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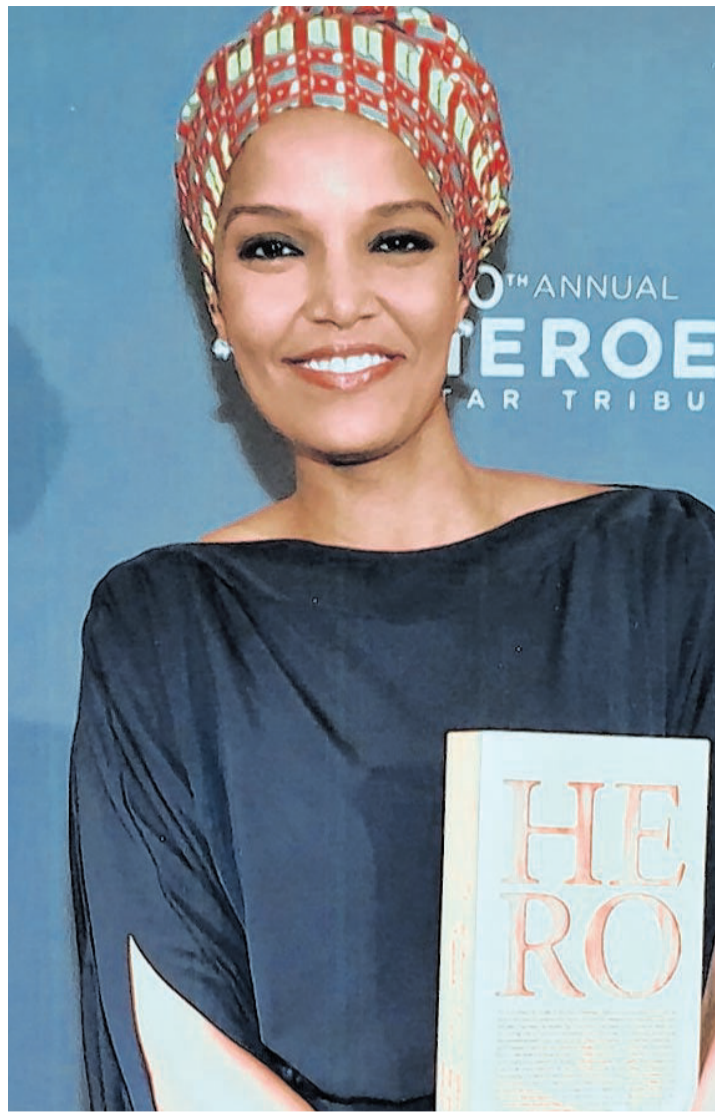
Life

THE BUSINESS OF TAKING A BREAK

19TH - 26TH
OCTOBER, 2017

Top 40 Under Forty Women

2017



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Top 40 Under Forty Women

How the TOP 40 Under 40 Women 2017 were picked

Picking 40 Top Kenyan women from the hundreds of entries that get submitted every year has never been easy. Doing the job in the middle of intense, and noisy political campaigns, made this year's task even harder.

For reasons that no one could possibly explain, the entries were slow in coming, and most were last minute – a well-known Kenyan habit.

Politics, which has dominated public discourse in the country for a couple of years, has certainly impacted on activity in all spheres of the economy – making it difficult for the thousands of brilliant and ambitious women out there to show talent, leadership and prowess in their fields of choice. In other words mobility has been significantly slowed down during this period – and as the saying goes – when the going gets tough, the tough get going.

As in the past, this year's TOP 40 finalists were picked on the basis of well-known parameters we have only come to sharpen and perfect over the nine years we have paraded Kenya's outstanding women. So in this list are entrepreneurs, corporate high-fliers, law, finance and medical professionals, sportswomen, and philanthropists.

In picking this year's TOP 40 women, the *Business Daily* has stayed with the goal of making it more than a list of the best known,

most prominent or most influential women in Kenya today. We have instead underpinned our choices on the candidates' ingenuity, freshness, performance and durability in their fields of excellence.

We have then ascertained each candidate's age, and interrogated as far as possible, data on the size of the enterprises they have founded, companies they work for (turnover or number of employees), the scope and complexity of what they do and the competitive landscape in each segment of the economy.

Women running or occupying senior positions in companies with a multi-national reach still scored higher marks than those in charge of national/local agencies.

In this list are also women professionals such as lawyers, architects, and partners in accounting firms, included purely on the basis of the size (value) of the work they have done.

The Top 40 Under 40 list has also awarded high marks to women who have excelled in professions that have been and remain male dominated such as software engineering, actuarial science, aviation and engineering. This is because we believe there should be no gender-based glass ceiling on any career aspiration.

OCHIENG' RAPURO, EDITOR

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TOP 40 UNDER FORTY WOMEN 2017

Mary-Ann Musangi, Founder
Olpul Steakhouse

My first job and priority is being a mother and a wife...and I have had to prove myself that I'm here because I can do the job not because I am Chris Kirubi's daughter.

Laiman Bidali, Founder
Alabastron Network Trust

Women have lost their femininity and want to be like men. Even when you're trying to be a man, why are you becoming the nasty man? Why can't you be the good version of a guy if you're trying to be manly?

Rita Kavashe, MD
General Motors

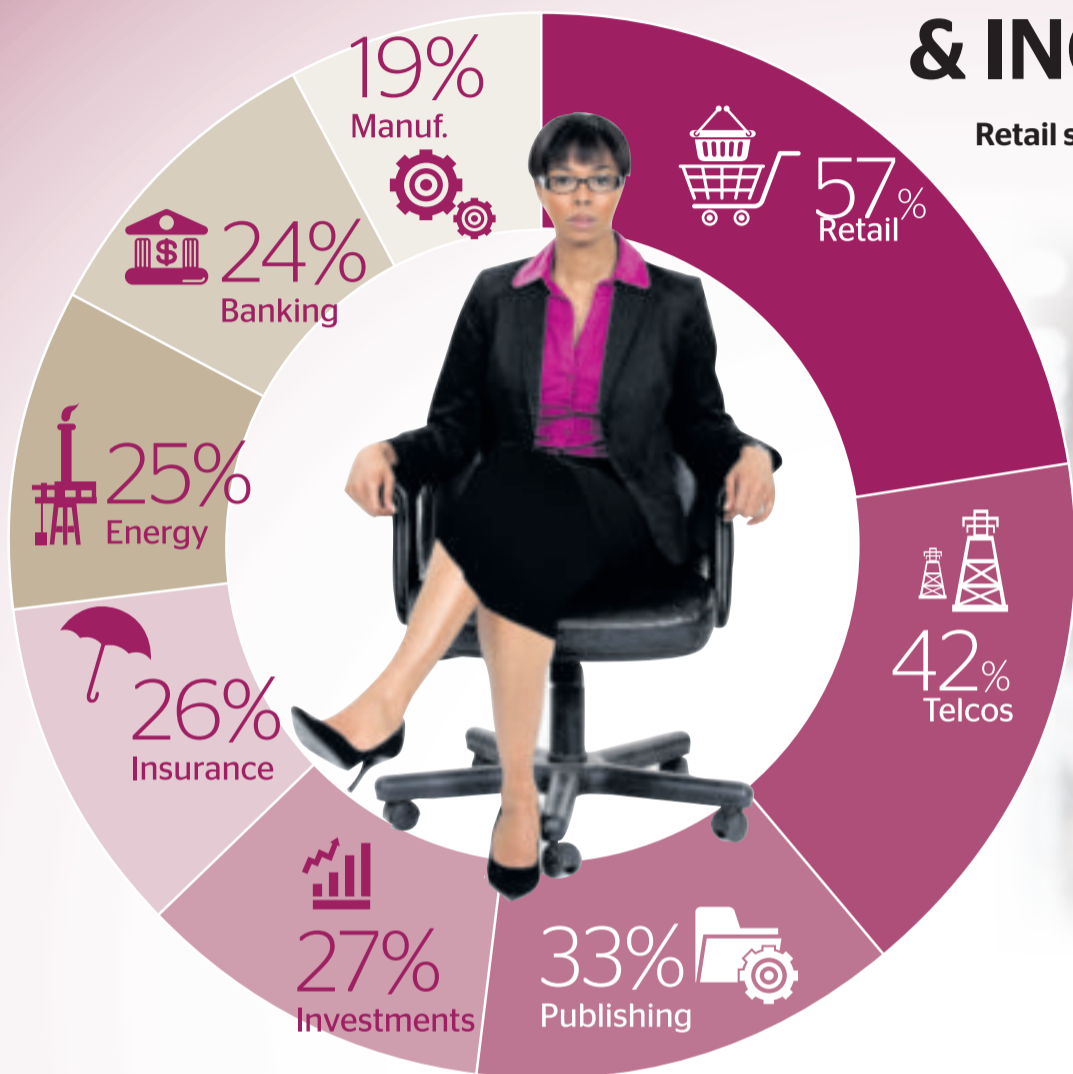
The fact that I am a woman, I know the right time to compensate a female employee which my male colleagues may not know. I give them a raise or promotion when they come back from maternity. It shows you are thinking about them beyond the office.

Patricia Nyaundi, Kenya National
Commission on Human Rights CEO

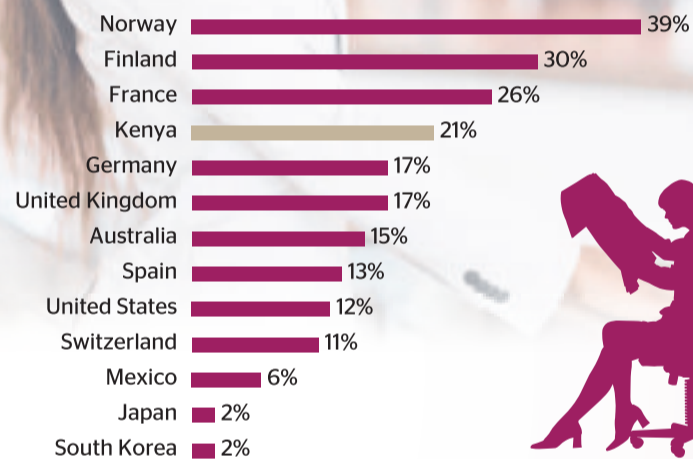
I think there's increasingly room for women, but some people still think they can lock women out and there are some women who still think the doors are locked.

BOARDROOM DIVERSITY & INCLUSION

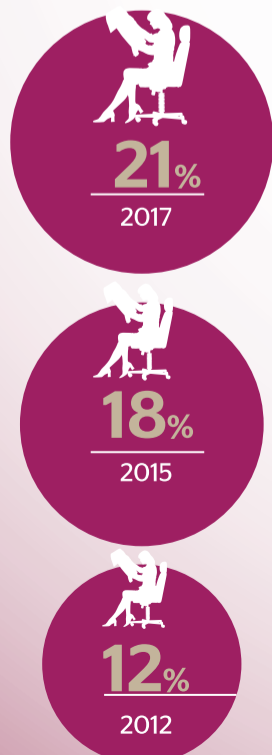
Retail sector has the highest representation of female directors



Kenya Vs Other Countries in Women Boardroom Representation

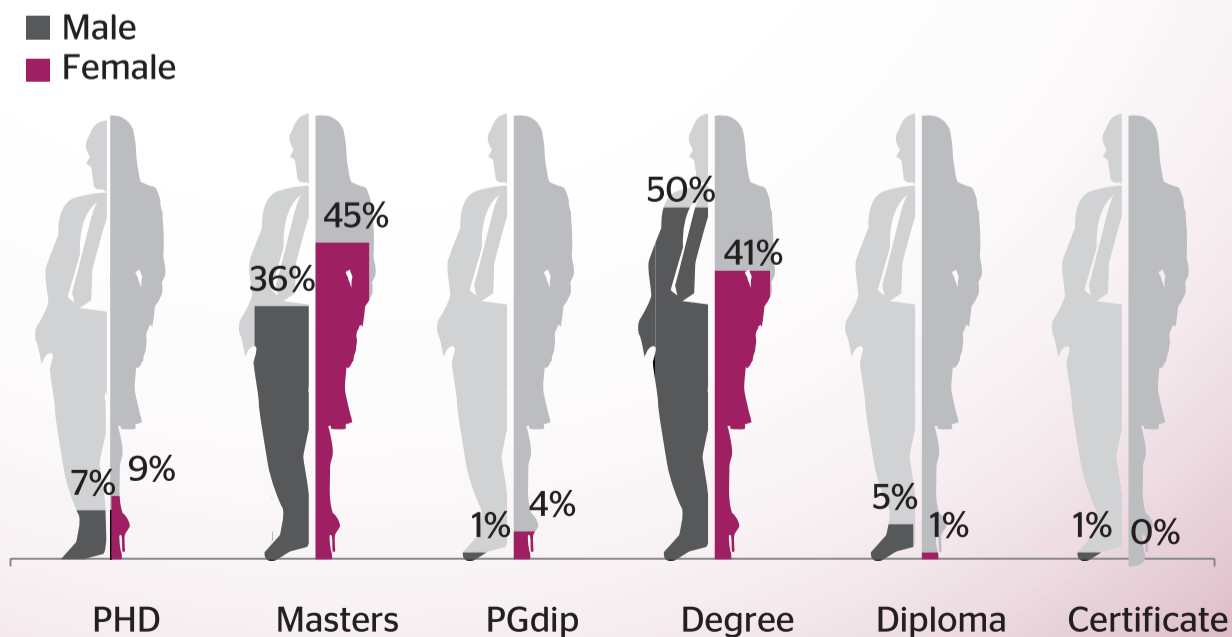


Growth in women representation in boards over the years in Kenya



Education Diversity in Kenya

Women tend to be more educated than men in corporate boardroom.



Top 40 Under Forty Women

The world's most successful women share their best career advice

Fortune's Most Powerful Women know a thing or two about career success. The 50 businesswomen on the 2017 list have climbed up the ranks of corporates in a wide range of industries—including tech, energy, defence, and consumer goods—to C-level roles. Here's the advice they have for women who want to follow in their footsteps:

Karen Lynch, president, Aetna

"When I was being considered for a senior role, I was told on an evaluation to avoid wearing pink because it made me look too 'girlish'... Indirectly, I was told my femininity was a barrier. Because of my outward appearance, they couldn't see my internal strength. Regardless, I fought back and got the job. Ever since then, I've made it a point to wear pink."

Shari Ballard, Senior EVP and president of Multichannel Retail, Best Buy

"Be clear on who are and what you're serving with your life. Then, get ready for the world to relentlessly test you on how much you really mean it."

Leanne Caret, president and CEO of Defence, Space & Security, Boeing

"No matter where you go, don't lose who you are."

1. Be your authentic self

2. Confidence is key

Kathleen Murphy,
president, Personal Investing,
Fidelity Investments

“Just go for it. Too often, women have a confidence gap that makes them pause and slow down while men dive in and learn as they go. Just go for it!”

Susan Wojcicki, CEO,
YouTube, Google/Alphabet

“Speak up. Don’t be afraid to say what’s on your mind or ask for what you want.”

Cathy Engelbert,
CEO, Deloitte

“Raise your hand, take risks, and don’t fear failure—it’s one of the biggest impediments to success.”

Michele Buck, president
and CEO, Hershey

“Make your life work for you—you can have a fulfilling career and be an amazing mother.”
Amy Hood, EVP and CFO, Microsoft
“You won’t likely have the same plan in a few years that you have today. Life and priorities change—and so will your choices.”

4. Find the right balance for you

Sheryl Sandberg,
COO, Facebook

“Always take on new challenges—even if you are not sure you are completely ready.”

Ginni Rometty,
chairman, president, and CEO,
IBM

“Be prepared to spot growth opportunities when they present themselves—because they are the key learning opportunities. You’ll know because they make you uncomfortable, and your initial impulse may be that you’re not ready. But remember: Growth and comfort never co-exist.”

Margaret Keane, president and CEO,
Synchrony Financial

“Life happens—and the conflicting demands of work and home often change your ‘original’ path. Lateral movement, or even moves to smaller positions, can differentiate skills and experience in ways that eventually lead to bigger roles.”

Mary Barra, chairman and
CEO, General Motors:

“Don’t cut off your career branches too early. Don’t step away from your career based on what ‘might’ happen.”

3. Be open to opportunities

Top 40 Under Forty Women

Men often punch above their weight, how about women?

The 'confidence gap' holds most women back

Stacie Grossman Bloom

Confidence is something that many women want, but don't know how to get. Men tend to overestimate their abilities by something like 30 per cent. And it's not that they're faking this confidence, they genuinely believe it.

We women, on the other hand, tend routinely to underestimate our abilities. Our perception of our talent skews lower than our actual worth.

Yet, we need to embrace our abilities and our value and have self-esteem to be successful. Without it, we are less likely to seek promotion, speak up in meetings, and rise into leadership positions.

This is what is dubbed the confidence gap and over the course of a career it can lead to fewer promotions, limited opportunities and less pay.

How many times have you heard a woman say she was just lucky to get as far as she's got? Or she was in the "right place at the right time"? The lack of role models at the top means women can't look up and see an image of themselves as easily as men can. And there is still discrimination.

You face it in your industries, I have faced it in mine.

When a man comments on your physical appearance, the effect is often just to distract from your professional ability.

Closing the confidence gap means being honest about your abilities, not constantly undervaluing them.

It means accepting that the odd failure is part of the human condition.

It means letting upsets, criticisms and mistakes go and not clinging to them like a dog with a bone.



And it means not trying to be perfect. Robots are perfect, people are not.

This ultimately has an enormous impact, as study after study shows that having women at work in positions of power correlates with profitability, more collaborative environments, and improved problem solving.

Many women are not alone in incessant second-guessing. A lot of women have on a daily basis: low confidence, despite above-average abilities and skills. Katty Kay, the Washington, D.C., anchor for BBC World News America, and Claire Shipman, an ABC News and Good Morning America correspondent, wrote the seminal book on this topic, *The Confidence Code*.

It explores a phenomenon in our society: Men are almost always more confident than women, even when the women are equally or more talented.

With some practice, we can use neuroscience to be more confident.

THINK POSITIVE

We know that self-confidence, like all of our personality traits,

CONFIDENCE
young women are not necessarily taught to exhibit self-confidence.

resides within our brains. And while a large part of the architecture of our brains is predetermined, our experiences and the choices we make continue to shape us.

Over the course of our lives, we acquire new knowledge and abilities by modulating the intricate and malleable connections between the cells and circuits in our brains.

We can utilise neuroscience to silence our negative inner voices and boost our confidence.

These strategies work by engaging the "value areas" of the brain.

When we think about ourselves positively, we are able to stimulate the parts of our brains that are involved in reward, motivation, and pleasure. One output of this pattern of neurological activation is that we literally feel good when we are confident, we hold our heads high.

That feeling is contagious in that it also promotes those around us to be more engaged with us, whether that is our colleagues, our friends, or our

troops. The reinforcing reactions we see and feel in response to our confidence also feed back to our brains to encourage more activity.

The first step is to push back against the obstacles we know stand in our way by being mindful of the situation, and deciding to be confident. Making that complex decision is a multi-step process that taps into our emotions and engages many other parts of the brain.

TRAIN YOUR BRAIN

Once we have made the decision to be confident, we have to start training our brains.

Just like mastering any other talent, gaining self-assurance requires repetition and time. Every time we do or learn something new, our brains adjust to store our new skill or bit of knowledge.

Women tend to have a desire to please others, to seek acceptance and inclusion, and to avoid conflict. The way we respond to stressful situations is also different.

While men tend to take more risk under pressure, women look for surer successes and reach out to connect with others to manage stress.

As we grow up, young women are not necessarily taught to exhibit self-confidence, and if we do, we are often criticized for being "snobby" or "stuck-up" or "bitchy"—words seldom associated with men.

We hear damaging terms like "women's intuition" suggesting that we aren't making strategic analyses, but basing our decisions on some ethereal gut feeling when study after study shows that women and men are equally data-driven.

And the relentless emphasis placed on how we look erodes our self-image and for most of us, gets worse over time.

It is well-documented that the way we raise our girls and women has a lasting impact on the way they view themselves and their abilities. Negative messages

will engender self-doubt and lead us to underestimate ourselves.

The result is not only a nearly universal feeling of imposter syndrome, but a fear of making mistakes, a suspicion that we are underperforming, and an unattainable quest for perfection.

This is what we are shutting down when we make the decision to be confident.

PRACTICE, PRACTICE

It doesn't matter what level of self-assurance you start at, the more time and effort you dedicate to practising being more confident, the faster your brain will change and the faster you'll master it.

To start, it's important to remove ourselves from situations and people that make us feel bad because confidence largely comes from being in a supportive environment.

That environment comprises the people and environment around us and what we choose to focus our attention on.

It is beneficial to concentrate on things that are empowering and to steer clear of exposure to images and content that make us feel bad about ourselves.

The way we choose to hold and conduct ourselves is another factor.

Mental simulations also help—envisioning ourselves finishing a race, speaking in public to a standing ovation, mastering a job, getting a degree – can all help build ourselves up. Just as a coach gives an encouraging pep talk to the team before taking the field, we can give ourselves a confidence lift.

Notably, these practices have an impact on our overall health and wellbeing, serving as a buffer to stress and depression, and fostering good mental and physical health.

When we choose confidence, we are rewiring our brains and we are able to change ourselves, and maybe even the world, for the better.

Dr Bloom is assistant vice-president for Policy and Administration, and associate professor at the Department of Neuroscience & Physiology, NYU Langone Health

BBC

Team of judges that picked the winners



PHILIP MUEMA

A past Top 40 Under 40 nominee, Philip worked at consultancy firm KPMG for many years where he rose to become a partner. He left KPMG to start and run his own company Nexus Business Advisory Limited and has recently signed a partnership deal that will see him introduce and run American Tax and Legal advisory firm Andersen in the Kenyan market. He is a sharp mind when it comes to tax matters and a well-known personality in Kenya's corporate circles.



CATHERINE KARITA

A past Top 40 under 40 woman in her own right, Catherine is the Executive Director at NIC Securities, a subsidiary of NIC Group where she oversees the management of the stockbroking business. She is a thought leader in the Investment Banking sector and has previously served in the Board of Kenya Association of Stocker Brokers and Investment Banks having been elected by her peers. She has 10 years' experience in the Kenyan capital markets where she has been instrumental in the placement of new equity and debt issues. Catherine holds a BSc. Information Systems from the University of Maryland, Baltimore (UMBC), and an MBA concentration Finance from the University of Baltimore. She is currently a fourth year Law student at the University of Nairobi.

CAROLINE MUGO

A past recipient of the Top 40 Under 40 Award, she currently works as Country Financial Controller and Board Member of Cargill Kenya— a global commodities trading company based in Nairobi. She has held senior financial positions in various companies, including Bungee Commodities, Kraft Food (formerly Cadbury Kenya) and Nation Media Group. She is also a columnist with Business Daily, a publication of the Nation Media Group, where she writes on topical financial and economic issues.



JENNY LUESBY

Is founder and managing director of new media company African Laughter. She is an award-winning ex-Financial Times, BBC and EIU journalist who has lived in Kenya since 2006 when she served as the launch consultant for Kenya's first ever daily business publication the Business Daily. She was formerly the editorial director for online media group DecisionNews in France and winner of more than 17 awards. At AL, she has built an innovative & creative new media firm.



5

Ensure women's participation and leadership in decision-making

Top 40 Under Forty Women

In the heat of highly contested political campaigns and an inconclusive presidential election, Kenyan people held their forte giving the **Business Daily** yet another opportunity to produce the 2017 list of Women to Watch. Here is the list.

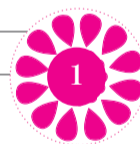


COURTESY

FINANCE

Naomi Rono,

WORLD BANK ADVISOR, AFRICA GROUP, 34



As far as pursuing a successful career in international civil service goes, Naomi is running on the fast lane. Less than 15 years after she left college, she effectively has a front seat in the theatre of global policy making and design of international financial architecture. Right at the start of her career at the Institute of Certified Public Accountants of Kenya (ICPAK) where she worked as a senior fiscal policy analyst, Naomi made a rather obvious observation.

She realised that Kenya's Budget Implementation Review Reports (BIRR) would always be monotonous— delayed exchequer releases, low absorption of development expenditure and delayed reporting of Appropriate In Aid (AIA). The BIRR, she noted, also made the same recommendations “year in year out”. In one of her presentations, she maintained that the BIRR played a critical role influencing budget implementation to prevent a recurrence of the anomalies as opposed to just reporting them.

Such are the insights that saw her career take a path that ultimately led her to World Bank Group in Washington DC

as an advisor to the executive director in charge of Africa Group 1 Constituency. “My objective is to contribute to the development of sound policies for Africa that would influence government action in addressing public problems”, she says. The Africa Group 1 includes Botswana, Burundi, Eritrea, Ethiopia, The Gambia, Kenya, Lesotho, Liberia, Malawi, Mozambique, Namibia, Rwanda, Seychelles, Sierra Leone, Somalia, South Sudan, Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

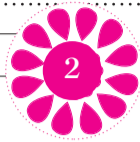
The head of Africa Group 1 is one of the 25 World Bank board of executive directors.

As an advisor, Naomi reviews and analyses reports and papers submitted to the World Bank board, besides identifying policy issues affecting the countries. She also has the task of managing relationships with member countries and contributes to the development of the Bank's analytical frameworks, programmes and governance issues.

Naomi graduated with Bachelor of Commerce degree from Strathmore University in April 2006. She holds a Master of Public Policy—Policy Analysis— from the Australian National University, Canberra— in December 2014. She also holds a graduate certificate in global poverty and inclusive development from the University of Amsterdam.

Among her many professional feathers, she comes across as the ICPAK's champion who led the development of a policy framework for taxing income in Kenya and led a coalition of business member organisations in developing a position paper and advocacy strategy that successfully lobbied for the amendments to Capital Gain Tax legislation through the Finance Bill 2015.

FINANCE



Ciku Mugambi,

INVESTMENT ANALYST AT INTERNATIONAL FINANCE CORPORATION (VENTURE CAPITAL), **29,**

Having been thrust at the centre of international finance at a fairly young age, a visibly ambitious Ciku has her eyes on even bigger things. She is a strong believer in three things she says form the basis of her pursuit of excellence in her chosen career. That Africa's economic and social problems can be solved, that young people are best suited to tackle them and that technology is the fitting change agent.

Ciku, who assumed her current high profile role at the International Finance Corporation's (IFC) barely four months ago, looks at the job only as a stepping stone to greater things. She is part of a Lagos-based team that is tasked with sourcing for early stage, promising technology companies in Africa that the IFC can invest in, and tracking their performance post-investment.

This means she must have and maintain a strong grounding in both finance and technology. "I work with vibrant and young entrepreneurs who are full of hope and passion. They believe that their solutions can address Africa's challenges. My brief at Venture Capital is to seek these firms out and support them," she says.

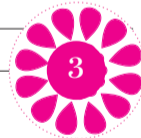
Her professional journey started when she completed undergraduate studies (Actuarial Science) at the University of Nairobi in September 2010. A month later, she joined advisory firm KPMG East Africa as a graduate trainee.

Ciku, who loves adrenaline-inducing outdoor sports activities as well as hiking, says her shift from dealing with mature firms to growth stage ventures will enable her work have much more impact. "Young people are fixing our problems. As I young person like them, it is fulfilling to use my work to help them help others," she says.



COURTESY

FINANCE



Caroline Wambugu,

HEAD OF FINANCIAL DECISION SUPPORT, VP, BARCLAYS BANK OF KENYA, **37,**



DIANA NGILA

A solid accounting and finance professional, Caroline has - armed with 14 years' experience in finance analytical and regulatory reporting - scaled the corporate ladder and still has her eyes fixed only in one direction; - up. Caroline recently joined Barclays Bank of Kenya as a vice president in the finance department, a role that makes her the Head of Finance Decision Support - an arm of the bank that deals with planning, budgeting and forecasting, investor relations and management reporting.

Her career achievements include implementing a financial data analytics system at NIC Bank where she also streamlined operations of the finance department at its Tanzanian subsidiary following its acquisition in 2009.

Caroline holds a Bachelor of Commerce degree (Accounting) from the Catholic University of Eastern Africa and is a Certified Public Accountant, CPA (K). She is currently finalising on her Master's degree in Business Administration (Strategic Management). She is an active church member with Christ is the Answer Ministry (CITAM) and currently sits in the Deacon Board and plays a key role in shaping young people.

HEALTH



Dr Borna Nyaoke-Anoke,

CLINICAL TRIALS MANAGER - KENYA AIDS VACCINE INITIATIVE (KAVI) INSTITUTE OF CLINICAL RESEARCH, UNIVERSITY OF NAIROBI, **30,**

As the manager of clinical trials at KAVI, Dr Borna oversees an initiative that promises to solve one of humanities biggest challenges - HIV/Aids. But KAVI is not all about Aids. It also applies medical science in the search for vaccines for tropical diseases such as Ebola.

Successful development of these vaccines, Dr Borna says, will change the lives of millions of people - and this is the reason she wakes up with a skip to her step every morning.

"Treating patients was great but I felt I could impact more lives by venturing into clinical research," she says. "It is more of a preventive science than curative which I strongly believe in. Imagine a world without HIV or Ebola?"

The Harvard Medical School scholar and Master's degree graduate in Public Health from the University of Liverpool sees her inclusion in the Top 40 Under

40 Women's list as a validation of the efforts she and fellow researchers are making in clinical trials. She counts co-founding the Health and Wellness Solutions Limited - a personal and corporate solutions company - among her greatest achievements.

Despite facing difficulties in life, she says it made her learn that despite the many obstacles one faces, believing in what you want is the surest way to achieving it.

The former beauty queen envisions changing girls' attitudes towards career. She believes that a woman can create an identity for herself without compromising her role as a wife or a mother.

"One can be a beautiful, strong, confident, a great wife and mother while still being a kick-ass professional all in a day... We just need to remind girls that all they need is within them and hard work doesn't kill," she says.



DIANA NGILA

Top 40 Under Forty Women



ENGINEERING

Wariara Wairera Waireri,
CO-FOUNDER AND DIRECTOR, E-LAB AFRICA, 30,



As the co-founder and director of Engineering-Lab (E-Lab) Africa, an outfit that is dedicated to driving forward Kenya's engineering and scientific skills for rapid industrialisation, Wariara has the future of the country in the palm of her hands. It's a mission that this year got her selected for the Goldman Sachs 10,000 Women programme. In 2014, she was shortlisted for the She Leads Africa Award and was also nominated for the Africa Royal Academy Engineering Prize for her promotion of Science, Technology, Engineering, and Mathematics (STEM) education.

"We do not have enough scientists and engineers in the country. However, we have an abundance of youth [under 35], who comprise over 80 per cent of the Kenyan population. These young people represent an energetic and resourceful demographic that, with the right technical and scientific skills and competencies, can be a force to transform Kenya into a highly industrialised economy," she says.

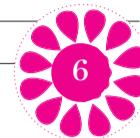
"If you look at Asia, they purposefully invested heavily in building the technical skills of young people through STEM. The impact being that countries such as South Korea, Singapore, Hong Kong and Taiwan leapfrogged socio-economic development by transforming into industrialised countries." Since 2015, when the company was founded, over 350 students have enrolled in its programmes, which provide practical and interactive workshops, giving hackers [students] the technical skills to design engineering solutions to solve global grand challenges.

Of the top 15 international schools in Kenya, eight have integrated E-Lab's programme alongside their curriculum. The E-Lab is also expanding access to STEM in Kibera and Mathare. She studied law at the University of Kent before obtaining a Master's degree in Disasters, Adaptations, and Development from King's College London.

ENTREPRENEURSHIP

LeAnne Peris,

OWNER- DINER EN BLANC NAIROBI, 27



Every year, LeAnne hosts Kenya's most chic of picnic parties, called Diner en Blanc that attracts over 500 people from around the country and has been a phenomenon in other locations globally. The idea of the picnic is to give the guests a new experience every time in different locations. "Guests gather dressed in all white at designated locations and we transport them to a secret location for a night of gourmet dining and dancing. It is the world's first viral picnic held in over 90 cities globally and I own the Kenyan franchise," she says.

The serial entrepreneur, as she describes herself, owns a wedding and events planning business, Aster Eden Planners, under which she has organised the Diner en-Blanc since 2015. Her journey began with a Sh1,000 loan from Safaricom's lending service, Mshwari. Frustrated with a Sh12,000 per month salaried job, she quit and sought an investment opportunity.

"I did not have any capital and the job I was in at the time was not paying me enough to survive. As fate would have it, someone I had interacted with before invited me to a meeting. He was going to give me a job, so I borrowed Sh1,000 from Mshwari and went to the meeting. I ended up winning a one year, six-figure a month, management consulting contract," she says. "This gave me enough capital to set up my business consultancy and to launch the Diner en Blanc event in Nairobi and my event planning business." The Bachelor of Commerce graduate from Kenyatta University has since consulted for companies such as Kenblest Ltd and Swedken Tours.



SOCIAL ENTERPRISE

Umra Omar,

FOUNDER, SAFARI DOCTORS, 34



Umra was last month nominated the most influential person of African descent by the UN, under the humanitarian category, in recognition of the rise and role of her organisation Safari Doctors. She offers free medical services in remote villages in Lamu, Kenya. The latest award comes as one of many, she has received before.

In 2016, Umra was listed among CNN Heroes at a ceremony held in New York. Earlier this year, she was nominated for the African Leaders for Change awards in Johannesburg, South Africa, which will take place in November this year, recognising people who contribute to the community without seeking financial gain.

Umra started Safari Doctors in 2014 to provide accessibility and mobility of health services to remote villages in Lamu. While on holiday in Kenya, Umra learnt through an acquaintance of the medical need in the area and the health projects that had stalled due to the perceived insecurity.

"The plan was to start the organisation with very basic service delivery, such as hiring a nurse to conduct motorbike outreaches once a month to Lamu villages. We served up to 100 patients per month in 2015. It has since grown to include mobile boat services and we plan to provide services to at least 1,000 patients per month," says Umra.

Born and raised in Kenya, Umra left a career as a health communication consultant at the Open Society Foundation in New York, to start the organisation. She has a Bachelor's degree in Neuroscience and Psychology and a Master's degree in Social Justice in Intercultural Relations from Oberlin College and the School for International Training.



AVIATION



Emily Orwaru,

AERONAUTICAL PLANNING ENGINEER, KENYA AIRWAYS, 29

When Emily was nine years old, she caught tonsillitis that left her partially deaf. While in university, she developed keratoconus, a disorder that affects both eyes, leaving her partially blind; and after university, she was diagnosed with metastatic breast cancer.

Yet at the age of 24, she managed to become an Aeronautical Planning Engineer in an industry dominated by men. Her job involves planning and scheduling aircraft and aeronautical components maintenance at national carrier Kenya Airways.

“Safety is key in aviation and for an airline to meet airworthiness standards set by the International Civil Aviation Organisation (ICAO), routine maintenance is scheduled during the life of an aircraft or aeronautical component,” she says.

Emily’s passion for aviation began when her father brought her a portrait of an F-5 fighter jet. She immediately fell in love with it and knew she wanted to fly. She quickly found she had

more interest in aerodynamics and the theory of mechanics than the dynamics of flight, and decided she wanted to become an aerospace engineer.

“It was the same year that I lost the hearing in my right ear and was on a hearing aid for several years through high school although I stopped using it later because of the stigma associated with wearing hearing aids. After high school I was awarded a Russian government scholarship to study Aerospace engineering,” she says.

“Because of the Keratoconus condition I developed at an early age when I joined the Samara State Aerospace University I had to become fully dependent on rigid contact lenses, without them I cannot see. In 2014, I was ready to plunge into my career, but I was diagnosed with metastatic cancer and almost gave up. However, even from my hospital bed during chemotherapy and radiotherapy, I went online and applied for jobs and somehow this gave me some kind of hope.”

Her turning point eventually came when she landed her first paying job at Kenya Airways, after two years of internships in multiple companies. She is now involved in a community based group in her home village in Nyamira. “Everyone is well represented in the group including people living with disabilities who have beat the odds and excelled in their specialisation.”

She is also a member of Faraja Cancer Care, a support group.



MANUFACTURING



Nina Galot Thacker,

COMMERCIAL DIRECTOR, LONDON DISTILLERS KENYA, 38



As the commercial director at London Distillers Kenya (LDK), Nina has initiated an agenda of transformation that has seen the company adopt Kaizen, the Japanese performance programme, move to renewable energy, and move into the awards lists for its good practice. “Through my leadership, the company has adopted renewable energy and so far we have managed to install the largest roof top solar energy plant for our company in East Africa,” says Nina, in an initiative that won

the company a nomination in last year’s Kenya Manufactures Association on Energy Management awards.

Beyond this, her work involves the running of the management and commercial sides of the business, with her main focus on the production unit, machinery operation, maximum plant utilization and efficiency. Born and raised by an entrepreneur she credits her father, Mohan Galot, as her inspiration because he emphasized the importance of education for both boys and girls.

“He instilled honesty, integrity as the key to life, backed up with hard work and perseverance. My husband Chintan Thacker, also an entrepreneur, has also played a pivotal role in my career,” she says.

She graduated from the USIU holds a Bachelor’s Degree in International Business Administration in Marketing and got her first job within the LDK sales and marketing team. “At this position, I learnt and understood the market demand of our products and the bottles neck technology, which was a challenge at the time for most beverage companies, globally.” In 2008, Nina led the launch of Bounty Company Limited, a sister company to LDK and the producer of Safari Water. She is the Managing Director at the bottled drinking water company, in which 60 per cent of its staff are women. “This is the highlight of my career, we launched a product in an already crowded market, but it has become quite popular countrywide.”

HEALTH



Dr Shitsama Nyamweya,

NEUROSURGEON, KENYATTA NATIONAL HOSPITAL, 32



A woman of many firsts, Dr Nyamweya appears a second time in Top 40 Under 40 women’s list for continuing to excel in her profession. To date, she remains only one of Kenya’s two female neurosurgeons and also retains the distinction of being the first woman to graduate with a Master of Medicine Degree in Neurosurgery from the University of Nairobi in 2015. Dr Nyamweya who is currently based at Kenyatta National Hospital, is for most a woman of high ambitions. Her neurosurgical procedures mainly address brain and spinal complications that are largely as a result of road accidents, cancers and birth defects such as hydrocephalus and spina bifida. Outside the hospital, Dr Nyamweya is also involved in awareness creation aimed at preventing the above conditions including: adherence to road safety measures and early cancer diagnosis and treatment. Of the 22 neurosurgeons in Kenya, only two are female. Dr Nyamweya is therefore keen on mentoring young girls and women to enable them develop an interest in neurosurgery and excel in it. Her position as a lecturer at the Jomo Kenyatta University of Agriculture and Technology (JKUAT) School of Medicine provides her with a platform to do that while teaching. “When I was studying neurosurgery, I didn’t have any women role models to look up to or approach for advice. This was a major challenge. That’s why I want to be there for others now. I want them to know that if I did it, they also can.” Dr Nyamweya states that she would also like to link women to fellowship opportunities both locally and internationally that will enable them work with experts and acquire practical experience in the neurosurgery field. She is also looking at ways of identifying financial institutions and funding bodies that can sponsor students enrolled in the neurosurgery Master’s programmes so as to increase its uptake and address the human resource gaps.

Top 40 Under Forty Women

ENGINEERING

Sheila Mwarangu

PARTNER GATHARA & PARTNERS CONSULTING CIVIL AND STRUCTURES ENGINEERS, 38



Having practised civil and structural engineering for 14 years and with a partnership in a city firm to boot, one may think Sheila is a successful and satisfied woman in her job. But meet her and the first thing she does is express concern over the low level participation of women in the prestigious trade.

“My work involves a lot of mathematics and physics, which many girls and boys shy away from. Parents must encourage children to pursue these courses while discarding culturally gender-based beliefs on any career,” she says.

The mother-of-two studied at Manchester University in UK for her undergraduate degree in civil engineering and later pursued a Master’s degree in structural engineering at Imperial College before taking up several assignments with various firms in the UK.

“While I became the first Kenyan woman to be chartered as a civil engineer and struc-

tural engineer by UK institutes, I decided to come back home where I joined Gathara and Partners Consulting Engineers as a director.

“I was part of a team that designed a 12-floor residential facility behind Nakumatt Junction and I am currently working on a similar project in Kileleshwa,” she says.

Attending male-dominated meetings to discuss project progress and design plans has given her a deep resolve to nurture women-student interns pursuing civil engineering.

Sheila who loves yoga and taking out her children for outdoor sports adds that Kenya needs to come up with a mentorship component in the education curriculum to empower children to explore their entire potential in total disregard to gender.

The civil engineer, who also holds an MBA from Strathmore University, says she plans to start her PhD studies.



COURTESY

PHILANTHROPY

Carol Ng'ang'a,

FOUNDER, HELD SISTER, 32



In 2013, Carol founded the Hold Every Lady in Distress foundation (HELD Sister) as a way to offer support and care for cancer patients. She has since reached out to thousands, achieving the screening of over 6,500 men and women for cancer through her rural medical camps.

“HELD Sister champions the fight against cancer by amplifying the need for prevention and easing the journey for cancer patients by supporting them,” says Carol.

“We offer voluntary community service through which 170 people diagnosed with precancerous cells have been saved from cancer through cryotherapy treatment, and, in total, we have assisted 270 patients in seeking specialised medical attention.”

Carol was inspired to start the foundation following her own diagnosis with cervical cancer in 2013. At the time it was discovered, it had spread to her uterus, and rather than undergoing chemotherapy or radiotherapy, she made the unexpected decision for a laparoscopy hysterectomy, an operation through which her uterus was removed.

“It was a personal decision that I knew would end my child-bearing. My experience during this time, from when I discovered that I had cancer and through the treatment period, I realised how much the support and encouragement from my family kept me strong. I, therefore, decided to find a way to help cancer patients who normally face a lot of psychological torture.”

Through her foundation, she also offers psychological support to caregivers, who stand by the patients from diagnosis to treatment and the healing process.

In November each year, HELD holds the ‘Brave and Suave’ gala dinner for cancer patients admitted into the palliative care unit where they dress up, apply makeup and showcase designer outfits in a 360 turn runway, in a move to celebrate, encourage and support them even in their pain. These initiatives saw Carol receive the Women Inspiring Change in Africa award from Eco Bank in 2014, the Timeless Woman of Wonder (Health Category) Award in February 2016 and the Red Chilly Spiced Social Change Maker award in 2016. Carol is now planning to establish a call centre to help reach out to more people still and a mobile App to provide nutritional information, especially to help rural residents who have limited access to correct information.



SALATON NJAU



SOCIAL ENTERPRISE

Irene Tulel,

UNDP PROJECT MANAGER, 36

Born in West Pokot, known for its communal conflicts, Irene understands the devastation that conflict can bring that has prompted her to devote her life to peaceful coexistence among the communities in Kenya.

The Master of Arts in Armed Conflict Studies degree holder is a proud Pokot woman who not only values the adornment of traditional attire in the city, but also the practice of the culture through the organisation of Pokot cultural events in Nairobi.

“Cultural belonging is an individual’s greatest strength. I remain proud that my children have had the chance to feel in and out of school,” said the mother who prides herself as the first girl from her community to get to university.

Her initiatives in building a peaceful community have not only brought peace between some of the communities, but have also earned her respect.



COURTESY



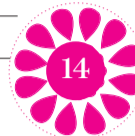
by the Head of State in 2013. “Out of my efforts and work as a Country Co-ordinator under the Conflict Early Warning and Response (CEWARN/IGAD), I obtained the Head of State Commendation (HSC), for exemplary work in Conflict Early Warning And Early Response work in 11 pastoralist counties and successfully managing cross border conflict with the neighbouring IGAD countries of Somali, Ethiopia, Sudan and Uganda),” said Irene, who is currently Project Manager Strengthening Community Resilience against Radicalisation and Violent Extremism with United Nations Development Programme (UNDP).

It was at that time that Kenya became the first IGAD country to operationalise the Conflict Early Warning and Early Response System (NCEWERS) and pilot the Rapid Response Fund (managed by the Kenya Conflict Early Warning and Early Response Unit—CEWERU within the Office of the President).

An alumna of Daystar University, Irene holds an Australian Leadership Award on peace building and conflict management. She also became a member of the board at Action Aid International Kenya AAK at 25. Action Aid International Kenya supports poor, marginalised and the excluded in society.

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FASHION



Valentine Nekesa,

FOUNDER, V- DESIGNS , 20

At a young age, Valentine is running a successful fashion line, V-designs, for plus-size women, an endeavour that recently won her Sh5 million at a Safaricom-sponsored entrepreneurial reality TV show. She impressed the judges at the Blaze; Be Your Own Boss Show aired on KTN through her outstanding business plan and problem-solving prowess, beating 11 other contestants.

The third year IT student at Mount Kenya University founded her company—Nekesa Queens—two years ago out of passion for fashion and a need for pocket money. Having lost her mother at a tender age and with an economically struggling father, she describes a childhood characterised by struggle and despair.

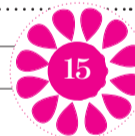
As a student at Moi Girls’ High School Eldoret, her burning passion for fashion was ignited when fellow students picked her to design their outfits during fashion shows. She designed costumes using book covers, bed sheets, towels and cartons, which earned her admiration. After high school, a friend sought for her services for a fashion event having seen what she was capable of. It is from this point that the popularity of her designs took a positive trajectory.

Valentine, who has been raised by an aunt, says she has never thought of herself as being employed as it would limit her creativity and career growth. She used part of the Sh5 million in her workshop located in Nairobi, which has three employees and majorly deals in African fabric. When she is not at the workshop, she is reading books and magazines, sketching fashion designs or attending virtual classes online. Her immediate desire is to showcase her collections at the Mercedes Benz Fashion Week in Berlin and London, where her brand would gain prominence on the international scene.



DIANA NGILA

HEALTH



Joyce Wanderi-Maina,

CHIEF OPERATING OFFICER, POPULATION SERVICE KENYA , 38

Joyce says family and hard work has defined her career path from a field marketer to the position of chief operating officer at Population Service Kenya (PSK). The mother-of-two studied for a Bachelor’s Degree in Commerce at Kenyatta University after which she joined Safaricom, MCL Saatchi among others before joining PSK.

She later acquired a Master’s degree in Strategic management from University of Nairobi.

“I kept consulting my architect husband, Duncan Maina, on every career decision I made and this affirms that even married women can excel,” she says.

Her advice to women bosses— do not personalise conflict and the best leader promotes career growth among junior workers.

She says people find it odd discussing condoms or contraceptives, but her focus is on educating the public about spacing of children.

“This translates to better health, education, higher incomes and a wholesome life for the family,” she says.

On her side cabinet are mementoes collected from her various sojourns abroad during foreign travel as well as pictures of her two sons and several trophies awarded to her team over the years.

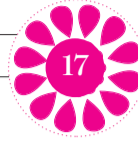


DIANA NGILA

Top 40 Under Forty Women



BEAUTY



Nelly Tuikong,

FOUNDER AND CEO, PAULINE COSMETICS,
32

Nelly was inspired to start her makeup line, Pauline Cosmetics, in 2009, while she was working as a critical care nurse in the US. She quit her job and moved back home to Kenya to drive her new cosmetics brand. “The makeup market at the time had an influx of products for people with fairer skin complexions and I remember walking into shopping malls and cosmetic shops unable to find makeup that could match my complexion,” she says.

Implementing the idea, however was not so easy, taking four years to materialise. “After a lot of research, I manufactured my first batch of products from Asia. I stored them in an extra bedroom in my house and continued with my

market research and minor product tests,” she says.

Her first products were Shea Butter infused lipsticks, lip-gloss and eye makeup. She also incorporated hourglass-shaped containers in a bid to represent the full figure of the African woman. However, despite her intensive market research on the products, her failure to thoroughly vet her intended consumers resulted in initial losses. The short shelf life of the products also ruled out stocking them for longer periods.

She learnt from this and, today, Pauline Cosmetics is running to be the top makeup brand in Kenya, and is competing with international brands. “I want to be part of all those people who are changing Africa’s narrative. As a continent we need to step forward and show the world that we can design and develop world-class products,” she says.

Nelly’s biggest inspiration is her mother whose name Pauline, is behind the brand. However, challenges remains in convincing all women that Kenya owned brands are not substandard.

FINANCE



Sitah Lang’o,

SWIFT EAST AFRICA REGIONAL MANAGER,
34

Sitah has defied all odds in pursuit of her dreams. She has always believed in hard work and honesty since childhood. She says going to boarding school at the age of eight gave her an opportunity to be responsible early. When she finished secondary school, she got an internship at a city hotel.

“It was an experience that shaped her life,” she says.

Sitah later secured a job frying and selling potato chips in a bar in Nairobi’s Buruburu estate earning Sh2,500. Salary delays and a yearning to further her studies saw Sitah quit the job after her arrears mounted to Sh10,000. She got a similar job but on a double salary.

She later enrolled for a certificate course in Business Administration at the then Kenya Polytechnic. “It wasn’t easy juggling work and class, I carried my books to my workplace particularly during the exams to enable me to revise at night while serving customers,” she says.

Armed with a certificate in Business Administration, she began job hunting again, only to land herself in another job as a waitress. Ten months later, Sitah went back to hone her skills further, with an Advanced Certificate at Kenya Polytechnic. With better papers in hand, she finally ventured into sales job that paid commission.



COURTESY

HUMAN RESOURCES



Fridah Muchina,

REGIONAL HEAD OF HUMAN RESOURCES, NESTLÉ,
EQUATORIAL AFRICAN REGION, 39

Sitting as regional head of human resources at Nestlé Equatorial African region means Fridah is in charge of 20 countries. Prior to her current position, the BSc Degree graduate from the University of Nairobi worked at Safaricom. Fridah, who additionally holds a Post Graduate Diploma in Human Resources and an Executive MBA from Strathmore University, also mentors young people who are in different stages of life.

“Currently, I am mentoring two young girls through the Global Give Back Circle Organisation and four young people experiencing the workplace space,” she says. When she is not working, she loves spending time with her family.

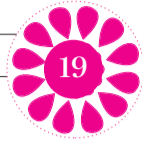
“One key aspect is to also have a support system and I get this from close girlfriends—they act as my sounding board and I consider them as my sisters who challenge and inspire me.” Her greatest challenge, however, is maintaining a balance in her work and family life. With growing demands in her job, she is sometimes required to travel and be away from her two young children, who still require her presence in shaping their future values and beliefs.

“

I have an order of life that I follow. God first, uncompromised. Then family and then business and I am too grounded to be changed by fame.

SIBA MTONGANA, CELEBRITY CHEF

ENGINEERING



Lisa Mugure,

EX-CIVIL ENGINEER, CHINA
COMMUNICATION AND CONSTRUCTION
COMPANY (CCCC), 25

Lisa was part of a team of civil engineers involved in the prefabrication of T-girders for the Standard Gauge Railway, Nairobi-Naivasha route last year. “Being fluent in Chinese, Kiswahili and English, I acted as the link between Kenyan workers and the Chinese engineers. At the same time, I was involved in the construction of the T-girders,” says Lisa who is a graduate of Structural Engineering from Lanzhou University of Technology in China.

On a flight from China to Kenya in 2015, she met an engineer from CCCC. They exchanged contacts and when she graduated a year later, she applied for an internship at the company, which she secured. “After less than a month, the company decided to hire me as a permanent employee and that’s how my career started,” she says.

She admits her biggest challenge to date was learning the Chinese language while undertaking her engineering course.

“I could attend a lecture and not understand 70 per cent of it given I was struggling with both engineering and Chinese. However, with the support of my lecturers, I managed to catch up and four years later I made it to the 2016 Outstanding Graduates List,” she says.

Her achievement saw her selected as one of the speakers at the June, 2017 African Women in Technology Conference Kenyan chapter. Although her career in engineering had taken off positively, last month, she switched to management consultancy, by taking on a new role at KPMG East Africa.

“My new role involves working with others within the consultancy department to help organisations in East Africa improve their performance through analysis of existing problems and developing plans for improvement,” she says.

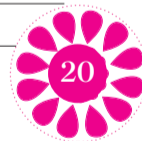


COURTESY

SPORTS

Gladys Cheron,

INTERNATIONAL ATHLETE, WINNER OF BERLIN MARATHON, 34



FILE

Gladys, who made it to the 2017 Top 40 Under 40 Women’s just after winning the Berlin Marathon is, perhaps Kenya’s most decorated athlete having won a gold medal multiple times.

She holds the distinction of being the second Kenyan woman, after Florence Kiplagat, to have won the Berlin Marathon twice. The champion from Kericho never envisioned becoming an athlete, but as fate would have it, her career took her to the track, having done long distance sprints throughout her teenager life.

Gladys says her career in athletics began in primary school when she would run for about 20 kilometres.

Gladys has more than cemented her legacy on the athletics scene with multiple gold medals in 5,000 and 10,000m, African championship (2012), a silver medal 10,000m at the World championship (2013), gold medal world Half Championship (2014) and gold medals in the Berlin Marathon (2015 & 2017).

She however reveals that being an athlete and a mother has not been easy—a feat she only manages through a strict programme. Her motivation, she says, is the desire to be in control of her performance.

“I strive to perform to the very best of my ability, and to continually challenge myself,” she says. For upcoming athletes, Gladys recommends strict discipline, hard work and perseverance. She has big ambitions on the track.

TECHNOLOGY



Salome Gathoni,

IT PROGRAMME LEADER, GENERAL ELECTRIC
DIGITAL, 39

Salome’s work involves running programmes and technologies across the Middle East, Turkey and Africa for multinational General Electric (GE). The Microsoft certified systems engineer and holder of a Master’s degree in Strategic Management from Jomo Kenyatta University of Agriculture and Technology, is also the business manager for the GE Africa pipeline talent programme—Digital Leadership Programme (DTLP), a role that sees her guide the firm’s new IT talent.

Salome also leads the charity programme at GE Africa, an initiative to empower less privileged communities where the firm donates laptops, sets up ICT labs in schools as well as provides technical training and mentorship.

The mathematics enthusiast with a degree in Business Information Technology from St. Paul’s University wanted to pursue a career in finance from an early age, but a nudge from her mother convinced her to give IT a try. Her career turning point would, however, come two-and-a-half years later, when she got a job at Kenya Airways as IT Service Support Team Leader.

“That is where my career journey transformed from one role to another gaining new skills, knowledge and experience that led to several promotions. While I joined as IT Support Team Leader, I was promoted to IT Service Operations Coordinator four years later, another four years and I advanced to the IT Service Delivery Manager, where I worked for one-and-a-half years,” says Salome.

Her determination to give back to the community has since seen her found an organisation called Binti Bliss focused on educating young ladies in menstrual care and providing them with access to sanitary towels.

“This year I made a personal goal to give to 10 young ladies an annual supply of sanitary towels and keep them in school throughout the month. I also mentor them, sharing my life experiences and the important message of self-confidence and ways to identify their unique talents,” she says.



COURTESY

Top 40 Under Forty Women



COURTESY

AGRICULTURE

Marion Atieno Moon,
FOUNDER AND MANAGING DIRECTOR OF
WANDA ORGANIC LIMITED, 33

Marion is the founder and managing director of Wanda Organic Limited, a company dedicated to helping farmers in Sub-Saharan Africa improve food security and economic growth by upgrading their soil fertility using organic fertilisers.

Born and raised in Kenya, she is a woman passionately dedicated to the social, economic and political development of Africa. With a back-

ground in business management, Marion worked in marketing and customer service roles for large brands in Kenya and Uganda, where she gained a reputation for customer-oriented, results-focused performance and built her knowledge and skills in business process design and management.

In 2011, she left formal sector employment to set up Wanda Organic to develop and offer market based solutions to Kenyan farmers. "Feeling unfulfilled and the desire for social equity, I decided to start an organisation that not only made a profit, but also created social and environmental equity," says Marion.

Wanda Organic works with farmers to make them more productive, especially in Kenya, where soil fertility has been declining, leading to stagnating yields in many parts of the county. In this, Marion has sourced a bio-technology solution from the Philippines that she has adopted in Kenya.

"We are not only teaching farmers to stop the use of chemicals and add organics, we wisely encourage them to use both," she says.

Her missions has been made harder, however, by the inadequate levels of investment in agriculture.

Today, the organisation has over 11,000 farmers trained and over 6,000 who have bought the fertilizers and use its recommendations. She recently sent the first consignment to Nigeria to see how it will work with Nigerian farmers.



AGRICULTURE

Mbula Musau,
INDEPENDENT CONSULTANT AND
FOUNDER, UTAKE COFFEE, 37

Mbula is the proprietor of Utake Coffee Consulting, a company that specialises in coffee quality training, marketing, research consultancy and development management. The specialty coffee premier training campus is driving the agenda of value addition to one of Kenya's most important export - a mission she believes will open new avenues and create thousands of jobs for the youth.

Mbula is a certified Q Arabica and Robusta Coffee Grader, the highest coffee qualification she attained in 2009 and 2011 respectively. She is one of the 40 certified Q Arabica instructors in the world, who conduct the acclaimed Q Grader course, becoming the first African to attain such qualification.

Currently, she is undertaking Specialty Coffee Association (SCA) training, which will enable her conduct these courses in Kenya and greater African region. Utake Coffee will give East Africa a place to centralise critical quality knowledge, to facilitate many Chartered Quality Institute (CQI) activities and provide opportunity for other skilled African and international coffee professionals to attain their credentials and maintain them in an affordable way, right at origin.

Mbula comes from a close knit family, the fourth born out of five children, three brothers and a sister, she holds a Bachelor of Commerce degree from University of Nairobi, and a Master of Science in Development Management from Open University UK.



COURTESY



COURTESY

TELECOMS

Angela Githuthu-Ngaamba,
SAFARICOM YOUTH SEGMENT LEAD, 37

Angela is the force behind Safaricom's Youth Segment that develops products targeting the younger generation such as the BLAZE Youth Network. Her typical day involves working with young people aged 10 to 26, be it on the ground trying to empower them, or coming up with new strategies and products that suit them.

BLAZE is a network that gives youth access to the "Be Your Own Boss" mentorship summits, boot camps, events and youth-empowerment programs. Under Angela's leadership, the programme aims to teach the youth how they can be their own bosses and earn from their passion and talents, through events, talks, TV shows, workshops and training courses with a large network of young successful mentors.

"Mentoring the youth, lifting their spirits and empowering them to build

their own lives through their passion gives me great joy each day, because I know I am making a difference in the young people's lives," she says.

Her biggest challenge is convincing the business that the programme is working because of the lack of immediate monetary gain.

She is, however, hopeful that she is planting a seed in Kenya, one young person at a time, whose fruit will be seen over time. Angela studied Information Technology initially, but then worked her way up the corporate ladder in marketing, with international brands such as Nokia, Cadbury and Huggies. She then thought she would move to influence policy in the technology sector, such as at the Communications Authority of Kenya (CAK), but she is glad that she is now, instead, having a more direct impact on people's lives through technology.



RISK MANAGEMENT



Mary Mueni Ngui,
GROUP HEAD OF RISK AND COMPLIANCE
– RESOLUTION INSURANCE, 33

Mary has always been a top performer. She not only attained an A- mean grade in her Form Four exams, a First Class Honours in Bachelor of Commerce degree from Strathmore University but has also been a rising star in corporate Kenya, making it to the final list of Cfc Stanbic Bank's rising star in 2015.

"I have experienced different trails in my life, including being orphaned but I have never allowed them to wear me down, instead they have strengthened and polished me up— more so in what I do now," says the mother-of-one and an MBA graduate from Heriot-Watt University-Edinburgh Business School in Scotland (UK).

Her first job at the age of 21 was as an assistant internal auditor at K-Rep Bank. She also worked at Unilever as an audit and risk management auditor-East and Southern Africa. Before her current position, she was the deputy manager and later risk and compliance manager at Liberty Life Assurance Group.

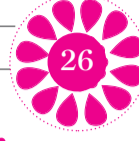
"I am a consistent top performer," she says. "I keep my commitments. I see things through, be it work or personal. Once I give my word, it's bankable."

“

Don't rush to be independent. Don't be too focused that you quite forget to smell the roses in your 20s. Take time to heal from various wounds.

UDUAK AMIMO, TV PRESENTER

MEDIA



Simaloi Dajom,
DEPUTY PROGRAMMES DIRECTOR AT
ROYAL MEDIA SERVICES (RMS), 35

Most 19-year-olds in college would gladly jump at the opportunity of a paid job over an unpaid internship, but not Simaloi. "I opted out of a paid opportunity in analogue programmes production to take up an unpaid internship at RMS. I wanted to learn digital production, which was not common or widely available at the time. It was a risk and it paid off," she says.

"After my internship, I was offered a job as a radio producer. The company was experiencing exponential growth at the time, with new stations being set up. This gave me an opportunity to extend myself beyond the job description and add value across the board. I later progressed to my current position."

Simaloi is in charge of the company's 13 radio stations, providing strategic direction and support to a dynamic team of over 200 on-air personalities and station managers.



COURTESY

HEALTH CARE



Iddah Asin,
DIRECTOR GOVERNMENT AFFAIRS AND POLICY,
JOHNSON & JOHNSON, 34

When Iddah was 30, she was selected to represent Kenya Airways at a high-level meeting. But when she walked into the meeting, her counterparts dismissed her as a fledgling. "The host asked if I was accompanied by a senior colleague. It was more amusing than offensive," she says.

Iddah's career has largely been carved out in Kenya's male-dominated aviation industry. During her tenure at Kenya Airways, she successfully supported the airline's expansion to its latest routes, including Cape Town in South Africa, Victoria Falls in Zimbabwe, Hanoi in Vietnam, and the USA, helping it secure the necessary rights and permits. She was also part of the team that successfully lobbied for the exemption of VAT on aircraft spare parts.

Now, she is the Director of Government Affairs and Policy, East Africa for multinational pharmaceutical firm Johnson & Johnson, where she develops and executes the government affairs and policy strategy for the company's three business sectors in the region, as well as for its global public health, corporate citizenship trust and global community impact groups.

"Health care policy in the EAC region is developing at a rapid pace and I have the opportunity to influence the policy landscape and trends, providing better health outcomes for the people of Kenya and the East African region, as well as collaborating with the government," she says.

Iddah is an Advocate of the High Court of Kenya and holds a Bachelor of Law degree from Makerere University, a Post Graduate Diploma in Law from the Kenya School of Law, a Master's in Public Policy and Management from Strathmore Business School and Certification in the International Module on Global Leadership from New York University's Robert F. Wagner Graduate School of Public Service.



DIANA NGILA



COURTESY

Top 40 Under Forty Women



SALATON NJAU

HEALTH

Dr Stellah Wairimu Bosire-Otieno,

CEO, KENYA MEDICAL ASSOCIATION, 31



When Stellah joined Form One at State House Girls High School in Nairobi, she decided that she would no longer be a slave to alcohol and drugs that she had been addicted to during her childhood.

She soon found out that the “demon” would not be vanquished easily. She suffered terrible withdrawal symptoms. But the teenager proved to have a stronger will. High school was her “golden lifeline” and she was not going to let it go.

This strong will is a thread that is interwoven throughout the story of her professional life and her quick rise to the position of chief executive at the Kenya Medical Association (KMA). Stellah grew up in Kibera and is the second born in a family of five. Her father was a “now you see him, now you don’t” kind of parent and her mother was schizophrenic.

By the time she was in Standard Eight, she

was abusing drugs and alcohol even as she fended for her siblings. But Stellah has never been short of ambition.

At secondary school, she knew she wanted to be either a judge, to right the injustices she had seen in the world, or a doctor, because of her mother. She chose the medical path.

At the age of 27, while she was still a medical intern, she was sworn to the board of the HIV/Aids Tribunal. She later became the vice chair of the tribunal and eventually left the public sector to work for Avenue Hospital. Her time at Avenue gave her managerial skills and taught her that medicine must be approached as a social enterprise.

She is currently completing two post-graduate degrees that reflect this realisation – an MSc in Global Health Policy and the University of London and an MBA in Healthcare Management at Strathmore.



COURTESY

LAW

Caroline Mtai,

SENIOR PROSECUTION COUNSEL,
OFFICE OF THE DIRECTOR OF PUBLIC
PROSECUTIONS (DPP), 37



In 2016, Caroline implemented the first plea bargaining at the Milimani Children’s Courts as an alternative to trial in some cases. “Plea bargaining involves finding creative solutions for cases to encourage restorative justice and reduce the period of time spent by children within the juvenile justice system,” she says.

“I am very passionate about children’s matters

and advocate for the improvement of services we offer to children in the Juvenile Justice System. Milimani was the first lower court in Kenya to implement plea bargaining.”

The courts have since solved over 50 cases through plea bargainings since 2016, and over 200 since 2014. Caroline was also part of the team that prosecuted students involved in school fires last year at secondary schools in Nairobi.

Previously, she worked at the Office of the Attorney-General as a Litigation Counsel in the Civil Litigation Department, before joining the Office of the DPP in 2014.

She, however, considers the move from AG’s office to the DPP as a turning point in her career.

“I had little experience in criminal litiga-

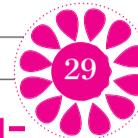


COURTESY

SALES

Felisters Gitau-Mutugu,

HEAD OF SALES OPERATIONS,
FARMERS CHOICE, 31



Growing up in Githunguri, Felisters had no clue that she would rise to become a big player in the corporate world. Her career started shaping up after joining Jomo Kenyatta University of Agriculture and Technology where she studied commerce before joining University of Nairobi for a Master’s degree in Strategic Management.

Upon graduating, the mother-of-one and a wife to a two-time winner of Top 40 Under 40 Men Joseph Mutugu, planned to pursue a career in finance. She was not satisfied and thought she could make a bigger contribution in a different field.

That is when she decided to switch careers to sales and applied to join the sales team at Farmer’s Choice. As the Head of Sales Operations at Farmer’s Choice, Felisters is responsible for the day-to-day sales processes involving the selling and distribution of the company’s products at their customer base.

She draws her strength from her husband who has been very supportive to her career path and who played major part in shaping her success. Felisters has not stopped dreaming, she hopes to become a chief executive of a top corporation in Kenya.

“When you overanalyse a situation you end up not doing what it is you want to do. Because you end up supporting the fear in you.”

ESTHER MUCHEMI, FOUNDER SAMCHI TELECOM

tion and when I saw the job advertisement for my current position, I applied since I have always had a passion of advocating for children’s rights,” she says.

This championing earned the Moi University LLB graduate, a nomination to the International Visitor Leadership Programme in USA – a platform that allows current and emerging leaders to interact with American counterparts in their field of expertise.

Beyond her practice in law, the mother of one also runs a book club project at Dagoretti Girls Rehabilitation School.

She aspires to end the suffering of children in the Kenyan juvenile system and to expand her story telling and mentorship programme to all the borstal institutions.

FINANCE



Rachael Gitonga,
CHIEF FINANCE OFFICER, EAST
AFRICA REINSURANCE, 36

As CFO, Rachael has to crunch financial and macroeconomic numbers to help guide and steer the company on a long-term profitability path.

Besides supervising the finance team, Rachel continuously meets clients and business partners, go through reports and presentations for board meetings. "This is critical in ensuring that adequate information both financial and non-finan-

cial is provided to give a clear overview of the company's performance and strategic direction," she says. "Finance is intertwined in every aspect of the business and I have to offer the necessary support."

Before taking up her current job in November 2015, she had 12 years' experience in financial reporting, risk and performance management at audit firm PricewaterhouseCoopers in Kenya and South Africa. She won PwC South Africa's Manager of the Year Award for financial services in insurance and investment in December 2012, the year she returned to Nairobi. Rachel wanted to be a doctor before she fell in love with numbers in high school. She describes her managerial style as "open, inclusive and a 'no excuses just do it'".

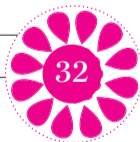


DIANA NGILA



COURTESY

TRADE

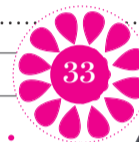


Angela Ndambuki,
CEO OF KENYA NATIONAL CHAMBER OF COMMERCE AND INDUSTRY (KNCCI) 37,

Angela is a household name for her hit song *Mateso*, which she produced with two friends as the trio group Tatu. After five years, the trio separated, but now she is back in the limelight in a more prominent role. Last month, she was picked to head the Kenya National Chamber of Commerce and Industry (KNCCI). The young CEO aims to grow the international investor portfolio and ensure a favourable climate for Kenyan companies and facilitate ease of doing business. She has also been fighting for the rights of the very same industry that introduced her to Kenyans. "I

am the mother of two, a wife, an advocate of the High Court of Kenya, a creative artist and also the CEO of Performers Rights Society of Kenya (Prisk)," she says. Nine years ago, she ventured into fighting for the rights of creative artists in Kenya having completed her degree in Intellectual Property Law at the University of Nairobi. "Prisk was born out of my love for law and passion for arts, and my law degree qualification struck a balance for me, as it dealt with copyright and related rights issues. My biggest inspiration was to make a difference in the creative arts industry."

ENERGY



Caroline Makenzi,
CLIMATE FOCUS CONSULTANT, 30

On a typical day Caroline, an engineer, has to juggle boardroom meetings with motherhood, besides offering consultancy services to clients and attend Zumba dance workout sessions.

Her consultancy services are at the tip of the curve in fuelling agriculture with cheaper sun-powered stations. The mother-of-two has quickly made her name in the male-dominated renewable energy sector and is now working to have more Kenyan professional women participate in the blue ocean market with huge opportunities.

In 2013, Caroline became the first woman in Kenya to be licensed by the Energy Regulatory Commission (ERC) as an energy manager. Solar energy, she believes, is key to raising Kenya's productivity levels in agriculture by offering an affordable path to mechanised production and value addition. A graduate of mechatronics engineering (a mix of mechanical, electrical and computer engineering), she has consulted for over 40 companies in solar energy solutions, including growers of flowers. "Solar energy has a special role to play in increasing efficiency while cutting production cost for Kenyan farmers," says Caroline, a lover of Zumba and tennis. She says her typical day starts at 5.30 am and ends at 5.00 pm, just in time to dedicate some quality time to her young family.

In 2009, she interned at the Volkswagen plant in Germany where she participated in the ongoing research on biofuels and gasification as alternatives to running motor vehicles, an experience that widened her scope. She traces her career path to her first employer, Nairobi-based Davis & Shirtliff where she served four years in the solar department before moving to African Solar Designs and currently Climate Focus, based in Netherlands, as a consultant. Her current role focuses on installation of solar panels for businesses, water pumping and sun-powered mini-grids.

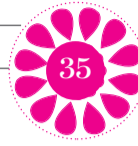


DIANA NGILA

Top 40 Under Forty Women



ACCOUNTING



Patricia Seroney,

PARTNER, DELOITTE, 39

In 2006, Patricia, a partner at Deloitte Kenya, was relocated to the firm's Bermuda office in USA to help clients transition from the Generally Accepted Accounting Principles (US GAAP) reporting framework to International Financial Reporting Standards (IFRS).

"It involved building a business case to acquire new and retain existing clients through excellent service and professional relationships."

"I came back to Kenya in July 2007, after one and half years, and started auditing the public sector. I saw the challenges in the sector as opportunities and have been doing my best to contribute to a more transparent and accountable public sector."

The mother of two has been championing public sector transparency for over 14 years in the country, and internationally. At Deloitte (with over 1,000 clients in Kenya), she has grown the Audit Public Sector business through acquiring big ticket clients and ensuring the unit is profitable.

"To be a partner at Deloitte, you need to build a strong personal brand, both internally and externally. You have to be a "go-to expert" for some technical or sector specific knowledge. Most of my clients have had exponential growth in revenues and I feel proud that the business relationship has been excellent," she says.

Patricia's success in finance began, however, with a BSc in Food Science and Technology, in which she secured First Class honours in November 2001 from Egerton University. She then joined Strathmore University where she sat the Association of Chartered Certified Accountants professional exams.

"I want to continually grow the Deloitte business and develop the team and pass the baton of leadership when the time comes and rest easy knowing that the firm is in great, capable hands."



SOCIAL ENTERPRISE



Natalie Robi Tingo,

FOUNDER, MSICHANA
EMPOWERMENT KURIA, 27

Natalie is a disruptor, a fearless activist with several awards and recognitions to her name. She believes that every girl should grow free from violence, and she works in the same village where she was born, raised, and discriminated against for being 'uncut'.

Female genital mutilation is still practised by many Kenyan communities, especially in Kuria region which has one of the highest circumcision rates in the country. At the age of nine, Natalie was supposed to undergo the circumcision ritual, but her mother saved her and sent her to boarding school. She was also the first girl in her community to join university. When Parliament implemented the FGM Act, she started to question her community's practices and why no one cared about the pain the girls were going through.

In 2013, Natalie founded the Msichana Empowerment Kuria. "I started out small; by taking sanitary towels to girls. I came to notice how much this small gesture meant to these girls, but it was one girl's story that made me decide to take up the job full time," she says. In January 2015, a five-year-old girl who had been defiled by her father approached Natalie crying. She couldn't report the rape as it seen as a taboo. Natalie followed up with the authorities, but no one was willing to help. She decided to stay in Kuria, followed up on more cases and began rescuing girls from the cut. So far, her foundation has rescued 24 girls and enabled 1,000 to attend school during their menstrual cycle. "My greatest challenge has been threats against my family and I," she says.



ACTUARY



Margaret Achieng' Oyugi,

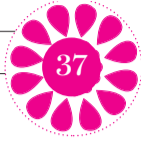
HEAD OF ACTUARIAL AT RESOLUTION INSURANCE, 33

Margaret rose to the plum post last year having set up the department from scratch three years earlier when new regulations came into force requiring all insurance companies to establish actuarial functions. The Makerere University-trained executive, who topped her Bachelor of Science in Actuarial Science class, is among the few women actuaries in Kenya. Margaret leads a team of five actuarial professionals, who look at Resolution Insurance's business in East Africa.

"I get to work with a lot of data, in-depth analytics tools and software, creating a lot of interest in big data technology and applications of artificial intelligence in predictive analytics not just in insurance but also in other industries where data can be used to support decision making," she says. More recently, Margaret has been raising her profile with presentations science.

"Actuaries are futuristic solution providers to the financial services companies. This means identifying and presenting solutions to problems that are yet to emerge," she says. But she says the most rewarding part of her job is in mentoring and training young actuaries. Last July, she won the "Young Insurance Achievers Award" at the Think Business annual insurance awards—a feat she won for her contribution to the growth of the insurance sector through mentoring actuarial talent.

AGRICULTURE



Silvia Tonui Sambili,

FOUNDER, MARIGAT GOLD, 32

As a young marketer, Silvia was assigned a project that changed her life, researching the honey production industry. It was an eye-opening moment as she realised that over 60 per cent of honey consumed in Kenya was imported, yet producing regions, such as Marigat in Baringo, more often than not, had an oversupply.

She realised the challenge facing the honey industry in Kenya was poor branding and insufficient marketing; weighed up the opportunity, and dived in, to focus on value addition in honey. This marked the birth of Marigat Gold, a brand of honey that is currently sold in Kenya, with plans to expand into other markets, including the US. Together with her sisters Lina Tonui and Joyce Tanui, she set up the company that now has 10 employees and sources honey from local farmers. Unlike competition, Marigat Gold is packaged in attractive branded glass jars. Silvia is also looking to set up a foundation that focuses on bees conservation in East Africa.

As a fellow in the Mandela Washington Fellowship 2017, a programme under the Young African Leaders Initiative (YALI), Silvia learnt that most bee colonies in USA had disappeared due to the overapplication of pesticides. Through the foundation, she wants to ensure that as the honey industry in Kenya grows, it is sustainable and that the indigenous bee colonies grow with the industry. Her goal is to build a strong internationally recognised brand while running a sustainable business. In her free time, she loves to mentor and is part of the BLAZE network of entrepreneurship mentors for youth. She hopes to change the outlook of the Kenyan youth on agribusiness and influence them to shift their focus from the point of production and look for opportunities throughout the value chain.

“The agriculture industry in Kenya has so much potential and the youth should take advantage of the opportunities within the value chain to grow themselves and in turn grow the economy,” she says. She intends to diversify the products under the Marigat Gold brand to include essential oils.

Moreover, with the knowledge gained from beekeeping school, she hopes to set up her own beehives to supplement the produce from local farmers who depend on the rain for production. “Price fluctuations of honey are a major challenge and are caused by the changing weather patterns. Once my beehives are set-up, I shall train local farmers on better honey production methods that are resilient to weather changes,” she says.

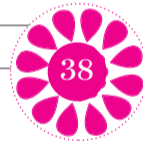


COURTESY



COURTESY

LAW



Martha Mbugua,

PARTNER, HAMILTON HARRISON & MATHEWS, 32

As one of the youngest partners at Hamilton Harrison & Mathews, Martha was part of the team that advised KCB in its \$550 million corporate restructuring in 2015, aged just 30.

With her expertise in private equity, corporate restructuring, and mergers and acquisitions, this involved converting the existing KCB entity from a non-operating holding company and moving the Kenyan banking business to a new wholly owned Kenyan subsidiary.

“I have been a partner at HH&M for two years now. My mergers and acquisitions practice in-

volves reviewing due diligence reports, drafting or reviewing transaction agreements, advising, negotiating them, and getting the deal closed on behalf of the client,” she says. This and other transactions, have seen her ranked as a rising star by the IFLR 1000, a global law firm and world’s ranking directory of the leading financial and corporate lawyers, in its 2017 and 2018 rankings.

Besides the KCB restructuring project, Martha was also part of the legal advising team in the recent Helios acquisition of shares from France Telecom/Orange. “I was part of the legal group acting for Kenya and National Treasury, which is a minority shareholder in Telkom Kenya. That was one tough transaction as acting for a minority shareholder against a private equity powerhouse is not easy,” she says.

Martha, a holder of a Master of Law degree from the University of Birmingham, only took a year to make partner after joining HH&M as a senior associate.

“My greatest regret in life is probably not having children of my own. Just having a little Freida around would have been nice.

PROF FREIDA BROWN, FORMER USIU VICE CHANCELLOR

Top 40 Under Forty Women



COURTESY

HEALTH



Dr Anne Musuva,

DEPUTY CHIEF OF PARTY POPULATION SERVICES
KENYA, 35

As a medical student at the University of Nairobi, Dr Anne watched helplessly as an eight-year-old boy died right in front of her. This shaped her journey to become Deputy Chief of Party at Population Services Kenya.

“It was at Kenyatta National Hospital in 2003, I was assigned a boy called Moses who had travelled with his mother from Kisii to seek medical services in Nairobi. He had severe malaria and acute kidney failure; he needed some sessions of dialysis. Unfortunately, each session cost Sh8,000 then and the family could not raise the money,” she says.

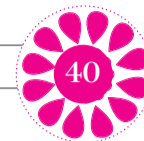
“I tried to raise the money and even seek a waiver of the cost from the hospital, but I was unsuccessful. Over the weeks, I watched Moses’ kidneys slowly shut down and he died right before my eyes. I was so angry, I almost quit medical school.”

But she did not, and now she is a Master’s degree holder in Public Health– Disease Control from the Institute of Tropical Medicine in Belgium and on a mission to ensure children like Moses do not get preventable diseases like malaria, and that their parents are able to get medical assistance without financial difficulties.

With Kenya on the verge of launching the Universal Health Coverage (UHC), Dr Anne has since been consulted by the Ministry of Health on this access, and on malaria control and case management in the private sector. “We will soon launch the UHC strategy and I cannot wait to see a Kenya where everyone is able to access medical care with ease.”

She has also been invited to present on her malaria work at numerous global conferences, including the World Health Summit in Berlin, the Roll Back Malaria in Geneva and the American Society of Tropical Medicine and Health. In 2014, she was awarded the Emerging Voices in Global Health award by the World Health Summit, which recognises future leaders in health who implement the global mission of the World Health Summit Network. Dr Anne is also a volunteer facilitator in her church, where she offers parenting classes, as a mother of two.

OIL & GAS



Caroline Somba,

FINANCIAL CONTROLLER, NATIONAL OILWELLVARCO, 29

At just 28, Caroline was appointed as the head of the East African region’s finance division at National Oilwell Varco, a global oilfields equipment manufacturing company present in over 65 countries, with a turnover in East Africa of over \$20 million as of 2016.

“I am responsible for the company’s income statement, as well as the balance sheet across East Africa, including financial analysis and presentation. I also perform strategic analysis on both new and existing projects, and ensure business units have all the financial information needed to support operational decisions,” she says. Caroline is part of the strategic analysis team involved in the oil exploration projects in Turkana by Tullow Oil and geothermal drilling projects in Menengai and Olkaria. She evaluates whether the project is profitable or not for the company, and has so far advised on over 20 projects.

Her journey to the top financial job at the multinational began in 2014 when she was tasked to set up the company’s finance department in Kenya.

“This was my first ‘startup’ to work with. As a ledger controller, I was hired to oversee the company’s finance department in the country and lead its expansion across East Africa. Two years later, I received a promotion to finance controller, which is my current role,” she says. “Setting up the Kenyan unit and the rest of East Africa from scratch and seeing the portfolio my team and I have built together, in the last three years, gives me great satisfaction.”

Besides dealing with National Oilwell Varco’s financials, Caroline loves to travel, a passion that has led her to create a blog called ‘My Global Attitude.’ She blogs about her travels in Africa, Europe, South East Asia, Middle East and North America. “I give advice on how to plan trips without spending too much money. I also use the platform to mentor young people on pursuing their careers and hobbies concurrently, with utmost success in both.”

At just 10 months old, the blog has already been nominated for best travel blog category, in 2017, at the annual BAKE awards.

Caroline also gives back to the community by twice a year donating sanitary towels to girls in Kayole and Ruai through partnerships with children’s homes in the areas.

“Every girl deserves a chance to attend all the school calendar days just like boys. I believe the only way to achieve equality is by creating a level playing ground for both boys and girls. To me, every small action towards that goal counts.”



COURTESY

“I’m quite a confident woman... but I have had insecurities growing up that I wasn’t bright enough, or smart enough. Insecurities become your driving force because you get so determined to get through them to prove the naysayers wrong.”

GINA DIN-KARIUKI, EXECUTIVE CHAIR OF GINA DIN GROUP

Put women in charge

This is a better way to at least to address the endless problem of men misusing their power

By Michelle Goldberz

Most women I know – and probably most women you know – have stories about sexual harassment.

Mine happened in college, with a professor who was older than my father and who made me think he was genuinely interested in my writing.

One day in his office, he told me he wanted to “kiss and molest” me. I muttered something about having a boyfriend and fled.

As stories like this go, I got off easy. I remember thinking at the time, “Huh, so this is sexual harassment.” I wasn’t particularly traumatised, but it was a blow to my faith in my own talents. I felt ridiculous for having believed that this man, whom I very much admired, saw me as a person with promise instead of an easy mark.

Cumulatively, incidents like this erode women’s self-confidence and make it hard for them to find mentors as their male peers do. But in my case, there was no accumulation; I never again experienced anything like it. There’s plenty of harassment in the media; in the wake of the Harvey Weinstein scandal, some women passed around an anonymous, crowd-sourced Google Doc listing men in my industry accused of sexual transgressions. I’d heard some of these stories but have somehow been immune since that office visit so many years ago. Why?

I’m sure the friendly people on the internet will say it’s because I’m undesirable, but despite the Weinstein affair, it’s not just dewy bombshells who experience harassment. Maybe I’ve simply been lucky. But I credit the fact that I worked at a succession of publications – *Salon*, *Newsweek* and *The Daily Beast*, *The Nation*, *Slate* – headed, for most of the time I was there, by women. (This was unusual; as of 2016, according to the American Society of News Editors, women still made up



only 37.11 per cent of “newsroom leaders.”) The books I’ve published have been acquired and edited by women. For most of my 20s and 30s, I never had to worry that getting ahead in my career meant staying in the good graces of a straight man.

More women should have the same privilege. Since the Weinstein scandal broke, several conservative men have argued for a greater separation of the sexes at work. “Think: If Weinstein had obeyed @VP Pence’s rules for meeting with the opposite sex, none of those poor women would ever have been abused,” tweeted former White House aide Sebastian Gorka, referring to Pence’s refusal to dine alone with women other than his wife. But the Pence rule, broadly applied, would penalise women while purporting to protect them, since women’s careers suffer when they can’t build personal relationships with important people in their fields. A better way to at least begin

POWERFUL WOMEN will stop men from abusing their power.

to address the endless problem of men misusing their power is to put more women in charge.

Obviously, female bosses can be abusive and can create cultures where abusive behaviour toward underlings is tolerated. But women may face less harassment at companies with fewer straight men at the top. Research “shows that when workplace power disparities are gendered (e.g., most of the support staff are women and most of the executives are men), more harassment may occur,” says a 2016 study of sexual harassment from the Equal Employment Opportunity Commission. Claire Cain Miller recently wrote in *The New York Times*, “In interviews, women in companies with many female or gay executives were more likely to say one-on-one relationships had never been an issue for them.”

After Hillary Clinton’s shattering loss, it sometimes seems like

female leadership itself has fallen out of fashion. The president is a misogynist thug who has boasted of some of the same crimes Weinstein is being pilloried for. His daughter and adviser, Ivanka Trump, mouths platitudes about female empowerment while supporting the rollback of a federal rule on equal pay. Her attempt to portray herself as a champion of “Women Who Work,” the title of her most recent book, seems tailor-made to support left-wing critiques of what’s sometimes called “corporate feminism,” a feminism that fetishizes the success of elite women.

In this moment of backlash and retrenchment, the type of “You go, girl!” feminism obsessed with professional cheerleading and pop culture affirmation has come to feel as dated as shoulder pads. Feminism’s energy has shifted left, toward women who want to dismantle the ruling class, not diversify it.

When “broader female access to executive perches in Wall Street and Silicon Valley gets treated as some sort of movement-wide victory, then something clearly has gone wrong in our understanding of what feminism is and can do,” Jessa Crispin wrote in *The New Republic*. As if to underline her point, the financial firm that installed the “Fearless Girl” statue opposite the “Charging Bull” on Wall Street recently paid \$5 million to settle charges of gender and racial pay discrimination, turning the artwork from a symbol of female moxie into one of corporate hypocrisy.

Nevertheless, as long as we have a hierarchal society, the gender of those at the top matters. In any field where women consistently have to please men to realise their ambitions – or simply to survive – there will be exploitation. Right now, that’s almost every field, and that’s what has to change. No woman just starting out should ever be told she has to choose between working for a Harvey Weinstein and working for a Mike Pence. If there must be bosses, fewer of them should be men.

-HARVARD BUSINESS REVIEW

#MorePossibilities

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FIREWORKS,
TO FEASTS AND
SWEETS AND
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