



DOCUMENT 6

Lily Shippen Market Update 2025

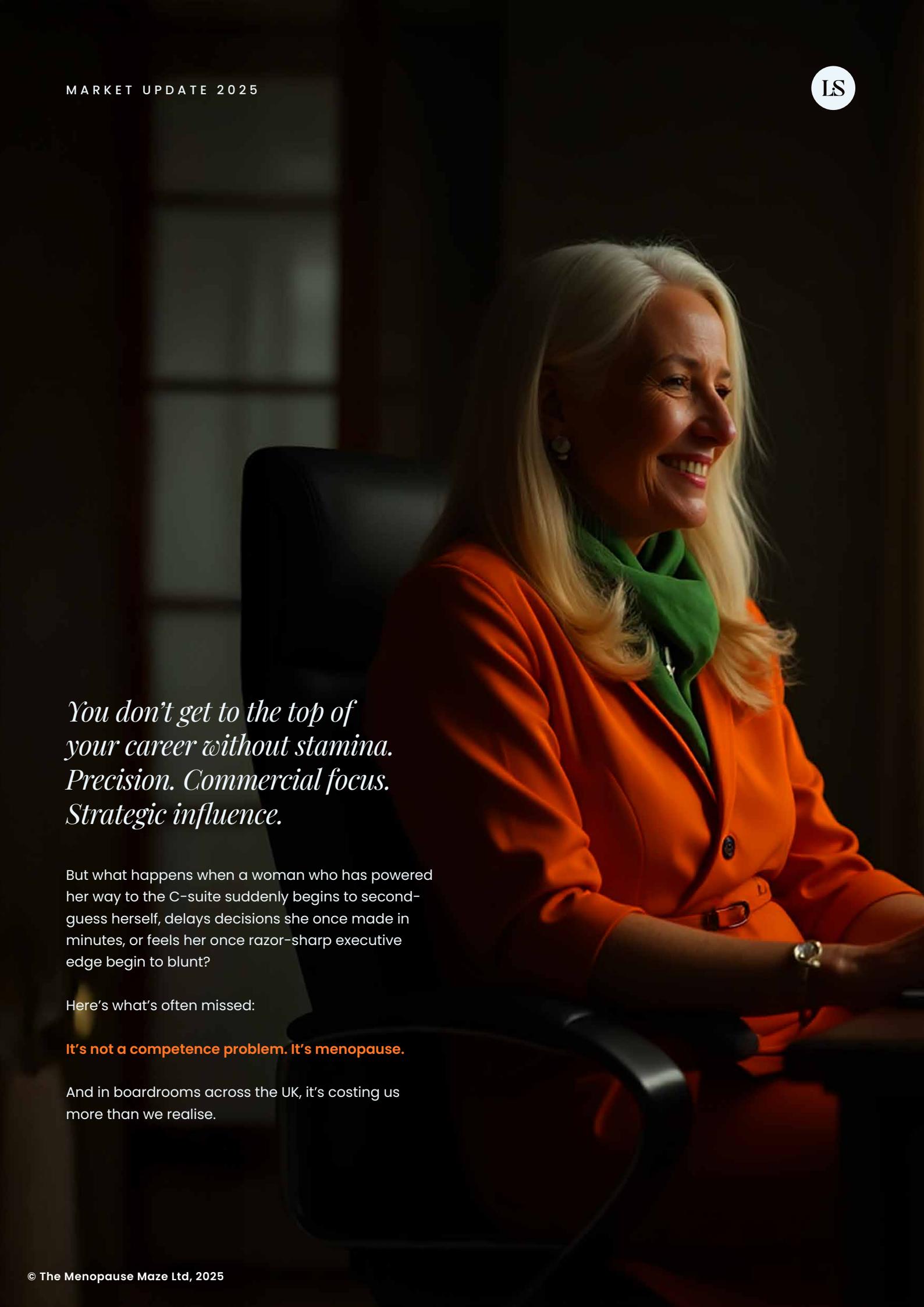
THE UNTOLD MENOPAUSE RISK

**In Executive Performance, in the Boardroom,
and The Hidden Power of the EA Support Suite**

By Fiona McKay
CEO – The Menopause Maze

Version 1.0 (11/25)





*You don't get to the top of
your career without stamina.
Precision. Commercial focus.
Strategic influence.*

But what happens when a woman who has powered her way to the C-suite suddenly begins to second-guess herself, delays decisions she once made in minutes, or feels her once razor-sharp executive edge begin to blunt?

Here's what's often missed:

It's not a competence problem. It's menopause.

And in boardrooms across the UK, it's costing us more than we realise.

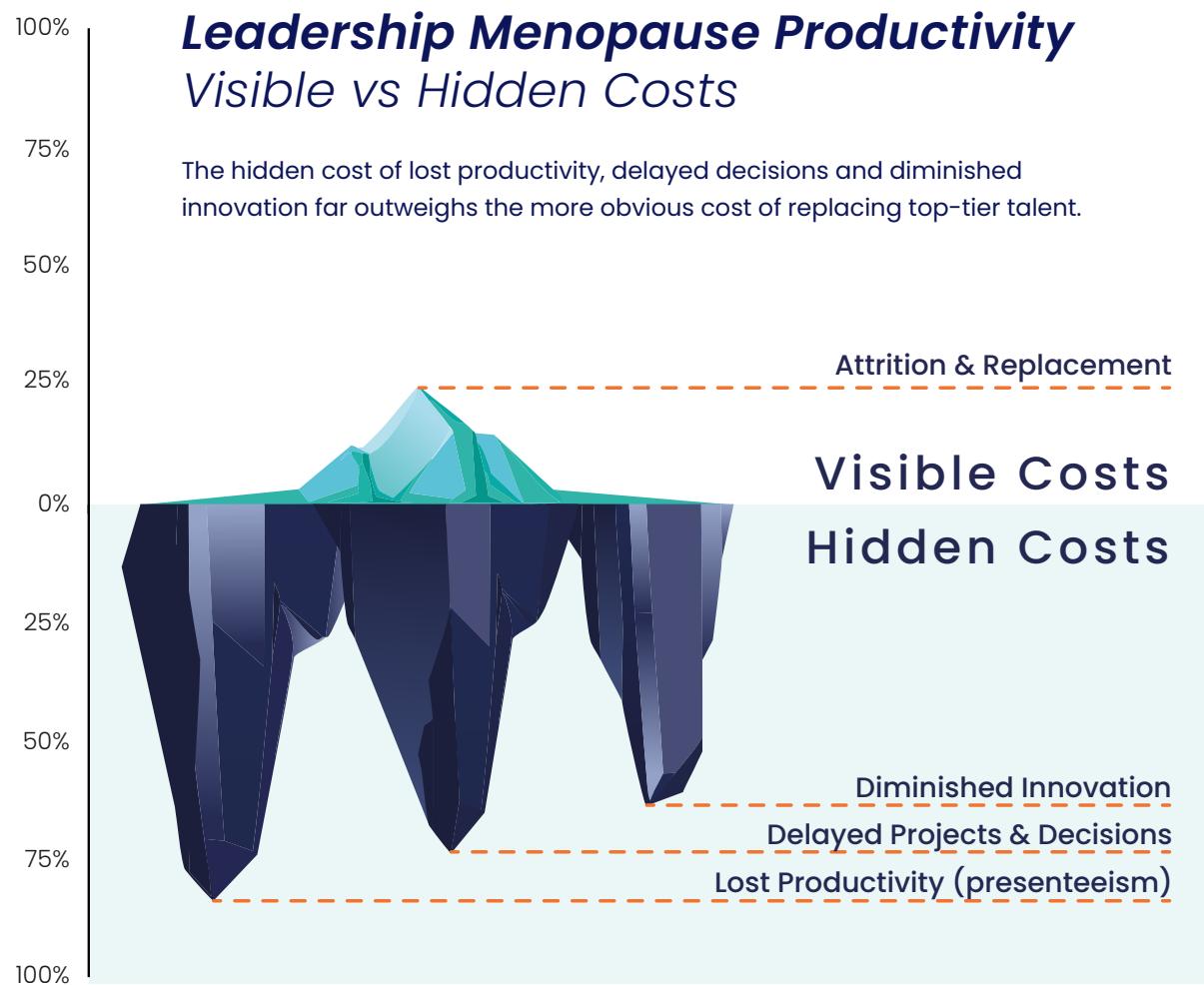
The C-Suite is Not Immune But It's Very Exposed

Menopause doesn't care if you're managing billions or leading global change. It doesn't skip over women in the C-suite and the highest levels of leadership. In fact, the higher up a woman climbs, the more concealed and consequential menopause at work often becomes.

Executive women are masters of holding the line. But the price of composure is rising.

From decision delays in high-stakes meetings to eroded impact and influence creeping into strategy, menopause impacts board-level performance in ways that organisations are only just beginning to wake up to but very few know how to quantify.

And yet, many of these top women are silent. Because silence is safer when you're the only woman on the board, or when you're seen as the torchbearer for every other woman following behind.



The Hidden Allies in the Boardroom: EAs and Chiefs of Staff

Enter the unsung power players: Executive Assistants and Chiefs of Staff.

You already know the boardroom tempo. You manage the logistics, the personalities, the politics. But more than that, you're the barometer. You sense when something's off. And in many cases, you're the first to notice when an executive's rhythm changes.

You may not have known it was menopause. But you've seen its impact.

When a once-unflappable exec delays decisions, cancels meetings she used to relish, or avoids presenting at industry events without clear reason. That's often the quiet cost of menopause in motion.

And here's the opportunity: **You're not just holding the diary. You're holding the pulse of the leadership layer.**

Why This Matters to EAs and Chiefs of Staff

Let's not ignore the obvious: many EAs and Chiefs of Staff are women themselves and many are in, entering or approaching the menopausal transition.

You are navigating the same hormonal shifts while managing the diaries, decisions and dynamics of senior leadership teams. You may feel pressure to hold it together. To absorb the impact silently. But that's not what leadership looks like anymore.

It's time we build ambition-friendly menopause strategies into every layer of the support suite that goes beyond a reactive and passive menopause policy approach. It must shift now from symptoms awareness session to a proactive data driven

diagnostic strategy that actively retains and accelerates the careers of executive women leaders, and protects the pipeline of every woman supporting her so they too can achieve their bolder and biggest career goals with NOPAUSE™ through menopause.

Because EAs and Chiefs of Staff aren't just career facilitators. You're future boardroom contenders. You're trusted advisors. You're critical to operational rhythm and executive sanity.

Which means you, too, deserve performance support that matches your level of responsibility and ambition.

And in many cases, the first person who can deploy its power effectively inside an organisation is **you**.

We've A Menopause Policy, So We're Fine

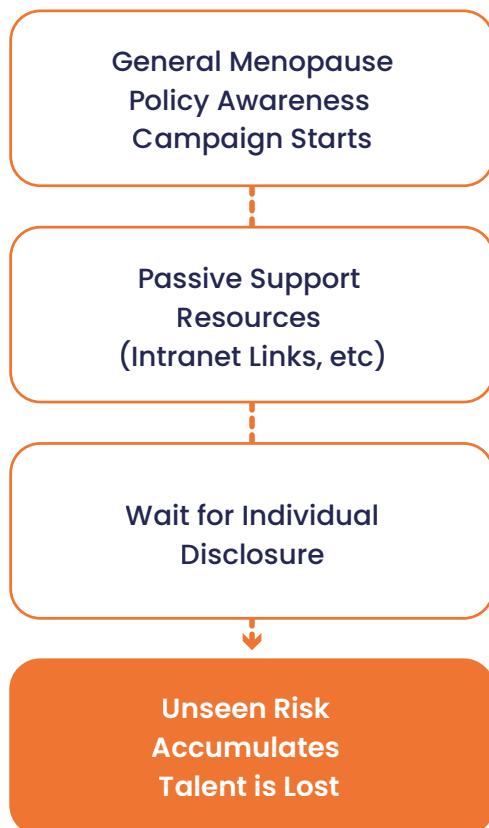
That's great if you're in HR but not if you are a top-tier female leader. A menopause policy is passive protection tool for an organisation, but it doesn't address or identify performance and progression risk in its highest levels of leadership. Chief People Officers, HR, Talent and Hiring Leaders need to stop marking their own homework by getting the 'menopause happy badge' and thinking its 'one and done'. It's about understanding risk, retention, and reputation at the highest levels of business and what it takes to keep their most senior women (and those rising behind them) operating at peak performance.

Why a Menopause Policy Alone Is a Problem

A standard menopause policy is a good first step, but it's fundamentally reactive. It cannot identify risk before it impacts your bottom line.



The Policy Only Approach



The Data Diagnostic Approach



Ask yourself this question - 'If you have a 50/50 representation board of equal male and female board members, what is your plan to retain those women? Because the natural age of peri-menopause and menopause is early 40's to early 50's - the time when women reach the highest levels of leadership.'

Menopause affects 3 out of 4 women so what would that mean to you if 75% of your board exited because of menopause all around the same time? This is a new time in a women's leadership life yet you are expecting her to use defunct tools. Equip her with the tools she needs to lead without limits and secure her own NOPAUSE™Advantage.'

From Invisible Impact to Strategic Intervention

For the first time, menopause is moving from a whispered wellbeing concern to a strategic business risk. Companies are beginning to understand that retaining and advancing women in senior leadership means confronting this issue head-on.

But the practical question remains: how?

Focus on the one thing we fix. And that's the performance impact of menopause at the top.

We deliver:

- **Private career and executive leadership performance coaching for elite women** navigating perimenopause and menopause in the C-suite
- **Leadership acceleration for aspiring executives** (including high-performing support professionals)
- **Company-wide advisory on retaining senior women** through strategic menopause consulting
- **Keynotes and private speaking engagements** for FTSEs, global brands, and corporate women's networks, always with a fierce commercial edge, never a fluffy approach.

What we don't do?

Wellness wallpapering.

Menopause has business consequences and we offer business-critical solutions.

In short, we help women leaders retain and regain their boardroom and business brilliance so they don't have to curtail or contract their leadership lives and achieve their boldest career goals and biggest business growth ambitions, so that organisations keep their top-tier talent.

The NOPAUSE™ Scorecard: A New Lens on Leadership Risk

To address this, I created the NOPAUSE™ Scorecard – the world's only commercially focused menopause diagnostic tool which gives personalised and pinpoint precision results for women leaders and their workplaces on where menopause is costing in careers and companies. This is for women leaders and workplaces who are serious about protecting their leadership layer.

There are two versions:

- **One for Organisations:** reveals how menopause may be silently costing your business in executive retention, missed commercial opportunities, talent pipeline and reduced leadership progression.
- **One for Women Leaders:** pinpoints how menopause may be impacting your personal performance, influence, decision-making, and progression even when your professional facade looks unshakeable.

How to Take Action Now

Whether you're reading this as a C-suite leader, an EA or Chief of Staff, or an HR and hiring executive, there's a next step that puts insight in your hands:

1 Take the Scorecard

Clients and candidates of Lily Shippen can learn more about the NOPAUSE™ Career Diagnostics at the links below. It's the world's only menopause diagnostic for women and workplaces. It takes under 5 minutes. It's entirely private. You get your own personalised report and data dashboard. And it's a critical step for protecting women's careers and for companies to access first of its kind data revealing key insights on performance, progression, promotion, and pipeline impacts of menopause.

For Organisations

For Individual Women

2 Refer Strategically (and Discreetly)

If you're an EA or Chief of Staff watching a woman you work for or a women you admire start to slip, refer her to us. Quietly. Respectfully. Powerfully. She won't find fluffy advice or endless content. She'll get a private strategic partner to help her stay in command. You can do that by emailing me at fmckay@themenopausemaze.com

73%

of women leaders in a recent survey of women executives said that they would leave their employer and join a competitor if it offered a strategic (but external) C-suite menopause career coach.*

3

Book Fiona as a Speaker

If you're leading a Women's Network, internal leadership summit, or flagship menopause event, I am the world's only menopause keynote speaker focused on executive performance, commercial strategy, and growth through menopause. You can learn more about menopause speaking and events [here](#).

Final Word: Where Support Meets Strategy

I've coached and advised some of the most senior women in the world's highest demand business and boardrooms across the UK, Europe, and the US. From FTSE and Fortune 500 boardrooms to founder-led scale-ups, one truth remains:

Menopause unaddressed curtails leadership careers. That's not acceptable. And it's not inevitable. But it is a risk. **73% of women leaders in a recent survey of women executives said that they would leave their employer and join a competitor if it offered a strategic (but external) C-suite menopause career coach.***

That's a wake-up call if ever there was one.

With the right strategy we can change the leadership lives of women during all stages of menopause. EAs and Chiefs of Staff are not side players in this story. You're central to it. You can protect leadership performance. You can champion commercial resilience. And you too can achieve your boldest and biggest career growth goals.

Because in a world where we've lost too many women due to silence and stigma, where brilliant women have had to pause their careers because of menopause. **The NOPAUSE™ method means you don't have to!**

*The Menopause Maze Ltd, 2024



About The Author

Fiona McKay is the multi-award winning CEO of The Menopause Maze™ and is also known in the media as [The Menopause Career Coach™](#).

She has been awarded the coveted titles of Career Coach of The Year 2025, Business Advisor of The Year 2025, The Most Influential Women's Health and Career Support Business Women 2024, Menopause Champion of The Year 2023/2024 and recognised by LinkedIn as one of the Top 25 Growth Strategist and Innovators in the World in The Big Ideas Report for 2025.

She is the Menopause Career Coach C-suite women and workplaces go to when they want to achieve their biggest career and boldest business growth goals so they can lead limitless through all stages of menopause.

Fiona is a featured strategic menopause career and business expert in The Financial Times, The Guardian, The Independent, OK Magazine and as a menopause business and boardroom expert on live TV including BBC News and ITV News.

You can connect with Fiona at:
fmckay@themenopausemaze.com.

Learn more about The Menopause Maze [here](#).