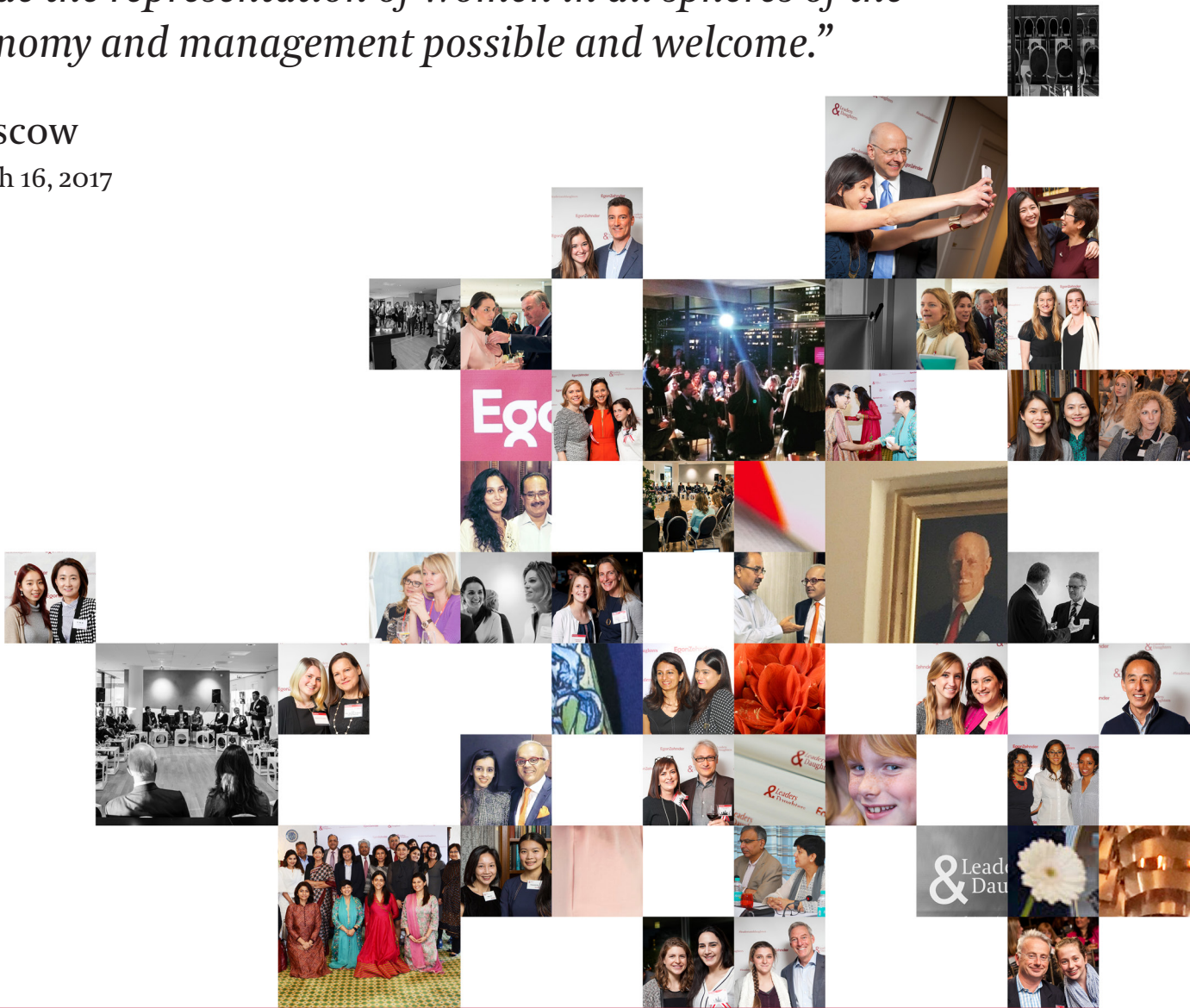


Leaders & Daughters

“We are grateful to the generations before us, who have made the representation of women in all spheres of the economy and management possible and welcome.”

Moscow

March 16, 2017



what we heard

Women leaders are nothing new in Russian society. In the past five years, the number of top 100 Russian companies that have women directors on their supervisory boards has increased from 42% to 55%. This fact was also illustrated by the roster of female executives at boardroom level who joined Egon Zehnder's Leaders & Daughters breakfast panel. The elite event, held in closed session to encourage frank and open discussion, included only two men among the 18 invitees, plus two Egon Zehnder male consultants. Meanwhile, almost all the women had senior roles at major Russian or global companies, including Google, Microsoft, Visa International and Avon.

In this female-dominated setting, much of the discussion focused on what lessons the daughters could learn from parents who had achieved success in both Soviet Union and modern Russia eras. Flexibility and adaptability was a key theme. For example, one woman's odyssey had taken her from an early career as a journalist, via a period in the 1990s working for an Italian joint venture in Russia, to an MBA in the United States and ultimately back to a top management post with an international media holding company in Europe.

Always aim for excellence

As this résumé testified, another shared characteristic of the parents was a capacity for sheer hard work. "A common thread for the daughters was seeing their parents working passionately and extremely hard, and not being present for them all of the time," said Egon Zehnder consultant Katya Rudelson. "But the daughters also made clear that they had really good conversations with their parents about

having the right values, such as always aiming for excellence."

Mothers and fathers at the event were keen to hear from other families' daughters about what it felt like to be the daughter of an alpha parent. What influenced the generation of daughters to become who they are was their parents' expectation of their self-reliance and freedom to choose what they wanted. More common than not was a modest acknowledgment of achievements and a stronger focus on opportunities to improve. The daughters pursued STEM* or linguistic studies that developed their analytical thinking, which during the major economic changes in the 1980s and 1990s gave them transferable skills. Several participants in our event also wanted to know how they could "alleviate their unproductive anxiety" about trying to give their daughters the best from their own upbringing (including reading, hiking, and connecting with older generations of extended family and friends), as well as all the opportunities on offer in Russia and internationally today. In short, the parents sounded rather like moms and dads anywhere, fretting over their children's future.

Another topic on the agenda reflected the preponderance of technology companies at the event. Both leaders and daughters agreed that the next generation of young Russian women, currently still at school, will need to be even more nimble to succeed in an increasingly fast-moving, high-tech business future, where there will be far less job security. The consensus was that Russian girls should be prepared to pursue "non-linear and multiple" education and career paths, rather than settle on a single track to professional success. Individuals from any generation who

**Science, Technology, Engineering and Mathematics*

what we heard

develop their curiosity and the ‘soft skills’ instrumental to self-awareness and interpersonal communication and engagement, they said, come across as more successful leaders and more balanced people.

Call it self-motivation – one timeless key to success for young Russian women, handed down by their parents.

right
Sergei Senin and
Natalia Lapitskaya



left
Ludmila Rozhinskaya
and Irina Gofman

right
Nina Zvereva and
Ekaterina Petelina



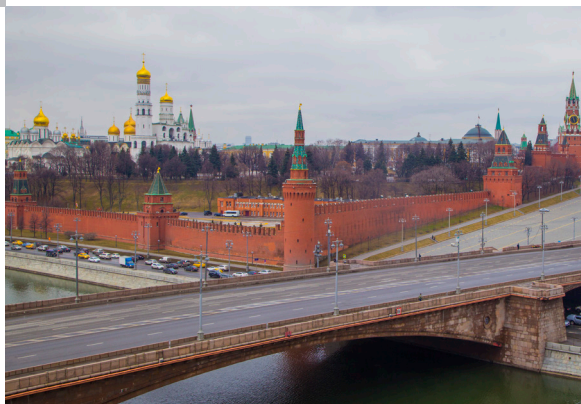
what we heard

right
*Elena Brusilova and
Irina Kozlova*



left
*Guests at Leaders &
Daughters Moscow*

right
Kremlin



left
*Sergey Matsotsky and
Yulia Mitrovich*

what we heard



*Guests at
Leaders & Daughters
Moscow*

what we heard

Ekaterina (Katya) Rudelson
katya.rudelson@egonzehnder.com

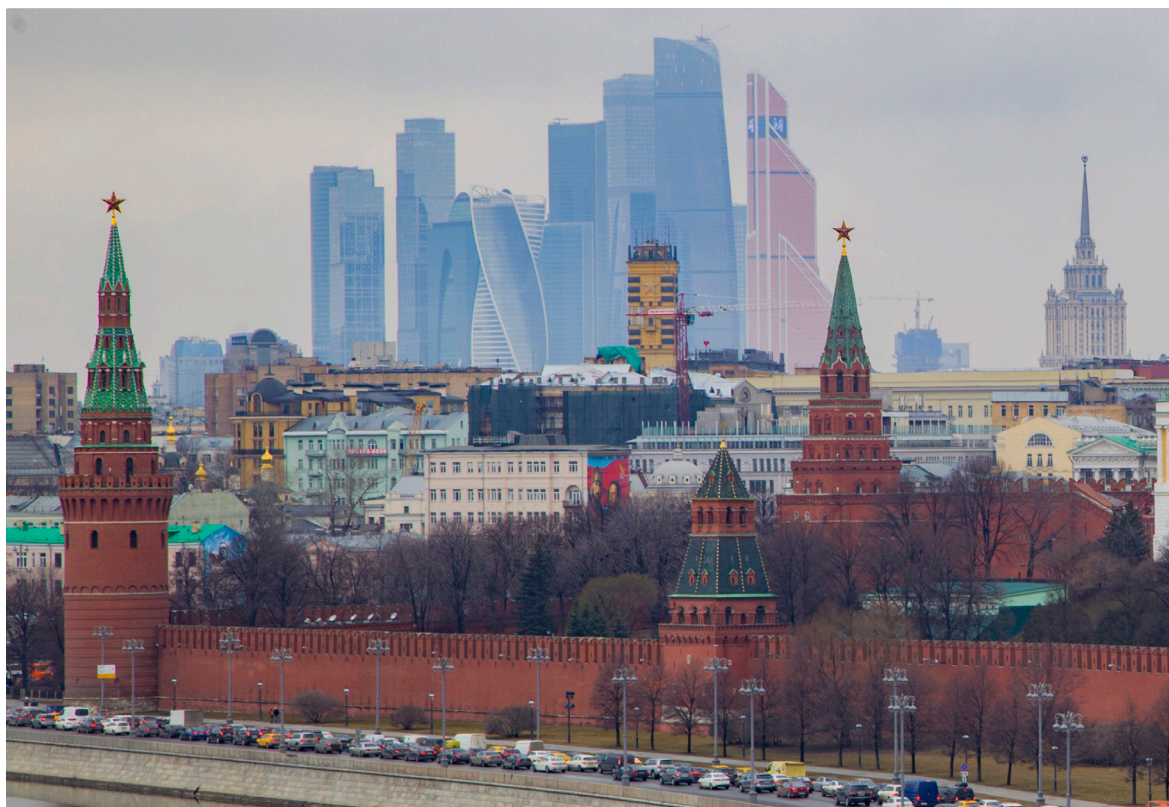


Alexei Sokolov
alexei.sokolov@egonzehnder.com



Hosts

Stanislav Kiselev
stanislav.kiselev@egonzehnder.com



*Kremlin and Moscow
City, Past and Future*

what we heard

About Leaders & Daughters

To mark International Women's Day, Egon Zehnder conceived Leaders & Daughters, a global series of events that bring the world's most admired leaders and their daughters together to uncover the motivations, challenges and opportunities that face the next generation of professional women.

In 2017, we went further. In celebration of International Women's Day, we hosted Leaders & Daughters events in more than 40 cities worldwide – bringing together the voices of more than 3,500 participants to share their stories of success as well as the obstacles that are preventing progress. We share one common goal: to collectively pave a better future for the next generation of women leaders.

In addition to the events, we have also launched a campaign, “To My Daughter,” in which leaders write letters to their daughters about their hopes and dreams for the future. To participate, please visit www.leadersanddaughters.com.

Visit Leaders & Daughters at
www.egonzehnder.com

Join the Leaders & Daughters
LinkedIn group, follow #LeadersAndDaughters
on Twitter and on Instagram at @egonzehnder

© 2017 Egon Zehnder International, Inc.

All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording or otherwise—without the prior permission of Egon Zehnder.