

INSIGHT



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MT 2020

VISION

OxWIB
OXFORD WOMEN IN BUSINESS

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President's Message

Amita Singh



Welcome to Insight

'Vision' is an apt theme for our Michaelmas edition of Insight. These unprecedented times have caused an upheaval of our daily norms and prompt us to consider our collective visions for the future and the 'New Normal'. Our writers have taken inspiration from Black Lives Matter and the gender equality movement to reflect upon broader societal changes, and the visions they present, all in the midst of the pandemic.

Within this edition, there is also a focus on mentorship with insights from both mentors and mentees on the value of mentorship in helping us bring our own personal visions to fruition. OxWIB's mentorship programme that began last term has been hugely successful and our members have been lucky enough to receive advice from over eighty women in business around the world.

I would like to thank all of our writers for their contributions to this edition as well as our incredible editors Leia, Cai, Liza, Mary and Nevena for doing such a fantastic job creating graphics and bringing the magazine to life. I hope you enjoy reading these articles as much as I did and that they inspire you to reflect on your own vision for the future.

Amita Singh
President, Michaelmas 2020

NOTES FROM THE EDITORS

Mary McBain, Graphics Editor

I am so grateful to have worked with Nevena and Leia to bring this term's Insight edition to life. The theme of 'Vision' is so important at the moment and I hope this has been portrayed in both the fantastic articles and the accompanying graphics. I have loved this process and so I hope you enjoy reading Insight MT20 as much as I have enjoyed designing it. We also hope you'll be encouraged to write for our HT21 Insight or even join the HT21 OxWIB committee. I hope you're all well and ready for another fantastic year of OxWIB and university!

Nevena Slavova, Graphics Editor

Once again, it has been a joy to see the magazine come to life. The theme of 'Vision', as Mary pointed out, is key and with this issue we showcase OxWIB's core vision of inspiring and helping young women at the university in achieving their ambitions, whatever they may be. You'll notice the emphasis on mentorship, with several highlights from our own mentorship programme - we hope you'll consider taking part! 'Vision' also places at the forefront important social issues, such as gender and race inequality. From spotlights on Black Lives Matter to the Glass Ceiling, we hope you enjoy Insight and take to heart some of the advice offered by the inspirational women who've contributed to this issue.

Leia Liew, Content Editor

Hi all! Welcome back to Oxford and Michaelmas Term 2020. It's sufficient to say that these have been trying times for all of us but I'm glad that we are all back in this beautiful city of spires. OxWIB has worked hard these past few months and I'm delighted to present the 7th edition of INSIGHT! In light of the global events that have occurred in the past few months, this theme of 'Vision' has been apt in capturing the essence of change and inspiration. It has been an absolute pleasure editing such a varied and eclectic mix of articles, and I can assure readers that there are nuggets of knowledge to gain from each and every piece. A huge thank you to the amazing editors Mary, Nevena, Cai and Liza for curating this wonderful edition of INSIGHT as well as all the writers for their contribution. I hope you enjoy the rest of this magazine and the rest of this term!

WALK THE TALK

Envisioning Diversity and Inclusion in the Workplace

Calista Chong
Lady Margaret Hall

In the 1960s, Diversity and Inclusion (D&I) was a moral desideratum – something on many companies' to-do list, but seldom prioritised. Over time, however, D&I has been rebranded as a business imperative. Organisations now recognise that their long-term competitiveness is tied to their commitment to diversity, and have integrated diversity philosophy into their value statements. While increasing diversity and inclusion has been the vision of countless corporations, how do we go beyond feel-good pledges and make good on our promises?

D&I manifests in different forms – there are diversity training and hiring tests to reduce bias in recruitment, performance ratings to ensure fairness in promotion, and grievance procedures to identify and rehabilitate prejudiced managers. But what does Diversity and Inclusion actually mean? Diversity refers to the coexistence of differences and similarities in individual and organisational characteristics. Visible diversity markers include race, gender, age and physical abilities; invisible diversity traits include sexual orientation and educational background. Inclusion, while closely related, is conceptually distinct. An inclusive workplace is an environment where all individuals are treated fairly, have equal access to opportunities and can contribute fully to the organisation's success. Evidently, diversity is not synonymous with inclusion – understanding this is the first step to ensuring that companies do not prioritise the former to the detriment of the latter.

In a survey conducted by Forbes Insight, 65 percent of surveyed companies have an official recruitment programme to compose a diverse workforce, but only 44 percent of companies have programmes in place to retain diversity in the workplace. A 2018 McKinsey study, *Women in the Workplace*, found that while companies report a greater commitment to gender diversity, the proportion of women at every level in corporate America has hardly changed since 2015, especially women of colour. Only half of all employees think that their company sees gender diversity as a priority; 20 percent of employees

think that their company's commitment 'feels like lip service'. At a glance, the statistics suggest that the partial execution of D&I limits its effectiveness; careless implementation might even make these initiatives appear perfunctory.

Further research reveals that D&I initiatives might counterproductively disadvantage women and minorities in the workplace. According to the Institute for Gender and the Economy, this inadvertently happens because minority applicants are less likely to whiten their résumés for employers with anti-discriminatory value statements, as they are perceived to value diversity. Yet, despite the explicit pro-diversity language in job postings and value statements, the researchers noted no decrease in organisational bias against racial minorities — the patterns for callbacks were largely similar to organisations without a stated commitment to D&I. This highlights two bleak observations: pro-diversity value statements potentially serve as "bait", giving minority applicants a false sense of reassurance to reveal more of their identity or background; neither do they immunise their staff from entrenched bias in the hiring process.

Even after getting the job, employees from underrepresented groups may feel alienated by D&I initiatives, as these policies often increase their 'belonging uncertainty', where they attribute setbacks at work or the animosity from peers and managers to the nagging feeling that that they 'do not truly belong'. The label of 'diversity hire' becomes an encumbrance when employees have to work doubly hard to fight the stigma that they are less capable and deserving of their achievements as they have benefited from an 'unfair' preference due to their identi-

ty or background. What explains the pitfalls of such a promising endeavour?

D&I becomes performative when a one-size-fits-all or check-the-box approach to D&I implementation deepens prejudice. Dobbin and Kalev (2018) found that when diversity training is 'mandatory' or introduced with an 'external' rather than 'organisational rationale' (like avoiding a law-suit), this implies that external government mandates are controlling employees' behaviour and coercing the organisation's commitment to diversity. This in turn ignites feelings of resistance and anger, which are exacerbated when diversity training is framed as punitive or remedial. Starbucks, for instance, sent 175,000 workers to diversity training following the controversial arrest of two black men at one of its stores. Majority groups also reported feelings of exclusion in anti-bias training about multiculturalism, as they are portrayed as the outsider or antagonist. At times, a celebration of differences in anti-bias training even reinforces harmful stereotypes about a particular race or gender by making them more cognitively accessible. Don't think of a pink elephant? Well, that's what I thought.

How, then, do we make D&I work? A true commitment to D&I starts with a sincere pledge. Crafting the 'right' D&I vision for an organisation sets its initiatives up for success. Carnes et al. (2019) recommend diversity statements that are 'aspirational', 'emphasise autonomy' and 'express [the] value [of] difference'. Aspirational statements avoid the assumption that equity has been achieved under the veil of meritocracy and illusion of fairness. An emphasis on personal choice rather than compliance prevents employees from feeling as if they are steamrollered into adopting pro-diversity practices. Lastly, recognising the impor-

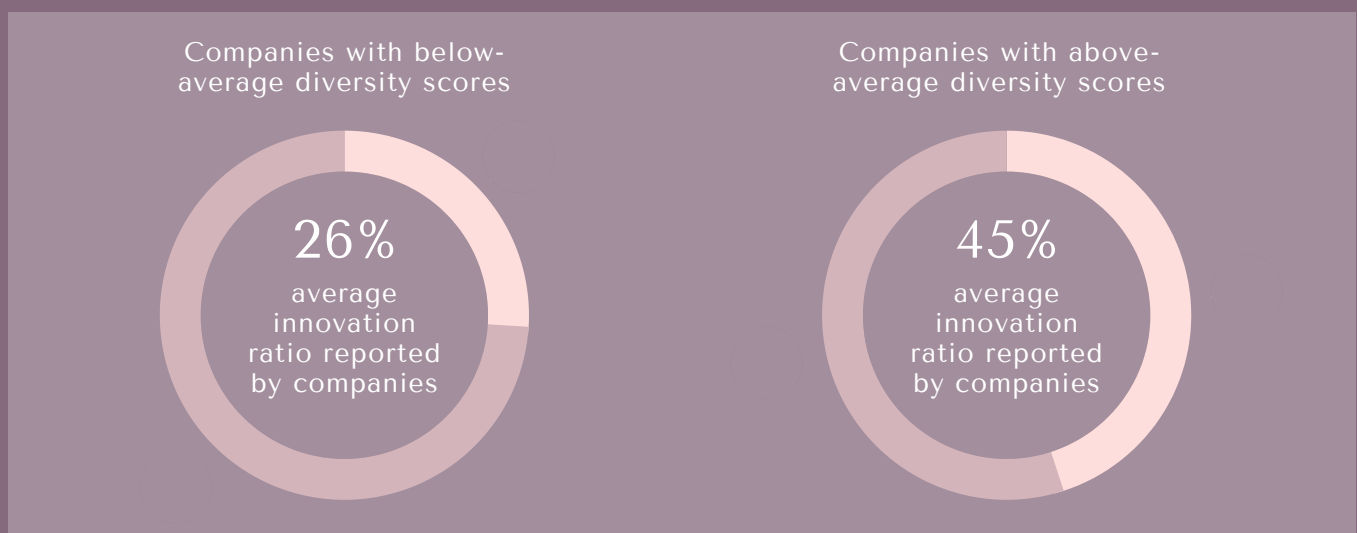
tance of multiculturalism trumps colour-blind statements that purport to acknowledge our 'common humanity'. Successful D&I doesn't end there. Dobbin et. al suggest reframing diversity initiatives as a form of voluntary and preemptive education that contributes to profitability, rather than a mandatory stopgap in response to a scandal. To avoid caricaturing employees from underrepresented groups and alienating the majority, organisational inclusion has to be fostered at the individual level too. While diversity initiatives target social identities in recruitment, inclusion initiatives should complement these efforts by valuing the multifaceted identities and unique experiences of individuals, rather than treating them as archetypes of a single community to which they belong. This can be achieved by increasing organic contact through self-managed teams and cross-divisional training.

Furthermore, companies should also consider complementing diversity training with mentoring or 'reverse mentoring' programmes that are made accessible to all. The benefits are two-fold: underrepresented employees will

not feel slighted by surface-level inclusion as they can rely on genuine support networks in the organisation; managers also develop a better understanding of their employees' capabilities and concerns through meaningful interaction. Lastly, instituting a system of social accountability helps improve D&I outcomes, as diversity task forces implement useful checks and balances for highlighting inconsistencies and questioning inherent bias. While the right value statement, policies and metrics achieve organisational diversity, inclusion concerns the intangibles and only can be achieved through a cultural shift that permeates micro-level interactions. Today, corporations are already dropping the 'D&I label' in favour of new corporate speak that has a greater focus on inclusion – think 'balance' and 'belonging'. Envisioning diversity and inclusion in the workplace is a perpetual exercise that has to evolve with the times.

Ultimately, 'achieving' D&I is a chimera when we recognise that there is no final or satisfactory 'destination' at which we can arrive. Nonetheless, it is a worthwhile journey on which many firms embark. Will they finally walk the talk?

Fig.1 Companies with more diverse leadership teams report higher innovation revenue



Source: BCG diversity and innovation survey 2017

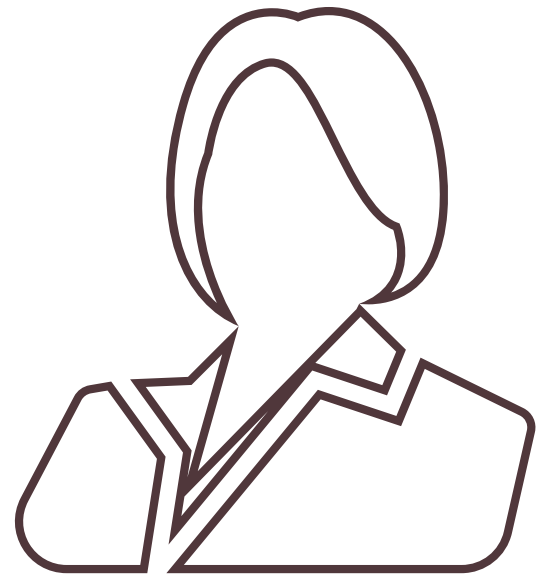
Mentoring Matters...

Hannah Kidner, St Catherine's College

Throughout lockdown I took part in the OxWIB Mentorship Program as a mentee. I'd been recommended to thrive in the business world, everyone should find themselves a mentor... so I jumped at the opportunity!

I had a fantastic experience on the OxWIB programme. It is important to first establish what makes a successful mentor. What makes a successful mentorship programme work? A mentor's role is to use their experience to help guide their mentee into reaching an understanding of their career or life goals and what next steps must be taken in order to achieve them. A mentorship programme begins with pairing 'mentees' with a 'mentor'. More successful programmes, like OxWIB's, invest time in pairing people with similar experiences, interests and life goals. As we all know, having a strong network is key to succeeding in the business world. However, from my experience on the OxWIB programme, a great mentor (as I was lucky enough to have!) is more than another person in your business network. A great mentor plays an active role in guiding a mentee on how to use their network, as well as helping them to grow their network further, through encouragement and making introductions. More importantly, successful mentorship programmes see strong relationships forming between mentor and mentee and the latter grow in confidence and clarity of focus.

In 2019 Forbes ran a study on the importance of mentorship in business. Interestingly it discovered over 70% of companies on the Fortune 500 offer their employees mentorship programmes. Several studies have been carried out on the role of mentorship programmes and they all draw similar, and probably expected, conclusions: they are beneficial to employee outcomes. SAP Research evaluated 30 years of mentorship research to conclude mentorship programmes improve career outcomes, as well as employee inclusion, retention and engagement. Many businesses have been founded on commercialising the service of mentorship programmes in the workplace. Gov.UK offers lists of free and paid-for business mentors. Clearly the schemes only operate because mentorship has proven to have significant positive impacts on business performance productivity.



Mentorship programmes also serve a different purpose in the business world: as a means to an end. Through research it becomes evident that the majority of top commercial law firms, consultancies, finance companies run mentorship programmes, and network groups, targeted at specific marginalised groups, motivated at improving their companies diversity and inclusion. Women's only mentorship programmes are commonplace and this is not exclusive to the business world. More research must be invested in how successful mentorship programmes are in promoting diversity, or are they being used by companies to excuse a lack of any further, necessary, efforts to diversify the workplace. Worldwide, national and international, charities use and run mentorship programmes directed at improving the poverty and educational attainment gaps.

There seems to have been a growth in opportunities for free mentorship during covid-times, whether from increased time, awareness or demand. If one considers the University of Oxford alone, covid-times seems to have sparked a boom in student led mentorship programme initiatives. At a basic level one could argue the college family system, matching fresher's to older students, based on subject, is a form of mentorship programme. During lockdown, we have seen the launch of numerous student led mentorship programmes, directed at improving access to Oxbridge and Russell group Universities including Zero Gravity, UniPear, OxPath, to name a few.

Advances in technology are making it easier and easier for many mentees to find and chat with mentors. Social media groups (Facebook and LinkedIn etc.) have enabled people to readily find experts in their field and, from experience, many are all too happy to share their experience and offer guidance. Similarly, developments in video calling, encouraged by covid-times, have made international mentor-mentee meetings possible. The mission to find a suitable mentor is no longer limited by distance, and travel time and costs. Alternatively, when access to technology is limited, running the mentorship programmes virtually is not possible and these schemes were very vulnerable in covid-times. When the facilitators of the mentorship programmes closed (schools and office) the programmes were interrupted, or cancelled. The charity KITE Oxford-Nairobi had to put its annual mentorship programme on hold: the programme normally works to partner mentees from secondary schools and mentors at Universities in Nairobi, Kenya, with the aim to reduce school drop-out rate. Similarly, in the UK, online-education during covid-times caused difficulties when students were unable to readily access a computer.



There is no doubt that the OxWIB Mentorship Programme shaped my lockdown experience. Through the regular mentorship meetings I was able to discuss what I want to do with my life following my graduation, as I am about to enter the final year of my degree. This felt particularly valuable after covid-times cut my time in second year short. Mentorship programmes are another form of education and I would definitely recommend it. I am grateful to OxWIB for organising and running the programme. It was a very worthwhile experience. The guidance OxWIB provided, providing themes to focus on during each of the mentorship meetings, was useful in giving structure to the discussions. I want to say a huge thank you to my mentor Efrat, who has made the programme for me. Not only has she helped me form a clearer idea of what next steps I must take, but has inspired me to be more proactive in striving for them, as well as giving me support, connections and encouragement to do so. I have really appreciated it. I hope that I can return the favour in years to come by similarly offering myself as a mentor in the future - once I have gained more insight and experience into the business world!

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MILLENNIAL MENTOR:

COMBAT IMPOSTER SYNDROME AND ACHIEVE YOUR VISION



Most of us experience it in one form or another: The pre-meeting anxiety, the post-meeting regrets and the fear of failing your superiors. According to recent studies, 49% of millennials live their work lives in anxiety, battling the so-called Imposter Syndrome. The name says it all: You feel like a fraud, success is just about being lucky, and you are not deserving of praise since you are clearly not qualified for anything you do. Of course, these feelings might not be factually true, but it is difficult to argue with your emotions.

There is still confusion as to why our generation is disproportionately affected by this phenomenon, which itself was only identified in 1978.

We are typically more highly educated than any generation before us, we have high levels of digital literacy, and we typically value flexibility: On paper, we are perfect for the current and future job market. But then why do we not feel that way? Some experts claim that it is because of a connection between social media use and severe perfectionism, some refer to a lack of representation leading to the effect of feeling out of place, and others believe that negative childhood experiences are the origin.

Wherever it comes from, it holds us back. Imposter Syndrome causes us to second guess our actions and takes away from potential



power moves. I ended up submitting this article two days late because I too was experiencing imposter syndrome, re-examining every single word before finally submitting my work. Imposter syndrome drains our confidence and keeps us up at night. It feeds off of the heavy public critique the young leaders we aspire to be receive, who are bringing the change our world needs to desperately but are then reduced to their age and seemingly lack of experience. But how do you address a problem that so many of us seemingly cannot solve?

I believe that we need to see this issue in two separate but non-exclusive ways: First, we have the symptoms of the issue, the anxiety. The manifestation of this anxiety will look differently for everyone. Some of us won't get through a presentation without petrifying stage fright, others will put their entire article through a thesaurus just to end up with the original wording.

Secondly, we also have the underlying cause, the thing that triggers the anxiety and sets a whole process of self-sabotage in motion. While this process also expresses itself differently in every one of us, there is a common strategy that

we can all use and support each other in overcoming it: building confidence. Based on the ancient concept of fake it 'til you make it, we need to create space in our lives to focus and nurture our strengths in a way that takes away from what we do not feel qualified for. Purposefully dedicating brain space to highlighting what you are doing well and how you can capitalize on your strengths is a powerful way to re-wire your neurology to positive pathways.

Depending on what your strengths are, this rewiring starts and evolves in various ways, which in return will mirror your strengths as well. You might start a daily journal where you reflect on what you managed well, or check in with your friend, parent (or pet!) of choice to talk things through in a positive light. But eventually, overcoming imposter syndrome happens by taking action and trusting yourself, your abilities, and displaying these competencies to others.

To ensure that you also find these positive conversations in the work environment, finding a mentor is another tactic. Mentoring is a great tool which



brings people together, who often wouldn't have formed a relationship otherwise. Connecting with someone who differs from you in terms of experience has more benefits than we can count, one of them is the authentic exchange and life-long lessons that are difficult to reproduce in any other way. Mentoring has long moved on from being a top-down, hierarchical tool. It's a two-way street, where both participants have valuable experiences and skills to share. Mentoring comes in many forms, one of them being reverse mentoring, where the seemingly less experienced partner mentors the seemingly more experienced one. For millennials, this is a great place to implement your new positive neurological pathways into social situations. Older generations have a lot they can learn from us, and vice versa. Why not take the opportunity to open the dialogue and benefit from each other?

And yes, I do realize that I am recommending mentoring in the middle of a pandemic, the irony is not lost on me. However, thanks to the current digital transformation, most generations have now had to fully engage

with technology enough to utilize communication tools effectively. Mentoring too has moved to online solutions, where finding a partner and connecting is no longer a process of chance and mutual connections.

And while this is for sure not the fix for feeling like an imposter in your next online meeting, it might just be one of the things that will empower you to speak up anyway.

P.s.: You are unsure if Imposter Syndrome affects you?

Take the test and find out!

<https://paulinerosecience.com/pdf/IPTestandscore.pdf>

By Anna
Berenbrinker
Volunteer Vision

AGGRESSION, ASSERTIVENESS AND AMBITION

PERCEPTIONS OF WOMEN IN THE WORKPLACE

Abigail Howe
Magdalen College

In a viral video, Nicki Minaj reflected on the challenges of being a woman in the rap world, saying that, although she is inspired by her male peers, there is a double standard: 'When I am assertive, I'm a bitch. When a man is assertive, he's a boss. He bossed up. No negative connotation behind 'bossed up', but lots of negative connotation behind being a bitch.' This clash in perception also applies to the workplace; a 2014 study of American performance reviews found out that women were likely to be criticised for behaviours which men are actively encouraged to cultivate – like aggressiveness, assertiveness and ambition.

The situation isn't better in the UK – '43% of female employees say they have directly experienced being judged more negatively than men for exhibiting the same behaviour in the last 12 months', according to Murray Edwards College's study of gender bias in workplace culture. The numbers grow further when extended beyond personal experience – '53% of women report seeing female colleagues being judged more negatively when they behave in the same way as men in the last 12 months' while 'only 18% of men have noticed this happening to female colleagues over the same year'. This issue is then compounded for women of colour, with many having to deal with being labelled 'competent but hostile', with their perceived skill being limited by biases surrounding their gender and ethnicity.

While Sheryl Sandberg has urged women to lean in and speak up in the workplace so they can 'boss up', it's not that simple. According to a Harvard Business Review study, 'gender inequality may not be due to how women actually act but in how people perceive their actions'. From a woman, an action can be interpreted as micromanaging, manipulative or even just mean. From a man, it's 'leadership material' and rewarded as such.

One Forbes article analyses this discrepancy, claiming that 'the very same word used fawningly of male titans of industry becomes a subtle dig when used to describe a woman... An ambitious woman in the workplace is viewed as difficult, abrasive, and accused of not being a team player – in short, a supervillain-level threat to the status quo and to her male colleagues'. In fact, ambition is not shameful. It's about knowing your own value and refusing to let others forget that.

This double standard has an impact across the workplace. Diversity is damaged, progression is made more difficult and success is complicated. Currently, top venture capital firms are 92% male – when it comes to funding, female founders only receive 12% of all venture capital invested. For law firms, more women are qualifying than men but they are not progressing within the workplace; 'only a fifth of senior lawyers – or partners – were female' and 'most firms only increased the proportion of women in their partnerships by a percentage point or less year on year'. Even if you take over progression yourself by setting up a start-up, 40% of female founders say they frequently encountered gender bias with 24% reporting that investors had been less willing to invest in women.

So, what can be done about this clash in perception? It's all about vision, widening our understanding of how men and women can (and should) act. Companies – at all levels – need to foster an inclusive discussion about gender and disparity in the workplace. Open discussion can help to counter unconscious bias which leads to damning perceptions of women. Effective allyship can ensure that women's concerns are not undermined by those with differing life experiences. Internalised sexism must also be faced – in a study regarding perceptions of resumes and applications (with only the gender changed), women and men were equally guilty of seeing men as significantly higher in terms of 'competence and hireability'. Beyond quotas and face-to-face meetings, it's attitudes which need to be addressed so long-term change can be effective.

Nicki Minaj concluded her interview boldly: 'You have to be a beast... that's the only way they respect you'. This may apply for the world of rap but moving forward perceptions of 'acceptable behaviour' how women in the workplace is the only way to eradicate gender bias in business. Whether behaviour shows exceptional leadership ability or is cutthroat and inappropriate, it should be judged independently of the individual's gender.

MENTOR EXPERIENCES WITH...

Rachel Welch-Phillips



HOW WAS YOUR EXPERIENCE WITH THE OXWIB MENTORSHIP PROGRAMME?

I have thoroughly enjoyed my experience with the OxWIB Mentorship Programme. The materials provided to guide the conversation were very helpful and provided useful thinking points to kick off discussions. Communication was efficient and effective from the organisers and I am looking forward to having a virtual coffee with the mentor colleague I have been paired with!

TELL US A LITTLE MORE ABOUT...

...YOUR CAREER

Being a lawyer is more like my second career – before law school I was an environmentalist working in the energy sector. I completed a BA and an MPhil in Environmental Policy and continue to be extremely passionate about environmental causes. Working in the policy arena as an environmentalist, I inevitably found myself working with a lot of lawyers and this peaked my interest. I have not become an environmental lawyer but I continue to involve environmental considerations in what I do: as an Aviation lawyer at Bird & Bird I advise airline clients on carbon emission regulation, and contracts for monitoring and verification.

...YOUR BACKGROUND

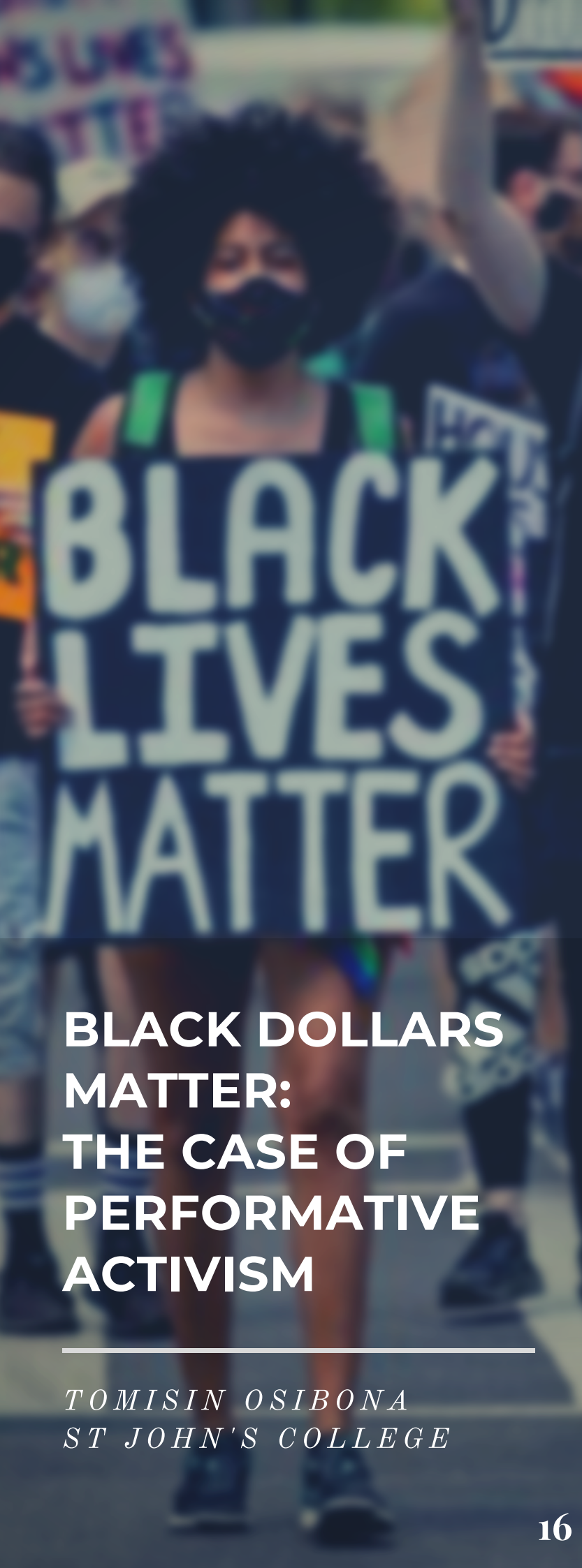
I was born in Trinidad and Tobago to a half white English, half Afro Caribbean mother, and a half white Portuguese, half Afro Caribbean father. My father was a career diplomat and at the age of 8 our family moved to Caracas, Venezuela where we stayed for almost 10 years. I then moved to the USA to complete my undergraduate degree, during which period I completed a study abroad program in Florianopolis Brazil. I then came to the UK and completed my MPhil at Queens College at the University of Cambridge. I have lived in the UK ever since!

WHAT DO YOU THINK ABOUT MENTORSHIP MORE GENERALLY?

Mentorship has played a huge role in my career. I am very fortunate that every step I have taken has been accompanied by mentors who have encouraged and supported me along the way, starting with my parents who are both university graduates themselves, and my godfather who founded his own law firm in the City in recent years. However I completely acknowledge my privilege in this regard – it is a unique blessing I have had all my life that has made a significant impact on my progression. I believe that mentorship opportunities need to be made available to all those who wish to make good use of them and I will always put myself forward to be a part of such opportunities. In particular mentorship opportunities are less available in diverse and minority communities that are currently underrepresented in many of our nation's registered professions. I believe that making myself visible and accessible as a black woman in the law is the first step to addressing such disparities.

HOW WAS YOUR RELATIONSHIP WITH YOUR MENTEE?

I was very fortunate to develop a very open and honest relationship with both my mentees. They shared with me freely which encouraged me to do the same. They came to every interaction prepared with what they hoped to learn and I don't think they realised it but they had also prepared to teach – I learned a lot from each interaction.



In the wake of the death of George Floyd at the hands of the US police, numerous companies from a range of sectors spoke out in solidarity with the Black Lives Matter movement. With everything from donation pledges to statements of support to black squares on Instagram, it seemed that no-one wanted to miss out on the opportunity to let us know that they, too, believe that black lives matter.

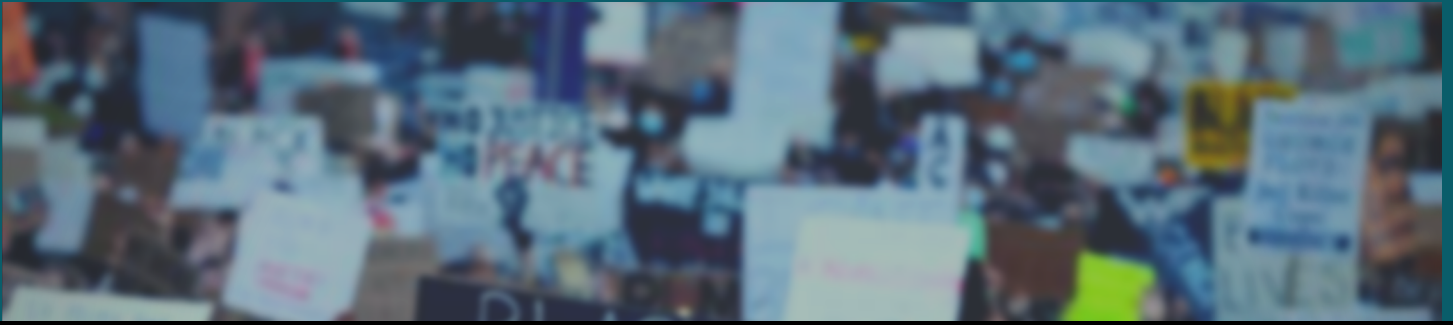
In recent years, there has been a rise in companies trying to engage in political, social and environmental activism. The 2018 Edelman Earned Brand study, which took place across 35 countries, found that 64% of consumers choose or avoid brands based on the brands' stances on important issues. In other words, as a brand, the risk of staying silent is now much greater than that of speaking out. To stay silent on issues that matter is to risk potentially irreparable reputation damage as well as losing customers and even millions in sales.

On the one hand, companies speaking out in support of the Black Lives Matter movement is beneficial. It raises awareness about institutional racial injustices which may then spur consumers into action and put pressure on those in power to effect change. I, for one, am grateful that black children today are growing up seeing global support for the Black Lives Matter movement in contrast to just a few years ago, when supporting the right to the peaceful existence of black lives was considered to be social and career suicide (see: Colin Kaepernick).

Yet, on the other hand, it often seems as though firms are using real lives, real deaths and real pain for commercial gain. The momentum caused by the resurgence of the Black Lives Matter movement has made many companies feel obligated to publicly support the movement with little substance behind their black squares. Black Lives Matter has been commodified and monetised such that speaking up for it is now a corporate branding tool. It is a checkbox action in order to save face and, ultimately, to protect profits.

BLACK DOLLARS MATTER: THE CASE OF PERFORMATIVE ACTIVISM

*TOMISIN OSIBONA
ST JOHN'S COLLEGE*



"If you truly care about black lives and diversity as so many organisations have claimed, then the faces on your board of directors should prove it."



Despite all the cries that 'we are committed to the fight against racial injustice', black people only hold 1.5% of the top management roles in the UK's private sector. Furthermore, there is only one black CEO of a FTSE 100 company - Arnold Wayne Donald of Carnival PLC. These statistics do not align with the resounding call for 'diversity and inclusion' that has taken hold of the corporate sphere in the last few years. Diversity and inclusion is much more than making a black person the face of a brand. The people who hold power within a company should reflect their customer base. This is especially significant considering that black British spending power is now worth £300 billion.

Firms need to be examining their own roles in perpetuating racial inequality rather than using a vague statement to shift the blame onto some invisible other. Then, they can post their black squares. We are not all in this together. You are part of the problem. Everyone seems to hate racism so why are we having these conversations? Companies need to stop being scared to acknowledge their complicity in maintaining the status quo and, instead, honestly confront the ways in which they may be hindering the advancement of black people. We want to see more black people with decision-making power and leadership roles within companies. We want to

see a conscious effort being put into closing the racial pay gap. We want to see unconscious bias being tackled. What we don't want to see is blatant virtue signalling and performative activism.

A good example of corporate support for Black Lives Matter was by the brand Yorkshire Tea who admitted that they were "taking some time to educate ourselves and plan proper action before we post". Change is not going to take place overnight, we need well-thought out sustainable measures rather than rash PR moves. Likewise, various companies have pledged money to organisations that work to combat racial injustice as well as grants to black-owned businesses. This is what meaningful and actionable support looks like.

As Martin Luther King, Jr. said in his 1967 'Where Do We Go From Here' speech, 'if you respect my dollar, you must respect my person'. The energy that companies put into obtaining money from black people should also be put into preserving their lives and protecting their livelihoods. As always, actions speak louder than words. It is not enough to post a black square and return to business as usual. If you truly care about black lives and diversity as so many organisations have claimed, then the faces on your board of directors should prove it.



MY MONTH AS A CONSULTING INTERN



My name is Francesca and I'm a third year Earth Scientist at St Anne's College. This summer I worked for GlobalData, a business intelligence company, and wanted to share my experience of the internship with OxWIB

Francesca Carver
St Anne's College

Business Intelligence simply means that the company provides its clients with extensive resources of information so that they can go on to make more informed decisions as to what is best for their organisation. GlobalData was formed in 2016, after the consolidation of several other well-established data and analytics providers, giving the company information dating back over 50 years. This is a classic example of many smaller companies within the business intelligence sector, which focus on specific regions and industries, being acquired to provide a larger, more comprehensive and extensive service to the new company's customers.

The company and foundation were founded by Mike Danson, a St Anne's alumnus, who graduated with a degree in law before going on to work at a consultancy firm post-university. Before GlobalData Mr Danson had also previously founded Datamonitor Plc in 1990 which sold only 17 years later for £502 million.

I personally find his story particularly inspiring and as a fellow Stanner it was a real pleasure to 'meet' Mr Danson himself.

I say 'meet' in quotation marks as this internship took place in a virtual setting – something most current students dread after hours of zoom classes and pre-recorded lectures. Despite the initial disappointment of hearing the internship would take place entirely virtually, due to Covid-19, I felt lucky it was still going ahead after so many other internships had been cancelled.

I was interning in the consulting sector of the company and Suzanne Armengol, the Head of Consulting for Europe, was my mentor. This seemed intimidating at first, especially after my initial call with Suzanne where I had the pleasure of telling her how little experience of consulting I really had. However, after a few meetings I felt far more equipped to complete the work I was given. Suzanne covers the Aerospace and Defense, Mining, Energy and

Construction verticals and so the majority of my projects were based in these areas.

One of my projects was for a European Energy company that was looking to invest in renewable energies and wanted a forecast of the electricity prices in three European cities. I was unaware of how quickly proposals needed to be written in order to win clients' business and I was much in awe at the speed at which Suzanne conducted her research and put together often complex and detailed solutions for the client - within a maximum of 48 hours. With help I put together a suitable solution and managed to write my own proposal in the time frame (naturally edited by Suzanne and the rest of team before being sent off). The projects that followed then became consecutively less intimidating and I had the opportunity to work on industries from Water Drainage Systems to Domestic Heating - very interesting stuff for an Earth Scientist!

What I really loved about this internship was the opportunity to volunteer at one of the Foundation's Charities. For my last two weeks I did some work for PEAS, Promoting Equality in African Schools, which has a network of schools in Uganda and Zambia. PEAS schools are more accessible for the local children which encourages parents to send all of their children to school. This means girls are far more likely to be given an education, which is shown to

improve and elevate the local community as a whole.

I was given the chance to write some promotional material for future sponsors using stories collected from students and parents at the school. It was particularly eye-opening hearing the stories of what it was like learning in lock-down in Uganda and Zambia. The national curriculum was being read out over the radio meaning only those with access to a radio could participate. This put into perspective how lucky I am to have such advanced tools for learning at home and that the ability to work from home is in fact a real privilege.

In summary, I absolutely loved my month at GlobalData and am so thankful to the Head of the Internship Programme, Lin Denham, and the whole team at GlobalData for putting together such an engaging and informative experience. Despite the occasional silence on zoom, it was packed full of skill sessions, socials and exciting projects to get involved with. I also now understand the importance of problem solving under pressure in consulting, and shall be practising this as I prepare for future consulting internships and jobs.

Finally, I would highly recommend anyone interested in consulting or data analytics to apply!



New Levels, New Devils

Three tips to overcome obstacles and crack the glass ceiling!

Chantal Sathi

Chantal Sathi was recently appointed as an Oxford University's Alumni Board member. The Board consists of 20 global thought leaders who advise Oxford University's Alumni Department on engagement strategies on communications and business developments that support the university's strategic priorities. She is also a mentor for Oxford's Women in Business Society. In September she hopes to transition from Toronto and work for the Commonwealth Games Federation in Central London to construct the Commonwealth Sports Restorative Justice Charter. The charter will launch at the 2022 Birmingham Commonwealth Games and consists of four declarations addressing four specific post-colonial challenges that hinder peaceful sustainable development in communities across the Commonwealth: The Mistreatment of Indigenous and First Nations People; Slavery and Indentured Servitude; Religious Sectarianism; and Post-colonial Conflicts and Destabilisation.



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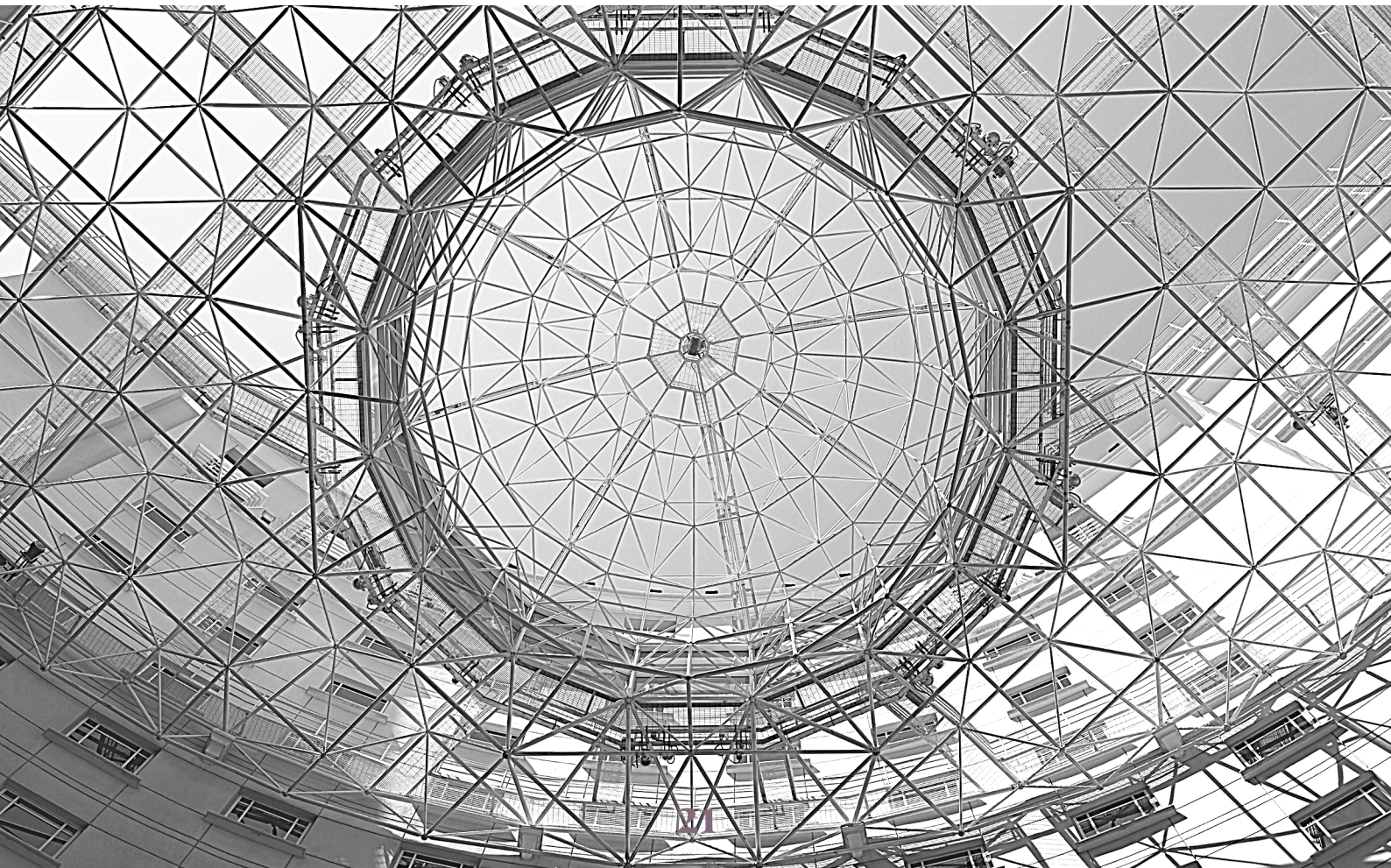
Don't blame someone for being a clown, ask yourself – why do you keep going to the circus?

”

This is my 2020 motto, and if I truly hope to abide by it, then it was time for a drastic change. Towards the beginning of this year, I realised it was time to stop settling for mediocrity and start igniting my destiny. Over the past six months, I gave in my resignation to my former employer; unplugged from digital media; and strategically envisioned myself five years from now. I realised that many women are not just hitting a glass ceiling - but may be climbing a broken ladder!

As an Oxford alumna working in the area of international development and sports management, I am privileged and blessed to glean from some of the greatest in the business industry.

However, my mind is baffled when I witness the number of people who fall into the trap of temptations, pride, develop cantankerous behaviours, lack of self-discipline, and don't foster genuine kindness for humanity. It's staggering to notice the number of people who self-promote themselves in hopes to advance their career in the name of 'cracking the glass ceiling.' I want to be unapologetic and say sorry, in a statistically male-dominated world filled with turmoil and uncertainty, we cannot shatter the glass ceiling unless we have grit, purpose-driven morals, and use discernment to help us navigate through situations. Here are three tips to help you overcome obstacles and crack the glass ceiling.





The glory without grit

Many people focus on obtaining the desired lifestyle or having the connections that will come as a result of a certain position. However, it is the skills you develop within your training grounds that strengthen your character and give you the courage to resolve conflicts. I perceive grit as having the courage and tenacity to over-

come adversity and persevere through long-term goals. Be alert of people around you who stifle your growth and hinder who you were authentically created to become. Don't perpetuate your life on other people's benchmarks. There are dozens of women pioneering novel trajectories and harnessing the power of grit to create opportunities for our generation to excel – but ownership is on you!

The money without morals

Does job salary drive your decision-making process for your career advancement? Being raw-and-real with yourself and having the ability to identify what drives your morals are key to success. I always say to my mentees, "a woman who learns more, earns more!" The salary will come, but first and foremost, you need to



know your worth. When you realise your true potential – and why you were created – you enable yourself to represent your faith and core-values in your thoughts, words, and deeds. At the end of the day, your reputation is what matters. When the choices you make around your career are undergirded by morals instead of money, the traps of temptations will dissipate – and people will partner with you to support your vision!



The dreams without discernment

We all have dreams and deep desires within our hearts that we hope will someday come true – but having discernment, or being judicious, is vital in your career. I see discernment is a spiritual practice that involves thinking beyond the mere perception of something and

making nuanced decisions about its properties or qualities. When I think of discernment, I think of this quote by Karen Ravn which states:



*"Only as high as I reach can I grow
Only as far as I seek can I go
Only as deep as I look can I see
Only as much as I dream can I be"*

Become very clear of whom you want to be and why you are trying to achieve this desired outcome. Having the ability to be still, critically assess your life, and practice wise judgement are skills that separate the good from a higher-level of excellence. These are the traits that visionary leaders encompass. They can also be found in women who have a track record of shattering glass ceilings. Women who encompass and apply these attributes will persevere until they get the prize.

The world is filled with kairos moments and we are privileged to be women born into such a time as this. Generations of females have paved a way for us to live without limitations and construct long-lasting legacies. Remember to live a purpose-driven life infused with grit and be mindful of your moral beliefs. For females who desire to reach new levels and eliminate your obstacles (new devils), stray away from becoming another 'cookie-cutter' graduate with the brains – and embrace the beauty that is within you!

Blessings,
Chantal Sathi

THE IMPORTANCE OF MENTORS

BY REBECCA PATTENDEN
JESUS COLLEGE

Mentorship programmes have become useful tools among both mentors and mentees for personal development. Often on a one-to-one basis, though maybe between a group, experienced professionals within an institution offer knowledge and guidance to budding employees. Traditionally mentoring happens face-to-face, but time-space compression in an increasingly globalised world has enabled mentorship to largely become remote too, utilising telephone and video conferencing technologies.

Curiosity underpins learning and the opportunity that mentoring offers to ask questions and get advice is invaluable to many. While numerous of the 'big' questions may be found through analysing online literature, this connection enables mentees to pose questions that help to uncover the nitty-gritty of roles and details that are often concealed within the walls of the business, thus offering greater occupational transparency. Advice may be practical in nature, detailing expectations of their role and how to successfully complete the distributed tasks. However, advice may be personal in nature too. Mentors aid their assignee in becoming more self-confident in their decisions and developing positive values and social competencies required for the workplace, often achieved through setting targets and reviewing them. Equally, this dialogue may precipitate new interests for the mentee and open up new directions that were, at once, not recognised.

The mentee and mentor positions are just two nodes within an occupational network. Intuitive mentees may be able to use this relationship to help diversify their flows to increase their visibility within a company; it creates a secure foundation to explore career opportunities. Being directed to important networking events or something as simple as saying a name in passing are both ways to increase their interconnectedness within a business. Resultingly, mentees will be exposed to a wide range of perspectives and methods of doing tasks. This is particularly useful as it enables individuals to approach problems creatively and with substitute ideas should one strategy fail.

Alternatively, we can analyse how mentors are important for the business itself. A supported mentorship programme will not only reduce initial recruitment costs but will also be likely to reduce staff turnover, resulting from the strong and lasting connections made between mentor and mentee. A greater understanding of the inner workings of the business and the more stable connections made will translate into greater employee satisfaction. Moreover, it increases the likelihood of sustainable partnerships with other educational and business institutions, thus increasing the reach and scope of the business.

But mentorship is dynamic and can take many forms. Reflecting on important decisions that I've made, it is clear to realise that my actions are resulting from an amalgamation of advice from various people. It often goes undetected just how important, friends, parents, tutors are within the broader scheme of things. These relationships run parallel to connections established through mentors. While they may not provide you with the detailed knowledge offered through mentorship, they too help us to learn, grow and become more self-confident, all of which translates and reflects in our professional lives. To neglect such 'mentors' is to disadvantage you in the world of business too.

ABOUT THE PROGRAMME:

OxWIB's newest initiative aims to build meaningful connections between women in business and female students at the University of Oxford. The OxWIB International Mentorship Programme is a way for experienced female professionals to connect and help students in their career development, while ultimately forming a long-lasting professional relationship.

We aim for this programme to benefit both mentors and mentees. The success of our first term has made us confident that the programme can indeed have a meaningful impact on the professional lives of its participants.

GET INVOLVED:

MENTORS: sign up at tinyurl.com/oxwibmentor

STUDENTS: find us on social media for application updates

 @oxwib
 /oxwib

 oxwib.com
 oxford-women-in-business

JOIN OXWIB!

Sign up to be a member and look out for applications for our Hilary Term Committee!

Join OxWIB's Hilary 2021 Committee and become a member of our vibrant society! This is an opportunity to shape the organization and build a network of talented, ambitious women. Applications open in 5th week.

With so many positions available, we welcome applicants from all backgrounds and experience levels.

Look out for the opportunity to write for the next edition of Insight in HT21!

See your work published in a student-run publication! We are excited to receive your contributions to the Hilary 2021 edition of INSIGHT.

Email secretary@oxwib.com with either a pitch for an article or an area of interest – we would be more than happy to help you develop it!



EVENT CALENDAR

**1ST
WEEK**

**Thursday
Friday**

OxWIB x OAF: Demystifying Finance and Investing - 5pm
Drop in: Introduction to OxWIB - 2pm

**2ND
WEEK**

**Monday
Tuesday
Thursday**

Inspirational Women: Julie Brown - 5pm
Panel: Forbes 30 Under 30 - 5pm
Inspirational Women: Temie Giwa-Tubosun - 3pm

**3RD
WEEK**

**Tuesday
Wednesday
Thursday
Friday**

Networking: Orbis - 6pm
Networking: American Express - 5pm
Networking: Jefferies
Drop in with Alpha Fund: Exploring Careers and Applications - 2pm

**4TH
WEEK**

**Monday
Tuesday
Thursday**

Panel: Finance & Sustainability - 5pm
Mentorship Programme Launch
Networking: London Stock Exchange Group - 5pm

**5TH
WEEK**

**Tuesday
Friday**

Inspirational Women with ACS: Rosalind Kainyah - 5pm
Drop in: Meet the Committee - 2pm

**6TH
WEEK**

**Sunday
Monday
Wednesday
Thursday**

Mentorship Programme Networking Event
Inspirational Women: Kiah Williams - 5pm
Panel with ACS: Diversity in the Workplace - 5pm
Skills Workshop: Exploring Entrepreneurship and Investing with Sarah Turner - 4pm
Mentorship Drop In

**7TH
WEEK**

**Thursday
Friday**

Mentorship Social
Drop in (with OxWest): STEM - 2pm

**8TH
WEEK**

Thursday

Mentorship Drop In

EVENT DATES AND TIMES ARE SUBJECT TO CHANGE. For the most up-to-date information, check out our Facebook page at facebook.com/oxwib



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