



AMSTERDAM 2ND & 3RD November 2017



Embracing Change: **TRANSFORMATION** through **DIVERSITY**

LEAD NETWORK EVENT 2017 EXECUTIVE SUMMARY

Embracing Change: **TRANSFORMATION** through **DIVERSITY**

The 2017 LEAD Lustrum Network Event “Embracing Change: Transformation through Diversity” was held on 2nd & 3rd November in Amsterdam. Retail and CPG professionals from 23 countries and 73 companies attended. Three hundred delegates joined the sold-out conference. They came for inspiration, to share and learn Industry Best Practices for improving gender diversity and inclusion in their businesses, and to enhance their professional networks. This year, 17% of the attendees were men.

LEAD’s Lustrum Network Event was dedicated to the topic of how Retail & CPG companies in transition can benefit from a gender diverse workforce. This year’s event focused on shared learning around how the digital era can be a catalyst for change; presenting women with a unique opportunity to help shape the future of the Retail & CPG industry. The two-day action packed agenda set the frame for LEAD members to discover how they as individuals can be set up for success during this time of change enabled by innovation and creativity through diversity.



LEAD Network

Our mission is to attract, retain and advance women in the Retail & Consumer Goods sector in Europe through education, leadership and business development.

www.lead-eu.net



Dick Boer, President and Chief Executive Officer Chairman Management Board and Executive Committee, Ahold Delhaize

Dick Boer, President and Chief Executive Officer, Chairman of the Management Board and Executive Committee, Ahold Delhaize, welcomed the LEAD members to Amsterdam and began his talk with some key facts: nearly 75% of Ahold Delhaize customers are women and according to Nielsen research, women hold 90% of the purchasing power. Women now dominate higher education on every continent except Africa. In developed countries, around 60% of graduates are women. Moreover, Harvard studies have shown time and time again that more diverse workforce means better performance and innovation for the company.

To address this issue and serve their customers effectively, Ahold Delhaize put diversity at the heart of its strategic plan. By recognising that if Ahold Delhaize wants to attract the most talented individuals to ensure creativity and innovation, they have to pursue the diversity agenda within the business with real conviction and passion.

Dick Boer explained how Ahold Delhaize has already been embedding diversity in many ways, by creating a simple global Diversity and Inclusion framework to serve as their compass for a locally driven approach.

This framework has four key focus areas:

- **Inclusive Workplace:** The aim is to create a high-performing and inclusive work culture by promoting ownership and accountability for diversity at all levels of the organization.
- **Workforce Diversity:** To attract, develop, engage, and retain a diverse workforce that reflects their diverse customers
- **Diversity Competency:** It concerns the development of the necessary knowledge, understanding, and capabilities to leverage diversity; both in individuals and teams, so they can better serve Ahold Delhaize's diverse customers.
- **Employer Brand, Business Impact, and Partnerships:** The aim is to engage the organization in diversity and inclusion efforts for business success; to share best practices and enhance Ahold Delhaize's image and reputation as the benchmark in Diversity and Inclusion.

Dick Boer concluded his talk by explaining that diversity is not just the right thing to do but it is crucial for Ahold Delhaize as it makes sound business sense and is a key to the company's future success.

LEAD Gender Diversity Scorecard for European Retail & CPG Sector

The LEAD Network and EY presented the publication of the LEAD Gender Diversity Scorecard, the first-ever survey to measure gender diversity among executives in the European retail consumer goods industries.

The LEAD survey comprises 30 companies in the retail and consumer-packed goods sectors Europe, representing more than \$675 billion in annual sales. On average, it found that women hold 26% of executive positions in these industries in Europe, still far from gender parity in sectors where women account for the majority of customers.

Helayne Angelus, Partner at Kalypso and Chair of the LEAD Advisory Board and Elaine Parr, EY EMEIA Market Sectors leader welcomed to the stage the top-scoring companies to accept the award of recognition.

In the retail category, the top-scoring company is Sweden's ICA Gruppen, which reported 40% female executives. "We are incredibly proud of the results," said Petra Albuschus, Chief Human Resources Officer, ICA Gruppen. "For ICA, diversity is high on the agenda and this inspires us to continue to strive even further."

The leading CPG manufacturer is Procter & Gamble, which reported 32% female executives. "We are proud of the progress we have made towards equal gender representation at all levels at P&G and to support LEAD's efforts to increase diversity across our industry," said Gary Coombe, President, P&G Europe.

The Gender Diversity Scorecard, which will be updated every two years, showed female executives in the European consumer goods and retail industries hold a wide variety of roles, ranging from global executive positions to regional business unit managers.

Helayne Angelus, Partner at Kalypso and Chair of the LEAD Advisory Board said, "I am delighted that we have been able to establish a baseline for our industry that we can build upon. We all know that what gets measured, gets managed and the LEAD Gender Diversity Scorecard helps puts gender diversity firmly on the leadership agenda. We look forward to learning about best practices for advancing women from our leading sponsor companies and sharing them to enable all our members succeed."

Elaine Parr, EY EMEIA Market Sectors leader and LEAD Foundation Partner said, "When consumers and our market place are becoming more diverse and demanding, embracing diversity internally is a must for consumer goods and retail companies. It's an ongoing challenge, but there is real appetite for change, as LEAD members will testify. As a LEAD Foundation member, we believe accelerating the achievement of gender parity is an economic imperative and have launched Women Fast forward to drive change."



Digital Innovation Workshop

The first day of the conference kicked off with a Digital Innovation Tour. This presented participants with a hands-on interactive experience with the digital technologies and use cases that are transforming CPG and Retail companies. This unique experience allowed attendees to interact with digital use cases then build on that experience with a practical workshop designed to help them identify logical starting points for considering digital opportunities in their business. The Digital Innovation Tour included six Use Cases, described below.

Attendees divided into groups, and rotated to each of the six stations. At each station, attendees heard a brief presentation of a business case, along with a proof of concept for the digital use case. Attendees interacted with the technology (as applicable) and had the chance to ask questions.

During the workshop, attendees were introduced to a tool called an Implications Wheel (developed by futurist Joel Barker), which helps ideate 1st, 2nd and 3rd order implications of policy changes, emerging trends, innovations, strategic goals or new objectives. Participants picked one of the use cases and completed two Implication Wheels for their unique business situations. The teams then identified the most important challenges to address when applying their selected digital capability solution. They then filled out a use case worksheet to identify critical organization elements (including diversity of people and skills) that they should put in place to increase the odds of successful execution of their chosen use case.

The introductory session was hosted by Amy Kenly, VP Marketing – Digital Innovation at Kalypso, Stacey Miller, Director of Diversity & Inclusion at Ahold USA and Laura Schlehuber, Futurist and Manager at Kalypso.



Key Takeaways:

- Digital transformation can both empower and be empowered by a diverse workforce.
- Digital is a catalyst for change, and presents women with a unique opportunity to help shape the future of the CPG and retail industries.
- There are many unseen implications of digital transformation - agile thinking and skills are key to seizing opportunities in this new environment.

How the Retail Sector can be a Driver of Change by Tackling Food Waste

Selma Seddik, Co-Founder, Instock

It is estimated that one third of food production is wasted. Over the entire global food chain, that can be estimated at 1.3 billion tons per year world-wide. An innovative Dutch start-up company called Instock, has decided to tackle this issue by turning food surplus into delicious meals and products. Instock "rescues" unsold products from local Albert Heijn supermarkets and other producers.

Innovation at the organic level also offers the potential for the transformation of the status quo in the Retail sector. To do this, Instock uses products that would otherwise remain unsold, and at the same time creates awareness around this issue. Instock has decided to innovate by not only addressing the challenges of food waste, but by also bringing back the value of food back into people's lives. It is about getting back to the basics of eating with fun, that not only combines better productivity but also better impact! Bon appétit...



How METRO Digitalized its Customers Salesforce Interaction

David Toborek, Head of IT Business Solutions / Senior Product Owner, Metro Group AG

Metro estimates the salesforce spends a lot of their time on administrative tasks. This is time they could otherwise spend with their customers, listening to customer needs and supporting them in growing the customer's business. In effort to reduce admin time, METRO provides its salesforce a solution with target group oriented merchandizing materials called SAM (Sales and More). This self-developed solution gives insights in customer related facts and figures to the sales representative. The use case presented demonstrated METRO's SAM app. The app cleverly supports them in their sales activities by reminding them when it is time to visit their customer and advises which products to recommend to the customer.

To do this, the customer cycle is divided into three key parts: acquisition, conversion and retention. In the past employees were asked to support this with the use of a fragmented set-up whereby multiple applications were needed to research an informed and suitable contact approach. METRO developed its own application which aims to not only make the life of today's users easier by being available on-the-go and centralizing the information in one place; it also supports the long term goal of developing METRO's CRM system.

The METRO solution team established the SAM software should also fulfill the objective of changing the way work is done. SAM aims to empower the users, empower the people and create transparency on all levels; including the customer. Thanks to SAM, the salesforce spends 20% less time on administrative tasks, which translates directly into more customer facing time; this results in METRO being able to strengthen its target to become more customer focused.

Augmented Reality (AR) in Consumer and Retail

Laura Schlehuber, Futurist and Manager, Kalypso

AR apps on mobiles and handheld devices are giving consumers the tools to access a broader amount of information through engaging with a product in a gamified environment. Retailers and CPG companies can now augment their brand with extra information that can be 'extracted' from packages through AR apps held on smart phones and tablets, supported by enhance advertising through games with can provide an additional channel to reach consumers.

This station included a Hololens (Microsoft's AR technology) demo and a discussion from futurist, Laura Schlehuber, on megatrend uses of AR today and tomorrow. Laura also discussed non-proprietary examples of where Retailers and CPG companies are applying AR in their long-term breakthrough innovation strategy.



Leverage Advanced Data Analytics for Consumer Insights that Increase Competitiveness

Stefanie Gunia, Consultant, Kalypso

Increasingly dynamic consumer trends are reshaping the industry. As traditional channels are disrupted by small startups who win market share with new digital business models (e.g. AirBnB), consumer goods companies consider how to increase/maintain market share in this new environment.

Digital platforms are becoming established delivering products and services through a new channel.

In today's new reality data is becoming a critical commodity to successful companies to more deeply understand the relationship between people and the products they buy. Analyzing structured enterprise data such as Product Lifecycle Management product data, transactional data from sales and returns, along with unstructured external data from sources like smart connected packaging, social media, and customer comments on websites; companies can identify opportunities to better meet customer needs and wants. The use case presented in this session demonstrated how digital analytics uncovers clear insights that help companies understand the relationship between people and products; ultimately allowing them to grow their business.

Digitalization of the Food Supply Chain Increasing Transparency to the Customer

Sarah Blanchard, Head of Quality Innovations and Customer Solutions, METRO AG
Laura Halfas, Head of Corporate Responsibility Communication, METRO AG

Customer expectations are changing. Sustainability relevance, the need for transparency, is one key driver. This is causing a demand for local products as well as a supply chain that is more fully transparent to the consumer. The quest for higher quality, different diet concepts and customer specific nutrition information are additional drivers for customers' buying behavior. Legal requirements are for food supply chain transparency are also becoming more demanding. Retail, and especially food quality professionals, need to be prepared for the greater demand for information resulting from these trends.

This use case showed METRO's PRO Trace app, which is used to show the traceability of food products. This use case also presented additional digital food technologies such as devices for scanning foods to tell the nutrition content and DNA sequencing. The potential for the impact on food quality and safety was explored during the session.

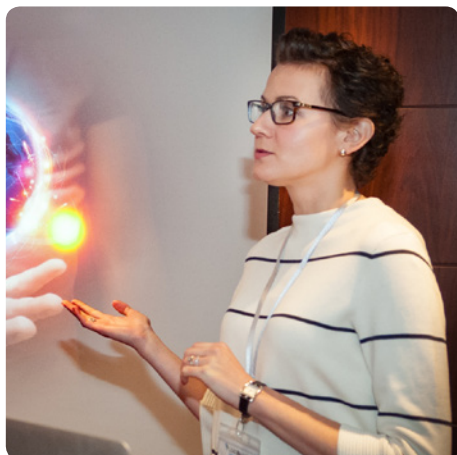


Digitizing Manufacturing Processes for Operational Excellence in CPG

Amy Kenly, VP Marketing – Digital Innovation, Kalypso
Kimberly Matenchuk, Sr. Director, Food & Beverage/ CPG Sales, Europe, GE Digital

Digital transformation is about more than customer-facing applications. Manufacturers face the ongoing challenge of improving operational performance while ensuring the highest quality, safety and security standards are met. Many capture and monitor data throughout the production process, but with limited impact. Today, through rapidly emerging technologies, companies have the opportunity to accelerate their learning and enable next-level production performance with Smart Connected Operations.

This use case presented the example of a brewer who used connected operations to minimize error, risk, reduce waste, and ensure compliance.



Questions to Consider for the Use Cases

- How applicable is this use case to my organization?
- How would this use case need to change to fit my organization?
- Who in my organization would benefit the most?
- Which departments or teams will be most impacted?
- What new skills does my organization need?
- Continue the Conversation

LEAD Network CEO Roundtable

Frans Muller, Deputy CEO of Ahold Delhaize
Moderated by Abbe Luersman, CHRO of Ahold Delhaize

Participants included Trudy Bourgeois, President & CEO of The Center of Workforce Excellence; Ameet Chande, Global Strategy & Operations, Alibaba Group; Gary Coombe, President, P&G Europe; Ilham Kadri, President & CEO, Diversey; Tom Schmitt, Member of the Board of Management, CCO, DB Schenker; and Diane Tucci, VP, Country Manager Spain, Costco Wholesale. *Absent was Myriam Cohen-Welgryn, Regional President BDB Europe, Mars Petcare. The scribe was Mick Broekhof, Founding Father & Secretary of the LEAD Network Executive Committee.*


Participants discussed how to better engage men in gender diversity initiatives, what their organizations are currently doing regarding gender diversity in general, and what can be done to improve diversity. All participants recognized that much has been achieved but there is still a long way to go.

Participants reviewed a straw model for a pledge. The pledge commits to meaningfully accelerate gender parity and drive inclusion in the Retail & CPG sector in Europe. It includes key performance indicators and the expected gains to be made by 2020.

Key Takeaways:

- To be successful, executive commitment and endorsement is a must.
- More men need to be engaged in gender diversity.
- Inclusion is key.
- Increase sponsoring of potential executive candidates.





LEAD Network RETAILER Roundtable: “Embracing Change: Transformation through Diversity”

Moderated by Hanneke Faber, Chief E-Commerce and Innovation Officer and Member of the Executive Committee, Ahold Delhaize



The third Retailer Roundtable meeting with participants that represented 10 retailers: Ahold Delhaize, Amazon Europe, Carrefour Turkey, Costco Wholesale Spain, ICA, Makro Portugal, METRO AG, Migros Turkey, REWE, and Sonae.

Participants shared success stories regarding gender diversity at their companies.

Several themes emerged. These were: Lead from the top (Tone from the Top), the importance of measuring, the need for policies, the use of appropriate language and the importance of support groups and (training) programmes.

Key Takeaways:

- The case for gender diversity is becoming even more critical in this fast-changing world.
- There is a need for a practical toolbox with case studies to implement the recommendations from the 2017 LEAD study, Engaging Men in Gender Diversity.



Taking the pain out of Networking

Dorothy Dalton - CEO 3 PLUS INTERNATIONAL

To set up this fun and interactive session, Dorothy Dalton suggested the following to the room:

- Descartes said in the 17th century "I think therefore I exist." Today connectivity is the key driver and "I LINK therefore I exist" is the 21st century phrase that acknowledges the power and significance of a personal and professional network for business and career success (Ferris & Perrewé).
- Research also shows that women are multi-plex networkers (Monica Stallings); approaching networking differently to their male colleagues.
- Both men and women prefer to network with people they already know (it's easier of course and more comfortable) but women are less willing to be transactional and are more reluctant to look for a benefit in a relationship to the detriment of their careers.
- Men can also learn a lot from the more patient relationship building skills of women.

In the session we explored interactive ways to network, both within an organization and externally. We also looked at online networking and how to combine it with personal networking for better results. There was no doubt that every situation has networking potential, so it's important to create a series of impactful message that can be used on different occasions, like wearing different but appropriate hats. Online networking is particularly great for introverts and busy people, but recent research from LinkedIn (August 2017) highlights how women continue to undersell themselves on the platform and have fewer connections and listed skills than male LinkedIn members. It is believed this reduces a woman's networking reach and "searchability."

We emphasized the importance of making networking part of an ongoing career strategy and not waiting until there was a crisis to scramble to contact network connections, which is never well received. With 10 practical tips for personal networking this brilliant group were lively and energetic with some participants meeting up to 20 new people in only one hour. Their hand to eye co-ordination however, did need a bit more work as Dorothy never recovered her green 'facilitation ball' which was clumsily thrown and 'caught', challenging the hand-eye coordination of many of the participants.

Key Takeaways:

- Make networking part of an ongoing career strategy.
- Don't wait until you have a crisis.
- Use online networking to support IRL.

ROUNDTABLE and WORKSHOP SESSIONS





LEAD Networking Diner



LEAD Network likes to thank





Empowering Women is Critical for Organizational Growth

Frans Muller, Deputy CEO of Ahold Delhaize

Frans Muller believes that gender diversity makes his company stronger. He acknowledges that retail is not an easy industry for women to thrive in. Retail is fast-paced, requires long hours and frequent moves across regions or countries, and has been historically a masculine environment. As such, child care can be difficult and maternity leaves can create career and pay.

Ahold Delhaize acknowledges the progress they made so far towards gender parity in leadership positions, but the company knows it can do better. There are multiple initiatives and programs put in place aiming to get Ahold Delhaize to its goal - these are only some of those:

- dual jobs offering
- part-time jobs offering
- parental leaves
- incentive schemes rewarding advancement of successful women

Frans Muller sees these investments as small compared to the benefit they bring to Ahold Delhaize in the long term. He believes that the employee loyalty these initiatives generate is one of the most valuable assets of the firm.

Mr. Muller is confident that the industry has sufficient data and evidence that gender parity is a success ingredient for companies; he urges male leaders to step-up and drive the cause of gender parity amongst company leaders. As many of men at Ahold Delhaize are fathers, they should be aware of the need to provide equal opportunities to women at work from a personal angle as well. Moreover, diversity and inclusion are increasingly becoming important criteria for the millennials joining Ahold Delhaize.

Frans Muller stressed that it is important for male leaders to hear and socialize with other men in the organization the stories of the successful women and understand what it takes for a woman to succeed in retail. He encourages male leaders to learn what female leaders expect from their workplace and from the male leaders around them.

Key Takeaways:

- Male leaders have an ever more important role in changing the male-dominated environment in the industry;
- Inclusion is equally if not even more important than diversity;
- Accelerating gender parity should be an imperative in the retail industry

Advancing the Profile of Diverse Leadership Globally

Over the course of Muhtar Kent's career, he has observed that diverse groups always generate better results. He has been advocating for diversity both within as well as outside of his organization because it makes sense both from a business perspective as well as from a moral perspective.

The approach taken by The Coca-Cola Company is: set clear goals, communicate and advocate for them. Take action towards achieving the goals.

Internally, the clear goal set to the initially all male board of directors was to reach gender parity on the board. It was key to have the male leaders understand, believe, and champion the goal. Part of that communication and engagement was communicating the business case behind having a diverse company. A closer look into who are the primary buyers of Coca-Cola products has shown that 67% of the purchase decision makers are women. Building an organization that reflects closer that representation was identified as a key way to better answer the end consumer needs.

A clear action taken internally was to create a multicultural leadership council increasing the representation of women on The Coca-Cola Company's board of directors and across all management levels. Today women represent 40% of the Coca-Cola company board of directors; though Mr. Kent takes stock of the achievement, he will take the credit for the success when his organization will have reached its goal of 50%. One key ingredient of the initiative was to adjust the incentive scheme towards rewarding advancement of women in leadership positions.

Going beyond its own organization, The Coca-Cola Company has taken significant steps towards empowering local communities and especially empowering women. Muhtar Kent was behind the creation of the 5 by 20 initiative to support the economic empowerment of 5 million women entrepreneurs globally by 2020. The Coca-Cola



*Muhtar Kent, Chairman of the Board,
The Coca-Cola Company*

Company partners with local agents across the globe to identify aspiring women entrepreneurs. They are offered training, access to capital, and support to open up their own small enterprise. The outcome is impactful from a business perspective as The Coca-Cola Company gains highly loyal local distribution point owners and customers. There is impact from an ethical perspective as well as women around the world become self-sufficient and their communities are strengthened.

Another way The Coca-Cola Company is giving back to the communities is by investing in tools that increase internet prevalence in developing countries. Partnering with multiple telecommunication, semiconductor, airline, and financial institutions The Coca-Cola Company has helped launch over 600 low orbit satellites which will provide access to internet to remote locations. This project not only facilitates access to education, but also yields a product the women entrepreneurs in the 5 by 20 initiative can sell, SIM card chips which offer access to internet. The Coca-Cola Company sees technology advancements and evolution of mobility as key enablers for more diverse teams and communities.

Key Takeaways:

- Male participation is critical in the transition to a more diverse workforce and leadership team.
- Be a flexible leader – encourage flexibility.
- Empower women via education and access to opportunities.



Conversation with Frans Muller and Muhtar Kent

*Moderated by Trudy Bourgeois, President & CEO,
The Center for Workforce Excellence*

The conversation between Frans and Muhtar Kent began by giving their personal insights on the following different topics:

How to create more male leaders advocating for diversity at work?

Frans Muller started by stressing the importance of adjusting the incentive system to reflect the diversity priorities and the need to bring this topic to the executive teams, as diversity is key to drive business. He also suggested that talking about the subject publicly will help make a better place for the next generation. Finally, Muhtar Kent added to this that shareholder value optimization comes from maximizing value for various stakeholders: women, communities, government, etc.

Going beyond the business case, how to plant the seed of thought in our children?

As a father of three boys, Frans Muller explained his role in his children's education. It is especially important to teach children what is normal or good to do. Early education is important, and how you talk to your children can shape how they will behave in the future. It is precisely limited access to education, where the problem begins. In certain remote areas girls go less frequently to school because of lack of sanitary products. Therefore, it is important to offer equal chances and cover the basic needs of all children.

Accelerating women: what do you look for when promoting a woman?

Everyone has the capabilities to advance to leading roles. According to Muhtar Kent, it is important to create a forum where successful women can be identified, trained, mentored, promoted, and retained. We need to emphasize the need for sponsorship with more of these resources, and to give women confidence to step up to the next level. It is key to both mentor and sponsor talents. Finally, Muhtar Kent explained that we should always celebrate success and understand how this success has happened. And reiterating the goal of reaching parity on your boards and management levels will bring this thinking to your teams.

Furthermore, Frans Muller stated it is important to be explicitly supportive of female talent. For that, he advises to discuss the importance of bringing up women, to explain that if all things equal, there is an opportunity to hire a woman. Since diversity is already inside companies, all we need is to mobilize these existing internal resources.

Fully supporting Frans Muller, Muhtar Kent calls everyone to be explicit about the goal, as it is essential to make this part of your strategy and your annual reporting, such as The Coca-Cola Company's 3W strategy: Water, Women, Well-being. There are many other aspects of diversity that the organization believes in and promotes, but to move the needle, you need to be explicit. We need to call it out to advance our goal in reaching gender parity.

What are some actionable steps those in non-executive roles can take to promote the diversity topic?

Muhtar Kent recommends the following steps:

- Get a mentor, develop sponsors and leverage their help;
- Make the case for gender parity as it is selfishly good for the business as well as morally the right thing to do;
- Understand what digitization will mean to your company; it can break down barriers in the future.

Furthermore, Frans Muller stresses the importance to also to listen to the millennials in order to align and accelerate with them.



“We need to call it out to advance our goal in reaching gender parity.”



Be Bold & Authentic Leadership Exercise Jump Start Your Breakthrough Change

*Trudy Bourgeois, President & CEO, The Center For Workforce Excellence
Diane Levin, Vice President, Consumer IT EMEA, Johnson & Johnson
Consumer Services EMEA Ltd*

It takes bold and authentic leadership to make a difference. This afternoon session was an exercise to set clear goals in order to start off a breakthrough change. Trudy Bourgeois, President & CEO of The Center for Workforce Excellence, encouraged everyone to ask for what you want. "You shouldn't be afraid to do so", Trudy said.

Her examples were from when she was a graduate at the age of 22, making the decision to enter the field of IT as her motivation was to learn something new and then deciding to move across country, to moving continents to Switzerland.

When setting a bold goal:

- Be tough: It should be difficult enough that it creates emotion in you
- Be true: It should matter at your core- you can feel it
- Be definite: You can see it and it energizes you

You should be passionate about your bold goal and put yourself on a timeline. Trudy also mentioned, that you are going to face resistance as change agents, but since your goal energizes you, keep going.

During the session, Diane Levin, Vice President Consumer IT EMEA at Johnson & Johnson Consumer Services EMEA Ltd, shared her inspirational story and gave examples of when she set herself bold goals.



Key Takeaways:

- Your bold goal should be tough, true and definite.
- Don't be afraid to ask for what you want.



Panel on the “Power of Embracing Change: Transformation through Diversity”

Moderator by Elaine Parr, Partner & EMEA Advisory Leader for Consumer Products and Retail, Ernst & Young

Panelists:

Trevor Bond, Group Chairman-EMEA Region, Johnson & Johnson;
Diane Tucci, Vice President and Country Manager, Costco Wholesale Spain;

Andrew Garden, Vice President Global Beauty Sector Go to Market Operations & Global Channel, Procter & Gamble;

Ilham Kadri, President & CEO, Diversey;



Diversity is a burning platform that is now non-negotiable. In an era when retailers and consumer products companies are facing complex and rapid change from all directions, diversity of thought and style is a necessity to respond to new challenges effectively. The world in the 2020's will be a very different place from the past, big brands are challenged not only by their traditional competitors but smaller, agile companies; and diverse teams are a must to survive.

The panel discussed the idea that “If diversity is out of sight then it's out of mind too”; and nothing changes. So it's a challenge for leadership to tackle, to set the right culture from the top. It is everyone's job to make it happen, perhaps even more so now at middle management level as it's these people who are hiring and promoting. Whether it's stipulating mixed panels at interviews or a truly talent first approach, a strong and diverse pipeline is needed as well as awareness of unconscious bias. Diversity is a business imperative that must be part of the overall strategy with a clear plan, measurement and monitoring, and results linked back to the business.



Key Takeaways:

- Engage more men to bring a variety of perspectives to the diversity issue - when challenges are viewed through more than one lens the results are surprising.
- Engage middle management who are hiring and promoting as leadership see the business benefits and junior levels see diversity as a norm.
- Embed diversity in the business from board room to store floor - walk the talk at every touchpoint as diversity is good for business performance.



The Small Things Matter: Reflections on Diversity

*Amee Chande, Global Strategy Operations Officer,
Alibaba Group*

Amee started off by telling us a story of her early years in consulting with McKinsey at Walmart in Arkansas. She was in middle management and, by happenstance, was invited to a very important dinner with the client and senior partners on her team. Before she went in, the senior partner told her “just try to blend in”. For the rest of the meal, Amee was preoccupied with trying to “blend in” even though she deserved to be at the table because she knew the most about the project.

*“Blending in is hard and when that’s your focus,
you’re bound to lose a lot of energy over it.”*

Through Amee’s talk she shared several stories from her career where she struggled to be authentic, take steps and speak up until she found her voice and started breaking boundaries.

Shared lessons:

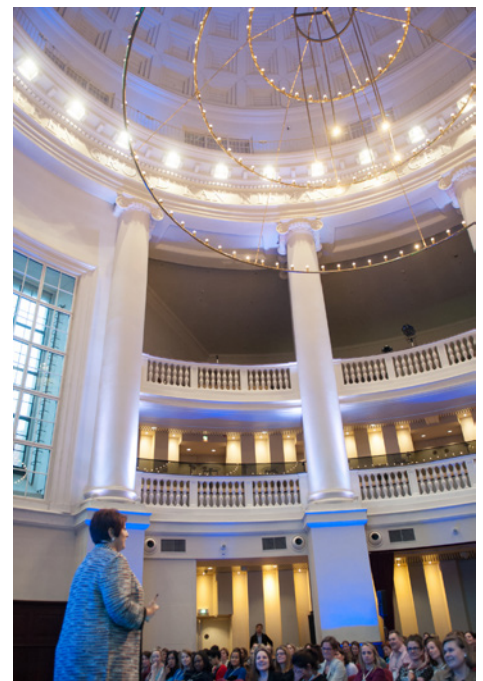
Small things really matter. Do not let your big goals stand in the way of taking small steps.

What are the small things?

- Have multiple female role models
- Find supporters – do not be alone when you pick your battles
- Have male supporters
- Networking and friendships – these do not need to be exclusive
- Be an expert

Final thought:

These small steps, collectively, get us to our big goals.



LEAD Network Committees



LEAD Advisory Board & Steering Committee



Women in Supply Chain Roundtable



LEAD Marketing Committee



LEAD Conference Committee 2017



Ahold Delhaize



PepsiCo



GSK Consumer Health



AMSTERDAM 2ND & 3RD November 2017

Kalypso



Leading Executives Advancing Diversity

Nielsen



Kimberly-Clark



DB Schenker



Costco Wholesale



Procter & Gamble



The Coca-Cola Company



Diversey

Are Men Embracing the Diversity Agenda?

Perspectives from the C-Suite of Leading Retailers

Veronika Pountcheva and Subarna Malakar introduced the LEAD Network 2017 study among European retailer executives how to make the topic of gender diversity more relevant for men. The overwhelming majority of male leaders interviewed acknowledge the importance of diversity in their organization, however, only half of the companies involved in the study have programs in place to advance the topic of diversity; and only a minority measure the impact of diversity on financial performance.

Male management encounters the following key barriers in their efforts to promote gender diversity:

- Society's view of women taking care of the family
- Retail industry requires long working hours
- Leaders don't walk the talk
- Insufficient female candidates in the pipeline
- Automatic assignment of women to given disciplines: marketing, human resources, communications, etc.

The study, in collaboration with LEAD Partner EY, found there are many good practices implemented in the industry, however none of the retailers follow a blueprint for ensuring gender diversity via standard operating procedures. The study has crystalized a key finding which is: a strategic approach is crucial – retailers must define strategies that intentionally make their companies more attractive for female talent.

The study suggests several measures to help engage male leaders in the cause of advancing gender parity in the retail industry leadership:

- Involve the C-suite team – socialize the top needs, discuss, advocate the cause
- Identify and train men to act as advocates
- Create a dedicate council to own the diversity strategy and lead the execution - involve both the line management as well as the top management. Task the council to give guidance to the C-suite.
- Conduct unconscious bias training for all managers

Key Takeaways:

- Male leaders might fear to be displaced – explain to them that increasing the diversity of the leadership is not a zero-sum game.
- Conduct the unconscious bias training especially in advance of the performance reviews – to keep your teams alert of the topic prior to reviews.
- Share diversity KPIs internally, business units are keen to compete and out-do their peer business units.
- Define the KPIs on shorter time-frames – for example quarterly rather than yearly.
- Provide diversity nudges by sharing and socializing internally papers and books on the topic.
- Relate to the personal motivations of your team – for example ask parents of daughters if they would like to start creating a better environment at work for their own daughters.



*Veronika Pountcheva, Senior Vice President
Corporate Responsibility Metro AG
Subarna Malakar, Vice President, Global Diversity
& Inclusion, Ahold Delhaize*

Transformation Through Inclusive Leadership

How to Recognize and Address Unconscious Bias

We all hold hidden beliefs which are surfaced to our conscious only when open-up to gain awareness of them. A prejudice is an attitude, discrimination is a behavior, and a stereotype is an oversimplified generalization – to a small or a larger degree, we all hold them on a wide array of topics. It is easier to notice biases in other people – if you do notice it, speak up on behalf of the person subject to injustices cause by unconscious biases.



*Margaret Regan, President and Chief Executive Officer,
Future Work Institute*

Key to addressing them effectively is to raise awareness to the unconscious bias in a safe, unthreatening manner. The tool offered by Margaret Regan:

- Point it out: State what did you notice
- Check it out: Validate your understanding
- Work it out: Propose a solution

"I noticed that having children or not is a criterion in choosing a candidate for this position, I wonder if you believe that my children would prevent me from performing at my best, what I need is to understand if my skillset and capabilities are a fit for the position" is more likely to constructively address or even prevent future potential injustices "You are not treating me correctly, because you do not understand what I'm going through".

Addressing your own unconscious biases is difficult and requires a sharp awareness into our behaviors.

Key Takeaways:

- Pause, take a moment before jumping to conclusions.
- Look for what influences your decision.
- Discover yourself better via publicly available tests on unconscious biases (try the IAT (Implicit Association Test from Harvard).
- Learn, seek to understand the groups of individuals that you tend to stereotype about.
- Ask for feedback.

Be a Change Agent to Transform Yourself and Your Company

Panelists:

Cor Bosselaar, Director Global Innovation Capabilities & Processes, Kimberly-Clark

Biliana Kostov, Europe Categories CFO, PepsiCo.

"We cannot solve our problems with the same thinking we used when we created them." - Albert Einstein

In this panel, attendees learned first-hand accounts on both the individual and organizational elements of leading change in today's fast-changing, digital world.



Moderated by Helayne Angelus, Partner, Kalypso & Chair, LEAD Advisory Board

Both Cor Bosselaar of Kimberly-Clark and Biliana Kostov of PepsiCo shared their personal and professional journeys, and how they came to define themselves as change agents. As a category CFO, Biliana helps lead all areas of the business. She has four sons (which she refers to as "raging change agents"), and over her career, she has changed careers, jobs, employers, and countries, as well as her style and her perceptions. Since his first job developing toothpaste, Cor Bosselaar of Kimberly-Clark has been attracted to developing new things. Cor believes that to change how people behave, change agents must first change themselves.

When asked about their role in challenging the status quo during a major change effort, Cor spoke about the need to connect with the people who matter most, and to really listen to them. Doing the right thing isn't easy, however, and change agents should recognize that there will always be resisters. Biliana agreed, saying that with large challenges and obstacles, there is always adversity to change.

To ensure organizational change success despite adversity and resistance, change agents need:

- Personal conviction and passion for change
- Positive intent to be constructive, not disruptive
- Consistent and flexible communication to provide comfort and visibility to stakeholders
- Deep understanding of organizational design and implications
- Reward and recognition systems to reinforce positive behaviors

Tips for becoming agents of change:

- Surround yourself with a diverse group, including contradictory voices
- Advocate for yourself, and take an active role in your own journey
- Stay strong around your convictions and beliefs, but be prepared to flex your style to add the most value



Key Takeaways:

- Everyone can be a change agent – the challenge is bringing others along the journey.
- Successful change initiatives consider objectives, roles & responsibilities, organizational design, measurement, and rewards & recognition.
- Successful change agents have purpose, patience and perseverance – believe in yourself and find a company that believes in you too.

Do You Want to Transform Your Ambiguous Business Problems to Possibilities? - Introduction to Design Thinking 101

Design Thinking is both a method and mindset of applying human centered innovation principles to solve complex problems while building creative confidence. At P&G, the Design Thinking journey began in 2007 and has been led by Design ever since.

At that time, the concepts of problem framing, empathy, displayed thinking, and prototyping were introduced into the everyday P&G vernacular, challenging our employees to adopt a more human centered approach. Design thinking invites more creativity, ambidextrous thinking, teamwork, user-centeredness, curiosity and optimism into the otherwise process driven problem exploration and problem solving experience. You might be wondering, what's the most important tool I can use to build my capability in Design thinking—the good news you don't need to print it out, read about it, it starts with you—the best tool is approaching your work with an open and curious mind.



*Holly O'Driscoll, Global Design Thinking Leader,
Procter & Gamble*

Design Thinking's Purpose at P&G is transforming ambiguous challenges into possibilities in a shamelessly human-centered way.

Differentiating Principles Empathy • Framing • Prototyping • Learning

Key Takeaways:

- Draw toast! And see how differences emerge in something we have all done at some point in our lives. It's a great way to showcase our differences and start a conversation on how to best leverage our diverse points of view.
- Successful change initiatives consider objectives, roles & responsibilities, organizational design, measurement, and rewards & recognition.
- Behavior and mindset matter! Design Thinking allows for divergent thinking and the exploration of possibilities, allowing people to move beyond the pursuit of the one right answer and hold multiple ideas in mind at the same time. This shift in mindset is a key enabler of being able to see people, problems and solutions differently, in a human centered way.
- Adopting a Design Thinking mindset is a lot like starting a fitness program—getting into the habit of behaving and thinking in a more human centered way takes time and effort. And like fitness, once a week won't get you there—a commitment to doing one behavior, one interaction, one conversation in a more human centered, Design Thinking way EVERY DAY makes a difference. Over time, you'll find approaching your work with openness and curiosity has an impact on your results, and sends signals to those around you that a different, more human-centered mindset is possible.

Women in Sales in CPG - Skill Building Session



Marie Dousova, Head of Sales and Customer Management, Zone EMENA, Nestlé

Béatrice Dupuy, Sales Vice President, Procter & Gamble

Julie Hamilton, Senior Vice President & Global Chief Customer and Commercial Leadership Officer, The Coca-Cola Company

Trudy Bourgeois, *President & CEO, The Center for Workforce Excellence*, moderated the discussion and added in useful tid-bits along the way.

In this breakout session, we hear from three pioneer women, on how we can be more successful in the world of sales.

Highlights from each presentation are below.

Marie Dousova's inspirational journey

Starting around 2011, gender diversity became a strategic initiative for Nestle. This meant the organisation put the "hardware" in (e.g. flexible time, child care support, etc.) and underwent numerous trainings and meetings on unconscious bias.

One thing Marie has noticed is that women tend to put on their own psychological ceiling on themselves when they start a family. They believe they cannot do both (raise and family and further their career). This is simply not true.

Her advice to all to further gender balance:

- We need to be clear about what we want
- What our boundaries are and aren't
- Use our voice

Béatrice Dupuy's inspirational journey

P&G has come a long way in recruiting on gender equality. Their new campaign, #WeSee-Equal is not only for public advocacy but also aims to denounce the false notion that sales is too tough a job (physically and mentally) for women. Béatrice encourages the audience by telling them how she finds positive energy at the end of each day, amidst the rigor.

Béatrice leaves us with a few points on how we can grab this gender equality opportunity:

- Do the simple math. Find the statistics of your company on gender equality and use that to qualify your stance.
- If you're a leader, when you have a job, request gender equality in the slate of candidates
- Bring men to this conversation. How can you make a change if you're not working with the majority?
- If you're a woman, be very clear on your choices and dare to express them
- Express what you want but don't try to be a hero. Heroes die young.
- Get the support you need.

Women in Sales in CPG - Skill Building Session

Julie Hamilton's inspirational journey

Julie starts by saying "sales is about relationships" and guess what?...women are more trustworthy and collaborative and therefore have a natural tact for sales.

3 takeaways, 2 questions, 1 advice

Three Learnings:

1. Do what you love and know who you want to be.
2. Know who you are and be that
3. Take risks

Two Questions:

1. What kind of culture do you want to create?
2. Who is responsible for my life and my opportunities?

One Advice:

"Reach up...across...down"

- Reach Up! Say "yes I can, yes I will, I'm ready!!
- Reach Across! Shake the hand of the person next to you
- Reach Down! Pull the people coming up behind us. Mentor, encourage, sponsor.

Key Takeaways:

- Find what motivates you and what you're passionate about. Follow that.
- Take a step back and get clear about who you are, learn to trust who you are, learn to show up who you are, teach others to embrace who you are.
- If you bring value, people are going to like you and you will be successful.



Transformational Career Planning in Supply Chain – How to Transform Yourself in Today's Dynamic World of Change



Panelists:

Petra Albuschus, Chief Human Resource Officer, ICA

Ivanka Janssen, Vice President, Supply Chain, Europe, Eastern Europe and Sub-Saharan Africa, PepsiCo

Thomas Schmitt, Member of the Board Contract Logistics & Chief Commercial Officer, Schenker AG

Moderated by **Mike Friedman**, Partner, Kalypso

With a round of queries to drive the discussions along women's advancement, career planning and the importance of operational knowledge for the roles we take on, Mike, Ivanka, Petra and Tom engaged the participants in a dynamic journey through their careers and the choices they made creating the path to the leading roles they find themselves in today.

Petra explained she did not have a career plan, but continuously tried to be open, curious and build a competence platform as well as remain flexible in the volatile world we are. Interestingly, Ivanka shared that she does have a career plan, and explained the changes and decisions that she made were conscious with a clear view of what she wanted to achieve. A point that Tom encouraged participants to make decisions in terms of next roles in our careers with one simple question: is this narrowing or expanding my chances? Tom encouraged all to be courageous. As Mike stated: "Take a leap but don't jump off the cliff."

One of the topics addressed was regarding the requirement to have operational knowledge as part of the needed requirements to advance, to which Petra clearly stated that it is more about leadership. It is management's role to tap into that pool of 50% of the workforce and foster development of women as well as accommodate their needs.

All panelists shared that in this Volatile Uncertain Complex Ambiguous (VUCA) environment purpose driven leadership is required. The changes are happening, and as Tom expressed sharing experiences and stories is a way to great way to convey the message.

Key Takeaways:

- Set yourself for success. Take a leap but don't jump off the cliff.
- Be flexible and agile, changing countries and cultures and make conscious decisions about your future.
- Money is a currency, but so are services, carbon footprint and time. It's more valuable for someone to manage all currencies.

From Bricks to Clicks: Transformation in the Grocery Industry

In this breakout session, Jean-Jacques Vandenheede discussed why the online space for grocery is so far behind other sectors.

His vast array of insights into approaches and business models that could break current shopper habits challenged the audience to consider new frameworks for moving from a supply chain approach, where goods are waiting on a shelf until a shopper comes along, to a demand chain approach. He mentions that Europe is far behind and names the following reasons: Too much vested interest, not hungry enough and they are not thinking about how to create value for the next 25 years.

Key Takeaways:

- His advice to retailers: Try a lot of small things.
- "Access to everything, everywhere, at any time" is the natural habit of customers nowadays.
- Direction to take for companies: be the most convenient, unlimited assortment store, at the lowest price.



Jean-Jacques Vandenheede, Former Senior Retail Industry Analyst, Nielsen



Inge Peters, Country Manager & Co-Owner, Code Avengers

Learn to Code. Change the World!

In the "Learn to Code, Change your World" workshop, participants started to build their very first webpage using HTML. In a fun gamified way, they learnt how create a page, include pictures and movies in their website and add colors and styles.

All participants created attractive webpages on a topic of their interest. Learning how to Code is helps you to think differently. Participants experienced some of this new thinking while having fun..

Key Takeaways:

- Tap into basic insight in the computer brain.
- Lower barrier to coding to create opportunities.
- It is easy to create a self-coded HTML webpage – try it.

Coaching through Transformation

Change is the only constant and transformation seems to be the buzz word all around at the moment. During this session, the participants looked at how they can use the GROW (Goal Reality Options Will) model as a coaching framework for three different purposes.



Christina Taylor, Global Commercial Talent & Learning Director, Mars GmbH

These were:

- Using the Coaching questions on ourselves to help us think through a transformation or change program that we are leading in our business or team.
- Using the coaching questions to help our teams or people process or move through change.
- Using the GROW framework as a tool to help with career coaching, so personal transformation.

As part of the session, we briefly talked through the framework of starting with questions that focus on the GOAL we are trying to achieve and defining our "To" state. Then using questions to explore the current REALITY to help us define where we are starting "From" and what we have to work with.

Next, there are questions that help us explore different OPTIONS and evaluate them. Lastly, and most importantly, we focus on the WILL, those questions that help us identify what we will do to as next steps, to help us work on the Options, to deliver our Goals.

The biggest part of the session we then focused on practicing using the framework and peer coaching conversations.

Key Takeaways:

- Coaching is a skill that can be learnt but practice is key. Using a simple framework like GROW and applying it to a number of different situations (when coaching others or to help your own thinking) helps to build these skills.
- When coaching others, stick to asking questions, don't feel like you have to give the answer. It's about helping someone find their own answers to difficult questions. Your job is to make them think.
- It's okay to ask for help. Sometimes we find ourselves in situations that we can't resolve ourselves – professional coaches can provide a huge amount of support during these times. Don't be afraid to ask for help.



LEAD Networking Moments



LEAD Network likes to thank

Johnson & Johnson

The Coca-Cola Company





*Annelie Verstraaten,
Founder, Merkwijds, & Chair,
Executive Committee, LEAD Network*

By all accounts of the participants, the 2017 LEAD conference was an amazing two days and well worth the investment of time. Annelie Verstraaten thanked the participants, speakers, sponsor, volunteers on the LEAD Conference Committee, our host Ahold Delhaize, and the city of Amsterdam for providing such a wonderful setting for an extremely productive gathering. Annelie invited all members to next year's event taking place in London in November 2018.

LEAD Network Event 2018



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