



# Mind the Gap

KPMG International

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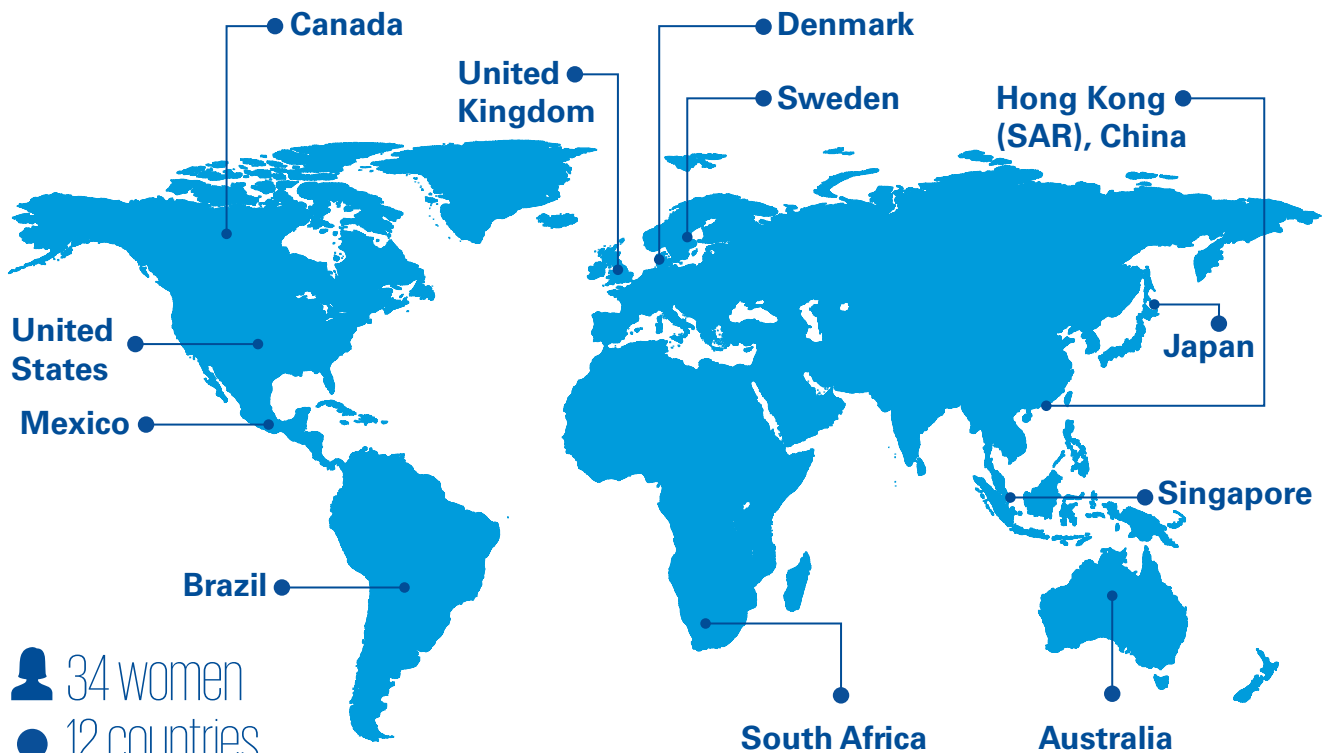
Mind the Gap is a blog series that features interviews with Laura Hay, Global Head of Insurance and women executives from the global financial services industry. Laura and her guests discuss their career progression, professional failures, successes and a variety of other topics including:

- what it takes to be a good leader
- how to overcome fear
- how to close the confidence gap
- why women should take more risks
- why networking is important to your career
- why leaving your comfort zone is good for growth
- how to achieve and maintain a work-life balance
- why (more) women should challenge the status quo.

Laura Hay has over 30 years of experience in the financial services industry and is dedicated to helping develop and promote women in leadership in financial services. Through this blog Laura hopes to share the stories and experience of the many inspiring female leaders she has met during her career, in the hopes that others can gain valuable insight and motivation from them.

For inspiring stories from women leaders in financial services visit [home.kpmg/mindthegap](https://home.kpmg/mindthegap).

# Across the globe



-  34 women
-  12 countries
-  6 continents

And more to come!

## Confidence and risk-taking workshops

Laura Hay has delivered over 65 interactive workshops on the topic of 'confidence and risk-taking' to over 12,000 clients, KPMG professionals and university students in the US, Canada, and several major countries in Europe, Asia and Australia.

The workshop is tailored for women to explore and discuss the topic of 'confidence and risk-taking' in the work place. Through this interactive session participants hear stories, work together, and have tangible actions to start focusing on immediately to encourage personal confidence and risk-taking.

Contact [insurance@kpmg.com](mailto:insurance@kpmg.com) for information about the Confidence and risk-taking workshops.

# Key insights from the series

"It's time for women to beat our fears and take new risks, to ascend in financial services."

**Laura Hay**  
Global Head of Insurance  
KPMG International Limited  
Partner  
KPMG in the US



"Lead by example to really motivate your team. Model the culture and values you want them to take to heart."

**Alessa Quane**  
EVP & Chief Risk Officer  
AIG  
US



"Remember that no one can read your mind — it's up to you to express your ambition."

**Marlene Debel**  
EVP & Chief Risk Officer  
MetLife  
US



“ When there’s diversity in the room, it’s a more comfortable place to be and the conversation flows more easily.”

**Kris Isherwood**

Chief Financial Officer  
Fidelity International  
UK



“ If the risk you take results in failure, think about what went wrong and what you could have done better.”

**Aileen Tan**

Chief Human Resources Officer  
AIA Singapore  
Singapore



“ Think of networking as something you’re doing to create value for the organization and others.”

**Sapna Shah**

EVP of Corporate Responsibility  
PIMCO  
US



“ The key is to get comfortable, being uncomfortable; we have to stretch, we have to take risks, and we have to build networks.”

**Michele Meyer-Shipp**  
Chief People & Culture Officer  
Major League Baseball  
US



“ My main advice is, if you decide to push back against individuals stay calm and be factual when you call out poor behavior.”

**Liz Field**  
Chief Executive Officer  
PIMFA  
UK



“ I’ve learned that if you are who you are, and act as your authentic self, people will respect that.”

**Vibeke Krag**  
Board Member  
Denmark



“ Don’t let the wind just push you along. You must decide for yourself where you want to go.”

**Jenny Garneij**  
Head of People  
Personal Banking  
Nordea  
Sweden



“ If something seems like the scariest opportunity, that’s the one to take, because it will be the best.”

**Inga Beale**  
Three-time CEO  
UK



“ Although I love taking on challenges, I know that I cannot fight the war alone. I need passionate people who are aligned and keen to work with me.”

**Winnie Wong**  
Chief Executive Officer  
Asia Insurance  
Hong Kong (SAR), China



“ I tried to take a relaxed attitude and remind myself that I’m here to get something done, and you just have to find the best way to do it.”

**Anne Sommer**  
President  
A Swedish bank  
Sweden



“ I’ve been lucky to get support from many people, so now I see my role as a platform to help build others up.”

**Delphine Traoré Maïdou**  
Regional COO  
Allianz Africa  
South Africa



“ If you have an opportunity to network and you don’t come back with at least one or two names to follow up with, you’ve wasted your time.”

**Joan Amble**  
Global Board Member  
US





“ Make authentic connections. We are in the trust business in financial services, so you need to know the people you are meeting and understand what motivates them.”

**Cathy Bessant**

Chief Operating & Technology Officer  
Bank of America  
US



“ When we consider a new job or changing companies, we often focus on the role, but I’ve come to realize that company culture is an important piece.”

**Georgette Nicholas**

Chief Executive Officer  
A lenders mortgage insurance company  
Australia



“ Be relevant and resourceful, and every time you get knocked back, reframe yourself and work out how you are going to step ahead.”

**Gillian Larkins**

Chief Financial Officer  
Australian Securities Exchange  
Australia



“ Whether you are climbing a mountain or sitting in your office, when you encounter a setback, you have to get back up, find the resilience to go forward, with the support of caring team-members.”

**Grace Vandecruze**

Managing Director  
Grace Global Capital LLC  
US



“ I think of my career as a jungle gym rather than a ladder, with many different experiences to build your full toolkit. And I love the idea of women reaching into that jungle gym, helping other women.”

**Kathy Cunningham**

Senior Vice-President  
Sun Life Financial  
Canada



“ In my experience, women often get their first big opportunity with a company or business unit in difficulty — I would say ‘yes’ to the challenge, figure it out and grow it.”

**Janet Matricciani**

Former Chief Executive Officer  
World Acceptance Corporation  
US



“ For diversity to spread more widely, people must not let traditional thinking impact how they treat others. That means executives should not make assumptions about a woman’s abilities, priorities or ambition.”

**Sofia Belmar**

Country Manager Mexico  
MetLife Mexico  
Mexico



“ Mentoring is about giving women confidence, to be comfortable speaking up about their career ambitions and taking the chance. It’s absolutely necessary in order to open that next door.”

**Linda Zukauckas**

EVP, Business CFO Group & Deputy CFO  
American Express  
US



“ If you want to move forward, develop your communication skills, particularly the ability to listen and understand others. The technical skills are easier to learn, but it’s the leadership skills that are more difficult and can really make a difference.”

**Guadalupe Huerta**

Chief Financial Officer  
Seguros Monterrey New York Life  
Mexico



“ Be bold enough to nip things in the bud, before they become insurmountable. Set your limits, and ‘Never say never,’ because you don’t know what opportunity lies around the corner.”

**Margo Black**

Former Senior Executive  
Swiss Re Brasil Resseguros S.A.  
Brazil



“ You have to be resilient, because unfair things are going to happen. To move ahead, challenge yourself and those around you, because no one is going to come looking for you.”

**Denise Pavarina**

Former Executive Director & Investors Relations Director  
Banco Bradesco  
Brazil



“ It’s easy to get lost in big organizations, but I guarantee that I’ll remember the names of people who ask me questions or put up their hand when we’re doing difficult things.”

**Katie Murray**

Chief Financial Officer  
RBS  
UK



“ Things are changing so quickly that we must learn to use a compass, not a map. As women, we often like to have our lives scripted, but we have to accept that not everything has to be perfect before we make a move and take a calculated risk.”

**Amanda Pullinger**

Chief Executive Officer  
100 Women in Finance  
US/UK



“ Times of crisis are a chance to think differently and express your point of view. Take time to ask yourself, ‘What does my business need?’ and ‘How can I contribute to shaping the future?’ Now is a beautiful time to experiment with new ways of working, and demonstrate your future-forward and agile thinking.”

**Susan Podlogar**

Executive Vice President & Chief Human  
Resources Officer  
MetLife  
US



“ We can get in situations where our internal dialogue is not very nice and we need to stop that mental talk track, tune it out, and reframe it.”

**Emily Gingrich**

Head of Insurance Company Capital  
and Asset-Liability Management  
AIG  
US



“ Smart companies incorporate diversity into their recruiting and talent systems, not only by selecting candidates from diverse pools but also ensuring those who review the applicants are diverse or understand their potential biases.”

**Serena Fong**

Vice President, Strategic Engagement  
Catalyst  
US



“ I believed that I needed a hard edge in business and preferred to be respected rather than liked. However, my ‘all-business approach’ meant that people didn’t know me. Once I started opening up and letting my team get to know me, I could see these relationships change for the better.”

**Lou Anne Layton**

Global Head of Broker Relations and Marketing  
Beazley Group  
US



“ Believe strongly that what you are doing is right, and demonstrate your own deep skills, so you can earn others’ trust, and make it all happen.”

**Keiko Fukuda**

Board of Directors  
AXA Direct Life Co., Ltd.  
Japan



“ I apply authentic, independent thought to how I do things, and that leads to market innovation. That’s the benefit of diversity in business: When we create environments where different people can share opinions and do things differently, that’s when innovation and creativity are born.”

**Ritu Bhasin**

Speaker, Author, Consultant  
bhasin consulting inc  
Canada



“ Sometimes when you take a chance on a very different role, you can grow so much more. In my case, this was really a 100% change in every way. Fortunately, I had a lot of people supporting me, and wanting me to do well, and that really built my confidence.”

**Jessie Burrows**

Managing Director of Customer Sales,  
Service and Claims  
Direct Line Group  
UK



# Advancing the future of women in business

## **A KPMG in the US study launched in October 2020, finds 75 percent of female executives across industries have experienced imposter syndrome in their careers**

A majority of executive women across a range of industries identified having experienced feelings of inadequacy and self-doubt, or imposter syndrome, at certain points in their careers and say they believe it is commonly experienced by women in corporate America, according to a new study released by KPMG the US.

*“Advancing the Future of Women in Business: A KPMG Women’s Leadership Summit Report” polled 750 high-performing executive women who are one or two career steps away from the C-suite and have participated in the KPMG Women’s Leadership Summit.*

### **Key findings of the study include:**

- Seventy-five percent of executive women report having personally experienced imposter syndrome at certain points in their career.
- Eighty-five percent believe imposter syndrome is commonly experienced by women in corporate America.
- Seventy-four percent of executive women believe that their male counterparts do not experience feelings of self-doubt as much as female leaders do.
- Eighty-one percent believe that they put more pressure on themselves not to fail than men do.

### **Overcoming imposter syndrome**

“It’s important to realize that most women experience similar doubts at some point in our careers,” said Laura Newinski, KPMG in the US Deputy Chair and Chief Operating Officer. “Our contribution as leaders is pivotal. Together, we have the opportunity to build corporate environments that foster a sense of belonging and lessen the experience of imposter syndrome for women in our workplaces.”

To read the full report and learn “Tips for workplace leaders” visit: [womensleadership.kpmg.us](https://womensleadership.kpmg.us)

### **The KPMG Women’s Leadership Summit**

In conjunction with the KPMG Women’s PGA Championship, KPMG in the US is proud to host the KPMG Women’s Leadership Summit. The event brings together top women in business, politics, and sports with women leaders aspiring to reach the C-suite and inspire them in their advancement and development. The 2021 KPMG Women’s Leadership Summit will be held 23 June 2021.



# Be part of the conversation!

Follow and connect with Laura on her social media channels where she frequently posts on diversity through her Mind the Gap blog, workshops and financial services.



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