STANTON CHASE

Justice, Not Silence: Why Ending Violence Against Women Is a Leadership Responsibility

Jan-Bart Smits | Managing Partner, Stanton Chase Amsterdam
Eleri Dodsworth | Partner, Stanton Chase London
Finley Konrade | Managing Director, Stanton Chase Dallas



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Foreword



Lisa Felton

Managing Director, Vodafone Foundation, and Director, Sustainable Business and Human Rights, Vodafone Group

For someone experiencing domestic abuse, work can provide independence, security, and a route to help. Knowing they can ask for support without fearing for their job can make a profound difference. No employer can end domestic abuse, but every business can decide how it responds when someone asks for help. That's what makes this report so important.

At Vodafone, our approach combines Vodafone Foundation's work with specialist organizations and Vodafone's responsibility as an employer – including our 2019 global domestic violence and abuse policy which introduced paid safe leave, confidentiality, non-discrimination, workplace safety measures, and training for HR and people managers.

But policy alone is not enough. People need to know that support exists, managers and colleagues need to know how to respond, and survivors need to feel safe asking for help. Our Allies Against Abuse initiative trains colleagues to recognize abuse, respond appropriately, and refer survivors to specialist support, while Vodafone Foundation's Bright Sky platform complements this response, helping people spot signs of abuse and find a safe route to help.

Philanthropy can help tackle societal problems, but business can amplify that impact through its policies, people, and culture. Support must be part of everyday operations, not a once-a-year initiative.

Violence against women and domestic abuse cannot be tackled by one organization or one sector. Business, philanthropy, governments, and specialist organizations all have a role, with survivor voices at the center. During the 16 Days of Activism, business leaders should ask a hard question: if an employee needed help, would they know where to turn and feel safe doing so?

That is the challenge this report sets out, and one I hope many more leaders will act on.

Nearly every workplace employs survivors of abuse, whether its leaders know it or not. Those leaders can make work a place where survivors find help.

Each November, buildings around the world turn orange for the International Day for the Elimination of Violence against Women on the 25th. The 16 Days of Activism carry that message through to Human Rights Day on December 10. Then the lights come down, and some of the abuse they protest walks into an office the next morning. No employer can reach into a home, nor should it. What an employer does control is whether a survivor finds help at work or one more thing to fear. Its leaders decide which of the two she finds, through the policies they fund and the conduct they tolerate. Consequently, this piece treats violence against women as a matter of leadership. Business leaders from the United Kingdom, the Netherlands, and the United States describe what that leadership looks like in practice.



How Widespread Is Violence Against Women?

The scale of the violence explains why the question reaches employers. The latest global count comes from the 2025 femicide report by UN Women and the UN Office on Drugs and Crime. In 2024, 50,000 women and girls were killed by intimate partners or members of their own family. That is 137 every day. The more telling finding is who was behind these deaths. When a woman or girl died by violence that year, the person responsible was a partner or relative in 60 percent of cases. For men, the figure was 11 percent. The deaths are only part of the harm. UN Women estimates that 840 million women, almost one in three, have faced violence in their lifetime. One in three means that any sizable workforce includes survivors, whether the employer knows it or not.

WHY THE BUILDINGS TURN ORANGE

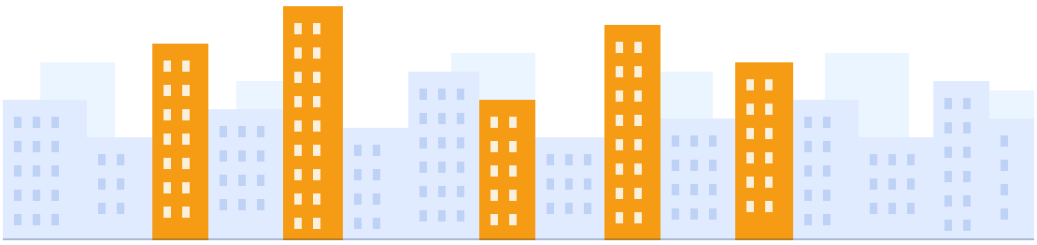
Each November 25, cities light up for the women and girls behind the figures

137

women and girls killed every day in 2024 by intimate partners or members of their own family

840 million

women, almost one in three, have faced violence in their lifetime



Sources: UN Women and the UN Office on Drugs and Crime, 2025; UN Women, 2025

Some of the violence happens at work itself. In the EU's gender-based violence survey, one in three women report having been harassed at work. More of it arrives online. Abusers circulate deepfakes, fabricated images or video of a real woman, and publish home addresses and private details, a practice called doxxing, to intimidate their targets. In the European Union, one in ten women has reported cyber harassment since the age of 15, and fewer than half of women worldwide are covered by laws against it. That harassment keeps no office hours, and the messages and images reach a woman at her desk just as they reach her at home.

Meanwhile the services women turn to for help are shrinking. More than a third of the women's rights and civil society organizations surveyed by UN Women have suspended or shut down programs to end violence against women because of funding cuts. Each closure leaves survivors with fewer sources of help, and one of the few that remain is the workplace.

WHY EMPLOYERS ARE INVOLVED

The violence reaches work, while the services women rely on are shrinking



Sources: EU Agency for Fundamental Rights, 2024; UN Women, 2025

Why Is Violence Against Women a Leadership Issue?

Domestic abuse rarely stays at home, because work is where a survivor has income and a route out, and an abuser knows it. So the abuse follows her: into her phone, into her inbox, to the parking lot, and onto the commute she makes alone. Some abusers call throughout the workday or wait outside the office, and some sabotage the childcare that makes attendance possible, all to put the job itself at risk. For other women the abuse does not have to follow them anywhere, because it starts at work, as harassment from a manager, a coworker, a customer, or a client. Either way, colleagues often sense the strain long before anyone tells HR, and the employer feels it too, in absence, in mistakes, in lost talent, and sometimes in danger on the premises.

Because the damage reaches the workplace by both routes, lawmakers have stopped treating gender-based violence as a private matter, and the newest laws spell out what workplaces owe survivors. The broadest of them, the ILO's Violence and Harassment Convention of 2019, known as C190, covers both the violence that follows women into work and the harassment that starts there. Its definition of gender-based violence and

harassment takes in any violence or harassment directed at people because of their sex or gender. The convention also asks governments to recognize the effects of domestic violence on the world of work and to lessen them. Domestic violence and workplace harassment have been treated as one problem since 1993, when the UN's founding declaration on violence against women named battering in the family and harassment at work among its forms. Abuse at home and abuse at work sit in one definition because they behave the same way. Whether the abuse begins at home and follows a woman to work, or begins at work itself, it is aimed at her because she is a woman. In both cases, it limits where she can safely go and what she can safely do.

Countries are now writing both halves into law: support for survivors of the violence at home, and duties to stop the harassment at work. In Australia, an employee affected by family or domestic violence, casuals included, can take ten days of paid family and domestic violence leave each year. New Zealand gives survivors of family violence ten days of paid leave, and Ireland gives five days to anyone experiencing or at risk of domestic violence. The United States has no national law yet, so the entitlements are arriving city by city and state by state. New York City gives workers at any size of business paid safe leave when they or a family member face domestic violence, unwanted contact, stalking, or human trafficking. The harassment laws reach employers even more directly. British employers must take reasonable steps to prevent harassment, and Australian employers carry a positive duty to eliminate it rather than wait for complaints. In the Netherlands, working conditions rules put harassment among the causes of psychosocial strain an employer must prevent.



WHAT THE LAW ALREADY REQUIRES

Paid leave for survivors and duties to prevent harassment

PAID LEAVE FOR SURVIVORS EACH YEAR



Australia includes casual employees.

United States has no national law yet, so entitlements are arriving city by city and state by state. New York City gives paid safe leave to workers at any size of business.

EMPLOYER DUTIES ON HARASSMENT

United States
Harassment is illegal once it is frequent or severe enough to create a hostile work environment

United Kingdom
Take reasonable steps to prevent harassment

Australia
A positive duty to eliminate harassment rather than wait for complaints

Netherlands
Prevent harassment as a cause of psychosocial strain

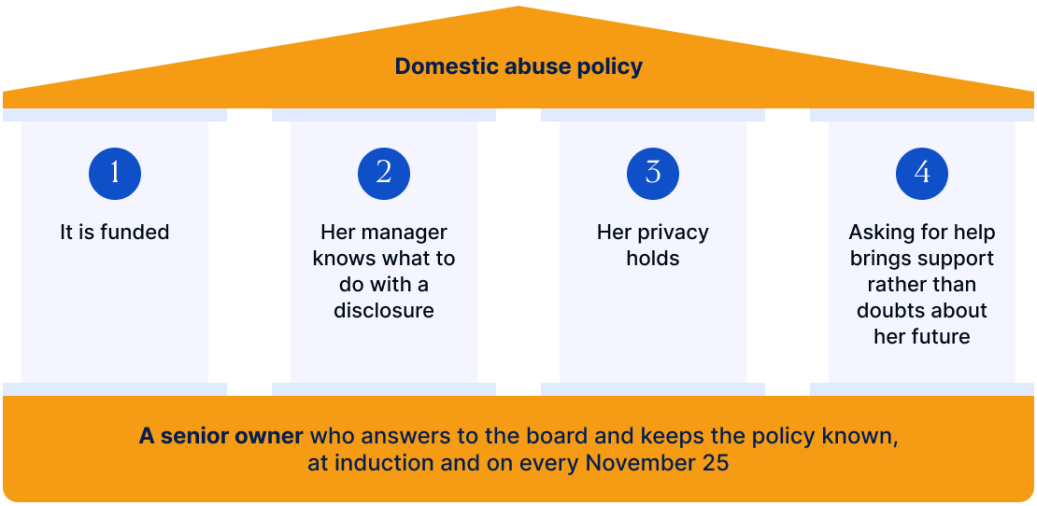
Sources: Fair Work Ombudsman; New Zealand Government; Workplace Relations Commission; NYC Department of Consumer and Worker Protection; US Equal Employment Opportunity Commission; Equality and Human Rights Commission; Respect@Work; Business.gov.nl

The laws set minimum standards, and everything above the minimum is a leadership decision. Companies usually set that out in a domestic abuse policy, which lists the support a survivor can ask for, such as paid safe leave and practical safety adjustments. That policy only helps if it is funded, if her manager knows what to do with a disclosure, if her privacy holds, and if asking for help brings support rather than doubts about her future. Each of those conditions is set by executives, who approve the budget for safe leave and the training behind it, and who decide whether the policy is spoken about or left in the handbook.

Support also needs someone senior to own it. A program without an owner fades when budgets tighten or its sponsor moves on, so firms that sustain their support give the domestic abuse policy a senior owner who answers to the board for it. The owner's job includes keeping the policy known, at induction and on every November 25, because an employee can only use the support she has heard of.

ABOVE THE LEGAL MINIMUM

What holds a domestic abuse policy up



Is Supporting Survivors of Domestic Abuse an Employer's Place?

Some chief executives hesitate before taking any of these steps, unsure whether domestic abuse is an employer's business at all. We asked business leaders in the United Kingdom and the Netherlands what they would say to a chief executive who feels that way.

> "A CEO concerned that addressing domestic abuse oversteps should recognize that a policy does not intrude on employees' private lives but rather, it acknowledges the harm to dignity that survivors experience and commits the organization to supporting them consistently and with care when that harm affects their work, in line with moral and, where applicable, legal obligations."



Monique Carter, Chief People and Organization Officer, Anglo American

> "This becomes a societal obligation, not simply a question of being our role. If a leader sees no room for a support policy, how can they defend other initiatives designed to strengthen employee engagement as more than performative? Many companies already have speak-up channels and confidential advisers to support issues such as burnout. Add domestic abuse to them."



Sarah Russell, Dutch-based Supervisory Board Member, including ABN AMRO, APG Group, and The Currency Exchange Fund

> "Setting up a domestic abuse policy is in the interest of the company. Although every company should respect the privacy of its employees, it is clear that domestic abuse of employees will affect the company's results, simply because of the negative consequences abuse has on the performance of the employee."



Henk W. Broeders, Former CEO, Capgemini Nederland, and Former Vice President and Member of the Executive Committee, Capgemini S.A.

> "It is not an employer's role to investigate or solve domestic abuse. It is our responsibility to respond when its effects reach the workplace. Work may offer someone income, stability, safety, and a route to specialist help. A good approach defines that boundary clearly: recognize what may be happening, respond with care, and refer to specialist support appropriately."



Jim Devine, Group HR Director, Spirax Group

> "Gender-based violence is endemic in our society, with one in three women (and one in five men) experiencing domestic abuse in their lifetime. It often seeps into the workplace as people are monitored, interrupted, and threatened, affecting performance, productivity, and workplace safety. Workplaces have a vital role to play as part of a coordinated whole-of-society response. For many people being abused, work may be their only place of safety and respite. For people to feel safe and confident to seek support in the workplace, business leaders need to create a culture where gender-based violence is discussed, colleagues know how to spot the signs, to respond with empathy, and to signpost people to the practical and expert support they need. Workplaces will also employ people who perpetrate abuse. Business leaders have a role to play here too, by raising awareness of abusive behaviors and making it clear that gender-based violence is never acceptable.
>
> "I encourage business leaders to be domestic abuse 'curious.' Learn about gender-based violence and the impact it's having on people in your business. Don't assume that it won't be happening to people in your organization, because it will. Ensure that effective support is available to all your people who may need it. Then use your power and influence to encourage your competitors, suppliers, and customers to take action too."



Susan Bright, CEO, Employers' Initiative on Domestic Abuse (EIDA)

How Well Do Employers Support Survivors of Domestic Abuse?

Some large UK employers already offer support to survivors. A UN Women survey shows how far it reaches. UN Women's HeForShe initiative published the findings as Small steps, big difference in March 2024, with funding from Vodafone Foundation. Of the 22 FTSE 100 companies that took part, 82 percent offer support to survivors of domestic violence and abuse. Fewer have made it formal. Only 13 of the companies (59 percent) have specifically integrated domestic violence and abuse into their policies as a workplace issue. Training lags further still, with five companies (23 percent) reporting training for HR professionals.

The survey also ranked barriers. Low awareness of domestic abuse and its impact on employees came first. Financial cost, or the perception of it, came last of the ten. That ordering puts the main obstacle within an executive team's reach. Awareness depends far more on how often leaders mention the policy, at induction, in town halls, in manager briefings, and on days like November 25, than on the size of any budget. Policy and disclosure went together. All nine companies that reported disclosures from employees had stand-alone policies, provisions, or guidelines in place.

Three contributors' companies appear in the report. Vodafone is credited there with launching the first known global domestic violence policy. Anglo American provides a range of support under its own global policy, and Spirax Group has committed to supporting colleagues who experience domestic abuse.

Outside the United Kingdom, the evidence points the same way. Employees in Ireland have had a legal right to five days of domestic violence leave since November 2023. Even so, a survey by CIPD and Industrial Relations News of more than 200 employers, reported in March 2025, found that just 60 percent had a policy for granting that leave. Across member countries, the OECD's 2025 review of workplace supports found that coverage of paid domestic violence leave remains limited. Survivors in the United States describe what that costs them. In a 2025 Hotline survey run with Futures Without Violence, 79 percent of victims said domestic violence made it harder for them to work. The survey also found that 53 percent did not disclose it to their employer for fear of discrimination, job loss, or workplace retaliation. The same analysis found that employees were more likely to disclose when their employer offered training on the impact of abuse in the workplace.

WHAT EMPLOYER SURVEYS FIND

Support for survivors is spreading, and training helps employees ask for it



Sources: UN Women HeForShe, Small steps, big difference, March 2024; CIPD and Industrial Relations News, March 2025; The Hotline and Futures Without Violence, 2025

How Are Governments Responding to Gender-Based Violence?

Ending gender-based violence has become a global undertaking, and the climate around it is changing on every continent. The workplace laws above are an early sign of that change, and the measures below show how far it now runs.

- In 2024, the European Union adopted its first law dedicated to combating violence against women. The directive makes crimes of several forms of abuse across all 27 member states, among them the non-consensual sharing of intimate images, cyber stalking, cyber harassment, and online incitement to hatred or violence against women. Each state has until June 14, 2027, to write it into national law.

- The United Kingdom set its course in December 2025 with a cross-government strategy whose stated aim is to halve violence against women and girls in a decade. The strategy calls for a whole-of-society approach, one that reaches past government and public services into the wider society employers belong to.
- In the United States, the Justice Department's Office on Violence Against Women leads the federal response, working to administer justice for and strengthen services to victims of domestic violence, dating violence, assault, and stalking. The workplace end is policed by the Equal Employment Opportunity Commission, under rules that make harassment illegal once it is frequent or severe enough to create a hostile work environment.
- South Africa declared gender-based violence and femicide a national disaster, after the G20 Women's Shutdown and a petition of over a million signatures. The shutdown ran through the working day itself, with women staying home from work and some major retailers pausing operations. The declaration frees state resources for programs against gender-based violence.
- Australia is partway through a ten-year National Plan to end violence against women and children, framed as ending "family, domestic and sexual violence" within a generation. The same agenda produced the paid leave and the positive duty described earlier, so that, in the government's words, women "don't have to choose between their work and their safety."

No two governments have taken the same route against gender-based violence, yet many of them are moving in the same direction. Support for survivors is turning from something an admired company offered into something any company is expected to offer, in law in a growing number of countries and in public expectation almost everywhere. The harassment policy that companies generally already have covers one half of the problem. A company that adds a domestic abuse policy beside it joins the effort in the place it knows best, its own workplace.



HOW GOVERNMENTS ARE RESPONDING

Gender-based violence has moved from a private matter into law

1993
UN declaration names battering in the family and harassment at work among forms of violence against women

2019
ILO Violence and Harassment Convention (C190) covers violence that follows women into work and harassment that starts there

2024
European Union adopts its first law dedicated to combating violence against women

2025
South Africa declares gender-based violence and femicide a national disaster

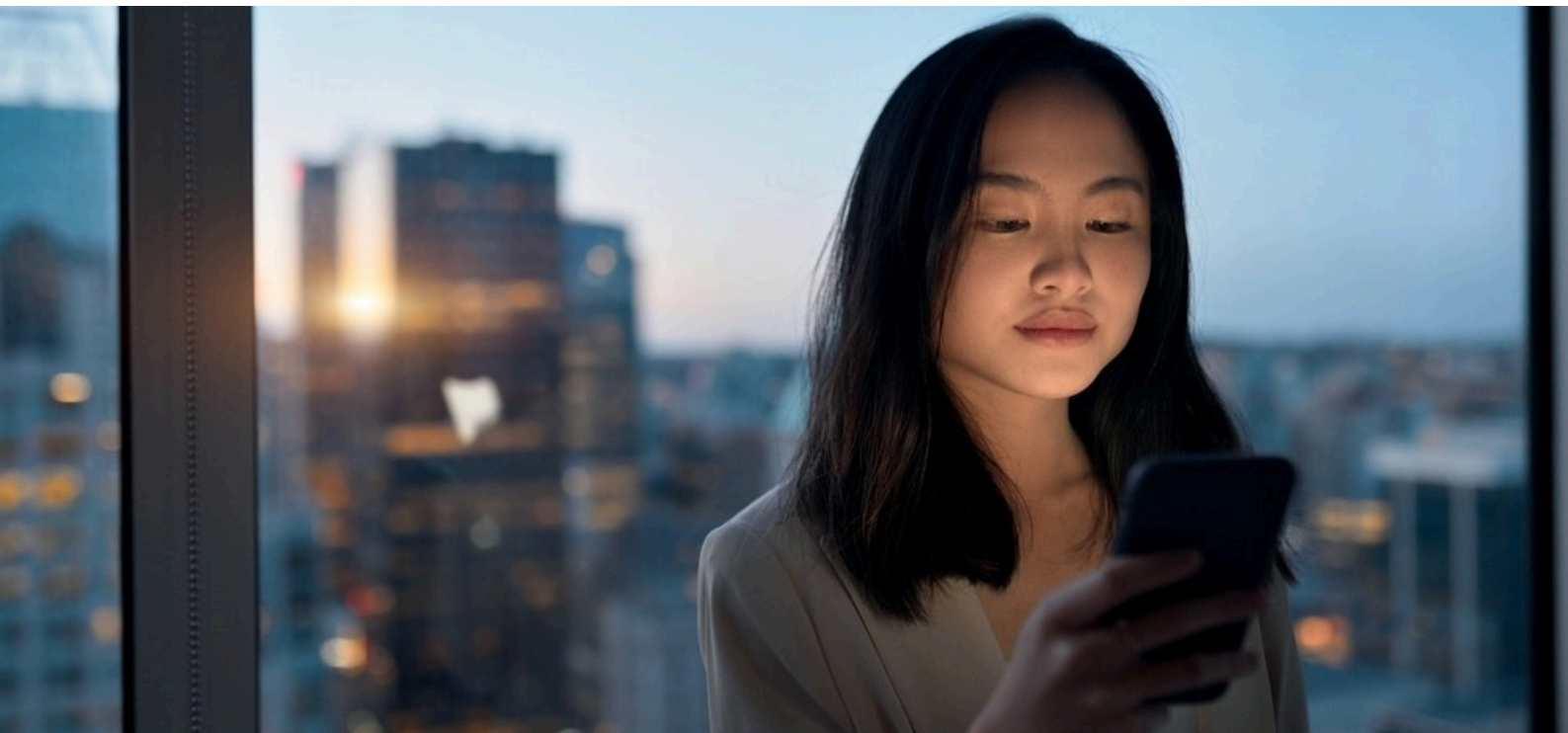
Dec 2025
United Kingdom strategy aims to halve violence against women and girls in a decade

June 14, 2027
Deadline for EU member states to write the directive into national law

Under way in Australia: a ten-year National Plan to end "family, domestic and sexual violence" within a generation

In the United States: the Justice Department's Office on Violence Against Women leads the federal response

Sources: UN General Assembly; ILO; European Commission; UN Women; UK Government; Australian Government; US Department of Justice



What Makes a Company a Safe Place for Survivors?

Laws and policies set the terms, but survivors come forward only where they trust their employer. We asked the same leaders, along with an executive in the United States, what it means for a company to be a safe place, and how a leader can tell when theirs has become one.

> "To me, a safe company is one where people trust that the rules will protect them in practice. I think a leader would notice it in small moments, for example when someone mentions trouble at home and the manager's first question is what would help. Once that reaction is normal, the company has become a safe place."



Michiel Westermann, Former Chair, Motek, and Former Chair of the Supervisory Board, Royal Barenbrug Group

> "A company is safe when leaders role model stated values and direct executives to build policies, practices, and cultures that do not tolerate dignity harm to employees, suppliers, contractors, or other stakeholders. It embraces diversity without stigma or discrimination. Leaders know it is working when employees thrive, managers act fairly and consistently, and complaints are reported safely and heard fairly."



Monique Carter, Chief People and Organization Officer, Anglo American

> “For me, a safe workplace is one where people know they won’t have to face something like this alone. It’s one where they feel able to ask for help when they’re ready, know they’ll be listened to without judgment, and trust that the response will be guided by what they need. Leaders have to create the conditions for that trust, and keep working to earn it. That includes regular signposting of support routes, regardless of whether or not you think domestic violence or abuse is having an impact at work.”



Jim Devine, Group HR Director, Spirax Group

> “Leaders know their organization is becoming a safe place when employees don’t just know that resources exist, but genuinely believe they can access them without fear. That requires looking beyond policies to the lived experiences of employees. Are managers equipped to recognize when someone may need support? Do employees understand where to turn? Are concerns handled with care, confidentiality, and appropriate action? Ultimately, a safe workplace is measured not by the absence of disclosures, but by the presence of trust. And building that trust is a leadership responsibility, not simply an HR initiative.”



Marlette Jackson, PhD, Vice President of Training and Development, TAM Residential

> “I would talk about a safer company rather than a safe one. As with harassment, discrimination, or burnout, it is a continuous process. Establish the policy, implement it structurally, monitor the indicators, and aim to be a safer environment tomorrow than you were yesterday.”



Sarah Russell, Dutch-based Supervisory Board Member, including ABN AMRO, APG Group, and The Currency Exchange Fund

What Can Boards and Executive Teams Do About Domestic Abuse?

Inside a company the aim is concrete: a survivor who decides to ask for help at work should reach someone trained for the conversation within a day, and she should lose nothing by asking. Five measures get a company there, and a board can begin all of them this quarter.

FIVE MEASURES A BOARD CAN BEGIN THIS QUARTER

A survivor who asks for help should reach a trained contact within a day



1. **Name the problem.** Publish a domestic abuse policy that staff can open in two clicks, and make support contacts easy to find. The policy should include:
    a. paid safe leave, with the ten days a year already written into Australian and New Zealand law as the benchmark;
    b. safety adjustments on request, such as a changed work number or email, screened calls, a different desk or shift, or a move between sites;
    c. pay redirected to a safe account when asked;
    d. a named, trained first contact and confidentiality that holds;
    e. referral to specialist services, never an in-house investigation of the abuse.

    None of this costs much, yet for someone planning to leave an abuser it can decide whether leaving is possible at all.

2. **Review the harassment policy beside it.** Companies generally have one already, and the test is whether it would work on the day it is needed. It should state:
    a. what counts as harassment, with examples that include online conduct;
    b. at least two routes for reporting, one of them around the line manager;
    c. protection from retaliation for anyone who reports or gives evidence;
    d. timelines for responding, and consequences up to dismissal;
    e. that it covers customers, suppliers, and visitors, and applies at work events and on business travel.
3. **Equip managers.** Train them to notice and to listen, whether an employee discloses abuse at home or reports harassment at work, and then to hand the matter to the specialists each policy names rather than investigate it themselves. A manager who plays detective can put a survivor in greater danger.
4. **Back the specialists.** Partner with or fund the women's organizations and survivor services your people will be referred to, whatever form the abuse has taken. With a third of them cutting programs, corporate support has seldom counted for more.
5. **Make it permanent.** Review both policies and the training each year, and treat November 25 as the day to restate the commitment rather than the whole of it.

One caution belongs with all five measures. Support helps only when the survivor herself decides whether and when to use it. A well-meant step taken without her say, such as a confrontation with her abuser or an unasked-for call to the police, can raise the danger instead of lowering it. The employer's job is to make help easy to reach, never to force it on her.



TWO POLICIES SIDE BY SIDE

What each policy should state

POLICY

Domestic abuse

- Paid safe leave, with ten days a year as the benchmark
- Safety adjustments on request, such as a changed work number or a different desk or shift
- Pay redirected to a safe account when asked
- A named, trained first contact and confidentiality that holds
- Referral to specialist services, never an in-house investigation

POLICY

Harassment

- What counts as harassment, with examples that include online conduct
- At least two routes for reporting, one of them around the line manager
- Protection from retaliation for anyone who reports or gives evidence
- Timelines for responding, and consequences up to dismissal
- Coverage of customers, suppliers, and visitors, at work events and on business travel

♡ Support helps only when the survivor herself decides whether and when to use it.

Which Provisions Should a Domestic Abuse Policy Include?

The leaders we spoke to also described the provisions they would want if their own company were writing a domestic abuse policy tomorrow.

> "The most important provision is the right specialist support. Managers should not step into an expert's role, and they should not have an opinion on why it is happening, what the person should do, or how it should end. These are deeply personal dilemmas. The company should be available with support, and encourage early engagement, before those who are impacted lose the courage to speak and start to accept abuse as their lot in life."



Sarah Russell, Dutch-based Supervisory Board Member, including ABN AMRO, APG Group, and The Currency Exchange Fund

> "The proposed policy frames domestic abuse as a leadership and management commitment, not solely an HR matter, protecting everyone regardless of gender, race, or sexual orientation. It adopts a victim-centered, trauma-informed, zero-tolerance stance on physical and psychological harm. Support includes confidential disclosure pathways, manager guidance, workplace safety measures, specialist services, safe housing for survivors and their children, paid leave, psychosocial care, and financial assistance, where appropriate. Accused employees receive fair hearings and external investigations, guided by confidentiality, independence, and impartiality, while managers are trained to hold difficult conversations supported by the relevant organizational policies."



Monique Carter, Chief People and Organization Officer, Anglo American

> "Every situation is different and legal contexts differ globally, but the starting point should be awareness, safety, choice, and trust. People need to know what support is available, including paid time away, flexibility, and practical adjustments; managers need clear, simple, practical guidance on how to respond and where to find specialist help. Most importantly, listen to people with lived experience. Understanding what helped colleagues in the moments they needed support most can make the difference between a policy that looks good on paper and one that genuinely works in practice."



Jim Devine, Group HR Director, Spirax Group

What Do the 16 Days of Activism Ask of Employers?

The 16 Days of Activism against Gender-Based Violence give employers a yearly moment to say publicly that survivors will find support at work. The orange buildings of each November 25 come from Orange the World, the annual call of the UNiTE campaign, which launched in 2008 under the leadership of the UN Secretary-General and is managed by UN Women. Orange represents a future free from violence against women and girls, and for 2026 the campaign ties that future to a pointed theme: "Ensure justice, protect survivors, end impunity." In the campaign's words, justice "begins with survivors being heard, believed, and treated with dignity," and that beginning can happen at work. Belief there can arrive with paid leave, a changed number, a discreet referral, and a manager who knows what to do next.

16 DAYS OF ACTIVISM, 2026

“Ensure justice, protect survivors, end impunity

The theme of Orange the World, the annual call of the UNiTE campaign, launched in 2008 under the leadership of the UN Secretary-General and managed by UN Women



November 25
International Day for the Elimination of Violence against Women

December 10
Human Rights Day

Source: UN Women, 2026

Employers that want help putting support in place can draw on networks and resource centers in several countries:

- In the United Kingdom, the Employers’ Initiative on Domestic Abuse, has more than 2,300 members and offers a free membership tier with guidance for employers. Its CEO, Susan Bright, is quoted earlier in this article.
- In Belgium, the CEASE network, coordinated by the think tank Pour La Solidarité, brings together more than 50 employers committed to tackling domestic violence.
- In the United States, Workplaces Respond, a national resource center led by Futures Without Violence, offers free training, technical assistance, and a model workplace policy.
- In Australia, Our Watch provides free Workplace Equality and Respect tools to help employers prevent violence against women.
- Worldwide, NO MORE runs a Corporate Network that brings the private sector together to prevent and respond to domestic violence.

WHERE EMPLOYERS CAN FIND HELP

Networks and resource centers that help employers put support in place



The orange lights come down on December 10, Human Rights Day. The abuse they protest follows no calendar, and neither should the five measures above. Whether the measures survive January is a board's decision. No board can end violence against women. What a board does control, in full, is the help a survivor finds when she comes to work.

If you or someone you know is affected by gender-based violence, the NO MORE Global Directory lists domestic violence support services in more than 200 countries. If you're in immediate danger, call your local emergency number.



About the Authors



Eleri Dodsworth

Eleri Dodsworth is a Partner at Stanton Chase London and the firm's Global Leader for Inclusive Leadership and Culture. She belongs to the Board, Industrial, Technology, and Energy, Resources & Mining practice groups. Since 1999, she has led executive, non-executive, and senior leadership searches for listed, private, family-owned, not-for-profit, and private equity-backed organizations. She also represents Stanton Chase on the AESC Opportunity & Inclusion Council. Boards and CEOs come to her for advice on culture, inclusive leadership appointments, governance, succession planning, and onboarding. Eleri is an experienced leadership coach and a Certified Hogan Assessor, and she has written papers on ethical boards and inclusive cultures.



Jan-Bart Smits

Jan-Bart Smits is Managing Partner of Stanton Chase Amsterdam and a former Global Chair of the firm. He is now Global Sector Leader for Technology, a role he was reappointed to in 2026. He also serves as Global Subsector Leader for Semiconductors and belongs to the Professional Services practice. Jan-Bart started in executive search in 1990. Since then he has led senior searches in Europe and the Middle East, including CxO and non-executive board roles. SEMI has published his writing on leadership in the semiconductor industry. He holds an MSc in Astrophysics from Leiden University.



Finley Konrade

Finley Konrade is Managing Director at Stanton Chase Dallas, Regional Functional Leader for Private Equity in North America, and Regional Vice President for North America. Since joining the firm in 2013, she has worked with private mid-size enterprises and private equity portfolio companies in the industrial, financial services, and professional services sectors. She has more than 20 years of experience placing executives across North America, EMEA, and APAC.

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