

IOE-Deloitte-EU Mentorship Programme 2022

Final report

Foreword

Congratulations to the graduates of the 2022 IOE-Deloitte-EU Mentorship Programme! This initiative aimed to showcase the tangible outcomes that can result from tailored mentorship on how organisations can help advance gender equality in the workplace.

This report summarizes the practical benefits participants gained from the programme and that enriched their career progression as professionals as well as individuals. During the programme, mentors offered guidance and practical advice on how mentees could navigate through periods of ‘turbulence’ and also helped to identify opportunities for personal growth and enhancing self-confidence. Whether it is leveraging existing programmes to advance personal development or creating new opportunities for networking, the participants’ experience with this programme proved to be beneficial.

Based on the feedback received, I am convinced that the programme granted both mentors and mentees greater confidence, skills, and the motivation to move upwards and forward, not just in the world of work, but also in life. When the time comes, I am confident that with these newfound skills they will be able to pave the way for more women to access personal and professional opportunities which at times may not be obvious to them.

I want to thank each participant for your time, commitment, dedication, and interest in this programme.

As Sheryl Sandberg noted “In the future, there will be no female leaders. There will just be leaders.”

Thank you,

Michele Parmelee

IOE President

Overview

The 2022 Mentorship Programme for women in IOE Member federations and organisations represents the International Organisation of Employers (IOE)'s commitment to helping promote the role of women in business and advance women's empowerment in the world of work – as entrepreneurs and leaders.

Background

The 2022 Mentorship Programme was launched by the International Organisation of Employers (IOE), Deloitte Global and the European Union to support women across IOE's global network in their professional development. The programme is part of IOE's effort to help boost the number of women in senior management positions worldwide.

14 talented female professionals were selected to take the roles of mentors and mentees:

Mentor	Mentee
EUROPE	
Bettina Schaller from The Adecco Group / World Employment Confederation (Switzerland)	Carmen Barsan from the Confederation of German Employers' Associations (BDA) (Germany)
Stefanie Sabet from Employers' Federation Food and Consumption and Federation of German Food and Drink Industries (Germany)	Eleftheria Roma from Hellenic Federation of Enterprises (SEV) (Greece)
AFRICA	
Fatmah Nsereko from the Federation of Uganda Employers (Uganda)	Jahni de Villiers Labour Amplified (South Africa)
Grace Kaome from the Federation of Kenya Employers (FKE) (Kenya)	Nambalirwa Resty from Federation of Uganda Employers (Uganda)
ASIA	
Jasmine Begum from Microsoft (Malaysia)	Jelermína Abigail R. Gorospe from Employers Confederation of the Philippines (Philippines)
AMERICAS	
Ronnie L Goldberg from United States Council for International Business(USCIB) (USA)	Shanika Best from Barbados Employers Federation (Barbados)
Alesia Rodriguez from INCLUSION Consulting Group / Fedecamaras (Venezuela)	Maria Camila Agudelo Salazar from ANDI (Asociación Nacional de Empresarios) (Colombia)

Each mentor-mentee pairing resulted in mutually beneficial partnerships that shared practical and theoretical knowledge, exchanged ideas and were a source of inspiration for one another.

Bettina Schaller (mentor) from The Adecco Group / World Employment Confederation (Switzerland) and Carmen Barsan (mentee) from the Confederation of German Employers' Associations (BDA) (Germany)



Carmen on her aspirations for the Programme:

“My expectations at the beginning of the programme were to broaden my professional horizon and to learn from the experience of a woman in a senior position. I also wanted to expand my professional network. From my point of view, the most important and challenging aspect was to be clear about what I wanted to achieve.”

Bettina on building a mentoring relationship with her mentee:

“We made sure that enough time had been allocated to it, and then it was about building the relationship. It was around building trust so that we could have the type of exchange that we were both looking for.

I've been around for some years in this field, and so to be able to have this mentor connection in an incredibly trusted space, and to be able to revisit situations, or to be able to look at scenarios that I still encounter daily, but from a different angle is very valuable for me. I am also very eager to understand other ways of thinking, and other points of view, especially from a generational point of view. So, I got a lot out of this Programme for sure.”

Bettina on the power of mentorship in addressing the gender gap:

“Mentorship is a good path to address the gender gap, but the one caveat is it is not the only one. We need to address it from many angles, but mentorship to me is clearly one of them. The communication, the exchange of information, that professional space of trust where you're able to test certain ideas and get honest feedback, I think is absolutely crucial.”

Carmen on satisfaction with the programme and the choice of a mentor:

“For me, it has been a unique opportunity to exchange with such an experienced woman executive and get great guidance for my professional development. We have a very trustworthy relationship. I would say we are on the same wave. I'm really very, very satisfied with our exchanges and with this Programme.”

Carmen on recommending the Mentorship Programme:

“I really can very warmly recommend this Programme. It was short but very intensive. For me, it brought really concrete results. It was great. We made it work by fixing the dates three to four months ahead. The other advice is to be very authentic and honest. One needs to create a relationship of trust and confidence. I would like to thank IOE again, and of course, thank you very much, Bettina, for your commitment.”

Stefanie Sabet (mentor) from Employers' Federation Food and Consumption (ANG) and Federation of German Food and Drink Industries (BVE) and Eleftheria Roma (mentee) from Hellenic Federation of Enterprises (SEV) (Greece)



Stefanie on female leadership:

“The reason for getting involved as a mentor is I know how difficult it is for women to step up in their careers. I'm working in an industry where female leadership is scarce, and where

a lot of progress is needed. I am also a person that enjoys being in contact with people from other nationalities and exchanging experiences. Mentoring is also a great way to strengthen my managing skills.”

Eleftheria on the mentoring sessions:

“We organize meetings between opponents. My mentor, Stephanie, is my opponent. She poses questions to me, and I try to respond and deal with different situations. This helps me gain the skills I believe I need to develop and gives me confidence.”

Stefania on the rewards of being a mentor:

“And the most rewarding is ending each session feeling like we made progress; we each got something out of these sessions. That is rewarding. And also, to have the feeling that you can give some guidance and share some experience with someone, and it has an impact. I also enjoyed learning how other women in our business work.”

Stefania on recommending this Programme to others:

“What we did a lot in our bilateral meetings is to just practice situations that we wanted to change from our daily business life. Make some trial and error experiences. Doing that helped and that's why I would definitely recommend this Programme.”

Fatmah Nsereko (mentor) from the Federation of Uganda Employers (Uganda) and Jahni de Villiers (mentee) from Labour Amplified (South Africa)



Jahni on recommending this Programme to others:

“I run a small business. I work by myself every single day, so it's so wonderful to have somebody to bounce ideas off, to speak to, somebody who's been there. Someone who understands the challenges and understands exactly where I'm coming from. I think it's invaluable. I would really recommend this Programme to anybody who would want to get involved in this kind of Programme.”

Fatmah on helping her mentee to improve her business:

“Meeting my mentee, sharing her journey and what she's doing, especially since she's starting her own business, and seeing changes in just a few months since we started to discuss and share ideas on how to improve that was incredibly rewarding.”

Grace Kaome (mentor) from the Federation of Kenya Employers (Kenya) and Resty Nambalirwa (mentee) from Federation of Uganda Employers (Uganda)



Grace on importance of sharing experiences and helping others:

“We had a great experience in this program which brought us together. Resty was clear on the areas of growth - Communication, Emotional Intelligence, Corporate governance and how to multitask. I applaud Resty's commitment during this period. We are happy with the progress, Resty is an excellent mentorship candidate, very willing to learn and open to share.

One thing we learnt is the importance of sharing experiences and helping others deal/eliminate barriers, real or created that often hinder them from achieving their goals. I also noted that through this program, younger women can learn from their colleagues who have been there and sharpen their approach to issues and life in general. This is a great initiative!”

Resty on her achievements:

“Under Grace’s guidance I learned how to effectively communicate with the stakeholders, how to manage emotions in the workplace, as it is very important for me to know how to manage myself in any relationship be it work-related or family. Grace also helped me to develop the time management and multitasking skills that are the key skills needed at my work as an executive assistant. I’m so grateful to IOE-Deloitte-EU for the opportunity and to my Mentor for her time and the knowledge she shared with me.”

Jasmine Begum (mentor) from Microsoft (Malaysia) and Jelermina Abigail R. Gorospe (mentee) from Employers Confederation of the Philippines.



Jasmine on setting the goals for Abigail:

“We agreed to focus on several areas – career advancement and public speaking/thought leadership and personal branding. We also agreed on the success metrics and where we wanted to get to.”

Abigail’s aspirations for the Programme:

“I was aspiring to hone my leadership and management skills. I was also aspiring to learn how to be a better communicator. With these, I may be able to gain more visibility for a potential promotion.”

Abigail on the most challenging and rewarding part of the process:

“The most challenging and yet rewarding part of it is that I got a promotion during the mentorship program. All of these while I also have personal struggles as a working mother. My mentor is very helpful in helping me navigate this part.”

Jasmine on the rewarding part of the process with Abigail:

“To have aha moments with her and to see her grow and blossom. With the right guidance and perspective, there is always an opportunity to grow. I would definitely recommend this Mentorship Programme to others.”

Abigail on what she has learned from the experience so far:

“I have learned that I should be able to create my own personal brand when projecting myself at work. I have to also become a thought leader myself one day.

I have learned how to become an effective mother of a young child while navigating a blossoming career. My mentor taught me that I should be able to curate our own learning experience for my young child. Promotion at work should not be at the expense of family life.”

Abigail on her promotion:

“The promotion at this stage of my career and the program is really unexpected, but the mentorship is really helping me put things into perspective.”

Ronnie L Goldberg (mentor) from United States Council for International Business (USCIB) and Shanika Best (mentee) from Barbados Employers Federation (Barbados)



Ronnie on the rewarding experience:

“It has been so interesting and rewarding to find the ways in which we connect. We have good chemistry. On a personal level, I have made a new friend, and a new colleague. I've also learned a great deal, and that's been extremely rewarding.”

Ronnie on her role as a mentor:

“I'd say number one, and particularly from inside a company or organisation would be that your mentor should be your champion or cheerleader within your organisation. Secondly, this would apply, regardless of where you both sit. I think the mentor is an important listening post. Maybe thirdly, after champion and listening post is an advisor. So, I'd say those three things - champion, listener, and advisor are crucial. Maybe one more but maybe a tactician in the sense of helping to suggest ways forward or methods of dealing with situations and problems.”

Shanika on what she has learned so far:

“Three takeaways for me from this phase of the Programme are: support on strategy, perspective, and different approaches. I wanted to focus on my career and where I am right now in terms of my work, but our discussions mushroomed into conversations about longer term career strategy over a period of months and years. So I was able to see things in a different way to help me navigate my portfolio more effectively. And I can attest to the fact that I am doing so a lot better than I was when I started out in January with my new job. This

program has helped me a lot. And, in terms of different approaches, Ronnie assisted me with solving problems. “

Ronnie on the benefits of mentorship:

“I think this is a very valuable experience and what makes it so attractive and valuable is that there are benefits for both, psychological and professional for the mentor and the mentee. Yes, I would certainly give a resounding yes to continue and expand the Programme.”

Alesia Rodriguez (mentor) from INCLUSION Consulting Group / Fedecamaras (Venezuela) and Maria Camila Agudelo Salazar (mentee) from ANDI



Maria Camila on their mentoring relationship with her mentor:

“It's been a very, very amazing experience for me. I didn't find a mentor. I found a friend, a person I can talk to, I can tell my worries, and I can say I don't have this skill or strong knowledge. And she supported me and helped me learn.”

Alesia on her role as a mentor:

“It was also a learning process for me, as a mentor, because one learns through this process, how much one has grown professionally. And how much one still needs to develop. And it also meant that those moments where we, mentors, had difficulty professionally or in our career or doubts are not lost because by sharing, it is useful for someone else. They can apply what we learned to their circumstances. So, it was very enriching for me.”

Alesia on the rewarding experience:

“It was very rewarding when she came to one of our meetings and said, oh, you know what? I applied what we talked about, and I connected, and it was helpful. That was for me, very rewarding because I felt that, perhaps what I explained may have been so sophisticated, but it comes from my own experience, and that could be helpful. I felt useful.”

Webinar “The Power of Mentorship for Future Female Leaders”

IOE marked the end of the 2022 joint initiative with Deloitte and the EU on mentoring young women leaders during a virtual gathering.

Participants from each walk of life shared the benefits of these learning experiences not only for mentors and mentees but also for the organisations they work in and the whole of society.

"Mentors help us see the potential we do not see for ourselves," said Shubhra Saxena Kabra Senior Manager Deloitte Switzerland.

EU Directorate-General for International Partnerships Policy Specialist Maja Edfast, also stressed that, for the EU, women's economic empowerment is a priority to promote gender equality and is key to achieving the #2030agenda.

Mentor Dr Jasmine Begum from Microsoft highlighted that women could be "the power of power" and stressed the importance for young women leaders to create a professional and personal brand. For Dr Begum's mentee, Jelermina Abigail Roxas - Gorospe from the Employers Confederation of the Philippines, this Programme was highly beneficial in shaping that brand and working towards becoming a thought leader. "Real queens fix each other's crowns," she added when referring to mentor-mentee relations and the need to bring other women up.

Another successful mentor-mentee pairing was between Alesia Rodriguez from Inclusion Consulting Group & FEDECAMARAS Venezuela and Maria Camila Agudelo Salazar, from ANDI - Asociación Nacional de Empresarios de Colombia. For Alesia, the "secret ingredients" for any successful mentorship arrangement are empathy and connection. Her mentee, María Camila, stressed the importance of building trust: "I found a friend, a person I can talk to and can tell my worries to."

IOE Director for ILO Coordination, Maria Paz Anzorreguy, wrapped up the gathering by highlighting three keys for these programmes to help be successful: the importance of building trust and confidence between mentor-mentee; establishing clear goals and sharing lessons learned, and taking action and being proactive.

IOE is proud to have collaborated with Deloitte and the EU to successfully run this programme and looks forward to engaging further as IOE promotes women leadership across its network and beyond!



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