

Reciprocity

MAGAZINE

MARCH 2026

CELEBRATING INTERNATIONAL WOMANS DAY

The Global Strategist

Navigating the Technology Sector, Cash Management, and the new Architecture of mentorship

#GiveToGain

Inside the Inaugural Power Circle: Jihane, Stephanie, Karine, and Sara



Letter from the Editor



The Future is a Circle!

'Welcome to the inaugural issue of RECIPROCITY!
For too long, the narrative of success has been described as a ladder, a narrow, vertical climb where space at the top is perceived as limited. But as I look at the brilliant women featured in these pages,
I see a different architecture of power. I see a circle.'

Reciprocity: The Circle is the New Ladder

They say power is a ladder, but the women in these pages prove it is a circle. We founded this magazine on a simple truth: when we invest our time, trust, and platform in others, we don't lose influence, we scale it.

The Inaugural Power Circle

This issue is defined by those who lead through contribution. We are honoured to feature:

- Chris, The Strategic Anchor, our first cover star, whose global vision sets the issue's pulse.
- Sara, The Guardian of Trust: Protecting the integrity of our collective.
- Karine, The Clarity Commander: Cutting through the noise to find the "why."
- Jihane, The Architecture of Connection: Building the bridges that sustain us.
- Stephanie, The Alchemy of Adaptability: Turning challenge into pure opportunity.

The IWD Soft Launch: #GiveToGain

We have chosen International Women's Day for this exclusive soft launch. It is a day that celebrates the global theme "Give To Gain", the radical idea that generosity is the ultimate engine of growth. Consider this your invitation to an inner circle where giving isn't just a gesture; it's our highest form of gaining.

A Personal Note

This launch is the culmination of a dream, but I didn't reach this milestone alone. A special, heartfelt thank you to my daughter Jasmine, whose belief in this vision (and tireless help behind the scenes) turned "one day" into today. You are my constant reminder of why we build these circles in the first place.

Thank you for being part of our first circle.

Nadia Hocini

Founder & Editor-in-Chief

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Join the movement



Contributors



Chris Knorr

A global strategist with leadership experience across 65 countries, Chris specializes in navigating complex tech and finance landscapes. At Scotiabank, she combines operational excellence with a deep commitment to mentorship, ensuring the next generation of leaders rises through strategic guidance.

Jihane O'Brien

As a Director in Global Payment Services for Europe, Jihane manages the invisible infrastructure of the modern economy. Her leadership across European borders demonstrates that seamless connection and mutual trust are essential for navigating the complex future of global finance.



Stephanie Bourgeois

Biochemistry graduate and business development leader with a decade of global biotech experience, driving revenue up to £35M. In 2025, I launched my consultancy to translate complex science into commercial success. A multicultural professional, I balance high stakes strategy with a passion for property, the arts and 16 years of boxing. I'm dedicated to building connections that are as precise as they are impactful.

Contributors



Sara Angol

As Group Financial Crime Director, Sara is a guardian of institutional integrity. Her career in banking is defined by a rigorous commitment to ethics and the belief that transparent, trusted relationships are the bedrock of industry-wide reciprocity.

Karine Neves

A Director in the banking sector with a focus on strategic resilience and high-stakes powerhouse. Karine focuses on institutional resilience and corporate governance. She leads with a focus on long-term stability, proving that strategic success is gained by giving teams the tools and the trust they need to innovate corporate governance safely.



Jasmine Serieux

Jasmine Serieux is a Politics and International Relations student, editor of this magazine, and a young entrepreneur who launched her own beauty business at 19. She enjoys content creation and exploring global affairs.



THE STRATEGIC ANCHORS

*A Leader at the Intersection of
Global Finance and Emerging
Technology*



*"Deep industry expertise in
a rapidly evolving space"*

The Intro

Chris Knorr is a seasoned financial services professional currently leading cash management relationships within the technology sector at a global bank. Her career is defined by delivering strategic insight in a rapidly evolving landscape.

The Global Leader

Her journey includes senior leadership roles across the globe, most notably serving as Country Head of Cash Management for HSBC in Bermuda. From building teams from the ground up at regional banks in Texas to leading complex international integrations, Chris brings a rare depth of expertise to the forefront of finance.

The Personal Lens

An avid traveler who has explored more than 65 countries, Chris's perspective is truly global. Beyond her professional achievements, she is deeply passionate about mentoring emerging professionals, dedicating her time to guiding the next generation toward meaningful and successful careers.

PERSPECTIVES FROM THE FOREFRONT

“A Leader at the Intersection of Global Finance and Emerging Technology”

The #GiveToGain Philosophy

In your career, what is one example of how "giving back" (mentoring or sponsoring someone else) ended up helping your own professional growth?

One of the most impactful moments in my career came from mentoring someone early in their journey. I took the time to guide them through not just the technical side of the work, but also how to navigate challenges and advocate for themselves. In the process, I became more intentional about how I communicate, lead, and problem-solve. Teaching forced me to refine my own thinking and step into leadership before I officially had the title. Watching their growth also reinforced the value of investing in people – it creates a ripple effect that ultimately elevates everyone, including yourself.

The Leadership Pivot

What is the most important lesson you've learned about being a "boss" that they don't teach you in textbooks?

The biggest lesson I've learned about being a "boss" is that leadership is less about control and more about responsibility. You're not just managing tasks, you're shaping people's confidence, clarity, and sense of direction. What they don't teach you is how much emotional intelligence matters. Listening, adapting, and knowing when to step in versus step back is everything. Real leadership shows up in how you support people on their worst days, not just how you celebrate them on their best.

The Inclusive Future

As we celebrate IWD, how can women in high positions better support those coming up behind them in a way that creates a true circle of reciprocity?

Creating a true circle of reciprocity starts with access and intention. Women in leadership can make a real difference by opening doors whether that's through mentorship, sponsorship, or simply making space for others to be heard. It's also about being transparent: sharing lessons, failures, and the realities behind success so others feel less alone in their journey. When support is consistent and genuine, it builds confidence in the next generation to do the same for those who come after them. That's how real, lasting change happens.

The "Vanguard" Moment

What is one bold move you made in your career that felt risky but ultimately defined your success?

A defining moment in my career was choosing to take a risk before I felt completely ready. It meant stepping outside of my comfort zone and trusting my ability to figure things out along the way. At the time, it felt uncertain, but that decision pushed me to grow faster than I would have otherwise. Looking back, it wasn't just about the opportunity itself – it was about proving to myself that I could handle more than I thought. That shift in mindset ended up being a turning point in how I approach challenges and opportunities today.

THE POWER CIRCLE

Four leaders selected for the profound impact they have made through the spirit of
Reciprocity



THE GUARDIAN TRUST



On Strategic Reciprocity

As a Group Financial Crime Director, your role is built on the foundation of integrity. In your leadership, how does the principle of ‘giving’ mentorship or professional guidance help a team ‘gain’ a more resilient and trusted culture?

A leader who invests time in understanding their people and supporting their development demonstrates, in a practical and visible way, that individuals are genuinely valued. When team members feel included, heard, and encouraged to contribute their ideas, they tend to perform at a higher standard and experience greater satisfaction in their roles.

Clear and consistent communication about the team’s purpose and values further strengthens trust, both within the team and with external stakeholders.

Empowering individuals by giving them ownership of their work, while ensuring the right level of support is available, fosters accountability and confidence.

Equally important is creating an environment where mistakes can be raised quickly and openly, without fear of blame. This supports continuous learning and allows issues to be resolved before they escalate. Effective leaders enable their teams to approach tasks in their own way, stepping in only to guide or unblock rather than taking over. This approach avoids bottlenecks, raises overall capability, and creates more meaningful and challenging opportunities for everyone.

On High- Stakes Leadership

In a complex and fast-paced regulatory environment, what is the one piece of advice you would give to a woman stepping into a senior-level role regarding how to build a strong and supportive professional network?

A strong professional network is built gradually, through genuine and thoughtful interactions at every stage of your career. The connections you form in each role become increasingly valuable as colleagues move into new positions, our industry is smaller than it seems, and paths often cross again in unexpected ways.

My advice is to approach every interaction with authenticity and respect, regardless of seniority. This helps establish trust and fosters relationships that endure over time. Just as importantly, do not hesitate to reach out to your network for guidance or support. Most people are very willing to help, and seeking advice not only strengthens your relationships but also reinforces the sense of community that is essential in a demanding regulatory environment.

“EFFECTIVE LEADERS ENABLE THEIR TEAMS TO APPROACH TASKS IN THEIR OWN WAY, STEPPING IN ONLY TO GUIDE OR UNBLOCK RATHER THAN TAKING OVER.”

THE CLARITY COMMANDER

On Sustainable Leadership

On Sustainable Leadership: As a Director, in a tier 1 Bank what is your 'non-negotiable' habit for maintaining the mental resilience required to lead a team effectively?

My non-negotiable habit is protecting perspective.

In a Tier 1 bank, the pressure and pace can easily pull leaders into constant reaction mode. Early in my career I realised that if I allowed urgency to dictate my thinking, I wasn't leading, I was just responding.

So I became very intentional about creating space to think. That might mean stepping back to look at the bigger picture, challenging whether something is truly critical, or simply ensuring that decisions are made calmly rather than emotionally.

Teams take their cues from leaders. If a leader looks overwhelmed, the environment feels unstable. If a leader stays grounded and measured, it gives people confidence.

For me, resilience isn't about endurance. It's about clarity and consistency. When you maintain those, sustainable leadership becomes possible.

#GiveToGain – Leadership Impact

The theme for IWD 2026 is #GiveToGain. In your role as a leader, what is one way you have given, whether through mentorship, sponsorship, or creating a new policy, that resulted in a major 'gain' for your team's culture or your company's success?

One of the most meaningful ways I've given as a leader has been creating opportunities for people before they feel completely ready for them. Large organisations are full of capable people who just need someone to recognise their potential and open the right doors. Throughout my career I've made a conscious effort to sponsor and mentor individuals by trusting them with meaningful responsibility and supporting them as they grew into it.

The gain has always extended beyond the individual. When people feel trusted and invested in, they contribute more openly and take greater ownership of outcomes. The teams I've led have been strongest where people felt they were developing, not just delivering.

Several individuals I've supported have gone on to more senior roles, which is something I'm genuinely proud of. But just as importantly, those teams built a culture where people supported each other's growth. For me, #GiveToGain captures something fundamental about leadership



"THE GREATEST GAIN IS CREATING OPPORTUNITIES FOR PEOPLE BEFORE THEY FEEL COMPLETELY READY FOR THEM, TRUSTING THEM TO GROW INTO THE RESPONSIBILITY"

THE ARCHITECTURE OF CONNECTION

On the Architecture of Connection

In Global Payment Services, success depends on seamless connections across borders. How does the principle of Reciprocity, building mutually beneficial relationships, help you 'gain' the agility needed to lead across a complex European landscape?

In Global Payment Services, our infrastructure is digital, but our success is deeply human. Seamless, trusted connections don't happen by accident; they are built on credibility and mutual respect.

For me, **Reciprocity is fundamentally about trust.**

Leading across a complex European landscape requires more than just answers. It requires trusted partners. Agility is born when value, insight, and support flow in both directions. In a reciprocal circle:

- Decision-making accelerates because conversations are candid.
- Collaboration becomes proactive rather than reactive.
- Challenges are solved collectively before they scale.

Trust is not a "soft" leadership quality; it is a strategic asset. In a sector where risk management is paramount, Reciprocity ensures that our partnerships are not merely transactional, but enduring. By giving trust and transparency, we gain the collective confidence to empower, adapt, and lead.

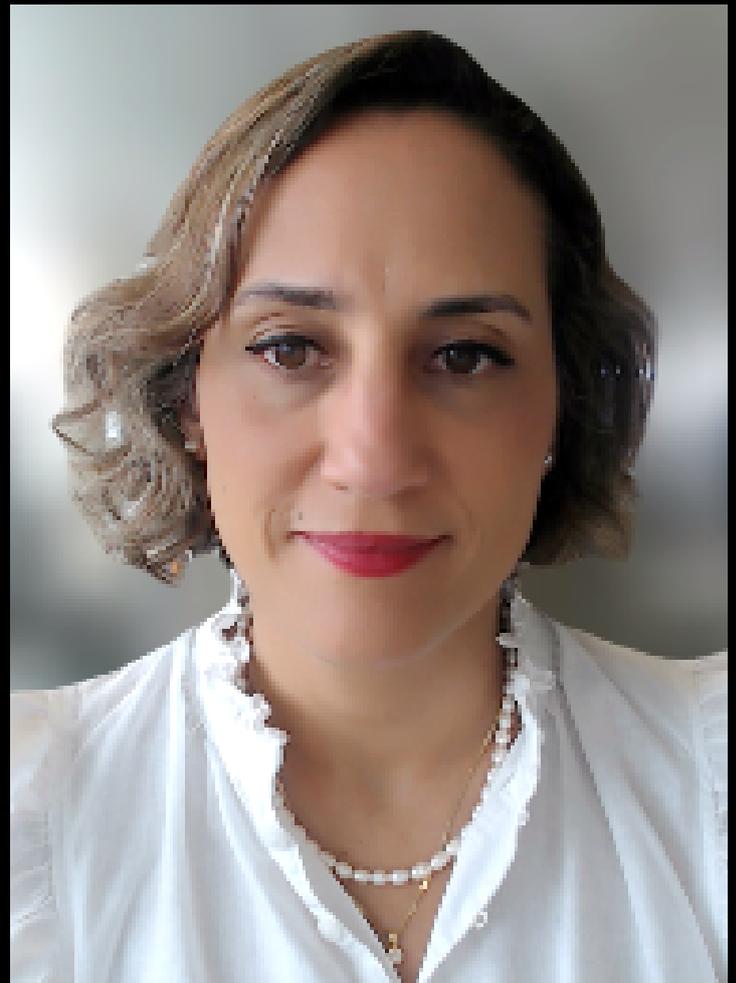
On Strategic Sponsorship

The IWD theme is #GiveToGain. As a Director in a fast-paced global sector, how can senior women 'give' their platform to sponsor emerging talent to 'gain' a more diverse and innovative future for the industry?

In global payments, innovation is directly linked to the diversity of our talent. The #GiveToGain theme highlights a powerful truth: when we invest in others, we accelerate progress for the entire industry.

As senior leaders, we "give" by moving beyond mentoring into active sponsorship. This means:

- **Creating Stretch Opportunities:** Positioning high-potential talent in high-visibility projects where innovation happens.
- **Advocating in the Room:** Backing emerging leaders in succession conversations and strategic forums.
- **Challenging Legacy:** Using fresh perspectives to navigate rapid regulatory shifts and digital infrastructure changes.



"IN A SECTOR WHERE RELIABILITY AND RISK MANAGEMENT ARE PARAMOUNT, TRUST IS NOT A 'SOFT' LEADERSHIP QUALITY, IT IS A STRATEGIC ASSET".

THE ALCHEMY OF ADAPTABILITY

On the Speed of Innovation

in the fast-evolving world of Biotechnology, the stakes for innovation are incredibly high. How does practicing Reciprocity, sharing knowledge and cross-sector collaboration, help your team 'gain' the breakthroughs needed to solve complex global challenges?

Without cross-collaboration and sharing knowledge, Science (Life Sciences) wouldn't exist. The pandemic was a prime example of that. Scientists across the globe, in both academia and the private industry collaborate openly, we accelerate breakthroughs and mass manufacturing of the vaccine that saved lives. Innovation rarely happens in isolation. Beyond Life Sciences, there are many collaborators in engineering, logistics, public affairs that need to be onboarded to ensure a new therapy is safely reach patients. Without their openness and thrust, our society would not have achieved the eradication of smallpox and the many advances in HIV treatment. Trust ensures that one person's knowledge in a team becomes the collective knowledge and fosters reciprocity which shortens the overall learning curve. It enables us to simplify complex problems and administer faster, well-adapted solutions.

On Pioneering Leadership:

As a woman leading in a high-growth, scientific field, what is one piece of advice you would give to the next generation of female scientists on how to 'give' their expertise to the boardroom to 'gain' a seat at the decision-making table?

My advice is to focus on knowing your audience and meeting them where they are, then demonstrate how your contribution accelerates their goals, solves their problems. Being a female scientist is extremely overwhelming. Most of us don't make it outside of the lab, let alone making it into the board room. We have to overprove ourselves technically. Rare are the group leaders or Principal Investigators that I've met who are women. Yet it proven that women are excel in translating/transplanting diverse skills.

This is where we can use our chameleon superpowers to win over the boardroom. Focus on your audience, use your emotional intelligence/how to read a room to keep their engagement during your speech. Make sure you are solutions focused and that you handle skepticism by de-escalating tensions and package it as an opportunity for further innovation. The truth is if you've made it this far, it is because you've done a great job and they need you and they are willing to listen.



"Innovation rarely happens in isolation. Trust ensures that one person's knowledge becomes the collective knowledge, fostering a reciprocity that shortens the learning curve for us all."

The Final Word: The Circle Expands

As we conclude this inaugural issue, we return to the core truth that inspired it: Reciprocity is a proven catalyst for success.

The data is undeniable. Mentorship is the engine of global growth. Research from the Gartner five-year study shows that mentees are 5x more likely to be promoted, while mentors are 6x more likely to move up. When we "give" our time, we "gain" a more resilient, innovative, and profitable future.

McCarthy Mentoring

A Salute to Our Pioneers

We chose International Women's Day for this soft launch to celebrate the women who lead by lifting others.

Our deepest gratitude goes to Chris, our Strategic Anchor, and our Power Circle: Sara, Karine, Jihane, and Stephanie. Your generosity is the heartbeat of this movement.

Looking Ahead: Mentorship Has No Gender.

While we launch today in honour of IWD, the spirit of Reciprocity knows no bounds. Our next issue will move beyond gender to explore how mentoring empowers everyone. We are building a diverse leadership spectrum that thrives in both digital spaces and face-to-face gatherings. We believe that growth is a universal language, and our future circles will reflect the full, diverse spectrum of leadership.

Join the Circle

This is only the beginning. Stay connected as we prepare for our full public release:

- **Subscribe:** Scan the QR code to join our mailing list for the official release of Issue 02.
- **Nominate:** Who is your "Give to Gain" hero? We are now accepting nominations for our next Power Circle, open to all leaders. Nominations to be sent to: nadia@reciprocity.network
- **Share:** In the spirit of IWD, pass this issue to one person in your network today.



SCAN ME

Remember: Giving is the highest form of gaining. **#GiveToGain**



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