



LEAD CONFERENCE 2015

EXECUTIVE SUMMARY

DIVERSITY & RESULTS – DISCOVER THE CONNECTION



Leading Executives Advancing Diversity

Leading Executives Advancing Diversity (LEAD Network)

Is a non-profit foundation whose mission is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development.

The LEAD Network brought together industry experts in Brussels to “think in new boxes” and share best practices on how inclusion and advancing women leaders is transforming the workplace and bringing better business results in the consumer goods and retail sector.



LEAD Innovation Tour

WORKSHOP MODERATOR MARITA ALEGRE

Senior Innovation Consultant, Alegre Consulting

LEAD members had the opportunity to share experiences during an interactive workshop at the Puratos Sensory Innovation Lab. The group had a roundtable conversation on innovation, key trends, challenges and opportunities – what is different from the past and how we need to embrace the future and, last but not least, how do we ensure women play a key role in innovation in the future. There were many moments for networking during the “hands-on” workshop in the Innovation Lab, baking bread and preparing patisseries.

KALYPSO

Inspired by the Network of Executive Women in the United States, Mick Broekhof, Managing Partner Kalypso, found there was a need for an organization with similar vision and mission in Europe. In the Fall of 2011, he organized a first meeting with 13 European female executives from his network. The “father of LEAD” states:

“At Kalypso, we firmly believe that diversity generates better performance. We have been sponsors from the very start of the Network.”



LEAD Welcome Cocktail & Network Dinner

WELCOME BY VERONIKA POUNTCHEVA Vice President, METRO & CEO of METRO Bulgaria



Perspective from a Retailer: Gender Equality and Leadership

FRANS MULLER

President and CEO of Delhaize Group

Frans Muller began his presentation by saying he believed diversity and gender equality leadership increases a company's long-term strength and profitability. According to Frans, improving diversity should be anchored in the top 100 officers of the company – they need to be supporting diversity across the business. Delhaize aims for an associate base and company leadership that better reflects its customers and communities, to deliver great local shopping experiences to its diverse customer base.

"We have challenges in making this ambition a reality. The number of women we have in top management is not enough. But we are working on it! We recognize there is not a 1-size-fits-all solution to creating the right environment to attract and retain women leaders any more than there is one formula for what male leaders expect."

Delhaize has done some good work already – increasing visibility of the topic and building diversity action plans across its operating companies. In 2015, Delhaize increased trainings on diversity and inclusion, and focused on increasing women in hiring pools and improving succession planning for women in the business.

Frans concluded by saying that he is committed to creating a more diverse and inclusive company, starting with clear objectives and accountability from Delhaize's top leadership to improve gender equality and diversity overall in the company's management. Delhaize will continue on the path to building a company culture that supports diversity and inclusion.

For more information on Delhaize's programme visit: sustainabilityreport.delhaizegroup.com



VERONICA CABEDO

Talent Acquisition, Learning & Organization Development Director,
Delhaize Belgium

“At Delhaize, we are convinced that our associates and leadership should reflect our customer base represented by approximately **70% women**. Our partnership with LEAD will help us address the specific reality of women leadership in Retail to deliver a great shopping experience and **maximize the competitiveness** of our company.”



Welcome

SHARON JESKE,
Executive Director, LEAD Network

Sharon Jeske welcomed all participants to the LEAD Conference 2015 “Diversity & Results – Discovering the Connection”. The mission of the LEAD Network is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. The objective of this year’s networking event was to bring together industry experts in Brussels to “think in new boxes” and share best practices on how inclusion and advancement of women leaders is transforming the workplace and bringing better business results in the retail and consumer goods sector.

Sharon highlighted the strong momentum and growth of LEAD since its beginnings. LEAD began in 2011 with 13 charter members, one steering committee and one partner, and held its first annual European event in London in 2013 with 40 participants. Today, LEAD is a strong network of 700 members, eight partners, four local chapters, a strong advisory board, and 12 committees consisting of 29 members. In Brussels, Sharon welcomed 130 LEAD members, coming from 14 countries: 38% manufacturers and 37% retailers, representing a total of 52 companies from the retail and consumer goods sector. When asked the main reason for attending the LEAD Conference in Brussels, delegates responded “Passionate about the mission of LEAD”.



Strategic Vision of LEAD

HELAYNE ANGELUS,
Principal, Kalypso & Chair, LEAD Advisory Board

Helayne Angelus, co-founder of the LEAD Network, presented the strategic vision of LEAD and where we will take this organisation in the future. Helayne presented the Advisory Board’s long-term plan for LEAD’s objectives, goals, strategies and measures:

- Support female advancement in retail and consumer goods in Europe
- Attract women to retail and consumer goods and be the envy of all industries
- Share best practices on diversity and inclusion

Helayne encouraged all LEAD members to join LEAD for this exciting journey. In closing she cited a powerful quote by Margaret Mead -

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed it’s the only thing that ever has.”



Welcome Message to LEAD Network – Leading Executives Advancing Diversity

IRINA BOKOVA,
Director General of UNESCO

(Personal message via video)

“I send my words of encouragement to the members of the LEAD Network – to all the women and men who are the drivers behind this courageous and admirable movement to advance women in the consumer goods and retail sector in Europe.

Gender equality is one of UNESCO’s two global priorities, with a commitment to promote equality between women and men across the organization’s mandate. Gender equality is not only a fundamental human right, but a necessary foundation for the creation of sustainable and peaceful societies.

Together we can make a change. One step at a time. Improving the opportunities for women to advance in society, to contribute to their workplace and bring better business results through gender diversity. LEAD is planting the seeds to transform your industry.”





DR. ILHAM KADRI

President Diversey Care, Vice President & Officer Sealed Air

"Diversity and inclusion are not a dream, but rather a journey, preparing the future generation and leaders to more equality in accessing education, jobs and prosperity. Diversey Care is proud to inject fresh air in LEAD's sails."



Can We Close the Performance Gap Without Closing the Gender Gap?

ELAINE PARR,

EMEIA Consumer Products & Retail Advisory Leader, EY

Elaine Parr began her presentation with a powerful message. The Consumer Products & Retail (CPR) industry is facing significant on-going disruption. Companies know they must do more to stay relevant to the changing consumer and sustain profitable growth. But the actions of many have not been bold or fast enough.

Although women account for 80-85% of household purchases, they still only make up 16% of senior executive teams and 5% of CEOs in the sector globally. Can companies take a different approach without more diverse thinking and leadership?

EY interviewed 50 male and female leaders of the top 200 global CPR companies to understand the role and value of diversity in their companies' success and how their companies are attracting, retaining and promoting women in leadership positions. Although 78% of respondents say that they need diversity of thought and experience to navigate successfully the sector's disruption, only 12% expect a significant increase of women in senior leadership positions. In addition, senior men and women executives have different views on why women are not reaching leadership positions and what could be done about it. Men believe that raising a family is the top barrier when women feel that they mostly lack support from mentors and senior leadership. And while men believe a more open corporate culture towards diversity is the most effective way to support women, women would like more mentoring and leadership training.

Elaine concluded her presentation with the question "What should companies be doing differently to accelerate gender parity at leadership?" and she invited conference participants to read EY's latest paper on Re-engineering the supply chain for the omni-channel of tomorrow

www.ey.com/cp-omnichannel



ELAINE PARR

Consumer Products & Retail (CPR) Leader for EMEIA – EY

"According to the WEF Global Gender Gap Report 2014, it will take until 2095 to achieve global gender parity in the workplace. At EY, we believe it is far too long and we are committed to do what we can to accelerate women's progress in the workplace. The Consumer Products & Retail sector is going through a significant transformation. Diversity of thought and experience, in particular at senior level management, will be critical to navigate change and improve companies' performance. We are delighted to join forces with LEAD to help achieve its objectives and drive momentum."



Short Stories that Light the Fire to Success in Life and Business

DR. LOUISE WENDLING,

Retired Board Chairman and Country Manager, Costco Wholesale Canada

Louise Wendling shared her personal collection of approaches that led to extraordinary business success alongside team success and a great family life.

Louise began her retail career at the Hudson's Bay Co. She then joined Costco, working her way to become the Country Manager and CEO of Costco Canada.

Louise brought the revenue of the company from \$18 million year one to over \$18 billion today 28 years later. Louise managed a team of 28,000 employees and led a retail business with 12 million members.

Louise shared with the audience several experiences from her career at Costco, including the "pink flamingo" story. Louise was asked to take over the management of one Costco's lowest performing stores. Staff morale was low. Louise asked the team to refurbish the break room on a small budget. That was the first step to boosting morale. To get customers in the store, she came up with an original idea. Louise ordered a truckload of plastic pink flamingos and placed them all around the outside store. This made the news and customers started flocking in, curious to see what the pink flamingos were all about. After many such experiences Louise and her team turned the store around from being one of lowest in sales to becoming one of the highest performing stores in the country.



COSTCO
WHOLESALE

DIANE TUCCI,

Vice President, Country Manager, Costco Wholesale Spain, S.L.U. & Member of the LEAD Advisory Board

"Women are an important part of the decision making process in the business world. If we as women do not take an active role, we choose to let opportunities **pass us by**. The LEAD Network helps to empower women through learning, building awareness, and making connections with others. The time to take action is **now**. The waiting game is **over**."



How to Enable Greater Gender Diversity Leading to Better Innovation and Business Results

HEIDI PIPER,

R&D Global Pampers Director, Procter & Gamble

Heidi Piper is an R&D Director with over 15 years of experience leading diversity and inclusion programs at Procter & Gamble. In her presentation, Heidi talked about three main focus areas for a diversity program that are essential for success, and require focus and attention: the role of leaders, the role of men and women, and the culture of inclusion.

The role of leaders is critical as they provide the foundation on which a program is built. Leaders need to ensure that the vision and specific diversity goals are developed and understood. They are required to have a focus on the recruitment of talent and ensure that women are supported along every step of their development journey. Provision of support networks, mentors, flexible schedules and opportunities to develop are all indispensable elements provided by the leader.

Women themselves also play a role in the success of the program; firstly they need to understand all of the roles that they play in life. Heidi talked about how people can only play up to five roles in life and shared her own five life roles: a mother, a wife, a director, a traveller and a fitness person. Women need to recognise their roles and understand the boundaries. This enables them to deal better with any work-life conflicts, as well as to maintain self-belief and work on reducing the “confidence gap” between the genders, which is something Heidi perceives to exist. Women should look at how they can get help and support but also give help to others, i.e. “Lift while you climb”. Heidi also recognised that men play a critical role providing support to women as leaders, bosses and partners. Without the support of men, diversity at work is unlikely to succeed.

Finally Heidi talked about how “culture eats strategy for lunch” and without a culture of inclusion nothing would be possible. In order to nurture and grow diverse talent, companies and leaders need to foster an environment where the needs of women are provided for, continually reviewed and supported.

In summary, the success of a diversity program is not only dependent on women; the roles of leaders and men are crucial. With these roles understood, and a culture of inclusion in place and sustained on regular basis, Heidi has experienced that diversity can ultimately lead to better business results.



Employee Engagement in Tough Times

MARK PRICE

CVO, Managing Director, Waitrose and Deputy Chairman, John Lewis Partnership, United Kingdom

Mark Price shared his career history - 33 years in the John Lewis Partnership - and how he has seen the retail landscape change during that time, particularly in the last year, which was the most challenging in grocery retail in the UK since supermarkets were invented. It is therefore essential for a retailer like Waitrose to innovate to distinguish itself in the market and that's where diversity plays a key role in enabling the business to think differently.

Waitrose acknowledges the need to have employees from diverse backgrounds to share the challenges and collaborate on solutions for the business; in fact, it is written into the company's constitution. But developing the diversity of a business is not a quick or tactical task. Mark explained that Waitrose's employee ownership model allows the business to take a long-term view and put employee engagement and happiness first. Mark described happiness as being the result of a combination of reward, information, empowerment, wellbeing, satisfaction and worthwhile work. To achieve these six requirements for happiness, an employer needs to support people and allow flexibility for people to flourish as an individual.



It's All in the Mind and Nothing is Impossible

MARC HERREMANS,

Athlete & Coach, Belgium

Marc Herremans started off his presentation by saying that he is "just a normal boy from Belgium". He went on to ask the LEAD members in the conference room to stand up. With this demonstration he said that all in the room had more strength and greater potential than he.

Marc went on to tell his story through a deck of playing cards, saying that these cards represented the "cards of life". We all know how our lives will end. We all have the same destiny of death; it's the one thing we know for sure.

But what we don't know is the hand of cards that we will be dealt in life. Marc's message was simple and strong. Enjoy your life today because you never know what tomorrow will bring.

Though the playing cards, Marc began to tell his life story. How at 26 years old, a terrible accident left him believing his life was over. He was determined to win the toughest physical competition in the world, Ironman. Marc had entered the competition in Hawaii, and a sharp turn during a bike ride left him paralysed from the chest down. He thought he had been dealt the "black card" and that the "game was over". That all changed when his nephew taught him the biggest lesson in life, that he was still Uncle Marc even if he was in bed. Marc realised at that moment a new card was being dealt to him, and that it's all in the mind, and nothing is impossible.

Marc went on to pursue his three dreams – win the Hawaiian Ironman competition he had earlier set out to win, compete in the Australia's Crocodile Trophy and to "be a daddy". He trained harder than ever before he won the Hawaiian Ironman in 2006 and completed the Crocodile Trophy in 2007 as the first wheelchair competitor. Marc is now the father of Anne-Lou, who is walking and her legs are his legs. This is his final dream come true. His card game of life is over and Marc's goal is to help Anne-Lou achieve her dreams.

"The only time you fail is when you give up trying."



The Coaching Waltz: A Coaching Technique that Keeps You Both on the Same Page

JULIE JOHNSON,

Director, Julie Johnson Consulting, The Netherlands

Julie Johnson began the session by sharing a personal story. She once bike-toured from Norway to Southern France, and while on the way, met the love of her life and husband-to-be, who was biking in the other direction. Julie moved from the story of the biker waltz, to the coaching waltz.

Coaching is an interactive process where coach helps coachee come up with his/her own solutions to his/her own challenges, taking responsibility for the results. Through this interactive exercise, LEAD participants learned to ask open-ended questions, check understanding, summarize and shift from one part of a conversation to the next in a way where both people listen, understand, agree and continue to move forward in the same direction. We tend to start our questions in the same way, resulting in the same reactions from others. Julie recommends to start off a question with words like How/ Why/ Where /Who/ What /When.

Three key steps to the coaching waltz:

- Step 1 Question and Answer - back and forth between coach and coachee
- Step 2 Summarizing discussion in Step 1
- Step 3 Contracting and agreement

In summary, manage your conversations in a way that gets the other person to “waltz” through important conversations, keeping everyone on the same page, and better yet, catalysing new ideas and perspectives all along the way.



SUBARNA MALAKAR

Global Vice President, Diversity & Inclusion, Ahold

“As a global retail leader, Ahold acknowledges that Diversity & Inclusion is fundamental to its business success and growth. In principle and in practice, Ahold promotes an inclusive and respectful work environment which gets Better every day for our associates, customers, communities and shareholders. We are thrilled to support LEAD as a sponsor for their Networking event in Brussels, Belgium.”



Discover the Power of PRESENCE with Mindfulness

MARION CHAPSAL,

European Training Manager, Executive Coach & Speaker,
Ideas On Stage

Marion Chapsal has a mission - to help women (and men find the key to unlock their unique presence. Marion opened her session by explaining why it is important, especially for women in leadership positions, to be fully present, centered and alert, while balancing feminine and masculine energies.

"Being present" while speaking in public means to focus and engage physically, emotionally and mentally with your audience, using your five senses.

Finding the right balance for your energy is like moving at will the "curser" of your own light. It requires bravery to face the world head on with authenticity; to open oneself with both vulnerability and courage. When this happens you literally shine on stage and empower others to shine as well.

Marion presented three key take-aways on how to develop presence with mindfulness when you are speaking in public:

1. **Posture:** relaxed, grounded and centered. Dare to use your space. Stand tall and make sure your feet are right underneath each hip and your legs are straight. It will automatically give you presence.
2. **Breathing:** practise deep abdominal breathing. If you're nervous about a meeting or presentation, make sure you breathe throughout. You'll come across as calmer and more confident.
3. **Voice:** imagine you're throwing a dart. You bend it like an arc and it lands on the board. This is how you place your voice. Adapt it according to the different distances of communication (intimate, personal, social, public). Speak loud enough, slow down and make pauses.



Mental and Physical Benefits of Practicing Yoga at Work

MONICA MONTANARO,

Yoga instructor

Monica Montanaro provided participants with a yoga practice that can be performed at work, without requiring any special dress code or equipment. Monica demonstrated with practical examples how yoga can be incorporated within the working hours of the day. This experience provides relaxation and at the same time reenergizes and enhances concentration.



Optimize Your Speaking Voice and Enhance Your Persona

MARIE TERESE LETORNEY,
Founder & Director of Ask Your Voice

The session breakouts with the Founder/ Director of Ask Your Voice, Marie Terese Letorney, were interactive sessions demonstrating why your voice and persona are your most valuable and organic communication tools. She explained why these tools are important for your professional image by demonstrating how to carry this through your delivery by sustaining a lasting and memorable impression with confidence, assertiveness, ease and impact, no matter what language.

Her topics included building your own presence being your persona, voice preparation for projection, interpretation, language articulation, addressing anxiety, speaking with fast tempo, and sustaining breath support and stamina throughout one's delivery. Marie Terese further explained the difference between the female and male voices as well as the voices' influence with cultural diversity. The highlight was the interaction with the audience and some of the individuals' before and after demonstrations.



Improve the Performance of Your Team by Learning About Your Own Differences

IULIA SALA,
Founder, Creative Intersections

Iulia Sala began her session with the statement: "The work environment may have a negative effect upon the performance of the employees if it conveys biases associated to one or several of the characteristics that form their identity." At her workshop, Iulia explained how managers should become more aware of how differences such as gender, age, sexual orientation, disability, etc., are experienced in the work environment. By being acutely aware, managers have the opportunity to create concrete actions that diminish the impact of biases on their team members' performance.

Key takeaways:

- **Be aware biases** and their potential negative impact on performance
- Be aware of the **need to be mindful of biases** linked to team members' differences
- **Take new actions to create** a more inclusive environment

What LEAD is All About

LEAD Partner Awards Presented by LEAD Secretary Mick Broekhof, Founder and “Father of LEAD”



MICK BROEKHOF

Explained he is more a torchbearer than the father of LEAD, bringing the example of the Network of Executive Women (NEW) in 2011 from the US to Europe. He then read a testimonial from a member who could not attend the event:

BILGE BALCI

“In January 2014, I was blessed with my second daughter’s birth. Having spent five months of maternity leave with my daughter, I was ready to return back to my full-time job as Global Insight Lead in one of the respected consumer health companies. Unfortunately, due to one of the major acquisitions, departmental reorganization and relocation of my previous role to another country during my maternity leave, I could not return back to my original post. I was introduced to LEAD by one of my contacts in the executive search industry and I was so happy to get to learn about upcoming LEAD’s event in Amsterdam end of 2014. It was one of the best decisions I have made to attend this networking conference as hearing similar stories from other reputable women executives gave me a lot of courage to get back in shape and find my dream job.



When Ilham Kadri shared that she had the same experience of losing her job after maternity leave, and when Sam Sinister shared that “Success is not a linear line, and it has some tough cliffs or turns to get over”; I felt I was not the only one. There is nothing more powerful than having a great network where you can meet other women to be inspired by and learn from. With this encouragement, and by staying close to the LEAD network made of brilliant people, I eventually found my dream job, even better than the one I lost a while ago.”

Finally, Mick welcomed the LEAD partners and sponsors to the stage to receive an Award of Recognition: Ahold, Costco, Delhaize, EY, Kalypso, Mars, Diversey Care of Sealed Air and Unilever.



KALYPSO

MARS



Sealed Air
Re-imagine™



Closing Comments

ANNELIE VERSTRAATEN,

Invitation to LEAD Conference 2016

Chair of LEAD Executive Committee

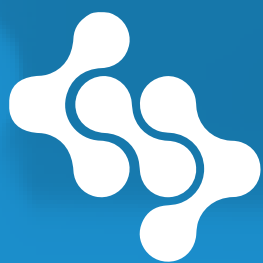
During the closing remarks, Annelie Verstraaten invited all members to the 2016 member event.

LEAD will host its 2016 event in Düsseldorf, Germany on 6 & 7 October.

Preparation has already started under the leadership of Metro.

Layout and design by the Kalypso Design team
Monica Aranda





LEAD NETWORK

Leading Executives Advancing Diversity

lead-eu.net