



Women Making a Difference

INTERVIEW SERIES 2023, REPORT

dss⁺

Protect. Transform. Sustain.

dss+ Women Making a Difference initiative started as a celebration of the International Women's Day in the month of March. This initiative was brought to life to provide an opportunity to highlight the ideas and programmes female leaders in safety, sustainability and operations are putting in place to help organisations thrive.

By becoming part of our elite set of interviewees, these women act as role models and mentors to others looking to learn and apply ideas that can enrich their own careers and make a positive impact in safety, sustainability and operations. We want to find out what makes women leaders tick and discover what business techniques and skills they are applying, and what business approaches they have found most useful.

Sharing individual stories offers a fresh perspective and acts as a source of inspiration and encouragement to those women looking to improve the lives of colleagues and communities through best business practices.

It's only by connecting and learning from each other's challenges and successes, no matter how small, that we will transform businesses from good to great.



A note from Adele Clarke, 2023 dss+ Ambassador

It's a great pleasure to share with you the Women Making a Difference Report 2023. It's always truly inspiring to see the contribution that just a small sample of women are making to their industries, companies and communities.

The women represented in this report come from diverse backgrounds, industries and careers, yet there are themes that ring true to all of them and that apply to the broader context in which we do business. This report is about bringing those threads together to highlight the wisdom shared by these experts.

As women, we are often commended for our resilience to conquer the challenges that life brings our way. The women leaders that we have interviewed for this report are a testament to this – they demonstrate the power of turning challenges into opportunities, to come back stronger and inspire others.

I am humbled to be engaged alongside such high-calibre women leaders in the Women Making a Difference programme in 2023, and commend all of our contributors on the inspiring ripple effect that they are having in the world.

Enjoy reading

Adele

Interview.

Women Making a Difference Ambassador, 2023.

Adele Clarke

Head of Human Resources for Europe, Middle East and Africa at dss⁺

As this year's Ambassador for the dss⁺ Women Making a Difference initiative, Adele Clarke, Head of Human Resources for Europe, Middle East and Africa (EMEA) at dss⁺, discusses how human compassion, leveraging shared experiences and taking personal ownership can enrich and elevate career aspirations.





This is the third year dss* has celebrated the professional achievements of women in business in honour of International Women's Day on March 8th 2023. What motivated you to champion this year's initiative?

For me, the opportunity to offer support and encouragement to others was a big motivator. At some point, we all end up in similar situations in our careers. Yet, we don't always realise that there are a lot of similarities and overlapping trends and experiences we can all learn from by sharing. So I think it's important to emphasise that we're not alone and that when you scratch the surface, we can learn together and leverage many shared experiences to grow professionally.

Looking back on my career, I've always had a passion for the human element and how people come together in different business environments.



Tell us about your professional journey that led you into human resources (HR) and how your role has developed.

Looking back on my career, I've always had a passion for the human element and how people come together in different business environments. My career has spanned various sectors and roles, including operations, development, talent acquisition, as well as running my own business. I also developed a core interest in business partnering. So I had the opportunity to leverage that cross-functional exposure before I made a conscious choice to step into the HR space. At the time, I had little functional HR experience. Still, I was fortunate to work for a wonderful blue-chip multinational organisation that encouraged me to stretch my potential and step into human resources. While I had to start from the bottom, I could leverage the skills I had gained in previous roles and my entrepreneurial experience. My initial exposure to HR was within the organisation design function, which, while it didn't feel like HR, was an excellent grounding for deepening my understanding of how structure supported strategy. I used this understanding to expand my role both geographically and generally across the core pillars of HR. I then explored more specialist areas, including my passion for talent management and development, including the integration of talent acquisition and reward and recognition programmes. Also, my strong interest in the commercial side of business gave me a further opportunity to leverage HR across the broader organisational ecosystem.



To what extent can such a multidisciplinary approach help career progression?

For me, using the experiences I have gained has helped facilitate not only my operational understanding of HR but ultimately helped build a structure that supports strategic capabilities. Equally, it is beneficial to have had exposure to key stakeholder needs as this broadens the idea that HR does not work in a vacuum but is a critical business function that should be integrated across the business ecosystem. I've also been very fortunate to work with organisations that have gone through and driven a lot of growth, evolution and continuous change. Exposure to those fast-paced environments has bolstered my personal agility and resilience that I can draw on from a business perspective. This kind of knowledge and experience has become more critical post-Covid, particularly in the current commercial climate, where agility to respond to change is an advantage. While all this experience has been invaluable, solidifying that expertise through further qualifications wasn't something I thought would have a significant impact. However, when I attained my MBA I realised the benefit of taking qualifications later in life. It allowed me to draw on the experience I'd gained and critically assess my thinking around certain things I've learned that have helped me make more conscious choices.

Q.

We often look to our professional achievements as signs of success. Is this still relevant, and how do we adjust to career disappointments?

I would say that measuring success isn't necessarily tied to one particular outcome. I think there's more to be said about personal growth, building confidence and developing your own capabilities to influence progression. Perhaps a better way of assessing professional achievements is learning to flex your style and develop your knowledge and understanding of how to drive change through some of those exposures. Then it's about using that experience to build on what you've learned. We must accept that there's not always a plug-and-play solution. It's sometimes about how to fit a square peg in a round hole by identifying how you can adapt to the situation. So when we talk about achievements, in my case I recognise how personal style and communication skills have positively impacted corporate culture. For example, through well-being initiatives, investment in growth and development opportunities for individuals, and promoting an open, caring, and trusting culture. I consider these achievements to be important measures of success. Although it's essential to add that achievements need support, strong alignment and a working partnership with senior leadership, which I'm lucky to have had. In terms of disappointments, I've found it healthier and more

productive to look at them as something that fuels me forward rather than holds me back. It's easy to lose confidence when an important decision doesn't go your way. However, I'm a big believer in moving on and not letting disappointments define me, particularly when it's outside my control. Equally, it's important to understand and know your personal value to an organisation. We need to encourage more confidence and belief in ourselves to inspire such resilience.

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You clearly demonstrate a passion for creating a caring and trusting culture. What is the best way to embed these ideas within an organisation?

The impact of leadership on how individuals in an organisation behave is critical. For me, good business culture is very much demonstrated by actions and tangible outcomes achieved collectively. At the same time, we all have an individual responsibility to contribute to business culture. Importantly, we must incorporate a human element in choices and behaviours that include a strong sense of personal values and how those align with the organisation. If we look at that in the context of HR's role, strength in diversity, inclusion, capabilities and skills is vital when hiring. Still, ultimately it's about ensuring alignment with similar values that positively impact the business.

It's also about creating pathways so that people have the confidence to reach out for the support that they need to grow and develop. This could be giving access to formal or informal mentor schemes or exploring training and coaching programmes that help people expand their professional horizons. Nor should coaching be necessarily linked directly to a current role or a business skill. From my own experience, coaching that encourages personal growth has excellent benefits in a professional environment, as the ability to rationalise our thoughts and challenge our thinking is increasingly vital to business and personal success. We often undervalue the criticality of personal choice, which fuels everything else connected to our world and is essential to our effectiveness in the workplace.

I think it's important to tap into your personal power and energy and step forward to take a seat at the table. Life is too short to wait for an invitation.



What would be your three core messages to support and encourage women to reach their professional potential?

I think it's important not to overlook the need for a support network within and outside your profession. Outside support can help you balance your work and home environment, whether that's helping with childcare or developing other interests that improve your wellbeing. In terms of developing your professional potential, my first core message would be to become familiar with your personal leadership style. Being conscious of who you are and your values help define a personal brand that can be leveraged more effectively. It's also about taking ownership of successes and the mistakes that often provide our greatest learning opportunities. Secondly, consciously recognise the impact of being human; it's essential to show empathy and compassion in all business decisions. Sometimes this point gets lost in translation because we're so busy focusing on results. Finally, I think it's important to tap into your personal power and energy and step forward to take a seat at the table. Life is too short to wait for an invitation.



Find **Adele Clarke** on LinkedIn





The panellists

In compiling this report, we conducted in-depth interviews between January and March 2023.

We gained valuable insights and thoughts from our expert panellists, all working in senior leadership roles in safety, operational excellence and sustainability practices, across a range of industries and regions.

We have great pleasure in introducing each of them below.



Tanja Mantere

CEO of ArcelorMittal Tubular Products

A logical mind and an interest in people have provided the perfect pairing for Tanja Mantere's career in the steel industry. As CEO of ArcelorMittal Tubular Products, she explains to dss+ how challenging the monkey on your shoulder, continually gathering knowledge, and sharing the spotlight can be springboards to success.



[Read Tanja's full interview](#)



Naseem Banu Lahri

Managing Director of Lucara Diamond

As the Managing Director of Lucara Diamond and the first woman and youngest female managing director in the world to run a diamond mine, Naseem Banu Lahri is a role model for tenacity and hard work. She talks to dss+ about inclusion, creating a ripple effect and never giving up on your dreams.



[Read Naseem's full interview](#)





Clara Millard-Dereudre

Executive director, Smart City at Services Industriels de Genève (SIG)



Sustainability



Smart City



Power & Utilities



Switzerland

As an executive director, Smart City at Services Industriels de Genève (SIG), a company that is committed to developing a sustainable and connected society, Clara Millard-Dereudre understands the value of public-private partnerships to help create a more sustainable living environment. She talks to dss+ about how caring for the environment and having a belief in actionable progress are key sustainability enablers and why one plus one should always equal three.



[Read Clara's
full interview](#)



Dr Rethabile Melamu

CEO of the South African Photovoltaic Industry Association (SAPVIA)



Sustainability



SAPVIA



Power & Utilities



South Africa

As well as being CEO at SAPVIA, Dr. Melamu also holds several roles on advisory committees and steering groups to help transform South Africa's green economy. She shares her passion for sustainable development and explains the importance of visionary leadership.



[Read Rethabile's
full interview](#)



Salla Roni-Poranen

Managing Director & Operations Manager at Borealis



Opex



Borealis



Chemicals



Finland

Celebrating a successful career spanning almost 40 years at Borealis, Salla Roni-Poranen has a wealth of knowledge and experience in the innovative plastic and base chemical solutions industry. Now approaching her retirement, Salla reflects on her journey and explains why empowering and motivating people is key to achieving operational excellence.



[Read Salla's
full interview](#)



Charmaine Riggins

CEO of Loparex

As Chief Executive Officer (CEO) at Loparex, a global supplier of film release liners, Charmaine Riggins is a firm believer in the power of communication. She talks to dss+ about how developing a wide range of skill sets, open conversations and spending time on the shop floor offer a recipe for success.



[Read Charmaine's
full interview](#)



Sibéal Bird

Global Sustainability Lead at Kerry

As Global Sustainability Lead for a multinational sustainable nutrition company, Sibéal Bird is passionate about educating and empowering people. Here she explains to dss+ why integrating sustainability into 'business as usual', constant evolution and progress over perfection, are key drivers for the industry.



[Read Sibéal's
full interview](#)



Areej Moshin Darwish

Chairperson of Automotive, Construction Equipment, and Renewable Energy cluster at MHD LLC

Overseeing ACERE's diverse operations in Oman and overseas, Areej Moshin Darwish is a visionary leader combined with a determination to succeed. Here she explains her dedication to continue the family legacy, and the importance of recognising new opportunities.



[Read Areej's
full interview](#)



Anna Poberezhna

Founder of ClearHub



Sustainability



ClearHub



Mining

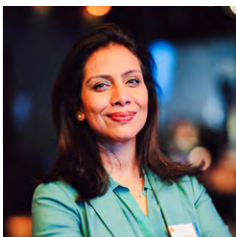


United Kingdom

Anna Poberezhna, founder of ClearHub, which reimagines resources and infrastructure, grew up understanding that a combination of good governance, sound finance and responsible business models are at the heart of sustainable development powered by talent. In 2016, Anna became the first Ukrainian woman to be recognised by the UK Government for her exceptional digital talent. She talks to dss* about how hi tech sustainable value chain hubs are the future and why a mix of hard and soft skills can help unite sustainability ambitions.



[Read Anna's
full interview](#)



Prajna Khanna

Global Head of Sustainability and Vice President at Prosus Group



Sustainability



Prosus



Private Equity



Netherlands

From films about social justice to promoting red nose day, Prajna Khanna has hands-on experience of the power of change. As Global Head of Sustainability at tech investor Prosus Group, she talks to dss* about how you can't save the planet if you don't look after people and why tech entrepreneurs deserve more focus.



[Read Prajna's
full interview](#)



Sugnet Dixon

Senior Vice President, Health Safety and Environment at Sasol



Safety



Sasol



Oil and Gas



South Africa

With extensive experience at a global chemicals and energy company, as a young engineer Sugnet Dixon never envisaged a career in SHE. She explains her passion for driving a zero-harm environment and the sense of purpose that brings.



[Read Sugnet's
full interview](#)



Top 5 trends extracted from
540 minutes of discussions with
12 senior female leaders
in **safety, operational excellence**
and **sustainability**, conducted
from February to March 2023.





Top 5 focus points for senior leaders:

#1. Valuing people

People are the lifeblood of any organisation. Empowering and motivating people is key to success and is achieved by establishing a two-way relationship that is based on openness and trust. Listening to people provides more insights and taps into a communal experience, ultimately making the company more robust and resilient in the long run.

#2. Inspiring leadership

The impact of leadership on how individuals behave is critical. A progressive culture and energetic leadership are integral to personal, company, and community success. A strong sense of staying true to your values is key to successful leadership, with an emphasis on understanding that actions speak louder than words.

#3. Bolstering business for the future

In the recent years the need and regulatory calls for sustainability have accelerated so quickly, that in order not to lose track and encourage its consistent adoption, leaders must bring people along with them, and embed sustainability fully in the business ecosystem.

#4. A holistic view of safety

There is no question that safety is of paramount importance and should be at the centre of every decision and action. A good safety culture is driven by good leadership, strong vision and values, whereby the whole company are empowered to look after each other and create a safe workplace environment with passion and care.

#5. Innovative approaches to technology

Technological advancements are increasingly being used to help companies adapt, become more resilient and gain a competitive advantage. But throwing all efforts to the new technological innovation is not always the key. Sometimes the answer lies in adapting existing methods to create new solutions, demonstrating mindfulness toward resource efficiency and discovering new angles within innovation itself.





#1. Valuing people

Motivation

Having a good team spirit and people who are motivated is essential. In this environment people want to work together for the good of the company, making the inevitable challenges much easier to solve. But this commitment comes with something in return from companies. Flexible or remote work policies have increased employees' work-life balance, as it represents an investment in the workers' wellbeing. Leaders not only need to lead, but should also be mentors, providing learning pathways so that everyone can grow and learn together. Continuous learning opportunities and mentoring programmes have become a new "benefit" that organisations use within their retention strategies. This way a leader can really get to know and understand their team and their aspirations, concerns, and expertise.

Providing freedom for people to develop is a great way to empower a workforce. Empowered teams are more likely to fulfil their potential.

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Continuous learning

Providing freedom for people to develop is a great way to empower a workforce. Empowered teams are more likely to fulfil their potential. Freedom and trust also provide the opportunity to challenge the monkey on their shoulder, realising that something that feels impossible can actually be achieved. This works both ways because as a leader it's important to recognise the specialised knowledge that people have, as this is what provides the raw content to shape strategic decisions. It's a balance between the technical side of business and recognising that there is a human side to business, too.

Trust

If a company has a culture that is based on trust and allows freedom, then it also encourages a two-way communication flow, which means that people can come to leaders with a problem, and likewise a leader can raise concerns and ask for opinions to solve a problem before it becomes a bigger issue. A good leader is someone who is patient and is able to listen and isn't afraid to put the spotlight on others.





#2. Inspiring leadership

Take ownership

Whilst the successes are great, it's also important to recognise that it's the mistakes that often provide the greatest learning opportunities. One of the most critical elements of leadership is to visibly demonstrate commitment, so that policies, procedures and the reason why they are in place, are not an add-on, but ingrained within everyone's day-to-day thinking and practice. Taking ownership of a critical leadership mass development is also key to sustaining a strong and profitable business. For every year a company delays leadership development, it costs 7% of their total annual sales,¹ which is why creating new champion leaders is a fixed KPI in European organisations.

For every year a company
delays leadership
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of their total annual sales.¹

It's been demonstrated
that companies with more
employee engagement are

22%
more profitable.²

Be consistent

A good business culture is very much demonstrated by actions and tangible outcomes achieved collectively. Just talking about something but not putting it into action can be very damaging. Messaging needs to be matched by company actions, driven by a leadership style that is visionary, yet also underpinned by a pragmatic approach that moves from words to actions to enable the transition. It is also vital that there is a focus on the positive impacts that can energise people and help with the momentum and acceptance of change. Communication, managing hybrid and remote teams, building diverse teams, constructive feedback and problem-solving are some key leadership trends for 2023 that evolving leaders should focus on developing further.

Inspire

It's important for a leader to be aware of their personal leadership style and to always stay true to their values. Being conscious of this helps to create rapport with employees and develop the professional potential of both the leader and employee. Good leaders enable those that are being led to find their voice and to express it. But first, a leader must find their own voice, own goals and vision, and then create an environment whereby others do the same. It's about inspiring others to do more than they think they can. It's been demonstrated that companies with more employee engagement are 22% more profitable.² A collaborative and inclusive mindset makes it possible to take people on the journey with you.

^{1, 2} <https://www.zippia.com/advice/leadership-statistics/#:~:text=78%25%20of%20business%20leaders%20actively,cultivated%20into%20high-quality%20leadership.>





#3. Bolstering business for the future

Integration

Sustainability is so much more than carbon reduction programmes; it touches every function across an organisation. The only way that a business can be truly sustainable is for sustainability to be fully integrated into everyone's role and not considered an add-on. It's interesting to observe how sustainability is becoming an integrated part of many roles, with this focus growing every year. However, although 90% of business leaders think sustainability is important, only 60% of companies have a sustainability strategy in place.³ The truth is that businesses across the globe are seeking to do things differently. From 2020 to 2021, B Lab received 38% more submissions for B Corp Certification - a designation that a business is meeting high social and environmental standards - from businesses in 80 countries, compared to the 2018-2019 period.⁴ Sustainability needs to continue to be seen as not just the right thing to do but as the way for businesses to become more resilient, by integrating environmental and social strategies firmly into the business model.

Make it tangible

The key to successfully integrating sustainability is to avoid putting it into a language people do not understand or struggle to relate to. For example, good practice is to share the steps of the process clearly, make it efficient and mindful of the resources, and also measurable to see what impact it has both up and downstream. Today, there are 4,872 companies globally working with the Science Based Targets Initiative (SBTi) towards decarbonisation⁵; reducing their carbon emissions in line with climate science. By making sustainability tangible and measurable it enables other roles to see the connection and impact, and realise that creating a sustainable business is everyone's responsibility.

Although

90%

of business leaders think sustainability is important, only

60%

of companies have a sustainability strategy in place.³

Human element

Increasingly, employees want to know their role is having a positive impact on communities and the planet. Whether people have expertise in procurement, product design, manufacturing or functions like human resource management and corporate governance, it's about embedding a more responsible way of doing business into their roles. Fundamental to this pragmatic approach is not to overlook the human elements of kindness, courtesy, and good grace. While some may see these traits as less important, it's these soft skills that can be a powerful force to help shift views and find a united approach to creating a more sustainable and resilient business.

³ <https://www.travelperk.com/blog/business-sustainability-statistics/>

⁴ <https://www.bcorporation.net/en-us/news/blog/scaling-b-corp-certification-reflections-2021>

⁵ <https://sciencebasedtargets.org/companies-taking-action>





#4. A holistic view of safety

Backbone of a business

A safety culture where people can arrive to work and go home unharmed is a basic human right. Without a culture of safety, nothing else can work. Even in times of a rapid change, safety must always come first. Without the focus on safety first, sustainability or innovation cannot progress, and the company risk profile will deteriorate. The latest HSE annual work-related ill health and injury statistics for 2021/22 noted that the manufacturing industry was the second highest for the number of deaths, and that 2.9% of workers in the construction sector suffered from an injury.⁶ The impact of a poor safety culture is far-reaching and affects not only the confidence and performance within the organisation, but also its partners and customers, and the whole industry's perception. This is why safety is the backbone of sustainable, resilient and a future-proof business.

Discipline and compliance should not be seen as a forced rule, but instead a the strong belief that will ensure safe operations and support a zero-harm environment.

In 2021/2022

2.9%

of workers in the construction sector suffered from an injury.⁶

True leadership

A good culture and climate for sustainability is set by leadership. As a leader it's necessary to ensure that the workers are safe, which requires a continuous process of questioning and challenging so that safety improvements are in check and on a positive progression year-on-year. It is a demanding role and one that requires compassion, engagement with people and their opinions as well as a part of the solution. Leaders' active involvement in safety matters helps to achieve a strong safety culture, where people do not only comply because the regulation requires so, but genuinely care about their colleagues, advocating safety and making the workplace a safe and enjoyable ecosystem to be in.

Innovation and compliance

Discipline and compliance should not be seen as a forced rule, but instead a strong belief that will ensure safe operations and support a zero-harm environment. It requires always having innovation at the forefront, always looking for new ways to reduce accidents and increase wellbeing among employees, where technology and digital capacities, bring up cutting-edge safety implementations to the shop floor. Creating such culture, where employees are allowed the time and space to evaluate risks and always stay vigilant. There is no room for complacency because it can cost lives.

⁶ <https://www.hse.gov.uk/statistics/industry/construction.pdf>





#5.

Innovative approaches to technology

Finding a balance

New technology is being developed to fill gaps where new solutions are urgently required. Internet, artificial intelligence or 5G connectivity are in the spotlight due to their incredible versatility and ubiquity, making human-machine collaboration more efficient. Digital and automation solutions, like workplace safety reporting software, represent the 18% of innovations related to health and safety at the workplace.⁷ EU companies' Accident Frequency Rate and Incident Rate declined by 21% and 50%, respectively with the use of technology in their prequalification and audit processes.⁸

But it is not always about new or disruptive solutions. Being innovative with existing technology should not be overlooked. It's about striking a balance between developing new ideas and looking at existing technology that can be repurposed and innovatively adapted to solve a problem.

EU companies' Accident Frequency Rate and
Incident Rate declined by

21% and 50%

respectively with the use of technology in
their prequalification and audit processes⁸

Considerations

Any business innovation will fail without good governance. One of the challenges that new technology brings is using it responsibly and ethically. Technology is a vital enabler, but digital emissions are a growing part of the problem. There is a need to ensure that digital solutions are not created without considering the consequences. This requires lots of research and development, but overall should be seen as an exciting challenge to have as long as the innovation is addressed systemically by considering every angle from a resource, pricing, risk management or safety aspect, beyond required levels of compliance.

Creativity and collaboration

Whether innovation leads to technological changes or is more process centered, ultimately the overall goal is the same - to enhance the efficiency of business and the delivery of services. It's important to recognise that new generations of employees are entering workplaces of the 21st century and businesses need to be mindful of different approaches, and create an environment that allows for creativity and innovation to support business goals. This in turn will lead to a more successful business that continues to move forward rather than stagnate.

⁷ <https://industryeurope.com/sectors/technology-innovation/how-technology-has-improved-health-safety/>

⁸ <https://www.ehstoday.com/safety-technology/article/21156179/how-technology-can-help-prevent-work-fatalities>

What's next for...

Safety

No matter how much change is being experienced, safety must always come first, with safety and sustainability at the heart of every decision and action. A business cannot have good performance without a safe and sustainable business model. Innovative developments are rapidly evolving and increasingly playing a crucial role in mitigating risks. It is important for a leader to always be looking to the future and not be afraid to try new ways of working, whilst always balancing this with risk management. It's about understanding the potential event and what the triggers and controls that could prevent it are embracing what new technologies can bring to the table.

Opex

Business continuity and efficiency are key driving forces for Opex, which is underpinned by embracing innovation and ensuring the profitability and longevity of the assets that are crucial to business operations. Ultimately innovation has to make economic sense, and Opex positions sustainability as a key tenet of effective operations that include initiatives like energy efficiency, carbon savings, waste management and new income streams.

No company can work alone for a sustainable future, from raw materials through to the consumers, businesses have to move as quickly as possible from a linear to the circular economy.

Sustainability

It is an exciting time to be re-framing sustainability as a huge opportunity for businesses, and impact driven conversations around innovations are the way forward. It's time to rethink the economic system and the organisation's role so that business becomes a more effective and proactive transformative tool both within and outside the organisation. No company can work alone for a sustainable future: from raw materials through to the consumers, businesses have to move as quickly as possible from a linear to the circular economy. One of the main objectives related to sustainability for organisations is to find opportunities to avoid material waste. It is essential that businesses look at the whole ecosystem and see how they can pivot solutions to meet new goals so that their businesses becomes a force for good.

All leadership stories are available on:
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