



Doing not Trying: Results Matter



Our milestones in 2019...

With the strong commitment and hard work of our 150 volunteers, we made many significant advances during the year:

- Our membership grew to almost 7,000 - an increase of 2,800 compared with 2018. 16% of our members are men
- We published the results of our second Gender Diversity Scorecard, which showed encouraging progress towards gender parity. Among participating companies, the proportion of women in executive positions with responsibilities in Europe hit 34%, up from 25% in 2017
- 21 CEOs signed our CEO Pledge, an increase of 15 compared with 2018
- The LEAD Network annual event in Madrid in November was our most successful yet, with 636 participants, a 54% increase on 2018. The number of CEOs and industry leaders in attendance doubled
- We attained a total of 33 corporate Partners, of which more than half upgraded their Partnership levels. As a result we saw an increase of 54% in Partnership funds compared with 2018
- We set up a new country Chapter in France, led by Carrefour and Danone. We hosted 23 Chapter events across Germany, France, The Netherlands, the UK, Switzerland, Spain, Turkey and Supply Chain
- Our Education Committee led 15 webinars, exploring two main themes: confidence and flexible working



LEAD Network Executive Director
Sharon Jeske

...and our goals for the year ahead

In 2020, LEAD Network will further increase retailer engagement and, collectively with its members, make strides to advance gender diversity. Guided by our Advisory Board and leadership team, we have set some ambitious objectives for the year, including:

- Be the voice of the industry in advancing gender parity
- Increase our membership to 9,000
- Launch a new functional 'Sales and Buying' Chapter and a new country Chapter in Poland
- Publish a detailed case study of flexible working on the shop floor at Waitrose
- Support our corporate Partners in their progress towards gender equality by sharing leading practices
- Double the number of signed CEO Pledges
- Develop and test a new inclusive leadership development programme
- Expand our external mentorship programme to 100+ participants
- Define and launch a value proposition for volunteers
- Create a value proposition for men
- Drive maturity self-assessment participation across Partners
- Develop three D&I leading practice campaigns with 10 webinars
- Enhance the member experience via our electronic platform so that members can connect, share, develop and empower each other to become the next generation of inclusive leaders
- Bring together our members for our eighth annual event, on the theme of 'Doing not Trying: Inclusion Wins in the Marketplace' in Istanbul on 7-8 October 2020

Our 2021 strategy

LEAD Network's purpose is to partner with, connect, inspire and enable men and women within Europe's retail and CPG industry to create a future of inclusion and gender equality at all levels.

This report highlights key progress made in our industry, including a nine percentage-point increase in the number of women at the executive level in two years - from 25% in 2017 to 34% in 2019, as revealed by our Gender Diversity Scorecard results.

To make our vision a reality, we have a robust strategic plan to guide our efforts over the next two years. The plan was developed by LEAD Network volunteers drawn from our education, membership and marketing committees, and then refined and approved by our Advisory Board, Executive Committee and Steering Team.

Our 2021 strategy contains four key objectives:

Be the diversity and inclusion network of choice for companies and individuals within Europe's consumer goods and retail industry

We will provide valuable benefits and insights, inspire our Partners, and share best practices to promote gender equality and inclusion. These activities will be underpinned through collaboration with industry associations globally. We aim to reach 10,000 members by 2021.

Develop and empower the next generation of inclusive leaders, both male and female

We will offer extensive volunteer opportunities across Europe, giving our members access to executive role models, unique learning experiences and leadership opportunities.

Help our Partners make progress toward gender equality

We will provide unique, value-added services through results-based learning, industry resources and connections.

Be a powerful advocate for and expert on diversity and inclusion

We will create strategic partnerships with key organisations and influencers at a regional and local level, primarily through our growing network of country-based Chapters.



*Chair Advisory Board &
Co-founder of LEAD Network*

Helayne Angelus
Partner, Kalypso



*Incoming Chair of LEAD Network
Advisory Board*

Veronika Pountcheva
*Global Director
Corporate Responsibility,
SVP, METRO AG*

OUR MISSION AND VISION

MISSION

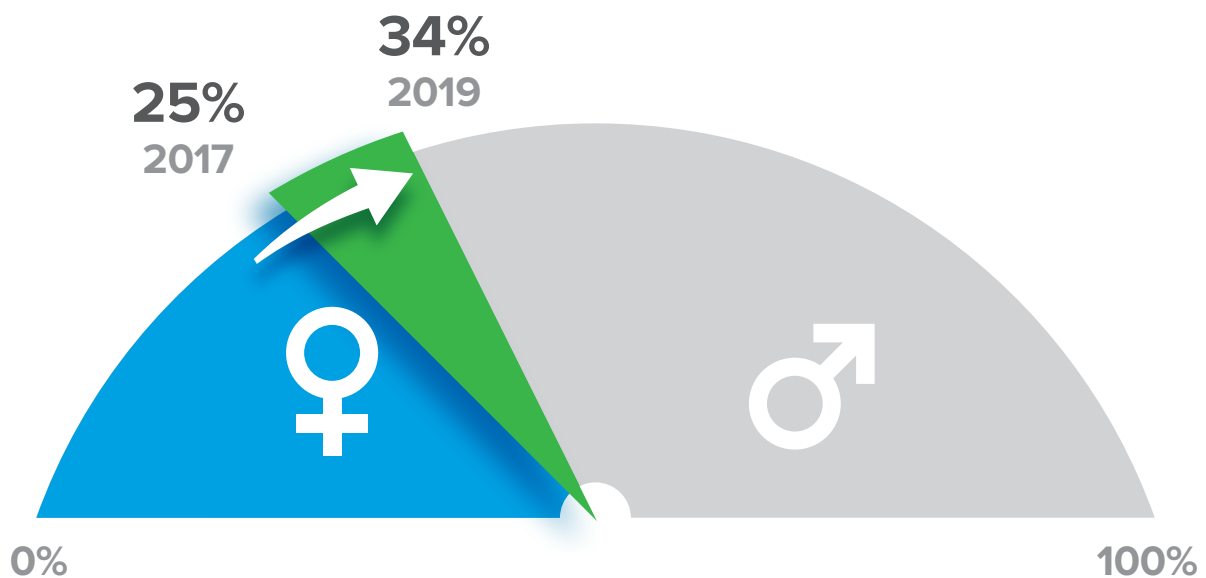
The mission of LEAD Network (Leading Executives Advancing Diversity) is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development.

LEAD Network is convinced organisations can create more sustainable value by leveraging the full talent pool.

VISION

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.

Female Leadership increase 2017-2019



Help shape the future of LEAD Network

We currently have more than 150 volunteers and committee members, all of whom play a vital role in helping us achieve our goals. Our aim is to continue expanding this diverse pool of dedicated and talented individuals. If you would like to offer your services, in any capacity, we would be delighted to hear from you. Please contact mick.broekhof@lead-eu.net

LEAD Network has developed a toolbox to support the D&I strategy and roadmap of our Partners. Each tool is an answer to a question the C-suite will ask:

Diversity & Inclusion

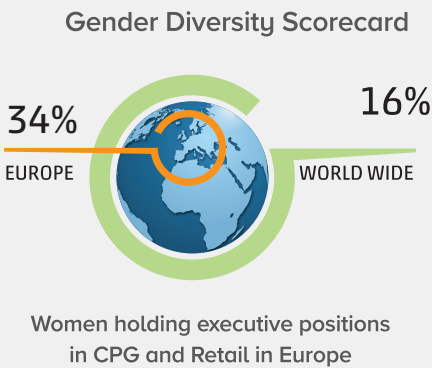
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WHERE DO WE WANT TO TAKE OUR COMPANY?



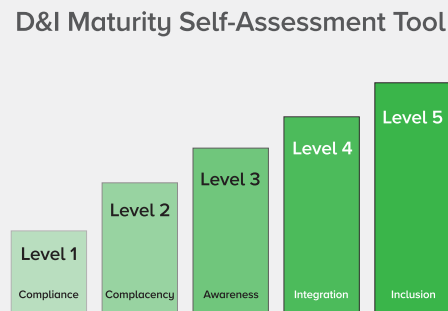
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WHERE IS OUR SECTOR TODAY?



3

WHERE IS OUR COMPANY TODAY?



4

HOW DO WE MAKE PROGRESS?



Message from the Treasurer of the Executive Committee

The report covers the 2019 calendar year and has been prepared in close collaboration with our accountants and tax advisors, Ouwersloot Kerkhoven.

During 2019, the topline grew by 41% to a revenue of €1,014,952. The strong double-digit revenue growth is spurred by new Partners who joined LEAD Network and existing Partners who have stepped up to the next level of Partnership. Our Partners recognize the value of the Network for their staff, for their company, and for our industry.

After costs, there was a solid net result of €175,786.

Our cash position improved strongly due to a combination of topline growth and focus on debt collection. The liquidity surplus is €938,736. This cash position is in line with our financial strategy to hold a year's worth of reserves. We intend to invest part of the free cash flow.

In 2020 we plan to further invest in staff and products in order to continue our growth and further increase the impact on the consumer goods and retail industry.

In the detailed report you will find information about our assets and liabilities, as well as our KPI dashboard. We hope you find the report useful and extend our warm thanks for your continuing support.

Treasurer of the Executive Committee

Felicia Eijsink-Waaijer
VP Transformation Europe, Unilever



*Treasurer of the
Executive Committee*

Felicia Eijsink-Waaijer
VP Transformation Europe,
Unilever



*Chair of the
Executive Committee*

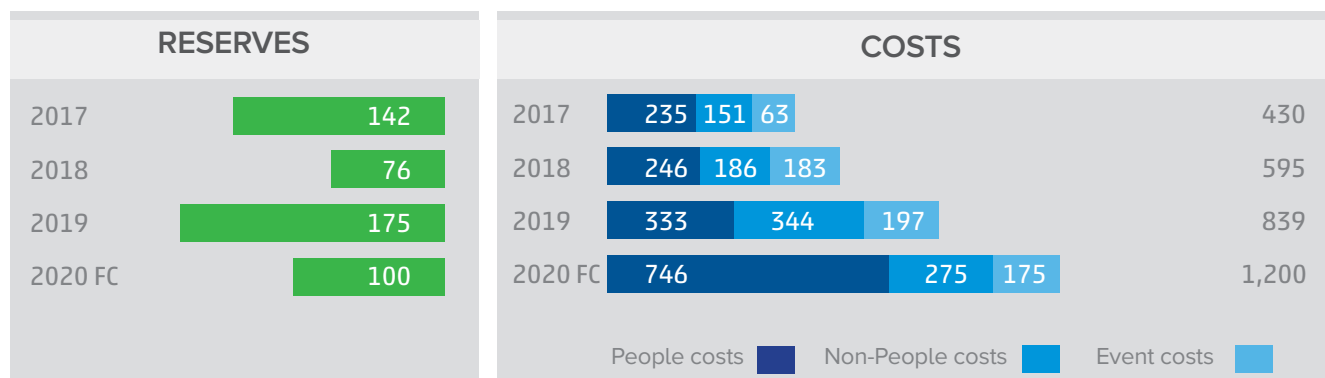
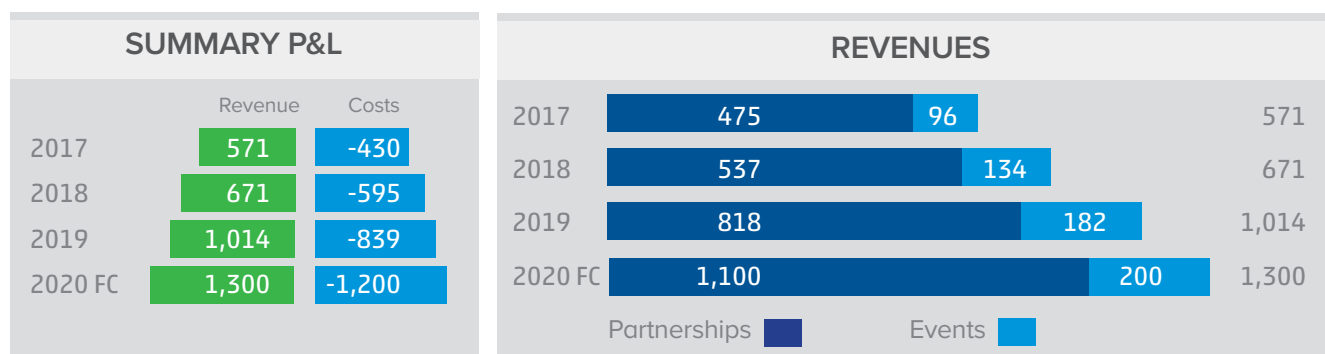
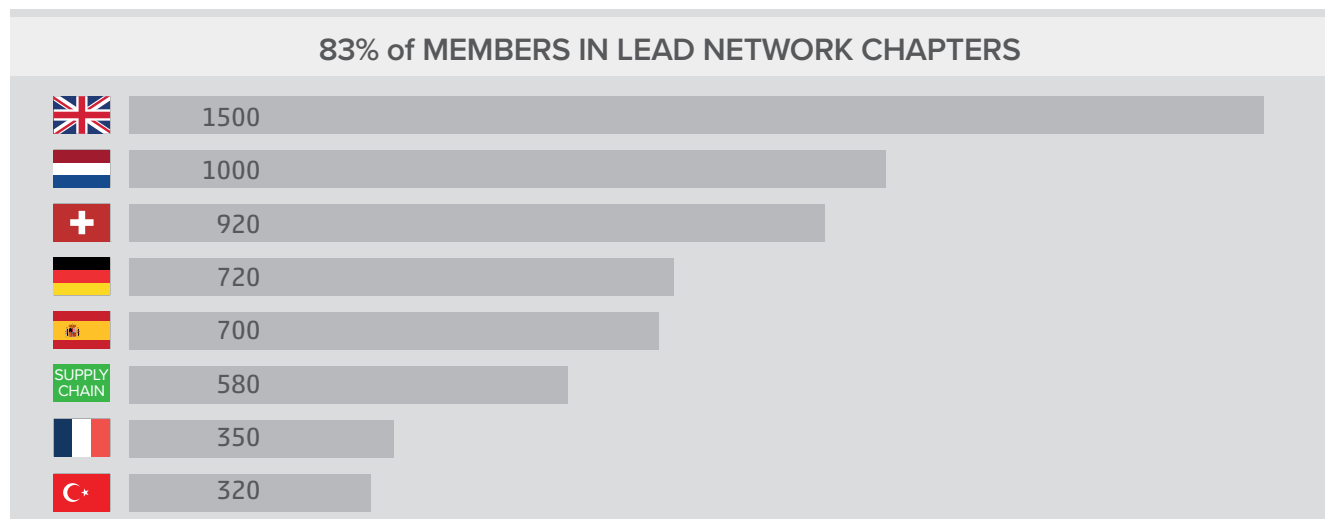
Annelie Verstraaten
Owner, Merkwijis



*Secretary of the
Executive Committee
& Co-founder of LEAD Network*

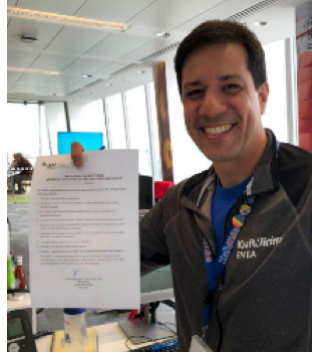
Mick Broekhof
Partner, Kalypso

2019 YEAR-END DASHBOARD



CEO PLEDGE

In 2019, 15 companies on top of the original six signed the CEO Pledge, sending out a powerful message that they are committed to building an inclusive industry where men and women have equal chances of career advancement.



The LEAD Network Pledge 2020

Embracing Change: Transformation through Diversity

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We commit to meaningfully accelerate gender parity and drive inclusion in the European Retail & CPG value chain by...

1. Striving to create new norms towards parity
2. Engaging in courageous conversations about ways to truly create inclusive cultures where everyone can thrive
3. Educating employees about the negative impact of bias on retention, development and advancement of women
4. Continuing to coach and mentor female & diverse employees, while also increasing sponsoring
5. Assessing current recruiting strategies and ensuring there are intentional efforts to hire, promote and pay equitably female & diverse employees
6. Instituting a diverse slating process committed to always selecting the best talent, and requiring 50% of those considered to be diverse
7. Creating transparent, contemporary practices and policies
8. Leveraging LEAD Network to share leading practices

... resulting in a significant increase in female representation at the Director level and above ...

We commit to a significant percentage point increase by 2023 (at least 5%) from our current corporate baselines, collectively increasing the LEAD industry scorecard baseline of 34% (2019) and to building a plan to achieve gender parity over the next decade.

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WORDS FROM OUR FOUNDATION PARTNERS



"As a leading global retailer, Ahold Delhaize acknowledges that Diversity & Inclusion is fundamental to our business success and growth. Every day, we strive to be an inclusive place to work where our associates reflect the markets we serve, where their voices are heard and valued, and they can grow and contribute to the fullest. We are proud to actively support the LEAD Network."

Sarah Chartrand, *SVP Global Talent, Leadership & Diversity, Ahold Delhaize*

"Coca-Cola European Partners is a leader in one of the largest FMCG sectors and we offer some of the world's leading beverage brands, with a culture that includes diverse, talented people. Inclusion and diversity is more than a strategy to us, it is a 'no-opt out' philosophy, an important part of which is the advancement of women as a long-held goal, driving positive action right across our company. We are proud to work and collaborate with LEAD and other partner companies seeking to advance, retain and attract more women into the retail and consumer goods industry."

Sue Eilfield, *VP Human Resources, Inclusion & Diversity, Coca-Cola European Partners*



"At EY, we believe 200 years is too long to wait for economic gender equality – that's the World Economic Forum's latest estimate. We're determined to close the gap, by accelerating women's progress in our own workplace and helping our clients do the same. We support LEAD Network. It's a place where individuals can connect, share ideas and build momentum for change."

Elaine Parr, *Partner, Ernst & Young LLP*

"The Coca-Cola Company's global diversity mission is to mirror the rich diversity of the marketplace we serve. Diversity is at the heart of our business. We are proud to support the LEAD Network in its mission to attract, retain and advance women in the retail and consumer goods sector in Europe."

Elaine Bowers Coventry, *Chief Customer and Commercial Officer, The Coca-Cola Company*



"At Nielsen, we understand that diversity and inclusion is a global business imperative. It is crucial that our organisation's diversity reflects the markets that we measure and represent to our clients through Nielsen services."

Marie Lalleman, *EVP Managing Director Global Client Strategic Lead, Nielsen*

"We want to accelerate progress towards a more equal and inclusive workplace, by engaging more men inside and outside our company and shining a light on unconscious biases that hold us back. We are committed to 'doing' our part in partnership with LEAD Network to make a meaningful impact in our industry and society."

Béatrice Dupuy, *Vice President – Sales and Israel, West Bank & Gaza, Procter & Gamble*



"At PepsiCo, we believe that Inclusion and Diversity makes us stronger together. As such, we celebrate what makes each of us unique and we look to continuously foster a diverse workplace in which everyone can truly be who they are, have a sense of belonging and an opportunity to thrive. LEAD is a key partner in this mission to connect, inspire and enable our PepsiCo people to create a future of inclusion and gender equality on all levels."

David Souperbiet, *Chief HR Officer, PepsiCo Europe*

"With our Foundation Partnership, we have the opportunity to learn from other companies and see how we can apply the lessons. Also, the network accelerates the results we can achieve. Really making a difference can only happen when we collaborate for this bigger purpose; LEAD Network contributes well to that collaboration."

Francis Hoefman, *SVP HR Hygiene, Reckitt Benckiser*



THANK YOU TO OUR PARTNERS

FOUNDATION PARTNER



HEALTH • HYGIENE • HOME

GOLD PARTNER



SILVER PARTNER





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