

VISIBILITY, VOICE & VISION:

# Women shaping the future of M&A



Across the financial world, women are reshaping what leadership looks like. Their visibility, influence, and impact are growing, and with them comes a new perspective on how the industry can evolve. At the March Women x Marktlink event, we celebrate that shift by giving the stage to five inspiring professionals who each bring their own story of resilience, ambition, and vision.

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This whitepaper is not about theory. It's about experience. Each voice you will read here reflects the reality of navigating a demanding professional environment as a woman: the challenge of being taken seriously, the courage to speak up, the importance of wellbeing, the constant juggle of work and home, and the power of community and sponsorship. Together, their reflections highlight how visibility, voice and vision are not just words, but essential drivers for lasting change.

Victoria  
Ansell



"For a long time, people assumed I was the one taking the minutes and getting coffees —not the one who could lead complex negotiations. And I'll admit, I've always been better at advocating for others than for myself. It's only in the last few years that I've started to truly practise speaking up for my own ideas, and that shift has been eye-opening. Learning to claim space and visibility isn't easy, but it's essential if you want your voice to shape the conversation: not just for your clients, but for yourself."

"I've also realised how important it is to pay it forward. Throughout my career, I've been supported by people who gave me opportunities and visibility, and I feel a responsibility to do the same. Collaborative work environments and networks like March Women are proof of how powerful generosity and community can be. They remind us that relationships outlive any single career step, and that building each other up is the best investment we can make."

"Flexibility, visibility, confidence—those three words have shaped my path. Flexibility in combining family and career, visibility through role models who pushed for me, and confidence, because that is absolutely key to moving forward."

"If you want something, don't wait for it to happen. Get your butt into the arena. Play the bigger game, beyond your own comfort zone, because that's where real growth happens."



**Anke  
Huiskes**

**Anna Maria  
Jedrzejczak**



"Absolutely, I have struggled with being taken seriously—many times. Especially early in my career I felt underestimated, but I realised the best way to respond was through preparation. Data, not drama. When you come to the table with hard numbers, you change the conversation."

"For years, I believed endurance was a badge of honour—that working longer and harder proved my worth. Over time, I learned that endurance without balance only holds you back. Curiosity and courage became my compass: curiosity keeps me asking questions and seeking opportunities, and courage pushes me to act on them, even when the outcome is uncertain."

"Always stay true to who you are. I've learned not to underestimate myself, but to speak up and think strategically about the value I want to bring and what my personal strengths are that I can bring to the table. That shift—from waiting for recognition to claiming my own voice—has been crucial in shaping my career."

"I also know how important it is to have people who actively support you. Two managers – funny enough both male – have actively encouraged me to step out of my comfort zone and take up the next step in different moments in my career.. That kind of advocacy can change everything—and it showed me why we must also do the same for others."

"Lastly, I feel it is important to arrange support around you, and to invest time in letting unimportant things go. Especially when it comes to combining a career with a young family, you must be kind to yourself and accept help wherever you can."



**Josanne  
Verdonk**

**Kate  
Partridge**



"Wait until you have a clear and winning point—that's when you'll be heard. Early in my career, I often felt overlooked, but I learned that timing and substance are everything. Instead of constantly pushing, I chose to speak up when my point was strong and well-founded. That's when people listened, and it gave my voice lasting weight."

"Balancing assertiveness and likability? I utterly failed at that. I always play the long game, which sometimes means giving up short-term approval in order to achieve long-term influence. It's not always easy, but it's authentic—and it works."

The stories in this whitepaper remind us that progress in finance is never a straight line. Each of these women faced moments of doubt, bias, or underestimation, but they also found ways to turn those moments into strength. Sometimes by preparing with data, sometimes by claiming their voice, and often with the support of mentors and allies.

What unites them is the belief that women can and must shape the future of finance—not only for themselves, but for the generations that follow. Their words are a call to action: to keep speaking up, to lift each other higher, and to build a more inclusive landscape where talent and vision define success.