition of work has changed over time and the tendency for women to disproportionately specialise in unpaid and care work. This work is 'often discounted or completely ignored,' she explains, but a broader view of work has implications for the kind of inequalities CSR paradigms seek to solve. (See bit.ly/IW18_CSR)

Mary Johnstone-Louis
published in *Business Ethics Quarterly*



To discuss opportunities to fund research posts, please contact:
tom.childs@sbs.ox.ac.uk

Research studies

Women on boards in finance and STEM industries

This study connects two policy debates that are usually conducted separately: the debate on women's underrepresentation in STEM fields and the debate about women's underrepresentation on corporate boards. Findings show that there are fewer women on corporate boards in Finance and more traditional STEM industry sectors, suggesting that well-documented gender differences in STEM university enrolments have long-term consequences for female business leadership. The authors believe that the leadership gap within these areas may be difficult to eliminate using blanket boardroom diversity policies. They recommend that policymakers interested in increasing board diversity may need to join forces with those concerned with the retention of women in STEM fields. (See <https://bit.ly/2RHvkas>)

Renée B. Adams, Tom Kirchmaier
(London School of Economics)

published in *American Economic Review*





Oxford Saïd is doing as much as any other business school to implement recruitment policies that will redress the gender imbalance, but there is a sector-wide need to change what can be an inhospitable environment for women

Sally Maitlis, Professor of Organisational Behaviour and Leadership



Towards gender balance



WHILE ALL THE TOP BUSINESS SCHOOLS HAVE

made great progress in attracting more female candidates to their flagship MBA programmes, it is notable that efforts in other areas have been less successful.

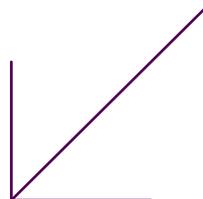
Achieving gender balance among faculty members seems particularly challenging, and that continues to have a negative impact on the teaching and research environment in business schools as well as the careers of individual academics. The average proportion of female faculty in all *FT*-ranked MBA programmes remains under 30%.

Oxford Saïd is doing as much as any other business school to implement recruitment policies that will redress the imbalance, but the problem runs wider and deeper than recruitment. There is a sector-wide need to change what can be an inhospitable environment for women, and one that still contains many barriers to career progress.

We would like to create a development opportunity in the form of a 'retreat' for female academics in the business school sector. The retreat will bring together senior and junior women faculty from top business schools to learn from each other, strengthen connections, and develop skills. We would welcome your support and funding.

Sally Maitlis

Professor of Organisational Behaviour and Leadership



To discuss opportunities to fund this new development programme, please contact:
tom.childs@sbs.ox.ac.uk

Female faculty



Renée B Adams
Professor of Finance

Renée's work focuses on information flows on boards, bank governance, group decision-making, the governance of central banks and gender diversity on and off boards. She is a Fellow of the European Corporate Governance Institute, a Senior Fellow at the Asian Bureau of Finance and Economic Research, a Finance Department Editor at Management Science, and she co-founded and currently chairs AFFECT, the American Finance Association's committee for women in Finance.



Bige Kahraman Alper
Associate Professor of Finance

Bige holds a PhD in Economics from Yale University with specialisations in financial economics and econometrics. She is a Research Affiliate in the Financial Economics programme of the Centre for Economic Policy Research (CEPR) and an Economic Adviser to Financial Conduct Authority. Her research focuses on analysing the sources of market frictions giving rise to market inefficiency and systematic liquidity crises.



Kate Blackmon
Associate Professor in Operations Management

Kate's chief areas of interest include operations strategy and how to help businesses achieve optimal performance, how gender and diversity can be managed in organisations, the innovation and evolution of new business models in professional service firms, and the design of research methods for business and management research. She is co-author with Dr Harvey Maylor of 'Researching Business and Management' (Palgrave), and is completing a book on the gender gap in leadership, 'Leading Women', for OUP.



Cammy Crolic
Associate Professor of Marketing

Cammy's research explores factors affecting and the processes underlying the consumption experience. Her work has implications for consumer health and wellbeing and consequences for both the food industry and public policy makers.



Kristina Dahlin
Associate Professor in Engineering and Entrepreneurship

Kristina holds a joint position between the Department of Engineering Science and Saïd Business School. She is an organisational scholar with an interest in the intersection of technology, learning and organisations. She focuses on two main research streams: the first is about learning: how organisations learn to manage unwanted events such as competitors introducing radical new technologies that undermine your product technology, or operational failures, such as train accidents; the second stream is focused on technology and technical change as well as on the interface between innovation and business.



Sue Dopson
Rhodes Trust Professor of Organisational Behaviour

Sue is a noted specialist on the personal and organisational dimensions of leadership and transformational change. Her research centres on transformational change and knowledge exchange in the public and healthcare sectors. She has written and edited many major works on this topic and her research has informed and influenced government bodies such as the Department of Health and the National Institute for Health and Clinical Excellence (NICE) in their thinking on areas such as the dissemination of clinical evidence into practice, medical leadership and the role of the support worker in the NHS.



Rhonda Hadi
Associate Professor of Marketing

Rhonda's research interests lie primarily in the domains of sensory marketing and consumer interactions with technology. Specifically, she explores how sensory experiences impact consumer judgments and consumption behavior, with implications for product manufacturers, service industries, retailers, software developers, and public policy makers. Rhonda's research has been published in leading academic journals such as the *Journal of Consumer Psychology* and *Appetite*, and has been selected as a 'Must Read' by the Marketing Science Institute.



Aoife Haney
Departmental Research Lecturer
in Innovation and Enterprise

Aoife holds a joint position between the Smith School of Enterprise and the Environment and Saïd Business School. Her research focuses on the connections between technological, organisational and institutional change related to sustainability, with a particular interest in new technologies linked to energy and buildings. Her research focuses on: cognition at different levels (individual, organisational and field); and exploring how new interdependent technologies affect learning and organising.



Trudi Lang
Senior Fellow in Management Practice

As a practice faculty member in the area of strategy, Trudi works with leaders to support them to find new ways forward in turbulent and novel conditions. Her research focuses on: the role of identity in strategic change and renewal; and scenario planning. Prior to joining Oxford in her current capacity, Trudi served as Director and Head of Strategic Foresight at the World Economic Forum, and Consultant for Strategic Foresight at the OECD.



Sally Maitlis
Professor of Organisational
Behaviour and Leadership

Sally's areas of expertise include sensemaking in organisations, trauma and adversity at work, and processes of personal growth. She has a particular interest in the cultural industries, studying symphony orchestras, dancers, and other creative professionals. She specialises in qualitative research, closely observing individual, team and organisational processes as they unfold in real time and analysing these processes through talk and text.



Eleanor Murray
Fellow in Management Practice

Eleanor's research interest is focused on how change is constructed in organisations and systems, the context of change and the impact and outcomes of change for stakeholders. Her ongoing research re-evaluates large-scale change theory, interpreting recent policy initiatives to deliver integrated care programmes in the UK and internationally as empirical case studies. The newly emerging field of organisational resilience is a concurrent interest and her research examines how resilience can be understood, assessed and applied in a range of sectors.



Ilaria Piatti
Associate Professor of Finance

Ilaria's main research interests are in the field of empirical and theoretical asset pricing, financial econometrics and term structure modelling. Her research focuses on heterogeneous beliefs about rare event risk, on present value models for predictability of market returns and dividend growth, and on bond risk premia.



Mari Sako
Professor of Management Studies

Mari's main areas of expertise include global strategy, comparative institutional analysis, outsourcing and offshoring, and professional services. Her research on the globalisation of legal services and its impact on the professions has led to her becoming member of the UK Legal Services Board Research Strategy Group, and member of the advisory board of Thomson Reuters Legal Executive Institute. Her research is concerned with the comparative political economy of business strategy and practices. She also focuses on comparative business systems and their impact in a variety of empirical contexts including manufacturing, professional service firms and entrepreneurial start-ups.



Janet Smart
Reader in Operations Management

Janet's research focuses on systems engineering and, on the design, delivery and management of large, complex systems. She researches cultures of project management, currently in museums and Big Science projects, especially radio-astronomy and particle physics. She is interested in the management of large, multi-national science projects, and the management of IT projects. Recently, her work has extended to the servitization in manufacturing organisations. Janet is the academic lead for the School's Athena SWAN initiative, a change framework for promoting the progression of women within academia.



Kazbi Soonawalla
Senior Research Fellow in Accounting

Kazbi's particular expertise is financial reporting. She examines issues such as disclosure requirements under various accounting standards to understand the factors that make for greater levels of compliance. She is also interested in industry practices in relation to internal budgeting and control, and fair value accounting.



Oxford Saïd provides the opportunity to make lasting connections with people who have shared the same learning experience. Our alumni continue to exchange ideas, make introductions, and support each other long after their time in Oxford has ended

Caroline Williams, Director, Open Programmes



Lasting connections



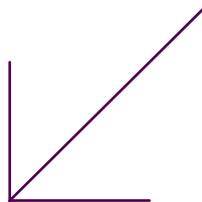
A BENEFIT COMMON TO ALL OUR PROGRAMMES AT

Oxford Saïd is the opportunity to make lasting connections with people who have shared the same learning experience. Our alumni continue to exchange ideas, make introductions, and support each other long after their time in Oxford has ended. This is particularly helpful for women who, as research has shown, use networks in a different way from men. In addition, as an institution we have made strong connections with a number of other networks that give women opportunities to involve themselves in broader topics of conversation outside the environments they are in.

As academic partners we offer workshops on women and negotiation and women's leadership, and give participants different lenses through which to view their own experiences. This supports individuals and catalyses progress in organisations.

Whether you are an individual or represent an organisation, if you want to push your thinking further and access diverse perspectives, we would love to hear from you.

Caroline Williams
Director, Open Programmes



To get involved and join the conversation, please contact:
inspiringwomen@sbs.ox.ac.uk

Initiatives and networks

Initiatives and networks we support

The Oxford Women's Leadership (OWL) Community

OWL is a network of diverse and dynamic Oxford business alumnae and students dedicated to supporting alumnae and female students of the University of Oxford to achieve positions of seniority in their careers. Network members can connect with one another across geographies, industries, and career stages. Activities focus on professional development and networking that foster life-long learning and the formation of empowering relationships, both locally and globally. Both women and men are welcome to join.

Women of the Future Programme

We are the educational partner of the 'Women of the Future Summit and Awards'. Led by Pinky Lilani CBE, and the Women of the Future Network, its mission is to discuss key issues that society faces today and to consider how progress can be made. The events draw international delegates for a truly global conversation.

Forté

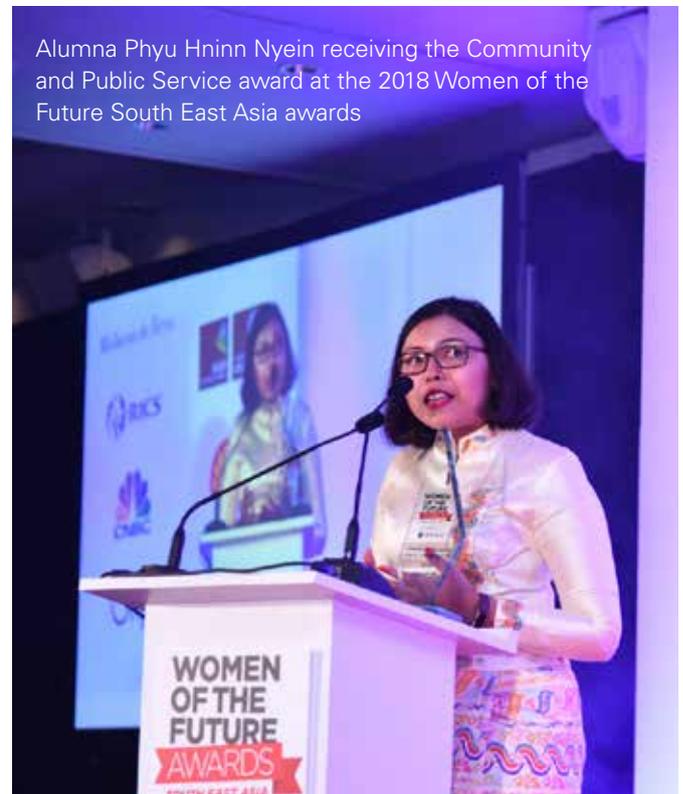
Forté is a non-profit consortium of leading companies and top business schools working together to launch women into fulfilling, significant careers through access to business education, opportunities, and a community of successful women. We are proud to be a sponsor of Forté, which provides Oxford Saïd with an impressive range of resources and benefits for our female students. We support over ten global recruiting tour events every academic cycle, including the Forté MBA Launch programme, a ten-month MBA preparation course, which is crucial in helping women successfully apply. We also attend the annual Forté MBA Women's Leadership Conference, which provides networking career opportunities even prior to starting the MBA.

Women's World Banking

A global non-profit devoted to giving more low-income women access to the financial tools and resources that they require to build security and prosperity. For more than 35 years it has worked with financial institutions to show them the benefit of investing in women as customers, and as leaders.

WeAreTheCity

A free, centralised hub that includes gender-related news, a network directory, calendar of events and conferences, returnships, business schools, inspirational women profiles, HeForShe interviews (the solidarity campaign initiated by UN Women), giving back and jobs. It aims to encourage women to progress in their careers – through proactive activities such as networking, events, further education and training – and help corporate organisations to attract, retain and develop their female employees. We were represented by Caroline Williams on the judging panel as part of our support for WeAreTheCity's Rising Star awards in the Education and Academia category.



Alumna Phyu Hninn Nyein receiving the Community and Public Service award at the 2018 Women of the Future South East Asia awards

Alumnae trailblazers



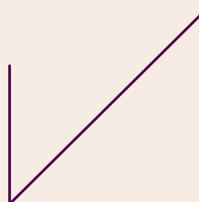
Rebecca Weston, Strategy and Technical Director, Sellafield Ltd

My approach to my career has always been to do something that is challenging and that continually stretches me,' says Rebecca Weston. Working in waste treatment allowed Weston to learn about safety and how nuclear facilities operate. She also spent time in commercial departments, managing significant contracts. In 2007 she pushed to move into a production leadership role in which it is still rare to find female leaders today. She created a new business unit with the commissioning of a new store, managing production facilities and safe storage of special nuclear materials.

In 2011, she decided the time was right to build on this leadership experience. 'I was keen not to do an MBA too early in my career,' she says. 'I felt I would get a lot more out of it having had a go at a few things first.' A number of features of the Oxford Saïd programme appealed to her, particularly the link to the Major Programme Management and the focus on social entrepreneurship. She picked a range of modules on strategy and innovation, but was surprised by the relevance of entrepreneurial finance.

'There's a bit about clarity of message when you're pitching to funders,' she says. 'I think there are a lot of parallels to my world, trying to convince the government and a whole range of stakeholders of things.'

Part of Weston's current role involves thinking about how to diversify the economy around Sellafield's Cumbria site, in anticipation of job losses that will otherwise accompany an end to the plant's reprocessing work. 'That course proved really helpful in sparking my thoughts about how to create an entrepreneurial environment within my organisation and the local area,' she says. 'There is the capacity for [Sellafield] to be a base for new technologies and that is something we're trying to embrace.'



To read Rebecca Weston's full story, please visit:
bit.ly/IW18_Weston



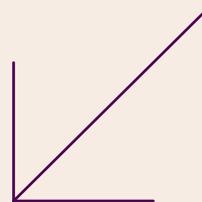
Kelly Carter, VP Legal and Compliance, Gold Fields Australia

Oxford Saïd alumna Kelly Carter is galvanising the mining sector's untapped resource: women. 'As a blonde female lawyer, I've had to work hard to address expectations of women in my industry.'

Carter works at the Australian arm of the South African mining giant Gold Fields. The company employs 2,500 people – just 16% of whom are women. 'There are no other women in the Australian executive team. I was acutely aware I was joining a regional executive exclusively comprised of middle-aged men. My tendency in that situation was to try and assimilate.'

The temptation to adopt the values, views and approaches of her mostly male peers – and try to ignore her own – is therefore understandable. But it's in no way desirable, says Carter, an ethos shared on Saïd Business School's Women Transforming Leadership (WTL) programme, which Carter attended in 2014, before enrolling on the Oxford Programme on Negotiation a year later. Encouraging greater awareness of one's own leadership style is at the heart of the WTL programme.

Carter says the moment of revelation for her came in 2014, when her cohort was called on to conduct a college choir in the 19th-century chapel of Balliol College, Oxford. 'It was life changing,' she says. 'It's intended to take you out of your comfort zone and make you think differently about your leadership style. Some people literally marched up and began to conduct without any engagement with the choir. It raised important questions about your awareness of what's going on around you and the pressure you may inadvertently put on people you're working with.'



To read Kelly Carter's full story, please visit:
bit.ly/IW_Carter

Penny Pan, Associate, Global Leisure Partners

Prior to joining Oxford Saïd, Penny Pan worked in corporate finance and private equity. But her boldest moment came on 1 September 2015.

At 10am, on the Bund in Shanghai, 'I was warming up for a sprint at the riverside walk,' she recalls. 'For the first time in 15 years, I was about to experience what running feels like.' After seven years of surgical treatments for a rare bone disease, at the age of 15, Pan had her left lower leg amputated. She became self-conscious and her confidence suffered.

'Running was something I never thought would be possible for me, despite the many inspirational stories about Paralympians I came across,' she explains. 'What motivated me to finally break that barrier 15 years after the amputation was a simple thought: I wanted to try.'

With a new prosthetic that allowed her to run comfortably, Pan felt ready to break that barrier. 'My brand new Össur "blade" was simply too cool to hide,' she says.

Since then, Pan has continued to challenge herself. She was selected to be a Global Ambassador for Össur, which produces advanced prosthetics.

In 2017, she completed the MBA programme at Saïd Business School after being awarded a prestigious Saïd Foundation Scholarship. 'I want to use my own stories to tell millions of people who are physically challenged: it took me 15 years to run, not because of my physical limitations, but because of what limits the way I think. The first step in breaking barriers is to think outside what limits you. For that, I hope I can bring inspiration to people who need that final push to take the first step to change their life.'



Words of inspiration



Saïd Business School is leading the charge to address boardroom gender bias, says Rachael Wagner, member of the School Board and Managing Director of private equity house Atairos. What else can be done to end the imbalance?

I have never had much opportunity to work closely with other senior women at work, given the 90% to 10% ratio in my industry. Having spent my entire career in private equity, I've unfortunately become accustomed to being the only woman present in most meetings. I'm hoping the younger women in my industry today won't be able to say the same thing by the time they reach my age.

Luckily, I've spent most of my career working with colleagues who are smart, courteous and professional. So, fortunately, I've never experienced any 'obvious' kinds of discrimination or harassment. However, in an industry where most of the investment professionals are men and most of the executive assistants are women, I've had to be intentional about dressing a certain way and using my job title in my email signature, so people immediately understand my role at the firm.

My most important realisation

I may be just 'old school' in how I think about things, but the most important thing I've realised in my career is that if you put your head down, work hard and get really good at what you do, other people will notice and interesting career opportunities will present themselves. Nowadays you see a lot of self-promotion out there, especially via social media, which isn't really my style.

This may sound kind of corny, but my strongest female role model has always been my mother, who raised four kids while also managing a career as a partner at a corporate law firm and then as a senior government official. I have learned so much from her grace under pressure and her ability to juggle a million things at once.



If you put your head down, work hard and get really good at what you do, other people will notice and interesting opportunities will present themselves



One reason I chose Saïd Business School for my MBA was that I had already matriculated at Oxford for another degree a year earlier and was having such a wonderful time that I did not want to leave! The school is world class. Its integration with the broader Oxford University experience really sets it apart from stand-alone business schools. The very diverse international mix of students creates great opportunities to learn about other cultures and how business is conducted around the world.

Being family friendly will fight imbalance

I've always wanted to go out of my way to help mentor and encourage younger women in my industry as much as I can, by helping them with career advice, job opportunities and so on. Oxford Saïd is at the leading edge in terms of gender balance. However, a problem all business schools face is that business school age (typically one's mid-late 20s) also tends to intersect with critical years in people's personal lives, when both women and men are getting married, starting families and so on.

So, the more the School can do to be family friendly the better, as it will make Saïd Business School more appealing for all potential students, regardless of their personal situations. Steps like this will help redress the gender imbalance in my industry and others in years to come.



Your support

We are dedicated to inspiring the next generation of female business leaders and entrepreneurs. To help us achieve this, we need your support. There are a number of different ways to support the School, including:

Speaking at one of our events

To enquire about speaking opportunities, please contact: inspiringwomen@sbs.ox.ac.uk

Providing financial support for our scholarships for women

For more information on making a donation, please contact: tom.childs@sbs.ox.ac.uk

Sponsoring our Inspiring Women event series

To find out more about sponsorship opportunities, please contact: tom.childs@sbs.ox.ac.uk

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Saïd Business School
University of Oxford
Park End Street
Oxford, OX1 1HP
United Kingdom