



WOMEN EMERGING

| 2024 - 2025

WOMEN EMERGING: ANNUAL REPORT

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Note from the Founder, Julia Middleton



It has been a year of successful testing and ambitious building.

Testing that the basic proposition of Women Emerging resonates with women across the world. That by changing the optics of what it means to be a leader, and the practicalities of how to lead, there is the potential to re-engage women the world over. As you will see from this report, the evidence is clear that it does draw women to our podcast, our expeditions, our events, our writing, our thinking. We have a deep sense that the message is starting to spread through our

work and with our partners' support. It is beautifully captured in the [short film](#) created by one of the members of the first expedition.

Building the practical ways, we can help women the world over to lead the way that works for them. This has meant first and foremost perfecting our group expeditions and running them in partnership with fabulous organisations and women.

And it has meant developing our free online solo expedition which women can do individually, in their own time. Some women have told us that they have sat at their kitchen tables doing their solo expedition, one has told us she did it in parallel with a walking expedition in Bhutan. The outcome for both has been confidence and skills and new leadership roles.

And all the way through we have built our community and captured what we have all learnt. So that we were ready to launch the WE Hub, our dynamic and ever-evolving free digital library of practical leadership intelligence generated by women. The launch of the WE Hub has been the culmination of the year. Women now have a searchable library, powered by AI, which gives them easy access to each other's learning, whoever and wherever they are.

Today, 26,000 women across the world are driving Women Emerging forward. And they are genuinely from across the world, not simply one continent. They are also of all ages, not simply one generation. True, they are women who speak English, but we will address this over the next year with translation functionality on our website.

I think the happiest feedback I have heard all year was the words 'I learnt a lot, some I knew already and now do with more confidence, some I didn't know and I'm now adopting'. What more can we ask for?

Well, we do ask for more of course. So many of the women who have spoken on the WE podcast or been on expeditions in 2024 have now volunteered as Guides on future expeditions. Their insights will deeply enrich the expeditions and for them it means that their exploring won't end if they have the WE Hub to go to and the Guide role to perform and learn from.

Though the world looks frightening just now, at Women Emerging, we have surprised even ourselves over the last year and are excited by what comes next.

Year 2024/25: In Review

WOMEN
EMERGING

Impact in numbers:

**25,161
followers**

are engaging with
Women Emerging
content

**787
explorers**

have reframed their
approach to leading

97 Guides

have shared their
knowledge with
explorers

Women across
34 countries
in
6 continents

from Gen X to Gen Z have
engaged with Women
Emerging

Our unique expedition methodology has inspired:

90%

women to say they have
changed their perspective on
leadership

90%

women to feel more
confident in their leading

Scaled Global Operations

Launched 9 group expeditions with our partners

Women Emerging runs group expeditions for up to 24 women who want to find their own approach to leading. They run over 7 months—explorers commit to 5 hours of exploring each month. Each group is formed around a community, geographical or sectoral. Most expeditions are online, though some groups meet at different points.

At first not everyone loves the expression ‘expedition’ but we have found that it captures that expeditions are brave, bold, ambitious, inspiring, raw, and unpredictable.

All expeditions follow a similar methodology—based on the 4Es—which emerged from the first expedition and has been perfected on expeditions ever since. The first of the Es is ‘Essence’: explorers establish what in their make-up influences how they lead. The second is ‘Elements’: they unpick how their Essence shows up in how they lead. The third is ‘Expression’: they work through how the first two Es shape their day-to-day leading. The fourth is ‘Energy’: explorers discover how the flow across their first three Es generates the energy of leading.

Once their expedition is complete, women become WE Fellows who continue their exploring on the WE Hub.



Each group expedition sparked extraordinary conversations, opened up new possibilities, and affirmed what we’ve always known: when women lead in ways that resonate with them, something powerful shifts, within them and in the people and systems around them.

Women Emerging explorers are:

Based across **34 countries**:



Leading in:



Education



Sports



Entrepreneurship



Health



Nature and
Conservation



Energy



Business



Research



Sales



Nonprofit

97

Women Emerging Guides have actively contributed to this year's expeditions

91%

of women leaders are confidently saying "If that's leading, I'm in", because of their expedition

88%

of women found the expedition relevant to their current and future leadership roles

85%

of women judged the expedition culturally relevant to them

Launched the solo expedition

The solo expedition launched this year with 292 women starting the first solo expedition.

The solo expedition:

- This is online, self-paced and completely free for individual women anywhere they are.
- Requires 8 hours each month for 2 months.
- The solo expedition uses the Women Emerging methodology, developed on the first expedition and perfected on expeditions ever since.
- Just like the group expeditions, to participate in this expedition, explorers must be already leading in some capacity, open to new learning, curious about leadership and committed to the full journey.
- Once completed, explorers become WE Fellows and continue exploring on the WE Hub.

“

At the start of March, I was honoured to join the first Women Emerging solo expedition. The expedition was designed as a process to enable women from around the world to explore what their own authentic leadership looks like — not in a boardroom, but through shared, and solo, reflection and challenge.

The expedition helped me discover that leadership isn't a title — it's a way of being, and I returned to the UK deeply grateful that I have reached a point in my career and life where this kind of reflection and adventure is possible.

— Solo Explorer from the UK



Our Partnerships

We have developed deep partnerships with some great organisations and women over the year. Our ambition has never been to grow ourselves but rather to grow with and for our partners.

Gates Foundation

 **gbsn** Global Business School Network

 **re:wild**

SYNAPSE
REIMAGINING CONNECTIONS CIRCA 2021

TEACHFORNIGERIA

UConn
UNIVERSITY OF CONNECTICUT



YOUTH TOPIA
SERIOUS ABOUT CHANGE

“Partnering with Women Emerging has been a deeply enriching experience for Universal Ai University. The journey has sparked profound personal and leadership growth among our learners especially our young women who returned with renewed confidence, clarity, and courage to lead authentically. The ripple effect is truly transformative and powerfully uplifting, extending beyond individuals to inspire our wider community. This collaboration reaffirms the importance of purpose-driven, human-centric leadership development, and we're proud to walk this path together.

This partnership has also reaffirmed our belief that the most powerful learning doesn't just happen in classrooms it happens in community, in dialogue & in deep reflection.

We're excited to continue walking this path together. Thank you for inviting our voice into this meaningful narrative



— Vijay Tandon,
Dean - School of Management and Director,
International Programs at Universal AI University

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“



I saw our expedition members, the 25 women, change over the 6 months as they subtly, unconsciously but visibly began to assert and accept their space with pride and confidence. I saw the shift, from uncertainty and hesitancy to wearing their Essence with strength and grace

— Dr. Ayesha Mian, Synapse, Pakistan

“



Partnering with Women Emerging on the Leadership Expedition for 24 young changemakers in YOUTHTOPIA's Circle of Youth was a deeply meaningful experience. This expedition created space for honest reflection, cross-cultural learning, and a reimagining of leadership that centers on empathy, courage, and collaboration.

What stood out most was the power of creating a space where vulnerability was met with strength — and leadership was redefined on our own terms. We're proud to have walked this path together with Women Emerging.

— Melati Wijsen and Lily Lim, Youthtopia

“



Re:wild believes that women hold the potential to achieve extraordinary things.

Our partnership with Women Emerging and the launch of the Women Leading in Nature expedition represents our unwavering commitment to ensuring that the amazing women working to protect and restore our planet have the agency to do so. And we're seeing immediate impact: these women leaders are putting the exercises they've learnt to work on their own terms and in their own organisations to launch collaborations and enhance strategic focus to scale some of the most important conservation projects happening around the world today.

— Nina Paige Hadley, Re:wild

Produced and curated culturally diverse and accessible content, available for free

Being true to our brand value of generosity, we wanted to make the insights from women leading across geographies, generations, sectors, specialisms, abilities, aspirations, backgrounds and beliefs accessible and freely available to women leading anywhere.

Women Emerging produced, curated, contributed to, and published:



52 new podcast episodes making it a total of 158 episodes



80 online workshops



57 audio clips of practical leadership insights



Multiple industry events where Julia Middleton, Founder of Women Emerging, shared the WE ideas and insights.



50 blogs featuring insights from women engaged in WE

Expanded our team globally

In **2024/25**, the team at Women Emerging grew from 7 to 15. We are a diverse, intergenerational team embodying the true spirit of Women Emerging. We are from Canada, India, Pakistan, the Netherlands, Saudi Arabia, UK, US, Nigeria and Botswana.

Throughout 2024/25, Founder and CEO Julia Middleton led the organisation with inspiration, efficiency and pace. She has also hosted the weekly podcast and served as an **Expedition Leader** on several group expeditions.



Our 2024/25 Steering Group comprised eight women - Andini Makosinski, Ayesha Mian, Bin Wolfe, Folawe Omikunle, Joanna Janik, Mona Sinha and Vidya Shah - located on several continents and chosen for a range of expertise. The Group meet quarterly for an update on all areas of operation, including expeditions, impact measurement, product development, people, marketing, operating structure, financials, and progress against targets. We are grateful for the leadership of our Steering Group's Chair, Vidya Shah, and all the members who so generously share their wisdom, networks, and support.

Methodology to Measure Impact

Measuring impact is central to how we learn, adapt, and stay accountable to the women we serve and partners who believe in us. Across all expeditions, we use a dual-pronged approach: combining quantitative data with qualitative reflections to picture the true impact of the expeditions.

On the quantitative side, we administer pre-expedition and post-expedition surveys to every explorer. These surveys assess shifts in self-perception, leadership confidence, and clarity of purpose, as well as how connected participants feel to others on a similar journey. We analyse these surveys to identify how the expeditions shifted explorers' understanding of leading, helped them confront limiting beliefs, and inspired them to lead with more clarity, confidence, and courage. Additional metrics such as explorer numbers, active participation rates, completion rates, and engagement levels give us insight into the reach and progress of each expedition.



We complement the data with rich qualitative feedback gathered through open-ended survey questions, reflection papers, and post-expedition conversations. These stories help us understand the how and why behind the data, for instance how an explorer reframed her understanding of certain elements, why a moment in the expedition shifted an explorer's mindset, or what personal barriers were dismantled along the way. We also gather insights from WE Guides and Community Managers, whose observations offer additional layers of context and help us fine-tune the overall experience.

Together, this integrated approach enables us to evaluate the effectiveness of our expeditions. It also helps us make evidence-informed decisions about how we grow, where we adapt, and what we keep at the heart of it all.

Financials

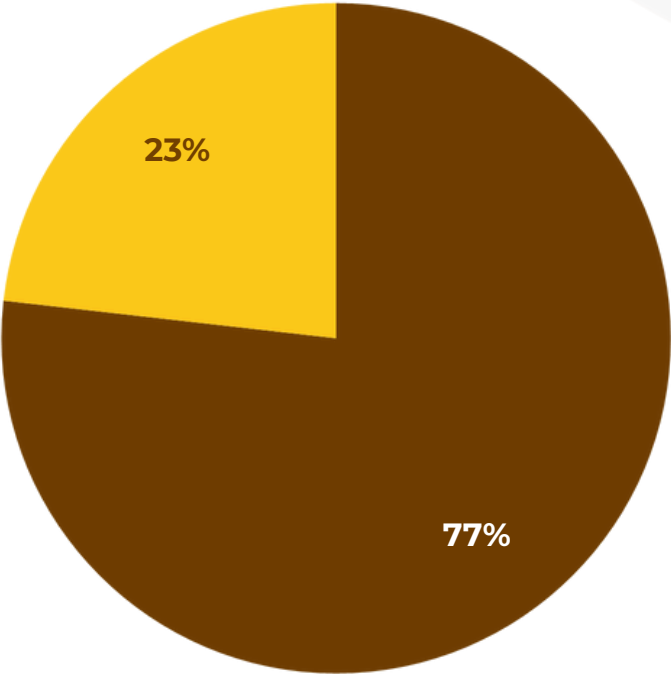
We are thankful for the generous funding and sponsorship from our partners to deliver expeditions and take this movement forward. The expenditure pie chart gives a breakdown of the areas where the funding was utilised. We ended the year with a reserve of \$17,842 which we intend to increase over the coming year so as to ensure the sustainability of Women Emerging.



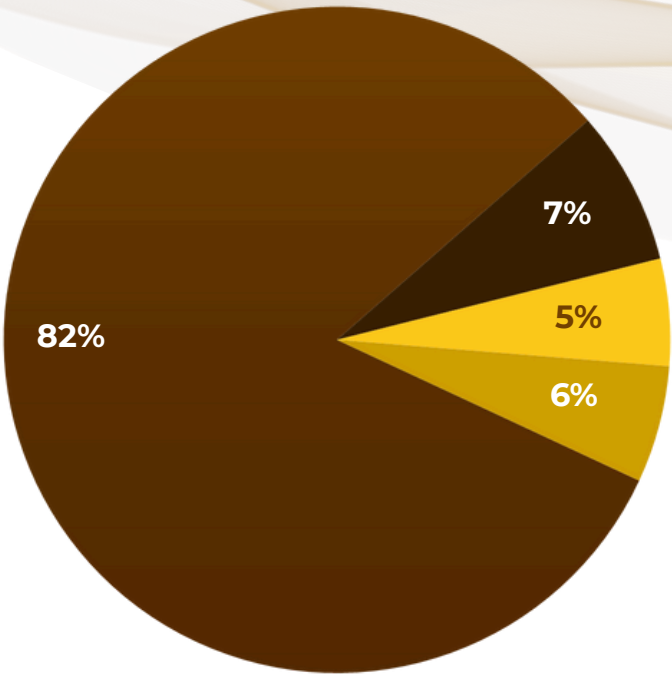
Income FY 24/25:
\$366,587



Expenditure FY 24/25:
\$348,745



- Gates Foundation
- Expedition Donors



- People
- IT and infrastructure
- Marketing
- Fiscal Sponsorship



From the Founder

WOMEN
EMERGING

Looking forward to in 2025/26

In 2025 we will grow. We will build on the successes of 2024 that have given us the cornerstones for our growth.

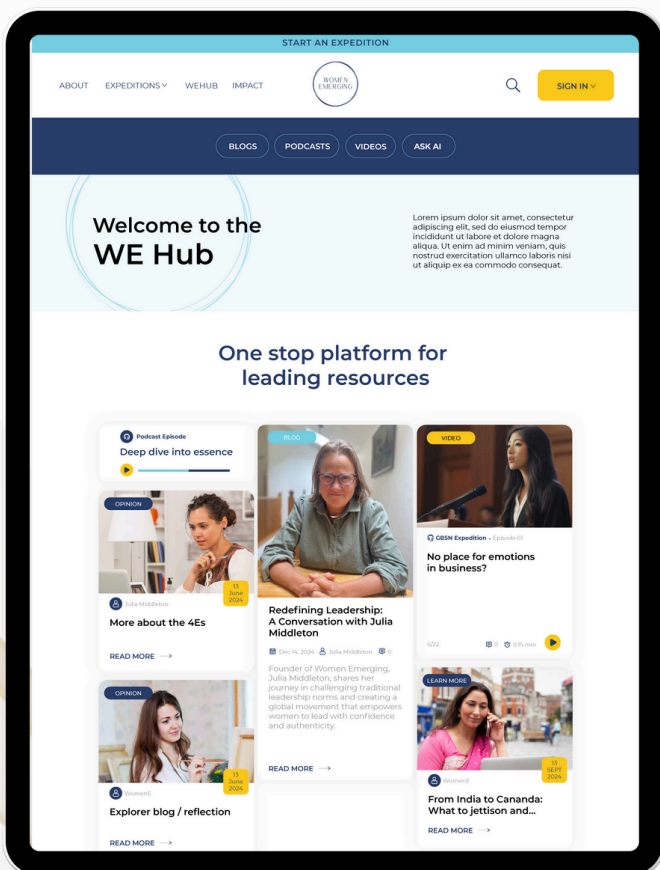
Our community will grow. We can feel it starting already. More women will explore by joining group expeditions, or quietly doing their own solo expedition. Or by simply exploring the WE Hub asking it more and different questions as they progress in their leadership because they want to know what other women have discovered.

We are ready to expand our **group expeditions** so that there is always the option of commissioning the Women Emerging team to run them, but there is also a **DIY group expedition** option for organisations and women to run their own. We have created the manuals and the training and the instructions for our partners to do it alone, well not really alone, we will support and the WE Hub is available to all. We want to live our values of being freeing, generous and jugaad - so as to allow lots of partners to sign up for leading a DIY expedition.



And yes of course we will run some crucial group expeditions ourselves, notably one for the women of Brussels, which will pave the way for many other cities across the world to do the same. And a second, **WE Uni expedition**, drawing in ever more institutions of higher education who want to accelerate the careers of women who will be leading in the future. For **WE16** to grow we are determined to find partner organisations with roots in schools to work with; we have some options already, more are always welcome.

The **solo expedition** will expand to meet the demands of the increasing number of women wishing to explore in their own time. And we will develop **themed solo expeditions**. They will be for specific audiences, created by women who have completed a group expedition who will capture what they have learnt that is specific to their community or sector and populate a themed solo expedition with their findings and recordings. In this way they will share their learning with many more women. The first of these themed expeditions will emerge from the Pakistan group expedition which took place in 2024. The explorers have recorded and shared their discoveries so that women across Pakistan who decide to do a solo expedition can do a version that speaks very directly to them. Many more such themed expeditions will roll out throughout the coming year. So, the solo is always an option but there might just be a themed version that resonates with women in specific sectors or communities.



And then the **WE Hub**. If our community love the first iteration, wait till they see the second and then the third over the next year. We will use AI to translate it. Masses of women are writing for it. We have glorious new features to add to it. It will become a treasure trove. No single or simple answers to questions but multiple ideas which can be pieced together to make your answer and a community of women leading to support each other you wherever they are in their leadership journey. Because how you lead is unique to you.

So that's what we will be doing in 2025/26. Focused on serving women who lead and delighting in their triumphs.

Love Jones

Founder
Women Emerging

Appendices

Group expeditions 2024/25:

Expedition for teachers in Nigeria March – June 2024:

TEACHFORNIGERIA *(Partner)*

- 24 teacher-fellows from Teach for Nigeria, each teaching in 24 different school in Ogun State, Nigeria.
- Julia Middleton was the expedition leader
- Each Fellow completed the Women Emerging Expedition and led a group of about 20 sixteen-year-old girls through a 7-week journey of leadership exploration called WE 16
- At the end of the Women Emerging Expedition, each WE Fellow led a group of about 20 sixteen-year-old girls through a 7-week journey of leadership exploration called WE 16.

“This journey completely transformed my perspective. The expedition provided a valuable opportunity to connect with women from diverse leadership backgrounds, learning from their experiences, skills, and knowledge. These interactions have significantly shaped my leadership ideology, teaching me the importance of humility, self-awareness, and continuous improvement



— Ezeoha Gloria Nneka,
Teacher in Nigeria

“One of the most significant insights I gained is the importance of being aware of my essence. During the expedition, I also realised that there are aspects of my Essence that I need to let go of, as well as parts that I need to reframe to become a better leader. This process of self-reflection and transformation has been both challenging and rewarding

— Winsol Ubani,
Teacher in Nigeria



Expedition for Women Leading in the Coast Salish nations | March – June 2024

- This expedition was in partnership with the Swinomish Indian Tribal Community, located in the Salish Sea region in the Pacific Northwest of the United States. The expedition, co-led by Julia Middleton and Jackie Qataliña Schaeffer, brought together a remarkable group of women to explore leading through the lens of ancestry, cultural heritage, and a deep-rooted connection to land and nature.
- The learning from this expedition is captured in two podcast episodes; one with Jackie Qataliña Schaeffer as she shares how her beliefs and cultural grounding shape the way she leads, and the second with both Jackie and Emma Johnson exploring intergenerational perspectives on leading.



Expedition for women leading in business in Pakistan | April – November 2024

SYNAPSE (Partner)
REIMAGINING CONNECTIONS CIRCA 2021

- 24 women working in corporate settings in Pakistan across all levels (Associate, Manager and Senior levels) and age groups
- Led by Dr. Ayesha Mian, explorer from the first expedition and current steering group member
- The explorers were working women navigating corporate environments, entrepreneurship, and leadership spaces in Pakistan, where traditional leadership often emphasizes hierarchy, conformity, and power.
- Guides were intentionally selected for their relevant experience and resonance with the group's challenges. Some even joined from across the border in India, offering powerful cross-cultural insights.
- In collaboration with the explorers, Women Emerging is creating a themed solo expedition – an online expedition tailored to Women in Business in Pakistan. This will be launched in 2025.

Expedition for Global Business Schools Network | June – December 2024



- 20 students in 7 business institutions across the world (University of Connecticut School of Business, Universal AI University, Universidad de Los Andes, Ghana Institute of Management and Public Administration, Qatar University, ESCA School of Management & University of Illinois at Urbana-Champaign)
- Across all levels- Undergraduate, Graduate, postgraduate
- From 9 countries- Ghana, America, India, Morocco, Qatar, Colombia, Congo, Pakistan, Vietnam
- Julia Middleton was the expedition leader

“Honestly, I loved the expedition, it completely exceeded my expectations, and I really liked that journey of introspection and self-knowledge that we were on for months. My perspective on leading changed because we do not all lead in the same way, and to be in tune with ourselves it is necessary to find our own way (which is dynamic as we also change over time but the important thing is to question ourselves) and to be able to transmit our message in a way that makes sense.

— Student from Universidad de Los Andes

“The expedition has given me a clearer sense of purpose and direction. For me, the most meaningful part of it was the realisation that I am not alone in my journey. Knowing that my feelings, thoughts, and experiences are not isolated but shared and understood by others was incredibly validating. It provided a sense of connection that I hadn't fully realised I needed. I have now recognised the beauty in our shared humanity and how much we can grow through authentic connection with others.

— Student from Ghana Institute of Management and Public Administration

Expedition for Women with a Disability or Chronic Condition with Paralympian Katrina Webb | October 2024 – April 2025

- 9 explorers each living with different abilities and chronic conditions from 6 countries – UK, Singapore, Australia, India, Nigeria and Finland
- Led by Katrina Webb, explorer from the first expedition, and a Paralympian athlete.
- As the group reflected together, a clear message emerged: the world not only needs women with disabilities or chronic conditions to lead, but it also already benefits from those who are.

“

Following the expedition, I know that I stand alongside a community of women who will advocate for my right to thrive as a disabled leader as I will advocate for theirs.



— Laura Rees,
Drama Facilitator

“

The Women Emerging expedition has given me the curious safe space to reflect beyond 'knowing my purpose' to the 'how do I want to deliver change', how do I want others to experience my leadership. This required an amazing group of women to collaboratively share their journeys, to challenge the styles of leadership that feel enforced but are not serving us, so that I leave the expedition with a clarity on my leadership style and a map to guide me.



— Jenny McLaughlin,
Senior Project Manager - Long
Term Growth; Heathrow

“

Together, we acknowledged shame and the burdens we carry, allowing ourselves to let go and embrace the unique gifts our challenges offer in leadership. This journey was about uncovering the brilliance within each woman and helping her realise that her leadership doesn't come despite her challenges - it often arises because of them.



— Katrina Webb,
Expedition Leader

Expedition for Women Leading in Nature | December 2024 – June 2025

re:wild (Partner)

- 23 women leading in conservation and environmental challenges
- Led by Julia Middleton
- Over 7 months, explorers came together to reflect on what it means to lead in harmony with the natural world, often drawing from their personal connection to different parts of ecology. The conversations were rich with insight—rooted in lived experiences, cultural traditions, and the urgent realities of climate change and environmental degradation.

“The Women Leading in Nature Journey expedition was an inspiring and eye-opening experience. It helps me to have a better understanding of leadership energy and essence, gained clarity on my own leadership approach, and I also have an opportunity to know and to connect with amazing other women leaders from around the world.



— Sehenó Fanamby,
CEO, Association Fanamby

“My experience with Women Emerging has given me the opportunity to pause and reflect on myself - to assess who I am and what drives me to lead. It has encouraged me to think deeply about my motivations, how I express my personal qualities through leadership, and how I can continue to grow. I've had the chance to connect with incredible women who, despite being miles apart, share similar experiences - both positive and challenging - that make this leading journey feel less lonely. It has truly been a valuable opportunity for personal growth, which I believe will translate into professional development as well.



— Andrea Teran,
Sustainability Manager at Allianz



Expedition for Women Leading in Renewable Energy | December 2024 – June 2025



(Partner)

- 18 women leading in companies focused on Renewable Energy
- These women are doctoral students, CEOs, Senior Managers, Research Engineers, Project Managers, Sales Managers across different age groups
- Led by Julia Middleton

“ I am so appreciative and grateful for the opportunity to focus on developing a better understanding of who I want to be as a leader and doing it alongside many other inspiration women leading in renewable energy around the globe.



— Sandra Moore,
Director, PEI Cleantech Academy
and Innovation Centre

“ This expedition has been a refreshing journey of self-discovery and alignment. As a woman in renewable energy, it has offered me not just leadership tools, but a deeper connection to who I truly am. Every insight has echoed with my values, my purpose, and my voice – reminding me that leading authentically is my greatest strength.



— Nidhi Abbi,
Vice President - Energy and Power,
Marsh



Expedition for Global Changemakers | February – August 2025



(Partner)

- 23 women leading in environmental and gender activism, nonprofits and organisations
- Led by Funmi Adeyemi, Women Emerging Expedition Director
- This expedition brought together a powerful group of women leading at the intersection of environmental and gender justice; activists, nonprofit leaders, and changemakers working across communities, ecosystems, and movements.
- The expedition is in its 2nd month, and the explorers are engaging in deep, intentional conversations that have allowed them to reflect not only on their leadership, but also on the systems they are working to transform.

“

I have come to understand the importance of reframing our ‘jettison’ to reinforce our Leading. This means that rather than seeing the things we leave behind as losses, we should reframe them as necessary steps that allow us to move forward with greater clarity and purpose. Leadership often requires shedding old habits, limiting beliefs, or even certain roles that no longer serve us. By shifting our perspective, we can see these transitions as empowering rather than burdensome, strengthening our ability to lead effectively.



— Ghina Raihanah,
Founder of InPower Indonesia
and YOUTHTOPIA Circle of Youth
Member

“

On my expedition, I've been challenged in my belief that those who choose to lead are not the best leaders, because choosing to lead is also saying yes to lead, just like I did. It's about understanding our privilege and deciding that we can lead, while not everyone can. It has re-framed my vision of leading, not just as something imposed (which I once felt I didn't decide), but also as something chosen.

— Inés Yábar,
Co-founder of Ensemble pour
TECHO and YOUTHTOPIA Circle of
Youth Member



Expedition for 16-year-old girls WE16 | October – November 2024

Many young girls see leading as something beyond their grasp. Others look at leading and have little appetite to become leaders because the status quo approach to leading does not resonate with them. However, many are still being drawn into leading, with very little insight into how they could lead in their own way.

This is why we have created WE16. To inspire sixteen-year-old girls to lead and then support them as they do so: whether this is in their schools, communities or families.

WE16 Pilot in Nigeria

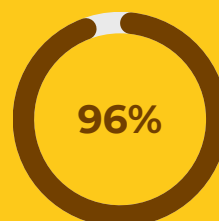
TEACHFORNIGERIA *(Partner)*

- Women Emerging ran the first WE16 expedition with Teach for Nigeria with 24 participating schools and 311 16-year-old girls.
- The expedition was delivered face-to-face across 25 remote schools in Ogun State led by WE Fellows. Each WE Fellow, having completed a Women Emerging expedition, led a group of about 20 sixteen-year-old girls through a 7-week journey of leadership exploration.
- Each week, explorers convened for 1.5–2 hours at their schools to engage in weekly activities and discussions, explore in small teams, and share insights.

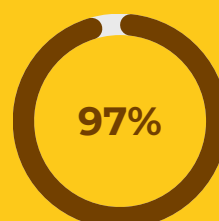
As a result of WE16:



are proud of the personal growth and self-awareness they achieved during the expedition.



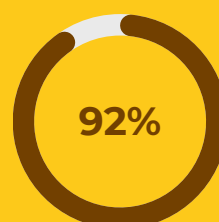
will recommend WE16 to other girls in their communities.



of Teach For Nigeria Fellows reported that students were excited and enthusiastic about leadership



of the girls believe they can be a leader



report that their perception of leading has changed



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