

At the Intersection  
of Generation and Gender:

# **Building a NextGen-Fit Industry**

Report on the 10th CEO Roundtable

Held virtually on 11 May 2023

## EXECUTIVE SUMMARY

After a dynamic gathering in Paris last October, leaders came together at our 10th CEO Roundtable to discuss the progress of our new initiative to make the consumer products and retail industry fit for the future. Thirty-five CEOs and Regional Presidents from across the sector met virtually on 11 May to hear directly from NextGen talent and explore steps they personally can take to become a 'Leader 2.0'.

### Key takeaways

- ▶ We have an opportunity to build on the experience of older generations and leverage the innovation of younger generations to avert an exodus of talent from our industry. Both sides have vital contributions to make.
- ▶ A new style of leadership, 'Leadership 2.0', is needed to win the hearts and minds of Millennial and Gen Z workers. This will see a move from the old command-and-control model of management to a more inclusive model.
- ▶ LEAD Network's NextGen Leadership Development Programme, Impact35, is set to launch this October. It has been designed by NextGens for NextGens, to tackle specific barriers, enable cross-company collaboration and promote cross-generational learning.
- ▶ LEAD Network has curated more than 20 concrete practices necessary to attract, retain and advance Millennial and Gen Z workers in our industry. These practices will be available to Partner companies in the coming months.



Charmaine England  
*Area Managing Director  
Northern Europe for Kenvue  
Member of the  
Advisory Board of LEAD Network  
Chair of the 10<sup>th</sup> CEO Roundtable*



Together we can make a huge impact on our industry and ensure it is fit for the future.

*Charmaine England*

## SUMMARY OF THE SESSION

The CEO Roundtable was chaired by Charmaine England, Area Managing Director, Northern Europe for Kenvue, and member of LEAD Network's Advisory Board. It was moderated by Sarah McGowan, Partner at August Leadership and also a member of the Advisory Board. Charmaine told participants: "The emphasis today is on concrete actions. Together we can make a huge impact on our industry and ensure it is fit for the future."

The goal of the Roundtable was to help participants consider how they as leaders can move from 'Leadership 1.0' to 'Leadership 2.0'. Leadership characteristics identified by LEAD Network's NextGen Chapter as those that will help to build forward-looking workplace cultures are:

- ▶ Purposeful
- ▶ Empowering
- ▶ Growth-oriented and transparent
- ▶ Leads through example
- ▶ Human

It is imperative we make this leadership shift. By 2030, there will be a global human talent shortage of more than 85 million people. If unaddressed, in 2030 that talent shortage could result in about \$8.5 trillion in unrealised annual revenues. NextGens give our industry a score of only 4.8 out of 10 when asked how fit it is for their needs, and just 28% say they plan to stay in the industry for the long term, according to LEAD Network's 'Voices of the Future' research. Taken together, these data show the sector is worryingly exposed to talent-shortage risks.



**The percentage of NextGens who plan to stay in our industry for the long term**

There is currently a gap between the older generation and Millennials/Gen Z, with the two sides often criticising each other. The reality is that both have much to contribute: the older generation brings expertise and experience, while the younger offers innovation and disruption. If the two generations can connect in a genuine conversation, there are major opportunities: to ensure the talent pipeline keeps flowing, to improve inclusion for all, and to unlock new business possibilities.

Paolo Lanza, CEO Asahi Europe and International, and member of our recently formed NextGen/CEO Connect Board, said in a pre-recorded video message: "There is a need for behavioural change to ensure that what we say lines up with what we do. And that's a difficult process to go through. But I ask that you go through it honestly, authentically and with a view to being pragmatic." He said he personally had made two commitments: to form a NextGen Council at Asahi Europe and International, and to take a NextGen with him whenever he speaks to younger people outside of the organisation.

Taking steps to build NextGen-fit workplaces will benefit not just younger workers but women generally, because there is a significant overlap between what these two groups care most about at work. Women want flexibility, wellbeing, an inclusive culture free of microaggressions, and advancement without headwinds. NextGen workers want these things too – plus a visibly diverse workforce, growth and impact, autonomy, and purpose/ social responsibility. “If we make progress for NextGens we will make progress for women,” said Sarah McGowan.

After exploring this context, three members of LEAD Network’s NextGen Chapter, Emma Burns of the Kellogg Company; Lidia Timkovskaya of WOW Humans; and Aurélie Ceuppens of Delhaize Belgium, took the floor to describe the five behaviours that characterise Leadership 2.0. They drew contrasts with the old Leadership 1.0 model and articulated why each element mattered to NextGens. Participants took part in a live poll where they said which trait they felt they most had (‘leads through example’ came out top, with 39%) and which they most lacked (‘purposeful’, with 57%).

Participants engaged in breakout discussions to examine how their own leadership style might need to evolve. These sessions were chaired by members of LEAD Network’s NextGen Chapter. Along with Emma, Lidia and Aurélie, mentioned above, these were: Radia Ahsan, Unilever; Catriona Haffenden, Nielsen; and Hiromi Nakamura Svensson, Kimberly-Clark.



**Olena Neznal**

*Managing Director Northern Europe, Diageo  
Member of the Advisory Board and  
NextGen/CEO Connect Board of LEAD Network*



**Paolo Lanza**

*CEO Asahi Europe and International,  
Member NextGen/CEO Connect Board*

## Key points to emerge from the discussion

### **The barriers to you, your company or the industry becoming NextGen fit**

- CEOs can feel pulled in two directions, trying to satisfy the needs of shareholders on the one hand (results-focused) and the needs of NextGens on the other (purpose-focused).
- Senior leaders tend to be of the older generation, who are less comfortable with sharing emotions in a business setting.
- Ego can get in the way of honest self-assessment. Some leaders do not like to be wrong, or to be seen as weak.
- A fear of upsetting someone and worries about lacking the right knowledge can have a stifling effect on CEOs' interactions with their teams.
- Our industry does not seem exciting to NextGens, who may instead gravitate to sectors they find more impactful and appealing. The mission/purpose of individual companies may not chime with the younger generation's aspirations.
- NextGens expect work/life balance, which is at odds with the CPR industry's reputation as a demanding, tough and traditional environment.
- Some leaders see NextGens as reluctant to return to the office and unaware of the benefits of being physically present (visibility, networking, engagement, human connection through face-to-face interaction). Meanwhile NextGens tend to view leaders as fixated on presenteeism and stuck in outdated ways of working.

### **Potential solutions for unlocking these barriers**

- Hold cross-generational learning sessions to foster mutual understanding and tackle unconscious bias.
- Set KPIs around Leader 2.0 qualities and make them part of promotion criteria.
- Create a NextGen group/committee to drive workplace improvement.
- Build multi-generational employee resource groups to foster collaboration.
- Establish a NextGen Board or Council to contribute to strategic plans.
- Host 'fuck-up parties' to celebrate mistakes and explore what can be learned.
- Develop benefits that NextGens want and value, rather than those they don't (such as company cars). Ensure they are told about policies and opportunities that are in place to help them.
- Ensure the mission and purpose of your organisation are attractive to NextGen talent.
- Talk regularly about purpose, not just as KPIs in quarterly updates but in operational meetings.
- Promote the industry externally as a sphere where people can have a real impact and change the world.

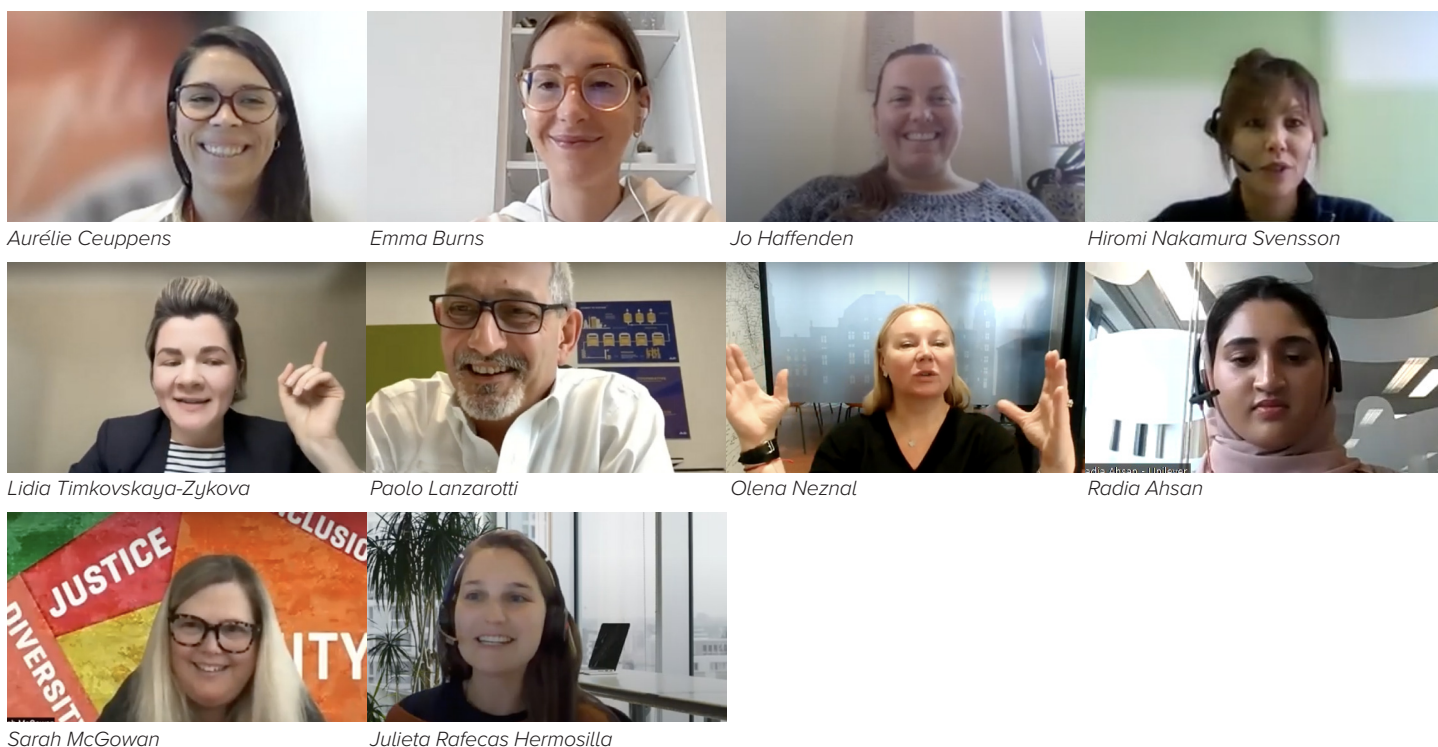
## What's next for NextGen?

- ▶ **NextGen Leadership Development Programme.** This brand-new programme, called Impact35, is designed by NextGens for NextGens to tackle specific barriers, enable cross-company collaboration and promote cross-generational learning. You will be able to nominate participants in October – look out for information at the LEAD Network conference in Dusseldorf.
- ▶ **Leading practices to ensure your organisation is NextGen-fit.** We are compiling a resource for Partner companies to draw on. If you have a leading practice you would like to share, please contact Sarah McGowan at [sarahjmcgowan13@gmail.com](mailto:sarahjmcgowan13@gmail.com) or Lidia Timkovskaya at [lidia@wow-humans.com](mailto:lidia@wow-humans.com)
- ▶ **NextGen Insights Report.** We plan to publish a summary of NextGen research in our industry to spread the message.
- ▶ **NextGen on stage.** NextGen will feature as a topic on the Plenary stage of the LEAD Network conference, sharing research, experiences, and leading practices.

Our NextGen/CEO Connect Board will continue to spearhead this work. If you would like to get involved, in any capacity, please email [mick.broekhof@lead-eu.net](mailto:mick.broekhof@lead-eu.net) or Sarah McGowan at [sarahjmcgowan13@gmail.com](mailto:sarahjmcgowan13@gmail.com).

If you would like guidance or support on any of the actions discussed during the CEO Roundtable, our NextGen team will be delighted to help. Please contact Lidia Timkovskaya at [lidia@wow-humans.com](mailto:lidia@wow-humans.com).

## Members of the NextGen/CEO Connect Board





## PARTICIPANT BREAKDOWN

**Number of participants:** 47, of whom 35 are CEOs and Regional Presidents, representing a good mix of retailers, manufacturers and service providers. For the first time, breakout room moderators were NextGens.

**Repeats:** Half of the participants were attending for the first time, showing we are continuing to widen our reach.

**Gender:** The gender split was 60% women, 40% men.

## FEEDBACK

CEOs particularly appreciated hearing directly from NextGen talent. They would like to see more time allocated to breakout-room discussions and more of a focus on concrete actions to overcome barriers. There were dissenting voices too, which is to be expected given the gap that we have highlighted between the older and younger generations.



*The openness and vulnerability of the session really allowed for clear communication between NextGens and CEOs, which was super insightful!*



*Strong content and real-life experiences.*



*It would be great to see how these types of activities could be woven into the conference, if they are not already.*



*Not convinced the GenZ direction is the best one for LEAD Network and this session did not allay that concern.*

## BACKGROUND TO THE CEO ROUNDTABLE

The CEO Roundtable was started by Frans Muller, CEO of Ahold Delhaize, in 2017. Since then it has become a unique forum for senior executives within the European consumer packaged goods and retail industry, bringing together retailers, wholesalers, manufacturers and service providers.

Our aim is to build a dynamic community of CEOs and regional presidents who are not only committed to making diversity and inclusion a strategic priority at every level of their organisation, but who want to steer the whole industry towards gender equality.

Meetings of the Roundtable typically involve individuals from around 40 different companies. In a 'safe haven' environment, participants talk frankly about their personal challenges and successes, with a focus on practical actions that others can put to good use within their own organisations. Learning takes place at three levels:

- 1 Individual – Taking personal action to listen, learn and adjust. Being a role model for your team and company in the area of D&I.
- 2 Institution – Adopting company-wide changes that improve D&I across all business processes (not just HR).
- 3 Industry – Acting collectively with other CEOs to make industry region-wide progress on inclusive policies, making our industry more attractive to diverse talent.

The CEO Roundtable is run largely by volunteers, with support from LEAD Network staff. If you have any feedback on the latest CEO Roundtable or ideas for future CEO activities and events, please contact Mick Broekhof at [mick.broekhof@lead-eu.net](mailto:mick.broekhof@lead-eu.net).

*This report is shared among our Partners. In keeping with our 'safe haven' policy, all identifying information has been removed.*



## CEO ROUNDTABLE PARTICIPANTS

**Tanya Kopps** CHRO of Europe and Indonesia,  
**Ahold Delhaize**  
Chair of the Board of LEAD Network

**Stéphane Grenier** Managing Director France,  
**Amazon Ads**  
Member of the Board of LEAD Network

**Hayley Tatum** Chief People and Corporate Affairs Officer,  
**ASDA**

**Angela Cretu** CEO, **Avon**

**Karin de Koning** Country Manager Benelux, **Beiersdorf**  
Member of the CEO Engagement team of LEAD Network

**Adam Birkett** Global Trading Leader/Cargill Ocean Transportation,  
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**David Cuenca** President, Europe, **CHEP**

**Sue Liderth** VP, OU Digital Services, Europe,  
**The Coca-Cola Company**

**Stephen Moorhouse** VP & General Manager, GB,  
**Coca-Cola Europacific Partners**

**Nicolas Rieul** Vice-President, **Criteo**

**Amadou Diallo** CEO of Middle East & Africa,  
**DHL Global Forwarding**

**Olena Neznal** Managing Director Northern Europe,  
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Member of the Advisory Board and NextGen/CEO Connect  
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**Sinéad Kwant** President, Europe, **Diversey**  
Member of Executive Committee

**Javier Hernandez Reta** President Europe and Africa,  
**Duracell**

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**Gilles Andrier** CEO, **Givaudan**

**Richard Cawston** President Europe, **GXO Logistics, Inc.**

**Neil McCormack** EMEA Managing Partner, **IBM**

**Elaine Parr** Consumer Goods Leader, **IBM**

**Michael Pooley** Group CEO, **IFCO Systems**

**Chad Markle** Principal, Global Commercial Lead,  
**Kalypso: A Rockwell Automation Company**

**David Lawlor** President Europe, **Kellogg Company**

**Charmaine England** Area Managing Director Northern Europe,  
**Kenvue**  
Member of Advisory Board of LEAD Network; Chair of the 10th  
CEO Roundtable of LEAD Network

**Katie Moran** Personal Care Regional Lead, EAME,  
**Kimberly-Clark Professional;**

**Elisabeth Araujo** Managing Director Europe Zone,  
**L'Oreal Dermatological Beauty**

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**Roland Armbruster** CEO, **Manor AG**

**Sandra Kottenauer** Chief Product & Marketing Officer,  
Executive Committee Member, **Manor AG**  
Member of Switzerland Chapter Committee of LEAD Network

**Ana Sanchez** President of EMEA, **McCormick & Company**

**Jay Cooper** President Northern Europe,  
**Mondelēz International**

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**PA Consulting**

**Paolo D'Orso** Executive Vice President Hygiene Europe, AUNZ,  
**Reckitt**

**Paola Pomi** CEO, **SinfoOne**

**Dr. Florian Feltes** Co-Founder and CEO, **Zortify**

## MODERATORS & FACILITATORS

**Radia Ahsan** Customer Development Graduate, **Unilever**

**Mick Broekhof** Co-Founder & Secretary of the Board  
of LEAD Network

**Emma Burns** Human Resources Business Partner, Supply Chain,  
**Kellogg Company**

**Aurélië Ceuppens** Organisational Development and Diversity,  
Equity & Inclusion Manager, **Delhaize Belgium**  
Chair of the BELUX Chapter of LEAD Network

**Catriona Jo Haffendens** Quality Manager, **Nielsen Global Media**

**Jill Hopper** Writer for LEAD Network's CEO Engagement  
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