

Report on the CEO Roundtable

Madrid, 18 November 2019



Executive summary

Since its inception in 2017, the CEO Roundtable has become a unique forum for senior executives within the European consumer packaged goods and retail industry to speak openly about the challenges and rewards of promoting more women to leadership positions.

This year, 30 individuals took part, engaging in frank discussion and generating ideas that will move the diversity and inclusion agenda forward. Encouragingly, most felt they no longer needed to make the business case for diversity, since this is now broadly accepted. The new priority is to make urgent progress on retaining female talent during the pressured middle years of women's careers, and on ensuring women are fairly represented in all roles, not just in the 'pink ghettos' of HR, legal and

marketing/communications. Participants felt that technology is likely to play an increasingly important role in eliminating bias, for example through the deployment of AI within recruitment and performance assessment processes.

During the discussion, our participants generated scores of practical suggestions. This report organizes these points into five broad themes for easy reference: culture; metrics and goals; enablers; CEO Pledge; and ideas for future LEAD Network action.

The report is distributed to CEO Roundtable participants only. We hope you find it a useful record of an inspiring session – and a spur to action for your colleagues.

1. Culture

- Bring about lasting change by understanding the cultural and social factors that may be hampering female employees; these factors vary by country and region.
- Be a powerful force in tackling the root causes of gender discrimination and changing the prevailing business culture. For example, unite with other companies to deliver lectures on diversity and inclusion at universities and other institutions.
- Create a diversity and inclusion council: a group of individuals to act as an independent body within the organisation, responsible for suggesting policies, setting targets, and holding CEO and leaders accountable. Appoint a champion who can speak up and be the public face of the topic.
- Make diversity a natural part of leadership culture. Women require senior male allies who can be relied on to call out bad behaviour wherever it is found. Provide unconscious bias training as part of the basics within the company's core training programme.
- Foster an inclusive company culture through dialogue and investing time in every part of the organisation. Share successful initiatives, role models, results and milestones to build momentum and inspire future efforts.

2. Metrics and goals

- Don't limit gender equality policies to the minimum levels required by local legislation. Be part of the movement to drive higher standards across the world in areas such as parental leave, flexible working and equal pay.
- Systematically require two women for every man within the pool of candidates for hiring, promotion, and succession planning. Have a balance of women and men on all interview panels.



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- Publicise metrics and goals throughout the organisation and hold leaders accountable for them. Include diversity goals in managers' yearly incentive plans.
- Publish goals externally to create accountability. Consider adopting Unilever's public diversity targets.
- Monitor the number of women in 'power jobs', not just those at a certain level. Ensure women account for 50% of the CEO's top team.

3. Enablers

- Introduce a maternity reboarding program with an identified internal coach.
- Implement a robust sponsorship plan for women, including reverse mentoring by millennials for senior managers.
- Tackle 'pink ghettos' – the tendency for women to be confined to functions such as HR, marketing and legal. Instead, ensure women are encouraged to apply for frontline P&L roles.
- Address the confidence gap by helping women to take opportunities, rather than second-guessing whether they are interested in a particular role.
- Use technology to eliminate bias. Many global companies are starting to do this, for example: deploying AI with robots for interviewing (Unilever); using AI when writing job descriptions to eliminate male bias in wording (Coca-Cola); using AI to compile data on performance rankings (AB InBev).

4. CEO Pledge

- Drive industry-wide take-up of the CEO Pledge by tapping into your network and encouraging friends, colleagues and contacts to sign. If all current signatories did this, we could quickly double our numbers.
- When negotiating a contract with a supplier or manufacturer, request that they sign the CEO Pledge. This is already common practice in certain areas such as sustainability.

5. Ideas for future LEAD Network action

Participants suggested that LEAD Network could consider:



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- Creating a database of best practices, classified by themes that impact progress in gender equality, such as best practices for solving the pay gap, for promoting culture change, and for implementing flexible working.
- Expanding the mentoring programme to include senior women leaders with a mentor/mentee mix of manufacturers and retailers.
- Increasing the representation of local players within the LEAD Network.
- Becoming the industry certifier for diversity and inclusion, and providing more externally qualified research and benchmarking.
- Drawing up a list of talking points, focused on key business reasons, for CEOs to use when recruiting new signatories to the CEO Pledge.
- Adjusting the CEO Pledge so as not to deter those companies that feel the current target is unattainable, but would otherwise sign up.
- Measuring the CEO Pledge yearly, and committing to annual improvements.
- Continuing the CEO Roundtable discussion beyond the confines of the event, via video conference or call.
- Making the lack of women in P&L roles a priority issue for LEAD Network's 2020 plans and conference.

Individual feedback

In 2019, one third of participants in the CEO Roundtable were men, an indication that LEAD Network is succeeding in its mission to make diversity a business rather than a women's issue. Here's what some of our male participants had to say:

"The whole experience has reinforced my resolve to make CHEP Europe the most inclusive and fair business possible."

Michael Pooley, CHEP

"Here's what I've learned today: the more you actually try, the more you will end up doing."

Rafael Oliveira, KraftHeinz

"I realize I have a unique opportunity and assure you I am compelled to make a difference. I use the slogan "doing not trying" as a reminder and rallying cry."

George Young, Kalypso

Frans Muller, CEO of Ahold Delhaize, conceived the CEO Roundtable in 2017. The CEO Pledge was the first tangible result. The 2019 CEO Roundtable numbered 30 participants. All agreed to the Anti-Trust clause. The discussions were held in a 'safe haven'. This report is distributed to participants only.

Participants

Presenters	Senior Executives	Moderators
<ul style="list-style-type: none"> Jacqueline Blount on behalf of Sarah Chartrand (Ahold Delhaize) 	Table 1 <ul style="list-style-type: none"> Chair: Myriam Cohen-Welgryn (L'Oreal) Tim Brett (The Coca-Cola Company) Sandra Kottenauer (Manon) David Lawlor (Kellogg's) Brian Sharp (Sonoco) 	<ul style="list-style-type: none"> Marie Lalleman (Nielsen)
<ul style="list-style-type: none"> Petra Albuschus (ICA Gruppen) 	Table 2 <ul style="list-style-type: none"> Pat Dodd (Nielsen) José Antonio Echeverría Villar (Coca-Cola European Partners) Hanneke Faber (Unilever) David Hauxwell (AB InBev) Olena Neznal (Kimberly-Clark) 	<ul style="list-style-type: none"> Helayne Angelus (Chair of Advisory Board and Co-founder of LEAD Network, Kalypso)
<ul style="list-style-type: none"> Beatrice Dupuy (P&G) 	Table 3 <ul style="list-style-type: none"> Olaf Koch (METRO) Julie Lin Teigland (EY) Michael Pooley (CHEP) Diane Tucci (Costco) 	<ul style="list-style-type: none"> Felicia Eijsink-Waaijer (Treasurer of LEAD Network, Unilever)
	Table 4 <ul style="list-style-type: none"> Fabrice Beaulieu (RB) Béatrice Guillaume-Grabisch (Nestlé) Sabine Müller (DHL Consulting) Ines von Jagemann (Tchibo) Tanya Kopps (METRO) Rafael Oliveira (KraftHeinz) Markus Sandmayr (Danone) 	<ul style="list-style-type: none"> Tanya Kopps (METRO)
	Regrets: <ul style="list-style-type: none"> Ricardo Doehner Cobián (Campofrio) George Young (Kalypso) John Woods (Kalypso) was proxy 	<ul style="list-style-type: none"> Mick Broekhof (Secretary and Co-founder of LEAD Network, Kalypso)

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