

Diversity and Inclusion: Doing not Trying



LEAD Network Event 2018 Executive Summary

SUMMARY



The LEAD Network event 2018, held on the **15th** and **16th** of **November** in **London**, was both a celebration of the incredible progress made over the past eight years, growing LEAD membership to over 4,000 passionate individuals, as well as a call to action for all that still needs to be done in order to achieve true diversity and inclusion across the CPG and Retail sectors.

The theme of “Doing, not Trying” felt particularly apt at this moment when some member organisations within the LEAD Network are close to achieving true diversity at the leadership level and can share actionable strategies on how they do it.

The programme was kicked off by **Helayne Angelus**, co-founder and Chair of the Advisory Board, and **Sharon Jeske**, Executive Director, who outlined four strategic barriers to female advancement. These are the lack of female role models, the need for more executive-level sponsors, giving women stronger networking skills, and encouraging them to apply for more senior positions.

The following day’s agenda gave insight into how these could be tackled through a series of presentations, break-out sessions, and roundtable forums. It was an energising and inspiring two days with 400 delegates coming together with a common purpose.

The quality and passion of the speakers at this year’s event was particularly high – for example, the Right Honourable Lord Price shared his passion for diversity which was evidenced through his tenure leading the John Lewis Partnership as well as the research he has undertaken which demonstrates the strong connection between inclusiveness and business performance – indeed, companies in the top quartile for inclusiveness outperform their peers on business metrics by an average of 15%.

Senior leaders such as **Aline Santos**, Marketing EVP of Unilever, and **Tamara Rogers**, Head of EMEA at GSK, shared their own career experiences as young female leaders in highly personal and thought-provoking sessions. We saw, through their experiences, how the makeup of leadership boards has changed, and also how much progress has been made to shift the business culture. We also heard from them how important it is for young female leaders to have the confidence to stand up, feel the fear and go for the big roles!

We are grateful for the presence of many of our corporate sponsors and the leadership of some of Europe’s largest retailers and manufacturers. As an example, **Kari Daniels**, CEO of Tesco Ireland, outlined the real progress that Tesco is making in developing a fully inclusive team; **Giorgio Siracusa**, Vice President of HR for P&G Europe, also included a section on how P&G encourages men to learn about and avoid unconscious gender bias.

This year there were no less than **eleven breakout sessions**, covering a wide range of topics across the **three broad areas** of **Personal Development, Skills and Capabilities**, and **Diversity and Inclusion**. The sessions, led by practitioners in the industry, were interactive and generated much idea sharing. Many participants mentioned they took away key actions and learnings to integrate into their businesses.

In addition to the breakout sessions, there were also **six functional breakouts**. These covered all the key business functions such as **Breaking through the barriers – Let's make a difference, Finance, HR & Diversity & Inclusion, Sales/Buying & Marketing, Supply Chain, and Technology**. We looked at each function in depth and discussed the specific challenges of making this function fully inclusive.

Friday closed with a look at LEAD's ambition for 2019 and beyond, which is quite simply to be the best and most trusted organisation championing Diversity and Inclusion in our industry. Judged by the energy and enthusiasm of the members, both individuals and corporations, LEAD is on the right track and we are already looking forward to continuing the journey in 2019.

It remains only to extend grateful thanks to all the volunteers on the LEAD conference committee, our corporate supporters and all the participants, speakers and guests who made this such a productive and inspiring event and who continue to believe that we can achieve great things if we work together and Do, rather than just Try!





Word of Welcome

Helayne Angelus, co-founder and Chair of the Advisory Board, and Sharon Jeske, Executive Director, opened the 2018 LEAD Network event by sharing the fantastic progress made since the foundation's launch eight years ago with membership rising from 13 members to over 4,000 and with the common purpose to "lead, connect and partner on the path to diversity and inclusion".

There remains much to do, with four key barriers to female advancement: the lack of female role models, the need for executive sponsors inside the organisation, stronger networking skills, and 'leaning in' to crucial roles in the organisation.

LEAD Network will continue the drive for 50:50 gender representation across the CPG and Retail industry and has clear ambitions for 2019 that will make it the organisation of choice for Diversity and Inclusion networking that will inspire and empower the next generation of inclusive leaders.



Everyone has the right
to be well managed
and happy at work.

Don't they?



The Right Honorable The Lord Price CVO
Businessman, Writer, Member of the House
of Lords, Former Minister of State for Trade
Former Managing Director of Waitrose

Research shows that organisations with a happy and engaged workforce achieve profits and productivity levels 20% higher than those that do not.

Lord Price shared the six elements to high workplace happiness:

Reward and recognition - Pay is not enough to make us feel happy, and although we need to feel that we are paid fairly, recognition for our work is far more important to feel fulfilled.

1. **Information** - Companies should share information openly even more so in times of difficulty.
2. **Empowerment** - Employees should feel they own their work and can make decisions.
3. **Well-being** - Companies must demonstrate they care about their employee's well-being
4. **A sense of pride** - Employees must feel pride about where they work and what they do
5. **Job satisfaction** - Employees need to feel that they are being developed and should have a good relationship with their line manager

Key Take-Aways:

- The workplace gender happiness gap has decreased over 5% in the last year, and women now score themselves higher in response to the question "Do you feel happy at work?"
- Millennials are far less happy compared to older workers.
- Women score themselves below men on pay, information sharing, and empowerment. Female managers are less happy than their male colleagues, but women in non-managerial roles score themselves far happier than men.

Diversity: Better Business

**- not just the
right thing to do**



Angela Talton
Chief Diversity Officer
Nielsen

When most people think of the word diversity, they think of visible differences—race, gender, disability, age, and so on. Angela Talton, Nielsen’s Chief Diversity Officer, explained how Nielsen’s definition of diversity takes a broader view.

As the world becomes more fragmented as a result of demographic shifts - 3% of the world’s population or 244 million people live and work outside of their native country - people [or consumers] are changing. Furthermore, by 2028, women will control nearly 75% of global discretionary spending. *

In this environment, diversity isn’t just a ‘nice to have’ goal, but a global business imperative. Furthermore, diversity drives business results as the top-quartile gender and ethnically diverse companies also financially outperform those companies in the bottom quartile by between 15 to 35%.**

Key Take-Aways:

- Make informed decisions about how to adapt to shifting populations.
- Companies that have robust D&I programs have better financial results.
- Companies that are getting diversity right are moving from promoting diversity to promoting inclusion - they value and leverage differences to achieve superior results.

* Source: United Nations, World Population Prospects, 2017, Boston Consulting Group, 2018

**Source: McKinsey

Table Group Discussion Diversity & Inclusion: Doing not Trying



Elaine Coventry
VP Commercial Leadership, Western Europe
The Coca-Cola Company

During the table group discussion “Diversity & Inclusion: Doing not Trying”, participants were asked to discuss the following questions:

- What does the LEAD Theme of “Diversity & Inclusion: Doing Not Trying” mean to us?
- How have we helped to bring this theme to life in 2018? What are you proud of?
- What are our expectations for the next two days?

The animated table group discussions led to some common themes. Overall, the members are proud of their achievements. They see strong female role models more often in their organisations and are inspired.

Peter Beets from P&G also commented: “We’ve been talking about Doing not Trying for a long time now. I believe it comes down to the men now, to help to do it.”





Diversity & Inclusion: Doing not Trying - how our partners are bringing our theme to life

Anne Edwards, SVP Public Policy, Government Affairs and Communications
Europe & Sub-Saharan Africa, PepsiCo

Elaine Parr, Partner, EMEA Markets Sector Leader, UKI Consumer Products Client Service Partner, EY

Wim van Aalst, Supply Chain Director at Waitrose & Partners

Moderator:

Veronika Pountcheva, Global Director, Corporate Responsibility, Senior Vice President at Metro AG

Veronika Pountcheva: What does it take to keep gender diversity on the programme?

Anne Edwards: “Amazing we are still having this discussion. When I had my daughter twenty years ago, I thought this stuff would be sorted. The only way this is going to happen is to make it part of the business core strategy. It must be on par with Sales, Marketing and what the business core strategy is. At PepsiCo, D&I is an integral part. We cannot perform well if it's not an integral part. We sell all over the world. The inside of the company needs to look like the people we sell to. I believe this is the only way.”

Wim van Aalst: “The retail market in the UK and the world is disrupted. In a disrupted world, you need to be flexible. We need all the help we can get. Widening our net and getting the right people in our organisation. Waitrose & Partners is a small player, and therefore it is important to get diverse in our organisation. What did we do? In general, we made sure all our managers are aware of what is in the mind of women.”

Elaine Parr: “In the UK, the gender pay gap discussion got more intense when companies had to mandatory publish what they pay to their employees: only 14% of the companies pay their female employees more than their male counterparts. It changed the tone, and it gave a reflection of how businesses are performing. The easy stuff has been done, but now we need to force some decisions to be made. An example is during recruitment: within EY, when the gender mix becomes unfavourable, we stop the process temporarily and top up with women if needed until there is a balance again.”

Veronika Pountcheva: How important is communication in the gender pay gap?

Anne Edwards: “You have to be brutally honest. If you are not there regarding gender parity: say what you are going to do about it. We wouldn’t be here if it were easy. Show what it is you are standing for. It helps to attract and retain people. It helps keep your employees happy and engaged.”

Elaine Parr: “As we looked at our latest D&I strategy, a series of features arose we were going to work on: gender, ethnicity. I’ve been challenging our business to change and think about inclusion and underneath that are the levers of gender, ethnicity. All that fits under Inclusion. Somehow we’ve gone off agenda by making it too exclusive.”

Anne Edwards: “How do you make this everybody’s business? An example from PepsiCo: we’ve played an anonymous online game once a year: “the big idea”. Everybody can play, but you have to form teams with others. These could be anybody within PepsiCo, male or female, management level or otherwise. Last year’s winners were an all-female team. That removes all the biases we could have.”

Question from the room: How did you increase the transparency on all levels of the organisation on the pay gap?

Wim van Aalst: “We assess all the bandwidths across the levels. Usually, you are limited to pay changes you can make on annual pay review. Change is slow but being aware of the differences is a starter. That’s what we are doing, even at Board level.”

Veronika Pountcheva: “We started looking into our executive structure (even though we are no longer in the UK, but we got inspired). The first steps are to talk about it. It is what it is. It’s not perfect, but let’s put the figures on the table. Let’s be aspirational about what we want to change. We won’t be able to change it in the next ten years immediately, but we gave each other realistic targets. As executives, we have to be mindful of the budgets, but it starts with a plan.”





Tamara Rogers
Head of EMEA
GSK Consumer Healthcare

At GSK, the strategy is to be the best performing, most innovative and most trusted consumer healthcare brand. Accelerating the journey towards Diversity and Inclusion is a strategic initiative.

At GSK, Tamara explained, understanding what it is that is holding people back focuses on three key areas. The “ME” which for example looks at confidence and juggling your work-life balance, “PEOPLE AROUND ME” focusing on stereotyping and conscious and unconscious biases against being inclusive, and finally “MY EMPLOYER” concentrating on the support of the organisation.

She emphasized that vulnerability should be a sign of strength. She sometimes finds women tend to talk the problem up. Instead, we all, men and women, should empower ourselves. Have the courage to raise our hand and if somebody bets on your potential, go with it.

Be both supportive of others and organise your support network. Be authentic and bring your true self to work, which will help you feel good and keep growing. Don't be afraid to go out of your comfort zone to learn and respect rebels because they challenge thinking and drive change.

Meanwhile, give time to introverts to develop their views and feel safe. In your teams, spend the time to discover areas where people lack confidence, so you can coach effectively while building trust. Transparency in data is important; it allows you to have the conversation and to set a common agenda.

Key Take-Aways:

- What does the LEAD Theme of “Diversity & Inclusion: Doing Not Trying” mean to us?
- Accelerate your D&I journey, set a target and focus on addressing the barriers not only for the individual but also for the team and the organisation.
- Empower yourself- studies show 80% of performance is the mindset.
- Find your way to be an inclusive leader.

Recognition for all Volunteers of LEAD Network



LEAD Network is for the members, by the members. And those members that volunteer received special recognition during the 2018 annual event from Executive Committee members Annelie Verstraaten, Chair, and Mick Broekhof, Co-Founder and Secretary. LEAD Network has a relatively high percentage of volunteers, well over 120. Each of them was recognized with their first name on a slide that shows a heart in the centre with "a Heartfelt Thank You to our Amazing Volunteers." The audience gave all volunteers, present and not present, a resounding round of applause.

Two volunteers received extra recognition and as Mick Broekhof stated "they are representative of the LEAD Network corps of volunteers." Elise Misse - Consumer Insights Manager at Nestlé in Switzerland - was recognized for producing Life Lessons during her maternity leave. Life Lessons is a new book from LEAD Network that tells the stories of thirty-five of our remarkable members: how they got where they are now, their challenges getting there, and what they would do differently if they could do it over again. Elise communicated with the thirty-five contributors, led a team including writer, designer, and other LEAD Network stakeholders, and successfully managed the project on budget, on time and on spec. As Mick Broekhof stated "Elise added in a significant way to the portfolio of 'products' of LEAD Network."

The second volunteer recognized was Peter Beets - Finance Director, Global Audit & Consult at Procter & Gamble in Switzerland – for his strong advocacy to engage men in the gender diversity topic. In June of this year, the LEAD Network Education Committee hosted a webinar with Moni Buzasy - Head of Talent Europe - and Paco Medina - Senior HR Manager at Procter & Gamble - who talked about the P&G MARC™ programme they launched in partnership with Catalyst within their organization to engage senior leadership and men on gender equality. You can watch this webinar at www.lead-eu.net/webinar-how-to-engage-men-in-gender-equality/.

During the LEAD Network event in London, Peter hosted an exclusive four-hour Dialogues by MARC™ Alumni workshop focused on engaging men as change agents to drive gender equality. This workshop was also led by Béatrice Dupuy - Vice President Global Sales, General Manager Israel, West Bank Gaza and Global Sales D&I Leader - Gianluca Branda, Northern Europe Supply Chain Associate Director and Astrud Steuernagel-Seager, Associate Director Human Resources, all from Procter & Gamble.





Diversity & Inclusion - From Strategy to Real Action

Luc Huys
Area Managing Director Northern Europe
Johnson & Johnson

Johnson & Johnson co-presented with Tesco at the LEAD Network annual event. Luc Huys introduced Kari Daniels, CEO of Tesco Ireland, showcasing how Manufacturers and Retailers can collaborate to advance women in the sector.

“Women at Johnson & Johnson have been fuelling the future of human health for over 130 years”, is how Luc Huys started his presentation. Of the 130,000+ associates globally, 45% are now women, and 43% are in management positions that guide corporate strategy. The corporation is listed #5 on DiversityInc’s Top 50 Companies for Diversity.

What does D&I mean to Johnson & Johnson? In short, it means “You Belong”. J&J’s vision is “Be Yourself, Change the World” or, “every person [is] to use their unique experiences and backgrounds, together to spark solutions that create a better, healthier world.”

This vision is embedded in the Credo of Johnson & Johnson which among other values states: “We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and recognise their merit.”

There are many programmes at J&J that focus on different facets of D&I: unconscious bias training, celebrating International Women’s Day, Care with Pride, Stonewall Open & Out, and CAST, casting aside stereotypes today.

Luc emphasised that the “... CPG industry plays a pivotal role in reflecting and defining realistic identity roles ... People look to brands to behave as moral guardians” and that we should challenge ourselves to uphold the highest standards. Three-quarters of women say that branding is very or quite stereotypical and two-thirds of men say the same. Stereotyping can be addressed by education and awareness training but measuring progress must be part of the auditing process.

Key Take-Aways:

- D&I is a business imperative aligned to company objectives.
- Everyone engaged - accountability at all levels.
- Focus on Action.
- You make the difference.



Kari Daniels
CEO, Tesco Ireland

Diversity & Inclusion -The Retailer Perspective

Keynote speaker Kari Daniels, CEO of Tesco Ireland, shared her experiences in taking Diversity & Inclusion from strategy to action at Tesco.

“Here are 6 take outs and actions that have helped me personally and Tesco on our Inclusion journey over the last years, a journey that is by no means over.

1. The Inclusion agenda needs support from the Top, including the CEO and Senior Leaders.
2. Data drives action. Not only industry data which makes a compelling business case for Inclusive cultures and better gender balance but our own data has driven our plans and actions and given us confidence to make decisions.
3. Personal experience of both good, working in Inclusive environments and teams and not so good, eg in teams that weren't Inclusive, has been a personal driver to recruit diverse teams and support Inclusive cultures.
4. Taking a fresh look at legacy structures and job descriptions, the way we have always done things can conspire against Inclusion. For example store managers are required to open the store at 6am which is challenging for working mothers (and fathers) – how can we be more flexible in our roles?
5. Learning and Partnering with others e.g. our cross company mentoring scheme for young managers with leading FMCG businesses, helping each other on our journeys.
6. Visibility of the agenda and celebrating Diversity internally e.g. our sponsorship of Pride across the UK and Ireland.

In summary; we have more to do and as the first female CEO in Tesco I take my responsibility seriously to inspire our talent to be themselves, in an Inclusive culture to progress their careers and thereby support the success of the organisation.”

LEAD Network Focus Area 2019 and the LEAD Network Commitment



Far-left, Sarah Chartrand
SVP Global Talent, Leadership & Diversity
Ahold Delhaize

During this session, Sarah Chartrand followed up with the leaders of the functional breakout sessions to find out what were the key themes that our members discussed during the interactive workshops. At a high level, all the breakout sessions explored either 1) barriers to the advancement of women or 2) how to drive your career in a specific area and what either we as individuals or the LEAD Network can do to support this. Some of the key insights that were shared are:

- Flexible Working is still a key topic and having additional best practice examples, role models and practical tips available could help to learn more and improve work-life balance.
- Having a type of Inclusive Leadership Assessment could help to assess how inclusive individuals or teams are able to improve collaboration and reduce bias.
- Under the motto “Dare, fail, win!” a suggestion was raised to have more members share their stories about taking risks, learning from failure and how this experience has helped to make them stronger to inspire others.
- Another idea under the title “I is ok” was to create a personalized program consisting of several different elements such as, mentoring, community groups, assignments, sharing etc., that highlight the fact that we as individuals are “okay the way we are” and don’t need to adapt to specific norms.

From all the ideas and suggestions received from the different breakout groups, LEAD Network will select a shortlist and will be inviting all of its members to vote on a topic that will be added to the LEAD Network Focus Areas for 2019.

Table Group Discussion - What learnings will you turn into action?



Christina Taylor
Learning & Development Consultant, Learn to Grow
and Chair of the LEAD Network Education Committee

Christina Taylor encouraged participants to take a moment to reflect on the inspiring stories, the presentations they heard, the new skills they might have learnt and the conversations they had with other participants over the last two days and to think about how they will take some action to Do, not Try.

Participants were given an opportunity to note down their key insights and learnings they took away from the conference and formulate one action they would take on Monday morning when back at their desk, and one longer-term action they would commit to in the next thirty days. Then, they got an opportunity to share their commitments to support and drive change with their table groups, exchanging contact details to ensure follow-up in a month.





Giorgio Siracusa
Vice President, Human Resources, Europe
Procter & Gamble

Going beyond the Myth. Leadership is gender agnostic

#WeSeeEqual is the way P&G expresses their aspiration to build a better world for all of us – a world free from gender bias, where everyone sees each other equally.

To get there, it all starts with a deep understanding of what holds us back from a gender equal world where women have an equal voice, equal representation & equal decision making in business. For too long, gender equality has been framed as a women's issue, not as an organisational issue, often overlooking the role that men play. This was backed by various myths about women such as a lack of confidence, lack of abilities to lead, and not enough qualified women.

With a 'Doing not trying' mindset, Giorgio shared how in P&G they challenged the traditional notions of "leadership" and "ambition" and have been intentional to create a workplace where women can lead, meaning, to "stop trying to fix women, and debunk all the myths that feed into this mentality and start looking how to fix the system".

How they have done it:

- Talk to both men and women, including training such as MARC/Men Advancing Real Change, in partnership with Catalyst, and Intentionally Inclusive Leadership.
- Being intentional in hiring, developing and advancing women, including actions like recruiting campaigns dedicated to women, women's accelerator program to enable high-potential women to develop skills necessary for success in senior-level roles (initially designed for women the program is now open to women & men), gender-balanced talent councils to take out of the evaluation & promotion system the inherited bias.
- Partner to create sufficient weight of action to induce a systemic change. LEAD Network is such an important partner.

Key Take-Aways:

- Gender Equality is not a women's issue to solve, we need women and men, as champions for women.
- LEAD Network members jointly can play an important role in advancing Gender Equality in Europe across the industry.
- This transformation requires Leadership - Deliberate Choices, Specific Goals, Execution.



Aline Santos Farhat
Global Executive Vice President,
Marketing and Head of Diversity & Inclusion,
Unilever

It takes One

Aline told the story about how, when she was first promoted to Board level, she discovered that there was no Ladies Room on her floor. The story of how a 'personal' bathroom was built for her and for the female secretaries who worked on the floor was amusing, but the story also underlined the point how institutionalised and biased it was before.

Aline talked passionately about how the business case for D&I is clear and how we need to move beyond the many hashtags out there. Diversity is a business need as well as moral and ethical requirement. We need diversity, and we need people to feel safe and respected!

To effect change takes only one person – it starts with each of us. Leadership must start the change in organisational culture to one of inclusion by including diversity in company strategy. Analytics are essential to track progress; “measure what you treasure”, set precise and clear objectives, and analyse to find the underlying issues.

Aline emphasised the power of un-stereotyping. For example, by using artificial intelligence to remove bias from recruitment, or sending employees to an un-stereotype bootcamp, or to work alongside expert institutions such as Harvard to develop progressive policies.

Un-stereotyping is not just an 'internal' policy – Unilever also a committed to un-stereotype brand communications and to use brands for social good. For example, Dove has a worldwide programme dedicated to helping girls improve their self-confidence.

As a final thought, Aline calls on the audience to rise to the challenge and act now to change the destiny of our business, to pull stereotypes apart and to put humanity first.

COMMITTEES



LEAD Network Education Committee



LEAD Network Supply Chain Chapter



LEAD Network Marketing Committee



LEAD Network Partner Ambassadors



LEAD Network Chapter Chairs



CEO Roundtable “Diversity & Inclusion: Doing not Trying”

Chair: Dr Ilham Kadri, President & CEO, Diversey, USA

Vice Chair: Myriam Cohen-Welgryn, Regional President, Mars Petcare Europe, United Kingdom

Mick Broekhof, Founder & Secretary of the LEAD Network Executive Committee

Kari Daniels, CEO, Tesco Ireland

Rainer Kiefer, Executive Vice President, Global Head of Sales, DB Schenker, Germany

Tanya Kopps, CEO, METRO Italy

Maria Lundberg, CIO, ICA, Sweden

Sabine Müller, CEO, DHL Consulting, Germany

Olena Neznal, Vice President, Head of Europe, Middle East and Africa, Kimberly-Clark Professional, United Kingdom

Tamara Rogers, Region Head of Europe, Middle East and Africa, GSK Consumer Healthcare, UK

Brian Sharp, Global Commercial Strategy and Executive Leader, Sonoco, USA

George Young, CEO, Kalypso, USA

LEAD Network discuss D&I at Roundtable

“Our mission cannot be fulfilled without strong support from the top”, stated Mick Broekhof, co-founder of LEAD Network. This was the rationale for the first CEO Roundtable organised under the guidance and with support from Frans Muller, CEO of Ahold Delhaize, in Amsterdam during the lustrum event of 2017. Present at that time were executives from Ahold Delhaize, The Center of Workforce Excellence, Alibaba Group, Procter & Gamble, Diversey, DB Schenker, Costco Wholesale, and Mars. The outcome of that CEO roundtable was the CEO Pledge.

This year, in London, the second CEO Roundtable was held under the leadership of Ilham Kadri and Myriam Cohen-Welgryn; the agenda built on the pioneering work started by Frans Muller.

Overcoming challenges and sharing leading practices

Participants shared a personal transformational moment related to D&I and their action as a result of this “aha” moment. Each shared the challenges they encountered and explained how they are advancing gender diversity within their company.

CEO Pledge and progress towards the goal

All companies are well underway in the journey to implement D&I practices. All participants subscribe to the intent of the LEAD Network Pledge as formulated at last year’s CEO roundtable. Language will be added to the Pledge to allow for the inclusion of companies who have already signed a pledge.

Key Take-Aways:

- Progress towards realizing the Pledge is in action mode: doing, not trying.
- To be successful, executive commitment, endorsement, and engagement is a must.
- More men need to be engaged in gender diversity to make it sustainable.
- Understanding and valuing all differences and creating inclusion is key.



Dialogues Workshop MARC™ - Engaging men as change agents to drive Gender Equality

Peter Beets, Finance Director, Global Audit & Consult, Procter & Gamble

Gianluca Branda, Northern Europe Supply Chain Associate Director, Procter & Gamble

Béatrice Dupuy, Vice President Global Sales, General Manager Israel, West Bank Gaza Global Sales D&I Leader, Procter & Gamble

Francisco Medina, Senior Human Resources Manager, Procter & Gamble

Astrud Steuernagel-Seager, Associate Director of Human Resources, Procter & Gamble

Joining a Dialogues Workshop is an experience that leaves an impact on every participant. It is not a typical training. If you are looking for “the solution”, or if you expect the facilitators to give you the answers, you will be disappointed. The Workshop is the start of a journey ... a personal journey where everyone, at their speed, will grow a deeper understanding of the factors that impact inclusion, and how they can become a more inclusive leader.

During the workshop, thirty enthusiastic leaders from seventeen companies launched their journey. As a group, they experienced:

- What it is to be part of the majority, the dominant group ... and how it feels to be part of the minority. Together we realised that for change to happen, the majority needs to be involved ... and therefore, that men need to be actively engaged to drive gender balance in the workplace.
- The unconscious bias that we all have and how this impacts our daily personal and professional life. We looked at from where bias originates and discussed what can be done to become more aware of it, and how to react when we experience bias.
- The privileges that exist for men. How invisible these privileges can be. We discussed how we could “honourably” carry privileges so that they are not a driver of exclusion.

We ended the workshop with an exercise where every participant had to complete the following two sentences:

- I feel ...
- I will ...

Here are some examples of the personal commitment from the participants:

- I feel ... I've learnt more about who I am and my privileges as a man...that I must definitively share. It's key to change the behaviours rather than just filling a scorecard.
- I feel ... much more conscious about the reality faced by women. Realised how much biases I can still have...but also who I can act. Realised how majority/minority is a moving line.
- I feel ... comforted to see how many men sincerely wish and are willing to engage in gender-balanced workplaces.
- I will ... try to change my behaviours. Try to listen more. Observe what's going around me. Try to be an actor in the change. Honour my privileges to influence others.
- I will ... need to run diversity workshops, starting with my leadership team.
- I will ... think about my impact on others...personal and at work...I will call out others' impact on others...think about how I can take learnings back to my Company to drive some change. We encourage all of you to think through what you can do to make a difference and join us on the journey to create a gender equal and inclusive society!

Enjoying Networking Workshop

Peter Higgs is the owner of BNI Birmingham & Coventry. BNI is the world's largest business referral organisation. His presentation on how to network was practical and immediately applicable by everyone.

The session gave us useful tips for effective networking. Becoming a skilled networker will help us to develop more positive and meaningful relationships. It also develops people-watching skills. Peter started by explaining that Networking is about relationships and broadening your community. It is NOT about selling. He shared some key tips:

Must -Do's

Smile
Positive attitude & Enthusiasm motivation.
Have a strategy
Speak & listen to people

Avoid

Selling
Talking too much about yourself
Off-the-cuff or derogatory comments about anyone
Staying with one person/group too long



Peter Higgs
Executive Director, Business Network
International (BNI)

Innovation Workshop “Discover & Disrupt”



Mike Friedman, Partner, Kalypso

Amy Landucci, SVP for Consumer Healthcare Tech, GSK

Henry Lane-Fox, CEO, Founders Factory

Kimberley Hunt, Vice President, Global Category & Shopper Marketing, GSK

The Innovation Workshop was hosted by the Founders Factory & GSK at GSK House. Everyone received an opportunity to challenge themselves and each other to think differently about how to engage with consumers and customers. The workshop provided attendees with the opportunity to learn how to “think like a start-up”. The inspiration came from three incubator start-ups who each shared their innovative ideas across supply & retail marketing and who took the opportunity to share their views on thinking differently for CPG manufacturers and retailers.

Workshop host and incubator start-ups

Founders Factory is a corporate-backed accelerator and incubator which is committed to launching 200+ start-ups over the coming five years. Working with L’Oreal, easyJet, Guardian Media Group, Aviva, Holtzbrinck and CSC, Founders Factory identifies start-ups that are disrupting their sectors as well as building new companies from scratch.

- **Talkin Things** - enables digital transformation through physical products by providing a complete IoT smart packaging platform for brands to benefit from connected products throughout the entire supply chain.
- **Monolith** – presented an Artificial Intelligence simulation for packaging and supply chain.
- **Poplar** - an online agile studio that connects and manages AR content creators for brand campaigns. They presented four case studies; Island, King, L’Oréal, and Optrex.

RETAILER Roundtable



The fourth Retailer Roundtable meeting was moderated by Tanya Kopps, CEO of METRO Italy and Chair of the Steering Committee of LEAD Network.

Participants represented nine retailers: **METRO Italy and Germany, Manor Switzerland, ICA Sweden, Sonae Portugal, Ahold Delhaize Serbia, Amazon Germany, Mega Image Romania, and the Secretary-General of the Chain Stores Association and Food Retailers Association on behalf of retailers in Turkey.**

Participants discussed two subjects in the context of store management: work-life flexibility and 'returnship' (returning to work after a break). Both topics were of equal interest. Additionally, job sharing in stores was discussed as a future 'must-have' to attract female management talent.

Participants recommended a study for 2019 along these topics and committed to supporting with local resources.

Key Take-Aways:

- Work-life flexibility, returnship, and job sharing are hot topics for store management, but there are few examples of leading practices.
- New ground will have to be broken to attract the next generation of store managers.

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Leading Executives Advancing Diversity

Advancing Women's Leadership in Retail & Consumer Goods-Europe

Our Vision is a diverse workforce where both men and women are enabled to contribute their full potential and lead their organisations to the next level of value creation.

ICA



Kimberly-Clark

Diversity & Inclusion Marketplace

Hosted by Ahold Delhaize, Coca-Cola European Partners, PepsiCo and Procter & Gamble

The format of a Marketplace with “booths” is a new session at a LEAD Network event. The concept was enthusiastically embraced by “shoppers”.

Across our 29 LEAD Network Partners, we have a wealth of knowledge, experience and learnings on how to drive Diversity and Inclusion within our sector. Most companies have tried various approaches and activities, and some have been able to make a real difference.

In this Marketplace, four Partners presented case studies and leading practice examples that proved successful and made a real impact.

The Marketplace featured “booths” at which “shoppers” were able to explore and discuss how these four companies have implemented these practices, what has worked well, the challenges and pitfalls, and how to measure the result.



Monika Buzasy



Maria Kokkinou



Sarah Chartrand



Coca-Cola European Partners

The LEAD Network D&I Maturity Model Toolkit

Simon Feeke, Senior Manager Specialist Assurance – Culture, Diversity & Inclusion, EY

Elaine Parr, Partner, EY

Christina Taylor, Learning & Development Consultant, Learn to Grow and Chair of the LEAD Network Education Committee

The project to create a D&I Maturity Model started eleven months ago when the LEAD Education Committee teamed with Foundation Partner EY to develop a self-assessment tool that helps companies understand their maturity level regarding D&I practices.

LEAD Network invested significantly to bring this model to fruition which will help Partners progress towards gender equality. It is a robust model, built on National Equality standards, which allows companies to evaluate their current status and see what they can improve.

The self-assessment provides organisations with input how to:

- Embed D&I into the corporate strategy
- Understand issues before implementing initiatives
- Measure diversity across all levels of the organisation (not just

Executive level)

- Fix the organisational structure and culture
- Measure the impact of their initiatives effectively

The self-assessment tool is designed to be rapid and it's user-friendly: only thirty-one questions with a clear yes/no answer, and it's entirely confidential. The assessment is meant to be filled in by the company's HR or D&I lead, together with their HR teams. A downloadable report is available immediately following the survey.

Benefits include:

- Overall assessment of maturity based on best practices
- Identification of strengths and weaknesses
- Recommendations to help on-going improvement



Simon Feeke (standing)



Elaine Parr



Christina Taylor

Building more equal workplaces through Lean In Circles

Emma Roberts Lean In Europe Programme Lead, The Sheryl Sandberg and Dave Goldberg Family Foundation

What is Lean In Circles?

Lean In Circles is a place for employees to share ideas and advice, gain skills, and build community. Most of all, it's a place where women and men in the organisation can get the support they need to reach their goals, where we help each other become our very best selves. Whatever the personal goal, whether that is working toward a promotion or building confidence, reentering the workforce or starting a business—a Lean In Circle can help you get there.

How Circles work

Each circle consists of 8-12 members who are at a similar life/career stage, with similar goals, and a moderator to provide peer-to-peer mentorship.

Lean In Circles are everywhere, and the website (which is free) has 2+ years' worth of content from Negotiation and Presentation to Power & Influence and The Surprising Habits of Original Thinkers.

Members meet once a month to support each other and learn new skills. **Circles can meet over coffee** at home, during a lunch break at work, or as a virtual meet-up with people who share similar interests.

And we know they work: 85% of members say their Circle has made a positive impact on their life and two-thirds of women took on a new challenge.



Emma Roberts



Career Conversations

Mary Barnard, President, Regional President, Chocolate Category, Europe, Mondelez

Caroline Basyn, Senior Vice President, Mondelez Business Services, Shared Services, Mondelez

Valeria Cossen, Vice President Law, Consumer Group EMEA, Johnson & Johnson

Tanya Hene, Factory Director Nutricia Liverpool, Danone

Laura Knight, Regional Vice President People and Organization, Mars Petcare Europe

Nigyar Makhmudova, Global President of Mars Pet Nutrition

Fusun Tavus Mumcu, Chair of LEAD Network Turkey Chapter

Olena Neznal, Vice President, Europe, Middle East and Africa, Kimberly-Clark Professional

Ian Mumby, Director Product Supply, Waitrose & Partners

Neslihan Nigiz Ulak, General Manager, Barry Callebaut Turkey

Much of the research that focuses on gender diversity refers to the importance of role models to inspire women in their careers and help them see the possibilities.

However, many women claim that there is a lack of female role models at the top of their organisations. LEAD Network provides a forum for women to connect with inspiring and engaging women from across the sector.

The panelists discussed their road to where they are today, their biggest challenges, and how they had overcome those. Attendees used the opportunity to ask questions, get tips, advice and inspiration to support their own journey.



Ian Mumby and Olena Neznal



Nigyar Makhmudova



Fusun Tavus and Mary Barnard

Future of Work: Build the Ideal Organisation for the Future

Franziska Dobner, Communications & Organisations Officer
of the platform3l GmbH, German EdTech
Gabriele Riedmann de Trinidad, Founder and Managing Director
of the platform3l GmbH

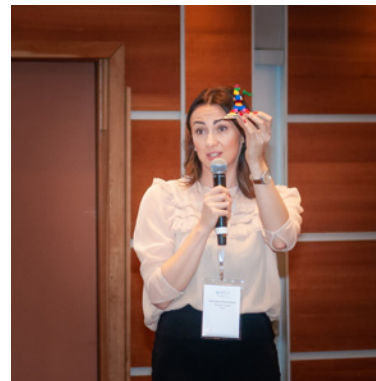
One of the major challenges facing organisations today is the fast pace of digitalisation and automatisisation. The topic of this breakout session was how these can be embraced at each level of the organisation and which key processes need to be adapted for the organisation to survive.

In addition to internal processes, companies also need to understand how to stay relevant to a constantly changing consumer and how to better respond to new customer problems.

Despite automation in many areas, humans are needed to define the best way of using AI and automatization and define the best way to connect and interact to deliver the best customer experience. The role of humans in the digital and automated world is assured!



Gabriele Riedmann de Trinidad and Franziska Dobner



Michèle Mees and
Danielle Moens

How Balanced Leaders are Changing Corporate Culture

Michèle Mees and Danielle Moens,
Founders of The Centre for Balanced Leadership



The moderators focused on three key aspects: why does the balance shift so slowly; how culture is key; and how to create a sustainable change?

Using the model of the iceberg, the moderators explained that some ineffective choices are slowing us down. For example, the 'Hidden Quota', the energy consuming 'Revolving Door', the 'Queen Bee Myth', or 'Group Think'. Studies are showing that companies with balanced leadership are much better at hiring and promoting based on performance.

The importance of culture was illustrated by the quote "culture eats strategy for breakfast". In the experience of the moderators, companies tend to over-evaluate the masculine dimension of culture while research shows that 65% of what employees find missing is the feminine dimension.

Creating a culture of inclusion by using the model of balanced leadership (which looks beyond gender) invites individuals, teams and the company leadership to become more balanced.

To create sustainable change in your organisation, you need both top endorsement and grassroots movement; culture is everyone's business. You need the right tools and fact-based dialogue. Find a team that is well balanced and put them in the spotlight.

Key Take-Aways:

- An unbalanced culture is an exclusive culture, and we should be aware of the seesaw effect.
- 65% of what employees find missing in culture is the feminine dimension.
- The key to change is 'B.I.G.'; Balanced, Inclusive, and Gender Intelligent.

Geraldine Huse



Inclusive Leadership – the new imperative

Geraldine Huse, Vice President, Central Europe at Procter & Gamble

We live in a fast-changing world – technology, financial markets, climate change, shopper changes such as voice-activated shopping – so it is a massively disruptive period and we as CPG companies need to keep changing to keep up.

Change requires Innovation and that comes from diversity and inclusion. Geraldine Huse explained that Diversity is a measure, while Inclusion is a skill. But Inclusion is difficult because we have a tendency to prefer working with people who are like us and we tend towards stereotypes.

To combat this, P&G is changing their consumer messaging, particularly by un-stereotyping their advertising and by taking a stand on issues that undermine equality such as 'period poverty', wage gap or gender stereotyping.

Meanwhile, as leaders we need to focus on inclusive leadership by:

- Don't just talk about it. We need to believe it and show it in our actions.
- Have courage to change: especially changing the culture of the organisation.
- Take responsibility to eliminate unconscious bias – see beyond the boxes
- Foster constructive dissent.
- Create a culture of empowerment. Listen, ask questions, and be humble.

Putting this into practice can lead to a transformation of the business

Maren Gerhäuser-von de Fenn



Mentoring Speed Dating

Maren Gerhäuser-von de Fenn,
Head of Transformation and Change, Metro AG

Maren designs and facilitates learning and development experiences for the international leadership population at METRO. Since January 2018, Maren has been a member of the LEAD Network Education Committee, and she leads the LEAD Mentoring Programme.

Each participant was asked the question, *what does mentoring mean to you? Some common responses included Support, Help, Reflection, Transition, Growth, and Guidance.*

The next question put to the group was, *what makes mentoring effective and what behaviours and similarities are there?*

Two groups that explored the topic concluded that the mentor's role was to create a safe space, to be mindful, honest and interested, but mostly to share experiences with the mentee. Defining and deciding on an end gain is beneficial for both parties and keeps them focused on their time and agenda.

Key Take-Aways:

- Mentoring has a different meaning for different people.
- LEAD external mentoring programme has increased from 8 in 2017 to 16 in 2018.
- The LEAD target for participants in 2019 is 26.

Carol Seymour



The Brand of You – How Leaders can Power up and Inspire Others

Carol Seymour, Global Executive, Speaker, Author and Founder of Signature Leaders and TWOthroughYOU

This session helped participants think differently about their brands and about bringing their A-GAME EVERY DAY TO INSPIRE AND LEAD OTHERS. Carol drew upon real-life experiences from more than 1000 accomplished leaders to demonstrate how critical it is for leaders to define and own their distinct signature leadership style and be intentional about their lives and careers.

In her interactive discussion, **The Brand of You**, Carol went through the following themes:

- Knowing your “Gift Zone” to bring the “Best You” to your company.
- Powering Up your leadership to build up other leaders.
- Recognising that vulnerability is a strength.
- Practising self-care to bring energy to others.
- Sharing your wisdom to fulfil your leadership obligation.

Leaders must be more than high performers and great executors. Leaders need to demonstrate their unique Signature and Presence to make a difference in the lives of others.

The Women Behind the Numbers

Chris Morley, President Nielsen Portfolio, Nielsen
Cecilie Westh, Managing Director, Nordics, Nielsen

At this year's LEAD Network conference, Cecilie Westh, MD Nordics Nielsen, and Chris Morley, President Nielsen Portfolio, presented 'The Women Behind the Numbers'. The team showcased Nielsen data on women's media consumption, as well as purchasing behaviour, drawing a portrait of women's everyday investments—specifically how they spend their time and money.

Did you know that women account for \$39.6 trillion or about 30% of the world's wealth?*

But surprisingly, men are still more confident in the future of the economy with a confidence index of 107 vs 101 for women. Health is the first concern for women, while men put the economy first.** It seems to be that women are less optimistic when it comes to health, job prospects, and increased savings but there is an exception - millennial women are increasingly optimistic. They hold more positive sentiment than boomers regarding being paid fairly, improvement of women treatment as well as being treated equally in society.

Key Take-Aways:

- Women account for \$39.6 trillion or about 30% of the world's wealth.
- Millennial women more optimistic and confident.
- Women account for 68-73% of FMCG spend.

* Source: Boston Consulting Group, 2016

** "The Conference Board® Global Consumer Confidence Survey conducted in collaboration with Nielsen" Q2 2018



Cecilie Westh



Chris Morley

How Responsive Working creates a Culture of Inclusion

David Gwilliam, UK Transformation Senior Director at PepsiCo
Karina Worcester, Learning and Development Manager at PepsiCo

Two years ago, PepsiCo launched the Responsive Working programme, aimed at driving agile working and building inclusion, developing high-performance teams, and business growth.

The 'Test&Learn' mindset allows all team members to build and contribute to team development and overcome the negative dynamics which can erode team performance.

Key practices used within PepsiCo to drive team inclusion and good team dynamics:

- Active listening: allows all team members to express their views, balances different personality types, and gets the most from the team
- Consent: aligns the team faster on good ideas and creates a positive bias for action
- Working in the open: bring work "in the draft" and ask for input to encourage collaboration\
- Team retrospective: define what stops us and what can we do differently to progress

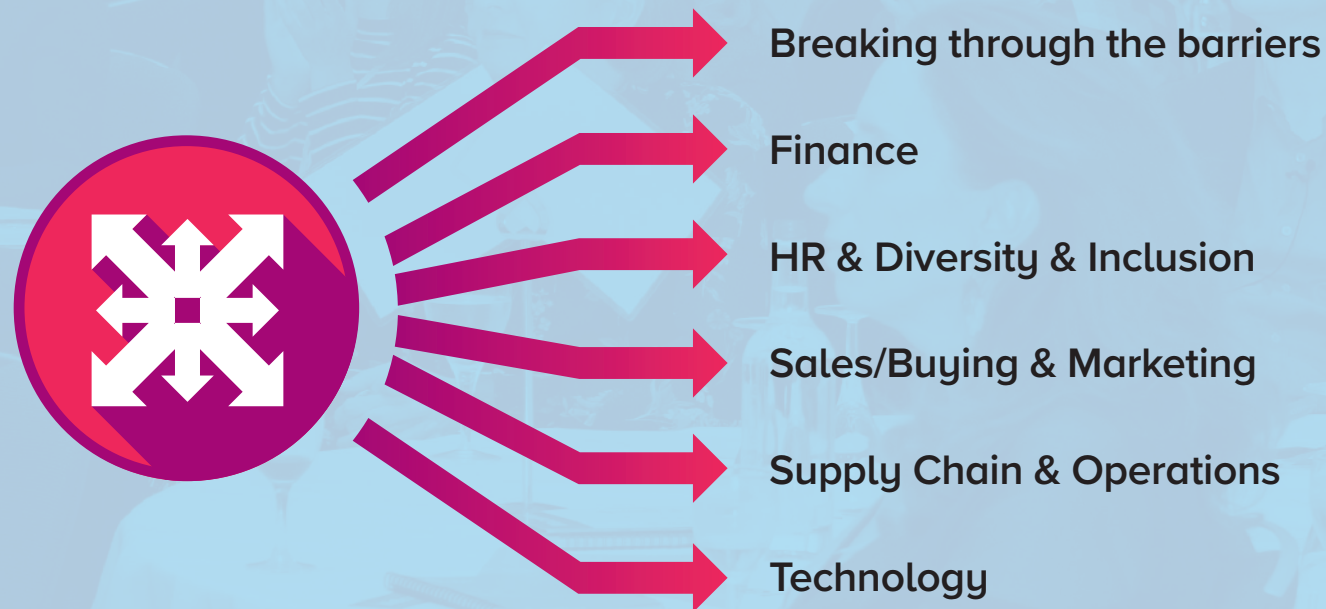
Overall, the new approach is encouraging experimentation, sharing, and inclusion. Besides encouraging diversity, this approach embraces and respects cultural differences while creating an open, collaborative space.

The new attitude is embedded in the team by "Start by Starting!", supported through a mentoring programme across the entire organisation.



Karina Worcester and David Gwilliam

For the first time at our annual LEAD Network Event, attendees could connect with peers from across the sector via focused affinity groups. There was also the opportunity to network and discuss key hot topics linked to your functional group, such as key future skills & capabilities, career accelerators, barriers for women to progress, how mega-trends are affecting the function; and explore how peers are addressing these. Attendees had the opportunity to share the outcome of the workshop during the plenary session and vote on 1-2 key focus areas for the LEAD Network 2019 conference agenda.



Breaking through the barriers – Let's make a Difference

Anke Sunaert, Global Manager Associate Development, Ahold Delhaize

Anke works across different areas of Culture and Engagement, Talent Management, Learning and Development, and Diversity and Inclusion. She has been a member of the LEAD Network Education Committee since early 2018.

The session started with sharing the results from the membership survey. The top four areas of interest were identified, and each table received a topic for debate and was encouraged to search for new solutions to old problems:

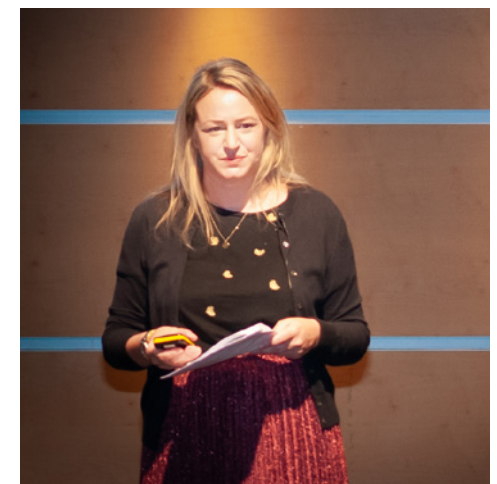
- Work-Life Integration
- Confidence Boost
- Influence a Female Supportive Culture
- Reduce the negative effects of male culture

Some of the solutions that were discussed:

- Flexible working
- Looking at individual issues as one size does not fit all
- Build a LEAD training module for 'Negotiation Skills'
- Build a tool available for everyone to balance masculine and feminine ideas within the culture

Key Take-Aways:

- Flexibility is key.
- Training is a must.
- Culture needs to change from the top.



Anke Sunaert

Finance

Christine Januario, Finance Director, Costco Wholesale France

Cynthia Merope, Deputy CFO, Metro France

This session explored the role of finance in the organisation, key skills and expectations for senior finance leaders, and specific challenges and opportunities for female leaders.

The moderators explained their career history and what led them to their current roles (which were influenced by their companies' attitudes to inclusiveness).

Females in finance often lack confidence; the question is how to overcome this. Finance is a more traditional function, and this culture puts additional pressure on women to conform.

Also, there are specific challenges for women in finance. As an example, the role of the auditor involves a lot of travelling. Some companies encourage families to travel together. Finance demands attendance at key times (month end) and as a mother that can be hard.

On the plus side, finance can be a 'devil's advocate' role, and the function has a longer-term perspective. Sometimes, the softer skills and psychological skills of women can be key strengths.

We need to tackle the judgment of society and colleagues towards females who take senior roles. Role models and mentoring can help.

Key Take-Aways:

- More open conversations about parenting and how we balance this with work.
- The need for equality – which means men and women.
- Attract talent starting young – need to engage at University.



Christine Januario



Cynthia Merope

HR & Diversity & Inclusion

Cor Bosselaar, Manager R&D Operations, Kimberly Clark

Munazza Kasmani, Head of Learning and Development for Developing Markets, RB

Cor Bosselaar and Munazza Kasmani led a session with HR & D&I representatives from the Partner network who were invited to help co-create solutions for some of the key challenges faced in putting D&I strategies into practice.

Attendees split into smaller groups and discussed how to get executive buy-in and support for D&I initiatives, how to align D&I to the corporate strategy rather than treating it as a separate initiative run by HR, how to set meaningful D&I KPIs, and how to effectively implement a D&I program across the organisation.



Munazza Kasmani and Cor Bosselaar

Sales/Buying & Marketing

Dawn Elvin, Vice President, Global Sales Health & Grooming, PGT Healthcare and Global Pharmacy, Procter & Gamble

Fiona Liebehenz, Head of Vendor Management Pets, Amazon EU SARL

25% of LEAD Network members are in Sales and Marketing functions. The discussion focused on how to tackle the gender equality topic in these functions.

Fiona Liebehenz and Dawn Elvin spoke about their careers and offered insights into a career path across functions across companies or within one company, and what helped them along on their journeys.

They discussed male and female biases, the importance of strong networks, and that women have to sell and market themselves. The group of 80 attendees was asked to develop ideas how they and LEAD Network could advance and retain women in these functions.

Key Take-aways:

- *Take ownership for Recruitment:* recruit a diverse skill set that acknowledges that the shopper base is mainly female. Enable new and more collaborative thinking between retailers and manufacturers, and marketers and agencies. Bias-free technology can foster this.
- *Education:* Senior Leadership must lead by example and truly understand the must-have-value of a diverse team in these externally facing functions. LEAD Network can support with training, functional reverse mentoring, and creating exchange among the group of people.
- *Media Campaigns:* We as CPG industry are among the top media spenders in the world. Let's avoid stereotypes in our communication. That's something all of us can show that we are "Doing, not Trying".



Dawn Elvin and Fiona Liebehenz

Supply Chain & Operations

Corina Cioranu, Head of Supply Chain Procurement Europe, Mondelēz, Switzerland
Seda Kalkandelen, Business Development Manager, CHEP Turkey
Thomas Schulz, Chief Human Resources Officer, Schenker AG, Germany

Julia Edler-Pain, Senior Business Development Manager at DB Schenker and Chair of the LEAD Supply Chain Chapter, welcomed all participants and gave a brief overview of the mission of the Chapter. This introduction was followed by a panel discussion with Seda Kalkandelen Güleç, Corina Cioranu, and Thomas Schulz.

The panel discussion was the fuel for lively exchanges for the tables of ten, each with a moderator to capture the outcomes: **Parisa Davood**, Unilever; **Cristina Sebastia**, CHEP; **Alison Dobbie**, CHEP; **Richard van Schie**, DB Schenker and **Vanessa Holl**, DB Schenker. Orchestrator was Judith Spring from Peakscape Ltd.

The five keys topics were:

- How to attract more women into Supply Chain?
- What are key elements in advancing a career in Supply Chain?
- What are the reasons that female careers stop at middle management?
- What would be the incentive for men to champion women in Supply Chain?

What skills and capabilities are needed to become an effective head of Supply Chain? Each moderator presented outcomes, and action companies and LEAD Network can take.

For details, contact julia.edler-pain@dbschenker.com

Key Take-Aways:

- There is a need to increase awareness of the benefits of gender diversity in Supply Chain functions.
- Start with quantitative measures; follow with qualitative actions.



Thomas Schulz



Judith Spring



Corina Cioranu

Technology

Diane Levin, Vice President, Johnson & Johnson Technology (JJT) Customer & Sales EPL, Johnson & Johnson

Maria Lundberg, CIO, ICA Gruppen

Digital is primarily cast in the context of product development and manufacturing; however, disrupting internal processes is often overlooked. Advanced technologies can change how we deliver efficiently and effectively in our daily jobs, but not only. An introvert manager can use new tools to promote the team's achievements. Women can adjust their leadership style to more assertive by using new communication tools.

Technology can be the best pillar to support a company's success if it focuses on business imperatives and treads carefully around the complexities of data privacy and compliance standards.

Investing in technology will help companies develop a competitive advantage by attracting and retaining the best talent as well as develop leaders open to diverse and inclusive teams.

Key Take-Aways:

- Functional boundaries are blurring – in diverse teams, individuals bring skills as opposed to just functional expertise.
- Business should invest in technology and tackle resistance to change -important is to attract the best talent in the market.
- Technology tools can enhance our communication skills, help women to express themselves, and promote their teams and work.



Diane Levin



Maria Lundberg

CLOSING REMARKS



With its overwhelming positive feedback and high energy, the 2018 LEAD Network Event was an amazing two days of networking, learning, and best practice sharing. Veronika Pountcheva summarised by saying, “The purpose of the LEAD Network is to partner with, connect, inspire and enable men & women in the European Retail & CPG industry to create a future of inclusion and gender equality at all levels. Over these two days, we’ve made strides to reach our objectives and empower the individuals and companies in this room to make a change.” Veronika Pountcheva thanked the participants, speakers, sponsors, and all the volunteers of the LEAD Network for their contribution to an extremely productive gathering. She invited all members to next year’s event to continue driving our ambition of “Doing not Trying”.



Veronika Pountcheva
Global Director, Corporate Responsibility
Senior Vice President at Metro AG

The LEAD Network is grateful to our volunteers, speakers, committee members, Partners, and conference sponsors (**Ahold Delhaize, GSK, Johnson & Johnson and PepsiCo**) who made this conference such a valuable and memorable event for us all.

LEAD Network would like to particularly thank the LEAD 2018 Conference Committee members who volunteered their time to develop the content of the LEAD Network Event 2018, with a special word of thanks to our Content Designer **Christina Taylor**, L&D Consultant and Owner of Learn to Grow. Committee members include: **Ana Bostan**, Senior Consultant, Kalypso; **Mick Broekhof**, Managing Partner, Kalypso Europe; **Laura Halfas**, Corporate Responsibility, METRO; **Sharon Jeske**, Executive Director, LEAD Network; **Louise Kristensen**, Regional Digital Commerce Director, EMEA, GSK Consumer Healthcare; **Ecaterina Safarica**, Associate Director Company Communications, Procter & Gamble; **Janet Standig**, Global Procurement Director – Indirects, **Johnson Matthey**; **Christina Taylor**, L&D Consultant and Owner of Learn to Grow; **Silke Trost**, Global Marketing Director, Nielsen and **Jessica Wigram**, volunteer.

Many thanks go out to the report writers of the **Conference Executive Summary**: Project lead **Andrew Cowen**, Director, Bluespark Commercial Strategy Ltd; **Peter Beets**, Finance Director, Global Audit & Consult, Procter & Gamble; **Ana Bostan**, Senior Consultant, Kalypso; **Yvonne Breen**, Partnership Director, Royal Mail; **Liliana Caimacan**, Marketing Strategy Director, Unilever; **Julia Edler-Pain**, Senior Business Development Manager, DB Schenker; **Stefanie Gunia**, Consultant, Kalypso; **Laura Halfas**, Corporate Responsibility, METRO; **Kendall Hawkins**, Global Sr. Manager of Talent, Kalypso; **Kendall Hawkins**, Global Senior Manager of Talent, Kalypso; **Fiona Liebehenz**, Head of Vendor Management Pets, Amazon EU SARL; **Vân Nygen**, Communications & Pursuits Strategist, EY; **Nikki Price**, Business Development Director, Sorted Direct Mail Limited; **Alma Sartori**, Programme Manager, LEAD Network, **Silke Trost**, Global Marketing Director, Nielsen, and **Annelie Verstraaten**, Founder & Owner, MerkWijs.

Plus we extend a special word of thanks to **Ryan Whittle**, Senior Specialist, Kalypso, for his creative magic to develop our conference video.

An expression of gratitude goes to our graphic designer **Roger van der Klugt** of Ontwerperij who created the visual identity of the LEAD Network event 2018 and our marketing materials.

The LEAD Network would also like to acknowledge **Natalie Lutz**, **Stefanie Müller** and **Klaus Schäfer** of the K3.0 Agency for orchestrating the behind-the-scenes logistics of the event, our photographers; **Damian German** & **Mariët Sieffers**, videographer **Jay Grosvenor** and video editor **Ryan Whittle** from Kalypso for capturing the highlights of this event - and the smiles and energy of our conference delegates.

LEAD Network would like to say many thanks to our **Partner GSK** for hosting the Innovation workshop and our **Partner Unilever** for hosting the **LEAD Network Advisory Board meeting** prior to the Event.

We would like to express our appreciation to **The Right Honorable The Lord Price CVO** and **Libby Dewdney-Herbert** for organising the UK Parliament visit.





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