Amanda Coleman
COMMUNICATION

THE ROLE OF WOMEN IN CRISIS MANAGEMENT AND RESILIENCE

Results from a survey conducted
August - September 2025

Introduction

In August 2025, an independent survey was developed to gather views and the lived experiences of those working in crisis management and crisis communication. The aim was to discover how women* and men feel about the working environment in crisis management and to uncover details that would assist with highlighting where further research may be required.

The survey comprised of 30 questions covering experiences and perceptions from both men and women. It was conducted independently by Amanda Coleman Communication Limited. During the eight weeks that it was available and circulated through social media and the newsletter Under Pressure, it received 130 responses.

The survey was open to those working in any sector public, private, international and those working in communication with a priority focus on crisis and issues management. It is an area of special interest for Amanda Coleman Communication Ltd and was highlighted as a potential area for review. This follows on previous research and studies that considered sectors such as the Fire Service, policing and the experiences of women working in public relations. (Chartered Institute of Public Relations – Missing Women Study The Missing Women Study.)

This survey focuses on the views of responders and their experiences. There is a wealth of interesting research and articles that can also be found on the subject, for example articles on the Women in the Field of Emergency Management website.

There were no specific outcomes or issues that were to be evaluated through the survey, and the questions included many opportunities to provide personal views and experiences.

*women is based on anyone who identified as a woman.

Previous Research

There has been a significant body of work including from the Gender and Disaster Network under Maureen Fordham. Find out more here (Resources) and Kevin Blanchard's work looking at intersectionality, marginalised groups and disasters. ((10) Kevin Blanchard - King's College London)

In addition resilience academic Eve Coles was researching this area in the early 2000s which is referenced in the book The Recovery Myth by Professor Lucy Easthope.

This research has recognised the work that has been and continues to be undertaken in this area.

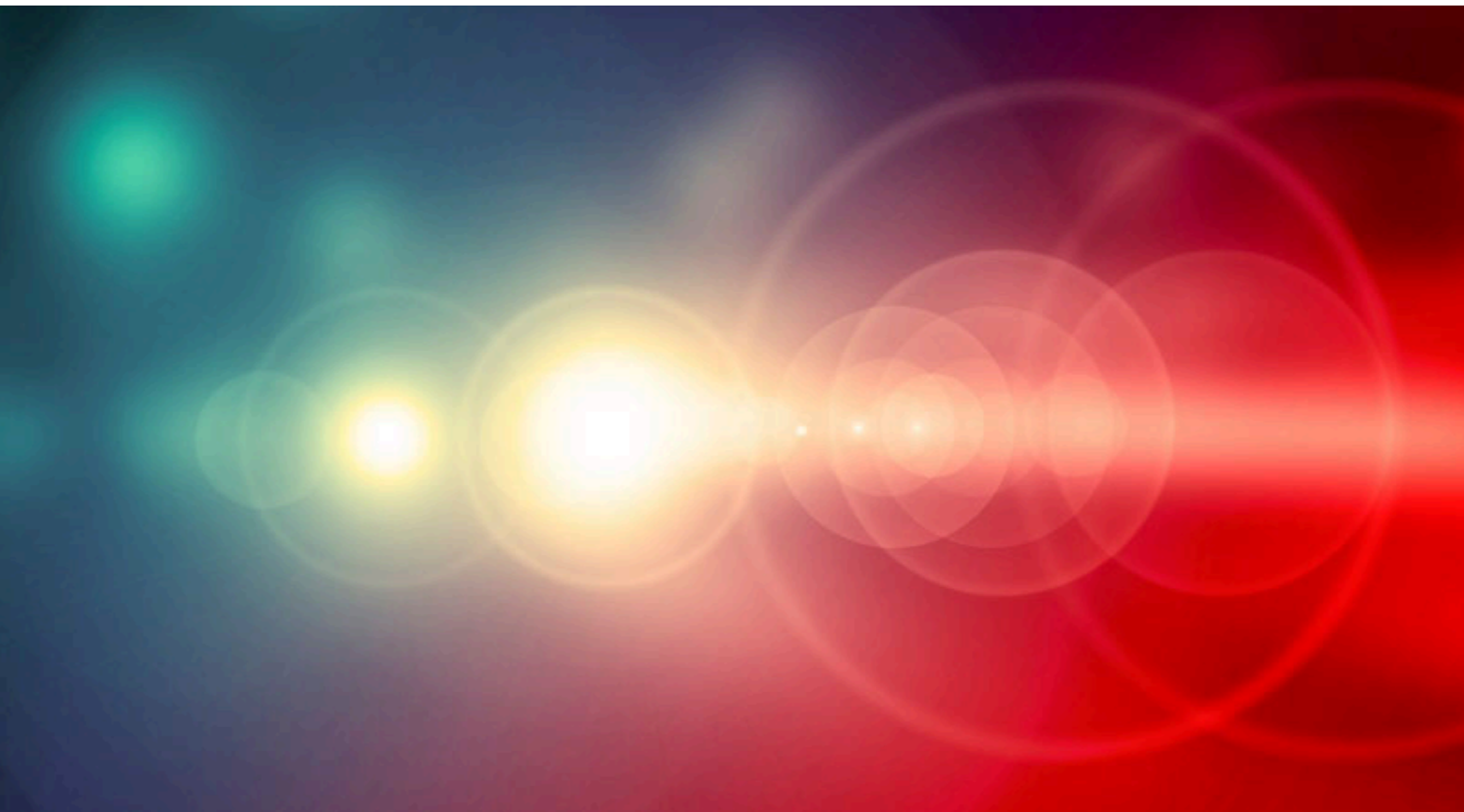
Research Questions and Methodology

The 30 questions included in the research are provided in Appendix 1. Ultimately, the question driving the survey was **'What are the experiences and perceptions of women working in crisis management, response and communication?'**

The methodology undertaken was to create and share a survey with both qualitative and quantitative approaches. There were limitations to this approach as the number of men (n=33) replying to the survey was lower than women (n=85).

This level of participation could be due to a number of reasons; it may indicate some men do not see gender experiences as an issue, or that they perceived the survey to be aimed at collecting the views and experiences of women only. In any future surveys, additional efforts will be made to address the gender imbalance in responses.

Responses were anonymous and no additional information could be sought from those who participated. The sample size was small at 130 but the data can be used to provide a window into the lived experiences which was the priority.

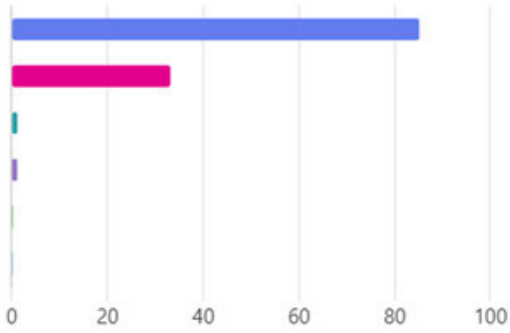


Participant Profile

The number of participants was 130 and the gender breakdown was 85 women, 33 men, 1 non-binary and 1 prefer not to say.

1. **What is your gender?**

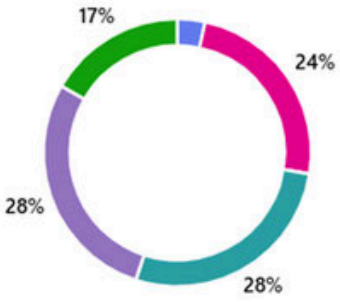
Woman	85
Man	33
Non-binary	1
Prefer not to say	1
Prefer to self-describe provide details below	0
Other	0



The age span of those taking part was 28 per cent 40 – 49 and 50 – 59, 24 per cent were 30 – 39, 17 per cent over 60 years old and the remaining three per cent were between 18 and 29. This highlights a significant amount of experience in the sector which is evidenced in the results of Question 4 which asked about the years of experience in the crisis management field.

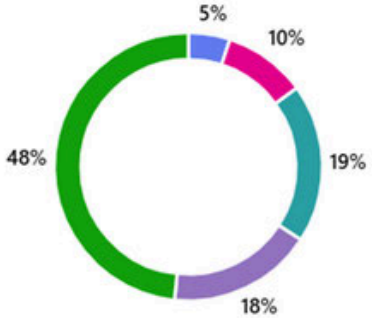
2. **What is your age?**

18-29	4
30-39	29
40-49	33
50-59	34
60+	20



4. **How many years of experience do you have in this field?**

0-2 years	6
3-5 years	12
6-10 years	23
11-15 years	21
More than 15 years	58



Almost 50 per cent (48 per cent) of those who participated have more than 15 years' experience in the sector, with a further 18 per cent having between 11 and 15 years' experience. Only 15 per cent had five years or less working in the sector.

Findings / Results

From the questions that were asked there are four subsets of results that have been analysed further. The further analysis has compared the views and responses of men and women.

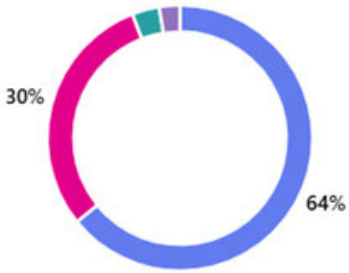
A full set of the results is provided in Appendix 2.

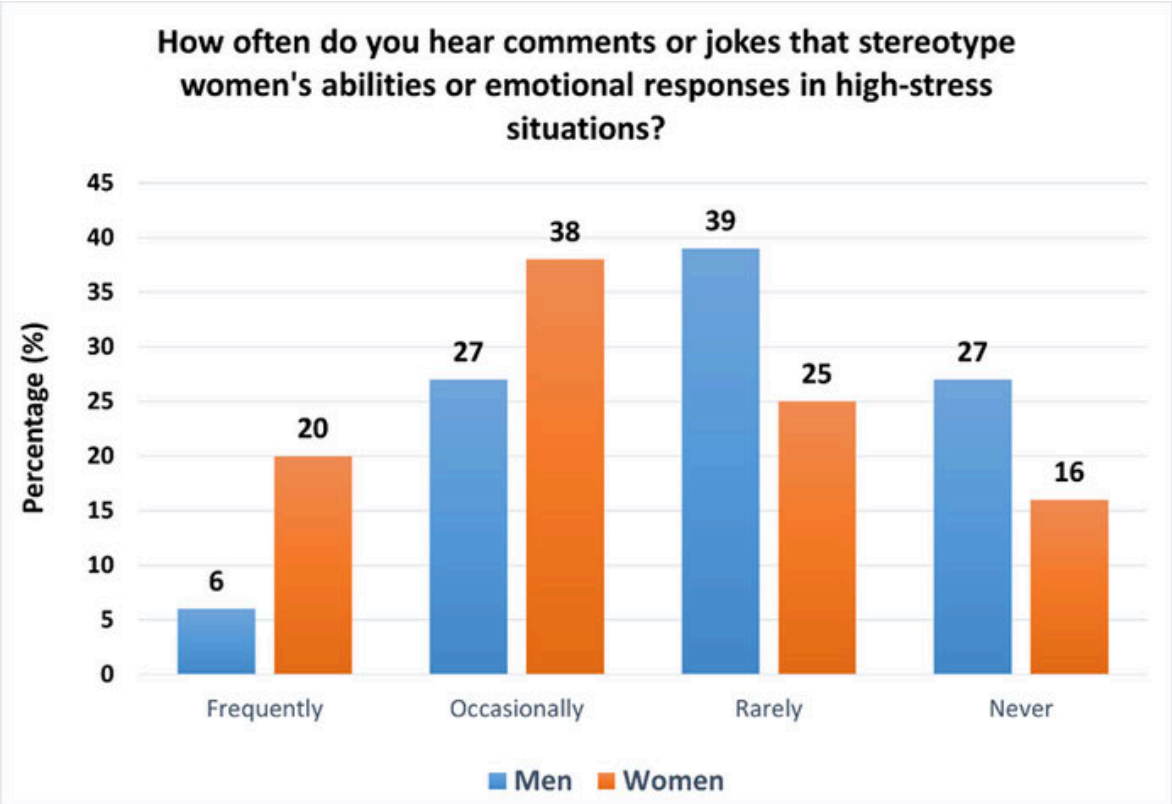
Perceptions of crisis leadership by gender

The results provided are from responses that highlight concerns about leadership and organisational behaviour.

9. **In your observation, are leadership roles in crisis management predominantly held by:**

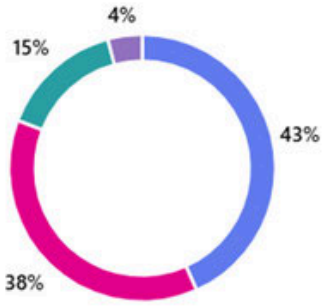
Mostly men	77
Roughly equal numbers of men and women	36
Mostly women	4
Don't know/Not applicable	3





17. **In your experience, are women in crisis management more likely to be assigned roles related to communicatio n, emotional support, and logistics, while men are more often assigned to operational and command roles?**

Yes, this is a common pattern	52
Sometimes, but not always	45
No, I have not observed this pattern	18
I am unsure	5

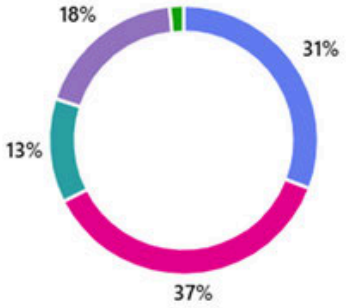


Decision making

The results provided views about decision making and how it relates to gender.

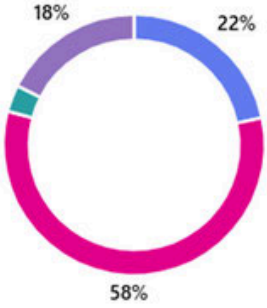
5. **To what extent do you agree with the following statement: "In my organisation/community, women and men have equal opportunities to participate in crisis management planning and decision making."**

Strongly Agree	37
Agree	44
Neither agreed nor disagree	15
Disagree	22
Strongly Disagree	2



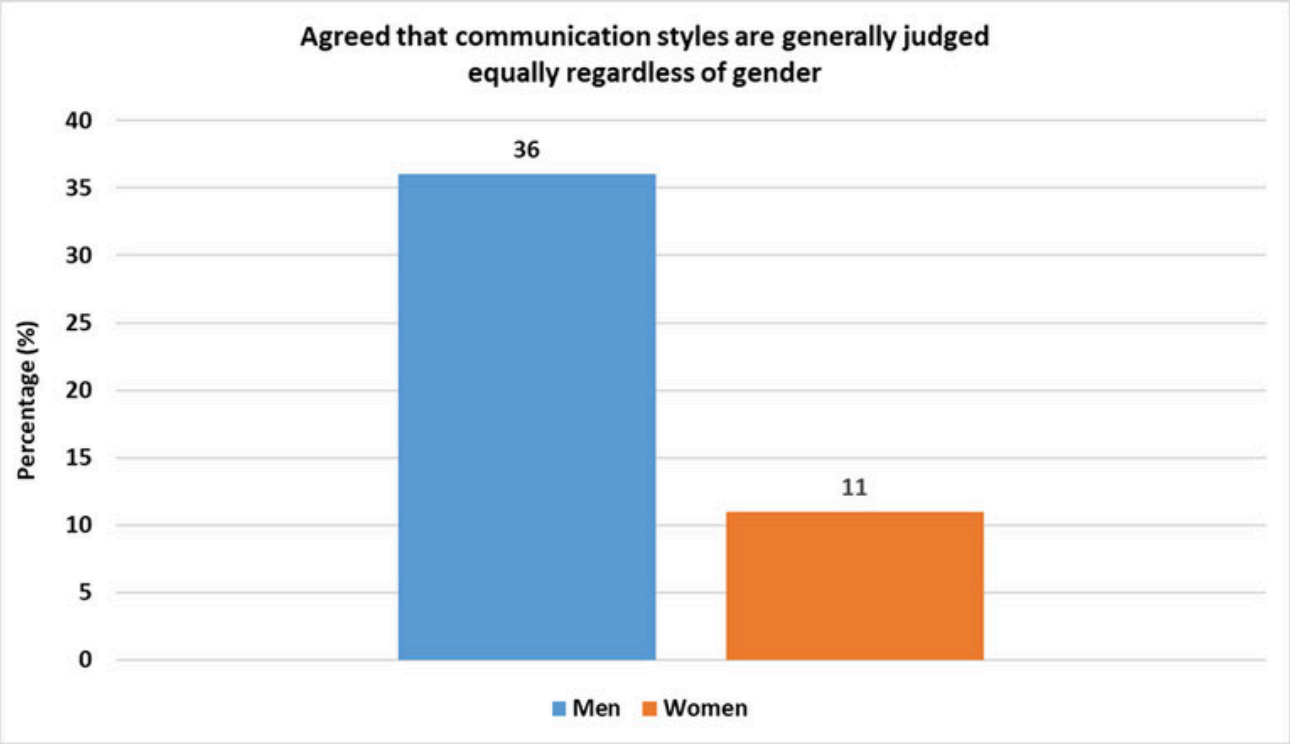
10. **Do you believe that men and women face the same level of scrutiny when making difficult decisions in a crisi s?**

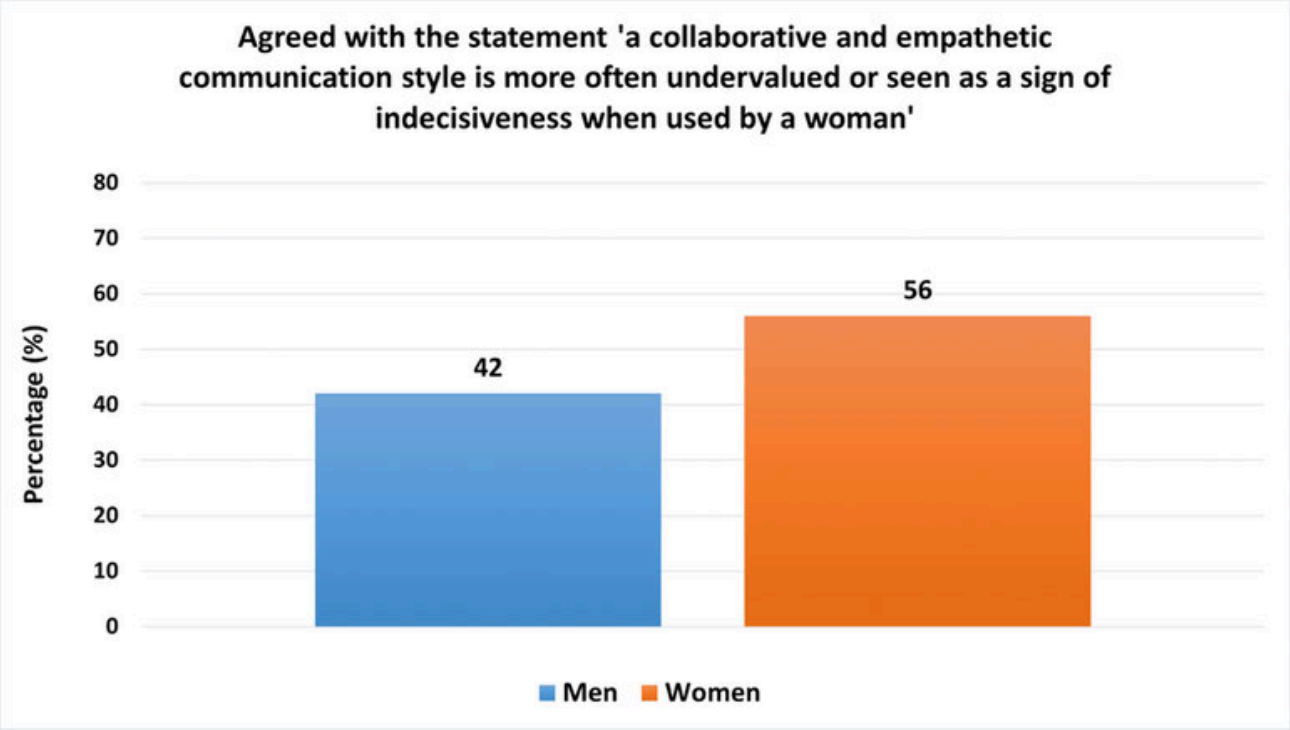
Yes, they face the same level	26
No, women face more scrutiny	69
No, men face more scrutiny	4
I am unsure	21

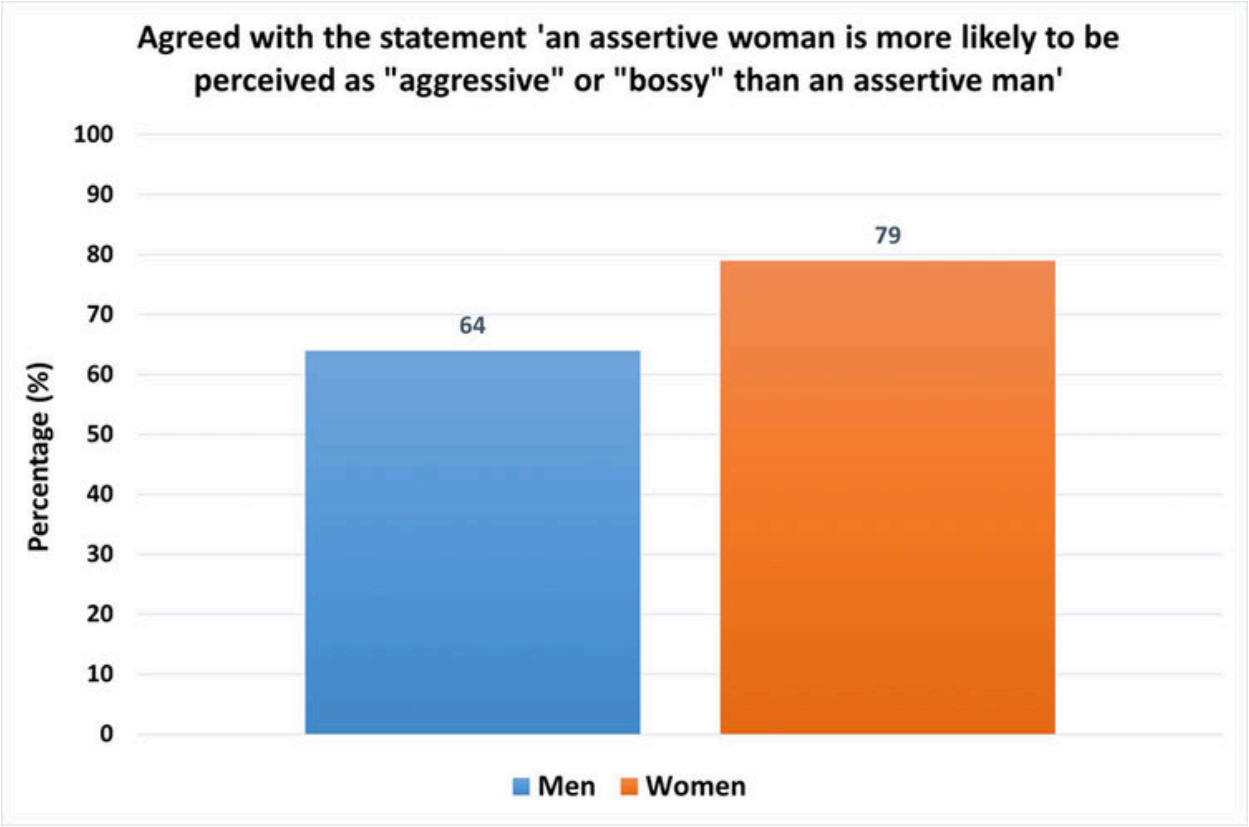


Communication styles and impact

The way communication styles are viewed and received was highlighted in the responses to the following questions.

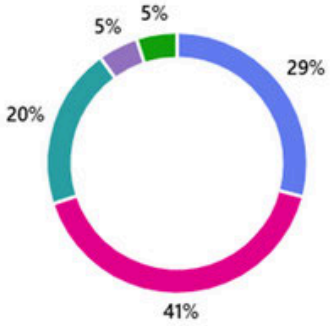






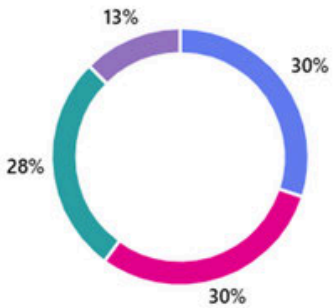
21. **In team meetings or operational briefings, have you observed that women are more likely to be interrupted o r spoken over than men?**

Frequently	35
Sometimes	49
Rarely	24
Never	6
I am unsure / Not applicable	6



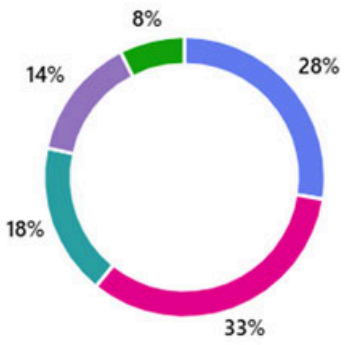
22. **Think about a situation where a team member's idea was initially ignored but later adopted when suggested by someone else. In your experience, is this more likely to happen to a woman's idea which is then credited to a man?**

Yes, I have seen this happen multiple times	36
Yes, I have seen this happen occasionally	36
No, I have not observed this	33
I am unsure	15



23. **To what extent do you agree with the following statement: "In my experience, women must provide more evidence or justification for their viewpoints to be taken as seriously as men's in high-stakes discussions."**

Strongly Agree	33
Agree	40
Neutral	21
Disagree	17
Strongly Disagree	9

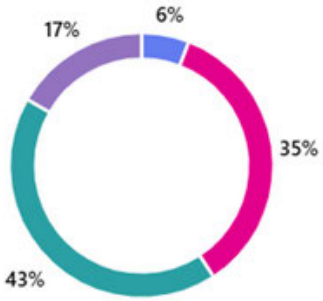


Experience of barriers

The results of the following questions concerned views and perceptions of barriers that exist in crisis management work.

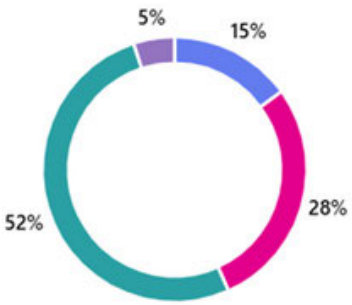
15. **During a crisis, do you feel there is an equal expectation on men and women to take on additional caregiving responsibilities (for children, elderly, or community members) on top of their professional duties?**

Yes, an equal expectation	7
No, a slightly unequal expectation	42
No, a significantly unequal expectation	51
I am unsure	20



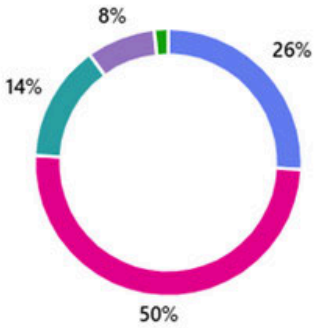
13. **Have you ever experienced or witnessed gender-based harassment or discrimination in your crisis management work?**

Yes, I have personally experienced it	18
Yes, I have witnessed it	34
No	62
Prefer not to say	6



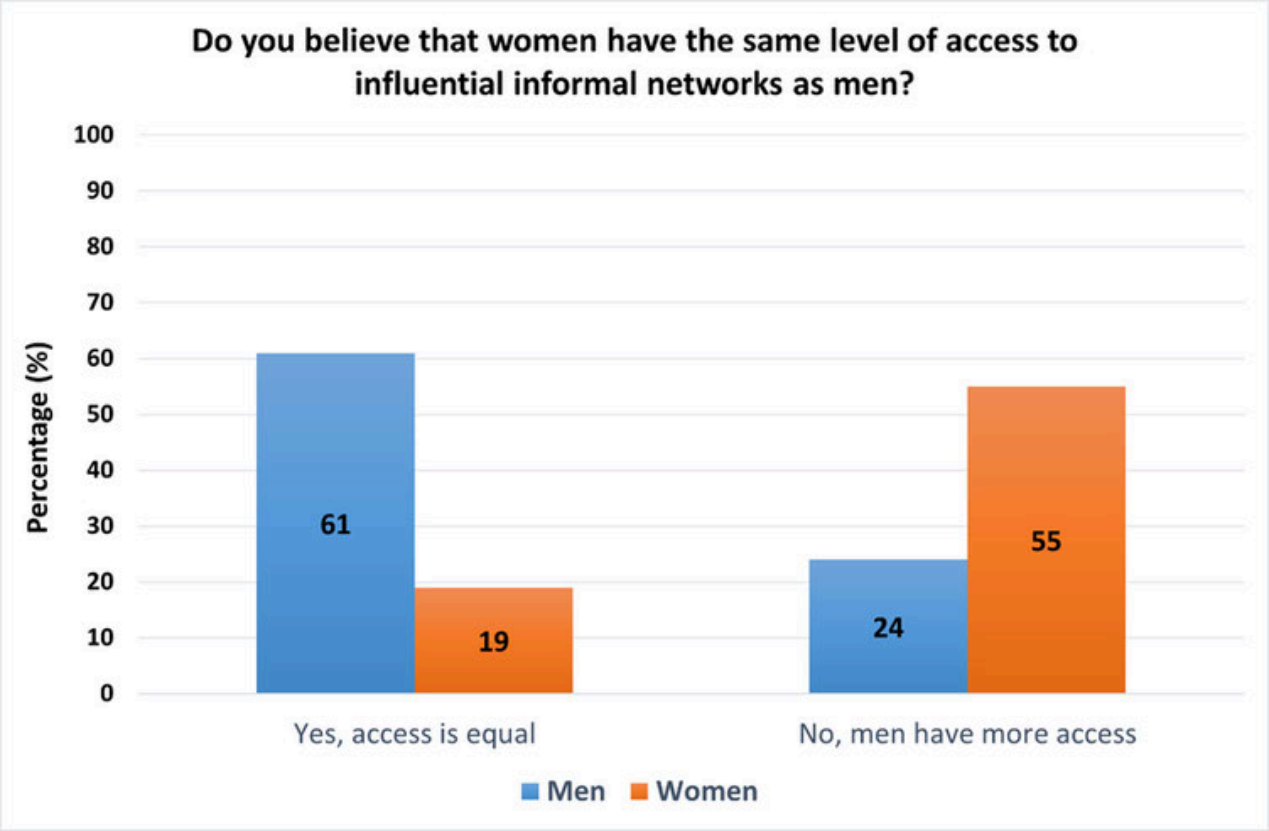
16. **To what extent do you agree with this statement: "The structure of crisis management work (e.g. long hours, unpredictable deployments) disproportionately creates barriers for women due to expectations around family and domestic roles."**

Strongly Agree	31
Agree	60
Neutral	17
Disagree	10
Strongly Disagree	2



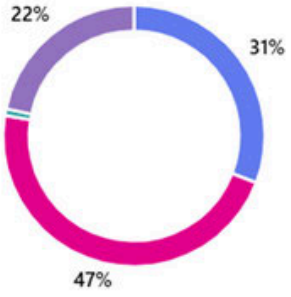
Exclusion and Inclusion

The final results section was a consideration of how informal networks operate and the impact they have on gender and influence.



27. **Following the previous question, do you believe that women have the same level of access to these influential informal networks as men?**

Yes, access is equal	37
No, men have more access	56
No, women have more access	1
I am unsure	26



Analysis and Interpretation

The data was analysed by specialists from Whetstone Communications to provide information about what could be asserted or considered. The additional analysis concerned differences in responses between men and women with a view of understanding whether it highlighted anything significant. It should be noted that care has been taken with assumptions related to the responses from men given the relatively small number who participated in the survey.

Whetstone also assisted with the aggregation of responses to multiple option questions and thematic analysis of responses to open questions.

Overall, the survey appears to show that women have a perception that the situation they face at work is challenging for them. The majority of men (81 per cent) felt that there are equal opportunities in place, compared to 62 per cent of women who felt the same (Question 5).
The following points are evident from the responses:

- Two thirds of women (66 per cent) feel they face more scrutiny than men.
- Both men and women report hearing comments and jokes that stereotype women – nearly 60 per cent of women and one third (33 per cent) of men hear this frequently or occasionally.
- A sizeable portion of men (27 per cent) said they never hear stereotypical comments, compared to 16 per cent of women who say the same.
- Both men and women say they see women being interrupted or spoken over more often than men - three quarters of women (75 per cent) and 58 per cent of men see this happen frequently or occasionally.
- 42 per cent of men and one third of women (66 per cent) have seen another woman's idea(s) being initially ignored, and then adopted when suggested by someone else. Among men, 42 per cent said they have not seen this, compared to just 21 per cent of women saying the same.
- The majority of men and women surveyed agreed that an assertive woman is likely to be perceived as aggressive or bossy; 79 per cent of women and 64 per cent of men held this view.
- Just over half of women (56 per cent) agreed that empathy and a collaborative style from a woman is usually undervalued or perceived as indecisive. 42 per cent of men felt the same.
- One third (36 per cent) of men said comms styles are judged equally, regardless of gender. Only 10 per cent of women had the same view.
- Every female respondent said informal networks had at least some influence on decision making in crisis comms, with over half of women (55 per cent) saying men have more access to these networks (compared to 24% of men who said the same).
- 60 per cent of men saw access to these informal networks as equal, with just 19 per cent of women saying the same.
- Qualitative data collected suggests that empathy and emotional intelligence are seen as being among women's unique skills.
- Confidence and family commitments are also mentioned as barriers for women.

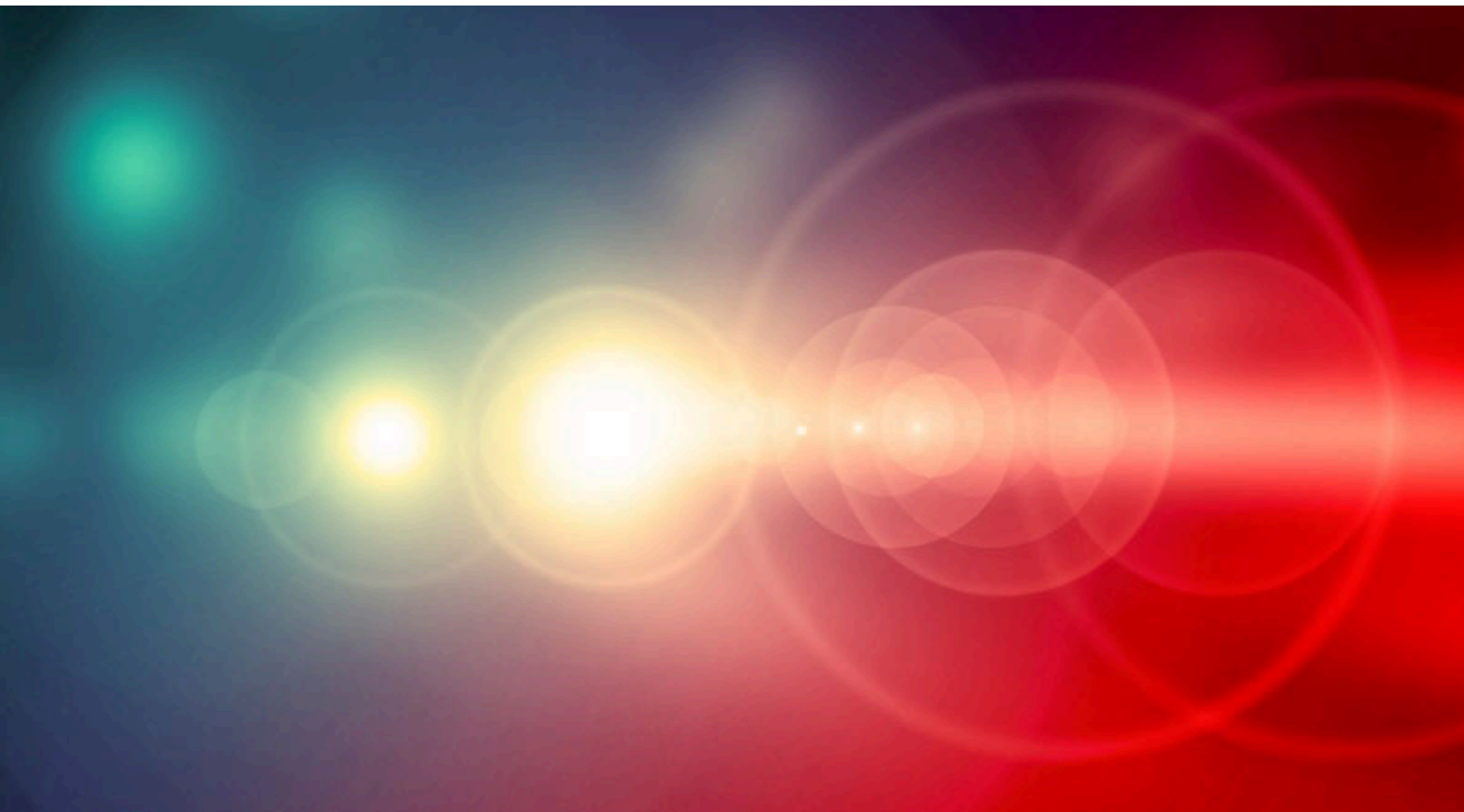
Implications for Practice

It is clear there are different perceptions about the experiences that men and women have in the crisis management related workplaces. The structure and management of crisis and emergency work can create barriers for women who are more likely to have caring responsibilities that do not fit with the requirements of the roles. It is no surprise that the respondents view the majority of leadership positions as being held by men.

The results also show experiences of poor behaviour in the workplace where women's contribution appears to be overlooked and in the worst cases inappropriate jokes and humour are highlighted. The results show that both men and women have experienced this. For those in leadership positions in organisations involved in crisis and emergency response, it is something they need to be aware of and responding to.

A significant proportion of the women who responded also perceived that they were subjected to more scrutiny than male colleagues. This raises questions about what is contributing to that feeling and viewpoint.

The results raise questions about how inclusive the crisis management and communication sector is. From the snapshot of lived experiences, there are significant concerns that the contribution women make in this space is being restricted and denigrated. Further questions are raised about how workplaces and organisations are managing this work and ensuring that they get the best from all employees.



Recommendations

Based on the information provided, the following next steps are suggested:

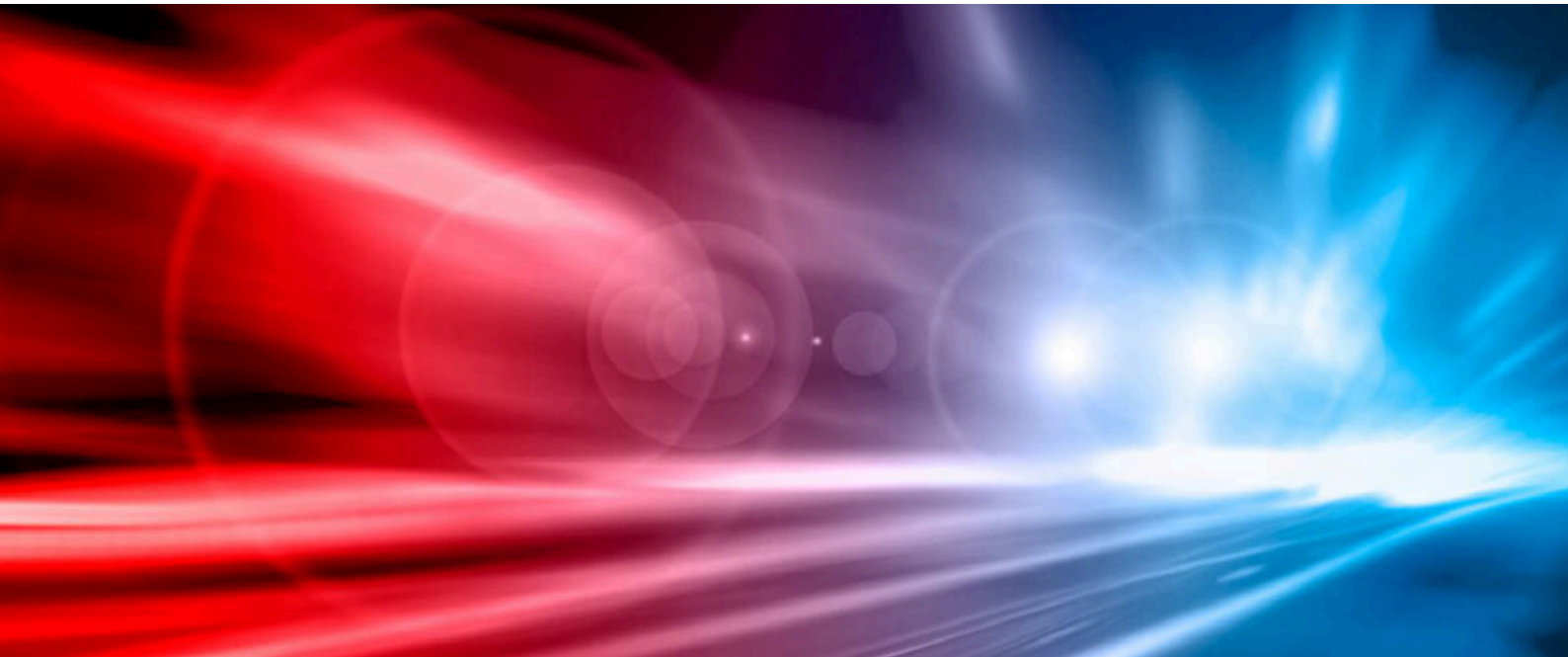
1. Conduct further research both to expand on the survey base for this questionnaire and to gather more qualitative information from women about their individual experiences.

2. Crisis response organisations should consider the findings and start conversations internally with staff that may highlight any concerns. Listening and understanding the perceptions as well as experiences could be the start of addressing issues and developing more inclusive workplaces.

3. Policies and processes related to crisis management and communication should be considered to identify hidden biases. Once identified these can then be addressed with changes to the documentation which should then support behavioural change.

4. The perceptions of gender in the crisis management and communication workplace should be tracked over time. Future research should ensure that the lived experiences are being assessed on at least an annual basis.

5. Industry bodies working in crisis and emergency management should ensure that addressing the lack of inclusivity is part of their workstreams.



Conclusion

It is clear from the information that has been provided based on lived experiences that there is more work needed to uncover why women feel they are scrutinised and, in some cases, side-lined.

The voices of women are an important part of the emergency response workplace. We have seen from recent events (see details of Covid-19 inquiry Helen MacNamara appearance below) that there are significant issues for society and for the emergency responses if women are not able to speak up and be heard. Whether the views are based in perceptions or reality is irrelevant as the outcome is the same, women feeling unable to voice their views in preparing for, and responding to, a crisis.

This survey was borne out of personal experiences and the question about whether these were one off situations or linked to a wider pattern of experiences across crisis management and communication. While it has not provided categorical answers, it has shown that further work is needed to ensure that women are encouraged into the sector, given the support in the workplace and have the conditions where they can contribute without barriers.

Without women feeling able to contribute fully to the crisis and emergency management sector we may be unable to avert a further tragedy or to effectively respond to the next emergency.

Additional Information

The survey did not look at the specific issues of those from specific communities. The experiences of the LGBTQ+ community is detailed in the book Queering Disasters, Climate Change and Humanitarian Disasters (Queering Disasters, Climate Change and Humanitarian Crises | Springer Nature Link (formerly SpringerLink))

In addition, there has been previous research on integrating racially and ethnically diverse communities into disaster planning (Integrating Racially and Ethnically Diverse Communities Into Planning for Disasters: The California Experience | Disaster Medicine and Public Health Preparedness | Cambridge Core)

The article by Professor Lucy Easthope in The Independent in November 2023 considered the communication styles of women and the impact in emergency response following from the Covid-19 inquiry appearance of Helen MacNamara.

Appendices

- Full survey questions
- Full survey results

Appendix 1

Full Survey Questions

The Role of Women in Crisis Management and Resilience

This questionnaire aims to understand the roles, challenges, and contributions of individuals in crisis management and resilience work, with a specific focus on gendered experiences. Your anonymous responses will help identify areas where women may be disadvantaged and inform recommendations for more inclusive and effective crisis management practices.
When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself.

Required

Section 1: Demographic and Professional Information

1.What is your gender?

- Woman
- Man
- Non-binary
- Prefer not to say
- Prefer to self-describe provide details below
- Other

2.What is your age?

- 18-29
- 30-39
- 40-49
- 50-59
- 60+

3.What is your primary role in crisis/emergency management or resilience work? (e.g. first responder, community organiser, government official, NGO staff, volunteer, etc.)

Enter your answer

4.How many years of experience do you have in this field?

- 0-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- More than 15 years

Section 2: Participation and Decision Making

5.To what extent do you agree with the following statement: "In my organisation/community, women and men have equal opportunities to participate in crisis management planning and decision making.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6.In your experience, are women's voices and perspectives actively sought out and equally considered during:
a) crisis preparedness and planning - yes, no, sometimes
b) emergency response operations - yes, no, sometimes
c) post crisis recovery and assessment - yes, no, sometimes

7.Have you ever felt that your gender has influenced your ability to participate in or lead crisis response activities?

- Yes, positively
- Yes, negatively
- No
- Unsure

8.If you answered "yes, negatively" to the previous question, could you provide a brief, anonymous example?

Section 3: Leadership and Advancement
9.In your observation, are leadership roles in crisis management predominantly held by:

- Mostly men
- Roughly equal numbers of men and women
- Mostly women
- Don't know/not applicable

10.Do you believe that men and women face the same level of scrutiny when making difficult decisions in a crisis?

- Yes, they face the same level
- No, women face more scrutiny
- No, men face more scrutiny
- I am unsure

11.Have you observed differences in the opportunities for promotion or professional development in crisis management based on gender? Please explain.

Section 4: Work Environment and Safety

12.On a scale of 1 to 5 (where 1 is 'Not at all' and 5 is 'Very much so'), do you feel that the specific safety and security needs of women are adequately addressed during crisis response operations?

13.Have you ever experienced or witnessed gender-based harassment or discrimination in your crisis management work?

- Yes, I have personally experienced it
- Yes, I have witnessed it
- No
- Prefer not to say

14.Are there adequate and accessible changing facilities, restrooms and personal protective equipment (PPE) designed to fit women in your workplace or deployment sites?

- Yes always
- Most of the time
- Sometimes
- Rarely or never
- Don’t know

Section 5: Work-Life Balance

15.During a crisis, do you feel there is an equal expectation on men and women to take on additional caregiving responsibilities (for children, elderly, or community members) on top of their professional duties?

- Yes, an equal expectation
- No, a slightly unequal expectation
- No, a significantly unequal expectation
- I am unsure

16.To what extent do you agree with this statement: "The structure of crisis management work (e.g. long hours, unpredictable deployments) disproportionately creates barriers for women due to expectations around family and domestic roles."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Section 6: Perceptions and Stereotypes

17.In your experience, are women in crisis management more likely to be assigned roles related to communication, emotional support, and logistics, while men are more often assigned to operational and command roles?

- Yes, this a common pattern
- Sometimes, but not always
- No, I have not observed this pattern
- I am unsure

18.How often do you hear comments or jokes that stereotype women's abilities or emotional responses in high-stress situations?

- Frequently
- Occasionally
- Rarely
- Never

Section 7: Resilience and Contributions

19.In your opinion, what unique skills or perspectives do women bring to crisis management and resilience-building that may be undervalued?

20.What is the single most significant barrier you believe women face in your field of work compared to men?

Section 8: Communication and Influence

21.In team meetings or operational briefings, have you observed that women are more likely to be interrupted or spoken over than men?

- Frequently
- Sometimes
- Rarely
- Never
- I am unsure/Not applicable

22.Think about a situation where a team member's idea was initially ignored but later adopted when suggested by someone else. In your experience, is this more likely to happen to a woman's idea which is then credited to a man?

- Yes, I have seen this happen multiple times
- Yes, I have seen this happen occasionally
- No, I have not observed this
- I am unsure

23.To what extent do you agree with the following statement: "In my experience, women must provide more evidence or justification for their viewpoints to be taken as seriously as men's in high-stakes discussions."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

24.Consider the assignment of public-facing communication roles (e.g. press conferences, community briefings) during a crisis. Have you observed a gender-based pattern in these assignments?

- Yes, men are more often assigned as the lead strategic spokespersons
- Yes, women are more often assigned to roles focused on empathy and community support
- Both of the above patterns are common
- No, roles are assigned based on expertise and skill, regardless of gender
- I have not been in a position to observe this

25.Think about how communication styles are perceived. In your work environment, is it true that... (Please select all that apply)

- An assertive woman is more likely to be perceived as "aggressive" or "bossy" than an assertive man
- A man expressing passion or frustration is more likely to be seen as "authoritative" or "taking charge,"
- A collaborative and empathetic communication style is more often undervalued or seen as a sign of indecisiveness when used by a woman
- None of the above; communication styles are generally judged equally regardless of gender

26.How much influence do informal communication networks (e.g., conversations 'after the meeting', social gatherings) have on key decisions in your crisis management environment?

- A great deal of influence
- Some influence
- Little influence
- No influence at all

27.Following the previous question, do you believe that women have the same level of access to these influential informal networks as men?

- Yes, access is equal
- No, men have more access
- No, women have more access
- I am unsure

Section 9: Intersectionality

28.Do you believe that women from racial or ethnic minority groups face additional or different challenges in this field compared to white women?

- Yes, they face significant additional challenges
- Yes, they face some additional challenges
- No, the challenges are largely the same
- I am unsure

29.We recognise that individuals have multiple identities. If you are comfortable, please select any of the following that you feel have created compounded disadvantages for you in your work:

- Race/ethnicity
- Disability
- Sexual orientation
- Socioeconomic background
- Prefer not to answer
- Other

Section 10: Any additional comments

30.Share any additional comments here

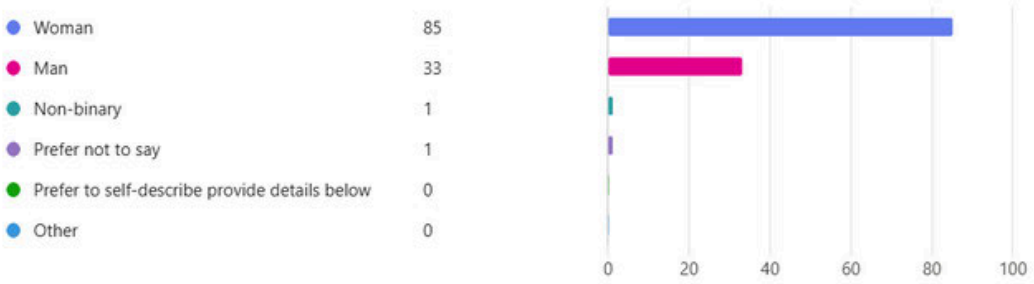
Appendix 2
Full results

Responses Overview

Active

Responses	Average Time	Duration
120	31:32	162 Days

1. **What is your gender?** More details



2. **What is your age?** More details

3. **What is your primary role in crisis/emergency management or resilience work?** (e.g. first responder, community organiser, government official, NGO staff, volunteer, etc.) More details

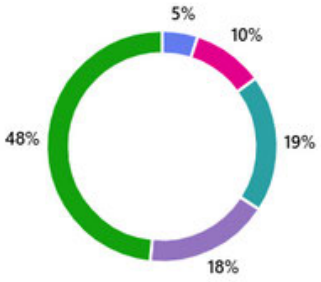
120
Responses

14 respondents (12%) answered manager for this question.

4. **How many years of experience do you have in this field?**

More details

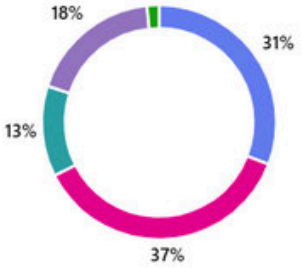
0-2 years	6
3-5 years	12
6-10 years	23
11-15 years	21
More than 15 years	58



5. **To what extent do you agree with the following statement: "In my organisation/community, women and men have equal opportunities to participate in crisis management planning and decision making."**

More details

Strongly Agree	37
Agree	44
Neither agreed nor disagree	15
Disagree	22
Strongly Disagree	2



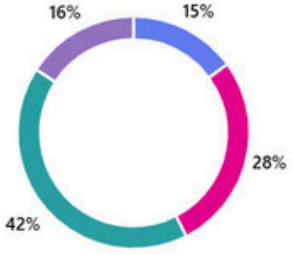
6. **In your experience, are women's voices and perspectives actively sought out and equally considered during:**

More details

7. **Have you ever felt that your gender has influenced your ability to participate in or lead crisis response activities?**

More details

Yes, positively	18
Yes, negatively	33
No	50
Unsure	19



8. **If you answered "yes, negatively" to the previous question, could you provide a brief, anonymous example?** More details

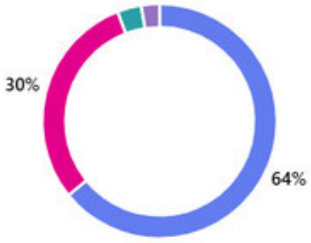
36
Responses

Latest Responses
...

14 respondents (39%) answered male for this question.

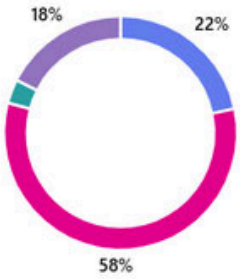
9. **In your observation, are leadership roles in crisis management predominantly held by:** More details

Mostly men	77
Roughly equal numbers of men and women	36
Mostly women	4
Don't know/Not applicable	3



10. **Do you believe that men and women face the same level of scrutiny when making difficult decisions in a crisis?** More details

Yes, they face the same level	26
No, women face more scrutiny	69
No, men face more scrutiny	4
I am unsure	21



11. **Have you observed differences in the opportunities for promotion or professional development in crisis management based on gender? Please explain.** More details

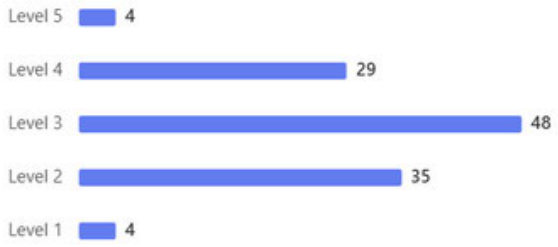
84
Responses

28 respondents (33%) answered Women for this question.

12. **On a scale of 1 to 5 (where 1 is 'Not at all' and 5 is 'Very much so'), do you feel that the specific safety and security needs of women are adequately addressed during crisis response operations?** More details

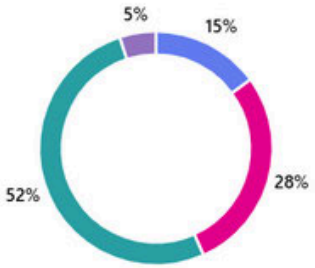
2.95
Average Rating

1 2 3 4 5



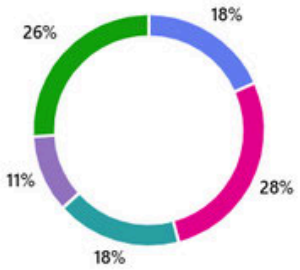
13. **Have you ever experienced or witnessed gender-based harassment or discrimination in your crisis management work?** More details

Yes, I have personally experienced it	18
Yes, I have witnessed it	34
No	62
Prefer not to say	6



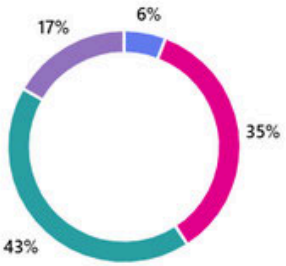
14. **Are there adequate and accessible changing facilities, restrooms and personal protective equipment (PPE) designed to fit women in your workplace or deployment sites?** More details

Yes, always	22
Most of the time	33
Sometimes	21
Rarely or never	13
Don't know	31



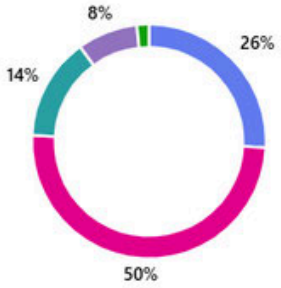
15. **During a crisis, do you feel there is an equal expectation on men and women to take on additional caregiving responsibilities (for children, elderly, or community members) on top of their professional duties?** More details

Yes, an equal expectation	7
No, a slightly unequal expectation	42
No, a significantly unequal expectation	51
I am unsure	20



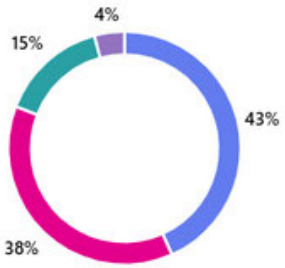
16. **To what extent do you agree with this statement: "The structure of crisis management work (e.g. long hours, unpredictable deployments) disproportionately creates barriers for women due to expectations around family and domestic roles."** More details

Strongly Agree	31
Agree	60
Neutral	17
Disagree	10
Strongly Disagree	2



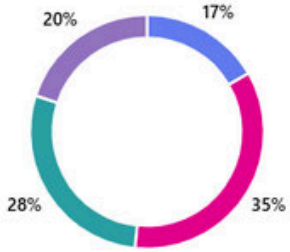
17. **In your experience, are women in crisis management more likely to be assigned roles related to communicatio n, emotional support, and logistics, while men are more often assigned to operational and command roles?** More details

Yes, this is a common pattern	52
Sometimes, but not always	45
No, I have not observed this pattern	18
I am unsure	5



18. **How often do you hear comments or jokes that stereotype women's abilities or emotional responses in high-s tress situations?** More details

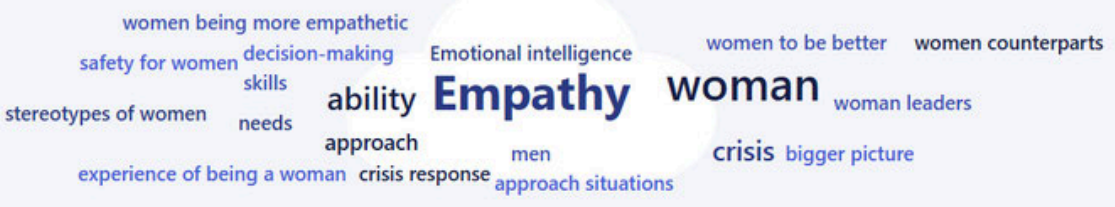
Frequently	20
Occasionally	42
Rarely	34
Never	24



19. **In your opinion, what unique skills or perspectives do women bring to crisis management and resilience-build ing that may be undervalued?** More details

102
Responses

27 respondents (26%) answered Empathy for this question.



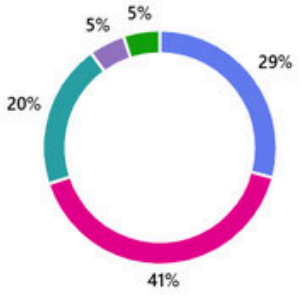
20. **What is the single most significant barrier you believe women face in your field of work compared to men?** More details

102
Responses

25 respondents (25%) answered women for this question.

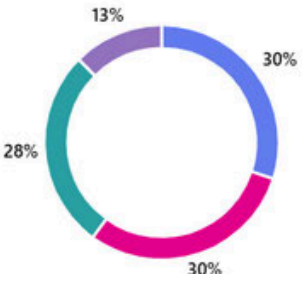
21. **In team meetings or operational briefings, have you observed that women are more likely to be interrupted o r spoken over than men?** More details

Frequently	35
Sometimes	49
Rarely	24
Never	6
I am unsure / Not applicable	6



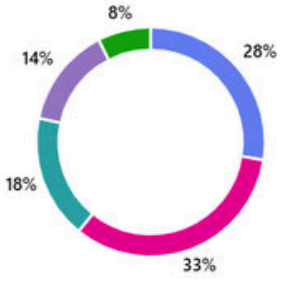
22. **Think about a situation where a team member's idea was initially ignored but later adopted when suggested by someone else. In your experience, is this more likely to happen to a woman's idea which is then credited to a man?** More details

Yes, I have seen this happen multiple times	36
Yes, I have seen this happen occasionally	36
No, I have not observed this	33
I am unsure	15



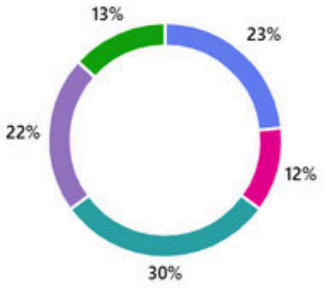
23. **To what extent do you agree with the following statement: "In my experience, women must provide more evi dence or justification for their viewpoints to be taken as seriously as men's in high-stakes discussions."** More details

Strongly Agree	33
Agree	40
Neutral	21
Disagree	17
Strongly Disagree	9



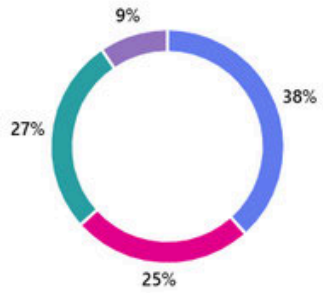
24. **Consider the assignment of public-facing communication roles (e.g. press conferences, community briefings) during a crisis. Have you observed a gender-based pattern in these assignments?** More details

Yes, men are more often assigned as the lead strategic spokespersons	28
Yes, women are more often assigned to roles focused on empathy and community support	14
Both of the above patterns are common	36
No, roles are assigned based on expertise and skill, regardless of gender	26
I have not been in a position to observe this	16



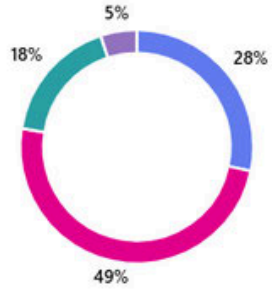
25. **Think about how communication styles are perceived. In your work environment, is it true that... (Please selec t all that apply)** More details

An assertive woman is more likely to be perceived as "aggressive" or "bossy" than an assertive man	89
A man expressing passion or frustration is more likely to be seen as "authoritative" or "taking charge,"	58
A collaborative and empathetic communication style is more often undervalued or seen as a sign of...	63
None of the above; communication styles are generally judged equally regardless of gender	22



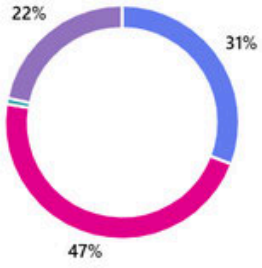
26. **How much influence do informal communication networks (e.g., conversations 'after the meeting', social gat herings) have on key decisions in your crisis management environment?** More details

A great deal of influence	34
Some influence	59
A little influence	21
No influence at all	6



27. **Following the previous question, do you believe that women have the same level of access to these influential informal networks as men?** More details

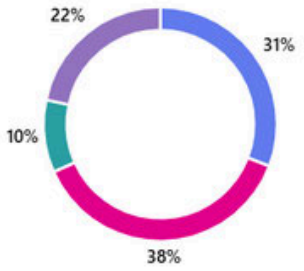
Yes, access is equal	37
No, men have more access	56
No, women have more access	1
I am unsure	26



28. **Do you believe that women from racial or ethnic minority groups face additional or different challenges in thi s field compared to white women?**

More details

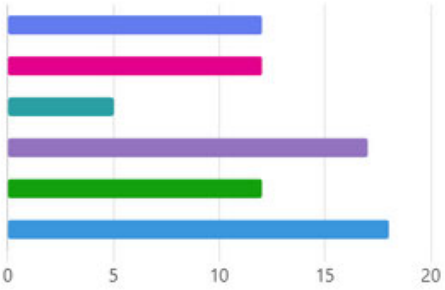
Yes, they face significant additional challenges	37
Yes, they face some additional challenges	45
No, the challenges are largely the same	12
I am unsure	26



29. **We recognise that individuals have multiple identities. If you are comfortable, please select any of the followi ng that you feel have created compounded disadvantages for you in your work:**

More details

Race/Ethnicity	12
Disability	12
Sexual Orientation	5
Socioeconomic Background	17
Prefer not to answer	12
Other	18



30. Share any additional comments here

More details

31
Responses

11 respondents (35%) answered women for this question.

PREPARED BY

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WITH THANKS TO

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