

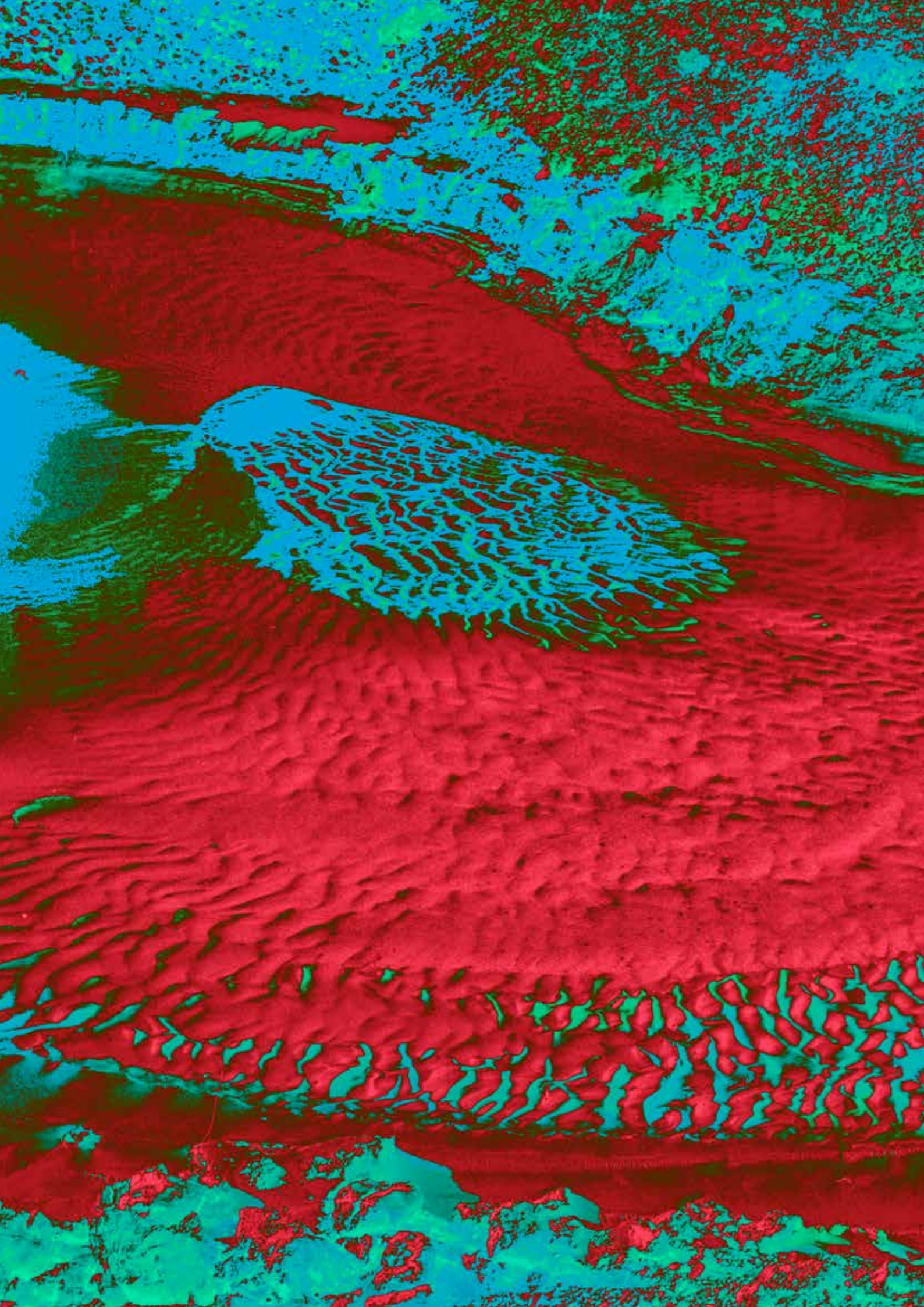
# #DifferenceMakers

Inspirational people making a difference in Cymru | Wales



ISSUE 002

four



# Introducing the Difference Makers Cymru | Wales

At Four Agency our mission is to make a difference through the creative, communications and media work we do and that's why we have chosen to recognise difference makers in business and society. Our second edition Difference Makers report, a celebration of extraordinary individuals who are making a meaningful difference across Cymru | Wales, showcases remarkable people whose passion, vision and determination are shaping a brighter future for Wales and beyond.

In these pages, you'll discover inspiring stories that showcase Wales at its innovative best. From **Julie Finch** transforming Hay Festival into a global catalyst for cultural change, to **Abi Tierney** redefining what Welsh rugby means for future generations. You'll meet **Ben Burggraaf**, whose practical approach to industrial sustainability is positioning Wales as a leader in net zero innovation and **Ali Abdi**, whose community bridge-building is creating pathways for underrepresented voices to be heard.

Our report also highlights **Graeme Farrow's** visionary work at Wales Millennium Centre, **Sarah Boswell's** game-changing leadership in women's sport, and the creative partnership of **Adele Thomas** and **Sarah Crabtree** revolutionising Welsh National Opera, amongst many more inspirational stories.

What unites these difference makers is their distinctly Welsh approach to change – combining passion with practicality, ambition with authenticity, and global vision with local values. Their stories reflect a Wales that's confidently facing the future while honouring its rich heritage.

I hope you find inspiration in their journeys and discover the extraordinary impact that can be made when vision meets determination in this remarkable nation to which Four has a deep and lasting commitment.

**Nan Williams**  
Group chief executive  
Four Agency Worldwide & Four Cymru.



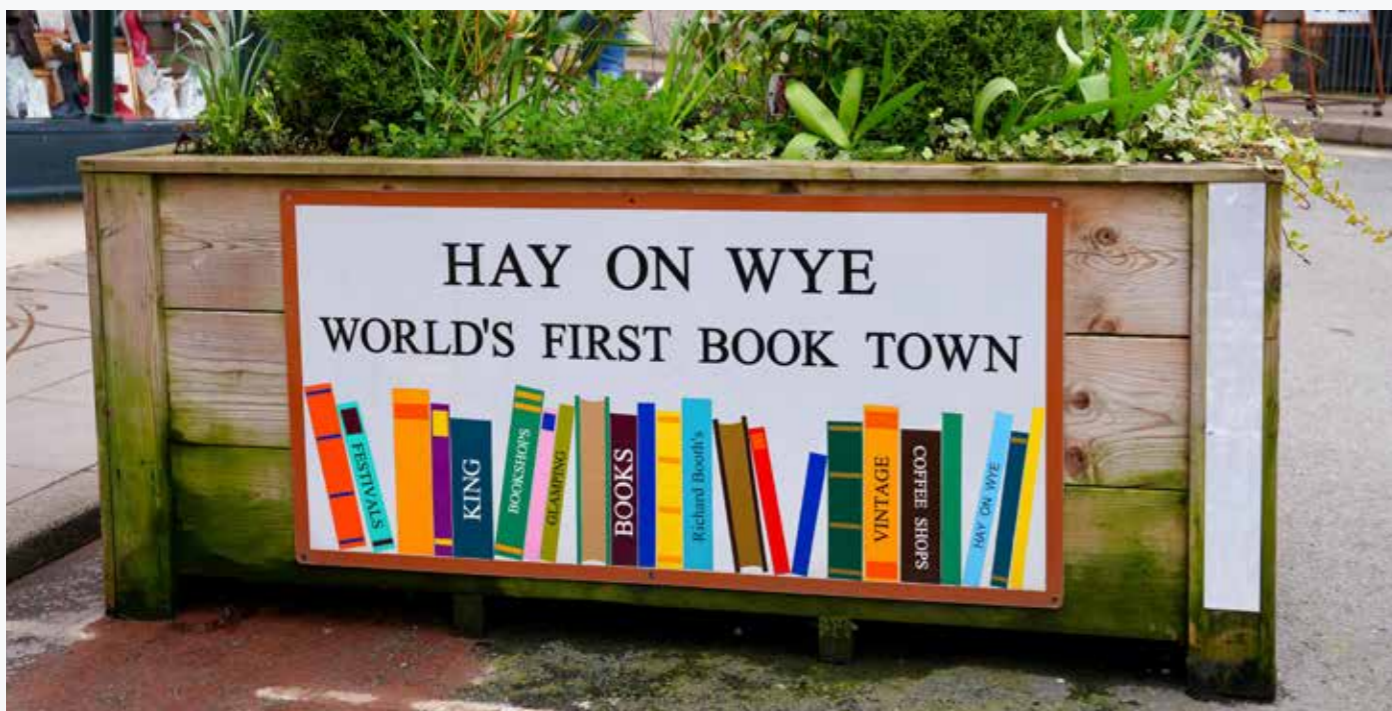
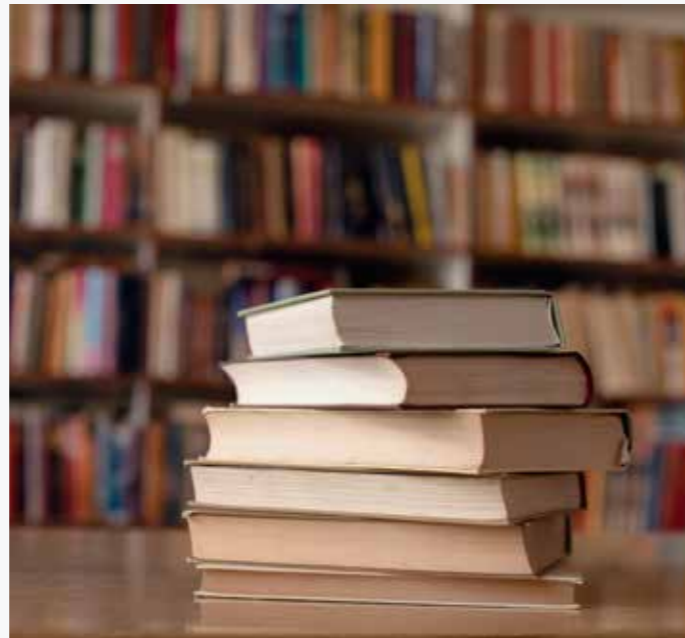
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Image credit: Billie Charity



# Julie Finch: the literary bridge-builder

When Julie Finch discovered Hay Festival as a visitor in 2011, she couldn't have known that she would one day lead this iconic Welsh institution into its next chapter. Now, as CEO of Hay Festival Foundation, she's transforming what began as a small literary gathering in Wales into a global catalyst for cultural change.

"I believe the soft power of culture is critical to rebuilding societies, connecting and convening," Julie reflects, drawing on a career that has taken her from pioneering museum projects in Bristol and Perth, Australia, to the helm of one of the world's most influential literary festivals. When the opportunity arose in 2022, she couldn't resist the chance to shape the future of an organisation that had personally inspired her.

Under Julie's leadership, Hay Festival has evolved into what she calls "civic spaces for dialogue and debate, enjoyment and discovery." The festival now operates across continents - from its Welsh heartland to Mexico, Peru, Colombia, Panama, USA, Spain and Ukraine - creating platforms where literature, arts and ideas converge.

"Just one encounter with a writer can change a person's life," Julie says. This belief drives Hay's commitment to improving life chances, particularly for children and young people. "Many children don't know what an author does and don't have books at home. There's a lightning moment of realisation across children's faces when they meet an author for the first time. This is the point at which they see the possibilities."

As Hay celebrates new milestones - its 10th edition in Peru in 2024, 20th edition in Colombia in 2025, and preparing for its 40th Welsh festival in 2027 - Julie's vision extends beyond mere commemoration.



Image credit: Billie Charity

Julie Finch, chief executive, The Hay Festival

She's working to secure the festival's long-term future while ensuring it evolves with a changing world.

Julie sees Hay's role as particularly crucial in today's world of "polarisation, sound bites, fast news, opinion overload and a lack of kindness." Through the festival's activities, she aims to foster understanding and respect for diverse viewpoints, creating learning opportunities that bring strangers together to share moments and leave with new perspectives.

For aspiring difference makers, Julie's advice is characteristically thoughtful: "Take the long form, not the sound bite - read more, listen to podcasts, broaden horizons, think the unthinkable and start conversations with complete strangers. Change often starts with a single idea and you never know where it might lead."

Through Hay Festival, Julie isn't just organising literary events - she's creating spaces where stories can shape who we are, where ideas can transform lives and where Wales can connect with the world through the power of words.

# Jamie Baulch: the champion fundraiser



Jamie Baulch, former world champion, Olympic silver medallist and founder of BidAid

From crossing finish lines to raising bids, Jamie Baulch has spent a lifetime pursuing excellence with relentless determination. The former world champion and Olympic silver medallist has transformed his winning mentality from athletics into business, creating a platform that's changing the face of charity fundraising across Wales and beyond.

"I think we're only here for a short time, and if we're going to be here, we need to do it properly," Jamie reflects, with the same intensity that propelled him around tracks worldwide. This philosophy underpinned his meteoric rise to become indoor 400m world champion in 1999 – a moment that still resonates deeply.

"Crossing that line and being the number one on the planet...that is a special moment, especially when I phoned my dad and said, 'your son is world champion,' and he cried down the phone."

But Jamie's most profound motivation lies in gratitude. Adopted as a child, he attributes his success to the opportunities his parents provided. "If it wasn't for my mum and dad who raised me, I wouldn't be the person I am today. Life's all about giving back."

This sense of debt fuels his current venture, BidAid – a comprehensive fundraising platform helping charities raise money through unique auctions. What sets BidAid apart is his athlete's obsession with being the best. "I can't do second place; I want to win."

His company creates truly remarkable experiences – like swimming with Olympic champion Rebecca Adlington – that command premium bids. "An auction is ultimately a shop window for people to bid on to raise money for charity. If we can make things unique, they're going to sell, which means the charity makes more money."

The transition from athletics to business brought challenges. "When you're an athlete, you cross the line first, you're the winner. In business, it can be more subjective." Yet Jamie's entrepreneurial journey has delivered profound satisfaction, including an auction that raised over a million dollars in a single event.



His definition of making a difference is refreshingly straightforward: "It's leaving the place a little bit better than you found it." This philosophy extends to his personal life, where he finds daily inspiration in his partner Cheryl. "She's an anomaly. I've never met anyone like her," he says with genuine admiration.

"It's not about business – it's the way she lives, what she eats, how she acts in public, how she acts at home." For Jamie, true excellence isn't just about grand achievements but consistent integrity in every interaction.

Though he acknowledges the hard work involved, the rewards far outweigh the struggles. When his head hits the pillow at night, knowing he's helped someone, somewhere, Jamie feels that rare satisfaction that comes from giving rather than receiving – a true champion's legacy that extends far beyond medals and trophies.

# Sarah Crabtree and Adele Thomas: the opera revolutionaries



Image credit: Jon Pountney

Sarah Crabtree and Adele Thomas, co-CEOs/general directors, Welsh National Opera

In the historic world of opera, where traditions span centuries, Adele Thomas and Sarah Crabtree are writing a revolutionary new chapter. As the first female leaders of Welsh National Opera, with Adele being its first Welsh leader, they are pioneering a co-leadership model that embodies their vision: building the opera company of the 21st century.

Their paths to this groundbreaking partnership reflect their complementary strengths. Adele, hailing from Port Talbot – a town famous for producing world-class actors – discovered her passion after witnessing a WNO production at Wales Millennium Centre in 2005. "I instantly fell in love with the art form and knew from that point on that's what I wanted to do with my life". Meanwhile, Sarah "fell into opera" when her love of music collided with her "theatre obsession". She eventually found her calling in producing, most recently at London's Royal Opera House. There,

she commissioned and developed new works at the Linbury Theatre, oversaw its redevelopment and opening, and collaborated with Adele on one of the first new productions.

Their journey as joint CEOs began with a phone call. "About a year ago I approached Sarah before the role was even advertised," Adele explains. And Sarah herself felt "There was literally nobody else I'd take on this mammoth challenge with." This mutual respect forms the bedrock of their partnership.

What drives them is a shared conviction that "opera is the dynamic art form of our age, not a relic of the past". Opera offers a unique, unamplified acoustic experience where everyone shares the same airspace," says Adele. "In this day and age, which is less sociable than when I was growing up, people crave shared experiences and events. And opera is always an event!"

Their mission extends far beyond preserving tradition. They are clearly reimagining how opera is made for today and tomorrow, forging unexpected partnerships, and opening the art form to new voices. As Sarah puts it, "We want a more democratic, more permeable art form... developing new talent and new stories as well as exciting retellings of the famous operatic canon."

Both leaders emphasise bravery as essential to making a difference. "Having the courage to act on change can leave you incredibly vulnerable," Adele reflects. "Yet, that combination of bravery and vulnerability is immensely powerful."



WNO's Rigoletto directed by Adele Thomas, 2024. Image credit Richard Hubert Smith

Their ultimate vision transcends even WNO itself although they clearly cherish its eighty years of amazing achievement – from small Welsh beginnings to one of the world's leading opera companies. They're also championing Wales itself on the global stage, fighting for a nation that stands tall in its cultural identity. "We are a deeply creative and cultured nation," Adele says, "yet Wales often struggles with self-confidence."

Through their pioneering partnership, Adele and Sarah aim to transform perceptions of what opera can be, who it is for, and how Wales contributes to the global cultural conversation, note by powerful note.



# Ben Burggraaf: the industrial innovator

"Don't let perfection be the enemy of the good," says Ben Burggraaf, CEO of Net Zero Industry Wales, explaining his practical approach to industrial sustainability. This Dutch-born engineer, who found his home in Wales, is championing a vision where environmental responsibility and industrial prosperity go hand in hand.

From tinkering with machines as a child in the Netherlands to leading Wales' transition to sustainable industry, Ben's journey reflects his commitment to making tangible differences. After roles in the steel industry and Welsh Water, he now faces perhaps his biggest challenge: helping Welsh industry navigate the path to net zero while maintaining its competitive edge.

"I'm not an environmentalist, I'm an engineer who transferred into the sustainability realm," Ben explains, emphasising his focus on finding practical solutions. He draws on the Dutch cultural concept of 'polder' - the art of finding compromises that move everyone forward, even if no one is completely satisfied. "It's better to do something than nothing," he says.

His vision for Wales is bold yet pragmatic: "We want to make Wales the country of choice for producing sustainable goods and services." He's particularly focused on preventing the twin threats of decarbonisation and deindustrialisation from hollowing out Welsh communities, having witnessed first-hand the impact of industrial decline in places like Port Talbot.

As both an industry leader and a carer for his disabled son, Ben brings unique perspective to his role. "Carers are the most



**Ben Burggraaf, chief executive officer, Net Zero Industry Wales**

hardworking people in our industries," he reflects, advocating for greater workplace inclusion and understanding. This personal experience has transformed him from an "introverted, analytical person" into someone with deeper empathy and broader perspective.

Ben sees Wales' tight-knit community as a unique advantage in the transition to net zero. "If you can't make net zero happen in Wales, you can't make it happen anywhere," he says, noting there are only "two to three degrees of separation" in Welsh business networks. However, he believes Wales needs to be more confident in promoting its achievements, drawing parallels with his native Netherlands' more assertive approach.



Looking ahead, Ben likens the journey to net zero to climbing Everest: "We can't see the top from where we sit at the bottom... Anyone who says they absolutely know what net zero will look like is lying. But we need to get to base camp first."

For aspiring difference makers, Ben emphasises authenticity and curiosity: "Don't try to copy anybody else... be curious, listen to other people."

He believes real change comes from being willing to "put your head above the parapet" while remaining open to finding compromises that move everyone forward.

Through Net Zero Industry Wales, Ben isn't just working to decarbonise industry - he's helping forge a new identity for Welsh manufacturing that honours its industrial heritage while embracing a sustainable future.

# Abi Tierney: the future of Welsh rugby



Abi Tierney, chief executive, Welsh Rugby Union

For Abi Tierney, leading Welsh rugby isn't just about managing a sports organisation – it's about safeguarding a fundamental piece of Welsh identity. As the first female chief executive in the Welsh Rugby Union's (WRU) history, she brings a fresh perspective to a role steeped in tradition.

"Rugby is part of what it means to be Welsh," Abi reflects. "It matters so much to people here, more than anywhere else on the planet, it's almost part of our DNA." This deep understanding of rugby's cultural significance in Wales drives her vision for the sport's future.

Though her path to the WRU might seem unconventional – having served as Director-General of HM Passport Office and UK Visas and Immigration – Abi's varied career has equipped her with crucial insights into organisational transformation. Her appointment marks what she calls a "full circle moment," returning to her roots in a sport that has been woven into her family's story since childhood.

Under her leadership, the WRU is embracing change while honouring tradition. Her focus extends beyond the pitch, seeing rugby clubs as vibrant community hubs that foster inclusion

and opportunity. "Rugby has the ability to enable life chances and develop people on and off the pitch," she explains, her voice carrying the conviction of someone who has witnessed the sport's transformative power firsthand.

Abi's approach combines strategic thinking with genuine compassion – a quality she considers essential for modern leadership. Her mission includes everything from grassroots development to international success, all while ensuring the sport remains accessible to everyone across Wales.

The changes she's implementing start at the top, with reformed governance structures and strengthened relationships with Wales' four professional clubs. But her ultimate vision reaches far beyond administrative improvements. "Creating meaningful, lasting change isn't easy, and it takes time, but I want to create a legacy where the sport continues to inspire future generations and contributes positively to Welsh society," she says, outlining her ambition for Welsh rugby to become a model for sustainable development in world sport.

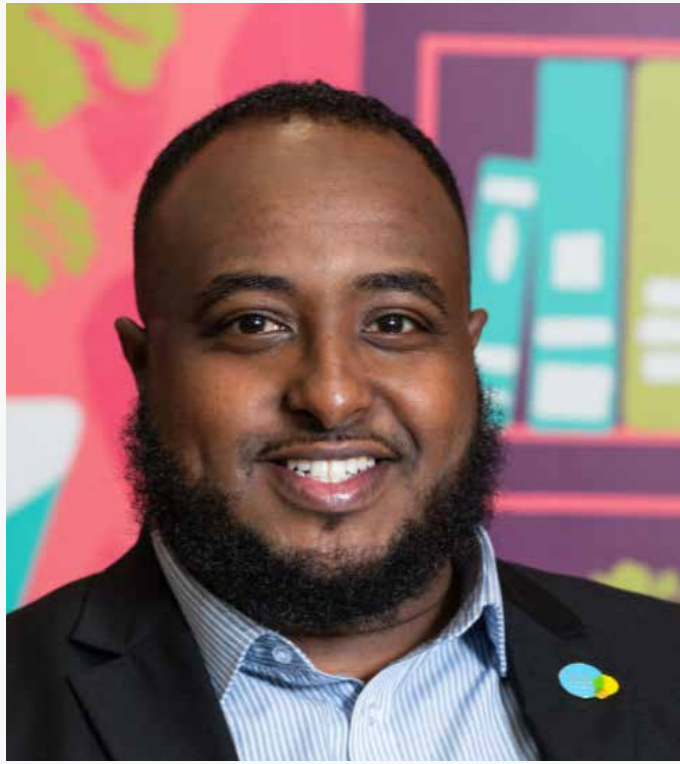
Looking ahead, Abi dreams of a Wales where every child feels empowered to engage with rugby, regardless of their circumstances. It's about more than just growing the sport – it's about using rugby as a catalyst for creating more inclusive, united communities across Wales.

Through her leadership, Abi Tierney's mission is to build a thriving future for Welsh rugby and prove that tradition and transformation can not only coexist but thrive together, creating a stronger foundation for Wales' beloved national sport.





# Ali Abdi: the community bridge builder



Ali Abdi, community gateway partnership manager, Cardiff University

Growing up in Cardiff's diverse communities, Ali Abdi witnessed first-hand the barriers many ethnic minority groups face. Today, as community gateway partnership manager at Cardiff University, he's turning those early observations into action, creating pathways for underrepresented communities to thrive.

"I see my work as bridging gaps," Ali explains, "whether between communities and institutions, young people and opportunities, or employers and underrepresented talent." His journey from community volunteer to influential changemaker reflects his commitment to grassroots transformation.

Under Ali's leadership, several groundbreaking initiatives have taken shape. The Grange Pavilion, Community Jobs Compact and National Minority Ethnic Youth Forum for Wales stand as testaments to his ability to turn vision into reality. Even his successful campaign for Nando's to serve Halal chicken demonstrates his practical approach to meeting community needs.

His impact is perhaps best seen through the success stories he's helped create. He points to inspiring young leaders like Hasson Yusuf, who represents minority ethnic voices in the Welsh Youth Parliament and Ibbi Abdi, who's using fashion to highlight Cardiff's diverse culture through collaborations with Cardiff City FC, the WRU and the FAW. Then there's Nirushan Sudarsan, whom Ali first met at age 15, now pursuing a PhD at Cardiff University and co-directing the Grange Pavilion Youth Forum.

"Whether through collaborating on research projects, organising job fairs, mentoring young people, or advocating for fairer policies, my goal is always to remove systemic barriers and foster an inclusive society where everyone has the opportunity to thrive," says Ali.

He emphasises that effective change-making requires a combination of empathy, resilience and collaboration. "Every community and issue is different, so being flexible and responsive is key," he notes, drawing inspiration from figures like Marcus Rashford and Malala Yousafzai, who have used their platforms to create lasting change.



His vision for Wales is ambitious yet clear: "I want to create an economy and education system that truly works for everyone—one where no child grows up feeling that their background limits their potential and where employers actively seek and support diverse talent. A Wales where fairness, opportunity and inclusion are at the heart of every institution."

For those wanting to make a difference, Ali's advice is characteristically practical: "Start small but start now".

"Whether it's mentoring a young person, volunteering for a community initiative, or simply using your voice to advocate for fairness, every action counts. Change happens when ordinary people take responsibility and commit to making a difference in their own way."

Through his work at Cardiff University and beyond, Ali isn't just building bridges - he's creating a blueprint for a more inclusive Wales, one community connection at a time.



## Judi Rhys MBE: the cancer care proponent

For Judi Rhys MBE, the fight against cancer is deeply personal. Having lost her mother, aunt and one of her best friends to cancer at far too young an age, she has brought both professional expertise and profound understanding to her role as chief executive of Tenovus Cancer Care.

"I felt that I had found my home when I first moved into the third sector, as it really chimes with my values," reflects Judi, whose journey from the NHS through higher education and local government led her to where she believes she can make the most difference. Since 2019, she has led Tenovus Cancer Care with a clear mission: to give help, hope and a voice to people affected by cancer.

Under Judi's leadership, Tenovus has become a powerful force for change in Wales. She steered the organisation through the pandemic while spearheading groundbreaking initiatives, including a vital lung cancer screening project improving early detection rates. Her advocacy extends beyond medical care - she played a pivotal role in a Senedd inquiry addressing the experiences of women with gynaecological cancer symptoms, leading to the launch of Claire's Campaign. Leading a team of 220 staff and over a thousand volunteers, Judi emphasises the importance of compassionate leadership where people's views matter and make a difference. Under her guidance, Tenovus introduced specialist counselling services and partnered with Llais to deliver dedicated cancer advocacy to patients.

As a keen runner outside of work, Judi brings the lessons learned from sport into her professional life. "Sport has taught me a great deal about handling adversity, being disciplined, pushing through tough times and focusing on the long-term goal".



Judi Rhys MBE, chief executive, Tenovus Cancer Care

This resilience serves her well in pursuing her ultimate ambition: to reduce inequalities in cancer outcomes across Wales.

Her advice to aspiring difference makers? "Do the right thing, not the easiest thing." It's a philosophy that has guided her throughout her career, from leading the successful merger that formed Versus Arthritis to her current role championing cancer care in Wales.

And her inspirations? Clinicians like Dr Sinan Eccles, who leads the lung screening project and female philanthropists making a difference globally. She particularly admires those who use their resources to empower others, reflecting her own approach to leadership.

Through Tenovus Cancer Care, Judi isn't just providing services - she's working to transform cancer outcomes in Wales. Her commitment to reducing healthcare inequalities and improving patient support demonstrates how personal experience can fuel positive change. As she continues to push for better cancer care across Wales, her work offers hope that one day, Welsh cancer outcomes will match the best in Europe.



# Avril Lewis MBE: the tech connector

"We apologise too much for being small," says Avril Lewis, managing director of Technology Connected. It's a statement that encapsulates her mission to showcase Wales as a global technology powerhouse, challenging the notion that size limits potential.

From selling computers to builders in her early career to leading Wales' most influential technology network, Avril's journey reflects the dynamic nature of the industry she champions. After roles in British Aerospace and the semiconductor industry - including being part of a management buyout team - she found her true calling in 2012 when asked to lead what would become Technology Connected.

"I bring people together," Avril explains, describing her role in uniting Wales' tech ecosystem. Under her leadership, Technology Connected has launched landmark initiatives including Wales Tech Week, now the country's largest international tech summit. This event has become a global magnet for investment, collaboration and talent, proving that Wales can indeed "play in the global arena."

Her impact extends beyond events. Through the Technology Leadership Council and expert groups on Blockchain and Data & AI, Avril has created platforms where Wales' top tech minds can collaborate and innovate. The recently launched Technology Connected Network strengthens these connections further, fostering business growth and building a more prosperous future for Welsh technology.

"It's not about who shouts loudest," Avril reflects on effective leadership, "it's about finding the right moment and the right

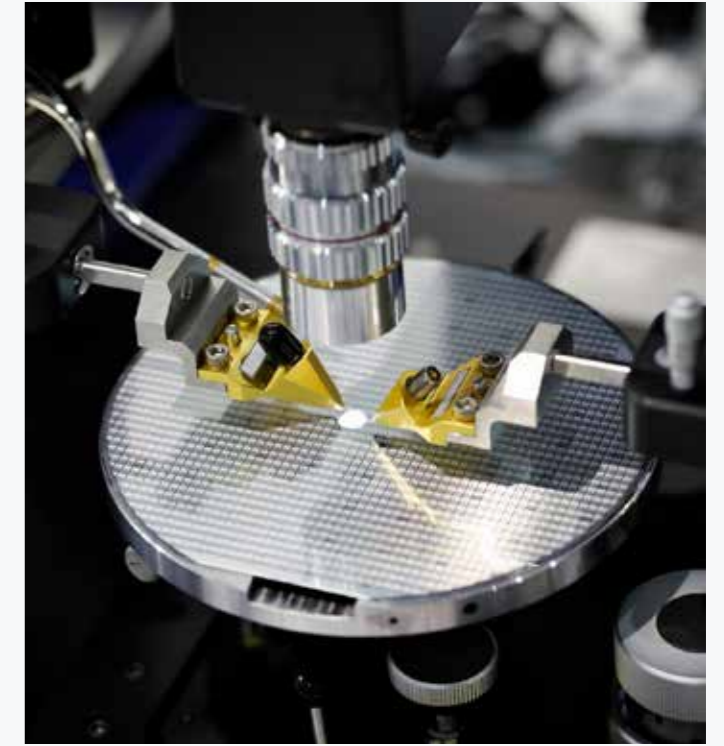


Avril Lewis MBE, managing director, Technology Connected

point to make to become a catalyst for change." This approach has helped establish Wales as a recognised hub for emerging technologies.

She draws inspiration from fellow difference makers like Dr Drew Nelson OBE, who established Wales' world-leading compound semiconductor cluster, and Aled Miles, Welsh Government envoy to the US, whose ability to communicate technology's core benefits aligns with her own mission to cut through the noise.

Looking ahead, Avril sees Wales as "a cauldron of enabling and emerging technologies, a great place to start and grow a business with an incredible community of people who are creating and demonstrating how technology can transform the way we live, work and protect our planet." She sees Wales as potentially the world's most incredible living laboratory for how technology can improve economic growth and public services.



Her message to Wales is clear: be less apologetic and more confident. "I want Wales to be more ambitious, aspirational and inspirational for our young people – make it cool to be Welsh, living, working and playing in Wales."

For aspiring difference makers, Avril's advice reflects her collaborative approach: "Find the real experts and leaders in your

field, connecting brilliant minds will spark change and inspire action - making a real difference."

Through Technology Connected, Avril isn't just promoting Welsh technology - she's reshaping perceptions of what Wales can achieve on the global stage.



## Graeme Farrow: the promoter of creativity



Graeme Farrow, chief creative and content officer at Canolfan Mileniwm Cymru | Wales Millennium Centre

Graeme Farrow's path into the arts wasn't straightforward. Growing up in Sunderland, he was more likely to be found on the football terraces than in a theatre. It was through his love of music, particularly live gigs, that he began to find the arts. After relocating to Belfast, he volunteered at a festival and worked nights at an independent cinema, immersing himself in the world of film and music. Within fifteen years he was running film and music projects.

Graeme's current role as the artistic director of the Wales Millennium Centre followed his tenure as executive producer for the UK's first City of Culture, Derry/Londonderry. He was drawn to the idea of building something lasting with a focus on creating a vibrant, creative enterprise that collaborates with artists, young people, and communities.

At the Wales Millennium Centre, Graeme is dedicated to promoting an environment

where creativity can flourish. This involves strategic planning, securing funding and reimagining spaces to be more than just evening performance venues. "We're trying to be more for the people in Wales - to be useful and exciting all day, every day. The goal is to make Wales a vibrant, creative nation that tells its story to the world."

One of Graeme's significant achievements is a series of new studios for young people which encompass theatre, radio, music and digital arts. Designed with input from young people, these spaces provide a rare opportunity for creative collaboration in a world that can often feel isolating. He is also excited about the potential new technology, like XR and AI, has in expanding storytelling possibilities and growing audiences.

Graeme believes that being a difference maker requires a clear vision, patience, and a willingness to collaborate. "Listening is so important when you're creating a space for reflection and new ideas. We're all about supporting positive change and making a difference to the community within our sphere of influence."

Admiring figures like American social practice installation artist Theaster Gates, Graeme is inspired by those who rebuild communities and support artists with transparency. He also draws inspiration from global figures like Iranian human rights activist Narges Mohammadi who fight for justice in challenging circumstances.

Graeme's goal is to make the Wales Millennium Centre one of the most dynamic creative spaces across the globe. A space which will thrive long after his tenure. His advice to aspiring *difference makers*? "We will achieve great things if we care less about who gets the credit."

# Fflur Dafydd: the bilingual storyteller



Fflur Dafydd, novelist and screenwriter

From winning the Literature Medal at the Urdd Eisteddfod at age 20 to having Russell T Davies praise her upcoming novel as "magnificent," Fflur Dafydd has spent over two decades crafting stories that showcase Wales to the world. As a novelist, screenwriter and musician, she's breaking new ground in what it means to be a contemporary Welsh artist.

"I feel passionate about telling authentic Welsh stories in both languages that inform, inspire and excite people," Fflur explains. Her work spans an impressive range - award-winning Welsh and English novels, critically acclaimed TV show sold internationally, feature films and even four albums that earned her Best Female Artist at the BBC Radio Cymru awards. Fflur wrote from a young age, gaining an MA in creative writing from the University of East Anglia and a PhD from Bangor University on the work of R.S. Thomas,

before becoming a creative writing lecturer at Swansea University. But it wasn't until having children that she became a full-time writer, with TV and film opportunities emerging, leading her to adapt her novel "Y Llyfrgell" into an award-winning feature film. Since then, she's contributed over 50 hours of primetime drama to S4C and BBC iPlayer, written for international hits like Channel 4's "Humans" and ITV's "Trigger Point" and worked with major production companies including CBS International and Miramax.

What sets Fflur's work apart is her ability to reimagine Welsh institutions through fresh eyes. "Many of the places I've written about - Bardsey Island, the National Library, the National Museum - have been viewed differently because of how they've been portrayed in my fiction," she says. Her series about the Welsh National Museum recently found an audience in Japan, introducing Welsh culture to new viewers.

Her approach to writing in both languages is carefully calibrated. In Welsh, she pushes boundaries and engages with culture in innovative ways. In English, she provides readers with a unique lens into Welsh culture. Her commitment to avoiding stereotypes is deliberate: "We have had enough literature which portrays the Welsh people and landscape as deprived and bleak. My role is to counterbalance that with humour, warmth and what makes us different."

Looking ahead, Fflur continues to expand her reach. Her forthcoming novel "The House of Water" (May 2025) and Radio 4 drama series "Mothercover" demonstrate her ability to tell Welsh stories on an



increasingly global stage. She draws inspiration from fellow bilingual writers like Manon Steffan Ros and Caryl Lewis, who are similarly opening their craft to dual audiences.

For aspiring difference makers, Fflur emphasises authenticity and persistence: "Be true to yourself and your own vision. There is no such thing as a 'big break', it's a gradual slogging away, never quite getting where you want to be, but trying to make a difference along the way. Also – don't

apologise for promoting your work. Get yourself a skilled PR team to craft targeted messages that highlight what sets you apart, ensuring your work stands out in a crowded marketplace."

Through her work, Fflur isn't just telling stories - she's reshaping perceptions of Wales and the Welsh language, proving that being "uncategorisable" can be a strength.

# Pryderi Ap Rhisiart: the innovation flagbearer



Pryderi Ap Rhisiart, managing director, M-SParc

Pryderi's journey takes him from a farm on the Llŷn Peninsula to leading Wales' most ambitious science park, Pryderi ap Rhisiart's journey embodies the transformation he plans for North Wales. As managing director of M-SParc, he's turning the region into a powerhouse of innovation, proving that you don't need to leave Wales to change the world.

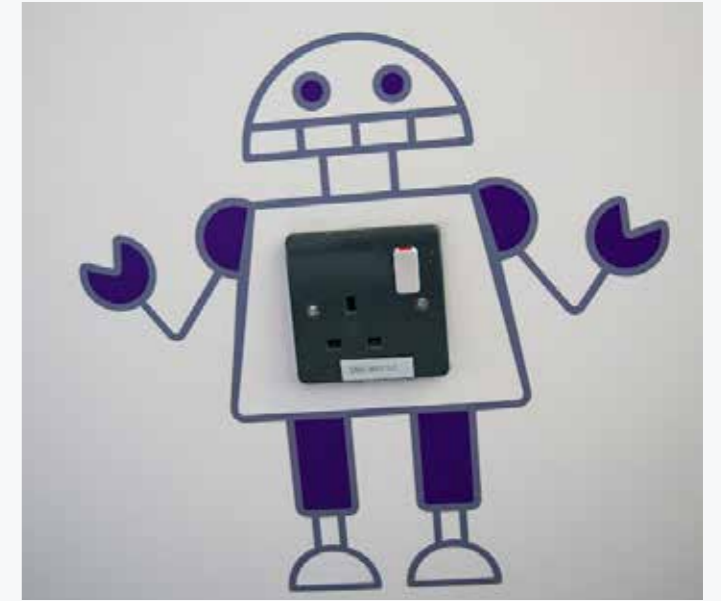
In 2014, Pryderi joined M-SParc when it was literally just a working farm and an ambitious idea. The challenge: transform it into a £20m state-of-the-art science park that would drive innovation and create high-quality jobs in North Wales. Under his leadership, the project was delivered on time and under budget, leading to his appointment as managing director in 2018.

"I help turn big ideas into reality," he says, describing his role. "M-SParc is about creating an ecosystem where businesses, researchers and entrepreneurs can thrive." This vision has created significant tangible impact. The park has supported hundreds of businesses, helped secure major projects like the Freeport and launched initiatives such as the Skills Academy to prepare people for future opportunities.

His entrepreneurial spirit emerged early. While still in secondary school he launched his first venture developing Wales' first bilingual eCommerce websites. Even now, between steering M-SParc's strategic direction, you might find him running his pizza van in Pen Llŷn or tending to his glamping site.

Looking ahead, his vision for Wales is bold yet grounded in possibility. "We have the talent, the ideas and the drive to be at the forefront of sectors like clean energy and medical technology," he says. "I want to see young people growing up knowing they have world-class opportunities right on their doorstep."

What drives Pryderi is ensuring that innovation isn't something that happens "somewhere else." He's determined that North Wales should lead the way in solving global challenges, whether in clean energy, health tech or AI. "We're living through massive changes - technological, environmental, economic," he explains. "The people who make a difference aren't just the ones with good ideas; they're the ones who roll up their sleeves and do something about them."



For aspiring difference makers, Pryderi's advice is characteristically practical: "Start where you are. You don't have to change the whole world overnight, but you can make a difference in your community, your workplace or your industry. Have the confidence to speak up and, most importantly, to act to make those changes."

Through M-SParc, Pryderi is proving that rural Wales can be a crucible of innovation, where traditional values and cutting-edge technology combine to create something quite exceptional.

# Sarah Boswell: the game changer



Sarah Boswell, chief executive officer, Wales Netball and Cardiff Dragons

Where some see barriers, Sarah sees possibilities. As CEO of Wales Netball and Cardiff Dragons, she's redefining what women's sport can achieve in Wales - not just on the court, but in society at large.

"Leadership is never a solo sport," Sarah reflects, discussing her 2025 appointment to lead both a national governing body and a commercial sporting franchise.

With experience spanning leadership, strategy and advocacy, she has consistently worked to elevate women's sport, enhance public engagement with the arts and strengthen governance structures.

Her current mission best defines her impact. "My work is about breaking barriers and building stronger foundations," she explains. "At Wales Netball, this translates into ensuring proper funding, visibility and value for the sport. It means creating sustainable pathways for everyone - from

grassroots players to elite athletes - and strengthening the vital network of clubs and volunteers".

Her leadership comes at an exciting time for the sport in Wales. As of February 2025, Wales Netball holds an impressive 9th place in the world rankings, reflecting their consistent performance on the international stage. Sarah is now focused on building on this strong foundation as the team prepares for the Europe Netball Open Event in Cardiff (May 2025) - a rare chance for Welsh fans to see their team compete on home soil - and looking ahead to the Commonwealth Games in Glasgow in 2026. These high-profile competitions present vital opportunities to showcase Welsh talent and further raise the profile of the sport across the nation.

Sarah is acutely aware of the challenges facing women in leadership, particularly the concept of the 'glass cliff' - where women often step into leadership roles during high-stakes, transformational periods. Rather than simply navigating these challenges herself, she's committed to ensuring future female leaders stand on solid ground.

Her career to date has created significant progress: improved funding and visibility for various sports and arts initiatives; stronger development pipelines for girls in sport; and better connections between arts and governance. Her vision now extends to a Wales where women's sport isn't an afterthought but a priority, where netball thrives with long-term investment, and where volunteers and grassroots organisations receive the support they deserve.

"Change doesn't happen by accident. It happens because people decide to step up." Her approach combines resilience with strategic thinking, empathy



with accountability and courage with collaboration. These qualities enable her to challenge the status quo while bringing others along on the journey.

What is Sarah's advice for those aspiring to make their own difference? "Use your voice. If you see inequality, speak up. Support women's sport. Watch it, promote it, advocate for it. Back volunteers - they are the foundation of everything."

In a world where women's sport still fights for recognition and resources, Sarah hopes to be a beacon of purposeful leadership, showing that with determination, strategy and collaboration, meaningful change is possible. Her work isn't just about transforming netball in Wales - it's about creating a legacy where every woman and girl feels valued, supported and empowered to succeed.

# Alec O'Dare: the healthcare educator



Alec O'Dare, managing director, Wound Care People

In experiences spanning device sales to leading one of the UK's largest healthcare education networks, Alec O'Dare has transformed nursing and wound care. He has created a platform that is revolutionising how healthcare professionals learn and share expertise.

"We've been successful at building the UK's largest network of nursing and associated healthcare professionals," explains Alec, managing director of Wound Care People Limited. But his journey to this role was unexpected. In 2013, after seven years in medical device sales, he was approached by a publishing veteran who saw potential in his extensive nursing connections and industry knowledge.

Today, his company delivers an impressive 1.5 million hours of free Continuing Professional Development (CPD) annually to healthcare professionals through various platforms - from the historic Journal of Community Nursing (launched in 1972) to innovative e-learning platforms featuring animation and gamified content.

"Everybody knows the NHS is overstretched, and few feel that more than frontline nursing staff," says Alec. His response has been to create flexible, accessible resources that help nurses meet their revalidation requirements while improving patient care. But his vision extends beyond education - he's also tackling the NHS's environmental impact, working with medical device suppliers to reduce waste.

"If you have an opportunity to share positive experiences and influence others to do good work then you should do so," he says, emphasising the importance of making a difference in an increasingly negative news cycle. His approach combines careful listening with strategic action. "Not just to the users of our services but listening to what's going on in the wider NHS. There are huge changes being made to funding, to job roles and responsibilities across the board."

Alec draws inspiration from difference makers like Professor Christine Moffatt CBE, recognised as one of the 20 most influential nurses of the past 60 years, who travels globally setting up lymphoedema frameworks and clinics in low-resource countries. He also admires Deborah Meaden's commitment to environmental sustainability in business investment.



Looking ahead, his ambition is clear: "Our ultimate goal is to become a fully sustainable business that continues to support nurse education while simultaneously supporting the NHS to improve its environmental impact." His concern for environmental issues runs deep. When asked about making one difference in the world, he focuses on pollution: "It's linked to so many problems, environmental and economic. A lot could be achieved if we embraced going plastic free at the very least!"



For aspiring difference makers, Alec's advice is straightforward: "Be the most knowledgeable you can possibly be and build a network that you engage with." Through Wound Care People, he's proving that combining expertise with connectivity can create lasting change in healthcare education and environmental sustainability.





## Louise Smith: the essence of Wales

In a small rural hamlet in Pembrokeshire in 1986, a young girl and her sister played shop behind a handmade counter their father built, surrounded by their mother's empty perfume bottles. Today, that same girl, Louise Smith, has transformed her childhood dreams into reality as Wales' first and only perfumer, creating fragrances that capture the essence of the Welsh landscape.

Her path wasn't direct. Life initially led Louise into the corporate world as expert relations manager at GlaxoSmithKline. But the pull of perfumery remained strong. In 2015, she took a bold step, retraining as a perfumer in Paris. By 2019, she had established Wales Perfumery, offering visitors the chance to create their own bespoke fragrances - an experience that now draws people from across Britain.

"We are entering the golden age of perfumery revival," Louise explains. As an independent perfume house, she enjoys the freedom to create luxury fragrances using the finest materials, prioritising green chemistry and biodegradable ingredients over commercial constraints. This commitment to quality and sustainability led to the launch of her groundbreaking fragrance line in 2022, inspired by the Welsh landscape - the first of its kind in Welsh history.

Her approach combines artistry with science, creativity with chemistry. "Fragrance is linked to memories and emotions," she reflects. "As an artisan, I love to create fragrances that everyone can wear, of all ages and genders, creating something that people will get pleasure from wearing, evoking memories."

The success of her vision was confirmed in 2024 when Wales Perfumery won Best



Louise Smith, founder and nose, Wales Perfumery

Consumer Retail Product in Wales. Now, Louise's ambitions extend beyond Wales' borders. She dreams of her fragrances reaching every corner of the globe, connecting people through the power of scent. "I want to bridge cultures, evoking memories and emotions that transcend borders," she says. "I am particularly excited about reaching the Welsh diaspora worldwide".

For aspiring difference makers, Louise's advice reflects her own journey: "Find your passion, believe in yourself, surround yourself with a good team of people, be resilient, overcome fear, connect and collaborate." Her path from a child playing shop to becoming a member of The British Society of Perfumers and The International Fragrance Association shows the power of pursuing one's dreams with patience and determination.

Through Wales Perfumery, Louise isn't just creating fragrances - she's bottling memories, emotions, and the essence of the Welsh landscape, proving that with vision and persistence, childhood dreams can bloom into groundbreaking reality.



## Mike Phillips: the relentless advocate for change

Growing up in Wales, Mike's early years were a whirlwind of disruptive experiences that shaped his values and passion for justice.

As a teenager, Mike found solace in music and drama, rubbing shoulders with future stars like Russell T Davies and Michael Sheen whilst studying together at the West Glamorgan Youth Theatre. But life threw him a curveball when he was diagnosed HIV+ in his final year of drama school in 1990. Told he had only a year or two to live, Mike didn't just survive, he thrived and channelled his energy into driving social change.

Alongside his friend Martin, who sadly died aged just 27, Mike co-founded Cardiff Body Positive, a HIV charity with the bold mission of "kicking back against stigma and discrimination." His move from aspiring actor to HIV activist is a testament to his resilience and unwavering commitment to making a difference.

Fast forward to today and Mike is a freelance trainer, facilitator, consultant and coach. Since 2008, he's been on a mission to release potential through learning and development, working with charities and health & social care organisations. His focus is broad and includes EDI, dementia care, communication, management and leadership.

Mike's work is all about empowering others. Take the carer whose husband had dementia. After attending Mike's course, she went from nervous novice to delivering a standing-ovation-worthy speech at a major conference. Or the non-binary individual who shared their story in Mike's training, opening hearts and minds.



Mike Phillips, freelance trainer, facilitator, consultant and coach

For Mike, being a *difference maker* isn't about grand gestures, it's about those "magical, meaningful moments." The small, human connections that make a world of difference. Whether helping dementia care workers see their impact or encouraging leaders to embrace their values, Mike's ultimate goal is to create ripples of positive change.

In a world facing countless challenges, Mike Phillips stands as a beacon of hope and resilience. His message is clear: "We all have the potential to make a difference, no matter how small. So, let's celebrate our commonalities, respect our differences and strive to make the world a kinder place." Mike's story is a powerful reminder that every action, no matter how small, can contribute to a better future.

# Jayne Brewer: the future-builder

Jayne Brewer has made it her mission to unlock entrepreneurial potential in the next generation. She now writes plans for Welsh Government start-up programmes and leads an educational enterprise reaching hundreds of schools across Wales and England.

As CEO of 2B Enterprising, Jayne is transforming how primary schools approach business education. Starting with little more than a minimal viable product in 2021, she has built a comprehensive, bilingual educational programme that now reaches over 400 primary schools across England and Wales.

"We are supporting the development of more confident, capable and resilient individuals who will be more prepared for work and life," Jayne explains. Her approach goes beyond traditional teaching, partnering schools with businesses to provide real-world context and role models - something many young people never experience.

The programme's success lies in its flexibility and inclusivity. Working closely with teachers, Jayne has ensured the resources can adapt to different learning styles, demographics and abilities. "To see young people develop confidence, even in the shortest of periods, is really encouraging."

Her vision is ambitious but precise. "Our ultimate goal is to be working with over 1,000 primary schools across England and Wales in the next three years, reaching nearly 300,000 young people annually," she says. Plans are already in motion to launch a series of animations that will digitise the offering and significantly expand its reach.



Jayne Brewer, chief executive officer, 2B Enterprising

Before 2B Enterprising, Jayne's career path took her through roles at the Wales Millennium Centre and Gower College, experiences that showed her the transformative power of education and inspirational learning. When the opportunity to lead 2B Enterprising arose, she saw the perfect chance to combine entrepreneurship with education.

Her vision for creating change is practical and inspiring. "Even the smallest gesture can make the biggest difference," she says, emphasising the power of collaboration and communication. She draws inspiration from fellow education innovators like Bethan Harding MBE and admires Sara Blakely's commitment to supporting female entrepreneurs.

For Wales, Jayne's ultimate goal is to create greater equality of opportunity - "for young people to have their eyes and minds open to all possibilities which would inspire them to challenge themselves, be ambitious and not be afraid of failure."



Her advice to aspiring difference makers reflects her own approach to success: "Look for opportunities to network, collaborate and follow up. Be interested as well as interesting - you never know who you might be sat next to in a coffee shop, on the bus or on a plane!"

Through 2B Enterprising, Jayne isn't just teaching business skills - she's nurturing the confidence, resilience and creativity that young people need to shape their own futures.

# Professor Matt Jones: the human-first technologist

"AI should be viewed as an instrument, not an agent," says Professor Matt Jones, challenging the narrative that artificial intelligence (AI) will supersede human capability. From his position at Swansea University's Computational Foundry, he's championing a vision of technology that amplifies rather than replaces human potential.

Matt's journey began in the 1990s with speech recognition research, but he quickly realised that the most fascinating element wasn't the technology itself - it was people. "Instead of putting technological progress at the centre, I reoriented around being people-centred," he explains. This revelation led him into human-computer interaction, where he's spent decades working with communities worldwide.

His approach is distinctly anti-"techno-solutionism." Rather than rushing in with predetermined solutions, Matt and his team immerse themselves in communities - from Mumbai's dense settlements to rural Wales - becoming "apprentices to the mastery of everyday life." This method has yielded groundbreaking innovations like the "speech boxes" in Mumbai, which blend AI capability with community knowledge-sharing.

"As a Christian, I am absolutely convinced that people are special," explaining his people-first philosophy. "We have billions of people with natural intelligence that, if only we could think about using technology to release their innate abilities, we're going to be a far better society."

Under his leadership, the Computational Foundry has become a crucible for this vision. Just as the nearby Hafod



Professor Matt Jones, professor of computer science, Computational Foundry, Swansea University

Copperworks once processed material that shaped structures worldwide, the Foundry aims to create digital material shaped by human understanding. It's a vision deeply rooted in Welsh industrial heritage but focused firmly on the future.

Matt is particularly concerned about AI's impact on younger generations. "There's a lot of rhetoric that says 'there's a future coming where there's going to be something smarter than you, faster than you, brighter than you'. That is a terrible vision for our younger generation."

Instead, he advocates for seeing AI more like a violin - an instrument through which humans can express their creativity and abilities. "The world will change through reminding ourselves that we are not robots, we are special," he asserts.



He believes Wales, with its understanding of how technology can be either extractive or empowering, is perfectly positioned to become an exemplar of human-centred technology.

For those wanting to make a difference, Matt emphasises the importance of building purposeful communities: "Any difference I have ever made could only be made through and with large numbers of people." His work isn't just about developing technology - it's about ensuring that in our AI-enabled future, human creativity, community and dignity remain at the centre.





Image credit: Stephen Page by Maker



Image credit: Annette Marie Townsend by Dewi Tannatt Lloyd



Image credit: Ruth Shelley by Ruth Shelley



Image credit: Rebecca Oldfield by Maker

## Ruth Davies: the makers' voice



Image credit: Gareth Edwards Studios

Ruth Davies, founder and director, First of March

In the realm of Welsh craftsmanship, Ruth Davies stands as a revolutionary force, challenging perceptions and championing a vision where Welsh artisanal work commands the global recognition it deserves.

With an unexpected background in politics, law and psychology, Ruth's journey into the world of craft was driven by something more profound – a lifelong fascination with the extraordinary power of craftspeople to transform simple ideas into exceptional creations.

"I've always been captivated by how craftsmen can pare back something complex to capture its essential character," Ruth explains, her words reflecting the same precision she admires in their work. But it was more than just admiration that led her to establish First of March in 2019. It was the recognition of an imbalance. World-class Welsh makers weren't receiving the commercial recognition achieved by their UK, Irish and international peers.

A pivotal moment came when she attended a solo exhibition opening where the room was filled with familiar faces – other makers and gallery staff – but crucially lacking in buyers. "That's when I knew something had to change," Ruth recalls. "These skills, this profession, needs buyers to stay alive."

Through First of March, Ruth has become both advocate and facilitator, working tirelessly to create a vibrant, sustainable luxury sector within Wales. Her efforts are bearing fruit – the organisation has been selected to showcase at Collect 2025, the leading international fair for contemporary craft and design, marking a significant milestone for Welsh craftspeople stepping onto the global stage.

But Ruth's vision extends beyond individual successes. She's challenging fundamental perceptions about craft in Wales, pushing back against the notion that it's merely a sector dependent on public support or limited to Saturday craft fairs. Instead, she's positioning Welsh craft where it belongs – in the luxury market, where exceptional craftsmanship commands exceptional value.

Her ultimate goal? "A vibrant, sustainable and highly valued design and luxury craft sector within Wales that commands a reputation and recognition for quality across the globe," she states with quiet determination. It's an ambition that requires resilience, positivity and the ability to challenge the status quo – qualities Ruth has in abundance.

For Ruth, luxury isn't about excess or price tags; it's about values and appreciation, about recognising something intrinsically valuable. Through her work, she's not just promoting Welsh craft; she's redefining what luxury means in the modern world, one exquisitely crafted piece at a time.

# Elin Rhys and Ffion Rees: the media pioneers

In the heart of West Wales, a remarkable story of legacy and innovation is unfolding at Telesgop, where mother and daughter duo Elin Rhys and Ffion Rees are reshaping Welsh broadcasting. Their journey, spanning three decades, exemplifies how passion and principle can transform an industry.

Elin's path to founding Telesgop was anything but conventional. A biochemist turned presenter, she established the company in 1993, determined to prove that world-class television could emerge from Wales. "I wanted to be master of my own fate," she reflects, noting how rare it was for women to start production companies then. The company's name, meaning

'telescope' in Welsh, originated from their first series about astronomy – a fitting metaphor for their far-reaching vision.

Meanwhile, young Ffion grew up adamantly refusing to enter media, initially pursuing pharmacy until fate and a love for storytelling intervened. "I've always loved photography and music," she says, describing how watching Attenborough documentaries sparked her passion for visual storytelling. Now, as managing director, she's building on her mother's foundation while forging her own path.

Under Elin's leadership, Telesgop became known for groundbreaking Welsh-language science programming and vital



Elin Rhys, founder and chair, and Ffion Rees, managing director, Telesgop



agricultural coverage, including crucial reporting during the foot and mouth crisis. The company pioneered flexible working long before it became mainstream, enabling countless women to build careers in television, particularly in West Wales.

Today, Ffion carries this torch forward, challenging the old notion that "if you were any good you'd be in London." Both women share a fierce determination to showcase Welsh talent and fight for recognition beyond their borders. Their work spans local agricultural programming to acclaimed radio productions for national networks.

"Don't just run a business to make money," Elin advises. "Find your core values and stick to them." It's a philosophy Ffion embraces, adding her own emphasis on kindness and patience in driving change. Together, they're proving that when values align with vision, the impact can span generations.

Through their combined leadership, mother and daughter are writing a new chapter in Welsh media, one where excellence knows no geographical boundaries and where making a difference means staying true to your roots while daring to reach for the stars.

# Paul Burston: the bigotry eradicator

First a short history lesson. Polari is a UK slang language that originated in the 19th century and was used by gay men and marginalised groups to communicate covertly during a time when homosexuality was illegal. Despite being largely considered a "dead" language, Polari has seen a revival in various forms, with some words like "camp" and "drag" entering mainstream culture.

Step forward our next *difference maker*, Paul Burston, who has been a leading figure in the Polari's revival, preserving its legacy and continued relevance today. As a celebrated author, Paul has dedicated his life to amplifying LGBTQ+ voices and to creating platforms for those who are often sidelined. He is the driving force behind the Polari Literary Salon and the Polari Prizes. Born in York and raised in South Wales, Paul's progress into activism began in the mid-80s, inspired by his experiences at Pride marches and his involvement with ActUp during the AIDS crisis.



Paul Burston, founder Polari literary salon & Polari Book Prize

Paul believes that being a *difference maker* is crucial in today's world: "The world can still be a very prejudiced, uneven and unfair place. Without people willing to make change, take risks or make sacrifices, progress would stall." Paul points to ongoing battles, like the banning of LGBTQ+ books in America, as a stark reminder that the fight for equality is far from over. "We can't rest on our laurels; we must be ready to come out fighting again."

Paul's ultimate goal is a publishing world where no one questions the inclusion of LGBTQ+ characters. He hopes for a future where publishers never again ask, "Does this character have to be gay?"

He also emphasises the importance of allies and mentors. From Michelle Hudson, the first director to invite Polari to be part of her festival, to avant-garde filmmaker, Derek Jarman, a friend and mentor, Paul is keen to emphasise the collective effort behind his personal success. "Too often, people who reach the top kick the ladder down after them. I firmly believe it's crucial to lift others up and share the platform with the community."

If Paul could make one difference in the world, he would eradicate bigotry. "Forcing bigots to spend a week in the shoes of those they discriminate against would teach a valuable lesson. Bigotry, in this day and age, shouldn't exist."

Paul offers simple advice to those looking to become *difference makers*: "Reach out to those in your circle facing struggles. Make a stand on their behalf because we all need allies."



# Dr Sarah Louisa Birchley: the diaspora advocate



Dr Sarah Birchley, professor at Toyo Gakuen University, Tokyo and board member of GlobalWelsh

Dr Sarah Louisa Birchley is a professor in the Business Administration faculty at Toyo Gakuen University, Tokyo. Specialising in global diaspora entrepreneurship, she also serves on the board of GlobalWelsh and led the groundbreaking research into the “brain drain” in Wales.

Her path to academia was unplanned, driven by curiosity and a desire to travel. In 2001, she embarked on an adventure to teach and explore South East Asia, which led her to Japan. What was initially a one-year plan turned into a long-term commitment as she became fascinated by her new environment and the connections between people and places.

Sarah's academic career began in 2006 and she achieved tenure in March 2018. Her work involves researching diaspora entrepreneurship, teaching human resource management, project management and global business and directing international programs. Adapting to Japanese business and academic culture was a challenge, but with the support of great mentors, she navigated it successfully.

Her involvement with GlobalWelsh began during a sabbatical in 2018, when she spent time in Europe and the Americas. Visiting Welsh Patagonia and attending the North American Festival of Wales reignited her connection to her Welsh roots. The mission of GlobalWelsh, to connect Welsh business diaspora globally to further the prosperity of Wales, resonated with her and she felt compelled to support their efforts.

As a social scientist, Sarah's research focuses on understanding the lived experiences of diaspora entrepreneurs. She has studied Japanese entrepreneur in South East Asia and Latin America and is leading the current research on brain drain in Wales. Her goal is to create more inclusive and effective societal institutions by analysing the stories of these entrepreneurs.

Sarah believes that social science can shape and influence policy decisions, human reactions and education. She aims to inspire the next generation of entrepreneurs by bringing stories of diaspora entrepreneurship into classrooms. In Wales, she provides frameworks for understanding the complex dynamics of socioeconomic structures, political systems and cultural practices.



Her ultimate goal is to inspire young people, both Welsh and Japanese, to travel and explore while considering how they can contribute to their home countries' development. She emphasises the importance of empathy, communication, curiosity and a collaborative mindset as essential qualities for making a difference.

For Sarah, being a difference maker is crucial in today's world, as it requires creativity, courage, forward-thinking and empathetic leadership. She encourages others to be curious about the world around them and to embrace and celebrate similarities and differences.

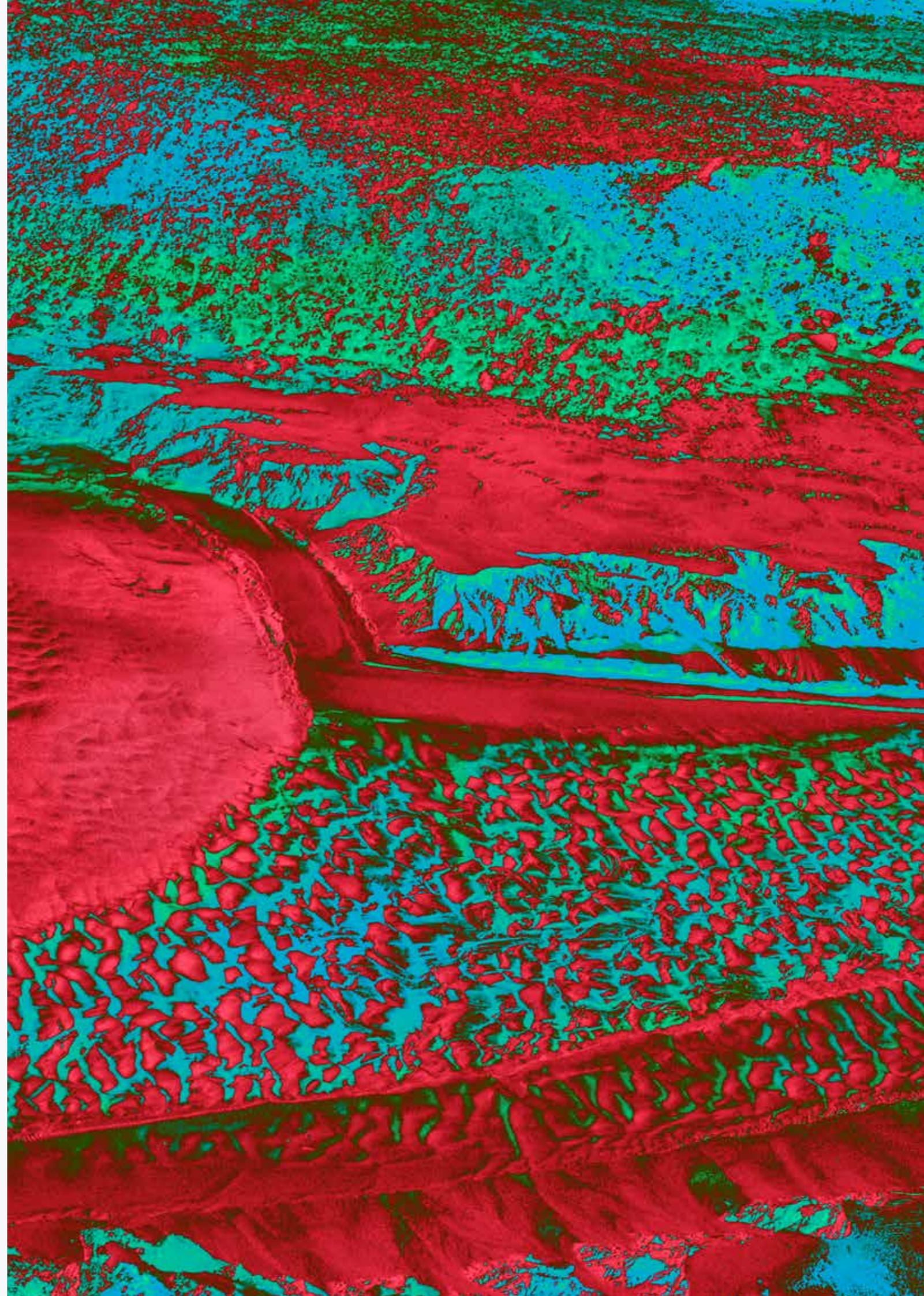


# How to become a Difference Maker

Top tips from those making a difference in Wales:

- Start small but start now
- Be the most knowledgeable you can be
- Use your voice
- Be less apologetic and more confident
- Do the right thing, not the easiest thing
- Be curious and listen to other people
- Create spaces where stories can shape who we are
- Be true to yourself and your own vision
- Read more, listen more, broaden your horizons
- Be flexible and responsive

At Four, we believe that generative AI is a difference maker. Through our Difference Engine, we're pioneering the responsible integration of AI in communications, helping clients navigate the evolving landscape of creative technology. This very report has been shaped using our AI-enhanced approach, combining human creativity with technological innovation – much like the visionaries featured within these pages.



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