

## MY TEN DIRECTIVES TO BREAK THE GLASS CEILING IN OUR PROFESSION

## A. Those which depend on us:

- 1. Merits are a must; we must constantly keep building our skills and knowledge
- 2. Grow professional relationships, a network of the widest possible range of people
- 3. Gain visibility. Internal and external
- 4. Own the professional space that belongs to you
- 5. Maintain a healthy work-life balance: define your priorities. Find your super food/whatever you need to gain strength
- 6. Be yourself. It is the thing you excel at

## B. Those which the workplace must embrace:

- 1. Opportunity
- 2. Visibility
- 3. Flexibility
- 4. Mentoring/sponsoring

Almudena Arpón de Mendívil Partner, Gómez-Acebo & Pombo IBA President 2023-2024 Maria-Pia Hope Managing Partner, Vinge **Siân Keall** Partner, Travers Smith

8 March 2024

London São Paulo Seoul The Hague Washington DC