

**WOMEN\***  
**LEADING**  
**THE**  
**WORLD**

*\*An exploration of gender and leadership*

**There is an equal amount** of men and women in the world, with a total population of almost 7.8 billion people. Yet, women make up only 7% of world leaders, 70% of people working in healthcare are women, and 76% of people suffering from domestic violence are women. Taking all the working people together, women only make 81 cents for every dollar earned by a man. American Indian, Alaska Native, black and Hispanic women earn 25% less than white men. In the same job, women still make 2 cents less for every dollar a man earns. Black women make 97 cents for every dollar a white man with the same qualifications makes. Only Asian women make 2 cents more for every dollar than a white man.

**Generally speaking,** women take care of the children (a full-time, but unpaid job), and the household (a second unpaid job). Only 6% of women progress to an executive level role at a paid job, compared to 12% of men. Higher paying jobs have an overrepresentation of men, whilst lower paying jobs have an overrepresentation of women. Women who return to their job after childbirth suffer from the motherhood penalty, meaning that their wage decreases after returning.

**When women of colour ask** for a raise, they are 19% less likely to receive it than a white man. Highly educated women earn less than men, the largest difference being in women who hold an MBA, making 75 cents for every dollar a man makes. The smallest difference is in women with a degree in law: they make 87 cents for every dollar a man makes. But, there is a

very simple solution to this problem: pay transparency. Why? Because it leaves behind traditional compensation models, in which men are statistically favoured. In organisations where there is pay transparency, the gender gap is nonexistent.

**This is a booklet** about women. It is not complete, in fact, it never should be. It contains firsts, of which the date is sometimes suprisingly close to now. It contains extraordinary beings, who survived a regime against them. It shows people who have been judged, who have endured hardship, but who have eventually received praise. It also shows people who have made mistakes. In its core, it shows humans. With this booklet, I want to raise questions and invite the reader to think and reflect upon their own perspective. Are all women in this booklet role models? Do you judge them differently than men? Are your standards perhaps higher before you qualify a woman as a good leader?

**Did you know** men and women have more in common than that they differ? We are so used to focusing on the differences, that this may be easy to forget. We are so busy creating boxes, that we end up punishing both those who fit inside them, as well as those who don't. Perhaps what we should be focusing on instead, is how to treat humans as humans, rather than some label we have assigned to them. Men and women can be the same: they can be equal.

# ***FIRST FEMALE CHANCELLOR***

**ANGELA MERKEL**



A black and white portrait of Aletta Jacobs, a woman with curly hair, wearing a light-colored, textured garment. She is looking slightly to the right of the camera. The background is dark and filled with various objects, including papers and a circular object, suggesting a workspace or library.

**ALETTA JACOBS**

***FIRST WOMAN  
TO ATTEND  
UNIVERSITY***

***FIRST PERSON  
TO RESIST BUS  
SEGREGATION***



**ROSA PARKS**

A portrait of Silveria Jacobs, a woman with short dark hair, wearing glasses, a blue blazer, and a black and white patterned top. She is standing against a blue background. The text 'SILVERIA JACOBS' is written vertically on the right side of the image. At the bottom, the text 'FIRST FEMALE PARTY LEADER' is written in large, bold, white letters.

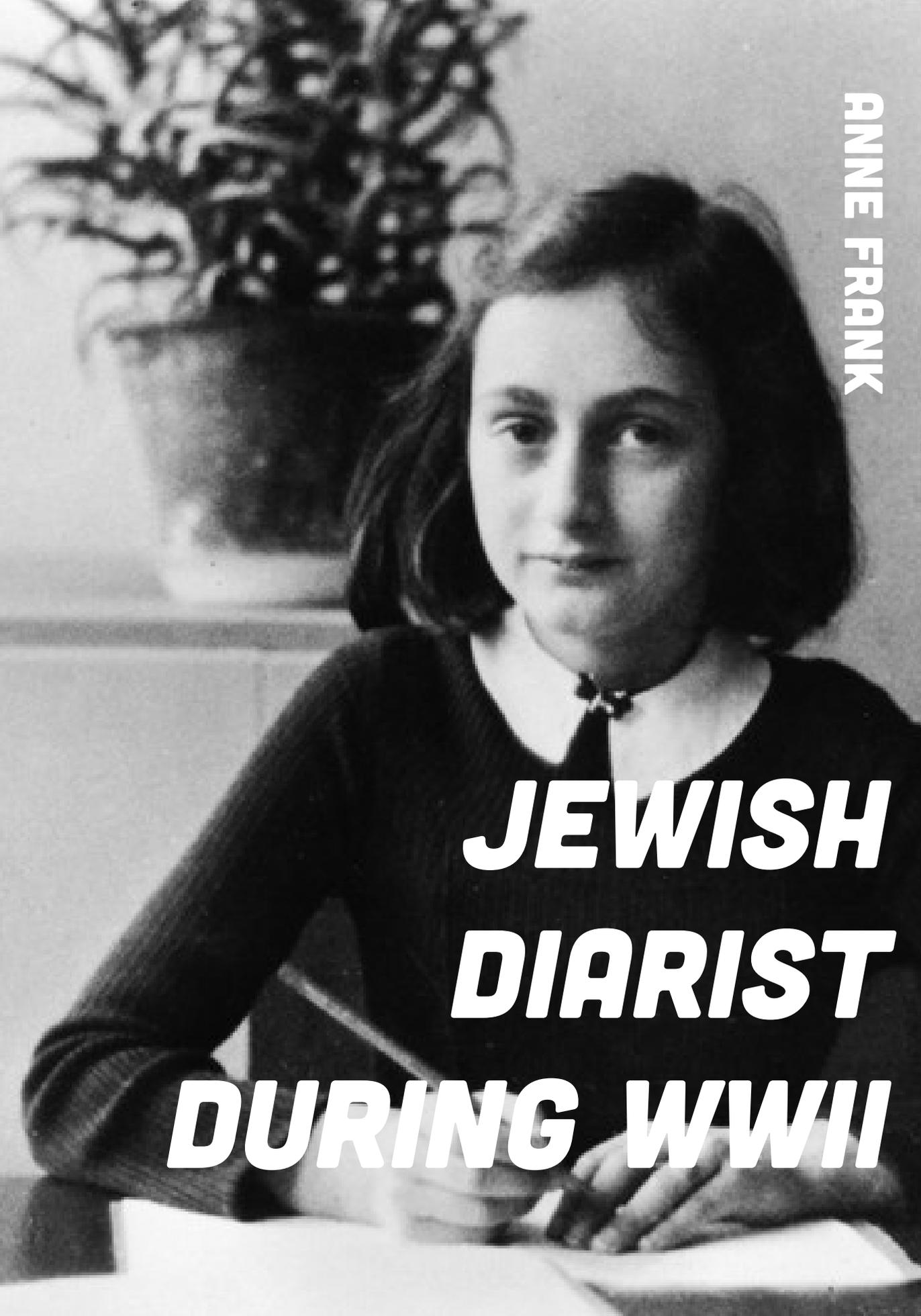
**SILVERIA JACOBS**

***FIRST FEMALE  
PARTY LEADER***

A close-up portrait of Hillary Clinton, smiling broadly, showing her teeth. She has blonde hair and is wearing a red top. The background is dark and out of focus.

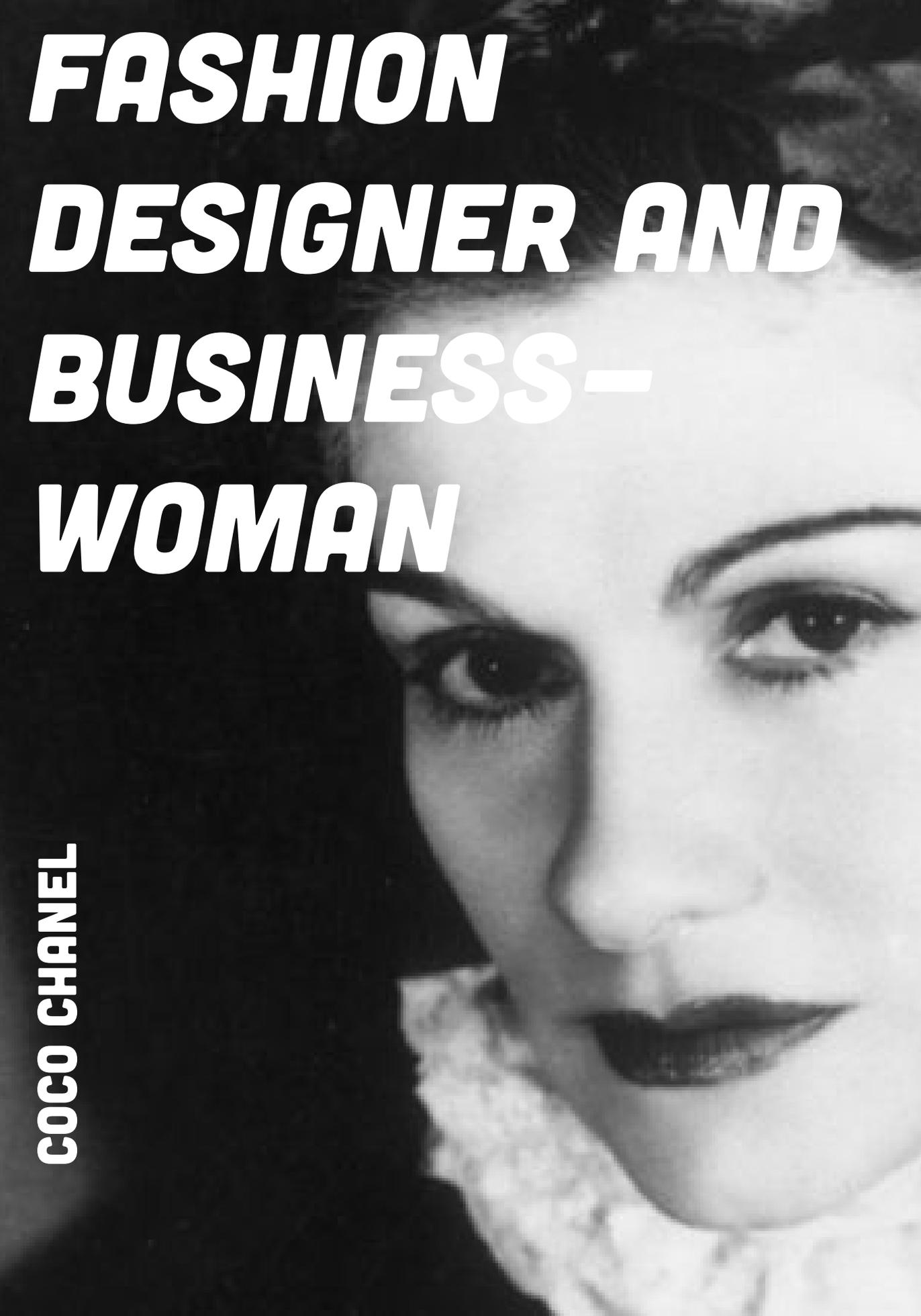
***FIRST WOMAN  
NOMINATED  
FOR PRESIDENT***

**HILLARY CLINTON**



ANNE FRANK

***JEWISH  
DIARIST  
DURING WWII***

A black and white close-up portrait of Coco Chanel, looking slightly to the right. She has dark hair and is wearing a light-colored, possibly lace-trimmed, garment. The background is dark and out of focus.

***FASHION  
DESIGNER AND  
BUSINESS-  
WOMAN***

**COCO CHANEL**

A close-up, profile view of Sally Ride smiling. She is wearing a headset with a microphone. The background is blurred, showing what appears to be an office or control room environment.

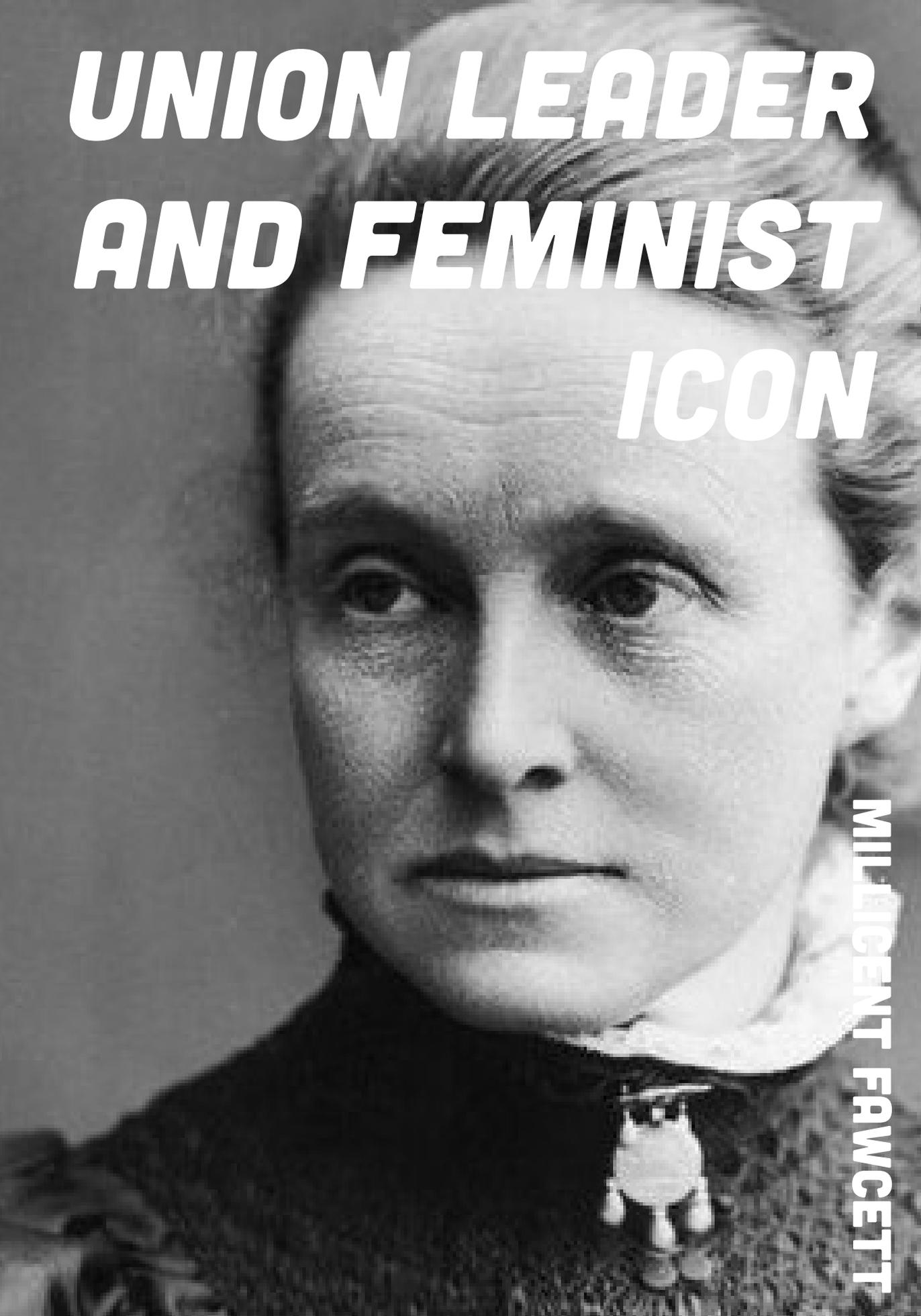
**SALLY RIDE**

***FIRST  
AMERICAN  
WOMAN IN  
SPACE***

A close-up portrait of Jacinda Ardern, the Prime Minister of New Zealand, smiling warmly. She has dark, wavy hair and is wearing a dark top with a gold chain necklace. The background is a warm, wooden wall.

**JACINDA ARDERN**

***WORLD'S  
YOUNGEST  
FEMALE  
HEAD OF  
GOVERNMENT***

A black and white portrait of Millicent Fawcett, a prominent British suffragette. She is shown from the chest up, wearing a dark, high-collared dress with a decorative brooch at the neck. Her hair is pulled back, and she has a serious, determined expression, looking slightly to the left of the camera. The background is a plain, light color.

***UNION LEADER  
AND FEMINIST  
ICON***

**MILLICENT FAWCETT**

***FOUNDER OF  
MODERN  
NURSING***

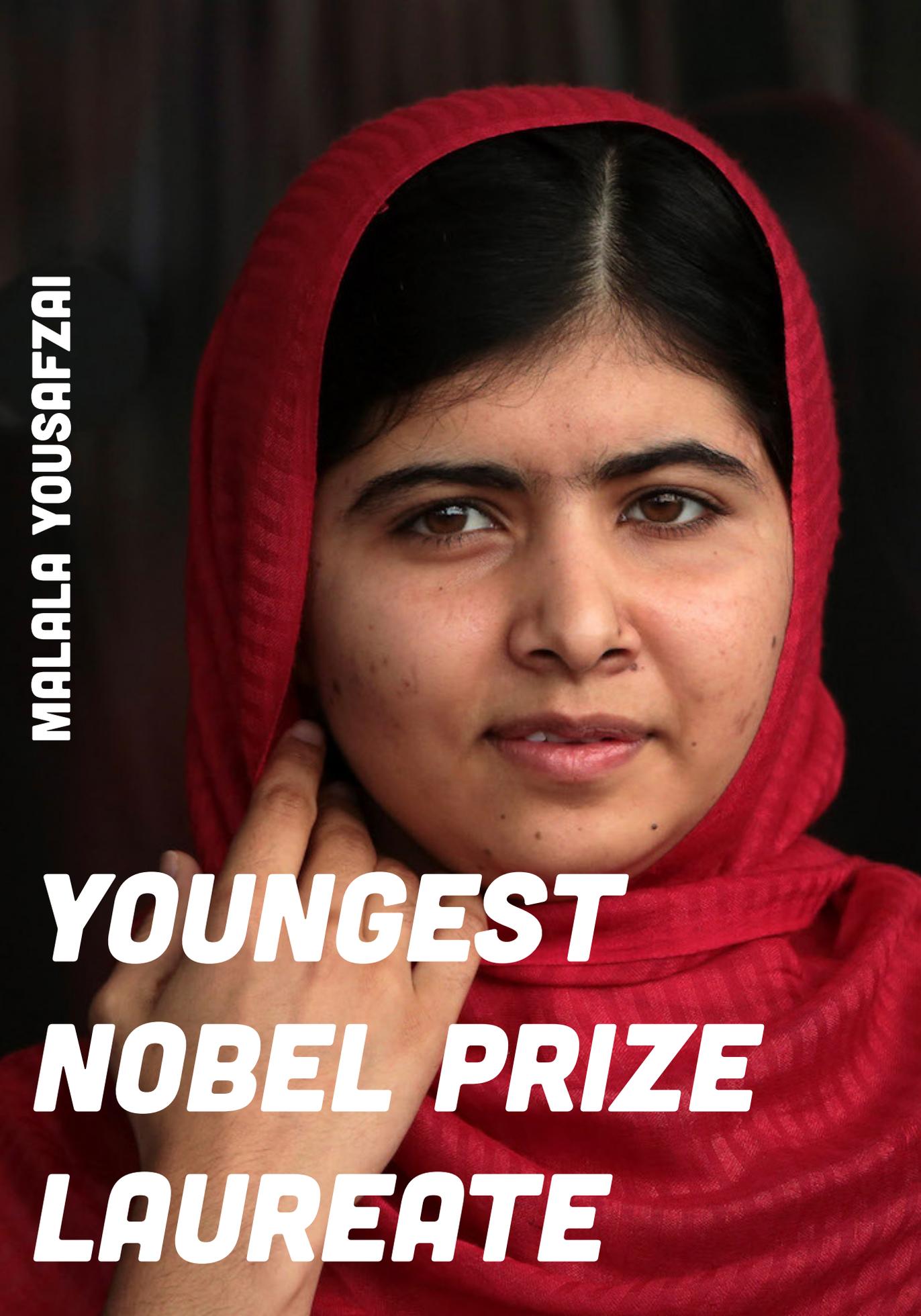
**FLORENCE NIGHTINGALE**



A close-up portrait of Margaret Thatcher, showing her face and upper torso. She has short, wavy blonde hair and is wearing a dark blue jacket over a white top. The background is blurred.

**MARGARET THATCHER**

***FIRST WOMAN  
TO LEAD A  
MAJOR  
POLITICAL  
PARTY***

A close-up portrait of Malala Yousafzai, a young woman with dark hair, wearing a red headscarf. She is looking slightly to the right of the camera with a thoughtful expression, her hand resting near her chin. The background is dark and out of focus.

**MALALA YOUSAFZAI**

***YOUNGEST  
NOBEL PRIZE  
LAUREATE***

A black and white portrait of Marie Curie, showing her face and curly hair. The image is the background for the text.

**MARIE CURIE**

***FIRST  
PERSON AND  
ONLY WOMAN  
TO WIN TWO  
NOBEL PRIZES***

A black and white portrait of Katharine Hepburn, smiling broadly, with her hair styled in a classic 1940s fashion. The image is the background for the text.

**KATHARINE HEPBURN**

***ONLY PERSON  
TO WIN FOUR  
ACADEMY  
AWARDS FOR  
ACTING***

A close-up portrait of Queen Elizabeth II, smiling and looking slightly to the right. She is wearing a teal hat with floral details, a matching teal jacket, and a pearl necklace. The background is blurred.

**LONGEST  
SERVING  
FEMALE HEAD  
OF STATE**

**ELIZABETH II**



HOW

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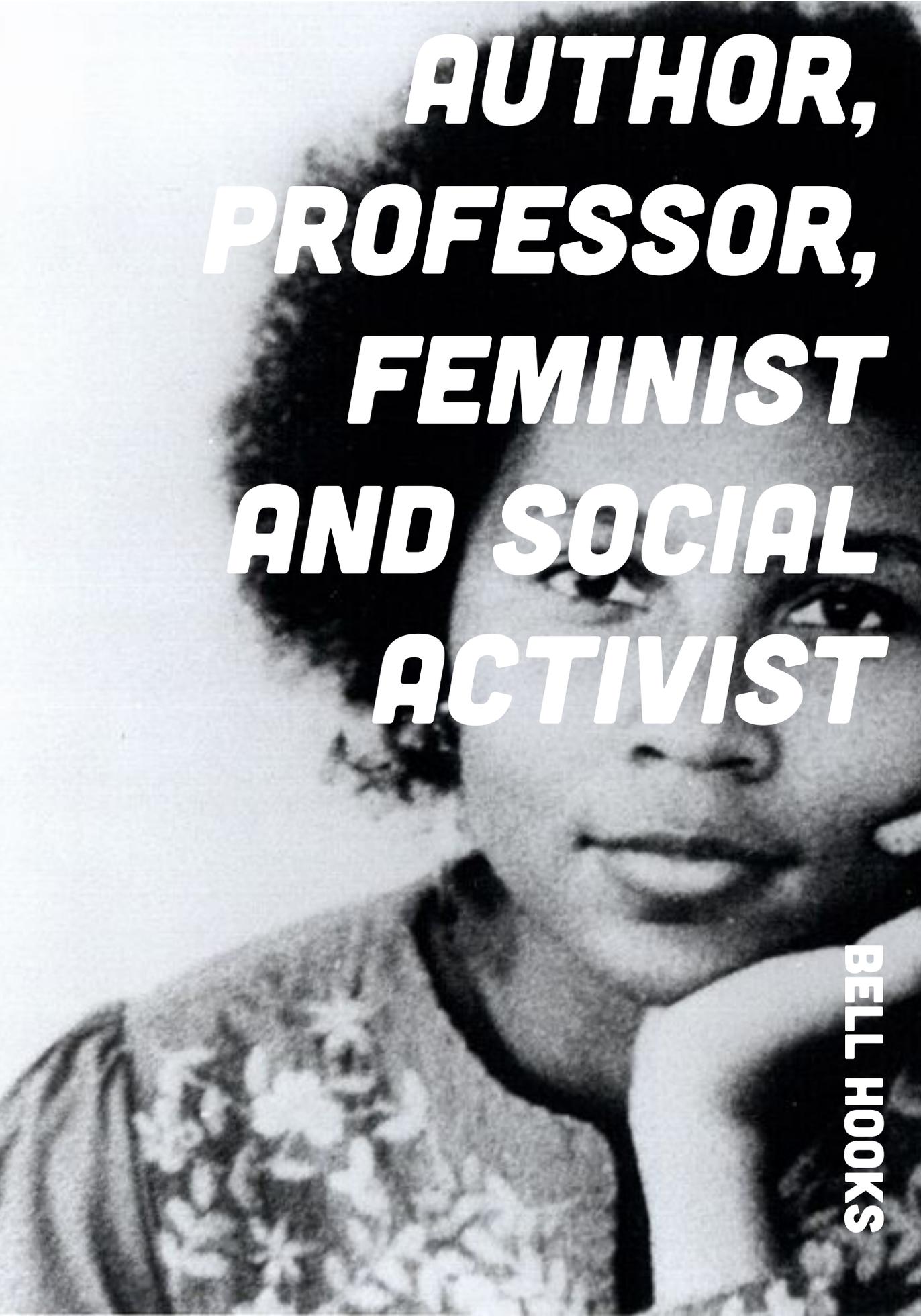
**I have always been fascinated** with the concept of gender. As someone who was very free in their choices growing up, I can't help but feel much of what we define as 'gender' is just a social construct. It also seems that many people confuse gender with sex. Biologically, there are men, women and intersex people. I don't believe, however, that little babies are born with an innate knowledge about how they should behave, what clothes they are allowed to wear, and what characteristics they are supposed to have. Yet, the consequences of these constructs are very real.

**If we don't tell** young boys how they should properly express their emotions, but we expect young girls to be very social, we create an imbalance. If we stimulate young boys to play with useful toys that teach them how to use their hands, insight and certain tools, whereas we give young girls shiny and pink objects or dolls with no real learning possibilities, we create an imbalance. If we dress young boys in practical clothing and allow them to get dirty whilst playing outside, whereas we dress young girls so that they look pretty, we create an imbalance. Why do so many boys want to be firemen or police when they grow up, whereas girls want to be mothers or nurses? And even if many girls want to become mothers, why aren't they paid for the full-time care of the children and the housekeeping? Perhaps the reason that only 7% of world leaders are female has something to do with all this. I invite you to think about how your upbringing could have impacted your perspectives, choices and ideas. If you are a wo-

man, do you feel like you have equal opportunities to men? Do you think you would feel supported, if you wanted to obtain a leadership position? If you are a man, do you think you are in a position many women would also like to be in? Are they, or are they not? **And why could that be?** If you don't identify as a man or woman, is that because you feel restricted by the social expectations put upon the sexes? Do people react to you differently if they assume you are a woman, or a man? Do you think children notice differences among each other, or do they think of each other as equals? When does it stop being equal? Why? I don't expect you to have an answer. I don't think most people do. I know I don't. Like many aspects in our lives, we have created something that we have now assumed as a truth. But perhaps it is time we redefine some things. Maybe then, in a few years, we will see a more equal distribution of men and women across leadership positions. Maybe we will have abandoned the idea of 'men and women' altogether. Who knows. **All I know,** is that it doesn't hurt to think about it, reflect on your own life and recognise it in that of others. With that, I wholeheartedly invite you to think of what leadership means to you, and which women in your life fit that definition. At the end of this booklet you will find a link where you can upload the name and picture of those women. This way, we create a database of all sorts of female leaders together, so that we ensure this list will continue to grow. We might end up seeing more female leaders than we thought.

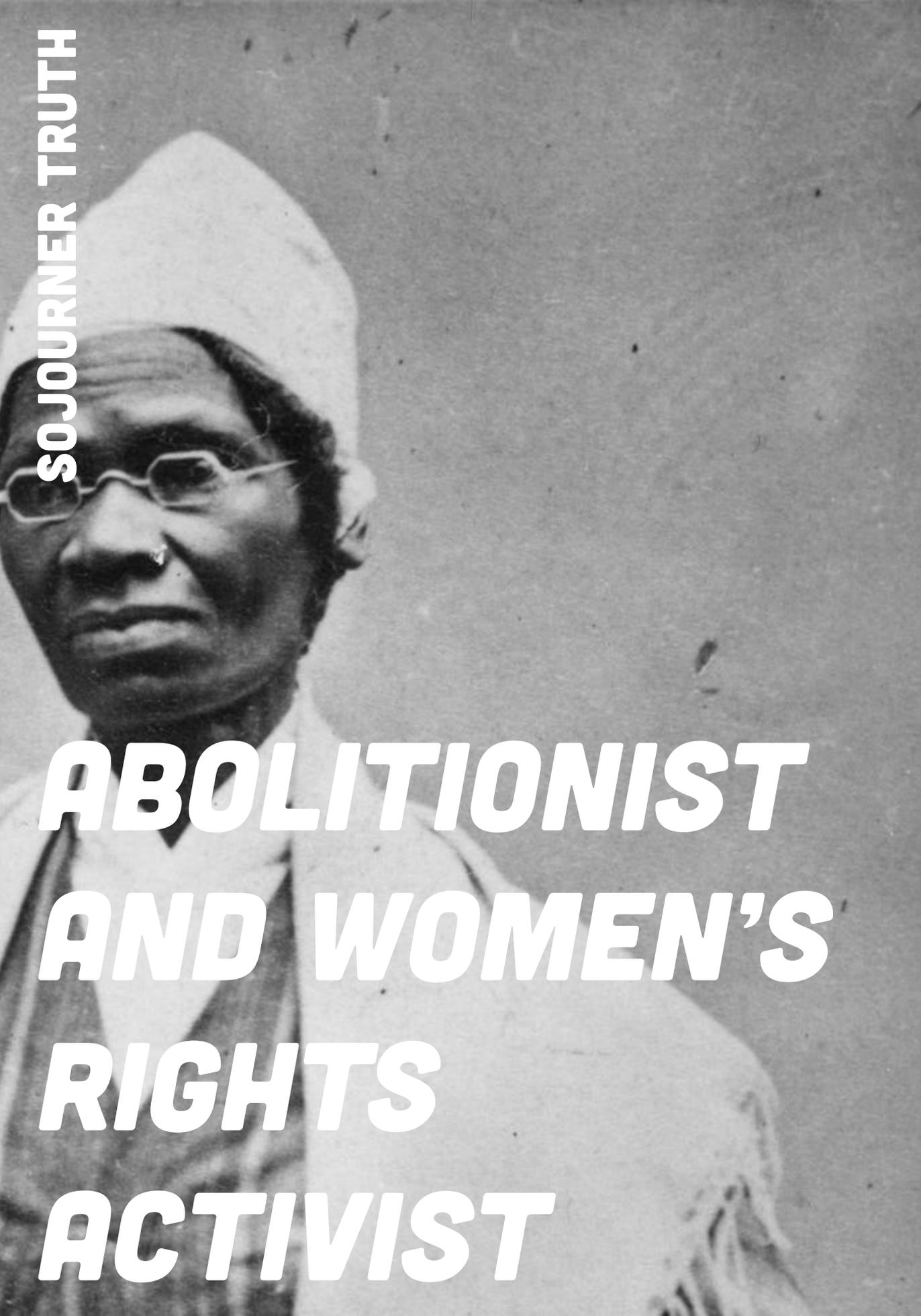
**OPRAH WINFREY**

***RICHEST  
AFRICAN-  
AMERICAN  
OF THE 20TH  
CENTURY***

A black and white portrait of Bell Hooks, an African American woman with short, curly hair, resting her chin on her hand. The image is the background for the text.

***AUTHOR,  
PROFESSOR,  
FEMINIST  
AND SOCIAL  
ACTIVIST***

**BELL HOOKS**

A black and white portrait of Sojourner Truth, an elderly African American woman. She is wearing a white bonnet and glasses. Her expression is serious and determined. The background is a plain, light-colored wall.

**SOJOURNER TRUTH**

***ABOLITIONIST  
AND WOMEN'S  
RIGHTS  
ACTIVIST***

A portrait of Tsai Ing-wen, the first woman and first unmarried president of Taiwan. She is wearing a dark blazer over a light-colored top and glasses, smiling slightly. The background is a plain, light grey.

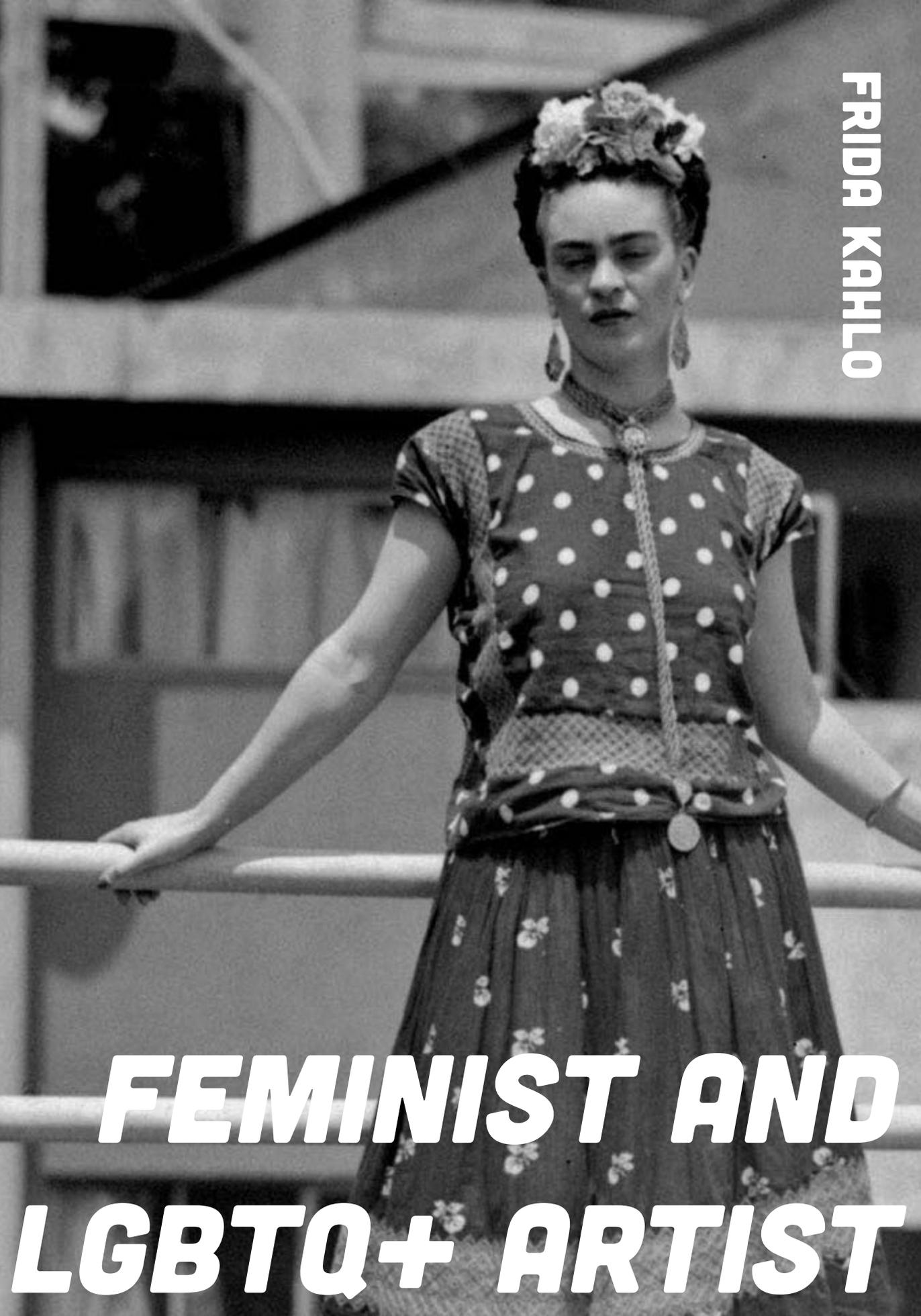
**FIRST WOMAN  
ELECTED TO  
OFFICE, FIRST  
UNMARRIED  
PRESIDENT OF  
TAIWAN**

**TSAI ING-WEN**

A close-up portrait of Ruth Bader Ginsburg, a Justice of the U.S. Supreme Court. She is wearing her signature black judicial robe with a white lace collar, glasses, and a black earring. Her expression is serious and focused.

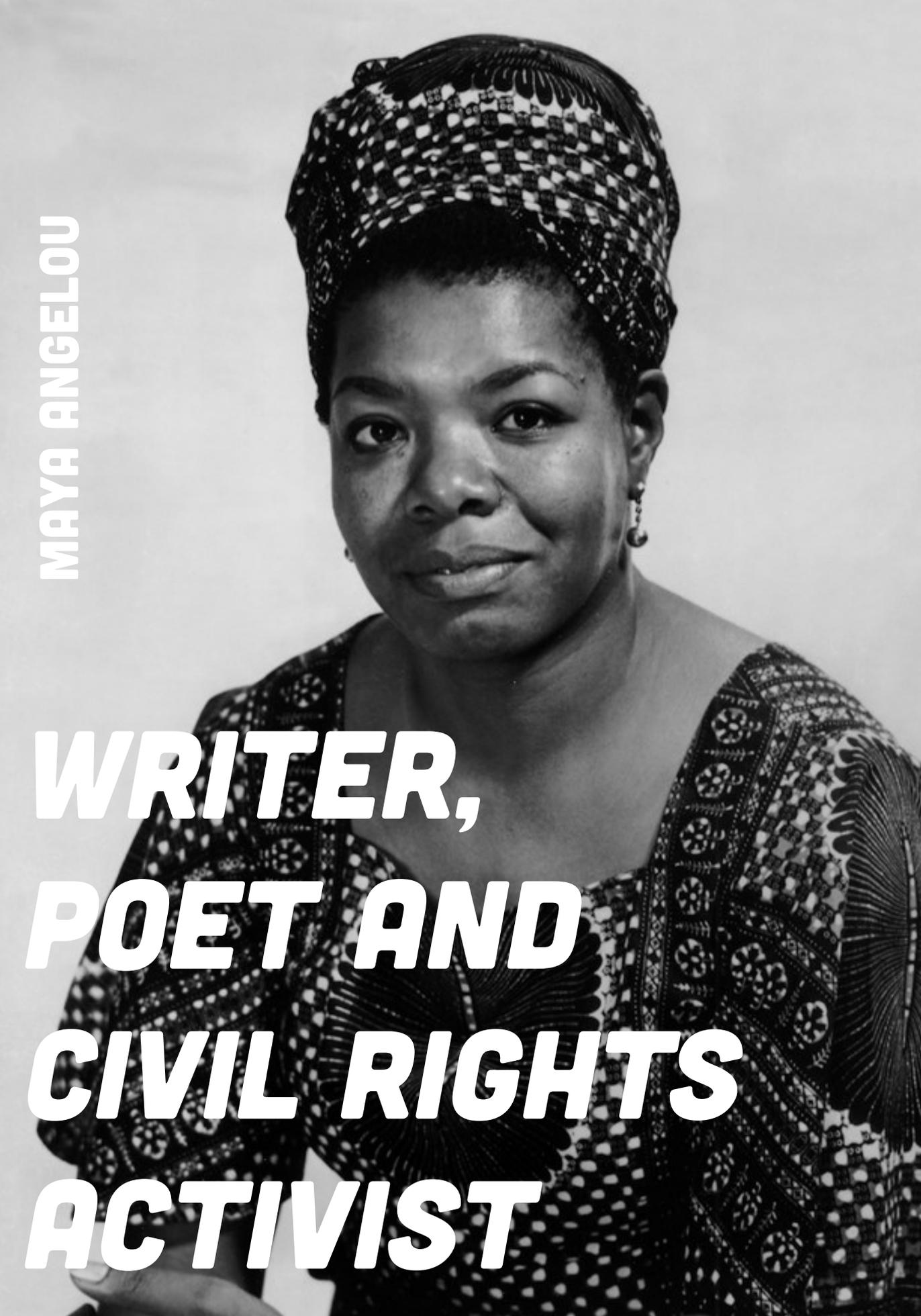
**SECOND  
FEMALE  
JUSTICE OF THE  
U.S. SUPREME  
COURT**

**RUTH BADER GINSBURG**

A black and white photograph of Frida Kahlo. She is standing on a balcony, leaning on a wooden railing with her arms outstretched. She is wearing a traditional Mexican dress with a polka-dot bodice and a floral skirt. Her hair is styled in her signature braided updo with flowers. The background shows a building with a balcony railing.

FRIDA KAHLO

**FEMINIST AND  
LGBTQ+ ARTIST**



**MAYA ANGELOU**

***WRITER,  
POET AND  
CIVIL RIGHTS  
ACTIVIST***

A close-up portrait of Indya Moore with voluminous, curly dark hair. She is wearing a red top and has red lipstick on. The background is a soft, out-of-focus light blue.

**INDYA MOORE**

***NON-BINARY  
TRANSGENDER  
SOCIAL  
ACTIVIST,  
ACTOR AND  
MODEL***

**MICHELLE OBAMA**

**FIRST  
AFRICAN-  
AMERICAN  
FIRST LADY**

A black and white close-up portrait of Hedy Lamarr, looking slightly to the right. Her dark hair is styled in waves, and her eyes are prominent. The lighting is soft, highlighting her facial features.

**HEDY LAMARR**

***ACTRESS AND  
INVENTOR  
BEHIND MODERN  
COMMUNI-  
CATION  
TECHNOLOGY***

A black and white close-up portrait of Amelia Earhart, showing her face from the nose up. She has dark, wavy hair and is wearing a dark, textured hat or headpiece. Her expression is serious and focused.

**AMELIA EARHART**

***FIRST FEMALE  
AVIATOR TO FLY  
SOLO ACROSS  
THE ATLANTIC  
OCEAN***



**FIRST TRANS-  
GENDER  
WOMAN TO  
EARN AN EMMY  
AWARD**

**LAVERNE COX**

*The list doesn't end here.  
Add your leading women  
to the list here:*

*[https://docs.google.com/spreadsheets/d/1bT6c84mv-aB0qtfUyolKpte\\_QrpcOImr3zjfD45WnzW4/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1bT6c84mv-aB0qtfUyolKpte_QrpcOImr3zjfD45WnzW4/edit?usp=sharing)*

**WOMEN  
CONTINUE  
TO LEAD  
THE  
WORLD**

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