

Nr	Are you part of the leadership team within your organisation or the deputy of such?	Which of these best describes the role you have within your organisation?	Which of these best describes the role you have within your organisation? Edited Peggy	Are you employed or is this your own organisation?	Are you employed or is this your own organisation? Edited Peggy	What region did you live in during most of your career?	Which qualifications did you leave school with?	What qualification(s) did you pursue AFTER finishing school? Select all that apply.	What sector was your qualification in AFTER finishing school? Select all that apply.	What age did you enter the industry at?	Have you always worked in the media industry?	If you answered "No" above, please tell us which industry/industries you transitioned from:	Did you start your career in an entry level position or above?	What was your first role in the industry after you finished full-time education?	Did you do any further business qualifications?	Did you attend any other courses/training? If so, what were they?	How long have you been in the work force (since completing full-time education)?	How many work experience did you have before you had your first leadership position (after completing full-time education)?	Did you relocate for a career opportunity?	Did you change companies often to advance your career or did you stay in the same organisation(s) for a long time?	How would you describe your risk-appetite in your career?	Did you take time out for caring responsibilities? If so, for how long?	If you took time out for maternity responsibilities, did your partner share the parental leave?	Are you or have you ever been a member of a board?	Did you have one or more sponsors during your career?	When did you have (a) mentor (s)?	What personal traits have helped you advance? Please name up to 3 keywords.	What personal traits have helped you advance? 2nd part	What personal traits have helped you advance? 3rd part	In your opinion, what are the biggest contributing factors to your career success?	What, if anything, held you back during your career?	What is one thing you wish you knew earlier in your career?	Have you ever experienced imposter syndrome?
1	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	APAC	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Languages	23-25	No, I have previously changed career paths	Telecommunications	Entry level position	Sales Coordinator	Business-focused short courses	Leadership	11-15 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 3 months	Yes	Yes, I became a board member after reaching my position	Yes, more than one	I benefitted from mentoring in the past	Perseverance	Assertivity	Determination	'Determination'	'n/a"	'Don't be afraid to propose, and ask."	No	
2	I am part of the leadership team	Operational Leader	Operational Leader	Both	Both	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Apprenticeship	Finance/Business	30+	No, I have previously changed career paths	Pharmacy	Above entry level position	Project control assistant	Business-focused short courses	Accounting	26+ years	21-25 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	3	Yes, 3+ years	No	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Flexibility	Enthusiasm	Perseverance	'Determination and hard work."	'Management, Size of company and family commitments."	'It's ok to make mistakes."	Yes, I still occasionally experience it
3	I am part of the leadership team	Technical Leader	Technical Leader	Both	Both	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	Media	Before 18	Yes		Entry level position	News Desk Assistant	No	Internal training	26+ years	Up to 5 years	Yes, I moved regions	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 1.5 years	No	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Agility	Tenacity	Creativity	'Willingness to take a risk articulating big ideas."	'Imposter syndrome."	'Relax more."	Yes, I still occasionally experience it	
4	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	N/A	21-22	Yes		Entry level position	Production Coordinator	No	N/A	21-25 years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	2	No	N/A	No	No, never	I never received mentoring	Confidence	Passion	Tenacious	'I stick with things and don't want to let anyone give me to learn. Lack of understanding and lack of good HR."	'Lack of opportunity/time to learn. Stick with it and don't doubt yourself, even if you get pushed back."	Yes, I still occasionally experience it	
5	I am part of the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Media	21-22	Yes		Entry level position	Production Assistant	Leadership training	Project Management	21-25 years	21-25 years	Yes, I moved countries	I changed organisations frequently	Yes, up to 6 months	Yes	Yes, I became a board member before reaching my position	Yes, more than one	I benefitted from mentoring in the past	Consistency	Work ethic	Responsiveness	'Taking opportunities when they come your way, not being afraid of trying new ideas."	'Youth, when I was young, had to prove myself harder."	'Everything will be alright."	Yes, I still occasionally experience it	
6	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Engineering	19-20	Yes		Above entry level position	Engineer	Business-focused short courses	Project Management	26+ years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	1	No	No	No, never	I never received mentoring	Perseverance	Resilience	Motivation	'Hard Work, Motivation, Principled, Honesty, Trustworthy."	'Wanting to keep the family in a stable supported environment limited my options for advancement with US companies."	'To have known how to speak up and be heard and to feel like people wanted to listen to my opinion."	Yes, I still occasionally experience it	
7	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Natural Science/Medicine	30+	No, I have previously changed career paths	Telecommunications	Above entry level position	Sales Director	Business-focused short courses	Sales	26+ years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	Yes, up to 6 months	Yes	Yes, I became a board member after reaching my position	Yes, more than one	I benefitted from mentoring in the past	Tenacity	Attitude	Judgement	'Can do attitude."	'Wanting to keep the family in a stable supported environment limited my options for advancement with US companies."	'To have known how to speak up and be heard and to feel like people wanted to listen to my opinion."	Yes, I still occasionally experience it	
8	I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Defence	19-20	No, I have previously changed career paths	Defense	Entry level position	Administrative Assistant	Leadership training	Computer Science	26+ years	6-10 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	Yes, up to 3 months	No	No	Yes, more than one	I benefitted from mentoring in the past	Drive	Tenacity	Diligence	'A mentor."	'Lack of a college degree."	'Get your degree."	No	
9	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	Yes		Entry level position	Researcher	Business-focused short courses	N/A	26+ years	6-10 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 1.3 years	No	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Helping others	Enthusiasm	Being solutions-oriented	'Can do attitude."	'Lack of a college degree."	'How to better play the boys/board game."	Yes, I still occasionally experience it	
10	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Arts	Before 18	Yes		Entry level position	Runner	No	N/A	21-25 years	Up to 5 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	Yes, up to 1.3 years	No	No	No, never	I never received mentoring	Grafter	Punctual	Common Sense	'Common sense, willing to try anything."	'Offering to do everything."	'Don't be afraid to ask."	No	
11	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Humanities	30+	No, I have previously changed career paths	Accounting	Entry level position	Sales Executive	No	N/A	Up to 5 years	Up to 5 years	No, I have stayed in my home region	I changed departments frequently (bigger organisations)	4	No	N/A	No	No, never	I benefitted from mentoring in the past	Perseverance	Organisation	Drive	'My ability to learn fast, think outside the box and a problem solver."	'Confidence."	'The types of careers that were available."	Yes, I still occasionally experience it
12	I am part of the leadership team	Director of Technology and Operations	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Graduate Programme	Engineering	21-22	Yes		Entry level position	Playout Operator	MBA (full-time)	Cyber Crime	26+ years	16-20 years	No, I have stayed in my home region	I changed organisations frequently	1	No	N/A	No	I am not sure	I never received mentoring	Deliverable oriented	Listening	Drive	'Being a learner."	'My lack of confidence in myself."	'...'"	Yes, in the past
13	I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Sports	30+	No, I have previously changed career paths	Sports	Above entry level position	Business Director	Business-focused short courses	Broadcast Systems Training	26+ years	Up to 5 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	5	No	N/A	Yes, I became a board member before reaching my position	No, never	I never received mentoring	Perseverance	Liability	Passion	'Competence & knowledge & passion."	'Impatience."	'...'"	Yes, I still occasionally experience it

14	I am the direct deputy of someone within the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	N/A	23-25	No, I have previously changed career paths	Fashion	Entry level position	Client Services Manager	No	N/A	16-20 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	Yes, up to 1 4 year	No	No	Yes, more than one	I am still being mentored	Assertiveness	Accountability	Tenacity	"My assertiveness and willingness to look for opportunities and sponsors to push me forward. Actively asking for feedback and ways to improve, then implementing those suggestions and going the extra mile to deliver on them."	"My own lack of faith in myself. Second-guessing my decisions & dithering over instead of being decisive."	"try to care less what people think of you - not everyone is going to like you, but to get things done you need them to respect you."	Yes, I still occasionally experience it
15	I am the direct deputy of someone within the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	Engineering	23-25	No, I have previously changed career paths	Hairdressing	Entry level position	-	No	N/A	26+ years	16-20 years	No, I moved for other reasons	I neither changed very frequently nor stayed somewhere extraordinarily long	3 No	No	No	No, never	I never received mentoring	Perseverance	Diligence	Luck	"Luck."	"That if you want promotion you need to ask, and to befriend those in higher management."	No	
16	I am the direct deputy of someone within the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	N/A	Before 18	Yes	Entry level position	Service Coordinator	Business-focused short courses	Programme Management	26+ years	11-15 years	Yes, I moved countries	I changed organisations frequently	5 No	N/A	No	Yes, one	I am still being mentored	Energy	Determination	Integrity	"My ability to lead and deliver results."	"Nothing."	"Delivery is all about people." "To leave if a company is not giving you what you need. Don't waste your time in a position or a company that isn't furthering your career."	Yes, I still occasionally experience it	
17	I am the direct deputy of someone within the leadership team	Sustainability	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	19-20	Yes	Entry level position	Junior Production Coordinator	Business-focused short courses	Production Management	11-15 years	Up to 5 years	Yes, I moved regions	I changed organisations frequently	3 No	N/A	Yes, I became a board member before reaching my position	No, never	I never received mentoring	Adaptability	Innovation	Drive	"Finding a niche and adapting my role to fill that requirement." "Developing critical thinking skills, taking educated risks and being willing to stand up to the outcome, being able to analyze and synthesize data into usable outputs based on the audience, developing and keeping connectedness at every level; executives, peers, workers."	"Sideward steps because of dead man shoes."	"position or a company that isn't furthering your career."	Yes, I still occasionally experience it	
18	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Technology	19-20	No, I have previously changed career paths	Telecommunications	Entry level position	Content Systems Manager	Leadership training	Leadership	26+ years	Up to 5 years	Yes, I moved regions	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 6 5 months	No	Yes, I became a board member after reaching my position	Yes, more than one	I benefitted from mentoring in the past	Persistence	Passion	Empathy	"Myself. Not believing I was capable of handling everything that came into my path."	"I have something unique to offer that is hard to articulate on paper. That uniqueness is extremely valuable and valued."	Yes, I still occasionally experience it	
19	I am the direct deputy of someone within the leadership team	sales and business development	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Languages	30+	No, I have previously changed career paths	Marketing	Above entry level position	Marketing Executive	Leadership training	Marketing	16-20 years	11-15 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	4 months	No	No	No, never	I never received mentoring	Work ethic	Perseverance	Self-discipline	"My hard work, perseverance, self-discipline."	"Children."	No	
20	I am part of the leadership team	Technical Leader	Technical Leader	Both	Both	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Technology	21-22	No, I have previously changed career paths	Arts	Entry level position	Solution Engineer	Technical Training	Operating Systems	26+ years	6-10 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	4 months	N/A	Yes, I became a board member after reaching my position	No, never	I never received mentoring				"Social Skills."	"The career paths that were really open to me - knowledge of the wider industry, and that many companies offer promotion and career."	No	
21	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	30+	No, I have previously changed career paths	Arts	Entry level position	Runner	No	Internal Training	16-20 years	11-15 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 1 4 year	No, my partner's company didn't offer it	No	Yes, one	I benefitted from mentoring in the past	Resilience	Self-belief	Perseverance	"My work ethic: my willingness to try new things: the drive that comes with having financial responsibilities (I.e. I MUST succeed): hiring/existing managers and it was no longer a 'spotting' all that."	"Gender discrimination was a huge factor and why I set up on my own. Also lack of support, training and career development in the companies I worked in."	"Forging my own path, so setting up my own company was key to me as at the time there were no jobs for what I did."	Yes, I still occasionally experience it
22	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	21-22	No, I have previously changed career paths	Telecommunications	Entry level position	Account Manager	Leadership training	Internal Training	26+ years	6-10 years	Yes, I moved countries	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 2 3 years	N/A	Yes, I became a board member after reaching my position	I am not sure	I am still being mentored	Tenacity	Communication	Skill	"My fear of having difficult conversations: then I learned how to approach them, and it was no longer a barrier."	"If people don't value you, it's not your fault. Move on."	Yes, I still occasionally experience it	
23	I am part of the leadership team	Business Systems Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	Yes	Above entry level position	Post Production Scheduler	MBA (part-time)	Marketing	21-25 years	16-20 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	4 No	No	No, never	I never received mentoring	Positivity	Resilience	Perseverance	"Being an expert at something niche. My work ethic. My work seriously."	"Not being taken seriously."	"Know your goals then focus on them. Gossip gets you no where."	No		

24	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Engineering	25-29	No, I have previously changed career paths	Technology	Above entry level position	Consultant	Business-focused short courses	Programme Management	16-20 years	11-15 years	Yes, I moved countries	I changed organisations frequently	5	Yes, 3+ years	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Confidence	Being open and direct and honest	'Confidence in ability to analyse, plan and propose solutions and implement them, working collaboratively with different types of people in own and client organisations. Building positive working relationships.'	'Maternity leave - being pregnant - being female and younger than peers in a responsible role.'	'Being collaborative to find solutions to problems with a positive approach builds relationships and drives inclusiveness.'	No	
25	I am the direct deputy of someone within the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	23-25	No, I have previously changed career paths	Technology	Entry level position	Runner	Business-focused short courses	N/A	21-25 years	16-20 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	4	Yes, up to 1 year	No	No	No, never	I never received mentoring	Confidence	Patience	Empathy	'Professional networking.'	'Lack of confidence, inexperience.'	'To move job roles and/or companies quicker to move up the ranks.'	Yes, I still occasionally experience it
26	I am the direct deputy of someone within the leadership team	Technical Leader	Technical Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	25-29	No, I have previously changed career paths	Accounting	Entry level position	Engineer	No	N/A	21-25 years	6-10 years	Yes, I moved regions	I stayed within the same organisation but changed departments frequently (bigger organisations)	5	No	N/A	No	No, never	I never received mentoring	Risk-taking	Perseverance	Skill	'The outcome would be termination (it never was).'	'Being overlooked, not advocating for myself, shyness.'	'To have confidence in the face of adversity.'	Yes, I still occasionally experience it
27	I am the direct deputy of someone within the leadership team	Broadcast & Production Manager	Operational Leader	Employed	Employed	Middle East	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	23-25	Yes	Entry level position	Production Assistant	Project Management	Project Management	6-10 years	Up to 5 years	Yes, I moved countries	I changed organisations frequently I stayed within the same organisation but changed departments frequently (bigger organisations)	5	No	N/A	No	Yes, more than one	I am still being mentored	Ambition	Curiosity	Eyefordetails	'Ambition, taking chances, supporting leaders around me.'	'Self-confidence.'	'Everything will be okay in the end.'	No	
28	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Languages	23-25	No, I have previously changed career paths	Technology	Entry level position	News Desk Assistant	MBA (full-time)	Marketing	16-20 years	11-15 years	No, I moved for other reasons	I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 2 years	4	No	Yes, I became a board member before reaching my position	Yes, more than one	I am still being mentored	Curiosity	Impatience	Ambition	'Lots of different experiences; my network.'	'Not asking for help.'	'That it's a marathon not a sprint!'	Yes, I still occasionally experience it
29	I am part of the leadership team	Operational Leader	Operational Leader	volunteer	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	30+	No, I have previously changed career paths	Technology	Entry level position	Radio Station Manager	Leadership training	Technical Training	Up to 5 years	Up to 5 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	5	No	N/A	Yes, I became a board member after reaching my position	No, never	I benefitted from mentoring in the past	Ambition	'Mentors.'	'Nothing.' Having children, lack of confidence - being told I'm too quiet, which led to feelings of not being good enough.'	'How to operate a radio station.'	Yes, in the past		
30	I am part of the leadership team	Communication (Internal and external) Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	25-29	No, I have previously changed career paths	Technology	Above entry level position	Communications Manager	No	N/A	21-25 years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation but changed departments frequently (bigger organisations) I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 2 years	2	No	No	No, never	I never received mentoring	Drive	Organisation	Tenacity	'Supporting husband, some (not all) encouraging bosses.'	'Felt like I've needed to be 20% better than make peers to get to same position.'	'Being really good at your job is sadly not enough. You have to push to advance, no one else will do it for you.'	Yes, I still occasionally experience it
31	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	23-25	No, I have previously changed career paths	Finance	Above entry level position	Business Analyst	Accountancy	Accounting	21-25 years	16-20 years	No, I have stayed in my home region	I stayed within the same organisation but changed departments frequently (bigger organisations) I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 1 year	3	No	No	No, never	I never received mentoring	Resilience	Customer-focus	Diligence	'Determination, taking opportunities.'	'Felt like I've needed to be 20% better than make peers to get to same position.'	Yes, I still occasionally experience it	
32	I am the direct deputy of someone within the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	21-22	Yes	Entry level position	Runner	Business-focused short courses	Technical Training	16-20 years	16-20 years	Yes, I moved countries	I stayed within the same organisation but changed departments frequently (bigger organisations)	5	No	N/A	No	Yes, one	I am still being mentored	Grit	Ambition	'Risk taking and intuition.'	'Gender and race bias.'	'Don't wait for perfection - take action and figure it out.'	Yes, I still occasionally experience it		
33	I am the direct deputy of someone within the leadership team	Engineering Leader	Engineering Leader	Employed	Employed	Middle East	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Graduate Programme	Technology	21-22	No, I have previously changed career paths	Engineering	Entry level position	Software Developer	No	N/A	11-15 years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 2 years	2	No	No	No, never	I never received mentoring	Diligence	Perseverance	'Personal diligence.'	'Not sharing household and caring with male family members.'	'Foreign Language. I wish I had been educated with a foreign language.'	Yes, in the past	
34	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Finance/Business	21-22	No, I have previously changed career paths	Telecommunications	Entry level position	Business Controller	MBA (part-time)	Leadership	26+ years	Up to 5 years	No, I have stayed in my home region	I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 1 year	5	Yes	Yes, I became a board member after reaching my position	No, never	I benefitted from mentoring in the past	Perseverance	Courage	'Taking responsibility and deliver on promise.'	'Personal relations at work and family obligations.'	No		
35	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	Yes	Entry level position	Runner	No	N/A	16-20 years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	2	No	N/A	No	No, never	I benefitted from mentoring in the past	Patient	Easy-going	Work ethic	'Managers or colleagues leaving the company.'	'Lack of ambition.'	'Think hard and carefully about your career goals.'	No	
36	I am part of the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Languages	23-25	No, I have previously changed career paths	Manufacturing/Construction	Entry level position	Sales Engineer	Marketing certificate/training	Business	26+ years	11-15 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	4	Yes, 3+ years	No	No	Yes, one	I never received mentoring	Communication	Determination	Focus	'Finding an industry I'm passionate about. Wanting to be my best self for the team I work with.'	'Line managers who didn't want to see me progress. Family priorities.'	'The importance and power of soft skills.'	Yes, I still occasionally experience it
37	I am part of the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Marketing	25-29	Yes	Entry level position	Marketing Assistant	Marketing certificate/training	Counselling	21-25 years	16-20 years	Yes, I moved countries	I neither changed very frequently nor stayed somewhere extraordinarily long	1	No	N/A	Yes, I became a board member before reaching my position	Yes, more than one	I am still being mentored	Confidence	Authenticity	Honesty	'Getting work done, positively impacting business results.'	'Line managers who didn't want to see me progress. Family priorities.'	'There is nothing wrong in asking for help.'	Yes, I still occasionally experience it	
38	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Humanities	30+	No, I have previously changed career paths	Finance	Above entry level position	Operations Leader	Leadership training	N/A	26+ years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	4	No	N/A	No	I am not sure	I benefitted from mentoring in the past	Diligence	Commitment	Humility	'Do what I say I am going to do.'	'Self-confidence.'	No	

39	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	Finance/Business	25-29	No, I have previously changed career paths	Manufacturing/Construction	Entry level position	Sales Executive	No	N/A	26+ years	11-15 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	4	Yes, up to 1 year	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Knowledge	Determination	Vocal	"Keeping ahead of the competition." "Some is timing, right place, right time. Seizing opportunities that are available. Being brave. Networking skills." "The ability to connect with people at all levels, confidence to network and speak up, acceptance to fail and learn, persistence for clarity."	"Not having enough courage to speak up for myself."	"Don't take it all so personally."	Yes, in the past
40	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Consultant	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Humanities	23-25	Yes		Entry level position	Personal Assistant	No	Negotiation	26+ years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	4	Yes, up to 6 months	No	No	No, never	I never received mentoring	Work ethic	Collaboration	Organisation	"The ability to connect with people at all levels, confidence to network and speak up, acceptance to fail and learn, persistence for clarity."	"Being more of an all rounder than a specialist."	"Importance of networking."	Yes, I still occasionally experience it
41	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	23-25	No, I have previously changed career paths	Various	Above entry level position	Senior Film Policy Adviser	Business-focused short courses	Project Management	16-20 years	11-15 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	2	Yes, up to 2 years	No	No	Yes, one	I benefitted from mentoring in the past	Diligence	Emotional Intelligence	Empathy	"The ability to connect with people at all levels, confidence to network and speak up, acceptance to fail and learn, persistence for clarity."	"Imposter syndrome, lack of ongoing training once you reach leadership level."	"As confident as everyone might sound - we're all working it out as we go :)"	Yes, I still occasionally experience it
42	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	19-20	Yes		Entry level position	Production Assistant	No	N/A	11-15 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	3	Yes, up to 6 months	No, my partner's company didn't offer it	No	I am not sure	I benefitted from mentoring in the past	Determination	Personality	Consistency	"Drive."	"No real clear path for upward promotions or growth. This is both an obstacle and a benefit." "Challenges are a everyday factor in leadership so nothing has held me back so far."	"To speak up just as the men do and to not apologize for doing so."	Yes, I still occasionally experience it
43	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	APAC	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	Before 18	Yes		Entry level position	Assistant Director	Business-focused short courses	Film	21-25 years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	5	No	N/A	No	No, never	I never received mentoring	Sincerity	Dedication	Honesty	"Dedication."	"I wish had a mentor early on in my career."	No	
44	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	Arts	25-29	No, I have previously changed career paths	Various	Entry level position	Brand Strategist	No	Technical Course	11-15 years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	5	Yes, up to 1 year	Yes	No	No, never	I never received mentoring	Confidence	Education	Problem Solving	"Hard work." "Joining the Army at the time they reduced standards for women, and gave women preferential treatment."	"Nothing."	"Most people are winging it"	Yes, I still occasionally experience it
45	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Defence	23-25	No, I have previously changed career paths	Defense	Above entry level position	Army Officer	Leadership training	Military Training	6-10 years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	5	No	N/A	No	No, never	I never received mentoring	Perseverance	Diligence	Courage	"Hard work, making contacts and never giving up."	"Sleeping around."	"False accusations against men get you in the rid of the competition."	Yes, I still occasionally experience it
46	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Media	21-22	Yes		Entry level position	Journalist	Leadership training	Public Speaking	21-25 years	Up to 5 years	Yes, I moved regions	I changed organisations frequently	4	No	N/A	No	No, never	I never received mentoring	Resilience	Creativity	Kindness	"Hard work, making contacts and never giving up."	"Bad management."	"I think some levels of imposter syndrome are a good thing as we are all human and I think that a little degree of it can be a good thing as it doesn't lead to complacency."	Yes, I still occasionally experience it
47	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Natural Science/Medicine	19-20	Yes		Entry level position	Runner	No	N/A	21-25 years	6-10 years	No, I moved for other reasons	I neither changed very frequently nor stayed somewhere extraordinarily long	4	Yes, up to 6 months	No	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Persistence	Work ethic	Not quitting	"Always striving to be the best I can be." "My ability to work and engage with colleagues, stakeholders and clients at all levels; flexibility; going the extra mile."	"'Career breaks for Maternity Leave (x2). Not able to network due to family commitments." "Lack of promotional opportunities, preconception of lack of technical insight, career breaks/need for flexibility around family responsibilities."	"You don't need to pretend to be anyone you're not."	Yes, I still occasionally experience it
48	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	N/A	Before 18	Yes		Entry level position	Production Assistant	No	Internal Training	26+ years	6-10 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	3	No	No	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Determination	Passion	Drive	"That it is ok to say no occasionally!"	Yes, I still occasionally experience it		
49	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Arts	30+	No, I have previously changed career paths	Arts	Entry level position	Production Assistant	Business-focused short courses	Business	16-20 years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	5	Yes, up to 1 year	Yes	Yes, I became a board member after reaching my position	Yes, one	I am still being mentored	Consistency	Leadership	Assertiveness	"Mentors / Leadership Coaching / Sponsor."	"Lack of promotional opportunities, preconception of lack of technical insight, career breaks/need for flexibility around family responsibilities."	"Speak up, take all opportunities, know that you can say yes and work out additional requirements later."	Yes, I still occasionally experience it
50	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Languages	30+	No, I have previously changed career paths	Technology	Entry level position	Proofreader	No	N/A	16-20 years	6-10 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	3	Yes, up to 2 years	Yes	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Common Sense	Diligence	Reliability	"Being seen as a trusted pair of hands."	"Lack of available advancement opportunities within a company." "Trod water while children were young but did hugely rewarding work so I was happy."	"Don't sweat the small stuff but the small stuff makes you strong."	Yes, I still occasionally experience it
51	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Engineering	23-25	No, I have previously changed career paths	Science	Above entry level position	Engineer	No	Internal Training	26+ years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	4	No	N/A	No	No, never	I never received mentoring	Team work	Adaptability	Output	"Adaptability and Teamwork."	"Be yourself, trust your gut, and seek advice."	No	
52	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Media	21-22	Yes		Entry level position	Researcher	Leadership training	Leadership	26+ years	21-25 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	3	Yes, up to 1 year	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Determination	Openness	Fairness	"Determination and energy to change things for the better."	"Power of networking."	Yes, I still occasionally experience it	
53	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Law	23-25	Yes		Entry level position	Journalist	Leadership training	Coaching	16-20 years	11-15 years	Yes, I moved regions	I stayed within the same organisation but changed departments frequently (bigger organisations)	4	No	N/A	Yes, I became a board member after reaching my position	No, never	I benefitted from mentoring in the past	Resilience	Creativity	Passion	"Hard-work, determination and resilience."	"Being female."	"Power of networking."	Yes, I still occasionally experience it
54	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Technology	21-22	Yes		Above entry level position	Product Manager	Leadership training	Business	16-20 years	6-10 years	Yes, I moved countries	I stayed within the same organisation but changed departments frequently (bigger organisations)	5	Yes, up to 6 months	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Bravery	Intelligence	Kindness	"Results and impact."	"Others unconscious bias"	"You don't get what you don't ask for."	No

I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	BA/BSc/BBA Undergraduate Degree or similar	Marketing	23-25	No, I have previously changed career paths	Technology	Entry level position	Marketing Executive	Business-focused short courses	Branding	11-15 years	11-15 years	No, I have stayed in my home region	I changed organisations frequently	4	No	N/A	Yes, I became a board member after reaching my position	Yes, more than one	I never received mentoring	Perseverance	Personable	Authenticity	"Passion in what I do, networking & building relationships, having a sponsor, learning quickly." "Never said no to learning new skills, working on projects others didn't and starting out at a company that valued the skills that I brought to the table. Example: They valued hard work and scrappy. If they had however valued Wharton MBA (for example) I wouldn't have moved up so quickly."	"Confidence."	"To not judge others, don't rush, believe in yourself!"	Yes, in the past
I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	North America	No official qualification	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	23-25	Yes		Entry level position	Office Assistant	Leadership training	Leadership	26+ years	16-20 years	Yes, I moved regions	I neither changed very frequently nor stayed somewhere extraordinarily long	5	No	N/A	No	Yes, one	I benefitted from mentoring in the past	Persistence	Authenticity	Fearlessness	"A re-evaluation of the kind of career I want to embark on; for example, do I want to stay in the same industry or what else is out there? This would require more risk-taking and I like the comfort of a paycheck at the end of the month. Hopefully timing will be right at some stage."	"Misogyny, Not being willing to cross a line that I felt would impact my integrity."	"Sometimes people don't want you to speak your mind and there could be consequences if you do."	Yes, I still occasionally experience it
I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	25-29	No, I have previously changed career paths		Entry level position	Service Coordinator	No	Management	11-15 years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time I neither changed very frequently nor stayed somewhere extraordinarily long	1	No	N/A	No	Yes, more than one	I never received mentoring	Positivity	Determination	Adaptability	"My ability to work well with others, ability to make difficult decisions, my positive outlook and problem solving skills."	"That nobody has the answer and that perhaps there isn't even one answer. Business is constantly changing so you have to adapt with it. Best advice I was ever given: make sure you don't do the same thing in your job year on year but instead keep progressing."	No	
I am the direct deputy of someone within the leadership team	HR Manager	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	30+	No, I have previously changed career paths	Retail	Entry level position	HR & Customer Service Assistant	HR certificate	HR	16-20 years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	Yes, up to 1 year	No	No	No, never	I never received mentoring	Flexibility	Courage	Learning	"To not be afraid to go somewhere new or apply for a promotion."	"Having a child as I have not wished to work 5 days per week since having my daughter."	"That being at an interview is a two way street - you need to like them too"	No	
I am the direct deputy of someone within the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	21-22	Yes		Entry level position	Personal Assistant	No	Internal Training	16-20 years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	Yes, up to 2 years	No	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Level headed	Tenacity	Analytical	"Collaborative approach and analytical skills."	"Risk averse (personally) and occasional lack of self-promotion."	No	
I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Technology	25-29	No, I have previously changed career paths	Consulting	Entry level position	Technical Support Engineer	No	Technical Training	21-25 years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	5	No	No	Yes, more than one	I benefitted from mentoring in the past				"Fair bosses."	"Not being afraid to step out of your comfort zone, networking (internal and external), ask for things you want."	No		
I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	23-25	No, I have previously changed career paths	Finance	Entry level position	Office Coordinator	MBA (full-time)	Project Management	21-25 years	16-20 years	No, I have stayed in my home region	I changed organisations frequently	5	Yes, 3+ years	No	No	No, never	I never received mentoring	Resilience	Hunger	Diligence	"Always jumping in and having a go, always asking questions, Managers not always learning and improving."	"Cost of childcare, inflexible hours. 31:5pm school finish put me out of action for 7 years."	"Look for hunger as well as skills / background when hiring."	Yes, in the past
I am the direct deputy of someone within the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	23-25	Yes		Entry level position	Scheduler	No	Project Management	21-25 years	11-15 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	2	No	N/A	No	Yes, one	I benefitted from mentoring in the past	Tenacity	Inquisitive	Confidence	"It is better to have no job than to be treated poorly in a job."	"Managers not developing or mentoring me."	Yes, I still occasionally experience it	
I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Apprenticeship	Finance/Business	23-25	No, I have previously changed career paths	Consulting	Entry level position	Runner	No	Technical Training	21-25 years	11-15 years	No, I moved for other reasons	I changed organisations frequently	5	No	N/A	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Enthusiasm	Will-power	Perseverance	"Being open to taking risks."	"Self belief issues."	"The importance of professional and personal life balance."	Yes, I still occasionally experience it
I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Hospitality	30+	No, I have previously changed career paths	Hospitality	Above entry level position	Marketing and Sales	No	N/A	21-25 years	11-15 years	No, I moved for other reasons	I changed organisations frequently	3	No	N/A	No	Yes, one	I never received mentoring				"Taking opportunities." "Not giving up in finding a solution, taking the risk to move sometime across the world."	Yes, I still occasionally experience it		
I am part of the leadership team	CTO and Managing Director	Technical Leader	Employed and Managing Director	Both	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Engineering	23-25	Yes	Technology	Above entry level position	Engineer	MBA (part-time)	Various	26+ years	26+ years	Yes, I moved countries	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 6 months	Yes	No	No, never	I never received mentoring	Perseverance	Risktaking		"Family, lack of fitting in with the crowd, lack of a mentor." "Discrimination which meant that men were preferred for promotion and new opportunities whereas I was better qualified, better skilled and had more relevant experience."	"Women are not allowed to make mistakes while learning in the same way that men are allowed to."	"How and when to take the risks."	Yes, I still occasionally experience it	
I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	PhD	Engineering	23-25	No, I have previously changed career paths	Telecommunications	Above entry level position	Senior Engineer	MBA (part-time)	Languages	26+ years	26+ years	Yes, I moved countries	I stayed within the same organisation(s) for a long time I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 6 months	No	No	No, never	I never received mentoring	Being goal driven	Delivering on promises	Work ethic	"Sheer hard work."	"Don't put up with miserable situations/people...move on, something will turn up."	No		
I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Various	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Technology	21-22	Yes		Entry level position	Technical Support Engineer	Business-focused short courses		26+ years	6-10 years	Yes, I moved regions	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 1 year	No	N/A	Yes, I became a board member before reaching my position	No, never	I never received mentoring	Perseverance	Honesty	Refusal to admit defeat	"Refusal to be told "girls can't do that.""		Yes, I still occasionally experience it	

68	I am the direct deputy of someone within the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	30+	No, I have previously changed career paths	Telecommunications	Entry level position	Sales Coordinator	No	N/A	26+ years	11-15 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	Yes, up to 2 3 years	N/A	No	No, never	I never received mentoring	Adaptability	A desire to improve	Curiosity	"I have worked in environments where people have allowed me to lead."	"not actively promoting myself and my capabilities more."	"There are a lot of genuine imposters out there."	"The journey may be different to the once you anticipated, but it'll all work out. Good people with solid skills and the right attitude always shine through. Be patient and tenacious, and don't be frightened to ask for what you want, you might get a "Yes".....the answer is always "No" if you don't ask."	Yes, I still occasionally experience it	
69	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Degree/Diploma or similar	Media	23-25	Yes		Entry level position	Journalist	Leadership training	Business	26+ years	Up to 5 years	No, I have stayed in my home region	I changed organisations frequently	Yes, up to 3 5 months	N/A	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Tenacity	Resilience	Energy	"Never complained, never gave up, worked hard, stood up for others, attention to detail."	"Gender bias."	"Learning that I was responsible for my own growth. I immediately invested more time in meaningful networking, and seeking out new knowledge/skills. I also began asking for stretch projects, requesting constructive feedback, and consciously raising visibility by volunteering/speaking etc."	"Believing that just being great at my job would be enough to be promoted/get recognized. In early management, having bosses make assumptions that I was too nice to do the hard - but necessary - things (re-orgs/terminations)."	"You are responsible for your own growth. - Mentors don't fall off trees, reach out to people you admire with different styles, curate a group of people who you have great conversations with and who give you good advice."	Yes, I still occasionally experience it
70	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	23-25	Yes		Entry level position	Media Clipper	No	Management	16-20 years	11-15 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	5 No	N/A	No	Yes, more than one	I am still being mentored	Determination	Political savvy	Excellence					Yes, I still occasionally experience it	
71	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree or similar	Finance/Business	19-20	No, I have previously changed career paths	Retail	Entry level position	Customer Services Manager	Leadership training	HR	6-10 years	Up to 5 years	Yes, I moved regions	I changed organisations frequently	Yes, up to 6 5 months	No	No	Yes, more than one	I am still being mentored	Resilience		"Drive and motivation."	"Children and balancing this with boss's that did not understand."	"It's ok to make mistakes."	Yes, I still occasionally experience it			
72	I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	Yes		Entry level position	VT Operator	Leadership training	Technical Training	21-25 years	Up to 5 years	Yes, I moved countries	I changed organisations frequently I neither changed very frequently nor stayed somewhere extraordinarily long	4 No	N/A	No	No, never	I never received mentoring	Friendliness	Professionalism	Responsibility	"Hard work."	"Being underestimated from unconscious bias."	"You do not need to know everything."	Yes, I still occasionally experience it		
73	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	N/A	19-20	Yes		Entry level position	Scheduler	Leadership training	Unconscious Bias	26+ years	11-15 years	No, I have stayed in my home region	I changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 6 3 months	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Curiosity	Tenacity	Mindfulness	"Honesty and integrity."	"Honesty and integrity!!"	"Industry with too many males and not empowering women; it has always been difficult to me to make my confidence and work more visible."	Yes, I still occasionally experience it		
74	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Media	21-22	Yes		Entry level position	Sales Assistant	MBA (part-time)	N/A	16-20 years	11-15 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	4 Yes, up to 6 4 months	Yes	No	No, never	I never received mentoring	Intrapreneurship	Determination	Confidence	"Courage to take risks; equivalent, it has always been finding the right partners in the company; confidence and work integrity."	"Empowering women; it has always been difficult to me to make my confidence and work more visible."	No	No		
75	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Media	21-22	Yes		Entry level position	Production Assistant	Leadership training	Leadership	26+ years	6-10 years	Yes, I moved regions	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 1 4 year	No	Yes, I became a board member after reaching my position	Yes, more than one	I benefitted from mentoring in the past	Consistency	Fair	Determination	"Continuous learning, openness, resilience."	"Belief in myself. I'm very good."	Yes, I still occasionally experience it			
76	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Humanities	30+	No, I have previously changed career paths	Arts	Entry level position	Subtitler	No	N/A	21-25 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	4 Yes, up to 2 4 years	No	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Courage	Self-awareness	Influence	"Clarity, drive, and I was given a key promotion into leadership by a female manager who took a risk on me."			Yes, I still occasionally experience it		
77	I am part of the leadership team	Technology and operations	Technology and operations	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Natural Science/Medicine	23-25	No, I have previously changed career paths	Publishing	Entry level position	Subtitler	Business-focused short courses	N/A	26+ years	11-15 years	Yes, I moved countries	I stayed within the same organisation but changed departments frequently (bigger organisations)	2 Yes, up to 6 2 months	No	No	No, never	I never received mentoring	Diligence	Logical reasoning	Developing others	"Can be trusted to get a job done."	"Self confidence, especially public speaking."	"Understanding for how to transition to roles I especially desired, less equality programs for moving forward women and POC over male co-workers."	"Take more time for yourself."	Yes, I still occasionally experience it	
78	I am part of the leadership team	Operational and Technical Support	Operational and Technical Support	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	Yes		Entry level position	Assistant Editor	Leadership training	Internal Training	11-15 years	Up to 5 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	3 No	N/A	No	No, never	I never received mentoring	Personality	Technical savviness	"Works well with others, big-picture thinking, technical savviness."			Yes, I still occasionally experience it			

80	I am part of the leadership team	Business Leader	Business Leader	Contractual relationship	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	25-29	Yes		Above entry level position	Sales Executive	Leadership training	Management	26+ years	6-10 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	Yes, up to 2 years	Yes	Yes, I became a board member after reaching my position	I am not sure	I benefitted from mentoring in the past	Loyalty	Courage	Perseverance	'Hard work, neglecting my own needs, my ability to see the whole picture.'	'Loyalty, punished when speaking my mind, lack of "diplomacy".'	'That I am good enough. That my thoughts are not necessarily true.'	Yes, I still occasionally experience it	
81	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	21-22	Yes		Entry level position	News Desk Assistant	Business-focused short courses	Management	26+ years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation but changed departments frequently (bigger organisations)	4 No	N/A	Yes, I became a board member after reaching my position	No, never	I benefitted from mentoring in the past	Adaptability	Emotional Intelligence	'Solid foundation of industry knowledge; ability to change and flex with the organisation.'	'Unwillingness to seek self-publicity.'	'That you can market yourself! Be confident and don't let higher up people make you feel like you don't know.'	Yes, I still occasionally experience it		
82	I am the direct deputy of someone within the leadership team	Sales Leader	Sales Leader	Employed	Employed	South America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Finance/Business	23-25	No, I have previously changed career paths	Oil&Gas Industry	Above entry level position	Production Assistant	Business-focused short courses	Business	11-15 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	4 No	N/A	No	No, never	I am still being mentored	Courage	Work ethic	Not quitting	'Promotions and advancing.'	'Travelling'	'I only have a two year degree and I was overweight for a good portion of my career.'	'I am a soft skill ninja and that is priceless yet undervalued.'	No
83	I am part of the leadership team	Owner, President	Business Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Graduate Programme	Finance/Business	30+	No, I have previously changed career paths	Telecommunications	Above entry level position	Content Systems Manager	Leadership training	Technical Training	26+ years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation(s) frequently (bigger organisations)	Yes, up to 3 months	No	Yes, I became a board member after reaching my position	Yes, more than one	I benefitted from mentoring in the past	Critical thinking	Data analysis	Synthesizing data into executive narrative	'Empathy.'	'I only have a two year degree and I was overweight for a good portion of my career.'	'I am a soft skill ninja and that is priceless yet undervalued.'	Yes, I still occasionally experience it	
84	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	North America	Up to GCSEs (normally taken around age 15-17)	BA/BSc/BBA Undergraduate Degree or similar	Technology	23-25	No, I have previously changed career paths	Technology	Above entry level position	Engineer	Leadership training	Technical Training	26+ years	6-10 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	5 No	N/A	No	No, never	I never received mentoring	Ownership	Relationship building	Empowerment	'Getting things done.'	'Being too nice.'	'To learn that it is ok to say no'	No	
85	I am part of the leadership team	Delivery Leader	Operational Leader	Employed	Employed	APAC	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Graduate Programme	Arts	23-25	No, I have previously changed career paths	Various	Above entry level position	Architect	No	Architecture	21-25 years	16-20 years	No, I moved for other reasons	I changed organisations frequently	Yes, up to 6 months	Yes	No	No, never	I benefitted from mentoring in the past	Honesty	Ethical	Unbiased	'Great team. I have always managed to work with an amazing bunch of people.'	'Having the best mentor anyone could ask for who saw what I needed and gave me the trust and the tools to move fwd.'	'Being too nice.'	'To believe in myself and that titles are just names and you don't need specific degree to do a good job.'	Yes, in the past
86	I am the direct deputy of someone within the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Technology	23-25	No, I have previously changed career paths	Various	Entry level position	Junior IT Coordinator	Technical training	Technical Training	11-15 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	3 No	N/A	No	No, never	I benefitted from mentoring in the past	Adaptability	Approachable	Can-do-Attitude	'I needed and gave me the trust and the tools to move fwd.'	'Very bad management.'	'To adopt change and be more open as a person.'	Yes, I still occasionally experience it	
87	I am part of the leadership team	Technical Leader	Technical Leader	Both	Both	Australasia	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	19-20	Yes		Entry level position	VT Operator	Leadership training	Leadership	16-20 years	6-10 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	Yes, up to 6 months	Yes	No	No, never	I never received mentoring	Attention to detail	Creativity	Attitude	'Timing, my ability and being keen, willing to learn and develop.'	'Security of full time work.'	'Know my worth, they can afford it. Just ask.'	Yes, in the past	
88	I am part of the leadership team	Business Leader	Business Leader	Both	Both	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Arts	23-25	Yes		Entry level position	Assistant Editor	No	N/A	21-25 years	Up to 5 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	4 No	N/A	Yes, I became a board member before reaching my position	No, never	I benefitted from mentoring in the past	Perseverance		'Not taking NO for an answer.'	'Feeling I was not good enough.'	'That so many people bullshit about their own success. That I can bullshit too.'	Yes, I still occasionally experience it		
89	I am part of the leadership team	academic	Operational Leader	Both	Both	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	PhD	Natural Science/Medicine	25-29	No, I have previously changed career paths	Various	Entry level position	Runner	No	Technical Training	21-25 years	6-10 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	3 Yes, 3+ years	No, my partner's company didn't offer it	Yes, I became a board member after reaching my position	No, never	I never received mentoring	Resilience	Doggedness	'Luck, hard work.'	'Class divide, misogyny.'	'That so many people bullshit about their own success. That I can bullshit too.'	Yes, I still occasionally experience it		
90	I am part of the leadership team	Client Services Leader	Operational Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	19-20	Yes		Entry level position	Production Coordinator	No	N/A	11-15 years	6-10 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	3 No	N/A	No	No, never	I never received mentoring	Resilience	Dedication	Patience	'Never complain, easy to work with, don't shy away from what is asked of me.'			Yes, I still occasionally experience it	
91	I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Languages	25-29	No, I have previously changed career paths	Various	Above entry level position	Project Manager	No	Leadership	21-25 years	11-15 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	Yes, up to 6 months	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Resilience	Grit	Determination	'Determination, knowing what's right and sticking to your guns against all odds.'		'Be more confident, fake it till you make it'	Yes, I still occasionally experience it	
92	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Languages	25-29	Yes		Entry level position	Intern	Leadership training	Technical Training	21-25 years	16-20 years	Yes, I moved countries	I stayed within the same organisation but changed departments frequently (bigger organisations)	5 No	No	No	No, never	I never received mentoring	Ambition	Mission	Curiosity	'Clear vision for career progression, sense of mission, diligence.'	'Inflexible'	'Do not wait to be given an opportunity, ask for it!'	Yes, I still occasionally experience it	
93	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Arts	21-22	No, I have previously changed career paths	Arts	Entry level position	PR Coordinator	Business-focused short courses	Marketing	21-25 years	21-25 years	No, I moved for other reasons	I neither changed very frequently nor stayed somewhere extraordinarily long	5 Yes, 3+ years	No	No	No, never	I benefitted from mentoring in the past	Work ethic	Perseverance	Self-belief	'I recently pushed for promotion and had the confidence to do so thanks to the Rise mentoring scheme and having recently completed a Mini MBA in Marketing.'	'Reputation & honesty, Focusing on outcomes, Constantly reflecting on my performance and learning from it.'	'It's all about people and relationships; how they work for you, how you work for them and how collectively you achieve the greater goal.'	Yes, I still occasionally experience it	
94	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Australasia	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	30+	Yes	Technology	Above entry level position	Client Services Manager	Business-focused short courses	Business	21-25 years	21-25 years	No, I moved for other reasons	I neither changed very frequently nor stayed somewhere extraordinarily long	Yes, up to 2 years	Yes	Yes, I became a board member after reaching my position	Yes, more than one	I benefitted from mentoring in the past	Integrity	Trust	Personable	'Confidence; Constantly reflecting on my performance and learning from it.'			No	Yes, I still occasionally experience it
95	I am part of the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	Postgraduate Degree/Diploma or similar	Finance/Business	Before 18	No, I have previously changed career paths	Energy and utilities	Entry level position	Marketing Assistant	No	Management	16-20 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	Yes, up to 1 year	No	No	No, never	I never received mentoring	Ambition	Enthusiasm	Drive	'Opportunity.'	'Male orientated industry.'		Yes, I still occasionally experience it	

96	I am the direct deputy of someone within the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	25-29	No, I have previously changed career paths	Oil&Gas Industry	Entry level position	Data Entry Clerk	MBA (part-time)	Project Management	16-20 years	6-10 years	Yes, I moved regions	I stayed within the same organisation but changed departments frequently (bigger organisations)	3	No	N/A	No	No, never	I never received mentoring	Resilience	Range	Ideas	"Right place right time, and taking advantage of opportunities when they arise."	"Lack of connection in the industry, no mentoring, finding it hard to ask for help."	"How to translate my personal strengths into a package that employers want."	"Merit and ability matter little. Gender, colour, sexuality are much more important in this brave new world."	Yes, I still occasionally experience it
97	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Technology	23-25	Yes		Above entry level position	Management Trainee	MBA (part-time)	Diversity, Equity, and Inclusion	Up to 5 years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation but changed departments frequently (bigger organisations)	4	No	N/A	No	Yes, more than one	I benefitted from mentoring in the past	Gender(female)	Colour(black)	Sexuality (lesbian).	"Wokeness, progressive politics, cultural Marxism."	"Nothing, I'm a lesbian black woman, I tick most boxes."	"Merit and ability matter much more important in this brave new world."	Yes, I still occasionally experience it	
98	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17) A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	Before 18	Yes		Entry level position	Stage Manager	Leadership training	Technical Training	21-25 years	11-15 years	Yes, I moved regions	I changed organisations frequently	5	No	N/A	No	No, never	I never received mentoring	Courage	Brave	Honourable	"Without fear of others leadership and opinions."	"Lack of female support."	"Mentorships can support an otherwise lonely climb to the top."	Yes, I still occasionally experience it	
99	I am part of the leadership team	producer	Business Leader	Both	Both	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	23-25	Yes		Above entry level position	Stage Manager	No	N/A	21-25 years	6-10 years	Yes, I moved regions	I changed organisations frequently	4	No	No	No	No, never	I never received mentoring	Perseverance	Creativity	Openness	"Being willing to learn & change as necessary." "The willingness to never stop learning, and the hunger of always striving to be better. Always looking at projects, teams, different roles, and so forth, as an opportunity to learn something, and remembering that there is no such thing as "knowing everything". There is always an opportunity to grow and better yourself."	"Corporate mindset, sexism."	"Take 'a lateral move' if it matches what you prefer to do."	No	
100	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	19-20	Yes		Entry level position	Office Coordinator	No	N/A	6-10 years	6-10 years	No, I have stayed in my home region	I stayed within the same organisation but changed departments frequently (bigger organisations)	4	No	N/A	No	No, never	I benefitted from mentoring in the past	Tenacity	Transparency	Drive			"That it's important to speak up and have your opinion heard, regardless of your seniority. People tend to shy away from giving input because of their title or position - everyone's voice deserves to be heard and listened to."	Yes, I still occasionally experience it	
101	I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	Middle East	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	Apprenticeship	Engineering	21-22	Yes		Entry level position	Broadcast Engineer	Leadership training	Project Management	11-15 years	6-10 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	5	Yes, up to 6 months	Yes	No	No, never	I never received mentoring	Work ethic	Diligence	Self-satisfaction	"My family." "Ability to learn quickly and adapt, calmness in stressful situations, fairness for leadership position."	"Not so far."		No	
102	I am part of the leadership team	Technical Leader	Technical Leader	7 months contracts with 2 months off	Employed	Various	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	Yes		Entry level position	Freelancer	Leadership training	Various	6-10 years	Up to 5 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	4	No	N/A	No	No, never	I benefitted from mentoring in the past	Courage	Curiosity	Competitive	"Perfectionism, overthinking."	"Enthusiasm for the sector I worked in. Enjoyment at building relationships with both suppliers and customers. Dedication and never giving up attitude."	"Time constrictions having two kids. Husband who didn't like me working such long hours. Deep technical knowledge (sometimes)."	"I'm more focused on things I wish to learn in the future."	Yes, in the past
103	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Engineering	19-20	No, I have previously changed career paths	Defense	Above entry level position	Engineer	Leadership training	Technical Training	26+ years	11-15 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	4	Yes, up to 1 year	No	No	Yes, more than one	I benefitted from mentoring in the past	Enthusiasm	Work ethic	Confidence			"To be kinder and more understanding of people less confident than myself."	No	
104	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Finance/Business	Before 18	No, I have previously changed career paths	Finance	Entry level position	Auditor	MBA (part-time)	Legal	16-20 years	6-10 years	No, I have stayed in my home region	I changed organisations frequently	4	No	N/A	Yes, I became a board member before reaching my position	I am not sure	I benefitted from mentoring in the past	Diligence	Transparent	Innovative	"Diligence." "Inherent bias."	"Actual salary ranges." "You can ask for help! No one was modelling this as an option (mentoring etc). Things have become so much more open and there is so much more information and support about how to progress and seek support / advice to give help to others!"	Yes, I still occasionally experience it		
105	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Languages	25-29	No, I have previously changed career paths	Teaching	Entry level position	PR Coordinator	No	Coaching	21-25 years	21-25 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	1	Yes, up to 2 years	No, my partner's company didn't offer it	No	No, never	I never received mentoring	Diligence	Optimism	Passion	"My personality/strong people skills, creative skills, adaptability, diligence."	"Sexism; fear of authority; overly hierarchical organisations; lack of mentoring or good career development support/ advice, lack of confidence."		Yes, in the past	
106	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	PhD	Finance/Business	25-29	No, I have previously changed career paths	Consulting	Above entry level position	Sales Executive	Business-focused short courses	Writing	21-25 years	6-10 years	No, I moved for other reasons	I changed organisations frequently	5	Yes, 3+ years	No	Yes, I became a board member after reaching my position	Yes, one	I benefitted from mentoring in the past	Risk-taking	Communication	Work ethic	"Hard work." "Care issues."	"How to choose your life partner." "To believe in myself (not what people/men said around me) and my ability. Not to hold back, be bold and take risks."	Yes, in the past		
107	I am the direct deputy of someone within the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Law	Before 18	Yes		Entry level position	Administrative Assistant	MBA (part-time)	Leadership	26+ years	11-15 years	No, I have stayed in my home region	I stayed within the same organisation but changed departments frequently (bigger organisations)	4	Yes, 3+ years	No	No	No, never	I never received mentoring	Determination	Enthusiasm	Personality	"Going above and beyond, being present, making personal sacrifices."	"Domination of white male bullies and their perception of women in the workplace."		Yes, I still occasionally experience it	

108	I am part of the leadership team	Training Leader	Training Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Arts	19-20	Yes	Entry level position	Technician	Business-focused short courses	Management	11-15 years	Up to 5 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	4	No	N/A	No	No, never	I never received mentoring	'Determination, understanding my position in the industry as a woman and working well within teams of people from all backgrounds and experience levels.'	'Do what makes you uncomfortable and take every opportunity you never know where it will lead you!'	Yes, I still occasionally experience it					
109	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	25-29	Yes	Above entry level position	Journalist	Business-focused short courses	N/A	26+ years	Up to 5 years	Yes, I moved countries	I changed organisations frequently I neither changed very frequently nor stayed somewhere extraordinarily long	5	No	N/A	Yes, I became a board member before reaching my position	Yes, more than one	I benefitted from mentoring in the past	Focused	Ambition	Creativity	'Hard work.'	'Lack of personal belief.'	'That I am better than I think.'	No	
110	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Arts	21-22	Yes	Entry level position	Production Coordinator	No	Technical Training	21-25 years	6-10 years	Yes, I moved regions	I stayed within the same organisation but changed departments frequently (bigger organisations)	5	No	N/A	No	No, never	I never received mentoring	Diligence	Patience	Trustworthy	'The ability to communicate and deal efficiently with issues.'	'Being a woman in some respects.'	'Not sure there is anything.'	Yes, in the past	
111	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Engineering	25-29	Yes	Entry level position	Product Marketing	MBA (part-time)	N/A	11-15 years	11-15 years	Yes, I moved countries	I stayed within the same organisation but changed departments frequently (bigger organisations)	5	Yes, up to 6 months	No	No	Yes, more than one	I benefitted from mentoring in the past	Empathy	Perseverance	Work ethic	'Peoples skills, hard work, good leader.'	'I have a pan european Leadership role today based on a global company. I am not based in UK. I believe if based in the UK I would have gotten sooner to the role I am in.'	Yes, I still occasionally experience it		
112	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Theology	23-25	Yes	Above entry level position	Marketing Assistant	Business-focused short courses	Leadership	26+ years	6-10 years	No, I moved for other reasons	I changed organisations frequently	4	Yes, up to 6 months	No	Yes, I became a board member after reaching my position	Yes, one	I benefitted from mentoring in the past	Ambition	Determination	Tenacious	'Creativity in ideas, taking risks, standing out and keep on smiling and being nice to people.'	'Owning a company as a female at the age of 26 and not being taken seriously by senior males with budget.'	'That sometimes people like you and sometimes they don't but it doesn't matter as you will always have fans.'	Yes, I still occasionally experience it	
113	I am part of the leadership team	Business Leader	Business Leader	Owner	Owner	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Engineering	21-22	Yes	Entry level position	Technician	Business-focused short courses	Technical Training	26+ years	6-10 years	No, I have stayed in my home region	I changed organisations frequently I neither changed very frequently nor stayed somewhere extraordinarily long	5	Yes, up to 1 year	No, my partner's company didn't offer it	No	Yes, one	I benefitted from mentoring in the past	Independence	Drive	Pride	'A reputation for excellent work.'	'Being female, and introverted.'	'That I can run my own business.'	Yes, in the past	
114	I am the direct deputy of someone within the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	Eastern Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	MA/MSc/MBA Postgraduate Degree/Diploma or similar	Finance/Business	30+	No, I have previously changed career paths	Technology	Above entry level position	Marketing Executive	Marketing certificate/training	N/A	11-15 years	Up to 5 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	5	No	No	No	Yes, one	I never received mentoring	Personality	People skills	Drive	'Relationships with peers.'	'A job title is ambiguous.'	Yes, I still occasionally experience it	
115	I am part of the leadership team	Technical Leader	Technical Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Media	21-22	No, I have previously changed career paths	Various	Entry level position	Photographer	No	N/A	6-10 years	6-10 years	No, I have stayed in my home region	I neither changed very frequently nor stayed somewhere extraordinarily long	2	No	N/A	No	No, never	I never received mentoring						Yes, I still occasionally experience it	
116	I am part of the leadership team	Marketing Leader	Marketing Leader	Owner	Owner	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Sports	23-25	No, I have previously changed career paths	Physiotherapy	Entry level position	PR Executive	Leadership training	Marketing	26+ years	6-10 years	Yes, I moved regions	I changed organisations frequently I neither changed very frequently nor stayed somewhere extraordinarily long	5	Yes, up to 6 months	No, my partner's company didn't offer it	Yes, I became a board member after reaching my position	No, never	I benefitted from mentoring in the past	Creativity	Communication	The ability to listen	'Good role models, being in a dynamic industry where it's been hard to get bored, ambition and a great support network.'	'Lack of confidence, the old boy network, looking you g (no longer an issue!), conscious and unconscious bias.'	'The value of my network.'	Yes, I still occasionally experience it
117	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Technology	21-22	Yes	Entry level position	Technical Support Engineer	Business-focused short courses	Sales	26+ years	11-15 years	Yes, I moved countries	I stayed within the same organisation(s) for a long time	3	No	N/A	No	No, never	I never received mentoring	Tenacity	Passion	Work ethic	'Ability to communicate on multiple levels.'	'not speaking up for myself'	'That I am as good as anyone else!'	Yes, I still occasionally experience it	
118	I am part of the leadership team	Marketing Leader	Marketing Leader	Employed	Employed	South Africa	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	21-22	Yes	Entry level position	Account Manager	No	Languages	21-25 years	Up to 5 years	Yes, I moved regions	I changed organisations frequently	4	No	N/A	No	No, never	I benefitted from mentoring in the past	Diligence	Empathy	Enthusiasm	'Enthusiasm for what I do.'	'Size of the org, older colleagues blocking advancement, confidence'	'If others believe in you, you should believe in yourself.'	Yes, I still occasionally experience it	
119	I am part of the leadership team	Business Leader	Business Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Natural Science/Medicine	21-22	Yes	Entry level position	Administrative Assistant	No	N/A	16-20 years	6-10 years	Yes, I moved regions	I stayed within the same organisation(s) for a long time	Yes, up to 6 months	3 months	No	Yes, I became a board member before reaching my position	No, never	I benefitted from mentoring in the past	Commitment	Collaborative	Trust-worthy	'Building strong relationships and being honest and transparent.'			Yes, I still occasionally experience it	
120	I am part of the leadership team	Media Relations Leader	Marketing Leader	Both	Both	North America	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	25-29	No, I have previously changed career paths	Finance	Entry level position	PR Coordinator	Business-focused short courses	HR	26+ years	Up to 5 years	No, I have stayed in my home region	I stayed within the same organisation(s) for a long time	3	Yes, up to 6 months	Yes	No	Yes, one	I benefitted from mentoring in the past	Work ethic		'Hard work.'				
121	I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	Up to GCSEs (normally taken around age 15-17)	I started working straight away	N/A	Before 18	No, I have previously changed career paths	Various	Entry level position	Helpdesk analyst	Business-focused short courses	Technical Training	26+ years	Up to 5 years	No, I moved for other reasons	I changed organisations frequently	3	Yes, up to 6 months	No	No	No, never	I benefitted from mentoring in the past	Positivity	Drive	Passion	'Networking.'	'Children (oops)'	'It's all about behaviour'	No
122	I am part of the leadership team	Business Leader	Business Leader	Both	Both	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	BA/BSc/BBA Undergraduate Degree or similar	Languages	25-29	No, I have previously changed career paths	Various	Entry level position	Sales Coordinator	Business-focused short courses	Leadership	21-25 years	6-10 years	No, I moved for other reasons	I stayed within the same organisation(s) for a long time	Yes, up to 6 months	3 months	No, my partner's company didn't offer it	Yes, I became a board member after reaching my position	I am not sure	I am still being mentored	Determination	Being structured	Work ethic	'Ability to work across all areas of business, very supportive husband especially when children were young, financial necessity.'	'I was only bread-winner in family, and fact that I'm a main shareholder so business has to succeed.'	'No one really knows what they're doing!'	Yes, I still occasionally experience it

I am part of the leadership team	Operational Leader	Operational Leader	Employed	Employed	Western Europe	A level or equivalent qualifications normally taken (18-19, qualifies to attend university)	I started working straight away	Media	21-22	Yes	Entry level position	Sound Assistant	Business-focused short courses	Technical Training	26+ years	11-15 years	Yes, I moved countries	I stayed within the same organisation but changed departments frequently (bigger organisations)	Yes, up to 24 years	No	No	No, never	I never received mentoring	Self-awareness	Dedication	Fairness	"I am confident, a good communicator and accountable."	"Personal responsibilities."	"Trust your instincts."	Yes, I still occasionally experience it
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